

05 June 2020

Briefing to the WFP Executive Board on the Comprehensive Action Plan (CAP)

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Agenda

- **Design and main elements of the CAP**
- **Examples of progress made**

CAP report to the June Board

Process of designing, implementing and reporting on the comprehensive action plan

The comprehensive action plan

- Six core areas and performance indicators
- Workplace culture initiatives
- Allocation of resources to the six core areas and initiatives

Measuring progress in the six core areas and initiatives

- Progress towards CAP end states

Description of overall progress

Conclusion

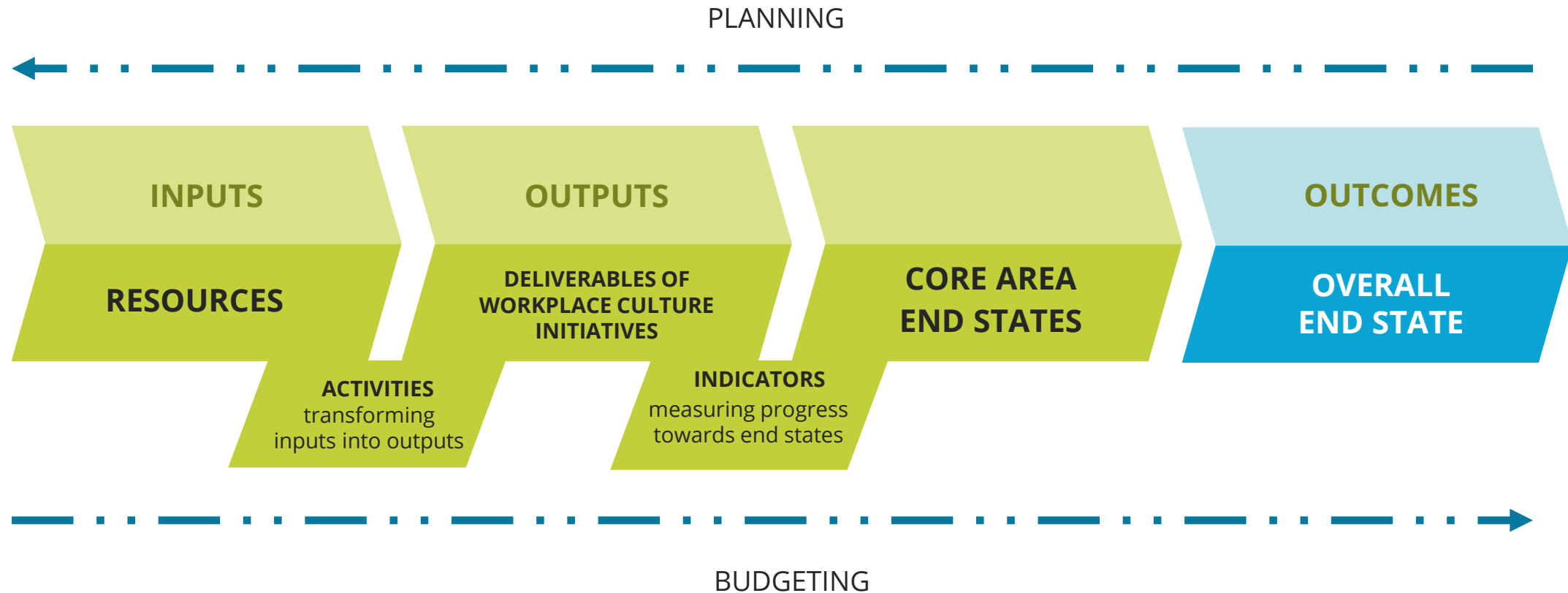


Comprehensive action plan (CAP) key elements

- **Framed around the proposed six core areas:**
reaffirming values, leadership role, employee engagement, policy and system revisions, disciplinary processes and communications



Comprehensive action plan (CAP) key elements



Theory of change

CORE AREA 1: Reaffirming values – Initiative on values

INPUTS

- Resources from Workplace culture investment case
- Staff time of Senior Advisor and her office as well as all offices supporting in the design and implementing the initiative
- External experts
- Staff time of management and staff participating in the exercise in country offices, RBx and HQ

OUTPUTS

- WFP values list and description
- WFP behaviors list and description
- Moments of truth
- Culture Plan

END STATE

WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization

ACTIVITIES

- Values consultation with all staff
- 1:1 interviews
- Socializing Results
- Living the values activities

