



# People Strategy

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# Agenda

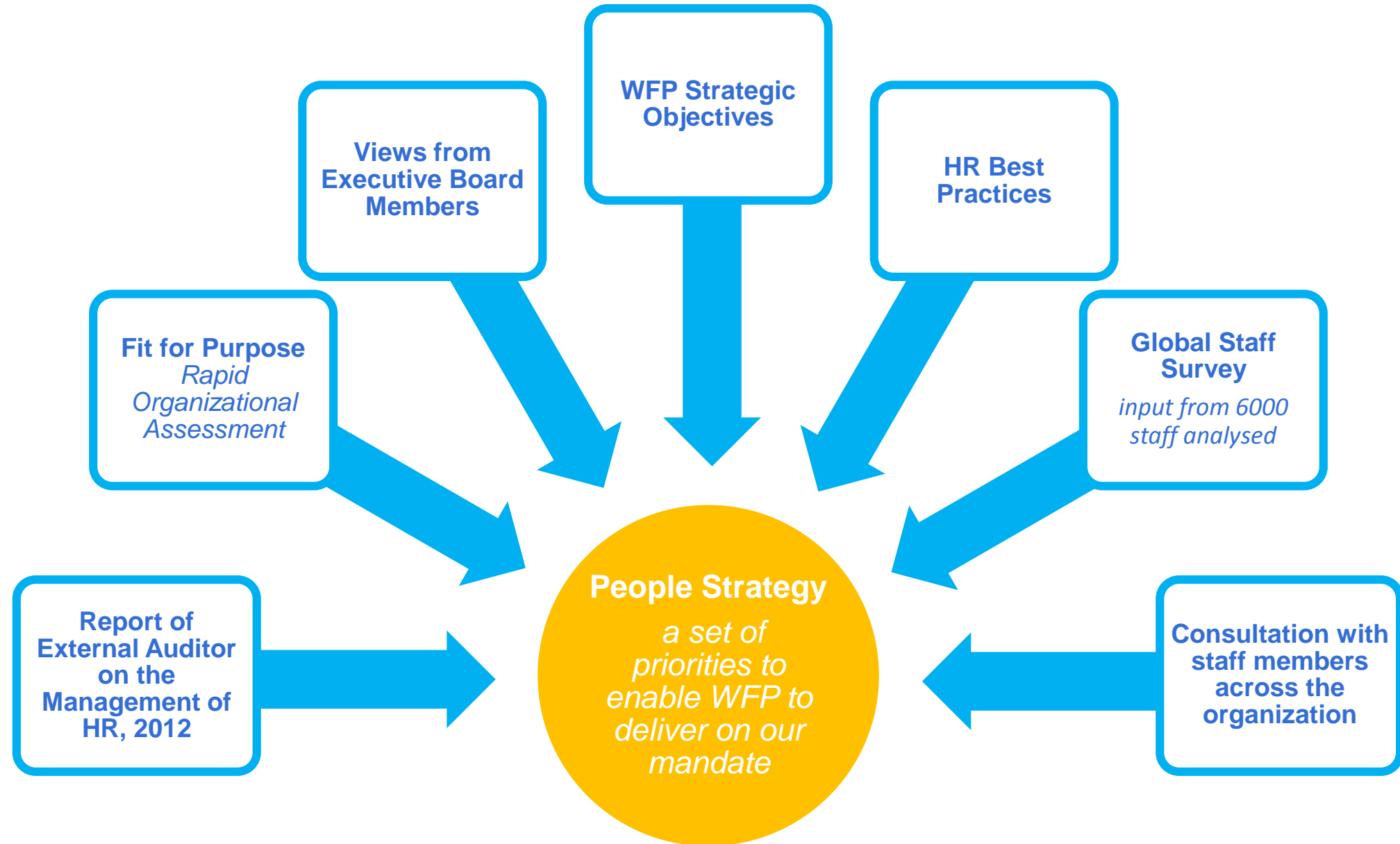
**How the strategy was developed**

**Update from your feedback in the first  
Informal Consultation**

**Implementation plan and progress  
so far**

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# How we developed the People Strategy



# Who we have consulted with

HQ Consultation through workshops and interviews  
(HQ, Rome)

## Key



Targeted Workshops involving 200+ employees



Virtual Workshop



80 Targeted Interviews including 25 with CDs



WFP Field Office participated in study



Global Town Hall & consultation with staff through WFP forums

Field consultation through 6 targeted virtual workshop sessions with Regional Bureaux (attended by staff from 23 Country Offices)

Field consultation through targeted workshops and interviews  
(OMC and Egypt CO, Cairo)

**We've listened to you**

# What you have said

“ WFP must address the changing talent and skills needs of the organization”

“ What is the difference between an “HR Strategy” and a “People Strategy”?”

