

# WFP'S APPROACH TO WORKFORCE PLANNING

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HOW CAN WE BE PREPARED  
FOR, AND NOT SURPRISED BY,  
OUR WORKFORCE OF THE  
FUTURE?

# Workforce Planning as a concept

- **No standard definition of Workforce Planning:**

- Sometimes used as a synonym for talent management, succession planning and even talent acquisition. Those are some outputs of Workforce Planning but Strategic Workforce Planning is a broader concept.

- **Workforce Planning in the UN:**

- Some agencies are structuring their approach but most rely on basic headcount planning based on budget, used to inform recruitment and promotion activities.

- **Workforce Planning in WFP:**

- We have been doing parts of the process in the last years, especially at the country level (SSRs, organization alignment exercises);
- Rapidly evolving context and difficult operating needs has prepared the organization to embrace an integrated and structured approach towards planning medium to long term workforce needs;
- WFP wants to be ambitious in the definition of Workforce Planning, which is a continuous alignment of our workforce with the needs and priorities of our operations. It is a future-focused and proactive exercise, aligned to the Country Strategic Plans and Functional Policies, which helps to inform our main HR initiatives.



# We have been asking these critical questions ..but can we answer them proactively?

Who is doing the work and how are they getting the work done?

Demand: How many people do we need with required skills?

Where do we need them? When do we need them?

How can we bridge the gap?

What initiatives are in place to build, buy or borrow?

What skills are more urgently needed?

What is the impact of future hiring, promotions, reassignments, turnover and retirement on our workforce?

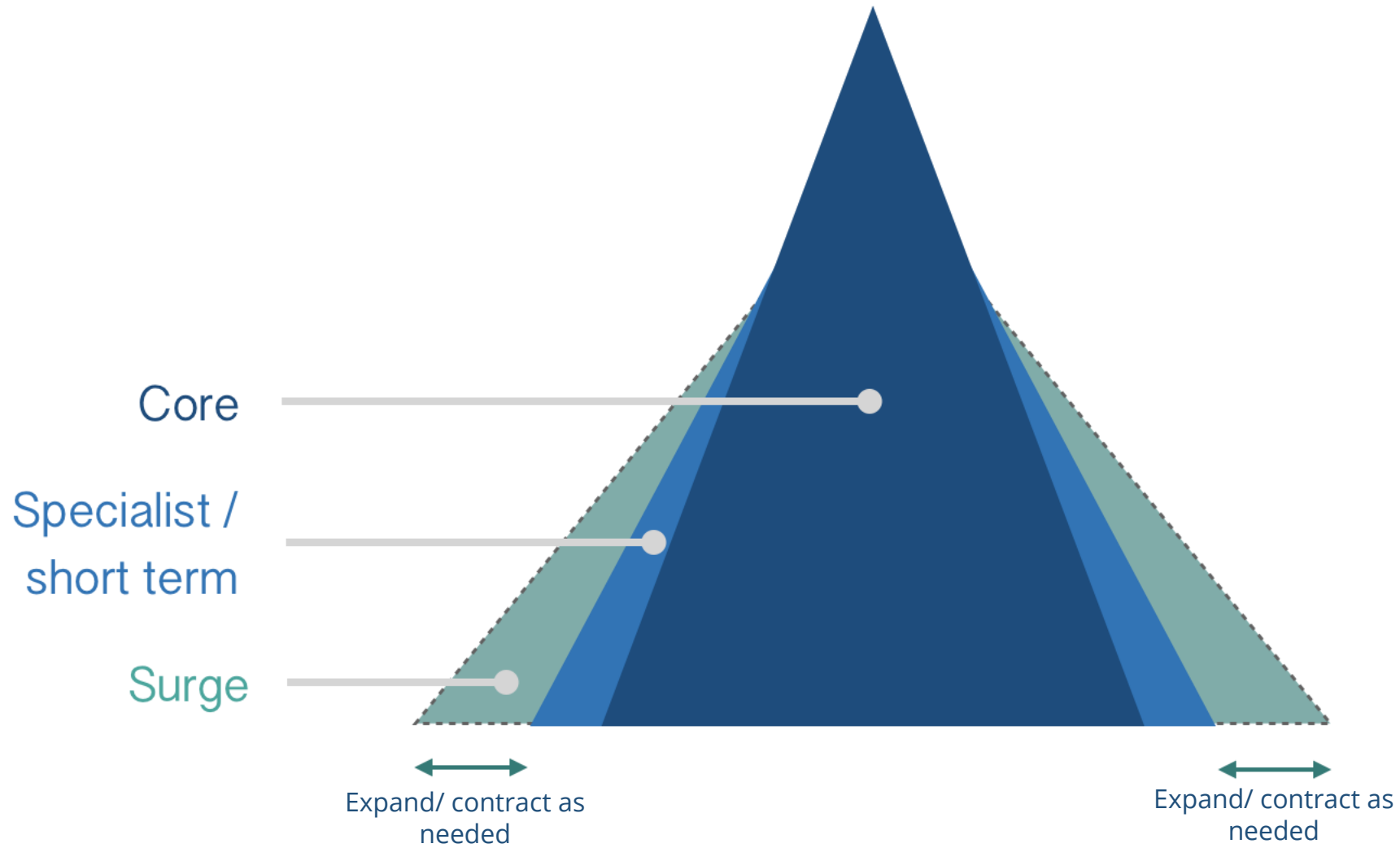
To what extent does the current workforce profile meet the requirements?

