

WIPO Coordination Committee

Seventy-Eighth (51st Ordinary) Session Geneva, September 21 to 29, 2020

ANNUAL REPORT ON HUMAN RESOURCES

prepared by the Secretariat

I. INTRODUCTION

1. This Annual Report on Human Resources (HR) covers all HR matters for which reporting to the WIPO Coordination Committee is required and other staff matters of interest to Member States. It includes information on progress made towards staffing goals and an overview of HR-related policies, initiatives and activities that are aligned with WIPO's HR Strategy 2017-2021.¹

2. This report covers the period from July 1, 2019 to June 30, 2020. It is complemented by a separate "HR Brochure", containing key workforce data either covering the same reporting period or by calendar year. The 2020 HR Brochure, entitled "Staff@WIPO: Engaged, Innovative, Resilient", is available on the WIPO website.² This report references charts and tables in the HR Brochure.

¹ See document [WO/CC/74/5](#).

² The HR Brochure is available [here](#).

II. WORKFORCE DATA IN SUMMARY

3. As at June 30, 2020, WIPO's total workforce stands at 1,508. The proportion between core (72.3 per cent) and flexible (27.7 per cent) workforce elements remains stable (Table 1).³

4. Workforce productivity remains stable, in particular with the Patent Cooperation Treaty (PCT) and the Madrid Registration Systems and despite the COVID-19 related health crisis and lock-down. These two systems, the top two global registration services administered by WIPO, remain the principal sources of revenue. Productivity details are available on WIPO's Crisis Management Dashboard.⁴

III. MATTERS FOR OBLIGATORY REPORTING TO THE WIPO COORDINATION COMMITTEE

TERMINATION OF APPOINTMENTS

5. WIPO Staff Regulation 9.2(g) requires the Director General to report to the WIPO Coordination Committee all cases of termination of appointments of staff. The following terminations took place between July 1, 2019 and June 30, 2020:

- four for health reasons in accordance with Staff Regulation 9.2(a)(2);
- two for misconduct in accordance with Staff Regulation 9.2(a)(3); and
- 18 in the interest of the good administration of the Organization and with the consent of the staff members concerned, in accordance with Staff Regulation 9.2(a)(5).

IMPLEMENTATION OF WIPO'S POLICY ON GENDER EQUALITY

6. Recognizing that economic, social and cultural development cannot be achieved and sustained without them, WIPO is committed to promoting gender equality and the empowerment of women within its mandate. WIPO's efforts are governed by its Policy on Gender Equality, launched in 2014, which provides a general framework for integrating a gender perspective both in policies and programmatic work and in human resource management. In 2019, the IOD audited and evaluated WIPO's Policy on Gender Equality. The IOD's findings and recommendations will feed into the next phase of implementation of the policy and its revision.

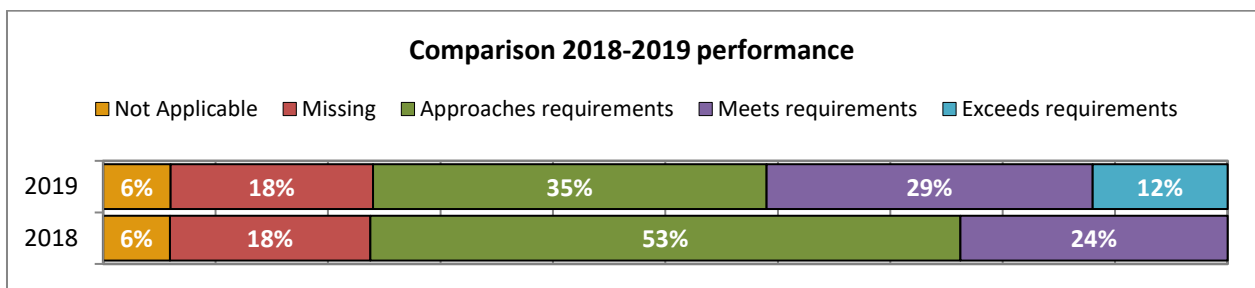
7. WIPO has adopted a two-pronged approach in its efforts for gender equality and women's empowerment: it simultaneously implements gender-specific initiatives and mainstreams gender considerations in the remaining ones. Moreover, while participating in and contributing to UN system-wide initiatives, it also implements actions of its own.

³ In the last reporting period, the total workforce was 1,558 with a 70/30 proportion between core and flexible resources.
⁴ WIPO's Crisis Management Dashboards are available [here](#).

Gender mainstreaming in organizational functions

8. With regard to UN system-wide work, in 2019, WIPO continued to implement the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), as it has done since 2012. UN-SWAP is an accountability mechanism approved by the UN System Chief Executives Board for Coordination (CEB).⁵ Its second phase started in 2018 with an expansion of the number of indicators and higher compliance thresholds. Between 2018 and 2019, WIPO's compliance rate improved by 17 percentage points. As a result, in 2019, WIPO is meeting or exceeding requirements for 41 per cent of ratings, or seven indicators.⁶ Furthermore, in 2019, for the first time since implementation of UN-SWAP, WIPO exceeded requirements for two indicators (related to evaluation and audit), while meeting the requirements for five indicators.

