Talent & Culture Tuning Session
Q1 FY20-21
Efficacy & Resilience

OKRs
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

Department: T & C
### Key Results

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

Department: T & C
**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?

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Department: T & C
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
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
## Key Results

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<tr>
<td>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). <strong>Baseline: 61%</strong></td>
<td>100% set up prior to start date; 80% favorable rating</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Defined and approved pay principles (Q1). 100% compensation band coverage for countries WMF operates in (Q2). <strong>Baseline: 2% compensation band coverage</strong></td>
<td>100% compensation band coverage</td>
<td>75% completion of Q1 KR</td>
<td>-</td>
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<tr>
<td>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) <strong>Baseline: 0%</strong></td>
<td>90% data for reports concerning staff members and recruiting activity from systems</td>
<td>75% completion of Q1 KR</td>
<td>-</td>
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Department: T & C
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).
## Key Results

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%

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<tr>
<td>Goal</td>
<td>Panels: 100% JD review: 100% HM Training: 25%</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Status</td>
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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)

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<tr>
<td>Goal</td>
<td>Hires: 50% (-13%) Pipeline: 54% (+5%)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>Status</td>
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Department: T & C
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
## Key Results

**D&I Enablement:** Developing processes and guidelines while stimulating the development of skills and behaviors that will foster a belonging culture

Q1 - Create and execute 25% Inclusive Leadership Framework; Create and execute 25% Inclusive Communications plan

**Baseline:** 0%

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<tbody>
<tr>
<td>100%</td>
<td>25% completed the Inclusive Leadership Accountability (ILA) framework</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td>25% progress in the Inclusive Comms plan</td>
<td>-</td>
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Department: T & C
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:

<table>
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<tr>
<th>Attraction</th>
<th>Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
</table>
| ● External Diversity & Inclusion commitment on WMF career page | ● Inclusive Hiring  
● Proactive Pipelining | ● Inclusive Leadership Framework  
● Inclusive Communications Strategy  
● Inclusive Onboarding | ● Diversity Alliance  
● Employee Resource Group Framework  
● Diversity & Inclusion Resource Guide |
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

Data as of September 30, 2020

Average Turnover Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Voluntary</th>
<th>Non-Voluntary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17-18</td>
<td>7.10%</td>
<td>0.36%</td>
</tr>
<tr>
<td>FY18-19</td>
<td>8.07%</td>
<td>1.86%</td>
</tr>
<tr>
<td>FY19-20</td>
<td>5.24%</td>
<td>3.66%</td>
</tr>
<tr>
<td>FY20-21 (Projected)</td>
<td>6.75%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

4 Quarter Rolling Average Turnover Rate

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Voluntary Turnover Rate</th>
<th>Non-Voluntary Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>0.99%</td>
<td>15.69%</td>
</tr>
<tr>
<td>Q2</td>
<td>1.86%</td>
<td>2.73%</td>
</tr>
<tr>
<td>Q3</td>
<td>1.84%</td>
<td>3.55%</td>
</tr>
<tr>
<td>Q4</td>
<td>1.49%</td>
<td>3.17%</td>
</tr>
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</table>

(YOY Quarterly Overall Turnover Rate)

Department: Talent & Culture
Tenure

Data as of September 30, 2020

Tenure Overall

Tenure by Job Level

Tenure by Division

Department: Talent & Culture