![WIPO - WORLD INTELLECTUAL PROPERTY ORGANIZATION]

Internal Oversight Division

Reference: IA 2019-01

Audit Report

Internal Service Management in the Administration and Management Sector

September 2, 2019

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LIST OF ACRONYMS

A&M	Administration and Management
AI	Artificial Intelligence
AIMS	Administrative Integrated Management System
CMP	Capital Master Plan
COBIT®	Control Objectives for Information and Related Technology
ER	Expected Result
ESD	Enterprise Solutions Division
ESM	Enterprise Service Management
FAQ	Frequently Asked Questions
ICT	Information and Communication Technology
ICTD	Information and Communication Technology Department
IIA	Institute of Internal Auditors
IOD	Internal Oversight Division
ITIL®	Information Technology Infrastructure Library
ITSM	Information Technology Service Management
MAAS	Management and Administrative Applications Section
OLA	Operational Level Agreement
PI	Performance Indicator
PID	Premises Infrastructure Division
PTD	Procurement and Travel Division
PPBD	Program Performance and Budget Division
RBM	Results Based Management
RPA	Robotic Process Automation
SIAD	Safety and Information Assurance Division
SLA	Service Level Agreement
SPOC	Single Point of Contact
UN	United Nations
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1.   The Business areas of the Administration and Management (A&M) Sector are internal service providers as they have an inherent support role within the Results Based Management (RBM) framework. More specifically, the Programs of the A&M Sector are linked to the Strategic Goal IX – Efficient Administrative and Financial support, and to the related Expected Result (ER) - effective, efficient, quality and customer oriented support services both to internal clients and to external stakeholders. As such, the Sector needs to manage internal services with a view to providing high levels of customer experience and satisfaction, in an efficient and cost effective manner.

2.   The Internal Oversight Division (IOD) notes that there are a number of positive developments on Internal Service Management in the A&M Sector. For instance, there is an initiative, which was started in 2018, to identify a more consistent approach to Service Management across the A&M Sector. The Sector envisages that this initiative will result in the implementation of an Enterprise Service Management (ESM) system that will improve the efficiency and effectiveness of the delivery of Service Management activities, and enhance overall customer experience and satisfaction.

3.   While IOD acknowledges and supports the initiative to implement an ESM, there are a number of conditions that must be addressed for Service Management to be efficient and effective. For instance, the A&M Sector would benefit from establishing a customized Service Charter, underpinned by the WIPO Customer Service Charter, and aligned with the ER and Strategic Goal IX, as described in the RBM framework.

4.   Further, the business areas of the Sector have varied maturities, experiences, tools and practices for managing services. Consequently, it would be relevant to take stock of the status of Service Management in the Sector by establishing a maturity model and roadmap. This would help identify gaps between the current state and a future state designed around the objectives of the Charter, and support the effective design and elaboration of a Service Management framework backed by adequate ESM tools and practices.

5.   The framework would help address existing conditions and provide guidance on among others, Service Level Management practices, e.g. identifying additional business areas that are suitable for Service and/or Operational Level Agreements; performance management including feedback mechanisms, and relevant Performance Indicators (PI); and other equally important Service Management practices such as Service Catalogues, Service Design, and Single Point of Contact. The A&M Sector also identifies these needed capabilities as part of the ESM project plan.

6.   IOD also notes that while the World Intellectual Property Organization (WIPO) Intranet has relevant resources on various internal services, which are intended to enhance the customer's experience, some prevailing conditions need to be addressed to enhance accessibility, and content management within the Intranet.

7.   Going forward, opportunities exist in the future to: (i) integrate emerging technologies such as automation, Artificial Intelligence (AI), Robotic Process Automation (RPA)[1], and machine learning in Service Management, with a view to creating more value, and enhancing customer experience and satisfaction; and (ii) consider a shift towards an overarching Internal Service Management framework for the Organization, including common tools and aligned principles.

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[1] RPA is the use of software with AI and machine learning capabilities to handle high-volume; repeatable tasks that previously required humans to perform.

1.   BACKGROUND

8.   Service Management refers to a set of organizational capabilities for enabling value for customers in the form of services. Developing the specialized organizational capabilities requires an understanding of the nature of value, the nature and scope of stakeholders involved, and how value is enabled through services. Further, Service Management ensures that the desired results and customer satisfaction levels are achieved cost effectively, and is a means by which the customer experiences and interactions are captured, managed, monitored and tracked.

9.   The Business areas of the A&M Sector are internal service providers as they have an inherent support role within the RBM framework linked to the Strategic Goal IX – Efficient Administrative and Financial support, and to the related ER. The ER is effective, efficient, quality and customer – oriented support services both to internal clients and to external stakeholders. Table 1 below provides a summary of the range of support services that the business areas in the A&M Sector provide to internal clients.

Table 1: Summary of Services Provided By Business Areas in the A&M Sector

S/n	Business Area	Overview of Services Available
1	Procurement and Travel Division (PTD)	Travel, Procurement, Visa, Events related Transactions, Hospitality, Data Management and support, Temporary Agencies and Individual Contractor Services, Contract management, Relocations and Privileges.
2.	Security and Information Assurance Division(SIAD)	Security pertaining to: Conference, Facilities, international Operations/Travel, Occupational Safety, Threat and Risk investigations, and managing Reception Desks. Information security pertaining to: Information Risk Management, Service Provider Risk Management, Security Awareness, Information Security Incident Management, Security Architecture, Vulnerability Management, Security Engineering.
3.	Finance Division	Information/reference material on: WIPO Bank Accounts, Currency Exchange Rates, Daily Subsistence Allowance Rates. Payroll and staff related expenditure.
4.	Premises Infrastructure Division(PID)	Buildings and Premises management including WIPO-owned and rented buildings, Cleaning Services, Office space allocation and office moves, provision of furniture and supplies, cafeteria services, asset management, allocation of parking spaces, logistical and technical support for conferences, meetings and events . Designing, management and responsibility for renovation, conversion and upgrading of premises in WIPO-owned buildings. Environmental and Social (Physical accessibility) Responsibility.
5.	Conference and General Services Division	Organizing Servicing meetings, preparation, and dissemination of documents, registration of participants, room booking. Printing services, Mail registration, and dispatch. Records and archival management services.
6.	Language Division	Translation into various languages, the treaties and other international instruments administered by WIPO, the provision of interpretation services for official meetings. Assisting colleagues drafting original material in languages that are not their own.
7.	Program Performance and Budget Division (PPBD)	Program and budget related matters, RBM framework, including Capital Master Plan (CMP), and Funds-In-Trust.
8.	Information and Communication Technology Department (ICTD) - ICT Service Desk	The Service Desk acts as a single point of contact for ICT related requests and incidents of users.
9.	Enterprise Solutions Division (ESD) – (Administrative Integrated Management System)AIMS Service Desk	The Service Desk acts as a single point of contact for AIMS related requests and incidents of users.

Source: Compiled from WIPO Intranet.

2.   AUDIT OBJECTIVES

10.   The objectives of the audit were to:

(a)   Assess the Governance framework, policies and procedures, including coherence/uniformity in the way different business areas of the A&M Sector govern and manage internal services;

(b)   Assess the methods in place to measure and report on service level performance;

(c)   Assess existence and effectiveness of mechanisms in place to capture and implement lessons learned for continuous improvement; and

(d)   Assess the adequacy of systems and tools, and resources to support effective service delivery.

3.   AUDIT SCOPE AND METHODOLOGY

11.   While the audit involved all areas of the A&M Sector at varied degrees, it focused on: Procurement and Travel Division (PTD), Premises Infrastructure Division (PID), Security and Information Assurance Division (SIAD), Enterprise Solutions Division (ESD) - (former Management and Administrative Applications Section (MAAS)), and Information and Communication Technology Department (ICTD).

12.   IOD conducted this audit from May to July 2019. The audit covered the period from January 2017 to July 2019. The audit scope covered a review of internal customer-oriented services as defined in the RBM framework, with a view to identifying the existence of a governance structure or framework and standards/principles for effective Service Management.

13.   The audit verified the common understanding of Service Management across the A&M Sector and took stock of what is in place in the business areas on planning, delivery, monitoring performance, and reporting on Internal Service Management outcomes. Further, the audit involved assessing coherence and clarity on processes and systems in place in the Sector.

14.   The audit methodology included interviews with key staff members involved in providing internal services, document reviews, walkthroughs and tests of details where applicable. The audit approach also included the administration of a survey on Internal Service Management.

15.   In conducting the audit, IOD took into account information gathered from the various preliminary discussions with Programs of the A&M Sector, including acknowledging differences in services, business specificities, resources, and client expectations, among others.

16.   The audit was performed in accordance with the International Standards for the Professional Practice of Internal Auditing (the Standards) issued by the Institute of Internal Auditors (IIA).

4. AUDIT RESULTS - POSITIVE DEVELOPMENTS

17. IOD notes the following positive developments on Internal Service Management in the A&M Sector:

(a) **Overall Service Management Approach:** As the result of the recognition for a more consistent approach to Service Management across the Organization, and in particular, in the A&M Sector, an initiative was started in 2018 to identify an approach to delivering improvements in customer experience. Among the activities conducted are, workshops and meetings with business areas and review of leading Service Management frameworks and practices such as Information Technology Infrastructure Library (ITIL®), ISO 2000 and Control Objectives for Information and Related Technology (COBIT®). Based on these and other activities, the CMP submission on Implementation of ESM into the A&M Sector, was created for submission in 2019. However, submission was postponed to 2020 due to budget constraints in 2019.

(b) **Leading Practices**: ICTD - ICT Service Desk and ESD - Administrative Integrated Management System (AIMS) Service Desk, base their operations on the ITIL®, which is a leading ICT standard for Service Management. This represents a good practice that provides a structured means of managing ICT related services. Further, both business areas use Cherwell® - an Information Technology Service Management (ITSM) tool that is aligned to the ITIL® framework.

