



THE PEOPLE STRATEGY

EXECUTIVE BOARD 2014, NOVEMBER SESSION

Agenda

- **People Strategy – our vision**
- **Update from your feedback in the Second Informal Consultation**
- Four Imperatives – our strategic focus
- Implementation roadmap
- People Strategy – Nutrition case study

Our People Vision is strongly linked to our bigger goals



People Vision

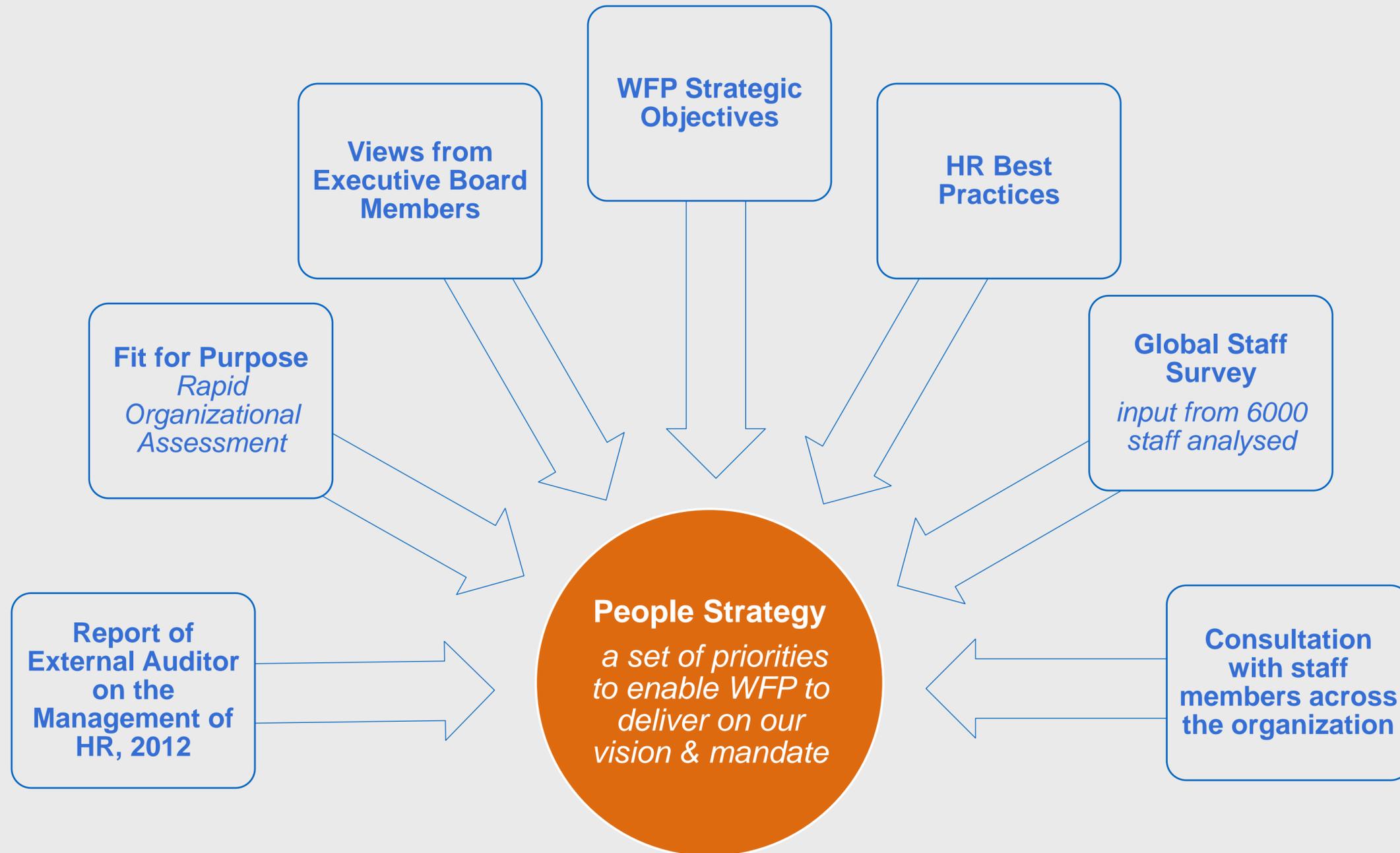
*Build an **engaged workforce**, with the **right skills**, in the **right roles** which will enable WFP continue to fulfil its humanitarian response role while simultaneously building its capabilities to address the longer-term goals of the Zero Hunger Challenge.*



