ANNEX V

WIPO'S HUMAN RESOURCE STRATEGY

- PRELIMINARY DRAFT -

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I. INTRODUCTION

1. The mandate of the World Intellectual Property Organization (WIPO) covers cooperation with developing countries, development of intellectual property (IP) norms and standards, and delivery of intellectual property international registration services (through the PCT, Madrid and Hague systems) to the private sector. Among the human resources (HR) challenges in supporting this mandate is the need to ensure that appropriate technical skills and leadership profiles are available to all its programs, that staffing levels are adequate and sufficiently flexible to accommodate growth rates and legal deadlines in the registration systems, and that staffing quality ensures that WIPO moves with as well as influences market developments in intellectual property. The HR strategy, policies and practices needed to meet these challenges at WIPO must in turn exist and develop within the framework of a specialized agency of the UN common system.

2. The HR strategy does not function in isolation but in continuous synchronization with other strategies of the Organization, all of is part of the overall strategic direction and goals of WIPO. The financial strategy, the information technology strategy and the operational strategies of the different sectors of WIPO necessarily interface, and interdependencies and links between these should be identified and addressed to ensure that the necessary coordination and execution supports the overarching strategic goals of the International Bureau.

II.   BACKGROUND

3.   In January 1997, WIPO staff numbered 759[1]. By June 2003, the total workforce had increased to 1,417 staff. This growth in the Organization was a reflection of substantial new and increased activity, particularly in the areas of Development Cooperation and Information Technology, and the rapid expansion of registration activities in the PCT system.

4.   In 2003, the Organization was faced with budgetary constraints while the PCT system entered a more moderate growth phase. To respond to this situation, a number of containment measures were taken which included a moratorium on recruitment and a corresponding emphasis on internal staff redeployment to meet demand for human resources. As a result of these measures, by the end of June 2006, the total number of staff was 1,256 (891 staff members and 365 temporary staff), some 11 per cent below its peak in June 2003.

