

Program and Budget Committee

**Twenty-Eighth Session
Geneva, September 10 to 14, 2018**

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/75/INF/1), which is being submitted to the WIPO Coordination Committee at its September 2018 session.

[Document WO/CC/75/INF/1 follows]



WO/CC/75/INF/1
ORIGINAL: ENGLISH
DATE: JULY 23, 2018

WIPO Coordination Committee

**Seventy-Fifth (49th Ordinary) Session
Geneva, September 24 to October 2, 2018**

ANNUAL REPORT ON HUMAN RESOURCES

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I. INTRODUCTION

1. This annual report covers both matters concerning WIPO's human resources (HR) that are required to be reported to the WIPO Coordination Committee and other staff matters that are of interest to Member States. It includes information on progress made in achieving goals relating to some of these staff matters and a brief description of relevant policies and activities which are aligned with the Organization's HR Strategy 2017-2021.¹

2. This report covers the period from July 1, 2017 to June 30, 2018, in order to provide the most recent staff data to Member States, except in specific cases indicated in the report where the period of coverage is by calendar year. The information in the report is complemented by a separate HR brochure ("HR brochure") with more dynamic infographics that favor rapid visual appreciation. The 2018 HR brochure, entitled "Shaping WIPO's Future", is available on the WIPO website.² All "Tables" referenced in this report are included in the HR brochure.

¹ Document WO/CC/74/5 is available

at: http://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_74/wo_cc_74_5.pdf.

² The HR brochure is available at: <http://www.wipo.int/publications/en/details.jsp?id=4337>

II. WORKFORCE DATA IN SUMMARY

3. As at June 30, 2018, WIPO's total workforce number 1,558³ with the same stable configuration between staff and flexible resources at 70 and 30 per cent, respectively, (Table 1) as in the last reporting period. Workforce productivity continues to increase as shown by the results of the Patent Cooperation Treaty (PCT) and Madrid Systems (Table 4), which are the two registration systems that account for the bulk of WIPO's global services, income and human capital. Staff costs, as a percentage of overall expenditure, significantly went down to 60 per cent in 2017 compared to 65 per cent in 2016 (Table 5). A high of 118 nationalities are represented among WIPO staff (Table 7) and gender balance is at near parity (Table 10). The average age is 48 years old (Table 11) and some 13 per cent avail of part-time work arrangements (Table 19).

4. The issue of long-serving temporary employees (LSTEs) was finally laid to rest in 2017 with the completion of the regularization exercise. In 2010, Member States approved a program for the regularization of continuing roles, starting with those encumbered by LSTEs. The program provided for the creation of up to 156 posts under the regular budget over a period of five years, starting in 2012 and following an individual review aimed at confirming the continuing nature of functions.

5. Of the 156 posts approved by Member States, 84 were used for the regularization of LSTEs and 72 for the regularization of functions assessed to be continuing through the organizational design exercise. The first set of regularizations was completed in 2017 and since then, WIPO no longer has LSTEs. As at 2018, no staff member holding a temporary appointment has been employed by the Organization for more than two years, cumulatively.⁴

III. MATTERS FOR OBLIGATORY REPORTING

TERMINATION OF APPOINTMENTS

6. 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 July 1, 2017 and June 30, 2018:

- five for health reasons in accordance with Staff Regulation 9.2(a)(2);
- two for misconduct in accordance with Staff Regulation 9.2(a)(3); and
- nine 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).