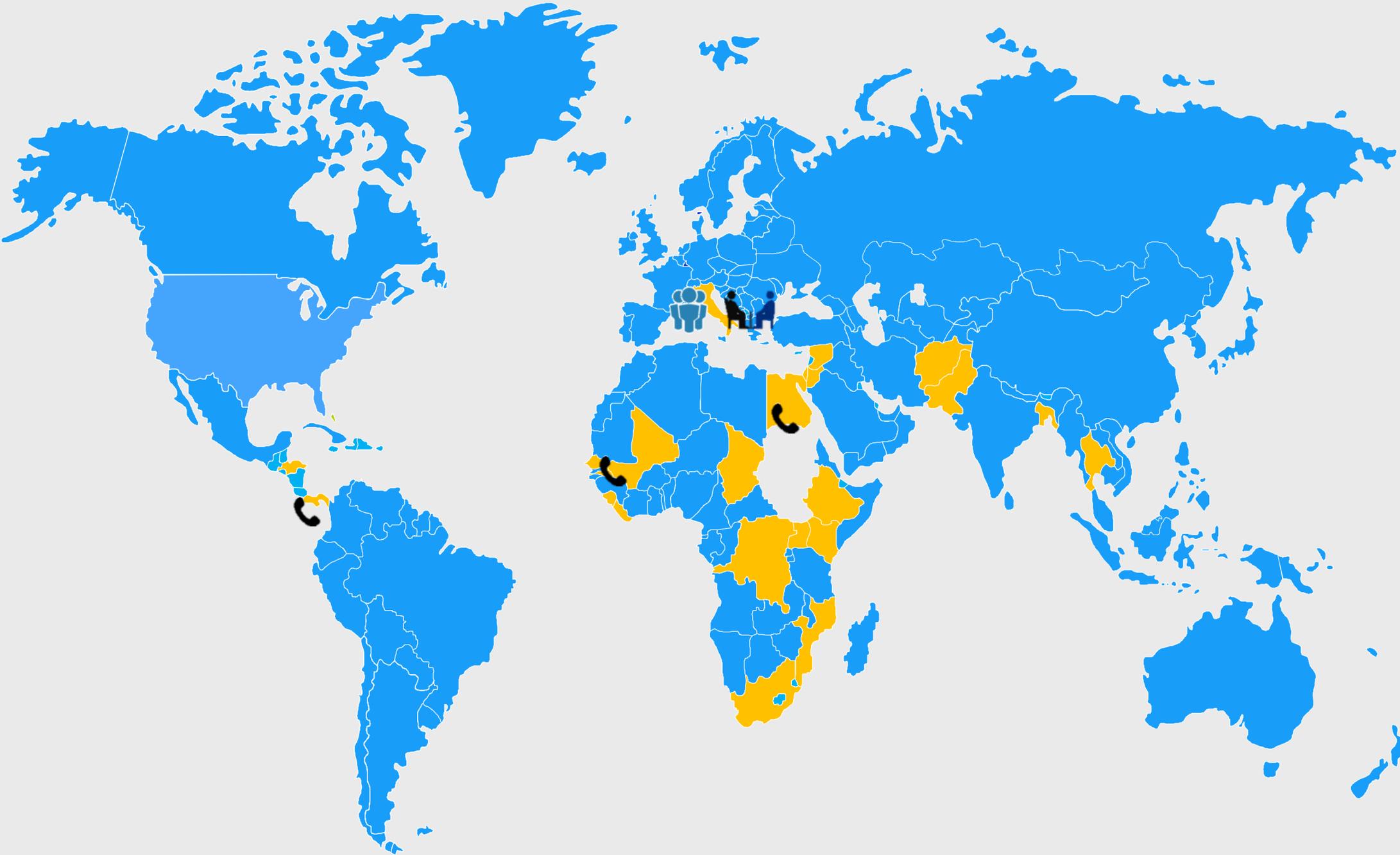
WFP Strategic Objectives



We have developed the People Strategy based on our vision, views from our staff, you and best practices



