

WFP People Policy

4th informal consultation
WFP Executive Board

3 March 2021

OUR VALUES

INTEGRITY

COLLABORATION

COMMITMENT

HUMANITY

INCLUSION

Meeting objectives

- ① Recap on the essential components of the People Policy
- ② Confirm policy revisions proposed after informal consultation #3
- ③ Present details of the proposed implementation instruments
 - A. Resourcing change through an implementation and investment plan
 - B. KPIs, monitoring and reporting plan
 - C. Communication and dissemination plan
- ④ Discussion and suggestions



People Policy Essentials

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, CO 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
- 3rd EB informal consultation 19 January 2021
- Further EB informal consultation proposed for 3 March and 13 April 2021

We are here

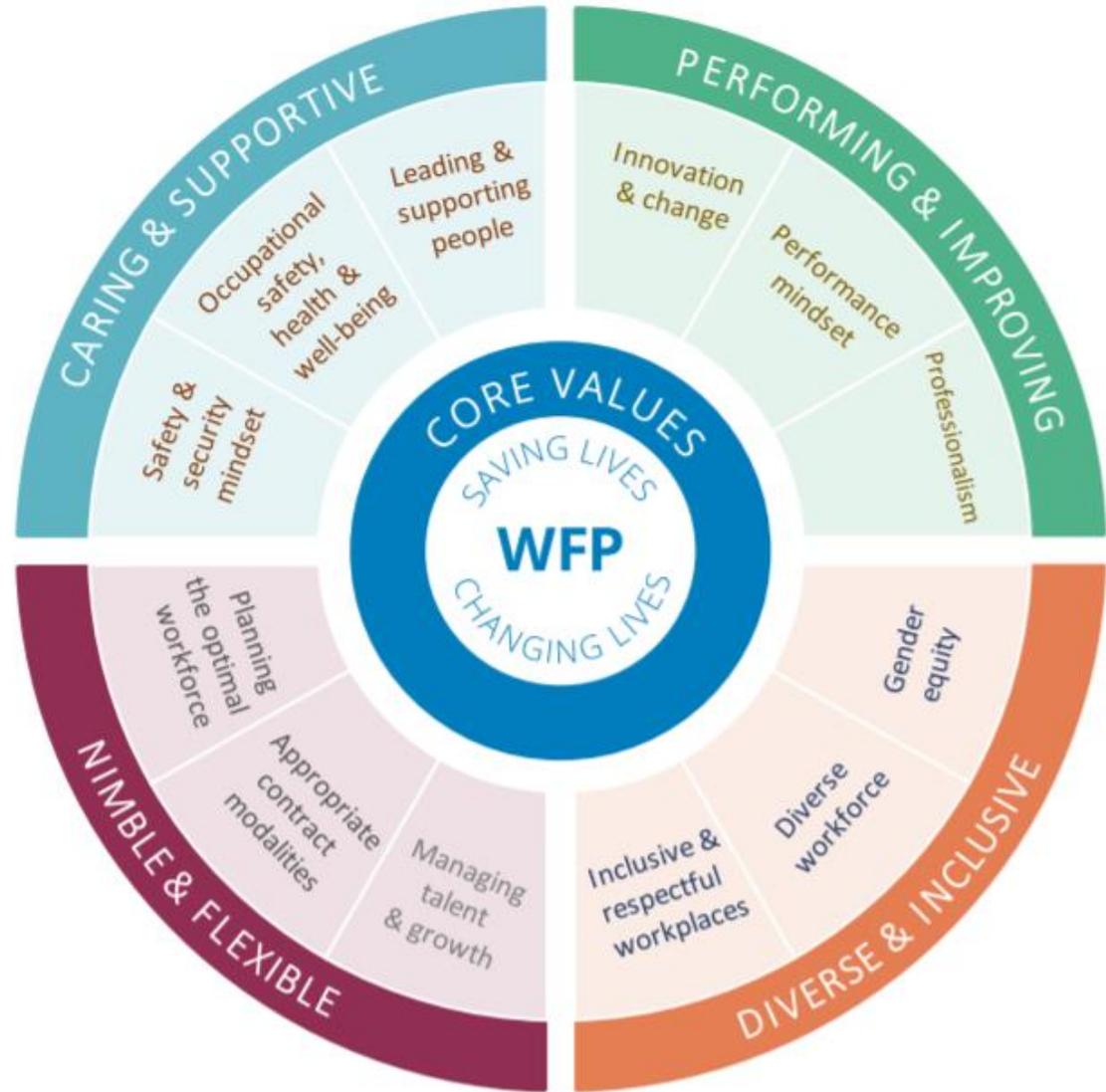
Agree policy and prepare for implementation

