

Talent and Culture Tuning Session FY21-22 Q3



WIKIMEDIA
FOUNDATION

Global People Operations



Objective

Joint effort to be performed in conjunction with People Experience and People Operations to improve how staff experience their employment with the Foundation and consequently increase engagement.



Global People Operations



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR1: Employer of Record Transition (Project Atlas)</p>	<p>Transition of 50% of the current countries serviced by Safeguard to a new employer of record.</p>	<p>Delayed - MSA in final stages of negotiation. Anticipated transition start of 1st tranche of countries likely in Q3</p>	<p>On track to start pilot countries in Q3. MSA signed at end of Q2 and project kicked off.</p>	<p>Started the pilot countries - Singapore and Nigeria in Q3.</p>	
<p>KR2: US Compensation System</p> <p>Q1: Review of US compensation system with validated salary ranges completed; any adjustments required are reviewed (80%)</p> <p>Q2: Approval for design and transition plan (20%)</p>	<p>100% review and agreement on any changes to the US salary ranges</p>	<p>25% of Q1 goal achieved. Project delayed due to organization changes and operational priorities on ongoing compensation processes.</p>	<p>On track to complete by Q3. Review of the US salary ranges and zones has been completed by People Operations and the outcomes shared with Finance.</p>	<p>COMPLETED Approval obtained from CEO to proceed with the changes from Q1 FY22-23 subject to budget availability.</p>	-



Global People Operations



Key Results

KR3: Paid Parental Leave

Q1 - Identify key competitors and benchmarks. Work with legal on US and non-US compliance issues. (75%)
Q2 - Notify EOR of policy changes. Update OfficeWiki and Namely policy pages. Announce to staff and hiring managers. Begin administration. (25%)

Year Goal

100% rollout of reviewed Parental Leave policy for all req staff.

Q1 Status

75% of Q1 goal achieved. Due to reduced team capacity and other emergent benefits needs, we have been unable to progress on this OKR.

Q2 Status

On track to complete by Q3.
A review of the leave policy has been undertaken and the changes are being formalised for validation, communication and publication.

Q3 Status

Changes to be incorporated as part of the broader project to revamp the HR Corner US Staff Handbook and Global Guidelines. Validation process has been started with Legal and other T&C teams.

Q4 Status

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Global People Experience



Objective

All staff will have access to engaging, accessible learning opportunities that drive the needed skills and capabilities for our mission.



Global People Experience



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR1: 80% of all people managers (so 97 of 121 as of 1 Jan 2022) successfully complete core skills training program for managers</p>	<p>Full Degreed roll-out People Management development program</p>	<p>Launched first phase of Degreed, contract signed with LifeLabs</p>	<p>Core skills training program for people managers launched with LifeLabs. 40 managers have completed the program so far.</p> <p>96% found content useful; 98% found facilitators knowledgeable; 98% found workshops engaging</p>	<p>2nd group of cohorts of Core Skills for Managers program launched; program becoming operationalized.</p> <p>54 additional managers enrolled in the program.</p>	
<p>KR2: Pilot core skills training program for Individual Contributors</p>	<p>Pilot program completed</p>	<p>N/A</p>	<p>N/A</p>	<p>Content and potential participants identified; contract with provider secured; pilot scheduled to launch April 2022</p>	



Changes to our original Key Results

At the end of Q2, it was clear that due to unplanned and unforeseen changes on the learning team and in the department more broadly, we would be unable to meet the three original key results for this objective. The original Key Results were:

- 1) Engaging, accessible core skills program available for all staff by EOQ4
- 2) Easy to use toolkits for customisable trainings and development plans
- 3) Engaging, accessible learning model deployed for People Managers to improve leadership skills

Of these workstreams, the core skills learning program was identified as the highest priority. Following our goal-setting principle of “[care and feeding required](#)”, the T&C leadership team agreed to defer work on KR 2 and 3, and split KR 1 into two separate results:

- 1) 80% of all people managers (as of 1 Jan 2022) successfully complete core skills training program for managers
- 2) Pilot core skills training program for Individual Contributors

Global People Experience



Objective:

All managers will be empowered with a suite of clear and optimized talent processes that enhance effectiveness of individual and organizational performance.