9. The chart below reflects WIPO's UN-SWAP results for 2019 in comparison to the 2018 results:



10. In the reporting period, WIPO continued to strengthen the capacities of Gender Focal Points so that they would be more effective at mainstreaming gender equality in programming and functions. A one-day training event was organized to take stock of the results and the lessons learned from the implementation of WIPO's Policy on Gender Equality to date. The training also helped initiate the conceptualization of WIPO's new policy together with a potential revision of the role of Focal Points. Regular capacity-building activities have continued monthly, focusing on the exchange of good practices among Focal Points. This is expected to reinforce the depth and reach of gender mainstreaming initiatives in the medium term.

⁵ The UN-SWAP operationalizes the UN System-wide Policy on Gender Equality and the Empowerment of Women adopted in 2006 by the CEB.

⁶ In 2019, WIPO:

- exceeds requirements for (PI4) Evaluation and (PI5) Audit;
 - meets requirements for (PI6) Policy, (PI7) Leadership, (PI8) Gender-Responsive Performance Management, (PI11) Gender Architecture, (PI13) Organizational Culture;
 - approaches requirements for (PI9) Financial Resource Tracking, (PI12) Equal Representation of Women, (PI14) Capacity Assessment, (PI15) Capacity Development (PI16) Knowledge and Communication, and (PI17) Coherence;
 - misses requirements for (PI1) Strategic Planning Gender-related SDG Results, (PI2) Reporting on Gender-related SDG Results and (PI10) Financial Resource Allocation.
- (PI 3) Programmatic Gender-related SDG Results is not applicable.

Gender balance

11. For the 2020/2021 biennium, WIPO Member States approved gender balance targets for the D2, D1, P5 and P4 , levels, as follows:

| Grades | Target |
|---------------|---------------|
| D2 | 24% |
| D1 | 37% |
| P5 | 43% |
| P4 | 50% |

12. As at June 30, 2020, women represented 54.4 per cent of WIPO staff.⁷ However, their representation varies significantly across categories, with women being least represented in managerial positions: women constitute 100 per cent of National Professional Officer staff, 63.2 per cent of General Service staff, 49.3 per cent of Professional staff and 31.6 per cent of Director-level staff. In a positive trend, as the table below shows, some grades have made gains over the past two biennia. For instance, the P4 level has reached its 2021 target, more than one year in advance of the deadline. The D1 level has also improved consistently and it is now two percentage points away from reaching its target.

| Grades | Status as at June 30, 2017 | Status as at June 30, 2018 | Status as at June 30, 2019 | Status as at June 30, 2020 | Targets for December 2021 |
|---------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------------------------|
| D2 | 18% | 16.7% | 15.4% | 15.4% | 24% |
| D1 | 31% | 34.6% | 36.8% | 34.9% | 37% |
| P5 | 35% | 33.3% | 32.4% | 32.7% | 43% |
| P4 | 45% | 47.2% | 48.7% | 50.0% | 50% |

13. WIPO's efforts to improve gender balance among its staff are supported by targeted outreach. A powerful indicator that branding and outreach initiatives do provide a positive return on investment for gender balance is the steady increase in women's representation in specific job families, for example in information technology (IT), where in the past 12 months, the number of female staff has increased from 20.5 per cent to 24 per cent with a continued upward trend.

14. To increase the number of female applicants at senior levels (P5 and above), a Senior Female Talent Pool was created in 2019 to allow potential applicants to submit expressions of interest in employment with WIPO for specific areas of expertise, in the absence of suitable vacancies matching their profiles. Individuals are notified as and when a suitable vacancy arises, including temporary opportunities, while WIPO retains the ability to engage with interested talents for future opportunities.

Nurturing female talent

15. WIPO remains an active participant in EMERGE, a program jointly developed by UN entities, now in its fourth year of implementation. The nine-month program prepares female staff at the P3 grade for potential future leadership positions. A new cycle started in October 2019. A total of 10 WIPO participants have benefited from the program since its inception.

⁷ Staff on fixed-term, permanent and continuing appointments, based on post grade, regular budget. Temporary staff and the executive category are excluded.

16. I-seize, WIPO's program on professional and career development, which targets women at the P3, P4 and P5 levels and men in the General Service category, concluded its fourth year. In 2019, five staff members (four women and one man) were selected to take part in the year-long program, which includes one-on-one coaching and mentoring sessions, group exchanges, assessments and exercises, in addition to the provision of individual learning opportunities. Given the positive results, the program is currently being refined with the objective of accommodating more participants.

Gender mainstreaming in programming

17. During the 2019 Assemblies, WIPO organized a panel discussion on gender equality and copyrights titled "Empowering Women in the Publishing Industry". The event analyzed the impact of gender equality on editorial choices, commercial policies and educational strategies. Representatives of creators' and publishers' associations shared data on the representation of women in the industry and discussed trends, remaining gaps and areas in need of further focus.

18. WIPO also organized a highly interactive one-day workshop for delegates on unconscious bias, diversity and inclusion. The workshop sought to provide an understanding of the impact of diversity on creativity, innovation, productivity and global values and to support leaders in leading inclusively by exploring adaptive strategies around culture and bias mitigation. It included practical simulations and an individual assessment focusing on personal leadership strategies, inclusive behaviors and cultural communication styles.

19. Following the 2018 decision of the Committee on Development and Intellectual Property on Women and IP, WIPO started the implementation of a four-year project focusing on broadening awareness, knowledge and use of the IP system. The first phase of the project has produced global and country-level studies on the determinants of the low representation of women in the IP system and related mitigating good practices, while highlighting persisting gaps in data availability that hinder global and local policy development.

