

WFP People Policy



**Fifth informal consultation
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**World Food Programme
Rome, Italy**

Executive summary

Drawing on the recommendations set out in the evaluation of the WFP People Strategy (2014-2017) and based on broad consultations with its stakeholders, WFP acknowledges the importance of developing “a new policy, focusing on people,¹ that sets out the organization’s vision of its future workforce and the core values that should shape its workplace culture”.²

The WFP strategic plan for 2022–2026 will define what WFP must do to help countries end hunger by using its demonstrated capacities and strengths. The new strategic plan and the WFP People Policy will be aligned, recognizing that WFP’s workforce is its greatest asset. More specifically, if the strategic plan defines what WFP must do, the People Policy will shape the workforce necessary to accomplish the mission.

In the face of increasing global challenges, including a global pandemic, this policy is truly a policy for all of WFP’s people, regardless of race, ethnicity, gender, sexual orientation, belief, ethnicity, disability, age or any other aspect of who they are. WFP’s ability to deliver its remarkable performance and to uphold its reputation for saving lives and changing lives depends on its commitment to the people who work for it, on the value attributed to their contributions and on their commitment to its mission.

The purpose of this policy is to provide a coherent framework for excellence in people management and to establish mutual accountability between the organization, its managers and its employees. It establishes a set of 34 mutual commitments that in turn guide the expectations of WFP and its people with regard to behaviour and interaction in the workplace.

The People Policy presents WFP’s vision for its future workforce as one in which diverse, committed, skilled and high-performing teams selected on merit, operating in a healthy and inclusive work environment and living WFP’s values³, working with partners to save and change the lives of those WFP serves. To achieve this, the policy identifies four priority areas for people management and establishes a set of 12 elements that support the implementation of initiatives under the priority areas. The four priority areas are “nimble and flexible”, “performing and improving”, “diverse and inclusive” and “caring and supportive”.

The priority areas and elements reflect the interdependence of all of WFP’s functional policies, strategies, frameworks and action plans. While the organization’s need for people management and skills development is not limited to the four priority areas, this approach brings a clear focus to WFP’s work and its accountability to its managers and employees. The policy enables managers to recognize people management as a first concern. Implementation of the policy involves arrangements at three levels. The Workplace Culture Department oversees cross-cutting change processes that have an impact at the organizational level. Divisions are accountable at the functional level for policy instruments, functional strategies, frameworks and action plans that are anchored in the policy. Regional and country directors and heads of offices are accountable at the field level with regard to activities that take place at the regional, country office and sub-office levels.

All leaders, managers, supervisors and employees are accountable for meeting the commitments and for applying the priorities and elements set out in this policy.

¹ “People” means all WFP employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual labourers, staff on secondment, junior professional officers, United Nations volunteers, interns and WFP volunteers.

² Evaluation of the WFP People Strategy (2014–2017) (<https://www.wfp.org/publications/evaluation-wfp-people-strategy-2014-2017>).

³ WFP core values are integrity, collaboration, commitment, humanity and inclusion (<https://newgo.wfp.org/documents/wfp-values>).

Introduction

1. As the leading humanitarian organization working for a world with zero hunger, WFP operates in challenging environments and faces rapidly changing demands while depending on voluntary funding.
2. WFP's dedication to those it serves⁴ requires excellence in the competence, skills and ethical conduct of its workforce. The organization strives to demonstrate the same dedication to its employees and to the development of respectful and inclusive workplaces in which they can thrive.
3. Recommendation 1⁵ of the evaluation of the WFP People Strategy (2014–2017) called for WFP to reflect its responsibility to its employees through the development of a new policy focusing on "people". This People Policy is thus aimed at providing a coherent framework for excellence in people management and establishing mutual accountability for the organization, its managers and its employees. It sets out mutual commitments that in turn guide the expectations of WFP and its people with regard to behaviour and interaction in the workplace.
4. WFP will adopt a strategic and proactive approach to the planning and operationalization of all aspects of its workforce and people management. This will encompass progressive diversity and inclusion initiatives and will be based on long-term workforce planning and individual and team-based performance management. This applies especially to how its people are recruited, engaged, supported, assigned, managed, developed and retained.
5. All employees will be expected to engage in the implementation of this policy, to listen, to speak up when necessary and to foster a spirit of inclusiveness, respect, teamwork, openness and transparency in their work and interactions. Racism and all forms of discrimination have no place at WFP. Everyone has a role to play in uniting against racism and calling out prejudice and injustice when they see it. Everyone should demonstrate the core values of integrity, collaboration, commitment, humanity and inclusion in all of their interactions.

Context and scope

6. The world is not on track to achieve zero hunger, and nations call upon WFP to integrate crisis response with efforts to build resilience with regard to recurring shocks and to address structural vulnerabilities. WFP's need to deliver and partner effectively in both humanitarian and development contexts requires a diverse and skilled workforce with the strengths and capacities necessary to respond to emergencies and promote and support food security and nutrition, including in the context of protracted crises.
7. The increase in the number and length of conflicts, global health crises, natural disasters and economic shocks has resulted in unprecedented numbers of Level 2 and Level 3 emergencies. The number of acutely food-insecure people increased from 80 million in 2015 to 135 million in 2019 and spiked to 270 million in late 2020, fuelled by the coronavirus disease (COVID-19) pandemic.
8. The COVID-19 pandemic led WFP to mount an unprecedented operational response, including as a provider of United Nations common services.⁶ In these challenging circumstances, WFP leveraged its logistics capacity and expertise to fill gaps created by a reduction in commercial capacity, providing passenger and cargo services to destinations around the world. WFP employees took on temporary surge assignments, remote working

⁴ According to the annual performance report for 2019, WFP assisted 97 million people in 2019.

⁵ See annex I.

⁶ WFP Common Services COVID-19 Response Situation Report #5, 15 October 2020.

by design and increased flexible working arrangements, with many working far beyond their normal working hours and prescribed rest and recuperation cycles.

9. In recognition of WFP's multidimensional mandate, growing importance is attached to its role in providing technical assistance in the effort to identify the root causes of hunger and strengthen national disaster response capacities and systems that promote food security and healthy diets. In this way, WFP has the potential to reach far beyond its own programmes, but this requires a workforce able to play capacity building, capacity strengthening and technical advisory roles.
10. The shift to cash-based transfers and the growing use of digitization, automation and artificial intelligence have also had a dramatic impact on the nature of WFP's workforce, the skills and competencies required of it and the management processes that support it. For example, cash-based transfers, which represented 1 percent of WFP expenditures in 2010, made up 28 percent of expenditures by 2019.
11. Against this backdrop, WFP operates around the world, in more than 80 countries⁷ and in hundreds of different workplaces, with a diverse workforce of more than 20,000 people in 2021.⁸ As WFP's work has expanded and developed, so has the need for additional employees, including those with different profiles and skills.
12. According to WFP's human resource statistics, the majority of its workforce continues to be hired locally,⁹ which enables the continuity of humanitarian and development programmes and the retention of knowledge of local circumstances. The variability of needs and the uncertainty of WFP's funding have contributed to a reliance on short-term contracts¹⁰ to a greater extent than is true of other United Nations organizations facing similar challenges. A large proportion of the workforce is hired and employed as national staff in developing countries. A smaller proportion of the international professional workforce comes from developing countries. Women are still underrepresented in the organization,¹¹ and more young people¹² and people with disabilities need to be recruited if stakeholder expectations and future talent requirements are to be met.
13. Extensive internal and external research, including that reported on in the evaluation of the WFP People Strategy (2014–2017),¹³ has highlighted the huge investment and substantial progress made in recent years in pursuit of an optimal workforce based on improved, respectful and inclusive workplaces. This policy builds on the important steps already taken on WFP's road towards harnessing the potential of its workforce in every workplace around the world. Such steps include establishing the Staff Wellness Division, meeting the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), preparing the comprehensive action plan on the recommendations of the Joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power, and discrimination,¹⁴ establishing the

⁷ According to its annual performance report for 2019, WFP had operations in 88 countries.

⁸ Workforce head count as at 31 January 2021, as indicated on WFP's HR Analytics Dashboard.

⁹ According to WFP's HR Analytics Dashboard, 77 percent of employees were hired locally as at 31 January 2021.

¹⁰ According to WFP's HR Analytics Dashboard, 60 percent of the total workforce were employed on short term contracts as at 31 January 2021. The types of contracts are defined in the WFP Staffing Framework. The terms and conditions of employment for non-staff are governed by their contracts and relevant sections of the WFP human resources manual. Such modalities should be utilized to deliver temporary services or provide expertise of a technical nature not available in WFP, on a strictly time-limited basis.

¹¹ According to WFP's HR Analytics Dashboard, 40 percent of employees were women as at 31 January 2021.

¹² According to the human resources database, the average (mean) employee age was 42 years as at 31 January 2021.

¹³ Evaluation of the WFP People Strategy (2014–2017), paras. 15–19 and 36–44.

¹⁴ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A) <https://docs.wfp.org/api/documents/WFP-0000108563/download/>.

