

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Second Regular Session**

Rome, 10–13 November 2014

POLICY ISSUES

Agenda item 4

For consideration



Distribution: GENERAL
WFP/EB.2/2014/4-B
30 September 2014
ORIGINAL: ENGLISH

WFP PEOPLE STRATEGY

**A People Management Framework for
Achieving WFP's Strategic Plan (2014–2017)**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Director, HRM*:	Ms P. Issar	tel.: 066513-2400
Deputy Director, HRM:	Mr M. Ndiaye	tel.: 066513-2393
Deputy Director, HRM:	Mr M. Yahia	tel.: 066513-3750
Chief, HRMPR**:	Ms C. Wang	tel.: 066513-3706

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Human Resources Division

** Recruitment and Reassignment Branch

EXECUTIVE SUMMARY

WFP Strategic Plan (2014–2017):

WFP's greatest strength is its dedicated women and men working around the world who provide access to nutritious food and promote lasting solutions, often under difficult conditions where security threats and risks to personal safety are considerable [...] Responding to humanitarian emergencies is and will continue to be a primary focus for WFP's dedicated staff worldwide.

WFP's People Vision:

To build an engaged workforce, with the right skills, in the right roles to enable WFP to continue fulfilling its humanitarian response role while simultaneously building its capabilities to address the longer-term goals of the Secretary-General's Zero Hunger Challenge.

WFP's Strategic Plan (2014–2017) recognizes the increasingly challenging and evolving operational environment in which WFP works, and provides the framework for delivering results to end hunger. It identifies drivers of change that are likely to have impacts on future demand for food assistance and on WFP's ability to respond to crises and shocks while breaking the cycle of hunger and helping to achieve sustainable food security and nutrition. The Strategic Plan establishes the framework for guiding WFP's operations and articulating its contribution to local, national and regional nutrition and food security plans; the parameters for achieving the plan's expected results are established in the Management Results Framework.

WFP's People Strategy presents the blueprint for how WFP intends to reinforce, build, retain and recruit its workforce, creating a more people-centred organization that focuses on the development and welfare of its employees so they can better serve its beneficiaries.

Within the United Nations system and among partners and stakeholders, WFP is considered a healthy organization that does excellent work. Its capacity to deliver results depends on the skills of its employees and their commitment to WFP's mission to contribute to building a world without hunger. Progress is evident in many areas through an expanded corporate toolbox and programmatic and operational innovations that help WFP to evolve. This creates the need to review and enhance the skill sets of WFP employees at all levels.

There are many drivers of change. WFP must continue to fulfil its humanitarian response role while simultaneously building its capabilities to address the longer-term goals of the Secretary-General's Zero Hunger Challenge. At the same time, the number and scale of emergencies – and hence the number and diversity of WFP's beneficiaries – are expected to increase.

WFP must become more efficient and effective and *do more, for more people, with less*.¹

The need to *do more, for more, with less* demands concerted action. WFP can *do more* by deploying the right people in the right roles to deliver on its mission and by prioritizing the allocation of its resources to address short- and long-term requirements, in line with its Strategic Plan. To meet the future priorities of food assistance, WFP needs to retain, develop and reward its high-performing employees while attracting new and diverse talent. It has to amplify the accountability of line managers, enhancing performance and optimizing the processes that drive operational efficiencies.

WFP's People Strategy will achieve impact through four imperatives that are critical to its successful implementation. These four imperatives were informed by and address the principal long-standing issues reported in several organizational evaluations and involving all WFP employees and external partners.²

Each imperative has specific objectives:

1. *Reinforce a performance mindset.* Embed WFP values and behaviours and refresh performance management to recognize and reward good performance, identifying criteria for success and demanding individual accountability.
2. *Build WFP's talent.* Develop career frameworks and provide opportunities for learning and growth to make WFP a desirable place to work.
3. *Shift the focus.* Make the country level the central focus of WFP, and define long-term projects to ensure that national staff – 82 percent of WFP's workforce – are engaged and provided with opportunities to continue building their capacities in response to operational and strategic organizational needs.
4. *Equip high-impact leaders.* Mobilize senior leaders,³ enhance leadership and management capabilities to deliver on WFP's Strategic Objectives, and hold senior leaders accountable.

Successful implementation of these four imperatives will significantly enhance WFP's management of its greatest asset – its workforce. Progress has already been made with several human resource initiatives that contribute to the four imperatives and are outlined in the Progress So Far section.

