

# Annex 2

## Demand analysis by Program

# Program 1: Public outreach and communication

## Objective:

To promote a better understanding of WIPO and IP issues worldwide and enhance support for WIPO's mandate through a proactive communication strategy.

## Introductory description

1. **Workload:** Although interviewees requested more resources, throughout our interviews and desk research **we have not found evidence to support a substantial increase in workload** within the following areas:
  - a. **WIPO Awards:** As indicated in the table below this activity seems to have grown progressively, though the growth seems not to have been substantial in the sense of requiring additional resources.

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<b>Awards for inventors</b>	<b>Average of 34/year in the period 1979 - 2003</b>		<b>69</b>	<b>75</b>
<b>Creativity awards</b>		<b>24</b>	<b>14</b>	<b>19</b>
<b>Innovative enterprise awards</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>12</b>

- b. **Press activities:** Based on statistics found on the WIPO website, we conclude that although there has been some variance, press activities have not increased over recent years. The number of people working on these press releases has remained constant since 1999. Alongside the press releases initiated by WIPO there has been a 26% increase (in 2006) in the number of articles reporting on WIPO activities.

	Press releases	Media alerts	Press updates
1997			2
1998	24		27
1999	52		34
2000	50		38
2001	50	1	37
2002	34	3	28
2003	37	2	33
2004	28	2	19
2005	33	5	29
2006	39	6	20

- c. **WIPO visitors** have jumped in number from 77 groups (representing 1.900 people) in 2005 to 95 (2.700 people) in 2006.
2. In the communication section, **outsourcing** may be a viable alternative.
    - a. Does WIPO really need its own film and multimedia studio? The statistics mentioned in the draft 2006 performance report, do not suggest that there is sufficient production to justify an internal film and multimedia studio. We recommend considering outsourcing this facility which will reduce headcount by two people.
    - b. Does WIPO really need to have its own sales channel of WIPO publications? The draft performance report 2006 mentions sales of only 217,000 Swiss Francs in 2006 through the electronic bookshop and total revenue of 1.6 million Swiss Francs. We recommend considering outsourcing this to a publishing house and/or a (electronic) bookstore.
  3. Efforts can be made to **simplify the organisational structure** in this program. We do not see a benefit of the WIPO awards team being a separate cell. We therefore recommend integrating them with the Public Relations and Media affairs team.
  4. **Automating the processes behind the WIPO award** activity may constitute a significant gain of time (minimum 0,5 FTE). This will require a rather small investment to construct web enabled demand and follow up process.
  5. **Updating the website** is currently performed by the IT department. We recommend bringing the website updating role into the Communications division, as the update of a website requires more communication expertise than technical IT expertise.
  6. The WIPO awards team is currently **over-skilled**. The role does not require a multilingual profile with a PhD in Law. There is therefore the potential to better deploy existing resources.
  7. In total 7 people have been **absent for sick leave** for more than 20 days in 2006. Together they account for 390 days of sick leave on a total of 576 absence days (on

36,9 FTEs) within program 1. Reducing these 390 days by 50% will result in a productivity gain of approximately 1 full-time post.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Assess technology investment in WIPO awards process</li> <li>Prepare a business case to outsource the film and multimedia studio</li> <li>Prepare a business case to outsource the sales channel of WIPO publications</li> <li>Integrate the WIPO awards team with the Public Relations and Media affairs team</li> </ul>	<ul style="list-style-type: none"> <li>Automate the WIPO awards process</li> <li>Outsource the film and multimedia studio</li> <li>Outsource the sales channel of WIPO publications</li> <li>Transfer the website updating from the IT department to the Communications division.</li> <li>Adjust skill set within the WIPO Awards team.</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>By the end of 2009, there would be a saving of 0,5 to 1 FTE through automation of the WIPO awards activity.</li> <li>By the end of 2009 the film and multimedia studio would be outsourced, thus reducing headcount by 2</li> <li>By the end of 2009 the sales channel of WIPO publications would be outsourced, thus reducing headcount by 13</li> <li>By the end of 2009 the person updating the website from the IT department would be transferred to the Communications division (+1)</li> <li>By the end of 2009, the exceptional long term sick leave would be reduced by 25 %, thus</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2011, long term sick leave would have been reduced by 50 %, thus increasing productivity with a further 0,5 FTE</li> </ul>

	2007	2008/09	2010/11
		increasing productivity by 0,5 FTE	
Organisational option			
Conditions and Comments		<ul style="list-style-type: none"> <li>Confirmed business cases for the suggested outsourcing activities</li> </ul>	
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 12,8</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 7,8</li> </ul> <p>GS 10,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 7,3</li> <li>➤ Low GS: 3</li> </ul> <p><b>Short Term</b></p> <p>GS 9,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 2,8</li> <li>➤ Low GS: 7</li> </ul> <p>Others 3</p> <p>Total: 36,9</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 10,6</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 5.6</li> </ul> <p>GS 10,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 7,3</li> <li>➤ Low GS: 3</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 21,9</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 10,6</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 5.6</li> </ul> <p>GS 10,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 7,3</li> <li>➤ Low GS: 3</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 21,9</p>

## Program 2: External coordination

### Objective:

To promote a better understanding of WIPO's vision and objectives and to enhance WIPO's cooperation with the United Nations system and other inter-governmental organizations, as well as relevant institutions in the United States of America, the European Community and the Asian region.

### Introductory description

8. Past statistics and workload figures were mostly unavailable. This constrains the ability to make a robust **estimate of workload**.
  - a. **The Singapore office** reports that they are overstretched, referring to the diversity of needs of larger countries increasing rapidly, whilst smaller countries require a very particular kind of assistance. However we have not found convincing facts and figures to support an increase in workload.
  - b. We also heard a request for secretarial and other support to support coordination work with NGOs and private and civil sectors. However we have not received, or seen, any factual evidence to support this request.
  - c. **Tokyo external office:** We would like to question of the need to have 1,5 FTE in Tokyo to manage research projects at universities. We suggest considering whether or not this activity could be managed elsewhere, for example, out of Geneva.
9. A significant number of people will be **retiring** in the coming years. Out of 22 people, 8 people are aged 55 or above. This may create a need for inflow of new people and a transfer of knowledge to be set up. We recommend a detailed succession plan be developed.
10. We recommend measuring the performance of the coordination offices against performance indicators, so as to assess their added value. With regard to the Tokyo office, unless a factual business case can be provided, we suggest closing the office.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Set up a succession plan</li> <li>Set clear performance indicators for the regional offices</li> <li>Review the business case for the Tokyo office</li> </ul>	<ul style="list-style-type: none"> <li>Unless a robust business case is provided close the Tokyo office.</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>A headcount reduction of 1,5 FTE should the Tokyo office close</li> </ul>	
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 6</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P: 8</li> <li>➤ Low P: 1</li> </ul> <p>GS 2,6</p> <ul style="list-style-type: none"> <li>➤ High GS: 2,6</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 1</li> </ul> <p>Others 2</p> <p>Total: 21,6</p>	<p><b>Regular</b></p> <p>D 6</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P: 8</li> <li>➤ Low P: 1</li> </ul> <p>GS 2,6</p> <ul style="list-style-type: none"> <li>➤ High GS: 2,6</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 2,4</p> <ul style="list-style-type: none"> <li>➤ High GS: 1.4</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p> <p>Total: 20</p>	<p><b>Regular</b></p> <p>D 6</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P: 8</li> <li>➤ Low P: 1</li> </ul> <p>GS 2,6</p> <ul style="list-style-type: none"> <li>➤ High GS: 2,6</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 2,4</p> <ul style="list-style-type: none"> <li>➤ High GS: 1.4</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p> <p>Total: 20</p>

## Program 3: Strategic Use of IP for Development

### Objective:

To assist Member States in effectively utilizing the IP system for development, extending support to SMEs and enhancing IP assets management capacity.

### Introductory description

11. **Workload:** Throughout our interviews and desk research **we have found information to support a increase in workload in some areas** of the Strategic Use of IP for Development. For example, concerning the economic aspects of IP, there is an expected increase in economic studies and an expected increase in demand (20%) from the Member States to contribute to national policies and programs
12. Possible efficiency gains: P level staff are spending half of their time undertaking administrative tasks including printing which could be redistributed to administrative staff.
13. In total 3 people have been **absent for sick leave** for more than 20 days in 2006. These 3 people account for 214 days of sick leave on a total of 363 days of sick leave within Program 3, thereby accounting for 58,9% of all days of sick leave. Short and long term sick leave totals 363 days. Reducing these 363 days by 50% may result in a productivity gain of about 0,8 FTE.
14. There is potential risk of duplication of activities with Programs 6 and 7. Joining these programs together would improve coordination of the development activities of WIPO.

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## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Proactive management of high levels of absenteeism</li> <li>• Proactive management of sick absence</li> <li>• Placing Program 3 and Programs 6 and 7 under a single command would decrease current risks of duplication and improve coordination in development activities of WIPO</li> </ul>	<ul style="list-style-type: none"> <li>• Assess potential increase in workload based on Development Agenda related decisions to be taken in 2007.</li> <li>• Implement the action plan to reduce sick absence</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to manage sick absence.</li> </ul>
Planned outcomes			
Organisational option		Consider joining Programs 6 and 7	
Conditions and Comments		<ul style="list-style-type: none"> <li>• Given the decision process regarding the Development Agenda, where first proposals need to be adopted, and then translated into actual activities and methodologies, it is unlikely that exact workload increase, if any, can be calculated before well into the new biennium.</li> <li>• By the end of 2009, the exceptional long term sick leave would be reduced by 25 %, thus increasing capacity by the equivalent of at least 0,4 FTE.</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011, long term sick leave would be reduced by 50 %, thus increasing capacity by another 0,4 FTE.</li> </ul>
Headcount summary End period	<b>Regular</b> D 4 P 16,8 ➤ High P: 7,8 ➤ Low P: 9 GS 6,1 ➤ High GS: 5,3 ➤ Low GS: 0,8	<b>Regular</b> D 4 P 16,8 ➤ High P: 7,8 ➤ Low P: 9 GS 6,1 ➤ High GS: 5,3 ➤ Low GS: 0,8	<b>Regular</b> D 4 P 16,8 ➤ High P: 7,8 ➤ Low P: 9 GS 6,1 ➤ High GS: 5,3 ➤ Low GS: 0,8

	2007	2008/09	2010/11
	<b>Short Term</b> GS 6 ➤ High GS: 4 ➤ Low GS: 2 Others 3 Total: 35,9	<b>Short Term</b> GS 6 ➤ High GS: 4 ➤ Low GS: 2 Others 3 Total: 35,9	<b>Short Term</b> GS 6 ➤ High GS: 4 ➤ Low GS: 2 Others 3 Total: 35,9

## Program 4: Use of Copyright in the Digital Environment

### Objective:

To enhance awareness of the challenges and opportunities for copyright in the digital environment.

### Introductory description

15. **Workload:** Throughout our interviews and desk research **we have found information to support a increase in workload in some areas** of the Use of Copyright in the Digital Environment. However, this potential increase is difficult to translate into a number of FTEs. The number of FTEs needed to run this program effectively and reach its objective is directly driven by the allocated budget. If more resources are allocated to this program, more can be achieved in terms of enhancing awareness of the challenges and opportunities for copyright in the digital environment.
16. We would like to question the efficiency of having a program with 2,8 people. Unless there is a specific reason for a stand alone program, we suggest considering **decreasing the number of programs** with few people. Combining appropriate programs would facilitate management, reporting, monitoring and follow up for all staff concerned.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions			
Planned outcomes			
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 0,8</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 0,8</li> </ul> <p>Others</p> <p>Total: 2,8</p>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 0,8</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 0,8</li> </ul> <p>Others</p> <p>Total: 2,8</p>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 0,8</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 0,8</li> </ul> <p>Others</p> <p>Total: 2,8</p>

## Program 5: IP and Public Policy

### Objective:

To ensure that public policies take duly into account IP issues to achieve beneficial public welfare outcomes.

### Introductory description

17. **Workload:** Throughout our interviews and desk research **insufficient information was available** to make recommendations regarding the most appropriate future resourcing of Program 5. Program 5 includes only one person.
18. We question the usefulness of having a program with one person. Unless there is a specific reason for a stand alone program, we suggest considering **decreasing the number of programs** with few people. Combining appropriate programs would facilitate management, reporting, monitoring and follow up for all staff concerned.
19. **Demand:** Nevertheless, should there be an increase in demand in ensuring that public policies take into account IP issues in order to achieve beneficial public welfare outcomes, WIPO would need to consider increasing the allocated budget as well as the number of FTEs working for this program. However, given that currently, no increase in demand is projected, we suggest freezing the number of FTEs working in this program.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions			
Planned outcomes			
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 1</p>	<p><b>Regular</b></p> <p>D</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 1</p>	<p><b>Regular</b></p> <p>D</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 1</p>

## Program 6: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean countries, LDCs

### Objective:

**To assist developing countries, including the LDC's to include IP considerations in national and regional development policies, strategies and action plans and to optimize IP infrastructure for economic, social, cultural and sustainable development.**

### Introductory description

20. **Workload:** Throughout our interviews and desk research **we have not found any evidence to support a substantial increase in workload** based on past workload. However, major activities in this program are demand driven, and demand is impacted by increased awareness of the assistance made available by WIPO. Member States raise questions which in turn influence the level of activities. As with Program 3, this program may experience major workload increases, depending on the outcome of the Development Agenda discussions, but it is not possible at this point of the decision making process to determine the exact extent of any potential change in demand.
21. Several interviewees reported a **shortage of competencies** in the following areas:
  - a. English language proficiency and native English speakers
  - b. Analytical, drafting and communication skills
  - c. Arabic translation skills: According to the interviewees some Arabic translations had a lead-time of more than 6 months. A suggestion has been made to outsource Arabic translation.
  - d. Portuguese and Spanish language ability
22. Several interviewees reported **low morale and de-motivation of staff**. When checking these statements with **sick absence**, we found that, of 64 people, 7 people have been absent for more than 20 days last year, totalling 284 days of sick leave. Reducing this by 50% would improve productivity with 0,7 FTE on an annual basis. As far as short-term sick leave is concerned, we observe a rather high level. Of 64 people, 46 have been on sick leave between 1 and 19 days, totalling another 245 working days. This means that of 64 people only 11 people have not been on sick leave in 2006. Assuming that short and long term sick leave can get reduced by 50%, WIPO can increase productivity by 1,2 FTE.
23. **Abuse of the clocking on/off system** was reported several times.
24. **The span of control appears to be very low**. Completed with a limited number of people from programs 7 and 8, the team of 64 people is divided into 8 groups, each of them headed by an (acting) director.

