

WFP People Policy

Third Informal Consultation
WFP Executive Board

19 January 2021

OUR VALUES

INTEGRITY

COLLABORATION

COMMITMENT

HUMANITY

INCLUSION

Meeting objectives

- ① **Background to the People Policy**
- ② **Revisions proposed to the draft document published on 24 December 2020**
- ③ **Critical activities including implementation, communication and resourcing**
- ④ **Discussion**



Background to the People Policy

People Policy Project Plan

1

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

- EB informal consultations on 15 September and 6 November 2020
- Bilateral calls with 10 members states
- Engagement with Regions, COs and SOs
- Bilateral calls with selected HQ divisions
- IT platform
- Staff Representative Bodies

Develop policy outline

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

Consult on advanced draft

- Consultation with Steering Committee and Staff Representative Bodies
- Review by Oversight and Policy Committee
- Third EB informal consultation 19 January 2021

Agree policy and prepare for implementation

- Formal decision by EB 1/2021
- Implementation
- Dissemination as part of wider communication
- Resourcing needs

We are here

Consultation Update

– since second Informal Consultation (06 November 2020)



Internal consultations have continued, including with WFP's Steering Committee, Senior Management Group, Oversight and Policy Committee and Staff Representative Bodies

- In total, 40 substantive comments or suggestions were received in draft #1 of the policy
- Substantive feedback was incorporated into draft #2 which was published for members on 24 December 2020
- Issues raised by consultees included: links between this policy and the Strategic Plan 2022-2026; appropriate use of short-term contracts; and the importance of anti-racism
- Further revisions after 24 December 2020 are highlighted in this presentation
- Revisions continue to be made based on feedback received, in particular from this consultation

People Policy and Strategic Plan 2022-2026



- WFP Strategic Plan 2022–2026 will define what WFP must do to help nations end hunger by using its demonstrated capacities and strengths
- The new strategic plan and the WFP People Policy will be aligned, recognizing that our workforce is our greatest asset
- More specifically, if the Strategic Plan defines what WFP must do, the People Policy shapes the workforce necessary to accomplish the mission



People Policy: quick recap



- Executive Summary

- 11 further sections:

Introduction

Context and scope

Purpose

Theory of change

Vision of the future workforce

Four people management priorities and 12 elements

Mutual commitments

Accountability

People ecosystem

Implementing change

Policy evaluation

- Four annexes (*placeholder*)