What type of workforce do we need to deliver on the planned strategy?

Supply: Who has the skills to perform the role? How quickly can internal staff fill these roles?

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# Changing nature of operations requires a flexible and agile workforce

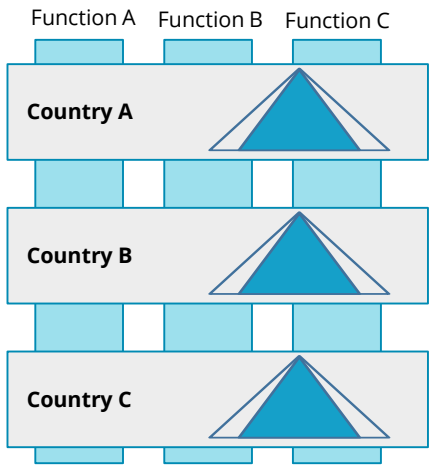


# Corporate workforce plan – combination of Country Offices and Functional Plans

## Corporate Workforce Management

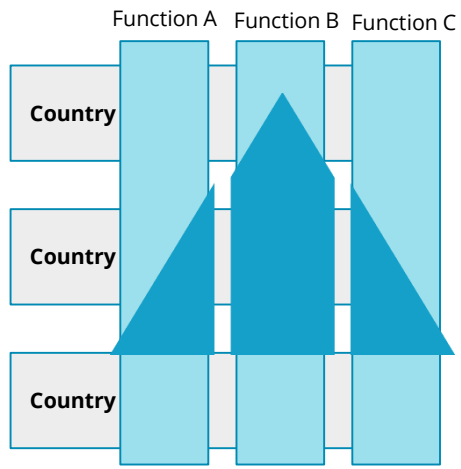
- **INPUTS:** Country, Region and Functional workforce plans
- **MANAGE:** Diversity, gender balance, cross functional and geographical mobility, career development

### Country level management



- **INPUTS:** Strategy and Funding
- **MANAGE:**
  - Core vs. non-core
  - National staff career development
  - Gender balance
  - Language

### Function level management



- **INPUTS:** Strategy
- **MANAGE:**
  - Core vs. non-core
  - Staff career development
  - Gender balance
  - Language

### Enablers

Technology and analytics

Harmonization of HR processes

Integration into operational planning

Supported by **Change Management**, on-going **Project Management** along with defined **Governance and Ownership** model

# A three-phase structured approach to develop a workforce plan

## Phase 1: Understand current workforce and implications of the Strategy

- Identify **workforce implications** of Strategy
- Determine **skills** required to implement the Strategy
- Analyze **current workforce** (numbers, demographics, skill profile, level, etc.)
- Discuss **optimal operating models**
- Determine operational **scenarios** that could impact the workforce

