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WIPO'S HUMAN RESOURCE STRATEGY
- UPDATED VERSION -

Document prepared by the Secretariat

I.   INTRODUCTION

1.   During the 42nd Assemblies of the World Intellectual Property Organization (WIPO), a preliminary draft of WIPO's Human Resource (HR) strategy (document A/42/10 Annex V) was presented to the Member States. The preliminary draft was mainly based on an internal assessment made by the Organization in 2006. It had revealed a number of challenges linked to the management of human resources and the strategy proposed a number of initiatives to ensure that the Organization would evolve and cope well with the future needs.

2.   In December 2006, WIPO engaged an external firm, PricewaterhouseCoopers (PwC), to undertake an organization-wide Desk-to-Desk assessment of the human and financial resources needs of the Organization, which was conducted in the first half of 2007. In parallel, WIPO continued to validate the elements of the HR strategy through further internal assessment of HR-related matters.

3.   In the final report of the Desk-to-Desk assessment, PwC supported the broad thrust of the preliminary draft HR strategy and recommended it for early consideration and adoption. Taking into account this external view and the ongoing internal analysis, the overall structure, the identified elements and the listed initiatives of the preliminary draft HR strategy have largely been retained.

4.   This updated version of the HR strategy includes the scope of change, the preliminary conditions for a successful implementation and a draft high level implementation plan of the strategy. Evidently, the HR strategy and its implementation cannot function in isolation but in conjunction with other strategies of the Organization, the financial strategy, the information technology strategy and the operational strategies of the different sectors of WIPO, all of which support the overall strategic direction and goals of the Organization. Interdependencies and links between these strategies must be identified and coordinated to ensure a well structured, well-led and integrated process for the organization-wide change process currently underway in WIPO.
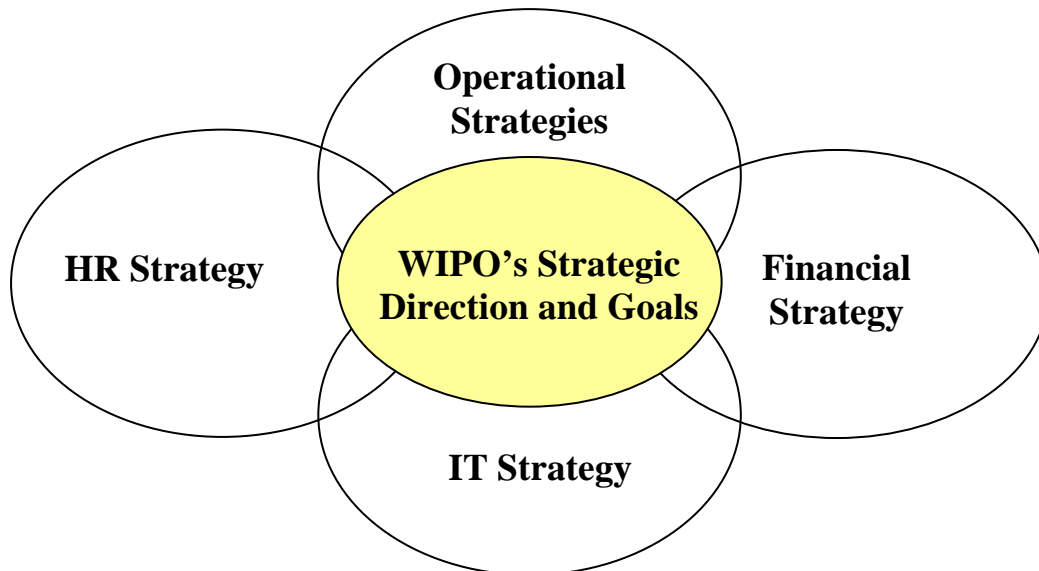
II.   BACKGROUND

5.   The mandate of WIPO covers cooperation with developing countries, development of intellectual property (IP) norms and standards, and delivery of intellectual property international registration services (through the PCT, Madrid and Hague systems) to the private sector. Among the human resource challenges in supporting this mandate is the need to ensure that appropriate technical skills and leadership profiles are available to all its programs, that staffing levels are adequate and sufficiently flexible to accommodate growth rates and legal deadlines in the registration systems, and that staffing quality ensures that WIPO moves with as well as influences market developments in intellectual property. The HR strategy, policies and practices needed to meet these challenges at WIPO must in turn exist and develop within the framework of a specialized agency of the UN common system.

6.   In January 1997, WIPO staff numbered 759[1]. By June 2003, the total workforce had increased to 1,417 staff. This growth in the Organization was a reflection of substantial new and increased activity, particularly in the areas of Development Cooperation and Information Technology, and the rapid expansion of registration activities in the PCT system.

7.   In 2003, the Organization was faced with budgetary constraints while the PCT system entered a more moderate growth phase. To respond to this situation, a number of containment measures were taken which included a moratorium on recruitment and a corresponding emphasis on internal staff redeployment to meet the demand for human resources. As a result of these measures, by the end of December 2006, the total number of staff was 1,249 (890 staff members and 359 temporary staff), some 11 per cent below its peak in June 2003.