20. WIPO has also continued working with IP Offices across regions to improve gender-responsive IP services – access, registration and follow-up – to women inventors and to raise awareness on inclusive IP practices such as management, policy development and service provision. Latin American stakeholders, for example, are working in coordination on gender-sensitive IP data-collection methods.

21. Furthermore, WIPO has offered training and mentoring to women entrepreneurs who are members of indigenous peoples and local communities on IP and traditional knowledge and cultural expressions, including biodiversity. Twenty-four inventors were trained in 2019.

REPORT OF THE INTERNATIONAL CIVIL SERVICE COMMISSION (ICSC)

22. Article 17 of the Statute of the ICSC provides that "the Commission shall submit an annual report to the [UN] General Assembly, including information on the implementation of its decisions and recommendations. The report shall be transmitted to the governing organs of the other organizations, through their executive heads [...]". Accordingly, the Director General draws the attention of the WIPO Coordination Committee to the report of the ICSC for the year 2019 (UN document A/74/30).⁸

⁸ See document [A/74/30](#)

REPORT OF THE UNITED NATIONS JOINT STAFF PENSION BOARD (UNJSPB)

23. Article 14(a) of the Regulations of the United Nations Joint Staff Pension Fund (the Fund) provides that the UNJSPB shall present to the UN General Assembly and to member organizations at least once a year, “a report, including financial statements, on the operations of the Fund, and shall inform each member organization of any action taken by the General Assembly upon the report.” The 2019 report of the UNJSPB was presented to the UN General Assembly at its Seventy-fourth Session (UN document A/74/331).⁹ The International Bureau draws the attention of Member States to this report.

REWARDS AND RECOGNITION

24. As requested by the WIPO Coordination Committee at its annual meeting in September 2018, the Secretariat is reporting on the implementation of its Rewards and Recognition Program (RRP) and on changes introduced since the previous Annual Report on Human Resources. WIPO’s RRP reflects WIPO’s culture of excellence and recognizes the contributions of individual staff members and teams to the Organization’s results.

25. For the 2020/21 biennium, WIPO Member States have agreed on an allocation of 1,152,000 Swiss francs for the RRP. The 2020 RRP introduced the following changes:

- The inclusion of Gender Focal Points under “Special Contributions to the Internal Functioning of WIPO”;
- For the “Delivering Excellence” reward: an increase in the number of rewards per Sector (from one in every 50 to one in every 15 staff members), combined with a reduction of the amount (from 7,500 Swiss francs to 2,000 Swiss francs) and increased flexibility in the eligibility criteria;
- For the “Acting Responsibly” reward: a reduction in the amount (from 4,000 Swiss francs to 2,000 Swiss francs), in line with the reduced amount of the “Delivering Excellence” reward;
- Increased flexibility in the eligibility criteria for the “Shaping the Future” reward;
- For the “Working as One” reward: an increase in the number of rewards (from five to 10); and
- Removal of the “Organizational Performance” reward, as requested by Member States.

26. The overall cost of the 2020 RRP is anticipated to be 321,000 Swiss francs, representing approximately 0.2 per cent of WIPO’s total remuneration costs (i.e., net remuneration for Professional and higher categories of staff, and salaries for the General Service and related categories).

EXTENSIONS OF TEMPORARY APPOINTMENTS

27. At its annual meeting in September 2018, the WIPO Coordination Committee requested the Secretariat to include systematically in its Annual Report on Human Resources detailed information on the number of temporary appointments extended by the Director General beyond two years under Staff Regulation 4.16(a)¹⁰ and the rationale for the

⁹ See document [A/74/331](#).

¹⁰ See document [WO/CC/75/3](#).

use of this exceptional measure. During the reporting period ending on June 30, 2020, 10 staff members on temporary appointments were extended beyond two years. The reasons for these exceptional extensions were as follows:

- Five temporary positions were to be replaced by fixed-term posts. Owing to unanticipated delays, the recruitment for the fixed-term posts could not be completed before the expiration of the temporary appointments of the incumbents of the temporary positions. The temporary appointments were extended (for periods between one month and five months), to allow for completion of the selection process for the fixed-term posts.
- Two temporary appointments were exceptionally extended by one year owing to the delayed international tender for the replacement of the printing machinery and software.
- Two temporary appointments were exceptionally extended (by three months and a fortnight respectively) owing to the COVID-19 situation and the fact that the two staff members could not return home due to the unavailability of flights.
- One temporary appointment was extended (by one month) owing to business needs pending the return of the Head of Section from special leave without pay.

IV. MANAGEMENT OF WIPO'S WORKFORCE DURING THE COVID-19 CRISIS

28. On March 16, 2020, WIPO closed its headquarters offices in Geneva in the face of the evolving COVID-19 related health crisis and lockdown decisions made by the Host Government. WIPO personnel were required to work from home, with the exception of a small critical presence on premises consisting of Medical, Buildings, IT, Security, Office of the Director General, Communications and HR staff needed to perform essential services that could not be provided remotely.

29. During the initial phase of the crisis, staff were provided laptops and other equipment to permit them to connect to WIPO systems safely from remote locations. Attestations were issued to enable limited staff movement, including border crossing. WIPO services, including income-generating and support services, were up and running in short order, quickly attaining near-optimal capacity.

30. A broad range of support was provided to staff remotely. The Medical Unit followed up on health matters at a time when local health systems were under pressure. WIPO made available tele-health services through its health insurance provider. The Staff Counsellor provided psychosocial support services to individuals and training to staff at large, while human resource services including recruitment, payroll, contract management, online training and performance management, continued to function without interruption.