Global People Experience



Changes to our original KRs

At the end of Q2 FY22/23, with the Foundation continuing to through a period of rapid change and significant unplanned events including the departure of the CTCO and VP T&C, the baseline work was not engaged on the 3 initial KRs:

1. deliver a talent retention strategy
2. succession planning for the essential roles in each department
3. creating additional level as part of the levelling framework).

In addition to this, none of our priorities as agreed on by the interim CTCO (CEO) around building a culture of performance and feedback or repurposing the HRBPs for greater impact is captured in these KR despite this being the main focus for the People Experience team over the past 2 quarters. In the final quarter of this year, we will amend and update the final 3 KRs to reflect the new priorities.



Global People Experience

Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR1: Deliver a talent retention strategy by Q3. Baseline: No strategy exists</p>	Create a talent retention strategy	Short term retention strategy under review	Retention components built into Promotion & Progression Cycle 2. Short term retention strategy under review	Deferred due to staff capacity, leadership transition, and shifting priorities	
<p>KR2: Succession plans for the essential roles in each dept by EOFY. Baseline: No succession plans exist</p>	Create succession plans for C-Team	0%	Defining parameters for essential roles at WMF / Creating C-team sponsorship for succession planning / Objective: replacement chart for C-Team discussed within Q3	Deferred due to staff capacity, leadership transition, and shifting priorities	
<p>KR3: Create additional job levels and support programs for M1 / M5+ tracks by EOFY Baseline: No job levels and support programs for M1, M2, and M5+</p>	Create a plan to advance from IC to Manager track	Being evaluated. Need to fully understand this need before further work is done.	KR3 deferred to FY22/23	-	

Recruiting



Objective:

[Recruiting - Attraction / Selection] Attract a diverse candidate pool with inclusive and efficient practices to represent all of the regions that we aim to serve.

Increase hiring velocity (on-going)

Time to hire across the organization has been reduced by 15% so far this fiscal year. We are currently projected meet or exceed our end of year headcount target of 584.

Increase diversity in hiring (on-going)

50% of U.S. req hires were diverse (goal is 60%). We continue to have challenges providing the full picture of our progress due to our inability to collect demographic data of non-US req hires (which comprises of 58% of our hires year to date). As a result we are providing a new data point this quarter, which is our percentage of req hires in emerging communities^[1], which we have increased 140% compared to last fiscal year at a much higher volume (48 hires YTD vs. 20 last year).

Target quarter for completion: Ongoing



Recruiting



Key Results

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR1: Increase hiring velocity by 10% to show ROI on added resources and new prioritization process in order to meet 15-20% growth goal in FY21-22</p> <p>Baseline: 1.3 hires / month per recruiter</p> <p>Target for FY21-22: 1.5 hires/month per recruiter</p>	100%	2.45 external req hires / month per recruiter	2.16 external req hires / month per recruiter	1.67 external req hires / month per recruiter	
<p>KR2: Increase diverse hiring from 53% to 60%</p> <p>Baseline from FY20-21: 53% hires that bring diversity (based on ethnicity for US hires)</p> <p>Target for FY21-22: 60% hires that bring diversity (based on ethnicity for US hires)</p> <p>Baseline: Hires: 53% US req hires (29 US staff hired identified as PGM) 21% req hires in emerging communities [] (20 req hires)</p>	100%	US req hires: 50% (12) Emerging community req hires: 30% (18)	US req hires: 50% (29) Emerging community req hires: 26% (36)	US req hires: 50% (33) Emerging community req hires: 30% (48)	



Diversity, Equity & Inclusion



Objective:

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.

