

## **WIPO Coordination Committee**

**Seventy-First (46<sup>th</sup> Ordinary) Session  
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ANNUAL REPORT ON HUMAN RESOURCES

*prepared by the Director General*

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## **I. INTRODUCTION**

1. The most important asset of the World Intellectual Property Organization (WIPO) is its workforce. It forms the core of the Organization enabling its programs and activities. In recent years, some of the major institutional challenges faced by the Organization have revolved around personnel administration. Convergence of two major considerations define talent management in WIPO. First is the recognition that WIPO, as a global service provider, operates in a fast-changing environment and faces external factors. Its ability to renew itself and respond quickly will fundamentally determine the continued relevance of its global services. Second is the Member States' clear demand to contain costs. The former presents both opportunities, which must be capitalized on and challenges, which need to be fully addressed; the latter is the baseline for any action.

2. The Organization aims to establish stability and flexibility in its workforce. Its corporate strategy, as elaborated in its strategic goals and core values, must be supported by an appropriate and comprehensive workforce strategy which is anchored on a balanced mix of stability through its staff component, and flexibility, through non-staff contracts and outsourcing mechanisms.

3. Stability means that the Organization should seek to maintain WIPO's core staff with no foreseeable increase in the future. Staff will continue to be the bulwark for organizational delivery of global services and the performance of core functions. Stability will be supported by focused staff development to ensure that competencies (know-how and skills), capability (processes for delivery) and capacity (programs and activities) are cutting-edge, current and reflect best practice. In essence, a fit-for-purpose staff will embody the organizational nucleus.

4. Flexibility signifies an organizational ability to promptly, efficiently and effectively respond to evolving external factors – be it the need for innovation, market positioning in a dynamic and volatile global economy or adjusting to geographical shifts and volume surges in demand for IP services – while at all times minimizing uncertainties and mitigating risks. Flexibility is achieved through creative resourcing for services of non-staff personnel and through core staff that is versatile, multi-skilled and mobile, and supported by high-quality training. While the core part of the workforce needs to be largely stable, the non-core part will expand or shrink depending on fluctuating external factors, creating agility.

5. Geographical diversity and gender balance underpin WIPO's workforce strategy. Broadening the mix of cultural capital, expanding the pool of expertise and knowledge-base and promoting equal opportunities for men and women to participate in management and leadership, will lead to a stronger and innovative WIPO, able to fully tap into the talent of each and everyone of its one-thousand strong workforce to serve a global clientele.

6. The Organization recently completed the process of reforming the legal and policy framework which provides the spring board for its workforce strategy. These recent changes correspond to improved internal business systems which reflect best practice and align WIPO with UN-wide standards. The new contractual framework for staff entered into force at the beginning of 2013. It provides clarity and transparency to staff, prospective applicants and the Organization as to appointment modalities and contract duration and ensures fairness in conditions of service. A year later, at the beginning of 2014, a complementary policy on individual contractual services was formalized to consolidate and rationalize the modalities and processes for availing of individual non-staff services. The policy brought under one broad umbrella the contractual options for WIPO managers for the sourcing of expertise, and thereby ended what had become an *ad hoc* yet growing contractual maze of non-staff engagements.

7. WIPO continues to offer training and learning programs in the form of internships and fellowships, which are non-staff in nature. Further, WIPO continues to fulfill its contractual obligations as regards non-staff international translators and interpreters, whose services are governed and regulated through a multilateral-undertaking specific to their professional group. No other individual non-staff contractual modalities exist.
8. WIPO's resourcing model includes a third component, commercial contractual services. WIPO is outsourcing non-core and support functions to entities and benefiting from their proven expertise in management and service provisioning typically in the areas of buildings management, security and information technology assistance. These three categories of resources, staff, non-staff and commercial services, fulfill all together the personnel needs of WIPO allowing the Organization to focus its staff resources on its areas of expertise.
9. The present report primarily concerns WIPO staff, as they form the bulk of WIPO's human capital and talent. Workforce data in this report, in addition to staff, also includes interns and fellows, inasmuch as they, too, fall under the mandate of the Human Resources Management Department (HRMD). Reporting on the non-staff component of WIPO, which must be preceded by the establishment of a methodology for their measurement accompanied by relevant data analytics, will be subject of a separate and future report by the Director General. Such eventual reporting will be made for the first time to Member States, made possible as a result of systems improvements which have facilitated data gathering, extraction and analysis. The planned reporting on WIPO's non-staff personnel is also intended as an advance organizational commitment to adopt and respond to recommendations made by the Joint Inspection Unit (JIU) contained in its recent report about the use of non-staff personnel within the UN system<sup>1</sup>. (This JIU report will be brought to the attention of Member States in due course.) JIU recommends to all 28 UN-system organizations covered in the report, including WIPO, a periodic analytical reporting on non-staff personnel both to senior management and to Member States.
10. The present HR annual report is structured as follows. Following the Introduction (Part I), Part II presents, in graphics form, highlights and snapshot data of WIPO's workforce, facilitating a better appreciation of the narrative that follows. Part III is devoted to staff matters and provides an update on the progress of the implementation of the HR strategy 2013-2015. Other staff matters which are not directly covered by the HR strategy are taken up in Part IV. Part V elaborates on projections for next year as WIPO wraps up the present biennium and enters a new one. Finally, Part VI summarizes items for reporting to the WIPO Coordination Committee, either for information or in compliance with statutory obligations under the WIPO Staff Regulations and Rules (SRR).
11. Annex I to this report contains more detailed data on WIPO staff, some of which are referenced in the narrative. In the interest of reporting the latest updated statistics, data-coverage, where possible, is for the period from July 2014 to June 2015. Other data is reported by calendar year. For clarity, the specific period covered by each table, chart or graph is indicated. Annex II contains graphs showing the effect per region of the application of the system of geographical distribution for posts approved by Member States in 1975. In addition, document WO/CC/INF/1 on "Geographical distribution in WIPO" is made available to the WIPO Coordination Committee.

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<sup>1</sup> "Use of Non-staff personnel and related contractual modalities in the United Nations Systems Organizations" (2014), JIU/REP/2014/8.

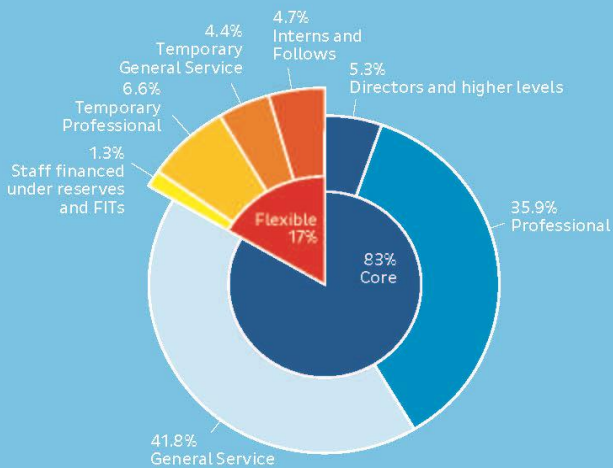
## **II. WIPO WORKFORCE – HIGHLIGHTS AND SNAPSHOT DATA**

12. The graphics, which follow, show the status of WIPO's staff component viewed from different parameters, i.e., workforce numbers, geographical distribution, gender, sectoral distribution, staff costs and productivity.

13. Data on staff productivity showcases the productivity results of the Patent Cooperation Treaty (PCT) operations, by way of example, as the PCT accounts for the bulk of WIPO's global services, its income and performance, the use of HR resources.

# WIPO WORKFORCE

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

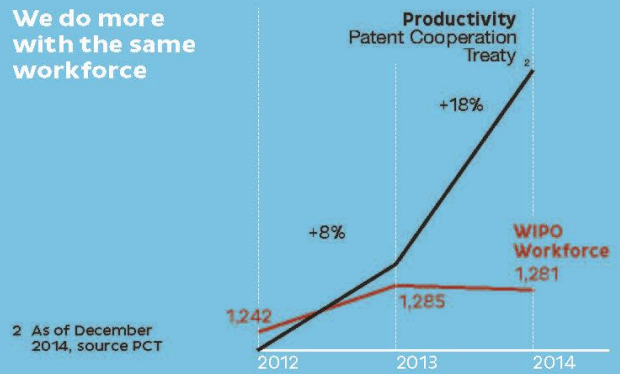


<sup>1</sup> As of June 2015

Staff in regular-funded posts	1,035
Staff in other funded posts	16
Temporary staff	137
Interns and Fellows	59
<b>Total</b>	<b>1,247</b>

## WIPO WORKFORCE PRODUCTIVITY

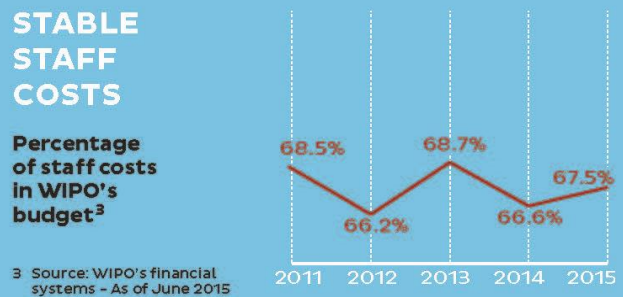
We do more with the same workforce



<sup>2</sup> As of December 2014, source PCT

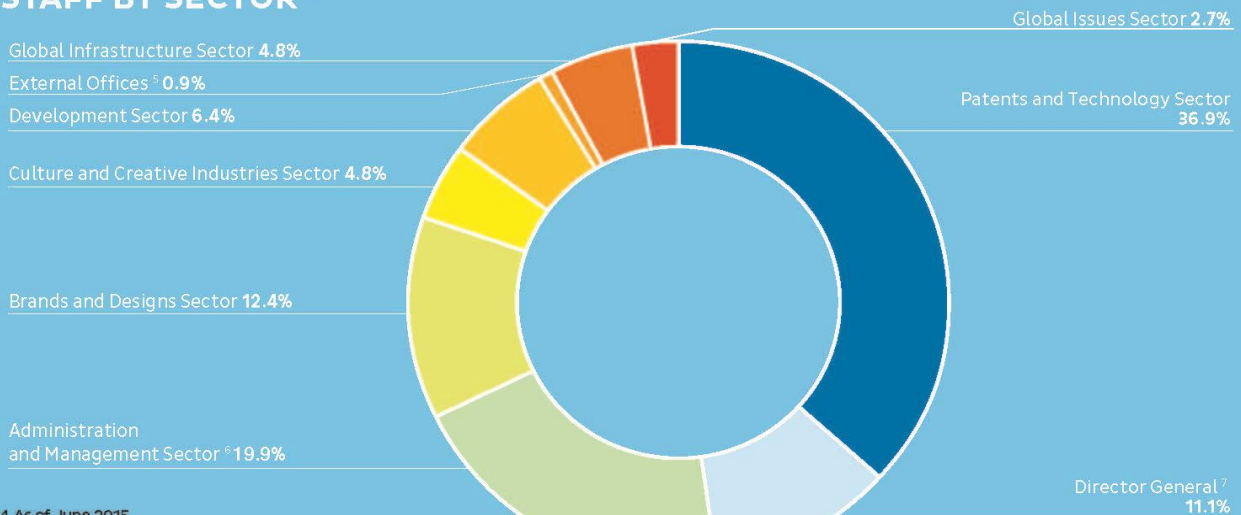
## STABLE STAFF COSTS

Percentage of staff costs in WIPO's budget <sup>3</sup>



<sup>3</sup> Source: WIPO's financial systems - As of June 2015

## STAFF BY SECTOR <sup>4</sup>



<sup>4</sup> As of June 2015

<sup>5</sup> Not a stand-alone sector although shown separately; these offices fall under either the Office of the Director General, Department for Transition and Developed Countries, Brands and Designs Sector, Global Issues Sector or the Global Infrastructure Sector (there is no double-counting)

<sup>6</sup> Office of the Assistant Director General, Information and Communication Technology Department, Conference and Language Department, Procurement and Travel Division, Department of Program Planning and Finance, Safety and Security Coordination Service and Premises Infrastructure Division

<sup>7</sup> DG Front Office, Office of DG, Office of the Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Oversight Division, Office of the Ombudsperson and Department for Transition and Developed Countries

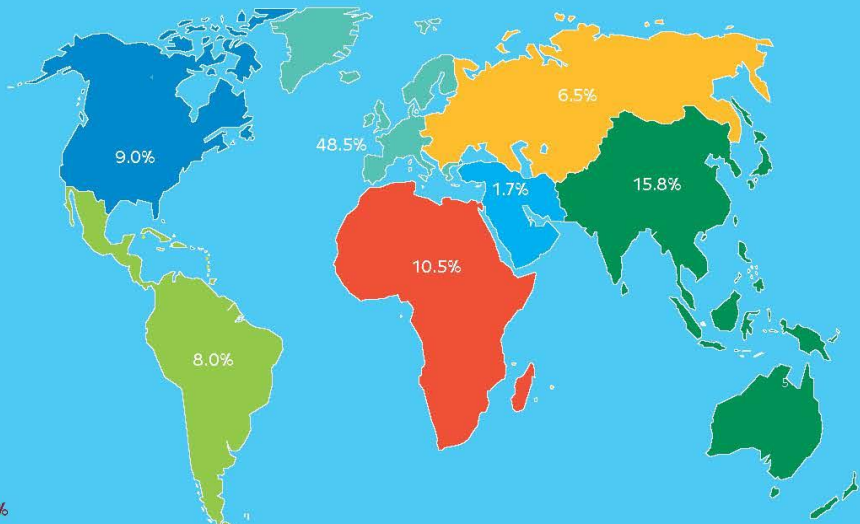
# GEOGRAPHICAL DIVERSITY AND GENDER BALANCE

## STAFF BY REGION

Our staff come from 114 countries<sup>1</sup>

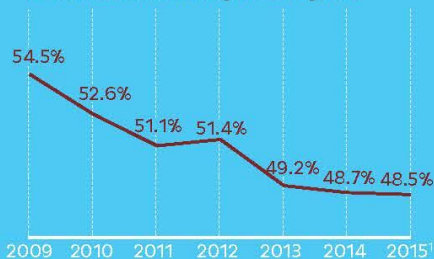
### Professional and higher categories by region (regular + temporary)

Africa	62
Asia and the Pacific	93
Eastern and Central Europe and Central Asia	38
Latin America and the Caribbean	47
Middle East	10
North America	53
Western Europe	285
<b>Total</b>	<b>588</b>

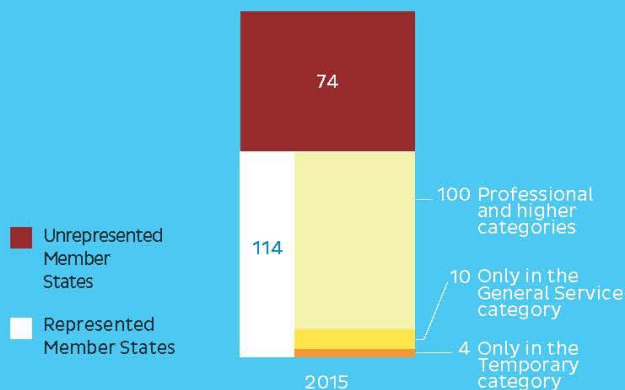


<sup>1</sup> As of June 2015

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



## GEOGRAPHICAL DIVERSITY<sup>2</sup>



<sup>2</sup> As of June 2015

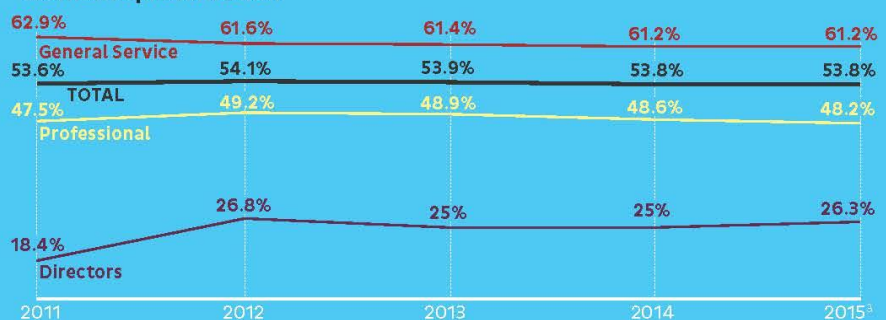
### List of unrepresented Member States (74)

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

## GENDER BALANCE

Gender balance has improved; senior levels require further attention

### Women representation



<sup>3</sup> As of June 2015

### **III. UPDATE ON THE HUMAN RESOURCES (HR) STRATEGY 2013-2015**

14. This is the second update on the HR Strategy 2013-2015. HR activities continue to focus on its four principal objectives requiring simultaneous action on all areas of priority. Progress in achieving these objectives and the supporting implementation measures are discussed in this section. While the HR strategy was initially established as a three-year blue print covering 2013-2015, the underlying rationale giving rise to the strategy remains: WIPO must maintain its relevance and effectiveness both as an Organization and global service provider. The same challenges are expected to persist in defining the environment in which WIPO operates in the next years. The main goals of the HR Strategy will therefore continue beyond 2015 to set the strategic direction for talent development and management in WIPO and will be updated where required.

