

WFP PEOPLE STRATEGY

A PEOPLE MANAGEMENT FRAMEWORK FOR ACHIEVING WFP'S STRATEGIC PLAN (2014–2017)



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EXECUTIVE SUMMARY

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

WFP Strategic Plan (2014–2017)

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

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

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

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

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

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

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

WFP's People Strategy will achieve impact through four imperatives that are critical to its successful implementation. These four imperatives were informed by and address the main findings and recommendations of an external audit of human resources management:²

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

Successful implementation of these four imperatives will significantly enhance WFP's management of its greatest asset – its workforce. Progress has already been made with several human resource initiatives that contribute to the four imperatives. Examples include the local staff transfer project, the emergency response roster, the enhanced annual promotion exercise for international professional staff, the diversity and inclusion strategy, the reshaped junior professional officer programme, the career framework project, the job evaluation initiative and the leadership and managerial skills enhancement initiatives.

WFP continues to focus on efficiency and effectiveness. Implementation of the People Strategy will create value for stakeholders including WFP's leaders, staff and partners. It will enable WFP to serve poor and hungry people better by delivering more, for more, with less.

² "Report of the External Auditor on the Management of Human Resources" (WFP/EB.A/2012/6-F/1).

³ Senior leaders are all WFP leaders at director level.

CONTEXT

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

Organizational Implications

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

WHERE WFP IS NOW

5. WFP has nearly 14,000 employees in more than 80 countries. This workforce is made up of diverse people representing 150 nationalities; 32 percent are women and 68 percent men, with significantly more men than women serving in hardship duty stations. Ninety percent work in the field, and the 20 largest offices account for nearly 66 percent of the total

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

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

workforce.⁶ The staff profile is relatively young, except at senior management level, requiring WFP to identify and prepare talent for critical leadership positions.

6. The People Strategy is based on a comprehensive review and consultation process within WFP. Desk reviews analysed inputs from the 6,000 staff members who participated in the 2012 Global Staff Survey.⁷ Workshops involved 200 employees of whom 80 – from different staff groups, locations and grades – were interviewed, including 25 Country Directors. The Director of the Human Resources Division visited three regional bureaux and six country offices to ensure that opinions from the field were voiced and heard directly. More than 1,500 staff members were consulted on the People Strategy through meetings, interviews and workshops.
7. People Strategy workshops and discussions defined 20 functional roles central to how WFP will deliver on its mission in future. These included those in field-based nutrition, donor relations, human resources, logistics and emergency coordination. Overall, this assessment shows that work roles need to be considered more broadly – for example, an emergency coordinator should have an understanding of nutrition, resilience and how these relate to programming. The focus of roles also needs to change. The roles identified span all four Strategic Objectives, but it is easier to develop skills associated with food commodity programming – WFP’s traditional food aid role – than to build the skills needed to deliver food assistance.
8. A final step in developing the People Strategy was the capability assessment⁸ that led to prioritization of the People Strategy initiatives outlined in the following section. It was a self-assessment carried out by WFP leaders using a tool considered best practice in numerous organizations. Completed by February 2014, the assessment identified and mapped the full set of staff capabilities that WFP will need to support its overall strategy, achieve its objectives and deliver on its mission. It considered the relative importance of 14 capability areas to WFP’s staffing, based on current and expected future requirements. The comprehensive range of analytics produced by the assessment were used to identify opportunities for WFP to empower its leaders, enhance employee performance, and build its workforce’s talent.

Purpose of the People Strategy

9. In defining the changes needed to enable WFP to achieve its Strategic Objectives, the People Strategy directly involves all of WFP’s workforce. It is therefore more than a traditional human resources (HR) strategy. The People Strategy presents a set of investments that WFP needs to make in order to build and manage its workforce to achieve its Strategic Objectives and performance goals. Leaders, staff members and the Human Resources Division (HRM) all have their roles to play in ensuring the People Strategy is implemented successfully. To deliver the People Strategy, as distinct from a traditional HR strategy, HRM will need to adapt its current operating model to drive change.

⁶ For example: 10 percent is in Italy, 7.2 percent in the Sudan, 5.6 percent in Ethiopia, and 5.1 percent in Kenya.

⁷ The desk reviews included a sentiment analysis that examined the positive and negative opinions, emotions and evaluations expressed by respondents to identify issues related to organization, talent, culture, skills and analytics.

⁸ A capability assessment is a comprehensive analysis of human capital that defines capabilities as the aptitudes or competences needed to perform certain tasks.

