

# Tuning Session Talent & Culture

Q3 FY19-20 April 2020



**WIKIMEDIA**  
FOUNDATION

# Talent & Culture Priorities



***Overall Goal #1: 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.***

***Overall Goal #2: Continue to advance our talent development activities for staff and leadership positions to ensure a prepared and capable pipeline of functional and people leaders that can deliver on our commitments.***

***Overall Goal #3: 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.***



# Q3 Summary Highlights

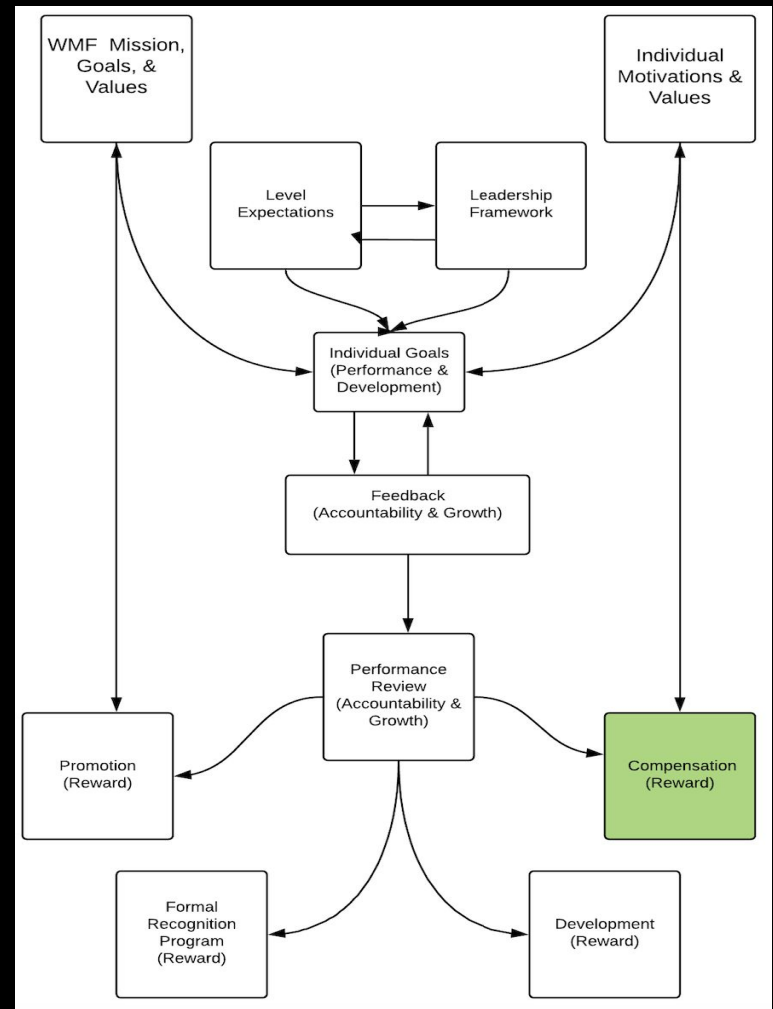
- Wikilead Cohort 10 kicked off successfully with Module 1
- 28 FT hires in Q3; 91 FT hired YTD
- 27 Contract/Intern hires in Q3; 49 Contractors/Interns hired YTD
- Global Compensation Analyst hired!
- 2nd Senior HRBP hired!
- Phase 1 of Compensation Adjustments completed; Leveling conversations completed
- Staff Meeting Time Rotation
- Simplified Namely leave of absence workflow
- Closed 2020 open enrollment
- Safeguard invoicing transitioning into set schedule
- Recruiting team represented WMF in two remote, diversity-focused career fairs in Q3
- All Hands support
- Engagement and Inclusion Surveys released
- T&C Leads Virtual Offsite
- Succession Planning framework for ED
- T&C support in CRT
- Pivot to micro-learnings and staff support sessions during Covid-19 pandemic
- Transitioned benefits invoicing to be fully electronic
- Consolidated storage of HR Ops' digital files to one location

# Talent & Culture (T&C) Deliverables



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# System of Performance



# System of Performance



## Objective:

**Deliver a clear, connected, fair system of performance that connects accountability, feedback, development, performance, alignment, and rewards.**

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A massive deliverable for this quarter was to deliver the adhoc comp adjustment that was promised to staff back in Q2.

