Desk-to-desk Assessment of the Human and Financial Resources of WIPO

PwC Proposal

1 Technical component

1.1 Introduction

WIPO stated in its Request for Proposals (RFP) that this project is to *"assist the organization in better aligning its human resources to its strategic goals, to provide input to the development of a human resource management strategy and to assist WIPO in continuing to discharge effectively its mandate while responding swiftly to changes in its external environment".* We see a particular challenge here of retaining and developing the capacity to respond to changing organisational needs over an extending time period, with the prospect of quantitative and qualitative changes in demand for the services offered.

There are critical connections between current and projected workload and organisational performance, and between line managers and the WIPO Human Resource Management specialists in creating and sustaining a work environment that encourages and enables effective individual and team performance for WIPO. These connections will be explored to inform and guide the developing Human Resource strategy for WIPO.

PwC has an established Human Resource Services (HRS) practice with specialist consultants providing the full range of services expected to be required to conduct the essential assessment, and to assist WIPO in the broader strategic human resource management requirements of the project. Our proposed assignment team draws particularly on the specific experience of key members of our **European HRS practice**. The team experience extends through from initial assessments to solution design and development, and on to consideration of the options and requirements for successful implementation and adoption of agreed recommendations. We will also be able to draw on experiences from other PwC practices, for example professional **expertise in the field of Intellectual Property (IP)** provided by PwC experts whose training, experiences and daily work focus on this topic. In addition, there are other local PwC professionals within Switzerland with **strong UN System experience** and understanding to provide an optimum, cost-effective blend of experiences for this project.

1.2 Our understanding of your requirements

1.2.1 Objectives and deliverables

The WIPO RfP documentation, supported by the briefing at the Bidders' Conference provided clarity regarding the objectives of the study. The main purpose is to align WIPO's human resources with its strategic objectives together with the appropriate supporting financial resources. The RfP sets out three specific objectives. We refer to these below with initial comments on the nature and importance of those objectives and how we propose they be addressed in the assignment.

Objective One – assessment of resources and workload

The requirement here is to ascertain whether current human resources for WIPO are commensurate with the workload and service levels required to discharge the approved

programmes in a cost effective manner. WIPO is an organisation delivering technical, and often legally sensitive, services to a mixed client community. We have identified the need for two parallel streams of activity:

- A quantitative and qualitative assessment of workload, taking account of projected changes in demand and the nature of the work.
- A detailed assessment of the capacity and capability of the existing workforce against envisaged resource requirements. The assessment needs to take account of a broad range of capacity-related features, for example the qualifications and rated performance of the workforce, and any reductions in availability resulting from staff absence or difficult-to-fill vacancies.

Objective Two – recommendations on structure and strategic alignment

The strategy for WIPO is determined by the global intellectual property environment and the expectations of the Member States. We will work with the stated strategy and see the potential for recommendations on structure along a number of themes, for example:

- The realignment of resources to meet changing or new needs.
- Broader restructuring to enhance alignment with the strategy, and promote closer identification and engagement of resources with key strategic themes.
- Organisational development around the suggested performance culture, possibly with flatter structures or less-formal project working.
- Responding to opportunities/needs for resources.

The structure must be capable of supporting existing and projected needs for WIPO.

Objective Three – opportunities for improvement

The proposed project will provide a comprehensive and detailed review of WIPO's Human Resources and is expected to generate consideration of opportunities for further improvements that will support the achievement of WIPO's strategic goals. A caution and confirmation here is that any such opportunities will need to be reviewed in the context of what is achievable in the current WIPO context, allowing for best practice developments from the wider UN environment.

1.2.2 WIPO Environment

WIPO as a part of the UN system

The RfP refers to the fact that WIPO, as one of the Specialized Agencies of the UN, is bound by UN system-wide rules and regulations and is the subject of guidelines in the Human Resource field, which must be taken fully into account during the development of recommendations and solutions. In addition, best practices within the UN system (as well as outside the UN system) will be identified, and their applicability to WIPO's particular situation examined, in order to draw benefit from experiences gathered elsewhere.

WIPO as a provider of services to the private sector

Although within the UN System, WIPO is distinctive in that it provides services to the private sector for patent and trademark registration and mediation/arbitration. Therefore, issues such as customer satisfaction and effective management of certain types of competitive pressure are important contributors to the development and management of a successful strategy. The expectations of the users of WIPO's services, as well as the beneficiaries of its normative and development activities, are a crucial element to take into account in the development of recommendations in as central and crucial a field as Human Resource Management.

1.2.3 The WIPO organisation

Balance between strategic goals

WIPO's current strategic goal number 4 (delivery of quality service in global IP protection systems) is an income-generating activity which contributes over 90% of the organization's financial resources. This constitutes a major differentiating factor with other UN entities, which are usually fully financed from regular and voluntary contributions of member states or through fund-raising activities which fall into the humanitarian or development field, but do not share this aspect of commercial service delivery.

