Are You Missing The Mark When You Benchmark?

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Benchmarking

What is it and
How Do YOU Do it?
What Is Benchmarking?

The collection and use of comparative data to describe and/or measure change (hopefully progress) over time.
The Current “Measurement Narrative”
Nationally vs. Single Company

26% of Computing Workforce is women

2016, Department of Labor Bureau of Labor Statistics

Single Company Diversity Statistics
Why Benchmark?

1. To set attainable strategic goals
2. To inform the best change leadership efforts for a given challenge and context
3. To gauge the efficacy of those efforts over time

Innovation
What Happened To Women In Computer Science?

% Of Women Majors, By Field

Medical School  |  Law School  |  Physical Sciences  |  Computer science

Source: National Science Foundation, American Bar Association, American Association of Medical Colleges
Credit: Quoctrung Bui/NPR
57% of Professional Occupations in the 2015 U.S. Workforce Held by Women

25% of Professional Computing Occupations in the 2015 U.S. Workforce Held by Women

Women Make Up 18% of U.S. Software Developers

Women Make Up 13% of U.S. Computer Hardware Engineers

Women Make Up 20% of U.S. Research Institution C.S. Faculty

17% of Fortune 500 Chief Information Officer (CIO) Positions Held by Women in 2015

Almost All Corporate CTO’s Are Men

Private Sector Quit Rate for Technical Women (56%) Twice that of Men, Mid-career

### Male and Female Collaboration Statistics by Category

**U.S.-invented U.S. Information Technology Patents**

<table>
<thead>
<tr>
<th>SUBCATEGORY</th>
<th># MATCHABLE PATENTS</th>
<th>FEMALE-ONLY</th>
<th>MIXED-SEX TEAM</th>
<th>MALE-ONLY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COUNT</td>
<td>%</td>
<td>COUNT</td>
<td>%</td>
</tr>
<tr>
<td>Communications</td>
<td>163,408</td>
<td>3,466</td>
<td>13,813</td>
<td>8.5%</td>
</tr>
<tr>
<td>Computer Hardware</td>
<td>132,486</td>
<td>2,291</td>
<td>12,802</td>
<td>9.7%</td>
</tr>
<tr>
<td>Computer Peripherals</td>
<td>45,732</td>
<td>871</td>
<td>4,424</td>
<td>9.7%</td>
</tr>
<tr>
<td>Computer Software</td>
<td>105,256</td>
<td>3,062</td>
<td>15,915</td>
<td>15.1%</td>
</tr>
<tr>
<td>Semiconductors/Solid-state Devices</td>
<td>156,310</td>
<td>3,184</td>
<td>16,420</td>
<td>10.5%</td>
</tr>
<tr>
<td>All Information Technology</td>
<td>603,192</td>
<td>12,874</td>
<td>63,374</td>
<td>10.5%</td>
</tr>
</tbody>
</table>
Bottom Lines:

• Headcounts Are NOT Enough
  • And may be misleading alone
• Don’t Confuse Indicators with Accomplishments
  • Conflation leads to confusion
• ROOT CAUSE Needs To Be Addressed
  • Headcounts are only ONE KIND of Indicator
• Cultural Change Requires MANY INDICATORS
• Data & Benchmarking Should Tell a Story
What is Your Story?
Intel Slides here
"We are inventors. We are problem-solvers. Between now and 2020, we plan to accelerate diversity and inclusion not just at Intel, but across the technology industry. We need both to evolve and drive future growth."

- Brian Krzanich, CEO, Intel
Overview of the Decoding Diversity Research
Background

• **Intel** worked with **Dalberg Global Development Advisors** to conduct a study on the economic returns of diversity in the tech industry.

• **First-of-its-kind data** specific to the technology industry, **quantifying the financial and economic impact** of diversity in tech. Looked at both racial and gender diversity. Data is collected from **170 U.S. technology companies**.

• The study revealed that **improving ethnic and gender diversity** in the US technology workforce represents a **massive economic opportunity**.

• This analysis is based on **regression analysis**, using published, released or publically discussed data.

• This presentation shares **highlights and findings from the study**, and offers considerations for the technology industry around **diversity efforts**.
THE US TECH INDUSTRY'S DIVERSITY OPPORTUNITY

WHAT'S THE DIVERSITY GAP?

This report offers first-of-its-kind analysis of the economic impact of improving diversity in the tech sector, based on diversity data from nearly 170 companies.

