

Annex 4

Business process maps & descriptions

We have reviewed, mapped, and confirmed the following key business processes with the responsible WIPO managers:

- Finance – Income
- Development Agenda related processes
- IT approval
- Translation, revision, updating, and proof-reading
- Madrid and Hague related processes
- Strategic Use of IP for Development
- Domain name processing
- Technical Assistance and Capacity Building
- Premises management.
- PCT Application Processing
- Academy

We also include the description and comments for the Travel process.

WIPO	Desk 2 Desk Assessment	Processes
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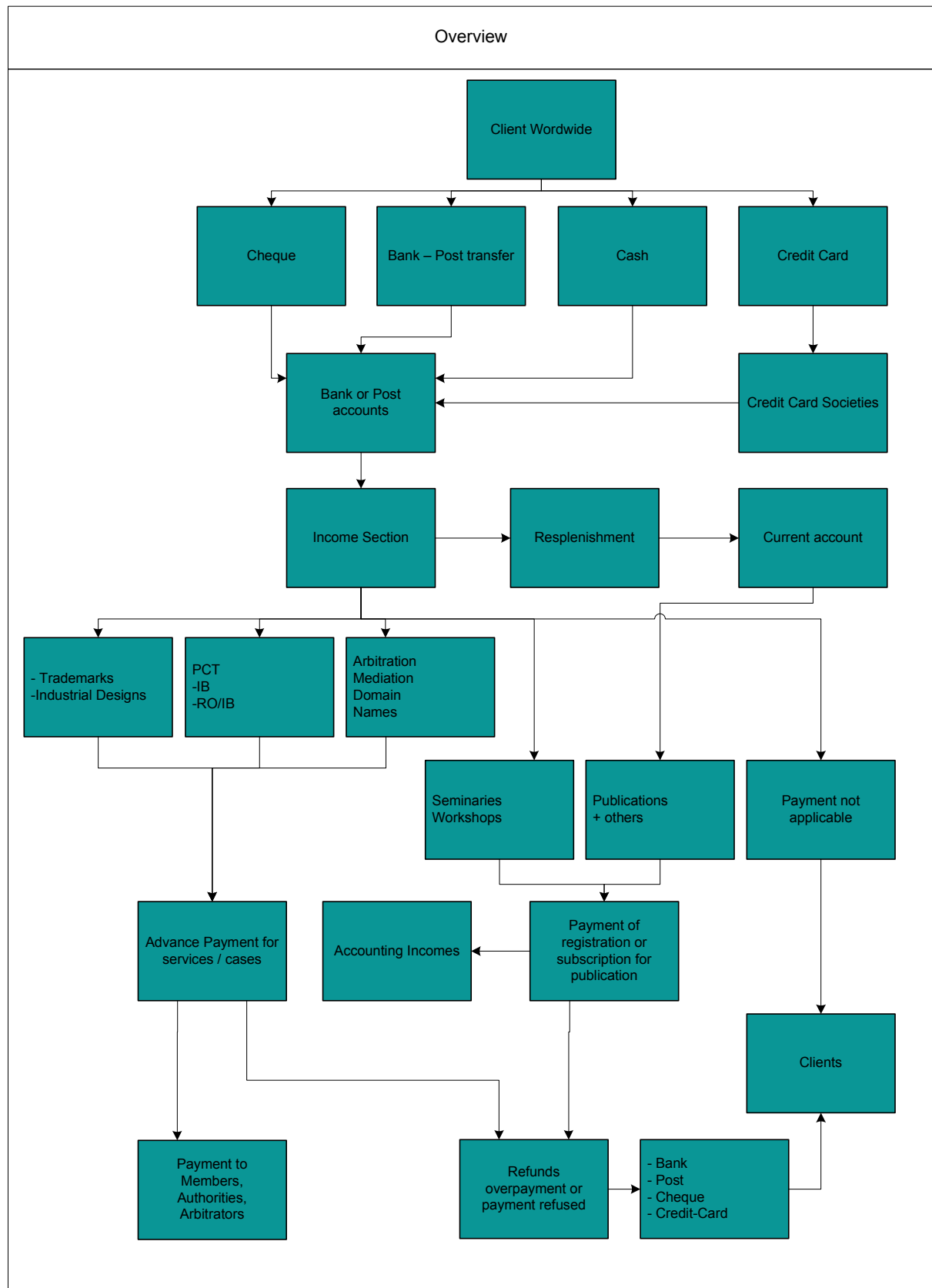
Process name: Finance - Income	Version	1.0	Status	Validated
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Process description	
Causing Event	Worldwide clients paying in or out for all paying Services provided by IB
Brief Description	<ul style="list-style-type: none"> - Dealing with payments in and out, clients enquiries, managing current accounts, applying payments against services - Finance and IT support
Result	Payment to authorities, refunds overpayment, management of payment refused, accounting incomes, matching of fees due

Critical Success Factors
-

Date / Periodicity	
Periodicity	<input checked="" type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input type="checkbox"/> on demand
Starting Date	
End Date	

Volume / Number	
Input	
Output	



Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	INCOME activities	Trigger Currencies arrive from WIPO clients worldwide	
	Dealing with incoming payments	Leading role - Payment Group Activity - Dealing with payments in by cheque, bank or post transfer, cash and credit card - Despatch of payments to each sector of activity Time investment 3.5 GS (48.000 a year) Quality Controls Clients, Banks	
	Matching Services/payments	Leading role - Registration Group Activity - Matching despatched payment to Services, cases - Identification of overpayments Time investment 4.7 GS (92.000 a year) Quality Controls IT interfaces with Finance system (~ 30 in/out) All sectors of Activity / Clients	
	Dealing of payments out	Leading role - Payment Group Activity - managing refunds or payment's orders out Time investment 1.8 GS (6826 a year) Quality Controls Open accounting items, reports of distributions or payment orders from Sectors of Activity	

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Client enquiries/courier	Leading role Income Section Activity <ul style="list-style-type: none"> - Financial questions by e-mail, fax, letter, phones - Mailing receipts, c/a statements, distribution letters Time investment 1.3 GS (40 a day) Quality Controls Correspondent's satisfaction	
	Managing current accounts	Leading role <ul style="list-style-type: none"> - Payment Group Activity <ul style="list-style-type: none"> - Overdrafts, resplenishments, opening/closing c/a accounts, queries - Managing web access for c/a owners Time investment 0.4GS (1500 open) Quality Controls Owners of c/a	
	Finance /IT support	Leading role <ul style="list-style-type: none"> - IT group of the Income Section + Income Section Activity <ul style="list-style-type: none"> - Log any problem, improvement or additional needs - Setting-up of test scripts, testing and signing off - User's Assistance Time investment 1.3GS Quality Controls Accounting results, reconciliations, performance	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Management	<p>Leading role Supervision and management</p> <p>Activity</p> <ul style="list-style-type: none"> - Inter-unit performance / automation - Reporting - Internal and external relationships <p>Time investment 1.5P + 0.5G</p> <p>Quality Controls Staff, Directors, Auditors, Banks, Clients, Nat'l Offices</p>	
		<p>Process end Payment to members, authorities, refunds, overpayment or payment refused, accounting incomes, reporting.</p>	

Process roles / Organisational unit	
Process owner	Head of Income Section Finance Department
Org. coverage	
Role 1	Senior Officer – Registration Group/Receipts and Financial Support Group
Role 2	Senior Accountant Assistant
Role 3	Accountant Assistant
Role 4	Senior Clerk
Role 5	Clerk

Position in WIPO-Processmap	
Superordinate Process	
Upstream Process / Provider	
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information

WIPO	Desk 2 Desk Assessment	Processes
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Process name: Development Agenda related process	Version 1.0	Status
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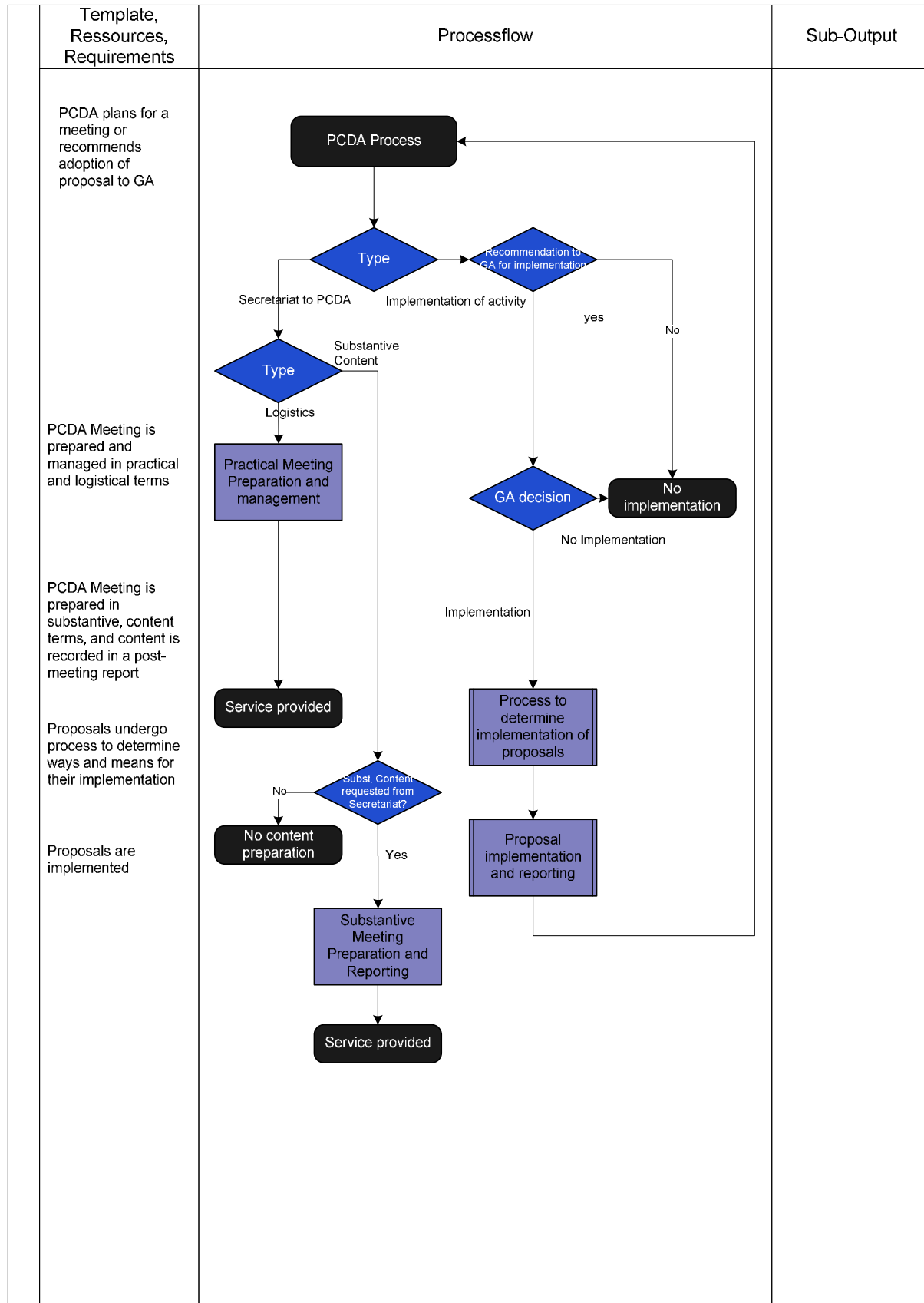
Process description	
Causing Event	Decision by the GA on PCDA activity to be implemented: (e.g schedule a new PCDA meeting or (in future), implement any given proposal of the 111 originally made)
Brief Description	<ul style="list-style-type: none"> - The WIPO Secretariat implements decisions made by the GA in terms of PCDA activities, <ul style="list-style-type: none"> o either in terms of practical, logistical support to PCDA meetings (organise meeting, manage meeting), o in terms of substantive, content preparation of meetings, o or (in future) in terms of implementing decisions made by the GA regarding the implementation of PCDA proposals
Result	<p>PCDA meeting takes place</p> <p>PCDA meeting has at its disposal the proposals presented by Member States allowing it to debate and make recommendations to the GA</p> <p>PCDA recommendations approved by the GA are implemented (originally 111 proposals, touching most areas of the organisation, and currently under debate in the PCDA process)</p>

Critical Success Factors	
<ul style="list-style-type: none"> - 1. Smooth running of PCDA meeting - 2. Quality of Preparatory documents and of Meeting report - 3. (in future) successful implementation of PCDA proposals approved by the GA or continuing consideration of other proposals 	

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	Decision of General Assembly
End Date	Completion of preparatory documentation/ distribution at beginning of meeting Completion of meeting Completion of meeting report Completion of discrete activity for a given proposal, or no end-date for on-going activities on proposals

Volume / Number

Input	<p>Practical Meeting Preparation and Mgt: GA decision on PCDA meeting</p> <p>Substantive (content) preparation of Meeting: GA decision on PCDA meeting</p> <p>Proposal implementation: PCDA process on consideration and streamlining of proposals, GA adoption of proposals and outcome of the process to determine ways and means to implement the proposals.</p>
Output	<p>The happening of a PCDA meeting</p> <p>The production of PCDA preparatory documents</p> <p>The production of a PCDA meeting report</p> <p>The activities/results related to the implementation of PCDA proposals</p>



Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	GA Decision on PCDA meeting or on PCDA proposals	<p>Trigger</p> <p>GA reviews recommendations and progress and decides to extend the PCDA mandate and hold a given number of PCDA meetings.</p> <p>(in future) GA approves PCDA recommendations on proposals</p> <p>(in future) GA decides to set up a process to determine ways and means to implement PCDA proposals</p> <p>(in future) this process yields conclusions on the ways and means to implement proposals and opens the way for implementation.</p>	

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Practical Meeting Preparation and Management	<p>Leading role IPEDD /OSUIPD</p> <p>Activity</p> <ul style="list-style-type: none"> - Send invitations to MS - Receive and register nominations (delegates) - Make travel arrangements for delegates - Arrange conference financing (per diems etc) - Book interpretation - Book meeting room (s) - Arrange for translation of preparatory documents - Arrange for printing of preparatory documents - Responding to requests from NGOs for ad hoc accreditation - Co-ordinating side events <p>During Meeting:</p> <ul style="list-style-type: none"> - - Interpretation - Booking rooms - Ad hoc documentation work - Providing information to delegates and Regional Groups - Assisting the chairman <p>Time investment</p> <p>For IPEDD (not counting other sectors):</p> <p>3Ps, 2Gs full-time for 6 weeks per meeting (direct)</p> <p>Remainder of IPEDD during meeting full-time for the week (5P+3G)</p> <p>3Ps, 2Gs, full time (but split over time) for 6 weeks per meeting (indirect)</p> <p>There are 2 PCDA meetings per year</p> <p>(no time calculation here for other sectors)</p> <p>Quality Controls</p> <p>OSUIPD</p>	<ul style="list-style-type: none"> - (IPEDD)/TMSS - (IPEDD)/GAAS - (IPEDD)/ASSGAA - (IPEDD)/ASSGAA - (IPEDD)/ASSGAA - (IPEDD)/ASSGAA <ul style="list-style-type: none"> - (IPEDD)/ASSGA - (IPEDD)/ASSGA - (IPEDD)/ASSGA

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	I. Substantive (content) meeting preparation and reporting	<p>Leading role IPEDD</p> <p>Activity</p> <ul style="list-style-type: none"> - Briefings for regional groups - Consultations with chairman - Preparation of input: collect information from Secretariat - Drafting of documentation - Editing and Validation - Finalization - Formation of teams for preparing draft report - Internal briefing for PCDA of all relevant divisions - (translation and printing are included in the "Practical Meeting Preparation and Mgt" Sub-Process described above) <p>Time investment</p> <p>Throughout the year: 60% of P. Rai (head of IPEDD), 80% of one G staff, 50-60% of the remaining 2G and 4P (no time calculation here for other sectors)</p> <p>Quality Controls OSUIPD</p>	<ul style="list-style-type: none"> • Almost all sectors

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	II. Substantive (content) meeting preparation and reporting	<p>Leading role IPEDD</p> <p>Activity</p> <ul style="list-style-type: none"> - Ps (from relevant sector) take notes during meeting - Gs(from relevant sector) type verbatim record from tapes - Ps edit verbatim record to create report (ca 100p) - Draft Report revised by 2 Ps - Draft report approved by DG - Draft Report published on website - Draft report transmitted to Member States - Draft Report translated and published on website - Receive and integrate comments from delegates, Produce Draft Final Report - Arrange to adapt and finalize translations of Draft Final Report - Approval of Draft Final Report by DG - Post Draft Final Report on website and transmit to MS - Arrange for printing - Organize adoption meeting - Distribute report at adoption meeting - Incorporate comments and prepare Final Report <p>Time investment all IPEDD (3G +5P) full-time one week, plus 2P+1G full-time 2 weeks,</p> <p>plus from other divisions in OSUIPD:</p> <p>7P+7G full-time 3 weeks (2P and 2G from the three divisions (SME/IPNTD/CID) each, and 1P+1G from PPD Division</p> <p>(no time calculation here for other sectors)</p> <p>Quality Controls OSUIPD</p>	<ul style="list-style-type: none"> - - - - (OSUIPD) - (OSUIPD) - (OSUIPD) - (OSUIPD) - (IPEDD)IT Dpt - (IPEDD)ASSGAA - (IPEDD)IT Dpt - (IPEDD) - (IPEDD)ASSGAA - (IPEDD)IT Dpt - (IPEDD)ASSGAA - (IPEDD) - (IPEDD) - (IPEDD)

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	<p>In future, i.e. as of October 2007 (following expected GA decision on PCDA):</p> <p>Process to consider the ways and means to implement the proposals (to be) adopted in GA 2007.</p>	<p>Leading role IPEDD and all sectors concerned</p> <p>Background: While extending the mandate of the PCDA for another year, the GA of 2006 had decided that the PCDA will report to the 2007 GA, with recommendations for action on the agreed proposals, and on a framework for continuing to address, and where possible, to move forward, on the other proposals following the 2007 GA.</p> <p>Activity If the GA approves the recommendations made by the PCDA on the agreed proposals, mechanisms would have to be instituted for implementing those decisions. Both the secretariat and the member states would be involved in such a mechanism to prepare a plan to implement the decision of the GA.</p> <p>In addition, for the other proposals, as stated above, the GA may decide to institute a framework for further consideration on the other proposals.</p> <p>Time investment In view of the above, where it is likely that the secretariat will be involved in implementing the proposals on which decisions have been taken by the GA, as well as servicing the framework for further consideration on the other proposals, the demand in respect of HR and financial resources will rise.</p> <p>Quality Controls</p> <p>Relevant sectors</p>	
		<p>Process end Result</p>	

Process roles / Organisational unit	
Process owner	IPEDD
Org. coverage	Practically entire organisation
Role 1	
Role 2	
Role 3	
Role 4	
Role 5	

Position in WIPO-Process Map	
Superordinate Process	WIPO Governance Process and Strategic Direction-giving by Member States
Upstream Process / Provider	General Assembly Decision(s) – on continuing mandate of PCDA, on PCDA meetings, on consideration and implementation of proposals
Downstream Process / Client	1. Practical PCDA Meeting Preparation and Management 2. Substantive (content) PCDA Meeting Preparation 3. Process to determine ways and means to implement PCDA proposals

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
GA	General Assembly
PCDA	Provisional Committee on the Development Agenda
IPEDD	Intellectual Property and Economic Development Division
OSUIPD	Office of Strategic Use of Intellectual Property for Development

WIPO	Desk 2 Desk Assessment	Processes
ASSGAA	Administrative Support Services and General Assembly Affairs	
GAAS	General Affairs and Administration Sector	
TMSS	Travel and Mission Support Section (General Affairs and Administration Sector)	

WIPO	Desk 2 Desk Assessment	Processes
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Process name: IT Approval Procedure	Version	1.0	Status	validated
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Process description	
Causing Event	Business need that requires IT related project initiative (new projects, major updates and modification of existing systems and applications, Integration of network, software or procedural components, other IT related request for service)
Brief Description	<p>Proceed all IT related projects as:</p> <ul style="list-style-type: none"> - New projects - Major updates and modifications to existing systems and applications - Integration of network, software or procedural components - Other IT related request for service <p>in a standard structured way with standard documentation.</p> <p>Note: the 'procedure' is a proposal and has not yet received internal ITD approval.</p>
Result	Implemented initiative

Critical Success Factors
<ul style="list-style-type: none"> - Acceptance of the procedure by people working in project environment - Quality of documentation - Acceptance of implemented technology/service (Change management)

Date / Periodicity			
Periodicity	<input type="checkbox"/> daily	<input type="checkbox"/> monthly	<input type="checkbox"/> yearly
	<input type="checkbox"/> weekly	<input type="checkbox"/> quarterly	<input checked="" type="checkbox"/> on demand
Starting Date	When a business need is officially formulated to IT section		
End Date	When project is closed, validated, and technology / service is implemented		

Volume / Number	
Input	n.a. (but about 7 main initiatives are planned until 2011)
Output	n.a.