“ Gender is a very complex topic. What are the details of your planned solutions?”

“ An implementation plan, including costing, and transition fund use is needed”

“ How did you create this strategy and are staff views represented?”

“ Have you addressed concerns raised by the External Auditor in 2012? ”

# What we have changed

Your feedback	Our response
Gender	<p><b>Clarified in the People Strategy</b> – WFP will build a diverse workforce, prioritising gender by aiming for gender parity. We will also include all types of diversity through:</p> <ol style="list-style-type: none"><li>1) stronger leadership commitment, visibility, and accountability</li><li>2) a holistic and structured approach to improve diversity and inclusion</li><li>3) more inclusive mindsets and behaviours</li><li>4) more flexible talent and career management systems that facilitate strengthening diversity of our workforce</li></ol>
“HR Strategy” Vs “People Strategy”?	<p><b>Clarified in the People Strategy</b> - the People Strategy directly involves all of WFP’s workforce - it presents a set of priorities regarding people that WFP will invest in. Focusing on these priorities will enable us to build and manage our workforce to achieve our Strategic Objectives. Each staff member has a role to play in ensuring the People Strategy is implemented successfully.</p> <p>An HR strategy is a functional strategy that outlines the role of the HR Division in facilitating the delivery of the People Strategy.</p>

# What we have changed

Your feedback	Our Response
Changing talent & skills needs	<b>Clarified in the People Strategy</b> - to address our changing talent and skills needs, we will do structured work on which key skills need to be strengthened and acquired, we will articulate career frameworks, and we will provide opportunities for staff to learn and develop skills
Consultation may not have been wide enough	We drew input from <b>6,000 people</b> who participated in the 2012 Global Staff Survey, and we have consulted with <b>200 people</b> , including <b>25 Country Directors</b> , through interviews and workshops. We also shared the strategy with employees across the organization for feedback and engaged them through a global town hall meeting hosted by the Deputy Executive Director, Assistant Executive Director, Chief of Staff, and Director of HR
Implementation plan & use of transition fund	An implementation plan and use of transition fund will be <b>discussed during this presentation</b>
Links to external audit recommendations	Will be <b>outlined during this presentation</b>



# External Audit Recommendations

# People Strategy Imperatives

## Workforce Planning

- Integrate Staffing and Structure Reviews (SSRs) and workforce planning into the country strategies
- Equip regional bureaux with workforce planning capabilities
- Use appropriate contracting tools
- Ensure that position classifications reflect organizational needs
- Establish HR performance indicators

- Establish an overall workforce planning capability
- Redesign WFP organizational structure and jobs
- Refine WFP's employee value proposition and talent acquisition strategy
- Review and implement Fit for Purpose contractual arrangements
- Evolving role of HR staff to include strategic business partner, employee advocate and change agent

## Staffing Decisions / Performance Evaluation

- Enhance the performance evaluation process
- *"The value of [performance assessments] as an input in career decisions is impaired."*

- Refresh performance and management processes
- Develop career frameworks and link with performance management, capability development, and deployment processes

## Capacity Building

- Build capacity of staff, integrate with work processes, enhance training and learning management systems

- Develop leadership and management capabilities
- Review leadership talent
- Enhance the skills and capacities of national staff

# What we will be addressing

Your feedback	Our response
<b>Critical roles need to be identified</b>	Identifying the critical roles is part of the work that we'll be doing in the implementation of the People Strategy
<b>Monitoring methods need to be further detailed</b>	<p>“People” is a key Management Result Dimension (MRD) for WFP. We will refine the indicators under this MRD to measure progress and results.</p> <p>The existing KPIs include “Line Manager Effectiveness” and “Growth &amp; Development” which will be measured through the regular Global Staff Survey. Staff/position alignment and retention rates are also KPIs we will use to measure the effectiveness of workforce planning and talent management.</p> <p>We will work to include them in the management plan as well as getting the results of our projects back to you in a timely manner.</p>

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**Do More**

**For More**

**With Less**

# We are tackling long standing issues

“ WFP seems to have done little to plan ahead to enlist and develop people with the necessary skills....

