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Second Informal Consultation on the People Policy

Developing WFP's People Policy

WFP Executive Board, 6 November 2020



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Presentation Structure

1. Introduction: context and purpose
2. WFP's vision of its future workforce
3. Priority areas of the policy
4. Commitments and behavioural change
5. Accountabilities

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People Excellence Roadmap: Making WFP a great place to work

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 EB informal consultation 15 September 2020
- Bilateral calls with 10 members states (All Lists represented)
- Six regions and 500+ employees
- PP platform 2,000 users, 16,000 visits
- Staff Representative Bodies

Outline policy and supporting tools

- 2nd EB informal consultation 6 November 2020
- Policy context, structure and outline
- Workforce Vision
- Theory of Change
- Implementation Plan
- Communication Plan

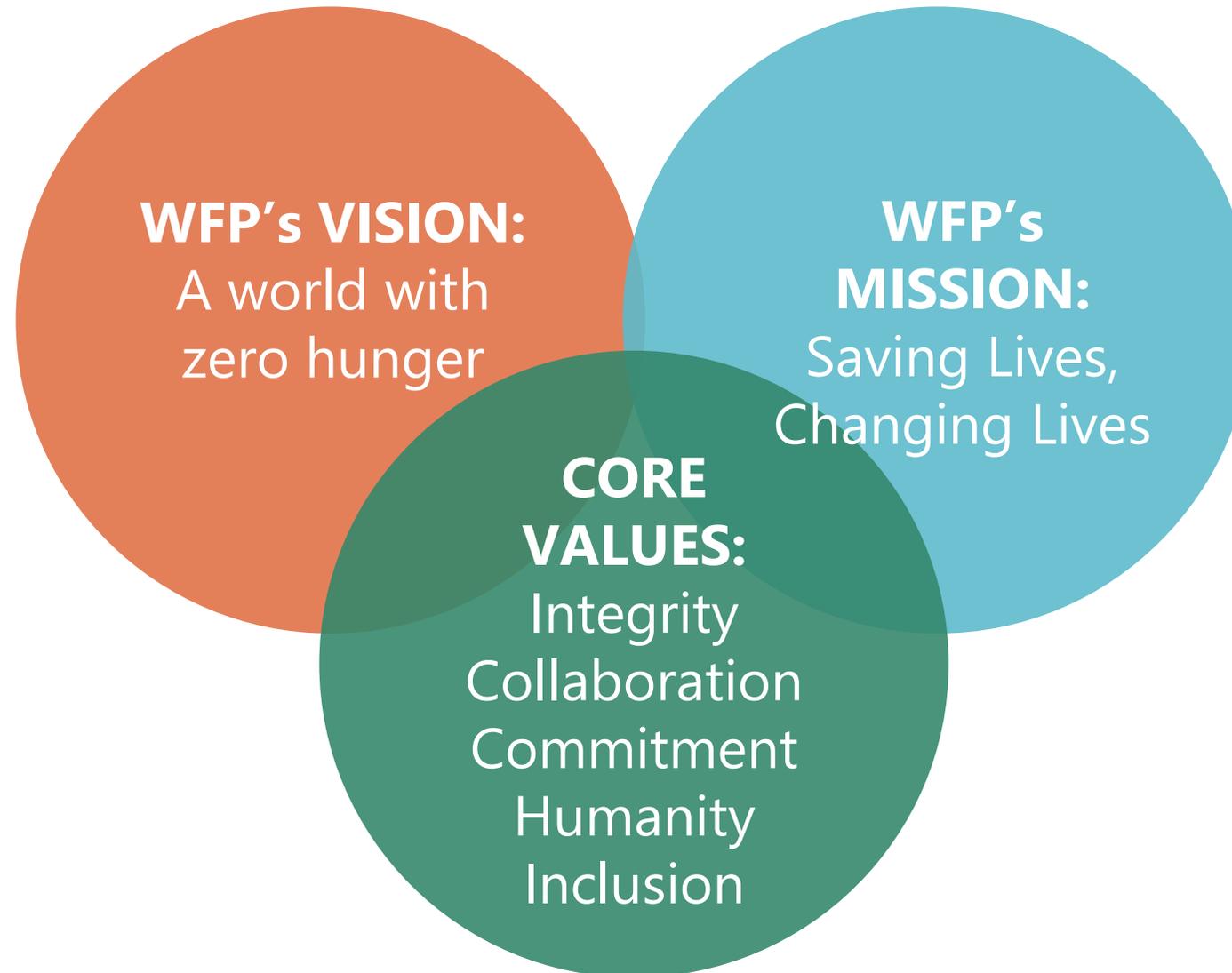
Advanced draft for consideration and approval

