

Program and Budget Committee

Twenty-Seventh Session
Geneva, September 11 to 15, 2017

ANNUAL REPORT ON HUMAN RESOURCES

prepared by the Secretariat

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources annual report to the WIPO Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains the Annual Report on Human Resources (document WO/CC/74/2), which is being submitted to the WIPO Coordination Committee at its October 2017 session.

[Document WO/CC/74/2 follows]

WIPO Coordination Committee

**Seventy-Fourth (48th Ordinary) Session
Geneva, October 2 to 11, 2017**

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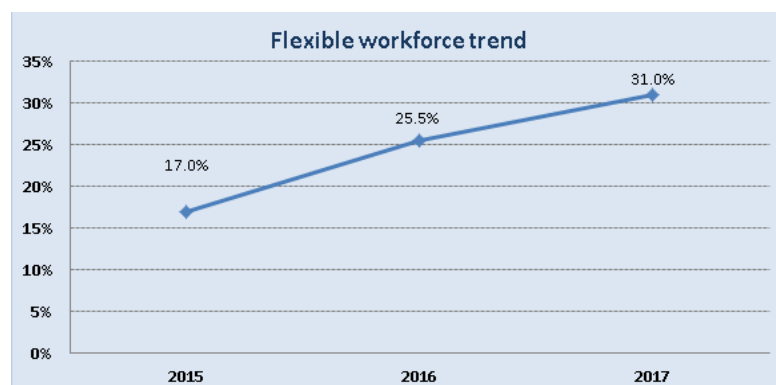
I. INTRODUCTION

1. The 12 months between July 2016 and June 2017 were marked by progress in the implementation of the World Intellectual Property Organization's (WIPO) Human Resources (HR) strategy approved by Member States in 2012. Systematic skills realignment to meet business needs, improvements in geographic diversity following outreach, and completion of some major Enterprise Resource Planning (ERP) projects, resulting in important process improvements in the area of the Human Resources Management Department (HRMD), were some of the milestones of this period. A revised United Nations-system wide compensation package for staff in the Professional and higher categories was introduced on January 1, 2017, resulting in important changes in staff benefits and entitlements.

2. An extensive review of WIPO's time management policies and practices was undertaken, primarily through the joint efforts of staff, managers and the Administration. As a result, a new policy on time management will be issued in the near future. The new policy is business-driven, anchored on the principles of self-responsibility, managerial responsibility, trust and professional ethics and aimed at enhancing the work-life balance of staff.

3. HRMD continued to develop an effective business model through which essential talent is acquired, nurtured and adapted to evolving organizational needs. Diversity and inclusion were promoted, HR processes simplified, and returns on costs optimized for the Organization.

4. This annual report provides key metrics relating to the workforce and shows how WIPO translates its HR strategic directions¹ into action. WIPO continues to achieve greater flexibility in the composition of its workforce. The proportion of the flexible component² is currently 31 per cent, up from 25.5 per cent as at June 30, 2016 and 17 per cent two years previously, as at June 30, 2015 (see the graph opposite).³ This increases the Organization's capacity to rapidly adjust to business needs. Staff costs have remained stable at 65.5 per cent of overall organizational expenditure, even as WIPO continues to improve its services to staff, enhance diversity in its staffing and increase organizational productivity.



5. As in the past, this report covers the staff resources of WIPO and two groups of non-staff resources which are under HRMD's management, i.e., fellows and interns. To the latter is added another non-staff group – the Junior Professional Officers on loan from the United Nations Development Programme (UNDP). This report is structured as follows: following this introduction (Part I), Part II shows highlights and snapshot data of WIPO's workforce in graphical form, including productivity data measured through the business results of the Patent Cooperation Treaty (PCT) and the Madrid System (the International Trademark System). Part III provides an update on HR activities in pursuit of HRMD's four main strategic priorities:

¹ A separate document, "Human Resources Strategy 2017-2021" (WO/CC/74/5), is also submitted to the WIPO Coordination Committee.

² This is composed of non-staff resources, temporary staff and staff financed under Reserves and Funds-in-Trust.

³ These percentages are necessarily a snapshot as at June 30 of the indicated years, as the flexible workforce shrinks and expands depending on business needs.

re-aligning skills and competencies, enhancing equitable geographic representation, promoting gender equality and parity, and optimizing HR processes. Other staff matters are covered in Part IV, while Part V discusses the outlook for the year ahead. Part VI covers items for reporting to the WIPO Coordination Committee, either for information or in compliance with statutory obligations under the Staff Regulations and Rules (SRR).

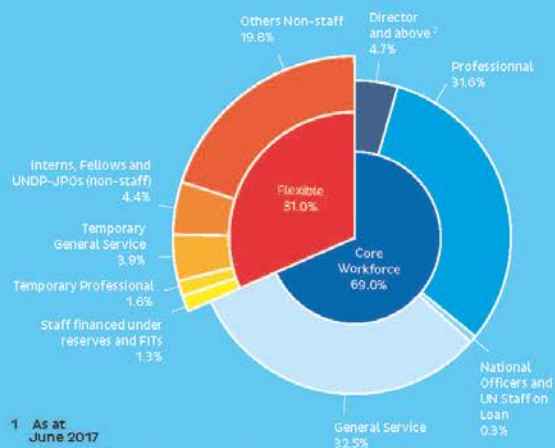
6. Annex I of this report contains detailed statistical data, some of which is referenced in the narrative. The data to which this report refers to mainly cover the period from July 2016 to June 2017; where this is not possible, data coverage is for the 2016 calendar year. For ease of reference, the time span covered by each table, chart or graph is specifically indicated. Annex II presents graphs showing the evolution of the distribution of staff per geographical region since 2000, compared to the desirable ranges established by the principles of geographical distribution agreed by WIPO Member States in 1975 (“1975 Principles”). The International Bureau notes that at its session in October 2015, the WIPO Coordination Committee decided to review the 1975 Principles, effectively indicating a desire for a directional shift away from that agreement. In the absence of a new agreement, information in Annex II is presented for informal bench-marking and not in any way as an endorsement of the 1975 Principles.

II. WIPO WORKFORCE – HIGHLIGHTS AND SNAPSHOT DATA

7. The graphics in Part II show the status of WIPO’s workforce, in particular its staff component, viewed from different parameters, i.e., breakdown by groups, geographical representation, sectoral distribution, staff costs and productivity. Data on workforce productivity reflects the results of the PCT and the Madrid System. These two registration systems account for the bulk of WIPO’s global services, its income and the use of its human capital.

WIPO WORKFORCE

WORKFORCE AT A GLANCE ¹



- ¹ As at June 2017
² The Executive Category (DG, DDG and ADG = 9 posts) is included

Regular Staff	1,059
Staff Financed under Reserves and FIT	20
Temporary Staff	84
Interns, Fellows and UNDP-JPOs (non-staff)	68
Other Non-staff	303
Total	1,534

WIPO WORKFORCE PRODUCTIVITY

Productivity continues to increase



- ³ Data covering the first six months of 2017 may not be representative of the entire year. During the first half of 2017, the Madrid System processed an exceptionally high number of registrations and renewals, which are the two transactions used to calculate the productivity of the Madrid System.

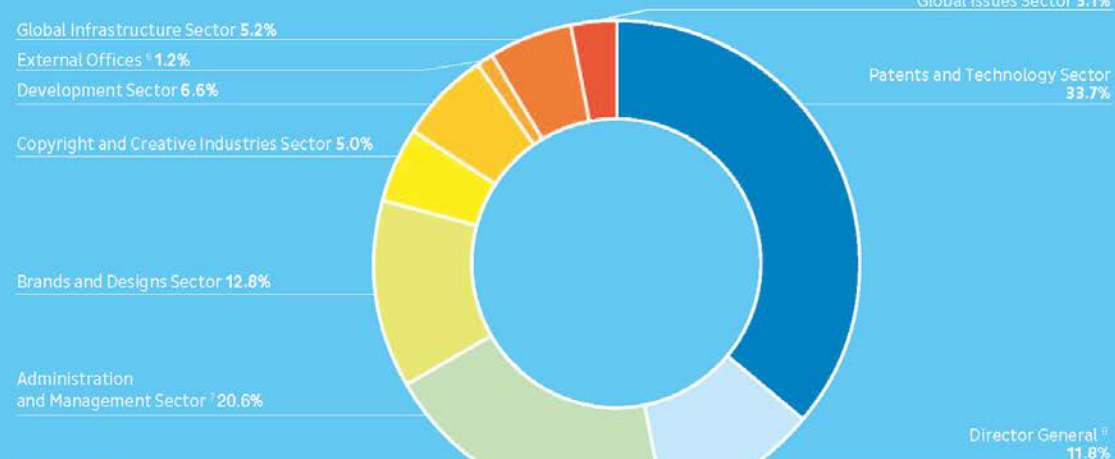
DECREASING STAFF COSTS

Percentage of staff costs in WIPO's budget ⁴



- ⁴ Source: WIPO's financial systems – As at June 2017

STAFF BY SECTOR ⁵



- ⁵ As at June 2017

⁶ Not a stand-alone sector although shown separately; these offices fall under either the Office of the Director General, the Brands and Designs Sector, the Global Issues Sector or the Global Infrastructure Sector (there is no double-counting)

⁷ 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

⁸ DG Front Office, Office of the DG, Office of the Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Oversight Division, Office of the Ombudsperson, Department for Transition and Developed Countries, WIPO Ethics Office

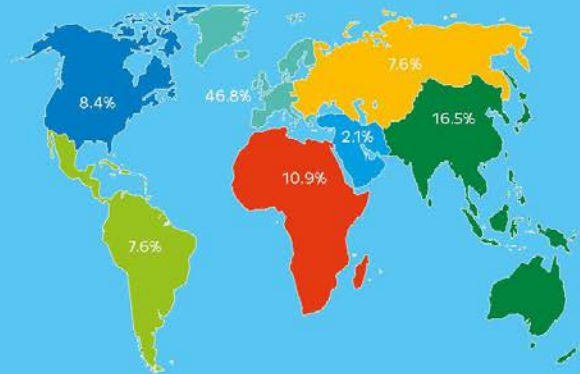
GEOGRAPHICAL DIVERSITY AND GENDER BALANCE

STAFF BY REGION

Our staff come from 120 countries ⁹

Professional and higher categories by region (regular + temporary) ¹⁰

Africa	67
Asia and the Pacific	102
Eastern and Central Europe and Central Asia	47
Latin America and the Caribbean	47
Middle East	13
North America	52
Western Europe	289
Total	617



Professional and higher categories by region (Only Regular staff) ¹⁰

Africa	59
Asia and the Pacific	88
Eastern and Central Europe and Central Asia	42
Latin America and the Caribbean	44
Middle East	8
North America	48
Western Europe	268
Total	557

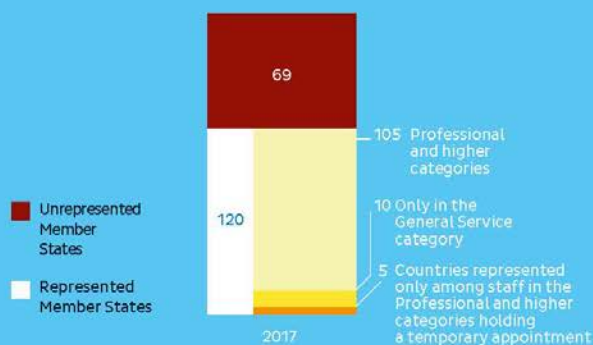
Percentage of staff from Western Europe in Professional and higher categories



⁹ As at June 2017

¹⁰ In this report the Director General is not included

GEOGRAPHICAL DIVERSITY ¹¹



List of unrepresented Member States (69)

Albania, Andorra, Angola, Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Botswana, Brunei Darussalam, Burundi, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Cook Islands, Djibouti, Dominica, Dominican Republic, Equatorial Guinea, Eritrea, Estonia, Fiji, Gambia, Guinea, Guyana, Holy See, Iraq, Kiribati, Kuwait, Lao People's Democratic Republic, Liechtenstein, Lithuania, Luxembourg, Maldives, Mali, 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, Swaziland, Tajikistan, Tonga, Turkmenistan, Tuvalu, United Arab Emirates, Uzbekistan, Vanuatu, Yemen and Zambia.

¹¹ As at June 2017

GENDER BALANCE

Gender balance continues to improve

Representation of women



¹² As at June 2017

III. HR STRATEGY PRIORITIES 2017-2021

8. HRMD's partnership with business, managers and staff is implemented on two fronts: as a strategic partner and an administrative arm. In the first role, HRMD creates an enabling environment, through a culture of collaboration with all actors, where the talent needs of business are addressed, the leadership of managers is fully supported and staff development is promoted. In the second role, HRMD fulfills its administrative functions through data-driven engagement with management and by developing and making available a suite of services and processes, enabling managers and staff to directly access HR data and transactions. Optimization of technology (automated and self-service business solutions, among others) benefits staff, who enjoy greater facility in accessing information and services, and managers, who are increasingly self-sufficient in focusing on people management without being dependent on HRMD processing. Staff benefit when HRMD's resources are harnessed for more value-added contributions in organizational strategies.

9. In the short and medium term, HRMD's engagement and energy will be directed with an emphasis on its first role. Four HR strategic priorities have been identified to fully support the Organization's medium-term strategic plan. These priorities are elaborated in this report through various initiatives and activities carried out by HRMD in collaborative partnership with all key actors in WIPO.

A. **Strategic Priority 1: Re-aligning skills and competencies to evolving business needs**

10. As a global provider of IP services, WIPO must be responsive to rapidly changing market forces and be relentless in pursuing efficiency in service delivery. The speed with which WIPO's external environment evolves dictates the pace at which WIPO must continuously renew its skills base and competencies, especially in critical business areas. This requires forethought, careful planning and proactivity to ensure a fit-for-purpose WIPO workforce – encompassing workforce planning, talent acquisition, performance management, staff development and staff welfare. All these contribute to creating an enabling environment for engaging and maintaining a high-quality and competent body of staff suitably equipped to meet present business imperatives and capable of developing and growing with the times.

Systems-supported workforce planning

11. In 2016, HRMD continued its efforts to further develop workforce planning in WIPO. The aim has been to transition from a largely operational process to a more strategic-oriented approach. By engaging with managers at all levels, gaps and risks in the short to medium term at the sectoral and programmatic levels were identified and analyzed to better frame workforce submissions under the biennial planning for 2018-2019. Workshops for all sectors provided a forum for discussions on future external and internal changes that may influence WIPO's work. As part of this process, priorities in workforce gaps were identified and solutions considered.

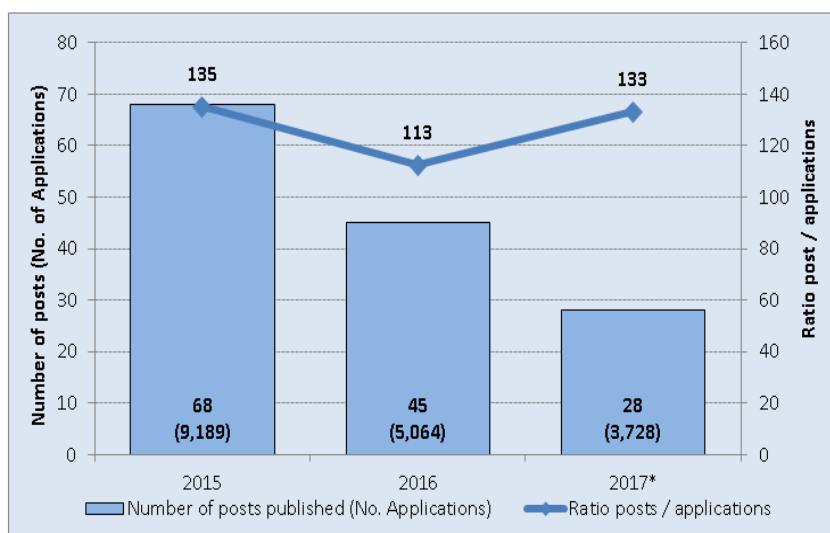
12. In collaboration with the Program Performance and Budget Division, the Enterprise Planning Management (EPM) tool was further developed to support workforce planning in the Program and Budget submissions. Managers reviewed existing personnel resources and validated them against current and evolving business needs. Opportunities for re-profiling of functions and re-distribution of tasks to optimize longer-term relevance were identified. Succession plans in cases of upcoming retirements were considered, temporary positions validated and new work requirements allocated. Through this process, requests for new functions did not necessarily translate into requests for additional posts. Careful consideration was also given to alternative solutions, such as reassignment of existing positions or, where appropriate, alternative flexible resourcing options.

