

## **Program and Budget Committee**

**Thirty-Seventh Session**  
**Geneva, June 10 to 14, 2024**

### **ANNUAL REPORT ON HUMAN RESOURCES**

*prepared by the Secretariat*

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources Annual Report to the WIPO Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains the Annual Report on Human Resources (document WO/CC/83/INF/1), which is being submitted to the WIPO Coordination Committee at its July 2024 session.

[Document WO/CC/83/INF/1 follows]

## **WIPO Coordination Committee**

**Eighty-Third (55<sup>th</sup> Ordinary) Session**  
**Geneva, July 9 to 17, 2024**

### **ANNUAL REPORT ON HUMAN RESOURCES**

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#### **I. INTRODUCTION**

1. This Annual Report on Human Resources (HR) covers the period from January 1 to December 31, 2023, and comprises all HR Matters for which reporting to the WIPO Coordination Committee is required, as well as an overview of HR-related policies, initiatives, and activities of interest to Member States.

##### *Workforce at a Glance*

2. As of December 31, 2023, WIPO's total workforce stood at 1,705. The core<sup>1</sup> workforce represented 61.3 per cent (1,045) of the total workforce (a decrease of nearly 4 per cent as compared to 2022), whereas the flexible<sup>2</sup> workforce constituted 38.7 per cent (660) of the total workforce.

3. Women represented 54.8 per cent of the overall workforce (934), whilst men represented 45.2 per cent (771). This representation varies across categories and grades. Considering only staff members from the core workforce, women represented 54.4 per cent (568) of the 1,045 staff, and men 45.6 per cent (477). The combined average age of the core workforce was 49.7 years which is a slight decrease from last year (50.2) after a constant increase since 2019.

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<sup>1</sup> Staff holding a fixed-term, continuing or permanent appointment on regular budget funding.

<sup>2</sup> Staff holding a temporary appointment on regular budget funding; Staff on non-regular budget funding (Reserves and Funds-in-Trust); UN staff on loan; Junior Professional Officers including United Nations Development Programme (UNDP) JPOs; Interns; Fellows; Monthly/daily translators/revisers; Individual Contractors; Agency Workers; External Providers; and individuals from the SYN1 program of the Swiss Bureau of Subsidized Temporary Employment.

4. From an overall geographical representation perspective and as a result of a suite of outreach efforts, 122 Member States were represented at all levels and categories of staff, whereas 112 Member States were represented on posts subject to geographical distribution<sup>3</sup>.

5. Complementing this report is a separate [HR Workforce](#) brochure containing key data and metrics as of December 31, 2023, on WIPO's workforce, geographical and gender diversity, talent sourcing, development and training, as well as conflict management. Additionally, Member States are provided twice a year with a confidential report on posts subject to Geographical Distribution. The report provides details on representation by post grade on a country basis, per geographical region as well as by WIPO groups.

### *Implementing the HR Strategy 2022-2026*

6. The year 2023 has been key in setting the stage for critical changes in people engagement at all levels, some of which, while conceptualized in 2023, will be implemented in 2024. The Human Resources Management Department (HRMD) made progress on several initiatives, stemming from the HR Strategy 2022-2026 and aligned with WIPO's Medium-Term Strategic Plan (MTSP).

7. These initiatives require the Organization, with HRMD at the core, to develop a strong foundation that includes, among other things, the six objectives set out below:

01 <b>a vibrant organizational culture</b> supportive of open dialogue, collaboration, knowledge sharing and teamwork	02 organizational agility, <b>flexibility and mobility</b> to meet evolving staffing needs while enhancing <b>diversity and inclusion</b>	03 <b>management of people performance</b> adds value by improving organizational performance and developing staff skills	04 strategic view of <b>learning and career development</b> as integral parts of talent development	05 enhanced <b>staff engagement and wellbeing</b>	06 a <b>“one stop shop” service model</b> adapted to the needs of the business units
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8. It is encouraging that since the launch of the HR Strategy, a notable change has been observed, with HRMD's approach and programs reflecting increasingly the mindset of the new culture. For example, HR operational policies have evolved towards a trust-based approach compared to the prior focus on controls and enforcement. The transition from a transactional HR mindset to a strategic and consultative people and culture approach is happening by allocating business driven and client-focused HR Talent Business Partners to every business unit to support the leaders and team members. Through these actions HR is becoming a more integrated, strategic function so that it can create programs and processes that effectively support and retain talent and help the business achieve its objectives. By engaging proactively to advance the culture agenda we are laying the groundwork for a robust Organization that successfully adapts, develops, and evolves to navigate uncertainty, change and disruption.

<sup>3</sup> The posts subject to geographical distribution are all staff positions in the Professional and higher categories, which are funded under the regular budget except language positions and the post of Director General.

9. In addition, HRMD is proactively enhancing its own capabilities, ensuring it has the skills needed to advance this transformative journey within the Organization. Collaborating closely with the WIPO Academy, HRMD is working on developing its Learning Matrix, to strengthen its competencies. This initiative ensures that HRMD is equipped with the skills required for the future, such as data analytics, strategic workforce planning, and change management, essential for driving innovation and fostering organizational change.

10. Having arrived at the mid-way point in the implementation of the MTSP, there has been a steady evolution in the understanding that the Organization's people are the joint responsibility of everyone, supported by HRMD. This gradual change is happening through increased communication between managers and teams, ensuring that everyone is aligned and working towards the same goals in support of WIPO's mission. By fostering a more inclusive and integrated approach to managing people, we ensure that everyone is invested in each other's success, and people management becomes a critical skill for all.

11. The different HR initiatives do not stand in isolation - each activity influences others. All the elements of the employee life cycle from attraction through to talent management, development and performance need to connect to drive a more coherent, streamlined, and improved employee experience. This should be kept in mind in reading this report.

## II. TOWARDS A VIBRANT ORGANIZATIONAL CULTURE

12. Culture is the DNA of the Organization. It is made up of people's values, assumptions, behaviors, and attitudes. While HR does not own the Organization's culture, it has a critical role to play in influencing and shaping organizational behavior that attracts and retains employees who can make an impact and become part of a mission-driven organization. In 2020, the outcome of a cultural thumbprint survey initiated in the context of a review of the performance framework showed WIPO as a top-down hierarchical Organization, where silos, a lack of collaboration across the Organization and limited space to learn from failures prevented a vibrant, collaborative culture from emerging.

13. As a result, WIPO has adopted a holistic approach to cultural change, and engaged in an organization-wide consultation process to continuously articulate how everyone should contribute to achieve the goals of the Organization as reflected in the MTSP.

14. While the cultural thread transcends many areas of the HR Strategy, this mid-mandate assessment of progress highlights specific initiatives through which WIPO is actively working to positively influence this important cultural transformation.

### *Cultural Influencers*

15. To drive the right behavior requires the right *mindset*. WIPO leaders have a key role to play in bringing about cultural change. This is clearly reflected in the HR Strategy, which calls for more investment in leadership and management training. In this regard, the cross-sectoral Learning and Development Taskforce placed great emphasis on creating a suitable Leadership Training Program, instituting team learning for WIPO managers, aligning Leadership Goals across different levels and enriching technical expertise with effective leadership skills. More resources were devoted in 2023 to provide Leadership and Management training to managers, regardless of level (35 per cent of the internal training budget was invested in leadership and management courses). The aim is to enable managers to be more accessible, open, and transparent; as well as to prioritize two-way communication by listening to employees and opening the door for frank dialogue in a safe environment, while consistently reinforcing the Organization's purpose, mission, and values through both words and actions. Additionally, good leadership plays a critical role in boosting the mental wellbeing of employees. So beyond

evolving our culture, investing in leadership development is essential to enhance employee wellbeing.

16. WIPO introduced annual employee engagement surveys in 2022 that trigger, *inter alia*, team discussions at all levels on actions that can **positively influence practices** that are value-driven, inclusive, and grounded in trust and appreciation. The outputs from the annual surveys combined with other inputs, are then also used to inform the design of a yearly Management Retreat that focuses on identifying ways in which WIPO can improve at the organizational level. Through these surveys, and by encouraging employees to voice their views, WIPO now regularly assesses employee sentiment across the Organization.

