

WIPO General Assembly

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FINAL REPORT ON THE IMPLEMENTATION OF THE WIPO STRATEGIC REALIGNMENT PROGRAM

Document prepared by the Secretariat

1. The present document contains a Final Report on the Implementation of the WIPO Strategic Realignment Program which was submitted to the WIPO Program and Budget Committee (PBC) at its twenty-first session (September 9 to 13, 2013).
2. Further to the Decisions and Recommendations adopted by the PBC at its twenty-first session, the PBC recommended that the document in annex, WO/PBC/21/10, be presented to the WIPO General Assembly for its consideration.
3. *The WIPO General Assembly is invited to consider this issue and take appropriate action.*

[Document WO/PBC/21/10 follows]

Program and Budget Committee

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I. INTRODUCTION

1. The thirty-fourth session of the WIPO General Assembly in September 2007, approved the (then named) Audit Committee's recommendation that the Secretariat undertake a comprehensive integrated program for organizational improvement along the lines and priorities recommended in the PricewaterhouseCoopers (PwC) desk-to-desk assessment Final Report, and as recognized by the Secretariat in its report (documents WO/GA/34/16, WO/GA/34/12 and WO/AC/6/2). The Strategic Realignment Program (SRP) was launched in 2008, in order to equip the Organization to achieve results in the face of numerous external and internal challenges.
2. Briefings to Member States on the progress of the SRP have been held in April 2010, May 2011 and May 2012. Furthermore, progress reports have been submitted to the Program and Budget Committee in 2011 and 2012 and oral presentations made at the Assemblies in 2011 and 2012. The SRP has been overseen by the Independent Advisory and Oversight Committee, who have received quarterly progress reports throughout its implementation.
3. The SRP, a portfolio of 19 initiatives, concluded in December 2012, with some initiatives concluding in early 2013. Three initiatives will continue after March 2013, under their own governance. Further details on these three initiatives, Enterprise Resource Planning (ERP), Internal Communications and Internal Controls can be found in section IV of this document.

4. During the remainder of 2013, the Secretariat will focus on ensuring that the gains realized during the SRP are successfully mainstreamed into the work of the Organization.

II. SCOPE OF THE SRP

5. The SRP aimed to enhance WIPO's responsiveness, efficiency, capacity and focus to achieve the nine Strategic Goals. The SRP comprised 19 initiatives, each contributing to strengthening WIPO's four Core Values: Service orientation; Working as one; Accountability for results; and Environmental, social and governance responsibility.

6. Each initiative had a Project Leader and a Senior Management Team (SMT) Champion, who were accountable for project results and success. The initiatives, varying widely in magnitude of scope, were coordinated by a dedicated Project Management Office (PMO).

III. COMMUNICATIONS

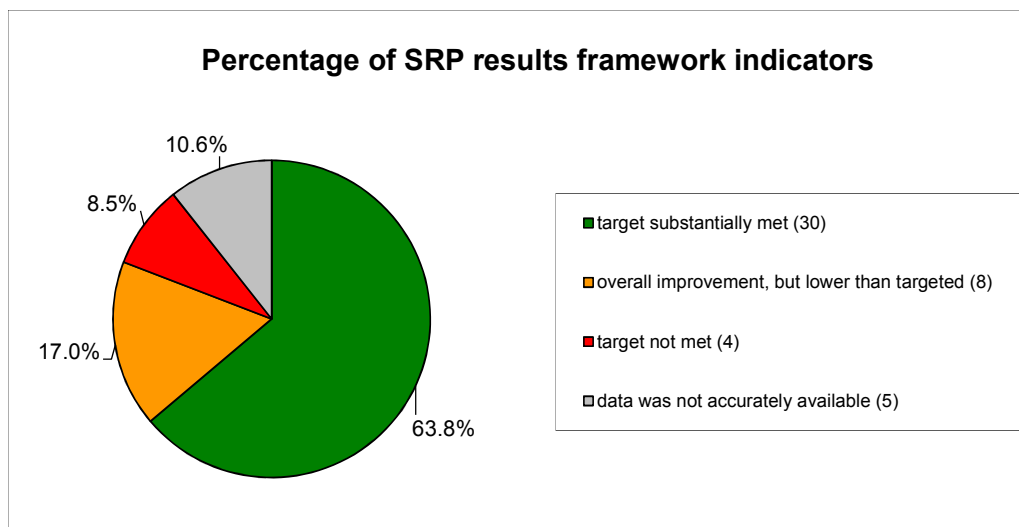
7. The SRP was a program of change. Key stakeholders included the Member States, staff, customers/clients and the general public. Communications to each aforementioned stakeholder group were a key focus throughout the SRP. Member States communications have been detailed in paragraph 2. Staff members have been informed through numerous all-staff presentations at Town Hall meetings as well as through printed material and other channels. The WIPO Internet site, group visits, press releases and presentations in multiple *fora* all helped convey the message of improved efficiency and effectiveness to clients and the public.

