

## **Program and Budget Committee**

**Twenty-First Session**  
**Geneva, September 9 to 13, 2013**

### **ANNUAL REPORT ON HUMAN RESOURCES**

*presented by the Director General*

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources annual report to the Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains Annual Report on Human Resources (document WO/CC/67/2), which is being submitted to the WIPO Coordination Committee at its September 2013 session.

2. *The Program and Budget Committee is invited to consider the contents of the Annual Report on Human Resources.*

[Document WO/CC/67/2 follows]

## **WIPO Coordination Committee**

**Sixty-Seventh (44<sup>th</sup> Ordinary) Session  
Geneva, September 23 to October 2, 2013**

ANNUAL REPORT ON HUMAN RESOURCES

*prepared by the Director General*

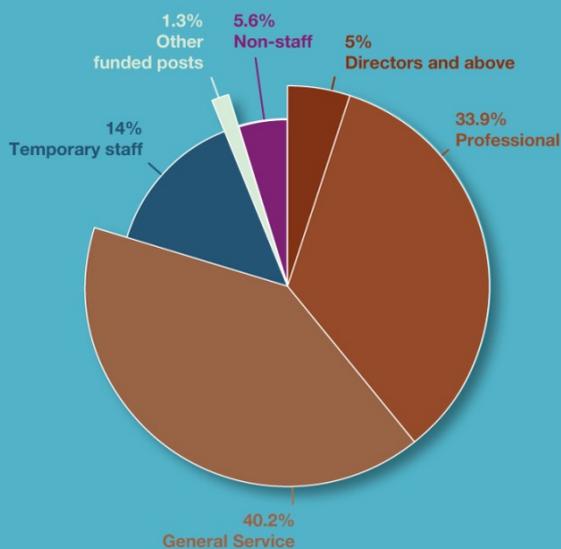
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# WIPO STAFF

## STAFF BY CATEGORY



STAFF IN REGULAR-FUNDED POSTS	1,013
STAFF IN OTHER FUNDED POSTS	17
TEMPORARY STAFF	179
NON-STAFF	
Fellows, SLCs, S-Ts	33
OTHER NON-STAFF	
Consultants, Interns, Temp. Agency Personnel	39

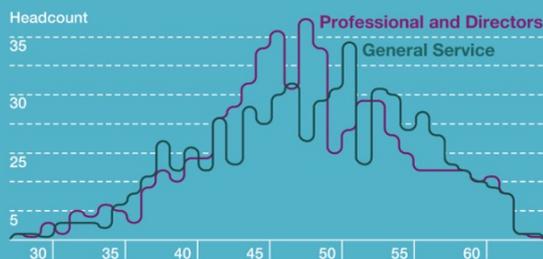
## STAFF IN POST

AVERAGE LENGTH OF SERVICE  
**16.6 YEARS**

### Average Age

Directors	53.4
Professional	46.8
General Service	46.9

### Age Profile



LOW STAFF TURNOVER **5.4%**  
IN 2012

RETIREMENTS **5.5%**  
2013-2015

AVERAGE TIME SPENT ON TRAINING  
**4.2 DAYS PER STAFF PER YEAR**

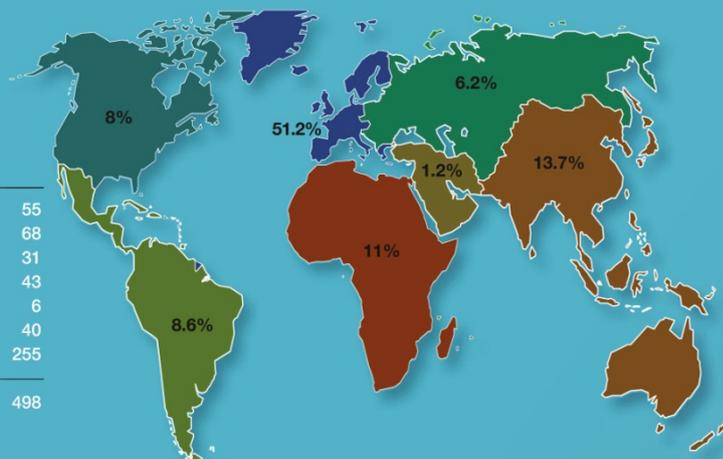
## STAFF BY REGION

Our staff come from  
**110 countries<sup>1</sup>**

### Professional and above categories by region

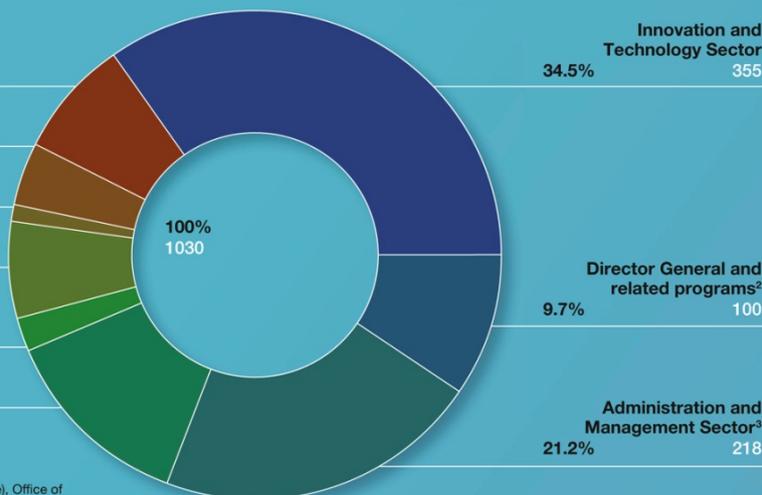
Africa	55
Asia and the Pacific	68
Eastern and Central Europe and Central Asia	31
Latin America and the Caribbean	43
Middle East	6
North America	40
Western Europe	255
<b>Total</b>	<b>498</b>

<sup>1</sup> As of July 2013.



## STAFF BY SECTOR

<b>Global Issues Sector</b>	82	8%
<b>Global Infrastructure Sector</b>	45	4.4%
<b>External Offices</b>	8	0.8%
<b>Development Sector</b>	68	6.6%
<b>Culture and Creative Industries Sector</b>	23	2.2%
<b>Brands and Designs Sector</b>	131	12.7%



<sup>2</sup> DG Front Office, Office of DG (including WIPO Ethics Office), Office of Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Audit and Oversight Division, Office of the Ombudsman and Department for Transition and Developed Countries.

<sup>3</sup> Department of Finance and Budget, Resource Planning, Program Management and Performance Division, Information and Communication Technology Department, Conference and Language Department, Procurement and Travel Division, Premises Infrastructure Division and Safety and Security Coordination Service.

## GENDER BALANCE

Gender balance has improved but there are still imbalances

### Women representation



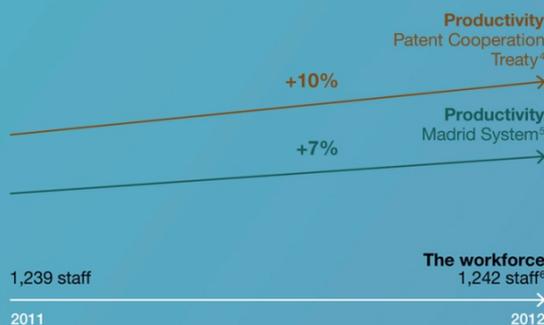
2010 2011 2012 2013

### Distribution of staff by gender and grade



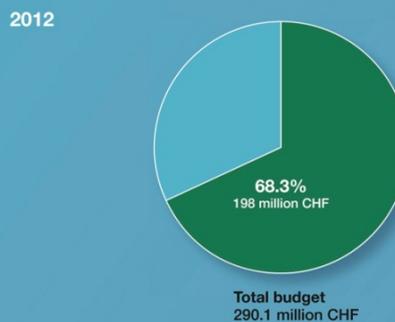
## STAFF AND PRODUCTIVITY

We do more with the same workforce



<sup>4</sup> As of December 2012, Program Performance Report 2012.  
<sup>5</sup> As of December 2012, Program and Budget 2014/15.  
<sup>6</sup> Non-staff, representing 61, not included.

## STAFF COSTS<sup>7</sup>



In 2010 and 2011, staff costs represented respectively 68.3% and 66% of WIPO's total budget.

<sup>7</sup> Source: Program and Budget 2014/2015, Annex IX, Table 23, page 245.

## II. HUMAN RESOURCES (HR) STRATEGY 2013-2015 – AN EXECUTIVE SUMMARY

### Enabling Globally Integrated Intellectual Property (IP) Services

1. The HR Strategy 2013-2015 is designed to position the World Intellectual Property Organization (WIPO) as a premier provider of global IP services, and to ensure it is responsive to a rapidly-evolving global IP environment. It further aims to confirm WIPO as an employer of choice for international IP experts and professionals from a wide range of backgrounds, and to its support staff, all of whom bring a wealth of knowledge, experience and commitment to the Organization. An additional objective of the strategy is to further improve organizational efficiency.
2. Staff are key to WIPO's success as a provider of global IP services. WIPO generates 95 per cent of its income from the fees collected for services provided by the international registration systems. This business model is unique in the United Nations (UN) system. While it creates opportunities, it also leads to a number of challenges.
3. The evolving global IP environment is highly dynamic, and demand for global IP services continues to increase. There has been a significant geographical shift in the use of IP with growth rates in Asia far outpacing those of the rest of the world.
4. WIPO is not the sole provider of IP services. Global stakeholders evaluate their options based on criteria such as overall quality and relevance of services, speed of response, cost and sustainability. WIPO must therefore continue to innovate and improve its quality of service delivery in order to remain competitive.
5. The nature of the demand for development for cooperation, capacity building and technical assistance has become more sophisticated as growth rates have increased consistently in the developing world over the past two decades, and countries seek to encourage value addition in economic production. This change needs to be mirrored in the skill sets of the staff serving in this sector of the Organization.
6. The Organization has successfully navigated an economic crisis and return to growth, ensuring that results are delivered with tightly managed resources. This has been achieved through a number of strategies, including productivity enhancement in core service areas, review and redesign of organizational structures and redeployment of resources where necessary. Transformation of the Organization's successful delivery must, however, continue. Further realignment of the workforce is needed, in terms of structure, skills and contracts.
7. WIPO has a solid financial basis and encouraging income forecasts for the coming biennium. However, it faces cost pressures that must be managed robustly. More than two-thirds of expenditure relate to staff costs. Structural adjustments and recalibration of the workforce are necessary to ensure that WIPO not only can meet the demands on it as a global service provider, but also has the agility to adjust to changes rapidly. New program needs must be financed through realignment of current resources.
8. WIPO seeks to offer competitive conditions of employment to its staff, together with a conducive working environment, opportunities for professional growth, work-life balance and family-friendly support systems. WIPO is committed to further improving its geographic diversity, gender balance and internal mobility.
9. The present HR Strategy does not require additional financial resources. It calls for a plan of action, integrating tailored sub-strategies of WIPO's key operations, to be implemented and monitored from 2013 onwards.

### III. RECENT PROGRESS IN HR

#### (a) Contract Reform

10. In 2012, the Staff Regulations and Rules (SRR) were amended to introduce two new appointment types, namely, temporary appointments and continuing appointments, in line with the contractual framework recommended by the International Civil Service Commission (ICSC). Since November 2012, 195 short-term contracts (including consultancies, Special Labor Contracts (SLCs) and temporary translator contracts) have been converted to temporary appointments, giving contract holders the status of “staff” and providing enhanced benefits. Contract reform has been implemented in a phased manner. Benefits were offered with effect from July 1, 2012. The allowances and benefits for temporary appointments were announced in Office Instructions. Some 28 Office Instructions had to be brought in line with the contract reform. The estimated cost of the contract reform is three million Swiss francs for 2012/13.

#### (b) Regularization/Recruitment of Long-Serving Temporary Employees (LSTEs)

11. As mandated by Member States in the Sixty-Third (41<sup>st</sup> Ordinary) Session of WIPO Coordination Committee in September 2010 (document WO/CC/63/5), 60 posts were authorized for the regularization of LSTEs performing continuing functions. These posts were authorized for use within the 2012/13 Program and Budget, and constitute the first phase of use of the 156 posts approved by Member States. Where functions were not assessed to be continuing, they have not been regularized, consistent with the eligibility requirements approved by the WIPO Coordination Committee in the LSTE regularization strategy (document WO/CC/63/5). In some cases, the functions were assessed as non-continuing due to technological advances and changing business needs. The regularization has progressed rapidly over this biennium as a result of both these posts being advertised as well as LSTEs being selected on other advertised posts. As of July 1, 2013, there are only 43 LSTEs left to be regularized in the Organization.

12. In the draft Program and Budget for 2014/15, it is proposed that the remaining 96 of the 156 regularization posts approved by Member States be authorized for the regularization of: (i) the remaining LSTEs performing continuing functions (approximately 30); and (ii) functions (currently performed by temporary staff) assessed to be continuing through the Organizational Design (OD) exercise. As indicated in the draft Program and Budget, the regularization of both of these categories will mitigate the risk of a recurring LSTE problem.

#### (c) Revision of the Staff Regulations and Rules (SRR) and the HR Policy Framework

13. The revised SRR entered into force in January 2013. The Human Resources Management Department (HRMD) conducted a review of the HR-related Office Instructions framework to align this with the revised SRR. HRMD updated and consolidated Office Instructions concerning working hours, sick leave, medical appointments, annual leave and overtime, and included new policies linked to the revised SRR. The result is a clearer framework in which HR information is more easily accessible to staff.

14. Following the WIPO Coordination Committee's approval of the SRR in September 2012, a quality control was conducted to correct some editorial (non-substantive) discrepancies in the document, in consultation with the Chair of the WIPO Coordination Committee. The updated version was published in December 2012, shortly before the entry into force of the revised SRR.

(d) Internal Justice

15. Awards rendered in the judgments of the Administrative Tribunal of the International Labour Organization (ILOAT) in complaints against WIPO during the period January 2012 to June 2013 amounted to 395,034 Swiss francs, and internal appeals before the WIPO Appeal Board (WAB) to 2,500 Swiss francs. These awards also include damages against WIPO in the amount of 74,500 Swiss francs from the ILOAT and 2,500 Swiss francs recommended by the WAB.

16. In the same period, the total administrative fixed cost for cases examined by the ILOAT and the WAB, which varied depending on the number of judgments rendered or appeals concluded, was 379,217 Swiss francs, i.e., 224,217 Swiss francs and 155,000 Swiss francs for the ILOAT and the WAB, respectively. The fixed cost for each appeal concluded by the WAB is 5,000 Swiss francs. For the ILOAT, it is approximately 21,000 Swiss francs.

(e) Internal Justice Reform

17. A comprehensive review of WIPO's internal justice system was undertaken and called on extensive external and internal expertise and consultation. Three broad discussion sessions were held in November 2012, February and April 2013, with the participation of all key internal justice actors. An expert consultant with wide international experience was engaged and, with his support, best practices in other international organizations and tailored solutions that meet WIPO's needs were considered. The Director General constituted a Consultative Group composed of equal representation from the staff and the Administration, with the mandate to propose recommendations for an improved internal justice system and revisions to the SRR. This has resulted in a proposal for an improved and accessible system that enhances the promotion of justice, meeting the needs of staff and the Organization. The Consultative Group's work represented a significant collaborative and productive effort between the staff and the Administration. The amendments to the SRR proposed by the Director General, having taken into consideration the recommendations of the Consultative Group, and further to consultation with the Staff Council and other relevant stakeholders, are provided in the document entitled "Revision of Staff Regulations and Rules" (WO/CC/67/3).

(f) Organizational Design (OD) Implementation and Alignment

18. A major initiative in 2012 was the introduction of OD as a key business activity in WIPO. By securing the effective use of human resources through proactive HR planning – supported by organizational structures that include robust job design, clearly defined reporting relationships and workload distribution – WIPO aims to provide an enabling environment to ensure organizational strategic objectives are met.

