

Google Cloud Technical Residency Program Bridges Gap Between University, Customer Skills

Google Cloud Technical Residency Program
Best Results of a Learning Program
October 2022



Company Background



Google Cloud

Cloud Technical Residency



Google Cloud

Company-at-a-Glance	
Headquarters	Mountain View, CA
Year Founded	2008
Revenue	\$19 billion
Employees	37,000
Global Scale (Regions that you operate in or provide services to)	America, EMEA
Customers/Output, etc. (Key customers and services offered)	SMB, Corporate and Enterprise customers
Industry	Tech
Stock Symbol	GOOG, GOOGL
Website	https://cloud.google.com/

Budget and Timeframe

Budget and Timeframe	
Overall budget	\$534k operational budget (not including staffing)
Number of (HR, Learning, Talent) employees involved with the implementation?	7
Number of Operations or Subject Matter Expert employees involved with the implementation?	50+
Number of contractors involved with implementation	2
Timeframe to implement	Annually
Start date of the program	July 2018

Business Conditions and Business Needs

Google Cloud Technical Residency Program (CTR) was established in 2018 as a training and rotation program to prepare and upskill new grads for client-facing technical roles in Customer Engineering, Professional Services and Support organizations. The program was developed to establish a sustainable pipeline of technical talent for Cloud needed to support diversification of technical organizations at Google Cloud and mitigate the shortage of qualified personnel in the US by 2020.

Design of the Program

The Cloud Technical Residency’s design is focused on providing an accelerated, immersive, cross-functional, and developmental experience for its learners. To best ensure that our residents grow into the high-achieving technical thought leaders at Google Cloud, our program was designed with an “outcomes-first” methodology rooted in the business needs of the organization as a whole.

Delivery of the Program

The CTR Program’s audience is our learners, the residents. Since our program leverages the Residency Model to provide a year of on-the-job training for these residents, the delivery of our program is heavily weighted on our business stakeholders to mentor, manage, and direct the growth of each learner as the residents rotate through different teams across distinct organizations and job titles.

In this section, we outline the primary structures responsible for delivering this developmental experience and how we manage those efforts:

- The CTR Cohort Model and how it supports well-being and collaboration
- The Cloud Residency Model and how it accelerates growth and time-to-impact
- Performance Feedback and how it defines residents' developmental goals
- Mentor Enablement and how we equip 200+ volunteers to mentor residents
- Resident Placement upon program completion and how it maximizes retention

Delivery of the Program — CTR Cohort Model

Each Cohort consists of 20-25 new hires and is recruited to a specific location (e.g.: Austin, TX). As they complete their CTR Training Intensive together and progress through their Residency alongside a subset of their peers, residents discover the intrinsic value of sharing best practices, collaborating on projects, and celebrating growth in the context of their shared experience.

Each Cohort reports up to a single manager in the Cohort Manager, whose primary responsibility is to support each resident's development while building up a Cohort culture of inclusion, collaboration, and encouragement.

To achieve this type of community, Cohort Managers facilitate team building (see "Team Building Activities" above) and promote best practices that will achieve success for the group as whole. They also schedule frequent One-on-One Meetings with each resident to serve as their primary point of context and listen for ways to improve their individual experience.

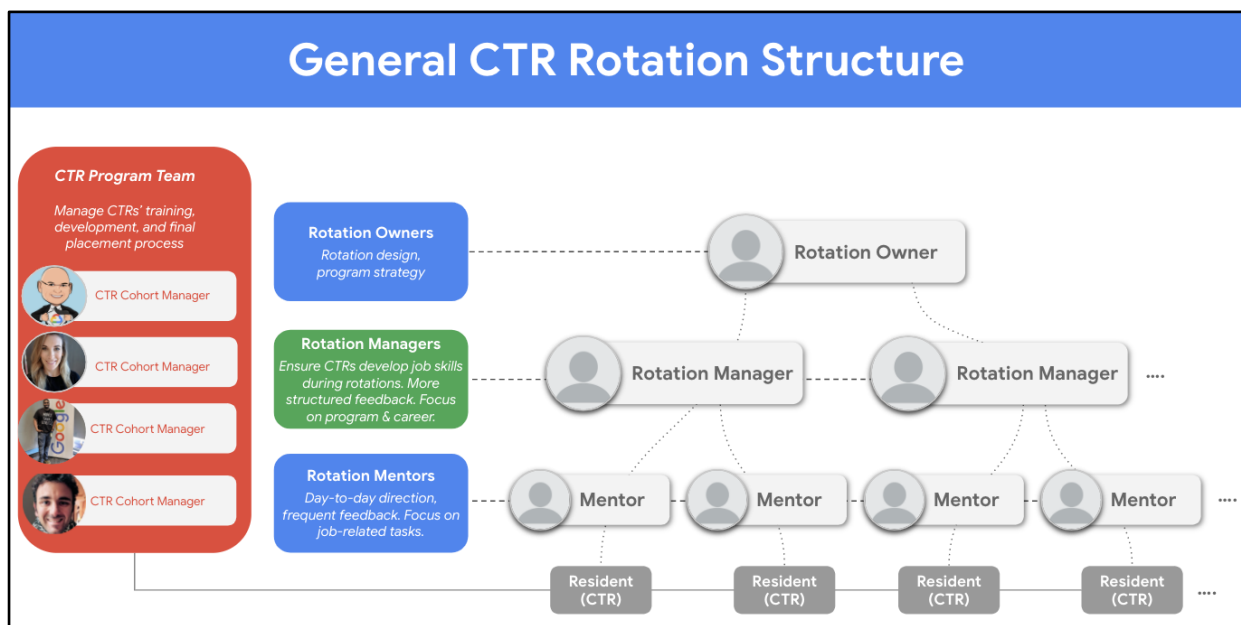
While the Cohort Model functions as a continual support network for the new hires in their first year at Google, the relationships it organically produces carry influence long after these hires complete the program and are placed on teams separated by org, role, or location. In practice, the CTR Program produces a cross-org and cross-regional network that pays dividends in future years as residents begin to grow and share their insights in their new work environments.