5.   Overall, in the domain of HR, the Organization has many strengths. Attractive work conditions at WIPO have enabled the recruitment of qualified and experienced candidates, as well as largely secured their retention. The average length of service of current staff members is approximately 10 years. As concerns gender balance and geographical diversity, some 42 per cent of positions at the Professional and higher categories are held by women, while 94 nationalities are represented among the staff.
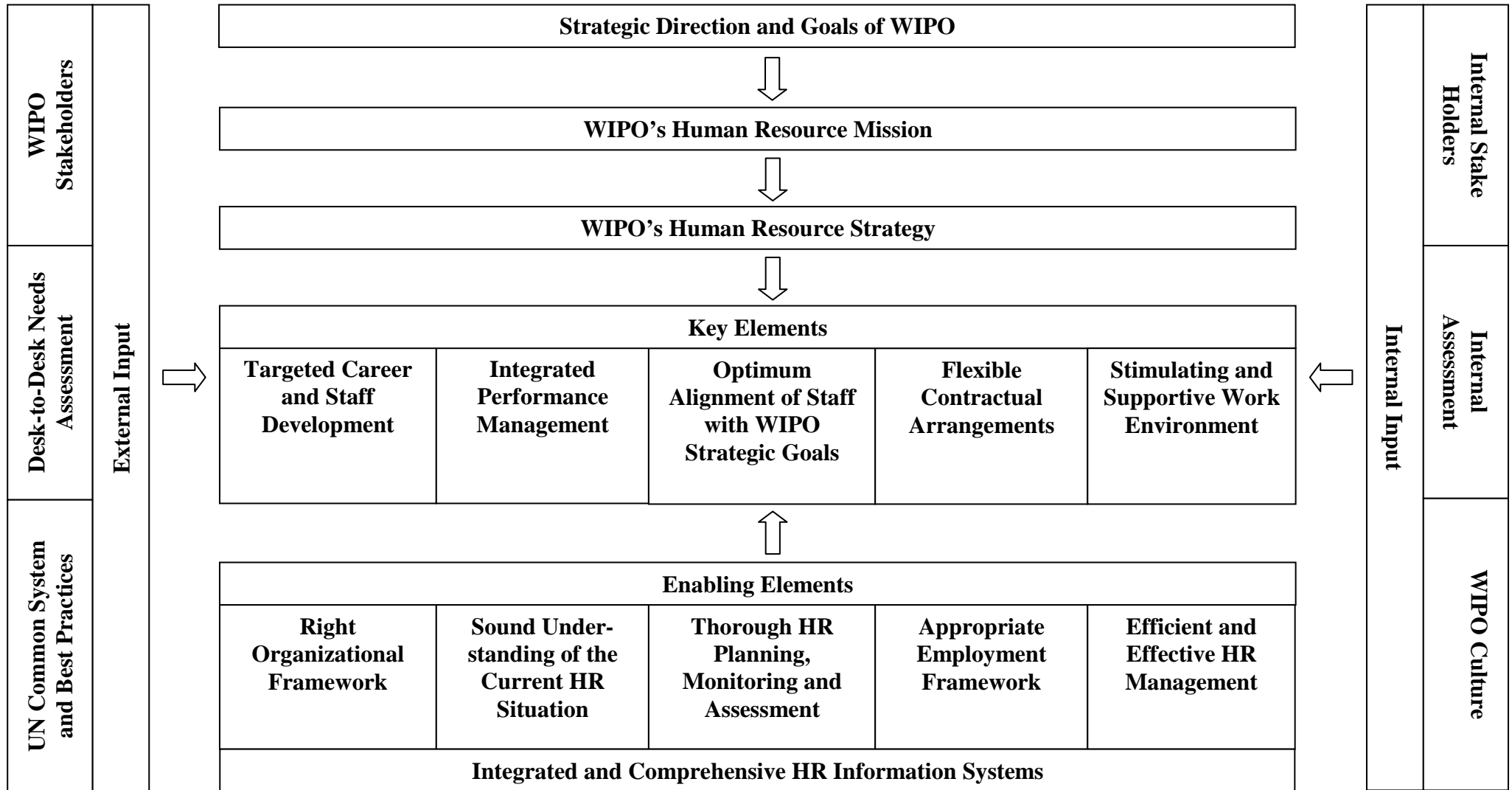
6.   However, our internal assessment of HR practices over the last 10 years revealed a number of areas where improvement is needed in the management of human resources to ensure the Organization can evolve to meet new challenges. For example, with an average staff member age of 46 years, it is projected that up to 25 per cent of staff members will retire in the next 10 years. This will necessitate the development of formal succession and career planning as well as targeted recruitment.

7.   The expanded organizational goals and consequent increased volume of activity in WIPO in a relatively short space of time were accommodated mainly through recruitment rather than any other tool of human resources. Now, the Organization has entered a consolidation phase, where the emphasis in strategic planning must be on a qualitative rather than quantitative approach to resourcing, and the alignment of these resources to the objectives of the Organization's operational strategy. In addition, new means of increasing the Organization's capital of expertise beyond recruitment and training must be identified to assure WIPO's leading role in the field of IP.

8.   This document highlights the mission, areas of input, key elements and enabling elements of the strategy for the five-year time period from 2007 to 2011, covering the rest of the 2006/07 biennium and the following 2008/09 and 2010/11 biennia.

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[1]   For the purposes of this document, the term "staff" refers to both the members of staff governed by the WIPO Staff Regulations and WIPO Staff Rules, and those on temporary contracts.

III.   OVERVIEW OF THE HUMAN RESOURCE STRATEGY

WIPO Stakeholders	**External Input**		**Internal Input**
		Strategic Direction and Goals of WIPO	
		⇩	
		WIPO's Human Resource Mission	
		⇩	
		WIPO's Human Resource Strategy	
		⇩	

WIPO Stakeholders (External Input): Desk-to-Desk Needs Assessment, UN Common System and Best Practices

Internal Input: Internal Stake Holders, Internal Assessment, WIPO Culture

Key Elements

Targeted Career and Staff Development	Integrated Performance Management	Optimum Alignment of Staff with WIPO Strategic Goals	Flexible Contractual Arrangements	Stimulating and Supportive Work Environment

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Enabling Elements

Right Organizational Framework	Sound Under-standing of the Current HR Situation	Thorough HR Planning, Monitoring and Assessment	Appropriate Employment Framework	Efficient and Effective HR Management

Integrated and Comprehensive HR Information Systems

IV.   EXTERNAL AND INTERNAL INPUT

9.   Both internal and external dynamics influence the Organization's direction, the decisions taken, and the strategies adopted.