WFP's processes for people development are ineffective, directionless, and also very opaque ”

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

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

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

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

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

# 4 People Imperatives



## Reinforce a Performance Mindset

*Foster a performance culture*



## Build WFP's Talent

*Intervene now to build the skills for the future*



## Shift the Focus

*Deliver for national staff*



## Equip High Impact Leaders

*Enhance managerial and leadership skills*



# Implementation Roadmap

2014

2015

2016

**Reinforce a performance mindset**

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



**Build WFP's talent**

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



**Shift the focus**

- Develop national staff skills and capacity
- Build strategic employee engagement
- Implement Fit for Purpose contractual arrangements
- Ensure supportive and healthy workplace
- Launch next Global Staff Survey



**Equip high-impact leaders**

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



## 2013 HR Transition Fund



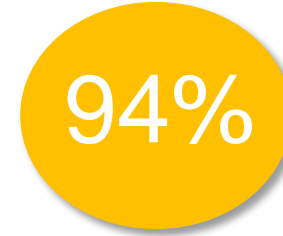
\$3,021,365

## Fund Committed



\$2,914,810

## Budget Utilization



## Key Activities Funded by Transition Fund

### Talent Management

All Staff Impacted



Total

\$586,000

All countries impacted



Clear career paths defined for employees; Job Classification

### Learning & Development

All Staff Impacted



Total

\$519,000

All countries impacted



Grow our future Leaders

### Women Leadership and Career development

70 Female Professionals



Total

\$143,041

OMJ, HQ



Leadership and career development for women

### Occupational Health & Safety

All Staff Impacted



Total

\$273,835

All countries impacted



Strengthen staff health and well-being

### Diversity & Inclusion Strategy

All Staff Impacted



Total

\$110,000

All countries impacted



Diversity assessment and strategy

### HR Capacity Building

All Staff Impacted



Total

\$261,259

All countries impacted



Building a capable HR function to better serve WFP

### Employee Engagement

All Staff Impacted



Total

\$315,259

All countries impacted



Employee & HR function engagement incl. GMM design and facilitation

### People Strategy Roadmap

All Staff Impacted



Total

\$89,000

All countries impacted



People Strategy external best practice

# Costs of Implementation

Initiatives will be funded through the regular budgeting process – PSA and DSC

We seek to fund specific projects through extra-budgetary resources.

Expected implementation costs are:



**Reinforce a Performance Mindset**



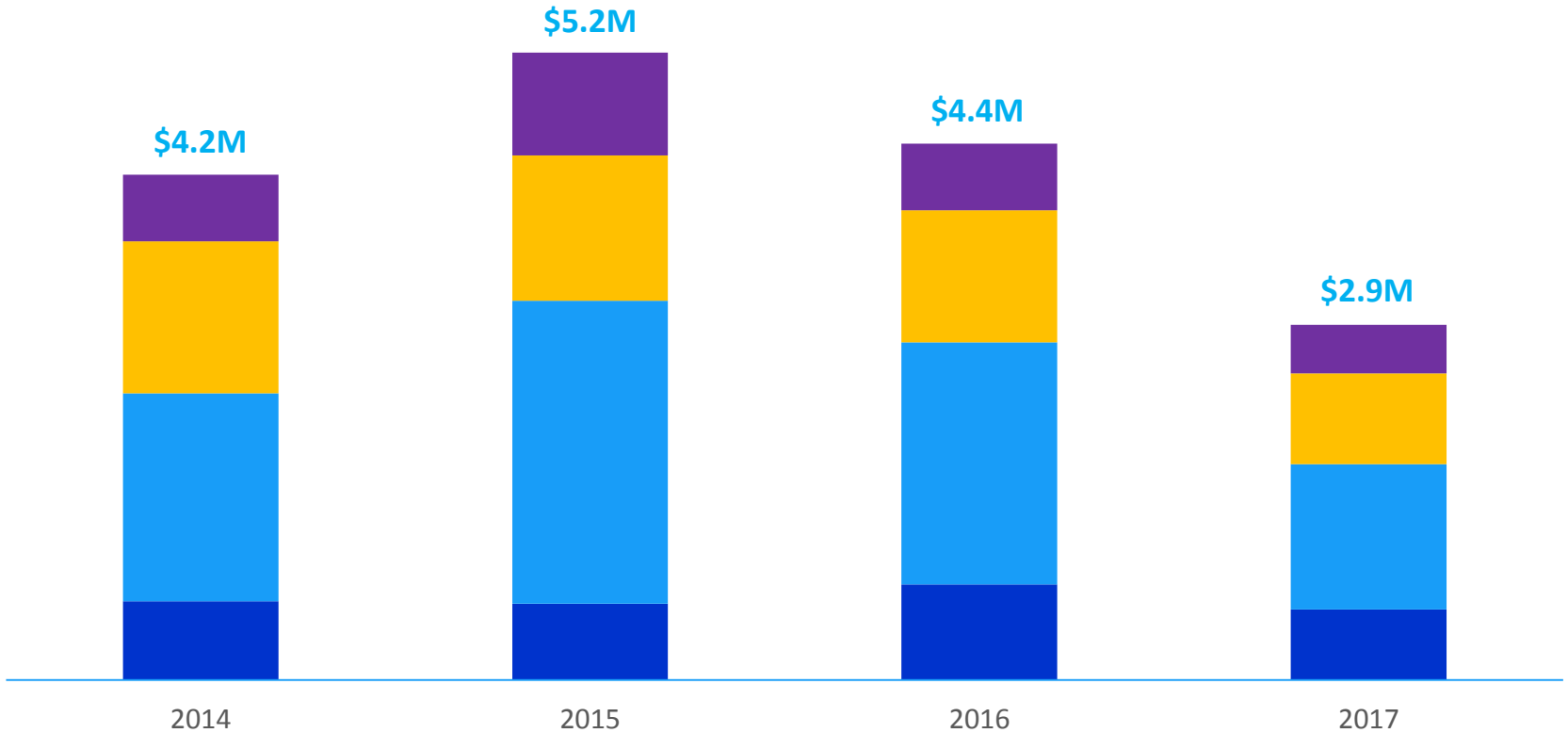
**Build WFP's Talent**



**Shift the Focus**



**Equip High Impact Leaders**



# 4 People Imperatives

## Reinforce a Performance Mindset

Goal-setting and feedback culture fostered through PACE and promotion exercises

PACE 2013 completion – 97%

**Career value proposition defined**

**Review and update job classification and responsibilities**



## Build WFP's Talent

**Career Development Framework - identifies the required capabilities and develop career paths**

JPO - identifies the future generation of leaders by hiring the best young people today

**Review and update job classification and responsibilities**



## Shift the Focus

**Bring all staff member under the same rules and regulations**

Review and simplify contractual arrangements



## Equip High Impact Leaders

**Develop a rigorous and motivating leadership and supervisory skills development journey**



# Reinforce a Performance Mindset

**Define & Embed** common WFP values and behaviours that describe what it means to work for WFP

**Refresh** performance management processes to recognize and reward good performance, identify criteria for success and demand individual accountability



# Why do we work here

I am making a positive difference in our world



There are lots of opportunities for learning and growth. I can realize my potential



I am gaining the exposure and skills I need to build my career at WFP or elsewhere



I can 'touch' what I do - I see the direct impact I make



I feel well compensated, valued and recognized



We are diverse, yet share the same core purpose to contribute



# Build WFP's Talent

**Develop** career framework and skills

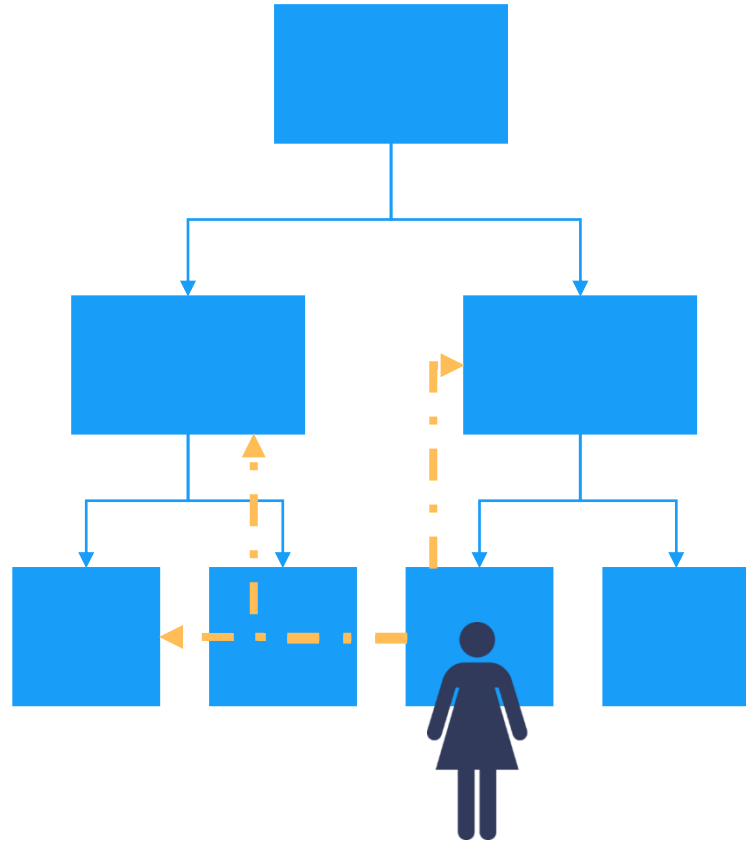
**Provide** opportunities for learning and growth to make WFP an organization in which people want to work

