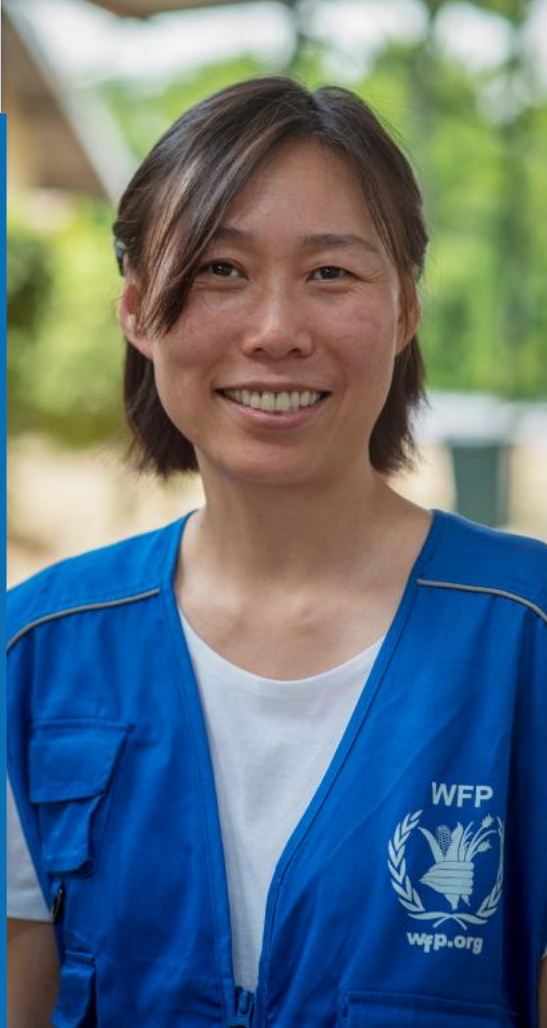




World Food Programme



SAVING
LIVES
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Executive Board Informal Consultation #1

Developing WFP's People Policy 2021-2025

DRAFT – Informal and work in progress

15 September 2020



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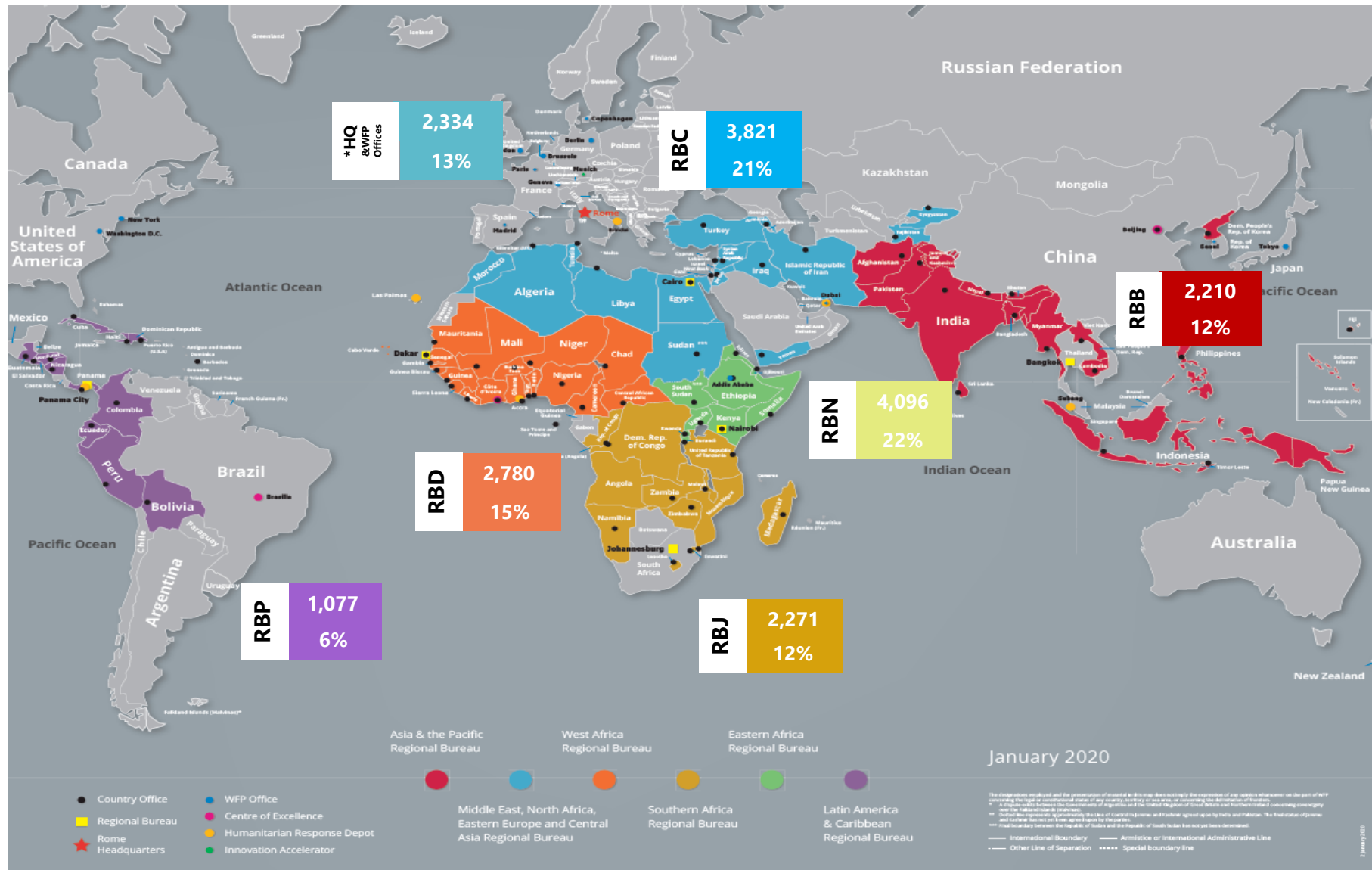
SAVING
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1. Why do we need a People Policy?

