

Program and Budget Committee

Thirtieth Session
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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/76/INF/1), which is being submitted to the WIPO Coordination Committee at its October 2019 session.

[Document WO/CC/76/INF/1 follows]

WIPO Coordination Committee

Seventy-Sixth (50th Ordinary) Session
Geneva, September 30 to October 9, 2019

ANNUAL REPORT ON HUMAN RESOURCES

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I. INTRODUCTION

1. This annual report on human resources (HR) covers all HR matters required to for reporting to the WIPO Coordination Committee and other staff matters of interest to Member States. It includes information on progress made in achieving goals relating to some of these staff matters and a brief description of relevant policies, initiatives and activities that are aligned with WIPO's HR Strategy 2017-2021.¹

2. This report covers the period from July 1, 2018 to June 30, 2019, in order to provide the most recent data to Member States, except in specific cases indicated in the report where the period of coverage is by calendar year. Complementing this report is a separate HR brochure ("HR brochure") containing key workforce data covering the same reporting period or by calendar year. The 2019 HR brochure, entitled "Staff @ WIPO: Serving the Global IP System", is available on the WIPO website.² Charts and tables from the HR brochure are referenced in this report.

¹ The HR Strategy is available on WIPO's website at:
https://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_74/wo_cc_74_5.pdf.

² <https://www.wipo.int/publications/en/details.jsp?id=4431>

II. WORKFORCE DATA IN SUMMARY

3. WIPO's total workforce as of June 30, 2019 stands at 1,536 with a stable proportion between core (70.2 per cent) and flexible (29.8 per cent) resources (Table 1),³ which is comparable to the last reporting period.⁴ Workforce productivity continues to increase, in particular, by the performance of the Patent Cooperation Treaty (PCT). The Madrid Registration System also shows increased productivity (Table 6). These two systems, the top two global registration services administered by WIPO, are also the principal sources of revenue accounting for the bulk of its workforce.

4. This year, WIPO's Internship Program turns 20. Established in 1999 on the cusp of the new millennium, it is one of the Organization's investments in young talent. Recognized as a "business model for internships" in a 2018 Joint Inspection Unit report,⁵ WIPO's Internship Program continues to provide opportunities for keen young minds to experience the operationalization of WIPO's mandate and to learn about the Organization's core values. Another training activity for young professionals is WIPO's Fellowship Programs, established 10 years ago in 2009. More information on WIPO's training programs for developing up-and-coming talents is available later in the report.

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, 2018 and June 30, 2019:

- three 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
- eight 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).

GENDER BALANCE

6. WIPO is committed to improving representation of women among its staff, particularly within management. It participates in UN system-wide initiatives to promote and facilitate gender balance. It also undertakes activities on its own initiative.

7. The WIPO Policy on Gender Equality provides that Member States will be kept fully informed of progress made on the implementation of the policy. The Policy has served to accelerate WIPO's implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). The first phase of UN-SWAP was endorsed by the UN System Chief Executives Board for Coordination (CEB) and lasted from 2012 to

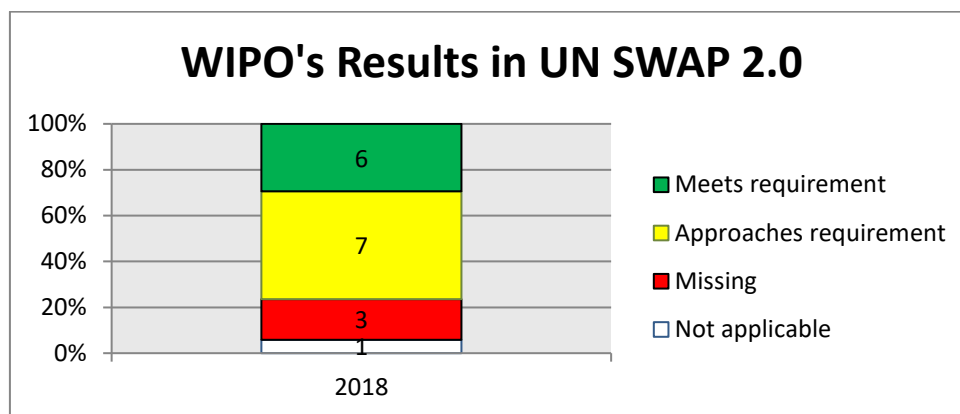
³ All Tables referenced in this report are found in the HR Brochure.

⁴ In the last reporting period, the total workforce was 1,558 with a 70/30 proportion between core and flexible resources.

⁵ The JIU cited the internship programs of the International Labour Organization and WIPO as exemplary in its "Review of Internship Programmes in the United Nations System" (JIU/REP/2018/1, see paragraphs 54-56), which may be accessed at: https://www.unjui.org/sites/www.unjui.org/files/jiu_rep_2018_1_english.pdf.

2017, during which UN system organizations were expected to meet the UN-SWAP requirements.⁶ The second phase, “UN-SWAP 2.0”, followed in 2018.

8. UN-SWAP 2.0 refined existing indicators and raised the bar for accountability and results for the next five years by strengthening requirements for the performance indicators on Evaluation, Audit and Coherence and by adding a new performance indicator on Leadership and a stand-alone indicator measuring the Equal Representation of Women in Staffing. Of the 17 UN-SWAP 2.0 performance indicators,⁷ WIPO meets the requirements for six and approaches requirements in seven. The chart below reflects WIPO’s results in the first year of UN-SWAP 2.0.



