2013 First Employee Study

Q1.1 Thank you for your participation in the Wikimedia First Employee Study. Increasingly, entities in the Wikimedia Movement (for example, chapters or thematic organizations) are interested in hiring staff to alleviate the workload of local volunteers. This survey will take approximately 10-15 minutes to complete, depending on the experiences your organization has had with hiring.   Hiring a first employee in an entirely volunteer-led movement is a difficult process. The goal of this survey is to elicit some information on the following particular points of difficulty: Determining if and when an employee should be hired Creating and detailing the role/profile of the first employee Onboarding/orienting a new employee (i.e., transitioning a new employee into the organization and movement through training, goal-setting, etc.)   We understand that the nature of a survey of this kind is sensitive, and consequently responses will be kept anonymous. By answering these questions, you permit us to record your responses and agree to donate them to the public domain. This allows us to freely share your answers with others for the purpose of open analysis, research, and study. We will not share publicly your name, address, phone number, or email except as required by law. This commitment assumes you do not incorporate your personal information in response to a question that doesn't ask for it.

Q1.2 Has your organization (chapter or thematic organization) ever hired an employee or contractor?

❍ Yes (1)
❍ No (2)

Q1.3 Has your organzization ever had interns (whether paid or unpaid)?

❍ Yes (1)
❍ No (2)
❍ I am not sure (3)

Q1.4 What is your current role with your organization?
- ❍ Chair/President of the Board (1)
- ❍ Board Member (2)
- ❍ Other Board or organization office holder (e.g., treasurer, secretary) (3)
- ❍ Executive Director (4)
- ❍ Other organization staff (5)
- ❍ Organization member and/or local volunteer (6)
- ❍ Other (please specify) (7) _____

Q1.5 When was your organization first recognized by Wikimedia's Affiliations Committee?
- ❍ 2013 (1)
- ❍ 2012 (2)
- ❍ 2011 (3)
- ❍ 2010 (4)
- ❍ 2009 (5)
- ❍ 2008 (6)
- ❍ 2007 (7)
- ❍ 2006 (8)
- ❍ I am not sure / prefer not to answer (9)

Q1.6 When was your organization first legally incorporated?
- ❍ 2013 (1)
- ❍ 2012 (2)
- ❍ 2011 (3)
- ❍ 2010 (4)
- ❍ 2009 (5)
- ❍ 2008 (6)
- ❍ 2007 (7)
- ❍ 2006 (8)
- ❍ 2005 (9)
- ❍ 2004 (10)
- ❍ I am not sure / prefer not to answer (11)

Q2.1 We'd love to learn more about how your organization has used the internship model, and whether it has been effective for you.

Q2.2 When did your organization bring on its first intern(s)?
- ○ 2013 (1)
- ○ 2012 (2)
- ○ 2011 (3)
- ○ 2010 (4)
- ○ 2009 (5)
- ○ 2008 (6)
- ○ 2007 (7)
- ○ 2006 (8)
- ○ 2005 (9)
- ○ I am not sure / can't remember (10)

Q2.3 Does your organization currently have any interns?
- ○ Yes (1)
- ○ No (2)
- ○ I am not sure (3)

Q2.4 Are/were the intern(s) paid?
- ○ Yes (1)
- ○ No (2)
- ○ Sometimes (3)
- ○ I am not sure / can't remember (4)

Q2.5 What is/was the primary nature of the interns for your organization? Select all that apply.
- ❑ Human Resources / Recruiting (1)
- ❑ Strategy (2)
- ❑ Communications / Design (3)
- ❑ Legal (4)
- ❑ Administrative (5)
- ❑ Finance / Accounting (6)
- ❑ Other (please specify) (7) _____

Q2.6 How did you find and/or recruit your intern(s)? Select all that apply.
- ❑ Universities (1)
- ❑ Secondary schools (2)
- ❑ Professional associations (3)
- ❑ Other (please specify) (4) _____

Q2.7 Considering the amount of time it took for training the new employee, how satisfied are you with the overall impact of the intern's work on your organization?
❍ Very Dissatisfied (1)
❍ Dissatisfied (2)
❍ Neutral (3)
❍ Satisfied (4)
❍ Very Satisfied (5)

Q2.8 Why were you less than satisfied with the impact of the intern(s)? Please describe, for example "took too long to train," or "intern did not consult community."

Q2.9 What made you satisfied with the impact of the intern(s)? Please describe, and include examples of what the specific projects the intern(s) completed that were well-suited to your organization's needs.

