Talent and Culture FY20-21 Q3

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Efficacy & Resilience OKRs

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Talent Development

Objective:

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

In Q3 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. Q3 highlights include:

- A new clarified, more transparent twice-yearly promotion process for the Foundation
- Peer Feedback rollout (and rollback)
- Configuration and implementation of new Learning & Development infrastructure
- Creation of early adopter program for core skills program and learning platform
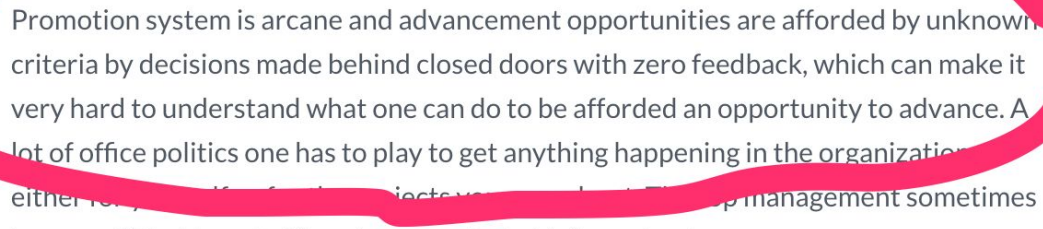
Target quarter for completion: Q4 FY20-21

Department: T & C

Talent Development

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
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	95% completion (annual average)	92%	93%	87%	-
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	10 core skills trainings	Discovery phase for core skills and L & D tech infrastructure	Final draft of core skills and technology selected	Learning platforms configured and implemented	-
Pilot 360 leadership review process (Q1), clarified promotion process proposal and guidelines (Q1), and process implementation, communications, & staff support (Q2). **Baseline:** 0 deliverables	3 deliverables	1	2	3	DONE

Department: T & C

Talent Development

December 2020: Glassdoor Review

Promotion system is arcane and advancement opportunities are afforded by unknown criteria by decisions made behind closed doors with zero feedback, which can make it very hard to understand what one can do to be afforded an opportunity to advance. A lot of office politics one has to play to get anything happening in the organization, either for yourself or for the projects you care about. The top management sometimes has very little idea what is going on and what is important.

April 2021: Promotion Panel Feedback

"The rigor of the discussion was exceptional, and the question & answer dialogue between managers created a richer conversation than we might have expected. Our panelists were committed to thorough consideration of each case. We also appreciate that the process is the same for all candidates, and want to uphold the ongoing efforts to make it as unbiased and equitable as possible."

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
T&C and F&A have aligned and are now operating on a service level agreement on time required to adequately set up a staff member to start at the Foundation. SLA details will be published on Office Wiki.

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 completed. Work is now shifting upcoming range updates and US compensation system review.

Data Integrity
This KR is still on hold. The global fertility and adoption plan and rollout is complete; however administrative and ad-hoc project work will most likely keep this KR on hold through the remainder of this fiscal year.

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	100% Q1 goal 100% 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	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	KR on hold	-

Hiring

Objective:

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

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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
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%	100%	JD review: 100% Panels: 100% HM Training: 25%	JD review: 100% Panels: 100% HM Training: 60% (+10%)	JD review: 100% Panels: 100% HM Training: 95% (-5%)	-
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)	100%	Hires: 50% (-13%) Pipeline: 54% (+5%)	Hires: 50% (-13%) Pipeline: 56% (+7%)	Hires: 57% (-6%) Pipeline: 55% (+6%)	-

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.

Target quarter for completion: Q4 FY20-21

Diversity, Equity and Inclusion →

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
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 Q2 - Create and execute 75% Inclusive Leadership Framework; Create and execute 75% Inclusive Communications plan **Baseline: 0%**	100%	25% completed the Inclusive Leadership Accountability (ILA) framework 25% progress in the Inclusive Comms plan	50% ILA Framework created 50% progress in creating the Inclusive Comms plan	65% ILA Framework created 80% progress in creating the Inclusive Comms plan	-

Department: T & C

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
• Strategic use of diversity-focused job boards & DEI focused-tools within larger boards • Proactive Pipelining (see Hiring KR2)	• Inclusive Hiring (see Hiring KR1) • DEI Hiring Manager Guide • Hired VP of Global DEI • Hired a racial equity consultant	• 2021 Inclusion Survey • Inclusive Communications Plan • Created working definitions for DEI • Assisting different teams/departments with DEI related projects and coaching	• Diversity Alliance • Employee Resource Groups and ERG Framework • NonUS compensation adjusted • DEI Departmental Tour • Supported Equity Council

Department: T & C

Talent & Culture Welcomes!