#### **Goal 1: An agile and geographically diverse workforce to improve WIPO's responsiveness to evolving global IP needs**

##### *A fit-for purpose workforce – systems institutionalization*

15. WIPO is committed to ensuring alignment of its human talent with program needs. To this end, periodic review of the organizational design is carried out. Effective workforce planning is now fully institutionalized through systems integration with the Program and Budget cycles, reflecting involvement of managers at all levels. In 2014, all organizational units drew up 2014-15 workforce action plans which identify the HR-related actions necessary to deliver biennial program results. Guidelines for managers on Workforce Planning were issued. This process continues to be fully integrated in the 2016-17 biennial planning and workforce requirements which have been reflected in the Enterprise Performance Management (EPM) system, sometimes referred to as the 360-degree view of the linkages between the Organization's strategic goals, corresponding enabling programs and supporting resources for delivery.

##### *Rationalization of skills, competencies and grading structure*

16. The current attrition rate in WIPO (29 departures in 2014 due to retirement and 22 due to separations), which is four per cent of the total number of staff, provides very limited scope for addressing new business needs, without increasing headcount. This is set to continue in 2015 and beyond, based on projected retirements (see Figure 1 below). Identifying appropriate solutions in the short-term remains a challenge. New Post Management Guidelines were published in June 2014 to ensure that the Organization systematically revalidates planning assumptions and considers upcoming cross-organizational priorities whenever a post becomes vacant. In 2014, new staffing requirements (e.g., in the Global Infrastructure Sector and Economics and Statistics Division) as well as new functions requirement (IT, Classification and Digital Communication specialists, Business Continuity) were addressed through post realignment.





Figure 1. Projected retirement 2015 - 2020

17. Efforts continue to contain staff costs without compromising the need for human resources in new priority areas through the careful realignment and reallocation of resources. Efficiency gains, for example through increased automation in the Madrid Registry and the PCT operations, provide such opportunities. These initiatives are carefully monitored to ensure that resources, which are freed-up, are re-aligned to the best advantage of the Organization. New technologies are also creating efficiencies elsewhere in the Organization.

18. Good progress has been made in identifying continuing functions which must then undergo the process of regularization. Compared to the recently completed regularization of long serving temporary employees (LSTEs), functions-based regularization is open to external applicants to ensure recruitment of best talent for WIPO. By the end of the next biennium, temporary contracts should only support functions of a temporary nature and all temporary contracts will be limited to a maximum of two years as the transitional period following the contractual reform, which became effective at the beginning of 2013, will end on December 31, 2017.

19. The organizational-wide exercise to update job descriptions reflecting business priorities, new technology and processes, continued in 2014. In 2015, systematic monitoring of individual job descriptions was commenced. Henceforth, this will take place on an annual basis as part of the planning exercise under the Performance Management and Staff Development System (PMSDS); please refer to paragraph 30 below concerning PMSDS. The exercise has also allowed the establishment of a number of “generic ” profiles which will facilitate internal mobility.

*Sound and effective policies*

20. A number of amendments were made to the SRR to address evolving business and staff needs. For example, the legal framework for the recruitment of National Professional Officers (NPOs), a new category of staff in WIPO, was established. NPOs are staff members who are locally recruited at non-Headquarters duty stations to perform professional functions requiring local expertise.

21. The policy on the employment of UN retirees, which entered into force on January 1, 2015, established a new framework with clear and restrictive conditions for the employment of former staff members of WIPO or of other UN organizations and who are in receipt of a pension benefit from the United Nations Joint Staff Pension Fund (UNJSPF). The underlying principle is to continue to avail of the accumulated expertise of retirees as an *ad hoc* and time-limited measure to allow and facilitate knowledge transfer without hampering opportunities for cultivating fresh talent.

*Reinforcing geographical diversity*

22. WIPO staff come from 114 Member States as of June 2015. These include Member States represented only by staff members in the General Service category (10 Member States) and staff members holding a temporary appointment (four Member States). While the number of represented Member States has decreased to 114 in June 2015 from 118 in 2013, there are two Member States (Lithuania and Armenia) which are newly represented among WIPO staff.

23. Efforts to improve geographical distribution continue. Member States requested that WIPO recruit its staff from as broad a geographic basis as possible and that selection to WIPO posts must be based on merit. A number of initiatives have been undertaken. These initiatives have resulted in a higher number of applications from nationals of unrepresented Member States and in a further decrease in the proportion of staff from an overrepresented region. (see Figure 2).

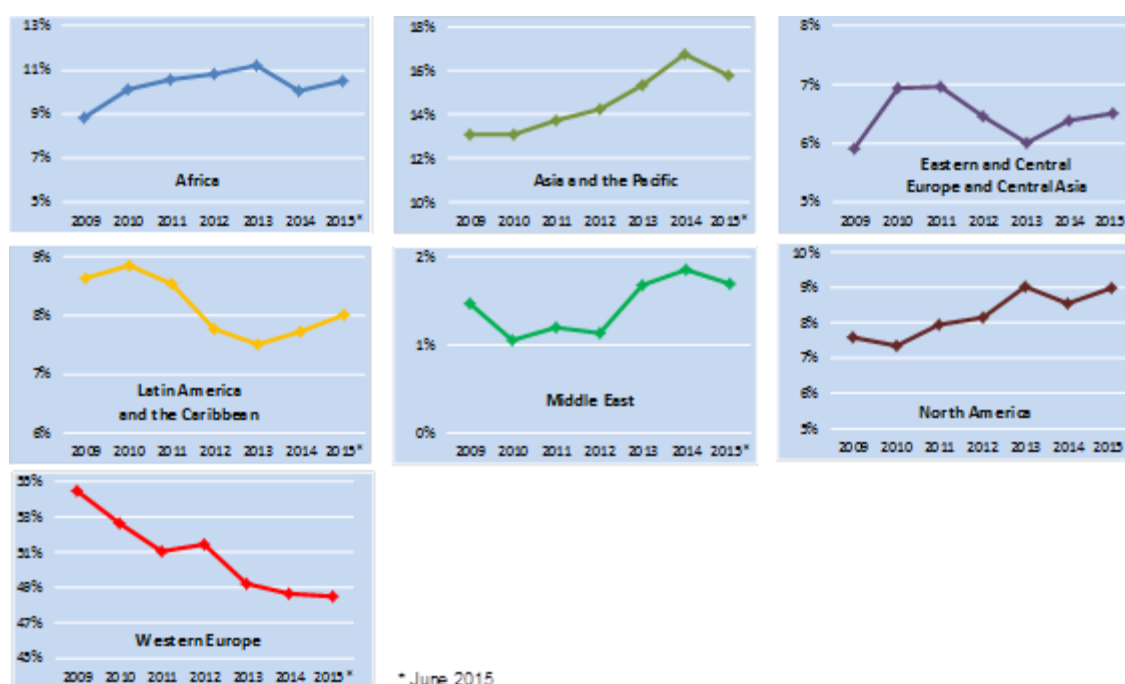


Figure 2: Percentage of staff in the Professional and higher categories, June 2015 – see also Annex I, Table 9b

24. Upcoming retirements in the next five years present additional opportunities for the Organization to reinforce geographical diversity. Nearly half of staff who are due to take mandatory retirement between 2015 and 2020 in the Professional and higher categories come from Western Europe (see Figure 3).

Retirements by region (Professional and higher) 2015* - 2020								
	2015*	2016	2017	2018	2019	2020	Total	Per cent
Africa	2	1	3	1	2	2	11	12.9%
Asia and the Pacific	1	0	2	0	4	4	11	12.9%
Eastern and Central Europe and Central Asia	0	1	1	1	0	3	6	7.1%
Latin America and the Caribbean	1	2	1	2	0	1	7	8.2%
Middle East	1	0	0	0	0	0	1	1.2%
North America	0	0	2	3	2	3	10	11.8%
Western Europe	2	5	3	8	7	14	39	45.9%
<b>Total</b>	<b>7</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>27</b>	<b>85</b>	

\* From July to December 2015

**Figure 3:** Expected retirements for the Professional and higher categories by region, 2015-2020

25. As a follow-up to the geographical diversity outreach campaigns conducted in 2013, WIPO organized an informational event during the Assembly of the WIPO Member States in September 2014 to better highlight and promote geographical diversity. The complementary information session targeted unrepresented Member States to explain the recruitment process at WIPO and seek Member States' support to identify qualified candidates from their regions. These initiatives were positively received by Member States. As a follow up, participants from Member States were requested to identify national platforms to advertise WIPO's jobs and to enable WIPO to design local outreach activities.

26. Applications for recent WIPO vacancies from nationals of unrepresented Member States receive systematic and detailed attention. Interview boards have been directed to ensure that such applicants are assessed with extra care and any consideration given to such applicants is separately recorded in recruitment reports. Furthermore, job applicants from unrepresented Member States who are not selected, but generally meet basic academic and experience requirements for future WIPO vacancies, are included in a mailing list and receive information on regular and temporary jobs and on the WIPO recruitment process. More than 200 applicants from unrepresented Member States are already included in this mailing list and the list is expected to grow over the coming period.

27. The first geographical diversity outreach mission took place in April 2015 in Southeast Asia, namely, in Singapore, Viet Nam and Thailand. In all three countries, joint actions for local outreach were discussed with the national IP Offices. Three concrete deliverables were agreed: (a) identification of at least one focal point per IP office who will actively engage with WIPO, (b) information on publication of WIPO vacancies in relevant local job sites, and (c) additional joint outreach actions in two countries. In addition, information on WIPO recruitment was presented at two lead universities in Viet Nam and Thailand. Lessons learned from these outreach missions will enable WIPO to adapt its recruitment and outreach strategies more effectively.

28. WIPO acknowledges that Member States are still further considering whether or not to establish a formal system of geographical distribution, replacing the system of 1975. A broad range of views was expressed on this issue during the WIPO Coordination Committee meeting in September 2014. Updated information on geographical distribution on the basis of the 1975 accord is provided in Annex II.

#### *Effective performance management*

29. Effective performance management is key in the delivery of services by the Organization and contributes to staff motivation. Growing maturity in the PMSDS process pointed to the need for a well-defined regulatory framework to better anchor and clarify expectations of supervisors and supervisees alike. Guidelines have now been firmed up into regulatory provisions with an accompanying user-friendly PMSDS Handbook.

30. To strengthen the linkage between organizational planning and individual performance, three new features have been added to the PMSDS process. First, managers may now extract the list of program/work plan activities allocated to each staff to better situate the staff's individual role and expected contribution in the successful implementation of the unit workplan. Second, staff must now confirm whether the program/workplan have been shared with them, a small yet necessary step to ensure that supervisor and supervisee are on the same page. Over 99 per cent confirmed that this was the case. Finally, supervisors have to indicate if the job description of a staff member reflects current functions and is aligned with the mandate of the organizational unit. This was confirmed in 86.4 per cent of the cases.

**Goal 2: Leaner core structures, flexible demand capacity and state-of-the-art IT service delivery to position WIPO as premier provider of global IP services**

*Effective recruitment and selection*

31. A 50 per cent increase in recruitment activities was observed in 2014 compared to 2013 largely due to the regularization of continuing functions, with 90 competitions for fixed-term positions and 39 for temporary positions. Out of the 90 fixed-term competitions, 50 were in the Professional and higher categories (of which 35 have been filled as of June 2015), and 40 in the General Service category. As of June 2015, out of the 35 Professional and higher categories positions, 11 were filled by external candidates, five by staff on fixed-term contracts and 19 by staff on temporary contracts. Likewise, as of June 2015, recruitment time is within the new target of 19 weeks established for this biennium compared to 21 weeks during the previous biennium. WIPO pursued its efforts to professionalize the recruitment process with continued use of written tests in Professional-level positions and assessment centers for D-level positions. Following an audit recommendation, recruitment for functions with inherent or potential risks will be systematically subject to pre-employment screening including criminal and financial checks through an external provider.

32. The planned switch by the end of 2015 to a more user-friendly recruitment tool, Taleo, as part of the ERP implementation, which offers full life cycle recruitment solutions, will facilitate the selection process and positively impact on the candidate experience. Taleo will be the sole recruitment platform and is expected to contribute to significant improvements/enhancements in WIPO's reporting, notably in relation to gender/diversity initiatives.

*Broad and widespread prospection*

33. Attracting diverse talent, in both geographical origin (see paragraphs 22 to 28 above) and gender (see paragraphs 38 to 43 below), remains a challenge. WIPO uses a combination of traditional and innovative approaches in its prospection efforts, recognizing that improving diversity and gender balance among its staff must start at the point of application. To broaden WIPO's pool of applicants and enhance the geographical and gender balance of candidates, a mix of print and web-based job announcements were used as well as outreach campaigns, informational sessions and the use of social media. Direct sourcing opportunities such as LinkedIn have been useful. Improvements in the WIPO career website aimed at informing and attracting candidates are in progress.

34. WIPO receives applications from all regions of the world. The highest number comes from Western Europe, followed by Africa and Asia and the Pacific. In 2014, WIPO received more geographically diverse applicants than the previous year, which may be attributed to the Organization's outreach efforts. The percentage of applicants from regions other than Western Europe increased from 67.6 per cent in 2013 to 72.8 per cent in 2014. Attracting a larger number of female applicants continues to be a challenge. Improvements have been noted with regard to applications from Eastern and Central Europe and Central Asia.

