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Evaluation reports

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations of the summary report on the evaluation of WFP People Strategy (2014–2017)

Background

1. This document presents management's response to the recommendations of the summary report on the evaluation of the WFP People Strategy (2014–2017).
2. The evaluation covered the period 2014–2019.
3. The evaluation resulted in six recommendations intended to guide strategic planning.
4. Management appreciates the evaluation findings and accepts the recommendations.
5. The matrix below sets out the planned actions and implementation deadlines.

Focal points:

Mr M. Juneja
Assistant Executive Director
Resource Management Department and
Chief Financial Officer
tel.: 066513-2885

Ms J. Luma
Director
Human Resources Division
tel.: 066513-2923

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE EVALUATION OF THE WFP PEOPLE STRATEGY (2014–2017)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation 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>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>Agreed. WFP will develop a broad policy-level document that will articulate its vision with regard to its workforce. This policy document will build on the WFP People Strategy (2014–2017), elaborating on topics not sufficiently addressed therein and incorporating the recommended areas of focus. It will not be “owned” by the Human Resources Division but will cover all WFP divisions and management functions. The Human Resources Division will also develop its own human resource strategy that will feed into the new “people policy” and clarify the division’s role in supporting the implementation of that policy.</p> <p>As well, the people policy will aim to address issues of workforce diversity and inclusion that were not included in the People Strategy, in particular challenges faced by employees with disabilities; discrimination based on sex, gender, ethnic origin, sexual orientation and other factors; and any relation such factors may have to incidents of harassment, sexual harassment and abuse of power.</p>	<p>Priority: High Deadline: February 2021</p>

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<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>Responsibility: Assistant Executive Director, Resource Management Department, in collaboration with Human Resources Division, headquarters functional units and regional bureaux.</p>	<p>Agreed. As stated above, WFP will soon develop a people policy. We take note of two factors that had a negative impact on the implementation of the People Strategy: the absence of clearly defined roles, responsibilities and workplans for the various units and functional areas; and the absence of dedicated implementation resources at the regional and country levels. Moving forward, the Human Resources Division will facilitate consultations at all levels of the organization to develop the people policy, noting the need for support, communication and commitment by senior management, field leaders and functional divisions.</p>	<p>Priority: High Deadline: February 2023</p>

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<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>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices, functional units and the leadership group.</p>	<p>Agreed. Much has been invested to increase the capabilities of the Human Resources Division since the adoption of the People Strategy; however, it is agreed that the function needs to be further professionalized and expanded, especially at the field level, where the division's footprint is not sufficient for the level of work required to support the upcoming people policy.</p> <p>The Human Resources Division will continue building the capacity of human resource officers in respect of job evaluations, as the Division plans to launch a second job evaluation certification programme in May 2020, and in conducting organizational alignment reviews in 2020 through approximately 20 missions at headquarters and regional bureaux and via joint missions to complex country offices to ensure effective support and knowledge transfer.</p>	<p>Priority: Medium Deadline: February 2021</p>

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<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>The Human Resources Division will also implement a new digital strategy aimed at creating value for the organization by supporting evidence-based decision making, reducing the administrative burden for employees and the human resources community of practice and improving life at work.</p> <p>To that end the division has already started to:</p> <ul style="list-style-type: none"> ➤ digitalize and automate end-to-end human resource processes (the WFP self-service project has considerably reduced the administrative burden not only for human resource practitioners but also for employees and managers); ➤ provide workforce analytics and workforce planning tools to support people management and related decision making (human resources analytics dashboard); and ➤ deploy the latest technologies, such as automated screening of candidate CVs, on-line technical assessments and video interviews, which has considerably reduced recruitment time and improved the employee and candidate experience. 	

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<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; • 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>Responsibility: Director, Human Resources Division, in consultation with the leadership group, regional bureaux and country offices.</p>	<p>Agreed. The organization and its Human Resources Division have invested significantly in the development of people management and leadership skills (supervisory programme, leadership development programme, 360° evaluation pilots, coaching and development of soft skills). Still, more needs to be done and WFP must be committed to investing and making this area a priority, consistent with what has been expressed and requested by employees through the recent global staff surveys. Targeted programmes must be developed and incorporated with existing learning resources into a comprehensive management programme that includes coaching and is taken into account in workforce planning decisions.</p>	<p>Priority: High Deadline: August 2021</p>

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<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>Existing policies must be revised to ensure that WFP provides the necessary policy framework to support an increase in management accountability.</p> <p>Specifically, within the area of performance management as it relates to assessment of staff, several steps are being taken to address and increase the accountability of both staff and managers by, for instance, incorporating performance indicators and deliverables for all supervisors related to their core responsibilities. In addition, the Human Resources Division is planning to review and further strengthen its approach to addressing underperformance. Finally, the Human Resources Division is planning to roll out a more systematic learning and development initiative (management academy) aimed at developing and supporting managers throughout their careers.</p>	

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<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>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>The leadership group should communicate clear expectations about a gradual reduction in the long-term use of short-term contracts.</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>Agreed.</p> <p>Through the organizational alignment project (June 2018–December 2019), reviews have been conducted in more than 40 countries with a focus on assisting country offices to implement their country strategic plans efficiently and effectively. During these reviews, the Human Resources Division has recommended the establishment of more fixed-term positions (over 700) and an increase in the number of national professional officer positions (over 200) in order to stabilize the country office workforce and increase nationalization levels.</p> <p>WFP is actively involved in a comprehensive review of existing contractual modalities to address the changing needs of the organization and its workforce. WFP is aware of the long-term use of short-term contractual modalities and is considering ways to limit the prolonged or repeated use of short-term personnel. After consulting with other United Nations entities, the Human Resources Division has embarked on a staffing framework review with the objective of ensuring that WFP is able to attract and retain the best talent and remain competitive within the United Nations system and the labour market in general by offering adequate employment conditions. In this context, WFP is working on the creation of a new contractual modality to be used to meet the</p>	<p>Priority: High Deadline: February 2021</p>

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		organization's short-to-medium-term needs while providing competitive employment conditions for employees currently on short-term contracts.	
<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>Responsibility: Director, Human Resources Division, in consultation with regional bureaux, country offices and functional units.</p>	<p>Agreed. The Human Resources Division needs to continue to make progress in this area, including by expanding the channels to be used, creating communities of practice, organizing informal sessions and providing tools and guidance on a regular basis through emails and newsletters. Human-resource-related content has regularly been one of the main drivers of internal traffic. With this in mind, the Human Resources Division will partner with the Communications, Advocacy and Marketing Division to better communicate with staff by keeping them abreast of changes and projects affecting their employment relationship with WFP and to address their information needs. The aim is to both enhance employee understanding and provide more consistent and standardized rollout of information.</p>	<p>Priority: Medium Deadline: Ongoing, with actions undertaken to be included in the annual updates to the Executive Board</p>

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		<p>Some areas of focus will include:</p> <ul style="list-style-type: none"> ➤ making better use of “WFPgo” as one of the main communication tools used to publish dedicated pages for employee information; ➤ capitalizing on the new knowledge management functionality in the global services management tool to address employee information needs and provide more consistent and standardized rollout of information; and ➤ expanding on “information/help stands” to increase face-to-face interaction with employees and answer their questions in real time. <p>While WFP recognizes that employees are responsible for undertaking capacity development for their career development, the organization will seek to ensure that training is available and accessible, including by making it more readily available through the use of technology.</p>	