Enterprise Collaboration & Content Management

Internal Oversight Division
Behavioral Science Advisory

IOD Ref: EVAL 2024-06
Date: September 16, 2024

WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

Areas covered in the advisory engagement

- Background
- Overview – ECCM
- Project Scope
- Observations
- Nudges

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Background

The 2024 Oversight Annual Workplan included the behavioral science advisory for the Knowledge Management and General Services Division's Enterprise Collaboration & Content Management (ECCM) Microsoft 365 Project. The behavioral science advisory was intended to identify, design, implement, and measure nudges to support change management and accelerate the adoption of WIPO business units to the new 365 platform and a new way of working. In November 2023, the Internal Oversight Division's (IOD) Evaluation Unit prepared a Theory of Change (TOC) for the project's success.

The ECCM introduces a central enterprise repository for document storage and access to organizational knowledge. The project is designed to accelerate WIPO's digital transformation, focusing on content management and collaboration capabilities that will promote innovation and efficiency in the long term.

Through its work, the Knowledge Management and General Services Division contributes to the WIPO MTSP 2022-2026 by promoting a:

- digitally enabled, secure, and sustainable operating environment and service.
- sound and prudent financial management and effective corporate governance and oversight.

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ECCM Overview

The ECCM introduces a central enterprise repository to store documents. The project aims to continue and accelerate **WIPO's digital transformation**, focusing on **content management and collaboration capabilities**.

- **History:** Approved in 2013 by the WIPO General Assembly to introduce a central document management platform, the previous "KIC" Project (based on OpenText Content Server) ran from 2017 – 2022.

- **ECCM Project Review:** The strategy was revised on May 31, 2022, following an Independent External Review to redefine the new project to move WIPO's Enterprise Content and Collaboration Management into M365.

- The project aims to:
  a. Continue and accelerate WIPO's digital transformation, focusing on content management and collaboration capabilities.
  b. Introduce new and improved ways of working and collaborating to improve efficiency through integrated information and document management facilities, seamless user experience, and flexible collaboration capabilities.
  c. Strengthen access to and governance of records and information as corporate assets, thereby improving business productivity, knowledge-sharing, organizational accountability, and preserving institutional history.

ECCM's Project Total Allocated Budget

CHF 8, 875, 401

Phase I	3,398,273
Phase II	2,436,000
Phase III	3,041,128

Source: ECCM PID - Revised June 2024.docx.

Reference Document: WIPO General Assembly Report (WO/PBC/21/18) available here.

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Project Implementation Stages

ECCM PROJECT ROADMAP (revised)*

Preparation

- Change decision taken;
- Reorganize Project/Team;
- Secure 2023 resources;
- Build capacity;
- Define new project;
- Provide inputs for Stage I

Stage I

- Define Governance and Architecture
- Technical Design of M365 environment
- Establish MS Centre of Competence
- Set up Pilot environment
- Conduct Pilot implementation
- eMemo and eCourier process review & redesign
- New eMemo deployment
- New eCourier deployment* *
- eProcurement and HR eFile process review & redesign * *
- Set up final Production environment
- Deploy OneDrive* *
- Boost training/adoption for new ways of working in MS Teams (document collaboration) * *
- Initiate Records & Information Management education campaign and cleanup
- Begin transition to operations
- Review benefits realization from Sta

Stage II

- Deploy Workspace Hubs to all WIPO Divisions
- Deploy External Collaboration Sites (to all WIPO BUs that need it)
- Deploy M365 cross-platform search
- Run Records & Information Management education campaign and cleanup
- Move all KIC BFPs and repositories to SharePoint*
- Phased moves from Shared Drives to File Plans in SharePoint (approx. 20% of BUs)*
- Deploy eProcurement and HR eFile solutions
- KIC decommissioning
- Continue transition to operations
- Review benefits realization from Stage II

Stage III

- Move of most BUs from Shared Drives to File Plans in SharePoint (approx. 90%)
- Missions and Meetings Knowledge Space Deployment (Business Process)
- Reinforce adoption of the new ways of working
- Post-project planning, incl. for new business processes
- Review overall benefits realization
- Complete transition to operations

2022

2023/ 2024

2025

2026/ 2027

Moving Collaboration & Content Management to M365

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THE PROJECT ROAD MAP TAKES A PROGRESSIVE APPROACH THAT TICKS THE REQUIREMENTS OF THE PRINCE2 METHODOLOGY.