This brought together two major SoP workstreams: new comp structure and level mapping.

There were two key aspects: 1.) operational planning and 2.) manager communication

This was delivered on time and successfully, with no major pushback.

**Target quarter for completion:** Q4 FY19/20

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# System of Performance



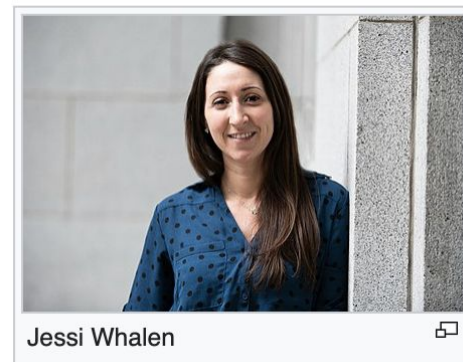
## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
Deliver the philosophy, principles, and guidance for our core people processes to support the Wikimedia Foundation people strategy by Mar 31 <b>Baseline: 16%</b>	100%	63%	80%	80%
Increase quality of performance reviews: 10% increase in alignment to performance philosophy as compared to 18-19 results by Jun 30. <b>Baseline: 27.5%</b>	10% increase	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Deliver compensation/level/title talking points and guidance to 100% of eligible people managers by Feb 28. <b>Baseline: 0%</b>	100%	0%	30%	<b>100%</b>
Deliver a successful rollout of a goal-setting system: 100% of eligible staff with 2-3 Objectives & Key Results (OKRs) in Betterworks by Dec 31 <b>Baseline: 0%</b>	100%	86%	<b>100%</b>	

# Learning & Development



- **Engagement Survey presentation & action planning kickoff**
  - Some actions started, but dept and team results meetings on hold
- **Onboarding & Exit surveys in place for better data collection**
- **Transition of employee relations to HRBPs**
- **Wikilead**
  - Cohort 10 module One complete!
  - Modules 2 & 3 postponed indefinitely
  - Continuing to support Cohort 10 - virtual session & coaching groups
- **Business as (Un)usual**
  - 2x weekly sessions (one for staff, one for managers); also available on Mindflash
  - Cultivating Leadership is partnering on some sessions



# Diversity & Inclusion (D&I)



## Objective:

**Remove barriers to diversity & inclusion to support our growing global organization - increasing a sense of fairness, belonging, voice, and diversity across the organization.**

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D&I Strategy was slowed down due to global pandemic. Latest reported KR's were discarded and new ones will be created for next fiscal year. Progress was done in the following areas:

- Staff Meeting at inclusive times
- International Women's Day Activities
- D&I Newsletter Q3
- New D&I team structure + new hires
- Planning Q4 Inclusion Speaker Series
- New partnerships (Catalyst + Globesmart)
- Relationship building with ERGs



# Diversity & Inclusion (D&I)



## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
Enhance & elevate ERGs, to increase sense of belonging & voice: increased 2020 survey score for the statement "I can be my authentic self at work" <b>Baseline:</b> 68% (Aug '18)	N/A	N/A	73%	N/A
Create & roll out an initial plan to communicate more consistently and widely about D&I efforts internally: increased 2020 inclusion survey score for the statement "the Foundation values diversity"* <b>Baseline:</b> 63% (Nov '19)	N/A	N/A	80%	N/A
Clear roles for staff, with consistent and engaging job descriptions (JD) with templates that incorporate leveling, frameworks and values <b>Baseline:</b> Updated JDs and templates	60%	N/A	60%	60%



