

## **WIPO Coordination Committee**

**Seventy-Fourth (48<sup>th</sup> Ordinary) Session**  
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HUMAN RESOURCES STRATEGY 2017-2021

*Document prepared by the Secretariat*

1. The World Intellectual Property Organization's (WIPO) Medium-Term Strategic Plan for 2016-2021 (MTSP) is the basis for the Human resources (HR) Strategy during this period. The Human Resources Management Department (HRMD) plays a key role in achieving one pillar of WIPO's Strategic Goal IX: an efficient administrative support structure to enable WIPO to deliver its Programs.
2. The MTSP sets out the challenges that WIPO must overcome, two of which directly affect HRMD's mandate. The first is the challenge of responding fast enough to a rapidly changing external environment. The second challenge is related to organizational efficiency and service-orientation as well as resilience to respond promptly and adequately to unforeseen developments and so ensure business continuity.
3. As a strategic partner of the business, HRMD will focus on the following priorities: aligning staff skills and competencies to anticipated business needs; pursuing equitable geographical representation; and attaining gender equality and enriched diversity among WIPO staff.
4. HRMD will continue to champion staff well-being as part of its core mandate. As well as achieving efficiencies in daily operations and transactions with staff, HRMD will continue to support staff career and developmental goals. Opportunities abound to integrate staff interests with the interests of the Organization.
5. Sustained engagement with the United Nations (UN) Common System will be pursued to ensure coherence in all aspects of human resources management while taking into account WIPO's unique needs and the specific challenges it faces to enable effective delivery of its mandate.
6. The previous HR Strategy defined the role of HR management and established the objectives that determine HRMD's work program. These objectives remain relevant and have been updated to reflect the strategic goals outlined in the MTSP. The current HR Strategy is critical to help ensure that WIPO is future-ready. It provides a comprehensive plan of action based around the following inter-related principal objectives:
  - *support a sustainable future for WIPO as a self-funding specialized agency of the UN in a fast-changing environment;*
  - *establish a diverse and inclusive workforce to create an innovative workplace;*
  - *promote WIPO as an employer of choice through best talent management practices;*
  - *and*
  - *provide efficient customer service-oriented processes, client-responsive communication and data-driven decision-making.*
7. The following sections develop each of these objectives. A status update on the implementation of the HR Strategy will be provided in the HR Annual Report.

Support a sustainable future for WIPO as a self-funding specialized agency of the UN in a fast-changing environment

8. A full understanding of WIPO's internal capabilities *vis-à-vis* its business goals and the market forces that shape and affect the demand for global IP services is key to ensuring WIPO's competitiveness and sustainability. As part of its planning efforts, WIPO has further refined its workforce planning framework to ensure that, through the active participation of its managers, data are generated that may form the basis for a forward-looking workforce planning analysis that highlights core strengths and identifies areas for skills or resource development. Such analysis allows more accurate biennial workforce planning and the formulation of workforce action plans that facilitate effective monitoring and implementation of staffing and work plans. WIPO's workforce planning framework helps managers to systematically analyze both medium- and long-term staffing needs, in light of WIPO's specific and fast-evolving external context.

9. A key aspect of this exercise is the careful and thorough consideration of statistical projections and analysis of market trends which help determine WIPO's external context, including the evolution of its client base. Thus as part of making itself future-ready, WIPO must shepherd the alignment of its linguistic skills to the changing patterns of geographical demand for its global IP systems.

10. Talent needs, gaps and cross-cutting issues<sup>1</sup> are reviewed across the Organization, enabling a purposeful strategic response to future challenges and potential talent risks. Organization-wide analysis provides the platform for succession planning and talent recruitment. It also frames staff development programs. Flexibility in workforce needs will continue to be assured through alternative contractual mechanisms, such as individual contractual services and agency workers, especially when rapid interventions are required.

11. Opportunities for external and internal mobility will be fully supported as a means to renew staff skills. Nurturing of young talent is crucial for knowledge transfer, even as long-serving staff continue to be the focus of training programs to ensure continued relevance of skills.

Establish a diverse and inclusive workforce to create an innovative workplace

12. Diversity unlocks creativity and drives innovation. WIPO will be stronger in promoting innovation with a workforce that is diverse in terms of culture, ethnicity and experiences. An inclusive environment is one that values diversity, ensuring that multiple perspectives are represented. Well-managed diversity generates more thorough and thoughtful development of novel ideas and, ultimately, strategic decision-making, inspired leadership and innovative performance.

13. Efforts toward equitable geographical representation will be sustained through direct engagement with Member States and by prioritizing WIPO's outreach efforts in countries that are unrepresented and regions which are underrepresented among WIPO's staff. Support will continue for Member States in reviewing the principles of geographical distribution at WIPO. Pro-active positioning of WIPO in job markets through a mix of globalized media platforms, traditional publications and more targeted exposure, especially in respect of critical job groups, will increase opportunities to encourage applications from diverse candidates with the relevant skills and competencies.

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<sup>1</sup> For example, skills gaps in quality assurance and business and data analysis are some of the cross-cutting issues which pose risks for the various sectors in the Organization.

14. Policies and practices to promote diversity must include benchmarks for evaluating progress. WIPO will pursue progress on gender equality and support for emerging women leaders through coordinated implementation of policies, strategies and initiatives with other UN organizations. A career support program within the framework of WIPO's new policy on talent management, anchored on WIPO's Policy on Gender Equality, will provide both female and male staff members with tools and resources to plan and implement decisions in pursuit of their career aspirations. As part of succession management and in line with workforce planning, customized career support for identified talents will be provided. Activities will be enhanced to promote WIPO as a family-friendly workplace where both women and men feel supported in balancing their work and private life.

