

F&A OKRs



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Financial Management & Compliance



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September Financials (\$M)

Note: includes WM Enterprise

	Q1	Q1	Q1	FY21-22 June		
	QTD Act. (\$)	QTD Var. (\$)	QTD Var. (%)	EOY Proj. (\$)	EOY Var. (\$)	EOY Var. (%)
Total Revenue	40.3	4.4	12%	152.5	(4.5)	0%
Programmatic	21.6	(4.4)	-17%	118.4	0.0	0%
Personnel Exp	16.3	0.0	0%	74.7	A 1.7	2%
Services & Travel	2.7	(1.3)	-33%	16.3	B (0.4)	-2%
Grants	0.2	(2.8)	-93%	16.0	C (0.2)	-1%
Data Center Exp	1.1	(0.2)	-18%	5.1	(0.4)	-8%
Other Exp	1.3	0.0	-1%	6.5	(2.3)	-26%
Fundraising	3.7	(0.3)	-8%	16.4	(0.1)	0%
General & Admin.	4.5	0.1	2%	20.2	1.2	6%
Total Exp before SW Cap.	29.7	(4.6)	-14%	155.2	(0.6)	0%
Software Dev Capitalization	(1.8)	(1.3)	268%	(6.5)	D (4.5)	225%
Total Expenses after SW Dev Cap	27.8	(6.0)	-18%	148.7	(5.1)	-3%
Change in Net Assets	12.4	10.4	-	3.8	3.8	-

Financials (\$M)

Projection Highlights

A

Personnel Related:

- Slightly higher attrition than planned is offsetting some comp increases.
- Staff growth has accelerated and we expect to be on budget by early Q3.

B

Services:

- Several depts have projects served by professional services deferred to Q3.
- Increased resourcing for VP and Executive recruiting.

C

Grants:

- The first regional grant rounds were moved from Q1 to Q2.

D

Software Capitalization:

- Q1 software capitalization work within 6 OKRs is more significant than budgeted and will result in a reduction of (-\$1.7M) in in Q1 and is projected to continue

Financial Management & Compliance



Objective:

Manage our financial resources to enable the Foundation to achieve our programmatic objectives in compliance with all regulatory filing requirements to satisfy our tax exempt charitable status.

ONGOING FINANCIAL PERFORMANCE - The Year to Date variance of our actual expenses to budgeted expenses was **(-14%)**. Please note that largest portion of this underrun was due to several regional grant rounds being postponed to Q2. If we normalize for that timing change in grants, the variance is **(-5%)**.

KR #1: INSIGHT FINANCIAL DASHBOARDS - In Q1, we completed the discovery phase of the dashboarding project to understand user needs. Prototypes for the different cost categories have been developed which will be tested with users in the focus groups starting Q2. 100% of Team dashboards are on track to be launched by end of Q2. For OKR dashboards, only specific use cases will be launched until end of the calendar year due to limited usefulness of a general OKR dashboard.

ESTABLISH AND REPORT WM ENTERPRISE - Cost allocation model has been developed and completed for Q1.

AUDIT - FY20-21 audit was completed in Q1. There were no modifications to the standard audit report, and there were no other matters to report related to required communication of the audit.

Target quarter for completion: Q1 FY21-22



Financial Management & Compliance



Key Results

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>100% of teams and 50% 2 OKR use cases have financial results dashboards by Q2.</p> <p>PROPOSED REVISION to this KR after Q1: continue with goal of “100% of teams”, but change “50% of OKRs” to “implement dashboards for 2 OKR use cases”. This is because, through discovery, we have found that standardized OKR dashboards are not useful. The OKR dashboarding needs vary by use case, so, rather than roll out 1 standard OKR dashboard, we will create and test 2 different dashboards for 2 use cases.</p> <p>Baseline: 0% and 0%</p>	100% teams / 50% 2 OKRs use cases	0%, Two drafts of team prototypes complete.	-	-	-
<p>Establish and report separate financial report for Wikimedia Enterprise by Q1 financial close and New Endowment 501c3 Charitable Organization according to a timeline set with the Audit Committee.</p> <p>Baseline: N/A</p>	100%	Enterprise - Q1 financial report has been completed Endowment - not yet started	-	-	-
<p>Meet all 100% filing requirements for Wikimedia Enterprise and New Endowment 501c3 Charitable Organization</p> <p>Baseline: N/A</p>	100%	Nothing due Q1, compiling list of reporting requirements for the year	-	-	- Department:



Planning



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Planning



Objective:

Build plans and strategies that move the Foundation toward our Strategic Direction.