Department of Workplace Culture and the approval by the Executive Board of a disability inclusion roadmap.¹⁵

14. Future challenges have been identified that will demand further change in the location, nature, scale and skills of WFP's workforce, in the structure and environment of WFP workplaces and, potentially, from every one of WFP's employees. This is why the People Policy applies to all WFP employees, regardless of their contractual status.
15. Given the unpredictable nature of humanitarian needs and funding, WFP will seek to balance the flexibility required in its structures and workforce with the need for continuity of programming and its duty to provide safe and supportive work conditions for its people. While WFP needs contractual flexibility to meet short-term demands in emergency situations, the use of short-term contracting modalities outside of these situations may contribute to employment insecurity with the undesirable consequences identified in the report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination.
16. A more systematic and strategic approach to workforce planning will help get the balance right by aligning the needs of all parts of WFP with the people best suited to meeting those needs. Attracting and recruiting people with the right profiles, dedicating more resources to helping them learn and develop, establishing a culture of constructive feedback and performance management, promoting those who excel at technical, managerial and team-oriented tasks and providing opportunities to work in different roles can all contribute to building a skilled, motivated and healthy workforce.
17. Recognizing WFP's field-based spirit will reflect the importance of the work done in country offices and sub-offices and enhance the motivation of employees based there. Consideration of the concept of "career development" for national employees will reflect the importance of local knowledge, programme continuity and the contributions made by the largest part of the workforce. Career development will not always involve promotion but may include opportunities for job enrichment, lateral progression within WFP and the wider United Nations system and progression into international positions. Everyone should expect to be recognized, valued and supported.
18. A number of analyses, including the WFP global staff survey, have found strong employee empowerment and alignment with the WFP mission but room for improvement in day-to-day people management, with employees who are vulnerable because of their contractual status hesitant to speak up when harassed or bullied. The drive to produce results fast appears to take precedence over the drive to create a healthy, respectful workplace culture that would ensure the sustainability of high performance in the long term. Clear accountability of all supervisors for their leadership and management of their people will be important in achieving excellence in people management.
19. WFP is on the road to continuous learning and improvement, including by using new technologies, innovations and new ways of working; addressing the need to more consciously cultivate a healthy and respectful workplace culture; increasing inclusivity; ensuring the employee diversity that enhances organizational performance; achieving fairness through gender equity; transforming the attitudes and behaviours that allow racism; and providing the means for people with disabilities to participate fully in the workforce. Everyone should come to work feeling that they belong, are respected and are treated fairly, and confident that they will not experience discrimination because of their

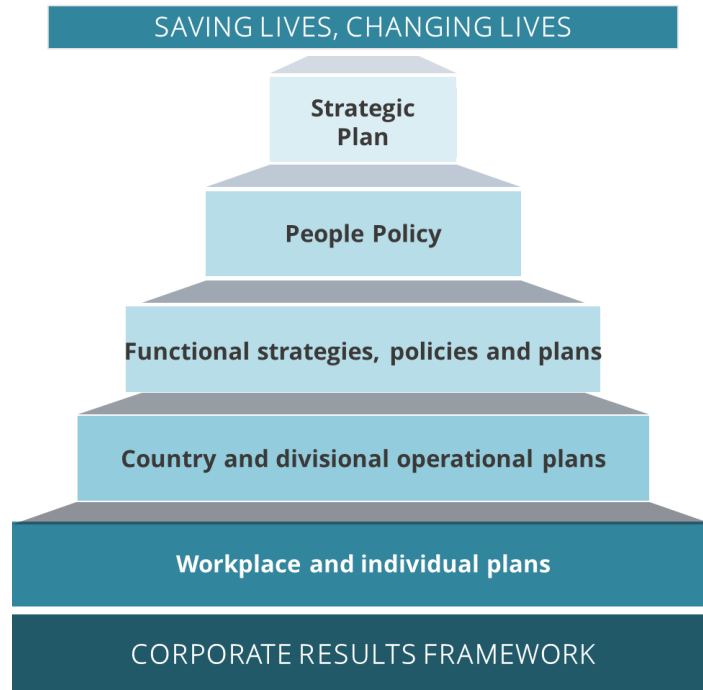
¹⁵ WFP disability inclusion road map (2020-2021) (<https://docs.wfp.org/api/documents/WFP-0000119397/download/>), approved by the Executive Board, supports the implementation of the Secretary-General's 2019 United Nations Disability Inclusion Strategy and WFP's obligations more broadly regarding disability inclusion.

race, ethnicity, gender, sexual orientation, beliefs, disability, age or any other aspect of who they are. This policy reaffirms WFP's commitment to that end.

Purpose

20. The purpose of the People Policy is to establish a coherent framework for excellence in people management by outlining WFP's workforce vision, priorities and commitments and its expectations for employees' behaviour towards each other and towards the organization.
21. The policy reaffirms the mutual commitments that underpin the employment relationship and people management across WFP. These commitments also contribute to the way in which WFP's core values are to be reflected in every employee's experience of their workplace.
22. The policy aims to ensure that WFP's people management strategies and plans are regularly realigned with changes in the internal and external environments, including shifts in societal and generational expectations and changing demands for employee skills and competencies, as ways of working evolve globally and as the United Nations system undergoes reform to achieve the Sustainable Development Goals.
23. The policy's priorities and elements reflect the substantial progress made by WFP and provide further direction in areas such as workplace culture, diversity and inclusion, particularly as they apply to issues of gender, race and disability and to a broader range of diversity dimensions, whether visible or invisible, inherent or acquired. The priorities and elements also address recurring challenges, including with regard to WFP surge capacity, the competence and skills required by the organization's multidimensional mandate and the way that decisions regarding recruitment, development, reassignment and promotion are made and communicated.
24. Each of the strategies, policies, frameworks, systems and activities that contribute to the implementation of the policy will be expected to articulate how it will facilitate progress in respect of WFP's workforce vision, priorities and commitments and what is expected in terms of employee behaviour. In this way, the policy sets out to align all activities with WFP's vision, mission and values. The logical connection between WFP's strategic plan, functional instruments, the work plans in place at each level of the organization and the expected results is described in figure 1 below. These strategies, policies, frameworks, systems and activities are often interdependent, and taken together they form part of the people ecosystem described in annex IV.
25. WFP is committed to fostering stronger mutual accountability for people management across all functions and levels. Such mutual accountability will be embedded in strategic and operational planning, management, monitoring and reporting, using existing or updated processes and systems.

Figure 1: The WFP People Policy in context



Theory of change

26. A theory of change links a policy change with a desired end state. It is an essential part of policy building. According to WFP's internal guidance,¹⁶ a theory of change explains how and why an intervention is expected to influence change. It sets out the sequence of results that is expected to unfold, makes explicit the various assumptions and conditions that underlie the processes of change and identifies opportunities, risks and contextual factors that might promote or impede the theory's realization.
27. The People Policy is anchored in a theory of change adopted by WFP in discussion with stakeholders. That theory of change is adapted from the "COM-B" model¹⁷ originally applied in the evaluation of the WFP People Strategy (2014–2017). The theory is founded on five key assumptions:
- Organizations that lead, support and develop their workforces effectively are more productive, and WFP is no different. WFP delivers its excellent performance through its people.
 - As WFP's corporate strategy and priorities evolve to fully reflect its dual mandate it can better deliver on its mission if it continues to improve its people in line with its vision for its future workforce.
 - Achieving the vision for the future workforce requires a clear focus on defined priorities that aim to support the development of people management excellence.
 - Excellence in people management also requires some organizational and individual behaviour changes, including building a shared-ownership mindset in which the people dimension is incorporated into all of WFP's work and reaffirming behaviour standards and commitments.

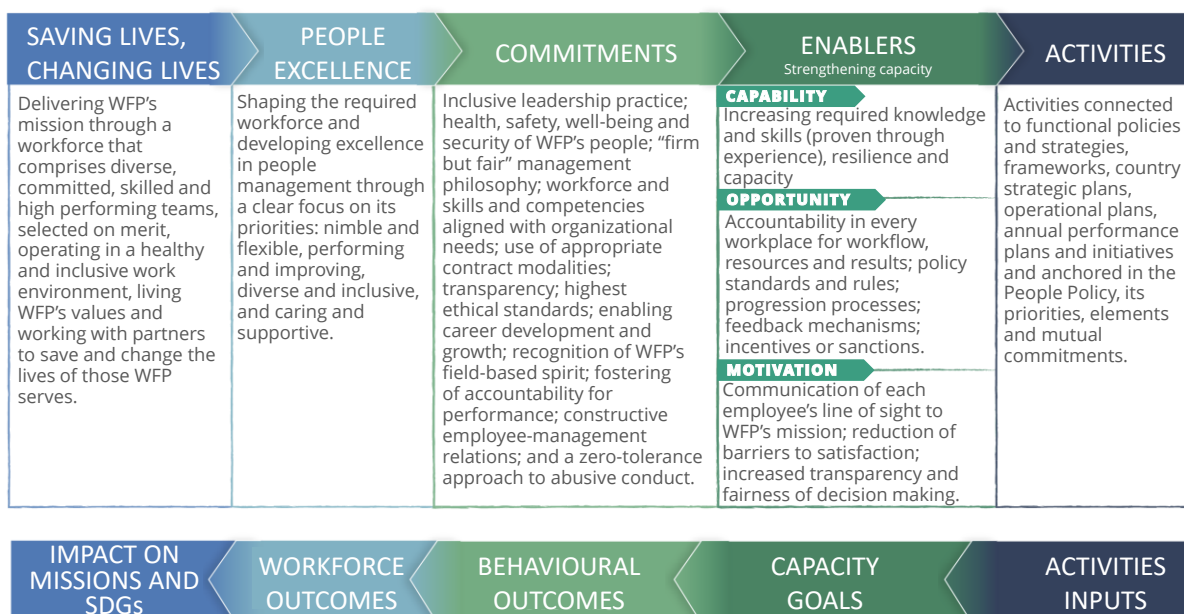
¹⁶ WFP guidance on developing theories of change, March 2017.

¹⁷ Mayne, J. 2017. "The COM-B Theory of Change Model (V3)".

https://www.researchgate.net/publication/314086441_The_COM-B_Theory_of_Change_Model_V3.

- e) Behaviour changes will be supported through more effective coordination of activities relating to capabilities, opportunities and motivation.
28. In applying this theory, several other assumptions regarding the events and conditions needed to bring about the required capacity and behaviour changes have been made. They include the following:
- The identified challenges will be acknowledged, and WFP will commit itself to specified behavioural and attitudinal changes in order to correct any shortcomings (for example, by upholding its core values).
 - The “people dimension”¹⁸ of WFP activity will feature comprehensively in the strategic plan, in performance planning, budgeting, risk management and results frameworks, and in oversight, reporting, auditing and evaluation processes.
 - WFP’s planning and budgeting processes will provide adequate and sustainable resources sufficient to implement the provisions of this policy in the long term.
 - The change management process will also need to be long term and incremental in nature, with opportunities to evaluate progress and to adjust strategies, activities and resourcing plans in the light of experience.
 - Every workplace will consistently meet the commitments set out in the policy to support effective job performance.
 - Cultural differences across a global organization like WFP will not detract from other assumptions made, and the theory of change will be put into practice in a way that recognizes and respects the variability of cultural norms.
 - The whole organization, including its managers and supervisors, will demonstrate a commitment to developing the skills and competencies necessary to lead teams and individual employees effectively.
29. The theory of change underpinning the People Policy is presented in figure 2.

Figure 2: WFP People Policy theory of change



¹⁸ The people dimension means everything that is directly related to people, including organizational structures, roles, plans, results, risks, processes and activities that affect or otherwise involve employees.