- 3rd EB informal consultation 16 December 2020
- Formal consideration by EB in February 2021

Implement, monitor, report and evaluate

- Implementation Plan
- Communication Plan
- Monitoring and Reporting Plan

Context: **WFP's vision, mission and values**



People Management System at WFP



Caring & Supportive

Safety & Security mindset, Occupational Safety, Health & Wellbeing, Leading & Supporting people

- Leadership Framework
- Leadership Training
- Occupational Safety and Health Policy
- Wellness Strategy
- Security Division
- Enterprise Risk Management Division



Performing & Improving

Innovation & change, Performance mindset, Professionalism

- Performance Management
- International Standards of Conduct
- WFP Code of Conduct
- FAO Staff Regulations
- WFP HR Manual
- Disciplinary Policies
- Misconduct Hotline
- HSHAAD Policy
- Anti-fraud and anti-corruption policy
- Promotion Policy
- Reassignment Policy
- PACE
- Mandatory and Voluntary Training
- Corporate Results Framework
- KPI Compendium
- ED Circular against SEA



Diverse & Inclusive

Gender equality, Inclusive Workplaces, Diverse workforce

- Anti-Racism Action Plan
- Gender Policy
- Gender Parity Targets
- Parental leave
- Induction Processes
- Disability & Inclusion Roadmap
- Diversity & Inclusion Framework
- Comprehensive Action Plan on Workplace Culture
- Culture Plan



Nimble & Flexible

Planning optimal workforce, Job equity & fairness, Managing Talent & Growth

- Flexible Working Arrangements
- Strategic Workforce Planning
- Organizational Alignment Review Toolkits
- Staffing Framework
- Recruitment Policies
- Strategic Talent Acquisition



WFP CORE VALUES

Integrity

Collaboration

Commitment

Humanity

Inclusion

UNDERGOING REVISION

People Management System: implementation timeline of the main elements

REF	DELIVERABLE	DEADLINE
1	Human resources strategy	Q1 2021
2	Wellness strategy	Q1 2021
3	Contractual/staffing framework	Q1 2021
4	Strategic workforce planning action plan	Q2 2021
5	WFP's diversity and inclusion framework	Q2 2021
6	Anti-racism action plan	Q1 2021
7	WFP's Leadership framework	Q2 2021
8	Accountability framework for supervisors to achieve excellence in people management	Q3 2021
9	Revised performance planning toolkit	Q3 2021
10	Revised corporate results framework	Q4 2021