External

Desk-to-Desk Assessment

10.   Besides its own internal assessment, WIPO wishes to undertake an organization-wide desk-to-desk assessment of its human resource needs by an independent external firm, as proposed by the Joint Inspection Unit (JIU), which conducted a "Review of Management and Administration in WIPO" in February 2005. The findings and recommendations of such an exercise, expected to take place during 2007, will provide an external view of the current HR situation, on the basis of which the HR strategy may be adjusted and an implementation plan developed. (Please see paragraphs 2 to 10 of the present document.)

External Stakeholders

11.   WIPO is unique among the UN specialized agencies in that nearly 92 per cent of its income is generated by revenues from services provided to the private sector through the international registration systems established under the PCT, the Madrid and Hague agreements, and the Arbitration and Mediation Center*. Therefore, the HR strategy must meet equally the expectations and demands of the Organization's two main external stakeholders, namely the Member States and the market-oriented sector; and it must provide WIPO with the flexibility to react quickly to these, especially with respect to the registration systems.

United Nations Common System and Best Practices

12.   As a United Nations specialized agency, WIPO applies the United Nations common system of salaries and allowances. The Organization has, therefore, to adapt to "system-wide" decisions and recommendations made by the General Assembly of the United Nations. These decisions and recommendations, which form a part of the employment framework for human resource management, have formally to be approved or noted by the WIPO Coordination Committee. In 2001, the International Civil Service Commission (ICSC) engaged in a pay and benefits review for common system organizations, the outcome of which might have an important influence on the conditions of work and the remuneration of WIPO staff over the coming years.

13.   The Human Resources Management Department (HRMD) also monitors the trends, developments and solutions concerning human resource management in other UN and IP organizations, to ensure best practices are incorporated into the HR strategy.

Internal

14.   The expectations and demands of internal stakeholders must also be factored into an HR strategy. Internal stakeholders include management, staff, the Staff Council, etc. Their

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*   This figure refers to the 2006/07 Program and Budget.

commitment to organization-wide development is key to ensuring that WIPO fulfils its mission. This is especially important where possible change might not be seen as an improvement of working conditions. For example, the more contained revision of the previous promotion practice could have a temporary effect on staff morale. A good understanding of organizational culture in a change process is essential for the successful implementation of the HR strategy.

V.   MISSION STATEMENT

15.   WIPO considers the staff the most valuable asset in achieving its mission and is committed to facilitating and driving the necessary HR developments. In this way, HRMD will ensure the best employment practices and professional and cultural environment for the staff, so that the staff may provide first class services to the IP community and WIPO Member States, a service which must be proactive, client-oriented and efficient.

16.   HRMD will, therefore, work in strategic and operational partnerships with all sectors of WIPO to ensure the Organization has and develops the human resource capital for the achievements of its key strategies, so as to fully serve the Organization's mandate.

VI.   KEY ELEMENTS

17.   The HR strategy aims to support the Organization's mission by providing and developing the human resource capital necessary for Program Managers to achieve and sustain excellence in their area of activities through strategic workforce planning.

18.   The key elements of the HR strategy and their main objectives are:

(i)   *Targeted career and staff development*, to realize technical, managerial, and leadership potential in WIPO and extend these competencies across the Organization;

(ii)   *Integrated performance management*, to promote a performance driven culture in WIPO;

(iii)   *Optimum alignment of staff with WIPO's strategic goals* to align, organization-wide, the operational functions, the HR competencies of our staff, the organizational structures, and the administrative tools to the strategic goals of WIPO in a framework of accountability and responsibility;

(iv)   *Flexible contractual arrangements*, to strengthen WIPO's capacity to react timely and flexibly to operational developments, particularly to the dynamics of the market-oriented sector and the constantly changing needs of its players;

(v)   *Stimulating and supportive work environment*, to attract and retain caliber staff and fully engage them professionally.

Targeted Career and Staff Development

19.   HRMD is committed to further develop a culture of learning which cultivates the full professional potential of its staff to contribute at the individual, team and organizational levels and which provides them with the competencies necessary to meet the Organization's requirements in a dynamic and changing environment.