9. One of the UN-SWAP indicators that WIPO continues to make progress on is the use of a gender equality marker.⁸ Nearly half (47 per cent) of the 97 operational units at WIPO substantially completed the gender marker in their 2018 workplan, which is a significant increase compared to 20 per cent in 2017 and 8 per cent in 2016.

10. Following the System-wide Strategy on Gender Parity launched by the UN Secretary-General in 2017,⁹ WIPO is implementing its organizational Gender Action Plan 2019-2021. The action plan focuses on six strategic areas: leadership and accountability, recruitment and selection, talent management/staff development, creating an enabling environment, communication and advocacy and monitoring and reporting. In respect of recruitment and selection, recent data show positive changes relating to women candidates. In the last three years from 2016 to 2018, the percentage of women candidates who were selected for vacant positions (P4 to D2) has been increasing. In 2018, 42 per cent of those selected for appointments at these grade levels were women compared with (only) 22 per cent in 2016 (Table 20). Efforts are being exerted by the Organization to establish and sustain an increasing trend.

⁶ UN-SWAP operationalizes the strategy included in the UN System-wide Policy on Gender Equality and the Empowerment of Women adopted in 2006 by the CEB.

⁷ The 17 indicators and WIPO’s progress for each of them are as follows: WIPO meets requirements (4) Evaluation, (5) Audit, (6) Policy, (8) Gender-Responsive Performance Management, (16) Knowledge and Communication, and (17) Coherence; WIPO approaches requirements (7) Leadership, (9) Financial Resource Tracking, (11) Gender Architecture, (12) Equal Representation of Women, (13) Organizational Culture, (14) Capacity Assessment and (15) Capacity Development; Still missing are (1) Strategic Planning Gender-related SDG Results, (2) Reporting on Gender-related SDG Results and (10) Financial Resource Allocation; Not applicable is (3) Programmatic Gender-related SDG Results.

⁸ The gender equality marker is a tool commonly used by the UN Common System entities within the framework of UN-SWAP to indicate the extent that a specific activity incorporates gender perspectives.

⁹ The document “System-wide Strategy on Gender Parity” is available at: https://www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf.

11. WIPO remains an active participant in EMERGE, a program jointly developed by 11 UN entities,¹⁰ now in its third year of implementation. The nine-month program prepares female staff at the P3 grade for leadership positions. The second batch of 33 participants, of whom three were WIPO staff, completed the program in June 2019. A total of seven WIPO participants have benefited from the program.

12. Gender parity targets from P4 to D2¹¹ were approved by Member States and added to the Organization's performance indicators. The chart below reflects these targets and shows the evolution of women's representation in managerial positions in the last four years. In June 2019, WIPO achieved its targets for the P4 and D1 grades; however, for D2 and P5, women's representation has decreased since 2016. Renewed efforts are being undertaken to reverse this trend.

Grades	Targets for December 2019	Status as at June 30, 2019	Status as at June 30, 2018	Status as at June 30, 2017	Status as at June 30, 2016
D2	20%	15.4%	16.7%	18%	18%
D1	35%	36.8%	34.6%	31%	30%
P5	40%	32.4%	33.3%	35%	36%
P4	48%	48.7%	47.2%	45%	47%

13. WIPO's program on professional and career development, which targets female staff at the P3, P4 and P5 levels, is in its fourth year. The evaluation of the second phase of the pilot program, conducted in 2018 as part of WIPO's independent oversight activities, found that the pilot program was relevant, effective and efficient but unsustainable in its current form. The evaluation pointed to the insufficiency of WIPO's structure for career development services in view of existing and future organizational and individual needs. The Human Resources Management Department (HRMD) is implementing the recommendations to develop a full-fledged career support framework, including the design and implementation of the career support strategy, engagement of managers and staff, and the establishment of a focal point for coordination.¹²

14. In November 2018, the Committee on Development and Intellectual Property (CDIP) adopted a decision on Women and IP, which urged WIPO Member States to foster broader and increased opportunities for participation of women innovators and creators in the IP system, to promote opportunities for the inclusion of women and girls in science, technology and decision-taking processes and to share best practices.¹³ The CDIP requested the Secretariat to engage in data gathering, measurement and analysis of women's participation in IP generation and continued implementation of the WIPO Policy on Gender Equality, with the objective of assisting Member States to encourage increased involvement of women and girls.

15. In the same session and at the CDIP's request, WIPO presented for the first time its initiatives to promote the participation of women in IP. These initiatives included data collection and analysis, such as the preliminary data on women's contribution in the Hague

¹⁰ More information on the program can be found at: <https://learning.unog.ch/node/9019>.

¹¹ Staff covered are those on fixed-term, permanent and continuing appointments, based on post grade, and occupying regular-funded positions.

¹² Evaluation of the Pilot Program on Professional and Career Development (Phase 2), Internal Oversight Service, EVAL 2018-01, September 28, 2018, available at: https://www.wipo.int/export/sites/www/about-wipo/en/oversight/iaod/evaluation/pdf/prof_dev_phase2_2018.pdf.