19. The OD review consisted of a series of sessions in which all programs were systematically analyzed. More than 20 sessions were held, led by the Director General and Program Managers. Programmatic overlaps and areas of potential staff shortages were identified and addressed; opportunities for synergies were considered; grade realignment proposals were made leading to 15 vacant posts being downgraded, eight upgrades and five conversions from senior General Service to the Professional level; underutilized resources were redirected towards new programmatic and support areas according to WIPO's strategic priorities. The review also found ways to standardize, simplify and improve the system. The information collected has informed Program and Budget planning for 2014/15 with a view to achieving optimal use of resources.

(g) Performance Management

20. WIPO's Performance Management and Staff Development System (PMSDS) has matured since its inception in 2009. It is increasingly accepted and used as a managerial tool and, as assessed through WIPO's core value surveys, is progressively used for managing staff performance, work planning and objective setting. Furthermore, the PMSDS is used for identifying and addressing underperformance constructively, for identifying staff training needs and for recognizing and rewarding the highest performers.

21. The PMSDS enables individual staff objectives to be aligned with the Organization's strategic goals. A large majority of staff (89 per cent in 2012) believe their individual objectives directly relate to the strategic goals. It also fosters staff development through better identification of learning priorities and the provision of cost-effective, cross-sector training. The system encourages continuous dialogue, as seen in the increase in the number of staff who receive regular performance feedback from their supervisors (72 per cent in 2012).

22. In 2013, HRMD updated its Handbook for Managers to address underperformance, with new templates for performance improvement management. Managers faced with underperforming staff were given coaching so that performance issues could be addressed promptly and consistently. Administrative measures were implemented for cases of underperformance identified in PMSDS.

23. A rewards and recognition pilot has been developed in consultation with managers and will be implemented in 2013. This program aims to acknowledge and reward excellent performance by individual staff members and by teams through a combination of monetary and non-monetary incentives. The program, developed in line with ICSC guidelines, is built around WIPO's core values and considers innovation as well as efficiency. Managers play a key role in leading the debate with staff on what constitutes outstanding performance. Lessons learned at the end of the pilot period will serve to inform a future WIPO policy on rewards and recognition.

(h) Occupational Health and Safety

24. An external expert consultant was engaged in April 2013 to review medical and occupational health services and safety at WIPO. The mandate is threefold: (i) a review of the current medical services provided by the United Nations Office at Geneva (UNOG) Medical Services Section and the costs incurred, with a view to ensuring cost efficiency while offering an adequate level of service to WIPO staff and delegates; (ii) an analysis of absenteeism, with a view to enabling WIPO to identify opportunities to reduce absence levels through effective sick leave management; (iii) a policy proposal on occupational health and safety management for WIPO. A report with recommendations was provided in June 2013, for implementation in 2013 and 2014.

(i) Recruitment

25. Amendments to the SRR introduced in January 2012 have provided a basis for improved policies and procedures for recruitment. New guidelines for Appointment Boards have contributed to improved efficiency. Recruitment activity has increased in 2012, with 77 competitions for fixed-term posts and 24 for temporary positions. Of the 77 fixed-term posts advertised, 36 were in the Professional and higher category and 41 in the General Service category. Approximately 5,850 applications were received and evaluated. At the Professional and higher levels, 50 per cent of recruitment cases were filled externally, and 50 per cent internally. Of the externally-filled vacancies, 10 were filled by candidates from other

international organizations. Of the internally-filled vacancies, five staff members received promotions and 37 posts were filled by LSTEs. The average vacancy rate in respect of approved posts was 7.8 per cent in 2012, which is in line with the costing assumptions described in Appendix C of the approved Program and Budget for the 2012/13 Biennium (Publication No. 360E/PB1213). Average recruitment time has been further reduced to 17 weeks.

26. Recruitment has focused not only on time needed to recruit but steps have been taken to improve the quality of recruitment. Proactive planning, the review and development of up-to-date, business-focused job descriptions and the use of external assessors for senior posts have all contributed to ensuring the best candidate for the job is hired.

27. Going forward, the focus will be on improving gender and geographic balance through appropriate recruitment strategies, including diversifying advertising and outreach.

#### (j) Training and Development

28. In 2012, more than 90 per cent of staff participated in at least one formal WIPO training activity. The total number of training days was 5,234, which reflects about 4.2 days of training per year per staff member. An amount of 1.4 million Swiss francs which amounts to 0.74 per cent of staff costs has been invested in training. These figures comprise regular WIPO training programs (e.g., people management, conflict resolution), the WIPO Language Training Program (e.g., regular classes, preparation for proficiency), special training programs under the Strategic Realignment Program (SRP) initiatives (e.g., ethics, PMSDS, customer orientation), IT-related training (e.g., IT project management, new IT software), internal training programs (e.g., induction program for new staff, Learning@WIPO), as well as other training activities (e.g., individual external training, contributions to studies undertaken by staff). In addition, a substantial amount of internal training is conducted by staff trainers and at no cost in the Patent Cooperation Treaty (PCT) and Madrid operations sectors (for more than 950 participants). Furthermore, training in IP areas is also provided through the WIPO Academy and it at no cost for staff members.

29. Training needs in WIPO are assessed through a top-down as well as a bottom-up approach. Program Managers identified critical collective training needs for the Program and Budget 2014/15. The PMSDS enables supervisors, together with staff members, to identify individual training needs required to meet work objectives. The process of defining WIPO's learning priorities and related training activities has been fully integrated into WIPO's Results-Based Management (RBM) Framework.

#### (k) Gender

30. WIPO is committed to achieving gender balance at all levels by 2020 and further progress has been made in 2012 towards reaching this goal. Women currently represent 53.9 per cent of the workforce. Imbalances exist at senior levels with regard to gender representation. At Director level, only about 25 per cent of staff are women. The Organization also aims to ensure that gender considerations are part of its programming and project work. A gender policy and action plan will be available for implementation towards the end of 2013. A Gender and Diversity Specialist has been recruited recently.

(l) Geographic Diversity

31. WIPO is committed to recruiting staff from as wide a geographical basis as possible. The WIPO policy on geographic distribution, which applies to regular Professional and higher level posts excluding language posts, requires consideration by Member States. Meanwhile, certain imbalances need to be addressed, including further reducing the number of unrepresented Member States. Currently the staff of WIPO comes from 110 countries.

(m) Staff-Management Relations

32. Regular meetings have been held with the WIPO Staff Council on matters of policy and on general issues of staff welfare. The Staff Council has also been consulted on vacancy announcements and on proposed Office Instructions. Furthermore, staff representatives nominated by Staff Council participate in WIPO committees and on interview boards.

33. WIPO has held regular Town Hall and briefing meetings for all staff. A number of staff surveys have been conducted on a range of matters affecting the staff.

(n) Implementation of HR Management Systems under the Enterprise Resource Planning (ERP) Portfolio of Projects

34. The initial project phase, implementing core HR and payroll processing, has continued to make steady progress. Detailed design activities have helped identify the required solutions for WIPO's business processes. Several staff members took part in cross-functional design activities, giving them early exposure to new system capabilities and functions.

35. WIPO's HR and payroll solution, based on PeopleSoft software, is currently being developed with the objective of deployment for production on October 1, 2013. Comprehensive and rigorous testing and training activities are currently under way to ensure a smooth, successful transition.

36. The first phase will strengthen the integration of data and processes, both within HRMD and in relation to other WIPO administration and management functions. It lays the foundation that will enable access to improved and more comprehensive management information.

37. The second phase, starting in early 2014, will include replacement of the current eRecruitment system, and activation of self-service functions for staff and managers. Phase II will build upon the foundation data and processes from the first phase.

(o) Policy Development

38. WIPO has delivered a modernized staff regulatory and policy framework in line with best practices and ICSC standards. The streamlined contractual framework provides enhanced clarity and transparency in the contractual status of staff. The Organization has also begun developing a clearly-defined legal framework for non-staff resources, including interns and fellows as well as delivery and skills-based experts. This will ensure the appropriate and transparent engagement of non-staff services to meet the Organization's needs.

39. In addition to contract reform, 14 new HR policies have been developed on the following subjects: part-time working arrangements, rewards and recognition, maternity, paternity, adoption leave and post-maternity benefits, family leave, internships and fellowships, medical appointments during office hours, language allowance, classification and reclassification,

mobility and hardship allowance, continuing and temporary appointments, salary advances, internal mobility as well as guidelines on succession planning. These new policies aim to provide greater guidance to staff on HR issues and to enhance work-life balance.

(p) Classification

40. Two sessions of the Classification Committee were held in 2012 to address all reclassification requests received prior to October 2011. A total of 44 posts were reviewed, 66 per cent of which were upgraded and the remaining cases confirmed at current grade level. All requests submitted after October 2011 were considered within the 2012 OD review and workforce planning exercise. The cost of reclassification of encumbered posts amounted to 1.1 million Swiss francs for the current biennium.

41. One of the Organization's important improvements in HR processes over the last 12 months is the development of a policy on classification and reclassification of posts. This policy ensures that reclassification of posts is an integral part of workforce planning and budgeting. Dispensing with the practice of continuous and *ad hoc* reclassifications, this new approach enables WIPO to proactively manage and cost all changes in work requirements.

(q) Ethics Office

42. Considerable progress was made in establishing a comprehensive ethics and integrity system at WIPO in 2012. The WIPO Code of Ethics was issued following consultation with the staff, including the WIPO Staff Council. A Whistleblower Protection Policy was also published, following a similar process of consultation. This policy articulates the duty of all staff to report suspected misconduct and provides straightforward mechanisms for doing so. It also provides protection for staff members who have made such reports or who participate in enumerated oversight activities.

43. A program of mandatory training and awareness-raising for all staff at all levels was launched in 2012, comprised of half-day face-to-face training sessions. By late April 2013, over 96 per cent of all staff had completed the training, including staff of the external offices via video conference.

44. Details of the activities of the Ethics Office is available in the Annual Report of the Ethics Office 2012, which is attached as Annex III.

(r) Risk Management

45. During the past 12 months, a careful risk analysis has been conducted by HRMD and a number of high-impact risks have been identified. WIPO's main strategic risk in the area of HR is the limited capacity to respond to a rapidly-evolving global IP environment. Increasing WIPO's capacity in this regard and ensuring the necessary agility is the central focus of the new HR Strategy.

46. Closing skills gaps and reducing overcapacity are also necessary to mitigate risks. Rightsizing requires accurately capturing and specifying job requirements, training and retraining, internal reassignment, external hiring are among the measures which have to be contemplated.

47. Another considerable risk to WIPO is the loss of knowledge and capacity with the departure of renowned IP specialists. Measures to mitigate such risks include succession planning, training and appropriate career development incentives for highly specialized experts.

(s) Audit Recommendations

48. Of the 52 audit recommendations on HR recorded in July 2012, 39 have been closed<sup>1</sup>. The remaining recommendations are at an advanced stage of implementation and concern mainly the implementation of the ERP system and internal justice reform. It is anticipated that the remaining audit recommendations will have been implemented by the end of 2013.

**IV. STAFF MATTERS FOR THE ATTENTION OF THE WIPO COORDINATION COMMITTEE**

(a) Termination of Employment Contracts - Agreed Terminations

49. Pursuant to the provisions of WIPO Staff Regulation 9.1(e), which requires the Director General to report all cases of termination of employment contracts to the WIPO Coordination Committee, the WIPO Coordination Committee is informed that 17 termination agreements were signed by WIPO staff members between January 2012 until end of June 2013, in the interest of the good administration of the Organization and with the consent of the staff members concerned, in accordance with WIPO Staff Regulation 9.1(a)(4). Indemnities were paid in accordance with the provisions in the WIPO SRR.

*50. The WIPO Coordination Committee is invited to note the information provided in the preceding paragraph.*

(b) WIPO Staff Pension Committee

51. The WIPO Coordination Committee decided, at its ordinary session in 1977 that the WIPO Staff Pension Committee would consist of three members and three alternate members, with one member and one alternate to be elected by the WIPO Coordination Committee. The members elected by the WIPO Coordination Committee serve a four-year term of office.

52. At its 59<sup>th</sup> session in 2008, the WIPO Coordination Committee elected Mr. Vladimir Yossifov as alternate member of the WIPO Staff Pension Committee until the ordinary session of the WIPO Coordination Committee in 2011. Thereafter, however, as the term of office of one member expired in 2009 due to retirement, it was proposed that Mr. Yossifov be elected as the new member of the WIPO Staff Pension Committee for a four-year term until 2013. The WIPO Coordination Committee accepted this proposal and elected Mr. Yossifov until 2013.

53. The Director General has received from the Delegation of Bulgaria the proposal that Mr. Yossifov be elected by the WIPO Coordination Committee as member of the WIPO Staff Pension Committee until the ordinary session in 2017 of the WIPO Coordination Committee.

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<sup>1</sup> By June 30, 2013.

54. Mr. Yossifov, a national of Bulgaria (born on February 7, 1946), has an advanced degree in civil engineering from the High Institute for Mining and Geology in Sofia (1968), followed by a degree in patent engineering from the High Institute for Mechanical and Electrical Engineering in Sofia (1974). In 1979, Mr. Yossifov obtained a degree in international economy at the All Union Academy of Foreign Trade in Moscow.

55. Mr. Yossifov is a member of the Bulgarian group of the Association for the Protection of Intellectual Property (AIPPI) and the Licensing Executives Society (LES), and was employed by a State Foreign Trade enterprise in Bulgaria until he joined the Bulgarian Foreign Ministry in August 1979. In November 1981, Mr. Yossifov was recruited to WIPO on a post at grade P-3 and held important posts within different sectors of the International Bureau until he retired from WIPO on February 28, 2007, from the post as Director of the Division for Certain Countries in Europe and Asia. During the period with WIPO, Mr. Yossifov also held important functions in the Staff Council and as member of the WIPO Staff Pension Committee as representative of the participants, and was elected Chairman of the UN Joint Staff Pension Board (UNJSPB) for the 2006 and the 2010 sessions.

*56. The WIPO Coordination Committee is invited to note the information contained in paragraphs 51 to 55, above, and to elect Mr. Vladimir Yossifov as member of the WIPO Staff Pension Committee for the period until the ordinary session in 2017 of the WIPO Coordination Committee.*

(c) Honor Awarded to Director General

57. Staff Regulation 1.8 provides, in its material part:

“(a) No staff member shall accept any honor, decoration, favor, gift or remuneration from any source external to the International Bureau, without first obtaining the approval of the Director General. Approval shall be granted only where such honor, decoration, favor, gift or remuneration is not incompatible with the staff member's status as an international civil servant. The Director General shall prescribe guidelines for the interpretation of the present Regulation through an Office Instruction.

“(b) Where the Director General is involved, the approval shall be granted by the Coordination Committee.”

58. In June 2013 in Marrakesh, on the occasion of the Diplomatic Conference to Conclude a Treaty to Facilitate Access to Published Work by Visually Impaired Persons and Persons with Print Disabilities, the Director General was informed that His Majesty King Mohammed VI had decided to confer upon the Director General the decoration of the *Alawite Commander Wissam*. The Director General informed the Chair of the Coordination Committee, Ambassador Kwok Fook Seng, of the intention of His Majesty the King and sought the latter's advice on procedure. The Chair suggested reporting the conferring of the decoration to the Coordination Committee at its next meeting in September as it would be logistically impossible to convene the Coordination Committee before then. The decoration was conferred on the Director General by the Minister for Communications of the Kingdom of Morocco, the Honorable Mustapha Khalfi on June 28, 2013.

59. *The WIPO Coordination Committee is invited to note the decoration mentioned in paragraph 58, and to approve its acceptance by the Director General.*

(d) Other Staff Matters

60. By its resolution 67/257, the UN General Assembly approved the recommendations of the ICSC to:

- raise the **mandatory age of separation** to age 65 years for new staff of member of organizations of the UN Staff Joint Pension Fund (UNSJPF), effective no later than January 1, 2014;
- adopt the **revised Standards of Conduct for the International Civil Service**, effective January 1, 2013; and
- amend the **education grant amounts**, effective as of the school year in progress on January 1, 2013.

