Talent & Culture

January 2017 quarterly check-in

WIKIMEDIA
FOUNDATION

<Confidentiality notice if applicable>

CHECK IN
January 2017

TEAM/DEPT
T&C

PROGRAM
Diversity

[WIKIMEDIA FOUNDATION ANNUAL PLAN]

ANNUAL GOAL: Promote Staff Diversity & Inclusion

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Support HMs in hiring diverse staff, starting with setting transparent baselines and testing ways to affect change Set up staff programs to support inclusion and diversity retention	**LAST QUARTER**	
	Greenhouse, SF LGBT Center, Hackbright, Techtonica, PyLadies, staff Diversity Alliance, volunteers for career events (it's a long list)	- Created diversity analysis candidate reporting to track progress and ways to identify focus areas - Tested blind resumes to block possible personal identifiers, creating a more level playing field. - Made new diversity connections, creating new channels for candidates: SFLGBT Center, Hackbright, Techtonica, PyLadies - Continued growth of Alliance and creation of inclusion opportunities: office hours; WikiKids session & 2 events; WMF-Women Shine session; BLM discussion group
	NEXT QUARTER	
	SF LGBT Center, Hackbright, Pyladies, Techtonica, WISP, Diversity Alliance	- Continued growth of inclusion groups - Awareness: Professor Roberts to visit - Manager training on making diverse candidate pools - Developing diversity connections for upcoming positions

STATUS: OBJECTIVE COMPLETE

CHECK IN

January 2017 **T&C**

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PROGRAM

Diversity

WIKIMEDIA FOUNDATION ANNUAL PLAN

What you learned working on this objective or workflow:

Overall, due the limited number of open reqs, making change in our diversity numbers is a slow process. Each hire is critical. So far our best success is through bringing people in at more entry levels and then promoting.

We need to increase manager awareness on candidate pool diversity and continue to develop our diversity connections to improve candidate channels.

Staff have been amazing supporting our career fairs and hosted diversity events, their support has made these events a success, creating a great foundation for future recruiting and candidates.

Unfortunately blind resumes are not truly possible with current ATS at this time, but we are still in discussions with Greenhouse on future options, including possible apps or back end code. Blind resumes would be an interesting tool to reduce unconscious bias in the early stages of the recruiting cycle.

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PROGRAM

Manager Training

WIKIMEDIA FOUNDATION ANNUAL PLAN

ANNUAL GOAL: Manager growth and training

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Ongoing foundational manager training focused on performance management	**LAST QUARTER**	
	Cultivating Leadership, Collaboration Zone	- Delivered performance management 1, 2, and 3 83 attended class, 66 received coaching - Completed final module of current Wikilead cohort - Delivered US employment law training for managers to increase awareness of potential risks - Ally workshop session to increase manager awareness for inclusion, including train-the-trainer
	NEXT QUARTER	
	Cultivating Leadership, TPG	- Clarify nomination and selection process for next Wikilead cohort. Identify candidates by end of Q3. - Rethink manager training, including greater integration with Wikilead. Develop recommendations to begin at the end of Q3.

STATUS: OBJECTIVE COMPLETE

CHECK IN

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PROGRAM

Manager Training

WIKIMEDIA FOUNDATION ANNUAL PLAN

What you learned working on this objective or workflow:

It has been a challenge developing continued manager training for FQ3, as we are down a person due to the open c-level position. People normally focused on manager training have been re-deployed to values or to support movement strategy.

We are seeing more awareness and conversations regarding performance, including the resolve to collectively deal with lingering performance challenges. It was highlighted as an issue in employee engagement surveys. We know staff cares about this issue too. We will deploy more attention in FQ3 / 4 to custom guide managers through these difficult situations.

The coming rollout of values, embedding those values in the employee lifecycle, and integrating them into manager training, is where our work in values and our work in performance meet-up in interesting ways.

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Values

QUARTERLY GOAL: Values

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Work with staff, community volunteers, leadership, and board to develop a set of values for the WMF	**LAST QUARTER**	
	Values Team	- Completed inclusive discovery process - Distilled, synthesized, and recommended a set of values to the C-team.
	NEXT QUARTER	
	TPG	Present recommendations to all staff at February metrics (all documentation is publicly available on Meta). - Place values on Meta for a two week comment period. - Finalize values. - Convene working group to integrate into employee lifecycle and manager training.

