

**Staff @ WIPO:  
Engaged, Innovative,  
Resilient**

**Workforce 2020**



---

# Foreword

WIPO's significant results over the past year reflect the engagement and drive of the Organization's diverse and motivated workforce. The Organization's Global IP Services registered record results. The number of cases handled by the WIPO Arbitration and Mediation Center hit an all-time high. In addition, the WIPO Academy saw the highest ever number of registrations for its distance learning courses.

WIPO's personnel continued to innovate. A new fee-paying service, WIPO PROOF, was launched, conversations on AI engaged a broad section of the public on issues relating to the intersection of AI and IP policy and the new WIPO IP Portal provided for a significantly improved client experience. These are just a few examples of some of the past year's innovations.

The agility and resilience of WIPO were severely tested with the outbreak of the COVID-19 pandemic. Despite a near complete lock down, WIPO continued to deliver its Global IP Services without interruption and at close to full capacity. The commitment and resourcefulness of the WIPO workforce made this possible.

As we look forward to a return to a "new normal," we will reflect on the important lessons learnt during these challenging times. These will without doubt influence the manner in which the Organization runs its programs and manages its staff in the future.

# Index of tables

<b>Workforce at a glance</b>		<b>6</b>
Table 1	<b>WIPO workforce by category</b>	8
Table 2	<b>Staff distribution by sector</b>	10
Table 3	<b>Staff by contract/funding type</b>	12
Table 4	<b>Workforce comparison by year</b>	14
Table 5	<b>Fellows and interns distribution</b>	16
Table 6	<b>Productivity</b>	18
Table 7	<b>Staff costs</b>	19
<hr/>		
<b>Diversity</b>		<b>20</b>
Table 8a	<b>Geographical representation of staff by region</b>	22
Table 8b	<b>Geographical representation of staff by region, contract type and gender</b>	24
Table 9	<b>Member States represented among WIPO staff</b>	27
Table 10	<b>Top ten represented countries</b>	28
Table 11a	<b>Gender by grade</b>	30
Table 11b	<b>Gender by category</b>	31
Table 12	<b>Average age by category</b>	31
Table 13	<b>Staff on part-time employment</b>	32

---

**Talent sourcing**
**34**

Table 14	<b>Vacancy announcements by grade</b>	36
Table 15	<b>Applications received by category</b>	37
Table 16a	<b>Applications to vacancies to fixed-term posts</b>	38
Table 16b	<b>Appointments by region in 2019</b>	39
Table 17	<b>Applicants from unrepresented Member States in the Professional and higher categories (by biennium)</b>	40
Table 18	<b>Applications to fixed-term vacancies from nationals of countries that hosted outreach missions</b>	42
Table 19	<b>Appointments to fixed-term posts in the Professional and higher categories</b>	43
Table 20	<b>Breakdown of candidates by biennium (fixed-term vacancies, P4 to D2)</b>	44
Table 21	<b>Expected retirements</b>	46
Table 22	<b>Separations</b>	47

---

**Development**
**48**

Table 23a	<b>Training participants in 2019</b>	50
Table 23b	<b>Training days and categories in 2019</b>	51
Table 24	<b>Performance evaluation</b>	52

---

**Conflict management**
**54**

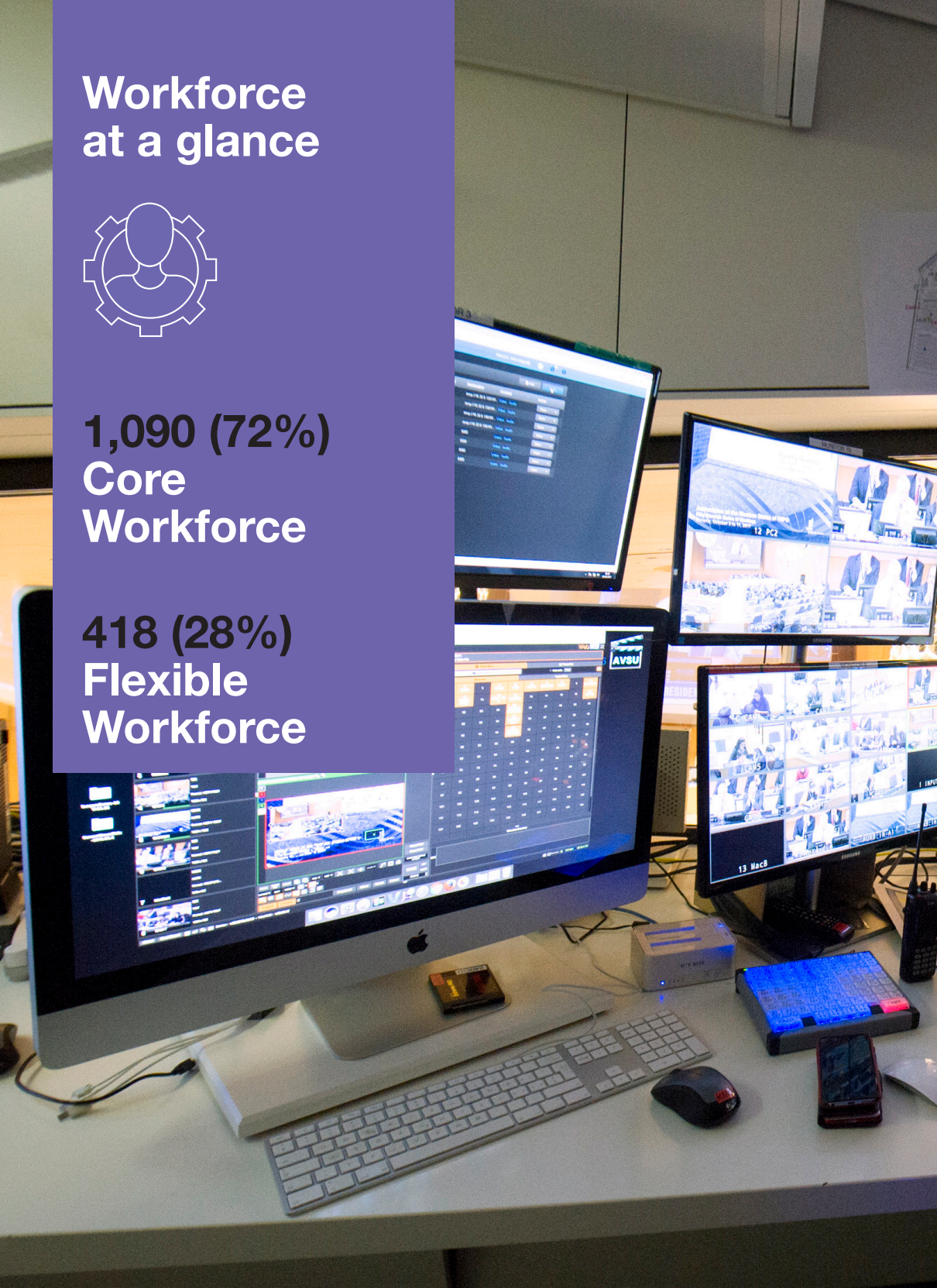
Table 25	<b>Cases filed by staff</b>	56
Table 26	<b>Cases filed by subject matter</b>	57

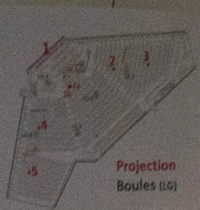
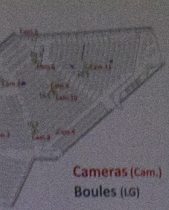
# Workforce at a glance



**1,090 (72%)  
Core  
Workforce**

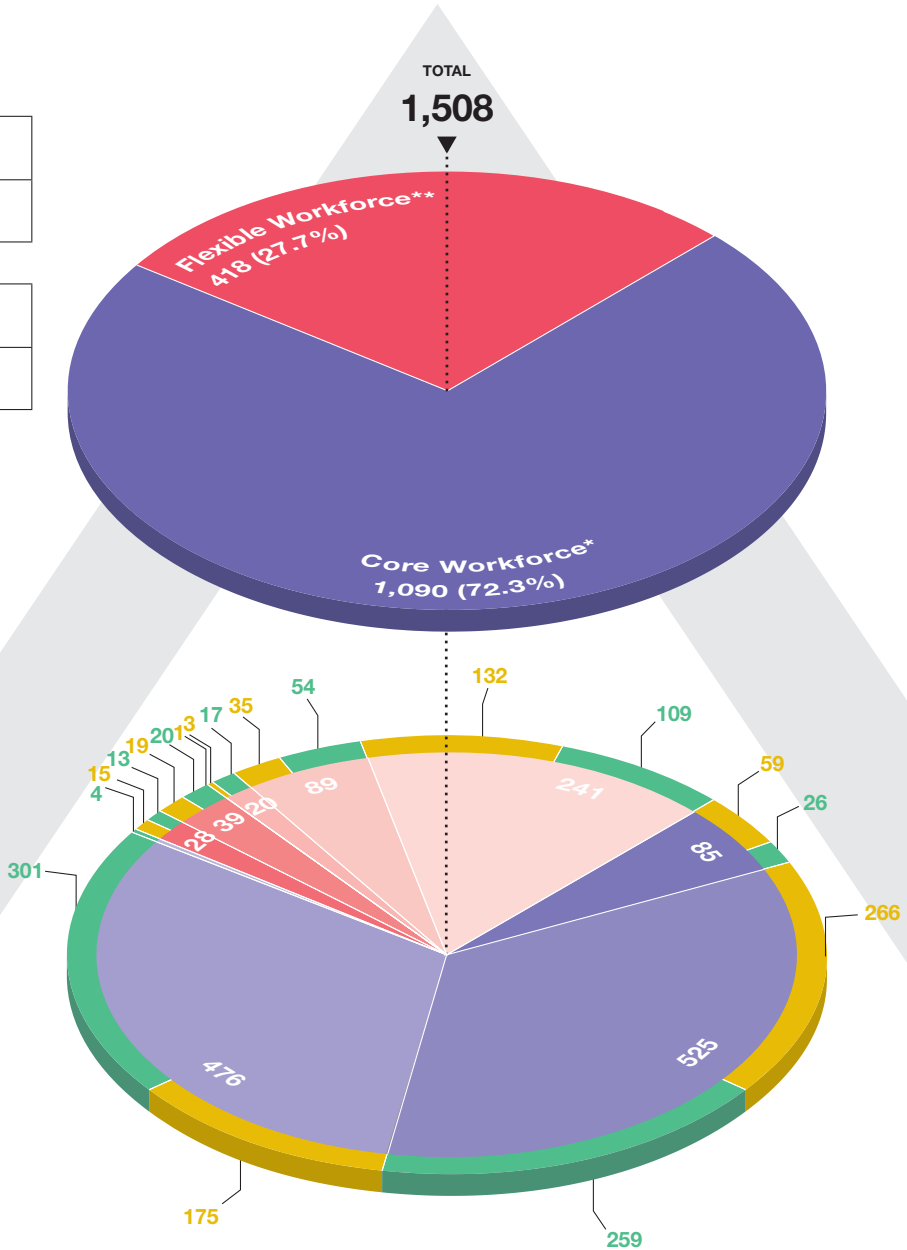
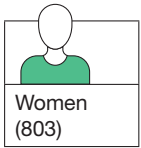
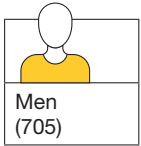
**418 (28%)  
Flexible  
Workforce**







# WIPO workforce by category










\* Staff members holding a fixed-term, continuing or permanent appointment on regular budget funding












\*\* Staff holding a temporary contract; on non-regular budget funding or United Nations Development Programme Junior Professional Officers (UNDP-JPOs), interns, fellows, monthly/daily translators/revisers or individual contractor services, agency workers or individuals from the SYNI program of the Swiss Bureau of Subsidized Temporary Employment.



## Core Workforce

<b>Director and higher<sup>1</sup></b>	<b>85</b>
	59
	26
<b>Professional</b>	<b>525</b>
	266
	259
<b>General Service</b>	<b>476</b>
	175
	301
<b>National Professional Officer</b>	<b>4</b>
	4

## Flexible Workforce

<b>Staff financed under Reserves and Funds-in-Trust (FIT)</b>	<b>28</b>
	15
	13
<b>Temporary Professional and higher Categories</b>	<b>39</b>
	19
	20
<b>Temporary National Professional Officer</b>	<b>1</b>
	1
<b>Temporary General Service</b>	<b>20</b>
	3
	17
<b>Interns, Fellows, Monthly/Daily Translators and UNDP-JPOs<sup>2</sup></b>	<b>89</b>
	35
	54
<b>Other non-staff<sup>3</sup></b>	<b>241</b>
	132
	109

 = 10

<sup>1</sup> The Executive Category (Director General, Deputy Director Generals and Assistant Director Generals - nine posts) is included.


<sup>2</sup> UNDP-JPOs are assigned on a loan basis to WIPO under an agreement between UNDP and WIPO.

<sup>3</sup> This covers individual contractors, agency workers and external providers who are working on WIPO premises in Geneva. This group also includes individuals from the SYNI program of the Swiss Bureau of Subsidized Temporary Employment, who are assigned to WIPO for training purposes.