FOUR IMPERATIVES

10. WFP's People Strategy will achieve impacts through four imperatives critical to its successful implementation. These imperatives were informed by and address the main findings and recommendations of the external audit of human resources management.² An implementation plan will translate the People Strategy into action.

Imperative 1: Reinforce a Performance Mindset

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

⇒ *1. Embed common WFP values and behaviours*

12. An “employee value proposition” will define the nature of work at WFP and the required values and behaviours, describing what it means to be employed by WFP in terms of work, opportunities and rewards.

13. WFP's values lay the foundations for its work: all employees should embody these values in their behaviours and interactions with each other.

14. The two phases of this initiative are: i) communicate WFP's values and behaviours to all employees so that they become embedded – supervisors have to be accountable for what their staff deliver and how they perform; and ii) review and strengthen relevant organizational processes. This will facilitate a shift in employee mindset, culture and behaviours.

⇒ *2. Refresh performance management processes*

15. Performance management⁹ needs to be perceived as part of the organizational culture rather than a stand-alone process. WFP will emphasize the principle that all decisions require that someone be accountable for delivery.

16. The current performance management process is seen as limited, with few employees sanctioned for not delivering the expected results while high performance goes unrewarded. A strong performance culture will provide WFP's workforce with motivational benefits.

17. Positive reinforcement, negative reinforcement and – as a last resort – sanctions can help to drive appropriate behaviours. The underlying principle is that high performers are rewarded, while poor performers have an improvement plan to support future development. Currently, employees are not always able to connect their performance with a response or feedback from managers.

18. WFP's performance management will be reviewed to identify links to other processes such as reassignment, talent deployment and capability development. Performance management will include goal setting, workforce development planning,¹⁰ informal and

⁹ Performance management is the evaluation of employees' job performances to provide feedback that reinforces desired outcomes and behaviours and facilitates effective management and leadership.

¹⁰ Workforce development planning identifies ways of filling employees' skill gaps through training and professional development programmes, and determines and prioritizes the types of training and professional development required.

formal feedback, and coaching. Clear actions for managing successful and unsatisfactory performance will be defined.

19. Performance management processes and practices will then be redesigned and pilot-tested.

Imperative 2: Build WFP's Talent

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

⇒ 1. Develop career frameworks and skills

21. The WFP workforce is highly diverse. WFP needs to establish a framework that outlines principles for identifying the competencies¹¹ and skills required for all roles, and appropriate career paths.¹² Priority will be given to mission-critical roles.

22. Staff mobility has been a clear strength for achieving WFP's mandate. This approach enables employees to acquire a variety of skills, with two major benefits: i) more employees have the skills needed to deliver food assistance; and ii) employees are well placed to communicate WFP's work to external stakeholders. The path to leadership positions will thus be flexible to promote such breadth of experience with WFP's food assistance modalities. WFP will ensure that, as far as possible, international staff experience the full spectrum of its work by operating in a variety of situations, including hardship duty stations.

23. A significant output of clearly defined career frameworks is a learning needs analysis. Once the required capabilities for various roles are identified, WFP will be able to provide the specific support required by employees.

⇒ 2. Refine WFP's employee value proposition and talent acquisition strategy¹³

24. The employee value proposition is a clear statement of what it means to be employed at WFP and will be adapted to take into account differences in role, location and function at the international and national levels. It will reflect the particular nature of WFP compared with other United Nations agencies, other international organizations and non-governmental organizations.

25. Hiring managers will be trained to communicate a consistent message to potential employees; line managers will use this message to engage and motivate current staff.

26. The talent acquisition strategy will be reshaped to reflect the employee value proposition. The strategy defines the three options for strengthening the workforce: i) build – develop from within; ii) rent – use the resources made available through partnerships, internships and mobility among United Nations agencies; and iii) buy – hire externally, outsource and contract services.

27. The talent acquisition strategy will be designed to match the roles identified in the career frameworks with the skills and potential of applicants for WFP positions. Monitoring and analysis of the process will help to maximize its effectiveness.

¹¹ Competencies are the skills and behaviours that the workforce needs to perform effectively.

¹² Career paths are the vertical and horizontal progressions of jobs within an organization, ranked from lowest to highest in the organization's hierarchical structure.

¹³ A talent acquisition strategy guides the identification, sourcing, attraction, selection, hiring and induction of people with appropriate competencies to fill openings.