Additional Comments

WIPO	Desk 2 Desk Assessment	Processes
Time investment	It's impossible to allocate an average time to each of the detail activities (depends on complexity of project),	
Quality Controls	Several factors contribute to quality assurance. <ul style="list-style-type: none"> - Document reviews - Project Management - ITAC Approval - Testing and Validation 	

Template, Resources, Requirements	Processflow	Sub-Output	E	D	A	I
	<pre> graph TD A[IT initiative] --> B[Initiation] B --> C[Prepare Documentation] C --> D[Get Approval] D --> E[Detailed preparation of project] E --> F[Realise project] F --> G[Validate project] G --> H[Integrate into daily business] H --> I[Implemented initiative] </pre>	<p>Security Ceck List approved</p> <p>Business Case Document Network Architecture Diagram Software Architecture Diagram High Level Planning</p> <p>Approved Initiative</p> <p>Communication Matrix Data Flow Diagram Data Modeling Diagram Initiative's Environment Diagram Acceptance Test Plan Detailed Planning</p> <p>Detailed Milestones achieved Implementation Plan</p> <p>Security requirements implemented and validated Acceptance Test Successful</p> <p>Support Process implemented Training and Knowledge transfer</p>	<p>PM TL IS</p> <p>PM TL</p> <p>PM TL</p> <p>IS ITS</p> <p>PM TL ITS</p> <p>PM TL</p> <p>PM TL</p>		<p>ITAC</p> <p>IS ITS</p> <p>IS HD</p>	<p>ITAC</p>

Processflow			
Nr.	Sub process / Activity	Description (Activities, Dates, etc.)	References and links
	IT initiative	Trigger Business need that creates IT initiative	
	Initiation	Leading role Project Manager and Technical Leader Activity <ul style="list-style-type: none"> - Assign functional and technical focal points - Contact Information Security Section and get approved Security Checklist Form (SCF) <p>IT initiatives involve many participants during the whole life-cycle process. In order to initiate a project or request for service the project manager and/or technical leader have to first contact the Information Security Section. Information security is a key aspect that has to be addressed at the very beginning of every undertaking as it validates the design and architecture of the proposed initiative which has bearing on the overall planning and cost. Information Security covers the end to end process in terms of approval, control and validation.</p>	
	Prepare Documentation	Leading role Project Manager and Technical Leader Activity After the SCF has been prepared and approved, the following high level standard documents have to be provided: <ul style="list-style-type: none"> - Business Case Document(BCD): This document describes the business case for the initiative and what needs to be achieved (i.e. functional and security requirements and deliverables) - Network Architecture Diagram (NAD): This diagram shows the proposed network architecture and contains the network/hardware components required (high level view, WIPO Network Zones affected) - Software Architecture Diagram (SAD): This diagram is used to identify which software component is required by the project (applications, database, authentication, etc.) - High Level Planning (HLP): This planning will present the main milestones of the initiative. 	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Sub process / Activity	Description (Activities, Dates, etc.)	References and links
	Get Approval	<p>Leading role IT Approval Committee (ITAC)</p> <p>Activity The SCL, BCD, NAD, SAD and HLP have to be sent to the ITAC members (see Annex I) one week before the ITAC meeting. The ITAC is composed by the heads (or their representatives) of each IT section (including the Information Security Section). This committee is in charge to evaluate and validate all IT related initiatives based on the above mentioned documents.</p> <ul style="list-style-type: none"> - Business and technical responsible have to present shortly their initiative to the ITAC members. - The committee will approve or not the initiative with/without recommendations according to the standards defined in WIPO. If the initiative is approved, the committee will assign technical focal points from the sections concerned. - If there are problems and the initiative is not approved, the responsible focal and business points have to work on the recommendations given by the ITAC and present their case on a subsequent ITAC meeting. 	

Processflow			
Nr.	Sub process / Activity	Description (Activities, Dates, etc.)	References and links
	Detailed preparation of project	<p>Leading role Project Manager and Technical Leader</p> <p>Activity The initiative is approved and technical focal points are named for the sections that need to be involved. A detailed set of documents has to be provided by the initiative's responsible:</p> <ul style="list-style-type: none"> - Communication Matrix Chart (CMC): This chart resumes the communication between each component - Data Flow Diagram (DFD): This diagram is used to identify the data flow from source to final destination - Data Modeling Diagram (DMD): This diagram will present the data model - Initiative Environment Diagram (IED): This diagram will resume in detail the different environment required for this initiative (e.g. Development, Test, Integration, and Production.) - Acceptance Test Plan (ATP): This plan will be used to validate functional and technical requirements. - Detailed Initiative Planning (DIP): Detailed planning of the initiative <p>All these documents have to be approved by technical focal point assigned by the ITAC</p>	
	Realise project	<p>Leading role Project Manager and Technical Leader</p> <p>Activity</p> <ul style="list-style-type: none"> - Business and technical focal points are responsible to coordinate the execution of the initiative according to the documents provided and approved by ITAC - IT is recommended to use the structured project management methodology PRINCE 2. 	

Processflow			
Nr.	Sub process / Activity	Description (Activities, Dates, etc.)	References and links
	Validate project	Leading role Project Manager and Technical Leader Activity Initiative validation is based on the following: <ul style="list-style-type: none"> - Validation by the business: the deliverable is compliant from functional point of view with what was needed, covers the business case - Security validation: the initiative is compliant with the security requirements for the project and WIPO security policies. - Performance and Quality validation: the initiative is compliant with WIPO standard performance and quality policy - Support validation: the initiative is compliant with WIPO support process 	
	Integrate Project into daily business	Leading role Project Manager and Technical Leader Activity Train people and accomplish integration in two phases: <ul style="list-style-type: none"> A) Transitional phase: during this period the support is under responsibility of the business and technical owner of the initiative. B) Production Phase: the related action to this phase are: <ul style="list-style-type: none"> - Handover of support to IT Technical services - Decommissioning of previous services/hardware (if applicable) 	
		Process end Implemented Initiative	

Process roles / Organisational unit	
Process owner	IT Approval Committee (ITAC)
Org. coverage	WIPO
PM	Project Manager (Responsible from a business point of view)
TL	Technical Leader (Responsible from a technical point of view)
IS	Information Security
ITS	IT Sections
HD	Helpdesk

Position in WIPO-Process map	
Super ordinate Process	Define IT Strategy
Upstream Process / Provider	Formulate Business need
Downstream Process / Client	Control Implementation

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information

WIPO	Desk 2 Desk Assessment	Processes
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Process name: Translation, revision, updating and proofreading	Version	2.0	Status	Validated by D Chambers and J Zahra
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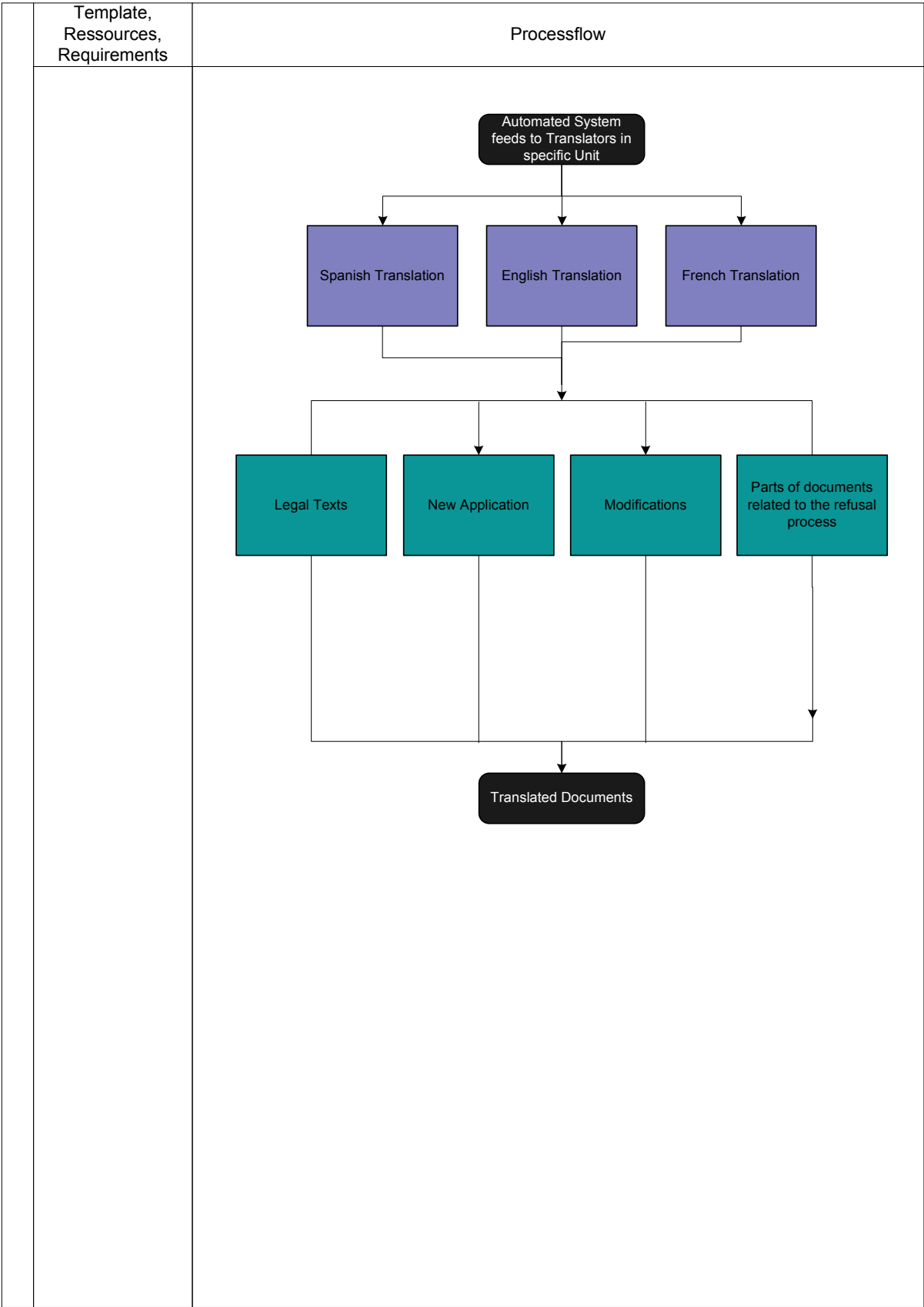
Process description LS and TMTS	
Causing Event	Request for translation, editing or proofreading by WIPO or UPOV staff members
Brief Description	<ul style="list-style-type: none"> - Translation of documents - Quality control - Typing and Corrections - Formatting
Result	Translated, proofread or edited WIPO and UPOV document or notification

Critical Success Factors LS
<ul style="list-style-type: none"> - The translation requests for WIPO and UPOV meetings must be submitted to the Language Service sufficiently early for the translation to be scheduled and completed in time for dispatch to MS at least two months before the meeting, as stipulated in the WIPO General Rules of Procedure. - The translation of large documents is to be discussed also well in advance with the Head of Language Service so that work may be planned correctly and additional resources requested as necessary. - The level of quality of the documents to be translated, proofread or edited - A lead time of 6 months to secure the best translators in the face of competition of from other organisations- risk of failure to approve and issue contracts in adequate time.

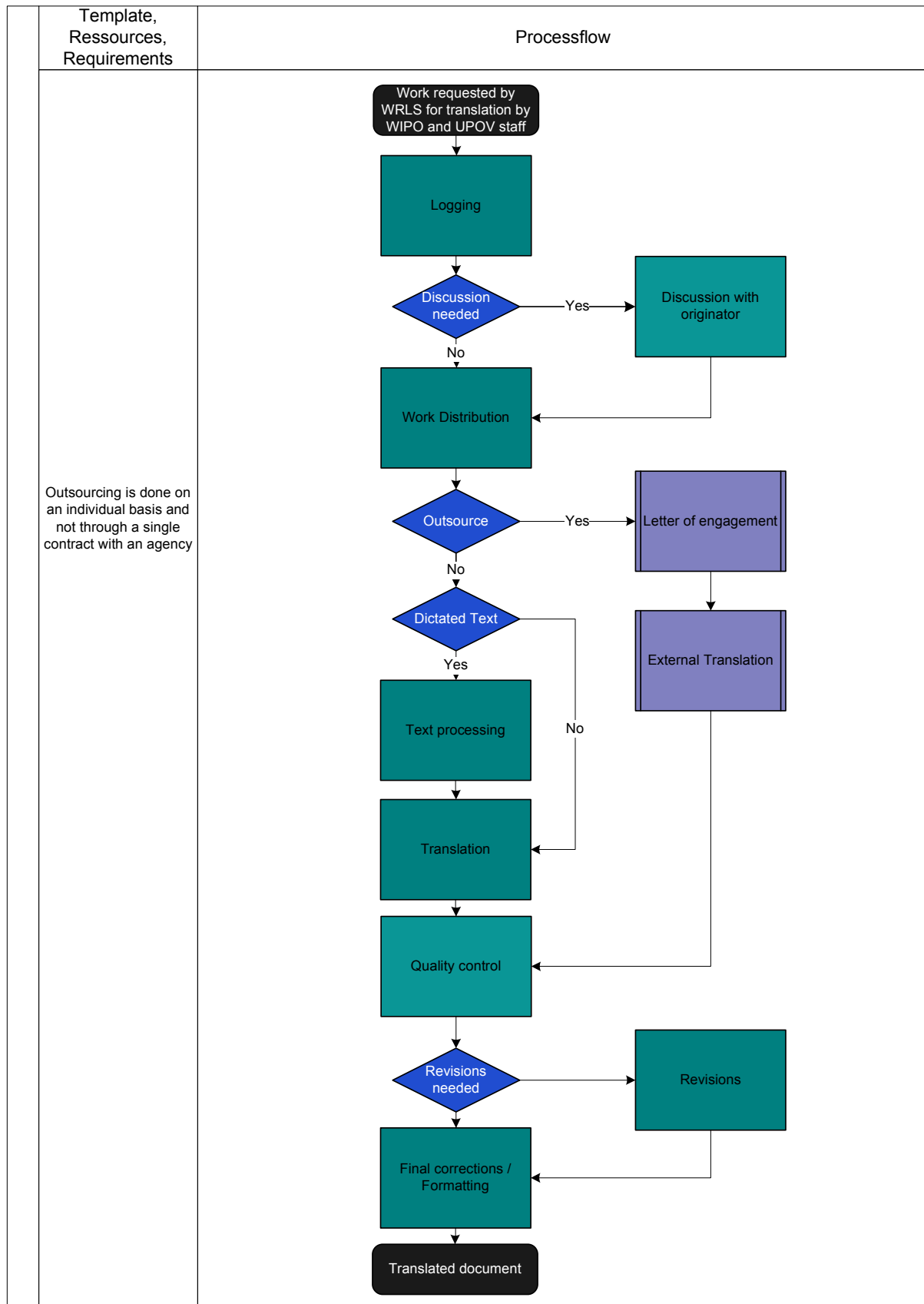
Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly XXX <input type="checkbox"/> on demand
Starting Date	Moment of request
End Date	Moment of delivery

Volume / Number	
Input	
Output	LS: 1,300 to 1,400 a day/translator TMTS: 1,500 to 1,700 words a day/translator

Translation – Madrid & Hague overview



Language Service Translation



Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
		Trigger Request for translation, editing or proofreading by WIPO or UPOV staff members	
	Logging	Leading role Administrative Assistant (G6) Activity <ul style="list-style-type: none"> - Administrative processing - Logging to language section (6 sections) work program - Discussions with originator Time investment 20 minutes by G6 Quality Controls	
	Work distribution	Leading role Individual section Heads Activity <ul style="list-style-type: none"> - Allocating translation jobs to team members - Decision is made whether a particular item is to be translated in-house or outsourced according to the nature and purpose of the document, workload, and availability of their HR resources and then to David to see if there are financial resources. Time investment 15 minutes Quality Controls	

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Translation and own Quality Control	<p>Leading role Translator / Head of Section</p> <p>Activity</p> <ul style="list-style-type: none"> - Translation, proofreading and editing of documents - The use of Translation memory, Terminology Database, Reference Resources (IsiView, Intranet, Library) - Through the use of the Terminology Database: term extraction, term imports, and term validation - Translator checks his own work - Resource maintenance for References Resources - Terminology support <p>Time investment 18 hours for a 10 page documents (although this is not an average job – can range from 30 words – to 300 pages).</p> <p>Quality Controls</p>	
	Referencing	<p>Leading role Referencing Clerk, however we start to use more automated tools</p> <p>Activity -referencing - to check prior documents – to see if a phrase is taken out of another document</p> <p>Time investment 0.5 day</p> <p>Quality Controls</p>	
	Text Processing	<p>Leading role TPO / In Spanish and French sections there are coordinators for these tasks</p> <p>Activity</p> <ul style="list-style-type: none"> - Type from audio cassettes - Read through the document <p>Time investment 4 hours and 2500 to 3000 per year</p> <p>Quality Controls</p>	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Quality Control	Leading role Revisers Activity - Revisers checks final version and the quality translation Time investment 2-8 hours Quality Controls	
	Revisions	Leading role Head of section or reviser Activity Manually correcting documents Time investment 15 minutes to 1 hour Quality Controls	
	Final corrections / Formatting	Leading role TPO Activity - Typing final corrections - Finalising the formatting of documents Time investment Doesn't know. Quality Controls	

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Final administration	Leading role LSM (section heads, secretaries and or administrative assistant) Activity - Statistics - language service monitoring - logistics Time investment 15 minutes Quality Controls	
	PROCESS	TRADEMARKS TRANSLATION	
	Trigger	Legal requirements before sending out notifications	
	Translation	Leading role Translation Units Activity - Translation with little use of internal database (without predefined criteria) - use of classification database Time investment 324,345 words translated in 2006 1,500-1,700 words a day/translator Quality Controls Only for SSAs not for fixed term staff.	
	Formatting	Leading Role Translation Unit Activity - Preparation final documents Time investment - see above	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
		Process end High quality and speedy translated documents, proofread documents and edited documents.	

Process roles / Organisational unit		
Process owner	LS: Head of Service	TMTS: Section Head and co-ordinators
Org. coverage		
Role 1	LS: Translator	TMTS: Translator
Role 2	LS: Reviser	TMTS: Translator- Reviser
Role 3	LS: Text process operators	TMTS: SSA Translator
Role 4	LS: Heads of Sections	
Role 5	LS: Admin. Assistant	
Role 6	LS: References clerk	

Position in WIPO-Processmap	
Superordinate Process	LS : Any WIPO or UPOV process or activity.
Upstream Process / Provider	
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
ToP	LS: Text processing Operators
T	LS: Translators
R	LS: Revisers
LSM	Language Service Management

LS	Language Services
TMTS	Trademark Translation Service

WIPO	Desk 2 Desk Assessment	Processes
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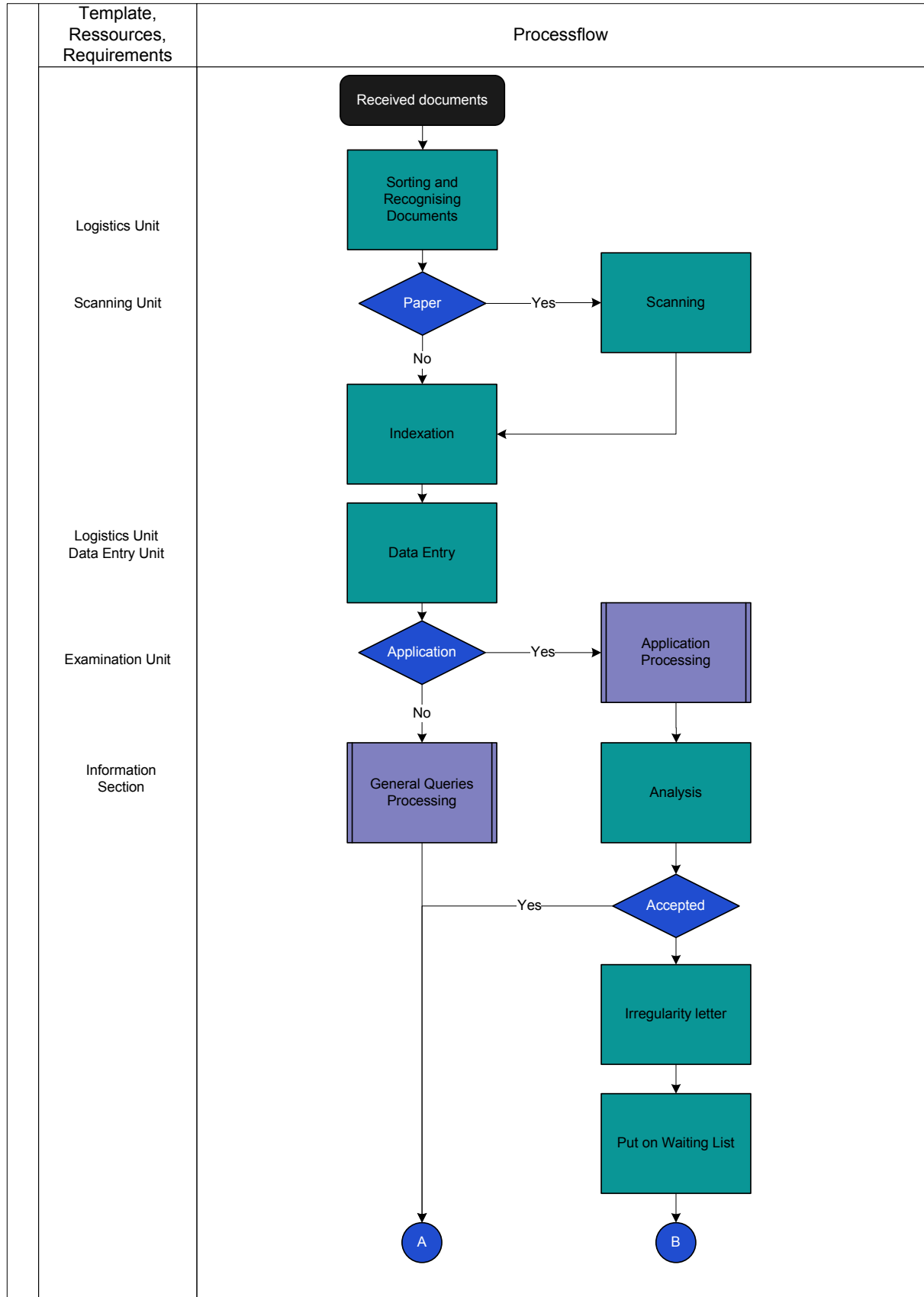
Process name: Madrid and Hague (industrial design) related processes including applications and renewals related processes	Version	2.0	Status	Validated by J. Zahra
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Process description	
Causing Event	Application send from MS office
Brief Description	<ul style="list-style-type: none"> - Sorting applications - Examination and Registration (and division into new trademarks, refusals or modifications and industrial design applications) - Analysis - Notifications
Result	Published trademark, industrial design or geographical indication and/or notified MS offices