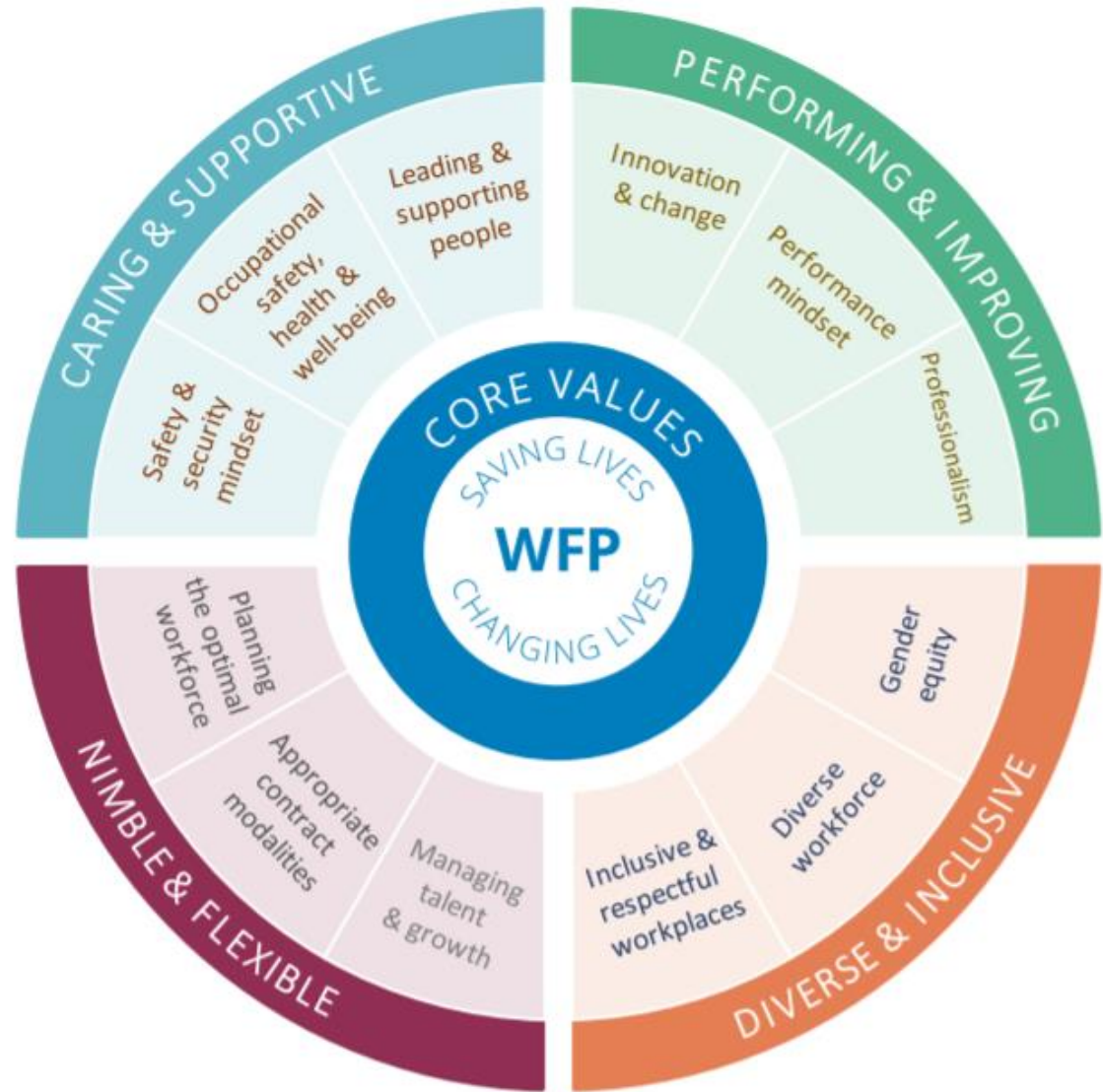
The purpose of the People Policy is to establish a coherent framework for excellence in people management by outlining WFP's workforce vision and commitments, and its expectations of employees' behaviour to each other and to the organization