12-15 PERCENT

of the overall tech workforce is African-American, Hispanic, or Native American, compared to 31 percent of the overall tech workforce.*

Women represent just 28 percent of the tech workforce, including both those in technical and non-technical roles. This reflects a shortfall of 900,000 - 1Mn women in the tech sector compared to the 50.8 percent ratio of women in the U.S. population, or over 700,000 women compared to the 46.8 percent ratio of women in the general U.S. labor force.

WHAT'S THE OPPORTUNITY?

$470 - $570BN

In additional value - a combination of higher revenues and higher market values - could be achieved through full representation of racial/ethnic diversity and greater gender diversity among leadership.

1.2 - 1.6%

potential GDP growth by closing the tech industry gap in presentation of women and minorities.

0.3 - 0.4

percentage-point increase in operating margins for every one percentage-point increase in racial/ethnic diversity.

Sources: David Rock; Herring, 2009; Dezso & Ross, 2011; CEB, 2010
The tech industry is changing.

Over the past five years, tech companies have invested an estimated $0.8 – $1.2Bn in a range of initiatives that aim to build pipelines of female and racial/ethnic minority applicants, recruit them more effectively, retain them for longer, and support their rise once they come on board.
Barriers to Inclusion in the Tech Industry
Two important barriers received less attention

LIMITED DATA

• Making industry-wide progress on diversity will require gathering and sharing more and better diversity data

EVIDENCE

• Few rigorous studies have looked at the tech industry’s efforts to increase diversity

Ratio of tech companies reporting topline diversity data

| Companies reporting diversity data | 10% |
| Companies not reporting          | 90% |

61% of US Employees are in companies that do not report data
Evidence backed investments
Evidence backed investments

1. HOLD MANAGERS ACCOUNTABLE
2. REDESIGN RECRUITING TOOLKIT
3. BUILD MENTORSHIP INTO SPONSORSHIP
4. ELEVATE AFFINITY GROUPS
5. COMBAT UNCONSCIOUS BIAS
6. ELIMINATE COVERT PENALTIES FOR FLEX WORK PROGRAMS
7. COLLABORATE WITH OTHER COMPANIES TO DRIVE ACTION
8. WORK WITH EXPERTS TO IDENTIFY EDUCATION INVESTMENTS
Learn more
www.intel.com/diversity
Inclusive Benchmarking Data Opportunities

» Recruiting and Hiring
  » Sourcing, Jobs Ads Language, Candidate Pools, Referrals, Interviewing, Selection Criteria

» Mentoring & Sponsoring
  » People, Programs & Patterns

» Task Assignment Patterns

» Performance Review Policies vs. Practice

» Advancement Criteria & Tracking

» Culture & Climate Assessments

» Diversity & Inclusion Effort Participation
Dis-Aggregation Opportunities

» Intersectionality (gender + age, ethnicity, class, sexual orientation, more)
» Across orgs, divisions, departments, teams
» Job titles (function and responsibilities)
» Job levels (director, manager, individual contributor)
» Salaries vs. Satisfaction
» Longevity at company or in career track
Steps Using Benchmarking

1. Take a Look in the Mirror
   » Know your own data & collect more where needed
   » Analyze your data from different perspectives
   » Know your culture: Norms, values, and people
   » Get Feedback
Steps Using Benchmarking

2. Set Attainable & Strategic Goals
   » Use both internal and external benchmarks
   » Identify indicators for progress
   » Get Feedback
Steps Using Benchmarking

3. Make a Plan
   » Use both internal and external benchmarks
   » Identify indicators for progress
   » Get Feedback
Steps Using Benchmarking

4. Evaluate with Regular Data Collection & Analysis
   » Establish accountability
   » Use mixed methods
   » Compare with internal benchmarks
   » Seek relevant benchmarks outside
   » Get Feedback
Shifting the Benchmarking Narrative

What Kind of Benchmarking Will Promote Innovation Through Diversity & Inclusion at OUR Company?
How does benchmarking apply to different areas differently?

How does benchmarking apply to the center?
NCWIT Resources

cwit.org/resources
Questions?
Thought-provoking Breakouts:

- Are Alphas Impeding Innovation in Your Organization?
- Intersectionality: How Can We Address Multiple Biases and Identities at Once?
- Are you Missing the Mark When You Benchmark?
- It Takes a Village: Do You Have One?
- Does Your Company Have a Technical Culture, and Does It Impede or Improve Your Diversity Efforts?

Break: 3:30 - 3:45pm
(Arizona & Tucson Ballroom Foyers)