**Establish** an overall workforce planning capability



# Career Framework

A **Capability-Based Career Framework** will identify the interventions required to build the right experiences and skills through a **70.20.10 Learning Approach**



## Build the Organizational Structure

There is a **high prevalence of specialist roles**, while the few broader moves occur in an **ad-hoc manner**

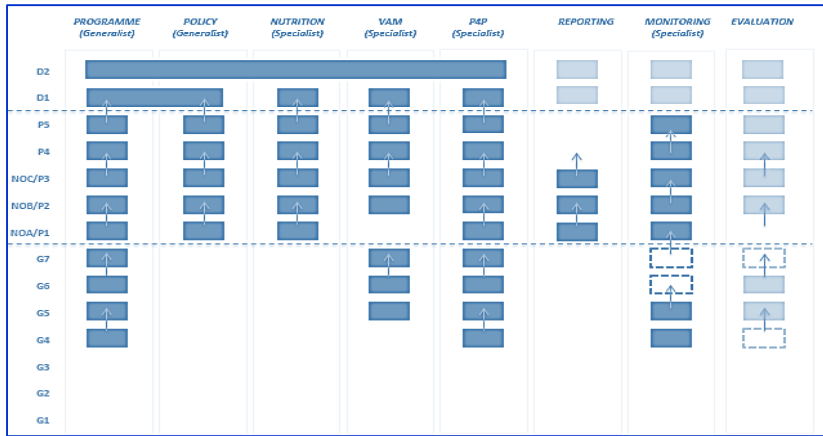
There are no **objective and transparent criteria** used to manage talent flow holistically, not always leading to the right person, in the right job, at the right place.



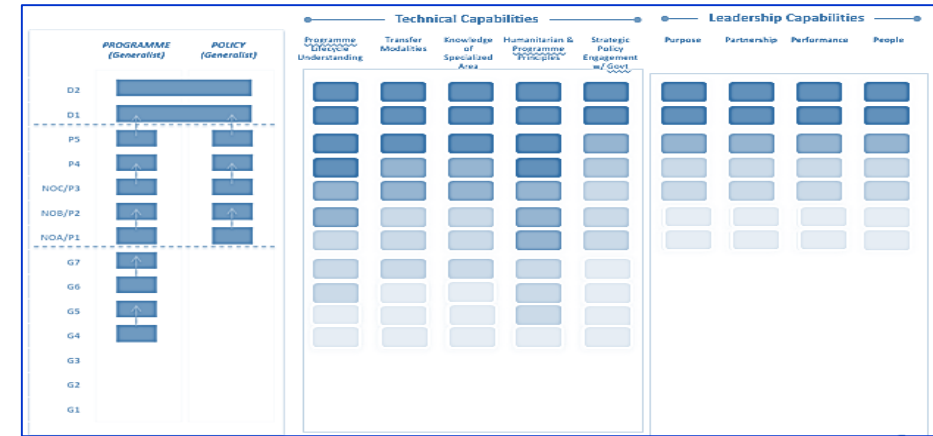
# Career Framework

To identify the interventions required to build the right experiences and skills through a **70.20.10 Learning Approach**

