

***ANNEX I***

***TO REQUEST FOR PROPOSALS N° PTD/09/032***



***TERMS OF REFERENCE***

***FOR A***

**TRAINING PROGRAM TO IMPROVE ORGANIZATIONAL  
AND INDIVIDUAL PERFORMANCE WITHIN WIPO**

July 2009

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## APPENDIXES

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APPENDIX III: PMSDS Guidelines and a sample of a PMSDS report in the various phases  
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## ABBREVIATIONS

- D: Directors  
DFBPM: Department of Finance, Budget and Program Management  
ePMSDS: electronic Performance Management and Staff Development System  
ERP: Enterprise Resource Planning  
G: General Service Category  
HR: Human Resources  
HREDS: Human Resources Engagement and Development Section  
HRMD: Human Resources Management Department  
HRTCS: Human Resources Technical Coordination Section  
IAOD: Internal Audit and Oversight Division  
IP: Intellectual Property  
IT: Information Technology  
ODG: Office of the Director General  
P: Professional Category  
PFP: Program Focal Points  
PMPS: Program Management and Performance Section  
PMSDS: Performance Management and Staff Development System  
RBM: Results-based Management  
SMART: S=specific, M=measurable, A=achievable, R=relevant, T=time-bound  
SMT: Senior Management Team  
SRP: Strategic Realignment Program  
TPCT: Training Program Coordination Team  
UN: United Nations  
WIPO: World Intellectual Property Organization  
WS: Workshop

## 1. INTRODUCTION

1. The World Intellectual Property Organization (WIPO) is a specialized agency of the United Nations dedicated to developing a balanced and accessible international intellectual property (IP) system, which rewards creativity, stimulates innovation and contributes to economic development while safeguarding the public interest.

2. Headquartered in Geneva, Switzerland, WIPO is one of the 16 specialized agencies of the United Nations (UN) and has 184 nations as Member States. It administers 24 international treaties dealing with different aspects of intellectual property protection. The Organization presently has some 940 regular staff and 400 temporary employees. The Organization is not subject to Swiss Law.

3. Under the leadership of the Director General, Mr. Francis Gurry, WIPO has embarked on a comprehensive Strategic Realignment Program (SRP). The aim of the SRP is to review and realign WIPO's goals, structures, programs and resources so as to enable the Organization, as the lead intergovernmental body for intellectual property, to fulfill its mandate effectively within a rapidly evolving external environment.

4. The SRP process seeks to address, in parallel, the following three streams of organizational improvement:

**(1) *Strengthening a customer-oriented, value-based and performance-driven corporate culture:***

This stream will strengthen the cultural change process to develop a corporate culture in which “customer focus”, “value for money” and “performance”, are key corporate values throughout the Organization. Internal and external communication will be enhanced and new performance management processes and systems will be introduced at an organizational level as well as at an individual one.

**(2) *Revising WIPO's administrative framework and related business processes:***

The second stream will improve WIPO's administrative framework (e.g. regulations and rules, policies, practices) and streamline the related business processes to ensure a responsive, service-oriented and cost-effective Administration.

**(3) *Reviewing programs and resources in line with the strategic goals:***

The third stream will systematically assess the human and financial resources of WIPO's organizational units by Program with respect to their expected contributions to the strategic goals of Organization. The assessment will determine the actual resource needs and identify gaps, if any. Based on the findings, programs might be re-aligned, organizational structure revised and resources re-allocated.

5. The desired cultural change process under stream 1, which is considered as the most challenging stream for the Organization, requires, among others, the strengthening of WIPO's Results Based Management (RBM) approach and the related processes and systems there under.

6. WIPO is currently addressing a number of challenges regarding its RBM. This includes the:

- development of a Medium Term Strategic Plan 2010-15 as the high level component of the RBM framework;
- improving the quality of performance indicators in the Proposed Program and Budget 2010/11, including the introduction of performance baselines;
- redesign of the annual work planning process to closely link the planning of activities to expected results, to provide a basis for results-based monitoring, assessment and reporting and to link organizational performance with individual performance;
- replacement of WIPO's outmoded staff performance evaluation system, the system of Periodical Reports (see Appendix II), which had been in place for more than 30 years, with a new Performance Management and Staff Development System (PMSDS) as part of a new emphasis on performance management and staff development in the Organization (see Appendix III).

