

WIPO Coordination Committee

Sixty-Sixth (43rd Ordinary) Session Geneva, October 1 to 9, 2012

ANNUAL REPORT ON HUMAN RESOURCES

prepared by the Director General

1. This document reports on various human resources (HR) activities and initiatives undertaken since the last report presented to the Coordination Committee in 2011. The overall aim over that period has been to refocus the HR function to align it more closely to the strategic objectives and expected results of the World Intellectual Property Organization (WIPO) and to provide a more responsive, efficient and service-oriented approach to HR management at WIPO that meets the needs of both managers and staff.
2. It is recalled that the 34th session of WIPO General Assembly approved the development of a comprehensive integrated program for organizational improvement. This led to the WIPO Strategic Realignment Program (SRP) introduced in April 2010 as the first step to the management reform framework of the Organization. Out of the 19 reform initiatives composing the SRP, nine are related to HR, namely: revision of the Staff Regulations and Staff Rules (SRR), Results-Based Management (RBM), integrated Enterprise Resource Planning (ERP), organizational design (OD), Performance Management and Staff Development System (PMSDS), internal controls, ethics, culture and customer interface. The majority of SRP initiatives will be achieved at the end of 2012. However, some of the initiatives will continue to be implemented under the form of specific projects. This is the case of the revision of the SRR, the contract reform and the ERP project which will be concluded in 2015. Through these and other initiatives, which are very much work in progress, the Organization's goal is to have in place appropriate and efficient processes that support the development/acquisition of key technical skills and knowledge and cutting-edge expertise, and to promote accountability for results, working as one as well as foster a conducive working environment.

3. This annual report will provide updates on a number of HR reform initiatives as well as reports on routine matters. The revision of the SRR will be presented in a separate document. HR statistics are contained in the Annex. The document is organized as follows:

- I. Status Reports
 - (a) Contract Reform
 - (b) Regularization of Long-Serving Temporary Employees (LSTEs)
 - (c) Recruitment
 - (d) Enterprise Resource Planning (ERP)
 - (e) Performance Management and Staff Development System (PMSDS) Refinement
 - (f) Learning and Development
 - (g) Ethics Office
- II. Projects launched in 2011 and 2012
 - (a) Organizational Design (OD)
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 - (a) Approval of Amendments to WIPO SRR which were Provisionally Promulgated under WIPO Staff Regulation 12.1
 - (b) Termination of Employment Contracts
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 - (d) United Nations Joint Staff Pension Board (UNJSPF)
 - (e) United Nations (UN) Common System Mobility and Hardship Scheme

Annex: HR Statistics.

I. STATUS REPORTS

- (a) Contract Reform

4. It is recalled that the WIPO Coordination Committee already adopted a limited set of amendments of the SRR in September 2011 with the aim to allow WIPO to improve its contractual framework and selection procedures for fixed-term and short-term appointments. The anticipated benefits would be: transparency in contract types, improved benefits for temporary staff, more efficient recruitment of staff, and the resolution of the conditions of service of temporary appointment holders that would bring WIPO in line with the contractual framework recommended by the ICSC. Additionally, it would provide the basis for the implementation of the HR module of the ERP system.

Selection procedures for fixed-term appointments

5. The amendments to the SRR to review the name and composition of Appointment Boards as well as procedural aspects to streamline recruitment came into force on January 1, 2012, through an Office Instruction. The amended procedures include provisions that allow one Board to handle multiple vacancies and a more flexible use of alternate members. The new

composition and procedures of the Board have allowed WIPO to align itself with best practices in the UN system.

6. Following the adoption of the amendments, guidelines for members of Appointment Boards were developed, in order to provide information and clarity on the role and process of the same in competitions for fixed-term posts, as well as to facilitate the implementation of the Rules of Procedure of Appointment Boards and Staff Regulation 4.9. The guidelines aim at improving HR business processes to increase operational efficiency and effectiveness, to strengthen consistency and to reduce appeals against selection decisions. Additional measures are planned in the course of 2012 in order to develop more tools and professionalize and support the selection and recruitment process.

7. The guidelines also require members of Appointment Boards to read and sign a declaration at the outset of the Board proceedings. The declaration covers subjects such as conflict of interest and conduct as Board members and intends to increase transparency, objectivity and to strengthen the obligation for confidentiality during and after finalization of the selection process.

8. Although the experience with the new guidelines is limited so far, Board members have generally been responding positively to their introduction and have commented on the enhanced clarity, consistency and transparency they provide.

Selection procedures for temporary appointments

9. Temporary appointments are designed to accommodate defined, short-term needs of the Organization and to allow flexibility in accommodating short-term requirement for profiles with a changing or evolving nature.

10. Regulation 4.14*bis* in the SRR stipulates that the Director General shall establish selection procedures applicable to temporary appointments. The Administration has developed selection procedures that aim at introducing standards and consistency in the selection process for staff on temporary appointments while retaining the necessary flexibility and timeliness in responding to short term business needs. The procedures have been elaborated so that the hiring manager retains the lead role in the process while ensuring organization-wide consistency through the use of a common framework and a more systematic involvement of HRMD during the selection process.

11. The selection procedures are in the final stage of promulgation.

(b) Regularization of Long-Serving Temporary Employees (LSTEs)¹

12. The WIPO Coordination Committee, at its 63rd session held in Geneva from September 20 to 29, 2010, approved a regularization strategy for LSTEs, which *inter alia*, included the approval in principle of the creation of up to 156 posts over a five-year period. A working group of management and staff representatives was established in May 2011 and submitted on September 22, 2011, its first report and recommendation in relation to the 26 longest serving temporary employees, all having more than 10 years of service. A second report and recommendation was submitted on December 15, 2011, proposing the filling of 30 positions for 2012.

¹ The Organization has defined "long-serving" as temporary employees with five or more years of continuous and satisfactory service on January 1, 2012, and performing functions that are assessed by the Organization as continuing in nature.

13. The five-year exercise (2012-2016) for the regularization of LSTEs, as approved by the Member States in 2010 and subject to the availability of budgetary provision for this purpose, was launched in January 2012 with the publication of vacancy announcements for 18 positions: four positions for Professional staff and 14 for General Service staff. As the draft Program and Budget 2012/13 foresees a total of 60 posts for this purpose, i.e., 30 posts per year, there remain 12 vacancy announcements under preparation for 2012. Among these, following job reviews and based on the continuing needs of the Organization, five vacancies have been identified for the regularization of priority Professional positions.

Year of regularization	LSTEs		Total
	Appointed on regular posts (P & G)	Appointed under the regularization scheme (P & G)	
2010	10		10
2011	27		27
2012	12	18 <i>(Plus 12 additional posts to be advertised = 30)</i>	42
Sub-total	49	30	79
Remaining LSTEs by end of 2012 (estimation)			66

(c) Recruitment

14. The appointment process for 56 vacancies was completed in the first five months of 2012 (until June 1, 2012), and the selection process for a further nine vacancies completed with the selected candidates due to start in the third and fourth quarters of 2012. This should be put in perspective with the 102 vacancies filled in 2011, a record year. In addition to this increase in recruitment, the Human Resources Management Department (HRMD) has managed to reach the performance indicator target of 21 weeks for recruitment time, as established in the Program and Budget 2012/13.

15. Activities are also under way to map and review existing processes for the design and work flow of job descriptions with the aim to streamline these and to ensure compatibility with the future ERP (see also section (d) below). HRMD is also looking into ways to create job descriptions that are better aligned with the needs of the Organization, to provide training to members of Appointment Boards on skills assessment and selection techniques and to develop selection materials and recruitment documentation in line with HR best practice.

16. One of the key recruitment challenges faced by the Organization is the changing profile requirement within the Organization. As there is a significant ongoing geographical shift in the use of the PCT system with a commensurate increase in applications from Asia, this is placing new demands on the language profile requirement of potential candidates. Likewise, there is also an evolution in the profile of examiners in the Madrid system which is not only linked to changing work needs but also to language needs in the context of new accessions. HRMD is working on identifying sourcing strategies to close the gap on these new requirements, including the need to develop the Organization's ability, as a recruiter, to connect with qualified candidates more quickly.