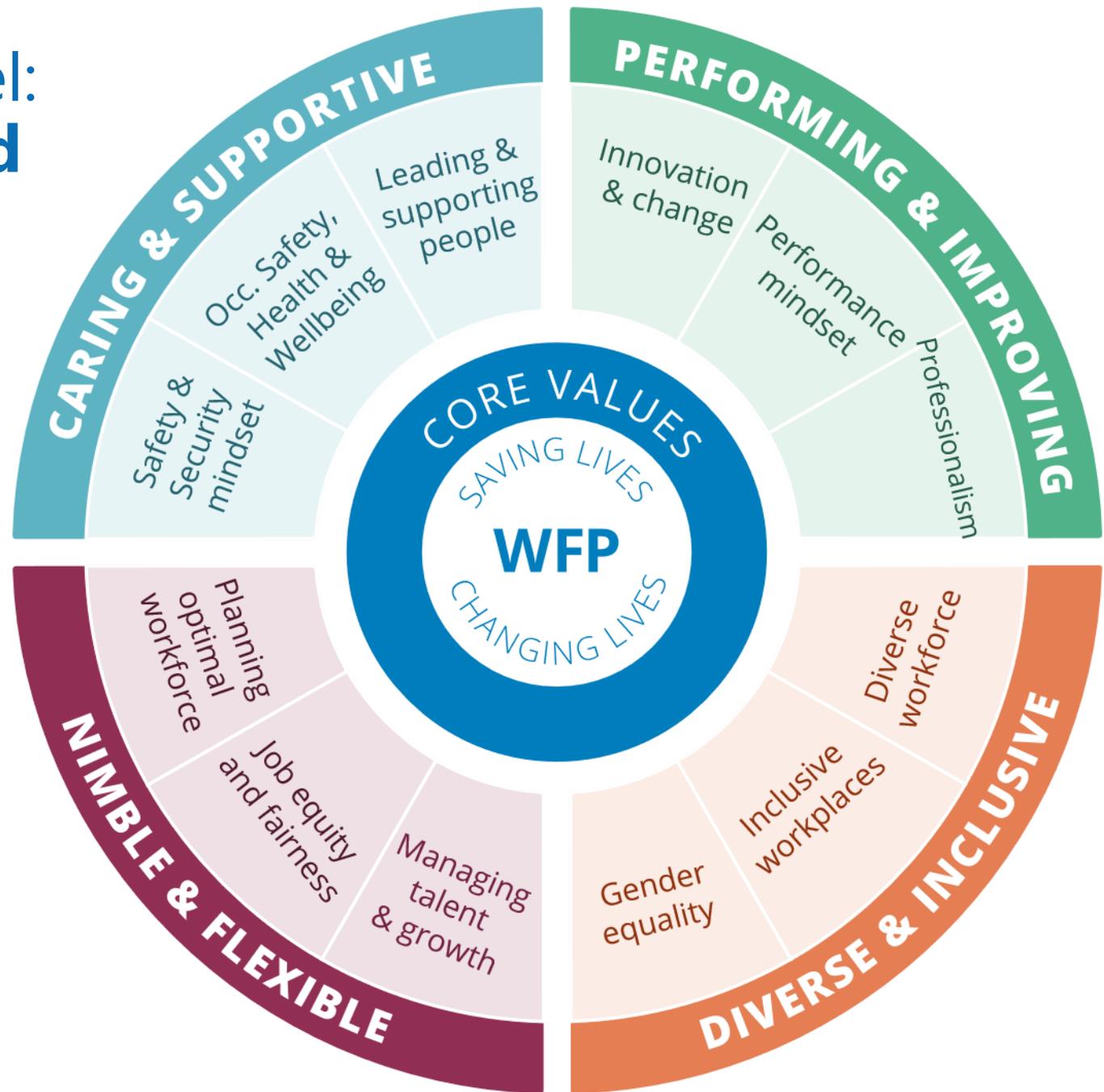
The purpose of the People Policy is to establish a coherent framework for excellence in people management by outlining WFP's workforce vision and commitments, and its expectations of employees' behaviour to one another and to the organization.

Our vision of our future workforce

A healthy and equitable work environment, where our diverse, committed, skilled and high-performing teams, selected on merit, and living WFP values, are all working together to make 'zero hunger' a reality.



