Internal Oversight Division

Reference: EVAL 2014-06

Evaluation Report

WIPO Rewards and Recognition Program
(Pilot Phases 2013 - 2014)

February 13, 2015

TABLE OF CONTENTS

LIST OF ACRONYMS

HRMD	Human Resources Management Division
ICSC	International Civil Service Commission
IOD	Internal Oversight Division
NA	Not Answered
OI	Office Instruction
PMSDS	Performance Management and Staff Development System
RRP	Rewards and Recognition Program
SMT	Senior Management Team
UN	United Nations
UNDP	United Nations Development Program
UNOPS	United Nations Office for Project Services
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

The evaluation of the Rewards and Recognition Program Pilots was conducted in the second half of 2014, using the results of a workshop held in June 2014, a benchmarking with other UN Organizations and most importantly a survey sent to all staff in December 2014.

The results presented in this evaluation derive from a quantitative analysis of 360 completed survey responses to 10 closed questions and from a qualitative analysis of comments given to each of these questions by approximately 50-70 respondents and more than 100 suggestions for improvements proposed.

Hence, the results largely reflect the views of a representative sample of about 30% of staff consulted.

Main achievements of the RRP:

In two years, the RRP has achieved to recognize outstanding performance of 95 staff members, individually or as members of teams. The rewards were given on the occasion of two ceremonies held during town hall meetings in early and late 2014.

Over two thirds of staff surveyed was of the opinion that the RRP is relevant to recognize good performance. A same proportion agreed that the criteria for the rewards were clear and appropriate.

Main shortcomings of the RRP:

Overall, the RRP is seen as a good initiative but it cannot achieve alone all the objectives that were set in terms of increasing motivation, performance and interest of staff to being rewarded for outstanding work.

The RRP comes short in the perception on how it is aligned with WIPO's Core Values of working as one, accountability for results and service orientation. It has some negative effects in that it creates rivalries within organizational units and demotivates staff who's tasks are more support-oriented or administrative and who feel excluded from the rewarding system.

We have heard that regular informal recognition of good performance is not applied systematically and recognition of good performance is not sufficiently linked to understandable and transparent mechanisms and criteria.

Way Forward:

Improving the RRP by working on improving the nomination and selection process, defining additional peer recognition mechanisms and improve communication is at the heart of the recommendation made.

Based on the findings of this evaluation summarized above and detailed in the report, the Human Resources Management Department (HRMD) should revise the RRP and propose a policy which takes into account the recommendations formulated in the last section of this report, which can be summarized as follows:

HRMD should include in the future RRP policy mechanisms that:

- Prioritize in-kind and intangible awards;
- Set up a more factual, transparent and to the extent possible documented nomination and selection system;
- Engage staff in recognizing and awarding performance, e.g. by introducing peer nomination procedures and establishing a nomination and/or selection board formed by WIPO staff;
- Inform proactively WIPO staff members on the RRP, including the clear definition of components, procedures, and reasons for the nomination and selection of staff members; and
- Ensure HRMD's support of the RRP implementation, including a regular oversight of the program.

1. INTRODUCTION

1. This report contains the Evaluation results of the RRP – Pilots 2013 and 2014 established by Office Instructions (OIs) No. 35/2013 and No. 48/2014 on WIPO Rewards and Recognition Program. The Internal Oversight Division (IOD) conducted this evaluation from September 2014 to January 2015.

2. WHAT IS BEING EVALUATED AND HOW?

(A) OBJECTIVES OF THE EVALUATION

2. The evaluation aims at:

   (a) Assessing the potential contributions of the RPP to create incentives for good performance;

   (b) Clarifying the adequacy of the design and implementation of the RRP for the effective achievement of its key objectives; and

   (c) Making further recommendations for improvements to the RRP by defining key outputs and the desired outcomes for the Organization and WIPO staff.

3. The evaluation reports to WIPO Director General and WIPO Senior Managers. The results of this evaluation shall be used by the Human Resources Management Division (HRMD) to formalize objectives and design of the RRP in a policy to be finalized in 2015.

(B) METHODOLOGY AND KEY STAKEHOLDERS

4. The evaluation has applied the following criteria:

   (a) **Relevance and Adequacy**: the extent to which RRP design is consistent with the desired gains for the Organization and staff;

   (b) **Efficiency**: the extent to which RRP components are converted into perceived or expected benefits, and the processes put in place towards this aim; and

   (c) **Effectiveness**: the extent to which objectives have been achieved throughout the two pilot phases and the effective wins for individuals and teams receiving performance rewards.

5. The evaluation applies mixed methodologies and includes an in-depth desk review of institutional specialized literature, including benchmarking with other United Nations (UN) Organizations having implemented similar programs. Structured workshops[1], direct observation, a survey to the 2008- 2014 Senior Management Team (SMT) and a survey to all WIPO staff were part of the evaluation. Overall the evaluation has consulted approximately four hundred WIPO staff members.

---

[1] EVAL 2014-06. Workshop report Rewards and Recognition Program – Pilot 2013

6.   The evaluation has gathered information from all stakeholders targeted by the RRP 2013–2014, and more precisely from:

(a)   all "outstanding" performers as per the Performance Management and Staff Development System (PMSDS) 2012 – 2013;

(b)   all nominees and award winners of Performance Rewards in 2013 and 2014;

(c)   SMT and Managers who participated in the process; and

(d)   the remaining WIPO staff.

3.   FINDINGS

(A)   WHAT ARE THE VIEWS ON RRP ACHIEVEMENTS?

7.   This section synthesizes findings from staff consultations and presents conclusions of the evaluation team on the extent to which the design of the Rewards and Recognition Program leads to the achievement of the desired gains for WIPO.

Finding 1:

Sixty-three per cent of WIPO staff surveyed rates the RRP initiative as a relevant initiative to acknowledge outstanding work of WIPO staff members. Among those who expressed criticism, there is a shared view that acknowledgement of excellent performance should be through career development and promotion opportunities rather than one-off rewards. Some staff members expressed that management fails to regularly acknowledge good performance, which is exacerbated by a perceived divide between the Organization's practices and its Core Values.

Finding 2:

A large majority (about 2/3rd of staff) thinks that the criteria of the awards are clear and the rewards (amount or training) are appropriate.

Finding 3:

Staff category and gender of the awarded staff members in 2013 and 2014 is well balanced

(Linked to Conclusions 1, and 2)

---

8.   WIPO Rewards and Recognition Program is an initiative designed to foster the Organization's commitment in promoting excellence at the workplace[2] and increase staff morale.

9.   HRMD has implemented two pilots of the RRP. Two Town Hall ceremonies have been celebrated with a public selection of nominees and delivery of awards. Ninety-five WIPO staff members have been rewarded (see Box 1). No rewards have yet been given to G3, G4, P1 and D2 staff members[3] .

[2] OI No. 48/2014 WIPO Rewards and Recognition Program – Extension of Pilot to 2014
[3] As per data from January 2015 14 WIPO staff members are G3 grade and 7 are P1 level. Out of this number, 16 staff members have temporary assignments or are JPO

Box 1. WIPO awarded staff members

| 2013	2014
Results and Service-Orientation Rewards	
12	15
Working as One Rewards	
3 teams rewarded (total of 37)	3 teams (total of 24)
Innovation and Efficiency Rewards	
4	3

10.   The pilot program has been put in place in a gender-balanced manner, rewarding 50% of female and male workers after the biennia. Graph 1 provides information of the rewarded staff disaggregated by grade and gender.

