



NOMINET

Increasing diversity in tech through reskilling existing staff

A Tech Talent Charter toolkit

This starter toolkit provides six recommended steps for organisations interested in reskilling existing staff into tech roles.

Use the hyperlinks (they are underlined) throughout this toolkit to access case studies & deeper learning

1: Be clear on your business case for reskilling internal talent

With the war for hiring tech talent fierce, the digital skills gap is becoming wider, and tech skills needs always evolving, in 75% of cases it pays to reskill your existing workforce.

Why Reskill?

Plan for roles of the future

- Digitalisation is creating new job positions that **didn't exist 10 years ago**
- **Demand for these jobs is on the rise** - more people are now looking to gain these skills and find work within the burgeoning tech sector

The Digital Skills Shortage

- 82% of roles require digital skills
- A third of UK workforce **lack digital skills required for work**
- Competitive advantage relies on technical & soft skills

Diverse workforces drive growth

- Innovation thrives on diversity of thought, yet tech and digital roles remain under-represented

Employee engagement increases

- **94 percent of employees say they would stay at a company** longer if it invested in their career development.
- 72% of candidates are driven by career advancement opportunities, the number one **reason people change jobs**
- Reskilling can therefore retain top talent

Map your Reskilling Business Case

Reskilling - The process of learning new skills with the goal of finding a different job or career path. Reskilling is attractive to individuals who are looking to change their jobs or fear their existing skills will become automated

*Reskilling involves engaging individuals who have not previously considered or been able to access a digital role - thus enhancing the opportunity for more diverse representation

Strategic Workforce Planning for Digital Skills - Encompassing Business, Strategy, HR and Technology

Start with **1-3yr plan** identifying future skills and at risk skills

Create data start point for measuring outcomes

Cost Metric - consider direct training costs, the employee's time off work, and any administrative costs. Balance against savings metrics

Savings metric
Review costs of losing employees, redundancy, recruitment costs, onboarding hires, losing internal knowledge. **Further reading**

Useful Google Searches for the above: **Skills matrix template, skills mapping tools, strategic workforce planning for digital skills, Skills platforms (eg Pluralsight, Cloud Academy)**

2: Generating engagement

By addressing reskilling from the following perspectives and actively removing barriers you are more likely to attract a diverse group of people who had not previously considered digital careers

Employee Engagement

Ensure whole organisation understands workforce plan and opportunities for all. Consider communicating in person to answer questions and relay fears

Incumbent team

Engage the team understands their involvement in re-training, can see how that will develop their individual growth or promotion

Other teams

Ensure relevant departments understand involvement required (e.g finance, IT, people teams). Secure business buy-in & senior sponsorship to commit to allowing learners the time and support required to succeed

3: Engage people to reskill

Demystify tech roles

Describe roles in plain english

Make opportunities accessible through using plain language to describe roles, and core skills. (e.g. problem solving, organisational skills, stakeholder management, logic)

The value of career collateral

Highlight existing skills that can be leveraged in a new technical role of any description

Emphasise existing org. knowledge

People who understand the systems and processes used by an organisation

Unique perspective

Emphasise benefit diverse users of the technology have. Often a unique perspective on issues, workflows and have a diversity of approach to an issue which is beneficial

Build enthusiasm & awareness

Market in existing internal channels

Plan how you will market the opportunity to target audience. Ensure that you use engage broadly: via internal job-boards/career portals, internal newsletters, internal social media channels (Yammer for example), organise and market internal lunch and learn sessions.

Enable staff to see people themselves in the new roles

Enlist diverse champions to share experiences of role/s. Have people who do the role already describe their day Create time and space for people to investigate the opportunity.

Highlight value of company knowledge

Share the value of the company loyalty and the value of historical company knowledge

Identify the selection process

Do people self-select

A candidate who has self-selected for the process is likely to be very engaged with the opportunity

Passive-selection

People who have potential but need encouragement or confidence to take part – one-to-one or group discussions with line managers. Proactively target internal D&I communities to create a diverse pool of internal employees to select from.

Overall screening process & criteria

Be deliberate about selecting candidates are suitable for retraining (Testing, interviews, promotion board, etc) and communicate results, positive or negative that come from that.