⇒ 3. *Establish an overall workforce planning¹⁴ capability*

28. Workforce planning will be developed in alignment with the talent acquisition strategy to ensure that WFP has suitable staffing in the medium and long terms. It will be delivered through an initial pilot that: i) identifies anticipated deficits in workforce assets, such as skills in nutrition or vulnerability assessment and mapping; ii) fills any gaps by hiring or through partnerships; iii) delivers the People Strategy at the country and regional levels; and iv) tracks performance. The process will be monitored and re-piloted if necessary.
29. This approach will expand WFP's workforce planning skills and enable managers to see the benefits for their units; workforce planning will become part of all staffing and structure reviews.
30. Workforce planning will also help WFP to forecast and plan ways of building a diverse and high-performing workforce and complying with the gender performance standards of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP).¹⁵ Research results demonstrate that a diverse and inclusive workplace has positive impacts on organization-wide, team and individual performance. For example, a 2012 global study by the Corporate Leadership Council¹⁶ found that promoting diversity and inclusion increases staff's intention to stay within an organization by 20 percent, team collaboration by 57 percent and commitment by 42 percent.
31. WFP cannot afford to lose these benefits through non-inclusive mindsets, behaviours and practices. Diversity and inclusion issues must be considered at all stages of an employee's career, from recruitment to exit. WFP is developing a diversity and inclusion strategy, described below in the Progress So Far section.

Imperative 3: Shift the Focus

32. Three initiatives are envisaged under this imperative.

⇒ 1. *Create a supportive and healthy workplace*

33. Most WFP employees serve in difficult, dangerous and/or remote locations. WFP's operational environment can have profound impacts on the well-being of employees. WFP will create a supportive and healthy workplace with enhanced medical and counselling services to better address psychological and physiological stresses associated with work. Standard services will be developed for staff in hardship duty stations and for national staff. Managers are accountable for the well-being of their workforce; training will be provided to help them with this requirement.

⇒ 2. *Enhance the skills and capacities of national staff*

34. National staff account for 82 percent of WFP's workforce. With their substantial institutional knowledge and capabilities to support delivery on WFP's mandate, national staff are the backbone of WFP's operations. Opportunities will be identified for enhancing the skills and experience of national staff in evolving operating environments.

¹⁴ Workforce planning involves activities that help an organization to understand the current state of its workforce, forecast and close gaps and plan future needs, enabling it to take corrective actions such as staffing increases or decreases, redeployment and retraining.

¹⁵ Under UN SWAP indicator 10 (Gender Architecture), WFP aims to achieve equal representation of women among general service staff, and professional staff at the P4 level and above, by 2017.

¹⁶ Corporate Executive Board Corporate Leadership Council, Global Labor Market Survey, 2012.

35. Ongoing projects aim to balance the need for flexibility in light of funding volatility with the goal of providing consistent contractual arrangements for national staff. The People Strategy will define long-term projects to ensure that national staff are motivated and investment will be made to continue building their capacities in response to both operational and strategic organizational needs.

⇒ 3. *Review and implement Fit-for-Purpose contractual arrangements for national staff*

36. Consistent contractual arrangements and conditions of employment are being implemented through the service contract review and the local staff transfer project.

Imperative 4: Equip High-Impact Leaders

37. The foundation of the People Strategy is leadership. Systems will be developed for identifying emerging leaders and ensuring that all leaders have the experience, skills and tools to be accountable for the work of WFP. Three initiatives are envisaged.

⇒ 1. *Mobilize senior leaders*

38. Reinforce WFP leaders' commitment to driving change. This can be accomplished through:

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

⇒ 2. *Develop leadership and management capabilities*

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

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

⇒ 3. *Review leadership talent*

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

- criteria will be defined for assessing the readiness of staff to assume new roles and responsibilities; and
- staff assuming new roles will have opportunities for developing capabilities; this process will be integrated with the junior professional officer (JPO) programme.¹⁷