# Staff distribution by sector

Core and flexible workforce



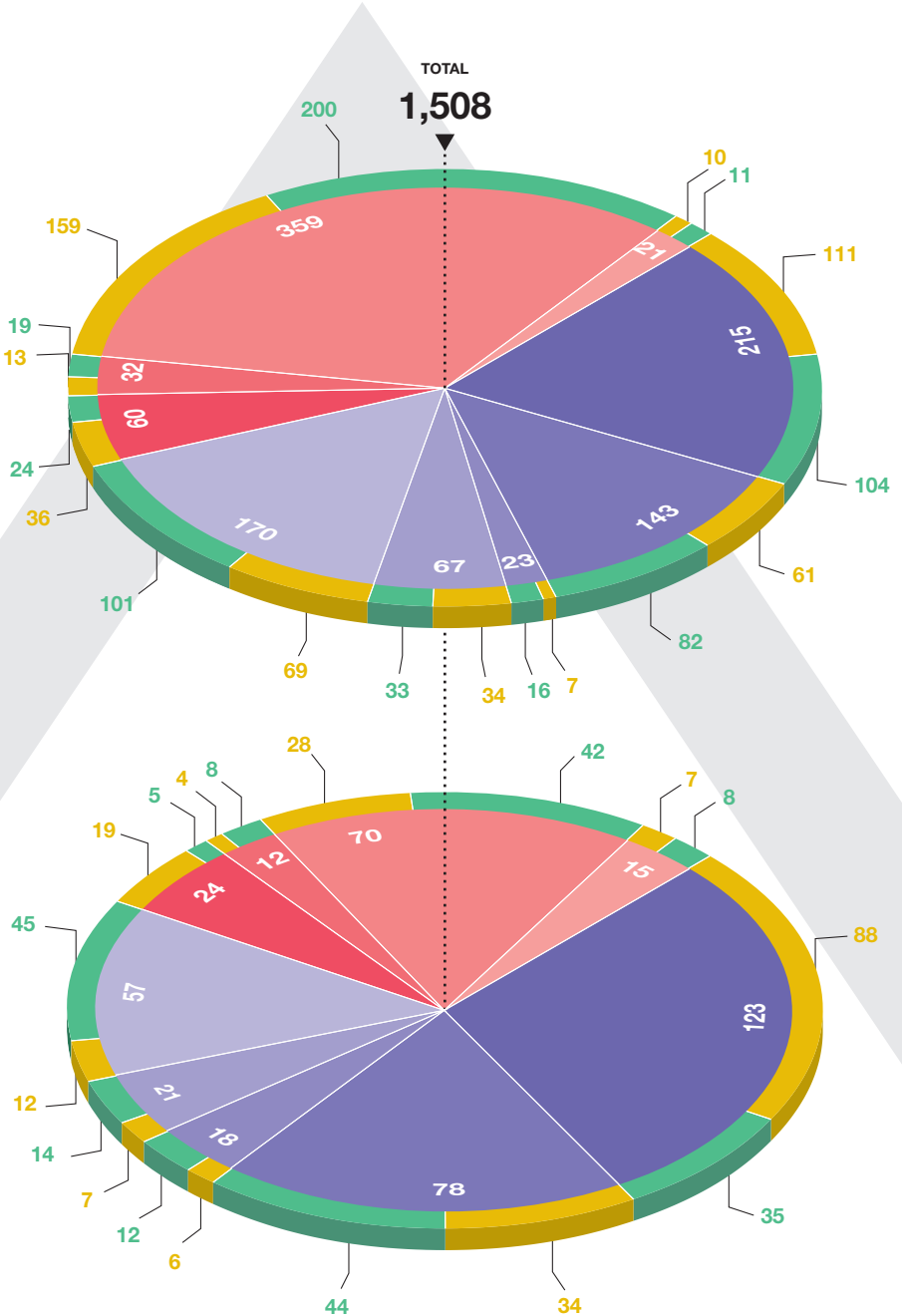
Men  
(705)












Women  
(803)





TOTAL CORE  
**1,090**





TOTAL FLEXIBLE  
**418**











<b>Administration and Management Sector<sup>1</sup></b>		<b>338</b>	
Core	215	Flexible	123
	111		88
			
	104		35





<b>Brands and Designs Sector</b>		<b>221</b>	
Core	143	Flexible	78
	61		34
	82		44







<b>Copyright and Creative Industries Sector</b>		<b>41</b>	
Core	23	Flexible	18
	7		6
	16		12





<b>Development Sector</b>		<b>88</b>	
Core	67	Flexible	21
	34		7
	33		14

<b>Director General<sup>2</sup></b>		<b>227</b>	
Core	170	Flexible	57
	69		12
	101		45

<b>Global Infrastructure Sector</b>		<b>84</b>	
Core	60	Flexible	24
	36		19
	24		5

<b>Global Issues Sector</b>		<b>44</b>	
Core	32	Flexible	12
	13		4
	19		8

<b>Patents and Technology Sector</b>		<b>429</b>	
Core	359	Flexible	70
	159		28
			
	200		42
			

<b>External Offices and Coordination Office<sup>3</sup></b>		<b>36</b>	
Core	21	Flexible	15
	10		7
	11		8

 = 20

<sup>1</sup> Office of the Assistant Director General, Information and Communication Technology Department, Conference and General Services Division, Language Division, Procurement and Travel Division, Department of Program Planning and Finance, Security and Information Assurance Division and Premises Infrastructure Division.

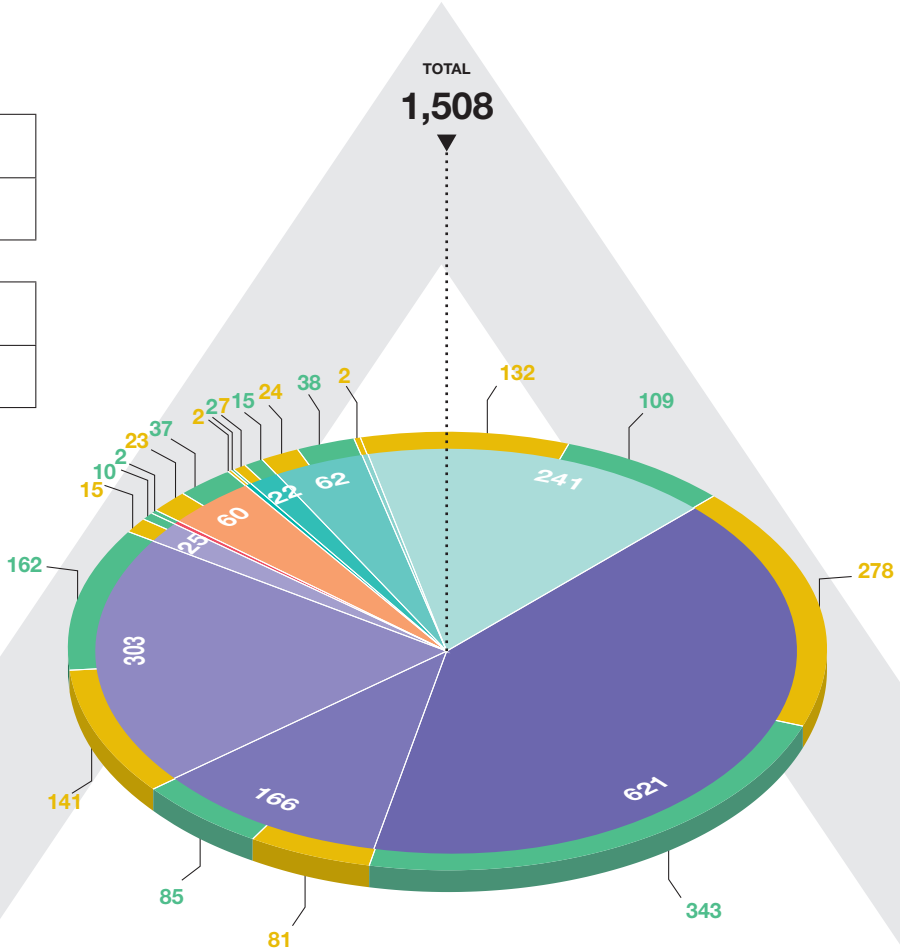
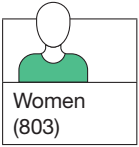
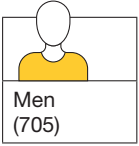
<sup>2</sup> Director General Front Office, Office of the Director General, Office of the Legal Counsel, Human Resources Management Department, Economics and Statistics Division,







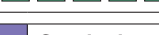






















Internal Oversight Division, Office of the Ombudsperson, Department for Transition and Developed Countries, WIPO Ethics Office.

<sup>3</sup> Not a stand-alone sector although shown separately here; these offices fall under either the Office of the Director General, the Brands and Designs Sector, the Global Issues Sector or the Global Infrastructure Sector.



# Staff by contract/funding type



<b>Permanent</b>	<b>621</b>
	278
	
	
	343
	
	
	
<b>Continuing</b>	<b>166</b>
	81
	85
<b>Fixed-term</b>	<b>303</b>
	141
	
	162
	
<b>FIT-PROJECT Fixed-term</b>	<b>25</b>
	15
	10
<b>FIT-PROJECT Temporary</b>	<b>2</b>
	2
<b>Temporary</b>	<b>60</b>
	23
	37
<b>UNDP-JPOs</b>	<b>4</b>
	2
	2
<b>Interns</b>	<b>22</b>
	7
	15
<b>Fellows</b>	<b>62</b>
	24
	38
<b>Monthly Translator/Reviser</b>	<b>2</b>
	2
<b>Other type of contract<sup>1</sup></b>	<b>241</b>
	132
	
	109
	

 = 10

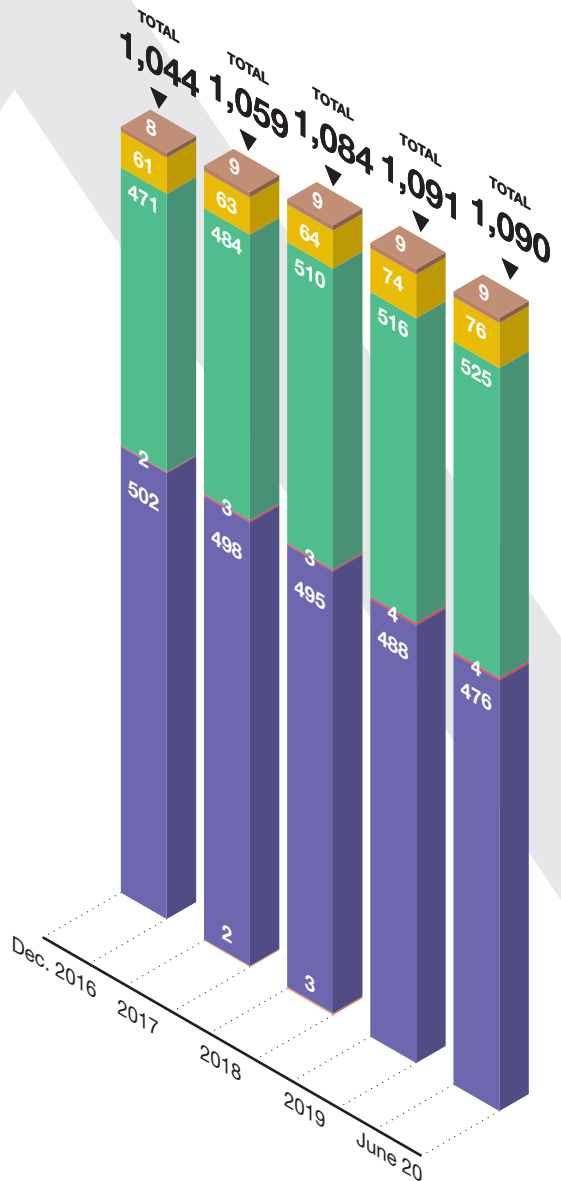
<sup>1</sup> Individual contractors, agency workers and external providers who are working on WIPO premises in Geneva. This group also includes individuals from the SYN1 program of the Swiss Bureau of Subsidized Temporary Employment, who are assigned to WIPO for training purposes.



# Workforce comparison by year

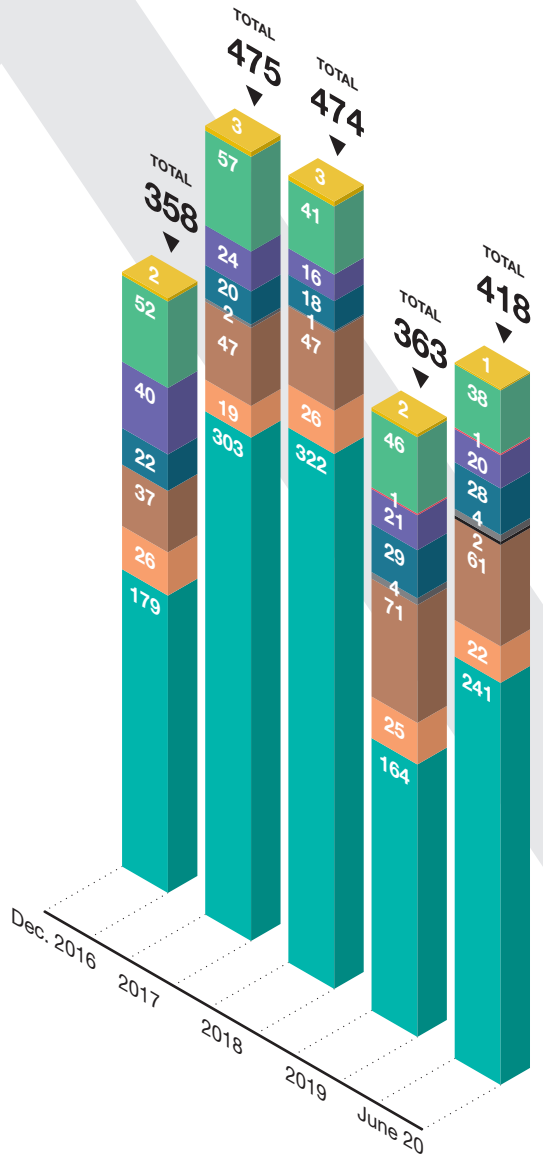
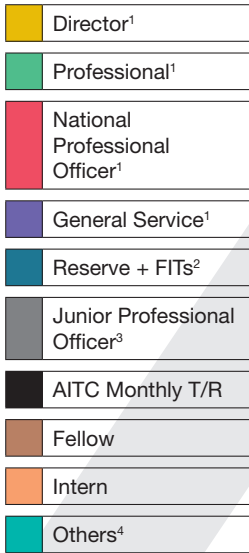
## Core Workforce

Executive
Director
Professional
National Professional Officer
General Service
UN staff on loan <sup>1</sup>



<sup>1</sup> United Nations staff on loan to WIPO under the Inter-Organization Agreement concerning Transfer, Secondment or Loan of staff among the Organizations applying the United Nations Common System of Salaries and Allowances.

## Flexible Workforce



<sup>1</sup> Temporary appointments

<sup>2</sup> Project and Funds-in-Trust funding

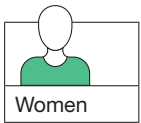
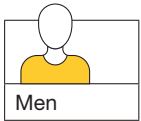
<sup>3</sup> UNDP-JPOs who are assigned on a loan basis to WIPO under an agreement between UNDP and WIPO.

<sup>4</sup> Individual contractors, agency workers and external providers who are working on WIPO premises in Geneva. Individuals from the SYNI program of the Swiss Bureau of Subsidized Temporary Employment, who are assigned to WIPO for training purposes.