Critical Success Factors
<ul style="list-style-type: none"> - Quality of the application

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly <input type="checkbox"/> weekly <input type="checkbox"/> quarterly xxx <input type="checkbox"/> on demand but happens daily
Starting Date	Indexation of documents
End Date	Date of publication or notification to MS offices

Volume / Number	
Input	388.800
Output	Notifications 366.000 publications XXXX





Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Receive application	Trigger The national office in the MS sends an application to WIPO for processing which can be in paper or electronic form, on DVD/CD or web based.	
	Sorting and recognising applications	Leading role Project Coordination and Functional Support Section- Logistics Unit- the mail processing team Activity - identify document type by looking at key words - sorting the applications -preparing the documents for scanning by printing of a scanning bar code Time investment 5 minutes per application Quality Controls	
	Scanning	Leading role Project Coordination and Functional Support Section- logistics unit- the scanning section Activity - Scan applications Time investment 3 minutes per application Quality Controls	
	Indexation	Leading role Project Coordination and Functional Support Section- logistics unit Activity -system attributes an internal number to the files Time investment 3 minutes per application Quality Controls	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Data entry	<p>Leading role Project Coordination and Functional Support Section- Quality control and data entry unit</p> <p>Activity</p> <ul style="list-style-type: none"> - Entering the list of goods and services into Database, ie first preparation for the notification - Quality control of the logo's <p>Time investment 10 minutes per application</p> <p>Quality Controls</p>	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Application processing	<p>Leading role Examination and Registration Section- Processing Units (Hague and Lisbon Unit and 4 Madrid Teams)</p> <p>Activity</p> <p>Workload of refusals</p> <ul style="list-style-type: none"> - formal application (20%) – to see if it is in line with WIPO rules and regulations re Madrid and The Hague - check the compliance – classification (80%) - sending of an irregularity letter if wrong - application is put on waiting list -reply received - analysis - check with the finance system if fees have been paid by applicant (back logs here can create backlogs with us!) - send to translation <p>Workload Modifications and renewals</p> <ul style="list-style-type: none"> - 21 different document types - examiners receive it by document type - re-analyse (often the whole file) and examine - sending of an irregularity letter if wrong but at notification level - or validate - In this unit the training is the longest <p>Time investment</p> <p>30-35 notification per day per examiner</p> <p>20-30 renewals per examiner per day</p> <p>120 refusals per examiner per day (13 doing this task of a total of 44 examiners).</p> <p>360 application per examiner per year for the Hague</p> <p>Quality Controls</p>	- Finance department

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Translation	<p>Leading role Translation Units</p> <p>Activity</p> <ul style="list-style-type: none"> - Bulk of work is the translation of new trademarks which need full translation into a total of three languages - Regarding refusals are only the final decision needs translation - Re modification and renewals only parts need translation <p>Time investment output 1,500-1,700 words a day/translator (this is higher than in Language Services as these translations only require words and not sentences-JP)</p> <p>Quality Controls</p>	
	<p>Registration and Notification</p> <p>Notifications are send to 40 countries electronically but only 7 countries communicate back electronically – currently discussions of Germany also going fully electronic- this would have a large impact on processes.</p>	<p>Leading role Publication Unit</p> <p>Activity</p> <ul style="list-style-type: none"> - Issue of certificate (by paper) - Issue of notification send to countries - If not accepted countries send a letter of refusal - On-line Gazette - Publication electronic documents: Madrid express on the website <p>Time investment Notification of modifications: 30-35 per day per examiner Notification for renewals: 20-30 per day per examiner</p> <p>Quality Controls</p>	
	Published trademark and industrial design	<p>Process end Notified Members States and published documents</p>	

Process roles / Organisational unit	
Process owner	All examiners- although different functions on paper (assistant examiner, examiner 1, examiner 2, short term and fixed term) : everyone does the same work! (although grade levels vary from G6-G3!) . There are 12 short term staff also doing exactly the same work as the fixed and permanent staff members.
Org. coverage	
Role 1	
Role 2	
Role 3	
Role 4	
Role 5	

Position in WIPO-Processmap	
Superordinate Process	
Upstream Process / Provider	
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information

Process name: Strategic Use of IP for Development	Version 1.0	Status
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Process description	
Causing Event	
Brief Description	<ul style="list-style-type: none"> OSUIPD responds to needs identified through the strategic planning process by developing (through a variety of methods) and making available and disseminating (through a variety of channels) substantive content on the potential and demonstrated value of IP in the development process of countries.
Result	Governments and policy makers, and all other relevant actors in IP-related fields within countries (companies, especially SMEs, universities, other institutions engaged in research and training, as well as IP creators) benefit in their work from the availability of substantive content developed by WIPO such as studies, databases, conceptual frameworks, tools and methodologies, guidelines, training methods, materials and curricula, as well as public policy advice, thus increasing the contribution of IP to countries' economic development and wealth creation.

Critical Success Factors
<ul style="list-style-type: none"> Ability to identify needs correctly with a view to making the highest possible contribution to measures which impact a country's economic growth through the productive use of the potential provided by IP Ability to respond to such needs adequately by providing the most relevant substantive input and a high quality of research and outputs Ability to submit, distribute, and disseminate output in a manner to ensure that it reaches all intended beneficiaries, and that intended beneficiaries have the highest possible degree of awareness of this information, and are making active use of it.

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly <hr/> <input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	Request or identification of need
End Date	Completion of output and submission, distribution, dissemination For on-going output (e.g. a constantly updated database), no end.

Volume / Number	
Input	(see sub-processes)

Output

Studies, research projects:

Conferences/meetings/seminars (to organise)

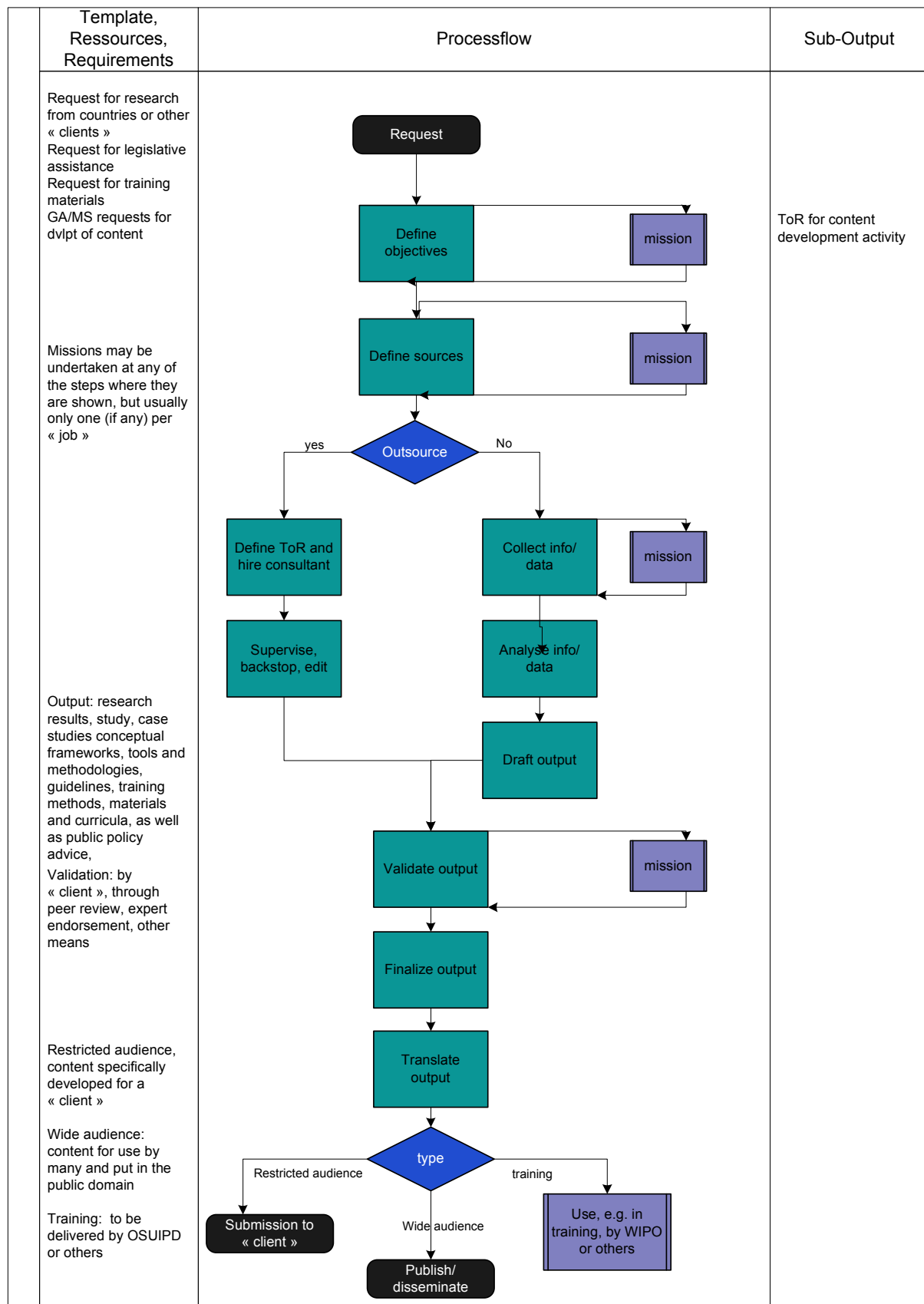
Conferences/meetings/seminars (to participate in)

Training curricula and manuals

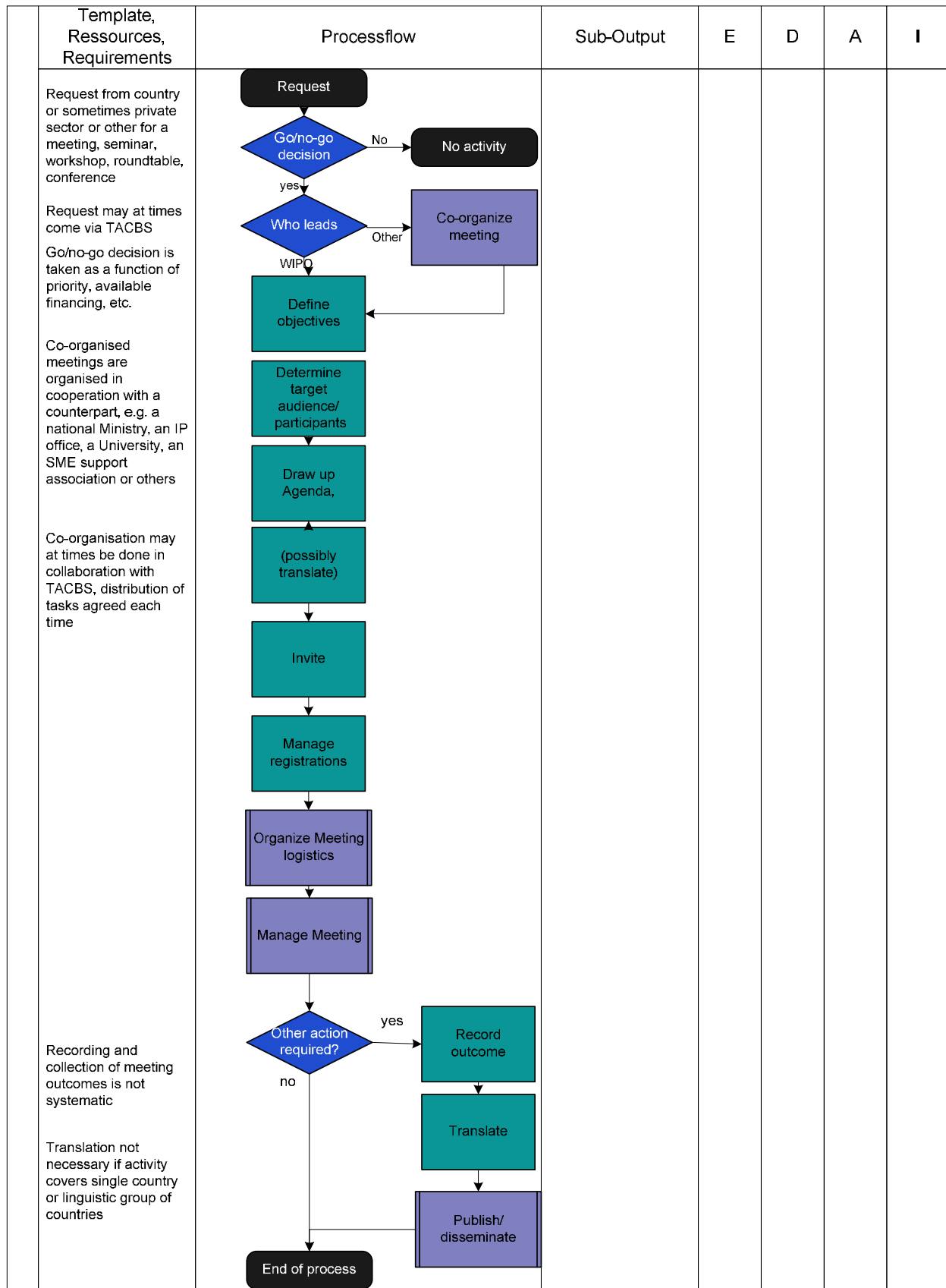
Highest-Level Process: Strategic use of IP for development

Template, Resources, Requirements	Processflow	Sub-Output	E	D	A	I
	<pre> graph TD Start([Request or need]) --> Type{type} Type --> Dev[Development / dissemination of substantive content] Type --> Meeting[Meeting. Event] Dev <--> Meeting Dev --> Out1([Output]) Meeting --> Task{task} Task -- "Organisation or share in organisation" --> Org[(Co-)organisation of meeting/Event] Task -- participation --> Part[Participation in meeting/event] Org --> Out2([Output]) Part --> Out3([Output]) </pre>					

Sub-Process: OSUIPD Development and dissemination of substantive content



Sub-Process: OSUIPD Organisation (co-organisation) of Conferences, seminars and other meetings



WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
		Trigger Request or invitation	
	Development of substantive content	Leading role Any one of the divisions in OSUIPD Activity See graphical Process description Time investment n.a. Quality Controls	Any relevant technical sector (Copyrights, Trademarks etc.) ASSGAA (translation and printing) CPOD
	Meetings, conferences	Leading role Any one of the divisions Activity See graphical Process description Time investment n.a. Quality Controls	Any relevant technical sector (Copyrights, Trademarks etc.) ASSGAA (translation and printing) TMSS
		Process end Result	

Process roles / Organisational unit	
Process owner	Relevant division
Org. coverage	
Role 1	
Role 2	
Role 3	
Role 4	
Role 5	

Position in WIPO-Process Map	
Super-ordinate Process	Programme and budget exercise
Upstream Process / Provider	
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
CPOD	Communications and Public Outreach Division
ASSGAA	Administrative Support Services and General Assembly Affairs
GAAS	General Affairs and Administration Sector
TMSS	Travel and Mission Support Section (General Affairs and Administration Sector)

WIPO	Desk 2 Desk Assessment	Processes	
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Domain Name: Domain name processing	Version 1.0	Status Reviewed
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Process description	
Causing Event	Receipt of complaint
Brief Description	<ul style="list-style-type: none"> - Processing of complaint in accordance with rules and procedures regarding Domain Name issues - Decision made by external Expert Panel / supported by WIPO - Publishing of decision - Assist implementation of decision <p>This process ties up about 50% of the resources but to work well it needs additional 25% of existing resources as infrastructure support (e.g. data management, manage general queries, training, define policies and rules, maintain online indexes, research, etc.)</p>
Result	Implemented and published decision (trademark problem/issue is solved)

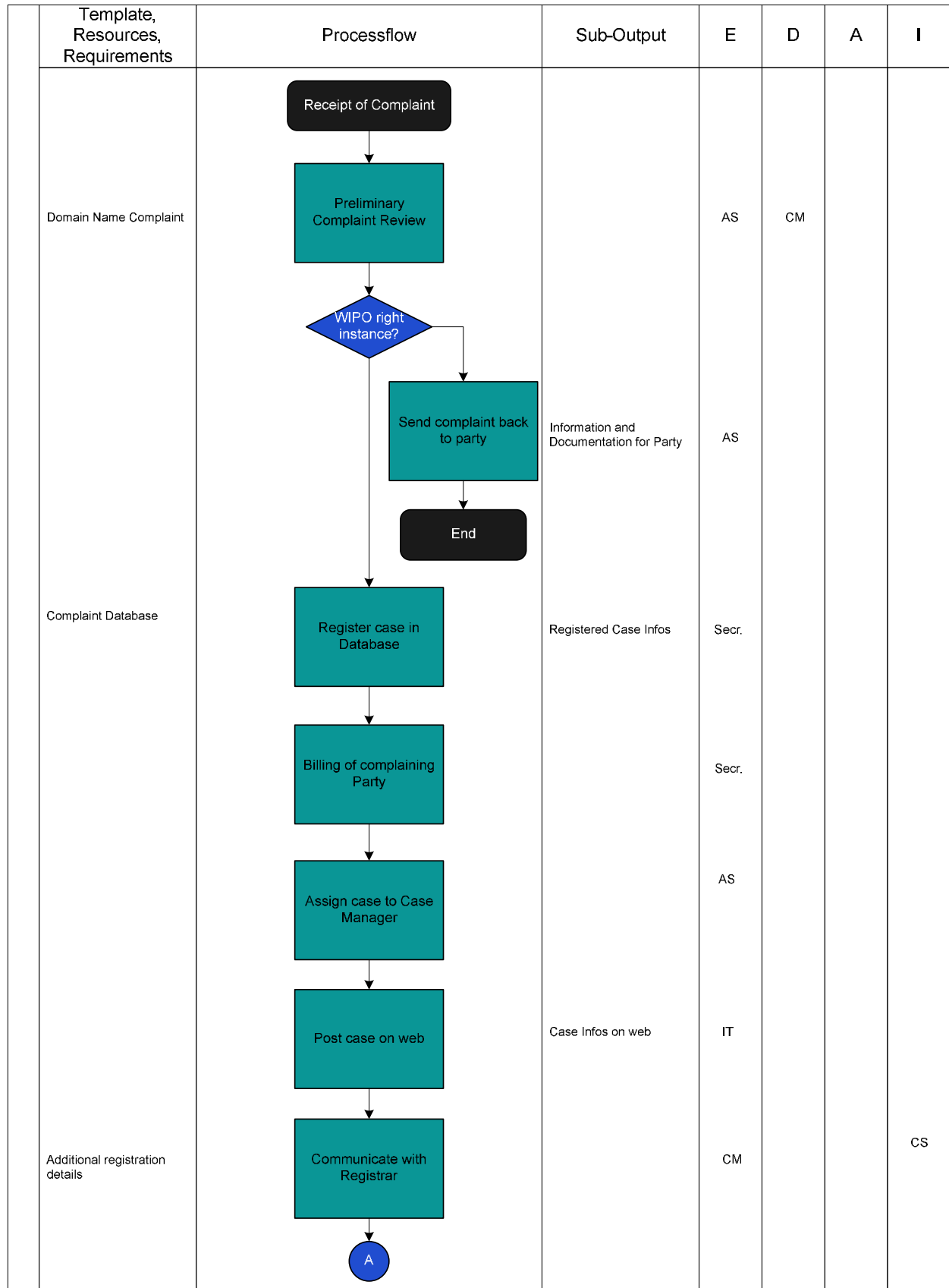
Critical Success Factors	
<ul style="list-style-type: none"> - Balance between procedural compliance and substantive quality - Adequately responding to rapid external developments 	

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly <input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	By entry of complaint
End Date	About 70 days after entry of complaint