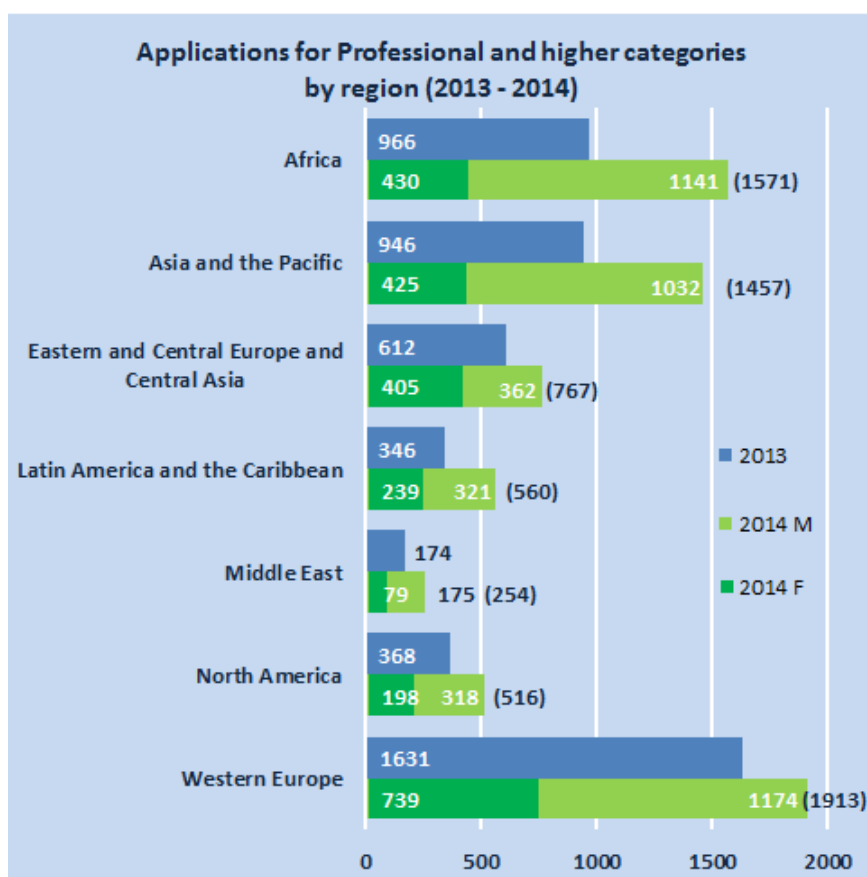


Figure 4: Applications received for externally advertised vacancies (fixed-term) in the Professional and higher categories by region in 2013 and by region and gender in 2014

**Goal 3: WIPO as an employer of choice – competitive conditions of employment and a conducive work environment**

*Work-life balance*

35. WIPO provides an attractive work environment, providing opportunities for professional development and supporting staff in achieving work life balance. Figure 5 shows an increase, compared to the previous reporting period, in staff availing of part-time work arrangements. More than a quarter of female staff (25.1 from 23 per cent) choose to make use of flexible arrangements in the workplace. Work-life balance is also promoted through flexibility in work-time management. Some 80 per cent of staff are using the flexible hour working time-system. This system allows staff to compress their working time; it also compensates over-time with time off work.

<b>Staff on Part-time as at June 2015*</b>			
<b>Staff in post *</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Total staff in post	552	483	1,035
Part-time	144	7	151
<b>Per cent</b>	<b>26.1%</b>	<b>1.4%</b>	<b>14.6%</b>
Temporary	62	63	125
Part-time	10	2	12
<b>Per cent</b>	<b>16.1%</b>	<b>3.2%</b>	<b>9.6%</b>
Total staff	614	546	1,160
Part-time	154	9	163
<b>Per cent</b>	<b>25.1%</b>	<b>1.6%</b>	<b>14.1%</b>
Data as at June 2014	23.0%	0.9%	12.7%

<b>Staff in post *</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Full-time staff	460	537	997
Part-time staff			
90%	19	5	24
80%	114	3	117
50%	21	1	22
<b>Sub total Part-time</b>	<b>154</b>	<b>9</b>	<b>163</b>
<b>Per cent</b>	<b>25.1%</b>	<b>1.6%</b>	<b>14.1%</b>
	<b>614</b>	<b>546</b>	<b>1,160</b>

\* Regular-funded posts

**Figure 5:** Number and percentage of staff on part-time work arrangements

*Internal and external mobility*

36. Staff are encouraged to take advantage of opportunities for internal mobility to broaden their skills set and acquire greater exposure to the different work areas of the Organization. These internal movements may take place after a promotion resulting from a competition or through a lateral transfer to another department. The Organization benefits from multiskilled and motivated staff. A total of 46 such internal movements took place in 2014.

37. As regards external mobility within the wider UN system, there have been 24 movements of staff since 2008, either under a transfer, secondment or exchange agreement. WIPO was the receiving organization in 16 of these arrangements, while it was the releasing organization for eight movements. These numbers continue a trend in the general preference of staff to remain in WIPO or staff from other organizations to join WIPO.

*Strengthen gender balance*

38. WIPO remains committed to achieving gender balance among its staff at all levels by 2020. Efforts have been boosted by the issuance of the WIPO Policy on Gender Equality in August 2014, the first in the Organization. The policy aims to mainstream gender perspectives in WIPO's programs and to promote gender equality in the workplace.

39. Progress towards achieving gender balance at all levels has been modest and WIPO has to increase its efforts in order to reach the targets set for 2020. Close monitoring and a number

of creative strategies will be needed especially to increase the representation of women at decision-making levels.

40. The overall percentage of women among staff on regular posts remained stable at 53.6 per cent while modest improvements have been observed at senior levels. Over the five-year period from 2011 to 2015, the percentage of women increased from 18.4 per cent to 26.3 per cent. In the Professional category (P1 to P5), the percentage of women increased slightly to 48.2 per cent compared to 47.5 per cent in 2011. In the General Service category, the percentage of women decreased to 61.2 per cent from 62.9 in 2011.

41. To facilitate gender mainstreaming in all program areas of WIPO, 21 Gender Focal Points were appointed. Good practices were identified and these were shared across sectors. Measures include increasing capacities of women in IP through relevant training in the WIPO Academy, empowering rural women in Africa through IP knowledge, women in technology transfers in Southeast Asia, supporting women inventors, women entrepreneurs, and women-owned small and medium-sized enterprises (SMEs) in South Korea, involving women SMEs in design management in Morocco and Argentina, empowering women in Central and South Eastern Asia & Eastern Europe through IP knowledge and supporting women's creativity and innovation in Poland.

42. The initiative, *Women at Work – Lunchtime Talks*, which was launched in November 2013, continues to attract a wide audience, even from other international organisations in Geneva. To date, nine well-attended sessions featuring a total of 15 speakers have been hosted. Feedback from participants has been overwhelmingly positive featuring comments such as “successful, inspiring... and too short” and “fantastic – very helpful”.

43. WIPO reported for the third year on the UN System-wide Action Plan (UN SWAP), implementing the Chief Executive Board for Coordination (CEB) Policy on Gender Equality and the Empowerment of Women, which also underpins the WIPO Policy on Gender Equality. In 2014, WIPO met requirements for two performance indicators (13 per cent) and approached requirements in another nine (60 per cent), an improvement from 2013, where WIPO met requirements for one (7 per cent) and approached requirements in nine (60 per cent) indicators.

#### *Staff insurance*

44. A tender was launched in 2014 for all collective staff insurance contracts (i.e., medical, service-incurred and non service-incurred accidents, life insurance and loss of earnings). Cigna was selected as provider of the medical insurance. Vanbreda, the service provider since 1993, has been absorbed by Cigna. In effect, the same management team continues to provide services to WIPO staff.

45. The collective professional and non-professional accident insurance was awarded to Allianz, which was also selected for the loss-of-earnings insurance. One insurance coverage remains to be negotiated – the tender for life insurance will be finalized in 2015.

#### *Staff learning and development*

46. On average, staff continued to benefit from five days of training in 2014 (internal as well as external), consistent with the UN practice of an annual minimum average of five training days per staff, as reported by the JIU. Likewise in 2014, the sum of 1.678 million Swiss francs, which amounts to 0.79 per cent of staff costs, was invested in training. WIPO's training catalog was updated and new electronic training evaluation tools were introduced to better measure the outcome and impact of training initiatives.

47. WIPO's package of training activities is targeted both at developing hard/technical skills and enhancing soft skills. In 2014, implementation started of the new Learning and Development Policy to facilitate skills acquisition and help reduce skill gaps.

48. A series of new training initiatives on Conflict Resolution, Non-verbal Communication, Coaching, and Stress Management for Managers were undertaken in the past 12 months. This training series supports the organizational aim of promoting informal conflict resolution in the workplace and is intended to develop relevant soft skills consistent with staff's duty to contribute to a respectful and harmonious workplace. To further develop the conflict resolution competency of the Organization, WIPO will launch in the second semester of 2015 an organization-wide Conflict Management Program in which participation will be mandatory.

49. WIPO continued to support staff members who wish to acquire university degrees in management or in technical fields related to their work. Since the establishment in WIPO of the external studies program in 1998, applications have averaged 10 per year. In 2014, a high of 22 staff members benefited from this program reflecting an increase of 57 per cent compared to the previous year. This trend is welcome as it provides opportunities for staff career development. It may also be in response to WIPO's alignment with the UN system standards requiring a university or advanced university degree for Professional-level positions. The program provides a financial subsidy (i.e., 50 per cent of the training cost up to an annual maximum of 2,000 CHF) and time support (i.e., one day per 40 hours of studies up to a maximum of 10 days per year).

50. Management training has significantly increased (42 per cent more days) compared to 2013 with new initiatives launched in the field of project management for non-IT staff, quality management and risk management. WIPO's ethics and integrity training came to an end in 2014 and IT training decreased due to completion of training on the MS Office upgrade.

#### *Rewards and recognition*

51. In July 2013, WIPO initiated a Rewards and Recognition Program (RRP) and, following positive feedback, the pilot program was continued for a second year. After the second RRP year, a comprehensive evaluation was conducted towards the end of 2014 by the Evaluation Section of the Internal Oversight Division (IOD). The evaluation showed that a large majority of staff (over two-thirds of staff surveyed) was of the opinion that the program was relevant in recognizing good performance. It was also proposed to focus more on informal recognition, increase transparency of the RRP process and actively involve staff in the nomination and selection for formal rewards.

52. HRMD embraced these findings and committed to intensifying management training, issuing a new handbook for managers on "Showing Recognition", developing an Intranet page dedicated to the program, and revising the RRP to incorporate a number of recommended improvements. A formal policy will be issued in the second half of 2015.

#### *Social Welfare Office*

53. Following the hiring of an external contractor who evaluated WIPO staff needs in the area of social welfare services, the position of Staff Welfare Officer was advertised with recruitment planned by the end of the year. In the meantime, a consultant has been mandated to review the functions and reorganize the service corresponding to staff needs for support, guidance and professional help in adapting to living and working conditions at WIPO duty stations or upon separation, as well as to extend advice to staff on their transition to retirement. A new comprehensive electronic guide for newcomers has been produced to facilitate the settling in of expatriate staff and their families in Geneva.



*Occupational health and safety*

54. The Occupational Health and Safety Committee created in 2014 continued to carry out its role in monitoring the implementation of programs and activities promoting a healthy and safe working environment.

55. HRMD was at the forefront in leading the Organization's response to the Ebola outbreak in West Africa in 2014 to ensure staff preparedness and protection. An information session was organized for staff and a dedicated Intranet corner was established through which UN system-wide information initiatives and administrative procedures were made available to staff.

*Reduced absenteeism*

56. Absenteeism continues to be on the downward trend. This has been achieved through increased monitoring, follow-up and support where required. The reduction in absences between 2013 and 2014 is particularly significant (see Figure 6 below), with the general trend continuing in the first half of 2015 (see Figure 7 below).

Absences (days)					
	2012 (Jan-Dec)	Ind(*)	2013 (Jan-Dec)	Ind(*)	2014 (Jan-Dec)
Sick leave with certificate	10,704	↗	11,465	↘	10,890
Sick leave without certificate	1,640	↗	1,928	↘	1,794
Family-related emergency	2,159	↘	1,456	↔	1,392
	14,503	↔	14,849	↘	14,076

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

Figure 6: Comparative data on absences, 2012-2014

Absences (days)				
	2014 (Jan-Jun)	Ind(*)	2015 (Jan-Jun)	Average per staff
Sick leave with certificate	4990	↘	4312	3.1
Illness more than 60 days in 2015: 11	886	↔	881	81.7
Sick leave without certificate	905	↗	993	0.7
Family-related emergency	697	↔	671	0.4
	7478	↘	6857	4.6

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

Figure 7: Year-on-year (2014 and 2015) comparative data on absences

**Goal 4: Effective harnessing of current resources to further improve organizational efficiency**

*Improved integrated systems*

57. In the second half of 2014 a review of key HR operations processes was undertaken to identify efficiency gaps. The aim was to ensure that optimal use is made of the new ERP system including effective integration of various HR systems currently in use (eWork, Flexitime, etc.). The study concluded that there is room to further automate routine processes with low value-added, thus enabling HR staff to focus on tasks requiring high value-added input. Cross-functional processes are being redesigned to ensure streamlined workflows in the future. Implementation will start in the second half of 2015.

### *ERP portfolio of projects*

58. With the implementation of the core HR capabilities and payroll processing based on PeopleSoft software, the first phase of ERP transition was successfully completed. Additional functionality brought new benefits to users and increased systems integration. These new functions include system processing of payroll for staff in external offices; automated tools for the processing and payment of education grant; data exchanges with the planning system and a new data exchange with the UNJSPF. User training was conducted.

59. The PeopleSoft solution opened new opportunities for employee and manager self-service. Implementation is progressing in a phased manner. The first delivery in January 2015 enabled all staff, *via* the WIPO Intranet, to directly update personal information and to access payroll documents *via* self-service. Additional and more advanced self-service transactions are planned in the second half of 2015.

60. In 2014, key stakeholders analyzed options and concluded that the Taleo recruitment software, referred to in paragraph 32 above, would fit the needs of the Organization. The project was initiated in September 2014. Negotiations with the software service provider were concluded in January 2015 and the project is currently in the design phase. Taleo provides for complete end-to-end recruitment process from the publication of new vacancies to the candidate selection. This project will also deliver new capabilities such as a dedicated site to advertise individual consulting services.

### *Business intelligence*

61. The Business Intelligence (BI) project has expanded the data feeds to include HR Finance and Performance and Planning information resulting in new dashboards. BI continues to increase capacity for gathering data thus enhancing analysis of information. This underpins development of HR policies and contributes to sound decision-making.

### *Timely client-servicing*

62. Initiatives such as the introduction of a ticketing system in HR Operations is paying off. The system tracks requests, updates action status and manages over-all processing of the requests. It has improved client servicing, which is the general feedback received from internal clients over the last year. New projects, in particular on client self-service in relation to ERP, will continue to reinforce these achievements.

### *Compliance audit*

63. External auditors from the Office of the Controller and Auditor General of India conducted a compliance audit in HRMD in March and April 2015. The review covered compliance by HRMD with the regulatory framework relating to recruitment, appointment, classification and reclassification of posts, salaries and allowances, home leave and social security for the three-year period 2012-2014. The audit report contained eight recommendations specific to non-service incurred illness insurance, home leave, temporary appointments, dependency allowance, rental subsidy, language allowance, overtime and special post allowance. WIPO accepted these recommendations. Implementation of corrective measures has already started.

#### **IV. OTHER STAFF MATTERS**

(a) Internal Justice

*Disciplinary measures and formal conflict resolution*

64. The revised SRR on the new internal justice system entered into force on January 1, 2014. As part of the reform, the Director of HRMD became responsible for, or took a more prominent role in, the management of cases through the system (e.g., the initiation of disciplinary proceedings and decision on appropriate disciplinary measures; decision on complaints of harassment, rebuttals of performance appraisals; and requests for review of administrative decision).

65. The new and expanded WIPO Appeal Board (WAB) with increased capacity became operational in November 2014, supported by a full-time secretary (appointed in February 2015), a part-time alternate secretary and part-time administrative support. Pending designation by the WIPO Coordination Committee at its present session, the Chair and Deputy Chair were appointed *ad interim*.

66. Tables 22 and 23 of the Annex provide information on the type of cases filed by staff during the reporting period and on the subject matter of these cases. Overall, the number of cases has remained stable compared to the previous reporting period.

67. During the reporting period, disciplinary proceedings were initiated against four staff members (compared to three during the previous period), leading to the application of the following disciplinary measures: delayed advancement to the next salary step for one year, loss of two salary steps, dismissal, and summary dismissal.

68. For the first time, WIPO published the outcome of disciplinary proceedings through the issuance, on May 15, 2015, of an Information Circular on the disciplinary measures applied during the period January-December 2014. This initiative followed an IOD recommendation and is consistent with the practice in other organizations of the UN common system.

