



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES

# WFP PEOPLE POLICY

## Update on policy implementation

Executive Board, 5 April 2022

# Session Structure

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## 01

### INTRODUCTION

**Gresham Barrett**

Officer in Charge  
Workplace Culture  
Department

**Joyce Luma**

Director, Human Resources

## 02

### COORDINATING IMPLEMENTATION

**Jonathan Porter**

WFP People Policy  
Implementation Team

## 03

### FUNCTIONAL UPDATES

**Joyce Luma**

Director, Human Resources

**Sergio Arena**

Director, Wellness

## 04

### EXPERIENCE OF EARLY ADOPTERS

**Brenda Barton**

Country Director, Philippines

**Chris Nikoi**

Regional Director, Western Africa

**Robert Van Der Zee**

Director, Finance

# Introduction

01 • Leadership commitment

02 • Long-term, coordinated and incremental approach

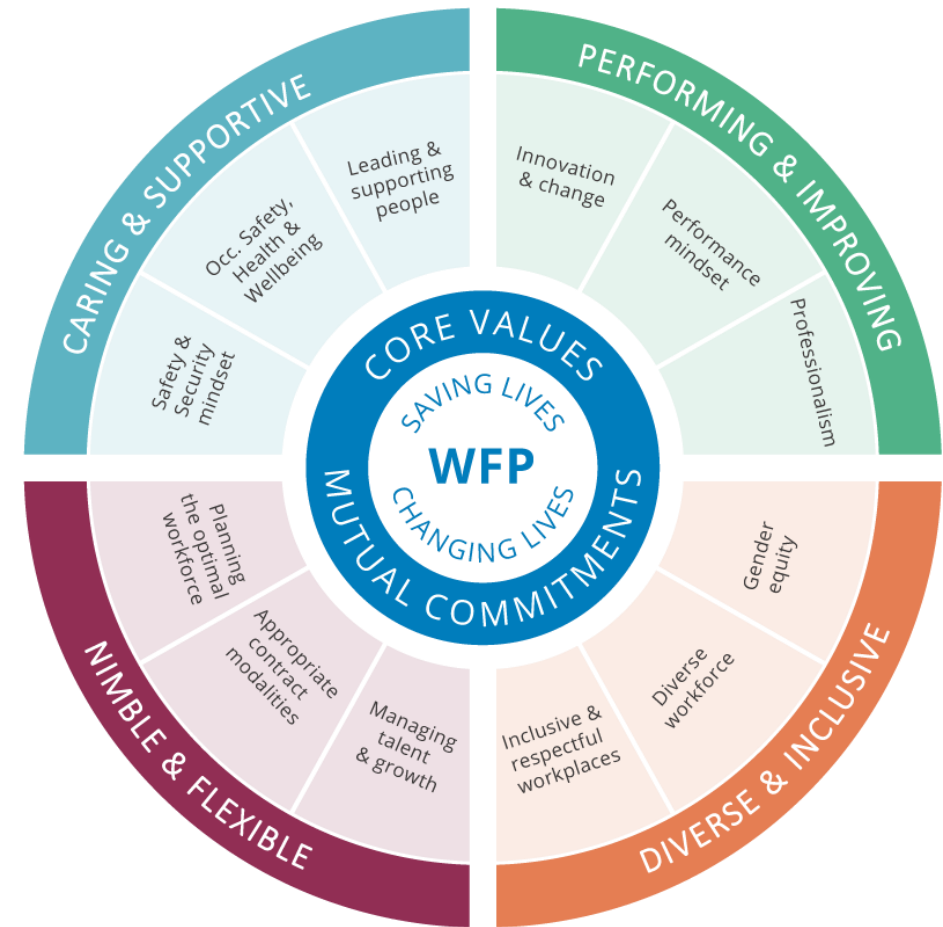
03 • Refining focus, enabling progress and integrating multiple initiatives

