

## **Program and Budget Committee**

**Twenty-Fifth Session**  
**Geneva, August 29 to September 2, 2016**

### **ANNUAL REPORT ON HUMAN RESOURCES**

*prepared by the Director General*

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources annual report to the WIPO Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains the Annual Report on Human Resources (document WO/CC/73/1), which is being submitted to the WIPO Coordination Committee at its October 2016 session.

[Document WO/CC/73/1 follows]

## **WIPO Coordination Committee**

**Seventy-Third (47<sup>th</sup> Ordinary) Session  
Geneva, October 3 to 11, 2016**

**ANNUAL REPORT ON HUMAN RESOURCES**

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## I. INTRODUCTION

1. Change management has been at the forefront of HR work in the last few years with fundamental changes in the regulatory and policy framework of human resources management. These reforms were necessary; some were overdue. In 2010, a program for the regularization of continuing roles was agreed by Members States, starting with those encumbered by long-serving temporary employees (LSTEs). A comprehensive review of WIPO's Staff Regulations and Rules (SRR) was conducted, resulting in a new contractual framework for staff, effective in 2013. This was followed at the beginning of 2014 by a complementary policy on individual contractual services, formalizing and rationalizing contracts for individual non-staff resources. A review of the internal justice system was conducted, resulting in a revised internal justice system which entered into force in January 2014. Broad alignment of staff benefits and entitlements with the United Nations (UN) system has been achieved. More changes in this regard are expected following the recent review led by the International Civil Service Commission (ICSC).

2. The Human Resources Management Department (HRMD) has successfully traversed the greater part of the transition period through robust engagement with staff and management, bringing to life WIPO's core values of service orientation, working as one and accountability for results – woven together through regular and transparent communication. As with any major change, the challenges have been numerous. Yet as the transition draws to a close and the reforms become solidly anchored, a re-orientation of organizational culture is clearly taking root, one which gives primacy to collaboration not conflict, inclusiveness rather than divisiveness, work initiative not complacent inertia, with productivity and business needs as benchmarks for rewards and entitlements.

3. Three on-going HR engagements which create value through collaborative outreach merit emphasis – participatory policy-making, partnership with Member States, and promotion of greater managerial responsibility.

4. Staff participation drives major policy-making initiatives and mechanisms. The Occupational Health and Safety Committee (OHSC) established in 2014 unites representatives from the Administration and staff together with in-house occupational health and safety experts, drawing on their collective wisdom and placing staff welfare considerations at the center of discussions and decisions on the work environment. Recent recommendations and actions seeking to promote a respectful and harmonious workplace were drafted by a working group composed purely of staff members. A new category of award under the annual Rewards and Recognition Program has been established. Three staff members who have significantly contributed to a positive and harmonious work environment are nominated and voted for by fellow staff members (as opposed to other categories of awards, where management participates in the selection). In June 2016, a working group composed of staff volunteers and representatives from various offices in the Administration presented its report, together with recommendations for effective time management at WIPO, taking into account feedback received from a staff survey with an unprecedented response rate of over 50 per cent. Finally, staff are at the front, left, right and center in organizing elections for a WIPO Staff Council through which, for the first time, all staff members will have the opportunity to exercise their right to vote. In this suffrage, HRMD plays a coordinating role to afford the necessary logistical support from the Administration.

5. The statutory imperative of geographical distribution in staffing at WIPO falls squarely within the Member States' purview. On this matter, Member States are provided with all the required information and support as they grapple with this Gordian Knot, which is inherent in a multilateral organization. Pending a decision by Member States, the International Bureau is reaching out with concrete actions to tap talent and enlarge the pool of suitable candidates for

recruitment from unrepresented Member States and underrepresented geographical regions. Partnerships with Member States which respond to and engage in this initiative are being pursued, especially as preliminary results have been very positive.

6. Effective management is necessarily preceded by effective managers who motivate and inspire colleagues towards achieving shared goals. Good managers are not necessarily born; they are made. More than ever, HR operates in partnership with management and all business operations. Towards this end and consistent with WIPO's core value of accountability for results, a suite of training programs including individualized coaching have been on offer to managers and to staff in general. Conflict management, effective communication and managing performance and risks are part of the training that managers receive, with further monitoring and follow-up support. The objective is to promote direct and closer relationships between managers/supervisors and their staff, with HRMD completing the tri-partite relationship as partner of both parties by providing guidance, training and support.

7. This annual report is replete with achievements and progress on various fronts – organizational culture, diversity and inclusion, talent acquisition, management and development, compensation and benefits, occupational health and safety, among others. Greater flexibility has been achieved in the composition of WIPO's workforce, with the flexible component<sup>1</sup> now representing a little over one quarter (25.5 per cent)<sup>2</sup> and the core workforce<sup>3</sup> slightly less than three-quarters (74.5 per cent) (see Table 1 of Annex I).<sup>4</sup> Challenges remain and will be tackled. As in the past, this report covers the staff resources of WIPO and two groups of non-staff resources which are under HRMD's management, i.e., fellows and interns.

8. This report is structured as follows. Following this Introduction (Part I), Part II presents, in graphics, highlights and snapshot data of WIPO's workforce. Part III provides an update on the progress and outcome of the implementation of the HR strategy 2013-2015. Other staff matters are covered in Part IV while Part V gives the outlook for the year ahead, which is the second half of the current biennium. Part VI presents items for reporting to the WIPO Coordination Committee, either for information or in compliance with statutory obligations under the SRR.

9. Annex I of this report contains more detailed data on WIPO staff; some of it is referenced in the narrative. In the interests of reporting the latest updated statistics, data coverage, to the extent possible, is for the period from July 2015 to June 2016, otherwise the time covered is the calendar year 2015. For clarity, the specific period covered by each table, chart or graph is indicated. Annex II presents graphs showing the effect per geographical region of the application of the system of geographical distribution in WIPO staffing based on the Principles approved by Member States in 1975. The International Bureau recognizes that at its session in October 2015, the WIPO Coordination Committee decided to review the 1975 Principles, effectively indicating a departure from these principles. In the absence of a new system, information in Annex II is being presented for informal bench-marking and not in any way as an endorsement of the 1975 Principles.

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<sup>1</sup> This is composed of non-staff resources, temporary staff and staff financed under Reserves or Funds-in-Trust.

<sup>2</sup> This percentage is necessarily a snapshot as at June 30, 2016 as the flexible workforce shrinks and expands depending on business needs.

<sup>3</sup> This is composed of regular staff.

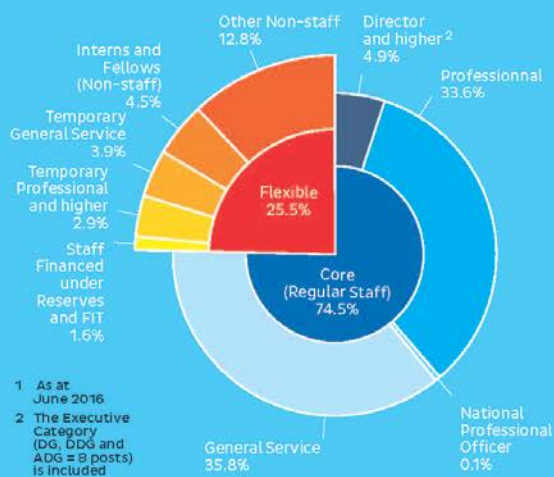
<sup>4</sup> The entry into force in January 2014 of the WIPO Policy on Individual Contractual Services has paved the way for better data capture of non-staff resources. This, together with the near completion of the transition period following the contractual reform of staff contracts, allows for improved reporting on the proportion between the core and flexible components of the entire WIPO workforce.

## **II. WIPO WORKFORCE – HIGHLIGHTS AND SNAPSHOT DATA**

10. The graphics in Part II show the status of WIPO's workforce, in particular its staff component, viewed from different parameters, i.e., break-down by groups, geographical distribution, gender, sectoral distribution, staff costs and productivity. Data on workforce productivity reflects the productivity results of the Patent Cooperation Treaty (PCT) and the Madrid System (the International Trademark system). These two registration systems account for the bulk of WIPO's global services, its income and performance, the use of WIPO's human capital.

# WIPO WORKFORCE

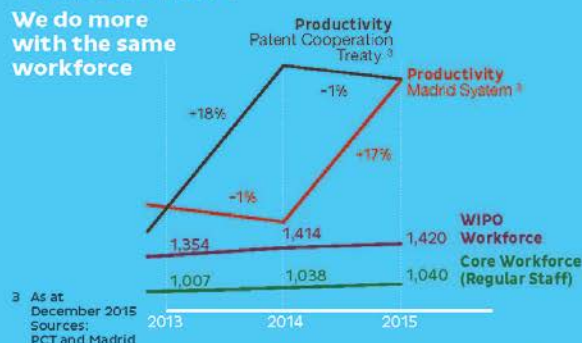
## WORKFORCE AT A GLANCE <sup>1</sup>



Regular Staff	1,044
Staff Financed under Reserves and FIT	22
Temporary Staff	94
Interns and Fellows (Non-staff)	63
Other Non-staff	179
<b>Total</b>	<b>1,402</b>

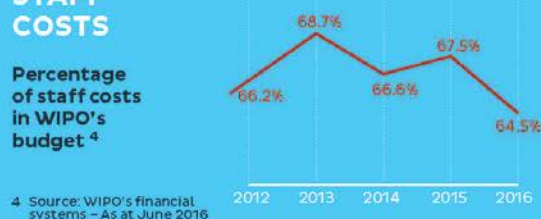
## WIPO WORKFORCE PRODUCTIVITY

We do more with the same workforce

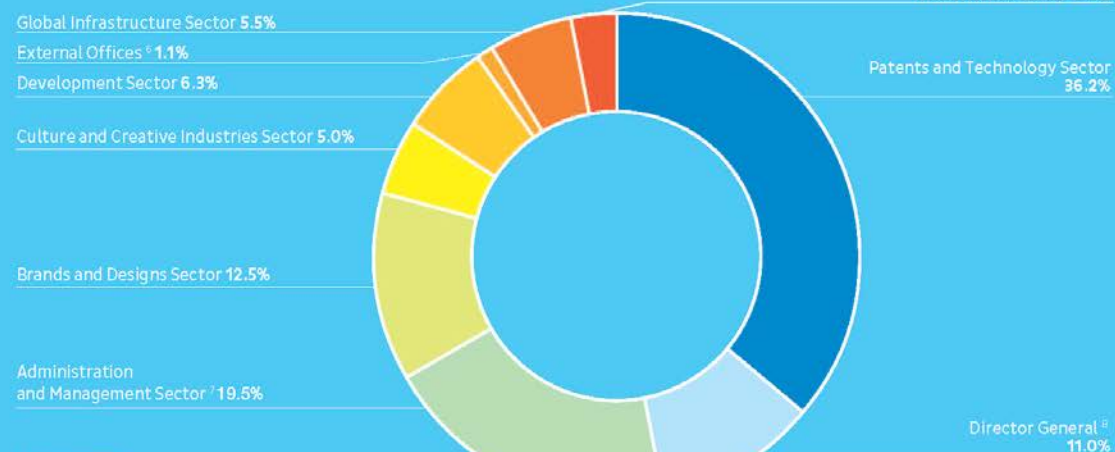


## DECREASING STAFF COSTS

Percentage of staff costs in WIPO's budget <sup>4</sup>



## STAFF BY SECTOR <sup>5</sup>



<sup>5</sup> As at June 2016

<sup>6</sup> Not a stand-alone sector although shown separately, these offices fall under either the Office of the Director General, the Brands and Designs Sector, the Global Issues Sector or the Global Infrastructure Sector (there is no double-counting)

<sup>7</sup> Office of the Assistant Director General, Information and Communication Technology Department, Conference and Language Department, Procurement and Travel Division, Department of Program Planning and Finance, Safety and Security Coordination Service and Premises Infrastructure Division

<sup>8</sup> DG Front Office, Office of the DG, Office of the Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Oversight Division, Office of the Ombudsman, Department for Transition and Developed Countries, WIPO Ethics Office

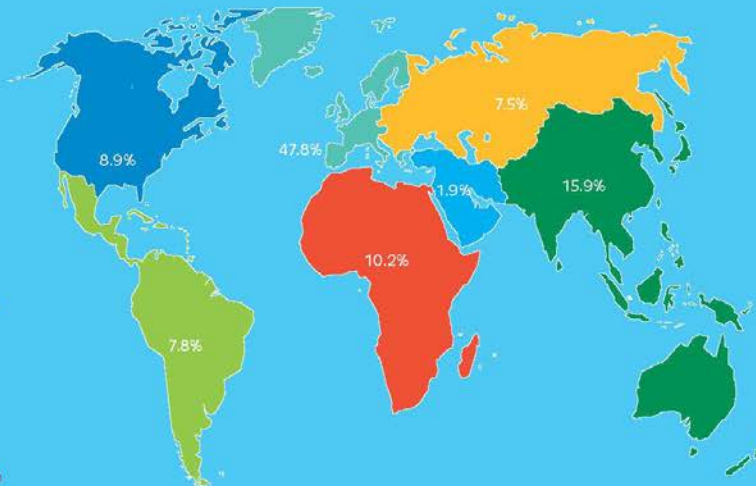
# GEOGRAPHICAL DIVERSITY AND GENDER BALANCE

## STAFF BY REGION

Our staff come from 119 countries<sup>9</sup>

### Professional and higher categories by region (regular + temporary)<sup>10</sup>

Africa	60
Asia and the Pacific	93
Eastern and Central Europe and Central Asia	44
Latin America and the Caribbean	46
Middle East	11
North America	52
Western Europe	280
<b>Total</b>	<b>586</b>



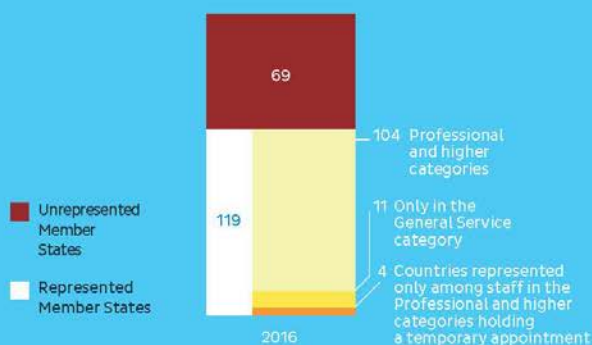
### Percentage of staff from Western Europe in Professional and higher categories



<sup>9</sup> As at June 2016

<sup>10</sup> The Executive category (DG, DDG and ADG = 9 posts) is not included in this report.

## GEOGRAPHICAL DIVERSITY<sup>11</sup>



<sup>11</sup> As at June 2016

### List of unrepresented Member States (69)

Albania, Andorra, Angola, Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Bhutan, Botswana, Brunei Darussalam, Burundi, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Djibouti, Dominica, Dominican Republic, Equatorial Guinea, Eritrea, Estonia, Fiji, Gambia, Guinea, Guyana, Holy See, Iraq, Kiribati, Kuwait, Lao People's Democratic Republic, Liechtenstein, Luxembourg, Maldives, Malta, Monaco, Montenegro, Mozambique, Namibia, Niue, Oman, Panama, Papua New Guinea, Paraguay, Qatar, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Sierra Leone, Slovenia, Somalia, Sudan, Swaziland, Tajikistan, Thailand, Tonga, Turkmenistan, Tuvalu, United Arab Emirates, Uzbekistan, Vanuatu, Viet Nam, Yemen and Zambia.

## GENDER BALANCE

Gender balance continues to improve

### Representation of women



<sup>12</sup> As at June 2016



### III. FOUR PILLARS OF WIPO HUMAN RESOURCES MANAGEMENT

11. The HR Strategy 2013-2015 continues to provide the framework for implementing HR activities and initiatives. A new strategy will be informed by the outcome of ongoing consultations among Member States on geographical distribution in WIPO staffing. Experience and the gains achieved since the HR Strategy 2013-2015 was established (from modest to excellent results, as will be shown in this report) have paved the way for the four original goals to now form the four pillars for the management of WIPO's human resources. These are explained below and elaborated through the various activities, programs and initiatives which were implemented during the reporting period. As always, the overarching goal is sustainable organizational performance.

