

Guide to a Respectful and Harmonious Workplace

TABLE OF CONTENTS

I.	PURPOSE OF THIS GUIDE	1
II.	FOSTERING A RESPECTFUL AND HARMONIOUS WORKPLACE: GUIDING VALUES AND PRINCIPLES	3
III.	DISCRIMINATION, HARASSMENT, ABUSE OF AUTHORITY AND RETALIATION	6
IV.	RESOURCES: GETTING ADVICE AND ASSISTANCE	9
V.	FREQUENTLY ASKED QUESTIONS AND ANSWERS	15
VI.	REFERENCE DOCUMENTS	18

Third edition (May 18, 2018)

This guide is available electronically at:

http://intranet.wipo.int/export/sites/intranet/homepages/hr/en/documents/general/guide_to_a_respectful_and_harmonious_workplace.pdf

The electronic version contains hyperlinks to all documents referenced in the guide.

I. PURPOSE OF THIS GUIDE

WIPO wishes to maintain an organizational culture characterized by respect and harmony in the workplace. Consistent with WIPO's Core Values, the aim is to achieve an efficient, professional Organization in the service of a global public, which values diversity and treats all people with fairness, dignity and respect. Openness, dignity and respect among colleagues are essential components of this organizational culture for which everyone at WIPO is responsible, irrespective of status, position or contractual arrangement.

A respectful and harmonious working environment is essential for staff well-being as well as work productivity. To achieve this we need a shared understanding of the behaviors and actions that are expected of all who work at WIPO, as well as systems to resolve workplace conflicts promptly and fairly when they arise.

This guide is a resource document for WIPO staff. It provides guidance on WIPO's values, principles, rules and policies on a respectful and harmonious workplace. It does not replace any WIPO official rules, policies and procedures, which prevail in case of conflict or inconsistency.

This guide is centered around values and principles which were established by a staff-led working group. The guide was further compiled taking into account recommendations of the Joint Advisory Group, which includes members elected by the staff. Thus, staff collaboration and contribution have been key to establishing a shared vision of a respectful and harmonious workplace.

➤ Relevant WIPO Core Values and Organizational Competencies

Working as One

Showing Team Spirit: Value the contribution of others to achieve results. Collaborate with others and strive for agreement on shared purpose, direction and delivery.

Acting Responsibly

Demonstrating integrity: Demonstrate the highest standard of conduct in compliance with WIPO's legal and ethical standards and practices. Demonstrate commitment to WIPO and its mission.

Valuing diversity: Treat all people with fairness, dignity and respect.

➤ Staff Regulation 1.5 – Conduct:

(a) Staff members shall conduct themselves at all times in a manner befitting their status as international civil servants. [...]

(b) Staff members shall exhibit respect for all cultures. They shall not discriminate against any individual or group of individuals or otherwise abuse the power or authority vested in them. [...]

➤ Staff Regulation 11.1 – Respectful Workplace:

All staff members have a duty to contribute to a respectful and harmonious workplace.

➤ Office Instruction 16/2014 – Working Group to Develop a Draft Policy on a Respectful and Harmonious Workplace (paragraph 2):

The contribution to a respectful and harmonious workplace is a shared responsibility of each and every WIPO staff member, regardless of their grade and responsibilities. In line with the established organizational value of Working as One, the purpose of the intended policy development is to arrive at a shared vision and understanding of the basic principles, practices and workplace values which will define an environment of mutual respect and civility, where staff dignity, worth and contributions are valued and the Organization can thrive towards meeting its established goals and objectives.

➤ Homepage of WIPO's Office of the Ombudsperson:

Dissonance and, at times, conflict, is a natural feature of any productive process involving a diverse group of people interacting and working together. What matters is how we deal with such challenges, and whether we see them as opportunities for better understanding and for seeking solutions that help us advance individually and collectively.

II. FOSTERING A RESPECTFUL AND HARMONIOUS WORKPLACE: GUIDING VALUES AND PRINCIPLES

As international civil servants, WIPO staff members have a responsibility to be loyal to the vision and purposes of the Organization, and to ensure that their actions and behaviors are consistent with the standards of conduct described in the Standards of Conduct for the International Civil Service.

