

# Finance & Administration Tuning Session Q4 FY19-20



**WIKIMEDIA**  
FOUNDATION

# Financial Planning & Analysis



## Objective:

**Produce timely and insightful financial analysis coupled with a structured quarterly financial review and projection process that enables the Foundation to effectively manage our resources toward achieving the MTP.**

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In FY19-20 we are focused on:

- Building a cycle of financial projection that enables the Foundation to be more agile with resourcing planning - allowing additional repurposing and Opp Fund
- Building a framework, process, and budget for resource planning toward our MTP Priorities and OKRs
- Delivering more timely and insightful resource analysis
- Continuing to provide ongoing partnership with departments to support operational planning, analysis, and decision making

**Target quarter for completion:** On-going activity

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# Financial Planning & Analysis



## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Annual actuals for the Foundation are within 0% to (-5%) of the budget. <i>FY18-19 Baseline: -3%</i>	0% to (-5%)	-8%	-11%	-11%	Est: <b>0%</b> ✓ Results in ~1 week
Each quarter's actuals for the Foundation are within +1 to (-5%) of that quarter's projection.	+1% to (-5%)	N/A	-5%	+1%	Est: <b>+15%*</b> Results in ~1 week
Financial reports and analysis are publication ready and provided to CFO by 14th business day of the month. <i>FY18-19 Baseline: 16 days</i>	14 biz days	N/A	16 days	14 days ✓	14 days ✓
The budget is 100% complete 14 days before June 2020 board meeting, including Team and OKR budgets	14 days before June board	N/A	N/A	KR postponed	KR on track for revised timeline to share at Q1 board meeting
First complete draft of aggregate expense budget submitted into adaptive is within 3% of revenue budget.	+/- 3%	N/A	N/A	KR postponed	1.3% ✓
<b>KR ADDED in Q3:</b> Model 3 budget scenarios for May board meeting to enable contingency planning and decision making	3 scenarios	N/A	N/A	Drafts in progress	3 scenarios complete ✓

\*See drill down

# Drill down: FP&A



## The situation

Due to the robust financial projection practice we instituted this year, we knew that the Foundation would experience a large budget underrun in Q4. We saw that this presented an opportunity to use our underrun to make an investment for the future.

## The impact

By taking advantage of the opportunity presented by our Q4 underrun,

- we could effectively increase the funding and the impact in our FY20-21 annual plan,
- Increase funding certainty for grantees, and
- reduce the dependence of grantmaking on individual fiscal year budgets

## The action

We used ~\$10M for the following:

- 1.) extend the term of 17 SAPG grants,
- 2.) establish a fund to allow us to make future Annual Plan Grants and
- 3.) establish a fund that will provide grants to counteract structural inequalities to foster a just and equitable representation of knowledge and people in the Wikimedia movement.

# Business Operations Improvement



## Objective:

**Implement advanced technology to improve efficiency of procurement of services and tangible goods and expense reimbursement processes for a better end user experience and to ensure the effectiveness of our control activities.**

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Achieving a better user experience has been one of the guiding rails for our team alongside Scalability and Controls in our pursuit to improve our Business Operations Processes.

We're seeing the progress of our efforts with user engagement and adoption after going 'live' for Expense Reimbursement, Business Arrangement and Procurement tool. We are meeting our SLAs for Medium and Low Risk business arrangements while we continue to assess improvement opportunities for the High Risk business arrangements.

As we extend our remote work, we continue to effectively support our business operations, e.g. executing business arrangements, process payments and reimbursements, without any disruption, especially with the increased in volume of activities that need to be executed before the fiscal year end.