Undoubtedly, the Cohort Model remains the most impactful and appreciated factor in the resident's satisfaction and sense of belonging.

Delivery of the Program — Residency Model

While the Cohort Manager serves as the primary touchpoint and cultural anchor for each Cohort of residents, the CTR Program uses its Residency Model to provide residents with direct access to mentorship and customer-facing experiences during their nine months of on-the-job training. To do this, we rely on over 200 business stakeholders who take on part-time roles in mentoring and managing as the residents join their customer-facing teams.

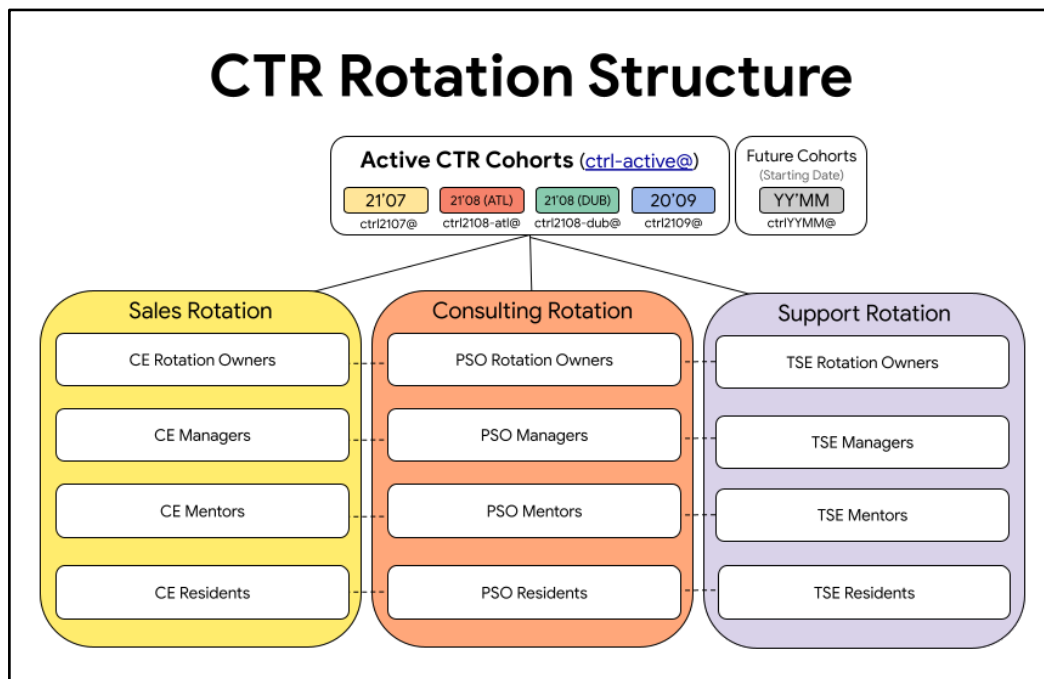
The “General CTR Rotation Structure” below illustrates the relationship between the different stakeholders in a resident’s development.



CTR Residency Model — Roles & Responsibilities (Continued)	
Rotation Owner	<ul style="list-style-type: none"> ● Determine Rotation design and expected behavior for residents ● Select Rotation Managers ● Drive rotation managers towards executing on the rotation design. ● Determine placement roles and hiring managers for placement process
Rotation Managers	<ul style="list-style-type: none"> ● Execute on rotation design ● Make sure CTRs receive critical opportunities and experiences for growth ● Recruit and select Rotation Mentors ● Coach, support, and direct rotation mentors as needed. ● Deliver formal feedback to CTRs at mid-rotation and end-rotation.

Rotation Mentors	<ul style="list-style-type: none"> ● Assign daily work of CTRs and provide guidance & direction as needed. ● Coach, support, and direct CTRs as needed. ● Provide informal task-based feedback to CTRs. ● Provide input to rotation managers regarding CTR performance.
Cohort Manager	<ul style="list-style-type: none"> ● Mentor, advocate, coach, people manager, problem solver, escalation point. ● Serve as consistent touchpoint for resident throughout the entire program. ● Deliver formal performance feedback.

The above structure is present in each of the Rotation Organizations that participate in the CTR Program’s residency, creating an overall residency model that looks like this:



The result of this structure is a chain of leadership that guarantees each resident will gain experience in the exact disciplines that each business organization desires them to develop. By leveraging Rotation Owners that are active hiring managers in the different roles, their specialized expertise becomes the anchor for measuring resident success as candidates for those roles.

In addition, the vertical integration of each rotation ensures that each resident has an ever-present network of leadership that spans the professional continuum from Day-to-Day Oversight to High-Level Career Development. Residents may leverage each of these leaders to answer their questions on all matters technical and professional as they receive feedback and act towards the goal of growing their skills.

In practice, this Residency Model yields well-tailored and powerful results for each resident’s development and confidence in each role.

The success of the Residency Model is best demonstrated by the successful careers and impactful work of residents after they graduate from the program and place into their final roles

Delivery of the Program — Performance Feedback

Since the Measurable Outcomes of the CTR Program are centered around the residents’ accelerated development, one crucial element in the delivery of the program is providing Performance Feedback to the residents based on their skills and growth.

The CTR Program is designed to provide performance feedback to residents with the following traits:

- **Frequent** — Occurs at regular intervals to guide behavior and course-correct where necessary
- **Actionable** — Prioritizes behavioral language to provide concrete steps for growth
- **Individually Tailored** — Focuses on individual contributions and reacts to distinct needs on a case-by-case basis with each resident
- **Objective** — Leverages the competencies defined by Google Cloud (see “Competency Mapping” under Criteria #2) to ensure that feedback is aligned with business objectives
- **Calibrated** — Acknowledges the residents’ lack of tenure by using a rubric that delineates expected behavior based on each role’s level of experience.