Q3.1 Is your organization considering bringing on paid staff?
❍ Yes (1)
❍ No (2)
❍ I am not sure (3)

Q3.2 Why are you NOT considering bringing on paid staff? Select all that apply.
❑ Do not need the extra support (1)
❑ Too expensive (2)
❑ Too difficult to manage (3)
❑ Work can be handled by volunteers (4)
❑ Legal limitations (5)
❑ Other (please specify) (6) _____
❑ Too difficult to get funding (7)

Q3.3 What legal limitations or restrictions exist in your local environment, that have discouraged you from hiring staff? How has your organization considered working around these limitations?

Q3.4 We'd love to learn more about how you made the decision to NOT hire staff for the time. Please describe the way your board came to the decision.

Q3.5 Please provide some thoughts on the nature of this discussion as to whether or not to hire staff. For example, what are the main points of consideration? How close are you to making a decision?

Q90 What support - if any - would you need in order to hire an employee? Please describe.

Q4.1 Think back to the very first paid worker that your organization had, whether an external contractor or an employed staff. Please answer the following questions with this employee/contractor in mind.

Q4.2 Were you a part of the organization when the first paid worker was hired?
❍ Yes (1)
❍ No (2)

Q4.3 Which of the following best describes your organization's first paid worker?
❍ Staff, employed directly by the organization (either part-time or full-time) (1)
❍ External contractor, contracted by the organization (either part-time or full-time) (2)
❍ Other (please specify) (4) _____

Q4.4 When did your organization bring on its first paid worker? This could include part-time employee, full-time employee, or external contractor.
❍ 2013 (1)
❍ 2012 (2)
❍ 2011 (3)
❍ 2010 (4)
❍ 2009 (5)
❍ 2008 (6)
❍ 2007 (7)
❍ 2006 (8)
❍ 2005 (9)
❍ I don't know / can't remember (10)

Q4.5 What was your involvement in the hiring process of your organization's first staff member?
❍ I led the hiring process (1)
❍ I was part of the hiring committee (2)
❍ I was an observer of the process (3)
❍ I was not involved in the hiring process (4)
❍ Other (please specify) (5) _____

Q6.1 We are most interested in gathering feedback from people who were a part of the first employee hiring process (including decision to start hiring as well as the process for hiring and onboarding). Is there someone from your organization whom you could recommend as qualified to answer these questions?

❍ I am that person! I was part of the decision process. (1)
❍ No, I don't know who to contact (2)
❍ Yes, their contact (name/email/username)information is... (3)
_____

If I am that person! I was par... Is Not Selected, Then Skip To End of Survey

Answer If We are most interested in gathering feedback from people ... I am that person! I was part of the decision process. Is Selected

Q6.2 What was your involvement in the hiring process of the first staff member?

❍ I led the hiring process (1)
❍ I was part of the hiring committee (2)
❍ I was an observer of the process (3)
❍ Other (please specify) (4) _____

Q7.1 The following questions are about your experiences working with an external contractor. We'd love to learn about your experiences working with an external contractor and whether it was effective for you.

Q7.2 What was the primary nature of the external contractor that your organization hired? Select all that apply.

❑ Human Resources / Recruiting (1)
❑ Strategy (2)
❑ Communications / Design (3)
❑ Legal (4)
❑ Administrative (5)
❑ Finance / Accounting (6)
❑ Other (please specify) (7) _____

Q87 How long did your organization anticipate having the support of this external contractor (whether the individual or the contractor company)?

❍ Indefinitely (i.e., no end in sight!) (1)
❍ Longer term (i.e., more than 6 months) (2)
❍ Short term (i.e., less than 6 months) (3)
❍ I am not sure / can't remember (4)

Q7.3 Did your organization consider hiring staff as opposed to bringing on an external contractor?

❍ Yes (1)
❍ No (2)
❍ I am not sure / can't remember (3)

Q7.4 Why did your organization decide to make this a contract position rather than a staff or volunteer position?

❍ Required specialized skills (1)
❍ Too demanding/time-sensitive for volunteer (2)
❍ Cheaper than staff (3)
❍ Not enough workload to justify staff' (4)
❍ Legal limitations in hiring staff (5)
❍ Other (please specify) (6) _____

Q7.5 How did your organization/board make the decision to hire a contractor versus staff? Please capture the key decision-making points to the best of your ability.