GENDER BALANCE

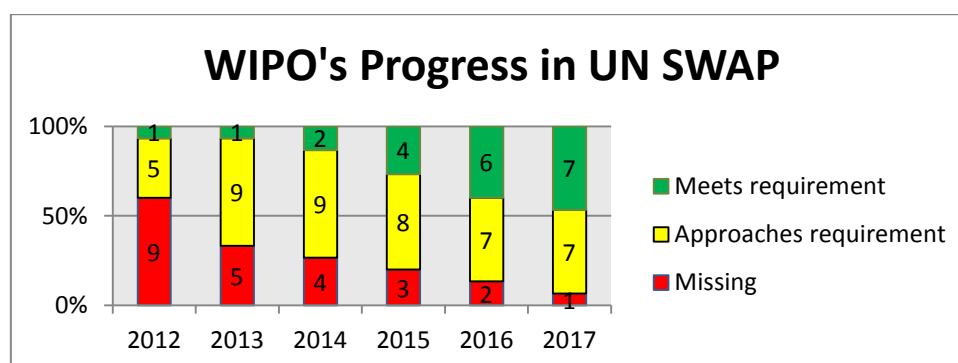
7. The WIPO Policy on Gender Equality provides that "Member States will be kept fully informed of progress made on the implementation of the policy."⁵ The Policy has served to accelerate the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), established in 2012. Of the 15 UN-SWAP performance

³ This is slightly up from the total of 1,534 in the last reporting period.

⁴ WIPO Staff Regulation 4.16(d) provides: "Persons having reached the maximum cumulative length of two years for a temporary appointment shall not be re-employed on a temporary appointment by the Organization for a period of at least one year. Where a staff member who has not reached the maximum cumulative length of two years is separated then re-employed after less than one year on another temporary appointment, the previous temporary appointments of less than two years shall be counted towards the maximum cumulative length of two years."

⁵ See paragraph 15 of Office Instruction No. 47/2014.

indicators,⁶ WIPO has increased the number of indicators for which it meets requirements from one in 2012 to seven in 2017. The chart below reflects WIPO's progress in meeting UN-SWAP indicators from 2012 to 2017.



8. Gender parity targets per grade were approved by Member States during the WIPO Assemblies in October 2017 as part of the Organization's performance indicators. The chart below reflects these targets and shows the evolution of women's representation in managerial positions in the last three years. Achievement of targets is imminent at the P4 and D1 levels.

Grades	Targets for December 2019	Status as at June 30, 2018	Status as at June 30, 2017	Status as at June 30, 2016
D2	20 %	16.7 %	18%	18%
D1	35 %	34.6%	31%	30%
P5	40 %	33.3%	35%	36%
P4	48%	47.2%	45%	47%

9. WIPO is implementing new and creative initiatives to achieve gender parity. Its program on professional and career development, which targets female staff at the P3, P4 and P5 levels, is in its third year. The evaluation of the first phase of the pilot of the program, conducted in early 2016 as part of WIPO's independent oversight activities, showed positive and concrete results. The evaluation of the second phase of the pilot was launched in March 2018 to determine the appropriateness of current organizational career development approaches to reducing the gender gap in WIPO.

10. WIPO is also an active member of EMERGE, a program jointly developed by 11 UN entities. The nine-month program prepares female staff at the P3 grade for leadership positions. The first batch of 33 participants, of whom four were WIPO staff, completed the program in June 2018. A second edition will be launched in the second half of 2018.

11. As a member of the United Nations (UN) common system, WIPO subscribes to the System-wide Strategy on Gender Parity ("the Strategy"),⁷ which was launched by the UN Secretary-General in September 2017. The Strategy provides a framework and road map to guide the UN system in achieving gender parity at senior levels by 2021, at all levels by 2026

⁶ The 15 indicators and WIPO's progress for each of them are as follows (note that (R) indicates that WIPO meets requirements, (A) indicates that it approaches requirements and (M) indicates that it is missing requirements): Policy and Plan (R), Gender Responsive Performance Management (R), Strategic Planning (R), Reporting and Data Analysis (A), Evaluation (R), Gender Responsive Auditing (R), Programme Review (A), Resource Tracking (A), Resource Allocation, (M) Gender Architecture and Parity (A), Organizational Culture (A), Capacity Assessment (A), Capacity Development (A), Knowledge Generation and Communication (R), and Coherence (R).

⁷ The document "System-wide Strategy on Gender Parity" is available at: https://www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf.

and for a few outlier levels by 2028. Of 35 UN entities measured as at December 31, 2015, WIPO ranked 12th (at 44.9 per cent, or 5.1 per cent under the over-all target of 50-50) as regards gender parity in the Professional and higher categories.⁸ WIPO's ranking moved up to 10th (at 46.1 per cent) as at December 31, 2016.⁹ It is noteworthy that WIPO already meets the minimum standards (covering ethics, safety and prevention of harassment) established in the Strategy. Following this UN-wide initiative, an organizational action plan for gender parity in WIPO is being prepared.