(Performance Feedback) — Cohort Manager

Throughout the entire program, each resident has an Individually-Tailored document for taking notes and documenting their personal goals for growth at Google. On a biweekly basis (or more frequently if requested by the resident), Cohort Managers meet with residents individually to go over progress toward personal goals and to assist in Calibrating new goals.

(Performance Feedback) — Rotation Feedback

Within each of the rotations during the residency, each resident receives feedback from the Mentors and Rotation Managers overseeing their daily work within their current roles.

We ask for the mentor’s feedback on CTRs’ performance twice each rotation:

- Midpoint Feedback 6 weeks into each rotation
- Endpoint Feedback at end of each rotation

How Rotation Feedback Works:

- Rotation Mentors provide initial performance feedback via a Form (see below).
- Rotation Managers and Cohort Managers collectively Calibrate feedback against expectations and deliver feedback to CTRs.

CTR Feedback Form:

<p>Strength: #1</p> <p>Search <input type="text"/></p> <ul style="list-style-type: none"> <input type="radio"/> Role Related Technical Skills & Product Knowledge <input type="radio"/> Communication & Stakeholder Management <input type="radio"/> Project Management <input type="radio"/> Problem Solving <input type="radio"/> Execution <input type="radio"/> Thought Leadership <input type="radio"/> Presence <input type="radio"/> Leadership <input type="radio"/> Googlyness <p style="text-align: right;">Done</p>	<p>Area for Increasing Impact: #1</p> <p>Search <input type="text"/></p> <ul style="list-style-type: none"> <input type="radio"/> Role Related Technical Skills & Product Knowledge <input type="radio"/> Communication & Stakeholder Management <input type="radio"/> Project Management <input type="radio"/> Problem Solving <input type="radio"/> Execution <input type="radio"/> Thought Leadership <input type="radio"/> Presence <input type="radio"/> Leadership <input type="radio"/> Googlyness <p style="text-align: right;">Done</p>	<p>In 2-3 sentences, explain how the CTR can develop this dimension.*</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>
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As Rotation Managers review the submissions from each resident’s Mentor, they host a live collaborative Calibration Session where they discuss their expectations of the residents and align on the ratings that they will assign and deliver to each resident. To do this, they leverage two primary resources provided by the CTR Program:

(Performance Feedback) — GBO Attributes

The Global Business Organization Attributes (GBO) are an Objective set of demonstrable skills separated into six (6) categories and then Calibrated based on the audience’s tenure at Google. See below:

L2 GBO Attributes (From go/gbo-attributes)			
Attribute	Behaviors	Positive Indicators	Negative Indicators
Problem Solving	Able to identify areas that need improvement. Gathers facts and data that will form the basis for decision making. Takes into account clients' perspectives.	Asks questions, attends industry events, actively engages in self development. Uses multiple sources of information to enrich knowledge. Immediately incorporate learnings into work and activities. Eager to discuss and share with others to produce better results.	Waits to be asked, reminded or told what to do and when. Does what is expected, without looking for better or new ways of doing. Is easily satisfied and does not engage spontaneously in further research or improvements. Does not explore alternative options. Relies on intuition and hearsay without searching for supporting
Execution	Executes with input from manager and owns their specific tasks. Allocates time for projects without jeopardizing daily work.	Always on time, anticipate deadlines and possible delays, is able to deal with last-minute requests without jeopardizing other work. Basics are always right, supervision only needed for value added work - fundamentals are accurate and do not need review.	Occasionally misses deadlines. Needs help prioritizing tasks and anticipating. Work needs review and contains mistakes. Does not systematically self-correct. Forgets to inform about possible changes and moving deadlines. Relies on intuition and hearsay without searching for supporting facts.
Thought Leadership	Makes sound business decisions with some guidance from manager. Understands and uses various tools and models accurately and is actively engaged in learning, training, and practicing all essential functions to perform the job. Eager to develop real knowledge and	Comes up with relevant suggestions, explores new areas and possibilities. Looks for data and facts. Spontaneously looking for best practices in other teams/sector, brings data and ideas to challenge the status quo. Welcomes feedback as opportunities to learn.	Relies on intuition and hearsay rather than searching supporting facts and data. Is too focused on short term delivery to invest in out of the box thinking and external sources of information/practices. Is not invested beyond the daily routine.
Presence	Creates efficient and effective emails and presentations for various audiences, often with oversight from manager. Communicate effectively in a 1:1 or small group setting.	Gets to the point, uses others' time appropriately, speaks up when needed and on purpose with accurate and factual comments. Delivers clear decks and talking points.	Needs help structuring ideas, is unclear in verbal communication. Does not manage "air time" appropriately. Needs to refine and adjust communication style to be fully effective. Written communication needs supervision and revision.
Leadership	Engagement across team with peers and managers. Works naturally and effectively with others. Takes feedback well and looks for ways to share constructive feedback with others.	Proactively joins project teams and is frequently requested as a good contributor. Assertive in communication, able to lead small initiatives without any glitch, is able to shine and to make room for others.	Prefers to stay within the scope of role. Does not spontaneously apply for projects. Needs supervision when more than one person is involved. Does not share spontaneously information & tasks, is territorial. Tends to be critical towards work of others. Does not easily work well with team members. Is defensive
Googlyness	Considers customer service of paramount importance and takes pride in delivering high quality interactions. Offers to contribute to value-add activities outside core work. Participates in Google events to help drive Google culture.	Networks naturally through the organization. Volunteers to help others even without clear individual pay off, makes himself/herself available. Is naturally willing to make time for long term/out of immediate scope activities.	Detached from bigger perspective. Usually not available for helping out, not spontaneously open to participate in team events/company initiatives. Finds excuses, needs to be pushed to attend offsites/team events and activities. Undermines the social dimension of work.

These Level 2 (“L2”) GBO Attributes are the baseline expectations for how CTRs should perform in their rotations. Since the language of the Positive Indicators is inherently behavioral, residents will always receive Actionable Feedback from their mentors and managers during this process.