# D&I - Expansion Slide



## New Structure of Diversity & Inclusion Team

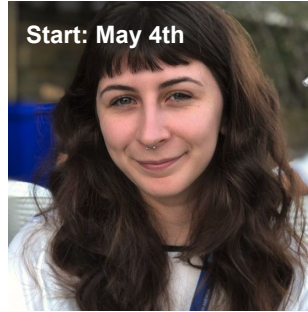


**Aubrey Williams**

**D&I Associate**  
United States

### Staff and Team Support

- D&I reporting
- D&I communications
- D&I engagement activities
- Ad-hoc team support



Start: May 4th



**Julia Diemmer**

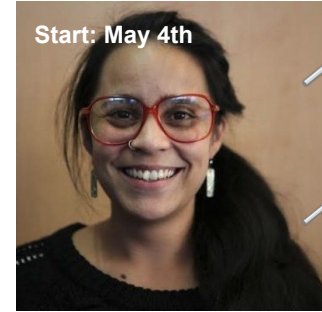
**D&I Specialist (contractor)**  
Brazil

### ERG Management

- ERG Framework**  
Design and adoption
- ERG Management**  
Continuous support to ERGs

### D&I Projects

- Inclusion Survey
- Inclusive Onboarding



Start: May 4th



**Selene Yang**

**D&I Specialist (contractor)**  
Costa Rica (born) / Paraguay (based)

### Inclusive Guidelines, Policies & Practices

- Guidelines & Policies**  
External D&I Commitment  
Code of conduct review  
T&S policy review  
Inclusive Comms Guideline
- Inclusive Practices**  
Global Hiring Practices  
Inclusive L&D Practices  
Self ID / Inclusive Data (HR Ops)

Department:  
Talent & Culture

# Recruiting D&I



## Objective:

**Remove barriers to diversity and inclusion, to have diverse staff which represents the global community we serve**

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- ✓ Developed areas of focus based on Paradigm consultation
  - ✓ Increase diversity of top of funnel to support org growth
  - ✓ Hire Director of Global D&I to help set broader strategy
- Continue live quarterly trainings, add Mindflash as an automation tool to better track and reinforce trainings

**Q3 Results:** 45% female / 48% PoC / 38% non-US FT req # hires

**FYTD Results:** 52% female / 51% PoC / 35% non-US FT req # hires

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## Full-time equivalent budget

Actual: 7 FTEs



Department:  
Talent & Culture

# Recruiting D&I

## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
<p>Increase overall diversity within our applicant pools globally by 10% using location and Equal Employment Opportunity (EEO) data to support continuous pipelining efforts</p> <p>Baseline for FY18-19: 33% overall Q1 Progress: 36% (-7% from goal) / Q2 Progress: 41% (-2%) / Q3 progress (+1%)</p>	100%	84%	95%	100%
<p>Consistently increase number of diversity and/or non-US job board postings</p> <p>Baseline: 9 postings per role / 90%</p>	100%	90%	100%	100%
<p>Support staff via quarterly hiring manager (HM) and interview trainings</p> <p><b>Baseline: 0%</b></p>	100%	25%	50%	60%
Hire new Global D&I Director	✓	In process	✓	✓

# Recruiting Operations



## Objective:

**Design, support and maintain well-oiled recruiting machine which minimizes roadblocks & creates a system of shared information to support faster turnaround time.**

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Updated progress on projects in process to alleviate operational bottlenecks:

- ✓ Automate offer letter generation through Greenhouse
  - ✓ Implement DocuSign
  - ✓ Provide access and training for Recruiting on Mercer international compensation database
  - ✓ Hired new Director of Global HR Ops
- ↳ Utilize Mindflash to better track and reinforce trainings

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## Full-time equivalent budget