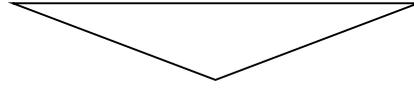
WFP continues to focus on efficiency and effectiveness. Implementation of the People Strategy will be measured through WFP's corporate accountability framework – the Management Results Framework – to ensure that impacts will create value for stakeholders, including WFP's leaders, staff and partners. The strategy will enable WFP to serve beneficiaries by delivering more, for more, with less.

¹ Prahalad, C.K. and Mashelkar, R.A. 2010. Innovation's Holy Grail. *Harvard Business Review*, July 2010, pp. 1–9. Available at <http://hbr.org/2010/07/innovations-holy-grail/ar/1> (subscribers only)

² “Report of the External Auditor on the Management of Human Resources” (WFP/EB.A/2012/6-F/1); “Rapid Organizational Assessment Diagnostic” McKinsey & Company, June 2012; 2012 Global Staff Survey; and “Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008–2011)” (WFP/EB.2/2008/4-C).

³ Senior leaders are all WFP leaders at D1 level and above.

DRAFT DECISION*



The Board takes note of “WFP People Strategy” (WFP/EB.2/2014/4-B).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

CONTEXT

1. The changing external and internal environments in which WFP operates shape the People Strategy and provide the rationale for action. WFP faces an increasingly challenging operational environment with more competition for funding and a more crowded and complex space within which to implement programme innovations and deliver on its mission. Significant security threats are rising, compounded by growing demands from stakeholders and partners to demonstrate impact, efficiency and effectiveness.
2. The Strategic Plan (2014–2017) provides the framework for operations and WFP's role in achieving a world with zero hunger.
3. Identification of the required skills and mobilization of staff to deliver on WFP's mandate must take into account:
 - political instability and weather extremes, which are likely to result in more emergencies requiring food assistance and logistics support;
 - increases in the number and diversity of beneficiaries, with WFP likely to operate more in urban environments and middle-income countries; and
 - an economic and political environment in which governments and donors are under increasing public pressure to leverage resources in the most effective way.⁴

Organizational Implications

4. To address these challenges, WFP needs to enhance four existing characteristics:
 - i) *Agility*. WFP responds quickly to emergencies. It is efficient in providing maximum benefit at lowest cost, and effective in achieving the best possible outcomes for the people it serves.
 - ii) *Resourcefulness*. WFP is expanding and enhancing its skill base to include nutrition, resilience, change management, monitoring and evaluation and partnership management skills⁵ by using existing tools and knowledge and establishing centres of expertise.
 - iii) *Scalability*. WFP is effective in scaling its activities up or down through deployment of its workforce in response to local needs.
 - iv) *Adaptability*. WFP continues to change and renew itself while maintaining its core values.

⁴ See: Organisation for Economic Co-operation and Development. *The Global Picture of Official Development Assistance (ODA)*. Available at <http://www.oecd.org/dac/stats/data.htm>; and Accenture. 2014. *Global Nonprofits: Operating Model Blueprints for Going Global and Doing Good*. Research report. Available at <http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture-Global-Nonprofits-Operating-Model.pdf>

⁵ The corporate partnership strategy (WFP/EB.A/2014/5-B) seeks to facilitate excellence in partnering by building on WFP's strengths as a partner and addressing areas for improvement.

WHERE WFP IS NOW

5. WFP has nearly 14,000 employees in more than 80 countries. This workforce is made up of diverse people representing 150 nationalities; 32 percent are women and 68 percent men, with significantly more men than women serving in hardship duty stations.⁶ Ninety percent work in the field, and the 20 largest offices account for nearly 66 percent of the total workforce.⁷ The staff profile is relatively young, except at the senior management level, requiring WFP to identify and prepare talent for critical leadership positions.
6. The People Strategy is based on a comprehensive review and consultation process within WFP. Desk reviews analysed inputs from the 6,000 staff members who participated in the 2012 Global Staff Survey.⁸ Workshops involved 200 employees, of whom 80 – from different staff groups, locations and grades – were interviewed, including 25 country directors. The Director of the Human Resources Division (HRM) visited three regional bureaux and six country offices to ensure that opinions from the field were voiced and heard directly. More than 1,500 staff members were consulted on the People Strategy, and all employees were provided with an opportunity to comment during an informal global meeting.
7. People Strategy workshops and discussions defined functional roles that are central to how WFP will deliver on its mission in future. These included roles in field-based nutrition, monitoring and evaluation, donor relations, human resources (HR), logistics and emergency coordination. Overall, this assessment shows that work roles need to be considered more broadly – for example, an emergency coordinator should have an understanding of nutrition, resilience and building an evidence base, and how these relate to programming. The focus of roles also needs to change. The roles identified span all four Strategic Objectives, but it is easier to develop skills associated with food commodity programming – WFP’s traditional food aid role – than to build the skills needed to deliver food assistance.
8. A final step in developing the People Strategy was the capability assessment,⁹ which led to prioritization of the People Strategy initiatives outlined in the following section. This was a self-assessment carried out by WFP leaders using a tool considered best practice in numerous organizations. Completed by February 2014, the assessment identified and mapped the full set of staff capabilities that WFP will need to support its overall strategy, achieve its objectives and deliver on its mission. It considered the relative importance of 14 capability areas to WFP’s staffing, based on current and expected future requirements. The comprehensive range of analytics produced by the assessment were used to identify opportunities for WFP to empower its leaders, enhance employee performance, and build the talents of its workforce.