*Informal conflict resolution*

69. In parallel, a "Draft WIPO Policy on a Respectful and Harmonious Workplace" and related recommendations were developed by a staff-led working group, at the initiative of HRMD. The draft was referred by the Director, HRMD to the newly established Joint Advisory Group (JAG) (see paragraph 73 below), for advice. The JAG submitted its recommendations to the Director General in May 2015. These recommendations are now under implementation and consideration.

*Internal Justice financial data*

70. From July 2014 to June 2015, awards rendered by the Administrative Tribunal of the International Labour Organization (ILOAT) in complaints against WIPO amounted to approximately 187,000 Swiss francs and a total of 1,000 Swiss francs was paid to staff further to WAB recommendations.

71. The total administrative fixed cost for cases examined by the ILOAT and the WAB was approximately 232,000 Swiss francs, i.e., 161,000 Swiss francs for the ILOAT and 71,000 Swiss francs for the WAB. The average fixed cost for judgments delivered by the ILOAT for WIPO-related complaints during the period covered is approximately 16,600 Swiss francs. The fixed cost for each appeal examined by the WAB is currently 1,000 Swiss francs; in addition, WIPO pays a flat fee of 5,000 Swiss francs each per year to the Chair and Deputy Chair of the WAB.

(b) Staff-Management relations

72. In September 2014, the Staff Council suspended all consultations with the Administration in protest against the suspension and dismissal of a staff member who was also the President of the Staff Council.<sup>2</sup> A newly composed Staff Council began work in April 2015, which gradually started to approach and re-engage with the Administration on certain matters. In June 2015, the Administration thus sought clarification as to whether the Staff Council's previous decision to suspend all consultations still stood, while reiterating its willingness to resume consultations. No clear answer was received. The Administration considers however that the situation has evolved positively between August and September 2015, starting with the Staff Council's request to nominate again staff members to Appointment Boards, in accordance with the SRR, as well as consultations on a number of Office Instructions.

73. The new JAG, for which HRMD provides the secretariat, started its work in October 2014. Its rules of procedure were promulgated in January 2015 and its agenda and summary minutes of meetings are made available to staff on the WIPO Intranet. The role of the JAG is to advise the Director General on personnel or administrative matters. An additional channel of staff-management communication is the new modality of direct staff petition. This was introduced for the first time in WIPO under the revised SRR on the new internal justice system. Staff, under certain conditions, may directly petition the JAG to consider and give advice to the Director General on any matter concerning personnel administration or staff welfare.

74. In February 2015, the first staff petition was received by the JAG, entitled "*For a representative Staff Council.*" The JAG submitted its 40-page report to the Director General on June 30, 2015. The JAG's advice and recommendations are now under consideration.

(c) Policy development

75. In addition to the amendments relating to NPOs discussed in paragraph 20 above, other amendments to the SRR included: the incorporation of the notion of gender balance in Staff Regulation 4.2 to enable the Organization to implement positive measures in this respect; provisions aimed at avoiding the duplication of benefits; the clarification that special leave is normally without pay; and the possibility for the Director General to delegate the authority vested in him by the SRR.

76. In addition to the policy on the employment of retirees discussed in paragraph 21 above, new or revised policies were also issued on education grant, mobility and hardship, fellowships, sick leave, delegation of authority, reserve lists, performance appraisal of temporary staff members, PMSDS, and the probationary period for staff members on an initial fixed-term appointment. For example:

- The new policy on probation for staff members on an initial fixed-term appointment enables managers to evaluate whether a newly appointed staff member is suitable for the international civil service, taking into account his or her qualifications, performance and conduct, in accordance with Staff Regulation 4.17(b).
- Under the new Office Instruction on delegation of authority, the Director General delegated to the Director of HRMD the authority vested in him by the SRR on various issues, for example the authorization of a staff member to engage in an outside occupation or employment.

77. Altogether, some 10 HR policy-related Office Instructions were issued, either to update existing policies or to establish completely new policies, and to ensure that WIPO has a

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<sup>2</sup> The matter is currently *sub judice*.

modernized, cost-effective HR policy framework meeting the standards of the International Civil Service Commission (ICSC) and best practices in the UN common system.

78. The issuance of new policies, be it through amendments to the SRR or new or revised HR policy-related Office Instructions, has been supported by communications to all staff, highlighting the rationale for the changes and the key developments, to facilitate staff acceptance and mainstreaming of the new policies.

(d) Audit recommendations

79. There are currently 10 pending audit recommendations. Since the first quarter of 2013 when the open recommendations management system was implemented by the Internal Oversight Division, there have been a total of 78 audit recommendations relating to HR. As of June 2015, only 10 of these remain pending, mainly relating to the implementation of the ERP system. It is anticipated that most of these audit recommendations will be implemented by the end of 2016.

(e) Risk management

80. WIPO's main strategic risk in the area of HR remains its capacity to respond to a rapidly-evolving global IP environment. Increasing WIPO's capacity in this regard and ensuring the necessary agility is still the central focus of the implementation of the HR Strategy.

81. To mitigate risk, efforts continue to address skills gaps and to implement comprehensive forward workforce planning, as well as training. The core workforce will be supplemented with appropriate non-staff resources and services obtained through commercial entities. All these measures are in progress.

## **V. OUTLOOK FOR THE BIENNIUM 2016-2017**

82. Continued close attention has to be given to workforce planning. An adequate balance between stability and flexibility has to be achieved. All programs must have the right number of core staff with the right competencies. Most of WIPO's services are already based on IT platforms. Automation will progress further, with internal and external drivers. This will result in the need to shift staff capacity away from paper-based processes to more complex support roles for automated processes. Similarly, WIPO's internal language capacity in the areas of PCT, Madrid and Conference Services has to remain closely aligned with needs, and supplemented with external commercial services as required.

83. Achieving broader geographic diversity of WIPO's workforce in the Professional and higher categories requires sustained efforts at multiple levels. Advertising strategies, providing direct support to applicants from unrepresented countries, establishing a focal point system in IP offices and/or universities, and conducting further outreach in Member States are some measures which will permit WIPO to recruit candidates based on merit and from as wide a geographical basis as possible. Over time, these measures will improve the geographic diversity of WIPO's workforce.

84. The achievement of gender balance also requires continued close attention. Multiple strategies are necessary to advance towards the targets set at senior levels, particularly from grade P5 and upwards. These strategies range from outreach to qualified potential applicants, advertising in relevant fora, engaging with gender initiatives of Member States and the UN system, to professional development and coaching of potential internal candidates.

85. Process efficiency will be further enhanced with a number of ERP projects under implementation in 2015 and 2016. The results of a recent process review in HR Operations

assist in optimizing the use of ERP capacity. The implementation of self-service for staff and managers should liberate HR capacity for the provision of value-added support to staff and managers. A new recruitment system is expected to be implemented by the end of 2015. In addition, a new performance management system will be developed. Both of these systems will also support plans to establish a skills inventory covering all staff.

86. A joint staff-management working group on time management will develop options for a more modern system for the management of working time and absences.

87. The development of a business continuity framework including training of a team of critical staff in the area of HR management will significantly increase the Organization's resilience in the event of crisis and business disruption.

88. A conducive work environment for all WIPO staff will continue to be supported through a range of personalized staff services such as professional development support, career counselling and coaching, pre- and post onboarding support for staff and families by the Social Welfare specialist, flexible working hours and part-time working options.

89. Member States' concerns with staff costs will continue to be addressed through careful monitoring of costs of a core workforce and vacancy rates, supplemented by appropriate external sourcing of non-staff personnel and services provided by commercial entities.

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

### (a) Termination of appointments

90. Pursuant to Staff Regulation 9.2(i), which requires the Director General to report to the WIPO Coordination Committee all cases of termination of appointments of staff, the following terminations between July 1, 2014 and June 30, 2015, are hereby reported:

- 13 in the interest of the good administration of the Organization and with the consent of the staff members themselves, in accordance with Staff Regulation 9.2.(a)(6);
- four for reasons of health in accordance with Staff Regulation 9.4; and
- two for misconduct pursuant to Chapter X ("disciplinary measures") of the SRR.

### (b) WIPO Staff Pension Committee

91. The WIPO Coordination Committee decided, at its ordinary session in 1977, that the WIPO Staff Pension Committee would consist of three members and three alternate members, with one member and one alternate to be elected by the WIPO Coordination Committee. The second four-year term of the alternate member, Mr. Hjelle, a Norwegian national, is coming to term in September. Candidates for his replacement will be proposed in due course to the WIPO Coordination Committee.

### (c) Honors awarded to the Director General

92. On the occasion of the Director General's recent visit to Mongolia, the Order of the Polar Star was conferred on him on July 22, 2015, by decree of the President of Mongolia "in recognition of his valuable contribution in improving the framework of intellectual property in Mongolia". It is the highest state honor awarded to foreign nationals. Further, on

September 9, 2015, the Director General was informed by the Ambassador of France in Switzerland that he had been named "*Chevalier dans l'Ordre des Palmes académiques*" by decree of the Prime Minister of France dated July 10, 2015, for services rendered to the French culture. This honorific title will be conferred on the Director General in a ceremony which will take place on a date to be agreed with the Embassy of France in Switzerland.

93. WIPO Staff Regulation 1.8 provides that the approval of any honor awarded to the Director General by a source external to the International Bureau shall be granted by the Coordination Committee.

- The award was announced to the Director General and the WIPO visiting delegation by the Mongolian host officials only a few days before the scheduled visit. It was reported to the Chair of the Coordination Committee promptly upon return of the Director General to Geneva and is presently reported to the Coordination Committee.
- The award of the honorific title "*Chevalier dans l'Ordre des Palmes académiques*" was recently conveyed to the Director General on September 9, 2015. It was subsequently reported to the Chair of the Coordination Committee and is presently reported to the Coordination Committee.

94. *The WIPO Coordination Committee is invited to note the awards mentioned in paragraph 92 and to approve its acceptance by the Director General.*

(d) Report of the International Civil Service Commission

95. In accordance with Article 17 of the ICSC statute, the attention of Member States is drawn to the report of the ICSC, submitted to the 69<sup>th</sup> session of the UN General Assembly in 2014 (UN document A/69/30). The document may be accessed on the ICSC website at <http://icsc.un.org/rootindex.asp>.

(e) United Nations Joint Staff Pension Board (UNJSPB)

96. Under Article 14(a) of its Regulations, the UNJSPB presents a report to the General Assembly of the UN and to the member organizations, at least once every two years. The 2014 report was presented by the UNJSPB to the General Assembly of the UN at its Sixty-Ninth Session in 2014 (UN document (A/69/9). Since the report was included in the documentation of the said session of the General Assembly of the UN, it is not reproduced by the International Bureau. The report may be accessed at: [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/69/9](http://www.un.org/ga/search/view_doc.asp?symbol=A/69/9).

97. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 95 and 96.*

[Annexes follow]

## HR STATISTICS

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Table 20: Training by Provider and Category of Training - 2014

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Table 21: Performance Evaluation - Cycle 2014

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Table 22: Staff Complaints/Appeals filed between July 2014 - June 2015

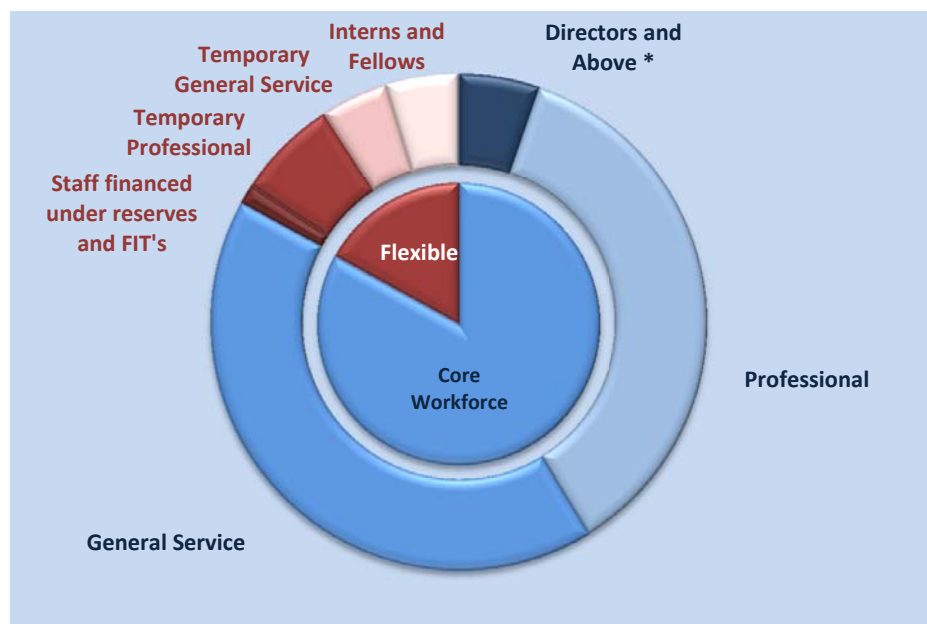
Table 23: Number of Cases per Subject filed July 2014 - June 2015

### ***Audit Recommendations***

Table 24: Status of HR-related Pending Audit Recommendations



Table 1: The WIPO Workforce by Categories as at June 2015



#### Core Workforce

Regular-funded posts	Number of staff	Per cent
Directors and Above *	66	
Professional	448	
General Service	521	
<b>Subtotal staff in Core Workforce</b>	<b>1,035</b>	<b>83.0%</b>

#### Flexible Workforce

Staff financed under reserves and Funds-in-Trust (FITs)	16	
<b>Temporary staff</b>		
Temporary Professional	82	
Temporary General Service	55	
<b>Subtotal Temporary Staff</b>	<b>137</b>	
<b>Subtotal Staff</b>	<b>1,188</b>	
<b>Non-staff</b>		
Inters and Fellows	59	
<b>Subtotal Non-Staff</b>	<b>59</b>	
<b>Subtotal Flexible Workforce</b>	<b>212</b>	<b>17.0%</b>
<b>Grand Total WIPO workforce</b>	<b>1,247</b>	<b>100%</b>

\* The Executive Category (DG, DDG and ADG = 9 posts) is included

Table 2: Workforce Trends by Category (2011 - 2015)

<b>Staff in Post</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015*</b>
Directors and Above *	57	63	61	65	66
Professional	422	434	429	441	448
General Service	473	497	520	531	521
<b>Subtotal staff in regular-funded post</b>	<b>952</b>	<b>994</b>	<b>1,010</b>	<b>1,037</b>	<b>1,035</b>
Staff financed under reserves and FITs	26	18	15	17	16
<b>Total staff in post</b>	<b>978</b>	<b>1,012</b>	<b>1,025</b>	<b>1,054</b>	<b>1,051</b>
<b>Temporary Staff</b>					
Temporary Professional			94	88	82
Temporary General Service			100	76	55
<b>Sub total temporary staff</b>			<b>194</b>	<b>164</b>	<b>137</b>
<b>Total staff</b>			<b>1,219</b>	<b>1,218</b>	<b>1,188</b>
<b>Non Staff</b>					
Interns and Fellows	86	55	66	63	59
Short term GS, Consultant, SSA, Translators/Reviser <sup>1</sup>	261	230			
<b>Sub total Non-Staff</b>	<b>261</b>	<b>230</b>	<b>66</b>	<b>63</b>	<b>59</b>
<b>Grand Total WIPO Workforce</b>	<b>1239</b>	<b>1,242</b>	<b>1,285</b>	<b>1,281</b>	<b>1,247</b>

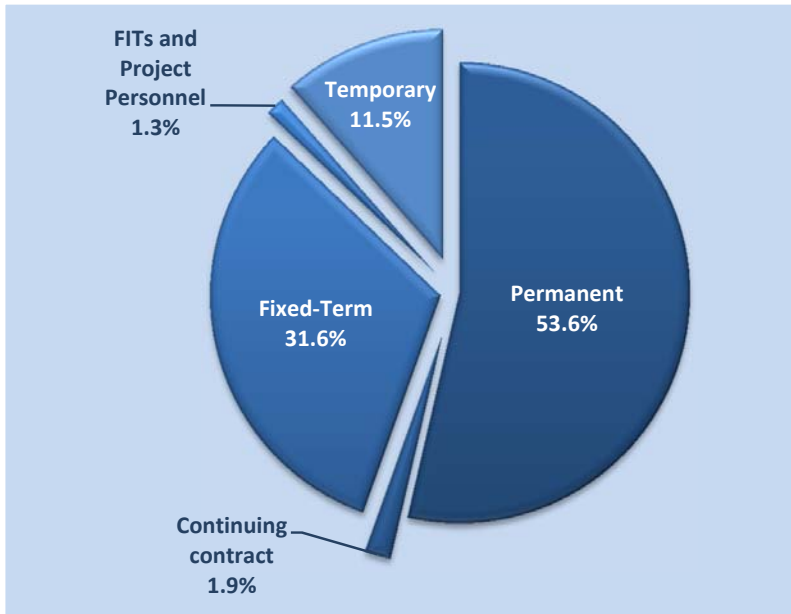
<sup>1</sup> These were the short-term contract holders, most of whom have been converted to staff status following the contractual reform which entered into force on January 1, 2013.

