

Diversity and Inclusion

Tech Infra and Cloud

[go/tic-diversity](https://go.tic-diversity)



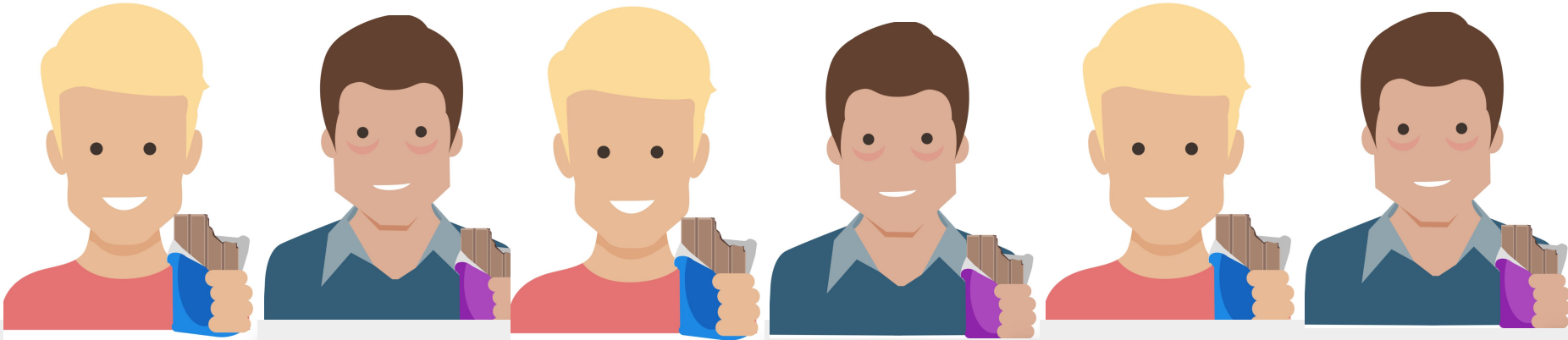
Diversity???

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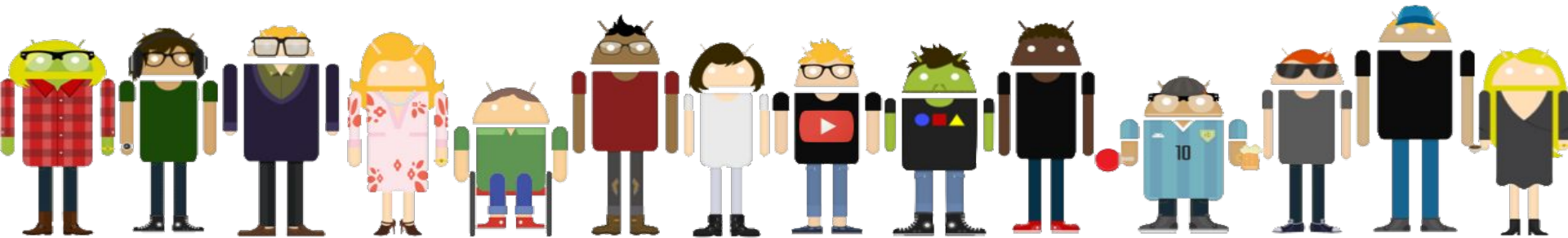


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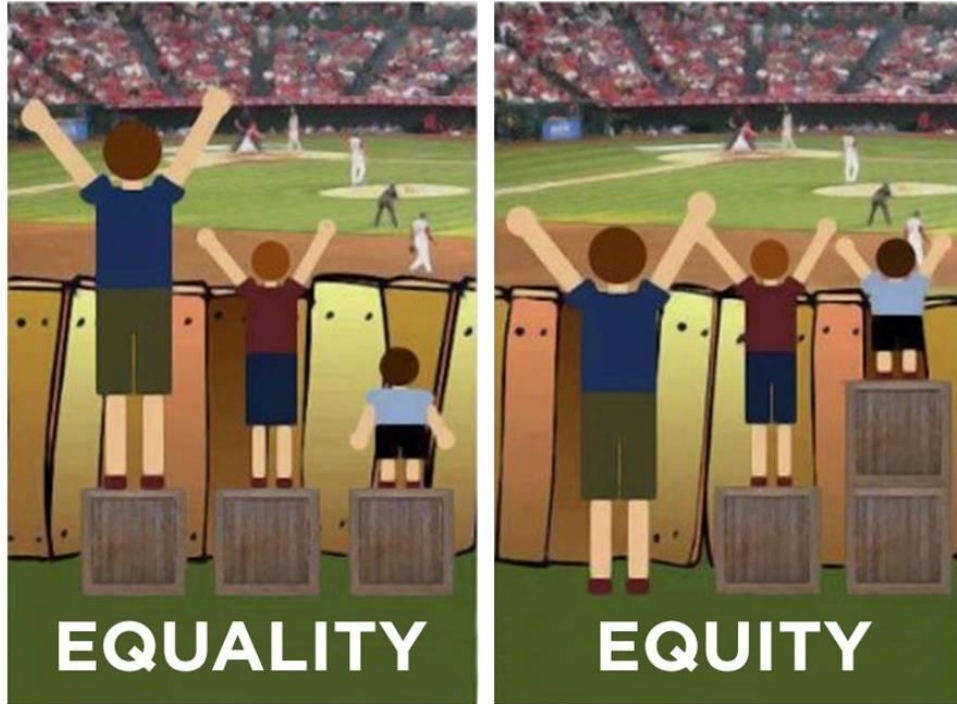
go/tic-diversity



