

Public response to Fae's Report of 17 November 2012 (Business names redacted).

General comments from the Chief Executive

- There are, of course, a million and one facts and figures involved in running a charitable company such as Wikimedia UK. The CE is charged with operationalising the agreed strategy and overseeing the whole organisation. Board members must agree some limits to separate the Board's legitimate areas of concern with that which has been delegated to the CEO.
- Holding the CEO to account for these sorts of detailed issues should be done through board reports and channels.
- Given Fae's interest in the excessive hours worked by managers and staff, am sure he understands that answering all these questions takes up a lot of the CEO and other staff's time. Perhaps the Board could agree to bring these questions under broader headings of concern to be dealt with over the coming months?
- If all these questions are for public reports, there should be limits of detail that are best dealt with by internal controls and do not require full public attention.

Response to questions raised

1. Train the trainers supplier 'C'

- a. A summary of current cost breakdown of all spend, up to 10 November, including expenses and feedback sessions follows:

Date	Invoice Ref	Details	Budget	Cost
30 June 2012	040	Training the Trainers, June 2012	7 - Train the Trainers	£6560.40
30 August 2012	093	Train the Trainers feedback sessions, 1 hour each, for 10 people	7 - Train the Trainers	£1500.00
16 October 2012	179	Board Strategy Day - facilitation	25 - Board Costs	£1555.92

- b. The total cost of the first tranche of Train the Trainers was £9,514.66. There were 11 attendees for the last course: this is a cost of £864.97 per head. This includes all expenses and Midas fees for the first tranche. This is broken down as follows:
 - Attendee Food £403.74
 - Attendee Travel £261.60
 - Attendee Hotels £737.05
 - Stationery costs £51.87
 - Professional Fee £6560.40
 - Feedback Sessions £1500.00
- c. We have not investigated the number of volunteers interested in using their received training to gain personal benefit in their future commercial or career purposes. This issue was not raised as a potential issue when Train the Trainers was planned during the last Financial Year, and there has not yet been a board consensus on whether this is an issue that warrants investigation or action. As a result, there has not been time to put a system in place to collect this information. Additionally, if the information is collected and found to be unfavourable, there is no agreed action

in place. We are happy to put into place any system or action which the trustees feel is necessary, once the board give the staff direction on this issue.

- d. It is my hope that at least one more event using 'c' is booked under the same basis as the previous ones.

2. **Business Cards**

- a. The cost per business card – approximately 15 pence, assuming 500 cards per person – was not something that was investigated as thoroughly as it could have been, however, at least three suppliers were investigated. Printer 'd' were not the cheapest, but they had excellent recommendations. We first ordered cards for staff. Richard felt that these cards were of excellent quality, and that the service was also excellent. He went ahead with ordering cards for volunteers and trustees from the same supplier with support from the Chief Executive. We do not believe that this represents a failure to make an effective procurement choice, as alternative suppliers were sought, and a sensible decision was reached. The cost would have been high regardless of our supplier, as there was a small number of cards (minimum of 25) being printed for a large number of people (15+). In future, we will ensure that business card purchases are more thoroughly researched.
- b. Our current printer cartridges cost £109.19 from our current supplier. The RRP for this product is £150.72. It is possible, by ordering through smaller suppliers, to cut this cost to £80-90 – but Richard feels that having a minimal number of suppliers for our office stationery (with corresponding lower costs in staff time) outweighs this price difference. I do not feel that it is a good use of staff time to research the market every time we order new printer cartridges or other stationery. There are more important things to be done.
- c. Volunteers with business cards with GLAM- or Wikimania- related titles have been asked to destroy their cards. We have relied on volunteers to self-report this destruction rather than destroying them in the office, as we trust volunteers to destroy these cards themselves when asked. Non-GLAM and non-Wikimania cards have not been destroyed, as Richard does not feel that they are inappropriate or vanity titles. The only cards that have been destroyed are those which mention the roles of "GLAM Outreach Ambassador", or the terms "Lead" or "Leader".
- d. Decisions about business cards are now taken by the Chief Executive and the Communications Organiser. I do not feel that any further changes to policy or process are necessary.

3. **Chief Executive's last performance review**

The Chief Executive has responded to this, but in the recent events it was overlooked.

4. **Staff/Volunteer Conflicts of Interest**

Staff conflicts of interest are managed by the Chief Executive, not individual trustees or the board. Staff have declared any conflicts internally to the Chief Executive. The Volunteer Policy (http://uk.wikimedia.org/wiki/Volunteer_Policy) is designed to elevate the role of volunteers in the organisation, and does not mention conflicts of interests for volunteers. Staff cannot balance these two competing concerns - volunteer conflicts of interest and the Volunteer Policy - without direction from the board on how to manage volunteer conflicts of interest. Volunteer conflicts of interest do not have a current policy which can be applied, and we will happily take direction from the board on how best to manage volunteer conflicts of interest.

5. **Laptops**

It is difficult to accurately record the amount of time volunteers are using the office equipment, and any attempt to do so retrospectively would be grossly inaccurate. Each of the laptops is used at least twice a week, and all of them go out to GLAM events, but to spend too much time recording the use of these laptops would further delay the production of reports critical to the running of the charity. The reason we have these laptops is so that they can be used at events and in the office by volunteers and visitors. This is an entirely appropriate use of charitable resources considering our key remit is to support and promote the use of Wikipedia and other Wikimedia projects - which cannot be accessed without computing equipment. To break down the cost, the laptops have a three year life expectancy, which equates to a cost of £9.49/month. We have done a half-hour-long review of their use over the previous ten weeks, and we estimate that an individual laptop is, on average, used for 23 days out of every 50. At this level of use, it is clear that they are indispensable to our work.