(Performance Feedback) — CTR Role-Related Expectations

While the GBO Attributes represent generalizable skills that span across roles and rotations, it is important to also document and provide feedback on how residents are performing in each of the distinct roles that they rotate through. To achieve this, the CTR Program provides a standardized set of CTR Role-Related Expectations that managers use to define their feedback for residents. See below for an overview of these standards:

CTR Role-Related Expectations (From go/ctr-role-expectations)					
CTR Role	CE	TAM	Strategic Cloud Engineer (SCE)	Cloud Consultant (CC)	Support (TSE)
Role Related Technical Skills & Product Knowledge	Learn how to prepare, answer and follow up on stakeholder requests . Execute before, during and after request work. Develop positive relationships with stakeholders. Identify and execute opportunities to generate demand and	Demonstrates basic understanding of enterprise/business customer needs. Understands basic Google Cloud product fundamentals and potential to understand deeper cloud concepts	A Strategic Cloud Engineer, works closely with customers to help them migrate, run, and optimize workloads in GCP. They work with customers as part of a "paid for" engagement either long-term (with a TAM) or	A Cloud Consultant works closely with a Strategic Cloud Engineer to consult with customers on the workloads they are migrating or running on GCP providing technical architectural guidance and general project	Process case/frontline consults and maintain response and resolution speed as defined by team procedures and SLOs; keep high customer satisfaction scores and follow team quality standards in 90% of
Communication & Stakeholder Management	Part of above Able to develop positive relationship with stakeholders. Conducts customer meetings professionally and sales focused . Able to understand customer needs and propose	Manages relationships with limited support across entire account (multiple customer teams/groups) and understands audiences. Able to leverage the relationships of colleagues and peers to	Interfacing directly with strategic partners and/or customers and project managing strategic initiatives. Working collaboratively with Sales, Product, and/or Engineering teams to support expansion of	Provide management, consulting and technical horsepower to customer engagements while working with client executives and key technical leaders to deploy solutions via Google's Cloud Platform.	Part of above Communicate clearly and in a timely manner with customers. Engage and leverage relationships to resolve customer issues.
Project Management	Learn how to execute and build solutions to scale & innovate work. Invite collaborators and define execution plan. Execute, deploy, measure, report.	Able to manage customer-facing projects with limited support and independently own tasks and workstreams (incl. internal asset development). Able to think strategically about customer business	Able to plan, design, and deploy technical solutions. Able to identify technology-drive strategies for customers and/or partner success and operational efficiency.	Able to manage and deliver successful migrations to cloud solutions.	Ability to manage work queue and consult work effectively.

These role-related expectations not only provide a baseline for residents' personal goals going into each rotation, but they also encourage Rotation Mentors to consider opportunities to expose their mentees to these experiences and workflows during their residency.

All Performance Feedback throughout the CTR Program aligns with our organizational objectives while leaning into each resident's experience to best support their development.

However, the most effective way to ensure that residents receive exemplary on-the-job training is to ensure that our hundreds of Mentors are well-prepared to oversee and guide the residents' experience. We discuss our Mentor Enablement strategy below.

Delivery of the Program — Mentor Enablement

While the Training Intensive provides a comprehensive breadth of fundamentals with respect to Cloud Computing and Professional Skills, the CTR Program recognizes that true accelerated development happens when our residents are exposed to real customer-facing challenges with the supportive eye of experts in Google Cloud.

Thankfully, more than 200 volunteers at Google provide 20% of their working hours to mentor a Cloud Technical Resident. Outside of their primary roles as sales engineers, consultants, and support experts, these CTR Mentors deliver the following experience to residents:

- Host Shadowing Sessions for residents to observe their work
- Meet with their mentee in One-on-One Discussions on their daily tasks
- Support the resident's Networking by connecting them with experts in their field
- Assign Stretch Opportunities for residents to build assets or grow distinct skills
- And finally, Reverse-Shadow later in each rotation by having the resident individually drive entire technical demos or customer engagements, providing Performance Feedback to demonstrate the resident's progress.

The CTR Mentor is the primary point of contact for residents during their residency work, so the CTR Program's top priority when assigning mentors is to prepare them for success in overseeing a resident. Below is a look at our Mentor Enablement process:

(Mentor Enablement) — Mentor Training & Onboarding Session

Before a CTR Mentor is assigned to a resident, all mentors must attend a Mentor Training and Onboarding session. This 90-minute session communicates our program's cultural values and standardizes our expectations of Mentors by discussing the following topics:

- CTR Program Overview — mission, timeline, personnel, objectives
- Expectations of CTRs — overview of their training, skill sets, tenure, and areas for professional development
- Expectations of Mentors — best practices in coaching, writing feedback, assigning tasks, introducing customers, and challenging residents

Here is a slide from this training slide deck, in which we discuss the Performance Feedback elements that the mentors use to document their resident's progress:

L2 CTR Role Expectations - Core Role

For L2 "How" behaviors, [go/gboattributes](#)

For L2 "What" performance: [go/ctr-role-expectations](#), with specific variations by role

- Role Related Technical Skills & Product Knowledge
- Communication & Stakeholder Management
- Project Management

See feedback slides later in this deck.

Problem Solving	<p>L2</p> <p>Able to identify areas that need improvement. Gathers facts and data that will form the basis for decision making. Takes into account clients' perspectives.</p>
Execution	<p>Executes with input from manager and owns their specific tasks. Allocates time for projects without jeopardizing daily work.</p>

Attributes	CE	TAM	Strategic, Chief Engineer (SCE)	Chief Consultant (CC)	Support (TME)
Technical Skills
Communication
Project Management
Leadership
Customer Focus
Teamwork
Adaptability
Problem Solving
Execution
Client Relationship
Business Acumen
Compliance
Documentation
Reporting
Collaboration
Flexibility
Attention to Detail
Time Management
Stress Management
Conflict Resolution
Decision Making
Initiative
Accountability
Resilience
Empathy
Integrity
Transparency
Openness
Humility
Curiosity
Optimism
Enthusiasm
Passion
Energy
Positivity
Resilience
Adaptability
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(Mentor Enablement) — Onboarding Checklist & Compliance

Following the onboarding session, each mentor is required to complete a task list to onboard their CTR. This ensures equitable ramp time for CTRs and holds mentors accountable for knowing their roles and responsibilities as they meet with their residents for the first time.