\* June 2015



\* The Executive Category (DG, DDG and ADG = 9 posts) is included

**Table 3: Staff by Contract/Funding Type as at June 2015**



Type of Contract / Funding	Staff	Per cent
Permanent	637	53.6%
Continuing	22	1.9%
Fixed-term (regular budget)	376	31.6%
<b>Subtotal staff in Regular-funded Post</b>	<b>1,035</b>	
Staff financed by FITs	14	1.2%
Staff on projects financed by the reserves	2	0.2%
<b>Subtotal in other Funded Post</b>	<b>16</b>	
Temporary Staff	137	11.5%
<b>Total</b>	<b>1,188</b>	

**Table 4: Staff on Part-time Work Schedules as at June 2015**

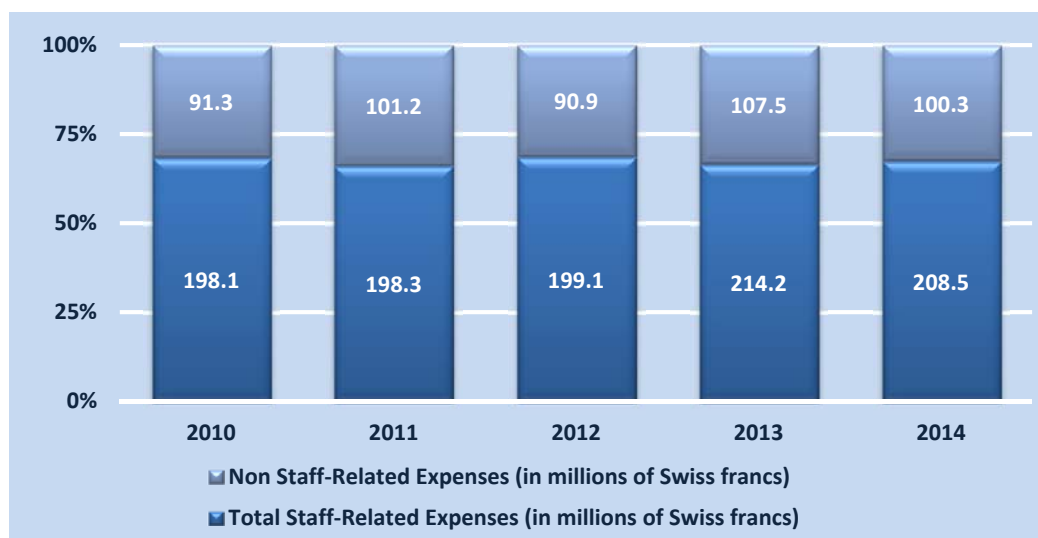
<b>Staff in post *</b>	Women	Men	Total
Total staff in post	552	483	1,035
Part-time	144	7	151
<b>Per cent</b>	<b>26.1%</b>	<b>1.4%</b>	<b>14.6%</b>
Temporary	62	63	125
Part-time	10	2	12
<b>Per cent</b>	<b>16.1%</b>	<b>3.2%</b>	<b>9.6%</b>
Total staff	614	546	1,160
Part-time	154	9	163
<b>Per cent</b>	<b>25.1%</b>	<b>1.6%</b>	<b>14.1%</b>

**Table 4(a): Part-time Work Schedules as at June 2015**

<b>Staff in post *</b>	Women	Men	Total
<b>Full-time staff</b>	460	537	997
<b>Part-time staff</b>			
90%	19	5	24
80%	114	3	117
50%	21	1	22
<b>Sub total Part-time</b>	<b>154</b>	<b>9</b>	<b>163</b>
<b>Per cent</b>	<b>25.1%</b>	<b>1.6%</b>	<b>14.1%</b>
	<b>614</b>	<b>546</b>	<b>1,160</b>

\* Other funded posts not included

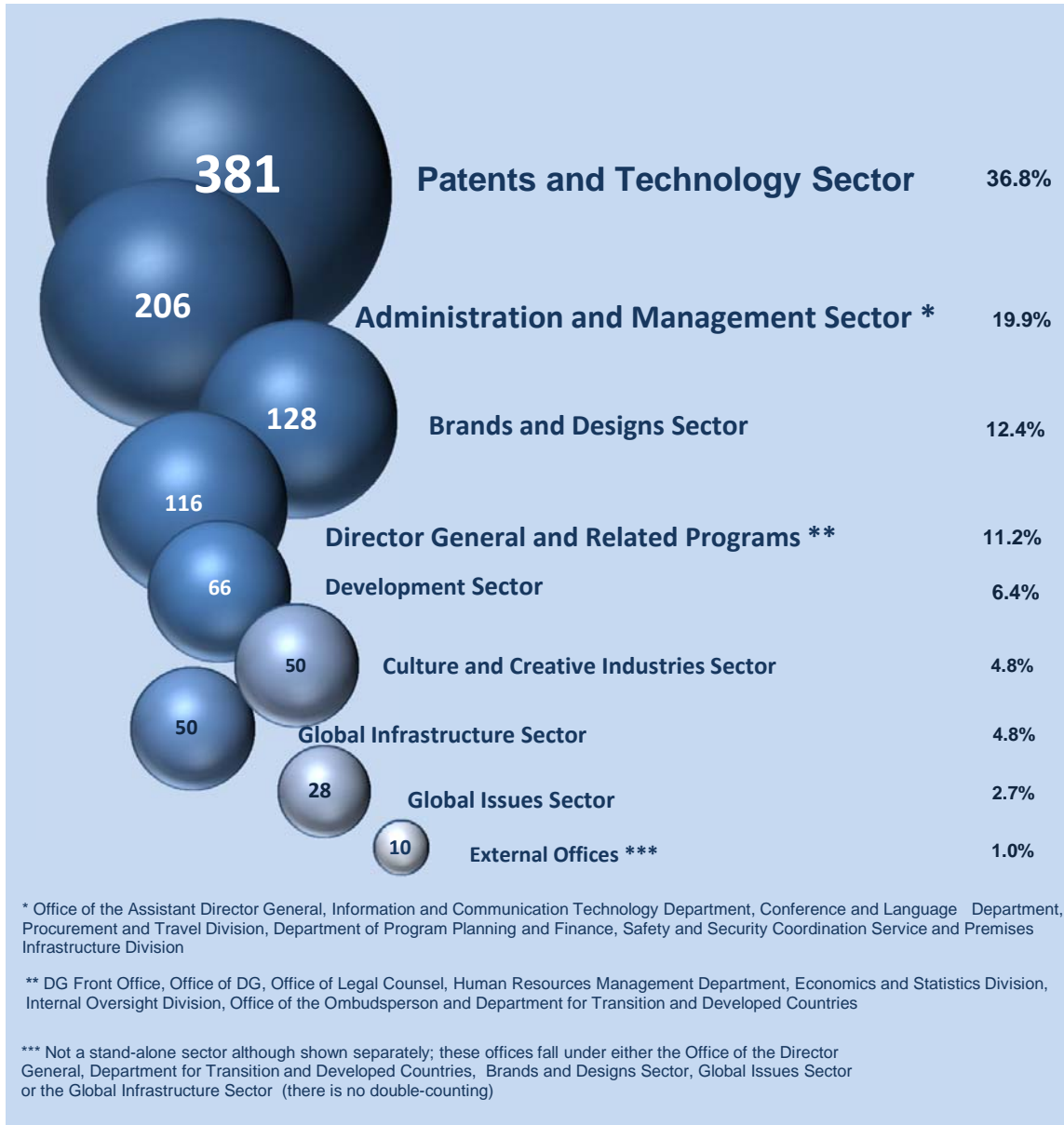
**Table 5: Staff Costs (2010 - 2014)**



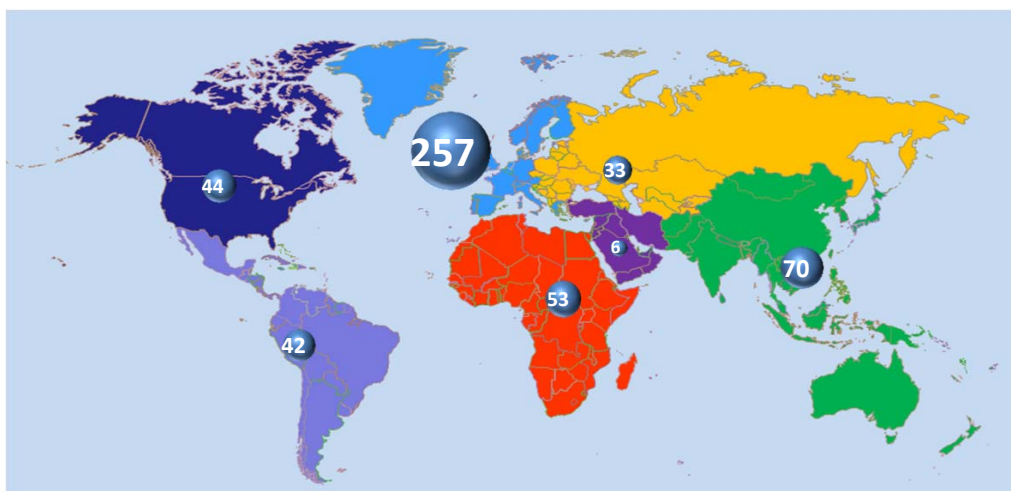
	2010	2011	2012	2013	2014
Staff costs as a percentage of overall costs	68.5%	66.2%	68.7%	66.6%	67.5%
Total Staff-Related Expenses (in millions of Swiss francs)	198.1	198.3	199.1	214.2	208.5
Non Staff-Related Expenses (in millions of Swiss francs)	91.3	101.2	90.9	107.5	100.3
<b>Total program expenditure</b>	<b>289.4</b>	<b>299.5</b>	<b>290.0</b>	<b>321.7</b>	<b>308.8</b>

Source: WIPO's financial systems

**Table 6: Regular-funded Posts by Sector as at June 2015**



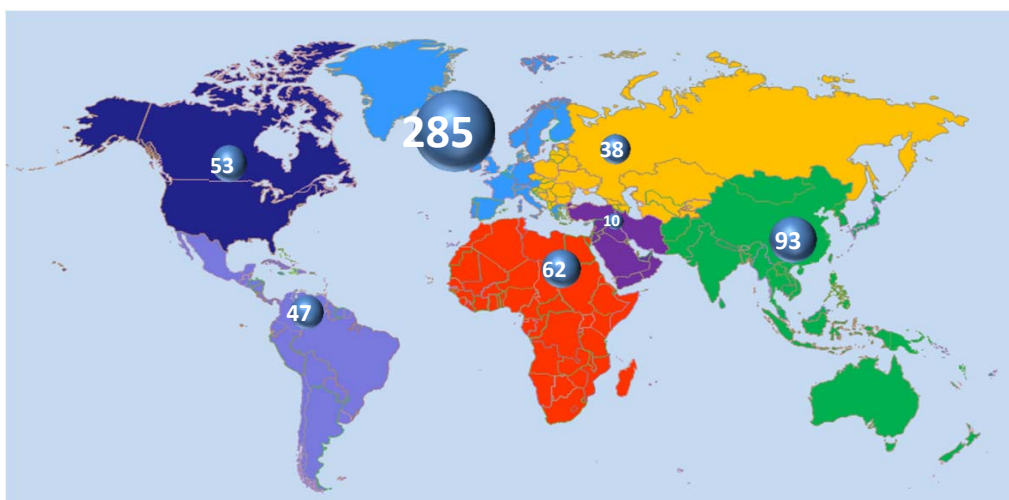
**Table 7a: Geographical representation of Professional and higher Categories by Region as at June 2015**



Regular-funded Posts *	Staff	Per cent
Africa	53	10.5%
Asia and the Pacific	70	13.9%
Eastern and Central Europe and Central Asia	33	6.5%
Latin America and the Caribbean	42	8.3%
Middle East	6	1.2%
North America	44	8.7%
Western Europe	257	50.9%
<b>Total</b>	<b>505</b>	<b>100.0%</b>

\* In this report the Executive Category (DG, DDG and ADG = 9 posts) is not included

**Table 7b : Member States Represented on WIPO's Staff (Regular and Temporary as at June 2015)**



All professional and higher category (Regular and Temporary Funded Posts)	Staff	Per cent
Africa	62	10.5%
Asia and the Pacific	93	15.8%
Eastern and Central Europe and Central Asia	38	6.5%
Latin America and the Caribbean	47	8.0%
Middle East	10	1.7%
North America	53	9.0%
Western Europe	285	48.5%
<b>Total</b>	<b>588</b>	<b>100.0%</b>

**Table 8a : Geographical Representation of Fellows by Region (2013 - June 2015)**

Region	Fellows	Per cent
Africa	1	1.2%
Asia and the Pacific	39	47.0%
Eastern and Central Europe and Central Asia	6	7.2%
Latin America and the Caribbean	5	6.0%
Middle East	6	7.2%
North America	7	8.4%
Western Europe	19	22.9%
<b>Total</b>	<b>83</b>	<b>100.0%</b>

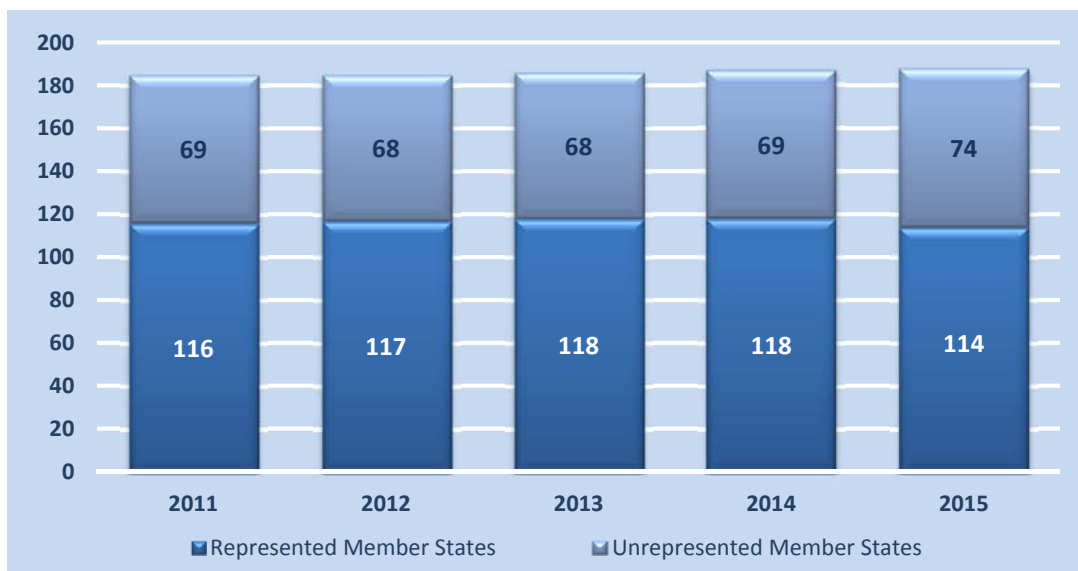
**Table 8b: Geographical Representation of Interns by Region (2013 - June 2015)**

