

Virtual Meetings with Heads of IP Office

on the development of Methodology for resource and management Diagnostic of IP offices

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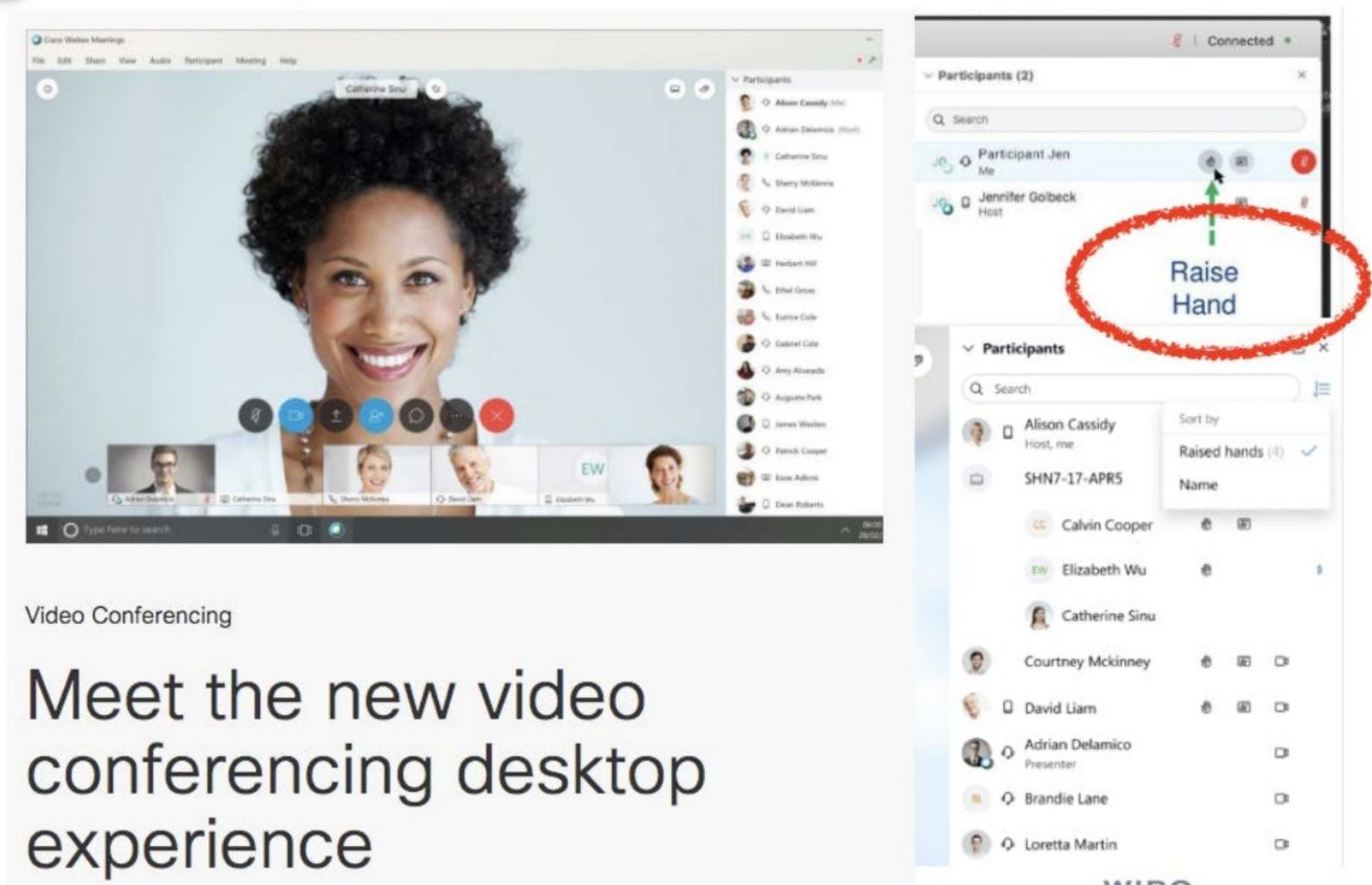


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on the development of Methodology for resource and management Diagnostic of IP offices

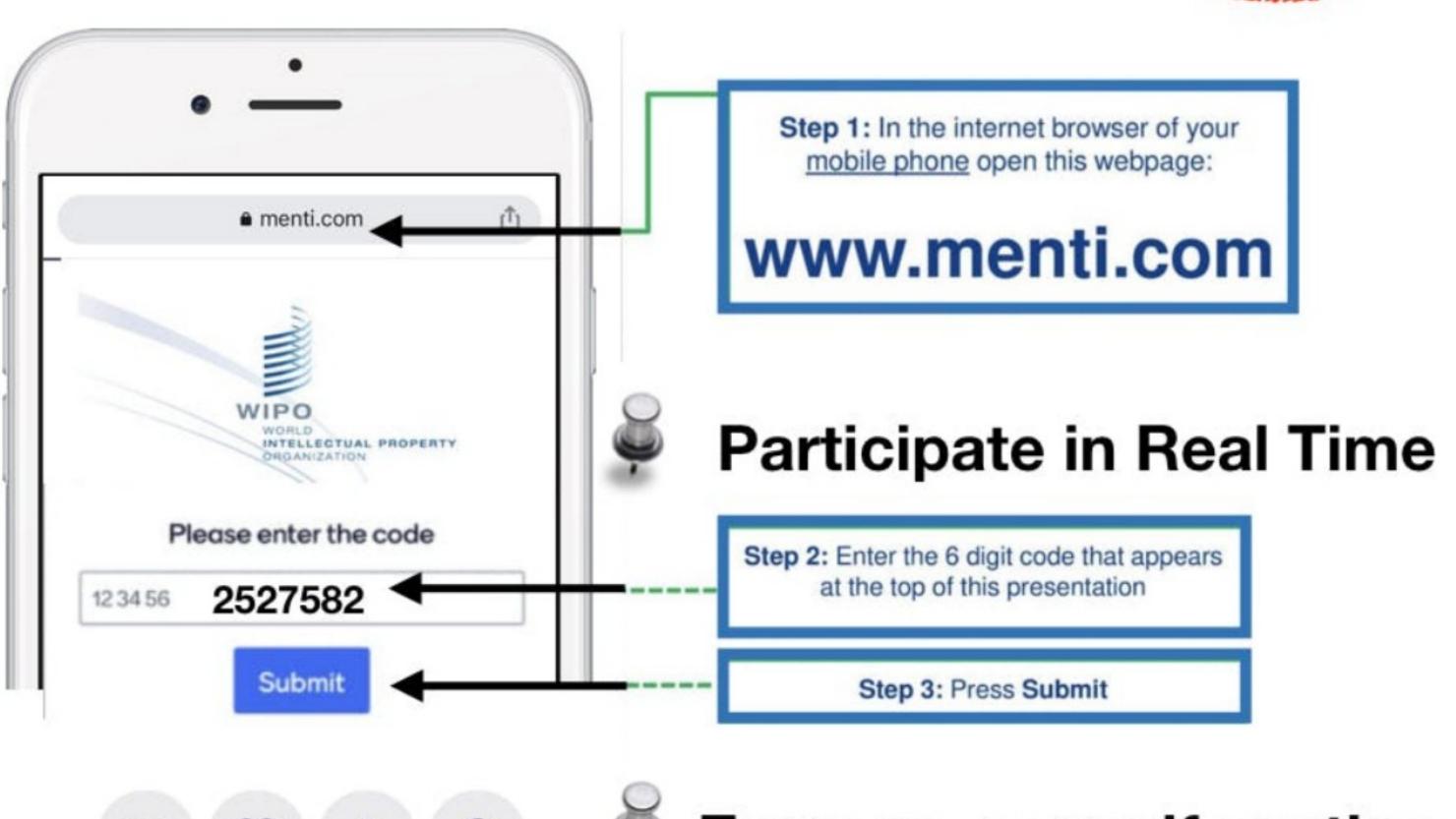
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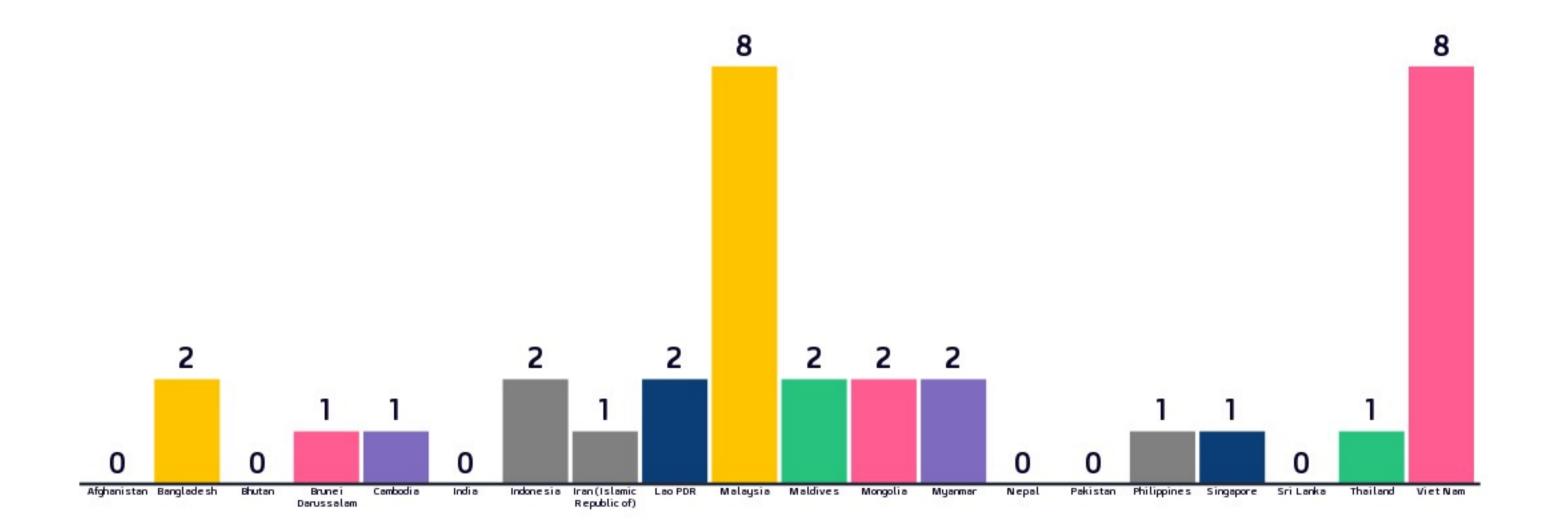
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### Let us know...



### Test Question – Which Country are you representing?





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# Development of a Methodology for Resource and Management Diagnostic of Intellectual Property Offices

Heads of Intellectual
Property Offices Conference

December 8, 2020



## Structured Framework for Technical Cooperation

Regional Bureau for Asia and the Pacific





### Applying at the core Theory of change principles

expressed in RBM Framework

Capacity-building activities for potential IP right owners

### 3. Outputs

What we produce: is the result of the activities. Increased IP awareness among potential IP right owners

### Indicators

% of potential IP right owners that are familiar with the registration process



### f

4. Outcome

Why we do it: outcomes are

behavioral changes

Indicators

% of potential IP right

owners who have prepared

an application

Long term changes that result from an accumulation of outcomes

5. Impact

### Indicators

% of IP right owners who reported an increase in revenues or who are satisfied with the IP office services



### 2. Activities

What we do: Events, meetings, consultations, training, missions

### Indicators

# of participants that found the training useful/relevant/appropriate





### Key assumptions:

The training does address a need.

The right participants have been invited.

The national context is conducive for IP

Governments support innovation and

creativity.



1. Input

Financial and human

resources

Indicators

Costs, hours of

involvement





% of countries reporting positive changes from concerned IP stakeholders as a result of improvements in the national and institutional frameworks

Contribute to improve the national and institutional IP framework for better governance through a more coherent, systematic/better integration of IP with relevant WIPO and national development priorities, economic objectives and critical linkages with relevant public policy areas and development priorities in the ASPAC region.

### INSTITUTIONAL LEVEL



% of national offices reporting improvements in efficiency/ effectiveness levels as a result of the diagnostics exercise

Modernization of IP offices has contributed to the efficiency and effectiveness improvements of IP offices in delivery of services to user community.



% of offices reporting improvements in IP services as a results of competency-based training

Competency-based training has an impact on better quality of IP services, increased productivity of examiners and increased staff development through better personnel and training management within the National IP Offices.