REPORT OF THE INTERNATIONAL CIVIL SERVICE COMMISSION (ICSC)

12. Article 17 of the statute of the ICSC provides that “the Commission shall submit an annual report to the [UN] General Assembly, including information on the implementation of its decisions and recommendations. The report shall be transmitted to the governing organs of the other organizations, through their executive heads [...]” Accordingly, the Director General draws the attention of the WIPO Coordination Committee to the report of the ICSC for the year 2017 (UN document A/72/30).¹⁰

REPORT OF THE UNITED NATIONS JOINT STAFF PENSION BOARD (UNJSPB)

13. Article 14(a) of the Regulations of the United Nations Joint Staff Pension Fund (“the Fund”) provides that the UNJSPB shall present to the UN General Assembly and to member organizations at least once a year, “a report, including financial statements, on the operations of the Fund, and shall inform each member organization of any action taken by the General Assembly upon the report.” The 2017 report of the UNJSPB was presented to the UN General Assembly at its Seventy-second Session (UN document A/72/383). The International Bureau draws the attention of Member States to this report.¹¹

IV. OTHER STAFF MATTERS

GEOGRAPHICAL REPRESENTATION

14. For five consecutive years since 2013, representation by geographic region has improved, with more than half of staff in the Professional and higher categories no longer coming solely from Western Europe. As at June 30, 2018, the proportion of staff from this region has fallen to 44.6 per cent (Tables 6 and 6a), compared to 51.4 per cent in 2012. There is a concomitant increase in the proportion of nationals from Asia and the Pacific, Eastern and Central Europe and Central Asia, and Latin America and the Caribbean, resulting in greater diversity in WIPO's human resources.

15. As mentioned in paragraph 3, 118 nationalities are represented among WIPO staff (Table 7). Of these, four Member States are newly represented: Bhutan, Lithuania, Viet Nam and Zambia.

RECRUITMENT AND OUTREACH TOWARDS GREATER DIVERSITY

16. An important focus of WIPO's HR and Talent acquisition is diversity, not only to achieve equitable geographic representation and gender parity, but also as a compelling driver of innovation in a highly competitive market. Thus, the Organization's diversity and recruitment strategies are closely aligned to attract a diverse pool of candidates. Concrete measures aimed

⁸ *Ibid.*, page 5.

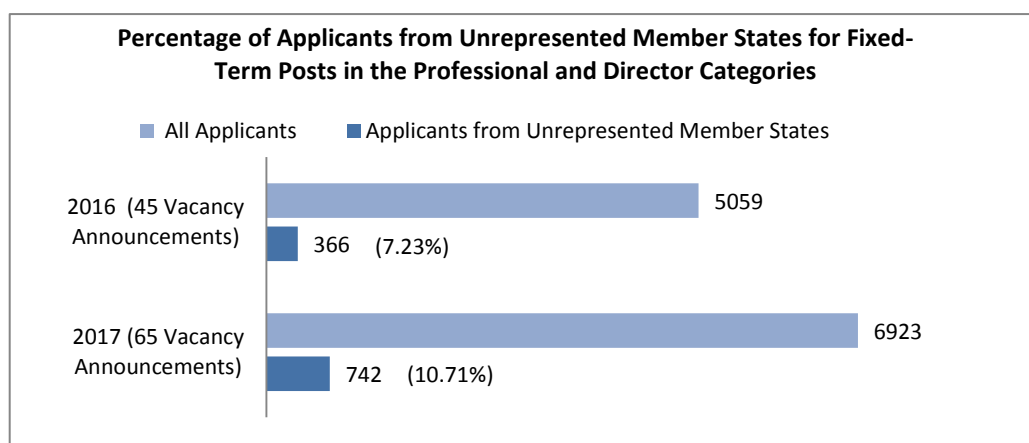
⁹ Based on recent data provided by UN Women.