Some of the high priority work delivered includes:

- Creating the essential infrastructure for thriving **Employee Resource Groups** (ERGs)
- A robust **curriculum of learning** for staff on Diversity, Equity & Inclusion topics
- A **clear and strategic plan** for a path forward in cultivating an inclusive and equitable workplace

Target quarter for completion: Q4 Fiscal Year 2021-2022



Diversity, Equity & Inclusion



Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Reactivate Employee Resource Groups Provide support for our ERGs, including training, professional development and a stipend for leaders, monthly meetings, dedicated support for events and access to senior leadership. Baseline: Two groups - Black & Pan-African and Women & Non-Binary in Technical Spaces Active</p>	3 Active & Thriving ERGs	<p>✓ 25%</p> <p>ERG Framework Launched Leadership Stipend in Place Dedicated Support - DEI Associate Hired Existing 2 ERGs Supported New ERGs Scoped (Asian/Latinx/South Asian/Neurodiverse)</p>	<p>✓ 50%</p> <p>ERG Charters Being Defined ERG Leadership Roles being Refined South Asian, Asian, LatinX and African ERG Launched Neurodiverse and QueERG continue to be iterated upon</p>	<p>✓ 75%</p> <p>Each ERG met with new CEO QueERG now has leaders and is strengthening impact 90% of charters are completed Updated process for connecting new staff to ERGs</p>	-
<p>Diversity, Equity & Inclusion (DEI) Strategy Create DEI 3-year refresh 2022-2023 strategy by Q3 that incorporates both the workforce and programmatic areas of opportunity. Baseline: No overarching DEI strategy scoped or socialised with staff</p>	Strategy Launched	<p>✓ 25%</p> <p>Inclusion Survey Results Analysed Feedback (e.g. Black ERG Letter; roundtables) Collected Initial Recommendations Presented to Board and Staff DEI Definitions Being Scoped</p>	<p>✓ 50%</p> <p>DEI Definitions Defined DEI Learning Curriculum Created Short and Medium Term Goals Defined Next stage will be to present draft strategy to leadership</p>	<p>✓ 75%</p> <p>DEI strategy refined in alignment with APP New team member to support the implementation of the strategy (DEI director) Strategy will be supported by data from the upcoming Engagement & Inclusion Survey</p>	-
<p>Diversity, Equity & Inclusion Learnings Equity trainings for all people managers and at least 2 DEI workshops for staff. Baseline: No approach or learning strategy scoped for all staff.</p>	Close to 100% Completion	<p>✓ 15%</p> <p>Training provider for manager workshops identified Inclusive Communications Pathway on Degreed Launched Inclusive Hiring Guide Launched</p>	<p>✓ 45%</p> <p>Structured, organized and approved content. All people managers invited for the training. Second Inter-Cultural Awareness Pathway Launched DEI Resources Hub Launched</p>	<p>✓ 75%</p> <p>92% people managers trained with Leading with Equity and Inclusion workshops. Released DEI learning strategy/curricula.</p>	-



Diversity, Equity & Inclusion



Objective:

The WMF has a convening leadership body in place to address Equity and elevate the strategic vision of DEI.

Some of the high priority work delivered includes:

- There is a leadership body in place that can track progress on equity focused key results within each department and across the organisation.

Target quarter for completion: Q4 Fiscal Year 2021-2022



Diversity, Equity & Inclusion



Key Results

Equity Focused Key Results

All departments identify 1 equitable KR metric and achieve 100% completion of the quarterly targets.

Baseline: Most departments have identified equity focused key results, while some have not. No leadership/employee body has been given remit to track progress. This is being addressed over the year.

Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Equity Task Group in place as the key Employee Consultative Leadership Body that will review DEI Efforts and Measure Progress</p>	<p>✓ 25%</p> <p>Equity Task Group Convened to help identify FY21-22 Key Results - Departments have adopted widely varying interpretations of what equity focused key results are.</p> <p>The Equity Task Group is being revamped to be the body that can review progress against the key results and indicate if departments need to change their focus.</p> <p>Task Force is in the process of coming together with the first revamp meeting completed in September 2021 to help define the new remit for the group.</p>	<p>✓ 50%</p> <p>The Task Group has helped the organisation review our definitions for diversity, equity and inclusion</p> <p>Going into the APP cycle, they will continue to help each department identify equity-focused key results (the exact mechanics is still to be determined)</p>	<p>✓ 65%</p> <p>The Equity Task Group played a vital role in surfacing areas of opportunity for the Annual plan.</p> <p>At every stage of feedback solicitation the group gathered to evaluate how equity could manifest more concretely</p>	-