2. How are we developing our People Policy?

3. What is the position and proposed content of the new policy?

Our workforce is diverse and distributed....



People Management Roadmap

Recommendations of the Evaluation of the WFP People Strategy (2014-2017)

REF	RECOMMENDATION	DEADLINE
#1	... a new policy, focusing on “people”	<i>February 2021</i>
#3	... human resource functional strategy	<i>February 2021</i>
#5	... review of existing contract modalities	<i>February 2021</i>
#4	... accountability framework for supervisors to achieve excellence in people management	<i>August 2021</i>
#2	... implement a new people policy through an organizational change management process	<i>February 2023</i>
#6	... sharing relevant information with WFP employees	<i>Ongoing</i>

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Advancing a Theory of Change

IMPACT - Delivering our mission: WFP's workforce is both stable and dynamic, making zero hunger a reality: saving lives and livelihoods in emergencies, and changing lives through its support in eradicating hunger and malnutrition.



OUTCOME – Effective and efficient workforce. Organised in teams, selected on merit, guided by our mission, enhanced by high employee engagement and a focus on high performance, secure in inclusive, positive and respectful workplaces, supported by rapid learning and transparent, data-driven decision-making and enabled by technology.



MEDIUM TERM GOALS - Behaviours to improve people management: Prioritise the 'people dimension': putting the people we serve and employ at the centre of everything we do; all employees and managers are accountable for their behaviours, performance and results; treating each other respectfully; shift from results at all costs to the right balance of being goal oriented and people-centric; improving inter-personal skills and developing a distinct WFP supervisory style; people take responsibility for their own growth and career development.



SHORT TERM GOALS – Improved capacity

Capability: Increasing required knowledge and skills (proven through experience); resilience; and physical capacity.

Opportunity: Accountability in every workplace for workflow, resources, and results; policy standards; progression processes; feedback mechanisms; incentives or sanctions.

Motivation: Unleash employee pride in our mission; reduce barriers to satisfaction; increase transparency and fairness of decision-making.



Inputs and activities: All functional strategies; policy instruments; CSPs; Operational Plans; APPs; and initiatives anchored on policy standards and pursuing common expected results.



