

Talent & Culture

Q4 FY19-20



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.



Q4 Summary Highlights

- Business as (Un)Usual series
- 28 FT hires in Q4; **102 FT hired FY19-20**
- 7 Contract/Intern hires in Q4; **50 Contractors/Interns hired FY19-20**
- Title framework revised and approved
- Levels captured for 100% of foundation
- 100% digital invoice processing
- Creation of COVID-19 leave
- Operationalized the “COVID-19” stipend
- Integrated Namely to provide staff data to CultureAmp

- Re-Launched Diversity Alliance
- Developed guidance for employee check ins during these difficult times
- Covid-19 Pulse Survey Released, Recommendations acted on
- Silent Fridays Pulse Survey Released, Refined actions ongoing
- Continued T&C support in CRT and APP
- Partnered with Ops on Distributed Toolkit
- Pivoted to micro learnings and cohort support for Wikilead
- Individual Tuning Conversations LAUNCH 🚀

Talent & Culture (T&C) Deliverables

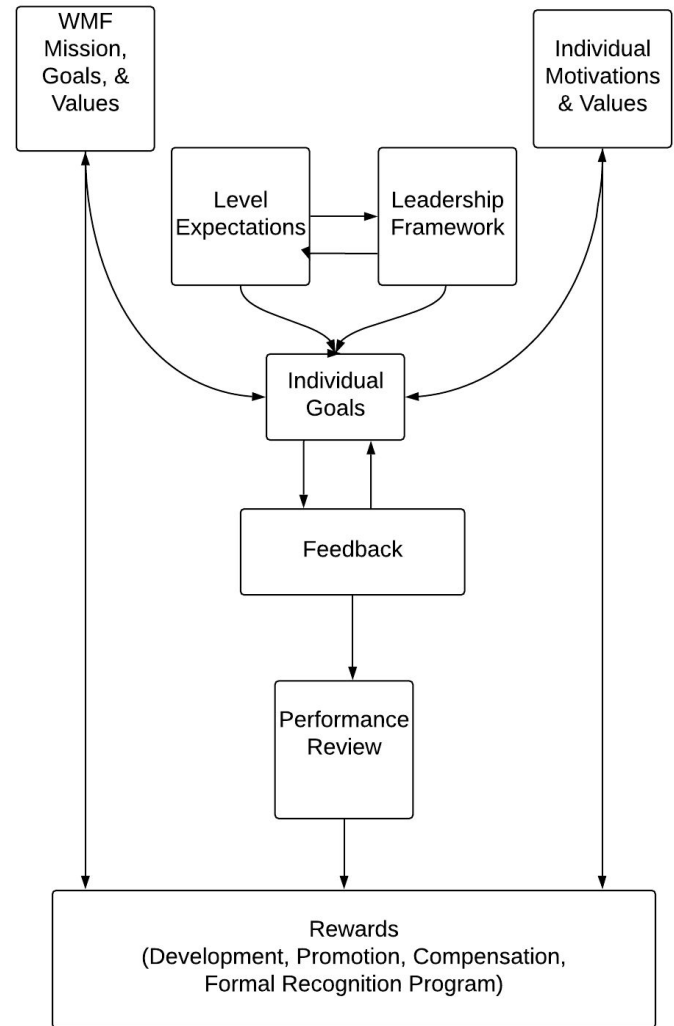


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System of Performance

A Year Retrospective...

- A completed leadership framework
- An org-wide level framework
- A leveling process / level-setting
- The first org-wide coordinated goal-setting endeavor
- A clarified compensation structure
- A uniform titling framework
- Individual Tuning Conversations



System of Performance



Objective:

