

Inclusive Perf for Managers (IP4M/TTT) - Other PA Comms

Owners: Mchudson@, ClaytonR@

Last updated: Mar. 5, 2018

Sections	Communication	From:	To:	Send date:	Purpose
I.	Train the Trainer HRBP & DBP Roll Out	PGM	DBPs (cc: HRBPs)	Feb. 9	<ul style="list-style-type: none"> • Give HRBPs & DBPs a heads up on course offerings • Invite them to seek leaders to lead a couple TTT sessions • Inform them sessions are back & managers can signup • Hold DBPs accountable for hosting additional TTT sessions
II.	HRBPs to VPs- TTT	HRBPs	VPs	Feb. 13	<ul style="list-style-type: none"> • Demonstrate commitment to inclusiveness • 2 actions for VPs to take
III.	VP to managers- TTT	VPs	Function Managers	Feb. 13	<ul style="list-style-type: none"> • Demonstrate commitment to inclusiveness • 3 actions for managers to take
IV.	IP4M HRBP and DBP Roll Out	PGM	HRBPs (cc: diversity-b business-partners@)	Feb. 21	<ul style="list-style-type: none"> • Give HRBPs & DBP a heads up on course offerings • Invite to seek out managers who haven't taken the training prior to performance review cycle
V.	HRBPs to VPs	HRBPs	VPs	Feb. 22	<ul style="list-style-type: none"> • Demonstrate commitment to inclusiveness • 2 actions for VPs to take
VI.	VP to managers	VPs	Function Managers	Feb. 23	<ul style="list-style-type: none"> • Demonstrate commitment to inclusiveness • 3 actions for managers to take
VII.	Guidance for Scaling Inclusive Perf for Other PA Facilitators	To whom it may concern	To whom it may concern	As necessary	<ul style="list-style-type: none"> • Inform other PAs on how to scale Inclusive Perf for Managers for their orgs

Resources

[NMS Project Plan](#) → used to scale Inclusive Perf in 2017

Org & Leader tracker → [go/inclusiveperf-tracker](#)

[^ BACK TO TOP](#)

Facilitator Session Listing → [go/inclusiveperf-facilitators](https://go.inclusiveperf-facilitators)

Guidance for Scaling Inclusive Perf for Other PA Facilitators → [go/inclusiveperf-ttt](https://go.inclusiveperf-ttt)

Train the Trainer HRBP and DBP Roll Out

From: PGM

To: DBP

Cc: HRBP, mchudson@google.com

Subject: [Inclusive Perf TTT] Invite new Directors to take Train-the-Trainer by Feb 23.

tl;dr: [Inclusive Perf for Managers Train the Trainer](#) is back just in time for Perf/Cal! Help us hit our OKR by [enrolling in a session today and sign up to facilitate a future session here!](#)

Hi **DBP**,

The EDII team is bringing two sessions of [Inclusive Perf for Managers Train the Trainer](#) to Directors in Q1. This is a great opportunity for your org to move from **awareness** to **taking action** on developing inclusive and equitable teams. Here's what you can do to help:

1. Send out this [sample email](#) to your Partners/VPs/Leads, emphasizing the importance of leading by example by Feb. 12.
2. Cascade this note to people managers and tech leads on your team.
3. Review [go/inclusiveperf-tracker](#) weekly to assess the participation rates for your team.

To find the PA enrollment percentage in your function:

1. [go/inclusiveperf-tracker](#)
2. click on the "mgr, by function" tab
3. Use a custom filter view to sort by subfunction or by "text contains" in the manager hierarchy column.

Thanks,

PGM

More about Inclusive Perf

Why: Across Google a lower than optimal % of Googlers believe performance evaluation is fair. These perceptions diverge across lines of race and gender. Last year, we concluded an Inclusive Perf training pilot, and results were promising: 89% of managers trained reported that they feel prepared to ensure that perf is fair and inclusive. After taking the training, the % of managers reporting that "they personally know what to do to keep perf fair" increased by 32%, and the percentage that could name 3 ways race and gender bias can creep into perf improved by 51%.

What: Inclusive Perf for Managers is a highly interactive session designed for managers who understand the 'why' of diversity and inclusion, and are ready for an intro to the 'how'. By the end of the session, participants will be able to know what to say/do to make our org more diverse, equitable, and inclusive. All managers are welcome. These dialogues allow Managers to discuss five ways the literature tells us race/gender bias can creep into perf processes, and share concrete tips to ensure perf remains fair and inclusive. Sessions are facilitated by Directors from cross functional PAs.

[^ BACK TO TOP](#)

----- HRBPs to VPs

From: HRBP

To: Top-level VP in each function (Directors and ABPs)

Cc: Council Rep, Diversity Business Partner, mchudson@google.com

Subject: [Inclusive Perf TTT] Invite new Directors to take Train-the-Trainer by Feb 23 for Inclusive Perf.

tl;dr:[Inclusive Perf for Managers Train the Trainer](#) is back just in time for Perf/Cal! Help us hit our OKR by [enrolling in a session today and sign up to facilitate a future session here!](#)

Hi **VP/Lead**,

The EDII team is bringing two sessions of [Inclusive Perf for Managers Train the Trainer](#) to Directors in Q1. This is a great opportunity for your org to move from **awareness** to **taking action** on developing inclusive and equitable teams. Here's what you can do to help:

1. Send out this [sample email](#) to your managers, emphasizing the importance of leading by example by Feb. 13.
2. **If you have not already taken the course, please** [register](#) to personally attend Inclusive Perf for Managers during a global friendly time.