### COMMUNITY LEVEL



% of beneficiaries reporting positive medium to longterm changes/ effects as a result of the capacity building activities

Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity



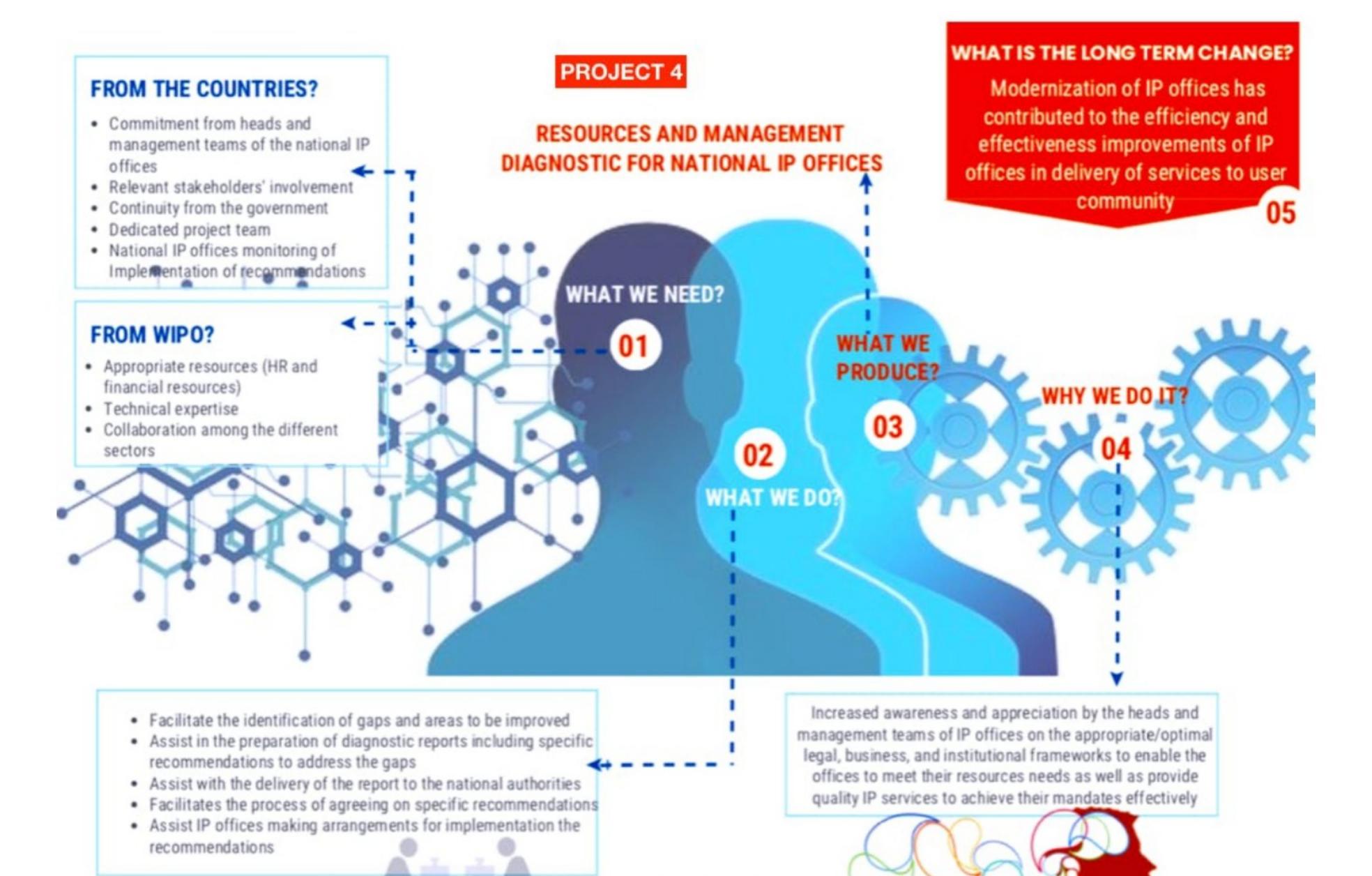
% projects that contributed to reducing the gender gap and mainstreaming gender across its results frameworks

Gender empowerment consistently promoted and mainstreamed across all projects to contribute to reducing the gender gap in the region

Source: IOD Evaluation Section, October 2020









### PROJECT 4



### WHAT IS THE LONG TERM CHANGE?

Modernization of IP offices has contributed to the efficiency and effectiveness improvements of IP offices in delivery of services to user community

WHY WE DO IT?





## We aim for sustainability of results

### 4. Institutionalization Phase

Sustaining results of the endeavour and planning for exit

### 3. Implementation Phase

Applying new methodologies and tools to build capacity

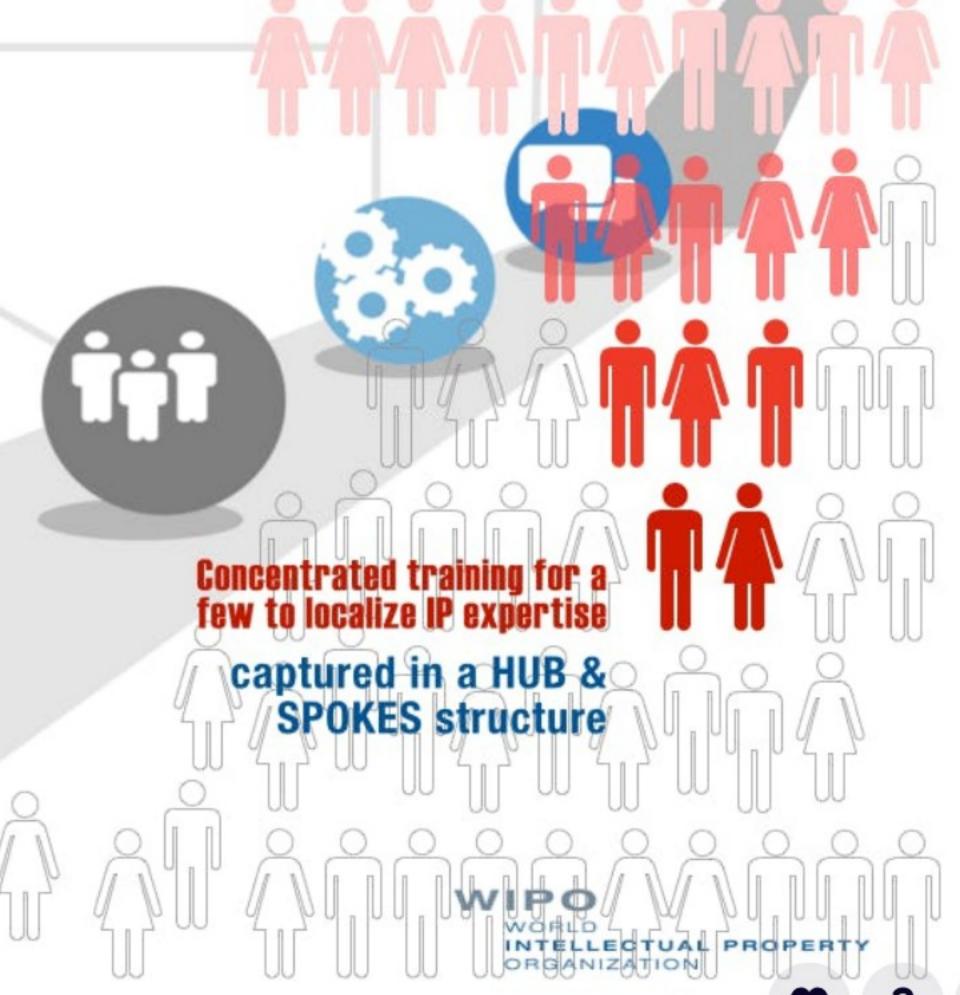
### 2. Organizational Phase

Designing/selecting the structure, systems and organisation required

### 1. Inception / Assessment Phase

Intensified conversations with countries and engaging interlocutors and primary stakeholders

multi-year and longer termed (5-10 years)
deep-diving to address root cause
deliberate, responsive and relentless
in progressive stages (critical journey)





### Development of Methodology for Resource and Management Diagnostic of Intellectual Property (IP) Offices: Objectives, Approaches and Subject Matters

Speakers: Mr. Ye Min Than, Senior Program Officer,

Regional Bureau for Asia and the Pacific,

Development Sector, WIPO, Geneva

Mr. Ian Heath, IP Management Consultant,

First Thoughts, O'Connor, Australia

Ms. Liew Woon Yin, Director, Abundanti,

Singapore

Mr. Ronald Marchant, IP Consultant, Lanzarote, Canary Islands, Spain





### OUTLINE



What (nature & scope of diagnostic)

Why (significance & importance of diagnostic)

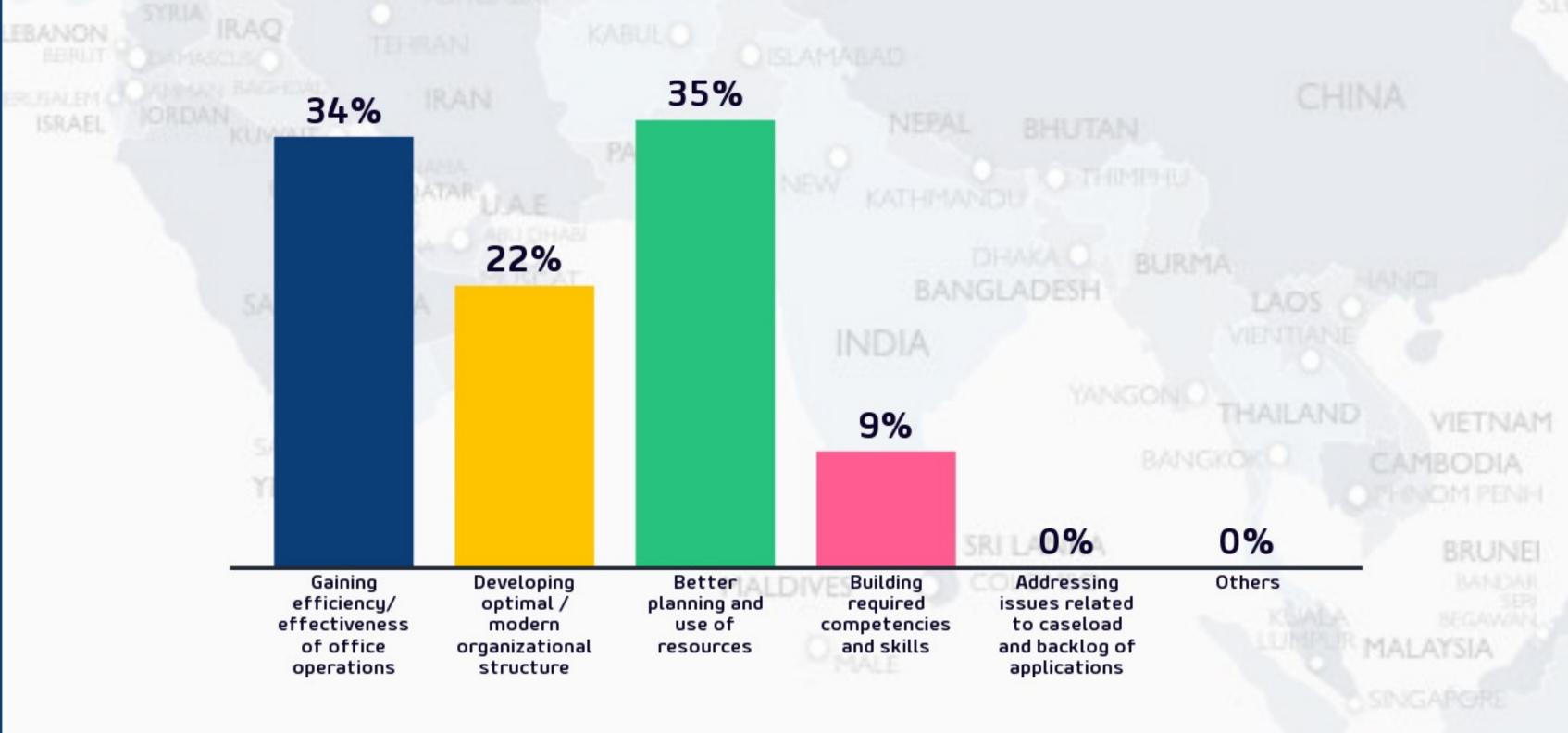
How (development of a Methodology)

When (next steps in finalization of a Methodology)

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# What does "resource and management diagnostic of an IP office" mean to you?

