

Tuning Session Talent & Culture

Q2 FY19-20 Jan 2020



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Talent & Culture Priorities



Overall Goal #1: Enhance the Talent and Culture team's capabilities, efficiencies and service excellence

Overall Goal #2: Continue to advance our talent development activities for staff and leadership positions

Overall Goal #3: Foster a diverse, inclusive environment for staff which encourages and supports optimal engagement



Q2 Summary Highlights

- Wikilead Cohort 9 program complete
- 26 FT hires in Q2; 70 FT hired YTD
- Key hires for T&C - 2 Directors, 1 HRBP, 1 Recruiting Coordinator, 1 Senior Recruiter conversion and 1 Recruiting contractor (who is from community!)
- Offer letter process automated and moved to DocuSign
- US Open Enrollment complete
- Paradigm assessment and set of recommendations delivered to staff
- Completed a shared Leveling process and framework consistently across the Foundation
- Community Development integration progressing well
- Engagement and Inclusion Surveys released
- First T&C department offsite successful
- Supported CE integration across the organization with change management guidelines and practices, 1:1 and team coaching, and weekly reminders and completion of key change milestones.

Talent & Culture (T&C) Deliverables



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System of Performance



Objective:

Deliver a clear, connected, fair system of performance that connects accountability, feedback, development, performance, alignment, and rewards.

By the end of FY19-20, success is clear understanding of how our processes connect, and a perception that they are fair.

Some of the high priority work delivered in Q2 includes:

- New job family based compensation structure developed with Compensation Steering Committee
- Level mapping process complete for all eligible staff

Key Results

Deliver the philosophy, principles, and guidance for our core people processes to support the Wikimedia Foundation people strategy by Mar 31
Baseline: 16%

Increase quality of performance reviews: 10% increase in alignment to performance philosophy as compared to 18-19 results by Jun 30
Baseline: 27.5%

Deliver compensation/level/title talking points and guidance to 100% of eligible people managers by Feb 28
Baseline: 0%

Y1-Goal

100%

10% increase

100%

Q2-Status

80%

N/A

30%

System of Performance



OKR retrospective from last Manager Roundtable:

- + *“Really enjoyed [OKRs] to help focus and bring clarity for folks. Having a place to review for annual reviews, promotions, etc will be super useful.”*
- - *“Not sure how OKRs fit into key deliverables. These two things felt disjointed, hard to explain how connected.”*

Forecasting Q3

- Critical communications about level/title/comp/philosophy: need C-team to lean in
- Move to quarterly lightweight performance check-ins
- Revise and clarify promotion process, in collaboration with HR Ops



Diversity & Inclusion (D&I)



Objective:

Remove barriers to diversity & inclusion to support our growing global organization - increasing a sense of fairness, belonging, voice, and diversity across the organization.

Placeholders were created for Paradigm recommendations

Top recommendations included supporting marginalized groups via Employee Resource Groups (ERG), greater communication and improved role clarity

Metrics will be based on change seen in the 2020 survey

Multiple FY19-20 projects to affect the above change, as well as hiring the Global Diversity Equity & Inclusion (DEI) Director

Key Results

Enhance & elevate ERGs, to increase sense of belonging & voice: increased 2020 survey score for the statement "I can be my authentic self at work"
Baseline: 68% (Aug '18)

Create & roll out an initial plan to communicate more consistently and widely about D&I efforts internally: increased 2020 inclusion survey score for the statement "the Foundation values diversity"*
Baseline: 63% (Nov '19)

Clear roles for staff, with consistent and engaging job descriptions (JD) with templates that incorporate leveling, frameworks and values
Baseline: Updated JDs and templates

Y1-Goal

+100%

+100%

+100%

Q2-Status

73%

80%

60%



D&I - Expansion Slide



D&I work continues to be led with inclusion first. To achieve critical diversity to impact the Medium Term Plan (MTP), Wikimedia must be a place where people feel valued, heard and belong with an emphasis on global inclusion.

A deep quantitative and qualitative assessment was done by Paradigm in FQ4 and presented to the c-team in FQ1 and presented to staff in FQ2. Work to meet their recommendations will continue throughout FY19-20.

