



Internal Oversight Division

Reference: EVAL 2018-01

Evaluation Report

Evaluation of the Pilot Program on Professional and Career Development (Phase 2)

September 28, 2018

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LIST OF ACRONYMS

CD	Career Development
CS	Career Support
HR	Human Resources
HRMD	Human Resources Management Department
ICSC	International Civil Service Commission
IMO	International Maritime Organization
IOD	Internal Oversight Division
ILO	International Labor Organization
IP	Intellectual Property
IPO	Intellectual Property Office
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
MTSP	Medium Term Strategic Plan
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OECD	Organization for Economic Co-operation and Development
PMSDS	Performance Management and Staff Development System
PDS	Performance and Development Section
PPPCD	Pilot Program on Professional and Career Development
P&B	Program and Budget
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNOG	United Nations Office at Geneva
UNSSC	United Nations System Staff College
UN SWAP	United Nations system-wide Action Plan
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. This report documents the evaluation results of the World Intellectual Property Organization's (WIPO's) Pilot Program on Professional and Career Development (PPPCD) (Phase 2, hereafter referred to as, "the Pilot Program"). The Evaluation Section conducted the assessment between May and August 2018. It included interviews with 32 staff members and representatives of other organizations, a focus group discussion with ten staff members, a workshop with 30 staff members, an internal survey, desk reviews of documentation, and a benchmarking and financial analysis.

2. RELEVANCE

(a) The Pilot Program, on a small scale, has proved to be relevant to address organizational and individual staff needs. It has empowered all staff participating in the Program to develop the necessary skills and experience, contributing to maintaining existing talent in the Organization and enhancing motivation and communication in the workplace.

(b) While the Pilot Program and other human resource initiatives have evolved as isolated solutions to address some of the needs and risks the Organization is facing, the Pilot Program has reached the necessary maturity to address existing Organizational challenges, including gender-related ones, in a more holistic and consolidated manner.

(c) The evidence shows that specific mobility services, such as developmental assignments and on-the-job training outside the organization could help align individual needs and aspirations with the organizational needs.

3. EFFECTIVENESS

(a) The Pilot Program has focused on achieving results at the individual level during its two phases, but it is also to some extent contributing to addressing the organizational needs and challenges identified in the Medium Term Strategic Plan (MTSP). More specifically, the intervention empowered staff members to pursue their individual career development (CD) and build a skilled workforce. As a result, it contributed to generating motivational and behavioral changes among beneficiaries. The know-how gained during the piloting period aims at addressing organizational and individual challenges.

(b) The Pilot Program was not designed to contribute directly to any of the Program and Budget indicators; however, it has the potential to contribute to increasing the percentage of women in professional and higher positions, one of the key indicators for Program 23.

4. EFFICIENCY

(a) The implementation strategy proved to be efficient. However, maintaining the same level of human resources while doubling the number of beneficiaries resulted in a reduction of time and services compared to those of phase one. Nevertheless, beneficiaries expressed high satisfaction regarding the availability of and access to Pilot Program staff.

5. SUSTAINABILITY

(a) WIPO's structure and resources for CD services at this stage are insufficient considering the existing and future organizational needs and challenges. In its current form, the Pilot Program is not sustainable. Should it be scaled up into a holistic organization-wide Career Support (CS) service and strategy, the experience gained during the pilot phase would ensure the provision of cost-efficient services.

(b) There is an existing and general widespread call for CD services to be more transparent and accessible. Therefore, any future CD support service should be inclusive allowing access to all staff in a demand-driven approach. Stakeholders were of the view that the main criteria should be staff motivation and gender equality.

(c) The most useful CD schemes identified by stakeholders are mobility related services, training outside the organization and the Mentoring Program.

6. RECOMMENDATIONS

(a) The Human Resources Management Department (HRMD) should consider developing a full-fledged CS framework and supporting architecture that clearly states the problems and issues to tackle, the internal and external assumptions and contextual factors as well as the expected results and goals.

(b) The HRMD should ensure the engagement of managers and direct supervisors when providing CS services and transparently informing all staff about the process of having access to the CS services and talent identification.

(c) WIPO should consider taking into account existing experience and learning from the pilot on CD and establish a focal point for coordination of CS in HR Performance and Development Section to substantially address existing organizational challenges.

1. INTRODUCTION

(A) BACKGROUND AND RATIONALE

7. This report documents the results of the final evaluation of the WIPO's Pilot Program on Professional and CD (Phase 2, hereafter referred to as, "the Pilot Program").

8. The report provides information on the context within which the Pilot Program operates. It also specifies the evaluation purpose, objectives, scope, and methodology, including the evaluation questions and indicators, sampling strategy and data collection instruments. Finally, it includes the findings, conclusions, and recommendations. The Evaluation Section conducted the assessment between May and August 2018. Some key definitions¹ have been applied during this evaluation and can be found in Annex I.

9. The Pilot Program was designed to provide selected² WIPO staff with insights on how to manage their career more effectively, develop a realistic and motivating vision of the future and be better equipped to reflect on career and personal development while at the same time contributing to gender equality.

10. The Performance and Development Section (PDS) currently manages the Pilot Program in collaboration with the Gender and Diversity Specialist who are the primary stakeholders for this assessment. A secondary stakeholder is the Senior Management Team as CD activities are designed for the benefit of WIPO staff.

11. The PDS and the Gender and Diversity Specialist report to HRMD, Director and contribute through its activities, including the Pilot Program, to the continuous process of aligning skill profiles of staff to evolving circumstances and needs. This includes the pursuit of equitable geographical representation and the attainment of gender equality and diversity at all levels of the staff and ultimately, to achieve WIPO's Strategic Goal IX: an efficient administrative and financial support structure to enable WIPO to deliver its Programs.³

12. According to the draft guidelines for the WIPO CS Program, the goals of the intervention are to:

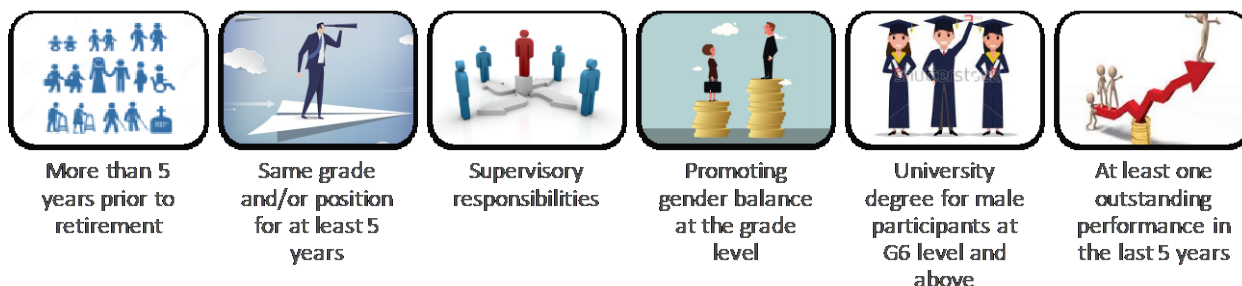
- (a) Increase the capacity of the Organization to deal with changes in the external environment by developing a resilient and agile workforce which is able to respond to the challenges and opportunities of the Organization;
- (b) Align the needs of the Organization and the needs of individual staff members;
- (c) Build a skilled and versatile workforce;
- (d) Empower staff members to pursue their individual CD by utilizing the tools and resources made available by the Organization;
- (e) Encourage managers to support the CD efforts of staff members under their supervision;
- (f) Promote the Organization as an employer of choice by developing a culture of learning

¹ International Civil Service Commission (ICSC) "A Framework for Human Resources Management," 2001

² WIPO HRMD applied six criteria to select staff, see paragraph 13, for details.

³ WIPO document WO/PBC/25/18: WIPO Medium Term Strategic Plan 2016-2021, Geneva 2016

13. The Program preselected participants based on specific selection criteria as follows:



14. The IOD in 2016 conducted an initial evaluation of the first stage of the WIPO's pilot project on Professional Development of Women (first stage: 2015-2016). The final evaluation report is available on WIPO's website⁴. Recommendations made in the evaluation report were implemented in the second phase of the Pilot Program except for one recommendation referring to developing a detailed strategic framework. Although it is worth highlighting a draft CS guidelines were as a first step towards as immediate first step to implement the recommendation.

15. The evaluation scope, intended use, and intended users are detailed in Annex II.

2. EVALUATION PURPOSE, METHODOLOGY, AND LIMITATIONS

(A) PURPOSE AND OBJECTIVES

16. The primary purposes of this evaluation are to learn not only from past-experience but also to learn from other UN Agencies and Intellectual Property Offices (IPO) on the topic of CD and determine whether improvements are necessary concerning Professional and CD in WIPO. In broad terms, this formative⁵ evaluation aims to:

- (a) Assess the Pilot Program's current strategy and results and more specifically its contribution towards addressing CS issues in WIPO;
- (b) Assess whether conditions and mechanisms for CS are appropriate for scaling it up and a well-functioning CS program.
- (c) Assess intended and actual effect, as well as risks and mitigation strategies that a future CS program could have on potential beneficiaries.
- (d) Draw lessons and Identify factors that are essential for a well-functioning CS program.
- (e) Define recommendations that can contribute to the design of a future CS program.

17. The evaluation results will be used to inform the Director General, the Director, HRMD, the Gender and Diversity Specialist and the PDS and other relevant Program Managers and Member States to make evidence-based strategic decisions.

⁴ <http://www.wipo.int/about-wipo/en/oversight/iaod/evaluation>

⁵ According to the Organization for Economic Co-operation and Development (OECD) Glossary of Key Terms in Evaluation and Results Based Management, formative evaluation is intended to improve performance, most often conducted during the implementation phase of projects or programs.

(B) APPROACH

18. The evaluation section applied a non-experimental utilization-focused approach to this evaluation. The evaluation design reflected a formative or improvement-oriented approach, which allows the identification of strengths and weaknesses with a clear focus on usefulness and the definition of a future program framework.

19. The United Nations Evaluation Group (UNEG) standards, OECD/Development Assistance Committee evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability complemented by a program theory approach guided this evaluation. The program theory perspective states that every program is built upon explicit or implicit models on how the intervention caused the desired results. For this purpose, a draft theoretical model of the program was designed to establish the underlying intervention rationales, the causal linkages between all elements in the project aiming at producing results (theory of change), presented as figure 12 of this report.

20. The evaluation applied a participatory approach and assured, whenever appropriate, the inclusion of internal and external stakeholders through interviews, consultations, meetings, surveys, and the reference group.

(C) METHODOLOGICAL APPROACH AND SAMPLING

21. The evaluation team applied mixed methods, as presented in table 1 below. A more detailed data-gathering plan can be found in Annex III.

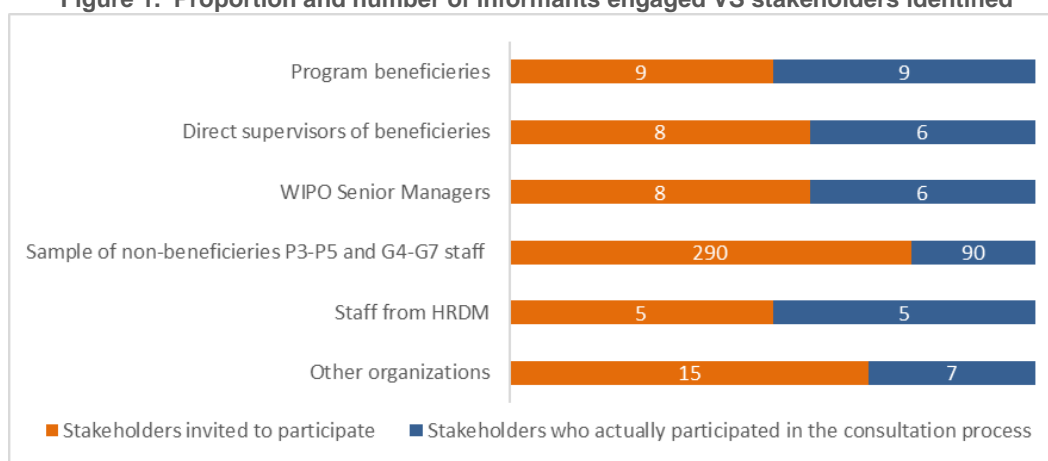
Table 1. Methodological strategies

Methodological strategies	Research Techniques	Data gathering tools
Qualitative strategies (Discourse analysis, benchmarking, observation)	<ul style="list-style-type: none"> ▪ Semi-structured interviews ▪ Focus groups/Workshops ▪ Direct Observation 	<ul style="list-style-type: none"> ▪ Interview protocols ▪ Focus groups protocols ▪ Content and Benchmarking analysis
Quantitative strategies (Descriptive statistical analysis, mapping)	<ul style="list-style-type: none"> ▪ Document review (primary & secondary data) ▪ An online survey (primary data) 	<ul style="list-style-type: none"> ▪ M&E system, progress reports, evaluations, diagnostics, studies, among others. ▪ Questionnaires

22. The combination of techniques was chosen to enable the evaluation team to obtain a reasonable view and understanding of the achievements of the Pilot Program. Different sources allowed for triangulation of information, especially when searching for lessons learned and recommendations for the future.