Graph 1. Distribution of awarded staff by grade and gender after the biennia
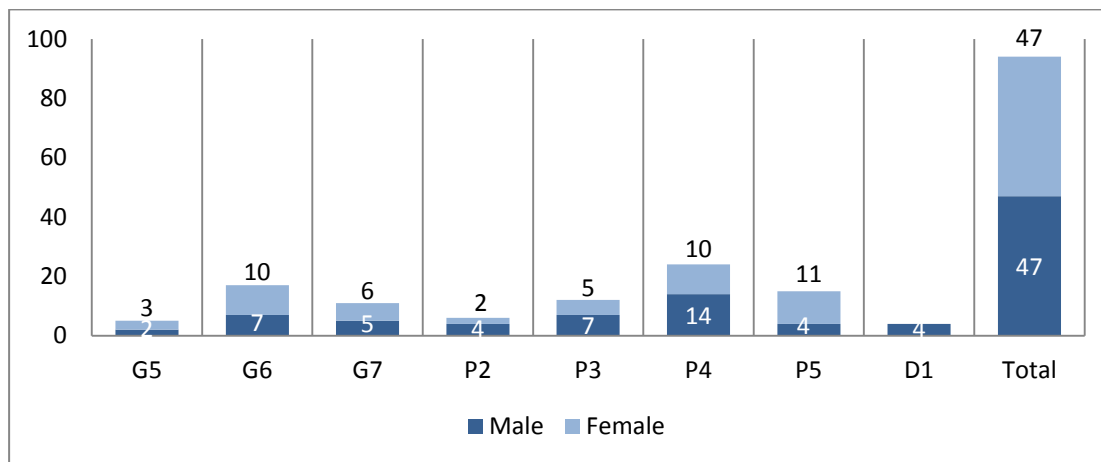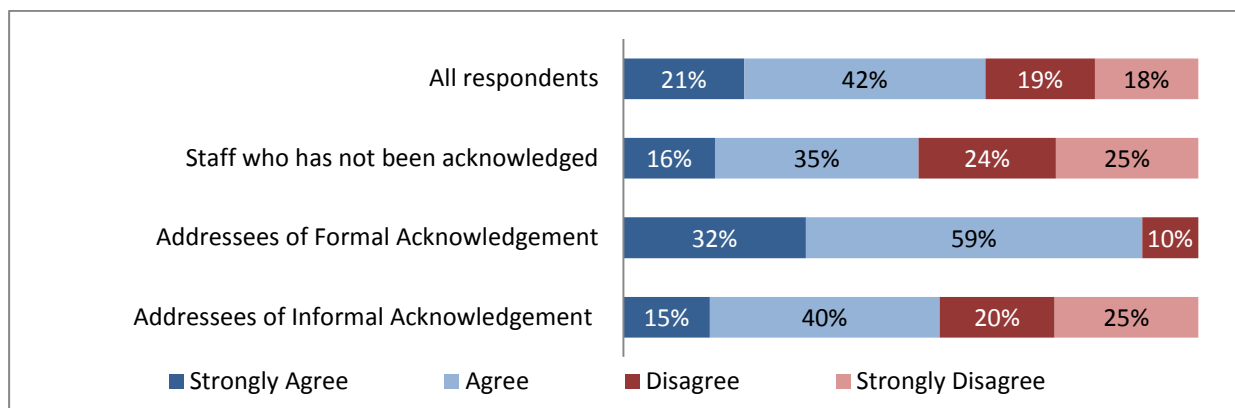

Source: HRMD information of RRP awarded staff members of 2013 and 2014
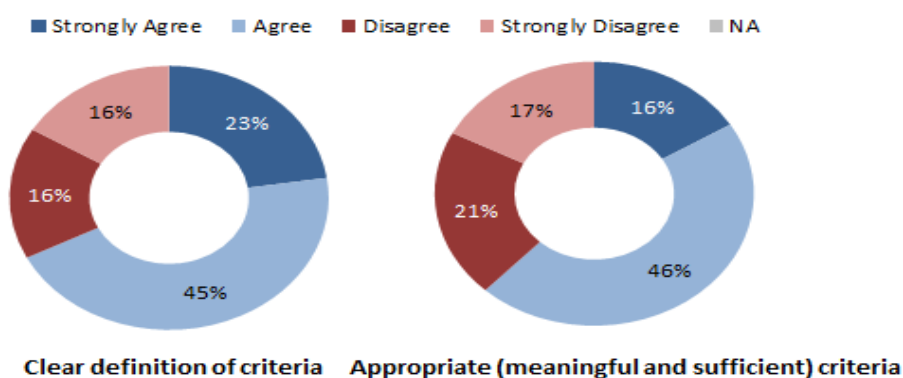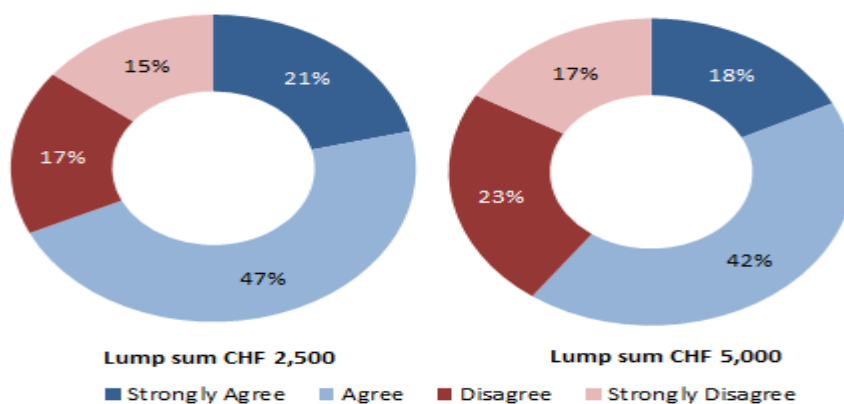
11.   Respondents' Profiles:
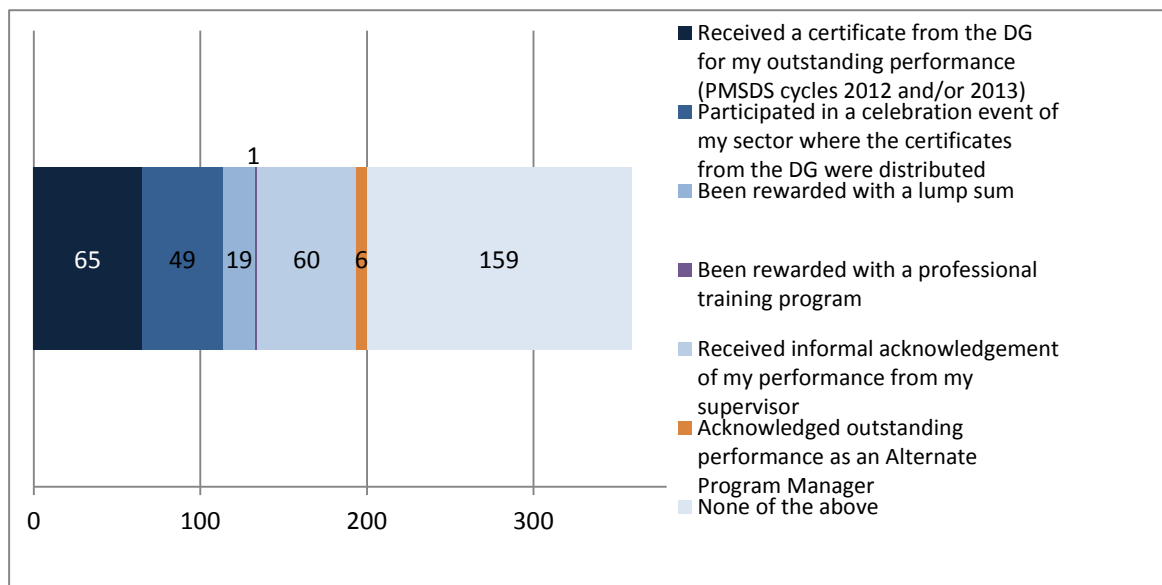
12.   Overall, after the implementation of the two pilot programs 63% of respondents to the survey "strongly agree" or "agree" that the RRP is a good initiative to recognize performance[4]. This rating is higher for those who received rewards and lower for those who did not:

	Strongly Agree	Agree	Disagree	Strongly Disagree
All respondents	21%	42%	19%	18%
Staff who has not been acknowledged	16%	35%	24%	25%
Addressees of Formal Acknowledgement	32%	59%		10%
Addressees of Informal Acknowledgement	15%	40%	20%	25%

13.   About two thirds of staff find that the criteria of the rewards with a monetary value are clearly defined and appropriate…

Clear definition of criteria   Appropriate (meaningful and sufficient) criteria

…and that the amounts of rewards are sufficient:

Lump sum CHF 2,500   Lump sum CHF 5,000

■ Strongly Agree   ■ Agree   ■ Disagree   ■ Strongly Disagree

---

[4] Source: Evaluation survey 2014, Question 10. Total number of responses to this question: 209

14.   These positive results are limited by the existence of major concerns among WIPO staff who commented on the lack of career development opportunities, and how these should be the real incentives to acknowledge excellence at the workplace. Figure 1 below illustrates the main components of this pattern[5] identified throughout the consultation process.

Figure 1: Staff's desired recognition of outstanding performance
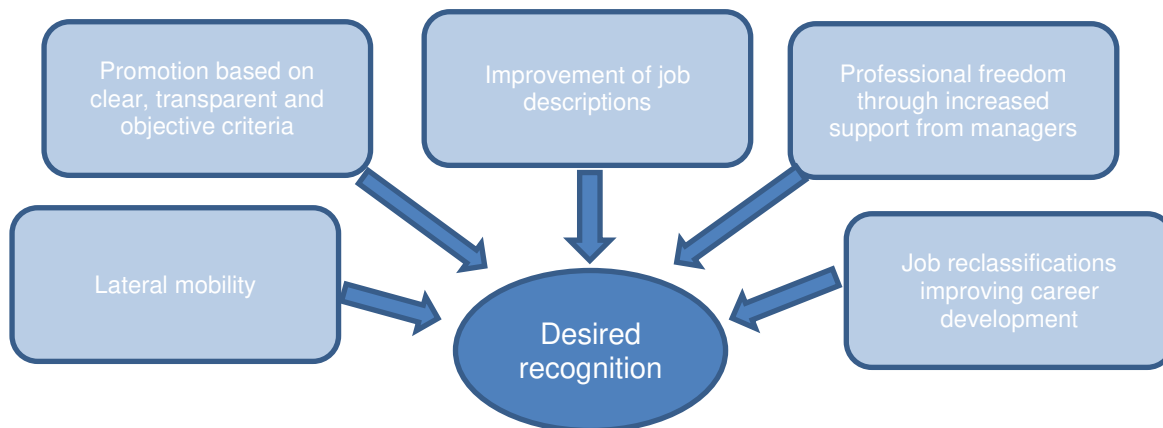
15.   The contribution of the RRP to the Organization's Core Values (service orientation, accountability for results and working as one) and to creating a culture of good performance is perceived by the majority of staff to be moderate to low (see Graph 2).

Graph 2: Staff's perception of the alignment between the RRP and the WIPO Core Values and of creating a culture of recognition of good performance
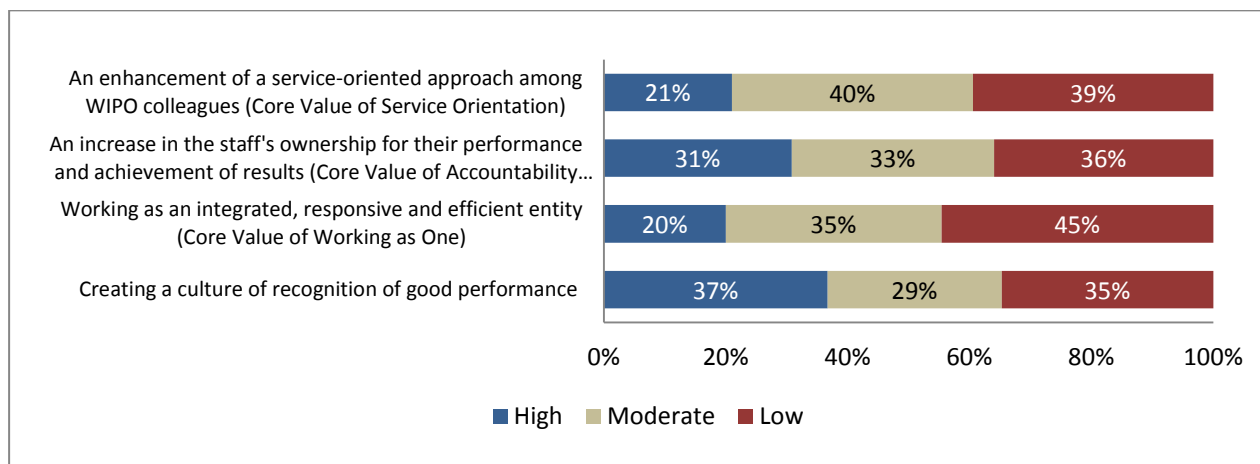
Source: Evaluation survey 2014, Question 2 and 3. Total number of responses to this question: 252

16.   Analyzing managers' capacities to recognize performance is key in explaining these results. The role of top management in showing what is important to the Organization, communicating and encouraging it is essential in recognition programs[6]. Consulted staff comment that managers do not sufficiently recognize staff performance, support their teams, and provide staff development-related opportunities[7] (see Figure 2 below). The Evaluation of

---

[5] Source: Qualitative information of the evaluation survey, 2014
[6] ICSC/74/R.3
[7] Source: Qualitative information of the evaluation survey, 2014

Knowledge Sharing in WIPO already identified this situation, where only 66% of respondents to the survey[8] acknowledged receiving regular feedback from supervisors, and 46% did not perceive their knowledge and expertise were valued within the Organization.

Figure 2. Staff's perception of moral support from top management
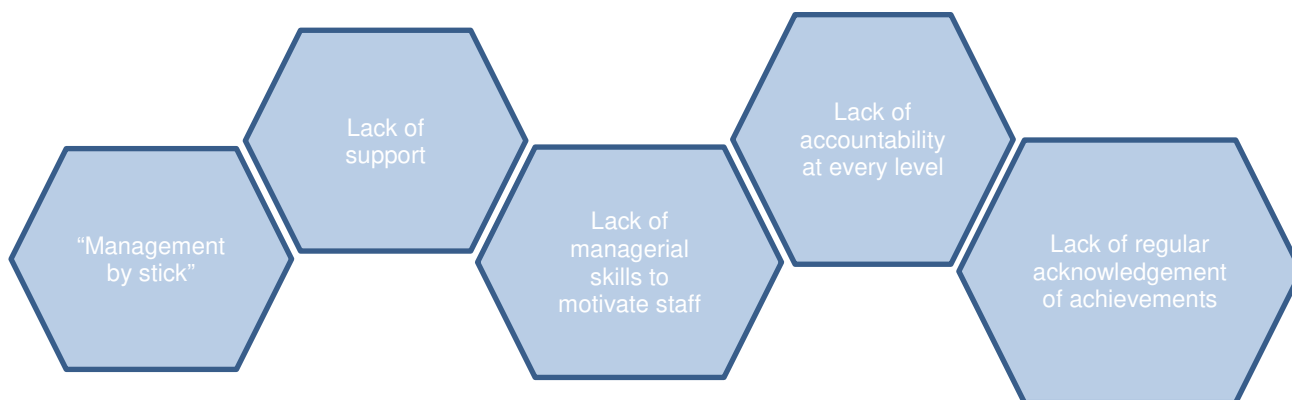
17.   **Conclusion 1:** The focus on one-off rewards and not sufficiently on career development undermines the effect this Program has on increasing staff morale.

