

# 2017 OKRs & Updates

**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).
- **KR2:** All Geo managers receive hiring training GeoMD module in Q1 2017.
- **KR3:** 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.

**<Hiring> Q4 Update:** The hiring stream focused on building cross PA relationships and understanding their diversity and inclusion needs around hiring, and then working together to influence changes in centralized staffing models. We also researched the [CodePath](#) program and how Geo could partner with them.

**<Hiring> Q3 Update:** The hiring stream is continuing to examine ways that we can more effectively partner with recruiting as we look to 2018. We promoted Googler [engagement opportunities](#) with campus chapters of NSBE, WiCS, and other under-represented engineering groups through our allies in University Programs

**<Hiring> Q1/Q2 Update:** *We've moved from pooled to role-specific SWE hiring to ensure that hiring managers and sourcers work effectively to find great fits from the entire candidate pool. The [GeoMD](#) session on hiring gave our managers perspectives and guidance on building outstanding, diverse*

*teams. We're also collaborating with recruiting to evaluate and improve hiring processes such as the referral process and to get ready for university visits this fall. We'll need your engagement and help - as hiring managers, interviewers and hosts - to reach our goals in this area. Lastly, we'll also be hosting an Intern Open House in the summer, stay tuned for more details!*

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**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.
- **KR2:** Establish a Culture Credo and distribute it across Geo [stretch across Google].
- **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.
- **KR4:** Foster a culture of open discussion on culture and inclusion.

**<Culture> Q4 Update:**

- Surveyed Geo managers on Q3 inclusion activities and sent out results. Survey highlighted the usefulness of the gTeams site and the desire for better measurement of team psychological safety.
- First Culture on the Can flyer on Political Conversations was distributed. Increased traffic to website and ad hoc feedback seem to indicate it as an effective communication tool.
- Geo mural submissions received and selections announced. Installations planned and completed in Q1 2018.

**<Culture> Q3 Update:** The culture committee has implemented several efforts to ensure that all Geo Googlers feel included.

- Geo Managers were encouraged to take on a Q3 OKR to carry out suggested inclusion activities with their teams. While some managers reported success with these activities, many Geo managers indicated they need more training, assistance or motivation in this area.
- The culture committee completed a flyer providing tips on having political conversations in the workplace as part of a Culture on the Can series. The flyer will be distributed to bathrooms in Geo buildings in Q4.

- The committee also designed and delivered a custom 2-hour inclusive leadership training session to L7+ Geo leaders at the Geo Leads Summit which was very well received.

**<Culture> Q1/Q2 Update:** The culture committee has been busy fostering an environment where all Geo Googlers feel welcome. We've held a series of events in multiple sites geared toward open dialogue and building empathy, including UntownHalls, Meet & Greets, Listening Lunches, a [Trans @ Google training](#), and, most recently, Diversity & Inclusion Week. Teams reported that the inclusion activities were the highlight of the week. If you have not already done it try [this reflection exercise](#) with your team. Lastly, we invited people to disconnect from their laptops and connect with their coworkers at mealtimes through our first [Social Table](#) in MTV and are planning to expand to other cafes.

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**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.
- **KR2:** Create guidelines for product development with measurable inclusion goals.
- **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.
- **KR5:** Measurable progress towards goals in 2017, with 100% scores across all products and key inclusion parameters by 2018.

