

MAIN PROGRAM 16

Human Resources Management

16.1 Staff Recruitment

16.2 Human Resources Development

16.3 Staff Administrative and Social Services

Main objectives:

- ◆ To recruit and retain highly qualified personnel and to widen the geographical distribution of staff.
- ◆ To enhance the knowledge base, special skills and other capacities of the staff and make optimal use of their capabilities, to promote the Secretariat's productivity.
- ◆ To improve work practices and procedures and to enhance productivity by using modern management techniques.
- ◆ To provide staff incentives and a career development system based on a systematic performance evaluation system and merit.
- ◆ To develop communication and information sharing systems among staff.
- ◆ To enhance conditions of service under the WIPO Staff Regulations and Rules.

Current situation

The management of human resources within WIPO has concentrated to date largely on personnel recruitment and staff administration, with limited attention to human resources development. The main activities in the 1996-97 biennium were: recruitment activities (applications, evaluations, interviews, hirings); administration of staff (regular, short-term, and consultants), including contractual status, continuation or modification of entitlements, appointments and extensions of contracts, promotions, and separations from service; social services (medical and accident insurance, pensions); staff training (language courses, software applications, some advanced courses); advice to staff in personnel matters; and participation at meetings of intergovernmental or interagency bodies.

Strategy for the future

Management of human resources in the Secretariat will need to anticipate and prepare for the expected heavy growth in demands on WIPO and its staff. These demands flow from the increasing complexity of WIPO's operations and its greatly expanded base of clients and partner agencies, the need to respond to and make effective use of information technology, the changes in management structure and techniques, and the implications for staff of moving towards accountability and transparency within WIPO. Reliance will be placed on job analysis methods to gather information for human resource planning and career counselling. This will make feasible the recruitment and

retention of staff with suitable knowledge, skills and experience, and more sophisticated staff training and development. The basis for greater productivity will be laid through improvements to quality of work life and management skills, steps to increase innovation, creativity and flexibility, new approaches to job design, succession planning, career development and lateral mobility, and redesign of the performance appraisal system to enhance its utility as a management tool. A cooperative partnership with the Staff Association, and enhanced communications, through formal and informal means including the Intranet, will promote staff relations and team spirit, especially reflecting the needs of a multicultural workforce.

**New
program
activities**

- ◆ Enhanced human resources development (training on management, information technologies, special skills, and WIPO's operations and related issues).
- ◆ Assessment and improvement of work practices and procedures in the framework of modern management techniques such as the total quality management approach, and establishment of a new personnel performance evaluation system.
- ◆ Creation of a staff and career development system based on merit and incentives.
- ◆ Strengthening of international recruitment procedures and widening of geographical distribution of staff of the Secretariat.
- ◆ Development of a staff communication and information program within the Secretariat.
- ◆ Improvement of social services (health care, housing, life insurance) and establishment of a Medical Service at WIPO.

**Expected
results**

- ◆ More expert, productive, satisfied, geographically diverse personnel, with a higher proportion of women at the professional level, working in a coordinated, well-informed manner to serve effectively and efficiently the mandate of the Organization.

Sub-program 16.1

Staff Recruitment

Objectives:

- ◆ To recruit and retain personnel with the highest level of competence, efficiency and integrity.
- ◆ To ensure the widest possible geographical distribution of staff.
- ◆ To increase the proportion of women at the professional level and above in all areas of the Secretariat.
- ◆ To include requirements for short-term assistance to program activities, related to additional or new activities, in the recruitment and staffing planning process.

Background During the 1996-97 biennium, 120 competitions were announced and 171 new staff were appointed. Some 68 WIPO Member States were represented at the end of 1997, an increase of four countries during the biennium. An average of 120 candidatures was received for each competition in the Professional and higher categories, and 25 candidatures for the General Service category, representing for the biennium a total of about 5,600 applications which were registered, evaluated and processed through Appointment and Promotion Boards. Some 7,000 further applications, not relating to specific competitions, were received.

On average, 110 man-months of short-term assistance per month were needed to assist program managers in the achievement of their programs, and about 3,000 contracts or extension letters were prepared during the biennium. An average of 40 man-months of consultants or holders of Special Service Agreements were needed per month during the biennium, mainly in information technology and technical translation sectors.