1

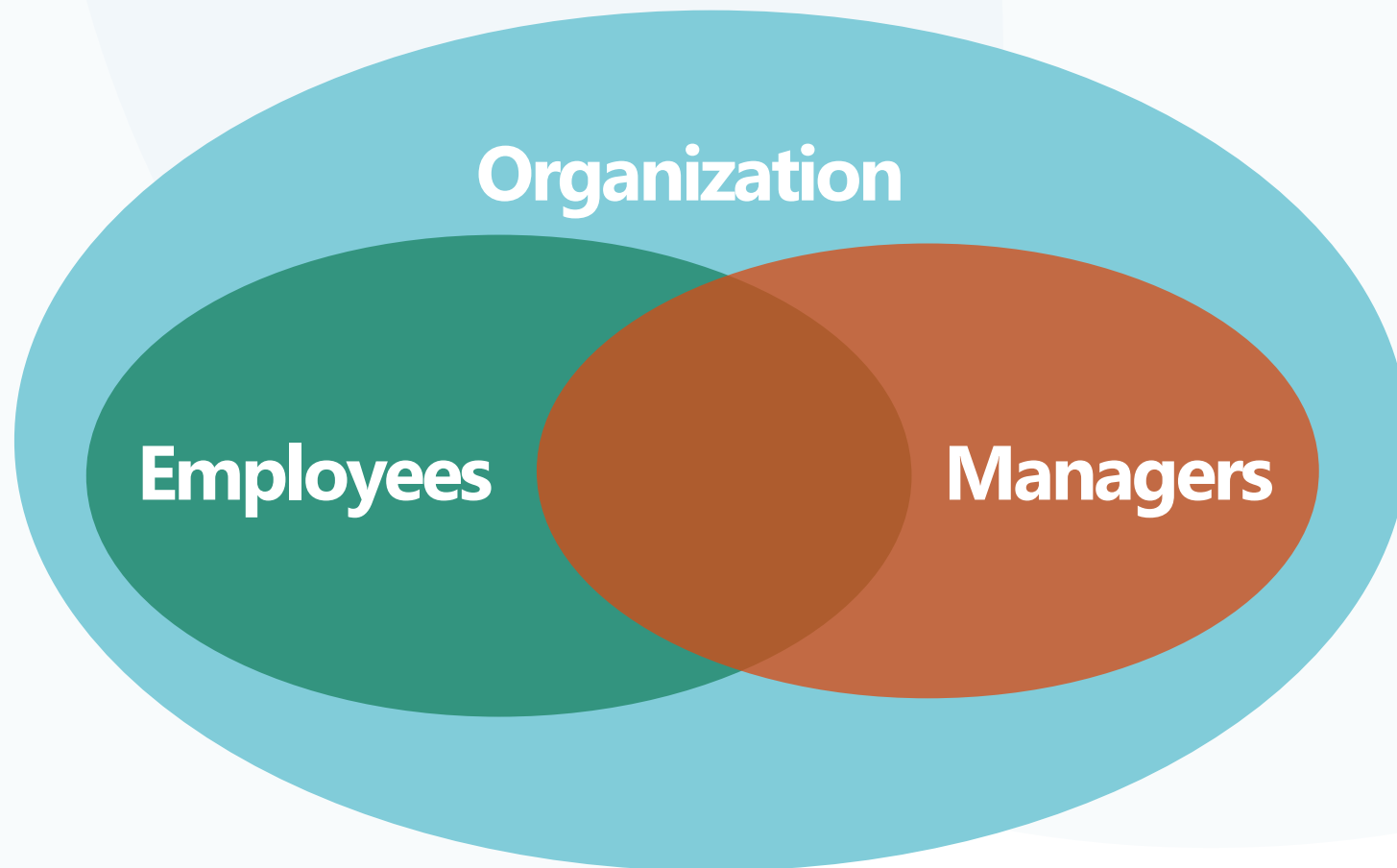
The vision of the future WFP workforce is one which is made up of diverse, committed, skilled and high performing teams, where each member is selected on merit, operating in a healthy and inclusive work environment, living WFP's values, and working together to make zero hunger a reality