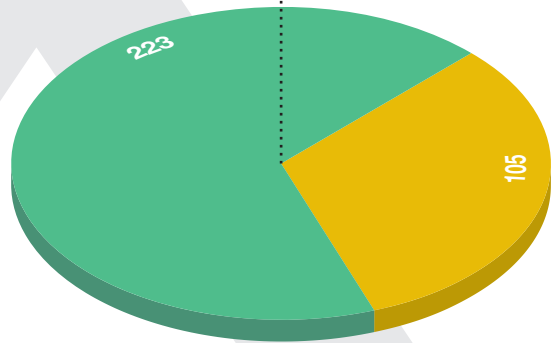


# Fellows and interns

## Fellows (2009–2020)

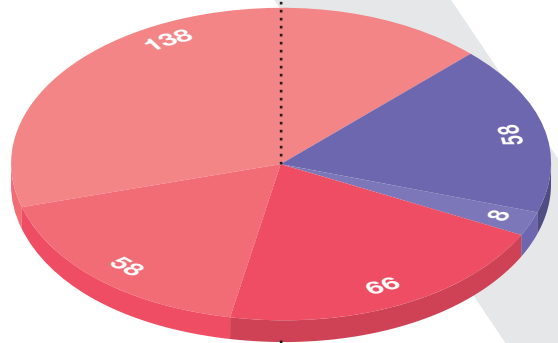


TOTAL  
328



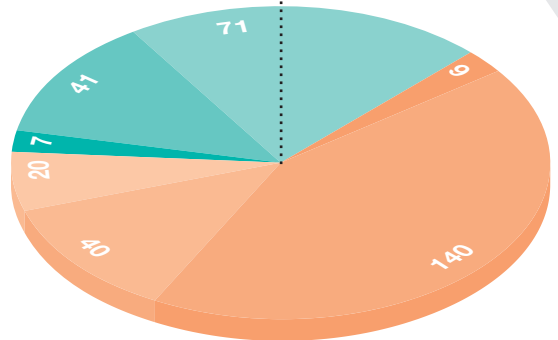
## WIPO Programs

- Arbitration and Mediation Center
- Indigenous Fellowship Program - Traditional Knowledge
- Madrid System
- Other Fellowships
- PCT Translation and Terminology



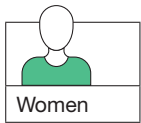
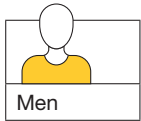
## WIPO Regions

- Africa
- Asia and Pacific
- Eastern Europe and Central Asia
- Latin America and the Caribbean
- Middle East
- North America
- Western Europe

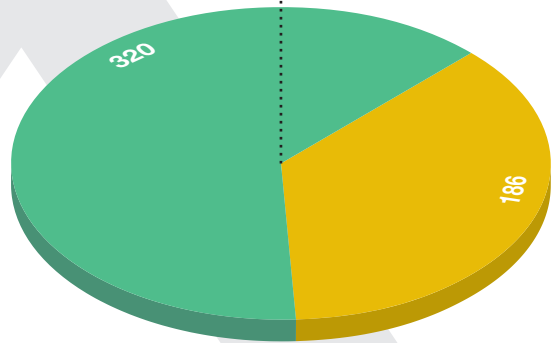




## Interns (1999–2020)

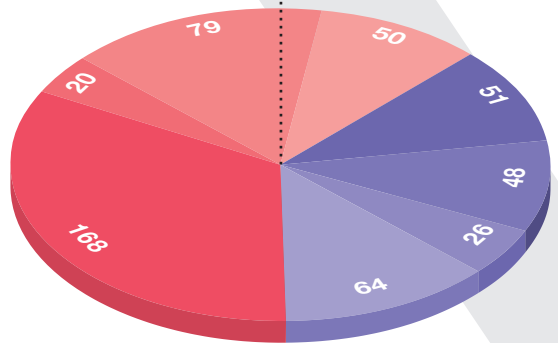


TOTAL  
506



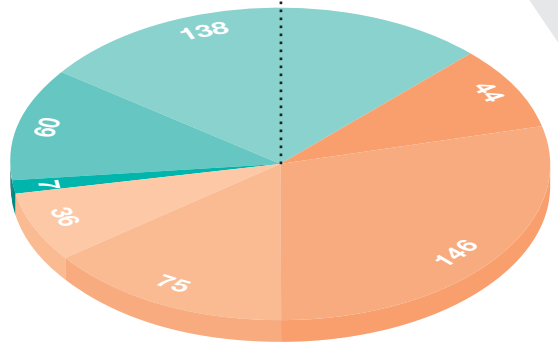
## WIPO Sector

- Admin. and Management
- Brands and Designs
- Copyright and Creative Ind.
- Development
- Director General
- Global Infrastructure
- Global Issues
- Patents and Technology



## WIPO Regions

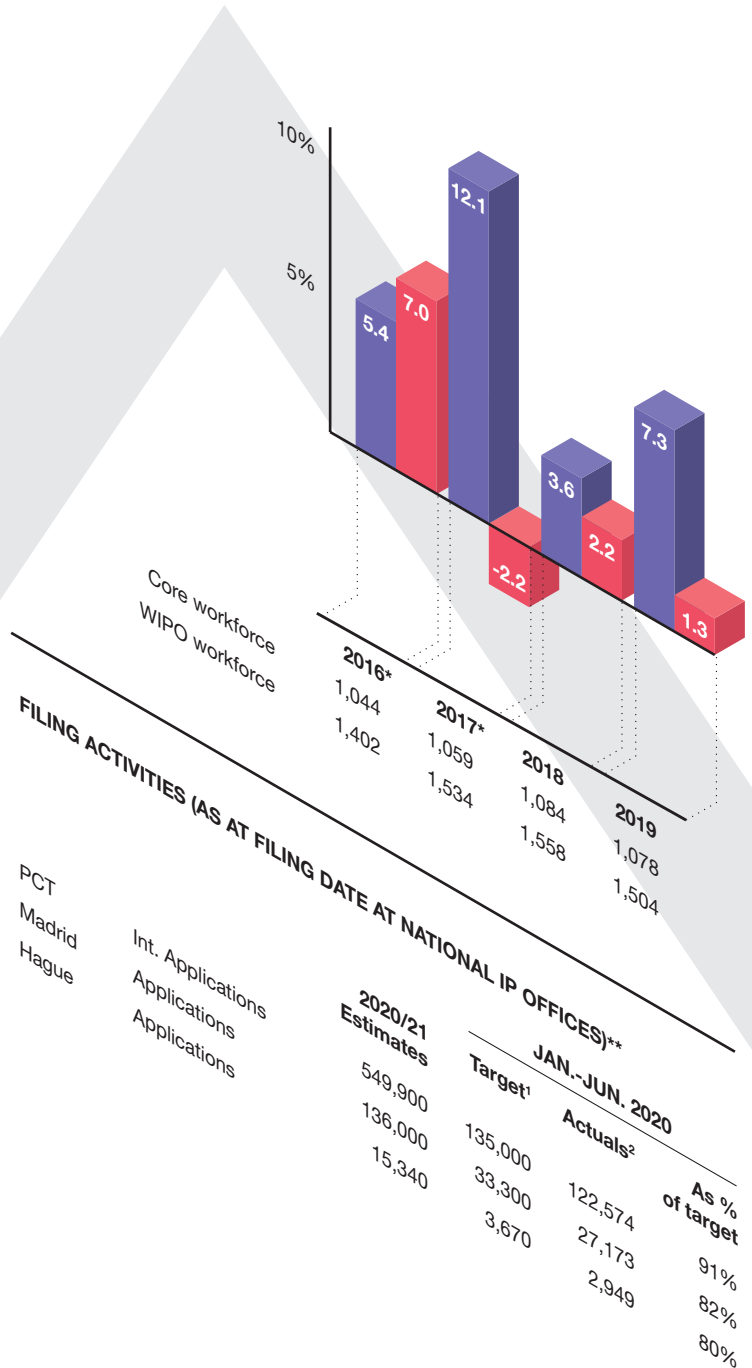
- Africa
- Asia and Pacific
- Eastern Europe and Central Asia
- Latin America and the Caribbean
- Middle East
- North America
- Western Europe





# Productivity<sup>1</sup>

Patent Cooperation Treaty System
Madrid System



<sup>1</sup> The productivity of the Madrid and PCT operations are determined by the total output (i.e. the estimated workload for the Madrid System and the number of published PCT applications, respectively) divided by the number of personnel working on the examination of the respective systems.

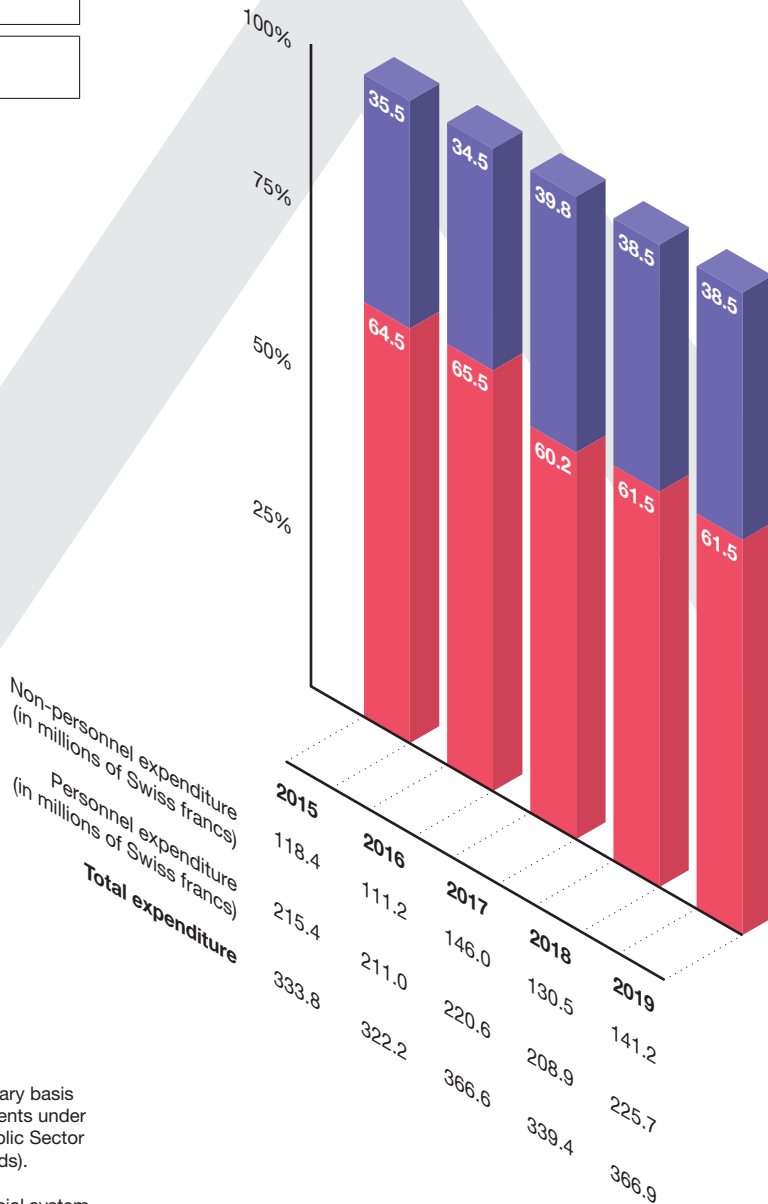
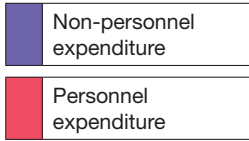
<sup>2</sup> 2020 Actuals are based on information received at WIPO as at June 10, 2020. Figures are therefore preliminary. Source: Chief Economist

\* The methodology for determining the productivity of the Madrid System has been recently redefined and applied retroactively for 2016 and 2017 data.

\*\* For 2020 productivity information, please refer to the following link: [tinyurl.com/wipodashboard](https://tinyurl.com/wipodashboard)



# Staff costs



Figures on a budgetary basis (i.e., before adjustments under the International Public Sector Accounting Standards).

Source: WIPO financial system

# Diversity



**122**  
**nationalities**

**46%**  
**men**

**54%**  
**women**

**48.9**  
**average age**

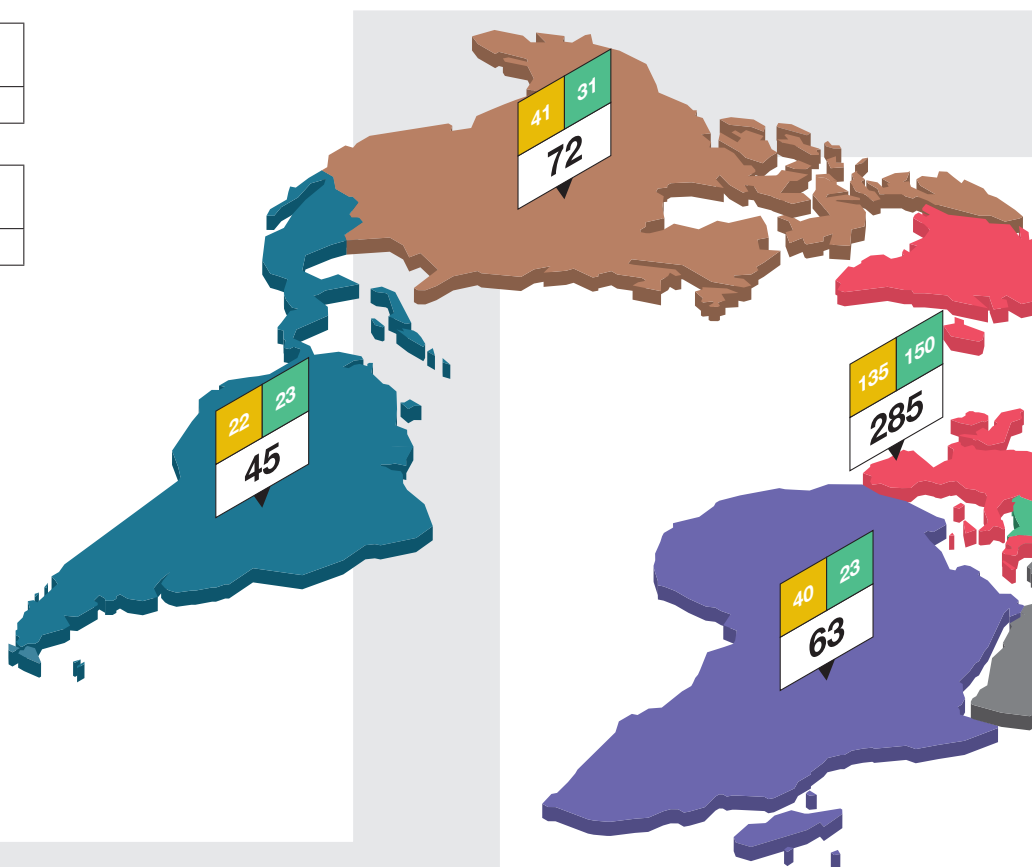
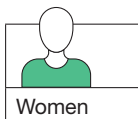
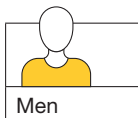


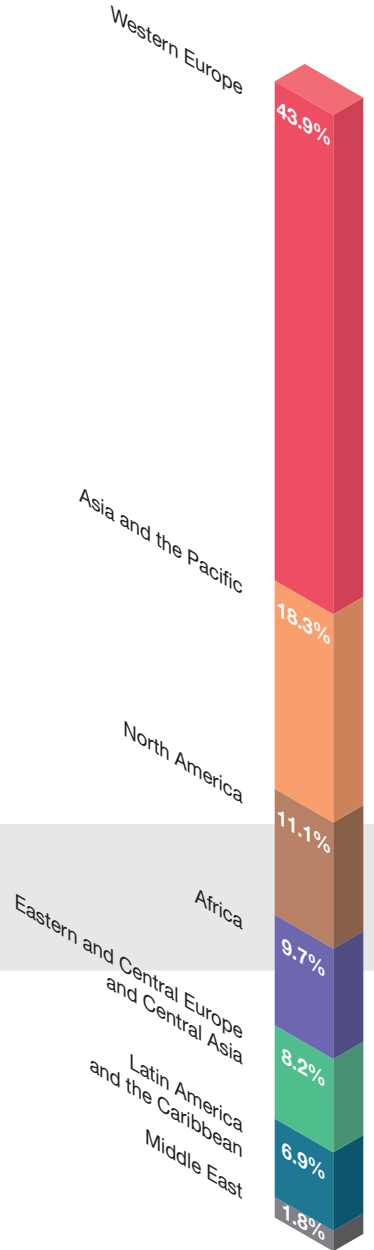
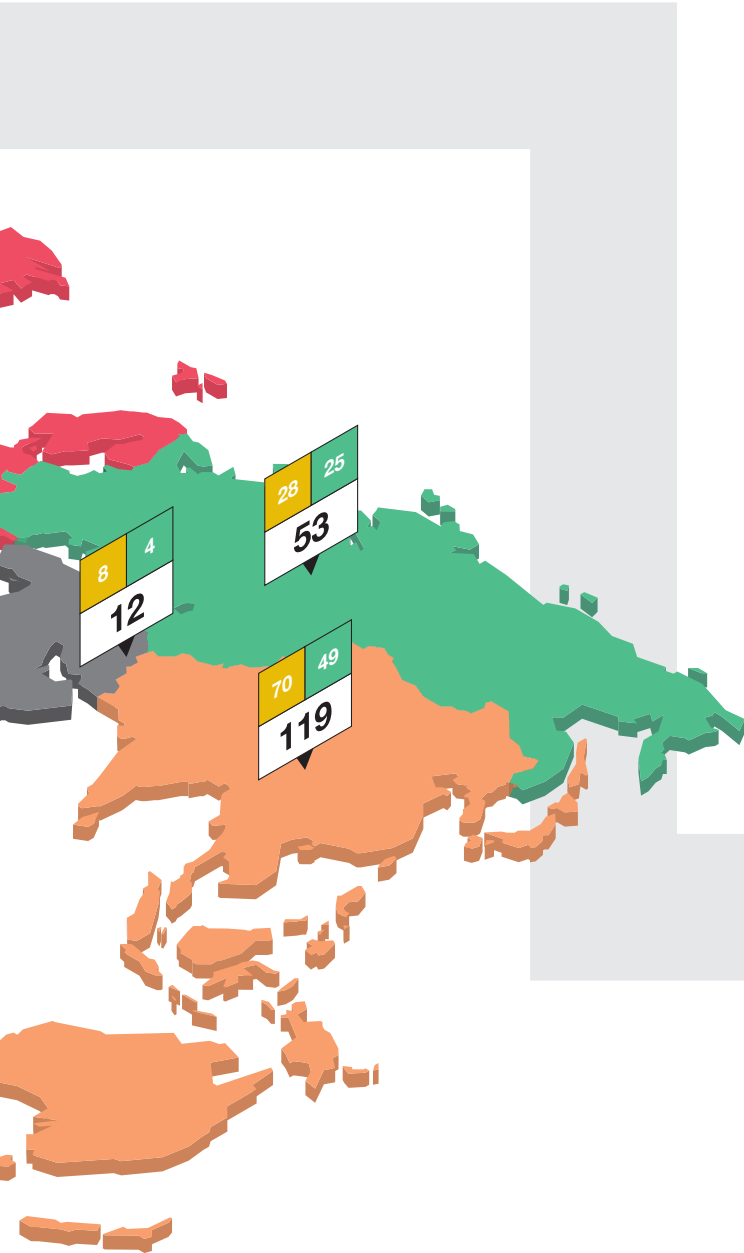