RETROSPECTIVE COMPLETE - In Q1 we completed a multi-stakeholder retrospective of the prior planning process lead by the APP team that included the C-team, VP cohort, Audit Committee of the Board, as well as surveys to delegates and all staff. The findings were analyzed, synthesized into a set of recommendations, and shared with the C-team and Audit Committee.

NEW CEO ONBOARDING - Coming out of the retrospective recommendations, we have begun to engage with the onboarding process of the new CEO with the intention of co-creating the next annual planning process under her leadership.

ASSEMBLING CROSS-FUNCTIONAL APP TEAM - We have defined the key roles and cross-functional expertise needed to design and lead next year's planning process and have onboard new members from Talent & Culture, Global Data & Insights, and executive facilitators in addition to existing members from Finance and Movement Communications. The team will also begin co-designing with Internal Comms and Movement Strategy in Q2.

Target quarter for completion: eg. Q4 FY21-22

Planning



Key Results

Evolve the Medium-term Plan into an updated multi-year strategy for the Foundation by ~Q3 that will guide our FY22-23 plan.

Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Complete by Q3	N/A We are in a pre-planning stage, focusing on integrating the discussion on design of multi-year plan into the on-boarding of the new CEO	-	-	-



Business Operations Improvement



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Business Operations Improvement



Objective:

Improve the efficiency and efficacy of our business and operational workflows to maximize the return on investment, mitigate risks, and reflect our organizational values.

Payroll Process Scalability Project- Planning work for this project is underway. We've identified multiple areas of potential process improvement that would achieve our KR of eliminating 15-25% manual processes and are in the process of prioritizing those options and setting an implementation plan. Implementation will kick off in Q2.

Wikimedia Enterprise workflow integrated into Coupa - The design of the workflow and approval chain is complete. Multi-entity configuration of Coupa and Intacct is slightly behind schedule but workarounds were implemented in the interim so that this did not lead to an impact on the overall project timeline. Configuration of the workflow within the systems on track for completion for Q2.



Business Operations Improvement



Key Results

KR1: We will have a more scalable end-to-end Payroll processing workflow as measured by a 15-25%* reduction in the amount of manual activities required to process a payroll cycle by Q3.

KR2: Wikimedia Enterprise will have an automated approval workflow integrated into our Contract Lifecycle Management system by Q2.

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: We will have a more scalable end-to-end Payroll processing workflow as measured by a 15-25%* reduction in the amount of manual activities required to process a payroll cycle by Q3.	Complete by Q3	We have scoped plan to reach the KR target and begun to implement that plan		-	-
KR2: Wikimedia Enterprise will have an automated approval workflow integrated into our Contract Lifecycle Management system by Q2.	Complete by Q2	Milestone KR is 70% complete			



F&A Working Environment



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Working Environments



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Working Environments



Objective:

Our working environments are productive, inclusive and sustainable.

KR1: 100% of OnBoard staff receives access to necessary tools by Day 1 and 80% of staff receive equipment within 1 week of start date

KR2: 100% of staff based in regions where networking infrastructure does not meet standard stability and bandwidth requirements will be provisioned additional support to utilize our standard productivity tools. (productivity tools = Google Workspace)

KR3: Within our SLAs We offer a diverse set of convening mediums, consultation and tools to satisfy 100% meeting/convening requests. Satisfaction and improvement measured by evaluations done with each convening request.

KR4: Within our "approved hiring country list" 85% of Staff understands services, resources and guidelines in order to foster an inclusive and equitable working environment.

Revision to Support 2.0 now integrated here

KR5: ~~The organization~~ There is an aligned vision of talent and support services needed across all departments.

& **KR6:** Organization has applied support services talent with an effective approach that integrates our values, development and performance framework.

