

Talent & Culture Quarterly Review

Wikimedia Foundation - Q2 FY14-15 - Redacted version



Team Intro

The Talent and Culture team acts as a strategic partner with organizational leadership to impact and develop the culture, leadership, and personnel administration in service of the ongoing maturation of Wikimedia Foundation.

Recruiting: We find and hire new staff, interns and contractors who will support our community and Wikimedia projects.

Infrastructure: We manage human resource processes that allow our employees to support our community and the Wikimedia projects.

Learning and Dev: We develop leaders capable of handling the complexity of our operating environment, and maintain an organization in which people thrive.



CURRENT

We know our stuff and we know our learning edges. We're tracking the relevant debates in our field and related fields—whether it's what the best companies are doing to recruit and hold on to talented people, the leading edge of organizational culture, what works in learning and what has repeatedly failed, or how to employ and protect people from all over the world ... we're on it.

CURIOUS

By nature we're curious people. It's something that can't be faked. We ourselves have interests and hobbies outside of work. And we're also curious about others. We actually enjoy listening to our people—what's on their minds and hearts, where they're headed, what they care about, and all of the different hobbies and interests that we know our people have.

CONSULTATIVE

We're here to serve others, not become a self-serving unit... and we never forget it. We listen. We ask different questions. We observe. We recommend. We collaborate. If we don't know the answer, we find it. If the answers are unknown, we understand the constraints and run intelligent experiments.

CARING

It comes natural to us. We don't have to work at it. We care about our people and we are not ashamed of it. We think it is a core competency and one of the things that you likely can't measure. Do away with it, however, and we believe our organization will really, really suffer. And we take care of ourselves—self-awareness, maturity, and walking our talk.

COMEDY

We are irreverent. We (think we) are funny. We think it makes us more approachable. We know it makes us more enjoyable.

What We Did

What We Did

C-Level Development:

- 2 C-level Retreats
- Qualitative 360 C-Level Feedback

Strategy Support

- 9/30 Strategy Follow-up Day
- Hired strategy consultant
- Community engagement mapping

HR Work

- Supported exits and conducted exit interviews
- Supporting C-levels in departmental and personnel issues

Movement Support

- Supported WMDE in their ED transition and search
- Conducted sexual harassment investigation, recommendations to legal supported global ban
- Handled 5 suicide cases escalated through emergency@wikimedia.org

Board Support

- Work with the Board HR Committee and BCG Committee
- Completed second year of board assessments
- Hired, onboarded, and supported a board facilitator
- Worked on the November board retreat agenda and materials
- Hired and onboarded board recruiter
- Board BGC prepared to recommend a qualified candidate. Learnings from this cycle in process of being integrated into the next board recruiting cycle.

Recruiting

- Supported hire & orientation of VPE in October

Implemented an Applicant Tracking System

- Implemented new applicant tracking system, Greenhouse, which improved recruiting processes, transparency and enabled us to start collecting hiring data
- ATS migration was seamless for hiring teams

What We Did

Streamlined Hiring Practices

- Implemented new kick-off process for all positions: The kick-off document is now required before officially posting any positions. This document ensures the search is successful.
- Streamlined and shortened hiring packet process, cutting down time significantly for hiring teams and recruiters.
- Cut down number of onsite interviews to 6 per candidate, improving candidate experience and hiring speed

Boosted branding for open positions

- Increased followers and posted openings regularly on WikimediaAtWork Twitter account
- Posted openings on the Wikimedia blog and wiki communities

Employee Referral company-wide solicitation

- Engaging outreach several times to entire company, promoting positions and the Employee Referral Program

Internship Program

- Recruiting now handles all intern hires across the org, increasing capacity of teams who were managing the recruiting and hiring of interns

Hired new team members

- Hired new Recruiting Coordinator, with no break between our former Recruiting Coordinator's departure
- Hired new Recruiter who has already started to get rave reviews from hiring managers