# Geographical representation of staff by region

Professional and higher categories on regular budget

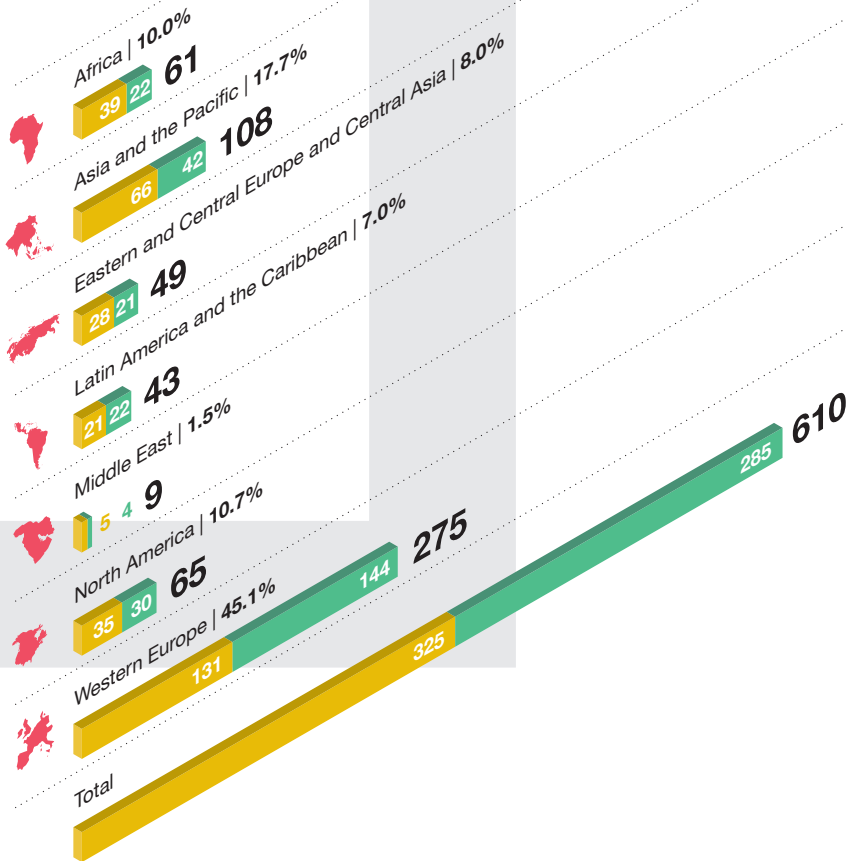
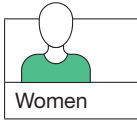
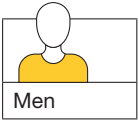






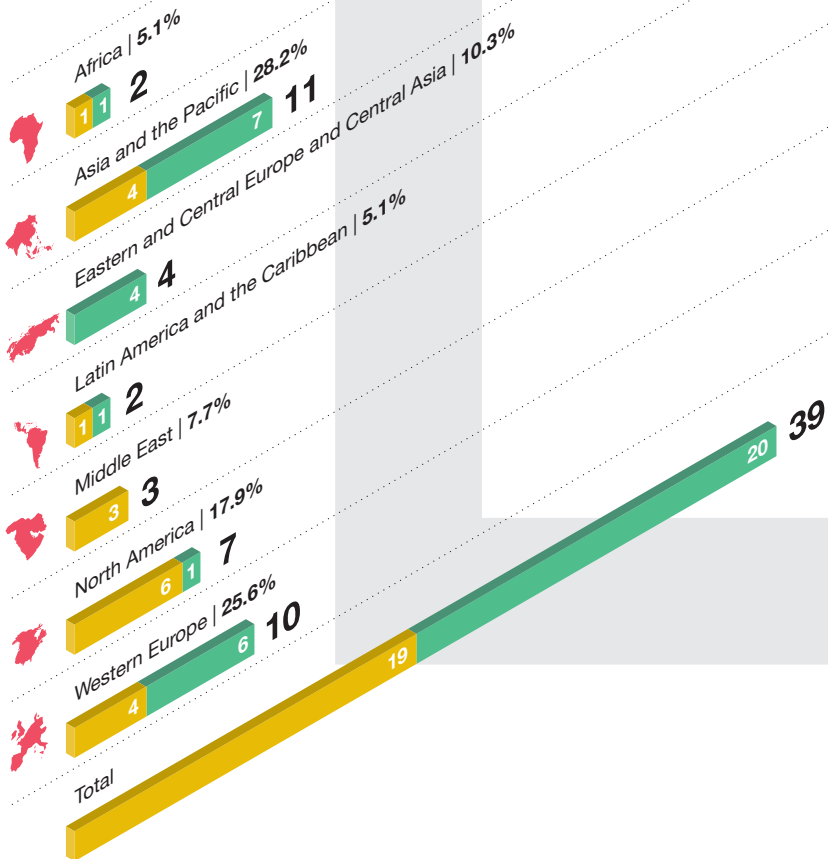
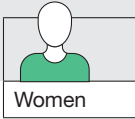
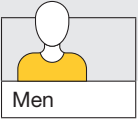
# Geographical representation of staff by region, contract type and gender

Fixed-term, Continuing and Permanent staff

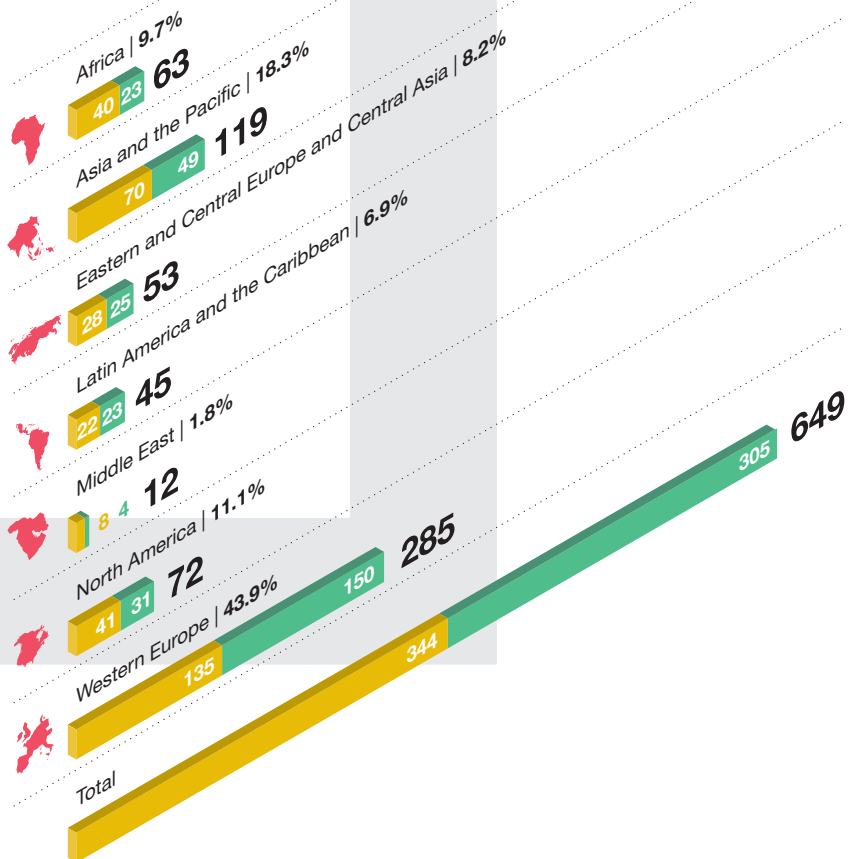
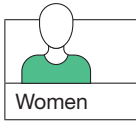
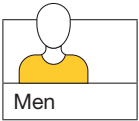




## Temporary staff



## Overall staff





# Member States represented among WIPO staff

	Unrepresented Member States
	Represented Member States



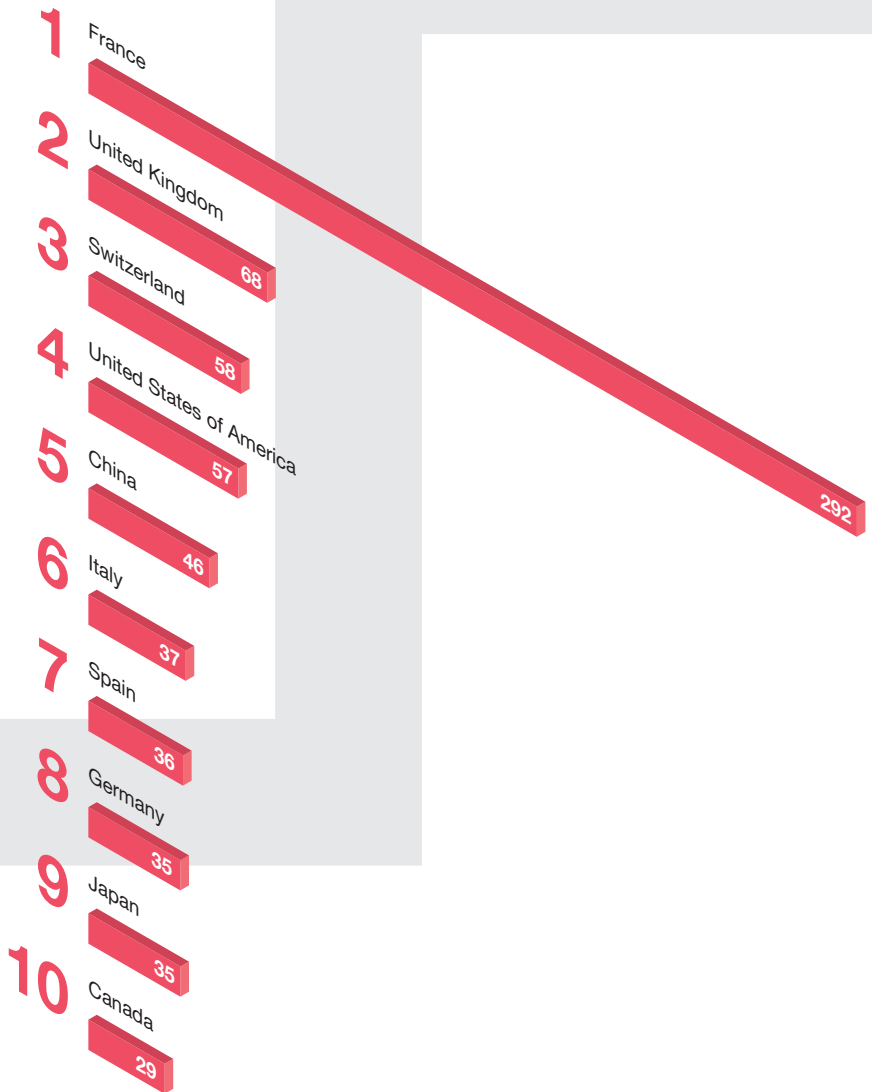
## List of unrepresented Member States as at June 2020:

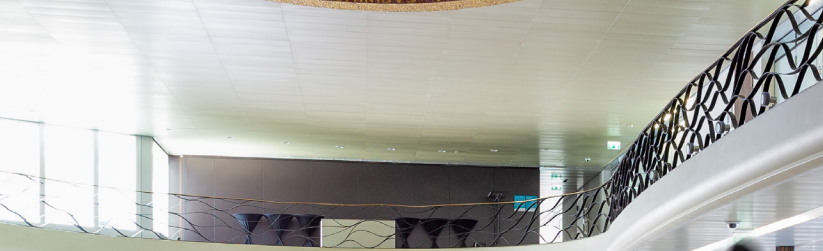
Andorra, Angola, Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Botswana, Brunei Darussalam, Burkina Faso, Burundi, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Cook Islands, Djibouti, Dominica, Dominican Republic, Equatorial Guinea, Eritrea, Estonia, Eswatini, Fiji, Gambia (the), Guinea, Guinea-Bissau, Guyana, Holy See, Iceland, Iraq, Kiribati, Kuwait, Lao People's Democratic Republic, Liechtenstein, Luxembourg, Maldives, Mali, Malta, Marshall Islands, Monaco, Montenegro, Namibia, Nauru, Niger, Niue, Oman, Panama, Papua New Guinea, Paraguay, Qatar, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Sierra Leone, Slovenia, Solomon Islands, Somalia, Tajikistan, Timor-Leste, Tonga, Turkmenistan, Tuvalu, United Arab Emirates, Vanuatu and Yemen