8. Formal publications include the SRP Roadmap which was released in April 2010 and updated to show progress in April 2011. In 2012 the Roadmap was complemented with a brochure for staff, which was widely distributed and made available on the Internet. On the Program's conclusion in 2013, a final brochure, that documents the achievements of the SRP in a format suitable for all stakeholders has been developed.

IV. MEASURING THE SUCCESS OF THE SRP

9. The SRP incorporated a thorough monitoring, oversight and evaluation framework. It was coordinated by the SRP PMO that ensured interdependencies were identified and risks were reviewed and mitigated. Every initiative was monitored closely *via* regular progress reports. Periodical reviews have been undertaken by the Director General along with the Project Leader, Senior Management Team (SMT) Champion and the PMO.

The SRP results framework was designed to track progress through clear, holistic and effective indicators in an easy-to-understand dashboard. Aspirational targets were consciously set for each indicator, in order to drive the Organization to higher levels of performance. The SRP results framework can be found on the Internet. A summary of the status of the indicators can be seen in the following chart.



10. An independent Core Values staff survey was undertaken at the start of implementation of the SRP in December 2010, mid-way through the implementation in November 2011 and at the end of the SRP in January 2013. The results of the survey show marked improvement across all four Core Values (see table below); the full report is available for Member States on the Internet.

Change 2010-2012	Core Values	2010-2012	2011-2012	Question	
↑	Service Orientation	+ 15%	+ 8%	How would you rate the quality of the services we deliver to our colleagues at WIPO?	
		+ 9%	+ 19%	How would you rate our external services to Member States, partners and stakeholders?	
		+ 4%	+ 13%	We in WIPO understand our colleagues' needs	
		+ 9%	+ 14%	We in WIPO deliver timely services to our colleagues	
			+ 6%	+ 14%	We in WIPO incorporate feedback to improve our services
			+ 8%	+ 8%	We in WIPO deliver high quality services to our colleagues We in WIPO find it important to deliver a good service to our colleagues
↑	Working as One	+ 27%	+ 19%	We in WIPO work as one	
		+ 14%	+ 12%	I am familiar with the Organization's nine Strategic Goals	
		+ 8%	+ 13%	I feel committed to WIPO's four Core Values	
		+ 21%	+ 15%	I find it easy to work collaboratively with colleagues across sectors on common projects	
			+ 22%	+ 9%	The Organization communicates information to Staff effectively Staff shares information with management effectively
↑	Accountability for results	+ 10%	+ 10%	We share information easily across units, sections, divisions or sectors	
		+ 7%	+ 5%	Information is accessible, appropriate and easy to understand	
		+ 12%	+ 12%	We in WIPO are accountable for results	
		+ 14%	+ 4%	I am aware of the expected results to which my Program contributes	
			+ 7%	+ 7%	My individual objectives for this year are linked to expected results My supervisor provides regular feedback on my performance
↑	Environmental, social, and governance responsibility	+ 11%	+ 11%	I am satisfied with my learning opportunities in WIPO	
		+ 13%	+ 13%	Resources are used effectively to achieve results	
		+ 10%	+ 5%	WIPO plays an important role for society at large	
		+ 7%	+ 8%	We in WIPO are committed to ethical principles	
		- 3%	+ 6%	We in WIPO care about the environment	
+ 19%	+ 22%	I am aware of WIPO's ethics principles			
+ 22%	+ 33%	I am aware of the procedures for reporting misconduct			
- 2%	+ 2%	I am aware of WIPO's activities to reduce its environmental footprint			

V. KEY ACHIEVEMENTS

11. All 19 initiatives of the SRP made significant progress and delivered concrete improvements that clearly contribute to strengthening of our Core Values. Further details are available in the 2013 SRP "Embracing Change" brochure.