61. *Accordingly, the WIPO Coordination Committee is invited to:*

*(i) approve the amendments to Staff Regulation 9.10 "Retirement Age" effective January 1, 2014;*

*(ii) adopt the new "Standards of Conduct for the International Civil Service", effective January 1, 2014, and approve the corresponding amendment to Staff Regulation 1.5 "Conduct"; and*

*(iii) note the amendments to Annex II of the SRR, Article I(f), with the amounts applicable for the education grant, effective as of the school year in progress on January 1, 2013.*

### **Pensionable Remuneration**

62. The ICSC changed the post adjustment multiplier in New York, resulting in an increase of 1.9 per cent in the net remuneration of New York staff in the Professional and higher categories. In accordance with Article 54(b) of the Regulations of the UNJSPF, the pensionable remuneration for staff in the Professional and higher categories has been adjusted by the same percentage. The salary scales in Annex II, Article I(a), (b) and (c) of the SRR have been amended accordingly, effective February 1, 2013.

### **Amendments to the SRR**

63. Some further amendments to the SRR are presented to the WIPO Coordination Committee. *All the proposed amendments including those detailed above, are contained in the document entitled "Revision of Staff Regulations and Rules" (WO/CC/67/3).*

## ICSC Report

64. In accordance with Article 17 of the ICSC statute, the attention of Member States is drawn to report of the ICSC, submitted to the 67<sup>th</sup> session of the UN General Assembly in 2013 (UN document A/67/30). The document may be consulted on the ICSC Internet site: [www.icsc.un.org](http://www.icsc.un.org).

## United Nations Joint Staff Pension Board (UNJSPB)

65. Under Article 14(a) of its Regulations, the UNJSPB shall present a report to the General Assembly of the United Nations and to member organizations, at least once every two years. The 2012 report was presented by the Board of the UNJSPF to the General Assembly of the United Nations at its 67<sup>th</sup> session in 2012 (UN document (A/66/267)). Since the report was included in the documentation of the said session of the General Assembly of the United Nations, it is not reproduced by the International Bureau. The report may be consulted at <http://www.un.org/en/documents>.

66. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 62 to 65, above.*

## V. OUTLOOK FOR 2014

### (a) Implementation of the HR Strategy

67. One of the key areas of focus of HRMD in 2014 will be the implementation of the HR Strategy. Staff are the most important asset of WIPO. Their contribution, commitment, creativity and innovation capacity are among the determining factors of WIPO's success.

68. Workforce adjustments will be made in line with progress in the automation of patent filing processes and the expansion of the Madrid and Hague areas. Adjustments are needed with regard to language capacity. ICT capacity needs to be strengthened.

69. The proportion of flexible contracts should be gradually increased. More use will be made of flexible agency personnel to meet short-term staffing needs without recreating long-term short-term concerns.

70. The training strategy will reflect the need for skills alignment.

71. Workforce planning and integration with RBM is under way and will be available in 2014.

72. Performance management, including a policy on rewards and recognition, will continue to receive special attention.

73. Opportunities for career development are a major aspiration of staff. Both lateral movement for broader skills development and learning, as well as upward career progression will be facilitated. With regard to the latter, opportunities will be available through internal recruitment and to a lesser extent through reclassification of posts.

(b) Internal Justice Reform – Chapters X and XI of SRR

74. Amendments to the SRR chapters relating to the internal justice system, if approved by the WIPO Coordination Committee in September 2013, will enter into force in January 2014. The SRR is a high-level document, and its provisions will be complemented by more detailed rules and guidelines to be issued in the form of new Office Instructions or amendments to existing ones. Any structural changes in internal justice mechanisms resulting from the new legal framework that require budgetary support must be incorporated into the Program and Budget. The Consultative Group has also been mandated to provide for transitory measures, where deemed necessary such that any new procedures for the advisory bodies that will make up the enhanced system may be implemented retroactively where they favor the staff member concerned.

(c) Occupational Health and Safety

75. As a follow-up to the expert consultant's report review and recommendations in June 2013, it is expected that the recommendations made will be implemented in 2013 and 2014. The report includes recommendations regarding the prevention of accidents and illness and should contribute to reducing the level of absenteeism.

76. The medical services provided to WIPO staff will be focusing on occupational health and prevention. A health and safety policy will be implemented by a Health and Safety Committee which will be created during the second part of 2013. Staff members performing functions implying health risks will be monitored on a more regular basis. The management of sick leave will be reinforced resulting in a better analysis. Staff will also benefit from more information and communications as regards to health and safety.

(d) ERP: Next Steps

77. The initial project phase of the ERP will become operational on October 1, 2013. In addition to project delivery activities, related change management will continue. Staff members will be supported through knowledge transfer activities and training, and the HR structure will be assessed in line with new system capabilities and the automation of procedures.

78. HRMD will play a key role in the launch of the second project phase, in which WIPO will implement self-service functions for staff and management. This phase will also include a complete review of the Organization's recruitment tools and related processes. As a result of the integrated nature of the new HR and payroll system, reporting capabilities will be enhanced. Dashboards will be developed and deployed for business use in a phased approach during 2013-2014.

79. Subsequent project phases will be implemented in accordance with WIPO project management standards. The governance structure put in place will continue to supervise project activities and actively manage risks.

80. Further integration of WIPO's HR systems with the Enterprise Performance Management systems and PeopleSoft HR will ensure that RBM is applied at all stages of planning, including workforce planning, in order to improve effectiveness, efficiency and accountability in WIPO's management of human resources. The Organization will build up workforce planning as a systematic, fully-integrated organizational process that involves forward planning to ensure the required skills are available so that RBM can deliver on strategic objectives.

(e) Challenges and Risks

81. Structural adjustments and recalibration of the workforce are necessary to ensure that WIPO can meet the demands on it as a global service provider in a fast-evolving external environment. WIPO must increase its capacity to be responsive and agile with more flexible structures, faster processes and surge capacity.

82. Although WIPO has a solid financial basis, it faces cost pressures that must be managed robustly. The Organization must do more with less. Currently it can do so without resorting to drastic measures. However, if action is not taken in a timely manner, more far-reaching corrective steps might become necessary in the future.

[Annexes follow]

## HR STATISTICS

### The WIPO Workforce by Category

Table 1: The WIPO workforce by category as at June 2013

Table 2: Workforce trends by category 2010 to 2013

### Contracts

Table 3: Staff by contract type as at June 2013

Table 4: Regularization of long-serving temporary employees (LSTEs)

Table 5: Part-time employment as at June 2013

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- Professionals, Directors and above

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Table 9: Member States' representation

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### Performance Evaluation

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### Separations

Table 22: Separations 2011 and 2012

### Internal Justice

Table 23: Staff complaints / appeals filed January 2012 to June 2013

Table 24: Staff complaints / appeals by subject matter as at June 2013

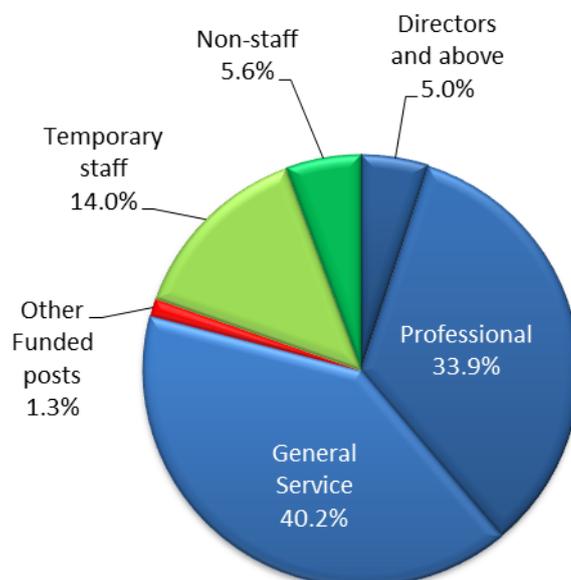
### Audit Recommendations

Table 25: Status of HR-related pending audit recommendations

Related Link: [UN salary scales, post adjustments, UN allowances and benefits](#)

## THE WIPO WORKFORCE BY CATEGORY

**Table 1: The WIPO workforce by category as at June 2013**



Regular-funded posts	Number of staff
Directors and above	64
Professional	434
General Service	515
<b>Subtotal staff in regular-funded post</b>	<b>1,013</b>
Staff in other funded posts	17
<b>Total staff in post</b>	<b>1,030</b>
<b>Temporary staff</b>	
Temporary Professional	76
Temporary General Service	103
<b>Subtotal temporary staff</b>	<b>179</b>
<b>Total staff</b>	<b>1,209</b>
<b>Non-staff</b>	
Fellows, SLCs, S-Ts	33
<b>Other non-staff</b>	
Consultants, interns, temp. agency personnel	39

**THE WIPO WORKFORCE BY CATEGORY**

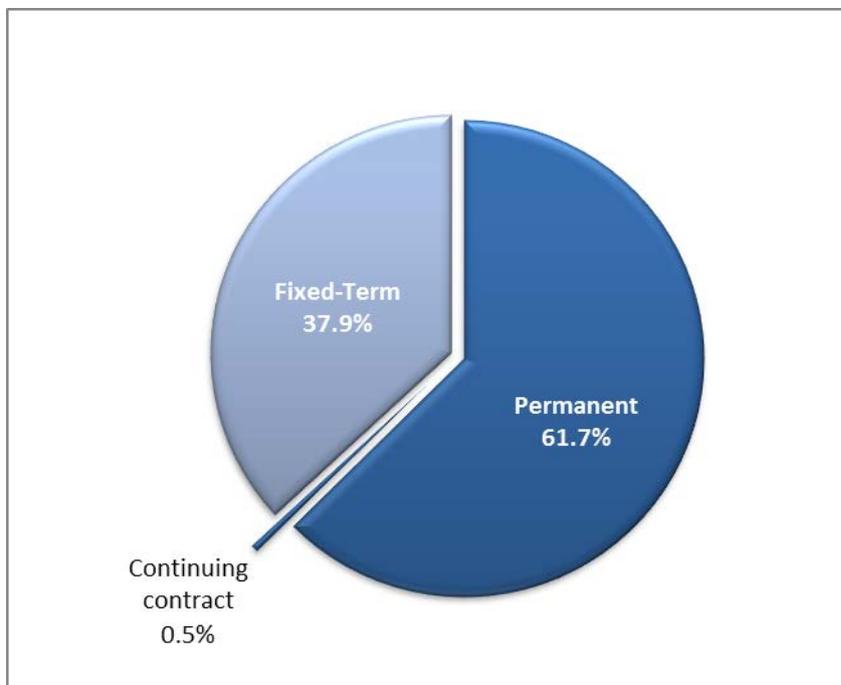
**Table 2: Workforce trends by category 2010 to 2013\***

<b>Staff in post</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Directors and above	45	57	63	64
Professional	414	422	434	434
General Service	447	473	497	515
<b>Subtotal staff in regular-funded post</b>	<b>906</b>	<b>952</b>	<b>994</b>	<b>1,013</b>
Staff in other funded post	17	26	18	17
<b>Total staff in post</b>	<b>923</b>	<b>978</b>	<b>1,012</b>	<b>1,030</b>
<b>Temporary employees (staff and non-staff)</b>				
Short-term (SLC, Consultant, ST GS, T – non-staff)	314	261	230	18
Temporary Professional (staff)				76
Temporary General Service (staff)				103
New Fellows* (ex-SLC, non-staff)				15
<b>Sub total</b>				<b>212</b>
<b>Total</b>	<b>1,237</b>	<b>1,239</b>	<b>1,242</b>	<b>1,242</b>

\* June 2013.

**CONTRACTS**

**Table 3: Staff by contract type as at June 2013**



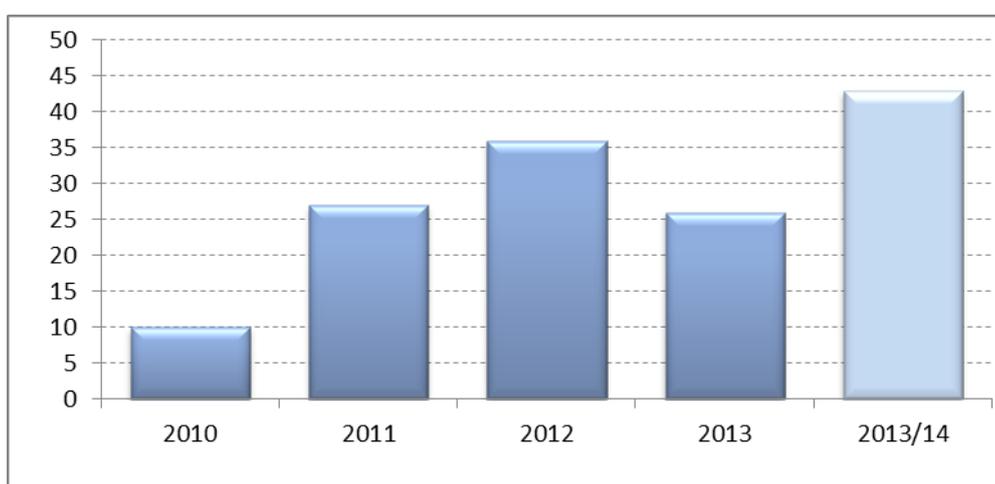
Type of contract	Staff	Per cent
Permanent	635	61.7%
Continuing contract	5	0.5%
Fixed-term (regular budget)	373	36.2%
<b>Subtotal staff in regular-funded post</b>	<b>1,013</b>	
Funds-in-Trust	9	0.9%*
Project Personnel	8	0.8%*
<b>Subtotal in other funded post</b>	<b>17</b>	
<b>Total</b>	<b>1,030</b>	<b>100%</b>

\* Included in fixed-term in the pie chart.

**CONTRACTS**

**Table 4: Regularization of long-serving temporary employees (LSTEs)**

	2010	2011	2012	2013 <sup>1</sup>	2013/14 <sup>2</sup>
Regularization of LSTEs <sup>3</sup>	10	27	36	26	43



**Table 5: Part-time employment as at June 2013**

Staff in post	W	M	Total
Total staff in post	552	478	1,030
Part-time	133	2	135
Per cent	24.1%	0.4%	13.1%

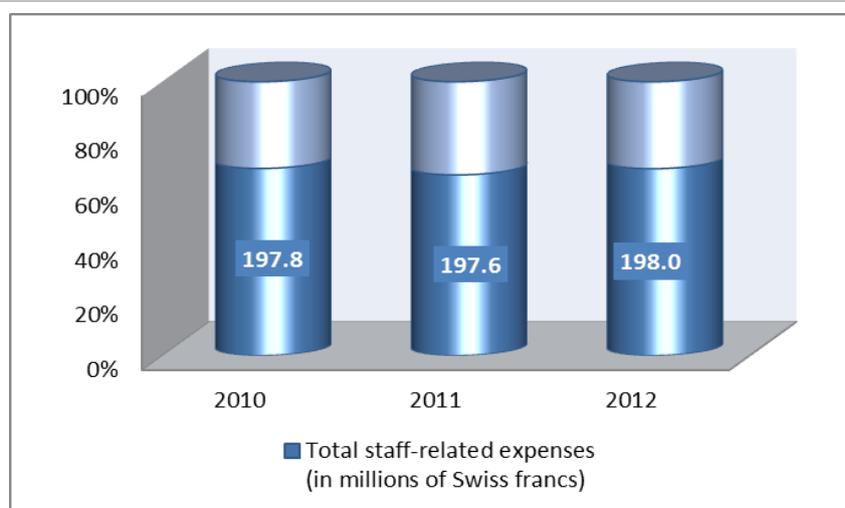
<sup>1</sup> As at June 2013.

<sup>2</sup> Remaining to be regularized in 2013 and 2014.

<sup>3</sup> Five years of service as at January 1, 2012.