8.   Overall, in the domain of human resources, the Organization has many strengths. Attractive work conditions at WIPO have enabled the recruitment of qualified and experienced candidates, as well as largely secured their retention. The average length of service of current staff members is approximately 10.5 years. As concerns gender balance and geographical diversity, some 43 per cent of positions at the Professional and higher categories are held by women, while 94 nationalities are represented among the staff.
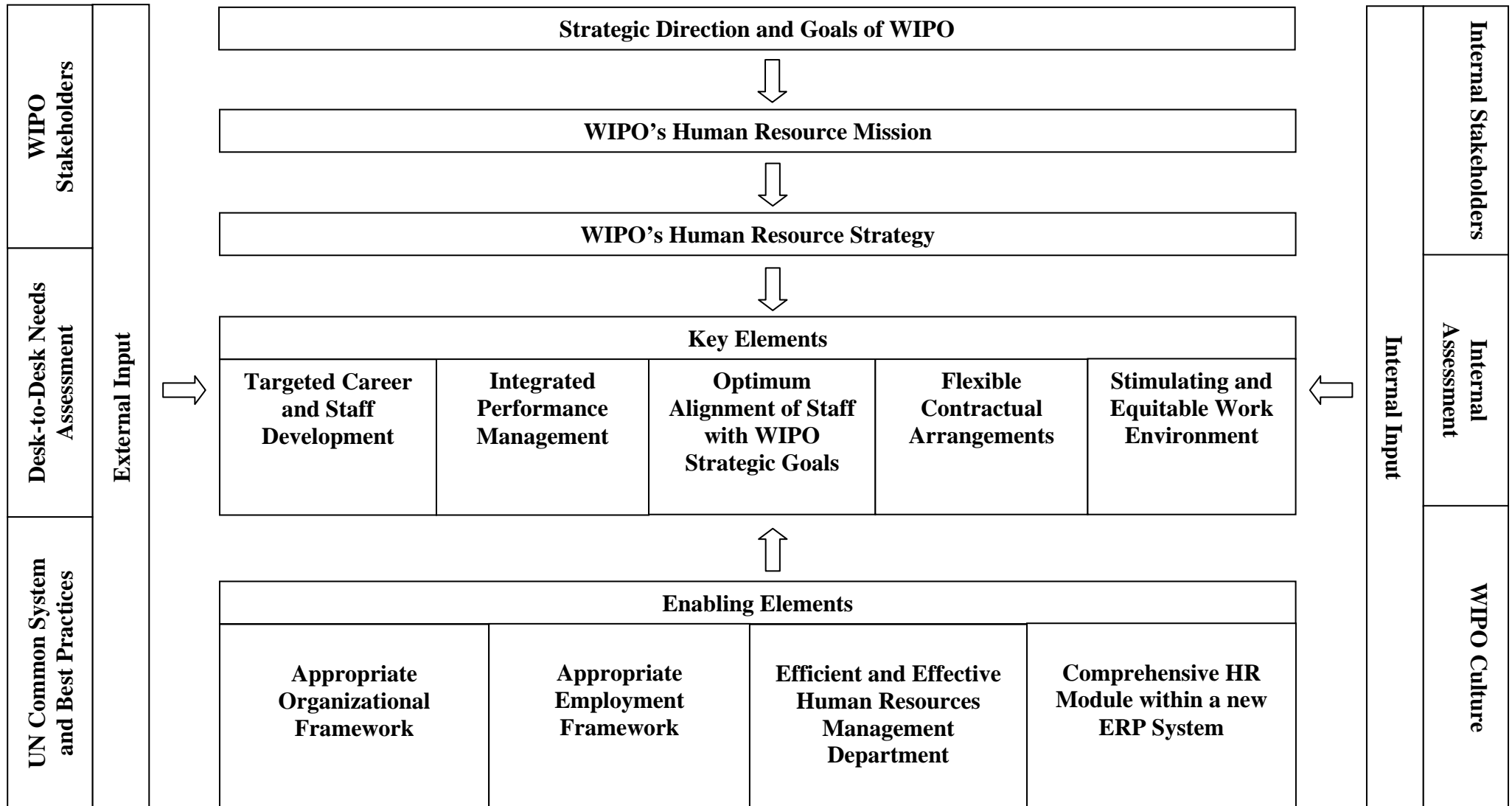
9.   However, our internal assessment of HR practices over the last 10 years revealed a number of areas where improvement is needed in the management of human resources to ensure the Organization can evolve to meet new challenges. For example, with an average staff member age of over 45 years, it is projected that up to 25 per cent of staff members will retire in the next 10 years. This will necessitate the development of formal succession and career planning as well as targeted recruitment.

10.   The expanded organizational goals and consequent increased volume of activity in WIPO in a relatively short span of time were accommodated mainly through recruitment rather than any other tools of human resources. Now, the Organization has entered a consolidation phase, where the emphasis in strategic planning must be on a qualitative rather than quantitative approach to resourcing, and the alignment of these resources to the objectives of the Organization's operational strategy. In addition, new means of increasing the Organization's capital of expertise beyond recruitment and training must be identified to assure WIPO's leading role in the field of IP.

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[1]   For the purposes of this document, the term "staff" refers to both the members of staff governed by the WIPO Staff Regulations and WIPO Staff Rules, and those on temporary contracts.

