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Summary report on the evaluation of the WFP People Strategy (2014–2017)

Executive summary

This evaluation of the WFP People Strategy (2014–2017) was commissioned by the Office of Evaluation. It is timely, as the strategy is now in its sixth year of implementation.

The three main evaluation questions were:

- How good is the strategy?
- What were the results of the strategy?
- Why has the strategy produced the results observed?

The People Strategy reflected contemporary thinking on human resource management at the time of its development. However, it does not reflect recent developments, including the adoption of the 2030 Agenda for Sustainable Development and the WFP Strategic Plan (2017–2021), or recent findings on workplace culture and staff satisfaction.

The evaluation notes both achievements and areas for improvement in relation to each of the strategy's four imperatives:

- *Reinforce a performance mindset:* strengths include improved tools and guidance, including to address underperformance. However, the majority of WFP employees continue to approach performance management as an annual “form-filling” exercise, and there is a need to address underperformance more consistently.

In line with the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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- *Build WFP's talent*: the organization has developed tools, frameworks and employee guidance for career development, improved the promotion process for international professional staff and expanded learning opportunities. While the vast majority of employees are proud to work for WFP, they also often feel that they are not the “drivers” of their own career development, which depends significantly on “who you know”.
- *Shift the focus*: WFP has increased the emphasis on, and investment in, staff wellness. It has been less successful in fulfilling the expectations raised by the strategy in relation to establishing “fit for purpose contracts” for all locally recruited employees. There is a strong sense of inequity on the part of WFP employees doing similar jobs under different contract types, and WFP’s extensive use of short-term contracts for the majority of its workforce urgently requires attention.
- *Equip high-impact leaders*: WFP has increased the number and range of training programmes for emerging and senior leaders. However, it lacks incentives for people in supervisory positions to apply good people management skills.

Progress has been made in relation to all four strategy imperatives. Nevertheless, consulted employees at all levels expressed the view that important elements of WFP human resource management are not yet as good as they should be. As underlined in the 2019 report on WFP’s workplace culture and ethical climate, leaders must model ethical behaviour, hold employees accountable for misconduct and focus on both performance and how it is achieved.¹

The evaluation recommends that WFP develop a new policy focusing on people that sets out the organization’s vision of its future workforce and the core values that should shape its workplace culture. WFP should revise its human resource functional strategy to continue the professionalization of the human resources function; develop a supervisors’ accountability framework for supervisors to achieve excellence in people management; conduct a comprehensive review of existing contract modalities; and further strengthen its approach to proactively sharing relevant information with WFP employees.

Draft decision*

The Board takes note of the summary report on the evaluation of the WFP People Strategy (2014–2017) (WFP/EB.1/2020/5-B) and management response (WFP/EB.1/2020/5-B/Add.1) and encourages further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

¹ WFP. 2019. *External Review of Workplace Culture and Ethical Climate at World Food Programme*. Available at: <https://docs.wfp.org/api/documents/WFP-0000108824/download/>.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Introduction and evaluation features

1. Approved in 2014, the WFP People Strategy (2014–2017) is now in its sixth year of implementation and its inclusion in the Office of Evaluation workplan (2019–2021) was therefore timely.
2. The three main evaluation questions for this evaluation were:
 - How good is the strategy?
 - What were the results of the strategy?
 - Why has the strategy produced the results observed?
3. The evaluation covers the period 2014–2019. Between April and June 2019, evaluation data were collected at the global, regional and country levels through the following lines of inquiry:
 - a retrospective construction of the theory of change underlying the WFP People Strategy;
 - a document and literature review;
 - a review of relevant datasets, including global staff survey results;
 - group interviews with over 580 employees conducted by contract type during field missions at WFP country offices in Afghanistan, Algeria, Burundi, Chad, the Democratic Republic of the Congo, India, Nicaragua, Senegal, the Sudan and the United Republic of Tanzania and to the regional bureaux in Johannesburg and Panama;²
 - key informant interviews with WFP headquarters employees currently and formerly based in Rome; and
 - a review of comparator organizations – the United Nations Children’s Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the private-sector firm Klynveld Peat Marwick Goerdeler (KPMG) – using a document review and interviews.
4. Primary intended users of the evaluation are the Human Resources Division (HRM), regional directors, country directors and their human resource officers, the leadership group, the Legal Office, headquarters directors and staffing coordinators, the Ethics Office, the Office of the Ombudsman and Mediation Services and the Inspector General and Oversight Office.
5. Certain limitations were encountered, including the lack of a fourth comparator organization; the unavailability of Executive Board members for interviews; and the inability to disaggregate interview data by gender owing to the organization of group interviews by contract type. Those limitations did not affect the quality of the data collection process.

