

Tuning Session Talent & Culture

FQ1 FY19-20 Oct 2019



WIKIMEDIA
FOUNDATION

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



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 includes:

- First ever rollout of goal-setting aligned to org priorities for every staff member
- A finalized level framework that informs all of the other workstreams
- Launch of the platform (Betterworks) that consolidates core processes (goals, perf, feedback, development)

Key Results

Deliver the philosophy, principles, and guidance for our core people processes to support the Wikimedia Foundation people strategy by Dec 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 a successful rollout of a goal-setting system: 100% of eligible staff with 2-3 Objectives & Key Results (OKRs) in Betterworks by Dec 31
Baseline: 0%

Deliver training on compensation and promotion philosophy, principles, and guidance to 100% of eligible people managers by Feb 28
Baseline: 0%

Y1-Goal

100%

10% increase

100%

100%

Q1-Status

63%

N/A

86%

N/A

System of Performance



86% of our staff have shared OKRs reflecting our most important priorities for the first time ever.

We ratified a level framework with the c-team for the first time ever.

We rounded out our set of Leadership Accountabilities with a VP framework, a critical leadership level for our future.

As a result, we've seen people starting to connect the dots - eg using leadership accountabilities to set the right goals.



Drill Down: System of Performance



The situation

While the work is widely recognized as being needed, the pace of change is challenging.

The impact

We can expect to see different types of behaviors at this point in the change curve, as people make sense of the changes in different ways. Some people are overwhelmed.

The recommendation

To accommodate the need to absorb the change, we've proposed a six-week extension.

Diversity & Inclusion (D&I)



Objective:

3 key T&C processes designed or updated to remove barriers to diversity & inclusion

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: 72% (Aug '18)

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

+5%

+5%

Q1-Status

In progress
(see notes)

In progress
(see notes)

In progress
(see notes)



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.

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

Staff will receive a presentation in October. Following that, we will run the annual Inclusion Survey, a key benchmark with these OKRs.



Recruiting DEI



Objective:	Key Results	Y1-Goal	Q1-Status
Remove barriers to diversity and inclusion, to have diverse staff which represents the global community we serve	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	100%	60%
As a result of the Paradigm project and other findings to support our hiring goals for this FY, we have identified 3 key areas to focus our efforts to support a continuous hiring model and bring in more diverse applicant pools and encourage more equitable hiring processes internally.	Hire DEI Director to work with internal teams in setting a more clear vision and strategy by Dec 31, starting prior to All Hands Baseline: 0%	100%	25%
As a result, we have hired 60% female / 52% PoC into full time req # roles during Q1.	Support staff by coaching and development around diversity initiatives, trainings & programs via quarterly hiring manager (HM) and interview trainings Baseline: 50%	100%	25%
	Consistently increase number of diversity and/or international job board postings by +1 going forward Baseline: 9 postings per role / 90%	100%	100%



Recruiting Ops



Objective:

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

Identified bottlenecks in the recruiting ops process & developed projects to address them. Bottlenecks include: antiquated offer letter process, lack of access to international compensation data early on in the recruiting cycle and refreshing HMs/panels on training highlights. Projects in process:

- Automate offer letter generation through Greenhouse
- Implement DocuSign for candidate signatures
- Provide training and access for Recruiting on Mercer international compensation database (and later Payscale)
- Develop mini-training 'refreshers' at kick off for hiring managers and interview panels

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: 50%

Y1-Goal

Q1-Status

100%

30%

100%

40%

100%

25%



Drill Down: Recruiting Ops



The situation

Headcount #s are behind

Backfills (currently 30% of workload, up 2x from FQ1) taking precedence over new reqs pre-planned for FQ1 hire

Behind schedule - roles budgeted for a FQ1 hire were not opened until FQ1

Contractor roles being initiated prior to FT req # requests

The impact

Creates a disconnect between FP&A and Recruiting to report on hiring performance against headcount plans

Impedes Recruiting team's ability to properly plan resources to support hiring requests

Puts us behind hiring goals

Recommendations

Re-review budgeted hire dates based on current needs w/ C-levels

Require prioritization of req #s over contract hires when requesting full cycle recruiting assistance; plan for conversions well ahead of time (esp international)

Request HMs plan *at least* 90+ days in advance for hires; recruiting to support via 'time to open' reminders to c-team leaders at the beginning of each month

Plan for expected attrition and build into hiring plan proactively to help resource appropriately

Department:
Talent & Culture



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 PEO 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 by Jan 1)

Vendor review by 12/31

Feb 28 payroll

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

Q1-Status

60%

To kick off project plan

Waiting on job leveling (11/12 week)

Testing with Recruiting



HR Ops - Expansion Slide



Heavy onboarding, conversions, offboarding, benefits and immigration regular workstreams took precedence for FQ1. Heavy HR Ops team changes.

Streamlining and advancing HR Ops systems and programs initially focused on non-Annual Plan projects that came from the outside counsel recommendations on reducing employment risk internationally.