¹³ The CDIP decision is reflected under paragraph 9 of the Summary of the Chair, which document is available at: https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=421755.

System (industrial designs) and the promotion of women's participation in innovation in various regions such as the Middle East and Latin America and the Caribbean. In early 2019, implementation started of a CDIP-approved four-year project on "Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to use the Intellectual Property System". For the first year, the focus is on establishing baselines in the participating countries, conducting background research and developing raining materials.

REPORT OF THE INTERNATIONAL CIVIL SERVICE COMMISSION (ICSC)

16. 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 2018 (UN document A/73/30).¹⁴

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

17. 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 2018 report of the UNJSPB was presented to the UN General Assembly at its Seventy-third Session (UN document A/73/9).¹⁵ The International Bureau draws the attention of Member States to this report.

A CULTURE OF RECOGNITION AND APPRECIATION

18. WIPO's Rewards and Recognition Program (RRP) demonstrates WIPO's culture of recognition of the contributions of its staff at the individual and collective levels, which make possible the fulfillment of the Organization's mandate.

19. At its annual meeting in September 2018, the WIPO Coordination Committee requested the Secretariat to report on the implementation of the RRP and provide an update on any changes made to it. In response, a recapitulation of the seven-year history of the RRP is provided below.

20. The RRP was launched in 2013 in the form of a pilot and was composed of the following rewards:

- Results and Service-Orientation (12 individual rewards in the amount of 2,500 Swiss francs each);
- Working as One (three team rewards in the amount of 5,000 Swiss francs per team);
- Innovation and Efficiency (three individual rewards in the form of a professional training program of up to four weeks' duration); and
- Certificates of Appreciation to staff with outstanding performance.

¹⁴ Document A/73/30 is available at: <https://icscweb.un.org/resources/pdfs/ar/AR2018.pdf?d=52920193:51:04AM>.

¹⁵ Document A/73/9 is available at: <https://undocs.org/A/73/9>.

21. The pilot was extended in 2014 and evaluated by the Internal Oversight Division in 2015. Following the evaluation, several changes were introduced:

- Introduction of the “Environmental, Social and Governance Responsibility” reward, where staff members nominate and select the award recipients through voting (three individual rewards in the amount of 2,500 Swiss francs each);
- Nomination of candidates for the rewards by managers to Program Managers/SMT;
- Creation of an Intranet page dedicated to the RRP; and
- Publication of a new Performance Management and Staff Development System (PMSDS) Handbook on “Showing Recognition” explaining its importance and underlying principles and providing examples of showing appreciation and recognition by managers.

22. In 2017, the amounts of the monetary rewards were increased as follows:

- “Results and Service-Orientation” increased from 2,500 to 3,000 Swiss francs
- “Environmental, Social and Governance Responsibility” increased from 2,500 to 3,000 Swiss francs; and
- “Working as One” increased from 5,000 to 6,000 Swiss francs.

23. In 2018, the RRP went through its fourth iteration, with four categories of individual and team rewards highlighting each of WIPO’s revised core values (“Shaping the Future”, “Working as One”, “Acting Responsibly” and “Delivering Excellence”). In addition, in recognition of the excellent performance of WIPO as a whole, the financial allocation for the RRP and the number of rewards and the number of staff who may receive them, were increased. Accordingly, the following changes were made:

- The “Delivering Excellence” reward replaced the previous “Results and Service-Orientation” reward. This reward may be given to one individual staff member in each sector for every 50 staff members in that sector (instead of every 100 staff members previously), in the form of a cash lump sum, the amount of which was increased from 3,000 to 6,000 Swiss francs;
- The “Acting Responsibly” reward replaced the previous Environmental, Social and Governance Responsibility” reward;
- The amount of the cash lump sum for the “Working as One” reward was increased from 6,000 to 9,000 Swiss francs; and
- A new organizational performance reward was introduced, to recognize the contribution of every staff member to the Organization’s performance, resulting in the payment of a cash lump sum to all eligible staff of 2,000 Swiss francs for WIPO’s excellent business results in the 2016-2017 biennium.

24. In 2018, the overall cost of the RRP was 2,531,800 Swiss francs, representing approximately 1 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).

25. In 2019, no organizational performance reward will be granted. A new category of non-monetary reward has been added to recognize special contributions, through voluntary service, to the internal functioning of the Organization. Such voluntary service includes service on the WIPO Appeal Board (WAB) and the Joint Advisory Group (JAG), two administrative bodies with staff participation which respectively advise the Director General

on staff appeals and on personnel and administrative matters. In addition, for 2019, the amounts of the cash lump sum for three categories of rewards have been increased:

- “Delivering Excellence”, from 6,000 to 7,500 Swiss francs;
- “Acting Responsibly”, from 3,000 to 4,000 Swiss francs; and
- “Working as One”, from 9,000 to 10,000 Swiss francs.

26. Consistent with the ICSC’s “Principles and guidelines for performance appraisal and management for the recognition of different levels of performance”,¹⁶ the following conditions for the rewards have been added to the 2018 and 2019 revisions of the policy governing the RRP, respectively:

- Monetary rewards shall not exceed 10 per cent of a staff member’s net base salary (calculated without post adjustment for staff in the Professional and higher categories). Where a staff member is awarded one or more monetary rewards in any given year which individually or cumulatively exceed(s) the above-mentioned cap, the total amount will be adjusted downward accordingly; and
- The overall cost of the RRP shall not exceed 1.5 per cent of WIPO’s projected 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 HR detailed information on the number of temporary appointments extended by the Director General beyond two years under Staff Regulation 4.16(a)¹⁷ and the rationale for the use of this exceptional measure.

