



Quarterly Review

Talent & Culture

Q4 - 2014/15

Approximate team size during this quarter: 7

Q4 - HR

Quarterly Objectives Summary

Objective	Measure of Success	Status
Fast Hiring of Candidates Team members involved: 2	90% of domestic offers to manager in 2 business days of receiving a completed hiring packet	100% of 24 new hire offers to manager in 24hrs of approvals (58% in less than 6hrs) (for c-level approvals: 100% in 2 days, 54% same day)
Annual Performance Review Team members involved: 5	3 completed sprint support sessions for mgrs/staff 90% review completion by June 19	11 sprints and 6 training sessions done 98% of reviews completed by 6/19 deadline
International Payroll & Benefits Team members involved: 2	95% eligible intl. staff enrolled or business entity established by 6/30 (not including FR)	44 of 45 set - 98% (final one set for 8/1, due to LOA)
ADP Upgrade Team members involved: 2	ADP system upgrade for payroll, HRIS & Time & Attendance by 4/30. Add Analytics module.	Upgrade completed 4/18 (due 4/30) Analytics added 6/3 (due 6/30)
Comp Review Team members involved: 2	100% of worksheets out to c-level	Delayed due to lack of data from c-level on managers & depts. 100% rolled out 6/12 (the adjusted deadline, was 5/31/15)
Benefits & Wellness Team members involved: 2	Survey data analyzed & shared Benefits materials streamlined	5/1 data shared in comp/benefit deck (due 5/29) 6/11 materials streamlined (due 6/30)

Q4 - Recruiting

Quarterly Objectives Summary

Objective	Measure of Success	Status
Recruit Top Talent Fill top 10 req positions in the organization Team members involved: 4	Hire Director of Recruiting Hire 50% of open recruiting Dept FTE Outsource contract in place to handle headroom	Hired Director of Recruiting 91% FY14-15 new positions filled 58% of FY14-15 replacements filled Hired contract recruiters
Build University Recruiting Program Team members involved: 2	Hire top engineering, legal, and communication interns and fellows .	15 interns hired in FQ4 for engineering, legal & comms Career fairs at Stanford & California College of the Arts

Q4 - *Talent & Culture*

Quarterly Objectives: Successes

Fast Hiring of Candidates: Turn around time from completed hiring packet to offer letter is streamlined to an average of one day, which is half the time mentioned on [office wiki](#). The longest turn-around was two business days, due to c-level approval speed. Learning: HR can do an incredibly fast turn around, but gathering approvals can take a lot of pinging. Delays in getting the hiring packet to HR occurred mostly due to missing data in the packet. Approvals should be faster as they are now in Greenhouse.

International Payroll & Benefits: Across 19 countries, onboarded 44 staff, with another 15 thru a business entity, greatly reducing risk and increasing in-country payroll & benefits. Learning: The process was complex and required taking into account personal detail: preference on timing, concerns about in-country contract wording, making sure benefits used SF as a baseline.

ADP Upgrade: Completed software upgrade from ADP's oldest version to their current, with improved user interface and information accessibility. Added an Analytics module. Learning: The upgrade helped but ADP still sucks. The upgrade did not fix all existing issues, and the analytics module data needs further cost and work to fix ADP illogical processes that screw with data like hire and exit count.

Annual Review: Completed the annual review process, which includes self reviews, 360s and manager reviews for 184 people. Support included a massive 17 training & sprint sessions (which included unconscious bias and difficult conversations), and resulted in a whopping 98% on-time completion by managers. Learning: Staff continue to value 360s highly, but the time and logistics is difficult for managers to schedule, and completing mass 1:1 conversations is a stressful challenge.

Q4 - *Talent & Culture*

Quarterly Objectives: Successes

Compensation Review: We created a tight and streamlined plan for the annual review & compensation processes for June, and were able to meet the adjusted deadline to rollout the comp sheets and meet with managers individually about their plans. Learning: Do not roll-out a re-org right before year end and before annual reviews and compensation. Managers needed an extra month to settle their change data, which affected/delayed several HR workstreams.

Recruiting: We successfully hired the new Director of Recruiting, as well as a replacement engineering contract recruiter and a contract recruiting consultant to help with interim support until the Director could start. This provided uninterrupted support for hiring managers, and achieved 91% of new positions being filled. Learning: We need stability with the recruiting team. 100%+ turnover on the team in the past year has resulted in significant time required to find and train new recruiting staff.

Q4 - *Talent & Culture*

Core workflows and metrics

- WikiLead - 3rd cohort of 12 people finished the 7 month long leadership skills program on 6/24
- Wellness management for fiscal year end, including multiple reminders to all staff and individuals with full balance; wellness office hours; 260 claims processed this quarter (161 for June alone)
- Re-Org for Community Engagement, and then later Engineering, changes & updates for HR systems
- 33 people onboarded
- 10 people offboarded, including release agreements
- Employee relations management with Legal and outside counsel (metrics withheld for confidentiality)
- Hire of PT temp for Payroll Clerk, including training
- Ongoing support of the WikiWomen's Group
- Contractors & renewals: 77 new and renewed contracts
- Immigration: 42 active cases (H1B, F1, J1, green card)
- Successful 401k audit completion
- Update of the Recruiting Corner on Office Wiki
- Rolled out Recruiting training sessions for managers