6. Legal costs

A breakdown of legal costs follows:

Supplier	Date Invoiced	Invoice Number	Description	Cost
A	29/06/2012	00000037	Fundraiser agreement advice	£ 900.00
A	03/09/2012	00000101	Certificate & Report required by the WMF for the fundraiser	£ 4,680.00
A	30/09/2012	00000167	Additional certification work required to meet outstanding obligations of Fundraiser Agreement	£ 2,639.40
A	28/09/2012	00000169	Advice related to WMF/WMUK discussions	£ 4,749.60
A	06/11/2012	00000228	Professional Fees re: Commercial agreements & Conflict of Interest	£ 5,014.80
B	22/02/2012	-	QRPedia	£ 900.00
B	06/03/2012	-	ASA Complaint	£ 1,140.00

Certain legal expenses: eg the visa costs for Wikimania, and small payments to HMRC and Companies House, have been excluded. The Conflict of Interest work was done at the request of the chair as a matter of urgency with the full support of the Chief Executive. The Fundraiser work was done after board discussion, as was the work around the recent negotiations with the Foundation.

7. Financial year splits

This information is published on the monthly finance report, and in the working budget at <https://docs.google.com/a/wikimedia.org.uk/spreadsheet/ccc?key=0ArU6-SFBZAbsdGxjWWJlUF8wUHFTcVJ6d2NoZzRNWHc#gid=0>. The treasurer is working with Richard and the CE on management reporting methods based on recommendations from our auditors and the Foundation's Financial Officer. The staff would appreciate specific Trustee suggestions for revision to its format in response to the new format of reports available at this board meeting.

8. Emails

Phone enquiries: Not tracked, but generally answered immediately. If no-one is in, it takes at most 24 hours to return the call. Voicemail is checked daily.

Written enquiries: Not tracked, but the number of letters into the office negligible. Any urgent issues are responded to within 24 hours. Other issues may take up to 3 days.

Email enquiries: Legal issues, membership issues, and fundraising issues are all responded to within 48 hours. All other enquiries are dealt with within 5 days. To generate a report for turnaround time, by month, over the past several months would require more staff time than is currently available.

Emails are logged and archived in several places: through OTRS for info@ emails, and through two WMUK-hosted accounts for membership@ and fundraising@. info@ emails are available for later audit by anyone with OTRS access. Emails to membership@ and fundraising@ are available to audit by certain staff (Katherine, Richard & Jon), currently Mike in his sysadmin role, and to our auditors. It is not appropriate to make these routinely available for access to trustees or volunteers, as they contain cardholder details, and other financial information. Katherine is happy to report on response times for emails to these addresses, which can be checked by a second person for accuracy.

Response time is not currently measured as part of a structured system. On 8 September, the board were to discuss KPIs and relay to the staff their thoughts on appropriate KPIs. However, this was not discussed, and as a result, the staff do not have a clear list of what KPIs the trustees see as most important. To provide the requested graphic without that system in place would take an

inordinate amount of staff time - it may simply be better to ensure that this is an option in the future as a result of monitoring and reporting.

9. QRpedia etc

Question a.) is a question which can only be answered by the board. Question b.) is a continuation of question a.). As to question c.), Mike has answered this well on the report talk page (*"the costs specifically relating to QRpedia then will be somewhat lost in the noise"*). In effect, no significant extra cost is anticipated. With question d.), again, Mike has answered this very well - *"...this will be the same sort of situation that Wikipedia operates under routinely."*

10. Volunteer conflict of interest, revisited

A conflict of interest would be apparent if it were a trustee being hired. In this case, as it is a volunteer, we did not consider that there was a conflict of interest. He is not an officer of the charity and has no official position. We often hire volunteers to perform contracted roles for us, as we did with our pensions provider, as volunteers are often willing to offer discounted rates and they understand our working practices much better than non-Wikimedians would. The volunteer in question has indeed offered a significant discount to his normal rates, and was the only person able to complete the task in the extremely short time available. He offered an extremely favourable rate (1/3 that of other offers), understood our working practices, and was well-known to and trusted by the WMF. An independent committee, formed of two staff members and one board member, decided that the candidate we chose was the best candidate. No trustee raised any concerns at the Board Meeting on 25 September 2012, indeed, all trustees present agreed that there was a *"Decision to hire either of the possible IT consultants to aid our lawyers in this work, with the decision of which to hire delegated to the office"*. Absent any further advice or any objections from the board, or any policies approved by the board, the office made the choice which they felt was most appropriate.

11. Working hours

The problem with staff overwork is due to a mixture of too much, or too little, direction from trustees. Staff are often told, often by different trustees, that task X, task Y and task Z are all a 'top priority', without due thought being given to the time needed to complete prerequisites of the tasks, or the fact that other tasks may be as important, if not more so. From the perspective of solving this problem, the solution is clear: trustees must focus on key policies and broad strategic oversight, while leaving individual tasks, and the prioritisation thereof, to staff and volunteers. Obviously this is not the case with everything - for example, the Treasurer-Office Manager relationship - but as a rule, staff work should not be decided by the board. Staff must be trusted to carry out their roles, and their managers must be trusted to manage them effectively. It is not for trustees to manage the working hours of staff - or to micro-manage staff performance and activities.