While these tasks vary slightly between roles and rotations, all Mentors are tasked with learning people management skills such as understanding Unconscious Bias or Managing By Example. This checklist helps Rotation Managers monitor their assigned Mentors to ensure that residents are receiving capable leadership in their rotations.

Mentor	Comple Unconscious Bias Course (if not completed in	Initial intro meeting with resident	Add resident to any DLs, team syncs, team drives	Review CTRs Key Metrics w/ Rotation Manager	Schedule Weekly 1:1s with CTR
<i>sergiocamargo</i>	Complete	Not Started	Not Started	Not Started	Not Started
<i>rrrodrig</i>	Complete	Complete	In Progress	Not Started	Not Started
<i>omkarsuram</i>	Complete	In Progress	Not Started	Not Started	Not Started
<i>samus</i>	In Progress	In Progress	Not Started	Not Started	Not Started
<i>giz</i>	In Progress	In Progress	Complete	Not Started	Not Started
<i>lunardelli</i>	Complete	In Progress	Not Started	Not Started	Not Started
<i>alealferez</i>	In Progress	Complete	Not Started	Not Started	Not Started
<i>ignacioleon</i>	Complete	In Progress	Complete	Not Started	Not Started

In addition to the above efforts, each role and rotation has distinct offerings for Mentors to help them upskill their leadership and management skills. Thanks to the well-rounded support of CTR Mentors from the CTR Program Leadership and the Rotation Managers, more than 200 Google employees have volunteered as CTR Mentors and have enjoyed the experience as an opportunity for their own personal growth and development.

Delivery of the Program — Resident Placement

After 3 months of the CTR Training Intensive and 9 months of the Cloud Residency, the CTR Program reaches its conclusion for each cohort in the Resident Placement process.

While aspects of resident placement must be kept confidential to preserve the integrity of our systems and process, here is a brief overview:

CTR Resident Placement — How it Works:

1. Place CTRs into available roles based on their preferences and the preferences of the hiring orgs in Google Cloud.
2. Matches are made using the Stable Marriage Algorithm which maximizes satisfaction of the CTRs and the hiring orgs.
3. Available roles are published on a portal. CTRs and hiring orgs have an opportunity to get to know each other before making their selections for preferences.
4. Once selections are in for CTRs and hiring orgs, we run the algorithm and the output of this is the roles CTRs place into, no exceptions are made.

As CTRs and Hiring Managers make their ranked preferences in Step #1, this becomes a critical moment for managers to leverage the Performance Feedback that has been distributed throughout their residency experience. It is for this reason that the Objective and Calibrated nature of this feedback is so important — it ensures that hiring managers are equitably weighing residents based on their performance in the roles instead of any other biasing factors.

Thanks to this objective feedback and the Stable Marriage Algorithm, Resident Placement achieves high satisfaction rates for all parties. Historically our averages have shown that 85% of CTRs and Managers get one of their top 3 choices upon completion of the program.

This translates directly towards the resident's success within their permanent roles, which translates into Rate of Promotion after the program. It also translates into overall Job Satisfaction for residents in their new roles, which affects their Retention.

Change Management Efforts

Challenge #1: Shift to remote work due to the COVID-19 pandemic: With so many people around the world working and going to school remotely, the demand on our G Suite Meet Technical Solutions Engineering team increased 6x — an extraordinary sudden spike in demand. To help give the best Support experience to our customers, a select group of CTR residents were tasked to temporarily rotate into the G Suite Support team.

Objective

The Cloud Technical Residency Program was in a unique position to provide technical resources for our Product Support team immediately, by pulling headcount from their rotations and into Google Meets Support Team. CTRs were the best fit to provide immediate relief due to their training in support and ability to quickly ramp and make business impact quickly.

This initiative was largely triggered by the COVID-19 crisis and [Sundar's initiative](#) to provide better video communication to the world. This is one of the [multiple things Google](#) was doing to help the world population in dealing w/ COVID-19.

Challenges

Maintain integrity of resident experience and community building despite onboarding & completing the program fully remote.

Maintain impact of Rotation experience & learning without being onsite with the rotation and placement teams.

Goal

Adaptability in Google: CTRs helped Scale Google Meet during COVID-19 Crisis

As part of the 2019 CTR cohorts, we worked closely with customers in a wide spectrum of industries to develop scalable tools and demos, perform technical solution validations, and provide architectural guidance and implementation troubleshooting. Mid-way through, however, the program took an unexpected turn— all corporate travel was canceled, conferences were digitized, and business needs were shifted.

With the need to continue operations amidst the outbreak of COVID-19 came a surge in video conferencing software adoption— Google Meet premium video meetings were [made free for all](#), and our teams were anticipating a daunting influx of case volume and new feature requests.

CTR leadership pointed directly to the CTR program based on their distinct skill set and qualifications brought by various rotation experiences. Having had prior TSE technical

troubleshooting experience, the following twelve Google CTRs stepped in quickly to bridge the Google Meet capacity gap.

We made sure to provide the best possible support to over six million companies and organizations, all the while working internally to implement new product features. We were presented with the unique opportunity to not only support recovering businesses, but also enable healthcare professionals to hold virtual appointments, government leaders to connect with doctors and administrative people of various countries, and educators to facilitate productive learning environments.