# WFP PEOPLE POLICY IN CONTEXT

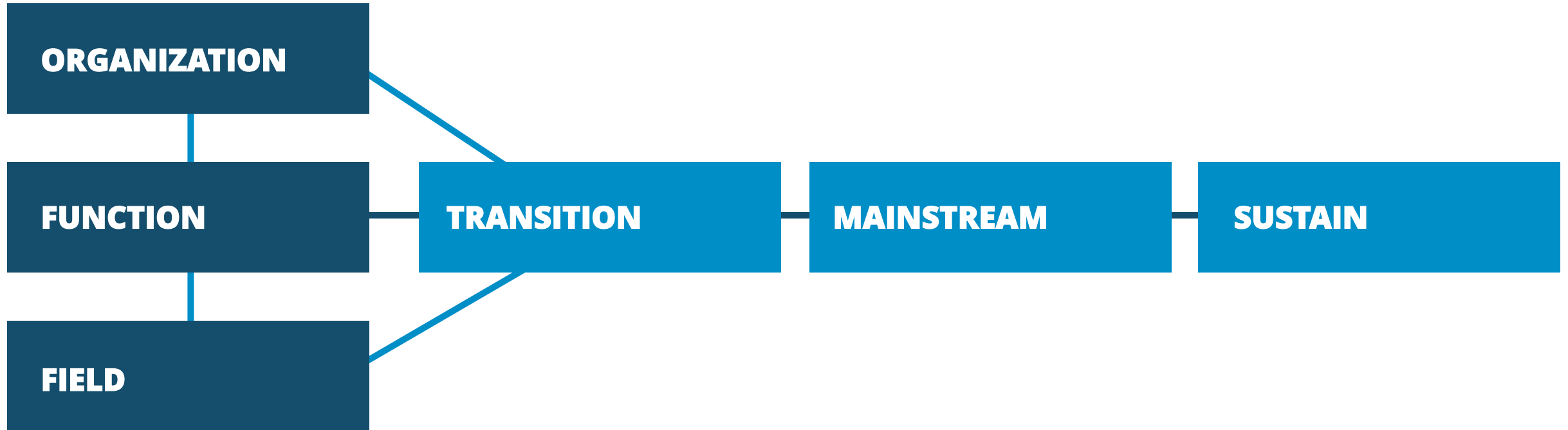


# WFP PEOPLE POLICY

- Visualizes WFP's future workforce
- Embeds the core values that shape the workplace culture
- Reaffirms the mutual expectations of behaviour and interaction in the workplace
- Establishes the 4 pillars and 12 elements of excellence in people management
- Aligns with Strategic Plan 2022-2025 and Corporate Results Framework 2022-2025
- Provides an anchor for other strategies, policies and plans



# CHANGE MANAGEMENT PROCESS



# Progress Update Organizational Level

- People and Culture Coordination Unit
- Corporate Critical Initiative (CCI)
- Annual Performance Planning (APP)

# PEOPLE AND CULTURE COORDINATION UNIT

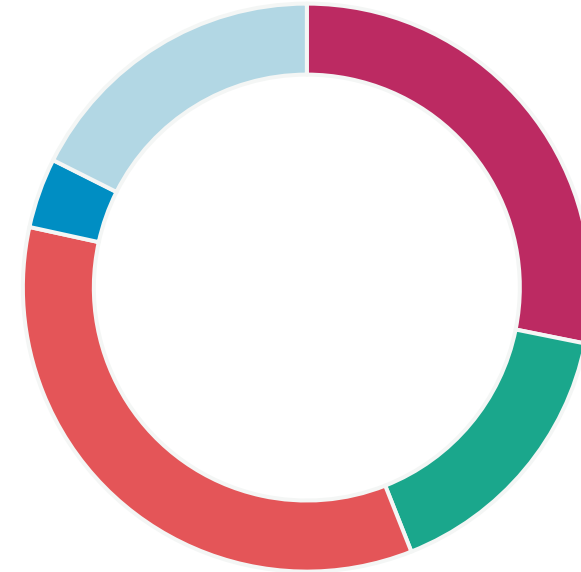
- Established 1 January 2022 in Workplace Culture Department
- Enables gap analysis and preparation of People Policy action plans
- Coordinates activities related to the policy implementation
- Coordinates and leads activities related to organizational culture
- Engages stakeholders and communicates the activation of the WFP People Policy and workplace culture initiatives
- Monitors and reports on the progress of policy implementation





# CRITICAL CORPORATE INITIATIVE - INVESTING IN WFP PEOPLE

- This CCI is a new key enabler of excellence in people management
- Multi-year - catalyst for change – Going further, faster
- Launched 1 January 2022
- Focuses investment in the field, 22 participating office, including regional bureaux and country offices



- Proactive management of structures and positions
- Acquiring and retaining diverse talent
- Capability and capacity development
- Developing respectful and inclusive workplaces
- Employee safety, health and well-being