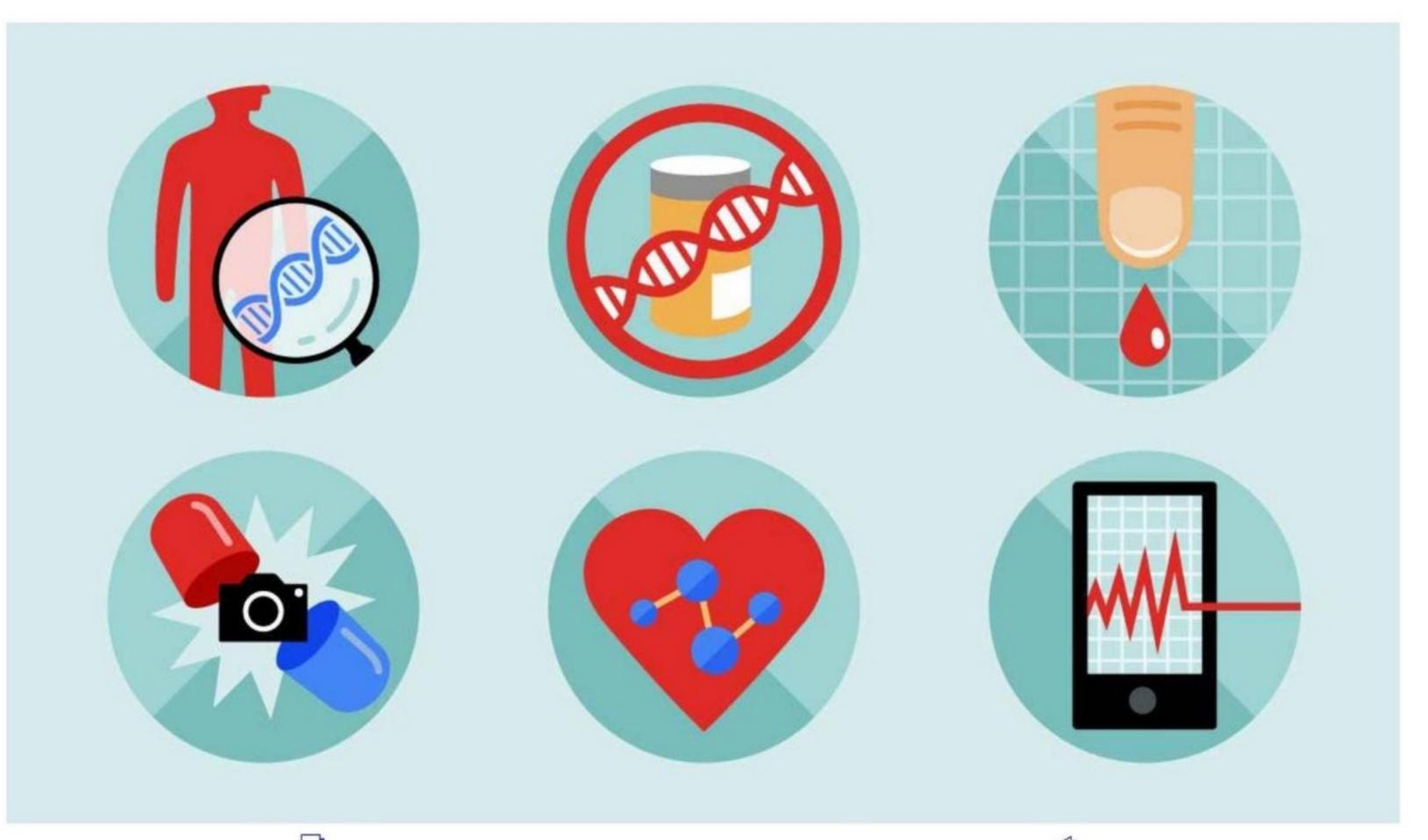






### What is Resource and Management Diagnostic of IP Offices?





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# It is about improving efficiency and effectiveness of IP offices in their delivery of IP services to user community







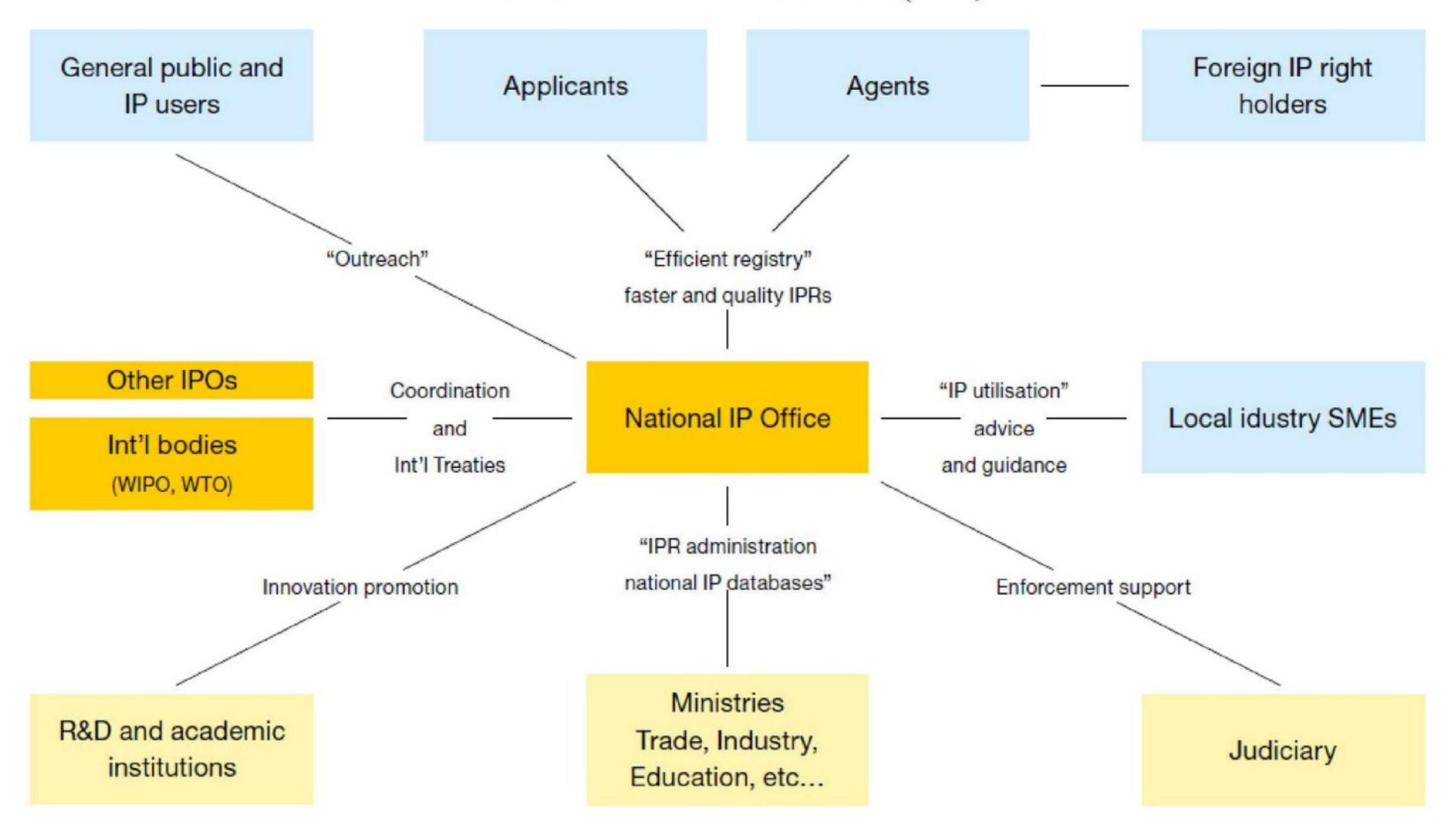
# Identify gaps and areas to be strengthened in resource and management systems of IP offices and propose practical and optimal solutions to address them

(e.g. business processes, organizational structure, competency, work efficiency, legal environment, administrative and operational challenges, etc.)





### Role of a modern IP office (IPO)





### Challenges Faced by IP Offices Today



- Ensuring delivery of timely, efficient and quality IP services
- Increasing caseload and growing backlog of IP applications
- Promoting and facilitating global protection of IP
- Ensuring IP laws meet national needs and keep pace with international developments/standards
- Information technology systems and tools to implement to optimize the operations
- Obtaining greater financial and administrative flexibilities



### WIPO MORLS INTELLECTUAL PROPERTY DEPARTMENT ON

# What is the Project on Resource and Management Diagnostic for IP Offices (IPOD Project)

- Developed in response to the needs of countries in Asia and the Pacific region
- Conceptualized by the ASPAC Bureau in close consultation with experienced experts from different parts of the world
- Consulted with IP offices in Asia and the Pacific region, and their inputs/comments were incorporated
- First launched in Thailand in March 2016
- A lot of experiences gained and lessons learned







The output is a detailed report with a set of specific recommendations that are practical and optimal and with a detailed implementation plan (serving as a "roadmap" for required transformation of the office for the next few years)





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### Why Undertake an IP Office Diagnostic Process?

- Increasing emphasis on innovation and creativity in most countries is putting more focus on the performance and responsibilities of IP offices
  - Imperative to perform and carry out responsibilities beyond traditional roles of regulatory body into an "enabling" agency
- All IP offices are under pressure to improve their performance and efficiency
  - Eliminating and managing backlogs of applications
  - Managing quality issues
  - Achieving cost effective and efficient operations
  - Embracing new technologies and tools







### Why Undertake an IP Office Diagnostic Process? (cont'd)



Improving performance and efficiency through review of and changes in selected areas often fails to have significant effect because of issues in other areas

- Enabling an IP office to look comprehensively and objectively at itself
  - Its mandate, legal framework, institutional arrangements, human resource management, financial management, and all operational management issues
  - To identify practical and optimal ways to improve performance and address resource and management gaps and weaknesses







### WIPO MORE PROPERTY DEGANIZATION

### Why Create an IP Office Diagnostic Methodology?

- Capturing the experience of WIPO and experts to enable IP offices to undertake the process more regularly and independently (if so wish)
  - Experiences of WIPO and experts captured for future use
- Providing IP office managers with tools to review, examine and improve performance in their particular area of responsibility
  - While holistic approach is a key benefit of the IPOD process, nonetheless diagnostic audits in individual areas can be valuable



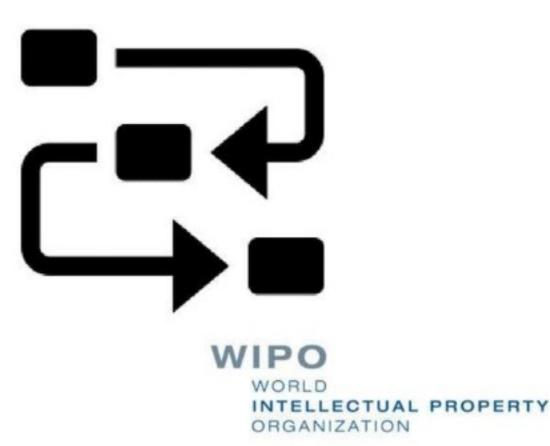




### Why Create an IP Office Diagnostic Methodology? (cont'd)



- Providing detailed information for IP offices contemplating engaging WIPO to work with them to undertake an IPOD or as a self-help tool
- Providing guidance on how the IPOD process will be carried out and provide reassurance to senior management on issues such as
  - confidentiality
  - comprehensiveness of approach
  - practicality of recommendations, etc.







### Why Create an IP Office Diagnostic Methodology? (cont'd)



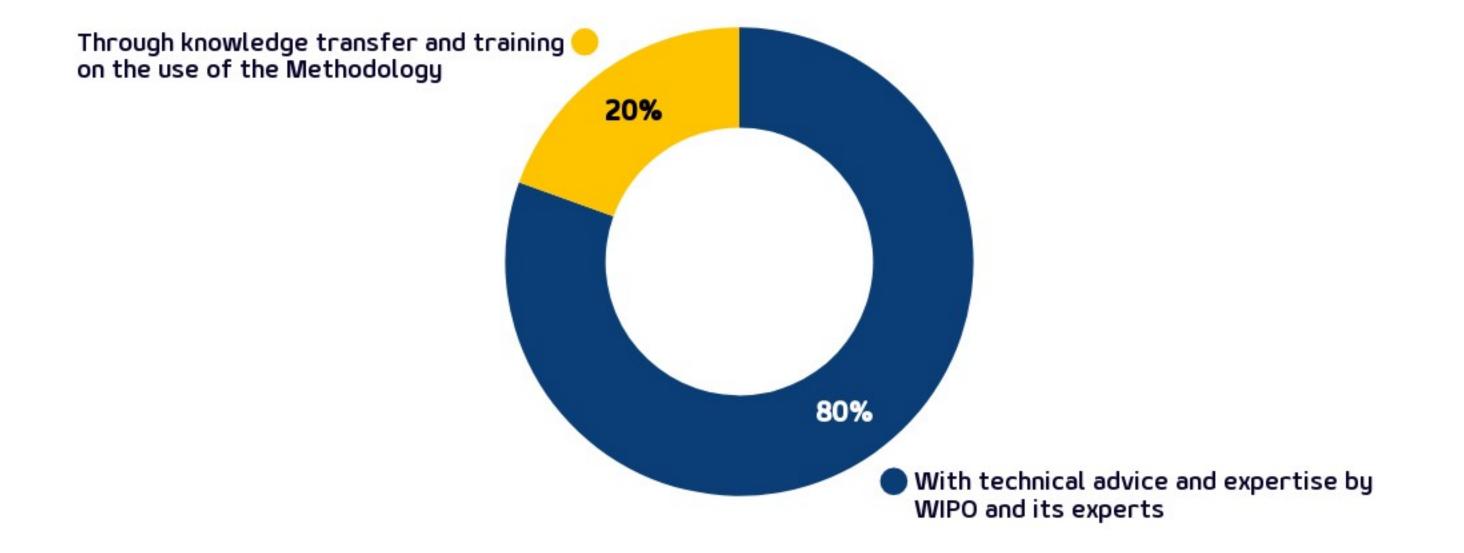
- Providing sufficient information to IP office about necessary resource commitments as well as areas to review and analyze to undertake the IPOD process
- Contributing to institutional transformation of IP offices so that they do not only achieve their objectives and fulfil mandates but also further progress and develop into more modern and forward-looking agencies