Mario Villanueva
Global Compensation & People Data
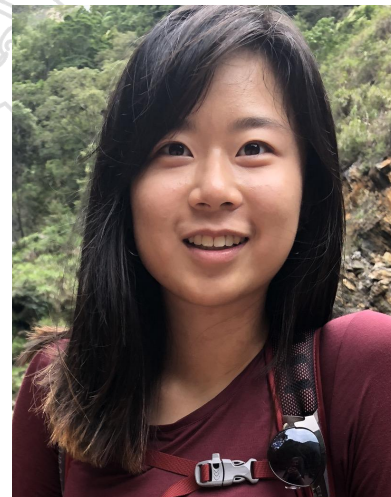Analyst (Contract)

Mexico City,
Mexico

Shereen Samadzadeh
L&D Specialist
(Contract)

Grass Valley, CA,
United States

Moon Li
T&C Project Manager
(Consultant)

Ontario,
Canada

Q3 Summary Highlights

- Hires YTD: 144 (80 reqs/ 10 internal hires / 41 contractors / 13 fellows) *50%+ increase in hires this year overall just during Q3*

- Individual Tuning Conversations - 87% participation

- Recruiting focused HM Training: 95% participation

- Hawaii benefits plans set up

- Global fertility and adoption plan form went live

- People Operations & Recruiting are live on Zendesk

- Documentation of US <-> Safeguard conversion People Operations process

- NEW Promotion process implemented

- Promotion cycle completed!

- Completed Employee Engagement Pulse Survey

- Completed Annual Inclusion Survey

- Continued Talent & Culture Leads Office Hours

- UAE retirement savings resolved

- Non-US compensation adjustment cycle

- Presented Inclusive Communications Guide

- Completed DEI tours across all departments

- Steering committee approved awarding Elements Global Services as new EOR subject to transition plans and negotiation
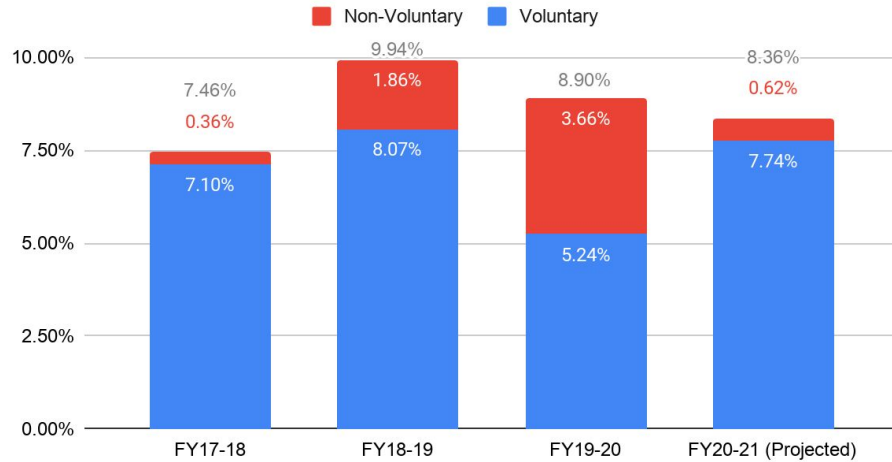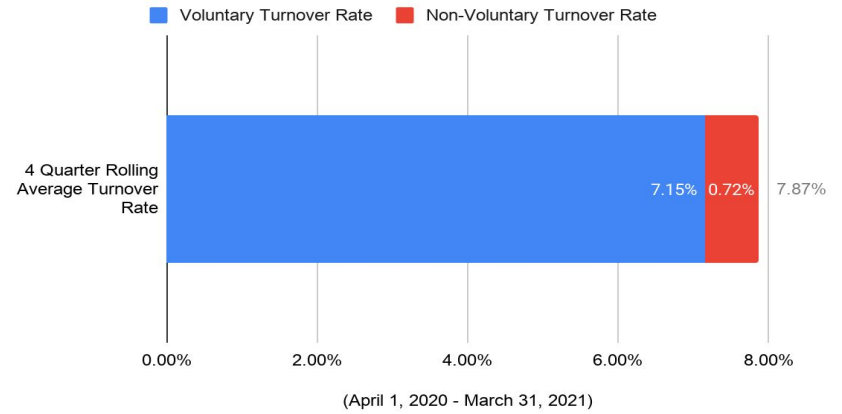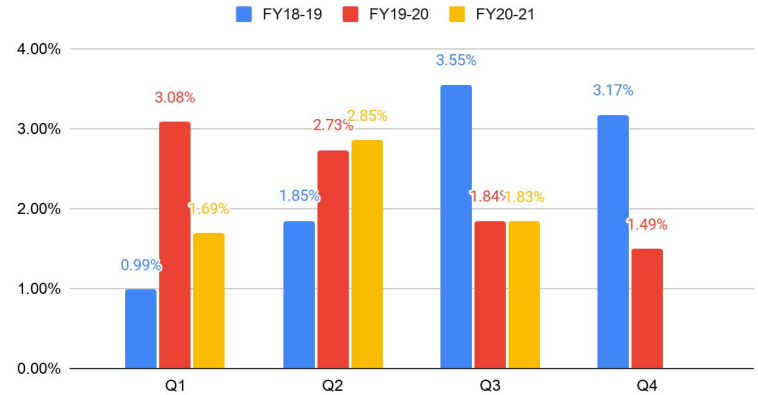
Department: Talent & Culture