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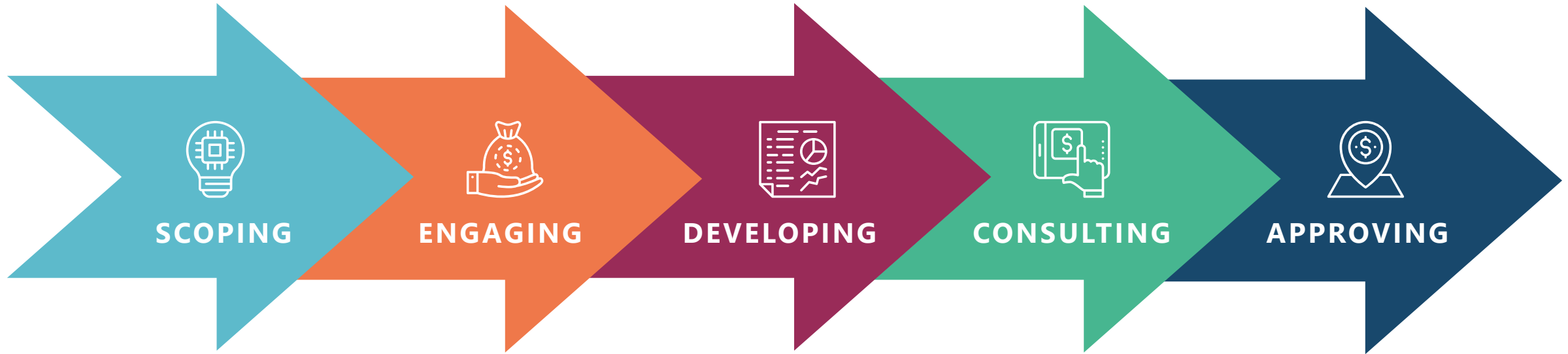
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High Level Project Plan



- **Researching** global best practice
- **Synthesizing** recent achievements and learning
- **Analyzing** selected workforce data

- Establishing **Executive ownership**
- **Project governance**
- Committing to **involve stakeholders** in policy development
- **Engaging** senior managers to 'steer' process

- **Enhancing TOC**
- **Co-creating our People Policy**
- **Preparing tools** for effective engagement
- **Listening** to our people at all levels

- Consulting **at all levels** within WFP
- **Consulting Executive Board 15 Sept 2020**
- Structuring **feedback**
- Sharing **ownership**
- Drafting **documents**

- Further consultation with **Executive Board** in Oct and Nov 2020
- **Finalizing policy** and report
- **Final submission to Executive Board at Feb 2021 meeting**

Complete

Complete

From June 2020 onwards

Continuing

From October 2020 onwards

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People Policy Development **Governance Structure**

Leadership Group and Senior Management Group

- Approves overall project scope
- Decides and is accountable for strategic choices for the People Policy;

The Secretariat

- HR Director and Deputies
- Project Team

- Coordination and implementation of the project
- Stakeholder engagement; Tech specialists, Unions, Networks, Country Offices, etc
- Recommendations on strategic choices to Leadership Group
- Research and analysis
- Drafting of the policy

Oversight and Policy Committee

- Reviews and provides feedback on context and direction

People Policy Development Steering Committee

Selected Divisional Directors HQ

All Regional Directors

- Overarching body steering policy development, consultation on context and content
- Receiving and providing feedback on strategic choices

Engaging stakeholders: feedback from the field

Workforce vision and people policy needs from a **focus group in DR Congo**

VISION

An engaged, high performing workforce, selected on merit, living WFP values in a supportive work environment where staff growth, well-being, safety and conduct are key in making Zero Hunger a reality....

POLICY NEEDS

Improved job security – better contracts means people are more engaged in their work

Develop and recognize our talent – people need to learn and grow throughout their careers

Creating a supportive and inclusive environment – WFP people should reflect our values.

Sharing positive experiences from **Head of a Sub Office, Malawi**

“My supervisors allowed me to implement what I had learned (from WFP leadership programmes) and gave me space to grow as a leader/manager. I have weekly chats with my supervisors during which I get feedback, coaching and mentoring. I replicate these with my own unit heads in the sub office. I also get mentoring under the RBJ Mentorship programme. My mentor is the DRD and I have learnt a lot from her. I am surrounded by positive encouragement.”

“Before in my other roles, I used to be afraid to make mistakes, or speak up because of repercussions, but now I am confident that I can go to any of my supervisors and get solutions and advice.”