We have extensively consulted with our people across the world



Key



Targeted Workshops involving 200+ employees



Virtual Workshops



80 Targeted Interviews including 25 with CDs



WFP Field Offices that participated in the study



Global Town Hall & consultation with staff through WFP forums

We have listened to you...



Further changes we have made focus on the feedback you gave us in the Second Informal Consultation

Priority Areas

Our changes



Accountability framework



Based on WFP's corporate framework with emphasis on line manager accountability



Gender parity



Strengthened through all aspects of people management



Goal statement



Articulated more explicitly in the executive summary



Implementation



Supported by a road map and cost estimate

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- People Strategy – our vision
- Update from your feedback in the second Informal Consultation
- **Four Imperatives – our strategic focus**
- **Implementation roadmap**
- People Strategy – Nutrition case study

We are tackling long standing issues

“ Key competencies that WFP should prioritize for further investigation are those for...**Middle management specialist competencies**, such as **Nutrition**, that are currently in short supply. ”

*Rapid Organizational Assessment Diagnostic, McKinsey & Company,
June 2012*

“ Career management at WFP is currently perceived as an uncertain process based on ambiguous **criteria...decisions regarding reassignment and promotion do not have clear links** with succession requirements or staff career plans. ”

*Preparing for Tomorrow Today: WFP Strategy for Managing and
Developing Human Resources (2008-2011), October 2008*

“ WFP should set in place oversight to provide an assurance that the **position grades** approved in each project **conform to the standard classification** and that the decisions are not driven by funding projections alone. ”

*Report of the External Auditor on the Management of Human Resources
June 2012*

Four Imperatives are our strategic choices to equip WFP

Reinforce Performance Mindset



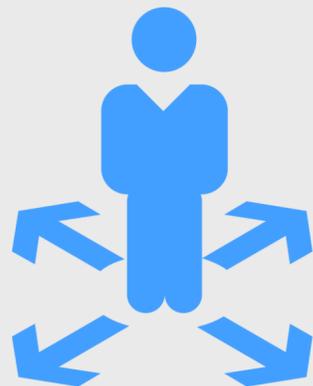
- Define & embed common WFP values & behaviours
- Refresh the performance management process

Shift the Focus



- Enhance the skills & capacities of national staff
- Ensure supportive & healthy workplace
- Review & implement fit-for-purpose contractual arrangements

Build WFP's Talent



- Develop career framework & skills
- Provide opportunities for learning & growth
- Create strategic workforce planning

Equip High Impact Leaders



- Mobilize senior leaders
- Enhance leadership & management capabilities
- Conduct leadership talent review

Implementation Roadmap



Reinforce Performance Mindset

- Embed common WFP values and behaviours
- Refresh the performance management process



Build WFP's Talent

- Develop career framework and skills
- Build succession planning
- Refine WFP's employee value proposition
- Develop a talent acquisition strategy including diversity and inclusion
- Create strategic workforce planning



Shift the focus

- Develop national staff skills and capacity
- Implement Fit for Purpose contracts
- Ensure a supportive and healthy workplace
- Launch next Global Staff Survey



Equip High-impact Leaders

- Mobilize senior leaders
- Develop leadership and management capabilities
- Conduct leadership talent review



An example of Making our People Strategy Real: *Nutrition Case Study*



We start by finding what values bring people together at WFP



“I saw a small, motivated group of women nutrition leaders make a change to the way families fed their children, which reduced the rate of anaemia by 50%. Seeing people make different choices is one of the most rewarding parts of my job.”



“When you work with children with acute malnutrition, the outcomes can be seen in as little as 2 weeks. Through nutrition and diet education that we delivered, I have seen many women empowered to make better choices for their children’s diet and eliminate malnutrition.”



