WFP People Policy

5th informal consultation
WFP Executive Board
16 April 2021
Overview

Research
Policy based on robust literature review and situation analysis

Engage
Stakeholders engaged: employees, Staff Representative Bodies, managers, board members

Commit
Policy document and annexes

Change management process
Implement incrementally and monitor performance
Meeting Objectives

1. Recap of the essential components of the People Policy
2. Summary of revisions made in consultation
3. Proposed implementation and investment plan
4. KPIs, monitoring and reporting and dissemination plan
5. Discussion and further suggestions
People Policy Essentials

• Project Plan
• Purpose
• Four priorities
• 12 elements
• 34 mutual commitments
• Implementation framework: investment forecast, KPIs, monitoring and reporting, and dissemination plan
Overview of WFP People Policy Project Plan

Research and scoping of the policy
- 10+ WFP historical studies and reports
- Practices in three United Nations organizations
- HLCM reports
- External literature review
- Governance structure

Stakeholder engagement
- 1st and 2nd EB informal consultations (IC) on 15 Sep and 6 Nov 2020
- Bilateral calls with 10 member states
- Engagement with Regions, CO and SOs
- Bilateral calls with selected HQ divisions
- Creation of IT platform (Sharepoint site)
- Consultation with Staff Representative Bodies (SRBs)

Develop policy outline
- Policy purpose
- Workforce Vision
- Theory of change
- Four priorities and 12 elements
- 34 mutual commitments
- Accountability
- People Ecosystem
- Implementation
- Dissemination

Consult on advanced draft
- Consultation with Steering Committee
- Discussion with Audit Committee in Dec 2020 and March 2021
- Review by Oversight and Policy Committee
- 3rd EB IC on 19th Jan 2021
- 4th EB IC on 3rd March 2021
- 5th EB IC on 16 April 2021
- Consultation with SRBs

Agree policy and prepare for implementation
- Formal decision at EB Annual Session 21-25 June 2021
- People Policy Implementation and investment plan
- High-level KPIs
- Monitoring and reporting
- Communication and dissemination

We are here
Revisions proposed to policy and annexes after previous informal consultations

• Fine-tuning of the policy, moving some detail into annexes
• ‘Vision of the future workforce’ to include partners and those we serve
• Enhancing the Theory of Change
• Specific inclusion of: alignment with strategic plan and Bottom Up Strategic Budgeting Exercise (BUSBE), management plan; values; anti-racism; multilingualism; zero tolerance of abusive conduct; transparency; informal conflict resolution
• Details of implementation activities and investment forecast
The purpose of the People Policy is to establish a coherent framework for excellence in people management by outlining WFP’s workforce vision and commitments, and its expectations of employees’ behaviour to each other and to the organization.
The vision of the future WFP workforce is one which is made up of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values, and working with partners to save and change the lives of those we serve.
Delivering WFP’s mission through a workforce that comprises diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP’s values and working with partners to save and change the lives of those WFP serves.

<table>
<thead>
<tr>
<th>SAVING LIVES, CHANGING LIVES</th>
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<tbody>
<tr>
<td>Delivering WFP’s mission through a workforce that comprises diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP’s values and working with partners to save and change the lives of those WFP serves.</td>
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<table>
<thead>
<tr>
<th>PEOPLE EXCELLENCE</th>
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<tbody>
<tr>
<td>Shaping the required workforce and developing excellence in people management through a clear focus on its priorities: nimble and flexible, performing and improving, diverse and inclusive, and caring and supportive.</td>
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<thead>
<tr>
<th>COMMITMENTS</th>
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<tr>
<td>Inclusive leadership practice; health, safety, well-being and security of WFP’s people; “firm but fair” management philosophy; workforce and skills and competencies aligned with organizational needs; use of appropriate contract modalities; transparency; highest ethical standards; enabling career development and growth; recognition of WFP’s field-based spirit; fostering of accountability for performance; constructive employee-management relations; and a zero-tolerance approach to abusive conduct.</td>
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<thead>
<tr>
<th>ENABLERS</th>
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<tr>
<td>Strengthening capacity</td>
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<thead>
<tr>
<th>CAPABILITY</th>
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<tbody>
<tr>
<td>Increasing required knowledge and skills (proven through experience), resilience and capacity</td>
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<table>
<thead>
<tr>
<th>OPPORTUNITY</th>
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<tr>
<td>Accountability in every workplace for workflow, resources and results; policy standards and rules; progression processes; feedback mechanisms; incentives or sanctions.</td>
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<thead>
<tr>
<th>MOTIVATION</th>
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<tr>
<td>Communication of each employee’s line of sight to WFP’s mission; reduction of barriers to satisfaction; increased transparency and fairness of decision-making.</td>
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<thead>
<tr>
<th>ACTIVITIES/INPUTS</th>
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<tbody>
<tr>
<td>Activities connected to functional policies and strategies, frameworks, CSPs, Operational Plans, annual performance plans and initiatives and anchored in the People Policy, its priorities, elements and mutual commitments.</td>
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**WFP People Policy Theory of Change**