25. Out of a total of 64 people, 12 are aged 55 years and above and will leave for **retirement** in the coming years. This will create a need for inflow of new people and for timely knowledge transfer. We recommend that a detailed succession plan should be developed for this future scenario.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Increase the span of control by grouping the small working units into larger ones</li> <li>• Set up a succession plan, thus assuring succession and transfer of knowledge</li> <li>• Assess how to address need for additional language skills</li> <li>• Develop a concrete action plan to decrease sick absence</li> <li>• Investigate alleged abuses of the clocking on system.</li> <li>• Consider bringing Program 3 and Programs 6 and 7 under unity of command as this would decrease current risks of duplication and improve coordination in development activities of WIPO.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement action plan to reduce sick absence.</li> <li>• Adjust skill set</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>• By the end of 2009 the exceptional long term sick leave would be reduced by 25 %, thus increasing productivity by 0,6 FTE</li> <li>• Span of control would be larger, thus fostering collaboration and improved ability to deal with peak workloads</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011, long term sick leave would be reduced by 50 %, thus increasing productivity by a further 0,6 FTE</li> <li>• As a result of a larger span of control, the number of Directors may decrease by the end of 2011 from 6 to 4</li> </ul>
Organisational option			
Conditions and Comments		Given the decision process regarding the Development Agenda, where first proposals need to be adopted, and then translated into actual activities and methodologies, it is unlikely	In this biennium, there should be clarity on the outcome of the Development Agenda in terms of workload, and staff numbers may need to be adapted.

	2007	2008/09	2010/11
		that exact workload increase, if any, can be calculated before well into the new biennium.	
Headcount summary End period	<p><b>Regular</b> D 6 P 22,8 ➤ High P: 18 ➤ Low P: 4,8 GS 12,7 ➤ High GS: 12,7 ➤ Low GS:</p> <p><b>Short Term</b> GS 9,5 ➤ High GS: ➤ Low GS: 9,5 Others 13,3  Total: 64,3</p>	<p><b>Regular</b> D 6 P 22,8 ➤ High P: 18 ➤ Low P: 4,8 GS 12,7 ➤ High GS: 12,7 ➤ Low GS:</p> <p><b>Short Term</b> GS 9,5 ➤ High GS: ➤ Low GS: 9,5 Others 13,3  Total: 64,3</p>	<p><b>Regular</b> D 6 P 22,8 ➤ High P: 18 ➤ Low P: 4,8 GS 12,7 ➤ High GS: 12,7 ➤ Low GS:</p> <p><b>Short Term</b> GS 9,5 ➤ High GS: ➤ Low GS: 9,5 Others 13,3  Total: 64,3</p>

## Program 7: Certain countries in Europe and Asia

### Objective:

To strengthen the capacity of certain countries in Europe and Asia to fully utilize the IP system for national economic, social and cultural development.

### Introductory description

26. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial increase in workload increase** based on past years workload. Major activities in this program are demand driven. Indeed demand is driven through questions raised by Member States, generating increased activity.

Major activities in this Program are:

- a. Organising meetings (national or regional)
- b. Organising Study Visits
- c. Organising expert assistants missions
- d. Studies and surveys
- e. Supply with equipment or documentation
- f. Assistance to promotion and awareness campaigns
- g. Ad hoc activities on specific request
- h. Maintenance of web based info pages.

No increase in workload is foreseen.

27. Interviews highlighted **a shortage of competencies** in the following areas:

- a. MS Office skills
- b. Project management skills
- c. Russian language skills (is lacking at GS staff level)
- d. Presentation skills
- e. Analytical, drafting and communication skills.

28. Interviews reported **de-motivation of staff across all levels**. During the interviews we could not identify a specific cause for the reported de-motivation, next to the overall organisational challenges WIPO is facing. When checking these statements with **sick absence**, we must report that all 9 people working on this program have

been on sick leave in 2006. This equals a total of 214 days of sick leave, equivalent to 1 FTE.. Reducing this by 50% results in a gain of 0,5 FTE.

29. Of at total of 9 people, 3 are aged 55 or above. As such in the coming years one in three from this program will retire. This may create a need for inflow of new people and a transfer of knowledge to be set up. We recommend a detailed succession plan be developed.

## Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Develop a succession plan, thus assuring succession and transfer of knowledge</li> <li>Develop and/or attract the appropriate skills needed</li> <li>Develop a concrete action plan to decrease sick absence</li> </ul>	<ul style="list-style-type: none"> <li>Implement the action plan to reduce sick absence</li> <li>Develop skills needed</li> </ul>	<ul style="list-style-type: none"> <li>Implement the action plan to reduce sick absence</li> </ul>
<b>Planned outcomes</b>		<ul style="list-style-type: none"> <li>By the end of 2009 the exceptional long term sick leave would be reduced by 25 %, thus increasing productivity by 0,25 FTE</li> <li>Closing the skills gap may also result in a productivity gain</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2011, long term sick leave would be reduced by 50 %, thus increasing productivity by another 0,5 FTE</li> </ul>
<b>Organisational option</b>			
<b>Conditions and Comments</b>		•	•
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 3</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 9</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 3</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 9</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 3</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 9</p>

## Program 8: Business Modernization of IP Institutions

### Objective:

To enhance the efficiency of IP registration activities through the simplification and automation of business processes.

### Introductory description

30. **Workload:** This programme is focussed on 4 main activities provided to IP institutions of developing countries (potential total of about 130 countries): Consultancy Services; Customized Automation Solutions services; Capacity Building services; and Product Development services as explained below.

- a) **Consultancy Services** include: assistance in preparing automation strategic plans; benchmarking of existing systems and gap analysis; performing needs assessments; business process re-engineering; and impact analysis of automation.
- b) **Customized Automation Solutions** services include: project scoping and planning with clear roles and responsibilities of WIPO and the recipient office; customization of a WIPO standard automation product (or development of a new system) to adapt to the specific individual needs of the recipient IP institution, namely, the national IP legislation, regulations, administrative procedures and workflow control; tools for data migration from legacy systems; digitizing paper IP records into databases; upgrading of IT infrastructure as required; deployment and testing of automation systems.
- c) **Capacity Building services** include: training of office staff (management, staff performing day-to-day operations, and IT focal points) on the new procedures and functionality of the system; knowledge transfer to IT focal points on the system operation, maintenance, first-level support, backup and disaster recovery; and technical support.
- d) **Product Development** services include: ongoing enhancement of WIPO standard automation products; development of value-added services based on feedback from IP institutions; development of modules for e-communication with WIPO Treaties; development of interfaces with regional/sub-regional systems; and upgrading of technology platforms for automation products.

### 31. A major increase of workload is expected:

- a. Scope of increase: There are about 130 developing countries, each with more than one IP institution, that are potential recipients of automation assistance. Most of the IP institutions in these countries have little or no automation and with the workload growing every year, they are finding it more and more difficult to cope with it without automation. They are therefore increasingly turning towards WIPO for such assistance. Since 2002, when the Division was newly created, about 50 IP institutions, across all regions,

have been assisted with comprehensive automation solutions. Each year, full automation projects are completed in another 7 to 8 new offices which add to the Division's workload and automation projects are started in another 5 or 6 new offices. A full project or a starting project can have several different activity missions depending on the country and each mission involves 1 to 2 staff. Least Developed Countries (LDCs) usually require more mission activities. Also, at any given time there are several pending requests for which no resources (financial and/or human) are available. An assisted office takes about 4 to 5 years to become largely self-reliant. During these years it still requires assistance.

- b. By 2009, there will be about 60 offices operating with WIPO systems, 50 of whom would continue to require ongoing capacity building and support, and about 10 full projects, and about 8 new projects all contributing, at different levels, to the workload.
- c. By 2011, there'll be about 80 offices operating with WIPO systems, 65 of whom would continue to require ongoing capacity building and support, about 10 full projects, and about 8 new projects all contributing, at different levels, to the workload.
- d. As assisted offices mature and become increasingly self-reliant, their next phases of automation (beyond the basic internal processing) require more advanced form of assistance (e.g. e-services, online-filing, paperless office, etc.). This is already in planning for the future work of the Division.
- e. Another trigger will be the coming into force of the Singapore Treaty (for harmonizing of trademarks processing). This new workload could already start in the 2009-2011 period.

32. **Areas of efficiency improvement:** It emerged from our interviews and desk research that there are no suggested major areas for efficiency improvements that would lead to a decrease in headcount

33. Interviews highlighted **a need for additional competencies** in the following areas:

- a. IP expertise to interpret IP legislation and knowledge of how an IP office operates. Currently two people do have these competencies, while a need for two additional people is formulated.
- b. More analytical skills are required for the needs assessment, benchmarking and gap analysis, business process re-engineering and impact analysis services.
- c. More IT competencies are required, being people with a good knowledge of the IT components, web technologies and networking infrastructure.

## Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Assess how to address shortage of specific skills.</li> <li>Based on the expected growth of demand headcount should grow in this programme by about 50%</li> </ul>	<ul style="list-style-type: none"> <li>Adjust skill set and competencies.</li> </ul>	
<b>Planned outcomes</b>			
<b>Organisational option</b>			
<b>Conditions and Comments</b>			
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1 P 4</p> <ul style="list-style-type: none"> <li>➤ High P: 4</li> <li>➤ Low P:</li> </ul> <p>GS 1,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 1,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p> <p>Total: 7,8</p>	<p><b>Regular</b></p> <p>D 1 P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 2</li> </ul> <p>GS 2,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 2,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 10,8</p>	<p><b>Regular</b></p> <p>D 1 P 8</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 3</li> </ul> <p>GS 3,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 2.8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 12,8</p>

## Program 9: Collective Management of Copyright and Related Rights

### Objective:

To enhance copyright and related rights collective management structures.

### Introductory description

34. **Workload:** Throughout our desk research **we did not find evidence to support a substantial increase in workload** in the collective management of copyright and related rights. 60% of their time, the team is working on the organisations of seminars focused around three main activity domains:
  - a. **Development of copyright and related rights collective management structures**
  - b. **Creation of copyright and related rights collective management structures**
  - c. **Reinforcement of copyright and related rights collective management structures**
35. Being a rather small team, there are some complaints of the **high level of administration** taking too much of their time. As a consequence there is a lack of time to really spend on the content work. Although there is a request for to add an additional person to the team, we have not found any evidence to support this request. We therefore recommend freezing the number of FTEs working in this Programme.
36. The team reports **overlap** with the Technical Assistance and Capacity Building Bureau for Africa and with the Creative Industries Division. An overlap of competencies exists with these teams and collaboration can be strengthened.
37. Next to the overlap with some other teams, the team reported a difficulty in meeting the divergent needs of developing countries on one hand with the needs from industrialized countries on the other hand.
38. As with other smaller programs we would like to question the efficiency of having a program with 3 people. Unless there is a specific reason for a stand alone program, we suggest considering **decreasing the number of programs** with few people. Combining appropriate programs would facilitate management, collaboration, reporting, monitoring and follow up for all staff concerned.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Assess potential synergies with other programmes</li> </ul>	<ul style="list-style-type: none"> <li>Bring the overlapping competencies together into one programme</li> </ul>	
Planned outcomes			
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 3</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 3</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 3</p>

## Program 10: IPR Enforcement

### Objective:

To assist Member States in strengthening their systems and infrastructure for the enforcement of IP rights and to support and enhance an informed policy debate at the international level.

### Introductory description

39. **Workload:** Throughout our interviews and desk research **we have found information to support an increase in workload in IPR enforcement.** In general terms IP enforcement is becoming a more important topic for most Member States and this is reflected in the growing demand for services falling within this Program.
40. For 50% of their time, the team is working on the organisation and provision of workshops (around 20 a year) and training aimed at rendering IP enforcement more effective. The team responds to the requests from Member States for training law enforcement agencies and the judiciary aimed at increasing capacity building for the benefit of prosecutors, customs and police officials and other law enforcement authorities in Geneva and all other regions and with close coordination with other relevant WIPO sectors.
41. The team takes the lead in developing the program preparing an in-depth needs assessment. The team then organises and runs the event with either speakers from the own sector or carefully selected external speakers. Each workshop is then followed up by a mission report. The team communicated the existence of strict rules on formality within WIPO time consuming.
42. For 15% of their time, the team is working on regional congresses (twice a year) and a yearly global congress which was organised on January 30 and 31, 2007 called the Third Global Congress on Combating Counterfeiting and Piracy. This year's Congress for example turned out to be the biggest event in WIPO's history. There were around 1200 participants and some 60 key speakers were invited for this two day conference, including a number of ministers and other VIPs. The practical and administrative tasks take a lot of time for the team and the team is requesting short term interns to deal with this administrative burden.
43. For 10% of their time, the team is occupied with publications and case book studies. The team liaises with the author from conception to final product and the team drafts and edits smaller publications themselves. Whenever other units in WIPO publish publications on enforcement of IP rights the team is actively involved in editing their specific sector parts. There is a growing demand by Member States for these services and the current level of resources are insufficient to deal with this demand.
44. Other activities the team is involved in are as follows:
  - Legislative advice of which requests may not always be of a high quantity but often require considerable time input to ensure a high level of quality

- Administering the Advisory Committee on Enforcement (ACE), preparation and editing of the ACE documents and finding suitable speakers can be labour intensive
  - Updating and maintenance of the IP enforcement website including preparation and publication of a periodical newsletter
  - Working on studies and surveys (together with external experts) relating to specific IP enforcement issues such as criminal procedures, jurisdiction, interlocutory injunctions and calculations of damages
  - Representing WIPO in meetings and activities of other intergovernmental organisations, regional organisations and groups of countries such as the WHO, the WTO, the EU and the G8.
45. Generally there could be efficiency gains by better streamlining activities of this Program with other sectors' activities such as the World Academy. There could be more coordination and a clear separation of tasks.
46. Although the potential increase in workload is difficult to translate into a number of FTEs we estimate there is a need of a total of 8 to 10 FTEs . However currently the number of FTEs needed to run this program effectively and reach its objective is directly driven by the allocated budget. If more resources are allocated to this program, more can be achieved in terms of IPR enforcement.
47. We would like to question the efficiency of having a program with 4,8 people. Unless there is a specific reason for a stand alone program, we suggest considering **decreasing the number of programs** with few people. Combining appropriate programs would facilitate management, reporting, monitoring and follow up for all staff concerned.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Define detailed profiles and task descriptions of people to be hired</li> </ul>		
Planned outcomes			
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 1,8</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 0,8</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 4,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 4,8</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P: 2.8</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 7,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 4,8</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P: 2.8</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 1</li> </ul> <p>Others 1</p> <p>Total: 9,8</p>

## Program 11: The WIPO Worldwide Academy

### Objective:

To strengthen national IP human resources capacity and enhance access to IP knowledge.