# **Pause 1**

**Questions or comments on the organizational level update?**

# Progress Update Functional Level

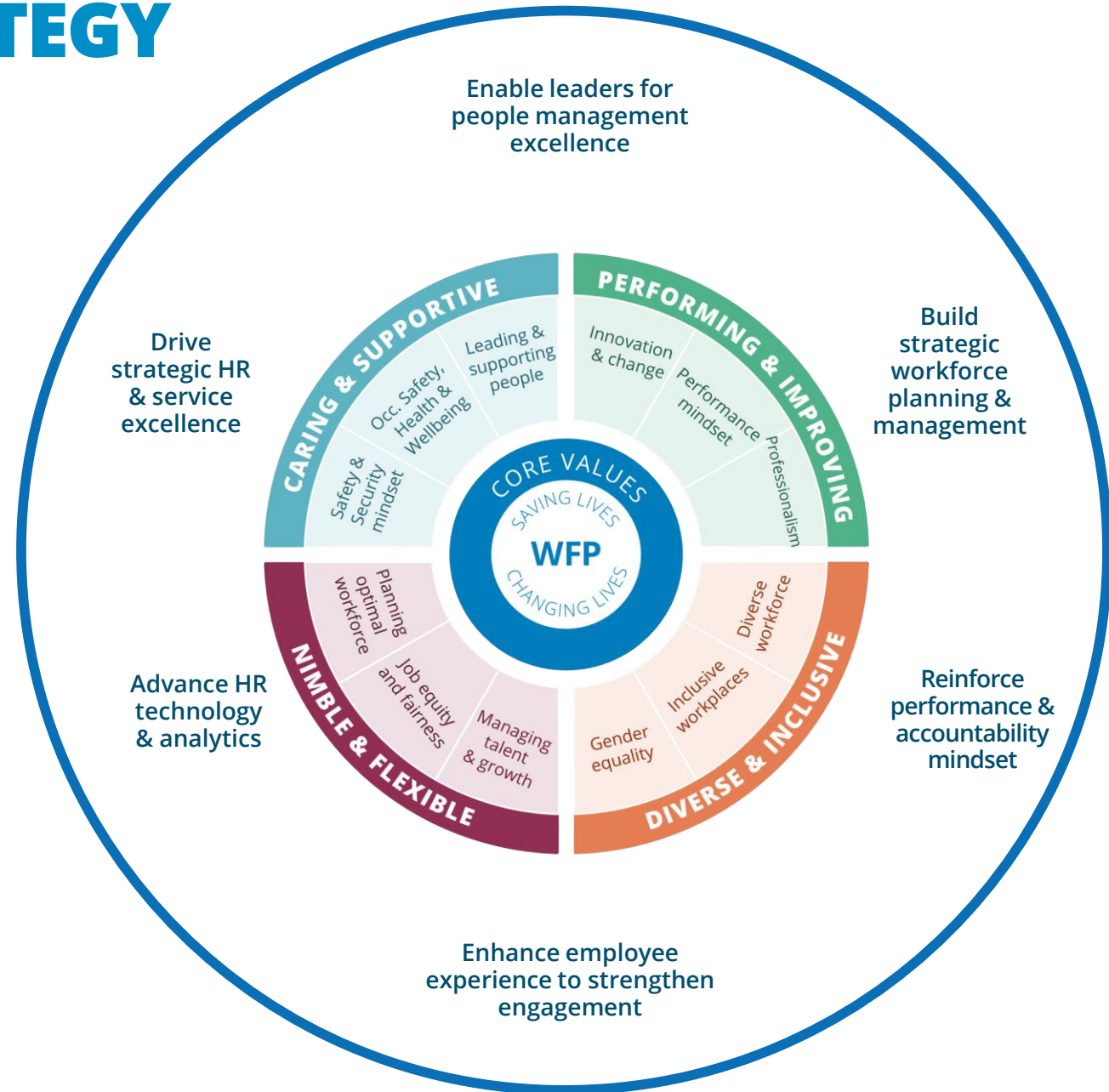
- **Director of Human Resources**
- **Director of Wellness**

# Progress Update Human Resources

- Human Resources Strategy
- Strategic Workforce Planning
- Staffing Framework
- Leadership Framework
- Diversity & Inclusion
- Disciplinary Processes
- Technology for People Excellence

# HUMAN RESOURCES STRATEGY 2021 -2025

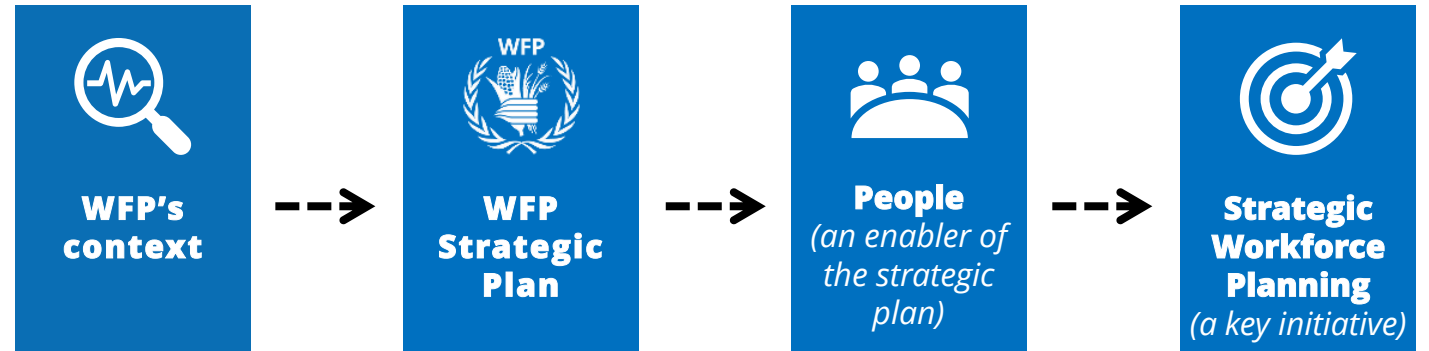
- Sets out a vision of HR as a strategic business partner to the organization
- All HR outputs and resources are aligned with and enable the People Policy
- 6 Strategic Objectives, more than 50 activity outputs



# STRATEGIC WORKFORCE PLANNING

## WHY

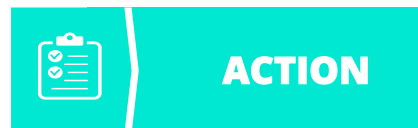
- Proactive approach to strengthening WFP's organizational capacity to deliver on its strategic plan 2022-2025



**ALIGNMENT**



**AMOUNT**



**ACTION**

Mindset shift from reactive to proactive workforce planning

## HOW

- Aligns with the strategic direction and anticipates the workforce size, shape, skills and mix required both to save and change lives
- Defines action plans to build the workforce capacity and capabilities needed in the future

# STRATEGIC WORKFORCE PLANNING

Global Strategic Plan for the future of WFP's workforce was completed in 2021:

- Workforce size likely won't change too much, but composition and capabilities will
- Skills for the future:
  - leadership, partnering, problem solving, agility, data analytics and tech savviness
- How do we get there?
  - Succession planning, investing in young talent, purposeful replenishment of vacant posts, new ways of working, etc...
- Similar findings for Functions and Country Offices

Every **function** in WFP will have completed strategic workforce planning by 2022



**6 Functional Plans done**

- Finance
- Partnerships
- Nutrition
- Supply Chain
- HR
- Security



**4 Functional Plans being developed**

- Evaluation
- Programme Policy
- Communications Advocacy & Marketing
- Management Services



**All other functions by end 2022**

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At least one **country** in every region will have completed strategic workforce planning by 2022



**2 Country Office pilots done**

- Jordan
- Peru



**2 Country Office plans being developed**

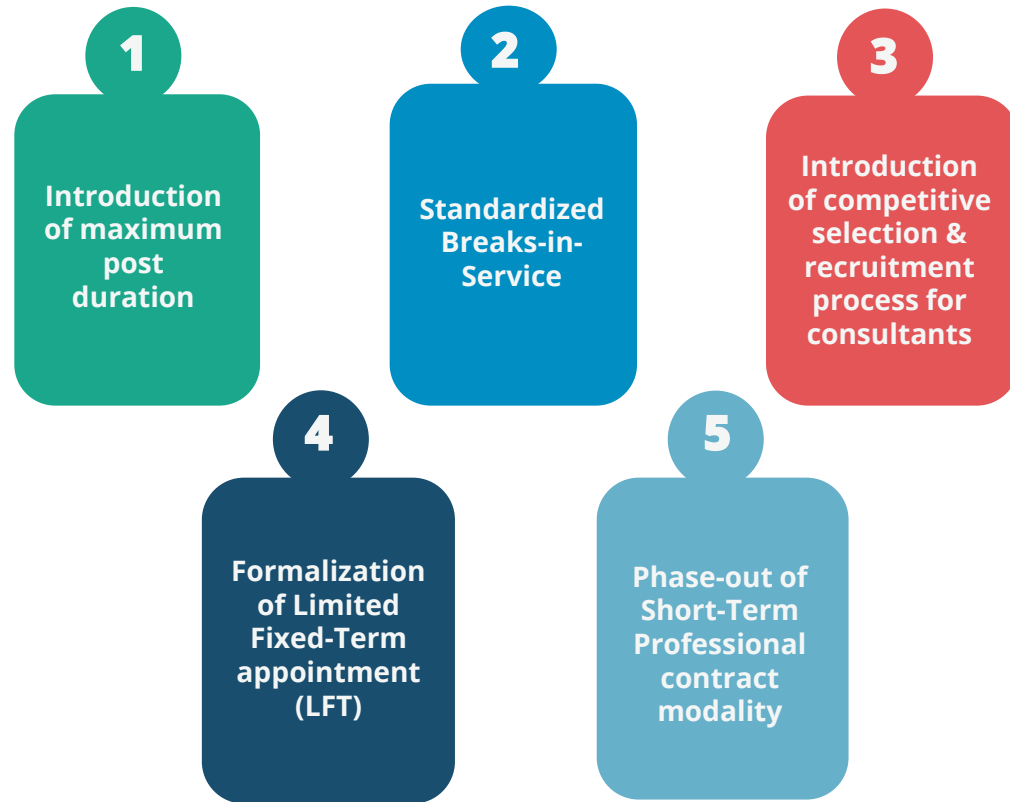
- Somalia
- Egypt



# STAFFING FRAMEWORK

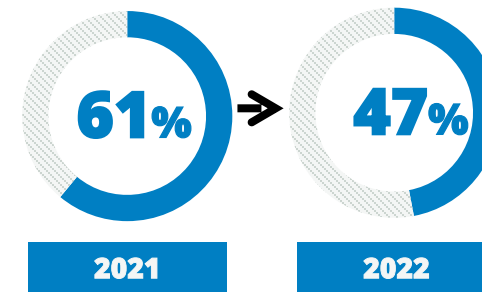
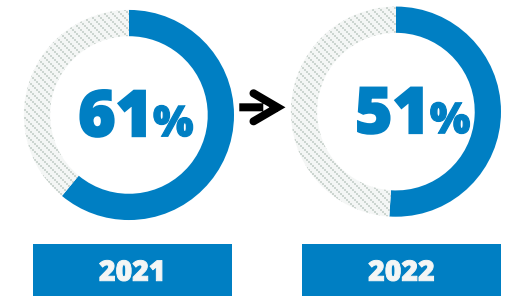
Provides comprehensive guidance for managers on appropriate contract modality usage

## Five major changes:



**2,100** long-serving Service Contract holders converted to Fixed-Term as part of a one-time exercise

Global WFP workforce shifted from 61% short-term employees in 2021 to 51% in Feb 2022



Locally-recruited workforce went from 61% short-term employees in 2021 to 47% in Feb 2022

# LEADERSHIP FRAMEWORK



*Our  
Behaviour  
Matters*



- Establishes common standards of behaviour for everyone in the organization
- Operationalises the **values** by integrating them into key people processes (e.g. performance management)
- Describes in detail the behaviours expected to achieve inclusive leadership

# DIVERSITY & INCLUSION



- **Frameworks and definitions**

- Diversity & Inclusion Framework established
- Anti-Racism Action Plan drafted
- Progress made on gender parity
- Expanding D&I discourse beyond gender