Q7.6 How satisfied were you with your decision to hire your first contractor?
○ Very Dissatisfied (1)
○ Dissatisfied (2)
○ Neutral (3)
○ Satisfied (4)
○ Very Satisfied (5)

Q7.8 Since the hiring of your first contractor, which of the following has your organization done?
❑ Contracted with other external contractors (1)
❑ Hired full time staff (2)
❑ Hired part-time staff (3)
❑ Brought on interns (4)

Answer If Since the hiring of your first contractor, which of the f... Hired full time staff Is Selected Or Since the hiring of your first contractor, which of the f... Hired part-time staff Is Selected
Q7.9 When did your organization hire its first staff member?
○ 2013 (1)
○ 2012 (2)
○ 2011 (3)
○ 2010 (4)
○ 2009 (5)
○ 2008 (6)
○ 2007 (7)
○ 2006 (8)
○ 2005 (9)
○ I am not sure / can't remember (10)

Q8.1 Did your organization conduct a strategic assessment of the needs of your community prior to making the decision to hire a contractor or employee?
○ Yes (1)
○ No (2)
○ I am not sure / don't remember (3)
If Yes Is Not Selected, Then Skip To End of Block

Q8.2 Who was involved with the strategic assessment?

- ❑ Local community (1)
- ❑ Online community (2)
- ❑ Board of Directors (3)
- ❑ Other Wikimedia organizations / Wikimedians (4)
- ❑ External consultants / facilitators (5)
- ❑ Other (please specify) (6) _____
- ❑ WIkimedia Foundation (7)
- ❑ Non-Wikimedian, like-minded organizations (please specify) (8)

  _____

Q8.3 Please rate the levels of involvement of your participants from "Not at all active" to "Very active"

	Not at all active (1)	Somewhat active (2)	Active (3)	Very active (4)
Local community (x1)	○	○	○	○
Online community (x2)	○	○	○	○
Board of Directors (x3)	○	○	○	○
Other Wikimedia organizations / Wikimedians (x4)	○	○	○	○
External consultants / facilitators (x5)	○	○	○	○
Other (please specify) (x6)	○	○	○	○
WIkimedia Foundation (x7)	○	○	○	○
Non-Wikimedian, like-minded organizations (please specify) (x8)	○	○	○	○

Q8.4 How much do you agree with the following statements?The strategic assessment...

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
... significantly influenced our organization's decision of whether or not to hire staff/contractors (1)	○	○	○	○	○
... guided the development of the job description for the new staff/contractors (2)	○	○	○	○	○
... continues to guide our organization's decisions (3)	○	○	○	○	○

Q9.1 You indicated that your chapter hired staff members following the hiring of an external contractor. We would love to learn more about that process. Would you be willing to spend about five more minutes answering questions about your organization's experiences bringing on its first staff member?
○ Yes, I can spend 5 more minutes (1)
○ No, I will end the survey now (2)

Q10.1 We want to better understand the scope of the different roles of first employees. Organizations have various strategies in hiring their first employees: some short-term contractors, some full-time employees, some bring on interns. We are interested in learning your model.   For the purposes of this study, do not count any agencies helping with hiring/recruiting as your first paid staff role.

Q10.2 Was the first employee hired on a full-time basis or a part-time basis (e.g., three working days per week)?
○ Full-time (1)
○ Part-time (2)
○ I am not sure / can't remember (3)

Q10.3 When planning the role and workload for the first employee, how long did your organization anticipate having this position as part of your organization structure?

❍ Indefinitely (i.e., no end in sight!) (1)
❍ Longer term (i.e., more than 6 months) (2)
❍ Short term (i.e., less than 6 months) (3)
❍ I am not sure / can't remember (4)

Q10.4 What were the proposed job responsibilities for the first paid worker? Please allocate the percentage (%) of time the employee was anticipated to spend on each of the following by dragging the bar (combined percentages should equal 100%):

_____ Strategy (i.e., setting the direction and vision of the organization) (1)
_____ Administration (i.e., booking travel, managing the office, accounting & finance, planning events, etc.) (2)
_____ Programs (i.e., working directly on managing a program, for example the Education Program or GLAM partners) (3)
_____ Other (please specify) (4)

Q10.5 Did your organization consider having an external contractor (whether full or part-time) do this work?

❍ Yes (1)
❍ No (2)
❍ I am not sure / can't remember (3)

Answer If Did you consider having a contractor (whether full or par... Yes Is Selected
Q10.6 Why did your organization ultimately choose to hire an employee, rather than outsource the work to a contractor?