# Once the Methodology is ready and available, will your office undertake resource and management diagnostic:





### How is the Methodology Developed?



- An initiative of the Regional Bureau of Asia and the Pacific of WIPO
- A broad outline and the proposed contents of the Methodology were already developed based on past experiences and lessons learned from the grounds
- Project Team Ms. Liew Woon Yin (former DG of IPOS), Mr. Ronald Marchant (former CEO of UKIPO), Mr. Ian Heath (former DG of IP Australia) and Project Manager Mr. Ye Min Than



### How is the Methodology Developed? (cont'd)



- It will be further developed in close consultation with Sectors and Divisions of WIPO concerned (e.g. IP Office Business Solutions Division)
- The draft Methodology will eventually be shared with IP offices in the region for observations and suggestions before finalization
- It will be designed to enable customization (scalable to different sizes of IP offices) and to use in a flexible manner ("guide")

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### Proposed Contents of the Methodology



Draft provides broad guidance on how to carry out diagnostic consultations within and outside the IP office

Draft includes suggestions for researching functional areas including information about resources available from elsewhere, particularly through WIPO



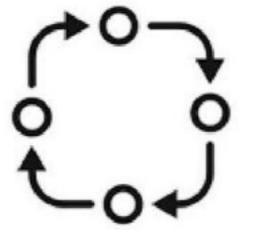


### Proposed Contents of the Methodology (cont'd)



Draft provides broad guidance on identifying improvements and solutions and developing recommendations

Draft provides broad guidance on how to plan and manage implementation of recommendations





### Proposed Contents of the Methodology (cont'd)



- Draft of the methodology has individual topics for each IP office function
  - All IP rights processing areas have a separate topic
  - Mandate and governance
  - Policy development
  - International relations
  - Customer relations
  - Public outreach and IP education
  - Financial management
  - Human resource management



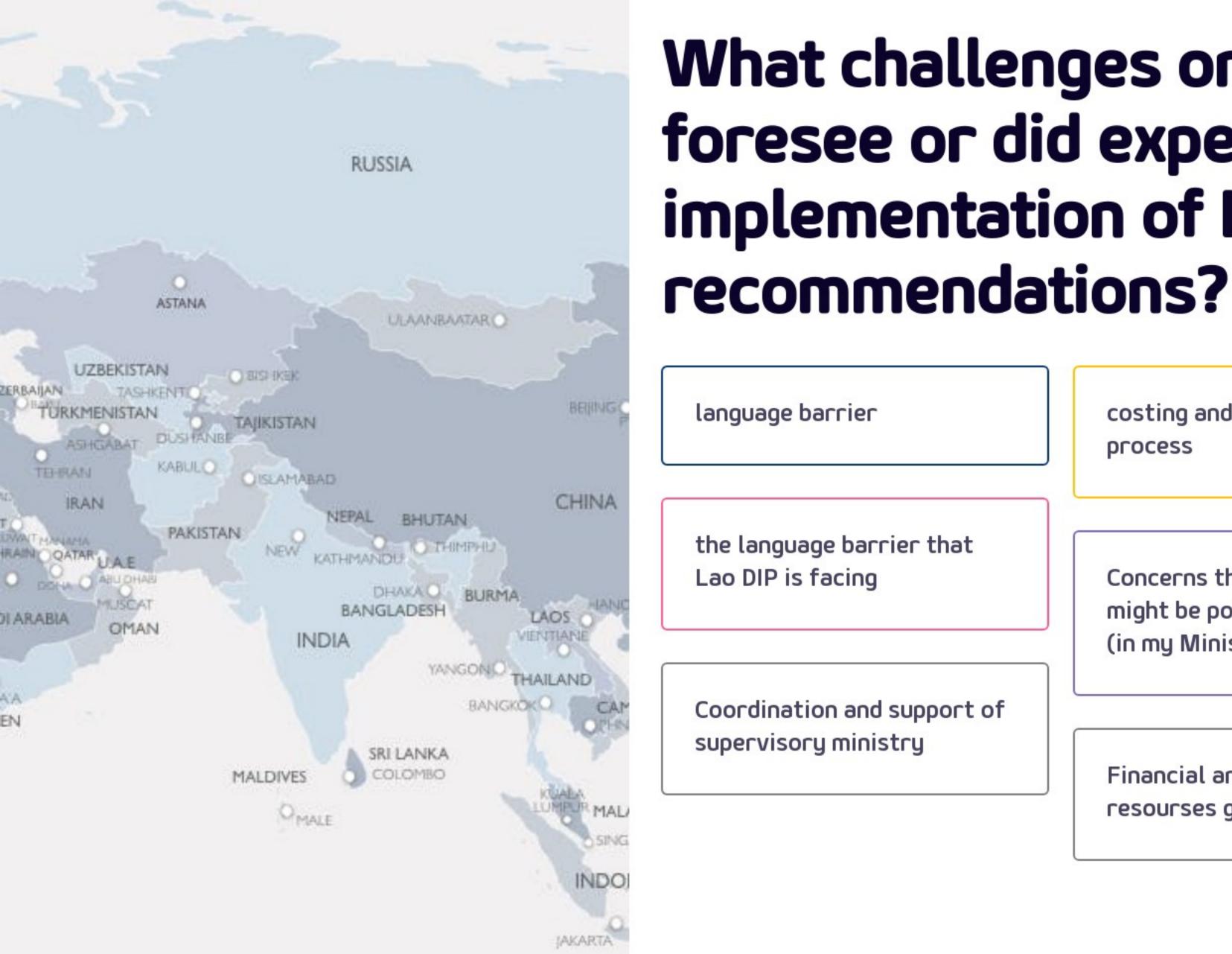


### Proposed Contents of the Methodology (cont'd)



- Draft gives broad guidance on researching and identifying issues for each functional Topic – set out under three headings
  - "The Why" sets out the value and importance of examining the particular functional area
  - "The What" sets out the issues which will need to be researched and raised in consultations to identify gaps and weaknesses
  - "The How" provides advice on how to undertake the necessary research and consultations, including suggested questions for consultations with managers, staff and external stakeholders
  - Lists of questions are guides only and not formal questionnaires





#### What challenges or issues do you foresee or did experience in the implementation of IPOD



language barrier

costing and implementation process

public outreach and IP education

the language barrier that Lao DIP is facing

Coordination and support of supervisory ministry

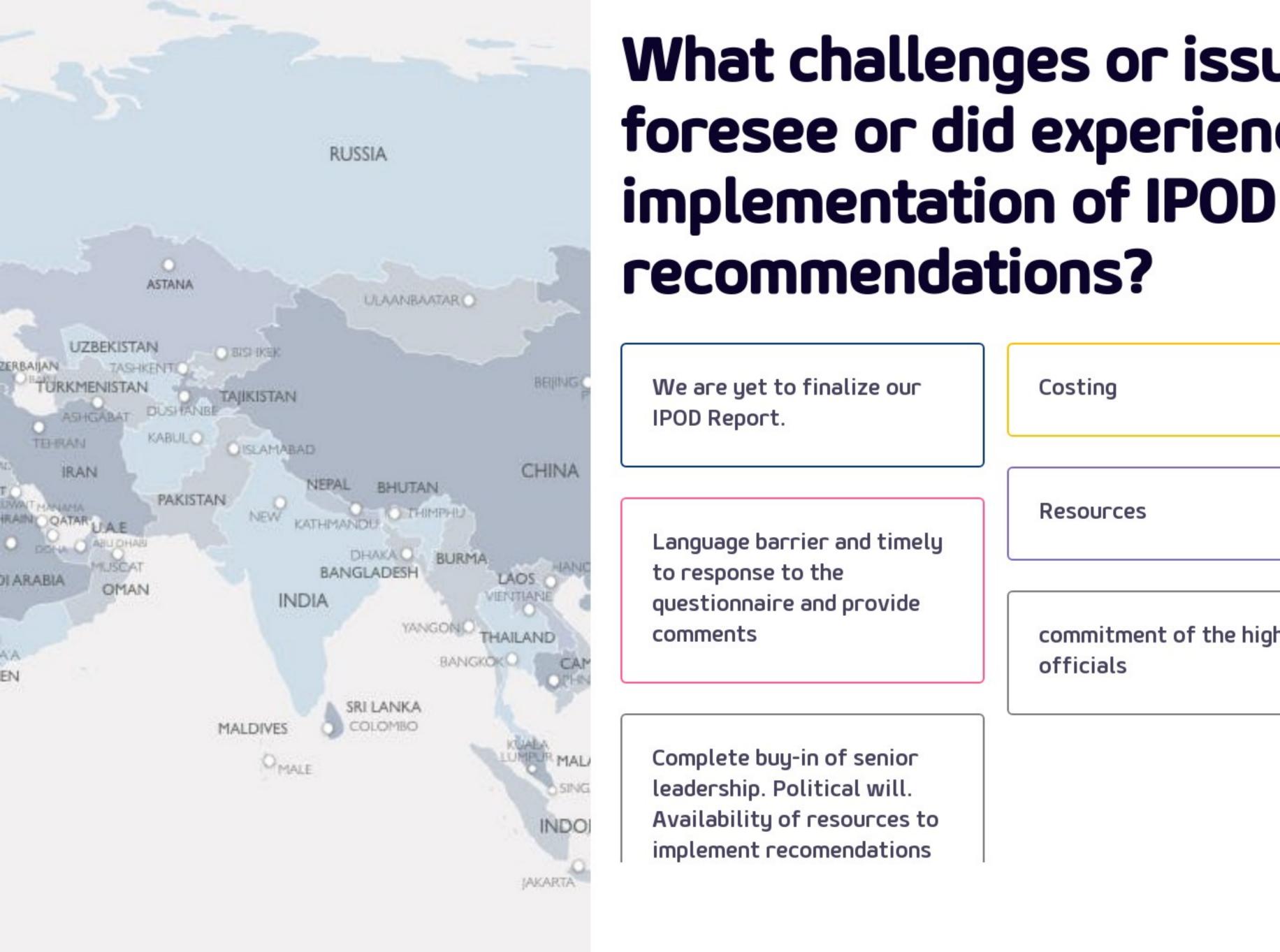
Concerns that the findings might be politicized locally (in my Ministry)

Willingness of management National differences of approach ~ takes a lot of time to pass the law etc

Financial and human resourses gap

- forecast of ip applicants;vision of IP Office in mid and long term





#### What challenges or issues do you foresee or did experience in the



We are yet to finalize our IPOD Report.

Costing

High cost

Language barrier and timely to response to the questionnaire and provide comments

