Talent and Culture Tuning Session FY21-22 Q2

WIKIMEDIA FOUNDATION

Objective

Joint effort to be performed in conjunction with People Experience and People Operations to improve how staff experience their employment with the Foundation and consequently increase engagement.

Department: T & C

Global People Operations

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: Employer of Record Transition (Project Atlas)	Transition ~~all~~ **50% of the current countries** serviced by Safeguard to a new employer of record.	Delayed - MSA in final stages of negotiation. Anticipated transition start of 1st tranche of countries likely in Q3	On track to start pilot countries in Q3. MSA signed at end of Q2 and project kicked off.		
KR2: US Compensation System Q1: Review of US compensation system with validated salary ranges completed; any adjustments required are reviewed (80%) Q2: Approval for design and transition plan (20%)	100% review and agreement on any changes to the US salary ranges	25% of Q1 goal achieved. Project delayed due to organization changes and operational priorities on ongoing compensation processes.	On track to complete by Q3. Review of the US salary ranges and zones has been completed by People Operations and the outcomes shared with Finance.	-	
KR3: Paid Parental Leave Q1 - Identify key competitors and benchmarks. Work with legal on US and non-US compliance issues. (75%) Q2 - Notify EOR of policy changes. Update OfficeWiki and Namely policy pages. Announce to staff and hiring managers. Begin administration. (25%)	100% rollout of reviewed Parental Leave policy for all req staff.	75% of Q1 goal achieved. Due to reduced team capacity and other emergent benefits needs, we have been unable to progress on this OKR.	On track to complete by Q3. A review of the leave policy has been undertaken and the changes are being formalised for validation, communication and publication.	-	

Department: T & C

Global People Experience

Objective

All staff will have access to engaging, accessible learning opportunities that drive the needed skills and capabilities for our mission.

Global People Experience

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: Engaging, accessible core skills program available for all staff by EOQ4	Full Degreed roll-out People Management development program	Launched first phase of Degreed, contract signed with LifeLabs	Core skills training program for people managers launched with LifeLabs. 40 managers have completed the program so far. 96% found content useful; 98% found facilitators knowledgeable; 98% found workshops engaging		
KR2: Easy to use toolkits for customisable trainings and development plans	Development plans in place by EOFY	Not started Baseline - 64.7% of staff reporting they currently have development plan in place	Learning pathway created to teach others how to create training materials in Degreed. 67.1% of staff reporting they currently have development plan in place		
KR3: Engaging, accessible learning model deployed for People Managers to improve leadership skills	Implementation of Coaching program People Management development program Monthly People Manager roundtables	Offered multiple sessions of our monthly roundtable to expand access to the learning support we currently provide our manager cohorts.	Preparing to launch second cohort of People Management skills program in Q3. Monthly manager roundtables ongoing.		

Department: T & C

Global People Experience

Objective:

All managers will be empowered with a suite of clear and optimized talent processes that enhance effectiveness of individual and organizational performance.

Department: T & C

Global People Experience

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: Deliver a talent retention strategy by Q3. **Baseline:** No strategy exists	Create a talent retention strategy	Short term retention strategy under review	Retention components built into Promotion & Progression Cycle 2. Short term retention strategy under review		
KR2: Succession plans for the essential roles in each dept by EOFY. **Baseline:** No succession plans exist	Create succession plans for C-Team	0%	Defining parameters for essential roles at WMF / Creating C-team sponsorship for succession planning / Objective: replacement chart for C-Team discussed within Q3		
KR3: Create additional job levels and support programs for M1 / M5+ tracks by EOFY **Baseline:** No job levels and support programs for M1, M2, and M5+	Create a plan to advance from IC to Manager track	Being evaluated. Need to fully understand this need before further work is done.	KR3 to be moved to FY22/23		

Department: T & C

Recuiting

Objective:

[Recruiting - Attraction / Selection] Attract a diverse candidate pool with inclusive and efficient practices to represent all of the regions that we aim to serve.