CTR Impact on Google Meet

In response to a [30x increase in usage, 3 million new users each day, and 3 billion minutes of video meetings each day](#), CTRs took ownership of hundreds of user interactions. Other unique opportunities included working in the war room for our Meet in Gmail launch; high-touch engagements for [Google Meet Premium](#) with Netflix, NYU Langone, and Partner Webinars. Collective accomplishments include:

- Handled almost 450 cases, closed 312, and logged nearly 2000 case comments
- Reported 64 new bugs with amazingly high-quality write-ups
- Filed 49 new feature requests for our customers
- Reviewed close to 35 PRDs helping with the launch and supportability of the Meet Everywhere initiative
- Scrubbed and reviewed Google Meet bugs, to make sure bugs are not stale, are moving forward, and customer issues are resolved fast
- Reviewed 40+ supportU articles with canned responses and troubleshooting guides, improving the quality of support interaction for the customers
- Worked on the Support Assistant Bot decision trees
- Made Playbook updates

Challenge #2: Ensuring an equitable and consistent experience in coaching and mentor experiences for CTRs. Signs of inconsistency in CTRs rotations were captured in a feedback survey. A gap in training and onboarding for mentors and managers was addressed as follows:

CTR Rotation Manager Enablement Cohort

FY'21 Q4- FY'22 Q1

Objective

The objective of the CTR Rotation Manager Enablement track is to empower CTR Rotation Managers and increase awareness of coaching, feedback, and inclusion concepts to enhance the resident experience and unlock the leadership opportunities for CTR Rotation Managers.

Challenges

- Inconsistent mentor experience for CTRs
- Incomplete and misaligned feedback

Goals

- Increase confidence in coaching and feedback concepts
- Increase awareness of inclusion and unbiasing concepts
- Unlock leadership opportunities
- Uncover additional future enablement opportunities for Rotation Managers, Owners & Mentors

Time Commitment

Total time commitment is 4 hours of required content. Course includes an additional 2 hours of optional content.

Expected completion by the end of the first rotation for 21'08 CTR (February 8, 2022).

Enablement Pilot Course Content

Rotation Managers in the pilot are required to take at least the Managing by Example training and the Giving and Receiving Feedback training.

[Self-Study] Managing by Example

Empowers Googlers to foster a respectful and inclusive workplace. This course develops the skills needed as you mentor and coach the CTRs and increase your own leadership skills.

[In-person] Giving and Receiving Feedback (Customized & delivered by CTR Program Team)

Learn about the foundation for feedback and the culture of feedback at Google. Participants will also practice giving and receiving quality feedback.

[Optional Self-Study] Deliver Effective Feedback

Googlers often cite sharing feedback as the hardest part of the job, but also the most critical. The 3-part course includes realistic Google-centric scenarios, an activation guide to apply concepts to your daily work.

Feedback From Training:

- Overall, this experience was worth my time: 80% favorable
- This experience made me proud to be a CTR Manager: 100% favorable
- The content and facilitators were high: 100% favorable

Challenge #3: Adapting to Work From Home

Google shifted to a remote working environment in March of 2020. The CTR Program adapted and implemented a fully remote learning program that started with our July 2020 cohort.

Challenges

- Onboarding remote employees
- Building relationships with the cohort remotely
- Effective Virtual learning modalities including Instructor Led Training, build shares, sharer backs, networking
- Managing well-being and mental health through social injustices, political unrest, and COVID

What worked well

- Delivered experiences to build cohort relationships in a virtual setting
 - “Breakroom Breakouts” — virtual small group discussions with professional and recreational topics served as perfect icebreakers the first few weeks
 - “Coffee Ninja” — app randomly assigns 30-minute chats between Cohort members (or with CTR Alumni) for networking and relationship building
 - Weekly virtual games — team-based competitions over online games helped residents get to know each other outside of a work

- Reframed virtual trainings to incorporate immersion-based trainings
- Encouraged virtual group study sessions
- Allowed additional time for well-being and DEI initiatives

Measurable Benefits

The Cloud Technical Residency Program is globally recognized across Google for developing diverse, junior talent who are uniquely prepared to thrive in ambiguity and deliver an Enterprise-ready customer experience. Our program lends its best practices to inspire, develop and inform additional learning opportunities across Google, including:

- **Guided Onboarding:** Regional, 3 months, Org-specific, cohort-based accelerated onboarding with a technical focus that is tailored to both role & specialization
- **Direct-to-Role Residency programs:** Global, 3 months 2x/year, foster “one Professional Services” culture, technical & professional skills, mentorship & active contribution
- **Sales and Go to Market programs:** Global Rotational Programs built in line with and leveraging best practices from CTR model
- **Direct-to-role hiring initiatives:** Provide thought leadership and tactical support for building & hiring a diverse talent pipeline, leveraging CTR hiring best practices.
- **Additional Google Early in Career Initiatives:** Engineering Rotational Program, Google Job Skilling Initiatives, Apprenticeships & Intern Programs

Retention of Employees

Since its inception in July 2019, the CTR Program outperforms industry standards for young hires in tech with 84% of our Cloud Technical Residency Alumni still working with Google. When accounting for resident tenure, this creates an effective Turnover Rate of 6%, less than half the standard 13.2% rate among tech giants reported by LinkedIn in 2020.

Career Progression

- To date, 95% of CTRs are promoted upon completion of the program. This rate of promotion surpasses expectations of early-career hires (straight out of college) by immediately placing our residents into high-impact areas of work.
- 14% of Alumni have been promoted twice since completing the program. These residents are already working as people managers and team leads in under 3 years since their date of hire.

- Average time to promo is 1.6 years for CTRs. This represents an accelerated promotion compared to 2-3 years that it takes Googlers on average to promote from L2-L3 and L3-L4.

Certifications

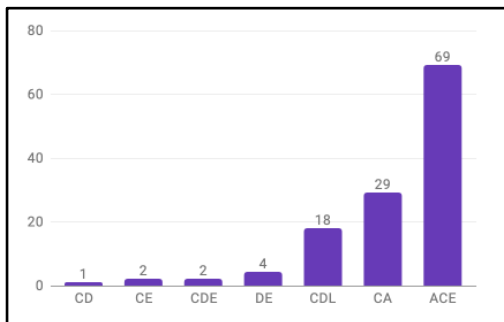
Cloud Technical Residents achieve high levels of Professional Cloud Certifications: <https://cloud.google.com/certification>

The current team of 79 CTRs is currently averaging 1.58 per-capita certifications!