Vision of the future workforce

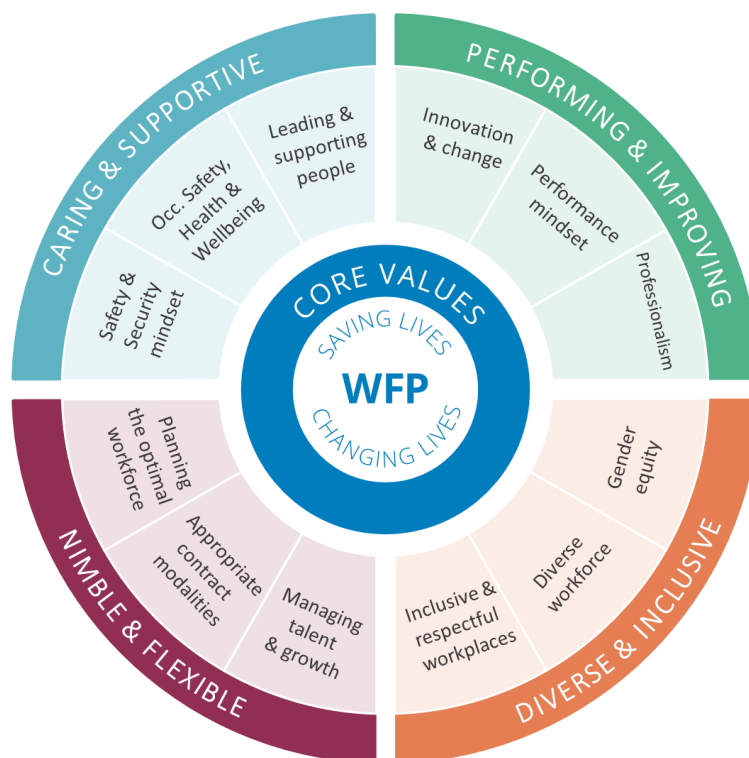
30. WFP has adopted a broad and comprehensive vision statement that includes all important workforce characteristics and provides direction to enable it to address the challenges it faces in respect to people management and workplace culture. The vision enables all of its people to appreciate the part they play in the organization’s mission and in achieving the desired outcomes defined in its policy instruments, strategies and manuals.

The vision of the future WFP workforce is one of diverse, committed, skilled and high performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values and working with partners to save and change the lives of those WFP serves.

Focus on WFP people management priorities

31. People management is a broad and complex area without a generally accepted taxonomy. Organizations are able to assess their requirements and strategic approach and to define people management priorities that reflect their operating environments and needs and best fit their visions, missions and values. WFP has adopted a model of four priority areas and 12 elements that define its “people excellence model”, as set out in figure 3.
32. To establish this model, WFP undertook extensive research, including studies of its previous practices, internal reports such as the evaluation of the WFP People Strategy (2014–2017), approaches employed by other United Nations organizations, relevant United Nations frameworks and principles and external standards and good practices. It also engaged with managers and other employees, including those based in the field, and with staff representative bodies.

Figure 3: WFP’s four priorities for “people excellence”



33. The 12 elements of the model were developed by reference to statements or descriptors that reflect enablers of the policy, including policy, strategies, frameworks and action plans. The list reflects those enablers in use or foreseen when developing the policy; it is not exhaustive, however, and it will evolve over time. Details are set out in annex III.

Mutual commitments

34. All WFP employees have a duty to foster a safe environment, free from harassment, sexual harassment, abuse of authority and any form of discrimination, including racism, to contribute to the achievement of WFP's vision and to conduct themselves in accordance with the highest ethical standards. This duty starts at the top of the organization and flows through leaders, managers, supervisors and the workforce at large at the headquarters, global office, regional, country and sub-office levels.
35. Taken together, this mutual duty constitutes a core behavioural and performance standard for which all leaders, managers, supervisors and employees will be accountable.
36. Reflecting its core commitments to its employees, WFP will:
- aim for excellence in its approach to managing and developing people;
 - make decisions about people transparently and based on the highest ethical standards, including efficiency, competence and integrity;
 - strengthen inclusive leadership practices and excellence in all areas of gender mainstreaming, including but not limited to gender parity;
 - provide accessible and inclusive work environments, including through reasonable accommodation for people with both visible and invisible disabilities;
 - actively promote multilingualism;
 - systematically review policies and practices to eliminate unintended racism and other forms of discrimination in order to create a more equal workplace;
 - support measures to ensure the physical and psychological health, safety, well-being and security of its people and to protect their lives, including through risk mitigation and protection;
 - encourage respectful informal resolution of unconstructive conflict;
 - align its workforce, skills and competencies with its organizational needs;
 - ensure the use of appropriate contract modalities;
 - foster an enabling environment for career development and growth;
 - recognize its field-based spirit, valuing time served on the frontlines;
 - foster stronger accountability for performance;
 - be cognizant that good and effective interaction between management and employees is critical for the delivery of high performance. WFP will uphold its commitment to maintaining continuous contact with and to consulting, and being consulted by, the recognized staff representative bodies¹⁹ with regard to the terms and conditions of employment and general staff welfare, and will support a constructive and respectful dialogue therewith;
 - invest in technology and more efficient processes; and

¹⁹ WFP Professional Staff Association and FAO/WFP Union of General Service Staff .

- uphold its zero-tolerance for inaction approach and take decisive and timely action in response to misconduct, including sexual exploitation and abuse; sexual harassment, harassment, abuse of authority and any form of discrimination, including racism, as well as fraud and corruption.
37. In addition, WFP expects every leader, manager and supervisor to honour the following core commitments:
- to serve as a role model, living up to the highest of ethical standards of conduct;
 - to contribute proactively to excellence in managing people;
 - to adopt a “firm but fair” management style, balancing appropriately concern for people and concern for results;
 - to provide honest, timely and helpful performance and development feedback;
 - to support and coach their people;
 - to conduct all people processes (e.g. hiring, reassignment, performance assessment and promotion) according to the highest standards;
 - to demonstrate transparency and integrity in decision making;
 - to communicate with employees effectively;
 - to listen to all views and opinions actively; and
 - to act impartially and without favouritism.
38. All employees (including those with leadership, managerial and supervisory roles) must honour the following core commitments:
- to perform with a commitment to excellence and integrity;
 - to focus on respecting and improving each other’s lives and the lives of the people WFP serves;
 - to ensure that personal behaviour is consistent with WFP's values, ethical standards of conduct and policies and other issuances at all times;
 - to avoid breaches of WFP’s policies regarding any form of misconduct, including sexual exploitation and abuse, sexual harassment, harassment, abuse of authority and any form of discrimination, including racism, as well as fraud and corruption;
 - to be flexible and open to change;
 - to make their own career choices in line with their skills and career aspirations and the needs of the organization;
 - to contribute to a team environment where everyone:
 - feels empowered and able to speak up;
 - works together towards a shared mission;
 - fosters a spirit of respect, inclusiveness and openness;
 - to be aware of and manage unconscious bias.

Accountability

39. The duty to make WFP a great place to work and a respectful and inclusive workplace starts at the top of the organization and flows through leaders, managers, supervisors and all employees at the headquarters, global office, regional, country and sub-office levels.
40. The priorities, elements and mutual commitments defined in this policy constitute behaviour and performance standards for WFP teams and people and their supervisors at every level. These teams, people and supervisors must be supported, and their performance measured, if WFP's vision and mission are to be achieved. That in turn calls for clear accountability. The areas of accountability that will support improved people management are described in more detail in the following paragraphs.

Headquarters and global offices

41. Under this policy, each division, office and functional unit must include a "people dimension" in relevant functional strategies and annual work and operational plans. The latter must include a description of their expected contributions to the achievement of the vision, priorities, elements and commitments set out in this policy.
42. Managers will identify, assess and take steps to mitigate risks to the security, workplace safety and occupational health and well-being of their employees.
43. Headquarters will support supervisors in their roles through a series of measures delivered through functional strategies and global frameworks. Such support will include:
 - development, rollout and evaluation of leadership and management programmes;
 - innovative approaches to mentoring and coaching, such as for newly appointed country directors, deputy country directors, regional directors and deputy regional directors and for other employees in supervisory positions, to ensure access to guidance from experienced colleagues who have consistently demonstrated excellent people management skills;
 - a supervisor's helpdesk at headquarters that will be available to all supervisors to guide them through WFP policies and procedures, particularly in relation to the management of underperformance;
 - an up-to-date toolbox of simple and cost-effective measures for recognizing and rewarding good performance by individuals and teams; and
 - workforce planning, organization alignment and supervisor workloads that allow supervisors to devote sufficient time to people management.
44. Each year, the leadership group will consider a synthesis and analysis of reports from each regional bureau on progress made and challenges faced in the implementation of the People Policy and related strategies and instruments, based on a clear set of indicators proposed annually. A similar process will take place in divisions and global offices. This synthesis and analysis will form part of the annual performance report presented to the Executive Board and will be communicated to all employees through tailored internal communications.
45. The annual performance report will also discuss relevant key performance indicators (KPIs) and any corporate achievements in the implementation of the policy.

Regional bureaux

46. As part of the regular planning process, each regional bureau will include a "people dimension" in its annual work plan that describes how its functions will contribute to the achievement of the vision, priorities, elements and commitments established in this policy.

47. Managers will identify, assess and take steps to mitigate risks to the security, workplace safety and occupational health and well-being of their employees.
48. Regional directors will arrange for annual working sessions to take stock of progress made and challenges faced in the implementation of the People Policy, based on a clear set of indicators proposed for each session. The regional directors will conduct these sessions with the involvement of relevant country directors, bureau colleagues and representatives of the directors of human resources, wellness, security and management services and other personnel as they deem appropriate.
49. Each regional bureau will monitor the relevant KPIs and, as part of its regular cycle, will report on progress made in the implementation of the People Policy.

Country offices

50. Based upon the requirements identified in their country strategic plans, country directors will include a “people dimension” in their annual work plans. This will include a description of how the functions and units in their offices contribute to the achievement of the vision, priorities, elements and commitments established in this policy.
51. Managers will identify, assess and take steps to mitigate risks to the security, workplace safety and occupational health and well-being of their employees.
52. Each country office will identify its contribution to the relevant KPIs established in the corporate results framework or devised for a particular function.
53. Country directors will actively contribute to the annual working sessions to be convened by each regional bureau, which will be based on a clear set of proposed indicators with the purpose of taking stock of progress made and challenges faced in the implementation of the People Policy
54. As part of the regular cycle, annual country reports will also reflect each country office’s own assessment of progress made and challenges faced in the implementation of the policy.