The picture above indicates the implementation stages and timelines for the M365 platform.
Source: picture extracted from the internal ECCM PID - Revised June 2024.docx.

* The first roadmap prepared in February 2023 was revised in June 2024 (1st revision).

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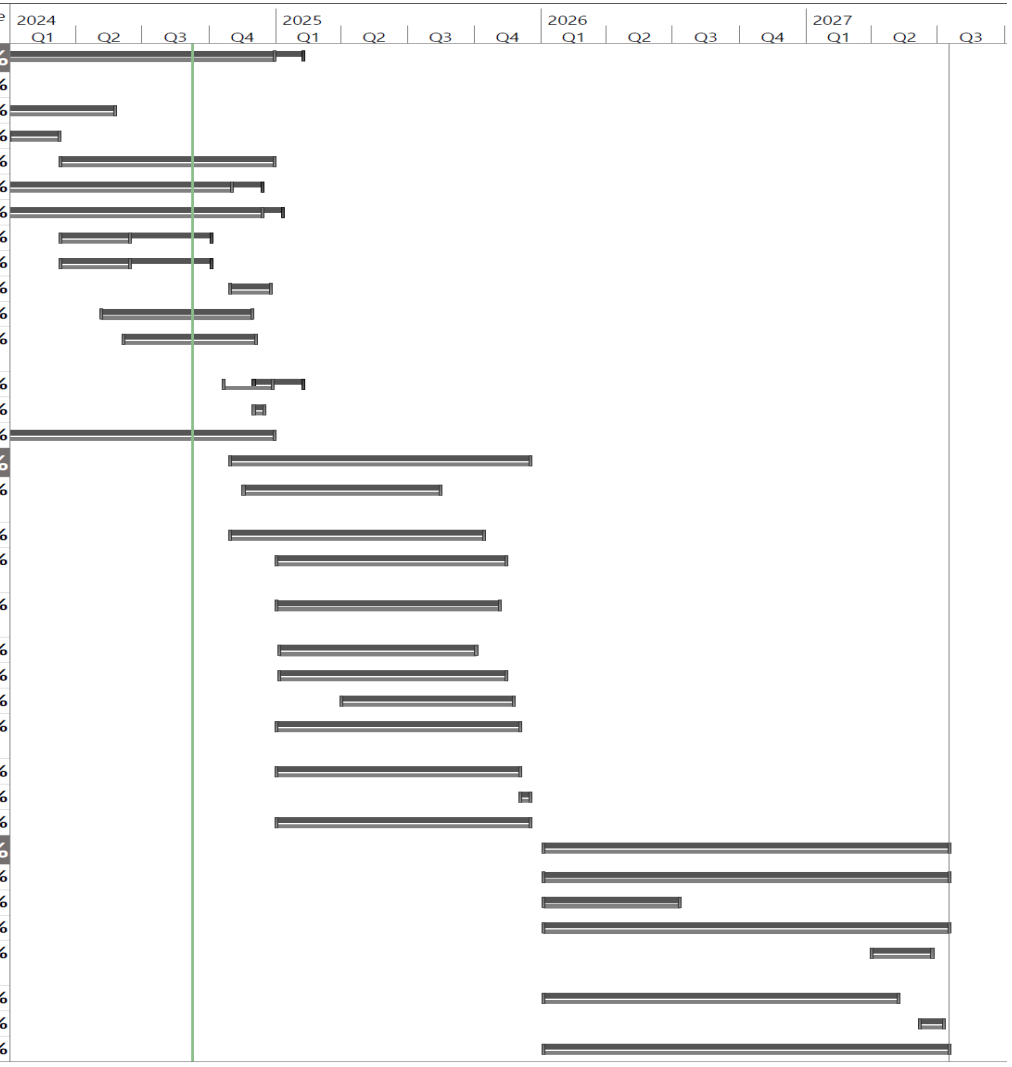
Project Plan