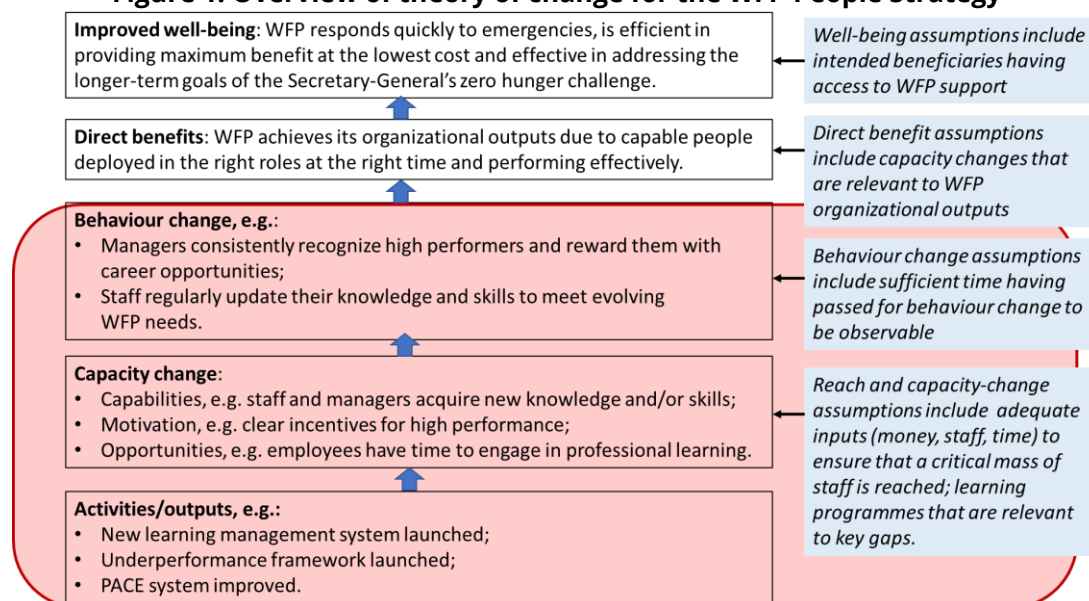
Context

6. The WFP People Strategy was approved in November 2014. While entitled a “strategy”, it was approved by the Executive Board and included in the WFP policy compendium. It is structured around four imperatives and 11 related initiatives and articulates the goal of WFP’s human resource function becoming less “transactional” and more “strategic”.

² Field mission locations were chosen based on the criteria of geographic balance, balance of different office sizes and staffing trends, different types of programmatic activities and human resource structures, and avoiding overlap with field missions related to other evaluations, audits and the organizational realignment process.

7. The evaluation uses the term “WFP staff” to refer to international professional staff, junior professional officers, national professional officers and general service staff, while “other employees” refers to consultants, United Nations volunteers, fellowship holders, interns, service contract and special service agreement holders and WFP volunteers.
8. Since 2014, the relevant changes in WFP’s external contexts have included the adoption of the 2030 Agenda for Sustainable Development; an increased occurrence of complex and protracted food security emergencies across the globe; evolving expectations for inter-agency collaboration, as outlined in the Committee on World Food Security’s 2015 Framework for Action for Food Security and Nutrition in Protracted Crises; evolving expectations of United Nations managers and staff in relation to preventing and responding to sexual harassment and abuse committed by United Nations personnel; and renewed United Nations system commitments to gender parity.
9. Research and the global discourse on issues of human resource management have remained relatively consistent since 2014. Main topics include performance management, including how to address weak performance; staff well-being as a factor affecting performance; talent acquisition and workforce planning; diversity in the workplace; and effective leadership to keep organizations competitive and profitable.
10. Shifts in WFP’s internal context during the evaluation period, starting in 2014, included changes in the posts of WFP Executive Director (in 2012 and 2017) and Director of Human Resources (in 2013, 2017 and 2019), which resulted in changes to organizational and human resources priorities.
11. The theory of change developed by the evaluation team in consultation with HRM (figure 1) illustrates how the People Strategy was expected to contribute to WFP’s organizational goals by directly influencing changes in employee capacity and behaviour. The theory of change drew on the COM-B theory of change model,³ which posits that individual behaviour change occurs as the result of the interaction of three conditions: capability – an individual’s psychological and physical capacity to engage in an activity, including having the required knowledge and skills; opportunity – factors that lie outside the individual that make a behaviour possible or prompt it; and motivation – brain processes that energize and direct behaviour, including habitual processes and emotional response.

Figure 1: Overview of theory of change for the WFP People Strategy



³ John Mayne. 2016. *The COM-B Theory of Change Model*.

Available at https://www.academia.edu/29391991/The_COM-B_Theory_of_Change_Model.

12. At the time of its approval, the estimated cost of the People Strategy's implementation was USD 17.3 million for the period up to 2017. In line with the original estimate, USD 21.5 million was earmarked for the implementation of the strategy, under the control of HRM, for the period 2013–2018.