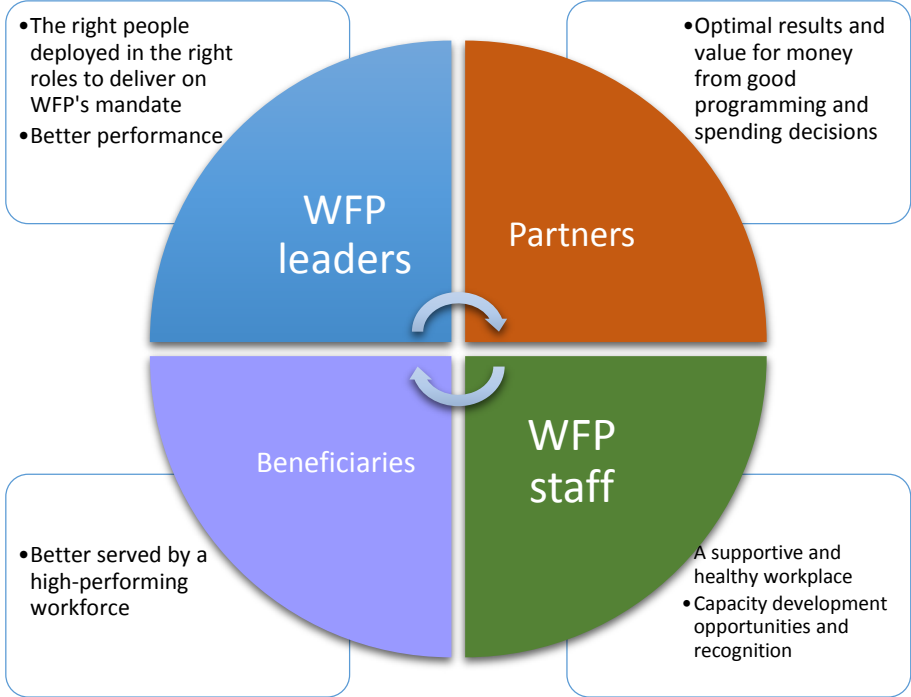
¹⁷ The JPO programme hires talented young people as potential future leaders, develops talent for critical roles, builds an inclusive talent management programme, and provides additional staffing, sponsored by the JPOs' governments, in a difficult funding environment.

41. The process will take into account the capabilities required for the Strategic Plan. The output will be a system for identifying and preparing high-potential candidates for leadership positions, and planning their career development.¹⁸

VALUE-ADDED OUTCOMES FOR STAKEHOLDERS

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

Figure 1: Value Added from the People Strategy



PROGRESS SO FAR

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

¹⁸ Career development involves establishing career objectives and assessing existing knowledge, skills and experiences to guide actions for attaining those career objectives.

and communication. The revised approach increased the emphasis on making decisions on promotion based on evidence of performance.

47. Recognizing that a diverse workforce adds value through the richness of different viewpoints and experiences, WFP is developing a diversity and inclusion strategy based on an assessment conducted in 2013. The strategy will serve as a guide to: i) creating and maintaining a diverse, results-oriented, high-performing workforce; ii) cultivating a flexible and inclusive work environment; and iii) providing outstanding services to the beneficiaries of WFP programmes. A diverse workforce will enable WFP to provide services more effectively, and demonstrate its commitment to diversity and inclusion.
48. WFP piloted a Women Leadership Development and Career (INSPIRE)¹⁹ Programme that targets international professional women from P4 to D1 levels, women at P3 level with high potential, and national professional officers at NOC and NOD levels.²⁰ This programme helps women staff members balance personal and professional development. It was launched in Rome and Johannesburg, with more than 50 women attending, and will be rolled out across WFP in 2014 and 2015.
49. The JPO programme was revised in consultation with a wide range of line managers, the Executive Management Group and current JPOs. The revised programme includes a robust selection process for evaluating candidates with the potential and capabilities required by WFP, and enables selected JPOs to develop technical expertise and leadership skills through a structured induction process, work assignments and capability development activities. A network for mentoring and career coaching will support JPOs' professional development. JPOs recruited through a WFP-led selection process will become eligible to apply for internal vacancies on graduating from the programme.
50. WFP is designing a career framework that identifies the experiences and capabilities needed for the future, and the career paths and roles required to build them. Staff skills will then be assessed, and learning needs identified. The framework will enable WFP to make informed workforce decisions, including on staff development, talent redeployment/reassignment and succession planning, while supporting employees' career choices by articulating career possibilities and paths.
51. The strategic shift to food assistance requires that WFP's organizational structure and jobs be redesigned in alignment with its mandate and financial resources. A job evaluation review was launched in 2014 to inform the design of an organizational structure that supports more accountable decision-making and efficient management of human resources across WFP. Job profiles are being updated and redesigned to fit the organizational structure and reflect the emerging operational requirements.

¹⁹ INSPIRE comprises formal and informal training and professional development programmes to assist all managers and executive-level employees in developing the leadership skills and styles required to deal with a variety of situations. This programme will initially target women candidates and gradually be rolled out to include other employees.

²⁰ National Professional Officer grading levels equivalent to P3 and P4, respectively.