Actual: 7 FTEs



Department:  
Talent & Culture

# Recruiting Operations



## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
Gain access to and training to use international compensation data system for entire recruiting team	100%	0%	100%	100%
Deliver HM / Interview training once per quarter & develop comprehensive mini-training by Dec 31 to be developed at kick off stage for HMs and interview panels to ensure a holistic and positive candidate experience from all possible sides Baseline: 0%	100%	25%	50%	60%
Improve offer letter system by implementing e-sign & utilizing Greenhouse offer template system by end of Mar 31 Baseline: 0%	100%	✓	✓	✓

# HR Operations Priorities



## Overview

Develop, streamline and advance HR operations and programs

## Progress and Challenges

### Compensation

- The ad hoc compensation cycle was completed and the compensation bands were published.
- Global compensation analyst has been hired.
- Work is continuing on the compensation system to review and validate the system is working as intended.
- We are re-working the titling framework.

## Actions

The COVID-19 pandemic has also resulted in slowdowns and postponement of work considered non-essential to focus on supporting the foundation and responding to changes in regulations. This includes:

- Audit Safeguard staff members to validate are receiving the same level of benefits as US counterparts
- Transition SG staff from local partners to SG Global
- Ergonomics program review
- Payscale build out
- Trust & Safety policy update work
- Onboarding simplification
- Office Wiki HR operations review
- Data compliance & analytics
- Namely workflows
- Fertility / adoption program
- New hire welcome gifts
- Wellness program process centralization



# HR Operations



## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
<p>Improve global employment experience &amp; consistency by 1) moving remaining req# vendors to SafeGuard or full vendor status (no req#) and completed PEO vendor review.  <b>Baseline:</b> 15 vendors with req#s</p>	<p>85% (13 of 15)</p> <p>Vendor review by 3/31</p>	<p>60%</p> <p>To kick off project plan</p>	<p>87.5% 14 of 16 done</p> <p>Core team requested time for RFP</p>	<p>87.5% 14 of 16 done 2 remaining waiting on visas Core team granted time for RFP</p>
<p>New compensation process from System of Performance rolled out for payroll changes.  <b>Baseline:</b>  <a href="https://office.wikimedia.org/wiki/HR_Corner/Salaries">https://office.wikimedia.org/wiki/HR_Corner/Salaries</a></p>	<p>February 28 payroll</p>	<p>Waiting on job leveling (11/12 week)</p>	<p>Waiting on comp process to be finalized Reviewed draft comp data</p>	<p>Comp adjustments included in February 28 payroll</p>
<p>Offer letters, background checks and involuntary departures updated by maximizing current systems  <b>Baseline:</b> 1-2 business day offer creation, 7-10 day background checks, offboard checklist</p>	<p>1 day offer letter, 5 day background check, By 12/31/19</p>	<p>Testing with Recruiting</p>	<p>All FQ2 offers done w/1 business day turn around</p>	<p>Background check process based on vendor processing Offboard checklist created</p>



# Talent & Culture New Hires!

Charity Jones



Sr HR Business Partner

Nairobi, Kenya /  
Boston, MA

Debanjan Sen



Global Compensation  
Analyst

Singapore

Lisa Kalinske



Contract Recruiter

San Diego, CA

Manavpreet Kaur



Affiliate Committee  
Support Associate

Sangrur, Punjab, India

# Talent & Culture Welcomes:

Delphine Ménard



Senior Orientation Specialist

Germany

# Yearbook Recognition

*Seriously...you all are saints. The manner in which you handled the questions/feedback about the compensation framework in the monthly roundtable was truly admirable. Sending positive vibes for your continued efforts in this space!*

*Thank you for your team's dedication and hard work on one of the org's most thorny structural issues.*

*Hey Y'all,*

*I can NOT imagine what this week has been like for you and your crew. Just in case you haven't heard this enough (at all?) -- THANK YOU for all the time, care, and expertise you've brought to leveling. This work is soooooo needed and I'm so grateful that you are the ones doing it!*