Strategic goals 1, 2 and 3 are in the normative, standard-setting and development fields which most, if not all, other UN entities share. Between these two groups of strategic directions an appropriate balance must be struck during the study, to ensure that the recommendations made fully cover the entire spectrum of WIPO's goals and activities.

Existing internal WIPO commitments and initiatives

WIPO is committed to a results-based budget and management culture, which needs to provide the background for any new recommendations and envisaged changes. Within this framework, several initiatives exist, including an effort to develop a comprehensive, performance-based Human Resources Strategy. Full attention must be given to such already-existing efforts in order to ensure optimal synergy and results between work already commenced and new recommendations resulting from the study.

1.2.4 Constraints

Potential constraints influencing the study can be subdivided into two groups: on the one hand the constraints flowing from WIPO's regulatory environment, i.e. the rules and regulations governing the United Nations System, and, on the other hand, the constraints of the market in which WIPO operates in terms of its operations and its human resource sourcing possibilities.

Among the first group of constraints are UN rules and guidelines in terms of Human Resource Policy. These will have to be taken into account when recommendations are developed which fall into the area of personnel redeployment or retirement, recruitment or compensation. For example, compensation schemes which may be commonly used outside the United Nations system to support performance-based HR policies may not be applicable within WIPO or may have to be adapted. A UN-specific circumstance which is specifically mentioned in the RfP are UN guidelines on geographical distribution and reflection of member state representation among staff. Such guidelines are known to represent challenges with regard to sources of recruitment by diminishing or re-orienting the pool of technically qualified candidates. This creates opportunities for developing original and unconventional recruitment techniques, where traditional ways of proceeding, through advertisements or other "normal" channels, for example, do not yield the desired results.

Solutions developed for future Human Resource Planning and any recommendations to be implemented need to take into account the decision-making processes within WIPO's member state based governance structures, since the adoption of such a plan does not fall entirely within the responsibility of management and will need the approval of both management and the appropriate governing bodies of the organisation (such as the General Assembly and Coordinating Committee).

Constraints and specialities within WIPO's overall business environment are a further group of considerations to be taken into account. WIPO operates in a technically very specific field, and the worldwide pool of Human Resources available to staff its most specialised functions is not vast. This is true not only for the revenue-generating, but also for the normative and development, activities of the organisation.

1.2.5 Key success factors

We consider the key success factors for this project to be:

Prior experience of the consultant project team: given the importance of the review, the team needs to incorporate members with significant prior experience in similar reviews. The project team experience must ensure:

- early credibility for the team (and the project), enhancing the prospect of local support;
- the best use of the time and other contribution of WIPO personnel to the project; and
- that agreed work programmes and approaches are delivered, avoiding the potential for delays and inaccurate and inappropriate findings and recommendations.

Full cooperation between the WIPO Team and the consultant team: an open, transparent and result-oriented cooperation between the two teams is required to bring the project to a successful conclusion. The need for an open, and sometimes, challenging, relationship should be demonstrated in the structure of the proposed consulting team, and in the selection of team members.

Input management: when gathering input from the various stakeholders, balancing breadth and depth will be key. Input to the analysis will be right and timely only if the appropriate data gathering tools (questionnaires, interviews and/or desk analysis) are used and adopted, if the right people are interviewed, if the data gathered by different people from different stakeholders are consistent and if the focus on the relevant issues is kept.

Understanding: this is a complex project and there is always a risk that different stakeholders will hold different interpretations of a successful outcome. The project needs to steer between over-simplification and over-engineering. Defining and developing practical recommendations depends on: a pragmatic approach; the ability to understand IP experts when they discuss their activity; and being able to translate relevant technical and performance information into models that foster a common and consistent understanding of needs and opportunities.

Sustaining the commitment and contribution of key stakeholders: there is a connected duality of interests: an objective and independent review; and a process that engages stakeholders and facilitates acceptance, adoption, and implementation of recommendations.

1.2.6 Project risk analysis

PwC has a structured approach to risk management. From the outset of any project we agree a register of risks identified, and the actions to be taken to address those risks. With the client Steering Group we then track actions against risks to ensure that the actions were taken and were successful, or whether some element of residual risk remains. New risks identified in the course of the assignment are registered and addressed.

From our experience of similar human resource projects we suggest that risks are likely to arise in the following six key areas:

- Identification and ongoing buy-in of all stakeholders;
- Clear and common understanding of the goals and objectives for the assignment;
- Commitment to the work programme (including WIPO review and decisions on emerging proposals) and work scheduling;
- Availability of key WIPO resources – people and information;
- Focus on agreed benefits and deliverables;
- Expectation management – linked to unavoidable constraints.