Key findings

Quality of the strategy

13. The WFP People Strategy (2014–2017) outlines an overall vision but provides only limited clarity on what its implementation would require from internal and external stakeholders and on related accountabilities. Also, as noted in the 2016 internal audit of the human resources function, key elements of the strategy, such as the career framework and the establishment of overall workforce planning capabilities, were not systematically reflected in the “people” dimension of country office annual performance plans, increasing the risk that country office contributions to the strategy would not be captured.
14. The strategy reflected various global good practices regarding human resource management at the time of its development, which remain valid today. However, it is largely gender blind and silent on issues of diversity and inclusion.
15. The main topics covered by current UNHCR, UNICEF and KPMG strategies on human resource management are broadly the same as those addressed under the WFP People Strategy's four imperatives. Differences lie in the area of strategy implementation.
16. The People Strategy was relevant to the 2014–2017 context. While the core issues addressed in the strategy remain relevant, its visibility has declined over time and it is outdated in the light of recent developments at WFP and the United Nations, including the adoption of the 2030 Agenda, the development of a new WFP strategic plan for the period 2017–2021 and an increasing focus on workplace culture and staff satisfaction.

Strategy results

17. The evaluation found that implementation of the People Strategy since 2014 had addressed all the strategy imperatives and related initiatives. However, the strategy did not include a standalone results framework but was instead monitored through four key performance indicators and several sub-indicators that covered selected aspects of the strategy.
18. After the approval of the People Strategy, the human resource function at WFP took on a more strategic role. The creation of a senior human resource officer position at the P-5 level in all regional bureaux was positive but contrasted with the varying levels and contract types for human resource officers in WFP country offices.

Imperative 1: Reinforce a performance mindset

19. Changes to relevant tools and processes have led to improved compliance with performance reporting requirements – from 81 percent in 2012 to 97 percent in 2017, one of the highest completion rates in the United Nations system – and enhanced transparency of assessment ratings. However, WFP's overall performance management culture is only beginning to change, and many employees still perceive performance management as a “form-filling” exercise rather than part of an ongoing professional development process. Supervisors are not rewarded for a focus on professional development and people management.
20. Since 2014 WFP has strengthened its framework and tools for dealing with underperformance by providing toolkits to supervisors and staff and by introducing “partially achieved” as a fourth performance rating category in the Performance and Competency Enhancement (PACE) online performance measurement system. It is likely that

this has contributed to an increase in the percentage of staff receiving negative – unsatisfactory or partially achieved – ratings, from 0.4 percent in 2012 to 2.1 percent in 2017 and 1.7 percent in 2018.

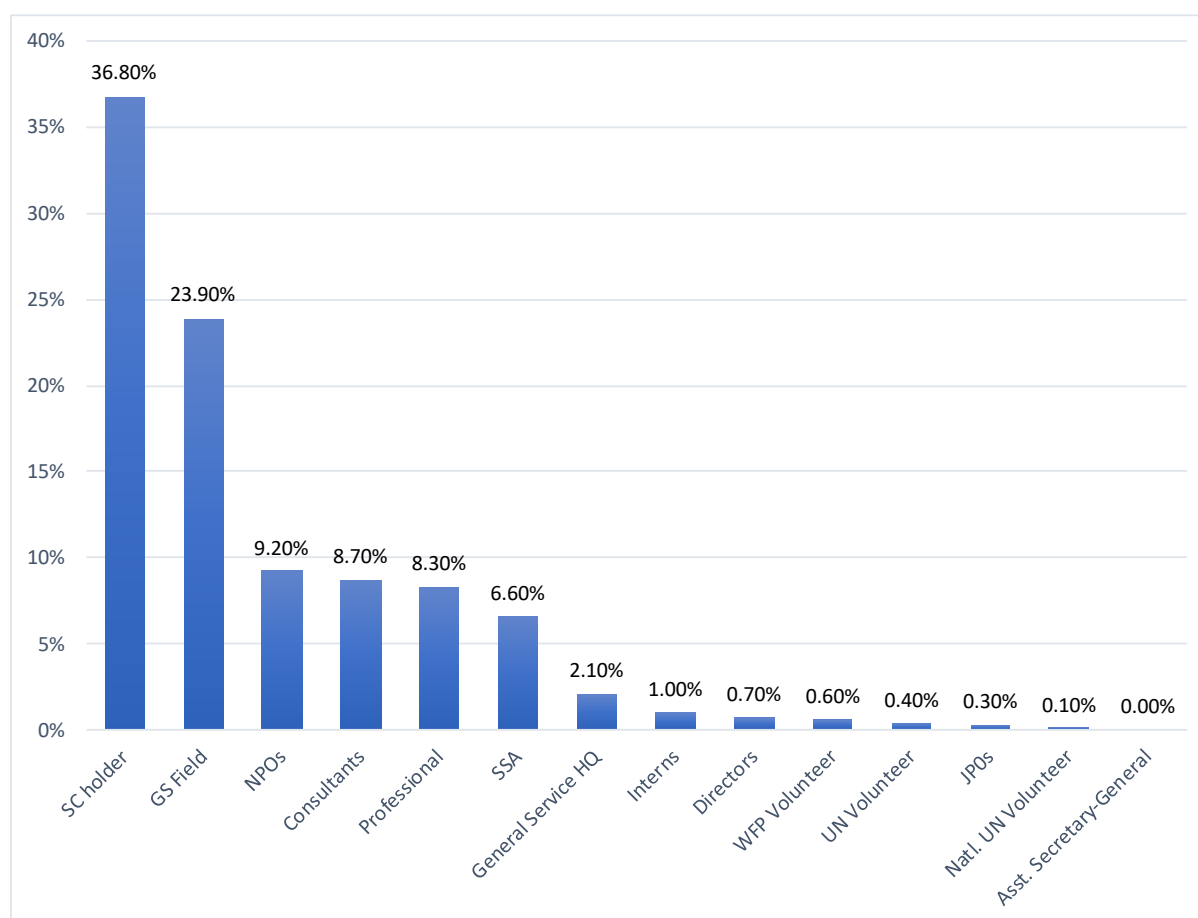
21. At the same time, information gleaned during field visits suggests that many supervisors still try to avoid giving negative PACE ratings due to a combination of factors, including the administrative effort required and fear of retaliation. This has resulted in teams working around poor performers – a challenge also faced by other United Nations agencies.
22. In July 2019 the Director of the WFP Ethics Office launched an independent review of WFP's workplace culture, which identified performance management as "an avenue through which many experiences of harassment take place," both for employees, who feel that their careers are "in the hands of leaders that have the authority to make subjective decisions",⁴ and for managers, some of whom are "afraid to provide an unsatisfactory rating [of an employee] in fear of being reported for abusive behaviour as a form of retaliation by the employee."⁵