7. In December 2008, WIPO's Member States approved WIPO's new strategic framework comprising nine strategic goals which provided the basis for the "Revised Program and Budget 2008/09". The Revised Program and Budget 2008/09 was the first step in realigning WIPO's program structure to the new strategic framework. This process has progressed further with the presentation of the proposed Program and Budget 2010/11 to WIPO's Member States. Further work on this process of realignment continues through an on-going, sector-by-sector review (see stream 3 above) all of which is aimed at contribution to the successful delivery of the nine strategic goals.

8. The new annual work planning process and the PMSDS are expected to:

- Facilitate the cascading of strategic goals of WIPO through Program objectives, expected results and performance indicators into team objectives/expected outputs for organizational units and in further detail through the PMSDS, to the level of individuals objectives;
- Improve performance monitoring, assessment and reporting;
- Clarify the assignment of responsibilities and increase accountability.

9. In 2009, WIPO deployed the "first phase" of PMSDS, a light version of the system without detailed sections for performance planning and evaluation. These sections, which are the substance of the system, will be deployed over the next two years: detailed performance planning in phase II (starting January 2010); and detailed performance evaluation in phase III (starting January 2011). (see Appendix III).

10. The PMSDS was based on a pilot project which was conducted in one of the operational areas of the Organization. The project involved about 240 employees and four management layers. One of the major lessons learnt from the Pilot was that implementing such a system throughout WIPO would require a significant training effort to increase the managerial capacity and foster a more performance-oriented culture in the Organization. The pilot also allowed the development of a degree of in-house expertise in using and administering a performance management system.

11. These steps to strengthen the RBM approach are considered as critical success factors for the SRP and are expected to provide the foundation of the desired corporate culture, which can only come about through changes in the values and behaviors of the Organization's employees. Strategies must be developed, active change management conducted, and learning initiatives provided, to manage expectations, overcome resistance and help people to adapt to the new environment.

12. Such a change process requires a clear vision, strong executive support, and well-prepared staff. In particular, managers who will guide their teams through this change process, while at the same time being exposed to significant changes themselves, will need to be prepared for the challenges ahead. It is therefore vital that all WIPO staff be trained to ensure that they possess the necessary skills sets and have a good understanding of their role in the execution of the new or improved management processes and systems.

## **2. STAKEHOLDERS INVOLVEMENT**

13. The following organizational units of WIPO will need to be consulted and involved in key stages of the training program. Staff of these organizational units will also be members of the Training Program Coordination Team and the Evaluation Team outlined under Chapter 9 "Program Governance" in this document.

### **2.1 The Office of the Director General (ODG)**

14. The ODG has worked closely with the Human Resources Management Department on the development and launch of the PMSDS which is aimed to strengthen the contribution of staff performance to achieving organizational goals, as part of an overall emphasis on improved organization performance and delivery. The Director General himself is actively sponsoring the PMSDS deployment, and the ODG will work closely with the Training Program Coordination Team.

### **2.2 Human Resources Management Department (HRMD)**

15. HRMD is currently undertaking work to modernize WIPO's HR policies and practices in line with the newly established Strategic Realignment Program and the Human Resources Strategy of the Organization. The human resources management strategy, policies and practices of WIPO are driven by the UN Common System employment framework and the Organization's dual constituency, which includes the delivery of quality services to the private sector in respect of the international registration systems. Some of the challenges arising from these driving factors are the need to cope with growth rates and legal deadlines in the registration systems, to improve productivity continuously, to ensure that appropriate technical skills and profiles are available to its programs, and to comply with guidelines on geographical diversity and gender balance.

16. HRMD aims to facilitate the change process to a more performance-driven culture in WIPO, to better align human resources to the strategic goals of the Organization and to offer a stimulating and supportive work environment that creates the necessary engagement and attracts and retains highly qualified individuals from the different regions of the world. The new PMSDS has been prepared and launched by HRMD in close cooperation with the ODG, Program Management and Performance Section and the Internal Audit and Oversight Division.

### **2.2.1 HR Engagement and Development Section (HREDS)**

17. The Engagement and Development Section aims to further develop the competencies, knowledge and skills of WIPO staff in line with the growing needs of the Organization and to enhance communication and dissemination of information among staff.