Increase hiring velocity (on-going)
Time to hire across the organization has been reduced by 12% so far this fiscal year. We are currently progressing to meet our end of year headcount target, exceeding our end of Q2 goal slightly, ending the quarter at 550. At the beginning of February, we are already at 570 headcount, tracking meet our end of Q3 goal of 577.

Increase diversity in hiring (on-going)
Progress remains steady and in line with last year's stretch goal of 53%, but has not increased to our new stretch goal of 63%; continue to have challenges not being able to report on non-US demographics, which is currently 60% of our new hires this fiscal year. Digging deeper, we are happy to report that 26% of all new hires this fiscal year to date are located in emerging communities, which is a 10% increase over last fiscal year which is quite significant volume-wise taking into account we have already hired more people in the 1st half of this fiscal than we did all of last year.

Target quarter for completion: Ongoing for all

Department: T & C

Recruiting

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: Increase hiring velocity by 10% to show ROI on added resources and new prioritization process in order to meet 15-20% growth goal in FY21-22 **Baseline:** 1.3 hires / month per recruiter New target for FY21-22: 2.1 hires/month per recruiter to reach end of Q3 goal	100%	2.5 hires / month per recruiter	2.16 hires / month per recruiter		
KR2: Increase diverse hiring from 53% to 60% Baseline from FY20-21: 53% hires that bring diversity (based on ethnicity for US hires) Target for FY21-22: 60% hires that bring diversity (based on ethnicity for US hires) **Baseline:** Hires: 53% US req hires (29 US staff hired identified as PGM) 16% req hires in emerging communities (16 req hires)	100%	US req hires: 50% (12) Emerging community req hires: 30% (18)	US req hires: 50% (29) Emerging community req hires: 26% (36)		

Diversity, Equity & Inclusion

Objective:

Foster a diverse, inclusive environment for staff which encourages and supports optimal engagement in order to reflect and represent all of the regions that we aim to serve.

Some of the high priority work delivered includes:

- Creating the essential infrastructure for thriving **Employee Resource Groups** (ERGs)
- A robust **curriculum of learning** for staff on Diversity, Equity & Inclusion topics
- A **clear and strategic plan** for a path forward in cultivating an inclusive and equitable workplace

Target quarter for completion: Q4 Fiscal Year 2021-2022

Department:
Talent & Culture

Diversity, Equity & Inclusion

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Reactivate Employee Resource Groups Provide support for our ERGs, including training, professional development and a stipend for leaders, monthly meetings, dedicated support for events and access to senior leadership. **Baseline:** Two groups - Black & Pan-African and Women & Non-Binary in Techical Spaces Active	3 Active & Thriving ERGs	✔ 25% ERG Framework Launched Leadership Stipend in Place Dedicated Support - DEI Associate Hired Existing 2 ERGs Supported New ERGs Scoped (Asian/Latinx/South Asian/Neurodiverse)	✔ 50% ERG Charters Being Defined ERG Leadership Roles being Refined South Asian, Asian, LatinX and African ERG Launched Neurodiverse and QueERG continue to be iterated upon	-	-
Diversity, Equity & Inclusion (DEI) Strategy Create DEI 3 year refresh strategy by Q3 that incorporates both the workforce and programmatic areas of opportunity. **Baseline:** No overarching DEI strategy scoped or socialised with staff	Strategy Launched	✔ 25% Inclusion Survey Results Analysed Feedback (e.g. Black ERG Letter; roundtables) Collected Initial Recommendations Presented to Board and Staff DEI Definitions Being Scoped	✔ 50% DEI Definitions Defined DEI Learning Curriculum Created Short and Medium Term Goals Defined Next stage will be to present draft strategy to leadership	-	-
Diversity, Equity & Inclusion Learnings ~~Racial~~ **Equity** trainings for all people managers and at least 2 DEI workshops for staff. **Baseline**: No approach or learning strategy scoped for all staff.	~~100%~~ **Close to 100% Completion**	✔ 15% Training provider for manager workshops identified Inclusive Communications Pathway on Degreed Launched Inclusive Hiring Guide Launched	✔ 45% Structured, organized and approved content. All people managers invited for the training. Second Inter-Cultural Awareness Pathway Launched DEI Resources Hub Launched	-	-

Department: Talent & Culture

Diversity, Equity & Inclusion

Objective:

The WMF has a convening leadership body in place to address Equity and elevate the strategic vision of DEI.