23. The Evaluation Section applied a purposive sampling approach in the selection of key stakeholders, which included beneficiaries, supervisors, representatives from the HRMD unit, a sampled group of WIPO staff members who did not benefit from the Pilot Program. The sample included women working in the staff category P3 – P5 and men working in the staff category G4 – G7.

Figure 1. Proportion and number of informants engaged VS stakeholders identified



(D) LIMITATIONS TO THE EVALUATION

24. The evaluation experienced some limitations such as the lack of a detailed strategic framework for the Pilot Program; supervisors' availability was limited for consultations; incomplete datasets and/or information for the benchmarking analysis

25. More details on the limitations can be found in Annex IV of this report.

3. PILOT PROGRAM RELEVANT TO ADDRESS ORGANIZATIONAL NEEDS

Finding 1: The Pilot Program, on a small scale, has proved to be relevant to address organizational needs as it has empowered all staff participating in the program to develop the necessary skills and experience, contributing to maintaining existing talent in the Organization and enhancing motivation and communication at the workplace.

(A) PILOT PROGRAM RELEVANT TO ADDRESS EXISTING ORGANIZATIONAL RISKS AND CHALLENGES

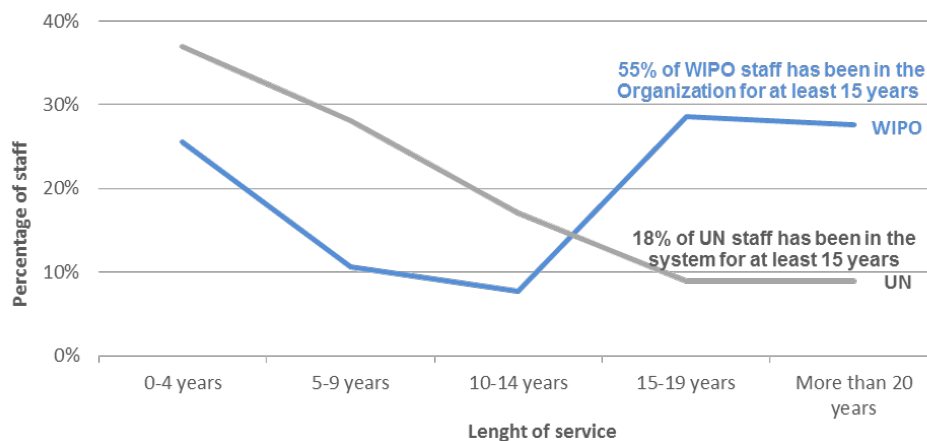
26. The Pilot Program, if applied more strategically, could serve as a useful instrument to address WIPO's existing CD profile and challenges, such as:

(a) Alignment of the workforce with current and future business needs such as artificial intelligence and the recently powered patent translation tool.

(b) The average length of employment for WIPO staff is higher compared to the rest of the UN system⁶. More than 55 per cent of WIPO staff has been in the Organization for at least 15 years, compared to the 18 per cent in the UN system in general. See Figure 2.

⁶ Includes all the UN agencies and entities.

Figure 2. Length of employment in WIPO vs. the UN system⁷

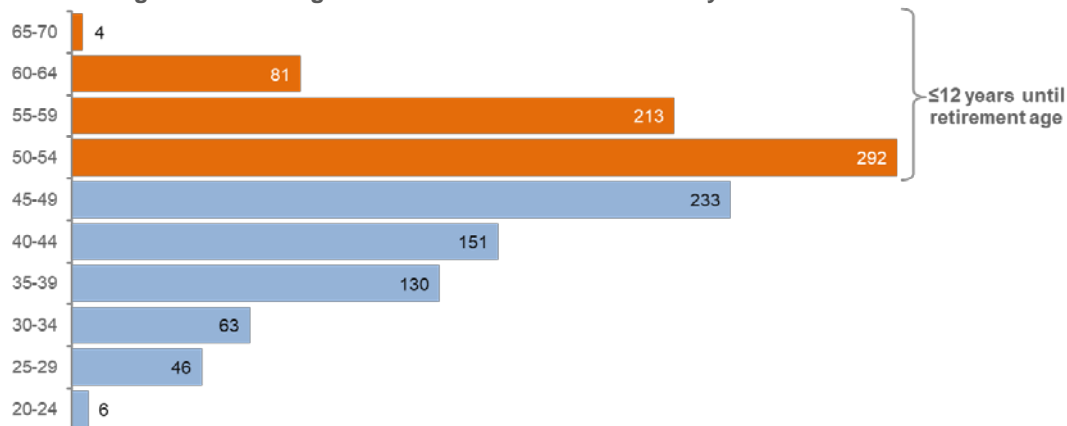


(c) Attracting new and maintaining existing talent to respond to market-driven activities and IP expertise, while this particular expertise limits the extent of inter-UN agency movement more common among other UN agencies.

(d) The long tenure of service and low staff turnover, about 52 per cent of staff holding a permanent contract (598 out of 1238 members of staff, as of July 2018)⁸.

(e) Age structure of WIPO staff, about 48 per cent out of 1219 staff members, are above 50 years of age, (Figure 3). This has several implications for the efficiency of the Organization, which affects recruitment and training needs, knowledge management, succession planning, separation benefits and accrued liabilities⁹. In the next five years, WIPO will lose about 10 per cent of its existing workforce. This risk could also present an opportunity for WIPO to improve strategies to secure, maintain, and develop a more balanced age structure.

Figure 3. WIPO age structure of human resources by the end of June 2018¹⁰



Source: WIPO Business Intelligence System, graphic prepared by WIPO Evaluation Section. Staff grades include DG, DDG, ADG, D, P, G, NA and NC levels as of June 2018.

27. Stakeholders via interviews and surveys also identified several risks that would materialize if the Organization neglects existing CD needs. The official HRMD risk register has identified one risk related to CD such as the risk of workforce misaligned with business needs. Therefore, the evaluation suggests to include in the HRMD risk register identified risks presented in Figure 4.

⁷ WIPO data from the HR profile 2018, UN data from the Chief Executives Board for Coordination, 2013.

⁸ Data extracted from WIPO's Business Intelligence database, HRMD Workforce Deployment as per July 2018

⁹ As highlighted in the JIU report on the age structure of HR in the organizations of the UN system

¹⁰ JIU/REP/2007/4 – Report on Age Structure of Human Resources in the Organizations of the United Nations System

Figure 4. Consulted stakeholders identified specific risks as perceived associated with the absence of CD opportunities.



Source: WIPO Evaluation Section, data gathered from consultations and surveys during the evaluation

(B) CAREER SUPPORT FRAMEWORK

Finding 2: The Pilot Program potential positive effects on addressing existing challenges and reducing potential risk are still limited, as it has not yet been factored within a CS framework.

28. Currently, WIPO operates within a broad learning and development framework, which includes several related policies, rules, and regulations. As presented in Figure 5. Among these, the most relevant is the Learning and Development policy included in Office instruction No. 46/2013, whose objectives are aligned to those of the Pilot Program. More specifically, it contributes to the policy objective of enabling staff to work towards their full potential and to take responsibility for their continuing professional development, and the objective of being a source of motivation and promoting job satisfaction.

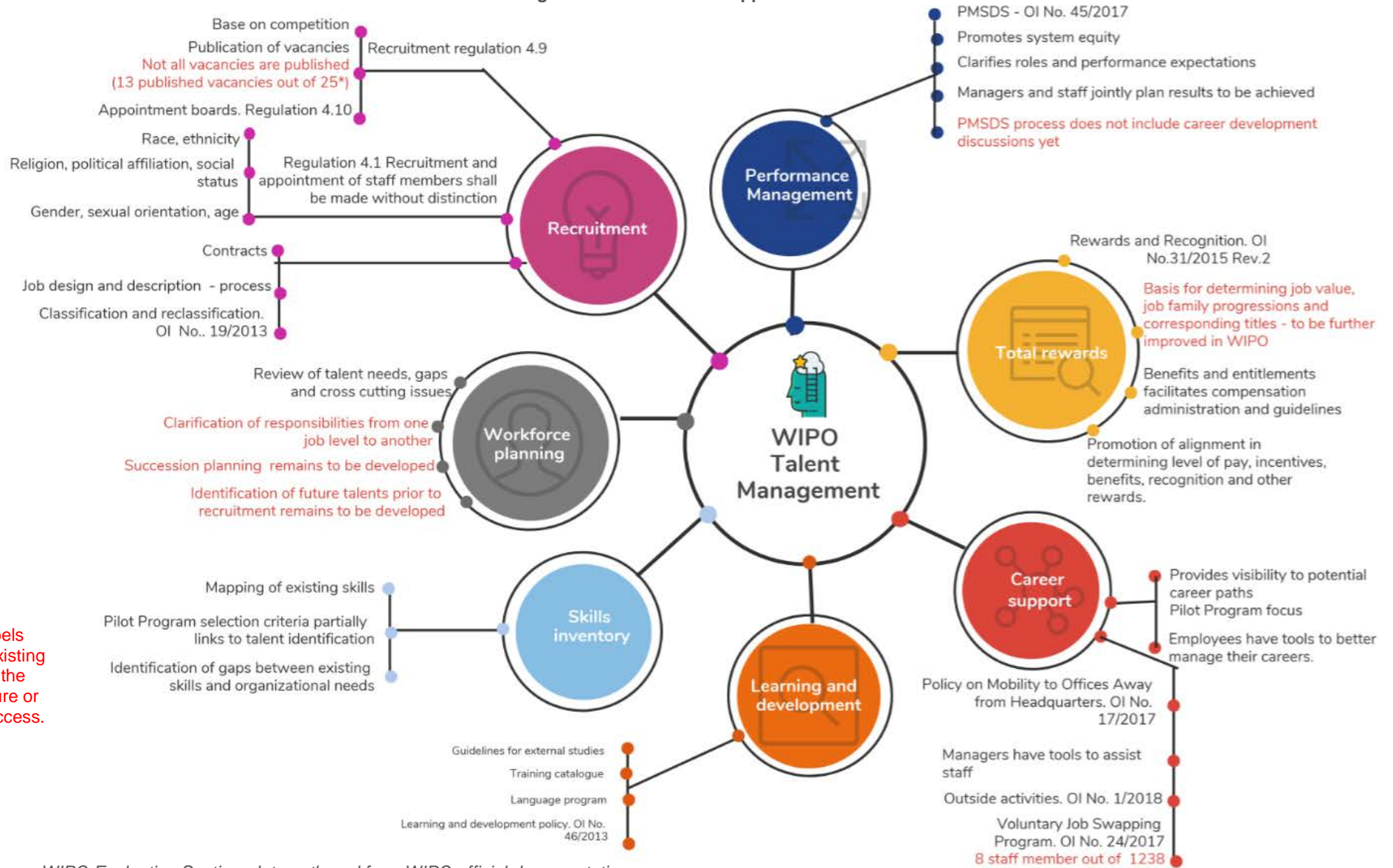
29. While policies and mandates are essential in a governance structure, these are not a pre-requirement for the successful implementation of a CS program. As observed in WIPO, several policies linked to CD has been created but with limited success. Some of the benchmarked organizations such as the International Maritime Organization (IMO), the Australian, and German IPO do not have such policies but are very active in providing CS services.

30. The benchmarking analysis reveals that six out of eight organizations count either with a specific CD unit or with CD specialists (the IMO, the World Bank, the US IPO, the German IPO, the Australian IPO and the International Committee of the Red Cross). The size of the organization does not seem to play a significant role in the level of development of CS structures. A compelling case is the IMO, with 270 staff and holding a dedicated CD officer since 2015.

31. More detailed information on a CD organizational structure can be found in Annex V, WIPO governance framework.

Conclusion 1: While the Pilot Program and other human resource initiatives have evolved as isolated solutions to address some of the needs and risks the organization is facing, the Pilot Program has reached the necessary maturity to address existing Organizational challenges in a more holistic and consolidated manner. (Linked to Finding 1 and 2)

Figure 5. WIPO Career Support Framework



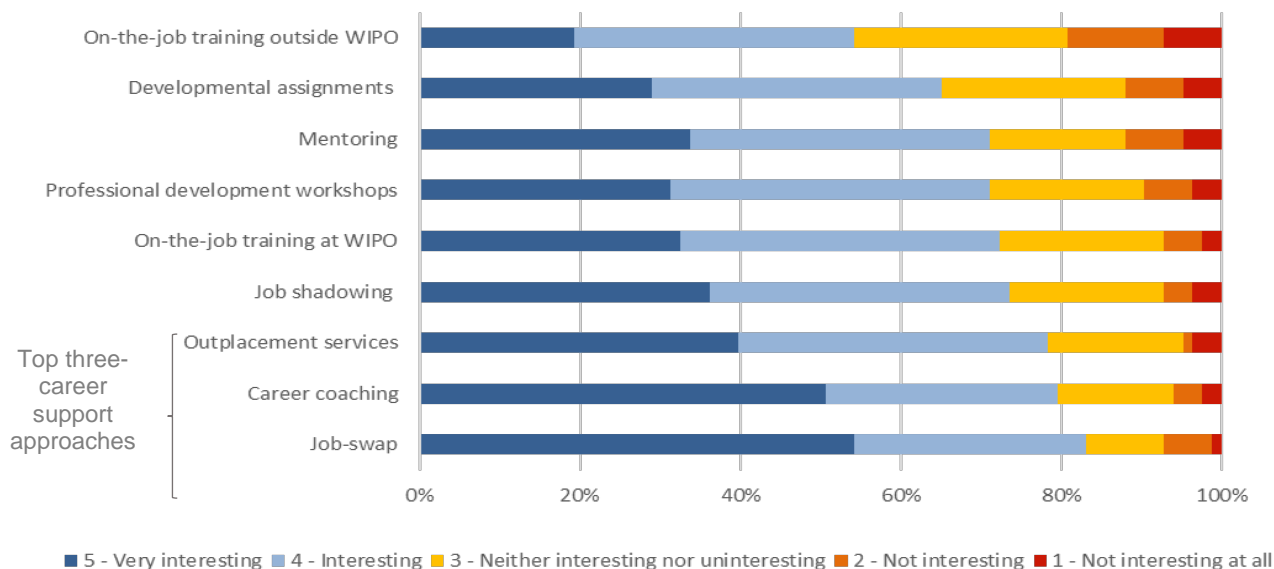
Source: WIPO Evaluation Section, data gathered from WIPO official documentation
 *Based on Human Resources Management Department Dashboard as at 29 August 2018

(C) WIPO STAFF NEEDS ARE ALIGNED WITH THE ORGANIZATIONAL NEEDS

Finding 3: Consulted beneficiaries, non-beneficiaries and managers showed a clear preference towards mobility schemes such as job swap. Other preferred approaches also included: career coaching, outplacement services, job shadowing and mentoring.