20.   Furthermore, where recruitment may still be required to fill certain gaps in expertise, there is a need to focus on the non-remunerative elements of an employment package, such as career development, to attract and retain people given the constraints of the UN common system in the provision of competitive salaries for an Organization where many potential recruits have private sector expectations.

This will comprise:

- Targeted training activities to improve performance, such as in communication, information technology and languages; and priority given to leadership and management skills;
- Identification of talent pools, establishment of career paths and design of new career models;
- Development of succession planning to ensure, *inter alia*, the transfer of institutional knowledge;
- Creation of rotation programs, in particular for management, to foster a better appreciation of the work of the different sectors of WIPO and to facilitate inter-departmental partnerships within WIPO;
- Increasing human resource exchange programs with external partners (e.g. IP Offices) and mobility under the UN Organizations Inter-agency Mobility Agreement to enrich the experience and competencies of staff;
- A commitment to staff development to be reflected in future allocations of time, financial and human resources.

Integrated Performance Management

21.   Since priority has been placed on the optimal use of existing resources rather than the recruitment of new resources, greater attention shall be paid to the career development of staff to meet the Organization's current and future needs for appropriately skilled staff. A new performance management and development system is needed, based on the strategic objectives of the Organization, describing the role of each employee in achieving these objectives and increasing individual and group motivation by providing recognition of contribution and reward, where possible.

This will comprise:

- the design of an enhanced performance management and development system that serves as a valuable management tool to:

  ➢ Provide reliable information on the performance and competencies of staff, thereby enabling targeted career and staff development and optimal use of human resources;

> ➢ Align individual performance with the strategic goals of the Organization (documented in the approved Program and Budget for 2006/07) by cascading these into work plans for organizational units, and subsequently into individual objectives/outputs expected from the employee;
> ➢ Encourage dialogue between managers and their staff to confirm or correct performance development on an ongoing basis and to reduce possible conflict produced by poor or insufficient communication;
> ➢ Link individual performance with practical consequences in terms of recognition, such as further training or career progression.

- Identification and implementation of non-monetary and monetary awards for the recognition of outstanding performance.

Optimum Alignment of Staff with WIPO Strategic Goals

22. The gradual aging of the workforce allied to promotions as the principal reward mechanism has resulted in a more senior distribution of staff grades within both the Professional and General Service categories and the practice of moving staff with their posts has led to a certain degree of misalignment of human resources with the strategic goals of WIPO as set out in the Program and Budget. Moreover, the type of contract held by staff is not always consistent with the core and ongoing nature of the tasks they carry out, to such an extent that over 50 per cent of current General Services staff on short-term contracts have worked continuously at WIPO for more than 5 years. Against this background, the commitment to align the human resources of WIPO to the current and future needs of the Organization to fulfill its mandate is even more important.

This will comprise:

- Continual updating of job descriptions under the different standards of the UN common system classified and graded in accordance with the guidelines of the International Civil Service Commission (ICSC), and taking into account best practices in IP offices;
- An upgraded post management system, which will include a continuous synchronization of the functional roles in the organizational units with posts allocated to Programs;
- Alignment of the type of employment contract with the nature of the functional role carried out by the employee;
- Maximum use of internal redeployment to align staffing distribution with the priorities of the Organization, and promote career development opportunities for staff;
- Targeted external recruitment to ascertain that needed competencies are available within WIPO, that an infusion of young staff is ensured, and that appropriate gender balance and geographic distribution is reflected;
- Separation of staff from the Organization arising from operational, budgetary or performance-linked necessity;
- Greater involvement of organizational units in staffing issues.

Flexible Contractual Arrangements

23.   WIPO is committed to the interests of staff regarding their employment arrangements, while also ensuring the contractual and financial flexibility necessary to achieve optimum results. Beyond the expertise acquired through recruitment and training, new means of increasing the Organization's capital of expertise is needed for WIPO to be a leading agent in IP development; such as through shared human resource funding initiatives with external IP entities or the further elaboration of an international network of experts.

This will comprise:

- Review of current contract types and identification of new ones within the framework of the UN common system to maximize responsiveness and flexibility to organizational needs;
- Development of agreements and partnerships with external entities for alternative funding mechanisms for new recruitment;
- Identification of flexible resourcing alternatives (e.g. outsourcing, internships).

