



OUR VALUES INTEGRITY COLLABORATION COMMITMENT HUMANITY INCLUSION

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



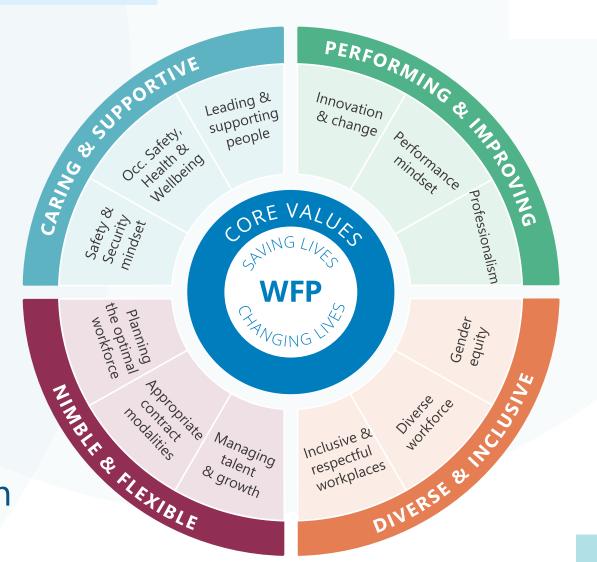
Meeting Objectives



- 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

Stakeholder engagement

Develop policy outline

Consult on advanced draft

Agree policy and prepare for implementation

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

- 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)

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

- 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
- 5th EB IC on 16 April 2021
- Consultation with SRBs

- 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; antiracism; 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 highperforming 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.



WFP People Policy Theory of Change

SAVING LIVES, CHANGING LIVES

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.

PEOPLE EXCELLENCE

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.

COMMITMENTS

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.

ENABLERS

Strengthening capacity

CAPABILITY

Increasing required knowledge and skills (proven through experience), resilience and capacity

OPPORTUNITY

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

MOTIVATION

Communication of each employee's line of sight to WFP's mission; reduction of barriers to satisfaction; increased transparency and fairness of decision-making.

ACTIVITIES/IN PUTS

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.

IMPACT ON WFP's MISSION

WORKFORCE OUTCOMES

BEHAVIOURAL OUTCOMES

CAPACITY GOALS ACTIVITIES/
INPUTS

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Conceptual framework for policy implementation and resourcing

2021

2022

2023 onwards

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

Mainstream

Sustain

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

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.

Summary Additional Investment by Level (USD 000)									
		2021 (hal	f year)	2022		2023		2024	
Level		Recurring	One-Off	Recurring	One-off	Recurring	One-off	Recurring	One-off
Organizational]								
Level		500	2,201	3,333	4,769	3,733	4,949	3,470	2,415
Functional		•	•						
Level		518	3,490	3,746	9,160	6,226	6,015	7,560	4,025
	۱,	•	-						
Field Level		230	990	5,310	6,630	5,710	5,910	5,700	4,780
Total	Щ	1,248	6, 681	12,389	20,559	15,669	16,874	16,730	11,220

		What is included and how is it funded?
Ļ	•	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 2,2mi 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 950,000 HCM subject matter experts (funded by CCI Workforce 2020), and USD 125,000 training programme for national officers (funded by CCI Workplace Culture).
	Ι,	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 3.4mi includes the following ICs: USD 1mi for SWP; USD 1mi for promotion; USD 370,000 for Fit Pool; USD 200,000 for the CD/DCD 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

Additional information - not to be included in draft

Transition

Mainstream

Sustain

USD 000s	2021	2022	2023	2024		
	Part year, fully	Subject to management plan 2022-2024, country				
	funded	strategic plans and other budgeting processes				
Regularize or reclassify positions	750	6,059	6,684	6,884		
New positions (all modalities)	3,800	8,933	8,753	8,108		
Expert advisors	700	6,356	6,701	4,425		
Systems	1,240	5,100	4,750	4,150		
Training	1,200	4,250	4,025	3,250		
Other (e.g. travel, events, local WEL activity)	240	2,250	1,630	1,130		
Total	7,930	32,948	32,543	27,947		

Overview of investment forecast by source

Additional information - not to be included in draft

Transition

Mainstream

Sustain

USD 000s	2021	2022	2023	2024	
	Part year, fully funded	Subject to management plan 2022-24, country strategic plans and other budgeting processes			
CCI (Workplace Culture)	750	-	-	-	
CCI (Workforce 2020)	1,900	250	-	-	
Investment cases	4,080	1,500	-	-	
Special Account and Trust Fund	1,200	3,200	2,000	2,000	
Mgt Plan 2022-2024 submissions	-	20,000	20,000	18,000	
CSPs/budget revisions	-	8,000	10,500	8,000	
Total	7,930	32,950	32,500	28,000	

Examples of Implementation Enablers: bringing multiple initiatives into a coherent framework

Example 1: Wellness Strategy (2020-2024)



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

Wellness Strategy is anchored in FIVE pillars:

MEDICAL & MENTAL HEALTH

PSYCHOSOCIAL HEALTH

ENVIRONMENT ACCOMMODATION

SAFETY

WORKFORCE STEWARDSHIP



Prevention Promotion Protection

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

Measuring progress through KPIs

See KPIs in Annex VI, pages 38-39



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

PERFORMING & Innovation & change Performance Professionalism Leading & people Health Safety & Security mindset planning the optimal the optimal Gender equity Oiverse Inclusive & Managing respectful workplaces

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

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

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Dissemination Plan



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

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INCLUSION

Summary and discussion

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THANK YOU

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