Staff members are expected to act with integrity and avoid actions or using words that might offend, intimidate or cause embarrassment to colleagues, or prevent a colleague's participation in the work of the Organization under conditions of equality, understanding and respect. This responsibility extends to actions or words spoken on WIPO premises or away from the workplace, during or outside working hours.

As staff members we are all expected to:

- ✓ show respect and courtesy to colleagues regardless of whether supervisors, peers or subordinates;
- ✓ cultivate openness by sharing within the bounds of discretion; and
- ✓ respect others' privacy.

By doing so, we help to foster a workplace that promotes and values:

- ✓ civility, courteous and polite conduct, including seeking common ground through dialogue where everyone's voice is heard;
- ✓ dignity and worth for all;
- ✓ diversity among those of different age, background, culture, gender, marital or family status, national or ethnic origin, opinion, race, religion, sex, sexual orientation or any other distinguishing feature;
- ✓ tolerance, which means fair, objective and open attitudes;
- ✓ trust-based and collaborative working relationships; and
- ✓ the well-being of all.

References:

- *Standards of Conduct for the International Civil Service*
- *Guide to Ethics at WIPO*

➤ Staff Regulation 1.5 – Conduct:

(c) The Standards of Conduct for the International Civil Service, promulgated by the International Civil Service Commission (ICSC), shall apply to all staff members.

➤ Standards of Conduct for the International Civil Service - Guiding Principles (paragraph 6):

Tolerance and understanding are basic human values. They are essential for international civil servants, who must respect all persons equally, without any distinction whatsoever. This respect fosters a climate and a working environment sensitive to the needs of all. To achieve this in a multicultural setting calls for a positive affirmation going well beyond passive acceptance.

➤ Office Instruction No. 47/2016 – Workplace-related conflicts and grievances (paragraph 7):

As reflected in the WIPO Code of Ethics, the Organization is committed to fostering a respectful working environment, so that all staff members can work together with openness, dignity and respect. The Organization places the highest expectations on its staff members as international civil servants. Pursuant to Staff Regulation 11.1, all staff members have a duty to contribute to a respectful and harmonious workplace, regardless of their grade and responsibilities. [...]

Managers have additional responsibility

Managers and supervisors are in a position of leadership and have the added responsibility of ensuring a respectful and harmonious workplace, free from intimidation, hostility and offense. They must take all appropriate measures to meet that aim.

Managers and supervisors are expected to:

- ✓ serve as role models by upholding the highest standards of conduct and professionalism;
- ✓ promote inclusive, supportive and constructive behavior;
- ✓ be open to the views of all team members; and
- ✓ practice proactive conflict resolution.

References:

- *Office Instruction No. 47/2016 (Workplace-related conflicts and grievances)*
- *Standards of Conduct for the International Civil Service*

➤ Standards of Conduct for the International Civil Service – Working Relations (paragraph 16):

Managers and supervisors are in positions of leadership and it is their responsibility to ensure a harmonious workplace based on mutual respect; they should be open to all views and opinions and make sure that the merits of staff are properly recognized. They need to provide support to them; this is particularly important when staff are subject to criticism arising from the performance of their duties. Managers are also responsible for guiding and motivating their staff and promoting their development.

➤ Office Instruction No. 47/2016 - Workplace-related conflicts and grievances (paragraph 7):

[M]anagers and supervisors are expected to promote a respectful and harmonious workplace, free of intimidation, hostility, and offense, and to take all appropriate measures to that aim.

III. DISCRIMINATION, HARASSMENT, ABUSE OF AUTHORITY AND RETALIATION

Every staff member has a right to work in a safe and respectful work environment. WIPO recognizes that discrimination, harassment and other inappropriate conduct against another person are damaging both to the concerned staff member and to the Organization as an employer. The results of such conduct can be poor morale and well-being, higher absenteeism and diminished work performance.

WIPO has established policies and processes to support its commitment to provide staff members with a workplace free from discrimination, harassment and abuse of authority. There are also procedures in place to protect staff against retaliation for reporting misconduct or for cooperating with an oversight activity. The relevant policies are listed at the bottom of this section.

