

Talent & Culture Tuning Session Q1 FY20-21



WIKIMEDIA
FOUNDATION

Efficacy & Resilience OKRs



WIKIMEDIA
FOUNDATION

Talent Development



Objective:

Ensure a prepared and capable pipeline of functional and people leaders that can deliver on our commitments.

In FY20-21, we are embedding the processes and practices to measure, track, tune, and develop our talent, while elevating the skills of our staff to support professional growth. Q1 highlights include:

- The release of Individual Tuning Conversations
- Preparation for a pilot of Developmental 360s
- The development of a staff Learning Journey
- A draft of revised Promotion guidelines, principles, and process

Target quarter for completion: Q4 FY20-21



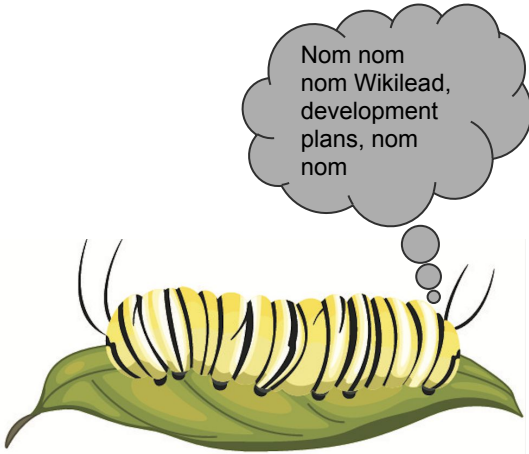
Talent Development



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Deliver and embed the full cycle of System of Performance through achieving a 95% completion rate (annual average) for quarterly individual tuning conversations. Baseline: 0% completion rate	95% completion (annual average)	92%	-	-	-
Deliver 10 core skills trainings (5 for IC, 5 for Managers) to support an effective pipeline of Managers & Individual Contributors by Q4. Baseline: 0 core skills trainings	10 core skills trainings	N/A	-	-	-
Deliver 360 leadership review process (Q1), clarified promotion process proposal and guidelines (Q1), and process implementation, communications, & staff support (Q2). Baseline: 0 deliverables	3 deliverables	1	-	-	-

WARNING: Illegal 4th Slide



L & D 18-19 Inching along with our 30 managers



L & D 19-20 Excuse us while we go into a System of Performance Cocoon



L & D 20-21 ah...guys? when did we become 500?

Talent Development



The situation

The L & D team is **2 FTE req holders** for the first half of FY20-21 for 500 staff, with a broad portfolio of work that has impact across the organization.

The impact

We do not have the capacity that we had anticipated when we created our OKRs, and work is taking longer to deliver and creating strain on the team.

The recommendation

- Leverage People Board to help with Promotions change management
- Delay some Key Results
- Re-prioritize deliverables



T&C Partnership and Support



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. Focus the improvement in the areas of onboarding experience and process, compensation system improvements, and data integrity.

Onboarding

Design and standardize the beginning of a staff member's journey in the organization. Orient and support new staff to thrive and be successful.

Compensation

Put in place a methodology that is consistently able to provide competitive salary ranges in different countries for different jobs and levels, based on principles that are transparent to the organization.

Data Integrity

Create a more complete picture of our workforce by making Namely our main source of information for people data to provide insights into organizational changes and integrate into other teams' people reporting needs.

Target quarter for completion: Ongoing



Department: T & C

T&C Partnership and Support



Key Results

Approved design of onboarding process and experience (Q1). Achieve an SLA of 100% set up prior to start date (Q2). Survey new staff members after completion of onboarding program to meet a 80% favorable rating on culture, community, movement, and WMF-specific policy and process knowledge (Q3).

Baseline: 61%

Defined and approved pay principles (Q1). 100% compensation band coverage for countries WMF operates in (Q2).