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

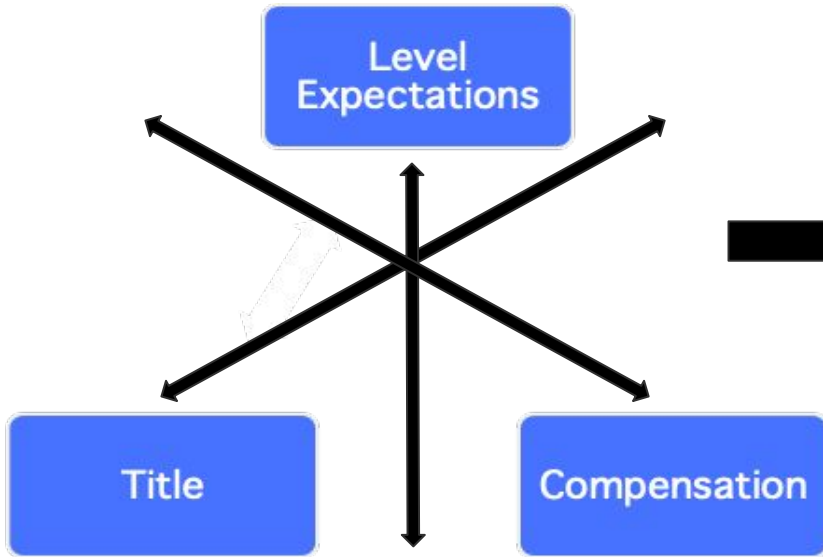
- Second round of leveling for hires after 10/1 and conversions
- Title framework
- Launch of Individual Tuning Conversations (ITCs)

Target quarter for completion: Q4 FY19/20

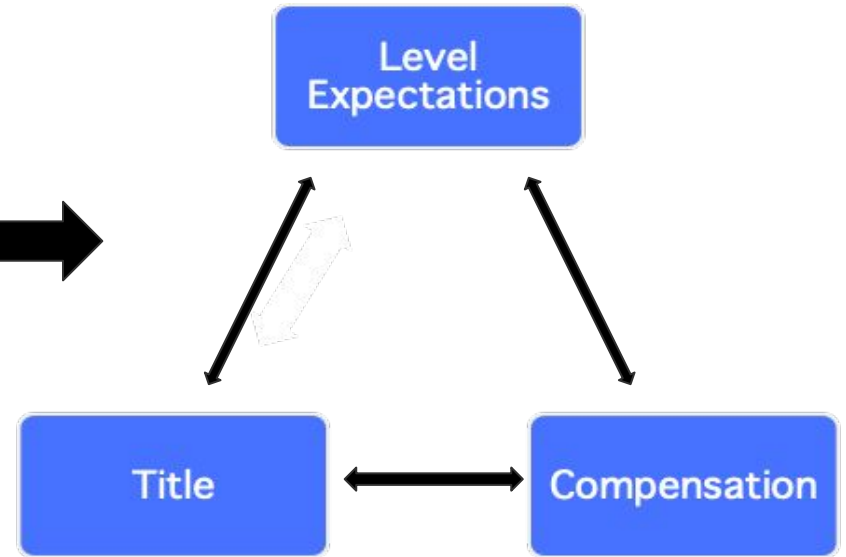


Level, Title, & Compensation

Where we came from...



Where we are today!!!!



System of Performance



Key Results	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Deliver the philosophy, principles, and guidance for our core people processes to support the Wikimedia Foundation people strategy by Mar 31 Baseline: 16%	100%	63%	80%	80%	90%
Increase quality of performance reviews: 10% increase in alignment to performance philosophy as compared to 18-19 results by Jun 30. Baseline: 27.5%	10% increase	N/A	N/A	N/A	N/A
Deliver compensation/level/title talking points and guidance to 100% of eligible people managers by Feb 28. Baseline: 0%	100%	0%	30%	100%	
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 Baseline: 0%	100%	86%	100%		Department: Talent and Culture

Learning & Development

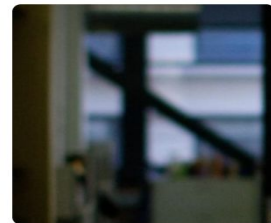


Last quarter...

- Pivot Wikilead Cohort #10 virtually
- Business as (Un)usual
- Pulse surveys: COVID and Silent Friday
- Cara joins the team!

Next FY forecast...