Resources

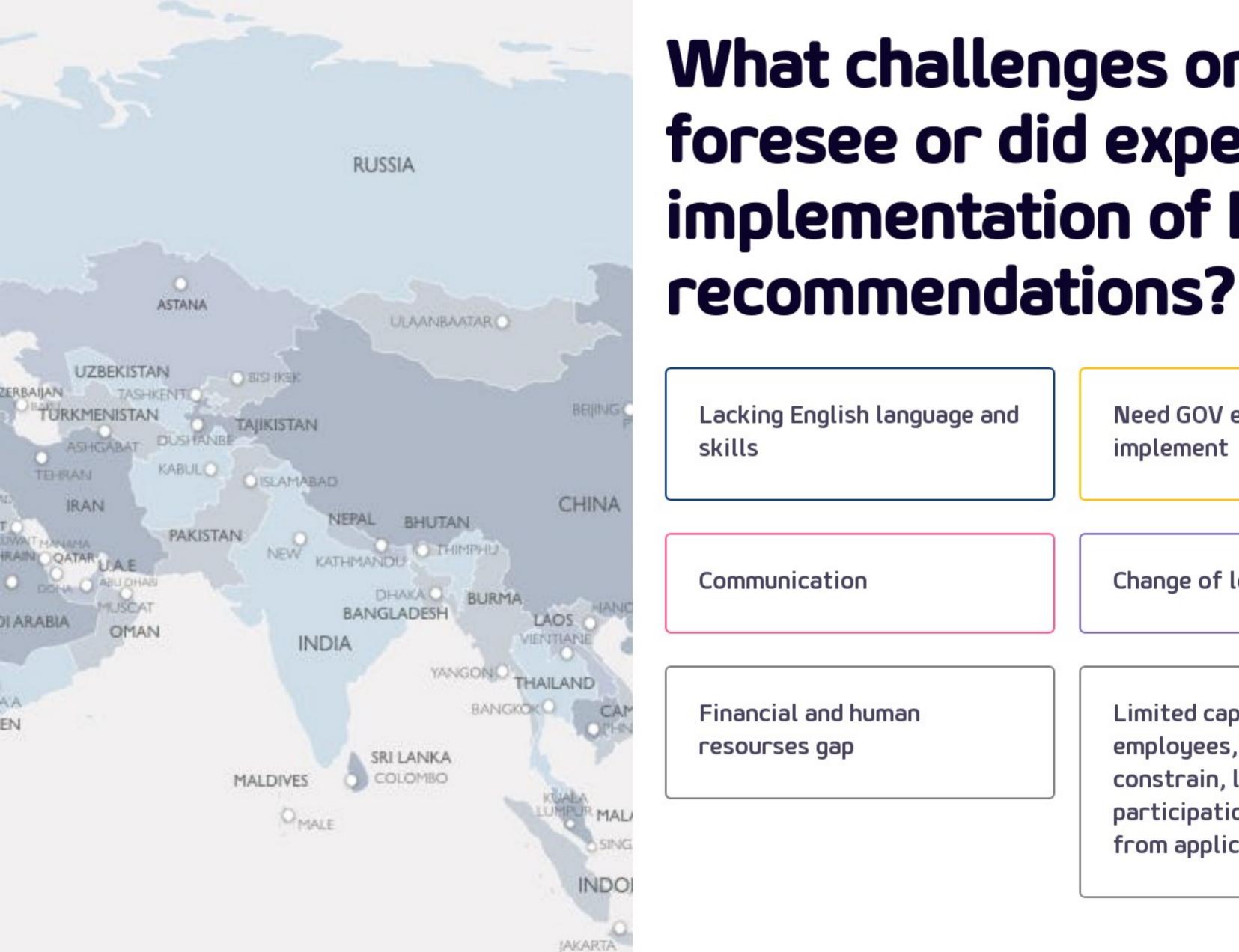
Human resourses, salary for employe

commitment of the high officials

Cost and timeline

Complete buy-in of senior leadership. Political will. Availability of resources to implement recomendations





#### What challenges or issues do you foresee or did experience in the implementation of IPOD



Lacking English language and skills

Need GOV encouragement to implement

Experienced about IPOS, how to build method

Communication

Change of leadership

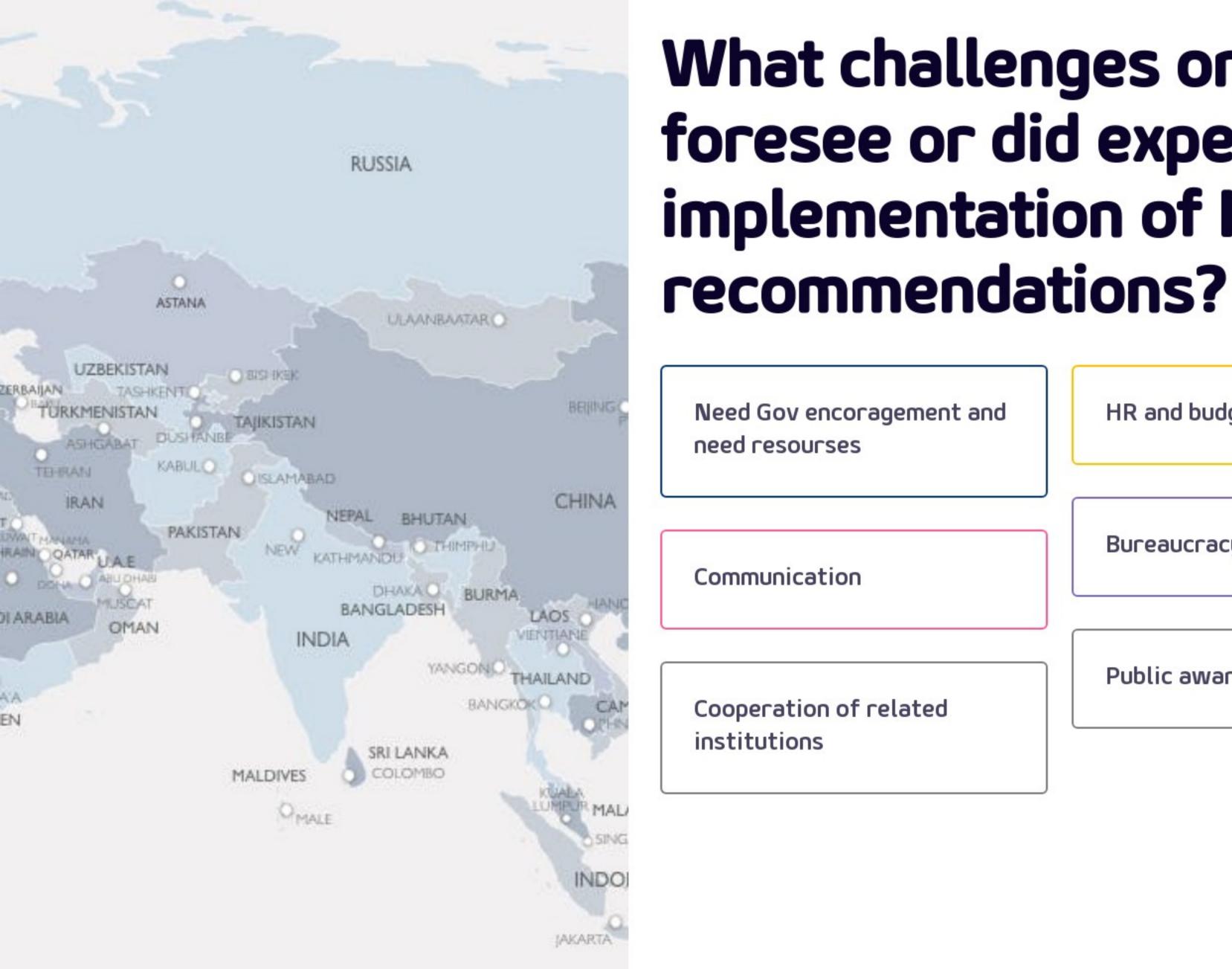
Financial and human resourses gap

Limited capacity of employees, budget constrain, limited of participation and motivation from applicants and agents

To encourage executive management team and staffs to stay focus on implementing the diagnostic while still do the day-to-day operations

Budget and personnel shortage





#### What challenges or issues do you foresee or did experience in the implementation of IPOD



Need Gov encoragement and need resourses

HR and budget of IPD

Time limits

Communication

Bureaucracy

Public outreach, capacity building

Cooperation of related institutions

Public awareness

IP Office positioned in the government hierarchy of priority, eg if IP office is an agency, will be seen less important



# RUSSIA CHINA INDIA

# What challenges or issues do you foresee or did experience in the implementation of IPOD recommendations?



Practical effectiveness

manpower

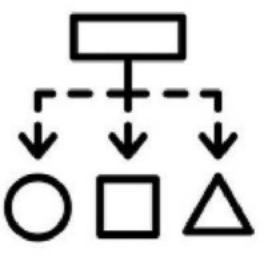


### What Else Should Be Included in the Methodology



Are there additional topics that should be included?

- What practical tools could/should be included in the Methodology?
  - Templates of consultation invitations and agendas?
  - Templates of surveys and questionnaires?





### What Else Should Be Included in the Methodology (cont'd)



- What examples could/should be included in the Methodology?
  - Examples of governance arrangements in different IP offices?
  - Examples of financial management models?
  - Examples of implementation planning?
- What resource information could/should be included?
  - WIPO resource references (web links)?
  - Other likely reference sources?
  - Case studies of actual IPOD activities?







More templates

- IP automation

Template questionairs should include

Management of relationships with supervisory ministry

Template of the questionnaire for the IP Office

Training

struture of an IP office

gap between local and international IP awareness

more case study & templates







training

Organizational structure

How to engage top government

Implementation guides

training, automation,

Capacity training

basic problem finding program

Training

Digital transformation and use of AI







Monitoring system

Online meeting

**IP Automation** 

How to engage donor offices to help in implementation

Training/workshop

monitoring and evaluation system

Training

on line filing systems and server facilitation should be introduced

Online survey, adding more stakeholders such as SMEs, researcher and student and lawyers.







Duideance for nationsl consuktant

How to measure

implementation

Training

HR management issues

HR management, financial management

Providing best practice

On line filing system and server facilitation should be introduced

Budget

Interface between the IPO and other agencies that will be needed in implementing the recommendations







Capacity building

Linkage to NIPS and other policies

Benchmarking with other IP offices

IP automation

quality management

Maintainance mechanism of the outputs and outcome for long-term

Meaning WIPO's direct guidance is needed to work with the local staff and appreciate if this Aspect can be







- After discussion and inputs from the Heads of IP Offices meeting, a fresh draft will be developed for further consultation and refinement
- Final version should be available by mid-2021

Launch, training and deployment on the grounds in the second half of 2021



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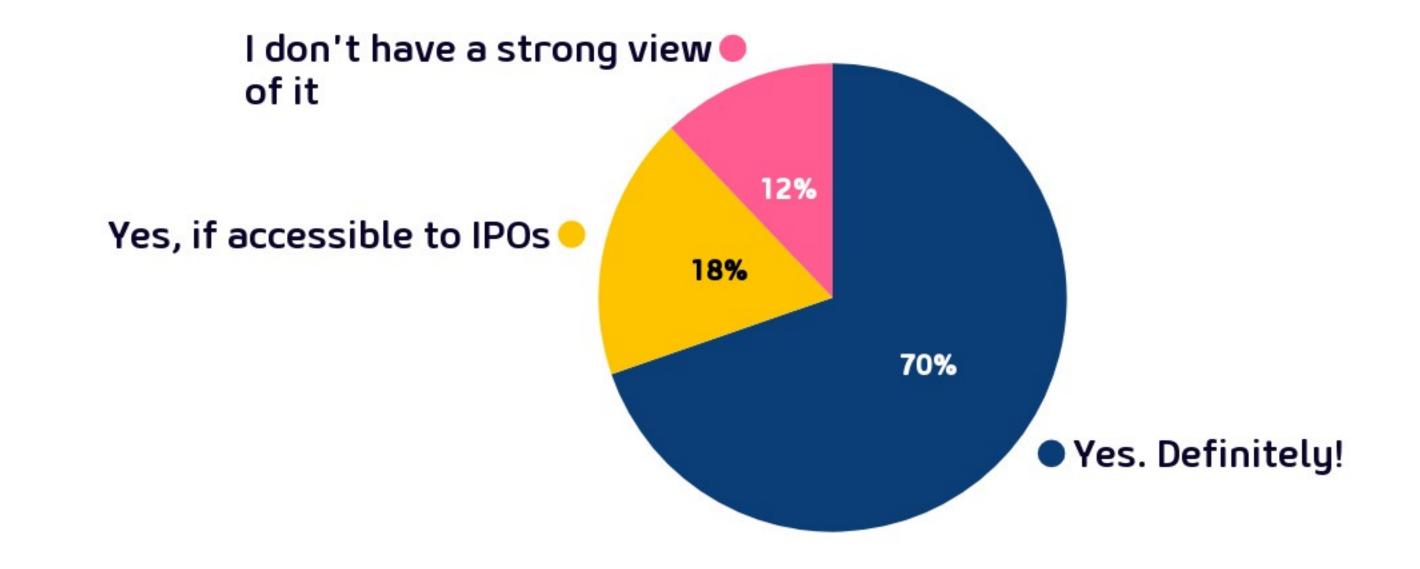




#### **ASTANA** ULAANBAATAR ( ISLAMABAD CHINA PAKISTAN BANGLADESH INDIA BANGKOK SRI LANKA COLOMBO MALDIVES SINGAPO INDONES

# Would it be useful to eventually transform the Methodology into a web-based (online) self-help tool?









# Thank you for your kind attention

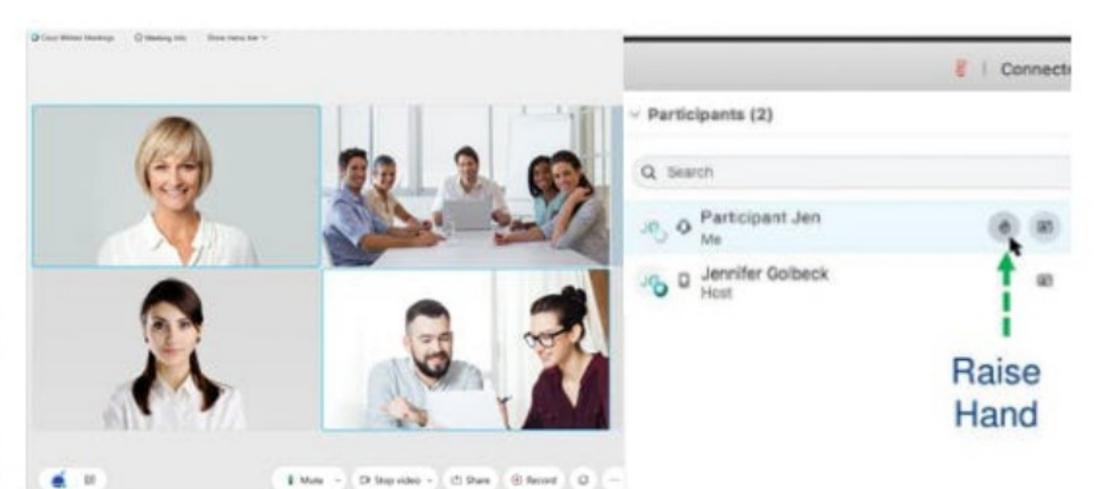






Use <u>menti.com</u> in your mobile phones

or raise your hand in WebEx chat box





#### Questions & Answers



### 25 questions 8 upvotes



#### e-Learning Resources

- their effective use for capacity building

Lutz Mailänder

Head, Cooperation on Examination and Training Section

PCT International Cooperation Division

Cyberland December 8, 2020

#### Agenda



- Overview of e-Learning
  - Types of media
  - Exemplary uses for learning management (patent examination)
    - USPTO as a role model?
    - Utility of (foreign) e-Learning resources?
- PCT WG compilation of e-Learning resources (patent examination)
- Policies for using e-Learning resources in examiner training management
  - In-houseand external; options for south-south cooperation
  - Do you have explicit policies on e-Learning? Should you?
- Upcoming PCT survey: use of e-Learning resources and policies therefor
  - Please be prepared to reply!