- Formal decision at EB Annual Session 21-25 June 2021
- People Policy
- Implementation and investment
- High-level KPIs
- Monitoring and reporting
- Communication and dissemination

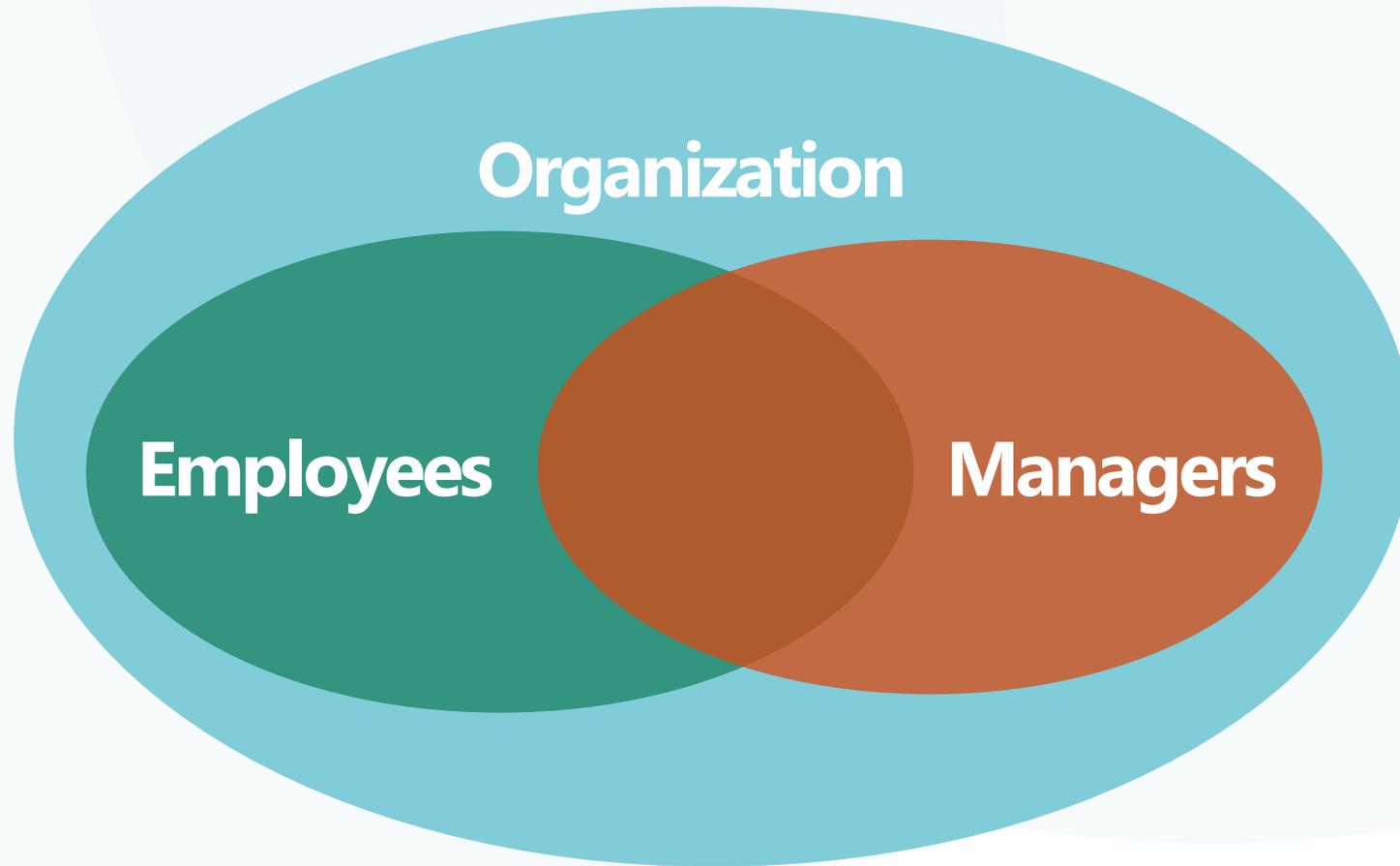


The purpose of the People Policy is to establish a coherent framework for excellence in people management by outlining WFP's workforce vision and commitments, and its expectations of employees' behaviour to each other and to the organization

WFP's People Excellence Model



Mutual accountability through mutual commitments





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Policy revisions proposed
after 3rd informal consultation

Policy revisions proposed after 3rd informal consultation

- A.** Fine tuning of the policy, moving some detail into annexes
- B.** 'Vision of the future workforce' includes partners and those they serve
- C.** Linking the Theory of Change to the policy
- D.** Specific revisions including: values; multi-lingualism, zero tolerance of abusive conduct and transparency

People Policy: fine tuning structure and annexes

- Executive Summary
- 11 further sections:

Introduction

Context and scope

Purpose

Theory of change

Vision of the future workforce

Focus on WFP people management priorities

Mutual commitments

Accountability

Implementing change

Monitoring, reporting and evaluation

- *Annexes, including:*

Implementation and investment plan

KPIs

Monitoring and reporting

People management priorities and 12 elements

WFP people ecosystem



2

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 with partners to save and change the lives of those they serve.



