

MAIN PROGRAM 16

Human Resources Management

16.1 Engagements

16.2 Staff Benefits and Welfare

16.3 Staff Management Policy and Development

16.4 Healthcare Services

Summary

265. The management of human resources within WIPO has traditionally focused on personnel recruitment and staff administration. During the last biennium, however, emphasis was given to the modernization of human resources management tools and management practices to make the Organization more responsive to the changing environment. This process will continue in the 2002-2003 biennium.

266. The full implementation of a modern and efficient Personnel Management Information System will have far-reaching implications on the work and achievements of the Human Resource Management Division (HRMD). Firstly, it will provide the different Sections of HRMD with indispensable tools to perform their functions with efficiency and precision, enabling them to respond rapidly in areas such as the issuance of contracts, the application of entitlements, and the classification of posts. Secondly, it will allow cross-referencing between the different sections to ensure synergies in their functions and information systems, thus improving, for example, the current Performance Appraisal Management System and the placement of staff. Thirdly, it will forecast human resources developments and trends on the basis of reliable statistics, help formulate human resources policies and procedures and facilitate other tasks of the Classification and Procedures Section of HRMD.

267. The Engagements Section of HRMD ensures that rigorous standards are applied in the selection of staff and short-term employees of the highest competence, efficiency and integrity. In this context, gender equity and geographical balance in the recruitment process will continue to be taken into account.

268. WIPO attaches great importance to its responsibilities as an employer. The Organization services its staff through a reinforced Benefits and Entitlements Section, applying, improving and administering the various benefits and entitlements deriving from the Staff Regulations and Rules in keeping with the best human resources practices within and beyond the Common system.

269. The Social Security Section will continue to improve social security coverage for staff and their families, containing the cost of social security whilst improving the quality of services. Existing insurance schemes will be improved, and new schemes will be introduced. Support extended by the Staff Welfare Unit will ensure the dual objective of meeting staff social needs while strongly contributing to quality performance by staff. The same commitment is manifested in the WIPO Medical Unit (WMU), which provides healthcare services to WIPO employees, retirees and delegates of Member States, and will improve the health-related aspects of the working environment at WIPO, as well as containing the costs of medical care incurred by WIPO and its employees.

270. The staff members of the Organization are its most important resource, and therefore WIPO is committed to continued investment in their development. The Staff Policy Development Service, made up of the Staff Policy and the Staff Development Sections, plays a pivotal role in the overall strategy of personnel policy, standards of service, staff training and in career development. This service will initiate programs aimed at enhancing staff skills and knowledge in several areas, such as management techniques, information technologies, communication, and languages.

Sub-program 16.1

Engagements

Objectives:

- ◆ To recruit staff of the highest level of competence, efficiency and integrity.
- ◆ To promote more equitable recruitment, genderwise, within the staff.
- ◆ To enhance the geographical distribution of staff and employees within the Organization.
- ◆ To strengthen recruitment and personnel administration of employees in order to support program activities.

Background

271. The continuing growth of the Organization in response to the increasing activities related to the protection of intellectual property around the world, and the growing demand for WIPO's services, highlight the need to recruit and retain staff of the highest competence, efficiency, and integrity. Thus, under this sub-program, policies and procedures concerning recruitment of staff and engagement of temporary employees will be improved and made more efficient to provide the human resources necessary for effective and timely implementation of WIPO's programs and activities.

272. This sub-program will be carried out by the Engagements Section.

Expected Results	Performance Indicators
1. Timely and efficient recruitment of high-caliber staff, reflecting gender equity and geographical distribution.	<ul style="list-style-type: none"> ❑ Number of staff recruited to meet the needs of the Organization within established time frames. ❑ Degree of compliance with United Nations system-wide targets and policy goals of gender equity. ❑ Level of improvement in geographical distribution of staff.
2. Streamlined policies and procedures for the recruitment and administration of short-term personnel.	<ul style="list-style-type: none"> ❑ Number of policies and procedures developed and implemented.
3. Greater efficiency, precision and speed with which tasks under this sub-program are carried out, through the further development and use of the new Personnel Management Information System.	<ul style="list-style-type: none"> ❑ Feedback from program managers and other staff.

Activities

- ◆ Recruitment, selection and personnel administration of fixed-term staff and other employees (including consultants, translators, holders of Special Labor Contracts and Special Service Agreements).
- ◆ Development of recruitment policies and activities to continue to improve gender equity within the Organization.
- ◆ Evaluation of and responses to *ad hoc* applications.
- ◆ Provision of support to the Appointments Advisory Board.
- ◆ Consultation with program managers to facilitate selection of the most suitable staff.
- ◆ Enhancement of recruitment procedures through increased development and use of the Human Resources Access Management Information System.
- ◆ Maintenance of contact with the United Nations Common System, other specialized agencies and external human resources associations to keep abreast of developments in the field of human resources, particularly recruitment and selection.

Sub-program 16.2

Staff Benefits and Welfare

Objectives:

- ◆ To administer the benefits and entitlements of the various categories of staff in accordance with WIPO Regulations and Staff Rules.
- ◆ To develop new, and enhance existing, computer-based tools to improve the administration of benefits and entitlements.
- ◆ To inform and advise staff members of their rights and obligations *vis-à-vis* the Organization and the authorities of the host country.
- ◆ To improve conditions of service for staff and to administer, improve and render more cost-effective social security coverage and social services for staff and their families.
- ◆ To provide appropriate social welfare services for staff (including retirees) and their families to help resolve both work-related and family problems.

Background

273. This sub-program deals with the activities of the Benefits and Entitlements Section, the Social Security Section and the Staff Welfare Unit.

Benefits and Entitlements Section

274. The work of the Section includes the processing of nominations, promotions, separations from service, dependency allowances, education grants, rental subsidies, step increases, annual and sick leave requests, use of the Flexitime system, preparation of staff travel documents and attestations, Swiss and French residency documents, payroll administration, the monthly staff list and office instructions.

275. From January to December 2000, the Section dealt with 69 appointments, 133 promotions, 34 separations from service, 500 dependency allowances, 200 education grant requests, 200 home leave applications, 55 education travel grants, 50 rental subsidy grants, 724 annual in-grade step increases, in addition to 624,000 registrations on the computerized flexible working hours system.

276. The further enhancement of a modern Personnel Management Information System will enable the different functions within the Section to be carried out with greater efficiency, precision and speed, and will facilitate cross-referencing between them. A new and more efficient Flexitime system (allowing for variable staff working hours) will also be developed and implemented under this sub-program.

Social Security Section

277. The Section administers the participation of some 1,200 staff members in the United Nations Joint Staff Pension Fund. This entails registration, validation of prior contributory service, restoration, preparation of estimates of entitlements, processing of disability cases, preparation of separation and retirement benefits, and participation in meetings of the United Nations Joint Staff Pension Board (UNJSPB). The Section also administers the closed WIPO Pension Fund, which still covers about 120 persons. Medical insurance is provided for some 2,300 staff, dependants, retirees, short-term employees and consultants, as well as accident insurance for staff, dependants and retirees, and loss-of-earnings insurance for short-term employees. The Insurance Management Committee (which was established in 1998 and includes representatives of the administration, the staff and retirees) draws up proposals regarding improvements to the various insurance plans.

Staff Welfare Unit

278. The Unit provides various forms of social welfare assistance to staff and employees and their families. It is committed to maintain and ensure strict confidentiality in its work.

<u>Expected Results</u>	<u>Performance Indicators</u>
1. Timely and efficient administration of the benefits and entitlements of all staff through the new Personnel Management Information System.	<input type="checkbox"/> Feedback from staff on the administration of their benefits and entitlements.
2. A new and more efficient flexitime System, with a new clocking device using Ethernet Technology.	<input type="checkbox"/> Feedback from staff on the use of flexitime. <input type="checkbox"/> Improvement of data transfer to the Database.
3. Timely and accurate information and advice to staff members on their rights and obligations <i>vis-à-vis</i> the Organization and the authorities of the host country.	<input type="checkbox"/> Number of information circulars published. <input type="checkbox"/> Feedback from staff on the information and advice provided to them.
4. New insurance schemes and improvements in the existing schemes.	<input type="checkbox"/> Number and quality of new insurance schemes and number of improvements in existing schemes. <input type="checkbox"/> Number of existing schemes improved.

Activities

Benefits and Entitlements

- ◆ Administration of staff benefits and entitlements.
- ◆ Participation in the AIMS project involved with the designing and implementation of a new integrated management information system in WIPO. Particular emphasis will be placed on the HR component.
- ◆ Study and implementation of a new and more efficient clocking device to manage the Flexitime system, using Ethernet technology.
- ◆ Provision of advice and information to staff on their rights and obligations *vis-à-vis* the Organization and the authorities of the host country.
- ◆ Improving and consolidating the functioning of the Personnel Management Information System for payroll and staff benefits and entitlements.

Social Security

- ◆ Administering and monitoring the cost of social security coverage and social services for staff and their families.
- ◆ Improvement of coverage of existing insurance schemes and negotiation of new insurance schemes, such as life insurance and loss-of-earning insurance, through the Insurance Management Committee.
- ◆ Administration of participation by staff and others in the United Nations Joint Staff Pension Fund and the closed WIPO Pension Fund.
- ◆ Development of competitive prices for various healthcare services, in coordination with the WIPO Medical Unit (WMU).
- ◆ Improving and consolidating the functioning of the Personnel Management Information System in relation to the management of pensions and insurance files.

Staff Welfare

- ◆ Assistance to new staff members and their accompanying families in adapting to the living and working conditions in the Geneva area.

- ◆ Liaison with establishments in the Geneva area, such as the Geneva Welcome Center, hospitals and clinics, nursing homes and educational institutions, as well as with spouses, family members, lawyers, local authorities such as police and other entities. Study on the participation of WIPO to the establishment of a day care center for the children of WIPO staff, or any other alternative arrangement.
- ◆ Counseling of staff faced with financial, legal, socio-medical, work-related, nationality, personal and family problems in order to resolve individual and group issues.

Sub-program 16.3

Staff Management Policy and Development

Objectives:

- ◆ To increase the compatibility of the WIPO Staff Regulations and Rules with the United Nations Common System taking account organizational changes in WIPO.
- ◆ To introduce an improved Organization-wide Performance Management System.
- ◆ To improve standards of service (recruitment, placement and career) of staff and temporary employees.
- ◆ To strengthen the competency and efficiency of WIPO staff in management techniques, information technologies and languages, in line with the objectives of the Organization.
- ◆ To enhance communication and dissemination of information among staff members.

Background

279. This sub-program deals with the activities of the Staff Policy Section and the Staff Development Section.

Staff Policy Section

280. The Section, established in mid-1998, is responsible for the formulation and/or revision of human resources management policies and procedures within the framework of the United Nations Common System and the preparation of amendments to the WIPO Staff Regulations and Rules for the decision of the Assemblies of the Member States.

281. The Section serves the Classification Committee established under Chapter II of the WIPO Staff Regulations and Rules, and ensures that all posts are classified in accordance with the standards of the United Nations Common System in order to optimize the use of staff resources. It also serves the Promotion Advisory Board (PAB) established under Chapter IV of the WIPO Staff Regulations and Rules and is responsible for the on-going projects aimed at the introduction of an improved Performance Management System.

Staff Development

282. The last biennium confirmed the need for training activities in various fields, particularly management, information technology and communication. The Section continued to provide training in response to the needs identified and/or expressed. New activities were proposed, such as on-line training on intellectual property.

<u>Expected Results</u>	<u>Performance Indicators</u>
1. Improved compatibility of the WIPO Staff Regulations and Rules with the United Nations Common System.	<input type="checkbox"/> Number of amendments made to the WIPO Staff Regulation and Rules.
2. Posts classified in accordance with the standards used within the United Nations Common System.	<input type="checkbox"/> Number of posts classified.
3. Improved Performance Management System.	<input type="checkbox"/> Feedback from program managers and other staff.
4. Enhanced staff performance and communication skills through training in information technologies and working languages recognized by WIPO.	<input type="checkbox"/> Number of staff trained in information technologies. <input type="checkbox"/> Number of staff mastering two or more working languages recognized by WIPO.
5. Training activities and dissemination of information on the objectives and activities of the Organization.	<input type="checkbox"/> Feedback from staff attending events such as induction programs, lunchtime learning presentations, etc.

Activities

- ◆ Formulation of general human resources management policies in keeping with trends and developments within the United Nations Common System.
- ◆ Continuous evaluation and, where necessary, revision of the WIPO Staff Regulations and Rules to reflect changes in the organizational structure of WIPO and to conform to the United Nations Common System.

- ◆ Updating, classification and revision of job descriptions (in French and English) to conform to the changing responsibilities of the incumbents and the requirements of the post.
- ◆ Provision of support to the Classification Committee, including the evaluation of all requests received by the Division for individual reclassifications and for reclassification of groups of posts in the Organization.
- ◆ Preparation of job descriptions for vacancy advertisements (new and vacant posts).
- ◆ Preparation of guidelines for the introduction of an improved Performance Appraisal (Management) System (PAS), implementation of the system and the establishment of a monitoring process to ensure its effective and consistent application throughout the Organization.
- ◆ Scanning of “post history” files (providing background documentation on former and present job descriptions) into a computerized system resulting in a substitution of archives.
- ◆ Training of supervisors and individual staff members on the application of the PAS.
- ◆ Provision of support to the Promotion Advisory Board (PAB).
- ◆ Liaison with Member States on matters relating to staffing statistics and information.
- ◆ Development, implementation and monitoring of management courses for WIPO managers and other staff, when necessary.
- ◆ Organization, in cooperation with the Information Technology Division, of training on information technology to keep pace with the rapid changes and improvements in technology.
- ◆ Promotion and development of communication skills and dissemination of information through various means. Provision of courses to staff members on the working languages recognized by WIPO, in cooperation with appropriate institutions.
- ◆ Development of technical skills through specific programs.
- ◆ Reinforcement of training activities through the Self-Learning Center and the development of on-line training activities.

Sub-program 16.4 Healthcare Services

Objectives:

- ◆ To provide healthcare services to WIPO staff, retirees and foreign delegates.
- ◆ To improve the health-related aspects of the physical working conditions of staff.
- ◆ To contain the costs of medical care incurred by WIPO and its staff.

Background

283. The healthcare services available to staff, retirees and foreign delegates of WIPO are provided through the WIPO Medical Unit (WMU), established in July 1998. In 2000, the WMU carried out 4,800 consultations (including 50 emergency interventions and the administration of 250 flu and other vaccinations). Furthermore, it became clear that the scope of the services offered by the WMU could be widened in response to growing interest among staff members in receiving information and training on, for example, general healthcare, first aid and emergency procedures.

284. In collaboration with the Social Security Section, the WMU will continue to develop measures designed to contain the costs of healthcare and to maximize savings for the staff and the Organization. Negotiations have taken place within the framework of the Insurance Management Committees, with J. Van Breda SA and a number of healthcare service providers (such as X-ray institutes, laboratories, pharmacies, physical therapists and hospital services) to provide services to staff at competitive prices. Many initiatives were launched during 2000 in order to improve the health and well-being of staff, such as stress management seminars, anti-smoking policy and courses, cancer prevention screening, ergonomic assistance and food and air quality control.

<u>Expected Results</u>	<u>Performance Indicators</u>
1. Prompt and adequate healthcare for staff, retirees and foreign delegates.	<input type="checkbox"/> Number of staff, retirees and delegates making use of the WIPO Medical Unit.
2. Increase access to and awareness of the benefits of health management techniques and a healthy working environment.	<input type="checkbox"/> Decline in complaints regarding illness related to the working environment.
3. Savings for the Organization and its staff by containing the costs of medical care.	<input type="checkbox"/> Reduction of medical care costs to the Organization and staff.

Activities

- ◆ Provision of healthcare services to WIPO staff, retirees, dependents and foreign delegates.
- ◆ Development and implementation of measures designed to contain the cost of healthcare and maximize savings for the staff and the Organization, in collaboration with the Social Security Section.
- ◆ Provision of healthcare information packages, vaccines and medical travel kits to staff.
- ◆ Pre-travel briefing and travel debriefing.
- ◆ Development and conducting of first aid and emergency training procedures, stress management techniques and other health promotion programs for staff.
- ◆ Organization of health surveys among staff.
- ◆ Diagnosis of work-related ailments and, where necessary, referral to specialists.
- ◆ Provision of advice on health-related policies and procedures for the Organization.

**Table 11.16 Detailed Budget 2002-2003
Main Program 16
Human Resources Management**

A. Budget Variation by Object of Expenditure

Object of Expenditure	2000-2001	Variation						2002-2003
	Revised Budget A	Program		Cost		Total		Proposed Budget E=A+D
		Amount B	% B/A	Amount C	% C/A	Amount D=B+C	% D/A	
Staff Expenses	10,661	1,892	17.7	811	7.6	2,703	25.4	13,364
Travel and Fellowships	287	(10)	(3.5)	10	3.5	-	-	287
Contractual Services	3,363	(232)	(6.9)	112	3.3	(120)	(3.6)	3,243
Operating Expenses	531	78	14.7	22	4.1	100	18.8	631
Equipment and Supplies	602	192	31.9	28	4.7	220	36.5	822
	15,444	1,920	12.4	983	6.4	2,903	18.8	18,347

B. Budget Variation by Post Category

Post Category	2000-2001	Variation	2002-2003
	Revised Budget A	B-A	Proposed Budget B
Directors	1	1	2
Professionals	13	3	16
General Service	24	3	27
TOTAL	38	7	45

C. Budget Allocation by Sub-program and Detailed Object of Expenditure

Object of Expenditure	Sub-program				Total
	1	2	3	4	
Staff Expenses					
Posts	4,946	4,834	2,584	748	13,112
Short-term Expenses	72	60	60	60	252
Travel and Fellowships					
Staff Missions	50	90	127	20	287
Contractual Services					
Conferences	4	4	5	15	28
Consultants	120	-	120	-	240
Publishing	100	-	-	-	100
Other	-	400	2,285	190	2,875
Operating Expenses					
Premises and Maintenance	-	100	-	-	100
Communication and Other	169	190	115	57	531
Equipment and Supplies					
Furniture and Equipment	5	175	94	370	644
Supplies and Materials	9	-	89	80	178
Total	5,475	5,853	5,479	1,540	18,347