Service Orientation

12. Improve Customer Interface and Experience. Significant improvements can be seen in the perceptions of staff regarding internal service orientation from the Core Values survey data. Furthermore, a survey to Madrid and Hague customers found that 86 per cent of those contacted were satisfied. The initiative comprised firstly the creation of a suitably staffed Customer Service Center that consolidated numerous WIPO service centers bringing a number of benefits, including ease of use, consistency in message and reduced costs. Secondly, WIPO invested in advanced telephony improvements and a customer ticketing system, which allows one system to reliably serve many areas of the Organization, such as the PCT and the WIPO Academy. Finally, a strong focus on training has resulted in our staff being better equipped to respond to customer queries and to address customer needs. The initiative has also resulted in a clear definition of processes. This initiative has been mainstreamed into Program 19.

13. Strengthen External Communications and Branding. Increasing the understanding of WIPO's role in society was a key objective of this initiative. In a recent stakeholder perceptions survey, 72 per cent of respondents reported that they were "familiar" or "very familiar" with WIPO. Under this SRP initiative, a number of benefits were delivered. WIPO was rebranded, with the launch of a new logo and the implementation of a new corporate identity and branding strategy. The Organization considerably expanded language coverage of WIPO publications with an average of over 70 per cent of publications available in all six official UN languages. Processes were improved, for example, requiring all requests for new WIPO publications to now go through a Publications Board review process to ensure they are timely and relevant, and meet quality standards. A new level of visible engagement was reached with the local community through some 3,500 visitors received at our headquarters during the first WIPO Open Day. The establishment of WIPO presence in three new social media platforms (Twitter, Flickr and Scribd) increased our social media influence by over 60 per cent. Web site content was considerably rationalized, with a user experience strategy created to lay the ground for the launch of a completely revamped website in 2013. This Initiative has been mainstreamed into Program 19.

14. Support Marketing and Business Development. The ultimate goal of this initiative was to understand whether WIPO "market share" can be increased through better marketing and pricing the WIPO fee-funded services (PCT, Madrid, Hague and Arbitration/Mediation). The initiative delivered a useful, initial marketing and pricing analysis and provided a greater awareness of customer perceptions as a result of the documented feedback from WIPO service users. An independent marketing and pricing study was undertaken to analyze how the WIPO services relating to the filing and processing of international patent applications, the international registration of marks, the international registration of industrial designs, and the arbitration and mediation of intellectual property disputes might be marketed and priced so as to favor greater use. Finally, the project also resulted in closer cooperation between the WIPO services. This Initiative has been mainstreamed into Programs 5, 6, 7 and 31.

15. Ensure Business Continuity. A Business Impact Assessment (BIA) provided a better understanding of WIPO's critical processes and also serves as a foundation for other subject specific plans, such as IT Service Continuity Management. Staff understanding of business continuity has been improved through an awareness campaign which included all staff training sessions. As a result of this project, WIPO is now better prepared to minimize business disruption, particularly through clear processes defined in the Business Continuity Management Strategy and Crisis Management Plan. This initiative is in the process of being mainstreamed into the Executive Management Program and the Administrative and Management Sector.

Working as One

16. Implement Enterprise Resource Planning (ERP). The SRP component of the ERP project was focused primarily on the planning phase. The ERP system brings together many disparate systems into one integrated solution. At the end of 2013, the biennial planning, annual work planning and financial and human resource management systems will be fully integrated. "AIMS Evolution" will transform basic administrative data into "intelligent" information. The 2014/15 Program and Budget was prepared across the Organization using the new Enterprise Performance Management (EPM) module of the ERP system. This technology has enabled WIPO to update its processes for work planning and now ensures that annual work plans are driven by biennial plans. In the future, EPM will continue to be enhanced, to add to improvements already in place, such as country plan views and the ability to assess actual resource utilization by monitoring by results and indicators. The PeopleSoft ERP modules were upgraded to the latest version to take advantage of new functions, reduce customizations where possible and to establish the foundation for integration with the upcoming HR and Payroll modules. The PeopleSoft-based new Core HR and payroll improvements will go into production in October 2013 and will enable better integration with the financial system, rationalize the number of data repositories and lay the foundation for future functionality to be deployed which will improve efficiency, service levels and reporting capabilities. Work has been undertaken to conceptualize and design the integration of WIPO's planning, financial and human resources management systems. The ERP portfolio of projects is reserve-funded and on track for a completion as per its mandate.

17. Improve Information and Communications Technology (ICT) Framework. WIPO stakeholders continue to benefit from the strengthened ICT framework. The improvements of this initiative focused on three areas: governance, project management and confidentiality and information control. The reconstitution of the ICT Board, chaired by the Director General allowed coherent, cross-sectoral ICT decision-making. A draft ICT strategy was developed and is currently being reviewed by the ICT Board to ensure that it reflects the business-critical ICT needs. A project registration system was put in place to bring consistency and visibility to project work and in order to formalize project management practices, 84 staff were trained in the PRINCE2 project management approach. Particular benefits have been seen in the area of confidentiality and information control: staff expectations are changing owing to information control mechanisms now being more explicitly stated and the enforcement of controls is now possible with the information control policies in place. A high level of staff awareness and sensitivity to external security threats has been achieved as a result of the information security awareness program which has been undertaken. All ongoing activities of this initiative have been mainstreamed into Program 25.

18. Revise Enabling Regulatory Framework for HR Management. The WIPO Staff Regulations and Rules (SRR) were comprehensively reviewed to ensure alignment with International Civil Service Commission (ICSC) standards. The new SRR resulted in enhanced benefits for temporary staff, including application of ICSC salary scales, dependency allowances, enhanced maternity and paternity leave and pension provision for temporary professional staff. The revised SRRs were approved by Member States in September 2012 and entered into force in January 2013 (with the exception of two chapters which are follow-on actions). The new contractual framework was adopted by Member States and the legal basis promulgated in January 2012 using a phased implementation. The Office Instruction framework was substantially reviewed and updated in line with the revised SRRs, and implemented as from January 2013. Revised SRRs on Appointment Boards were approved by Member States in September 2011 and implemented in January 2012. The implementation of an e-recruitment system led to a reduction in the average annual recruitment time, down from 30 weeks in 2011 to 16.5 weeks in 2012. The revised SRRs on reclassification and the streamlined composition of the Classification Committee to increase efficiency, approved by Member States in September 2012 and implemented in January 2013, has helped eliminate the reclassification

backlog. The final two chapters of the SRR are expected to be revised in 2013 and all of this Initiative has been integrated into the work of Program 23.

19. Strengthen Internal Communications. The initiative to strengthen internal communications has made considerable progress. Around 140 staff members attended small workshop sessions to help shape the internal communications recommendations in 2011. The Director General approved a set of 14 wide-ranging recommendations/projects proposed by staff to improve internal communications over the coming years, which will continue after the close of the SRP. The following recommendations have been successfully implemented: A monthly informal "What's New" program has been established and has proved to be popular; Administration and Management Sector "Question Time" sessions were held with all sectors; thematic briefings were held on selected HR issues and were well received (topics included training, contract reform, and performance management changes); staff briefings following the WIPO Intergovernmental Committee on IP and TK, TCEs and GR (IGC) have been well attended; "start smart" learning modules on administrative procedures have been introduced for new staff. "Quick win" suggestions also implemented include: adding photographs on staff movements circulars; the introduction of new staff at town hall meetings; opening up of the "Tea with the Director General" program and the publishing of town hall agenda. The internal communications initiative has attracted positive comment in the Core Values Survey. This initiative has increased significantly in scope since its inception, and is now expected to continue for a further two years, under Program 19.

20. Realign WIPO's External Offices to better contribute to Strategic Goals. This initiative has contributed to the round-the-clock customer service for WIPO, utilizing External Offices to respond to enquiries out of Geneva's office hours. The principles that emerged based on consultations with the Member States on the approach to External Offices have been used to develop a proposal for strengthening WIPO's geographical presence through the biennial planning process.