The annual Inclusion Survey kicked off in November and had the highest number of participants. Post survey recommendations and action plans will be created and informed by new Global DEI Director, who was hired in Q3.



Recruiting D&I



Objective:	Key Results	Y1-Goal	Q2-Status
<p>Remove barriers to diversity and inclusion, to have diverse staff which represents the global community we serve</p>	<p>Increase overall diversity within our applicant pools globally by 10% by Dec 31 using location and Equal Employment Opportunity (EEO) data to support continuous pipelining efforts Baseline for FY18-19: 33% overall Q1 Progress: 36% / Q2 Progress: 41% (-2% from goal)</p>	100%	95%
<p>Developed areas of focus based on Paradigm consultation. → Increase top of funnel to support org growth ✓ Hire Director of Global DEI to help set broader strategy</p>	<p>Hire DEI Director prior to All Hands Baseline: 0%</p>	100%	100%
<p>→ Continue live quarterly trainings, add Mindflash as an automation tool to better track and reinforce trainings</p>	<p>Support staff via quarterly hiring manager (HM) and interview trainings Baseline: 0%</p>	100%	50%
<p>Q2 Results: 46% female / 57% PoC / 43% international FT req # hires FYTD Results: 48% female / 54% PoC / 40% international FT req # hires</p>	<p>Consistently increase number of diversity and/or international job board postings Baseline: 9 postings per role / 90%</p>	100%	100%



Recruiting Operations



Objective:

Design, support and maintain well-oiled recruiting machine which minimizes roadblocks & creates a system of shared information to support faster turnaround time.

Updated progress on projects in process to alleviate operational bottlenecks:

- ✓ Automate offer letter generation through Greenhouse
- ✓ Implement Docusign
- ✓ Provide access and training for Recruiting on Mercer international compensation database
- ✓ Hired new Director of Global HR Ops
- Utilize Mindflash to better track and reinforce trainings

Next up: partner with HR ops on Greenhouse / Namely integration

Key Results

Improve offer letter system by implementing e-sign & utilizing Greenhouse offer template system by end of Mar 31

Baseline: 0%

Gain access to and training to use international compensation data system for entire recruiting team by end of Mar 31

Baseline: 0%

Deliver HM / Interview training once per quarter & develop comprehensive mini-training by Dec 31 to be developed at kick off stage for HMs and interview panels to ensure a holistic and positive candidate experience from all possible sides

Baseline: 0%

Y1-Goal

Q2-Status

100%

100%

100%

100%

100%

50%



HR Operations



Objective:

Develop, streamline and advance HR operations and programs

International employment review done in Legal in FQ4, recommended moving req# vendors to Professional Employer Organization (PEO) to reduce risk to the foundation and individuals, as potentially using a new PEO

As System of Performance moved into the comp phase, restarted work on Mercer and Payscale to align

Streamline current systems for onboarding & offboarding, starting with maximizing features in current systems

Key Results

Improve global employment experience & consistency by 1) moving remaining req# vendors to SafeGuard or full vendor status (no req#) and completed PEO vendor review.
Baseline: 15 vendors with req#s

New compensation process from System of Performance rolled out for payroll changes.
Baseline:
https://office.wikimedia.org/wiki/HR_Corner/Salaries

Offer letters, background checks and involuntary departures updated by maximizing current systems
Baseline: 1-2 business day offer creation, 7-10 day background checks, offboard checklist

Y1-Goal

85%
(13 of 15)

Vendor review by 3/31

February 28 payroll

1 day offer letter, 5 day background check, By 12/31/19

Q2-Status

87.5%
14 of 16 done

Core team requested time for RFP

Waiting on comp process to be finalized
Reviewed draft comp data

All FQ2 offers done w/1 business day turn around



HR Ops - Expansion Slide



Transactional operations such as onboarding, conversions, offboarding, benefits and immigration workstreams continued.

The HR Ops team restructure process is underway. Once complete, HR Ops will push forward on operations and programs that allow us to make better data-driven decisions, automate and integrate our systems and increase operational efficiency/reliability to support our employees to focus on achieving the foundation's MTP.



T&C Department Appendix



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T&C Leads Complete!