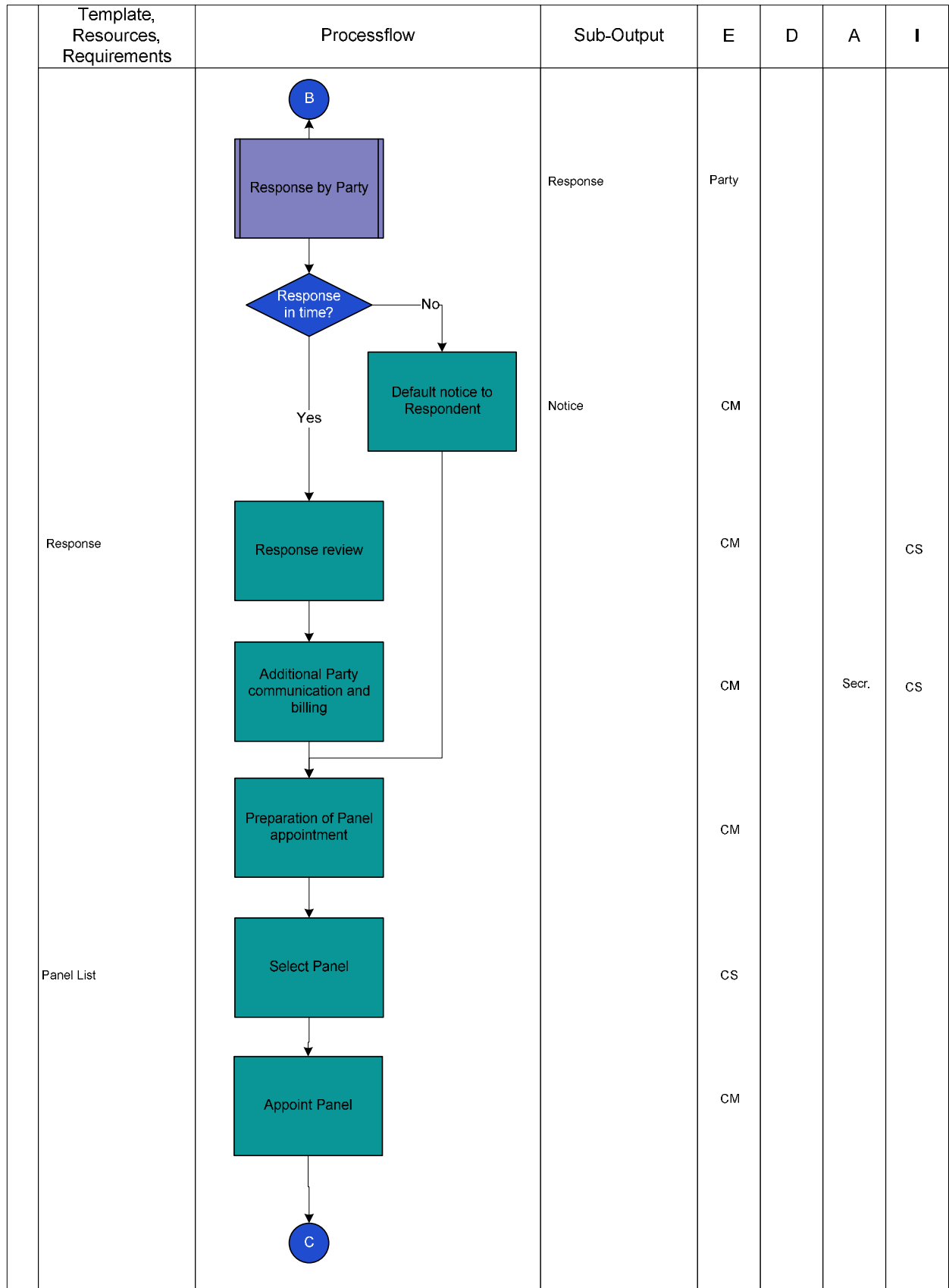
Volume / Number	
Input	About 2050 year (incl. 150 special cases) → around 9 per day (assumption 220 working days per year)
Output	About 9 per day

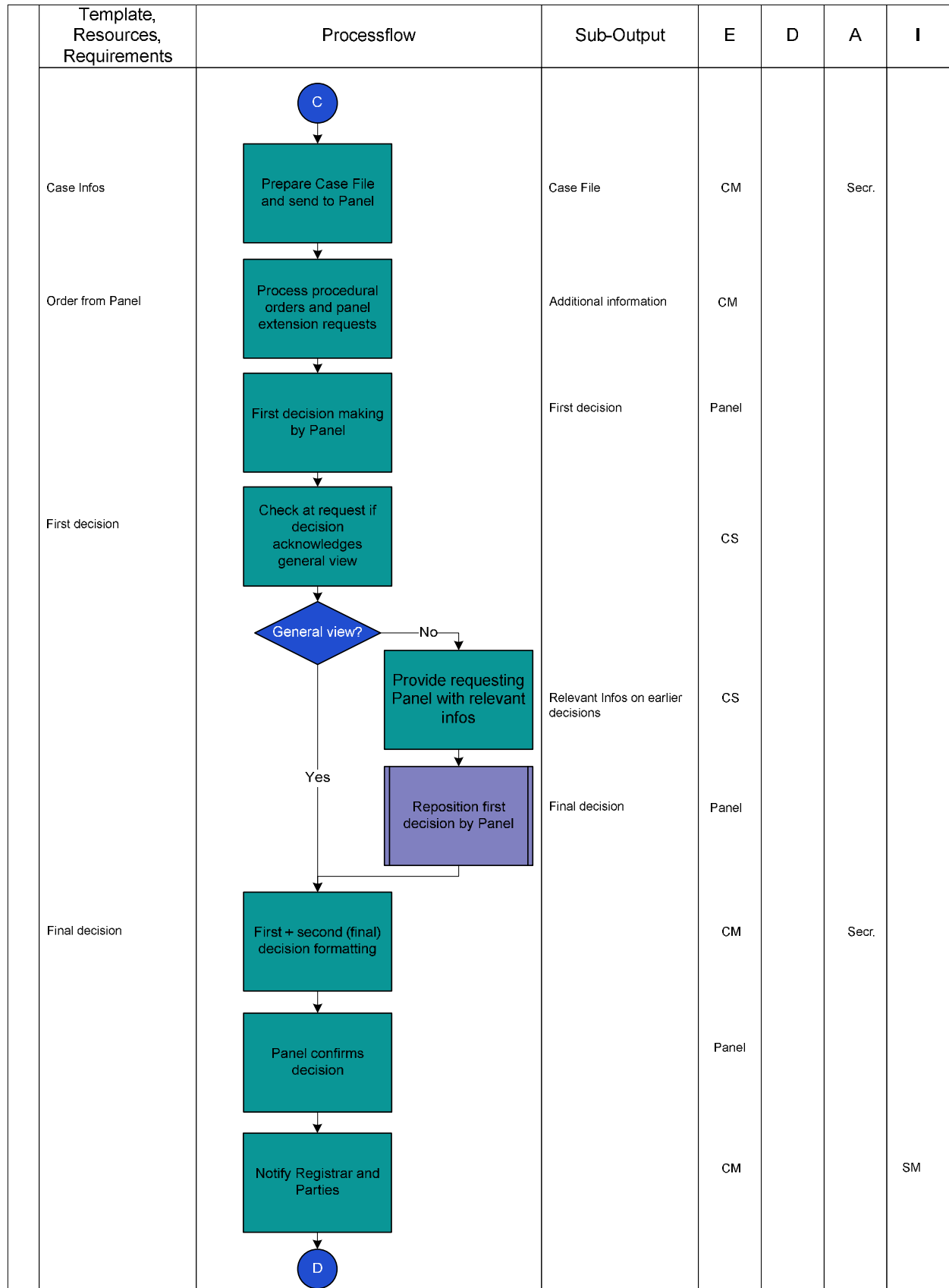
Additional Comments	
Time investment	Because it is impossible to allocate an average time to each of the detail activities (depends on complexity of case), we calculated an average time investment per case. → 2 days per case (incl. 25% of infrastructure support → see above).

Quality Controls	<p>Several factors contribute to quality assurance.</p> <ul style="list-style-type: none">- Use of electronic case data to monitor progress and timelines- Use of case management manual- Ongoing intercommunication between members of the group when issues are arising- Double check by CS or SM if action is not standard- Consultations and reactions of panels and parties
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Template, Resources, Requirements	Processflow	Sub-Output	E	D	A	I
Checklist	<pre> graph TD A((A)) --> Review[Review of registration details] Review --> OK{O.K.?} OK -- No --> Send[Send back to party] Send --> Assure[Assure amendment of complaint] Assure --> Review OK -- Yes --> Review Review --> Comp[Compliance Review] Comp --> Compliant{Compliant?} Compliant -- No --> Remediate[Remediate complaint] Remediate --> Comp Compliant -- Yes --> Notify[Notify complaint] Notify --> Respond[Respond to extension requests] Respond --> B((B)) </pre>		CM			
			CM			
Extension requests of response time			Party			
			CM			
			Party			
		Notification to Party	CM			
		Notification to Party	CM CS			





Template, Resources, Requirements	Processflow	Sub-Output	E	D	A	I
	<pre> graph TD D((D)) --> A[Publish decision on web] A --> B[Check if decision has public interest] B --> C{Public interest?} C -- Yes --> D[Inform WIPO Press Team and summarize for internal reporting] C -- No --> E[Pay Panel] D --> E E --> F[Conduct legal indexing] F --> G[Monitor implementation of decision by Registrar] G --> H[Send paper copies of decision] H --> I([Closed case]) </pre>	<p>Published decision</p> <p>Press Conference or Info</p>	<p>IT</p> <p>CS</p> <p>CS</p> <p>CM</p> <p>CS</p> <p>CS</p> <p>Secr.</p>	<p>CM</p>		<p>SM</p>

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
		Trigger Domain Name Complaint by Party	
	Preliminary Complaint Review	Leading role Assignment Staff Activity - Verify jurisdiction of Complaint → is WIPO right instance Time investment see comments on front page Quality Controls see comments on front page	
	Send Complaint back to party	Leading role Assignment Staff Activity - If WIPO is not the right instance, the complaining party is notified and receives some documentation	
	Register Case in Database	Leading role Secretariat Activity - Enter case data into Database	
	Billing of complaining Party	Leading role Secretariat Activity - Billing depending on number of affected names and requested number of Panel members	
	Assign case to Case Manager	Leading role Assignment Staff Activity - Assign Case to right Case Manager (based on resource planning and case particulars)	
	Post Case on web	Leading role IT Staff Activity - Put case information on web for official information	

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Communicate with Registrar	Leading role Case Manager Activity <ul style="list-style-type: none"> - Get additional registration details 	
	Review of registration details	Leading role Case Manager Activity <ul style="list-style-type: none"> - Check complaint against registration details - Completeness, accuracy etc. 	
	Send back to Party	Leading role Case Manager Activity <ul style="list-style-type: none"> - Send details back with information to complainant - Request to complete details and provide additional information 	
	Assure amendment of complaint	Leading role Party Activity <ul style="list-style-type: none"> - Complete registration information - Attach additional details and comments 	
	Compliance Review	Leading role Case Manager Activity <ul style="list-style-type: none"> - Check compliance against checklist (25 check points/rules) 	
	Remediate Compliance	Leading role Complaining Party Activity <ul style="list-style-type: none"> - Rework complaint to match checklist 	

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Notify complaint	Leading role Case Manager Activity <ul style="list-style-type: none"> - Announce case to respondent and registrar - Invite respondent to defend itself 	
	Respond to extension requests	Leading role Case Manager/Case Supervisor Activity <ul style="list-style-type: none"> - Sometimes a Party needs extension of deadline to give their response - Depending on grounds the Case Manager allows an extension 	
	Response by party	Leading role Defending Party Activity <ul style="list-style-type: none"> - Response to case by formulated defense statement - In this process step a lot of procedural communication can be conducted between the Respondent and WIPO 	
	Default notice to Respondent	Leading role Case Manager Activity <ul style="list-style-type: none"> - If the Party doesn't respond in time, WIPO informs that the process will continue without response 	
	Response review	Leading role Case Manager Activity <ul style="list-style-type: none"> - Review of defense statement for formal compliance 	
	Additional Party communication and billing	Leading role Case Manager, supported by Secretariat Activity <ul style="list-style-type: none"> - In some cases the Respondent wishes to have more panel members than requested in the complaint - For this increase of members in the panel the Respondent will be billed as well 	

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Preparation of Panel appointment	Leading role Case Manager Activity <ul style="list-style-type: none"> - Put together information relevant to proper panel appointment (look at conflicts of interest, language issues) 	
	Select Panel	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - Select appropriate experts for Panel 	
	Appoint panel	Leading role Case Manager Activity <ul style="list-style-type: none"> - Invite panel members - Notify appointment to parties 	
	Prepare Case File and send to Panel	Leading role Case Manager, supported by Secretariat Activity <ul style="list-style-type: none"> - Put together relevant documents - Attach additional information - Send documents as decision basis to Panel 	
	Process procedural orders and panel extension requests	Leading role Case Manager / Supervisor Activity <ul style="list-style-type: none"> - Communication with panel on panel orders 	
	First decision making by Panel	Leading role Panel Activity <ul style="list-style-type: none"> - Study documentation - Opinion forming - Decision drafting 	

Processflow			
Nr.	Subprocess / Activity	Description (Activities, Dates, etc.)	References and links
	Check at request if decision acknowledges general view	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - Study first decision - Focus on unexplained contradiction with general views 	
	Provide requesting Panel with relevant infos	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - Provide Panel with information about general view and leading cases 	
	Reposition first decision by panel	Leading role Panel Activity <ul style="list-style-type: none"> - Study documents - Discuss first decision and new aspects - Reformulate final decision if appropriate 	
	First and second (final) decision formatting	Leading role Case Manager, supported by Secretariat Activity <ul style="list-style-type: none"> - Put decisions in official WIPO format (case references, private information) 	
	Panel confirms decision	Leading role Panel Activity <ul style="list-style-type: none"> - Before notifying the relevant parties involved, the panel has to confirm the formatted decision 	
	Notify Registrar and Parties	Leading role Case Manager Activity <ul style="list-style-type: none"> - Announce final decision to Registrar and Parties - Give additional information when needed 	

Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Publish decision on web	Leading role IT Staff Activity <ul style="list-style-type: none"> - Several publishing activities (web publishing and email list server) 	
	Check if decision has public interest	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - In some cases the decision is highly interesting for the public or legal circles - If this is the case the communication has to be coordinated 	
	Inform WIPO Press Team and summarize for internal reporting	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - Inform WIPO Press Team - Support them in communication with media - Provide internal decision summary 	
	Pay Panel	Leading role Case Manager Activity <ul style="list-style-type: none"> - Pay the members of Panel for job done 	
	Conduct legal indexing	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - Update legal index database with decision 	
	Monitor implementation of decision by Registrar	Leading role Case Supervisor Activity <ul style="list-style-type: none"> - The decision has to be implemented by the registrar - Winner of case has the right of the domain name - Case Supervisor monitors if this is done (reaction if job is not done) 	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr.	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Send paper copies of decision	Leading role Secretariat Activity - Dispatching of relevant documents to involved parties	
	Closed Case	Process end Closed and documented Domain Name Case	

Process roles / Organisational unit	
Process owner	Head of Arbitration and Mediation Centre
Org. coverage	Arbitration and Mediation Division
AS	Assignment Staff
Secr.	Secretariat
IT	IT Staff
CM	Case Manager
CS	Case Supervisor
SM	Senior Manager

Position in WIPO-Processmap	
Superordinate Process	---
Upstream Process / Provider	Complaining process of Party
Downstream Process / Client	---

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information

WIPO	Desk 2 Desk Assessment	Processes
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Process name	Version	1.0	Status
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Process name: Technical Assistance and Capacity Building	
Causing Event	Contacts and consultations with member states and other stakeholders on IP issues as well as needs assessment, resulting in requests or proposals for technical assistance and capacity building.
Brief Description	TACB assists developing countries including LDCs and countries in transition (certain countries in Asia and Europe) in developing strategic IP development plans and policies, nationally focussed action plans/projects, customised for result-oriented deliverables in each country or region and consistent with their development priorities and plans. Relevant programmes and projects (including nationally or regionally focussed action plans and activities) are designed in close consultation with the countries concerned and are tailored to respond to their diverse and specific needs, in areas such as awareness building, HR development, strengthening of infrastructure, institution building, formulation of legislation and enhancing professional and user capabilities. This is done by implementing nationally focussed action plans using the means of carrying out missions, organising meetings, seminars, conferences and other events, implementing trainings, providing automation assistance and drafting substantive content (including law and specialised studies), all in the context of providing infrastructure and HR support to IP and related institutions (e.g. Universities, R&D institutions), providing legislative assistance in the drafting or upgrading of laws to governments, demystifying IP and creating business opportunities by, inter alia, enhancing IP creator and user capabilities.
Result	<p>Enhanced and sustainable IP capacity enables countries to effectively use IP for development objectives.</p> <p>Identified needs find an appropriate response in the IP strategic development plans and policies and nationally focussed action plans. This goes through the provision of assistance in the areas of awareness building, HR development, institution building, business modernization, strengthening of infrastructure, formulation of legislation and enhancing professional and user capabilities.</p> <p>WIPO and relevant beneficiary governments, institutions and other entities are connected via a network of contacts which enhances the recognition and identification of needs and of possibilities to promote IP as a tool for development in developing countries, including LDCs and countries in transition. This helps to foster partnerships and synergies among IP management and stakeholders as well as with external partners.</p>

Critical Success Factors

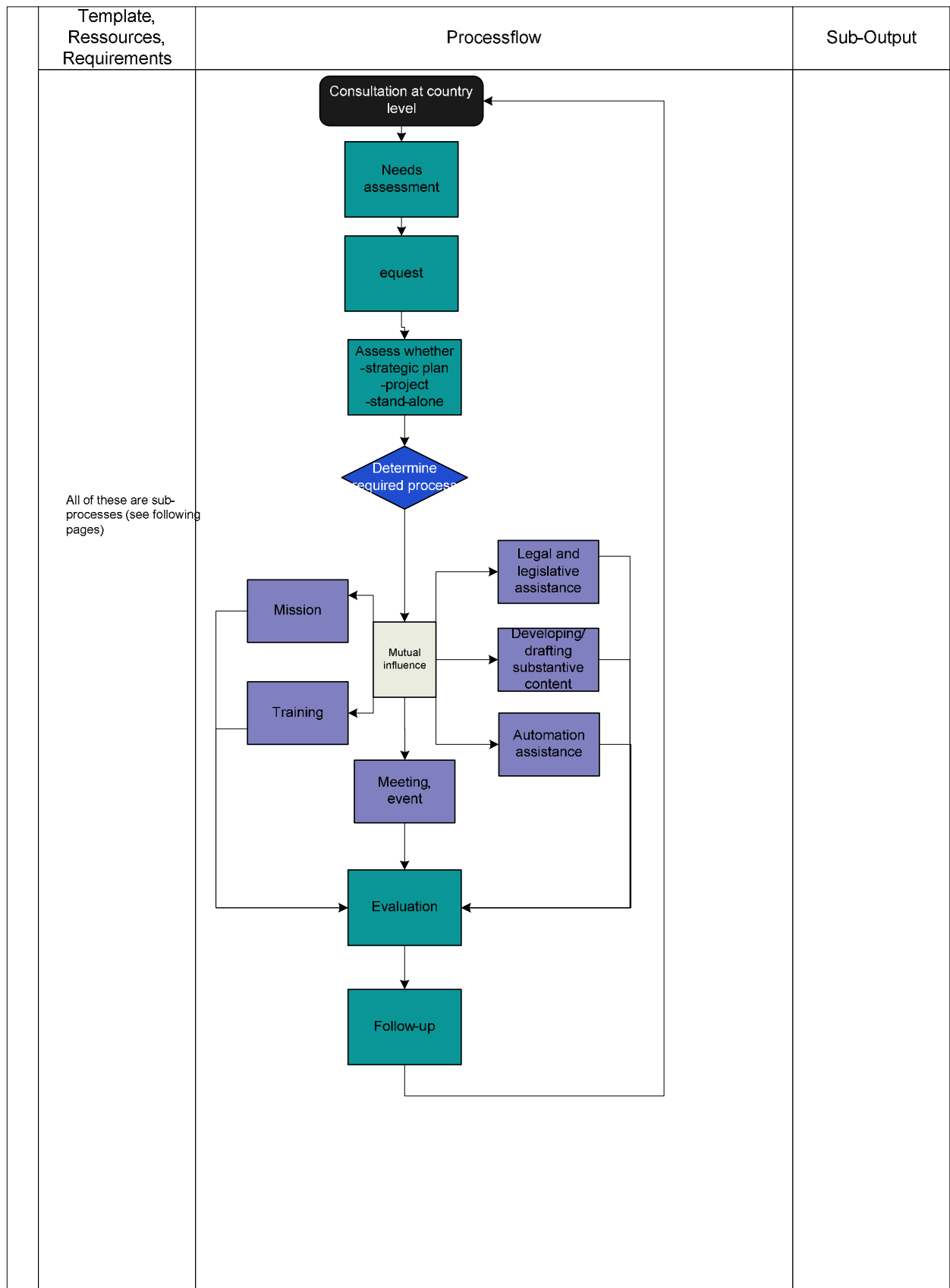
WIPO	Desk 2 Desk Assessment	Processes
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- The quality and relevance of WIPO's interventions and contributions
- WIPO's knowledge, awareness and special understanding of the economic, political and cultural factors in the regions and countries covered by its operations
- Acceptance in the countries and regions concerned of WIPO's interventions through its own staff or through hired experts as a meaningful contribution to the their development efforts
- Capacity and contribution by the recipient countries to sustain the benefit of the assistance provided.
- A functioning network of relevant contacts in the countries and regions, as well as their representative missions in Geneva

