

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



Talent Development



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Deliver and embed the full cycle of System of Performance through achieving a 95% completion rate (annual average) for quarterly individual tuning conversations.</p> <p>Baseline: 0% completion rate</p>	95% completion (annual average)	92%	93%	-	-
<p>Deliver 10 core skills trainings (5 for IC, 5 for Managers) to support an effective pipeline of Managers & Individual Contributors by Q4.</p> <p>Baseline: 0 core skills trainings</p>	10 core skills trainings	Discovery phase for core skills and L & D tech infrastructure	Final draft of core skills and technology selected	-	-
<p>Pilot 360 leadership review process (Q1), clarified promotion process proposal and guidelines (Q1), and process implementation, communications, & staff support (Q2).</p> <p>Baseline: 0 deliverables</p>	3 deliverables	1	2	-	-

Talent Development



Sample Core Skills Map

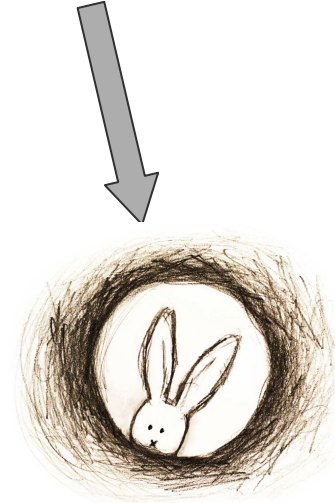
How the skill connects to the level framework & leadership accountabilities

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:		
<ol style="list-style-type: none"> 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 <ul style="list-style-type: none"> • Time Management • Prioritizing tasks • Problem Solving • Accountability- owning the work 	IC6-IC9 <ul style="list-style-type: none"> • 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.



Suggested topics for further development

T&C Partnership and Support



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



Department: T & C

T&C Partnership and Support



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
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%	80% favorable rating on set up prior to start date and basic navigation	80% Q1 goal	100% Q1 goal 50% Q3 goal	-	-
Defined and approved pay principles (Q1). 100% compensation band coverage for countries WMF operates in (Q2). Baseline: 2% compensation band coverage	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%	90% data for reports concerning staff members and recruiting activity from systems	75% Q1 goal	KR placed on hold	-	-



ONBOARDING & ORIENTATION JOURNEY

Milestones: what happens.

DAY 1

WEEK 1

Grace period

- Enter functioning workspace
- Receive onboarding manual
- Manager greeting
- Begin Meet & Greets
 - Meet Buddy
 - Meet with team members
- Basic orientation starts

		MONTH 1								
		SETUP	DAY 1	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	
ONBOARDING & ORIENTATION JOURNEY	MILESTONE	<ul style="list-style-type: none"> Recruiting handoff Receive Hiring package Provide personal information ITS internal onboarding (access) Enrollment in HRIS Systems 	<ul style="list-style-type: none"> Enter functioning workspace Receive onboarding manual Manager greeting Begin Meet & Greets <ul style="list-style-type: none"> Meet Buddy Meet with team members Basic orientation starts 	<ul style="list-style-type: none"> Integrate in New Hire Cohort Basic orientations with cohort Meet with HRBP Meeting colleagues Level specific orientation starts Non-critical task assignment begins 	<ul style="list-style-type: none"> Basic orientations continue Performance and job expectations conversation Meeting colleagues Level specific orientation Non-critical task assignment 	<ul style="list-style-type: none"> Basic orientations continue Cohort meet the ED & C Level specific orientation Start working 	<ul style="list-style-type: none"> Meeting colleagues Cohort meet the ED & C Level specific orientation 	<ul style="list-style-type: none"> Meeting colleagues Cohort meet the ED & C Level specific orientation 	<ul style="list-style-type: none"> Meeting colleagues Cohort meet the ED & C Level specific orientation 	
	MATERIAL & TOOLS	<ul style="list-style-type: none"> Pre-start Onboarding Guide Hiring Manager Onboarding Guide Onboarding checklist 	<ul style="list-style-type: none"> Organizational Chart Onboarding Buddy guide New Hire Guide 	<ul style="list-style-type: none"> Cohort Guide 						
	RESPONSIBILITY	<ul style="list-style-type: none"> ★ Main Supporting ★ People Ops Recruiting ITS FP&A 	<ul style="list-style-type: none"> ★ Hiring Manager Team, Buddy People Ops, ITS, FP&A Department 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy 	<ul style="list-style-type: none"> ★ Hiring manager Team Buddy
	FRAMEWORKS	<ul style="list-style-type: none"> CREATE UPDATE 								
	EXPERIENCE	<ul style="list-style-type: none"> Motivation Excitement Feeling Welcomed Feeling supported Feeling seen/valued Building confidence 	<ul style="list-style-type: none"> Negative experience Fear & uncertainty Feeling overwhelmed Information overload Self-doubt Feeling inadequate Confusion Fear of judgement 							