17. Developing and embedding the right '**abilities**' in its workforce is a further critical influencer of cultural change. The new, streamlined, performance management approach designed in 2023 and launched in January 2024, emphasizes the importance of giving and receiving feedback on behaviors and values as much as it does on deliverables. Encouraging experiential learning and on the job capacity building through temporary assignments and other mobility initiatives as identified and piloted in 2023 will be the basis for a consolidated mobility framework in 2024, to contribute to a culture that embraces movement and where mobility is perceived as a prerequisite to growth.

18. Our new culture required some rethinking of WIPO's organizational design and the departmental and team, structures, as well as adapting our ways of working to support **more horizontal cross-cutting teamwork** to meet the demand of stakeholders. Recent restructuring has focused on enabling decision-making, communication, knowledge transfer and other critical elements that hardwire the behaviors, habits, and mindsets essential to a cultural transformation. For example, the recent restructuring of the Regional and National Development Sector (RNDS) aims at enabling more thematic projects, sharing of lessons learned, and approaching all types of intellectual property (IP) holistically in a world where industrial and digital innovation is merging. Several horizontal task forces have been established, some on critical cross-cutting topics such as artificial intelligence (AI), but also to support the evolution of our working models. For example, the information technology (IT) transition task force has been playing a critical role in the establishment of a new optimized operating model using a product-based approach for IT in the context of the restructuring of the function.

19. Lastly, a critical foundation for the road to change will be choosing to understand and recognize how **the right processes and systems** influence the Organization's ability to shift the way we work. Various initiatives are underway to introduce increased efficiency across WIPO's systems and procedures. The 2023 Management Retreat resulted in the establishment of a 'cutting red tape' taskforce that will focus on streamlining but also revisiting the current delegation of authority to empower staff. In the same vein, HRMD is, where appropriate, shifting to trust-based approaches, working closely with the internal and external auditors to ensure we keep the required controls while facilitating processes where the risks are minimal. In 2023, HR participated in the preparatory work, including a review of administrative processes, with respect to the Capital Master Plan (CMP) Project on Phase I of the AIMS 2.0 Transformation. Looking forward, HR will play a key role in defining new ways of working and implementing behavior change interventions to close potential gaps.

20. Through the above initiatives and others, WIPO aims to enable the behaviors, habits, and mindsets that are essential for a culture transformation.

### III. THE COMPETITIVE EDGE – ORGANIZATIONAL AGILITY CHARACTERIZED BY DIVERSITY

21. To remain competitive in a constantly changing environment, WIPO must position itself to identify and address customer demands promptly, deliver value faster, and adapt and execute new strategies smoothly. In this manner the Organization will be able to seize emerging opportunities and remain ahead of the game. This goal requires that WIPO be structured as a collaborative network of cross-functional teams, that demonstrate the skills and diversity necessary to innovate, adapt and achieve its goals.

#### *A Future-Focused Workforce*

22. WIPO has continued to gradually evolve its approach to workforce planning, but the road ahead is characterized by constant change, increased competition for talent, and new emerging skills that require a renewed and concentrated effort. The Workforce Planning strategy was reviewed again in 2023 to forecast needed skills that will allow the Organization to deliver its business requirements. The 2023 workforce planning initiative focused on functional areas, rather than sectors, and enabled the identification of learning needs across the Organization which in turn informed the development of a more strategic organizational Learning and Development Framework that was presented to all staff in a townhall with the WIPO Academy. Taking into consideration the significant number of retirements in the coming 10 to 15 years, it is critical to start building talent pipelines, both for the development of internal talent and for the identification of future talents coming from a broader range of countries to support.

23. Closely entwined with workforce planning, is '**mobility**', which when leveraged effectively provides a key tool to revitalize the skills of employees by providing opportunities for growth and continuous development. To facilitate this process, HRMD started developing a Mobility Framework in 2023 which aims at further defining, systematizing, and showcasing the opportunities, tools, and conditions for a well-articulated mobility of staff across the Organization. The framework builds on the experience gathered in 2023, where 42 internal mobility opportunities were identified and piloted. These included, amongst other things, applications to temporary positions, internal lateral temporary assignments; acting short-term assignments while specific positions were recruited; as well as time-bound exposure assignments to other areas within the Organization through the Manager-to-Manager initiative described later in this report. WIPO is also exploring other forms of external mobilities, including a Staff Exchange pilot with national IP offices.

24. Increased mobility will play a critical role in building new skills, contribute to break-down silos across departments, share and transfer critical knowledge and allow managers to tap into the diversity of talent already prevalent in the Organization. The upcoming mobility platform, purchased in 2023, will showcase all these opportunities for a sustainable implementation in 2024 and beyond.

25. To promote mobility, opportunities need to be created. The amendment to the Staff Regulations introduced in October 2021, allowing for the granting of a fixed-term appointment with an overall term of limited duration, was also introduced to ensure greater agility to changing needs, manage candidate expectations when the Organization may not be able to provide for a long-term career, and encourage mobility. The use of fixed-term appointments with an overall term of limited duration is closely monitored to assess the benefits for WIPO. Based on the experience to date, a further adjustment to Staff Regulation 4.17 will be presented to the WIPO Coordination Committee, to allow for a one-time extension. Meanwhile, HRMD will continue to learn from the experience through consultations with the different Sectors and consider the impact of these appointments as it develops its approach to strategic workforce planning, talent reviews and succession planning. It should be noted that the term limitation does not apply to

staff that are already on fixed, continuing or permanent contracts although they are encouraged to consider mobility at the end of the period. This has allowed four staff members to benefit from growth and mobility in 2023.

### *The Geographical Diversity Action Plan (GDAP) Unveiled*

26. In July 2023, HRMD unveiled its Geographical Diversity Action Plan (GDAP) to the WIPO Coordination Committee, underscoring WIPO's commitment to enhancing diversity within its workforce. In the last quarter of 2023, HRMD embarked on the initial phase of its implementation, focusing on three key pillars reflected below: forging partnerships with Member States through regional and country-specific consultations, integrating geographical diversity into all facets of WIPO's operations, and expediting capacity-building efforts.



#### **Advancing Partnerships with the Member States**

- Member States drive talent outreach activities
- WIPO supports with targeted outreach initiatives and knowledge sharing
- KPIs used to actively monitor progress and inform additional initiatives



#### **Mainstreaming of Geographical Diversity across WIPO**

- WIPO champions the importance of diversity with hiring managers and selection boards
- WIPO incorporates Geographical Diversity within Succession Planning and builds talent pipelines
- Updating WIPO Careers Website to better support candidates