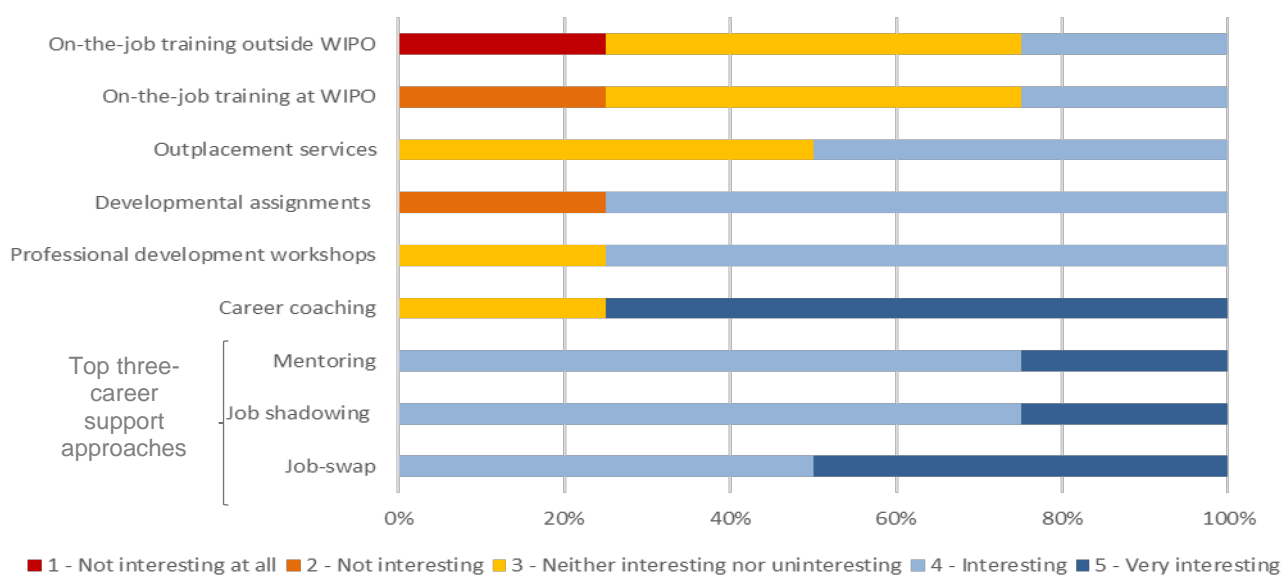
32. Survey results related to top three CS approaches are provided in Figure 6.

Figure 6. Top three Career Support approaches according to beneficiaries and non-beneficiaries¹¹



Source: WIPO Evaluation Section survey results

Figure 7. Top three Career Support approaches according to managers

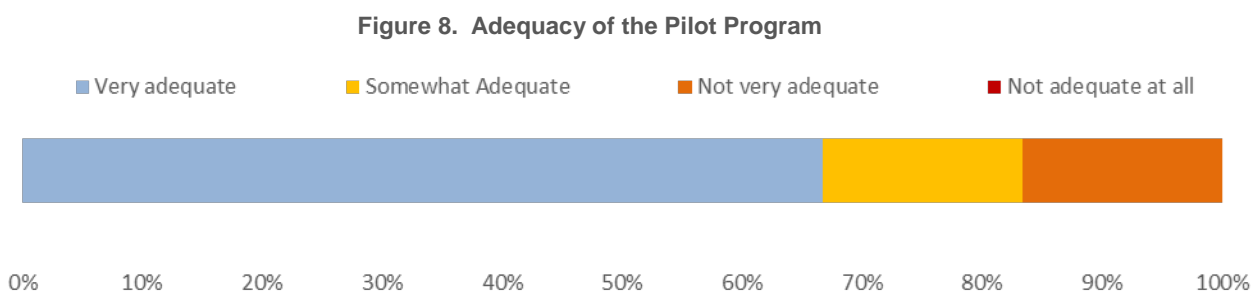


Source: WIPO Evaluation Section survey results

¹¹ Non-beneficiaries are WIPO staff members who were not invited to participate in the Pilot Program.

(D) PILOT PROGRAM RELEVANT TO ADDRESS STAFF NEEDS

33. Beneficiaries' expectations of the Pilot Program were fully met, and 66 per cent rated the Pilot Program as very adequate to meet the needs to develop their professional careers, as presented in Figure 8.



Source: WIPO Evaluation Section survey results

34. Nevertheless, the Pilot Program's strict selection criteria and name created some initial confusion among selected beneficiaries, as the Program is not aimed at developing an individual's career but instead provides CS services to empower staff to manage their careers. Therefore, the managing team of the Pilot Program made efforts to ensure that beneficiaries understood its real purpose and goals to avoid raising false expectations.

35. More consistent and transparent implementation of HR policies aimed to support CD couple with the services provided by the Pilot Program can have a positive effect in:

- (a) Reducing existing burnout levels (35 per cent of sampled WIPO staff), and psychological distress (46 per cent of sample WIPO staff)¹².
- (b) Providing managers with relevant tools to motivate staff, aside from the full range of training provided by the HRMD unit;
- (c) Improving motivation levels as 41 per cent of surveyed staff feels that WIPO does not address CD needs.

36. In addition, internal mobility schemes seem to be particularly suited to very specialized organizations such as WIPO, as a similar situation has been observed in the IMO. (See Annex VI for further details.)

Conclusion 2: Certain mobility services, such as developmental assignments and on-the-job training outside the organization could help align individual needs with organizational needs. (Linked to Finding 3 and 8).

¹² According to the WIPO Health & Performance Outcomes survey (2017)

(E) PILOT PROGRAM RELEVANT TO ADDRESS GENDER DIVERSITY CHALLENGES

Finding 4: Despite not being designed as a gender-equality targeted intervention, the Pilot Program has demonstrated its potential to address existing organizational gender challenges.

37. The Pilot Program is aligned with:

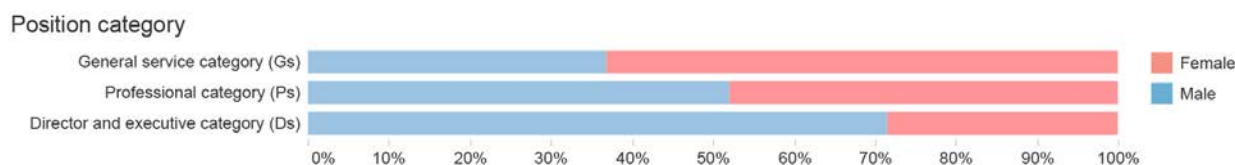
- (a) WIPO's Policy on Gender Equality and Action Plan;
- (b) UN system-wide Action Plan (SWAP);
- (c) the results of the internal assessment conducted in 2011 on the organizational efforts to mainstream gender in the spirit of meeting United Nations (UN) system-wide standards;
- (d) the Joint Inspection Unit (JIU) Recommendation 81 regarding the need for WIPO to take action to improve gender balance at the senior management level; and
- (e) The EMERGE¹³ which is a program currently being implemented.

38. The first phase of the Pilot Program supported female staff at the P4 level with the aim to increase their readiness to seize opportunities regarding their CD. The second phase, instead aimed for more gender balance by targeting men in the categories G5 – G7 and women in the categories P3-P5. Despite applying more gender-inclusive criteria in the selection process, at the end a majority of women (eight out of nine beneficiaries) participated in the Pilot Program.

39. Despite not being a gender-equality targeted intervention, the levels of participation of women reveal high relevance when analyzing the current gender disparities in staffing at the Organization, which according to the policy on gender equality, should strive to achieve a perfect balance at all levels by 2020.

40. On a small scale, the Pilot Program has applied a gender balance approach, as rated by 84 per cent of surveyed beneficiaries and is indirectly reducing internal bottlenecks on career progression. However, participating staff indicated that there is an absence of gender-specific considerations in the activities offered through the Pilot Program. Nevertheless, some beneficiaries declared having a higher sense of understanding of gender considerations and WIPO's policy on gender equality as a result of their participation.

Figure 9. Gender disparities in staffing at WIPO¹⁴



Source: WIPO Gender Diversity Specialist Data

¹³ The Program for Emerging Women Leaders, an innovative initiative jointly developed by 11 UN entities - ILO, ITU, OCHA, OHCHR, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO, is part of a renewed and sustained effort to tap into the leadership potential of female staff members within the UN system.

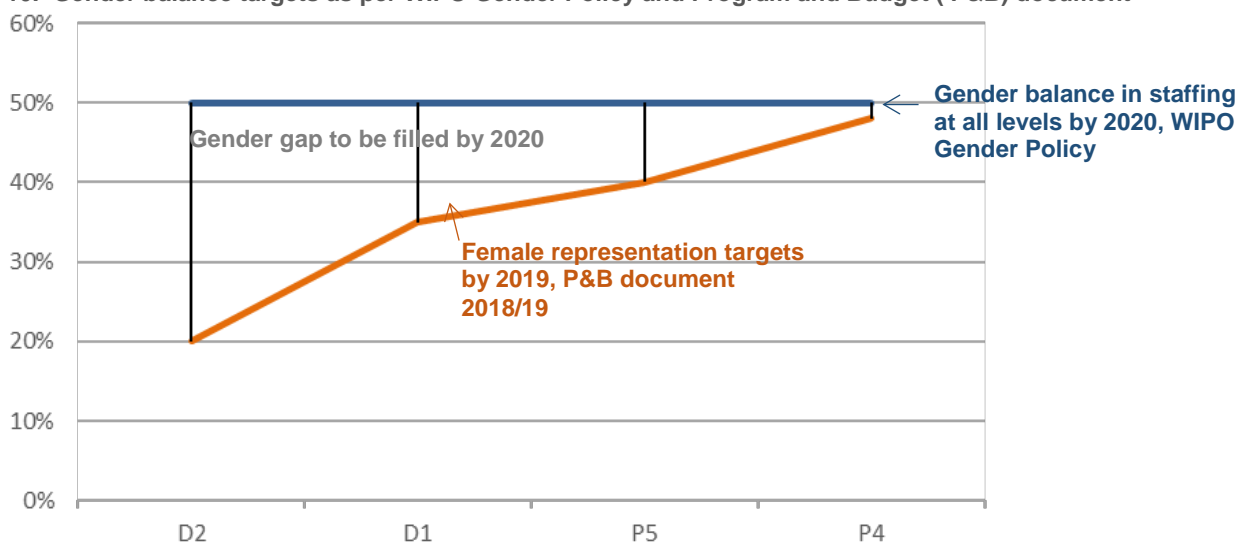
¹⁴ Data provided by the HRMD, June 2018.

41. According to the previous and current evaluation results, beneficiaries consider that the primary constraint in CD is the lack of opportunities available to scale job positions for both men and women in the Organization.

42. Despite several WIPO initiatives aimed to mainstream gender in WIPO, the evaluation team identified some persisting gender challenges which could be addressed by a future CS program such as:

- (a) Existing efforts might be insufficient to achieve gender balance in staffing at all levels by 2020, as presented in Figure 10 and as per WIPO Gender Policy.