Region	Interns	Per cent
Africa	11	12.8%
Asia and the Pacific	21	24.4%
Eastern and Central Europe and Central Asia	13	15.1%
Latin America and the Caribbean	3	3.5%
Middle East	4	4.7%
North America	9	10.5%
Western Europe	25	29.1%
<b>Total</b>	<b>86</b>	<b>100.0%</b>

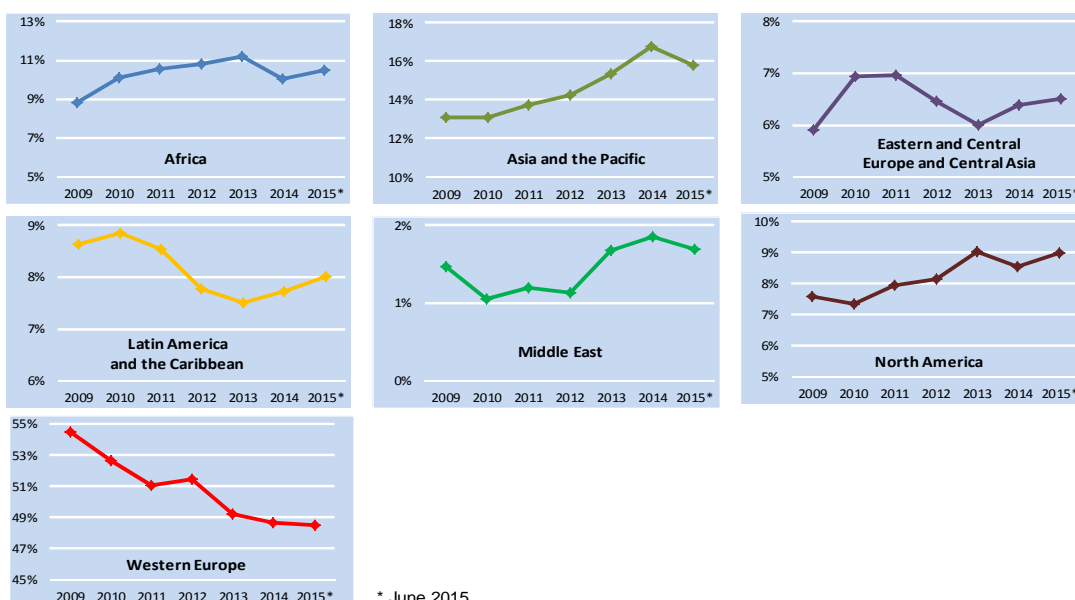


**Table 9a: Member States Represented on WIPO's Staff (2011-2015) as at June 2015**  
(Fixed-term, Continuing, Permanent and Temporary staff)

	2011	2012	2013	2014	2015*
WIPO Members States	185	185	186	187	188
Represented among WIPO staff	116	117	118	118	114
Unrepresented Member States	69	68	68	69	74



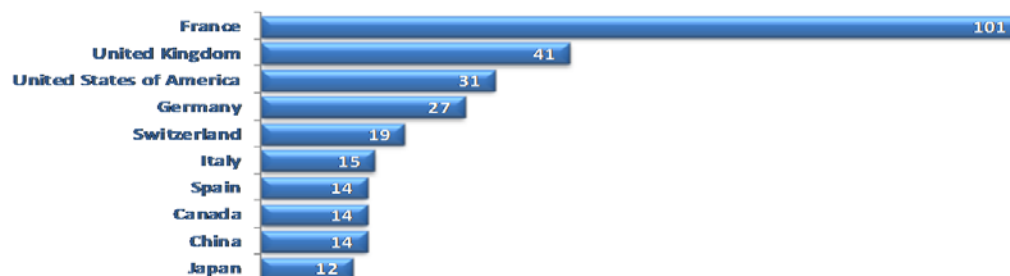
**Table 9b: Percentage of staff by Regions in the Professional and Higher Categories (2009 - June 2015)**



\* June 2015

Table 10a: Countries represented - Professional and Higher Categories as at June 2015

## Top 10 represented countries



Country name	Count	Country name	Count
11 Australia	10	67 Costa Rica	1
12 Russian Federation	8	68 Cote D'Ivoire	1
13 Algeria	7	69 Croatia	1
14 Belgium	7	70 Czech Republic	1
15 India	7	71 Democratic Republic of the Congo	1
16 Argentina	6	72 Denmark	1
17 Brazil	6	73 Grenada	1
18 Greece	6	74 Guatemala	1
19 Republic of Korea	6	75 Guinea-Bissau	1
20 Ireland	5	76 Haiti	1
21 Egypt	5	77 Iceland	1
22 Netherlands	5	78 Iran (Islamic Republic of)	1
23 Mexico	4	79 Jordan	1
24 Cameroon	4	80 Kazakhstan	1
25 Ghana	4	81 Kenya	1
26 Morocco	4	82 Kyrgyzstan	1
27 Peru	4	83 Latvia	1
28 Philippines	4	84 Lesotho	1
29 Portugal	4	85 Libyan	1
30 Sweden	4	86 Madagascar	1
31 Tunisia	4	87 Malawi	1
32 Uruguay	4	88 Mauritius	1
33 Austria	3	89 Mongolia	1
34 Bulgaria	3	90 Myanmar	1
35 Cambodia	3	91 Nepal	1
36 Colombia	3	92 Nicaragua	1
37 Ethiopia	3	93 Nigeria	1
38 Finland	3	94 Republic of Moldova	1
39 Pakistan	3	95 Rwanda	1
40 Senegal	3	96 Syrian Arab Republic	1
41 Sri Lanka	3	97 Trinidad and Tobago	1
42 Bangladesh	3	98 Turkey	1
43 Belarus	2	99 Ukraine	1
44 Chile	2	100 Zimbabwe	1
45 Cuba	2		
46 Ecuador	2	<b>Total</b>	<b>514</b>
47 Hungary	2	<b>Countries represented only in the <u>General Service</u> category</b>	
48 Indonesia	2	101 Gabon	
49 Jamaica	2	102 Honduras	
50 Lebanon	2	103 Armenia	
51 Malaysia	2	104 Liberia	
52 New Zealand	2	105 El Salvador	
53 Norway	2	106 Mali	
54 Poland	2	107 Bolivia (Plurinational State of)	
55 Romania	2	108 Niger	
56 Serbia	2	109 Singapore	
57 Slovakia	2	110 Seychelles	
58 South Africa	2	<b>Countries represented only among staff holding a <u>temporary</u> appointment</b>	
59 the former Yugoslav Republic of Macedonia	2	111 Democratic People's Republic of Korea	
60 Uganda	2	112 Israel	
61 United Republic of Tanzania	2	113 Mauritania	
62 Venezuela (Bolivarian Republic of)	2	114 Lithuania	
63 Afghanistan	1		
64 Azerbaijan	1		
65 Benin	1		
66 Burkina Faso	1		

Table 10b: Countries represented – All Categories of Staff as at June 2015











Country	Number of staff	Top 10 represented countries
1 France	353	
2 United Kingdom	70	
3 Switzerland	63	
4 United States of America	43	
5 Germany	39	
6 Italy	38	
7 Japan	36	
8 Spain	29	
9 China	30	
10 Canada	27	

Table 10b: Countries represented – All Staff as at June 2015 (continued)

11 India	20	64 Afghanistan	2
12 Republic of Korea	19	65 Chile	2
13 Russian Federation	17	66 Cote D'Ivoire	2
14 Peru	17	67 Democratic Republic of the Congo	2
15 Morocco	16	68 El Salvador	2
16 Philippines	15	69 Guatemala	2
17 Australia	14	70 Honduras	2
18 Tunisia	12	71 Indonesia	2
19 Brazil	11	72 Iran (Islamic Republic of)	2
20 Portugal	11	73 Libyan	2
21 Ireland	10	74 Myanmar	2
22 Algeria	10	75 New Zealand	2
23 Argentina	10	76 Nigeria	2
24 Belgium	10	77 Seychelles	2
25 Colombia	10	78 Slovakia	2
26 Egypt	9	79 South Africa	2
27 Greece	9	80 United Republic of Tanzania	2
28 Uruguay	8	81 Zimbabwe	2
29 Pakistan	7	82 Armenia	1
30 Cameroon	6	83 Azerbaijan	1
31 Ecuador	6	84 Bolivia (Plurinational State of )	1
32 Finland	6	85 Burkina Faso	1
33 Ghana	6	86 Costa Rica	1
34 Kenya	6	87 Croatia	1
35 Lebanon	6	88 Czech Republic	1
36 Mexico	6	89 Democratic People's Republic of Korea	1
37 Poland	6	90 Gabon	1
38 Sri Lanka	6	91 Grenada	1
39 Sweden	6	92 Guinea-Bissau	1
40 Venezuela (Bolivarian Republic of)	6	93 Haiti	1
41 Austria	5	94 Iceland	1
42 Bangladesh	5	95 Israel	1
43 Mauritius	5	96 Jordan	1
44 Netherlands	5	97 Kazakhstan	1
45 Romania	5	98 Kyrgyzstan	1
46 Senegal	5	99 Latvia	1
47 Ukraine	5	100 Lesotho	1
48 Ethiopia	4	101 Liberia	1
49 Jamaica	4	102 Lithuania	1
50 Madagascar	4	103 Malawi	1
51 Serbia	4	104 Mali	1
52 the former Yugoslav Republic of Macedonia	4	105 Mauritania	1
53 Turkey	4	106 Mongolia	1
54 Uganda	4	107 Nepal	1
55 Belarus	3	108 Nicaragua	1
56 Benin	3	109 Niger	1
57 Bulgaria	3	110 Republic of Moldova	1
58 Cambodia	3	111 Rwanda	1
59 Cuba	3	112 Singapore	1
60 Denmark	3	113 Syrian Arab Republic	1
61 Hungary	3	114 Trinidad and Tobago	1
62 Malaysia	3		
63 Norway	3	<b>Grand Total *</b>	<b>1,188</b>

\* Includes GS, P and Above Staff, Regular funded and FIT Funded

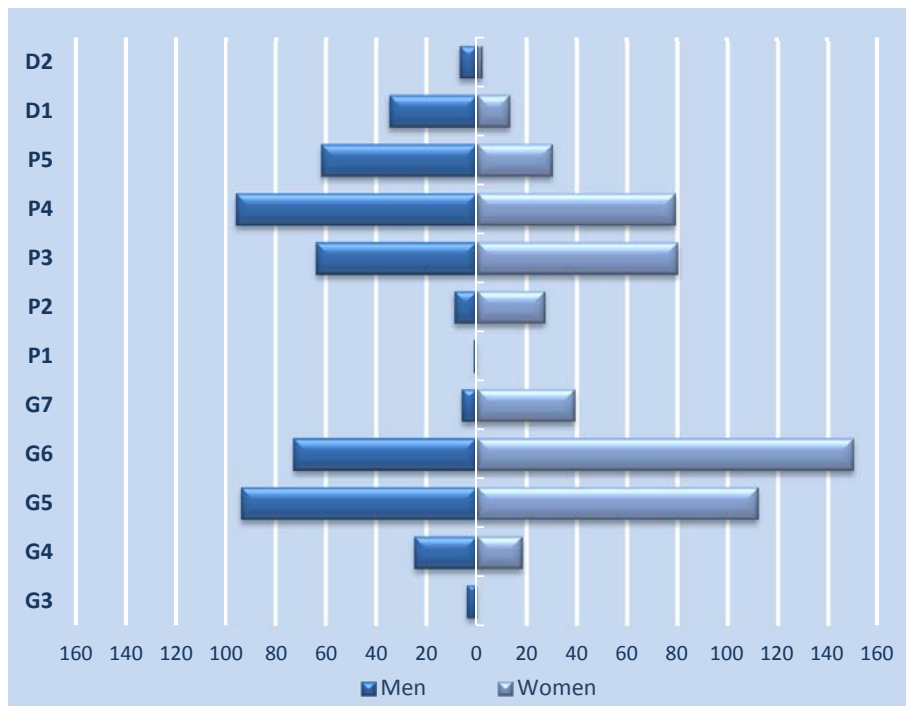
Table 11: Staff by Gender and Grade as at June 2015

	Staff in post				Subtotal
	Men	Per cent	Women	Per cent	
<b>D2</b>	7	77.8%	2	22.2%	9
<b>D1</b>	35	72.9%	13	27.1%	48
<b>Subtotal</b>	<b>42</b>	<b>73.7%</b>	<b>15</b>	<b>26.3%</b>	<b>57</b>
<b>P5</b>	62	67.4%	30	32.6%	92
<b>P4</b>	96	54.9%	79	45.1%	175
<b>P3</b>	64	44.4%	80	55.6%	144
<b>P2</b>	9	25.0%	27	75.0%	36
<b>P1</b>	1	100.0%	0	0.0%	1
<b>Subtotal</b>	<b>232</b>	<b>51.8%</b>	<b>216</b>	<b>48.2%</b>	<b>448</b>
<b>G7</b>	6	13.3%	39	86.7%	45
<b>G6</b>	73	32.7%	150	67.3%	223
<b>G5</b>	94	45.6%	112	54.4%	206
<b>G4</b>	25	58.1%	18	41.9%	43
<b>G3</b>	4		0		4
<b>Subtotal</b>	<b>202</b>	<b>38.8%</b>	<b>319</b>	<b>61.2%</b>	<b>521</b>
<b>Total</b>	<b>476</b>	<b>46.4%</b>	<b>550</b>	<b>53.6%</b>	<b>1,026*</b>

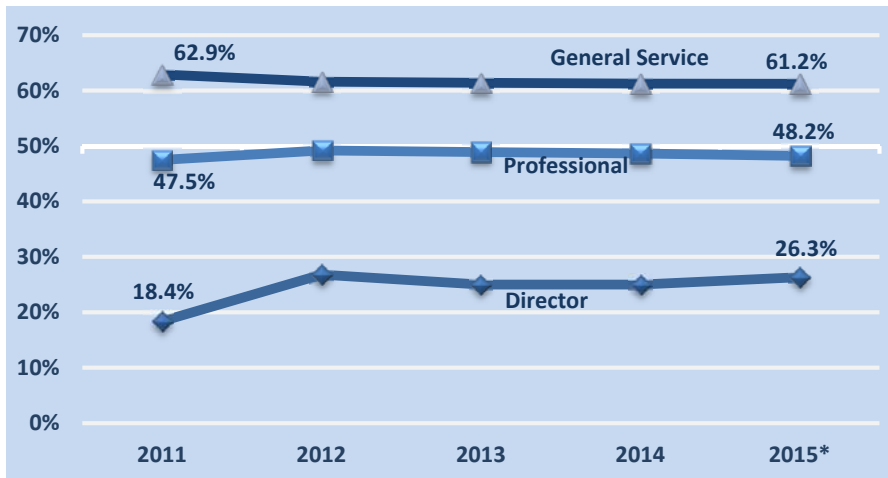
\* The Executive Category (DG, DDG and ADG = 9 posts) is not included