*Congrats on this HUGE milestone!*

*You have the hardest job in the Foundation. And you are doing it graciously, humbly, and with your full heart.*

*We can all see it, and we are thankful for that.*

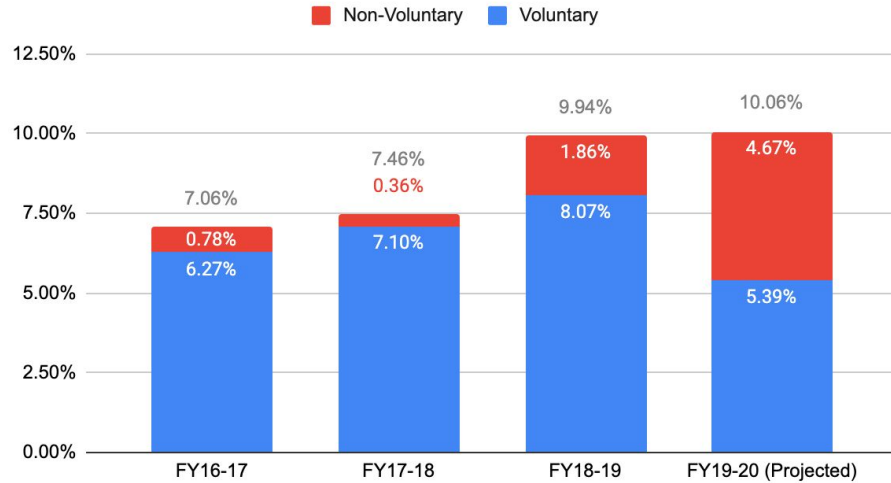
# T&C Department Appendix



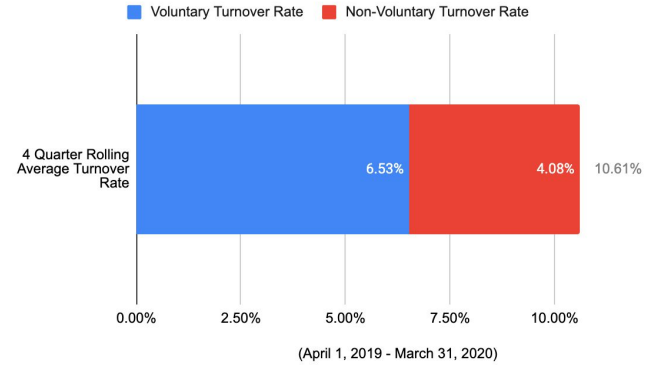
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# Turnover