## STAFF COSTS

**Table 6: Staff costs 2010 to 2012<sup>4</sup>**

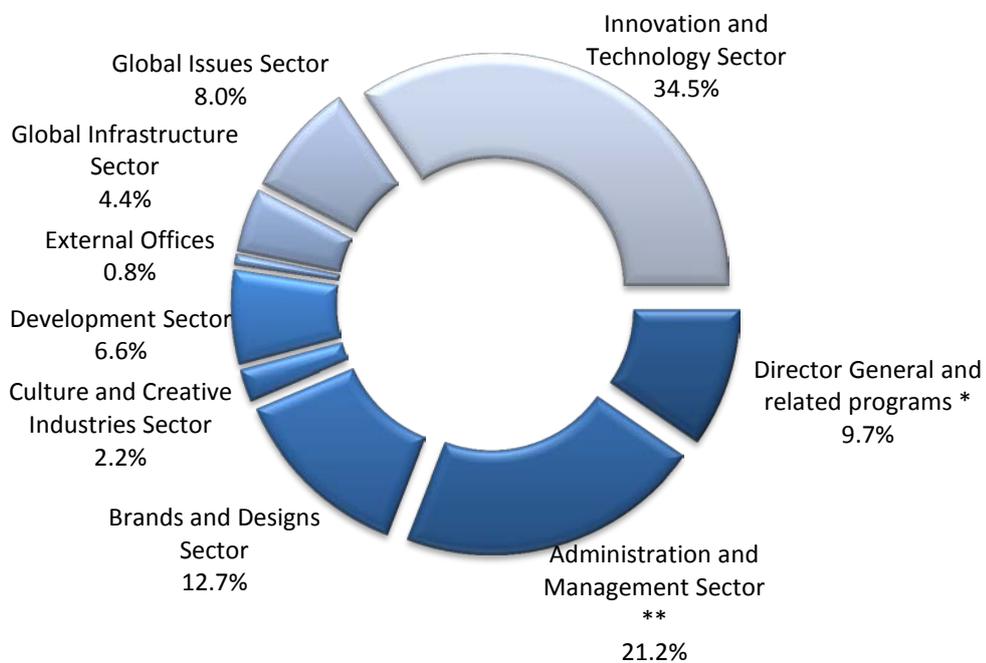


	2010	2011	2012
Staff costs as a per cent of overall costs	68.3%	66.0%	68.3%
Total staff-related expenses (in millions of Swiss francs)	197.8	197.6	198.0
Total program expenditure	289.4	299.5	290.1

<sup>4</sup> Source: Draft Proposed Program and Budget 2014/15, Annex IX, Table 23, page 245.

**STAFF BY SECTOR**

**Table 7: Staff by sector<sup>5</sup>**



\* DG Front Office, Office of DG, Office of Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Audit and Oversight Division, Office of the Ombudsman and Department for Transition and Developed Countries

\*\* Department of Finance and Budget, Resource Planning, Program Management and Performance Division, Information and Communication Technology Department, Conference and Language Department, Procurement and Travel Division, Premises Infrastructure Division and Safety and Security Coordination Service

<sup>5</sup> Staff in posts.

## GEOGRAPHIC REPRESENTATION

**Table 8: Geographic representation by region<sup>6</sup>**

<b>Professionals and above</b>		<b>Per cent</b>
Africa	55	11.0%
Asia and the Pacific	68	13.7%
Eastern and Central Europe and Central Asia	31	6.2%
Latin America and the Caribbean	43	8.6%
Middle East	6	1.2%
North America	40	8.0%
Western Europe	255	51.2%
<b>Total</b>	<b>498</b>	<b>100%</b>

<b>General Service</b>		<b>Per cent</b>
Africa	41	8.2%
Asia and the Pacific	50	10.0%
Eastern and Central Europe and Central Asia	13	2.6%
Latin America and the Caribbean	43	8.6%
Middle East	3	0.6%
North America	13	2.6%
Western Europe	352	70.7%
<b>Total</b>	<b>515</b>	<b>100%</b>

**Table 9: Member States' representation<sup>7</sup>**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Member States' representation	184	185	185	186
Represented in WIPO staff (Professional and above)	106	107	109	110
Unrepresented Member States	78	77	76	76

**Table 10: Staff by nationality – Professional and above as at June 2013**

	<b>Country code</b>	<b>Country</b>	<b>Number of staff</b>	<b>Top 10 represented countries</b>
1	FR	France	100	
2	GB	United Kingdom	42	
3	US	USA	27	
4	DE	Germany	25	
5	CH	Switzerland	18	
6	ES	Spain	16	
7	CA	Canada	13	
8	IT	Italy	13	
9	CN	China	12	
10	AU	Australia	11	

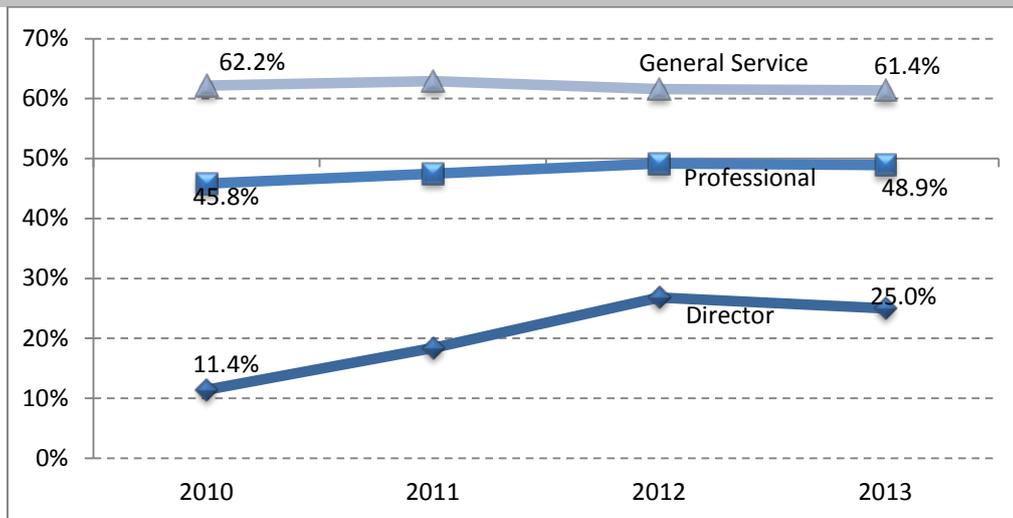
<sup>6</sup> June 2013.

<sup>7</sup> July 2013.



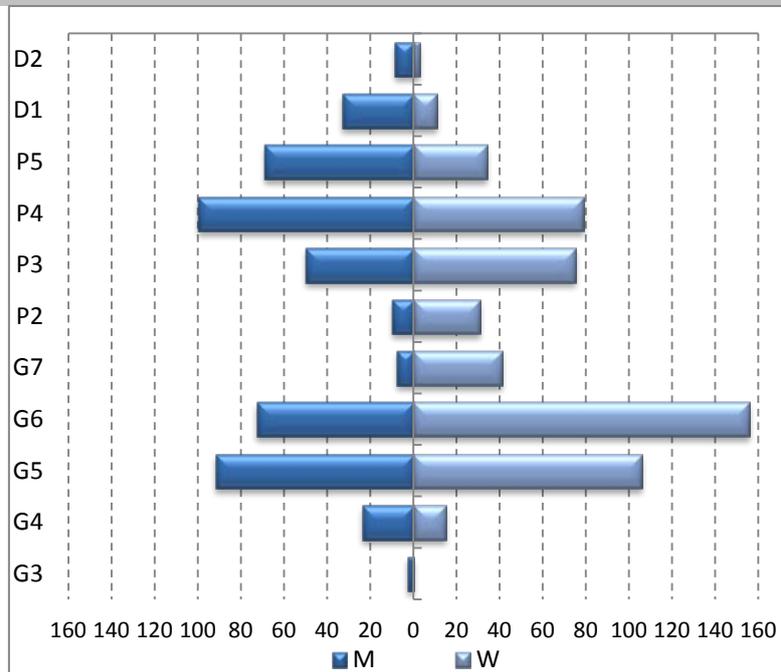
**GENDER BALANCE**

**Table 11: Gender balance by category - 2010 to 2013<sup>8</sup>**



	2010	2011	2012	2013 <sup>7</sup>
Director	11.4%	18.4%	26.8%	25.0%
Professional	45.8%	47.5%	49.2%	48.9%
General Service	62.2%	62.9%	61.6%	61.4%
<b>Total</b>	<b>52.9%</b>	<b>53.6%</b>	<b>54.1%</b>	<b>53.9%</b>

**Table 12: Gender balance by grade<sup>7</sup>**



## GENDER BALANCE

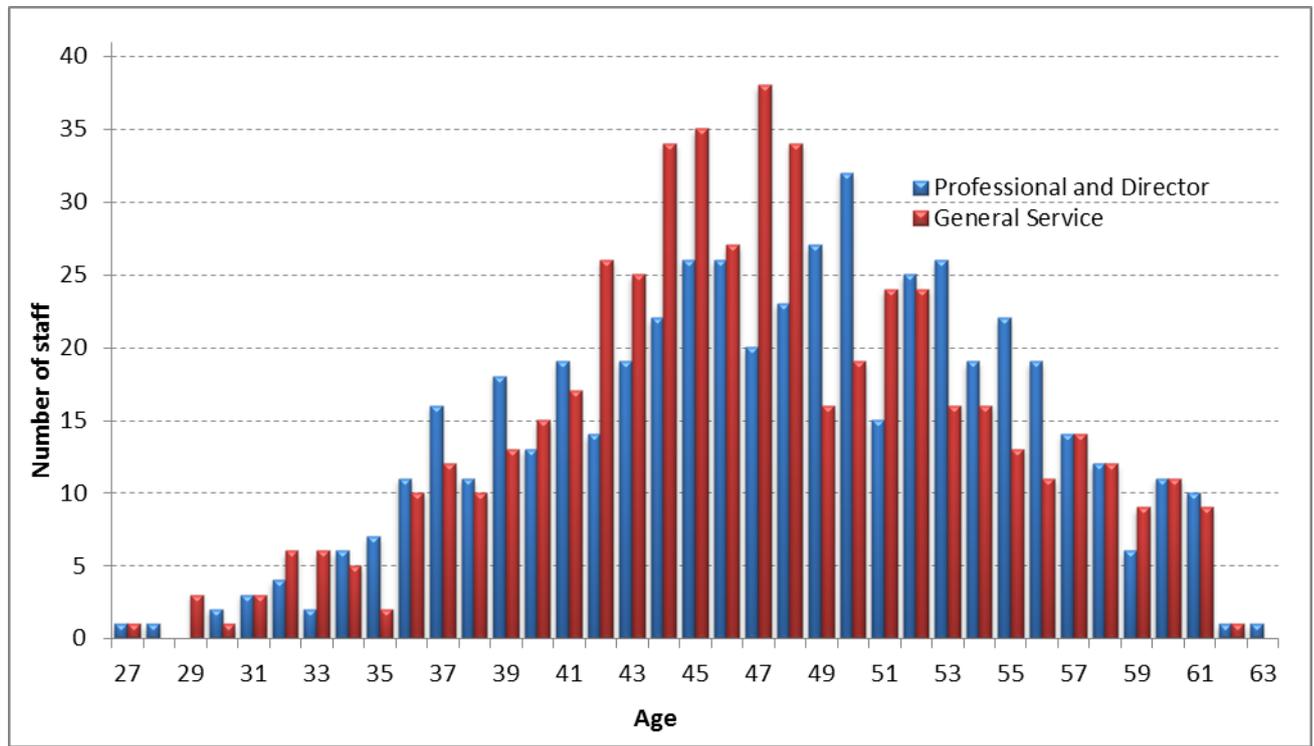
**Table 13: Staff by gender and grade as at June 2013\***

	Staff in post				Subtotal
	F	%	M	%	
<b>D2</b>	3	25.0%	9	75.0%	12
<b>D1</b>	11	25.0%	33	75.0%	44
<b>Subtotal</b>	14	25.0%	42	75%	56
<b>P5</b>	34	33.0%	69	67.0%	103
<b>P4</b>	79	44.1%	100	55.9%	179
<b>P3</b>	75	60.0%	50	40.0%	125
<b>P2</b>	31	75.6%	10	24.4%	41
<b>Subtotal</b>	219	48.9%	229	51.1%	448
<b>G7</b>	41	83.7%	8	16.3%	49
<b>G6</b>	156	68.1%	73	31.9%	229
<b>G5</b>	106	53.5%	92	46.5%	198
<b>G4</b>	15	38.5%	24	61.5%	39
<b>G3</b>			3		3
<b>Subtotal</b>	318	61.4%	200	38.6%	518
<b>Total</b>	551	53.9%	471	46.1%	1,022

\* In this report the Executive Category (DG, DDG and ADG = 8 posts) is not included.

**AGE PROFILE**

**Table 14: Age profile<sup>9</sup>**



**Table 15: Average age by category<sup>9</sup>**

Average age of Directors	53.4
Average age of Professionals	46.8
Average age of General Service	46.9

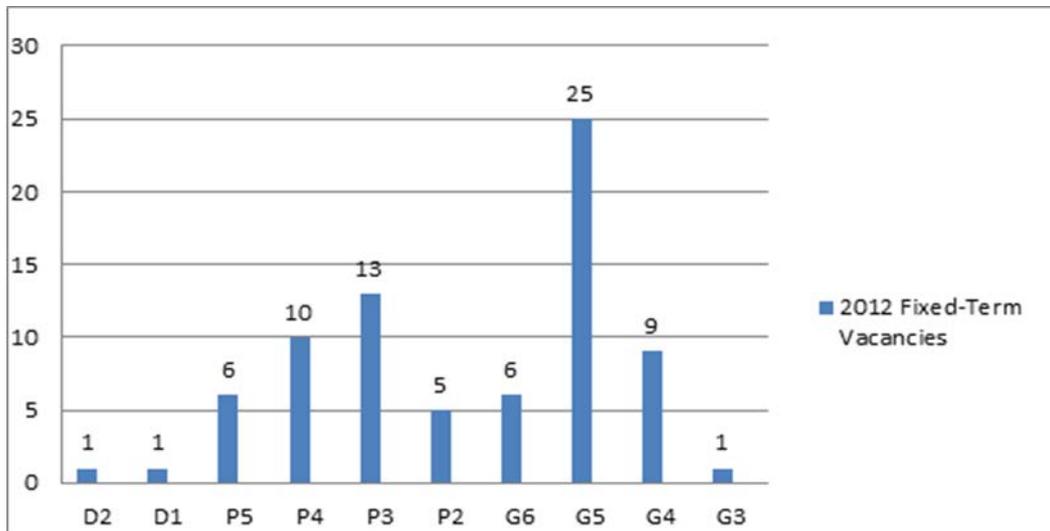
**Table 16: Retirements 2013<sup>9</sup> to 2018**

	2013	2014	2015	2016	2017	2018
Number of staff due to retire	11	20	25	21	24	30

<sup>9</sup> June 2013.