# Top ten represented countries

Professional and higher categories, and General Service on regular budget

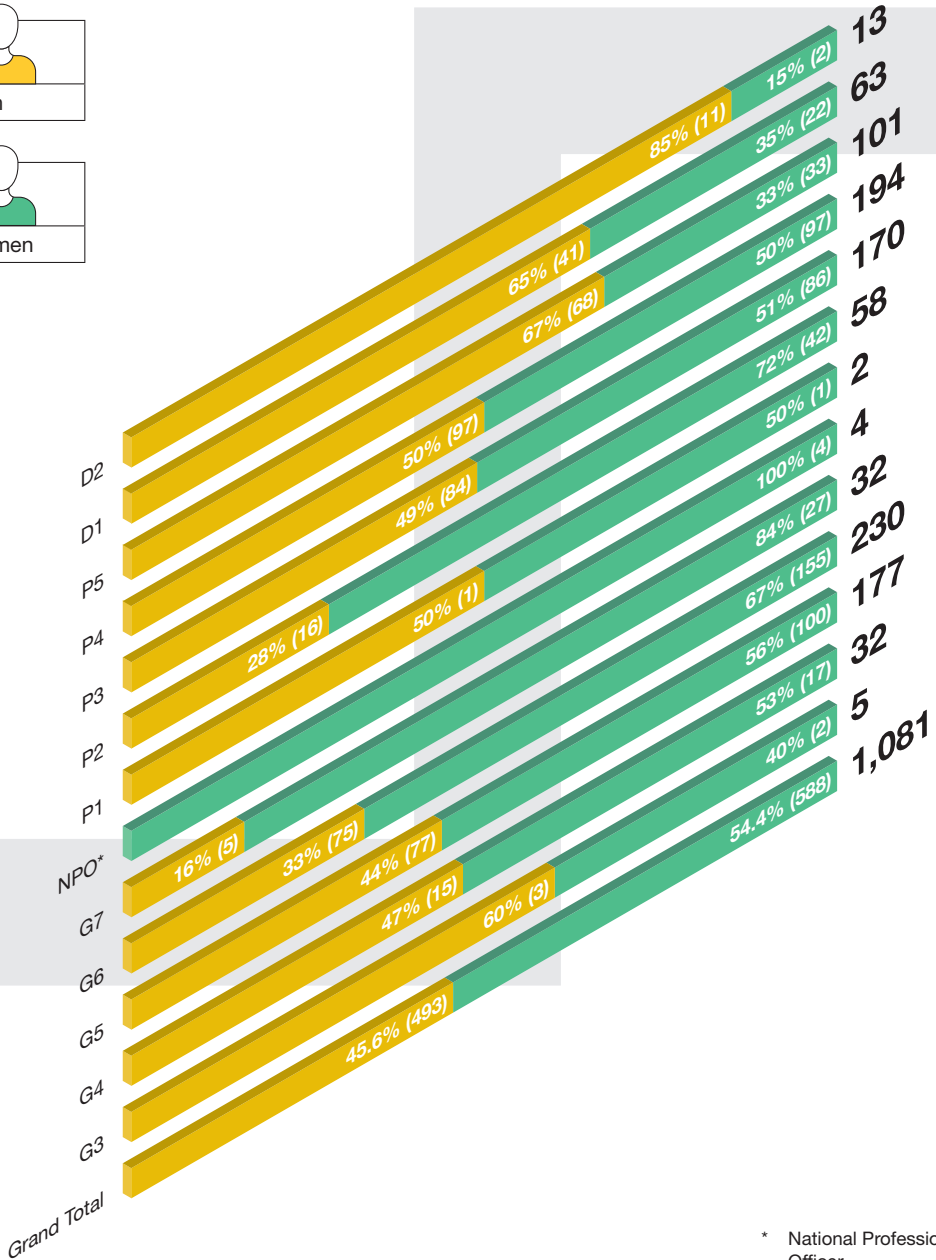
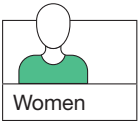
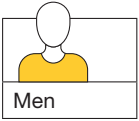






# Gender by grade

Fixed-term, Continuing and Permanent staff on regular budget

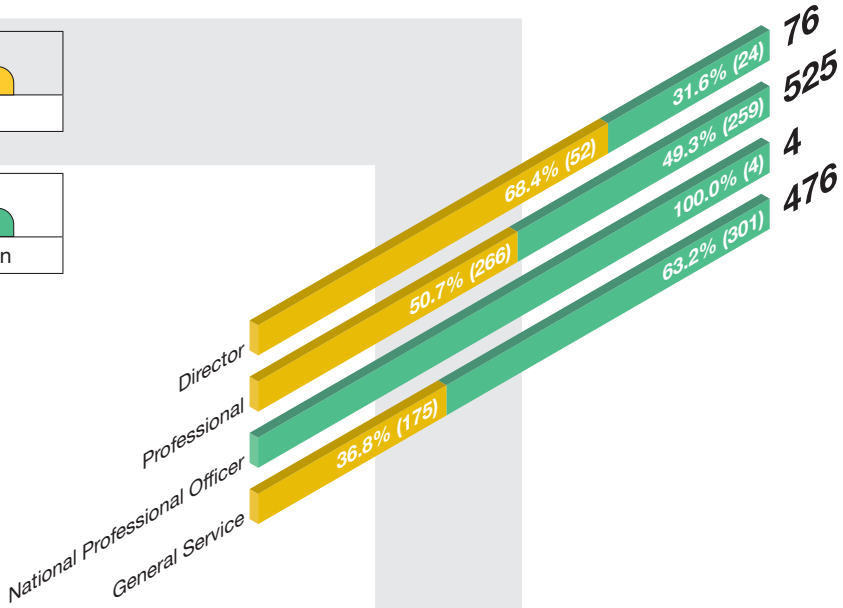
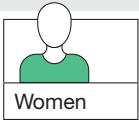
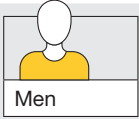


\* National Professional Officer

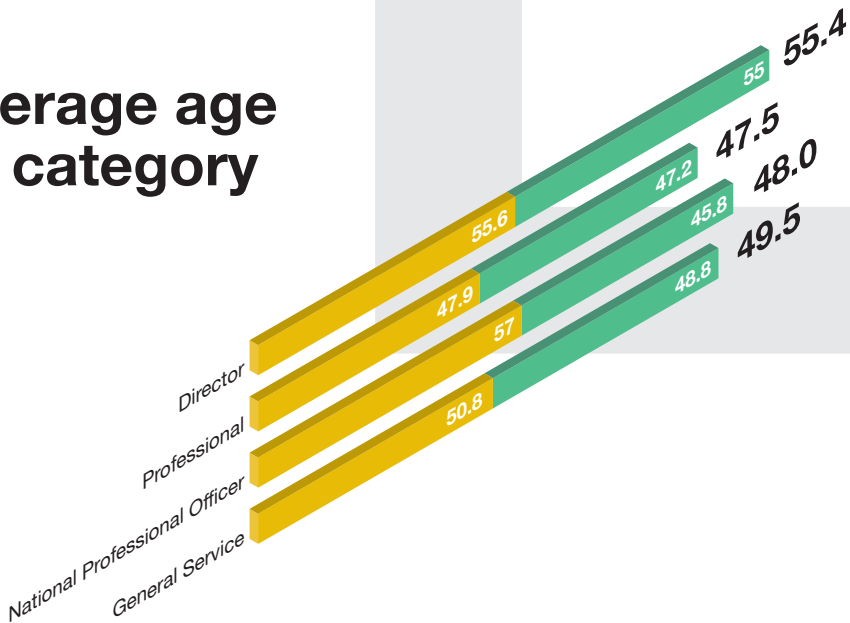


# Gender by category

Fixed-term, Continuing and Permanent staff on regular budget



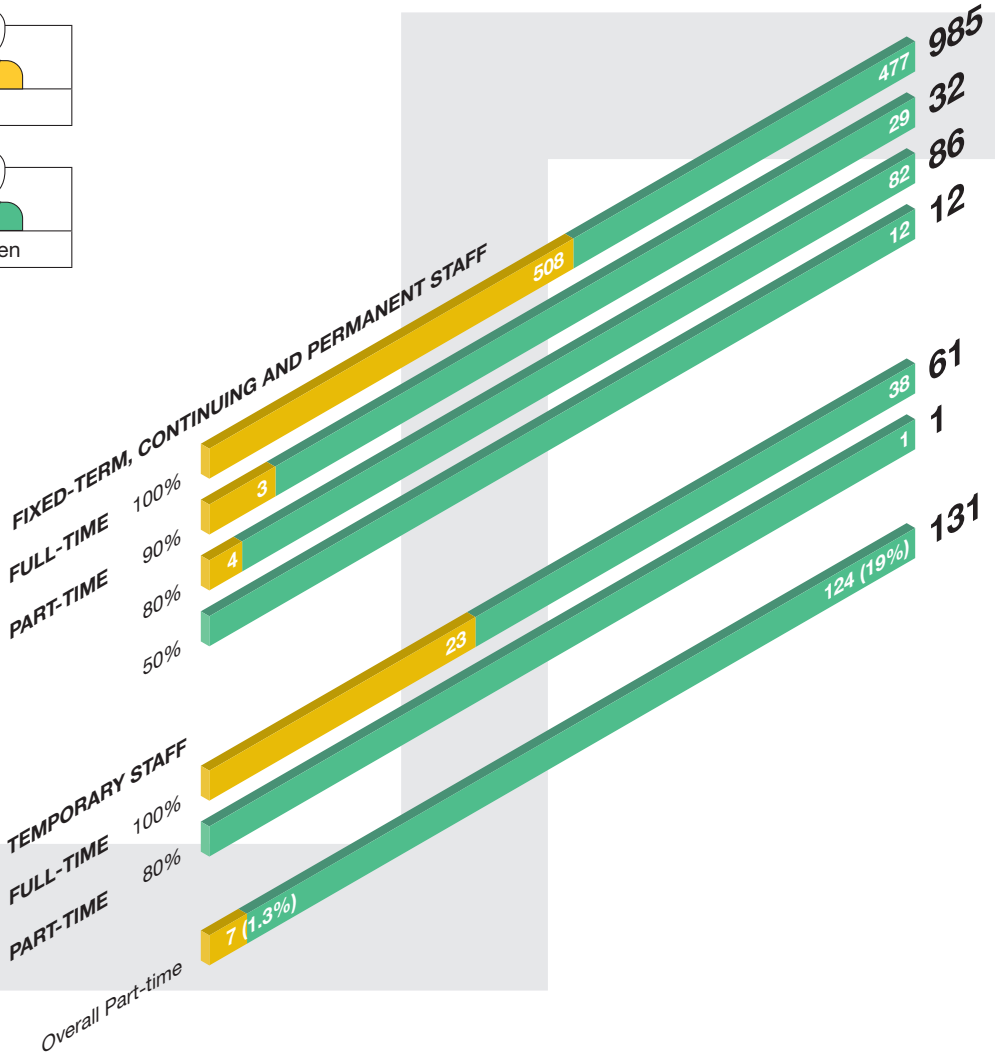
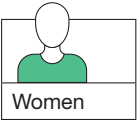
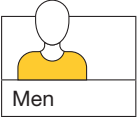
# Average age by category