(c) **Customer feedback**: ICTD – ICT Service Desk, regularly conducted periodic surveys to ascertain the percent of customers that are satisfied with the Service Desk services and addressed concerns raised by survey participants, e.g. extension of operating hours for the Service Desk. In addition, SIAD has implemented real-time customer feedback, using the Opinio system, for services rendered by Information Security Section.

(d) **Service Relationship Management**: PTD took some positive steps towards enhancing internal customers' experiences. The Division organized a series of training sessions on procurement and contract management for internal customers aimed at enhancing the customers understanding of the processes involved in the delivery of value. This represents a good practice that may be replicated by other business areas in A&M Sector to improve service relationship management and coordinating customer feedback.

(e) **Service Catalogue Management**: As part of SIAD's work plan, Strategic Security Plan and the Information Assurance Strategy, the division has conducted some extensive work on documenting several service catalogues.

5. OBSERVATIONS AND RECOMMENDATIONS

18. IOD interviewed key staff members involved in providing internal services, conducted document reviews, walkthroughs and tests of details for the internal service providers. In addition, in June 2019, IOD conducted a survey on Internal Service Management in the A&M Sector.

19. The ensuing observations and recommendations, present opportunities to enhance the, governance, efficiency and effective management of internal services in the A&M Sector.

(A)   INTERNAL CUSTOMER SERVICE CHARTER

20.   The WIPO Customer Service Charter provides high-level guidelines on how internal and external services are expected to be delivered in order to provide the best customer experience, the expected outcomes from a customer's perspective, and the service providers' commitment to deliver services that align with WIPO's vision of a premier customer-service oriented Organization.

21.   IOD notes that although WIPO's Customer Service Charter maybe perceived as oriented towards external clients, it also has its relevance concerning internal clients.

22.   There is an opportunity for the Organization to enhance the awareness and visibility of the service-oriented philosophy and principles espoused in the Charter, and in particular, the A&M Sector could benefit from establishing an Internal Customer Service Charter that is underpinned by the WIPO Customer Service Charter.

23.   A customized Charter would serve as a general guide for Service Management strategic and operational commitments, promote a shared common understanding, and serve as a monitoring mechanism for achieving related objectives aligned with the ERs enumerated through the RBM framework. Furthermore, the Charter would help design an Internal Service Management framework that is geared towards supporting the A&M Sector in implementing ESM processes and practices.

(B)   MATURITY MODEL/ROADMAP AND INTERNAL SERVICE MANAGEMENT FRAMEWORK

24.   An Internal Service Management framework is the set of policies, tools, people, and processes that would allow an Organization to provide services that are fit for purpose, stable, and value adding throughout the lifecycle of these services.

25.   IOD notes that there are a number of components of a Service Management framework currently in place within the A&M Sector, with various maturities, experiences, and utilities. For instance, the Sector-wide initiative to implement ESM. Furthermore, progress has been made by some business areas, such as SIAD, ICTD - ICT Service Desk and Enterprise Solutions Division - AIMS Service Desk, on basing their operations on the ICT standard for Service Management - ITIL®.

26.   While acknowledging that tools and processes should be designed around service and customer specificities, internal capacities, value chain, and impact on organizational results among others, the methods and approaches should be part of a common framework that is underpinned by the Service Charter. The framework would support a strategic view of the governance, people, processes and systems in place to support effective Service Management, geared towards providing the best customer experience.

27.   Further, the framework will provide a means of aligning, harmonizing, and fostering a common understanding of Service Management, geared towards collective outcomes and impacts that can in turn be used to inform on the achievement of the ER that binds the business areas of the A&M Sector.

28.   Finally, because business areas of the Sector have varied experiences, maturity, and practices in managing services and the initiative to implement an ESM in the Sector, it would be relevant to take stock of the status of Service Management in the various business areas of the Sector through the establishment of a maturity model and roadmap. This would help, identify gaps between the current state and a future state designed around the objectives of the

Charter, and support the effective design and elaboration of a Service Management framework that is fit-for-purpose.

29.   The road map will further support the implementation of the Service Management framework, and help monitor the evolution of the different business areas of the A&M Sector towards achieving their desired state of maturity in managing services, while ensuring continual improvement, and alignment with the relevant Charter.

(i)   Service Catalogues

30.   A Service Catalogue provides a single source of consistent and clear information on all services and service offerings, and ensure that it is available to the relevant audience. It may take many forms such as an online portal or a tool that provides an interface between internal clients and service providers. The A&M Sector initiative to ESM identifies Service Catalogue as a capability to put in place where applicable, and within the scope of the services offered by the individual business units.

31.   IOD supports this approach and further notes that business areas in A&M Sector have varying practices in managing internal services; for example, SIAD has documented around 30 catalogues specific to their work, while no catalogue exists in other areas. Currently, there is no single source of information for the services available to internal customers within the A&M Sector.

32.   In addition, while multiple views of Service Catalogues under A&M Sector are possible, the creation of separate or isolated catalogues is not encouraged as this may lead to variability, segregation and complexity for internal customers. It will be beneficial for internal customers to have end-to-end visibility of the range of services in the A&M Sector through a simplified and unified interface or online portal. Equally, internal service providers can progress iteratively, with feedback, on selecting and adding services to the Service Catalogue over time or as services and customer experiences mature.

33.   Going forward, a Service Catalogue or other equivalent tool where applicable, supported by appropriate technology, would help enhance Internal Service Management experience for both internal customers and service providers in the A&M Sector. A well-tailored and dynamic catalogue would enable engagement of internal clients on a strategic, tactical and operational level. It would also facilitate the progressive automation of various services such as those related to standard and non-standard requests, and would help define relevant Service and Operational Level Agreements where applicable.

(ii)   Service and Operational Level Agreements

34.   Service Level Agreements (SLAs) provide clear business-based targets for service levels as defined in the service catalogues, and help to ensure that the delivery of services is properly assessed, monitored, and managed against those targets.

35.   The ESM project identifies Service and Operational Level Agreements as capabilities required for an effective management and delivery of services in the A&M Sector. In particular, the project proposal highlights the need to design services in accordance with the agreed service level targets, and the need to ensure that any Operational Level Agreements (OLAs) and underpinning contracts are appropriate.

36.   IOD is in agreement with the project proposal on the need to establish SLAs considering the nature of services, and existence of measurable targets. IOD confirms that OLAs would be needed to formalize the inter-connectivity and inter-dependences that exist between and among business areas in the A&M Sector, particularly in resolving service requests that involve more than one business area.

37.   This would help address instances where resolution of queries require concerted action from more than one business areas, and delays have occurred due to the absence of a clear collaborative workflow.

(iii)   Internal Customer Feedback Mechanisms

38.   Internal service providers can measure the level and quality of services provided to clients through feedback mechanisms. Feedback can be gathered from both formal and informal sources, including surveys and key business-related-measures. These feedback mechanisms help enhance and optimize the maturity of the Service Management framework.

39.   While some business areas, for example, ICTD - ICT Service Desk[2], and the Conference Services conduct periodic surveys to ascertain customer satisfaction, a number of business areas under the A&M Sector have not sought customer feedback in the last three years. One of the main reason for this condition is the absence of metrics or customer-oriented Performance Indicators (PIs) on which they can seek feedback.

40.   Indicatively, the IOD survey on Internal Service Management showed that except for ICTD - ICT Service Desk and to a lesser extent SIAD, the majority of internal customers:
(a) could not remember being requested to provide feedback on A&M Sector services; or
(b) indicated that they were not requested to provide such feedback during the last three years.
Annex II provides the relevant details.

41.   IOD discussions with the business areas under the A&M Sector indicated that although they consider surveys as a valuable mechanism to solicit customer feedback, they are of the view that there is survey fatigue in the Organization. Occasionally, they receive emails and/or telephone calls from internal clients expressing satisfaction or dissatisfaction with a particular service offering.

42.   From the aforementioned, there are differences in the methods of collecting customer feedback as some are formal and others are informal or non-existent. Whilst the current approach of conducting reflective and periodic surveys to establish internal client's satisfaction levels, provides insights on the level and quality of services, there are opportunities to improve on this mechanism by requesting real-time feedback on customer experiences through a combination of different approaches as illustrated below:

   (a) Request a brief feedback immediately after a service request is addressed or complaint resolved. For example, SIAD has implemented this mechanism for Information Security services using the Opinio system. This approach can partially address survey fatigue highlighted by most of the business areas;

   (b) Providing clients with an online platform or collaboration tool on WIPO's Intranet to facilitate frequent and real-time feedback on an ongoing or regular basis; and

   (c) Soliciting feedback at open forums and/or targeted workshops or initiatives that address particular areas of concern related to Service Management.

43.   Indicatively, survey participants suggested that there was need for the business areas to improve on the mechanism of providing feedback; including for instance, a system of responding promptly to service requests or queries received, with acknowledgement messages, and information on the expected turn-around.

44.   Opportunities exist to assess and identify the most suitable and cost effective methods for capturing and reporting feedback, which would help determine whether Service Management in

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[2] WIPO Performance Report 2016/17 - ICTD, Performance data indicates 97.4 percent and 96.8 percent of survey participants (internal clients) were satisfied with Service Desk services in 2016 and 2017, respectively.

the A&M Sector meets customer expectations, agreed Service Level targets, and the commitments made in the Service Charter.

(iv)   Performance Indicators on Service Management

45.   The Program and Budget lists the ERs against each Strategic Goal with PIs intended to measure progress and achievement for each Program. PIs are important metrics in assessing the effectiveness of a Service Management framework, through evaluating service levels and in particular, customer satisfaction levels.

46.   A review of the Program and Budget for the 2018/19 biennium shows that there is still an opportunity to develop and link more PIs to the ER under Strategic Goal IX on effective, efficient, quality and customer-oriented support services both to internal and external clients. IOD notes that out of the 24 PIs for the business areas under consideration, about seven (29 per cent) could be linked or associated with Internal Service Management, and in particular customer satisfaction.