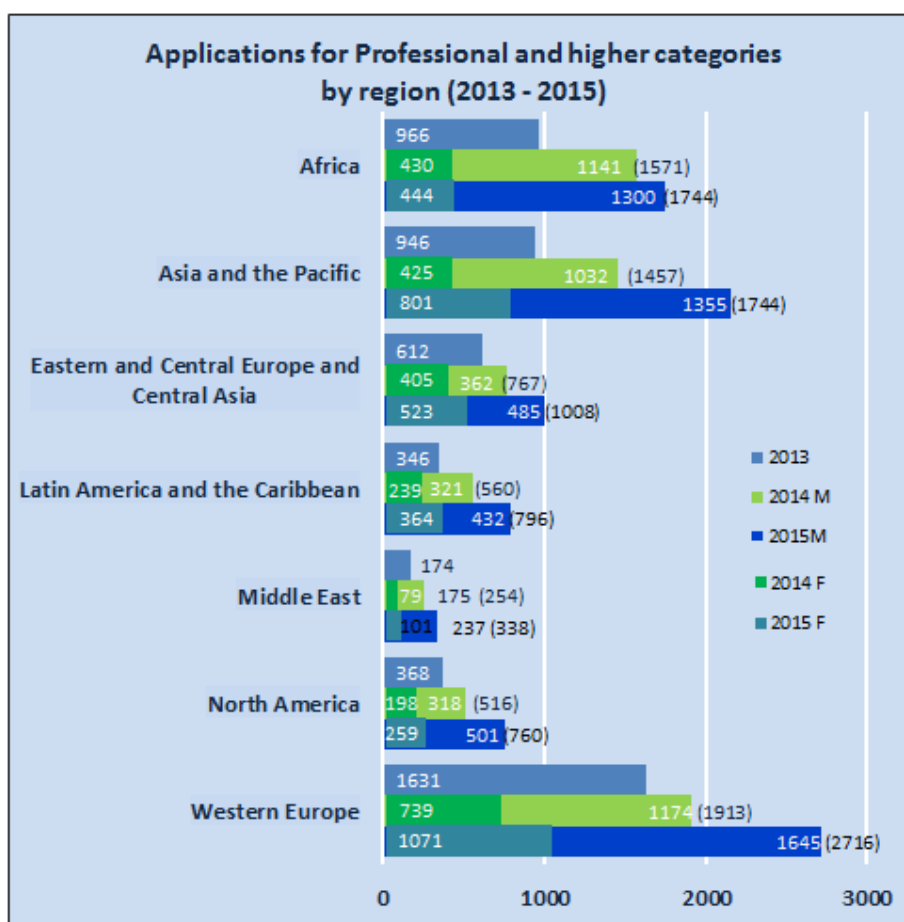
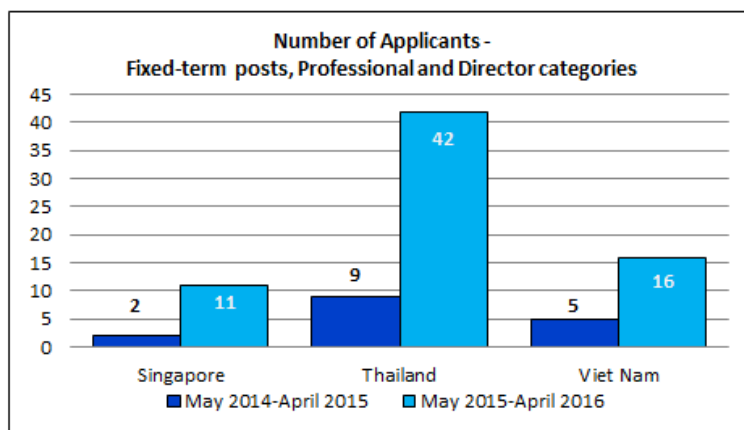
- *Pillar 1: A fit-for-purpose and diverse staff* – Staff are at the heart of the Organization. To fully service business needs, WIPO's staff must possess both ability and capacity and wholly integrate organizational goals. Diversity is the springboard for ideas and nourishes innovation. While WIPO's staff reflect the international character of the Organization, constant renewal and reinforcement are indispensable for optimal leveraging of its intrinsic diversity.
- *Pillar 2: Client- and demand-oriented provider of IP global services* – WIPO's clients are at the core of the Organization's external environment. Concordance must exist between clients' needs on the one hand, and the suite of IP services offered by the Organization on the other hand. Staff create the bridge for ensuring a seamless and coherent flow between demand and supply, client exigencies and WIPO's organizational response, oriented at all times on full client satisfaction.
- *Pillar 3: WIPO – employer of choice* – Competitive conditions of employment that promote a work-life balance attract, motivate and retain talent. Individuals gravitate towards an environment where hard work and quality deliverables are recognized and satisfactorily recompensed. Staff must be fully supported in their administrative needs to ensure a clear focus on work imperatives free from distractions.
- *Pillar 4: Talent development and management* – The Organization is investing in developing its talent to remain cutting-edge, responsive and to ensure skills are aligned with Organizational needs. HRMD must work closely with staff and managers to identify business needs and existing skills gaps and to develop appropriate solutions. Ultimately, staff career development is a partnership and a shared responsibility – with staff engaging in and committing to skills acquisition, training and improving competencies and the Organization providing reasonable support and opportunities to staff desirous of development to the extent of available resources and within the context of Organizational needs.

#### **Pillar 1: A fit-for-purpose and diverse staff**

##### ***Winning talent, new sourcing pathways***

12. Intensified efforts have been deployed and new channels employed to systematically reach out to attract and recruit diverse talent. It is noteworthy that applications from all regions have increased in 2015 (see Figure 1 below). Engagement with Member States is a key part of the Organization's outreach efforts. Following increased dialogue with Member States on geographical and gender diversity in staffing in recent years, a few Member States have showed strong interest in these initiatives with positive preliminary results. Candidatures have

more than doubled from countries that engaged with WIPO and hosted outreach recruitment missions, namely Thailand, Viet Nam, Singapore (as reported last year; see chart opposite) and recently, Israel in early March 2016. Israel, for example, is now represented in WIPO by two staff members in the Professional category, one under a fixed-term appointment and another under a temporary appointment. Continued engagement by *more* Member States to raise awareness among suitable candidates so that they can apply at the right level and promote WIPO as an “employer of choice” will be pursued, as only sustained efforts can generate the desired results. Looking ahead, the piloting of an outreach focal point system with national IP Offices and targeted universities holds promise in attracting more qualified candidates from unrepresented Member States.



**Figure 1. Number of applications received for externally advertised positions by region from 2013-2015, with gender proportion in 2014 and 2015**

13. In parallel, WIPO continues to strengthen its outreach tools - a revamped career website, introduction of online attractive and appealing video testimonials of a diverse group of WIPO staff members and social media campaigns (e.g., via professional, social and career websites such as LinkedIn, Twitter and Monster). The launch of the video testimonials has had significant impact among candidates, including those from unrepresented Member States, who

cite them as a motivating factor in their applications. WIPO's mailing list continues to expand, with currently more than 250 names, including potential candidates from unrepresented Member States. Those on the mailing list receive relevant information on regular and temporary positions, based on a preliminary matching of the candidate's profile and the requirements of the position.

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**WIPO jobs** have over **50,000** current followers on  
**12,000** monthly views on Monster.com  
LinkedIn and Twitter and exceed

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14. Streamlining of recruitment activities is in progress. To manage efficiently the rise in advertised jobs and the number of applications and to fill vacancies in reasonable time, a new integrated recruitment tool (Taleo) was launched in early 2016. Following the system going live in April 2016, a suite of new and user-friendly functionalities will be deployed which will translate into gains in efficiencies, especially once they are fully operational.

15. Awareness-raising targeting Appointment Boards continues, specifically on the imperatives for improving both geographical diversity and gender balance in staffing through training and written guidelines. For example, a workshop was started in December 2015 for managers and Appointment Board members, focusing on how unconscious bias manifests, is recognized and is managed.

#### ***Leveraging cultural intelligence***

16. WIPO has never been stronger in cultural intelligence – its over-all staff is at its most geographically diverse, with 119 nationalities represented as at June 2016, up from 114 a year

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**119 nationalities** at WIPO

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earlier. Staff members from Western Europe who used to constitute more than half of all regular staff in the Professional and higher categories (not including the Executive category), has dropped down to 47.9 per cent as at June 2016 from 51.4 per cent in 2012. This is complemented by an increase in the proportion of nationals from other regions, namely, Asia and the Pacific, Eastern and Central Europe and Central Asia, and North America. For a breakdown of staff in the Professional and higher categories per region as at June 2016, see Table 4a, Annex I.

17. Diversity drives creativity. Innovation is not only a cornerstone of WIPO's organizational mandate; it is also the story of its people. Great ideas behind colleagues' work are featured in the rest of this report; they are some of the WIPO staff awardees for Innovation and Efficiency.<sup>5</sup>



**Daniel Cheng** from Cambodia, Head, Product Development Section, IP Office Business Solutions developed two new

*software systems – WIPO File and WIPO Publish – which have been deployed in several countries resulting in improved efficiency of IP office services and in expanding IP data availability to the public.*

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<sup>5</sup> This category of award is part of WIPO's Rewards and Recognition Program which started in 2012. More awardees will be featured in future HR annual reports.

### **Opportunities for enhancing gender balance and geographical distribution**

18. There will be some 88 new vacancies<sup>6</sup> in the Professional and Director categories in the next five years due to retirements (see Figure 2 below). These present further opportunities for improving gender and geographical diversity. At the current count, the projected new vacancies account for 17 per cent of the total number of posts in these two categories. The average age of WIPO staff in the Professional and Director categories is also an indicator for long-term projection. Currently, it is 50.2 years, indicating that, on average, staff in these two categories will continue their service in WIPO for the next 12 to 15 years, depending on whether their age limit for retirement is 60, 62 or 65. The average age of staff in the General Service category is 47.0 years (see Table 8, Annex I).

Retirements by region (Professional and higher categories) 2016* - 2021								
	2016*	2017	2018	2019	2020	2021	Total	Per cent
Africa	1	3	1	2	2	3	12	13.6%
Asia and the Pacific	0	2	0	4	4	1	11	12.5%
Eastern and Central Europe and Central Asia	0	1	1	0	3	1	6	6.8%
Latin America and the Caribbean	1	1	3	0	1	3	9	10.2%
Middle East	0	0	0	0	0	0	0	0.0%
North America	0	2	2	2	3	1	10	11.4%
Western Europe	2	3	6	5	15	9	40	45.5%
<b>Total</b>	<b>4</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>28</b>	<b>18</b>	<b>88</b>	

\* From July to December 2016

**Figure 2. Projected retirements 2016-2021, by region<sup>7</sup>**

19. Further to the decision by the WIPO Coordination Committee at its Session in 2015 to review the 1975 Principles on Geographical Distribution, the International Bureau is providing information, coordination and other secretariat support services to the working group made up of regional groups under the leadership of the Chair, WIPO Coordination Committee, since it started discussing this topic in January 2016.

### **Women in management**

20. Implementation of the WIPO Policy on Gender Equality which was established in 2014, is in full swing. The twin goals are: mainstreaming gender in organizational programs and activities and achieving gender balance in staffing at all levels by 2020.

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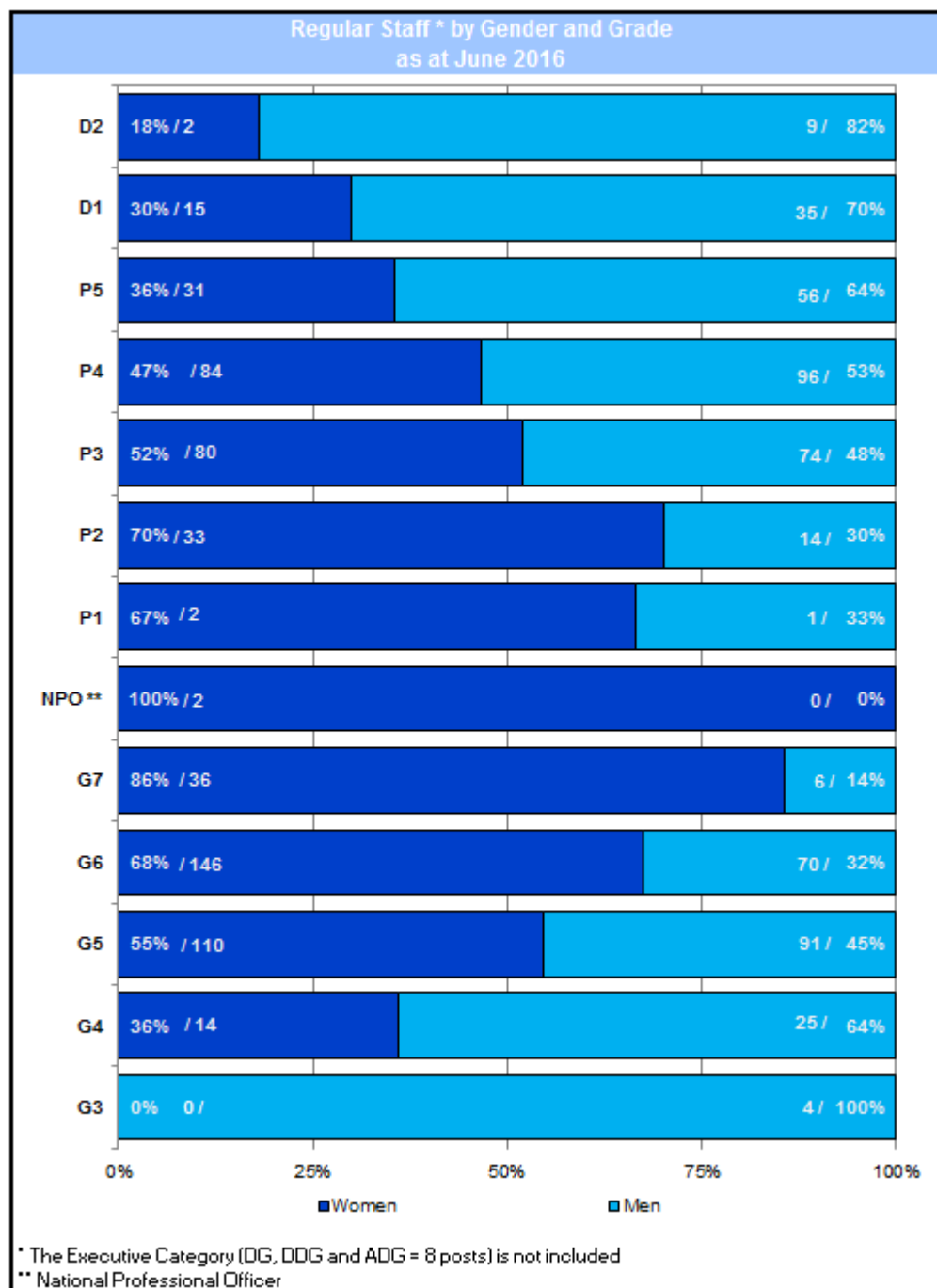
**40%** of WIPO's staff at grade P4 and above are **women** and increasing (2015: 38% and 2014: 37%)

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<sup>6</sup> This projection is based on the current age limit for retirement, i.e., 60, 62 or 65 depending on the date the staff member's appointment took effect – it is 60 years old for staff members appointed prior to November 1, 1990, 62 years old for staff members appointed from November 1, 1990 to December 31, 2013, and 65 years old for staff members appointed from January 1, 2014.

<sup>7</sup> *Ibid.*

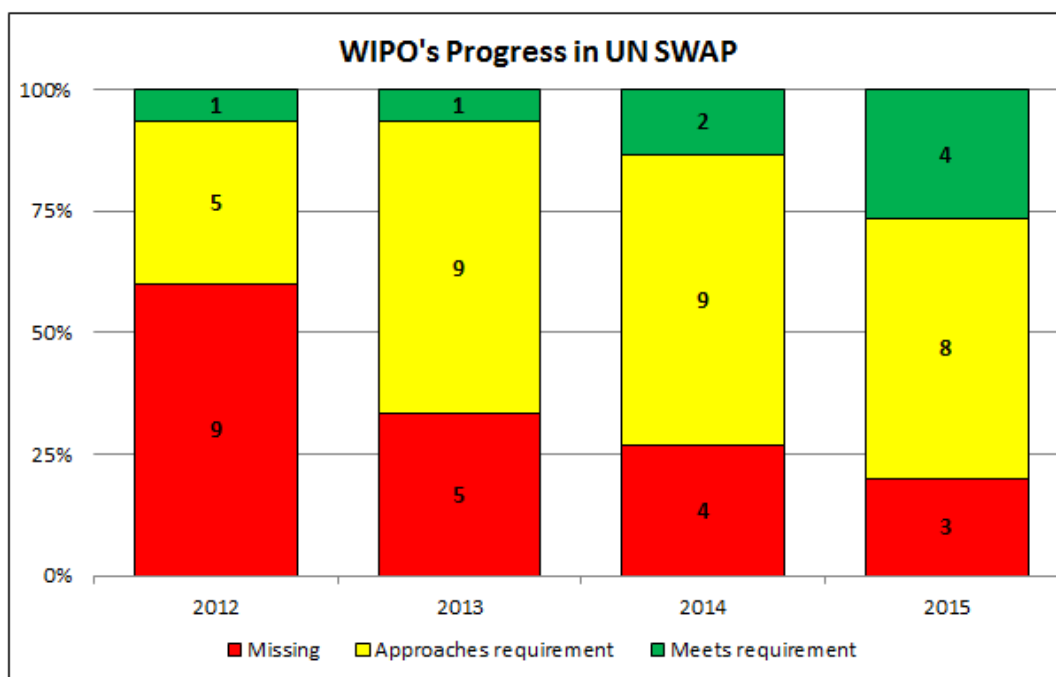
21. Steady progress towards gender balance at WIPO at all levels from grade P4 and above is shown in Figure 3 below, covering data as at June 2016. In other grades (i.e., P2, P3, the General Service and National Professional Officer categories), where women staff outnumber men (except in grades G4 and G3), efforts are being exerted to redress the reverse imbalance. Towards this end, a career and professional support pilot program (see paragraph 23 below), initially targeting women, has been expanded to include men at these grades. Additionally, a nearly equal number of 25 women and 29 men<sup>8</sup> were recruited for all advertised posts in 2015 in the Professional and higher categories. (For the gender distribution at each grade, please also refer to Figure 3, opposite.)



**Figure 3. Gender Distribution as at June 2016**

22. The Policy on Gender Equality has served to accelerate the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). Among the 15 UN-SWAP performance indicators ranging from policy to oversight as well as resource management, WIPO continues to increase the number of indicators for which it meets requirements and those for which it is approaching achievement of requirements. Correspondingly, the number of indicators WIPO is yet to meet has gone down from nine in 2012 to only three in 2015.

<sup>8</sup> These amount to 54 appointments; for a breakdown by region, please see Table 13, Annex I.



