

Geo Diversity & Inclusion: 2017 OKRs

geo-divc@ | 1/13/2016

Geo Diversity Council

Purpose

Sets and is responsible for implementing the Geo Diversity & Inclusion strategy. To achieve our goals, the council is organized into working groups that focus on strategic priorities - hiring, culture, career development, and inclusion in product. Each group is charged with developing a comprehensive action plan and overseeing its implementation.

Role & Responsibilities

- Drive Geo diversity-related initiatives in partnership with the Geo POps team
- Role model and champion for peers and share information with their respective teams
- Provide feedback to Elizabeth and Steering Committee on challenges

2016 Recap

2016 OKR progress

OKR

Geo is transparent about the ongoing state of our diversity and inclusion goals.

- Geo's diversity scorecard covering representation, hiring, promotion trends including historical data on career advancement, experience (Googlegeist results on 5 inclusion-related questions) and participation is shared bi-annually.

Geo has a pipeline for career advancement that is reflective of the demographics in the organization.

- Every L7+ manager has a plan for their team's career advancement for the next 3 cycles. The pipelines is assessed for representativeness and vetted bi-annually.

Status

- Complete: Scorecard shared bi-annually in 2016
 - Complete: Quarterly update emails sent from Diversity Council
 - In-progress: 2016 Reflection email
 - Incomplete: Googlegeist results on 5 inclusion-related questions
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- In-progress: Career Advancement Tool

2016 OKR Progress

OKR

Geo fosters a fair and inclusive environment where all can thrive.

- Geo is on track to close the gap for women and minorities on Googlegeist psychological safety by Q3 2017.
- 100% of Geo organizations (all employees and managers) complete the Unconscious Bias training by Q3 2016.
- 100% of all Geo Managers have completed a manager training course which includes a section on diversity and inclusion by EOY.

Geo's representation matches or exceeds that of the market.

- The Geo SWE population distribution reaches or exceeds the available candidate pool with respect to diversity by Q1 2018: 23% women, 5% black, and 4% latino.

Status

- Complete: 100% UB completion
 - In-progress: BB still needs work
 - In-progress: Psychological safety work through our expanded mentorship program, BB completion, and 4th workstream: Culture
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- In-progress: Hiring numbers for blacks.

2017 Workstreams & OKRs

What is our overall Diversity Council Mission Statement?

4 Workstreams

Hiring	Career Advancement
I2	Culture

Workstream: Hiring

Objective: Geo's hiring process is successful at including / closing underrepresented populations

- **KR1:** Geo SWE population distribution meets/exceeds available candidate pool WRT diversity by Q1 2018 (23% women, 5% black, 4% latinx) (carryover)
- **KR2:** All Geo managers receive hiring training GeoMD module in Q1 2017 (carryover)
- **Private KR3:** All Geo hiring managers with open roles at L3-5 in 2017 will have considered at least one packet of an underrepresented candidate in the decision process for each role in order to gain allocation approval
 - Q1: Launch Eng Managers / Diversity Sourcing pairing program
- **KR4:** 50% of L7+ Geo Googlers make at least 1 outreach visit to colleges w/ diverse candidate pools in 2017, including outside the US, to counter the “they wouldn't want me” factor & incentivize applications
 - Q1: Build collateral / slides
 - Q1: Work with existing programs team to get a list of schools and establish tracking system
- **Private KR5:** Establish a group dedicated to opportunistic candidates (open to all candidates)
 - Q1: Define, staffed and announced, reviews at least 10 candidates.

Workstream: Culture

Objective: Geo fosters a fair and inclusive environment where all can thrive.

- **KR1:** Geo is on track to close the gap for women and minorities on Googlegeist Culture scores (sample survey in Q2)
 - Q1: Launch Baseline Culture survey in Q2 with 90% Geo participation
 - Q2: Launch Baseline Culture survey with 90% Geo participation
 - Q3: Analyze and publish Q2 survey results and define plan to address
- **KR2:** Establish a [Culture credo](#) and distribute it across Geo [stretch across Google]
 - Q1: Draft Culture credo for Geo and plan to ratify in Q2
 - Q2: Draft Culture credo for Google and ratify with Geo
 - Q3: Advocate to establish a Google wide HR effort to define Googley and incorporate inclusiveness in Google values
- **KR3:** By end of Q2 all of Geo organizations publish quarterly OKRs to address team specific culture and inclusion challenges and share insights and interventions with the broader Geo org
 - Q1: Publish examples for team OKRs on culture and inclusion
 - Q1: Create Plan for a Geo Inclusion week in Q2
 - Q2: Hold Geo Inclusion week
 - Q3: Provide Geo managers guidance on setting inclusivity OKRs and launch end of quarter survey to assess success
- **KR4:** Foster a culture of open discussion on culture and inclusion
 - Q1: Hold a Geo unTownhall to unpack Googlegeist results
 - Q2: Continue conversation to focus on culture actions/being an ally (unTownhall in MTV, forums in Dublin, NYC, SFO)
 - Q3: Publish at least one Culture on the Can flyer to Geo locations
 - Q3: Create a proposal for fostering social giving

Workstream: I2

Objective: All GEO products/programs/processes are inclusive of diverse and global user perspectives and needs by 2018.

- **KR1:** Conduct a GEO wide assessment that looks which product/program/process are highest priority to address inclusion in development (using demographics from logs, feedback, happiness surveys). Set baseline metrics & goals.
 - Q1: Design and launch assessment
- **KR2:** Create guidelines for product development with measurable inclusion goals
 - Q1: Define 3 distinct user focus areas
- **KR3:** Pilot inclusion guidelines with X GEO products in 2017
- **KR4:** Prepare and conduct a user Empathy ('you are not the user') roadshow across GEO. 100% of GEO and 100% of new hires go through session
 - Q1: Define the plan for either all hands or roadshow for the empathy roadshow
- **KR5:** Measurable progress towards goals in 2017, with 100% scores across all products and key inclusion parameters by 2018.

Workstream: Career Development

Objective: Geo supports all employees in defining and meeting their career goals, and has a pipeline for career advancement that is reflective of the demographics in the organization.

- **KR1:** Every L7+ manager has a plan for their team's career development for the next 3 cycles. The pipeline is assessed for representativeness and vetted bi-annually. (carryover)
 - Q1: Assign an owner to this effort. Documents requirements and goals, understand the work done so far on career development tool, evaluate options, plan out deployment of selected tool.
- **KR2:** Support & grow Women@Geo Mentorship Program. Conduct 10 interviews with participants to provide information to help guide and improve program. Launch and maintain a blog for training and support.
 - Q1: Launch next round of Women@Geo mentoring program. Conduct kick-off training. Launch blog with at least 1 blog post.
- **KR3:** Launch Geo Guides Mentorship Program. Complete first round with Black/Latinx participants, expand to at least one other underrepresented group by end of year.
 - Q1: Launch first round of Geo Guides program, including introducing mentor/mentees
- **Private KR4:** Launch talent development pilot based on inputs from KR1 talent tool

PRIVATE Parking Lot: Launch cohort sponsor program, starting with 10 promising L5 employees paired with passionate and involved sponsors.

- Q1: Assign an owner to this effort. Gather information and learnings from other sponsorship programs at Google (like Local & Ads). Propose initial criteria for sponsors/sponsees and goals/success criteria for program.