47.   Table 2 below shows examples of PIs set by the business areas under the A&M Sector, which can be associated or linked to enhanced internal customer outcomes and satisfaction levels.

Table 2: Performance Indicators related to Customer Satisfaction

S/n	Business Area in A&M Sector	Performance Indicator (PI)
1.	Information and Communication Technology Department (ICTD)	Percentage of customers satisfied with Service Desk service, Business Sector customer satisfaction with ICTD services.
2.	Procurement and Travel Division (PTD)	Processing time Event request, Processing time Electronic Travel Authorization, Processing time Visa.
3.	Conference and General Services	Percentage of internal and external participants satisfied with WIPO Conference services.
4.	Premises Infrastructure Division (PID)	WIPO premises and installations remain fit for purpose.

Source: Program and Budget for 2018/19

48.   Going forward, the business areas in the A&M Sector should work collaboratively with internal customers and PPBD to set customer-oriented PIs. In order to improve Service Management, the respective areas should have a mechanism for tracking customer satisfaction levels and taking corrective action as required for enhancing customer experience. Furthermore, these PIs should align with any eventual SLAs and/or OLAs that are developed.

(v)   Single Point of Contact

49.   IOD notes that internal service providers under the A&M Sector provide internal customer-oriented services, some of which involve regularly receiving service requests. However, there are differences in the manner that these requests are captured by different business areas based among others on types of requests and tasks, and service maturity as illustrated below:

(a) ICTD - ICT Service Desk and ESD - AIMS Service Desk, have dedicated, structured Service Desks to handle both service requests and incidents related to ICT, and AIMS related matters respectively;

(b) Other areas such as PTD, PID, and SIAD have designated persons, email, and generic mailboxes within the Division to handle service requests; and

(c) Indicatively, some survey participants commented on the difficulties involved in figuring out the appropriate or designated contact persons in some business areas in A&M Sector. This is illustrated by some sample comments below:

> *"It takes some years of experience to figure out whom exactly to contact in case of need".*

> "*Clear contact points for all the services would be appreciated".*

> *"The staff in Finance are very helpful and friendly but it's extremely difficult to find any information on standard processes, focal points etc."*

Source: IOD – Survey on Internal Service Management in the A&M Sector.

50.   IOD notes that the implementation of a Single Point of Contact (SPOC) - Service Desk and Portal; is an integral part of the A&M Sector ESM Project. A SPOC for Service Management can solely facilitate efficient and effective communication and resolution of issues across business areas. The SPOC can track and monitor all incoming communication from the different business areas, direct them to the relevant and responsible internal staff, and likewise direct information from internal service providers to clients.

51.   It is envisaged going forward that with increased machine learning, AI, RPA, and Chatbots[3], Service Desks will gradually evolve to provide more self-service logging and resolution of requests/incidents directly via online portals including mobile applications. The implications of these emerging technologies is that the Organization should be prepared to manage the opportunities and related risks involved.

(C)   SYSTEMS AND TOOLS TO SUPPORT THE SERVICE MANAGEMENT FRAMEWORK

(i)   Service Management Resources on the Intranet

52.   Having tailored, update-to-date, and easily accessible guidelines and procedures on services of interest to customers can enhance customer experience and contribute to consistency, clarity, and efficient and effective management of service relationships across the business areas in the A&M Sector. IOD notes that WIPO's Intranet has relevant resources, on various internal services, which are intended to enhance the customer's experience. However, the usefulness and relevance of these resources may be impacted if the conditions outlined below are not addressed:

(a) There is no uniformity or consistency in the organization or arrangement of resources on the Intranet homepages of the different internal service providers. Whilst some areas such as PTD and ICTD - ICT Service Desk have a comprehensive description of services and the relevant contacts details, certain areas have a customer routing table, which displays the relevant contact persons with no further details;

(b) Navigating to the page on the Intranet, which has the relevant Service Management resources, remains a challenge for a number of internal customers. Indicatively, an average of 30 per cent of survey respondents indicated that they did not consult or

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[3] A Chatbot is a computer program, which conducts a conversation via auditory or textual methods.

rarely (average 15 per cent) consulted/read any relevant documentation, guidelines or Frequently Asked Questions (FAQ) pages on the Intranet before contacting the designated person/Help or Service Desk. The respondents mainly cited difficulties in accessing or locating the information relevant to their service request and/or incident on the Intranet;

(c) WIPO intranet is not currently optimized for best use, and the content management platform is limited in accessibility, search capabilities and flexibility. There is an opportunity to rethink accessibility, user experience and the content management within the Intranet, taking into consideration available tools; and

(d) The guidelines and procedures, which are relevant to Service Management, are either nonexistent or have not been reviewed and updated to reflect the changes, and current practices in the Organization.

53.   To address the above-mentioned conditions, it would be useful for the Publications Division to work with relevant stakeholders to design a user friendly and consistent interface/layout of the Intranet pages, considering available tools within WIPO, and aligned with organizational needs. This will among others facilitate, harmonize and enhance customer experience when using the WIPO Intranet.

(ii)   <u>Service Management Tools</u>

54.   A number of business areas of the A&M Sector do not have a dedicated tool that facilitates a streamlined, efficient and effective capturing, tracking and monitoring of service requests. IOD discussions with these business areas revealed that service requests are captured, resolved and feedback received mainly through personal and/or generic email exchanges.

55.   This current mechanism makes it difficult to generate empirical data on Service Management, which can be used to establish trends and useful insights. The data would have to be extracted from email exchanges and/or from the feedback received from clients, which in some cases is informal or not documented. Therefore, there is an opportunity to improve upon this mechanism.

56.   Further, IOD notes the steady progress that the Organization has made in customizing Cherwell® and other tools such as the AIMS to support Service Management processes and initiatives. However, there are still opportunities to optimize these tools and automate some processes.

57.   **AIMS Service Desk**: Implementing the Availability Cherwell® portal for the AIMS Service Desk would help customers or users see the progress of their tickets (service requests and/or incidents). This would enhance communication, visibility and tracking of service requests and possibly reduce the frequency of phone calls to the Service Desk seeking progress on resolution of a service request/incident.

58.   **AIMS:** Other tools used for submitting service requests include AIMS. For example, a request for parking space allocation can be submitted to PID using the same tool. However, the AIMS system does not have an automatic feedback and clear tracking mechanism for requests. At a minimum and as part of customer service orientation, optimizing the tool to improve responsiveness or including providing feedback would be beneficial to internal customers. Further, other than the AIMS user interface for submission of a parking request, the allocation, and re-allocation managed using Microsoft® Excel sheets and notification of allocation is through emails. Any subsequent communications regarding the parking issue are conducted by email exchanges between the responsible persons and the affected customer.

59.   It would be beneficial for the A&M Sector to actively identify other opportunities for optimization and automation across the Sector. Taking time to map out the standard and repeating service requests and the related processes in each business area would help in streamlining and optimizing a number of workflows and processes.

60.   **ITSM:** Certain areas of the A&M Sector are currently using Cherwell® Software, Cherwell® is one of the emerging leaders in providing ESM Systems[4]. The A&M Sector project to implement an ESM recognizes the need to identify a fit-for-purpose tool, considering the costs and benefits involved, among others.

61.   IOD supports this approach and similarly highlights the evolving technological landscape and business needs of the Organization among key components in identifying the right tool for ESM. In addition, it is important to ensure that there is ongoing alignment of the ITSM tool(s) with the Organization's move to the Cloud.

62.   For that purpose, IOD contacted a number of United Nations(UN) System and other International Organizations to inquire on the type of Service Management tools in place. The table below indicates the responses received:

Table 3: Service Management Tools used in Other Organizations

S/n	ITSM	Number of Organizations
1.	ServiceNow	6
2.	Cherwell Software	1
3.	Micro Focus	0
4.	Atlassian	3
5.	CA Technologies	0
6.	Others Tools[5]	3
	Total	**13**

Source: IOD - Survey on ITSM Tools

63.   IOD supports the introduction of a Service Management solution in the A&M Sector, and recommends that management exercise due consideration in the evaluation and selection of appropriate tools from the leading vendors in the ESM market. Considerations would include among others, WIPO needs and experience, financial implications and other overheads, economies of scale, and opportunities to receive user experience and feedback from relevant UN system and other International Organizations using similar tools.

64.   A single or dedicated ITSM tool would help streamline workflow processes, enhance efficiency, and improve tracking and monitoring of service requests/incidents and their subsequent resolution including monitoring of trends and patterns in customer feedback and lessons learned.

65.   Constructing an Internal Service Management framework that is informed through a maturity assessment and roadmap, as well as the results of the internal work done on identifying an approach to deliver effective and efficient Service Management activities, would help provide a governance and operational model to support implementation of an ESM in the A&M Sector, whose objectives include:

(a)   Improving the services delivered to WIPO's internal staff, so they are able to perform their duties more efficiently; and

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[4] In August 2018, a leading Consulting firm on ESM reported that the top market leaders in the ESM were, ServiceNow® (demonstrated leader), Cherwell® Software (emerging and strong player), Micro Focus® (limited business-oriented capabilities), and Atlassian® (strong performer, relatively recent competitor).
[5] Other ITSM Tools include Freshwater, HP Service Manager and Open source software.

(b)   Effectively managing, coordinating and monitoring the delivery of services across the A&M Sector.

66.   Going forward, opportunities exist to share lessons learned with other service providers outside A&M Sector on the establishment of a framework and implementation of an ESM system, with a view to developing valuable knowledge to support the potential establishment of an overarching Service Management framework for the Organization.

67.   This would require among others, a stock take of different systems, practices and tools across the Organization, with the objective of identifying and replicating best practices, and harmonizing process and systems, to provide enhanced customer experience, while benefiting from resulting efficiencies and potential economies of scale.