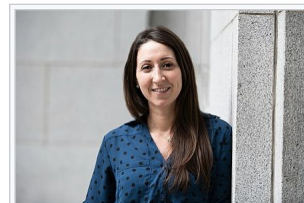
- Complete Wikilead Cohort #10
- Wikilead 201, online!
- Skills/learning journey for ICs and Managers
- Developmental 360s + revised promotions



Cara Palanca



Arthur Richards



Jessi Whalen

Diversity & Inclusion



Objective:

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

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:

- Advised and supported ERG's
- Developed guidance for employee check ins during these difficult times
- Re-launched the Diversity Alliance
- Development of the ERG Framework Project Plan and ERG Consultation Process
- Supported UCoC process with staff experiences survey
- Supported Consultation Guide team by creating a D&I Consultation Framework
- Implemented project tracker template (spreadsheet) for all cross team actions (L&D, Recruiting)



Diversity & Inclusion



Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 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" Baseline: 68% (Aug '18)	N/A	N/A	73%	N/A	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"* Baseline: 63% (Nov '19)	N/A	N/A	80%	N/A	N/A
Clear roles for staff, with consistent and engaging job descriptions (JD) with templates that incorporate leveling, frameworks and values Baseline: Updated JDs and templates	60%	N/A	60%	60%	N/A



Recruiting D&I



Objective:

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

- ✓ 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

Q4 Results: 50% female / 42% PoC / 30% non-US FT req # hires

FY19-20 Results: 53% female / 48% PoC / 30% non-US FT req # hires



Recruiting D&I



Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Increase overall diversity within our applicant pools globally by 10% using location and Equal Employment Opportunity (EEO) data to support continuous pipelining efforts Baseline for FY18-19: 33% overall Results for FY19-20: 42% overall Q1 Progress: 36% (-7% from goal) / Q2 Progress: 41% (-2%) / Q3 progress 43% (+1%) Q4 progress: 35% (-9%)	100%	84%	95%	100%	100%
Consistently increase number of diversity and/or non-US job board postings Baseline: 9+ postings per role / 90%	100%	90%	100%	100%	100%
Support staff via quarterly hiring manager (HM) and interview trainings Baseline: 0%	100%	25%	50%	60%	70%
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.

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



Recruiting Operations



Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Gain access to and training to use international compensation data system for entire recruiting team	100%	0%	100%	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%	70%
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

Safeguard RFI completed in partnership with Finance and Legal. Work is ongoing to continue the process with an RFP. Working towards 100% digitization of our onboarding documentation process in partnership with Finance. Creation of a digital filing system.

Reviewing our employment practices and policies for compliance issues in partnership with Legal.

Continuing work to finalize the staff handbook and publish to Office Wiki.

Providing COVID-19 support.

Immigration monitoring and administration stemming from COVID-19 and political changes.

Reviewed Kaiser as a multi-site HMO option.

Review of leadership compensation.

Completing end of year audit preparation and closing of wellness for the year.

Continuing the global compensation system review process.



HR Operations



Key Results

	Y1 Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Improve global employment experience & consistency by 1) moving remaining req# vendors to SafeGuard or full vendor status (no req#) and completed PEO vendor review. Baseline: 15 vendors with req#s</p>	<p>85% (13 of 15) Vendor review by 3/31</p>	<p>60% To kick off project plan</p>	<p>87.5% 14 of 16 done Core team requested time for RFP</p>	<p>87.5% 14 of 16 done 2 waiting on visa Core team granted time for RFP</p>	<p>93.8% 15 of 16 done 1 waiting on visa Core team completing distribution of RFP</p>
<p>New compensation process from System of Performance rolled out for payroll changes. Baseline: https://office.wikimedia.org/wiki/HR_Corner/Salaries</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>Title framework approved completing work initially pulled from release in February</p>
<p>Offer letters, background checks and involuntary departures updated by maximizing current systems Baseline: 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>	<p>n/a</p>



Talent & Culture Welcomes and Transitions!



Carie Susee
Specialist, HR Operations



Valerie Jiggetts
Learning & Development Specialist
(contractor)

Yearbook Recognition

Everything in this newsletter is so applicable as well as informative and I'm proud of all the steps we're taking to really ingrain D&I into our organization. Also, a BIG thank you for including the reminder to diversity referrals, the resource on how to ask less-biased interview questions, and that pretty amazing presentation on Ramadan+Inclusivity tips!

"Most of my friends are managers at other organizations, and they are really struggling. I don't think they get this kind of support. [...] I'm new as a manager. I may have cried a little in the discussion (on mute). I love that this support and platform is here. Thank you for facilitating it for everyone." (Manager Roundtable feedback)

"Thank you, for outstanding thought leadership reshaping many, many disjoint systems, and partnering on unexpected, delicate matters."