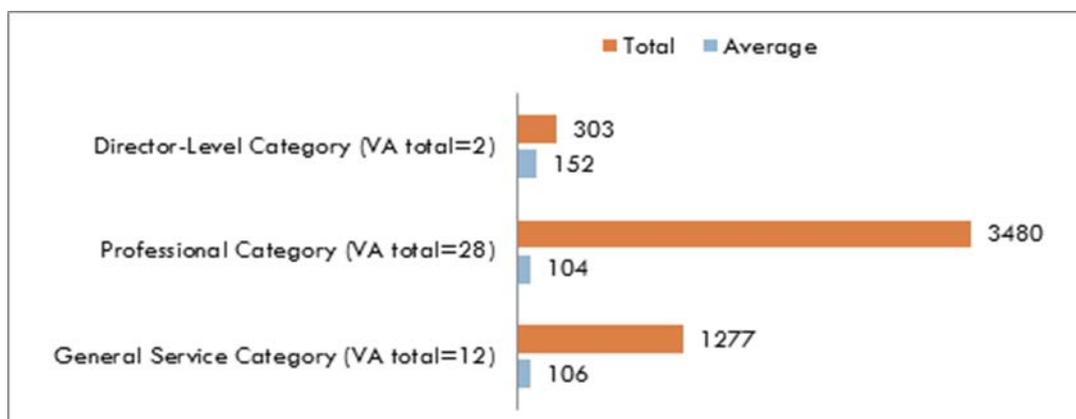
**RECRUITMENT**

**Table 17: Vacancy announcements by grade in 2012\***



\* Fixed-term Vacancy Announcements (VA) Total = 77

**Table 18: Applications received by category in 2012\***



\* Externally advertised fixed-term VA Total: 42  
Total applicants: 5,060  
Average applications received per VA: 76

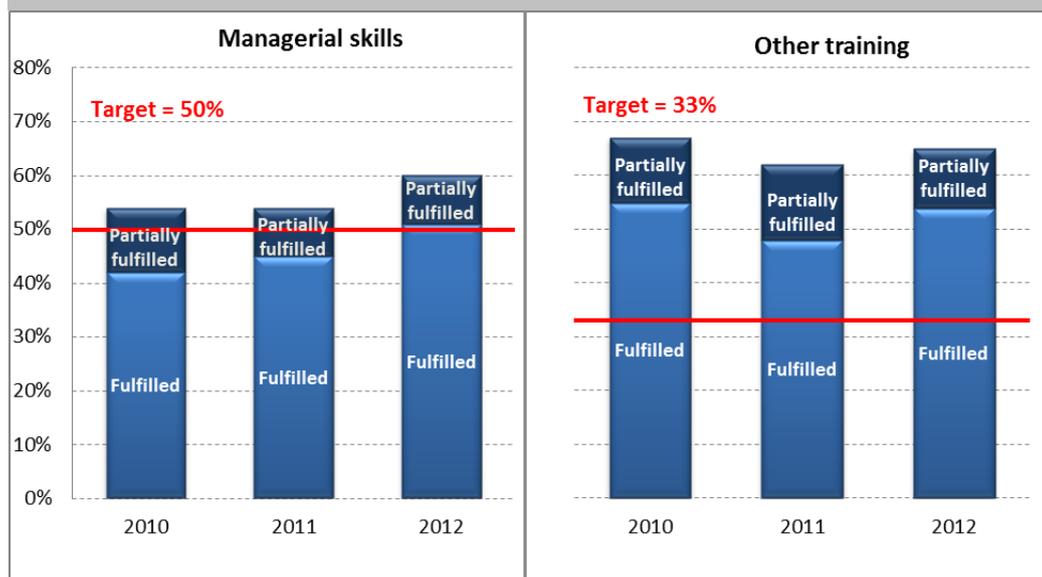
**TRAINING**

**Table 19: Participants by training provider and type of training<sup>10</sup>**



Category	Participants	Percentage
<b>Externally provided</b>		
Management	211	5.6%
Communication	209	5.5%
Languages	396	10.5%
IT	608	16.1%
Other	375	9.9%
<b>Subtotal</b>	<b>1,799</b>	<b>47.7%</b>
<b>Internally provided</b>		
PMSDS	311	8.2%
ERP	232	6.1%
Academy	19	0.5%
Learning at WIPO	372	9.9%
Induction Program	69	1.8%
Language	3	0.1%
Registration Systems	968	25.7%
<b>Subtotal</b>	<b>1,974</b>	<b>52.3%</b>
<b>Total</b>	<b>3,773</b>	<b>100.0%</b>

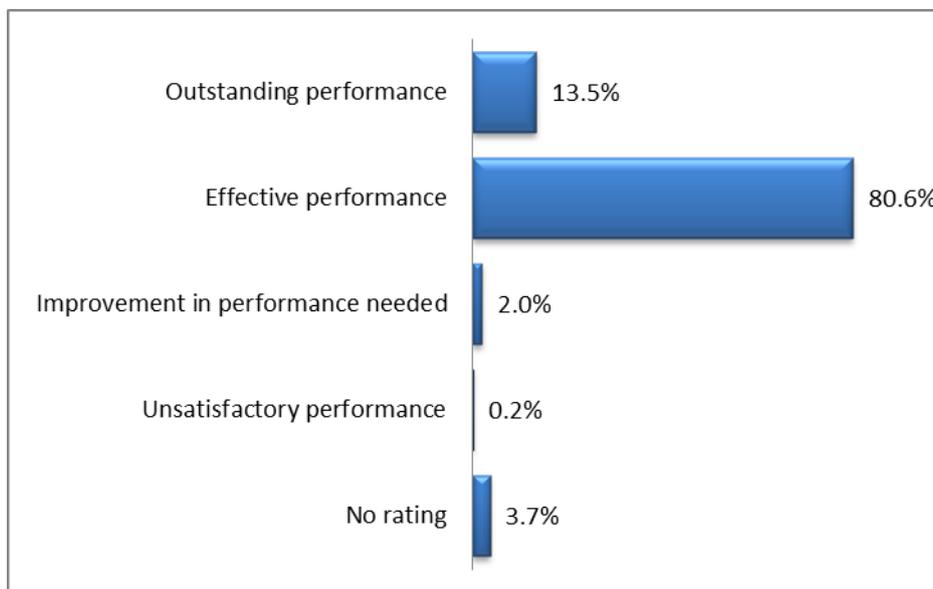
**Table 20: Training needs fulfilled - 2010 to 2012**



<sup>10</sup> In 2012.

## PERFORMANCE EVALUATION

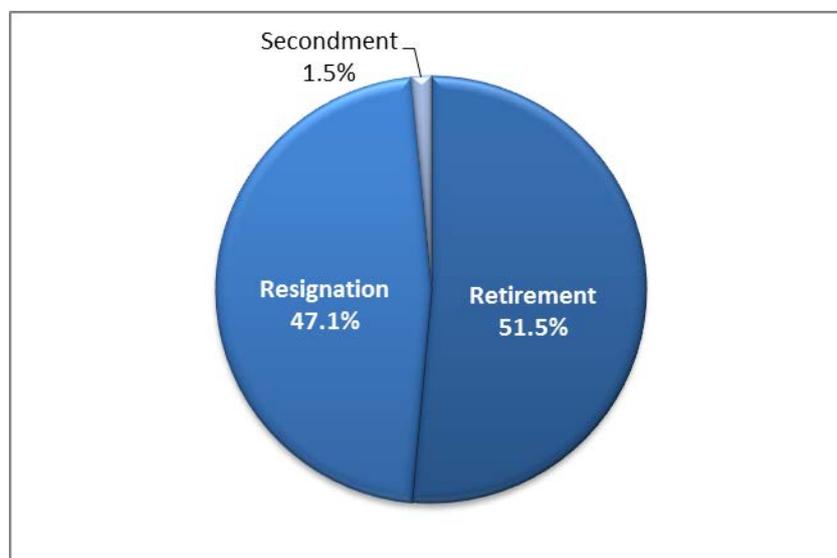
**Table 21: 2012 performance evaluation**



The compliancy rate is 96% as of July 10, 2013 (target: 90%).

## SEPARATIONS

**Table 22: Separations 2011 and 2012**



Type of separation	2011	2012	Total	Per cent
Retirement	12	23	35	51.5%
Resignation	8	24	32	47.1%
Secondment		1	1	1.5%
Transfer			0	0.0%
<b>Total</b>	<b>20</b>	<b>48</b>	<b>68</b>	

## INTERNAL JUSTICE

	2012		2013	
	Filed	Still active	Filed	Still active
RfR	41	0	17	4
WAB	32	16	11	8
ILOAT	15	12	5	5
<b>Subtotal</b>	<b>88</b>	<b>28</b>	<b>33</b>	<b>17</b>
JGP	4	0	3	3
JAC	4	0	0	1
<b>Total</b>	<b>96</b>	<b>28</b>	<b>36</b>	<b>21</b>

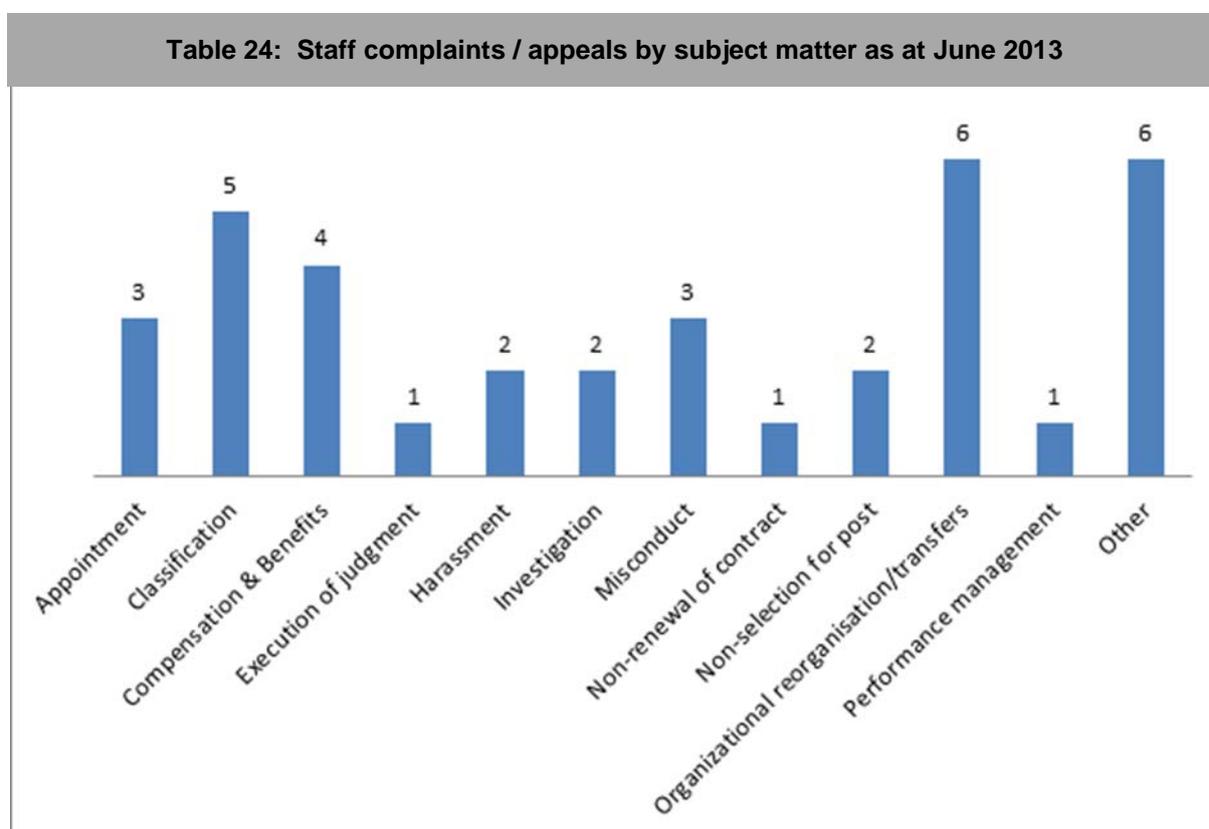
RfR – Request(s) for Review

WAB – WIPO Appeal Board

ILOAT – Administrative Tribunal of the International Labour Organization

JGP – Joint Grievance Panel

JAC – Joint Advisory Committee



## AUDIT RECOMMENDATIONS

**Table 25: Status of HR-related pending audit recommendations**

No.	Recom- mendation	Priority	Topic	Implementation progress	Expected completion date
1	6	High	Home leave entitlements	25%	December 2013
2	3	High	Vendor management in Administrative Integrated Management System (AIMS)	0%	December 2013
3	372	High	Access control system	50%	October 2013
4	11	High	Duplicate claims. UN-wide employee database to address the issue of duplicate claims.	80%	August 2013
5	126	Medium	Education grant / ERP: Efficiency and effectiveness of the processes	10%	January 2014
6	371	High	Flexitime: abuse of system	80%	October 2013
7	373	High	Flexitime: abuse of system Installation of a more modern and improved control system	70%	October 2013
8	410	High	Confidentiality documents	25%	2014
9	172	High	Staff Regulations and Rules (SRR): Chapters X and XI – Internal Justice	90%	October 2013
10	420	High	Absenteeism comparative study	70%	August 2013
11	421	High	Internal justice: cause-effect analysis	50%	January 2014
12	405	High	SRR chapters X and XI - Internal Justice	90%	January 2014
13	426	Medium	Training policy: long-term training plan	50%	September 2013
14	428	Medium	Training policy	50%	September 2013
15	429	Medium	ERP: management information	50%	December 2016

### RELATED LINK:

<http://icsc.un.org/rootindex.asp>:

- UN salary scales
- UN post adjustment information
- UN benefits

[Annex II follows]

## HR STRATEGY

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#### II. A CHANGING ENVIRONMENT

#### III. ACHIEVEMENTS AND CHALLENGES

#### IV. ENABLING GLOBALLY INTEGRATED IP SERVICES – AN HR STRATEGY

#### V. GOING FORWARD

### I. INTRODUCTION

The 2013-2015 HR Strategy of WIPO supports the Organization's strategic goals to pursue the promotion of innovation through the protection of IP. Our staff are core to the successful delivery of our mandate and results.

Staff are the most important asset of WIPO. Their contribution, commitment, creativity and innovation capacity are among the determining factors of WIPO's success. Staff bring a diversity of skills, competencies, views and approaches to the Organization. This diversity is positive and enriching.

A continuously evolving environment prompted a review and update of the previous HR Strategy of 2007 (document WO/GA/34/14). The new HR Strategy aims to provide clarity of direction leading through to the end of the next biennium and ensure that the Organization prepares for emerging challenges.

The Organization has successfully navigated through an economic crisis and a return to growth, ensuring that results are delivered with the same or less resources. This has been achieved through a number of strategies including productivity enhancement in our core business areas, review and redesign of organizational structures and redeployment where necessary. The transformation of WIPO's business model for successful delivery must continue.

This HR Strategy outlines the role of WIPO within the changing global IP environment, reviews achievements of recent reforms and forthcoming challenges, and assesses how HR can enable improved global and integrated IP services.

### II. A CHANGING ENVIRONMENT

#### WIPO's role

WIPO is an international Organization with 186 Member States and is part of the UN common system of organizations. Its mission is to promote innovation and creativity for the economic, social and cultural development of all countries, through a balanced and effective IP system. WIPO aims to achieve this mission through nine Strategic Goals, adopted by Member States in December 2009.

## **External context**

The IP system is no longer seen as solely a legal and technical system for experts but also as a key ecosystem of innovative and creative activities in economies worldwide for managing intangible assets. It is thus of high priority for governments, businesses, researchers, academics, individual creators, other stakeholders and the general public alike. The demand for IP services continues to increase. There has been a significant geographical shift in the use of IP with growth rates in Asia, notably China, Japan and the Republic of Korea outpacing those of the rest of the world.

The nature of the demand for development for cooperation, capacity building and technical assistance has become more sophisticated as growth rates have increased consistently in the developing world over the past two decades, and countries seek to encourage value addition in economic production.

WIPO is a global provider of a diverse range of IP services, while national and regional IP authorities provide their services in their respective areas, often with technical assistance from WIPO. However, WIPO is not the sole provider of IP services. Global stakeholders will evaluate their options based on criteria such as geographic coverage, overall quality and relevance of services, speed of response, cost and sustainability. WIPO therefore needs to continue to innovate and to improve the quality of service delivery in order to remain competitive.

## **WIPO's business model**

More than 95 per cent of WIPO's income is generated by revenues from services provided through the international registration systems established under the PCT, the Madrid and Hague Systems, and the Arbitration and Mediation Center.

WIPO's business model thus strives to combine the objective of providing services for the benefit of the public good with the business orientation of the private sector. This is unique in the context of UN agencies. The fast evolving global business context for IP puts certain pressures on the Organization, particularly the need to respond rapidly to evolving needs and the capacity to adjust in light of fluctuating market demand.