Behavior that undermines the Organization's commitment to a respectful and harmonious workplace includes:

- ✓ any form of discrimination or harassment, including sexual harassment;
- ✓ physical or verbal abuse in the workplace or in connection with official functions;
- ✓ abuse of authority; and
- ✓ retaliatory actions.

Discrimination means treating a person or group of people in an unfair or prejudicial way, or with arbitrary distinction, based on race, gender, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. It may be an isolated event affecting one person or a group of persons similarly situated.

Harassment means improper and unwelcome conduct, whether verbal or physical, that might reasonably be expected or be perceived to cause offense or humiliation. It may take the form of words, gestures or actions made on a cumulative basis or, in exceptional cases, a one-time basis, which threaten, demean, isolate, or belittle a staff member, cause personal humiliation or embarrassment, or create an offensive, hostile or intimidating work environment.

Sexual harassment means an unwelcome sexual advance, a request for sexual favor, verbal or physical conduct or a gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive environment. Sexual harassment may occur in the form of a pattern of behavior or sometimes as a single incident between persons of the opposite or same sex. Both males and females can be victims or offenders.

Abuse of authority means improperly using a position of influence, power or authority against another person. This is particularly serious when a person uses his or her influence, power or authority to improperly influence the career or employment conditions of another.

Retaliation means any direct or indirect detrimental action, or failure to act, that adversely affects the employment or working conditions of an individual, where such action, or failure to act, has been recommended, threatened or taken in whole or in part because an individual has cooperated with an oversight activity or made a report of misconduct.

An individual who considers himself/herself to be the subject of any of these inappropriate actions should keep written records of events that may constitute a grievance, noting dates, places, description of incidents, names of witnesses and anyone who may be aware of the incident. Assistance should be sought, where possible, from managers or otherwise by means of any of the resources that the Organization makes available to its staff (see part IV below).

References:

- *Office Instruction No. 47/2016 (Workplace-related conflicts and grievances)*
- *Office Instruction No. 33/2017 (Policy to protect against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations)*

➤ Staff Regulation 1.5 – Conduct:

(b) [Staff members] shall not discriminate against any individual or group of individuals or otherwise abuse the power and authority vested in them.

➤ Staff Rule 1.5.1 – Discrimination or Harassment:

Any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse in the workplace or in connection with official functions, is prohibited.

➤ Standards of Conduct of the International Civil Service – Harassment and abuse of authority (paragraphs 21-22):

21. Harassment in any shape or form is an affront to human dignity and international civil servants must not engage in any form of harassment. International civil servants have the right to a workplace environment free of harassment or abuse. All organizations must prohibit any kind of harassment. Organizations have a duty to establish rules and provide guidance on what constitutes harassment and abuse of authority and how unacceptable behaviour will be addressed.

22. International civil servants must not abuse their authority or use their power or position in a manner that is offensive, humiliating, embarrassing or intimidating to another person.

➤ WIPO Code of Ethics:

Commitment to a respectful working environment – Personnel of the Organization shall conduct themselves in such a way as to ensure a safe working environment free from any form of harassment, including from allegations that are made maliciously or with reckless disregard to their accuracy.

IV. RESOURCES: GETTING ADVICE AND ASSISTANCE

Conflicts and disagreements occur inevitably in any organization. WIPO has established a system for informal and formal resolution of workplace disputes to effectively handle conflicts and grievances that occur at work, or in connection with work.

Proactive and collaborative efforts by staff to resolve conflicts early on can contribute to a respectful, harmonious and productive working environment. Resolving disputes through mediation and other alternative means is often quicker and less stressful than formal procedures. WIPO staff are strongly encouraged to try to resolve a problem through informal channels whenever possible, avoiding unnecessary litigation. This means seeking first, where possible, to resolve a matter at the level of your managers or department. Confidential advice is available to you through various channels, including consulting the Office of the Ombudsperson or the Human Resources Management Department.

The formal process for dispute resolution, including workplace-related conflicts and grievances, aims to ensure that such issues are resolved fairly, diligently and quickly. Pursuing informal resolution of a dispute does not prevent a staff member from also using the formal system of dispute resolution for the same matter.