We will work with WIPO counterparts to develop a structure that is consistent with WIPO experience, fits with project needs and is easy to review and report.

1.3   Approach and Methodology

1.3.1 Description of the methodology

Our proposed approach is based on established tools and techniques. In particular, our methodology is founded on two principal models, the Burke-Litwin model of organisational performance and a PwC Resource Planning model.

Burke-Litwin model: what to examine, and how to track the need for change

We have used this model extensively in conducting strategic and organisational analysis and in designing and facilitating change interventions. It provides scope for a comprehensive analysis (and reporting) of key features influencing organisational performance.

We have selected this model for two main reasons:

- It is hierarchical, differentiating between transformational factors that will have the greater impact on organisational performance, and the transitional factors that will tend to have a smaller impact on performance. For example, successful adoption of the HR strategy work on the proposed 'performance-driven culture' is likely to have a greater impact on overall WIPO performance than changing job descriptions or elements of organisational design.

- The model emphasises the links between each of the factors. To achieve the best outcomes, it is not sufficient to address one or two of the factors in isolation. Everything in the model should be considered, although the priority and potential impact will vary.

We propose using the Burke-Litwin model as a basic framework of which some components may be more relevant than others to the objectives which WIPO seeks to achieve through the current desk-to-desk review of its human resources. We suggest that the model be taken as an input for the first, "organize and plan", phase of the project. In a consultative effort with WIPO's Internal Project Core team (and/or the WIPO Internal Project Steering Committee) and the PwC team, the components of the Burke-Litwin model should be examined in order to determine whether and with which degree of emphasis each of them should be included in the study.

The result of this discussion will have an impact on the content of research activities such as interviews, surveys and other tools used in the research phase of the project.

In later stages of the assignment, as the focus shifts to the future, we will use the model framework to track and record the 'to be' arrangements, and then to help identify and plot the required interventions to move from the current 'as-is' situation to the 'to-be' desired state.