18.   **Conclusion 2**: The effectiveness of the RRP in acknowledging performance is reduced both by the perceived lack of managerial practice in working towards a culture of recognition and by insufficient links between the theory and practice of working towards the Organization's Core Values.

(B)   WHICH ARE THE PERCEIVED SHORTCOMINGS OF THE RRP?

19.   This section presents findings and conclusions on the extent to which the design and implementation of the Rewards and Recognition Program came short in achieving all its objectives and had negative side-effects for both the Organization and WIPO staff.

Finding 4:

The RRP has not yet significantly increased motivation to achieve results or in greater accountability. Competition and jealousy among staff are perceived negative side-effects of the RRP. (Linked to Conclusion 3)

Finding 5:

The current RRP criteria and implementation processes are not considered sufficiently transparent and sound to reward outstanding performance. Some categories of staff feel excluded from this process. WIPO staff perceives a reduced transparency and fairness in the implementation of the two pilot programs. (Linked to Conclusions 3, and 4)

(i)   Shortcomings in achieving the RRP objectives

20.   More than 70% of WIPO consulted staff does not perceive the RRP increases interest and motivation for receiving similar awards[9]. The RRP is only partially contributing to the motivation

---

[8] Source: Knowledge Sharing Evaluation survey 2014. Total number of responses to this question: 171

[9] The Office Instruction No. 48/2014 defines the RRP objectives as increased motivation of staff in achieving program expected results and PMSDS objectives, and increased interest and motivation. When consulted about the latter

of staff in both achieving their program's expected results and PMSDS objectives. Graph 3 below provides detailed information of staff members' ratings.

Graph 3. Staff's rating on the RRP outputs
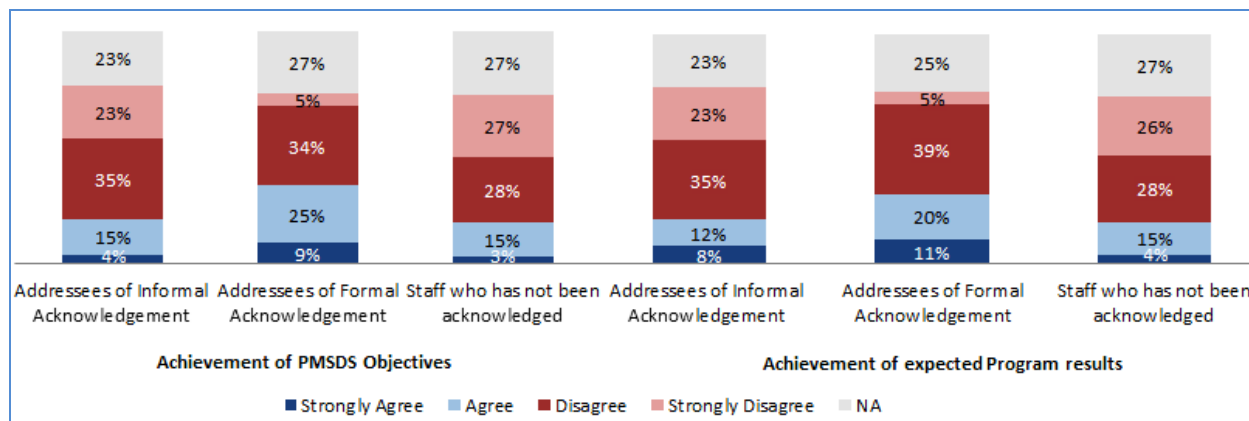
Source: Evaluation survey, Question 8. Total number of responses to this question: 240

21.   Qualitative analysis of the comments from the evaluation survey show that:

   i.   Acknowledging performance of a minority incurs jealousy amongst colleagues while the nature of WIPO services requires staff to work collaboratively[10];

   ii.   Rewarding colleagues creates a tense environment for awardees since they have to be accepted within their teams;

   iii.   Selecting a reduced number of staff members creates challenges among supervisors to manage since they have to choose amongst many good performers; and

   iv.   Rewarding outstanding performance is not the proper mean to bring dissatisfied staff on board.

22.   This pattern is not unique to WIPO but has already been noted by experts analyzing negative effects of performance awards. The practice of rewarding a small percentage of top performers has the natural effect of pushing a large majority to the middle area and eventually labelling a high performer as "mediocre". When a general perception against RRPs appears, the outputs of the system lead to a demotivating environment despite the need for staff to constantly perform well. In the middle-longer term, overall performance could decrease and individuals could start to produce what is most visible and in their personal best interests, thus focusing less on the Organization's goals[11] (see Figure 3).

Figure 3. Performance chain
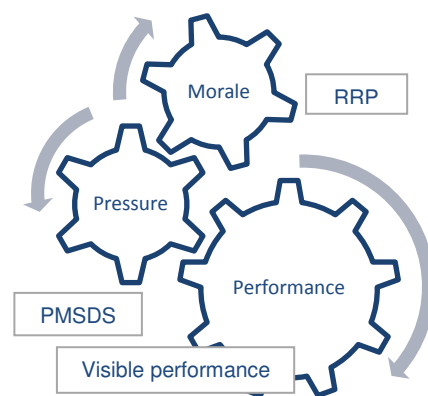
31% of addressees of informal acknowledgement, 34% of addressees of formal acknowledgement and 21% of staff who has not been acknowledged positively rate the contribution of the RRP in increasing their interest of staff members to receive similar rewards. Source: Evaluation survey, Question 8. Total number of responses to this question: 240

[10] These facts had already been identified by an earlier survey conducted by the staff association on the RRP, but with significantly fewer respondents.

[11] Massachusetts Institute of Technology : When the Performance Bell-curve Stops Working For You

(ii)   Limitations of the awards in acknowledging performance

23.   The WIPO 2013 awardees already highlighted limitations of the current award mechanisms[12], and indicated that awarding outstanding performance should:

a)   Be in-kind and/or intangible in the form of more direct, regular, and personal recognition of individual and team performance rather than only monetary value awards; and

b)   Be in the form of team rewards rather than individual staff rewards.

24.   The evaluation has identified that more than half[13] of the WIPO Senior Management Team "strongly agree" or "agree" that the Organization should introduce components that are more relevant and more effective[14] in rewarding performance.

25.   Results from the staff's barometer[15] evidence the limited adequacy to acknowledge performance of each of the awards in their current form (Figure 4). This ranking also indicates staff's preference for mechanisms that acknowledge performance in a more private atmosphere, such as the letter of appreciation from the Director General and the acknowledgement at the department/division meetings.