Recommendation (s)

1. The Administration and Management (A&M) Sector should:

    (a) Develop and promote a customized Service Charter that is underpinned by the WIPO Customer Service Charter, and that sets the basis and principles for effective and efficient Service Management framework and practices in the Sector; and

    (b) Work with the relevant stakeholders to conduct a study to identify the right Service Management framework and Maturity Model/Roadmap that provides a structured approach to implementing, tracking and monitoring Internal Service Management, including enhanced customer experience.

    (Priority: Medium)

2. The Publications Division should work with Information and Communication Technology Department (ICTD) and other relevant stakeholders to review the existing intranet, with a view to designing a user friendly and consistent interface/layout of the Intranet pages, considering available content management tools.

    (Priority: Medium)

(D)   RESULTS OF THE SURVEY ON INTERNAL SERVICE MANAGEMENT IN A&M SECTOR

(i)   Summary of Survey Results

68.   In June 2019, IOD conducted a survey on Internal Services provided by the different areas under the A & M Sector. The aims of the survey were, among others, to capture internal customers' perception of the effectiveness and quality of internal services provided by the business areas of the A&M Sector, in order to provide valuable insight on customer experience and satisfaction. The survey participants were 304 in total, which IOD considers as statistically representative, based on a 95 per cent confidence level and a five per cent margin of error, on a population of 1,271 WIPO staff, non-staff, and temporary personnel at the time of this survey. Thirty active WIPO Programs participated in the survey.

69.   Because of the relatively high instances of the use of "Not Applicable" (N/A) for certain questions, and in order to enhance interpretation and clarity, IOD reported the results in adjusted relative frequencies, by excluding the N/A from the responses. The detailed results of the survey are found in Annex II of this report.

70.   Below are some highlights of the survey results:

(a) Out of nine business areas surveyed in A&M Sector, respondents contacted the following four divisions most frequently: ICTD-ICT Service Desk, PTD, Finance Division and PID.

(b) On the question of whether respondents knew the designated person(s) or Service/Help Desk to contact, the following four divisions cumulatively collected the most points in segments "Always" and "Sometimes": ICTD - ICT Service Desk, PTD, Finance Division and PID. In instances where respondents did not know or rarely knew whom to contact, 28 per cent commented that they searched on the Intranet, while 22 per cent asked a colleague for assistance in order to find or identify the responsible/contact person.

(c) On whether respondents are satisfied with the current method(s) for relaying queries, the following three divisions scored above 30 per cent in the "Very Satisfied" segment: ICTD - ICT Service Desk, Language Division, and Conference and General Services Division.

(d) Concerning the usefulness of the information/documentation or guidelines published, for all nine divisions under review, the most frequent rating was "Sometimes" with scores ranging from 56 per cent to 67 per cent.

(e) On whether respondents knew where to submit queries, requests, incidents or problems on WIPO intranet, the following four divisions cumulatively collected the most points in combined segments "Always" and "Sometimes": ICTD - ICT Service Desk, Conference and General Services Division, Language Division and PID.

(f) Concerning being informed on the approximate time needed to address or resolve queries, requests, incidents or problems, for all nine Divisions under review, the most frequent answer was "Sometimes", with scores ranging from 35 per cent to 44 per cent. However, most respondents were "Always" (average response of 47 per cent) or "Sometimes" (average response of 46 per cent) satisfied with the time it took to address queries, requests, incidents or problems in the A&M Sector.

(g) For all nine divisions under review, "No cases" was the most frequent answer for the question on cases or instances where a particular query, request, incident or problem remained unattended or unresolved.

(h) Seventy-five per cent of respondents indicated that ICTD- ICT Service Desk requested feedback on the level and quality of services in the last three years, while over 50 per cent of respondents on average, indicated that they did not remember if the other eight Divisions made similar requests.

71.   IOD acknowledges that a survey exhibits certain limitations and serves to among others, provide perceptions at a point in time. However, a survey is useful to draw the attention of the A&M Sector on the need to ensure that any Service Management framework and tool should be aligned with customer expectations, and designed to, consider the variety of services and practices set-up by each business area, and identify synergies where possible, for delivering effective services to internal customers.

72.   IOD further invites the A&M Sector, to develop a more fit-for-purpose survey that will provide valuable insights to support a successful, relevant, and sustainable implementation of Enterprise Service Management in the Sector.

ACKNOWLEDGMENT

IOD wishes to thank all relevant members of staff for their assistance, cooperation and interest during this assignment.

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TABLE OF RECOMMENDATIONS

No.	Recommendations	Priority	Person(s) Responsible	Other Stakeholder	Management Comments and Action Plan	Deadline
1.	The Administration and Management (A&M) Sector should: (a) Develop and promote a customized Service Charter that is underpinned by the WIPO Customer Service Charter, and that sets the basis and principles for effective and efficient Service Management framework and practices in the Sector. (b) Work with the relevant stakeholders to conduct a study to identify the right Service Management Framework and Maturity Model / Roadmap that provides a structured approach to implementing, tracking and monitoring Internal Service Management, including enhanced customer experience.	Medium	Assistant Director General /A&M Sector	All A&M Sector - Program Directors	(a) The Administration and Management Sector will develop and promote a Customer Service Charter. (b) The Administration and Management Sector will conduct a Study to identify the right Service Management Framework and Maturity Model/Roadmap.	30/3/20 30/3/20
2.	The Publications Division should work with Information and Communication Technology Department (ICTD) and other relevant stakeholders to review the existing intranet, with a view to designing a user friendly and consistent interface/layout of the Intranet pages, considering available content management tools.	Medium	Director - Publications Division		The Publications Division notes two key issues: 1. The existing intranet is based on a nine-year-old design and runs on *OpenCms* which was considered to be 'not aligned with the needs of a world-class multilateral organization such as WIPO' in an independent report by *Everis* in February 2018 (available on request).	31/12/19 for Business Case and Content Manager; 31/12/20 for new Content management tools (if approved)

No.	Recommendations	Priority	Person(s) Responsible	Other Stakeholder	Management Comments and Action Plan	Deadline
					2. Currently, our intranet site has no Content Manager. This results in content being of inconsistent quality and structure; in particular, this delivers poor search results._The Publications Division proposes to:_1. Work with ICTD and other relevant stakeholders to prepare a Business Case for the replacement of *OpenCms* to deliver: (a) More up to date content management tools, (b) User-friendly and consistent layout, and (c) Optimized search results. 2. Consult with colleagues to nominate a Content Manager.	

ANNEXES

Annex I.	Risk Rating and Priority of Audit Recommendations
Annex II.	Results of the Survey on Internal Service Management in A&M Sector

[Annexes follow]

ANNEX I: RISK RATING AND PRIORITY OF AUDIT RECOMMENDATIONS

The risk ratings in the tables below are driven by the combination of likelihood of occurrence of events and the financial impact or harm to the Organization's reputation, which may result if the risks materialize. The ratings for audit recommendations are based on the control environment assessed during the audit.

Table II.1: Effectiveness of Risks/ Controls and Residual Risk Rating

		Compound Risk Rating (Likelihood x Impact)			
		Low	Medium	High	Very High
Control Effectiveness	Low	Low	Medium	High	Very High
	Medium	Low	Medium	High	High
	High	Low	Low	Medium	Medium

Table II.2: Priority of Audit Recommendations

Priority of Audit Recommendations	Residual Risk Rating
Requires Immediate Management Attention	Very High
Requires Urgent Management Attention	High
Requires Management Attention	Medium
Routine in Nature	Low

[Annex II follows]

ANNEX II: SUMMARY OF IOD SURVEY ON INTERNAL SERVICE MANAGEMENT IN A&M SECTOR
(Number of Survey Participants: 304 Participants)