Photo: WFP / George Fominyen

The progress we have made in Nutrition



Nutrition Case Study

We have been prioritizing
Nutrition as a key tool to deliver
positive outcomes for our
beneficiaries



We have identified gaps
& focus areas

- Staff with professional background in nutrition
- Knowledge to design, implement & assess enhanced nutrition programmes
- Policy-making and communications capabilities to participate in policy discussions

*WFP Nutrition Improvement Approach.
Informal Consultation. 1 July 2010*

We have made progress & saw
further **opportunities** in building
Nutrition capabilities

For the first time we are building a strategic approach to close our capability gaps



Strategic People Imperatives



Reinforce Performance Mindset



Build WFP's Talent



Shift the focus



Equip High-impact Leaders

Specific people management initiatives

Capabilities Identification 

Data Analysis & Staff Planning 

Talent Management 

Career Development 



We are identifying **capabilities** required to deliver on WFP priorities



Functional Capabilities *Programme Policy – Nutrition*

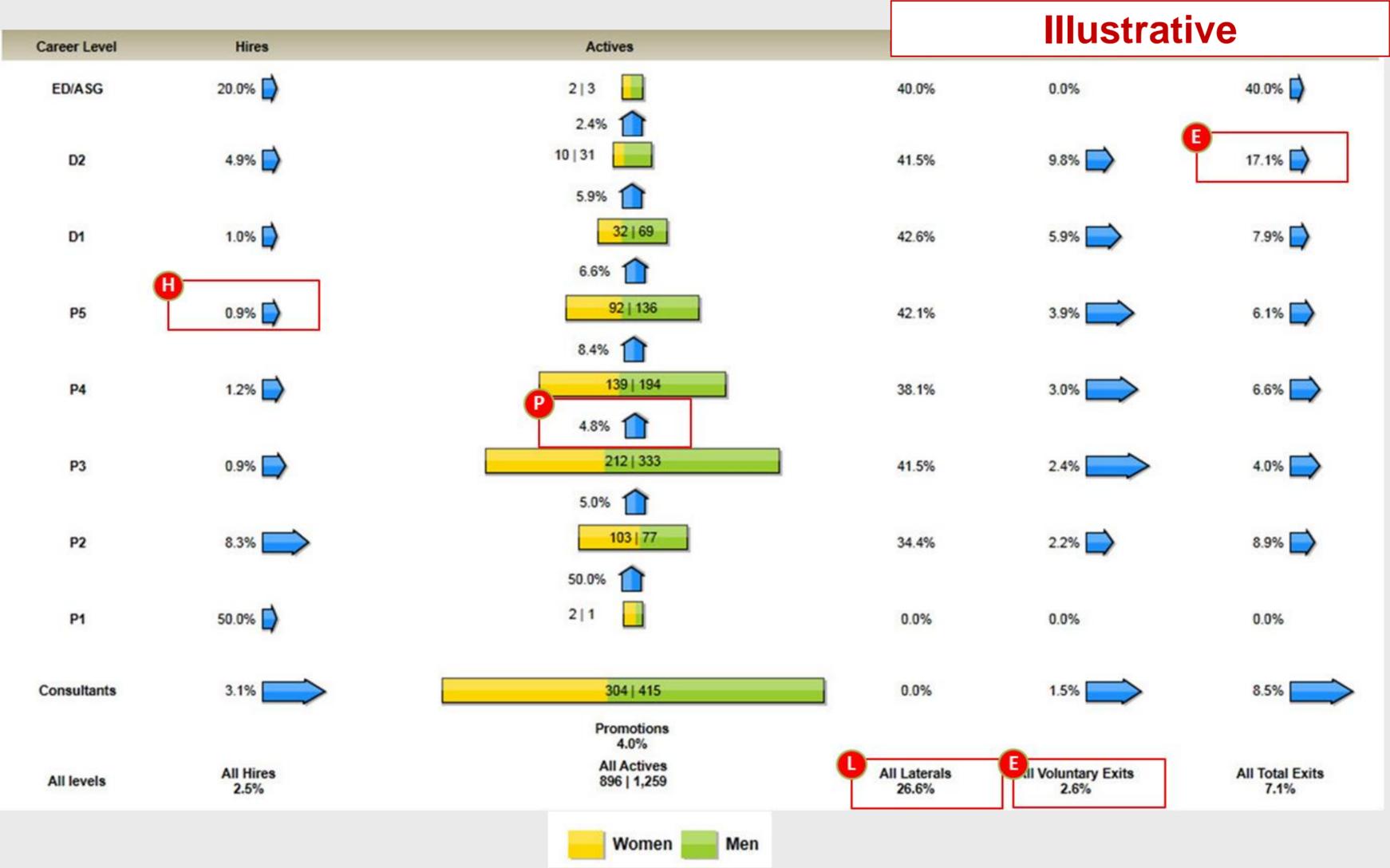


PROGRAMME (Generalist)	POLICY (Generalist)	VAM (Specialist)	NUTRITION (Specialist)
Programme lifecycle understanding			Knowledge of nutrients
Transfer modalities (food, cash, vouchers)		Technical specialized knowledge	Situation analysis & evidence assessment
Broad knowledge of specialized area (nutrition, VAM, etc.)		Emergency assessment	Public health
Humanitarian & programme principles		Strategic operational understanding	Food system
Technical government advice		Technical / policy advice to stakeholders	Programme Understanding

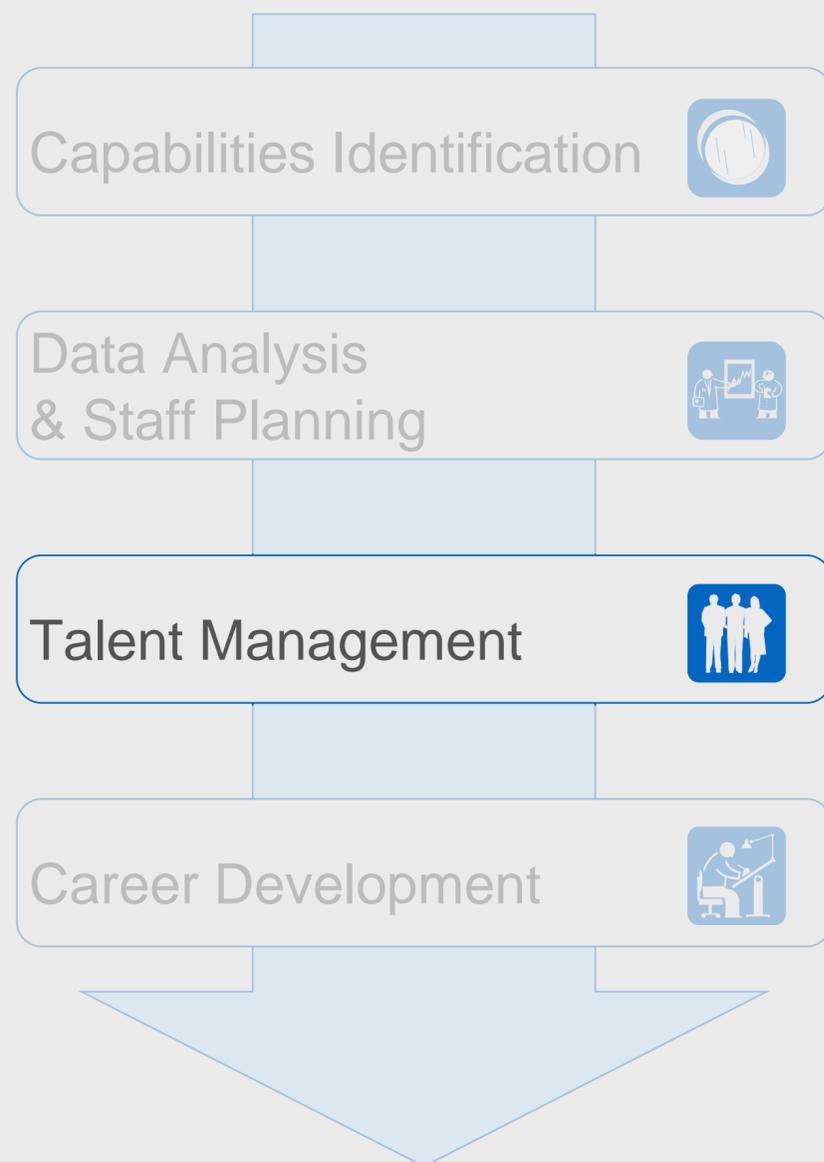
We are using data to identify **staffing gaps** and plan for the future