31. A multidisciplinary Crisis Communications Team ensured regular communications from the Director General to WIPO personnel.

32. *Ad hoc* measures and derogations to a number of HR policies and procedures were temporarily implemented to facilitate management in crisis mode and in view of complex external conditions. These concerned sick leave, travel and time management, among others.

33. The number of confirmed COVID-19 cases among WIPO personnel tested through the Medical Unit was 18. In addition, approximately 70 personnel showing symptoms consistent with Covid-19 were identified and just under 300 personnel had to self-quarantine as a result of contact tracing by the Medical Unit. Very sadly, on April 7, 2020, WIPO lost a staff member to the coronavirus. The family received extensive support.

34. Geneva-based international organizations joined ranks in regular online meetings to coordinate crisis management measures and to share information resources and lessons learned. As a result of these regular consultations, a high degree of consistency in application of crisis management measures was achieved and no one was left behind.

35. With the gradual decline of infection rates in the Geneva region, and the scaling back of lockdown measures by the Host Government, WIPO initiated a carefully planned and phased return-to-premises program in June 2020. Premises were prepared to ensure the safe return of personnel, with physical distancing, hygiene measures, communication and training. During a transition phase, which will end on September 30, 2020, assuming stability in the epidemiological situation, personnel on premises will be increased to reach 60 to 70 per cent of full capacity, with the remaining personnel continuing to work from home, including some on a rotational basis.

36. During the lockdown, a number of important lessons were learned which will serve to inform future business continuity plans and time management policies. A staff survey conducted in June revealed that a large majority of staff viewed the remote working period positively, while a minority reported challenges. A large majority of staff also expressed the view that a degree of remote working should continue to be available after the health crisis. Work is now under way to integrate remote working into the Organization's policy on time management and flexible working arrangements, which will apply outside the crisis mode in the future. Such a policy will take into account the business needs of the Organization and the preferences and expectations of staff.

37. The economic impact of the global COVID-19 crisis remains a concern as it is likely to affect global IP activity and the demand for WIPO services, which are the main source of WIPO's revenue.

V. OTHER STAFF MATTERS

GEOGRAPHICAL DISTRIBUTION

38. There has been further progress in geographic representation thanks to a suite of outreach efforts, resulting in previously unrepresented Member States being represented among WIPO staff.

39. As at June 30, 2020, 112 Member States were represented on posts subject to geographical distribution¹¹, compared to 108 in 2018. From an overall diversity perspective, 122 Member States are now represented at all levels and categories of staff.

¹¹ The posts subject to geographical distribution are all staff positions in the Professional and higher categories, which are funded under the regular budget except language positions and the post of Director General.

RECRUITMENT AND OUTREACH

40. WIPO continues to embed diversity as a key component of its recruitment efforts, recognizing that diversity fuels innovation. Focus on outreach activities has gained in momentum with the leveraging of social media to systematically launch targeted campaigns for senior and specialized positions, thus ensuring a broad reach of WIPO's employment opportunities to professionals across the globe. As a result, WIPO's job applicant pools have seen a 26 per cent increase on average per vacancy in 2019, compared to the previous year.

41. Specific challenges, not unique to WIPO, lie in identifying a diverse pool of qualified candidates for all positions and specifically for those requiring highly specialized, in-demand, skill sets where market competition is high, notably in the area of IT. The introduction in 2019 of a systematic dissemination of hard-to-fill vacancies has seen 30 such positions advertised through LinkedIn and Facebook, including the use of direct sourcing to contact passive candidates, with a focus on female candidates for senior roles.

42. With regard to selections, the number of women selected for positions from P4 to D2 levels doubled in the 2018-2019 biennium, with 34 (42.5 per cent) women appointed in comparison to 17 women (34 per cent) appointed in 2016-2017, as can be observed in the table below. While differences remain at the individual level, the improvements of the P4 and P5 levels are encouraging.

| Grade | Appointments 2018-2019 | | | Appointments 2016-2017 | | |
|--------------|------------------------|-----------|--------------|------------------------|-----------|------------|
| | Men | Women | % of Women | Men | Women | % of Women |
| P4 | 21 | 21 | 50.0% | 14 | 12 | 46.2% |
| P5 | 6 | 7 | 53.8% | 10 | 2 | 16.7% |
| D1 | 17 | 6 | 26.1% | 8 | 3 | 27.3% |
| D2 | 2 | 0 | 0.0% | 1 | 0 | 0.0% |
| Total | 46 | 34 | 42.5% | 33 | 17 | 34% |

43. Another focus central to the Secretariat's outreach efforts is the WIPO Coordination Committee-approved initiative¹² targeting unrepresented Member States. The number of unrepresented Member States having nominated a focal person to assist WIPO has increased, with 46 focal persons currently nominated by Member States, some of which have since become represented. Activities to engage with and provide guidance to the focal persons include introductory webinars, provision of data on applications of nationals, automated dissemination of WIPO's Professional and Director-level vacancies and collaboration to identify a local network and channels to support the initiative.