¹⁰ The document A/72/30 is available at: <https://icsc.un.org/library/default.asp?list=AnnualRep>.

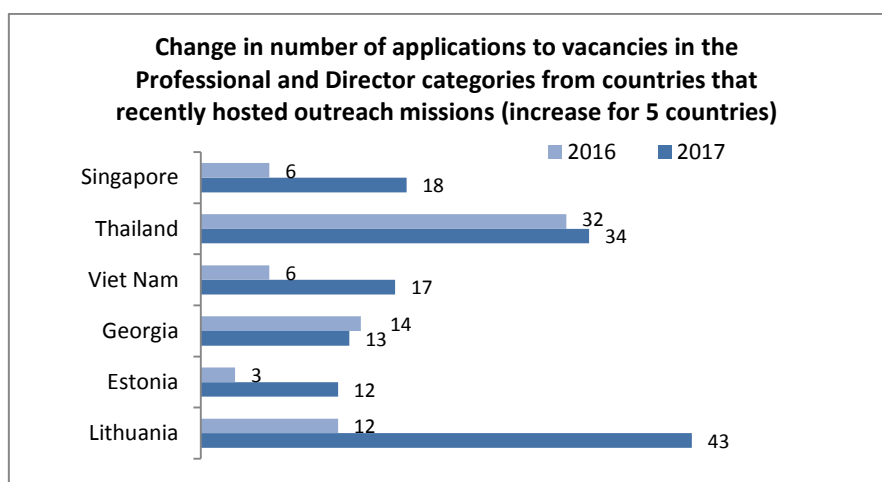
¹¹ The document A/72/383 is available at: http://www.un.org/ga/search/view_doc.asp?symbol=A%2F72%2F383&Submit=Search&Lang=E.

at promoting and mainstreaming diversity in WIPO's selection processes target appointment boards and include the following: raising awareness of diversity issues among board members through training, guidelines and active engagement by HR representatives in the boards; requiring board members to pay particular attention to the gender of candidates and candidatures from both unrepresented Member States and underrepresented regions; and maximizing diversity in the membership of appointment boards.

17. At its annual meeting in October 2016, the WIPO Coordination Committee agreed to an expansion of the outreach activities of the Secretariat to cover, as a priority, Member States which were unrepresented among WIPO staff. Additionally, the WIPO Coordination Committee established that those Member States which had identified a focal person to partner closely with the Secretariat would be given priority. Since then, 18 out of the 71 unrepresented Member States that were unrepresented in 2016 have designated focal points. The chart below shows that in 2017, the total number of applicants from unrepresented Member States has more than doubled compared to 2016, while the proportion of such applications increased from 7.23 per cent to 10.71 per cent of all applicants.

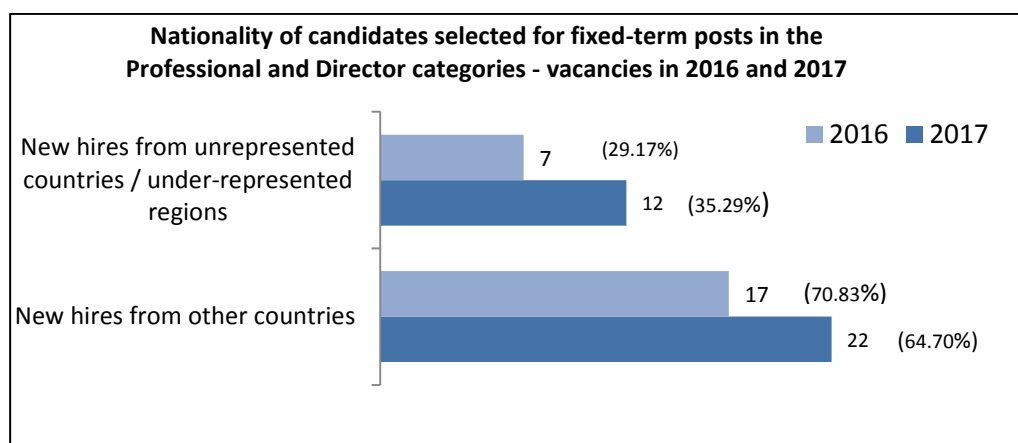


18. The value of continued engagement with unrepresented Member States is evidenced by the increase (sharp in certain cases) of applications from nationals of these Member States following recruitment outreach missions by the Secretariat (see chart below). It is noteworthy that of the six Member States shown in the chart, four are now represented among WIPO staff in the Professional and higher categories.¹²