Burke-Litwin Model
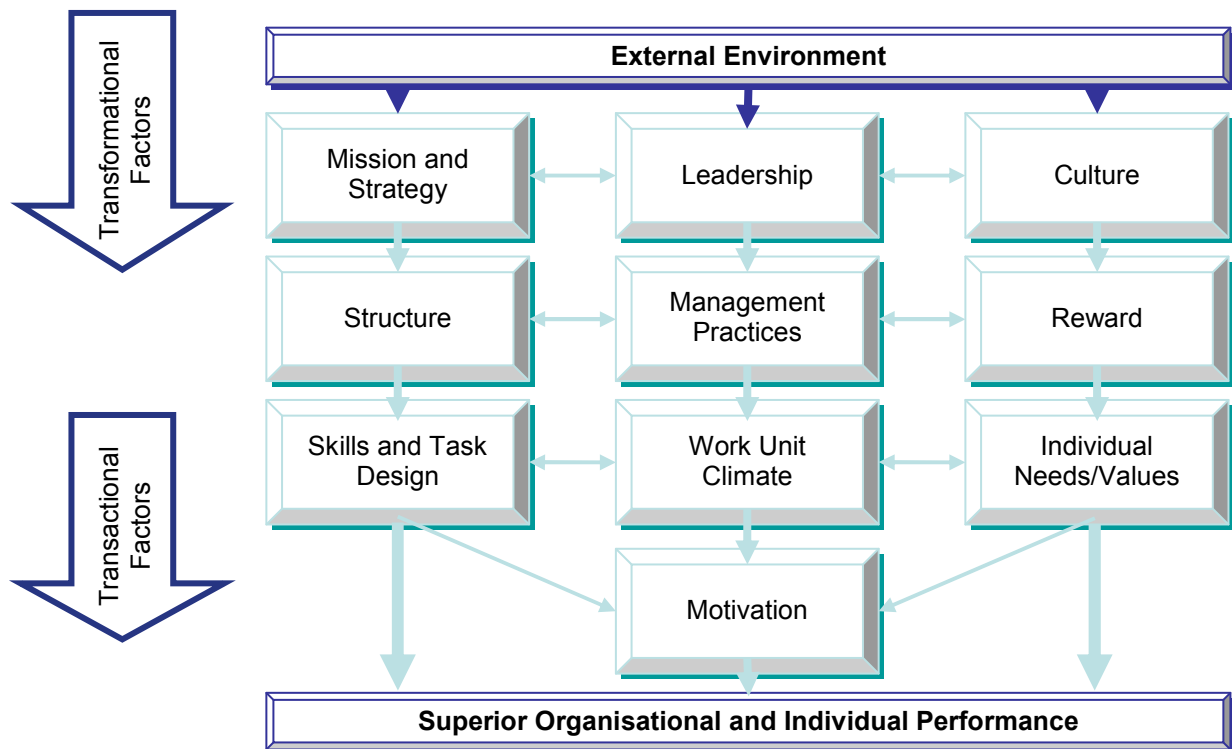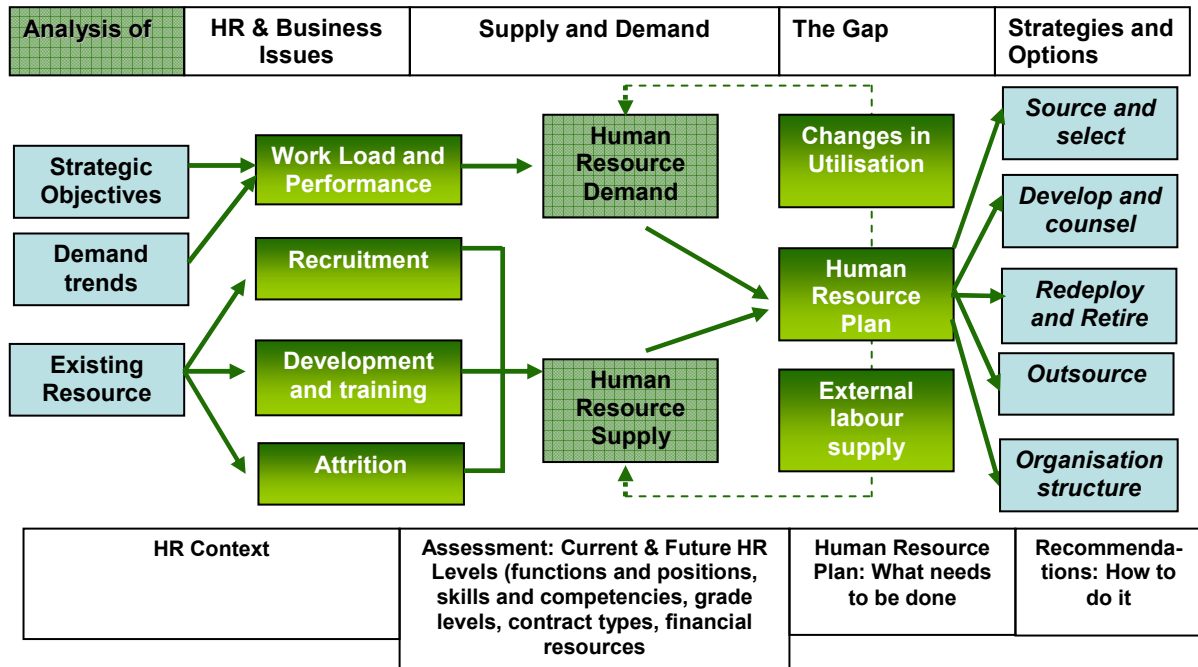

Resource Planning model: how to proceed

The Resource Planning model provides an overview of the path to follow in the process of examining an organisation's existing human resources in relation to its strategic objectives, splitting the analysis into "demand" (what is needed for realising strategic objectives) and "supply" (what is available and how availability is influenced). The result is then translated into a human resource plan, which, flanked by internal measures and external labour supply, is itself reviewed for acceptability, with the possibility of a further iteration involving options such as improved individual performance relating to demand or reduced staff absence increasing supply.

The overview model shown below was developed with clients, and has been used internationally in human resource planning projects with a range of clients.

Resource Planning Model

Analysis of	HR & Business Issues	Supply and Demand	The Gap	Strategies and Options

HR Context	Assessment: Current & Future HR Levels (functions and positions, skills and competencies, grade levels, contract types, financial resources	Human Resource Plan: What needs to be done	Recommenda-tions: How to do it

1.3.2 Project structure

Given the project objectives and the project deliverables, we see our approach to the project comprising three strongly connected workstreams, for:

1. Demand
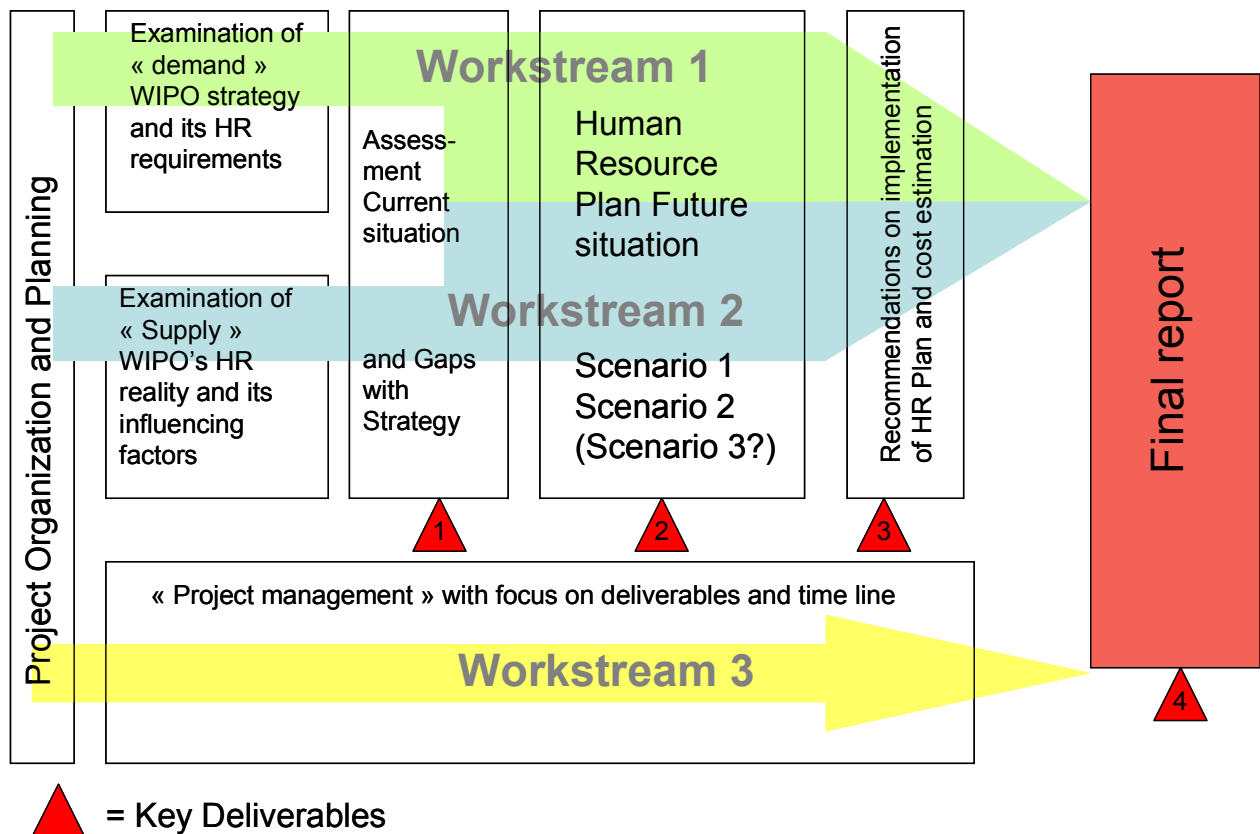2. Supply
3. Programme management.

Each workstream team will led by an experienced consultant. While the workstreams will cover different aspects of the information during the data gathering phase, the workstreams will come together, and the sub-teams will merge, during the development of a resulting Human Resource plan and the elaboration of recommendations to implement it.

It is important to emphasise our commitment to focus on what is practical and achievable. While we use models in our methodology, and while our team structure presents three streams of work, our approach is always connected and pragmatic. We use the three stream approach to improve the quality of our data collection and early analysis, but our team comes together regularly to share learning and explore opportunities.

Our structure envisages a six-phase approach in the key Demand and Supply workstreams, and a continuing role in Programme Management. The six phases, shown in the overview model following are:

- Project mobilisation (organisation and planning)
- Fact finding on the current situation and plans
- Assessment of the current arrangements
- Evaluation of the scope for improvement – the case for change
- Development of recommendations – with business case
- Final report.

PROJECT STRUCTURE

Project Organization and Planning

Examination of « demand » WIPO strategy and its HR requirements

Examination of « Supply » WIPO's HR reality and its influencing factors

Workstream 1

Assess-ment Current situation

Workstream 2

and Gaps with Strategy

Human Resource Plan Future situation

Scenario 1
Scenario 2
(Scenario 3?)

Recommendations on implementation of HR Plan and cost estimation

Final report

1

2

3

« Project management » with focus on deliverables and time line

Workstream 3

4

= Key Deliverables

Work stream I: "Demand" (Workload and performance)

The main task of this workstream is the determination of present and future expectations/requirements in terms of workload, performance, and human resources. Our key task is to translate the WIPO strategic objectives and expected volumes of work into HR requirements. The qualitative components in this work stream will consider the expected performance of staff members as currently structured, trained, and motivated; and the potential impact of agreed changes. The key deliverable will be assessments of the current and future needs of the organisation in terms of human resources.

Work stream II: "Supply" (People and organisation)

The main tasks of this work stream are:

- the determination of currently available Human Capital (WIPO managers and other staff) in terms of capacity for work delivery and performance; and
- the potential for improved performance though initiatives such as restructuring, enhanced training, and a stronger performance orientation.