With income largely dependent on the level of WIPO's business activity, and with about 66 per cent of costs directly related to staff, a more responsive reflection of changes in business needs and service orientation and sufficient agility and flexibility are required to keep staffing levels and resultant costs in line with business needs.

## **A changing world of work for global service providers**

WIPO finds itself in a rapidly evolving service landscape driven by information and communication technology (ICT). With the increasing development of e-services in IP, a transformation in the filing and processing of patent and trademark applications is underway. A similar transformation is in progress for translation services. Not only will these new processes make IP systems more accessible and transparent to businesses and innovators, they will also result in shorter turnaround times and lower costs.

Increasing levels of automation has implications for the structure of the workforce and for the competencies required by a large segment of the staff. Equally, a higher level of sophistication in capacity building and technical assistance requires adjustments in the skill sets of the staff providing services in this area.

### **III. ACHIEVEMENTS AND CHALLENGES**

#### **Achievements and recent reforms**

WIPO delivers global IP services through an engaged and expert staff. The Organization has robust management systems and a solid financial basis. Its most important asset is a skilled staff from some 110 countries bringing a wealth of expertise, competence and commitment to the Organization. Compared to some of its international competitors in the IP field, WIPO's strategic advantage is its ability to provide global IP services in a multitude of languages.

Over the past years, WIPO has become more efficient and is doing more with fewer resources. While business activity, workload and complexity of global operations have increased steadily, staff numbers have remained constant.

Recent reforms have further improved WIPO's capacity. Aside from ICT and the modernization of business processes in the areas of planning, results management and accountability, important HR reforms were implemented. The SRP initiatives were successful in bringing significant and concentrated change initiatives. Going forward, a process of consolidation and continuous improvement must now take over where SRP left off.

Strategic risks have been identified and mitigation measures form part of the new HR Strategy. The contractual framework has been reformed. Problems related to LSTEs have been addressed and largely resolved. Workforce planning has been anchored in RBM to ensure that HR planning and staff development decisions are guided by content and the results WIPO seeks to deliver. Gender balance has improved. A performance management system has been introduced and is now mature enough to deliver benefits as a management tool. Internal communication has improved through a number of communication initiatives.

The Organization's regulatory framework has undergone reforms which were implemented in 2012 and 2013. An improved internal justice system will be implemented in 2014. Many HR policies have been updated and modernized and new policies were issued.

Together, these reforms have resulted in a marked improvement in staff satisfaction levels as recent perception surveys show. A large majority of staff identify with the core values of the Organization, particularly Working As One.

WIPO offers a good working environment in terms of offices, work spaces and facilities. The duty station Geneva provides staff and their families an excellent quality of life, opportunities for spouse employment, first-class education and health infrastructure and good international connectivity. Staff conditions of service are those of the UN system and are largely internationally competitive.

## Challenges remain

One of the key strategic risks of WIPO in the area of HR management is the limited capacity to respond to a rapidly evolving external IP environment. Whereas the Organization requires flexible structures, quick and competent responses to emerging IP demands, multilingual staff, and capacity to make best use of state-of-the-art ICT systems, the workforce structure is relatively inflexible. Overcapacity in some languages, undercapacity in others, a certain degree of skills redundancy in some technical areas combined with long-term contracts present challenges. Interventions are needed to bring about a more flexible contract mix. Skills gaps have to be closed through training or hiring of new staff. Overcapacity has to be managed through measures such as training and redeployment.

WIPO must add resources to some new priority areas, for example to the Madrid and Hague Systems in view of anticipated expansion, to projects in the area of global infrastructure, to IT security, disaster recovery and business continuity. Additional resources are expensive and therefore resources for redeployment have to be identified as much as possible within the Organization. However, internal redeployment has limitations in meeting the needs of entirely new business requirements and skill-sets for which the recruitment of new staff and/or the engagement of non-staff and contractors are necessary.

Engagement of non-staff and contractors as well as outsourcing has to be managed strategically, balancing flexibility and cost effectiveness with the need to retain key expertise and technical knowledge within the Organization.

In the 2014/15 biennium budget, it is forecast that cost increases will outpace income growth. WIPO's cost structure has a high staff cost component, estimated at about 66 per cent. There are a number of quasi-automatic cost increases such as annual step increases, reclassifications, cost-of-living and other mandatory ICSC adjustments, contract reform and regularizations, and provision for after-service employee benefits, including after-service health insurance (ASHI). The sum total of these increases in 2014-2015 is estimated to be 8.8 per cent, against an anticipated 4.5 per cent income growth. To bridge the gap between costs and anticipated income, careful post management is essential.

WIPO's staff cost structure is inflexible due to the high number of staff with long-term contracts. Should income decline, as it has been the case in the past, WIPO would not be in a position to reduce its costs at short notice. A more flexible cost structure is needed with a higher proportion of fixed-term, non-staff and outsourced contracts.

The policy on geographic diversity reflects a consensus reached in 1975 and which has been questioned by some Member States. These Member States are not in agreement with the 1975 policy because it is based on financial contributions. The Organization strives actively to ensure the widest diversity and geographic representation in the staff.

The workforce realignments necessary to remedy the structural issues outlined above are difficult to achieve in light of WIPO's low rate of staff turnover. Staff departures through retirement will account for only 5.5 per cent of the workforce between 2013 and 2015. Departures through other forms of separation are equally low. Succession planning, recruitment strategy and other measures are needed to bring about the necessary realignment.

WIPO employs some highly skilled and world renowned specialists in IP. The loss of knowledge and capacity by the departure of such experts could expose WIPO to considerable

risks. Measures to mitigate such risks must include succession planning, training and appropriate career development incentives.

The size of the Organization provides limited opportunities for upward mobility. Internal recruitment and reclassification are the vehicles for career development. Many staff consider this insufficient. Inter-organization mobility is available for staff who have qualification and competency profiles required by the UN system. The demand for IP experts is very limited and therefore very few WIPO staff find career opportunities in the wider UN system. Encouraging more internal lateral mobility will release some of the pressure but challenges will remain, noting also that WIPO needs to strike a balance between retaining and developing existing staff and bringing new expertise into the Organization.

While progress has been made with regard to gender balance, the target of 50:50 has not been achieved throughout, particularly at senior levels. Implementation of a gender policy will address gender balance and mainstreaming of gender considerations in program areas.

#### **IV. ENABLING GLOBALLY INTEGRATED IP SERVICES – AN HR STRATEGY**

##### **The role of HR management**

HR management plays a key role in:

1. creating an enabling environment so that WIPO achieves its Strategic Goals in a rapidly changing external context;
2. effective management of the Organization's human resources;
3. facilitating the optimal functioning of a globally integrated service provider; and
4. encouraging innovation and creativity.

##### **The workforce in numbers**

In June 2013, WIPO had a workforce of 1,242 employees. This number has been fairly steady since 2010. While the number of staff in posts has increased from 923 to 1,030, the number of temporary employees has declined, reflecting the result of regularization and contract reform. The average length of service of WIPO staff is 16.6 years. The average age in the General Service and Professional categories it is 47 years, and in the Director category 53 years. Between 2013 and the end of 2015, some 56 staff members or 5.5 per cent of the workforce will retire. Some 48.9 per cent of positions are held by women in the professional category, and 25 per cent in the Director category. The staff of WIPO represent 110 nationalities.

##### **Objectives of the HR Strategy**

The main objectives of the HR Strategy 2013-2015:

- Improve WIPO's responsiveness to evolving global IP needs. This requires a more agile workforce structure, skills realignment, improved workforce reporting and faster HR processes.
- Position WIPO as a premier provider of global IP services. This requires leaner core structures and flexible surge capacity, state-of-the-art IT service delivery, combined with highest levels of IT security and related systems.

- Confirm WIPO as an employer of choice for international IP experts and other professionals and support staff. This requires competitive conditions of employment, a conducive work environment, opportunities for professional growth, work-life balance and a family-friendly living environment.
- Further improve organizational efficiency. This requires doing more with fewer resources through careful workforce management and improved systems and processes.

## **Legal framework**

WIPO's legal framework for HR consists of the WIPO Convention, WIPO SRR, WIPO Office Instructions on HR policies and practices, the WIPO Financial Rules and Regulations, the Headquarters Agreements with Host States. WIPO also participates in the UN Safety and Security System and follows UN policy on occupational health.

## **Elements of the HR Strategy**

The HR Strategy 2013-2015 is presented around four interrelated building blocks: workforce realignment, the staff, the management, and communications and labor relations.

### **1. WORKFORCE REALIGNMENT**

#### **1.1. Adequate structures and workforce size**

*Evolving business needs and new technology call for a more agile and flexible organizational structure and workforce.*

Organizational structures must be aligned with evolving business needs and priorities, as well as technology and process improvements. Accession of new Member States to some of WIPO's key treaties as well as automation in patent and trademark filing and related processes will require workforce adjustments in terms of overall staff numbers and competencies during the 2013 to 2015 period. All WIPO departments will have workforce plans in 2014.

It is anticipated that progress in IT systems may enable further long-term staff reductions in Madrid and PCT processing areas. While detailed internal management forecasts have been made in the PCT and can serve as general planning guidelines, they cannot be used as firm targets given the complexities of automating PCT processes and the resulting lack of predictability of pace and scope of these changes

The Madrid and Hague Systems will become more important with additional Member States joining. The organizational structures in this sector are subject to review in 2013. Workload projections and skills inventories will determine the detailed workforce action plan for the biennium.

IT structures are currently being strengthened with additional resources deployed to IT security, business continuity and disaster recovery. Further adjustments may be required.

With the introduction of an integrated ERP system, process changes will also affect support departments. Structural adjustments may be required.

## **1.2. Competencies and skills to meet business needs**

*Closing skills gaps and reducing overcapacity is necessary to mitigate risks for the Organization.*

WIPO faces skills gaps in some areas and overcapacity as well as redundancy of skills in others. A recalibration with a range of measures including re-training, internal re-assignment will be required.

## **1.3. Flexible contractual framework**

*The proportion of flexible contracts, non-staff contracts and outsourced contracts needs to increase so that WIPO is in a position to increase or reduce its workforce and related costs in line with business needs.*

WIPO's patent and trademark filing rates and other income sources are dependent on external factors including economic growth. This leaves WIPO exposed to risks of declining income in times of economic downturn. With a large proportion of staff on non-flexible contracts, WIPO cannot drive down staffing levels and costs fast enough when income declines. At the same time, WIPO has limited capacity to deal with a rapid increase in demand with risks that service backlogs accumulate resulting in delays for clients.

Core and non-core workforce elements have to be designed with the departments concerned. PCT, Madrid and Hague, IT, Conference Services have different processes and needs, which require tailored structures with core staff as well as flexible, non-staff and outsourced elements to supplement the core. By the end of 2014, every department will have a workforce plan.

## **1.4. Effective recruitment**

*Recruitment planning is critical and must include geographic and gender considerations.*

Recruitment needs can be anticipated (e.g., replacing retiring staff, or filling new posts) or result from unexpected departures or new needs (e.g., short-term staffing needs for projects or special assignments, temporary surge in workload or temporary staff shortages). Geographic and gender considerations need to be duly taken into account in the development of a recruitment strategy that includes outreach initiatives necessary to attract diverse candidates with the right talent. Generally, recruitment needs to be faster and more responsive to needs.

Short or medium-term vacancies can be filled using a "light" and speedier recruitment process, with shorter advertisement periods, recruitment rosters and more flexible assessment. Staff hired through this process will be offered short contracts, not exceeding two years in total.

All candidates hired, irrespective of the process used, must meet WIPO's technical and experience requirements as well as requirements outlined of the UN Charter and the ICSC code of conduct.

## **1.5. Timely succession planning**

*Upcoming retirements will be included in an annual workforce plan.*

Posts becoming vacant due to retirement will be reviewed to determine the continued need, adequacy of profile and grade level. Any risks related to loss of institutional knowledge and mitigation measures are also part of the planning process.

### **1.6. Internal and external mobility**

*Inward and outward mobility is encouraged to keep staff members motivated and energized.*

As a general rule, staff members are expected to change jobs periodically in order to remain professionally agile and productive. Most UN organizations apply a maximum period of five years in the same job. While WIPO will not enforce a strict time limit, the concept of mobility should be applied in general terms as a sound employment practice. Staff members and managers have equal responsibility to ensure that staff remain professionally up-to-date and productive, and that new assignments are sought when the maximum occupancy period in a job has been reached.

Internal lateral mobility can be achieved to some extent. This applies particularly to support staff in generic categories. Job rotation opportunities through lateral movement will be offered.

Mobility between WIPO's Geneva Office and external offices is highly desirable. Staff members who have acquired experience in external offices would, in view of their enhanced exposure, be well placed to compete for vacancies of one grade higher on return to the Geneva Office subject to certain conditions including satisfactory performance and demonstrated technical competence.

Mobility can also be in the form of temporary release from the Organization to take up assignments in other UN organizations, in academia or in a national IP environment.

### **1.7. Gender and geographic diversity management**

*Gender balance, geographic representation, and diversity management are commitments of WIPO.*

WIPO is committed to achieving gender balance at all levels by 2020. WIPO is also committed to ensure that gender considerations are part of its programming and project work. A gender policy and action plan will be available by the end of 2013 for implementation.

WIPO is committed to recruit staff from as wide a geographic basis as possible. The WIPO policy on geographic distribution which applies only to certain posts requires consideration by Member States. Meanwhile, imbalances need to be addressed. This includes reducing further the number of unrepresented Member States. This should not take priority over business needs however.

## **2. STAFF**

### **2.1. Training and professional development**

*The Organization will facilitate relevant training and development for staff and ensure that skills gaps are closed.*

Professional development of staff is the joint responsibility of managers, individual staff and the Organization as a whole. Managers need to ensure that staff under their supervision give consideration to skills development relating to their present job, and performance and competency needs which are foreseeable, where work is subject to change. Staff members have a broad range of training opportunities made available to them, and where the standard training program does not meet needs, tailored training is provided in line with organizational needs.

Program Managers must give the skills development and future competencies required holistic consideration, also keeping in mind longer-term strategic goals. Skills gaps must be anticipated where processes and technology are subject to change. The capacity of the workforce for skills development and adaptation needs to be managed more systematically and the results monitored.

The professional development of staff also has to be accommodated in view of the desirability to achieve a greater degree of internal lateral mobility.

## **2.2. Work-life balance**

*Flexible working patterns are currently available and can be improved going forward.*

WIPO staff benefit from flexible working hours, several part-time working options, credit leave, paternity and maternity leave, as well as family emergency leave. Study leave can be granted subject to certain conditions. Spouses of WIPO staff can obtain work permits for the local labor market in Switzerland and other duty stations where WIPO's external offices are located.

The option of teleworking is not under active consideration at present for IT security reasons. Teleworking is only available on an *ad hoc* basis and in exceptional circumstances and is limited to work for which security concerns are fully manageable.

The credit leave facility which is available to WIPO staff is similar to the compressed work scheduled offered in several other UN organizations. Staff who opt to use the electronic time and attendance system can work extra hours and compensate with time off of up to nine working days per calendar year, subject to certain conditions.

With regard to the flexitime system, a number of technical improvements are planned for implementation in mid-2013. After that, further improvements and simplification in the administration of the system are required.

## **2.3. Safety and security**

*The UN Safety and Security System applies at WIPO.*

Staff safety and security is a priority for all staff at the duty station Geneva, at external offices and for staff on official mission travel for WIPO. The Organization participates on a cost-sharing basis in the UN Safety and Security System and applies all relevant policies and procedures. All mission travel is subject to UN security clearance. Security training is mandatory for all staff who travel on behalf of WIPO. Security briefing is a mandatory part of induction for all newcomers.

## **2.4. Occupational health and staff welfare**

*An occupational health policy will improve staff well-being at work.*

WIPO applies the UN policy on occupational health with a focus on prevention and education of staff. For medical services, WIPO works closely with the UNOG Medical Services on a cost-sharing basis. This will continue and the relationship with UNOG will be strengthened.