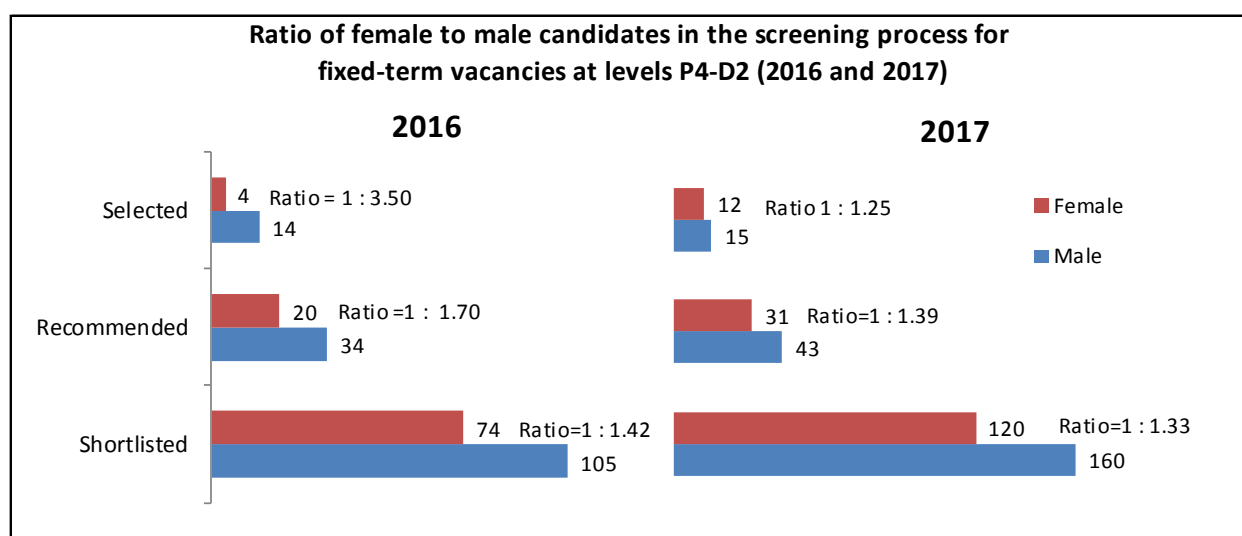
¹² Georgia, Lithuania, Singapore and Viet Nam.

19. WIPO actively makes use of social media and carefully cultivates employer branding to distinctly position itself in a competitive job market. Consistent with improving WIPO's brand as an employer of choice, the recruitment process also aims to provide a more engaging candidate experience in applying for jobs at WIPO. A positive candidate experience, especially in a highly competitive market, can only encourage more applications for WIPO jobs worldwide. The favorable results of these promotional initiatives is demonstrated in the overall increase in the number of applicants and an increase in the proportion of new hires from unrepresented Member States and underrepresented regions (see chart below).



20. Continued efforts to improve and realign WIPO's grading structure to better address business needs have resulted in five General Service positions being converted into entry-level Professional positions; a third of the 32 temporary vacancies advertised in 2017, were also at the P1/P2 grade. The increase in the number of advertised entry-level Professional positions also broadens WIPO's chances of attracting a more diverse group of candidates.

21. These encouraging developments in enhancing the geographical diversity of WIPO staff are also reflected in a positive change in the gender balance of applicants. Increasing the number of female applicants is only one aspect of the Organization's recruitment objectives. The bigger challenge is to ensure that beyond numbers, female candidates with suitable profiles apply and are selected for vacancies at WIPO. The data below relating to the entire selection process indicate that WIPO is addressing this challenge. Data show the proportion of women candidates at grades P4 and above who were shortlisted, recommended and ultimately selected increased in 2017 compared with 2016.



