

WIPO



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PROGRAM AND BUDGET COMMITTEE

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PROGRESS REPORT ON THE DESK-TO-DESK ASSESSMENT PROJECT

Document prepared by the Secretariat

1. Pricewaterhouse Coopers (PwC) was awarded the contract for the conduct of the Desk-to-Desk Assessment on December 6, 2006. The Director General set up the WIPO Internal Project Steering Committee (IPSC) to assist PwC in conducting the assessment. The project plan was reviewed and agreed by the IPSC and work was commenced immediately after a formal project kick-off meeting on December 11, 2006. In the two to three weeks that followed, PwC conducted interviews with senior management (persons reporting directly to the Director General). These interviews were completed by January 10, 2007. The information and understanding gathered by PwC through this round was shared on a preliminary basis with the Audit Committee in a tripartite meeting held on January 22, 2007.
2. The tripartite meeting of January 22, 2007, was followed by an Informal Information meeting (WO/PBC/IM/DDA/07/) of Member States on January 23, 2007.
3. The IPSC has, throughout the project, conducted a number of internal structured communication sessions to Program Managers (October 2006 and February 2007), to the Staff Council (October 2006, April 2007), and to all staff (October 2006, January 2007, March 2007, April 2007). Staff were informed that they were free to approach and talk to PwC as they felt appropriate. Further, the messages emphasized in these sessions were that the desk-to-desk assessment project presented the Organization with a significant opportunity for an objective and independent assessment of its staffing situation and that the role of WIPO staff and management was primarily to ensure that the selected External Firm had every possibility to conduct the assessment in a professional manner with the full cooperation and participation of all staff members. An internal website, which can be accessed by WIPO employees, is being maintained for the project. In accordance with PwC's methodology,

during the course of the project, several staff and temporary employees (over 200) were engaged in formal structured interviews or focus group sessions. PwC additionally undertook approximately 90 individual interviews.

4. The project initially made progress according to plan since January 2007. A clear agreement was reached with PwC in February 2007 on the contents of the interim deliverable due on March 30, 2007, to be taken into account in the preparation of the proposed Program and Budget. However, the recommended program-by-program headcount, within this first deliverable received on March 30 – in the view of the IPSC – was not substantiated enough to be used by the WIPO Secretariat in the preparation of the Proposed Program and Budget. A management presentation was delivered by PwC to the IPSC on March 26, 2007.

5. PwC also met with the Audit Committee on March 27, 2007 during their fourth session and provided them with a presentation. The Audit Committee's report (document WO/AC/4/2) was circulated to Member States on April 20, 2007, through *Note verbale* N.2770.

6. PwC continued to work on the project in April to deliver the Human Resource (HR) Plan. Following the receipt of draft HR plan, the IPSC reviewed its contents and provided official feedback and comments via letter dated May 7, 2007.

7. PwC then delivered its draft Final Report on May 16, 2007. The draft final report received was reviewed and discussed by the IPSC and its comments and observations were transmitted to PwC on May 25, 2007. The comments were based on a comparison of the deliverables received from PwC with the deliverables described in the terms of reference of the project. The key issues that emerged from such comparison were that the gap analysis and the HR plan were not at the level of detail requested in the terms of reference, the two scenarios of the HR plan based on growth in the registration systems had not been provided and PwC had not addressed the assessment of the key business processes which had been agreed with the IPSC at the start of the project. The communication of the IPSC to PwC was transmitted to all members of the Audit Committee along with a copy of the draft final report. A meeting of members of the Audit Committee and the IPSC will be held on June 25, 2007, to discuss the draft Final Report.

8. The final report from PwC is expected to be delivered on June 30, 2007, and will be distributed to all Member States.

9. The Program and Budget Committee is invited to take note of the information contained in this document.

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