#### Overview - types of media

- Tutored courses (like some WIPO Distance Learning Courses)
  - Specific dates, limited number of participants because of tutoring
  - Require admission; sometimes certificate after successful completion
  - Course delivery by means of Learning Management System (LMS)
- Live webinars with Q&A
  - Specific dates
- Self-paced courses (see USPTO)
  - May be taken and paused anytime
  - Recorded webinars/lectures
  - Tutorials (developed/delivered by means of an LMS)
  - Self-study materials/reading materials (PPTs of webinars, .....)



#### USPTO patent examiner e-Learning

- All e-Learning resources used for examiner training are publicly accessible
- Different sites
  - Office of Patent Training': entry level examiners
    - obligatory introductory training
    - 47 recorded PPT lectures including tests
  - Office of Patent Examination Policy': beyond entry level
    - Examination guidance (case law) and advanced training
    - For example on 'subject matter eligibility' (Exclusions, 46 sample cases)

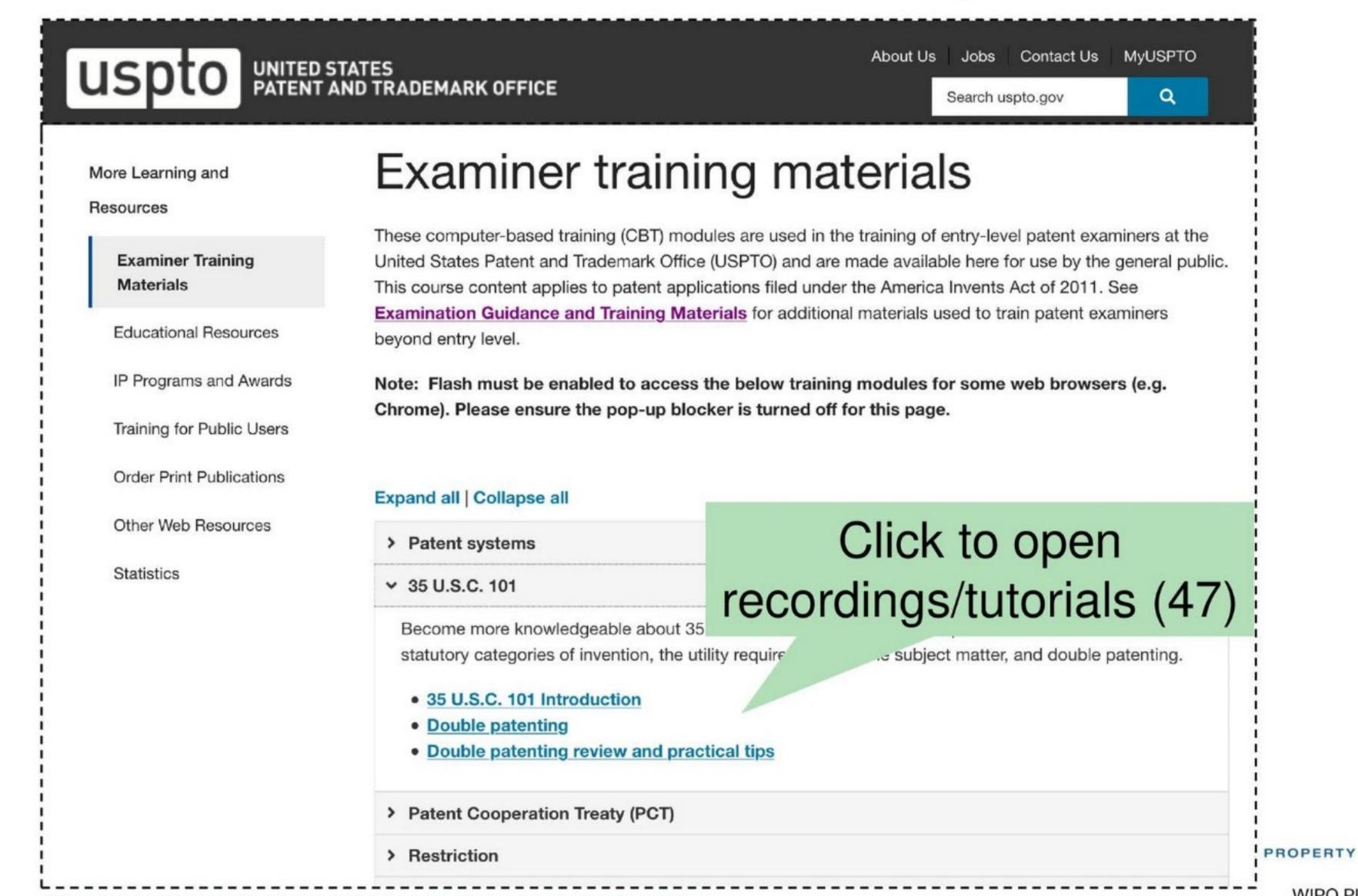




#### **Entry level**



#### USPTO Office of Patent Training



#### Advanced level



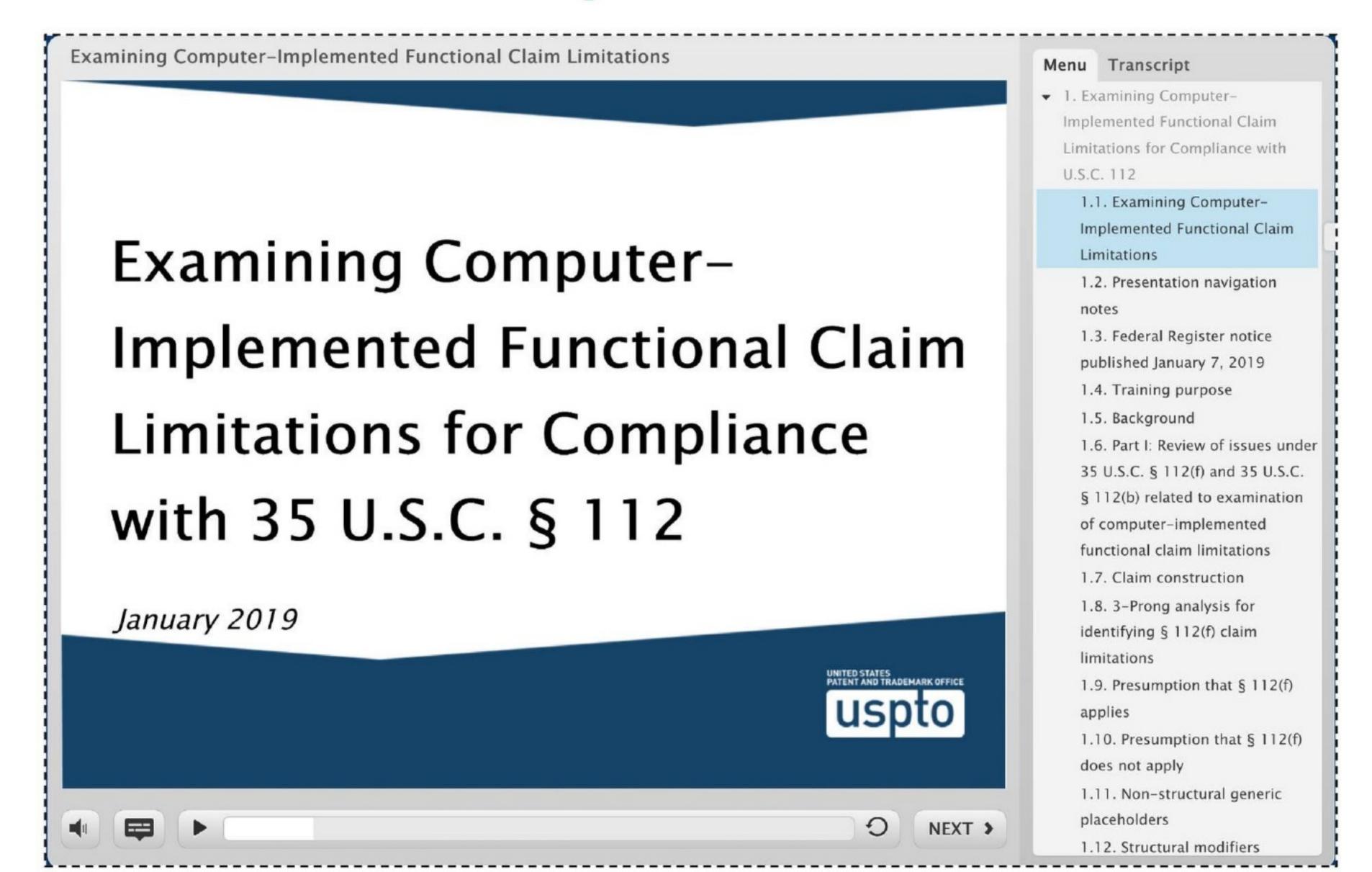
#### USPTO Office of Patent Examination Policy

35 U.S.C. 101					
Subject matter eligibility	Subject Matter Eligibility Guidance, Examples, and Training				
35 U.S.C. 102 & 103					
35 U.S.C. 102 & 103	<ul> <li>Part I - Proper Anticipation Rejections: Reminders from Recent Case         <ul> <li>Law (Spring 2018)</li> </ul> </li> <li>Part II - Clear Obviousness Rejections: Important Lessons from Outdry         <ul> <li>V. Geox (Summer 2018)</li> </ul> </li> <li>Part III - Combined 102 &amp; 103 Workshop Training (Summer/Fall 2018)</li> </ul>				
Obviousness, KSR	Examination Guidelines and Training Materials in view of KSR Int'l Co.     v. Teleflex Inc. (through 2010 update)				
35 U.S.C. 112					
	<ul> <li>Examining Computer-Implemented Functional Claim Limitations for Compliance with 35 U.S.C. 112</li> <li>Computer-Based Training (CBT) [posted 3/28/2019]</li> <li>PowerPoint [posted 3/27/2019]</li> </ul>				

#### Advanced level



#### USPTO OPEP sample webinar



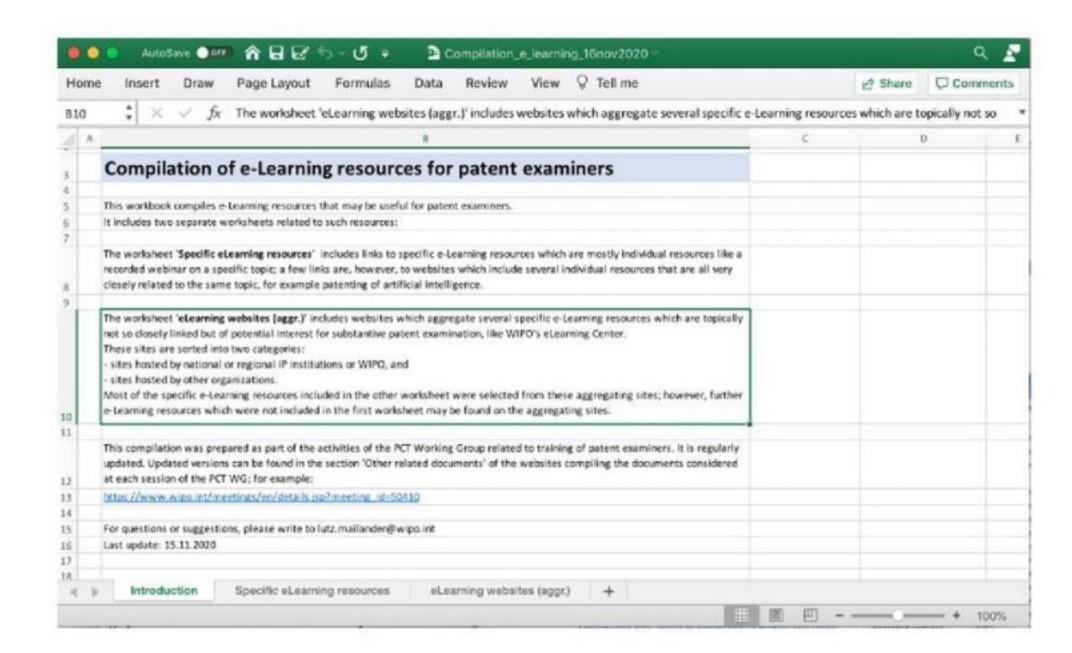
#### USPTO as a role model?