<table>
<thead>
<tr>
<th>IMPACT ON WFP’s MISSION</th>
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<tbody>
<tr>
<td>Workforce Outcomes</td>
</tr>
<tr>
<td>Behavioural Outcomes</td>
</tr>
<tr>
<td>Capacity Goals</td>
</tr>
<tr>
<td>Activities/Inputs</td>
</tr>
</tbody>
</table>

**OUR VALUES**

**INTEGRITY**

**COLLABORATION**

**COMMITMENT**

**HUMANITY**

**INCLUSION**
Conceptual framework for policy implementation and resourcing

2021
- Transition
  - Identification of existing activities and resources available for 2021
    - WFP’s management plan, including corporate critical initiatives, and multilateral extrabudgetary resources
  - Provision of a high-level indication of forecasts during ‘mainstream’ and ‘sustain’ phases

2022
- Mainstream
  - WFP’s formal planning and budgeting processes
    - WFP’s management plan, including corporate critical initiatives and multilateral, extrabudgetary resources and
    - Individual country strategic plans
  - Investments are attributable to each of the four priorities:
    - nimble and flexible
    - performing and improving
    - diverse and inclusive
    - caring and supportive
    - At organizational level
    - At functional level
    - At local level

2023 onwards
- Sustain
3-level Implementation

- The People Policy brings multiple activities into a coherent framework, setting corporate standards for people and workplace culture across WFP.

- An Implementation and Investment Plan (IIP) is being finalized and will provide a forecast of the investment required to make progress towards ‘people excellence’ over the next three – five years.

At the organizational level:

- Workplace Culture Department oversees and coordinates activities and reporting on progress made.

At the functional level:

- Includes policy instruments, functional strategies, frameworks and action plans, which will be anchored in the policy.

At the local level:

- Implementation by regional bureaux, country offices, sub-offices or other units, where there is ownership of a plan or activity that rests at that level, and supported by HQ.
<table>
<thead>
<tr>
<th>Level</th>
<th>2021 (half year)</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recurring</td>
<td>One-Off</td>
<td>Recurring</td>
<td>One-off</td>
</tr>
<tr>
<td>Organizational Level</td>
<td>500</td>
<td>2,201</td>
<td>3,333</td>
<td>4,769</td>
</tr>
<tr>
<td>Functional Level</td>
<td>518</td>
<td>3,490</td>
<td>3,746</td>
<td>9,160</td>
</tr>
<tr>
<td>Field Level</td>
<td>230</td>
<td>990</td>
<td>5,310</td>
<td>6,630</td>
</tr>
<tr>
<td>Total</td>
<td>1,248</td>
<td>6,681</td>
<td>12,389</td>
<td>20,559</td>
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</tbody>
</table>

**What is included and how is it funded?**

**Recurring:** USD 500,000 refers to the known licensing costs for the selected Human Capital Management (HCM) system which will recur for every year of the contract (CCI Workforce 2020).

**One-Off:** USD 2,621,220 includes USD 500,000 for the cost of the WP departmental coordination and oversight (funded by CCI Workplace Culture and Investment Case (IC)), USD 500,000 disciplinary support (funded by SRAC allocation on mandatory costs), USD 500,000 HCM subject matter experts (funded by CCI Workforce 2020), and USD 25,000 training programme for national officers (funded by CCI Workplace Culture).

**Recurring:** USD 518,000 includes USD 235,000 for ETO staffing to support advice/guidance including on PSEA (funded via IC) and USD 175,000 for wellness of digitalization of health records and OSH safety management system (WEL).

**One-Off:** USD 3,411,641 includes the following ICs: USD 1,000,000 for SWP; USD 3,700,000 for promotion; USD 370,000 for Fit Pool; USD 200,000 for the CD/DC induction; USD 140,000 for the PACE enhancement; USD 30,000 for the ETO annual disclosure programme volume and USD 150,000 for e-learning and PSEA digitization.

**Recurring:** USD 230,000 covers local health care and programmes and training (WEL).

**One-Off:** USD 990,000 includes USD 500,000 for the SWP/Organization Alignment Reviews (funded via IC), and USD 400,000 for the backfilling of subject matter experts (funded via CCI Workforce 2020).
# Overview of investment forecast by type