⁶ The international professional workforce was 40.6 percent women and 59.4 percent men as of 31 December 2013.

⁷ For example: 10 percent is in Italy, 7.2 percent in the Sudan, 5.6 percent in Ethiopia, and 5.1 percent in Kenya.

⁸ The desk reviews included a sentiment analysis that examined the positive and negative opinions, emotions and evaluations expressed by respondents to identify issues related to organization, talent, culture, skills and analytics.

⁹ A capability assessment is a comprehensive analysis of human capital that defines capabilities as the aptitudes or competences needed to perform certain tasks.

Purpose of the People Strategy

9. The People Strategy directly involves all of WFP's workforce in defining the changes needed to enable WFP to achieve its Strategic Objectives. It is therefore more than a traditional human resources strategy. The People Strategy presents the investments that WFP needs to make in building and managing its workforce to achieve its Strategic Objectives and performance goals. Leaders, staff members and HRM all have roles in ensuring that the People Strategy is implemented successfully. HRM will need to adapt and develop its current operating model and functions to drive change and facilitate delivery of the strategy.

FOUR IMPERATIVES

10. WFP's People Strategy will achieve impacts through four imperatives critical to its successful implementation.

Imperative 1: Reinforce a Performance Mindset

11. WFP will focus on practices and processes that recognize and reward successful performance results and reinforce line managers' accountability to create an environment that fosters the best outcomes for its beneficiaries. A clear, collective understanding must be developed among staff of why and how this is to be achieved – and of what WFP's purpose, operational modalities and outcomes, and performance management are. Two initiatives are envisaged.

⇒ 1. *Embed common WFP values and behaviours*

12. An "employee value proposition"¹⁰ will define the nature of work at WFP and the required values and behaviours, describing what it means to be employed by WFP in terms of work, opportunities and rewards.
13. WFP's values lay the foundations for its work: all employees should embody these values in their behaviours and interactions with each other.
14. The two phases of this initiative are: i) communicate WFP's values and behaviours to all employees so that they become embedded – supervisors are accountable for what their staff deliver and how they perform by setting goals and providing constructive feedback to foster a culture of accountability and open communication; and ii) review and strengthen relevant organizational processes. This will facilitate a shift in mindset, culture and behaviours among employees.

⇒ 2. *Refresh performance management processes*

15. The current performance management process is seen as limited, with unsatisfactory performance being inadequately addressed while high performance that consistently delivers expected results often goes unrewarded. A strong performance culture will provide WFP's workforce with motivational benefits.

¹⁰ An employee value proposition describes the mix of characteristics, benefits and ways of working in an organization that an employee with the right skills, capabilities and performance can expect to find. The proposition must be sufficiently specific, relevant and compelling to attract, engage and retain talent.

16. Performance management¹¹ needs to be perceived as part of the organizational culture rather than a stand-alone process. WFP will emphasize the principle that all decisions require that someone be accountable for delivery.
17. Positive reinforcement, negative reinforcement and – as a last resort – administrative measures can help to drive appropriate behaviours. The underlying principle is that high performers are recognized and rewarded through career opportunities, while poor performers have an improvement plan to support future development. Currently, employees are not always able to connect their performance with a response or feedback from managers.
18. WFP's performance management will be reviewed to identify links to other processes such as reassignment, talent deployment and capability development. Performance management will include goal setting, workforce development planning,¹² informal and formal feedback, and coaching. Clear actions for managing successful and unsatisfactory performance will be defined.
19. Performance management processes and practices will then be redesigned and pilot tested.

Imperative 2: Build WFP's Talent

20. To address future staffing requirements, WFP needs to expand its access to talented people with the potential to take on diversified and increasingly responsible leadership roles. Three initiatives are envisaged.