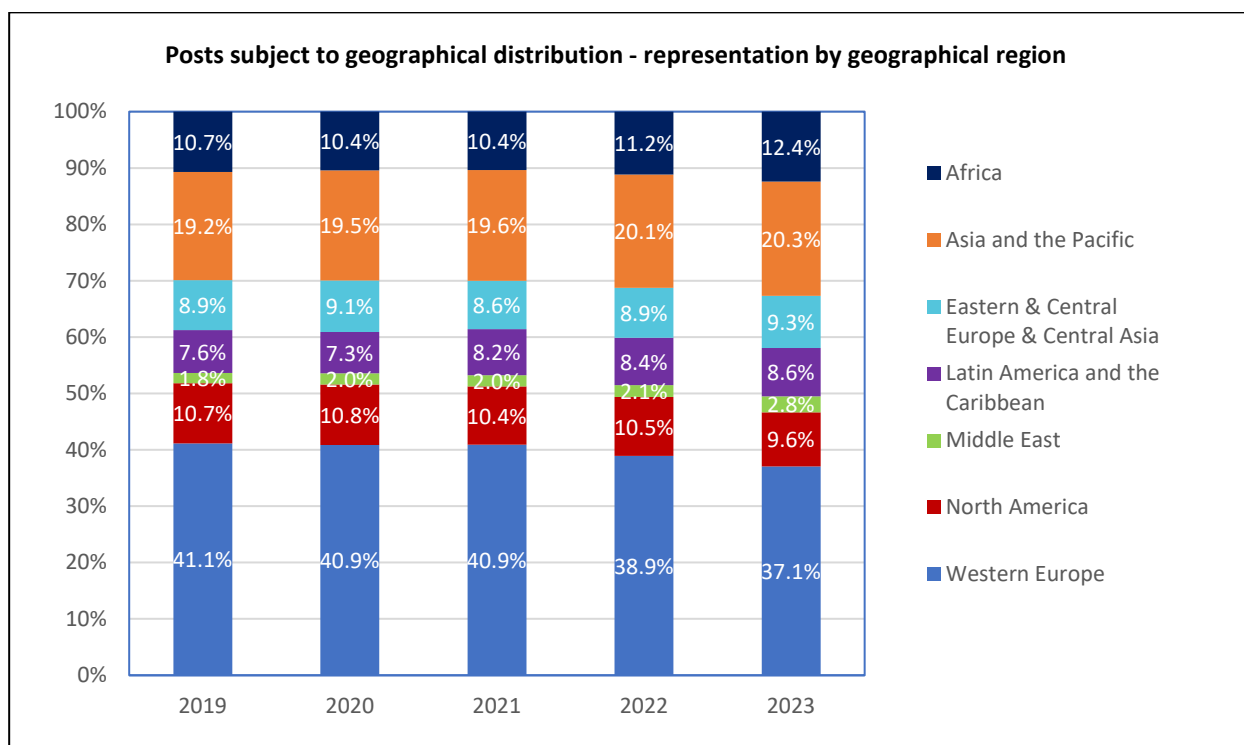


#### **Accelerating Capacity Building**

- WIPO develops the skills needed for the future within its current staff as well as within countries
- WIPO develops targeted talent pipelines for specialized skills
- Country capacity building programs

27. Geographical representation in WIPO, based on the Principles of Geographical Distribution established in 1975, continued to evolve in 2023 by virtue of ongoing efforts to achieve a more equitable regional representation. WIPO is a relatively small agency as compared to others in the United Nations (UN) family, which explains the rationale for following a model based around regional geographical representation as opposed to country-based representation. As a consequence, changes in representation are observed more slowly. The annual rate of change is typically in the range of 5 per cent. A focus on overall trends over a longer period provides a better insight into the results of WIPO's efforts to expand outreach and support more diversity. It is striking to see that over the last five years there has been a redistribution in representation with a decline in Western Europe from 41.1 per cent to 37.1 per cent, with positive changes in other geographical regions.

28. The table below shows an expanded representation across geographical regions such as Africa, Asia and the Pacific, Eastern and Central Europe and Central Asia, Latin America and the Caribbean, as well as the Middle East, alongside a decline in workforce participation from Western Europe and North America, over the past five years.



29. To continue this momentum, and in line with pillar 1 of the GDAP, HRMD held a series of meetings in September 2023 with the seven Groups of Member States to discuss the purpose of the GDAP, share recruitment trends in each region, and invite Member States to collaborate with HRMD to discuss country-specific initiatives for talent outreach. While HRMD continues to advocate for this agenda with the Regional Groups, it continues in parallel to explore other ways to facilitate the objectives endorsed in the GDAP.

30. One such initiative involves launching a joint pilot project, in collaboration with the RNDS, and specifically the RNDS Project Team and WIPO Academy, and partners from the countries that will participate in the pilot. In essence, the pilot involves WIPO working closely with partners (Government, IP offices, universities) in a maximum of three countries to build talent pools. Through a better understanding of national talent markets, identification of the challenges and co-designing country specific outreach initiatives, the goal is to build awareness of job opportunities in IP in general, as well as at WIPO specifically; and to provide a better understanding to candidates of a typical hiring process, enabling a more targeted application process and building skills required across the recruitment process. The output from the pilot will be analyzed to develop a prototype that may then form the basis for replicating the initiative across other interested countries.

31. In addition to the efforts made to advance the implementation of pillar 1 of the GDAP, HRMD has also engaged in a number of bilateral/multilateral meetings with Member States or responded to a series of requests for data. Between July 2023 and April 2024, HRMD engaged in 19 bilateral meetings with Member States, four multilateral meetings (excluding those related to GDAP), and 12 requests for information concerning WIPO recruitment. HRMD has also sponsored five talent outreach events, including participation in an online career fair focused on women in senior roles (in October 2023).



### *Striving for Equal Access and Opportunities for All*

32. Research shows that diverse organizations perform better and that inclusive organizations are more innovative and dynamic. Inclusion is also directly linked to better talent retention. Between late-2022 and early-2023, acknowledging the significance of diversity, WIPO initiated a Disability Inclusion Strategy which emerged following a wide consultative and capacity building process, and revamped policies on gender equality. These endeavors aimed to create a more inclusive and innovative workplace while improving talent retention. By focusing on accessibility and capacity building, WIPO seeks to enhance opportunities for all candidates, irrespective of their backgrounds.

33. Other initiatives underway include the development of a guiding document on reasonable accommodation to be finalized in 2024. Reasonable accommodation is one of the pillars of disability inclusion, and improving the effectiveness of managing requests is fundamental to being able to attract and retain talent working with a disability.

34. WIPO has also redoubled efforts to improve accessibility for all users, including those with disabilities, across platforms, structures, processes, and initiatives. A forthcoming guiding document on accessibility will provide a strategic vision for all improvements in accessibility over the next years. In the same vein, WIPO worked with an organization of people with disabilities to assess WIPO's human resources policies from a disability inclusion perspective. The findings suggest changes are needed to ensure accessibility, make the language more receptive for all readers, and better reflect the unique circumstances of a diverse workforce.

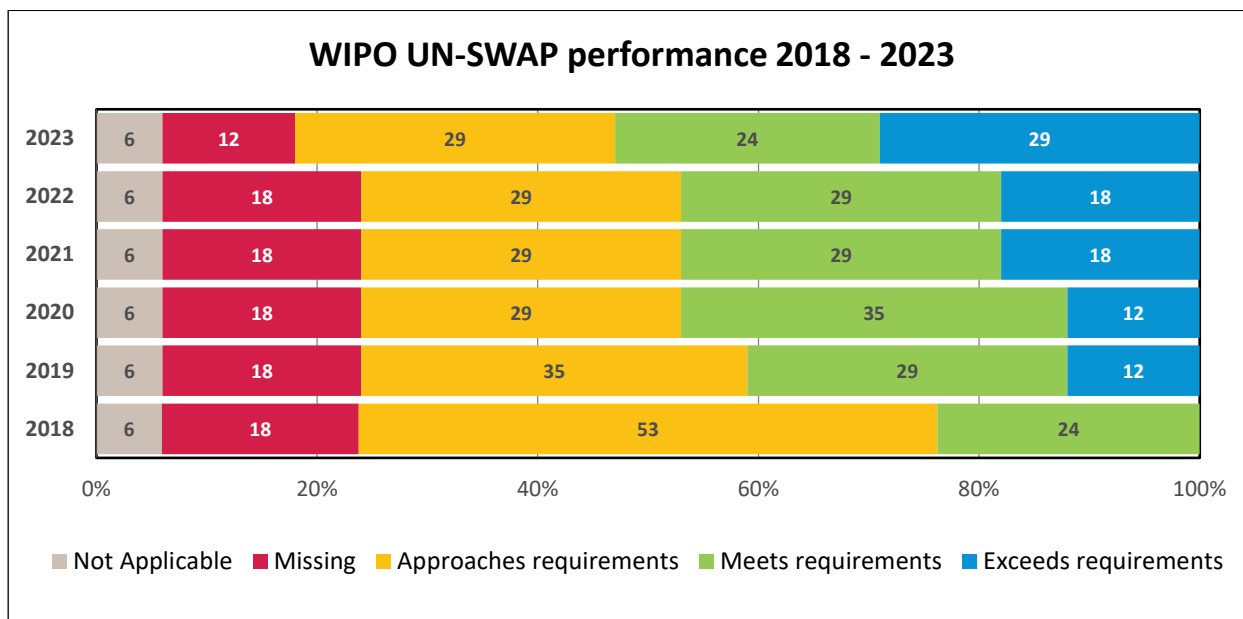
### *Policy on Gender Equality*

35. In 2023, guided by UN recommendations on designing effective gender equality policies, WIPO underwent intensive internal discussions to enhance its Policy on Gender Equality for the years 2024-2027. The aim of the revised policy is to shape WIPO's approach to gender equality, emphasizing the integration of gender perspectives across its work and fostering an inclusive organizational culture with equal representation at all levels. By implementing targeted initiatives, alongside broader strategies, the Policy sets out to fortify WIPO's structures, processes, and projects while mitigating gender disparities in accessing rights and opportunities. This Policy builds upon the foundation laid by the initial Gender Equality Policy in 2014, aligning with UN System-wide standards and drawing insights from the best practices in various Sectors, such as the private industry. Furthermore, it aligns with the 2022-2026 IP and Gender Action Plan (IPGAP).