"...thank you again so much. Really really appreciate both the levelling and OKR initiatives, I feel like they are a sea change! Thanks for all your and your teams work!"

"I wanted to express my deep appreciation for the Business as Unusual sessions both live and on Mindflash. I've spoken to a few friends about them and how they've helped me parse through this new environment more mindfully and intentionally, and they were interested in taking it as well! Would it be possible to share a version of Back to Basics I & II more widely?"

"I've appreciated more than anything the value we as a team place on people as people and not just as coworkers, it really does allow for us to work in an environment we get to be ourselves."

Glassdoor Review Highlights

"From the very moment you apply to the Wikimedia Foundation you can tell this non-profit is something special. The values within the Foundation are strong and it permeates across the whole organization. The leadership and talent overall is outstanding. The Foundation's mission to make knowledge accessible really seems to drive the motivation of the people I've met within the process."

*"I have never been in a company before where I have received so much positive feedback. Usually people are too busy to remember to thank you or tell you that they appreciate what you do - **not here**. Really like the positive feedback and the constructive feedback too! :)"*

"I did receive an offer but my personal situation changed and I was unable to accept. However, should that situation change, I would move oceans to work with this foundation just based on the interview process."

"The most engaged org I have ever worked with"

"In the middle of COVID-19 kept things moving forwards and kept me informed in the process. During this same time recruiters at other companies were ghosting candidates left and right, however my recruiter was always responsive and candid."

"Endlessly interesting, with plenty of independence. I love working at the Foundation because I find the content of my job endlessly interesting -- it is amazing how the global movement puts Wikipedia and its sister projects together piece by piece. I love to learn more about it every day. Though earlier reviews discuss difficult internal politics of the organization, I find that people are not here to climb the ladder -- I really get the sense that the team is there to move the mission forward. That ethos infuses the work every day."



INTEGRITY

CHAMPION

FOCUS

CONFIDENCE

FUN!

INSPIRATION

*For being passionate about ideas
and excited about others' success stories.
For living a little outside of the box.
For marching to the beat of your own drum.
For making it a mission to help those around you.
For your genuine loyalty.*

WE THANK YOU!



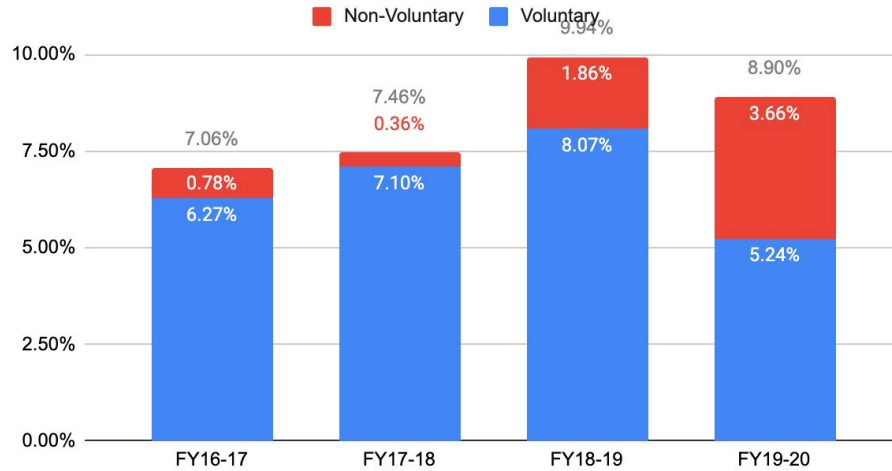
T&C Department Appendix



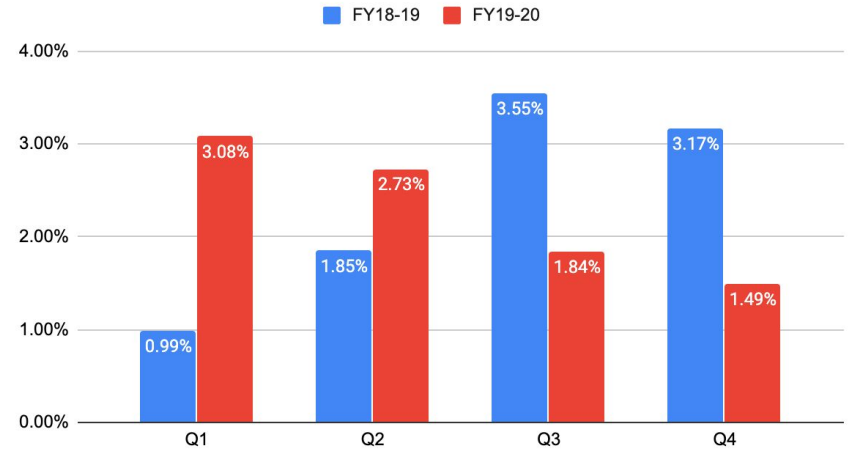
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Turnover