References:

- *Chapter XI of the Staff Regulations and Rules (Conflict resolution)*
- *Office Instruction No. 47/2016 (Workplace-related conflicts and grievances)*
- *Office Instruction No. 48/2016 Rev. (Rebuttal of performance appraisal)*
- *Office Instruction No. 49/2016 (Procedure for the submission and consideration of requests for review of administrative decisions under Staff Rule 11.4.3)*

➤ **Staff Regulation 11.2 – Independence, Impartiality, Conflict of Interest and Confidentiality:**

(a) All persons entrusted with a function in informal and formal conflict resolution shall at all times act in an independent and impartial manner and shall avoid actual, potential or apparent conflicts of interest.

(b) They shall in all instances uphold confidentiality in their dealings. All communications initiated or received in connection with the performance of that function shall be confidential.

Contact Information

Ombudsperson

The Office of the Ombudsperson provides impartial, neutral and independent assistance, with the assurance of absolute confidentiality, to resolve workplace-related conflicts among staff members and between staff members and management. It acts in the joint interest of parties involved in conflict and advocates for due process and fairness.

The Ombudsperson offers a confidential and safe space where staff can raise concerns and get support, which could involve empathetic listening, issue evaluation, option development, coaching/mentoring/empowering parties towards helping themselves, including providing advice on the formal means of dispute resolution available, as well as mediating multi-party discussions. Mediation is a structured process aimed at bringing the parties to agree on measures and means fostering amicable resolution to conflict.

Office Location: GB Building, Office GBI 0.5
 Phone: +41223387374
 Mobile: +41794471171
 E-mail: ombudsperson@wipo.int
 Homepage: <http://intranet.wipo.int/homepages/ombudsperson/en/>

References:

- *Staff Regulation 11.3 (Informal conflict resolution) and related staff rules*
- *Office Instruction No. 37/2014 (The Office of the Ombudsperson)*

➤ Staff Rule 11.3.2 – Office of the Ombudsperson:

(a) The Ombudsperson shall assist with the fair resolution of workplace-related conflicts or grievances. He or she shall act as a neutral interlocutor, who mediates in conflicts between individual staff members or with management towards reaching amicable solutions to workplace-related difficulties. In all of his or her actions, the Ombudsperson shall act in an independent and impartial manner and shall in all instances uphold confidentiality in his or her dealings. All communications with the Ombudsperson shall be considered privileged.

[...]

WIPO Ethics Office

The role of the WIPO Ethics Office, which shall have the independence required for the effective discharge of its functions, is to ensure that staff members and other personnel observe – and perform their functions with – the highest standards of integrity through fostering a culture of ethics, transparency and accountability.

The Chief Ethics Officer:

- ✓ provides confidential advice and guidance on conflicts of interest, outside activities and the acceptance of gifts, hospitality, benefits and honors;
- ✓ administers the WIPO Policy on financial disclosure and declaration of interests;
- ✓ provides ethics training;
- ✓ implements the functions assigned to him/her in relation to the WIPO Policy to protect against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations.

Office Location: AB Building, Office AB 12.16
Phone: +41223388725
24/7 Helpline: +41798339910 (the Chief Ethics Officer may be reached at any time for urgent matters)
E-mail: chitra.radhakishun@wipo.int
Homepage: <http://intranet.wipo.int/homepages/ethics/en/>

References:

- *Office Instruction No. 25/2010 (WIPO Ethics Office)*
- *Office Instruction No. 84/2012 (WIPO Code of Ethics)*
- *Office Instruction No. 33/2017 (Policy to protect against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations)*
- *Guide to Ethics at WIPO*

Staff Welfare Officer

Among other things, the Staff Welfare Officer provides confidential counselling and psycho-social support to staff, retirees and their families.

Office Location: GB Building, Office GBI 0.9
Phone: +41223387365
E-mail: staff.welfare@wipo.int
Homepage: http://intranet.wipo.int/homepages/hr/en/hrtopics/welfare_general.html

WIPO Staff Council

The WIPO Staff Council represents the interests of staff before the Director General. All staff members may seek information and advice from staff representatives on work-related matters.