Inclusion



Same <> Inclusive



Treating everyone
the same is not a
short-cut to
inclusion

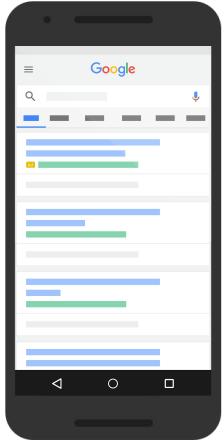
TI Diversity and Inclusion Council

- Founded in 2016
- Included leaders and advocates from across all focus areas of TI
- Monthly meeting
 - Review participation in OKRs
 - Share ideas of new programs & ideas
 - Training
 - Launched [go/ti-diversity](#)
- Created a maturity matrix to measure ourselves in Diversity & Inclusion and scored TI....

Where TI is in its journey of Diversity and Inclusiveness

		Transactional			Transformational	
		Absent	Reactive	Proactive	Strategic	Visionary
People	Leaders	Little to no conversation happening around diversity and inclusion outside of mandatory training	Act when challenges arise. Recognition of barrier minorities face. Some awareness of demographics	Understanding of D&I at a more sophisticated level in systems and organizations	Leaders take action to change Google's culture and systems; Leader talks about D&I in all forums and communicates progress regularly	Business imperative; integrated into business strategy and planning
	ICs	Little to no engagement on D&I; Maybe Googlers sign-up for ERG aliases	People encounter and debate D&I as a result of a challenge in the org	People take appropriate action on behalf of themselves and others	Googlers understand how to act on Leader's D&I OKRs; Googlers are involved in and recognized for D&I efforts	Googlers have the tools and skills to handle the organizations most complex institutionalized issues
Process		Processes, such as hiring, perf, promo, take place with no consideration or integration of D&I	Some discussion of D&I and respect right after a challenge; some review of data	Effort to engage and retain minorities by integrating a Diversity lens into Talent/HR Processes.	Org has a talent plan; can identify top talent and has a plan for each with assigned accountability to manager or other leader	Fully embedded into all talent processes and perhaps changing the talent processes to improve upon them
Product		No integration of diversity and inclusion into product discussions, design or roll-out.	Changes made to product or service after challenge arises; only short term changes	Integration of D&I into a product already in process	Multiple products or services integrating inclusion from the most nascent of development	D&I is fully integrated into the process to create products and services is

The 3 Pillars for TI-Cloud Diversity and Inclusion



Product

Inclusion embedded into internal and external products and services to ensure they meet the needs and exceed the expectations of the full diversity of Googlers and our users.



People

Our org is a great place to work for everyone.

Googlers from all backgrounds can belong and lead.



Process

People processes ensure Googlers from all backgrounds succeed and advance.

Hiring processes ensure our workforce becomes increasingly representative of our users.

Reboot of the TI D&I Council

Details - formation of working groups

Org Inclusion - We exist to ensure TI is a great place to work for everyone, one where Googlers from all backgrounds can succeed. Our scope includes comms, events, and learning and development.

Product inclusion - We exist to fully embed inclusion into our internal and external products/services to ensure they meet the needs and exceed the expectations of the full diversity of Googlers and our users. Our scope includes user research, and product & service design and review.

Leadership diversity - We exist to embed inclusion in people processes to ensure Googlers from all backgrounds succeed and advance. Our scope includes leadership development, sponsorship, and cultivating leadership opportunities.

Hiring diversity - We exist to embed inclusion in hiring processes to ensure our workforce becomes increasingly representative of our users. Our scope includes hiring development, assessment, and recognition.

Lead working group - We exist to secure budget, administer membership, track progress to goals, and secure council development support.

Objective 1: Our People and Our Culture



TechInfra is a place where everyone belongs and is valued and respected.

- Achieve $\geq 80\%$ favorable rating in all Googlegeist inclusiveness index items, with no negative gaps across gender and race.
- Establish a functional program to sustain the organization transition from “reactive” to “proactive” through the year.
- Achieve $\geq 90\%$ favorable rating in the category “*comfortable raising concerns about incivility and misconduct*”, with no negative gaps across gender and race.

Objective 1: Our People and Our Culture



TechInfra is a place where everyone belongs and is valued and respected.