STATUS: OBJECTIVE COMPLETE

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Leadership Framework

QUARTERLY GOAL: Leadership framework

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Create a shared understanding for different levels of leadership at WMF	**LAST QUARTER**	
	C-Level cohort, Director cohort	- Clarified and confirmed the kinds of problems C-level are accountable for - Integrated new accountabilities into Executive JDs. - Clarifying the kinds of problems Directors will be accountable for - Integrated results into job leveling grid for consistency
	NEXT QUARTER	
	Director cohort	- Finalize the leadership framework with directors - Extend framework conversations to managers

STATUS: OBJECTIVE COMPLETE

CHECK IN

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Movement Strategy

QUARTERLY GOAL: Support Movement Strategy

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Work with C-levels on planning & staffing for movement strategy process	**LAST QUARTER**	
	C-level, Strategy Team, Williams Works	- Lisa Gruwell recruited Williams Works - A team vetted Williams Works as movement strategy consultants - Supported ED with November board meeting
	NEXT QUARTER	
	C-level, Strategy Team, Williams Works	- Onboard and orient Williams Works - ED chapter meetings in Lausanne - Hire 6 new reqs and 20 language contractors - Keep some bandwidth available to be responsive to any movement strategy needs. Have completed the handoff of work to team, but available for emerging talent needs.

STATUS: OBJECTIVE COMPLETE

CHECK IN

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PROGRAM

Board Development

QUARTERLY GOAL: Launch Board Search

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Work with Legal and the BCG to develop criteria, launch a search, identify top candidates and hire and onboard them at Wikimania 2017	**LAST QUARTER**	
	Legal, ED, Board	- Completed and agreed upon specific criteria for candidate profiles - Developed recruiting packet for potential candidates - Communicated with staff and communities about the launch of the search, what we are looking for, and where to apply
	NEXT QUARTER	
	Legal, ED, Board	- Select at least two candidates - Onboard before and during Wikimania

STATUS: OBJECTIVE COMPLETE

CHECK IN

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PROGRAM

HRIS

QUARTERLY GOAL: Roll-Out Namely for Centralized Data & Reporting

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Complete Phase 1 system set-up for US payroll and HRIS	**LAST QUARTER**	
	Finance, Namely	- Namely successfully rolled out to US staff - Successful first US payroll on Jan 13 - HR & Payroll teams trained on new system - US time off process improved, with great staff feedback
	NEXT QUARTER	
	Finance, Namely	- Expand system to include core data for SafeGuard workers and vendors budgeted in a req# role, making out first centralized database, including an org chart - Create new workflows, starting with the PAN form, to streamline requests and approvals - Continued development of the benefits module to eventually move from PlanSource

STATUS: OBJECTIVE COMPLETE

CHECK IN

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Benefits

QUARTERLY GOAL: Continued Care, Support and Retention of Staff

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Maintain strong benefits for staff, enhancing wherever possible to support inclusion & diversity	**LAST QUARTER**	
	Johnson & Dugan, Finance	- US Open Enrollment successfully completed, including heavy staff support: office hours, 3 info sessions & a sprint - Final US renewal rates reduced from 11.3% to 7.7%, saving 70k. Smaller increase than last year too. - Launched expanded parental leave benefits, complying with new SF laws and more, to help hire and retain staff - Rolled out sick leave update, allowing staff to accrue more in their bank, to help protect them in an emergency - Rolled out new holiday plan, to ensure staff take time off together and limit burn out
	NEXT QUARTER	
	Johnson & Dugan	- Support Community Engagement team during the movement strategy process, to counteract burn out - Run a Spring session of the successful Spark program

STATUS: OBJECTIVE COMPLETE

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Engagement

QUARTERLY GOAL: Continued Development of Staff Engagement

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Lead process on 6-month engagement survey, and progress on engagement projects	**LAST QUARTER**	
	Culture Amp, Engagement Committee	- Successfully ran the November Engagement Survey with: 89% participation 78% engagement - 15% increase in 1 year - Shared result with staff, c-level and the board - Launched cross team meet ups with Engagement Committee. Tried other projects but no traction.
	NEXT QUARTER	
	Culture Amp	- Continued support of c-level engagement projects focused on goals and strategy - Ongoing team health checks and supporting performance