28. Between January and June 2019, four temporary appointments were extended beyond two years. The rationale for these exceptional extensions are as follows:

- Two of the temporary positions were to be replaced by fixed-term appointments. Owing to unanticipated delays, the recruitment for the fixed-term posts could not be completed before the expiration of the temporary appointments. To ensure continuity of service, the temporary appointments were extended for six and five months respectively, to allow for completion of the selection process for fixed-term appointments.
- One temporary appointment was extended to address the need to continue the temporary functions for six months more only.
- One temporary appointment was extended for two months to allow the incumbent to complete the temporary mandate, which included a technical presentation of a

¹⁶ See paragraphs 65 to 67 and Annex VI of the Report of the International Civil Service Commission for the year 2017 available at: <https://icsc.un.org/Resources/General/AnnualReports/AR2017.pdf?r=09860932>. As stated in paragraph 67 of the cited report, the ICSC “decided that the organizations should use the measures in Annex VI as guidelines, subject to their approval by the General Assembly, and urged the organizations to continue their efforts in the area of performance management with a view to improving organizational performance as a whole.”

¹⁷ Staff Regulation 4.16(a) was amended with effect from January 1, 2019, to allow the Director General, in exceptional circumstances, to extend the maximum cumulative length of a temporary appointment from two to three years.

newly launched WIPO project at a meeting organized by a stakeholder and scheduled on dates falling after the expiration of the temporary appointment.

IV. OTHER STAFF MATTERS

GEOGRAPHICAL REPRESENTATION

29. WIPO continues to improve the geographical distribution of its staff. For six consecutive years since 2013, the proportion of staff in the Professional and higher categories coming from one region (Western Europe) has declined and now stands at 45.1 per cent as of June 30, 2019 (Tables 8 and 8a), compared to 49.2 per cent in 2013. This resulted in increased representation from other geographical regions.

30. There were 123 nationalities represented among WIPO staff as at the end of 2018 (Table 9), up from 118 during the same period last year. Of these, six Member States are newly represented: Albania, Mauritania, Mozambique, Sudan, Thailand and Uzbekistan. Other data show encouraging recent trends. New hires from unrepresented countries or underrepresented regions for fixed-term positions in the Professional and Director categories have been increasing since 2016 (Table 19). At the same time, the total number of applications from unrepresented Member States continues to increase; notably in 2018, such applications were much higher than in 2017 (by 21.5 per cent) and in 2016 (by 26 per cent) (Table 17).¹⁸

31. Renewed efforts are under way to reignite support for and interest in the Focal Point initiative endorsed by the WIPO Coordination Committee in 2016 in relation to improving geographical representation among WIPO staff,¹⁹ and founded on the premise that participation and engagement of unrepresented Member States and underrepresented regions are key to assisting WIPO in achieving its diversity goals. By June 2019, 46 Member States have nominated Focal Points, including 14 new ones in the first half of 2019. Further engagement with these Focal Points is ongoing.

32. In an effort to increase outreach to unrepresented Member States, HRMD has collaborated with other departments to conduct outreach to potential applicants within the context of WIPO organized events in these countries. This outreach took place in three countries in the first half of 2019: Oman, Qatar and Sudan. Participants demonstrated a high level of engagement during the outreach and an evaluation questionnaire showed that participants found the information useful, indicating that they were likely to apply or refer someone they know to apply for job opportunities at WIPO. Based on the positive results, this approach is being replicated in missions planned to other unrepresented Member States.²⁰

¹⁸ Table 17 also shows an increase in the number of vacancies over the three-year period from 2016 to 2018, although proportionately less than the increase in the number of applications received.

¹⁹ See paragraph 17 of document WO/CC/73/5), available at: https://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_73/wo_cc_73_5.pdf and para. 44 of document WO/CC/73/7 available at: https://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_73/wo_cc_73_7.pdf.

²⁰ Since 2016, seven recruitment outreach missions have taken place to improve geographical representation among staff. Table 18 show the evolution in the number of applications to fixed-term vacancies received from those countries that hosted these missions. The Secretariat is carefully monitoring these data to determine the missions' impact over time, if any, on the number of applications.

FURTHER IMPROVING DIVERSITY

33. Other initiatives focused on diversity include the creation of WIPO Talent Pools to enable the Organization to ensure a pipeline of external qualified candidates for Professional posts. Profiles of positions that are regularly subject of recruitment and/or difficult to fill are specifically targeted, such as Legal, Program Management, Translation, and Information Technology. In addition, a Senior Female Talent Pool (P5 and above) will facilitate WIPO's efforts toward meeting its gender targets at senior levels. These Talent Pools are currently being set up on the job page of WIPO's website and will be promoted on social media, as well as during outreach missions and career fairs to help ensure that the Talent Pools are continuously supplied with fresh and diverse talent. Talent Pools will be open year-round 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. WIPO will notify these individuals as and when a suitable vacancy arises, including temporary opportunities.