### Introductory description

48. **Workload:** Throughout our interviews and desk research **we have found information to support an increase in workload for** the academy activities. The number of training courses has increased without a corresponding increase in staff. This increase is shown in the tables below.

#### Professional Development Program

Year	Staff Number	Courses organised	Participants
04	5	7 plus 18 sub-courses	169
05	3	12 plus 18 sub	216
06	2	14 plus 18 sub	316

#### Policy Development Program

Year	Staff Number	Courses organised	Participants
04	4	10 regular plus 9 special	1,013
05	3	13 regular plus 9 special	959
06	2.5	13 regular plus 13 special	1,124

#### Distance Learning Program

Year	Staff Number	Session offered	Participants
04	6	17	10,264
05	5	21	9,681
06	5	35	20,251

#### Education Degree/Diploma Program

Year	Staff Number	Session offered	Participants
06	1.5	7	1,105

Executive Program

Year	Staff Number	Session offered	Participants
06	2	8	650

Office of the Dean

Year	Staff Number
06	5

49. A significant proportion of people within the Academy **(40%) are working on temporary contracts**. We suggest decreasing this number to 25-30%. We suggest considering the replacement of temporary staff with increase of P staff, thus attracting more professional resources and reducing the administrative layer within Academy.
50. An alternative would be to consider the Academy as a potential target for outsourcing, linking to a business school, conference organiser or equivalent body, able to secure economies of scale from the administration processes, and possibly offering their own training facilities.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Increase staff if the number of training activities goes up</li> </ul>	<ul style="list-style-type: none"> <li>Decrease the number of short term people and replace them by P staff</li> </ul>	
Planned outcomes			
Organisational option		Consider outsourcing as an option. Figures below and following do not follow this option	
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 6</p> <ul style="list-style-type: none"> <li>➤ High P: 4</li> <li>➤ Low P: 2</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 1</li> </ul> <p>Others 5</p> <p>Total: 19,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 6</p> <ul style="list-style-type: none"> <li>➤ High P: 4</li> <li>➤ Low P: 2</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 1</li> </ul> <p>Others 5</p> <p>Total: 19,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 6</p> <ul style="list-style-type: none"> <li>➤ High P: 4</li> <li>➤ Low P: 2</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 1</li> </ul> <p>Others 5</p> <p>Total: 19,8</p>

## Program 12: Law of Patents

### Objective:

To improve the role of WIPO as a forum for discussion of patent-related issues and to further develop the international patent system, in accordance with the interests and policies of all Member States, and with a view to meeting the needs of users and society as a whole.

### Introductory description

1. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial increase in workload.** Below you can find an overview with the main activities of the program and the related time investment. Next to the 4,8 FTE's reported in the budget:

Activity	Time investment per year*	Frequency per Year
Meetings of "Standing Committee on the Law of Patents (SCP)"	1,300 hours	2
Colloquia on selected patent issues	820 hours	5
Administration of WIPO patent-related treaties (3 --> Paris, Patent Law Treaty, Budapest)	5,000 hours	ongoing
Running studies	900 hours	2
Legislative advice to developing countries, Revision of internal publications, Process external and internal information requests, organisation of general meetings, Missions (different roles --> e.g. courses/training)	2,500 hours	ongoing

\* calculations are WIPO estimates and are based on a 2,150 hour FTE year.

#### 51. Areas of efficiency improvement:

- a. There are some overlaps with office of strategic use of IP for development, economic and development sector.
- b. Administrative procedures are mentioned to be too heavy.

## Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Develop patent law knowledge of existing staff to improve effectiveness of existing team</li> <li>Eliminate existing overlaps by clearly define activities, competencies and responsibilities and/or by integrating with office of strategic use of IP for development, economic and development sector</li> <li>Start aligning processes of event organisation and standardisation of documents</li> </ul>	<ul style="list-style-type: none"> <li>Create conceptual ideas to support process electronically (work stream and document management system) –</li> <li>Implement reworked processes (incl. competencies and responsibilities) and standardisation</li> </ul>	
<b>Planned outcomes</b>		<ul style="list-style-type: none"> <li>Improved work stream</li> <li>More efficient and effective working by having more time to concentrate on substance than on administrative activities → impact in supporting of WIPO in the development of the international patent system</li> </ul>	
<b>Organisational option</b>			
<b>Conditions and Comments</b>			
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1 P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 1,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 5,8</p>	<p><b>Regular</b></p> <p>D 1 P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 1,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 5,8</p>	<p><b>Regular</b></p> <p>D 1 P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 1,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 5,8</p>

## Program 13: Law of trademarks, Industrial Designs and Geographical Indications

### Objective:

To modernize the international legal framework for trademark office administrative procedures and to approximate diverging national and regional approaches in the area of trademark, industrial designs and geographical indications law, including the law against unfair competition.

### Introductory description

52. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial increase in workload.** Whilst requests were made for additional people during interviews, we have not received any factual evidence to support and justify this request.

Legal advice on Trademarks, Industrial Design, Geographical Indications ties up an estimated **100 days** of resources on P and G level over one year but actually also covers activities of Program 20.

The table below shows the workload of the Law and International Classifications Division. It covers the activities of Program 13 and 20 because a clear split of workload was not possible (see also Program 20).

Activity	Time investment per year	Frequency per Year
Meetings of Standing Committees on Trademarks (SCT)	280 days	2
Input to Member States Assembly	35 days	1
Conducting Symposium	100 days	2
Promotional Activities	200 days	50
Legal advice (Trademarks, Industrial Design, Geographical Indications)	100 days	50
Paris - Art. 6ter notifications	diverse (incl. development of database)	Diverse
Meetings of Working groups and Committees of Experts	230 days	2
Administrative activities	65 days	Diverse

53. A **shortage of competencies** has been reported in the following areas:

- a. Drafting and communication skills
- b. Legal expertise
- c. Experienced administrative support

54. **Areas of efficiency improvement: MAPS redevelopment (IT Project)**

- a. Provide the same technology as PCT is currently using. One of the consequences of standardization of technology will result in a decrease in support capacity.
- b. Change the current working philosophy of the Trademark Section to the same as PCT has (i.e., working groups by document type vs. polyvalent groups by language or region). One of the consequences of this change may be an increase of staff motivation through job enrichment.
- c. Madrid WEB applications will be revised and improved.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Develop skills gaps of existing staff to improve team effectiveness</li> <li>• Redesign administrative activities and processes</li> <li>• Align processes of event organisation, publications and standardization of documents</li> <li>• Start IT projects MAPS redevelopment and Madrid WEB applications</li> </ul>	<ul style="list-style-type: none"> <li>• Continue development of skill gaps of existing staff to improve team effectiveness</li> <li>• Continue redesign administrative activities and processes</li> <li>• Align processes of event organisation, publications and standardization of documents</li> <li>• Start IT projects MAPS redevelopment and Madrid WEB applications</li> </ul>	<ul style="list-style-type: none"> <li>• Implement reworked processes and standardization as well as IT systems</li> </ul>
Planned outcomes		<ul style="list-style-type: none"> <li>• Improved work stream</li> <li>• More efficient and effective working by having more time to concentrate on substance than on administrative</li> <li>• Reduced delays in production</li> </ul>	
Organisational option	<ul style="list-style-type: none"> <li>• Rethink organisational structure of Sector based on the new processes</li> </ul>		
Conditions and	<ul style="list-style-type: none"> <li>• Define project plan and</li> </ul>		

Comments	work out a specific business plan		
Headcount summary End period	<p><b>Regular</b> D P 4 ➤ High P: 3 ➤ Low P: 1 GS 0,8 ➤ High GS: 0,8 ➤ Low GS:</p> <p><b>Short Term</b> GS ➤ High GS: ➤ Low GS: Others</p> <p>Total: 4,8</p>	<p><b>Regular</b> D P 4 ➤ High P: 3 ➤ Low P: 1 GS 0,8 ➤ High GS: 0,8 ➤ Low GS:</p> <p><b>Short Term</b> GS ➤ High GS: ➤ Low GS: Others</p> <p>Total: 4,8</p>	<p><b>Regular</b> D P 4 ➤ High P: 3 ➤ Low P: 1 GS 0,8 ➤ High GS: 0,8 ➤ Low GS:</p> <p><b>Short Term</b> GS ➤ High GS: ➤ Low GS: Others</p> <p>Total: 4,8</p>

## Program 14: Law of Copyright and Related Rights

### Objective:

To improve the protection of copyright and related rights and reach a broad consensus on international copyright law and developments.

### Introductory description

55. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial workload increase** based on past years.
56. **In this program the following activities are undertaken:**
- a. Standing committees
  - b. Regional consultation meetings
  - c. Facilitating expert studies
  - d. Speaking engagements
  - e. Regional events
  - f. Review of work done by other units WIPO (eg.: review of a distance learning course)
  - g. Answering copyright related mails and telephones (in 2006 about 490 mails in English and French and 6/700 mails in Spanish).
57. Possible **efficiency gains:**
- a. If answering mails and telephone calls can be done based on standardized answers, a significant gain of time is possible (estimate 0,5 FTE)
  - b. Automating the Q&A process would also lead to a reduced workload
58. Every person in this program reported some **sick absence** in the last year. Four out of 13 people were absent for more than 20 days. The total number of sick absence days was 165 days. Reducing this number by 50%, would lead to an increase staff productivity of 0,2 FTE.
59. **The span of control is very low** in this program. Of the total program of 13 people, 4 of those are at Director level. We suggest considering reviewing the organizational structure of this program.
60. Four people (one D, one P, one GS and one SML) on 13 are 55 year or older. One of them will even be 67 in 2007. This means that several people will leave for **retirement** in the coming years. This may create a need for inflow of new people and a transfer of knowledge to be set up. Succession planning should be set up soon.

## Recommended actions and outcomes

Organisational Unit: HRM	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Increase the span of control</li> <li>• Set up a succession plan, thus assuring succession and transfer of knowledge</li> <li>• Develop a concrete action plan to decrease sick absence</li> <li>• Track and report on workload</li> <li>• Standardizing answers to mails and phone calls</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the action plan to reduce sick absence</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>• By the end of 2009 the sick leave would be reduced by 25 %, thus increasing productivity by 0,2 FTE</li> <li>• Span of control widened.</li> <li>• A productivity gain of 0,5 FTE can be achieved by standardizing mails and answers to telephone calls.</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011, sick leave would be reduced by 50%, thus increasing productivity by a further 0,2 FTE</li> <li>• Due to the widened span of control, the number of Directors may have decreased by the end of 2011 from 4 to 1</li> </ul>
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 4</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P:</li> </ul> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 3</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p>	<p><b>Regular</b></p> <p>D 4</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P:</li> </ul> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 3</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p>	<p><b>Regular</b></p> <p>D 4</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P:</li> </ul> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS: 3</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 1</li> </ul> <p>Others</p>

	Total: 13	Total: 13	Total: 13
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## Program 15: Traditional Knowledge, Traditional Expressions and Genetic Resources

### Objective:

**To enhance the appropriate and effective protection of TK, TCEs and IP aspects of genetic resources for the benefit and sustainable development of traditional communities.**

### Introductory description

61. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial workload increase** based on past years.
62. Several competencies are lacking:
  - a. MS office skills
  - b. Legal and drafting skills
  - c. Specific technical skills (e.g. biotechnology skills)
  - d. Secretarial and administrative skills
63. Sick absence levels were exceptionally high under this Programme. Every staff member was absent on sick leave last year. Three out of the 13 staff members were absent more than 20 days. The total number of days lost to sick absence was 265 days, roughly equivalent to 1.5 FTE staff. Even reducing this by 50 %, would free up resources to improve performance capacity by the equivalent of 0,75 FTE.

## Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Develop a concrete action plan to decrease sick absence</li> <li>Identify poor performers and staff without appropriate competencies</li> <li>Develop and/or attract appropriate skills</li> <li>Track and report on workload</li> </ul>	<ul style="list-style-type: none"> <li>Implement the action plan to reduce sick absence</li> <li>Develop and/or attract appropriate skills</li> </ul>	
<b>Planned outcomes</b>	<ul style="list-style-type: none"> <li>Poor performers and staff without appropriate competencies identified and presented with a structured plan for improvement</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2009 the sick leave would be reduced by 25 %, thus increasing productivity by 0,35 FTE</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2011, sick leave would be reduced by 50 %, thus increasing capacity by a further 0,35 FTE</li> </ul>
<b>Organisational option</b>			
<b>Conditions and Comments</b>	<ul style="list-style-type: none"> <li>Access to appropriate technology and clerical/ secretarial skills training</li> <li>WIPO-wide programme to reduce levels of sick absence</li> </ul>	<ul style="list-style-type: none"> <li>Access to appropriate technology and clerical/ secretarial skills training</li> <li>WIPO-wide programme to reduce levels of sick absence</li> </ul>	
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 3</li> </ul> <p>Others 1</p> <p>Total: 13</p>	<p><b>Regular</b></p> <p>D</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 3</li> </ul> <p>Others 1</p> <p>Total: 13</p>	<p><b>Regular</b></p> <p>D</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 2</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS: 3</li> </ul> <p>Others 1</p> <p>Total: 13</p>

## Program 16: Administration of PCT system

### Objective:

To establish the PCT system as the most accessible, reliable and affordable means of obtaining patent protection worldwide.

### Introductory description

1. Administration of the PCT system is **the program employing the largest number of staff** within WIPO, with a total of approximately 450 staff. It is also the key source of revenue generation for WIPO.
2. PCT has a **well-established process for recording workload and performance**, and there is an agreed algorithm within the program and budget providing the flexibility to vary staff levels in this program to match variations in workload.
3. As shown in the table below, **the number of applications has increased over recent years at an average rate of 6%**. This growth is predicted to continue in future years. The expected growth is estimated at about + 5% per year in the next five years. This increase in activities is expected to include particularly high growth in filings in the North East Asian languages (Japanese, Chinese, and Korean) and will mean higher volumes of web based XML filings.

<u>Year</u>	<u>Increase</u>
2002	2%
2003	4,4%
2004	6,4%
2005	11,3
2006	7,9%
2007	5,4%

4. The requirement for sufficient language skills in particular Japanese, Chinese, Korean and German is a continuing challenge for this program. The need for more Japanese, Chinese and Korean language skills is driven directly by the growing demand from these linguistic areas. The shortage of German language skills is rather to cover the actual, rather stable, activities. PCT have adopted outsourcing to absorb growth in translation work, and this approach appears to have worked very well.
5. We have identified two areas where there is potential scope for **increased efficiency** in the use of human capital. These relate to:
  - a. Addressing long term sick absence; and

b. Adopting new technology.