All supervisors

55. Research shows that at least 70 percent of an employee’s motivation is influenced by his or her supervisor.²⁰ WFP’s support for supervisors therefore plays a significant part in the achievement of excellence in people management, including through the accountability framework for supervisors, which will:
 - reflect regularly updated expectations and provide examples of good people management practices, as defined in this policy and in WFP’s leadership framework;
 - include mandatory elements of performance management to ensure that the rights of supervisors and supervisees are adequately protected, particularly in relation to avoiding and managing underperformance;
 - ensure that people management responsibilities are correctly reflected in the job profiles, KPIs and performance assessments of all supervisors;
 - reinforce mechanisms for broadening performance feedback, such as 180- and 360-degree reviews and team-based assessments, including assessments of the commitments set out in this policy; and
 - require all supervisors to contribute to an organizational culture of giving and receiving constructive feedback.

²⁰ <https://news.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx>.

All employees

56. WFP employees already demonstrate a high level of pride in their organization's purpose.²¹ Internal review has identified many good practices in relation to employee participation, engagement and recognition, including through established voluntary networks such as respectful workplace advisors, staff well-being committees and staff representatives and through local recognition and achievement awards.
57. This high level of employee dedication to those WFP serves is the foundation upon which the policy is built. Employees will be accountable for delivering on their commitments, in particular those relating to their personal behaviour, their performance and their contribution to a respectful and inclusive team environment. This will be reflected in the performance appraisal conversations and records for each employee.

Implementation and change management

58. Effective implementation of the People Policy requires a change management process that is long-term in nature, reflecting a sustained, coordinated and incremental approach. The change management process foresees three phases, as follows:



59. The scale and nature of investment in the various activities that contribute to the implementation of the policy are determined by WFP's formal planning and budgeting processes. During the transition phase, initial implementation activities have been identified together with the existing resources available for their completion. An implementation and investment plan is attached as annex V.
60. Robust in the short term, the forecast also provides a high-level indication of the potential investment foreseen during the "mainstream" and "sustain" phases. Beginning in 2022, this forecast will be replaced by budgets derived from planning and budgeting processes such as WFP's management plan, including corporate critical initiatives, and multilateral extrabudgetary resources (investment cases, special accounts and trust funds) and the individual country strategic plans that are approved by the Executive Board.
61. The change management process foresees activities at three levels. The Workplace Culture Department will coordinate cross-cutting activities implemented at the organizational level and will provide oversight of related activities across WFP. The investment required to establish this capacity is forecast in the implementation and investment plan and recurring items, such as staffing, training and system licences, will feature in the management plan as baseline activities.

²¹ Eighty-seven percent of respondents in WFP's 2018 global staff survey indicated a high level of pride in WFP's purpose.

62. At the second level, functional directors who have ownership of policy instruments, functional strategies and action plans, will be responsible for reviewing, developing and implementing them. The investment required to implement a particular functional activity will be identified in the relevant document. Where new strategies or frameworks are already being developed some investment forecasts are included in the implementation and investment plan, including plans relating to wellness, human resources, the replacement of the human capital management system and strategic workforce planning. Beyond the transition phase, recurring items will feature in future management plans as baseline activities.
63. Where ownership of a plan or activity rests with a regional bureau, country office or sub-office, implementation will be the responsibility of the relevant regional director, country director or head of office. The initial investment for field level activities that have already been identified is forecast in the implementation and investment plan, for example for strategic workforce planning, wellness and training. Some recurring items will feature in future management plans as baseline activities. Other activities requiring recurring or one-time investments will be proposed for funding through country strategic plans or other planning and budgeting processes.
64. At the organizational level, the benefits of implementing the People Policy through its people priorities and elements and mutual commitments will be realized by adopting a systematic and strategic approach based on WFP's core values. This approach is captured by reference to WFP's people ecosystem, shown in annex IV.
65. This approach also involves integrating, streamlining and continuously improving all related processes and activities to maintain alignment with the strategic plan, including budgeting, enterprise risk management, innovation and knowledge management, the management component of the corporate results framework and performance planning, monitoring and reporting.
66. WFP's corporate risk register, divisional and global office and regional bureau risk registers, related assessments in country offices and the risk appetite report will reflect a comprehensive assessment of risks relating to people and align implementation plans with required risk mitigation measures.
67. WFP's corporate results framework will also be anchored in this policy and will specify key indicators of management performance.
68. Revised planning, managing, monitoring and reporting tools will be introduced, reflecting the people dimension of WFP's organization, management and operations and the importance of the achievement of the vision, priorities and commitments set out in this policy.
69. All divisions and functional units will review each of their policy instruments and functional strategies to determine the amendments required to optimize their contribution to the vision, priorities and commitments set out in this policy. Such reviews are expected to reflect the People Policy theory of change. Thereafter, the policy instruments and strategies will be reviewed regularly to ensure continued alignment with the policy.
70. Recognizing the need to proactively share relevant information with employees, awareness of and engagement with the policy will be addressed through an initial dissemination plan as part of a strategic approach to communication. After the transition phase, the effective communication will be mainstreamed as part of WFP's internal communications strategy and this approach is described in annex VII to this policy.

Monitoring, reporting and evaluation

71. Monitoring and reporting will include that undertaken at the headquarters, regional and country levels described above, including the annual working sessions arranged by regional directors.
72. The KPIs established by this policy, and the related monitoring and reporting plan, are set out in annex VI. Further KPIs may be established as part of the corporate results framework and annual performance planning process.
73. The People Policy will be evaluated by the Office of Evaluation five years after its approval. Evaluation findings will inform the formulation of policy updates and new policies.

ANNEXES

- I. Recommendations of the evaluation of the WFP People Strategy (2014–2017)
- II. Definition of key terms
- III. Examples of enablers of WFP's 12 elements of people management excellence
- IV. WFP's people ecosystem
- V. People Policy implementation and investment plan
- VI. People Policy KPIs and monitoring and reporting plan
- VII. People Policy communication and dissemination framework

Recommendations of the evaluation of the WFP People Strategy 2014–2017¹

Recommendation	Priority/Responsibility/Deadline
<p>Recommendation 1: WFP should develop a new policy, focusing on “people” that sets out the organization’s vision of its future workforce and the core values that should shape WFP’s workplace culture.</p> <p>a) The policy should build on positive changes already in place but elaborate on topics not sufficiently addressed in the current strategy, including but not limited to:</p> <ul style="list-style-type: none"> • workplace culture, including in relation to harassment, sexual harassment and abuse of power; • gender equality, diversity and inclusion; • workforce planning, including in relation to balancing the need for a nimble and flexible workforce while respecting the purpose of different types of contracts (see also recommendation 5); • performance management. <p>b) The policy should include a theory of change, a costed implementation plan and a dissemination plan.</p> <p>c) The policy should clearly identify accountabilities for various units, divisions, regional bureaux and country offices.</p> <p>d) A clear governance structure should be established to oversee the development phase.</p>	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, in collaboration with the Director, Human Resources Division, endorsed by the leadership group and in consultation with functional units at headquarters, regional bureaux and a representative selection of country offices.</p> <p>Deadline: February 2021</p>

¹ Evaluation of the WFP People Strategy (2014–2017) (<https://www.wfp.org/publications/evaluation-wfp-people-strategy-2014-2017>).

Recommendation	Priority/Responsibility/Deadline
<p>Recommendation 2: WFP should implement a new people policy through an organizational change management process.</p> <p>a) Human resources, functional offices and regional bureaux, based on consultations with country offices, should hold joint annual working sessions to take stock of progress and challenges in implementation, based on a clear set of indicators.</p> <p>b) Human resources, functional offices and regional bureaux should provide annual updates on organization-wide progress to the leadership group and to WFP employees at all levels.</p> <p>c) All functional offices should include activities, targets and milestones in their respective strategies.</p>	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, in collaboration with the Human Resources Division, headquarters functional units and regional bureaux.</p> <p>Deadline: February 2023</p>
<p>Recommendation 3: WFP should revise its human resource functional strategy to continue the professionalization of the human resources function at all levels and locations of the organization.</p> <p>a) A revised human resources strategy should clarify how human resources will support implementation of the new people policy at headquarters and at the regional and country levels.</p> <p>b) The strategy should articulate a costed plan for gradually reinforcing WFP's human resource capacity in the field with the aim of ensuring that every country office has easy access to a human resource officer at short notice:</p> <ul style="list-style-type: none"> • regional human resources business partners should continue to be responsible for ensuring that accessible human resource services are in place; • as part of strategy development, human resources should conduct a workflow review to streamline priority human resource processes. <p>c) The strategy should articulate how the human resources function will continue to strengthen the capacity of human resources staff in the field in relation to their:</p>	<p>Priority: Medium</p> <p>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices, functional units and the leadership group.</p> <p>Deadline: February 2021</p>

Recommendation	Priority/Responsibility/Deadline
<ul style="list-style-type: none"> • capabilities (knowledge, skills); • motivation and ways of thinking and decision making, e.g. in relation to reinforcing an understanding among human resources staff and other employees of human resources as a business partner; • opportunities, e.g. in relation to ensuring that technology upgrades, automated systems and tools are in place to reduce workloads related to transactional tasks such as payroll entries, thereby freeing up human resources staff to focus on more strategic issues. 	
<p>Recommendation 4: Human resources should develop a supervisors' accountability framework for supervisors to achieve excellence in people management and present it to the leadership group for endorsement.</p> <p>a) The framework should:</p> <ul style="list-style-type: none"> • update expectations and outline good people management practices, how they manifest themselves at various career levels and how they relate to the notion of leadership; • include regulatory elements relating to performance management to ensure that it adequately protects the rights of both supervisors and supervisees, especially in relation to underperformance; • ensure that people management responsibilities are reflected in the job descriptions, KPIs and performance assessments of all supervisors; and • introduce a mechanism to broaden performance feedback, such as regular 360° reviews, for all supervisors to contribute an organizational culture of giving and receiving constructive feedback. <p>b) Support supervisors in their efforts to continuously enhance their people management skills through integrated measures, including:</p> <ul style="list-style-type: none"> • Rollout of existing and planned management programmes and related follow-up; 	<p>Priority: High</p> <p>Responsibility: Director, Human Resources Division, in consultation with the leadership group, regional bureaux and country offices.</p> <p>Deadline: August 2021</p>