13. The increasing maturity in workforce planning ensured that workforce requirements are integrated into WIPO's overall organizational planning framework. New technical developments planned in EPM in 2017 will facilitate systems-based development of workforce implementation plans after approval of the biennial Program and Budget.

A modern approach to talent acquisition

14. Recruitment in WIPO is undergoing modernization. A new state-of-the-art cloud-based electronic recruitment system was deployed in 2016, simplifying the application process for job seekers and facilitating data-gathering and analysis for the Organization. Leveraging social media tools is key to proactively identifying relevant profiles in the market to better formulate targeted vacancy announcements and to more precisely design outreach efforts. Creating dynamic synergy between demand (organizational needs) and supply (skills and competencies in the job market) is a progressive approach to recruitment which enables the Organization to reach a larger and more diverse pool of suitable candidates. This is particularly efficient for niche posts requiring highly specialized profiles, such as certain IT jobs. By entering keywords in search terms, qualified profiles are identified, facilitating also specific targeting of

unrepresented Member States or Member States in underrepresented regions.



* Covers the first six months of 2017

15. The transition to a new and more advanced electronic recruitment platform may explain the initial slight dip in the average number of candidates per vacancy notice from 135 in 2015 to 113 in 2016 (see chart opposite) as applicants adjusted to new functionalities. An increase in the proportion of candidatures from

non-represented Member States has been registered in the context of WIPO's intensified outreach efforts, as described in paragraphs 18 and 36 below. A high of 120 Member States are now represented in over-all WIPO staffing up from 118 during the last reporting period.

16. Notwithstanding the increasing use of testing in the selection process to assess the technical skills of candidates, recruitment time has been maintained at the targeted average of 19 weeks for fixed-term positions; recruitment time for temporary positions is 11 weeks. A new form of remote interviewing could result in further efficiency gains. Asynchronous video interviews will soon be introduced in WIPO. This is an interview format in which the applicant, who is guided through a structured interview process, does the interview on his or her own independent of the interviewer (thus the term “asynchronous”) by simply responding to text-based questions. This is a new business solution that uses video interviews as a complementary tool to better filter the screening process.

17. A strong employer brand conveyed through images and visual tools attracts talent. In line with WIPO’s outreach initiative, HRMD is working with the Communications Division to produce a new set of videos featuring WIPO staff in their areas of work, especially those in translation and IT, two professional groups in which WIPO lacks competitive positioning in the job market. The aim is to provide potential applicants with a glimpse of real-time work from a staff perspective, introduce team members who may be future colleagues and show the diverse and inspiring environment in which applicants could be working.

18. Focus on the specialized areas of Translation and IT has been intensified in view of the qualitative and quantitative insufficiency of candidates and lack of gender and geographical diversity in candidate pools. Anticipating accelerating needs for these technical profiles, a number of initiatives have been taken to address a looming skills gap. Critical IT vacancies are being promoted on a global scale specifically targeting underrepresented regions. Additional channels are utilized such as local job boards (websites which have a local focus and publish jobs supplied by employers) and social media. To break stereotyping and motivate female applicants in traditionally male-dominated IT jobs, promotional materials will showcase female WIPO staff.

19. Together with modernized methods, WIPO continues to benefit from traditional outreach fora when the opportunity arises. WIPO joined the International Career Day hosted by the Swiss Federal Department of Foreign Affairs in Bern in April 2017. Approximately 2,000 visitors attended the event and over 50 international organizations participated, offering ample opportunity for promoting WIPO as an attractive employer. Young academics and graduates with the educational credentials suited to WIPO’s needs, including expertise in the areas of intellectual property, translation and IT, were targeted.

Investing in young talent

20. WIPO believes in cross-cutting diversity in its staffing, including diversity in age. For five years now, the Organization has been recruiting entry level posts at the P1 grade to broaden opportunities for talented young professionals entering the job market. Since then, 25 P1 positions (six fixed-term and 19 temporary) have been advertised. Over the same period, the number of P2 positions has also increased, with 68 P2 positions advertised (41 fixed-term and 27 temporary). The injection of young talent helps create a work environment that is more open to change and more welcoming to new skills. Since 2016, three Member States became newly represented in WIPO staffing through these entry-level positions, namely, Togo, Viet Nam and Thailand. Notably, the proportion of candidatures from non-represented Member States for these positions is now slightly higher (at 8.15 per cent) compared to over-all vacancies (7.3 per cent).

21. While the Organization is actively pursuing possibilities to hire young professionals and “groom and grow” them within system, it is also looking at ways to attract future talent through its Internship and Fellowship programs. These two programs receive a lot of interest. WIPO’s Fellowship programs have developed over the last few years to cover more specialized areas. Currently, there are eight of these: WIPO Lex Fellowship Program, Legal Case Manager Fellowship Program, Translation/Terminology Fellowship Program, Examiner Fellowship Program with National/Regional IP Offices, Indigenous Fellowship Program, Economics and Statistics Division (ESD) Research Fellows Program, ESD Visiting Fellows Program and Artificial Intelligence Fellowship Program. A fellowship scheme relating to IP Office Business Solutions was introduced on a pilot basis in February 2017. If successful, it could lead to the establishment of a new fellowship program in 2018/2019. The aim of these programs is to provide fellows with experience in specialized disciplines at an international level, which they can apply in their respective professional fields upon completion of the fellowship. The training opportunities for fellows are in line with WIPO’s mission to promote innovation and creativity for the economic, social and cultural development of countries. Former fellows also represent a potential pool of immediately operational candidates in areas such as examination.

22. WIPO’s Internship program is small with about 50 interns selected per year. Yet, the last roster published in October 2016 included over 1,500 applicants, indicating a high interest from recent graduates and junior professionals. Testimonials on the newly updated internship section of WIPO’s website attest to the qualitative focus of the assignments that the interns find very appealing. They work on projects of significance that afford them opportunities for meaningful contribution and hands-on learning. They gain valuable experience that prepares them for future jobs. Moreover, WIPO provides a stipend and medical insurance coverage to its interns. These attractive terms have supported a high diversity in internship applications. It is noteworthy that in the last four years, nearly 60 per cent of WIPO’s interns have come from underrepresented regions.

More agile performance management

23. WIPO’s Performance Management and Staff Development System (PMSDS) was launched in 2009, using an in-house customized IT tool “ePMSDS”. The introduction of PMSDS was supported by policy documents, user guides, manuals and training for staff and managers. The system includes a planning stage, an optional interim review and an evaluation stage. Compliance with the PMSDS has been at 99 per cent over the past five years.

24. After eight annual performance cycles, staff have become fully familiar with the process and accustomed to performance evaluation discussions. There is greater engagement from supervisors and supervisees. This growing maturity has paved the way for instilling more robust dynamics in performance management. In 2016, the Organization embarked on an Enterprise Resource Planning (ERP) Talent Management project (please refer to paragraph 81 below), which includes a new and improved IT solution for performance management (ePerformance) to be launched in 2018. Performance management processes will be enhanced with new functionalities designed to emphasize performance development, namely, an integrated reporting capability, linkages between individual work objectives and the program/annual work plan activities, a repository of SMART objectives and the introduction of self-evaluation elements.

25. The 2016 performance management cycle has again seen very high levels of compliance and lively discussion about what constitutes excellent performance. More than 200 staff received outstanding performance ratings. The Rewards and Recognition program provided an impressive opportunity to showcase and celebrate staff achievements and contributions to WIPO’s core values including results and service-orientation, working as one, innovation and

efficiency and environmental, social and governance responsibility. Managers nominated 19 teams and 12 individuals for the cash and non-cash rewards available under the Rewards and Recognition program. In addition, all staff were invited to identify those staff who had most contributed to creating a respectful and harmonious workplace at WIPO in 2016. The town hall event celebrating the performance and achievement of staff was very well attended and appreciated by staff. In light of WIPO's continued good financial performance in 2016, the cash rewards to individuals and teams were adjusted upwards in 2017. The Rewards and Recognition program, which fully complies with the ICSC framework on performance incentives, constitutes a modest tool for the recognition of excellent performance.

Feedback from staff members who participated in the ePerformance workshops:

“I like the ability to load predefined objectives” ... “Possibility to enter comments at any time during the year has the potential to encourage more continuous dialogue” ... “Good feature to copy program activities into individual objectives and then edit them” ... “Interface might be overwhelming for people not knowing PeopleSoft – Training will be very important” “... Common Look and Feel with other WIPO ERP solutions”

26. Furthermore, the new ePerformance system will now cover fellows, interns and Junior Professional Officers. As a first deliverable, paper-based evaluation processes were automated in June 2017.

WIPO's investment in staff development

27. Continuing professional development keeps staff's skills and competencies relevant and finely honed to better achieve career goals and improve work delivery to the Organization. Developmental opportunities are indispensable in an effective performance management system. In 2016, WIPO's staff benefitted from an average of 5.2 training days per staff member, which is on par with reported UN practice.

28. New courses have been added to WIPO's repertoire of skills training further enriching developmental opportunities for staff.

- For the first time, an introduction into the benefits of coaching was offered to managers. Practical coaching sessions were included, which were aimed at helping managers develop a management style favoring a professional relationship with their staff, anchored on learning and support for their staff's development needs and aspirations. A shorter version was offered to staff without supervisory responsibilities. Participants were provided with tools for practical application in day-to-day office life.
- What started as an informal collaboration between a few Geneva-based UN entities has evolved into a full-fledged inter-agency collaboration. The Career Counseling Interagency Group, comprising the International Telecommunication Union (ITU), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Office at Geneva (UNOG), the World Health Organization (WHO) and WIPO, has delivered the one-day career counseling workshop to a total of 330 staff members to date. Statistics show that most of the participants were women on a career plateau, particularly at the P4 and G5-G6 levels, looking for new opportunities and challenges. Individual coaching was made available to participants to support them with the implementation of their action plans.

What participants of the career counselling workshop said:

“...our energy and thoughts were moved towards the right direction – it was a great fun experience!” “I really enjoyed the presence of WHO colleagues who added different perspectives to the more practical side of the course”

29. Other training programs in languages, communication, management and in registration systems continue to be in high demand among staff.

- As in the past, **language** training was offered in the six official UN languages (English, Arabic, Chinese, French, Russian and Spanish) plus the four additional PCT publication languages (German, Japanese, Korean and Portuguese). The language program aims to align the language skills of staff with job-related language requirements. French language courses also facilitate staff integration of new staff in the local area. Changes were made to WIPO's policy on language training programs based on the principle of efficient use of resources for business-driven training. Consequently, language training is now linked to the requirements of the job. Together with other UN organizations, WIPO decided to move away from the UN Language Proficiency Examinations (UNLPE) in favor of internationally recognized C1 standards. The year 2016 therefore saw the last edition of the UNLPE for English, French and Spanish, with an excellent result of 85 per cent passing rate for WIPO staff.
- The main focus of **communication** training in 2016 was on competency-based interviewing, targeting principally members of Appointment Boards to strengthen their interviewing skills. Training on presentation skills was also an important opportunity for improving the quality and delivery of oral presentations by staff. Several workshops were offered on effective writing, some of which were customized to specific sectors. Finally, a number of internal workshops covered conflict management, active listening and giving and receiving feedback.
- **Management** training was aimed at developing and strengthening managerial capacity in areas such as people, performance, project, quality and time management. An advanced level edition of project management training tailored to WIPO's environment was provided as a 5-day pilot with a test at the end of each module. In addition to the in-house course on inclusive leadership and unconscious bias, WIPO staff members have access to the “UN for All” course aimed at raising awareness of the importance of diversity and inclusion.
- Training on WIPO's **registration systems** was mainly provided internally by the Madrid Registry and the PCT Services Department. It concerned the practical application of the rules and regulations and registration procedures of these systems. In addition, the PCT Services Department conducted a training program on the use of the enhanced IT tool, ePCT.

Continued work-study support

30. In support of staff career development, WIPO continues to subsidize costs for staff members and grant time off to pursue continuing education in management or in technical areas related to their work. The Organization aims to raise skill levels of staff to encourage their career development. In 2016, 11 women and seven men, from both the General Service and Professional categories, benefitted from this program.

Promoting inclusion for persons with disabilities

31. WIPO organized in June 2017 the first interagency roundtable on physical accessibility for persons with disabilities, which brought together UN entities, other international organizations based in the Geneva area and Swiss authorities, with the objective of strengthening the network of managers of buildings and premises and those who work to address the rights of persons with disabilities. The discussion centered on the human rights framework and practical ways to improve accessibility of physical structures and facilities.



One colleague, who is becoming familiar to many staff, is Nicholas Hoekstra or “Nick”, as he prefers to be called. Nick is blind and started work in WIPO in November 2016. His assignment is to establish technical assistance projects in accessible book production processes in Africa and Latin America for the Accessible Books Consortium (ABC).⁴ Nick is well-placed to assist in ABC, given that he is fluent in Spanish and previously worked in Latin America.

Nick’s impression of WIPO? “Overall, I am impressed. WIPO has been excellent about addressing my needs in the workplace”, says Nick. “It’s been a learning process – and the Organization as a whole has been very proactive.” Nick’s observations concerning accessibility at WIPO have been shared with the relevant offices, which have welcomed this information and are proactively working towards improving accessibility.

B. Strategic priority 2: Pursuing equitable geographical distribution

32. While WIPO’s Member States grapple with the complex issue of equitable geographical representation and what this means in real terms, the Organization continues its efforts to increase and further broaden diversity of its staff. For a global service provider such as WIPO, diversity of the workplace is a strategic business imperative.

Ever increasing geographical diversity

33. WIPO’s trajectory of increasing geographical diversity is on track. As of June 30, 2017, 120 Member States are represented in its staffing, up from 118 in 2016 and 115 in 2015. In 2016, staff members were appointed from Bosnia and Herzegovina, Georgia, Suriname and Togo; all four are newly represented Member States. In 2017 (as at June 30), staff members from Bhutan, Thailand and Viet Nam joined WIPO.

34. The region of Western Europe, which used to constitute more than half of all staff in the Professional and higher categories, has significantly decreased, down to 46.8 per cent as of June 2017 from 51.4 per cent in 2012. As a consequence, there is a complementary increase in the proportion of nationals from other regions, namely, Asia and the Pacific, Eastern and Central Europe and Central Asia (see page 6, Infographics on “Staff by region”).

⁴ Please refer to the ABC website at: <http://www.accessiblebooksconsortium.org/portal/en/index.html> for further information about the ABC.

Opportunities in staffing changes in the medium term

35. There will be over 100 new vacancies⁵ in the Professional and higher categories in the next five years due to retirements (see Figure 1 below). These present further opportunities for improving geographical diversity, gender balance and renewal of skills and competencies in WIPO. This projection is equivalent to nearly one-fifth of the total number of posts in these categories at the current count. Further, the average age of WIPO staff in the Professional and Director categories, which is also an element for long-term projection, is 49 (see Table 8, Annex I).

Retirements by region (Professional and higher categories) 2017* - 2022								
	2017*	2018	2019	2020	2021	2022	Total	Per cent
Africa	3	2	2	2	3	3	15	14.4%
Asia and the Pacific	1	1	3	3	1	1	10	9.6%
Eastern and Central Europe and Central Asia	1	1	1	3	1	0	7	6.7%
Latin America and the Caribbean	1	3	0	1	3	2	10	0.0%
Middle East	0	0	0	0	0	0	0	0.0%
North America	1	2	2	3	1	2	11	10.6%
Western Europe	2	5	6	14	9	15	51	49.0%
Total	9	14	14	26	18	23	104	

* From July to December 2017

Figure 1. Projected retirements, 2017-2022, by region⁶

Sustaining efforts to improve diversity

36. The regional Bureaus and other offices in WIPO which have a geographic-based mandate are crucial intermediaries in the Organization's outreach. They help establish a potential list of focal points in unrepresented Member States. The focal points will be key contacts on the ground to identify potential candidates for WIPO vacancies. They provide advice and support to potential candidates on recruitment procedures and sources of information to enable them to submit applications that match the requirements of advertised positions. Exchange of information will be facilitated between WIPO HR specialists and country contacts through on-line webinars and presentations to coach and support focal points to effectively assist applicants.