⇒ 1. *Develop career frameworks and skills*

21. The WFP workforce is highly diverse. WFP needs to establish a framework that outlines principles for identifying the competencies¹³ and skills required for all roles, and appropriate career paths.¹⁴
22. Staff mobility has been a clear strength for achieving WFP's mandate. This approach enables employees to acquire a variety of skills, with two major benefits: i) more employees have the skills needed to deliver food assistance; and ii) employees are well placed to communicate WFP's work to external stakeholders. The path to leadership positions will be flexible to promote such breadth of experience with WFP's food assistance modalities. WFP will ensure that, as far as possible, international staff experience the full spectrum of its work by operating in a variety of situations, including hardship duty stations.
23. WFP needs to identify the capabilities it requires now and in the future. Based on the findings, a career framework will be established to guide capability development of staff through on-the-job experiences and exposure to various situations.

¹¹ Performance management is the evaluation of employees' job performances to provide feedback that reinforces desired outcomes and behaviours and facilitates effective management and leadership.

¹² Workforce development planning identifies ways of filling employees' skill gaps through training and professional development programmes, and determines and prioritizes the types of training and professional development required.

¹³ Competencies are the skills and behaviours that the workforce needs to perform effectively.

¹⁴ Career paths are the vertical and horizontal progressions of jobs within an organization, ranked from lowest to highest in the organization's hierarchical structure.

⇒ 2. *Establish an overall workforce planning¹⁵ capability*

24. Workforce planning will be developed in alignment with the talent acquisition strategy to ensure that WFP has suitable staffing levels and staff composition in the medium and long terms. It will be delivered through an initial pilot that: i) identifies anticipated deficits in workforce assets, such as skills in nutrition, vulnerability assessment and mapping, and monitoring and evaluation; ii) fills gaps by hiring or through partnerships; iii) delivers the People Strategy at the country and regional levels; and iv) tracks performance. The process will be monitored and re-piloted if necessary.
25. This approach will expand WFP's workforce planning skills and enable managers to see the benefits for their units; workforce planning will become part of all staffing and structure reviews.
26. Workforce planning will also help WFP to forecast and plan ways of building a diverse and high-performing workforce and complying with the gender performance standards of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP).¹⁶ Research results demonstrate that a diverse and inclusive workplace has positive impacts on organization-wide, team and individual performance. For example, a 2012 global study by the Corporate Leadership Council¹⁷ found that promoting diversity and inclusion increases staff's intention to stay within an organization by 20 percent, team collaboration by 57 percent and commitment by 42 percent.
27. WFP cannot afford to lose these benefits through non-inclusive mindsets, behaviours and practices. Diversity and inclusion issues must be considered at all stages of an employee's career, from recruitment to exit. WFP is developing a diversity and inclusion strategy, described below in the Progress So Far section.

⇒ 3. *Refine WFP's employee value proposition and talent acquisition strategy¹⁸*

28. The employee value proposition is a clear statement of what it means to be employed at WFP and will be adapted to take into account differences in roles, locations and functions at the international and national levels. It will reflect the particular nature of WFP compared with other United Nations agencies, other international organizations and non-governmental organizations.
29. Hiring managers will be trained to communicate a consistent message to potential employees; line managers will use this message to engage and motivate current staff.

¹⁵ Workforce planning involves activities that help an organization to understand the current state of its workforce, forecast and close gaps and plan future needs, enabling it to take corrective actions such as staffing increases or decreases, redeployment and retraining.

¹⁶ Under UN SWAP indicator 10 (Gender Architecture), WFP aims to achieve equal representation of women in general services (GS) staff and staff at the P4 level and above by 2017, to reach the agreed gender parity targets.

¹⁷ Corporate Executive Board Corporate Leadership Council, Global Labor Market Survey, 2012.

¹⁸ A talent acquisition strategy guides the identification, sourcing, attraction, selection, hiring and induction of people with appropriate competencies to fill staff openings.

30. The talent acquisition strategy will be reshaped to reflect the employee value proposition. The strategy defines the three options for strengthening the workforce: i) build – develop from within; ii) rent – use the resources made available through partnerships, the junior professional officer (JPO) programme, internships and mobility among United Nations agencies; and iii) buy – hire externally, outsource and contract services. An integrated talent acquisition approach will be developed to achieve this strategy and acquire the diverse talents required by WFP.
31. Strategic talent acquisition will allow WFP to match the roles identified in the career frameworks with the skills and potential of applicants for positions, while working towards gender parity across the organization. Monitoring and analysis of the process will help to maximize its effectiveness.

Imperative 3: Shift the Focus

32. In making the country level its central concern to better serve beneficiaries, WFP will shift its focus and provide more for national staff – over 80 percent of its workforce. National staff members are the backbone of WFP: its ability to deliver in the countries it serves depends on their skills, capabilities and engagement. WFP needs to do more to build their capacities in ways that respond to WFP's operational and strategic needs. Three initiatives are envisaged.