III. OVERVIEW OF THE HUMAN RESOURCE STRATEGY

WIPO Stakeholders			
WIPO Stakeholders	**External Input**		**Internal Input**
Desk-to-Desk Needs Assessment			
UN Common System and Best Practices			

Internal Stakeholders	
Internal Stakeholders	
Internal Assessment	
WIPO Culture	

Strategic Direction and Goals of WIPO

⇩

WIPO's Human Resource Mission

⇩

WIPO's Human Resource Strategy

⇩

Key Elements

Targeted Career and Staff Development	Integrated Performance Management	Optimum Alignment of Staff with WIPO Strategic Goals	Flexible Contractual Arrangements	Stimulating and Equitable Work Environment

⇧

Enabling Elements

Appropriate Organizational Framework	Appropriate Employment Framework	Efficient and Effective Human Resources Management Department	Comprehensive HR Module within a new ERP System

IV.   EXTERNAL AND INTERNAL INPUT

11.   Both internal and external dynamics influence the Organization's direction, the decisions taken, and the strategies adopted.

External

Desk-to-Desk Assessment

12.   The final report of the Desk-to-Desk assessment (document WO/GA/34/1) by PwC was delivered to the Organization at the end of June, 2007. The report was published on the WIPO public web site on July 2, 2007.

13.   PwC has given feedback on the preliminary draft HR strategy in paragraphs 145 to 164 of the report. They have largely supported the five key elements and, in particular, confirmed the initiatives for the further development of leadership and management skills, a new performance and development system, an enhanced job design and post management system, and the need to address redundancy/severance issues, as appropriate.

14.   Alongside the new initiatives, PwC has also emphasized the need for a comprehensive HR module as part of a new Enterprise Resource Planning (ERP) system at WIPO, streamlined core processes with increased delegation and acceptance of accountability, and a restructuring of the Human Resource Management Department (HRMD).

15.   In sum, PwC supported the broad thrust of the HR strategy and recommended it for early consideration and adoption by WIPO (paragraph 40 of the report).

External Stakeholders

16.   WIPO is unique among the UN specialized agencies in that nearly 95 per cent of its income is generated by revenues from services provided to the private sector through the international registration systems established under the PCT, the Madrid and Hague agreements, and the Arbitration and Mediation Center[2]. Therefore, the HR strategy must meet equally the expectations and demands of the Organization's two main external stakeholders, namely the Member States and the market-oriented sector; and it must provide WIPO with the flexibility to react quickly to these, especially with respect to the registration systems.

United Nations Common System and Best Practices

17.   As a United Nations specialized agency, WIPO applies the United Nations common system of salaries and allowances. The Organization has, therefore, to adapt to "system-wide" decisions and recommendations made by the General Assembly of the United Nations. These decisions and recommendations, which form a part of the employment framework for human resource management, have formally to be approved or noted by the WIPO Coordination Committee.

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[2]   This figure refers to the 2006/07 Program and Budget.

18. HRMD also monitors the trends, developments and solutions concerning human resource management in other UN and IP organizations, to ensure best practices are incorporated into the HR strategy.

Internal

19. The expectations and demands of internal stakeholders and the organizational culture must also be factored into an HR strategy, as only when the strategy collectively adds value for the stakeholders, it will receive the necessary support and contributions to be successfully implemented throughout the Organization.

V. MISSION STATEMENT

20. WIPO considers its staff as the most valuable asset in achieving its mission and is committed to facilitating and driving the necessary human resource developments. In this way, HRMD will ensure the best employment practices and professional and cultural environment for the staff, so that the staff may provide first class services to the IP community and WIPO Member States, a service which must be proactive, client-oriented and efficient.

21. HRMD will, therefore, work in strategic and operational partnerships with all sectors of WIPO to ensure the Organization has and develops the human resource capital for the achievement of its key strategies, so as to fully serve the Organization's mandate.

VI. KEY ELEMENTS

22. The HR strategy aims to support the Organization's mission by providing and developing the human resource capital necessary for Program Managers to achieve and sustain excellence in their area of activities through strategic workforce planning.

23. The key elements of the HR strategy and their main objectives are:

- *Targeted career and staff development*, to realize technical, managerial, and leadership potential in WIPO and extend these competencies across the Organization;

- *Integrated performance management*, to promote a performance-driven culture in WIPO;

- *Optimum alignment of staff with WIPO's strategic goals,* to align, organization-wide, the operational functions, the competencies of staff, the organizational structures, and the administrative tools to the strategic goals of WIPO in a framework of accountability and responsibility;

- *Flexible contractual arrangements*, to strengthen WIPO's capacity to react flexibly, and in a timely manner, to operational developments, particularly to the dynamics of the market-oriented sector and the constantly changing needs of its players;

- *Stimulating and equitable work environment*, to attract and retain high caliber staff and fully engage them professionally.

Targeted Career and Staff Development

24.   HRMD is committed to further develop a culture of learning which cultivates the full professional potential of its staff to contribute at the individual, team and organizational levels and which provides them with the competencies necessary to meet the Organization's requirements in a dynamic and changing environment.

25.   Furthermore, where recruitment may still be required to fill certain gaps in expertise, there is a need to focus on the non-remunerative elements of an employment package, such as career development, to attract and retain people.