37. Raising the awareness of Appointment Boards to the need of improving both geographical diversity and gender balance in staffing continues through training, written guidelines and, active engagement by the HR representative in the Boards. WIPO now regularly trains managers and Appointment Board members on how to deal with unconscious bias to avoid any adverse effects on the equal treatment of applicants. The WIPO Staff Council (WSC), which participates in the designation of staff representatives in Appointment Boards, has committed to systematically ensuring that these representatives have received or will undergo training on competency-based interviewing.

⁵ This projection is based on the current age limit for retirement, i.e., 60, 62 or 65 depending on the date the staff member's appointment took effect – it is 60 years old for staff members appointed prior to November 1, 1990, 62 years old for staff members appointed from November 1, 1990 to December 31, 2013, and 65 years old for staff members appointed from January 1, 2014.

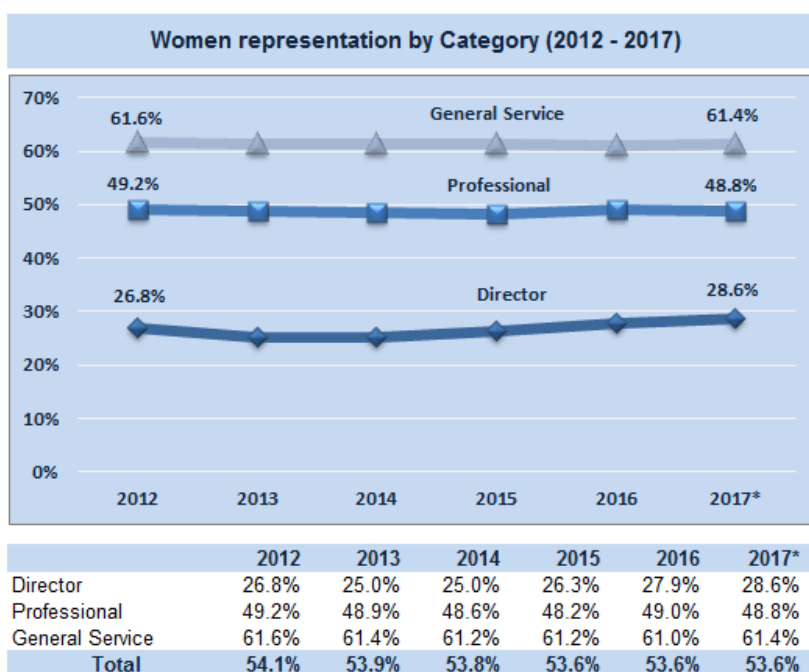
⁶ *Ibid.*

C. Strategic priority 3: Towards gender equality and parity

38. In WIPO, women represent 54 percent of the total staff. However, this representation is larger at junior levels and substantially reduced at senior levels. For example at the Director level, women currently hold only 29 per cent of posts. A re-balancing will improve utilization of women's talent. A more diverse workforce at all levels will increase the Organization's ability to deliver value that addresses a broader spectrum of stakeholders' needs and concerns. The focus is not only directed internally. WIPO is also making use of its programs and activities to generate increased involvement of women externally, in the wider world of IP and innovation where they are traditionally poorly represented.

Women in management

39. WIPO continues its efforts to improve gender balance in its staffing. Historically, women have formed the majority or overwhelming majority of all grades in the General Service category. The same configuration is reflected at the entry level of the Professional category. A near-equal representation is achieved only at the P3 grade, with a gender ratio of 52 to 48 per cent in favor of women. From grade P4 to the D2 level, men occupy the bulk of the positions at an increasing ratio. (Please refer to Table 7a, Annex I) Both sides of the equation therefore need redressing; at one end, in the General Services and junior level positions of the Professional category, the men's share needs increasing, and at the other end, at senior-level functions, women's presence must be reinforced. While progress is not as fast as desired, some improvements can be noted, especially at senior-level positions where decision-making authority is exercised. Figure 2 below shows a five-year trend in the increasing representation of women at the Director category from 26.8 per cent in 2012 to 28.6 per cent at present. This is not as big a step as targeted in WIPO's Policy on Gender Equality but a step forward nonetheless.



* June 2017

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

Figure 2. Women's representation by category, 2012-2017

Activities supporting women and career

40. There is an ongoing expansion of organizational activities principally aimed at improving gender balance and aimed at helping women compete for leadership roles. The one-year professional and career development pilot program has been continued for a second year in 2017 with a larger group of participants, after ‘graduating’ a first group of women in 2016. The training program for managers on unconscious bias to promote a diverse and inclusive workplace has benefitted nearly 100 WIPO managers and is now a regular training program at WIPO. The Organization continues to play an active role in the network of International Gender Champions Geneva and, more recently, has been collaborating with other Geneva-based UN organizations to pilot a leadership program for women, which is described in greater detail in paragraph 80 below.

Mainstreaming gender

41. WIPO’s Policy on Gender Equality has served to accelerate the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). Among the 15 UN-SWAP performance indicators, WIPO continues to increase the number of indicators for which it meets requirements from one (7 per cent) in 2012 to six (40 per cent) in 2016, including policy and oversight. Correspondingly, the number of indicators WIPO is yet to meet has fallen from nine in 2012 to only two in 2016

(see Figure 3 opposite). These two are: full integration of gender analysis in program quality control systems and establishing a financial benchmark on resource allocation for gender equality.

42. One of the UN-SWAP indicators newly met by WIPO in 2016 is the use of a gender equality marker. Of the 97 operational units at WIPO, eight substantially

completed the gender marker coding in the 2016 work plans. Work on establishing a gender-equality marker continues. Incorporating the markers in EPM has been a significant achievement as it allows monitoring of WIPO’s progress in gender mainstreaming in its programs and activities, from such baselines.

43. Measurable progress has been observed of which the following are examples. A record-breaking 24,880 women took WIPO Academy distance learning courses in 2016, comprising 51 per cent of all participants, which is a significant leap over nearly 20 years. In 1998, when the distance learning courses started, there were only 26 women participants representing 30 per cent of participants at that time. Gender issues have been integrated in the substantive content of the curriculum of the training program on IP for least developed countries (LDCs). Examples of such gender issues include the importance of raising the awareness of both men and women on the use of IP as a tool for invention and innovation and ensuring that

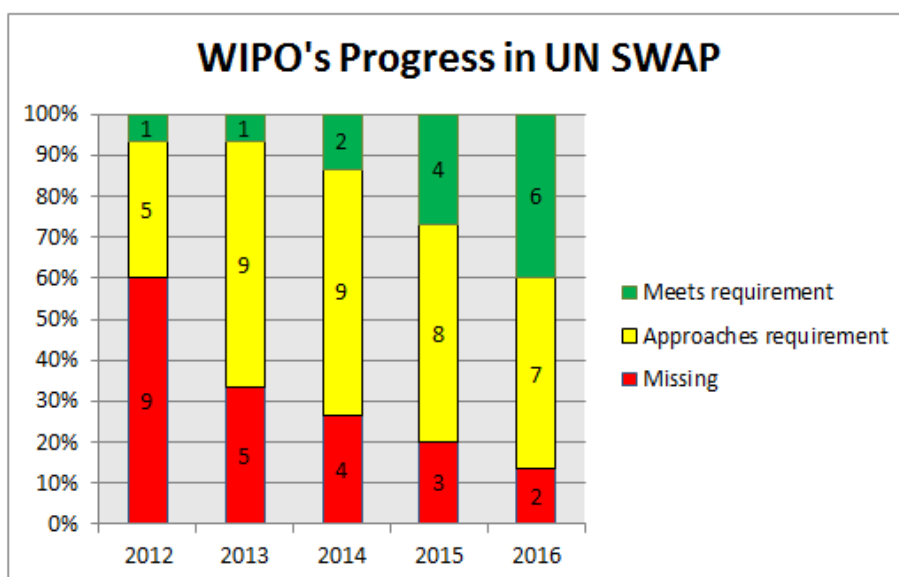


Figure 3. UN-SWAP indicators at WIPO, 2012-2016

the benefits of IP are understood and enjoyed by all. WIPO became a signatory to the Equal Representation in Arbitration Pledge launched in 2016. The Pledge is an invitation to counsel, arbitrators and institutions to reach out to the many talented female arbitrators in the profession so as to raise awareness among key players in the international arbitration circuit of the need for more gender diversity within its ranks. In March to July 2017, WIPO's Coordinating Office in New York teamed up with United Nations Educational, Scientific and Cultural Organization (UNESCO) and UN Women in organizing a series of events aimed at closing the gender gap in science, technology and innovation to meet the Sustainable Development Goals.

44. The network of 25 gender focal points that cover all the WIPO programs continues to play a vital role in raising awareness of the role of gender in program implementation. In November 2016, WIPO published a first-of-its kind global view study on the number and proportion of women inventors in patent applications using data on international patent applications filed under the PCT. The study found that an increasing number of women inventors were named in PCT applications since 1995, but that the gender gap persists. Further to this study, the *World Intellectual Property Indicators, 2016* presented, as a special theme, the new statistics measuring women's participation in international patenting. The *PCT Yearly Review, 2017* also included, for the first time, indicators on women participation in PCT filings, such as the share of PCT applications from or with women inventors.

45. WIPO also continued to boost women's empowerment in IP through a number of projects supporting women inventors, designers and entrepreneurs in an increased number of countries, including, for the first time, in the Arab region. In October 2016, WIPO organized the first-ever leadership workshop targeting female delegates to the Assemblies of WIPO, with the aim of supporting women leaders in the field of IP and improving women's representation in the Assemblies of WIPO. The one-day workshop was very much appreciated by all participants. A panel on Women, Innovation and IP took place for the second year during the Assemblies of WIPO; a range of speakers highlighted the need for more work in promoting gender equality in the field of IP.

Gender inclusive use of language – a staff-led enterprise

46. A seminal and organic initiative is taking root at WIPO to make WIPO communications gender inclusive. A PCT senior translator is at the core of this initiative, enthusiastically joined by a talented and committed group of colleagues from a diverse background. Working on the principle that language is a powerful tool that shapes mentality and perception, a number of staff members have eagerly formed themselves into working groups and meet regularly to review the WIPO webpages in English, French and Spanish for language that have a gender and other biases so that they can be rephrased in an inclusive manner.

47. This pioneering and purely staff-led enterprise has sparked interest outside the Organization. The Service of Equality of the University of Geneva has offered its expertise on a collaborative basis. Colleagues in UNOG have invited WIPO colleagues spearheading this initiative to run a workshop for the UNOG English and French translators.

48. The Organization takes pride in its creative and innovative staff who are leading the way in raising gender awareness through language and advancing gender equality in the process.

D. Strategic Priority 4: Optimizing operational efficiency in HR processes

49. Technology is a key driver in transforming HR's role from principally one of administration to strategic partnering with business. This is possible when the administrative burden is minimized, freeing HR from low value added transactional functions to pursue initiatives with greater strategic value. The benefits derived from new HR technologies are shared by all. Staff have easier and more direct access to information with self-service functions providing the foundation for them to manage and complete transactions on their own, increasing accuracy, speed and integrity of data and reducing transaction costs. Managers are equipped with reporting tools that allow prompt data analysis for effective decision-making in day-to-day people management. HR systems are integrated in program planning and budget preparations, helping establish a framework for a seamless flow of information to all users in the Organization.

Self-service processes

50. In capitalizing on technology to enhance service delivery, the transition to paperless processes based on user-friendly self-service functionalities has been developed further. The principle that every staff member is personally responsible for applying for the various allowances through self-service functionalities has resulted in a noticeable change of mentality in how WIPO's benefits and entitlements scheme is perceived. For example, the new online rental subsidy application process has decreased the related administrative burden, both for staff members and HRMD personnel. Control functions, such as automatic reminders generated by the system, prompt staff members to reapply for rental subsidy on an annual basis, allow HRMD colleagues to work in a leaner and more efficient manner by removing parallel monitoring processes. The self-service module for education grant claims became operational in June 2017 in time for the staff members' submission of the 2016/2017 closing claims and 2017/2018 advance claims. As part of this change management process, the transition to a dedicated PeopleSoft-ERP module for requests from managers for contract extensions and recruitment will further support this trend.

Rationalizing time management

51. The recommendations of the Working Group on Time Management, composed jointly of staff volunteers and representatives from relevant Administration offices, serve as the springboard for the reform of time management at WIPO, the first in over three decades. There were many consultations with staff and managers prior to finalizing a new legal and policy framework. Anchored on the principles of self-responsibility, managerial responsibility, trust and professional ethics, new flexible working arrangements (FWAs) will be made available to all staff subject to organizational needs and for enhancement of staff's work-life balance. FWAs will be purely voluntary on the part of staff. The use of clocking machines will be discontinued with the aim of fostering increased dialog between managers, supervisors and staff to ensure that presence in the workplace directly correlates with productivity. In such an environment, HRMD's role will shift from focusing on monitoring of compliance to one of providing guidance and relevant training, partnering with both staff and management.

52. Changes in the legal and policy framework require corresponding modifications of automated HR systems and training of staff and managers in these processes. As with any change management, timely and effective communication is key to ensuring that time management reform will be implemented seamlessly across the Organization. Planning and preparations are under way for a launch date at the beginning of 2018.

Insurances – WIPO’s collective medical and accident insurance

53. The premiums for WIPO collective medical and accident insurance increased by eight per cent as from January 2017, from 552 to 596 Swiss francs per month per adult and from 246 to 265 Swiss francs per month per child. For staff members, depending on their grade, this represents a monthly cost increase between 11 and 22 Swiss francs per adult and between 4.75 and 9.50 Swiss francs per child. The financial impact of the increase on WIPO’s annual budget amounts to slightly less than one million Swiss francs. This decision, made in cooperation with the insurer Cigna, ensures that the premiums paid by WIPO staff and retirees remain commensurate with the forecasts of medical costs reimbursements. It follows a general upward trend observed in other medical insurance schemes in Switzerland.

Continued servicing of WIPO retirees

54. Following the implementation of a new IT system at the United Nations Joint Staff Pension Fund (UNJSPF) in early 2015, new pensioners suffered significant delays in receiving their first pension payments. New WIPO retirees waited up to five months before the first payment reached their bank account. This led to critical financial situations in some cases.

55. A number of measures were taken by the UNJSPF following discussions initiated by UN agencies to remedy the situation. An improvement was noted towards the end of 2016. Provided the relevant documents are submitted on time, the first pension payments are currently received by pensioners no later than six weeks following their separation from WIPO.

56. In 2016, WIPO started to offer the possibility to deduct the medical insurance premium from pensions. This initiative was welcomed by the pensioners. Around 80 per cent authorized the deduction, thus reducing the risk of erroneous payments and avoiding bank charges.

A team dedicated to staff welfare

57. WIPO’s Medical and Social Welfare unit, in collaboration with the UNOG Medical Services Section, continues to manage various medical services such as emergencies, medical clearances, travel briefings, entry-into-service examinations, medical consultations and referrals for WIPO staff and visitors. In addition, it institutes occupational health measures for staff wellbeing, training sessions on awareness and preventive health measures. The chart opposite (for the period from July 2016 to June 2017) shows medical-related services.