## Phase 2: Determine workforce supply and demand and identify gaps

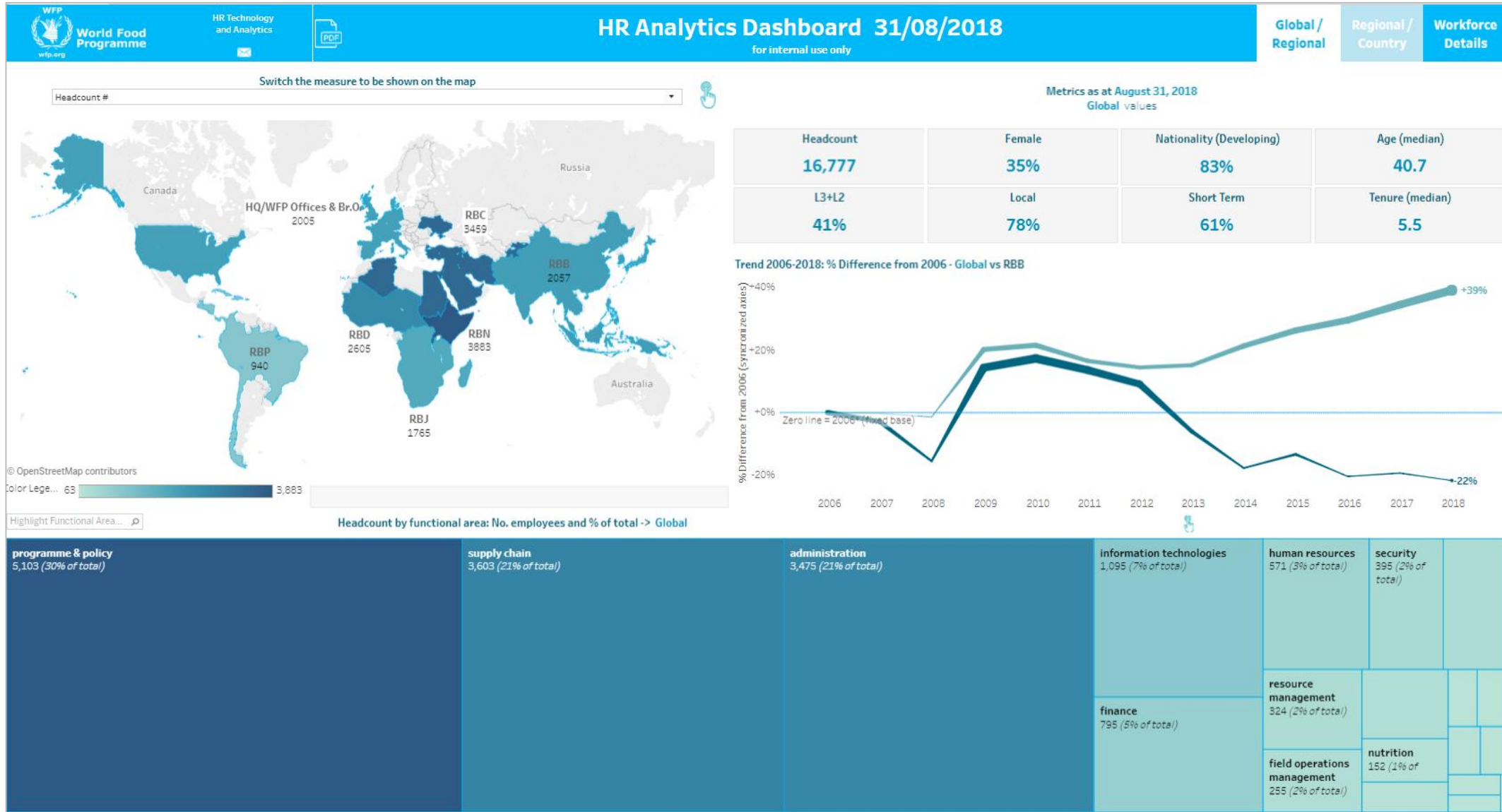
- Assess current **internal skills**
- **Simulate supply** and **demand** under different scenarios
- Determine **gaps** and prioritise based on urgency and criticality - capabilities, number of employees etc.