STATUS: OBJECTIVE COMPLETE

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PROGRAM

Compensation

QUARTERLY GOAL: Continued Preparation for Annual Plan

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Continued progression for competitive staff comp	**LAST QUARTER**	
	Radford, Finance, C-Level, Radford, all hiring managers	- Now that staff are in band, the next phase is to get people in the correct Learn/Know/Teach part of the bands. Multiple conversations took place to collect this data from all managers. - Finalized Radford contract, for bi-annual comp grid updates. (Review of an additional MSA update took an extra month, putting the project behind schedule.)
	NEXT QUARTER	
	Radford, Finance	- Finalize updates to bands in comp grid with Radford - Continued work on career progressions to bands - Complete data analysis and budget impact to bring staff into the appropriate Learn/Know/Teach part of the bands

STATUS: OBJECTIVE COMPLETE

CHECK IN

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PROGRAM

Job Leveling

QUARTERLY GOAL: Create Clear Career Progression & Alternate Paths

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Formalize job level progressions as part of overall staff career pathing	**LAST QUARTER**	
	C-level, Radford	Charts drafted and integrated w/ Leadership Framework, Meetings with c-levels booked to intro chart guidelines for career progression. Comp set to be reviewed by Radford
	NEXT QUARTER	
	C-level, Radford	Due to 6 unplanned req# hires and 20 language contractor for movement strategy, the next phase of job leveling, is postposed. This phase will include alternate career paths. Depending on availability, we will work on this in FQ3 & 4.

STATUS: OBJECTIVE COMPLETE

CHECK IN

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PROGRAM

C-Level Hiring

QUARTERLY GOAL: Fill Open C-Level Positions, Timely & Transparently

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
Recruiting for three positions: General Counsel, Chief of Talent & Culture, Chief of Communications	**LAST QUARTER**	
	Viewcrest, ED, vetting committees	**General Counsel**: Was expected to be filled by FQ2, is now FQ3 to vet final internal & final external candidate **Chief of Talent & Culture:** Met plan to finalize JD, staff & community consultation. Narrowed focus to 3 internal plans, to be finalized in early Feb **Chief of Comms:** JD, consultation & vetting was expected to end FQ2, Comms requested an extra month to re-write the JD and conduct a team survey. Although inclusive with staff & community, the process could use more updates for both staff & internal candidates
	NEXT QUARTER	
	Viewcrest, ED, vetting committees	Hire General Counsel & Chief of Talent & Culture Chief of Comms in final stages Chief of Community Engagement kicked off

STATUS: OBJECTIVE ONGOING

Talent & Culture

SCORECARDS FOR ONGOING WORK

January 2017 quarterly check-in

WIKIMEDIA FOUNDATION

CHECK IN TEAM/DEPT SCORECARD

January 2017 T&C

Topic	FQ2	FQ1
New Req# Onboarded	11	14
Term Req# Offboard	2	2
Temps Started/Renewed	48	42
# Interviews (not including phone screens)	234	370
Time to Hire (days)	74.44	69.27

Additional Talent & Culture Work

Board: Supporting board and ED with materials and process for upcoming board recruiting, including meeting w/BGC
Safety: Rolled out safety program, including emergency plan, evacuation drill, supplies & first aid
Wellness: Staff sleep & performance session, Spark projects finalized & presented, post election support for staff
Benefits: 401k committee meeting, annual 401k SPDs & SARs, updated handbook w/changes, ongoing leave plans
Recruiting: Held first intern networking lunch, started prep work for 6 unplanned req#s for FQ3
Reporting: Started new headcount tracking with Finance.
Contractors: Worked with SafeGuard to update holidays, interviewed possible new options for SafeGuard & Upwork
Orientations: Ongoing sessions (two 2hr sessions per mo), onboarded new CTO!
Collaborations: Worked with CE on event behavior guidelines, worked with F&A on remotie equipment draft. Continued support of Code of Conduct team, worked w/F&A on an alumni group
Fun: Hosted the Halloween party for staff & families, hosted the childrens' room at the Holiday party

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