Internal Labour Map (Example)



We are building diverse and high performing teams



Buy

Make your career a story worth telling Find out more

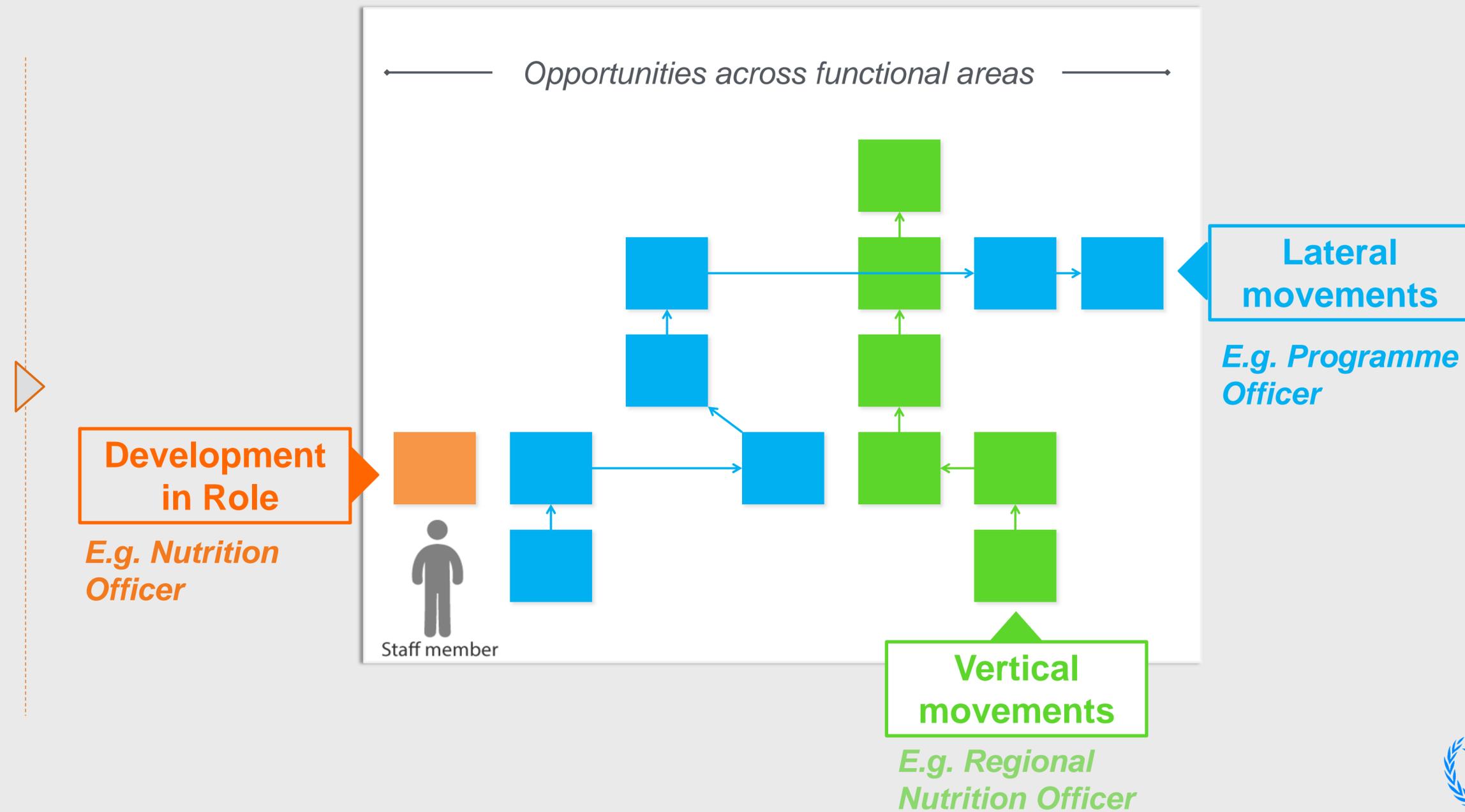
Build

Borrow

HARVARD | SCHOOL OF PUBLIC HEALTH
Powerful ideas for a healthier world

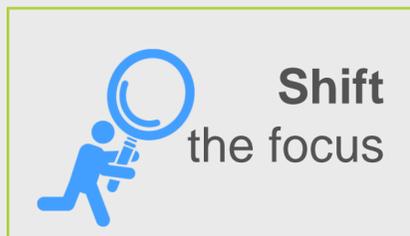
Department of Nutrition