### **2.2.2 HR Technical Coordination Section (HRTCS)**

18. The HRTCS undertakes and coordinates special projects of an HR nature. As concerns the PMSDS, the Section has a primary responsibility for coordinating the organization-wide system deployment, including ensuring that necessary supportive training for staff is provided. It will thus be the key point of liaison with the external partner selected through this current RFP.

## **2.3 Department of Finance, Budget and Program Management (DFBPM)**

19. The DFBPM is responsible for ensuring that resources are managed in the most effective and efficient manner, that resource management controls are both appropriate and robust and that the Organization can account for and report on the use of those resources in a timely and accurate manner. Given the percentage of the overall expenditure budget allocated to personnel costs, the PMSDS is a key resource management control.

### **2.3.1 Program Management and Performance Section (PMPS)**

20. PMPS was established in October 2008. Its primary role focuses on improving organizational performance through strengthened result-based management and program management and planning (SRP Stream 1). A number of initiatives are underway in this regard, such as PMPS's involvement in improvements to strategic planning, results-based programming and budgeting, work planning, performance monitoring and assessment systems and performance reporting.

21. The performance of individual staff and their understanding of the concepts of organizational and staff performance are critical success factors for strengthened RBM at WIPO. The PMSDS is therefore central to the success of initiatives to improve organizational performance and PMPS will be closely involved in the roll-out and training related activities of the PMSDS initiative.

## **2.4 Internal Audit and Oversight Division (IAOD)**

22. The primary objective of the IAOD is to support the Director General in his management responsibilities and to assist program managers in attaining the objectives of the Organization. This is accomplished by providing objective, systematic and independent reviews of program implementation and operations. More specifically Internal Audit and Evaluation are key functions within IAOD aimed to enhance relevance, effectiveness, efficiency, learning and accountability of the Organization's operations and activities.

### 3. PROGRAM OBJECTIVES

23. The objectives and desired outcomes of the Training Program should be seen from three perspectives:

***(1) Immediate perspective – Facilitation of the implementation of the new or enhanced processes and systems under WIPO’s RBM<sup>1</sup>:***

- Common understanding of “Managing for Results” and “Results-based Management” concepts and the importance of performance monitoring, assessment and reporting;
- Thorough knowledge about the major concepts and components of PMSDS;
- Correct and consistent application of PMSDS throughout the Organization;
- Applying the newly accumulated skills and techniques into the job.

***(2) Mid-term perspective – Bringing about a behavioral change:***

- Increased application of the core and managerial competencies<sup>2</sup> in particular of managerial staff (see WIPO’s Competency Framework, Appendix IV);
- Acceptance that performance management is a continuous process that requires human interaction during the whole year;
- Further development of critical self awareness and self assessment capabilities;
- Promotion of continuous learning and development.

***(3) Long-term perspective – A customer-oriented, value-based and performance-driven culture in WIPO.***

### 4. PROGRAM DESCRIPTION

#### 4.1 Program Scope and Approach

24. The Training Program will cover for all WIPO employees an introduction to RBM in WIPO, and, in a comprehensive manner, the PMSDS, to ensure that staff<sup>3</sup> are well prepared for the application of this tool. In addition, WIPO management will be trained in critical core

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<sup>1</sup> The purpose of this objective is to ensure that PMSDS training is set in the context of RBM and organizational performance. This will therefore be introductory in nature, more comprehensive RBM training is planned for 2010/2011. An international tender process will be launched in due course.

<sup>2</sup> To further develop the managerial capacity of the Organization and to foster the cultural change process, another Training Program is planned for 2010/2011. An international tender process will be launched in due course.

<sup>3</sup> For the purposes of this document, the term “staff” refers to both the members of staff governed by the WIPO Staff Regulations and WIPO Staff Rules, and those on temporary contracts.

and managerial competencies to prepare them for their important role in leading the cultural change process.

## 4.2 Planned Workshops

25. The main Training Program will be delivered through workshops limited to 15 participants (in exceptional cases 18 people), in order to ensure a high rate of active participation by all trainees. The duration of a workshop day should be 8 hours with a one hour break at lunch time and two times 15 minutes breaks. Half a day should cover 4 hours with a one time 15 minutes break.