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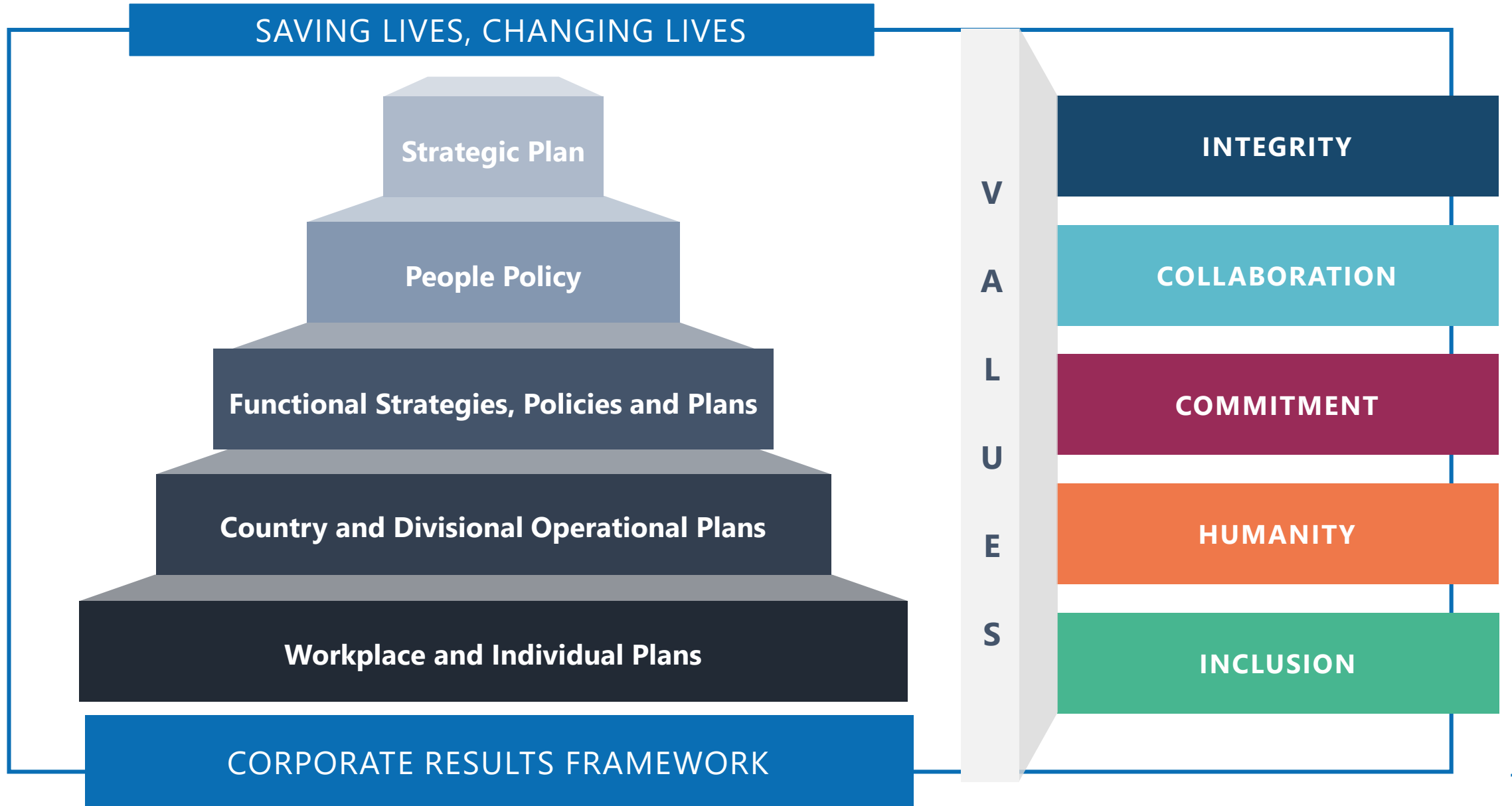
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Positioning the People Policy



Grouping topics into **core areas**

AGILE

- distribution of leadership and decision-making to increase empowerment
- systematic workforce planning
- succession planning
- more agile organization: structures, roles and empowerment
- appropriate contract modalities
- flexible job profiles
- collaboration with partners
- sympathetic change management

CARING AND SUPPORTING

- people-centred management style
- duty of care
- employee health and well-being
- safe and secure workplaces
- flexible working arrangements

INCLUSION AND DIVERSITY

- living our core values
- the working environment
- improving gender equality and parity
- preventing racism
- developing inclusion and diversity
- work/life balance
- creating an organization where everyone is respected and treated appropriately

PERFORMING AND IMPROVING

- hiring and managing the best, diverse talent
- accountability, incentives and consequences
- self-managing careers
- career development for national staff
- country-based and/or inter-agency progression for all staff
- individual and team-based performance management
- dynamic skills development in response to need
- life-long, flexible learning
- innovative and technology savvy



What could our holistic people policy look like?



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Developing our people policy together

DISCUSSION POINTS

After seeing the Why, the How and the What of the Policy – what are your thoughts?

1. What else should be included in the policy?
2. What is the best way to make this policy actionable and integral to all employees?
3. What other guidance would you give us as we go to the next step?