Our team will work with WIPO counterparts to identify the reality of WIPO Human Resource capacity and capability. This will include reflecting and allowing for key vacancies or skills gaps, and any exceptional levels of staff absence. Based on data on 'demand' we will seek to develop a Human Resource Plan, taking account of possible improvements.

Recommendations for possible improvement will be supported by a business case setting out planned benefits, expected costs, potential risks (of action or inactivity), projected timelines, known and expected constraints, and a general summary of change readiness within the relevant part of the WIPO organisation

Work stream III: Programme Management

The programme management work stream is responsible for ensuring: that project work remains focused on agreed deliverables; that the project produces the agreed-upon results; and that the legitimate expectations of identified stakeholders are understood and managed. In particular, the tasks of programme management are:

- To ensure that the project calendar concentrates on milestones and reaches them in time.

- To identify unforeseen constraints or obstacles, assess their potential impact on project deliverables and milestones, and take corrective measures or, where relevant, communicate and negotiate with both teams (WIPO and PwC) about necessary adjustments.

- To ensure that communication between the PwC team and WIPO's team is efficient, effective, timely, relevant and regular. In particular, to organise meetings and presentations, ensure their efficiency and effectiveness and their relevance of content to milestones and deliverables.

- To ensure coordination between project workstreams and ascertain the synthesis of results in intermediary reporting content, as well as in a final report, which meet WIPO's expectations.

- To assist in resolving perceived or real conflicts, disagreements or interpretation issues during the project work.

- To provide effective and efficient knowledge management for the duration of the project, which ensures that information and data are collected and kept in a manner to minimize duplication of work for both the PwC and the WIPO project team, and that information and data are available, accessible and well organised for the use of the teams.

- To establish and maintain a regularly updated risk register for the project.

- To assist WIPO in the planning and delivery of an appropriate communication strategy and plan for the project.

1.3.3 Project Approach, Project Plan and Project Deliverables

Phase 1: Project Mobilisation (Organize and plan)

This is the phase immediately following award of the contract. We will use this phase to confirm and record a common understanding of and agreement on the project scope, content, structure, methodology and timeplan, and roles and responsibilities between WIPO and PwC. We will also develop the required content and style of the key deliverables. Details of key tasks in this phase are presented below:

- Review background documentation
- Establish procedures and standards
- Finalise Project Plan
- Obtain IPSC approval of the project plan
- Conduct initial interviews
- Review best practice in the UN system
- Present understanding to WIPO management.

Deliverables of Phase 1: Project Mobilisation

The deliverables of the Project Mobilisation Phase are:

- An agreed-upon understanding of the relevant components of WIPO's strategy and of the resulting priorities to take into account, and requirements to meet, with the foreseen Human Resource Plan, Implementation Recommendations and Final Report.

- An agreed-upon project plan, including project scope, content, structure, methodology and time-plan, as well as the details of expected content of the key deliverables.

Phase 2: Assessment

The project activities are planned to address all five strategic goals of WIPO, as described in the project timeline of the RFP. Since our approach is planned to serve all five strategic goals, and the activities will be undertaken broadly simultaneously, we have not distinguished between the work done to deliver each of the strategic goals in isolation. The results and conclusions, however, will take into account the different strategic goals and their individual organisational and HR specificities.

Workstream I: "Demand" (Workload and performance)

In the assessment phase we propose to carry out the following project activities within workstream I:

Desk research: establish facts and hypotheses

- Collection of data: job descriptions, job categories, statistics and evolution of workload.
- Determination of criteria guiding staffing: benchmarks of workload per job, existing formulae translating tasks into time and resource requirements, and indicators from the HR strategy work on a performance-driven culture.
- The main business processes and stages of the processes which influence workload, key steps (examples PCT, Madrid, mediation)
- Blocks of work related to the mains tasks of the organisation.
- Workload projections for the future, relevant formulas and calculations.
- Financial resources required to cover WIPO's HR needs, currently and under the scenarios of future projections.

Fact-finding: validate facts and hypotheses, establish priorities (Workstreams I and II combined)

Interviews/surveys/samples: We will gather detailed information on ideal and real work organisation, on workload, and on possible efficiency gains within WIPO, set against strategic priorities. The outcome of these interviews will provide a frame for workload calculation, and elements to complete the frame. They will also establish how blocks of current work are allocated and resourced. Depending on the complexity of workload and organisational arrangements we will support the structured interview programme with workshops for relevant section and sub-section leaders to develop the frame and complete the emerging database. We will conduct more detailed surveys where justified, for example where there are large numbers of staff undertaking similar work. We propose co-working with WIPO to focus on areas where investment of consulting and/or WIPO time is most appropriate and will add most value to achieving the project objectives.