**Target quarter for completion: Q4**



# Business Operations Improvement



## Key Results

	Y1-Goal	Q1-Status	Q2-Status	Q3-Status	Q4-Status
Complete Expense Reimbursement module implementation by Nov 4, 2019 and Business Arrangements and Procurement modules implementation by Dec 2, 2019	100%	N/A	100%	100%	100%
100% of users for the Expense Reimbursement module and 75% of users for the Procurement and Business Arrangements have been trained by December 31, 2019	100%	N/A	100%	100%	100%
100% of expenses reimbursement and new business arrangement requests are actively processed using the tool by December 31, 2019.	100%	N/A	100%	100%	100%
All users are adequately trained and supported by continuing to hold monthly office hours through Q3 and set up quarterly regular training cadence for new staff as well as periodic training for existing staff.	100%	N/A	100%	0%	0%
Complete documentation outlining support and maintenance process, including roles, responsibilities and criteria for different priorities of support by end of Q3.	100%	N/A	N/A	0%	0%
75% of activities submitted through Q3 are complete with correctly identified risks and approval routing and execution turnaround time is within the established SLAs	75%	N/A	N/A	60%	52%



# Drill Down: Business Operations Improvement



## The situation

Based on the analysis, we are trending down in meeting our SLA metric for turnaround time which was mainly attributed to longer negotiation with vendors on complex contracts or international and user's misclassification of risk category.

## The impact

- Medium and Low risk business arrangements: Increase by average of 2 days compared to Q3 and SLA
- High risk business arrangements: Consistent between quarters with an average turnaround time of 17 days and higher than SLA of 14 days

## The recommendation

- Reevaluate our SLA for high risk and complex arrangements to determine the appropriate turnaround time, considering the significant dependency on the vendors to timely respond to our inquiries during contract negotiation
- Commence quarterly training cadence to ensure users have adequate support in order to supply quality information, e.g. complete and provide accurate information for all requested data, correct classification of risk category. This will reduce the processing time to meet the established SLA.

# Enterprise Risk Management



## Objective:

**Mitigate and monitor foundation-wide financial, strategic and operational risk by implementing an Enterprise Risk Management (ERM) program, focused on implementing a mitigation plan for the identified strategic risks by June 30, 2020**

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Some of the critical aspects of achieving the intended result included:

- A Risk Management Structure and a monitoring process agreed to by the Board's Audit Committee
  - The Risk Register, which is the repository for the ERM risks, has been drafted. Including ~~33-51~~ 46 risks categorized under the risk management framework
  - The ERM monthly roadmap produced with a mapping of key activities including monthly Steering Committee status/review sessions
  - Monthly monitoring by Risk Steering Committee and engagement with our risk owners
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# Enterprise Risk Management



## Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Update the risk register for those risks identified as <b>improve</b> Surfaced threat and vulnerability from the risk statement to further improve the clarity of the actual risk <b>Baseline:</b> <i>New for Q3</i>	100%	N/A	N/A	<b>100%</b>	<b>100%</b>
Implement a ERM Platform - - Decision in Q2 Procurement done.(GRC software) - in Q3 <b>Baseline:</b> Not applicable	100%	N/A	✓	<b>On-going</b>	<b>100%</b>
By June 30, 2020 100% of relevant Foundation stakeholders(risk owners) will be engaged in ERM	100%	N/A	40%	<b>90%</b>	<b>91%</b>
<ul style="list-style-type: none"> <li>- Socialize the ERM with potential risk owners (directors, VPs and C-levels)</li> <li>- Maintain Monthly Steering Committees to monitor progress</li> </ul>	100%	✓	✓	✓	91%
	100%	100%	100%	100%	100%
<b>Baseline:</b> New for FY19-20					Department: F&A



# Drill Down: Risk - COVID-19 CRT



## The situation

The World was confronted with COVID-19 pandemic in last days of February 2020.

The Foundation responded by forming a Crisis Response Team (CRT) to guide its activities Mar - June 2020

Responding to continued uncertainty associated with the impacts of COVID-19 pandemic is the challenge and questions we need to answer.

