

# F&A OKRs



**WIKIMEDIA**  
FOUNDATION

# Financial Management & Compliance



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# Financial Management & Compliance



## Objective:

**Manage our financial resources to enable the Foundation to achieve our programmatic objectives in compliance with all regulatory filing requirements to satisfy our tax exempt charitable status.**

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**ONGOING FINANCIAL PERFORMANCE** - The Year to Date variance of our actual expenses to budgeted expenses was (-13%). Please note that largest portion of this underrun was due to several regional grant rounds being postponed to Q2 and our the implementation of software development capitalization. If we normalize for these two items, the variance is (-5%).

**KR #1: INSIGHT FINANCIAL DASHBOARDS** - In Q2, we finalized the build of the new financial dashboarding based on the user needs defined. 100% of Team dashboards have been launched and are now available for use by all budget managers. OKR use case was launched for multiple grant OKRs. Project is complete!

**ESTABLISH AND REPORT WM ENTERPRISE** - In Q2, we began creating a monthly income statement for WM Enterprise and are recording a monthly cost allocation to transfer costs from Foundation to WM Enterprise. We obtained a federal tax ID and are working with outside legal counsel to complete state/local regulatory filings.

**TAX** - Development of first draft for annual tax filing Form 990 has begun. Target completion: Q4'22.

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# Financial Management & Compliance



## Key Results

100% of teams and ~~50%~~ of OKRs **2 OKR use cases** have financial results dashboards by Q2.

**PROPOSED REVISION to this KR after Q1: continue with goal of “100% of teams”, but change “50% of OKRs” to “implement dashboards for 2 OKR use cases”. This is because, through discovery, we have found that standardized OKR dashboards are not useful. The OKR dashboarding needs vary by use case, so, rather than roll out 1 standard OKR dashboard, we will create and test 2 different dashboards for 2 use cases.**


**Baseline:** 0% and 0%

Establish and report separate financial report for Wikimedia Enterprise by Q1 financial close and New Endowment 501c3 Charitable Organization according to a timeline set with the Audit Committee.

**Baseline:** N/A

Meet all 100% filing requirements for Wikimedia Enterprise and New Endowment 501c3 Charitable Organization

**Baseline:** N/A

Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
100% teams / <del>50%</del> 2 OKRs use cases	0%, Two drafts of team prototypes complete.	<b>COMPLETE</b> 100% of teams + 2 OKRs use cases are in production and being used	-	-
100%	Enterprise - Q1 financial report has been completed  Endowment - not yet started	Enterprise - Q1 financial report has been completed  Endowment - not yet started-	-	-
100% 	Nothing due Q1, compiling list of reporting requirements for the year	- Obtained federal tax id -Applied to register LLC with CA Secretary of State	-	- Department:

# Q2 Financial Report & EOY Proj.

As of Dec 31, 2021

FY21-22 June

Financials (\$M)

	YTD Act. (\$)	YTD Var. (%)	YTD Act. Ratio	EOY Proj. (\$)	EOY Var. (\$)	EOY Var. (%)
<b>Total Revenue</b>	131.3	13%		165.4 <b>A</b>	8.3	5%
<b>Programmatic</b>	50.6	-9%	75%	118.7	(1.6)	-1%
Personnel Exp	34.4	1%		75.1	2.2	3%
Services & Travel	6.4	-23%		16.8	0.0	0%
Grants	4.0	-48%		15.0	(1.2)	-7%
Data Center Exp	2.4	-10%		5.1	(0.4)	-8%
Other Exp	3.3	23%		6.7	(2.1)	-24%
<b>Fundraising</b>	9.2	-3%	14%	15.9 <b>B</b>	(0.5)	-3%
<b>General &amp; Admin.</b>	8.2	-9%	11%	18.9	(0.1)	-1%
<b>Total Exp before Cap.</b>	67.2	-9%	100%	152.7	(2.9)	-2%
Capitalized Software Dev	(3.7)	265%		(6.4)	(4.4)	218%
<b>Total Expenses</b>	63.6	-13%		146.4 <b>C</b>	(7.3)	-5%
<b>Change in Net Assets</b>	67.8	-		19.0	15.6	-

## EOY Explanation

**A Revenue:** We are continuing to monitor trends pageviews that is driving reduced performance per day in our english campaigns. We still expect to reach our target this year by early to mid Q4.

**B Fundraising:** With Advancement underspending in media related professional services, we are projecting a minor underrun in this category

**C Total Expenses:** We are projecting our end of year spending to be below our budget expectation driven mostly by the implementation of software capitalization and our reduced Movement Strategy grants expected.

# Planning



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# Planning



## Objective:

### **Build plans and strategies that move the Foundation toward our Strategic Direction.**

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**Designed first phase of the process and initiated it** - In December we we aligned on objectives & pre-work, In January we set up a convening to get a clear overview of each department's current work and create a clear overview of the organization as a whole & how we're allocating resources.

