

Workplace Culture

Update on the Implementation of the
Comprehensive Action Plan (CAP)

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OUR VALUES

INTEGRITY

COLLABORATION

COMMITMENT

HUMANITY

INCLUSION

WFP Workplace Culture Journey

Board-related documents

- **November 2019:** Report of the joint Board/management working group (JWG) on harassment, sexual harassment, abuse of power and discrimination
- **April 2020:** Report on the concrete steps towards the Comprehensive Action Plan (CAP)
- **June 2020:** Report on the end states, initiatives and monitoring of the CAP
- **November 2020:** The first CAP progress report
- **June 2021:** The CAP progress report *via 2020 WFP Annual Performance Report (APR)*

Quick recap: essentials of the CAP

- Anchored in **six (6) core areas**:



- **Each core area has an end state, which contributes to the CAP overall end state:** a workplace free of harassment, sexual harassment, abuse of power and discrimination.
 - **CAP core areas are implemented through 33 initiatives and related activities,** steering us towards progress and bringing us to the end states.
- **Progress towards the CAP end states is measured by using 16 indicators:** 2018 GSS being the baseline and 2021 GSS, the check.

CAP indicators: measuring progress towards the end states

- **CAP Baseline: values of 16 indicators from 2018 Global Staff Survey (GSS)** (85% participation rate or 13,530 employees out of 15,999)
- **2021 CAP Target:** 10 percentage point improvement across all indicators, except zero tolerance for harassment*
- **2021 CAP Actual**:** 2021 GSS values (84 % participation rate, with 16,653 employees participated!)

* **Note:** The percentage point improvement is calculated simply as "2021 CAP actual" - "CAP Baseline". Besides this simple measure, CAP progress can also be assessed in terms of percentage change - defined as $((\text{"2021 CAP Actual"} - \text{CAP Baseline}) / \text{CAP Baseline}) * 100$. In the next slides, both values are presented.

****Note:** Based on expert advice, the wording of four indicators has been technically adjusted and one indicator has been changed in the 2021 GSS. These changes are fully detailed and laid out in the presentation for full transparency and accuracy.

Core area 1: Reaffirming values

- **End state:** WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
CA1.1: In my experience, employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability.	61	71	70	+9	+15%

*In the 2018 GSS, this question read: "All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability.". The 2018 GSS baseline for this indicator is 61.

WFP Reaffirmed Values



Core area 2: Leadership role

- **End state:** The WFP Leadership Group, as well as senior and middle management, abide by WFP’s core behavioural standards and inspire a shared vision of respect and commitment that is fully communicated and actively applied across the organization.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
CA2.1: My supervisor leads effectively	65	75	73	+8	+12%
* CA2.2: In my team, we hold each other accountable for doing a good job.	56*	66	83	+27	+48%
CA2.3: The Executive Management of WFP are active role models for our core values.	66	76	75	+9	+14%

*In the 2018 GSS, this question read: “At WFP we hold people accountable for performing their job well.” The 2018 GSS baseline for this indicator is 56.

Core area 3: Employee engagement

- **End state:** WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
CA3.1 I am proud to work for WFP.	88	88	92	+4	+5%
CA3.2 The mission or purpose of WFP makes me feel my job is important.	87	87	92	+5	+6%
CA3.3 I feel supported during organizational change at WFP.	49	59	60	+11	+22%

Core area 3: Employee engagement – key figures

- **Reaffirming values:** a global consultation process that involved more than 7,000 participants, with dedicated sessions with WFP Youth Network and Respectful Workplace Advisors (RWAs)
- **Workplace Culture dedicated webpage:** more than 8,300 views/visits to date!
- **Values Talk LIVE!:** a global broadcast held on 4 February 2021 which gathered more than 8,500 views
- **See The Difference activities:** a series of 31 articles/stories and 20 videos from more than 60 colleagues and team leaders from 20 different locations
 - *Focus on four key areas of improvements: Personal Growth, Wellbeing, Policy improvements and Workplace Culture*

Core area 4: Policy and system revisions

- **End state:** WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
CA4.1 At work, I have the opportunity to do what I do best every day.	69	79	78	+9	+13%
CA4.2 I am confident my supervisor will take appropriate action if our team has an ongoing performance problem.	66	76	74	+8	+12%
CA4.3 At WFP, career progression is based primarily on merit.	38	48	44	+6	+16%
* CA4.4 WFP is doing all it realistically can to ensure my security and protect us from security risks.	70*	80	80	+10	+14%

*In the 2018 GSS, this question read: "WFP is doing all it realistically can to ensure my safety and security." The 2018 GSS baseline for this indicator is 70.

Core area 5: Disciplinary process

- **Core Area 5 end state:** WFP has policies, processes and systems that ensure a highly functioning internal justice system that brings justice to all and protects staff members from retaliation.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
* CA5.1 I have personally experienced harassment by a WFP employee within the past year.	18*	0	13	-5	-28%
CA5.2 I trust WFP to protect me if I speak out about something which is not being done right.	48	58	58	+10	+21%
CA5.3 I believe that WFP employees at all levels are held accountable for unethical behaviour and misconduct.	63	73	67	+4	+6%

*In the 2018 GSS, this question read: "I have personally experienced harassment on the job within the past year." The 2018 GSS baseline for this indicator is 18.

Core area 6: Communications

- Core area 6 end state:** WFP has fully implemented all elements of its social behaviour change communications, thereby enhancing transparency, and staff at all levels understand and foster accountability in all their actions, in particular those related to abusive behaviour, harassment and discrimination.

INDICATOR	2018 BASELINE (% of respondents)	TARGET (% of respondents)	2021 ACTUAL (% of respondents)	DIFFERENCE 2021-2018 (percentage points)	IMPROVEMENT 2021-2018 (percentage change)
CA6.1 I am satisfied with the information I receive about what is going on in WFP.	59	69	70	+11	+19%
* CA6.2 In my office, communication between teams is effective.	-	-	62	-	-

* The 2018 GSS contained the following question "At WFP, there is open and honest two-way communication". As per the CAP, the 2018 GSS baseline for this indicator was 44. In the 2021 GSS, this question was replaced by a rephrased statement to gain more insights on communication and dynamics within the immediate team.

Next steps

- **Conduct an in-depth analysis of the 16 indicators**
 - Address the findings in the context of the office specific GSS action plans
- **Continue further mainstreaming – for durable and sustainable change**
 - Continue quarterly monitoring of the CAP initiatives
 - Conduct a CAP pulse check on progress during the last quarter of 2021

THANK YOU