Limited surveys or samples may also be undertaken with users of WIPO's services, to assess their outlook on the quality/cost/speed and other aspects of services. The decision whether to include users of WIPO's services needs to be taken during the project mobilisation phase.

Focus groups: We use focus groups to engage with the workforce, capturing qualitative information on work organisation, workload, possible efficiency gains, and broader employment-related issues. We suggest inviting up to 20% of the workforce to focus groups. For WIPO, accepting that a number of managers will have been interviewed already, this would mean organising around 20 focus groups, each with 10 to15 employees. The focus group is a widely used discussion tool in which employees are given the opportunity, under the guidance of an experienced moderator, to identify issues, develop relevant approaches such as indicators, and outline solutions. It is an important instrument of communication and for staff buy-in, given the full involvement of staff and the inclusion of outcomes as formal inputs for solution development and project deliverables.

Workshops with management and workforce: validation of findings and formulation of conclusions.

Benchmarking with comparable organisations or situations, use of relevant comparable data (e.g. Saratoga Institute)

Analysis: identify possible efficiency gains and their prerequisites

Elaborate and agree on assumptions: Based on the outcome of desk research and fact-finding, the project team will be in a position to formulate necessary assumptions for the calculation of Human Resource "demand" in different market driven scenarios (based on hypotheses of growth of demand for WIPO's services).

Elaborate efficiency scenarios: In addition to market-driven scenarios, efficiency scenarios will be developed. They can be roughly described as "current state efficiency", "modular efficiency gains", "radical change" (possibly challenging the limits of the current norms governing WIPO's HR rules and regulations). Such scenarios will then be examined in connection with outcomes of the "Supply" workstream, which cover the topic of change readiness or change resistance of the organisation, its management and its workforce.

Workstream II: "Supply" (People and organisation)

In the assessment phase we propose to carry out the following project activities within workstream II:

Desk research

The desk research will cover the areas: Current HR Strategy, current organisational design, available HR resources, available supply of future HR resources. Available documentation/information will be assessed on the current situation, as well as the rules, circumstances, conditions and variables influencing the current situation, with respect to HR indicators such as:

- Workforce demographics, e.g. age and grade profile, and diversity
- Movements in the grade profile
- Attrition/recruitment
- Performance ratings
- Attendance/absenteeism
- Staff development and training
- Major policies and practice
- The financial components of WIPO's HR management: resources available and variables influencing current and future availability of financial resources, as well as financial obligations and engagements.

Fact-finding: validate facts and hypotheses, establish priorities (Workstreams I and II combined) see above:

The planned interviews/samples/survey/ focus groups and workshops described under workstream I above will be used to feed both the demand workstream and the supply workstream of the study. For example, the focus group feedback will inform both workstreams. The focus of the supply workstream will be on actual situation, constraints, rules and regulations governing UN organizations or other requirements influencing WIPO's choices or freedom to act.

Analysis

The analysis will produce an assessment of the variables governing the supply side and a description of causes (changes in variables) and effects. Examples of such variables are:

- organisational arrangements
- change readiness
- engagement of financial resources for HR
- availability of financial resources
- variables governing foreseeable future financial HR engagements of WIPO, including retirement plans.

We will plot our findings and assessment against the Burke Litwin framework and use this as the basis of discussions with WIPO representatives on the potential, and scope, of possible changes.

Deliverables of Phase 2: Assessment

The key deliverable of this phase (Deliverable I of the RfP) is an assessment providing the following:

As-is HR situation in biennium 2006/7

- an accurate and detailed picture of the human resources situation within WIPO at the current time, showing the required details of staff composition in terms of functions and positions, skills, competencies, grade levels and contract types, mapped (as far as possible) against the five strategic goals of the organisation.

- an accurate analysis of the financial resources currently required to maintain WIPO's Human Resource base at the current level and composition, as well as of the variables to take into account for planned future changes in the level and composition of WIPO's HR base.

- an accurate picture of WIPO's current organisational structure and its alignment with the achievement of its five strategic goals.

- an accurate picture of the main business processes to take into account future change scenarios in the Human Resource level and composition and their alignment with WIPO's five strategic goals.

Analysis of the adequacy of the as-is HR situation for biennium 2006/7

- An analysis of the desirable human resource situation for the current biennium, showing the required details of staff composition in terms of functions and positions, skills, competencies, grade levels and contract types, and the identification of the qualitative and quantitative gaps between as-is situation and desirable situation.

- A cost-effectiveness assessment of the current use of human resources within WIPO, based on the current (biennium 2006/2007) situation.

Phase 3: Development of the Human Resource Plan.

After the intensive research undertaken in Phase 2 for the assessment, this phase will focus on the use of the identified information and data in an analytical exercise to elaborate a Human Resource Plan meeting the requirements which have been identified.