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: Who is responsible for what

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

Frameworks

- New Hire Cohort
- Common Basic orientations
- Buddy system
- Cultural orientation

Hiring



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



Hiring



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>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%</p>	100%	JD review: 100% Panels: 100% HM Training: 25%	JD review: 100% Panels: 100% HM Training: 60% (+10%)	-	-
<p>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: <u>Hires:</u> 53%; <u>Pipeline:</u> 46% (based on FY19-20 results)</p>	100%	Hires: 50% (-13%) Pipeline: 54% (+5%)	Hires: 50% (-13%) Pipeline: 56% (+7%)	-	-



Diversity, Equity and Inclusion

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

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>DEI Enablement: Developing processes and guidelines while stimulating the development of skills and behaviors that will foster a belonging culture</p> <p>Q1 - Create and execute 25% Inclusive Leadership Framework; Create and execute 25% Inclusive Communications plan</p> <p>Q2 - Create and execute 50% Inclusive Leadership Framework; Create and execute 50% Inclusive Communications plan</p> <p>Baseline: 0%</p>	100%	25% completed the Inclusive Leadership Accountability (ILA) framework	50% ILA Framework created	-	-



Diversity, Equity and Inclusion



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

Attraction	Selection	Development	Retention
<ul style="list-style-type: none"> ● External DEI commitment on WMF career page ● Strategic use of diversity-focused job boards & DEI focused-tools within larger boards ● Attend virtual, diversity-focused career fairs ● Re-launched the DEI leader search as VP level 	<ul style="list-style-type: none"> ● Inclusive Hiring (see Hiring KR1) ● Proactive Pipelining (see Hiring KR2) ● Continuous weekly pipeline monitoring on each individual role to ensure DEI ● DEI Hiring Manager Guide 	<ul style="list-style-type: none"> ● Inclusive Leadership Framework ● Inclusive Communications Strategy ● Assisting different teams/departments with DEI related projects 	<ul style="list-style-type: none"> ● Diversity Alliance ● Employee Resource Group Framework ● Pay Principles which can be applied equally ● Counseling sessions for Black/Pan-African ERG ● DEI Departmental Tour Department: T & C

Department slides



WIKIMEDIA
FOUNDATION

Talent & Culture Welcomes and Conversions!



