

## Adjustments to our organisational structure

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24.01.2022

### Digitalisation, new ways of working, social dialogue and sustainability

Dear colleagues,

When planning organisational changes, every effort is made to consider the needs of all our stakeholders, with the primary aim of further deepening collaboration and strengthening our One Office culture. At the same time our Office aims to continually improve the responsiveness and quality of our services. With these objectives in mind, the changes summarised below have been developed with great care and rigour in the course of the last months.

**Let me begin by updating you on the initial changes to our organisational structure announced last September. Good progress has been made** in preparing DG1's new structure and the centralisation of all legal and procedural matters of the Patent Grant Process under DG5. Thanks to intense exchanges and consultation among the parties involved, the following has already been achieved:

- **Finalisation of the structure of the five transversal Principal Directorates in DG1**, further details of which are available [here](#) ;
- **A consultation involving Team Managers, Directors and Senior Experts, to help prepare a proposal for the Technology Communities**, which will reflect the evolution of industrial ecosystems. The proposal includes the mapping of directorates and teams and will be finalised and shared in the coming weeks;
- **Preparations complete for Principal Directorate Legal Affairs to welcome the legal and procedures departments** (D1321 and D1322) from Directorate Patent Practice and Procedures (D132) in PDQBUS. Synergies between DG1 and DG5 will be facilitated and contribute to improving quality and timeliness.

### Organisational changes taking effect as of 1 April

The following further adjustments to our organisational structure will be made over the next months with a view to successfully concluding as of 1 April 2022. These adjustments are also driven by our commitment to transition to new ways of working, continue delivering digital solutions that are fit for purpose and secure the Office's long-term social and financial sustainability.

- **Reinforcing BIT's structure to advance the digitalisation of the Patent Grant Process**
  - **Directorate Search and Patent Grant Process will become a Principal Directorate that includes two new dedicated Directorates**: one focusing on prior art data and the supply of search tools; and another dedicated to supporting the Patent Grant Process. This will enable BIT to continue to deliver high performing tools on time, the development of which now requires activities of greater scope and complexity.
- **Adjusting the focus of HR Services to support the transition to new ways of working**

To maximise the benefits of digitalisation and enable staff to work effectively in a hybrid environment, new approaches will be required to address reskilling needs, foster learning and manage policy changes:

  - **Workforce planning activities will be moved from the current PD Corporate Policies to PD People under the Directorate New Work Insights and Planning**. This will ensure that workforce planning is fully aligned with the mapping of skills capacity and re-skilling needs.
  - **A new Knowledge Management Unit will become part of the Directorate Talent Management** to support re-skilling by fostering knowledge sharing and peer-to-peer learning in addition to classical training.
  - **Employee Policies will be moved from the current PD Corporate Policies to PD People under the Directorate Employee Policies**. This will further streamline operations, bring together experts and ensure alignment to manage policy changes.
- **Reviewing and strengthening health & safety services**

- **The Office's health services will transfer from the Directorate Customer Engagement to the Directorate HR Essential Services.** This follows a review of health and safety services by external experts supported by an internal project team and consultation with the [COHSEC](#) . Health Experts and Physicians dedicated to our people's health will continue to work in a hybrid model together with external service providers.
- **Safety responsibilities will move from Directorate HR Customer Engagement to PD General Administration,** ensuring alignment with ISO requirements.
- **Ensuring competitive and sustainable social package for staff and their families**
  - **The current PD Corporate Policies will include a newly created Directorate Prospects and Studies and will be renamed Principal Directorate Welfare and Remuneration.** This Directorate will help ensure that the social package the Office provides, remains competitive and sustainable for current, past and future staff and their families. For this purpose, it is paramount to conduct regular benchmarking exercises, studies, to develop a systematic and centralised approach to social data and to closely monitor economic and demographic indicators. This new remit is reflected in both the renaming of the PD and the creation of the new Directorate.
- **Supporting social dialogue with proactive expert advice**
  - **Directorate Employment Law will be transferred under my direct responsibility.** This will enable immediate consultation and early delivery of expert advice on matters relating to social dialogue and reforms related to the new ways of working. Given the unit's strategic importance and the increase in the scope and complexity of its remit, **the Directorate will become the Principal Directorate Employment Law and Social Dialogue Advice.**
- **Strengthening Procurement Operations**
  - **Central Procurement will become Principal Directorate Procurement and Vendor Management,** directly under VP4. The Principal Directorate will broaden its remit to Vendor Management, taking a performance-driven approach to monitoring vendors, while improving processes, tools, planning cycles and strengthening policy compliance. In addition, the Corporate and Automation Procurement units will be integrated into one dedicated Procurement Planning and Tendering Team to align further service processes meeting organisational and market needs.
- **Reinforcing the integration and strategic role of the Sub-Offices**
  - **The Head of the Vienna Office will report directly to VP4 and be fully dedicated to the strategic priority of managing the new Vienna office building project.** Co-operation with PD General Administration and PD People will be facilitated and close ties with local authorities maintained.
  - **VP1 will take responsibility for overseeing and representing the activities of the Berlin Office.** This will foster the integration of the Berlin Office into the DG1 structure and reinforce relations with local and federal authorities in direct alignment with President's Office.
- **Continued streamlining of processes**
  - **President's Office and VP4 Office will merge virtually** to ensure end-to-end dossier management by a single person, ease early alignment and further increase the efficiency of decision-making processes.
  - **In DG4's PD General Administration, the three language translation departments will be integrated into one single department** acting as the "service hub" for all translating and editing activities.
  - Also with regard to PD General Administration, **the Central Unit Technical Services Cross-site will be dissolved,** with the activities and staff integrated into the existing Technical Services Units.

**Lastly, the following adjustment is also planned:**

- **Within PD Communication, Directorate Event Logistics will be renamed Event Management** to better reflect the complex and strategic nature of duties and services carried out by the directorate.

All the above changes have been discussed with the colleagues concerned and details of the new opportunities created will be published in the coming weeks. While making these organisational adjustments, the focus will be on

minimising their impact on staff and ensuring that teamwork remains strong, the high quality of service is maintained, and all operations run smoothly.

A document offering detailed information on the adjustments, including a projected timeline showing interim steps, can be consulted [here](#) . This document will be presented for information to the GCC on 16 February 2022 (and, specifically the Health and Safety organisational changes, to the COHSEC on 1 February 2022). Almost all the adjustments will be gradually prepared and implemented between now and 1 April 2022.

I would like to thank colleagues involved in this reorganisation and also to thank all colleagues in advance for their role in making this structure a success.

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