**Figure 4. UN-SWAP indicators in WIPO, 2012-2015**

23. WIPO joined the Geneva Gender Champions network in September 2015, which brings together committed leaders to serve as champions for gender equality. The Director General made two specific public commitments to promote gender equality: firstly, to train managers on unconscious bias to promote a diverse and inclusive workplace (to date, 60 WIPO managers have received such training) and secondly, to provide career and professional support to women at the P3, P4 and P5 levels, prioritizing those with supervisory responsibilities. A pilot was launched in April 2015 where five P4 women with supervisory functions and outstanding performance records received individualized career coaching, priority in training and other career-related support, for one year. Feedback from the participants and the evaluation by the Internal Oversight Division (IOD) were very encouraging. The participants found the experience valuable; it also prepared them to seize career opportunities. The program is being expanded to more women at P3, P4 and P5 levels and to men in junior Professional and higher General Service levels.

### **Mainstreaming gender**

24. To facilitate gender mainstreaming in all program areas of WIPO, a network of 25 Gender Focal Points covering all the WIPO Programs was established. The first Organization-wide



**Maya Bachner** from Denmark, Director, Program Performance and Budget Division, was instrumental in strengthening accountability for results through the introduction of innovative results-based management (RBM) practices and approaches supported by the Enterprise Performance Management (EPM) system.

gender-marker exercise started in April 2016, to establish a baseline on the mainstreaming of gender in WIPO's work. This baseline will provide a solid basis for gender mainstreaming in the 2017 work plans. The gender-marker exercise has already brought about heightened awareness of the role that gender plays especially among staff who are directly responsible for program implementation.

25. A panel on Women and Intellectual Property was organized during the annual Assemblies of Member States in October 2015,



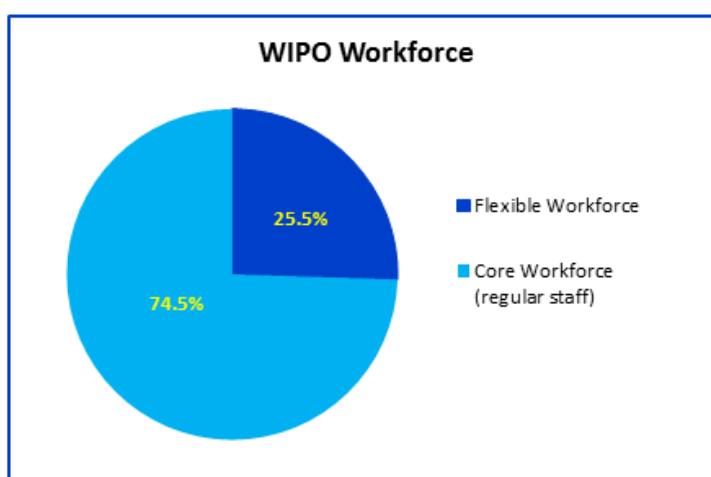
a historic first for WIPO on gender issues in IP. A number of speakers made the case for greater effort in promoting gender equality in the field of intellectual property, provoking robust debate and contributing to increased understanding of the issue. To enhance awareness, a “Women and Intellectual Property” page on WIPO’s website was revamped in October 2015. With a view to promoting best practices and role models, WIPO regularly publishes feature stories about women inventors, creators and business owners in its publications and on its website.

26. For the first time since it was launched in 2007, the Global Innovation Index (GII) 2015, of which WIPO is one of three collaborating publishers,<sup>9</sup> included a gender-related indicator, to better understand the innovation role and contribution of women, in particular female researchers and entrepreneurs. Notwithstanding current limitations of data capture and gaps in data on women, the gender-related variable was included in the GI to draw attention to the need for more detailed research and analysis to support fine-tuning of relevant metrics. In a related initiative, WIPO started analyzing the proportion of women inventors in PCT applications in November 2015.

27. WIPO has also tapped into its expertise to boost women’s empowerment in IP through relevant training in the WIPO Academy and has initiated a number of projects supporting women inventors, designers, entrepreneurs and businesses in various countries – Argentina, Kenya, Morocco, Poland, Republic of Korea, and countries in Central and South Eastern Asia and Eastern Europe. The branding project of “Taita Baskets” in Kenya, for example, is an excellent illustration of the benefits to rural women of the intellectual property system.

### ***HR Planning – stability, flexibility and foresight***

28. The Organization continues to adhere to the goal of achieving a sound balance between stability and flexibility in its workforce. Currently, regular staff, which represents the core of WIPO’s workforce, stands at 74.5 per cent as at June 2016. The remaining 25.5 per cent is made up of the flexible component, composed of all non-staff resources, temporary staff and staff in non-regular funded posts (see Table 1 of Annex I).<sup>10</sup> This mix represents a sound springboard for the Organization to respond and adjust as and when surges or shrinkages in demand for its services take place. As regards regular staff, the number has slightly increased by less than one per cent (1,044 as of June 2016, see Table 1 of Annex I, from 1,035 a year earlier). These additions are explained by the ongoing regularization of continuing roles through the conversion of temporary positions into fixed-term positions. This regularization exercise is the second phase of a process, of which the first phase was completed in 2014, by which time continuing roles encumbered by LSTEs had all been regularized. The competitions for this second phase of regularization will continue throughout 2016 and may trickle into 2017.



29. In contrast with the first phase, for which competitions were opened only to internal candidates, justifying simplified recruitment procedures and resulting in an overall shorter

<sup>9</sup> The GI 2015 was launched on September 17, 2015. The two other co-publishers are Cornell University and INSEAD (*Institut Européen d'Administration des Affaires*).

<sup>10</sup> Please refer to Footnotes 1 to 4 above.

recruitment lead time (17.28 weeks in 2014, 15.56 weeks in 2013 and 16.5 weeks in 2012), the second phase is open to external applicants. The vacancies have attracted a much higher number of candidatures, requiring a more extended screening process with interviews in all cases and written tests in most cases. The volume of applications and the lengthier procedures account for an increase in average recruitment lead time in 2015 to 19.62 weeks.

30. As reported last year, HRMD piloted a workforce planning process (integrated with the Program and Budget cycle) involving managers at all levels in 2014. Workforce Planning Guidelines for managers were developed and by early 2015, some 90 per cent of organizational units had in place implementation plans delineating the HR-related activities foreseen for the biennium. Proactively planning for HR interventions ensures that managers, HRMD and the Program Performance Budget Division are aligned which facilitates implementation.

## **Pillar 2: Client and demand-oriented provider of IP global services**

### ***Local servicing in a global context***

31. While WIPO is an organization headquartered in Geneva, its global office concept confirms and strengthens its multilateral reach. Through WIPO's external offices, staff presence – from Brazil to China, Singapore to the Russian Federation and Japan – helps bring the Organization's services and cooperation closer to Member States and other stakeholders. HR access and support for these staff members is a priority, ensuring a focus on their mission.

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## **Siège de l'OMPI à Genève, Escritório da OMPI no Brasil, WIPO中国办事处, WIPO Singapore Office, Представительство ВОИС в Российской Федерации, WIPO 日本事務所**

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Their administrative issues are promptly addressed and the Organization resolves complex administrative situations particular to staff in duty stations away from Headquarters or which are different from those in Geneva such as work permit procedures, diplomatic status of staff and rental subsidy calculations. Tapping into appropriate technology and operating on the principle of client-oriented servicing, HRMD's capacity to service any additional external office remains very sound.

### ***Capitalizing on technology to enhance service delivery***

32. Investment in new information technology, through the ERP portfolio of projects, together with the necessary training on new functionalities, is paying off. The self-service module, through which staff are able to directly update their personal details online without any intervention from HRMD, went live in 2015. This module was high on the priority list to ensure availability and access to updated emergency contact details of staff at all times, for example, in case of emergency situations relating to health or security risks and those which may impact on business continuity.

33. The annual review of education grant entitlements became semi-automated in 2015, resulting in further efficiencies for both staff and HRMD. Since then, eligible staff have been able to submit scanned copies of relevant supporting documents by e-mail for downloading into

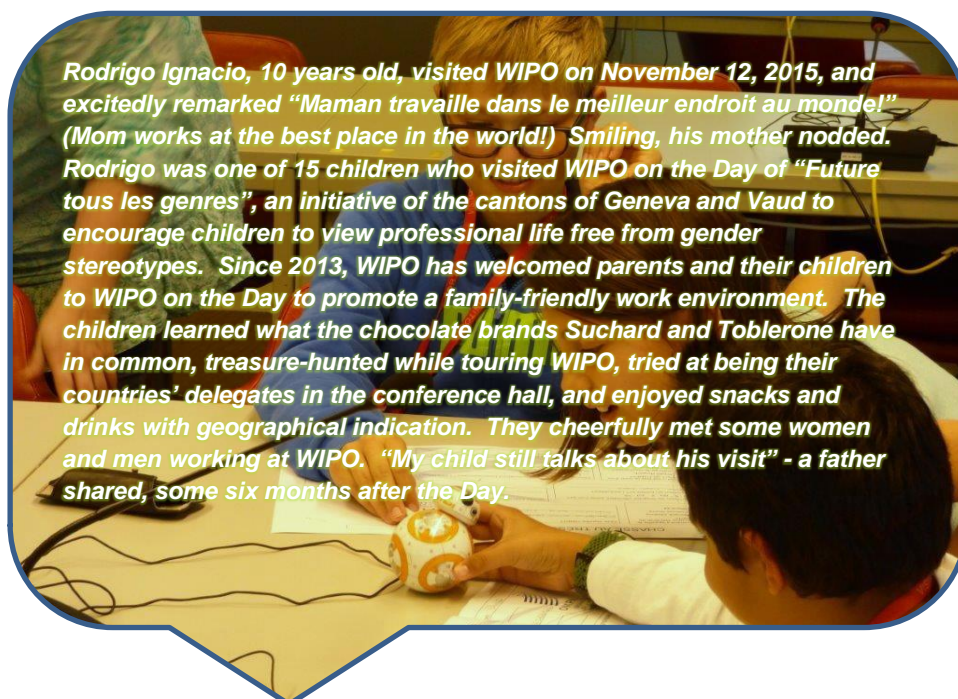


the ERP system. After data entry in PeopleSoft, automated calculations follow. A similar project is under way for the annual declaration of dependants. A pilot module on a sample representing around 10 per cent of business cases will soon be developed to enable online declaration by staff.

34. Automated functionalities relating to staff leave and absences, recruitment requests and contract extensions, which are aimed at replacing the old system by more efficient modules in PeopleSoft-ERP, are in progress. The development phase has been completed and the test phase is ongoing. These functionalities will be gradually deployed starting in the second half of 2016.

35. Fully automated calculations in relation to rental subsidy and salary on promotions are in the final testing phase. As regards the payroll migration from SIGAGIP (old system) to PeopleSoft (new system), implementation was finalized in 2014. Fine-tuning with corresponding testing of the new payroll system took place in summer 2015.

36. Progress in Business Intelligence (BI) includes expansion of data feeds to cover HR information on finance, performance and planning resulting in new dashboards. BI continues to increase organizational capacity for gathering data, thereby enhancing information analysis. In the current reporting period, new HR indicators were developed, such as absences and overtime. Design and development of an automated “briefing book” concatenating various HR indicators is ongoing and will be accessible to WIPO’s Senior Management Team by year’s end. It will replace the monthly HR dashboards in paper format.



### **Pillar 3: WIPO – employer of choice**

#### ***Time management – participatory policy-making***

37. Enhancing the professional life of staff and establishing a harmonious work-life balance benefit both staff and the Organization through increased productivity, efficiency and job satisfaction. Effective time management is central to this equation and the Organization is committed to providing the appropriate enabling environment. A working group, composed of staff volunteers, a representative of the current Staff Council and representatives of the Administration, was established in September 2015 to review the Organization’s time

management policies, systems tools and practices; identify possible gaps and best practices and recommend any changes. In the course of its 37 sessions, the Working Group reviewed the note of the Joint Inspection Unit (JIU) on “Flexible Working Arrangements in the United Nations system organizations”,<sup>11</sup> and reached out to other organizations based in Geneva and elsewhere in order to obtain information on best practices, current policies in place, lessons learned and relevant experiences. The Working Group also met with WIPO managers from different business areas and conducted a survey, through an expert service provider, to obtain the views of all staff.

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An unprecedented **60%** of staff **participated** in the time management survey

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Essentially, an impressive 360-degree gathering of inputs from various stakeholders was conducted. The Working Group submitted its report and recommendations dated June 17, 2016 to the Administration. More information about the outcome of this broad review will be provided in the 2017 HR annual report.

### ***Respectful and harmonious workplace***

38. In March 2016, a guide to a respectful and harmonious workplace was published as a resource document for WIPO staff. It provides guidance on WIPO’s values, principles, rules and policies on a respectful and harmonious workplace. User-friendly features include references to the relevant WIPO rules and policies and contact details of the channels to which staff can refer for advice and assistance. The guide is centered on values and principles which were articulated by a purely staff-led and -composed Working Group to Develop a Draft Policy on a Respectful and Harmonious Workplace, with additional input from the Joint Advisory Group, a joint staff-administration advisory body. Staff engagement and collaboration have been key to formulating a shared vision of a respectful and harmonious workplace.

### ***Wellbeing – prevention over cure***

39. Staff wellbeing is central to organizational interest. A number of initiatives and activities have been undertaken by the Organization, at times jointly with staff, to promote and protect staff health.

40. In the first quarter of 2016, staff medical records were reviewed to ensure that all medical clearances were updated. Approximately 1,000 staff members considered to be at some form of risk (e.g., those who travel regularly on mission or those who have medical problems) were invited to undergo a medical examination. As of June 2016, around one third has been examined with the remainder to be completed by the end of the year.

41. A spacious fitness room, complementary separate women’s and men’s changing rooms, shower cubicles and toilets, are dedicated to staff use. These facilities are being used by the WIPO Staff Association for lunch-time or after-work dance, yoga and fitness classes. Staff who practice running and other outdoor sports during these off-work periods also benefit from the facilities.

42. Regular physical mobility benefits health and mental wellbeing and ergonomic electric sit-stand desks facilitate daily and intermittent movement within an office space. These ergonomic desks have been made available, as a priority, to staff with health problems

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<sup>11</sup> JIU/NOTE/2012/4.

(e.g., back problems). In early 2016, a pilot project was implemented on the use of these ergonomic desks with plans to further extend the distribution within the Organization. As at June 2016, a total of 40 staff are using ergonomic desks.

43. The Occupational Health and Safety Committee (OHSC), which was established in 2014, brings together representatives from the Administration, and the staff, and in-house experts in health, social welfare and security and safety, to collectively promote and protect physical and mental health and safety in the workplace. The OHSC established a biohazard<sup>12</sup> isolation room in July 2015, located at the 1<sup>st</sup> basement level of the New Conference Hall with direct evacuation access to the Place des Nations. This biohazard room will be fitted according to established standards on ventilation, access to water points and other safety and emergency features in case of a suspected biohazard event on WIPO premises.

44. In December 2015, the OHSC provided input on an updated version of the smoking policy in WIPO to cover the use of e-cigarettes (“vaping”). All interior premises of WIPO are no-smoking/no-vaping areas and smoking and vaping are authorized only in certain designated external areas.

45. Under the auspices of the OHSC, an initial inventory of potentially hazardous work locations on the WIPO campus was made in the second quarter of 2015 and the internal printing plants were identified as a possible concern. The printing plants together with other



areas at the 1<sup>st</sup> basement level of the AB building are targeted for renovation and resizing in 2016, at which time any existing hazardous technical issues will be addressed to protect and improve the wellbeing of staff working in these locations (e.g., through improved ventilation, sanitation access and soundproofing). In relation to electrosmog,<sup>13</sup> an audit of the WIPO buildings was performed in May 2015 by a specialized institution, *Institut Suisse de Travail*. The findings showed frequency values of electrosmog lower than those detected in an earlier study conducted in 2010. This improvement is due to the changing of electrical installations, cables and panels between late 2013 and early 2014.

46. A joint initiative with the International Telecommunications Union (ITU) organized at WIPO took place in early 2016. Two world-renowned specialists were invited to a conference aimed at actively promoting wellbeing practices and raising staff awareness of issues related to stress and mental health within a modern work environment. The event was highly attended and very positively received. More of such information sessions will be organized.

47. An indicator of the positive effects of these occupational health and safety initiatives and measures is the continuing downward trend in staff absenteeism since 2013. Figure 5 below shows this trend, notably with a further decrease in total absences by over 1,000 days from 2014 to 2015. Prior to 2013, absenteeism was on the rise.

<sup>12</sup> A biohazard is “a biological or chemical substance or situation that is dangerous to human beings and the environment”, <http://www.merriam-webster.com/dictionary/biohazard>.

<sup>13</sup> Electrosmog is commonly defined as the undesirable secondary effect of invisible electromagnetic radiation, which is a form of pollution, emitted through the use of mains electricity (cables, wires) or wireless technology.

Absences (days)					
	2013 (Jan-Dec)	Ind(*)	2014 (Jan-Dec)	Ind(*)	2015 (Jan-Dec)
Sick leave with certificate	11,465	↔	10,938	↘	9,938
Sick leave without certificate	1,928	↘	1,795	↔	1,881
Family-related emergency	1,456	↘	1,377	↘	1,203
	14,849	↔	14,110	↘	13,022

(\*) Unless +/- 5% not considered as indicated difference

**Figure 5. Comparative data on absences, 2013-2015**

### ***A team dedicated to staff welfare***

48. A dedicated nursing room,<sup>14</sup> a meditation room with space for staff of all faiths and a room for medical emergencies form part of the premises of the Medical and Social Welfare unit. An architectural and technical upgrade of these premises will be undertaken in late 2016, with completion planned for the summer of 2017. The unit will be relocated and services will be maintained pending the renovation works. The unit continues to manage medical clearances and medical evaluations for all WIPO's staff and visitors (i.e., consultations and emergencies). It also offers free flu vaccination (organized together with the health insurance provider and the ITU) to WIPO staff and retirees. It has put in place occupational health measures for staff wellbeing, training sessions on awareness and preventive health measures (eye pathology, air analysis, food and water bacteriology). New and existing staff receive assistance on housing, relocation and living conditions.