Baseline: 2% compensation band coverage

Completed data mapping and data dictionary. Completed data clean up. (Q1) 90% of data for reports concerning staff members and recruiting activity housed and accessible in systems. (Q2)

Baseline: 0%

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Approved design of onboarding process and experience (Q1). Achieve an SLA of 100% set up prior to start date (Q2). Survey new staff members after completion of onboarding program to meet a 80% favorable rating on culture, community, movement, and WMF-specific policy and process knowledge (Q3).	100% set up prior to start date; 80% favorable rating	80% completion of Q1 KR	-	-	-
Defined and approved pay principles (Q1). 100% compensation band coverage for countries WMF operates in (Q2).	100% compensation band coverage	75% completion of Q1 KR	-	-	-
Completed data mapping and data dictionary. Completed data clean up. (Q1) 90% of data for reports concerning staff members and recruiting activity housed and accessible in systems. (Q2)	90% data for reports concerning staff members and recruiting activity from systems	75% completion of Q1 KR	-	-	-



Hiring



Objective:

Increase the representation of underrepresented groups, enable our staff on D&I and foster a belonging culture

Inclusive Hiring (on-going)

Review and audit all interview panels to ensure diversity (inclusive of gender, race & global location). Assess all job descriptions (JDs) for compliance and inclusive language. Content developed for Hiring Manager (HM) trainings which are planned to commence in Q2.

Proactive Talent Pipelining (on-going)

Aspirational target to increase diversity of hires overall by 10% compared to last fiscal year by delivering proactive targeted sourcing projects, increasing hires coming from talent communities that support under-represented groups by 5% via job boards, partnerships & at least 4 targeted career fairs (by Q4).



Hiring



Key Results

Year
Goal

Q1
Status

Q2
Status

Q3
Status

Q4
Status

Inclusive hiring: 100% of interviews panels to be diverse, 100% of JDs to be assessed for compliance and inclusive language (Q1); 50% of HMs to be trained on Inclusive Hiring (Q2); 100% of HMs trained on Inclusive Hiring (Q3).
Baseline: 0%

100%

Panels: 100%
JD review: 100%
HM Training: 25%

-

-

-

Proactive Talent Pipelining: Increase diversity of hires overall by 10% by delivering proactive targeted sourcing projects, increasing hires coming from talent communities that support under-represented groups by 5% via job boards, partnerships & at least 4 targeted career fairs (by Q4).
Baseline: Hires: 53%; Pipeline: 46% (based on FY19-20 results)

100%

Hires: 50% (-13%)
Pipeline: 54% (+5%)

-

-

-



Diversity & Inclusion (D&I)



Objective:

Increase the representation of underrepresented groups, enable our staff on D&I and foster a belonging culture

D&I Enablement

Develop and execute Inclusive Leadership Accountability framework and Inclusive Communications plan.

Develop and implement ERG Framework Modules.

Mandatory racial equity trainings for all, starting with people managers.

Support in updating HR policies and practices to cultivate inclusion.

Target quarter for completion: Q4 FY20-21



Diversity & Inclusion (D&I)



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
D&I Enablement: Developing processes and guidelines while stimulating the development of skills and behaviors that will foster a belonging culture		25% completed the Inclusive Leadership Accountability (ILA) framework			
Q1 - Create and execute 25% Inclusive Leadership Framework; Create and execute 25% Inclusive Communications plan	100%	25% progress in the Inclusive Comms plan	-	-	-
Baseline: 0%					



Diversity & Inclusion (D&I)



The exit of the Director of Diversity and Inclusion does not mean the work completely comes to a halt, we are continuing to progress on a number of workstreams:

Attraction	Selection	Development	Retention
<ul style="list-style-type: none">External Diversity & Inclusion commitment on WMF career page	<ul style="list-style-type: none">Inclusive HiringProactive Pipelining	<ul style="list-style-type: none">Inclusive Leadership FrameworkInclusive Communications StrategyInclusive Onboarding	<ul style="list-style-type: none">Diversity AllianceEmployee Resource Group FrameworkDiversity & Inclusion Resource Guide

Questions



WIKIMEDIA
FOUNDATION

Appendix



WIKIMEDIA
FOUNDATION

Talent & Culture Welcomes and Transitions!