This will comprise:
  – Targeted training activities to improve performance, such as in communication, information technology and languages, with priority given to leadership and management skills;

  – Identification of talent pools, establishment of career paths and design of new career models;

  – Development of succession planning to ensure, *inter alia*, the transfer of institutional knowledge;

  – Creation of rotation programs, in particular for management, to foster a better appreciation of the work of the different sectors of WIPO and to facilitate inter-departmental partnerships within WIPO;

  – Increasing human resource exchange programs with external partners (e.g. IP Offices) and mobility under the UN Organizations Inter-agency Mobility Agreement to enrich the experience and competencies of staff;

  – A commitment to staff development to be reflected in future allocations of time, financial and human resources.

Integrated Performance Management

26.   Since priority has been placed on the optimal use of existing resources rather than the recruitment of new resources, greater attention shall be paid to the career development of staff to meet the Organization's current and future needs for appropriately skilled staff. A new performance management and development system is needed, based on the strategic objectives of the Organization, describing the role of each employee in achieving these objectives and increasing individual and group motivation by providing recognition of contribution and reward, where possible.

This will comprise:
  – the design of an enhanced performance management and development system that serves as a valuable management tool to:

    – Provide reliable information on the performance and competencies of staff, thereby enabling targeted career and staff development and optimal use of human resources;

- Align individual performance with the strategic goals of the Organization by cascading these into work plans for organizational units, and subsequently into individual objectives/outputs expected from the employee;

- Encourage dialogue between managers and their staff to confirm or correct performance development on an ongoing basis and to reduce possible conflict produced by poor or insufficient communication;

- Link individual performance with practical consequences in terms of recognition, such as further training or career progression.

- Identification and implementation of non-monetary and monetary awards for the recognition of outstanding performance.

Optimum Alignment of Staff with WIPO Strategic Goals

27.   The gradual aging of the workforce allied to promotions as the principal reward mechanism has resulted in a more senior distribution of staff grades within both the Professional and General Service categories and the practice of moving staff with their posts has led to a certain degree of misalignment of human resources with the strategic goals of WIPO as set out in the Program and Budget. Moreover, the type of contract held by staff is not always consistent with the core and ongoing nature of the tasks they carry out, to such an extent that over 75 per cent of current General Services staff on short-term contracts have worked continuously at WIPO for more than 5 years. Against this background, the commitment to align the human resources of WIPO to the current and future needs of the Organization to fulfill its mandate is even more important.

This will comprise:
- Revision of the current job design and classification system under the different standards of the UN common system, in accordance with the guidelines of the International Civil Service Commission (ICSC), and taking into account best practices of IP offices;

- An upgraded post management system, which will include a continuous synchronization of the functional roles in the organizational units with posts allocated to Programs;

- Alignment of the type of employment contract with the nature of the functional role carried out by the employee;

- Maximum use of internal redeployment to align staffing distribution with the priorities of the Organization, and to promote career development opportunities for staff;

- Targeted external recruitment to ascertain that needed competencies are available within WIPO, that an infusion of young staff is ensured, and that appropriate gender balance and geographic distribution is reflected;

- Separation of staff from the Organization arising from operational, budgetary or performance-linked necessity;

- Greater involvement of organizational units in staffing issues.

Flexible Contractual Arrangements

28.	WIPO is committed to the interests of staff regarding their employment arrangements, while also ensuring the contractual and financial flexibility necessary to achieve optimum results. Beyond the expertise acquired through recruitment and training, new means of increasing the Organization's capital of expertise is needed for WIPO to be a leading agent in IP development, such as through shared human resource funding initiatives with external IP entities or the further elaboration of an international network of experts.

This will comprise:

–	Review of current contract types and identification of new ones within the framework of the UN common system to maximize responsiveness and flexibility to organizational needs;

–	Development of agreements and partnerships with external entities for alternative funding mechanisms for new recruitment;

–	Identification of flexible resourcing alternatives (e.g. outsourcing, internships).

Stimulating and Equitable Working Environment

29.	It is important to provide a stable and rewarding environment conducive to learning, creativity, innovation and engagement in order to obtain the best contributions from our staff.

This will comprise:

–	Adjustment of the entitlements and benefits among staff of different contract types to provide similar working conditions for long-term temporary staff and staff members;

–	Further work-life balance arrangements in line with best practices of the UN common system;

–	Commitment to provide a secure, safe and healthy working environment;

–	Providing on-site counseling facilities to staff;

–	Strengthening the internal system for WIPO integrity and ethics which includes systems for the management of conflict resolution.

VII.	ENABLING ELEMENTS

30.	The successful implementation of the above key elements of the strategy depends on a number of enabling elements being developed and put in place.

31.	In this respect, HRMD has identified the challenges below:

–	Further promoting the understanding of the strategic direction and goals of WIPO at all levels of the Organization;

–	Strengthening the change capability of WIPO by fostering trust between management and staff through the active involvement of staff in the change processes, with good communication lines to counteract resistance and denial;

- Promoting inter-departmental partnerships to gain from synergies;

- Alignment of WIPO's organizational structures with the priorities and, therefore, with the individual programs of the Organization;

- Refocusing competencies development on managerial and leadership qualities as the new priority in place of the previous focus on the acquisition of technical expertise and IT skills which had been needed to fulfil the rapidly growing demands for services;

- Further accountability and responsibility for work by a phased delegation of authority to managers at the various levels. In respect to financial management, this will be addressed through the proposed new WIPO financial rules and regulations (document WO/PBC/12/6, rule 101.2, responsibility and accountability);

- Simplification, and automation where possible, of workflow in the Organization, and a lighter approval process for key business processes;

- Further development of an appropriate employment framework that applies the UN common system standards while accommodating the dynamics of the IP community;

- Better understanding of the current human resource status at WIPO and thorough human resource planning, monitoring and assessment;

- Proactive and efficient management of human resources by HRMD which can anticipate the human resource developments required by the Organization;

- Implementation of a comprehensive HR module within an organization-wide ERP system (document "Proposal for the Implementation of an ERP system", WO/PBC/12/4C).

