

Office Instruction **No. 31/2015**

WIPO Rewards and Recognition Program

Aims and Scope

1. As WIPO's Human Resources Strategy (see WO/CC/67/2, Annex II) outlines, staff are the most important asset of WIPO. Their contribution, commitment, creativity and capacity for innovation are among the determining factors of WIPO's success. The aim of the Rewards and Recognition Program is to acknowledge, publicly appreciate and reward excellent performance demonstrated by staff and teams as well as create interest and motivate all staff members to achieve similar recognition and rewards in the future.

2. The Rewards and Recognition Program applies to all staff on temporary, fixed-term, continuing and permanent appointments who were under the scope of WIPO's Performance Management and Staff Development System (PMSDS) for the relevant PMSDS cycle. The program combines monetary rewards and non-monetary recognition. All monetary rewards are non-pensionable. There is no entitlement to a reward or recognition. This program is closely aligned with guidelines (see ICSC/74/R.3) issued by the International Civil Service Commission. A summary of the rewards is contained in Annex I and a glossary is contained in Annex II of this Office Instruction.

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Towards a Culture of Appreciation at WIPO

3. Managers have a key role in the reward and recognition of their staff. They are encouraged to acknowledge good performance of individual staff members and of teams on a regular basis, including outside the context of formal performance management processes. As part of WIPO's staff development program, the Human Resources Management Department (HRMD) will provide guidance and training to WIPO management to fulfill this role.

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Informal Recognition

4. Informal recognition can be in the form of spontaneous appreciations throughout the year to acknowledge for example an achievement, creativity, learning or a specific behavior of teams or individuals. Guidance on how managers can show informal recognition on a day-to-day basis is provided in the PMSDS Handbook “Showing Recognition” which is available on the PMSDS intranet page.

“Outstanding Performance” – Formal Recognition

5. Where the performance of staff members is clearly and significantly above the expectations for their functional role, managers should formally acknowledge the performance with an overall rating of “Outstanding performance” in the relevant PMSDS cycle.

6. Every staff member who achieves an overall PMSDS rating of “Outstanding performance” will receive a certificate of appreciation from the Director General, which will be placed in the staff member’s official status file. Furthermore, a sector¹ event may be arranged by the respective Program Manager as a measure of appreciation for the outstanding performance.

Performance Rewards with a Monetary Value

“Results and Service-Orientation” Reward

7. This reward is to reinforce WIPO’s core values of “Service-orientation” and “Accountability for results”. Out of the staff having achieved an “Outstanding performance” rating in the relevant PMSDS cycle, a number of staff will be rewarded for exceptional accomplishments for WIPO.

8. The reward will be conferred at the sector level in the form of a cash lump sum of 2,500 Swiss francs. One staff member in each sector will receive the reward. In sectors with more than 100 staff, one reward will be available for every 100 staff members.

9. The criteria for the “Results and Service-Orientation” rewards will be:

- the staff member has achieved “Outstanding performance” in the relevant PMSDS cycle;
- **and** the staff member has demonstrated exceptional effort, creativity, and competence, going far beyond the call of duty;
- **and** the staff member has achieved outstanding results **or** the staff member has been noted for outstanding service-orientation;
- **and** the staff member has demonstrated in his or her daily work the core values of WIPO.

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¹ For the purpose of this Office Instruction, UPOV and the Internal Oversight Division are considered as part of the Sector of the “Director General and Related Programs”.

10. With respect to the nomination and selection process, individual staff members will be proposed by their managers to the Program Manager of the respective sector. The Program Manager will then select the reward recipients, applying the criteria outlined above. HRMD will provide support as required, so that the selection criteria are applied consistently across all sectors.

“Environmental, Social and Governance Responsibility” Reward

11. This reward aims to strengthen WIPO’s core value “Environmental, social and governance responsibility”. Three staff members will receive a reward at the organizational level for having significantly contributed to a positive and harmonious work environment. The reward will be in form of a cash lump sum of 2,500 Swiss francs.