Recommendation	Priority/Responsibility/Deadline
<ul style="list-style-type: none"> • Exploring whether newly appointed country directors, deputy country directors, regional directors and deputy regional directors could be matched with recently retired individuals who have held their positions in the past and have consistently demonstrated excellent people management skills to act as mentors; • Having regional bureaux explore how to best provide access to coaching and other types of professional support services for other staff in supervisory positions in their regions, share related insights with each other and ensure follow-up; • Having human resources establish a supervisor’s helpdesk at headquarters that would be available to all employees with supervisory or people management responsibilities; • Having human resources, with input from regional bureaux and country offices, compile and regularly update a toolbox of simple and cost-effective measures for recognizing and rewarding good performance by individuals and teams; • Allowing for time dedicated to people management when determining supervisors’ workloads. 	
<p>Recommendation 5: WFP should conduct a comprehensive review of existing contract modalities and their use.</p> <p>a) Human resources, with leadership group support and in collaboration with the regional bureaux, country offices and headquarters functional units, should institutionalize a headquarters-supported process for systematic workforce planning at all levels of the organization beyond the currently planned duration of the organizational alignment project:</p> <ul style="list-style-type: none"> • Country strategic plans should include mandatory workforce analyses and plans, including on the proposed distribution of short-term and fixed-term contracts; 	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, with Human Resources Division support and in collaboration with regional bureaux, country offices and headquarters functional units.</p> <p>Deadline: February 2021</p>

Recommendation	Priority/Responsibility/Deadline
<ul style="list-style-type: none"> • Human resources should actively participate in the programme review process, reviewing all draft country strategic plans from a human resource perspective, including at the regional level. b) WFP should continue to consult regularly with other organizations, including but not limited to other United Nations agencies and private sector firms, and to exchange good practices on limiting the use of short-term contracts while ensuring organizational flexibility; c) The leadership group should communicate clear expectations about a gradual reduction in the long-term use of short-term contracts. 	
<p>Recommendation 6: Human resources should further strengthen its approach to proactively sharing relevant information with WFP employees.</p> <ul style="list-style-type: none"> a) Human resource officers at headquarters and in regional bureaux and country offices should communicate regularly and offer regular information sessions on contract modalities and benefits for different employee groups. b) Human resources, in collaboration with regional bureaux and country offices, should review and, where required, strengthen existing processes for sharing information on existing or upcoming capacity development opportunities and on the criteria used to decide which individuals are invited to attend various types of courses and training programmes. 	<p>Priority: Medium</p> <p>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices and functional units.</p> <p>Deadline: Ongoing, with the actions undertaken to be included in the annual updates to the Executive Board</p>

Definitions of key terms

People	All WFP employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual labourers, staff on secondment, junior professional officers, United Nations volunteers, interns and WFP volunteers.
Mutual accountability	Reflecting a principle originally established in the Paris Declaration on Aid Effectiveness, 2005, mutual accountability refers to the frameworks through which two or more partners hold each other accountable for their performance against the covenants of their partnership. In the case of the WFP People Policy, the partners include the organization, its leaders, managers and supervisors and all of its employees.
Mutual commitments	Multiple commitments reaffirmed in the WFP People Policy are the statements that make up the framework for mutual accountability in WFP. They are largely drawn from the existing regulations, policies and issuances with which the partners already seek to comply.
Core values	<p>Integrity - WFP employees value living up to the highest of standards.</p> <p>Collaboration - WFP employees value working together towards a shared mission.</p> <p>Commitment - WFP employees value delivering on their promises to one another.</p> <p>Humanity - WFP employees value improving the lives of the people they serve and one another.</p> <p>Inclusion - WFP employees value respecting one another's unique contributions.</p>
Diversity	Recognizing and valuing a broad range of diversity dimensions, whether visible or invisible, inherent or acquired. These include gender, race, ethnicity, nationality, age, language, sexual orientation, abilities and disabilities, culture, religion, profession, education, workplace experience, role, staff position (national/international) and contract modality.
Inclusion	The way people show that they value and respect one another's unique contributions. An inclusive environment is one where everyone can be themselves and have an equal chance to contribute, where differences are seen as valuable and used for the good of the organization.
Equality	Ensuring that every individual has an equal opportunity to make the most of their talents. Equality achieves fairness through treating everyone the same regardless of their needs.
Equity	Equity is about giving people what they need in order to make things fair. Equity achieves fairness through treating people equally or differently, depending on their needs.
Gender equity	Refers to treating people fairly based on needs connected with their gender. Although this may mean that treatment will be different, it will also be fair. This plays an important role in achieving gender equality, because the inequalities that exist require that we give more support to ensure that all genders have equal opportunities.

Dimensions of diversity	The broad range of diversity dimensions, whether visible or invisible, inherent or acquired, could include gender, ethnicity, nationality, age, language, sexual orientation, abilities and disabilities, culture, religion, profession, education, workplace experience, role, staff position (national/international) and contract modality.
Gender	Gender refers to socially constructed roles, behaviours and expectations, while sex refers to anatomical and biological characteristics defining males and females.

Examples of enablers of WFP's 12 elements of people management excellence

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.1. Planning the optimal workforce Aligning structures, workforce, working arrangements and skills with organizational needs and resources</p>	<p>2.1 Performance mindset Building a commitment to excellence and accountability for delivering results through people and a workplace culture which sustains high performance in the long term</p>	<p>3.1 Inclusive and respectful workplace Creating an inclusive and respectful workplace</p>	<p>4.1 Safety and security mindset Meeting the duty of care, with appropriate measures that enable WFP to deliver and fulfil its responsibilities towards its people</p>
<p>Through:</p> <ul style="list-style-type: none"> • Management planning consistent with the principles established by the bottom up strategic budgeting exercise • Strategic workforce planning at the global, country and functional levels • Organizational alignment • Assessment of skills gaps and related action plans • Agile decision making and implementation mechanisms in response to emergencies • WFP's policy on flexible working arrangements 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's corporate planning and performance monitoring processes • WFP's performance and capability enhancement system • Definitions of success that are helpful and include results in terms of teams and individuals as well as tasks • Respect for entitlements to leave and time-off as part of a healthy work-life balance • Assessments and decision making based on fairness, transparency and objective criteria, and the highest ethical standards of efficiency, competence and integrity 	<p>Through:</p> <ul style="list-style-type: none"> • Mainstreaming WFP's comprehensive action plan for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination • Measures to provide a healthy work-life balance • Zero tolerance of abusive conduct and decisive and timely action on any breaches of WFP standards of conduct • A review and revision of policies and practices through an anti-racism lens to eliminate occurrences of racism in their application • Strengthening of conflict resolution capacity and internal justice mechanism, including mediation, coaching, and team assessments 	<p>Through:</p> <ul style="list-style-type: none"> • Compliance with United Nations Security Management System policies, guidelines and relevant WFP directives • Sound implementation of security risk management and mitigating measures • Development of related specialized skills and competencies

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.2 Using appropriate contract modalities Responding to changing organizational needs, maintaining institutional knowledge and ensuring fair and decent employment</p>	<p>2.2 Innovation and change Developing a culture of innovation and continuous learning and improvement</p>	<p>3.2 Diverse workforce Building on a broad and complex combination of unique individual differences of WFP's people so that they feel valued and have equal chance to thrive</p>	<p>4.2 Occupational safety, health and well-being Ensuring that people are cared for in order to accomplish WFP's mandate and strategic objectives and to contribute to human dignity and self-fulfilment</p>
<p>Through:</p> <ul style="list-style-type: none"> • A staffing/contractual framework • A supervisor accountability framework 	<p>Through:</p> <ul style="list-style-type: none"> • A technology strategy • A knowledge management platform and process and related initiatives • Encouraging a culture of continuous improvement, including through process review and optimization initiatives 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's diversity and inclusion framework • Mainstreaming of WFP's disability inclusion roadmap including reasonable accommodation considerations • WFP's anti-racism action plan • A range of diversity dimensions, whether visible or invisible, inherent or acquired, and support for minority groups • Initiatives to engage and empower women and minority groups • Initiatives to develop a multicultural and multilingual workforce 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's wellness strategy including provisions of the United Nations workplace mental health and well-being strategy 2018-2023 • WFP's policy on occupational safety and health • WFP's occupational safety and health management system • Ensuring that employees and their representatives are consulted and encouraged to contribute • Preventing workplace accidents and injuries • WFP's health protection and medical insurance

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.3 Managing talent and growth Attracting and investing in the right people, skills and competencies Supporting succession needs and employee growth. Recognizing excellent people managers and leaders.</p>	<p>2.3 Professionalism Maintaining the highest standards for ethical conduct and behaviour, and of competence required of employees</p>	<p>3.3 Gender equity Reaching beyond quantitative measures into every aspect of the way WFP works and creating conducive workplaces where people of all genders can thrive</p>	<p>4.3 Leading and supporting people Developing ethical stewardship and demonstrating excellence in the skills and behaviours required to lead and manage people</p>
<p>Through:</p> <ul style="list-style-type: none"> • A supervisor accountability framework • Human resource policies and platforms for recruitment, reassignment and promotion • Commitment to securing the highest standards of efficiency, competence and integrity • Access to development resources and programmes of different modalities for functional and professional development • Retention strategies, particularly aimed at women and minority groups • Opportunities for job enrichment, lateral movement, and promotion 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's core values • The standards of conduct for the international civil service and related guiding principles including competence, integrity, impartiality, independence and discretion • The WFP Code of Conduct • Annual conflict of interest and financial disclosure • Related WFP policies, circulars and initiatives <p>A zero-tolerance approach to abusive conduct acts of sexual exploitation and abuse, retaliation and fraud and corruption</p>	<p>Through</p> <ul style="list-style-type: none"> • Mainstreaming WFP's response to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) • The leadership framework and a range of relevant development programmes • The WFP Gender Policy • The gender parity action plan 	<p>Through:</p> <ul style="list-style-type: none"> • The leadership framework and a range of relevant development programmes • A diversity and inclusion framework, including actions to support the development of a culture • An anti-racism action plan • Mainstreaming of WFP's disability inclusion roadmap • A supervisor accountability framework <p>WFP's performance and capability enhancement system</p>