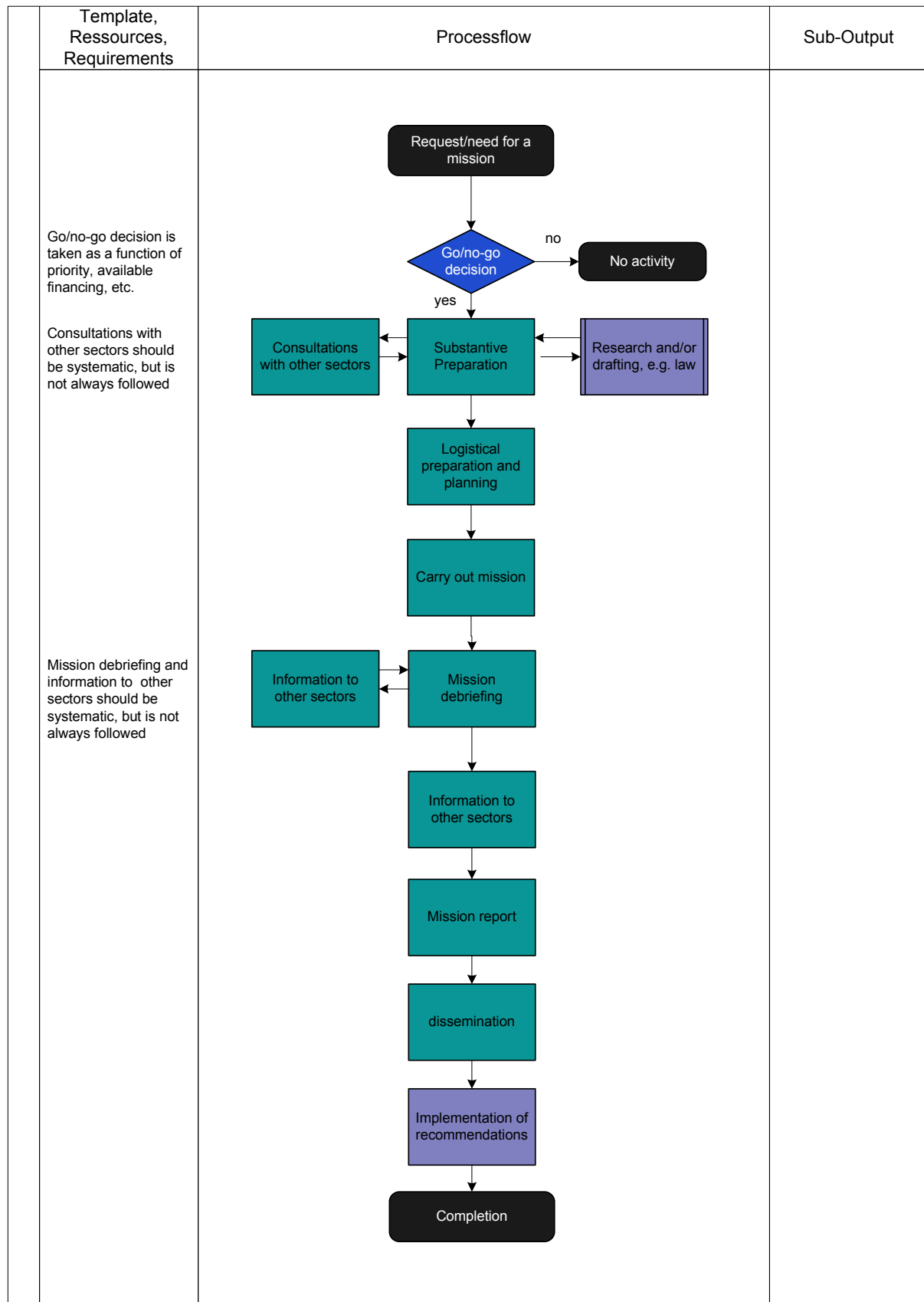
Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	Request received
End Date	Request satisfied

Volume / Number	
Input	<p>Number of missions requested/needed:</p> <p>Number of meetings/other events requested</p> <p>Number of training activities requested</p> <p>Number of automation assistance requests</p> <p>Number of requests for legislative assistance</p> <p>Number of requests for business modernization assistance</p> <p>Number of networking opportunities</p> <p>Exact number not recorded: approximately 15% of requests are not fulfilled, usually for lack of resources.</p>
Output (2006)	<p>Number of missions undertaken: 361 (increase of 54% since 2005)</p> <p>Number of meetings/other events conducted: 230 (increase of 20% since 2005)</p> <p>Number of training activities carried out: 110 (increase of 30% since 2005)</p> <p>Number of automation assistance requests satisfied: 148</p> <p>Number of requests for legislative assistance satisfied: 51 (2005)</p> <p>Number of requests for business modernization carried out: 58</p> <p>Number of networking opportunities used (undefinable)</p>

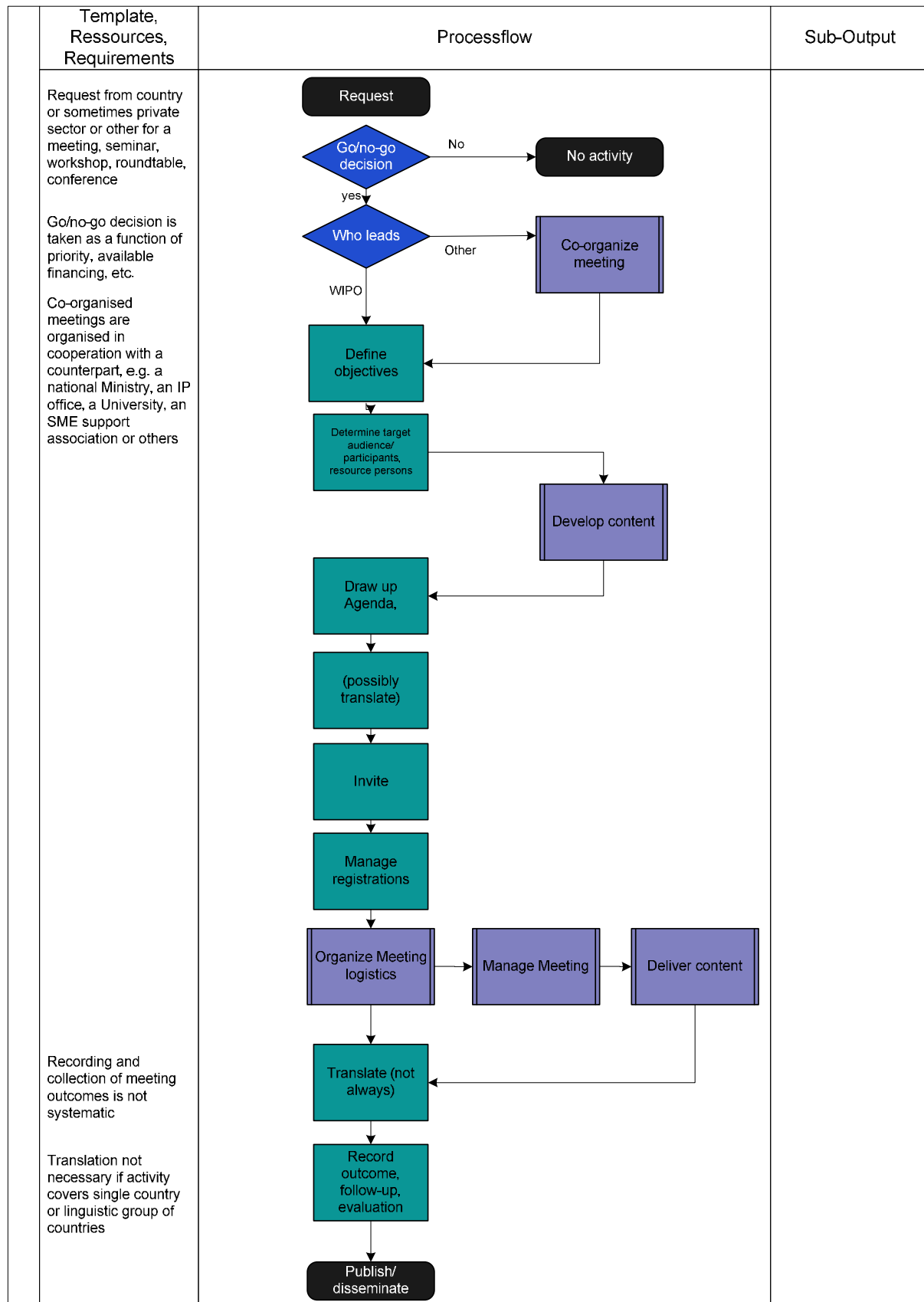
Technical Assistance and Capacity building: High Level Process



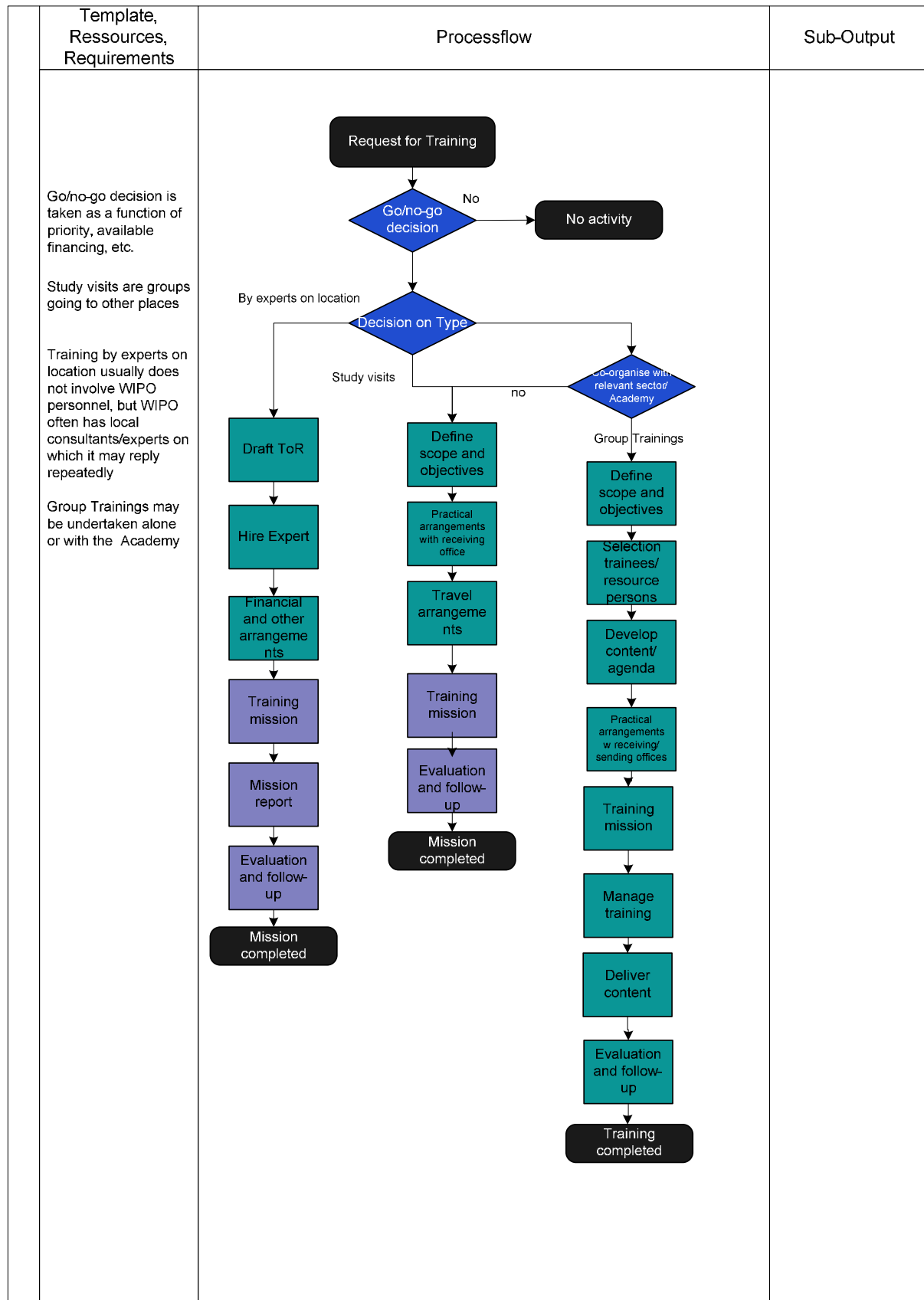
Sub-Process: TACB Mission



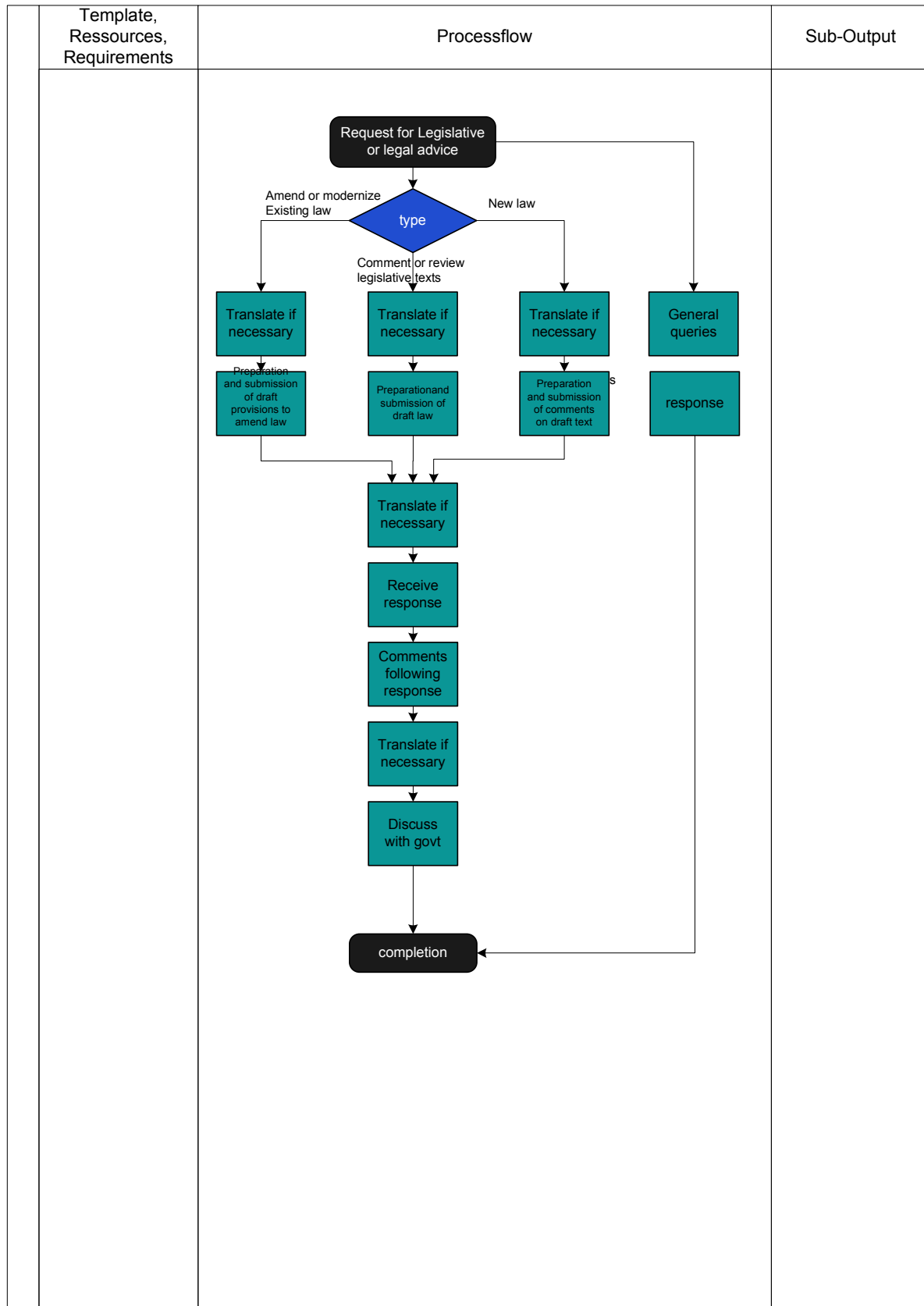
Sub-Process: TACB Organisation (co-organisation) of Conferences, seminars and other meetings



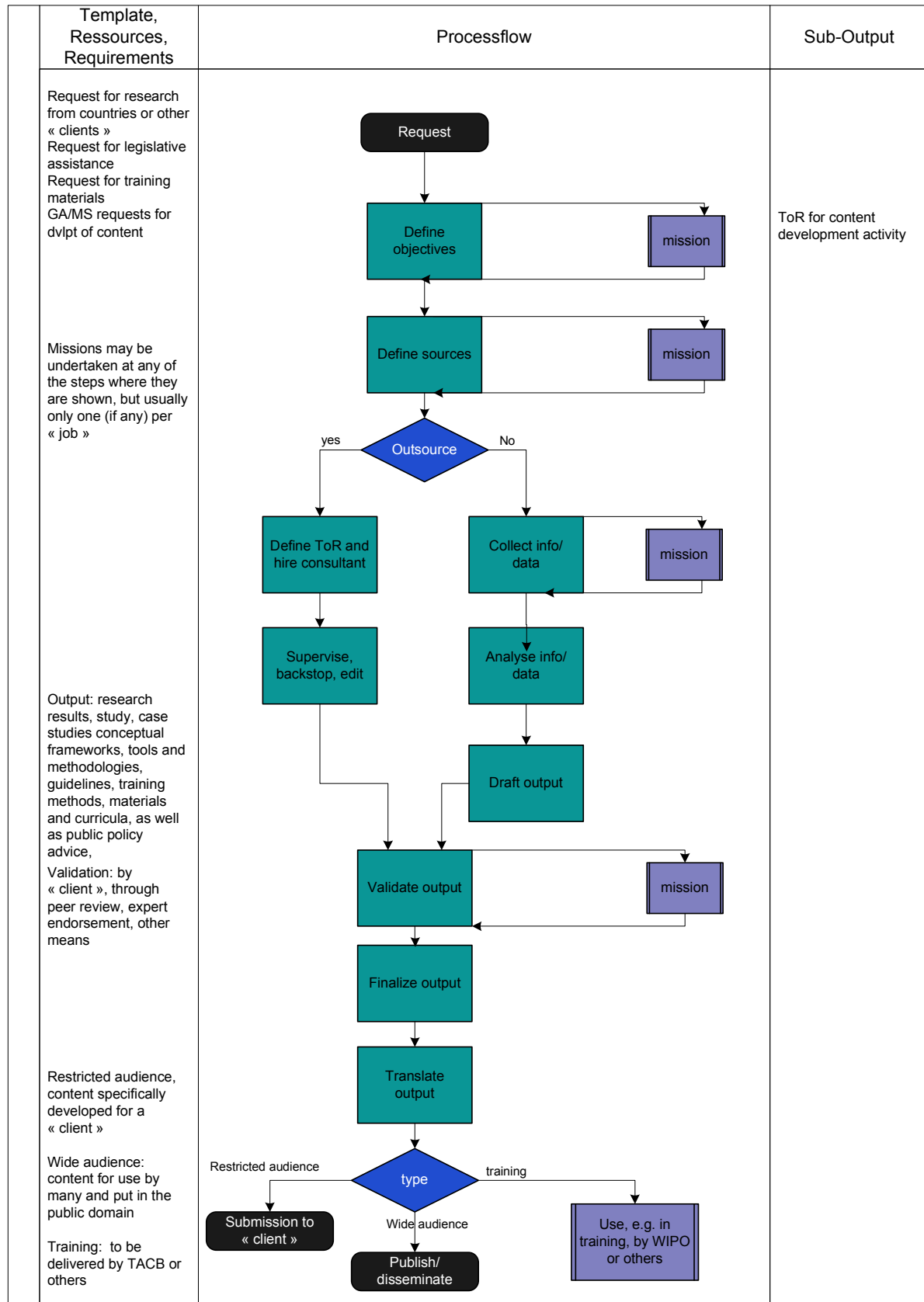
Sub-Process: TACB Training



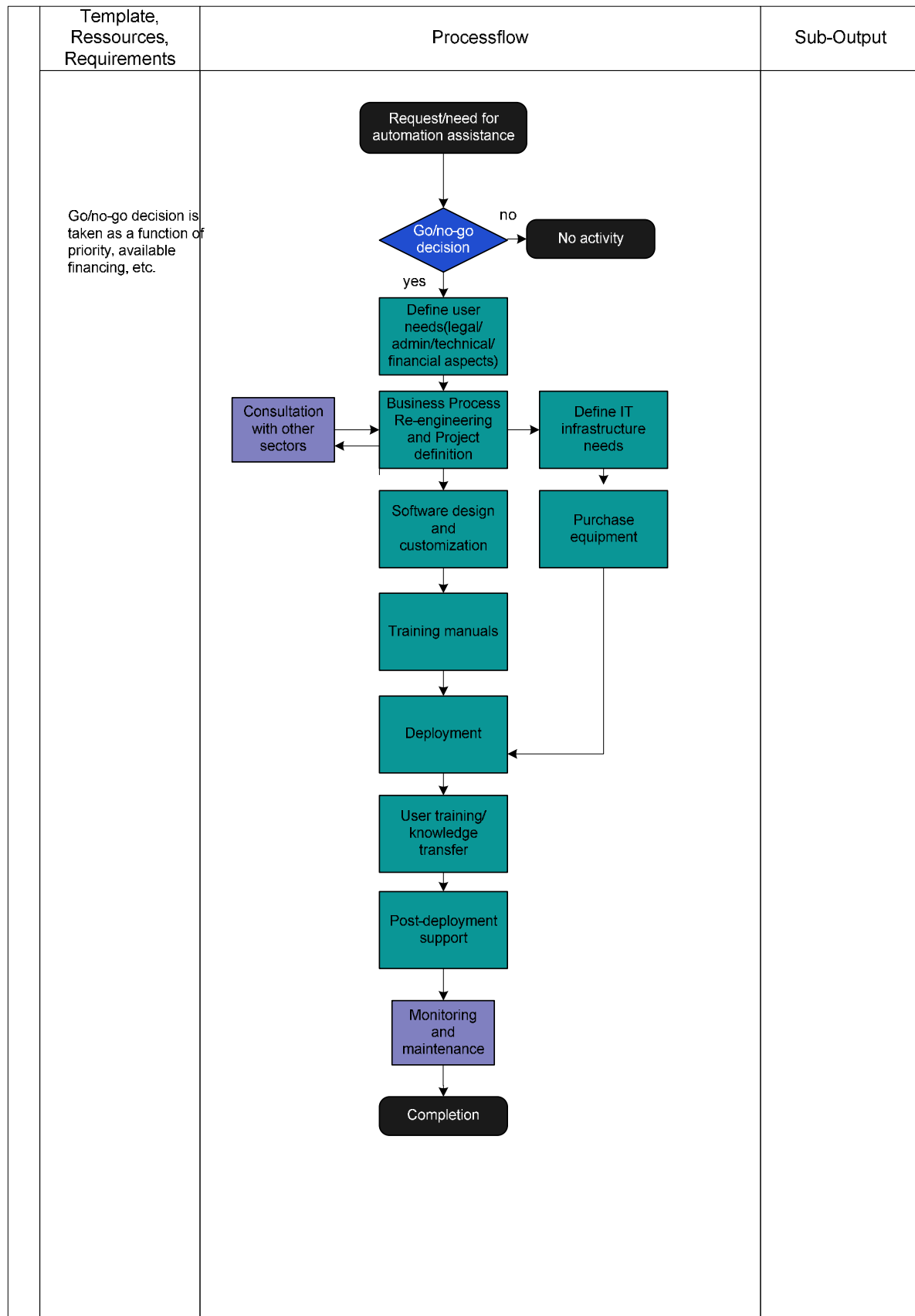
Sub-Process: TACB Legal and Legislative Assistance