Imperative 2: Build WFP's talent

23. Since 2014, WFP has improved career development processes and made them more transparent and accessible. Related measures have included the creation of capability-based career frameworks for various career paths and a revision of the promotion process for international professional staff and the junior professional officers programme.
24. However, career development remains a major source of frustration for WFP employees. The results of the 2018 global staff survey and evaluation interview data indicate that the majority of WFP employees do not see themselves as being in control of their own career development. It is likely that some related frustrations derive from the perception that career development equals promotion. The People Strategy is silent on the question of whether every employee can or should be promoted and on the need to recognize, value and support staff who have reached their natural career ceilings.
25. WFP has considerably improved learning opportunities for employees through its online WeLearn platform. From 165 in 2014, the number of different types of WeLearn courses completed increased to 1,922 in 2018; the number of individual WeLearn users increased from 3,936 in 2014 to 11,173 in 2017, with around two thirds of users being locally recruited employees (figure 2).

⁴ WFP. 2019. *External Review of Workplace Culture and Ethical Climate at World Food Programme*, p. 30. Available at: <https://docs.wfp.org/api/documents/WFP-0000108824/download/>.

⁵ *Ibid.*

Figure 2: Percentage of course completions by user category for 2014–2018 combined

Source: Data on WeLearn completions (2014–2018) provided by HRM.

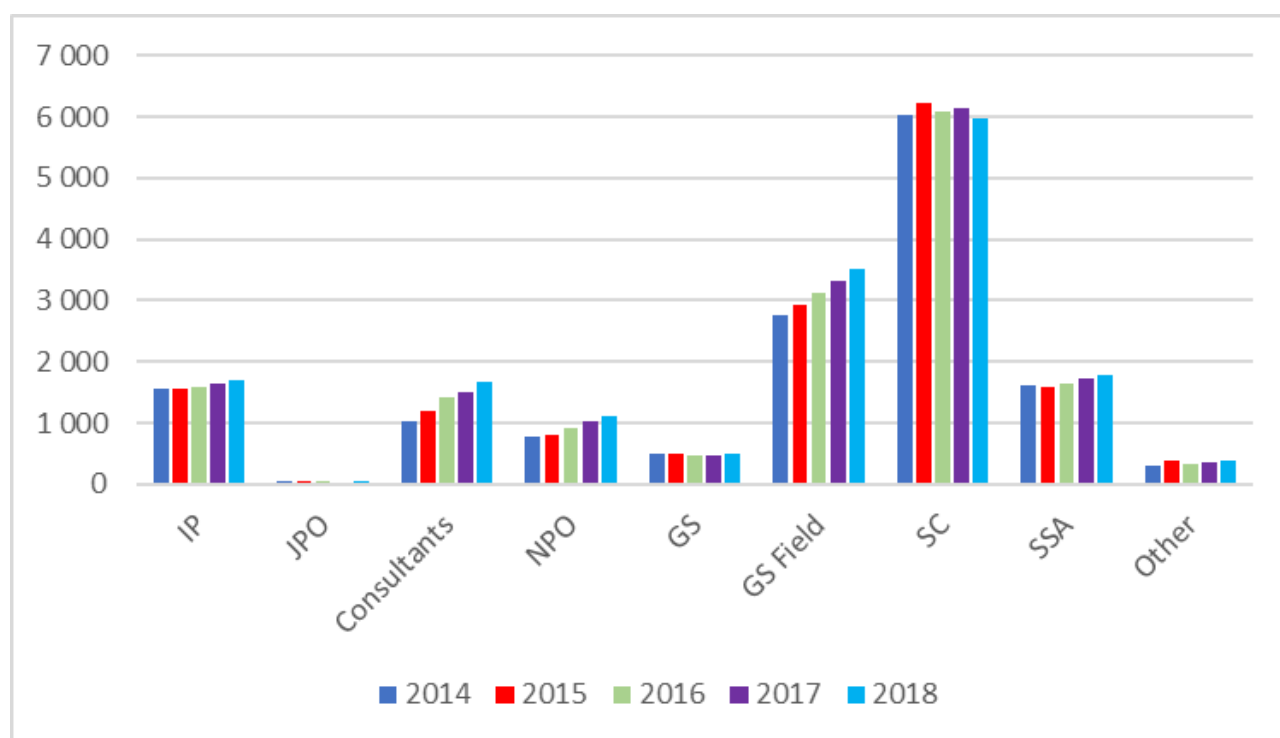
Abbreviations: SC = service contract; GS = General Service; NPOs = national professional officers; SSA = special service agreement; HQ = WFP headquarters; JPOs = junior professional officers; Natl. = national; Asst = Assistant