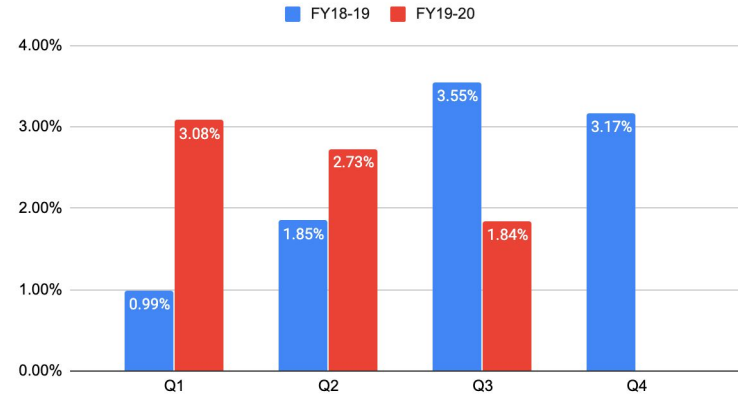
## Average Turnover Rate



## 4 Quarter Rolling Average Turnover Rate

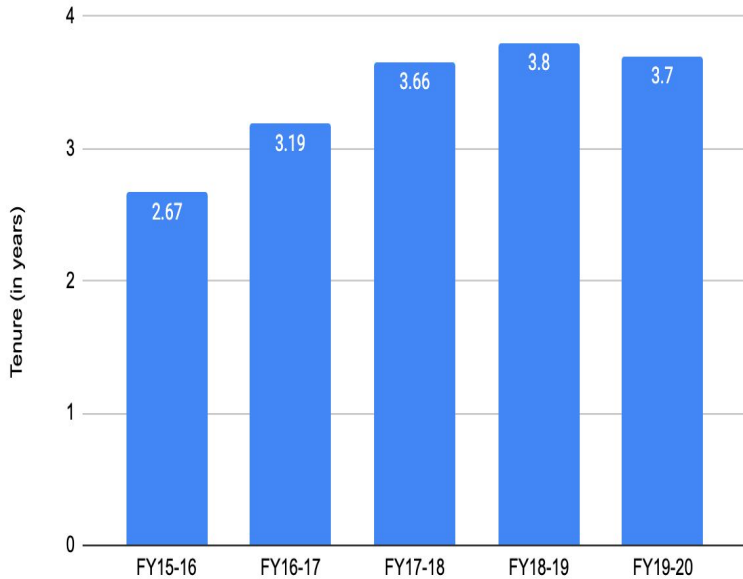


## YOY Quarterly Overall Turnover Rate

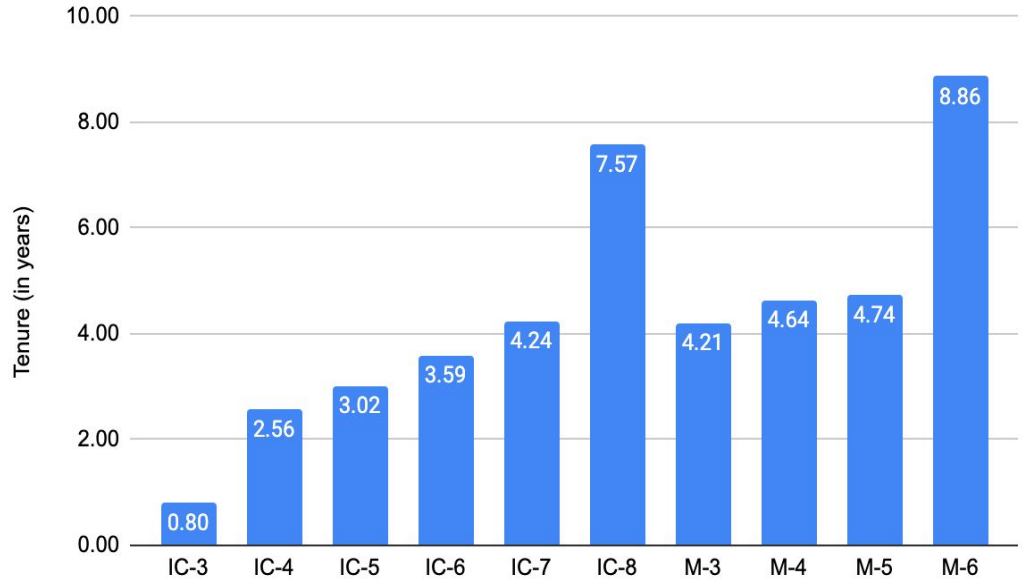


# Tenure

Tenure (in years)



Tenure (in years)



# Recruiting by the #s

## Overall FY Hiring progress (YTD)

- 140 hired\* (91 ft req #; 13 intern/fellows; 36 contractors)
- 2700+ interviews conducted

## Q3 Hires (started)

- 55 (28 ft req #; 5 intern/fellows; 22 contractors)

## Q4 Hires (already started or set to start)

- 19\* (12 ft req #; 5 fellows; 2 contractors)

## Candidate engagement survey results, candidates report:

- 94%\*\* had a positive overall experience

*\*hired indicates started during this period*

*\*\*candidate survey is voluntary*