Some of the high priority work delivered includes:

- There is a leadership body in place that can track progress on equity focused key results within each department and across the organisation.

Target quarter for completion: Q4 Fiscal Year 2021-2022

Department:T&C

Diversity, Equity & Inclusion

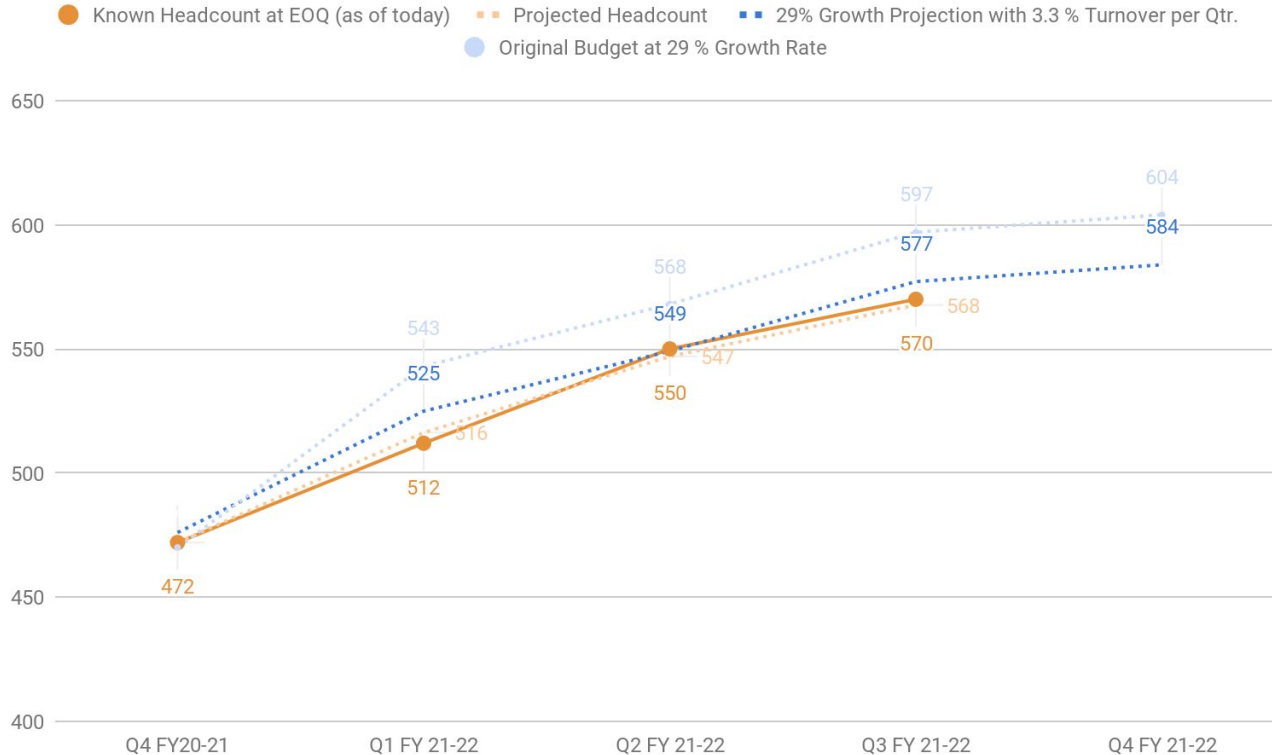| Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Equity Focused Key Results All departments identify 1 equitable KR metric and achieve 100% completion of the quarterly targets. **Baseline:** Most departments have identified equity focused key results, while some have not. No leadership/employee body has been given remit to track progress. This is being addressed over the year.	~~**100% Completion of Quarterly Targets**~~ **Equity Task Force in place as the key Employee Consultative Leadership Body that will review DEI Efforts and Measure Progress**	✔ 25% Equity Task Force Convened to help identify FY21-22 Key Results - Departments have adopted widely varying interpretations of what equity focused key results are. The Equity Task Force is being revamped to be the body that can review progress against the key results and indicate if departments need to change their focus. Task Force is in the process of coming together with the first revamp meeting completed in September 2021 to help define the new remit for the group.	Equity Task Force is now renamed the Equity Task Group The body has helped the organisation review our definitions for diversity, equity and inclusion Going into the APP cycle, they will continue to help each department identify equity-focused key results (the exact mechanics is still to be determined)	-	-