Office Location: New Building, Office NB 0.102
Phone: +41223389609
E-mail: staff.council@wipo.int
Homepage: http://intranet.wipo.int/homepages/staff_council/en/

Reference:

- *Chapter VIII of the Staff Regulations and Rules (Staff relations)*

➤ Staff Rule 8.1.1 – Staff Council:

(b) The Staff Council shall be consulted on questions relating to staff welfare and personnel administration, in particular principles governing appointment, promotion and termination, and on questions pertaining to salaries and entitlements. The Staff Council shall be entitled to make proposals on such questions to the Director General on behalf of the staff, as well as to present a statement to the Coordination Committee.

Human Resources Management Department (HRMD)

HRMD aims to:

- ✓ establish a diverse and inclusive workforce to create an innovative workplace;
- ✓ promote WIPO as an employer of choice through best talent management practices;
- ✓ provide efficient customer service-oriented processes, client-responsive communication and data-driven decision-making; and
- ✓ support a sustainable future for WIPO as a self-funding specialized agency of the UN in a fast-changing environment.

Staff wishing to obtain information on the Organization's informal and formal conflict resolution mechanisms may contact the Policy and Law Section. Staff may contact the HR Operations Service (HRServiceDesk@wipo.int) for information on benefits and entitlements, the Performance and Development Section for information on performance matters (Pmsds@wipo.int) and training (Staff.development@wipo.int), and the HR Planning Section for information on recruitment and classification matters. Further information and contact details are available on HRMD's Intranet homepage.

Homepage: <http://intranet.wipo.int/homepages/hr/en/>

References:

- *Chapter XI of the Staff Rules and Regulations (Conflict resolution)*
- *Office Instruction No. 47/2016 (Workplace-related conflicts and grievances)*
- *Office Instruction No. 48/2016 Rev. (Rebuttal of performance appraisal)*
- *Office Instruction No. 49/2016 (Procedure for the submission and consideration of requests for review of administrative decisions under Staff Rule 11.4.3)*

➤ Staff Rule 11.3.1 - Means of Informal Conflict Resolution:

(a) A staff member who wishes to resolve any of the matters referred to in Regulation 11.3 by way of informal conflict resolution may seek the assistance of the following :

(1) the Office of the Ombudsperson

(2) HRMD or a higher level supervisor

(3) any other informal conflict resolution mechanism established by the Director General.

[...]

➤ Staff Regulation 11.4 - Formal Conflict Resolution:

(a) A staff member who:

(i) believes that he or she has been subjected to discrimination and/or harassment; or

(ii) wishes to rebut his or her performance appraisal; or

(iii) wishes to file a request for review of an administrative decision

shall have the right to request a review of the matter in accordance with the procedures set out hereunder.

(b) The Director General shall review and take a decision on any matter referred to in paragraph (a) above. The Director General may delegate his or her authority to review and take a decision on such matters.

(c) The initiation of formal conflict resolution procedures shall not preclude recourse to informal conflict resolution at any time.

Internal Oversight Division (IOD)

IOD is a functionally independent internal oversight body. IOD's role includes carrying out investigations into allegations of misconduct or other wrongdoing involving WIPO personnel.

The Director of IOD is available to receive directly, from anyone, complaints or information concerning possible misconduct or other wrongdoing including, but not limited to, fraud and corruption, waste or abuse of assets/resources, abuse of authority, violations of WIPO regulations and rules or any other failure to observe the standards of conduct expected of international civil servants.

Office Location: New Building, Office NB 5.133

Confidential hotline: +41223388001

E-mail: hotline.investigation@wipo.int

Homepage: <http://intranet.wipo.int/homepages/iod/en/>

Internet: <http://www.wipo.int/about-wipo/en/oversight/iaod/index.html>

Reporting and Addressing Misconduct:

http://intranet.wipo.int/homepages/hr/en/hrtopics/justice_misconduct.html

Online Wrongdoing Reporting Form:

<https://www3.wipo.int/about-wipo/en/oversight/iaod/wrongdoing/index.jsp>

References:

- *WIPO Internal Oversight Charter*
- *Investigation Policy*
- *Investigation Manual*
- *Uniform Guidelines for Investigations of the Conference of International Investigators*
- *Office Instruction No. 13/2013 Rev. (Policy on preventing and deterring corruption, fraud, collusion, coercion, money laundering and the financing of terrorism)*