## The response

**Implement representative team with following purpose:**

- Staff safety, support, caution and prudence
- Travel and event focused decision implementation
- Resource virtual productivity and connection
- Aligned, inclusive, clear communication and messaging

## The action

- Develop threat impact strategy
- Register threat and develop risk decision and evaluation tool
- Adapt and adjust predictions for APP planning and budgets
- Expand and further discover needs of org virtual engagement services
- Address complex questions and variables of risk liability for funded events during a global pandemic.
- Evaluate the work of the CRT and outline activities for next FY

# Drill Down: Risk - COVID-19 CRT



## **Evolution of the CRT into the following levels of oversight:**

- ERM Steering Committee: Oversight and designation of Risk Owners
- Departmental risk owners: subject-matter impact areas (Community Events, Staff convenings, Permissible travel, Use of offices)
- Safety Team - cross org day to day safety and risk response

## **Working teams in support of risk owners will continue critical analysis and recommend timeline for key activities(e.g.):**

- Staff wellness, Paid Time off, workload expectations
- Group convenings and transit, virtual engagements, working environments
- Redefine essential vs. permissible activities
- January 15th - Wikipedia's 20th Birthday celebration
- All hands FY 20/21

**\*C-team member ownership** and new/temp policy review w/ERM will be assigned accordingly.

# Business Continuity



## Overview

To ensure onsite services are compliant with Business Recovery Management, Disaster Recovery, and Data Destruction Policies (\*During Q3 this objective has expanded to ensure 100% remote work is achieved)

## Progress and Challenges

Three key results were achieved, where as the less critical results were not (centralizing BC/DRM documentation and the operationalization of data destruction)

## Key Deliverables

Documentation of Business Continuity	
Operational recovery steps documented	
Cadence of practical test	
Central documentation, and automation of data destruction	

## Actions

- Less critical final steps in centralizing documentation and automation of data destruction will be done in next period.



# Drill Down: Business Continuity



## The situation

Business Continuity/Disaster Recovery and Data Destruction relies on how data is secured, accessed and destroyed.

This fiscal year (and the pandemic) has given us the opportunity to test and operationalize BC/DR work we've done up to this point.

Operationalizing the data destruction policy, a less critical result, was not able to be achieved.

## The impact

The organizations mission critical business systems and data can be accessed and utilized by staff within hours of major business disruption.

## Recommendation

Continue to refine, test, update and train in identified areas to maintain a successful Business continuity/Disaster Recovery plan.

Continue to move forward updating our system infrastructure in order operationalize the automation of data destruction. (slated for FY 20-21)

# Organizational Efficacy: Internal Messaging Platform



## Overview

Identify an accessible, modern, easy-to-use cloud-hosted common platform for general communications and workflows that has a stable and mature API.

## Progress and Challenges

After careful discovery and stakeholder presentation we were able to identify key tools to facilitate our objective. Slack EKM and governance were successfully rolled out.

After executive alignment, the final execution of implementing the final tool (New Vector/Matrix) has been delayed due to final legal review.



## Key Deliverables

By Q1 Identify needs of organization and Leadership	
By Q2 Identify tools to address needs to begin discovery	
By Q3 present findings to Stakeholders	
By Q4 executing findings, set governance and perform change management	

## Actions

- Continue final review of bridging solution in order to implement project. Finalize with general announcement

# Drill Down: Organizational Efficacy: Internal Messaging Platform



## The situation

Internal communication to, with and for staff has been siloed and disjointed, negatively impacting our effectiveness.

As our work environment changes and we scale, the need to 'unify' and streamline communication is necessary.

## The impact

By making the initial step to identify an internal messaging platform we will be better positioned to align as an organization

## The recommendation

Maintain IRC and Slack as internal communication channel and set governance and best practices.

Implement Matrix/Riot (a bridging tool) in order to create a seamless platform for both tools.

# Organizational Efficacy: Training



## Overview

Ensure all req# staff are invited to all basic training of onsite technical tools and services including a clear understanding of how to navigate operational processes/activities. This includes services delivered by ITS, Finance and Admin

## Progress and Challenges

Staff Participation in basic operational tools and services training has been inconsistent at best. Given that, as well as the disruption of everyone's workflows and schedules, F&A aspired to create a centralized repository of training materials

## Key Deliverables

F&A Training Documentation Unified in one wiki	Yellow
100% New Reqs Invited to Training	Green
Quarterly Cadence of Trainings Offered	Green