⇒ 1. Create a supportive and healthy workplace

33. Most WFP employees serve in difficult, dangerous and/or remote locations. WFP's operational environment can have profound impacts on the well-being of employees, especially given the increasing number of large-scale and complex emergency operations the organization is managing. WFP will create a supportive and healthy workplace with enhanced medical and counselling services to address more effectively the physiological and psychological stresses associated with work. Standard services will be developed for staff in hardship duty stations and for national staff. Managers are accountable for the well-being of their workforce through creating a healthy and motivating work environment built through the four imperatives outlined in this strategy; training will be provided to help them with this requirement.

⇒ 2. Enhance the skills and capacities of national staff

34. With their substantial institutional knowledge and capabilities to support delivery on WFP's mandate, national staff are the backbone of WFP's operations. Opportunities will be identified for enhancing the skills and experience of national staff in evolving operating environments. For instance, WFP will develop an organization-wide learning curriculum for all the required skills identified in the career frameworks, using information technology to provide global access.

⇒ 3. Adapt and implement fit-for-purpose contractual arrangements for national staff

35. Balanced with the need for flexibility to cope with funding volatility, consistent contractual arrangements and conditions of employment are being implemented through the service contract review and the local staff transfer project (see paragraph 43).

Imperative 4: Equip High-Impact Leaders

36. WFP leaders at all levels will ensure the successful implementation of the People Strategy. Leaders are catalysts in strengthening WFP so that it can meet its Strategic Objectives and adapt to evolving operation priorities. Leaders need to be equipped with the right tools and more skills and accountability to deliver through WFP staff. Systems will be developed for identifying emerging leaders, ensuring that all leaders have the experience and skills to deliver results, and reinforcing line managers' accountability to ensure that managers are accountable for all aspects of people management. Three initiatives are envisaged.

⇒ 1. Mobilize senior leaders

37. Reinforce WFP leaders' commitment to driving change by:

- creating a common understanding of the People Strategy, and establishing leaders' roles in communicating and delivering programmes under the strategy;
- engaging the Executive Management Group and leaders at the director level in planning for WFP's future leadership requirements;
- creating a unified system for developing the required capabilities; and
- adopting a standard approach for evaluating leaders' performance.

⇒ 2. Develop leadership and management capabilities

38. There is need to develop a rigorous and motivating training programme that targets:

- emerging leaders: staff with leadership potential who will be prepared for leadership positions through a combination of virtual and hands-on development activities; and
- supervisory skills training for frontline leaders such as heads of sub-offices and Country Directors.

The leadership and management training programme will help strengthen WFP's culture of accountability and open communication. Participants in training will become familiar with the mindsets and behaviours required of leaders and managers in assuming accountability for what their staff deliver.

⇒ 3. Review leadership talent

39. WFP will create a means of identifying leadership potential. The first step will be to define the competencies required for critical leadership positions. Then:

- criteria will be defined for assessing the readiness of staff to assume new roles and responsibilities; and
- staff assuming new roles will have opportunities for developing capabilities; this process will be integrated with the JPO programme.¹⁹

40. The process will take into account the capabilities required for implementing the Strategic Plan. The output will be a system for identifying and preparing high-potential candidates for leadership positions, and planning their career development.²⁰

¹⁹ The JPO programme hires talented young people as potential future leaders, develops talent for critical roles, builds an inclusive talent management programme, and provides additional staffing funded by sponsoring governments in a difficult funding environment.

²⁰ Career development involves establishing career objectives and assessing existing knowledge, skills and experiences to guide actions for attaining those objectives.

VALUE-ADDED OUTCOMES FOR STAKEHOLDERS

41. The People Strategy will create value for all stakeholders as shown in Figure 1.

Figure 1: Value added from the People Strategy



PROGRESS SO FAR

42. HRM utilized its allocation from the 2013 transition fund to start some of the HR initiatives described in the previous section.
43. Under the local staff transfer project, 3,400 employees from the national staff category were transferred to the administrative framework of the Food and Agriculture Organization of the United Nations on 1 July 2014. Consistent contractual arrangements and employment conditions under a single set of regulations and rules are being deployed for all staff.
44. WFP established an emergency response roster in January 2014 to ensure prompt deployment of staff in emergencies. The roster is a crucial component of WFP's overall approach to ensuring a rapid and effective response when an emergency strikes.
45. In 2013, WFP initiated a corporate-wide effort to refresh the performance management process; the objective of the 2013 promotion exercise for international professional staff at levels P1 to P3 was to enhance accountability, transparency and communication. The revised approach emphasized the need to base promotion decisions on evidence of performance.