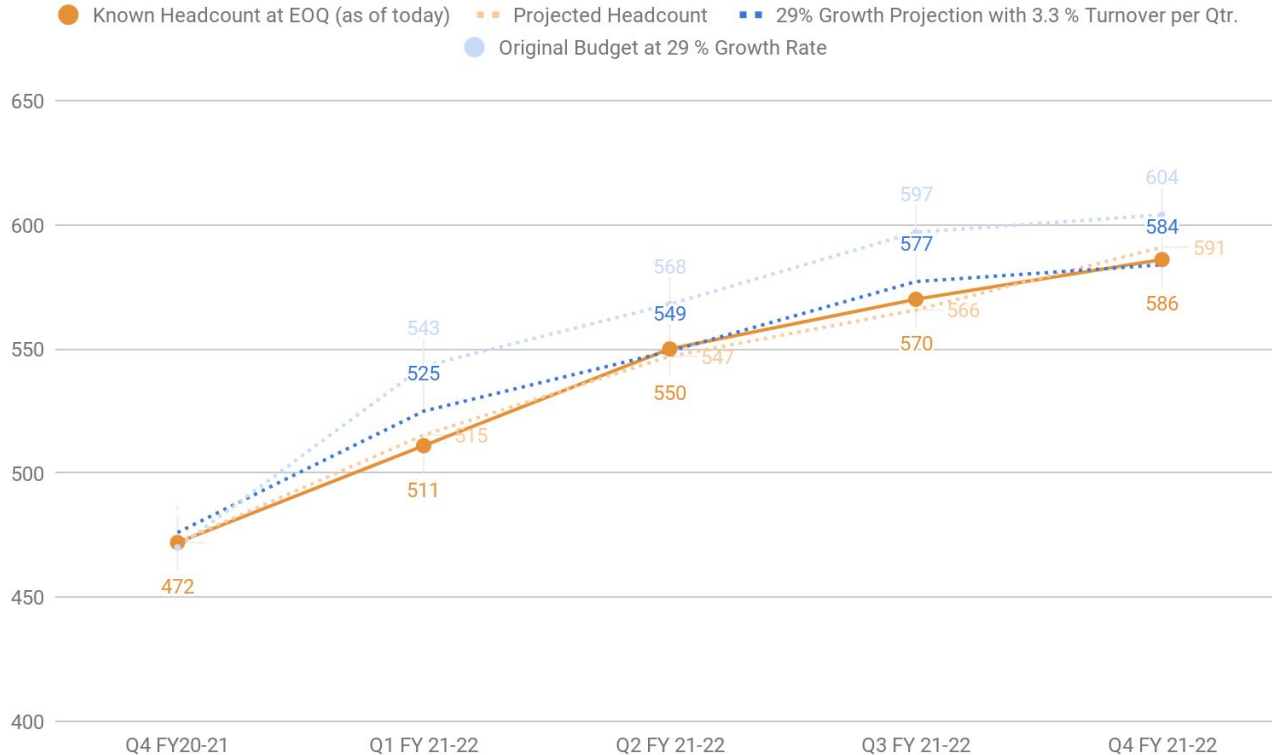
Appendix



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FY21-22 Hiring Progress Tracker YTD

Headcount projection for FY21-22: **584**

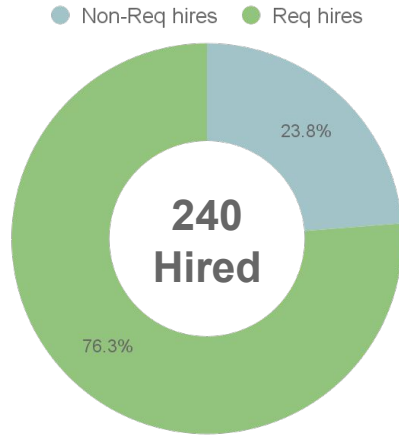


In FY21-22, we are budgeting for a +29% staffing growth rate. Higher growth is due to the contractor conversions in Q1.