Main activities

- ◆ Issuance of vacancy announcements for 78 new regular posts, and possibly for additional posts in the case of higher than expected growth in the global protection systems and services; subject to time constraints, application of job analysis methodologies to determine task and personal requirements of vacant positions.
- ◆ Enhancement of access, in particular through the Internet, to announcements of international vacancies, and active steps to seek candidates for posts at the Director and Professional levels on the widest possible geographical basis; widening of geographical distribution of General Service posts on the basis of local recruitment availability and at the international level when special skills are needed.
- ◆ Development of a system for conducting employment interviews and structured consultations with program areas to facilitate selection of the most suitable candidates.
- ◆ Thorough evaluation of all applications based on standard criteria and an increased number of interviews, with special attention to underrepresented Member States, and application of information technology to the registration and screening of candidatures.
- ◆ Servicing the Appointment Advisory Board with management and staff representatives.
- ◆ Selection, testing, administration and placement of short-term employees, and extension of the Personnel Management Information System to these employees.

Expected results

- ◆ New staff, short-term employees and consultants with the highest level of competence, efficiency and integrity will be recruited.
- ◆ The geographical distribution of staff of the Secretariat will be significantly improved with an expected increase in WIPO Member States represented in the Secretariat at all levels.
- ◆ A higher proportion of women at the professional level and above in the Secretariat.

Staff Recruitment (in thousands of Swiss francs)											
Sub-program 16.1	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Total	405	30	-	-	62	50	155	19	-	-	89

Sub-program 16.2

Human Resources Development

Objectives:

- ◆ To ensure the highest level of staff competence and efficiency, by enhancing their knowledge base and developing special skills and capacities, and to make optimal use of their capabilities.
- ◆ To expand expertise in management and special program areas.
- ◆ To establish a new personnel performance evaluation system and career development system based on staff merit.
- ◆ To train staff in the application of the latest information technologies.
- ◆ To enhance staff communication and dissemination of information.
- ◆ To ensure that all Secretariat posts are classified according to the UN common system.

Background Human resources development has until now essentially comprised training in official languages (for about 200 WIPO staff in 1997) and on software applications (for about 600 staff in 1997). A Training and Post Classification Section was established in June 1997. A course on management training, recommended in an independent consultant's evaluation of the PCT system, is projected for 20 staff with supervisory responsibilities in the PCT Sector. A program of general staff briefing has also been conducted concerning such key activities as the PCT, the Madrid System, and the WIPO Arbitration and Mediation Center.

Main activities

- ◆ Forecasting staff training needs in coordination with program managers.
- ◆ Establishment of in-house training facilities and organization of training courses on staff management and development, new PC software and information technologies, specialized technical areas and official languages.
- ◆ Assessment and improvement of work practices and procedures in the framework of modern management techniques (in decision-making, team-building, total quality management, etc.).
- ◆ Establishment of a new personnel performance evaluation system.

- ◆ Creation of a staff career development system, based on merit and incentive.
- ◆ Participation of WIPO staff at special training sessions organized by other intergovernmental organizations, corporations or private institutions, and in study visits or staff exchanges to international organizations, national offices and corporations, in coordination with Main Program 02.
- ◆ In coordination with Main Program 02, training and briefing activities on the operations of WIPO, other international agencies and on international developments impacting on WIPO's activities and mandate.
- ◆ Development of communication and distribution of information among staff, including Intranet and an internal newsletter, in coordination with Main Program 05.
- ◆ Establishment of a database available to the staff on management, human resources development and other areas of interest.
- ◆ Review of the classification of all posts in accordance with the standards of the UN common system.

Expected results

- ◆ Secretariat staff will be well trained in their special fields of competence and will be able to use their knowledge, skills, abilities and other capacities in their work.
- ◆ Modern information technologies will be effectively used throughout the Secretariat.
- ◆ Work practices and procedures will be streamlined in line with current management techniques; program activities will be carried out more effectively and efficiently.
- ◆ A staff career development system will reward performance and initiative and motivate staff in their work.
- ◆ Staff will be aware of WIPO's mandate, structure and activities, and will periodically receive updated briefings or training.

Human Resources Development (in thousands of Swiss francs)											
Sub-program 16.2	<u>Official Travel and Fellowships</u>			<u>Contractual Services</u>				<u>Operating Exp.</u>		<u>Equipment and Supplies</u>	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Total	2,930	90	95	-	-	-	2,570	-	-	90	85

Sub-program 16.3

Staff Administrative and Social Services

Objectives:

- ◆ To administer staff entitlements under the WIPO Staff Regulations and Rules.
- ◆ To improve conditions of service for Secretariat staff and to propose amendments to the Staff Regulations and Rules in order to attract and retain staff of the highest quality.
- ◆ To improve the Personnel Management Information System.
- ◆ To provide assistance to staff members on their rights and duties towards the Secretariat and the Swiss authorities.
- ◆ To provide appropriate social security coverage and social services to staff, short-term employees, consultants and other employees of the Secretariat and their families.
- ◆ To provide medical services and family-related facilities to staff, and health-related information programs and activities.