46. Recognizing that a diverse workforce adds value through the richness of different viewpoints and experiences, WFP is developing a diversity and inclusion strategy based on an assessment conducted in 2013. The strategy will serve as a guide to: i) creating and maintaining a diverse, results-oriented, high-performing workforce; ii) cultivating a flexible and inclusive work environment; and iii) providing outstanding services to the beneficiaries of WFP programmes. The strategy recommends a holistic approach to improving diversity and inclusion, which will require WFP to enhance leadership commitment, visibility and accountability while cultivating more inclusive mindsets and behaviours. Capability development, communication and talent management processes will also be strengthened by the incorporation of a diversity and inclusion lens.
47. As part of a broader effort to increase the proportion of women in senior management positions, WFP piloted a Women Leadership Development and Career (INSPIRE)²¹ programme that targets international professional women from P4 to D1 levels, women at P3 level with high potential, and national professional officers at NOC and NOD levels.²² This programme helps women staff members balance personal and professional development. It was launched in Rome and Johannesburg, with more than 50 women attending, and will be rolled out across WFP in 2014 and 2015.
48. As one of WFP's talent acquisition channels, the JPO programme was revised in consultation with a wide range of line managers, the Executive Management Group and current JPOs. The revised programme includes a robust selection process for evaluating candidates with the potential and capabilities required by WFP, and enables selected JPOs to develop technical expertise and leadership skills through structured induction, work assignments and capability development activities. A network for mentoring and career coaching will support JPOs' professional development. JPOs recruited through a WFP-led selection process will become eligible to apply for internal vacancies on graduating from the programme.
49. WFP is designing a career framework that identifies the experiences and capabilities needed for the future, and the career paths and roles required to acquire them. Staff skills will then be assessed, and learning needs identified. The framework will enable WFP to make informed workforce decisions, including on staff development, talent redeployment/reassignment and succession planning, while supporting employees' career choices by articulating career possibilities and paths.
50. The strategic shift to food assistance requires that WFP's organizational structure and jobs be redesigned in alignment with its mandate and financial resources. A job evaluation review was launched in 2014 to inform the design of an organizational structure that supports more accountable decision-making and efficient management of human resources across WFP. Job profiles are being updated and redesigned to fit the organizational structure and reflect emerging operational requirements.

²¹ INSPIRE comprises formal and informal training and professional development programmes to assist all managers and executive-level employees in developing the leadership skills and styles required to deal with a variety of situations. The programme will initially target women and gradually be rolled out to include men.

²² Equivalent to P3 and P4, respectively.

51. Leaders play a crucial role in enhancing WFP's high-performing, value-based and open culture. To equip effective leaders, HRM will launch the corporate leadership and management skills enhancement initiative in the last quarter of 2014. The initiative was designed through a wide consultation process involving 130 employees from different staff groups, locations and grades. It will generate learning resources and tools for a sustained leadership community by:

- defining common expectations of the role of a leader at WFP;
- enhancing confidence in the capabilities of leaders and managers at all levels to deliver results;
- building a pool of "super coaches" to help shift the culture; and
- strengthening the pipeline for future leaders.

IMPLICATIONS FOR THE HUMAN RESOURCES DIVISION

Strengthen the Human Resources Function

52. This will involve the following:

- *Defining a new operating model.* Eighty percent of HRM's staff time is devoted to transactional activities such as administering contracts and benefits. These are fundamental activities, but improvements in processes and automation can reduce the time they require, enabling HRM to focus on value-added activities such as workforce planning, learning and development, performance management and coaching. The four phases of defining a new operating model will be: i) defining HRM's vision for Headquarters and the field; ii) identifying work – primarily transactional – that can be consolidated across WFP; iii) developing a field-based operating model for HRM, with clear governance and structure to enhance the role of regional bureau HR teams; and iv) building strategic HR capabilities in workforce planning, talent management, learning and development and performance management.
- *Identifying the changes required for the new operating model.* This will involve gap analysis and identification of cost implications, for example, for investments in new technology. Centres of expertise will be established within the HR function in such areas as performance strengthening, talent management, and learning and development, to support managers at all levels with expertise, advice and quality checks.
- *Delivering the new operating model.* The changes required will be communicated throughout WFP so that every unit is engaged in the new operating model as it is rolled out.

Define and Implement Programmes for Developing HR Capabilities

53. The roles of HR staff are expanding to include strategic business partner, employee advocate and change agent, while maintaining the valuable role of administrative expert.

54. As strategic business partners, HR staff will be the "account managers" for delivering HR services in all units of WFP. Services will be adapted to serve each unit in line with HR strategies, programmes and best practices. The People Strategy needs HR professionals who understand HR processes and the requirements of the units they support.