With your commitment, **additional** managers in the business will build muscle to navigate inclusive challenges during perf. In fact, some PAs have made it a 2018 KR to have 100% manager completion by EOY ([go/inclusiveperf-tracker](#)). As you plan your OKRs for 2018, we encourage you to do the same.

To find the PA enrollment percentage in your function:

1. [go/inclusiveperf-tracker](#)
2. click on the "mgr, by function" tab
3. Use a custom filter view to sort by subfunction or by "text contains" in the manager hierarchy column.

Thanks,

HRBP

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[^ BACK TO TOP](#)

----- VPs to Managers

From: VP

To: Org managers in each function

Cc: Council Rep, Diversity Business Partner, mchudson@google.com

Subject: [Inclusive Perf TTT] Invite new Directors to take Train-the-Trainer by Feb 23 for Inclusive Perf.

tl;dr:[Inclusive Perf for Managers Train the Trainer](#) is back just in time for Perf/Cal! Help us hit our OKR by [enrolling in a session today and sign up to facilitate a future session here!](#)

Hi **ORG** managers,

As a leader, I'm committed to building an inclusive and equitable workplace where all Googlers can succeed. It's important to me that we move to be more proactive in this space, so I'm excited to announce that the business is bringing two sessions of [Inclusive Perf for Managers Train the Trainer](#) training in Q1.

Managers, **ORG** has a goal of 100% participation in 2018, so this is your chance to complete this KR.

I've signed up for the session in **<VP's location />**. What I'm asking of you:

1. **If you have not already taken the course, please [register](#)** to personally attend Inclusive Perf for Managers Train the Trainer by Feb. 13.
2. Cascade this note to people managers and tech leads on your team.
3. Review [go/inclusiveperf-tracker](#) weekly to assess the participation rates for your team.

Inclusive Perf for Managers Train the Trainer is a highly interactive session designed for managers who understand the 'why' of diversity and inclusion, and are ready for an intro to the 'how'. By the end of the session, participants will be able to facilitate the dialogue necessary to make your org more diverse, equitable, and inclusive. All managers are welcome.

Register at [Inclusive Perf for Managers](#).

Questions? Reach out to our Inclusive Perf program manager: mchudson@.

I look forward to seeing you there.

VP/Leader

More about Inclusive Perf

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[^ BACK TO TOP](#)

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IP4M HRBP and DBP Roll Out

From: PGM

To: HRBP

Cc: diversity-business-partners, mchudson@google.com

Subject: [Inclusive Perf] Invite Managers to take Inclusive Perf by March 5.

tl;dr:[Inclusive Perf for Managers](#) is back just in time for Perf/Cal! Help us hit our OKR for 100% people manager completion by [enrolling](#) in a session today!

Hi **HRBP**,

The EDII team is bringing 30+ sessions of [Inclusive Perf for Managers](#) to Managers in Q1. This is a great opportunity for your org to move from **awareness** to **taking action** on developing inclusive and equitable teams. Here's what you can do to help:

1. Send out this [sample email](#) to your VPs/Leads, emphasizing the importance of leading by example by Feb. 21.

To find the PA enrollment percentage in your function:

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[^ BACK TO TOP](#)

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To: Top-level VP in each function

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Here's what you can do to help:

1. Send out this [sample email](#) to your managers, emphasizing the importance of leading by example by Feb. 22.
2. If you have not already taken the course, please [register](#) to personally attend Inclusive Perf for Managers during a global friendly time. If your preferred time and location for a session hasn't been posted yet, please post your suggested time [here](#) and sign up for alerts on Grow.

With your commitment, **additional** managers across these sessions can build muscle to navigate inclusive challenges during perf. In fact, some PAs have made it a 2018 KR to have 100% manager completion by EOY ([go/inclusiveperf-tracker](#)). As you plan your OKRs for 2018, we encourage you to do the same.

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[^ BACK TO TOP](#)

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Hi **ORG** managers,

I'm committed to building an inclusive and equitable workplace where all Googlers can succeed. It's important to me that we move to be more proactive in this space, so I'm excited to announce that the business is bringing more than 30 sessions of [Inclusive Perf for Managers](#) training in Q1.

How: My goal is that 100% of us complete Inclusive Perf by end of 2018, so this is your 1H chance to complete this KR. Register now at [Inclusive Perf for Managers](#). Unsure if you've attended before? Visit [go/inclusiveperf-tracker](#) to find out.

Questions? Reach out to our Inclusive Perf program manager: mchudson@.

I look forward to busting bias in calibrations with you soon.

VP/Leader

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Guidance for Scaling Inclusive Perf for Other PA Facilitators

[^ BACK TO TOP](#)

1. Trainings are scaled by directors in the business. So [your PA orgs] will need to provide 1 director per every two sessions, and the time/date they desire to facilitate.
2. Their commitment would be 1 60 min TTT, 30min prep, and two 60 Min sessions.
3. Each session holds 30 ppl (1 director per 60 managers).
4. New facilitators/HRBPs/PPs will need to take the TTT and mchudson@ can help those get trained up and schedule their sessions.
5. Content (TTT self study video, IP4M deck pdf, and IP4M slide deck) are only available to Directors, facilitators, and the like.

Org Comms Tracker

Function	VP	Comms sent?	Function	VP	Comms sent?
Geo	Elizabeth Reid	Y			
P&E	Hiroshi Lockheimer	Y			
GMS	Victor Valle	Y			
Search	Unni Narayanan	Y			
GCC	Anwar Akram	Y			