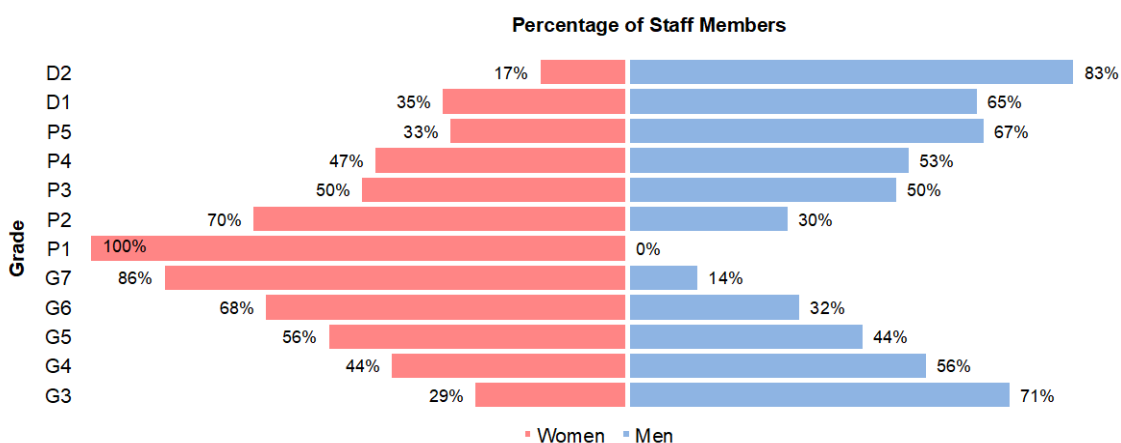
Figure 10. Gender balance targets as per WIPO Gender Policy and Program and Budget (P&B) document



Source: data extracted from WIPO’s P&B document 2018/19 and the WIPO Gender Policy. Figure prepared by the WIPO Evaluation Section

- (b) Gender disparities – Although women represent 53 per cent of the workforce, P1, P2, G7, G6, and G5 categories are predominantly women. At P3 and P4 level the ratio is balanced, while levels from P4 to D2 are predominantly male, (Figure 11).

Figure 11. Gender representation by grade for 2018¹⁵

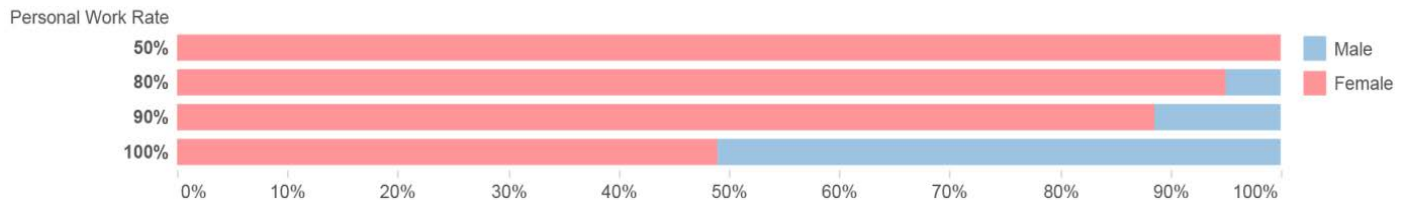


Source: WIPO Gender Diversity Specialist Data

¹⁵ Data provided by the HRMD, June 2018.

(c) WIPO's business working requirements can only provide limited schemes for flexible-working arrangements which may have adverse implications on the career progression of part-timers majority of whom are women (Figure 11). To accelerate the achievement of gender parity, other UN offices have provided options for teleworking/flexi working, which contributes, to reducing the number of staff working part-time while at the same time improving conditions for career advancement.

Figure 12. The proportion of staff work rate by gender¹⁶



Source: WIPO Gender Diversity Specialist Data

Conclusion 3: Despite not being a specific gender-oriented intervention, the Pilot Program, on a small scale, contributes to tackling some of the gender-related challenges identified. Moreover, it has the potential to contribute to the achievement of the related performance indicator in the P&B (gender balance, Program 23). The Pilot Program has now reached the experience required to address significant gender-related challenges. (Linked to finding 4).

4. CAPACITY IMPROVEMENTS AND POSITIVE BEHAVIORAL CHANGES

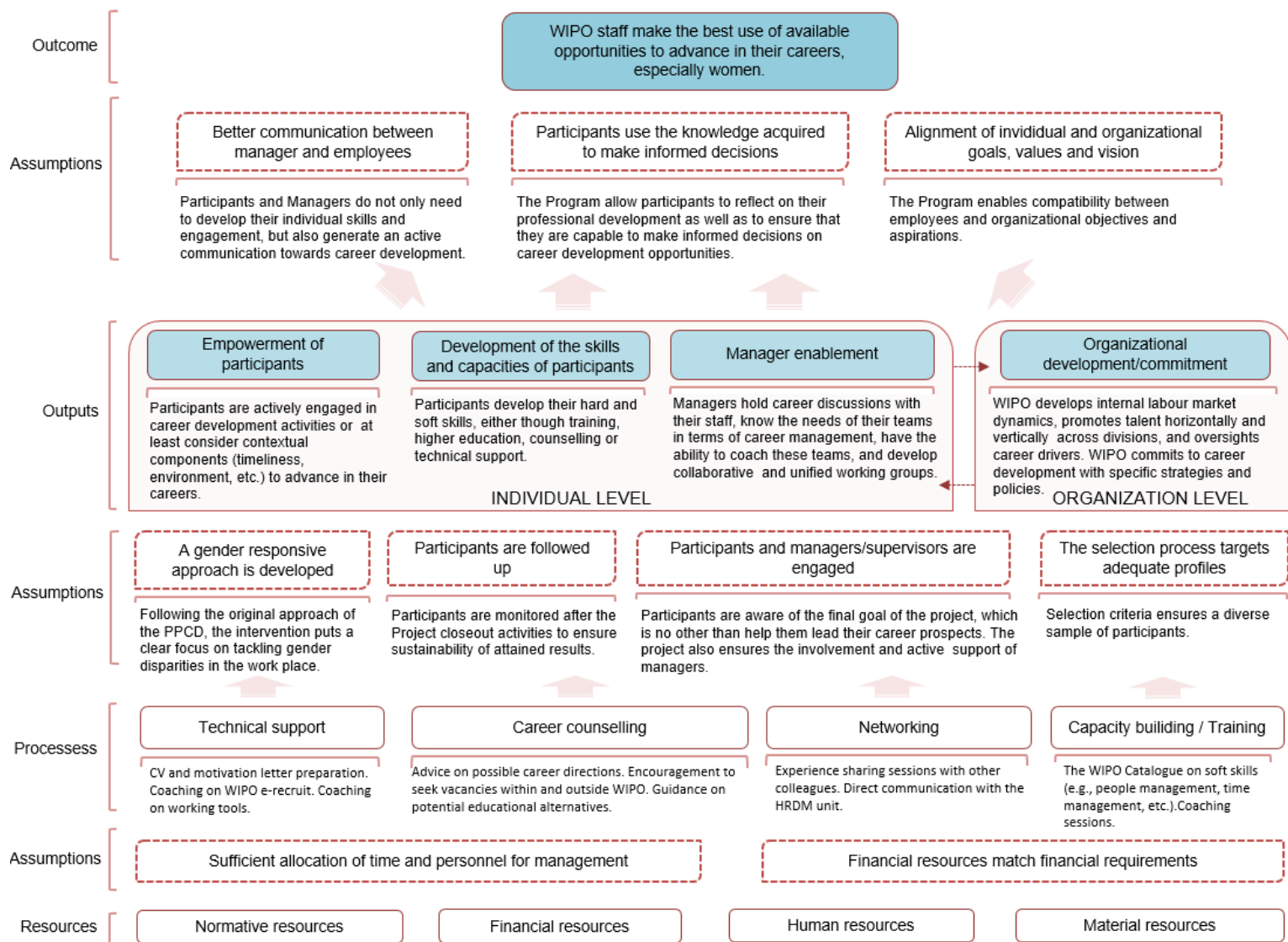
Finding 5: The Pilot Program helped beneficiaries to think strategically about their career paths, built their confidence in the workplace, feel valued, recognized, and actively seek CD opportunities. However, no results were identified towards encouraging managers to support the CD efforts of staff. No adverse unexpected or unintended effects were identified.

43. This section presents the main immediate results experienced by beneficiaries and managers. Immediate results mainly refer to the development of individual skills and capacities, whereas changes in behaviors and attitudes reflect higher levels of change.

¹⁶ Data provided by HRMD, June 2018.

44. As a result framework was not available at the time of the evaluation, the evaluation team designed a theory of change (figure 13), to identify and facilitate the results assessment.

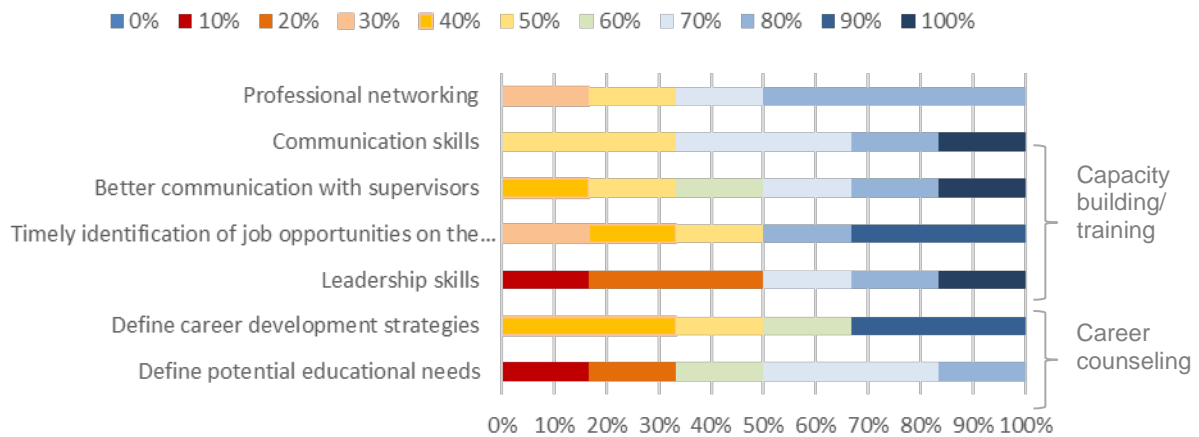
Figure 13. Logic model of the Pilot Program



(A) IMMEDIATE RESULTS ACHIEVED

45. All beneficiaries found that the Pilot Program represents a valuable experience. Survey results indicated that networking and capacity building, especially timely identification of job opportunities were most valued. Further results are presented in Figure 14 below.

Figure 14. Beneficiaries' perceptions on the contribution of the Pilot Program to immediate results



Note: Beneficiaries rated the items to the extent to which it helped them from 10% to 100% where 80% to 100% were a high rating

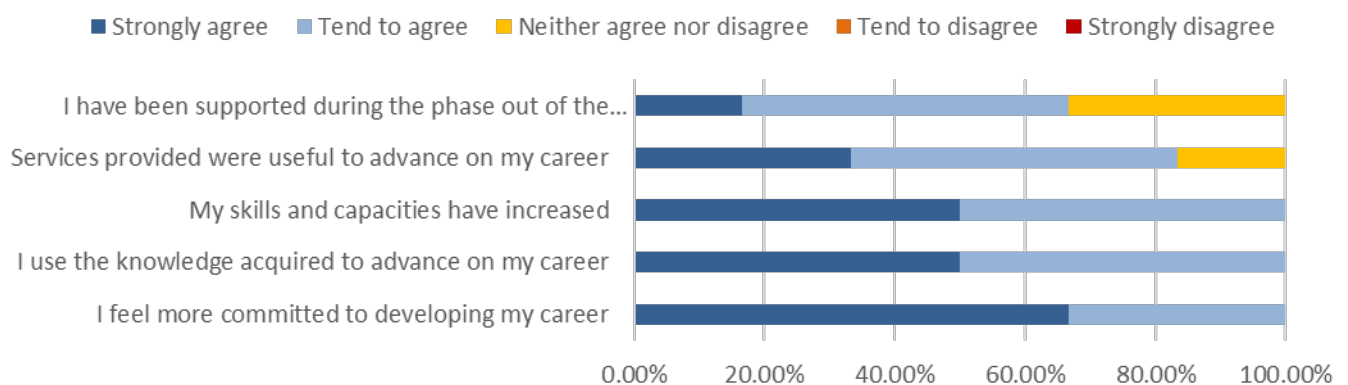
46. The technical support provided by the Pilot Program was well received, although not considered as relevant as other types of assistance provided. To some extent, beneficiaries questioned the usefulness of the services provided to help them advance in their CD and achieve concrete goals given contextual constraints, mainly the lack of internal opportunities. They also did not show complete satisfaction on the follow-up support provided once the Program finished.

47. A mentoring pilot was introduced following a recommendation made in the evaluation of the first phase of the Pilot Project. However, no financial support was granted in the second phase to attend higher education courses.

(B) BEHAVIORAL AND MOTIVATIONAL CHANGES

48. The most significant changes observed by beneficiaries of the Pilot Program were: (i) they felt more committed to developing their professional career; and (ii) they seek CD opportunities proactively. Other changes are presented in Figure 15.

Figure 15. Changes observed by beneficiaries after implementation of the Pilot Program



Source: Evaluation Section survey results

49. Beneficiaries indicated that the Pilot Program helped them towards:

- (a) Reflecting and thinking strategically about their mid and long-term career goals/aspirations.
- (b) Motivating them to work on their traits and skills to enhance their CD opportunities. According to the feedback provided, this is something they would not have done on their own.
- (c) Developing their professional career and proactively seeking CD opportunities
- (d) Complementing and building up new professional skills. Two out of nine confirmed their involvement in an educational program.
- (e) Making them feel valued and recognized by the Organization.
- (f) Increasing communication with the HRMD to seek information on CS services and options, which they would not have done otherwise.

50. According to the Pilot Program pre/post survey, the satisfaction of beneficiaries about CD opportunities increased 11 per cent, self-reflection on their professional career increased 36 per cent, and preparation towards seizing career opportunities increased 46 per cent. These results are consistent with this evaluation results.