Department: T&C

Appendix

FY21-22 Hiring Progress Tracker YTD

Headcount projection for FY21-22: 584

Legend:
- Known Headcount at EOQ (as of today)
- Projected Headcount
- 29% Growth Projection with 3.3 % Turnover per Qtr.
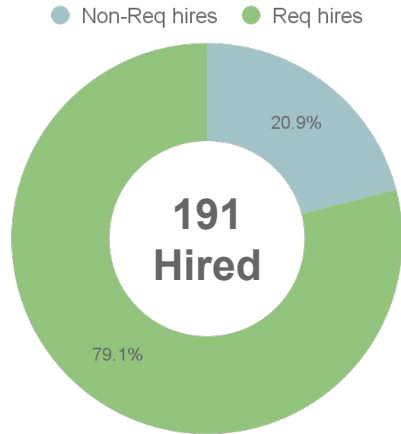- Original Budget at 29 % Growth Rate

In FY21-22, we are budgeting for a +29% staffing growth rate. Higher growth is due to the contractor conversions in Q1.
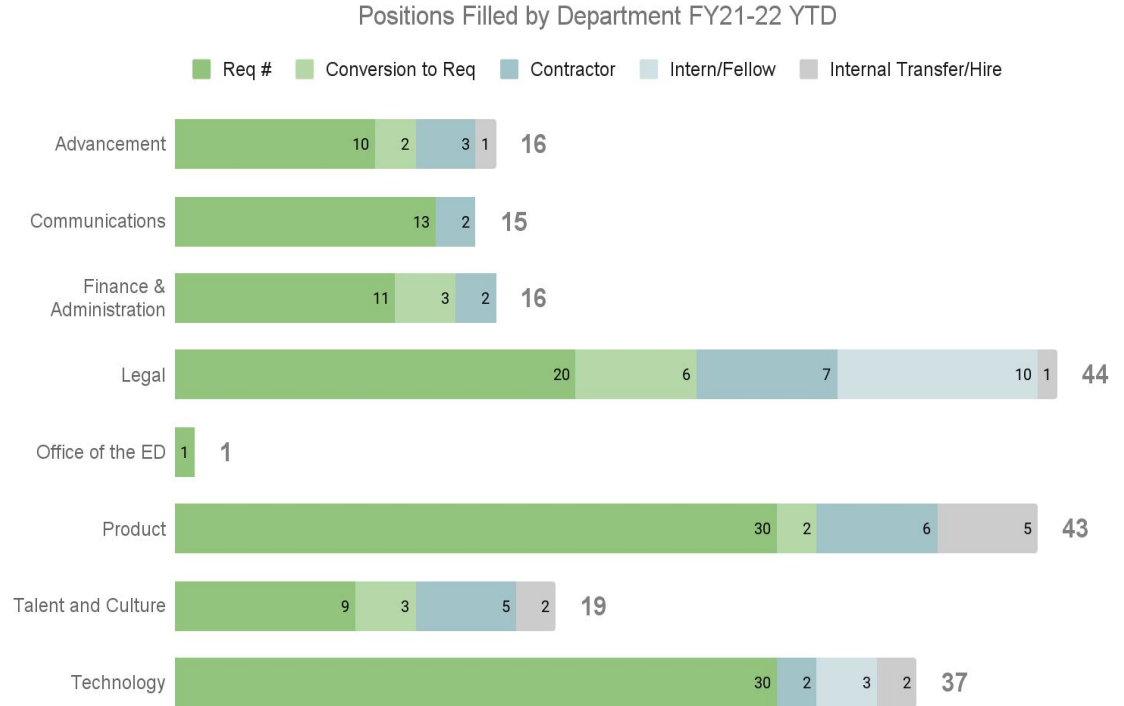
Per FP&A and People Ops, we have set our attrition assumption at 10% annually. This translates to a 3.3% vacancy rate each month which has been factored into the growth rate numbers (adjusted from budget target which did not include attrition).