Figure 4. Ranking of mechanisms to foster performance
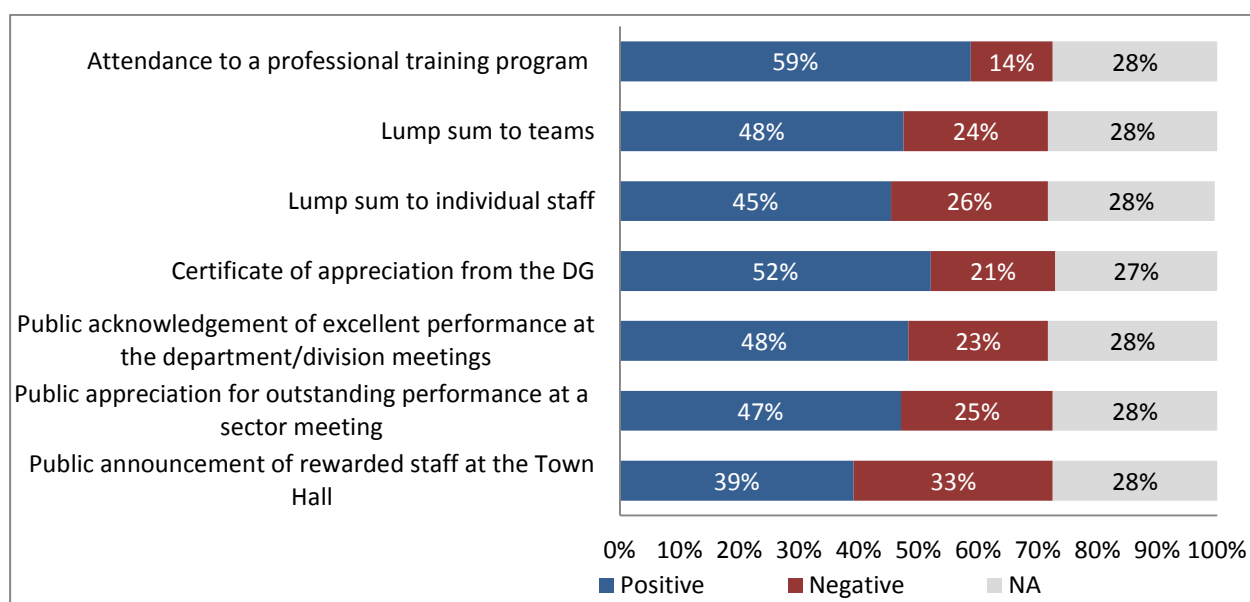
Source: Evaluation survey, Questions 2 and 3. Total number of responses to this question: 240

26.   WIPO staff's level of satisfaction with the current monetary award mechanisms is consistent with the common perception among UN staff. The International Civil Service

---

[12]   EVAL 2014-06. Workshop report Rewards and Recognition Program – Pilot 2013
[13]   Source: sixty-seven percent of responses to evaluation survey to SMT, Questions 9
[14]   When consulted on each of the monetary values, sixty-seven percent of the former SMT perceived as sufficient the lump sum of CHF 2500. However, the same percentage deemed that the CHF 5,000 lump sum to reward team performance is still inadequate
[15]   A sign of how a particular situation is developing, or how people's opinions on a particular matter are changing (The Cambridge Dictionary).

Commission (ICSC)[16] indicated that reasons for staff to perform are beyond pay and benefits since "*they (mechanisms) focus individuals on the wrong targets and are often perceived to go against the culture of service that lies at the heart of employment with the United Nations*". In fact, studies have concluded that the opportunity to learn, grow and advance one's career is often rated higher than other reward strategies. This was illustrated in the Commission's Global Survey in 2008, in which staff indicated that the reasons for joining and staying in the United Nations were the opportunity for professional growth, the strong belief in the goals of the Organization, and the opportunity to use skills and competencies. Salary was rated low in comparison with other motivation factors (Graph 4).
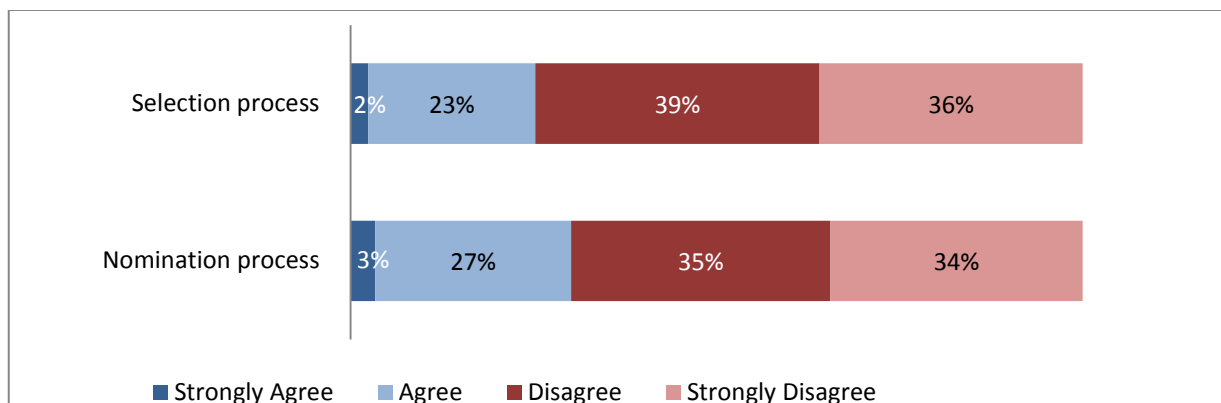
Graph 4. Reasons for staff to stay at the United Nations[17]
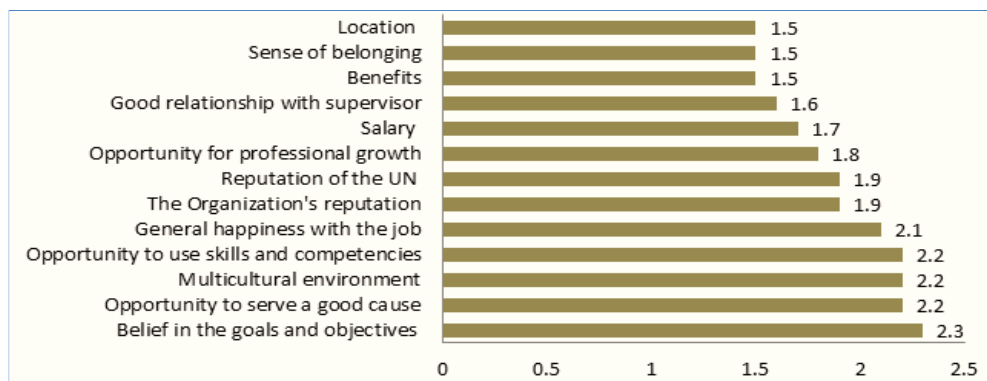
Source: ICSC/74/R.3

<h3>(iii)   Shortcomings of the nomination and selection system</h3>

27.   About three quarter of consulted staff found that the nomination and selection process of outstanding performers and beneficiaries of rewards were not transparent:

28.

29.   Two out of six SMT members highlighted the need to separate the PMSDS rating from the RRP initiative, and that "*it introduces competition into a collaborative process*".

30.   Along the same line, staff consulted commented that the set PMSDS criteria in their current form reduces chances for staff obtaining an outstanding performance since staff considers the criteria are not based on objective evidence-based evaluations[18] (Figure 5). In

---

[16] ICSC/74/R.3
[17] Scale of responses 0, not applicable; 1, less relevant; 2, very relevant; 3, main consideration.
[18]   Source: Qualitative information of the evaluation survey, 2014

the 2013 PMSDS cycle, 14.5% of WIPO staff received an outstanding performance evaluation compared to the 79.4% who received effective performance[19].