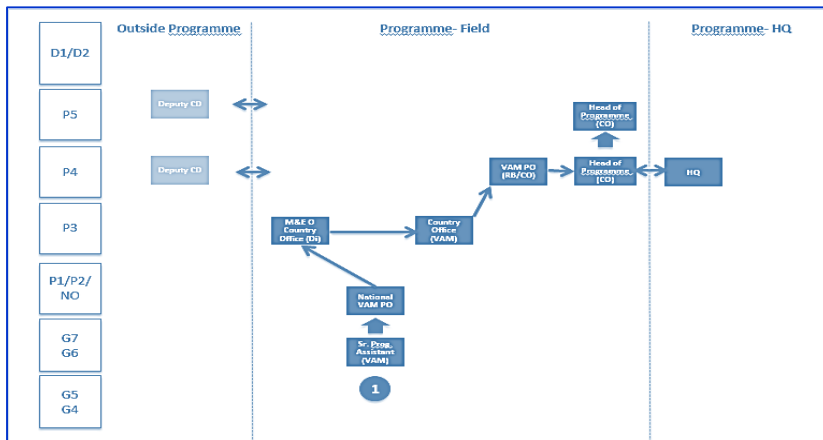
Detailed Career Map



Technical Capabilities Map



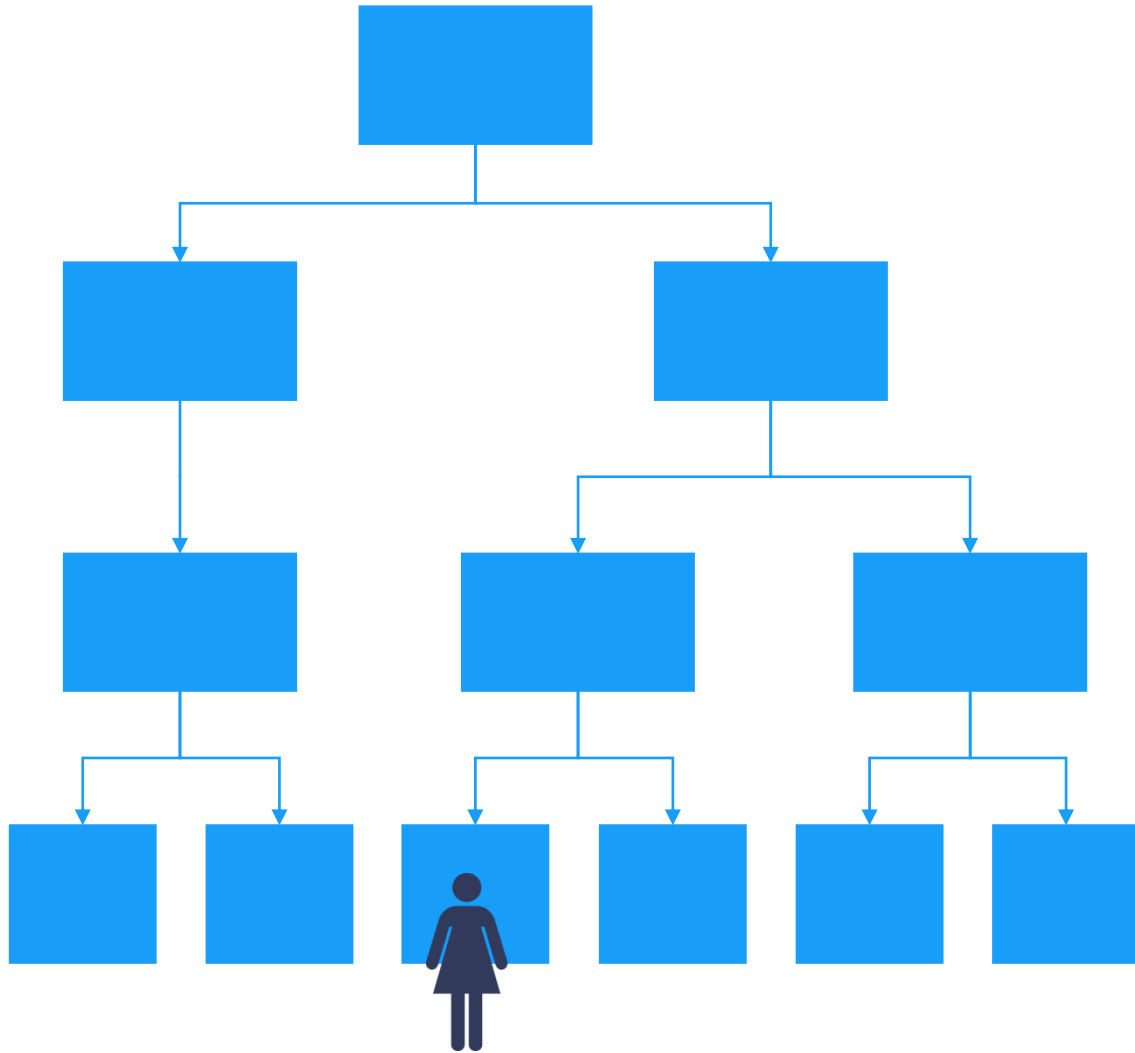
The Career Journey



Portfolio of Experiences



# Job Classification



When organizational strategy evolves, structures, roles, and functions need to be realigned with the new objectives.

## Build the Structure

Generic Job Profiles were last updated in 2005

There are no Generic Job Profiles for Nutritionist, Project Manager, Emergency Coordinator, M&E, or P4P Country Coordinator.