Appropriate Organizational Framework

32.   The accomplishments of human resource management depend largely on the efficiency and effectiveness of the organizational framework of WIPO. Such a framework includes: an understanding of the strategic goals of WIPO among staff; sound managerial and leadership capacity; a culture receptive to organizational change; constructive inter-departmental partnerships; organizational structures in keeping with WIPO's key priorities; and, efficient business processes with adequate technical support.

Appropriate Employment Framework

33.   While an employment framework for human resources must be fair, consistent and effective, it must also be sufficiently supple to accommodate the dynamics of the IP community and the Organization's response thereto. Such a framework is a key requirement for the implementation of the HR strategy in WIPO. It should take into account the operational needs of the Organization, WIPO's culture, best practices of the UN common system and IP Organizations, and the recommendations made by the International Civil Service Commission (ICSC).

34.   WIPO's legal framework for human resources consists of:

-     The WIPO Convention

-     The WIPO Staff Regulations

-     The WIPO Staff Rules

-     WIPO Office Instructions on human resource policies and practices

-     The WIPO Financial Rules and Regulations

-     The Headquarters Agreements with Host States (Switzerland, the United States of America, Belgium, Singapore and Japan)

35.   The Convention establishes the Organization and broadly sets out the organizational parameters, its legal foundation and legal framework. The WIPO Staff Regulations provide the wider principles for personnel policy, the basic conditions of service of staff, and their duties and obligations as staff members of WIPO. The WIPO Staff Rules establish the provisions for the implementation of the WIPO Staff Regulations.

36.   The effectiveness of the employment framework for human resource management must be constantly monitored and adjusted to ensure that it supports the changing needs of the Organization and its staff.

Efficient and Effective Human Resources Management Department

37.   The successful management of human resources relies on an efficient and effective human resource department. HRMD is moving into the role of a strategic partner and change enabler and is adopting a new multi-tasking and service-oriented approach. Accordingly it will:

-     Provide management with a comprehensive picture of the current and future human resource situation in WIPO;

-     Carry out the planned initiatives under the key elements;

-     Participate in, or facilitate the initiatives under the enabling elements;

-     Plan, coordinate, monitor and assess the implementation of the HR strategy and report regularly to management on the progress made;

-     Intervene promptly when the actual outcome does not meet the original expectation.

38.   To face these challenges, HRMD has been restructured in August 2007, roles and responsibilities have been newly defined, staff will be trained where competencies need to be further developed and, where inevitably, additional workforce may need to be allocated. Once HRMD can benefit from the implementation of the HR strategy through, for example, the HR module of the new ERP system, resources may be reallocated.

Comprehensive Human Resource Module Within a new ERP system

39.   To support the mandate of WIPO fully, HRMD must be able to manage current demands and anticipate future demands of the Organization, a requirement for which a modern, integrated, IT infrastructure is essential. Certain of the key elements of the HR strategy depend heavily on the existence of such an infrastructure, including a career management system with all its facets and implications (which would include performance management), human resource planning (including succession planning), and enhanced online recruitment facilities.

40.   HRMD at present operates with two IT systems, which are themselves fragmented: SIGAGIP, which handles contracts and remuneration, and HR Access which is used in recruitment. Important human resource information such as job classifications, staff development and training, and staff profiles, amongst other areas, is not accommodated by any formal database system. Importantly, only the minimum necessary interface exists between the SIGAGIP system and the integrated finance and budgetary control system, AIMS, which compromises HRMD's ability to plan ahead and prepare at the organizational level.

41.   This also presents shortcomings in the expediting of routine work, which is heavily dependant on manual, mechanical and repetitive procedures, either because the IT system cannot manage certain functions, or because the system is technically outdated and lacks a complementary reporting system which interfaces with necessary third-party systems.

42.   In order to address these shortcomings, the objective is to have an organization-wide integrated IT system, operating on a single platform for all administrative support areas, most particularly the Human Resources Management Department, the Office of the Controller, the Finance Department and the Procurement Department, to integrate and automate its administrative processes (and thereby reduce workload) and provide a single consolidated base for data collection. In that respect, WIPO has developed and submitted to relevant Member State bodies in recent months, a proposal for the implementation of an ERP system at WIPO which will include the HR module (document WO/PBC/12/4C).

43.   In terms of the future, among the main and most important benefits such a system would provide would be the ability, which HRMD does not currently possess, to provide prompt and accurate information necessary to senior management and Member States to make key decisions and to plan for and accommodate new requirements as the Organization evolves.

VIII. SCOPE OF CHANGE

44.   The desired change process will be complex and lengthy. Efficient and effective human resource management cannot be achieved merely through a set of enhanced or new HR policies, practices, processes and systems in WIPO. These functional changes will only build the foundation. Modern management practices, a streamlined organizational structure, optimized alignment of people with the strategic goals of WIPO, appropriate strategies, processes and systems in the various sectors, and a dynamic and performance-oriented culture will deliver the desired results in WIPO. Active change management will therefore be key to a successful implementation. The Organization must anticipate the human impact at all stages

and develop strategies to manage the expectations, to overcome resistance and to help people to adapt to the new environment.