1. Please indicate your Program:

2. Kindly indicate your Staff category:

3. I normally contact the following business areas in A&M Sector for queries/requests/ incident/problems:
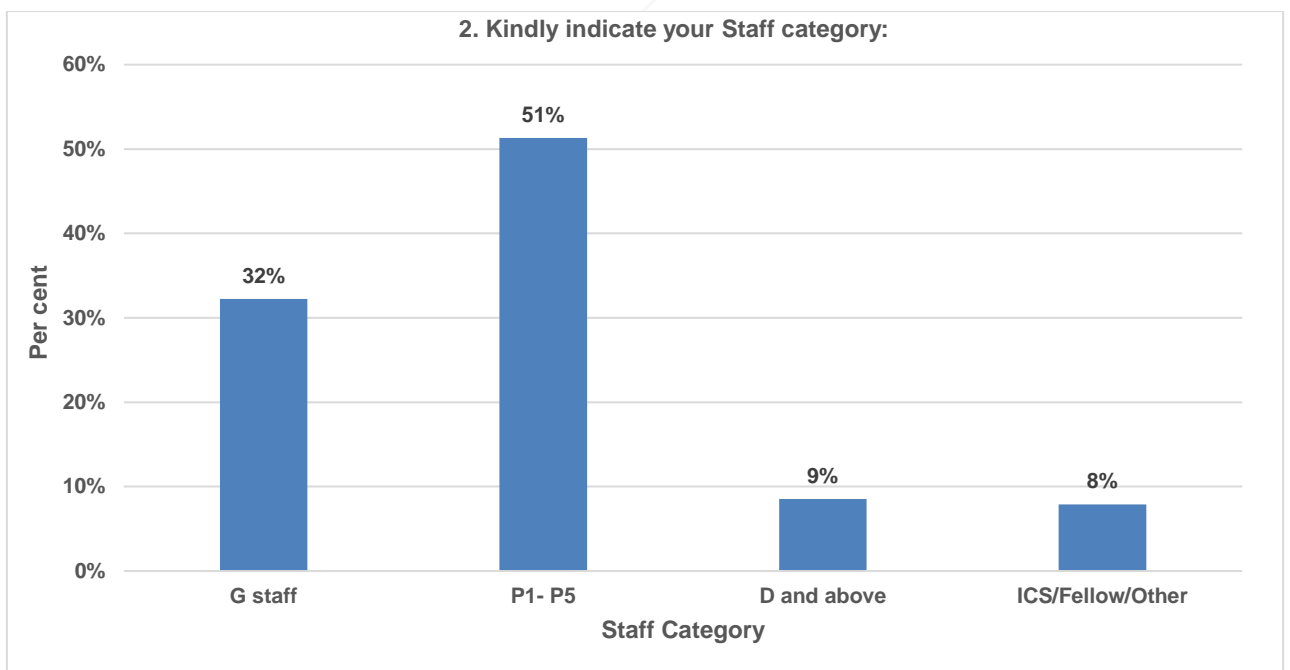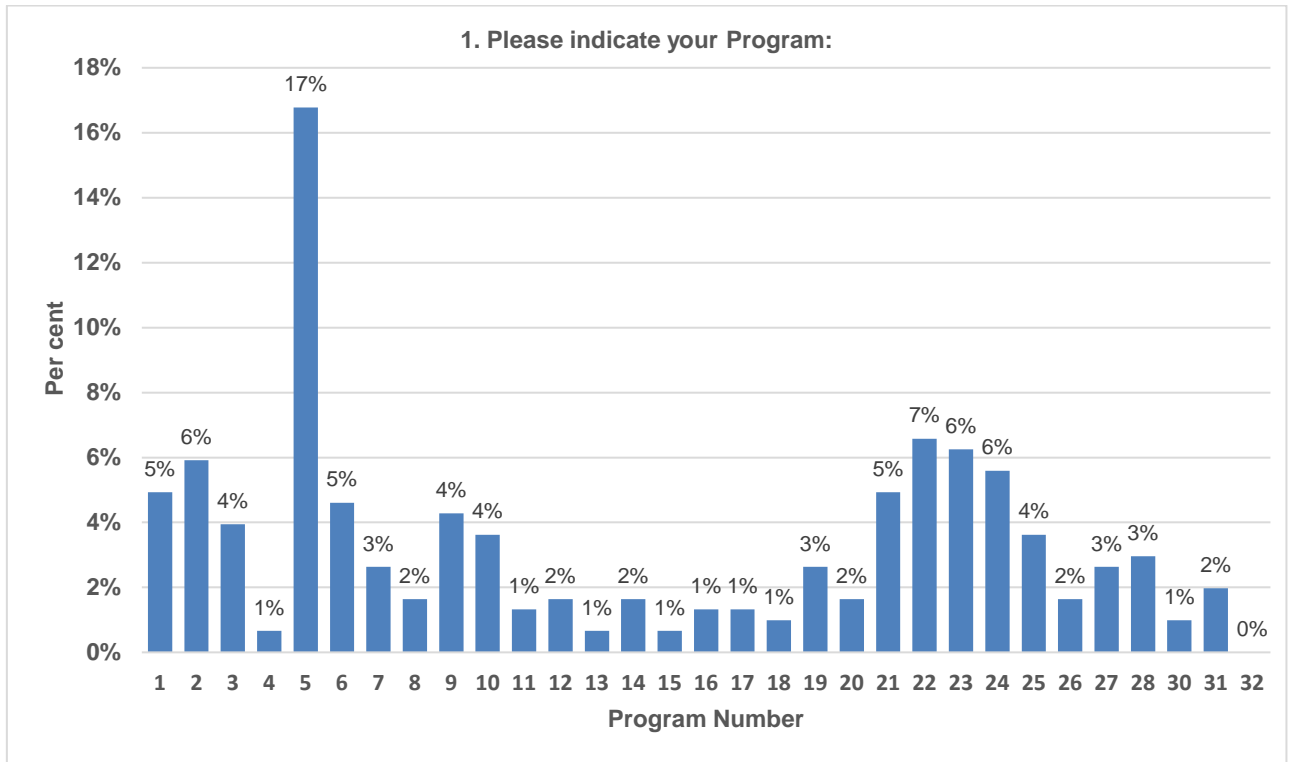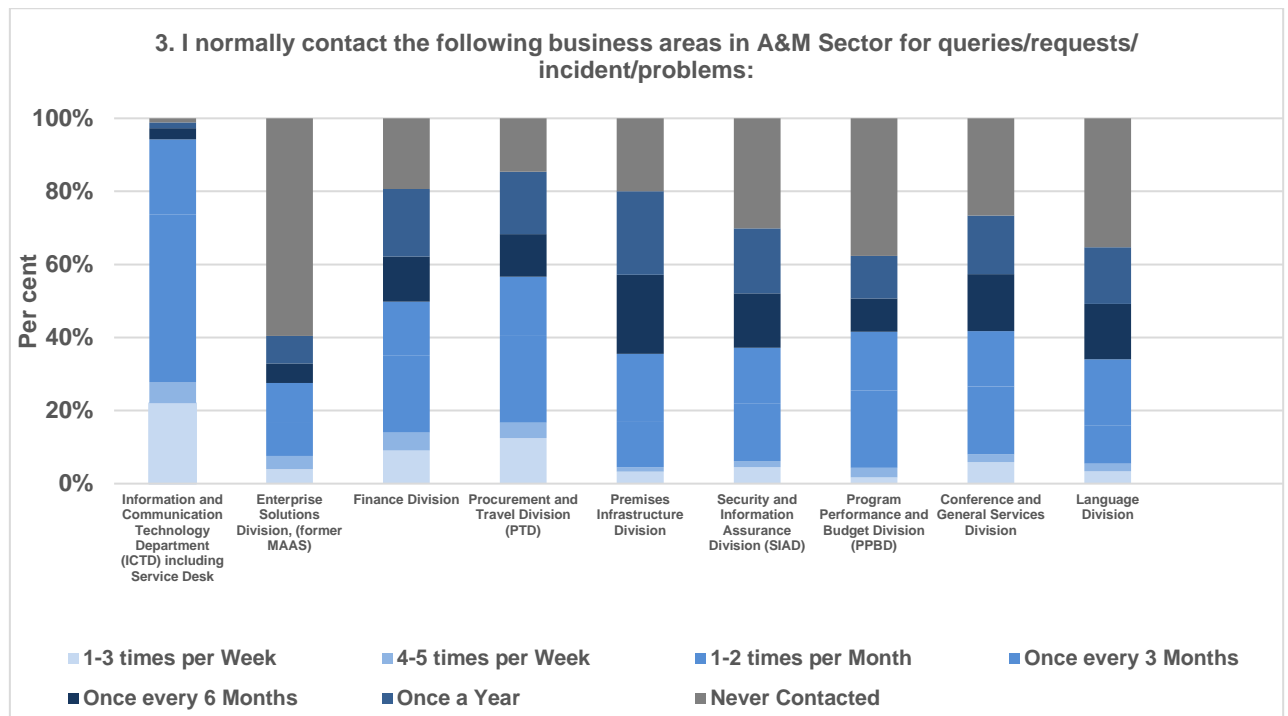
S/n	Business Area	1-3 times per Week	4-5 times per Week	1-2 times per Month	Once every 3 Months	Once every 6 Months	Once a Year	Never Contacted
1.	Information and Communication Technology Department (ICTD) including Service Desk	22%	6%	46%	20%	3%	2%	1%
2.	Enterprise Solutions Division, (former MAAS)	4%	4%	9%	11%	5%	8%	60%
3.	Finance Division	9%	5%	21%	15%	12%	19%	19%
4.	Procurement and Travel Division (PTD)	13%	4%	24%	16%	12%	17%	15%
5.	Premises Infrastructure Division	3%	1%	13%	18%	22%	23%	20%
6.	Security and Information Assurance Division (SIAD)	5%	2%	16%	15%	15%	18%	30%
7.	Program Performance and Budget Division (PPBD)	2%	3%	21%	16%	9%	12%	38%
8.	Conference and General Services Division	6%	2%	19%	15%	16%	16%	27%
9.	Language Division	3%	2%	11%	18%	15%	16%	35%
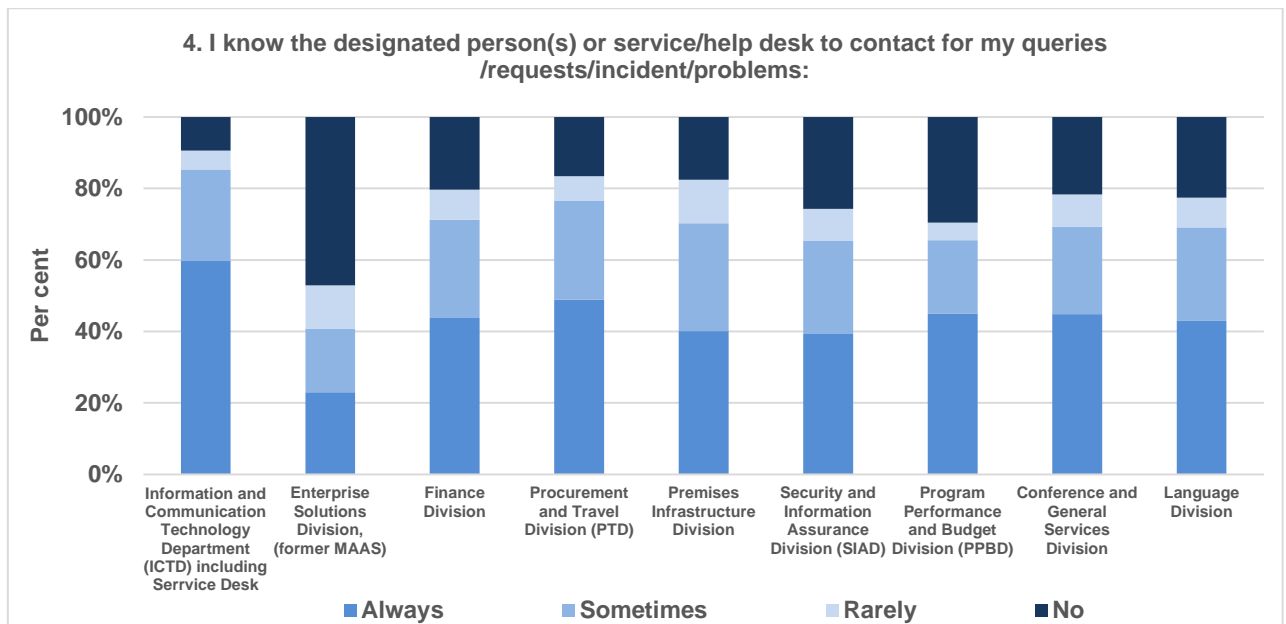
4. I know the designated person(s) or service/help desk to contact for my queries /requests/incident/problems:

S/n	Business Area	Always	Sometimes	Rarely	No
1.	Information and Communication Technology Department (ICTD) including Service Desk	60%	26%	5%	9%
2.	Enterprise Solutions Division, (former MAAS)	23%	18%	12%	47%
3.	Finance Division	44%	27%	8%	20%
4.	Procurement and Travel Division (PTD)	49%	28%	7%	17%
5.	Premises Infrastructure Division	40%	30%	12%	18%
6.	Security and Information Assurance Division (SIAD)	39%	26%	9%	26%
7.	Program Performance and Budget Division (PPBD)	45%	21%	5%	30%
8.	Conference and General Services Division	45%	25%	9%	22%
9.	Language Division	43%	26%	8%	23%

5. If you answered "No" or "Rarely" to question 4 above, kindly explain how you go about finding the responsible person(s) or Service/Help Desk to contact:
(Word cloud/Text cloud of the responses – Common words used)

6. I am aware of the existence of guidelines, forms, and Frequently Asked Questions (FAQs) on the WIPO Intranet developed by business areas under A&M Sector, to assist me with addressing my queries/requests/incident/problems:
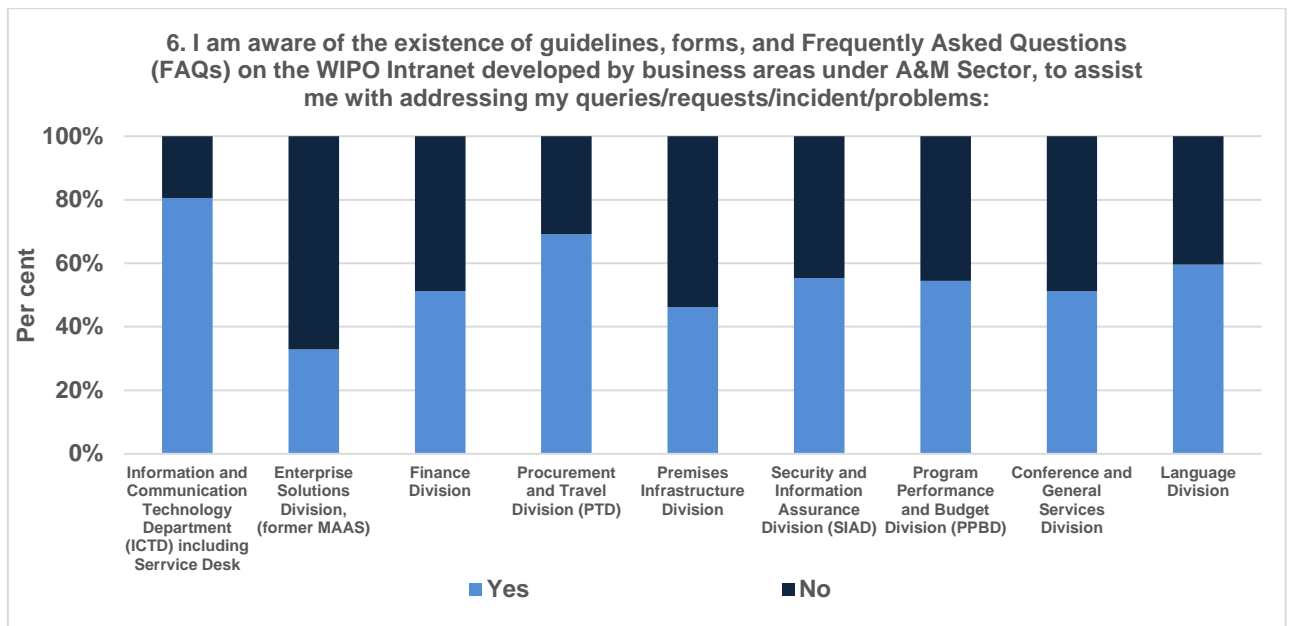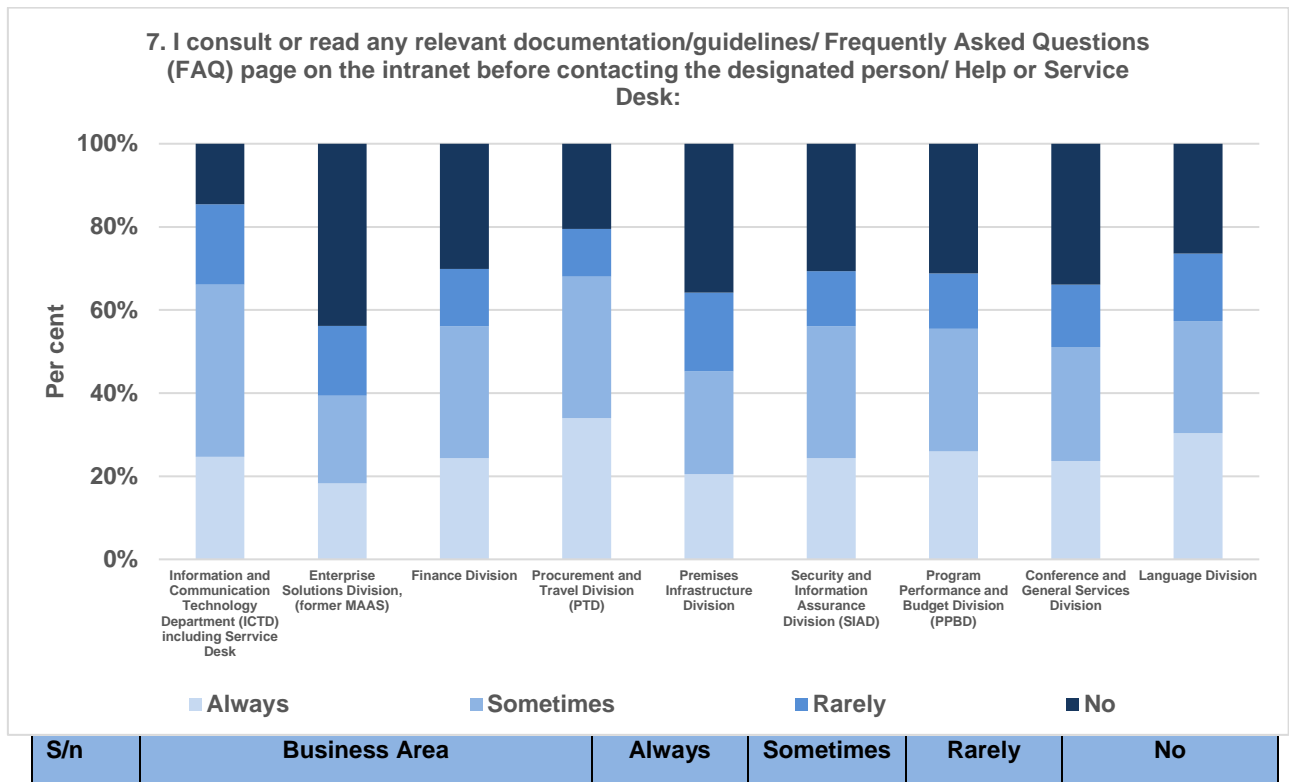

S/n	Business Area	Yes	No
1.	Information and Communication Technology Department (ICTD) including Service Desk	81%	19%
2.	Enterprise Solutions Division, (former MAAS)	33%	67%
3.	Finance Division	51%	49%
4.	Procurement and Travel Division (PTD)	69%	31%
5.	Premises Infrastructure Division	46%	54%
6.	Security and Information Assurance Division (SIAD)	55%	45%
7.	Program Performance and Budget Division (PPBD)	54%	46%
8.	Conference and General Services Division	51%	49%
9.	Language Division	60%	40%

7. I consult or read any relevant documentation/guidelines/ Frequently Asked Questions (FAQ) page on the intranet before contacting the designated person/ Help or Service Desk:

S/n	Business Area	Always	Sometimes	Rarely	No

1.	Information and Communication Technology Department (ICTD) including Service Desk	25%	41%	19%	15%
2.	Enterprise Solutions Division, (former MAAS)	18%	21%	17%	44%
3.	Finance Division	24%	32%	14%	30%
4.	Procurement and Travel Division (PTD)	34%	34%	12%	21%
5.	Premises Infrastructure Division	21%	25%	19%	36%
6.	Security and Information Assurance Division (SIAD)	24%	32%	13%	31%
7.	Program Performance and Budget Division (PPBD)	26%	29%	13%	31%
8.	Conference and General Services Division	24%	27%	15%	34%
9.	Language Division	30%	27%	16%	26%
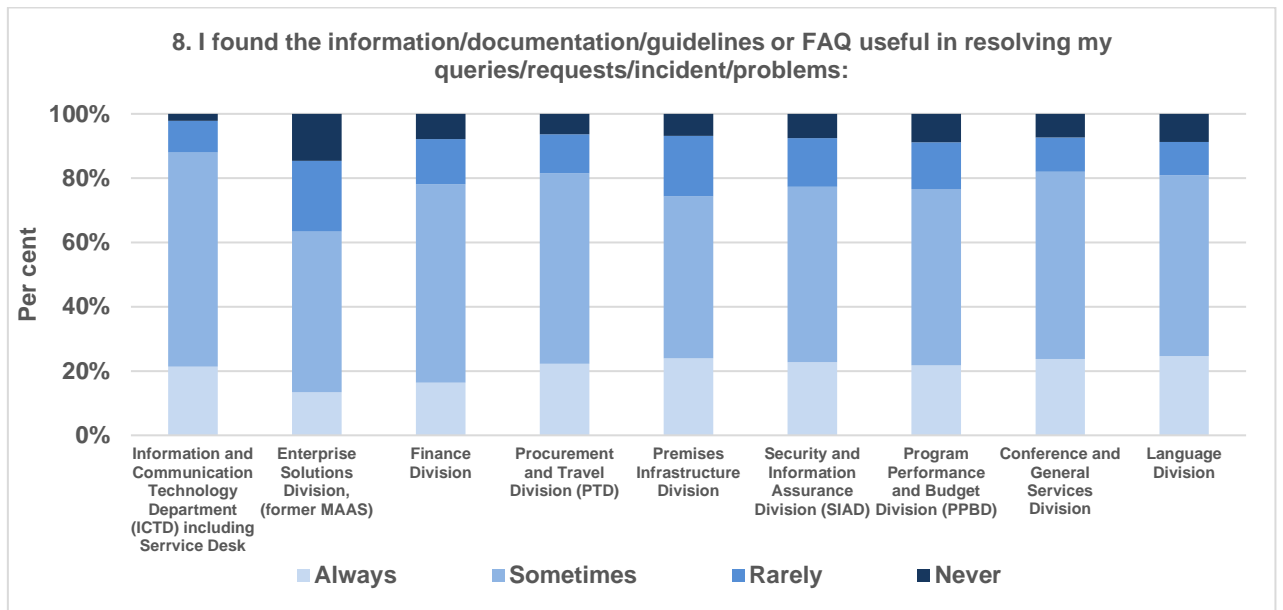
8. I found the information/documentation/guidelines or FAQ useful in resolving my queries/requests/incident/problems:

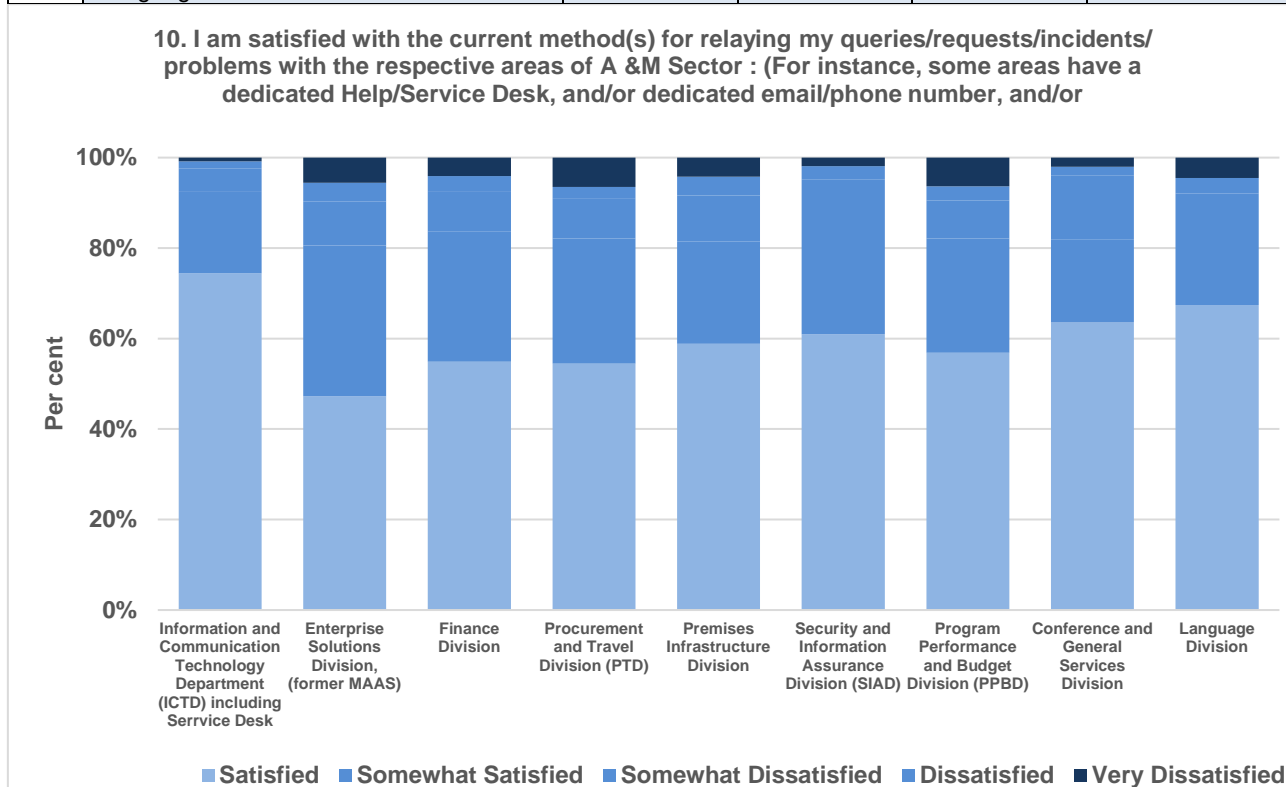| S/n	Business Area	Always	Sometimes	Rarely	Never
1.	Information and Communication Technology Department (ICTD) including Service Desk	21%	67%	10%	2%
2.	Enterprise Solutions Division, (former MAAS)	13%	50%	22%	15%
3.	Finance Division	16%	62%	14%	8%
4.	Procurement and Travel Division (PTD)	22%	59%	12%	6%
5.	Premises Infrastructure Division	24%	50%	19%	7%
6.	Security and Information Assurance Division (SIAD)	23%	55%	15%	8%
7.	Program Performance and Budget Division (PPBD)	22%	55%	15%	9%
8.	Conference and General Services Division	24%	58%	11%	7%
9.	Language Division	25%	56%	10%	9%
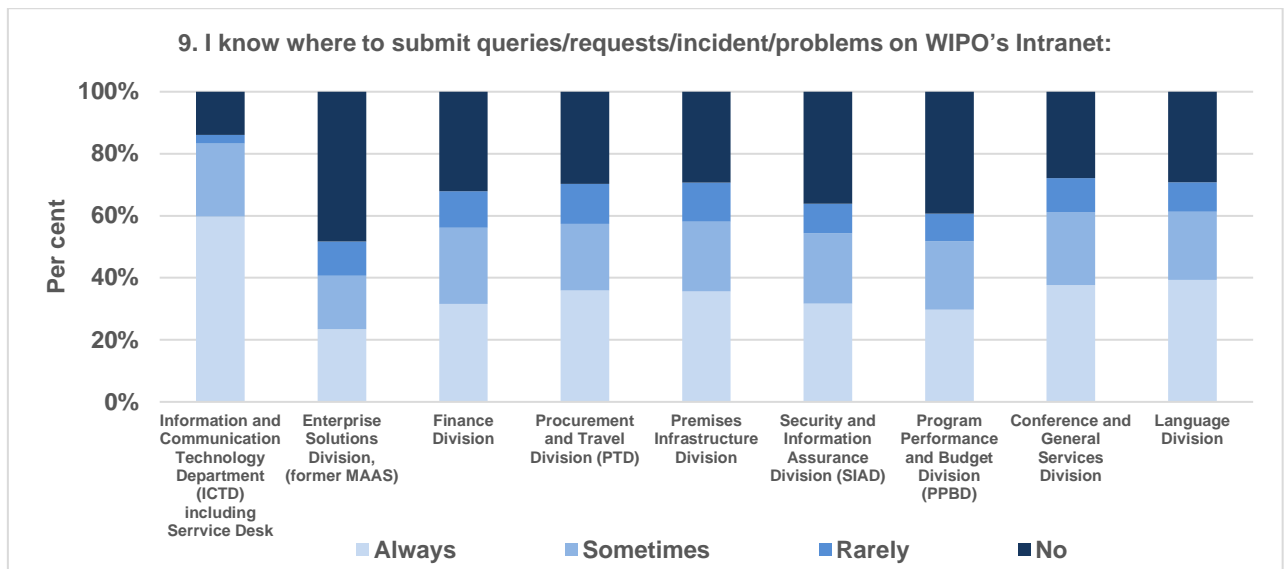
9. I know where to submit queries/requests/incident/problems on WIPO's Intranet:

S/n	Business Area	Always	Sometimes	Rarely	No
1.	Information and Communication Technology Department (ICTD) including Service Desk	60%	24%	3%	14%
2.	Enterprise Solutions Division, (former MAAS)	23%	17%	11%	48%
3.	Finance Division	32%	25%	12%	32%
4.	Procurement and Travel Division (PTD)	36%	22%	13%	30%
5.	Premises Infrastructure Division	36%	23%	13%	29%
6.	Security and Information Assurance Division (SIAD)	32%	23%	9%	36%
7.	Program Performance and Budget Division (PPBD)	30%	22%	9%	39%
8.	Conference and General Services Division	38%	23%	11%	28%
9.	Language Division	39%	22%	10%	29%

10. I am satisfied with the current method(s) for relaying my queries/requests/incidents/problems with the respective areas of A &M Sector : (For instance, some areas have a dedicated Help/Service Desk, and/or dedicated email/phone number, and/or