Figure 5. Staff's perception of limitations of the PMSDS evaluation
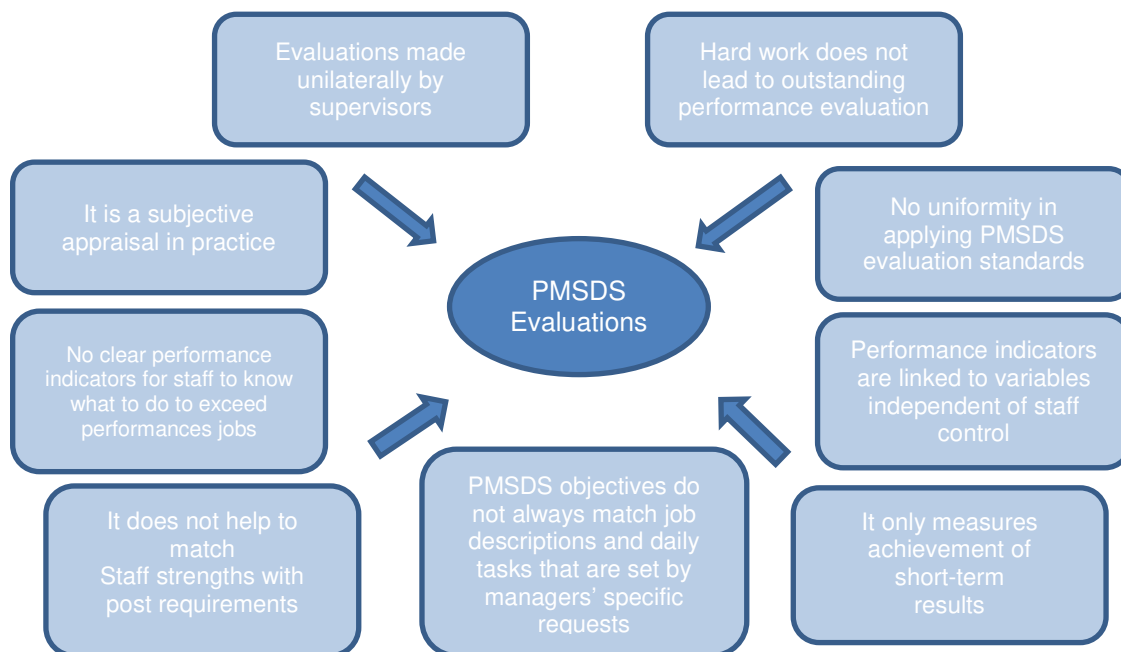
31.   As already mentioned, the criteria in the Office Instructions[20] to nominate staff for the RRP rewards receive a good rating. Seventy-five per cent of SMT members in charge of applying the criteria to reward staff with a lump sum consider them clear, and 50% perceive the same clarity for the criteria set to reward staff through training programs. Half of the SMT positively perceived the criteria set for both awards as being meaningful and sufficient[21].

32.   While WIPO consulted staff rates these criteria similarly to the SMT[22], they note in their comments the reduced chances for nomination and selection of individual staff and teams for an award, especially depending on the grade, and job description (e.g., "*low profile, routine, and unglamorous job-related tasks*").

(iv)   Insufficient communication processes

33.   The 2011 ICSC performance management framework recommends six principles (practices illustrated in Figure 6) aimed at implementing a balanced provision of rewards that eventually value staff's needs.

34.   The extent to which these principles have been applied by WIPO remains low. The following Figure 6 illustrates staff's perception of how the Organization has applied them so far and the extent to which these principles are important for staff in the goal to acknowledge performance.

---

[19] WIPO monthly HR dashboard, December 2014.
[20] OIs No. 35/2013 Corr. and No. 48/2014
[21] Source: Evaluation survey to SMT, Questions 2, 3, and 4
[22] Sixty-eight per cent of WIPO survey respondents consider that OIs present a clear definition of the criteria to reward individual staff and teams with a lump sum and a training program. Similar rating is provided to the quality of the criteria, where 62% and 65% of respondents positively perceive the meaningfulness and sufficiency of the criteria to reward WIPO staff.

Figure 6: Staff's rating of the practices to reward and recognize performance and its application within WIPO (sorted by ICSC principles):
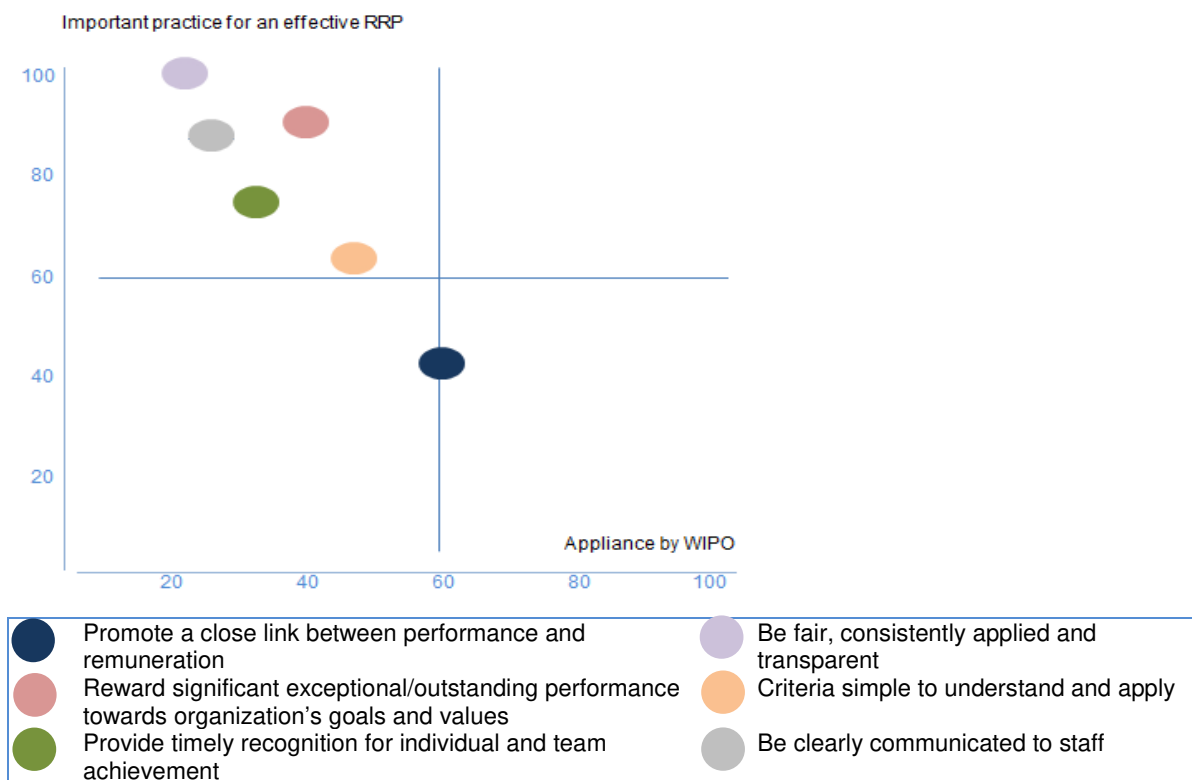
Source: Evaluation survey. Total number of responses: 380

35.   The lack of information provided to staff throughout the implementation of the RRP is one of the major concerns expressed by WIPO consulted staff. More precisely, information is required on:

> i.   The overall status of the nomination and selection processes of staff;
>
> ii.   The precise contribution rewarded staff made to the Organization and for which they are selected after being short-listed; and
>
> iii.   The use past winners made of their awards.

36.   Studies[23] in the field indicate that improving employee's perception of rewards fairness depends mainly on communication. The ICSC has explicitly indicated that the process for rewarding and strategically recognizing outstanding performance should be "*vigorously promoted, explained, and advertised throughout the Organization*" (2011), in the major goal of guaranteeing:

> i.   Staff's perception of real capacities to accomplish the desired RRP goals;
>
> ii.   Staff's perception of the existence of clear connections between individual efforts and receiving a reward; and
>
> iii.   The value and worth of rewards in order for staff to put effort in achieving it.