6. Out of the current 450 staff working in Program 16, 93 people were absent through sickness for 20 or more days in 2006 (as shown in the following table). This represented a total of 3,985 lost working days.

Sick leave days	# of people
20 - 29	46
30 - 39	18
40 - 49	8
50 - 59	6
60 - 69	6
>70	9

Our working assumption, based on experience with other employers and as part of a cross-WIPO initiative to address these unusually high levels of sick absence, is that total sickness absence days can be reduced to at least 2,000 working days within this program. As a target, this represents a 50% reduction in sick absence levels above 20 days per year, and would equate to an equivalent gain of 9 FTEs. In practice, we would expect other sick absence levels to reduce as management involvement and control improves. Higher estimated levels of efficiency are difficult to predict without risking perceptions that WIPO intends to be harder on genuine sick absence.

7. PCT activity is well planned and monitored, and has benefited from access to technology support for efficient processes.
8. Although PCT has led WIPO in developing and implementing technology solutions. Interviewees have indicated that **further technology development** can improve productivity:
- Increased web based (XML) applications and automated data entry procedure can save up to 5 to 20 minutes per application. **The** program deals with 145,000 applications each year. Even a 5 minute saving per case would create a potential saving of 1,500 days – equivalent to saving 7 FTEs:

$$((5 \text{ min} * 145,000 \text{ app's}) / 60) / 8 = 1510 \text{ working days}$$

The exact technology investment should be assessed further in depth.

However, this efficiency could only be achieved if there was a complementary change in behaviour from client registrants, shifting to XML from Word and other software.

- In the area of application recording, referrals to past cases can facilitate the examiner's problem solving job.

- Electronic translation tools can be improved through updated translation software and initiatives such as creating a technical library, but a detailed analysis of potential savings is required.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• As absence is a major issue, we suggest to conduct an in depth analysis of the absence issue through a quantitative and qualitative analysis (a stress survey may support this analysis).</li> <li>• Develop a concrete action plan to decrease sick absence</li> <li>• Quantify the exact need for linguistic competencies – consider further outsourcing</li> <li>• Assess the business case for technology improvements</li> <li>• Review the requirements for consultants (currently nearly 10% of the Program workforce)</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the action plan to reduce sick absence</li> <li>• Outsource appropriate linguistic skills. Retain a core capability to review and sustain the workload.</li> <li>• Review the business case for, and implement, agreed technology improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to manage sick absence.</li> </ul>
Planned outcomes	<ul style="list-style-type: none"> <li>• Target list of sick absence cases under review.</li> <li>• Business case assessment for technology opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2009, the exceptional long term sick leave would be reduced by 25 %, thus increasing productivity by the equivalent of at least 4 to 5 FTEs.</li> <li>• This may require some level of early retirement or departure on grounds of ill-health.</li> <li>• Implementing the web based applications and automated data entry procedures, can increase productivity by at least 7 FTEs.</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011, long term sick leave would be reduced by 50 %, thus increasing productivity by another 4 to 5 FTEs.</li> </ul>

	2007	2008/09	2010/11
Organisational option			
Conditions and Comments	<ul style="list-style-type: none"> <li>Budget for required technology improvement</li> </ul>	<ul style="list-style-type: none"> <li>WIPO acceptance of the case for early retirement or departure on grounds of ill-health.</li> <li>Funding for the above.</li> </ul>	<ul style="list-style-type: none"> <li>A budget must be foreseen to support the action plan on absence leave reduction over the next 4 years (amount to be confirmed after the in depth analysis)</li> <li>Budget for technology improvements</li> </ul>
Headcount summary End period	<p><b>Regular</b></p> <p>D 5</p> <p>P 107,2</p> <ul style="list-style-type: none"> <li>➤ High P: 39,8</li> <li>➤ Low P: 67,4</li> </ul> <p>GS 186,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 167,3</li> <li>➤ Low GS: 19</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS 101,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,6</li> <li>➤ Low GS: 97,2</li> </ul> <p>Others 51,2</p> <p>Total: 451,5</p>	<p><b>Regular</b></p> <p>D 5</p> <p>P 107,2</p> <ul style="list-style-type: none"> <li>➤ High P: 39,8</li> <li>➤ Low P: 67,4</li> </ul> <p>GS 186,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 167,3</li> <li>➤ Low GS: 19</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS 101,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,6</li> <li>➤ Low GS: 97,2</li> </ul> <p>Consultant 39,2</p> <p>Total: 439,5</p>	<p><b>Regular</b></p> <p>D 5</p> <p>P 107,2</p> <ul style="list-style-type: none"> <li>➤ High P: 39,8</li> <li>➤ Low P: 67,4</li> </ul> <p>GS 186,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 167,3</li> <li>➤ Low GS: 19</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS 101,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,6</li> <li>➤ Low GS: 97,2</li> </ul> <p>Consultant 34,2</p> <p>Total: 434,5</p>

## Program 17: PCT Reform

### Objective:

To further modernize, improve and strengthen the PCT system to ensure that the system continues to meet the needs of applicants and all offices, irrespective of size, and of third parties, resulting in greater reliance on the system and hence less work duplication.

### Introductory description

- By the end of 2007, this program will have finished its tasks. Staff having worked under PCT reform division are now working in other PCT divisions

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Assess how to best redeploy the people allocated to this Program, as from 2008.</li> <li>• To be checked: Are there any plans for what happens to these people? If the work is finished they could be released.</li> </ul>		
Planned outcomes			
Organisational option			
Conditions and Comments			
Headcount summary End period	<b>Regular</b> D 2 P 2 ➤ High P: 2 ➤ Low P: GS 1 ➤ High GS: 1 ➤ Low GS:  <b>Short Term</b> GS	<b>Regular</b> D P ➤ High P: ➤ Low P:  GS ➤ High GS: ➤ Low GS:  <b>Short Term</b> GS	<b>Regular</b> D P ➤ High P: ➤ Low P:  GS ➤ High GS: ➤ Low GS:  <b>Short Term</b> GS

	➤ High GS: ➤ Low GS: Others Total: 5	➤ High GS: ➤ Low GS: Others Total:	➤ High GS: ➤ Low GS: Others Total:
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# Program 18: Madrid, The Hague and Lisbon Registration Systems

**Objective:**

**To maintain efficient and cost-effective administration of the international registration systems and to promote their development and use.**

**Introductory description**

64. **Workload:** Throughout our interviews and desk research **we have found evidence that may support a workload increase** that is expected to continue. Please refer to predictions of applications for international trademark registration and renewals received and processed for Madrid and The Hague Systems in the table below:

		<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<b>Madrid System</b>	<b>International Applications</b>	34.400	35.400	38.500	39.800
	<b>Renewals</b>	13.700	14.200	19.000	19.700
	<b>Total</b>	48.100	49.600	57.500	59.500

Source: Proposed Program and Budget for 2006/2007 and for 2008/2009

		<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<b>The Hague System</b>	<b>International Applications</b>	1.500	1.600	3.800	5.000
	<b>Renewals</b>	3.700	3.800	3.200	2.700
	<b>Total</b>	5.200	5.400	7.000	7.700

Source: Proposed Program and Budget for 2006/2007 and for 2008/2009

- a. **Section for mobilization of extra-budgetary resources:** The section has been established recently. This makes it difficult to accurately estimate the expected workload or related need for people.

65. Potential efficiency gains have been identified throughout our interviews and desk research:

- a. Automation of sending out standard letters and the automation of the system of tracking will reduce staff numbers with 1 FTE by 2009.

- b. Multi task pilot teams, which are currently being introduced, will avoid unnecessary duplication and will increase overall efficiency for the 43 FTE examiners doing their work- when all teams become multi task oriented there will be a reduction of 8.6 FTEs by 2009.
  - c. Very little development has been undertaken on terminology databases, classification databases, in the translation unit. Such technology investment , which is currently in the planning phase (decision needs to be made either to buy a technology tool from the market or develop internally) will improve efficiency and reduce the workload with 18 FTE by 2009. However it should be noted that with the new protocol enforced at the end of the year there will be an increase of demand for translation in two other languages. In fact the ADG has already requested a budget for 7 translators for 2007 and 10 extra translators for 2008. The automation may therefore lead to an overall reduction of 3,4 FTEs for translation.
  - d. Also, the classification database can be automated further. This will reduce staff numbers in examination with 8.6 FTEs by 2009.
  - e. There will be an automation introduced starting with the process of refusals which will be send as an attachment to an email (and not in paper format any longer). Once this is introduced regulatory letters will be automated. This will reduce staff by 0.2 FTE by 2009.
  - f. Opportunities have also been identified to save time with incoming mail. The database is already developed and will be ready in June 07. This will create a 10 to 20 % time saving for heads of unit in particular. It will reduce staff numbers by 3 FTEs by 2007.
66. Given that there are translation sections in the Language Service and in the International Registrations Operations Division, the question may be raised as to whether it might make sense to **integrate/merge these two sections** in order to improve efficiency and cost-effectiveness. We recognise that there are different specific roles but believe that this opportunity should be considered, particularly if further outsourcing is considered.
67. With regard to the promotion of the development and use of international registration systems and the representation of WIPO overseas some overseas offices are staffed with just one employee and have no administrative assistant. The workload of the overseas office is relatively stable but often there are two events on the same day and two WIPO representatives would lead to higher coverage (for example the Brussels WIPO office has made a formal request for an extra administrative assistant). In addition, some offices will be without resources during holidays or the regular visits to WIPO headquarters.
68. For those WIPO overseas offices based in a developing country (such as Singapore) a part of their work is related to coordination (35%) but in addition they undertake facilitation of technical programs (65%). These activities require a sufficient amount of technical and administrative staff, ideally 3 GS and 4 P level in total. In Asia there is an increased need for IP development – the big countries are moving very fast- small countries need very special kind of assistance. Currently the Singapore office employs one Director and one local administrative assistant.
69. In total 21 people have been **absent for sick leave** for more than 20 days in 2006. These 21 people account for 747 days of sick leave on a total of 1467 days of sick leave within Programme 18. Reducing these 747 days by 50% may result in a productivity gain of about 1.5 full-time Posts.

70. Programme 18 relies on 51,4 short-term FTEs on a total of 138,6 FTEs (i.e., 37% of staff are employed on short term contracts. As Programme 18 represents one of the core businesses of WIPO, it may be useful to internalize a part of short-term staff. By doing so, it may secure knowledge transfer and increase motivation by providing some short-term staff a permanent position.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Assess Technology investment in the following processes: applications and renewals.</li> <li>Make a business case to integrate the translation unit in Trademarks with Languages Services</li> <li>Make a business case for insourcing</li> <li>Implementation of database for incoming mail</li> <li>Develop relationships with private sector</li> </ul>	<ul style="list-style-type: none"> <li>Implement Technology/Automation in applications and renewals</li> <li>Full automation of sending out standard letters</li> <li>Full automation of the system of tracking</li> <li>Full implementation of training examination teams to be multi task oriented</li> <li>Design and implementation of terminology database and classification database</li> <li>Design and implementation of automation of translation services</li> <li>Implementation of the automation of the process of refusals</li> <li>Implementation of the automation of the regulatory letters</li> </ul>	<ul style="list-style-type: none"> <li>Make a business case to internalize a part of short-term staff (i.e., reducing short-term staff from 33% to 20%)</li> </ul>
Planned outcomes		<ul style="list-style-type: none"> <li>By the end of 2009, the exceptional long term sick leave should have been reduced by 25 %, thus increasing productivity by 0.75 FTE (if you do not outsource)</li> <li>Considerable efficiency gains should allow to decrease by 22 people.</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2011, long term sick leave should have been reduced by 50 %, thus increasing capacity with another 0.75 FTE</li> <li>If you don't invest in technology in order to automate the process of registration and renewals, 10 extra FTEs will be needed to cope with the estimated increase of workload.</li> <li>If you invest in technology in order to automate the process</li> </ul>

	2007	2008/09	2010/11
			<p>of registration and renewals, 10 FTEs can be dropped for the current headcount.</p> <ul style="list-style-type: none"> <li>Conclusions: while the workload is expected to increase, efficiency gains can be made through technology investment. We therefore recommend a freeze in the headcount.</li> </ul>
Organisational option			
Conditions and Comments		• .	<ul style="list-style-type: none"> <li>Confirmed business cased for an increase of regular contracts.</li> </ul>
Headcount summary End period	<p><b>Regular</b> D 3 P 24,6 ➤ High P: 10,8 ➤ Low P: 13,8 GS 58,4 ➤ High GS: 53,6 ➤ Low GS: 5</p> <p><b>Short Term</b> GS 22,6 ➤ High GS: 5 ➤ Low GS: 17,4 Others 27</p> <p>Total: 135,6</p>	<p><b>Regular</b> D 3 P 24,6 ➤ High P: 10,8 ➤ Low P: 13,8 GS 58,4 ➤ High GS: 53,6 ➤ Low GS: 5</p> <p><b>Short Term</b> GS 15,2 ➤ High GS: 5 ➤ Low GS: 10 Others 12,6</p> <p>Total: 113,8</p>	<p><b>Regular</b> D 3 P 37,2 ➤ High P: 17 ➤ Low P: 20,2 GS 68,4 ➤ High GS: 58,6 ➤ Low GS: 10</p> <p><b>Short Term</b> GS 2,6 ➤ High GS: 1,6 ➤ Low GS: 1 Others 2,6</p> <p>Total: 113,8</p>

# Program 19: Patent Information, Classification and IP Standards

## Objective:

To increase the efficiency of the use of IP information and documentation by IP Offices, applicants and the general public worldwide.

## Introductory description

### 71. Workload:

- a. Patent Information Service (project oriented work based on external demand). About 4500 hours of workload during the year are spent on this area. 3 major and about 10 smaller projects are run yearly. The Patent Information Service is confronted with a high and, for the next years, increasing demand (about 20%-40% over the next two biennia).
- b. A similar workload exists for IP Statistics. An increasing workload of about 30% is expected.

72. **Areas of Improvement:** Reduction of areas with organisational overlaps with redundant activities. Overlaps are seen with SME division and with some other units.