Internships

17. The Organization employed an average of 20 interns between January and May 2012, with 18 interns employed at the end of May of which 16 at headquarters in Geneva and two interns working in external offices. The Organization has limited the number of interns to a maximum of 30 at any given time for 2012 in line with available funds and ensures compliance with the ceiling through regular reporting and forecasting activities with its sectors.

(d) Enterprise Resource Planning (ERP)

18. Since the last report, the ERP process continues to define and refine the way in which the different ERP functional projects and, in particular, the HR projects will deliver the anticipated benefits and expected objectives as presented to the Member States in 2010. The process has also highlighted a number of common ERP guiding principles that the HR projects will adhere to.

19. A long-term roadmap has been elaborated and includes a series of phased projects that will deliver the HR ERP functions over a period of four years. As with the existing Administrative Integrated Management System (AIMS) solution, the HR ERP functions will capitalize on the PeopleSoft application features that are already familiar to staff in the Organization. This prudent and phased approach ensures minimal impact to the staff and ensures a steady delivery of functionality in a controlled and predictable cost model.

20. The first two quarters of 2012 saw the launch of the initial project phase that consists of implementing the foundational elements of core HR and of payroll processing. The core HR and Payroll system is expected to be deployed in the second quarter of 2013. Some concern, related to a change over of the Payroll system during a biennium, has been signaled by key users and will be examined more thoroughly before finalizing a precise date for the deployment of the new system. In addition to robust core HR and payroll functions, it will also set the stage for better information supporting better decisions.

21. In line with WIPO project management standards, a governance structure has been put in place and is now fully operational.

22. Early value opportunities such as process reviews to identify improvements and efficiencies have also been taking place. The HR ERP projects are well positioned within the overall vision of having better integrated business and system solutions.

(e) Performance Management and Staff Development System (PMSDS) Refinement

23. PMSDS has been implemented in phases over the past three years (starting in 2009) and is now operating in all areas of WIPO. To ensure that PMSDS meets the current and future needs of the Organization and the people working in it, an internal assessment has been conducted based on a technical analysis of the data kept in ePMSDS (electronic tool) and feedback collected from the following sources:

- PMSDS focal points (staff from various sectors, questionnaire and meeting)
- PMSDS Consultative Working Group (chaired by the Senior Management Team (SMT) Champion and consisting of one representative of each sector, a staff representative and the PMSDS Project Leader)
- the Ombudsperson.

24. The feedback confirmed many of the findings made in the technical analysis of the PMSDS data but also brought some new views. The general thinking was that the PMSDS system itself is appropriate, although it needs some refinement; it is rather how the system is applied and administered in WIPO that needs to be improved.

25. The main changes implemented with this refinement were:

- the shift of the focus from evaluation to development, alignment (individual objectives aligned with the strategic goals of WIPO) and ongoing dialog (between supervisors and supervisees);
- the resolution of some system related issues of PMSDS in particular the improvement of the rating scales;
- the strengthening of the link between individual objectives with expected Program results; and
- the refinement of the way PMSDS is applied in WIPO.

The change in the way PMSDS is applied and administered in WIPO was fostered through the following communication and training events:

- management briefings for all managers;
- staff briefing by the SRP SMT Champion and HRMD;
- HRMD staff participation in Unit meetings;
- training for “newcomers”;
- communication training for “reviewing officers”; and
- communication training for supervisees.

26. As a result there was significant improvement on the timeliness of requested evaluations and planning in the first months of 2012. For example, around 80 per cent of the 2011 evaluations were completed by April 24, 2012, and another 10 per cent were already signed by the supervisors, whereas only about 50 per cent of the 2010 evaluations were completed for the same period last year, before the refinement had been undertaken.

27. Although the PMSDS project is coming to an end, further activities are already planned after the mainstreaming of the system and the issuance of the final completion report in order to continuously improve PMSDS, including:

- improvements to the information technology (IT) tool ePMSDS (e.g., better navigation, reporting, and archiving);
- changes to the scope of PMSDS (inclusion of temporary professionals);
- continuation of PMSDS training (e.g., newcomers, ePMSDS; specific topics); and
- implementation of a recognition system for individual and team performance.

28. Overall, in respect to its expected results, PMSDS has already delivered first benefits:

- Systematic and proactive staff development

Entering training needs into ePMSDS (about 1,400 per year) enables WIPO to analyze them in a systematic manner, to identify learning priorities and to provide cost-effective cross-sectoral group training solutions.

- Closer alignment with strategic goals

PMSDS has increased the awareness and the commitment of staff to workplans and the Program and Budget of WIPO. As a result, staff now better understand how their individual objectives relate to those results. The new link in ePMSDS between individual objectives and Expected Results will help WIPO manage delivery of each Expected Result.

- Continuous dialog

PMSDS recommends ongoing performance dialog between supervisors and supervisees throughout the year. This has had a significant impact, as reflected by the notable increase in staff who state that they have had regular feedback from their supervisor on their performance (2010: 58 per cent², 2011: 65 per cent²).

(f) Learning and Development

29. In an era of increasing reliance on knowledge, the learning capacity of an organization together with its innovation and creativity capability are recognized as the driving forces for success. In order to achieve WIPO's substantive goals, the Organization must have appropriately skilled HR to close the gap between the current staffing competencies and the competencies required for the Organization's future needs. To make staff development most effective in this context, HRMD has identified three training streams:

STREAM 1 – Strategic Corporate Training Needs

This approach has been used in particular to facilitate the implementation of key initiatives under the SRP and their continued utilization after the implementation. In a top-down approach, HRMD together with the concerned SMT members/project leaders have identified corporate training needs and designed training programs in accordance with the following initiatives:

- **SRP Initiative 1 - Improve Customer Interface and Experience**
A soft skill training on "How to make customer's experience more pleasant and effective?" was provided to about 80 people.
- **SRP Initiative 5 – Implement ERP**
Several workshops were provided to the main users of AIMS in respect to the recent upgrade.
- **SRP Initiative 14 – Implement PMSDS**
Besides management and staff briefings to ensure a good understanding of the PMSDS refinement, a training for reviewing officers on mediation, a training for newcomers and a communication training for supervisees were provided.
- **WIPO Specific Learning – Induction Program**
Following the request from an internal working group on communication, the induction program was extended from one to two working days in 2012.
- **WIPO Specific Learning – "Learning at WIPO"**
A new learning program called "Learning at WIPO" was launched in the first quarter of 2012. It aims at providing theoretical and practical training on WIPO specific subjects and internal systems and processes (e.g., secretarial practices at WIPO, eLearning offered by the WIPO Academy).

STREAM 2 – INDIVIDUAL TRAINING NEEDS IDENTIFIED THROUGH PMSDS

Under stream 2, contrary to stream 1, training needs are identified at the individual level of the employees in a bottom-up approach. At WIPO, supervisors together with supervisees identify these needs in the PMSDS on the basis of individual objectives and related workplans, and HRMD designs the corresponding training program (e.g., management and communication training, IP training, language training). It is only since the implementation of PMSDS that HRMD has been able to analyze individual training needs of all WIPO staff in a systematic manner, to identify learning priorities and to provide cost-effective cross-sector group training solutions (e.g., people management, presentation skills, project management, conflict resolution, MS Office applications).

STREAM 3 – JOB/CAREER RELATED TRAINING NEEDS

In addition to stream 1 (strategic corporate training) and stream 2 (individual training needs identified in PMSDS), HRMD has also identified a third stream based on job/career-related training needs. However, due to the interdependencies with the new job design system (currently under development, SRP initiative 12, “Develop WIPO Organizational Design”), no training has been provided in respect of the third stream yet.