INDICATOR

CA1.1 All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability

e.g. CORE AREA 4: Policy and system revision – Initiative on workforce planning

INPUTS

- Resources from PSA funding, other investment cases or critical corporate initiatives
- Staff time in designing and implementing the initiative

OUTPUTS

- Dashboards for decision-making related to talent management, contractual modalities and policies on recruitment

END STATE

WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth

ACTIVITIES

- Design and develop strategic workforce planning at both functional and country level

INDICATOR

(e.g.) CA4.3 At WFP, career progression is based primarily on merit

OUTCOME

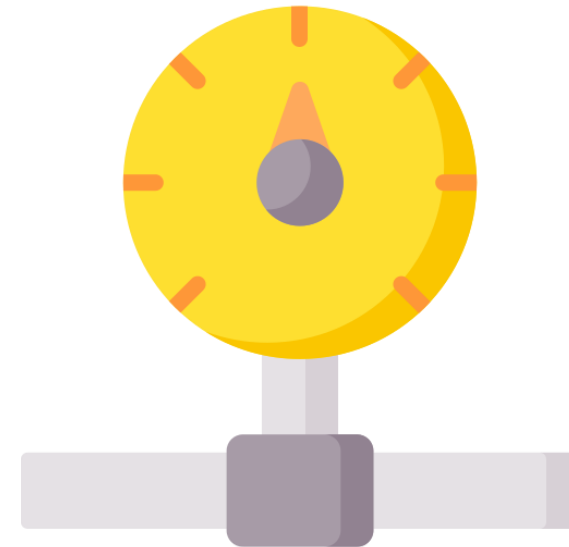
WFP has an improved, inclusive and respectful workplace, where issues with harassment, sexual harassment, abuse of power and discrimination are fully addressed

Selected ACTIVITES and OUTPUTS of all other core areas

End states of other core areas

CAP indicators

- Considered as **outcome indicators** to measure whether the **end states of the CAP have been reached**
- Using the **GSS indicators** ensures that the measurement of progress is grounded on WFP employees' perceptions on WFP



CAP indicators

CAP core areas	End states	Indicator code	GSS indicators	GSS 2018 Baseline (%)	GSS 2020 Target (%)
Core area 1: Reaffirming values	WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.	CA1.1	All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability.	61	71
Core area 2: Leadership role	The WFP Leadership Group, as well as senior and middle management, abide by WFP's core behavioural standards and inspire a shared vision of respect and commitment that is fully communicated and actively applied across the organization.	CA2.1	My supervisor leads effectively.	65	75
		CA2.2	At WFP we hold people accountable for performing their job well.	56	66
		CA2.3	The Executive Management of WFP are active role models for our core values.	66	76
Core area 3: Employee engagement	WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.	CA3.1	I am proud to work for WFP.	88	88
		CA3.2	The mission or purpose of WFP makes me feel my job is important.	87	87
		CA3.3	I feel supported during organizational change at WFP.	49	59
Core area 4: Policy and system revisions	WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.	CA4.1	At work, I have the opportunity to do what I do best every day.	69	79
		CA4.2	I am confident my supervisor will take appropriate action if our team has an ongoing performance problem.	66	76
		CA4.3	At WFP, career progression is based primarily on merit.	38	48
		CA4.4	WFP is doing all it realistically can to ensure my safety and security.	70	80
Core area 5: Disciplinary processes	WFP has policies, processes and systems that ensure a highly functioning internal justice system that brings justice to all and protects staff members from retaliation.	CA5.1	I have personally experienced harassment on the job within the past year.	18	0
		CA5.2	I trust WFP to protect me if I speak out about something which is not being done right.	48	58
		CA5.3	I believe that WFP employees at all levels are held accountable for unethical behaviour and misconduct.	63	73
Core area 6: Communications	WFP has fully implemented all elements of its social behaviour change communications, thereby enhancing transparency, and staff at all levels understand and foster accountability in all their actions, in particular those related to abusive behaviour, harassment and discrimination.	CA6.1	I am satisfied with the information I receive about what is going on in WFP.	59	69
		CA6.2	At WFP there is open and honest two-way communication.	44	54