- **Policies**

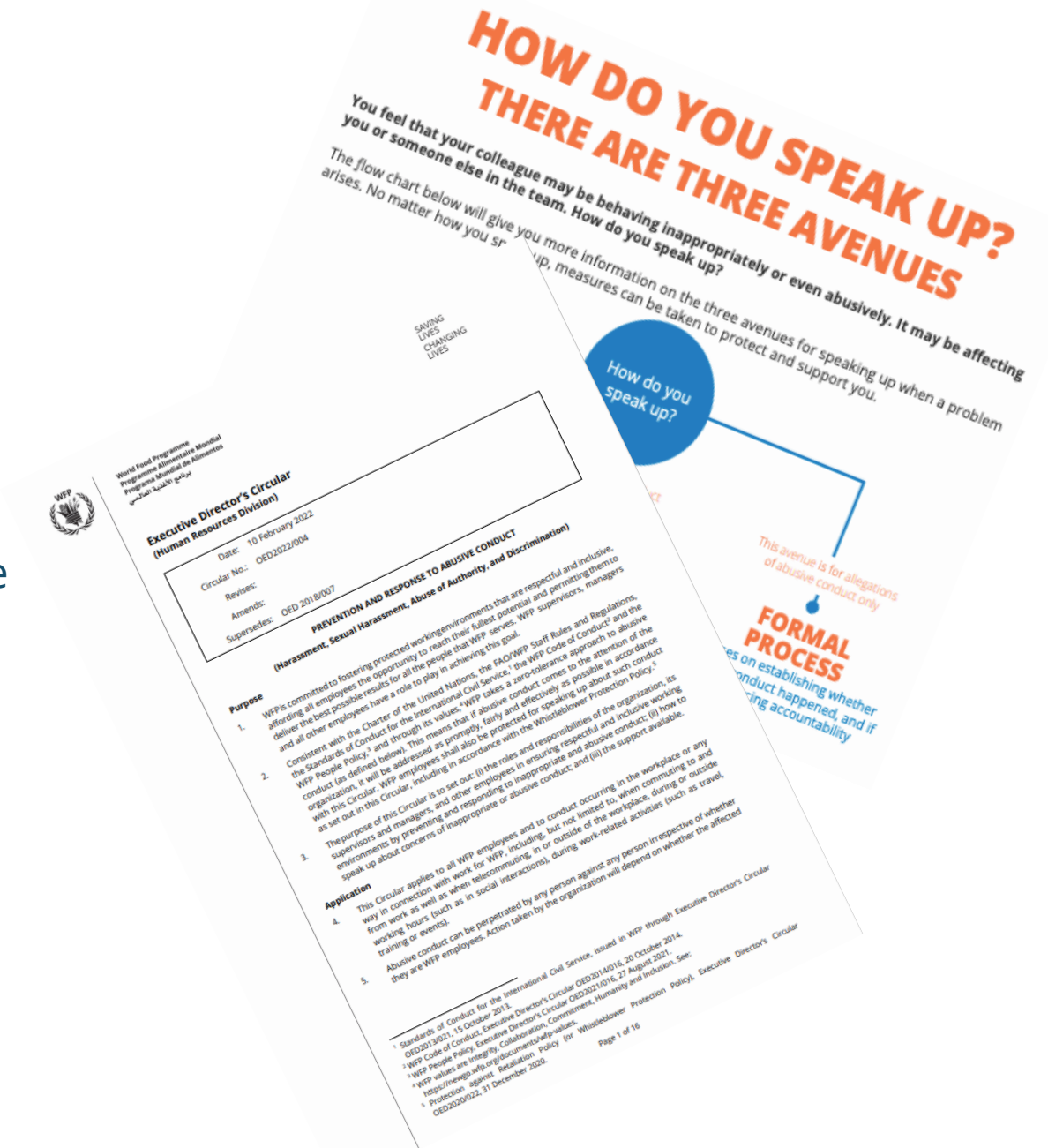
- Review of corporate policies through D&I lens and changes recommended
- New policy issued on Reasonable Accommodation for Persons with Disabilities issued February 2022

- **Engagement & Understanding**

- Affinity groups launched
- Engagement and training sessions underway

# DISCIPLINARY PROCESSES

- Streamlined disciplinary procedures (since early 2021) and improved pre-recruitment screening
- ED Circular 2022/004, "Prevention and Response to Abusive Conduct" (harassment, sexual harassment, abuse of authority, and discrimination)
- Managing by values: management interventions



**Executive Director's Circular**  
(Human Resources Division)

Date: 10 February 2022  
Circular No.: OED2022/004  
Revises:  
Amends:  
Supersedes: OED 2018/007