26. Attendance at the workshops will be mandatory for the identified participants (e.g. all managers). Program Managers and SRP Focal Points are expected to provide the trainers with sector-specific information for the preparation of the workshops conducted for their respective Sectors. The majority of workshops are to be delivered in English with some interaction in French. The supportive material should be provided in both languages.

27. To ensure the workshops meet the specific needs of WIPO and its various Sectors, the training would ideally be conducted by a combination of external trainers (provided by the External Firm) and internal trainers. WIPO does not currently have sufficient internal expertise to follow this approach. Potential internal trainers will therefore have to be identified by the Training Program Coordination Team and trained by the External Firm for each module. A “Train the Trainer” concept will ensure that the internal trainers themselves have the necessary technical knowledge and skills regarding the training subjects, as well as the competencies to design and conduct the workshops in an efficient and effective manner. This team of internal trainers (approximately 15) will constitute a resource pool to conduct the various workshops.

28. The series of workshops to be conducted under this training program have been divided into the following modules:

- Module (A): Train the Trainers
- Module (B): RBM
- Module (C): PMSDS
- Module (D): Core and Managerial Competencies

29. In addition to the modules, “Individual Coaching Sessions” will accompany the process, if necessary.

30. The External Firm is free to submit alternatives to the proposed content framework in addition to the requested content frame work though this should be done using the template provided (Annex II, Response Requirements, Appendix IV). In this case, alternatives should be supported by explanation and elaboration.

#### 4.2.1 Module (A) - Train the Trainers

Category	Title and Content	Trainer	Scheduled	Targeted Audience
A.1	<b>Facilitating Workshops Effectively</b> <i>(standard course, not especially adapted to WIPO)</i>	1 WS (provided by the External Firm)	IV/2009, 4 days	15 people (internal trainers)
A.2	<b>Understanding RBM in WIPO</b> <i>(provided by the Program Management and Performance Section and the Internal Audit and Oversight Division)</i>	1 WS (provided by WIPO internal resources only)	III/2009, 1 day	15 people (internal trainers)
A.3	<b>Managing Individual and Team Performance</b> <i>(standard course, not especially adapted to WIPO)</i>	1 WS (provided by the External Firm)	IV/2009, 2 days	15 people (internal trainers)
A.4	<b>Understanding PMSDS</b> <i>(provided by the HR Technical Coordination Section)</i>	1 WS (provided by WIPO internal resources only)	III/2009, 1 day	15 people (internal trainers) 1 WS

31. For the RBM module, five internal trainers, and for the PMSDS module, ten internal trainers, will need to be trained to ensure sufficient resources during the execution of the training program. The internal ten PMSDS trainers may be recruited from the managers of the PCT Operations Division, who have already had substantial experience with a similar system during the Pilot Project, and from the group of SRP focal points, who are “PMSDS Experts” in their respective Sectors.

#### 4.2.2 Module (B) – RBM

32. In this module, WIPO employees will be familiarized with “Managing for Results” and “Results-based Management” concepts of WIPO and the importance of monitoring, assessment and reporting there under to develop a common understanding of RBM in the Organization.

Category	Title and Content	Trainer	Scheduled	Targeted Audience
B.1	<p>RBM in WIPO – An Overview (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Basic understanding of WIPO's RBM framework and the main processes and systems there under (incl. benefits, challenges and the cascading effects of the processes and systems)</li> <li>- Developing an understanding of common technical RBM terminology in WIPO</li> <li>- Understanding the importance of monitoring, assessment and reporting in RBM and how to apply them effectively</li> <li>- Creating awareness which factors contribute/hinder successful RBM in WIPO</li> </ul>	<p>10 WS will be provided by the External Firm with participation of internal trainers. The remaining ones (60 - 70 WS) will be provided by WIPO internal resources only</p>	<p>IV/2009, half a day</p>	<p>appx. 1150 people</p>

33. The Head of the Program Management and Performance Section within the Department of Finance, Budget and Program Management, who is also a member of the Training Program Coordination Team, will be the focal point for the External Firm for the design of these workshops.