People Excellence Model: Sets the direction and priorities

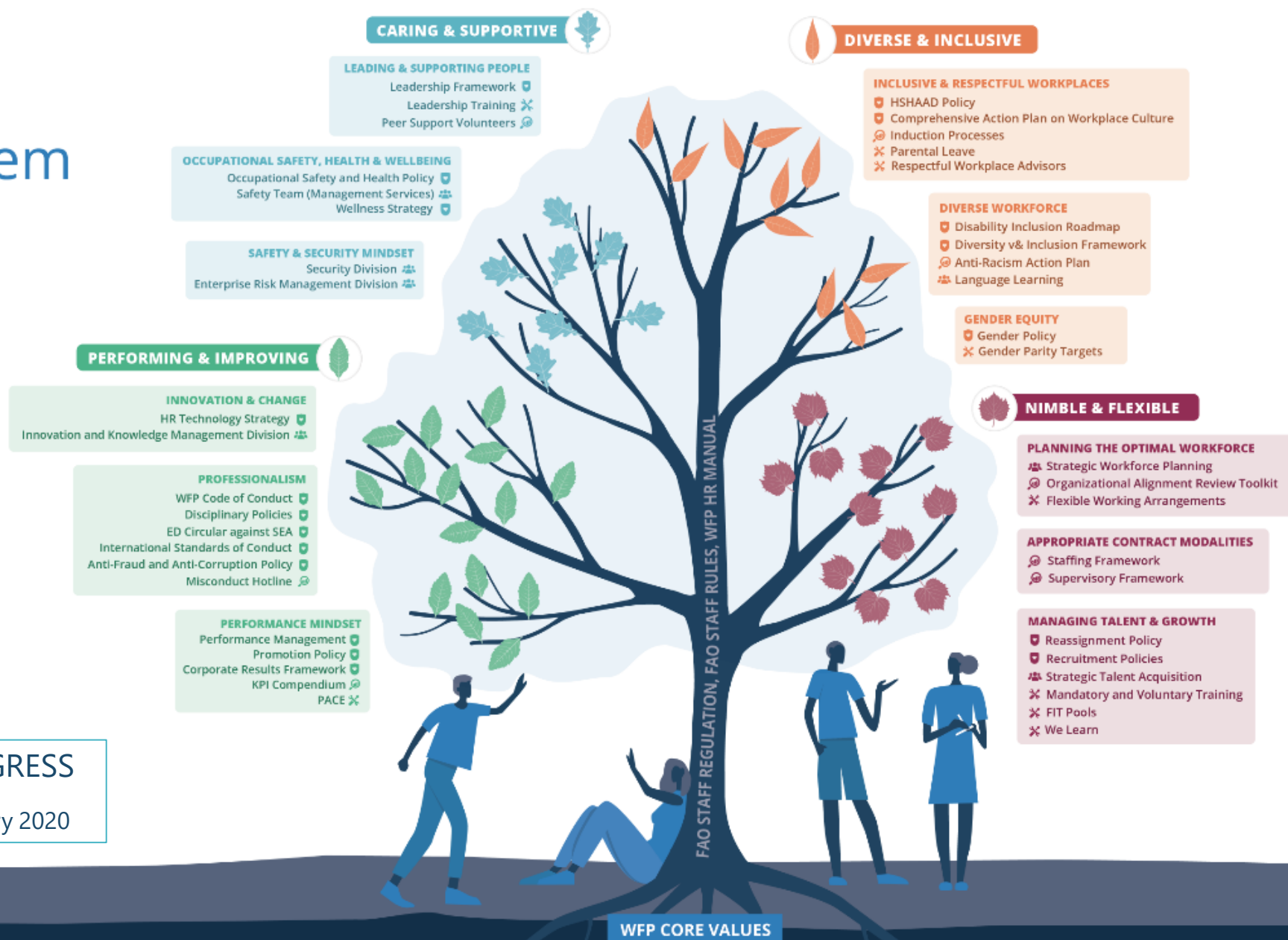


Mutual accountability through mutual commitments



People Ecosystem

- 🛡️ Strategy/Policy
- 👥 Unit/Division
- 🔄 Process/System
- ✂️ Tool



CARING & SUPPORTIVE

- LEADING & SUPPORTING PEOPLE**
- 🛡️ Leadership Framework
 - 👥 Leadership Training
 - 🔄 Peer Support Volunteers

- OCCUPATIONAL SAFETY, HEALTH & WELLBEING**
- 🛡️ Occupational Safety and Health Policy
 - 👥 Safety Team (Management Services)
 - 🔄 Wellness Strategy

- SAFETY & SECURITY MINDSET**
- 👥 Security Division
 - 🔄 Enterprise Risk Management Division

PERFORMING & IMPROVING

- INNOVATION & CHANGE**
- 🛡️ HR Technology Strategy
 - 👥 Innovation and Knowledge Management Division

- PROFESSIONALISM**
- 🛡️ WFP Code of Conduct
 - 🛡️ Disciplinary Policies
 - 🛡️ ED Circular against SEA
 - 🛡️ International Standards of Conduct
 - 🛡️ Anti-Fraud and Anti-Corruption Policy
 - 🔄 Misconduct Hotline

- PERFORMANCE MINDSET**
- 🛡️ Performance Management
 - 🛡️ Promotion Policy
 - 🛡️ Corporate Results Framework
 - 🔄 KPI Compendium
 - 🔄 PACE