36. In terms of UN system-wide standards on gender mainstreaming and gender equality, WIPO continued to make progress in the implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). The UN-SWAP is the SDG-aligned, UN System-wide accountability framework on gender equality<sup>4</sup>. All UN entities report on it annually and commit to making progress against its indicators, which span from policy and leadership, monitoring and evaluation and financial tracking, to organizational culture, capacity development and communication. In 2023, WIPO met or exceeded requirements for 53 per cent of indicators, an improvement of approximately 30 percentage points since the launch of the framework in 2018. Simultaneously, over the last year, WIPO has reduced from three to two the number of indicators for which it falls short on requirements, while it has increased from three to five the number of indicators exceeding requirements (Evaluation, Audit, Leadership, Knowledge and Communication, and Coherence).

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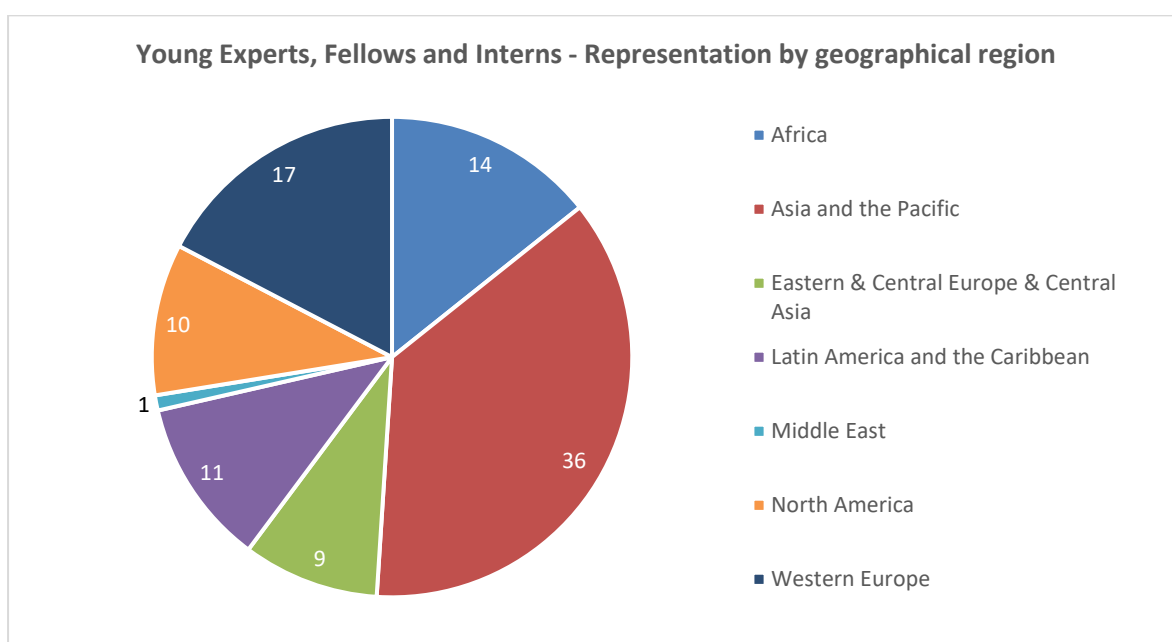
<sup>4</sup> The UN-SWAP is an accountability mechanism approved by the UN System Chief Executives Board for Coordination (CEB) and operationalizes the UN System-wide Policy on Gender Equality and the Empowerment of Women adopted in 2006 by the CEB. WIPO's performance by indicator can be accessed [here](#).



### *Programs for Youth*

37. WIPOs programs for youth, which cover the Young Experts Program (YEP), Fellows, Junior Professional Officers (JPOs) and Interns, continue to grow each year and provide a critical pipeline of future talent for the Organization and IP work globally.

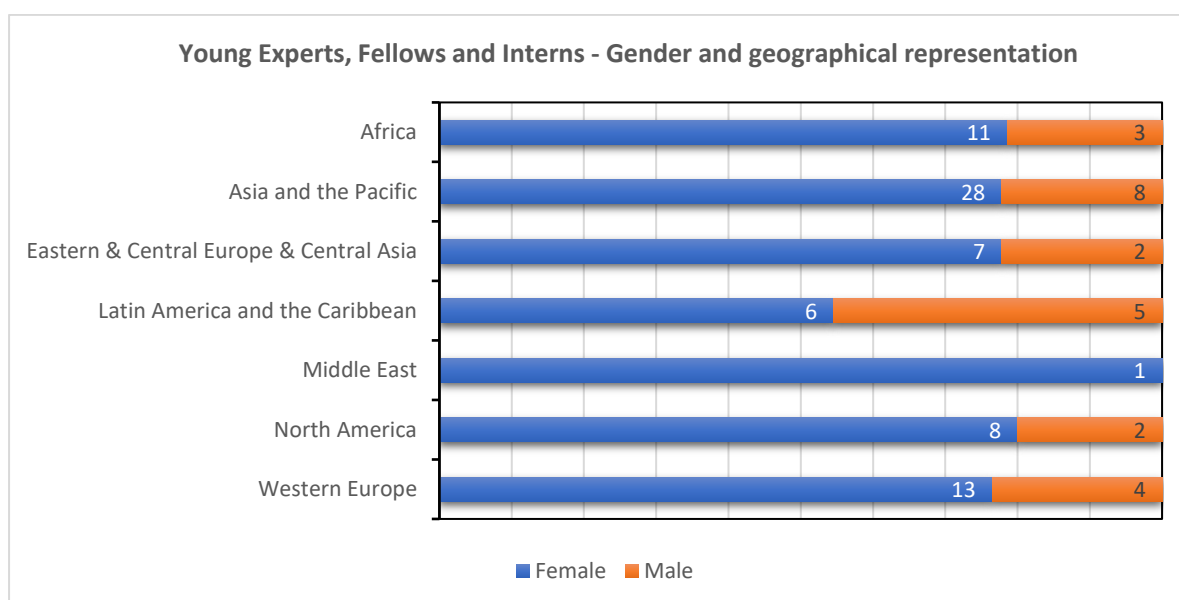
38. As of end December 2023, WIPO was hosting a total of 10 JPOs, seven in partnership with UNDP, and three through a direct Memorandum of Understanding (MoU). In 2023, WIPO welcomed for the first time JPOs from Saudi Arabia. The Fellowship Program has continued to grow across WIPO, with 52 fellows hosted in 2023. In line with WIPO's goal to increase the diversity of its talent pipelines, the broader diversity in WIPO's internship and fellowship programs should be noted, with Asia and the Pacific taking the biggest share and Africa coming out third. These numbers will inform the Organization's actions as part of the GDAP to work on further diversification within WIPO's young people programs.



39. Recognizing the importance of youth engagement, WIPO is prioritizing programs such as the YEP and fellowships. These initiatives not only nurture a diverse talent pool for the Organization and the broader IP ecosystem but also foster inclusivity and gender balance. WIPO's commitment to youth empowerment reflects its vision for a dynamic and globally inclusive IP ecosystem and will shortly be translated into a Youth Empowerment Strategy, young innovators and creators around the world.

40. The YEP program, aimed at training IP leaders for the future with a focus on in-country capacity building, has cultivated a diverse and skilled pool of individuals capable of supporting IP work globally. One cohort has graduated and two are currently employed at WIPO. Alongside achieving diverse regional representation, WIPO is making notable progress in attracting talent from regions that were challenging to reach in the past. This is underscored by the recruitment of the 2024 cohort, which welcomed two candidates from Member States that are currently unrepresented (Botswana and Panama).

41. A trend that has emerged across all youth programs is the need to increase gender-balance. There is an approximate four to one trend in the number of women vs. men for Young Experts, Fellows and Interns. While this is a positive sign for future balance at more senior levels it also illustrates that we need more targeted outreach in entry level posts targeting men to keep a balanced Organization gender-wise at all levels.



42. Taking the above data into account, WIPO will continue its approach and work with Member States to attract diverse, young talent to the Organization and build capacity in countries for future IP leaders through the YEP program.