Hiring Volume by Dept (All Job Types) FY21-22 YTD

We've hired total of **191** staff including **140** req hires; **11** internal hires; **40** non-req hires.
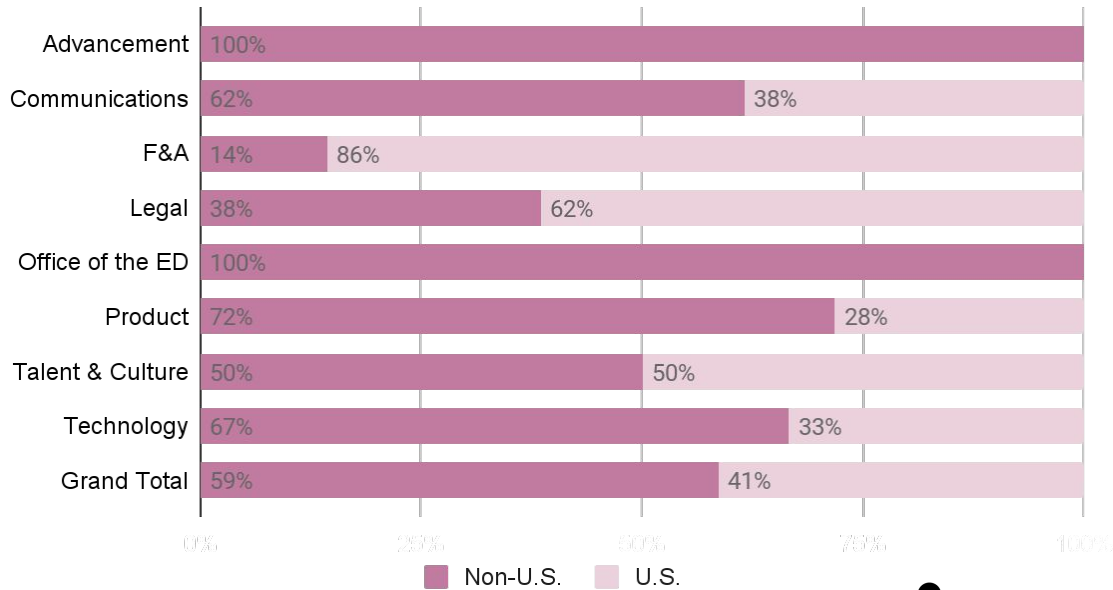
Non-Req hires • Req hires

191 Hired

20.9%

79.1%

Note: 25% of new hires have been backfills (not newly added roles)

Positions Filled by Department FY21-22 YTD

Req # • Conversion to Req • Contractor • Intern/Fellow • Internal Transfer/Hire

Department	Req #	Conversion to Req	Contractor	Intern/Fellow	Internal Transfer/Hire	Total
Advancement	10	2	3		1	16
Communications	13		2			15
Finance & Administration	11	3	2			16
Legal	20	6	7	10	1	44
Office of the ED	1					1
Product	30	2	6		5	43
Talent and Culture	9	3	5		2	19
Technology	30		2	3	2	37

US vs Non-US Req Hires FY21-22 YTD

U.S. vs Non-U.S. Req Hires by Department

Department	Non-U.S.	U.S.
Advancement	100%	
Communications	62%	38%
F&A	14%	86%
Legal	38%	62%
Office of the ED	100%	
Product	72%	28%
Talent & Culture	50%	50%
Technology	67%	33%
Grand Total	59%	41%

Non-U.S.   U.S.