WIPO does not have a policy on occupational health though certain measures are in place. An integrated policy on occupational health and staff welfare, bringing together HR, Safety and Security, Buildings Management and Staff Welfare will be established to set parameters and

direction. A standing committee on occupational health and staff welfare will provide important benefits to the Organization and the staff in terms of communication with staff and in monitoring benchmarks and UN system occupational health developments. A set of consistent occupational health and staff welfare standards will be developed and applied across the Organization for staff working in Geneva and in WIPO's external offices.

The role of the WIPO Staff Welfare Officer requires review and focus to ensure that full benefits for a large number of staff result from this resource.

### **3. MANAGEMENT**

#### **3.1. Accountability and results**

*Managers are accountable for achieving results. The role of HRMD is to provide effective and timely support.*

Managers are responsible for the achievement of organizational results through the staff assigned to them. They are therefore the primary managers of HR. As such, they are expected to demonstrate competence in HR management, as well as to be familiar with and apply SRR, Office Instructions and other instruments. The role of HRMD is to provide an enabling environment for managers and the support they need in managing their staff.

One way of providing support is by sharing regularly key management information. The ERP system will soon provide managers with the required HR management information directly. The design of reporting structures requires the involvement of managers. Until the ERP system is fully operational, management information is provided by HRMD in the form of a monthly dashboard and through monthly updates on staff movements, performance management, training, classification and other areas of interest to managers. Where managers require tailored information for the management of their staff, HRMD will provide such information. It will also assist with the interpretation of SRR, and in managing unusual or difficult cases.

#### **3.2. Performance management**

*A new PMSDS system allows for a more qualitative approach to performance management.*

The new performance management system introduced as part of the SRP initiative is now sufficiently mature to become a management tool. The focus is shifting from compliance to a more qualitative approach of performance management. Consistency in assessment and quality of performance feedback can be further improved. HRMD will be attentive to managers' training and coaching needs in this regard.

#### **3.3. Rewards and recognition for excellence**

*Formal recognition and reward of excellent performance sets clear signals.*

Staff and managers have called for more recognition of excellent performance and outstanding achievements. A rewards and recognition policy has been developed in consultation with managers and will be piloted in 2013. The policy foresees formal recognition for all staff achieving the highest performance rating. In addition, a monetary incentive is available to a small number of top performing individuals and teams. Furthermore, three developmental rewards will be provided for individuals with outstanding achievements in the areas of

innovation and efficiency. Lessons learned during the 2013 pilot will guide the development of a policy in 2014.

### **3.4. Supportive response to underperformance**

*Managers are supported in addressing underperformance.*

Managers have largely been reluctant in the past to rate staff performance as below satisfactory for fear of creating discord and demotivation and, in the worst case, for having to deal with harassment allegations from staff with negative performance ratings. In 2013, a small number of cases of underperformance have been registered. Managers are given support in dealing with these cases. The aim is to raise performance to a satisfactory level. The support in this area has to be sustained.

### **3.5. Ethics and shared values**

*Ethics training, financial disclosure management and a policy of protection of whistleblowers are handled by the Chief Ethics Officer.*

The supportive role played by the Chief Ethics Officer will continue to be key in providing guidance to managers and staff, in addressing ethical dilemmas and, in dealing with conflict of interest questions. Basic mandatory ethics training will continue to be provided to new staff. Follow-up training to address some specific areas will also be available. The current WIPO policy on financial disclosure will be strengthened in the coming biennium.

### **3.6. Effective grievance and dispute handling**

*Strengthening of informal dispute resolution will be a key feature of the internal justice system.*

Internal justice and management of workplace disputes are currently undergoing reform. Following a study by an external expert, an improved system will be proposed and corresponding amendments to the SRR will be presented to Member States for approval in 2013. Strengthening of informal dispute resolution with the support of the Ombudsman will be a key feature of the new system. With regard to the formal system, a first-instance peer-based review will be maintained. The ILO Tribunal will continue to serve as a second instance appeal body.

## **4. LABOUR RELATIONS AND INTERNAL COMMUNICATION**

### **4.1. Consultation on staff benefits and staff welfare**

*The voice of all staff needs to be heard in the development of policies and systems and in shaping the work environment of WIPO.*

The voice of staff in shaping HR policies and in bringing the views and concerns of all staff to the debate for improving the WIPO work environment is paramount. Representatives of both genders, of all geographic regions, and of all grades and categories need to be heard and understood so that the policies and systems created by HRMD truly reflect the international spirit of the Organization and the needs and concerns of all staff.

WIPO has a number of staff consultation mechanisms.

The Staff Association is open to all staff who choose to join. At the time of the most recent staff elections held in April 2013, some 54.1 per cent of the workforce were members of the Staff Association. In the last elections, 56.1 per cent of the members of the Staff Association voted.

WIPO has several other formal and informal staff consultation mechanisms. A staff representative for the WAB is elected by all staff. The Director General can establish such consultative bodies and mechanisms as he considers necessary. He has done so on several occasions, including in the reform of WIPO's SRR.

Other consultation mechanisms include staff surveys, monthly informal staff meetings with the Director General, Town Hall meetings and briefing groups.

Although communication with staff has improved considerably, there is still room for further improvement. A communication strategy with regular and effective two-way communication is required.

## **V. GOING FORWARD**

While many public and private sector employers and service providers are faced with declining income and high costs resulting in unprecedented levels of staff redundancies, WIPO is in the fortunate position of having a solid financial income base with good forecasts over the coming biennium.

Although WIPO has a solid financial basis, it faces cost pressures which must be managed robustly. WIPO has to do more with less. At this time, it can do so without resorting to drastic measures. However, if action is not taken now, then more far reaching corrective steps might become necessary in future.

WIPO has to become more responsive and agile with appropriate structures, skills and systems in place. Structural adjustments and recalibration of the workforce are necessary to ensure that WIPO can meet the demands made on it as a global service provider in a fast-evolving external environment.

The management reforms which WIPO undertook under the SRP initiative have been successfully implemented. These new management systems and structures need to be consolidated and a process of continuous improvements must continue where SRP left off.

The present HR Strategy does not require additional financial resources. It requires a solid plan of action, integrating tailored sub-strategies for PCT, Madrid and Hague, ICT, external offices and other parts of the Organization.

The impact of the present strategy should be measured at the mid-point, i.e., in the second part of 2014 and any necessary adjustments made at that time. A further review and an update to the strategy are foreseen for the subsequent biennial budget cycle of 2016/2017.

[Annex III follows]

## WIPO ETHICS OFFICE

### ANNUAL REPORT 2012

The following is a report on the activities of the World Intellectual Property Organization (WIPO) Ethics Office in 2012.

#### Background

The Convention Establishing WIPO refers to the importance for the Organization of securing the highest standards of efficiency, competence and integrity. Environmental, social and governance responsibility was a core value of the Strategic Realignment Program (SRP), which continued to be implemented in 2012. The establishment of a comprehensive ethics and integrity system at WIPO was one of three initiatives under this core value. Following completion of the SRP as of December 31, 2012, the Organization remains committed to the establishment of an Ethics and Integrity Program and plans to mainstream it at WIPO.

#### Structure

The Ethics Office is structured along lines similar to those of the UN Ethics Office, and is headed by the Chief Ethics Officer, who reports to the Executive Director and Chief of Staff in the Office of the Director General. The four main areas of its activities are:

- (a) norm-setting and policy development;
- (b) confidential advice to senior management, managers and all staff members;
- (c) promotional activities; and
- (d) implementation of policies assigned to the Ethics Office.

#### Norm-setting and policy development

In 2012, work in this area has been undertaken principally in the areas of a WIPO Code of Ethics and a Whistleblower Protection Policy. Both the Code of Ethics and the Whistleblower Protection Policy were issued in 2012.

##### *WIPO Code of Ethics*

The issuance of the Code of Ethics in February 2012 followed a thorough period of consultation amongst internal stakeholders, including the WIPO Staff Council. The Code of Ethics is a short, high-level statement of values and principles in easy-to-read language. It draws heavily on the UN Code of Ethics, which was the subject of extensive consultation throughout the UN common system. The only modifications made were to strengthen it. It is a values-based rather than rules-based document. Provisions in the Code do not lead to disciplinary action: rules must be incorporated in the Staff Regulations and Rules and other similar administrative issuances before a breach may lead to sanctions.

The Code articulates the emphasis the International Bureau places on the ethical values of independence, loyalty, impartiality, integrity, accountability and respect for human rights. The Code also addresses principles relating to conflicts of interest, abuse of authority, commitment to a respectful working environment, and gifts, honors, favors and other benefits.

### *Whistleblower Protection Policy*

The Whistleblower Protection Policy was published by the Director General on November 9, 2012, as an Office Instruction, following consultations with the WIPO Staff Council and relevant internal services. Comments were also received during the Sixty-Sixth (43<sup>rd</sup> Ordinary) Session of the WIPO Coordination Committee.

The purpose of the Whistleblower Protection Policy is two-fold. Firstly, it establishes a duty to report suspected wrongdoing in a responsible way and elaborates reporting mechanisms. Secondly, it provides protection for staff members who have made such reports or who participate in other oversight activities which are enumerated in the policy.

Key elements in the Whistleblower Protection Policy include the following:

- **Scope** - The scope of protection relates to whistleblowers and is extended to members of personnel participating in all oversight activities falling under the WIPO Internal Oversight Charter (IOC), including activities related to the External Auditor and Independent Audit and Oversight Committee (IAOC).
- **Duty to report** – The duty to report wrongdoing and duty to cooperate in oversight activities have been expressly affirmed.
- **Mechanisms for reporting wrongdoing** - Reporting mechanisms for the primary allegation of wrongdoing have been expressly included in the Whistleblower Protection Policy. The potential reporting mechanisms in the Whistleblower Protection Policy are aligned with the new Staff Regulations and Rules and provide for reporting to an immediate or hierarchical supervisor, or the Office of the Director General, or the Director, Internal Audit and Oversight Division (IAOD) or the Chair, WIPO Coordination Committee.
- **Retaliation prohibited** – Retaliation for participating in a protected activity is expressly prohibited.
- **Protection** – If the member of personnel is participating in a protected activity and claims retaliation as a result, the Ethics Office may conduct a preliminary inquiry on the basis of which it may recommend to IAOD that a formal investigation into the alleged retaliation be undertaken.
- **Formal investigation** - If the Ethics Office recommends a formal investigation into alleged retaliation, IAOD is obliged to undertake one.
- **Protective measures** - The authority of the Director General to take provisional protective measures for a member of personnel alleging retaliation is elaborated.
- **Deadlines** – There are time-bound provisions for the Ethics Office to undertake a preliminary review and for IAOD to undertake an investigation.
- **Wrongdoing** - The term “wrongdoing” has been introduced as a broader term. It is aligned with the provisions of the Staff Regulations and Rules, and is defined expressly to include corruption, fraud, abuse of authority and other misconduct.
- **External mechanisms** – Resort to external mechanisms is provided for in exceptional circumstances.

## Ethics and integrity training

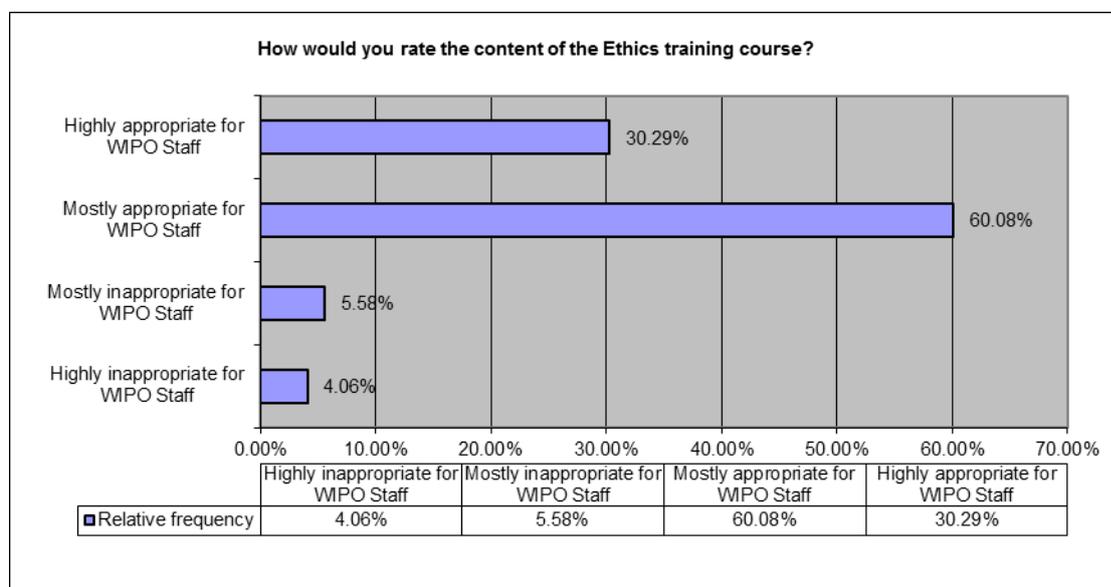
Mandatory training for all staff at every level of the Organization was initiated in 2012. The training consisted of a review of ethics principles and values which apply at WIPO. It included a series of case studies developed specifically for the training in which staff participated in identifying ethical issues and working on a resolution by applying a decision-making model. An introduction to the ethics office and the services available to staff and its activities followed, along with a discussion of common obstacles to acting ethically and how to address them.

The training consisted of half-day face-to-face training sessions presented by external trainers who have experience in providing ethics training in the UN common system, chosen following a competitive process. The sessions were supported by materials specially developed for the training. They included the “Guide to Ethics at WIPO” and were designed to be retained by the staff members as a resource.

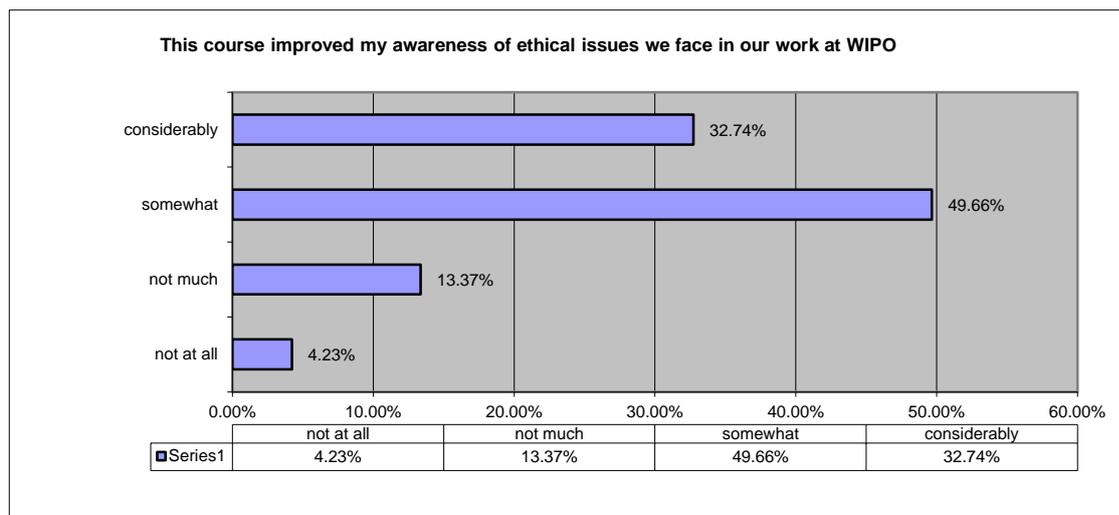
As of mid-April 2013, over 98 per cent of staff in active service had completed the training. This included staff in the external offices, where the training was undertaken via video-conference by the same trainers as were used for headquarters. The response rate to an on-line survey sent to all participants who attended the training was high. As of mid-April, 790 participants (65 per cent) of participants responded to the survey, providing detailed feedback.