\* Temporary Staff and FIT are not included

**Table 12: Gender Balance by Grade as at June 2015**



**Table 13: Women by Category (2011 - 2015)**

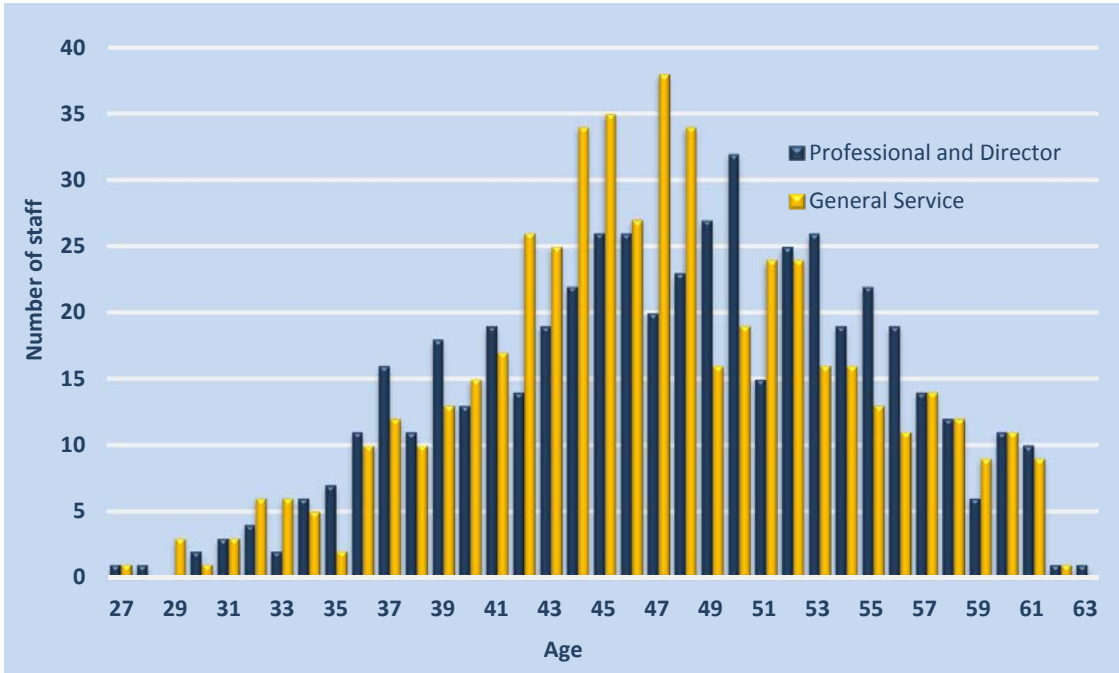


	2011	2012	2013	2014	2015*
Director	18.4%	26.8%	25.0%	25.0%	26.3%
Professional	47.5%	49.2%	48.9%	48.6%	48.2%
General Service	62.9%	61.6%	61.4%	61.2%	61.2%
<b>Total</b>	<b>53.6%</b>	<b>54.1%</b>	<b>53.9%</b>	<b>53.8%</b>	<b>53.6%</b>

\* June 2015

Executive Category (DG, DDG and ADG = 9 posts) is not included

**Table 14: Age Profile as at June 2015**



**Table 15: Average age by Category as at June 2015**

Category	Years
Average age of Directors	54.0
Average age of Professionals	46.5
Average age of General Service	47.0

Table 16a: Retirements (2015 - 2020)

Category/Years	2015*	2016	2017	2018	2019	2020
Director	3	2	3	2	2	8
Professional	4	7	9	13	13	19
<b>Sub total</b>	<b>7</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>27</b>
General Service	5	11	11	13	14	15
<b>Total</b>	<b>12</b>	<b>20</b>	<b>23</b>	<b>28</b>	<b>29</b>	<b>42</b>

Table 16b: Anticipated Retirements by Region - Professional and Above (2015 - 2020)

	2015*	2016	2017	2018	2019	2020	Total	Per cent
Africa	2	1	3	1	2	2	11	12.9%
Asia and the Pacific	1	0	2	0	4	4	11	12.9%
Eastern and Central Europe and Central Asia	0	1	1	1	0	3	6	7.1%
Latin America and the Caribbean	1	2	1	2	0	1	7	8.2%
Middle East	1	0	0	0	0	0	1	1.2%
North America	0	0	2	3	2	3	10	11.8%
Western Europe	2	5	3	8	7	14	39	45.9%
<b>Total</b>	<b>7</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>27</b>	<b>85</b>	<b>100.0%</b>

\* From July 2015

Table 16c: Separations (2012 - 2015)

Type of Separations	2012	2013	2014	2015*	Total
Retirement	23	28	29	13	93
Termination	24	13	21	8	66
Inter-Agency (transfer, secondment, loan) **	0	2	1	2	5
<b>Total</b>	<b>47</b>	<b>43</b>	<b>51</b>	<b>23</b>	<b>164</b>

\* Up to June 2015

\*\* May involve return rights

Table 16d: Separations by Region (July 2014 - June 2015)

	Staff	Per cent	Temp. Staff	Per cent	Total	Per cent
Africa	5	15.2%	1	7.1%	6	12.8%
Asia and the Pacific	3	9.1%	3	21.4%	6	12.8%
Eastern and Central Europe and Central Asia	3	9.1%	0	0.0%	3	6.4%
Latin America and the Caribbean	3	9.1%	0	0.0%	3	6.4%
Middle East	2	6.1%	1	7.1%	3	6.4%
North America	3	9.1%	2	14.3%	5	10.6%
Western Europe	14	42.4%	7	50.0%	21	44.7%
<b>Total</b>	<b>33</b>	<b>100.0%</b>	<b>14</b>	<b>100.0%</b>	<b>47</b>	<b>100.0%</b>

**Table 17: Vacancy Announcements by Grade in 2014**



Director	6
Professional	43
General Service	40
<b>Total Vacancies Announcements</b>	<b>89</b>

**Table 18: Applications Received by Category in 2014**



Total Applications: 9,256

Average Applications per Category	
Director	85
Professional	152
General Service	55



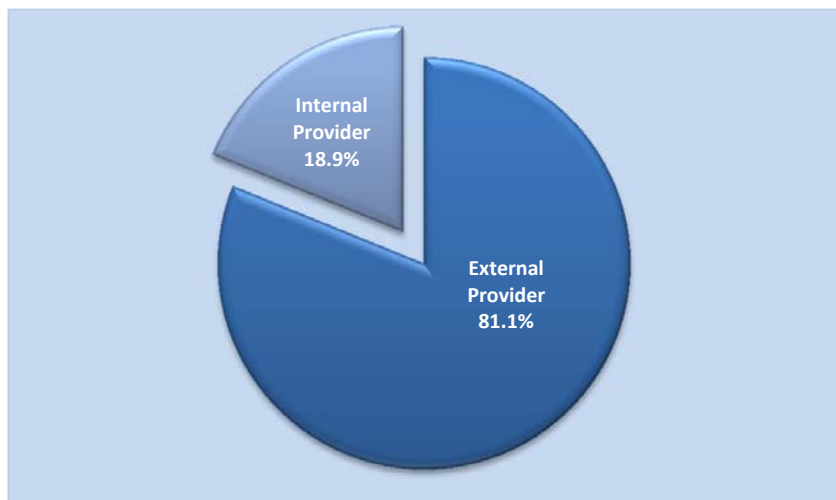
**Table 19: Appointments and Applications in the Professional and Higher Categories by Region  
July 2014 - June 2015**

Region	Appointments made*	Per cent	Applications received **	Per cent	Ratio Appointments / Applications
<b>Africa</b>	5	8.2%	1,959	20.5%	391.8
<b>Asia and the Pacific</b>	18	29.5%	1,797	18.8%	99.8
<b>Eastern and Central Europe and Central Asia</b>	5	8.2%	1,221	12.8%	244.2
<b>Latin America and the Caribbean</b>	6	9.8%	990	10.4%	165.0
<b>Middle East</b>	0	0.0%	352	3.7%	0.0
<b>North America</b>	9	14.8%	680	7.1%	75.6
<b>Western Europe</b>	18	29.5%	2,558	26.8%	142.1
<b>Grand Total</b>	<b>61</b>	<b>100.0%</b>	<b>9,557</b>	<b>100.0%</b>	<b>156.7</b>

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

\*\* Including externally advertised vacancies at the Professional and higher categories between July 2014 and June 2015 (excluding applications without a specified nationality)

**Table 20: Training by Provider and Category of Training - 2014**



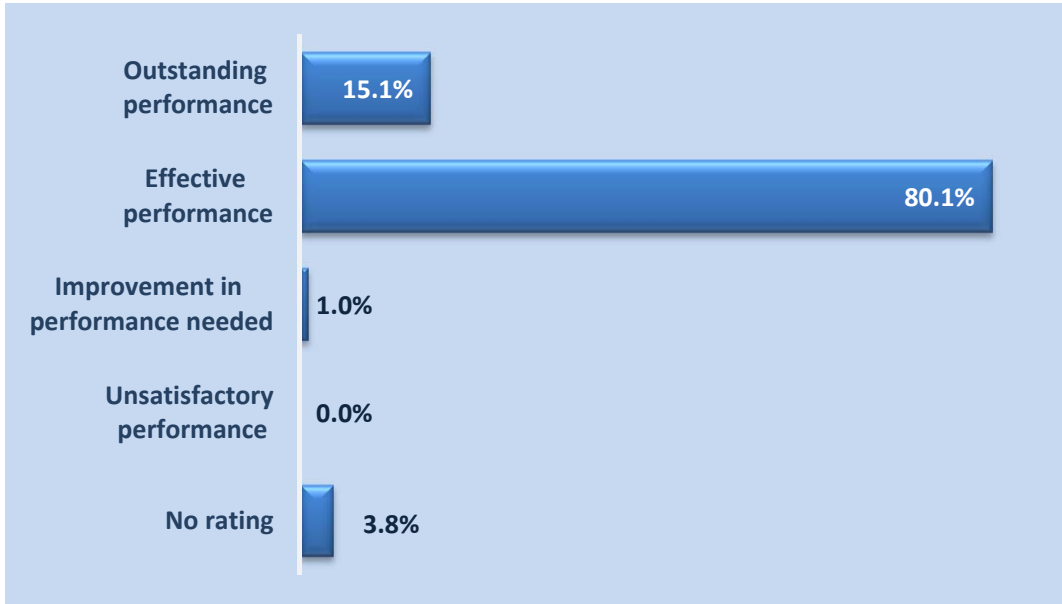
Category	Days	Per cent	Per cent
<b>Externally provided</b>			
Management	648	13.1%	
Communication	606	12.2%	
Language	2536	51.2%	
IT	439	8.9%	
Ethics & Integrity	88	1.8%	
Other	634	12.8%	
<b>Subtotal</b>	<b>4,951</b>	<b>100.0%</b>	<b>81.1%</b>
<b>Internally provided</b>			
PMSDS	13	1.1%	
ERP	59	5.1%	
WIPO Academy	81	7.0%	
Learning at WIPO	120	10.4%	
Induction Program	148	12.9%	
Health/Safety/Security	112	9.7%	
Registration Systems*	618	53.7%	
<b>Subtotal</b>	<b>1,151</b>	<b>100.0%</b>	<b>18.9%</b>
<b>Total</b>	<b>6,102</b>		<b>100.0%</b>

Total number of participants: **3,114**

Average training days per staff member: **4.95**

\* Patent and Trademarks Registration System

**Table 21: Performance Evaluation - Cycle 2014 \***



Ratings	Number	Per cent
Outstanding performance	173	15.1%
Effective performance	918	80.1%
Improvement in performance needed	11	1.0%
Unsatisfactory performance	0	0.0%
No rating	44	3.8%
<b>Subtotal</b>	<b>1,146</b>	<b>97.5%</b>
PMSDS not completed	29	2.5%
<b>Total</b>	<b>1,175</b>	<b>100.0%</b>

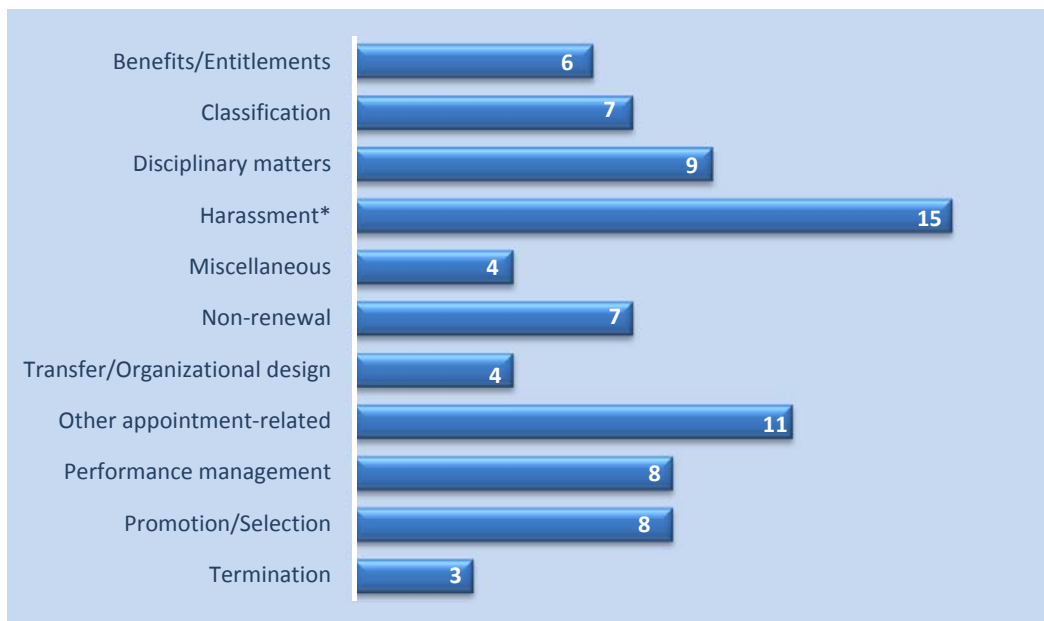
\* June 2015

**Table 22: Staff Complaints/Appeals filed between July 2014 - June 2015**

	<b>Total</b>	<b>Per cent</b>
Request for Review of Administrative Decision	29	35.4%
Rebuttal of performance appraisal	4	4.9%
Grievances	5	6.1%
WIPO Appeal Board *	32	39.0%
ILO Administrative Tribunal	12	14.6%
<b>Total</b>	<b>82 **</b>	<b>100%</b>

\* Includes an appeal submitted to the WIPO Appeal Board in 2014 on behalf of 69 staff members, and an appeal submitted in 2015 on behalf of 9 staff members.

\*\* This is the number of processes which took place during the period covered. One case may go through the RFR and subsequently, the WIPO Appeal Board, during the same period.