# Staff on part-time employment

Fixed-term, Continuing, Permanent and Temporary staff





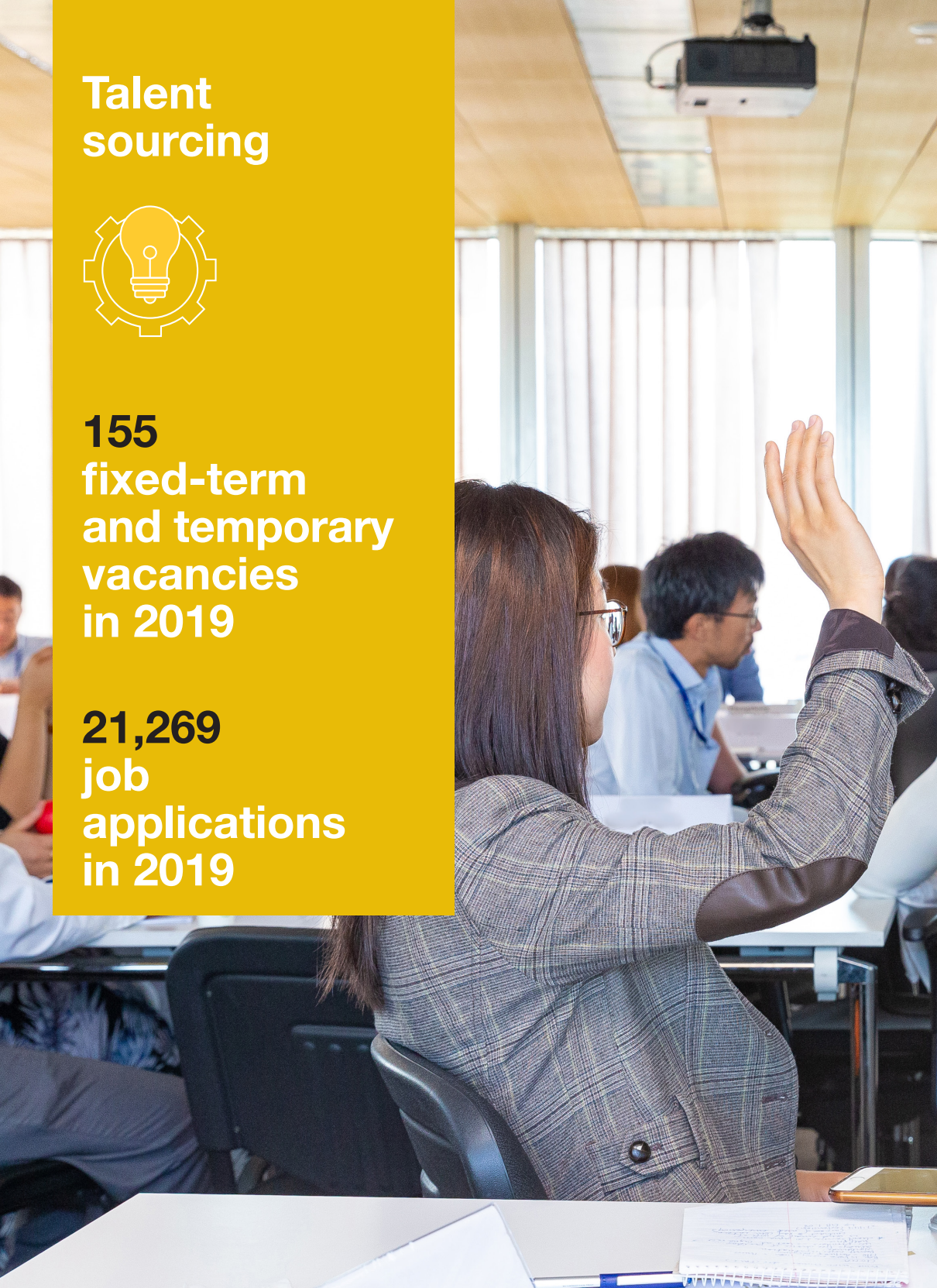


# Talent sourcing



**155**  
fixed-term  
and temporary  
vacancies  
in 2019

**21,269**  
job  
applications  
in 2019



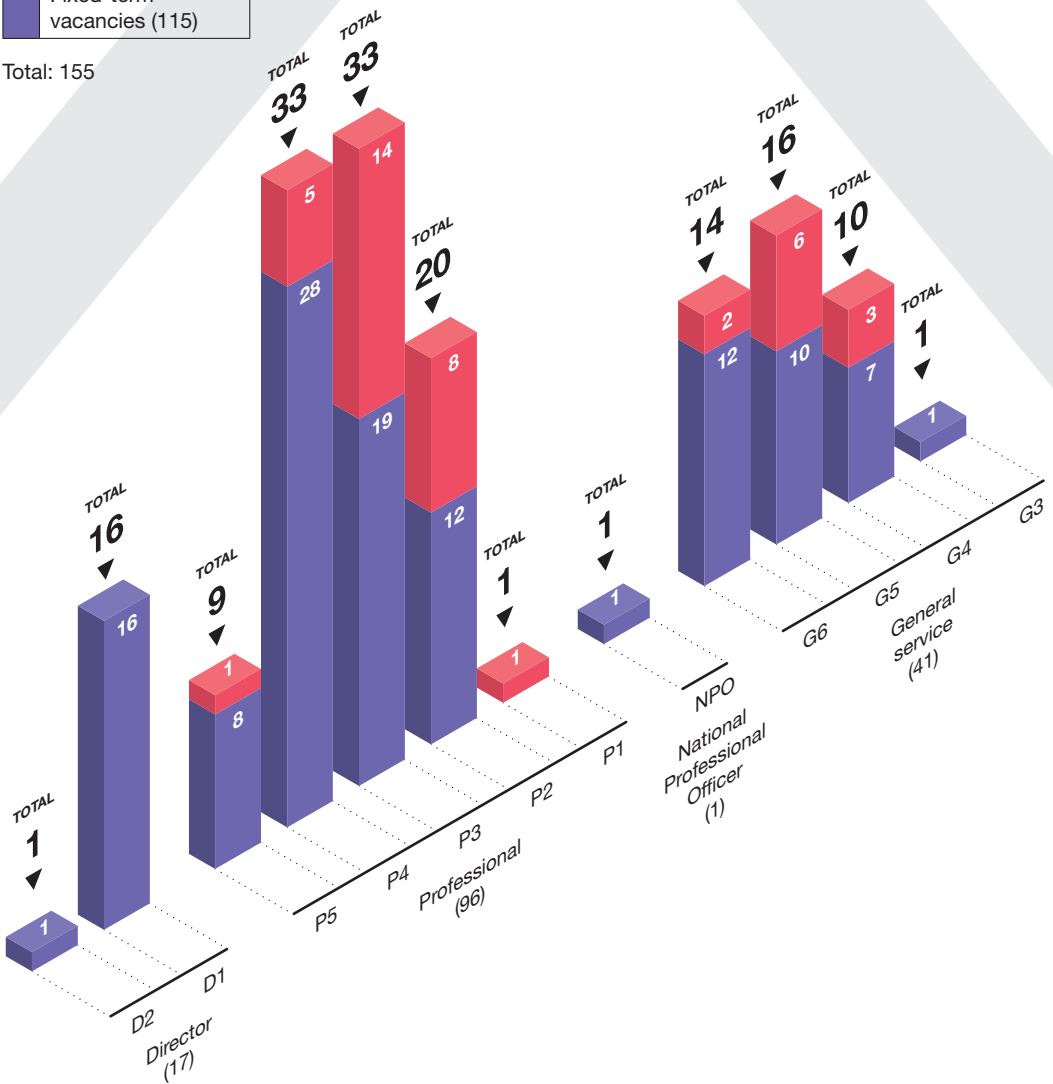




# Vacancy announcements by grade in 2019

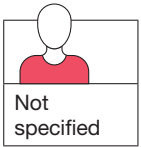
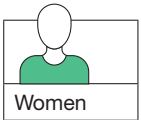
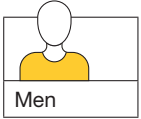
Temporary vacancies (40)
Fixed-term vacancies (115)

Total: 155

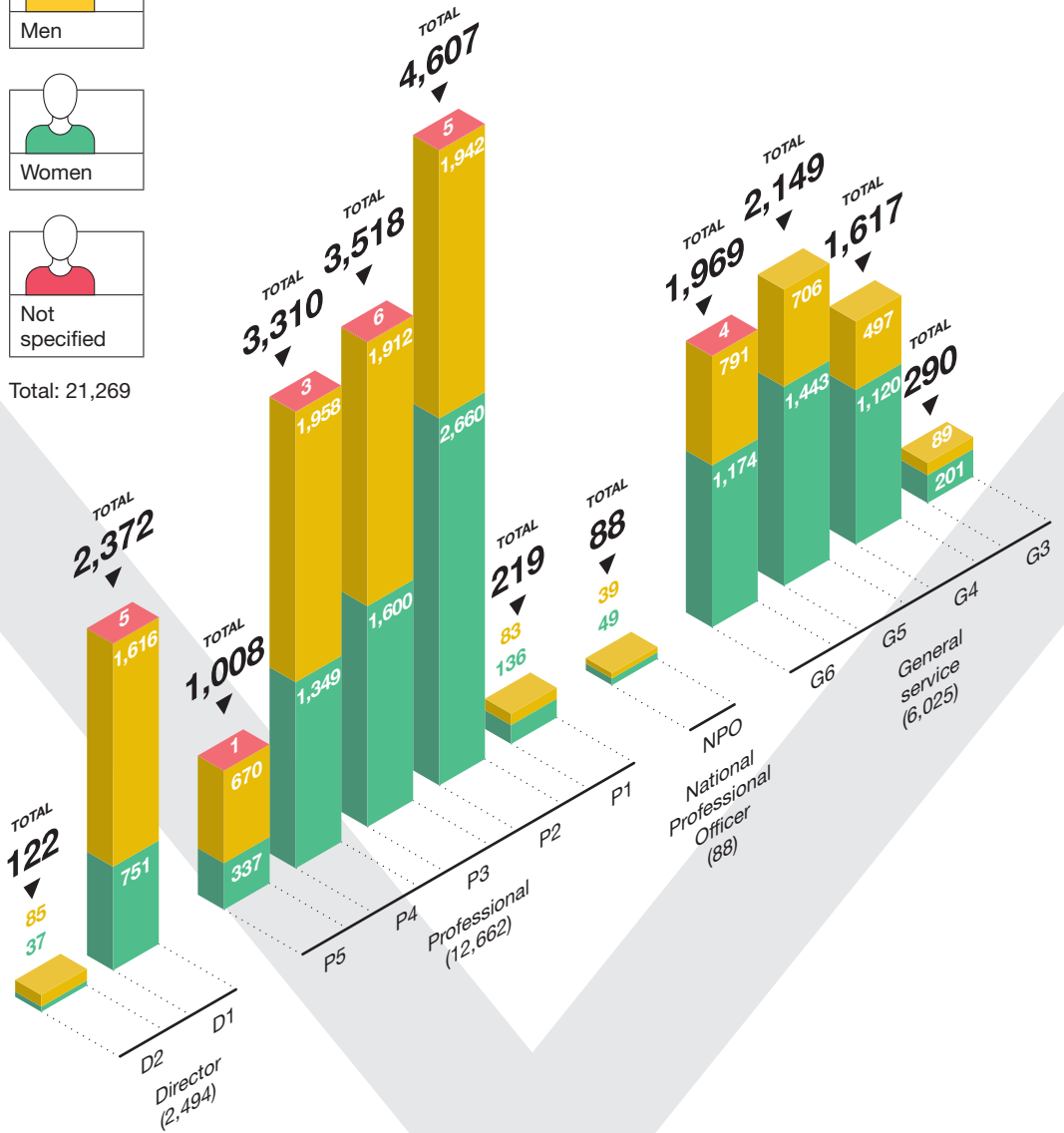




# Applications received by category in 2019

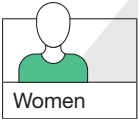
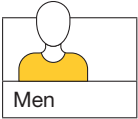


Total: 21,269

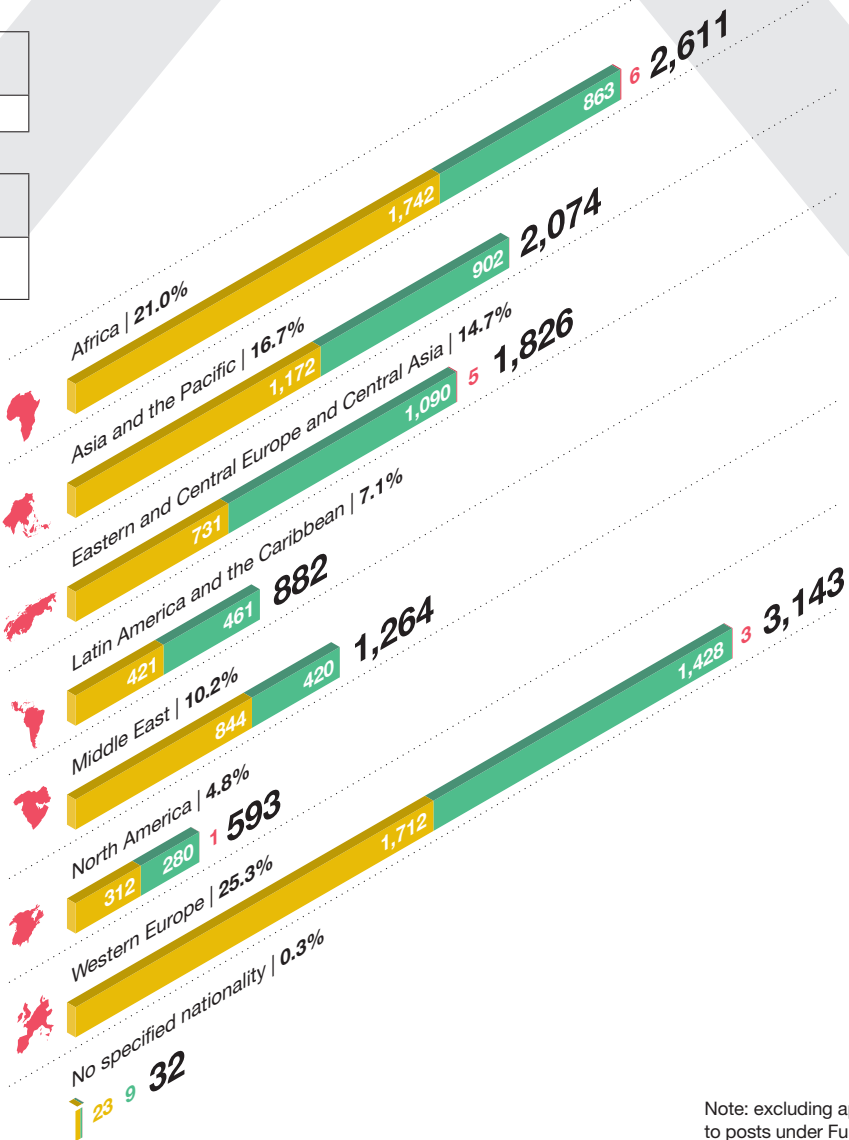




# Applications to vacancies to fixed-term posts in the Professional and higher categories



Total: 12,425

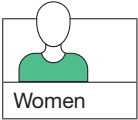
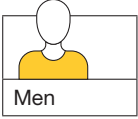


Note: excluding appointments to posts under Funds-In-Trust.

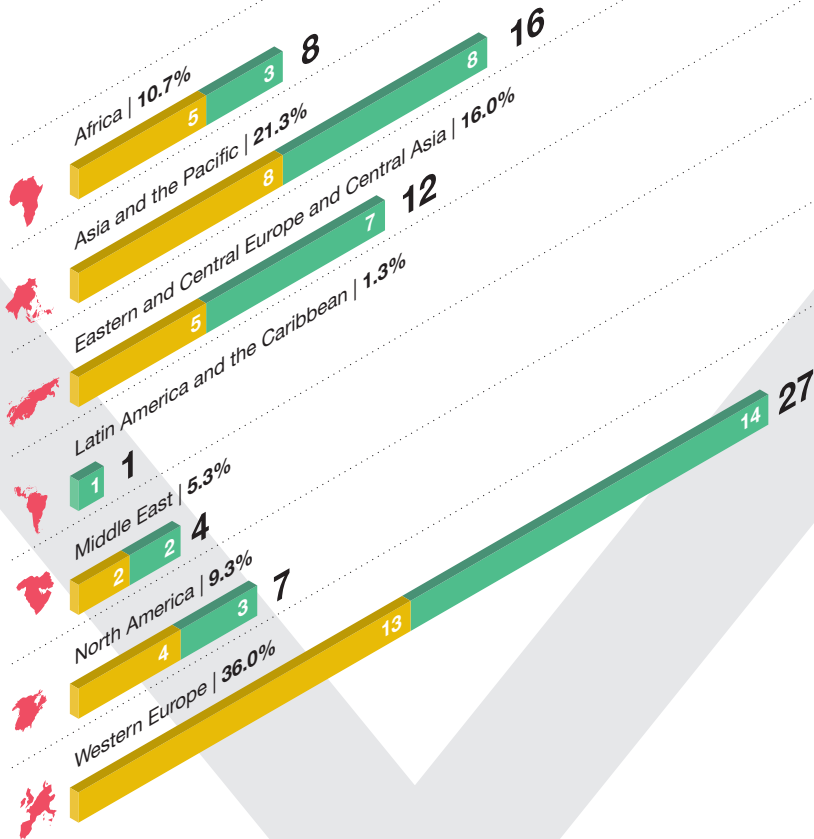


# Appointments by region in 2019

Appointment decisions made for fixed-term posts in the Professional and higher categories



Total: 75



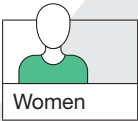
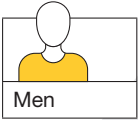
Note: excluding appointments to posts under Funds-In-Trust.



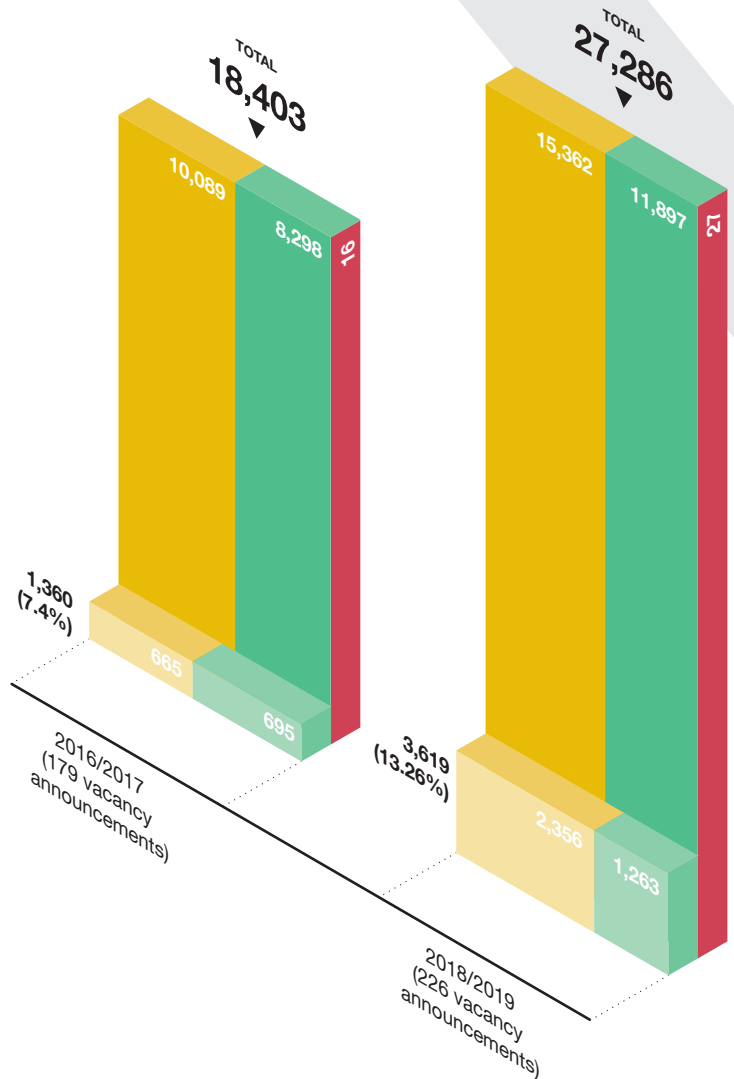
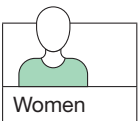
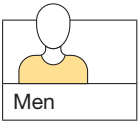
# Applicants from unrepresented Member States