21. Strengthen the "Working as one" culture. This initiative focused on enhancing the "Working as one" spirit by engaging with a number of existing projects ("focus projects") with a view to improving horizontal cooperation; the internal communications SRP initiative contributed to fostering an atmosphere that is aligned with the objectives of this initiative. Other focus projects included a translation technology project and the ERP initiative. The planning for the Diplomatic Conference in Beijing was added as a focus project, with the SMT Champion leading the high-level team as a leading example of "Working as One". The overall outcome of this project is a more "projectized" Organization than before with an improved "Working as One" culture, as reflected in the perceptions of staff in the Core Values survey.

Accountability for Results

22. Define the Medium Term Strategic Plan (MTSP). The Medium Term Strategic Plan (MTSP) was completed in 2010 and included the development of the Organization's nine Strategic Goals. The MTSP and the Member States comments guided the preparation, approval and implementation of the 2012/13 Program and Budget and have furthermore guided the preparation of the 2014/15 Program and Budget.

23. Develop WIPO Organizational Design. This initiative aimed to contribute to ensuring that organizational units are equipped to perform effectively. The initiative enabled effective utilization of human resources, supported by robust job design and with clearly defined reporting relationships and workload distribution. Organizational design is a continuous activity through which the Organization's structure and functions are reviewed and refined as part of the biennial and annual planning cycles to meet evolving needs. Key achievements include the consolidation in 2009 of WIPO's structure into seven sectors that regroups more efficiently related functions and ensures alignment of these with WIPO's Strategic Goals. The subsequent

refinement of each organizational unit ensures that they are structured and resourced in a manner that optimizes their effectiveness. Furthermore, a new, streamlined process for managing classification has been introduced and an HRMD report on organizational design and people-related issues has been developed for HRMD that will be used to form the basis for the new HR Strategy. All ongoing activities of this initiative have been integrated into Program 23.

24. Strengthen Results-Based Management (RBM). A holistic, simple-to-understand results-based management system has been developed to ensure that resources are budgeted and utilized in line with Organizational results and priorities. Organizational performance is measured and analyzed on a regular basis through performance indicators, targets and baselines. Expected results are used as the context in which to set individual staff work objectives. Better coordination of work across the Organization has been achieved, through a first version monitoring and assessment system which includes the ability to view activities by country. Overall a richer results-based performance dialog is now possible internally with staff and managers and externally with Member States and stakeholders. This initiative has worked very closely with the ERP initiative to establish tools and systems that enable results-based biennial planning and work planning. RBM is mainstreamed across the Organization and facilitated through Program 22. On the basis of well-defined results-based plans, work will continue under this Program to strengthen the implementation monitoring, assessment and reporting tools.

25. Implement Performance Management and Staff Development System (PMSDS). In line with Results-Based management, each year, through PMSDS, supervisors and supervisees jointly establish individual work/development plans, which are directly linked to Organizational Expected Results that in turn contribute to the Strategic Goals set out in the MTSP. At the end of the year, all supervisees are evaluated against their individual plans. This has resulted in an increased awareness of WIPO staff with regards to the Expected Results of their Programs (91 per cent) and a high majority of staff believing that their individual objectives relate to those results (89 per cent). The Secretariat can also manage training needs more strategically through better identification of learning priorities and provision of cost-effective cross-sectoral group training initiatives through the extraction of training needs from the system. Furthermore the initiative has encouraged a continuous performance dialog between managers and staff, as reflected by the notable increase in staff who state that they have had regular feedback from their supervisor on their performance (2010: 58 per cent, 2012: 72 per cent). Staff performance management is mainstreamed across the Organization and facilitated through Program 23.

26. Strengthen Risk Management and Internal Controls. Risk management is now institutionalized at WIPO. It is used to focus on the important issues in discussions between Member States, the Independent Advisory Oversight Committee (IAOC), and Internal Audit and Oversight Division and the Secretariat. Through a training program, staff have learnt to identify risks in a more systematic and proactive way, in consideration of the Organizational Expected Results from the Results Framework. A risk policy and new processes ensure that risk assessments are incorporated into the annual work planning cycle and the biennial planning cycle. A risk roadmap highlights the path ahead to enterprise risk management in the coming years. This initiative, furthermore, focuses on strengthening internal controls, in particular in light of changing work processes and new capabilities delivered with the ERP system. Risk management is mainstreamed across the Organization and this initiative is expected to be complete before the end of 2013, managed by Program 22.