26. Since 2014, WFP has made some progress in enhancing the diversity of its workforce, albeit to varying degrees depending on the level of seniority. In 2018 women constituted 35 percent of WFP's overall workforce – a small increase from 32 percent in 2014. In comparison, women made up 47 percent of UNICEF's global workforce in 2017, 39 percent of UNHCR's staff and 55 percent of the staff of UNHCR affiliates. WFP gender parity varies by geographic location – usually with lower percentages of female staff in emergency settings – and by staff category and grade. At senior levels (P-3 and higher) WFP has not yet reached gender parity.
27. Since 2014 WFP has improved elements of its strategic workforce planning, but it is only beginning to develop a coherent approach to related challenges. The Policy on Country Strategic Plans appears to have given this agenda a considerable “push”, particularly through systematic organizational alignment reviews carried out in the context of country strategic plan (CSP) implementation. The country offices visited for this evaluation that had undergone the organizational reviews, including those for Burundi, Chad, Nicaragua, Senegal and the Sudan, widely considered the reviews to be a key driver of positive change in workforce planning for CSP roll-out.
28. WFP has put in place new and promising tools for effective and efficient talent acquisition, in particular the future international talent (FIT) pool. WFP has not clearly articulated how it views fostering the professional growth of existing staff versus attracting new external talent.

Imperative 3: Shift the focus

29. Locally recruited service contract holders have been taking advantage of resources offered on WeLearn, with 79 percent of course completion having been achieved by them. Further, the new FIT pool has the potential to facilitate the transition of national staff to international positions, although the English-language fluency requirement has proved to be a barrier for some.
30. However, under this imperative WFP has had only limited success in establishing “fit for purpose contracts” for national staff and, more broadly, for all locally recruited employees. WFP’s extensive use of short-term contracts for much of its workforce – and over extended periods of time – is an issue that urgently requires sustained attention. While WFP does face challenges in the predictability of its funding, other voluntarily funded humanitarian organizations, such as UNHCR, have demonstrated that it is possible to eliminate service contracts altogether, thereby offering fairer contractual arrangements to employees. The 2019 workplace culture report found that 40 percent of respondents stated that WFP colleagues were “likely or somewhat likely” to treat others unfairly based on their contract type.⁶

Figure 3: WFP workforce by contract type 2014–2018



Source: Data set on employees (2014–2018) provided by HRM.

Abbreviations: IP = international professional; JPO = junior professional officer; NPO = national professional officer; GS = General Service; SC = service contract; SSA = special service agreement

31. There is strong evidence that WFP is placing greater emphasis on – and investing more in – staff wellness, which relates to the “creating a supportive and healthy workplace” component of imperative 3. While areas for improvement remain, wellness is the one topic on which consulted stakeholders most consistently expressed positive views. Positive examples include facilitating access to gym facilities and other physical activities; improving employee accommodation and office infrastructure; organizing vaccination drives and other

⁶ *Ibid* at 18.

in-office medical check-ups; providing access to counselling; and organizing various social and team-building activities.