WFP has 81 Generic Job Profiles

# Shift the Focus

**Create** a supportive and healthy workplace

**Enhance** the skills and capacities of national staff

**Review and Implement** fit-for-purpose contractual arrangements



# National Staff: Strengthening One WFP Family

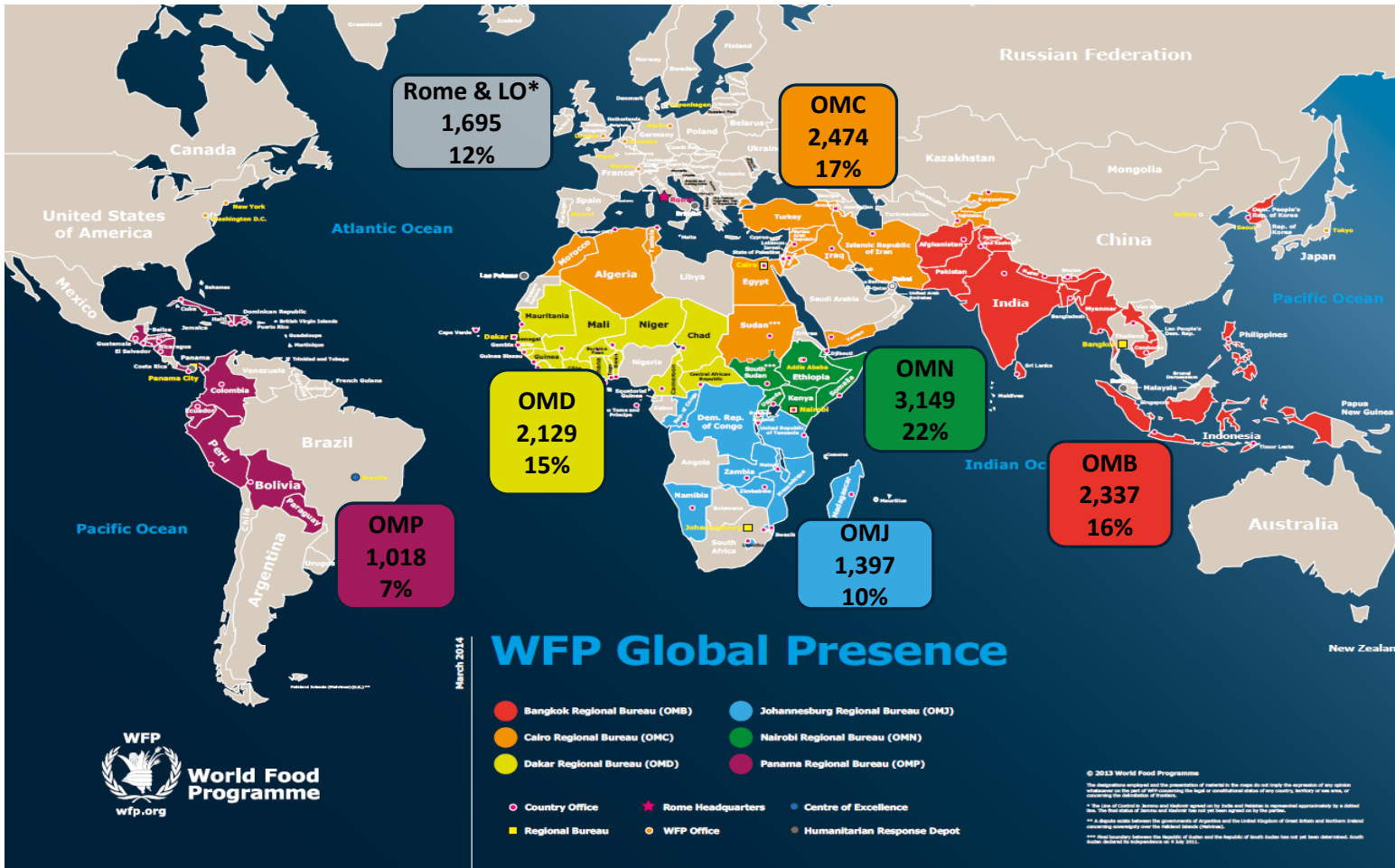
## LSTP

High complexity of managing 14K staff members under different contract terms

Move all staff under the same rules and regulations: **3400 Staff** move to FAO/WFP contract

Leading to clearer staff identity and higher morale

Increased efficiency and administration of National Staff contracts, benefits, and entitlements



Data as at 30.06.2014

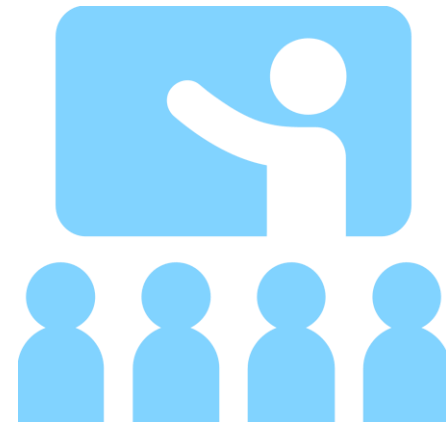
\* Incl. Brindisi Office and Staff on Special Status