IX.   PRECONDITIONS FOR A SUCCESSFUL IMPLEMENTATION

Clearly Defined and Accepted Roles and Responsibilities

45.   The implementation of the HR strategy will need active involvement from the main internal stakeholders [3] (senior management, middle and line management, staff and HRMD) and a careful planning and coordination of its execution by HRMD.

46.   HRMD will lay the foundation for building the workforce into a strategic asset by developing the required HR policies, practices, systems and processes. WIPO management, which is leading and managing the human resources in WIPO, will ensure the alignment of the workforce with the strategic goals of WIPO. Organizational and process-related improvements, enhanced performance management, and personal accountability for the financial management of the programs will lead to a more efficient and effective use of the workforce.

47.   WIPO middle and line management will guide their staff through the change process. The understanding and acceptance of their role by these managers, together with the support of the senior management, will facilitate this process. During the implementation of the new HR strategy, the staff will be exposed to significant changes, some of which might not be seen as improvements of the working conditions. For example, some employees may consider time- based promotions as an acquired right and the discontinuation of the past practice could cause, at least temporarily, a negative effect on staff morale. The same might apply for the new sick leave policy aligned with best practices of the UN common system or an increased attention to performance.

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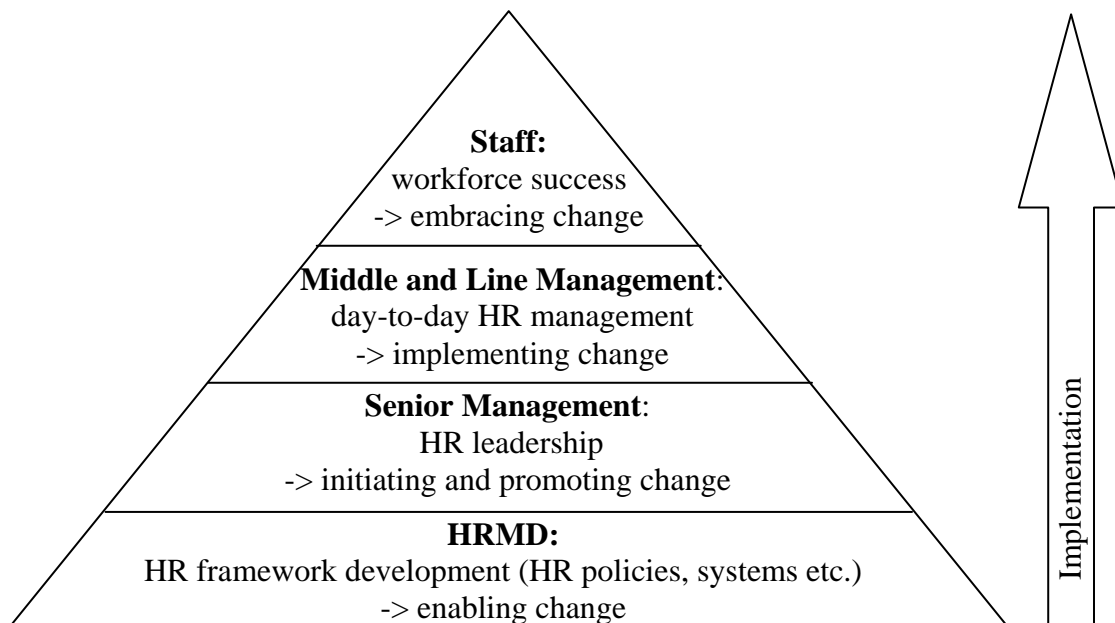
[3]   A person might fulfil multiple stakeholder roles, e.g. a "Head of Section" is a line manager and, at the same time, a member of staff.

48.   Good communication among the internal stakeholders will be critical to this mission. Heavy involvement of management and staff is required; good communication and frequent opportunities for feedback are essential. Stakeholders input represents a vital source of information for the HR strategy and its implementation. As stated earlier, it is important that the vision of the future is shared between all stakeholders, and that all people affected by the future change are, or will be, committed to it.

Allocation of Appropriate Human and Financial Resources

49.   Some of the main activities key to the HR strategy will require significant financial means. The following four activities have been identified as the most cost-intensive ones:

   –   Launch of a corporate management training program for all staff with managerial responsibilities;

   –   Implementation of a comprehensive HR module within the proposed ERP system;

   –   Revision of the current job design and classification system based on job families with associated (standard) job descriptions and competency profiles;

   –   Special facilities to address redundancy/severance issues, as appropriate.

50.   These financial needs will have to be reflected in the Program and Budget over the next four-year time period from 2008 to 2011, covering biennium 2008/09 and the following 2010/11 biennium. WIPO has already included in its proposal for the Program and Budget 2008/09, the financial needs for the Corporate Management Training Program. The comprehensive ERP system is proposed to be funded from the available reserves (document WO/PBC/12/4).

51.   The change process will also lead to additional staffing needs within HRMD during the implementation period of the strategy, which has already been elaborated under paragraph 38.