ECCM Project Plan

ID	Task Name	Duration	Start	Finish	% Complete
1	**Stage I - 2023-2024**	**549 days**	**03 Jan '23**	**07 Feb '25**	**53%**
2	Governance and Architecture	135 days	15 May '23	17 Nov '23	100%
4	Technical Design	148 days	01 Nov '23	24 May '24	100%
7	Establish MS Center of Competence	50 days	01 Jan '24	08 Mar '24	100%
9	Pilot Move to M365	211 days	11 Mar '24	30 Dec '24	48%
231	eMemo	455 days	20 Mar '23	13 Dec '24	65%
237	eCourier	290 days	04 Dec '23	10 Jan '25	45%
243	eProcurement Requirements Documentation	150 days	11 Mar '24	04 Oct '24	85%
245	HR eFile Requirements Documentation	150 days	11 Mar '24	04 Oct '24	85%
247	Setup Final Production Environment	40 days	30 Oct '24	24 Dec '24	0%
250	Training/Adoption Package for MS Teams	150 days	06 May '24	29 Nov '24	22%
270	Start Records & Information Management Education Campaign	130 days	06 Jun '24	04 Dec '24	0%
274	Initiate Transition to Operations	50 days	02 Dec '24	07 Feb '25	0%
276	Review Benefits Realization for Stage I	11 days	02 Dec '24	16 Dec '24	0%
279	Project Administration	520 days	03 Jan '23	30 Dec '24	60%
281	**Stage II - 2025**	**296 days**	**30 Oct '24**	**17 Dec '25**	**0%**
282	Deploy Workspace Hubs and External Collaboration Sites to all WIPO Divisions	195 days	18 Nov '24	15 Aug '25	0%
306	Deploy M365 Cross-Platform Search	250 days	30 Oct '24	14 Oct '25	0%
308	Move All BUs KIC BFPs and Repositories to SharePoint	227 days	02 Jan '25	14 Nov '25	0%
324	File Plans Delivery and Move BUs from Shared Drives to SharePoint (25%)	220 days	02 Jan '25	05 Nov '25	0%
376	eProcurement	195 days	06 Jan '25	03 Oct '25	0%
383	HR eFile	225 days	06 Jan '25	14 Nov '25	0%
390	KIC Decommissioning	170 days	01 Apr '25	24 Nov '25	0%
394	Run Records & Information Management Education Campaign	240 days	02 Jan '25	03 Dec '25	0%
396	Continue Transition to Operation	240 days	02 Jan '25	03 Dec '25	0%
398	Review Benefits Realization for Stage II	10 days	04 Dec '25	17 Dec '25	0%
401	Project Administration	250 days	02 Jan '25	17 Dec '25	0%
403	**Stage III - 2026-2027**	**400 days**	**05 Jan '26**	**16 Jul '27**	**0%**
404	Move BUs Shared Drives to SharePoint (90%)	400 days	05 Jan '26	16 Jul '27	0%
411	Missions and Meetings Knowledge Management	135 days	05 Jan '26	10 Jul '26	0%
417	Reinforce adoption of the new ways of working	400 days	05 Jan '26	16 Jul '27	0%
419	Post-project Planning, (incl. for new business processes)	60 days	01 Apr '27	23 Jun '27	0%
421	Complete Transition to Operations	350 days	05 Jan '26	07 May '27	0%
423	Review Overall Benefits Realization	25 days	07 Jun '27	09 Jul '27	0%
426	Project Administration	400 days	05 Jan '26	16 Jul '27	0%



The Gantt Chart above indicates a breakdown of the deliverables and timelines for project implementation.
Source: Knowledge Management and General Services Division, September 9, 2024.