Req# Hires U.S.vs Non-U.S.

58 (41.4%)

82 (58.6%)

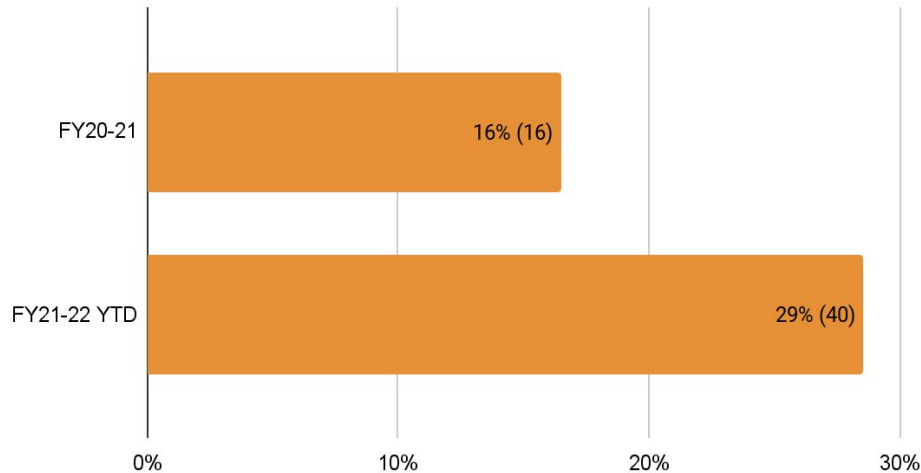Non-U.S.   U.S.
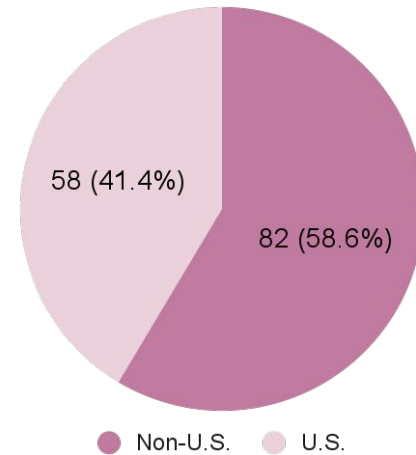
Hires Breakdown by Global Region (All Req Hires)
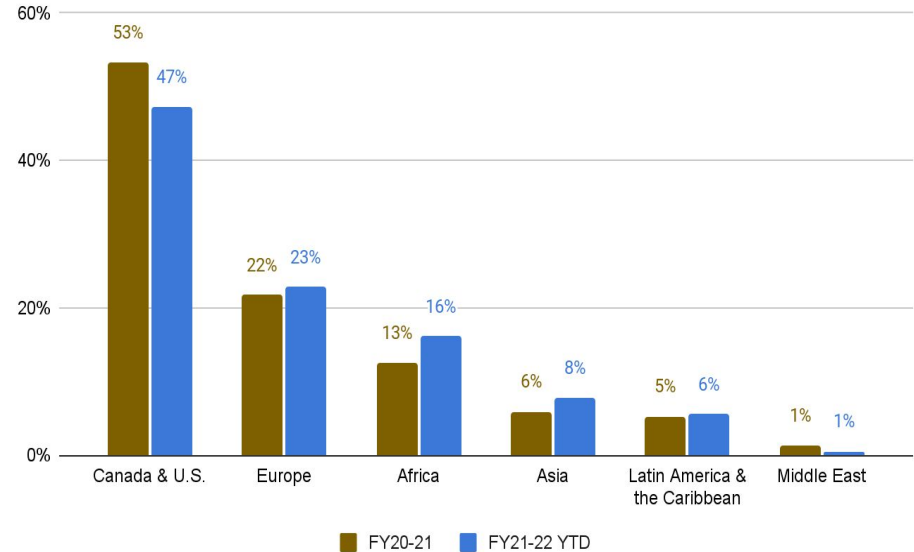
26% of our req hires YTD are based in Emerging
Communities (13% increase from the last fiscal year).