Database

SAMPLE

Level	Collaborator	Initiative name	Activity	Activity ID	Initiative ID	Funding type	CCI / IC funding allocate (Y/N)	Investment Case (IC) (Detailed/Summary)	IC Code	Funding allocation (%)	Funding no.	Status	2018-21 Funding Approved	Start date (mm-yy)	Expected Completion (mm-yy)	Core area	Main Core Area	CORE AREA 1: Reaffirming values	CORE AREA 2: Leadership		
CAM		Respect Each Other Campaign	Design and launch of RESPECT Communities page.	1	1	Dedicated funding (e.g. CCI / investment case)	Y	1	35342(10)			Completed	75,000	May-18	Dec-18	3,4,6	6	\$	18,750		
CAM		Respect Each Other Campaign	Development and launch of Respect Each Other website.	2	1	Dedicated funding (e.g. CCI / investment case)	Y	1	35342(10)			Completed	75,000	May-18	Nov-18	3,4,6	6	\$	18,750		
CAM		Respect Each Other Campaign	Development and roll-out of RESPECT Campaign toolkit in four languages.	3	1	Dedicated funding (e.g. CCI / investment case)	Y	1	35342(10)			Completed	75,000	May-18	Nov-18	3,4,6	6	\$	18,750		
CAM		Respect Each Other Campaign	Development and roll-out of RESPECT Campaign Online Platform using Wcleans to facilitate the continuation of the Respect Campaign Online and Offline	4	1	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Ongoing	267,000	May-20	Nov-20		6	\$	66,750		
CAM	OBD	Respect Each Other Campaign	Training of RWA's as Respect Campaign Facilitators	5	1	Regular funding (e.g. standard PSA or project post)						Completed	-	Jan-19	Dec-19	3,4,6	6				
CCH		Design and implementation of a global process for reaffirming WFP values	Design and implementation of a global exercise focused on reaffirming values, which includes an online global survey, and activation tools at all levels.	6	2	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Ongoing	346,600	Apr-20	Jun-20	1,2,3,6	1	\$	236,650	\$	236,650
CCH		Design and implementation of a global process for reaffirming WFP values	Develop a plan to bring values to life visually, facilitated through the realization of stakeholders workshops and with the goal of designing a global communications campaign	7	2	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Ongoing	346,600	Jun-20	Jul-20		1	\$	236,650	\$	236,650
CCH		Design and implementation of a global process for reaffirming WFP values	Design and implement a 12-month "people activation" plan aimed at fully communicating and mainstream the benefits of WFP reaffirmed values	8	2	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Ongoing	346,600	Jun-20	Jul-20		1	\$	236,650	\$	236,650
CCH	CAM	Design and launch of Social Behaviour Change Communications (SBCC) activities in support to all the CAP core areas	Design and coordination of production of internal communication campaigns and products such as all-staff messages, town halls and workshops, directed to all staff on general topic of workplace culture	9	3	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Ongoing/Planned	346,600	May-20	Nov-21	1,2,3,6	6	\$	236,650	\$	236,650
CCH		Streamlining of focal point systems and networks (e.g. Respectful Workplace Advisors, Ethics Ambassadors, Youth Network, ...) related to workplace culture	Consultation with internal networks and focal point systems for the implementation of activities related to workplace culture	10	4	Dedicated funding (e.g. CCI / investment case)	Y	1	Workplace culture and ethical climate			Planned	346,600	May-20	Feb-22	3,6	3				

Progress made - overall progress

- Good progress has been made in the core areas of **reaffirming values** and **disciplinary processes**