**Table 23: Number of Cases per Subject filed July 2014 - June 2015**

\* Harassment/Discrimination/Conflicts in the workplace

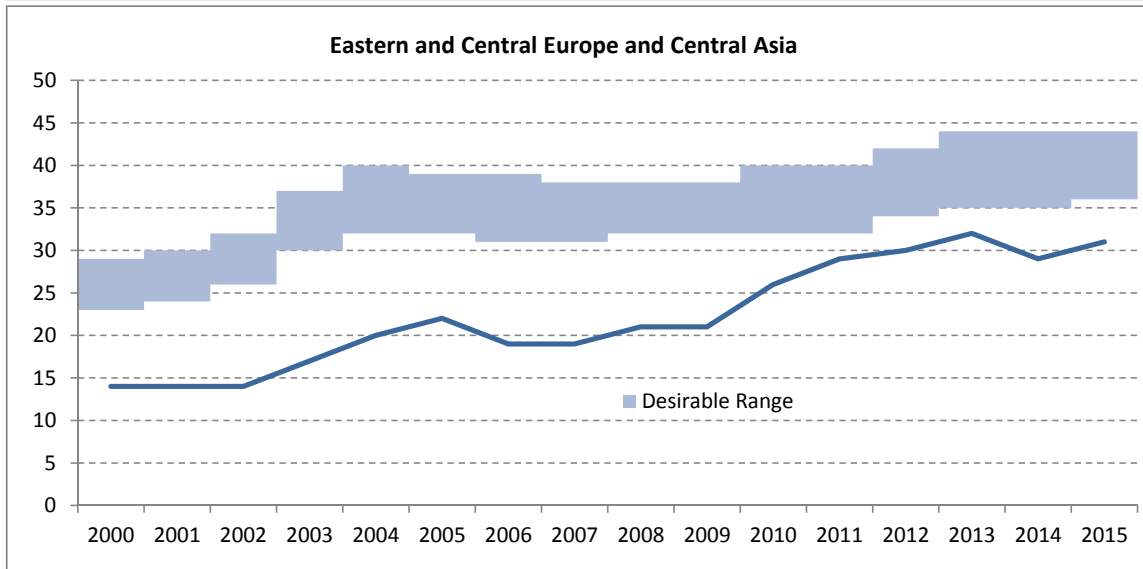
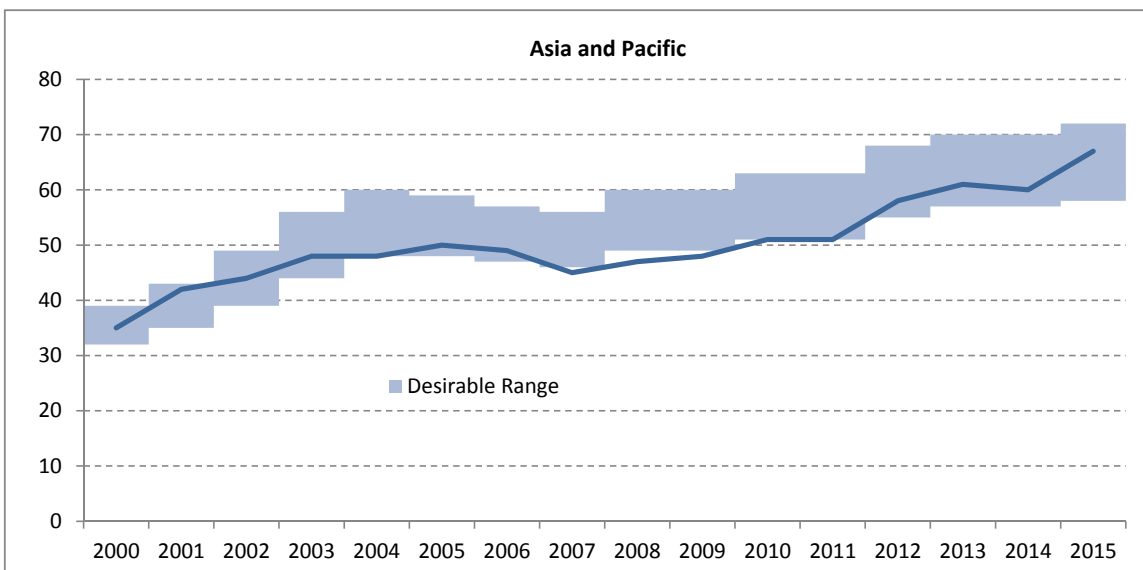
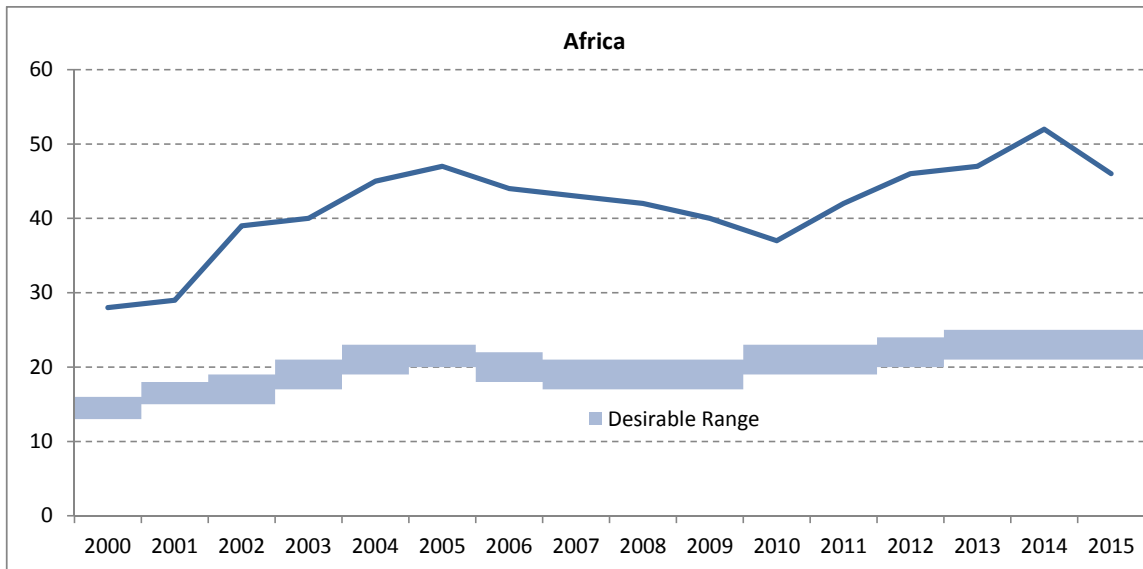
**Table 24: Status of HR-related Pending Audit Recommendations**

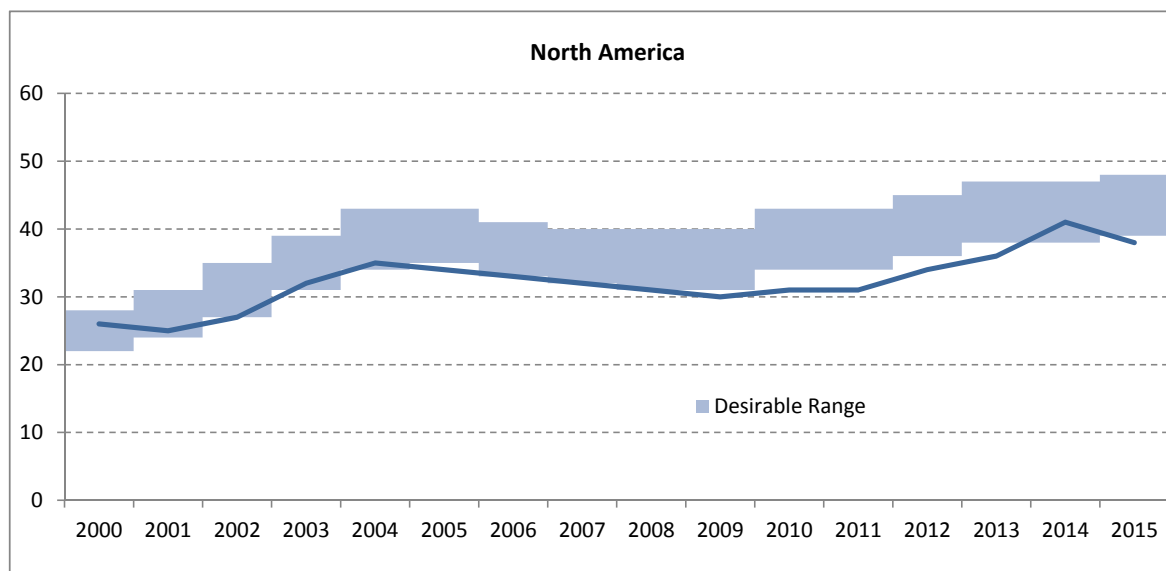
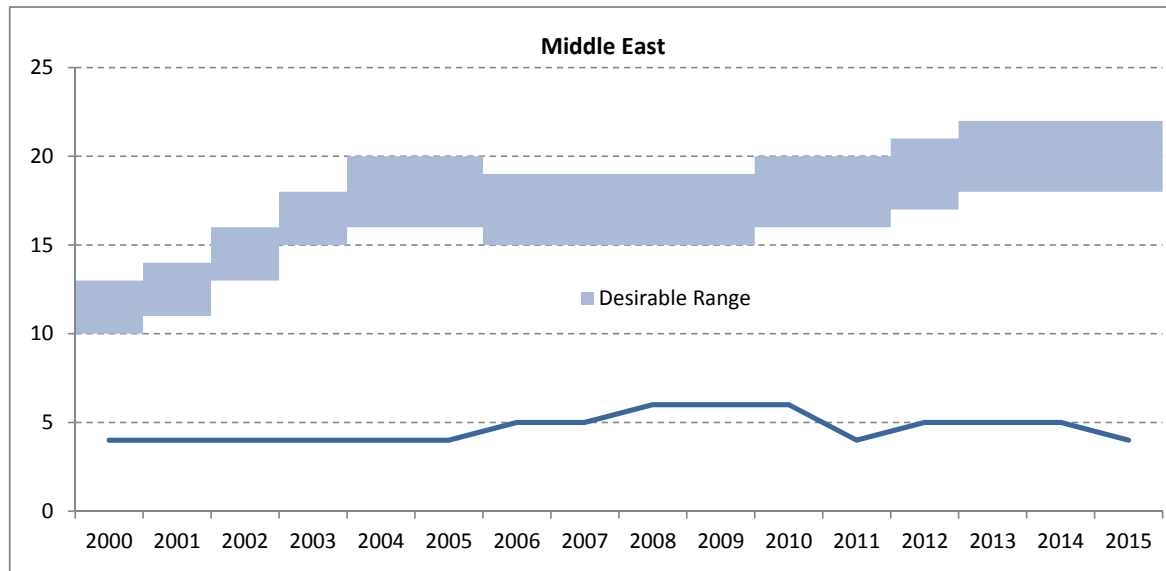
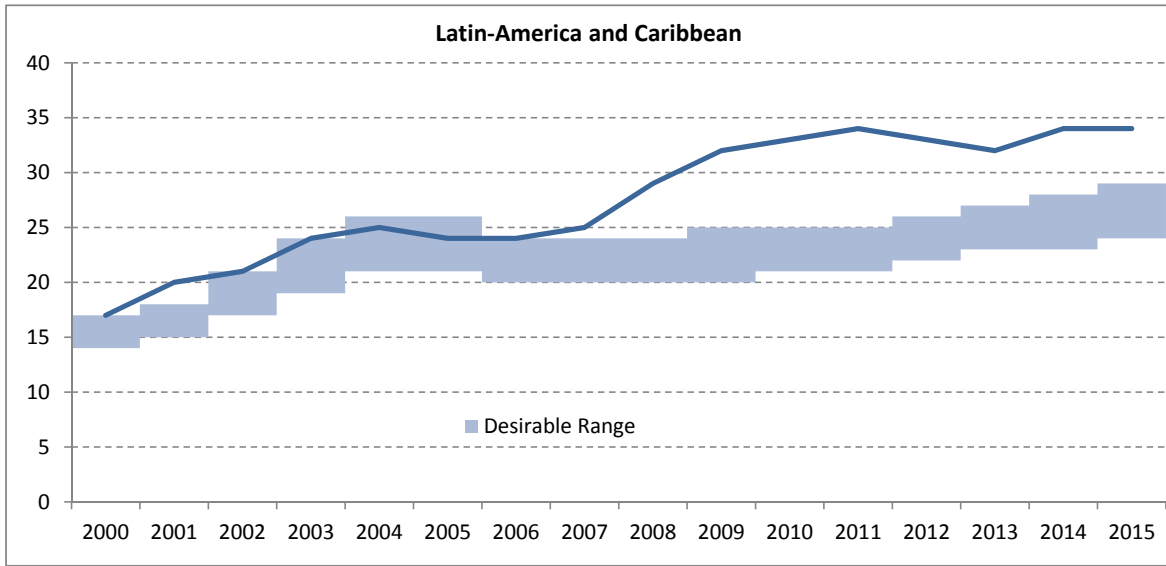
No.	Recommendation	Priority	Topic	Implementation progress	Expected completion date
1	410	High	Electronic storage of confidential and sensitive documents	25%	Dec 2017
2	429	Medium	ERP: management of information	60%	Dec 2016
3	Separation procedures Rec 5	High	Exit procedure should be systematic and automated	60%	Dec 2015
4	Separation procedures Rec 2	High	Inventory of staff skills and competencies should be developed	10%	Mar 2017
5	IA 2014-01 Recommendation 1	Medium	IT workflow-based solution for managing staff requests	70%	Dec 2015
6	IA 2014-01 Recommendation 7	Medium	Home leave travel – alternative IT tools for effective monitoring	50%	Dec 2015
7	IA 2014-01 Recommendation 8	Medium	Language allowance –review of staff members' eligibility	50%	Dec 2017
8	IA 2014-01 Recommendation 2	Medium	Development of an HR Operation Manual	25%	Dec 2015
9	IA 2014-01 Recommendation 6	High	Determination of a dependent spouse based on the gross annual salary taking into account the spouse's place of work	20%	Dec 2015
10	Rec° 1 Evaluation 2014-06	High	Reward and Recognition Development of a policy	20%	Aug 2015

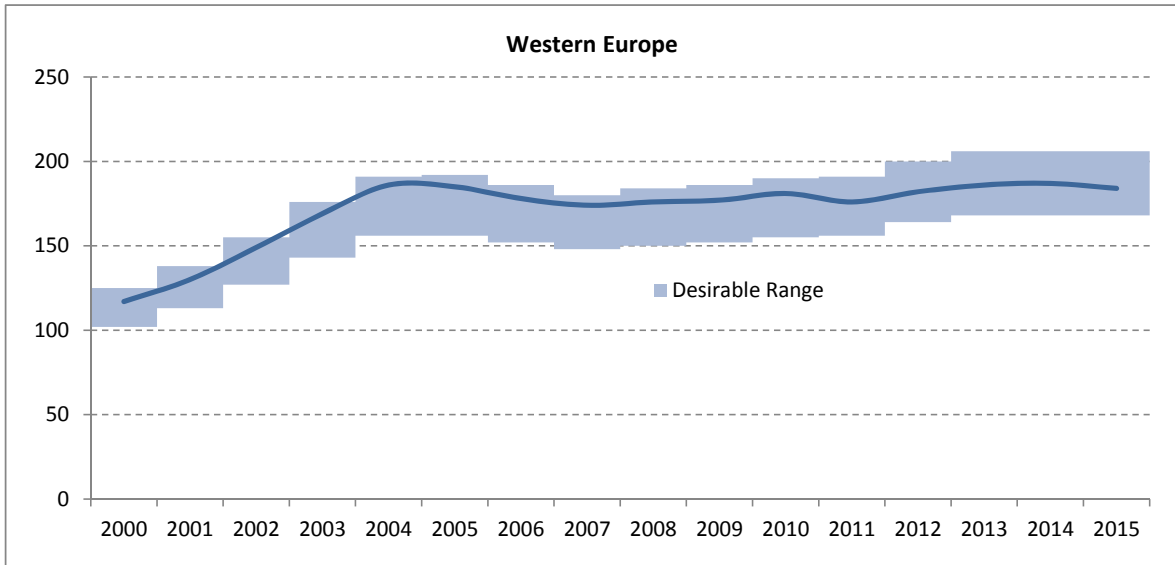
[Annex II follows]

Geographical Distribution (2000 - 2015)

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











## Geographical Distribution of Posts (as of June 2015) <sup>1</sup>

Geographical Regions	A Percent of contribution <sup>2</sup>	B Distribution of one-quarter of posts	C Distribution of Three-quarters of posts	D Total (Number of posts) <sup>3</sup> B + C	E Desirable Range (- 10 / + 10 per cent)	F Actual number of posts (June 2015)
<b>Africa</b>	2.75	14.68	8.47	23	21 - 25	48
<b>Asia and the Pacific</b>	16.71	14.68	51.51	66	60 - 73	68
<b>Eastern Europe and Central Asia</b>	8.55	14.68	26.35	41	37 - 45	30
<b>Latin America and the Caribbean</b>	3.83	14.68	11.81	26	24 - 29	35
<b>Middle East</b>	2.04	14.68	6.29	21	19 - 23	4
<b>North America</b>	9.19	14.68	28.33	43	39 - 47	38
<b>Western Europe</b>	56.93	14.68	175.48	190	171 - 209	188
	100	102.76	308.24	411		411

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

2 = Based on "Geographical Distribution of Contributions – Totals by Region 2015" (source: Finance Division).

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