In this phase we propose to carry out the following project activities

Analysis

1. Identify among the data available the most important factors for developing future scenarios (including the obvious one of projections for demand of WIPO's services, as well as income projections), analyse whether two or more scenarios are needed to bring the greatest value to WIPO's decision-making process, determine number of scenarios and determine the components and assumptions defining them. The scenarios will take into account the five strategic goals separately, since it is likely that each will be governed by a different set of variables and assumptions.

Draft the outline of the HR Plan with different scenarios

2. Map current HR situation, current gaps, future workload and other projections contained in the scenarios, as well as variables influencing the HR situation against each other to construct a first outline of the Human Resource Plan 2008/2009,

separated by scenario, and within each scenario separated by strategic goal. This first outline of the Human Resource Plan with its variations will be completed with a first outline of the corresponding financial resources.

3. Validation of this first outline with the WIPO Project Core team and cross-checks/corrections on variables and assumptions.

Draft a detailed HR plan with different scenarios

4. Development of a detailed version of the scenario-based HR Plan. The detailed Human Resource Plan will take into account the factors of staff composition in terms of functions and positions, skills, and competency profiles, grade levels and contract types.

5. Validation of this detailed version with the WIPO Project Core team, discussion, analysis and corrections, adaptations.

Translate the detailed HR plan into a document for use in the programming and budgeting process

6. Translation of this detailed HR plan into a form suitable to be used as input into the programming and budgeting exercise for 2008/2009.

Deliverables of Phase 3: Development of a human resource plan

The deliverable of this Phase will be a Human Resource Plan for WIPO which represents an accurate picture, by strategic goal and by scenario, of the functions and positions, skills, and competency profiles, grade levels and contract types required to deliver optimal organisational performance during the biennium 2008/2009. This picture will be completed by the calculation of the financial resources required to support the Human Resource Plan.

The Human Resource Plan will be accompanied by the identified recommended improvements in the current organisational structure and in the business processes which are relevant to its implementation, i.e. selected processes within the administrative and support areas of the organization, with a particular view to elimination of duplication and consolidation opportunities

Phase 4: Development of Recommendations

The Human Resource Plan which is the outcome of Phase 3 will represent the optimised situation as regards human resource management. In Phase 4 we will describe the path to be followed and the steps and activities to be undertaken to cover the ground between the present as-is situation to the future optimised situation, while considering alternatives and offering sufficient flexibility to adapt to emerging scenarios.

Activities to be undertaken during this phase include:

- Establish a full and systematic listing of the known gaps to be addressed.

- Establish a full listing of the room for action available, in the context of the limits and constraints influencing decisions (UN rules and regulations as well as others).

- Define assumptions governing the readiness or appetite for change within the organisation, including that of the governance structures of the organisation.

- Define the measures required to fill the gaps and undertake the changes and developments necessary to reach the forecasted Human Resource Plan, including measures in the areas of:

1. Sourcing (recruitment and selection)
2. Redeployment, and retraining
3. Retirement
4. Training and staff development
5. Shared services and outsourcing
6. Adapting/optimizing certain business processes and work flows
7. Adapting/optimizing certain aspects of organisational structure
8. Communication and change management.

- Validation of the recommendations and of the measures and steps to be undertaken with WIPO's management and the WIPO Project Core team, discussion and where necessary, adaptation.

- Calculation of the financial consequences of each suggested measure in terms of costs and savings, in order to build an overall picture of the financial resources required to implement the new Human resource Plan. This calculation shall include the liabilities entered into in terms of pensions and other social security arrangements.

- Compilation of the recommendations into a step-by-step action plan which, if approved and implemented, will result in the reality of a new, optimised Human Resource situation.

Deliverables of Phase 4: Development of recommendations

The deliverable of this Phase will be a set of detailed recommendations, accompanied by corresponding cost and benefit estimates, spelling out measures in the area of organisational and business process improvements, as well as specific measures in the HR field, such as recruitment, redeployment, training, outsourcing and others. Measures in the area of compensation and remuneration shall be included within the limits of WIPO's regulatory environment, taking into account WIPO's developing strategy to encourage a performance-based culture and environment. The deliverable shall provide WIPO with a detailed step-by-step action plan leading from the present situation to a new, optimised Human Resource situation for 2008-2009 and beyond, and including the flexibility to adapt to different scenarios as and when they become reality.

Phase 5: Production of a final report

Phase 5 will translate the outcome of the entire study and its deliverables into a final project report for submission to the Assemblies for approval, which will open the path to implementation of the Human Resource Plan and of the recommendations accompanying it.

The first step will the production of a draft report to be adapted as needed in consultation with the WIPO Internal Project Team and submitted to the Internal Project Steering Committee. Further consultations and adaptations, including regarding format will result in the production of a Final Report in June 2007 for submission to the Assemblies.