34. WIPO participated during the whole month of June 2019 in the campaign #WeCanDoBetter, led by Impactpool,²¹ which aimed at introducing talents with disabilities all over the world to opportunities at WIPO, the UN and other partner organizations. The campaign was also meant to bring light to the inequality that talents with disabilities still face.

35. In April 2019, WIPO adopted the UN System-wide policy on disability inclusion and its accountability framework. The framework includes a number of areas related to human resources, such as reasonable accommodation and employment and capacity development in disability inclusion. WIPO already has a number of good practices in disability inclusion, which were cited by the Joint Inspection Unit in its recent report, "Enhancing Accessibility for Persons with Disabilities to Conferences and Meetings of the United Nations System".²² WIPO recently provided sign language interpretation for the first time during a side event in the April 2019 session of the Standing Committee on Copyright and Related Rights.²³

36. WIPO is further increasing its use of social media for targeted outreach and sourcing of talents, as well as participation in outreach campaigns. A campaign on "Women in Tech" ran from January to February 2019, including a webinar featuring senior women in Tech at WIPO. The aim of the campaign was to raise awareness of WIPO as an employer of choice for this contingent and to increase applications from women for vacancies in Tech-related positions. The campaign generated significant interest with an international audience from 146 countries, including individuals from a number of unrepresented Member States. WIPO has also increased its visibility on LinkedIn, establishing a career page, paid advertisements and sourcing.

BUILDING AND SUSTAINING CAPABILITY FOR THE FUTURE

37. Emerging new forces continue to transform the world and require that organizations regularly review workforce needs and seek new and creative ways to address the opportunities and challenges ahead. To be an employer of choice and remain competitive in the market for talent, WIPO proactively and continuously develops HR approaches.

²¹ Impactpool is a career platform and service provided by International Talent Management (or Intalma), a social enterprise devoted to providing the best possible support to individuals who want to pursue a career in an international organization.

²² Document JIU/REP/2018/6 is available at:
https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_6_english.pdf

²³ During the event, the speaker presented in American Sign Language, which was interpreted first into English and then relayed into French and Spanish.

The Future of Work

38. Critical to positioning WIPO to deliver on its programmatic goals is ensuring that talent needs are proactively anticipated. New accessions to WIPO-administered treaties which result in new or different language combinations of filings, increasing automation and rapidly evolving technologies are some of the challenges directly affecting many of WIPO's programs. The workforce planning process formally introduced into the Program and Budget planning cycle for the first time in 2017-18 is an essential tool enabling program managers to plan and act in anticipation. Further, WIPO is strengthening its competencies in the collection and responsible use of people data. Insights from analysis of these data furnish key elements for formulating effective workforce-planning strategies.

39. Effective January 1, 2020, staff whose mandatory retirement age was previously set at 60 or 62 will have the option of retiring at the age of 65. Within that three or five-year extension, as the case may be, the staff members concerned have the right to decide at any time to partly or fully extend their service at WIPO. Between 2020 and 2025, some 250 staff members (Table 21) will have the option to retire at 65 years instead of 60 or 62. Given the biennial time frame for WIPO's planning processes, this presents challenges for workforce planning and skills renewal in the years to come.²⁴

Transitioning Young People to the "World of Work"

40. As mentioned earlier in this report, 2019 marks the 20th anniversary of WIPO's Internship Program. The Organization is proud to have provided well-structured training opportunities to nearly 650 young professionals worldwide, typically between 22 and 30 years old, in the course of these two decades. In recent years, the annual intake has ranged between 30 and 50 interns, with female interns regularly outnumbering male interns. The 20-year data show a total ratio of 63 per cent female and 37 per cent male, with about equal numbers originating from two regions, Asia and the Pacific and Western Europe, followed by those coming from two other regions, Eastern and Central Europe and Central Asia and North America (Table 5). All work sectors in WIPO participate in the hosting and training of interns. The results of an evaluation survey of interns have been extremely positive, showing that interns appreciate the meaningful work assigned to them, the clear work objectives that are established, and the guidance they received. Interns viewed the experience at WIPO as professionally enriching and helpful for future employment.²⁵

41. A number of improvements have been introduced to WIPO's internship program, effective January 2019, to support WIPO's pool of young talent by increasing internship opportunities and expanding access to these internships. Notably, three slots have been added exclusively for nationals of WIPO unrepresented Member States. Interns selected for these new openings may receive reimbursement of travel costs under certain conditions. These opportunities are being actively promoted with various universities worldwide that have significant international student populations, as well as with major universities in unrepresented Member States. In March 2019, WIPO received its first intern from Mali, an unrepresented Member State. Furthermore, eligibility for the internship program has been expanded. In addition to graduate students, internships are now open to undergraduate students in their third or fourth year of university studies, or for whom the completion of an

²⁴ To mitigate such uncertainty, the Administration has requested staff members who will reach 60 or 62 in the coming three years, but who could choose to retire at 65, to indicate their intentions in advance to assist with workforce planning. However, responses have been few, suggesting that staff members prefer not to make any anticipatory announcement of their eventual decision.

²⁵ In January 2019, WIPO introduced a questionnaire that was sent to all interns upon completing their internship. The response rate was 82 per cent for the period of January to April 2019.

internship is a condition of their academic program. Finally, the two-month mandatory break in service between the end of an internship and the start of a temporary appointment or non-staff contract at WIPO has been eliminated.