**PREVENTION AND RESPONSE TO ABUSIVE CONDUCT**  
(Harassment, Sexual Harassment, Abuse of Authority, and Discrimination)

**Purpose**

1. WFP is committed to fostering protected working environments that are respectful and inclusive, affording all employees the opportunity to reach their fullest potential and permitting them to deliver the best possible results for all the people that WFP serves. WFP supervisors, managers and all other employees have a role to play in achieving this goal.
2. Consistent with the Charter for the United Nations, the FAO/WFP Staff Rules and Regulations, the Standards of Conduct for the International Civil Service,<sup>1</sup> the WFP Code of Conduct<sup>2</sup> and the WFP People Policy,<sup>3</sup> and through its values,<sup>4</sup> WFP takes a zero-tolerance approach to abusive conduct (as defined below). This means that if abusive conduct comes to the attention of the organization, it will be addressed as promptly, fairly and effectively as possible in accordance with the Circular. WFP employees shall also be protected for speaking up about such conduct as set out in this Circular, including in accordance with the Whistleblower Protection Policy.<sup>5</sup>
3. The purpose of this Circular is to set out: (i) the roles and responsibilities of the organization, its supervisors and managers, and other employees in ensuring respectful and inclusive working environments by preventing and responding to inappropriate and abusive conduct; (ii) how to speak up about concerns of inappropriate or abusive conduct; and (iii) the support available.
4. This Circular applies to all WFP employees and to conduct occurring in the workplace or any way in connection with work for WFP, including, but not limited to, when commuting to and from work as well as when telecommuting, in or outside of the workplace, during or outside working hours (such as in social interactions), during work-related activities (such as travel, training or events).
5. Abusive conduct can be perpetrated by any person against any person irrespective of whether they are WFP employees. Action taken by the organization will depend on whether the affected

**Application**

**Footnotes:**

- <sup>1</sup> Standards of Conduct for the International Civil Service, issued in WFP through Executive Director's Circular OED2014/016, 15 October 2013.
- <sup>2</sup> WFP Code of Conduct, Executive Director's Circular OED2021/016, 27 August 2021.
- <sup>3</sup> WFP People Policy, Executive Director's Circular OED2021/016, 27 August 2021.
- <sup>4</sup> WFP values are integrity, collaboration, commitment, humanity and inclusion. See <http://www.wfp.org/documents/wfp-values>.
- <sup>5</sup> Protection against Retaliation Policy for Whistleblower Protection Policy, Executive Director's Circular OED2020/022, 31 December 2020.

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**HOW DO YOU SPEAK UP?  
THERE ARE THREE AVENUES**

You feel that your colleague may be behaving inappropriately or even abusively. It may be affecting you or someone else in the team. How do you speak up?

The flow chart below will give you more information on the three avenues for speaking up when a problem arises. No matter how you speak up, measures can be taken to protect and support you.

SAVING LIVES  
CHANGING LIVES

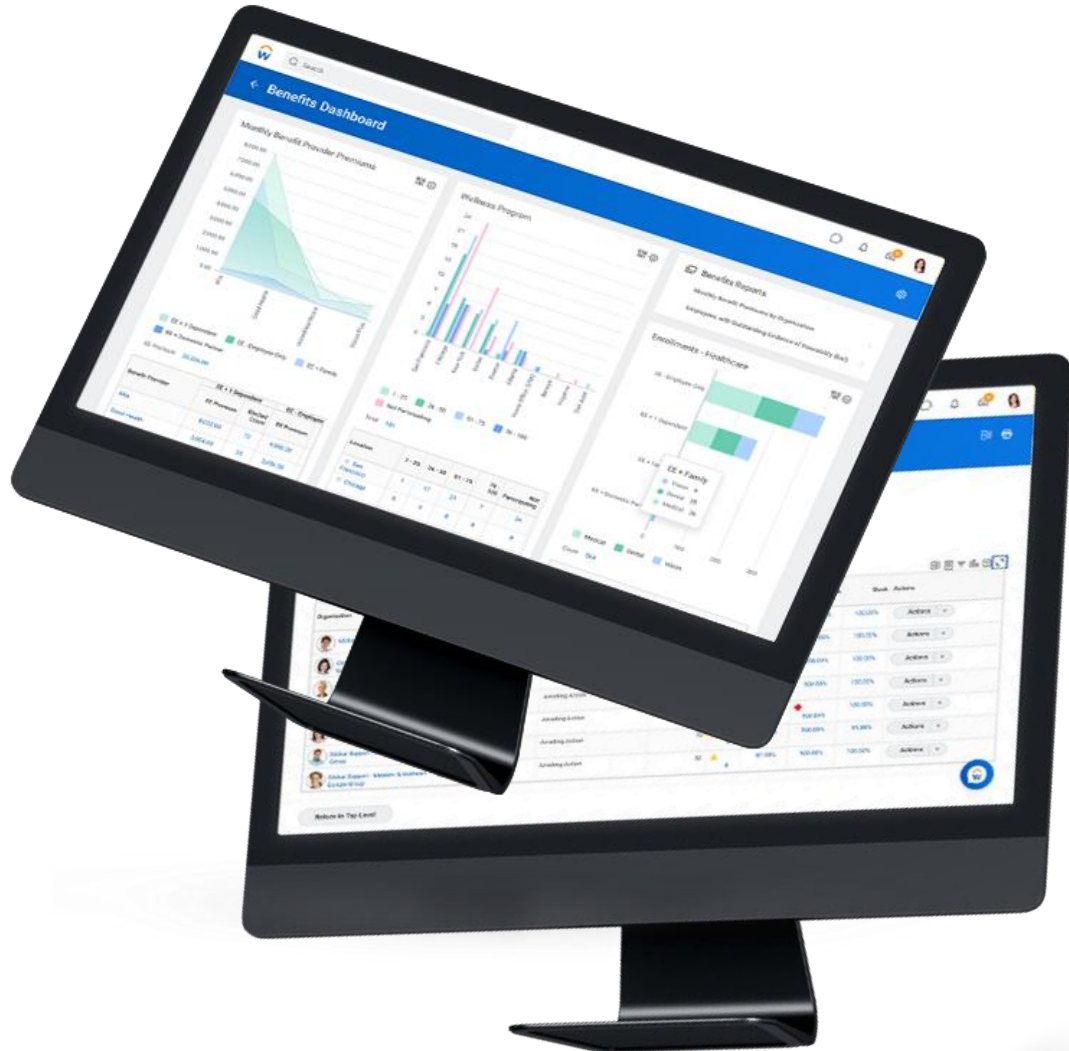
How do you speak up?