15. WIPO's commitment to promoting an inclusive workplace encompasses people with disabilities and support for diversity in sexual orientation and gender identity. Accessibility of the WIPO campus to people with disabilities will continue to be improved. Best practices in ensuring accessibility in other areas (website, online documents, etc.) will be pursued. As part of the promotion of the well-being and equal treatment of staff, WIPO confirms its support for LGBT (lesbian, gay, bisexual and transgender) integration and will continue to address the challenges that LGBT staff members may face in the workplace.

*Promote WIPO as an employer of choice through best talent management practices*

16. Continuous talent development invigorates the workplace, keeps skills sets adapted to business needs and motivates not only talented staff to stay at WIPO, but also discretionary efforts from staff members who feel appreciated and empowered. WIPO's talent management must therefore embody best practices. An important tool that has been developed to increase levels of expertise and effectiveness within WIPO is the performance management and development system. It provides a holistic opportunity to identify and monitor staff development needs along with their progress towards agreed objectives throughout the performance cycle. HRMD will continue its partnership with managers and staff to address training needs and ensure the sustained professional growth of staff. Key in staff development is the alignment of skills profiles to evolving circumstances and needs through learning and career support. WIPO's Rewards and Recognition Program will continue celebrating the value of staff accomplishments, creativity, team work and innovation.

17. WIPO's core values and competency framework are currently being revised. Once finalized, they will form the backbone of an integrated approach to talent management that links workforce planning, recruitment, performance management and staff development. The Enterprise Resource Planning (ERP) system will be expanded to include a talent management component, which will encompass performance and learning. A skills inventory will be established to serve as the foundation for internal capacity analyses and as a tool for continuously updating WIPO's talent pool and increasing staff mobility. A change-management program including communications and learning initiatives will be delivered in order to create awareness, interest and involvement among staff and managers. Improved access to data and analytics in these areas will better support decision-making processes related to staffing and staff development.

18. Leadership and management capacity will be reinforced through tailored learning programs for staff members with supervisory responsibilities. Informal and social learning (on-the-job training, peer coaching, mentoring, etc.) will be offered, in addition to formal learning (workshops, in-class training). Learning activities must support business needs with particular focus on priority areas such as information technology, communication, quality assurance, business data and analysis.

19. A work environment that encourages work-life balance support optimization of organizational productivity through a motivated and fulfilled staff. New flexible working arrangements will be introduced as part of a reform of working time arrangements at WIPO. HRMD will partner with managers and staff in managing a culture shift away from a system focused on presence towards creating a collective mind-set that prioritizes productivity and qualitative delivery as the relevant benchmarks. Time management will be anchored on the principles of self-responsibility, trust and professional ethics.

20. Implementation of the Organization's duty of care towards staff will be strengthened. Staff safety and security and occupational health are some of the priorities that will continue to be addressed. Staff welfare continues to be an important element of staff support.

*Provide efficient customer service-oriented processes, client-responsive communication and data-driven decision-making*

21. The HR Strategy will be implemented in an enabling environment with three essential attributes: service-oriented processes, client-responsive communications and data-driven decision making.

22. Simplification of HR functions will be sustained through self-service functions. WIPO's core value of service-orientation will continue to underpin further refinements and efficiencies in HR processes. Self-service aims to reduce low-value HR interventions while increasing staff and manager satisfaction by giving them direct access to information to make informed business and personal decisions. HR specialists, for their part, can focus on strategic contributions to business and will continue to be available to advise and assist staff in resolving a broad range of issues and help them attain their career goals.

23. Effective, client-responsive communication is critical to establish trust and create better relationships. To this end, staff will be given clear, coherent and timely information about new initiatives and policies or amendments of existing policies and initiatives. Various communication channels, such as town hall meetings, information sessions, e-mail communications and the Intranet will be put to optimal use to facilitate information delivery in the most effective format in each case. Feedback will continue to be encouraged and staff surveys will remain an important tool in evaluating HRMD initiatives and projects. Consultation mechanisms, such as feedback from individual staff members, dialogue with staff representatives, staff-management working groups and staff participation in policy-making all contribute to establishing a harmonious and respectful workplace where staff see that their opinions are valued and hence take ownership of sustained organizational growth.

24. WIPO's ERP system represents a rich source of organizational and workforce data. To ensure knowledge-based and data-driven decision-making, they need to be fully leveraged through information interconnectivity, process integration, robust analytics and interpretation. HR processes including workforce planning, talent management and performance management will be integrated even further to ensure systematic coordination of multiple and interrelated work areas. Managers benefit from a comprehensive data set that identifies resources, outlines risks and provides control and monitoring functions – all crucial in formulating business solutions that support and enable business operations. Further fine-tuning of HR business intelligence dashboards will allow synthesis of large amounts of data and display the results of critical analysis in terms of key performance indicators, facilitating understanding through intuitive visuals to support sound decision-making by managers. Managers are accountable for business results and HRMD will fulfill its support role and strategic partnering with business by capitalizing on technological advancements.

Cost

25. This HR Strategy will be implemented within the current budgetary envelope. Additional post needs for new priority areas will be met through realignment and economies achieved through automation and process improvements. It is a solid and comprehensive plan, which requires focused coordination with management and business operational units, underpinned by continuous dialogue with staff.

*26. The WIPO Coordination Committee is invited to note the "Human Resources Strategy 2017-2021" (document WO/CC/74/5).*

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