

# WIPO Strategic Realignment Program

**WIPO Mission** The promotion of innovation and creativity for the economic, social and cultural development of all countries through a balanced and effective international IP system



## Measuring success

What we have achieved in the past year...	Core Values	...And how we measure success
The SRP comprises 19 initiatives which contribute to four Core Values. The main achievements for each initiative are summarized below.		An annual Core Values Staff survey in conjunction with the SRP results framework will measure progress towards WIPO's four Core Values. The following list of indicators form the SRP results framework.
1. Deployment of customer service center and IP telephony system. Service soft skills training has commenced. 2. New WIPO logo introduced. WIPO GOLD portal launched. 3. International tender process completed and external business study underway. 4. Business Impact Assessment is underway to identify the vital business processes and services.	<b>Service Orientation</b>	<ul style="list-style-type: none"> <li>Satisfaction of Member States, users and other stakeholders with business services provided by WIPO.</li> <li>Satisfaction of Member States, users and other stakeholders with overall service provided by WIPO.</li> <li>Service orientation of WIPO staff.</li> <li>Awareness of IP and its role in encouraging creativity and innovation and of WIPO's mission and activities.</li> </ul>
5. Establishment of ERP PMO and stabilization of procurement & asset management. 6. ICT 5 year strategy approved, governance structure implemented and project registration system operational. 7. Consultations regarding a new version of the Staff Regulations and Rules (SRR) are ongoing. 8. Internal communications Staff discussion groups started to solicit suggestions and solutions. 9. Consultations regarding external offices were commenced at the last General Assembly. 10. Guiding principles and methodology for addressing some key cultural issues have been developed.	<b>Working as One</b>	<ul style="list-style-type: none"> <li>Perception from staff that WIPO "Works as One".</li> <li>An up-to-date and enabling management and administrative infrastructure.</li> <li>Streamlined and efficient administrative processes and procedures.</li> <li>Degree of compliance from organizational units with established timing for closure of financial accounts.</li> </ul>
11. The Medium Term Strategic Plan (MTSP) has been defined and set the direction for the 2012/13 P&B. 12. Planning has commenced for the development of WIPO organizational design. 13. P&B for 2012/2013 biennium underpinned with RBM principles. Coaching and training of staff as planned. 14. Staff have been trained and evaluated in PMSDS in 2010 and work objectives set for 2011. 15. Internal controls gap assessment completed & preparation for Organizational risk assessment underway. 16. Capital planning/management framework and income/expenditure management review started.	<b>Accountability for Results</b>	<ul style="list-style-type: none"> <li>Management of organizational performance supported by organizational results.</li> <li>Management of individuals' performance in accordance with the organizational expected results.</li> <li>Identification of staff with their individual and organizational goals.</li> <li>Reliability of financial management.</li> </ul>
17. Ethics office established. Initial management draft of Code of Ethics prepared. 18. Numerous projects, e.g. installation of vegetation on new building roof and selection of greenest electricity tariff. 19. Accessibility study completed and introduced practice for website to be adapted for people with disabilities.	<b>Environmental, Social and Governance Responsibility</b>	<ul style="list-style-type: none"> <li>Performing in an ethical manner.</li> <li>Caring about staff: diversity and equality.</li> <li>Caring about community: access for people with disabilities.</li> <li>Caring about the environment.</li> </ul>



## WIPO Strategic Realignment Program ROADMAP

# STRENGTHENING OUR CORE VALUES

April 2011

**Our objective for the Strategic Realignment Program is for WIPO to be a responsive, efficient organization, equipped to provide global leadership on IP issues and to achieve its Strategic Goals.**

In seeking to accomplish its mission of promoting innovation and creativity through a balanced and effective international intellectual property system, WIPO operates in a highly dynamic and changing environment.

The challenges we face include addressing the stress on patent and copyright systems as a result of rapid technological change, globalization and increased demand, reducing the knowledge gap between developed and developing countries, and ensuring that the IP system continues to serve effectively its fundamental purpose of encouraging creativity and innovation in all countries. The Strategic Realignment Program (SRP) was launched in order to equip the Organization to address these challenges.

The SRP is an ambitious program with 19 inter-related initiatives. It aims to bring new focus to the Organization's culture and values, greater efficiency in our business processes and better alignment of our programs, structure and resources to our nine Strategic Goals.