WFP's people ecosystem

A systematic approach

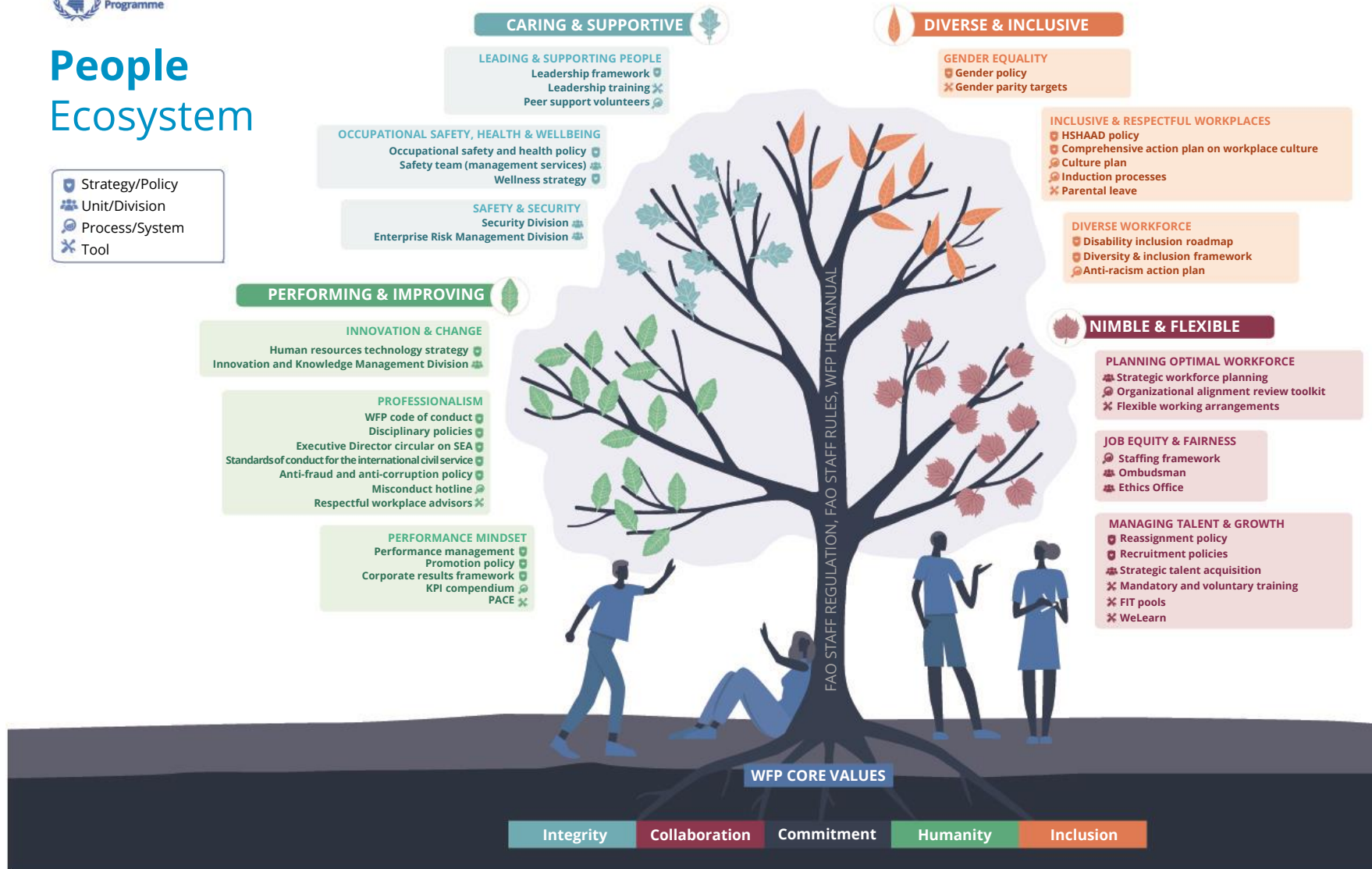
1. Given the interrelated aspects of the WFP People Policy, the concept of "people excellence" and employees' experience of working for WFP will be enhanced by adopting a systematic and strategic approach based on WFP's core values, as illustrated in the figure below.
2. The benefits of implementing the People Policy through its four people priorities, 12 elements, 34 mutual commitments and accountability framework will be realized through effective coordination of WFP's activities, including those aimed at enhancing capabilities, opportunities and motivation.

Internal alignment and cross-departmental coherence

3. Internal alignment involves integrating, streamlining and continuously improving all WFP processes and activities, including strategic planning, enterprise risk management, innovation and knowledge management, the management component of the corporate results framework, budgeting and performance planning and reporting tools. All of these activities will be anchored in the People Policy. Over time such alignment will increase cross-departmental coherence and optimize the impact of change on organizational and individual behaviour.
4. Internal alignment will progress in a number of functional areas, including the following:
 - Connections with WFP's strategic plan, management plan and country strategic plans will be strengthened.
 - WFP's corporate risk register, the risk registers of divisional and global offices and regional bureaux and related assessments in country offices will reflect a comprehensive assessment of risks relating to people.
 - The management component of WFP's corporate results framework will include key indicators of management performance relating to people, including indicators relating to diversity and inclusion, gender equity and parity, appropriate use of contract modalities, and workforce planning.
 - Planning, management, monitoring and reporting tools will be revised to reflect more clearly the people dimension of WFP's organization, management and operations and will be aligned with the vision, priorities and commitments set out in this policy.
 - All divisions and functional units will review each of their policy instruments and functional strategies to determine the amendments required in order to optimize their contributions to the vision, priorities and commitments set out in this policy and to ensure that discrimination is eradicated.

People Ecosystem

- 🛡️ Strategy/Policy
- 👥 Unit/Division
- 🔄 Process/System
- 🛠️ Tool

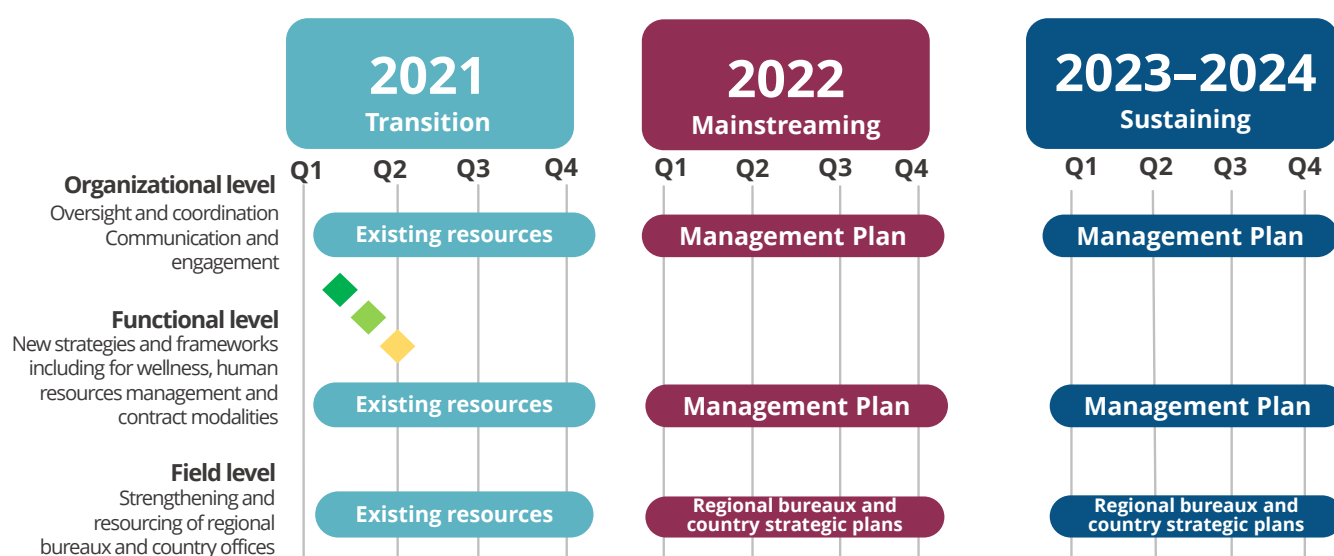


FAO = Food and Agriculture Organization of the United Nations; FIT = future international talent; HR: human resources; HSHAAD = harassment, sexual harassment, abuse of authority and discrimination; SEA = sexual exploitation and abuse.

People Policy implementation and investment plan

Introduction

1. This plan is not a budget; rather it provides details of foreseeable implementation activities and forecasts the investment required to support achievement of WFP's goal of people excellence, including through implementation of the People Policy and related corporate and global activities.
2. As part of the change management process, management proposes an incremental approach that will enable WFP to begin the transition to people excellence in 2021, to mainstream the investment required in 2022 and to sustain the investment required in 2023 and beyond. The approach is illustrated in the figure below.



3. In 2021, many implementation activities are already under way and are fully funded from existing resources. From 2022 onwards the scale and nature of investment in these activities will be determined through the appropriate formal planning and budgeting processes¹ such as the management plan, including corporate critical initiatives and multilateral, extrabudgetary resources (investment cases, special accounts and trust funds), and individual country strategic plans.

Summary of implementation activities

4. Planned implementation activities and related investment requirements are expected at three levels:
 - organizational, including corporate initiatives;
 - functional, including divisions and units; and
 - field, including regional bureaux and country offices.

¹ Under these processes recognize the power of the Executive Board to review, modify as necessary and approve programmes, management plan budgets, projects and activities.

Organizational level

5. Implementation at the organizational level includes the establishment of a corporate unit in the Workplace Culture Department vested with the responsibility for coordinating, communicating, overseeing, monitoring and reporting on progress made towards the achievement of people excellence. The unit will also coordinate with other departments and divisions on joint initiatives that integrate the people dimension of WFP into established and emerging corporate processes, including annual performance planning and reporting and the corporate risk register.
6. In future years, the related recurring investment at the organizational level will normally be incorporated into departmental and divisional budgets and be funded as part of the WFP management plan through the programme support and administrative budget or otherwise.
7. The enablers of the People Policy² at the organizational level are expected to include the following.

Enabler	Description	Timeframe
Oversight, reporting coordination and field support	A support function with responsibility for coordination of the organizational change process, including oversight, reporting, coordination and field support	From third quarter of 2021
Human capital management platform	A digital technology solution that simplifies and automates people management processes, provides workforce data and analytics to support leaders in making informed people management decisions and enhances the experience of WFP employees and job candidates	From third quarter of 2021
Communication and dissemination	Collaboration between the Workplace Culture Department and the Communications, Advocacy and Marketing Division on launching the People Policy	From third quarter of 2021
Enhanced staff relations	A function that strengthens staff relations by increasing support for staff relations and facilitating the timely resolution of disciplinary matters	From third quarter of 2021
Upgrade of planning and reporting process	Strengthening of the annual performance plan and associated accountability framework to ensure that they constitute a critical component of WFP's performance management architecture and to strengthen links between budgets and results, including results relating to the people dimension of WFP's work	From first quarter of 2022

² These include planned activities for coordinating and overseeing dissemination of the policy and mainstreaming and sustaining improvement in people management.

Functional level

8. Implementation at the functional level is through activities included in strategies, such as those for security, wellness and human resources management related frameworks, roadmaps and actions plans and the work of WFP's independent bodies.
9. In future years, the related recurring investment at the functional level will normally be incorporated into departmental and divisional budgets and be funded as part of the WFP management plan through the programme support and administrative budget or otherwise.
10. The enablers of the People Policy³ at the functional level are expected to include the following.

Enabler	Description	Timeframe
Wellness strategy	WFP's wellness strategy for 2020–2024 presents the blueprint for how WFP promotes and maintains employees' physical, emotional, mental and psychosocial wellness, fostering synergies and optimizing available resources	Second quarter of 2021
Human resources strategy	WFP's human resources strategy for 2021–2025 sets a clear direction for the strategic goals, roles and deliverables of the human resources function that will enable achievement of the People Policy priorities. This strategic document serves as a human resources map for the next four years, guiding all employees in the Human Resources Division in prioritizing work that enables them to realize the vision for human resources	Second quarter of 2021
Contractual and staffing framework	A comprehensive framework that outlines all employee categories and contract modalities, informs the staffing of WFP offices worldwide and provides a set of principles and criteria to guide managers in selecting the right employees and contract modalities depending on functions and needs (international versus national, staff versus non-staff), leading changes that, among other things, simplify and standardize existing contractual provisions and provide appropriate contractual tools in line with organizational needs	Second quarter of 2021
Strategic workforce planning action plan	A plan defining a proven functional framework and providing dedicated resources and systems that proactively ensure that WFP has the right workforce in place to meet current and future organizational needs and enables resourcing of WFP operations that is timely and sufficient to provide a high-quality workforce of the right size, anticipating and addressing skill and profile shortages and surpluses in certain areas and locations	Second quarter of 2021

³ These are activities planned by or undertaken in collaboration with divisions that relate to provisions in the People Policy and facilitate the expected improvement in people management.

Enabler	Description	Timeframe
Anti-racism action plan	A focused plan of action with guideposts that ensures that every person has the right to come to work free from fear of discrimination or abuse of any kind and to enjoy equal opportunities, regardless of their race, ethnic origin or cultural background; and that contributes to WFP's commitment to diversity, equity and inclusion	Third quarter of 2021
WFP's diversity and inclusion framework	A framework that brings clarity and focus to the meaning of inclusion and diversity for WFP and that translates the diversity and inclusion element of the People Policy and related enablers into specific outcomes, outputs and objectives, building on WFP's core values to provide further clarity on how those values will be translated into inclusive behaviour everywhere and driving the alignment and integration of all ongoing diversity and inclusion initiatives	Third quarter of 2021
WFP's leadership framework	A framework that informs leadership development, recruitment, career planning and performance management and provides measurable indicators that can be observed, evaluated and developed, drawing on the eight leadership principles and the four corresponding ways of working defined in the United Nations System Leadership Framework adopted in 2017, to reflect WFP's core values	Third quarter of 2021
Accountability framework for supervisors	A framework that will among other things reflect regularly updated expectations and provide examples of good people management practices as defined in this policy and in WFP's leadership framework; include mandatory elements of performance management to ensure that the rights of supervisors and supervisees are adequately protected, particularly in relation to the avoidance and management of underperformance; ensure that people management responsibilities are correctly reflected in job profiles, KPIs and performance assessments of all supervisors; reinforce mechanisms for broadening feedback on performance, such as regular 180- and 360-degree reviews and team-based assessments of the commitments set out in this policy; and require all supervisors to contribute to an organizational culture of giving and receiving constructive feedback	Third quarter of 2021

Field level

11. As a corporate policy, the same provisions and standards must apply in every WFP workplace, while the approach to implementation at the field level should also respect local differences, including differences in circumstances and cultural norms.
12. Implementation at the field level includes additional activities that are the responsibility of regional bureaux, such as support for the completion of workforce planning, organization alignment and expanded talent acquisition and recruitment responsibilities at the regional and country office levels.

13. The related investment at the field level will normally be incorporated into regional or country office budgets and be funded as part of the WFP management plan, through country strategic plans or other appropriate formal planning and budgeting processes.
14. The enablers of the People Policy⁴ at the field level are expected to include the following.

Enabler	Description	Timeframe
Support for local health care provision	Provision of alternative health care at the local level	From second quarter of 2021
Reinforcement of specialist human resource capacity in the field through a workforce planning process	A detailed assessment of required and existing positions and proposed increases and other changes in specialist positions to ensure that every country office has easy access at short notice to the assistance required	From third quarter of 2021
Provision of support in regional bureaux for development of an optimal workforce	Integration of workforce planning and organization alignment reviews into relevant country strategic plans	From fourth quarter of 2021
Provision of support for local talent attraction and acquisition	Provision of capacity to support local recruitment activities	From first quarter of 2022
Diversity and inclusion	Establishment of regional capacity to support the development of inclusive workplaces and the increased diversity of the workforce	From first quarter of 2022
Disability inclusion	Projects and policies for an enabling, supportive and inclusive workplace, including access for and reasonable accommodation of people with disabilities	From first quarter of 2022

15. For 2021, the investment identified is in addition to resources already allocated at the regional and country office levels.

Investing in people excellence [NB: forecasts and attributions are under review]

16. The forecast investment⁵ at the three levels of WFP is shown in the following table. The forecast for 2021 covers only the third and fourth quarters and is already fully funded through organizational and functional level budgets.

⁴ These include activities related to the People Policy provisions that have been identified from organizational initiatives and functional strategies and that are expected to affect regional bureaux or country offices.

⁵ Forecasts are based on the scope of identified activities and informed by the available investment plans or estimates for the organizational or functional level.

Summary additional investment for implementation of the People Policy, by level (USD thousands)								
Level	2021 (half year)		2022		2023		2024	
	Recurring	One-Off	Recurring	One-off	Recurring	One-off	Recurring	One-off
Organizational level	500	2 201	3 333	4 769	3 733	4 949	3 470	2 415
Functional level	518	3 490	3 746	9 160	6 226	6 015	7 560	4 025
Field level	230	990	5 310	6 630	5 710	5 910	5 700	4 780
Total	1 248	6 681	12 389	20 559	15 669	16 874	16 730	11 220
What is included and how is it funded?								
	<p>Recurring: USD 500,000 refers to the known licensing costs for the selected human capital management, which will recur every year of the contract (funded through the Workforce 2020 critical corporate initiative). One-off: USD 2.2 million includes USD 500,000 for the cost of departmental coordination and oversight of workplace planning (funded through the workplace culture critical corporate initiative and investment case); USD 500,000 refers to support for disciplinary action (funded by an allocation for mandatory costs from the Strategic Resource Allocation Committee); USD 950,000 is for subject matter experts in human capital management (funded through the Workforce 2020 critical corporate initiative); and USD 125,000 is for a training programme for national officers (funded through the workplace culture critical corporate initiative).</p>							
	<p>Recurring: USD 518,000 includes USD 235,000 for staffing of the Ethics Office to cover advice and guidance, including on the prevention of sexual exploitation and abuse (funded through an investment case) and USD 175,000 on wellness for the digitalization of health records and the occupational safety and health management system (funded by the Staff Wellness Division). One-off: USD 3.4 million includes the following investment cases: USD 1 million for strategic workforce planning; USD 1 million for promotion; USD 370,000 for the Future International Talent pool; USD 200,000 for the induction of country directors and deputy country directors; USD 140,000 for strengthening of the performance and competency enhancement system; USD 30,000 for implementation of the annual disclosure programme by the Ethics Office; and USD 150,000 for e-learning and digitization of programmes for the prevention of sexual exploitation and abuse.</p>							
	<p>Recurring: USD 230,000 covers local health care and programmes and training (funded by the Staff Wellness Division). One-off: USD 990,000 includes USD 500,000 for the strategic workforce planning and organization alignment reviews (funded through an investment case); and USD 400,000 for the replacement of subject matter experts (funded through the Workforce 2020 critical corporate initiative).</p>							

17. The forecast investment will be made in the three organizational programme management functions that require it:
- coordination and field support;
 - communication and engagement; and
 - oversight and reporting.
18. In addition, investment forecasts are attributable to each of the four priorities set out in the policy, informed by the description of existing or foreseen activities in each priority area (see annex III):
- nimble and flexible;
 - performing and improving;
 - diverse and inclusive; and
 - caring and supportive.

Summary additional investment by policy priority and activity (USD thousands)								
Level	2021 (half year)		2022		2023		2024	
	Recurring	One-off	Recurring	One-off	Recurring	One-off	Recurring	One-off
Coordination and field support	500	1 367	1 750	2 800	2 000	3 300	1 700	1 250
Communication and engagement	0	167	453	935	453	935	370	800
Oversight and reporting	0	667	1 130	1 035	1 280	715	1 400	365
Nimble and flexible	0	2 470	3 525	6 700	4 925	5 675	6 875	3 215
Performing and improving	115	1 465	1 255	5 010	1 805	4 165	1 705	3 405
Diverse and inclusive	110	255	1 655	3 500	2 785	1 550	2 505	1 690
Caring and supportive	523	290	2 621	580	2 421	535	2 175	495
Total	1 248	6 681	12 389	20 559	15 669	16 874	16 730	11 220
What is included and how is it funded?								
	<p>➤ USD 115,000 refers to the cost of staffing for the annual disclosure programme (USD 80,000) and programmes for protection from sexual exploitation and abuse (USD 35,000), at the functional level (funded by the Ethics Office through investment cases).</p>							
	<p>➤ USD 2.4 million includes USD 1.2 million for strategic workforce planning and USD 370,000 for strengthened talent acquisition (at the functional level, funded through the human resource strategy investment case); USD 500,000 for organization alignment reviews; and USD 400,000 for replacement of subject matter experts in human capital management, both at the field level (funded through the human resources investment case and the Workforce 2020 critical corporate initiative).</p>							

People Policy key performance indicators and monitoring and reporting plan

Introduction

1. The vision of the future WFP workforce is one of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values and working with partners to save and change the lives of the people WFP serves.
2. Four priorities for people excellence and 12 supporting elements, described in annex III, guide WFP's progress towards this vision through the planned implementation activities and timelines set out in annex V.
3. Everyone in WFP plays a part in implementing the People Policy. Measurement of progress will involve all employees and teams, including all managers and supervisors, in all parts of WFP.