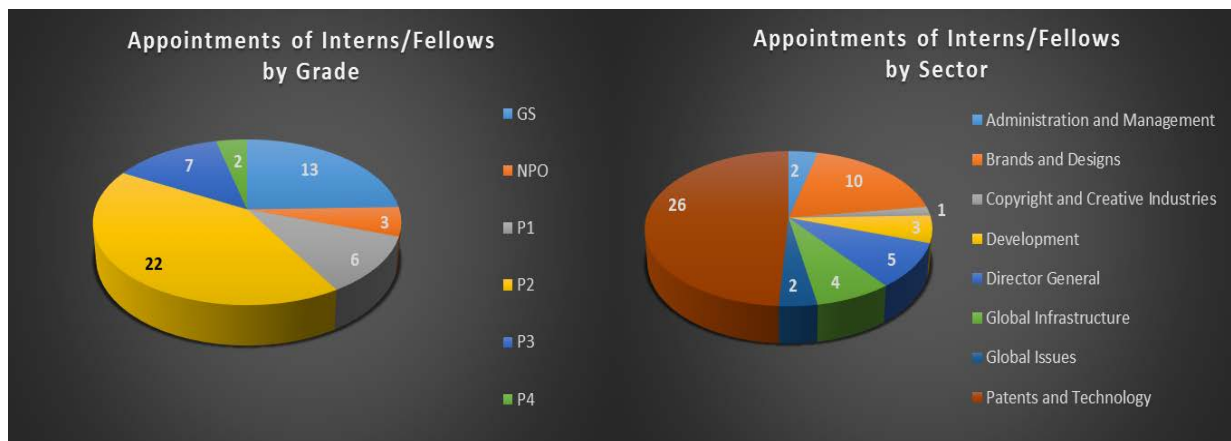
44. Moreover, the Human Resources Management Department (HRMD) is collaborating with other areas of the Organization in incorporating an outreach component into various missions and events taking place in Member States. In 2019, outreach presentations were attended by nationals of 27 WIPO Member States during national and regional events in five regions: Africa, Asia and the Pacific, Eastern and Central Europe and Central Asia, Latin America and the Caribbean, and the Middle East.

¹² See document [WO/CC/73/5](#)

45. As a result of this multi-pronged approach to outreach, the 2018-2019 biennium has seen a significant increase in the percentage of applicants from unrepresented Member States (13.8 per cent) compared to the previous biennium (7.4 per cent), while five candidates from previously unrepresented Member States were appointed in 2019.

46. The Internship Program provides a valuable source of young talent. As a result of improved conditions, the program has been made more accessible and the number of nationalities represented by interns in 2019 increased by 25 per cent, with 25 nationalities represented as compared to 20 nationalities in 2018. WIPO boasts a 100 per cent satisfaction rate for participating interns surveyed who would recommend WIPO as an employer of choice, with 96 per cent stating that their internship had better positioned them for future employment opportunities. A further indicator is reflected in the results of a survey conducted by The Fair Internship Initiative in 2019, where WIPO's Internship Program was rated among the best in international organizations.

47. The fellowship and internship programs have become a gateway to attract and retain young diverse talent in the Organization. In a seven-year period between April 2013 and April 2020, 53 former WIPO fellows and interns representing 26 different nationalities were appointed to temporary positions (60 per cent) or fixed-term posts (40 per cent). Close to two-thirds (62 per cent) of interns and fellows retained were female and the average age was 33 years. This represents a retention rate of 10 per cent of the total number of fellows and interns at WIPO during this period. Further details are shown in the charts below.



ACCESSING TALENT

48. WIPO is gradually adopting a more agile approach that seeks to build upon existing internal talent and to use other flexible workforce solutions in a more efficient and controlled manner. In this respect, a pilot to increase internal mobility is currently under way to allow staff holding fixed-term, continuing and permanent appointments to undertake temporary assignments, under certain conditions, while retaining their contractual status and benefits. These temporary assignments provide an opportunity for staff to broaden their experience and gain new skills in other areas of the Organization.

49. To enhance the Secretariat's capability in accurately forecasting future needs, increased attention is also being given to improving business intelligence data that allows a more rigorous gap analysis to inform the strategic planning process. Furthermore, the advantages of using artificial intelligence (AI) to improve upon and reduce the administration-heavy recruitment processes, while paying particular attention to the risks involved in the use of this technology, continue to be explored. Following the testing of AI in résumé-screening, the technology is now being piloted in the screening of internship applications, with promising results. There is potential to expand these gains to other areas of recruitment.

STAFF DEVELOPMENT AND LEARNING

50. The Enterprise Learning Management system has been established as the platform of choice for learning by WIPO staff and managers, including its External Offices. It has enabled the Organization to explore new digital delivery methods for training such as online courses and videos, such that the number of training recipients has nearly doubled from 6,266 to 12,385.

51. The significant increase in training days (from 5,435 to 6,757) is mainly owing to the self-paced online training and classroom training on respect and a harmonious workplace. Similarly, the mandatory BSAFE course, in combination with newly introduced sessions on mindfulness, significantly increased training in the "Health, Safety and Security" category. There is also an increase in the "Intellectual Property category" as a result of greater participation in WIPO Academy courses. The topic "IP and Blockchain" also attracted many participants to a conference that was organized at WIPO on this subject. Finally, many staff members were trained on the use of the new Travel and Meeting Application (TAM) and a new mandatory online course was launched for Fraud Awareness.

52. "Strategic Media Training" was offered for the first time to staff members who represent WIPO frequently before the press. The aim was to improve media interviews, learn how to deal with negative news, undertake damage control and take advantage of newsworthy opportunities.