People Excellence Model: Four Priority Areas and 12 Elements

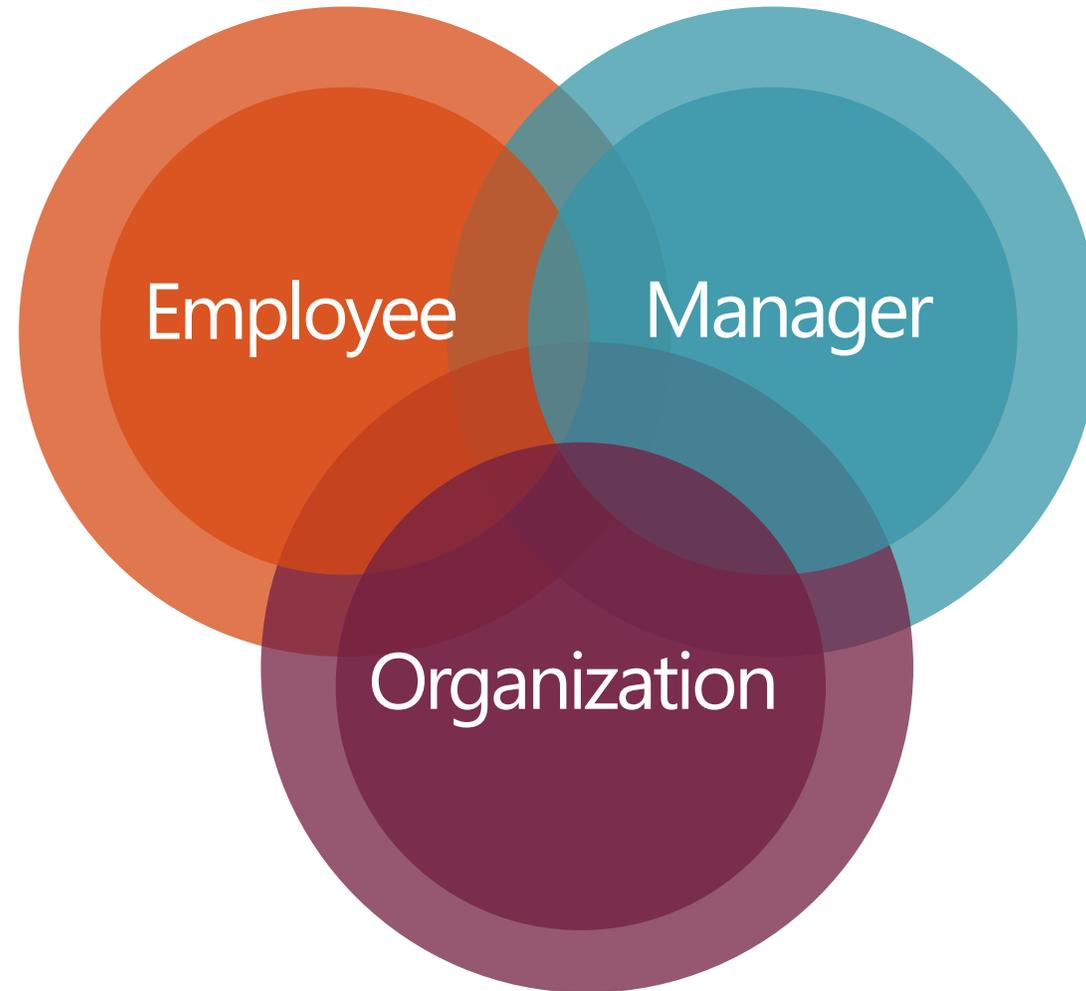


Describing the four Priority Areas and 12 Elements



1. Nimble and Flexible	2. Caring and Supportive	3. Performing and Improving	4. Diverse and Inclusive
<p>1.1.Planning the optimal workforce – Aligning structures, workforce and skills with organizational needs. Adopting new and flexible ways of working.</p>	<p>2.1 Safety and security mindset – Security risk assessment and mitigation.</p>	<p>3.1 Performance mindset- Building commitment to success, defined in terms of the task, team and the individual. Open dialogue, constructive feedback, coaching and continuous improvement.</p>	<p>4.1 Gender equality - reaching beyond quantitative measures into every aspect of the way we work.</p>
<p>1.2 Job equity and fairness –Ensuring a staffing framework to respond to organizational needs that is applied fairly and equitably.</p>	<p>2.2 Occupational safety, health & well-being – Ensure people are cared for and provide systems for physical, psychological and emotional safety and health.</p>	<p>3.2 Innovation and change - Look to the future, encouraging a culture of collaboration and creating new ideas to make WFP better. Breaking down silo working.</p>	<p>4.2 Inclusive workplace– Creating an inclusive and respectful workplace Ensuring zero tolerance of SEA, HSHAAD including racism and fraud and corruption.</p>
<p>1.3 Talent and growth – Acquiring, deploying and developing talent. Supporting succession needs and employee growth.</p>	<p>2.3 Leading and Supporting People –Accountability for developing people-excellence.</p>	<p>3.3 Professionalism – Reinforcing and role modelling the standards of conduct and behavior expected of all WFP employees.</p>	<p>4.3 Diverse workforce – Building a multicultural, multilingual and diverse workforce where people feel valued and have access to equal opportunities, without any distinction whatsoever.</p>

Our inter-dependent commitments





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WFP commits to:

People management
Security
Zero-tolerance
Efficiency
Health
Trustworthy
Right workforce
Respectful
Safety
Job equity
Innovation
Meritocracy
Anti-corruption
Accountability
Well-being
EXCELLENCE



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WFP's managers commit to:

Open-minded
Feedback
Communicate
Role-model
Integrity
Leadership
Impartiality
Transparency
Coaching
Decision-making
Supporting
Honesty



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WFP's employees commit to:

Self-aware
Inclusive
Excellence
Report problems
Values
Respectful
Supportive
Performance
Flexibility
Openness
Collaborative
Empowered

Accountability

