



World Food
Programme

Update on the

2014

People Strategy

Four Imperatives of the 2014 People Strategy



Reinforce a Performance Mindset

Embed WFP's values and behaviours and refresh performance management to recognise and reward good performance, identifying criteria for success and demanding individual accountability



Build WFP's Talent

Develop career frameworks and provide opportunities for learning and growth to make WFP a desirable place to work



Shift the Focus

Make the country level the central focus of WFP and design long-term projects to ensure that national staff are engaged and provided with opportunities to build their capacities



Equip high-impact Leaders

Mobilise senior leaders, enhance leadership and management capabilities to deliver on WFP's strategic objectives and hold senior leaders accountable

Four Imperatives of the 2014 People Strategy

Reinforce a Performance Mindset

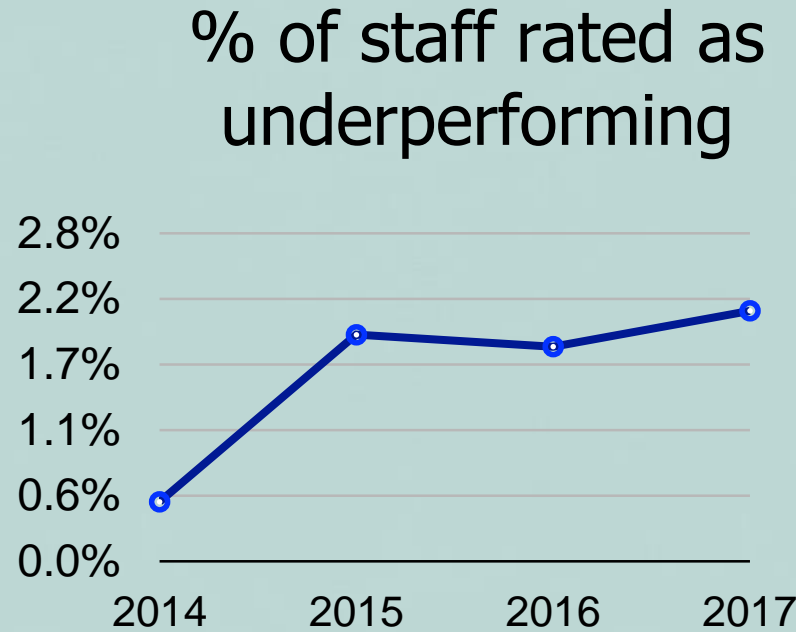


Leadership Capability Model



Improvements in Performance Management

97%
PACE
compliance



More work needed on:

- the performance culture
- giving constructive feedback
- managing expectations

2018 Global Staff Survey

My supervisor gives me feedback that helps me improve my performance

62%

At WFP, career progression is based primarily on merit

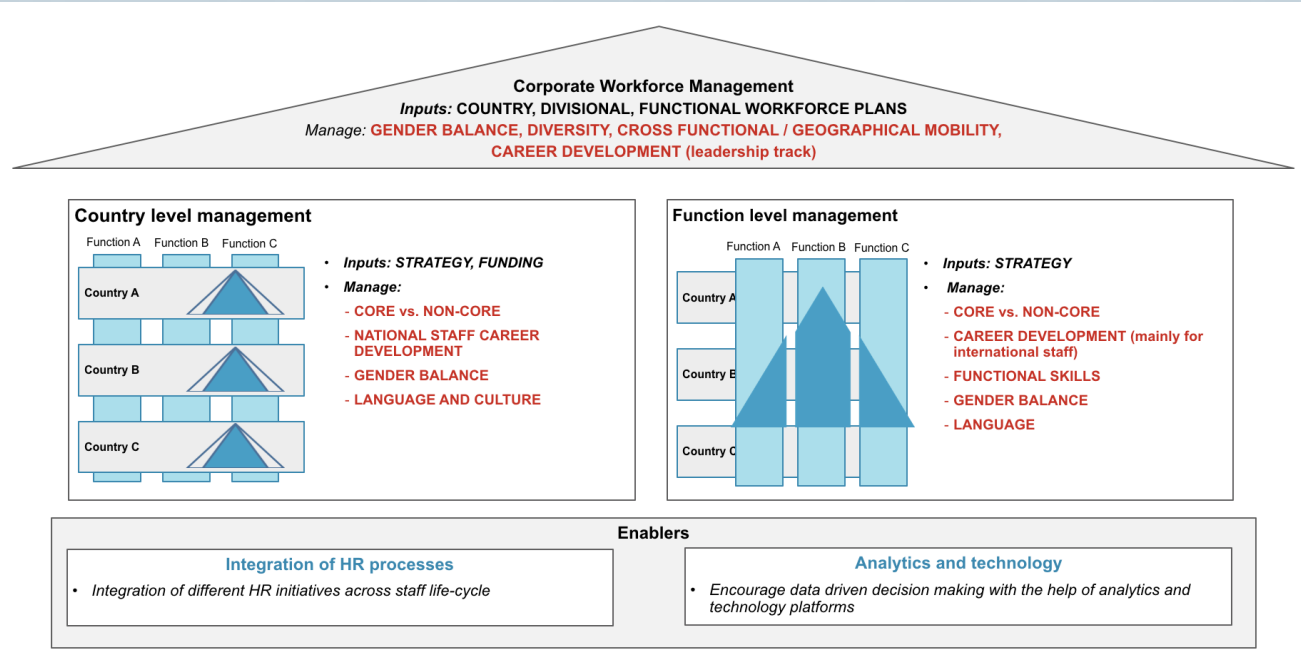
38%

Four Imperatives of the 2014 People Strategy

Build WFP's Talent



Workforce Planning

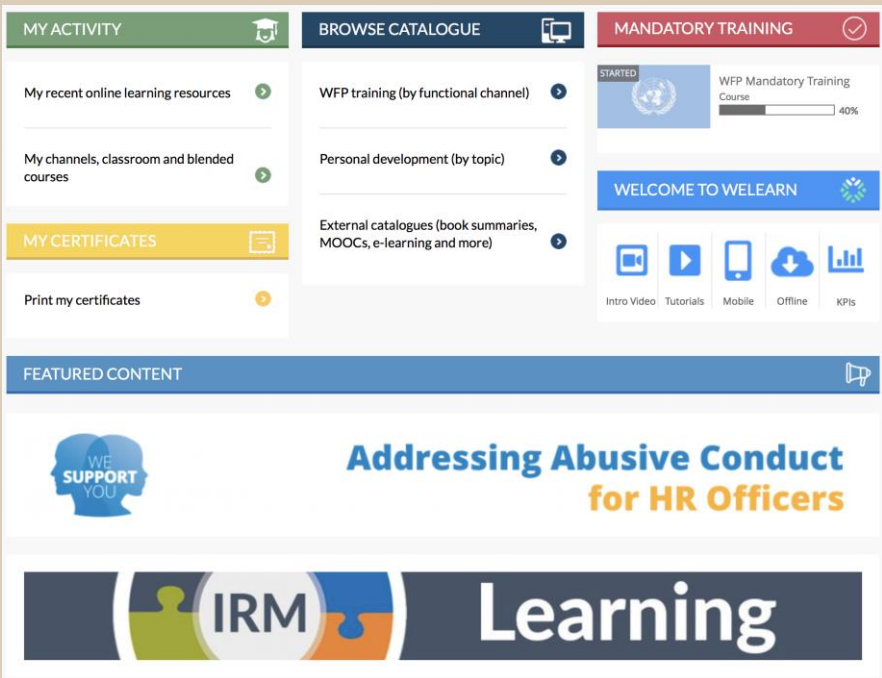


Career Frameworks

	Core Role Capabilities					Leadership Capabilities			
	Strategy & Planning	Operations	Resource	Diplomacy	People Management	Purpose Planning	Partnership	Performance	People
D2	■	■	■	■	■	■	■	■	■
D1	■	■	■	■	■	■	■	■	■
P5	■	■	■	■	■	■	■	■	■
P4	■	■	■	■	■	■	■	■	■
NOC/P3	■	■	■	■	N/A	■	■	■	■
NOB/P2	■	■	■	■	N/A	■	■	■	■

A new Learning Platform

WeLearn



- 23,000 learning resources
- 10 functional channels
- 80% of employees
- 83,000 courses completed

2018 Global Staff Survey

I have the training I need to do my job effectively

59%

My supervisor has made a personal investment in my growth and development

39%

Four Imperatives of the 2014 People Strategy

Shift the Focus



Contracts

62%

of WFP's national staff are on short-term contracts

4.9 yrs

the average tenure on short-term contracts

Better Career Opportunities

The FIT Pool



- 20,000 applicants
- 11 functions
- 450 slots
- 52% of successful applicants were national staff

Learning & Development

Leadership Development Programme

50% of participants were national staff

WeLearn

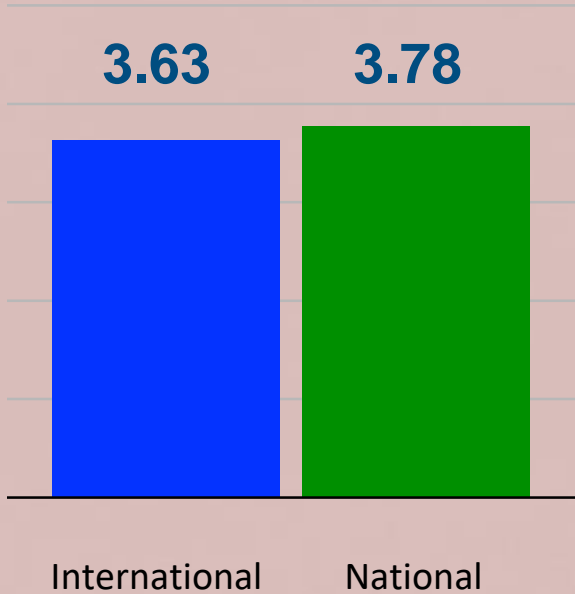
2/3 of users are national staff

Emergency Deployment

1/3 of staff deployed in 2017 were national staff

2018 Global Staff Survey National Staff Results

Staff Engagement



Short-term contract holders

I am satisfied with the benefits I receive at WFP

48%

Four Imperatives of the 2014 People Strategy

Equip High-Impact Leaders



Learning and Development



1,000
leaders trained

- 360 assessments
- executive coaching
- country briefings
- media coaching
- Harvard Manage mentor