53. As a result of the lockdown, all face-to-face training had to be cancelled as of March. This accelerated the expansion of our online course offering, as follows:

(a) As the delivery of webinars became increasingly important, the traditional presentation skills training was adapted to this end, helping presenters to adapt their presentations and become confident in a virtual context. Some IT training offerings on MS Applications tools and on career-related courses were also adapted for delivery in a virtual context.

(b) The promotion of licenses for the online learning platform "LinkedIn Learning" has brought the number of colleagues who use the platform to around 250. The videos, on a large variety of topics, were highly appreciated by the participating staff members, especially those in relation to working remotely.

(c) Serious gaming, with the available learning games covering several topics, such as negotiation and conflict resolution, customer service and time management/ personal productivity, and the remote work bootcamp, a digital learning program covering the following topics aimed at helping WIPO staff and managers adapt to the new reality of working remotely: tools + rules, space + routine, trust + relationships and uncertainty + resilience.

(d) All language classes were provided remotely *via* virtual classroom training during the lockdown.

54. A network of internal coaches in international organizations, including WIPO, was created in early 2020. The goal of this network is to share best practices, build a common framework and provide internal coaching among participating organizations. The six members of the WIPO internal coaching team also offered their services for persons who needed coaching or just an open ear during the lockdown. During the reporting period, coaching was provided to 22 staff members for a total of 73.5 hours.

55. The second edition of WIPO's Pilot Mentoring Program, comprising 21 mentoring pairs, was successfully completed at the end of 2019. The resulting recommendations include flexible duration of the program, selection of mentors by mentees, mentoring training and guidelines for both mentors and mentees and the exploration of suitable tools for a "Mentoring Network" (MentorNet), where potential mentees can see the profiles of available mentors.

56. WIPO participated in a UN system-wide Joint Inspection Unit (JIU) review entitled "Policies, programmes and platforms in support of learning: towards more coherence, coordination and convergence". The draft report and recommendations focus on the strategic importance of learning for all UN system entities and propose specific actions, such as evaluating the impact of learning programs, revising the Organizational Learning Framework and elevating the status of the existing Learning Managers Forum to a network of the Chief Executives Board.

SERVICES TO STAFF

57. As part of an organization-wide effort to limit paper files and to access and share knowledge to perform HRMD's duties effectively, an Enterprise Content Management (ECM) platform was introduced in 2019 – the KIC ECM platform. It provides HRMD with electronic workflows to speed and track processes along with the tools to protect and preserve WIPO's corporate information assets. The introduction of an electronic filing system into HRMD processes is an important step forward, allowing for a single digital repository of employee documents and records rather than the existing paper-based files. Other benefits and capabilities include powerful search and automated versioning of documents, secure and flexible management of access to documents, a secure repository compliant with existing standards and with service availability requirements for business-critical systems, and the capability of direct scanning of documents into the solution.

58. A new ERP/AIMS functionality for overtime, launched in 2019, was fully deployed in the second half of 2019. As a result, all requests, authorizations, validations and payments related to overtime have become completely paperless.

59. The tender and selection process of an insurance provider for the collective medical and accident insurances, which started in September 2019, was completed in June 2020, following a selection process in two phases, a technical and a financial phase. As a result, the same insurer provider was confirmed for both insurances. There will be a limited increase of the premium of approximately 3.5 per cent on the medical insurance and a more significant increase of 7 per cent on the service-incurred accident insurance. The negotiation on specific contract terms will continue for implementation on January 1, 2021.

BUILDING CAPABILITY FOR THE FUTURE

60. WIPO has created a cross-sectoral discussion group on the Future of Work and the anticipated impact of digital transformation on WIPO. From the reflections and discussions held throughout 2019, the following overarching themes have been distilled:

- Cultivating a digital mindset
- Fostering a human-centered way of working
- Empowering an agile and creative workforce
- Leveraging skills and building leaders

This is a transformative agenda, which will be discussed with senior management and carefully coordinated with all stakeholders.

61. Clearly, the continuously accelerating pace of technological change requires new knowledge and skills for WIPO staff. The need to foster a culture of agility and lifelong learning is being addressed through a diverse, multi-modal offering of learning opportunities for WIPO staff and managers. The shift to remote work for the majority of WIPO personnel owing to the COVID-19 lockdown will allow WIPO to reap the benefits of flexible working arrangements and in particular teleworking. Combined with an attractive offering of learning and development options, this will position WIPO as an employer of choice.

62. With developments in cloud technology, WIPO has launched a Cloud Transformation Project. The transition to the cloud affects several business areas and requires a strong partnership between those business areas and HRMD, based on an agile approach allowing for ongoing feedback and quick adjustments. An initial high-level gap analysis of the impact on roles and staffing has been undertaken. The development of a comprehensive WIPO Talent Management Framework is under consideration and is intended to include the introduction of a more versatile, skills-oriented approach to job descriptions. A training and evaluation framework has been designed, with the PMSDS providing the overarching framework.

63. With international travel restrictions being scaled back for the Geneva duty station, a number of new staff and fellows will join WIPO as from July, and HRMD is launching a revised and digitalized WIPO Induction Program for them. Preparations are also under way for the onboarding of senior managers in the second half of 2020.

STAFF ENGAGEMENT

64. A number of staff surveys were conducted during the reporting period including on Health and Wellbeing and on Time Management and Flexible Working Arrangements as well as the 2019 ICSC Global Staff Survey on the UN Compensation Package.

65. A further survey will be conducted on “Respect and Harmony at Work”. A comprehensive staff engagement survey planned in late 2020/early 2021 will serve as a “temperature check” for WIPO’s culture and create the baseline for measuring the impact of talent management initiatives.

MEDICAL SUPPORT/HEALTH SERVICES

66. The Senior Medical Advisor provides advice and services to the WIPO Administration with regards to occupational health issues and the medical fitness of staff. The COVID-19 pandemic resulted in a very significant increase of work volume for the Medical Unit. In order to meet the needs of the Organization, the capacity of the Medical Unit had to be increased to ensure proper follow-up on cases, their contacts and all related matters. An additional Occupational Health Nurse and an Occupational Physician, both under the supervision of the Senior Medical Advisor, joined the team for the period of the pandemic.

67. The Senior Medical Advisor has been involved in several internal WIPO committees and UN inter-agency groups, in addition to those existing prior to the pandemic such as the Mental Health Strategy Implementation Board, and in committees on policies and strategies on the management of the COVID-19 crisis. These include internal committees such as the Crisis Operations Team, the Crisis Communication Team and the Crisis Management Team, as well as inter-agency committees such as the United Nations Medical Directors, the Geneva Senior Management Team and the HR Network.

STAFF WELFARE

68. Psychosocial support remains an important area of services provided to WIPO personnel. The integrated approach in supporting staff well-being and mental health are applied to serving staff. In close collaboration with other WIPO internal services, a multidisciplinary approach for the promotion of mental health and well-being was adopted to contribute to the reinforcement of a harmonious environment at WIPO. Similarly, psychosocial assistance to personnel and their dependents was delivered to support gender equality and diversity considerations at WIPO.

69. Significant effort was expended in providing support to WIPO personnel during the onboarding process through information and assistance with practical aspects related to moving to a new duty station. This has been achieved through outreach, a dedicated intranet page, presentations at seminars for newcomers, individual meetings, collaboration with Intern Coordinators, etc., while non-staff personnel were supported in the fulfillment of their private tax and social insurance obligations.

70. In 2019-2020, engagement in inter-agency activities in the area of psychosocial support and mental health have continued with participation in the UN Staff and Stress Counsellor's Group, UN Mental Health Strategy Board, Duty of Care Task Force and UN Health Intelligence group and Geneva Counsellor's Group. The WIPO Staff Counsellor supported the implementation of the WIPO Mental Health Strategy and the Guidelines on Return to Work following Long-Term Sick Leave, led by the WIPO Medical Advisor.

71. Starting from February 2020, activities in this area were mainly dedicated to providing psychosocial support to WIPO personnel and retirees in response to the consequences of the COVID-19 pandemic. A COVID-19 Wellbeing intranet page was created, offering practical information and resources. Information about well-being aspects of remote working during the pandemic was also made available through the dedicated intranet page. Individual support was provided to personnel and family members, with emphasis on colleagues, who may be disproportionately affected by the situation. Support was provided to managers in issues related to psychosocial aspects of leading teams during the pandemic.

72. Staff members and their families were supported during pre-and post-retirement periods through participation in a pre-retirement seminar, organized by the ILO and tailor-made consultations. WIPO retirees and their family members continue to avail themselves of support in coordination with internal services, the medical insurance provider and local authorities.

73. WIPO continues to participate in the inter-agency ITU-WIPO-WTO Children's Club that offers activities for children during summer vacation. Fifty children of WIPO colleagues participated in the Children's Club activities in 2019.

74. As announced in the 2019 Human Resources Annual Report, a two-year pilot program was launched in September 2019 with a crèche located near the WIPO campus in Geneva, in order to facilitate access to daycare for pre-school-age children of WIPO staff. During the 2019-2020 school year, 10 children of WIPO staff members were enrolled in the crèche.

PROMOTING A RESPECTFUL AND HARMONIOUS WORKPLACE, FREE FROM HARASSMENT

75. Following the outcome of the UN system-wide "Safe Space Survey" on sexual harassment in January 2019, WIPO embarked on a series of organization-wide initiatives to promote a respectful and harmonious workplace, increase awareness of what is appropriate behavior and what is not, and ensure that members of personnel can easily find information on what to do when an issue arises. These initiatives largely unfolded during the reporting period.

76. The mandatory online training course, "Working Together harmoniously", launched in May 2019, was supplemented by the in-person "Respect in the Workplace Workshops" course launched in October 2019. Workshops were also specifically designed for managers. As at June 2020, more than 1,300 members of personnel had taken the online course and approximately 1,000 had attended a workshop.

77. The policy on workplace-related conflicts and grievances was amended in August 2019, notably to allow not only staff, but also non-staff personnel (i.e., fellows, interns, individual contractors and agency workers) to file formal complaints of harassment against WIPO staff. To complement this change, the mandate of the Office of the Ombudsperson was similarly expanded in order to give non-staff personnel access to the services of the Ombudsperson's Office.

78. In the same vein, the "Guide to a Respectful and Harmonious Workplace" was substantially revised and re-designed to provide guidance to all members of personnel in order to reinforce the principle that everyone has a right to work in a safe and respectful work environment. The revised guide, issued in November 2019 and aligned with the UN System Model Policy on Sexual Harassment, includes new guidance on the available informal and formal processes, training opportunities, dealing with sexual harassment and an expanded section on where to obtain advice and assistance.