The policy identifies management accountabilities for the various units, divisions and global offices that make up Headquarters, and for each regional bureau and country office.

DEPARTMENTS/DIVISIONS/GLOBAL OFFICES

Accountability of ED and LG. Divisions undertake workforce planning, risk assessment and address needs in Annual Performance Planning and Reporting, Results Frameworks and KPIs, Risk Registers and Oversight to ensure alignment of related functional strategies, policies and work plans.

HQ

REGIONAL BUREAUX

Accountability of RDs. Conduct RB (and support CO) workforce planning, risk assessment and address people needs in Annual Performance Planning and Reporting and Risk Registers. Conduct of joint annual working sessions to take stock of progress and challenges in the policy's implementation.

RB

COUNTRY OFFICES/SUB OFFICES

Accountability of CDs. Drive local workforce planning, risk assessment and address people needs in Annual Performance and Operational Planning and Reporting and Risk Registers and actively contribute to joint annual working sessions to take stock of progress and challenges in the policy's implementation.

CO

People Excellence: Example of bringing the components together



PRIORITY AREAS

Nimble and Flexible

1.1. Planning the optimal workforce –

Aligning structures, workforce and skills with organizational needs. Adopting new ways of working.

1.2 Job equity and fairness –

Ensuring a staffing framework to respond to organizational needs that is applied fairly and equitably.

1.3 Talent and growth – Acquiring, deploying and developing talent. Supporting succession needs and employee growth.

OUR MUTUAL COMMITMENTS

WFP

- build strategic workforce planning to ensure adequate skills and competence to address our future needs;
- ensure a staffing framework to respond to organizational needs;
- ensure fairness and equity.

Managers

- conduct all people processes according to the highest standards;
- demonstrate transparency and integrity in their decision-making;
- being aware of unconscious bias;
- act impartially and without favouritism.

Employees

- be flexible and open to change;
- ensure that personal behaviour is consistent with our values, standards and policies;
- take control of their careers.

ACCOUNTABILITY

Measuring progress

KPIs will be developed to cover each of the four Priority Areas as part of the recommended accountability framework for supervisors to achieve excellence in people management (due for completion in August 2021). Selected KPIs will also be included in the Corporate results Framework and the KPI Compendium.

OUR VALUES

INTEGRITY

COLLABORATION

COMMITMENT

HUMANITY

INCLUSION



THANK YOU