22. Regarding recruitment, there is an increasing use of artificial intelligence (AI) by HR offices in general. AI offers promising possibilities, which the Secretariat is currently exploring. Legal issues having been addressed, WIPO is currently piloting a software to test its screening capabilities in a laboratory environment and paying particular attention to potential risks in the use of this technology.

UPDATING WIPO'S CORE VALUES AND ORGANIZATIONAL COMPETENCIES

23. With the aim of promoting core values and competencies that staff at all levels identify with, or which inspire them in their daily work and guide them in achieving the Organization's mission, a comprehensive internal review of WIPO's core values and its competency framework was conducted in 2017. Many colleagues across WIPO, with different responsibilities and cultural backgrounds, participated in the review. The resulting changes reflect their experiences, ideas and collective wisdom. As a result of this participatory process, the former organizational core values of "Service Orientation" and "Accountability for Results" were combined and reformulated into a single core value of "Delivering Excellence". The former core value of "Environmental, Social and Governance Responsibility" has been renamed "Acting Responsibly", while the core value of "Working as One" has been maintained. A new core value "Shaping the Future" - was introduced to highlight competencies relating to innovation and change.

24. The new model provides the overarching principles for WIPO's people management processes and is used in job descriptions and vacancy announcements, in the Performance Management and Staff Development System (PMSDS), and in the revised Rewards and Recognition Program.

STAFF PERFORMANCE

25. WIPO's staff continues to be high performing. As shown by the PMSDS data for 2017 (Table 18), a large majority (75.4 per cent) was rated by their supervisors as effective performers while one-fifth (20.8 per cent) received a rating of "Outstanding". Very few staff underperformed (a low of 0.1 per cent).¹³ The PMSDS data are consistent with the results of a recent staff survey on well-being¹⁴ where an overwhelming majority of staff (84 per cent) indicated that they were satisfied with their jobs.

REWARDING EXCELLENCE

26. The WIPO Rewards and Recognition Program (RRP) went through its third iteration in 2017, with four categories of individual and team rewards reflecting WIPO's core values. The RRP, which is closely aligned with the principles and guidelines issued by the ICSC, demonstrates WIPO's commitment to recognizing outstanding contributions of individual staff members and teams in achieving organizational objectives. In 2018, the number of staff who may receive an individual or team reward and the amounts granted in two categories of rewards were increased; furthermore, a new type of reward was introduced for "Organizational Performance" to recognize the contribution of every staff member to the Organization's excellent performance.

¹³ The remaining 3.6 per cent comprise those who, due to absences, do not have an evaluation rating for 2017 and those whose evaluations have not yet been completed.

¹⁴ See paragraph 34 of this report for further details on the survey.

STAFF DEVELOPMENT AND LEARNING

27. A new IT tool with multiple benefits for staff development and learning was implemented in early 2018 as part of the Enterprise Resource Planning (ERP) Talent Management project. The Enterprise Learning Management (ELM) system provides a platform for enrollment and access to content, whether for classroom courses or self-paced learning activities, such as reading materials, videos and e-Learning programs. It also allows teams to directly administer learning activities in their respective areas.

28. Apart from the regular training programs in languages, communication, management and registration systems, new courses were offered in 2017-2018, keeping learning opportunities interesting and current. Several training programs were designed in cooperation with the various Sectors at WIPO to directly address identified needs, such as Writing for the Web, Finance for Managers, and Supplier Selection & Performance Evaluation.

29. In 2017, the average training days per staff member slightly edged down to 4.8 days from 5.2 days in 2016 (Table 17). This is mainly due to two factors. One is the change in the language training policy to align language training with organizational needs, resulting in a reduction in the number of language courses sponsored by the Organization. The other is a reduction in training courses on WIPO's registration systems, as users have become more proficient.

30. A pilot Mentoring Program was launched in early 2018 as a structured six-month program to enhance staff learning and career development using mentors, sourced internally to tap the Organization's talent and resources. The overall objective of the program is to strengthen staff satisfaction, productivity and knowledge management.