Once HR Ops increases bandwidth, more operations and programs will also receive focus to scale with the foundation's MTP, including on/offboarding, dashboards, compensation, etc.



T&C Department



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Escape 100 Winner

OUR CRITERIA

We judged all organisations that were nominated against 6 criteria.



IMPACT



PLANET



MISSION



PEOPLE



INNOVATION



B-CORP

[More info](#)

13,000

Organisations were
nominated

2,000+

Organisations took
part

6

Criteria used to judge

100

Winners

51



WIKIMEDIA
FOUNDATION



WIKIMEDIA FOUNDATION
San Francisco

Creating and maintaining the world's biggest cache of open-source, free knowledge

100

Score

9.5/10

Employee
Rating

25

Reviews

[View Profile](#)

Robyn Hired and Onboarded!



Wikimedia  @Wikimedia · Aug 29

The Wikimedia Foundation is excited to announce the appointment of Robyn Arville as Chief Talent and Culture Officer (CTCO).



Wikimedia Foundation welcomes Robyn Arville as Chief Talent and C...

The Wikimedia Foundation is excited to announce the appointment of Robyn Arville as Chief Talent and Culture Officer (CTCO). Robyn brings ...

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System of Performance: Betterworks set up and launched for MTP and OKRs

WIKIMEDIA FOUNDATION Objectives

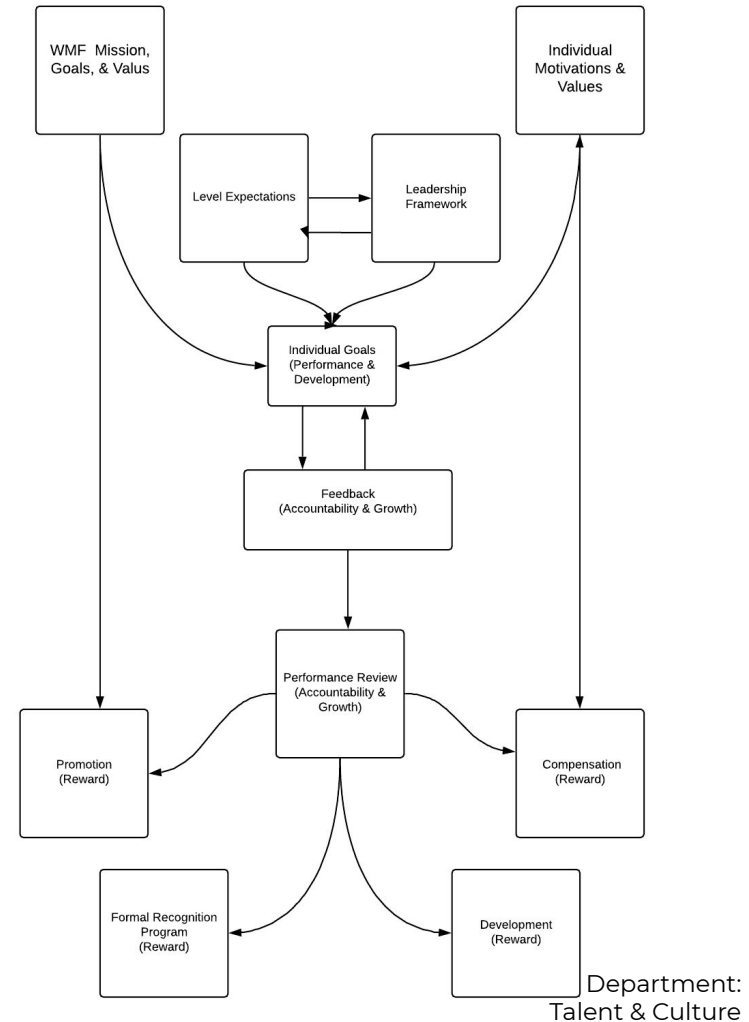
← No Dates → My Objectives My Direct Reports Top Company Objectives

Show filters

Top Company Objectives (modified) Save as new

Select All Objectives Last Updated

- Valerie D'Costa (Chief of Community ...)
 - MTP-Y1: Brand Awareness (Heather Walls, Team/Department)
- Grant Ingersoll (Chief Technology Off...)
 - MTP-Y1: Global Advocacy (Amanda Keton, Team/Department)
- Amanda Keton (General Counsel)
 - MTP-Y1: Organizational Efficacy & Resilience (Janeen Uzzell, Team/Department)
- Janeen Uzzell (Chief Operating Offic...)
 - MTP-Y1: Platform Evolution (Grant Ingersoll, Team/Department)
- Heather Walls (Chief Creative Officer)
 - MTP-Y1: Thriving Movement (Valerie D'Costa, Team/Department)
- Toby Negrin (Chief Product Officer)



Recruiting by the #s

Q1 Hiring Progress

- 35 hired overall (25 ft req # roles + 1 internal transfer; 3 intern/fellows; 6 contractors)
- Including 3 c-level hires complete (CTCO, GC, CTO); 1 VP (Chief of Staff)