V. FREQUENTLY ASKED QUESTIONS AND ANSWERS

1. *What can I do if I feel that I am being treated in a disrespectful manner?*
2. *What behaviors might constitute harassment?*
3. *What would not qualify as discrimination, harassment or abuse of authority?*
4. *What do I do if I am accused of harassing a colleague?*
5. *Can I file a formal complaint of harassment at any time?*
6. *Can I still try mediation or other informal methods even if I have filed a formal complaint?*
7. *What if I disagree with the decision regarding a complaint of harassment I have filed?*
8. *What should I do if I think a colleague's behavior towards another colleague may be inappropriate?*
9. *What should I do if I think a colleague has engaged in wrongdoing?*
10. *Isn't it too risky for me to report a possible wrongdoing?*

1. *What can I do if I feel that I am being treated in a disrespectful manner?*

As a first step, you should make every effort to resolve a conflict informally at the working level. Approach the individual who you feel has behaved inappropriately towards you, explain how it affected you and ask them to stop. Often, the individual is not aware that their behavior is offensive.

If you have attempted to resolve the matter without success, familiarize yourself with WIPO's rules governing the particular matter you believe has been handled in a disrespectful manner. Speak to your colleagues or supervisor, or to another manager whom you trust if the conflict is with our own supervisor.

If no resolution is found within your office or department, or if you would like confidential advice, you may contact the Ombudsperson to seek his/her assistance or possible intervention. HRMD may also be able to assist you with relevant information and advice, including on the formal procedures for filing a complaint. Remember, resolving a conflict through informal mechanisms is usually quicker, more effective and not as cumbersome and emotionally stressful as litigation.

Whether a formal or informal process is used, you are encouraged to take notes which reflect, as much as possible, the dates, times, nature of the behavior, any witnesses and what was done and said. These notes will be useful for anyone assisting you in resolving the problem or if you file a formal complaint which may need to be investigated.

2. *What behaviors might constitute harassment?*

The following questions to ask yourself may help assess whether someone's behavior may amount to harassment within the meaning of the Organization's rules:

- ✓ Is the behavior unwelcome or improper?
- ✓ Is it a single incident or a series of behaviors?

- ✓ Does it cause you offense or humiliation?
- ✓ Would a reasonable person looking at all the circumstances view the behavior as unwelcome, offensive or humiliating?

Depending on the particular circumstances of your situation, the following behaviors may constitute harassment:

- ✓ conduct, comments or displays related to race, religion, color, creed, ethnic origin, physical attributes, age, gender or sexual orientation and which threaten, demean or belittle an individual or cause personal humiliation or embarrassment, or have the effect of offending, intimidating or discriminating against an individual
- ✓ bullying or mobbing that may take the form of isolation, gossip or withholding of essential information.

Harassment normally requires a series of actions, although exceptionally one incident could amount to an act of harassment.

3. *What would not qualify as discrimination, harassment or abuse of authority?*

Disagreement on work performance is normally not considered as discrimination harassment or abuse of authority and is not dealt with under the provisions of the policy on workplace-related conflicts or grievances, but rather in the context of performance management. It is not harassment for a supervisor to request a supervisee to complete their work to an appropriate standard and in an appropriate way. Unless these requests are made in a manner which can reasonably be said to be demeaning or intimidating, or in any other way that is inappropriate, these requests do not constitute an act of discrimination, harassment or abuse of authority.

4. *What do I do if I am accused of harassing a colleague?*

If a colleague/supervisee approaches you directly accusing you of harassment, listen to their concerns. Harassment may have occurred even if you did not intend it. Be sensitive to the fact that everyone perceives things differently and what you do not consider to be harassment may well be to them. Take detailed notes of the conversations you have with the person accusing you. Seek advice from HRMD or the Ombudsperson.

If a formal complaint is filed, you will be notified. You will be given the opportunity to respond to the allegations against you. Your response will be shared with the complainant. The competent authority will determine based on all the information available whether to refer the complaint for independent investigation by the Internal Oversight Division. You will be informed of this, of the outcome of any investigation, and of any subsequent decision.