Linking the Theory of Change to the policy

Theory of change

24. A theory of change links a policy change with the desired 'end state' and it is an essential part of policy-building. According to WFP's internal guidance, a theory of change explains how and why an intervention is expected to influence change. A theory sets out the sequence of results that is expected to unfold, makes explicit the various assumptions and conditions that underlay the processes of change, and identifies opportunities, risks and contextual factors that support or hinder the theory from being realized.

Reference: WFP guidance on developing theories of change, March 2017

Linking the Theory of Change to the policy

25. The People Policy is anchored in the theory of change adapted, in discussion with stakeholders, from the COM-B model originally applied in the evaluation of the WFP People Strategy (2014–2017). This theory is founded on five key assumptions:
- a) Organizations that lead, support and develop their workforce effectively are more productive and WFP is no different. WFP delivers its excellent performance through its people
 - b) As WFP evolves its corporate strategy and priorities to combat the challenges it faces, it can better deliver on its mission if it continues to improve its people in line with the vision for the future workforce
 - c) Achieving this vision for the future workforce requires a clear focus on defined priorities that aim to support the development of people management excellence
 - d) Excellence in people management also requires some organizational and individual behaviour changes, including building a shared-ownership mindset where the people-dimension is incorporated in all of WFP's work and reaffirming behavioural standards and commitments
 - e) These behaviour changes will be supported through more effective coordination of activities relating to (COM).

Linking the Theory of Change to the policy

26. In applying this theory, several other assumptions have been made which impact on the development of the required capacity and behaviour change. These assumptions represent the events and conditions that are needed to bring about the desired changes and they include:
- The “people dimension” of WFP activity will feature comprehensively in performance, planning, budgeting, risk management and results frameworks and oversight, reporting, auditing and evaluation processes and will be given as much weight as the operational, logistical and financial dimensions.
 - Adequate and sustainable resources will be made available to implement the provisions of this policy.
 - The identified challenges will be acknowledged, and WFP will commit itself to specified behavioural changes in order to correct any shortcomings (for example, by upholding its core values).
 - The provisions of the People Policy will endure over time so as to sustain the required improvements.
 - Every workplace will consistently meet the commitments set out in the policy to support effective job performance.
 - As to the reach of the policy, the organization, and its managers and supervisors, shall demonstrate a commitment to developing the skills and competencies necessary to lead teams and individual employees effectively.

Linking the Theory of Change to the policy



Specific revisions

- **REFERENCE TO 'CORE VALUES'**: Included in Executive Summary and footnote
- **ZERO TOLERANCE**: Added to Elements 2.3 and 3.1, Commitments Paragraph 34, final bullet point
- **MULTI-LINGUALISM**: Included in element 3.2
- **TRANSPARENCY: Revised** Element 2.1, Commitments Paragraph 34, bullet #7
- **COMPETENCY**: Will feature in WFP Leadership Framework, and functional capabilities

3

Implementation and investment plan;
KPIs, monitoring and reporting plan and
communication/dissemination plan

3-level implementation

At organizational level:

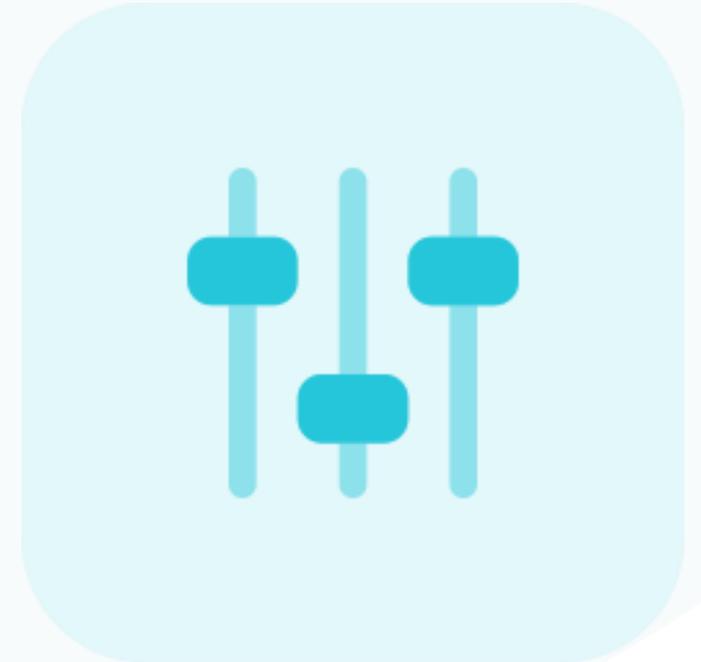
- Workplace Culture Department oversees and coordinates activities and reporting on progress made, and the Communications, Advocacy and Marketing Division facilitates employee engagement and effective communication through WFP's internal communications strategy