51. Another critical effect identified by beneficiaries and corroborated by direct supervisors refer to the contribution to build up their confidence at the workplace, developing their supervisory and communications skills, managing stress and in a general sense, increasing their motivation. This effect is considered particularly relevant given the survey results, in which non-beneficiaries identified having better leadership skills as the third most relevant individual approach towards CD.

52. Besides, four out of nine beneficiaries were promoted or reclassified during their participation in the Pilot Program. However, these results are not directly attributable to the Pilot Program. Only one participant linked being promoted to the fact of having participated in the Program.

(C) UNINTENDED EFFECTS

*"I underestimated the positive effect that this process of being stimulated to think about my career issues in the mid and long-term had."
Statement of a participant*

53. The Pilot Program was not designed to contribute directly to any of the P&B indicators; however, it is indirectly contributing to increasing the percentage of women in professional and higher positions, one of the key indicators for Program 23.

54. The analysis shows that some beneficiaries did not precisely know what to expect from the Pilot Program. Therefore considered some of these effects as unexpected. For example, some beneficiaries revealed having identified specific skills of which they were not conscious, for example, public speaking skills. No adverse unexpected or unintended effects were identified.

Conclusion 4: The Pilot Program has focused on achieving results at the individual level such as motivational and behavioral changes among beneficiaries. However, the evaluation observed that the expertise gained during the piloting period enables the Pilot Program to address WIPO's organizational and individual challenges. (Linked to finding 5)

5. PILOT PROGRAM HAS MADE OPTIMAL USE OF SCARCE RESOURCES

Finding 6: The Pilot Program managed to achieve the expected results with very scarce financial resources while maintaining the same level of human resources and doubling the number of beneficiaries. This was only possible by reducing the time, and the number of services provided compared to the services provided in phase one. Nevertheless, beneficiaries expressed high satisfaction concerning the availability of and access to the managers of the Pilot Program.

55. This section focuses on the implementation process and strategies of the program and includes an analysis on the efficient use of personnel and non-staff resources to achieve expected results. In general, the beneficiaries could not identify any alternative strategy that would have led to the same results by using fewer resources. Moreover, all surveyed stakeholders considered the resources utilized and the results achieved as adequate.

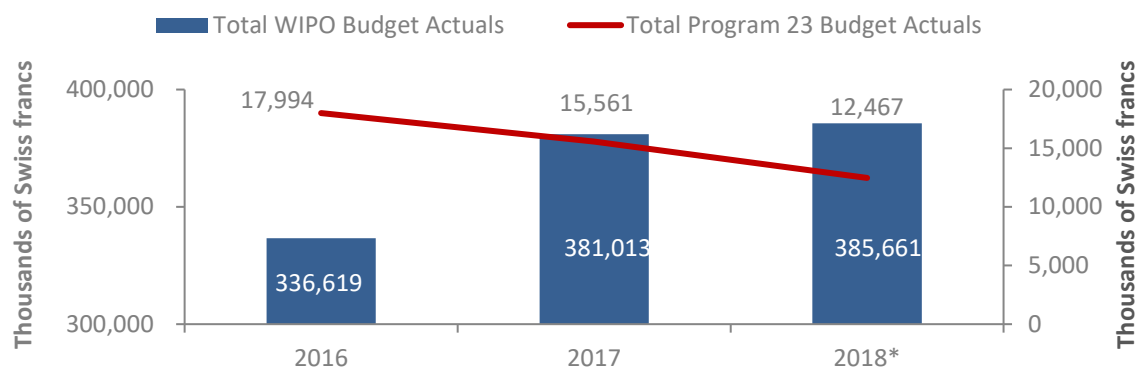
(A) FINANCIAL RESOURCES

56. The Pilot Program received personnel and non-staff resources from various sections of HRMD; for example, beneficiaries took part in various training funded by the Performance and Development budget while also receiving support from the Gender and Diversity Specialist in the office of the Director. As such, calculating the precise budget allocation for the pilot was not feasible. However, examining HRMD's total budget allocation as well as that of its PDS against the evolution of the total WIPO budget can give a good indication of the Pilot Program's efficiency in the broader context of HRMD and WIPO's budget evolution.

57. Since 2016, the budget actuals for the HRMD Program have been decreasing, from about 18 million Swiss francs in 2016 to 15.5 million Swiss francs in 2017. In 2016 and 2017, the total HRMD budget actuals represented nearly six per cent of WIPO's total budget.

58. According to WIPO Business Intelligence, the allocated HRMD Program budget for 2018 has been further reduced to about 12.5 million Swiss francs. The HRMD budget allocation for 2018 represents the lowest since 2016, making up just three per cent of WIPO's total budget allocation while the total actual WIPO budget has been increasing (Figure 16).

Figure 16. The Evolution of Total WIPO Budget Actuals compared to Program 23 HRMD Budget Actuals from 2016-2018

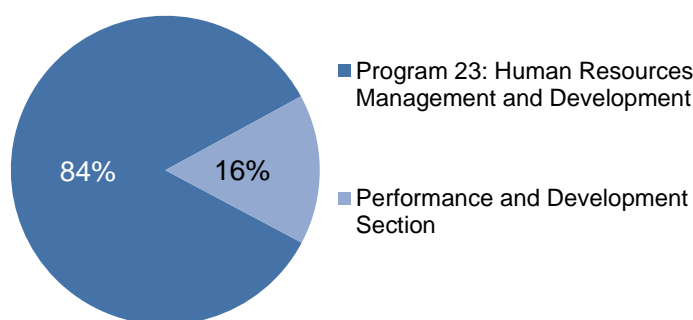


*2018 figures represent budget allocated rather than budget actuals

Source: WIPO Business Intelligence, Performance, and Budget Utilization 2016-2018, retrieved July 3, 2018

59. Of the HRMD allocated budget for 2018, the PDS represents less than one-fifth (about 1,9 million Swiss francs) of the total HRMD allocated program budget and about 0.38 per cent of the total WIPO’s allocated budget for 2018, as shown in figure 17.

Figure 17. 2018 Budget allocations for Program 23 Human Resources Management and Development and the Performance and Development Section (PDS)



Source: WIPO Business Intelligence, Performance, and Budget Utilization 2016-2018, retrieved July 3, 2018

60. Despite the context of financial constraints faced by HRMD and the PDS, beneficiaries in the Pilot Program could not identify bottlenecks or weaknesses.

(B) HUMAN RESOURCES

61. The use of human resources for the Pilot Program was found to be very efficient, considering limited allocation. Despite doubling the number of beneficiaries in the second iteration of the pilot, the number of HRMD staff members remained the same at two. The doubling of Pilot beneficiaries without a commensurate increase in human resources translated into a reduction of the activities available and the time to follow up in each case. Nevertheless, beneficiaries felt that the Pilot management team was still very much available making them feel supported when needed.

62. Beneficiaries also consider very relevant the fact that managers of the Pilot Program had complementary roles, as well as the follow-up services provided (mentoring and follow up session a year after the finalization).

63. WIPO stakeholders consider that more personnel would be needed, even taking into account the external support provided by consultants, to successfully scale-up the Pilot Program. This finding is aligned with the recommendation made in the previous IOD report evaluation Phase 1 (EVAL 2016-02), which suggested increasing human resources in case of scaling up the intervention.

(C) NON-STAFF RESOURCES

64. About 83 per cent of the surveyed beneficiaries considered the use of non-staff resources adequate and activities sufficiently spaced out to avoid overloading. Monthly meetings were acknowledged as useful to catch up with the Pilot Program and its activities. Further, the reports produced by the management team for each session were also highly valued to help them follow up on their progress.

65. In contrast, 17 per cent of the beneficiaries considered that the use of the timeframe established for the Program was not very adequate. In that line, a limited number of beneficiaries considered that the 360 evaluations should be carried out earlier in the process.

Conclusion 5: WIPO's structure for CD services is insufficient considering the existing and future organizational and individual requirements, and the Pilot Program is not sustainable in its current form. Should it be scaled up, the experience gained during the pilot phase would ensure the provision of cost-efficient services. (Linked to finding 6, 8, and 9).

Finding 7: The Pilot Program considered two main strategies to ensure results are maintained overtime namely (i) the Mentoring Program; and (ii) follow up sessions after a year. The Mentoring Program was highly valued as a strategy to effectively engage beneficiaries over time.

Finding 8: Existing capacities and structure are not sustainable to address upcoming CD needs and fill future internal positions.

(D) STRATEGIES DEVELOPED TO MAINTAIN RESULTS OVER TIME

66. As part of the Pilot Program two main strategies were launched to follow up on the results and the development of the skills acquired by the beneficiaries as follows:

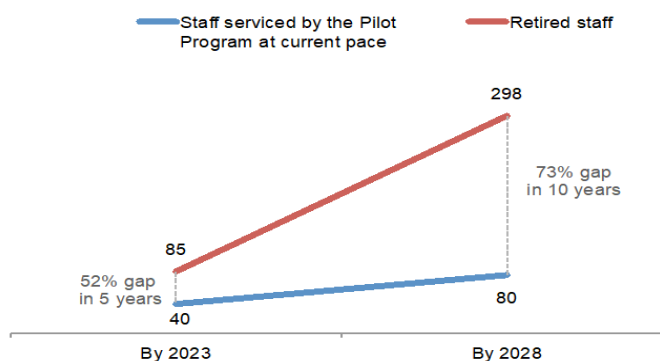
(a) The Mentoring Program to help beneficiaries continue receiving support and guidance to consolidate the results of the Program. This initiative was created as a result of the feedback provided during the first phase.

(b) Follow up sessions one year after the end to catch up and discuss achievements concerning CD. This approach was complemented by providing periodic information about training and other initiatives related to developing their careers.

(E) CURRENT ORGANIZATIONAL CAREER DEVELOPMENT CAPACITIES VERSUS FUTURE NEEDS

67. The analysis of the staff population pyramid reveals that almost 25 per cent of WIPO staff members will be retired by 2028, and seven per cent of current staff would be retired by 2023. This means WIPO could start building the capacity of existing staff to enable them to fill future gaps. However, existing capacity to meet WIPO’s requirements on CD is insufficient, as expressed in figure 18. The proportion of open jobs will increase at a higher pace than the number of staff members receiving CD services (estimated at eight per year).

Figure 18. Current capacity towards CD in WIPO versus future needs



Conclusion 6: The Pilot Program proved adaptability to the needs expressed by beneficiaries and the contextual challenges faced to ensure their engagement by introducing new schemes from one phase to the other. In that line, it started consolidating existing CS services under the same framework, which is considered a valuable harmonization approach. (Linked to finding 7 and 9).

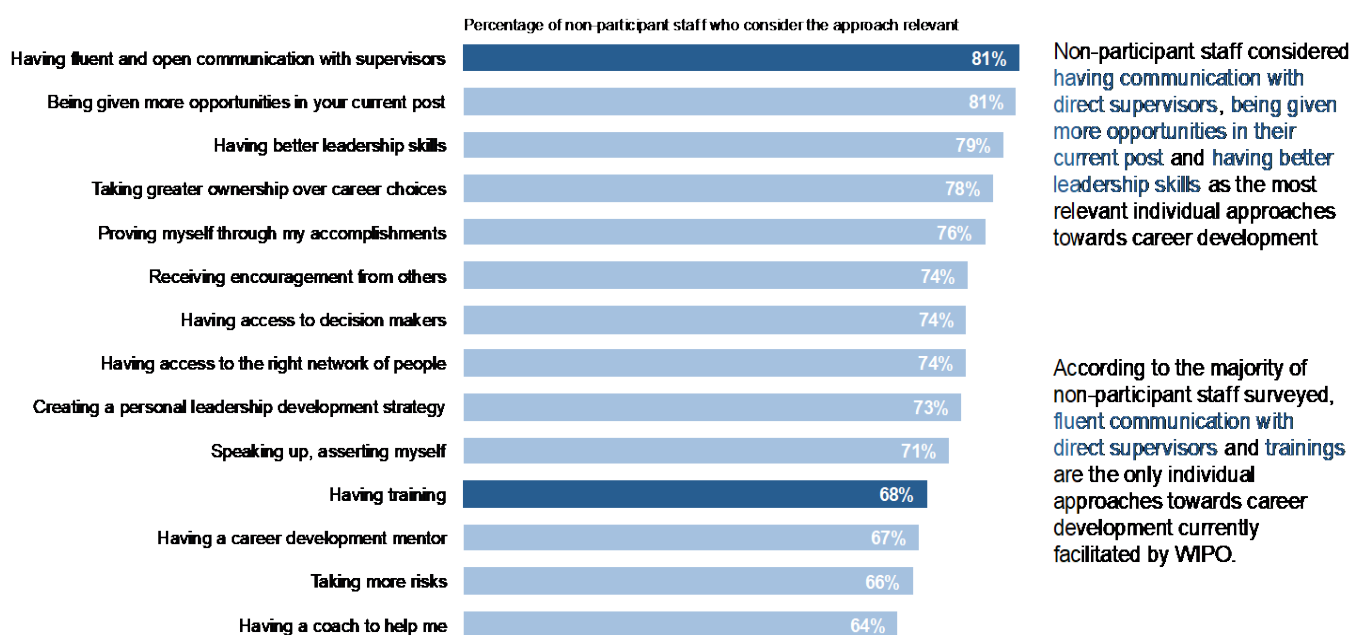
6. FACTORS TO MAXIMIZE THE POSITIVE EFFECTS OF THE PILOT PROGRAM

Finding 9: Stakeholders were of the view that the main criteria should be staff motivation and gender equality. Furthermore, CD services should be available to all staff in a demand-driven approach. The most useful CD schemes identified by Stakeholders are mobility related services, training outside the organization and the Mentoring Program. Finally, although the personalized nature of the Program is highly appreciated, informants, in general, are of the opinion that the services should have a broader scope, be promoted and more transparent

(A) INDIVIDUAL AND ORGANIZATIONAL ENABLEMENT

68. According to the draft CS guidelines, CS is a shared responsibility between the individual staff member, the manager, and the Organization. The individual staff member is empowered to take charge of her or his career. Managers are encouraged to support staff members in their career aspirations, bearing in mind the needs of the Organization. The engagement of managers in CS initiative has also been considered crucial to enable changes at higher levels in the Program theory developed (see figure 19).