**Decided on approach for MTP** - Reached the decision to maintain FY23 as the last year of the Medium-Term Plan which will also be designed to plan for the next period of work in subsequent years.

**Target quarter for completion:** eg. Q4 FY21-22

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# Planning



## Key Results

Evolve the Medium-term Plan into an updated multi-year strategy for the Foundation by ~Q3 that will guide our FY22-23 plan.

Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Complete by Q3	<b>N/A</b> We are in a pre-planning stage, focusing on integrating the discussion on design of multi-year plan into the on-boarding of the new CEO	<b>Complete - decided to keep the MTP for another year</b>	-	-





# Business Operations Improvement



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# Business Operations Improvement



## Objective:

**Improve the efficiency and efficacy of our business and operational workflows to maximize the return on investment, mitigate risks, and reflect our organizational values.**

F&A has expanded the number of projects being delivered to support business operations improvement. As a result, we have extended the timelines for the Payroll Scalability Project and the integration Wikimedia Enterprise workflow. Progress has been made on both initiatives in addition to new projects:

**Payroll Process Scalability Project-** Planning work for this project is underway. We've identified multiple areas of potential process improvement that would achieve our KR of eliminating 15-25% manual processes and are in the process of prioritizing those options and setting an implementation plan. Implementation will kick off in Q3.

**Wikimedia Enterprise workflow integrated into Coupa -** The design of the workflow and approval chain is complete. Multi-entity configuration of Coupa and Intacct is complete. Configuration of the workflow within the systems is on track for completion in Q3.

Additionally, F&A has supported the **operationalization of Project Atlas**, has begun to develop an **operationalization plan for Wiki Endowment**, and completed a **Systems Analysis** that provided a holistic assessment of our resource and business operations systems across Finance & Admin, Talent & Culture and Legal resulting in a set of prioritized and sequenced recommendations to improving systems in order to enable our current and future scale while ensuring appropriate controls and productive user experience.




# Business Operations Improvement



## Key Results

**KR1:** We will have a more scalable end-to-end Payroll processing workflow as measured by a 15-25%\* reduction in the amount of manual activities required to process a payroll cycle by Q3.  
**Proposed timeline extensions to accommodate additional projects:** KR complete by Q4

**KR2:** Wikimedia Enterprise will have an automated approval workflow integrated into our Contract Lifecycle Management system by Q2.  
**Proposed timeline extension:** KR complete by Q3

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
	Complete by Q3	We have scoped plan to reach the KR target and begun to implement that plan	Plan re-scoped to reach the KR target and expanded to support alignment with HRIS replacement evaluation. Delay in implementation launch. Anticipate KR complete by Q4	-	-
	Complete by Q2	Milestone KR is 70% complete 	Milestone KR is 85% complete. Aiming for 100% in Q3		

# F&A Working Environment



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# Working Environments



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# Working Environments



## Objective:

### **Our working environments are productive, inclusive and sustainable.**

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**KR1:** 100% of OnBoard staff receives access to necessary tools by Day 1 and 80% of staff receive equipment within 1 week of start date

**KR2:** 100% of staff based in regions where networking infrastructure does not meet standard stability and bandwidth requirements will be provisioned additional support to utilize our standard productivity tools. (productivity tools = Google Workspace)

**KR3:** Within our SLAs We offer a diverse set of convening mediums, consultation and tools to satisfy 100% meeting/convening requests. Satisfaction and improvement measured by evaluations done with each convening request.

**KR4:** Within our "approved hiring country list" 85% of Staff understands services, resources and guidelines in order to foster an inclusive and equitable working environment.

#### **Revision to Support 2.0 now integrated here**

~~KR5: The organization There is~~ an aligned vision of talent and support services needed across all departments.

& ~~KR6:~~ Organization has applied support services talent with an effective approach that integrates our values, development and performance framework.

**Target quarter for completion:** Q4



# Working Environments



## Key Results

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: 100% of OnBoard staff receives access to necessary tools by Day 1 and 80% of staff receive equipment within 1 week of start date <b>Baseline:</b> 32%	85%	42%	50% Targeted improvements for Q3		
KR2: 100% of staff based in regions where networking infrastructure does not meet standard stability and bandwidth requirements will be provisioned additional support to utilize our standard productivity tools. (productivity tools = Google Workspace) <b>Baseline:</b> 0%	100%	0%	0% Deferred		
KR3: Within our SLAs We offer a diverse set of convening mediums, consultation and tools to satisfy 100% meeting/convening requests. Satisfaction and improvement measured by evaluations done with each convening request. <b>Baseline:</b> 0%	100%	NA Impacted by pandemic	100% Limited activity but SLAs being met		
KR4: Within our "approved hiring country list" 85% of Staff understands services, resources and guidelines in order to foster an inclusive and equitable working environment. <b>Baseline</b> 0%	100%	10%	35%		