Counseling to staff, retirees and their family members is part of the unit's mandate, including orientation, guidance and support on the administrative structures and regulations in Switzerland. The chart opposite (for the period from July 2015 to June 2016) is indicative of the high demand from staff for certain medical-related services.

Medical-related activities	Frequency
Nurse consultations	1,071
Doctor consultations (including with the UNOG-Medical Services)	549
Briefing and clearances on missions:	
▪ Electronic processing	1,407
▪ Vaccinations	337
▪ Pre-travel consultations	358

49. In October 2015, a newcomers' brochure was published on the WIPO Intranet. It contains general information aimed at helping new staff and their family find accommodation and schooling and provides other useful information to help them settle into the area. In addition, the brochure provides tips on financial services available to UN-system staff and social security, i.e., pension and insurances, which form part of benefits available upon joining WIPO.

### ***Health risks coverage***

50. As reported last year, the collective medical insurance awarded to Cigna (formerly Vanbreda) was put in place in January 2015. To maintain quality, the delivery of services to WIPO staff (reimbursement turnaround time, queries on treatments, etc.) is closely monitored by a dedicated Cigna team.

<sup>14</sup> Female staff who are nursing infants are able to use their breast pump milk in the privacy of this room.



51. The service-incurred and non-service-incurred accident insurance initially awarded to another company in 2015 was not renewed at the end of the year, due to the poor quality of services. The contract was subsequently awarded to Cigna in January 2016 as it was rated second during the tender process. For this new contract with Cigna, the premium was renegotiated to a level lower than the original tendered offer, resulting in savings for WIPO and staff alike. Further, following an audit recommendation made by external auditors in 2015, WIPO's subsidy of the non-service-incurred accident insurance, which is optional for staff, was discontinued with effect from January 1, 2016.

52. The collective optional life insurance was also contracted with Cigna beginning in January 2016 with a coverage that is equivalent to the previous contract but with a significantly lower premium, resulting in savings to staff that avail themselves of this insurance. This insurance is not subsidized by WIPO.

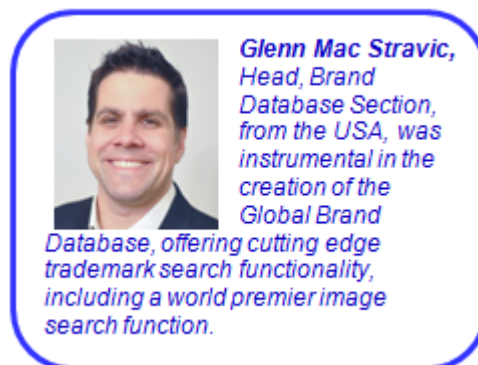
53. WIPO retirees also receive assistance with their medical insurance concerns. The Cigna representative who visits WIPO twice a week assists with hospitalizations, long-term medical care, reimbursements and advice concerning insurance coverage and other related topics. For retirees who have given their authorization, it will soon be possible to have the insurance premium payments deducted directly from their pension from the United Nations Joint Staff Pension Fund. Retirees receive a subsidy for their medical insurance from the Organization.

#### **Pillar 4: Talent development and management**

##### ***Transforming talents into high performers***

54. In late 2015, the Internal Oversight Division (IOD) conducted an audit on staff performance management at WIPO, covering data between January 2013 and October 2015. The IOD issued its audit report which is available to staff on the WIPO Intranet, in March 2016.

55. The audit recognized the considerable efforts made to continuously improve the Performance Management and Staff Development System (PMSDS) since its implementation in 2009. In response to IOD's invitation to provide comments on performance management at WIPO since PMSDS was introduced, the current Staff Council conducted a staff survey. The respondents to the survey expressed positive opinions (coherent objective-setting with good dialogue between supervisor and supervisee, fair and transparent evaluations, sufficient training to perform tasks and sufficient supervisor guidance to improve performance) and identified opportunities for improvements of the system (system should be more development-oriented, a 360-degree evaluation supported by effective communication).



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**75%** of survey respondents feel that performance evaluations are **fair** and **transparent**, **85%** consider **good dialogue** exists with supervisors in formulating performance objectives **70%** confirm receiving **sufficient training** to perform tasks

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56. While acknowledging what has been achieved so far, IOD made a number of recommendations to further improve the existing system and related practices. In particular, the audit recommended that recruitment, performance management and staff development be further aligned; this alignment will be facilitated through the planned replacement of the current stand-alone ePMSDS and the Training Database by an integrated ERP solution. This project is scheduled to start in the second semester of 2016, hence no interim changes have been introduced as regards this particular recommendation. Desired enhancements, such as “self-evaluation of staff members”, are planned under the new system, starting next year with the 2017 PMSDS cycle.

#### ***Rewarding and supporting commitment and excellence***

57. After piloting a new Reward and Recognition Program for two years, WIPO launched its formal Reward and Recognition Program (RRP) in August 2015, incorporating the recommendations provided by the Evaluation Section of the IOD. A new category of award was established for staff members who significantly contributed to a positive and harmonious work environment. Staff members were invited to nominate candidates and a staff poll was organized (high participation of around 400 staff members) for the selection of the three awardees (award of 2,500 Swiss francs each). In parallel, the new RRP Intranet pages were published to keep staff better informed about the program. The handbook to guide managers on “Showing Recognition” was issued and was well received.

#### ***WIPO’s high investment in staff training***

58. In 2015, WIPO delivered a record number of staff development activities. Staff benefited from a high of six days of training, on average, per staff for the year, which was an increase of about 20 per cent compared to previous years (and one day more than the reported UN practice of an annual average of five days).

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**20%** increase in **training investments** averaging **6 days of training per staff per year**

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59. The top four categories of training in terms of number of days in 2015 were Languages, Communication, Registration Systems and Management.

- **Language** training is offered annually in the six official WIPO languages (English, Arabic, Chinese, French, Russian and Spanish) plus the four additional PCT publication languages (German, Japanese, Korean and, Portuguese). The language program aims to align the language skills of staff with job-related language requirements and to facilitate the integration of staff in the local area.

- The main focus of the training on **Communication** was Conflict Management; participants were very enthusiastic, with 98 per cent providing positive feedback and 80 per cent indicating relevance of skills and knowledge acquired. Half of staff across all grades and sectors have already participated, with the training program set to continue throughout 2016. Also included under this category were training sessions on presentation skills, competency-based selection and interviewing skills and effective writing. In particular, training on competency-based interviewing was provided to members of Appointment Boards (58 participants) to strengthen WIPO's job applicant screening capabilities. This suite of training programs was complemented by workshops on active listening and coaching.
- Training on WIPO's **Registration systems** was mainly provided internally by the Madrid Registry and the PCT Department on the practical application of the rules and regulations and registration procedures of these systems. In addition, the PCT Department conducted a training program on the use of the enhanced IT tool, ePCT.
- **Management** training was aimed at developing and strengthening managerial capacity in the following key areas: people, performance, project, risk and quality delivery. The project management training was specifically tailored to WIPO's environment using WIPO terminology and typical WIPO scenarios. Managers also received training on time and stress management.



*A long-serving staff member harbored a desire to obtain an advanced degree. Being at P4 for some time with outstanding performance ratings, she was aware that vacancies at P5 and higher levels often required an advanced degree. Her children were "leaving the nest", so it was "how or never" when she was invited to participate in HRMD's pilot project on career and professional support. Juggling a highly demanding job, she started by completing an intensive, advanced certificate program in management at a local university. Next she felt that a new graduate program at a highly acclaimed business school in Europe was an ideal fit. After a year of intense work and receiving career coaching, she is now a proud holder of a masters degree in management opening up broader opportunities for career advancement.*

### **Work-study support**

60. In support of staff career development, WIPO continues to subsidize staff members financially and grant time off to pursue continuing education and enroll in university degrees on management or on technical areas related to their work. At least 80 staff members have benefited from the external studies program since 2007<sup>15</sup> (after which time better data tracking was put in place). In addition, WIPO started offering a number of one-day career counselling workshops,

<sup>15</sup> The external studies program at WIPO was established in 1998; however, data concerning beneficiaries between 1998 and 2006 are not readily available.

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Approximately **10%** of staff have effectively combined **work and study** with support from WIPO (80 staff members since 2007 and some more since 1998)

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delivered internally and in collaboration with the UN Office at Geneva, the World Health Organization (WHO) or the Office of the United Nations High Commissioner for Human Rights (UNHCR). The objectives of the workshop are to provide a framework for reflecting on some key factors, to use personal strengths for career and personal development and to identify realistic steps to effect change. In 2015, 12 staff members received training and 29 more have done so since the beginning of 2016. Individual coaching by facilitators was made available to participants after the workshop to assist them with action-implementation.

### ***Mobility for career development***

61. For the reporting period July 2015 to June 2016, a total of 41 staff members benefitted from internal mobility opportunities. Internal mobility includes promotions following competitions and lateral transfers either through competitions or pursuant to Staff Regulation 4.3. Lateral transfers allow broader exposure to the diverse work environment of WIPO and enhance opportunities for acquisition of additional skills, thereby contributing to overall career development. Lateral transfers pursuant to Staff Regulation 4.3 are driven by business needs and subject to organizational interests. The PMSDS, as a staff development tool, gives staff the opportunity to express their interest in mobility.

62. WIPO also supports external mobility with other organizations, as change is considered a positive element in staff motivation. As a result, eight moves took place during the reporting period (with a total of 26 since 2008) between WIPO and other organizations of the UN common system, either under a transfer or by secondment. WIPO continues to be more of a receiving organization than a releasing organization within the UN common system: since 2008, 22 new staff joined WIPO while four staff were recruited by other organizations. These numbers, which continue a long-time trend, are an indication of WIPO's desirability as an employer of choice.

63. Opportunities for upward mobility within WIPO exist through competitions for vacancies. In 2015, out of 90 competitions for vacant fixed-term posts, one third were filled by regular staff, almost all of which resulted in promotions;<sup>16</sup> another third by temporary staff, which not only resulted in the upgrading of their appointments to fixed-term but, also in a promotion in some cases; the remaining third went to successful external candidates. Among the successful internal candidates, five were promoted from the General Service category to the Professional category.



**Bruno Pouliquen**, Senior Software Engineer from France, developed WIPO's bespoke statistical machine translation technology enhancing quality, scalability and efficiency of machine

Translation in the PCT and Madrid Operations and the Language Division. Bruno also deployed the software at the request of the UN in New York and other UN agencies, including the International Maritime Organization, the Food and Agriculture Organization of the UN and ITU, to their full satisfaction and contributing to efficiency gains.

64. WIPO strives to give staff who wish to advance in their career the support and tools they need to achieve their goals in the form of

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<sup>16</sup> A few of the vacant posts won by internal candidates resulted in a change of role and functions for them without a change in grade (lateral move).



training opportunities (e.g., effective writing for job applications, effective interviewing), work-study programs, and the PMSDS through which staff and supervisor agree on the former's annual development-related objectives and related training needs. Further, with the objective of providing constructive feedback, internal candidates who are short-listed but do not succeed in a competition are invited by HRMD for a feedback session on aspects of their candidature that they might wish to improve and focus on.

### ***Reclassification – a tool in organizational planning***

65. While a reclassification of a post should not be regarded as a career advancement tool by staff, as posts are reclassified only in the context of organizational planning (e.g., restructuring, substantive change in the functions of the post),<sup>17</sup> it may result in promotion when posts are reclassified at a higher grade. In 2015, seven promotions within the Professional category and four within the General Service category took place through reclassification.

## **IV. OTHER STAFF MATTERS**

### **(a) Internal Justice**

#### ***Disciplinary measures and formal conflict resolution***

66. Tables 15 and 16 of Annex I provide information on the number of cases filed by staff during the reporting period and on the subject matter of these cases. Overall, the number of cases has significantly decreased compared to the previous reporting period.

67. Between July 2015 and June 2016, disciplinary proceedings were initiated against four staff members (same as during the previous reporting period), leading to the application of the following disciplinary measures: written reprimand and delayed advancement to the next salary step for two years. In two cases, the disciplinary proceedings were still ongoing by the end of the reporting period.

#### ***Internal justice financial data***

68. From July 2015 to June 2016, no damages were awarded by the Administrative Tribunal of the International Labour Organization (ILOAT) in complaints against WIPO. The equivalent of 9,125 Swiss francs was paid to staff further to recommendations of the WIPO Appeal Board (WAB).

69. The total amount of administrative fixed costs for cases examined by the ILOAT and the WAB during the reporting period was approximately 223,800 Swiss francs, i.e., 117,700 Swiss francs for the ILOAT and 106,100 Swiss francs for the WAB (not counting the cost of the P3 staff member who is Secretary of the WAB). This represents an average fixed cost of 19,500 Swiss francs per judgment delivered by the ILOAT and 7,100 Swiss francs per conclusion rendered by the WAB. Fixed costs for cases examined by the WAB include: fees paid to the Chair and Deputy Chair of the WAB per conclusion rendered; an annual flat fee for services and an annual lump sum for transportation, paid to both the Chair and Deputy Chair; an additional annual flat fee paid to the Chair for his or her services; travel expenses for the Deputy Chair; and, finally, the cost of the services of an agency worker who was hired to provide administrative support to the WAB.

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<sup>17</sup> Staff Regulation 2.2 establishes the framework under which reclassification may be carried out.

**(b) Staff-Management relations and related HR initiatives**

***The Joint Advisory Group (JAG)***

70. The role of the JAG, for which HRMD provides secretariat support, is to advise the Director General on personnel or administrative matters. Staff may also directly petition the JAG to give advice to the Director General on such matters, provided that a minimum number of fifty staff members sign such a petition. During the reporting period, the JAG issued advice and recommendations on the draft policy on a respectful and harmonious workplace, on the staff petition entitled "*For a representative Staff Council*", and on procedures for the filing of staff petitions under Staff Rule 8.2.2.

***Elections for a New Staff Council***

71. Having given consideration to the advice of the JAG on the staff petition "*For a representative Staff Council*", the Director General adopted a number of its recommendations, among which was the way forward in establishing a representative Staff Council elected by the staff at large (i.e., where all staff members have the right to vote), in accordance with Staff Regulation 8.1. This is a significant change from the long-standing practice whereby the Staff Council of the Staff Association assumed the role of the Staff Council referred to in Staff Regulation 8.1, despite the fact that only fee-paying members of the Staff Association (who represent 51 per cent<sup>18</sup> of the WIPO staff population) have the opportunity to elect the members of this Staff Council. Polling officers have been designated and are in the process of organizing elections for the new Staff Council. This constitutes a major development in staff representation and it is hoped that the new Staff Council will give a voice to all staff in staff-management relations.

**(c) Policy Development**

***Amendments to the Staff Regulations and Rules and other policy developments***

72. A number of amendments to the Staff Regulations and to the Staff Rules were presented to the WIPO Coordination Committee for approval and for notification, respectively, in October 2015. Although the impact of most of the amendments is minimal, the ongoing review of the Staff Regulations and Rules allows WIPO to maintain a sound regulatory framework and efficient procedures that support the priorities of the Organization, while ensuring alignment with best practices in the UN common system.

73. In particular, the Staff Regulations and Rules were amended with effect from January 1, 2016, so that the home leave, education grant and repatriation grant are no longer available to staff who reside in their home country, in view of the fact that these are expatriate benefits.

74. In terms of other policy developments, 14 HR policy-related Office Instructions and Information Circulars were issued, either to update existing policies or to establish new policies, including on dependency, rebuttal of performance appraisal, the application of disciplinary measures, termination of appointment for reasons of health, home leave, the WIPO Rewards and Recognition Program, compassionate leave, education grant, sick leave, smoking and the use of e-cigarettes, and the probationary period for staff members on an initial temporary appointment.

75. Given the increasing strategic importance of WIPO's external offices in offering services which bring cooperation closer to Member States, stakeholders and partners, a new Information

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<sup>18</sup> As of March 2016 based on the payment by active members of their individual annual contribution.

Circular was published to provide an overview of mechanisms and support for staff mobility to WIPO offices away from Headquarters.

***Revised common system compensation package for staff in the Professional and higher categories***

76. On December 23, 2015, the General Assembly of the UN adopted a resolution regarding the review of the common system compensation package for staff in the Professional and higher categories. The main changes which will affect WIPO staff members relate to the introduction of a unified salary scale and new dependency scheme and to the revision of the education grant scheme, but changes have also been made to step increments, repatriation grant, relocation entitlements and field allowances and benefits. The changes will be implemented in 2017. A significant amount of work is underway to adapt the Organization's regulatory framework, policies and IT systems.

***Enhancement of practices and procedures***

77. HRMD continues to review processes and practices to ensure they are efficient, support the needs of staff and the Organization, and are aligned with WIPO's regulatory framework and the practice of other organizations of the UN common system. Among other things, the Organization corrected its practice regarding the determination of a spouse's dependency and contribution to premiums for the optional insurances covering accidents and loss of earnings.

**(d) Audit Recommendations**

78. There have been a total of 107 audit recommendations relating to HR since the beginning of 2013 (when the open recommendations management system was implemented by the IOD). As at June 2016, only 30 of these remain pending (see Table 18, Annex I), of which 15 pertain to the implementation of the ERP System. It is expected that most of these audit recommendations will be implemented by the end of 2017.

**(e) Risk management**

79. WIPO's main strategic risk in the area of HR remains its capacity to respond to a rapidly-evolving global IP environment. Increasing WIPO's capacity in this regard and ensuring the necessary agility are part of the central focus of the HR Strategy. To mitigate risks, efforts continue to address skills gaps and to implement comprehensive forward workforce planning and training. The core workforce is supplemented by appropriate individual non-staff resources and services obtained through commercial entities. All these measures are in use.