Appendix

Turnover

Average Turnover Rate

4 Quarter Rolling Average Turnover Rate

(April 1, 2020 - March 31, 2021)

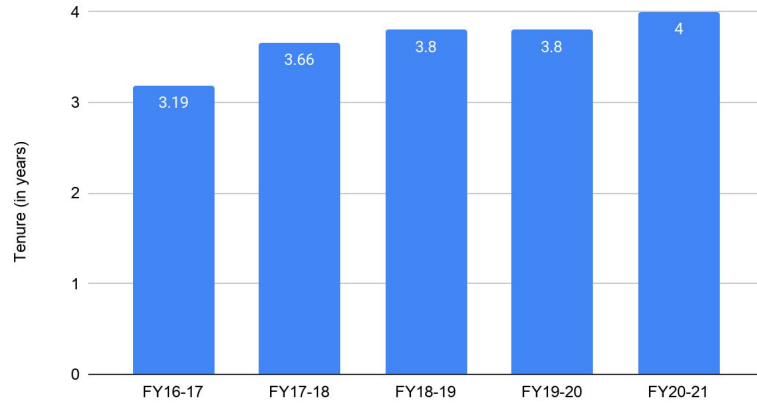## YOY Quarterly Overall Turnover Rate
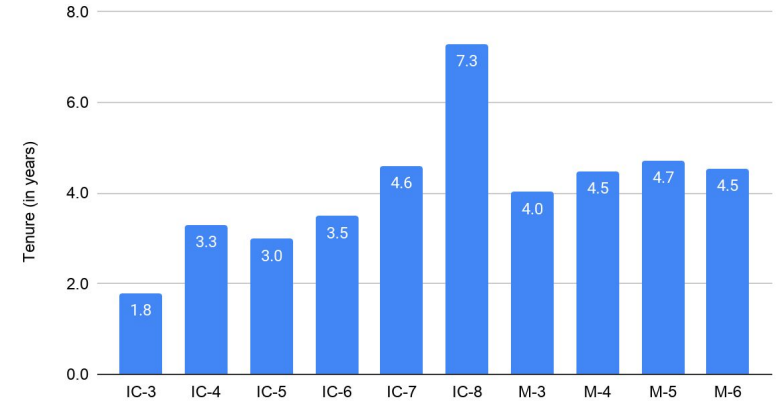

Data as of March 31, 2021

Department:
Talent & Culture

Tenure

Tenure Overall

Tenure by Job Level

Tenure by Division

Department:
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