DIVERSE & INCLUSIVE

- INCLUSIVE & RESPECTFUL WORKPLACES**
- 🛡️ HSHAAD Policy
 - 🛡️ Comprehensive Action Plan on Workplace Culture
 - 🔄 Induction Processes
 - 🔄 Parental Leave
 - 🔄 Respectful Workplace Advisors

- DIVERSE WORKFORCE**
- 🛡️ Disability Inclusion Roadmap
 - 🛡️ Diversity v& Inclusion Framework
 - 🔄 Anti-Racism Action Plan
 - 🔄 Language Learning

- GENDER EQUITY**
- 🛡️ Gender Policy
 - 🔄 Gender Parity Targets

NIMBLE & FLEXIBLE

- PLANNING THE OPTIMAL WORKFORCE**
- 👥 Strategic Workforce Planning
 - 🔄 Organizational Alignment Review Toolkit
 - 🔄 Flexible Working Arrangements

- APPROPRIATE CONTRACT MODALITIES**
- 🔄 Staffing Framework
 - 🔄 Supervisory Framework

- MANAGING TALENT & GROWTH**
- 🛡️ Reassignment Policy
 - 🛡️ Recruitment Policies
 - 👥 Strategic Talent Acquisition
 - 🔄 Mandatory and Voluntary Training
 - 🔄 FIT Pools
 - 🔄 We Learn

WORK IN PROGRESS
Version on 13 January 2020

WFP CORE VALUES

- Integrity
- Collaboration
- Commitment
- Humanity
- Inclusion



2

Revisions proposed to the draft document published on 24 December 2020

Revisions proposed to the draft document published on 24 December 2020 [highlighted in blue]

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.1. Planning the optimal workforce Aligning structures, workforce and skills with organizational needs and resources</p>	<p>2.1 Performance mindset Building a commitment to excellence and accountability for delivering results through people and a workplace culture which sustains high performance in the long-term</p>	<p>3.1 Inclusive and respectful workplace Creating an inclusive and respectful workplace</p>	<p>4.1 Safety and security mindset Meeting the duty of care, with appropriate measures that enable WFP to deliver and fulfil its responsibilities towards its people</p>
<p>Through:</p> <ul style="list-style-type: none"> • Strategic workforce planning at the global, country and functional levels • Organizational alignment • Assessment of skills gaps and related action plans • Agile decision-making and implementation mechanisms in response to emergencies • WFP's policy on Flexible Working Arrangements 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's corporate planning and performance monitoring processes • WFP's performance and capability enhancement system • Definitions of success that are helpful and include results in terms of teams and individuals as well as tasks • Assessments and decision-making based on fair and objective criteria and the highest ethical standards of efficiency, competence and integrity 	<p>Through:</p> <ul style="list-style-type: none"> • Mainstreaming WFP's comprehensive action plan (CAP) for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination • Decisive and timely action on any breaches of WFP standards of conduct • Capacity strengthening for informal conflict resolution mechanisms 	<p>Through:</p> <ul style="list-style-type: none"> • Compliance with United Nations health, safety and security standards and relevant WFP directives • Security risk assessment and mitigation • Development of related specialized skills and competencies

Revisions proposed to the draft document published on 24 December 2020 [highlighted in blue]

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.2 Using appropriate contract modalities Responding to changing organizational needs, maintaining institutional knowledge and ensuring fair and decent employment</p>	<p>2.2 Innovation and change Developing a culture of innovation and continuous learning and improvement</p>	<p>3.2 Diverse workforce Building on a broad and complex combination of unique individual differences of WFP's people so that they feel valued and have an equal chance to thrive</p>	<p>4.2 Occupational safety, health and well-being Ensuring that people are cared for in order to accomplish WFP's mandate and strategic objectives and to contribute to human dignity and self-fulfilment</p>
<p>Through:</p> <ul style="list-style-type: none"> • A staffing/contractual framework • A supervisor accountability framework 	<p>Through:</p> <ul style="list-style-type: none"> • A technology strategy • A knowledge management platform and process and related initiatives • Encouraging a culture of continuous improvement, including through process review and optimization initiatives 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's diversity and inclusion framework • WFP's disability inclusion roadmap • WFP's anti-racism action plan • A range of diversity dimensions, whether visible or invisible, inherent or acquired, and support for minority groups • Initiatives to engage and empower women and minority groups • Initiatives to further develop our multicultural and multilingual workforce 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's wellness strategy, including provisions of the United Nations workplace mental health and well-being strategy 2018-2023 • WFP's policy on occupational safety and health • WFP's occupational safety and health management system • Ensuring that employees and their representatives are consulted and encouraged to contribute • Preventing workplace accidents and injuries • WFP's health protection and medical insurance