73. Four people in programme 19 are 55 year or above. So about 1 person on four will be **retiring** in the coming years. This may create a need for inflow of new people and a transfer of knowledge to be set up. Moreover it would be good to make a proper succession plan

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Set up a succession plan, thus assuring succession and transfer of knowledge</li> <li>• Define clear rules of duties, competencies and responsibility to reduce overlaps with different units or integrate overlapping pieces</li> <li>• Asses GS staff and reduce by one person</li> <li>• Train existing staff with business IT and skills</li> <li>• Reconsider existing procedures to reduce failures and production</li> </ul>	<ul style="list-style-type: none"> <li>• Carry on training</li> <li>• Implement automation</li> </ul>	

	2007	2008/09	2010/11
	<ul style="list-style-type: none"> <li>of wrong information</li> <li>Define business case for further automation to support procedures</li> </ul>		
Planned outcomes	<ul style="list-style-type: none"> <li>Reduction of one GS staff.</li> </ul>	<ul style="list-style-type: none"> <li>Improved efficiency and effectiveness of staff by specific training, automation and streamlined procedures to better meet increasing demand by existing people</li> <li>Improved quality of output</li> </ul>	
Organisational option	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Designate a member of staff to be responsible for quality</li> </ul>	
Conditions and Comments	<ul style="list-style-type: none"> <li>Define business case for automation project</li> </ul>		
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 6</li> <li>➤ Low P: 1</li> </ul> <p>GS 6,1</p> <ul style="list-style-type: none"> <li>➤ High GS: 5,1</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 15,1</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 6</li> <li>➤ Low P: 1</li> </ul> <p>GS 6,1</p> <ul style="list-style-type: none"> <li>➤ High GS: 5,1</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 14,1</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P: 6</li> <li>➤ Low P: 1</li> </ul> <p>GS 6,1</p> <ul style="list-style-type: none"> <li>➤ High GS: 5,1</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 14,1</p>

# Program 20: International Classification in the Field of Trademarks and Industrial Designs

## Objective:

To enhance the administration of the international trademark and design systems

## Introductory description

1. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial increase in workload.** Below you can find an overview with the main activities of the program and the related time investment. Next to the 2,5 people reported in the budget, there is one consultant paid by a Member State.

Activity	Time investment per year	Frequency per Year
Meetings of Standing Committees on Trademarks (SCT)	280 days	2
Input to Member States Assembly	35 days	1
Conducting Symposium	100 days	2
Promotional Activities	200 days	50
Legal advice (Trademarks, Industrial Design, Geographical Indications)	100 days	50
Paris - Art. 6ter notifications	diverse (incl. development of database)	diverse
Meetings of Working groups and Committees of Experts	230 days	2
Administrative activities	65 days	diverse

No increase of workload is foreseen.

2. A **shortage of competencies** has been reported in the following areas:
  - a. Legal, drafting and communication skills
3. **Areas of efficiency improvement:**
  - a. Build up experience in administrative support (WIPO has strict formatting and wording rules). No GS staff with this knowledge are available in the Program.

- b. Simplify review and approval process to shorten the procedure.
- c. Find people with drafting knowledge who can draft/write well.

### Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Train existing staff to fill existing gaps</li> <li>• Review approval process to improve process delays.</li> <li>• Possibly replace people with no training potential</li> </ul>	<ul style="list-style-type: none"> <li>• Train existing staff</li> <li>• Implement solution</li> </ul>	
<b>Planned outcomes</b>		<ul style="list-style-type: none"> <li>• No change in staff numbers but efficiency and effectiveness gained by adequate training. → gain of quality and time</li> </ul>	
<b>Organisational option</b>			
<b>Conditions and Comments</b>			
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 1</li> </ul> <p>GS 0,5</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,5</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others :</p> <p>Total: 2,5</p>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 1</li> </ul> <p>GS 0,5</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,5</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others :</p> <p>Total: 2,5</p>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 1</li> </ul> <p>GS 0,5</p> <ul style="list-style-type: none"> <li>➤ High GS: 0,5</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others :</p> <p>Total: 2,5</p>

## **Program 21: Arbitration and Mediation Services and Domain Names Policies and Procedures**

### **Objective:**

**To enhance IP protection through the resolution of IP disputes by arbitration and mediation, and to enhance the legal framework for the protection of IP in the Internet Domain System.**

### **Introductory description**

#### **74. Workload:**

- a. Domain Name Processing: based on our interviews and desk-to-desk assessment, Domain Name Processing represents 50% of the workload in Program 21 and there is a 10% expected increase in workload for each of the two following biennium.
- b. Arbitration and Mediation: based on our interviews and desk-to-desk assessment, Arbitration and Mediation represents 5% of the workload in Program 21 and there is a 20% expected increase in workload for each of the two following biennia.
- c. Resource Centre activities: based on our interviews and desk-to-desk assessment, Resource Centre activities represents 20% of the workload in Program 21 and there is a 10% expected increase in workload for each of the two following biennia.

#### **75. Areas of improvement: what is the expected impact of these on workload and headcount requirements?**

- a. Redefine rules of processing. While there is a lot of paperwork in Program 21, there are potential efficiency gains through automation. Furthermore, sending and distributing paper documents throughout the world is costly and time-consuming. Processes although they are supported electronically still are paper-based and require a review and overall implementation (primarily in Member States who do not work with Platform; see point b). Process improvement, linked to automation offers the scope for increased efficiency, reduced costs through sharing documents electronically rather than by paper and postal services, and improved speed.
- b. An electronic platform for A/M has been implemented since mid-2006 with the objective to improve the processing. However, it seems that this platform is not sufficiently used by parties. The parties should be supported and trained to use the existing platform.
- c. There are potential efficiency gains through improvement of the physical production processes in translation and printing (publications). These processes may be viewed as long and inefficient.
- d. The use of paid legal interns is the result of increasing workload over the last past years. With the yearly change of the people a lot of know-how is lost and

a lot of time and cost is yearly reinvested to build up the specific know-how. A gain of efficiency would result from replacing some of those interns by regular staff.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Define actions and project plan to improve processes and automation in the above mentioned areas of improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Run project to improve processes supported by reinforced automation</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>A constant workload will save 1 workforce due to efficiency gaining</li> <li>Meet increasing workload with same amount of staff</li> </ul>	
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 3</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P: 1</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 2</li> </ul> <p>Others 3</p> <p>Total: 15,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 3</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P: 1</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 2</li> </ul> <p>Others 3</p> <p>Total: 15,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 3</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P: 1</li> </ul> <p>GS 4,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 4,8</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 2</li> </ul> <p>Others 3</p> <p>Total: 15,8</p>

## Program 22: Direction and Executive Management

### Objective:

**Effective formulation and management of WIPO’s policies, strategies and programs in accordance with Member States’ directives, and the internal regulations, rules and applicable laws.**

### Introductory description

76. **Workload:** Throughout our interviews and desk research **we have not found evidence that supports a change in workload.**
77. While there are no major areas of improvement in Programme 22, it may be relevant to consider the following points:
- Does the Office of the Ombudsman require 1 FTE?
  - While it might be an organizational requirement from the UN, would it be possible to centralize all complaints in one and only unit (i.e., Office of the Ombudsman, Medical Service and HR-Social Welfare)? Another alternative may be the centralization of complaints for all UN institutions and specialized agencies located in Geneva in a shared service centre for such problems.
  - Combining the Medical Service and HR-Social Welfare represents 6 FTEs. Benchmark data (source: PwC Saratoga) for the number of employees served by Health and Safety FTE indicate that Health and Safety Function is heavily resourced in terms of number of people. Health and Safety serves 200 FTEs (internal clients) per Health and Safety FTE while the median is serving 334 FTEs (internal clients) per Health and Safety FTE. As a consequence, instead of the current number of 6 FTEs for the combined Social Welfare and Medical Service, we suggest decreasing the number of persons working in Medical Service and HR-Social Welfare to 3,6 FTEs.

Health and Safety Function	Percentiles		
	25th	50th	75 <sup>th</sup>
FTEs per Health & Safety FTE (Saratoga)	241	334	831

78. Out of the 27 persons included in Program 22, only one of them reports no **sick absence days**. While long term sick leave is not a major concern within Programme 22, the remaining 27 persons account for 274 days of sick leave. Reducing these 274 days by 50% may result in a productivity gain of about 0,5 full-time Post.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>Address short term sick leave</li> </ul>	<ul style="list-style-type: none"> <li>Address short term sick leave</li> <li>Reduce the headcount of the combined medical and social health and safety department</li> </ul>	<ul style="list-style-type: none"> <li>Address short term sick leave</li> </ul>
Planned outcomes			<ul style="list-style-type: none"> <li>Productivity can be increased with 0,5 FTE if the sick absence is reduced by 50%</li> <li>Reduced through a synergy medical and social health &amp; safety department, results in a decrease of 3 FTEs</li> </ul>
Organisational option			
Conditions and Comments			
Headcount summary End period	<p><b>Regular</b></p> <p>D 5</p> <p>P 13,6</p> <ul style="list-style-type: none"> <li>➤ High P: 9,4</li> <li>➤ Low P: 4</li> </ul> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 4</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 2,8</li> </ul> <p>Others</p> <p>Total: 26,4</p>	<p><b>Regular</b></p> <p>D 5</p> <p>P 13,6</p> <ul style="list-style-type: none"> <li>➤ High P: 9,4</li> <li>➤ Low P: 4</li> </ul> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 4</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 2,8</li> </ul> <p>Others</p> <p>Total: 26,4</p>	<p><b>Regular</b></p> <p>D 5</p> <p>P 10,6</p> <ul style="list-style-type: none"> <li>➤ High P: 6,4</li> <li>➤ Low P: 4</li> </ul> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 4</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS 3,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 2,8</li> </ul> <p>Others</p> <p>Total: 23,4</p>

## Program 23: Budget Control and Resource Mobilization

### Objective:

**To ensure sound budgetary control and management and cost-effectiveness, and to develop a strategy for extra-budgetary resource mobilization for WIPO activities, in particular for technical cooperation.**

### Introductory description

79. Most organisations would typically **integrate the controller's office with the finance and accounting department**. Some organisations also link their audit department with finance, accounting and controlling although there are strong arguments for keeping the audit department independent from the finance department.
80. The existing **workload**, with a regular flow of files and paper documentation, results in time pressures to approve what may be relatively small expenditure even in routine activity. One consequence is that professional time may be diverted from higher value activity to conduct routine checks. This becomes a particular problem when any of the existing Office staff are absent and this work needs to be processed by others. Access to a larger staff base – as would arise if the Office of the Controller was integrated with Finance and Administration - would improve efficiency.
81. Today, the Office of the Controller is, in part, a support mechanism substituting for management performance and accountability across WIPO. WIPO is moving to new procedures. At present the Controller's office appears to approve every CHF spent. **Improvements** could include:
- a. An **ERP system** which could save lots of time and improve the efficiency and effectiveness. For instance the approvals of expenditures could be automated with a work flow behind. The ERP system should also allow WIPO to integrate and link the different activities connecting the controller's office to other parts of the organization. An ERP will also facilitate management, control and reporting.
  - b. Specified **delegations to line managers** for authorising expenditure, with authorisation from Program Managers or other senior managers depending on the levels of expenditure.
  - c. **Increased delegation to the Contracts and Procurement Division**.
  - d. Greater clarity and enforcement regarding management approving expenditure.
  - e. Regular reviews of authority limits.
82. One outcome from a decision to increase delegation will be a **requirement for training and briefing for WIPO managers on finance and accounting procedures** and their own role and responsibilities.

83. A related outcome will be that the Office will **require staff with stronger finance and accounting, and process and program competencies**, rather than broad administrative competencies.

### Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Consider integrating Controlling and Finance departments</li> <li>Develop and/or attract more professional finance and accounting skills</li> <li>Review the level of delegation for authorising expenditure</li> </ul>	<ul style="list-style-type: none"> <li>ERP implementation</li> <li>Develop and/or attract more professional finance and accounting skills</li> <li>Implement the reviewed delegation of signatures</li> </ul>	
<b>Planned outcomes</b>		<ul style="list-style-type: none"> <li>Reduced workload resulting from increased delegation by the end of 2009.</li> <li>We are assuming that the ERP will be operational at the end of this biennium.</li> </ul>	<ul style="list-style-type: none"> <li>When the ERP is implemented and when delegation of signatures has been reviewed, we expect a saving of minimum 3 admin people.</li> </ul>
<b>Organisational option</b>	Consider integrating with Finance.		
<b>Conditions and Comments</b>			<ul style="list-style-type: none"> <li>ERP operational</li> </ul>
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 4</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 2</p> <p>Total: 10</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 4</li> </ul> <p>GS 2</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 2</p> <p>Total: 10</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 5</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P: 4</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 7</p>



## Program 24: Internal oversight

### Objective:

To enhance the relevance, effectiveness, efficiency, accountability and integrity of the organisation's operations and activities

### Introductory description

84. The Workload of the Internal Audit and Oversight Division is distributed :

Activity	Workload
<b>Evaluation activities including:</b> <ul style="list-style-type: none"> <li>- Defining terms of Reference</li> <li>- Staffing Evaluation Team with people with specific Competencies (internal and if needed external)</li> <li>- Run Evaluation</li> <li>- Report</li> <li>- Discussions and Recommendations, incl. Feedback gathering</li> <li>- Dissimilation of Information</li> </ul>	40%
<b>Performance Assessment activities including:</b> <ul style="list-style-type: none"> <li>- Soliciting input from program managers for program performance reports (PPRs)</li> <li>- Review inputs for PPR and validating data</li> <li>- Drafting report</li> <li>- Submitting report for approval by Director General and to Member States including translation into 6 languages etc)</li> </ul>	30%
<b>RBM: Preparation of Program and Budget</b> <ul style="list-style-type: none"> <li>- Providing advice on RBM results frameworks in connection with the preparation of the WIPO program and Budget</li> <li>- Consultations with program managers</li> <li>- Drafting Program and Budget textual parts</li> </ul>	15%
<b>Consultancy: ad hoc requests for Quality Assessment, Reviews, etc.</b> <ul style="list-style-type: none"> <li>- Providing advice on RBM results frameworks in general</li> <li>- Providing guidance to Program Managers for assessing performance and gathering data (continuous)</li> <li>- Providing guidance to program managers to plan, conduct and use evaluations (continuous)</li> </ul>	15%

85. **Areas of Improvement:** Although WIPO may wish to keep its Internal Oversight department as an independent functioning unit, the following potential areas for improvement have been considered:

- a. Some synergies exist (a) with the activities of the Controller's Office aiming to undertake management, structural and administrative reform initiatives and to undertake the planning, preparation, initiation and execution of special projects; and (b) with the activities of the Strategic Planning unit.
- b. Developing and implementing a Policy Framework for Evaluations agreed by Member States can increase efficiency and it will increase the level of service..
- c. Developing and implementing better monitoring mechanisms in order to collect relevant information on results/outcomes throughout the year.
- d. Developing project and program management competencies of the Program Managers.

### Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Define areas of synergy and plan cooperation</li> <li>• Train program managers in performance assessment skills.</li> <li>• Train Program Managers in project and program management competencies.</li> <li>• Develop and implement a Policy Framework for Evaluations agreed by Member States.</li> </ul>		
<b>Planned outcomes</b>			
<b>Organisational option</b>			
<b>Conditions and Comments</b>			
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 1</p> <ul style="list-style-type: none"> <li>➤ High P: 1</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p>

	Total: 3	Total: 3	Total: 3
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## Program 25: Human Resource Management

### Objective:

To provide efficient and cost-effective management of human resources.

### Introductory description

The Human Resource Management Department workload is largely transactional, responding to:

- WIPO routines, for example: reviewing entitlements, issuing new contracts of employment, following-up potential problems with individual flexitime scheme recording, and arranging and administering training courses
- Health and welfare issues of staff members; and
- Requests from managers and staff, for example for recruitment, or for classification of existing or new posts.

HRMD is currently consulting on an HR Strategy and on a number of more strategic human resource initiatives and interventions. This represents a major shift in the role of HRMD.

The WIPO HRMD appears to be significantly overstaffed when compared to other organisations and also faces criticism from clients in relation to the service levels received. The reasons for this situation are complex but can be addressed through an integrated programme linked to implementation and adoption of the new HR Strategy.

Considering first the headcount level within HRMD:

- Benchmark data (source: PwC Saratoga) for the number of employees served by a FTE HR person indicate that HRMD is heavily resourced. HRMD has 28 FTEs per HR FTE. This would place HRMD far below the 25<sup>th</sup> percentile for benchmarked public sector organisations in Europe. See the following table.

	Public Sector			European cross industry		
	Percentiles			Percentiles		
	25th	50th	75th	25th	50th	75th
<b>FTEs per HR Dpt FTE</b>	42	61	<b>89</b>	60	87	<b>125</b>

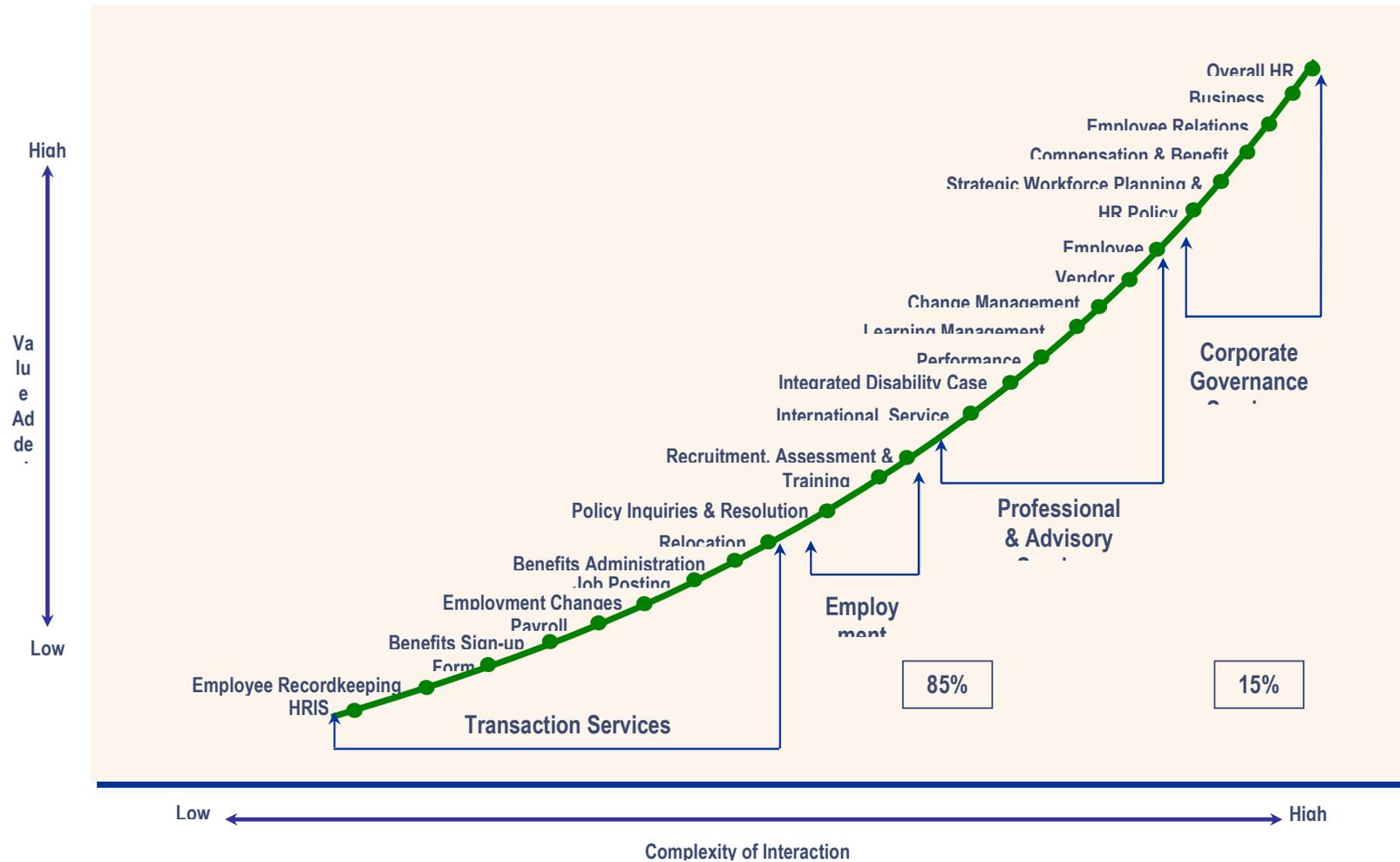
- There are a number of reasons behind this apparent poor efficiency performance from HRMD. In particular:

- Current activities are embedded in personnel administration, using mostly manual systems with many approval stages. Savings from process efficiency, and other initiatives reviewed below should enable HRMD to move, at least, to be able to operate with a performance level at the 50<sup>th</sup>ile level during 2008/2009. Staff redeployment/reduction to achieve these levels may not be achieved until 2010/2011.
- Statistics collected during our review demonstrate that levels for several HR activities, for example for training and recruitment have declined recently. Resources are still in place. Workload should pick up in training and in recruitment but, with new demands and processes, the competence requirements will be varied from what exists today.
- There is no efficient, integrated, HR information system (HRIS) in place. The business case for adopting a new HRIS should plan for HRMD to achieve performance at the 75<sup>th</sup>ile level. However, this requires full adoption of new ways of working with HR specialists with the right skills and competencies. The key determinant of when the new level of performance efficiency might be achieved is the timescale for implementation of the new HRIS as part of the proposed ERP.
- Sick absence is significant within the HRMD. In 2006, 8 people were on sick leave for more than 20 days, totalling 554 working days. Out of the remaining group, with an exception of two people every one has been on short term sick leave (less than 20 days) – thus totalling 260 days. Reducing both short and long term illness to 50%, would increase capacity with about 2 FTEs.

Service levels from HRMD should be improved with:

- Implementation and adoption of the proposed HR strategy.
- More efficient and effective processes.
- HRMD staff with the required competencies.
- New organisational arrangements for HRMD.
- Addressing the current sick absence levels within HRMD.

Outsourcing is an option that can assist in enabling HR to focus on strategic issues and may lead to reduced costs. However WIPO alone is not a major target for HR outsourcing service providers except for partial services, for example for training or benefits administration. Our recommendation is always to establish HR processes before outsourcing. The graph below indicates what processes organisations typically outsource in Europe





**Recommended actions and outcome**

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Confirm and communicate the draft HR strategy.</li> <li>• Translate the strategy into a consistent action plan, allocating responsibilities to HRMD.</li> <li>• Define new roles and performance indicators for HRMD.</li> <li>• Assess relevant HRM skills of D and P grade staff.</li> <li>• Technology investment in flexi time system to prepare to release need for two G staff members.</li> <li>• Map and re-engineer other HR processes.</li> <li>• Prepare for HRIS development as part of the ERP implementation.</li> <li>• Identify resource requirements for WIPO improvement programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Phased implementation of new organisational arrangements.</li> <li>• Adoption of re-engineered HR processes, using manual resources and existing technology.</li> <li>• Prepare for ERP implementation and deployment of fully re-engineered processes – to take effect in 2010/2011.</li> <li>• Develop HRM skills of relevant D and P grade staff.</li> <li>• Reduce HRMD headcount (2 G posts) following adoption of new flexitime technology.</li> <li>• Redeployment of HRMD resources to new roles.</li> <li>• Confirm HRMD staff who will be 'surplus' following full implementation of new structure, roles, processes, and technology.</li> <li>• Begin displacement programme.</li> <li>• Source new HRMD resources to occupy key, vacant, roles</li> <li>• Assess opportunities for partial outsourcing of HRMD activities.</li> <li>• Implement the action plan to reduce sick absence</li> </ul>	<ul style="list-style-type: none"> <li>• New HRMD structure and processes operating consistently across WIPO.</li> <li>• Develop Employee and Manager HRM self-service skills.</li> <li>• Continue to manage sick absence.</li> </ul>
<b>Planned outcomes</b>	<ul style="list-style-type: none"> <li>• Clarity of roles and responsibilities for HRMD.</li> <li>• Planned elimination of unnecessary approval steps in key processes will speed up actions and reduce workload in HRMD, even without the preferred technology</li> </ul>	<ul style="list-style-type: none"> <li>• Redeployment/redundancy for 2 G staff members following adoption of new flexi time technology</li> <li>• Re-engineered processes will result in efficiency gains, in HRMD and across WIPO – benchmarked efficiency gain indicates potential net reduction of 10 further posts. Assumption is that 5 posts may be released in this biennium and the balance, with the next</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011 the HRIS should be fully operational thus bringing efficiency gains</li> <li>• On this basis, WIPO HRMD should be capable of operating at no less than 50%ile performance – 1 HR FTE to 61 employees (Source: Saratoga). This would justify an permanent establishment of 21</li> </ul>

Indicative example only

	2007	2008/09	2010/11
	<p>platform.</p> <ul style="list-style-type: none"> <li>• Agreed service levels</li> <li>• HRMD prepared to play a key role in the WIPO improvement programme.</li> <li>• Early identification of HRMD people who will be developed or released on a phased basis as restructuring continues.</li> </ul>	<p>phase of redeployment and/or redundancies in 2010/2011</p> <ul style="list-style-type: none"> <li>• By the end of 2009, the short and long term sick leave would be reduced by 25 %, thus increasing productivity by the equivalent of at 1 FTE.</li> </ul>	<p>employees.</p> <ul style="list-style-type: none"> <li>• By the end of 2011, long and short term sick leave would be reduced by 50 %, thus increasing capacity by another 1 FTE.</li> </ul>
Organisational option	<ul style="list-style-type: none"> <li>• Plan to restructure HRMD from a centralised to a service operation.</li> <li>• Consider whether HRMD should report direct to DG.</li> </ul>	<ul style="list-style-type: none"> <li>• Phased implementation of new organisational arrangements, linked to adoption of new processes and technology.</li> </ul>	
Conditions and Comments	<ul style="list-style-type: none"> <li>• Additional work required to map and re-engineer HR processes, for manual and for technology support. Recommended resourcing would be 1 S/T Intern or equivalent with HRMD or consultant guidance, for 6 months.</li> <li>• The process mapping and re-engineering will also take some time of your P and GS staff but early adoption of some efficiency will balance this additional workload.</li> <li>• Budget for development of HRMD skills (200.000 CHF) for 2008/2009</li> </ul>	<ul style="list-style-type: none"> <li>• Further development in HRMD relies on HRIS component of ERP being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Full implementation of new ways of working requires HRMD staff with the right skills and competencies. This means some additional redeployment and/or redundancy beyond reaching the proposed net figure for employees.</li> <li>• Assumes no new major programmes beyond the HR Strategy.</li> </ul>

Indicative example only

	2007	2008/09	2010/11
<b>Headcount summary</b>	<b>Regular</b>	<b>Regular</b>	<b>Regular</b>
<b>End period</b>	D 3	D 3	D 1
	P 14	P 16	P 12
	➤ High P: 7	➤ High P: 8	➤ High P: 6
	➤ Low P: 7	➤ Low P: 8	➤ Low P: 6
	GS 18,5	GS 14	GS 8
	➤ High GS: 16,7	➤ High GS: 14	➤ High GS: 8
	➤ Low GS: 1,8	➤ Low GS:	➤ Low GS:
	<b>Short Term</b>	<b>Short Term</b>	<b>Short Term</b>
	P	P	P
	GS 4,9	GS 2	GS
	➤ High GS: 1,6	➤ High GS: 2	➤ High GS:
	➤ Low GS: 3,3	➤ Low GS:	➤ Low GS:
	Others 3	Others	Others
	Total: 43,4	Total: 35	Total: 21

## Program 26: Financial operations

### Objective:

**To ensure efficient, transparent and accountable financial operations at WIPO in conformity with applicable rules and regulations.**

### Introductory description

1. The workload of the finance department depends highly on the workload within PCT and Trademarks, on the number of travel arrangements and on the number of activities taken on by the Academy. The workload within the Income Section depends on the amount of new activities held at the Academy, which were free of charge prior to 2004 and have doubled in number each year since 2004. There are 2 to 3 staff responsible for receiving subscriptions and payments for the Academy; this means 40% of the total staff in the Income Section, now work on these payments. 90% of the invoicing comes from other systems, creating a significant amount of extra work. In the same section, the workload for publications has decreased significantly, and Oracle will be installed to deal with these payments.
2. The number of projects (missions) undertaken by WIPO staff has increased by 60% in the past two years.

Year	# of missions by WIPO staff
2004	1009
2005	1335
2006	1629

3. The team in charge of travel arrangements processed 3,068 **travel authorisations** in 2006. This took them an average of 30 minutes per authorisation, which resulted in work for about 1 FTE on a yearly basis:

$$(30 \text{ min} * 3068) / (60 \text{ min} * 8 \text{ working hours}) = 192 \text{ working days}$$

Alongside travel authorisations the team processed 1,709 visa applications in 2006. This took them about 45 minutes per visa application, which resulted in work for about 0,73 FTE on a yearly basis:

$$(45 \text{ min} * 1709) / (60 \text{ min} * 8 \text{ working hours}) = 160 \text{ working days}$$

The travel section consists of 5 people. During our interview phase, we were told that these are the only activities described as "events" in this section. We assume that some extra administration and team management must be accounted for. However this additional time does not allow us to explain the gap between the actual FTEs (5) and the travel authorisation workload. Unless a clear explanation can be found clarifying the gap between

the workload estimate and the actual headcount, we recommend decreasing the travel authorisations team by 3 people.