32. Despite those efforts, persistent threats to employee well-being remain, particularly for national staff. These include the fact that many employees in remote sub-offices cannot obtain medical services despite having medical coverage; that while international staff in hardship locations are entitled to regular paid rest and recuperation time, national staff are not, although many of them do not come from the areas where they work; and that in some countries special service agreement and service contract holders with contracts of less than a year are not eligible to receive bank loans, including mortgages, even if they have had successive one-year contracts for years.
33. Further challenges to creating a supportive and healthy workplace were noted in the 2018 global staff survey results, which showed that only 40 percent of female and 53 percent of male respondents felt that WFP would protect them if they spoke out about experienced or observed wrongdoing, and only 53 percent of women and 68 percent of men believed that WFP employees at all levels were held accountable for unethical behaviour and misconduct. The findings of the 2019 WFP workplace culture survey⁷ indicate that WFP has not yet been able to effectively prevent and address cases of abuse of power, other forms of abuse and harassment, including sexual harassment.

Imperative 4: Equip high-impact leaders

34. Under the initiative to “mobilize senior leaders”, the People Strategy aims to reinforce WFP leaders’ commitment to driving change by creating a common understanding of the strategy and establishing leaders’ roles in communicating and delivering programmes under the strategy, inter alia. That has been achieved to varying degrees, largely depending on individual leaders’ commitment to people management.
35. Since 2014 WFP has invested in the leadership and management capabilities of individuals through dedicated training programmes. However, it is difficult to determine whether they have contributed to changes in leadership and management practices at WFP.
36. In order to approach succession planning more systematically and transparently, WFP has put in place a leadership track for P-4 and P-5 staff to identify individuals with the potential to move up to P-5 and D-1 positions. The two-year internal review process includes three phases and training at an externally-managed career development centre. It is too early to tell how this process will affect the performance of WFP’s future leaders.
37. The “4Ps” Core Organisational Capability Model, which defines expectations of WFP leaders in relation to “purpose, people, partnership and performance” and forms the foundation for existing training programmes, does not make explicit reference to gender equality, although it does mention creating an inclusive culture as a desired people-related capability. It is unclear to what extent gender equality is being explored in the various training programmes currently available at WFP, beyond efforts to ensure equal participation by male and female employees or, in the case of INSPIRE,⁸ to target women only.
38. Other gaps in relation to “equipping high-impact leaders” include the lack of a comprehensive framework for holding supervisors accountable for their performance in relation to people management; the absence of “bottom-up” feedback to supervisors through regular 180 or 360 degree reviews; and the fact that the 4Ps capability model is not widely known or used.

⁷ *Ibid* at 14.

⁸ INSPIRE – a Women’s Leadership and Career Development Programme.

Explanatory factors for results achieved

39. Global trends shape views of what constitutes effective, efficient and ethically appropriate people management within the United Nations and other large organizations. Evolving global, regional and country contexts (e.g. the introduction of the 2030 Agenda and the Framework for Action for Food Security and Nutrition in Protracted Crises) influenced, both positively and negatively, progress towards the strategy's envisaged results, including by causing sudden surges or decreases in WFP's workforce requirements and by influencing the ability of regional bureaux and country offices to fill existing vacancies with qualified regional or national staff.
40. In some countries, social or cultural barriers to gender equality can make it challenging for women, especially national staff, to work in remote duty stations. WFP talent acquisition strategies to mitigate those challenges have included tailoring internship programmes to women.
41. Despite the commitment by some senior leaders to strengthening WFP's people management practices, and the resources allocated to doing so, the lack of clearly defined roles, responsibilities and work plans for WFP units other than HRM, and the lack of a detailed implementation plan and results framework for the strategy and an accountability framework for supervisors, impeded its full operationalization.
42. WFP's voluntary funding model and the lack of long-term resource predictability were cited to explain the organization's continued reliance on short-term contract modalities. However, similar organizations have successfully limited long-term use of special service agreements. The country portfolio budgets are expected to enable increased financial visibility, predictability and flexibility, setting the stage for strengthened workforce planning and less reliance on short-term contracts.
43. WFP's evolving organizational culture has both supported and created challenges for the strategy's implementation. There are signs of increasing awareness and acceptance of the importance of staff wellness to organizational performance. At the same time, WFP's internal culture has traditionally placed higher value on programme-related performance ("we deliver") than on employee-related concerns. The 2019 WFP workplace culture report notes that valuing performance and failing to examine how results are achieved increases the potential for misconduct and places WFP employees at risk. The report further finds that employees would like to see improvement in the inequality between local and international employees.

Conclusions

44. The WFP People Strategy (2014–2017) was of good quality at the time it was written in that it outlined a clear vision that was relevant to the priorities of the WFP strategic plan in force at the time, was forward-looking and was coherent with other WFP policies and good people management practices. The weaknesses of the strategy were an absence of comprehensive and clear expectations as to what "success" would look like and a degree of blindness regarding gender and diversity.
45. The implementation of the People Strategy has been driven largely by HRM and, since 2015, the newly established Staff Wellness Division. Progress has been made in relation to all four strategy imperatives. Nevertheless, consulted employees at all levels have expressed the view that important elements of WFP's human resource management are not yet as good as they should be, especially in relation to the transparency of recruitment and promotion processes and to actual and perceived inequities on the part of WFP employees doing similar jobs but on different contract types with different terms and benefits.