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 unit, where there is ownership of a plan or activity that rests at that level, and supported by HQ



Principles informing resource allocation

For the People Policy to be successfully delivered:

- The costs of baseline (core) activities at the organizational, functional and regional levels must be part of the Programme Support and Administrative (PSA) budget or other sustainable funding streams and must be part of the management plan from 2022 onwards
- 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
- An **indicative** estimate of the resources required to implement the policy during 2021 follows and it will be developed further for consideration at the 5th IC, scheduled for 16 April 2021

Phasing planned investment in people



Considering estimates of requirements

- Management has already anticipated the development and implementation of critical enablers of 'people excellence'
- Some investment is already being made to support the 'transition' phase
- *Indicative* estimates are based on identifiable and additional activity at organizational, functional and field levels
- Initial analysis provides reassurance that the additional activities can be funded in 2021 from existing budgets
- The range and scope of the implementation plan and the details of investment proposed remain under review and may be amended
- Beyond 2021, planned activities and resources will form part of the management plan 2022-2024, and of country strategic plans.

3 Snapshot of the additional resources made available in 2021

Summary Additional Resource Estimate by Activity (USD 000)

	Q3 and Q4 2021*		2022 Full Yr		2023 Full yr		2024 Full Yr	
	Recurring	One time	Recurring	One time	Recurring	One time	Recurring	One time
Programme management								
Coordination and field support		150						
Communication and engagement		275						
Oversight and reporting		75						
Priority activities								
Nimble and flexible	500	3,680						
Performing and improving	750	1,517						
Diverse and inclusive		500						
Caring and supportive	275	1,250						
Total	1,500	7,447						
Funding available	1,500	7,447						

Requirement undergoing assessment to form part of the management plan 2022 – 2024 proposals and Country Strategic Plans and budget revisions

* Actual expenditure may be incurred outside of this period

3

But early indications are that additional and continuing activities will require further investment

Level/M	Continuing Activity 2022 - 2024
Organizational	Oversight, monitoring and reporting
	Change programming and coordination
	Communications and engagement
Functional	Diversity and inclusion framework
	Anti-racism actions
	Enhancing multi-lingualism
	Addressing structural deficit in the PSA allocations
	Strengthening of conflict resolution capacity and internal justice mechanism
	Impact of staffing framework on position costs
Field	Reinforcing HRM, WEL and SEC support to country offices
	Regional support for D&I
	Regional National and Intl recruitment
	Developing new skills/competences
	Process improvement expertise
	Impact of staffing framework on position costs

Early assessment - Subject to review

Implementation at the organizational level



Proposed Narrative

Proposed wording of annex 5, People Policy implementation and investment plan (PIP) 2021

Implementation activity at the organizational level includes the establishment of a corporate unit vested with the responsibility to coordinate, communicate, oversee, monitor and report on the progress made towards achieving 'people excellence'. It will also undertake joint initiatives with other departments and divisions to integrate the 'people-dimension' of WFP into existing and developing processes, including annual performance planning and reporting, the WFP corporate results framework and the WFP risk register.

The investment at the organizational level will normally form part of the departmental and/or divisional budgets and be funded as part of the WFP Management Plan, whether part of the Programme Support and Administrative budget or otherwise.

Transitional investment at the organizational level in 2021

Function	Description	Recurring Cost (USD 000)	One-time Cost (USD 000)
Coordination and support	WP Department programming of major change initiatives		167
Upgrade of planning and reporting process	Strengthening APP/APR process		370
Oversight, monitoring and reporting	Set up of WP Department oversight and reporting		120
Communication and dissemination	Corporate communication and employee engagement		500
Enhancements to the disciplinary process	Strengthening of staff relations function	1,000	
Cost estimate (FYR)		1,000	1,157
Estimated investment in 2021	Subject to budget profiling, up to	500	500

Early assessment - Subject to review

Implementation at the functional level

Proposed Narrative

Proposed wording of annex 5, People Policy implementation and investment plan (PIP) 2021

Implementation at the functional level details activities included in functional strategies, such as Security, Wellness and HRM, and in related frameworks, roadmaps and actions plans. This level also includes areas where two or more functional divisions collaborate in activity supporting an outcome in scope of the People Policy, for example, the work undertaken under the auspices of the advisory committee on occupational safety and health or by the inter-disciplinary standing committee concerned with the internal administration of justice.