55. Programmes for developing HR capabilities will be based on a combination of external practices and WFP's organizational priorities, focusing on three core competencies: i) consulting skills; ii) facilitation of organizational change; and iii) business orientation and understanding.

IMPLEMENTATION

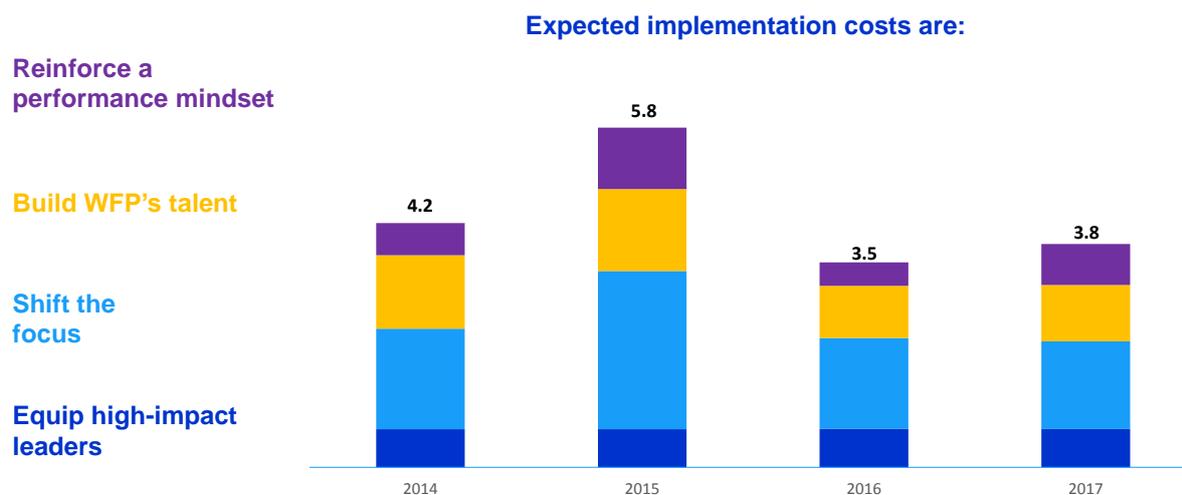
56. The implementation plan outlines how WFP will translate the People Strategy into actions through a phased approach (Figure 2).

Figure 2: People Strategy implementation timeline



57. The People Strategy will be resourced through the regular budgeting process of the Management Plan. For example, investment in training and development has always been important in WFP; under the People Strategy, each country office will continue to plan capability development activities for its staff through the existing process, but will use a better coordinated capability development framework to ensure the highest return on investment.
58. To ensure timely implementation, WFP will seek funding for specific projects – such as leveraging technology to enable talent and performance management processes – from extra-budgetary resources.
59. Figure 3 illustrates how WFP plans to resource initiatives under the People Strategy. Detailed cost breakdowns and budgetary proposals will be made through the regular budgeting process to ensure that investments in people are connected to other corporate priorities.

Figure 3: Estimated costs of implementation (USD million)



60. Experience of organizational change in the public and private sectors suggests that a road map increases the probability of success.²³ There are five stages in implementing the People Strategy.

⇒ 1. *Identify and mitigate organizational risks that threaten implementation*

61. Two pervasive threats to implementation will be addressed: i) lack of attention to leading and managing people, including lack of budget allocations to invest in skill development in regional bureaux and country offices; and ii) the perception that the People Strategy is only an HR matter. It is crucial that leaders at all levels understand that time spent on people management represents a critical investment in building and maintaining a high-performing organization. If staff and managers regard change as only an HR issue it will be difficult to achieve the transformation to a people-centred organization.

62. The People Strategy provides a consistent vision of what it will mean to be a people-centred organization and shows how the objectives can be achieved: this will encourage stakeholders to measure progress in terms of the Strategic Objectives, which will in turn help to ensure realistic expectations.

⇒ 2. *Set up a group to drive the People Strategy*

63. Implementation of the People Strategy involves the whole of WFP. A programme of this scale and duration requires that all leaders are committed to driving change: they must have a clear grasp of the rationale, and be accountable for actions taken. A leadership taskforce, led by the Director of HRM will be created to promote accountability at all levels and apply the metrics and reporting processes required to ensure accountability for driving change.

⇒ 3. *Generate understanding around collective action*

64. WFP will create a core message to enable a common understanding of the People Strategy with which all leaders and stakeholders identify and agree. As with the employee value proposition, this message will be adapted to specific functions, locations and staff groups.