#### 4.2.3 Module (C) – PMSDS

34. In this module, WIPO employees will be trained specific to their needs in the concepts and the application of the PMSDS. In order to ensure users will apply the system in a correct and consistent manner, the participants will be familiarized with the required technical knowledge (e.g. setting of S.M.A.R.T. objectives), and the internal PMSDS guidelines and manuals.

Category	Title and Content	Trainer	Scheduled	Targeted Audience
C.1	<p><b>Planning and Managing Performance in PMSDS</b> (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Understanding the PMSDS concepts and cycle</li> <li>- Good practices for preparing and conducting PMSDS meetings</li> <li>- Understanding motivation and learning</li> <li>- Fundamentals of performance planning (e.g. defining S.M.A.R.T. objectives, identifying training needs)</li> <li>- Follow-up and coaching during the PMSDS cycle</li> <li>- Addressing under performance and promoting high performance</li> </ul>	10 - 15 WS provided by the External Firm (internal trainers will participate in the first few WS only <sup>4</sup> )	IV/2009, 2 days	appx. 200 people (all managers)
C.2	<p><b>Understanding PMSDS Part I - For Supervisees</b> (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Understanding the PMSDS concepts and cycle</li> <li>- Fundamentals of performance planning (e.g. defining S.M.A.R.T. objectives, identifying training needs)</li> </ul>	10 WS will be provided by the External Firm with participation of internal trainers. The remaining ones (50 - 60 WS) will be provided by WIPO internal resources only	IV/2009, half a day	appx. 950 people (all WIPO employees under the scope of PMSDS without a supervisory function)

<sup>4</sup> To ensure that WIPO processes and knowledge can easily be incorporated into debriefs and questions till the external trainers gain more insights into WIPO specific practices.

Category	Title and Content	Trainer	Scheduled	Targeted Audience
C.3	<p><b>Understanding PMSDS Part II - For Supervisees</b> (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Preparing yourself for the meeting</li> <li>- Reflecting on strengths and weaknesses</li> <li>- Providing and receiving constructive feedback as a supervisee</li> <li>- Monitoring yourself during the PMSDS cycle</li> </ul> <p><b>Precondition: WS (C.1) or (C.2) has been attended!</b></p>	10 WS will be provided by the External Firm with participation of internal trainers. The remaining ones (60 - 70 WS) will be provided by WIPO internal resources only	IV/2009, one day	appx. 1150 people (all WIPO employees under the scope of PMSDS)
C.4	<p><b>OPTIONAL TRAINING Planning and Managing Performance in PMSDS – Follow-up</b> (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Refreshing the content of the previous workshop (C.1)</li> <li>- Conducting a detailed evaluation</li> <li>- Exchanging experience and lessons learned</li> </ul>	10 - 15 WS provided by the External Firm (internal trainers will participate in the first few WS only <sup>5</sup> )	IV/2010, 1 day	appx. 200 people (all managers)

35. For the workshop “Understanding PMSDS Part II - for Supervisees”, taking into account the large number of participants, it would be desirable that effective and consistent role models are portrayed so that participants gain a common understanding about effective and ineffective behavior, tone, and assertive versus aggressive interactions. Due to the short duration (one day), there might not be sufficient time for all participants to be engaged in practice sessions (e.g. role plays) during this workshop. To ensure that an organizational benchmark for behavior is highlighted, it might be helpful to use a range of visual materials during the workshop, which could also be handed out for later consideration. The same technique would be desirable for the work shop (D1) “Leading People and Communicating Effectively with Them” of module (D) below.

36. The Head of the HR Technical Coordination Section, who is also a member of the Training Program Coordination Team, will be the focal point for the External Firm for the design of these workshops.

<sup>5</sup> To ensure that WIPO processes and knowledge can easily be incorporated into debriefs and questions till the external trainers gain more insights into WIPO specific practices.

#### 4.2.4 Module (D) - Core and Managerial Competencies

37. This module will focus on the core and managerial competencies of managers in WIPO, in particular to lead people and to communicate and interact well with them. The training should help managers to better understand their role and to handle difficult conversations assertively and with greater confidence. This training is considered as a very important element to foster the desired cultural change process. It would be provided solely by the External Firm.