Comprehensive action plan (CAP) – Initiatives per HQ Divisions

Lead	Initiative	2019				2020				2021				Core Areas						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	1	2	3	4	5	6	
CCH	Design and implementation of a global process for reaffirming WFP values																			
	Design and launch of Social Behaviour Change Communications (SBCC) efforts to enable workplace culture change*																			
	Leaders as role models New																			
	Streamlining of systems and networks related to workplace culture																			
CAM	Respect Each Other (RESPECT) Campaign**																			
ERM	Build anti-fraud anti-corruption (AFAC) capabilities across WFP through building regional expertise, policy, guidance and training New																			
ETO	Implementation of activities to enable efficient, effective and meaningful advice and guidance																			
	Revision of the Executive Director's Circular on WFP Code of Conduct and related activities																			
	Revision of the Protection against Retaliation Executive Director Circular and related activities																			
	Training of staff on Ethics-related matters vis-à-vis culture through education and outreach activities New																			
GEN	Promulgation of gender equitable norms in WFP programmes and workplace New																			
	Increasing awareness and understanding of the centrality of gender to WFP's work through document dissemination New																			
HRM	Development and revision of HR processes and systems																			
	Development of leadership skills of WFP managers at all levels, as well as enhancement of people management and manager accountability																			
	Increasing of Inter-Agency cooperation to detect staff members with history of harassment or misconduct																			
	Implementation of the WFP Gender Parity Action Plan																			
	Improvement of the effective response to abusive and disrespectful behaviour																			
	Response to COVID-19 New																			
IDSC	Establishment of the Inter-Divisional Standing Committee (IDSC), composed of internal justice system stakeholders																			
MSD	All-staff informal discussions, blind lunch dates and other social activities to strengthen team culture New																			
OBD	Development of an organizational wide capacity building strategy on conflict resolution and respectful leadership																			
	Enhancement of services of the Office of the Ombudsman																			
	Submission of a proposal on Harmonious Workplace Counselling New																			
OIG	Audit of areas relevant to improvement of WFP workplace culture																			
	Design and roll-out of new tools for improved service delivery of OIG																			
	Strengthening the number of investigators																			
SEC	Promotion of security operational safeguarding for enhanced security risk management New																			
	Strengthening employee security awareness through training and induction programmes																			
TEC	Creating a culture of learning by shaping and implementing learning and development programmes New																			
WEL	Creation and strengthening of wellbeing committees New																			
	Improvement of Staff Counselling services																			
	Support missions, outreach and guidance to COs on the enhancement of a safe and healthy work environment New																			

We are here today

*Includes activities in collaboration with CAM; Includes activities in collaboration with OBD

Note: In the context of this report, we have aggregated initiatives and activities under high-level categories for presentation purposes. A more comprehensive and detailed list of contributing activities will be maintained through a project management tool.

Progress made - Gantt chart for CAP core area 2

Core area 2: Leadership role 2

End state:

WFP Leadership Group, as well as the senior and middle management are abiding with WFP's core behavioural standards and inspiring a shared vision of respect and commitment that is fully communicated across the organization, and actively applied in all operations.

Initiative	Lead	Activity	2019		2020				2021			
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Leaders as role models New	CCH	Design and roll-out of a process to work intensively with the top 2 levels of leadership to build momentum to demonstrate leaders as role models										
Development of leadership skills of WFP managers at all levels, as well as enhancement of people management and manager accountability	HRM	Revamp ongoing WFP Leadership Programme to equip managers to become role models for the promotion of a respectful working environment										
		Develop a leadership framework at different levels and develop a systematic approach/framework to management skills assessment and development										
		Roll-out a corporate programme for middle managers that ensures they are equipped to establish positive team interactions										
		Establish a dedicated "Managers Helpdesk"										
		Train incoming CDs and DCDs on effective staff management and respectful working environment										

We are here today

Disciplinary processes

Initiative aims at reducing the time between the start and the conclusion of a case, and ensuring that:

- Evidentiary issues are identified and addressed in the early stages of an investigation
- Alleged perpetrators are informed of and given an opportunity to comment on draft investigation findings before an investigation report is issued
- Interaction between internal stakeholders (investigators, human resources staff and legal officers) is streamlined
- Resources are utilized more efficiently by limiting overlaps in the roles of the officials involved
- Cases that do not warrant investigation or that would be better handled through managerial or administrative action are referred without delay