**Our Core Values**

The 19 SRP initiatives each contribute to strengthening our four Core Values:

- (a) **Service orientation** – we increase our responsiveness to global stakeholders and our customers are satisfied with our services;
- (b) **Working as one** – we work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money;
- (c) **Accountability for results** – we take ownership for our performance and achieve results;
- (d) **Environmental, social and governance responsibility** – we perform in an ethical manner and care about our staff, community and the environment.

In December 2010 our staff took part in a comprehensive WIPO Core Values survey to identify the Values and initiatives with most work to do. The feedback was very encouraging and included many useful comments. As a result, we prioritized some activities, such as the Internal Communications initiative, including Organization-wide open discussion groups through which staff will guide the process of strengthening internal communications.

**Achieving and Measuring Results**

The SRP results framework will track progress by using clear, holistic and effective indicators on an easy-to-understand SRP dashboard, which will publish progress in March 2012 and March 2013. Staff perception from the Core Values survey also acts as a baseline and will be tracked by repeating the survey annually over the SRP timeframe.

The SRP is already bearing fruit. To increase **service orientation**, we have simplified and enhanced the WIPO user experience through a customer service center, and we have a new logo that better represents the Organization in the 21st century. We also recognize that service is an attitude and have commenced training of our staff in this respect.

In regard to **working as one**, we have strengthened ICT governance to ensure business benefits from our ICT investments, implemented an online project registration system to ensure optimal internal coordination and commenced work for an Enterprise Resource Planning (ERP) system that will place results at its core and ensure that we provide our managers and staff better tools to carry out our work.

In terms of **accountability for results**, we have published our medium term strategic plan, which sets the direction for the next two biennia. In preparing the Program and Budget for 2012/2013, we have focused sharply on WIPO's intended results. Training of staff on the Perform-

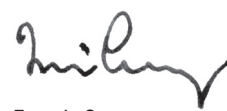
ance Management and Staff Development System (PMSDS) is starting to show results as work objectives and personal development are aligned to organizational goals.

To further **environmental, social and governance responsibility**, we have established an Ethics Office, set environmental baselines for our programs and undertaken a detailed study to identify the ways we can improve accessibility to the WIPO campus.

**Continual Improvement**

The SRP is deliberately a time-bound program, but the WIPO Core Values upon which it is built will live on beyond the end of the program. Whilst the ERP implementation is unique in that the initiative will outlive the SRP by a number of years, many of the other initiatives also have a long-term element. The positive effects of strengthened results-based management, financial management, organizational culture and internal controls will continue to be realized in the coming years.

Ensuring that our vital systems are available through our business continuity management initiative gives our stakeholders the assurance they need that we are well prepared, and our focus on potential market and business development illustrates our determination to remain financially sustainable while providing IP leadership. I am grateful to all staff for the positive contribution to date and for the continued collective ownership of this essential organizational change process.