**V. OUTLOOK FOR 2016-2017**

80. Consideration and any eventual implementation of some or all of the recommendations of a joint staff-administration working group on time management at WIPO will likely require a comprehensive, cross-functional approach. The aim is to enhance both staff work-life balance and sustained organizational productivity. Time management will need to be squarely anchored on the principles of self-responsibility, trust and professional ethics as highlighted by the working group. It is foreseen that managers will be assisted through training in carrying out responsibility for implementation of time management practices in the Organization. It is also likely that a revised regulatory and policy framework will need to be established and related IT solutions defined.

81. The recently launched Talent Management project will progress to full implementation in the months ahead with project completion targeted by July 2017. The founding elements of an

integrated talent management solution linked to ERP will be established with three key streams, Performance Management, Learning Management and Skills inventory. This integrated solution will replace current stand-alone systems, for performance (ePMSDS) and training (Training Database).

82. New performance evaluation tools, automated reminder systems for missing evaluations, self-registration for learning events, online access of managers and staff to training records, maintenance of skill profiles including gap/fit analysis are some examples of how managers and staff as well as HRMD will benefit from future talent management processes. These new functionalities will be phased in in the coming years and are expected to improve HR decision-making processes, facilitate staff development and skills alignment and enhance administrative efficiency in the area of performance management and learning.

83. Changes in the UN common system compensation package for staff in the Professional and higher categories will enter into force in 2017. These changes, which apply to all organizations of the UN common system, may be grouped into three categories: (i) new or revised relocation-related entitlements, field allowances and benefits and repatriation grant; (ii) introduction of a unified salary scale structure containing only one salary rate, irrespective of family circumstances and dependency status, and of new dependency allowances, which WIPO will be ready to implement as from January 1, 2017; and (iii) a revised education grant scheme, which will be effective as from school year 2017/2018.

84. Focus will remain on improving geographical diversity and gender balance. Support to Member States in their discussions and policy formulation on geographical distribution in WIPO staffing will continue while internal measures on recruitment processes will be further enhanced and outreach activities, in partnership with Member States, expanded.

85. Further process efficiencies will continue to be developed under the ERP umbrella. Fully automated self-servicing in education grant claims will be achieved by next year. Varying levels of self-servicing will also be ready for implementation for a staff member's declaration of dependants, rental subsidy application and contract extensions by managers. Systems upgrading will be carried out relating to staff absences which will be linked to payroll. Improvement of eJDs (electronic job descriptions) is also in next year's pipeline of IT projects.

## **VI. STAFF MATTERS FOR THE ATTENTION OF THE WIPO COORDINATION COMMITTEE**

### **(a) Termination of appointments**

86. Pursuant to Staff Regulation 9.2(g), which requires the Director General to report to the WIPO Coordination Committee all cases of termination of appointments of staff, the following terminations between July 1, 2015 and June 30, 2016, are hereby reported:

- one due to an abolition of post in accordance with Staff Regulation 9.2.(a)(1);
- four for reasons of health in accordance with Staff Regulation 9.2.(a)(2); and
- 11 in the interest of the good administration of the Organization and with the consent of the staff members themselves, in accordance with Staff Regulation 9.2(a)(5).

### **(b) WIPO Staff Pension Committee (WSPC)**

87. At its ordinary session in 1977, the WIPO Coordination Committee decided that the WSPC would consist of three members and three alternate members, with one member and

one alternate to be elected by the WIPO Coordination Committee. The current member elected by the WIPO Coordination Committee is Mr. Vladimir Yossifov whose term of office ends in 2017.

88. The second four-year term of the alternate member, Mr. Hjelle, a Norwegian national, ended in 2015. The Director General has received from the Permanent Mission of France the proposal that Mr. Philippe Favatier be presented as candidate for the role of alternate member of the WSPC until the ordinary session in 2019 of the WIPO Coordination Committee.

89. Mr. Favatier (born on June 1, 1952) is a national of France. He obtained a Masters in Business Administration from the *École Supérieure de Commerce* of Marseille in 1974 and graduated as a Chartered Accountant from the University of Lyon in 1976.

90. Mr. Favatier started his career as a Chartered Accountant and Financial Auditor at the *Fiduciaire de France* from 1976 to 1977. He then occupied various posts in the private sector. He joined the Financial Department of WIPO in 1986 as Head and was promoted to Director in 1995. In 2008, he was appointed Chief Financial Officer and Controller, a position he held until his retirement in 2013.

91. Mr. Favatier has held the position of Administrator of the Financial Cooperative Association of International Civil Servants since 2009. He was a member of the Committee of Directors between 2011 and 2014, became Vice-President in 2012 and has been President since 2013.

92. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 87 to 91, above, and to elect Mr. Philippe Favatier as alternate member of the WSPC for the period up to the ordinary session in 2019 of the WIPO Coordination Committee.*

**(c) Report of the International Civil Service Commission (ICSC)**

93. In accordance with Article 17 of the ICSC statute, the attention of Member States is drawn to the report of the ICSC, submitted to the 70<sup>th</sup> session of the UN General Assembly in 2015 (UN document A/70/30). The document may be accessed on the ICSC website at <http://icsc.un.org/resources/pdfs/ar/AR2015.pdf>.

**(d) United Nations Joint Staff Pension Board (UNJSPB)**

94. Under Article 14(a) of its Regulations, the UNJSPB presents a report to the General Assembly of the UN and to the member organizations at least once every two years. The 2015 report was presented by the UNJSPB to the General Assembly of the UN at its Seventieth Session (UN document (A/70/325). Since the report was included in the documentation of the said session of the General Assembly of the UN, it is not reproduced by the International Bureau. The report may be accessed at [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/70/325](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/325).

95. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 93 and 94.*

[Annexes follow]

## HR STATISTICS

### *WIPO Workforce by Category*

Table 1: WIPO Workforce by Category as at June 2016

### *Contracts*

Table 2: Staff by Contract / Funding Type as at June 2016

### *Staff Costs*

Table 3: Staff Costs (2011 - 2015)

### *Geographical Representation*

Table 4a: Geographical Representation of Staff in the Professional and higher Categories by Region as at June 2016

Table 4b: Member States Representation in WIPO's Temporary Staff (Professional and higher Categories) as at June 2016

Table 5: Member States Represented in WIPO's Staff (2012 - June 2016)

Table 6a: Countries Represented - Professional and higher Categories (Regular Staff) as at June 2016

Table 6b: Countries Represented - All Staff as at June 2016

### *Gender*

Table 7a: Gender by Grade

Table 7b: Gender by Category

### *Age Profile*

Table 8: Average Age by Category as at June 2016

### *Retirements and Separations*

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Table 9b: Separations (2012 - 2016)

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Table 10: Staff on Part-time Work Schedules as at June 2016

### *Recruitment*

Table 11: Vacancy Announcements by Grade in 2015

Table 12: Applications Received by Category in 2015

Table 13: Applications and Appointments in the Professional and higher Categories by Region

### *Training*

Table 14: Training Category - 2015

### *Performance Evaluation*

Table 15: Performance Evaluation - Cycle 2015

### *Internal Justice*

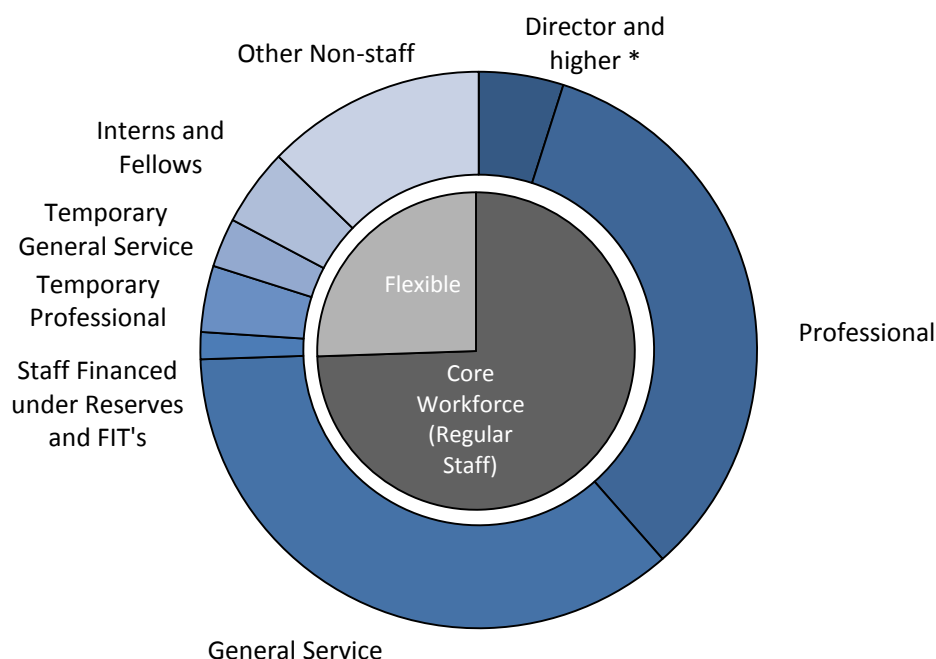
Table 16: Cases Filed by Staff between July 2013 and June 2016

Table 17: Number of Cases Filed per Subject between July 2015 - June 2016

### *Audit Recommendations*

Table 18: Status of HR-related Pending Audit Recommendations

**Table 1: WIPO Workforce by Category  
as at June 2016**



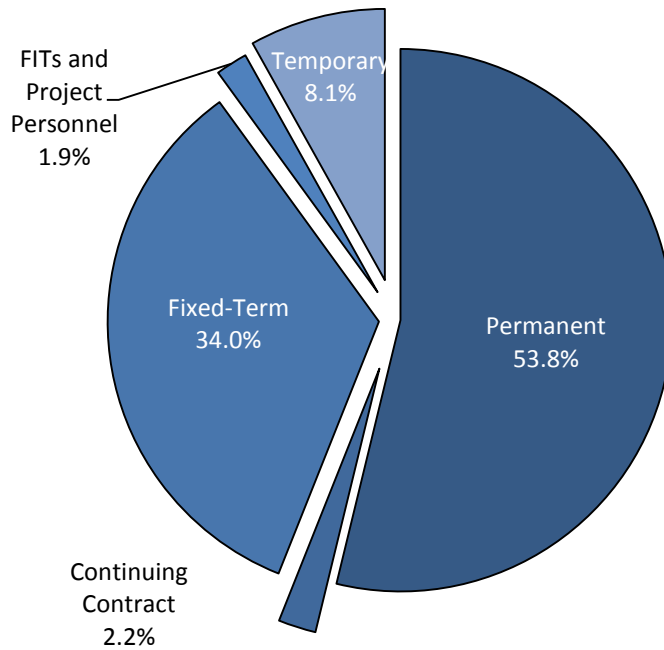
### Core Workforce (Regular Staff)

Posts funded under Regular Budget	Number of Staff	Per cent
Director and higher *	69	
Professional	471	
General Service	502	
National Professional Officer	2	
<b>Subtotal Staff in Core Workforce</b>	<b>1,044</b>	<b>74.5%</b>
<b>Flexible Workforce</b>		
Staff financed under Reserves and Funds-in-Trust	22	
<b>Temporary Staff funded under the Regular Budget</b>		
Temporary Professional and higher Categories	54	
Temporary General Service	40	
<b>Subtotal Temporary Staff</b>	<b>94</b>	
<b>Subtotal Staff</b>	<b>1,160</b>	
<b>Non-staff under HRMD</b>		
Interns and Fellows	63	
<b>Other Non-staff</b>		
Agency Workers, Individual Contractor Services, External Providers and Translators **	179	
<b>Subtotal Non-staff</b>	<b>242</b>	
<b>Subtotal Flexible Workforce</b>	<b>358</b>	<b>25.5%</b>
<b>Grand Total WIPO Workforce</b>	<b>1,402</b>	<b>100%</b>

\* The Executive Category (DG, DDG and ADG = 8 posts) is included

\*\* Translators covered by the Agreement with the International Association of Conference Translators (AITC)

**Table 2: Staff by Contract / Funding Type as at June 2016**



Type of Contracts (under Regular Budget)	Staff	Per cent
Permanent	624	53.8%
Continuing	26	2.2%
Fixed-term	394	34%
<b>Subtotal Regular Staff</b>	<b>1,044</b>	

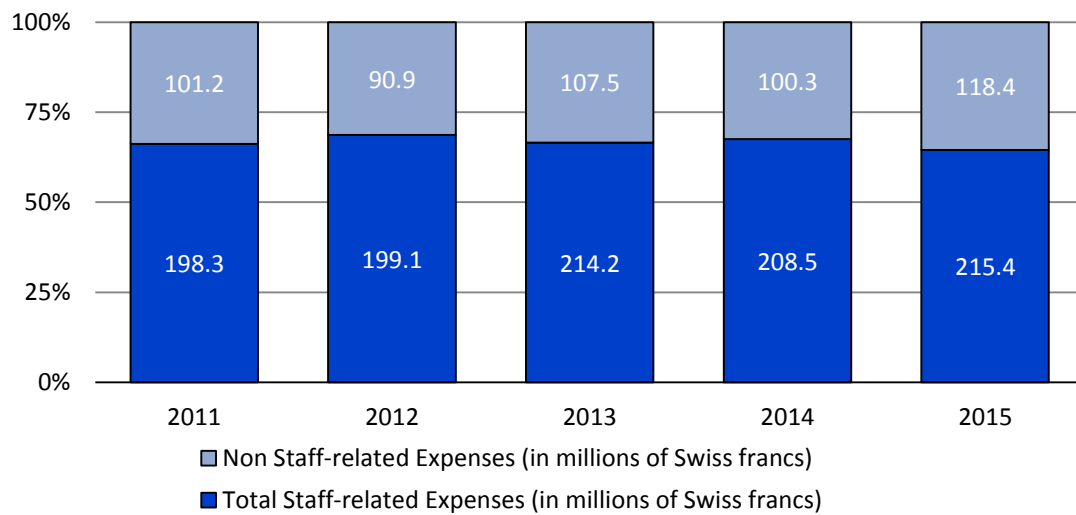
Other funding sources	Staff	Per cent
Staff Financed by Funds-in-Trust	19	1.6%
Staff on Projects Financed under Reserves	3	0.3%
<b>Subtotal in other Funded Post</b>	<b>22</b>	

Other Type of Contract (under Regular Budget)	Staff	Per cent
Temporary Staff	94	8.1%

<b>Total</b>	<b>1,160</b>	
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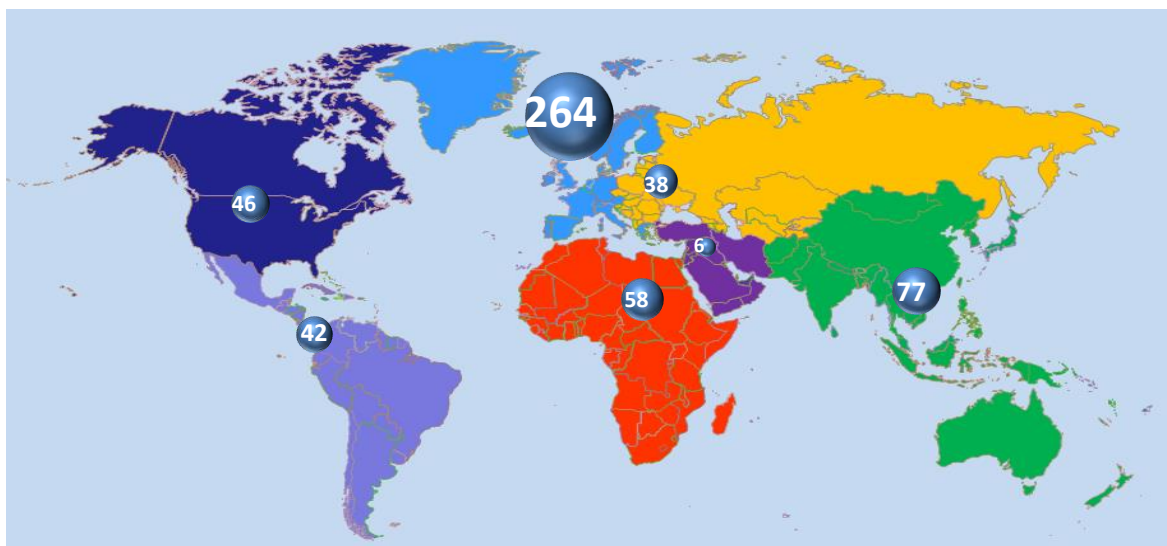
Table 3: Staff Costs (2011 - 2015)



	2011	2012	2013	2014	2015
Staff costs as a percentage of overall expenditure	66.2%	68.7%	66.6%	67.5%	64.5%
Total Staff-related Expenses (in millions of Swiss francs)	198.3	199.1	214.2	208.5	215.4
Non Staff-related Expenses (in millions of Swiss francs)	101.2	90.9	107.5	100.3	118.4
<b>Total expenditure</b>	<b>299.5</b>	<b>290.0</b>	<b>321.7</b>	<b>308.8</b>	<b>333.8</b>

Source: WIPO's financial systems

**Table 4a: Geographical Representation of Staff in the Professional and higher Categories by Region as at June 2016**



Regular Staff *	Staff	Per cent
Africa	58	10.9%
Asia and the Pacific	77	14.5%
Eastern and Central Europe and Central Asia	38	7.1%
Latin America and the Caribbean	42	7.9%
Middle East	7	1.3%
North America	46	8.6%
Western Europe	264	49.6%
<b>Total</b>	<b>532</b>	<b>100.0%</b>