42. Since 2009, WIPO has hosted some 280 fellows. A fellowship is a specifically tailored training activity aimed at providing qualified individuals with opportunities to strengthen their knowledge and professional competence in line with WIPO's mission to lead the development of a balanced and effective international intellectual property system that enables innovation and creativity for the benefit of all. Fellowships are open to individuals from specialized disciplines, particularly from countries and communities in need of development support, including candidates nominated by their respective governments.

43. Similar to the internship program, there have been more female (70 per cent of total fellows to date) than male fellows. While fellows are assigned throughout the Organization, the largest number of fellows are in the following three areas: PCT Translation and Terminology (46 per cent), Madrid Registry (19 per cent) and the Arbitration and Mediation Center (17 per cent). Similar to interns, fellows come from different geographic regions, with the highest number originating from the Asia and the Pacific region, followed by Western Europe, then North America and the region of Eastern and Central Europe and Central Asia (Table 5). Fellows receive extensive training and coaching from highly skilled staff and gain valuable exposure to the workings of an international organization. In addition, they experience working in a highly diverse, multicultural working environment, and have the opportunity to interact with IP specialists around the world. The Fellowship Programs have benefited WIPO in many ways. Fellows contribute to core activities of the Organization, significantly increase scarce language resources (in particular for difficult language combinations), and expand internal technical expertise. They also represent additional workforce capacity, enhancing flexibility of the Organization to meet its evolving needs.

44. Junior Professional Officers (JPO) constitute another category of young professionals at WIPO. The JPO Program was originally established by the UN General Assembly and is sponsored by Member States interested in investing in young, university-trained nationals of their own country or other countries. WIPO welcomes young professionals under its JPO Program, offering a first-class, hands-on experience in programmatic areas of WIPO's work or in operational and management support. JPO assignments are normally for a period of two years, with the possibility of extension. WIPO currently has JPO positions funded by the governments of Germany, Italy and the Republic of Korea. JPOs at WIPO gain an unparalleled opportunity to contribute to the Organization's distinctive global mandate. They gain valuable exposure in an international setting and expand their professional networks. WIPO also benefits from the contributions of JPOs, who bring fresh perspectives and knowledge of the latest developments in their specialist fields and enrich the diversity of WIPO's workforce.

45. JPOs work as professional members of staff and are coached by their supervisor and colleagues throughout their assignment. They are also included in the performance management system of the Organization.

STREAMLINING RECRUITMENT

46. Between January and December 2018, WIPO advertised 151 vacancies (106 fixed-term, 45 temporary) (Table 14) and received 16,401 applications (Table 15), continuing the overall trend of a steadily increasing number of vacancies and applications. This trend may change with the number of vacancies being reduced because of the raising of the retirement age to 65 (see paragraph 39).

47. The high number of vacancies and the steady annual increase underline the importance of ensuring the efficiency and effectiveness of WIPO's recruitment processes. With an average duration of 18 weeks and involving a four-member appointment board in addition to secretariat support provided by HRMD, there is room for improving the recruitment process for fixed-term positions. Measures to trim down and lighten the recruitment processes are under consideration.

48. Another area for potential high efficiency gains concerns the use of appropriate technology. The screening of the heavy volume of applications per vacancy (an average of 118 applications per externally-advertised fixed-term position), may lend itself to the use of Artificial Intelligence (AI) to reduce time-consuming activities like manual screening of applications. It could also contribute to reducing bias in screening and may be useful for searching candidates or candidate pools with specific skills. A pilot to determine the reliability and effectiveness of using AI in screening applications at WIPO was launched in September 2018. The pilot will be extended for a further six months in 2019. A conclusion on the suitability of AI for screening of applications in WIPO is expected in 2020.

STAFF PERFORMANCE

49. WIPO staff continues to be high performing, which reflects WIPO's overall performance and results as an organization. As shown by data for the 2018 PMSDS cycle (Table 24), a large majority of staff members (74.6 per cent) were rated by their supervisors as effective performers and nearly one-fifth (18.4 per cent) received a rating of "Outstanding". Only very few staff members were rated as underperformers (a low of 0.2 per cent) which requires further follow up with managers. A small number of evaluations were not completed (3.3 per cent) or the evaluation process cancelled (3.6 per cent), for administrative reasons.

STAFF DEVELOPMENT AND LEARNING

50. Since its introduction in early 2018, the Enterprise Learning Management (ELM) system has served as the online platform for enrolment in training programs and access to content, covering both classroom courses and self-paced learning activities. It has the useful functionality of tracking the completion of training programs. With the introduction of the ELM, the training categories were redefined, in particular the two separate categories on Management and Communication.

51. In addition to the regular training programs in languages, communication, management, IT and registration systems, new courses were offered in 2018-2019, keeping learning opportunities interesting and current. Notably, a series of workshops on change management held at the end of 2018 prepared managers for the new time management system (see paragraphs 71 and 72), which significantly increased the year's total training days devoted to enhancing management skills, compared with 2017.²⁶ The workshops contributed to the smooth deployment of the system and a broad buy-in from managers and staff alike of new flexible working arrangements.

