Competency Based Training: The Key to Quality and Enforceability of Trademarks.

Purpose and Outcomes

Purpose: To explore how a competency based approach to training can support quality management in Trademark Examination

Outcomes:
- Share our experience in using a competency based approach
  - Understand the ITLMS Project (WIPO)
- Understand the link to enforceability and quality of trademark examination work
Enforceability

Compliance with legal regulations and procedures before and after registration

• New regulations
• New technology
• New Developments: Traditional v Non-Traditional
• Demand
• National Systems
• International Systems
ITLMS Project Background and History

- Survey on Trademark Examination Training (May 2018)

- Workshop for Champions (Pakistan October 2018)

- Visit to WIPO (Geneva) by a Champions, to develop competency-framework and curriculum and present a report presenting a road-map (presented to the DGs) May 2019, Ocotber 2019

- 2nd Visit to WIPO to build a first draft Learning Management System and Training Management Framework (October 2019).

- Country Visit, October 2019, by WIPO to Indonesia and Malaysia
Impact of Training related Initiatives on Quality and Productivity, through better Capability and Capacity

Tools/initiatives
- Quality Management Framework
- Training Management Framework
- Competency Frameworks, Quality Control and Assurance, Procedure Manuals
- Categorization of Responsibilities

Outcomes
- Capacity Needs Delivered
- Capability Needs Delivered
- Capability Needs Identified

Capability and Capacity building
Quality Management System
Background and History

• Survey on Trademark Examination Training (May 2018)

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What is Competence?

1) Definition of Competence?
2) How do you know someone has competence?
3) How do you develop competence?
What is Competence?

1) Definition of Competence: ‘competence’ (competences) what people need to do to perform a job, to an acceptable quality level standard.

2) How do you know someone has competence. They do something correctly, they can articulate what needs to be done and why, they demonstrate behaviour which is related/supports doing something correctly.

3) How do you develop competence: Knowledge, Skills and Behavior (attitude)
What are Competencies?
### Competency Frameworks

**What is a competency framework?**

<table>
<thead>
<tr>
<th>Competence</th>
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**Level 2: Capability Needs:** Competency Frameworks, Examination Procedures Manuals, Quality Assurance
Learning Management System

A secure central database of training, that one can go to access training which will deliver a tracked, standardized, visible and appropriate training.
<table>
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<tr>
<th>Training program (What)</th>
<th>Audience (For Whom)</th>
<th>Competence/Standard (Why)</th>
<th>Training Solution How/Where/Whom</th>
<th>Delivered by</th>
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**Level 1: Training Needs:**
Categorization of Responsibilities
Applying the Training Curriculum (Categorizing it for the Audience - for Whom)

1) Formalities
2) Formalities plus Substantive
3) Formalities, Substantive, Madrid
4) Formalities Separated from Substantive
5) Formalities, Substantive, Special
6) Unclear
What is a competency framework?

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Level 2: Capability Needs: Competency Frameworks, Examination Procedures Manuals, Quality Assurance
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On-the-job learning: 70%
Learning through others: 20%
Formal learning: 10%
Quality Assurance/ Examination Procedures

Level 2: Capability Needs: Competency Frameworks, Examination Procedures Manuals, Quality Assurance
## Competency: Examination

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**Level 2: Capability Needs:**
- Competency Frameworks,
- Examination Procedures
- Manuals, Quality Assurance
On the Job Training
Teaching Others
Classroom
E-Learning

Rotation Schemes
Projects
Managers Work
Extra Responsibility

Working with/Observing Experts
Formal Training Courses (internal/external)
‘Back to the Floor’
Community Activities

Level 2: Capability Needs: Competency Frameworks, Examination Procedures, Manuals, Quality Assurance
Quality Control

Level 2 or 3?
Learning Management System

A secure central database of training, that one can go to access training which will deliver a tracked, standardized, visible and appropriate training.
Training Management Framework

Principles, Policy, Business Strategy, Training Strategy, Supports a Quality Management Framework, How Training is Measured and Reported, How Data is recorded, How Communicated, Needs Identified, Planned, Assessed, Designed, Supported, Materials, Administration Managed, Continuation support and training, How training is continuously improved.
Manager’s Job is to enable Capability & Capacity
Impact of Training related Initiatives on Quality and Productivity, through better Capability and Capacity

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Outcomes
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- Capability Needs Identified

Capability and Capacity building

Tools/ initiatives

Towards ISO9001/ Quality Management Framework

Learning Management System

Competency-Based Curriculum

Training Needs
Implementing Quality and Learning

Best Trade Partner

ISO9001 Accreditation

Deming Cycle

Standardization

Time

APCD

Improvement

Standard
# Management Approach

<table>
<thead>
<tr>
<th>Management Control</th>
<th>Employee Control</th>
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<tr>
<td><strong>1. Management Decides then tells staff:</strong></td>
<td><strong>4. Employees Decide and Act</strong></td>
</tr>
<tr>
<td>• Telling</td>
<td>• Delegating</td>
</tr>
<tr>
<td>• Directing</td>
<td>• Liaising</td>
</tr>
<tr>
<td>• Management is accountable</td>
<td>• Employees are accountable and responsible.</td>
</tr>
<tr>
<td>• Team members expected to comply</td>
<td>• Team members can set direction</td>
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<tr>
<td><strong>2. Management obtains staff input before deciding</strong></td>
<td><strong>3. Employees decide and recommend</strong></td>
</tr>
<tr>
<td>• Selling</td>
<td>• Participating</td>
</tr>
<tr>
<td>• Coaching</td>
<td>• Facilitating</td>
</tr>
<tr>
<td>• Employees ideas harnessed</td>
<td>• Employees Accountabilities are shared</td>
</tr>
<tr>
<td>• Employees consulted and have input</td>
<td>• Team members must consult management before getting approval</td>
</tr>
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Managers and Teams

Plan

Do

Check

Act

Strategic Plan
Business Plan
Operational Plan
Monthly Plan
Weekly Plan

Targets

Delegate/ Develop

Good/ Improve Performance:

Evaluate Performance

Capability & Capacity

Quality & Training Management Frameworks, Quality Assurance, Quality Control, Competency Models, Procedures Manuals, Curriculums, Training Needs Analysis

Performance:

Evaluate Performance
Quality Management System
The Future

• Implement the Training Management Framework

• Align with Quality Management

• Engage with Partner Countries

• Onboard other countries

• Align with other projects
Questions ?!