27. Strengthen the Management of Financial Resources. The project objective was to strengthen the management of financial resources through three key streams of deliverables: the establishment of the financial elements of WIPO's enabling regulatory framework; strengthening of the management of income through clear processes for revenue generation related activities and data; and the strengthening of the management of expenditure through the reinforcement of a responsible spending culture and accountability for delivery of results within

budgeted resources. A study was undertaken, mapping the economic forecast to the revenue generating services and expenditure, which resulted in a greater understanding of forecasting. An investment Policy, a capital planning and management framework and cost efficiency measures were introduced for the 2012/13 Program and Budget allowing better management of financial resources. Improved financial management is mainstreamed throughout the Secretariat, and overseen by Program 22.

Environmental, Social and Governance Responsibility

28. Establish a Comprehensive Ethics and Integrity System. An Ethics Office has been in place since 2010 and a Chief Ethics Officer has been appointed. The Organization has an enhanced capacity to deal with potential abuse of resources and other misconduct owing to the promulgation of a Whistleblower Protection Policy, incorporating protection for WIPO personnel against retaliation for speaking up responsibly on suspected wrongdoing or participating in an oversight activity. A WIPO Code of Ethics has been promulgated following wide consultation with staff. Through this initiative over 99 per cent of staff members have attended an interactive (mandatory) half-day ethics training program. Feedback has indicated a very high level of satisfaction with the course, with over 82 per cent (ethics feedback survey) of respondents indicating that it improved their awareness of ethical issues. Overall, an increase of knowledge of principles of professional ethics (2010: 77 per cent, 2012: 96 per cent (Core Values survey)) at WIPO together with an increased ability to manage ethical dilemmas – 84 per cent (ethics feedback survey) of respondents believe they are better equipped to resolve an ethical dilemma. This initiative's benefits are mainstreamed across WIPO, with the coordination under Program 21.

29. Reduce WIPO's adverse impact on the Environment. Incentives and awareness have encouraged staff to use alternative means to get to work, for example, a bike-to-work month encouraged over 100 staff members to commute to work by bicycle or to test drive an electric bike. A bus pass initiative allowed 200 staff members to use public transport. In the new building and new conference hall, there is a special focus on protecting the environment, such as through the use of lake water in cooling systems and natural ventilation. Conference Services now uses an electronic communication system for official documents issued for the purpose of delegates attending the WIPO Assemblies, under which printed material is no longer dispatched systematically, but rather, only upon explicit request. The output of this initiative has been integrated into the work of Programs 24 and 29.

30. Improve Accessibility to WIPO Campus and Services. The first audit of physical access to the WIPO campus was carried out by a specialized architect in 2012 and a final audit report received in January 2013. This constitutes the basis on which implementation actions will be selected, with a timeline for implementation over the next five years, cost estimates and proposals for financing. A policy has been implemented to ensure that WIPO web site content is adapted for persons with disabilities. The outputs of this initiative have been integrated into the work of Programs 24 and 29.

VI. SRP RESOURCES OVERVIEW

31. The total resources required for the SRP included (i) time dedicated by WIPO's staff to SRP-related activities and initiatives; and (ii) financial resources needed for commercial services, systems and temporary personnel for select initiatives.

32. The first category of resources, time dedicated by WIPO staff, was part of their day-to-day responsibilities within the Organization. This work was therefore budgeted in the Program and Budget (P&B) and the work plans.

33. For the second category of resources in the 2010/11 biennium, approximately 1.55 million Swiss francs was allocated and approximately 1.42 million Swiss francs was actually spent.

34. For the second category of resources in the 2012/13 biennium, the total funds allocated to SRP initiatives amounts to one million Swiss francs which is expected to be fully utilized.

35. The Program and Budget Committee is invited to take note of the contents of the present document.

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