5. *Can I file a formal complaint of harassment at any time?*

If you believe that you have been subjected to discrimination, harassment or abuse of authority and you wish to pursue a formal resolution of your workplace-related grievance, you will need to submit a written complaint to the competent authority within 90 calendar days from the date of the occurrence of the incident or treatment you are alleging to be discrimination, harassment or abuse of authority. If there has been a series of incidents, you will need to file your complaint within 90 days from the date of the last incident. In your complaint, you will need to specify the name of the

alleged offender and provide a detailed description of the specific acts or conduct (i.e. incidents) that you are alleging and as much detail as possible on the circumstances, including dates and location of incidents, names of any witnesses and any other evidence to support your claims.

6. *Can I still try mediation or other informal methods even if I have filed a formal complaint?*

At any time, the option of seeking a solution through informal means remains open, but it is important to remember that informal resolution is more effective at an early stage.

If both parties agree to attempt to resolve the conflict through informal means of resolution, the formal process will be suspended for up to 90 days in order to allow the parties to engage in the informal procedure.

7. *What if I disagree with the decision regarding a complaint of harassment I have filed?*

As a complainant you have the right to appeal the competent authority's decision on your harassment complaint before the WIPO Appeal Board under Staff Regulation 11.5 and the related rules. An appeal must be filed within 90 calendar days from the date of the notification of the decision.

8. *What should I do if I think a colleague's behavior towards another colleague may be inappropriate?*

You may wish to talk directly to the persons involved or mention your concerns to your supervisors. If you are unable to do so or the matter cannot be resolved at the level of your office or department, you should contact HRMD, the Chief Ethics Officer or the Ombudsperson for advice.

9. *What should I do if I think a colleague has engaged in wrongdoing?*

If you become aware of possible wrongdoing in WIPO, you must report the matter to the Director of the Internal Oversight Division, or to a hierarchical supervisor (who in turn must immediately inform the Director of the Internal Oversight Division).

You may also talk to HRMD who will direct you to the appropriate person to make your formal report. You can, at any time, contact the Chief Ethics Officer for advice on the options available to you.

It is worth noting that the Internal Oversight Division has set up a confidential hotline for reporting suspected wrongdoing.

10. *Isn't it too risky for me to report a possible wrongdoing?*

All staff members have the duty to report suspected wrongdoing. WIPO encourages prompt notification of suspected wrongdoing so that appropriate and diligent action can be taken in the best interests of the Organization. Staff Regulation 1.7 and the Policy to protect against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations provide the mechanisms for reporting alleged wrongdoing, and provide protection against retaliation, so that there is a safe alternative to silence.

You can contact the Ethics Office at any time for confidential advice and guidance.

VI. REFERENCE DOCUMENTS

(Hyperlinks available for all documents referenced below)

Relevant WIPO Staff Regulations and Rules

Staff Regulation 1.5	(Conduct)
Staff Rule 1.5.1	(Discrimination or Harassment)
Staff Regulation 1.7	(Communication of Information)
Staff Regulation 1.11	(Oath or Declaration)
Chapter X	(Disciplinary Measures)
Chapter XI	(Conflict Resolution)

Standards of Conduct for the International Civil Service

Promulgated by the International Civil Service Commission (ICSC) and adopted by the Sixty-Seventh (44th Ordinary) Session of the WIPO Coordination Committee, effective January 1, 2014.

Relevant WIPO Office Instructions and Information Circulars

Office Instruction No. 47/2016	Workplace-related conflicts and grievances
Office Instruction No. 48/2016 Rev.	Rebuttal of performance appraisal
Office Instruction No. 49/2016	Procedure for the submission and consideration of requests for review of administrative decisions under Staff Rule 11.4.3
Office Instruction No. 50/2016	Procedure governing the application of disciplinary measures
Office Instruction No. 37/2014	The Office of the Ombudsperson
Office Instruction No. 47/2014	WIPO Policy on Gender Equality
Office Instruction No. 84/2012	WIPO Code of Ethics
Office Instruction No. 25/2010	WIPO Ethics Office
Office Instruction No. 33/2017	Policy to protect against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations
Information Circular No. 2/2018	Disciplinary measures applied in WIPO during the period January-December 2017

Other

[WIPO Core Values and Organizational Competencies](#)

[Guide to Ethics at WIPO](#)

[WIPO Internal Oversight Charter](#)

[Investigation Policy](#)

[Investigation Manual](#)