

Diversity and Inclusion - Cloud 2018 Planning

(go/dei-gcp-ti-2018)

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Section 1: 1 - 3 year plan

Our vision

Cloud products and developer communities are the most inclusive in the world, and Cloud is the employer of choice because all Cloud Googlers can meaningfully contribute to exciting industry leading work, belong, succeed, and grow in our culture of (1) execution, (2) innovation, (3) fairness, and (4) inclusiveness.

In 2018 we will merge various DEI programs into a single program for Cloud in our [DEI journey](#) that moves us from reactive to proactive.

Our objectives:

1. **Diversity:** The Cloud workforce is representative of our users w/r/t gender (global) and race (US) at all levels.
2. **Inclusion:** All Cloud Googlers can belong and meaningfully contribute because: (1) we communicate and relate effectively across lines of difference; (2) our environment is accessible for all; and (3) we employ multiple perspectives and approaches in our work, ones informed by a variety of experiences, backgrounds, and fields of expertise.
3. **Equity (fairness):** All Cloud Googlers can succeed and grow.
4. **Products:** Our products work for all users
5. **Developer Communities:** Our developer communities are the most inclusive in the world.

In 2018, 80% of our efforts will focus on ensuring Cloud works toward the forthcoming Googlewide Objectives. This will include building DEI muscle (L7+, managers, majority Googlers, product developers), tying performance to inclusive behaviors, ensuring fairness (perf, promo), and increasing representation through retention, closing race/gender gaps in net transfers into Cloud from other parts of Google, and hiring.

20% of our work will be piloting promising grassroots efforts that meet criteria regarding [rigor](#), [stakeholder investment](#), and pilot [viability](#); with a focus on product inclusion work (corp systems, developer workflow), awareness and mobilization (inclusion weeks, tech talks, discussion groups), amplifying positive counternarratives (e.g. celebrating history months, leaders from minoritized groups), and community partnerships (group giving of time, \$300,00.00, resources, Allyship groups).

In 3 years, GCP is the most inclusive experience for developers. Google engineering culture centers around transparency. There are many features we can bring to the platform to model this culture and enable inclusion for developers. We expect millions of developers on GCP (see [go/devtas-strategy](#)) for further background. Google is uniquely positioned to support a diverse population of developers. The product inclusion goal aligns with GCP's mission.

See [go/cloud-diversity-overview](#) for details on 2018 approach and plan. For more details on the Google Developer Product Inclusion strategy, see the [strategy document](#).

Section 2: Objectives and Key results in 2018

- **Diversity: The Cloud workforce is representative of our users** w/r/t gender (global) and race (US) at all levels.
 - **KR:** Women $\geq 23\%$ of SWE workforce, $\geq 37\%$ of non-SWE workforce at all levels.
 - **KR:** Black+ $\geq 5\%$ of SWE workforce, $\geq 8\%$ of non-SWE workforce at all levels.
 - **KR:** Latinx+ $\geq 5\%$ of SWE workforce, $\geq 6\%$ of non-SWE workforce at all levels.
 - **KR:** Increase net transfer in rate to 20%, with no gaps across lines of race/gender.
 - **KR:** Regrettable attrition rate $\leq 3\%$ (SWE) and $\leq 4\%$ (non-SWE), with no gaps across lines of race and gender.
- **Inclusion: All Cloud Googlers can belong and meaningfully contribute** because: (1) we communicate and relate effectively across lines of difference; (2) our environment is accessible for all; and (3) we employ multiple perspectives and approaches in our work, ones informed by a variety of experiences, backgrounds, and fields of expertise.
 - **KR:** Achieve $\geq 90\%$ favorable, with no gaps across races/gender $\geq 5\%$ pts in: Googlegeist items related to culture, respect, and inclusion indices.
 - Cloud manager survey items (e.g go/tims-2017).
 - Manager feedback scores (via perf tool).
 - **KR:** 80% of Cloud Googlers engage in at least [one core D&I engagement](#) within the year, with no gaps across races/gender $\geq 5\%$ pts.
 - **KR:** L7+ hired/promoted based in part on Multicultural Capacity Attributes ([see here for an example](#))
 - **KR:** New managers: 100% Management onboarding completed within first 6 months in role, including:
 - [New Manager Flagship](#) or [Noogler Manager conference](#)
 - **KR:** All hiring/promo decisions based in part on Multicultural Capacity Attributes ([see here for an example](#))
 - **KR:** Existing managers: 100% of managers complete [DEI 101 for managers](#) by EOY
 - **KR:** Leaders: 50% of US L7+ in complete and intermediate DEI learning lab, which may include DEI 201 (US), Sojourn (NYC and Bay), or Cultural Identity (global) [Lab 1: Our Brains on Race](#), [Lab 2: Courageous Conversations About Race](#), and [Lab 3: Building Muscle to Navigate Race](#) in Q2.
 - **KR:** Launch inclusive attributes by level and ladder by end of Q1 (see here for two examples: Youtube, GTech)
 - **KR:** 100% of Googlers who participate in mid-year perf receive unscored feedback in perf Q2.
 - **KR:** 100% of Googlers who participate in end of year perf receive scored feedback in perf Q3-4.
- **Equity (fairness): All Cloud Googlers can succeed and grow.**
 - **KR:** No gaps across lines of gender (global) / race (US) in measures of hiring, performance management, manager effectiveness, org effectiveness, and growth.
 - **KR:** New managers: 100% Management onboarding completed within first 6 months in role, including:
 - Fair performance evaluation: [Inclusive perf for managers](#).
 - Culture: [Liberatory language series](#), [Unconscious Bias](#), and [Bias Busting](#).
 - **KR:** Hiring: 100% of hiring decisions in Q3+ are based on inclusive behavior attributes