30. In 2012, HRMD will continue to provide training activities related to new systems and processes designed under various SRP initiatives (e.g., PMSDS, Customer Support and WIPO’s Ethics and Integrity System) under stream 1. Resources permitting, training needs under stream 2 and stream 3 will also be addressed.

(g) Ethics Office

31. The WIPO Ethics Office was established in June 2010 and completed its first full calendar year of operation in 2011. The following is a report on its activities in 2011.

32. The Convention Establishing WIPO refers to the importance for the Organization of securing the highest standards of efficiency, competence and integrity. A core value of the SRP is environmental, social and governance responsibility. The establishment of a comprehensive ethics and integrity system at WIPO is one of three initiatives under this core value. The Ethics Office was established in June 2010.

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

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

A supporting activity is to ensure harmonization with best practices of the UN common system.

Norm-setting and policy development

34. In this area, work has been undertaken principally in two areas, the development of a WIPO Code of Ethics and the development of a draft Whistleblower Protection Policy.

WIPO Code of Ethics

35. A draft Code of Ethics was distributed for comment by the staff and by the WIPO Staff Council in 2011. By the end of 2011, the main lines had been identified: the values of independence, loyalty, impartiality, integrity, accountability and respect for human rights were incorporated in the Code. The Code also addressed principles relating to conflicts of interest, abuse of authority, commitment to a respectful working environment, gifts, honors, favors and other benefits.

36. The Code of Ethics is a short, high-level statement of values and principles in easy-to-read language. It is a values-based rather than rules-based document. Provisions in the Code do not lead to disciplinary action: rules must be incorporated in the SRR and other similar administrative issuance before they may lead to sanctions.

37. The consultation on the draft Code was largely complete by the end of 2011 and was subsequently established with the issuance of an Office Instruction on February 1, 2012.

Draft Whistleblower Protection Policy

38. A draft Whistleblower Protection Policy was developed in the course of 2011 and issued for comment to the Staff Council in December 2011. Consultations on the draft policy continued in 2012.

Other initiatives

39. A compilation of existing WIPO policies and principles related to ethics, providing a single source for such policies and principles in easy-to-read narrative format was prepared in 2011 for publication in 2012. The compilation was published on the new Intranet site of the Ethics Office.

Confidential advice to senior management, managers and all staff members

40. The number and types of request for advice in the ethics area in 2011 are shown in the table, below:

Number and types of request for advice in 2011		
Type	Number	Percentage of total (rounded)
Outside activities - advice	7	30%
Gifts and/or hospitality	3	12%
Employment-related	4	16%
Declarations of interest/investments	2	8%
Conflict of interest	1	4%
Outside of mandate	7	30%
TOTAL	24	100%

41. The request for advice in 2011, came equally from male and female members of staff, and from all levels, i.e., General Service, Professional level and D1 and above.

42. For comparison, the results in a six-month period beginning June 2010, are shown in the table, below:

Number and types of request for advice in June to December 2010		
Type	Number	Percentage of total (rounded)
Outside activities - advice	4	18%
Gifts and/or hospitality	5	22%
Employment-related	2	10%
Declarations of interest/investments	3	14%
Conflict of interest	1	5%
Outside of mandate	7	31%
TOTAL	22	100%

43. The request for advice in 2010, came almost equally from male and female members of staff, and from all levels, i.e., General Service, Professional level and D1 and above.

Promotional activities

44. In 2011, work was undertaken to prepare a request for proposals for a comprehensive ethics and integrity training program for all levels of staff. The Request for Proposals was issued in December 2011. Evaluation of the bids is currently underway.

Implementation of policies assigned to the Ethics Office

45. The implementation of the Declaration of Interest program for staff members of WIPO at the level of D1 and above, and a limited number of other high-risk categories, was assigned to the WIPO Ethics Office in the Office Instruction establishing the Office. During its first three months of operation in 2010, the Ethics Office undertook to raise the rate of filing and filing compliance increased from 33 per cent to 100 per cent. Since subsequent filing depends on self-reporting of any changes, no statistics are available for subsequent filing compliance.

Harmonization with best practices of the UN common system

46. The WIPO Ethics Office has played an active role in the establishment and activities of the ethics network of multilateral organizations.

II. PROJECTS LAUNCHED IN 2011 AND 2012

(a) Organizational Design (OD)

47. As a follow-up to the work planning, an OD review has been launched in 2012 in order to design the optimal organizational structure to channel resources towards the Organization's key objectives. The successful delivery on these objectives is dependent on having the right grouping of work, at the right levels, with the right people, doing the right things (i.e., "fit for purpose").

48. A systematic review process is ongoing and expected to be finished by October 2012. It involves a detailed Organizational examination sector by sector in order to identify and address the structural and resourcing issues that prevent the Organization from effectively achieving its goals. As of end of June 2012, four sectors out of seven had been covered through the review.

49. OD is not a one-time event, and the SRP initiative is expected to put in place a regular and ongoing process that will increase Organization's ability to adapt and respond to future changes and challenges in a pro-active and timely manner. Through the process of OD, HRMD is also aiming at integrating workforce planning with the RBM and Program and Budget planning process. HRMD is also actively involved in the development of the ERP system to ensure that the appropriate links are in place for the ERP to support this process in the longer term.

(b) Classification Policy

50. Work is ongoing to develop and produce a classification policy by end of year. Key elements of the policy have been drafted and will now be consulted with the management prior to consultation with the Staff Council. In the future, requests for classification and reclassification shall be raised by Program Managers in the context of the OD review on a biannual basis, following which they shall be submitted through HRMD to the Director General for approval. The requests approved by the Director General shall be subject to a classification exercise conducted by an expert classifier, the outcome of which will be submitted to Director General for final decision. The current Classification Committee shall continue to exist but shall deal only with appeal cases that arise from any procedural aspects of a classification exercise

and, where appropriate, may recommend to the Director General that the classification exercise be revalidated by another expert classifier.

(c) Gender Focal Point and Policy

51. As reported in document WO/CC/65/1, a project was undertaken in 2011 to put WIPO on the path to meeting UN standards for gender equality. Carried out under the auspices of the gender focal point and supervised by the Acting Director, HRMD, the project assessed WIPO's efforts at mainstreaming a gender perspective in its policies and programs and overall gender equality in the Organization for the period October 1, 2008 to June 30, 2011.

52. The findings were mixed with respect to gender equality:

- the Organization's gender balance target has been set for 50-50 in Professional and higher level posts in the Program and Budget for 2012/13;
- the Professional category of posts is within reach of the target range of 50-50 gender balance;
- the incorporation of a gender perspective in WIPO's policies and programs was largely *ad hoc*, with UN-designated indicators not present;
- the appointment of women to posts at the P5 level and promotions of women to D1 and D2 level posts were at historic highs; and
- barriers to gender equality in WIPO were identified as the lack of clear leadership on gender issues and the absence of a gender policy.

53. Recommendations called for accelerating WIPO's progress on gender equality through leadership, adoption of a gender policy and demonstrated commitment to its implementation.

54. The report was welcomed by the Director General who announced in the Town Hall Meeting of February 13, 2012, the designation of a high-level champion for gender issues, the establishment of a gender focal point under the supervision of the Director, HRMD and his intention to elaborate and adopt a WIPO gender policy. It is anticipated that a gender focal point will be appointed by end of year.

55. Gender-related statistics are provided in the Annex. The distribution of regular staff by gender and grade as at May 31, 2012 (Table 8), and distribution of all employees by gender and grade as at December 31, 2011 (Table 7), show women overrepresented in the General Service and underrepresented in the Director category, notably at the D1 level, and above². Member States, with the role of nominating candidates to executive-level posts, play a role in addressing gender balance.

56. Fifty-fifty gender balance was achieved for the Professional category as a whole by December 31, 2011, with 51.8 per cent men to 48.2 per cent women (Table 9). A significant factor in reaching gender balance was the increased representation of women at the P4 level. For the category as a whole, however, the distribution of posts held by women grew 2.9 per cent, an annual rate of below 1 per cent. A 1 per cent annual growth rate was seen for women's representation at the P5 level from October 1, 2008, to December 31, 2011.