The investment at the functional level will normally form part of the departmental and/or divisional budgets and be funded as part of the WFP Management Plan, whether part of the Programme Support and Administrative budget or otherwise. In specified cases, costs may be recovered from service users/units, in a manner like the IT per capita mechanism.

Functional enablers planned for 2021

Functional enabler	Milestones
Wellness strategy	Q1, 2021
Human resources strategy	Q2, 2021
Contractual/staffing framework	Q2, 2021
Strategic workforce planning action plan	Q2, 2021
WFP's leadership framework	Q2, 2021
WFP's diversity and inclusion framework	Q2, 2021
Anti-racism action plan	Q3, 2021
Accountability framework for supervisors	Q4, 2021

Transitional investment at the functional level in 2021



People Policy Priorities	Key Elements	Recurring Cost (USD 000)	One time Cost* (USD 000)
Nimble and flexible	Planning optimal workforce; ensuring appropriate contract modalities; managing talent and growth	500	4,590
Performing and improving	Performance mindset; innovation and change; professionalism	1,000	1,570
Diverse and inclusive	Inclusive and respectful workplace; diverse workforce; gender equity		1,000
Caring and supportive	Safety and security mindset; occupational safety, health and wellbeing; leading and supporting people	550	2,000
Cost estimate (FYR)		2,050	9,160
Estimated investment in 2021	Subject to budget profiling, up to	1,000	5,937

Early assessment -
Subject to review

* Including multi-year one-time funding

Implementation at the field level

Proposed wording of annex 5, People Policy implementation and investment plan (PIP) 2021

Implementation at the field level includes details of related activities which are the responsibility of regional bureaux such as support for the completion of workforce planning and organization alignment at regional and country office level.

The investment at the field level will normally form part of the regional or country office budgets and be funded as part of the WFP Management Plan, through the Country Strategic Plan, or, in specified cases, costs may be recovered from service users/units.

Transitional investment at the field level in 2021

People Policy Priorities	Description	Recurring Cost (USD 000)	One time Cost* (USD 000)
Nimble and flexible	Planning optimal workforce; ensuring appropriate contract modalities; managing talent and growth		1,270
Performing and improving	Performance mindset; innovation and change; professionalism		250
Diverse and inclusive	Inclusive and respectful workplace; diverse workforce; gender equity		
Caring and supportive	Safety and security mindset; occupational safety, health and wellbeing; leading and supporting people		500
Cost estimate (FYR)		0	2,020
Estimated investment in 2021	Subject to budget profiling, up to	0	1,010

Early assessment - Subject to review

* Including multi-year one-time funding

People Performance Indicators

KPIs help to monitor activities, describe outputs, track outcomes and perceptions, and assess progress in relation to the four priorities and the mutual commitments set out in the policy.

The KPIs that follow are 'indicative' in nature and will be revised before the 5th informal consultation, and again when the Corporate Results Framework (CRF) is reviewed, in light of the new strategic plan. The proposed KPIs are presented below for each policy priority:

- Nimble and flexible
- Performing and improving
- Diverse and inclusive
- Caring and supportive



TOWARDS OUR FUTURE WORKFORCE 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 with partners to save and change the lives of those they serve

POLICY PRIORITY

Nimble and Flexible

1.1.Planning the optimal workforce – Aligning structures, workforce, working arrangements and skills with organizational needs and resources

1.2 Using appropriate contract modalities – Responding to changing organizational needs, maintaining institutional knowledge and ensuring fair and decent employment

1.3 Managing talent and growth – Attracting and investing in the right people, skills and competencies, supporting succession needs and employee growth. Recognizing excellent people managers and leaders

OUR MUTUAL COMMITMENTS

WFP

- Align its workforce, skills and competencies with organizational needs
- Ensure the use of appropriate contract modalities
- Foster an enabling environment for career development and growth

Managers

- Contribute proactively to excellence in managing people
- Conduct all people processes according to the highest standards
- Communicate effectively with employees

Employees

- Be flexible and open to change
- Perform with a commitment to excellence and integrity
- Make their own career choices in line with their skills, career aspirations and the needs of the organization

MONITOR

Indicative KPIs

- Rate of closure of 'staffing gaps'
- % workforce on short term contracts**
- % of managers to receive PACE system feedback
- GSS growth indicators**
e.g. "I have had opportunities at work to learn and grow"

KPIs subject to review

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POLICY PRIORITY

Performing and Improving

2.1 Performance mindset - Building commitment to excellence and accountability for delivering results through people and a workplace culture which sustains high performance in the long term