31. Personal and professional development workshops continue to be offered in collaboration with the Career Counseling Interagency Group (CCIG) comprising WIPO and four other entities,¹⁵ with the aim of increasing staff commitment and performance. WIPO also continues to subsidize staff members financially and grant time off to pursue continuing education and enroll in university degrees on management or on technical areas related to their work.

32. Finally, as part of the ERP Talent Management project, a pilot skills inventory was launched in 2017. It included the creation and analysis of individual and job profiles. The profiles covered job-related, technical, language and IT application skills. The Organization aims to eventually establish a database of the available skills of its staff and existing work profiles which would support workforce planning and strategic staff development.

PROMOTING A RESPECTFUL AND HARMONIOUS WORKPLACE, FREE FROM HARASSMENT

33. WIPO is pursuing efforts to promote a respectful and harmonious workplace. In early 2018, the Ombudsperson put in place a network of "Conflict Prevention Relays" whose role will be to guide colleagues who are facing difficult situations at work. Some 15 staff members have volunteered to work as relays and have already received training. Other communication and awareness-raising tools for the promotion of a respectful and harmonious workplace and the prevention of unwelcome and inappropriate behaviors include the existing Conflict Management Training, WIPO's Guide to a Respectful and Harmonious Workplace (the third edition of which was issued in May 2018), Induction Program for newcomers and workshops on diversity, inclusion and unconscious bias. The UN's e-Learning module on "Working Harmoniously

¹⁵ These are the International Telecommunication Union, Office of the United Nations High Commissioner for Human Rights, United Nations Office at Geneva and the World Health Organization.

Together” will be adapted to WIPO’s context and made available to staff. Moreover, as part of the UN system-wide effort to tackle sexual harassment, WIPO is preparing measures to raise staff awareness on this issue and will review existing systems and policies to ensure their optimal effectiveness and alignment with UN standards.

STAFF WELFARE

34. Outcomes of the WIPO Staff Health and Performance survey, which was conducted in 2017 in collaboration with Webster University, were presented to staff in an information session in June 2018. Twenty-five per cent of staff participated in the survey. The survey results highlighted several areas of concern, which the Organization is developing measures to address. Preparation of a comprehensive Staff Wellbeing Strategy has been initiated. WIPO also supports the issuance of the UN Mental Health Strategy, which addresses issues related to staff wellbeing and mental health. Furthermore, WIPO actively supports the development of policies and activities promoting staff wellbeing through participation in several inter-agency fora such as the UN Staff and Stress Counsellors Group and the working groups on Duty of Care, Telehealth and UN Medical Nurses. WIPO is taking the necessary steps towards the implementation of priorities identified by these groups.

35. The renovation of the offices and facilities of the Medical and Social Welfare Unit was completed in September 2017, ensuring compliance with standards of medical hygiene and occupational health. New features benefiting staff include a dedicated nursing room, a meditation room for staff members of all faiths and a room for medical emergencies. As part of WIPO’s duty of care, assessments of work areas for safety and health risks are conducted on an ongoing basis; the last one was in April 2018.¹⁶ Individual offices and other work areas are assessed for various hazards, e.g., chemical, slipping and falling, noise, and ergonomics. Health and safety risks are identified and measures are implemented to eliminate or mitigate such risks. Psychosocial issues involving work-related stress, harassment and alcohol abuse are also addressed.

INTERNAL JUSTICE – FORMAL CONFLICT RESOLUTION AND DISCIPLINARY CASES

36. Tables 20 and 21 show the number of cases filed by staff through the internal justice system between July 1, 2017 and June 30, 2018 and the subject matter of these cases. It is noted that between April and June 2018, 318 requests for review were filed by staff serving in Geneva in the Professional and higher categories, against the pay cut resulting from the reduction of the post adjustment multiplier.

37. In the same period, the Administration initiated disciplinary proceedings against two staff members (compared to five during the previous reporting period) and disciplinary measures were applied to four staff members, as follows: delayed advancement to the next salary step for a specified period of time in one case, demotion to a lower grade for a specified period of time in another case; and dismissal in two cases.