Kike Adio
People Operations
Associate
(Contract)
Lagos, Nigeria



Akhere Agoni
Recruiter
(Contract)
Lagos,
Nigeria



Tamika Fourqorean
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

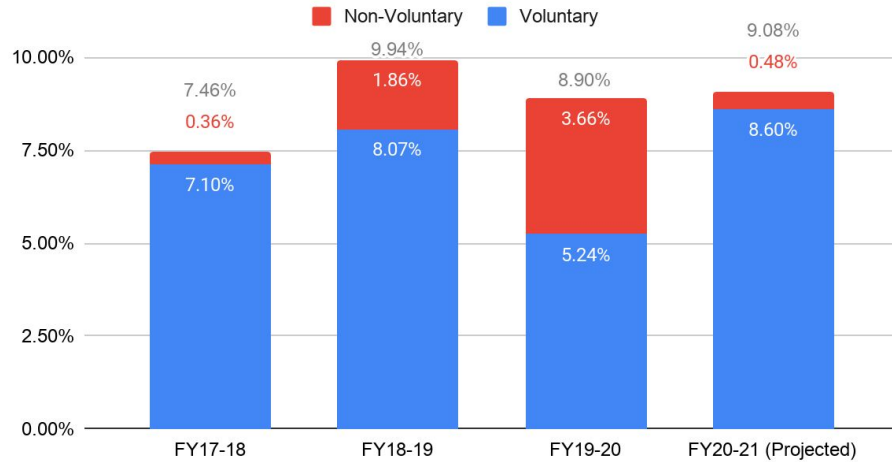
Appendix



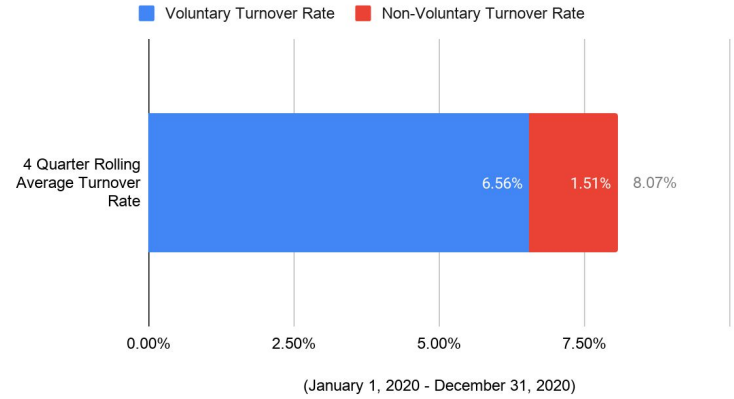
WIKIMEDIA
FOUNDATION

Turnover

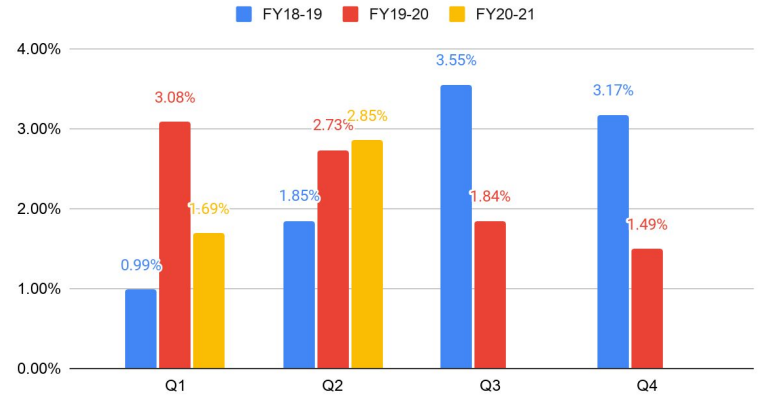
Average Turnover Rate



4 Quarter Rolling Average Turnover Rate

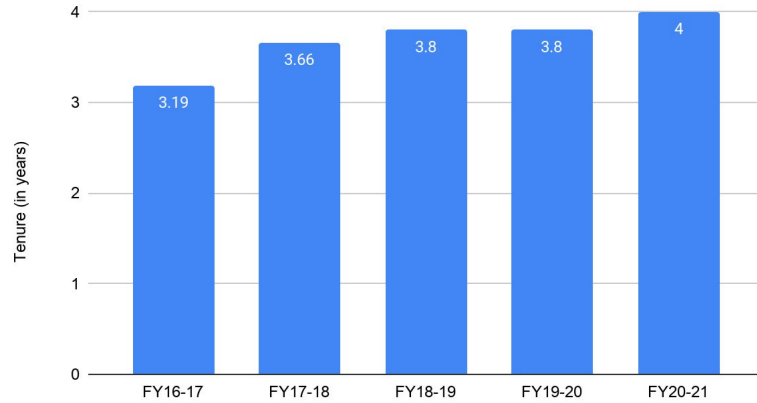


YOY Quarterly Overall Turnover Rate

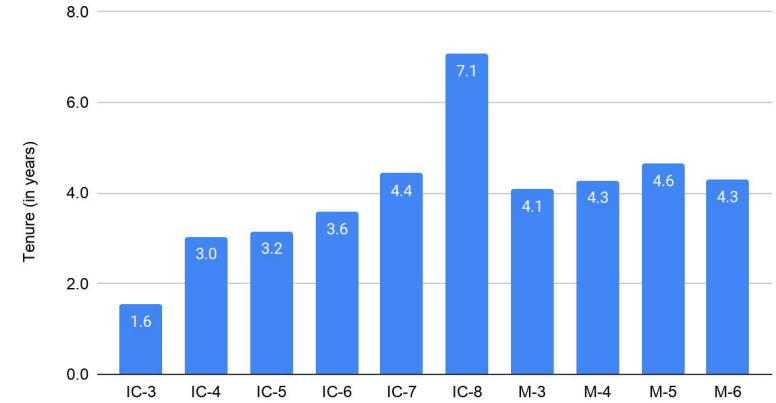


Tenure

Tenure Overall



Tenure by Job Level



Tenure by Division