Medical-related activities	Frequency
Nurse consultations	1'239
Doctor’s consultations (including with the UNOG-Medical Services)	759
Health promotion (Stress & wellbeing related issue UNOG+WIPO)	159
Emergencies	78
Briefing and clearances on missions:	
• Electronic processing	1'828
• Vaccinations	335
• Pre-travel consultations	494

58. In-house staff welfare services include assistance to new and existing staff on housing, relocation and living conditions for the promotion of their wellbeing. Counseling to staff, retirees and their family members is also provided, as are orientation, guidance and support on

Social welfare activities	Frequency
Physical and Mental Health	162
Housing/ Moving/ Newcomers	161
Domestic Assistance	4
Orientation/ Induction/ Assistance	106
Parental Information/ Children/ Schooling/ Internships/ Etc.	134
Counseling	71
Retirement/ Pre- Retirement	236
Swiss Administration/ Permits	154
Finance	31
Trainings/Informational Updates	34
Substance Abuse/ Addictions/ etc.	2
Death/Loss of a Employee or family member	1
Miscellaneous	184

administrative regulations and services available in Switzerland. Staff Welfare Meetings, the Kids Club and the Pre-Retirement Seminar are coordinated with other UN agencies. In 2017, activities addressing stress and mental health-related issues and emergencies were organized for staff. These include stress management workshops, guided relaxation sessions, information sessions on substance abuse, workshops to stop smoking, health promotion workshops on sleeping better and the health benefits of physical activity. The chart opposite (for the period from July 2016 to June 2017) shows social welfare activities and services provided to staff.

59. Over the past years, researchers and practitioners in the field of occupational health have recognized that work-related stress impacts the physical and psychological health of employees. This topic is also being discussed in several working groups in the UN, focusing on mental health and well-being, substance abuse, duty of care, etc. There is a clear need to understand better the psychosocial, mental and emotional state of staff. For this purpose, a Staff Wellbeing Survey was launched in May 2017 with data collection, an analysis and a report to be completed by the end of December 2017. More than 500 staff participated in this survey. The expected outcome is to establish a baseline of several key indicators of well-being among WIPO staff. The results will be used to adapt the Organization's staff welfare strategy to improve the organizational environment and to support staff in building and maintaining resilience. In light of increased rates of absenteeism in 2017, which reverses the trend observed in past years, this initiative is very timely.

60. Renovations of the offices and facilities of the Medical and Social Welfare unit began in October 2016 and is on schedule for completion by the end of summer 2017. The facilities were last updated in 1998 (or nearly 20 years ago) and had become outdated and no longer compliant with current hygiene and other standards.

Ergonomics at WIPO

61. Based on an expressed need by staff, the purchase of ergonomic desks has been prioritized for staff with health problems. These desks can be adjusted in height to allow the user to sit or stand, facilitating increased movement while working and thereby promoting health benefits in line with occupational health recommendations. The use of these desks was successfully piloted in 2016. As at June 2017, some 70 staff are using ergonomic desks, with some health benefits already reported. Other ergonomic equipment, including chairs and wrist rests will be considered consistent with occupational health recommendations and in response to medical needs raised by staff.

62. Use of ergonomic furniture as standard office furniture in WIPO is being carefully studied. Experience in other international organizations, their insights and assessments, including on the procurement process and choices, provide helpful information for WIPO.

Electrosmog⁷ and air quality - within prescribed norms

63. The WIPO Occupational Safety and Health Committee (OSHC) has been operational for three years. Composed of representatives from staff and the Administration and health and security specialists, the OSHC effectively serves as an umbrella body under which safety and health issues in WIPO are discussed regularly and where action is formulated to address and resolve problems. The OSHC also presents a new channel through which staff members are able to raise concerns about their physical work environment. In this manner, staff members are able to actively participate in ensuring that the WIPO work premises are compliant with established health and safety norms and standards. Two cases illustrate this point. In response to reports and requests by staff, the Organization, through the OSHC, mandated external experts to conduct a study and analysis relating to electrosmog in the WIPO premises and on the air quality in the NB building.

- On electrosmog, two audits were conducted, one in 2015 and the most recent, in 2016. The first study concerned the impact of high frequency installations (mobile and telephony antennas) and the second on the impact of Wi Fi antennas in WIPO premises. In both studies, the results showed that these installations met prescribed Swiss norms and that the values were even better than in 2010 when an electrosmog study was last conducted.
- Air quality analysis was performed on the NB building in January 2017. The measurements taken showed that air in the NB offices is of good quality and comparable to, if not better than, that in 2012.

Updated HR Intranet site

64. A number of improvements were incorporated in an updated HR Intranet site to simplify the user experience, improve functionality and render navigation easier for managers and staff.

IV. OTHER STAFF MATTERS

(a) Internal Justice

Formal conflict resolution and disciplinary cases

65. Tables 16 and 17 of Annex I provide information on the number of cases filed by staff during the reporting period and on the subject matter of these cases. The number of cases has remained stable, compared to the previous reporting period.

66. Between July 2016 and June 2017, disciplinary proceedings were initiated against five staff members (compared to four during the previous reporting period). In three of these five cases, disciplinary proceedings were still ongoing by the end of the reporting period. During the same period, disciplinary measures were applied following disciplinary proceedings initiated during or before the reporting period, as follows: written reprimand, with relegation to a lower

⁷ Electrosmog is commonly defined as the undesirable secondary effect of invisible electromagnetic radiation, which is a form of pollution, emitted through the use of mains electricity (cables, wires) or wireless technology.

salary step within the same grade and delayed advancement to the next salary step for a specified period of time in one case, and dismissal in three cases.

Internal justice financial data

67. From July 2016 to June 2017, awards rendered by the Administrative Tribunal of the International Labour Organization (ILOAT) in respect of complaints against WIPO amounted to approximately 50,400 Swiss francs. In addition, the Director General decided to award a total of 31,000 Swiss francs following appeals to the WIPO Appeal Board (WAB).

68. The total amount of administrative fixed costs for cases examined by the ILOAT and the WAB during the reporting period was approximately 251,300 Swiss francs, i.e., 164,200 Swiss francs for the ILOAT and 87,100 Swiss francs for the WAB (not counting the cost of the P3 staff member who is Secretary of the WAB). This represents an average fixed cost of 16,300 Swiss francs per judgement delivered by the ILOAT and 7,900 Swiss francs per conclusion rendered by the WAB. Fixed costs for cases examined by the WAB include: fees paid to the Chair and Deputy Chair of the WAB per conclusion rendered; an annual flat fee for services and an annual lump sum for transportation, paid to both the Chair and Deputy Chair; an additional annual flat fee paid to the Chair for his or her services; travel expenses for the Deputy Chair; and, finally, the cost of the services of an agency worker who provides administrative support to the WAB.

(b) Relations between staff and management

69. A record high of 60 per cent of staff participated in the election of the WIPO Staff Council (WSC) held in March 2017. In accordance with Staff Regulation 8.1, all staff had the opportunity to exercise their right to vote. Seven members of the WSC were elected. The WSC has taken over staff representational functions as the official interlocutor with the Director General and the Administration.

(c) Policy development

New common system compensation package for staff in the Professional and higher categories

70. The timespan covered by the report was an intensive period for HR policy development, given the numerous changes required to implement the new compensation package for staff in the Professional and higher categories, as recommended by the International Civil Service Commission (ICSC) and approved by the UN General Assembly. The key changes relate to the introduction of a unified salary scale structure with a new step periodicity and only one salary rate, (i.e., irrespective of family circumstances and dependency status), new or revised relocation-related entitlements and field allowances, as well as a revised education grant scheme which will be effective as from the 2017/2018 school year. To mitigate the negative impact of the new step periodicity, WIPO proposed, and the WIPO Coordination Committee approved, a one-time transitional measure.

71. A full and complex review of the WIPO SRR and the HR policy framework had to be carried out, as well as some significant modifications to the Administrative Integrated Management System for Human Resources (AIMS HR) in order to implement the new common system compensation package. Through a coordinated effort between relevant offices within the Organization, the significant number of changes was integrated in the existing regulatory and IT frameworks promptly and smoothly.

72. Staff members were fully informed of the extensive changes to the compensation package as the implementation progressed, including through all-staff communications, a briefing session, and the availability of online tools to calculate changes in entitlements. Only a limited number of staff requests were received concerning the new compensation package. These were dealt with swiftly.

Amendments to Staff Regulations and Rules

73. During its Seventy-Third (47th Ordinary) Session in October 2016, the WIPO Coordination Committee approved amendments to the Staff Regulations and was notified of amendments to the Staff Rules. The number of amendments was particularly high (82 Regulations, Rules and related annexes) and concerned: the new compensation package (see previous section); adjustments to the internal justice system to address practical and/or legal issues faced in applying the provisions adopted as part of the 2014 reform; an education grant transitional measure for staff members residing but not serving in their home country; and a number of additional amendments required to adapt the regulatory framework to the changing needs and priorities of the Organization (see WO/CC/73/3).

Enhancement of HR policy framework

74. To implement the amendments to the Staff Regulations and Rules and as part of the continued enhancement of the HR policy framework, more than 30 revised or new Office Instructions, Information Circulars and sets of guidelines were issued, accompanied by all-staff communications, to ensure that staff fully understood the policy developments. These concerned benefits and entitlements (e.g., education grant, dependency allowances, rental subsidy, and special salary increment), internal justice and conflict resolution (e.g., disciplinary measures, guide to a respectful and harmonious workplace), career (e.g., mobility, pilot job-swapping program, permanent and continuing appointments) and other issues.

75. A series of new and amended forms and guidance notes were implemented to accompany the policies, and several policies (e.g., education grant and rental subsidy) were adapted to take into account the new self-service system in AIMS HR, whereby staff members claim their benefits and entitlements online. These measures will simplify the claims process for staff and streamline the administrative processing for HRMD.

(d) Audit Recommendations

76. There have been a total of 117 audit recommendations relating to HR since early 2013 (when the open recommendations management system was implemented by the IOD). In June 2017, only 28 of these remain pending (see Table 18, Annex I), of which 15 pertain to the implementation of the ERP System. It is expected that most of these audit recommendations will be implemented by the end of 2017.

(e) Risk management

77. 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 are part of the central focus of the HR Strategy. To mitigate risks, efforts continue to address skills gaps and to implement comprehensive forward workforce planning and training. The core workforce is supplemented by appropriate non-staff resources and services obtained through commercial entities.

V. OUTLOOK FOR 2017-2018

78. The implementation of the Human Resources Strategy 2017-2021 will be at the center of HRMD's activities in the year ahead. Various initiatives will be undertaken to advance the realignment of skills, equitable geographic representation and gender balance. Efforts to optimize operational efficiency will continue on various tracks. One of these is related to knowledge management and the digitalization of HRMD's records. This is a major organization-wide project and for HRMD it constitutes an extension and further development of the self-service process which has been implemented in 2016 and 2017. The talent management project will be completed in early 2018 and a new performance management system as well as a new learning and development platform will be launched. The skills inventory pilot, which will get underway in the second half of 2017, will be further developed.

79. Policy development in several areas are planned. In 2013, WIPO implemented an increase of the Mandatory age of separation (MAS) for new staff joining the organization on or after January 1, 2014. A proposal to extend the mandatory age of separation to 65 years also for existing staff, on an optional basis and without prejudice to their acquired rights, will be presented to the WIPO Coordination Committee at the forthcoming annual meeting. This proposal will reflect the needs of WIPO as a specialized agency within the UN system and whose business model of a global service provider operating in a rapidly evolving business context creates specific needs and challenges. Furthermore, the introduction of a new Time Management policy will get underway in the second half of 2017. An integrated leave and absence management system is currently at an advanced stage of design and will be ready for implementation in January 2018. Amendments to the SRR and implementation guidelines, as well as significant training and communication are part of this initiative. Work is also underway to establish a policy on Duty of Care, tailored to the WIPO context.

80. WIPO is one of 11 UN entities collaborating to create "EMERGE", a program for emerging women leaders, which was identified as a pilot project by the Geneva Learning Network, a forum for staff involved in learning, training and career development. This was informed by the findings of a survey on current staff development offerings conducted in 2016 with 19 respondent organizations. This initiative is in line with the priority for 2017-2020 of the High Level Committee on Management (HLCM),⁸ which is to "(a) attract and retain a highly skilled international civil service able to address issues that are increasingly cross-disciplinary and require multi-sectoral approaches" and in particular, to ensure that "(increased) training opportunities across the entire system are designed with a system-wide approach". Creating a program for emerging women leaders explicitly aligns with the UN-SWAP, builds on the dynamics of the International Gender Champions Geneva coalition and presents a tangible activity in support of the gender equality strategies of various entities. The program will be launched as a pilot in 2017 followed by an evaluation; the outcome of the evaluation will determine whether it should be rolled out across the UN system.

81. In support of the ERP Talent Management project, which covers performance management, training and learning management and a skills inventory, WIPO has launched a revision of its core values and competency framework. WIPO's current core values were determined in 2010 as part of the Strategic Realignment Program (SRP). On the basis of initial input from focus groups and key stakeholders, additional elements have been proposed for inclusion in a revised set of values, such as innovation, business orientation and diversity in order to get WIPO future-ready. As a second step, the Organization's competency framework composed of core and managerial competencies will be simplified and aligned with the core

⁸ The HLCM is one of the three pillars supporting the UN System Chief Executives Board for Coordination. The two other pillars are the High Level Committee on Programmes and the UN Development Group.

values. The revised model will serve as the umbrella for WIPO's people management processes, such as workforce planning, recruitment, performance management and learning.

82. WIPO will continue to contribute to HR policy development and consultation at the UN system level, through the CEB HR Network and High Level Committee on Management (HLCM). One area for consultation is related to staff remuneration. In the context of cost-of-living surveys conducted at Headquarters Duty Stations including Geneva by the ICSC in 2016 and 2017, certain issues arose which raised several legal and managerial concerns for the organizations and resulted in challenges with regard to staff relations. These matters require further follow up.

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

(a) Termination of appointments

83. Pursuant to Staff Regulation 9.2(g), 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, 2016 and June 30, 2017, are hereby reported:

- six for reasons of health in accordance with Staff Regulation 9.2.(a)(2);
- one for unsatisfactory performance and three for misconduct, in accordance with Staff Regulation 9.2.(a)(3); and
- six 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)(5).

(b) WIPO Staff Pension Committee (WSPC)

84. The WIPO Coordination Committee decided at its ordinary session in 1977 that the WSPC would consist of three members and three alternate members, with one member and one alternate to be elected by the WIPO Coordination Committee. The members elected by the WIPO Coordination Committee serve a four-year term of office.

85. At its 59th session in 2008, the WIPO Coordination Committee elected Mr. Vladimir Yossifov as alternate member of the WSPC until the ordinary session of the WIPO Coordination Committee in 2011. Thereafter, however, as the term of office of one member expired in 2009 on retirement, it was proposed that Mr. Yossifov be elected as the new member of the WSPC for a four-year term, until 2013. The WIPO Coordination Committee elected Mr. Yossifov until 2013, and re-elected him in 2013 for a new term until 2017.

86. The Director General received from the Delegation of Bulgaria the proposal that Mr. Yossifov be re-elected by the WIPO Coordination Committee as member of the WSPC to represent the Member States until the ordinary session in 2021 of the WIPO Coordination Committee.

87. Mr. Yossifov, a national of Bulgaria born on February 7, 1946, holds an advanced degree in civil engineering from the High Institute for Mining and Geology in Sofia (1968), followed by a degree in patent engineering from the High Institute for Mechanical and Electrical Engineering in Sofia (1974). In 1979, Mr. Yossifov obtained a degree in international economy at the All Union Academy of Foreign Trade in Moscow.

88. Mr. Yossifov is a member of the Bulgarian group of the Association for the Protection of Intellectual Property (AIPPI) and the Licensing Executives Society, and was employed by a State Foreign Trade enterprise in Bulgaria until he joined the Bulgarian Foreign Ministry in August 1979. In November 1981, Mr. Yossifov was recruited by WIPO and held various positions, including at the senior level, within different sectors of the International Bureau until he retired from WIPO in February 2007 from the post of Director of the Division for Certain Countries in Europe and Asia. During his employment with WIPO, Mr. Yossifov also occupied functions in the Staff Council and was member of the WSPC representing the participants. He was elected Chairman of the United Nations Joint Staff Pension Board (UNJSPB) for the 2006 and the 2010 sessions, and again during the last session in July 2016.

89. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 84 to 88 of document WO/CC/74/2, and to elect Mr. Vladimir Yossifov as member of the WIPO Staff Pension Committee (WSPC) for the period until the ordinary session in 2021 of the WIPO Coordination Committee.*

(c) Report of the International Civil Service Commission (ICSC)

90. 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 71st session of the UN General Assembly in 2016 (UN document A/71/30). The document may be accessed on the ICSC website at <http://icsc.un.org/resources/pdfs/ar/AR2016.pdf>.

