

# Annex 1

## Summary of recommendations

**Programme activity**

Phase	Action	Q4 07	Q1 08	Q2 08	Q3 08	Q4 08	Q1 09	Q2 09	Q3 09	Q4 09	Q1 10	Q2 10	Q3 10	Q4 10	Q1 11	Q2 11	Q3 11	Q4 11	
1. Leadership & Management	1.1 Management assessment											Ongoing							
	1.2. Management development programme											Ongoing							
2. HR Management	2.1. Performance management system improvements											Ongoing							
	2.2 Career and staff development processes																		
	2.3 HR process redesign																		
	2.4 HRMD restructuring																		
3. Organisation, Processes & Systems	3.1. Other process improvements											Ongoing							
	3.2. ERP and other technology implementation											Ongoing							
	3.3 Organisation design changes											Ongoing							
	3.4. Revise and implement Job descriptions / classification											Ongoing							
	3.5 Establish Redundancy / severance packages											Ongoing							

N <sup>o</sup>	Recommended Actions	Timing	Paragraph x-references
<b>1.1</b>	<b>Management assessment</b>		
1.1.1	Confirm required management competencies (from WIPO HR strategy)	Q4, 07	223, 225, 230-238
1.1.2	Design assessment centre	Q4, 07	Ditto
1.1.3	Train WIPO assessors	Q4, 07	Ditto
1.1.4	Run centre for: existing managers; high potentials; external management-level candidates	Q1, 08	Ditto
1.1.5	Continue on an annual basis to track development	Q1, 09 ongoing	Ditto

N <sup>o</sup>	Recommended Actions	Timing	Paragraph x-references
<b>1.2</b>	<b>Management Development</b>		
1.2.1	Define priority management training needs in particular for 07/09 <ul style="list-style-type: none"> <li>○ Performance management</li> <li>○ Absence management</li> </ul>	Q1, 08	165-175
1.2.2	Design training programmes and assessment approach	Q1, 08	165-175
1.2.3	Deliver management development and training programmes	Q2, 08	165-175
1.2.4	Revise and continue programmes to meet needs emerging from the Assessment exercise	Q2, 08 ongoing	-
<b>2.1</b>	<b>Performance management</b>		
2.1.1	Confirm the WIPO approach to setting objectives and managing team and individual performance, including a performance management approach that can be used across WIPO	Q1, 08	142-144, 151-154, 166-169
2.1.2	Communicate WIPO and Program objectives and expected performance standards	Q1, 08	155-158, 166-169
2.1.3	Cascade into Program and personal objectives - <i>link to Management development above</i>	Q2, 08	155-158
2.1.4	Agree objectives and performance measures for individuals	Q2, 08	151-154
2.1.5	Monitor performance actively during 08, address poor performance	Q2, 08 ongoing	151-154
2.1.6	Review performance promoting fair and accurate rating	Q1, 09	142-144, 151-154, 173-175
<b>2.2</b>	<b>Career and staff development</b>		
2.2.1	Complete competencies matrix for all posts and address staff motivation	Q1/2, 08	89-102
2.2.2	Confirm career paths and opportunities	Q1/2, 08	148-150
2.2.3	Identify and communicate requirements for promotion, moving to a new role/Program	Q2, 08	148-150
2.2.4	Define training needs for the five identified competence clusters	Q2,08	89-102
2.2.5	Develop, and roll-out a calendar of training programmes	Q2/4, 08	140-141
<b>2.3</b>	<b>HR process redesign</b>		
2.3.1	Revise, and roll-out, HR policy and processes to improve recruitment, shorten decision chains, improve transparency, and	Q4, 08	131-139

N <sup>o</sup>	Recommended Actions	Timing	Paragraph x-references
	enhance consistency across WIPO. The timing for this activity is linked to the implementation of appropriate new technology.		
<b>2.4</b>	<b>HRMD restructuring</b>		
2.4.1	Roll-out WIPO HR Strategy	immediate	239-243
2.4.2	Restructure HRMD to place emphasis on guidance and decisions and away from rules and transactional authority	Q4, 08	239-243
<b>3.1</b>	<b>Process improvement</b>		
3.1.1	Review major processes including processes covered in the Desk-to-Desk exercise, to identify opportunities for improvement, driven by: <ul style="list-style-type: none"> <li>○ Delegation</li> <li>○ Accountability</li> <li>○ Simplification</li> </ul> Opportunities for automation or sharing services	Q4, 08	195 – 199 Annex 4
3.1.2	Implement possible revisions, not linked to automation.	Q1, 08 ongoing	Ditto
3.1.3	Include automation opportunities in the business case for ERP and other technology initiatives	Immediate	Ditto
<b>3.2</b>	<b>ERP and other technology</b>		
3.2.1	Finalise business base for ERP	Q4, 08	62
3.2.2	Prepare program for ERP implementation	Q4, 08	256
3.2.3	Identify and contract consultants/contractors	Q1, 09	Ditto
3.2.4	Programme management	ongoing	Ditto
<b>3.3</b>	<b>Organisation design</b>		
3.3.1	Review high level organisation structure, in particular: <ul style="list-style-type: none"> <li>○ Direct reports to Director General</li> <li>○ Opportunities to link/cluster Programs, for management purposes</li> </ul>	Q3, 08	244-248
3.3.2	Determine and implement agreed revisions	Q4, 08	Ditto
3.3.3	Review/revise other organisational units	Q1, 09 ongoing	Ditto
3.3.4	Consider the business case for extending outsourcing in key areas	Q1, 09	95, 101, 159, 194, 195, 200, 261-263
<b>3.4</b>	<b>Job description/classification</b>		

N <sup>o</sup>	Recommended Actions	Timing	Paragraph x-references
3.4.1	Review/rewrite and rationalise all job descriptions	complete by Q4, 08	156, 176-180, 184-186
3.4.2	Review grading as a result of revised job descriptions	Q4, 08 ongoing	176-180
<b>3.5</b>	<b>Redundancy/severance policy</b>		
3.5.1	Confirm a policy to cover efficiency improvement, job changes (linked to ERP) restructuring, absence and other performance issues, and other relevant topics	Q4, 08	195-200, 258-260
3.5.2	Clarify and confirm the position of individuals on short term contracts with WIPO: <ul style="list-style-type: none"> <li>○ Confirm contract completion dates</li> <li>○ Determine whether to recommend offer of permanent appointment, to extend a short term contract, or simply to follow contract termination</li> </ul>	Q1/4, 08 Q1/4, 08	108-114, 122-126
3.5.3	Include a budget for severance in the Program and Budget for 09/10 – other efficiency savings to be funded on a case by case basis	Q2, 08	157, 195-200, 258-260
3.5.4	Annual review of opportunities for performance improvement and poor performance	Q4, 08 ongoing	110, 115 – 121, 151, 154, 228 – 229, 258