52. During the International Coaching Week, WIPO organized for the first time a "Coaching Day" on April 30, 2019 with a variety of short coaching sessions and presentations on coaching, allowing some 40 participants from WIPO and other UN organizations to benefit from the occasion by learning more about the coaching approach. Currently, six WIPO staff members who are certified coaches assist with coaching activities offered by WIPO to staff.

²⁶ In 2017, there were 693 training days for management-related training. In 2018, the total training days for this category was 1,162 (Table 23).

53. In 2018, there was a sharp increase of nearly 60 per cent in the number of participants in the training programs offered by WIPO compared with 2017²⁷, which indicates that more staff are benefiting from continuing professional development. On the other hand, average training days per staff member fell to 4.0 days from 4.8 days in 2017 (Table 23). The reduction is due to two factors: the change in the language training policy to align language training with organizational needs, resulting in a reduction in the number of language courses sponsored by the Organization, and the reduction in training courses on WIPO's registration systems (as users have become more proficient). The reduction in total training time indicates a shift to shorter and more compact training, which reflects best practice in learning and development.

54. Based on the success of the pilot Mentoring Program launched in 2018 as determined through feedback from participating mentees and mentors, another pilot was launched in early 2019 with an extended duration of nine months (up from six months during the initial pilot) and a higher number of participants (21 mentoring pairs compared to 12 in 2018). Mentors continue to be sourced internally to tap the Organization's rich pool of talent and resources. The overall objective of the program is to strengthen staff satisfaction, productivity and knowledge management.

55. On-the-job training was initiated in 2018 (with one staff member of the Procurement and Travel Division assigned to work for three months in a private company), as a developmental tool aimed at bringing new ideas and best practices into the Organization. It was a positive experience for both the participating individual and the entire Division: the staff member benefitted from exposure to the private sector and learning current practices in vendor management and sourcing, which were in turn shared with the Division. This experience translated into new ideas and suggestions to improve WIPO's procurement practices. The Organization is planning to expand on-the-job training to other sectors in 2020.

56. Following the positive feedback received from participating staff on the pilot skills inventory, which was part of the ERP Talent Management project, the development of a comprehensive skills inventory is under preparation. An inventory of skills available in WIPO would provide visibility for internal career opportunities to staff members and facilitate the identification of internal talent for resource management and workforce planning purposes.

MEDICAL SUPPORT/HEALTH SERVICES

57. In July 2018, the Medical Services Section of the United Nations Office at Geneva (UNOG-MSS) ceased providing medical services to WIPO. The Organization therefore recruited a Senior Medical Adviser to act as its medical adviser. The Senior Medical Adviser provides advice and services to the WIPO Administration on medical issues, including in relation to the medical fitness of staff and occupational health issues. The Senior Medical Adviser manages the WIPO Medical Unit (WMU), which also includes an Occupational Health Nurse and a Secretary.

58. To ensure more efficient and confidential data management, a new medical database "EarthMed" was introduced at WIPO in July 2018. Previously, staff's medical information was kept on paper files at UNOG-MSS. These files are now with WIPO and will be digitalized and stored in EarthMed.

²⁷ In 2017, there were 3'953 participants in WIPO's training programs. In 2018, the total number of participants was 6'269 (Table 23).

59. The WMU participates in several internal WIPO committees and UN inter-agency groups such as the Mental Health Strategy Implementation Board and Return to Work Policy Working Group. Policies and strategies discussed in these inter-agency fora will influence the direction of all UN organizations, including WIPO, and ensure coherence and consistency in policies.

STAFF WELFARE

60. Based on a proposal to the Program and Budget Committee (PBC) at its 28th session in September 2018, WIPO assessed the prospective needs and the scope of services that could be offered to staff with respect to the provision of daycare for pre-school age children or crèche services. Following the findings of a working group established for this purpose, including the results of staff surveys conducted in February and March 2019, a pilot program will be launched, from September 2019, with a crèche located near the WIPO campus in Geneva. The crèche will assign a limited number of places on a first-come, first-served basis to interested WIPO staff members. WIPO will provide a financial contribution to the crèche for places assigned to WIPO staff based on their gross family income, in line with a model already in place at the ILO for almost two decades with the same crèche.

61. WIPO's staff welfare-related initiatives and activities continue to be strengthened through the dedicated service of a Staff Counsellor. Development of a Wellbeing Strategy was initiated in 2018. It will serve as the overarching framework for initiatives that aim at positively affecting the wellbeing and health of WIPO personnel and their implementation of their functions in an atmosphere of mutual respect and harmony.

62. WIPO also continued its active involvement in inter-agency efforts in the area of psychosocial wellbeing and health by participating in the work of the Inter-Agency Duty of Care Taskforce, Staff and Stress Counsellors network and the UN Health Intelligence Working Group. Measures that are in line with the recommendations of these inter-agency fora and best practices of UN organizations were developed and implemented. Some of these measures are: the implementation of the Guidelines on Confidentiality and Ethical Guidelines for staff counsellors; implementation of the recommendation of the Mental Health Strategy Implementation Board to review the health insurance conditions for mental health, following which new conditions were re-negotiated with WIPO's health insurance provider; and mainstreaming of wellbeing and a case management approach to wellbeing and mental health as standard practice at WIPO through increased multi-disciplinary collaboration.