# Equip High Impact Leaders

**Mobilise** senior leaders

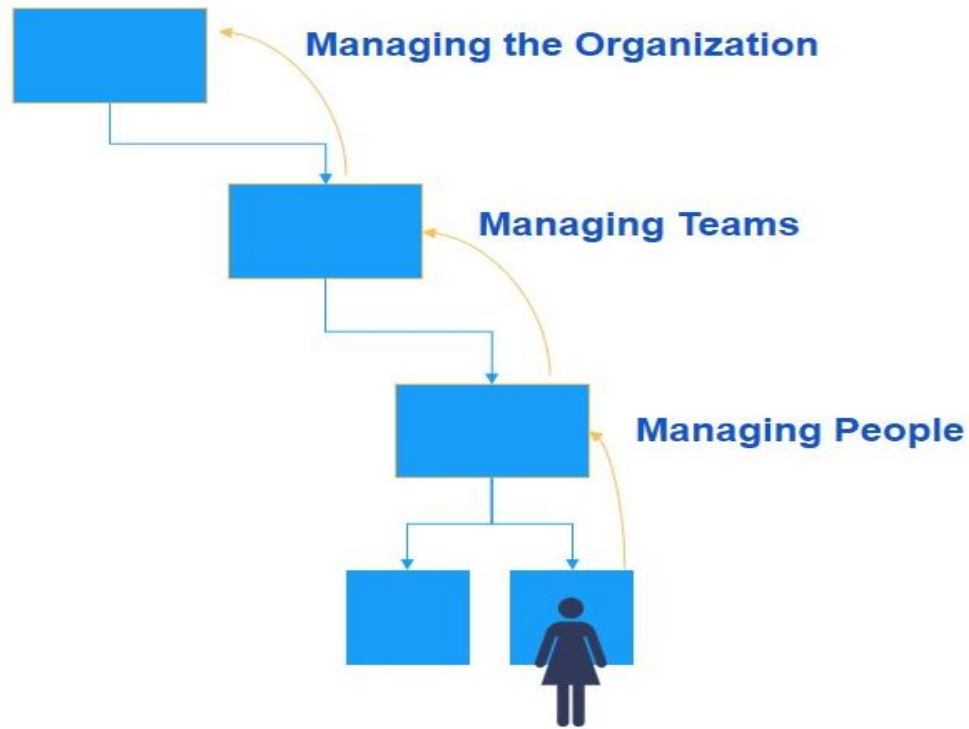
**Enhance** leadership and management capabilities to deliver WFP's Strategic Objectives

**Review** leadership talent



# Equipping High Impact Leaders

Leaders are pivotal to the successful delivery of WFP's programmes and initiatives



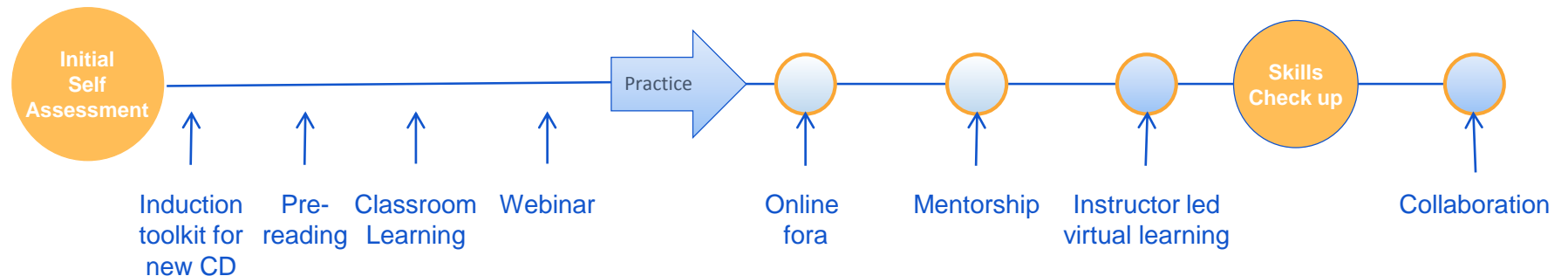
62% of staff think that “Management of WFP are active role models for our core values. GSS

36% of staff say that “my manager has made a personal investment in my growth and development” GSS

66% of staff say that “my manager gives me performance feedback GSS

More than 45% of D2 will retire in less than 5 years – we have a responsibility to prepare for the future.

Equipping Country-Directors (Development Journey)



# We will enhance our existing characteristics

## Agile:

Simultaneously pursue efficiency and effectiveness

## Resourceful:

Expand our skill base

## Scaleable:

Deploy the right people at a global or local level

## Adaptable:

Able to renew while delivering on the Strategic Objectives



# Implementation Roadmap

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2015

2016

**Reinforce a performance mindset**

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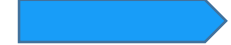
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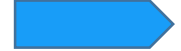
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**Thank You**