X.   DRAFT HIGH-LEVEL IMPLEMENTATION PLAN

Overall Implementation Challenges

52.   The implementation plan needs to take into account the interdependencies of the various key elements and even beyond, needs to be coordinated with the other key strategies of WIPO. For example, a modern performance management and development system (PMDS) can only be launched in parallel with a substantial training initiative for management, needs to be supported by an IT system and should be accompanied by an appropriate system for "Administration of Justice" to facilitate the resolution of conflicts arising, for example, from low rating.

53.   Another important point is the integration of the various HR systems. Systems and policies for performance management, rewards, training, career development, succession planning, job design and classification, etc. cannot be developed and applied in isolation. They have to be linked through a competency framework, built on each other and supported by an integrated IT tool.

Initiatives in 2006/07

54.   In this current biennium, WIPO has already started to launch the first initiatives in particular linked to the enabling elements. The following activities have been or will be carried out during 2006/07:

- Assessment of the current human resource situation;

- Facilitation of the Desk-to-Desk assessment and comparison of the findings with own assessment;

- Finalization of the HR strategy and development of an implementation plan;

- Revision of current HR processes in preparation for the new ERP system;

- Launch of a pilot project for a new performance management and development system (PMDS);

- Design of a competency framework for core and managerial competencies;

- Development of new promotion and reclassification guidelines for staff members;

- Introduction of a new sick leave policy;

- Development of an "Administration of Justice" system;

- Design of a Corporate Management Training Program (CMTP);

- Strengthening of HRMD for the implementation of the HR strategy through an internal reorganization.

Initiatives for 2008/09

55.   Considering the challenges elaborated in the paragraph above, the setting of priorities and the sequential planning of activities will be crucial to the success of the HR strategy implementation. Four main initiatives have been identified by WIPO for the biennium 2008/09 and the following one:

- Implementation of the HR module within the ERP system in WIPO;

- Enhancement of the current Performance Appraisal System (PAS);

- Strengthening of a WIPO Integrity and Ethics System;

- Launch of the Corporate Management Training Program.

56.   One of the main current constraints for the management of human resources in the Organization is the lack of a comprehensive and integrated HR module within a new ERP system (document WO/PBC/12/4C, Annex, paragraph 23). The new system would permit HRMD to efficiently share data with other administrative support areas, most particularly with the Office of the Controller and the Finance Department, and to provide prompt and accurate information necessary to senior management and Member States to make key decisions and to plan for and accommodate new requirements as the Organization evolves. The project would also include the reengineering of all human resources related processes, with the aim to automate the workflow and to streamline the decision-taking process.

57.   Another major limitation is the current Performance Appraisal System (PAS) and its application. The system has been in place for more than 30 years, does not meet the requirements of a modern system, and is no longer suitable for the current and evolving needs of WIPO. It does not provide the possibility to indicate outstanding performance, nor does it sufficiently stimulate communication between the managers and the employees working under their supervision concerning priorities, objectives, further development of skills or any other detailed aspect of performance.

58.   The current PAS does not sufficiently help people to progress in the right professional direction so that they are able to contribute to the maximum to the overall success of the Organization. Any new system therefore must meet the following main objectives:

 –   Systematic and proactive knowledge acquisition and skills development for better performance throughout the Organization by a timely and more comprehensive identification of training needs, improved planning and co-ordination of training activities, and closer monitoring of the progress made in acquiring knowledge and developing skills.

 –   Closer alignment of people with the strategic goals of WIPO by the cascading of strategic goals of WIPO into work plans for the organizational units and then into the individual objectives/outputs expected from each employee in an organizational unit, and by better matching employees with appropriate functional roles.

 –   Continuous dialog and feedback between managers and the employees they supervise to manage, confirm or correct skill development and performance on an ongoing basis, so as to reduce misunderstandings or conflict that may be triggered by misconceived expectations and to better acknowledge outstanding performance.

 –   Linkage of individual performance with practical consequences for outstanding performance as well as under performance.

59.   Such a comprehensive system must be fully IT supported as otherwise the contained information cannot by systematically extracted and used for planning of training activities, career development, succession planning, etc. Collecting all the data without integration into other systems, could be very counter-productive and may lead to more frustration among management and staff due to insufficient feedback, unfulfilled expectations and lack of transparency.

60.   As the HR module of the new ERP system will not be fully operational in the biennium 2008/09, WIPO will follow two parallel streams:

 –   Enhancement of the current paper-based system to ensure a detailed and more objective review of individual performance

 –   Continuation of the PMDS pilot project to achieve proof of concept within a limited yet flexible environment

61.   An enhanced PAS on its own will not be sufficient to bring about the desired outcome. Good communication to employees, increased accountability of managers with firm attitude towards inappropriate absences, as well as the acceptance by staff to receive objective evaluations and promotions based on performance will be required. In general, managers will be expected to take over more responsibility and accountability for managing their workforce

and delivering the expected results for their service. It is planned for example to decentralize the control for presence at work to the middle and line management of WIPO.

62.   Such a performance-oriented culture requires that the mindset of WIPO's employees as a whole moves away from a rather rule-based to a more value-based one. To foster this transformation, the Organization will further develop its current Integrity and Ethics system in line with best practices of the UN common system and other international organizations. This system would cover grievance procedures, internal administration of justice, conflict of interests, good practices for financial disclosures, ethic codes and practices, harassment policies and practices and more. Frameworks will need to be established or strengthened; policies, practices and processes further developed, documented and communicated; awareness campaigns have to be launched; and training and guidance for its application has to be provided.