63. Support for new WIPO staff and non-staff personnel is provided during onboarding. Serving staff members receive assistance on a variety of welfare issues relating to them or their dependents and for retirement preparation. WIPO retirees benefit from organizational support on social and health matters, including after-service health insurance.

64. Finally, the WIPO Occupational Safety and Health Committee, composed of relevant services and staff representatives, meets regularly and provides a forum for discussion and coordination of issues related to safety, health and wellbeing, such as: distribution of iodine pills, use of e-bicycles by WIPO personnel, ongoing renovations of WIPO premises, staff wellbeing strategy, occupancy and fire safety of meetings rooms, workspace and office furniture, UN guidelines on air pollution, provision of cafeteria services for colleagues holding offices outside the main WIPO campus and open space arrangements.

PROMOTING A RESPECTFUL AND HARMONIOUS WORKPLACE, FREE FROM HARASSMENT

65. WIPO participated in the UN system-wide “Safe Space: Survey on Sexual Harassment in our Workplace”, the results of which showed a high level of prevalence of sexual harassment throughout the UN system. WIPO has joined efforts with other organizations to ensure a harassment-free workplace by introducing measures that focus on promoting a respectful and harmonious workplace. In 2019, WIPO will be engaging managers, staff and non-staff personnel in various actions, including:

- an organization-wide campaign to raise awareness of all personnel on what is appropriate behavior and what is not, and to ensure that everyone can easily find information and assistance in case an issue arises;
- integrating awareness-raising of WIPO’s zero-tolerance policy for harassment and discrimination in key processes, such as the induction program for newcomers and the performance evaluation process; and
- conducting training sessions to build capacity and skills of managers and of all WIPO personnel in jointly nurturing a respectful and harmonious workplace.

66. Regarding this last point, WIPO launched in May 2019 a mandatory online course on “Working Together Harmoniously”, which also addresses harassment. The first part of the course is mandatory for all WIPO staff, while non-staff personnel are strongly encouraged to complete it. The second part has been specifically designed and made mandatory for managers, recognizing the key role that they play in promoting a respectful and harmonious workplace, while all WIPO personnel are encouraged to complete it. The online course will be supplemented by specific, in-person workshops for managers and team workshops for all WIPO personnel.

INTERNAL JUSTICE – FORMAL CONFLICT RESOLUTION AND DISCIPLINARY CASES

67. Tables 25 and 26 show the number of cases filed by staff through the internal justice system between July 1, 2018 and June 30, 2019, and the subject matter of these cases. During the reporting period, 253 complaints were filed before the Administrative Tribunal of the International Labour Organization (ILOAT) by staff serving in Geneva in the Professional and higher categories, against the reduction of the Geneva post adjustment multiplier in 2018.

68. In the same period, the Administration initiated disciplinary proceedings against four staff members (compared to two during the previous reporting period) and disciplinary measures were applied in three cases, as follows: summary dismissal in one case, dismissal in another case, and demotion to a lower grade for a specified period of time in the third case.

INTERNAL JUSTICE COSTS

69. Awards rendered by the ILOAT against WIPO during the reporting period amounted to 39,000 Swiss francs. In addition, the Director General decided to award a total of 8,316 Swiss francs following appeals to the WIPO Appeal Board (WAB).

70. The total amount of administrative fixed costs for cases examined by the ILOAT and the WAB during the reporting period was approximately 296,506 Swiss francs, i.e., 180,228 Swiss francs for the ILOAT and 116,278 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 18,023 Swiss francs per judgement delivered by the ILOAT and 10,570 Swiss francs per conclusion rendered by the WAB.²⁸

NEW POLICY ON TIME MANAGEMENT AND FLEXIBLE WORKING ARRANGEMENTS

71. The new Policy on Time Management and Flexible Working Arrangements was launched on January 1, 2019. It was established following recommendations made by a working group with staff participation. In line with this policy, the historical clocking system was abolished. Staff members can now request to follow two types of flexible working arrangements, subject to organizational needs:

- staggered working hours, with flexible times of arrival at and departure from work; and/or
- compressed working hours, which allow them to have a half-day or full day off on a regular basis by working up to one more hour per day during a predefined period.

72. The launch of the new policy was preceded by a detailed change management strategy, including a top-down communications plan, a series of workshops to prepare managers for the changes and a pilot implementation by selected teams in specific areas of WIPO. A new Administrative Integrated Management System (AIMS) self-service module was developed through which requests for the new flexible working arrangements are managed. A dedicated Intranet page was established with all relevant information on the new policy. A walk-in clinic was also made available during the first weeks of implementation.

OTHER POLICY DEVELOPMENTS

73. At its annual meeting in October 2018, 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, 2019.²⁹

74. As part of the continued enhancement of the HR policy framework, a dozen new or revised Office Instructions and other administrative documents were issued during the reporting period, accompanied where necessary by all-staff communications to ensure that staff fully understood the policy developments.

75. An enhanced online HR Handbook was launched on the WIPO Intranet, providing easy-to-access information on HR-related topics for WIPO personnel, with links to relevant documents such as Staff Regulations and Rules, Office Instructions, and forms.

[End of document]

²⁸ 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.

²⁹ See documents WO/CC/75/2 and WO/CC/75/3 at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=47812.