## Phase 3: Determine solutions to bridge the gaps

- Identify appropriate **talent solutions** to close talent gaps through build, buy or borrow strategies
- Develop a plan to **implement solutions** over short, medium and long-term
- **Integration of the workforce plan** into relevant HR processes and operational planning

*Workforce planning should be integrated as part of the planning process and not treated as a one-off exercise*

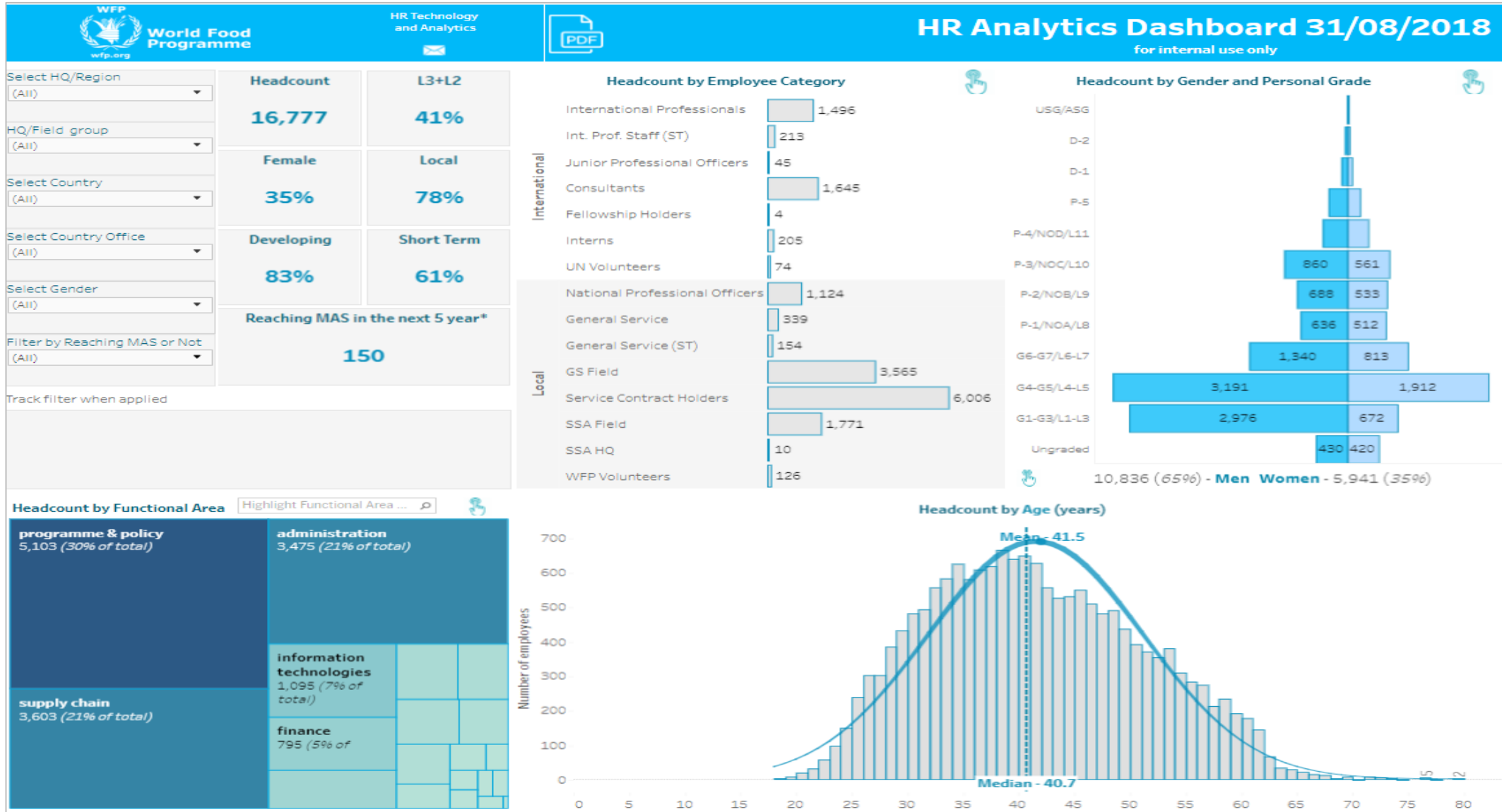
# We have developed an HR Analytics Dashboard to provide a workforce overview..