Internationalization

- Completed contract for SafeGuard to support the internationalization of staff, with a 2015 rollout (FQ4)
- Ran initial manager meeting to introduce SafeGuard. (Delay in contract signatures pushed back the launch date.)
- Managing 38 current immigration cases with outside legal counsel

Payroll

- Reviewed ADP and determine upgrade to version 7.0, including kick off conversations with ADP
- Consolidated into HR the contracts (aka CRF) process for hiring temporary staff, cutting down turn around time for managers

Compensation

- Launched Radford review of compensation, with kick off meeting at the start of January (just finalized peer comparables)

What We Did

General HR

- Completed successful open enrollment for US benefits & kept renewal costs low
- Onboarding & benefits for 18 new staff & conversions
- Processed 8 staff departures, including legal documents and review
- Revamped Holiday program
- Launch of staff handbook on Office Wiki
- Launched renewal of the legally required harassment prevention training (California AB1825) (future all -staff)
- Streamlined intern process with Recruiting, and created a Volunteer Service program with Legal for onsite staff
- Everything else - massive 1:1s, payroll/taxes, hiring packets & offers, PANs, etc.

Learning & Development

- 92 hours of 1:1 conversations with 32 staff members -coaching, mentoring, strategy work, difficult situations, etc.
- Material design & development of the Cultural Orientation, and conducted orientation with 10 new hires (non-conversion) in Q2

Building a Managerial Class

- Priorities: Most Important Problems Pilot
- Wikilead redesign with a focus on skills and turning the training into a practice lab
- Research and initial roll-out of Alliance work
- Coaching Program, including identifying & setting up coaches and connecting staff needing skills coaching

Building an Intelligent Organization

- Track Teams Pilot - it's a worthy experiment on an important problem
- All Hands preparation - event itself is in Q3
- Research & interviews, with heavy collaboration with strategy consultant
- Work on update of Friendly Spaces policy
- Call to Action design and manager meetings, with roll out in Q3 at All Hands

What We Did - Metrics

- All hires (contractors, interns, requisition-holders): 39 hires in FQ2
- Time to Hire: From 87 days to 43 days (since July 2014), bringing WMF closer to the tech industry average of 38.9 days)
- Employee Referrals: 36 candidates submitted by employees with 6 hires as a result in Q2
- Hiring Packet was taking an average of 3 weeks. It now takes 1-3 days to complete a hiring packet
- Processed 1600+ payroll payments for 202 employees & 67 temporary staff in 19 states and 20 countries
- Took on CRF process & cut turn-around time from 1-2 weeks to 3 days (usually within 24 hours) - over 60 in Q2
- Kept benefits renewal costs to a 2% increase (US avg. 11%), saving \$150k
- 77% harassment prevention training completion so far, with rave reviews from staff
- Priorities: Most Important Problems Pilot - 35 people enrolled in two classes. 30 attended, 16 people responded to the survey. 100% said the subject was significant and relevant. 15/16 said the class was worth donor money.
- Negotiated with every coach on their price point and in some cases reduced our fees by one quarter

What's Next for Talent & Culture



What's Next

Recruiting

- **Hire Director of Recruiting**
- **Sourcing for WMF Board / Managing Board Recruiting**
- **Fellowship Groundwork Research**
- Hire VP Strategic Partnerships
- Hire Directors of Engineering
- Hire Technical Sourcer for the recruiting team
- Attend career fairs for employer branding and sourcing technical candidates
- Use data to improve candidate experience

Infrastructure

- **Compensation overhaul**
- **Annual review overhaul**
- Employee engagement survey
- Annual planning support
- SafeGuard implementation
- ADP system upgrade, with global reporting & org chart
- Streamline benefits education and communication materials
- 401k Committee review of funds & administrators, with annual true up, discrimination testing & audit

Learning and Dev

- **C-Level and Board Development Agenda**
- **Support organizational changes and transitions**
- **C2A Community-related strategy support**
- Training Roadmap designed to support the Call to Action (execution and communication)
- Research on Content Contributor Track
- Continue to work with consultant to integrate change into events
- Orientation structure
- Continue to find new coaches with distinct skill sets.
- Review All Hands survey & publish