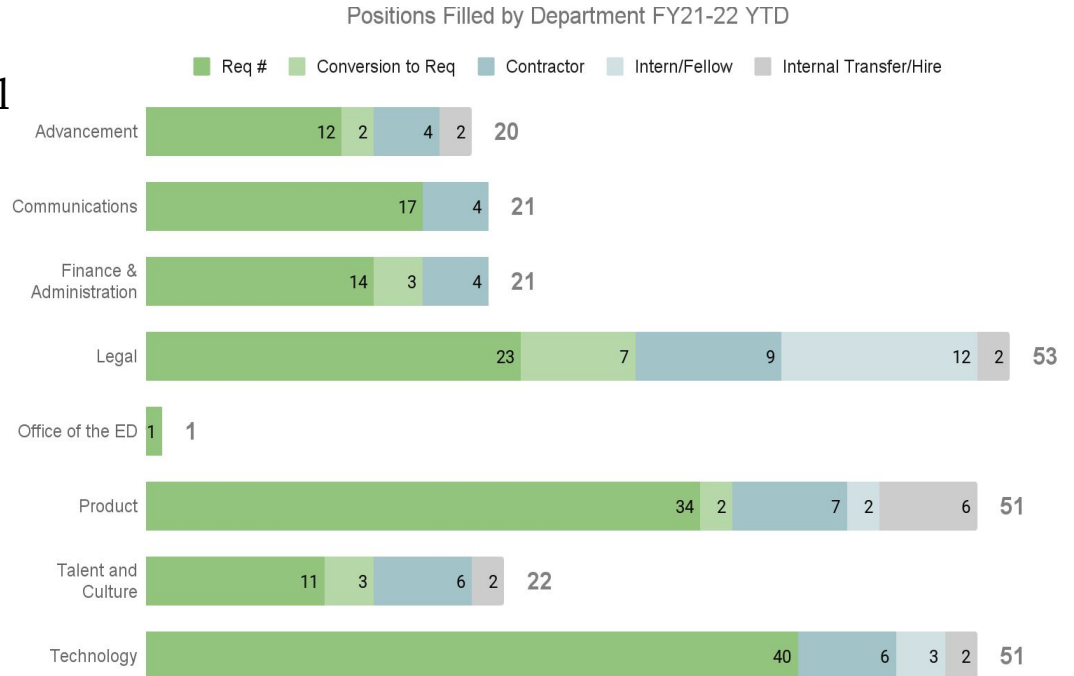
Per FP&A and People Ops, we have set our attrition assumption at 10% annually. This translates to a 3.3% vacancy rate each month which has been factored into the growth rate numbers (adjusted from budget target which did not include attrition).

Hiring Volume by Dept (All Job Types) FY21-22 YTD

We've hired total of **240** staff including **169** req hires; **14** internal hires; **57** non-req hires. **47 % increase** in overall hires from last fiscal year.



Note: 24% of our new hires have been contractors; 26% of all new hires have been backfills (not newly added roles)