57. Statistics on part-time employment in WIPO (Table 10) highlight the importance of the enabling environment for gender equality. Nearly one-quarter (22.8 per cent) of WIPO's workforce is employed part time. Of these part-time employees, women make up 98 per cent (152 of 155). As the Organization moves toward greater equality for women and men alike,

² Comparative data for all UN entities will be available with publication in September 2012 of the biennial Secretary-General's Report on the Status of Women in the United Nations.

HRMD will play an important role in strengthening the enabling environment for gender equality, focusing on policies and practices in recruitment, selection and promotion; training and mentoring; organizational culture; and such worklife balance measures as paternity leave, maternity leave and flexible working arrangements.

III. PROJECTS AND POLICIES TO BE IMPLEMENTED

(a) Internal Justice System and Conflict Resolution

58. The Director General, after consultation with the Staff Council, has decided to review the internal justice system in a holistic manner. This will also include the revision of the Chapters X and XI of the SRR defining Disciplinary Measures and Appeals. To achieve this major task with all due neutrality and objectivity, it has been decided to mandate an external expert who should undertake this analysis during the autumn 2012.

(b) Flexible Working Arrangements

59. The Administration of WIPO has requested the Joint Inspection Unit (JIU) to undertake a comprehensive review of the flexible working arrangements across all the UN organizations. It is foreseen that based on the outcome of the study, and in collaboration with the Staff Council, the Organization's current working arrangements will be reviewed with the aim to enhance the worklife balance while addressing business needs.

60. *The WIPO Coordination Committee is invited to take note of paragraphs 1 to 59.*

IV. OTHER STAFF MATTERS

(a) Approval of Amendments to WIPO SRR which were Provisionally Promulgated under WIPO Staff Rule 12.1

Revised base/floor salary scale for staff members in the Professional and higher categories (Staff Regulation 3.1 - Salaries)

61. By its resolution 66/235 of December 2011, the UN General Assembly approved an increase in the base/floor salary scale by 0.13 per cent for staff members in the Professional and higher categories, with effect from January 1, 2012.

62. In accordance with the standard ICSC methodology, the revised base/floor salary scale was implemented on a "no-loss, no-gain" basis. Consequently, post adjustment multipliers applicable at all duty stations were reduced by the same percentage as the base/floor salary was increased. Therefore, the total net remuneration (base salary plus post adjustment) remained unchanged.

63. The adjustment of the base/floor salary scale had no impact on the levels of pensionable remuneration for staff in these categories.

64. Pursuant to Staff Regulation 12.1(a), the amendments to Staff Regulation 3.1 were provisionally decreed and applied with effect from January 1, 2012.

Staff assessment rates for staff in the Professional and higher categories
(Staff Regulation 3.16bis - Internal Taxation)

65. By its Resolution 66/235 of December 2011, the UN General Assembly also approved revised staff assessment rates used in conjunction with gross salaries for staff members in the Professional and higher categories, with effect from January 1, 2012.

66. The new amounts are included in Staff Regulation 3.16bis. The new rates of staff assessment did not impact the net or pensionable remuneration of staff.

67. Pursuant to Staff Regulation 12.1(a), the amendments to Staff Regulation 3.16bis were provisionally decreed and applied with effect from January 1, 2012.

68. *The WIPO Coordination Committee is invited to approve amendments to the WIPO Staff Regulations which were provisionally decreed and applied under WIPO Staff Regulation 12.1, as indicated in paragraphs 61 to 67, above.*

(b) Termination of Employment Contracts

Agreed termination

69. Pursuant to the provisions of WIPO Staff Regulation 9.1(e), which requires the Director General to report all cases of termination of employment contracts to the WIPO Coordination Committee, the WIPO Coordination Committee is informed that nine termination agreements were signed by staff members in 2011 and up to the end of June 2012, in the interest of the good administration of the Organization and with the consent of the staff members concerned, in accordance with WIPO Staff Regulation 9.1(a)(4). Indemnities were paid in accordance with the provisions in the WIPO SRR.

Termination for abolition of post

70. Further to the relocation of the WIPO Library to the new building and the consequent reorganization of the service, a post became redundant. The incumbent was informed in January 2012 that the contract had to be terminated in accordance with Regulation 9.1(a)(1). As the staff member held a permanent contract, WIPO will offer an appointment to another suitable post for which s/he would be considered to possess the necessary qualifications, if such a post becomes vacant within a period of two years after the date on which the termination becomes effective (Regulation 9.1(d)).

71. *The WIPO Coordination Committee is invited to note the information provided on the agreed terminations and the termination for abolition of post.*

(c) International Civil Service Commission (ICSC)

72. Under Article 17 of its statute, the ICSC shall submit an annual report to the General Assembly of the United Nations. The Executive Heads of the other organizations of the UN common system shall transmit this report to their governing bodies. The annual report was submitted by the ICSC to the 66th session of the General Assembly of the United Nations in 2011 (UN document A/66/30). Since the report was included in the documentation of the said session of the General Assembly of the United Nations, it is not reproduced by the International Bureau.

73. The WIPO Coordination Committee is invited to note the information contained in the preceding paragraph.

(d) United Nations Joint Staff Pension Board (UNJSPF)

74. Under Article 14(a) of its Regulations, the UNJSPF shall present a report to the General Assembly of the United Nations and to member organizations, at least once every two years. The 2011 report was presented by the Board of the UNJSPF to the General Assembly of the United Nations at its 66th session in 2011 (UN document (A/66/266)). Since the report was included in the documentation of the said session of the General Assembly of the United Nations, it is not reproduced by the International Bureau. The report may be consulted at <http://www.un.org/en/documents>.

75. The WIPO Coordination Committee is invited to note the information contained in the preceding paragraph.

(e) United Nations (UN) Common System Mobility and Hardship Scheme

76. WIPO is a participatory agency in the UN common system and has accepted the ICSC statute since June 16, 1975. Therefore it should follow the salaries, allowances and benefits as established by the ICSC. The mobility and hardship scheme was approved by the General Assembly.

77. By Resolution 44/198, the General Assembly approved, with effect from July 1, 1990, ICSC's recommendations relating to mobility and hardship.

78. The new mobility and hardship scheme was approved late in December 2006; all organizations (except WIPO) reported that they had implemented the new scheme during the course of 2007, if necessary with retroactive effect if the implementation was delayed due to changes in the system, as applying the allowance is not considered optional.

79. However, given the fact that historically, WIPO has been a headquarters-based Organization, the issue of mobility allowance has never been raised and consequently, WIPO did not include this allowance in its SRR, nor in its payroll system.

80. Lately, the question has arisen for WIPO, especially when applying the inter-agency mobility accord for UN staff members who are already in receipt of this allowance and who, under the ICSC scheme, are eligible to continue receiving it.