12. The criteria for the “Environmental, Social and Governance Responsibility” rewards will be:

- the staff member has significantly contributed to a positive and harmonious work environment with his or her highly professional attitude and behavior in the execution of work², for example in the way he or she has shared knowledge, provided services or demonstrated team spirit;
- **and** the staff member has achieved at least an “Effective performance” in the relevant PMSDS cycle;
- **and** the staff member has demonstrated in his or her daily work the core values of WIPO.

13. With respect to the nomination and selection process, individual staff members will be proposed directly by WIPO staff members. The Senior Management Team (SMT) will review the nominations, with support from HRMD, to verify that selection criteria outlined above are applied consistently. The reward recipients will be selected by WIPO staff members. The detailed procedure will be communicated to staff separately.

“Working as One” Reward

14. In order to enhance WIPO’s core value of “Working as one”, and to reward exceptional team performance, three team rewards will be conferred at the organizational level. In recognition of the increasingly cross-cutting nature of the Organization’s results, initiatives and activities, teams may be comprised of members from within a sector, or from cross-organizational units and sectors. The rewards will be in the form of a cash lump sum of 5,000 Swiss francs.

15. The criteria for the “Working as One” rewards will be:

- the team must consist of at least three staff members from within or from across organizational units and sectors who have worked collaboratively for a minimum period of three months;

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² The term “work” includes work-related assignments to projects and task forces. However, it does not include tasks and duties carried out under special assignments such as participation in WIPO Boards, Associations and Committees, for independence and confidentiality reasons.

- **and** the results achieved by the team contribute clearly and substantially to the Organization's strategic objectives;
- **and** the team has demonstrated exceptional effort, creativity, and competence, going far beyond the call of duty;
- **and** all team members nominated have achieved at least a rating of "Effective performance" in the relevant PMSDS cycle;
- **and** all team members nominated have demonstrated in their daily work the core values of WIPO.

16. With respect to the nomination and selection process, teams will be proposed by the managers of the team leaders to the SMT through the Program Managers of the respective sector. The identification of the reward recipients will be managed by the SMT, with support from HRMD as required, applying the criteria outlined above.

"Innovation and Efficiency" Reward

17. Three developmental rewards will be conferred to individual staff members who have achieved outstanding results in the relevant year related to innovation or resulting in significant efficiency gains or cost savings for WIPO. One reward will be available for each of the following levels:

- senior staff (P5 to D2);
- mid-level staff (G7 and P1 to P4);
- support staff (G2 to G6).

18. The reward will consist of a professional training program of not more than four weeks' duration at an educational institution. WIPO will meet the cost of travel, accommodation and tuition. For the duration of the program, the staff member will be on special leave with full pay, in accordance with Staff Regulation 5.2 "Special Leave". The training program has to be completed by the staff member within two years following the announcement of the reward.

19. The criteria for the "Innovation and Efficiency" rewards will be:

- the staff member has achieved "Outstanding performance" in the relevant PMSDS cycle;
- **and** the staff member has demonstrated exceptional effort, creativity, and competence, going far beyond the call of duty;
- **and** the staff member has achieved outstanding results in an area related to innovation or in an area related to significant efficiency gains resulting in cost savings for WIPO;
- **and** the staff member has demonstrated in his or her daily work the core values of WIPO.

20. With respect to the nomination and selection process, individual staff members will be proposed by their managers to the SMT through the Program Manager of the respective sector. The identification of the reward recipients will be managed by the SMT, with support from HRMD as required, applying the criteria outlined above.

Transparency and Presentation

21. To ensure a fair and well-documented nomination and selection process, justification (which should be specific and evidence-based to the extent possible) must be provided in writing at the time of nomination.

22. The rewards will be announced in a Town Hall meeting following conclusion of the relevant PMSDS cycle.

Entry into Force

23. This Office Instruction shall come into effect on the day of its publication. It supersedes Office Instruction No. 48/2014 "WIPO Rewards and Recognition Program – Extension of Pilot to 2014".

[signed by Francis Gurry
Director General]

Signed on:
September 15, 2015