---

[23] WorldatWork Journal, WorldatWork Survey of Rewards and Employee Engagement, 2011. Beer & Cannon, 2004; Heneman, 1992; Van Eerde & Thierry, 1996

37.   Another concern is the reduced timeliness in recognizing staff's performance. Half of the former SMT members "strongly agree"/"agree" that the Organization could introduce other components to reward and acknowledge performance in a more timely manner[24]. This perception is also identified among WIPO staff members, which expressed that:

   a)   All nominees should be aware in advance about their selection and the reasons for their nomination; and

   b)   Colleagues should be informed beforehand to have the opportunity to show their support on the announcement day.

   (v)   Shortages in engaging staff in recognizing and awarding colleagues

38.   Consulted staff shared the opinion that the RRP does not guarantee equal chances for selection and nomination, and especially for staff members who are responsible for the provision of services (rather than short-term outputs), and/or those whose daily tasks are not attractive for an award.

39.   Staff members consulted consider that the above is affected by both the current RRP criteria and the fact that program managers are the sole responsible for the nomination of candidates.

40.   Peer recognition was noted as a positive alternative to engage staff in acknowledging excellence and to guarantee equal chances for nomination to all WIPO staff members[25] (see Figure 7 below). This practice has been recently promoted by the ICSC in order to foster a culture of appreciation among staff members. More precisely, ICSC encourages:

   a)   Each team or department to look for opportunities to recognize co-workers (ongoing peer recognition awards could be implemented);

   b)   Design of incentives to reward whole departments or teams; and

   c)   The practice of continuously recognizing the achievements of the group as a whole.

Figure 7: Staff's support to peer recognition processes
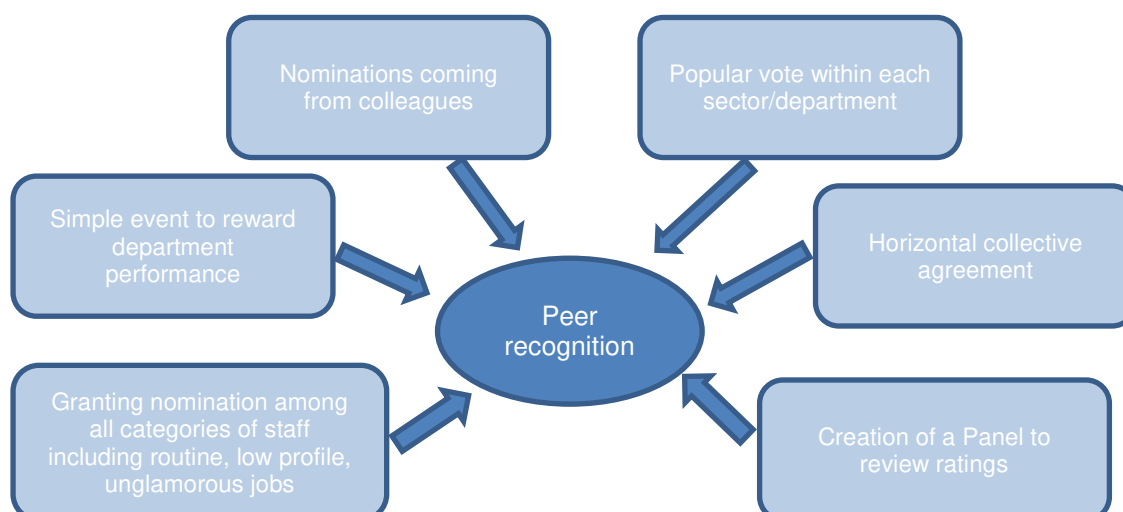
41.   Other United Nations Agencies, such as the United Nations Office for Project Services (UNOPS) and United Nations Development Program (UNDP) are rewarding and recognizing staff's performance through some of the following procedures[26]:

   i.   Peer and spontaneous nominations such as a "thank you" card on the intranet webpage that could be sent by staff members to recognize contribution from a colleague to the Organization Core Values;

   ii.   Creation of an award committee in charge of anonymously revising nominations; and

   iii. Announcement of the winners via intranet to the Organization.

42.   **Conclusion 3**: Some positive effects of the RRP are limited by the perceived lack of objectivity and transparency of both the nomination and selection processes.

43.   **Conclusion 4:** The reduced widespread communication of detailed reasons for which awardees are nominated and selected weakens the credibility and impartiality of the RRP. The lack of communication also prevents the possibility for staff to emulate the desired skills behind outstanding performance.

   (C)   WHAT COULD BE DONE TO IMPROVE THE RRP?

      (i)   Prioritizing in-kind and intangible awards

44.   The RRP needs to incorporate more adequate mechanisms to reward performance in response to the individual and team preferences noted in the evaluation report.

45.   The following mechanisms could be taken into consideration:

   (a)   Informal acknowledgement at WIPO:

        (i)   To develop additional informal recognition mechanisms, e.g. through peer recognition (see below);

        (ii)   To continue encouraging managers (e.g. direct supervisors and unit heads) to give more regular positive feedback of staff members' work and performance;

        (iii)   To foster in-kind rewards in the form of individual/team contribution to work planning, and participation in training programs, missions or events; and

        (iv)   To make available small amount of resources for informal rewards, especially to teams or units.

   (b)   Formal team awards:

        (i)   To foster team work within units and sectors; and

        (ii)   To better define the team composition at the beginning of the project or program cycles.

---

[26] Further information meant to provide alternatives to complement this program can be found in Annex I of this report

(ii)   Setting up a documented nomination and selection system

46.   Objectivity and equity of the RRP is required for an effective implementation. Nominating and selecting outstanding staff members should then be through an objective and sound system that singles out the contribution of staff members and teams to the WIPO Core Values. This requires:

(a)   Reviewing each of the formal awards' criteria for nomination of individual staff members and teams; and

(b)   Including the request for more evidence on the outstanding contribution of staff to the WIPO Core Values, such as Member States feedback, positive statement from colleagues, evaluation reports, internal surveys, etc.

(iii)   Engaging staff in recognizing and awarding performance

47.   Fairness of the RRP requires staff members to believe in the equal chances of everyone in receiving an award regardless of the nature of the job-related tasks. It could be done through:

(a)   Introducing peer nomination procedures; and

(b)   Establishing a nomination and/or selection board formed by WIPO staff.

(iv)   Informing WIPO staff members

48.   A better understanding by WIPO staff of each of the RRP phases is required. It includes:

(a)   The proactive and widespread communication of the timing and general principles of the process;

(b)   A review and if needed clarification of the rationale for linkages between the PMSDS and the RRP and of criteria for nomination and selection within and outside the RRP;

(c)   The implementation of communication platforms (e.g., a web page on the WIPO intranet) for staff to understand how rewards are obtained and detailed reasons for which winners were selected, thus ensuring staff's support to the RRP; and

(d)   The inclusion in the future policy of key term' definitions (e.g., senior manager/program manager, recognition, award, reward, "exceptional effort", "creativity", "competence", "clear and substantial contribution", "go beyond the call of duty", etc.).

(v)   Commitment from the Administration throughout the RRP implementation

49.   In the capacity of key expert in increasing staff morale, HRMD should play a role in supporting the RRP implementation, which implies the following:

(a)   Equipping management with tools to effectively provide both informal and formal recognition, leading to a positive management of employee's performance. Provision of guidelines for recognizing and rewarding staff is also suggested by the ICSC in its latest rewards and recognition framework (2011);

(b)   Developing managers' soft skills in order for them to show staff the Core Values of the Organization, and encourage it through performance recognition; and

(c)   Overseeing the RRP through monitoring tools and reviews, and update the RRP to fit it with the organizational objectives and staff's needs. This will lead to a perception and a practice of continuous improvement.