Stimulating and Supportive Working Environment

24.   It is important to provide a stable and rewarding environment conducive to learning, creativity, innovation and engagement in order obtain the best contributions from our staff.

This will comprise:

- Adjustment of the entitlements and benefits among staff of different contract types to provide similar working conditions for long-term temporary staff and staff members;
- Further work-life balance arrangements through time-related working models, such as special leave without pay, flexibility in part-time arrangements and working hours;
- Commitment to provide a secure, safe and healthy working environment;
- Providing on-site counseling facilities to staff;
- Strengthening the internal systems for the management of conflict resolution such as the administration of justice and Office of the Ombudsman.

VII.   ENABLING ELEMENTS

25.   The successful implementation of the above "key elements" of the strategy depends on a number of "enabling elements" being developed and put in place.

26.   In this respect, HRMD has identified the challenges below:

- Further promoting the understanding of the strategic direction and goals of WIPO at all levels of the Organization;
- Strengthening the change capability of WIPO by fostering trust between management and staff through the active involvement of staff in the change processes, with good communication lines to counteract resistance and denial;
- Promoting inter-departmental partnerships to gain from synergies;

- Alignment of WIPO's priorities with the organizational structures and, therefore, with the individual programs;
- Refocusing competencies development on managerial and leadership qualities as the new priority in place of the previous focus on the acquisition of technical expertise and IT skills which had been needed to fulfil the rapidly growing demands for services;
- Encouraging further accountability and responsibility for work by a phased delegation of authority to managers at the various levels;
- Simplification, and automation where possible, of workflow in the Organization, and a lighter approval process for key business processes;
- Further development of an appropriate employment framework that applies the UN common system standards while accommodating the dynamics of the IP community;
- Better understanding of the current human resource status at WIPO and thorough HR planning, monitoring and assessment;
- Proactive and efficient management of human resources by HRMD which can anticipate the HR developments required by the Organization;
- Implementation of an integrated and comprehensive HR information system.

Right Organizational Framework

27.   The accomplishments of human resource management depend largely on the efficiency and effectiveness of the organizational framework of WIPO. Such a framework includes: an understanding of the strategic goals of WIPO among staff; sound managerial and leadership capacity; a culture receptive to organizational change; constructive inter-departmental partnerships; organizational structures in keeping with WIPO's key priorities; and, efficient business processes with adequate technical support.

Understanding the Current Human Resource Situation

28.   Management must be equipped with a comprehensive picture of the existing competencies of current staff as well as with the functional roles, organizational structures and accompanying competencies required to achieve the Organization's goals, in order to be able to assess and remedy any gap between the actual situation and the desired profile to meet those objectives.

29.   HRMD's own analysis of the current profile of the Organization's staffing, together with the results of the desk-to-desk needs assessment, will provide WIPO with:

- An assessment of the current status of the Organization's human resources (including staff composition, functional roles and posts, staff competencies, grade levels, and contract types), financial resources, organizational structure and key business processes, taking into account the strategic goals of the Organization as contained in the 2006/07 approved Program and Budget;
- Identification of gaps.
- Identification of opportunities to improve or better align the organizational structure and streamline business processes.

Thorough Human Resource Planning, Monitoring and Assessment

30.   To enable WIPO to make optimal use of its human resources in the future, an HR plan will be provided by the external firm as part of the desk-to-desk needs assessment. This plan will include at least two strategic planning scenarios: one will be based on a growth-oriented forecast of demand for WIPO's services; another will be based on a conservative forecast of demand for these services. Based on the findings and recommendations of the desk-to-desk needs assessment, WIPO will propose to Member States how to bridge the gaps and estimate the financial implications.

31.   There will be regular monitoring and assessment of the human resource management activities during the implementation of the HR strategy to determine the effectiveness of the activities, to identify possible constraints early and to intervene promptly when the actual outcome does not meet the original expectations.

Appropriate Employment Framework

32.   While an employment framework for human resources must be fair, consistent and effective, it must also be sufficiently supple to accommodate the dynamics of the IP community and the Organization's response thereto. Such a framework is a key requirement for the implementation of the HR strategy in WIPO. It should take into account the operational needs of the Organization, WIPO's culture, best practices of the UN common system and IP Organizations, and the recommendations made by the International Civil Service Commission (ICSC).