in the Professional and higher categories

## All applicants



## Applicants from unrepresented Member States



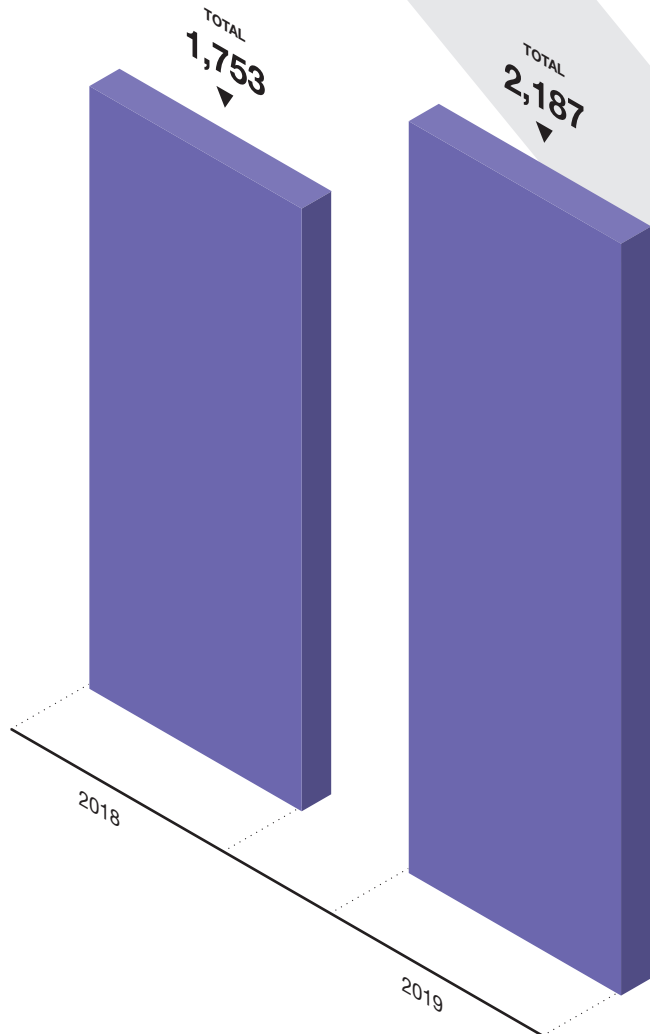






# Applications

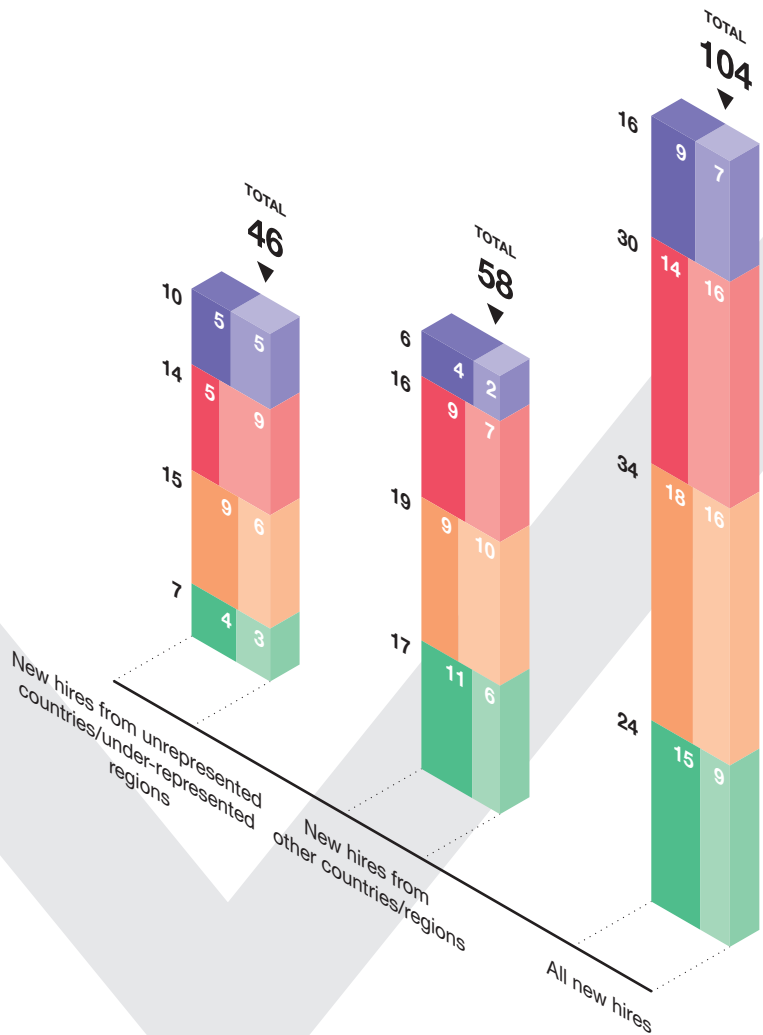
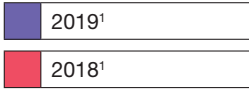
from countries where outreach activity took place



Note: the change in the number of applications to fixed-term and temporary vacancies at levels P and above from nationals of countries (Armenia, Brazil, Chile, China, Colombia, Comoros, Costa Rica, Cuba, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Guatemala, Kuwait, Lithuania, Mauritania, Mexico, Oman, Paraguay, Peru, Qatar, Republic of Korea, Sudan, Switzerland, Turkmenistan and Uruguay) where outreach activity took place or whose representatives attended a regional event.



# External appointments to fixed-term posts subject to geographical distribution in the Professional and higher categories



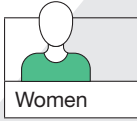
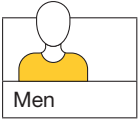
<sup>1</sup> The data for 2018/2019 comprises the number of external candidates who entered on duty for fixed-term posts at levels P and above and were subject to geographical distribution between January 1 and December 31 of each year.

Note: the list of unrepresented Member States and under-represented regions varies from year to year.

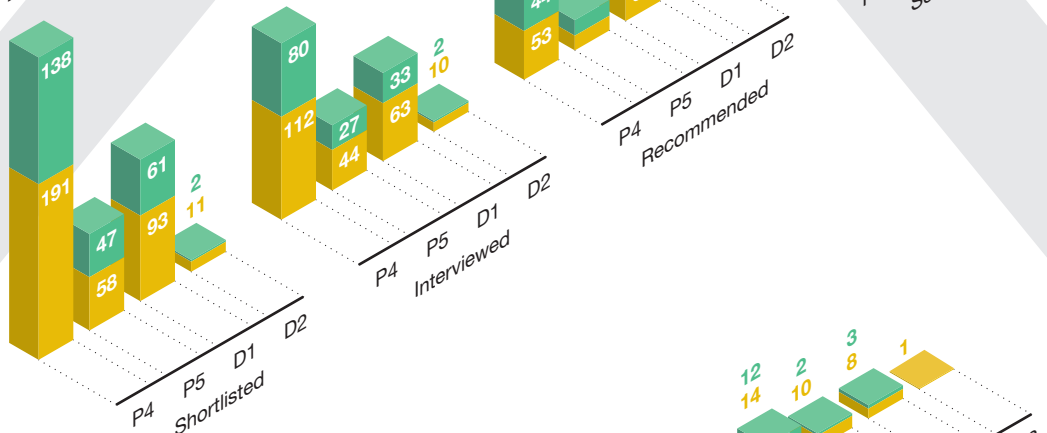


# Breakdown of candidates by biennium

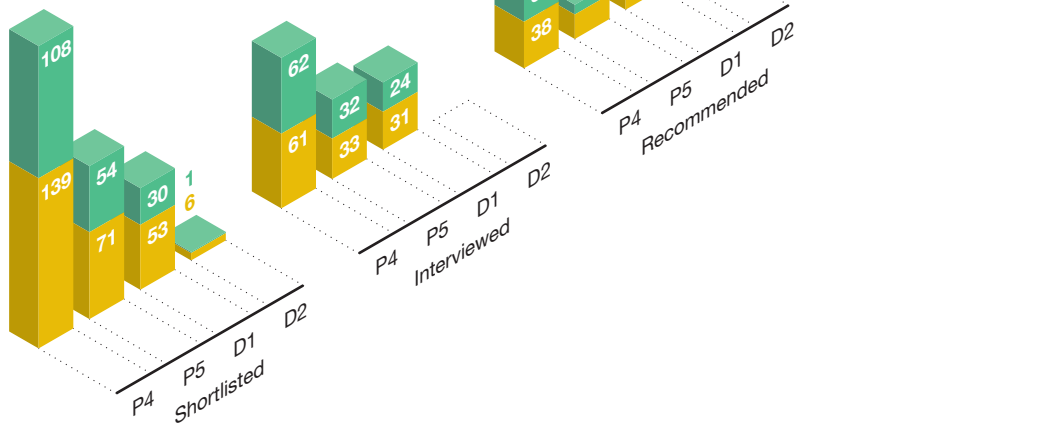
Fixed-term vacancies, P4 to D2



2018/19



2016/17



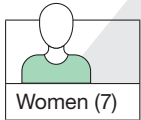
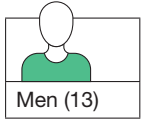




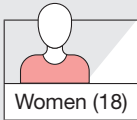
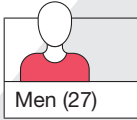
# Expected retirements

Based on retirement at the age of 65 years

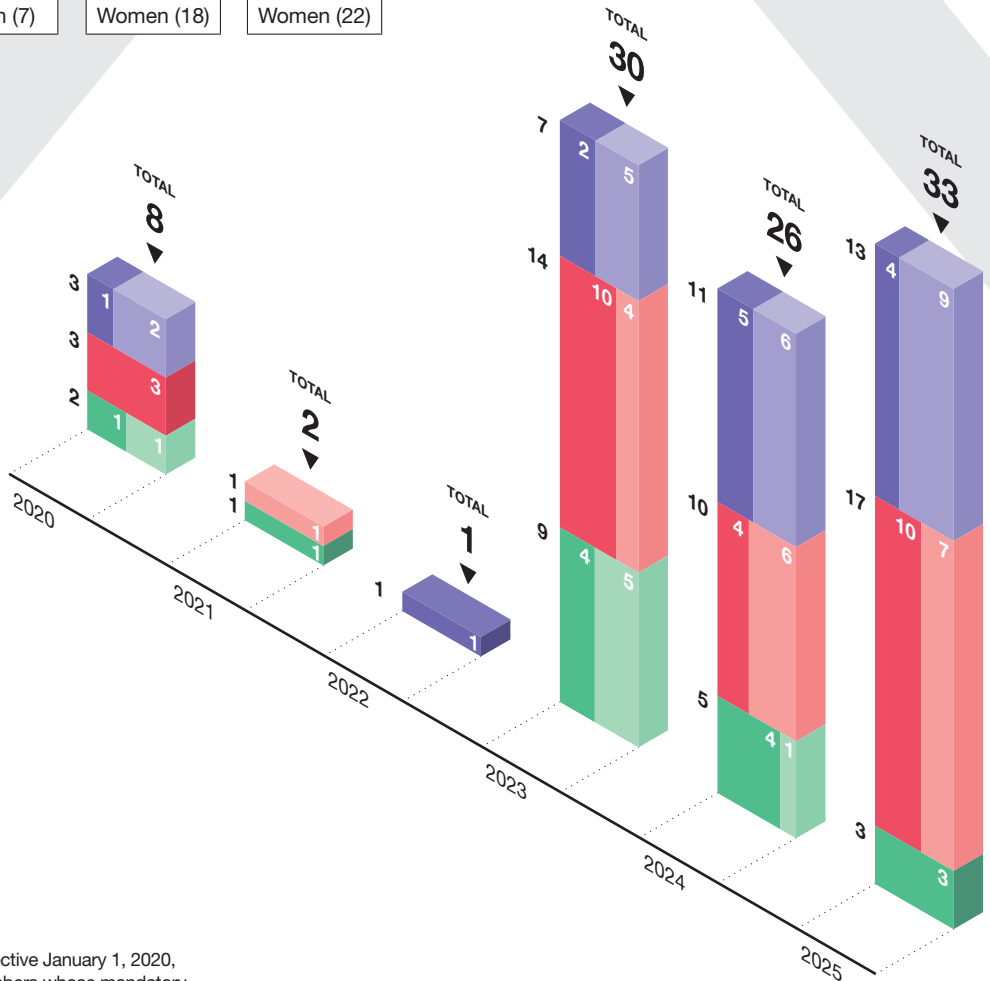
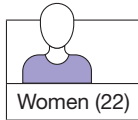
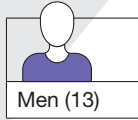
**Director**  
(20)



**Professional**  
(45)



**General Service** (35)

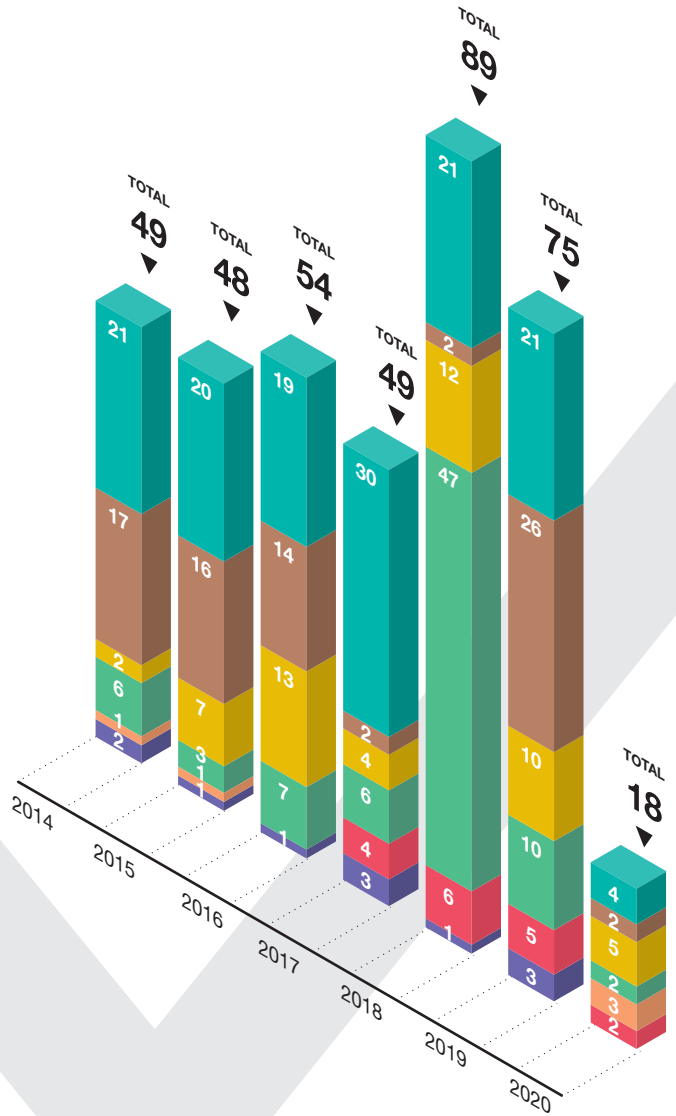


Note: effective January 1, 2020, staff members whose mandatory retirement age is 60 or 62 may opt to retire at age 65.



