Talent and Culture Tuning Session
Q2 FY20-21

WIKIMEDIA FOUNDATION
Efficacy & Resilience

OKRs

WIKIMEDIA FOUNDATION
Talent Development

Objective:

Ensure a prepared and capable pipeline of functional and people leaders that can deliver on our commitments.

In Q2 FY20-21, we have continued to advance and embed processes and practices to measure, track, tune, and develop our talent, while preparing to scale L & D and elevate the skills of our staff to support professional growth. Q2 highlights include:

- Expanded on Individual Tuning Conversations with the introduction of Upward Feedback
- Selection of technology infrastructure to support L & D scaling
- C-team approval and hiring manager notice of updated promotion process

Target quarter for completion: Q4 FY20-21

Department: T & C
## Key Results

**Deliver and embed the full cycle of System of Performance through achieving a 95% completion rate (annual average) for quarterly individual tuning conversations.**

**Baseline:** 0% completion rate

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% completion (annual average)</td>
<td>92%</td>
<td>93%</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Deliver 10 core skills trainings (5 for IC, 5 for Managers) to support an effective pipeline of Managers & Individual Contributors by Q4.**

**Baseline:** 0 core skills trainings

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 core skills trainings</td>
<td>Discovery phase for core skills and L &amp; D tech infrastructure</td>
<td>Final draft of core skills and technology selected</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Pilot 360 leadership review process (Q1), clarified promotion process proposal and guidelines (Q1), and process implementation, communications, & staff support (Q2).**

**Baseline:** 0 deliverables

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 deliverables</td>
<td>1</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Department: T & C
### Talent Development

**Sample Core Skills Map**

- **How the skill connects to the level framework & leadership accountabilities**
- **What are the indicators of this skill (what does it look like?)**
- **The proposed training topics L&D will deliver.**

**4. Work Management/Problem Solving**

In greater detail: This skill involves identifying, building and developing the proficiency in tools and mindsets that support the engagement of complex systems and the execution and management of work so as to achieve the strongest impact.

**Leadership Accountability:** Managing the work. Working for Impact

**Related Level Framework:** Engaging with Complexity (Simplifies complex issues, generates solutions, resolves challenges)

**Indicators:**

1. Takes responsibility for work products, services, and results
2. Achieves goals in creative ways
3. Anticipates and takes actions to meet the needs of both internal and external stakeholders
4. Generates solutions
5. Identifies potential opportunities and can connect them to the organizational objectives, goals, and practices
6. Identifies and analyzes problems
7. Delivers high-quality products and services; is committed to continuous improvement
8. Is thorough when performing work and conscientious about attending to detail
9. Determines appropriate actions and prioritizes tasks
10. Simplifies complex issues
11. Breaks down work into manageable pieces, sets goals, communicates on progress, and meets deadlines
12. Selects and understands procedures, machines, or tools that will produce the desired results
13. Understands and appropriately applies principles, procedures, requirements, regulations, and policies

**Proposed Modules:**

- **IC3-IC5**
  - Time Management
  - Prioritizing tasks
  - Problem Solving
  - Accountability - owning the work

- **IC6-IC9**
  - Strategic Planning
  - Decision Making
  - Project Management

**Self Facilitated Learning (LXP/Content Providers):**

- Mind mapping
- Theory of change
- Design Thinking
- Navigating the GSuite

This is a draft. This is only a draft. Do not go here.
Enhance the Talent and Culture team's capabilities, efficiencies and service excellence in order to establish the department as a trusted partner and reliable support to leaders and to staff. Focus the improvement in the areas of onboarding experience and process, compensation system improvements, and data integrity.

**Onboarding**
A design has been approved to standardize the beginning of a staff member's journey in the organization. Immediate work is focusing on navigation.

**Compensation**
Designed and received approval for a methodology that is consistently able to provide competitive salary ranges in different countries for different jobs and levels, based on principles that are transparent to the organization. Change management is ongoing.

**Data Integrity**
While progress has been made on this KR, we have paused this to temporarily reprioritize the bandwidth to resolve a staff need. The intent is to resume this KR once the global roll-out of a fertility/adoption plan is complete.

