

Talent and Culture FY21-22 Q1



WIKIMEDIA
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Efficacy & Resilience OKRs



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People Experience



Objective

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



People Experience



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR1: Engaging, accessible core skills program available for all staff by EOQ4</p>	<p>Full Degreed roll-out</p> <p>People Management development program</p>	<p>Launched first phase of Degreed, contract signed with LifeLabs</p>			
<p>KR2: Easy to use toolkits for customisable trainings and development plans</p>	<p>Development plans in place by EOFY</p>	<p>Not started</p>			
<p>KR3: Engaging, accessible learning model deployed for People Managers to improve leadership skills</p>	<p>Implementation of Coaching program</p> <p>People Management development program</p> <p>Monthly People Manager roundtables</p>	<p>Offered multiple sessions of our monthly roundtable to expand access to the learning support we currently provide our manager cohorts.</p>			

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.



People Experience



Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: Deliver a talent retention strategy by Q3. Baseline: No strategy exists	Create a talent retention strategy	Short term retention strategy under review			
KR2: Succession plans for the essential roles in each dept by EOFY. Baseline: No succession plans exist	Create succession plans for C-Team	0%			
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+	Create a plan to advance from IC to Manager track	Being evaluated. Need to fully understand this need before further work is done.			

T&C Partnership and Support



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.

KR 1: Employer of Record Transition

MSA in final stages of negotiation. Legal and Finance departments involved. There is a delay in the transition plan, the anticipated start of the pilot tranche of countries for transition is Q3.

KR 2: US Compensation System

Work started on the review and was then put on hold due to organization changes and shifting priorities on ongoing compensation and people analytics processes. An preliminary market review of the COL and compensation benchmarks across the different US zones was completed.

KR 3: Paid Parental Leave

Identified benchmarks and competitive proposal; additional progress on hold due to other benefits work on leaves of absence policy and vendor and limited team bandwidth. We hope to restart this work with legal and their new employment lawyer.



T&C Partnership and Support



Key Results

KR1: Employer of Record Transition

Year Goal

Q1 Status

Q2 Status

Q3 Status

Q4 Status

KR2: US Compensation System

Q1: Review of US compensation system with validated salary ranges completed; any adjustments required are reviewed (80%)
Q2: Approval for design and transition plan (20%)

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%)

100% transition all current Safeguard staff members to a new employer of record.

Delayed - MSA in final stages of negotiation. Anticipated transition start of 1st tranche of countries likely in Q3

100% review and agreement on any changes to the US salary ranges

25% of Q1 goal achieved. Project delayed due to organization changes and operational priorities on ongoing compensation processes.

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

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



Hiring



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 20% so far this fiscal year. However, we are currently behind on target headcount due to other factors (25% increase in attrition, uptick in internal hiring, front load of headcount in Q1 due to conversions-some of which did not happen, vacant leadership roles, org restructures slow down). Catching up already first week of Q2 - currently at 547 and goal is 549*.

Increase diversity in hiring (on-going)

Progress remains steady and in line with last year's stretch goal of 53%, but have not increased to our new goal of 63%; continue to have challenges not being able to report on non-US demographics, which is currently 64% of our new hires this fiscal year.

Target quarter for completion: Ongoing for all



Hiring



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 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 data limitations includes non-US location and gender / ethnicity for US hires)</p> <p>Target for FY21-22: 60% hires that bring diversity (based on data limitations includes non-US location and gender / ethnicity for US hires)</p> <p>Baseline: <u>Hires:</u> 53%</p>	100%	Hires: 53.1%			



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 Tech 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/Indian/Neurodiverse)</p>	-	-	-
<p>Diversity, Equity & Inclusion (DEI) Strategy Create DEI 3 year refresh 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>Diversity, Equity & Inclusion Learnings Racial 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>	<p>100% Close to 100% Completion</p>	<p>✓ 15%</p> <p>Training provider for manager workshops identified Inclusive Communications Pathway on Degreed Launched Inclusive Hiring Guide Launched</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>100% Completion of Quarterly Targets</p> <p>Equity Task Force in place as the key Employee Consultative Leadership Body that will review DEI Efforts and Measure Progress</p>	<p>✓ 25%</p> <p>Equity Task Force 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 Force 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>	-	-	-