Valerie Jiggetts
Learning & Development Specialist,
Contractor



Oliver Lauro
People Operations Associate,
Contractor



THANK YOU
Community Development Team!

Q1 Summary Highlights

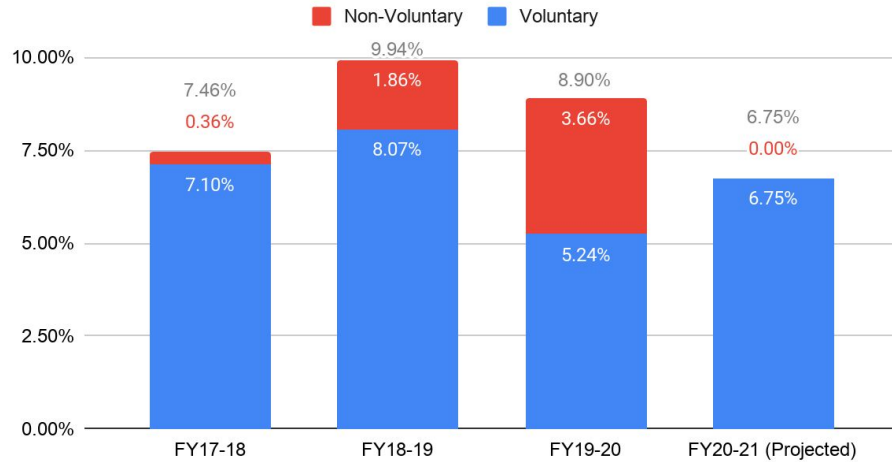
- FT Req hires YTD: 25
- Contract/Fellow hires YTD: 9
- Individual Tuning Sessions - 92% participation
- Reintroduced Talent and Culture team to staff - our “travel brochure”
- Namely Updates - Org chart functionality, job level, job family, and job code data now in Namely, process updates to reduce latency of data in Namely
- Implemented weekly EEO pipeline report reviews to HMs & C-Levels
- Execution of 2.5% increase
- Completed 401k and year-end compliance audit
- Launched Talent & Culture Leads Office Hours
- Launched #talk-to-talentandculture Slack channel
- Launched internal job board & Slack channel
- Released 6 month follow up Covid-19 and Silent Fridays Survey
- Attended two virtual diversity focused career fairs
- Began anonymized task grading in Greenhouse
- D&I resource guide completed
- Diversity Alliance meetings - positive feedback and participation (*Topics: Privilege/Oppression, Healing from racial trauma, Intersectionality, Environmental Racism, Racial equity in organization*)

Flags / Concerns

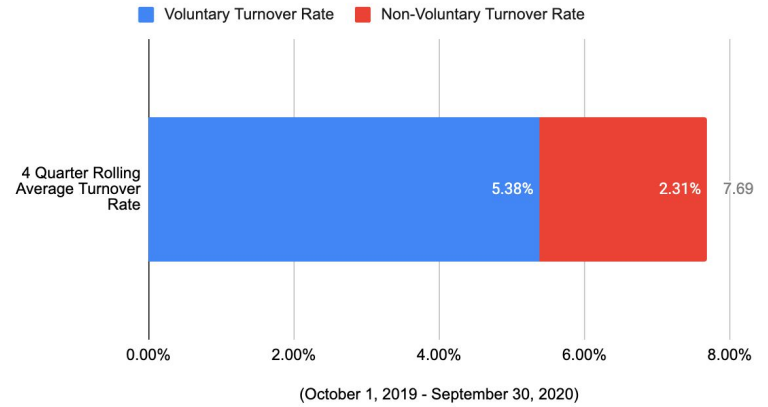
- Departure of Director of D&I has slowed down workstreams
- Capacity constraints in Learning and Development:
 - Arthur Richards on medical leave
 - Jessi Whalen on maternity leave until end of Q2
- Increase in BIPOC/People of Global Majority Concerns/Employee Relations
- Hiring plan received mid-July, slowed down hiring progress for Q1 ; increase in attrition, which resulted in more backfills
- Compassion burnout - being the care center for the organization