(d) Report of the United Nations Joint Staff Pension Board (UNJSPB)

91. At its 63rd session in 2016, the UNJSPB extended the interpretation of marriage to unions/registered partnerships lawfully entered into and legally recognized by the competent authority of the location where the status was established, as long as the union confers similar legal effects as marriage, specifically including pension rights. Previously, the interpretation of the Fund only included spousal benefits by reference to the law of the country of nationality of the UNJSPF participant.

92. Under Article 14(a) of the Regulations of the UNJSPF, the UNJSPB must present a report to the UN General Assembly and to the member organizations at least once a year. The 2016 report was submitted by the UNJSPB to the UN General Assembly at its 71st session (UN document (A/71/9). 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/71/9.

93. *The WIPO Coordination Committee is invited to note the information contained in paragraphs 91 and 92 of document WO/CC/74/2.*

[Annexes follow]

HR STATISTICS

WIPO Workforce by Category

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Contracts

Table 2: Staff by Contract / Funding Type as at June 2017

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Table 4b: Member States Representation in WIPO's Temporary Staff (Professional and higher Categories) as at June 2017

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Table 6a: Countries Represented - Professional and higher Categories (Regular Staff) as at June 2017

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Table 7b: Gender by Category

Age Profile

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Table 11: Vacancy Announcements by Grade in 2016

Table 12: Applications Received by Category in 2016

Table 13: Applications and Appointments at the Professional and higher Categories by Region

Training

Table 14: Training Categories - 2016

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Table 15: Performance Evaluation - Cycle 2016

Internal Justice

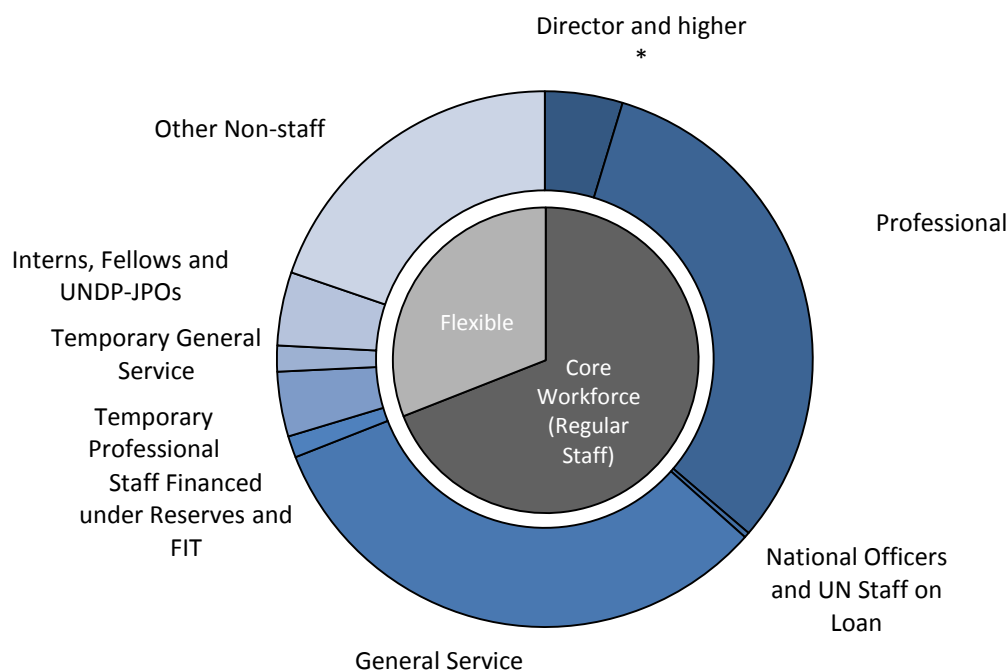
Table 16: Cases filed by staff between July 2014 and June 2017

Table 17: Cases filed per subject matter between July 2016 and June 2017

Audit Recommendations

Table 18: Status of HR-related Pending Audit Recommendations

**Table 1: WIPO Workforce by Category
as at June 2017**



Core Workforce (Regular Staff)

Staff funded under Regular Budget	Number of Staff	Per cent
Director and higher *	72	
Professional	484	
General Service	498	
National Professional Officer	3	
UN Staff on Loan **	2	
Subtotal Staff in Core Workforce	1,059	69.0%
Flexible Workforce		
Staff financed under Reserves and Funds-in-Trust (FIT)	20	
Subtotal Reserves and FIT	20	
Temporary Staff funded under the Regular Budget		
Temporary Professional and higher Categories	60	
Temporary General Service	24	
Subtotal Temporary Staff	84	
Subtotal Staff	1,163	
Non-staff under HRMD		
Interns, Fellows and UNDP-JPOs ***	68	
Other ****		
Agency Workers, Individual Contractor Services, External Providers and Translators	303	
Subtotal Non-staff	371	
Subtotal Flexible Workforce	475	31.0%
Grand Total WIPO Workforce	1,534	100%

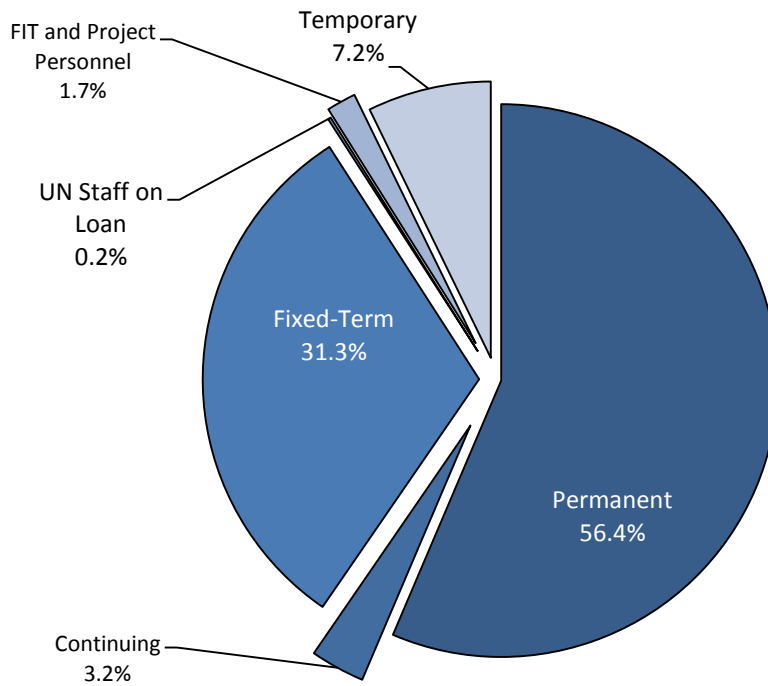
* The Executive Category (DG, DDG and ADG = 9 posts) is included.

** UN Staff on Loan under the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances

*** UNDP-Junior Professional Officers are assigned on a loan basis to WIPO under an agreement between UNDP and WIPO.

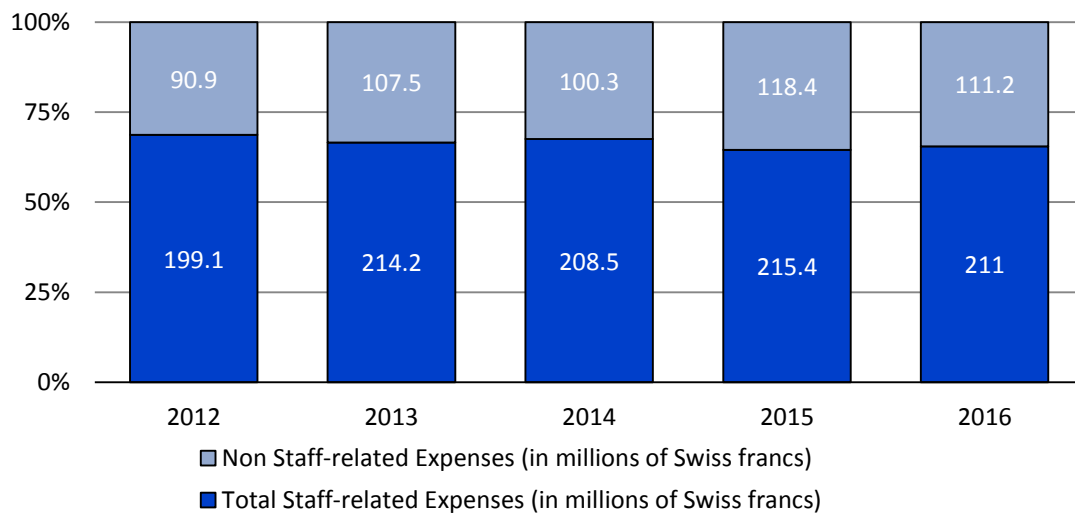
**** This group also includes one individual from the Syni programme of the Swiss Bureau of Subsidized Temporary Employment, who is assigned to WIPO for training purposes. For the other non-staff in this group, only those working on WIPO premises in Geneva are included in the count.

Table 2: Staff by Contract / Funding Type as at June 2017



Type of Contracts (under Regular Budget)	Staff	Per cent
Permanent	656	56.4%
Continuing	37	3.2%
Fixed-term	364	31.3%
UN Staff on Loan	2	0.2%
Subtotal Regular Staff	1,059	
Other Type of Contract (under Regular Budget)		
Temporary Staff	84	7.2%
Other funding sources		
Staff Financed by Funds-in-Trust	17	1.5%
Staff on Projects Financed under Reserves	3	0.3%
Subtotal in other Funded Post	20	
Total	1,163	

Table 3: Staff Costs (2012 - 2016)

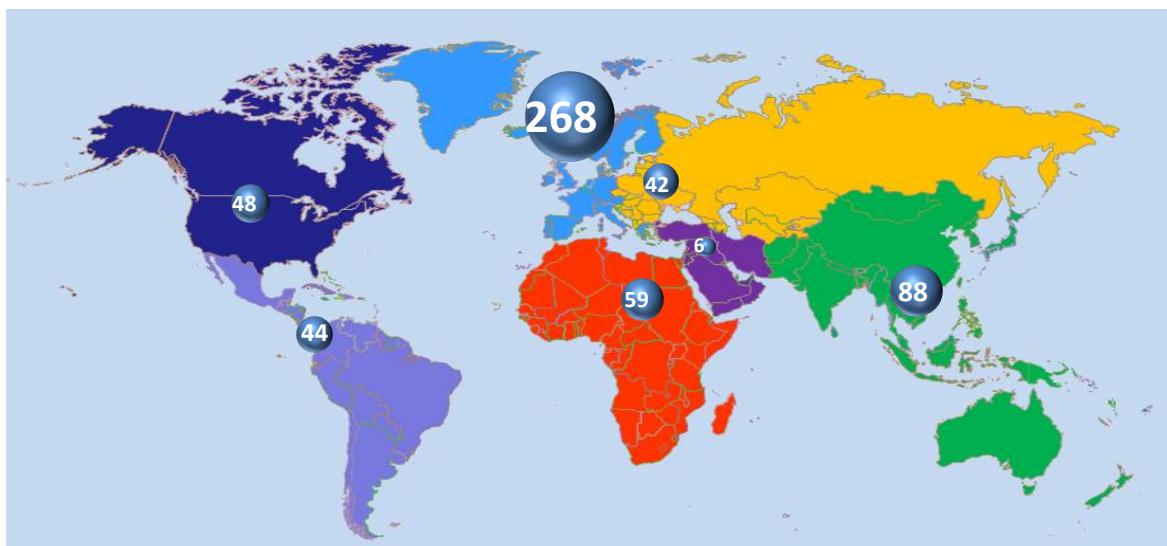


	2012	2013	2014	2015	2016
Staff costs as a percentage of overall expenditure	68.7%	66.6%	67.5%	64.5%	65.5%
Personnel expenditure (in millions of Swiss francs)	199.1	214.2	208.5	215.4	211.0
Non-personnel expenditure (in millions of Swiss francs)	90.9	107.5	100.3	118.4	111.2
Total expenditure	290.0	321.7	308.8	333.8	322.2

Source: WIPO's financial systems

Note: Figures are on a budgetary basis, i.e. before IPSAS adjustments.

Table 4a: Geographical Representation of Staff in the Professional and higher Categories by Region as at June 2017



Regular Staff *	Staff	Per cent
Africa	59	10.6%
Asia and the Pacific	88	15.8%
Eastern and Central Europe and Central Asia	42	7.5%
Latin America and the Caribbean	44	7.9%
Middle East	8	1.4%
North America	48	8.6%
Western Europe	268	48.1%
Total	557	100.0%

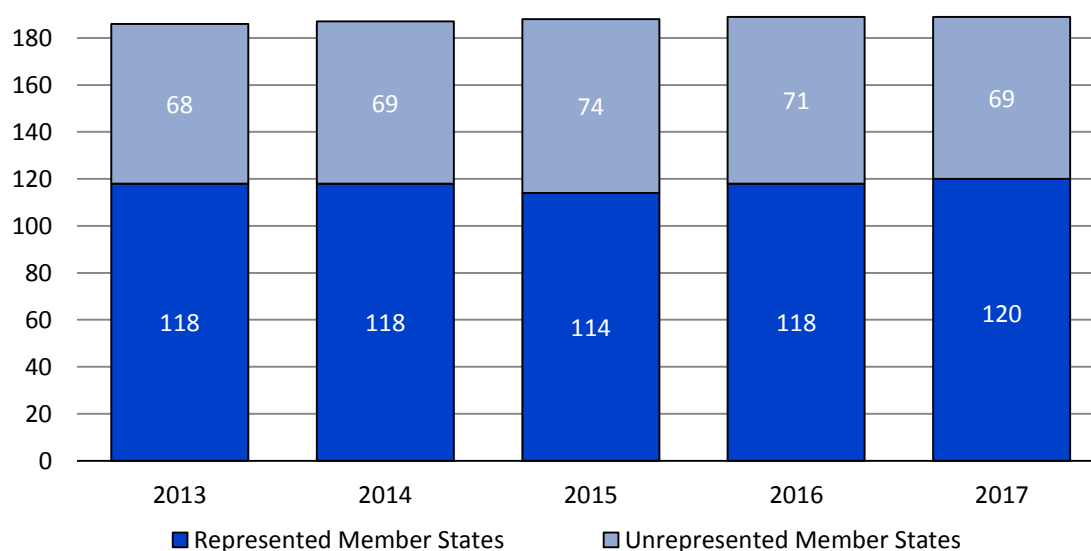
* In this report the Director General is not included

Table 4b: Member States Representation in WIPO's Temporary Staff (Professional and higher Categories) as at June 2017

	Temporary	Per cent
Africa	8	13.3%
Asia and the Pacific	14	23.3%
Eastern and Central Europe and Central Asia	5	8.3%
Latin America and the Caribbean	3	5.0%
Middle East	5	8.3%
North America	4	6.7%
Western Europe	21	35.0%
Total	60	100%

Table 5: Member States Represented in WIPO's Staff (2013 - June 2017)
(Fixed-term, Continuing, Permanent and Temporary staff)

	2013*	2014*	2015*	2016*	2017**
WIPO Members States	186	187	188	189	189
Represented among WIPO staff	118	118	114	118	120
Unrepresented Member States	68	69	74	71	69



* as at December 31

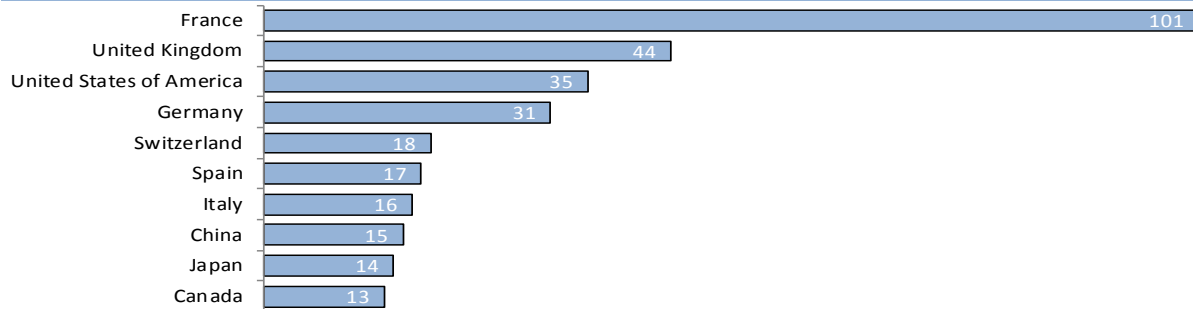
** as at June 2017

List of unrepresented Member States

Albania, Andorra, Angola, Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Botswana, Brunei Darussalam, Burundi, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Cook Islands, Djibouti, Dominica, Dominican Republic, Equatorial Guinea, Eritrea, Estonia, Fiji, Gambia, Guinea, Guyana, Holy See, Iraq, Kiribati, Kuwait, Lao People's Democratic Republic, Liechtenstein, Lithuania, Luxembourg, Maldives, Mali, 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, Swaziland, Tajikistan, Tonga, Turkmenistan, Tuvalu, United Arab Emirates, Uzbekistan, Vanuatu, Yemen and Zambia.