81. Consequently, it is proposed to implement a new regulation (Regulation 3.21) on mobility and hardship.

Regulation 3.21

UNITED NATIONS COMMON SYSTEM MOBILITY AND HARDSHIP SCHEME

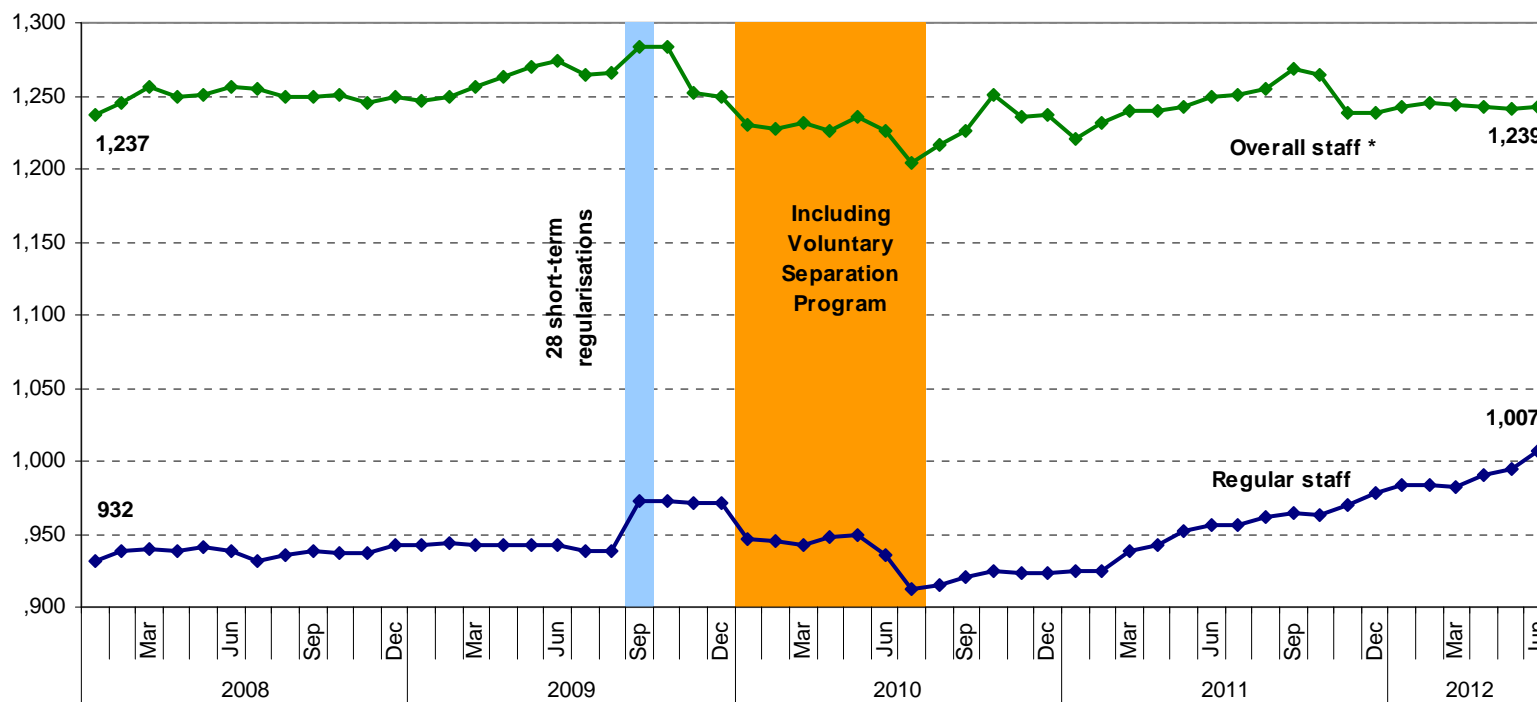
- (a) The United Nations common system mobility and hardship scheme is composed of three allowances: mobility, hardship and non-removal, and shall be paid as determined by the Director General in an Office Instruction on the basis of conditions and procedures agreed among the international organizations in the United Nations common system and promulgated by the International Civil Service Commission.
- (b) Official duty stations shall be categorized according to conditions of life and work and on the basis of criteria agreed among the international organizations concerned for classifying official stations. Headquarters, North American and European official stations and similar designated locations shall be categorized H official stations, whereas all other official stations shall be categorized from A to E.
- (c) A staff member appointed or reassigned to a new duty station for one year or more may be paid a mobility and hardship allowance. The amount of this allowance, if any, shall be determined by the Director General, taking into account in particular the length of the staff member's continuous service in the United Nations common system, the number and category of duty stations at which he or she has previously served, the length of time served at each duty station, the degree of difficulty of life and work at each duty station and whether or not the staff member has an entitlement to a removal of his or her household goods at the expense of the Organization.
- (d) After five years of continuous service at the same duty station, payment of the mobility element and of the "household non-removal" element of the mobility and hardship allowance shall be discontinued.
- (e) The revised level of the hardship, mobility and non-removal allowances are set in Annex IV.

82. The WIPO Coordination Committee is invited to approve the new Staff Regulation 3.21 (as per paragraphs 76 to 81, above).

[Annex follows]

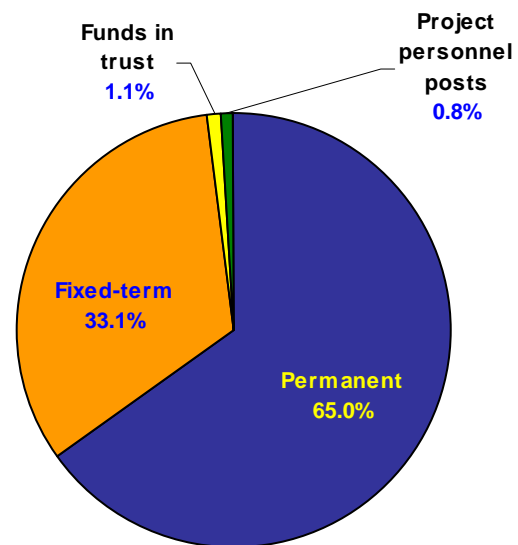
HR Statistics

Table 1: Historic trend of WIPO headcount (January 2008 – June 2012)



* Including regular staff, funds in trust, General Service short-term, translators, consultants and Special Labor Contract holders.

Table 2: Distribution of total WIPO posts by contract type as at June 2012

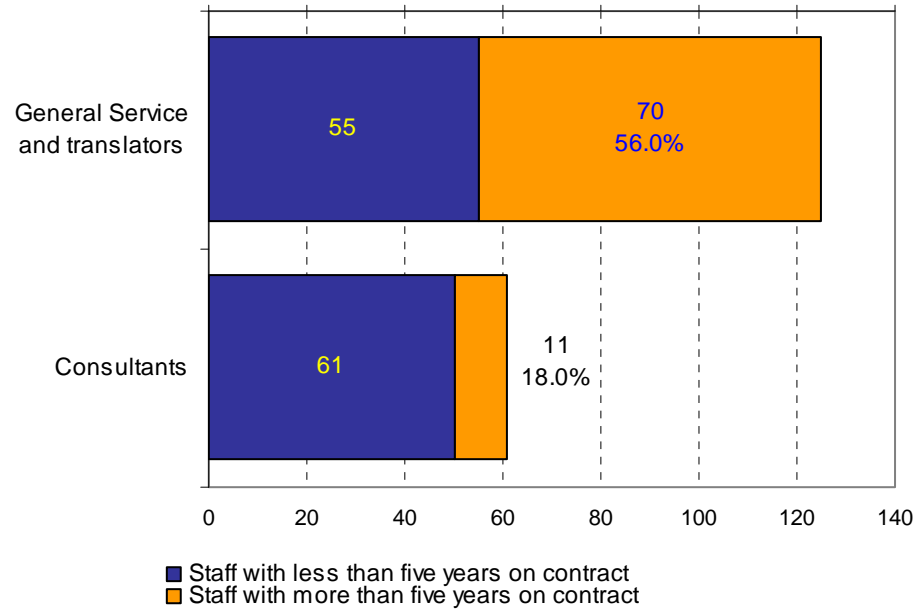


Type of contract	Headcount	Per cent
Permanent	655	65.0
Fixed-term	333	33.1
Funds in trust	11	1.1
Project personnel posts	8	0.8
Total	1,007	100

Table 3: Distribution of total WIPO posts by nationality as at June 2012

Country code	Country	Headcount	Per cent	Top 22 represented countries
FR	France	330	32.8	
GB	United Kingdom	72	7.1	
CH	Switzerland	48	4.8	
DE	Germany	35	3.5	
US	USA	33	3.3	
IT	Italy	29	2.9	
ES	Spain	25	2.5	
JP	Japan	25	2.5	
CA	Canada	23	2.3	
CN	China	20	2.0	
KR	Korea (Rep. of)	15	1.5	
AU	Australia	13	1.3	
PE	Peru	13	1.3	
RU	Russian Federation	13	1.3	
AR	Argentina	11	1.1	
IE	Ireland	11	1.1	
TN	Tunisia	11	1.1	
BE	Belgium	10	1.0	
DZ	Algeria	10	1.0	
IN	India	10	1.0	
MA	Morocco	10	1.0	
PH	Philippines	10	1.0	