²³ Beer, M. and Nohria, N. 2000. Cracking the Code of Change. *Harvard Business Review*, 78(3): 133–141; Kotter, J.P. 1995. Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 73(2): 59–67; Thomas, R.J., Rossi, D. and Poisson, J. 2004. *Uncompromising Leadership: How to Drive Performance Through Change Visualizing Organizations*. Accenture Institute for High Performance, www.accenture.com.

The People Strategy will become part of WFP's way of operating. A collective focus is essential to the success of the programme.

⇒ 4. *Shape mindsets and behaviours*

65. All leaders and change agents will become aware of the mindsets and behaviours required to deliver the People Strategy. Employees will have the right to challenge rationales and decisions that appear contrary to the goals of the strategy.

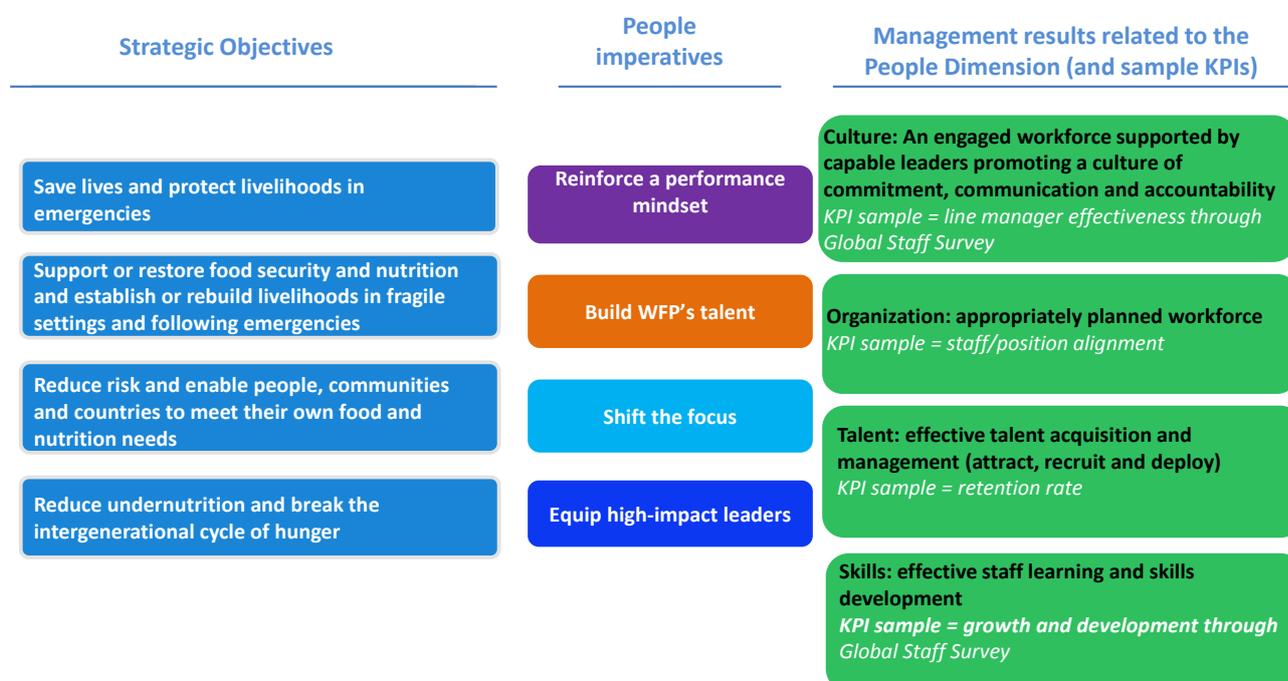
⇒ 5. *Monitor progress and report results*

66. To track results consistently throughout implementation and continue assessing the sustained impact of the People Strategy beyond the implementation timeline, WFP will systematically monitor progress through the Management Results Framework (MRF) 2014–2017. The MRF, of which people is one of five dimensions, articulates WFP's internal management approach for planning, measuring, reviewing and reporting organizational resources, efficiency and effectiveness in implementing the Strategic Plan. Expected results, key performance indicators (KPIs) and targets aligned with the four imperatives of the People Strategy have been mapped under the people dimension. Additional or refined KPIs will be incorporated as implementation progresses.

67. All activities for implementing the People Strategy and the associated risks will be reflected in relevant annual performance plans and risk registers. Progress at the corporate level will be reported in the Annual Performance Report.

68. Figure 4 illustrates how progress will be tracked through the MRF.

Figure 4: Progress in implementing the People Strategy



ACRONYMS USED IN THE DOCUMENT

HR	human resources
INSPIRE	Women Leadership Development and Career (programme)
JPO	junior professional officer
KPI	key performance indicator
MRF	Management Results Framework
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women