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WIPO

Stage 1 – status (September 2024)

Main Deliverables, Stage I	Status
Governance and Architecture of the M365 content and collaboration management suite of products and services	Completed
Technical Design of the new M356 Environment	Completed
Establishment of the Microsoft Center of Competence (MS-CoC)	Completed
Transition/Migration pilot with a small number of business units (5 Business Units)	In Progress
Set-up of overall M365 Production environment (as per governance and design)	In Progress
Set-up of overall M365 Non-Production environment (WIPOTST)	Completed
eMemo process review & re-design in M365	Completed
Deployment of new eMemo in M365 Production	Not Started
eCourier process review & design in M365	Completed
Deployment of new eCourier in M365 Production	Not Started
eProcurement and HR eFiles process review and re-design	In Progress
Education, training and support of users in the usage and adoption to the new platform	In Progress
Boost training/adoption for new ways of working in MS Teams (including document collaboration)	In Progress
Initiate Records & Information Management education campaign and cleanup	Not Started
Benefits Realization Analysis for Stage I Benefits	Not Started

- The pilot kicked off in June 2024.
- It started off progressively with **six** Business Units (BUs): **the PCT International Cooperation Division, the IP Office Business Solutions Division, the Controller's Office, the IT Technical Division, the Office of the AFM Assistant Director General, and the WIPO Japan Office.**
- **Selection Procedure:** The business units were selected from among the teams that responded to the call for volunteer early adopters.
- The Pilot Units will each be equipped with their M365 "Hub" workspace for managing, sharing, and collaborating on documents.
- Records and Information Management experts will work with the BUs to organize and transfer content from the file server and KIC to their new SharePoint File Plans in the Hub.
- **Timelines:** Business Units that are participating in the Pilot implementation will move by Q4 2024.
- In 2025, Division "Hubs" in the M365/SharePoint environment will be rolled out to the rest of the Organization in a batch approach (groups of Business Units).

PILOT SESSION FOR 6 BUSINESS UNITS ON TRACK!

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Project Management

- The M365 ECCM Project is managed following the PRINCE2 methodology, the world's leading project management method.

- **The Project Board** is responsible for providing overall direction and decision-making for the project. It acts as the project's governing body, overseeing the Project Manager's work and ensuring that the project remains aligned with the business goals and delivers the expected benefits. The Board comprises senior representatives from cross-functional teams who ensure strong stakeholder engagement, particularly from the business user representatives.

- The Project organization includes the following:
  - Project Board (1 Executive, 4 Senior Users, 3 Senior Suppliers, 1 Project Assurance)
  - Dedicated project staff team: 1 Project Manager, 1 Change & Training Manager, 1 Business Analyst, 1 Senior Developer
  - 1 external Consultancy Partner
  - 1 external Implementation Partner
  - 4 internal implementing teams

- The Project also draws on the expertise of the Information Governance Taskforce.

(please refer to Annex 1 for the full comprehensive list).

Learning and Training

A self-paced course **on How to collaborate on documents in Microsoft Teams (SPT1V1)** was developed by the ECCM. The course is designed to help leverage the powerful collaboration functions in Teams. The course is offered since 4 June 2024. The link to the course is published on the WIPO Academy's ELM platform, and on the ECCM and M365 Information Portal, (launched in August 2024), which contains extensive information and learning content.

Pages with Tools, Learning, and Resources	Views
Microsoft Teams for Collaboration	277
SharePoint for Managing and Sharing Content	204
OneDrive for your work-related personal files	170
eWorkflows	66
Search Across the Platform	149

Analysis of popularity of educational materials placed on the ECCM and M365 Information Portal. Snapshot as of September 4, 2024.

