Measuring success

What we have achieved in the past year...

The SRP comprises 19 initiatives which contribute to four Core Values. The main achievements for each initiative are summarized below.

1. Deployment of customer service center and IP telephony system. Service soft skills training has commenced.
2. New WIPO logo introduced. WIPO GOLD portal launched.
3. International tender process completed and external business study underway.
4. Business Impact Assessment is underway to identify the vital business processes and services.
5. Establishment of ERP PMO and stabilization of procurement & asset management.
6. ICT 5 year strategy approved, governance structure implemented and project registration system operational.
7. Consultations regarding new version of the Staff Regulations and Rules (SRR) are ongoing.
8. Internal communications Staff discussion groups started to solicit suggestions and solutions.
9. Consultations regarding external offices were commenced at the last General Assembly.
10. Guiding principles and methodology for addressing some key cultural issues have been developed.
11. Define Medium Term Strategic Plan
12. Develop Organizational Design
13. Strengthen RBM
14. Implement PMEDS
15. Strengthen internal control system
16. Strengthen management of financial resources
17. Establish a comprehensive ethics and integrity system
18. Reduce WIPO’s adverse impact on the environment
19. Improve accessibility to WIPO campus and services

And how we measure success

An annual Core Values Staff survey in conjunction with the SRP results framework will measure progress towards WIPO’s four Core Values. The following list of indicators form the SRP results framework.

Service Orientation

- Satisfaction of Member States, users and other stakeholders with business services provided by WIPO.
- Satisfaction of Member States, users and other stakeholders with overall service provided by WIPO.
- Awareness of IP and its role in encouraging creativity and innovation and of WIPO’s mission and activities.

Working as One

- Perception from staff that WIPO “Works as One”.
- An up-to-date and enabling management and administrative infrastructure.
- Streamlined and efficient administrative processes and procedures.
- Degree of compliance from organizational units with established timing for closure of financial accounts.

Accountability for Results

- Management of organizational performance supported by organizational results.
- Management of individuals’ performance in accordance with the organizational expected results.
- Identification of staff with their individual and organizational goals.
- Reliability of financial management.

Environmental, Social and Governance Responsibility

- Performing in an ethical manner.
- Caring about staff, diversity and equality.
- Caring about community, access for people with disabilities.
- Caring about the environment.
**WIPO Strategic Realignment Program**

<table>
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<tr>
<th>MOVIE</th>
<th>DIFFICULTY</th>
<th>MATERIAL</th>
<th>PLANNING &amp; DESIGN</th>
<th>IMPLEMENTATION</th>
<th>INNOVATION &amp; IMPROVEMENT</th>
<th>CLARITY &amp; CHALLENGE</th>
<th>APPRAISAL</th>
<th>CHALLENGE</th>
<th>CHANGEMAKER</th>
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<tr>
<td>We increase our responsiveness to global stakeholders and foster a sense of community with our clients.</td>
<td>We work on an integrated, responsive and efficient entity that is fit for purpose and delivers value for money.</td>
<td>We take ownership for our performance and align our results.</td>
<td>The RBM Project is accomplished by strengthening the RBM framework in relation to Development, as approved by the Committee on Development and Intellectual Property.</td>
<td>The Strategic Realignment Program (SRP) is an ambitious program with 19 inter-related initiatives. It aims to equip the Organization to address these challenges.</td>
<td>The SRP is deliberately a time-bound program, but the WIPO Core Values upon which it is built will live on beyond the end of the program. Whilst the SRP implementation is unique in that it will outline the SRP by a number of years, many of the other initiatives also have a long-term element. The positive effects of strengthened results-based management, financial management, organizational culture and internal controls will continue to be realized in the coming years.</td>
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**Service Orientation**

- Improve customer service.
- Increase customer satisfaction.
- Enhance customer service.
- Implement the Customer Service Management (CSM) framework.
- Ensure that our vital systems are available through our business continuity management framework.

**Working as One**

- Develop WIPO's mission and values.
- Build a dynamic, connected, and flexible organization.
- Improve the customer experience.
- Strengthen the WIPO brand and its identity.
- Ensure that our new logo better represents WIPO.

**Accessibility for Results**

- Enhance the user experience.
- Improve our performance management and staff development system (PMSDS).
- Improve our performance management system.
- Improve our performance management and staff development system.
- Improve our performance management and staff development system.

**Environmental, Social and Governance Responsibility**

- Reduce our environmental footprint.
- Enhance our social responsibility.
- Strengthen our governance framework.
- Enhance our social responsibility.
- Strengthen our governance framework.

In December 2010 our staff took part in a comprehensive WIPO Core Values survey to identify the Values and initiatives with most work to do. The feedback was very encouraging and included many useful comments. As a result, we prioritized some activities, such as the Internal Communications initiative, including Organization-wide open discussion groups through which staff will guide the process of strengthening internal communications.

**Achieving and Measuring Results**

The SRP framework will track progress by using clear, holistic and effective indicators on an easy-to-understand SRP dashboard, which will publish progress in March 2012 and March 2013. Staff perception from the Core Values survey also acts as a baseline and will be tracked by repeating the survey annually over the SRP timeframe.

The SRP is already bearing fruit. To increase service orientation, we have simplified and enhanced the WIPO user experience through a customer service center, and we have a new logo that better represents the Organization in the 21st century. We also recognize that service is an attitude and have commenced training of our staff in this respect.

In regard to working as one, we have strengthened ICG to ensure business benefits from our ICT investments, implemented an online project registration system to ensure optimal internal coordination and commenced work for an Enterprise Resource Planning (ERP) system that will place results at its core and ensure that we provide our managers and staff better tools to carry out our work.

In terms of accountability for results, we have published our medium term strategic plan, which sets the direction for the next two years. In preparing the Program and Budget for 2012/2013, we have focused sharply on WIPO’s intended results. Training of staff on the Performance Management and Staff Development System (PMSDS) is starting to show results as work objectives and personal development are aligned to organizational goals.

To further environmental, social and governance responsibility, we have established an Ethics Office, set environmental baselines for our programs and undertaken a detailed study to identify the ways we can improve accessibility to the WIPO campus.

Francis Gurry
April 2011