**Table 6a: Countries Represented - Professional and higher Categories (Regular Staff)
as at June 2017**

Top 10 Represented Countries



Country name	Count
11 India	12
12 Russian Federation	11
13 Australia	10
14 Republic of Korea	8
15 Belgium	8
16 Ireland	7
17 Algeria	6
18 Argentina	6
19 Brazil	6
20 Egypt	6
21 Morocco	6
22 Tunisia	6
23 Greece	5
24 Netherlands	5
25 Peru	5
26 Philippines	5
27 Austria	4
28 Cameroon	4
29 Ghana	4
30 Romania	4
31 Uruguay	4
32 Bangladesh	3
33 Bulgaria	3
34 Cambodia	3
35 Colombia	3
36 Ethiopia	3
37 Finland	3
38 Hungary	3
39 Mexico	3
40 Pakistan	3
41 Portugal	3
42 Sri Lanka	3
43 Sweden	3
44 the former Yugoslav Republic of Macedonia	3
45 Belarus	2
46 Chile	2
47 Cuba	2
48 Democratic Republic of the Congo	2
49 Ecuador	2
50 Indonesia	2
51 Jamaica	2
52 Lebanon	2
53 Malaysia	2
54 Mauritius	2
55 Mongolia	2
56 Myanmar	2
57 New Zealand	2
58 Poland	2
59 Senegal	2
60 Serbia	2
61 Slovakia	2
62 South Africa	2
63 Syrian Arab Republic	2
64 Ukraine	2
65 Uganda	2
66 Venezuela (Bolivarian Republic of)	2
67 Afghanistan	1
68 Azerbaijan	1
69 Benin	1

Country name	Count
70 Bosnia and Herzegovina	1
71 Burkina Faso	1
72 Costa Rica	1
73 Cote d'Ivoire	1
74 Croatia	1
75 Cyprus	1
76 Czech Republic	1
77 Denmark	1
78 Grenada	1
79 Guatemala	1
80 Guinea-Bissau	1
81 Haiti	1
82 Iceland	1
83 Israel	1
84 Jordan	1
85 Kazakhstan	1
86 Kenya	1
87 Kyrgyzstan	1
88 Latvia	1
89 Lesotho	1
90 Libyan	1
91 Madagascar	1
92 Malawi	1
93 Nepal	1
94 Nicaragua	1
95 Nigeria	1
96 Norway	1
97 Republic of Moldova	1
98 Rwanda	1
99 Suriname	1
100 Togo	1
101 Trinidad and Tobago	1
102 Turkey	1
103 Viet Nam	1
104 United Republic of Tanzania	1
105 Zimbabwe	1
Total	558

Countries represented only among staff in the Professional and higher categories holding a temporary appointment

106 Democratic People's Republic of Korea
107 Georgia
108 Iran (Islamic Republic of)
109 Mauritania
110 Thailand

Countries represented only in the General Service category

111 Armenia
112 Bhutan
113 Bolivia (Plurinational State of)
114 El Salvador
115 Gabon
116 Honduras
117 Liberia
118 Niger
119 Seychelles
120 Singapore

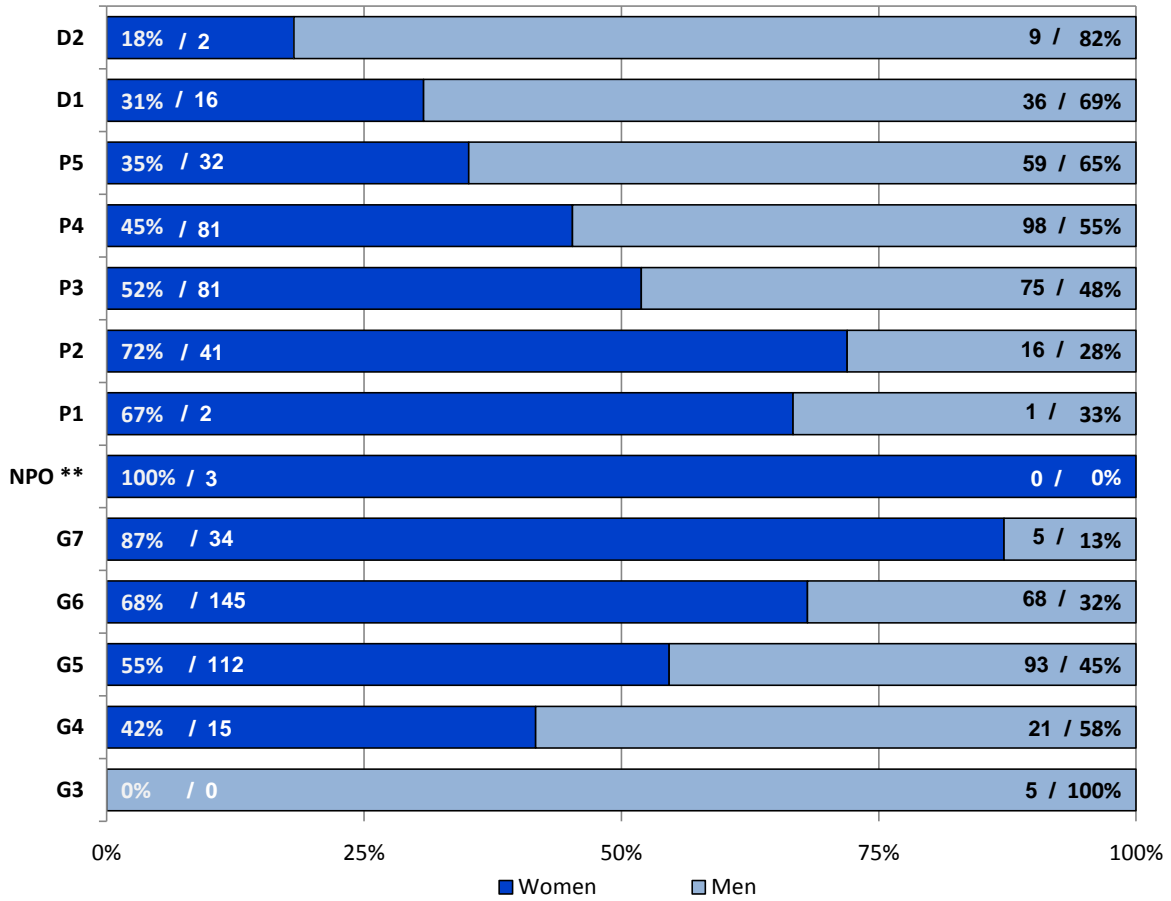
**Table 6b: Countries Represented - All Staff
as at June 2017**

Country	Number of staff	Top 10 represented countries
1 France	325	
2 United Kingdom	74	
3 Switzerland	53	
4 United States of America	45	
6 Japan	40	
5 Germany	38	
7 Italy	35	
8 China	35	
9 Spain	32	
10 Canada	21	

Table 10b: Countries represented – All Staff as at June 2017 (continued)

11 Republic of Korea	21	66 Cote d'Ivoire	2
12 India	19	67 Cuba	2
13 Russian Federation	18	68 Czech Republic	2
14 Peru	16	69 Democratic Republic of the Congo	2
15 Australia	13	70 Guatemala	2
16 Tunisia	13	71 Haiti	2
17 Morocco	13	72 Honduras	2
18 Belgium	11	73 Indonesia	2
19 Philippines	11	74 Israel	2
20 Ireland	11	75 Libyan	2
21 Brazil	10	76 Malaysia	2
22 Colombia	10	77 Mongolia	2
23 Portugal	10	78 Rwanda	2
24 Greece	10	79 Seychelles	2
25 Argentina	9	80 Slovakia	2
26 Egypt	8	81 South Africa	2
27 Algeria	8	82 Syrian Arab Republic	2
28 Uruguay	8	83 Viet Nam	2
29 Pakistan	7	84 Zimbabwe	2
30 Venezuela (Bolivarian Republic of)	7	85 Afghanistan	1
31 Romania	7	86 Armenia	1
32 Poland	6	87 Azerbaijan	1
33 Cameroon	6	88 Bhutan	1
34 Ecuador	6	89 Bolivia (Plurinational State of)	1
35 Ghana	6	90 Bosnia and Herzegovina	1
36 Kenya	6	91 Burkina Faso	1
37 Netherlands	6	92 Costa Rica	1
38 Ukraine	6	93 Croatia	1
39 Sri Lanka	6	94 Cyprus	1
40 Austria	6	95 Democratic People's Republic of Korea	1
41 Lebanon	6	96 El Salvador	1
42 Finland	5	97 Gabon	1
43 Mauritius	5	98 Georgia	1
44 Mexico	5	99 Grenada	1
45 Sweden	5	100 Guinea-Bissau	1
46 Uganda	5	101 Iceland	1
47 Bangladesh	4	102 Iran (Islamic Republic of)	1
48 Bulgaria	4	103 Jordan	1
49 Ethiopia	4	104 Kazakhstan	1
50 Hungary	4	105 Kyrgyzstan	1
51 Jamaica	4	106 Latvia	1
52 Madagascar	4	107 Lesotho	1
53 Serbia	4	108 Liberia	1
54 Turkey	4	109 Malawi	1
55 Nigeria	4	110 Mauritania	1
56 New Zealand	4	111 Nepal	1
57 Belarus	3	112 Nicaragua	1
58 Benin	3	113 Niger	1
59 Cambodia	3	114 Norway	1
60 Denmark	3	115 Singapore	1
61 Myanmar	3	116 Suriname	1
62 Senegal	3	117 Togo	1
63 the former Yugoslav Republic of Macedonia	3	118 Trinidad and Tobago	1
64 Republic of Moldova	3	119 Thailand	1
65 Chile	2	120 United Republic of Tanzania	1
		Total	1,163

Table 7a: Gender by Grade as at June 2017



* The Executive Category (DG, DDG and ADG = 9 posts), Temporary Staff and Staff financed under Reserves and Funds-in-Trust are not included.
 ** National Professional Officers

Table 7b: Gender by Category as at June 2017

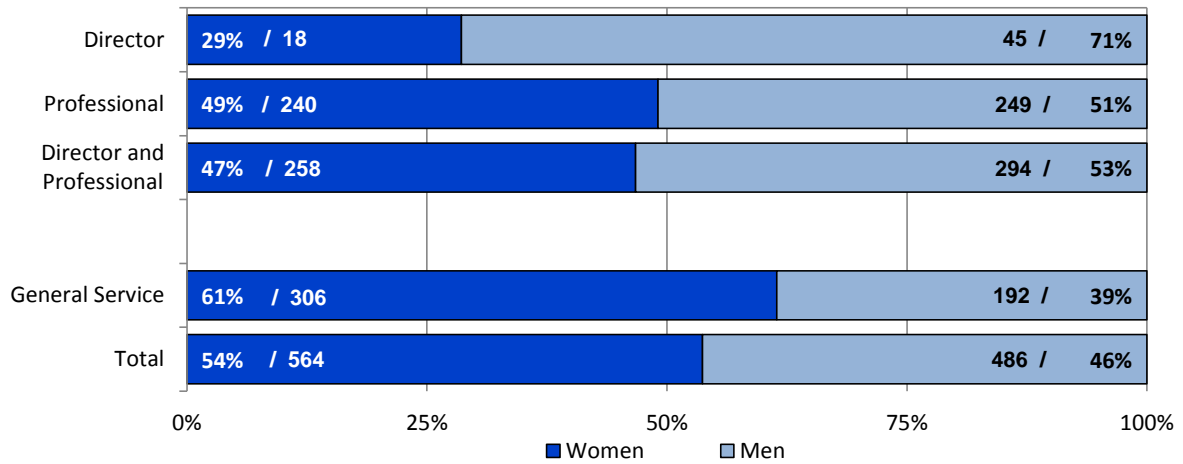


Table 8: Average Age by Category as at June 2017

Category	Average Age
Director	54.5
Professional	48.3
Director + Professional	49.0
General Service	49.1

Table 9a: Expected Retirements (2017 - 2022)

Category/Years	2017*	2018	2019	2020	2021	2022	Total
Director	2	2	3	8	5	3	23
Professional	7	12	11	18	13	20	81
Sub total	9	14	14	26	18	23	104
General Service	4	12	11	13	19	16	75
Total	13	26	25	39	37	39	179

Table 9b: Separations (2014 - 2017)

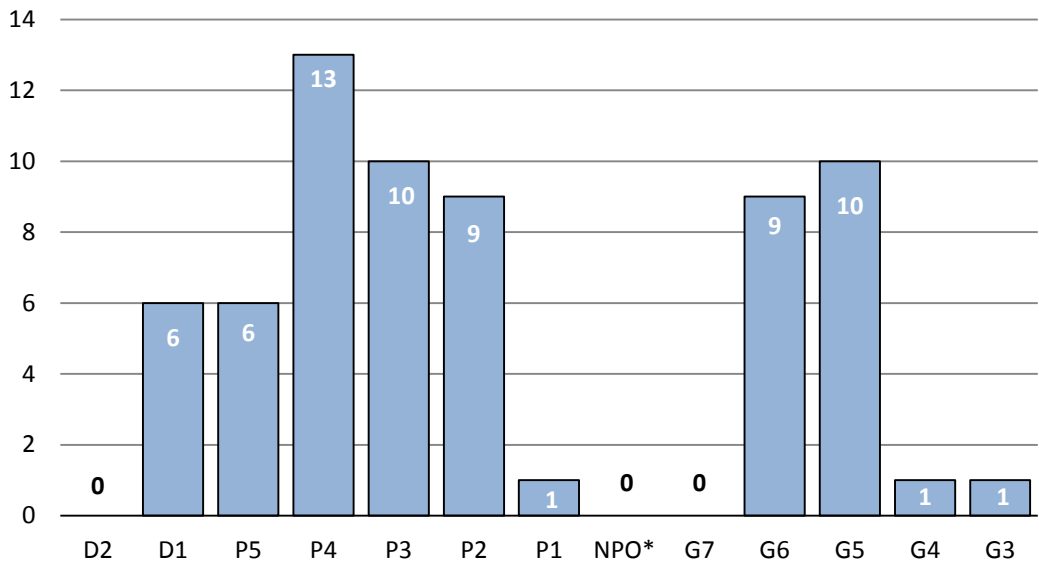
Type of Separations	2014	2015	2016	2017*	Total
Retirement	21	20	19	8	68
Termination of appointment	17	16	14	7	54
Abandonment of post	0	0	0	1	1
Resignation	2	7	13	2	24
Expiration of appointment	6	3	7	6	22
Death	1	1	0	0	2
Inter-Agency Transfer	2	1	1	1	5
Total	49	48	54	25	176

