

# WFP People Policy

5<sup>th</sup> informal consultation  
WFP Executive Board

16 April 2021

**OUR VALUES**

**INTEGRITY**

**COLLABORATION**

**COMMITMENT**

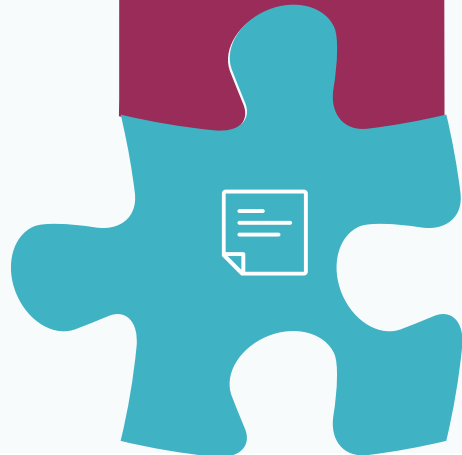
**HUMANITY**

**INCLUSION**

# Overview

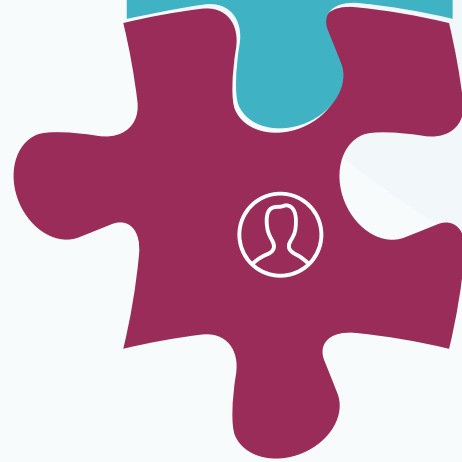
## Research

Policy based on robust literature review and situation analysis



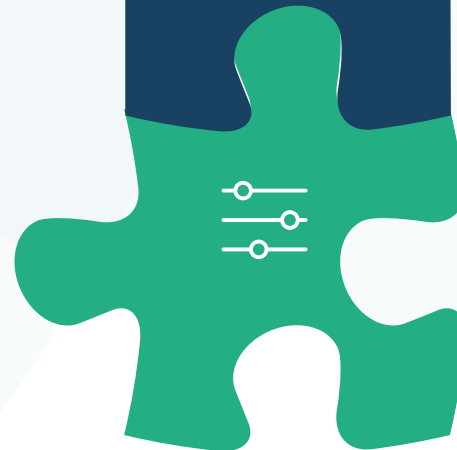
## Engage

Stakeholders engaged: employees, Staff Representative Bodies, managers, board members



## Commit

Policy document and annexes



## Change management process

Implement incrementally and monitor performance

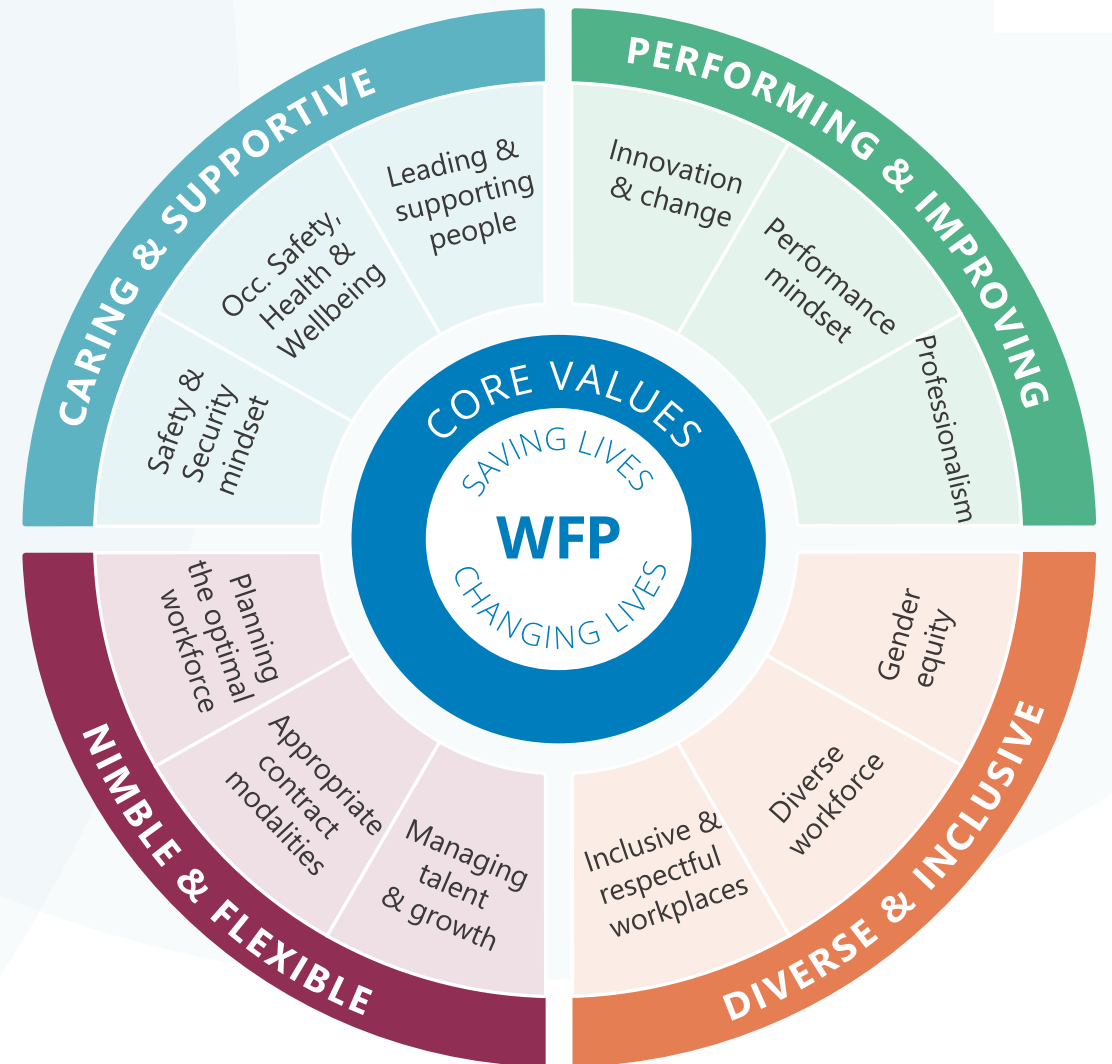


# Meeting Objectives

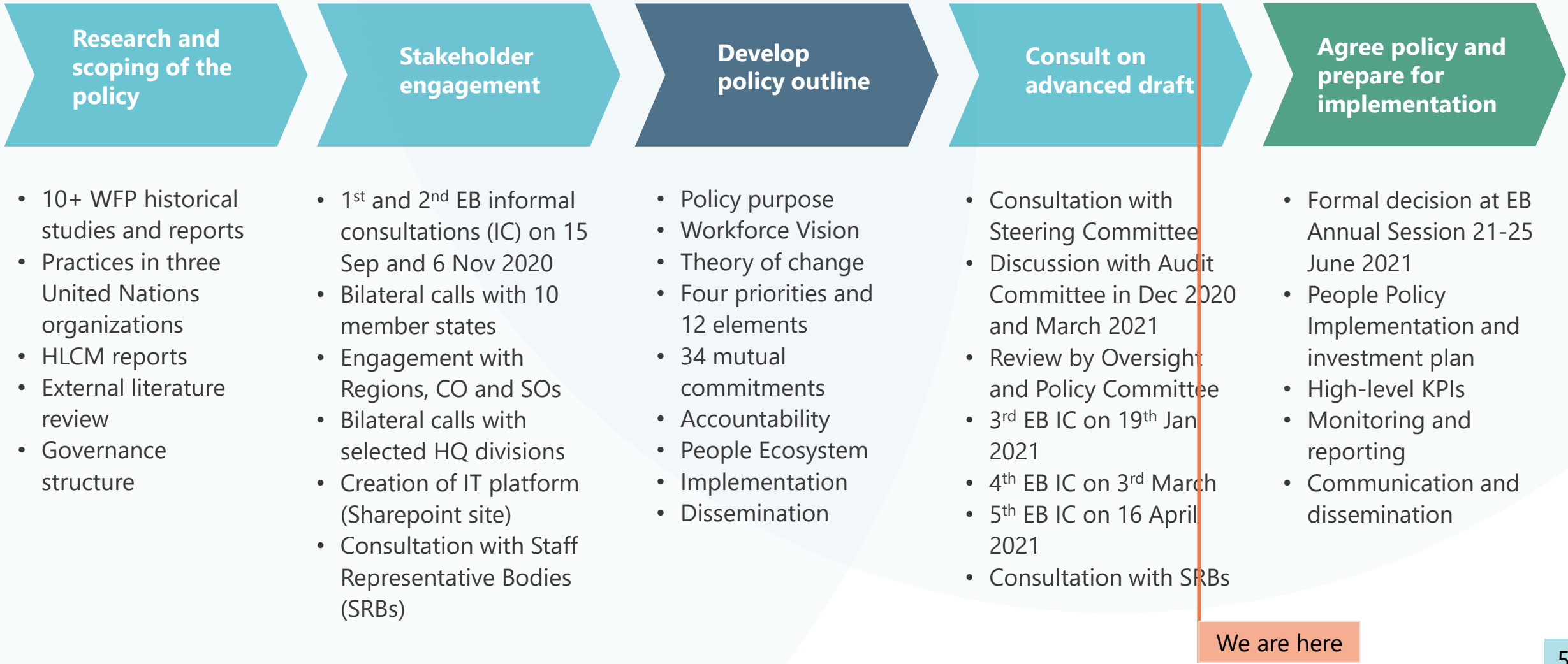
1. Recap of the essential components of the People Policy
2. Summary of revisions made in consultation
3. Proposed implementation and investment plan
4. KPIs, monitoring and reporting and dissemination plan
5. Discussion and further suggestions

# 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



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; anti-racism; multilingualism; zero tolerance of abusive conduct; transparency; informal conflict resolution
- Details of implementation activities and investment forecast



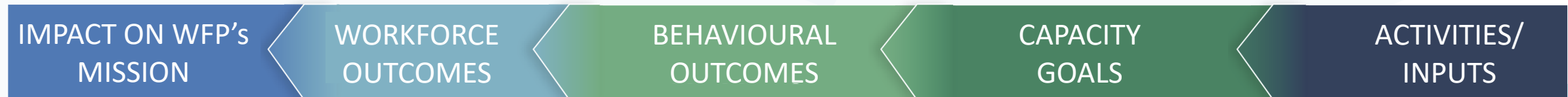
**The purpose of the People Policy is to establish a coherent framework for excellence in people management** by outlining WFP's workforce vision and commitments, and its expectations of employees' behaviour to each other and to the organization.

**The vision of the future WFP workforce** is one which is made up of diverse, committed, skilled and 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 we serve.





# WFP People Policy Theory of Change



## OUR VALUES

INTEGRITY

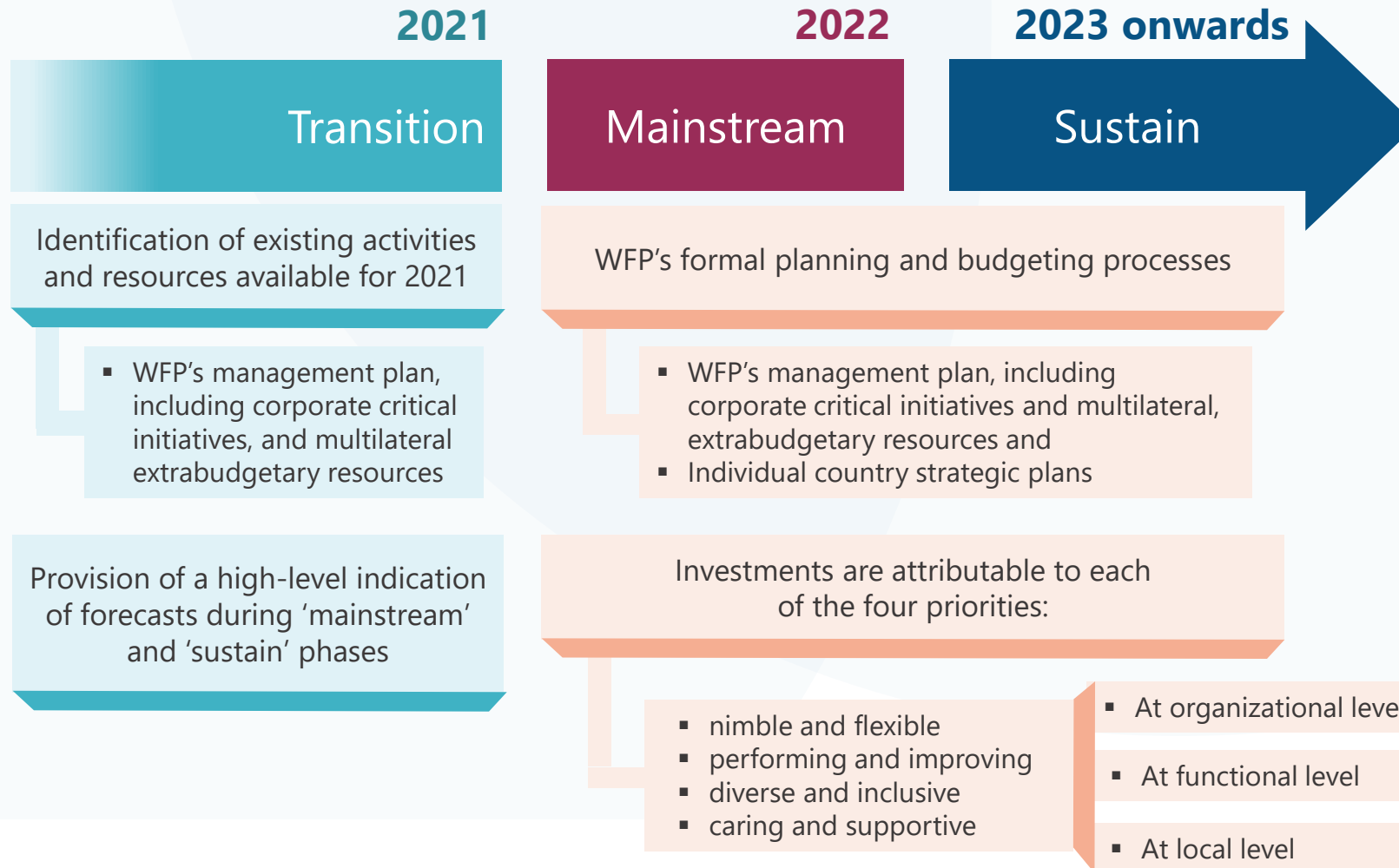
COLLABORATION

COMMITMENT

HUMANITY

INCLUSION

# Conceptual framework for policy implementation and resourcing



# 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)

| Level                | 2021 (half year) |               | 2022          |               | 2023          |               | 2024          |               |
|----------------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                      | 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         |
| Field Level          | 230              | 990           | 5,310         | 6,630         | 5,710         | 5,910         | 5,700         | 4,780         |
| <b>Total</b>         | <b>1,248</b>     | <b>6, 681</b> | <b>12,389</b> | <b>20,559</b> | <b>15,669</b> | <b>16,874</b> | <b>16,730</b> | <b>11,220</b> |

#### What is included and how is it funded?

**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).

**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).

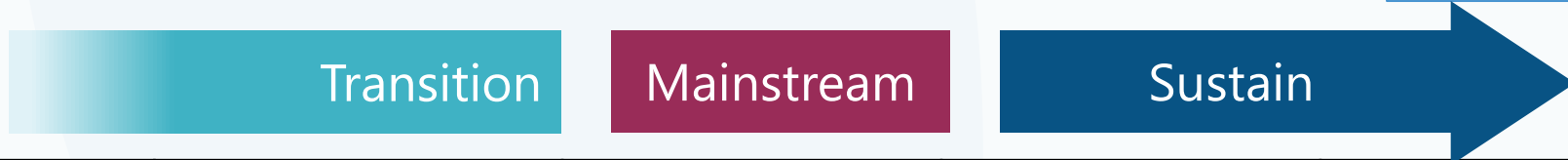
**One-Off:** USD 3.4mi includes the following ICs: USD 1mi for SWP; USD 1mi for promotion; USD 370,000 for Fit Pool; USD 200,000 for the CD/DCD induction; USD 140,000 for the PACE enhancement; USD 30,000 for the ETO annual disclosure programme volume and USD 150,000 for e-learning and PSEA digitization.

**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



| USD 000s  | 2021                    | 2022  | 2023          | 2024          |
|---|-------------------------|---|---------------|---------------|
|   | Part year, fully funded | Subject to management plan 2022-2024, country 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         |
| <b>Total</b>                                    | <b>7,930</b>            | <b>32,948</b>   | <b>32,543</b> | <b>27,947</b> |

# Overview of investment forecast by source

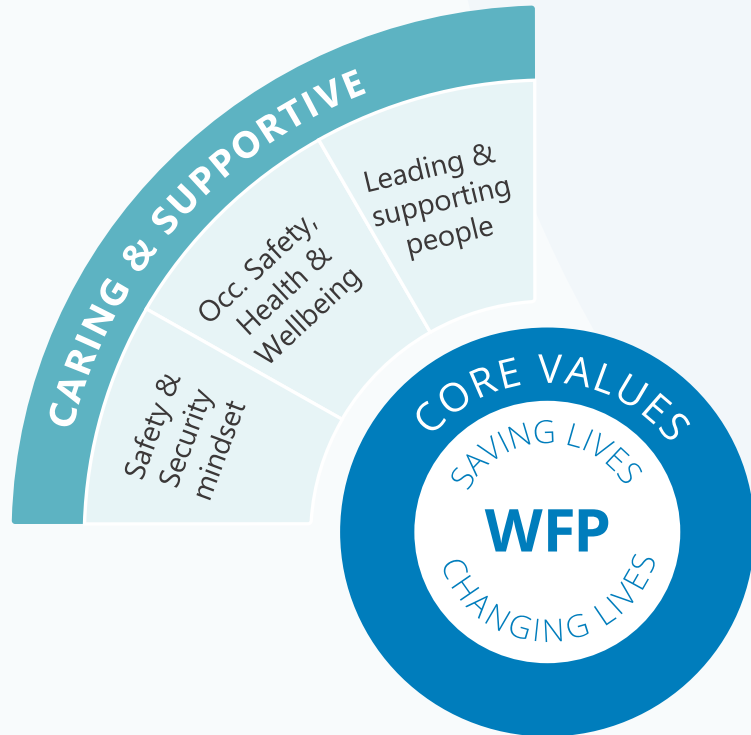
Additional information - not to be included in draft



| 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  |
| <b>Total</b>                   | 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:



**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

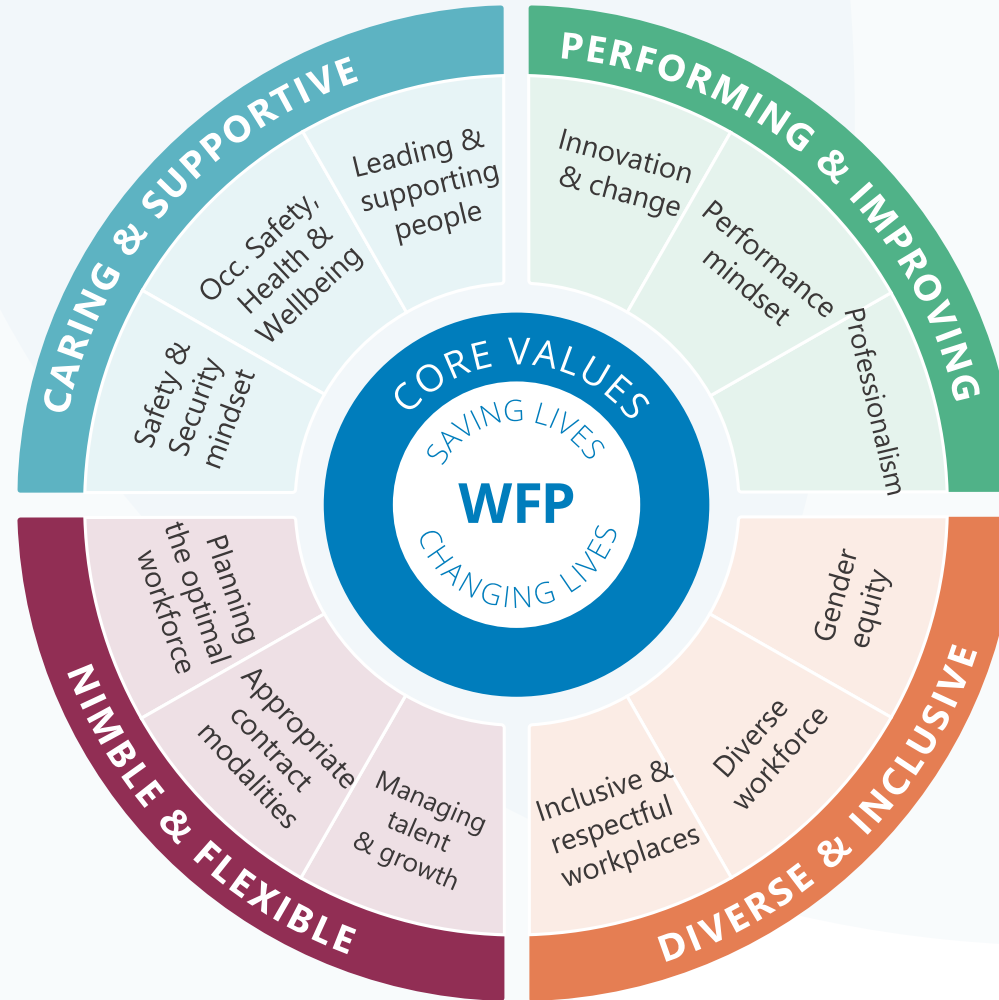


Building a safety and security mindset, providing occupational safety, health and well-being, and leading and supporting people

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



**OUR VALUES**

**INTEGRITY**

**COLLABORATION**

**COMMITMENT**

**HUMANITY**

**INCLUSION**

# Dissemination Plan

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

# Summary and discussion



# THANK YOU