We are building our organisational capabilities and our people's careers



We have made progress and we continue striving to better serve our beneficiaries

Our People Strategy

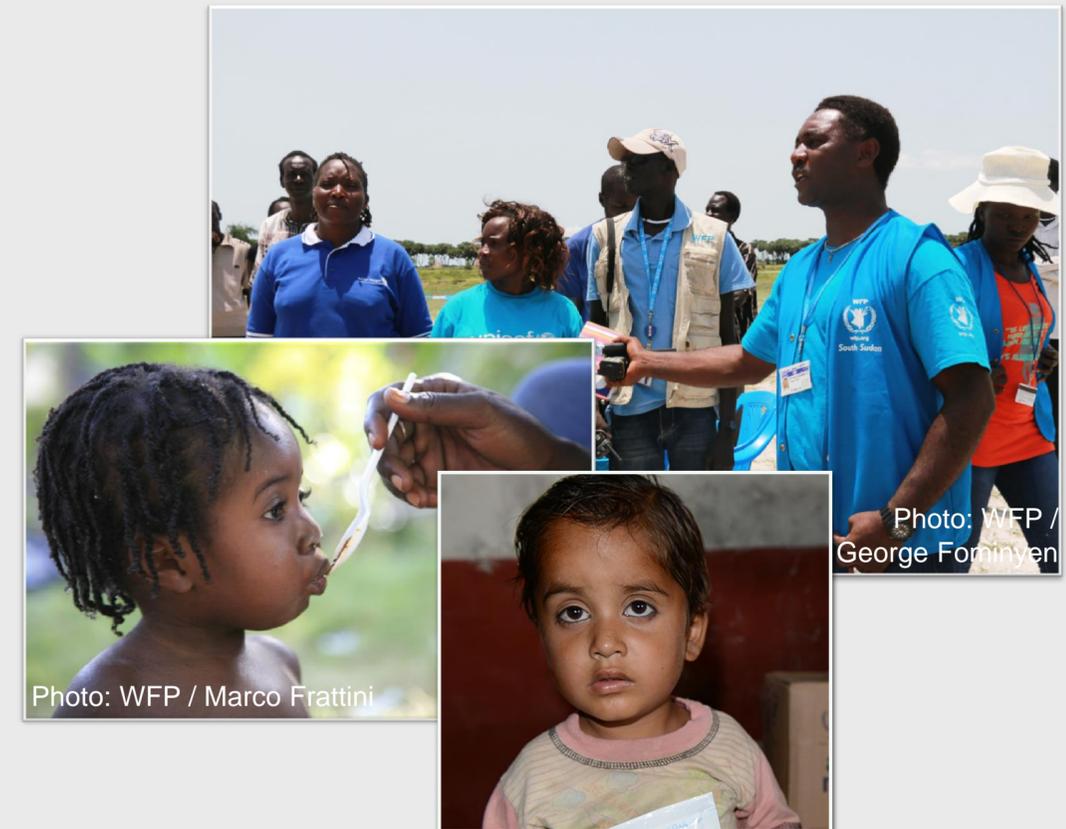


Our implementation plans & progress

Implementation Roadmap



Outcomes for our beneficiaries and our staff



THANK YOU!