**<I2> Q4 Update:**

- In Q4 the I2 team began reflecting on the work in 2017. While we had received positive support on our core 3 workstreams: Accessibility, LG Gender and GMB Diversity we began to define what more we could be doing in 2018. Additionally from a team perspective we had full turn over in team leads and many team members, thus recruiting for participation began.
- We continued to see improvement from our numerous efforts in LG gender imbalance. Our numbers overall have improved to 28% of LG population being female: In our top 2 markets of India we are now up to 11% and in US at 44% female

- The Accessibility update is found at [go/geo-accessibility-2017](https://www.google.com/go/geo-accessibility-2017)
- The following videos were created and shared with the org to encourage empathy with the needs of wheelchair users [[link to video folder](#)]

**<I2> Q3 Update:** The inclusive products stream has made good traction towards our goal to build inclusive products.

- In September we presented to Jen and Dane. Their feedback has encouraged us to keep the momentum going on our three identified product/user areas: Local Guides and improving gender disparity, improving overall GMB diversity and continuing to pave the way for product enhancements for wheelchair accessibility
- Jen also connected our LG gender work with some ongoing marketing efforts that the Geo Marketing team is doing in India this year. We are now heads down on a couple workstreams that aim to improve the low 9% female base of LGs in India, much more to come on this in 2018 as well
- Accessibility has had a busy quarter from an outreach and awareness perspective, with nearly 7 million Local Guides joining the Accessibility campaign launched by the Local Guides team in September. They added 51 million accessibility answers to over 12 million places globally and organized more than 200 accessibility meet-ups.
  - Accessibility week saw a variety of wheelchair and maps-oriented efforts, including a [tech talk](#) specifically regarding maps, a wheelchair rollthrough in 11 sites including SVL and MTV, and 6 tech talks in our NYC office space as well as a [Tour challenge](#) with 51 sign ups ([photos](#))
  - Approvals on the transit accessibility feature are progressing; legal has advised that we provide a small disclaimer in the product, the feature is likely to land in Q1 instead of Q4.

**<I2> Q1/Q2 Update:** *The inclusive products stream has made good traction towards our goal to build inclusive products. We are doing a deep dive to understand our gender imbalance in our top contributor program, Local Guides. [This analysis](#) starts to uncover some potential sources for that imbalance and we aim to create guidelines for future product development. We are also starting engagement on inclusion with GMB and pushing accessibility efforts across GEO. Lastly, we brought the user to Google hosting an [Inclusive Products Fireside Chat](#) -- check out the [recording!](#)*

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**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.
- **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.
- **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.

**<Career Dev> Q4 Update:** The group focused on finishing the year with by publishing their analysis and recommendations on how the 2018 group can further advance mentorship in Geo. They also recommended that manager training be broken into a new subgroup within D&I Council to better focus efforts. See 2017 wrap up [here](#).

**<Career Dev> Q3 Update:** The career development sub-group has been focused on two tracks: **measurement** of career development opportunities, and **mentorship** to support career satisfaction and connections:

- **Measurement:**
  - In Q2 we conducted a Career Development Survey, gathering signals about all employees from L7+ managers across Geo. In Q3 we have been analyzing the results and thinking about next steps. We've met with PeopleOps and Jen's staff to share and discuss results and insights.
  - We found that the survey was helpful in understanding the value of manager career developer conversations, and are working with PeopleOps to help fold some of our survey topics and questions more formally into generalized HR tools.
- **Mentorship:**
  - We've launched a new [geo-mentoring](#) site to help share tips, overall resources for mentoring in Geo and quarterly blog posts.
  - We've been collecting and sharing [feedback](#) on the program based on surveys and 1-1 interviews. We'll be sharing further feedback and insights in Q4.
  - As requested from program feedback, we're scheduling a few networking events

starting this quarter, including a mentee meet-up with Liz this Friday.

- We've continued to manage matching (completed mid-year updates as needed), and will be launching a full re-match for our 2018 cycle shortly, including updates to the program based on feedback from this year.

**<Career Dev> Q1/Q2 Update:** The career development committee is working to ensure that we are supporting all employees in advancing in their careers. We launched a tool to assist managers in planning for their team's career development, and are currently collecting and analyzing results and plan to share some results by early next quarter. We continue to grow our women@Geo mentoring program and kicked off our Geo Guides Mentorship Program in Q1. We are looking for volunteers to become mentors! Please reach out to geo-guides-committee@google.com.

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