

# Finance & Administration Tuning Session Q1 FY20-21



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# Efficacy and Resilience OKRs



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# Finance & Administration

## ***WE MET THE REMOTE CHALLENGE***



- We are presenting 3 OKRs that reflect important progress and opportunities for future “Tuning”
  - Financial Management & Compliance
  - Virtual Events
  - Enterprise Risk



# 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 and charitable status.**

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**Budget management:** We are within our target expense variance for the quarter.

- The biggest negative (-40%) variance in Q1 was in professional services and contractors principally due to projects taking longer to ramp up than planned and the paused brand project.
- The biggest positive +17% was in fundraising expenses due to moving testing and campaigns earlier in the year.
- We continued to track our progress and make updates to our financial plan in line with our budget through our quarterly projection process.

**Audit and Regulatory Filings:** We met our target for both the audit and regulatory filings for the quarter.

- The audit for FY19-20 was completed on time with no uncorrected or corrected misstatements, no actual or suspected frauds, no deficiencies or material weaknesses and no other matters identified that warrant reporting to the Audit Committee. The results were presented to the Audit Committee on 10/14 and approved for issuance.
- All sales/use tax and payroll tax filings were filed as required by the due dates, e.g. monthly, quarterly.

**Target quarter for completion:** Ongoing

Department:  
Finance & Administration

# Financial Management & Compliance

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Annual actual expenses for the Foundation are within 0 to (-5%) of the budget by Q4.</p> <p><b>Baseline:</b> Prior year variance was <b>+1%</b></p>	0 to (-5%) budget variance	(-4%) ✓	-	-	-
<p>Achieve a clean audit with zero deficiencies and material weaknesses by Q1.</p> <p><b>Baseline:</b> In the prior year we had <b>zero</b> deficiencies and material weaknesses</p>	Clean audit with 0 deficiencies	✓	-	-	-
<p>Meet 100% of our regulatory filing obligations</p> <p><b>Baseline:</b> In the prior year, <b>100%</b> of our regulatory filing obligations were met</p>	100% of filings met	✓	-	-	-



# Financial Management & Compliance

		(September)			
		QTD Act. (\$)	QTD Var (%)	QTD Ratios (%)	
Financials (\$M)	Total Revenue	40.4	A 112%		A
	Programmatic	16.5	-6%	72%	
	Personnel Exp	12.8	-2%		
	Services & Travel	1.3	B -40%		B
	Grants	0.3	20%		
	Data Center Exp	1.0	C -2%		
	Other	1.2	-1%		
	Fundraising	3.3	21%	14%	C
	General & Admin.	3.3	C -13%	14%	
	Total Expense	23.1	-4%	100%	
	Change in Net Assets	17.3	-		
		SEP Act	SEP Var (%)		
	# of Headcount	418	-3%		

# Working Environments - Virtual Convenings



## Objective:

**Discover organizational requirements through discovery of team needs, determine services or tools needed to support events and convenings in virtual and hybrid models to continue to meet our collaboration goals.**

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**Discovery:** Designed and conducted two targeted surveys that solicited experience and anticipated support needed to adapt to virtual convenings from 256 team leads and participants.

- Platforms and tools need to be easy to learn and use.
- Key takeaways: Connection, engagement, inclusivity, focus, productivity and tools
- Challenges with virtual convenings e.g. time zones, distractions, inconsistent internet connection

**Research:** Platforms and Tools (75)

- Rapidly changing market e.g. features, pricing, availability
- Purpose and content determine platform and tools needed and not the reverse.
- Key finding was that current virtual platforms and tools are meeting ~75% of our needs.

**Analysis:** Revealed (5) fundamental categories need to be addressed for a successful virtual meeting or event

- Planning, resources, support, platform and/or tools, engagement
- Complexity of planning virtual and in person convenings is similar.



# Working Environments - Virtual Convening



## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Learn organizational needs and priorities to target training and resources for adapted convening services with 60% staff return rate on surveys. <b>Baseline:</b> 50%	80% Staff satisfaction	✓	-	-	-
Ability to assess and provide consultative guidance as needed for virtual convening event requests. <b>Baseline:</b> 100%	80% Staff satisfaction	In progress	-	-	-
ITS produce A/V SLA based on need analysis and capacity resource. <b>Baseline:</b> Not to exceed 20% of additional time/services	Exceeding 20% would trigger business case and request for resources	In progress	-	-	-





# Enterprise Risk Management



## Objective:

**Complete the rollout of workflows and systems necessary to monitor and treat foundation-wide financial, strategic and operational risk.**

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- The GRC platform has been fully configured to go live.
  - Risk tooling to determine - Risk Severity, Inherent and Residual Risk and Remediation Plans
  - Risk Ownership aligned to our leadership and budgetary accountabilities
  - The most current inventory of risks have been migrated from our google sheets to the platform
- We see good adoption by Staff of the risk framework with teams continuously reaching out to Security
  - Several key threats to or resulting from were evaluated using the risk framework: - **COVID-19 - Offices, Staff Travel, Community Events; US Election related to - disinformation, DOS, Staff, Community; Wikimania**
  - Monthly attendance and participation in the ERM Steering committee sessions has been 100% from the C-team, VP cohort and key directors
- Board Engagement
  - Quarterly Audit Committee Chair briefed
- Prioritizing our time investment toward the different ERM objectives continues to be a **learning experience**
  - New threats require urgent responsiveness, which has impacted the roll-out of the GRC



# Enterprise Risk Management



## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Design and implement a fully functioning and robust governance risk and compliance (GRC) tool and enable 100% of risk owners to catalog and track newly-identified risks in the GRC by the end of Q1. <b>Baseline: Zero</b>	100%	- GRC implemented - 100% of risk owners not enabled	-	-	-
Create and draft a enterprise-level risk management philosophy for adoption by the C-team (or for the Audit Committee's approval by end of Q3, with the risk management philosophy including the derivation of the Foundation's risk capacity, defined as the maximum potential impact of a risk event that the Foundation can accept. <b>Baseline: Zero</b>	100%	Not yet started	-	-	-



# Enterprise Risk Management



## How will we continue our work to complete the rollout of the GRC

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- We decided to build out additional functionality to extend our GRC capabilities beyond just the risk register of risk items and to better integrate the data structure to better align with other planning workflows like adaptive budgeting and the leadership framework. This will provide clear risk ownership.
- What remains is about 30% which includes 1) building out what is called 'findings' or 'issues management' -- basically that is how we will get risks into the pipeline for analysis and ultimately into the register for tracking 2) risk training for risk owners on how to use GRC tooling 3) additional risk training for WMF staff. Our goal is to build out #1 and provide #2 before the end of the calendar year.



# Questions



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# Appendix



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# 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