## Actions

- Leverage existing centralized documentation (Toolkit from Operations) and Manager's Guide (T&C)
- Continue to work with T&C, FP&A, Admin, OIT and HM to achieve 100% training with anyone (staff, contractors that engage with our environment)

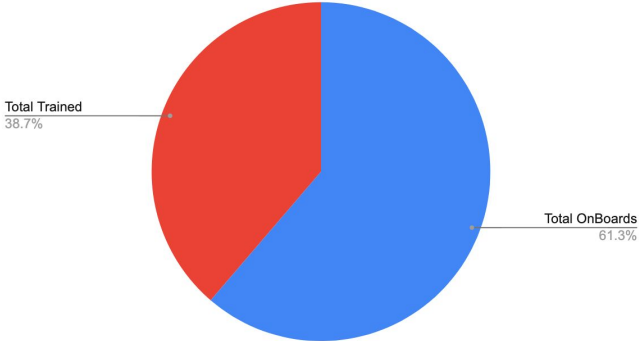




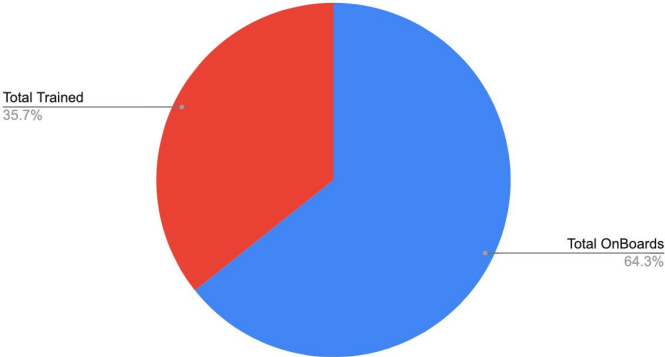
# Organizational Efficacy: Training Q1-Q4 Stats



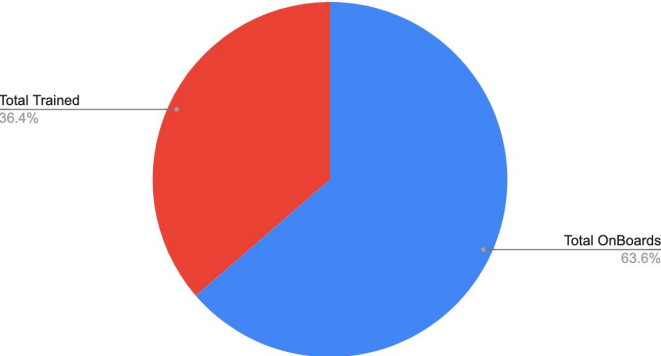
Q1 July - Sept



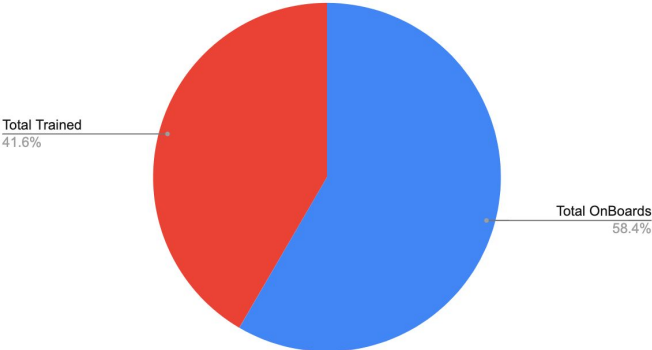
Q3 Jan - March



Q2 Oct - Dec



Q4 April - June



# Drill Down: Organizational Efficacy: Training



## The situation

Basic general F&A training guides and schedules meetings have not been consistent. ITS, in collaboration with Admin & T&C have been working towards a consistent training schedule.

Although we have achieved this - orientation planner, follow up training, we have not created a centralized repository of the training.

## The impact

Ensuring basic operational training resources are accessible to all will enable a more productive, self empowered, business environment.

## Recommendation

Since the initial proposal of this OKR, there have been two new central repositories: Distributed Toolkit (Operations) and the Managers' Guide (T&C).

Rather than creating another repository, F&A will ensure updates to information therein are current

Thank you



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