Francis Gurry  
April 2011

**WIPO Strategic Realignment Program**

VALUE	OUTCOME	INITIATIVE	PLANNING AND DESIGN				IMPLEMENTATION								CLOSE	SMT CHAMPION		
			Q1 2010	Q2 2010	Q3 2010	Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012			Q1 2013	
Service Orientation	We increase our responsiveness to global stakeholders and our customers are satisfied with our service	1. Improve customer interface and experience		A modernized infrastructure is implemented (telephone system, IT, centralized customer database) Central customer service center, and customer service units for key IP areas are created The required set of soft skills trainings, customer service policies and standards, and feedback schemes are established									Christian Wichard					
		2. Strengthen external communications and branding	WIPO Open Day is organized and held													James Pooley		
			New WIPO logo and organizational identity go live															
			Branding and communications are reviewed and developed															
	3. Support marketing and business development				Terms of reference for consultancy study of marketing and service orientation		External study		Analysis and implementation plan						James Pooley			
	4. Ensure business continuity							A Business Impact Assessment (BIA) is completed							Yo Takagi			
Working as One	We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money	5. Implement Enterprise Resource Planning (ERP)	A proposal to implement an ERP system based on Integrated Resource Management principles and enabling regulatory framework is presented for approval to Member States		A clear vision and plan are elaborated Underlying policies and procedures are drawn up A conceptual design for the ERP is defined									ERP is implemented	ERP continues independent from the SRP	Ambi Sundaram		
		6. Improve ICT framework	Governance mechanism is established	A new strategy for ICT Governance, and Security is defined	The new ICT strategy is implemented across WIPO											Yo Takagi		
			Project registration mechanism	Project coordination mechanism	Benefit review mechanism												James Pooley	
			Confidentiality and information control policies are drawn up		Confidentiality and information control policies are implemented													
		7. Revise enabling regulatory framework for HR management	A proposal for the SRR is presented to Member States															Ambi Sundaram
			Policies and procedures are developed and revised, e-HR Administrative Manual is established															
	8. Strengthen internal communications			Open staff discussion process is planned and implemented to identify weaknesses and solicit suggestions for improvements.			Action plan submitted to SMT	Action plan is implemented								Francis Gurry		
	9. Realign WIPO's external offices to better contribute to strategic goals		Consultations with Member states over strategy					External offices policies are developed	WIPO external offices are established in accordance with Member States approved policy							Francis Gurry		
	10. Strengthen culture		Guiding principles and methodology for addressing key cultural issues (confirmed to exist by Core Values survey) proposed for SMT approval. SMT engagement secured				Report detailing the most pressing cultural issues for attention presented for consideration and approval by SMT	A program addressing the priority issues, as identified by the SMT, is designed and a baseline is drawn								Trevor Clarke		
Accountability for Results	We take ownership for our performance and achieve results	11. Define Medium Term Strategic Plan (MTSP)	MTSP is clearly defined (goals, outcomes and strategies) and proposed for approval to Member States													Francis Gurry		
		12. Develop WIPO organizational design						Enabling transitional policies to support the new organizational design are defined								Binying Wang		
			Administration and Management organizational design pilot	Learnings from pilot phase reviewed		A plan for organization wide design is developed		The new organizational plan implemented										
		13. Strengthen Results Based Management (RBM)	Review and finalize work plans for year 2010		Work plans for 2011 are elaborated	New P&B for 2012 - 2013 focuses on performance and benefits for RBM trainings and RBM Project, having a clear link to MTSP outcomes											Geoffrey Onyeama	
			The RBM Project is accomplished by strengthening the RBM framework in relation to Development, as approved by the Committee on Development and Intellectual Property (CDIP)		RBM Coaching and Training programs are provided													
		14. Implement Performance Management and Staff Development System (PMSDS)	SMT agrees on objectives with Director General	PMSDS Phase II: performance plans are elaborated and objectives are set; Training and development needs are identified		PMSDS Phase III: Staff are evaluated against previously defined set objectives Training needs are identified											James Pooley	
	15. Strengthen internal control system		Gap assessment		Develop Risk Assessment plan		Strategic Risk Assessment	High-level Risk Assessment	A&M pilot full Risk Assessment		A&M pilot mitigation strategies developed and Internal Controls are strengthened				Francis Gurry			
		Define information and communications channels for internal controls		Monitor usefulness of internal controls and improve accessibility of internal controls information to external stakeholders														
	16. Strengthen the management of financial resources		Inventory of policies and procedures gaps and draft req'd documents. Prepare capital planning/mgt fwk		Regulatory fwk training and info											Ambi Sundaram		
		Strengthen management of income		Strengthen management of expenditure														
Environmental, Social and Governance Responsibility	We perform in an ethical manner and care about our staff, community and the environment	17. Establish a comprehensive ethics and integrity system	Ethics Office is established		WIPO's ethics code of conduct is developed			Whistle blowing policy is enacted								Naresh Prasad		
			Ethics and integrity system are communicated. Staff are trained															
		18. Reduce WIPO's adverse impact on the environment	Environmental assessment for 2009 (travel and buildings)		Environmental awareness sessions are held		Environmental baselines for all programs	Numerous projects, e.g., for new building - new trees planted inside/outside; selection of greenest electricity tariff	Mobility survey		Mobility awareness & incentives (public transports and bicycles)		Review and implementation of green travel principles in official travels				Christian Wichard	
	Launching tenders and completing processes for greener catering and office supplies services		Drinking water supply from city piped water in at least one building		Paper and plastic reduction and recycling													
	19. Improve accessibility to WIPO campus and services	Practice introduced for WIPO web contents to be adapted for people with disabilities		An accessibility assessment is carried out through all WIPO buildings		Obtaining an audit by specialized architects on physical accessibility to and in certain buildings		Implementation of physical access audit recommendations in certain buildings								Francis Gurry		

Shading denotes completed activities