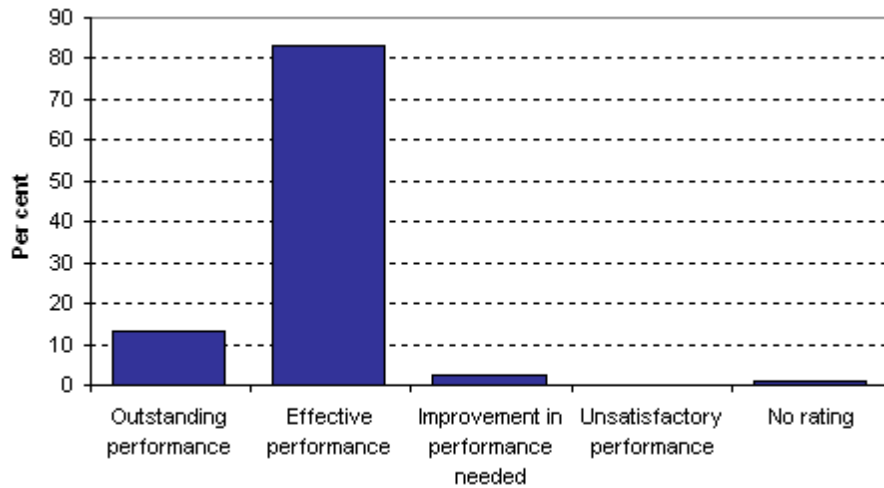
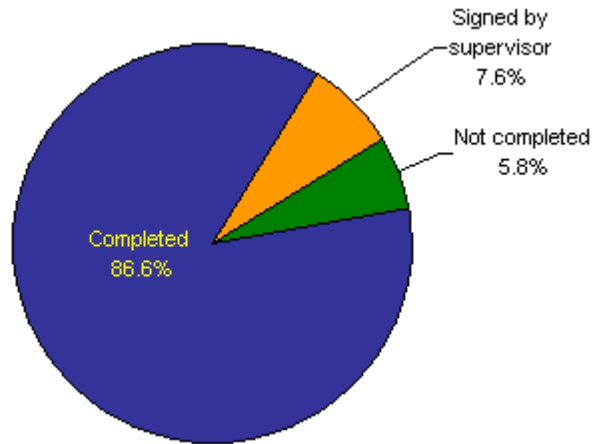
Table 4: Number of staff for five years or more on short-term contract as at June 2012*



	Total count of staff on contract	Staff with more than five years on contract	Per cent with more than five years
General Service and translators	125	70	56.0
Consultants	61	11	18.0

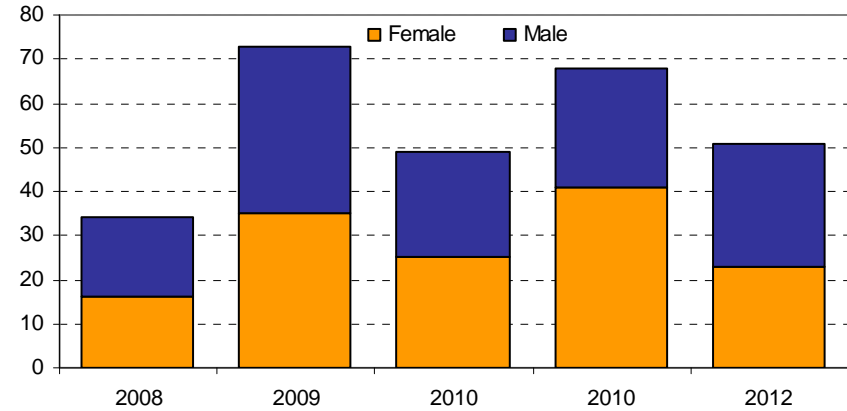
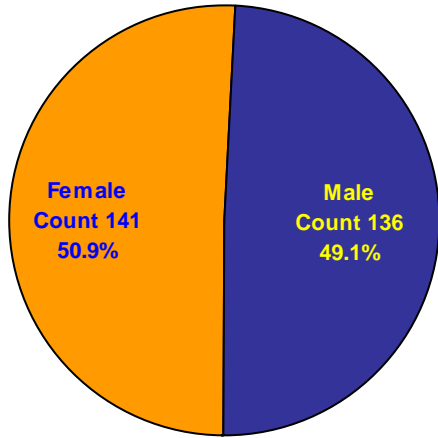
* Special Labor Contract holders were excluded because they have a three-year sunset clause.

Table 5: Appraisal and performance evaluation in 2011



Ratings	Number	Per cent
Outstanding performance	125	13.2
Effective performance	789	83.3
Improvement in performance needed	22	2.3
Unsatisfactory performance	0	0
No rating	11	1.2
Total	947	100

Table 6: Number of regular staff appointment by grade and gender (2008 – August 1, 2012)



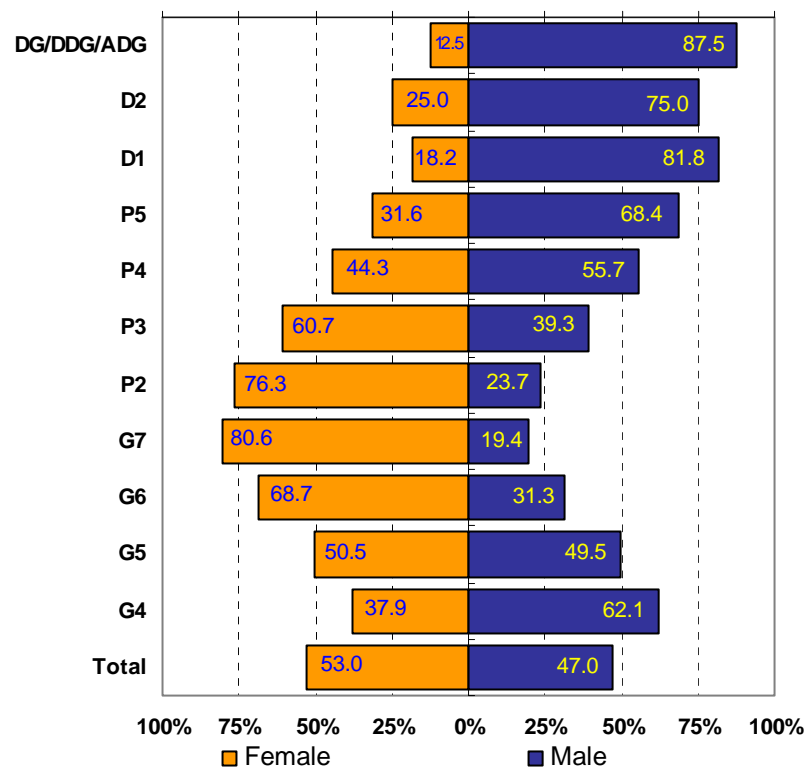
Grade	Female	Per cent	Male	Per cent	Total
D2	3	42.9	4	57.1	7
D1	3	30.0	7	70.0	10
P5	10	41.7	14	58.3	24
P4	13	36.1	23	63.9	36
P3	25	51.0	24	49.0	49
P2	10	52.6	9	47.4	19
G7	1	33.3	2	66.7	3
G6	22	71.0	9	29.0	31
G5	42	56.8	32	43.2	74
G4	12	50.0	12	50.0	24
Total	141	50.9	136	49.1	277

Year of appointment	Female	Per cent	Male	Per cent	Total
2008	16	47.1	18	52.9	34
2009	35	47.9	38	52.1	73
2010	25	51.0	24	49.0	49
2011	41	60.3	27	39.7	68
2012	24	45.3	29	54.7	53
Total	141	50.9	136	49.1	277

Table 7: Distribution of all employees by gender and grade (Dec. 31, 2011)