Key performance indicators

4. To support achievement of the vision of the future workforce and the four priorities set out in the policy, quantitative KPIs have been selected that take into account existing measures (marked with an asterisk in the following table), reporting cycles and the availability of data. Each KPI will be supported by a method statement providing details of the source of the data used, the relevant time periods and the basis of the required calculations.
5. During the annual working sessions provided for in this policy, qualitative indicators of progress made and challenges faced in policy implementation will be proposed, and experiences will be collected from WFP offices and the field, including inputs from WFP's independent bodies.

Monitoring

6. Monitoring of the implementation of the People Policy will take into account progress in the completion of planned implementation activities, including those outlined in annex V and the quantitative KPIs identified above.
7. The Workplace Culture Department will track and review implementation activities on a quarterly basis, while the KPIs will be tracked biannually, on 30 June and 31 December each year.
8. The planned activities may be revised annually based on experience and the findings of the annual joint working sessions held in each regional bureau and division.
9. The People Policy will be evaluated by the Office of Evaluation five years after its approval. Evaluation findings will inform the formulation of policy updates and new policies. Policy review may be recommended earlier, if required.

Reporting

10. Implementation activities must be well coordinated within WFP, with the Executive Board and with the wider United Nations system, such as the High-Level Committee on Management of the Chief Executives Board for Coordination. This will require planning and reporting activities at the organizational and operational levels. Mutual accountability with donors is also required to ensure that implementation of the policy is prioritized, funded, time-bound and monitored.

11. The Workplace Culture Department is responsible for the overall coordination and oversight of implementation activities and for reporting thereon. WFP will also incorporate the people dimension and the provisions of the People Policy into its suite of tools for performance planning and reporting, management oversight and enterprise risk management (such as the Executive Director’s assurance statement, the corporate risk register, annual performance plans and reports, the corporate results framework and other WFP annual reports) with a view to ensuring shared ownership and accountability for policy implementation. WFP will reflect its commitment to people excellence in regular updates to the Executive Board. Country directors and their management teams are responsible for incorporating the people dimension and People Policy provisions into country strategic plans, country portfolio budgets and annual country reports.

Review of monitoring and reporting arrangements

12. WFP will revise the quantitative KPIs, monitoring arrangements, risk registers and the corporate results framework as needed to ensure that the organization is measuring “people results” adequately on the ground, keeping the Executive Board informed of any proposed revisions and any delays or challenges in delivering on the progressive measures for implementing this policy.

Policy priority	Number	Key result area/element	Quantitative KPIs
Nimble and flexible	1.1	Planning the optimal workforce	Percentage of total positions filled Average number of days to fill a position Number of country offices reporting a match between their needs and their workforce and skills
	1.2	Using appropriate contract modalities	* Percentage of the workforce employed on short-term contracts Average length of tenure for short-term contract holders
	1.3	Managing talent and growth	Percentage of supervisors receiving a positive assessment of their people management * Growth indicators used in the global staff survey, e.g., “I have had opportunities at work to learn and grow” and “I have the training I need to do my job effectively”
Performing and improving	2.1	Performance mindset	* e.IP.M.1 PACE completion rate compliant with process quality standards * Performance indicators used in the global staff survey, e.g., “I am confident that my supervisor will take appropriate action if our team has an ongoing performance problem” Annual performance plan completion rate compliant with process quality standards
	2.2	Innovation and change	Key risk indicator INK1* Percentage of new and actively supported innovation projects versus target USD per head in training investment
	2.3	Professionalism	*e.LEA.5 Mandatory training compliance rate * Discipline indicators used in the global staff survey, e.g., “I believe that WFP employees at all levels are held accountable”

Policy priority	Number	Key result area/element	Quantitative KPIs
Diverse and inclusive	3.1	Inclusive and respectful workplace	<ul style="list-style-type: none"> * e.LEA.6 Percentage of employees completing mandatory training in both prevention of sexual exploitation and abuse and prevention of sexual harassment and abuse of power * Employee engagement index rating from the global staff survey, based on a suitable global diversity and inclusion benchmark * Reaffirming values indicators used in the global staff survey, e.g., "All WFP employees are treated with respect"
	3.2	Diverse workforce	<p>[being developed]</p> <p>Number of applications and appointments per year, analysed by disability, gender and geographical group/race</p>
	3.3	Gender equity	<ul style="list-style-type: none"> * e.TAA.2 Gender parity * a.UNC.6 Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women indicator targets achieved <p>Existence of no statistically significant differences between genders in attrition rates</p>
Caring and supportive	4.1	Safety and security mindset	* i.SEC.1 - % compliance with WFP Security Management Policy and Framework of Accountability
	4.2	Occupational safety, health and well-being	<ul style="list-style-type: none"> * Key risk indicator WEL1 Number of cases of service-incurred long-term disability * Key risk indicator WEL2 Number of new cases of service-incurred injury or illness <p>Number of duty stations with primary care clinics managed by WFP</p> <p>Number of single accesses to the well-being platform each year</p>
	4.3	Leading and supporting people	<p>Rating based on a suitable global inclusive leadership index</p> <ul style="list-style-type: none"> * Leadership indicators used in the global staff survey, e.g., "My supervisor leads effectively"

* = existing measure

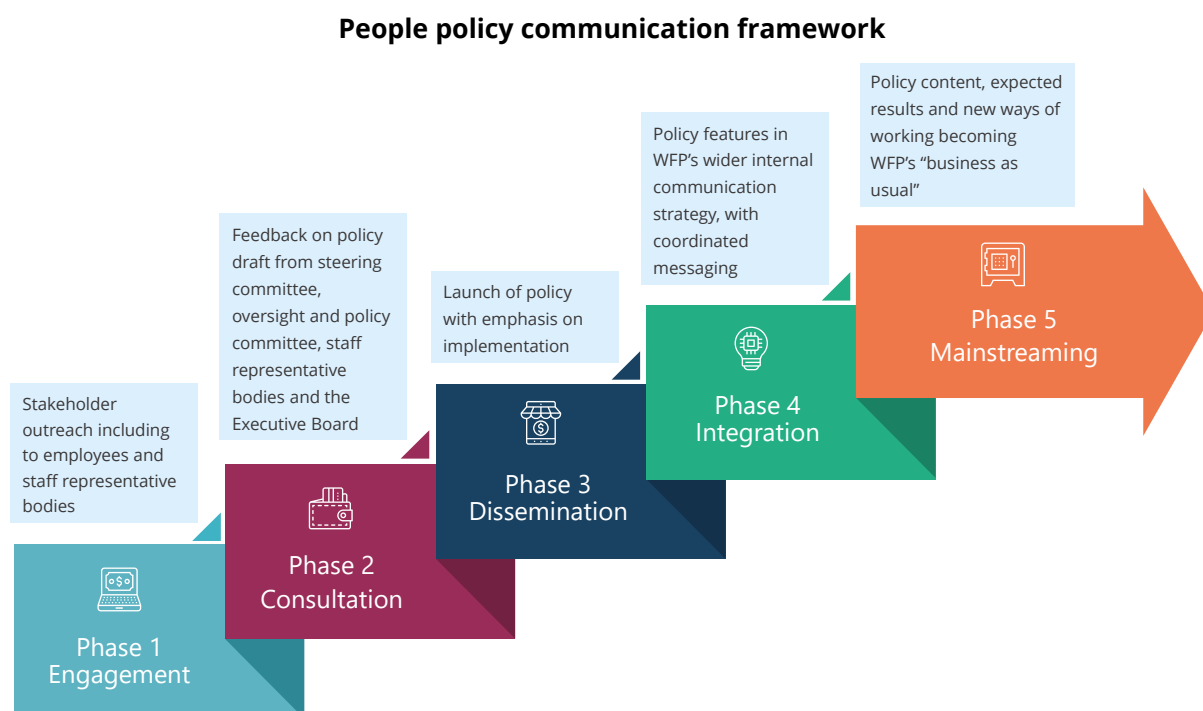
People Policy communication and dissemination framework

Introduction

1. Recommendation 6 of the evaluation of the WFP People Strategy (2014–2017)⁶ calls for the further strengthening of the approach “to proactively sharing relevant information with WFP employees”. The participation of employees in the development of the policy, its dissemination on approval and the continuing communication of its provisions and related actions are therefore important activities.
2. This framework guides global and local communication activities to ensure that the People Policy is not “left on the shelf”.

Five phases of communication

3. Engagement and consultation activities undertaken with employees, staff representative bodies and other stakeholders during development of the policy have been vitally important and represent phases 1 and 2 of the overall communication approach illustrated in the following figure.



4. The following three phases of activity will be completed by the Workplace Culture Department and the Communications, Advocacy and Marketing Division.
5. Continuing internal communication about the People Policy will be an integral part of the wider WFP internal communication plan, both at the policy launch and regularly over the subsequent weeks, months and years.

⁶ Available at: <https://www.wfp.org/publications/evaluation-wfp-people-strategy-2014-2017>.

Dissemination plan

6. This dissemination plan is included in the People Policy as recommended in the evaluation report. It anticipates the immediate information requirements arising after approval of the policy and therefore covers a period of between 14 and 16 weeks. Its primary objective is to ensure that all stakeholders are aware of the People Policy and their responsibilities for its implementation.
7. The first phase of the plan is preparatory and includes activities aimed at the internalization of the concepts underpinning the policy by the main stakeholder groups.
8. The second phase addresses the need to establish a network of local ambassadors for the policy who will act as focal points and subject matter experts. This approach is known to have been successful in other United Nations organizations and for other topics in WFP.
9. The third phase will be launched upon approval of the policy and will focus on raising the awareness of leadership and managers regarding their responsibilities in implementing the policy.
10. The fourth phase will be the planning and initiation of actions for the development, review or tailoring of the enablers identified in the implementation plan (see annex V).
11. The final phase of dissemination will involve evaluating lessons learned from activities completed and supporting a shift to long-term communication strategies and action plans, which will be integrated into corporate activities and programmes, particularly at the executive leadership level.

Dissemination timetable

Phase	Objective	Milestones
Phase 1	Embedding the policy concepts with stakeholders, including the leadership group and the Executive Board	Ongoing
Phase 2	Appointing, educating and equipping local ambassadors	June 2021
Phase 3	Raising awareness of the responsibilities of leaders, managers, supervisors and employees (policy launch)	July–September 2021
Phase 4	Inviting action to anchor WFP’s strategies, policies, frameworks, initiatives and work plans in the People Policy	September–October 2021
Phase 5	Transition to integrated communication plan	November 2021

Subject to review