Revisions proposed to the draft document published on 24 December 2020 [highlighted in blue]

1. Nimble and flexible	2. Performing and improving	3. Diverse and inclusive	4. Caring and supportive
<p>1.3 Managing talent and growth Acquiring, deploying, developing and retaining talent. Supporting succession needs and employee growth. Recognizing excellent people managers and leaders</p>	<p>2.3 Professionalism Maintaining the highest standards of ethical conduct and behaviour, and of competence required of employees</p>	<p>3.3 Gender equity Reaching beyond quantitative measures into every aspect of the way WFP works and creating conducive workplaces where people of all genders can thrive</p>	<p>4.3 Leading and supporting people Developing ethical stewardship and demonstrating excellence in the skills and behaviours required to lead and manage people</p>
<p>Through:</p> <ul style="list-style-type: none"> • A supervisor accountability framework • Human resource policies and platforms for recruitment, reassignment and promotion • Commitment to securing the highest ethical standards, efficiency, competence and integrity • Access to resources and programmes for functional and professional development • Retention strategies, particularly aimed at women and minority groups • Opportunities for job enrichment, lateral movement within WFP and the wider United Nations system, and promotion 	<p>Through:</p> <ul style="list-style-type: none"> • WFP's core values • The standards of conduct for the international civil service and related guiding principles including competence, integrity, impartiality, independence and discretion • The WFP Code of Conduct • Annual conflict of interest and financial disclosure • Related WFP policies, circulars and initiatives • Prevention, and protection of people in cases of retaliation 	<p>Through:</p> <ul style="list-style-type: none"> • WFP Gender Policy • Gender parity action plan 	<p>Through:</p> <ul style="list-style-type: none"> • A leadership framework and a range of relevant development programmes • A diversity and inclusion framework • An anti-racism action plan • A disability inclusion roadmap • A supervisor accountability framework • WFP's performance and capability enhancement system

Annex: Definition of terms (1 of 2)



People	All WFP employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, staff on secondment, junior professional officers, United Nations Volunteers (UNVs), interns, WFP volunteers, and fellows.
Mutual accountability	Reflecting a principle originally established in the Paris Declaration on Aid Effectiveness, 2005, mutual accountability refers to the frameworks through which two or more partners hold each other accountable for their performance against the covenants of their partnership. In the case of the People Policy, the 'partners' include the organization, its leaders, managers and supervisors and all of its employees.
Mutual commitments	Multiple commitments reaffirmed in the People Policy are the statements that make up the framework for mutual accountability in WFP. They are largely drawn from the existing regulations, policies and issuances with which the partners already seek to comply.
Core values	<p>Integrity - we value living up to the highest of standards</p> <p>Collaboration - we value working together towards our shared mission</p> <p>Commitment - we value delivering on our promises to each other</p> <p>Humanity - we value improving the lives of the people we serve and each other</p> <p>Inclusion - we value respecting each other's unique contribution</p>
Diversity	Recognizing and valuing a broad range of diversity dimension whether visible or invisible, inherent or acquired. These include Gender, Race, Ethnicity, Nationality, Age, Language, Sexual Orientation, Abilities, Culture, Religion, Profession, Education, Workplace Experience, Role, Staff Position (National/International) and Contract Modality.
Inclusion	The way people show that they value and respect each other's unique contribution. An inclusive environment is one where everyone can be themselves and have an equal chance to contribute. Where differences are seen as valuable and used for the good of the organization.