2.2 Innovation and change – Developing a culture of innovation and continuous learning and improvement

2.3 Professionalism – Maintaining the highest standards for ethical conduct and behavior, and of competence required of employees

OUR MUTUAL COMMITMENTS

WFP

- Make decisions about people transparently and based on the highest ethical standards
- Foster stronger accountability for performance
- Invest in technology and more efficient processes
- Be cognizant that good and effective interaction between managers and employees is critical for delivery of high-performance services

Managers

- Demonstrate transparency and integrity in decision making
- Provide honest, timely and helpful performance and development feedback
- Serve as role models, living up to the highest of ethical standards

Employees

- Perform with a commitment to excellence and integrity
- Be flexible and open to change
- Ensure that personal behaviour is consistent with WFP's values, ethical standards and policies at all times

MONITOR

Indicative KPIs

- Rate of PACE completion (to the required standard)**
Rate of APP completion (to the required standard)
WFP efficiency gains
- Mandatory training compliance rate.**
- GSS Discipline indicators** e.g. "I believe that WFP employees at all levels are held accountable..."

KPIs subject to review

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POLICY PRIORITY

Diverse and Inclusive

3.1 Inclusive and respectful workplace - Creating an inclusive and respectful workplace

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 equal chance to thrive

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

OUR MUTUAL COMMITMENTS

WFP

- Strengthen inclusive leadership practices and excellence in all areas of gender mainstreaming including but not limited to gender parity
- Uphold a zero tolerance approach and take decisive and timely action in response to any form of abusive conduct or discrimination
- Adopt a firm but fair management philosophy

Managers

- Actively listen to all views and opinions
- Demonstrate transparency and integrity in decision-making
- Act impartially and without favouritism

Employees

- Contribute to a team environment where everyone fosters a spirit of respect, inclusiveness and openness
- Be aware of and manage unconscious bias
- Ensure personal behaviour is consistent with WFP’s values, policies and ethical standards at all times

MONITOR

Indicative KPIs

- GSS Reaffirming Values Indicator**
e.g. “All WFP employees are treated with respect ...”
- Employee Engagement Index**
- % of UN SWAP indicator targets achieved**
- Gender parity**

KPIs subject to review

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TOWARDS OUR FUTURE WORKFORCE 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 with partners to save and change the lives of those they serve

POLICY PRIORITY

Caring and Supporting

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

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-fulfillment

4.3 Leading and supporting people –
Developing ethical stewardship and demonstrating excellence in the skills and behaviours required to lead and manage people

OUR MUTUAL COMMITMENTS

WFP

- Provide accessible and inclusive work environments for people, including people with disabilities, with reasonable accommodations as required
- Support measures to ensure the physical and psychological health, safety, well-being and security of its people and to protect their lives
- Recognize its field based spirit, valuing time served on the frontlines

Managers

- Contribute proactively to excellence in managing people
- Conduct all people processes according to the highest standards
- Actively listen to all views and opinions
- Support and coach their people
- Communicate effectively with employees

Employees

- Focus on improving each other's lives and the lives of the people WFP serves
- Perform with a commitment to excellence and integrity
- Contribute to a team environment where everyone feels empowered and able to speak up

MONITOR

Indicative KPIs

- % compliance with Field Security Accountability Framework (FSAFS)**
- # of service incurred long-term disability**
- # of new service incurred injuries and illnesses**
- GSS Leadership indicators** e.g. My supervisor leads effectively

KPIs subject to review

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Monitoring

Proposed Narrative

Monitoring of the implementation of this policy will have regard for progress in completing planned implementation activities including those outlined in annex 5 [People Policy implementation and investment plan] and the [selected] quantitative KPIs identified above.

Workplace Culture Department will track implementation activities on a quarterly basis, whilst the KPIs will be tracked on a biannual basis, at 30 June and 31 December each year.

The planned activities will be revised annually based upon experience and the global synthesis of the findings of the annual joint working sessions taking place in each regional bureau and division on progress and challenges in the implementation of the People Policy.

The People Policy will be evaluated by the Office of Evaluation (OEV) five years after its approval. Evaluation findings will inform the formulation of policy updates and new policies. Policy review may be recommended earlier, if required.

Reporting

Proposed Narrative



For implementation to be effective, all of the work done must be well coordinated within WFP, with the Executive Board and with the wider United Nations system, such as the Chief Executives Board's High-level Committee on Management. This will require planning and reporting activities at the organizational and operational levels. Mutual accountability with donors is also required to ensure that the implementation of the policy is prioritized, funded, time-bound and monitored.