The ECCM information portal currently has relatively low visitor numbers compared to the workforce at WIPO (1.3 thousand as of September 2024*), but this is because it is still in the early pilot stage and only shared with the units that are implementing SharePoint. Full deployment is expected in 2025. The portal is designed to help address the problems and needs identified in the Theory of Change (page 15) and to support the development and reinforcement of nudges for management and staff members (pages 17 and 18).

* Source - WIPO BI «Headcount» report, September 4, 2024. This includes non-staff, regular employees, and temporary employees.

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Engagement Initiatives

Early engagement initiatives

- Series of 9 Focus Group sessions run by the ECCM project team in October / November 2022
- Organization-wide call for expressions of interest in participating as early adopters in the Pilot.
- Report published by Records and Archives Section in January 2023.

Target Audience: All Staff via email in March 2024, coupled with a Digital CleanUp Guide.

Message: This was an awareness outreach campaign for a digital clean-up focused on content stored on WIPO desktops, P drives, documents, and the ORGALL folder.

How: An initiative was adopted to award top winners.

Results: 50 colleagues deleted over **2.75 million** redundant files and cleared **2.38 Terabytes** of obsolete data from WIPO's drives, which, according to the World Digital Cleanup Day campaign, equated to **595 kg** of carbon emissions.

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Engagement Initiatives cont'd

Peer-to-Peer Knowledge-Sharing Sessions

Target Audience: Sessions opened to all WIPO, targeting specific roles e.g. Project Managers and Business Analysists.

Objective: To learn from peers:
- How do they use Teams?
- What works best for them?
- Sharing tips and ideas.

How: Three sessions between May and June 2024; more sessions planned in the future.

Results: 128 participants attended sessions:
- ELM 2979_1: 76 participants
- ELM 2979_2: 47 participants
- ELM 3008_1: 75 participants

The sessions triggered informal conversations and follow-up calls.

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Engagement Initiatives cont'd

Target Audience: All Staff via email on August 15, 2024.

Message: This message provides information about migrating all files in WIPO P-drives to Microsoft One Drive in the cloud to increase efficiency within the Office 365 environment.

How: Automatic Migration, which synchronizes with the "Documents" folder in laptops.

The migration will take starting from September 9, 2024.

Journey of the Starship Enterprise CCM

Target Audience: All Staff.
Message: To report on the Enterprise CCM project's status, inform on timelines, and raise awareness on Enterprise CCM.
How: "Star Wars" Theme-based Presentation during the Town Hall meeting on June 19, 2024.
Results: Positive feedback among colleagues; 600+ staff participated virtually or in person. 84 enthusiastic comments posted by participants in the Zoom chat.

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Theory of Change elements: the WHAT (results), the HOW (activities), and the WHY (the connecting-everything assumptions)

INPUTS	KEY ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
HOW many resources are needed?	HOW is needed to be done?	WHAT products or services are provided?	WHAT direct changes do we cause?	WHAT changes we contribute to?

The HOW

The WHAT (results chain)

Resources…
(human, budget, time, materials, guides, partners,…)

Activities
(key ones, grouped by product or service, and crosscutting)

Products & services provided by the project…

** The subject is the **product/service***

** t refers to the **outputs'** scope and quality*

** Keywords: **something** is delivered, accessible, offered,…*

Immediate and long-term changes in people / institution

** The subject is the **people / institution***

** It refers to **changes** in behaviour, knowledge, skills, attitude, awareness, access,, …*

** Keywords: **someone** has learnt, has access to, uses,… ("doing"- action verbs)*

ASSUMPTIONS
WHY would it work?

Examples from a training programme:

Are they encouraged to attend by the managers?

Resources will be sufficient?

All targeted profiles will be attending?

It will be applicable?

Is it a priority for them, so they are more prompt to adopt it?

Examples and time are aligned with their needs?

Are they attending the whole training package or just some formal modules?

Trainers/training are good?

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Theory of Change of WIPO's Enterprise Content and Collaboration Management (ECCM) into M365

KEY ACTIVITIES
HOW is needed to be done?