Annex: Definition of terms (2 of 2)

Equality	Ensuring that every individual has an equal opportunity to make the most of their talents. Equality achieves fairness through treating everyone the same regardless of their needs.
Equity	Equity is about giving people what they need, in order to make things fair. Equity achieves fairness through treating people equally or differently, dependent on their needs.
Gender equity	Refers to treating men and women fairly based on their respective needs. Although this may mean that treatment will be different, it will also be fair. This has an important role in achieving gender equality, because the inequalities that exist means that we have to give more to ensure that all genders have equal opportunities.

3

Critical activities including implementation, communication and resourcing

Three-level implementation

At organizational level:

- Workplace Culture Department oversees and coordinates activities and reporting on progress made, and the Communications, Advocacy and Marketing Division facilitates employee engagement and effective communication through WFP's internal communications strategy

At functional level:

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

At 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 is supported by HQ



Implementation Framework

Workplace Culture Department

Establishing and coordinating organization-wide process, tracking delivery

Internal Communications

Disseminating and maintaining the profile of and commitment to the policy

Enterprise Risk Management

Revising 'people risks' in risk register and risk appetite report

Resourcing

Providing adequate resources for successful implementation

Corporate Planning and Performance

Revising performance planning and reporting including the Corporate Results Framework



All departments, offices, RBs, COs, units, and all employees

Implementation Roadmap (1 of 3)

Workplace Culture Department	Milestones
Establishment of capacity within the Workplace Culture Department to oversee and coordinate WFP's overall policy implementation effort	Q1, 2021

Corporate monitoring and reporting	Milestones
Revised performance planning and reporting	Q3, 2021
Revised corporate results framework	Q4, 2021
Revised risk register and appetite report	Q4, 2021

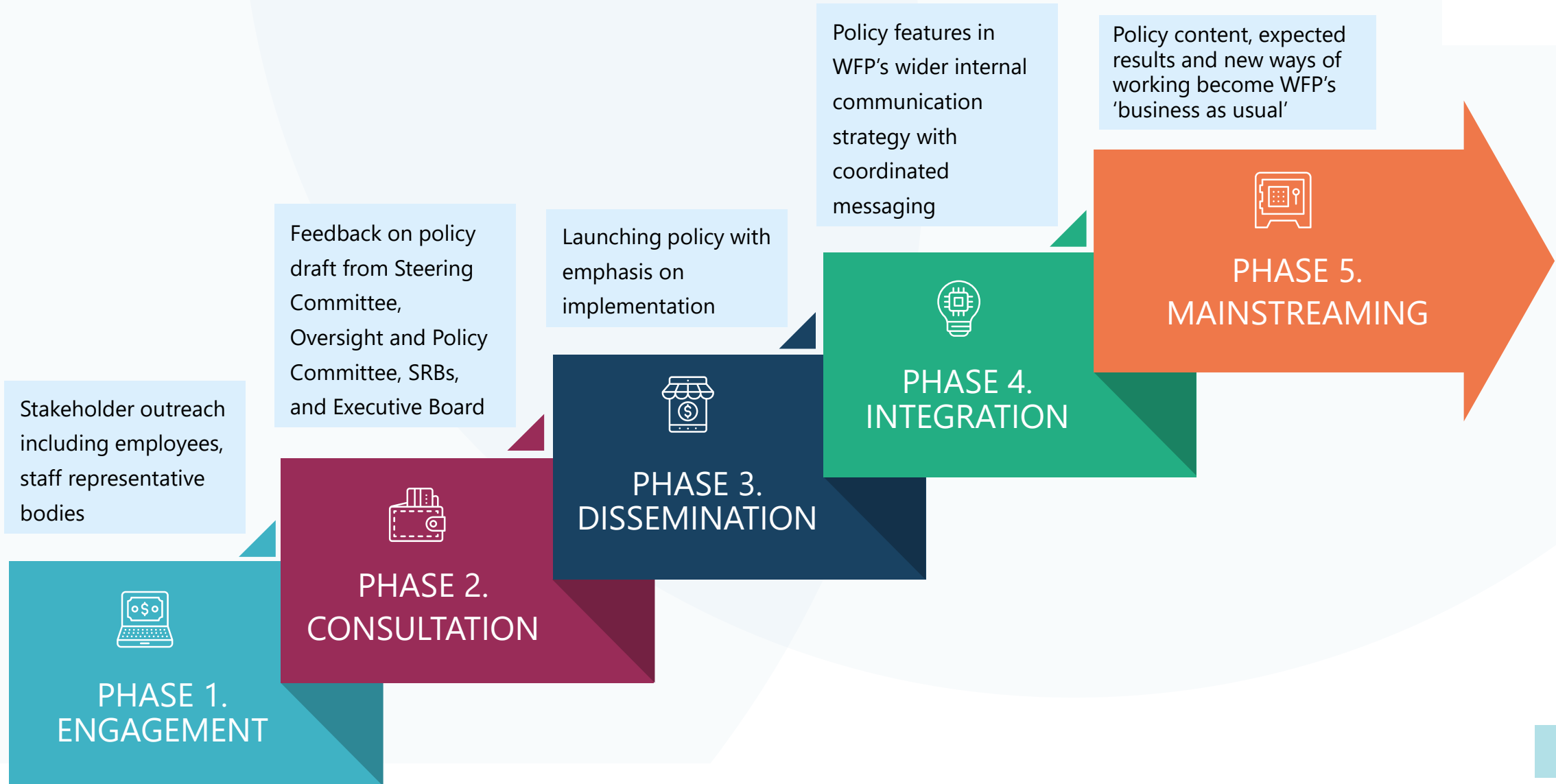
Implementation Roadmap (2 of 3)