Recommendation 1

HRMD should include in the future RRP policy mechanisms that:

- Prioritize in-kind and intangible awards;
- Set up a more factual, transparent and to the extent possible documented nomination and selection system;
- Engage staff in recognizing and awarding performance, e.g. by introducing peer nomination procedures and establishing a nomination and/or selection board formed by WIPO staff;
- Inform proactively WIPO staff members on the RRP, including the clear definition of components, procedures, and reasons for the nomination and selection of staff members; and
- Ensure HRMD's support of the RRP implementation, including a regular oversight of the program.

(Importance: High)

ACKNOWLEDGMENT

IOD wishes to thank all staff for their participation, cooperation and interest during this assignment.

Prepared by: Patricia Vidal Hurtado

Reviewed by: Claude Hilfiker

Approved by: Thierry Rajaobelina

TABLE OF RECOMMENDATIONS

Recommendation #	Responsible unit/manager	Deadline for implementation	Management comment and action plan
Recommendation 1 In consultation with the ICSC, HRMD should include in the future RRP policy mechanisms that: • Prioritize in-kind and intangible awards; • Set up a more factual, transparent and to the extent possible documented nomination and selection system; • Engage staff in recognizing and awarding performance, e.g. by introducing peer nomination procedures and establishing a nomination and/or selection board formed by WIPO staff; • Inform proactively WIPO staff members on the RRP, including the clear definition of components, procedures, and reasons for the nomination and selection of staff members; and • Ensure HRMD's support of the RRP implementation, including a regular oversight of the program. (Importance: High)	Performance and Development Section / Jean-Marc Guiramand	August 2015 August 2015 August 2015 In 2015	• Revision of the new policy on Reward and Recognition Program • Development of a PMSDS Handbook on "Showing Recognition" • Development of an Intranet Page on the RRP including email account • Launch of a Management Proficiency Program

ANNEX I. UNITED NATIONS PRACTICES IN REWARDING AND RECOGNIZING PERFORMANCE

Award	Award criteria	Initiator	Selection procedure	Award(s)
UNOPS Recognition, Rewards and Sanctions Policy				
Appreciation Award To recognize individual's contribution to a colleague(s) and/or for a behavior that improves working environment. Candidates: ALL staff, including SMT	• Noticeable assistance to colleague(s) above and beyond expectations • and/or must (by virtue of their attitude and actions) impress colleagues, supervisors or senior managers with behavior that improves communication among colleagues; • and contributes to a more positive and more pleasant workplace.	Any staff member can send to any colleague an official "Thank You" card (managers and supervisors are encouraged to send such cards)	(a) To download a "Thank You" card from the intranet, and send it with copy to HRMD; (b) Revision of nominations by HRMD, prior to being endorsed;	- A letter of appreciation by the Executive Director; and - A gift certificate or equivalent in the amount of up to USD 100.
Growth and Innovation Award: To recognize individual's or team's outstanding initiatives Candidates: ALL staff, excluding SMT	Individuals or teams with documented contributions as part of the performance appraisal process in relation to: • an innovation contributing to organizational effectiveness; • an input that adds value to an existing business process; • an introduction of a useful business practice; • an introduction of a new service line or carving out a niche market for the Organization; • an innovative resolution of a workplace challenge; and • a contribution to reengineering of business workflows, lowering the cost of doing business or accelerating results' delivery.	Any individual or team (an individual or group can nominate himself/herself/or the team).	(a) To submit the nomination for HRMD to consider it, at any time during the year; (b) The Awards Committee, chaired by the HR Director and comprised of personnel nominated by the Deputy Executive Director, revises all nominations; (c) Anonymous revision of the nominations by the panel; (d) Announcement of the the winners via email to the nominee(s) and submitter(s) and via the intranet to the Organization.	- A letter of appreciation signed by the Executive Director; and - A gift certificate or equivalent in the amount of USD 1000 to an individual recipient, or in the amount of USD 2,500 to a team to be divided equally among all members of said team.

Award	Award criteria	Initiator	Selection procedure	Award(s)
Practice Contribution Award: To recognize individual or team contribution to achieve the Organization Goals Candidates: ALL staff, excluding SMT	Individuals or teams with documented contributions as part of the performance appraisal process in relation to significant benefit(s) to the corporate practices into overall organization achievements and public image.	Any supervisor or senior manager.	(a) Surpervisor or senior manager recommends an individual or a team for award via email to HR; (b) HRMD revises the award for consistency purposes; (c) Following endorsement by the Deputy Executive Director, the Executive Director approve issuance of the award.	- A letter of appreciation signed by the Executive Director; and - A gift certificate in the amount of USD 1,000 to individuals, or in the amount of USD 2,500 to a team to be divided equally among all members of said team.
UNDP Process of Nominations for awards				
Client service: To recognize individual or team/unit performance with outstanding service to a client. Candidates: ALL staff, excluding SMT	• To give advice consistently with high quality and in a timely manner, which improves client results and performance; • S/he is an examples of outstanding client service in terms of understanding and responsiveness to client needs; • Demonstrates high level of competence and resolution in solving difficult client issues; and • Capability to anticipate and proactively address changes in clients' needs	Any individual can nominate colleagues using the appropriate nomination form for each category of award and provide examples of why the candidate should receive the award based on criteria relevant to the award category.	(a) Selection of the Recognition and Awards committee members. This committee should be gender-balanced and reflect a cross-section of individuals from various levels, functions and locations of the office. Membership in the committee does not exclude the possibility of receiving an award as part of the program. The Director General approves the final selection of members to the committee; (b) The committee is responsible for establishing recognition categories, budgeting, appropriate awards, and publicizing names;	Established by the Committee
Ideas in action: To recognize individual or team/unit performance in providing innovative ideas and effective implementation that led to better performance. Candidates: ALL staff	• To demonstrate innovation in improving business processes that leads to better service to clients, cost savings, or efficient use of resources; • To demonstrate innovation in developing conceptual approaches or policy alternatives for addressing a key development issue; • To develop creative ways to strengthen or			

Award	Award criteria	Initiator	Selection procedure	Award(s)
	build partnerships; and • To develop a creative/innovative solution for an internal business challenge.		(c) At the end of the year the committee reviews nominations and selects award recipients based on: - the criteria established for each award category; and - by consensus, judging the merits of a nomination and the number of awards to be granted in each category. (d) The head of office endorses the list of award recipients and personally notifies award recipients of their selection.	
Leadership: To recognize individual performance that has inspired and/or motivated colleagues to advance the mission and values of the Organization <u>Candidates</u>: ALL staff, excluding SMT	• To advocate support behind a program or initiative leading to an effective implementation; • To model the highest ethical standards, integrity, and respect for others, fostering a culture of trust and transparency; • To motivate co-workers to improve performance and to collaborate on key initiatives; and • To promote a culture of learning and knowledge sharing			
Winning spirit: To recognize individual's or team's positive attitude to work and relations with colleagues leading to a successful working environment <u>Candidates</u>: ALL staff, excluding SMT	• To display a positive attitude towards achieving work objectives under challenging circumstances and leading to a successful outcome; • To foster an open and trusting environment, including knowledge sharing and communication; • To encourage colleagues to overcome obstacle while achieving work-related objectives; and • To be a reliable team player			
Outstanding achievement: To recognize individual or team/unit for an outstanding achievement in the past year <u>Candidates</u>: ALL staff, excluding SMT	• To make an outstanding contribution towards effectiveness; • To lead or contribute to an outstanding level of effectiveness; and • To demonstrate outstanding commitment to learning			

[End of Annex I and of document]