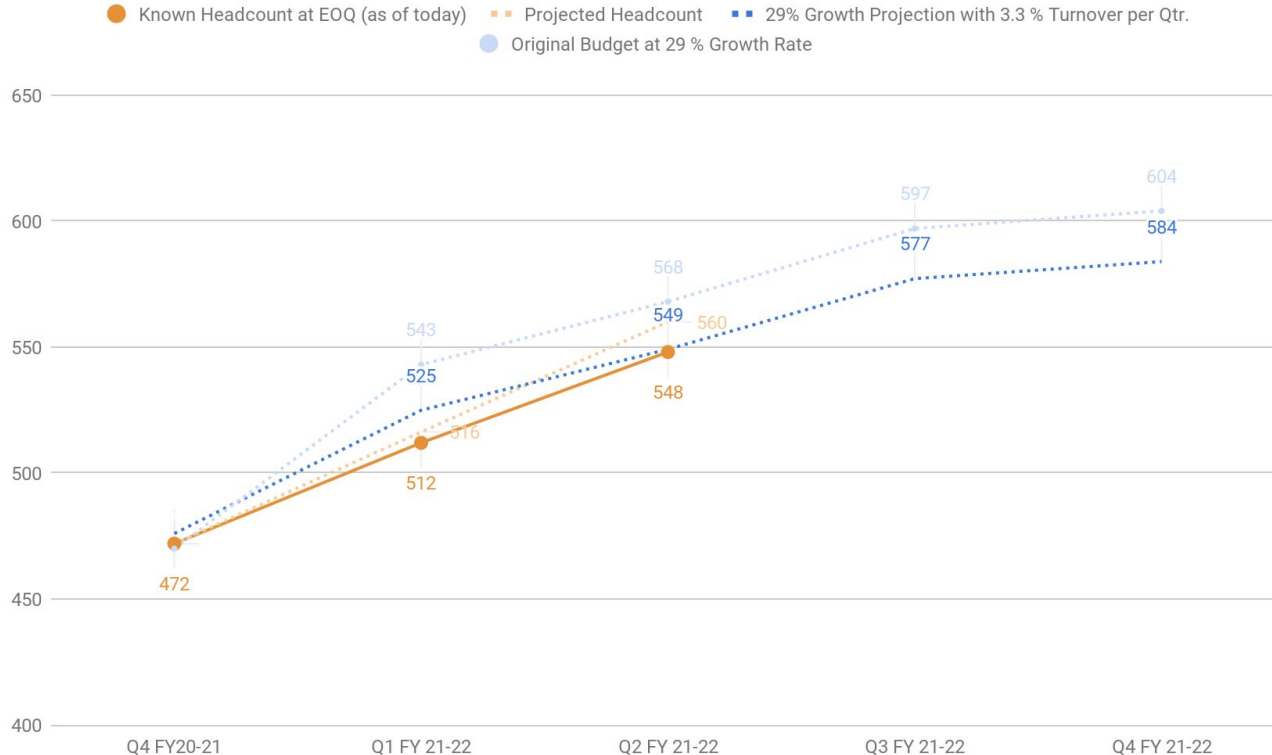
Appendix



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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 Hire Types) FY21-22 YTD

We've hired total of 135 staff including 105 reqs; 8 internal req hires; 16 contractors; 6 fellows