Sub-Process: TACB Development and dissemination of substantive content



Sub-Process: TACB Automation assistance



WIPO	Desk 2 Desk Assessment	Processes
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Process-Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
		Trigger Request	
	Mission	Leading role Bureaus or other TACB Divisions Activity - See Process description - Time investment on average 4-5 days per mission Estimated workload: P(including D): 7.6 FTE G: 4.4 FTE Quality Controls -	TMSS OSUIPD Other relevant technical sectors (patents, copyrights, etc) ASSGAA (if translation)
	Training	Leading role Bureaus or other TACB Divisions Activity - See Process description - Time investment Estimated workload: P(including D): 16.2 FTE G: 8.9 FTE Quality Controls	TMSS OSUIPD Other relevant technical sectors (patents, copyrights, etc) ASSGAA (if translation)

WIPO	Desk 2 Desk Assessment	Processes
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Process-Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Meetings	Leading role Bureaus or other TACB Divisions Activity - See process description - Time investment Estimated workload: P(including D): 21.6 FTE G:11.8 FTE Quality Controls	TMSS OSUIPD Other relevant technical sectors (patents, copyrights, etc) ASSGAA (if translation/interpretation)
	Automation assistance	Leading role Bureaus or other TACB Divisions Activity - See process description - Time investment Estimated workload: P(including D): 1 FTE G: 0.5 FTE Quality Controls	Procurement Division IT Department PCT Sector STrad TMSS

Process-Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Developing/drafting substantive content	<p>Leading role All TACB Divisions, in particular legislative and legal advice</p> <p>Activity</p> <ul style="list-style-type: none"> - Draft content for legislative assistance or as input to training, mission, meeting. - <p>Time investment Estimated workload: P(including D): 0.5</p> <p>Quality Controls</p>	<p>OSUIPD</p> <p>All relevant normative sectors</p> <p>ASSGAA (if translation)</p>
	Legal assistance, networking and all other	<p>Leading role All TACB Division</p> <p>Activity</p> <ul style="list-style-type: none"> - Meetings, phone calls, e-mails, "staying in touch" with countries, Geneva missions, etc. - Management, supervision, staff relations <p>Time investment Estimated workload: P(including D): 8.1 FTE G: 4.4 FTE</p> <p>Quality Controls</p>	<p>All relevant normative sectors</p>
		<p>Process end Result</p>	

Process roles / Organisational unit	
Process owner	Technical Assistance and capacity building sector
Org. coverage	OSUIPD, all normative sectors,
Role 1	
Role 2	
Role 3	
Role 4	
Role 5	

Position in WIPO-Process Map	
Super-ordinate Process	Strategic Planning Process, Development Agenda Process
Upstream Process / Provider	None (within WIPO, requests originate outside)
Downstream Process / Client	None (within WIPO, process is completed in TACB)

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
TACB	Technical Assistance and Capacity Building Sector
OSUIPD	Office for the Strategic Use of IP in Development
ASSGAA	Administrative Support Services and General Assembly Affairs
GAAS	General Affairs and Administration Sector
TMSS	Travel and Mission Support Section (General Affairs and Administration Sector)

WIPO	Desk 2 Desk Assessment	Processes
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Process name: Premises Management	Version	2.0	Status	Validated by Sacha Gacic
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Process description	
Causing Event	The state of affairs of the buildings / a transformation of office- a new technical system/ a new building/ and also WIPO staff requesting moves etc
Brief Description	<ul style="list-style-type: none"> - Maintenance of the technical installations - Movements of wipo staff and management of rental space - Management of contracts for gardening and cleaning, management of insurances- management of special projects (transformations, modernisation or renovation of installations/office space)
Result	- Well run and maintained technical installations, efficient moves of staff and materials, clean gardens and offices, well insured buildings and installations through a cost effective insurance cover, well run modernisation or renovation projects.

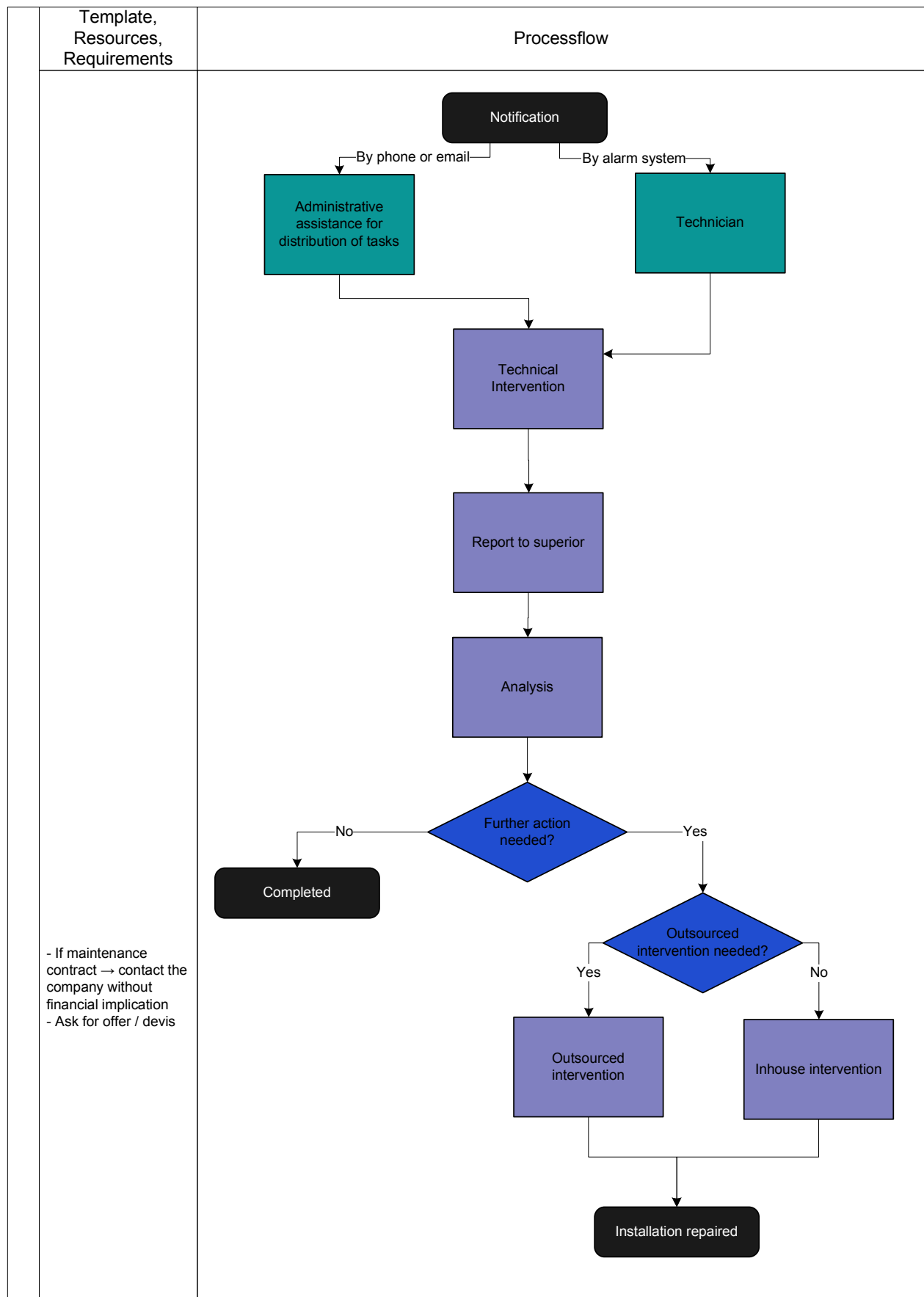
Critical Success Factors
<ul style="list-style-type: none"> - Good planning of works - Clear requests for work - Administrative procedures which should be fast en reliable

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly xxx <input type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly xxx <input type="checkbox"/> on demand
Starting Date	Contracts renewals are every three years, all other on demand.
End Date	

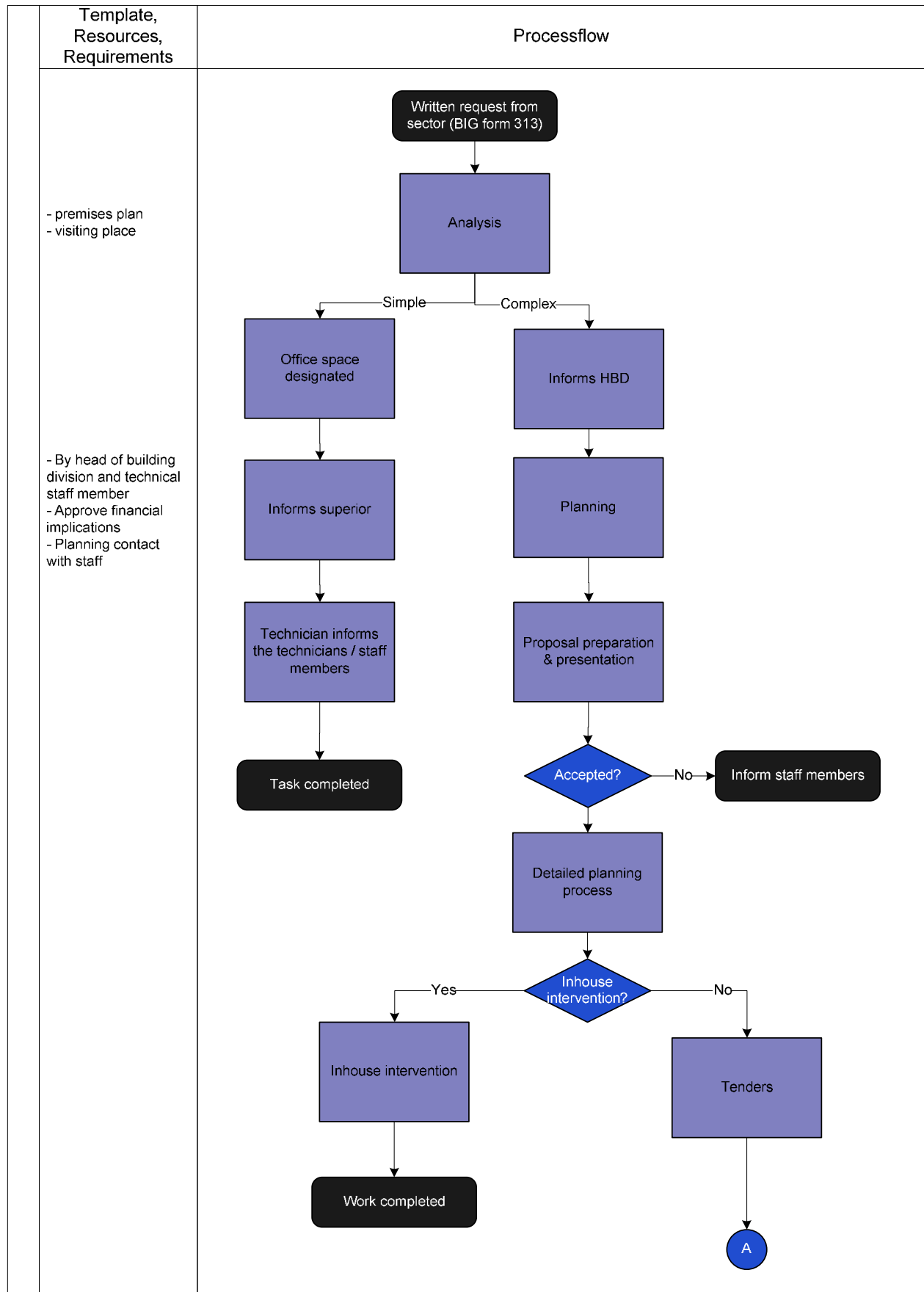
Volume / Number	
Input	

Output	<ul style="list-style-type: none">- Small reparations: 300-400 a year- 840 moves from office to office- 6/7 times a year large projects re technical installations (large = worth above 100,000 CHF)- 20/30 times a year important works (important = worth between 10,000 and 100,000 CHF)
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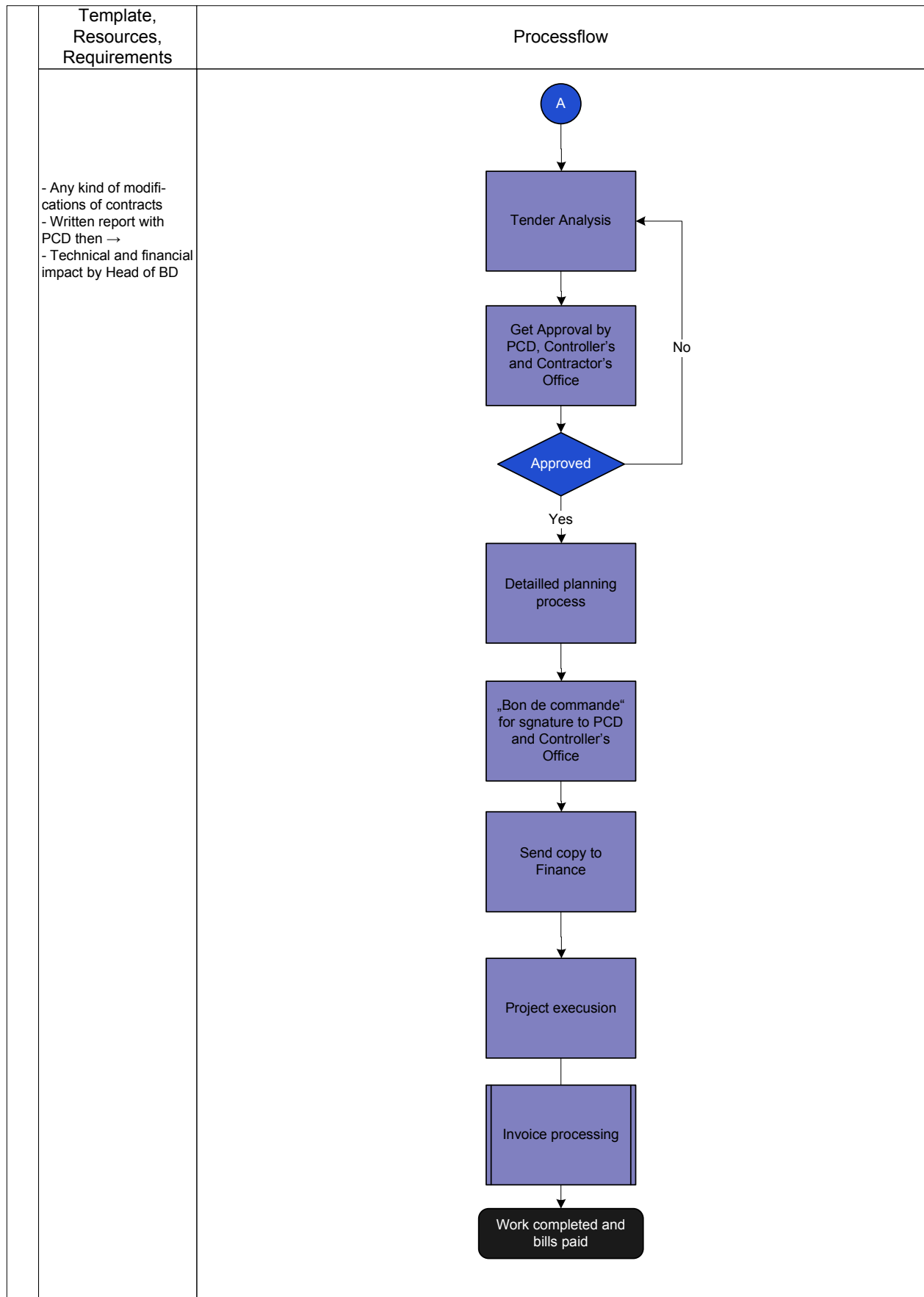
Maintenance of the technical installations



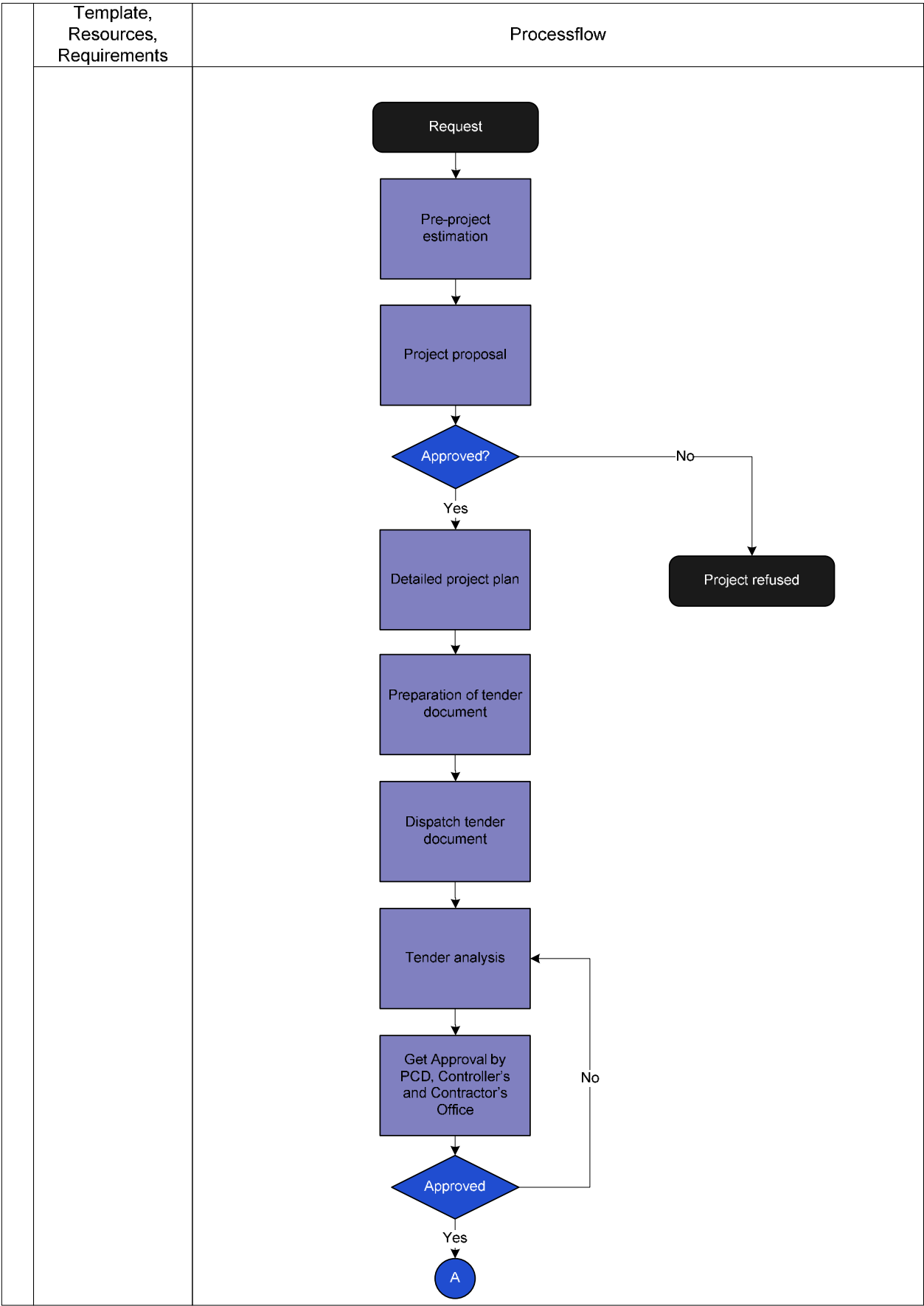
New office space



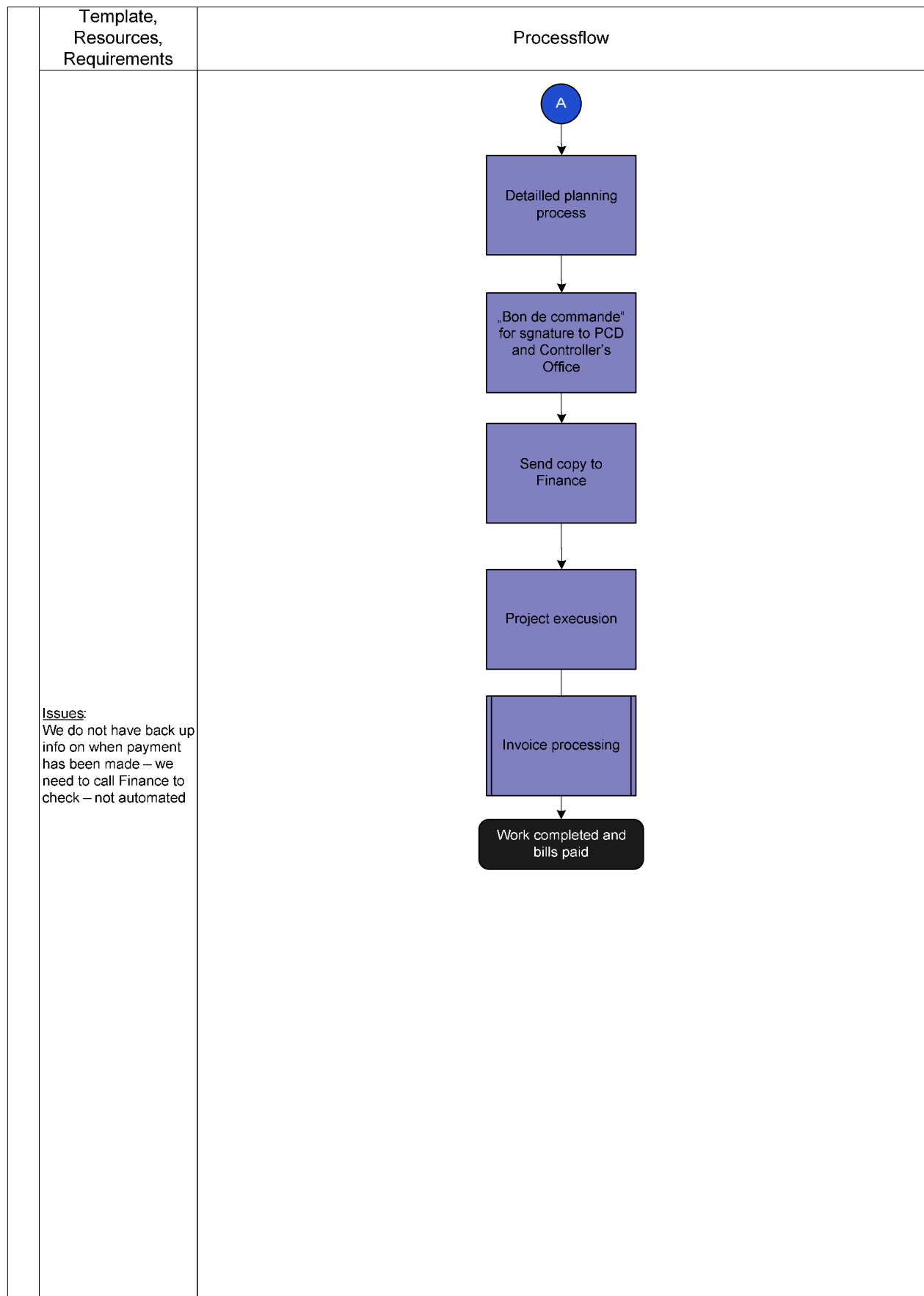
New office space (continued)