Recruiting by the #s

Q3 Hiring Progress

- 27 hired overall (20 ft req # roles; 5 intern/fellows; 2 contractors)

Overall FY Hiring Progress (YTD)

- 91 hired overall (70 ft req # roles; 8 intern/fellows; 13 contractors)

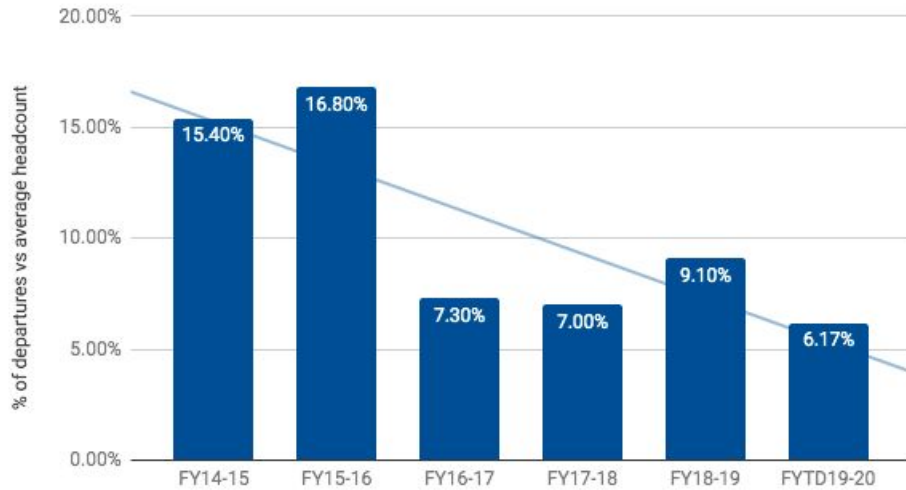
Candidate engagement survey results, candidates report:

- 71% had a positive overall experience
 - *Positive areas:* appreciate recruiter for providing update throughout the process, very friendly and engaging interviews
 - *Areas to improve:* provide feedback to the non-selected candidates, prepare interviewers to ask the right questions

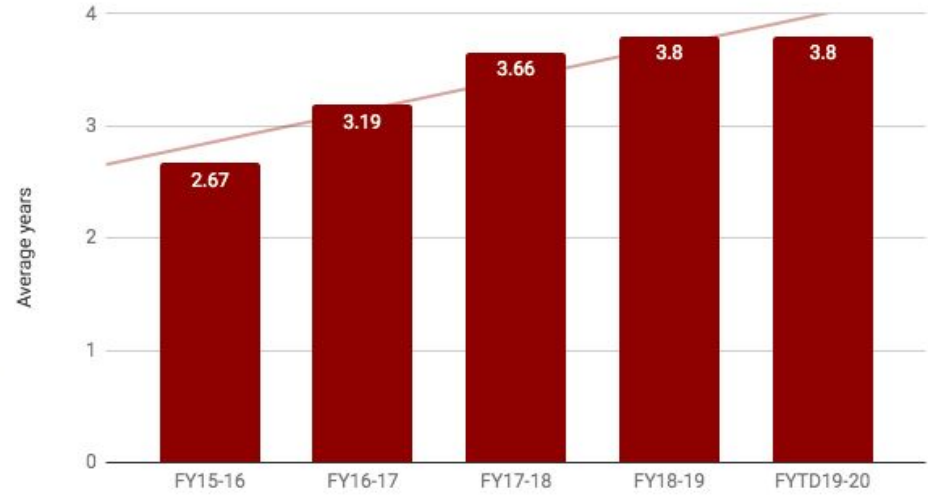


Turnover & Tenure

Turnover



Tenure (yrs)



Yearbook Recognition



James Holder
Most likely to
engage in civil
discourse



Lisa Hiraide
Most likely to be
in this together



Arthur Richards
Most likely to
inspire



“You must unlearn what you have learned.”

Talent and Culture is in the midst of dynamic change and it is important for us to maintain an open heart, an open mind and an open will to embrace these changes and serve our organization.

This means that how we have done things for quite some time may not always be the ways that we will do things in the future. Just because we have learned one way of doing things, it doesn't mean there is not a better way. We need to look deep into our structures, systems and processes that hinder us from being successful, and we need a willingness to learn and adapt as we go along.