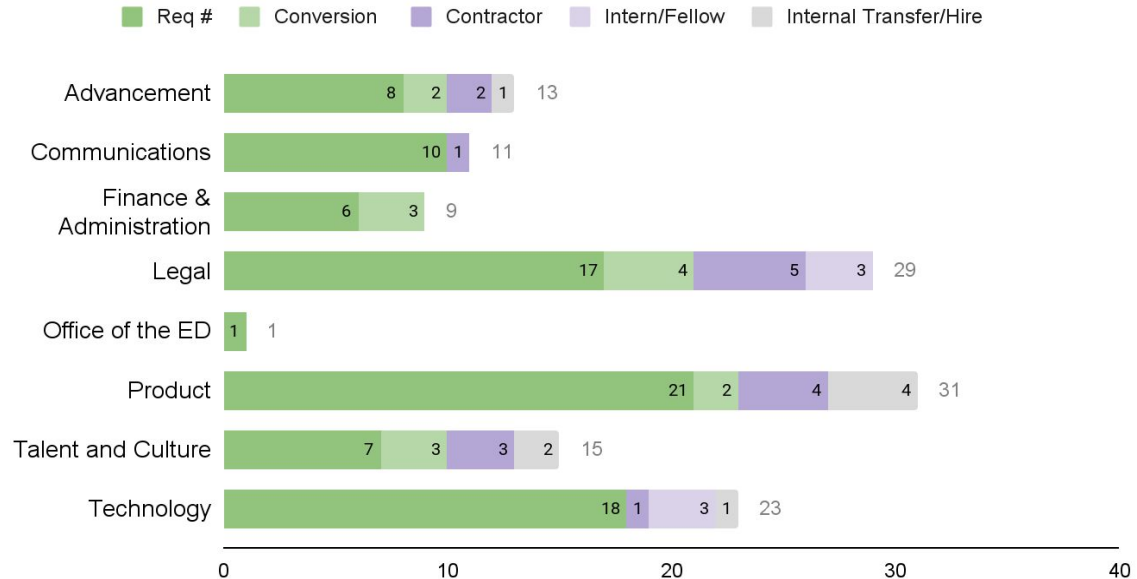
Already started: 103

- ❖ 77 FT reqs (63 reqs; 14 conversions)
- ❖ 7 internal req hires
- ❖ 13 contractors
- ❖ 6 fellows