Develop **governance** and **architecture** of M365 content and management suite (products & services) aligned with RIM and info security needs

Design M365 **environment** based on the analysis of the organization's needs

Pilot the design and **migration** into the M365 platform with a limited nbr. of business units

Configure and **setup** the M365 environment based on above governance, architecture and design

Progressive transition of WIPO business units to the new M365 platform.

Re-design and implement KIC business processes (eMemo; eCourier; Procurement case mgmt.; Missions & Meetings; HR files) in M365 platform

Migrate business content from Shared Drives and KIC (OpenText) repositories to M365 environment

Plan and gradually execute **KIC decommissioning**

Train all WIPO users to the new M365 platform

Provide continuous **support, change management** and facilitate **adoption** of "new way of working"

OUTPUTS
WHAT products or services are provided?

A, B, 1 — The M365 content management workflow, functionalities-apps, and cloud platform are **set up and available** for WIPO business units to use [PRODUCT]

2

C, D — WIPO business units are **trained** on how to use the M365 platform for content lifecycle management and associated benefits [SERVICE]

3

WIPO business units **receive continuous support** on transition/migration, change management and adoption of the new M365 [SERVICE]

4

OUTCOMES
WHAT direct changes do we cause?

WIPO business units have **ACCESS** to repository and exchange of records and information in a comprehensive, secured, agile, and flexible way

[SUPPLY-SERVICE perspective]

E

WIPO business units **ADOPT and USE** the new M365 integrated, collaboration-oriented content lifecycle management

[DEMAND-CLIENT perspective]

T II – 70% of business units
III – 80% of business units<

WIPO business units **KNOW** how to use the M365 platform on a day-by-day basis and through EMS processes relevant to their work

IMPACTS
WHAT changes we contribute to?

F

WIPO business units:

IMPROVE
- Collaboration & knowledge sharing
- Business agility
- Organizational accountability
- Information security

REDUCE
- Processing and response time
- Infrastructure and licensing costs

PRESERVE
- Institutional history

T Reduce % of usability & user friendliness complains
Less than 5% of eCourier workflow takes longer than 14 calendar days
At least 80% of business units digital records are fully managed based on WIPO's records management policy
Access control rules are applied

Problems / Needs
Activities must be designed according to this specific context, and broken down into smaller achievable changes
(if persistent = implementation RISKS)

- R1. RIM practices in WIPO are weak and inconsistent
- R2. WIPO users lack awareness about the need of standardization and good RIM practices
- R3. Lack of in-house awareness or culture of information management best practices
- R4. WIPO starts from a position of immaturity of modern ways of joint working on documents

ASSUMPTIONS
WHY would it work?

BEHAVIROAL

A WIPO managers and staff will have strong SENIOR SUPPORT for their participation in activities related to the development, implementation and adoption of the "new way of working" -M365

B WIPO managers ENSURE AVAILABILITY of team members in the development of BFPs and to communicate their records and information requirements

C All relevant units and staff ATTEND the training activities

D All relevant units and staff COMPLETE a minimum of training activities

E WIPO business units are AWARE of the benefits of M365 and INTERESTED in applying the new M365 content lifecycle management

F WIPO WORKING CULTURE promotes flexibility and collaboration among business units in line with the M365 potential

OPERATIONAL

1 Business units are involved in the eMemo redesign, and the ERP AIMS Transformation project at the same time for potential bottlenecks and the processes to dovetail

2 New M365 environment, workflow and functionalities are designed based on clients NEEDS and REQUIREMENTS mapped

3 Training package and methods are well DESGINED and APPLIED following clients' preferences and most SUITABLE channels

4 Technical support is provided on TIME and wit good QUALITY

T Targets by Stage I, II or III

Acronyms

BFP – Business File Plans
ECM – Enterprise Content Management
M365 – Microsoft 365 platform
ICT – Information & Communication Technology
KIC – Knowledge & Information Central (Open Text platform)
RIM – Records and Information Management

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Behavioral Science Inquiries: Implementation Phase

During implementation:

Why?