Average Turnover Rate

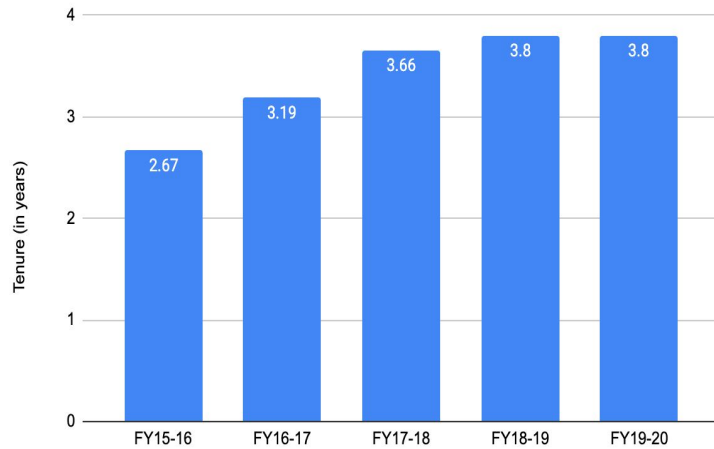


YOY Quarterly Overall Turnover Rate

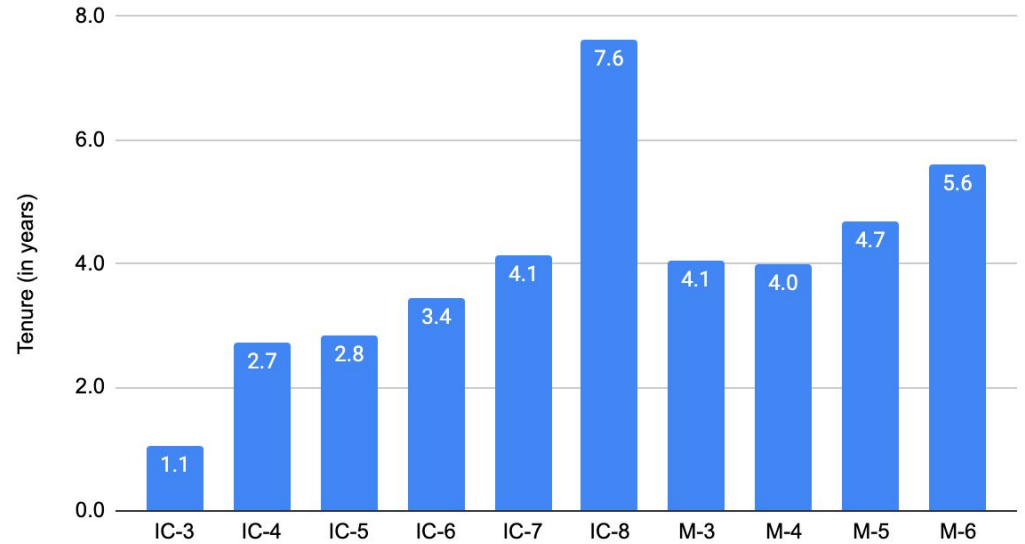


Tenure

Tenure (in years)



Tenure (in years)



Recruiting by the #s

Overall FY19-20 hiring progress : 152 hired*

- 102 ft req hires (80 new hires; 22 conversions)
- 13 interns/fellows
- 37 contractors
- 3495 interviews conducted

Q4 hiring progress: 35 hired*

- 28 ft req hires (22 new hires; 6 conversions)
- 4 interns/fellows
- 3 contractors

Additionally, 6 ft req new hires signed on to start in Q1 FY20-21*

FY19-20 candidate engagement survey results, candidates report:

- 78%** had a positive overall experience

**hired indicates started during this period*

***candidate survey is voluntary (24% response rate)*