The Workplace Culture Department is responsible for the coordination and oversight of implementation activities and for reporting thereon. WFP will also explicitly incorporate the people-dimension and the provisions of the People Policy into its suite of performance planning and enterprise risk management tools (e.g., Executive Director assurance statement, corporate risk register, annual performance plan, corporate results framework, WFP annual report) to ensure shared ownership and accountability for policy implementation. WFP will reflect its commitment to people excellence in regular updates to the Executive Board. Country directors and their country management teams are responsible for the incorporation of the people-dimension and People Policy provisions into country strategic plans, country portfolio budgets and annual country reports.

Review of monitoring and reporting arrangements

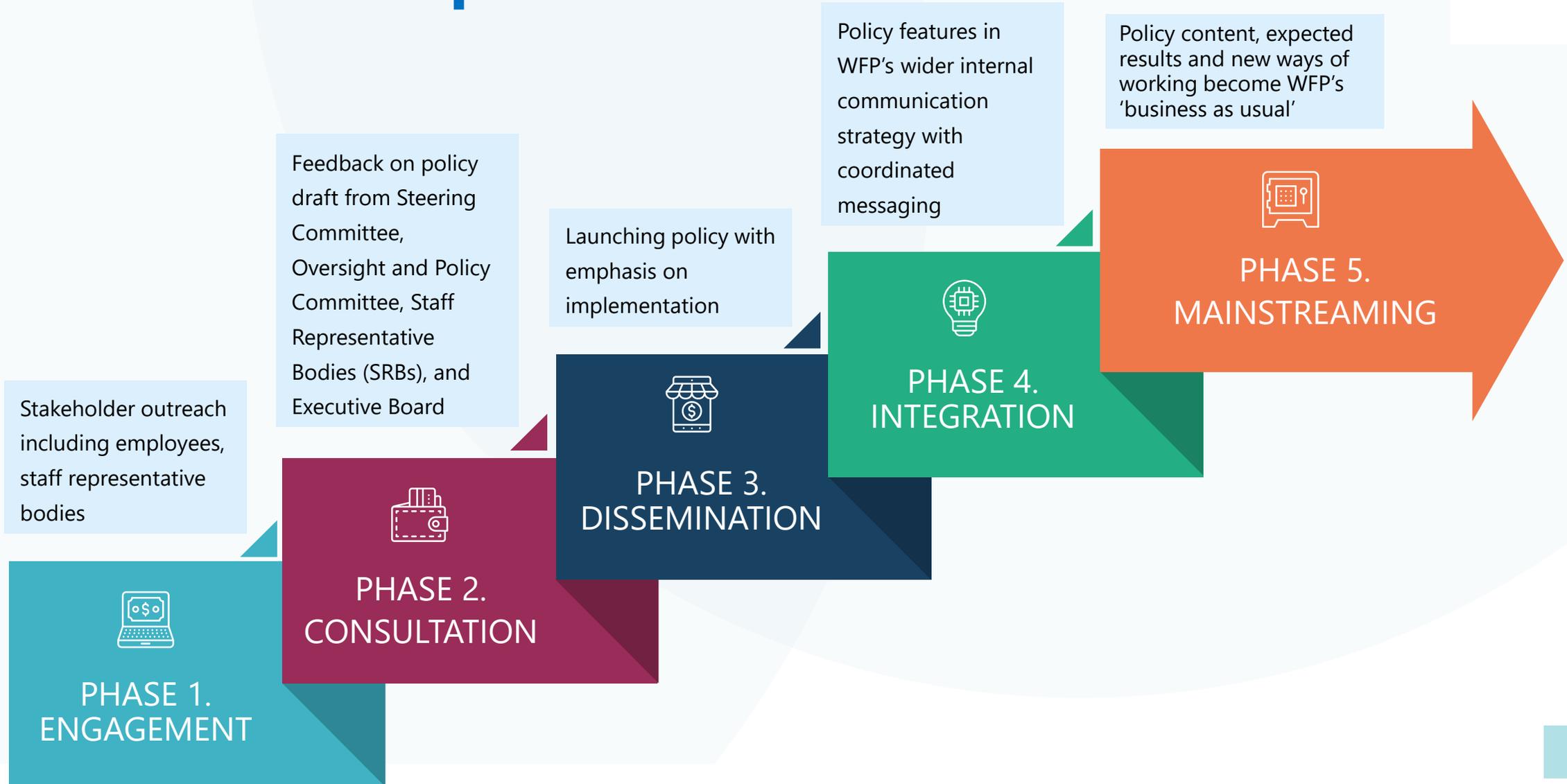
Proposed Narrative

WFP will revise the quantitative KPIs, monitoring arrangements, risk registers and the corporate results framework as required to ensure that the organization adequately measures 'people-results' on the ground.

It will keep the Executive Board informed of any revisions proposed, and any delays or challenges in delivering on the progressive measures for implementing this policy.