For the first time, CDs, Division Directors, Staffing Coordinators, and senior HR staff have easy access to their workforce data



# ..to empower decision-making to purposefully manage the workforce





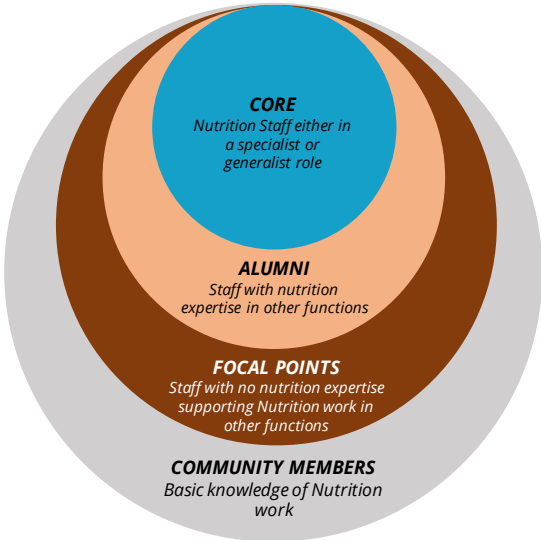
# NUTRITION WORKFORCE PLAN – A PILOT

# Nutrition Workforce Planning has already helped us to identify talent solutions

## Some focus areas of the Nutrition Policy are:

- Ensure healthy diets meeting nutrition needs are available, accessible and consumed
- Nutrition lens is applied to all areas of activities

### Workforce Supply Analysis



Nutrition workforce is cross-functional

No standard workforce composition

Learning and development not always aligned to CO needs

### Workforce Demand Analysis

Regional Nutrition Advisors provided an estimate based on their assessment of Region's workforce needs

**International** 26 ↑

**National** 43 ↑

### Recommendations

1. Targeted engagement model to equip workforce within and outside of Nutrition

2. Advise COs on optimal workforce composition/ model

3. Targeted learning strategy to bridge gaps

4. Informed FIT pool to fill identified roles

# Illustrative: Function workforce planning in practice in a country office

## Phase 1: Understand current workforce and implications of the CSP

Country Strategic Plan: nutrition components

Fortification

Emergency Response

Treatment of MAM

Nutrition-sensitive: school meals, support to smallholders, national safety net/social protection

Required skills identified in Nutrition Career Framework

Gender & nutrition

Managing nutrition-specific programmes

Capacity strengthening

Emergency nutrition

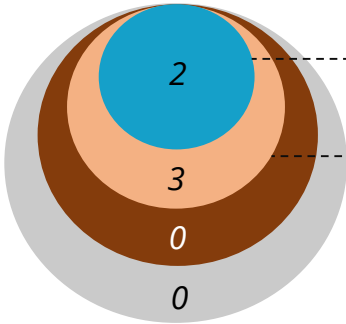
M&E for nutrition

Partnership

Negotiation

## Phase 2: Determine workforce supply and demand and identify gaps

Multi-Layered Nutrition Community members



Skills available

Managing nutrition-specific programmes

3 nutrition alumni:

- Emergency nutrition
- Double burden
- CBT

2 nutrition alumni:

- Nutrition assessment/analysis
- Treatment of MAM

1 nutrition alumni:

- Fortification

## Phase 3: Determine solutions to bridge the gaps

Potential solutions

Build?

- Train on nutrition-sensitive programming
- e-modules to bridge the gap
- Offer TDYs

Buy?

- FIT pool
- Targeted TA strategy in the CO

Borrow?

- Within: Nutrition Alumni/ Focal Points
- Outside: Partners (NGO etc.), other agencies, etc.

# Strategic workforce planning guides and integrates our main people processes

- Understand available supply of talent in the market to inform sourcing strategy
- Inform talent identification, attraction and selection
- Estimate which skills are required when and where



- Inform succession planning, leadership development
- Provide inputs to drive coaching and engagement experiences

- Develop targeted retention strategy – critical workforce, scarce skills, limited pool of talent etc.

- Inform learning and development strategy
- Explore career paths to grow internal talent pool
- Identification and development of high potential staff
- Coaching and/or Mentoring

- Inform organizational and individual performance goals and skills requirements

- Provide a long-term view of workforce demand and supply to inform reassignment decisions
- Mitigate short – medium term workforce gaps

# Next steps

- **Workforce Plan for main functions:**

- We have been partnering and piloted our approach with Nutrition
- We plan to expand workforce planning efforts to other main functions

- **Technology to enable Workforce Planning:**

- We are looking into a best-fit solution either to develop a tool in-house or purchase off-the-shelf solution (it is a challenge considering WFP's unique context)

- **Implementation of the framework:**

- Considering urgency, recommend a blend of in-house team with external subject-matter expertise to implement the framework
- Key focus of the work will be on enabling the functions to plan their workforce needs in line with operation needs
- Need budget to extend support to all main functions

**Thank you!**