63.   To strengthen the above process, HRMD will launch a fourth initiative, a Corporate Management Training Program in parallel, which will be based on four themes: communication, management, cross organizational bridges and essential WIPO knowledge. The program has been designed according to the standards of the Organizational Learning Framework (OLF) of the UN common system and will focus in the first part on performance management. All participants will be assessed in their core and managerial competencies at the beginning, in the middle and at the end of the program to better target the training activities and to evaluate the effectiveness of the program itself.

64.   The increase of the requested training budget for the biennium 2008/09 together with the reinforcement of the Staff Development Section of HRMD demonstrates the strong commitment of WIPO to staff development. A new training policy will help to better target training activities. It will determine the priorities for training requests, identify new training methodologies and tools, and enforce attendance of training and exams. In addition, special training courses will be offered to members of human resources related boards and panels as well HRMD professionals to increase the human resource management competencies within WIPO.

65.   Although priority has been given to internal redeployment, external recruitment will be used, where needed competencies are not sufficiently available and cannot be developed internally. WIPO will therefore strengthen its external recruitment policies and practices. The outreach for vacancies for professional posts will be broadened through targeted commercial placements of advertisements and enhanced internet use to better attract the attention of high caliber candidates. The involvement of professional recruiters could help to explore the potential of outsourcing certain recruitment functions, in particular pre-screening and assessment of candidates to enhance the evaluation methods in the selection of candidates.   In addition, WIPO wants to revise the composition and operation of the Appointment Advisory Board and use more rigorously the probationary period for new staff. To achieve desired geographic and gender targets, specific recruitment methodologies, for example recruitment missions to specific regions, will be designed and conducted. More attention will also be given to the recruitment of young professionals to ensure an infusion of young people.

66.   As external recruitment will be limited, WIPO will look into alternative funding mechanisms and flexible resourcing alternatives. Fostering of the Young Professional program and the internship program, development of new partnership programs with other IP organizations, outsourcing of services and use of external expert pools are options WIPO

would like to apply more often in the future and therefore the necessary framework needs to be established. These activities will permit WIPO to respond fast and be flexible to the changing resourcing needs without long-term employment commitments.

67.   Currently, the type of contract held by staff is not always consistent with the core and ongoing nature of the tasks they carry out, to such an extent that over 75 per cent of current General Service staff on short-term contracts have worked continuously at WIPO for more than five years. WIPO is committed to align the human resources to the current and future staffing needs of the organization, but this will require a step-by-step resolution (document "Proposed Program and Budget for the Biennium 2008/09" WO/PBC/12/3, Annex, paragraphs 66 to 69), which will take several years.

68.   The alignment of contracts types with the nature of executed tasks is closely linked with the revision of the current employment contract types according to best practices of the UN common system, which distinguishes three type of contracts, namely "temporary" (less than one year), "fixed-term" (up to five years) and "continuing" (more than five years). In the long-term, a common set of staff rules and regulations for all contract types will be developed to simplify the recruitment and administration of employees and to ensure equity among staff. In the meantime, WIPO will continue to align WIPO Staff Regulations and Rules for staff members and temporary employees where applicable.

69.   WIPO would like to continue to provide on-site counseling facilities to staff and is committed to ensure a secure, safe and healthy working environment.

70.   In addition to the above, the preparatory work for the initiatives scheduled for the biennium 2010/11, as indicated in the paragraph 71 below, will have to start to ensure a smooth and well-prepared implementation. Frameworks have to be established; policies developed; systems and processes designed; and IT requirements identified and developed.

Initiatives for 2010/11

71.   The main initiatives of 2010/11 have been scheduled for this second phase of the change process, mainly because of the identified interdependencies and integration issues (paragraphs 52 and 53, above), or, in some cases, because of the less significant impact and therefore lower priority. Once the ERP system has been implemented, WIPO will deploy the full scope of the following new or enhanced systems:

  – Performance management and development (final system);
  – Career development;
  – Succession planning;
  – Post management;
  – Job design and job classification;
  – Redeployment;
  – Rotation and exchange programs.

Once these new systems are in place and operational, WIPO will be in a position to optimize the use and level of human resources in the Organization and fully benefit from the implementation of the HR strategy.

XI.   CONCLUSIONS

72.   The current and upcoming changes in the Organization need to be addressed through an integrated project. The activities under it need to be well planned, structured and managed in an integrated manner. The HR strategy and its implementation will be one of the key elements within this project.

73.   Like all changes, the implementation of the HR strategy will include risks such as uncertainties regarding implementation costs, under-performing linked strategies, unexpected business developments and resistance from staff. These risks will be identified and integrated in a common risk register for the overall project, to effectively manage the risks and provoke interventions as needed during all phases of the implementation of the strategy.

74.   The HR strategy is first and foremost a commitment to an ongoing assessment of the human resource needs of the Organization operating in the active and fast developing IP environment. The strategy will need to be as dynamic as the broader environment in which the Organization operates, and must be continually re-evaluated for its relevance, its added value to the human resources of the Organization, and its ability to seize emerging opportunities for improvements in the Organization's human resource environment.

> 75.   *The WIPO General Assembly is invited to note the information contained in the present document.*

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