*Enhancing WIPO's Outreach and Talent Acquisition*

43. Leveraging the GDAP and in support of its pillars 2 and 3, mainstreaming geographical diversity and accelerating capacity building respectively, HRMD has launched two projects aimed at strengthening WIPO's outreach efforts. The first project involves revamping WIPO's job portal to attract and support potential candidates better. Scheduled to be launched in mid-2024, this portal is designed to help candidates navigate WIPO's recruitment process and find opportunities aligned with their profiles. The second project is focused on expanding WIPO's presence on various global and local recruitment sites.

44. WIPO's use of job-specific platforms including but not limited to LinkedIn provides valuable insights into global skill locations, enabling targeted outreach efforts. An active talent outreach plan in 2023 for 24 staff vacancies combined job information dissemination with individual candidate contracts, strengthening WIPO's recruitment endeavors. Moving forward, a strategic partnership with the News and Media Division and Member States will tailor outreach to specific labor markets and recruitment channels.

#### *Recruitment Data and Trends*

45. In the realm of recruitment, WIPO advertised 91 job openings (fixed-term and temporary positions) subject to geographical distribution in 2023. By mid-April 2024, 68 positions were filled, welcoming some 10,734 applications. Notably, internal candidates filled 14 of the 47 fixed-term positions, while 33 were filled by external candidates. Of the 33 fixed-term positions filled by external candidates, half of them (16 out of 33) were at grades P4 and above (7 P4s, 8 P5s, and 1 D1). Among the selected external candidates, 40 per cent had prior working relationships with WIPO, highlighting that temporary and non-staff roles provide effective channels for core positions and should be carefully monitored as part of the GDAP initiative. WIPO could better use these roles to groom the diversity profiles that it needs for the future.

46. As enhancements in WIPO's recruitment process unfold, WIPO has witnessed an 18 per cent increase in applicants per position that was filled between 2022 and 2023, showcasing the success of outreach initiatives; translating in absolute terms to 24 more applicants in 2023 as compared to 2022 per job posting. Latin America and the Caribbean (+38.8 per cent) saw a surge in applicants, with North America (+26.3 per cent) and Africa (+20.5 per cent) following suit. However, challenges persist, with the selection process remaining highly competitive, allowing only a few candidates to proceed to interviews. In 2023, there were on average 158 applications per job opening, with, on average, approximately eight applicants per opening moving to the shortlisting phase and only four candidates being called for interview which corresponds to 4.9 per cent and 2.6 per cent of applicants respectively. It may be observed from these numbers that further work is required on targeted outreach, support to applicants as well as capacity building.

#### *Geographical Representation and Recruitment*

47. Since 2022, Africa represents the largest pool of applicants, indicative of its burgeoning interest in global platforms. Yet, despite its strong representation, the conversion from application to selection continues to be notably lower than other regions (9 per cent of selected candidates) signaling a need for increased in-country engagement and improved mechanisms to help prepare candidates.

48. In Asia and the Pacific, it is noted that India and China account for nearly half of all applications, underscoring their significant role in the region's talent landscape as well as the overall IP ecosystem. In contrast, Latin America and the Caribbean contribute a smaller percentage of total applications (10 per cent), while showing remarkable efficiency in candidate selection (17 per cent of all selected candidates), outperforming other regions in conversion rates. While candidates from the Middle East show lower rates of progression from longlisting to shortlisting, they excel as the second most successful group in reaching the interview stage.

	Applicants	Longlisted <sup>5</sup>	Shortlisted <sup>6</sup>	Interviewed <sup>7</sup>	Recommended <sup>8</sup>	Selected <sup>9</sup>	Selected (N)
Africa	2,763	47.40%	6.30%	41.50%	29.40%	60%	6
Asia and the Pacific	2,074	51.30%	8.80%	55.30%	51.90%	55.60%	15
Eastern and Central Europe and Central Asia	1,472	51.70%	8.90%	42.60%	48.30%	35.70%	5
Latin America and the Caribbean	1,065	52.30%	12.60%	58.60%	46.30%	63.20%	12
Middle East	381	45.40%	3.50%	66.70%	50%	100%	2
North America	521	52%	14.40%	79.50%	61.30%	42.10%	8
Western Europe	2,458	49.50%	13.40%	55.80%	50.50%	43.50%	20
	<b>10,734</b>	<b>49.90%</b>	<b>9.80%</b>	<b>54%</b>	<b>48.60%</b>	<b>49.60%</b>	<b>68</b>

49. Intra-regional differences are also visible, with candidates concentrated in a few countries. For example, in several regions, a handful of countries represent more than a half of applications: India and China were mentioned above in the Asia and the Pacific; Brazil, Colombia and Mexico represent almost 50 per cent of all applicants in Latin America and the Caribbean; Iran (Islamic Republic of), Lebanon and Jordan represent more than 55 per cent of all applicants in the Middle East, while France, Switzerland, Italy and Spain represent more than 50 per cent of all applicants from Europe. On the other hand, Kenya and Nigeria represent slightly more than 25 per cent of all African applicants, whilst Türkiye and the Russian Federation represent slightly more than 25 per cent of all applicants from Eastern and Central Europe and Central Asia.

#### *Recruitment and Gender Dynamics*

50. Gender dynamics play a role in the recruitment journey with female candidates across all geographical regions generally performing well during the early recruitment stages, likely filling the job requirements more comprehensively than their male candidates. However, shortlisted male candidates were slightly more likely to proceed to the interview phase and once recommended, are slightly more successful in being selected (52.4 per cent vs. 47.3 per cent).

51. In 2023, approximately 48 per cent of applications received were from female candidates, indicating that WIPO's outreach efforts are both balanced and targeted. When looking at the number of female applicants by geographical region, the share is above 50 per cent in Eastern and Central Europe and Central Asia (60.1 per cent), and Latin America and the Caribbean (53.6 per cent). Conversely, Africa registered the lowest share of applications from women (38.5 per cent).

52. In keeping with the UN-wide commitment to gender parity, it is important to note that, in 2023, a similar number of female and male candidates were selected (35 and 33 respectively, corresponding to 51.5 per cent of women) with an overall similar male/female distribution across regions. Of the 35 selected female candidates, one appointment was made at level D1, four at P5, and seven at P4. Asia and the Pacific, Latin America and the Caribbean, and Western Europe represented together more than 70 per cent of all female selected candidates, indicating that targeted efforts are needed to mobilize female candidates from the remaining regions.

<sup>5</sup> "Longlisted", i.e. candidates who are retained after having first undergone a pre-screening to ensure they meet the minimum essential requirements of the post.

<sup>6</sup> "Shortlisted", i.e. candidates who were first "longlisted" and who underwent another round of screening to ensure they closely match the requirements, and then retained typically for written assessments to evaluate technical skills.

<sup>7</sup> "Interviewed", i.e. candidates who were first "shortlisted" and who passed the written assessment successfully and thus retained for the interview stage.

<sup>8</sup> "Recommended", i.e. candidates who were successful at the interview and previous stages and who are recommended by the Appointment Board or Selection Panel for selection.