46. Mapping achievements since 2014 against the theory of change has shown the greatest evidence of progress in relation to strengthened capabilities but less so in relation to strengthening motivation and opportunities. There have been only a few isolated examples of potentially sustainable behaviour change. This is not an indication of poor performance of the strategy, given that behaviour change tends to evolve slowly. Nevertheless, the mapping has drawn attention to the importance of addressing human resource reform as a culture change process that needs to be deliberately managed.
47. WFP's evolving organizational culture both supports and creates challenges for the strategy's implementation. The 2019 WFP workplace culture report draws attention to leaders that have failed to model ethical behaviour and to hold employees accountable for misconduct, and to a focus on performance with limited concern for how it is achieved, which are characteristics that put companies at risk of misconduct and are seen to be "part of the culture at WFP".⁹
48. As noted in the Multilateral Organisation Performance Assessment Network (MOPAN) report on WFP for 2017–2018, WFP is performing well. If WFP wants to keep pace with United Nations reform, however, it needs to address the concerns with abusive behaviours and inequities between different groups of WFP employees raised in the global staff survey and the recent workplace culture report; strengthen accountability for good people management beyond HRM; and explicitly address topics that have not, or have only marginally, been addressed in the People Strategy, such as gender equality and workforce diversity, persistent challenges for WFP's surge capacity; and ensure that its people management priorities address the demand for varied skills and competencies.
49. As it currently stands the People Strategy does not provide sufficient direction to enable WFP to address all of its human resource management challenges. There is an urgent need for WFP to attract, effectively use and consistently develop the skills of the best workforce possible and to do so in ways that reflect and model the United Nations system's commitment to human rights, gender equality, diversity and inclusion.

Lessons

50. The evaluation has identified a number of lessons, including the need to drive organizational change with a full appreciation of the views and experiences of all WFP employees; the importance of enhancing communication and transparency with regard to recruitment and promotion processes; and the importance of acknowledging that all employees deserve professional satisfaction and growth, irrespective of whether they are promoted.

⁹ WFP. 2019. *External Review of Workplace Culture and Ethical Climate at World Food Programme*, p. 14. Available at: <https://docs.wfp.org/api/documents/WFP-0000108824/download/>.

Recommendations

51. The following six recommendations derive from the evaluation findings and conclusions. They aim to build on, expand and deepen the positive changes set in motion under the People Strategy and should be considered when implementing the priority actions identified by the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination.¹⁰

Recommendation	Priority/responsibility/deadline
<p>Recommendation 1: WFP should develop a new policy, focusing on “people”, that sets out the organization’s vision of its future workforce and the core values that should shape WFP’s workplace culture.</p> <p>a) The policy should build on positive changes already in place but elaborate on topics not sufficiently addressed in the current strategy, including but not limited to:</p> <ul style="list-style-type: none"> • workplace culture, including in relation to harassment, sexual harassment and abuse of power; • gender equality, diversity and inclusion; • workforce planning, including in relation to balancing the need for a nimble and flexible workforce while respecting the purpose of different types of contracts (see also recommendation 5); • performance management. <p>b) The policy should include a theory of change, a costed implementation plan and a dissemination plan.</p> <p>c) The policy should clearly identify accountabilities for various units, divisions, regional bureaux and country offices.</p> <p>d) A clear governance structure should be established to oversee the development phase.</p>	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, in collaboration with the Director, Human Resources Division, endorsed by the leadership group and in consultation with functional units at headquarters, regional bureaux and a representative selection of country offices.</p> <p>Deadline: February 2021</p>
<p>Recommendation 2: WFP should implement a new people policy through an organizational change management process.</p> <p>a) The Human Resources Division, functional offices and regional bureaux, based on consultations with country offices, should hold joint annual working sessions to take stock of progress and challenges in implementation, based on a clear set of indicators.</p> <p>b) The Human Resources Division, functional offices and regional bureaux should provide annual updates on organization-wide progress to the leadership group and to WFP employees at all levels.</p> <p>c) All functional offices should include activities, targets and milestones in their respective strategies.</p>	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, in collaboration with the Human Resources Division, headquarters functional units and regional bureaux.</p> <p>Deadline: February 2023</p>

¹⁰ See the working group report set out in document WFP/EB.2/2019/9-A.