Req Hires in Emerging Communities

FY20-21: 16% (16)

FY21-22 YTD: 29% (40)

0% — 10% — 20% — 30%

Emerging Communities Countries (Africa, Asia, LATAM, Middle East)

Change in Overall Hires by Region

Region	FY20-21	FY21-22 YTD
Canada & U.S.	53%	47%
Europe	22%	23%
Africa	13%	16%
Asia	6%	8%
Latin America & the Caribbean	5%	6%
Middle East	1%	1%

Average Days to Hire Comparison YoY

Average Days to Hire Current vs Previous Year

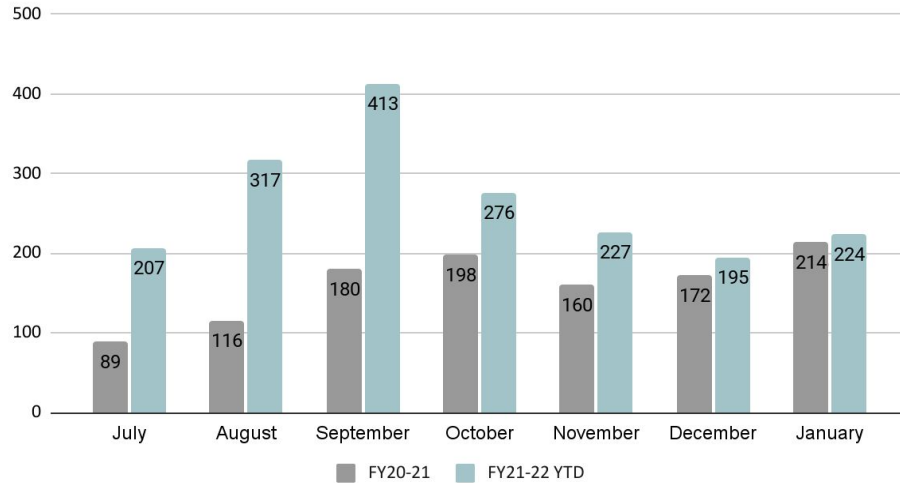Legend: FY20-21 | FY21-22 YTD | FY20-21 Overall Avg. | FY21-22 Overall Avg.

FY20-21 Overall Average Days to Hire 75 days
FY21-22 YTD Overall Average Days to Hire 69 days

Department	FY20-21	FY21-22 YTD
Advancement	75	70
Communications	97	70
Finance &	82	70
Legal	63	78
Product	60	57
Talent and Culture	71	42
Technology	96	79
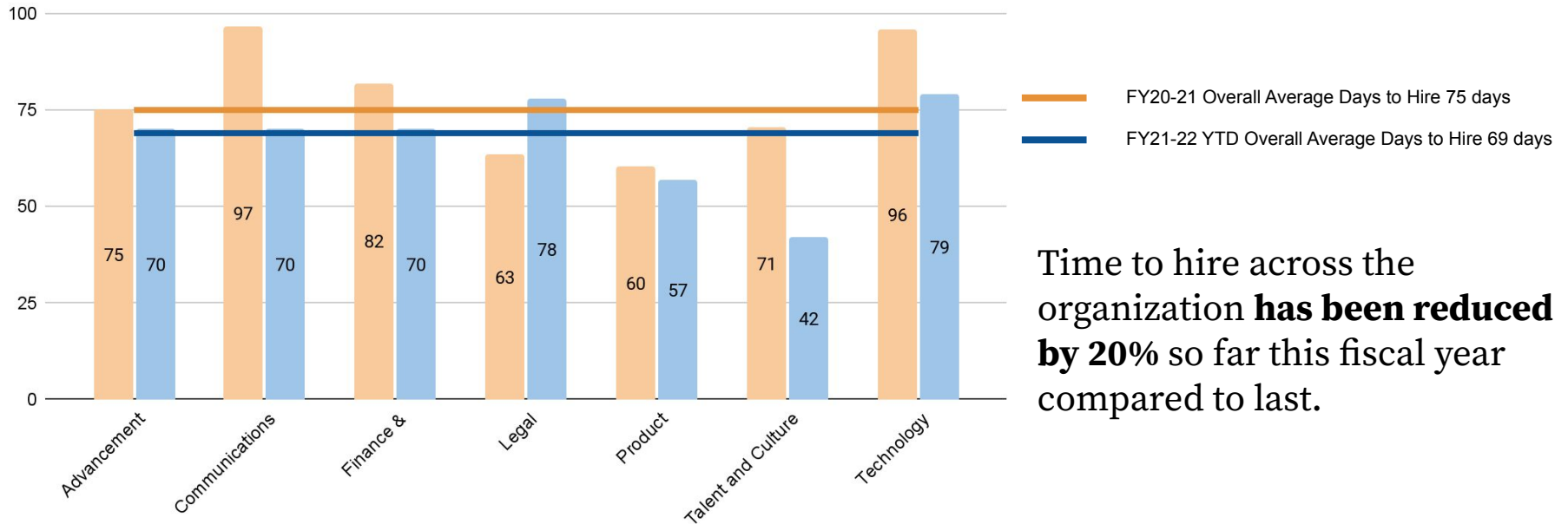
Time to hire across the organization **has been reduced by 20%** so far this fiscal year compared to last.