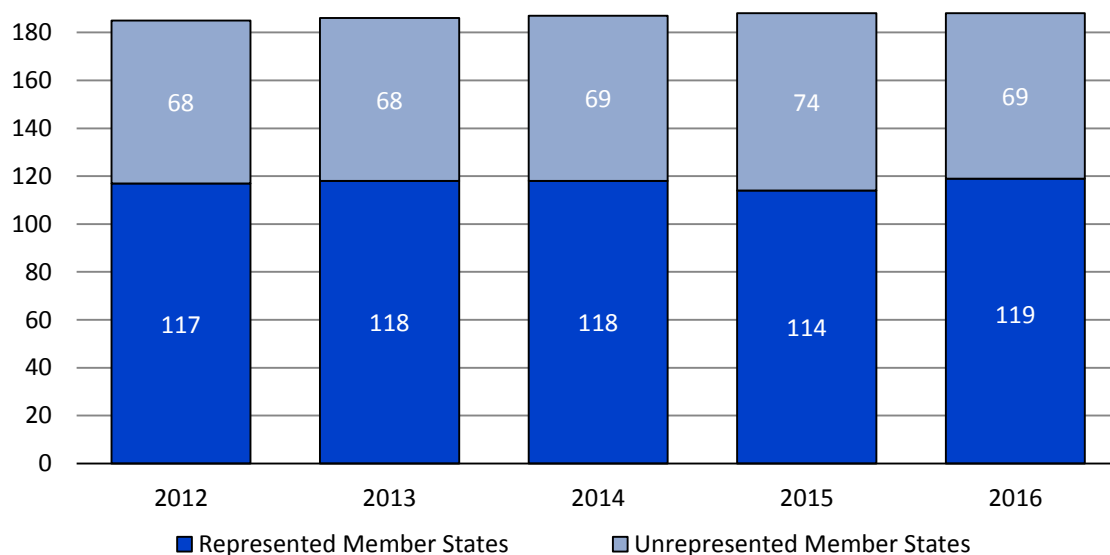
\* In this report the Executive Category (DG, DDG and ADG = 8 posts) is not included

**Table 4b: Member States Representation in WIPO's Temporary Staff (Professional and higher Categories) as at June 2016**

	Temporary	Per cent
Africa	2	3.7%
Asia and the Pacific	16	29.6%
Eastern and Central Europe and Central Asia	6	11.1%
Latin America and the Caribbean	4	7.4%
Middle East	4	7.4%
North America	6	11.1%
Western Europe	16	29.6%
<b>Total</b>	<b>54</b>	<b>100%</b>

**Table 5: Member States Represented in WIPO's Staff (2012 - June 2016)**  
(Fixed-term, Continuing, Permanent and Temporary staff)

	2012	2013	2014	2015	2016*
WIPO Members States	185	186	187	188	188
Represented among WIPO staff	117	118	118	114	119
Unrepresented Member States	68	68	69	74	69



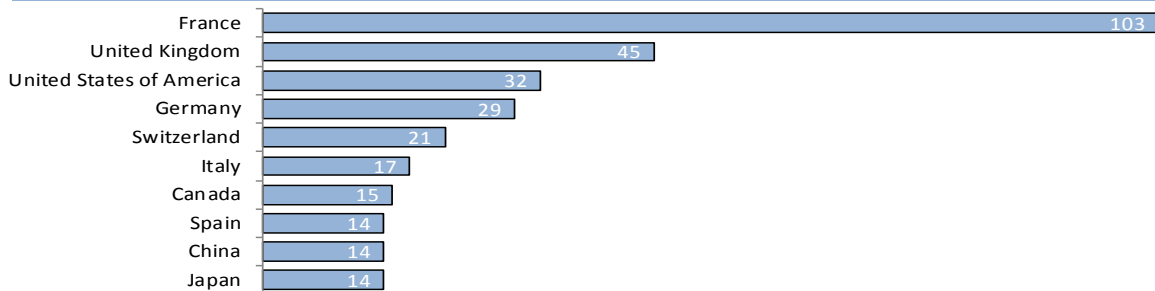
\* as at June 2016

#### List of unrepresented Member States

Albania, Andorra, Angola, Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Bhutan, Botswana, Brunei Darussalam, Burundi, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Djibouti, Dominica, Dominican Republic, Equatorial Guinea, Eritrea, Estonia, Fiji, Gambia, Guinea, Guyana, Holy See, Iraq, Kiribati, Kuwait, Lao People's Democratic Republic, Liechtenstein, Luxembourg, Maldives, Malta, Monaco, Montenegro, Mozambique, Namibia, Niue, Oman, Panama, Papua New Guinea, Paraguay, Qatar, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Sierra Leone, Slovenia, Somalia, Sudan, Swaziland, Tajikistan, Thailand, Tonga, Turkmenistan, Tuvalu, United Arab Emirates, Uzbekistan, Vanuatu, Viet Nam, Yemen and Zambia

**Table 6a: Countries Represented - Professional and higher Categories (Regular Staff)  
as at June 2016**

**Top 10 Represented Countries**



Country name	Count
11 Australia	10
12 India	10
13 Russian Federation	8
14 Belgium	7
15 Republic of Korea	7
16 Algeria	6
17 Argentina	6
18 Egypt	6
19 Greece	5
20 Tunisia	6
21 Brazil	6
22 Morocco	6
23 Ireland	5
24 Philippines	5
25 Cameroon	4
26 Ghana	4
27 Peru	4
28 Romania	4
29 Uruguay	4
30 Austria	3
31 Bangladesh	3
32 Bulgaria	3
33 Cambodia	3
34 Colombia	3
35 Ethiopia	3
36 Finland	3
37 Hungary	3
38 Mexico	3
39 Netherlands	3
40 Pakistan	3
41 Portugal	3
42 Sri Lanka	3
43 Sweden	3
44 the former Yugoslav Republic of Macedonia	3
45 Belarus	2
46 Chile	2
47 Cuba	2
48 Democratic Republic of the Congo	2
49 Ecuador	2
50 Indonesia	2
51 Jamaica	2
52 Lebanon	2
53 Malaysia	2
54 Mauritius	2
55 Myanmar	2
56 Poland	2
57 Senegal	2
58 Serbia	2
59 Slovakia	2
60 South Africa	2
61 Uganda	2
62 Venezuela (Bolivarian Republic of)	2
63 Afghanistan	1
64 Azerbaijan	1
65 Benin	1
66 Bosnia and Herzegovina	1
67 Burkina Faso	1
68 Costa Rica	1

Country name	Count
69 Cote d'Ivoire	1
70 Croatia	1
71 Cyprus	1
72 Czech Republic	1
73 Denmark	1
74 Grenada	1
75 Guatemala	1
76 Guinea-Bissau	1
77 Haiti	1
78 Iceland	1
79 Israel	1
80 Jordan	1
81 Kazakhstan	1
82 Kenya	1
83 Kyrgyzstan	1
84 Latvia	1
85 Lesotho	1
86 Libyan	1
87 Madagascar	1
88 Malawi	1
89 Mongolia	1
90 Nepal	1
91 New Zealand	1
92 Nicaragua	1
93 Nigeria	1
94 Norway	1
95 Republic of Moldova	1
96 Rwanda	1
97 Suriname	1
98 Syrian Arab Republic	1
99 Togo	1
100 Trinidad and Tobago	1
101 Turkey	1
102 Ukraine	1
103 United Republic of Tanzania	1
104 Zimbabwe	1
<b>Total</b>	<b>540</b>

Countries represented only among staff in the Professional and higher categories holding a temporary appointment

105 Democratic People's Republic of Korea
106 Georgia
109 Lithuania
107 Mauritania

Countries represented only in the General Service category

109 Armenia
110 Bolivia (Plurinational State of )
111 El Salvador
112 Gabon
113 Honduras
114 Iran (Islamic Republic of)
115 Liberia
116 Mali
117 Niger
118 Seychelles
119 Singapore

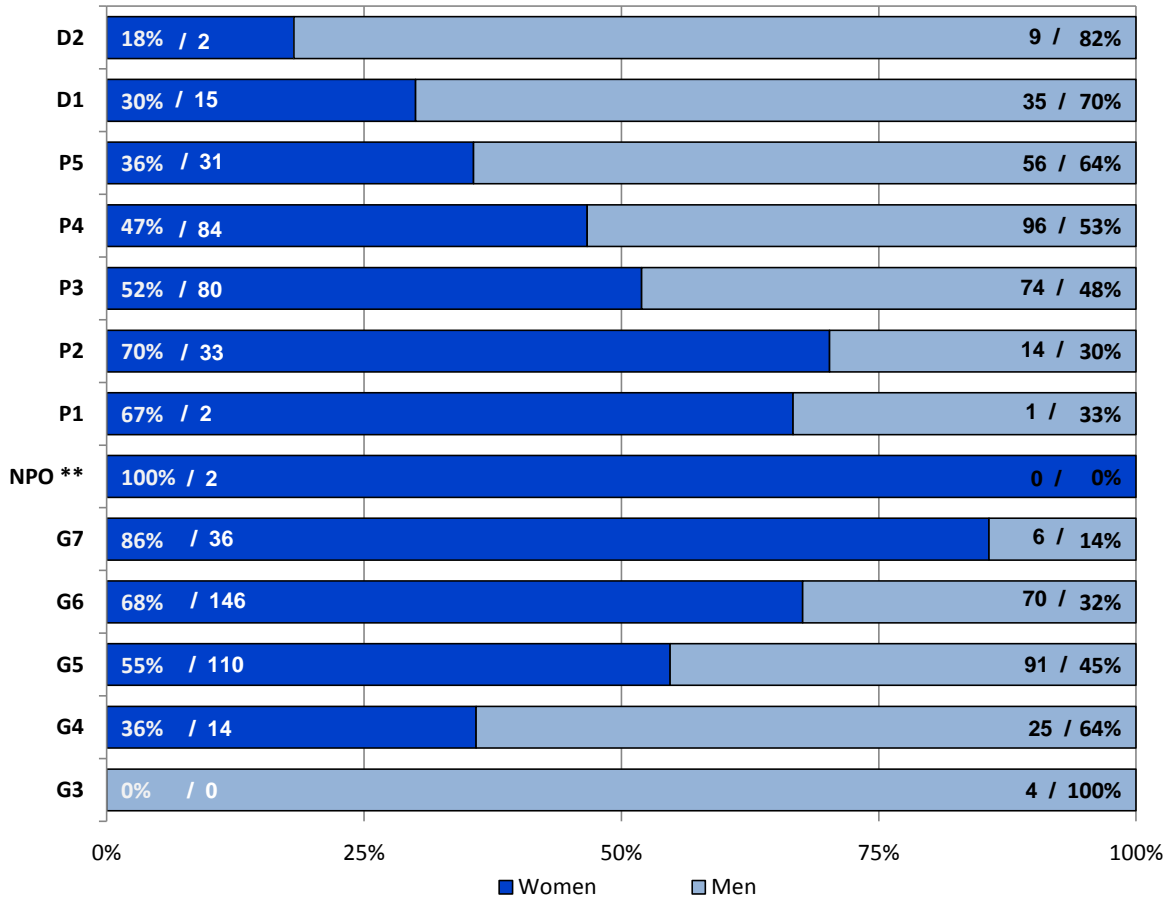
**Table 6b: Countries Represented - All Staff  
as at June 2016**

Country	Number of staff	Top 10 represented countries
1 France	338	
2 United Kingdom	71	
3 Switzerland	56	
4 United States of America	44	
5 Germany	39	
6 Japan	40	
7 Italy	37	
8 China	32	
9 Spain	28	
10 Canada	24	

**Table 10b: Countries represented – All Staff as at June 2016 (continued)**

11 Republic of Korea	21	66 Czech Republic	2
12 India	20	67 Democratic Republic of the Congo	2
13 Peru	17	68 Guatemala	2
14 Australia	15	69 Haiti	2
15 Morocco	15	70 Honduras	2
16 Russian Federation	14	71 Indonesia	2
17 Philippines	13	72 Iran (Islamic Republic of)	2
18 Brazil	11	73 Israel	2
19 Colombia	11	74 Libyan	2
20 Tunisia	11	75 Malaysia	2
21 Belgium	10	76 Nigeria	2
22 Ireland	10	77 Republic of Moldova	2
23 Portugal	10	78 Seychelles	2
24 Argentina	9	79 Slovakia	2
25 Egypt	9	80 South Africa	2
26 Greece	8	81 Zimbabwe	2
27 Algeria	8	82 Armenia	1
28 Pakistan	8	83 Azerbaijan	1
29 Uruguay	8	84 Bolivia (Plurinational State of)	1
30 Venezuela (Bolivarian Republic of)	7	85 Bosnia and Herzegovina	1
31 Cameroon	6	86 Burkina Faso	1
32 Ecuador	6	87 Costa Rica	1
33 Finland	6	88 Croatia	1
34 Ghana	6	89 Cyprus	1
35 Kenya	6	90 Democratic People's Republic of Korea	1
36 Poland	6	91 El Salvador	1
37 Romania	6	92 Gabon	1
38 Ukraine	6	93 Georgia	1
39 Bangladesh	5	94 Grenada	1
40 Lebanon	5	95 Guinea-Bissau	1
41 Mauritius	5	96 Iceland	1
42 Mexico	5	97 Jordan	1
43 Sweden	5	98 Kazakhstan	1
44 Sri Lanka	5	99 Kyrgyzstan	1
45 Austria	4	100 Latvia	1
46 Bulgaria	4	101 Lesotho	1
47 Ethiopia	4	102 Liberia	1
48 Hungary	4	103 Lithuania	1
49 Jamaica	4	104 Malawi	1
50 Madagascar	4	105 Mali	1
51 Serbia	4	106 Mauritania	1
52 Turkey	4	107 Mongolia	1
53 Uganda	4	108 Nepal	1
54 Belarus	3	109 New Zealand	1
55 Benin	3	110 Nicaragua	1
56 Cambodia	3	111 Niger	1
57 Denmark	3	112 Norway	1
58 Myanmar	3	113 Rwanda	1
59 Netherlands	3	114 Singapore	1
60 Senegal	3	115 Suriname	1
61 the former Yugoslav Republic of Macedonia	3	116 Syrian Arab Republic	1
62 Afghanistan	2	117 Togo	1
63 Chile	2	118 Trinidad and Tobago	1
64 Cote d'Ivoire	2	119 United Republic of Tanzania	1
65 Cuba	2		
		<b>Total</b>	<b>1,160</b>

**Table 7a: Gender by Grade as at June 2016**



\* The Executive Category (DG, DDG and ADG = 8 posts), Temporary Staff and Staff financed under Reserves and Funds-in-Trust are not included.  
 \*\* National Professional Officers

**Table 7b: Gender by Category as at June 2016**

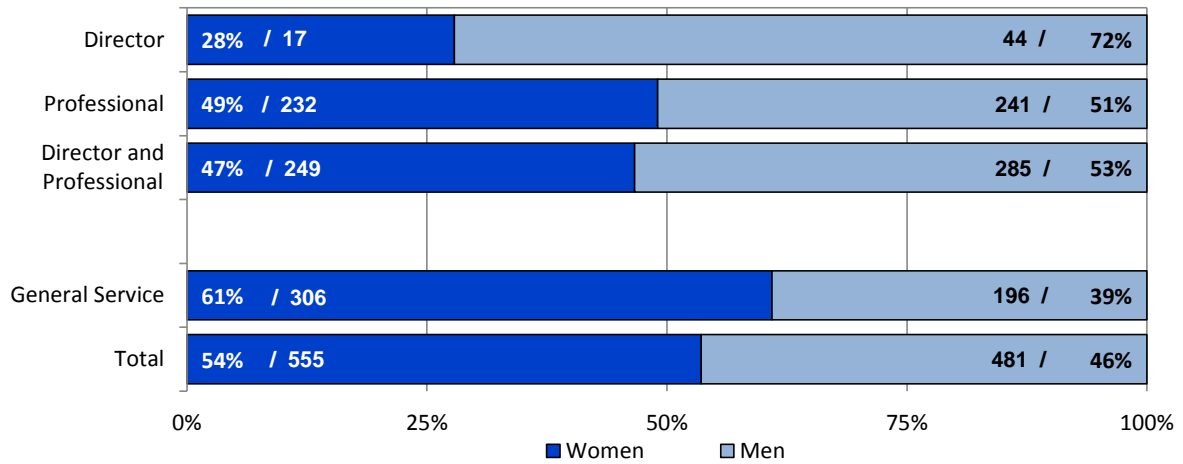


Table 8: Average Age by Category as at June 2016

Category	Average Age
Director	54.0
Professional	46.5
Director + Professional	50.2
General Service	47.0

Table 9a: Expected Retirements (2016 - 2021)

Category/Years	2016*	2017	2018	2019	2020	2021	Total
Director	1	3	2	2	8	5	21
Professional	3	9	11	11	20	13	67
<b>Sub total</b>	<b>4</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>28</b>	<b>18</b>	<b>88</b>
General Service	5	9	13	14	14	19	74
<b>Total</b>	<b>9</b>	<b>21</b>	<b>26</b>	<b>27</b>	<b>42</b>	<b>37</b>	<b>162</b>

Table 9b: Separations (2012 - 2016)

Type of Separations	2012	2013	2014	2015	2016*	Total
Retirement	23	28	29	21	22	123
Termination	24	13	21	9	9	76
Inter-Agency (transfer, secondment, loan) **	0	2	1	2	0	5
<b>Total</b>	<b>47</b>	<b>43</b>	<b>51</b>	<b>32</b>	<b>31</b>	<b>173</b>

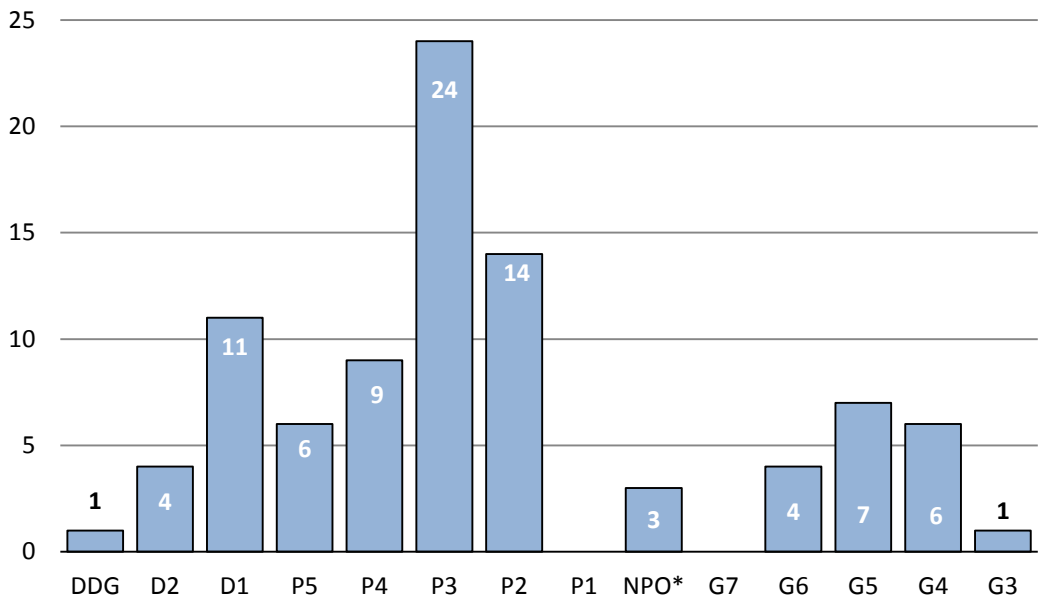
\* Up to June 2016

\*\* May involve return rights

Table 10: Staff on Part-time Work Schedules as at June 2016

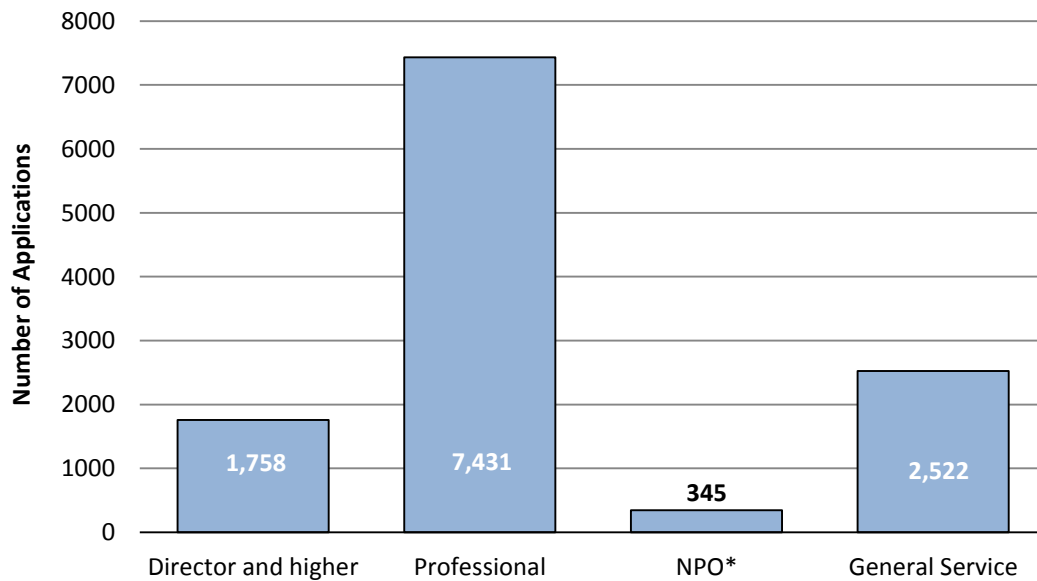
Staff Regular-funded	Women	Men	Total
Full-time	100% 412	480	892
Part-time	90% 24	5	29
	80% 104	3	107
	50% 15	0	15
<b>Sub Total Part-time</b>	<b>143</b>	<b>8</b>	<b>151</b>
<b>Per cent</b>	<b>25.7%</b>	<b>1.6%</b>	<b>14.5%</b>
<b>Total</b>	<b>556</b>	<b>488</b>	<b>1,044</b>
Temporary Staff	Women	Men	Total
Full-time	100% 51	45	96
Part-time	4	0	4
<b>Per cent</b>	<b>7.3%</b>	<b>0.0%</b>	<b>4.0%</b>
Total Staff	611	533	1,144
Part-time	147	8	155
<b>Per cent</b>	<b>24.1%</b>	<b>1.5%</b>	<b>13.5%</b>

**Table 11: Vacancy Announcements by Grade in 2015**



Director and higher	16
Professional	53
* National Professional Officers	3
General Service	18
<b>Total Vacancy Announcements</b>	<b>90</b>

**Table 12: Applications Received by Category in 2015**



Total Applications: 12,056

**Average Applications per Vacancy Announcement per Category**

Director and higher	110
Professional	140
* National Professional Officer	115
General Service	140



**Table 13: Applications and Appointments in the Professional and higher Categories by Region in 2015**

Region	Appointments Made*	Per cent	Applications Received **	Per cent	Ratio Appointments / Applications
<b>Africa</b>	5	9.3%	1,744	18.3%	348.8
<b>Asia and the Pacific</b>	11	20.4%	2,156	22.6%	196.0
<b>Eastern and Central Europe and Central Asia</b>	5	9.3%	1,008	10.6%	201.6
<b>Latin America and the Caribbean</b>	4	7.4%	796	8.3%	199.0
<b>Middle East</b>	0	0.0%	338	3.5%	0.0
<b>North America</b>	5	9.3%	760	8.0%	152.0
<b>Western Europe</b>	24	44.4%	2,716	28.5%	113.2
<b>No specified nationality</b>			16	0.2%	
<b>Grand Total</b>	<b>54</b>	<b>100.0%</b>	<b>9,534</b>	<b>100.0%</b>	<b>176.6</b>

\* Excluding Appointments to Posts under Funds-In-Trust

\*\* Externally advertised vacancies at the Professional and higher Category

Table 14: Training Category - 2015

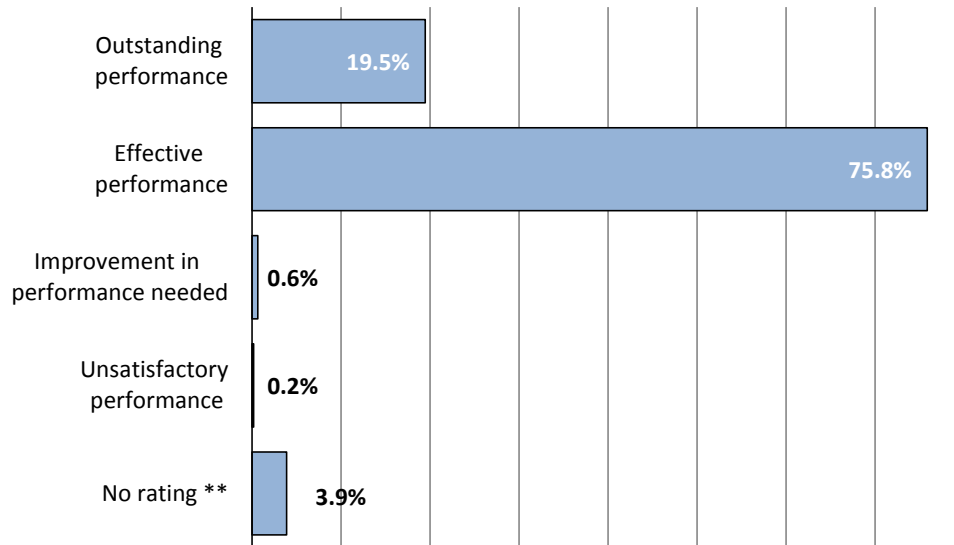
Category	Days	Per cent
Management	647.3	8.6%
Communication	1852.9	24.5%
Languages	2654.7	35.1%
IT	455.0	6.0%
ERP/AIMS*	45.8	0.6%
WIPO Academy	120.0	1.6%
Registration Systems	707.2	9.4%
Induction Program	222.0	2.9%
Diversity (incl. Gender)	98.3	1.3%
Ethics & Integrity	103.5	1.4%
Health/Safety/Security	176.3	2.3%
Other	474.9	6.3%
<b>Total</b>	<b>7,558</b>	

Total number of participants: **4,249**

Average training days per staff member: **6.2**

\* ERP/AIMS: WIPO's Enterprise Resource Planning IT Solution

**Table 15: Performance Evaluation - Cycle 2015 \***



Ratings	Number	Per cent
Outstanding performance	211	19.5%
Effective performance	822	75.8%
Improvement in performance needed	7	0.6%
Unsatisfactory performance	2	0.2%
No rating **	42	3.9%
<b>Subtotal</b>	<b>1,084</b>	<b>96.2%</b>
PMSDS not completed ***	43	3.8%
<b>Total</b>	<b>1,127</b>	<b>100.0%</b>

\* As at June 2016

\*\* PMSDS cycle has been completed without a rating or related comments, generally, in instances when a supervisee was absent for a long period during the evaluation cycle, the staff (supervisee or supervisor) was absent during the time the evaluation should have been conducted or had left WIPO before the evaluation was conducted

\*\*\* PMSDS cycles which have not yet been signed by all parties (e.g., pending mediation process or when any of the supervisee, supervisor or reviewing office became absent in the middle of the evaluation process and have not yet returned to work)

Table 16: Cases Filed by Staff between July 2013 and June 2016

	Jul 2013 Jun 2014	Jul 2014 Jun 2015	Jul 2015 Jun 2016
Requests for Review of Administrative Decisions	43	29	15
Rebuttals of Performance Appraisals	2 <sup>1</sup>	4	1
Grievances	1 <sup>1</sup>	5	4
Complaints to Joint Grievance Panel	4	NA <sup>2</sup>	NA <sup>2</sup>
Internal Appeals WIPO Appeal Board	22	32 <sup>3</sup>	13
Complaints to ILO Administrative Tribunal	11	12	7 <sup>5</sup>
<b>Total <sup>4</sup></b>	<b>83</b>	<b>82</b>	<b>40</b>

<sup>1</sup> These procedures were only introduced in January 2014 following the reform of the internal justice system.

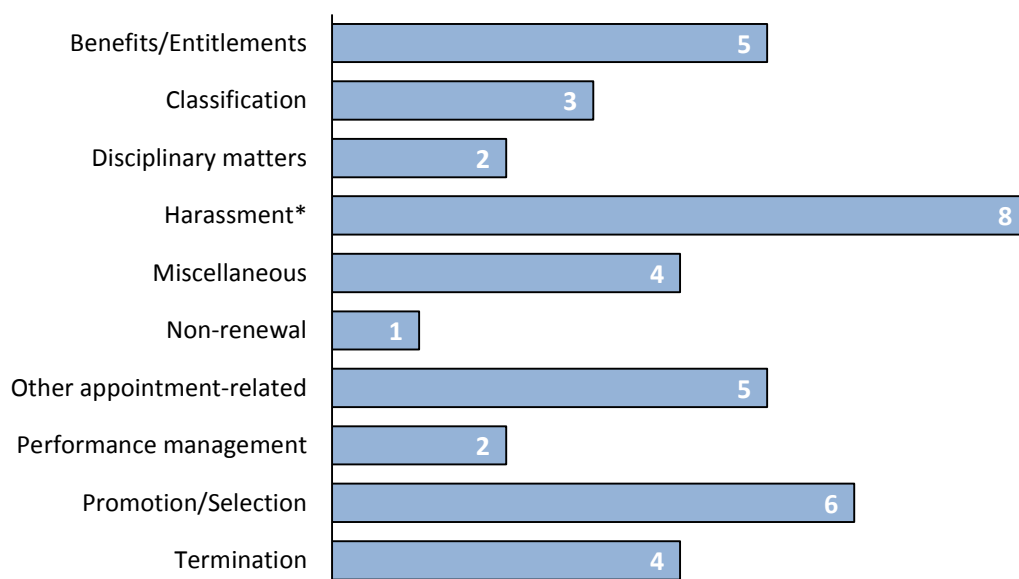
<sup>2</sup> The Joint Grievance Panel was abolished with effect from 1 January 2014.

<sup>3</sup> Includes class action appeals filed by 69 (current or former) staff members in 2014 and nine in 2015.

<sup>4</sup> These are the numbers of cases filed by staff during the three periods covered. A single case could be recorded more than once during the same period or during different periods as it goes through the internal justice system (e.g., a request for review may become an appeal to the WIPO Appeal Board).

<sup>5</sup> Includes class action complaints filed by 44 (current or former) staff members during the period considered.

Table 17: Number of Cases Filed per Subject between July 2015 - June 2016



\* Harassment/Discrimination/Conflicts in the workplace

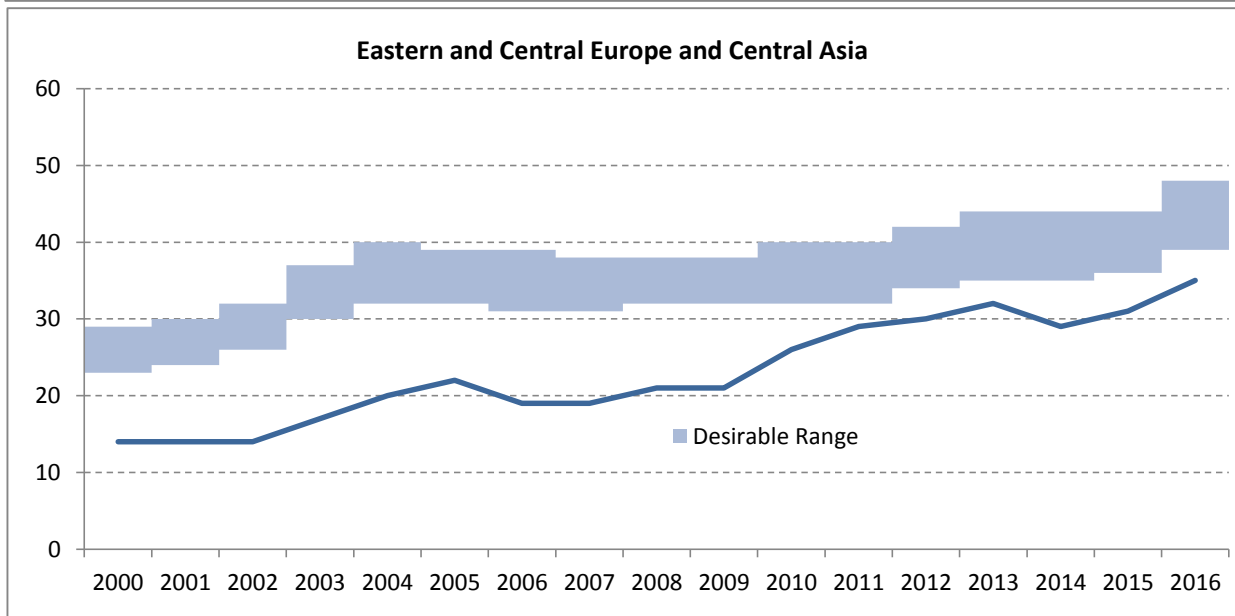
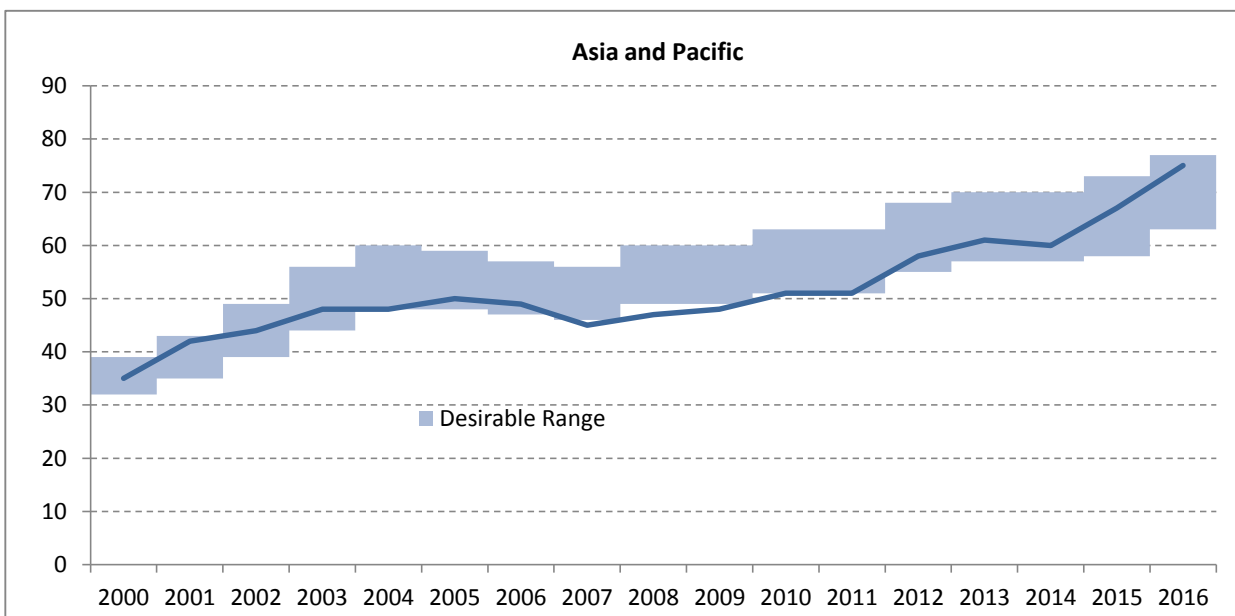
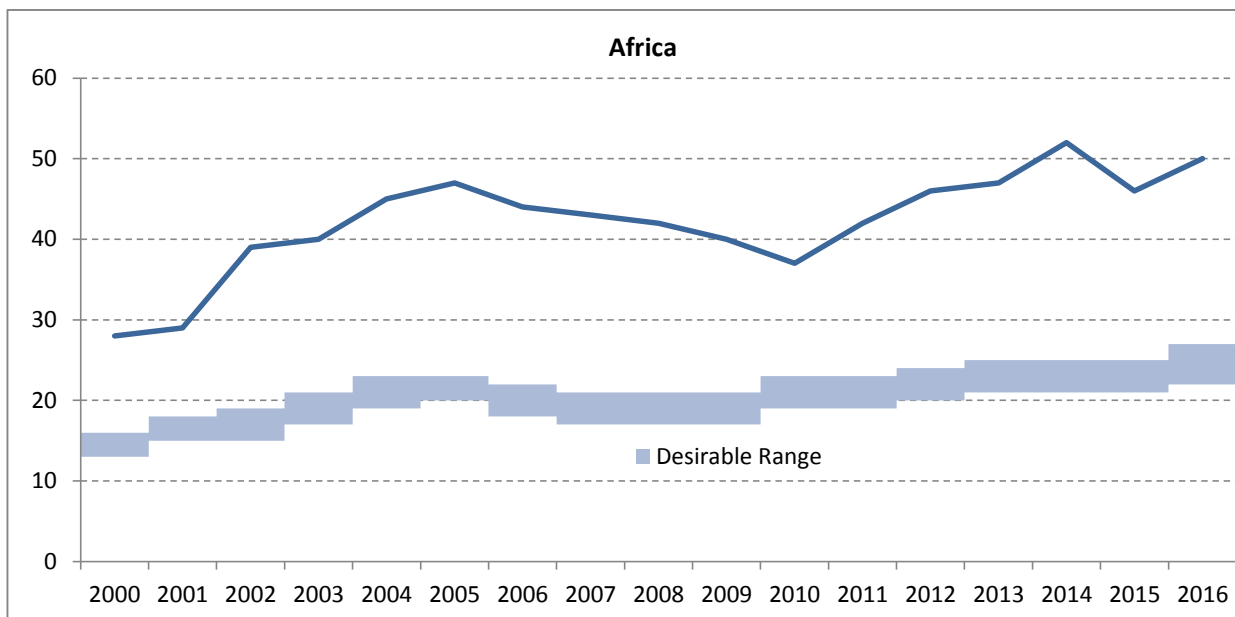
Table 18: Status of HR-related Pending Audit Recommendations

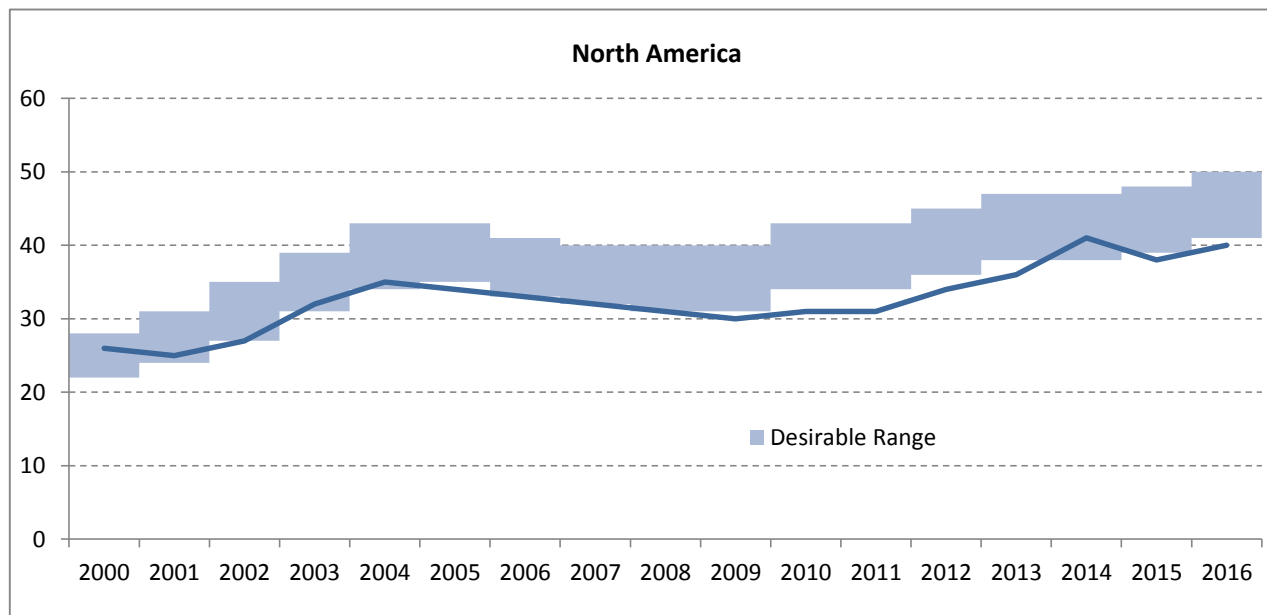
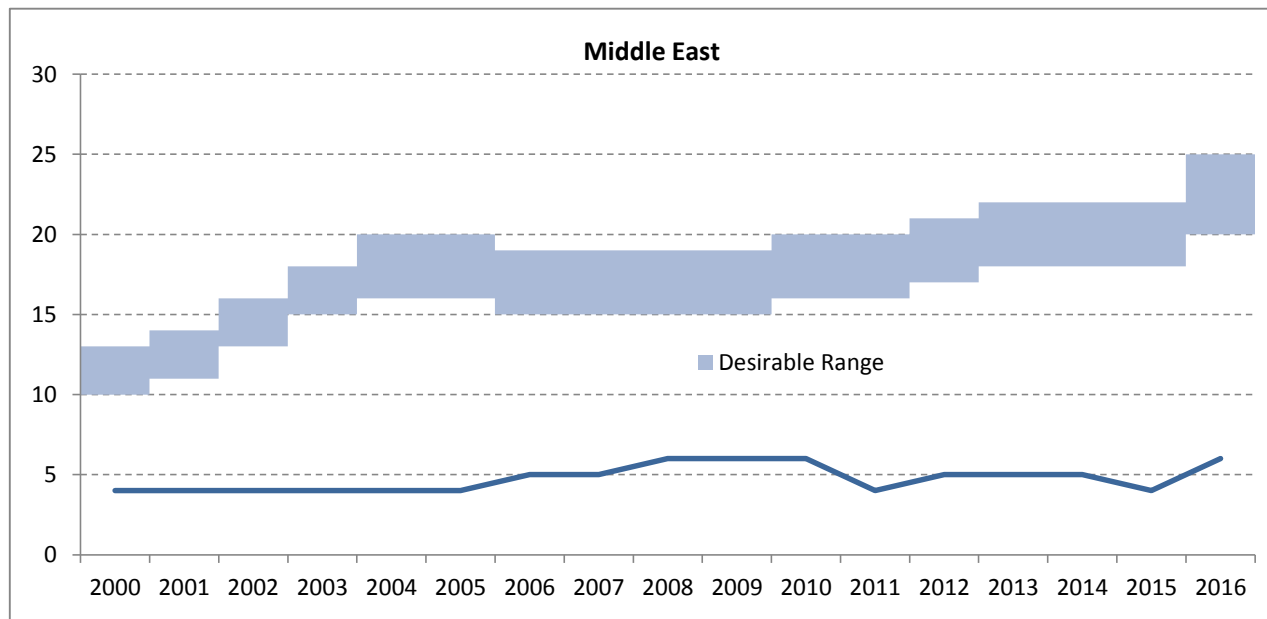
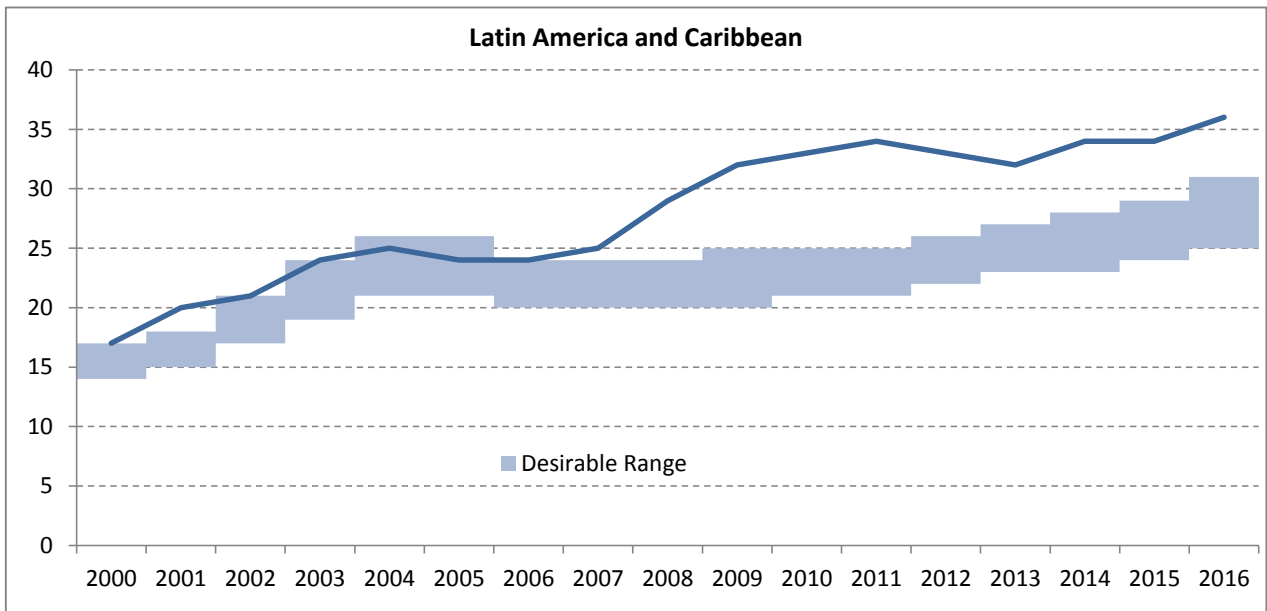
No.	Recommendation	Priority	Topic	Progress	Expected completion date
1	126	Medium	Education Grant: Efficiency and effectiveness of the processes to be increased.	75%	30.09.2016
2	410	High	Electronic storage of confidential and sensitive documents	25%	31.12.2017
3	429	Medium	ERP: Management of information	60%	30.06.2017
4	Separation procedures Rec. 2	High	Inventory of staff skills and competencies	60%	31.03.2017
5	Separation procedures Rec. 5	High	Exit procedure should be systematic and automated	60%	30.06.2017
6	IA 2014-01 Rec. 1	Medium	IT workflow-based solution for managing staff requests	80%	30.09.2016
7	IA 2014-01 Rec. 7	Medium	Home leave travel: Alternative IT tools for effective monitoring	50%	31.12.2016
8	IA 2014-01 Rec. 8	Medium	Language allowance: Review of staff member's eligibility	50%	31.12.2017
9	IA 2014-01 Rec. 2	Medium	Development of an HR Operation Manual	25%	31.12.2016
10	IA 2015-01 Recommendation 8 Audit of BCM	Medium	Raising awareness of Business Continuity	50%	31.12.2016
11	EARM 2015-01 Recommendation 15	Medium	Home-Leave: WIPO may expedite the process of updating the IT system.	100%	31.12.2017
12	EARM 2015-01 Recommendation 16	Medium	Extension of Temporary Appointments in relation to fixed-term competition to be finalized		31.12.2017
13	EARM 2015-01 Recommendation 18	High	Rental Subsidy: Office instructions in case of rental subsidy may be followed in a timely manner.	100%	31.12.2016
14	EARM 2015-01 Recommendation 19	High	Language Allowance: Review of the conditions for granting the allowance		31.12.2016
15	EARM 2015-01 Recommendation 20	High	Time Management: Strengthening of internal controls	100%	31.12.2016
16	VALID 2014-01 Recommendation 2	Medium	Hand over process: Development of a procedure	75%	31.12.2016
17	IA 2016-01 Recommendation 4	High	Taleo Tests: Complete and accurate migration of e-recruitment data	100%	31.05.2016
18	EVAL 2016-02 Recommendation 1(b)	High	Professional Development: Review of the selection criteria	75%	30.06.2016
19	IA 2015-04 Recommendation 7	Medium	Performance Management: Mid-term review in case of underperformance		31.12.2016
20	IA 2015-04 Recommendation 8	Medium	Rebuttals and roles DG/HRMD Director		31.12.2016
21	IA 2015-04 Recommendation 3	Medium	Performance and Risk Management		31.12.2016
22	EVAL 2016-02 Recommendation 1 (a)	High	Professional Development: Design of a project framework	25%	31.12.2017
23	EVAL 2016-02 Recommendation 1(c)	High	Professional Development: Allocation of resources	20%	31.12.2017
24	EVAL 2016-02 Recommendation 1(d)	High	Professional Development: Portfolio of activities	20%	31.12.2017
25	IA 2015-04 Recommendation 1	High	ERP: Talent Management, alignment and reporting		31.12.2017
26	IA 2015-04 Recommendation 4	High	Link between individual staff objectives and Program/workplan		31.12.2017
27	IA 2015-04 Recommendation 5	Medium	Performance Standards for generic roles		31.12.2017
28	IA 2015-04 Recommendation 6	Medium	Enhancement of performance evaluation methods		31.12.2017
29	IA 2015-04 Recommendation 2	High	Feedback and review mechanisms for performance management system		31.12.2018
30	IA 2015-06 Recommendation 1	Medium	Assessment of the 2 years employment limit for temporary staff members		30.09.2016

[Annex II follows]

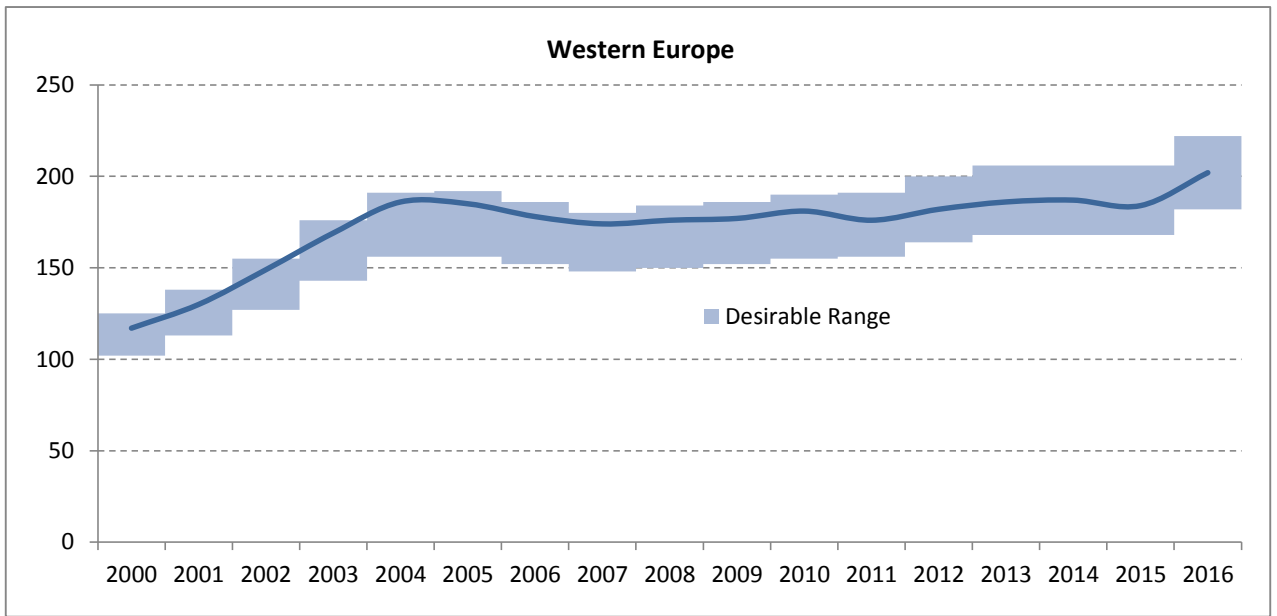
Geographical Distribution (2000 - 2016)

The following graphs show the effect per region of the principle of geographical distribution agreed upon by Member States in 1975











## Geographical Distribution of Posts (as at June 2016) <sup>1</sup>

Geographical Regions	A Percent of contribution <sup>2</sup>	B Distribution of one-quarter of posts	C Distribution of Three-quarters of posts	D Total (Number of posts) <sup>3</sup> B + C	E Desirable Range (– 10 / + 10 per cent)	F Actual number of posts (June 2016)
<b>Africa</b>	2.76	15.6	9.1	24.7	<b>22 - 27</b>	<b>50</b>
<b>Asia and the Pacific</b>	16.70	15.6	54.7	70.3	<b>63 - 77</b>	<b>75</b>
<b>Eastern Europe and Central Asia</b>	8.55	15.6	28.0	43.6	<b>39 - 48</b>	<b>35</b>
<b>Latin America and the Caribbean</b>	3.83	15.6	12.6	28.2	<b>25 - 31</b>	<b>36</b>
<b>Middle East</b>	2.04	15.6	6.7	22.3	<b>20 - 25</b>	<b>6</b>
<b>North America</b>	9.19	15.6	30.1	45.7	<b>41 - 50</b>	<b>40</b>
<b>Western Europe</b>	56.92	15.6	186.5	202.2	<b>182 - 222</b>	<b>202</b>
	100.0	109.3	327.7	437.0		<b>444</b>

1 = Based on Principles agreed upon by Member States in 1975; see document WO/CC/IX/2, dated June 30, 1975.

2 = Based on "Geographical Distribution of Contributions – Totals by Region 2016" (source: Finance Division).

3 = Only Professional and higher categories (the Director General, language and editor posts and National Professional Officer posts are all excluded).