	Regular employees					Temporary employees					Total
	F	%	M	%	Sub Total	F	%	M	%	Sub Total	
E	1	12.5%	7	87.5%	8						8
D2	3	21.4%	11	78.6%	14						14
D1	6	14.3%	36	85.7%	42						42
Sub-total	10	15.6%	54	84.4%	64						64
P5	37	32.2%	78	67.8%	115						115
P4	76	44.7%	94	55.3%	170						170
P3	71	59.2%	49	40.8%	120						120
P2	28	77.8%	8	22.2%	36						36
Sub-total	212	48.2%	229	51.8%	441						441
G7	49	81.7%	11	18.3%	60	2	100.0%	0	0.0%	2	62
G6	151	68.0%	71	32.0%	222	3	75.0%	1	25.0%	4	226
G5	87	53.4%	76	46.6%	163	46	57.5%	34	42.5%	80	243
G4	12	40.0%	18	60.0%	30	23	60.5%	15	39.5%	38	68
G3						10	52.6%	9	47.4%	19	19
Sub-total	299	62.9%	176	37.1%	475	84	58.7%	59	41.3%	143	618
T						9	75.0%	3	25.0%	12	12
Con						21	35.6%	38	64.4%	59	59
SLC						31	66.0%	16	34.0%	47	47
Sub-total						61	51.7%	57	48.3%	118	118
Total	521	53.2%	459	46.8%	980	145	55.6%	116	44.4%	261	1,241
Regular	521	53.2%	458	46.7%	980						
Temporary	145	55.6%	116	44.4%	261						
All	666	53.7%	574	46.3%	1,241						

Table 8: Distribution of total WIPO posts by gender and grade as at June 2012



Grade	Female	Per cent	Male	Per cent	Total
DG/DDG/ADG	1	12.5	7	87.5	8
D2	3	25.0	9	75.0	12
D1	8	18.2	36	81.8	44
P5	36	31.6	78	68.4	114
P4	77	44.3	97	55.7	174
P3	71	60.7	46	39.3	117
P2	29	76.3	9	23.7	38
G7	50	80.6	12	19.4	62
G6	156	68.7	71	31.3	227
G5	92	50.5	90	49.5	182
G4	11	37.9	18	62.1	29
Total	534	53.0	473	47.0	1,007

Table 9: Historical gender balance of posts in the Professional category (Oct. 1, 2008 to Dec. 31, 2011)

Gender Distribution		Oct 2008	Dec 2008	Mar 2009	Jun 2009	Oct 2009	Dec 2009	Mar 2010	Jun 2010	Oct 2010	Dec 2010	Mar 2011	Jun 2011	Dec 2011	Per cent Change
P5	Male	70.9%	71.2%	70.3%	70.6%	70.5%	71.8%	71.2%	71.2%	68.9%	69.1%	69.1%	70.5%	67.5%	
	Female	29.1%	28.8%	29.7%	29.4%	29.5%	28.2%	28.8%	28.8%	31.1%	30.9%	30.9%	29.5%	32.5%	3.3%
P4	Male	61.5%	61.3%	61.2%	59.5%	59.2%	59.6%	59.6%	59.6%	57.5%	55.8%	55.8%	58.8%	55.3%	
	Female	38.5%	38.7%	38.8%	40.5%	40.8%	40.4%	40.4%	40.4%	42.5%	44.2%	44.2%	41.2%	44.7%	6.2%
P3	Male	45.2%	46.0%	44.5%	41.8%	43.8%	43.0%	43.0%	43.0%	44.3%	45.1%	46.3%	43.0%	40.8%	
	Female	54.8%	54.0%	55.5%	58.2%	56.2%	57.0%	57.0%	57.0%	55.7%	54.9%	53.7%	57.0%	59.2%	4.4%
P2	Male	30.0%	27.7%	30.2%	30.8%	24.3%	26.3%	26.3%	26.3%	22.2%	16.2%	13.9%	16.7%	22.2%	
	Female	70.0%	72.3%	69.8%	69.2%	75.7%	73.7%	73.7%	73.7%	77.8%	83.8%	86.1%	83.3%	77.8%	7.8%
Total	Male	54.7%	54.4%	54.2%	54.3%	54.5%	54.8%	54.7%	54.7%	53.5%	52.7%	52.9%	53.4%	51.8%	
	Female	45.3%	45.6%	45.8%	45.7%	45.5%	45.2%	45.3%	45.3%	46.5%	47.3%	47.1%	46.6%	48.2%	2.9%

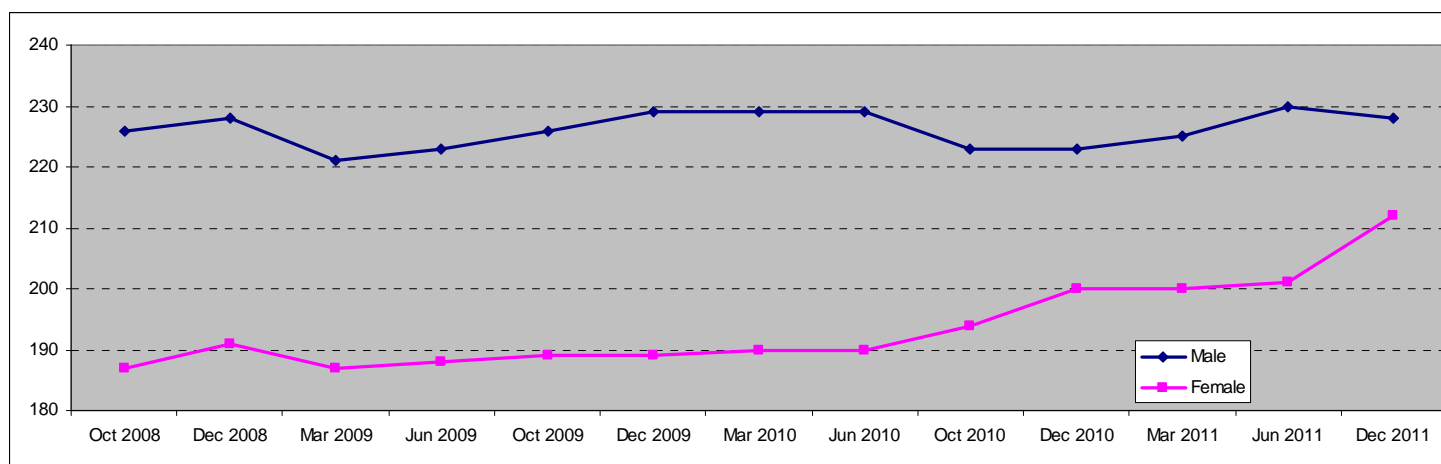


Table 9 (cont'd)

Numbers of posts		Oct 2008	Dec 2008	Mar 2009	Jun 2009	Oct 2009	Dec 2009	Mar 2010	Jun 2010	Oct 2010	Dec 2010	Mar 2011	Jun 2011	Dec 2011	Per cent change
P5	Male	73	74	71	72	74	74	74	74	73	76	76	74	77	
	Female	30	30	30	30	31	29	30	30	33	34	34	31	37	7.0%
P4	Male	83	84	82	88	90	93	93	93	88	86	87	100	94	
	Female	52	53	52	60	62	63	63	63	65	68	69	70	76	24.0%
P3	Male	52	52	49	51	53	52	52	52	54	55	57	49	49	
	Female	63	61	61	71	68	69	69	69	68	67	66	65	71	8.0%
P2	Male	18	18	19	12	9	10	10	10	8	6	5	7	8	
	Female	42	47	44	27	28	28	28	28	28	31	31	35	28	-14.0%
Total	Male	226	228	221	223	226	229	229	229	223	223	225	230	228	
	Female	187	191	187	188	189	189	190	190	194	200	200	201	212	25.0%