Figure 19. The relevance of individual career approaches as expressed by non-beneficiaries



Source: Evaluation Section stakeholder survey

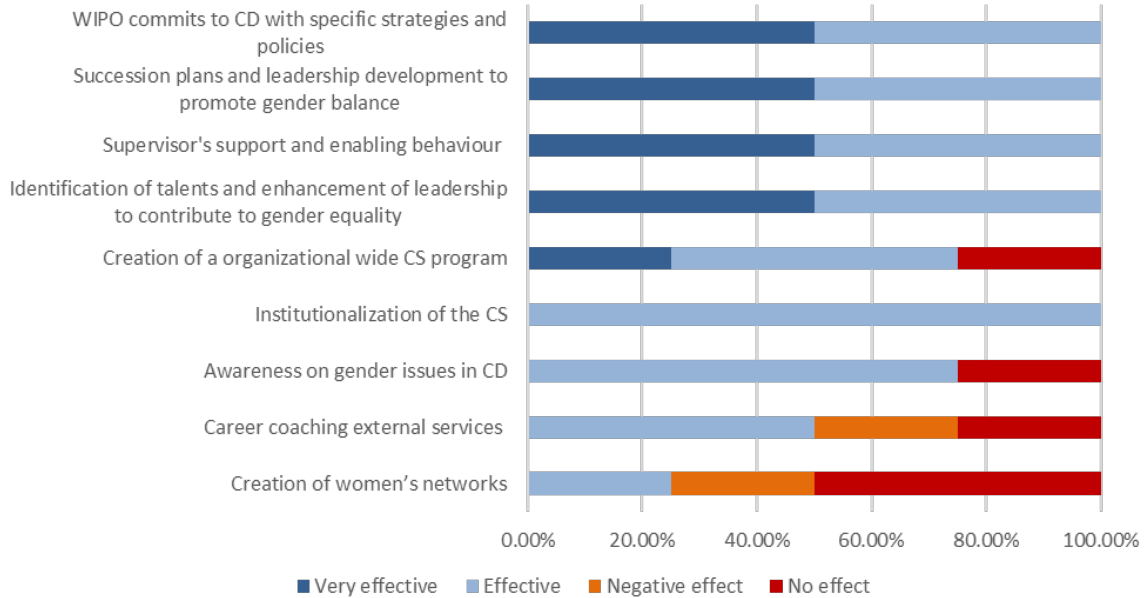
69. Besides, beneficiaries considered that enabling supervisors to support staff is the most significant consideration towards meeting CD objectives. Due to limited resources, the Pilot Program did not focus on a more inclusive approach of managers and supervisors. Therefore, senior managers and supervisors (70 per cent) did not know the Pilot Program or knew partially about its scope and goals indirectly through the staff and/or participation in the 360 evaluations.

70. The evaluation was not able to engage a significant number of direct supervisors. Stakeholders interviewed agreed on the importance of managers to buy in the Program. In that regard, it was considered very relevant to have the support of an internal mentor or champion to bring these issues forward and help engaging managers and supervisors at all levels.

“The most important thing concerning CD services is to ensure engagement at both individual and organizational levels.”
 Statement of a Senior Manager

71. Regarding organizational support, consulted stakeholders indicated that WIPO should continue supporting CD by implementing existing strategies and policies such as the institutionalization of the CS into daily business practices, the establishment of succession plans and leadership development programs, and the creation of an organizational-wide CS program, as presented in figure 20 below.

Figure 20. The effectiveness of Organizational strategies to enhance Career Support as expressed by Managers

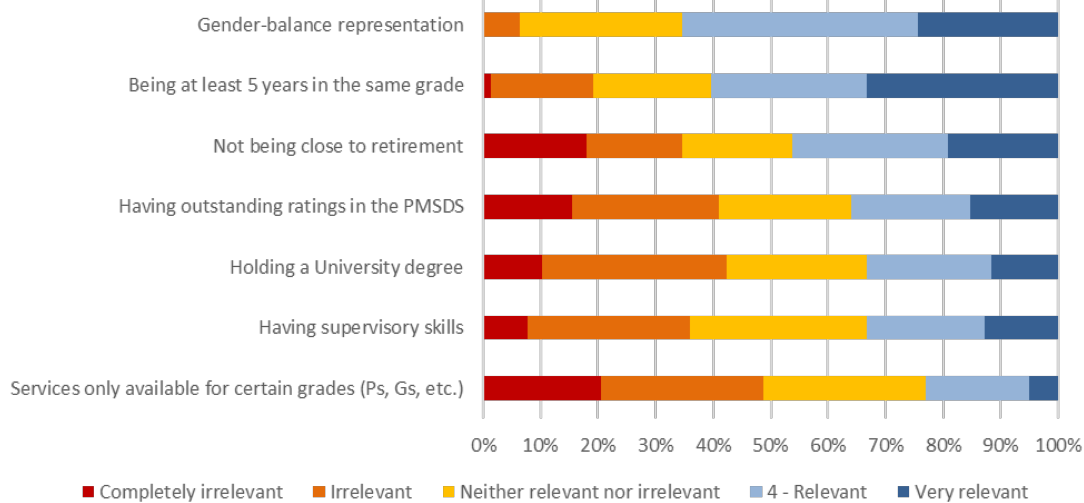


Source: Evaluation Section stakeholder survey. CD = CD and CS = CS

(B) TALENT DEVELOPMENT AND CAREER SUPPORT NEED TO BE DIFFERENTIATED

72. According to the majority of stakeholders, the most relevant existing selection criteria were found to be: (i) gender-balanced representation in the workplace at all levels; and (ii) a minimum of years (five in the current approach) in the same grade or position. Further results are presented in figure 21.

Figure 21. Selection criteria ranking using a scale of 1 = completely irrelevant to 5 = Completely relevant



Source: Evaluation Section stakeholder survey

The most questioned selection criteria were found to be: (i) limiting the participation of staff under specific grades; and (ii) the need for beneficiaries to have an outstanding Performance Management and Staff Development System (PMSDS) rating in the last five years. According to stakeholder consultations, the above criterion had the tendency to be understood as elitist and not inclusive, and the latter was considered not objective enough to ensure impartial talent identification. According to the feedback provided, the PMSDS system is necessary but not sufficient to identify talent, mainly because it relies heavily on the particularities of each manager to define performance levels.

73. Additional approaches to consider for future Pilot Program instead of existing selection criteria includes:

Table 2. Additional approaches for selection criteria

Theme	Additional approaches
General Selection criteria	<p>(a) Identifying and targeting motivation as measured through openness to change and expressed interest in pursuing CD opportunities by engaging with job-swapping, for example, as well as an identified willingness to join the Pilot Program;</p> <p>(b) Including manager's feedback outside of the PMSDS as an additional talent identification variable; and,</p> <p>(c) Allowing access to CS services to all staff on a demand-driven basis.</p>
Selection criteria with a gender-oriented approach	<p>(a) Identifying areas where women with similar experiences and qualifications remain at identifying disparities in the levels of advancement of female employees in comparison to their male counterparts in a particular area;</p> <p>(b) Giving priority to women in higher grades (P4 and above) where gender balance is not achieved; and,</p> <p>(c) Focusing on part-timers since the staff work rate analysis by gender reveals an extremely misbalanced proportion of women working part-time, i.e., 100 per cent of staff working at the 50 per cent work rate are women (figure 10).</p>

74. All stakeholders concurred that whatever the selection criteria, it should be transparent and known by Pilot Program beneficiaries and non-beneficiaries alike

(C) CONSIDER ADDITIONAL SERVICES AND REINFORCE EXISTING INITIATIVES

75. Consulted stakeholders considered the following approaches as the most useful to introduce or continue developing in a future CS Program:

Useful approaches	Suggestions for improvement
Lateral movement within the Organization	(a) WIPO should encourage horizontal movement and promote its cultural acceptance throughout the Organization. Although the job swap initiative is currently being implemented through a pilot program, in practice it remains underutilized and not perceived as overly favorable.
Moving outside HQ and the Organization	(b) Although stakeholders highly valued the possibility of moving to other institutions, inter-UN agency movement, and movement to the private sector, they expressed the need to do this while preserving the initial conditions of their work including the opportunity to return to their posts after an agreed period.
Training outside the Organization	(c) Stakeholders expressed the desire to receive further training outside of WIPO at internationally recognized institutions and/or universities. For example, the World Trade Organization provides these services through a joint program with Harvard University.
Building internal capacity for a Mentoring Program	(d) The Mentoring Program developed as part of the Pilot Program was reported as being highly valued, primarily as a follow-up service for continued career and skill development. If scaled-up and further formalized, this initiative has a high potential to impact the organizational culture regarding CD issues.

(D) PROMOTE CAREER SUPPORT AT DIFFERENT LEVELS

76. In general, all stakeholders appreciated the uniqueness and tailor-made services provided by the Pilot Program. However, there is also an agreement among stakeholders about the need for CS services to have a broader scope beyond these individualized services, aiming to shift the culture of the Organization.

77. Additionally, the vast majority of stakeholders considered that CS services should be better promoted and more transparent, as indicated by their expressed interest in learning more about the different career services and activities available to them.

Conclusion 7: There is an existing and general widespread call for CS services to be more transparent and accessible. The current approach and scope of the Pilot Program are insufficient to tackle the existing demand, which could only be addressed by scaling up existing CS initiatives into a holistic organization-wide CS program. (Linked to finding 9).

Recommendations

1. The Human Resources Management Department could consider developing a full-fledged career support framework and architecture that clearly states the problems and issues to tackle, the internal and external assumptions and contextual factors as well as the expected results and goals.

(Importance: High)

Closing criteria

(a) Review of the policies and supporting architecture for career support in a holistic manner to facilitate the design and implementation of the career support strategy and policies considering a gender-based approach.

(b) The strategy should harmonize existing career support schemes under a common framework to address current constraints and needs holistically. Preference should be given to make existing voluntary mobility schemes operational (job swap, developmental assignments, on-the-job training outside WIPO), and continue with the Mentoring Program; and

(c) The strategy should consider two different approaches towards providing career support services: one selective, personalized, intensive talent-oriented approach and another demand-driven career support services widely open to all staff.

2. The Human Resources Management Department should ensure the engagement of managers and direct supervisors when providing career support services and transparently informing all staff about the process of having access to the career support services and talent identification.

(Importance: medium)

Closing criteria

(a) Office instruction to all staff informed on the process to access career support services, and talent identification;

(b) Involve managers in the selection process, taking into consideration their staff feedback related to career development and recommendations as part of the PMSDS process; and

(c) Identify and engage a mentor/champion to bring forward career development issues among staff and managers.

3. WIPO could consider taking into account existing experience and learning from the pilot on career development and establish a focal point for coordination of CS in HR Performance and Development Section to substantially address existing organizational challenges.

(Importance: High)

Closing criteria

Focal point for coordination has been appointed and operationally providing career support services

ACKNOWLEDGMENT

IOD wishes to thank all relevant members of staff for their assistance, cooperation, and interest during this assignment.

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Reviewed by: Mr. Adan Ruiz Villalba, Head, Evaluation Section.

Approved by: Mr. Rajesh Singh, Director, Internal Oversight Division.