79. Finally, a new policy on preventing and addressing sexual exploitation and sexual abuse demonstrates WIPO's commitment to this important issue and provides all members of personnel with clear standards to which they are expected to adhere.

INTERNAL JUSTICE – FORMAL CONFLICT RESOLUTION AND DISCIPLINARY CASES

80. Tables 25 and 26 in the HR Brochure show the number of cases filed by staff through the internal justice system between July 1, 2019 and June 30, 2020 and the subject matter of these cases.

81. During the reporting period, the Administration also initiated disciplinary proceedings against four staff members (i.e., the same number as compared to the previous period) and closed disciplinary proceedings against five staff members.¹³ Disciplinary measures were imposed on four staff members as follows: relegation to a lower salary step within the same grade in one case, demotion to a lower grade for two years in one case and dismissal in two cases. In another case, the disciplinary proceedings were closed without imposition of a disciplinary measure.

INTERNAL JUSTICE COSTS

82. Awards rendered by the Administrative Tribunal of the International Labour Organization (ILOAT) against WIPO during the reporting period amounted to 69,669 Swiss francs.¹⁴ As regards appeals to the WIPO Appeal Board (WAB), the Director General decided to award a total of 4,400 Swiss francs in four cases as compensation for the delay in the issuance of the WAB Conclusions.

83. The total amount of administrative fixed costs for cases examined by the ILOAT and the WAB during the reporting period was approximately 316,872 Swiss francs, i.e., 240,972 Swiss francs for the ILOAT and 75,900 Swiss francs for the WAB (excluding the cost of the P3 staff member who performs the functions of Secretary of the WAB). This represents an average fixed cost of 18,387 Swiss francs per judgement delivered by the ILOAT and 9,487 Swiss francs per conclusion rendered by the WAB.¹⁵

POLICY DEVELOPMENTS

84. At its annual session in October 2019, the WIPO Coordination Committee approved amendments to the Staff Regulations and was notified of amendments to the Staff Rules, which entered into force on January 1, 2020.¹⁶

85. As part of the continued enhancement of the HR policy framework, some 20 new or revised Office Instructions and other administrative issuances were released during the reporting period, accompanied where necessary by general communications to ensure that members of personnel understood the policy developments.

¹³ The disciplinary proceedings closed during the reporting period include those initiated against four staff members during the same period, as well as those initiated during the previous reporting period against one staff member.

¹⁴ This is not counting the retroactive salary payments that WIPO had to make following ILOAT Judgment 4138. In this Judgment delivered in July 2019 on the 253 complaints filed by staff serving in Geneva in the Professional and higher categories against the reduction of the Geneva post adjustment multiplier, the ILOAT ordered the payment of the difference between the remuneration paid to the complainants since March 2018 and the remuneration that would have been paid to them during the same period but for the implementation of the ICSC decisions, with interest at the rate of five per cent per annum from due dates until the date of final payment.

¹⁵ Fixed costs for cases examined by the WAB include: fees paid to the Chair and Deputy Chair of the WAB; travel expenses for the Deputy Chair; and the cost of an agency worker who provides administrative support to the WAB.

¹⁶ See documents WO/CC/76/1 and WO/CC/76/4 on the [WIPO Coordination Committee Seventy-Sixth \(50th Ordinary\) Session](#).page.

86. Notably, to encourage candidates from geographically diverse backgrounds to apply for internship opportunities, amendments were made to the WIPO Internship Program, in particular to provide for the payment of travel expenses for nationals of developing, least developed or transition countries.

87. In order to support internal mobility and career development, a pilot policy on temporary assignments for staff on fixed-term, continuing and permanent appointments (“regular staff”) was launched in February 2020. The pilot, which is the result of consultations with the cross-sectoral discussion group on the Future of Work, enables regular staff members who meet eligibility criteria to be temporarily assigned to certain temporary positions and fixed-term project posts, while retaining their regular contractual status and related benefits and entitlements, as well as a right to return to the fixed-term post they encumbered before the temporary assignment.

88. Furthermore, to simplify administrative processes linked to shipments and removals of household goods and personal effects, a relocation lump sum has been offered since August 2019 to internationally recruited staff members, to enable them to organize their relocation to and from the duty station in the manner they deem most appropriate. For regular staff, the relocation lump sum may be chosen as an alternative to the organization-assisted relocation, whereas for temporary staff, the lump sum entirely replaces the organization-assisted relocation.

89. The online HR Handbook is updated regularly to provide members of personnel with a comprehensive overview of all HR policies at WIPO, as well as links to the relevant administrative issuances.

VI. OUTLOOK 2020 – 2021

90. For the coming reporting period, there are a number of opportunities and challenges.

91. With the transition to a new senior management, a new Human Resources Strategy, which will align with the programmatic direction of the Organization in the years to come, has to be developed.

92. The evolution of the COVID-19 pandemic will require a continued high level of vigilance and responsiveness to ensure a safe working environment for WIPO personnel on the one hand, and well-functioning IP services to global clients and stakeholders on the other. Vigilance and responsiveness are also required with regard to global economic developments and the manner in which these impact on WIPO’s revenue and costs.

93. Transformations in the manner in which services are provided have already been anticipated in the cross-sectoral discussion group on the Future of Work. However, the global health pandemic may well accelerate some of these transformations and an adequate response will be required by WIPO.

94. Transition to cloud-based IT systems is well under way. In the coming years, Cloud transition will focus on administration with its suite of services, including Human Resources Management.