Q10.7 What was the job title of the first employee? (If one of the below choices is approximately accurate, please choose one of the following; otherwise, fill in the appropriate title.)

❍ Executive Director / Chief Executive Officer (1)
❍ Office Administrator / Office Manager (2)
❍ Director of Programs (e.g., Education Program, GLAM) (3)
❍ Project Coordinator / Project Manager (4)
❍ Other (please specify) (5) _____

Q10.8 Thinking back on your original job description for the ${q://QID20/ChoiceGroup/SelectedChoices}, how much do you agree with the following statement?   The original job description accurately described the responsibilities for the role, and consequently attracted the right candidates for the job.
❍ Strongly Disagree (1)
❍ Disagree (2)
❍ Neither Agree nor Disagree (3)
❍ Agree (4)
❍ Strongly Agree (5)

Q88 Thinking back on your original job description for the ${q://QID20/ChoiceGroup/SelectedChoicesTextEntry}, how much do you agree with the following statement?   The original job description accurately described the responsibilities for the role, and consequently attracted the right candidates for the job.
❍ Strongly Disagree (1)
❍ Disagree (2)
❍ Neither Agree nor Disagree (3)
❍ Agree (4)
❍ Strongly Agree (5)

Q11.1 Which of the following best describes the first employee, prior to employment?
❍ Wikimedian (1)
❍ Non-Wikimedian (2)
❍ I am not sure / can't remember (3)

Q11.2 Which of the following best describes the professional background experiences of your first employee? Select all that apply.
❑ Non-profit sector (1)
❑ Open source / free knowledge "sector" (2)
❑ Technology / IT sector (3)
❑ Education sector (4)
❑ No significant professional experience previously (5)
❑ Other (please specify) (6) _____

Q11.3 When thinking back to the original recruiting criteria, how important were the following components in selecting your candidate:

	Not at all important (1)	Somewhat important (2)	Very important (3)
Came from the Wikimedia community (1)	○	○	○
Came from the broader open source / free knowledge community (2)	○	○	○
"Culture fit" overall (3)	○	○	○
Expience managing teams and projects (4)	○	○	○
Amount of past experience (5)	○	○	○
Professional experience in non-profit (6)	○	○	○
Professional experience in Technology sector (7)	○	○	○

Q12.1 Before hiring the first employee, what was your organization's annual budget?
○ US$0-25,000 (1)
○ US$25,001-50,000 (2)
○ US$50,001-75,000 (3)
○ US$75,001-100,000 (4)
○ US$100,001-200,000 (5)
○ US$200,001 + (6)
○ I am not sure / can't remember (7)

Q12.2 Who was on the hiring committee for your first employee? That is, who gave input into the ultimate hiring decision? Select all that apply.

- ❏ Board office-bearers (e.g., chair, vice-chair) (1)
- ❏ Board as a whole (2)
- ❏ Online community members (3)
- ❏ Volunteers leading programs (4)
- ❏ Outside agency or external recruiting firm (5)
- ❏ Other Wikimedia organizations/chapters (6)
- ❏ Wikimedia Foundation (7)
- ❏ Other (please specify) (8) _____

Q12.3 Which of the following did the Hiring Committee take in order to prepare itself for the hiring of the first employee?
❑ Spoke in depth with other Wikimedia organizations who had hired employees (1)
❑ Spoke in depth with other Wikimedia organizations who had decided NOT to hire employees (2)
❑ Spoke with the Wikimedia Foundation (WMF) (3)
❑ Spoke with other volunteer organizations that have hired employees (4)
❑ Read external documents with suggestions on when and how to hire (5)
❑ Other (please specify) (6) _____
❑ None of the above (7)
❑ Spoke with external experts (8)

Answer If Which of the following did the Hiring Committee engage in... Spoke with other volunteer organizations that have hired employees Is Selected
Q12.4 What other organizations were helpful models for you and/or your Wikimedia organization? Please list all you can remember!

Answer If Which of the following did the Hiring Committee engage in... Read external documents with suggestions on when and how to hire Is Selected
Q12.5 What external documents did you read which were helpful for you and/or your organization? Please list all you can remember!

Answer If Which of the following did the Hiring Committee take in o... Spoke with external experts Is Selected
Q12.6 Who were the experts which helped you and/or your organization? Please list all you can remember!

Q12.7 How did the board prepare itself and the broader chapter/organization and community for the hiring of the first employee? Please describe below; for example, "We outlined the the roles that would still remain with the volunteers (e.g., leading workshops), and those that would fall under the new employee (e.g., booking venues for events)."