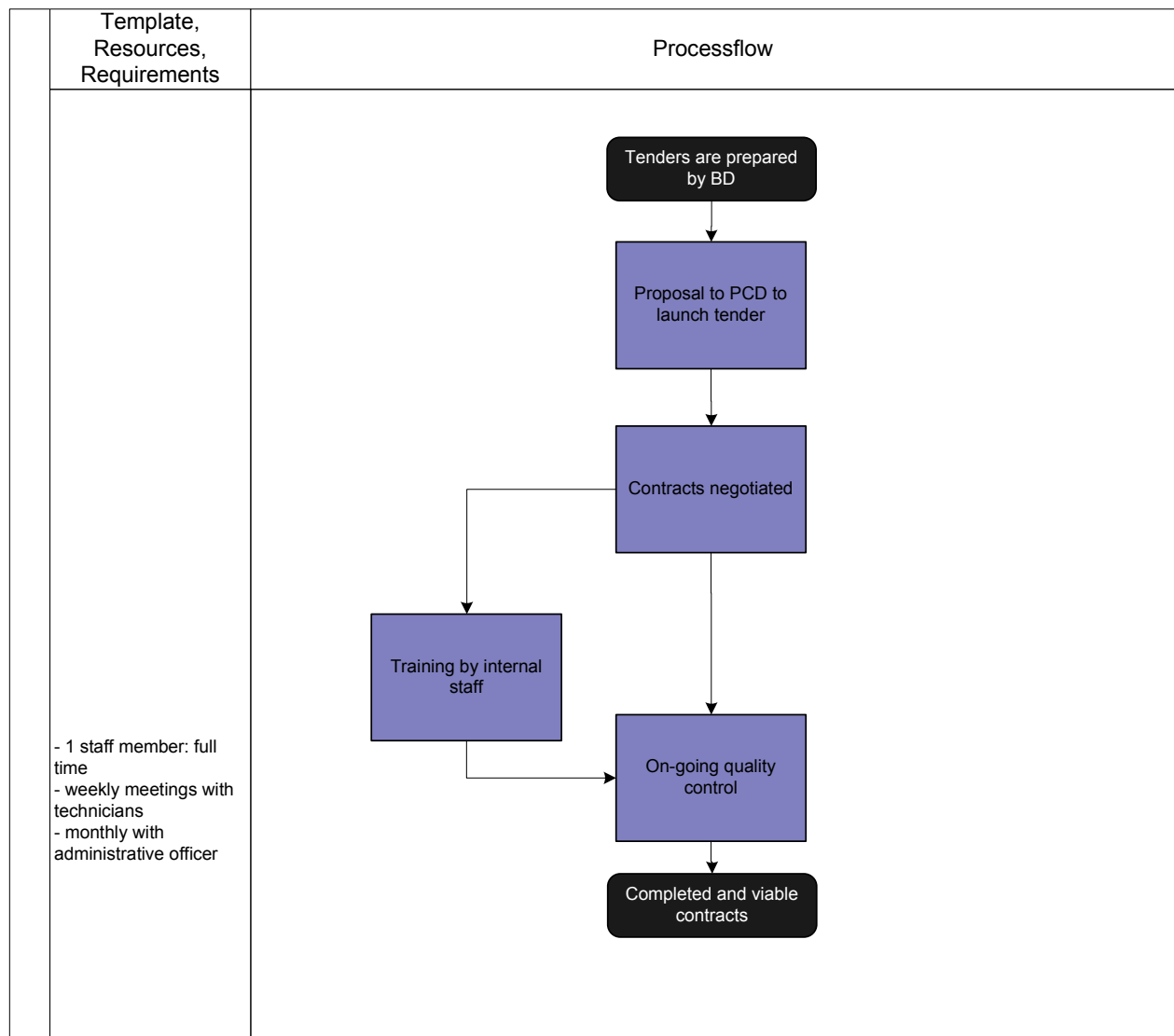
Office space renovation or transformation or installation renovations



Office space renovation or transformation or installation renovations (continued)



Contracts Management



Processflow			
Nr. 1	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Maintenance of technical installations: Case: technical problem in the office	Trigger Notification by phone , email alarm system, or by beeper to the technician	
	Technical Intervention	Leading role Technician Activity - Immediate action to prevent technical failure Time investment 2 hours per issue Quality Controls	
	Reporting	Leading role Technician Activity - Orally or by email report of technical intervention Time investment 15 minutes Quality Controls	
	Analysis	Leading role Supervisor Activity - Reviews report - And classify for further action or closure Time investment 1 hour Quality Controls	

Processflow			
Nr. 1	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Further action needed	Leading role Supervisor Activity <ul style="list-style-type: none"> - Project plan for in house intervention or outsourcing Time investment 1 hour Quality Controls	
	Outsourced Intervention or in house intervention	Leading role Head BD Activity <ul style="list-style-type: none"> - Technical intervention - When installation failure with maintenance contract , technician calls company Time investment 1 day to several days Quality Controls	
		Process end Installation repaired	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	2. Movement of WIPO staff Case: new office space	Trigger Written request from sector (BIG form 313)	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Analysis	Leading role TA Activity <ul style="list-style-type: none"> - Analysis of proposition according to disponibility of space and premises planning - Visiting place Time investment 1-2 hours Quality Controls	
	Simple Issues: Office space designated	Leading role TA Activity <ul style="list-style-type: none"> - Designate new office space and inform head BD - Notify technicians and movers and also staff member - TA gives order to move - Responsible technician informs staff on exact date and coordinates details move. Time investment 1-5 days Quality Controls	
	Complex issues: such as large financial implications, works, chain moves, senior staff moves, etc. Informs Head BD	Leading role Head BD Activity <ul style="list-style-type: none"> - Report to Head BD with major issues Time investment 2 hours Quality Controls	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Planning	<p>Leading role Head BD</p> <p>Activity</p> <ul style="list-style-type: none"> - Head proposes work planning - Discussion with related staff - Estimation on budgetary implications <p>Time investment 0.5- 2 days</p> <p>Quality Controls</p>	
	Proposal preparation and Presentation	<p>Leading role Head of BD</p> <p>Activity</p> <ul style="list-style-type: none"> - Preparation of file of proposal submitted for approval: - Presentation by Head BD for - PCD - And Controller's office <p>Time investment</p> <p>Quality Controls</p>	
	Detailed planning process	<p>Leading role Head BD</p> <p>Activity</p> <ul style="list-style-type: none"> - sometimes through an internal study or engagement of external specialists - Tender preparation <p>Time investment</p> <p>Quality Controls</p>	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Tenders	Leading role Head of BD Activity <ul style="list-style-type: none"> - On the basis of offers Head BD requests - The approval from PCD, Controller's office, Eventual presentation on CRC Time investment Quality Controls	
	Tender Analysis	Leading role Head BD or TA Activity <ul style="list-style-type: none"> - Tender analysis - Preliminary decision by Head of BD Time investment Quality Controls	
	Get Approval by PCD, Controller's and Contractor's Office	Leading role Head of BD Activity <ul style="list-style-type: none"> - Proposition to PCD and Controller's office - With budgetary negotiations if necessary to CRC Time investment Quality Controls	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Detailed planning process	Leading role Outsourcing Partner Activity - scope - timing etc Time investment Quality Controls	
	'Bon de Commande' for signature to PCD and Controller's office	Leading role Head of BD Activity - signature needed to confirm financial data Time investment Quality Controls	
	Copy to Finance	Leading role Head of BD Activity - Finance will be able to set up Dossier to be able to receive and pay invoices within approved and signed off project budget Time investment Quality Controls	

Processflow			
Nr. 2	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Invoice processing	<p>Leading role Head of BD</p> <p>Activity</p> <ul style="list-style-type: none"> - invoices received and signed by BD - approval by PCD for further processing invoice needed - invoicing by Finance <p>Note: There is no view on when and what has been paid- Head BD needs to call the Finance department to verify if invoices have been paid</p> <p>Time investment</p> <p>Quality Controls</p>	
		<p>Process end Bills paid and work completed</p>	

Processflow			
Nr. 3	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Projects : Office space renovation or transformation or installations renovation	<p>Trigger Renovation of technical installation NB : Most buildings are 30 to 40 years old and we have a large programthree year plan- to modernise the technical installations- renovations for 3-4 million CHF</p>	
	Request	<p>Leading role Initiated by Head of BD or Senior Management</p> <p>Activity</p> <ul style="list-style-type: none"> - Discussions and initial analysis on the basis of long, medium term planning, and budget precisions - Proposals by senior management on the basis of specific needs for the organisation <p>Time investment</p> <p>Quality Controls</p>	

Processflow			
Nr. 3	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Pre-project estimation	Leading role Head of BD Activity <ul style="list-style-type: none"> - Presentation of global problem, documentation, planning, financial estimates Time investment Quality Controls	
	Project Proposal	Leading role Head of BD Activity <ul style="list-style-type: none"> - Preparation of project proposal - Project proposal to VDG Time investment Quality Controls	
	Detailed project plan	Leading role Head BD and TA Activity <ul style="list-style-type: none"> - Internal expertise or external expertise if needed Time investment Quality Controls	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr. 3	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Preparation of Tender document Tender if outsourced and above 5,000 CHF Internally max up to 1 million CHF	Leading role TA and Head BD Activity <ul style="list-style-type: none"> - Collecting expert advice - Collating relevant information Time investment 1 week Quality Controls	
	Dispatch Tender Document	Leading role PCD and Head BD Activity <ul style="list-style-type: none"> - Distribution of Tender documents to certain companies or open Tender Time investment 2-3 days of work Quality Controls	
	Tender Analysis	Leading role see previous sub process for descriptions of work flow processes (is till end the same process). Activity Same as above Time investment 5 days Quality Controls	
		Process end Work completed and bills paid	

Processflow			
Nr. 4	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Contracts Management	Trigger renewal of contract	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr. 4	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Tender preparation	Leading role Head of BD Activity <ul style="list-style-type: none"> - Analysis - Document preparation Time investment Quality Controls	
	Proposal to PCD	Leading role Head of BD Activity <ul style="list-style-type: none"> - Proposal and launch of Tender Time investment Quality Controls	
	Contracts negotiated	Leading role Head of BD and CRC Activity <ul style="list-style-type: none"> - Details and scope - Budget implications Time investment 40% of time of one staff member: on going contact with contracted companies, modifications, requests for new activities, etc. Quality Controls	

WIPO	Desk 2 Desk Assessment	Processes
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Processflow			
Nr. 4	Subprocess / Activity	Description (Activites, Dates, etc.)	References and links
	Training by internal staff	Leading role TA and Head of BD Activity <ul style="list-style-type: none"> - Training to oversee contractual obligations of new contracter - To ensure quality control Time investment Quality Controls	
	On going quality control	Leading role TAs Activity <ul style="list-style-type: none"> - Weekly meetings with technicians - Monthly meetings with administrative officer Time investment 1 staff member full time Quality Controls	
		Process end Efficient contract management and viable contracts	

Process roles / Organisational unit	
Process owner	Head of BD
Org. coverage	
Role 1	Head of BD
Role 2	Technical Supervisor
Role 3	Technician
Role 4	Technical Assistant
Role 5	Administrative Assistant

Position in WIPO-Processmap	
Superordinate Process	
Upstream Process / Provider	
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
PCD	Procurement Contracts Division
CRC	Contract Revision Commission
BD	Building Division

WIPO	Desk 2 Desk Assessment	Processes
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PCT Application Processing	Version 1.0	Status To be reviewed
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Process description	
Causing Event	Application (Record Copy) send from Local Office or directly from the applicant (around 8000 cases per year)
Brief Description	<ul style="list-style-type: none"> - Record Copy is checked and data is completed - Relating documents are received from Offices, Authorities and Applicants - Relevant documents are translated - Patent application and related documents are published and communicated on time
Result	Published Patent Application and communication of relevant Documents

Critical Success Factors	
<ul style="list-style-type: none"> - Quality of Record Copy 	

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input type="checkbox"/> yearly <hr/> <input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	Date of Record Copy entry
End Date	For around 1/3 Publication Date (18 months) and communication of relevant documents (30 months) is the end date for 2/3 correspondence continues beyond the 30 month period.

Volume / Number	
Input	Around 130'000' Record Copies per year + republication of missing parts, corrections and revisions (over 1/3 of cases)
Output	3'300 per week, 170'000 per year which includes publications and republications

Template, Ressources, Requirements	Processflow	Sub-Output	E	D	A	I
Record Copy in Paperform or e-Application	<pre> graph TD Start([Record Copy]) --> Paper{Paper} Paper -- Yes --> Scan[Scan Record Copy] Paper -- No --> Web{Web based RC} Scan --> Upload[Upload Procedure from DVD, CD] Web --> Upload Upload --> Process[Process E-Dossier] Process --> Follow[Follow up events] Follow --> Unusual{Unusual Events} Unusual -- Yes --> Check[Check with Superior] Unusual -- No --> B((B)) Check --> A((A)) Check --> B </pre>	E-Dossier	DS			
Record Copy in Paperform		E-Dossier	DS			
E-Application on DVD/CD		E-Dossier	DS			
E-Dossier			PCT Level I or II			
Search Report Answers on Notifications Priority Documents			PCT Level II and III			
			PCT Level II	PCT Level III		

Template, Ressources, Requirements	Processflow	Sub-Output	E	D	A	I
All relevant Documents for Publication	<pre> graph TD A((A)) --> Translation[Translation] B((B)) --> Translation Translation --> TC[time cut] TC --> Publication[Publication] Publication --> PPA[Published Patent Application] </pre>	Translated Documents	TD or OP			
Translated Documents			DS			

Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Record Copy	Trigger After the application was entered in the local office, the office sends a Record Copy (RC) to WIPO for processing. The RC received can be in paper form, electronically on DVD/CD or web based.	
	Scan Record Copy	Leading role PCT Support Unit, Document Section (DS) Activity <ul style="list-style-type: none"> - unpack RC - scan RC - upload scanned RC into PCT System Time investment 3-5 min. per RC Quality Controls	
	Upload Procedure from DVD / CD	Leading role DS Activity <ul style="list-style-type: none"> - unpack DVD/CD - enter DVD/CD into reader - upload content into PCT-System Time investment 3-5 min. per RC Quality Controls	
	Process E-Dossier	Leading role PCT Processing Team Member Level I or II Activity <ul style="list-style-type: none"> - Data entry - Examination (of formal rules) Time investment 30 min. per RC Quality Controls	

Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Follow up events	Leading role Level I or II and III Activity <ul style="list-style-type: none"> - Proceed Search Report - Give answers on notifications - Proceed Priority Documents (incl. Chapter II) Time investment Depends on complexity Quality Controls	
	Check with superior	Leading role Level II and III Activity <ul style="list-style-type: none"> - Discuss unusual events - Solve existing issue Time investment Average time 3 h Quality Controls	
	Translation	Leading role Translation Department or Outsourcing Partner Activity <ul style="list-style-type: none"> - Translate Application at least to English and French - Translate related documents Time investment ¾ h per Application Quality Controls electronic spelling control	

Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Publication	<p>Leading role DS</p> <p>Activity</p> <ul style="list-style-type: none"> - Publication of documents depending on Data entries and data of Chapter II - Publication is automatically with SPIDI (IT-Tool) but some docs have to be added, such as: <ul style="list-style-type: none"> - P.Doc (priority document) - WOSA (written opinion of searching authority → top secret) - IPER (international preliminary examination report) - IPRP (international preliminary report on patentability) - Certain notices <p>Time investment ¾ h per Application</p> <p>Quality Controls electronic spelling control</p>	
	Published Patent	<p>Process end Published Patent Application and Documentation on right time</p>	

Process roles / Organisational unit	
Process owner	PCT Processing Leader
Org. coverage	PCT Processing Dept.
Role 1	Processing Team Member L1
Role 2	Processing Team Member L2
Role 3	Processing Team Member L3
Role 4	PCT Support Unit, Document Section
Role 5	Translation Dept. or Outsourcing Partner

Position in WIPO-Process Map	
Superordinate Process	---
Upstream Process / Provider	Application in local office
Downstream Process / Client	

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information
DS	PCT Support Unit, Document Section
TD	Translation Department
OP	Outsourcing Partner
RC	Record Copy