Background This sub-program deals with all actions concerning staff and their family from the date of entry on duty to the date of separation: installation, dependency status, education, home leave, step increases, promotions and all other aspects related to remuneration, generating in 1997 about 1,000 personnel actions, 110 education grants, and 312 dependency allowances. The leave and flexitime system required registration and checking of about 1,500 forms during 1997 in addition to the monitoring of sick leave, maternity leave and related contacts with the United Nations Joint Medical Service. About 50 Office Instructions and Information Circulars were prepared in 1997 on amendments to Staff Regulations and Rules, changes in administrative procedures and information on organizational structure and staff movements. WIPO was represented at meetings of interagency and intergovernmental bodies within the UN common system (ICSC, CCAQ(PER), ACPAQ).

In coordination with the Secretariat of the United Nations Joint Staff Pension Fund, the Secretariat administers about 700 participants of that Fund, entailing registration, validation of prior contributory service, restoration, estimates of entitlements, disability cases, and separation and retirement benefits, and participates in meetings of the United Nations Joint Staff Pension Board (UNJSPB). It also administers the closed WIPO Pension Fund which still covers about 60 participants and 60 retirees. Medical insurance is provided for about 1,500 persons (staff, dependents, retirees, short-term employees, and consultants), as well as accident insurance for staff, dependents and retirees, and loss-of-earnings insurance for short-term employees. Social welfare services are extended to new staff and staff in personal difficulties.

Main activities

- ◆ Administration of the entitlements of an average of 700 staff.
- ◆ Development of a new Personnel Management Information System with Intranet access.

- ◆ Review of conditions of employment, and preparation of amendments to the WIPO Staff Regulations and Rules, as necessary, for consideration by the Governing Bodies.
- ◆ Enhancement of advisory services to staff on administrative procedures.
- ◆ Development of working relations with local authorities.
- ◆ Administration of different insurance contracts aiming to enhance insurance coverage while monitoring the costs for the Secretariat and the staff.
- ◆ Development of new insurance schemes, including life insurance and extended loss-of-earnings insurances.
- ◆ Enhanced social services such as medical services, health care and housing services, including the establishment of an in-house medical service under a Medical Director.

Expected results

- ◆ More effective administration of the entitlements of all staff, pursuant to WIPO Staff Regulations and Rules.
- ◆ Improved conditions of employment and of personal environment, as necessary, thus attracting and retaining highly qualified and motivated staff.
- ◆ Enhanced information services for managers and staff by using new technology.
- ◆ Expanded staff insurance coverage.
- ◆ Improved medical, family-related and health care services, and enhanced staff welfare.

Staff Administrative and Social Services (in thousands of Swiss francs)											
Sub-program 16.3	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Total	632	72	-	-	-	-	340	-	-	60	160

Program Budget Summary

Human Resources Management (in thousands of Swiss francs)											
	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Sub-program 16.1	405	30	-	-	62	50	155	19	-	-	89
Sub-program 16.2	2,930	90	95	-	-	-	2,570	-	-	90	85
Sub-program 16.3	632	72	-	-	-	-	340	-	-	60	160
Total	3,967	192	95	-	62	50	3,065	19	-	150	334

Staff needs and costs

One additional Professional post is required for the new Medical Service. One more General Service staff is required to implement the additional and new activities in Human Resources Management, especially the expansion of international recruitment.

Posts	1996-97	1998-99	Variation
Directors	1	1	0
Professionals	9	10	1
General Service	18	19	1
Total	28	30	2

Staff costs (in thousands of Swiss francs)	Budget 1996-97	Budget 1998-99	Variation
Salaries of regular staff	6,051	6,750	
Salaries of short-term staff	216	240	
Social charges + other personnel costs	1,984	2,214	
Total staff costs	8,251	9,204	11.5%

Comparative Budget Summary

MAIN PROGRAM 16: Human Resources Management	(In thousands of Swiss francs)					
	Budget 1996-97	Budget 1998-99	Variation			
			Program		Cost	
			Amount	%	Amount	%
Program Activities	-	3,967	3,967		-	
Staff Costs	8,251	9,204	945	11.5%	8	0.1%
TOTAL	8,251	13,171	4,912	59.5%	8	0.1%