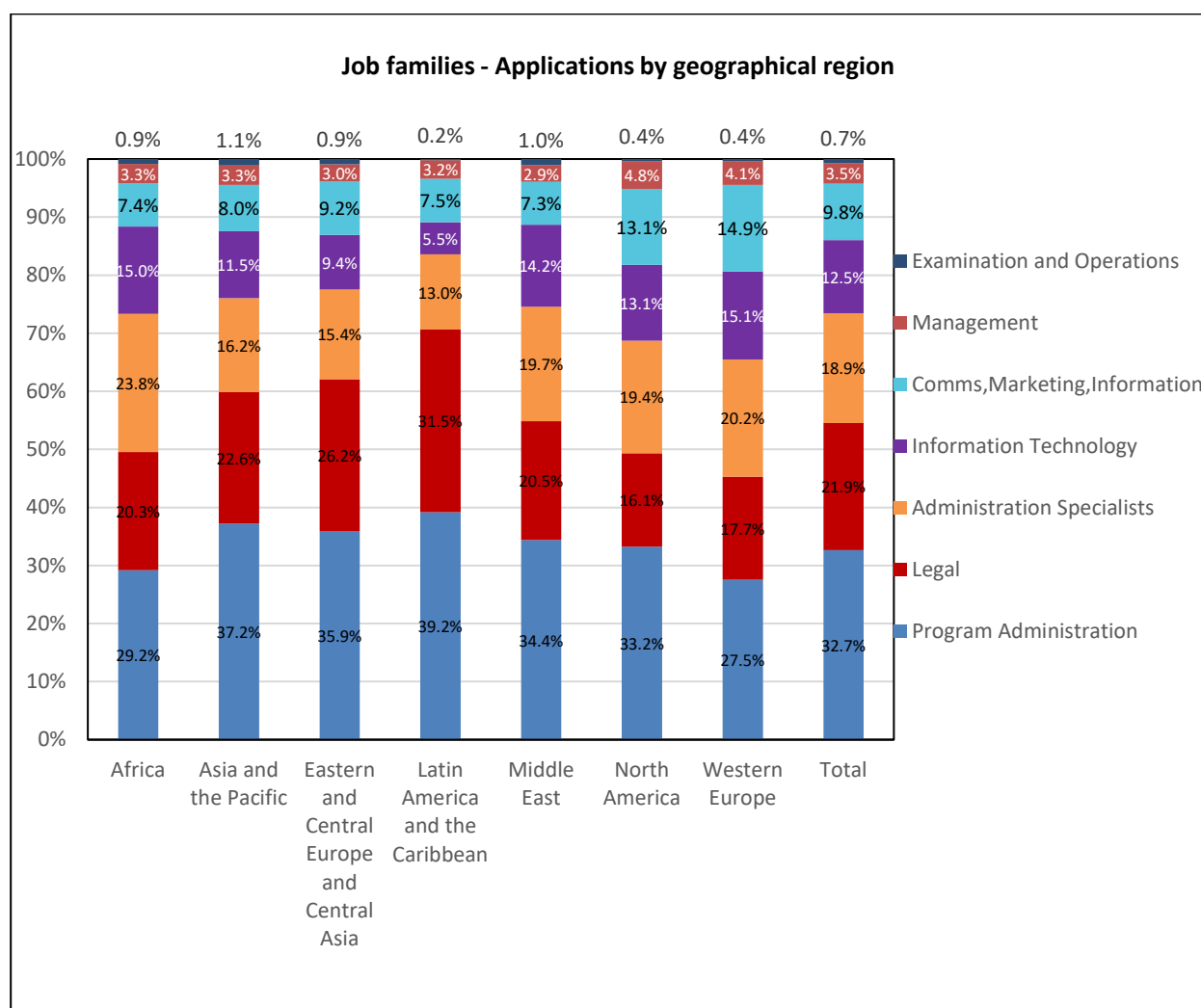
<sup>9</sup> "Selected", i.e. the candidate selected by the competent authority based on the recommendation of the Appointment Board or Selection Panel.

### *The Influence of Job Families*

53. Further complexities can be observed when reviewing sector-specific analysis, where distinct trends are observed in job family preferences and success rates across regions. While Legal and Administrative roles attracted significant attention, IT roles highlighted a vital challenge. With lower number of applications per position in IT, attracting skilled professionals remained a hurdle, pointing to potential attractivity issues, including inadequacies in competitive compensation packages. The inability to attract technical profiles is reflected in WIPO's risk registry. Further work is planned in 2024, notably to look at adjusting the recruitment incentive proposed by the International Civil Service Commission (ICSC) for more impact.

54. Applications per job family present interesting regional variations and valuable insights for outreach. In 2023, the majority of positions that were later filled were in four job families: Program Administration (22), followed by IT (14), Administration Specialists (12) and Legal (10).

55. The analysis of applications in the IT job family presents valuable insights and illustrates the complexities of global outreach. In 2023, 14 positions, or approximately 20 per cent of all filled positions, belonged to the IT job family. As indicated, the number of candidates per filled IT position was significantly below the average of applications for other job openings, reflecting a potential lack of competitiveness of WIPO's employee package when it comes to attracting qualified IT professionals worldwide given the current challenging labor market for these roles. This has been repeatedly raised by WIPO in the context of the UN compensation review, as the current system does not provide for flexibility to adjust a compensation package based on market demand. It should be noted in this regard that the recruitment incentive proposed by the ICSC has not been very impactful in its current implementation, which we are revisiting. In addition, this job family registered the lowest longlisting rate (33 per cent against the 49.9 per cent average for all job families), indicating that a higher proportion of candidates did not meet the basic requirements of the job. Candidates from Western Europe had a higher fit with the requirements and tended to have higher chances of being invited for the test phase, bringing a higher number of candidates to the selection pipeline. This explains why, despite the good performance by eligible candidates from Asia and the Pacific, and Eastern and Central Europe and Central Asia in the selection process, half of the filled IT positions went to Western European candidates. Similarly, for every female applicant in the IT job family, there were 4.7 male applicants which is a decrease compared to 2022 figures. While this is in line with global workforce trends, the gap is the highest registered between male and female candidates at WIPO and does not contribute to bringing diversity into WIPO's workforce. Overall, if we consider the proportion of IT jobs advertised yearly (20-25 per cent), we can conclude that there is an additional challenge for WIPO to bring diversity in its workforce. A specific plan of action will be discussed with IT as part of the GDAP.



56. Latin America and the Caribbean has a relatively higher proportion of applicants in Legal roles (31.5 per cent or 335 applicants) in comparison with the global level (21.9 per cent or 2349 applicants). On the other hand, candidates from Africa (15 per cent or 415 applicants), Western Europe (15.1 per cent or 1346 applicants) and Middle East (14.2 per cent or 54 applicants) apply more to IT jobs than applicants at the global level (12.5 per cent).

57. With a resolute focus on diversity, talent outreach and inclusivity, WIPO's talent acquisition journey promises a future enriched with innovation and equitable opportunities for aspiring candidates.

#### IV. A NEW PERFORMANCE PHILOSOPHY

58. Significant work was carried out, in conjunction with the Office of the Legal Counsel (OLC), to review and revamp WIPO's performance management. This work, launched in 2022, and grounded in WIPO's new Performance Management Philosophy, culminated in 2023 with a re-design of the Organization's performance policies, tools, guidance and practices. While the new policy and approach are considered transitional and expected to evolve further as the Organization learns as it goes, it has refocused performance management to concentrate on dialogue, while lightening the process. There is a renewed focus not just on what staff achieve, but also on how they achieve it, ensuring that the values and core competencies of WIPO underpin all the work it delivers. Thus, the new framework has significantly streamlined

processes while facilitating and encouraging continuous exchanges between supervisors and supervisees and a more dynamic and effective working relationship.

59. In support of this shift, a series of briefings and clinics were designed by the HR Talent Management Service (HRTMS) and launched in early 2024 to facilitate understanding of the new approach and build the skills necessary for creating a strong performance culture. More than 900 staff at all levels were briefed and the engagement will continue through 2024 and beyond.

### *Recognizing Performance*

60. Recognition is especially important at times of growth and change and allows employees to build a sense of security in the value they contribute to the Organization, motivating them to continue their work. WIPO's Rewards and Recognition Program (RRP) was reintroduced in 2023 following inputs received from participants in the Management Retreat, with the distribution of rewards for individual and team performance. With the new approach to performance management, performance expectations at WIPO are now more clearly articulated, allowing managers and staff to better differentiate between different levels of performance.

61. Going forward, HRMD will be focusing its attention on the design and development of a future oriented talent review process that will facilitate understanding the Organization's talent strengths and gaps as measured against critical roles that will be required for WIPO to meet its objectives. This process is particularly critical in view of the large number of retirements expected over the coming 15 years. The groundwork for designing and developing a talent review process has begun and will be launched during 2024. Additionally, following discussions with the ICSC on the piloting of different approaches, WIPO plans further work to design a new reward program that can be better tailored to its needs.

## **V. DEVELOPING A SKILLS-BASED ORGANIZATION**

62. WIPO has adopted a more strategic approach to internal training. Throughout 2023, the WIPO Academy in collaboration with HRMD, actively engaged with all Sectors to identify specific learning and development needs by Sector, using the framework developed by the internal Learning and Development taskforce, which categorizes training into mandatory, technical, and soft skills. The framework was shared by the WIPO Academy with all staff during a Townhall in November 2023, and the insights are currently being used to design a new catalogue of learning for staff to be hosted on an integrated learning system scheduled to be launched in 2024. The WIPO Academy will make all the Learning and Development plans by Sectors available to all staff for increased transparency and to empower staff to select training that supports their career plans.