4. Choose fit-for-purpose & fit-for-person training and support

Training is not just about content or qualification. You will need to consider delivery model, individual learner support and success metrics in order to create the most positive impact. For example, vehicle manufacturer Scania choose training that was flexible to employee needs and aligned with the specific training and needs and outcomes required.

Recognition of need

Understanding the problem

1. What do you need people to know?
 2. Do you know what they already know?
- Before embarking on any kind of training understand and assess current capabilities.

Recommendation: Balance Tech Skills training with Character Development/Soft Skills.

Employee Assessment Tools

Employee assessment can uncover latent talent. Do you need to buy training programmes or could you set up mentoring programmes, create something internal or try to create a culture of peer-to-peer knowledge sharing?

Buy what you need, not what's on sale

Deep dive into requirements, working with providers to deliver the programme you need.

Even if this is an 'off the shelf' product', consider delivery methodology (Face to Face, Live Online, pure digital etc), timing and how your employees will learn best.

Training Methods

Research and comparison

Explore Funded Training Options

Choose accessible, inclusive training. Ensure training is accessible and relatable to learners – consider materials, language, 'de-colonisation' & representation

Ensure there is Learning Support

Consider Mentoring opportunities, coaches, shadowing time, even secondment. The opportunity to practice what employees have learned will be crucial to success.

Learning Methods | Factsheets | CIPD

Supporting Workplace Learning

Evaluation & Governance

Ensure to measure the progress of your learners & ongoing suitability of training. Expect external providers to support with this! Ensure training is fit for purpose, based on individual learner need and suitable for destination roles. Consider data, progress tracking, line manager oversight, managing managers.

Demand Quality

Do your due diligence

Qualifying Training Providers : Decide on your initial measures of effectiveness before training begins

How to Measure Training Effectiveness

Training sets the keystone to employee development and your organisations future viability. Take references, speak to other customers. Check Industry Standard recognition (ISO, Cyber Essentials, Recorded Data breaches etc). Consider the providers stance on Sustainability, Social Value & Community. Do they align to your values?

Set time frames for success

Ensure that the reskilling has a timeframe that is achievable and aligns to the needs of the business.

Contract with mutuality in mind

Think about Service Level Agreements and penalty clauses for failure to reach timely completion of other agreed key metrics. Protect both parties Intellectual Property and ensure appropriate Liabilities are in place. Ensure confidentiality through NDA's.

5. Onboard re-skilled staff into new teams

	Shore up	Welcome in	Build collective value	Prepare next steps
Reskilled staff member	<ul style="list-style-type: none">• Work with existing team to ensure a smooth transition and exit from one team to another	<ul style="list-style-type: none">• Share with new team leader any specific needs, requirements and preferences so they can be understood	<ul style="list-style-type: none">• Share knowledge from previous role to build new team's insight of a different part of the business (e.g. via lunch & learn)	<ul style="list-style-type: none">• Map your learning needs in 3, 6 month and longer are to progress in the role & beyond• Become a champion to support others to reskill
Tech team	<ul style="list-style-type: none">• Liaise with reskilled staff members' old team to understand timing• Engage existing team to plan work programme to account for onboarding	<ul style="list-style-type: none">• Delivery procedural, functional and social onboarding over time & deliver in bite-sized pieces• Ensure team norms are inclusive (e.g. check language, visual queues, social norms don't exclude people)	<ul style="list-style-type: none">• Appoint a mentor who has time and space to answer obvious questions for team member• Share team top tips and hacks for doing the role	<ul style="list-style-type: none">• Include opportunities for feedback, focusing on strengths-based conversations, to identify what helps staff work at their best• Include reskilled team members in succession planning

6: Next steps and measuring impact

While reskilling is an ongoing journey, it's important to review impact made relative to your initial business case (circling back to assessments made in step one). Ensure the review and impact measurement is ongoing giving benefits are likely to accrue over time, rather than in immediate term. Within your review, include the:

- Cost Metric = the total cost of your reskilling initiative, including direct training costs, the employee's time off work, and any administrative costs; layoff cost and new hiring onboarding
- Productivity metric = How much time saving after staff re-skill to use up-to-day technology
- People Metric = Employee retention and motivation for re-skilled employee, as well as receiving team.