



Management Response and Action Plan

A - For inclusion in the report

The findings and recommendations of the Canadian Intellectual Property Office's Patent Services Evaluation were presented to CIPO Senior Management. Management has agreed with the findings included in this report and will take actions to address all applicable recommendations by 2020.

B - For follow-up purposes - Detailed actions to address the recommendations in the report

Recommendation	Planned Action on the Recommendation	Responsible Official (position)	Target completion date
<p>Recommendation 1</p> <p>In its five-year business strategy for 2017-2022, CIPO should clearly articulate the results it expects to achieve, develop comprehensive performance measures to track progress, and report annually on those measures to allow it to assess its performance.</p>	<p>CIPO will:</p> <ul style="list-style-type: none"> • Update its logic model (including assumptions and risks) in parallel with the development of its Business Strategy so that the Strategy clearly articulates the short, medium and longer term outcomes CIPO seeks to achieve. • Update its performance measurement strategy including qualitative and quantitative indicators for its expected outcomes, along with data sources, and responsibilities for data collection. • Develop and implement improvements to how CIPO tracks and uses performance data. • Report at least annually to Senior Executive Committee on the progress towards expected outcomes and utilize the data collected for ongoing planning and course adjustments. 	<p>Director General, Corporate Strategies and Services (for all points)</p>	<p>CIPO's Business Strategy March 31, 2017</p> <p>CIPO's logic model June 30, 2017</p> <p>Performance Measurement Strategy September 30, 2017</p> <p>First annual report, March 31, 2018</p>

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	<p>modules.</p> <ul style="list-style-type: none"> ○ IP Hub: a suite of networking services which features IP referral services and patent examiner interviews. ○ IP Information Products: a suite of easy to use educational products, many of which will be featured on the CIPO website. ○ Business Development Officers program: a regional IP expert program will expand into innovation-focused communities to better support high-potential firms, and businesses in target markets and sectors. ○ Strategic Partnerships: CIPO will continue to make strategic partnerships to enhance collaboration and networking to maximize the reach and impact of IP and education and awareness-raising to businesses. ○ Marketing efforts: CIPO will promote and market our suite of easy-to-use IP products and services and the importance of IP through an expanded channel approach. ○ Targeted and tailored services: CIPO will target specific markets and sectors at critical stages to provide tailored services. 		<p>Key resources to support new business services will be in place by March 31, 2017, with staffing on-going through 2017-18.</p>

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<p>Recommendation 3</p> <p>Following on the significant progress CIPO has made in reducing patent processing times and increasing its operating efficiency, CIPO should re-examine its patent service standards and respond to client concerns about the patent examination process.</p>	<p>CIPO will:</p> <ul style="list-style-type: none"> • Continue improving its processes and services by: <ul style="list-style-type: none"> ○ achieving ISO-9001-2015 certification for its Patent Quality Management System; ○ pursuing the implementation of a Lean culture and other efficiency projects; ○ developing the Patent performance improvement plan for 2017-22 to reduce pendency; ○ implementing a patent interview service to improve communications and reduce pendency; and ○ modernizing the regulatory framework by acceding to the Patent Law Treaty (PLT) and modernizing it by completing other administrative amendments. • Continue timely updates of the Manual of Patent Office Practice (MOPOP) to comply with legislation, regulations and jurisprudence; and publish information to ensure consistency and transparency. • Examine and update patent service standards to ensure they are meaningful for clients. • Publish prominently (on CIPO's web page) client service standards, in accordance with GC policies. 	<p>Assistant Commissioner, Patent Branch</p>	<p>March 31, 2018</p> <p>Ongoing</p> <p>June 30, 2017</p> <p>September 30, 2017</p> <p>Early 2019</p> <p>Ongoing</p> <p>June 30, 2017</p> <p>June 30, 2017</p>

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	<ul style="list-style-type: none">Utilize business analytics to closely monitor and identify target segments that could most benefit from expedited patent processing services.		June 30, 2017