33.   WIPO's legal framework for human resources consists of:

* The WIPO Convention
* The WIPO Staff Regulations
* The WIPO Staff Rules
* WIPO Office Instructions on human resource policies and practices and the Headquarters Agreements with Host States (Switzerland, the United States of America, Belgium, Singapore and Japan.)

34.   The Convention establishes the Organization and broadly sets out the organizational parameters, its legal foundation and legal framework. The WIPO Staff Regulations provide the wider principles for personnel policy, the basic conditions of service of staff, and their duties and obligations as staff members of WIPO. The WIPO Staff Rules establish the provisions for the implementation of the WIPO Staff Regulations.

35.   The effectiveness of the employment framework for human resource management must be constantly monitored and adjusted to ensure that it supports the changing needs of the Organization and its staff.

Efficient and Effective Human Resource Management

36.   The successful management of human resources relies on an efficient and effective human resource department. Although the HRMD in WIPO is largely well-functioning, particularly in its administrative duties, the following challenges have been identified:

- HRMD needs to anticipate change and proactively design the future according to the overall strategic goals of WIPO;
- There is a need for a greater focus on human resource planning;
- There is a need to further develop multi-tasking and a greater service-oriented approach;
- HR business processes should be simplified and further automated.

37.   To address these challenges, a reorganization exercise has been started in HRMD and the current roles and responsibilities, activities and business processes are under review.

Integrated and Comprehensive Human Resource Information Systems

38.   To support the mandate of WIPO fully, HRMD must be able to manage current demands and anticipate future demands of the Organization, a requirement for which a modern, integrated, IT infrastructure is essential. Certain of the key elements of the HR strategy depend heavily on the existence of such an infrastructure, including a career management system with all its facets and implications (which would include performance management), HR planning (including succession planning), and enhanced online recruitment facilities.

39.   HRMD at present operates with two IT systems, which are themselves fragmented: SIGAGIP, which handles contracts and remuneration, and HRAccess which is used in recruitment. Important HRMD information such as job classifications, staff development and training, and staff profiles, amongst other areas, is not accommodated by any formal database system. Importantly, only the minimum necessary interface exists between the SIGAGIP system and the integrated finance and budgetary control system, AIMS, which compromises HRMD's ability to plan ahead and prepare at the organizational level.

40.   This also presents shortcomings in the expediting of routine work, which is heavily dependant on manual, mechanical and repetitive procedures, either because the IT system cannot manage certain functions, or because the system is technically outdated and lacks a complementary reporting system which interfaces with necessary third-party systems.

41.   In order to address these shortcomings, the objective is to have a department-wide integrated IT system, operating on a single platform and interfaced with other administrative support areas, most particularly with the Office of the Controller and the Finance Department, which would support all the routine aspects of human resource work within the Department, simplify work processes (and thereby reduce workload) and provide a single consolidated base for data collection.

42.   In terms of the future, among the main and most important benefits such a system would provide would be the ability, which HRMD does not currently possess, to provide prompt and accurate information necessary to senior management and Member States to make key decisions and to plan for and accommodate new requirements as the Organization evolves, including those which may arise from the desk-to-desk needs assessment.

VIII. OUTLOOK

43.   Based on the final HR strategy, an implementation plan will be developed to describe the steps of the future changes, the selected methodology, the allotted timeframes, the allocated human and financial resources and the expected results. The implementation of the HR strategy will, like all changes, include risks such as uncertainties regarding implementation costs, under-performing enabling elements, unexpected business developments and resistance from staff. These risks must be identified, rated, closely monitored and addressed as needed during all phases of the strategy implementation.

44.   The role and the involvement of staff is important to the success of all HR endeavors, but it is particularly important to the implementation of the HR strategy which will bring new developments and changes; open and ongoing, two-way communication with the staff is key to overcoming natural concern which may arise at such a time.

45.   The HR strategy is first and foremost a commitment to an ongoing assessment of the HR needs of the Organization operating in the active and fast developing IP environment. The strategy will need to be as dynamic as the broader environment in which the Organization operates, and must be continually re-evaluated for its relevance, its added value to the human resources of the Organization, and its ability to seize emerging opportunities for improvements in the Organization's HR environment.

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