	Manager Ldap	Direct Reports	Total Cert	Avg Cert
1	asciuto	16	46	2.88
2	jwohn	20	29	1.45
3	samanthaz	22	28	1.27
4	junos	21	22	1.05
		79	125	1.58

- 87% have their Associate Cloud Engineer certification
- 37% have their Professional Cloud Architect certification

Full breakdown of certifications here:



Well-being & Social Belonging

CTRs report 10% higher, on average, than other employees at Google and Cloud Customer Experience for Well-Being in our Googlegeist report. Googlegeist is an annual anonymous pulse check of all Googlers designed to capture the spirit of the times at Google. Googlegeist gives Googlers a voice on things that matter most to them and helps managers/leaders know where to focus to improve their team and/or organization.

See the most up-to-date results below, taken from the company’s Googlegeist report in January 2022:

Theme	CTR
Inclusion (social belonging)	94
Manager	89
Well-Being	90
Getting Work Done	84
Feedback and Development	89

Theme	Item	CTR
Well-being	I am able to detach from work during non-work time (i.e., when I choose not to be working).	88
Manager	I would recommend my manager, to other Googlers	89
Values	Google is a place where I am treated with respect.	98
Retention	I plan to be working at Google one year from now	90
Priorities	I'm excited about Function/PA's future.	94

This Googlegeist report also provides the opportunity for residents to provide anonymous statements about their working experience in the program.

Measurable Business Impact

Cloud Technical Residents add value and business impact while rotating through their orgs. They support a range of customers from Fortune 100 to SMB. Here are some highlights from our current cohorts first rotation:

Professional Service Organization Highlights:

- Supported the largest-ever Super Bowl streaming event for a top 20 customer
- CTR achieved award for first-ever PSO NorthAM hackathon
- Created a top 10 quota consumption table on Data Studio
- Published blog post on Support API and Data Quality
- Collaborated / co-authored 8+ TDD's
- Created multiple Waze engagements such as GCP Intro to ML, Security Posture review and best practices

Solution Engineering Highlights:

- QSR Demo is in top 3 out of 300+ on-go/demos. It was also presented in Techcon and various customer calls
- Overhauled go/Demos search feature, showing 10x improvement on search responses Fraud Detection with Vertex AI demo topped at #2 for the most visited demo published in Q4 2021
- Revamped Demo Day to make it fun and inclusive for CEs in a virtual environment

Customer Engineering Highlights:

- \$5.2+b total closed volume
- 260+ customer engagements
- Published 2 blog posts: Cloud Community & Cloud Privacy
- Led customer engagement call with head of procurement at Autotrader which resulted in a Workspace opportunity being developed.
- Facilitated Cloud Liftoff event for 80+attendees
- Conducted comprehensive research of multiple greenfield accounts, which paved next steps for FSR+CE and helped them see which accounts had potential for 2022 pipeline generation.
- Cloud LiftOff LATAM — Spanish: 3 CTRs delivered presentations

CTRs Exceed Performance Expectations

The program evaluates CTRs at the midpoint of their rotations (6 weeks) and end of each rotation (3 months). YoY we have seen increased performance metrics from Consistently Meets Expectations to Exceeds Expectations and even Greatly Exceeds Expectations, which represents resident efforts that operate at a hiring level above their current title (for example, an L2 performing at L3 standards).

Spring 2022 Update: Of 79 CTRs currently working in their rotational residency:

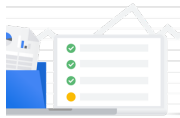
- 73% are performing at a level that Exceeds Expectations for their level and role
- 24% are performing at a level that Greatly Exceeds Expectations, making their current work equivalent to a hire 1-2 levels above their current position

This is a true testament to the maturity of our program, accelerated development of our CTRs and strong ability to provide meaningful feedback through mentorship and management. Hiring managers often promote our residents immediately upon their assignments to properly reflect the work that they are already accomplishing in their residency, which is a strong indicator of our Program's success in finding and training new hires for Cloud leadership.

Self-Governed Alumni Program

The CTR Alumni Program provides an opportunity for placed CTRs to maintain a cohesive community, stay engaged, and participate in related events and programming.

The program is organized into different committees, each with their own goals and projects:



Governance

Coordinate / organize efforts of overall alumni program in conjunction with executive sponsors.



Development

Create personal & professional development programming for both current CTRs and alumni.



Events

Plan and coordinate events designed to engage and retain CTRs.



Cross-org Initiatives

Advocating for collaboration, systemic change or process improvement across Sales, Support, and PSO.

CTR Inaugural Alumni Summit:

Overview

- Date: Jan 27th, 2022
- 1-hour Career Panel with Googlers
- 30 min networking with other CTR Alumni

Results

- 55+ CTR Alumni attended the summit (70% of alumni)
- 91% of CTR Alumni said they would definitely participate in another CTR Summit
- 96% of CTR Alumni agreed that this experience was inclusive and their background, identity, and experiences were respected and valued
- 87% of CTR Alumni felt a stronger sense of CTR community
- 96% of CTR Alumni agreed that the content and speakers were high quality and enjoy the swag and kumospace networking session.

Overall

The Cloud Technical Residency Program takes pride in assuring that our learning program stays aligned to the outcomes of the business and therefore can continue to adapt to business requirements and strategies. Below are examples of how we plan to evolve, scale and adapt our learning program to be more effective and efficient for our residents and stakeholders.