* Up to June 2017

Table 10: Staff on Part-time Work Schedules as at June 2017

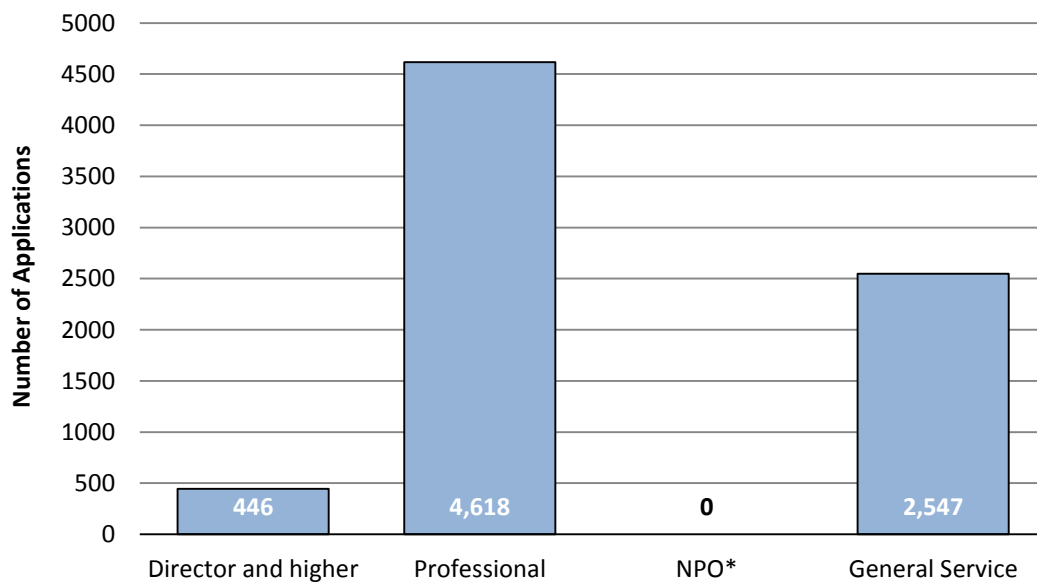
Staff	Women	Men	Total
Full-time	100% 431	490	921
Part-time	90% 27	4	31
	80% 98	6	104
	50% 16	0	16
Sub Total Part-time	141	10	151
Per cent	24.7%	2.0%	14.1%
Total	572	500	1,072
Temporary Staff	Women	Men	Total
Full-time	100% 52	35	91
Part-time	4	0	3
Per cent	7.7%	0.0%	3.3%
Total Staff	624	535	1163
Part-time	145	10	154
Per cent	23%	1.9%	13.2%

Table 11: Vacancy Announcements by Grade in 2016



Director and higher	6
Professional	39
* National Professional Officers	0
General Service	21
Total Vacancy Announcements	66

Table 12: Applications Received by Category in 2016



Total Applications: 7,611

Average Applications per Vacancy Announcement per Category	
Director and higher	74
Professional	118
* National Professional Officer	0
General Service	121

Table 13: Applications and Appointments at the Professional and higher Categories by Region in 2016

Region	Appointments Made*	Per cent	Applications Received **	Per cent	Ratio Appointments / Applications
Africa	1	2.9%	830	17.8%	830.0
Asia and the Pacific	11	31.4%	919	19.7%	83.5
Eastern and Central Europe and Central Asia	3	8.6%	667	14.3%	222.3
Latin America and the Caribbean	1	2.9%	332	7.1%	332.0
Middle East	1	2.9%	189	4.0%	0.0
North America	3	8.6%	300	6.4%	100.0
Western Europe	15	42.9%	1,431	30.6%	95.4
No specified nationality			7	0.1%	
Grand Total	35	100.0%	4,675	100.0%	133.6

* Excluding appointments to posts under Funds-In-Trust

** Externally advertised vacancies at the Professional and higher Categories

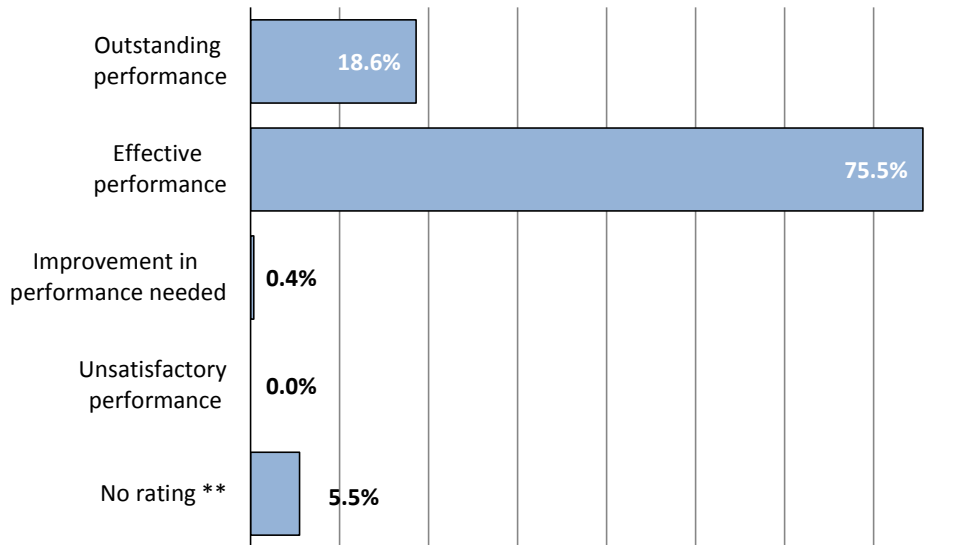
Table 14: Training Categories - 2016

Categories	Days	Per cent
Management	596.6	9.3%
Communication	857.0	13.4%
Languages	2320.1	36.3%
IT	394.7	6.2%
ERP/AIMS*	7.3	0.1%
WIPO Academy	125.0	2.0%
Registration Systems	1148.2	18.0%
Induction Program	250.0	3.9%
Diversity (incl. Gender)	69.0	1.1%
Ethics & Integrity	47.9	0.7%
Health/Safety/Security	136.0	2.1%
Other	434.9	6.8%
Total	6,387	

Total number of participants: **3,813**
Average training days per staff member: **5.2**

* ERP/AIMS: Enterprise Resource Planning /
Administrative Integrated Management System

Table 15: Performance Evaluation - Cycle 2016 *



Ratings	Number	Per cent
Outstanding performance	200	18.6%
Effective performance	812	75.5%
Improvement in performance needed	4	0.4%
Unsatisfactory performance	0	0.0%
No rating **	59	5.5%
Subtotal	1,075	99.0%
PMSDS not completed ***	11	1.0%
Total	1,086	100.0%

* Data as at June 2017

** PMSDS cycle was completed without a rating or related comments, generally, in instances when a supervisee was absent for a long period during the evaluation cycle, the staff (supervisee or supervisor) was absent during the time the evaluation should have been conducted or had left WIPO before the evaluation was conducted.

*** PMSDS cycles which have not yet been signed by all parties (e.g., pending mediation process or when any of the supervisee, supervisor or reviewing officer became absent in the middle of the evaluation process and has not yet returned to work).

Table 16: Cases filed by staff between July 2014 and June 2017

	Jul 2014 Jun 2015	Jul 2015 Jun 2016	Jul 2016 Jun 2017
Requests for Review of Administrative Decisions	29	15	17
Rebuttals of Performance Appraisals	4	1	2
Grievances (Harassment)	5	4	2
Internal Appeals to WIPO Appeal Board	32 ¹	13	13
Complaints to ILO Administrative Tribunal	12	7 ³	9 ⁴
Total ²	82	40	43

¹ Includes class action appeals filed by 69 (current or former) staff members in 2014 and nine in 2015.

² A single case could be recorded more than once during the same period or during different periods, as it goes through the internal justice system (i.e., a request for review, a rebuttal or a grievance may become an appeal to the WIPO Appeal Board, then a complaint to the ILOAT).

³ Includes class action complaints filed by 44 (current or former) staff members during the period concerned.

⁴ Includes class action complaints filed by 4 additional (current or former) staff members during the period concerned.

Table 17: Cases filed per subject matter between July 2016 and June 2017

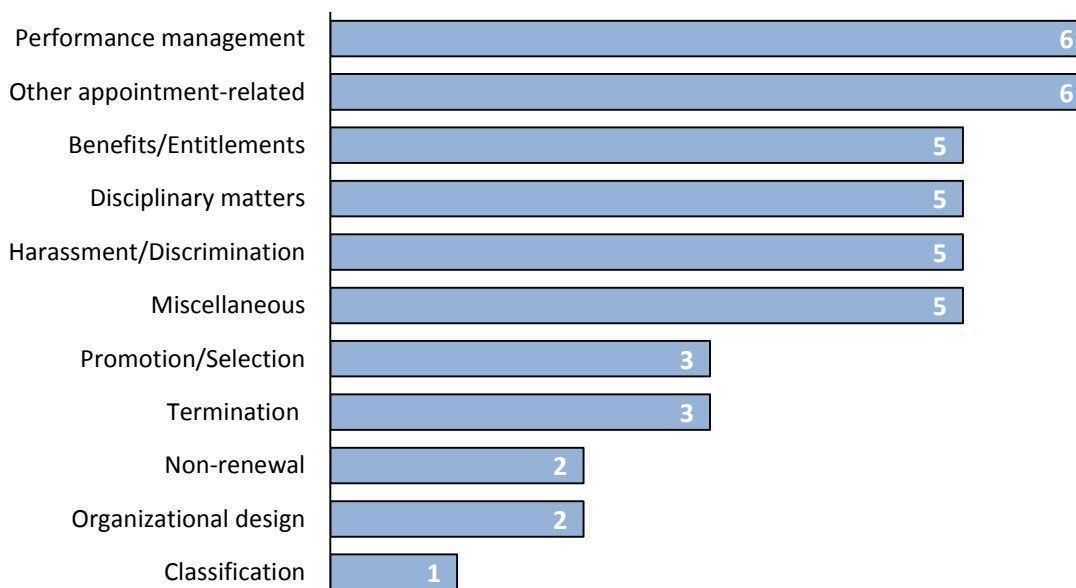


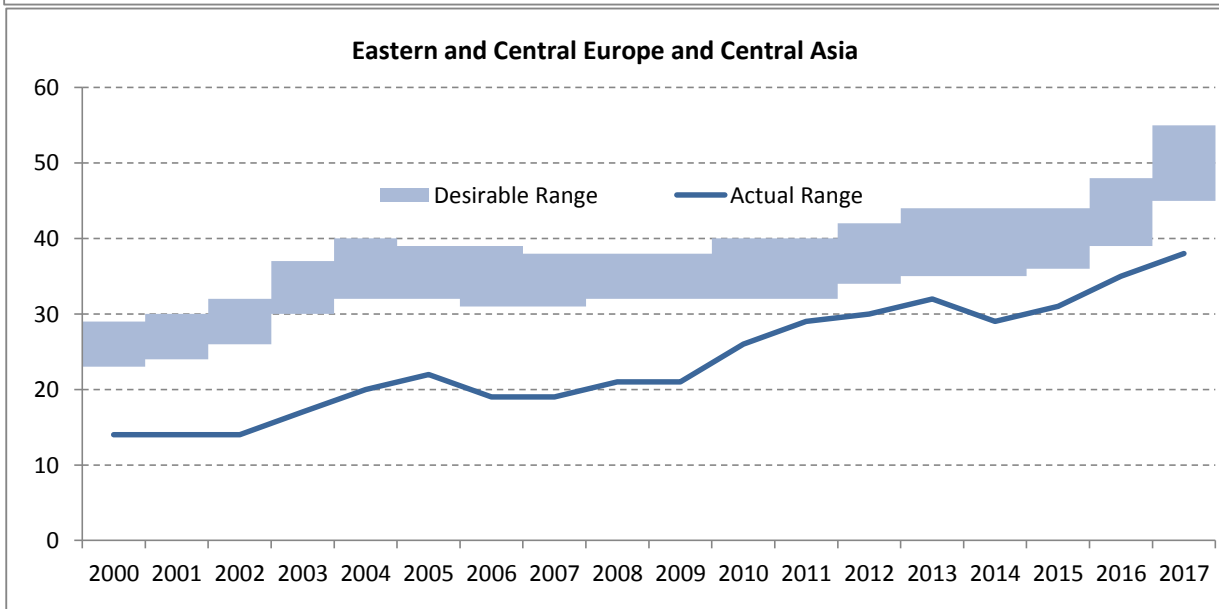
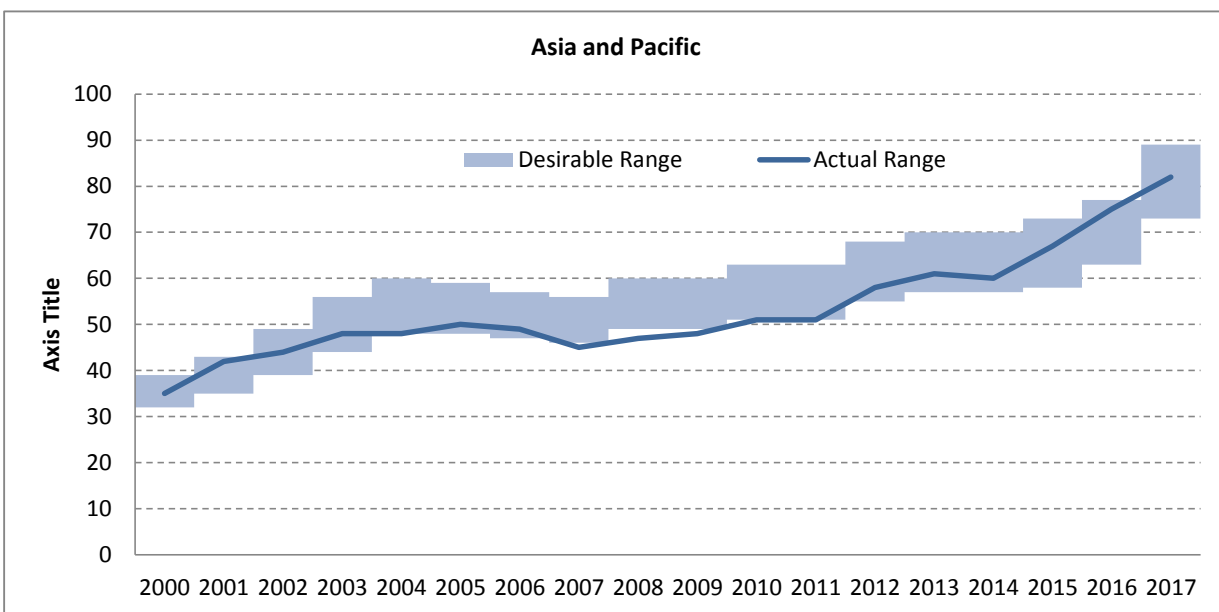
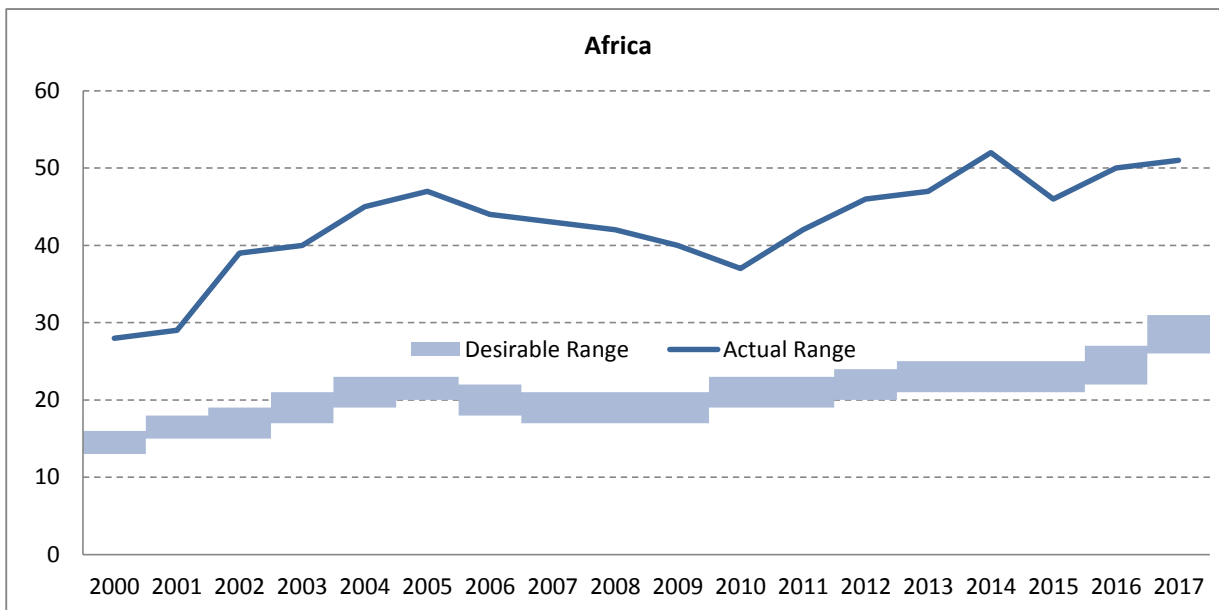
Table 18: Status of HR-related Pending Audit Recommendations