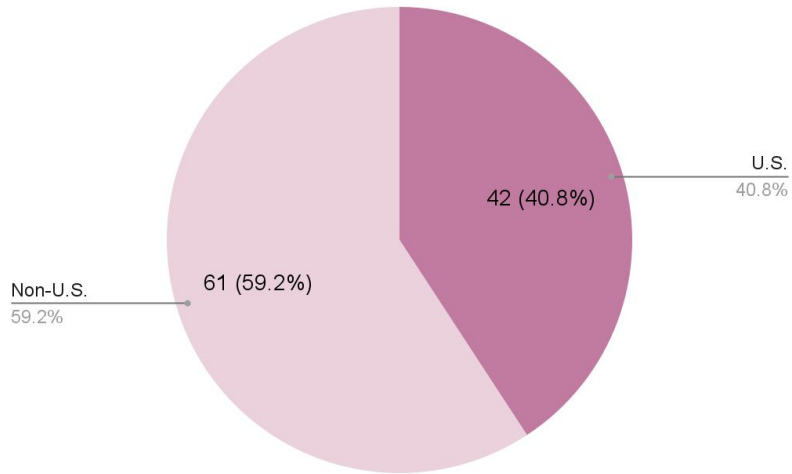
Signed on to start soon: 29

- ❖ 25 FT reqs
- ❖ 1 internal req hire
- ❖ 3 contractors

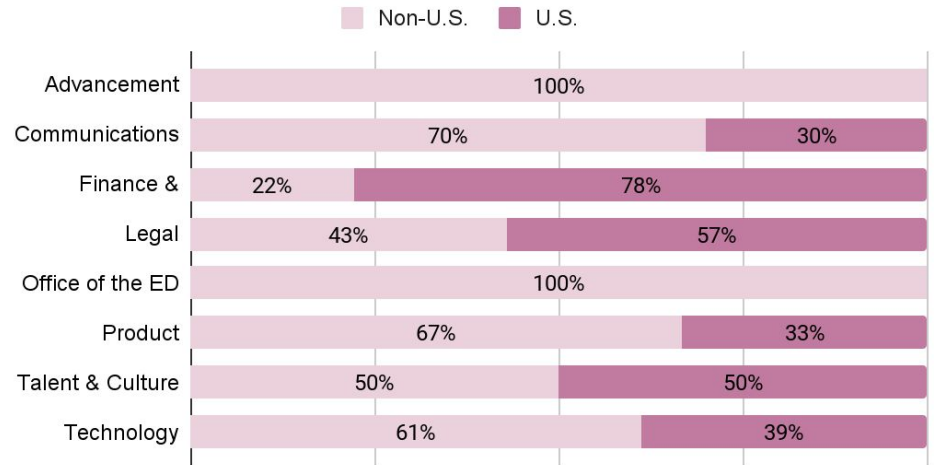
Number of Filled Positions by Department FY21-22 YTD