# Working Environments



## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>KR5: There is an aligned vision of talent and support services needed across all departments. <b>Baseline: N/A</b></p>	100%	100%. Complete			
<p>KR6: Organization has applied support services talent with an effective approach that integrates our values, development and performance framework. <b>Baseline: N/A</b></p>	100%	80%, The framework and direction has been completed. We expect to complete the KR by Nov 21	100%. Complete		





# Enterprise Risk Management



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# Enterprise Risk Management



## Objective:

**Deliver effective organizational risk oversight and management program to recognize and respond to threats and opportunities**

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- KR1: The organization has resourced process tools and staff with expertise in training and program development to support a holistic ERM program as measured by published orientation program, risk reporting matrix and risk dashboards for functional, executive and board level oversight.
- KR2: Identified Staff have increased exposure and understanding to WMF risk oversight as measured by qtrly feedback with 75% satisfaction with engagement, training and support for ERM program.



# Enterprise Risk Management

## Operationalizing ERM



### Key Results

Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>The organization has resourced process tools and staff with expertise in training and program development to support a holistic ERM program as measured by published orientation program, risk reporting matrix and risk dashboards for functional, executive and board level oversight.</p> <p><b>Baseline:</b> Zero</p>	100%	<p>50% done. The new ERM principal role offered and accepted role with a start date of Oct 18th. We will be developing a refreshed ERM program during Q2</p>	<p>Review of existing tools and processes underway to inform the capacity building goals</p>		
<p>Identified Staff have increased exposure and understanding to WMF risk oversight as measured by qtrly feedback with 75% satisfaction with engagement, training and support for ERM program.</p> <p><b>Baseline:</b> Zero</p>	100% of engagement target	<p>Not yet started</p>	<p>Engagement target for Q3/Q4 identified. Working with Learning and Dev. on training</p>		





# Internal Enterprise System Improvement



## Objective:

**The Foundation's Enterprise Systems are managed and enhanced in order to support a globally distributed workforce**

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KR1: ~~All assigned accounts are current and access are true based on Organizational Units assigned~~ "All users will be categorized according to clearly defined Organizational Units" (**updating for clarity**)

KR2: ~~80%~~ 45% of ITS Enterprise management tools are fully integrated and tested in order to automate OnBoard and OffBoard activities (**updating this percentage from 80 - 45% based on tools ITS administers and manages - ITS does not administer or manage the HRIS tool which reduces this number.**)

KR3: A 50% time reduction in performing OffBoard activities, specifically removing access to all internal systems and data

**Target quarter for completion:** Q4

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# Internal Enterprise System Improvement

## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
KR1: All users will be categorized according to clearly defined Organizational Units <b>Baseline:</b> 0%	100%	30%	30%	0%	0%
KR2: 45% of ITS Enterprise management tools are fully integrated and tested in order to automate OnBoard and OffBoard activities <b>Baseline:</b> 0%	100%	0%	0%	0%	0%
KR3: A 50% time reduction in performing OffBoard activities, specifically removing access to all internal systems and data <b>Baseline:</b> 0%	100%	0%	0%	0%	0%



# Supplier Diversity Expansion Project



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# Supplier Diversity Expansion Project



## Objective:

**Evaluate the Foundation's existing supply base against diversity criteria, research benchmarks and establish appropriate objectives for our environment, identify solutions to expand availability of diverse vendors, and recommend reasonable targets for foundation to act on.**

KR1: Establish Minority Vendor Baseline

KR2: Pitch Business Solutions Recommendations

KR3: Increase the number of minority vendors within the Foundation's supply base

KR4: Implement design solutions





# Supplier Diversity Expansion Project

## Performed Market Research

- Define Program Requirements to needs
- Source Suppliers
  - Outsourced diversity vendor options
  - Supplier Diversity categories, definition and databases
  - COUPA diversity, risk assessment module
- Fold in Risk Assessment

## Defined Diversity Classifications

HUB	LGBTBE	AFRICAN AMERICAN/BLACK	ASIAN PACIFIC AMERICAN
DISABLED	VET	HISPANIC AMERICAN	ASIAN-INDIAN
MBE	WBE	NATIVE AMERICAN	ASIAN AMERICAN

## Promoted Collaboration

- Stand up and round out team from various department representation
- Diversity expansion working meeting

## Recommendation

- Review and assess compilation of responses
- Spend Data Analysis
- Score Responses



# Supplier Diversity Expansion Project



## Key Results

Year  
Goal

Q1  
Status

Q2  
Status

Q3  
Status

Q4  
Status

KR1: Establish Minority Vendor Baseline	100%	-	-	100%	complete
KR2: Pitch Business Solutions Recommendations	100%	-	-	100%	complete
KR3: Increase the number of minority vendors within the Foundation's supply base	100%	-	-	20%	30% - ongoing
KR4: Implementation of design solutions	100%	-	-	20%	50% - design completion / Prog. roll out Q1-new FY