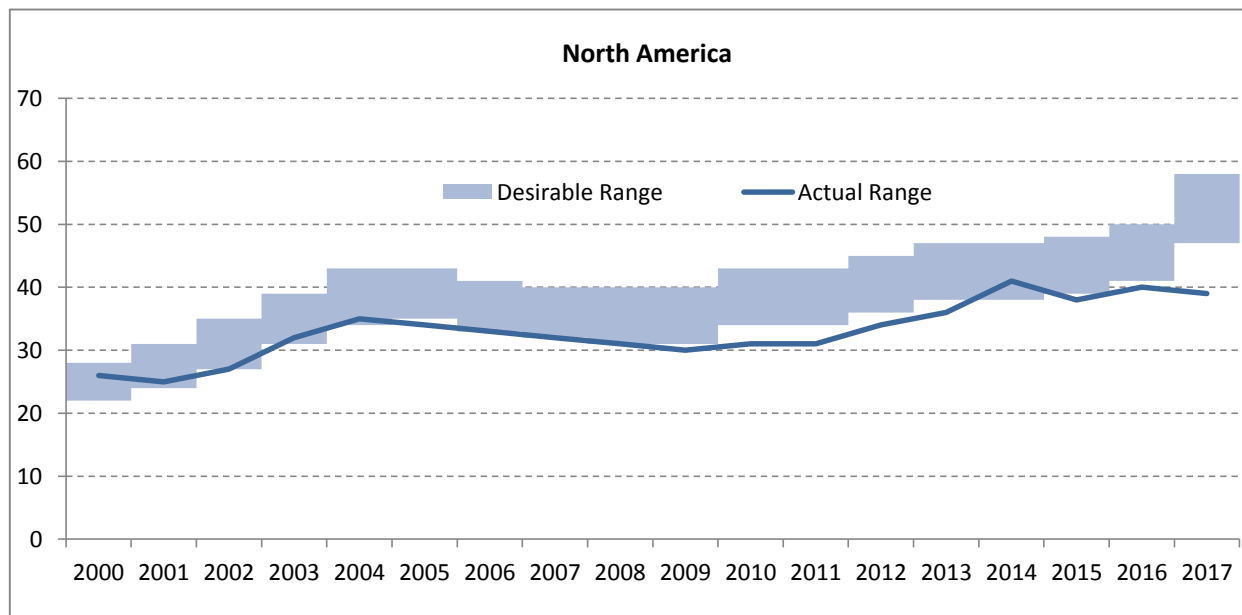
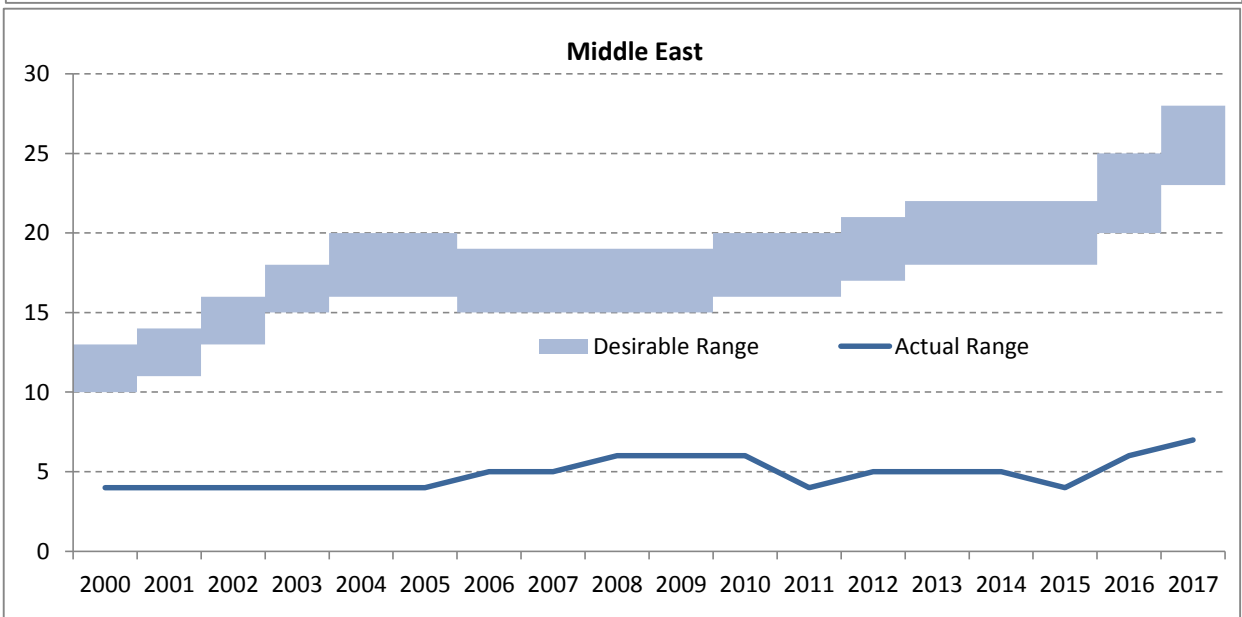
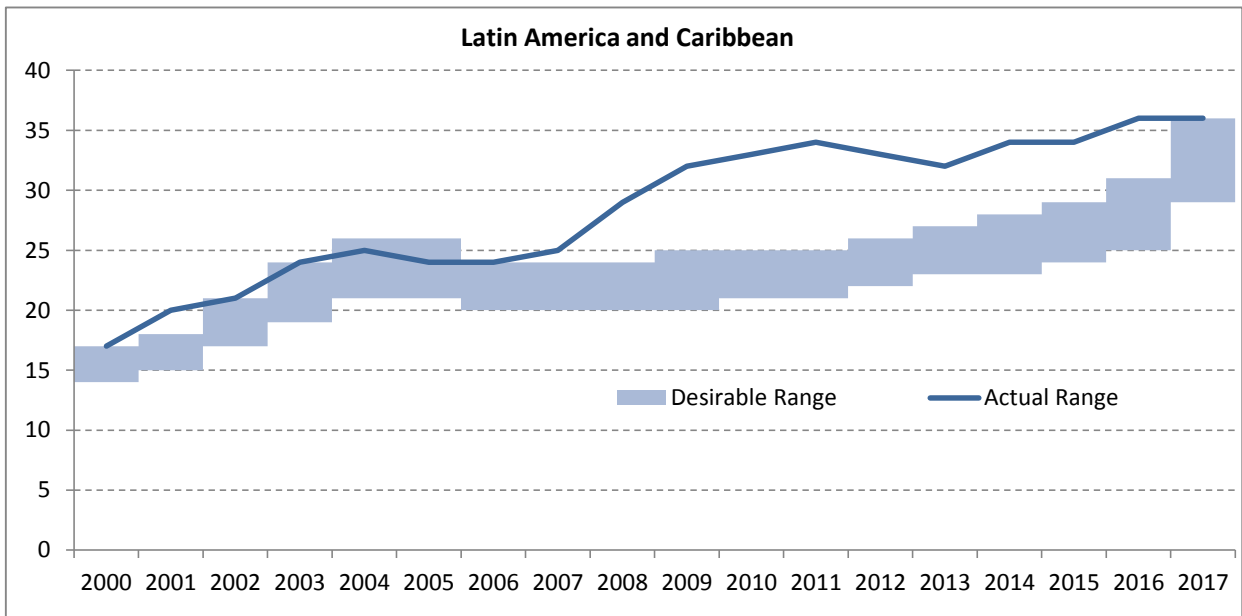
No.	Recommendation	Priority	Topic	Progress	Expected completion date
1	410	High	Electronic storage of confidential and sensitive documents	10%	31.01.2018
2	429	Medium	ERP: Management of information	70%	31.11.2017
3	Separation procedures Rec. 5	High	Exit procedure should be systematic and automated	60%	31.12.2017
4	Separation procedures Rec. 2	High	Inventory of staff skills and competencies	10%	31.12.2017
5	IA 2014-01 Rec. 7	Medium	Home leave travel: Alternative IT tools for effective monitoring	50%	31.12.2017
6	IA 2014-01 Rec. 8	Medium	Language allowance: Review of staff member's eligibility	50%	31.12.2020
7	IA 2014-01 Rec. 2	Medium	Development of an HR Operation Manual	25%	31.12.2017
8	EARM 2015-01 Recommendation 15	Medium	Home-Leave: WIPO may expedite the process of updating the IT system.		31.12.2017
9	EARM 2015-01 Recommendation 16	Medium	Extension of Temporary Appointments in relation to fixed-term competition to be finalized		31.12.2017
10	EARM 2015-01 Recommendation 18	High	Rental Subsidy: Office instructions in case of rental subsidy may be followed in a timely manner.	90%	31/12/2017
11	EARM 2015-01 Recommendation 19	High	Language Allowance: Review of the conditions for granting the allowance		31.12.2020
12	EARM 2015-01 Recommendation 20	High	Time Management: Strengthening of internal controls		31.12.2017
13	VALID 2014-01 Recommendation 2	Medium	Hand over process: Development of a procedure		31.12.2017
14	IA 2015-04 Recommendation 7	Medium	Performance Management: Mid-term review in case of underperformance		31.12.2017
15	IA 2015-04 Recommendation 3	Medium	Performance and Risk Management	80%	31.12. 2017
16	EVAL 2016-02 Recommendation 1 (a)	High	Professional Development: Design of a project framework		31.12.2017
17	EVAL 2016-02 Recommendation 1(c)	High	Professional Development: Allocation of resources		31.12.2017
18	EVAL 2016-02 Recommendation 1(c)	High	Professional Development: Portfolio of activities		31.12.2017
19	IA 2015-04 Recommendation 5	Medium	Performance Standards for generic roles		31.12.2017
20	IA 2015-04 Recommendation 2	High	Feedback and review mechanisms for performance management system		31.12.2018
21	IA 2016-08 Recommendation 4	Medium	Identification, linkage and documentation of key controls as per the authoritative documents such as Staff Regulations and Rules and Office Instructions		31.12.2017
22	IA 2016-04 Recommendation 4	Medium	Project management training is effective and tailored to WIPO's needs		31.12.2017
23	EARM 2016-01 Recommendation 20	Medium	Incorporating a control trigger in e-Works system at the time of processing travel claims relating to repatriation		31.12.2017
24	EARM 2016-01 Recommendation 29	High	Review policy guidelines relating to travel claims of Fellows		31.12.2017
25	EARM 2016-01 Recommendation 22	High	Admission of Education Grant travel claims is compliant with its rules on the minimum stay requirements		31.12.2017
26	IA 2017-01 Recommendation 1	High	Replacement of payroll action forms and movement of insurance sheets		31.12.2017
27	IA 2017-01 Recommendation 2	Medium	Assess errors and importation of Data		31.12.2017
28	IA 2017-01 Recommendation 3	Medium	Align mobility and hardship allowances with SRR and update OI on overtime		31.12.2017

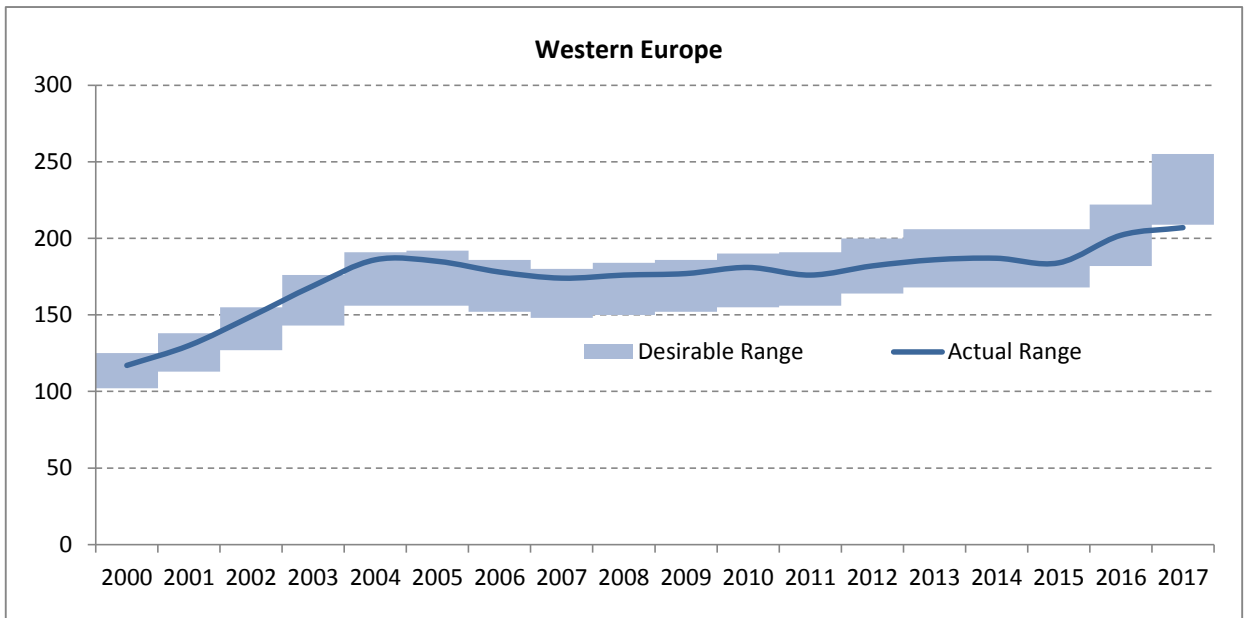
[Annex II follows]

Geographical Distribution (2000 - 2017)

The following graphs show the evolution of the distribution of staff per geographical region since 2000, compared to the desirable ranges established by the Principles of Geographical Distribution agreed by WIPO Member States in 1975.









Geographical Distribution of Posts (as at June 2017) ¹

(Professional and Higher Categories not including Temporary staff)

Geographical Regions	A Percent of contribution ²	B Distribution of one-quarter of posts	C Distribution of Three-quarters of posts	D Total (Number of posts) ³ B + C	E Desirable Range (- 10 / + 10 per cent)	F Actual number of posts (June 2017)
Africa	2.78	17.9	10.5	28.4	26 - 31	51
Asia and the Pacific	16.70	17.9	62.9	80.8	73 - 89	82
Eastern Europe and Central Asia	8.54	17.9	32.2	50.1	45 - 55	38
Latin America and the Caribbean	3.83	17.9	14.4	32.4	29 - 36	36
Middle East	2.07	17.9	7.8	25.7	23 - 28	7
North America	9.18	17.9	34.6	52.5	47 - 58	39
Western Europe	56.89	17.9	214.2	232.1	209 - 255	207
	100	125.51	376.49	502		460

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

2 = Based on the payable contributions by Member States for each region (source: Finance Division).

3 = Only Professional and higher categories (except the Director General, language and editor posts).



Geographical Distribution of Posts (as at June 2017) ¹

(Professional and Higher Categories including Temporary staff)

Geographical Regions	A Percent of contribution ²	B Distribution of one-quarter of posts	C Distribution of Three-quarters of posts	D Total (Number of posts) ³ B + C	E Desirable Range (- 10 / + 10 per cent)	F Actual number of posts (June 2017)
Africa	2.78	20.2	11.8	32.0	29 - 35	57
Asia and the Pacific	16.70	20.2	70.9	91.1	82 - 100	93
Eastern Europe and Central Asia	8.54	20.2	36.3	56.5	51 - 62	41
Latin America and the Caribbean	3.83	20.2	16.3	36.5	33 - 40	39
Middle East	2.07	20.2	8.8	29.0	26 - 32	12
North America	9.18	20.2	39.0	59.2	53 - 65	43
Western Europe	56.89	20.2	241.5	261.7	236 - 288	223
	100	141.47	424.53	566		508

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

2 = Based on the payable contributions by Member States for each region (source: Finance Division).

3 = Only Professional and higher categories (except the Director General, language and editor posts).