Category	Title and Content	Trainer	Scheduled	Targeted Audience
D.1	<p><b>Leading People and Communicating Effectively with Them</b> (<i>Customized course</i>)</p> <ul style="list-style-type: none"> <li>- Understanding fundamentals of managing people</li> <li>- Understanding of the fundamentals of effective communication</li> <li>- Reflecting on own behavior and emotions</li> <li>- Giving and receiving feedback professionally in the role of a supervisor</li> <li>- Practicing communications related to performance management (e.g. discussing under performance, mediating as a reviewing officer)</li> </ul>	10 - 15 WS, provided by the External Firm only	IV/2009, 2 days	appx. 200 people (all managers)

38. The training content will be customized to the specific needs of the targeted management categories independent of the operational area in which the managers are working:

- senior management (Senior Management Team), if not covered through individual coaching sessions;
- higher management (grades D2 and D1);
- middle management (P5 and P4);
- line management (P3, P2, G7 and G6).

39. The Head of the HR Engagement and Development Section, who is also a member of the Training Program Coordination Team, will be the focal point for the External Firm for the design of these workshops.

### 4.3 Individual Coaching Sessions

40. In addition to the workshops, the External Firm might also be asked to provide individual coaching session on the topics above. This could be particularly useful for members of the Senior Management Team whose schedules might not easily accommodate multi-day workshops. It is tentatively estimated that 64 hours would be required (8 people each one 8 hours)

## 5. PROGRAM DELIVERABLES

The selected External Firm shall be expected to deliver the following:

### Deliverable One

*A detailed description of the layout of the various workshops and a copy of the accompanying training material.*

41. Prior to the detailed design of the workshops and the supportive training material, the External Firm shall deepen its understanding of WIPO's culture and environment and its RBM processes and systems through additional background information and discussions with the Training Program Coordination Team (e.g. presentation of supporting IT tools, briefing on WIPO specific regulations and rules, feedback on experience made under the PMSDS pilot project, additional documentation such as the Program and Budget Report 2010/2011 and the Program Performance Report for 2008)

42. The External Firm shall provide a detailed description of the layout of each category of workshop and the related training material in English. The training material is expected to be consistent with the existing documentation of the WIPO management systems to ensure a correct application in the job after the training. These materials can be in the form of paper or electronic documents, web sites, or any other suitable learning devices. The External Firm shall work closely with the Training Program Coordination Team during this preparation period. The approval of the Training Program Coordination Team shall be obtained for the detailed workshop descriptions and accompanying training material prior to their production.

### Deliverable Two

*A preliminary execution of pilot workshops to assess the suitability of the workshops and accompanying training material.*

43. The External Firm shall conduct one pilot workshop prior to finalizing the workshop design and training materials for each of the following workshop categories: “RBM in WIPO – An Overview”, “Planning and Managing Performance in PMSDS”, “Understanding PMSDS - for Supervisees” and “Leading People and Communicating Effectively with Them”.

44. The External Firm shall conduct a comprehensive evaluation of the delivered pilot workshops and the accompanying training material to ensure the training program meets the needs of the Organization. At the end of each pilot workshop, the External Firm shall provide the participants with an evaluation questionnaire covering the competence of the trainers, the impact on competencies and skills of the participants, the suitability of the training approach, the training content and supportive training material, and the possibility of subsequent application in the job. The participants would return the completed questionnaires to the Training Program Coordination Team directly.

45. Based on the findings, the External Firm shall finetune, in close cooperation with the Training Program Coordination Team, the workshops and training material, if required within two weeks after the completion of the pilot. In addition, WIPO, at its sole discretion, may request a repetition of the pilot in order to allow the External Firm to apply the desired modification based on said findings.

46. WIPO will conduct its own assessment, review the contract thereafter and continuation of contract will be subject to satisfactory outcome of the pilot.

### **Deliverable Three**

*Develop a detailed training plan for all workshops which states the category of workshop, dates, rooms, trainers and targeted audience in close cooperation with the HR Engagement and Development Section and the Training Program Coordination Team.*

47. The training plan shall consider the needs of the various Sectors and the category of management (senior, higher, middle and line management) while keeping in mind the overall objectives of the Training Program and of the Organization. The approval of the Training Program Coordination Team would be obtained for the detailed training plans.