TABLE OF RECOMMENDATIONS

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	<p>The Human Resources Management Department could consider developing a full-fledged career support framework and architecture that clearly states the problems and issues to tackle, the internal and external assumptions and contextual factors as well as the expected results and goals. (Importance: High)</p> <p><u>Closing criteria</u></p> <p>(a) Review of the policies and supporting architecture for career support in a holistic manner to facilitate the design and implementation of the career support strategy and policies considering a gender-based approach.</p> <p>(b) The strategy should harmonize existing career support schemes under a common framework to address current constraints and needs holistically. Preference should be given to make existing voluntary mobility schemes operational (job swap, developmental assignments, on-the-job training outside WIPO), and continue with the Mentoring Program; and</p> <p>(c) The strategy should consider two different approaches towards providing career support services: one selective, personalized, intensive talent-oriented approach and another demand-driven career support services widely open to all staff.</p>	High	Head, Performance and Development Section	<p>We accept the recommendations. The work is already ongoing, and we are exploring how we can leverage technology in this context.</p> <p>An online pilot program “boost your career” is starting in October 2018.</p>	December 2019

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
2.	<p>The Human Resources Management Department should ensure the engagement of managers and direct supervisors when providing career support services and transparently informing all staff about the process of having access to the career support services and talent identification. (Importance: medium)</p> <p><u>Closing criteria</u></p> <p>(d) Office instruction to all staff informed on the process to access career support services, and talent identification;</p> <p>(e) Involve managers in the selection process, taking into consideration their staff feedback related to career development and recommendations as part of the PMSDS process; and</p> <p>(f) Identify and engage a mentor/champion to bring forward career development issues among staff and managers.</p>	Medium	Head, Performance and Development Section	<p>The review of the governance framework has started. An Office Instruction will be issued and supported by a communications campaign addressed to staff and managers.</p> <p>Managers are increasingly being involved in CS initiatives, such as mentoring, the EMERGE program and the skills inventory.</p>	December 2019

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
3.	<p>WIPO could consider taking into account existing experience and learning from the pilot on career development and establish a focal point for coordination of career support in HR Performance and Development Section to substantially address existing organizational challenges. (Importance: High)</p> <p><u>Closing criteria</u></p> <p>Focal point for coordination has been appointed and operationally providing career support services</p>	High	HRMD Director	The career support needed in WIPO is crosscutting and will require resources from the HR Performance and Development Section, the HR Planning Section and possibly other units.	December 2019

ANNEXES

Annex I.	DEFINITIONS USED IN THE EVALUATION
Annex II.	EVALUATION SCOPE, INTENDED USERS AND USE
Annex III.	METHODOLOGICAL APPROACH
Annex IV.	LIMITATIONS TO THE EVALUATION
Annex V.	GOVERNANCE FRAMEWORK: REVIEW OF WIPO POLICIES SUPPORTING CD
Annex VI.	CASE STUDY - THE INTERNATIONAL MARITIME ORGANIZATION (IMO)

[Annexes follow]

ANNEX I: DEFINITIONS USED IN THE EVALUATION

- (a) Career may be defined as a series or progression of work assignments within or outside the UN System coupled with a continuing acquisition of skills and experience. It encompasses the notion of a widening of competencies and responsibilities, either in one or several professions. It normally involves several lateral or vertical moves.
- (b) Career Support (CS) consists of information about the types and combinations of education, skills, experiences and learning needed to help staff make informed decisions regarding their careers and how to navigate organizational transitions.
- (c) Career Development (CD) is a continuous process where the staff member seeks and avails of learning and development as well as CS opportunities in the aim of reaching her or his career goal(s).
- (d) Career management is the process by which a staff member is empowered, with the support of the Organization, to plan, organize and pursue a career in an enabling environment.
- (e) Learning is the opportunity to acquire relevant skills and experiences through a range of programs, workshops, support tools, and development opportunities (such as developmental assignments, job-shadowing, etc.).
- (f) Staff development and learning refers to those opportunities identifies by a staff member or provided by the organization to enable staff to continue to acquire skills and experience in pursuing careers.
- (g) Staff development usually covers a broad range of activities, which may include specific work assignments, on the job training and coaching and other work-related developmental opportunities, while staff training is often referred to as involving a strictly formal acquisition of skills.”

[Annex II follows]

ANNEX II: EVALUATION SCOPE, INTENDED USERS, AND USE

SCOPE

The evaluation covers the following:

- (a) Activities and expected results as defined in the Pilot Program strategic framework in the WIPO MTSP and P&B documents between 2016 and 2017.
- (b) Analysis of the Pilot Program results based framework for 2016/17 and the relevance towards WIPO's strategic priorities, its Policy on Gender Equality and staff needs.
- (c) Benchmarking of CS programs leadership, capabilities, environment, incentives, conditions, and mechanisms for CD including transfers, mobility among other across the private sector, IPOs, European Patent Office, World Bank, OECD, Donor Agencies, UN among other and identification of good practices within and outside WIPO.
- (d) Assessment of existing criteria for selecting beneficiaries of the Pilot Program using benchmarking data from other organizations.
- (e) Identification of existing models of CS programs including benefits/incentives and disadvantages of each model.
- (f) Follow up on the implementation of recommendations included in the 2016 Evaluation.
- (g) In terms of population of analysis, the evaluation included staff participating in the Pilot Program and those who could not participate in order to assess the impact and effects of the intervention.
- (h) Assessment of WIPO staff and managers expectations on the Program.
- (i) Desk review of existing documentation including the draft WIPO CS Guidelines, UN Secretariat Learning and Development Policy, WIPO Voluntary Job-Swapping Program-2017 Pilot, ILO Information on Staff Development, EMERGE, United Nations Population Fund Career Guide, World Health Organization (WHO) Corporate Framework for Learning and Development.

INTENDED USERS AND INTENDED USE

The evaluation team prepared a list of internal and external stakeholders in collaboration with the Gender and Diversity Specialist and the Performance Development Section during the inception phase.

The evaluation focused on maximizing the utility of its results and their actual use. In order to do so, the evaluation design and process was carried out with careful consideration on meeting the information needs of primary and secondary audiences as tentatively expressed in the following table.

Intended users and expected use

Type of User	Designation	Intended use
INTERNAL	HRMD	<ul style="list-style-type: none"> Improve implementation and resource management. Accountability and learning
	Supervisors from different divisions/units	<ul style="list-style-type: none"> Improve implementation and resource management. Accountability and learning
	Internal Oversight Division	<ul style="list-style-type: none"> Improve implementation, coverage and accountability Learning/development
	Gender and Diversity Specialist	<ul style="list-style-type: none"> Improve implementation, coverage and accountability Learning/development
	Pilot Program Participants	<ul style="list-style-type: none"> Learning/development
	Performance Development Section	<ul style="list-style-type: none"> Improve implementation, coverage and accountability Learning/development
SECONDARY	Other UN agencies, organizations and private stakeholders	<ul style="list-style-type: none"> Organizational learning/development

The work with primary intended users was not limited to the provision of information; it also included strategies and approaches to adequately manage the implementation of evaluation recommendations. This analysis helped the evaluation team to formulate specific, realistic, and relevant recommendations based on previous experiences, a participatory process with key stakeholders and a clear logical, evidence-based connection among findings, conclusions and recommendations.

[Annex III follows]

ANNEX III: METHODOLOGICAL APPROACH

The evaluation applied a participatory approach and assured, whenever appropriate, the inclusion internal and external stakeholders during all phases of the evaluation process. This involvement was based on suitable methodologies, focusing on interviews, consultations, meetings, surveys, reference group and document reviews.

The evaluation team applied mixed methods during the various evaluation phases, which draw on primary and secondary sources of data and involve multiple means of analysis. The assessment gathered both quantitative and qualitative data concurrently and then compared databases to establish convergences, divergences or a combination of both. Both qualitative and quantitative strategies were used to obtain the information needed to answer the evaluation questions through their correspondent data gathering techniques. The following methodological strategies and data gathering techniques were carried during the different evaluation stages.

Methodological strategies

Methodological strategies	Research Techniques	Data gathering tools
Qualitative strategies (Discourse analysis, benchmarking, observation)	Semi-structured interviews Focus groups/Workshops Direct Observation	Interview protocols Focus groups protocols Content and Benchmarking analysis Significant change stories Observation diary/notes
Quantitative strategies (Descriptive statistical analysis, mapping)	Document review (primary & secondary data) Online survey (primary data)	M&E system, progress reports, evaluations, diagnostics, studies, etc. Questionnaires

The combination of techniques was chosen to enable the evaluation team to obtain a reasonable view and understanding of what has been done and achieved through and as a result of the Programme. **The use of different and complementary sources of information helped to some extent to fill the gap between the absence of information in some cases, non-updated information, or unreliable information.** Desk review data was complemented with individual opinions (structured interviews), debates (focus groups and/or workshops), and observations. Different sources allowed for triangulation of information especially when searching for lessons learnt and recommendations for the future

The following is a brief explanation of the methodological strategies and data gathering techniques/strategies considered for the process:

Document review: the preliminary review of documentation during the inception phase gave the evaluation team a more informed view of the logic, purpose, and implementation of the Pilot Program on Professional Career Development and how it has changed overtime. During the inception phase and once the different managers were contacted, additional documentation and information complemented the already available, which influenced the design of the rest of research techniques.

Semi-structured interviews and focus groups: interviews were a crucial method in the evaluation as they generated key perceptual data, and allowed data triangulation, views and opinions of different stakeholders: participants, supervisors, HRMD staff, etc. as well as other stakeholders and evaluation audiences such as representatives from other UN agencies and institutions. The team conducted interviews in person, by phone or Skype in order to gather perceptual data on the Pilot Program's achievements, constraints, strengths, etc. Focus groups/workshops were conducted and focused on four key evaluation questions. The evaluation team prepared and agenda to drive the discussion and both the interviews and focus

groups were guided by protocols based on the evaluation questions and those developed during the document and portfolio review.

Online survey: The online survey was designed to complement qualitative techniques and produce quantitative information about the perceptions and views of key stakeholders. Different brief questionnaires were developed based on each group of informants and their capacity to address the different evaluation questions.

Direct observation: The visit of the external evaluator to WIPO's premises allowed to question *in situ* about different issues, deepen the understanding of the project, and complete information that is not attainable through other methods.

For the sampling, in general terms, **the election of key stakeholders, partners, and beneficiaries was convenience based dependent on availability.** All PPCD participants and supervisors were invited to provide inputs for the evaluation. The selection of other informants for the Benchmarking analysis was based on a **purposive sampling approach**, selecting information-rich cases strategically and purposefully. The sample was designed to illustrate or highlight what is typical, average (typical case sampling) and was complemented with and extreme or deviant case sampling, which highlights unusual manifestations of the phenomenon of interest.

[Annex IV follows]

ANNEX IV: LIMITATIONS TO THE EVALUATION

The evaluation team experienced the following limitations:

Risks and mitigating strategies

RISK	EXPLANATION	MITIGATING STRATEGY
Supervisors availability for consultations	Direct supervisors were not available during the fieldwork period.	The team engaged as many direct supervisors as possible, and asked them personally to complete the survey to increase representatively.
Incomplete datasets and/or information for the benchmarking analysis	The evaluation team reviewed documentation for the benchmarking analysis. However, there was limited information available in some cases.	The team increased the sample of organizations and the number of interviews to obtain as much relevant information as possible to conduct the analysis.
Low response rates to the survey	Online surveys tend to produce lower response rates, especially when the questionnaire is lengthy.	The evaluation team kept the questionnaire as comprehensive and short as possible given the information needs to be addressed though the technique.

[Annex V follows]

ANNEX V: GOVERNANCE FRAMEWORK - REVIEW OF WIPO POLICIES SUPPORTING CD

Policy Name	Document Type and Number	Date	Key Sections	Theme
Language courses in Arabic, Chinese and Russian at the United Nations Office at Geneva	Information Circular No. 13/2018	May 24, 2018	<p>“Non-essential” language training</p> <p>Staff may also enroll for language courses beyond the UN proficiency level, and/or for languages, which are not indicated as “essential” in their job description. <u>To support CD, and subject to the approval of the supervisor, time spent in such training may be considered as working time.</u> However, please note that tuition costs for such non-essential language training are at the expense of the staff member.</p>	Language Training
WIPO Rewards and Recognition Program	Office Instruction No. 31/2015/Rev. 2	April 19, 2018	<p>The Rewards and Recognition Program applies to all staff on temporary, fixed-term, continuing, and permanent appointments who were under the scope of WIPO’s PMSDS for the relevant PMSDS cycle. The program combines monetary rewards and non-monetary recognition.</p> <p>Managers have a key role in the reward and recognition of their staff. <u>They are encouraged to acknowledge good performance of individual staff members and of teams on a regular basis, including outside the context of formal performance management processes.</u> As part of WIPO’s staff development program, the HRMD will provide guidance and training to WIPO managers to fulfill this role.</p> <p><u>Three developmental rewards</u> will be conferred to individual staff members who have contributed significantly to change and innovation in the relevant year, getting WIPO future-ready, obtaining efficiency gains or achieving cost savings for WIPO. One reward will be available for each of the following levels:</p> <p>Senior staff (P5 to D2); Mid-level staff (G7 and P1 to P4); Support staff (G2 to G6).</p>	Rewards and Recognition
Outside Activities	Office Instruction No. 1/2018	January 2, 2018	<p>Subject to the foregoing, outside activities may be beneficial both to staff members and the Organization. They may foster contacts with private and public bodies and thus serve to maintain and enhance their professional and technical competencies. <u>Outside activities that are of benefit to the Organization or the achievement of its goals and/or contribute to the development of professional skills of staff members are welcome,</u> provided that (1) the outside activity in question is authorized pursuant to Staff Regulation 1.6; and (2) staff members exercise the utmost discretion with regard to all matters of official business and avoid any public statement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status.</p>	Professional Development Outside Activities