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

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

IMPLICATIONS FOR THE HUMAN RESOURCES DIVISION

Strengthen the Human Resources Function

53. The role of HRM in facilitating delivery of the People Strategy will involve the following:

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

Define and Implement Programmes for Developing HR Capabilities

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

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

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

IMPLEMENTATION

57. Research into organizational change in the public and private sectors suggests that a road map increases the probability of success.²¹ The five stages of implementing the People Strategy are:

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

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

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

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

60. Implementation of the People Strategy involves the whole of WFP. A programme of this scale and duration requires that all leaders are committed to driving change: they must have a clear grasp of the rationale, and be accountable for actions taken. A change infrastructure²² will be developed to promote acceptance at all levels and apply the metrics and reporting processes required to promote accountability for driving change.

⇒ *3. Generate understanding around collective action*

61. WFP will create a core message with which all leaders and stakeholders agree. As with the employee value proposition, this message will be adapted to specific functions, locations and staff groups. The People Strategy will become part of WFP's way of operating. A collective focus is essential to the success of the programme.

⇒ *4. Shape mindsets and behaviours*

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

²¹ Beer, M. and Nohria, N. 2000. Cracking the Code of Change. *Harvard Business Review*, 78(3): 133–141; Kotter, J.P. 1995. Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 73(2): 59–67; Thomas, R.J., Rossi, D. and Poisson, J. 2004. *Uncompromising Leadership: How to Drive Performance through Change Visualizing Organizations*. Accenture Institute for High Performance, www.accenture.com (draft).

²² Change infrastructure comprises the structures and processes necessary to support change management activities.

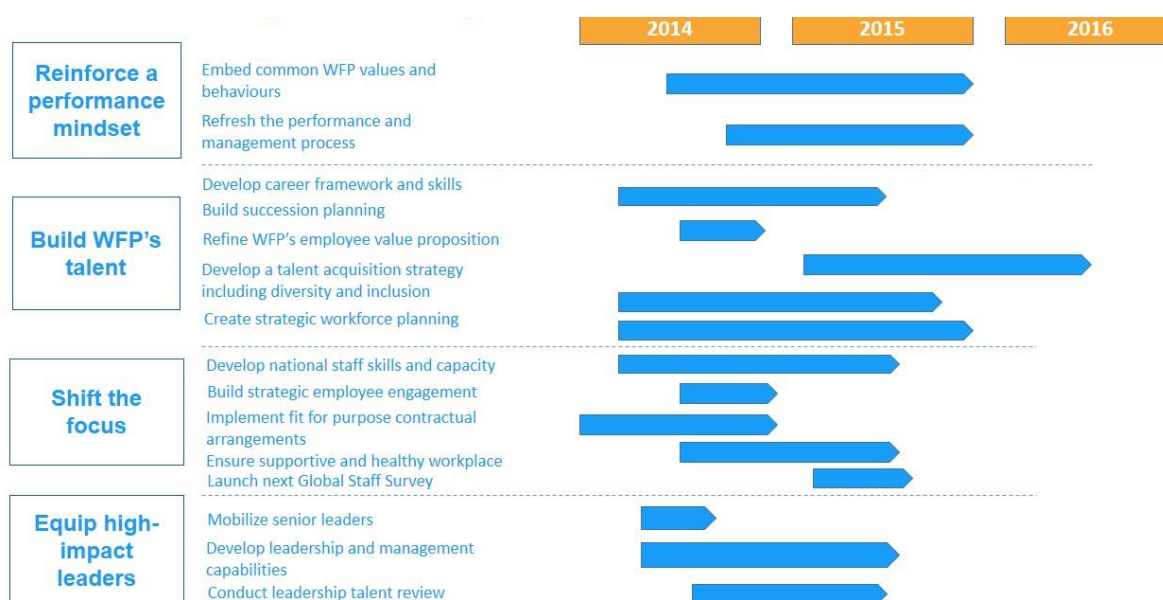
⇒ 5. Monitor progress and results through outcome-focused analytics.

63. The impact of changes will be monitored. All programmes, projects and change activities will incorporate ways of measuring success and accountability, focusing on outcomes. Continuous monitoring will show the impact of projects and the enhanced efficiency and effectiveness with which WFP serves its beneficiaries.

⇒ Funding, timeline and implementation plan

64. It is anticipated that initiatives under the four imperatives will be funded through the regular budgeting process in the Management Plan. Each country office will plan for capability development activities for its staff through the existing process, but with a better coordinated capability development framework to ensure the highest return on investment. To ensure timely implementation WFP will seek to fund specific projects – such as leveraging technology to enable talent and performance management processes – through extra-budgetary resources. Figure 2 below outlines implementation of the People Strategy.

Roadmap to Implementation



ACRONYMS USED IN THE DOCUMENT

HR	human resources
HRM	Human Resources Division
INSPIRE	Women Leadership Development and Career
JPO	junior professional officer
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women