US vs Non-US Req Hires FY21-22 YTD

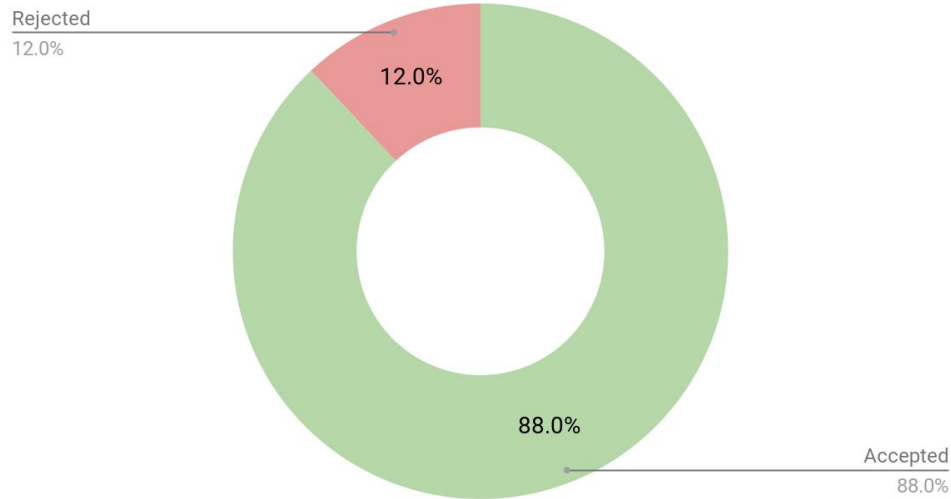


U.S. vs Non-U.S. Req Hires by Department



Offer Acceptance Rates

Offer Acceptance Rates FY 21-22 YTD



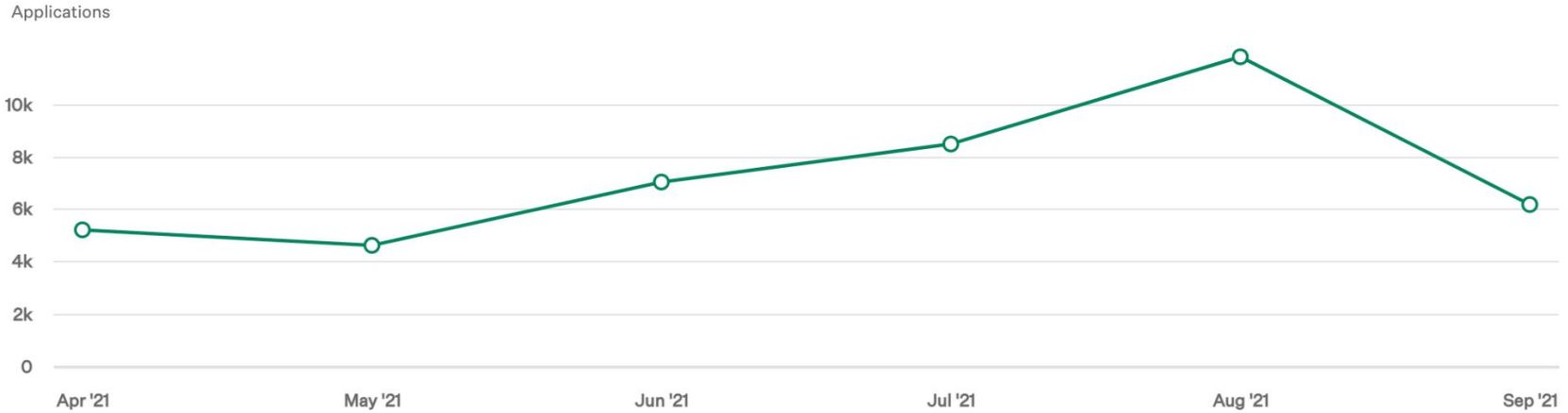
Key Takeaways

- WMF currently has a **88%** average offer acceptance rate, which is **19.8% higher** than NACE's* benchmark average of 68.2% [1]
- Technical roles** have the most frequent offer declines YTD; however, overall acceptance rate for technical roles is still well above average at **85.5%**

*NACE is the National Association of Colleges and Employers
**Technical roles include all jobs from Technology & Product.



Applicant Pipeline Trends by Month



Recruiter	Apr '21	May '21	Jun '21	Jul '21	Aug '21	Sep '21
Total	5197	4629	7040	8466	11811	6195

Application increased by about 50% since we started trying new method to reach more applicants by creating duplicate postings to target multiple locations at once.

Department slides



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Talent & Culture Welcomes

Ana Pena-Garcia



People Operations
Associate

Boston, MA,
United States

Clodhna Byrne



People Operations
Associate (Contract)

Abu Dhabi,
United Arab Emirates

Halle Evans



Diversity, Equity & Inclusion
Associate

Durham, NC,
United States

Talent & Culture Welcomes

Aubrie Johnson



Communications
Specialist

Portland, OR,
United States

Tomas White Antelope



People Operations
Associate

Oakland, CA,
United States

Talent & Culture Welcomes

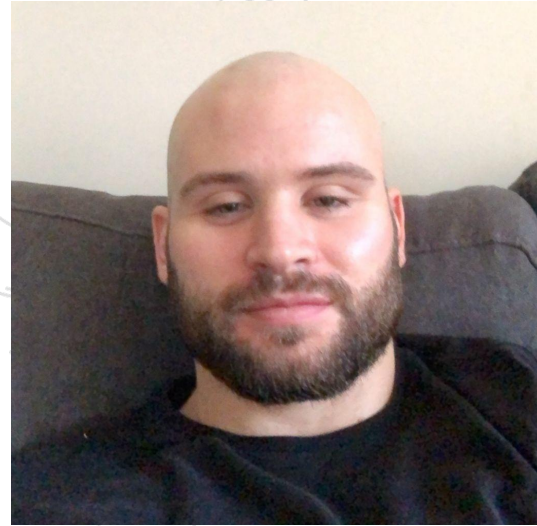
Kike Adio



People Operations Specialist

Lagos, Nigeria

Oliver Lauro



Human Resources Business Partner

Sag Harbor, NY,
United States

Talent & Culture Conversions

May Hashem



Recruiter

Cairo, Egypt

Selene Yang



Diversity, Equity & Inclusion
Specialist

San José,
Costa Rica

Tamika Fourqurean



Senior
Recruiter

Maitland, FL,
United States

Q1 Summary Highlights

- Completed Promotion & Progression cycle - 44 colleagues were promoted & 1XX colleagues received a progression. Process was simplified.
- ERG Framework Launched and stipend for ERG leaders, including dedicated support is in place.
- Launched key DEI learning products including Inclusive Communications Pathway on Degreed; Practical Guide for Inclusive Hiring and scoping out a Leading with Equity In-Person workshop for all people managers.
- Launched the revamped Equity Task Force that will form the key employee leadership consultative body for all Diversity, Equity and Inclusion efforts.
- Hired total of 135 staff YTD including 113 reqs (8 internal hires) and 22 contractors/fellows
- Launched People Board discussions with all staff.

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