CTR Program Summary & Evolution

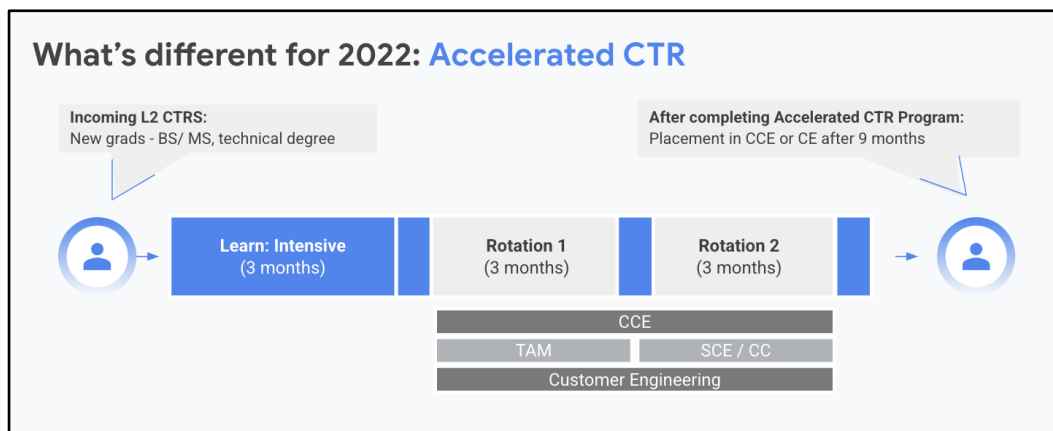
- Early in career programming needs to be as fast as possible but as long as required. We need to take the necessary time needed for new hires to actively acquire key skills and build foundational competence and confidence
- Early in career programming needs to build fundamental technical skills but also a sense of Google culture and values, as well as an overview of our Cloud Customer Experience organization and how we interlock in the customer journey. Professional skills are also a critical component.
- Early-in-career experiences need to be inspiring, and supportive. Cohort-based, immersive programs with weekly milestones, assessments/gamification, celebrations and reinforcement works best.
- Increased productivity and reduced time to ramp is a must to deliver an Enterprise-ready customer experience while meeting Cloud's growth targets.

From: Cloud Technical Residency Program

- 12-month Rotational Program
- Cross-functional Rotations across CCE & Customer Engineering
- Focus on diverse talent and developing for long term leadership skills, talent retention and org hiring stability

To: Custom Early in Career Programming

- Accelerated Cloud Technical Residency:
 - Regional, 9 months, cross-functional rotations across CCE & GTM CE, leadership & diversity focus, stability
- Guided Onboarding:
 - Regional, 3 months, Org-specific, accelerated onboarding & technical role-specific focus (e.g., GDC Pilot)
- PSO Residency Program:
 - Global, 3 months 2x/year, one PSO/CCE, technical & professional skills



Accelerated Ramp and Placement

- Time to Productivity — by reducing the program from 12 month to 9 months
- Impact and Contributions — CTRs contribute directly to roles they are placed into, offering increased impact in specialized areas

Program Scale

- Agility and Flexibility — solves for time of quality hires to role
- Global expansion — offers scalable programming for regions that need early-in-career programming
- Specialization — solves for headcount distribution by aligning training and rotational experience to orgs receiving headcount
- Retention and Stability — CTRs are in role sooner, offering for leadership and promotion opportunities quicker

Evaluation Criteria for CTR International Expansion:

Evaluation Criteria	Description	Weight
Current Headcount and diversity across SCE/CE/TAM/TSE roles	Number of Cloud SCE, CE, TSE & TAMs currently in that location	24%
Regional Interest and recruiting support	Are the regions interested in the program	30%
Growth Projections for SCE/CE/TAM roles	Projected headcount growth for GCP roles in that location	12%
Vacant seats % where Cloud emp count > 25	% of empty seats available for Cloud BU, and also the location has > 25 Cloud SCE/CE/TAM members	10%
Liveability Index	Quality of life as measured across 5 parameters	6%
Immigration Requirements	Visa requirements to work in the country	9%
Cost Per Hire	Cost per hire in location of L2/L3	9%

Diversity and Inclusion

- To align with Google’s Diversity, Equity and Inclusion efforts for 2021 ([2021 Diversity Annual Report](#)), the CTR program decided to expand access to the program by offering a Cohort based in Atlanta. By growing our presence in Atlanta, we aimed to contribute to increasing pathways to tech for underrepresented groups.
- To help contribute to Google’s DEI efforts we committed a site strategy launch in Atlanta to support growing our presence in cities that contribute to a high quality of life for Black+ Googlers.
- Increase representation across Cloud, foster Inclusion, and build Leadership

FY22 Priorities:

1. Reimagine CTR curriculum to develop innovative immersion experiences
2. Specialization of Program in Strategic Growth Regions & Orgs
3. Measure CTR Business Impact
4. Increase Awareness and Branding Globally and Externally
5. Develop our People: leadership opportunities for rotation mentors and managers

CTR Program — Conclusion

The Cloud Technical Residency Program marks the intersection of a rapidly-growing industry with a vehicle for accelerated development that is tailored for early-career hires.

With our Cohort Model we build communities of young hires that promote a culture of trust, respect, and collaboration. These teams continue to build deeper networks that span across organizations and roles to ensure that each resident maintains powerful cross-functional visibility ripe for thought leadership and promotion.

The Training Intensive provides a comprehensive 12-week training over Cloud Computing, Professional Skills, and Industry Insights. This training leverages several types of content including technical demos, live lectures, and in-depth simulated case studies with customer engagements as facilitated by Google subject-matter-experts.

The Residency Model challenges residents with on-the-job training through rotations in three distinct roles in Google cloud as guided by a Mentor and Rotation Manager. Through deliberative processes in Mentor Enablement and providing Performance Feedback for residents, the CTR Program ensures that each resident receives an individually-curated experience that stretches their skills and provides immediate customer-facing experience key to the business.

The Measurable Benefits of this program have been demonstrated through 3 years of success from over 180 residents. From a higher Retention Rate and Job Satisfaction to higher rates of Promotion and Performance Indicators, Cloud Technical Residents prove to Google Cloud and the rest of big tech companies that this structure for developing new hires is a pinnacle achievement thanks to the efforts of hundreds of volunteers and years of programmatic iteration and innovation.

As CTR Program leverages its best insights to support the creation of similar residency programs at Google and other companies, we desire for others to recognize the power of thoughtful design and an intentional culture that makes this program what it is today.

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