**Target quarter for completion:** Q4
# T&C Partnership and Support

## Key Results

| Approved design of onboarding process and experience (Q1). Define and adopt SLA for set up prior to start date (Q3). Create and implement basic navigation guides for orientation (Q4).  
Baseline: 61% | Year Goal | Q1 Status | Q2 Status | Q3 Status | Q4 Status |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80% favorable rating on set up prior to start date and basic navigation</td>
<td>80% Q1 goal</td>
<td>100% Q1 goal</td>
<td>50% Q3 goal</td>
<td>-</td>
</tr>
</tbody>
</table>
| Defined and approved pay principles (Q1). 100% compensation band coverage for countries WMF operates in (Q2).  
Baseline: 2% compensation band coverage | Year Goal | Q1 Status | Q2 Status | Q3 Status | Q4 Status |
|  | 100% compensation band coverage | 75% Q1 goal | 100% of KR | - | - |
| Completed data mapping and data dictionary. Completed data clean up. (Q1) 90% of data for reports concerning staff members and recruiting activity housed and accessible in systems. (Q2)  
Baseline: 0% | Year Goal | Q1 Status | Q2 Status | Q3 Status | Q4 Status |
|  | 90% data for reports concerning staff members and recruiting activity from systems | 75% Q1 goal | KR placed on hold | - | - |
Milestones: what happens.

Accountability: Who is responsible for what

Experience

Feeling Welcome
They were really expecting me!

Here is a map that helps
I'm curious how this all works

I'm not sure where to look for things
There are too many things to learn

Feeling overwhelmed

Accountability:
People Ops
- Recruiting
- ITS
- FP&A

Hiring Manager
- Team, Buddy
- People Ops, ITS, FP&A

Frameworks

Common Basic orientations

Buddy system

Cultural orientation
Objective:

Increase the representation of underrepresented groups, enable our staff on DEI and foster a belonging culture

**Inclusive Hiring (on-going)**
Continuously review and audit all interview panels to ensure diversity (inclusive of gender, race & global location). Assess all job descriptions (JDs) for compliance and inclusive language. Content developed for Hiring Manager (HM) trainings which were kicked off November 1.

**Proactive Talent Pipelining (on-going)**
Continue to drive towards our aspirational target to increase diversity of hires overall by 10% compared to last fiscal year by delivering proactive targeted sourcing projects, increasing hires coming from talent communities that support under-represented groups by 5% via job boards, partnerships & at least 4 targeted career fairs (by Q4).

**Target quarter for completion:** Ongoing

Department: T & C
## Key Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1</td>
<td></td>
<td>JD review: 100%</td>
<td>JD review: 100%</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panels: 100%</td>
<td>Panels: 100%</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HM Training: 25%</td>
<td>HM Training: 60% (+10%)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Inclusive hiring:** 100% of interviews panels to be diverse, 100% of JDs to be assessed for compliance and inclusive language; 50% of HMs to be trained on Inclusive Hiring (Q2); 100% of HMs trained on Inclusive Hiring (Q3).  
**Baseline:** 0%

**Proactive Talent Pipelining:** Increase diversity of hires overall by 10% by delivering proactive targeted sourcing projects, increasing hires coming from talent communities that support under-represented groups by 5% via job boards, partnerships & at least 4 targeted career fairs (by Q4).  
**Baseline:** Hires: 53%; Pipeline: 46% (based on FY19-20 results)
Objective:

Increase the representation of underrepresented groups, enable our staff on DEI and foster a belonging culture

D&I Enablement

- Develop and execute Inclusive Leadership Accountability framework and Inclusive Communications plan.
- Develop and implement ERG Framework Modules.
- Mandatory racial equity trainings for all, starting with people managers.
- Support in updating HR policies and practices to cultivate inclusion.
- DEI departmental tour to present progress

Target quarter for completion: Q4 FY20-21
# Diversity, Equity and Inclusion

## Key Results

**DEI Enablement:** Developing processes and guidelines while stimulating the development of skills and behaviors that will foster a belonging culture

Q1 - Create and execute 25% Inclusive Leadership Framework; Create and execute 25% Inclusive Communications plan

Q2 - Create and execute 50% Inclusive Leadership Framework; Create and execute 50% Inclusive Communications plan

**Baseline:** 0%

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25% completed the Inclusive Leadership Accountability (ILA) framework</td>
<td>50% ILA Framework created</td>
<td>50% progress in creating the Inclusive Comms plan</td>
<td>-</td>
</tr>
</tbody>
</table>

Department: T & C
Diversity, Equity and Inclusion

Despite a lack of resources, we are seeing slow but continuing progress on a number of workstreams:

<table>
<thead>
<tr>
<th>Attraction</th>
<th>Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>• External DEI commitment on WMF career page</td>
<td>• Inclusive Hiring (see Hiring KR1)</td>
<td>• Inclusive Leadership Framework</td>
<td>• Diversity Alliance</td>
</tr>
<tr>
<td>• Strategic use of diversity-focused job boards &amp; DEI focused-tools within larger boards</td>
<td>• Proactive Pipelining (see Hiring KR2)</td>
<td>• Inclusive Communications Strategy</td>
<td>• Employee Resource Group Framework</td>
</tr>
<tr>
<td>• Attend virtual, diversity-focused career fairs</td>
<td>• Continuous weekly pipeline monitoring on each individual role to ensure DEI</td>
<td>• Assisting different teams/departments with DEI related projects</td>
<td>• Pay Principles which can be applied equally</td>
</tr>
<tr>
<td>• Re-launched the DEI leader search as VP level</td>
<td>• DEI Hiring Manager Guide</td>
<td></td>
<td>• Counseling sessions for Black/Pan-African ERG</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• <strong>DEI Departmental Tour</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Department: T &amp; C</strong></td>
</tr>
</tbody>
</table>
Department slides
Talent & Culture Welcomes and Conversions!

Kike Adio
People Operations Associate
(Contract)
Lagos, Nigeria

Akhere Agoni
Recruiter
(Contract)
Lagos, Nigeria

Tamika Fourqurean
Recruiter
(Contract)
Maitland, FL, United States

Deborah Martins
Recruiter
(Contract)
Belo Horizonte, Brazil

Debanjan Sen
Senior Manager, People Operations
Singapore, Republic of Singapore
Q2 Summary Highlights

- Hires YTD: 70 (43 FT Req / 27 Contract / Fellow)
- Individual Tuning Sessions - 93% participation
- Introduced Upward Feedback process - 58% participation
- Recruiting focused HM Training: 60% participation YTD (launched in Nov)
- Namely Updates - passive open enrollment
- Continued weekly EEO pipeline report reviews to HMs & C-Levels
- Approval and completion of Executive Compensation
- VP hiring: 1 hired (VP, Data Science & Eng); 2 searches kicked off (VP, Product Eng & VP, T&C)
- Onboarding & Orientation journey design approved
- Released Community Engagement post reorg survey
- Released Employee Engagement Pulse Survey
- Continued Talent & Culture Leads Office Hours
- Global Pay Principles & WICI salary ranges approved
- People Operations process updates
- Completed annual US open enrollment
- NEW Promotion process and guidelines approved for roll out
- DEI department tours began, open and substantial conversations across teams
- Learning Management System technology infrastructure stack selected and approved
Turnover

Data as of December 31, 2020
Tenure

Tenure Overall

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Tenure (in years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16-17</td>
<td>3.19</td>
</tr>
<tr>
<td>FY17-18</td>
<td>3.66</td>
</tr>
<tr>
<td>FY18-19</td>
<td>3.8</td>
</tr>
<tr>
<td>FY19-20</td>
<td>3.8</td>
</tr>
<tr>
<td>FY20-21</td>
<td>4.0</td>
</tr>
</tbody>
</table>

Tenure by Job Level

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Tenure (in years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IC-3</td>
<td>1.6</td>
</tr>
<tr>
<td>IC-4</td>
<td>3.0</td>
</tr>
<tr>
<td>IC-5</td>
<td>3.2</td>
</tr>
<tr>
<td>IC-6</td>
<td>3.6</td>
</tr>
<tr>
<td>IC-7</td>
<td>4.4</td>
</tr>
<tr>
<td>IC-8</td>
<td>7.1</td>
</tr>
<tr>
<td>M-3</td>
<td>4.1</td>
</tr>
<tr>
<td>M-4</td>
<td>4.3</td>
</tr>
<tr>
<td>M-5</td>
<td>4.6</td>
</tr>
<tr>
<td>M-6</td>
<td>4.3</td>
</tr>
</tbody>
</table>

Tenure by Division

<table>
<thead>
<tr>
<th>Division</th>
<th>Tenure (in years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancement</td>
<td>3.8</td>
</tr>
<tr>
<td>Chief Operating</td>
<td>2.9</td>
</tr>
<tr>
<td>Communications</td>
<td>2.8</td>
</tr>
<tr>
<td>Finance &amp; Legal</td>
<td>4.4</td>
</tr>
<tr>
<td>Office of the CEO</td>
<td>4.3</td>
</tr>
<tr>
<td>Product</td>
<td>4.1</td>
</tr>
<tr>
<td>Talent &amp; Culture</td>
<td>3.3</td>
</tr>
<tr>
<td>Technology</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Data as of December 31, 2020

Department: Talent & Culture