<table>
<thead>
<tr>
<th>USD 000s</th>
<th>Transition</th>
<th>Mainstream</th>
<th>Sustain</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Part year, fully funded</td>
<td>Subject to management plan 2022-2024, country strategic plans and other budgeting processes</td>
<td></td>
</tr>
<tr>
<td>Regularize or reclassify positions</td>
<td>750</td>
<td>6,059</td>
<td>6,684</td>
</tr>
<tr>
<td>New positions (all modalities)</td>
<td>3,800</td>
<td>8,933</td>
<td>8,753</td>
</tr>
<tr>
<td>Expert advisors</td>
<td>700</td>
<td>6,356</td>
<td>6,701</td>
</tr>
<tr>
<td>Systems</td>
<td>1,240</td>
<td>5,100</td>
<td>4,750</td>
</tr>
<tr>
<td>Training</td>
<td>1,200</td>
<td>4,250</td>
<td>4,025</td>
</tr>
<tr>
<td>Other (e.g. travel, events, local WEL activity)</td>
<td>240</td>
<td>2,250</td>
<td>1,630</td>
</tr>
<tr>
<td>Total</td>
<td>7,930</td>
<td>32,948</td>
<td>32,543</td>
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</table>

Additional information - not to be included in draft
# Overview of investment forecast by source

<table>
<thead>
<tr>
<th></th>
<th>Transition</th>
<th>Mainstream</th>
<th>Sustain</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USD 000s</strong></td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td></td>
<td>Part year, fully funded</td>
<td>Subject to management plan 2022-24, country strategic plans and other budgeting processes</td>
<td></td>
</tr>
<tr>
<td>CCI (Workplace Culture)</td>
<td>750</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CCI (Workforce 2020)</td>
<td>1,900</td>
<td>250</td>
<td>-</td>
</tr>
<tr>
<td>Investment cases</td>
<td>4,080</td>
<td>1,500</td>
<td>-</td>
</tr>
<tr>
<td>Special Account and Trust Fund</td>
<td>1,200</td>
<td>3,200</td>
<td>2,000</td>
</tr>
<tr>
<td>Mgt Plan 2022-2024 submissions</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>CSPs/budget revisions</td>
<td>-</td>
<td>8,000</td>
<td>10,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,930</td>
<td>32,950</td>
<td>32,500</td>
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</table>
Examples of Implementation Enablers: bringing multiple initiatives into a coherent framework
Example 1: Wellness Strategy (2020-2024)

- Wellness Strategy is anchored in FIVE pillars:

  - MEDICAL & MENTAL HEALTH
  - PSYCHOSOCIAL HEALTH
  - ENVIRONMENT ACCOMMODATION
  - SAFETY
  - WORKFORCE STEWARDSHIP

Goal 1: Focus on the Field
- Outcome: WFP strives to offer to the whole workforce, for both international and national employees, particularly in health critical countries, improved access and equity in the access to medical, mental, and psychosocial health services.
- Outputs:
  - Central Digitalization
  - Decentralization and Outreach
  - Access to Medical and Psychosocial Services

Goal 2: Promote a corporate culture of health
- Outcome: WFP Wellness promotes a corporate culture of disease prevention through lifestyle and behavioural changes in the workplace.
- Outputs:
  - Individual behavioural changes
  - Engage managers and employees to undertake/promote wellness
  - Managers accountability for wellness in their respective teams

Goal 3: Create an enabling supportive work Environment
- Outcomes:
  - Through OSH Policy, offer employees a healthy & safe workplace. WFP employee wellness depends not only on individual health—also, career arrangements, working and living conditions, and work-life balance.
- Outputs:
  - OSH policy implementation
  - Internal partnership
  - External partnership
Example 2: Human Resources Strategy

**CARING & SUPPORTIVE**
- HR operating model alignment
- HR capacity development to and in the field ✓
- Abusive conduct policy ✓

**NIMBLE & FLEXIBLE**
- Strategic workforce planning ✓
- Human Capital Management ✓
- Service Contractors to Fixed Term conversion ✓

**PERFORMING & IMPROVING**
- New WFP leadership framework
- PACE system and processes ✓
- New promotion framework ✓

**DIVERSE & INCLUSIVE**
- Diversity and inclusion framework
- Dedicated Diversity & Inclusion team in HR ✓
- New ways of working
Planning our optimal workforce, using appropriate contract modalities, and managing talent and growth

Improving our inclusive and respectful workplaces, and diverse workforce, and delivering gender equity

Building a safety and security mindset, providing occupational safety, health and well-being, and leading and supporting people

Building our performance mindset, a culture of continuous learning and improvement, and maintaining professionalism

Measuring progress through KPIs

See KPIs in Annex VI, pages 38-39
## Dissemination Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Objective</th>
<th>Milestones</th>
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<tbody>
<tr>
<td>Phase 1</td>
<td>Embedding the policy concepts with stakeholders, including the leadership group and the Executive Board</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Appointing, educating and equipping local ambassadors</td>
<td>June 2021</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Raising awareness of the responsibilities of leaders, managers, supervisors and employees (policy launch)</td>
<td>July–September 2021</td>
</tr>
<tr>
<td>Phase 4</td>
<td>Inviting action to anchor WFP’s strategies, policies, frameworks, initiatives and work plans in the People Policy</td>
<td>September–October 2021</td>
</tr>
<tr>
<td>Phase 5</td>
<td>Transition to integrated communication plan</td>
<td>November 2021</td>
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Summary and discussion
THANK YOU