63. The WIPO Academy, in collaboration with HRMD, launched significant training initiatives in 2023. These initiatives included a series of approximately 28 new customer service, and management and leadership courses, developed in partnership with five prestigious institutions and training providers, covering key areas such as leadership principles, negotiation skills, design thinking, data-driven decision-making, competencies related to AI, and advanced customer service mindset.

64. A key area of focus for WIPO is enhancing management and leadership skills as well as leveraging organizational learning for new skills development training. A specialized program was semi-tailored for senior managers to enhance their leadership roles on building for the future, recognizing their critical role in nurturing talent and organizational capabilities. Additionally, training sessions on inclusive leadership, presentation and writing skills were



crucial in refining learning methodologies and equipping staff with knowledge and competencies. Most of the new courses met with high satisfaction rates of 95 per cent and 93 per cent in customer service and leadership and management training, respectively. The feedback and data collected from senior managers indicated a need for more tailored and shorter training, to better meet WIPO's unique requirements. The various insights from WIPO participants continued to mark our evolution in our training methodology, moving from isolated initiatives to a more collective, role-focused strategy. This shift facilitated the organization of 119 training sessions attended by 1,619 WIPO participants, enhancing group learning and peer-to-peer interaction.

65. This effort is shaping a structured skills-based learning catalogue and framework that includes diverse training offerings such as development-oriented project management, using AI and social media responsibly, and further customized leadership development for WIPO's participants. Aiming at an integrated delivery of learning, the learning matrix and training catalogue will facilitate skill-building through well-defined learning pathways slated for launch in 2024. This initiative supports both individual growth and WIPO's broader mission by promoting a culture of continuous learning.

66. Additionally, as referred to earlier, WIPOs' efforts to strengthen internal mobility will provide a means through which employees can develop new/refine skills. The mobility platform (Talent Marketplace), to be launched mid-2024, will provide greater visibility and transparency into opportunities for gigs (short-term projects), temporary assignments, job shadowing and other ways in which employees can pro-actively, on the job, continue to develop themselves.

## **VI. OPTIMIZING EMPLOYEE ENGAGEMENT**

67. WIPO is on a journey to transform its employee experience. Creating a positive employee experience is often linked to higher productivity, engagement, and better outcomes and affects every other aspect of the Organization's processes.

### *Integrated Talent Management*

68. An integrated talent management approach aligns all aspects of the employee life cycle with broader business strategies. The HRTMS, was designed to support this new approach, partnering with managers and employees to foster a supportive and trusting workplace environment. In 2023, this new approach started becoming more visible in WIPO with the Talent Business partners focusing on building partnerships with the business, seeking out opportunities where HR can intervene to make an impact, and providing strategic advice to both employees and managers to ensure HR practices align with WIPO's overall goals. The Employee Experience area coordinated with the business partners but also employee representation through a new Talent Advisory group to ensure HR functions like recruitment, workforce planning, performance management, and learning and development are designed and integrated to more strategically leverage the talent the Organization needs. This is done keeping in mind that every talent management system is part of a whole and contributes to a better Employee Experience.

### *Engagement and Dialogue*

69. WIPO released its employee engagement survey for the second year in a row in April 2023, revealing encouraging trends in various aspects of workplace dynamics. The overall eSat (employee satisfaction) score to the question "How happy are you working at WIPO" was 74 in 2022 and 73 in 2023, noting that the benchmark score is 75.<sup>10</sup> Furthermore, the 60 and

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<sup>10</sup> Score from employee engagement survey data for 1,000 organizations mainly in the private sector.

66 per cent response rates, in 2022 and 2023, respectively, were higher than the usual participation rates of about 30 per cent for similar surveys across the UN, including the 2023 ICSC Global Staff Survey on the UN Compensation Package in which the participation rate was below 30 per cent. As was the case for the first edition, the second survey was also open to all WIPO personnel (staff, temporary staff, fellows, interns, Individual Contractor Services (ICS) contract holders) as well as personnel on site working for contractors (agency workers, external contractors).

70. Other noteworthy improvements include increased positivity surrounding team communication, the efficacy of managerial feedback and motivation, a strengthened accountability for deliverables from employees, and a proactive approach to finding innovative solutions.

71. These two engagement surveys have also helped us better understand perceptions and needs within the Organization, resulting in feedback on specific areas of interest, such as wellbeing and growth and development. In response, several initiatives that were proposed in the context of the Management retreats have been implemented in 2023 in the following areas:

- Health and Wellbeing, with Annual on-site Health Checkups (decided in September 2022 – initial pilot December 2023);
- Growth and Recognition with the Manager-to-Manager Mobility program (MMM) (decided in September 2023 – implemented December 2023); and
- Reactivated Rewards and Recognition Program (decided in September 2022 - implemented early 2023).

72. HRMD will continue to build, and grow, from this solid foundation to address the areas in the Engagement Survey that showed a reduction in satisfaction, namely prospects for WIPO's future, opportunities for learning and development, and the Organization's dedication to employee well-being.

73. Recognizing the pivotal role of managers within WIPO, HRMD facilitated a second management retreat in September 2023 involving over 145 managers from all Sectors. This retreat served as a platform for managers to collectively analyze organizational data and brainstorm innovative ways to tackle identified challenges. As noted above, a notable outcome of this retreat was the launch of the Manager-to-Manager Mobility (MMM) program, with 14 participants so far and actively expanding, designed to foster a flexible framework wherein managers can collaborate and exchange specialized skills to support various projects effectively. Another action was to establish a task force on cutting "Red Tape" from key processes and looking at areas where authority can be delegated.

#### *Prevention and Response to Sexual Harassment*

74. WIPO has a zero-tolerance policy towards any type of harassment and has joined efforts within the UN System to ensure a harassment-free workplace by introducing measures that focus on promoting a respectful and harmonious work environment, in alignment with the recommendations of the Chief Executives Board (CEB). It also systematically embeds initiatives within other processes to promote a respectful and harmonious workplace.

75. With respect to sexual harassment (SH) more specifically, WIPO's policy related to SH (HRM/WCG/1, Workplace-Related Conflicts and Grievances) is aligned with the CEB Model Policy on Sexual Harassment. The online modules on "Working together harmoniously", which enable staff to learn how to address situations of harassment, more specifically SH, continue to be mandatory for all staff. Furthermore, the "Guide to a respectful and harmonious

workplace”<sup>11</sup>, which contains provisions on SH, was updated in early-2024. It reflects the updated procedure to submit formal complaints of harassment, discrimination and abuse of authority directly to the Internal Oversight Division (IOD) instead of the Director General, as well as the removal of the time limit to submit such complaints. Finally, the updated Guide also highlights the key role of bystanders to support awareness and response efforts.

76. In 2023, WIPO, in partnership with the Office of the Victim Right’s Advocate, organized a cross-functional workshop on implementing a victim-centered approach to handling cases of SH. Moreover, WIPO’s key stakeholders’ group, which includes representatives from HRMD, IOD, the Chief Ethics Officer, the Ombudsperson, the Staff Counsellor, and OLC, regularly discusses measures to prevent and respond to SH, among other topics of interest. Plans have been put in place for more communication on the topic in 2024, notably to focus on behaviors and encouraging bystanders to speak up.

### *Health and Well-Being*

77. WIPO has been fully engaging with the UN System organizations on the topic of Mental Health and Well-Being through its active participation in the UN Mental Health and Well-Being Strategy Implementation Board. WIPO representatives played an active role in the preparation of the Strategy, and we are now focused on the implementation of its key principles as part of a broader Occupational Safety and Health (OSH) framework that is being developed.

78. WIPO has incorporated Mental Health and Well-Being considerations into training programs. Several trainings on this important topic are organized on a regular basis each year. For example, in 2023, close to 700 employees participated in one of the trainings on Mental Health and Well-Being, with a cohort of 15 managers having received a dedicated training on Managing for Team Well-Being, among other things.

79. WIPO implemented a new Return to Work framework to facilitate timely and successful re-integration of members of personnel to the work environment following extended absences on sick leave, including through proactive implementation of reasonable accommodations. These are put into action through collective efforts between the Medical Unit, Staff Counsellor, HR Operations teams, Talent Business Partners, managers and individuals. More than a dozen colleagues returning from long-term sick leave were successfully reintegrated into the workforce in 2023 through such tailored reasonable accommodations which ensured that each of them could progressively contribute to the best of their ability. The upcoming policy on reasonable accommodations will formalize the implementation of reasonable accommodations at WIPO.