Candidate engagement survey results, candidates report:

- 75% had a positive overall experience
 - Positive areas: timeliness, preparedness, courtesy/respect
 - Areas to improve: difficulty, length of process



D&I Connections: Annual report blog & Color in Tech visit



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← News

Wikimedia Foundation diversity and inclusion information about our workers— 2019 by the numbers

By [Aubrey Williams](#) • 1 October 2019



Color in Tech at the Wikimedia Foundation

Private

63 views • Streamed live on Sep 17, 2019

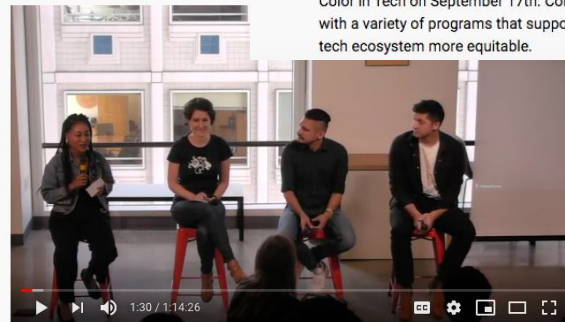
0 likes 0 dislikes SAVE ...



Chandra Wiseman
45 subscribers

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The Diversity and Inclusion team will be hosting a cohort of students from the organization Color in Tech on September 17th. Color in Tech is a global diversity and inclusion organization with a variety of programs that support underrepresented groups. Their goal is to make the tech ecosystem more equitable.



Color in Tech at the Wikimedia Foundation

Private

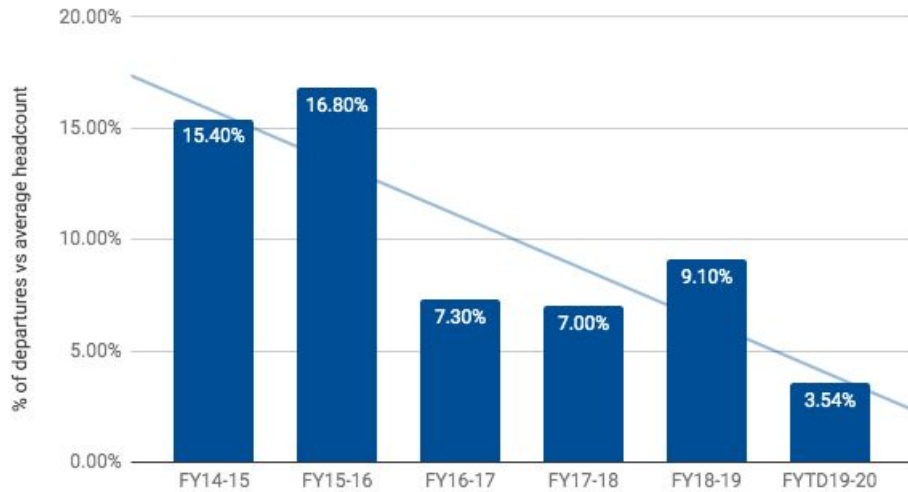
63 views • Streamed live on Sep 17, 2019

0 likes 0 dislikes SAVE ...

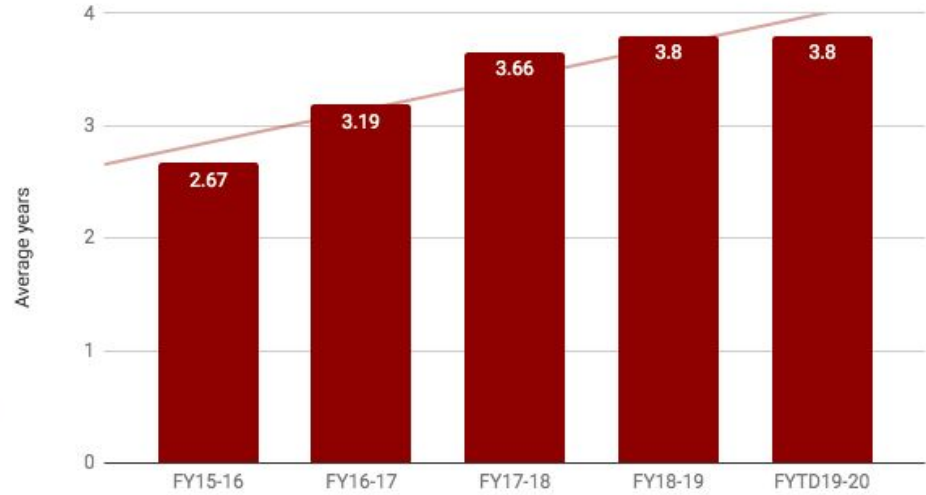
Department:
Talent & Culture

Turnover & Tenure

Turnover



Tenure (yrs)



Yearbook Recognition



Jessi: Most likely to engage in civil discourse



Aubrey: Most likely to welcome & cherish differences



Cara: Most likely to inspire



Julie: Most likely to be in this together



Liz: Most likely to strive for excellence