OIG

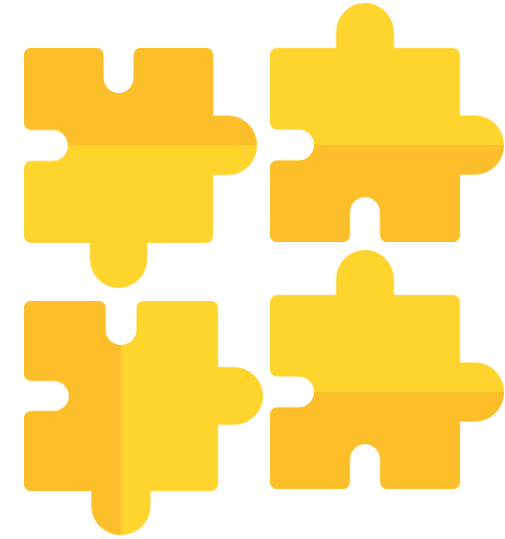


HRM

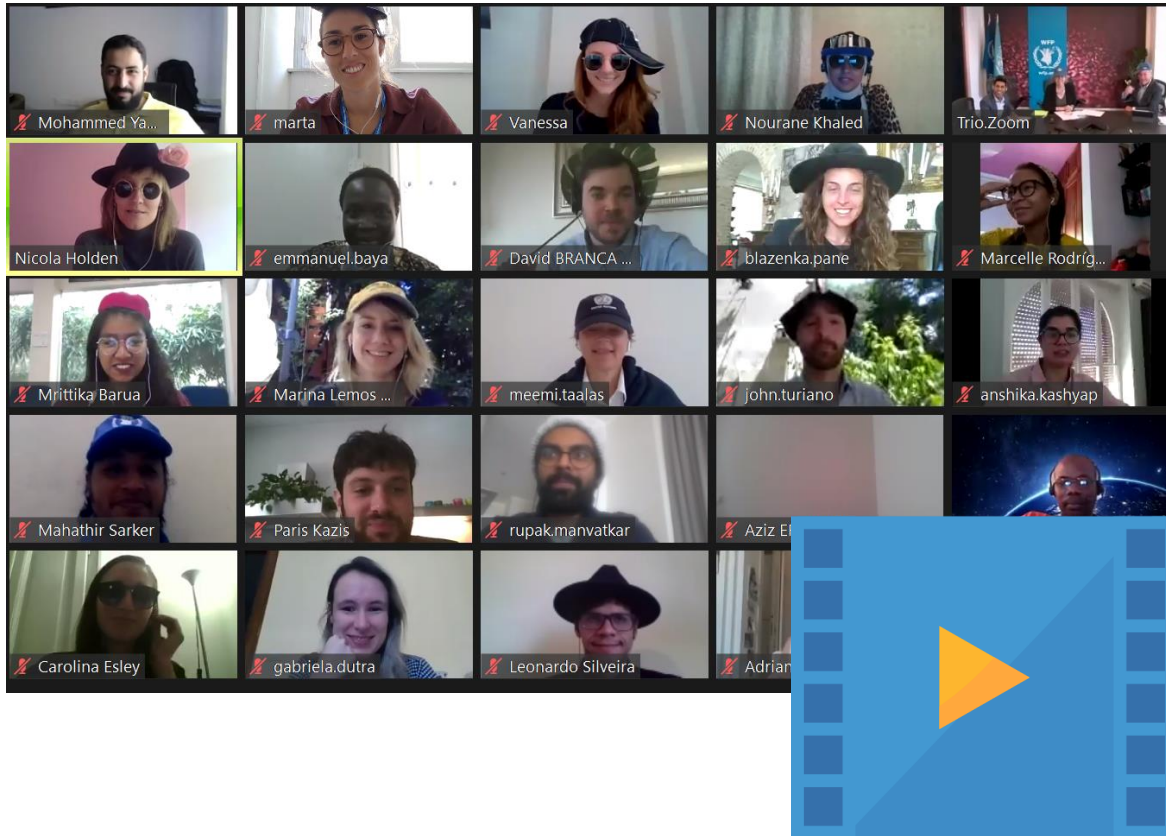
To manage expectations during investigations and disciplinary actions... and to ensure effective communication

Reaffirming values

- **Major milestones**
- **Values consultation:**
 - Engaged all staff in an online consultation
 - Nearly 5,000 WFP employees participated
 - 1:1 interviews with main stakeholders
- **Next steps:**
 - Socializing the values
 - Engage staff in digital conversations (jam sessions)
 - Design of a culture plan



Employee engagement



Travel into the Future with... All changes saved

M U R
A L

Youth Network conversation with ED: Future Leaders. Together for tomorrow.

1. What are the greatest challenges faced by the youth of today how these challenges can be overcome?
2. How do you see COVID-19 impact our work? Any specific challenges for the youth?
3. What do you see youth's role in solving these challenges to be (both in the global scale and in WFP)?
4. Can you share with us an inspiring story of youth engagement from your visits to our offices?
5. What advice would you give to us - young colleagues - building a career in WFP? What steps should we take and how to best "boost" ourselves?
6. What qualities and values you think are important for aspiring WFP future leaders?

Going forward



Be the difference.

THANK YOU