THE PEOPLE STRATEGY
Agenda

- People Strategy – our vision
- Update from your feedback in the Second Informal Consultation
- Four Imperatives – our strategic focus
- Implementation roadmap
- People Strategy – Nutrition case study
Our People Vision is strongly linked to our bigger goals

People Vision

Build an *engaged workforce*, with the *right skills*, in the *right roles* which will enable WFP continue to fulfil its humanitarian response role while simultaneously building its capabilities to address the longer-term goals of the Zero Hunger Challenge.
We have developed the People Strategy based on our vision, views from our staff, you and best practices.
We have extensively consulted with our people across the world.

Key:
- Targeted Workshops involving 200+ employees
- Virtual Workshops
- 80 Targeted Interviews including 25 with CDs
- WFP Field Offices that participated in the study
- Global Town Hall & consultation with staff through WFP forums
We have listened to you...
Further changes we have made focus on the feedback you gave us in the Second Informal Consultation.

<table>
<thead>
<tr>
<th>Priority Areas</th>
<th>Our changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability framework</td>
<td>Based on WFP’s corporate framework with emphasis on line manager accountability</td>
</tr>
<tr>
<td>Gender parity</td>
<td>Strengthened through all aspects of people management</td>
</tr>
<tr>
<td>Goal statement</td>
<td>Articulated more explicitly in the executive summary</td>
</tr>
<tr>
<td>Implementation</td>
<td>Supported by a road map and cost estimate</td>
</tr>
</tbody>
</table>
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- People Strategy – our vision
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- Four Imperatives – our strategic focus
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- People Strategy – Nutrition case study
We are tackling long standing issues

“Key competencies that WFP should prioritize for further investigation are those for... **Middle management specialist competencies**, such as **Nutrition**, that are currently in short supply.”

Rapid Organizational Assessment Diagnostic, McKinsey & Company, June 2012

“Career management at WFP is currently perceived as an uncertain process based on ambiguous criteria... decisions regarding reassignment and promotion do not have clear links with succession requirements or staff career plans.”


“WFP should set in place oversight to provide an assurance that the **position grades** approved in each project **conform to the standard classification** and that the decisions are not driven by funding projections alone.”

Four Imperatives are our strategic choices to equip WFP

**Reinforce Performance Mindset**
- Define & embed common WFP values & behaviours
- Refresh the performance management process

**Build WFP’s Talent**
- Develop career framework & skills
- Provide opportunities for learning & growth
- Create strategic workforce planning

**Shift the Focus**
- Enhance the skills & capacities of national staff
- Ensure supportive & healthy workplace
- Review & implement fit-for-purpose contractual arrangements

**Equip High Impact Leaders**
- Mobilize senior leaders
- Enhance leadership & management capabilities
- Conduct leadership talent review
Implementation Roadmap

Reinforce Performance Mindset

- Embed common WFP values and behaviours
- Refresh the performance management process

Build WFP’s Talent

- Develop career framework and skills
- Build succession planning
- Refine WFP’s employee value proposition
- Develop a talent acquisition strategy including diversity and inclusion
- Create strategic workforce planning

Shift the focus

- Develop national staff skills and capacity
- Implement Fit for Purpose contracts
- Ensure a supportive and healthy workplace
- Launch next Global Staff Survey

Equip High-impact Leaders

- Mobilize senior leaders
- Develop leadership and management capabilities
- Conduct leadership talent review
An example of Making our People Strategy Real: Nutrition Case Study
We start by finding what values bring people together at WFP

“I saw a small, motivated group of women nutrition leaders make a change to the way families fed their children, which reduced the rate of anaemia by 50%. Seeing people make different choices is one of the most rewarding parts of my job.”

“When you work with children with acute malnutrition, the outcomes can be seen in as little as 2 weeks. Through nutrition and diet education that we delivered, I have seen many women empowered to make better choices for their children’s diet and eliminate malnutrition.”
The progress we have made in Nutrition

We have been prioritizing Nutrition as a key tool to deliver positive outcomes for our beneficiaries

We have identified gaps & focus areas
- Staff with professional background in nutrition
- Knowledge to design, implement & assess enhanced nutrition programmes
- Policy-making and communications capabilities to participate in policy discussions

We have made progress & saw further opportunities in building Nutrition capabilities

*WFP Nutrition Improvement Approach, Informal Consultation. 1 July 2010*
For the first time we are building a strategic approach to close our capability gaps.

**Strategic People Imperatives**

- Reinforce Performance Mindset
- Build WFP’s Talent
- Shift the focus
- Equip High-impact Leaders

**Specific people management initiatives**

- Capabilities Identification
- Data Analysis & Staff Planning
- Talent Management
- Career Development

**Nutrition Case Study**
We are identifying **capabilities** required to deliver on WFP priorities.

### Functional Capabilities

*Programme Policy – Nutrition*

<table>
<thead>
<tr>
<th>PROGRAMME (Generalist)</th>
<th>POLICY (Generalist)</th>
<th>VAM (Specialist)</th>
<th>NUTRITION (Specialist)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme lifecycle understanding</td>
<td>Technical specialized knowledge</td>
<td>Technical / policy advice to stakeholders</td>
<td>Knowledge of nutrients</td>
</tr>
<tr>
<td>Transfer modalities (food, cash, vouchers)</td>
<td>Emergency assessment</td>
<td>Technical / policy advice to stakeholders</td>
<td>Situation analysis &amp; evidence assessment</td>
</tr>
<tr>
<td>Broad knowledge of specialized area (nutrition, VAM, etc.)</td>
<td>Strategic operational understanding</td>
<td></td>
<td>Public health</td>
</tr>
<tr>
<td>Humanitarian &amp; programme principles</td>
<td></td>
<td></td>
<td>Food system</td>
</tr>
<tr>
<td>Technical government advice</td>
<td></td>
<td></td>
<td>Programme Understanding</td>
</tr>
</tbody>
</table>
We are using data to identify **staffing gaps** and plan for the future.
We are building diverse and high performing teams.
We are building our organisational capabilities and our people’s careers

- Capabilities Identification
- Workforce Analysis & Planning
- Talent Management
- Career Development

Opportunities across functional areas

- Development in Role
  - E.g. Nutrition Officer
- Vertical movements
  - E.g. Regional Nutrition Officer
- Lateral movements
  - E.g. Programme Officer

Nutrition Case Study
We have made progress and we continue striving to better serve our beneficiaries.

**Our People Strategy**

- **Reinforce Performance Mindset**
- **Build WFP’s Talent**
- **Shift the focus**
- **Equip High-impact Leaders**

**Our implementation plans & progress**

Implementation Roadmap

**Outcomes for our beneficiaries and our staff**

Photo: WFP / George Fominyen

Photo: WFP / Marco Frattini
THANK YOU!