Turnover

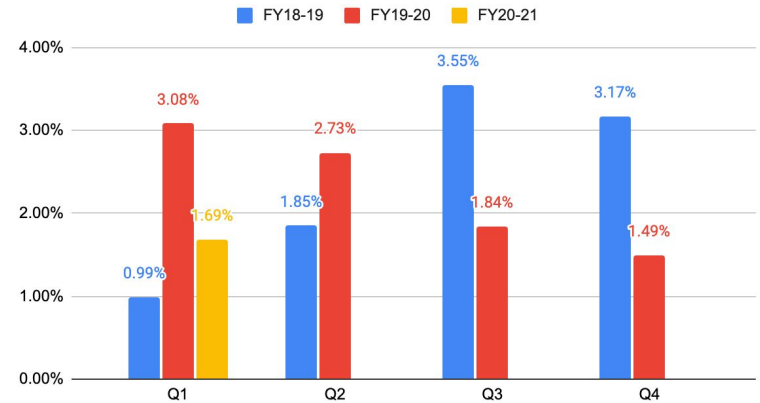
Average Turnover Rate



4 Quarter Rolling Average Turnover Rate



YOY Quarterly Overall Turnover Rate



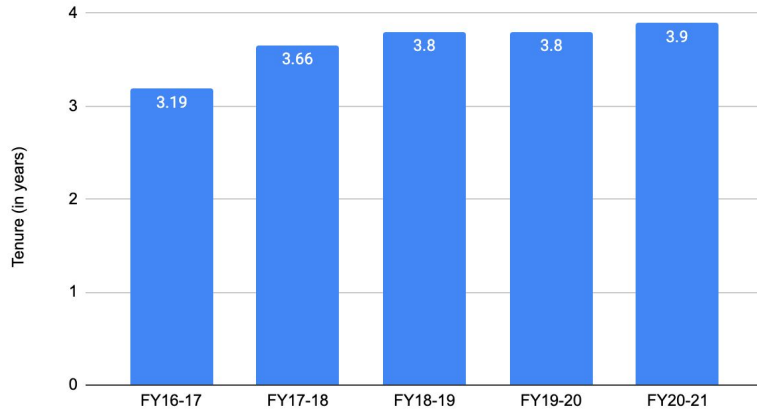
Data as of September 30, 2020



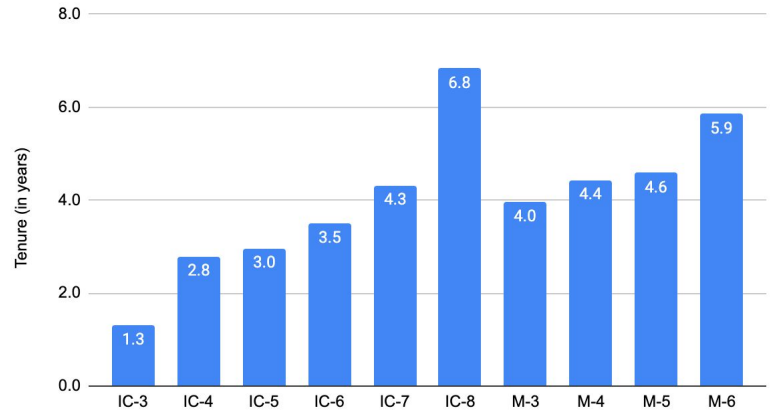
Department:
Talent & Culture

Tenure

Tenure Overall



Tenure by Job Level



Tenure by Division