Communications plan

3



Deep dive on phase 3: dissemination timeline

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

Subject to review

Next steps

25 March 2021

EBS deadline for policy documentation for 5th informal consultation

16 April 2021

Further consultation of draft policy document and implementation instruments at 5th informal consultation

21 – 25 June 2021

Formal decision at EB Annual Session

Discussion



Welcoming board members' comments and suggestions, including on the:

1. Implementation framework, with a focus on three levels
2. Grouping of implementation activities and investment around the four priorities/12 elements
3. Proposed approach to the resourcing of activities, managing the transition, mainstreaming and sustaining the investment in WFP people
4. Approach proposed to KPIs
5. Fine tuning to the policy

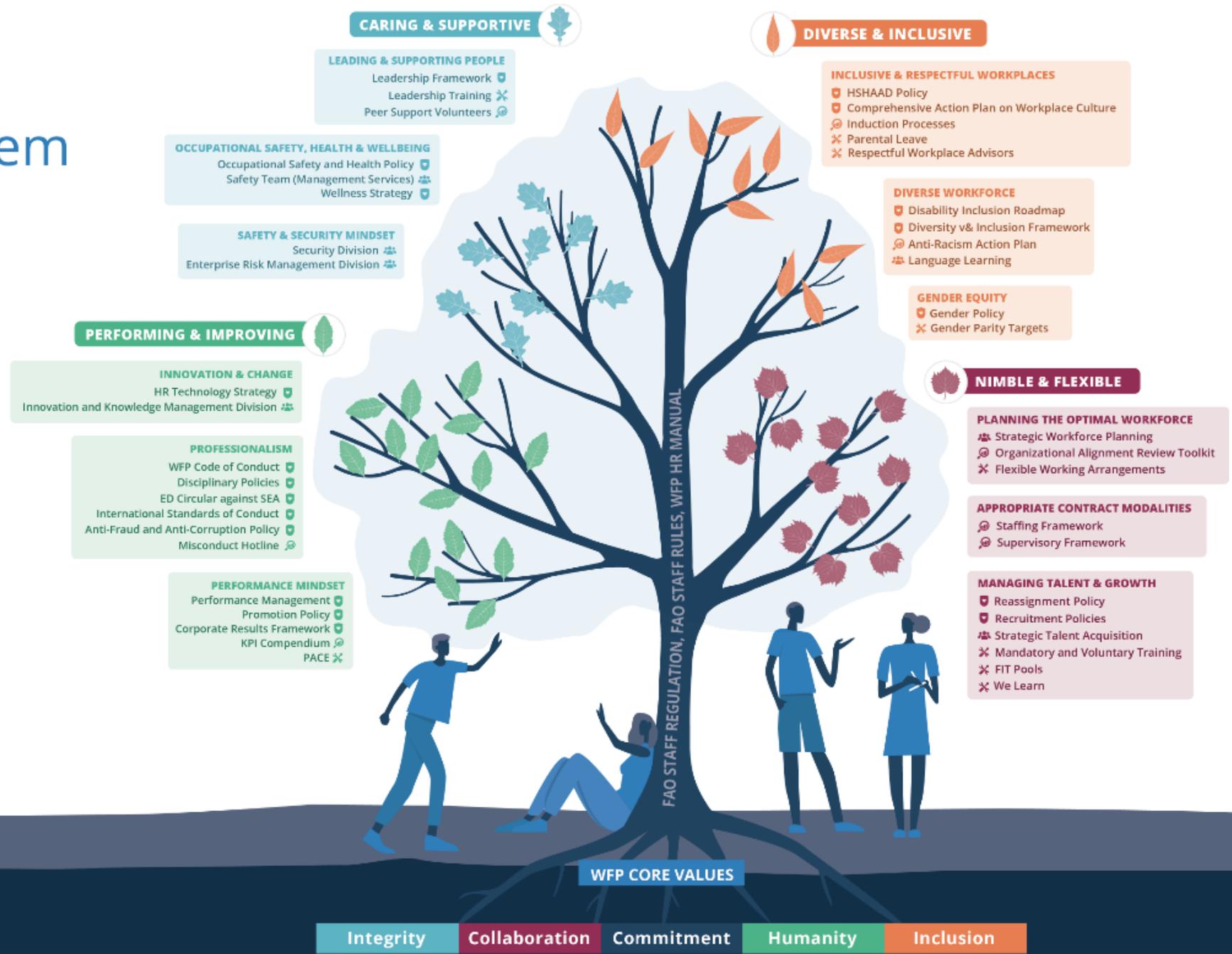


THANK YOU

ADDITIONAL INFORMATION

People Ecosystem

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



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,
regional bureaux, country
offices, units, and all employees**