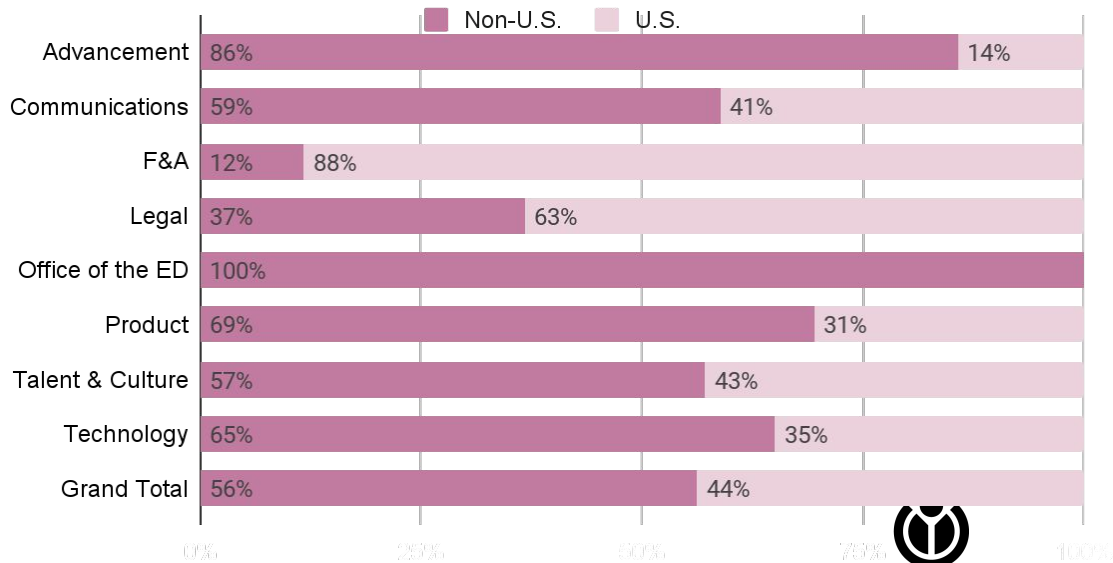


Data excludes hires outside Recruiting

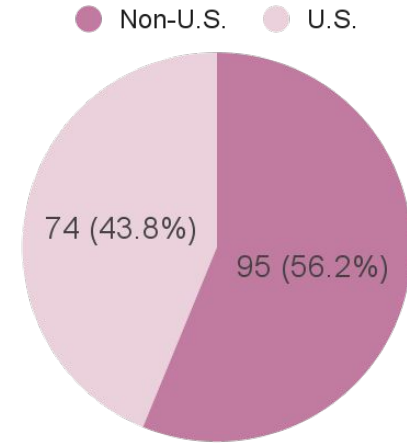
US vs Non-US Req Hires FY21-22 YTD

**56% of our req hires YTD are located in Non-US countries -
118% increase from last fiscal year**

U.S. vs Non-U.S. Req Hires by Department



Req Hires U.S. vs Non-U.S.