Policy Name	Document Type and Number	Date	Key Sections	Theme
PMSDS	Office Instruction N° 45/2017	December 22, 2017	<p>The main purpose of PMSDS is to <u>ensure WIPO's performance continuously improves to the mutual benefit of the Organization and its staff</u>. PMSDS is a developmental system that is expected to facilitate:</p> <ul style="list-style-type: none"> • alignment of individual objectives with expected results of the Organization; • systematic and proactive staff development; and • Continuous dialog between supervisors and staff members to generate common understanding and engagement. <p><u>PMSDS aims to promote continuous learning and development, acknowledge good performance, and address underperformance.</u></p> <p><u>Performance management and staff development is a process throughout the year, not a one-time event, primarily shared by the direct supervisor and the staff member.</u></p> <p>The initial planning shall be established by the direct supervisor after discussion with the staff member.</p> <p>The planning consists of <u>identifying work-related objectives, required competencies and development-related objectives</u>. In addition, related learning activities should be identified in WIPO's Enterprise Learning Management (ELM) system.</p> <p>On an ongoing basis, the direct supervisor and the staff member should discuss and follow up on the work-related objectives, competencies, development-related objectives, and related learning activities during the PMSDS cycle. <u>The direct supervisor and the staff member should regularly exchange feedback on the staff member's performance.</u> Both the direct supervisor and the staff member may enter comments in ePerformance at this stage, which they may opt to share with each other. The direct supervisor may also update the objectives/competencies defined in the initial planning stage and reflect the changes in ePerformance.</p> <p>The detailed evaluation includes: Work-Related and Development-Related Objectives: The direct supervisor shall evaluate the work-related and development-related objectives. The ratings for objectives are "Fully Achieved", "Not Fully Achieved" and "Not Applicable". If an objective has not been fully achieved, the direct supervisor shall specify what was</p>	Performance Assessment

Policy Name	Document Type and Number	Date	Key Sections	Theme
			<p>achieved and what was not achieved. If an objective is not applicable anymore, reasons shall be provided.</p> <p>For all overall ratings, the direct supervisor must provide comments, which should be specific and support the rating given. In addition, irrespective of the rating, the direct supervisor shall provide recommendations for development or improvement for reasons such as the following: to stay at the peak of expertise, in preparation for future career prospects, to keep competencies in line with the evolving needs of the Organization, to close skill gaps, or to raise performance to the organizational standard.</p> <p>Direct supervisors are responsible for:</p> <ul style="list-style-type: none"> • Providing regular feedback and leading the staff member through the PMSDS cycle; • Allocating sufficient time for learning and development. 	
<p>WIPO Voluntary Job-Swapping Program – 2017 Pilot</p>	<p>Office Instruction N° 24/2017</p>	<p>July 17, 2017</p>	<p>Internal mobility enables staff to acquire new competencies, knowledge, and experience. <u>It is therefore considered as a CD tool, which may impact positively on staff motivation. Internal mobility also benefits the Organization through the sharing of knowledge and good practices, while encouraging the development of a pool of multi-skilled and versatile staff.</u></p> <p>The purpose of the Pilot Program is to create more mobility opportunities than those generated by the rate at which posts are vacated, and to enhance staff mobility within WIPO by fostering lateral moves, that is, a move to a different post at the same grade.</p> <p>Eligibility The Pilot Program shall be open to staff members at the following grades, performing the following functions:</p> <ul style="list-style-type: none"> • Staff members at levels P-2, P-3 and P-4 who perform IT-related functions; and • Staff members at level G-5 who perform assistant examiner functions. <p>A job swap can only be between applicants encumbering posts at the same grade within the same job family, as identified above.</p>	<p>CS Modality – Position Mobility</p>

Policy Name	Document Type and Number	Date	Key Sections	Theme
			<p>In order to be eligible, applicants must have been in their current post for at least three years as of the deadline for application.</p> <p>Staff members holding temporary appointments and staff members holding fixed-term appointments under funds-in-trust agreements or for approved projects shall not be eligible to participate in the Pilot Program.</p> <p>Duration of Job Swap Job swaps will be for an initial period of 12 months. Upon completion of this period, the staff members concerned shall have the right to return to their previous posts.</p> <p>Notwithstanding the foregoing, a job swap may be extended for a definite period or become permanent subject to the agreement of all staff members and Program Managers concerned and to the Director General's approval.</p>	
WIPO Policy on Mobility to Offices Away from Headquarters	Office Instruction N° 17/2017	July 8, 2017	<p>In coordination with the relevant sectors at WIPO's Headquarters, the external offices provide cost-effective support services in relation to the PCT, Madrid, and Hague systems; arbitration and mediation; collective management; IP research; development and capacity building; and/or UN system-wide cooperation. The New York office is WIPO's liaison to the UN and the related community of diplomats and agencies in New York.</p> <p>Mobility, including between WIPO's Headquarters and its offices away from Headquarters, is an important element of the Organization's HR strategy. <u>Benefits of geographical mobility for WIPO and its staff include:</u></p> <ul style="list-style-type: none"> • <u>enhancing organizational effectiveness;</u> • <u>promoting WIPO's mission globally;</u> • <u>acquiring work experience in different countries and cultures;</u> • <u>broadening experience and expertise;</u> • <u>acquiring new/transferable skills;</u> • <u>widening professional networks;</u> • <u>gaining leadership experience;</u> • <u>facilitating professional development and career progression;</u> • <u>training others and sharing knowledge and technical expertise;</u> • <u>Developing a versatile, multi-skilled, and internationally focused staff.</u> 	CS Modality – Position Mobility

Policy Name	Document Type and Number	Date	Key Sections	Theme
			<p>The Staff Regulations and Rules and Office Instructions apply to staff in offices away from Headquarters (including, but not limited to, PMSDS, learning and development, leave and absences), unless otherwise stated.</p>	
<p>Gender-inclusive lists of participants (Use of Ms./Mr.)</p>	<p>Information Circular N° 23/2017</p>	<p>August 22, 2017</p>	<p>While WIPO's lists of participants (of bodies, conferences, etc.) include "Ms." for women's names, they currently do not include "Mr." for men's names. <u>Taking into account WIPO's commitment to gender equality, the practice is hereby changed to place "Ms." and "Mr." as default respectively for women and men in WIPO's lists of participants.</u> The change would also be in line with the practice of other UN entities.</p> <p>This change applies to any language used for the list of participants. The new practice would be incorporated in WIPO's relevant internal guidelines.</p>	<p>Gender Inclusiveness</p>
<p>Workplace-related conflicts and grievances</p>	<p>Office Instruction N° 47/2016</p>	<p>December 16, 2016</p>	<p>For the purposes of this Office Instruction:</p> <p>Abuse of authority is the improper use of a position of influence, power, or authority against another person. <u>This is particularly serious when a person uses his or her influence, power, or authority to improperly influence the career or employment conditions of another, including, but not limited to, appointment, assignment, contract renewal, performance evaluation, or promotion.</u></p>	<p>Workplace conflicts</p>
<p>Amendments to the Staff Regulations and Rules (No. 17) – Amendments made following the Seventy-Third (47th Ordinary) Session of the WIPO Coordination Committee</p> <p>UN common system: report of the International Civil Service Commission (ICSC)</p>	<p>Information Circular N° 34/2016</p> <p>Annex I, page 7</p>	<p>October 26, 2016</p>	<p><i>Recalls its request</i> contained in its resolution 69/251 that the Commission <u>continue to monitor progress in achieving gender balance, and requests the Commission to provide information to the General Assembly at its seventy-first session on the progress made by organizations of the common system in the implementation of existing gender policies and measures towards achieving the goal of 50/50 gender balance in the common system.</u></p> <p><i>Invites</i> the organizations of the United Nations common system to <u>make efforts to ensure work-life balance and provide Career Development opportunities, which are important elements in motivating and retaining staff;</u></p>	<p>International Civil Service Commission</p>

Policy Name	Document Type and Number	Date	Key Sections	Theme
WIPO Policy on Gender Equality	Office Instruction No. 47/2014		<p>Gender Equality in the WIPO Workplace <u>To promote gender equality within WIPO’s workplace, with the paramount consideration in the recruitment and appointment of staff members being the need to secure the highest standards of efficiency, competence and integrity as per the Staff Regulations and Rules, the Organization strives to achieve gender balance in staffing at all levels by 2020.</u></p> <p>All advisory bodies to the Director General will include members of both genders.</p> <p>An enabling work environment is essential to promoting gender equality in the workplace. <u>Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives, career development, and prevention of discrimination and harassment for men and women.</u></p> <p>Program Managers are responsible for ensuring that gender perspectives are incorporated in their work program, as applicable. <u>They are equally responsible for promoting gender equality in the workplace and fostering an enabling environment, which include supporting work-life balance and career development, as well as preventing discrimination and harassment.</u> Program Managers appoint a Gender Focal Point for each Program, except where one Gender Focal Point covers more than one Program.</p>	Gender Inclusiveness
Learning and Development Policy	Office Instruction No. 46/2013	December 11, 2013	<p>The objectives of this Learning and Development Policy are as follows:</p> <p><u>To increase the capacity of the Organization to deal with changes in the external environment by developing an agile workforce which is able to respond to the challenges and opportunities of the Organization;</u></p> <p>To help WIPO to foster its four core values: “Service orientation”, “Working as one”, “Accountability for results” and “Environmental, social and governance responsibility”;</p> <p>To further develop the competencies of staff in line with the strategic direction of the Organization and, in doing so, provide better opportunities for CD to staff;</p> <p>To create a culture of transferring and sharing of knowledge and information within and across sectors;</p> <p><u>To enable the staff to work to their full potential and to take responsibility for their continuing professional development as well as their performance now and in the</u></p>	Career Support

Policy Name	Document Type and Number	Date	Key Sections	Theme
			<p><u>future (while taking into account the external environment under which the Organization operates); and</u></p> <p><u>To be a source of motivation for staff as well as to promote job satisfaction.</u></p> <p>Scope of Learning and Development Learning and development at WIPO can be defined as any activity that helps individuals to become more effective at work by improving or updating their competencies and skills. This comprises:</p> <ul style="list-style-type: none"> • <u>All formal training activities provided by external and/or internal resources such as in-class training, eLearning and individual coaching sessions, independent of whether funded/organized by HRMD or by another sector; and</u> • <u>All informal learning activities taking place in the various sectors of WIPO such as learning on-the-job or self-study.</u> <p>However, <u>learning and development extends beyond this scope.</u> It is also about creating an environment where knowledge and information are shared openly and across sectors, and where continual learning, as well as learning from others comprises the natural way of working together in WIPO.</p>	
Classification and Reclassification	Office Instruction No. 19/2013	May 27, 2013	<p>Since the introduction of the ICSC post classification standards in the 1980s, <u>many organizations of the UN common system have adopted a rank-in-post approach, in which the system of grading is based on the duties, responsibilities, and qualification requirements of the post, consistent with the principle of "equal pay for work of equal value".</u> Under the <i>rank-in-post system</i>, in order to ensure the uniform and consistent grading of posts, a classification specialist, using the ICSC classification standards, carries out classifications.</p> <p>Previously, WIPO applied a dual <i>rank-in-post</i> and <i>rank-in-person</i> system. <u>Promotion on merit, i.e., the promotion of a staff member to one grade higher than his or her post, based on factors such as professional performance, individual competencies, and seniority, was compatible with the rank-in-person approach.</u> Promotions following the reclassification of a post, and reassignments to a higher grade following a competition are in line with the <i>rank-in-post approach</i>.</p> <p><u>Definitions</u></p>	Post classification

Policy Name	Document Type and Number	Date	Key Sections	Theme
			<p>“Post classification” is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a post. A post classification exercise is systematically carried out when creating a new post.</p> <p>“Reclassification” is the classification review of an encumbered post (upgrading, confirming, or downgrading) or of an existing vacant post prior to it being advertised or filled.</p>	
Parking	Office Instruction N° 3/2007	2007	As a matter of priority, parking spaces in a particular car park are allocated to staff who work in the building or annex associated with that car park. Parking spaces are allocated taking into account, <u>firstly, the status of the person making the request, in the following order: Directors and above; all other personnel, irrespective of grade and contractual status; and, secondly, the length of continuous service.</u>	Facilities

Background

As per the 2014 WIPO Gender Equality Policy and the 2013, Human Resources Strategy WIPO has set the target to achieve gender balance at all levels by 2020. In support of this target, a pilot project on professional development of women from P3 level and beyond was initiated in 2015.

Goal of the Evaluation of PPPCD

The evaluation aims to determine whether existing professional and CD approaches to reduce the gender gap in WIPO are appropriate and whether improvements are necessary

[Annex VI follows]

ANNEX VI: CASE STUDY - THE INTERNATIONAL MARITIME ORGANIZATION (IMO)

The benchmarking analysis revealed the IMO as a relevant example from which to draw comparisons with WIPO, given its similarities as a specialized agency and the recent introduction of Career Development (CD) services.

IMO introduced a CD strategy in 2012 and based on the early benefits experienced, hired a CD officer in 2015. Between 2013 and 2017, around 27 staff members experienced opportunities on short-term assignments and around 105 staff members experienced an appointment, promotion, lateral transfers, or special placement thanks to its internal mobility program. This represents a significant impact considering the organization has around 270 staff.

The program became very popular among staff given the limitations faced for outplacements and/or inter-agency movement. In terms of participation, the mobility program is open to all staff, although not mandatory as in other organizations. As for the CD program, it is currently open to all staff on a demand-driven basis. However, the strategy is to focus on general post levels, with the aim of promoting access to other category levels (Ps and Ds).

The organization recognized the importance of engaging managers and launched a mandatory manager development program, which among others, addresses CD issues. However, the organization does not carry out specific actions with managers of the staff accessing CD support. Finally, and as carried out in the Pilot Program, one-to-one sessions are conducted to clarify the scope and logic of CD services, and to manage staff expectations.

[End of Annexes]