Q13.1 "Onboarding" describes the process through which a new employee acquires the knowledge, skills, and behaviors to become effective in their position within their organization. This includes teaching the new employee about the work already being done across the organization, introducing the new employee to the board and volunteers, teaching the new employee communication and documentation expectations and "norms," etc.

Q13.2 Did you have a plan for the onboarding of your new employee prior to him/her starting?
❍ Yes (1)
❍ No (2)
❍ I am not sure / can't remember (3)

Answer If Did you have a plan for onboarding of your new employee p... Yes Is Selected
Q13.3 Please describe the nature of your onboarding plan. Who was involved? What were the topics?

Q13.4 Who all helped with the training and orientation of the new employee? Select all that apply:
❑ Board members (1)
❑ Local volunteers (2)
❑ Online volunteers (3)
❑ Other chapter members (4)
❑ Wikimedia Foundation (5)
❑ Other (please specify) (6) _____
❑ I am not sure / can't remember (7)

Q13.5 Approximately how long did it take your first employee to be fully oriented to the new position and organization?
❍ 1-2 months (1)
❍ 3-4 months (2)
❍ 5-6 months (3)
❍ 7-12 months (4)
❍ More than 12 months (5)
❍ I am not sure / can't remember (6)

Q13.6 What was the most useful part in your organization's onboarding of the new employee? For example, was there a certain training module or introductory activity that you would repeat?

Q14.1 Did the role of the first employee change significantly over time?
❍ Yes (1)
❍ No (2)
❍ I am not sure (3)

Q14.2 Please describe how the role changed over time. For example, "The role switched from part-time to full-time, as the number of universities involved in our education program increased."

Q14.3 Since the hiring of your first employee, which of the following has your organization done?
❑ Hired [additional] full-time staff (1)
❑ Hired [additional] part-time staff (2)
❑ Contracted with external contractors (3)
❑ Brought on interns (4)

Q14.4 How long did the first employee work for your organization?
❍ Still works at the organization! (1)
❍ 7-12 months (2)
❍ 12-24 months (3)
❍ 25-36 months (4)
❍ 37-48 months (5)
❍ More than 48 months (6)
❍ I am not sure / can't remember (7)
❍ 0-6 months (8)

Q14.5 Which most accurately explains the nature of your employee's departure? Select all that apply, and remember that all responses are confidential.
❑ Role significantly changed from original job description / expectations (2)
❑ Poor cultural fit for the position (3)
❑ Did not have the skills necessary to complete the job (4)
❑ Was not able to meet deadlines (5)
❑ Chose to leave due to being overworked (6)
❑ Left due to extenuating life circumstances (moving, family changes, etc.) (7)
❑ organization ran out of funding (8)
❑ Other (please specify, if you can) (9) _____

Q14.6 Did you see any indicators of this during the interview process?
❍ Yes (1)
❍ No (2)

Q14.7 Overall, how satisfied are you with your organization's process of hiring and onboarding of your first employee?
❍ Very Dissatisfied (1)
❍ Dissatisfied (2)
❍ Neutral (3)
❍ Satisfied (4)
❍ Very Satisfied (5)

Q14.8 If you could go back and change something about the process of hiring and onboarding your first employee, what would you change? Select up to three.
❑ Designing position's roles and responsibilities (1)
❑ Criteria for position hiring (e.g., Wikimedian, work experience) (2)
❑ Involving community in the hiring process (3)
❑ Involving the board in the hiring process (4)
❑ Onboarding / orientation process (5)
❑ Decision to hire an employee versus none (6)
❑ Decision to hire an employee versus contractor or intern (7)
❑ Other (please specify) (8) _____
❑ Nothing - hiring and onboarding was great! (9)

Q5.1 You indicated that you hired someone other than a contractor a staff. Could you please explain in more detail the nature of this position?

Q5.2 What was the primary nature of the position that your organization hired? Select all that apply.
❑ Human Resources / Recruiting (1)
❑ Strategy (2)
❑ Communications / Design (3)
❑ Legal (4)
❑ Administrative (5)
❑ Finance / Accounting (6)
❑ Other (please specify) (7) _____
❑ Not applicable (8)

Q5.3 Since working with this position, which of the following has your organization done? Select all that apply.

- ❑ Contracted with other external contractors (1)
- ❑ Hired full-time staff (2)
- ❑ Hired part-time staff (3)
- ❑ Brought on interns (4)