4. The **travel authorisation process** is still a manual and (carbon) paper based process, involving several people (travel agency, controller's office, finance department, program manager and person travelling). **Automating** this process is planned (the implementation of the electronic travel system is planned for June 2007). This planned investment may save time for those involved (both those going on projects and those providing administration and approvals). In parallel to the automation, we also recommend reviewing the number of approvers.
5. **Further automation** should be considered to improve the interface between the existing IT systems and PCT and Trademarks payments and registrations, where currently, backlogs occur. Creating workflow interfaces between Finance and other departments such as Procurement and HR, will significantly increase the efficiency and effectiveness of the Finance Department.
6. **More than 10% of the staff** in Finance Department **have been on sick leave for more than 20 days** (5 FTEs out of a total of 36,2 FTEs). In total they account for 302 days of absence, which is 56% of the total number of sick leave days within the Finance Department. Reducing this long term sick absence leave by 50% will increase the productivity of the department by about 0,7 FTE.
7. Benchmark data (sources: PwC Saratoga and PwC Global Best Practices) for the number of employees served by a Finance FTE indicate that Finance is heavily resourced. One Finance FTE in the Finance Department serves 34,5 employee FTEs. Relative to the benchmark position where one Finance FTE serves 46 employee FTEs, WIPO are below the market median, and are placed around the 42<sup>nd</sup> percentile. If the number of FTEs in the controller function is included in the financial operations data, the relative market comparison worsens further. Indeed the benchmark data includes the controlling function, which is in most organisations part of the finance function

Finance Function	Support function		
	Percentiles		
	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>
FTEs per Finance Function FTE (Saratoga)	25	46	88

8. Nineteen percent of the people in Finance operations are in the age range 55 to 60. Therefore we recommend developing an appropriate **succession plan** to ensure continuity over the next 5 years. Moreover through a formal succession plan loss of tacit knowledge and expertise can be avoided.

**Recommended actions and outcomes**

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>Automate and re-engineer the travel authorization process</li> <li>Map and re-engineer other Finance processes.</li> <li>Prepare a business case for a Finance system fully interfaced with the rest of WIPO</li> <li>Develop a concrete action plan to decrease sick absence</li> </ul>	<ul style="list-style-type: none"> <li>Implement the action plan to reduce sick absence</li> </ul>	<ul style="list-style-type: none"> <li>Continue to manage sick absence.</li> </ul>
<b>Planned outcomes</b>		<ul style="list-style-type: none"> <li>By the end of 2009 WIPO would have an automated and re-engineered travel authorization system thus saving 3 FTEs</li> <li>By the end of 2009, the exceptional long term sick leave would be reduced by 25 %, thus increasing productivity by 0,35 FTE</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2011, long term sick leave would be reduced by 50 %, thus increasing productivity by 0,7 FTE</li> <li>Aligning the finance department to the mid tier of the market benchmark will allow a decrease of 3 FTEs by the end of 2011</li> </ul>
<b>Organisational option</b>	<ul style="list-style-type: none"> <li>Consider Finance as part of an integrated Administration Division</li> </ul>		
<b>Conditions and Comments</b>		<ul style="list-style-type: none"> <li>Confirmed business cases for the suggested technology investments</li> </ul>	<ul style="list-style-type: none"> <li>Budget for Finance automation</li> <li>Time to be foreseen for the Finance automation</li> </ul>
<b>Headcount summary End period</b>	<p><b>Regular</b></p> <p>D 1</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 5</li> </ul> <p>GS 20,2</p> <ul style="list-style-type: none"> <li>➤ High GS: 20,2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 5</li> </ul> <p>GS 20,2</p> <ul style="list-style-type: none"> <li>➤ High GS: 20,2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 9</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 5</li> </ul> <p>GS 20,2</p> <ul style="list-style-type: none"> <li>➤ High GS: 20,2</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p>

Indicative example only

	GS 6	GS 3	GS
	➤ High GS: 2	➤ High GS: 1	➤ High GS:
	➤ Low GS: 4	➤ Low GS: 2	➤ Low GS:
	Others	Others	Others
	Total: 36,2	Total: 33,2	Total: 30,2

## Program 27: Information Technology

### Objective:

To ensure the reliable, secure, sustainable and cost-efficient operation of all the organization's IT systems whilst exploiting them to improve business processes.

### Introductory description

The IT function requires a function transformation to achieve its objectives. In the section below we will describe why we conclude on this function transformation.

9. Benchmark data (sources: PwC Saratoga and PwC Global Best Practices) for the number of employees served by one IT FTE indicate that the information technology function is heavily resourced in terms of the number of people. The IT function serves 20 FTEs (internal clients) per individual IT FTE. According to the Saratoga benchmark sample, the WIPO IT function is below the market median and relative to other organisations is positioned around the 37<sup>th</sup> percentile. According to our second benchmark source, Global Best Practices, the WIPO IT function is positioned around the 33<sup>rd</sup> percentile, also suggesting a heavily resourced IT function below the market median sized IT function.

IT Function	Percentiles		
	25th	50th	75th
FTEs per IT FTE (Saratoga)	17	23	<b>68</b>
FTEs per IT FTE (Global Best Practices)	17	26	<b>40</b>

10. During both interviews and focus groups we received a significant degree of complaints about the IT infrastructure. Complaints were made in the following areas:
  - a. Old technology being used.
  - b. Lack of integrated systems.
  - c. Long reaction time within the IT department.
  - d. No (transparent) IT strategy.
11. The people interviewed stressed that several skills such as project management, Peoplesoft expertise, XML, Java and Oracle were missing.

12. Although outsourcing can be a potential method of decreasing costs and improving efficiency, at this stage we do not recommend outsourcing is considered. Our recommendation is to first line up the IT processes before considering possible outsourcing.

### Recommended actions and outcomes

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Develop IT skills</li> <li>• Map and re-engineer IT processes</li> <li>• Develop a consistent IT strategy, including an action plan that clearly allocates responsibilities</li> <li>• Integrate the customer support units thus reducing overlap</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop IT skills</li> <li>• Consider what processes could be outsourced (after you mapped and re-engineered them)</li> <li>• Adapt the IT function to better fit the needs of your internal clients.</li> <li>• Increase the span of control when adapting the IT function (thus reducing the number of small sections)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop IT skills</li> </ul>
<b>Planned outcomes</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2009 a re-engineered IT function would be in place</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011 WIPO may have outsourced some IT activities like helpdesk support. This would transfer 13 FTEs to an external provider</li> <li>• We estimate that by the end of 2011 WIPO may have decreased the total IT workforce to 54 (including the 13 people from the outsourced helpdesk) people which would bring WIPO to the median percentile of European benchmark sample (Source: Saratoga)</li> </ul>
<b>Organisational option</b>			
<b>Conditions and Comments</b>	<ul style="list-style-type: none"> <li>• The IT function re-engineering will take some time of your P and GS staff (estimate: 0,5 FTE)</li> <li>• Budget for development of IT skills (200.000)</li> </ul>	<ul style="list-style-type: none"> <li>• Confirmed business cases for the outsourcing</li> <li>• The IT function re-engineering will take some time of your P and GS staff (estimate: 0,5 FTE)</li> </ul>	<ul style="list-style-type: none"> <li>• Budget for development of IT skills (200.000 CHF) to be spread over the next 4 years</li> </ul>

Indicative example only

	2007	2008/09	2010/11
	<p>CHF) to be spread over the next 4 years</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Budget for development of IT skills (200.000 CHF) to be spread over the next 4 years</li> </ul>	
Headcount summary End period	<p><b>Regular</b></p> <p>D 2</p> <p>P 35</p> <ul style="list-style-type: none"> <li>➤ High P: 26</li> <li>➤ Low P: 9</li> </ul> <p>GS 11,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 10,8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS 5</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 3</li> </ul> <p>Others 8</p> <p>Total: 61,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 35</p> <ul style="list-style-type: none"> <li>➤ High P: 26</li> <li>➤ Low P: 9</li> </ul> <p>GS 11,8</p> <ul style="list-style-type: none"> <li>➤ High GS: 10,8</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS 5</p> <ul style="list-style-type: none"> <li>➤ High GS: 2</li> <li>➤ Low GS: 3</li> </ul> <p>Others 8</p> <p>Total: 60,8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 36</p> <ul style="list-style-type: none"> <li>➤ High P: 26</li> <li>➤ Low P: 10</li> </ul> <p>GS 4</p> <ul style="list-style-type: none"> <li>➤ High GS: 3</li> <li>➤ Low GS: 1</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 41</p>

## Program 28: Conference, Language, Printing and Archives

### Objective:

To provide more efficient and cost-effective conference, language, printing and archives services.

### Introductory description

86. **Workload:** Throughout our interviews and desk research **we have found evidence to support a substantial workload increase** in the Conference, Communications and Records Management Division. The following table provides information on the increases in activities since 2003:

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
<b>Incoming calls</b>	N/A	75.000	71.059	81.600
<b>Mail items</b>	1.118	1.107	1.344	1.585
<b>Meetings in Geneva</b>	52	63	65	91
<b>Meetings outside Geneva</b>	104	105	128	188
<b>Conf. rooms: meetings with external participants</b>	614	608	599	774

87. **Workload:** Throughout our interviews and desk research **we have found evidence to support a substantial workload increase** in the Language Service – Translations Sections.

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
<b>Meetings: Interpreters man days</b>	N/A	1.539	1.944	2.635

88. **Workload:** Throughout our interviews and desk research **we have not found evidence to support a substantial workload increase** in the Printing and Publications Production Service.

89. Potential **efficiency gains** have been identified throughout our interviews and desk research:

- a. In the **Conference, Communications and Records Management Division**, there are possible efficiency gains:
  - i. in communications through using more electronic-based and less paper-based methods (e.g. conference invitations).
  - ii. in records management possibilities for electronic document recording, managing and archiving should be considered (i.e. currently, each letter/central e-mail/fax received is scanned and manually introduced in the central system).

Languages Services employs on average 30 external translators, hired each time on an individual basis. On average 20 times a year Languages Services need to request extra financial resources from the Controllers office. These requests involve a lengthy administrative process. **One single outsourcing contract could cut out time spent** on preparing these contracts and would, more importantly, deal with the current backlog often created as financial resources are not allocated in time for short term needs, due to the lengthy administrative process to request extra resources. Whilst outsourcing, it is important to have a sound risk management and control mechanism in place.

**Coordinated outsourcing could facilitate the provision of new languages.** In Language Services there is an increased need for Chinese and Russian. Outsourcing would allow the flexibility needed for short term translation needs.

Existing processes in **Language Services** are, in general, manual and lengthy: corrections and logging of the work is currently done manually, automating these processes would reduce 2 FTEs. Further automation of inserting corrections (which is partly still done manually) and introducing terminology databases would further reduce the headcount by 2 FTEs.

90. **Outsourcing** may be an alternative way of organizing:

- a. With an exception for the telecommunication services, most activities of the **conference, communications and record management division**, may be **considered for potential outsourcing**. The intention would be to reduce working costs and headcount, whilst improving the service level. For example, in our view, we see little economic justification of having an in house messenger/driver unit of 11 people within an organisation with the size of WIPO. Outsourcing could reduce the Program headcount by up to 41 FTE.
- b. In Language Services, WIPO currently works with a combination of internal and outsourced translation services. We suggest an assessment of both approaches to determine whether a fully **outsourced translation section** is the appropriate solution for WIPO. We would then recommend developing a detailed business case.
- c. In the **Printing and Publications Production Service**, while there is no evidence of an increase in the workload, it appears that the Enforcement and Special Projects Division had no publications printed in 2006 at all as the section had a large backlog). The question of totally **outsourcing** printing and publication services might be considered. This would potentially save about 19 FTEs.

91. If a decision was taken not to outsource, some **organizational synergy** exists across the different units working on translations:
- a. As there are three separate translation sections in WIPO (the Language Service, the translation unit in PCT and the translation unit in the Sector of Trademarks, Industrial Designs and Geographical Indications, we suggest reviewing the business case for **integrating/merging these three sections** in order to improve efficiency and cost-effectiveness. Although Trademark translation is of a slightly different nature (words and not sentences) the development, training and access of terminology data bases for one such a unit would lead to more efficiency and cost reductions.
  - b. We suggest transferring **the telecommunication unit into the IT department** (part of communication service). The current organisational trend has been to combine IT and telecommunication activities into "ICT".
92. In total 21 people have been **absent for sick leave** for more than 20 days in 2006. One of them has been absent an entire year. Presuming that the full year sick absence is justified, the other 20 people account for 905 days of sick leave on a total of 1473 days of sick leave within Programme 28. Reducing these 905 days by 50% may result in a productivity gain of about 2 full-time Posts.
93. On a total of 96,9 FTEs, 24 people are aged above 55. This means that many people will leave for **retirement** in the coming years. This may create a need for inflow of new people and a transfer of knowledge to be set up. So a formal **succession plan** should be developed.
94. Should outsourcing not be the chosen option for most of the activities related to this programme, we would strongly recommend **increasing the span of control**, so as to reduce the size of the management layers.

## Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Assess Technology investment in Electronic Communication</li> <li>• Assess Technology investment in Electronic Document Recording and Archiving</li> <li>• Prepare a business case to insource or outsource all translators and include the needs for Technology investment in the cost and benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Technology in Electronic Communication</li> <li>• Implement Technology in Electronic Document Recording and Archiving</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the insourcing/outourcing all translators based on business case</li> <li>• Implement the outsourcing all printing and publication services based on business case</li> <li>• Implement the outsourcing of the messenger driver unit, the conference unit, the mail expedition unit and the record management and archives services</li> </ul>

Indicative example only

	2007	2008/09	2010/11
	<p>analysis</p> <ul style="list-style-type: none"> <li>• Prepare a business case to insource/outsource all printing and publication services</li> <li>• Prepare a business case to integrate Language Services with the translation units within Trademarks and PCT</li> <li>• Manage absenteeism</li> <li>• Consider proactive succession planning</li> </ul>		
Planned outcomes		<ul style="list-style-type: none"> <li>• By the end of 2009 WIPO would have saved around 4 FTEs through more electronic communication, document recording and archiving.</li> <li>• By the end of 2009, the exceptional long term sick leave would be reduced by 25 %, thus increasing productivity by 1 FTE (if no outsourcing)</li> </ul>	<ul style="list-style-type: none"> <li>• For in house solutions, increase the span of control ( -2 people)</li> <li>• For in house solutions, by the end of 2011, long term sick leave would be reduced by 50 %, thus increasing productivity by another 1 FTE</li> <li>• For in house solutions and significant investments in Technology, headcount in the translation unit for Trademarks would be reduced by 14.5 (see below)</li> <li>• For an outsourced solution of all translators, the headcount may be reduced even further</li> <li>• If outsourcing all people working in the printing plans, the headcount may be reduced by 19 FTEs</li> <li>• If outsourcing the messenger / driver unit, the conference unit, the mail expedition unit and the record management and archives services, headcount would be reduced by about 41 FTEs</li> </ul>

Indicative example only

	2007	2008/09	2010/11
Organisational option			
Conditions and Comments		<ul style="list-style-type: none"> <li>Confirmed business cases for the suggested outsourcing activities</li> </ul>	
Headcount summary End period	<p><b>Regular</b> D 4 P 24,6 ➤ High P: 14,8 ➤ Low P: 9,8 GS 43,7 ➤ High GS: 35,7 ➤ Low GS: 8</p> <p><b>Short Term</b> GS 22,6 ➤ High GS: 1,8 ➤ Low GS: 20,8 Others 2  Total: 96,9</p>	<p><b>Regular</b> D 4 P 24,6 ➤ High P: 14,8 ➤ Low P: 9,8 GS 43,7 ➤ High GS: 35,7 ➤ Low GS: 8</p> <p><b>Short Term</b> GS 18,6 ➤ High GS: 1,8 ➤ Low GS: 16,8 Others 2  Total: 92,9</p>	<p><b><u>Scenario one: insourcing</u></b></p> <p><b>Regular</b> D 2 P 24,6 ➤ High P: 14,8 ➤ Low P: 9,8 GS 41,7 ➤ High GS: 34,7 ➤ Low GS: 7</p> <p><b>Short Term</b> GS 16,6 ➤ High GS: 1,8 ➤ Low GS: 14,8 Others 2  Total: 86,9</p> <p><b><u>Scenario two: outsourcing</u></b></p> <p><b>Regular</b> D 1 P 2 ➤ High P: 2 ➤ Low P: GS 3 ➤ High GS: 2 ➤ Low GS: 1</p> <p><b>Short Term</b> GS ➤ High GS: ➤ Low GS: Others  Total: 6 (+ 3 people transferred to IT)</p>

## Program 29: Premises Management

### Objective:

**To manage, rationalize and maintain WIPO premises in an effective and cost-efficient way and to ensure, to the greatest extent possible, the safety and security of all WIPO staff, visitors to WIPO buildings and delegates to WIPO meetings.**

### Introductory description

1. At this stage a team of 14 people (building division) is fully occupied with the maintenance of the current premises. Similar to the potential outsourcing of the new construction, outsourcing the premises management should be considered. However we advise WIPO not to consider this option until the new building is occupied and functioning. We expect that although this team will not be in charge of the move, their workload may increase during the move. Once the move is completed, outsourcing this team could be a feasible option.
2. The building division is occupied with maintenance of the technical installations, small reparations (400 a year), 6/7 big technical installations projects (ie above 100,000 CHF), and 20/30 important works a year (between 10,000 and 100,000 CHF). In 2006 there were 840 internal moves, compared to 500 moves in 2005. Rental space management, management of contracts for gardening and cleaning, and insurance management has become more time consuming due to heavier procurement procedures. Staff in the buildings division spend much of their time adhering to administrative procedures, sometimes up to 40% of their time.
3. To comply with the **H-MOSS (Headquarters Minimum Operation Security) Standards** WIPO is expected to invest significantly into security. The current team of security people is expected to grow by an additional 7 people next year. The Safety and Security Coordination Service (SSCS) plans to employ specialised consultants to assess WIPO's control systems and external consultants will design an operation room. The SSCS will then themselves undertake the implementation and installation of the system and operating room at the end of 2007. The envisaged SSCS team structure totals 14 FTEs, including the following functions:
  - a. 3 P functions (Head, Senior Security Officer, P3 Security Officer)
  - b. 1P2/G7 function (administration, planning and budget)
  - c. 10 GS functions
    - i. admin support and parking
    - ii. two receptionists,
    - iii. Risk Management, investigation, sweeping,
    - iv. wardens, SOPs,
    - v. Security clearance conference/VIP/Training,

- vi. Access, safety, badges, locks,
- vii. Emergency Response, Fire, Medical,
- viii. Operations Room,
- ix. Supervise Outsourced Guards

We would like to question the necessity of an in house team of about 14 people to guarantee security. We recommend considering outsourcing this activity instead of attracting 7 additional people. The 3 people working on ICT security may not be outsourced, but rather transferred to the IT department.

4. In this program 11 people are aged 55 and above. This means that several people will leave for **retirement** in the coming years. This may create a need for inflow of new people and a transfer of knowledge to be developed in parallel with any in house or outsourcing options.
5. Three people have been absent 20 or more days due to illness, last year. One of them has been absent an entire year. Presuming that the one full year **sick absence** is justified, the potential productivity gains from a pro-active sick absence management will be limited in this programme.
6. The management structure of the Buildings Division and the Safety & Security Coordination Service is rather heavy for a total of 35,5 FTEs : In the Buildings Division there are (1) Head of Buildings Division, (2) Head of Premises Management Section, (3) Head of Organizational and Material Resources Section. We suggest to simplify this management structure to 1 person.

### Recommended actions and outcomes

	2007	2008/09	2010/11
Actions	<ul style="list-style-type: none"> <li>• Prepare a business case to outsource the premises management section as from 2010</li> <li>• Prepare a business case to outsource security team as from 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Outsource the premises management by the end of 2009</li> <li>• Outsource the security team by the end of 2009 (or earlier if possible)</li> <li>• Transfer the IT security people to the IT team</li> <li>• Reduce the size of the Management team from 3 to maximum 2 FTEs</li> </ul>	
Planned outcomes		<ul style="list-style-type: none"> <li>• By the end of 2009 WIPO would have a reduced the management team thus saving 1 FTE</li> <li>• By early 2008, one FTE (age above 65) will retire</li> </ul>	<ul style="list-style-type: none"> <li>• Early 2010 WIPO would have saved 27,5 FTEs if premises management and security sections were to be outsourced.</li> <li>• A team of 3 FTEs would remain in house (1 to manage the external provider on premises, 1 to manage</li> </ul>

Indicative example only

	2007	2008/09	2010/11
			the external security provider and one administrative assistant)
Organisational option			
Conditions and Comments		<ul style="list-style-type: none"> <li>Confirmed business cases for the suggested outsourcing activities</li> </ul>	
Headcount summary End period	<p><b>Regular</b></p> <p>D 2</p> <p>P 11</p> <ul style="list-style-type: none"> <li>➤ High P: 6</li> <li>➤ Low P: 5</li> </ul> <p>GS 16,4</p> <ul style="list-style-type: none"> <li>➤ High GS: 13,4</li> <li>➤ Low GS: 3</li> </ul> <p><b>Short Term</b></p> <p>GS 5,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 4,3</li> </ul> <p>Others 0,8</p> <p>Total: 35,5</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 10</p> <ul style="list-style-type: none"> <li>➤ High P: 5</li> <li>➤ Low P: 5</li> </ul> <p>GS 16,4</p> <ul style="list-style-type: none"> <li>➤ High GS: 13,4</li> <li>➤ Low GS: 3</li> </ul> <p><b>Short Term</b></p> <p>GS 5,3</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS: 4,3</li> </ul> <p>Others 0,8</p> <p>Total: 33,5</p>	<p><b>Regular</b></p> <p>D</p> <p>P 2</p> <ul style="list-style-type: none"> <li>➤ High P: 2</li> <li>➤ Low P:</li> </ul> <p>GS 1</p> <ul style="list-style-type: none"> <li>➤ High GS: 1</li> <li>➤ Low GS:</li> </ul> <p><b>Short Term</b></p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others</p> <p>Total: 3</p>

## Program 30: Travel and Procurement

### Objective

To provide WIPO with more cost-effective and efficient travel and procurement services.

### Introductory description

1. The **Procurement and Contracts Division** has engaged in an improvement Program to establish procurement principles and best practices to serve all WIPO departmental units and Program Managers. The initial focus has been on compliance with processes, transparency, and efficiency. New procurement rules were issued to tighten controls and procurement management.
2. Workload for the Procurement and Contracts Division can be assessed against three major areas of activity:
  - Procurement – indicated by numbers of internal and external purchase orders:
    - Numbers overall have remained reasonably stable over the past four years, and total values have declined, from CHF63.5m in 2004 to CHF39m in 2006.
  - Contracts – indicated by numbers of RFQs, ITBs/RFPs, and cases presented to the Contract Review Committee (CRC):
    - Volumes are reasonably consistent for ITBs and RFPs.
    - The number of cases presented annually to the CRC has varied, for example from 26 and 29 (in 2004 and 2005 respectively) to 49 in 2006. It was 41 and 42 in 2002 and 2003.
  - Shipments, Removals, and Privileges – where workload is on the increase.
  - Secretariat, for example customs clearances, VAT exemptions – where workload in 2006 was lower than in previous years but the trend over time is for variation.
3. The Division is working on initiatives which, inter alia, will have an effect on human resource requirements, in particular:
  - The move to encourage longer-term procurement planning will assist in eliminating peaks of work and will facilitate resource management in the Division.
  - IT can be used to replace existing paper-based systems, in particular to provide an electronic database of annual procurement activities to facilitate planning, evaluation, internal auditing and statistical reporting. If staff with the right competencies were in place this could lead to savings of two GS posts once the new systems were implemented and in use.
  - Efficiencies may also arise from the planned opportunities for engaging in joint procurement activities in cooperation with procurement services of the other organizations of the United Nations System in the framework of the Inter Agency Procurement Working Group (IAPWG) and the United Nations Common Procurement Activities Group (CPAG) based in Geneva.

We also discussed:

- The possible outsourcing of the Economat activity. This could be undertaken by a stationery and office supplies organisation at little or no cost. But the two GS staff members would be unlikely to be redeployed.
  - Why the Controller was involved in approving spending?
  - Whether it was possible to increase the delegated level of authority before the Contracts Review Committee is engaged. At present the CRC meets to consider all contracts over CHF100,000.
4. For **Travel**, the implementation of the new electronic travel authorisation system which started in 2007 is expected to improve the processing of travel authorizations in the 2008/09 biennium. Visa administrative procedures, and travel and visa statistical reporting tools have been identified as having the scope to be further improved and automated.

### Recommended actions and outcome

	2007	2008/09	2010/11
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Develop business case for outsourcing Economat activity</li> <li>• Identify process opportunities and technology requirements, linked to proposed ERP</li> <li>• Improvements should include greater delegation to Procurement and Contracts Head of Division</li> </ul>	<ul style="list-style-type: none"> <li>• Outsource Economat activity – releasing 2 GS grade staff</li> <li>• Prepare for ERP implementation and deployment of fully re-engineered processes – to take effect in 2010/2011.</li> <li>• Confirm Travel and Procurement staff who will be ‘surplus’ following full implementation of new structure, roles, processes, and technology.</li> <li>• Begin displacement Program.</li> <li>• Source new resources to occupy key, vacant, roles</li> </ul>	<ul style="list-style-type: none"> <li>• Review business case for:                             <ul style="list-style-type: none"> <li>○ Shared services</li> <li>○ further outsourcing</li> </ul> </li> </ul>
<b>Planned outcomes</b>	<ul style="list-style-type: none"> <li>• Decision on future of Economat – for implementation in 2008/2009</li> <li>• Planned elimination of unnecessary approval steps in key processes will speed up actions and reduce workload</li> </ul>	<ul style="list-style-type: none"> <li>• Redeployment/redundancy for 2 G staff members following adoption of new flexi time technology</li> <li>• Increased delegation will result in efficiency gains</li> <li>• Assumption is that 2 posts and 1 Consultant may be released in this biennium and the balance, with the next phase of redeployment and/or</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of 2011 the ERP technology should be fully operational thus bringing efficiency gains</li> <li>• Staff should have been identified to leave WIPO</li> <li>• New staff engaged and in post</li> </ul>

Indicative example only

	2007	2008/09	2010/11
		redundancies in 2010/2011	
Organisational option	<ul style="list-style-type: none"> <li>Consider delegation of authority from Controller to Head of Division.</li> </ul>	<ul style="list-style-type: none"> <li>Phased implementation of new processes and technology.</li> <li>Consider shared service approach for 'back-office' in an Administration Division</li> </ul>	
Conditions and Comments	<ul style="list-style-type: none"> <li>Additional work required to map and re-engineer processes, for process improvement and technology support.</li> </ul>	<ul style="list-style-type: none"> <li>Further development relies on technology being available for support</li> </ul>	<ul style="list-style-type: none"> <li>No new allowance made in relation to the Agenda for Development</li> </ul>
Headcount summary End period	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 3</li> </ul> <p>GS 14</p> <ul style="list-style-type: none"> <li>➤ High GS: 8</li> <li>➤ Low GS: 6</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 2.8</p> <p>Total: 24.8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 3</li> </ul> <p>GS 12</p> <ul style="list-style-type: none"> <li>➤ High GS: 7</li> <li>➤ Low GS: 5</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1.8</p> <p>Total: 21.8</p>	<p><b>Regular</b></p> <p>D 1</p> <p>P 7</p> <ul style="list-style-type: none"> <li>➤ High P:4</li> <li>➤ Low P: 3</li> </ul> <p>GS 9</p> <ul style="list-style-type: none"> <li>➤ High GS: 5</li> <li>➤ Low GS: 4</li> </ul> <p><b>Short Term</b></p> <p>P</p> <p>GS</p> <ul style="list-style-type: none"> <li>➤ High GS:</li> <li>➤ Low GS:</li> </ul> <p>Others 1</p> <p>Total: 18</p>

## Program 31: The New Construction

### Objective:

To deliver the new construction on time (early 2008) and within budget.

### Recommended actions and outcomes

This program is being managed by contractors with oversight and contract management from a 'pilot' engaged by WIPO on consultancy terms. We see no reason to suggest any variation to these arrangements.

	2007	2008/09	2010/11
Actions			
Planned outcomes			
Organisational option			
Conditions and Comments		<ul style="list-style-type: none"> <li>Although the new construction was scheduled for early 2008, the new construction will not be finished by then. The provision for a consultant in this role for an agreed period in the 2008/2009 budget might be considered.</li> </ul>	
Headcount summary End period	<b>Regular</b> D P GS  <b>Short Term</b> GS Others 1  Total: 1	<b>Regular</b> D P GS  <b>Short Term</b> GS Others 1  Total: 1	<b>Regular</b> D P GS  <b>Short Term</b> GS Others  Total: