

# WIPO



SCIT/5/2

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**WORLD INTELLECTUAL PROPERTY ORGANIZATION**  
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## **STANDING COMMITTEE ON INFORMATION TECHNOLOGIES**

### **PLENARY**

#### **Fifth Session**

**Geneva, July 10 to 14, 2000**

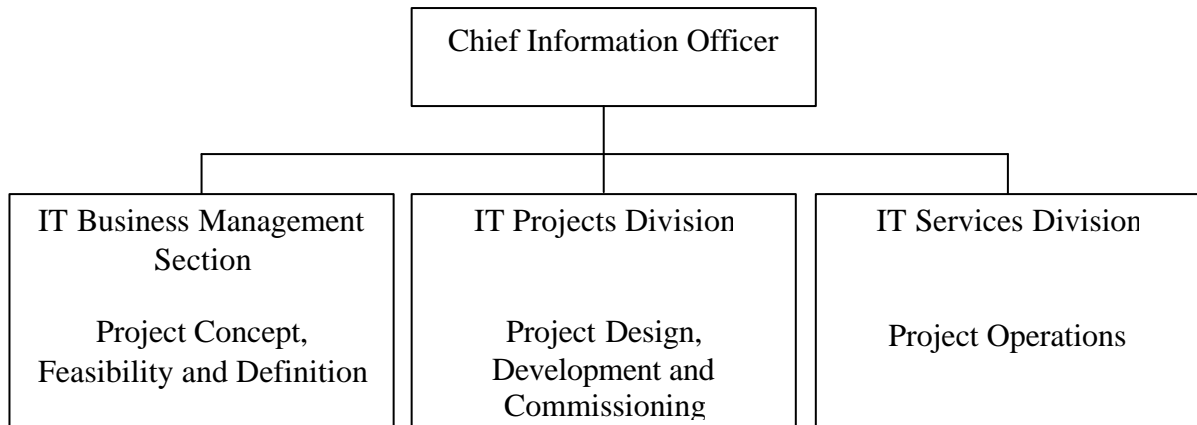
#### **INFORMATION TECHNOLOGY MANAGEMENT IN THE INTERNATIONAL BUREAU**

*Document prepared by the International Bureau*

1. At the fourth Plenary session of the Standing Committee on Information Technologies (SCIT), held in Geneva from December 6 to 10, 1999, the SCIT Plenary requested the International Bureau to submit papers to its next meeting “one on the project management methodologies that WIPO was planning to implement, including their application to existing projects, and one dealing with the issues of the Strategic Implementation Plan’s relationship with planning mechanisms such as the SCIT Work Program and those internal to the International Bureau.” Due to the close inter-relationship of these issues both matters are covered in a single document.

#### **MANAGEMENT STRUCTURE**

2. The adoption by the International Bureau of the principles of Project Life Cycle methodology has led to a refinement of the Information Technology (IT) management structure into three main areas covering business management, projects and services, as shown below.



3. The new structure has already shown clear and measurable benefits by increasing levels of cooperation between all areas of IT, including the sharing and, thus, better utilization of resources, knowledge and technical expertise. The structure is supported by the introduction of a common management approach as well as practical tools such as standards for documentation and a single document repository.

#### PROJECT MANAGEMENT METHODOLOGIES

4. As a first step in the implementation of a Project Life Cycle methodology, a minimum set of criteria was established that must be satisfied to ensure that all IT projects are initiated correctly:

- (a) Production of an initial Project Brief
- (b) Identified Management Support
- (c) A dedicated Project Manager
- (d) An agreed and funded budget
- (e) An agreed Project Plan

5. For the larger and more sophisticated projects, such as the IMPACT Project, additional requirements were identified, and several "best in class" methodologies were extensively reviewed. Decisions were made to adopt the project management methodology developed and maintained by the Project Management Institute (PMI) for high-level project management, supported by the Rational suite of products for development, and to adhere to the principles of total quality management and other standards such as ISO 9001. Although work in implementing these methodologies for IMPACT is still in the preliminary stages, their value-added to the project is already apparent and their use will be extended to all other major IT projects as appropriate.

6. A requirement for staff training in the new methodologies is being addressed. For the purposes of project management training several companies were evaluated in the first half of this year and one has been selected. Training will be provided in Geneva and will be split into two areas: an introductory course for support staff, junior professionals and senior project sponsors; and a comprehensive session for project managers. It is envisaged that project managers will then sit an internationally recognized benchmark exam with an accredited association, thus ensuring that existing staff competencies are recognized and proven to be equitable with those in similar positions in the private sector. It will also provide the added bonus of ensuring that all IT staff share a common understanding of the project terminology and processes used. Separate training has already been provided on the more specific applications, e.g., in the use of the Unified Modeling Language (UML), and this will continue on an as-needed basis.

#### BUDGET ALLOCATIONS

7. The adoption of the minimum criteria and the subsequent need to clearly identify budgets for specific projects has led to a revision of the budget allocations under Main Program 12 and sub-program 13.2 for the 2000-2001 biennium. The figures shown are in thousands of Swiss francs:

<b>IT Area/ Project</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>TOTAL</b>
<b>Sub-Program</b>	12.1/12.2	12.2	13.2	12.1	12.1	12.1	12.1	
<b>Non-Staff costs</b>	8,551	4,207	7,994	9,600	3,562	1,500	1,200	36,614
<b>Staff costs</b>	8,494	4,488	7,432	2,020	716	942	-	24,092
<b>TOTAL:</b>	<b>17,045</b>	<b>8,695</b>	<b>15,426</b>	<b>11,620</b>	<b>4,278</b>	<b>2,442</b>	<b>1,200</b>	<b>60,706</b>

Key to Areas/Projects:

- A – IT Systems and Operations Services
  - B – Inter-Office Information Services
  - C – PCT Information Systems Operations
  - D – WIPONET Project
  - E – Intellectual Property Digital Libraries Project
  - F – IT Business Management Section
  - G – FOCUS Project (infrastructure upgrade and computer room construction)
- } IT Services Division

8. Within the International Bureau this has allowed for the allocation of budgets to named project managers who have delegated financial responsibility and accountability for their respective budgets. The new format will make the IT area more accountable as performance can be more easily measured within individual IT projects. To facilitate future evaluation work, a revised list of activities and expected results is shown for project/activity in the table contained in Annex 1 to this document.

## THE ROLE OF THE IT STRATEGIC IMPLEMENTATION PLAN

9. Annex 2 to this document shows the status of each of the 14 projects that were described in the Plan, when evaluated against the five minimum criteria for project initiation. Based on this analysis, the International Bureau intends to reclassify the following as “ongoing development or support activities”, as they have no project content: Changeover assistance (project 2); Other administrative support services (project 5); Website development support (project 10); and Worldwide Academy distance learning (project 13). Of the remaining projects, one has been completed (y2k – project 11) and all those where some activity is expected in the current biennium either meet the criteria already or have a plan of action detailed in order to do so.

## INTEGRATION OF THE SCIT WORK PROGRAM

10. At its meeting in December 1999, the SCIT Plenary adopted a Work Program for the 2000-2001 biennium. The Program, contained in document SCIT/4/4, listed tasks that reflected the responsibilities of the SCIT for the initiatives described in the IT Strategic Implementation Plan. Subsequent to this meeting the IT area within WIPO was reorganized consistent with the need to take a dynamic and holistic approach to Project Life Cycle management. As part of this reorganization, it was decided that responsibility for tasks listed in the SCIT Work Program should be assigned directly to the appropriate IT manager who would then be responsible for incorporating them into project planning activities and reporting on progress against them to SCIT meetings. This represents a shift away from current practice to one where the Business Management Section, as Secretariat to the SCIT, will now monitor progress rather than directly manage the implementation of the Work Program. The benefit of such a move is that, for example, the WIPONET Project Manager will in future be accountable for implementing SCIT Work Program tasks relevant to his project, thus ensuring that SCIT priorities and concerns are dealt with at the heart of the activity concerned.

11. Annex 1 to this document contains a table showing the allocation of SCIT Work Program tasks to individual IT areas. The tasks are marked in the second column (Main Activities), with the original Work Program numbering.

## INTRODUCTION OF NEW PROJECTS

12. Requests for new project activities can arise either directly from Member States via bodies such as the SCIT or as a result of the identification of business needs within the International Bureau. Within its role as resource coordinator for all IT, the IT Business Management Section is mandated to ensure a commonality of approach and that projects given approval are funded and staffed correctly, within the framework of the existing Program and Budget. The Business Management Section also serves as the Secretariat of the SCIT and in this capacity could be requested by the Committee to produce feasibility reports on proposals that have been submitted. The report for the SCIT could include a range of recommendations such as the allocation of the activity to an existing area within the International Bureau or the creation of a new project. In all cases the financial and staffing implications of all proposals would be detailed as well as any potential conflict over existing priorities set by the Committee. The SCIT would then be in a position to make an informed decision about the project proposal and the International Bureau would be clear as to its

placement within the existing work program and resource priorities. However, it should be noted that any requests for additional resources fall under the mandate of the Program and Budget Committee and must be referred to them for consideration and approval.

*13. The SCIT Plenary is invited to give its comments on and note the contents of this document and its Annexes.*

[Annexes follow]

**PLANNED ACTIVITIES DURING THE 2000-2001 BIENNIUM**

Sub-Program	Main Activities	Expected Results
<p><b>IT Systems and Operations</b></p> <p><b>Budget:</b> Sfr17,045,000</p>	<p><b>Operations :</b> Upgrade, maintain and support workstations. Purchase equipment. Implement an electronic Help Desk System. Support staff training. Implement new learning tools. <i>[SCIT/4/4 Task 6]</i></p> <p><b>Network:</b> Upgrade and add servers (Netware/UNIX/NT) to maintain performance. Develop network infrastructure (included I/F to the WIPO Global Network and to PCT Impact). Provide remote access to the internal e-mail system for staff on mission.</p> <p><b>DBA/ICC:</b> Develop common standards with other Information System units for Oracle and Adabas DBMS. Participate in the Management Committee of the UNICC and on-going contact with ICC operations. <i>[SCIT/4/4 Tasks 7, 9, 13, 18, 19, 20, 21, 23 and 24]</i></p> <p><b>Finance systems :</b> Maintain and Update FINAUT system. Design and develop a new modular, integrated system, AIMS, with new reporting and analytical tools. Improve BETS. Design and implement the Program Activity Monitoring System to support Performance and Productivity enhancement. Improve TARS.</p> <p><b>Human Resources (HR) Systems:</b> Maintain existing modules and Implement new modules in the HR Access package. Implement an electronic forms and workflow system to process</p>	<p><b>Operations :</b> Deliver and maintain up-to-date hardware and software. Improved responsiveness to users call for assistance. Training of 600 staff in the tools available on NOS.</p> <p><b>Network:</b> Deliver quality services with good response time and over 99% server availability. Internet e-mail gateway to be available 24 hours, 7 days a week. Better communication from abroad of staff on mission with colleagues and the Organization</p> <p><b>DBA/ICC:</b> Office Automation Standards and Guidelines. Improve communication with ICC and obtain improved ICC services.</p> <p><b>Finance systems :</b> Improve efficiency of operations and staff productivity in Finance Division. Better Control over budget use. On-time reports on costs and achievements to Program Managers.</p> <p><b>HR Systems :</b> Improve operational efficiency. Improve staff productivity in Human Resources and Finance Divisions.</p>

Sub-Program	Main Activities	Expected Results
<b>IT Systems and Operations (continued)</b>	<p>administrative forms.</p> <p><b>Other Administration systems:</b> Maintain and further implement CODIS. Maintain and further develop a number of existing small- to medium-size systems supporting specific operations (Chancellerie, Publications, Meetings, etc...). <i>[SCIT/4/4 Tasks 27, 28 and 30]</i></p> <p><b>Internet Services:</b> Maintain and improve the Internet and Intranet sites. Further develop the electronic bookshop. Participate in the project of the on-line dispute resolution system. <i>[SCIT/4/4 Tasks 17, 22, 25 and 26]</i></p>	<p><b>Other Administration systems :</b> provide the Cooperation for Development Units with a central database. Improve access to shared information. Improve support to Operations.</p> <p><b>Internet Services:</b> Support the improvement in efficiency and effectiveness of Publications Unit. Support the operations of the Arbitration Center.</p>
<b>IOIS</b>  <b>Budget:</b> Sfr8,695,000	<p><b>IPIS</b> (Intellectual Property Information Services): Elaborate and Publish WIPO Standards, Guidelines and Documentation.</p> <p><b>IPC:</b> Revise and Publish International Classifications, regarding Patents, marks and designs, as search tools for IP Information. Administer IPC reform. Develop IPC information management system (IBIS project).</p> <p>Develop Web-based Trademark and Industrial designs classification systems.</p> <p><b>JOPAL:</b> Collect, process and publish JOPAL data.</p>	<p><b>IPIS:</b> Updated WIPO standards and other documentation. WIPO Handbook CD-ROM 1999/2000 and Issue 2001. Publication of GlobalPat as one of the participants. Standards and Documentation for WIPO Website.</p> <p><b>IPC:</b> Publication of IPC revision documents on the Web. Reformed IPC. Business Case, Project Plan, Business Analysis for IPC:CLASS CD-ROM. New Edition of Nice Classification.</p> <p>Web-based TM and ID classification systems. Classification Reports for Nice or Locarno Classifications.</p> <p><b>JOPAL:</b> Publication of JOPAL bibliographic information.</p>

Sub-Program	Main Activities	Expected Results
<b>IOIS (continued)</b>	<p>Maintain and enhance current support systems. Analyze potential new data capture procedures and publication media. Review current JOPAL usage.</p> <p><b>Statistics:</b> Collect, process and publish Statistics data. Maintain and Enhance current support systems.</p> <p>Evaluate current capture and publication systems and possible future publication media.</p> <p>Evaluate current electronic database holdings and their potential publication and use by WIPO staff and externals. <i>[SCIT/4/4 Tasks 8 and 29]</i></p>	<p>Suggestion of potential new data capture procedures and publication media.</p> <p><b>Statistics:</b> CD-ROM and Internet publication of 1997 Annual Statistics. Publication of 1998 provisional statistics (Pub. A) and final statistics (Pub. B) Provision of Information to WIPO and to external users.</p> <p>Suggested possible new capture and publication media.</p> <p>Improvements in publication and use of statistics data.</p>
<p><b>PCT Information Systems</b></p> <p><b>Budget:</b> Sfr15,426,000</p>	<p>Support and maintain operational information systems of PCT area.</p> <p>Evaluate, purchase and/or develop translation tools, such as electronic dictionaries and on-line reference sources.</p> <p>Enhance functionality of the <b>PCT/EASY</b> software for the electronic filing of international applications. Cooperate in the development of versions of the PCT/EASY software for the filing of national and regional patent applications.</p> <p>Maintain and improve the <b>CASPRO</b> system.</p>	<p>Efficient operational information systems.</p> <p>Availability of new computer-based support to translators.</p> <p>Improved functionality in <b>PCT/EASY</b> software; updated maintenance tables; effective support to users.</p> <p>Uploaded PCT/EASY data; <b>CASPRO</b> to CASPIA interface; automated general power of attorney procedure; new forms;</p>



Sub-Program	Main Activities	Expected Results
<p><b>PCT Information Systems (continued)</b></p>	<p>Maintain and improve the <b>CASPIA</b> system</p> <p>Maintain and improve the <b>SPIDI</b> system</p> <p>Maintain and improve the <b>PAMSCAN</b> system</p> <p>Procure IT equipment and materials for the PCT sector <i>[SCIT/4/4 Tasks 14, 15 and 16]</i></p>	<p>automated preparation of statistics</p> <p><b>CASPIA</b>: Annual index for PCT Gazette; republication for SPIDI interface; optimized access control; new statistics.</p> <p>Enhanced computer-aided PCT publication preparation process; new PCT pamphlet front page; new <b>SPIDI</b> electronic product.</p> <p>Enhanced PCT paper publications; IT support for <b>PAMSCAN</b> electronic product.</p> <p>Efficient and effective support for PCT office automation equipment.</p>
<p><b>WIPONET</b></p> <p><b>Budget:</b> Sfr11,620,000</p>	<p>Establish the Central Services</p> <p>Support WIPO Member States' Intellectual Property Offices in connecting to the Internet. <i>[SCIT/4/4 Tasks 1, 2, 3 and 4]</i></p> <p>Revise Phase II implementation plan based on the experiences learnt from Phase I of the Project.</p> <p>Assess technical requirements to meet intellectual property-specific business requirements.</p> <p>Revise technical options available for up-grading the Central Services.</p>	<p>Progress towards the establishment and operation of the Global Information Network (WIPONET) to make WIPONET Central Services available to the intellectual property offices and other members of the intellectual property community.</p> <p>Provide with equipment, Internet connectivity and staff training one intellectual property office in each of the WIPO Members States where no office is connected to the Internet</p> <p>Revised implementation Plan for Phase II.</p> <p>Documented Technical Requirements consistent with Business Requirements. They will be an input to the startup of the implementation of Phase II of WIPONET.</p> <p>Select the best option available. Upgrade Central Services.</p>

<p><b>IPDLs</b></p> <p><b>Budget:</b> Sfr4,278,000</p>	<p>Plan and design the IPDL Program. Define quality approach for IPDL Program.</p> <p>Disseminate Information relative to IPDL program across Member States and users.</p> <p>Design and Implement Phase I IPDL hardware and software systems, and the addition of WIPO-produced electronic data collections.</p> <p>Perform the relevant procurement activities.</p> <p>Plan, design and define quality approach to Phase I services, standards and data collections.</p> <p>Analyze and document data consumer IP information needs and requirements.</p> <p>Plan and prepare budget for Phase II.</p> <p><i>[SCIT/4/4 Tasks 10, 11 and 12]</i></p>	<p>Plan and design of IPDL program phases. Quality approach definition.</p> <p>Presentations to Member States and user groups.</p> <p>Phase I IPDL software and Hardware systems implemented, with the addition of WIPO-produced electronic data collections.</p> <p>Definition of plan, of design and of quality approach for Phase I services, standards and data collections.</p> <p>Information needs and requirements.</p> <p>Plan and budget for Phase II of IPDL project, for approval of Member States for the 2002-2003 biennium.</p>
<p><b>IT Business Management</b></p> <p><b>Budget:</b> Sfr2,442,000</p>	<p>Provision of Business Management information and infrastructure in order to enhance IT capabilities at the International Bureau.</p> <p><i>[SCIT/4/4 Task 5]</i></p> <p>Provision of support to the SCIT meetings, including its Working Groups.</p>	<p>Keep abreast of new technologies Successful coordination of all IT activities.</p> <p>Successful forum of discussion; provision of financial assistance to about 100 representatives from developing countries</p>

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<p><b>FOCUS</b></p> <p><b>Budget:</b> Sfr1,200,000</p>	<p>Expand and upgrade WIPO computer Room facility to accommodate normal growth requirements as well as the needs of IMPACT, WIPONET and IPDL projects.</p> <p>Upgrade of both the local and wide area network (LAN/WAN) components of the WIPO Internal Network infrastructure.</p>	<p>Increase of about 100% of the existing Computer Room floor space. Enhance security and environmental aspects of the facility.</p> <p>Significant increase of overall performance and enhancement of network functionality, security and availability. Phase I of this sub-project, covering 60% of the WIPO network, will be completed within the current biennium.</p>
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N.B.: Following the adoption by the SCIT Plenary in December 1999, of document SCIT/4/4, the following tasks have not been carried over to the Work Program for the years 2000-2001: 5, 12, 13, 15, 17, 21, 25, 26, 27 and 34.

[Annex 2 follows]

SCIT/5/2

ANNEX 2

**STATUS OF PROJECTS IDENTIFIED IN THE IT STRATEGIC IMPLEMENTATION PLAN**

No.	Title	Application of minimum 5 criteria					Comments
		Project Brief	Management Support	Project Manager	Budget (non-staff)	Project Plan	
1	Automated IPOs	-	-	-	Sfr1 million	-	- Project Proposal regarding IPO business needs analysis to be developed in conjunction with the WIPONET deployment strategy contained in document SCIT/5/4. - Individual IPO automation activities continue to be provided under Main Program 06.
2	Changeover Assistance	-	-	-	-	-	- Assistance provided on a purely <i>ad hoc</i> basis from sub-program 12.1.
3	PCT IMPACT	YES	YES	YES	Sfr40million over 3 years	YES	
4	FINAUT	YES	YES	-	-	-	- Proposal for project re-launch contained in document SCIT/5/6.

No.	Title	Application of minimum 5 criteria					Comments
		Project Brief	Management Support	Project Manager	Budget (non-staff)	Project Plan	
5	Other administration support services	-	-	-	-	-	- Developmental aspects of administration support to be covered in AIMS project. - Systems support costs are met from sub-program 12.1.
6	MAP/DMAPS	-	-	-	-	-	- No Project foreseen in the 2000-2001 biennium.
7	Copyright support services	-	-	-	-	-	- No Project foreseen in the 2000-2001 biennium.
8	WIPONET	YES	YES	YES	Sfr9.6 million	YES	- Revised Project Proposal for project deployment contained in document SCIT/5/4. - Outstanding recommendation to Program and Budget Committee to re-appropriate unspent funds in the 1998-1999 biennium.
9	IPDLs	YES	YES	YES	Sfr3.5 million	-	- Revised Project Proposal contained in document SCIT/5/5.

No.	Title	Application of minimum 5 criteria					Comments
		Project Brief	Management Support	Project Manager	Budget (non-staff)	Project Plan	
10	Website development support	-	-	-	-	-	- On-going enhancement of established systems and services is funded under sub-program 12.1.
11	y2k	-	-	-	-	-	PROJECT COMPLETED.
12	CLAIMS	-	-	-	-	-	- No Project foreseen in the 2000-2001 biennium. - Systems support costs are met from sub-program 12.2.
13	WWA distance learning	-	-	-	-	-	- Technical support given to WWA as per requirements.
14	IT Infrastructure improvement	YES	YES	YES	Sfr1.2 million	YES	- Re-launched in 2000 as FOCUS project.