Target quarter for completion: Q4



Working Environments



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: 100% of OnBoard staff receives access to necessary tools by Day 1 and 80% of staff receive equipment within 1 week of start date Baseline: 32%	85%	42%			
KR2: 100% of staff based in regions where networking infrastructure does not meet standard stability and bandwidth requirements will be provisioned additional support to utilize our standard productivity tools. (productivity tools = Google Workspace) Baseline: 0%	100%	0%			
KR3: Within our SLAs We offer a diverse set of convening mediums, consultation and tools to satisfy 100% meeting/convening requests. Satisfaction and improvement measured by evaluations done with each convening request. Baseline: 0%	100%	0%			
KR4: Within our "approved hiring country list" 85% of Staff understands services, resources and guidelines in order to foster an inclusive and equitable working environment. Baseline 0%	100%	10%			



Working Environments



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR5: There is an aligned vision of talent and support services needed across all departments. Baseline: N/A	100%	100%. Complete			(
KR6: Organization has applied support services talent with an effective approach that integrates our values, development and performance framework. Baseline: N/A	100%	80%, The framework and direction has been completed. We expect to complete the KR by Nov 21			



Enterprise Risk Management



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Enterprise Risk Management



Objective:

Deliver effective organizational risk oversight and management program to recognize and respond to threats and opportunities

- KR1: The organization has resourced process tools and staff with expertise in training and program development to support a holistic ERM program as measured by published orientation program, risk reporting matrix and risk dashboards for functional, executive and board level oversight.
- KR2: Identified Staff have increased exposure and understanding to WMF risk oversight as measured by qtrly feedback with 75% satisfaction with engagement, training and support for ERM program.



Enterprise Risk Management

Operationalizing ERM



Key Results

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>The organization has resourced process tools and staff with expertise in training and program development to support a holistic ERM program as measured by published orientation program, risk reporting matrix and risk dashboards for functional, executive and board level oversight.</p> <p>Baseline: Zero</p>	100%	<p>50% done. The new ERM principal role offered and accepted role with a start date of Oct 18th. We will be developing a refreshed ERM program during Q2</p>			
<p>Identified Staff have increased exposure and understanding to WMF risk oversight as measured by qtrly feedback with 75% satisfaction with engagement, training and support for ERM program.</p> <p>Baseline: Zero</p>	100% of engagement target	Not yet started			



Internal Enterprise System Improvement



Objective:

The Foundation's Enterprise Systems are managed and enhanced in order to support a globally distributed workforce

KR1: ~~All assigned accounts are current and access are true based on Organizational Units assigned~~ "All users will be categorized according to clearly defined Organizational Units" (**updating for clarity**)

KR2: ~~80%~~ 45% of ITS Enterprise management tools are fully integrated and tested in order to automate OnBoard and OffBoard activities (**updating this percentage from 80 - 45% based on tools ITS administers and manages - ITS does not administer or manage the HRIS tool which reduces this number.**)

KR3: A 50% time reduction in performing OffBoard activities, specifically removing access to all internal systems and data

Target quarter for completion: Q4



Internal Enterprise System Improvement

Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: All users will be categorized according to clearly defined Organizational Units Baseline: 0%	100%	30%	0%	0%	0%
KR2: 45% of ITS Enterprise management tools are fully integrated and tested in order to automate OnBoard and OffBoard activities Baseline: 0%	100%	0%	0%	0%	0%
KR3: A 50% time reduction in performing OffBoard activities, specifically removing access to all internal systems and data Baseline: 0%	100%	0%	0%	0%	0%



Supplier Diversity Expansion Project



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Supplier Diversity Expansion Project



Objective:

Evaluate the Foundation's existing supply base against diversity criteria, research benchmarks and establish appropriate objectives for our environment, identify solutions to expand availability of diverse vendors, and recommend reasonable targets for foundation to act on.

K 1: Establish Minority Vendor Baseline

K 2: Pitch Business Solutions Recommendations

K 3: Increase the number of minority vendors within the Foundation's supply base

K4: Implement design solutions



Supplier Diversity Expansion Project



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
K 1: Establish Minority Vendor Baseline	100%	100%* *Note* - PO Vendors against 2 certifying agencies	0%	0%	0%
K 2: Pitch Business Solutions Recommendations	100%	-	0%	0%	0%
K 3: Increase the number of minority vendors within the Foundation's supply base	100%	-	-	0%	0%
K4: Implementation of design solutions	100%	-	-	-	0%