This avenue is for allegations of abusive conduct only

**FORMAL PROCESS**

Focuses on establishing whether abusive conduct happened, and if so, ensuring accountability

# TECHNOLOGY FOR PEOPLE EXCELLENCE



- End-to-end technology solution for people management processes (Workday, world-leading HCM platform)
- Will bring us closer to people management excellence through:
  - Simplification and effectiveness (**automation**)
  - Better decisions (**quality workforce data**)
  - Higher engagement (**great user experience**)
- Project timeframe: Q4 2021 – Q1 2024

# Progress Update Functional Level

- Director of Human Resources
- Director of Wellness

# WELLNESS UPDATE



- Primary care support to employees in Malawi, Ethiopia, Sudan, Bangladesh, Myanmar, Afghanistan: **6,698 visits**
- Medical evacuations: **37**
- Medical clearances: **10,119**
- Counselling seminars and group sessions 497 with **22,000+** participants
- Individual counselling sessions: **4,278**
- WFP employee visits to Wellbeing Platform: **14,000**
- **76%** of employees satisfied with Insurance performance

Malawi COVID-19 Vaccination Campaign 2021

## **Pause 2**

**Questions or comments on the functional level update?**



# Progress Update Early Adopters

- **COUNTRY DIRECTOR, WFP PHILIPPINES**
- **REGIONAL DIRECTOR, WESTERN AFRICA**
- **DIRECTOR OF FINANCE**

# WFP PHILIPPINES COUNTRY DIRECTOR BRENDA BARTON

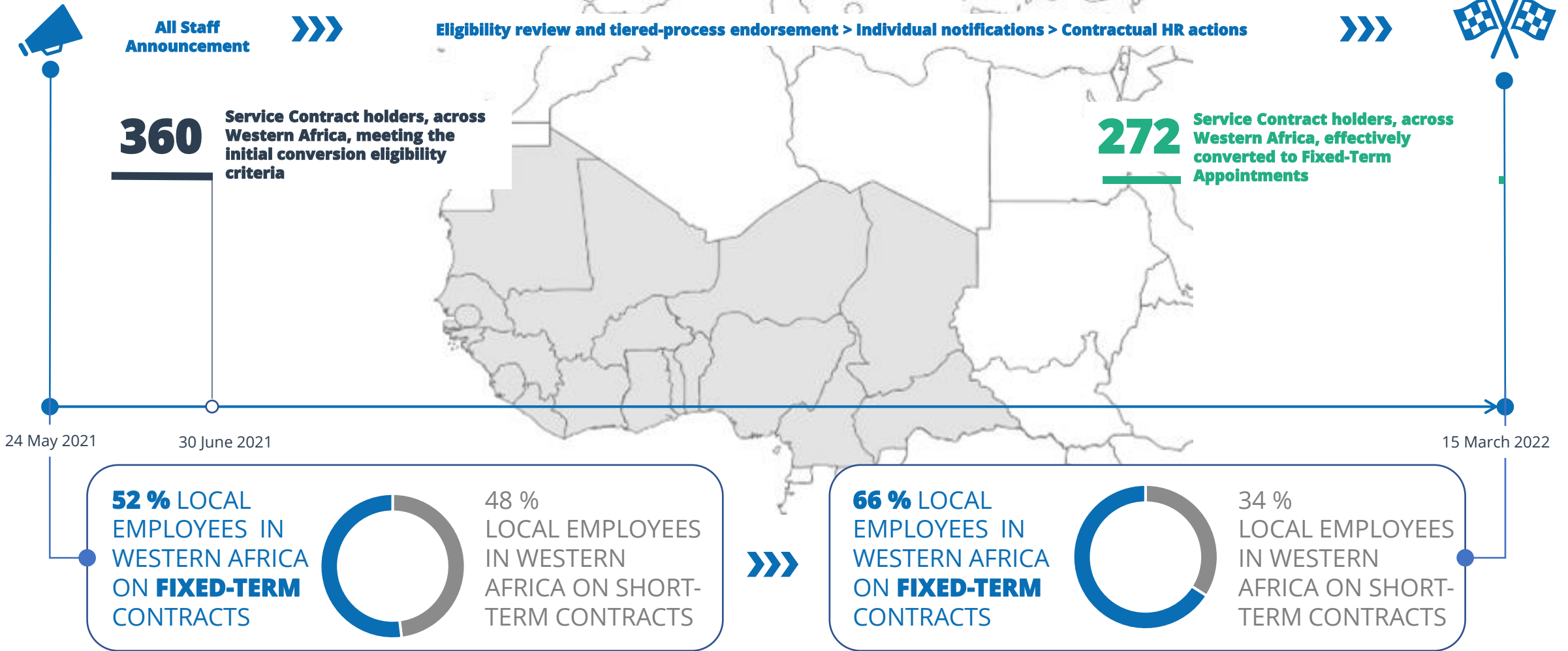


- Arrival during Covid-19 shutdown (Q1)
- Quickly tackle management transitions and create 'fit for purpose' workforce (Q2)
- CO engagement in People Policy key areas – Skills, New Way of Working, D&I (Q3)
- 27 national service contract staff conversion to fixed term (Q3 /Q4)
- Typhoon Odette strikes– further challenges plus staff growth (Q4)
- Structural review supported by CCI funding (Q1/Q2 - 2022)