INSPIRE Programme



The Leadership Track

YEAR	LEADERSHIP TRACK		
	TALENT REVIEW	CAREER DEVELOPMENT CENTRE	LEADERSHIP POOL (LP) SIGN-OFF
2015	165 Eligible Staff	30 Nominated Staff	19 Staff included in the LP
2016	240 Eligible Staff	48 Nominated Staff	24 Staff included in the LP
2017	228 Eligible Staff	45 Nominated Staff	39 Staff included in the LP
2018	366 Eligible Staff	60 Nominated Staff	TBC

82 staff admitted to the Leadership Pool since 2015

2018 Global Staff Survey

My supervisor leads effectively

65%

International staff

Fixed-term, continuing and indefinite appointment – incl. JPO



National employees

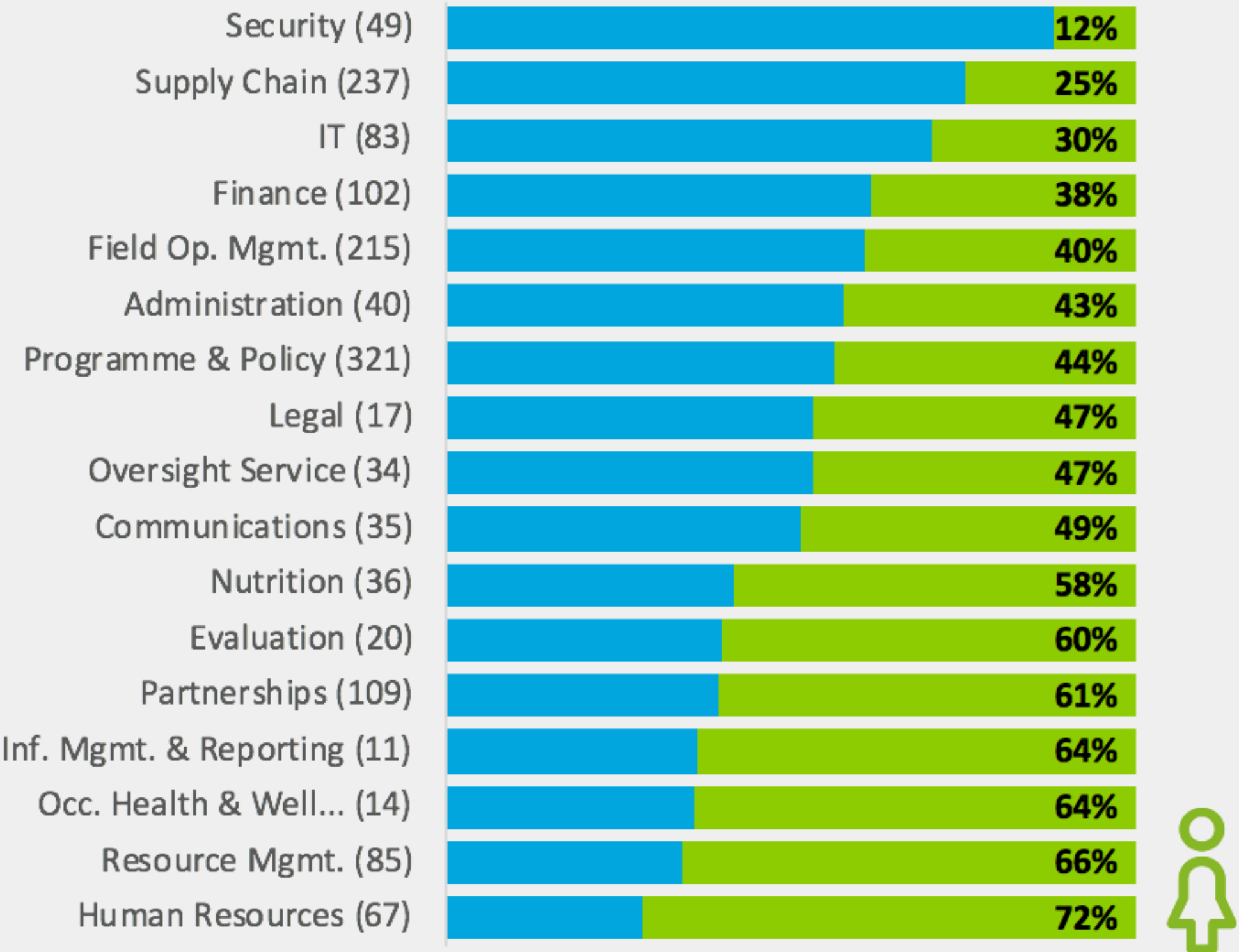
All contract types



Gender representation after 2021



Overall representation of female national employees:



Elements of a New Human Resources Strategy

