



**Internal Oversight Division**

Reference: EVAL 2014-06

**Evaluation Report**

WIPO Rewards and Recognition Program  
(Pilot Phases 2013 - 2014)

February 13, 2015

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**LIST OF ACRONYMS**

<b>HRMD</b>	Human Resources Management Division
<b>ICSC</b>	International Civil Service Commission
<b>IOD</b>	Internal Oversight Division
<b>NA</b>	Not Answered
<b>OI</b>	Office Instruction
<b>PMSDS</b>	Performance Management and Staff Development System
<b>RRP</b>	Rewards and Recognition Program
<b>SMT</b>	Senior Management Team
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Program
<b>UNOPS</b>	United Nations Office for Project Services
<b>WIPO</b>	World Intellectual Property Organization

## **EXECUTIVE SUMMARY**

The evaluation of the Rewards and Recognition Program Pilots was conducted in the second half of 2014, using the results of a workshop held in June 2014, a benchmarking with other UN Organizations and most importantly a survey sent to all staff in December 2014.

The results presented in this evaluation derive from a quantitative analysis of 360 completed survey responses to 10 closed questions and from a qualitative analysis of comments given to each of these questions by approximately 50-70 respondents and more than 100 suggestions for improvements proposed.

Hence, the results largely reflect the views of a representative sample of about 30% of staff consulted.

### **Main achievements of the RRP:**

In two years, the RRP has achieved to recognize outstanding performance of 95 staff members, individually or as members of teams. The rewards were given on the occasion of two ceremonies held during town hall meetings in early and late 2014.

Over two thirds of staff surveyed was of the opinion that the RRP is relevant to recognize good performance. A same proportion agreed that the criteria for the rewards were clear and appropriate.

### **Main shortcomings of the RRP:**

Overall, the RRP is seen as a good initiative but it cannot achieve alone all the objectives that were set in terms of increasing motivation, performance and interest of staff to being rewarded for outstanding work.

The RRP comes short in the perception on how it is aligned with WIPO's Core Values of working as one, accountability for results and service orientation. It has some negative effects in that it creates rivalries within organizational units and demotivates staff who's tasks are more support-oriented or administrative and who feel excluded from the rewarding system.

We have heard that regular informal recognition of good performance is not applied systematically and recognition of good performance is not sufficiently linked to understandable and transparent mechanisms and criteria.

### **Way Forward:**

Improving the RRP by working on improving the nomination and selection process, defining additional peer recognition mechanisms and improve communication is at the heart of the recommendation made.

Based on the findings of this evaluation summarized above and detailed in the report, the Human Resources Management Department (HRMD) should revise the RRP and propose a policy which takes into account the recommendations formulated in the last section of this report, which can be summarized as follows:

HRMD should include in the future RRP policy mechanisms that:

- Prioritize in-kind and intangible awards;
- Set up a more factual, transparent and to the extent possible documented nomination and selection system;
- Engage staff in recognizing and awarding performance, e.g. by introducing peer nomination procedures and establishing a nomination and/or selection board formed by WIPO staff;
- Inform proactively WIPO staff members on the RRP, including the clear definition of components, procedures, and reasons for the nomination and selection of staff members; and
- Ensure HRMD's support of the RRP implementation, including a regular oversight of the program.