# Progress Update Early Adopters

- **COUNTRY DIRECTOR, WFP PHILIPPINES**
- **REGIONAL DIRECTOR, WESTERN AFRICA**
- **DIRECTOR OF FINANCE**

# Consideration of long-serving Service Contract holders for conversion to Fixed-Term Appointments in the Western Africa Region



# **Progress Update Early Adopters**

- **COUNTRY DIRECTOR, WFP PHILIPPINES**
- **REGIONAL DIRECTOR, WESTERN AFRICA**
- **DIRECTOR OF FINANCE**

# FINANCE DIVISION'S PEOPLE POLICY ACTION PLAN

## Finance Strategy 2024

The vision- 'An inspired, innovative and collaborative team that pursues financial excellence in WFP as performance driver and trusted and informed business partner'

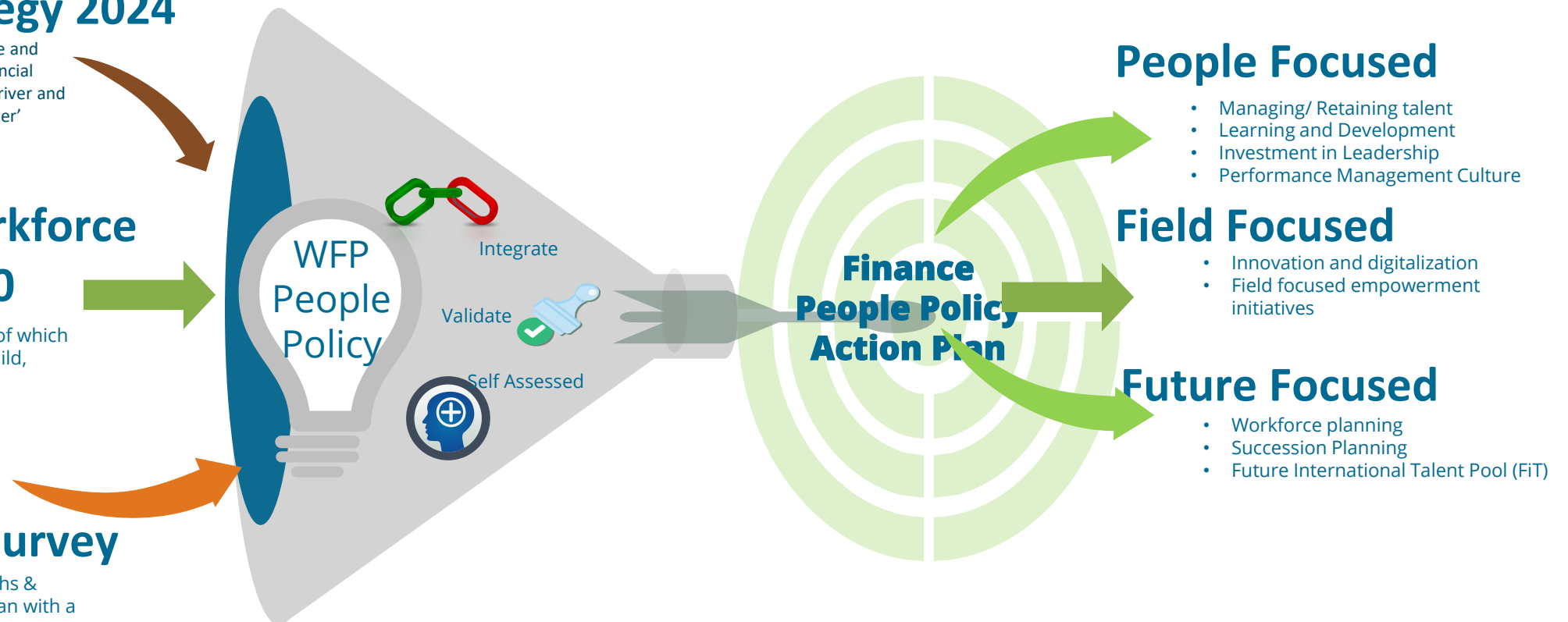
PEOPLE as an enabler

## Strategic Workforce Planning 2020

23 Gap Closing measures, each of which falls under 1 of the 6 Bs (Buy, Build, Borrow, Bind, Bounce, Boost)

## Global Staff Survey

Results highlighted both strengths & opportunities. Ensuing action plan with a focus on building a performance management culture.



## **Pause 3**

**Questions or comments on the experience of early adopters?**

# CLOSING REMARKS

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01 • Reflections on feedback from member states

02 • Next steps