- **[Equity Engineering] [Fairness & Mobility](#):** Ensure equal access and opportunity in employment and mobility for all Googlers, via the systemic evaluation and redesign of hiring, development and mobility products¹.
 - **KR:** 100% alignment of POps Works Eng PM and PgM leadership on Equity Engineering roadmap and inclusive product development methodology, including feature fixes, new product development and launch processes by mid Q118.
 - **KR:** System audit for Buganizer tickets in gHire, Perf, Grow that impact vulnerable groups at Google (e.g. [Deadnaming hotlist for Corp](#)) and production plans for assessment of 200+ applications that access the HR API and PersonStack, by EO Q118.
 - **KR:** Complete UX-R driven mixed method research on underrepresented Googler perceptions of internal mobility (IM) and fairness of assessments in Perf by EO Q118 in order to design more equitable internal candidate review for [IM and Perf ratings](#).
 - **KR:** Completion of new design (with initial infrastructure development) for granular demographics reporting tool and database to work with OR replace current PII in Workday by EO Q218 to allow for better representation data and subsequent reporting on Google employees.
 - **KR:** ML Works experiment to flag and report subjective language in Perf (evaluative feedback) by EO Q218, to raise awareness and inform in tool prompt to flag and surface subjective languages to reviewers.
 - **KR:** All UX-R, UX-D user journeys complete for equitable onboarding and performance evaluations completed by EO Q218.
 - **KR:** Develop system models/prototyping for evaluation and reporting of 2007-2017 Googler Lifecycle (demographics, trajectory, mobility and attrition) by EO Q318 to inform in-tool monitoring system for flat trajectory, career stasis and attrition within protected classes by PA.
 - **KR:** Build system driven monitoring tool for catching and reporting systemic bias in Calibration and Performance Evaluations by EO Q418.

- **[Product Engineering]: Our products work for all users, the most inclusive in the world.**
 - **KR:** SRE workflow: identify the top 3 tool / process enhancements (e.g. OMG/Requiem) to address inclusion, civility, and fairness in the crisis response process by EOQ118.
 - **KR:** SRE workflow: implement and launch the top 3 feasible and impactful tool / process enhancements by EOQ418.
 - **KR:** Firebase: conduct UX-R to determine gaps in documentation by user groups and user demographics (novice developers, languages supported, etc.).
 - **KR:** Firebase: implement and launch the top 3 feasible and impactful tool / process enhancements to improve the experience for the largest number of under-served Firebase end users at scale.
 - **KR:** Developer workflow: identify the top 5 tools / process enhancements to address inclusion, civility, and fairness in software development process (e.g. code review) by EOQ118. Enhancements will source from top tasks engineers spend their time as identified by Eng Sat.
 - **KR:** Developer workflow: implement and launch the top 5 feasible and impactful tool / process enhancements by EOQ418.