To develop a framework for nudges to aid in the implementation of the project and outcomes.

- How can the senior support assist with the M365 implementation within the Business Units?
- How can the managers ensure the availability of team members to migrate data to M365?
- How to push staff members to complete the minimum training activities scheduled?
- How to raise awareness of M365 as a vital tool for document management and collaboration across units?
- Are there any unintended (positive or negative) consequences? What are they?
- Does the intervention need to be modified to achieve the desired behavior change?

Nudges Target Audience?

- Sector Leads
- Managers
- All Staff

How?
Identify, design, implement, and measure nudges to support change management and accelerate the adoption of WIPO business units to the new 365 platform

When? (September – December 2024)
Stage I and II deliverables are envisaged for implementation by the end of December 2024. The nudges will inform what should be done to achieve the intended behavior change.

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Nudges: Management

Problem

1. Management is not fully equipped with knowledge of what M365 entails.

2. Management shows reluctance to adopt new ways of working in M365, which results in staff members not feeling encouraged.

Target Audience

1. Sector Leads.

2. Directors.

3. Unit Heads.

4. Team Leaders.

Intended Behaviour Change Goal

1. Equip management on ECCM M365.

2. Place management at the forefront of M365 adoption in business units (to influence subordinates).

Responsible Parties

1. Knowledge Management and General Services Division to organize management and information training sessions.

2. ECCM Team and Information Communications and Technology Dept. to develop email and TEAMS notification nudges.

Execution

1. ECCM team to organize training and information sessions for managers.

2. Managers to partake in M365 training activities together with the subordinates.

3. Management to set internal target timelines for staff to adopt migrate files and collaborate on SharePoint as a means of collaborating in documents instead of via emails.

4. Organize internal team briefing sessions for their staff on adopting M365.

Implementation Risk

The managers fail to follow through and revert to the old document storage system, thus not pushing staff members to collaborate using M365 as expected.

Nudges: Staff Members

Problem

1. Staff members do not fully understand what M365 is and its benefits and lack confidence in adopting it.

2. Staff members do not attend information sessions, which delays implementation.

3. Staff members lack motivation to migrate files and install updates and continuously feel more comfortable working off-cloud than on-cloud.

Target Audience

1. ALL staff members

Intended Behaviour Change Goal

1. Equip staff members to understand the benefits of the new ECCM M365 system.

2. Give a soft nudge for staff members to willingly participate in accelerating the adoption of M365.

Responsible Parties

1. Knowledge Management and General Services Division to organize management and information training sessions.

2. Information Communications and Technology to develop email notification nudges for email notifications and WIPO phone SMS.

Execution

1. Organize training activities that staff members attend with their managers.

2. Send personalized notification alerts.

3. ICT to embed the shortcut on the screens for any software updates to be installed.

4. ECCM Project Team to migrate data automatically to **OneDrive** and sync it on all laptops.

5. Send personalized Thank You messages after adoption.

Implementation Risk

Staff members do not attend training sessions and ignore notifications to adopt M365.

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Conclusion and Recommended Actions

In accordance with the project plan, the ECCM WIPO 365 project is investing significant efforts in digitalizing knowledge management within the organization.

Nudges identified throughout the engagement (nudges for Management (page 16) and nudges for Staff Members (page 17)) have generally been adopted or envisaged in the upcoming project stages.

The Knowledge Management and General Services Division must monitor the project implementation and continue focusing on raising awareness and promotional activities, which should become more intense with the next stages of the project.

IOD early adopted Office 365 and noted the following positive changes among others:
- Better Collaboration and Enhanced Productivity.
- Better Data Discoverability and Overview of who is doing what.
- Advanced Security Features.
- Access Anywhere, Anytime.

Acknowledgement

IOD wishes to thank all relevant colleagues for their assistance, cooperation, and interest during this assignment.

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