### **Deliverable Four**

*Execute the workshops according to the detailed training plan of the Training Program for the WIPO staff and provide support and achieve training objectives.*

48. During the workshops, the External Firm shall provide the participants with training materials to help them to apply the newly learned skills in their jobs and to practice and review the content of the training from time to time. The examples used during the workshops should take into account specifics of the various Sectors and category of management (senior, higher, middle and line management), where applicable. The workshops shall be conducted in English or French, so the trainers team should ideally be confident communicators in both languages. The same applies for the accompanying training material of the modules (B), (C) and (D).

49. At the end of each workshop, the External Firm shall obtain feedback from the participants using the same evaluation questionnaire as in the pilot. Again, the participants would return the completed questionnaires to the **Training Program Coordination Team** directly.

50. The External Firm shall translate the training material in French for the modules (B), (C) and (D) before the commencement of the workshops. The External Firm shall produce copies in the appropriate numbers in both languages.

### **Deliverable Five**

*Execution of individual coaching sessions on demand*

51. The External Firm shall provided individual coaching sessions in English to members of the Senior Management Team on demand based on an hourly rate.

### **Deliverable Six**

*Assessment of the training program at the end of the program and a final report, including an executive summary and supporting documentation*

52. The External firm shall assess the effectiveness of the training program. In this report, the External Firm shall provide WIPO with a comprehensive analysis, for each workshop category as well as for the overall training program, the outcome, the shortcomings, if any, and the lessons learnt, and recommendations on how to continue the learning process and further foster the learning culture in WIPO.

### **Deliverable Seven - Optional**

*Design and execute the workshops of the workshop category (C.4) in the fourth quarter of 2010 applying the same approach as outlined under the deliverables one to four.*

## **6. TIMELINE**

53. The desired timing of the training program is elaborated below.

- |                   |  |
|-------------------|--|
| II quarter 2009:  | - Identification of internal trainers  |
| III quarter 2009: | - Selection of the External Firm<br>- Start of the workshops under the “Train the Trainers” module   |
| IV quarter 2009:  | - Continuation of the workshops under the “Train the Trainers” module<br>- Execution of most of the workshops under the “RBM” module, the “PMSDS” module and the “Core and Managerial Competencies” module |

- 
- I quarter 2010:
- Execution of the remaining workshops under the “RBM” module, the “PMSDS” module and the “Core and Managerial Competencies” module
  - Delivery of the Final Report (assessment and recommendations) by the External Firm
  - Internal assessment
- IV quarter 2010
- Execution of the workshops of the workshop category (C.4)

54. The projected timeline for the training program is quite ambitious and would require that sufficient training resources be available to permit concurrent execution of the workshops in the fourth quarter of 2009.

## **7. PROGRAM GOVERNANCE**

55. To ensure efficient management of the program, WIPO would provide an internal management structure composed of the following entities:

### **7.1 Training Program Coordination Team (TPCT)**

56. The Training Program Coordination Team would be responsible for the coordination of the implementation of the Training Program. The team would be mainly composed of the Unit Heads and selected staff from the organizational units outlined under chapter 2, “Stakeholders Involvement”, of this document. The Training Program Coordination Team shall:

- Undertake preparatory tasks as required prior to commencement of the Program;
- Validate that the scope of Training Program is adequately covered and that the program is properly supported by internal resources and timely decisions as required;
- Provide information and support as appropriate to the External Firm to facilitate the implementation of the training program;
- Validate any assumptions made by the External Firm and any interim deliverables, presentations and reports;
- Accept, reject or request improvement of all program deliverables;
- Work with focal points from the different programs within the Organization to obtain information and data as required and to coordinate the implementation of the training program;
- Undertake an ongoing internal assessment of the training program through evaluation questionnaires, interviews, observing sessions/workshops and any other means;
- Prepare progress reports and highlight any issues that would need to be resolved by the DG and/or the SMT.

57. A subgroup of the Training Program Coordination Team will constitute the Evaluation Team.

**7.2 Program Focal Points (PFP)**

58. The Program Focal Points nominated by their Program Managers would be responsible for providing the necessary information and data requested by the Training Program Coordination Team for their specific Sector.

**7.3 Human Resources Management Department (HRMD)**

59. HRMD would provide assistance to the External Firm and the Training Program Coordination Team in all organizational tasks, such as booking of training rooms, sending of invitation letters and managing of participation lists.