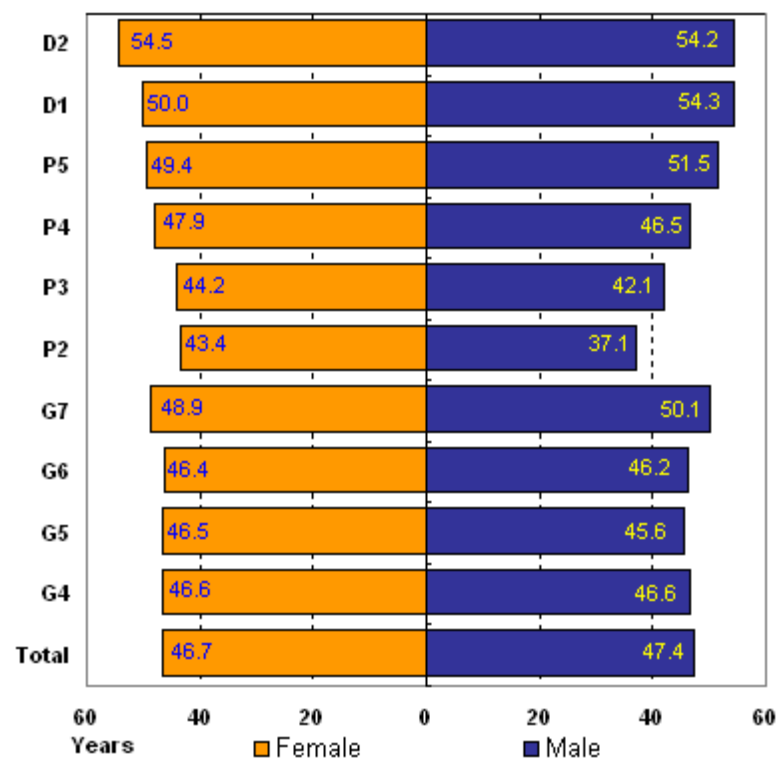
Table 10: Part-time employment by gender (Dec. 31, 2011)

Regular employees	F	M	Total
Count	521	458	979
Part-time	124	2	126
Part-time per cent	23.8%	0.4%	12.9%

Temporary employees			
Count	145	116	261
Part-time	28	1	29
Part-time per cent	19.3%	0.9%	11.1%

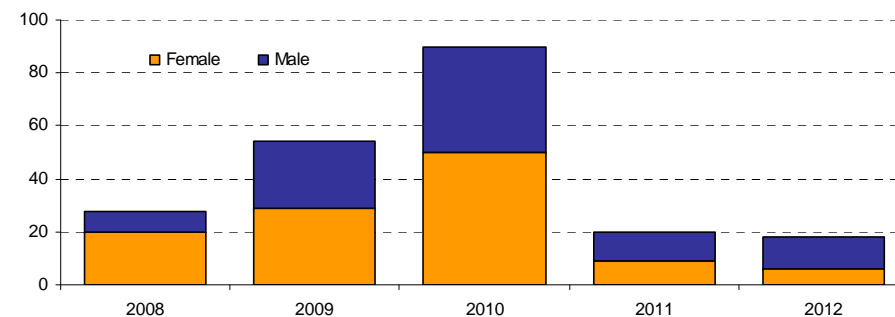
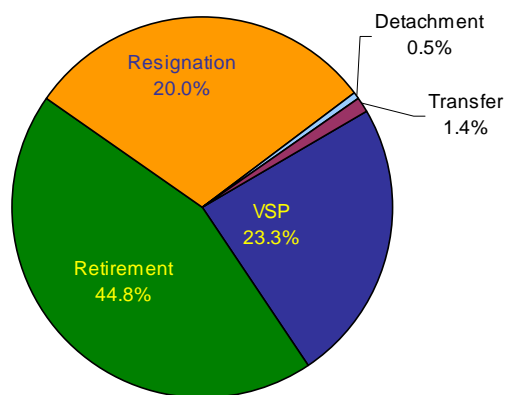
All employees			
Count	666	574	1,240
Part-time	152	3	155
Part-time per cent	22.8%	0.5%	12.5%

Table 11: Distribution of total WIPO posts by average age and gender as at June 2012



Grade	Female	Male	Total
D2	54.5	54.2	54.3
D1	50.0	54.3	53.6
P5	49.4	51.5	50.9
P4	47.9	46.5	47.1
P3	44.2	42.1	43.4
P2	43.4	37.1	41.9
G7	48.9	50.1	49.1
G6	46.4	46.2	46.3
G5	46.5	45.6	46.1
G4	46.6	46.6	46.6
Total	46.7	47.4	47.0

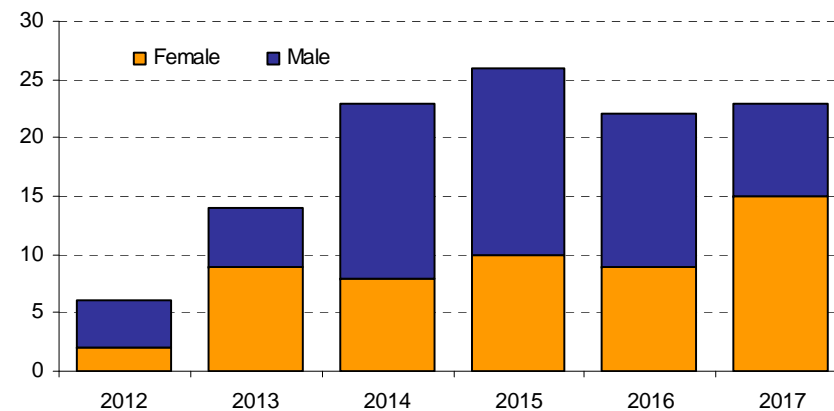
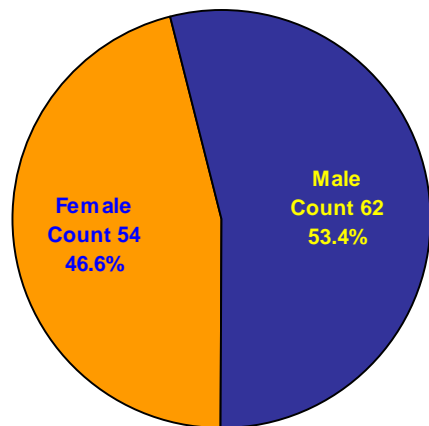
Table 12: Number of regular staff leaving the Organization by type of separation and gender (2008 – June, 2012)



Type of separation	2008	2009	2010	2011	2012	Total	Per cent
Voluntary Separation Program (VSP)		20	29			49	23.3
Retirement	22	21	31	12	8	94	44.8
Resignation	5	12	28	8	10	63	30.0
Detachment			1			1	0.5
Transfer	1	1	1			3	1.4
Total	28	54	90	20	18	210	100

Year of separation	Female	Per cent	Male	Per cent	Total
2008	20	71.4	8	28.6	28
2009	29	53.7	25	46.3	54
2010	50	55.6	40	44.4	90
2011	9	45.0	11	55.0	20
2012	6	33.3	12	66.7	18
Total	114	54.3	96	45.7	210

Table 13: Number of regular staff to retire in the coming six years by gender (June 2012 - 2017)



Grade	Female	Per cent	Male	Per cent	Total
D2	2	40.0	3	60.0	5
D1			10	100	10
P5	5	20.8	19	79.2	24
P4	10	58.8	7	41.2	17
P3	4	100			4
P2	1	100			1
G7	9	64.3	5	35.7	14
G6	12	70.6	5	29.4	17
G5	9	45.0	11	55.0	20
G4	2	50.0	2	50.0	4
Total	54	46.6	62	53.4	116

Year of retirement	Female	Per cent	Male	Per cent	Total
2012	2	33.3	4	66.7	6
2013	9	64.3	5	35.7	14
2014	8	34.8	15	65.2	23
2015	10	38.5	16	61.5	26
2016	9	40.9	13	59.1	22
2017	15	65.2	8	34.8	23
Total	53	45.7	63	54.3	116

[End of Annex and of document]