# Separations

	Retirement
	Termination (other)
	Resignation
	Expiration of appointment
	Termination following disability
	Death
	Inter-agency transfer



# Development



**4.8**  
average  
training days  
per staff  
member



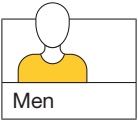




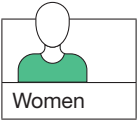


# Training participants in 2019

## Participants



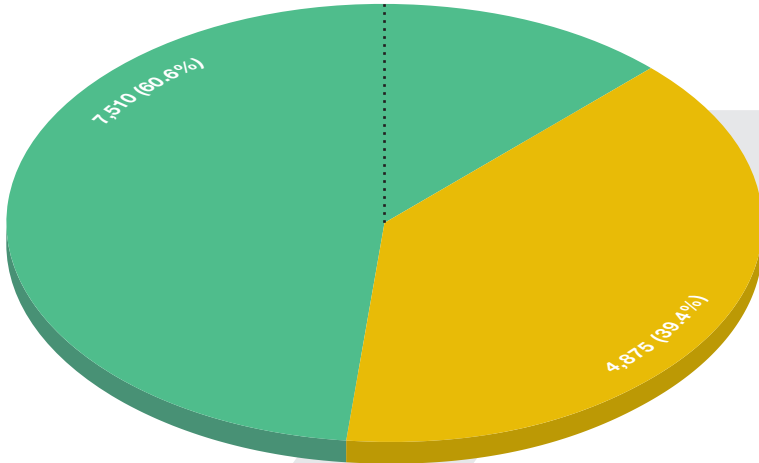
Men



Women

TOTAL NUMBER OF TRAINING PARTICIPANTS

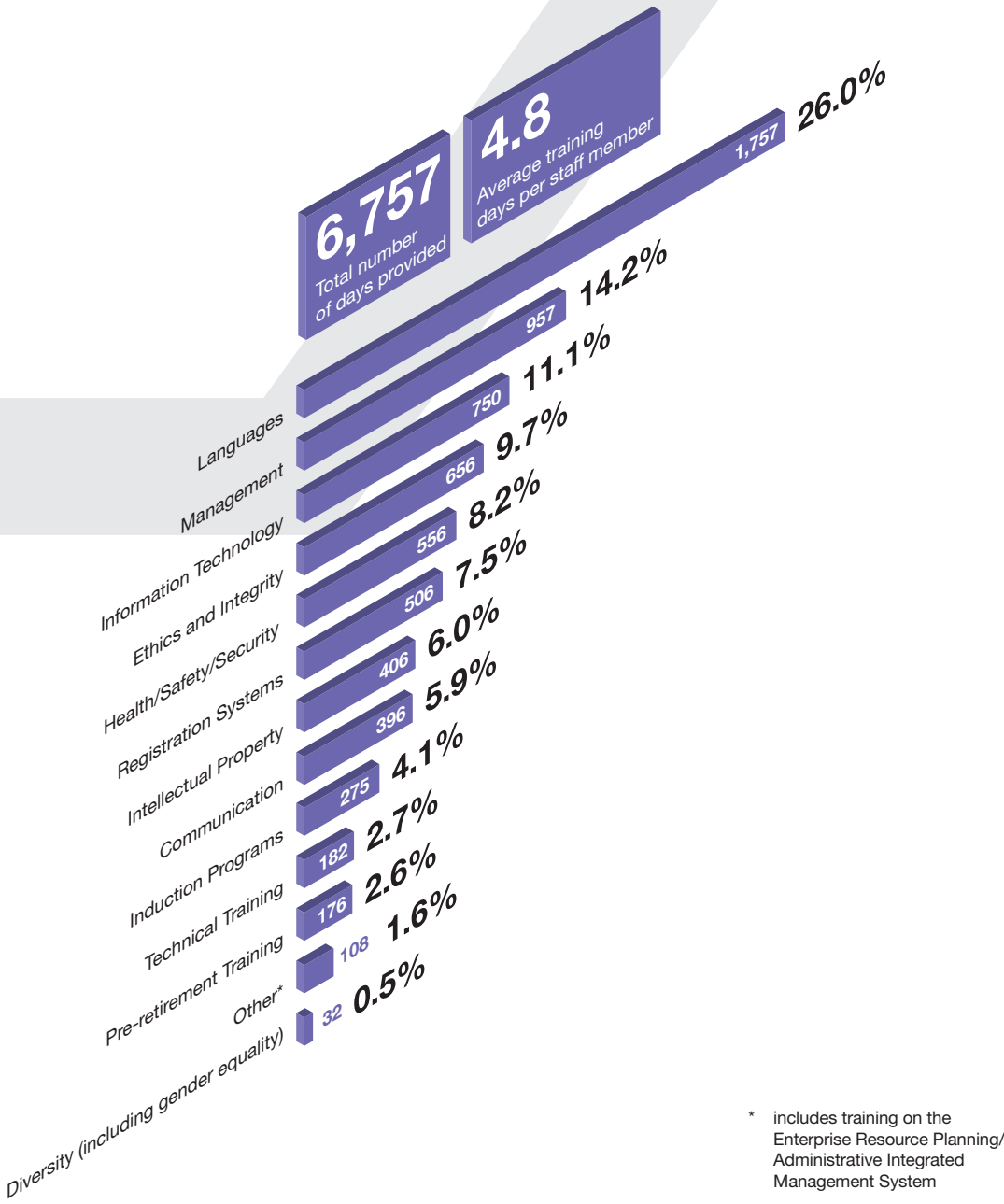
12,385



Note: since more than one staff member has participated in more than one training session, the number of training participants does not equal the number of staff.



# Training days and categories in 2019



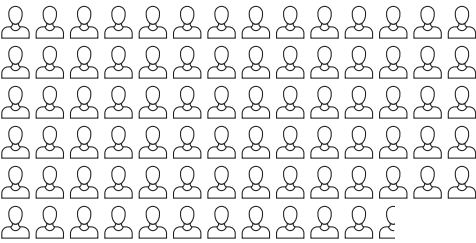




\* includes training on the Enterprise Resource Planning/ Administrative Integrated Management System



# Performance evaluation\*

## Ratings

<b>Outstanding performance</b>	<b>186 (17.4%)</b>	<b>PMSDS cancelled**</b>	<b>48 (4.5%)</b>
			
<b>Effective performance</b>	<b>815 (76.2%)</b>	<b>PMSDS not completed</b>	<b>21 (2.0%)</b>
			
<b>Improvement in performance needed</b>	<b>0 (0%)</b>	<b>SUB-TOTAL</b>	<b>69 (6.4%)</b>
<b>Unsatisfactory performance</b>	<b>0 (0%)</b>	 = 10	
<b>SUB-TOTAL</b>	<b>1,001 (93.6%)</b>		
<b>TOTAL</b>			<b>1,070 (100%)</b>

\* Status of 2019 cycle as at June 2020

\*\* Cancelled, for example owing to the absence of a staff member or supervisor.

Note: staff members on an initial fixed-term appointment are subject to a one-year probation period and thus are not subject to the Performance Management and Staff Development System (PMSDS).



**WIPO**  
WORLD  
INTELLECTUAL PROPERTY  
ORGANIZATION

The WIPO  
Academy  
Sharing knowledge  
building capacity



# Conflict management



Barco

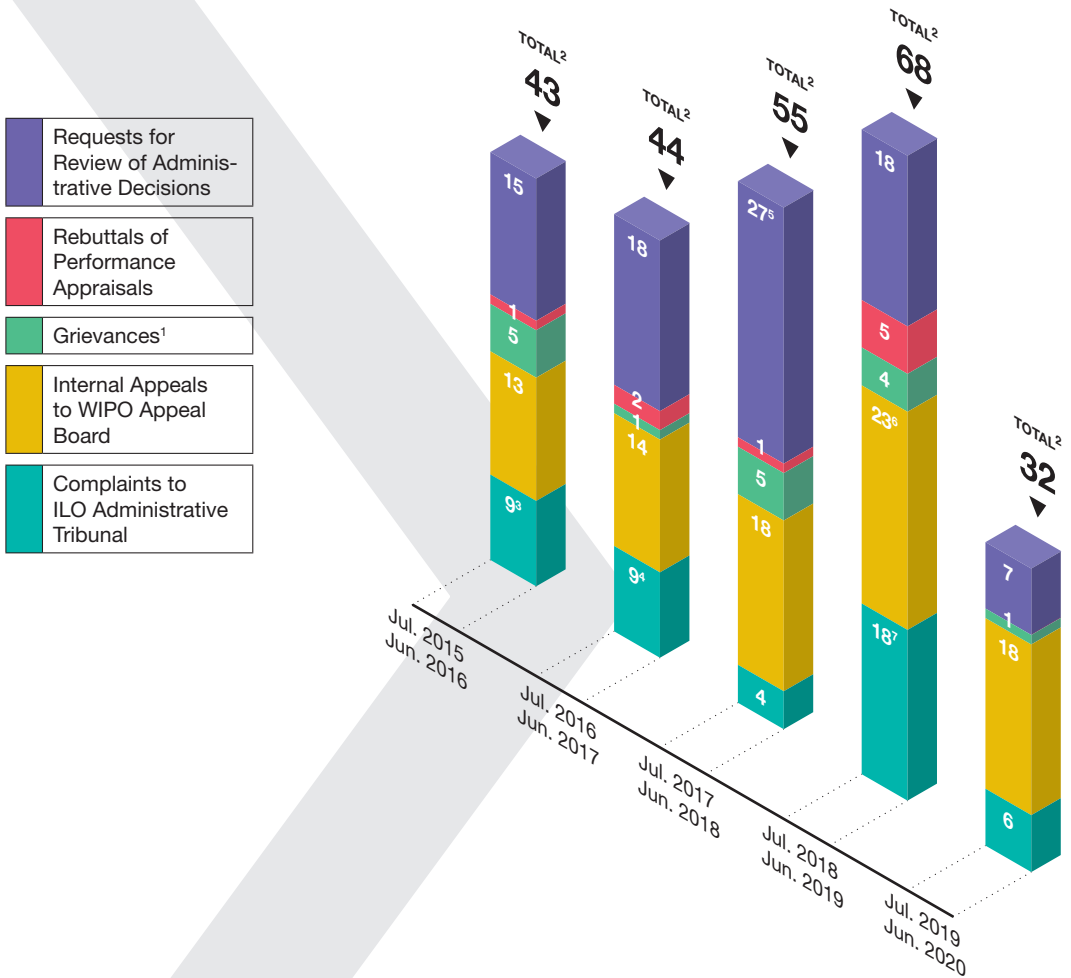
OME

ISTENING





# Cases filed by staff



<sup>1</sup> A single case could be recorded more than once during the same period or during different periods, as it goes through the internal justice system (e.g., a request for review, a rebuttal or a grievance may become an appeal to the WIPO Appeal Board, then a complaint to the International Labour Organization (ILO) Administrative Tribunal).

<sup>2</sup> Figures reflect the number of staff members who filed formal harassment complaints during each reporting period.

<sup>3</sup> One case includes 44 complaints filed by (current or former) staff members regarding their former contractual status

<sup>4</sup> One case includes 4 complaints filed by (current or former) staff members regarding their former contractual status.

<sup>5</sup> One case includes 319 requests for review filed by staff serving in Geneva in the Professional and higher categories, against the reduction of the post adjustment multiplier.

<sup>6</sup> One case includes 44 appeals filed by (current or former) staff members regarding their former contractual status.

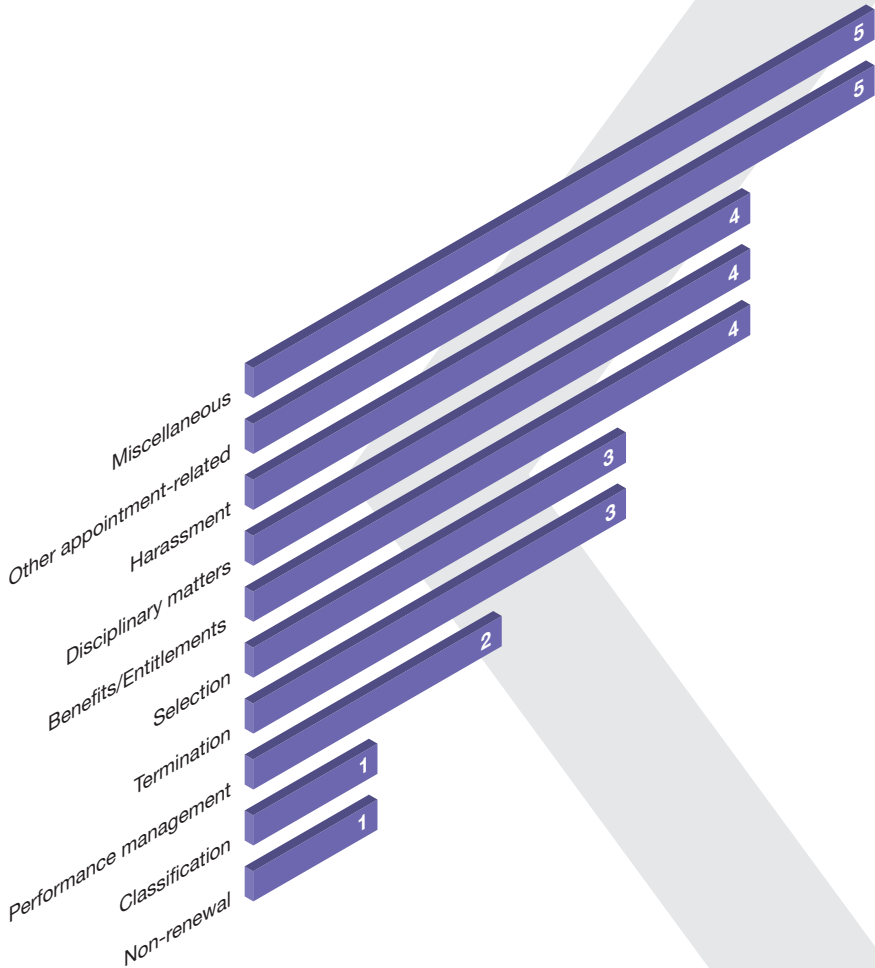
<sup>7</sup> One case includes 253 complaints filed by staff serving in Geneva in the Professional and higher categories, against the reduction of the post adjustment multiplier.





# Cases filed by subject matter

between July 2019 and June 2020







World Intellectual Property Organization  
34, chemin des Colombettes  
P.O. Box 18  
CH-1211 Geneva 20  
Switzerland

Tel: +41 22 338 91 11  
Fax: +41 22 733 54 28

For contact details of WIPO's  
External Offices visit:  
[www.wipo.int/about-wipo/en/offices](http://www.wipo.int/about-wipo/en/offices)

© WIPO, 2020



Attribution 3.0 IGO  
(CC BY 3.0 IGO)

The CC license does not apply to  
non-WIPO content in this publication.

Photo credits: Emmanuel Berrod,  
Violaine Martin, Gettyimages/Pixelfit

Printed in Switzerland

WIPO Publication No. RN2020/2E