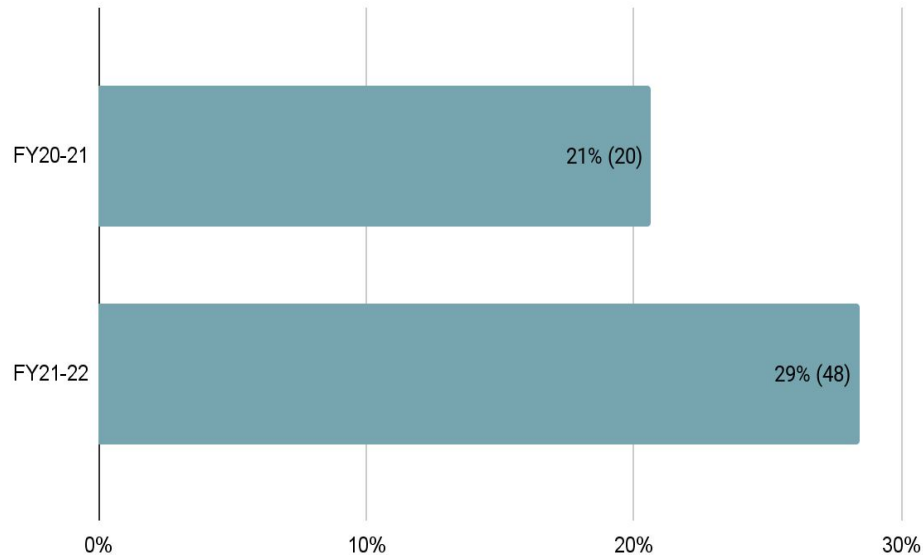


Data excludes internal hires

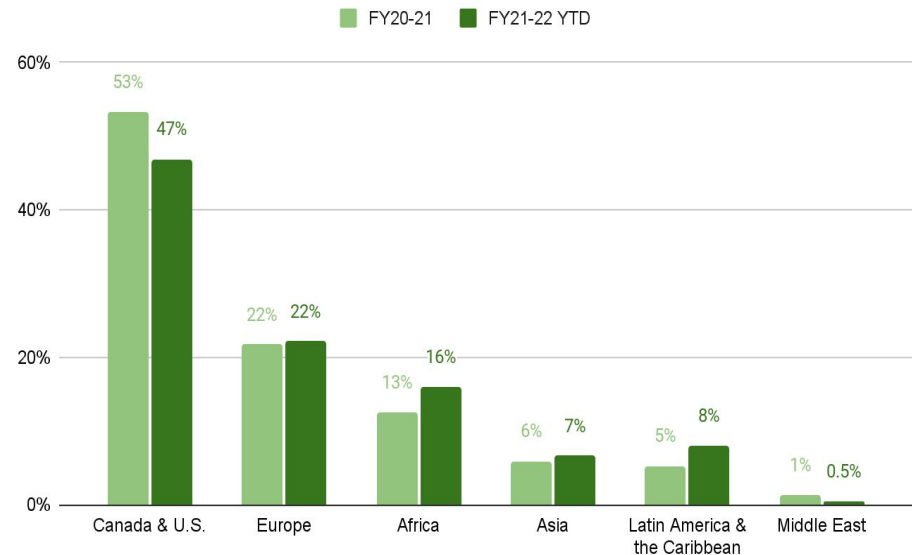
Hires Breakdown by Global Region (All Req Hires)

**30% of our req hires YTD are based in Emerging Communities* -
a 140% increase from last fiscal year**

Req Hires in Emerging Communities

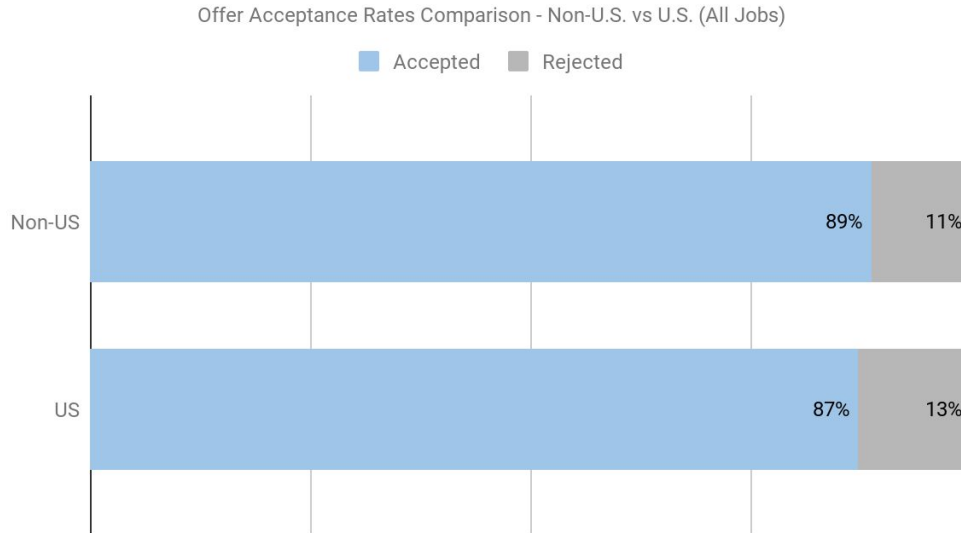


Change in Overall Hires by Region



*Source: https://meta.wikimedia.org/wiki/Community_Engagement/Defining_Emerging_Communities

Offer Acceptance Rates FY21-22 YTD



Key Takeaways

- WMF currently has a **88%** average offer acceptance rate, which is **19.8% higher** than NACE's* benchmark average of 68.2%[\[1\]](#) and **5.6% higher** than Glassdoor's research on the tech industry's average offer acceptance rate of 82.4% [\[2\]](#). We have maintained this average over the past two fiscal years.
- Technical roles*** have the most frequent offer declines YTD; however, overall acceptance rate for technical roles is still well above average at **86%**



*NACE is the National Association of Colleges and Employers

** Glassdoor is the website that offers insights about jobs and companies

***Technical roles include all jobs from Technology & Product

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

EOR: Employer of Record

FY: Fiscal year

Req: Requisition (full time staff member)

ROI: Return on investment

T&C: Talent and Culture

YTD: Year to date