Excludes conversions
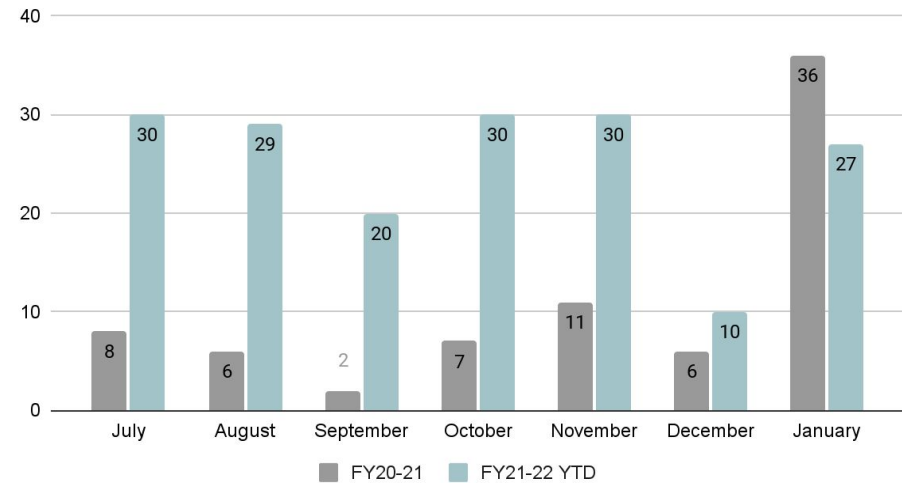
Interview and Hiring Trends by Month

The volume of scheduling has increased by 79% compared to the same period last FY. This is likely as a result of the increase in number of jobs opened, which also increased by 65%.

Interviews Scheduled by Coordinators

Month	FY20-21	FY21-22 YTD
July	89	207
August	116	317
September	180	413
October	198	276
November	160	227
December	172	195
January	214	224

Hires by Month

Month	FY20-21	FY21-22 YTD
July	8	30
August	6	29
September	2	20
October	7	30
November	11	30
December	6	10
January	36	27

Note: Interviews scheduled by coordinators excludes Recruiter Screen interviews.

Note: Hires by month includes all hires (req, conversion, non-req, internal hires) that started by month.

Acronyms

Have any acronyms you're using in your deck? Please add and define here so that all staff can understand and interpret content.

Example:

APP: Annual Planning Process

EOR: Employer of Record

FY: Fiscal year

Req: Requisition (full time staff member)

ROI: Return on investment

T&C: Talent and Culture

YTD: Year to date