80. In the coming months, WIPO will be expanding its efforts on developing a communication plan aimed at promoting Mental Health literacy initiatives, including prioritization of stigma reduction, and health-promotion measures as part of the broader OSH framework. WIPO will also be actively engaging with the UN System organizations through the HR Network and the UN Mental Health and Well-Being Strategy Implementation Board to advocate for greater system-wide guidance and collaboration to collectively develop meaningful indicators that support a truly impactful data-driven approach to assess effectiveness of Mental Health and Well-Being initiatives at the UN Common System level.

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<sup>11</sup> This is the 5<sup>th</sup> edition of the Guide, with the 1<sup>st</sup> edition having been issued in 2016, and the last (4<sup>th</sup>) in 2019.

81. On the Physical Health front, following the results of the staff engagement survey, and as part of the overall organizational strategy to promote preventive care, WIPO implemented a pilot round of on-site health checks in 2023, which was jointly coordinated by the WIPO Medical Unit, the HR Pension and Insurance Unit, and the Staff Counsellor. More than 80 staff members benefited from this initiative. Based on the success of this first round and a high level of interest among WIPO staff, this initiative will be mainstreamed starting 2024, with potentially up to two events per year.

#### *Striking the Right Balance in Support of a Collaborative Culture*

82. Based on the lessons learned since the first mainstreaming of flexible working arrangements in the midst of the COVID-19 pandemic in January 2022, and with the aim of finding a better balance between flexibility for staff and the organizational needs to continue building a culture of innovation, teamwork, learning and community that can only come through greater in-person connection and collaboration, WIPO revised its policy on “Working Hours and Flexible Working Arrangements” through a data-driven and consultative process in 2023, with an effective date of January 1, 2024. The revision entailed an increase of regular on-site presence across the board to three days per week, while also establishing maximum limits on consecutive teleworking and teleworking from outside of the duty station, highlighting the paramount importance of business exigencies and business continuity. This revision was complemented by the promulgation of a new Staff Regulation requiring staff members to establish their primary residence within commuting distance from the WIPO premises.

### **VII. THE NEXT ‘ONE STOP SHOP’ SERVICE MODEL FOR HRMD**

83. Cutting-edge technological solutions augment the capabilities of our human capital in delivering the highest quality HR services that meet the needs of WIPO’s workforce. The aspiration to power a data and technology-driven service culture that places the individual at its heart has led HRMD to strengthen its efforts in the following areas: simplification and optimization of HR policies and procedures, streamlining and automation of HR business processes, rationalization of its risk management approach, as well as modernization of its operational service delivery model.

#### *Optimizing Policies*

84. In 2023, several HR policies were revised with a view to provide more simplicity and flexibility, while also moving away from a legalistic and control-based approach to one that is more principle-based that places emphasis on trust and accountability where risks are assessed and managed. For example, the policy on the granting of compassionate leave was simplified to provide greater flexibility and support to the staff members who are going through difficult moments of grief by alleviating the administrative burden of immediately producing supporting documentation.

85. Some important improvements to the conditions of service were introduced in 2023, such as the provision of a settling-in grant to internationally recruited temporary staff members who now receive more adequate financial support from the Organization upon their arrival at the duty station. Furthermore, the education grant entitlement is no longer prorated for staff members whose eligible service covers at least two-thirds of the school year.

### *Process Simplification and Automation*

86. Several Key HR processes were re-engineered for improved user experience, efficiency and effectiveness, and a handful of manual processes were automated for greater flexibility and transparency, such as the automation of the designation of beneficiaries by staff through the AIMS self-service portal. Another example is the introduction of automatic validations for the annual dependency declaration process. Starting from the 2023/24 exercise, an automatic validation functionality for a subset of declarations meeting the defined criteria was implemented. With this new approach, the previous laborious manual process has been replaced by one that reinforces a culture of trust and individual accountability which is enabled by technology and supported by effective controls through a data-driven monitoring framework designed in consultation with the internal auditors. This new process is expected to improve the efficiency and effectiveness of the process and provide a greater user experience through quicker turnaround times and improved customer service quality.

### *Embracing Data and Technology*

87. HRMD has also been heavily involved in the AIMS 2.0 project, both at strategic and operational levels. Whereas we continue to operate within the limits of our current Peoplesoft ERP system, our re-engineering efforts of business processes are guided by the objective to have lean workflows that are suitable for a modern cloud-based ERP environment, to be ready to capitalize on advanced data and automation capabilities of the new ERP solution, such as Robotic Process Automation (RPA) and AI, and mobile accessibility, etc. Several HRMD staff took part in various data analytics and AI learning programs during the past two years as part of a Department-wide capacity building effort.

88. A people-centric organization requires workforce knowledge to stay attuned to the business and the workforce. As part of this transformation, HRMD is increasingly using data to support its decisions, and is working with the Enterprise Solutions Division (ESD) to ensure that the data collected is made available to managers and leaders to provide strategic guidance for a more connected workforce.

### *Improving User Experience Through Better Risk-Management*

89. In close collaboration with the Finance Division and OLC, HRMD spearheaded the re-negotiation of an MoU with the United Nations Joint Staff Pension Fund (UNJSPF) in 2023 to enable automatic deductions of the premiums of optional life and accident insurances of retirees from their pensions, concerning approximately 300 retirees and amounting to an annual figure of around CHF 300,000. The new arrangement is in place since January 2024, and over 97 per cent of the retiree population has already opted-in for this convenient service, which does not only provide a better end-user experience, but also provides for greater efficiency of our operations and a lower financial risk for the Organization.

### *Improving Access to HR Services*

90. Accessibility to the HR Operations Service was simplified and improved through the introduction of an Automated Call Distribution system in 2023, which allows staff to reach any service line through a single telephone number. It is planned to expand this system to the whole Department. Seasonal and thematic walk-in clinics were also offered to provide staff with the right information at the right time in the right format. A new Customer Relations Management (CRM) channel is foreseen towards the end of 2024 as part of the Enterprise

Service Management (ESM) framework, which will further enhance the accessibility for staff to HR Services.

*A Service Model that Places the Client at the Center*

91. Finally, to complement the transition from a transactional mindset to a more strategic people-centric approach initiated with the creation of the Talent Partner Unit that focused on building bridges to the business, an optimization plan of the core structure of the HR Operations Service has now been approved and will be implemented by mid-2024. It reflects the lessons learned from the initial one-stop-shop model to tailor our business model and service delivery channels to the specific needs and expectations of our distinct groups of main clients, namely business users and individual staff members.

**VIII. MATTERS FOR OBLIGATORY REPORTING TO THE WIPO COORDINATION COMMITTEE**

*Termination of Appointments*

92. WIPO Staff Regulation 9.2(g) requires the Director General to report to the WIPO Coordination Committee all cases of termination of appointments of staff. The following terminations took place between January 1 and December 31, 2023:

- Three for health reasons in accordance with Staff Regulation 9.2(a)(2);
- Six in the interest of the good administration of the Organization and with the consent of the staff members concerned, in accordance with Staff Regulation 9.2(a)(5); and
- One for misconduct, in accordance with Staff Regulation 9.2(a)(3).

*Extension of Appointments*

93. At its meeting in September 2018, the WIPO Coordination Committee requested the Secretariat to include systematically in its Annual Report on Human Resources detailed information on the number of temporary appointments extended by the Director General beyond two years under Staff Regulation 4.16(a)<sup>12</sup> and the rationale for the use of this exceptional measure.

94. During the period from January 1 to December 31, 2023, 15 staff members on temporary appointments were exceptionally extended beyond two years (as compared to five in 2022), primarily in order to ensure that business continuity in the teams was maintained and that any related competitive selection processes for fixed-term vacancies were duly completed.

*Reports of the International Civil Service Commission (ICSC) and of the United Nations Joint Staff Pension Board (UNJSPB)*

95. The attention of the WIPO Coordination Committee is drawn to the last annual reports of the ICSC (UN document [A/78/30](#)) and of the UNJSPB (UN document [A/78/329](#)).

[End of document]

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<sup>12</sup> See document [WO/CC/75/3](#).