The surveys confirmed that the training had been well received, with 90 per cent of respondents finding the course content appropriate (moderately to highly) for WIPO staff (Table Eth1), and 82 per cent reporting that the course improved (considerably to somewhat) their awareness of ethical issues faced at WIPO (Table Eth2). If faced with an ethical dilemma, 84 per cent of respondents reported feeling better equipped (considerably to somewhat) to resolve it (Table Eth3).

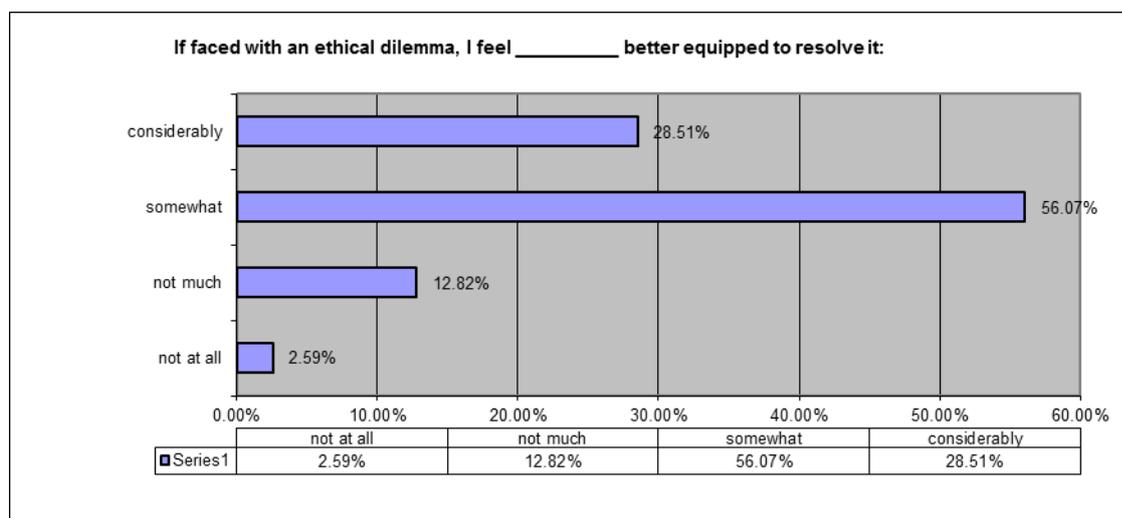
**Table Eth1 - “How would you rate the content of the Ethics training course?”**



**Table Eth2 - “The training improved my awareness of ethical issues we face at WIPO”**



**Table Eth3 - “If faced with an ethical dilemma, I feel \_\_\_\_\_ better equipped to resolve it”**



### Other awareness-raising

#### *Intranet site*

A dedicated Intranet site for the Ethics Office was established in March 2012.

#### *Guide to Ethics at WIPO*

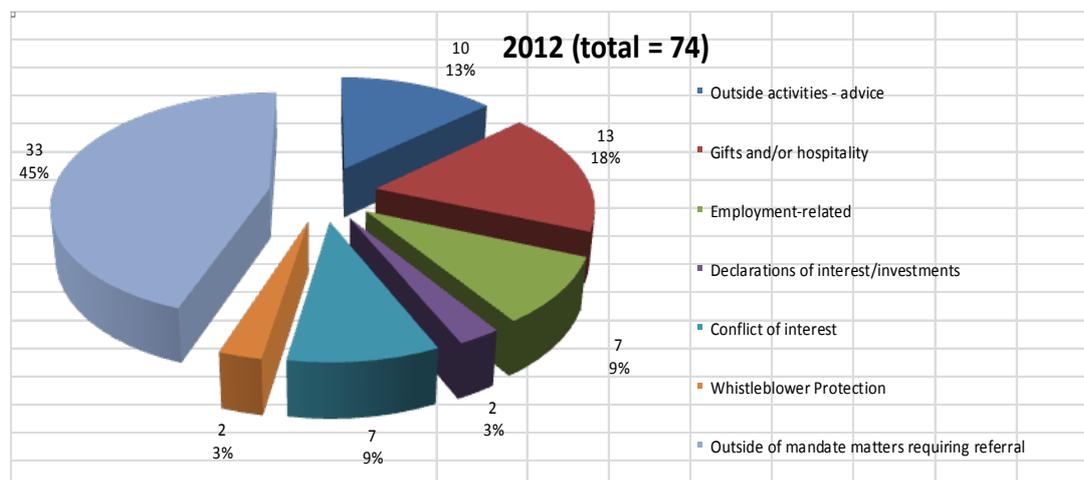
A compilation of existing WIPO policies and principles, providing a single source for such policies and principles in easy-to-read narrative format along with links to relevant resources was published on the WIPO Intranet site in 2012.

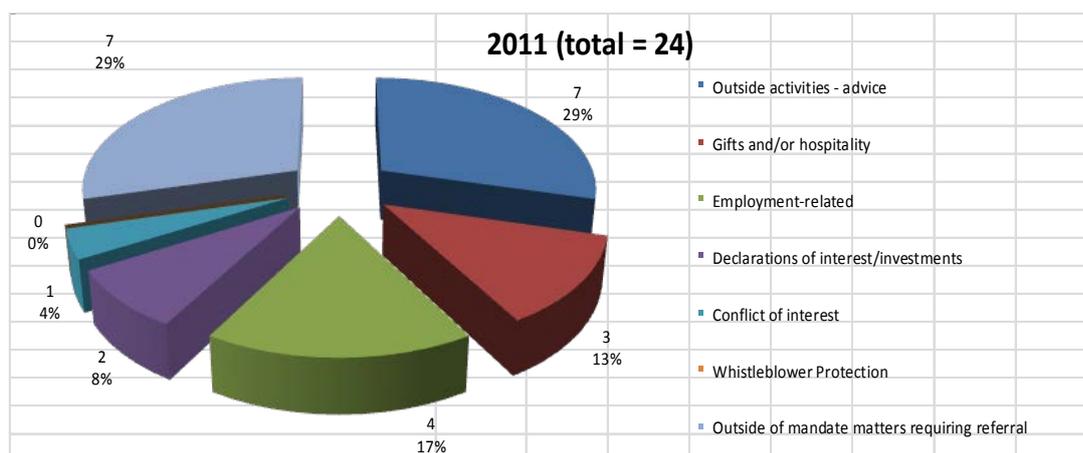
### Confidential advice to senior management, managers and all staff members

A growing number of staff approached the Ethics Office for advice in 2012. The volume of requests for advice increased threefold over similar activity in 2011. The number and types of request for advice in 2012 are shown in Table Eth4, below (alongside information from 2011).

**Table Eth4 - Number of types of request for advice in 2012 (2011)**

Type	2012 (2011) Number	2012 (2011) Percentage of total (rounded)
Outside activities - advice	10 (7)	13% (29%)
Gifts and/or hospitality	13 (3)	18% (13%)
Employment-related	7 (4)	9% (17%)
Declarations of interest/investments	2 (2)	3% (8%)
Conflict of interest	7 (1)	9% (4%)
Whistleblower protection	2 (0)	3% (0%)
Outside of mandate matters requiring referral (e.g., suspected misconduct, investigations, persona legal issues, other compliance issues)	33 (7)	45% (29%)
<b>Totals</b>	<b>74 (24)</b>	<b>100%</b>





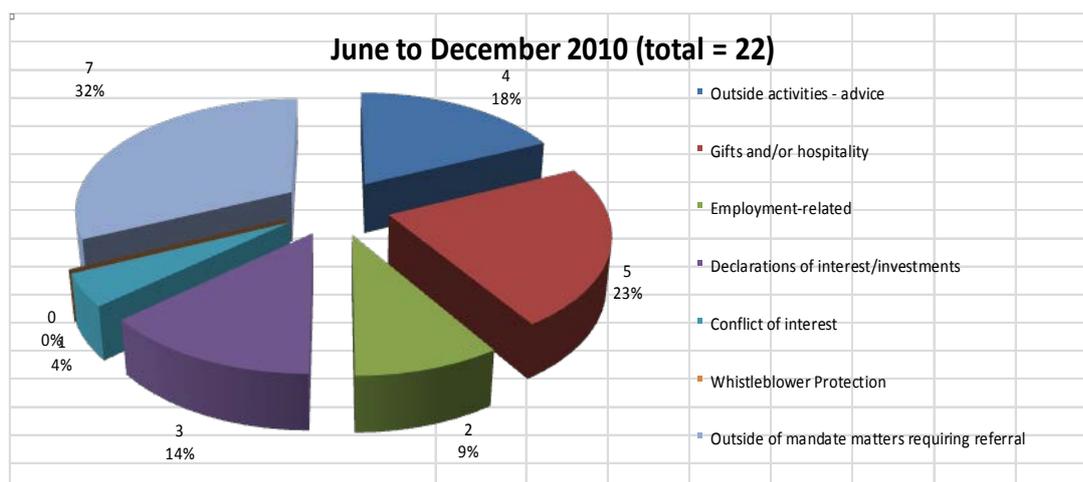
Some requests for advice occurred in a single visit to the Ethics Office, and other requests required several visits and sustained involvement of the Ethics Office.

In 2012, 62 per cent of requests for advice came from male members of staff and 38 per cent from female members of staff. In 2011, requests for advice came equally from male and female members of staff. Requests in 2012 came from all levels, i.e., Director level and above (21 per cent), Professional level (68 per cent) and General Service (11 per cent).

For comparison, the results in a six-month period beginning June 2010, are shown in Table Eth5, below.

**Table Eth5. Number of types of request for advice in June to December 2010**

Type	Number	Percentage of total (rounded)
Outside activities - advice	4	18%
Gifts and/or hospitality	5	22%
Employment-related	2	10%
Declarations of interest/investments	3	14%
Conflict of interest	1	5%
Outside of mandate	7	31%
	22	100%



The requests for advice in 2010 came almost equally from male and female members of staff, and from all levels, i.e., Director level and above, Professional level and General Service.

## Implementation of policies assigned to the Ethics Office

### *Whistleblower Protection*

The Ethics Office has responsibility for the implementation of the Whistleblower Protection Policy. One claim of retaliation or apprehended retaliation linked to the staff member having reported suspected misconduct to the IAOD was made in 2012 and successfully addressed by the Ethics Office, pending the publication and entry into force of the Whistleblower Protection Policy. Protection was provided to the staff member and the matter favorably resolved consistent with the existing provisions in the IOC. An enquiry was also received but no claim pursued.

### *Declarations of Interest and IPSAS-mandated disclosures of related party transactions*

The implementation of the Declaration of Interest Program for staff members of WIPO at the level of D1 and above, and a limited number of other high-risk categories, was assigned to the WIPO Ethics Office in the Office Instruction establishing the Office. Shortly after its establishment, the Ethics Office undertook to raise the rate of filing and filing compliance increased from 33 per cent to 100 per cent. Since then, all staff members who become directors (at the level of D1 and above) are required to file declarations, and 100 per cent of such colleagues have done so. Since subsequent filing depends on self-reporting of any changes to the original declaration, no statistics are available for subsequent filing compliance.

Compliance with IPSAS has created additional disclosure requirements for staff members at the D2 level and above. A compliance rate of 100 per cent for IPSAS disclosure requirements concerning related party transactions was achieved with respect to the 2012 reporting period.

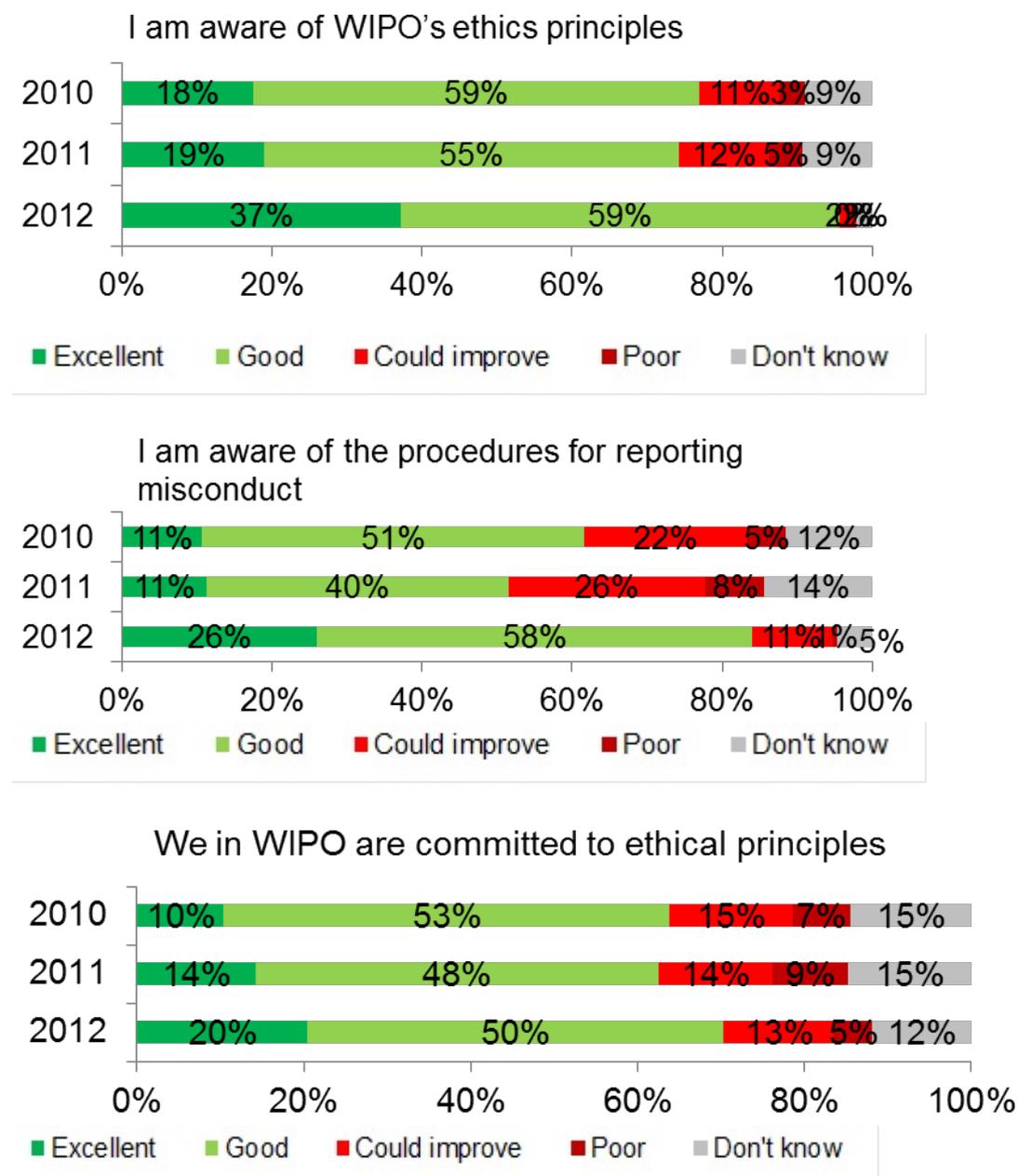
## Measuring progress in establishing a comprehensive ethics and integrity system

In addition to the training feedback survey, the Core Values Staff Survey demonstrated a marked increase over the past three years (2010-2012) of knowledge of WIPO ethics principles and awareness for reporting suspected misconduct.

In the 2010 Core Values Survey, 77 per cent of respondents reported being aware of ethics principles; in 2011, the percentage was 74 per cent. A significant increase occurred in 2012, when 98 per cent of respondents reported being aware of WIPO ethics principles. Regarding a

commitment to ethics principles, 63 per cent of respondents reported that in their view “we in WIPO are committed to WIPO principles”, and in 2012, 70 per cent did so. Table Eth6 compares the results of the Core Values Survey over three years.

**Table Eth6 – Ethics at WIPO – What the Core Values Survey says (2010-2012)**



**Harmonization with best practices of the UN common system**

The WIPO Ethics Office has played an active role in the establishment and activities of the Ethics Network of Multilateral Organizations (ENMO) and participates regularly in its work.