Recommendation	Priority/responsibility/deadline
<p>Recommendation 3: WFP should revise its human resources functional strategy to continue the professionalization of the human resources function at all levels and locations of the organization.</p> <p>a) A revised human resources strategy should clarify how the Human Resources Division will support implementation of the new people policy at headquarters and at the regional and country levels.</p> <p>b) The strategy should articulate a costed plan for gradually reinforcing WFP's human resources capacity in the field with the aim of ensuring that every country office has easy access to a human resources officer at short notice:</p> <ul style="list-style-type: none"> • regional human resources business partners should continue to be responsible for ensuring that accessible human resource services are in place; • as part of strategy development, the Human Resources Division should conduct a workflow review to streamline priority human resource processes. <p>c) The strategy should articulate how the human resources function will continue to strengthen the capacity of human resources staff in the field in relation to their:</p> <ul style="list-style-type: none"> • capabilities (knowledge, skills); • motivation and ways of thinking and decision making, e.g. in relation to reinforcing an understanding among human resources staff and other employees of the human resources function as a business partner; • opportunities, e.g. in relation to ensuring that technology upgrades, automated systems and tools are in place to reduce workloads related to transactional tasks such as payroll entries, thereby freeing up human resources staff to focus on more strategic issues. 	<p>Priority: Medium</p> <p>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices, functional units and the leadership group.</p> <p>Deadline: February 2021</p>
<p>Recommendation 4: The Human Resources Division should develop a supervisors' accountability framework for supervisors to achieve excellence in people management and present it to the leadership group for endorsement.</p> <p>a) The framework should:</p> <ul style="list-style-type: none"> • update expectations and outline good people management practices, how they manifest themselves at various career levels and how they relate to the notion of leadership; • include regulatory elements relating to performance management to ensure that they adequately protect the rights of both supervisors and supervisees, especially in relation to underperformance; 	<p>Priority: High</p> <p>Responsibility: Director, Human Resources Division, in consultation with the leadership group, regional bureaux and country offices.</p> <p>Deadline: August 2021</p>

Recommendation	Priority/responsibility/deadline
<ul style="list-style-type: none"> • ensure that people management responsibilities are reflected in the job descriptions, key performance indicators and performance assessments of all supervisors; and • introduce a mechanism to broaden performance feedback, such as regular 360° reviews, for all supervisors to contribute to an organizational culture of giving and receiving constructive feedback. <p>b) Support supervisors in their efforts to continuously enhance their people management skills through integrated measures, including:</p> <ul style="list-style-type: none"> • Rollout of existing and planned management programmes and related follow-up; • Exploring whether newly appointed country directors, deputy country directors, regional directors and deputy regional directors could be matched with recently retired individuals who have held their positions in the past and have consistently demonstrated excellent people management skills to act as mentors; • Having regional bureaux explore how to best provide access to coaching and other types of professional support services for other staff in supervisory positions in their regions, share related insights with each other and ensure follow-up; • Having the Human Resources Division establish a supervisor's helpdesk at headquarters that would be available to all employees with supervisory or people management responsibilities; • Having the Human Resources Division, with input from regional bureaux and country offices, compile and regularly update a toolbox of simple and cost-effective measures for recognizing and rewarding good performance by individuals and teams; • Allowing for time dedicated to people management when determining supervisors' workloads. 	
<p>Recommendation 5: WFP should conduct a comprehensive review of existing contract modalities and their use.</p> <p>a) The Human Resources Division, with support from the leadership group and in collaboration with the regional bureaux, country offices and headquarters functional units, should institutionalize a headquarters-supported process for systematic workforce planning at all levels of the organization beyond the currently planned duration of the organizational alignment project:</p> <ul style="list-style-type: none"> • CSPs should include mandatory workforce analyses and plans, including on the proposed distribution of short-term and fixed-term contracts; • The Human Resources Division should actively participate in the programme review process, reviewing all draft CSPs from a human resource perspective, including at the regional level. 	<p>Priority: High</p> <p>Responsibility: Assistant Executive Director, Resource Management Department, with Human Resources Division support and in collaboration with regional bureaux, country offices and headquarters functional units.</p> <p>Deadline: February 2021</p>

Recommendation	Priority/responsibility/deadline
<p>b) WFP should continue to consult regularly with other organizations, including but not limited to other United Nations agencies and private sector firms, and to exchange good practices on limiting the use of short-term contracts while ensuring organizational flexibility.</p> <p>c) The leadership group should communicate clear expectations about a gradual reduction in the long-term use of short-term contracts.</p>	
<p>Recommendation 6: The Human Resources Division should further strengthen its approach to proactively sharing relevant information with WFP employees.</p> <p>a) Human resources officers at headquarters and in regional bureaux and country offices should communicate regularly and offer regular information sessions on contract modalities and benefits for different employee groups.</p> <p>b) The Human Resources Division, in collaboration with regional bureaux and country offices, should review and, where required, strengthen existing processes for sharing information on existing or upcoming capacity development opportunities and on the criteria used to decide which individuals are invited to attend various types of courses and training programmes.</p>	<p>Priority: Medium</p> <p>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices and functional units.</p> <p>Deadline: Ongoing, with the actions undertaken to be included in the annual updates to the Executive Board</p>

Acronyms

CSP	country strategic plan
FIT	future international talent
HRM	Human Resources Division
KPMG	Klynveld Peat Marwick Goerdeler
MOPAN	Multilateral Organisation Performance Assessment Network
PACE	Performance and Competency Enhancement
UNICEF	United Nations Children's Fund
UNHCR	Office of the United Nations High Commissioner for Refugees