- Systematic use of e-Learning in training management
  - Complementing regular face-to-face lectures and tutored training (learning-by-doing)
  - Modules developed by USPTO, covering many topics
- Public sharing of e-Learning resources
  - Transparency of training raises confidence of users
  - Informs users/applicants of examination practice
  - Useful for other patent offices for training and work-sharing purposes
- USPTO doesn't appear to use foreign e-Learning resources
  - Sufficient in-house resources?
  - Worried of bias/undue influence on examination practice?

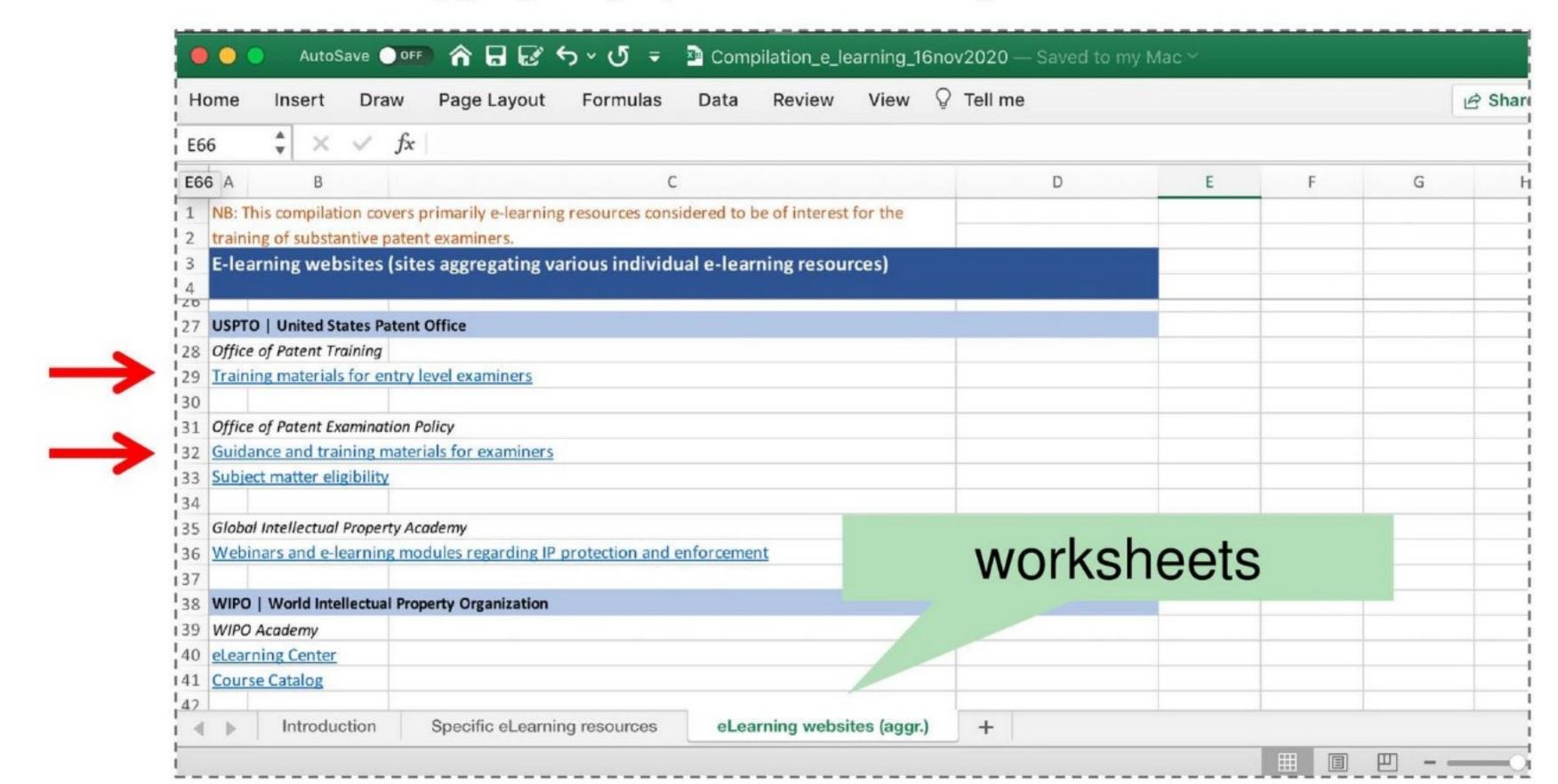


- Regularly updated compilation by the PCT Working Group
- Available at latest meeting website, for example PCT WG 13 https://www.wipo.int/meetings/en/doc\_details.jsp?doc\_id=469361





- Excel workbook with 3 worksheets:
  - Introduction
  - Compilation of specific e-Learning modules
  - Overview of sites aggregating specific e-Learning modules





Compilation of specific e-Learning Modules

Fiel	d of learning	Title	Media	Host ▼	Access -	Certificate •	Languages	
	Priority	Entitlement to priority	Recorded webinar	EPO	free	No	E	Source
-	Novelty and inventive step	Inventive step and its evaluation: the problem-solution approach	Tutorial	EPO	free	No	E	Source
		Problem-solution approach: Exercises	Tutorials	EPO	free	No	E	Source
		Problem-solution approach to inventive step and challenging cases	PPT and recorded lecture	EPO	free	No	E	Source
		Specific application of the problem-solution approach: a review of some	PPT and recorded lecture	EPO	free	No	E	Source
		exemplary cases						
		Assessing novelty and inventive step of patent applications   OD39-2020	Tutored course	EPO	acess controlled	Yes	E	Sourc
		Assessing novelty and inventive step of patent applications   OD49-2017	Video-edition self paced	EPO	acess controlled	Yes	E	Source
		Notorious knowledge	PPT and recorded lecture	EPO	free	No	E	Source
		<u>Prior use</u>	Recorded lecture	EPO	free	No	E	Source
		Novelty	Recorded PPT lecture	JPO	free	No	E	Source
		Inventive Step	Recorded PPT lecture	JPO	free	No	E	Source
		Prior Art Rejections: An Introduction	PPT	USPTO	free	No	E	Source
	Claims, Clarity and Unity	Basic principles of unity of invention	Self paced course	EPO	free	No	E	Source
		How to overcome clarity issues efficiently	Recorded webinar	EPO	free	No	E	Sourc
		Assessing clarity and unity of patent applications   OD38-2019	Tutored course	EPO	acess	Yes	E	Source



Compilation of specific e-Learning Modules

Field of learning	Title	Media	Host	Access	Certificate ▼	Languages	
Technology specific	aspects of examination						v.lo
	Patentability of computer-implemented inventions at the EPO	Tutorial	EPO	free	No	E	Source
	Computer-implemented inventions at the EPO	Recorded webinar	EPO	free	No	E	Source
	Patents for computer-implemented inventions in biotechnology and healthcare	Recorded webinar	EPO	free	No	E	Sourc
	CII: ensuring information is the key to patentability	Recorded webinar	EPO	free	No	E	Sourc
	Patentability of Biotechnological Inventions	Recorded webinars	EPO	free	No	E	Source
	Patentability in information and communications technology	Recorded webinars	EPO	free	NO	E	Source
	Traditional medicinal knowledge	Tutorial	EPO	free	No	E	Source
	Selection inventions	Recorded webinar	EPO	free	No	E	Source
	Biotechnology patents	Recorded webinar	EPO	free	No	E	Source
_	Patenting presentations of information	Recorded webinar	EPO	free	No	E	Source
	Patenting Artificial Intelligence (several presentations)	Recorded event	EPO	free	No	E	Source
	Patenting Blockchain (several presentations)	Recorded event	EPO	free	No	E	Source
	Patenting surgical, therapeutic and diagnostic methods	Recorded webinar	EPO	free	No	E	Source
	Experimental data: impact on patentability in medical applications	Recorded webinar	EPO	free	No	E	Source
	Therapeutic methods – Article 53(c) EPC	Recorded webinar	EPO	free	No	E	Source
	Antibodies-related patent applications	PPT	ILPO	free	No	E	Source
	Pharmaceutical team Workshop	PPT	ILPO	free	No	E	Source



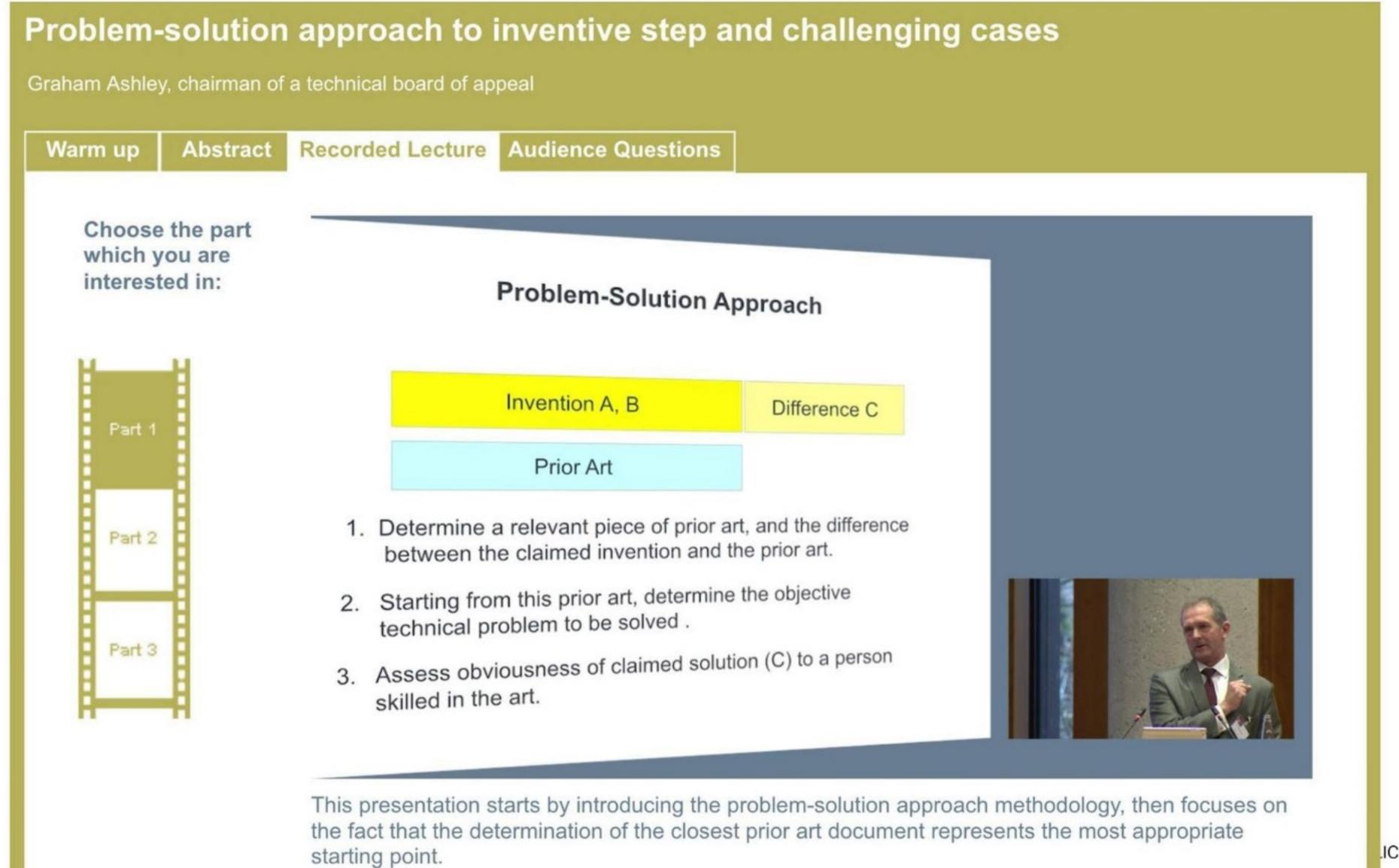


#### EPO sample tutorial

#### Problem-solution approach to inventive step and challenging cases 🛑 Graham Ashley, chairman of a technical board of appeal Recorded Lecture Warm up **Audience Questions Abstract** What do you think? What are the main steps in the problem-solution approach Is the document that has the most features in common with methodology? the claimed invention always the closest prior art? click for answer click for answer The objective problem can be formulated as achieving the technical effect of the difference. What if the technical effect cannot be demonstrated? click for answer