INTERNAL JUSTICE COSTS

38. Awards rendered by the Administrative Tribunal of the International Labour Organization (ILOAT) against WIPO during the reporting period amounted to approximately

¹⁶ In the assessment of work areas, WIPO’s Medical and Social Welfare Unit is guided by the standards established by the National Examination Board in Occupational Safety and Health, which is an independent certification entity delivering trainings in health, safety and environmental practice and management, based in the United Kingdom.

9,100 Swiss francs. In addition, the Director General decided to award a total of 7,500 Swiss francs following appeals to the WIPO Appeal Board (WAB).

39. The total amount of administrative fixed costs for cases examined by the ILOAT and the WAB during the reporting period was approximately 229,100 Swiss francs, i.e., 117,600 Swiss francs for the ILOAT and 111,500 Swiss francs for the WAB (excluding the cost of the P3 staff member who performs the functions of Secretary of the WAB). These represent an average fixed cost of 16,700 Swiss francs per judgement delivered by the ILOAT and 8,600 Swiss francs per conclusion rendered by the WAB. Fixed costs for cases examined by the WAB include: fees paid to the Chair and Deputy Chair of the WAB; travel expense for the Deputy Chair; and the cost of an agency worker who provides administrative support to the WAB.

POLICY DEVELOPMENT

40. At its annual meeting in October 2017, the WIPO Coordination Committee approved amendments to the Staff Regulations and was notified of amendments to the Staff Rules, which entered into force on January 1, 2018.¹⁷ Further amendments have been made to the Staff Rules, which will be notified to the WIPO Coordination Committee at its annual meeting in September 2018.¹⁸

41. As part of the continued enhancement of the HR policy framework, more than 20 new or revised Office Instructions and other administrative documents were issued during the reporting period, accompanied where necessary by all-staff communications to ensure that staff fully understood the policy developments. These concerned topics such as benefits and entitlements (e.g., education grant), career (e.g., performance appraisal, retirement age, a pilot job-swapping program), and conflict resolution. Notably, a new comprehensive policy was issued on the after-service health insurance scheme for retired staff members. Also, in a revised policy on maternity, paternity and adoption leave, in addition to an enhanced maternity benefit for temporary staff members, more flexibility was introduced in the exercise of parental leave benefits in order to support staff in balancing their work and family commitments.

42. A number of policies and processes were adapted to consolidate a wider range of HR services in HRMD's IT system (AIMS HR). For example, since 2018, declarations of dependants are submitted online, and performance evaluations are completed through an integrated system. These developments will continue to simplify processes for employees and managers, streamline administrative handling for HRMD and facilitate the provision of data on HR services.

NEW TIME MANAGEMENT SYSTEM

43. The Organization is committed to providing an enabling environment for effective time management, including enhanced flexibility through new flexible working arrangements. The benefits of effective time management are increased productivity and efficiency, as well as enhanced work-life balance for staff members. Broad consultations and preparations for the implementation of the new policy on time management and flexible working arrangements continued in 2017 through 2018, in parallel with the development of an automated and integrated absence and leave management system. The initial launch date of 2018 has been re-scheduled to early 2019 to take into account the timescales for developing the new automated system.

¹⁷ See documents WO/CC/74/4, WO/CC/74/4 Add., WO/CC/74/7 and WO/CC/74/7 Corr at: http://www.wipo.int/meetings/en/details.jsp?meeting_id=43525.

¹⁸ See document WO/CC/75/2.

RELATIONS BETWEEN STAFF AND MANAGEMENT

44. The WIPO Staff Council (WSC), which was established in March 2017 after the election of its members by the staff-at-large, held a second election in March 2018 in view of the completion of the one-year term of its members. A new set of members was elected for a term of three years. The WSC represents the interests of the staff before the Director General and his or her representatives in accordance with Staff Regulation 8.1.

45. In addition to the WIPO Staff Association, new staff associations or groups have been established by some staff in the exercise of their right to association. These are the WIPO Staff Union, the WIPO Staff Sports Committee and the WIPO Ping-pong Club.

46. Regular consultations are held between management and staff representatives on matters relating to staff welfare and personnel administration. HR policies are systematically referred to the WSC for review prior to finalization.

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