Respective function/division activity anchored in the People Policy	Milestones
Human resources strategy	Q2, 2021
Wellness strategy	Q2, 2021
Contractual/staffing framework	Q2, 2021
Anti-racism action plan	Q2, 2021
Strategic workforce planning action plan	Q2, 2021
WFP's diversity and inclusion framework	Q2, 2021
WFP's leadership framework	Q2, 2021
Accountability framework for supervisors	Q3, 2021

Implementation Roadmap (3 of 3)

Internal communications		Milestones
Completion of dissemination plan for the People Policy		Q2, 2021
People Policy communication plan		Q3, 2021
Resourcing policy implementation		Milestones
Reporting to the EB with an estimate of additional resources required for completion of implementation activities		Q2, 2021
Mainstreaming budgets required to fund activities associated with the implementation of the policy		Q1, 2022

Communications



Deep dive on phase three: Dissemination timeline



Phase	Objective of activities	Milestones
Phase 1	Socializing with stakeholders, including Leadership Group and Executive Board	February 2021
Phase 2	Identifying, educating and equipping designated local ambassadors	March 2021
Phase 3	Raising awareness of the responsibilities of leaders, managers, supervisors and employees (Policy launch)	March-April 2021
Phase 4	Inviting action to anchor WFP's strategies, policies, frameworks, initiatives and work plans in the People Policy	April – May 2021
Phase 5	Transition to integrated communications plan	June 2021

Under discussion
and review

Resourcing requirements

For the People Policy to be successfully delivered:

- Every country office must have access to appropriate levels of expertise and support to ensure excellence in people management
- Strengthened country office structures for effective implementation of the people policy must have adequate resources budgeted for in the CSP
- The costs of core activities at the global level must be part of the Programme Support and Administration (PSA) budget and must be mainstreamed into the management plan from 2022 onwards
- An estimate of the additional resources required to implement the policy during 2021/22 will be presented at the Second Regular Executive Board meeting in June 2021

Next steps

29 January 2021 Deadline for final submission of policy to EB Secretariat

22-26 February 2021 (EB.1/2021) Formal decision from the Board

June 2021 (EB.A/2021) Oral progress report + Implementation and resourcing plan



Discussion

Discussion



- Executive Board Members' feedback on the draft policy
- Agreement on the policy document



THANK YOU