WIPO	Desk 2 Desk Assessment	Processes
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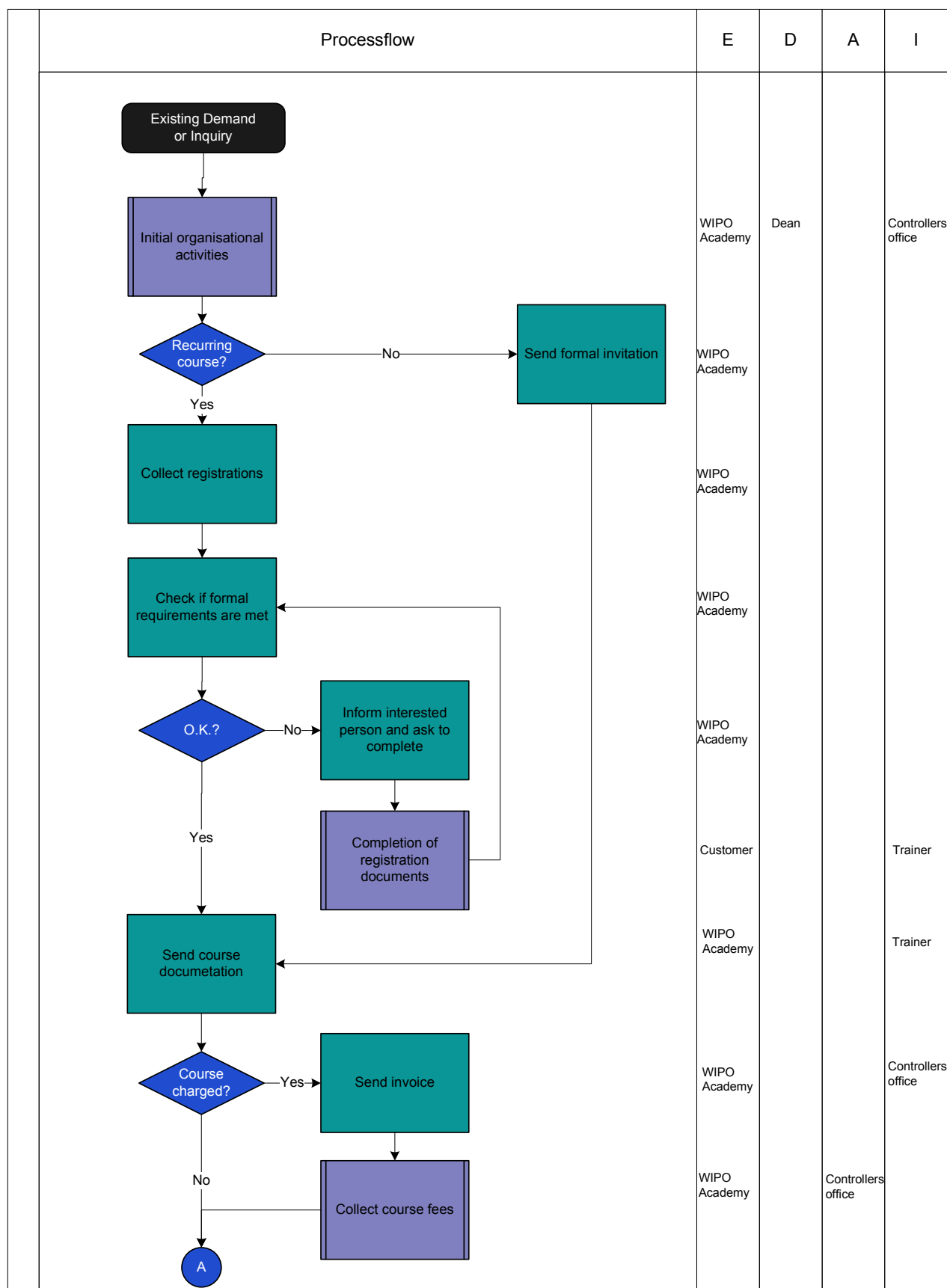
WIPO Academy - Courses	Version 1.0	Status Final
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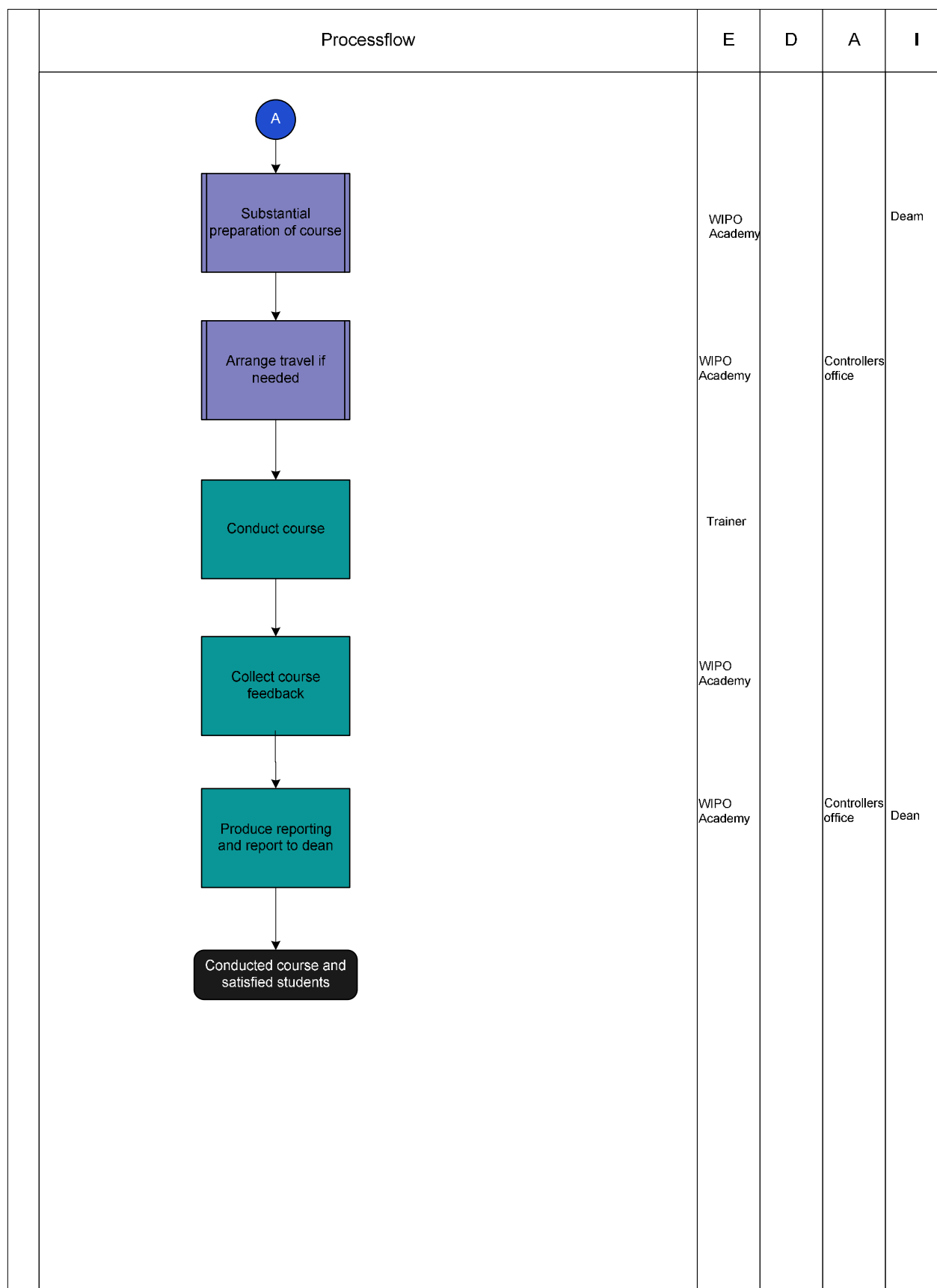
Process description	
Causing Event	Recurring Courses like the LL.M. at the University of Turin or specially requested Courses by Member States
Brief Description	<ul style="list-style-type: none"> - Course is administratively prepared and all organisational elements (travel, location, etc.) are arranged - Substantive preparation of the course content and documentation is completed - Course is conducted - Fees are collected if course is to be charged - End Reporting is produced and reported to Dean and DG
Result	Course conducted and students are satisfied

Critical Success Factors
<ul style="list-style-type: none"> - Quality of course material and trainer/presenter

Date / Periodicity	
Periodicity	<input type="checkbox"/> daily <input type="checkbox"/> monthly <input checked="" type="checkbox"/> yearly
	<input type="checkbox"/> weekly <input type="checkbox"/> quarterly <input checked="" type="checkbox"/> on demand
Starting Date	Date of demand entry or yearly start of Academy
End Date	depending on course scope

Volume / Number	
Input	n.a.
Output	n.a.





Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
		Trigger Existing Demand out of WIPO Academy activities (like LL.M. University of Turin) or Inquiry for special course from Member State	
	Initial organisational activities	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Check with Academy or Members what requirements for the course are - Select appropriate trainer(s) and participants - Set up budget and get Approval from Controllers's office, Dean and/or Executive Director - Coordinate with other activities, courses and interested parties - Arrange appropriate locations Time investment depending on course Quality Controls ---	
	Recurring courses (admin)	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Collect registrations - Check if formal requirements are met - if not - Inform interested person and ask to complete Time investment depending on course Quality Controls ---	

Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Not recurring courses (admin)	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Send formal invitation to interested parties and coordinate with member states Time investment depending on course Quality Controls ---	
	Send course documetation	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Prepare and send specific course documentation (if needed travel arrangement information, content information, etc.) Time investment Depends on complexity Quality Controls ---	
	Send invoice and Collect course fees	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Send invoices when course is charged to interested parties - collect fees - conduct course controlling Time investment Quality Controls ---	
	Substantial preparation of course	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - develop course contents and documents Time investment depending on course Quality Controls ---	

Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
	Arrange travel if needed	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - arrange travel for trainers and/or students to course location(s) Time investment Quality Controls ---	
	Conduct course	Leading role Trainer Activity <ul style="list-style-type: none"> - Conduct course(s) Time investment depending on course Quality Controls feedback	
	Collect course feedback	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Collect feedback of students while and after course - Produce analysis Time investment Quality Controls ---	
	Produce reporting and report to dean	Leading role WIPO Academy Activity <ul style="list-style-type: none"> - Produce reporting with course details like results from student feedbacks, budget and costs, contents etc. Time investment depending on course Quality Controls ---	

WIPO	Desk 2 Desk Assessment	Processes
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Process Flow			
Nr.	Sub-Process / Activity	Description (Activities, Dates, etc.)	References and links
		Process end Conducted course and satisfied students	

Process roles / Organisational unit	
Process owner	Dean
Org. coverage	WIPO Academy
Role 1	WIPO Academy (incl. Secretary's office)
Role 2	Trainer
Role 3	Dean
Role 4	Controller's office
Role 5	---

Position in WIPO-Process Map	
Superordinate Process	---
Upstream Process / Provider	---
Downstream Process / Client	---

Abbreviations	
E	Execution
D	Decision
A	Assistance
I	Information

Business Process Travel and Missions

There are two main business processes

- processing travel requests and
- processing visa applications.

In total there are 4.0 FTEs working on the processing of TAs and Visas (2 FTEs for each) and there is 1.0 FTE Head of Section managing their activities and signing off the TAs and VISA applications.

In total 3068 TAs were processed in 2006 (each take 30 minutes to process) and 1709 Visas were processed (each take 45 minutes to process).

At the moment an estimated 35% of the activities are supported by technology.

Some of the current manual tasks include:

- Calculating the per diem and typing the amount on the cost sheet
- Checking days of staff leave in the E Work system
- Obtaining approvals - unit staff physically walk up to the Office of the Controller and the Office of the DG to get the obligatory signatures
- Obtaining approvals - by stamping the travel expense sheet for staff before it is sent to Finance for reimbursement
- Sending individual messages to staff who have failed to submit a completed travel dossier
- Verification of air ticket prices in the Galileo system
- Searching DSA rate
- Undertaking DSA calculation
- Preparing and sending VISA form to staff
- Answering queries about travel or visa applications

The Travel and Missions unit is planning to introduce more technology to support their TA processes. An electronic system for processing the TAs will be introduced during the course of 2007. It will be an addition to the E Work System which is currently already in place for leave and medical appointments. Once introduced it is estimated that technology support will grow to 60 or 70%. In addition, minor improvements can be made if also the VISA application process automates part of its activities.

There will be significant efficiency improvements as a result of the introduction of the E system to the travel unit.

Some of these are:

- The travel section will become more or less a paperless office
- Approvals will be automated (ie staff will no longer need to physically leave their desks to obtain signatures)
- Staff will be able to follow the TA process in the E System (ie the unit will no longer need to reply to staff queries)
- Memo's and cost sheets will be attached electronically
- Automatic rejection of TA if not supported by all necessary documents
- Automatic rejection of TA if submission is too late

Signatures

For a TA less than 10,000 – three signatures needed (travel unit staff member, Head of Section and the office of the DG)

For more than 10,000 – four signatures needed (travel unit staff member, Head of Section, the Office of the Controller, and the office of the DG).

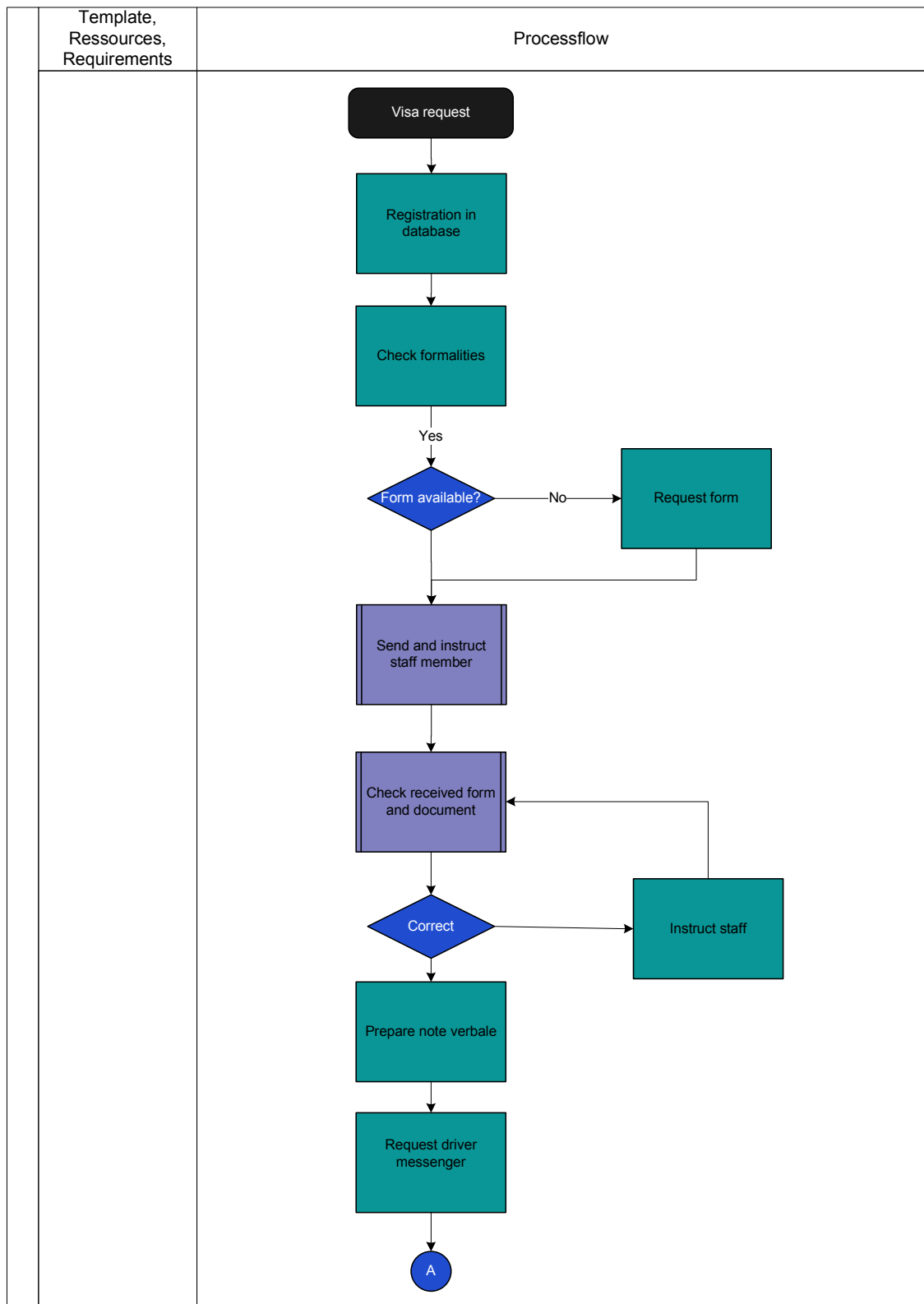
Reimbursement

Staff attach the original receipt to the final expense claim and send the documents to finance via the travel section. The travel section checks the details (have staff really travelled and also check costs), the travel unit stamps the expense sheet and sends the documents it to finance.

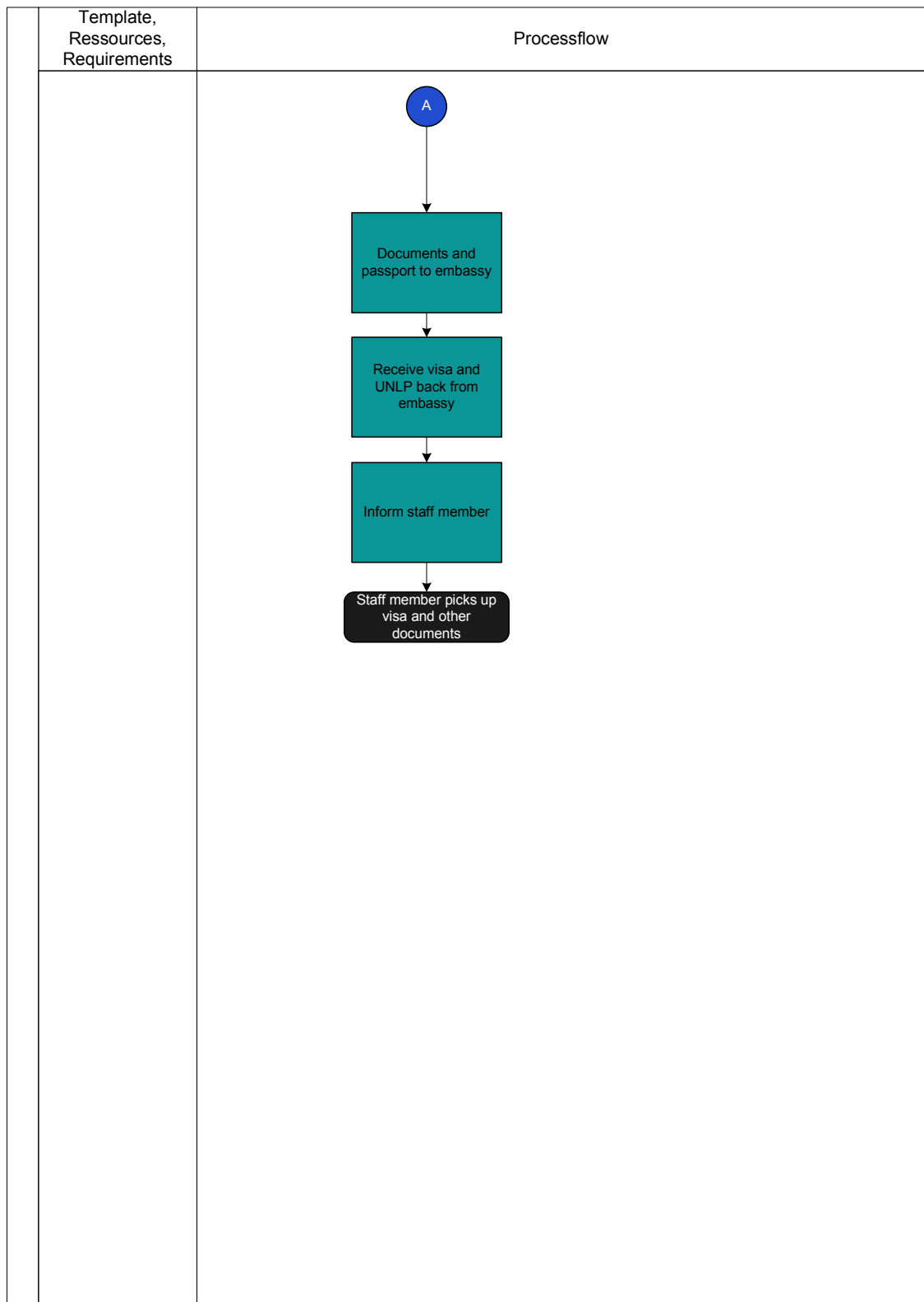
What sort of things go wrong:

1. We get the TA too late
2. When the TA is submitted with the memorandum which is not approved then the unit cannot treat it, same if other documents are missing.
3. When the system breaks down (it can last up to a few hours).
4. When staff lose their air ticket and it is weekend and everything is closed- two colleagues are on the hotlist ie they carry WIPO mobiles and are on call 24 hours.
5. When the luggage is lost WIPO staff call the travel unit for advice although the unit cannot directly assist.

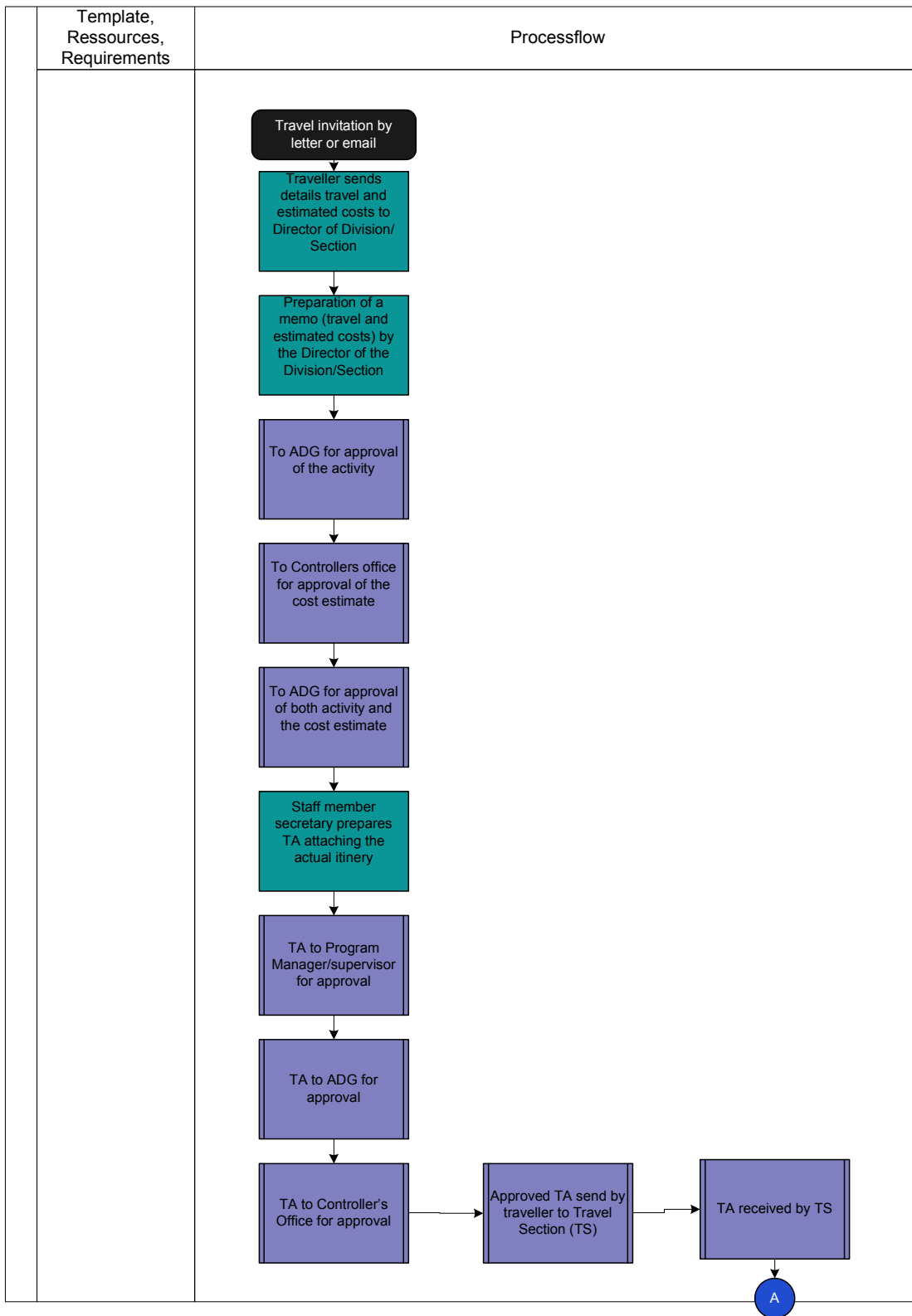
Visa application for staff (internal)



Visa application for staff (internal)



Travel authorization



Travel authorization (TA) for staff (internal)