- **[Product Engineering]: Developer Communities: Our developer communities are the most inclusive experience in the world.** Google engineering culture centers around transparency. Model culture of inclusion tools for developers, from readability to source analysis to bugscope to enterprise-wide developer productivity analytics to incident management.
 - **KR:** Accessibility beachhead secured: identify 5 key tools, reach Accessibility GAR 1 with a plan to reach GAR4, support corresponding web content, and document best practices as a standard for subsequent phases by EO-Q418.

¹ Although Equity Engineering aspires to work with teams throughout TI, 2018 will be focused on PeopleOps Works products that support processes such as hiring, development and evaluation.

- **KR:** Internationalization beachhead secured: identify 5 key external tools, implement, and document best practices for subsequent phases by EOQ418.
- **KR:** Localization beachhead secured: translate webpage(s) for the internationalized tools into at least 3 of the most impactful languages by EOQ418.
- **KR:** Complete feasibility analysis with feature recommendations on 2 hypotheses about developer behavior in the engineering lifecycle by EOQ418.
- **KR:** Developer culture: document the Google developer culture guidelines, publish to GDH, link to other relevant sites, and reach out to developers on key topics such as Respectful Terminology by EOQ118.
- **KR:** Developer culture: create and launch Google developer culture training for Nooglers. Reach 100% of incoming Nooglers who attend technical Noogler Training by 2019.

Section 3: High-Level Funding Request Summary (Headcount)

- What HC do you need (summary) to fund 2018 plans across the area? **26 HC**
 - What are your new volume based HC requirements (if applicable)?
 - What are your new project / effort based HC requirements?
 - Corp Eng Product Inclusion ([We The People](#)): SWE 6, UX-R/D 4, PM 1
 - Dev Tools Product Inclusion: SWE 10, UX-R/D 4, TW 1
 - Approach to supplement existing projects within additional staff to deliver on OKRs
 - What would you be able to accomplish if you did not get incremental headcount?
- What efforts are you repurposing (either efforts that are ending or being deprioritized) to 'self-fund' the HC request and what relief is it providing?
- What budget do you need to support the 2018 council efforts? **\$300,000.00.**
 - This budget will support programs that demonstrate impact, support at least one of our 2018 OKRs, and focus on either (1) events (ie sponsoring free conference tickets for women and people of color), (2) invitational initiatives (ie EDII Council Summits, Inclusion Weeks), or (3) learning and development (ie programming roadshows, external facilitators, etc.).The Council will establish a formal protocol to manage all requests for funding (see for example, [DII Framework](#) for project prioritization).

2017 Plan Below

2017 Diversity Business Partner Pod OKRs:

- **Move Diversity, Equity, Inclusive efforts from reactive to proactive.**
 - **KR: Green.** New managers complete inclusive perf for managers. 90% of Directors completed [go/inclusiveperf-ttt](#) by EOY. 85% of managers complete [go/inclusive perf](#) by EOY.
 - **KR: Green.** Five L7+ leaders from each function complete go/sojourn Labs [[Lab 1: Our Brains on Race](#), [Lab 2: Courageous Conversations About Race](#), and [Lab 3: Building Muscle to Navigate Race](#)]. 3 out of 15 functions met the OKR.
 - **KR: Green.** 100% of VPs read go/inclusiveperf-handout.
 - **KR: Green.** One VP from each function reviewed their 2016 scorecard. 16 of 18 VPs completed.
 - **KR: Green.** One VP function is represented on the D&I council.
 - **KR: Green.** Recognize impactful D&I work via bonus, time, and visibility.

- **KR: Green.** 100% of functions represented on the Diversity Council.
- **KR: Green.** Diversity Council has at least one executive sponsor and maintained between 1 and 2 sponsors (Melody Meckfessel and Jim Miller).
- ***KR: Yellow.** Launch five site-based Allyship groups. Launched 2 site-based Allyship groups (SVL and SFO).
- ***KR: Red.** Identify five L8+ leaders to executive sponsor site-based allyship groups. Currently housing 2 executive sponsors for two sites.
- ***KR: Red.** Complete the [EOY self assessment](#), and meet with [your DBP](#) to receive your diversity scorecard.
- **KR: Red.** One VP from each function attended an UnTownhall. 10 of 18 VPs completed.
- **KR: Red.** 100% of VPs share 2016 org assessment results at an All-hands. 7 of 18 completed.
- **KR: Red.** 100% of VPs launch diversity and inclusion OKRs aligned with Cloud, 6 of 18 completed.
- **KR: Red.** 100% of VPs attend an UnTownhall event, of which 10 of 18 completed.
- **KR: Red.** 100% of VPs host an UnTownhall event, of which 7 of 18 completed.