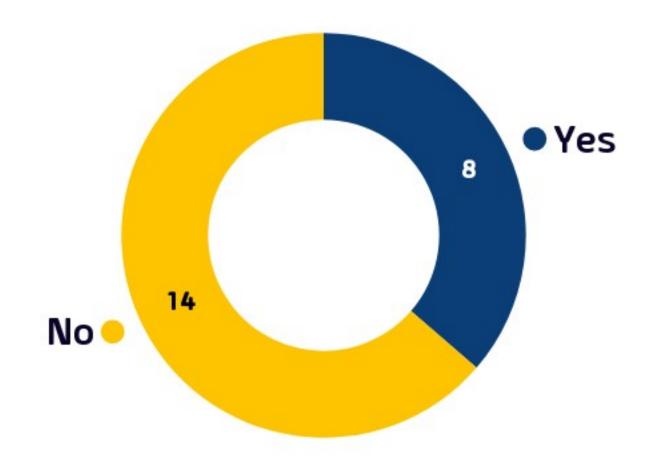


#### EPO sample tutorial



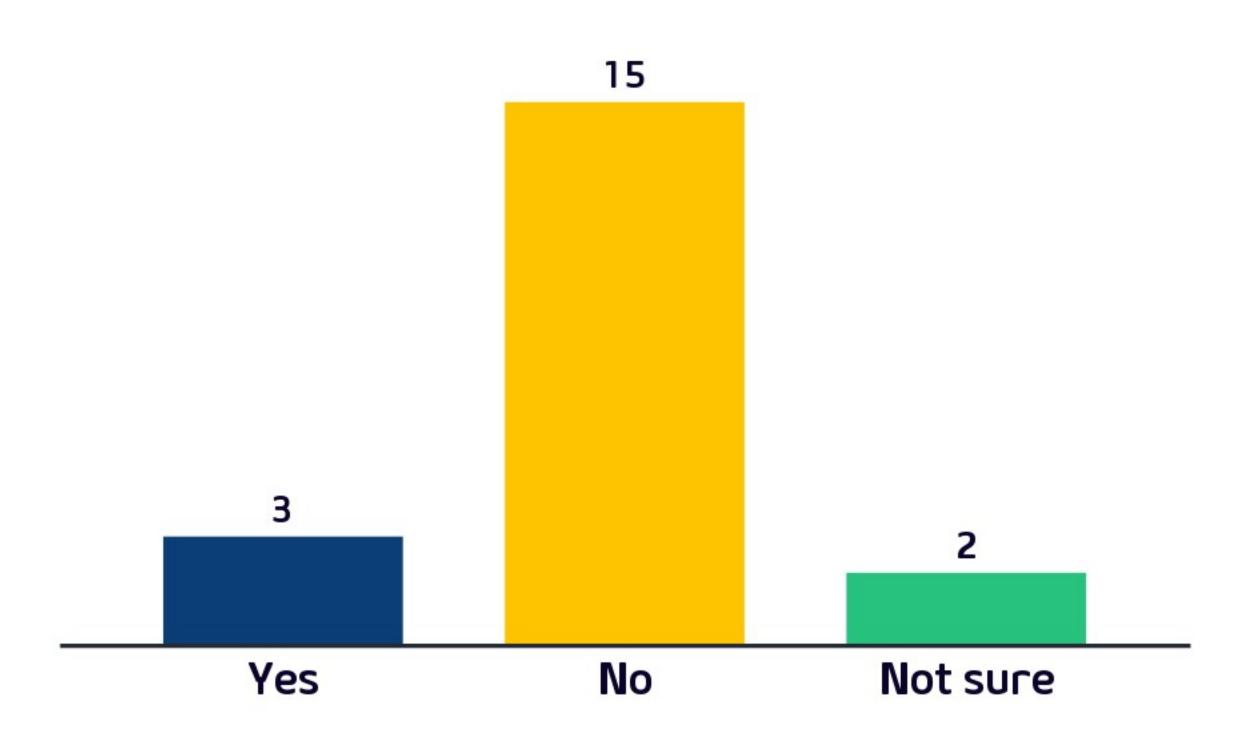


Is e-Learning (internal/foreign resources) already systematically utilized in your office? Is there an express/implicit policy to use it?





#### Are you worried that foreign e-Learning resources could unduly influence your examination practice?









#### Utility of e-Learning?

- Utility in comparison to traditional face-to-face or tutored training (learning-by-doing)?
  - Mandatory component at some offices (USPTO; IPAu, RPEM, ..)
- Pros (advantages)
  - Self-paced learning may increase efficiency (available anytime anywhere)
  - Standarized materials lay common grounds; repeatable for several cohorts
  - Continuing improvement through feedback
  - Optionally included standardized assessments
- Cons (drawbacks)
  - Resources required for development and maintenance of in-house e-Learning
  - Motivation/incentives for effective participation
  - Too standardized, too easy to accomplish





#### Utility of foreign/external e-Learning?

- Further Pros (advantages)
  - No resources required for development and maintenance of in-house e-Learning
    - Opportunities in particular for under-resourced (small) offices
  - Developed by specialists (classification, database, search methodologies,..)
  - Exposure to alternative explanations/views; sharing of best practices
  - Understanding of foreign practices in context of work-sharing
- Cons (drawbacks)
  - Patent laws, regulations, applicable case law, institutional settings differ
  - Insufficient coverage of relevant topics, or inappropriate content
  - Undue bias or influence through foreign materials
  - Language barrier, peculiar foreign terminology
  - Access is sometimes controlled (not as free as USPTO resources); may depend on bilateral agreements with provider office wipo

INTELLECTUAL PROPERTY

ORGANIZATION

#### Policies on using e-Learning



- No one-fits-all: depending on office size/resources
- Use of in-house or external e-Learning resources; mix of both
  - Benefit of investing in in-house modules?
  - Collaboration in development of e-Learning resources
- Mandatory or volontary use by examiners
  - Endorse 'trusted' external resources
  - Use of working hours for e-Learning
  - Other incentives
- Entry and/or post entry level content
- Tracking of participation only or assessments (self- or validated)
- Access options (public?)
  - sharing with other offices (e.g., with smaller offices not able to maintain a training infrastructure)
- Appropriate infrastructure (such as a learning management system)



#### Upcoming PCT circular

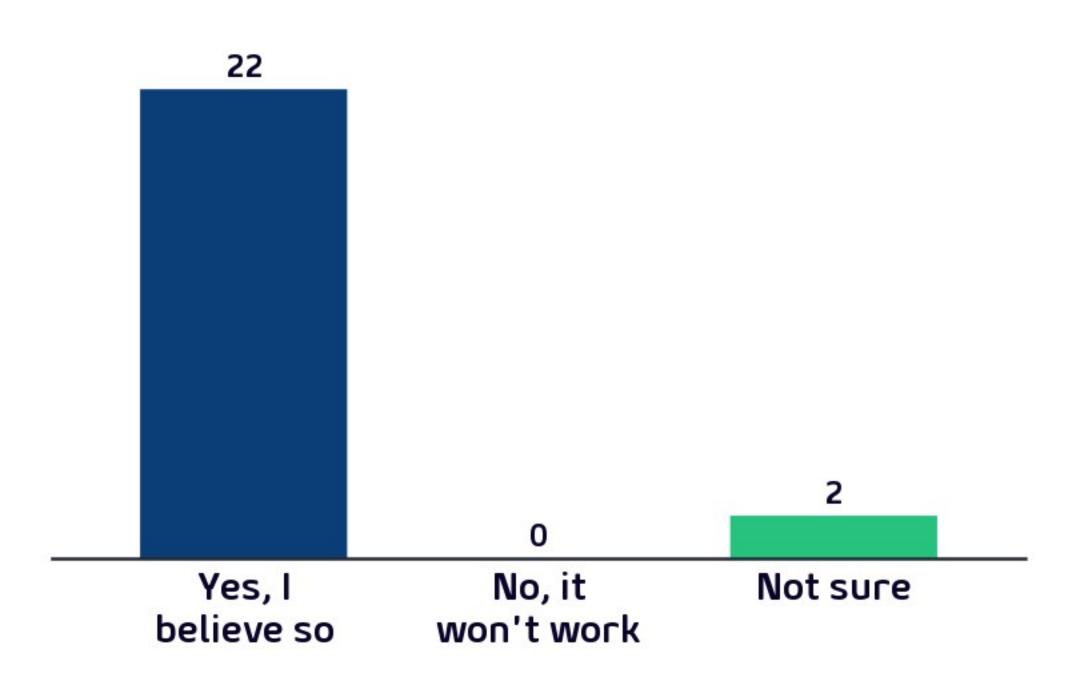
- Survey on use of e-Learning resources and policies therefor
  - Questionnaire (WORD) including
  - To be issued January 2021
- Purpose:
  - Raise awareness for compilation
  - Trigger policies on use of e-Learning
- Repetition of previous circular PCT C 1588 (February 2020)
  - Too few responses received
- Evaluation and recommendations to be discussed at 14th session of PCT WG





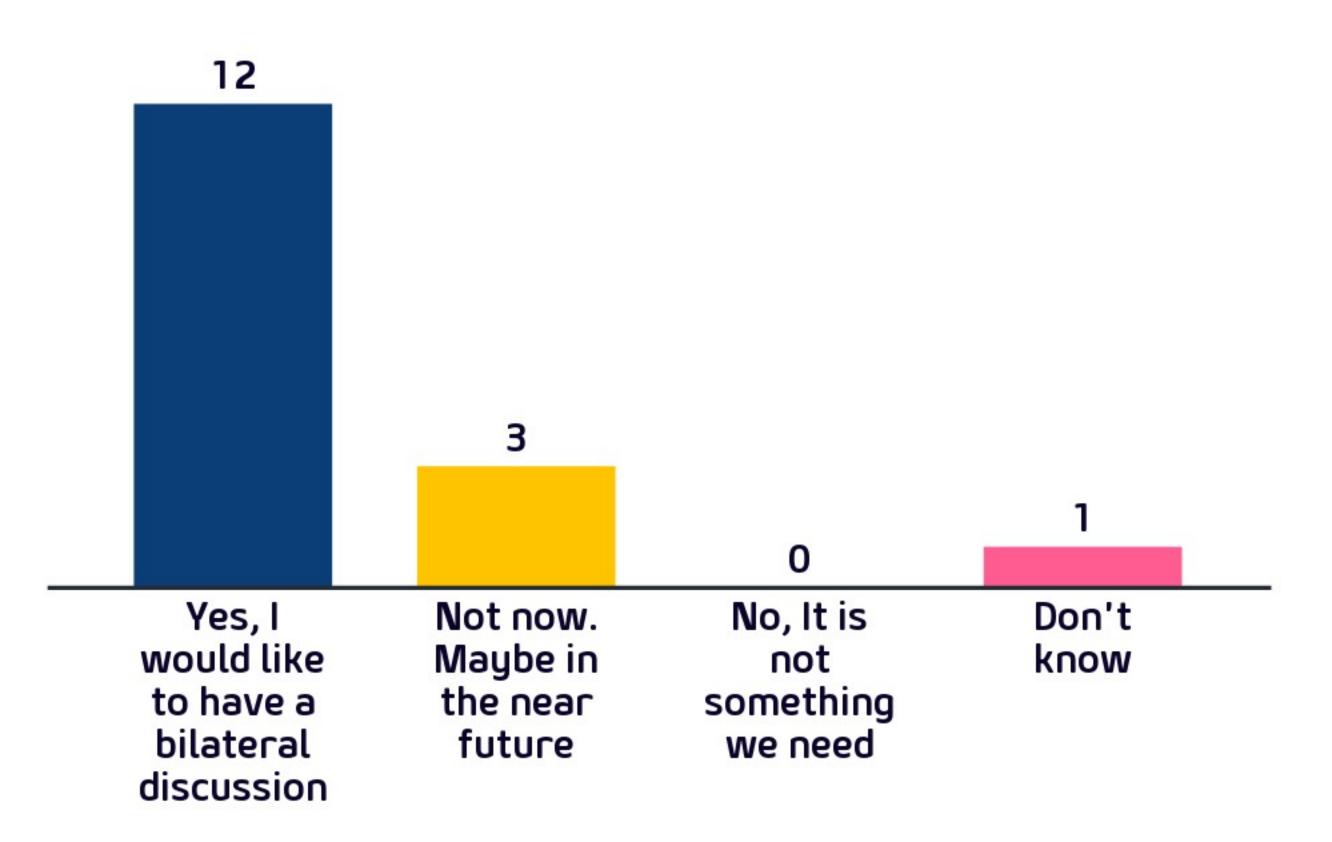


# Do you think that foreign/external/e-Learning resources can make a valuable contribution to the training of examiners in your office??





## Do you want to know more about available e-Learning resources?









25 questions 8 upvotes



#### Thank you

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So what's Next? The answer starts with the letters Ch....





### So we hope you will join in and be part of the change