Q1/2 - 2017

1. Establish a cohort of leaders who will champion and be action initiators across all regions of TI (APAC, EMEA, US-East, US-West).
2. Establish a framework to disseminate information about progress and efforts.
3. Provide Introduction to the TI D&I Effort with training to managers and leads.
4. Establish a global Ally program with training and guidance to empower our ally community.
5. Set up a mechanism to track and measure the tone and habits of TI leaders.

Objective 2: Hiring and Perf Processes



Our TI workforce represents the full diversity of our users, and *everyone* in TI can succeed.

- The composition of TI leaders, from Directors to VP's, reflects and or surpasses the race / gender diversity of TechInfra.
- As we hire new team members, we ensure that % of offers made to underrepresented minorities meet or exceed market supply.

Objective 2: Hiring and Perf Processes

Our TI workforce represents the full diversity of our users, and *everyone* in TI can succeed.



1. Identify diversity champion interviewers under each TI VP with a goal to including one champion on every candidate interview panel.
2. TI sponsors and participates in one targeted industry event per quarter sending participants with diversity hiring focus.
3. Expedited recruiting - Decrease median candidate cycle time by 20% for targeted diversity hires.
4. Inclusive perf and promo practices are consistently employed by managers and promo committee members.
5. Prior to the perf and promo cycles, send TI-wide messaging to teams and people managers re-affirming our support for fair perf/promo process.
6. VP sponsorship of underrepresented minorities.
7. VPs and Directors in TechInfra advocate for and support (and implement/sponsor) an allies program with their organization.
8. Race/gender diversity on critical project teams is representative of org diversity.

Objective 3: Our Products



Incorporate an inclusion lens into quality improvements and sales growth efforts of at least one product or service as part of (I)² project.

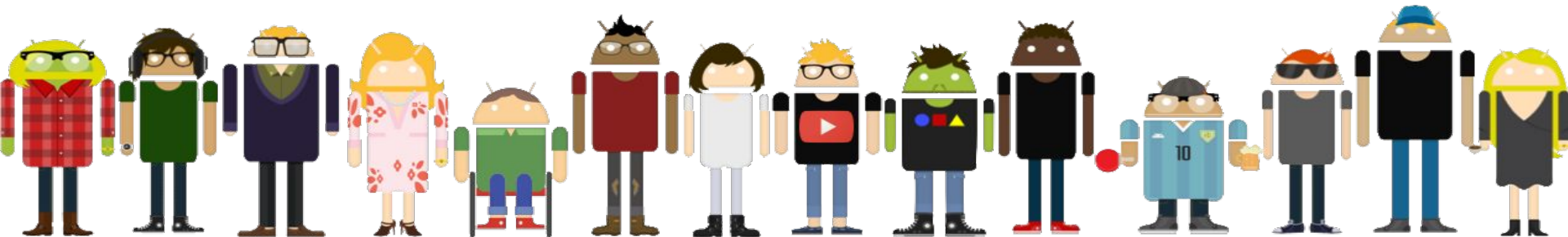
- Identify two products/services with opportunity for increased revenue, usage, efficiency, or user satisfaction
- Employ [\(I\)² Project](#) prompts and questions into design iteration of one product/service.
- Deliver N (>2) findings and any short term impact by end of Q3.
- Deliver N (>3) findings by the end of Q4.

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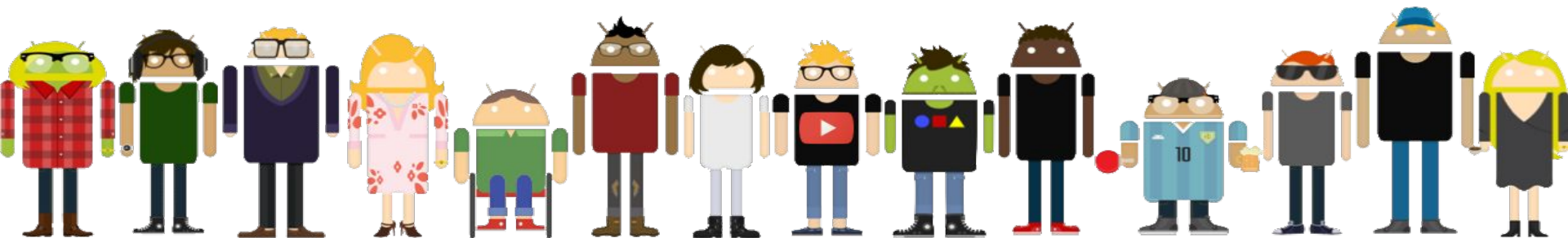
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Ideas from around the org...

Ideas: Small ways that make a Big Difference

- 100% take Bias Busting and Unconscious Bias Training
- Those who have taken BB and Unconscious Bias Training take the TtT to teach and facilitate the classes in their own teams.
- Take or encourage your managers to take “Managing Teams: Effectiveness & Inclusion”
- Start an “Allies Group” (go/focus-on-allies-slides)
- Join an ERG
- Host or Mentor an Intern or others
- Participate in Diversity Core
- Host Listening Lunches or go/untownhall



Q&A