2017 Council Working Group OKRs

Product Inclusion :

- **Incorporate an inclusion lens into quality improvements and sales growth efforts of at least one product or service as part of (I)2 project.**
 - **KR: Green.** Identify two products/m services with opportunity for increased revenue, usage, efficiency, or user satisfaction
 - **KR: Yellow.** Most inclusive experience for developers. Google engineering culture centers around transparency. Model culture of inclusion tools for developers, from readability to source analysis to bugscope to enterprise-wide developer productivity analytics to incident management.
 - **KR: Yellow.** Deliver N (>2) findings and any short term impact by end of Q3.
 - **KR: Yellow.** Deliver N (>3) findings by the end of Q4.
- **Products are inclusive of diverse global user perspectives and needs by 2018.**

Org Inclusion:

- **Cloud have transitioned from a Reactive → Proactive on the [Diversity and Inclusion Maturity Matrix](#).**
 - ***KR: Yellow.** Publish and promote monthly newsletters to all of Cloud teams.
 - **KR: Yellow.** All Cloud regions (APAC, EMEA, US-East, US-West) have a cohort of leaders who will champion and be action initiators across all regions and sites.
 - ***KR: Yellow.** Establish a global allyship program with training and guidance to support Googlers in the majority in advocating for inclusiveness
 - **KR: Red.** All site representatives will host an introduction to the Cloud/DI efforts with training materials to managers and leads.
 - **KR: Red.** 80% of teams participate in planning their Proactive Roadmap using the designated hashtag #Tlinclusion.
 - **KR: Red.** 80% of Cloud leaders use and publish the results of the Proactive Scorecard using the designated hashtag "#Tlinclusion".
- **Cloud fosters a fair and inclusive environment where all can thrive.**
 - **KR: Yellow.** Achieve ≥80% favorable rating in all Googlegeist inclusiveness index items, with no negative gaps across gender and race.
 - **KR: Yellow.** Achieve ≥90% favorable rating in the category "comfortable raising concerns about incivility and misconduct", with no negative gaps across gender and race.

Leadership Diversity:

- **The composition of Cloud leaders, from Directors to VP's, reflects and or surpasses the staff composition of TechInfra.**
 - **KR: Green.** Inclusive perf and promo practices are consistently employed by managers and promo committee members.

- **KR: Green.** Prior to the perf and promo cycles, send Cloud-wide messaging to teams and people managers re-affirming our expectations that all support a fair perf/promo process.
- **KR: Yellow.** VP Sponsorship program of underrepresented minorities.
- **TechInfra Leaders (Directors and above) create inclusive and diverse organizations as measured by the Googlegeist inclusiveness scores (High inclusiveness scores; no gaps)**
 - **KR: Yellow.** VPs and Directors in TechInfra advocate for and support (and implement/sponsor) an allies program with their organization.
 - **KR: Red.** Race/gender diversity on critical project teams is representative of org diversity.

Hiring Diversity:

- **TI's hiring process is successful at including / closing underrepresented populations. As we hire new team members, we ensure that % of the offers made to underrepresented minorities meet or exceed market supply.**
 - **KR: Green.** Establish monthly review of diversity recruiting initiatives across staffing and hiring organisations.
 - **KR: Green.** Cloud has sponsored and participated in one targeted industry event per quarter, sending Cloud representatives with diversity hiring focus.
 - **KR: Yellow.** Develop an online management training for hiring best practices reaching 80% of active hiring managers by end of year.
 - **KR: Yellow.** Identify and collect hiring metrics for candidates from underrepresented backgrounds who opt into data sharing. (eg. Pipeline details (YTD: Total Hires, %% of Diversity, close rate, diversity close rate)).
 - **KR: Yellow.** Identify diversity champion interviewers under each Cloud VP with a goal to including one champion on every candidate interview panel.
 - **KR: Red.** Develop a team inclusion video and talking points recruiters can share with candidates. "Why Cloud is a great place to work" (eg. go/sre-brand-statement, go/sre-brand-talking-points).
 - **KR: Red.** Promote management training opportunities and track attendance.
 - **KR: Red.** Develop a detailed process for evaluating the expansion of existing Google sites and integration of new sites in geographic areas that will attract and retain diverse talent.
 - **KR: Red.** Expedited recruiting...decrease median candidate cycle time by 20% for targeted hires.