S/n	Business Area	Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied

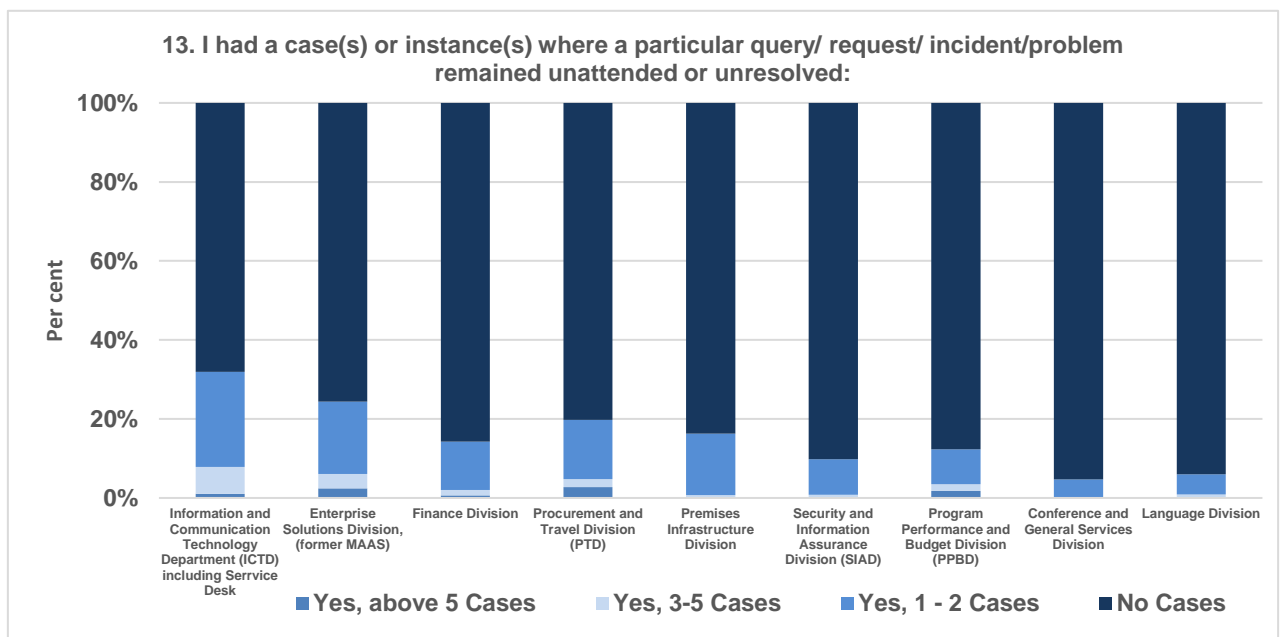|							
1.	Information and Communication Technology Department (ICTD) including Service Desk	42%	43%	11%	3%	1%	0%
2.	Enterprise Solutions Division, (former MAAS)	23%	37%	26%	8%	3%	4%
3.	Finance Division	21%	43%	23%	7%	3%	3%
4.	Procurement and Travel Division (PTD)	25%	41%	21%	7%	2%	5%
5.	Premises Infrastructure Division	23%	45%	18%	8%	3%	3%
6.	Security and Information Assurance Division (SIAD)	25%	46%	19%	6%	2%	1%
7.	Program Performance and Budget Division (PPBD)	29%	40%	18%	6%	2%	4%
8.	Conference and General Services Division	33%	43%	12%	10%	1%	1%
9.	Language Division	30%	47%	11%	6%	2%	3%

11. I am informed on the approximate time it would take to address/resolve my queries/ /requests/ incidents/problems:
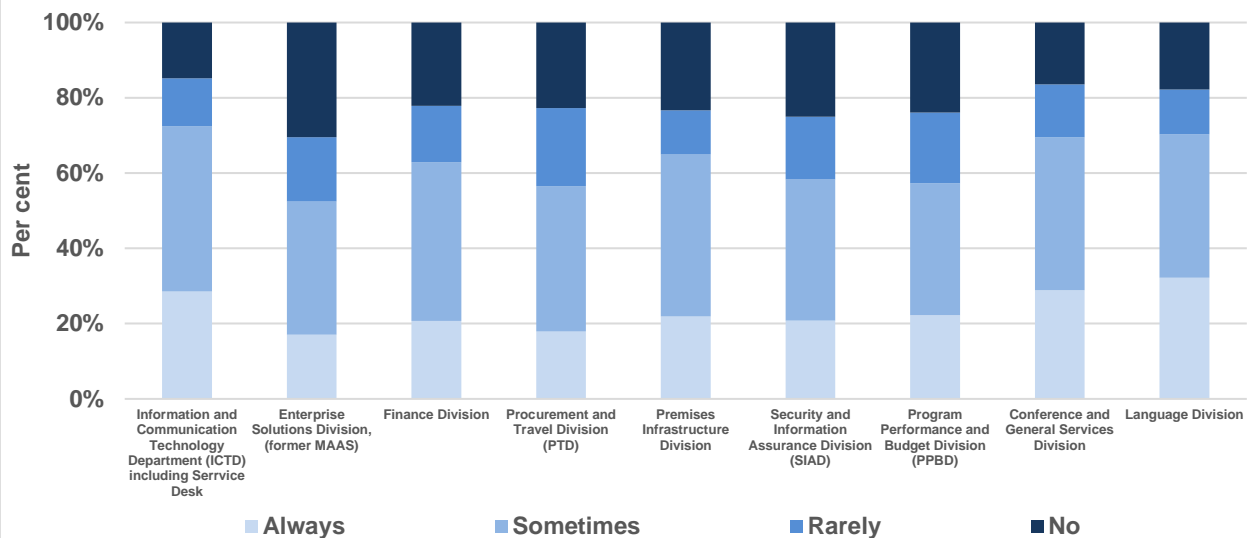
S/n	Business Area	Always	Sometimes	Rarely	No
1.	Information and Communication Technology Department (ICTD) including Service Desk	29%	44%	13%	15%
2.	Enterprise Solutions Division, (former MAAS)	17%	35%	17%	30%
3.	Finance Division	21%	42%	15%	22%
4.	Procurement and Travel Division (PTD)	18%	39%	21%	23%
5.	Premises Infrastructure Division	22%	43%	12%	23%
6.	Security and Information Assurance Division (SIAD)	21%	38%	17%	25%
7.	Program Performance and Budget Division (PPBD)	22%	35%	19%	24%
8.	Conference and General Services Division	29%	41%	14%	16%
9.	Language Division	32%	38%	12%	18%
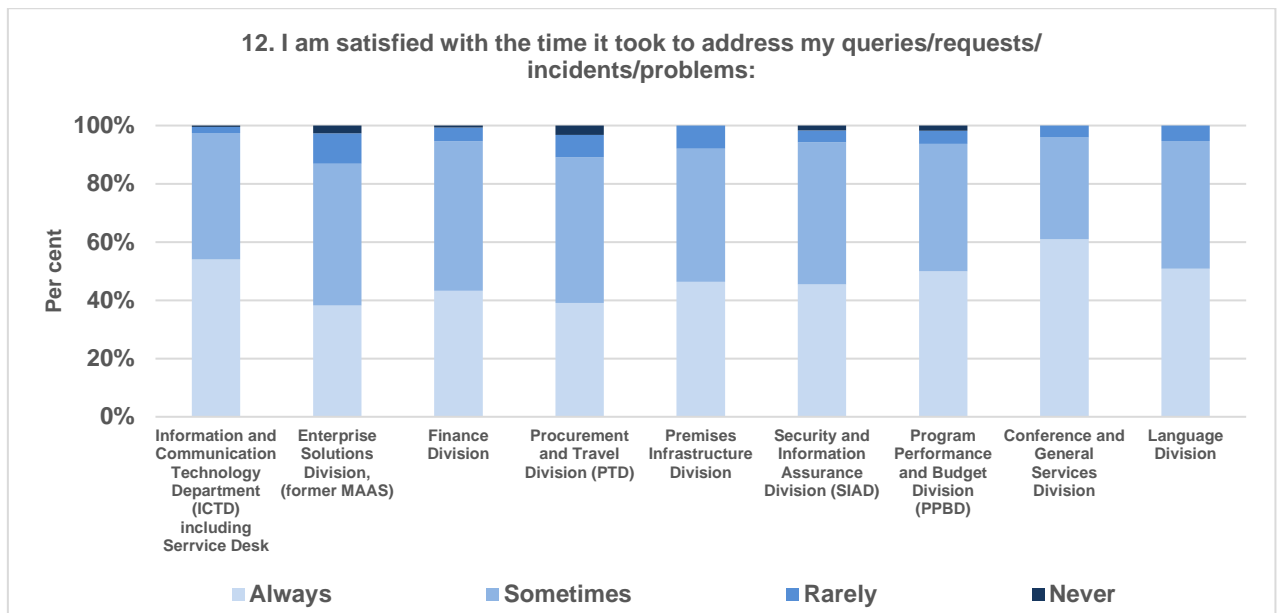
12. I am satisfied with the time it took to address my queries/requests/ incidents/problems:

S/n	Business Area	Always	Sometimes	Rarely	Never
1.	Information and Communication Technology Department (ICTD) including Service Desk	54%	43%	2%	1%
2.	Enterprise Solutions Division, (former MAAS)	38%	49%	11%	3%
3.	Finance Division	43%	51%	5%	1%
4.	Procurement and Travel Division (PTD)	39%	50%	8%	3%
5.	Premises Infrastructure Division	46%	46%	8%	0%
6.	Security and Information Assurance Division (SIAD)	45%	49%	4%	2%
7.	Program Performance and Budget Division (PPBD)	50%	44%	4%	2%
8.	Conference and General Services Division	61%	35%	4%	0%
9.	Language Division	51%	44%	5%	0%

13. I had a case(s) or instance(s) where a particular query/ request/ incident/problem remained unattended or unresolved:

S/n	Business Area	Yes, above 5 Cases	Yes, 3-5 Cases	Yes, 1 - 2 Cases	No Cases

1.	Information and Communication Technology Department (ICTD) including Service Desk	1%	7%	24%	68%
2.	Enterprise Solutions Division, (former MAAS)	2%	4%	18%	76%
3.	Finance Division	1%	1%	12%	86%
4.	Procurement and Travel Division (PTD)	3%	2%	15%	80%
5.	Premises Infrastructure Division	0%	1%	16%	84%
6.	Security and Information Assurance Division (SIAD)	0%	1%	9%	90%
7.	Program Performance and Budget Division (PPBD)	2%	2%	9%	88%
8.	Conference and General Services Division	0%	0%	5%	95%
9.	Language Division	0%	1%	5%	94%
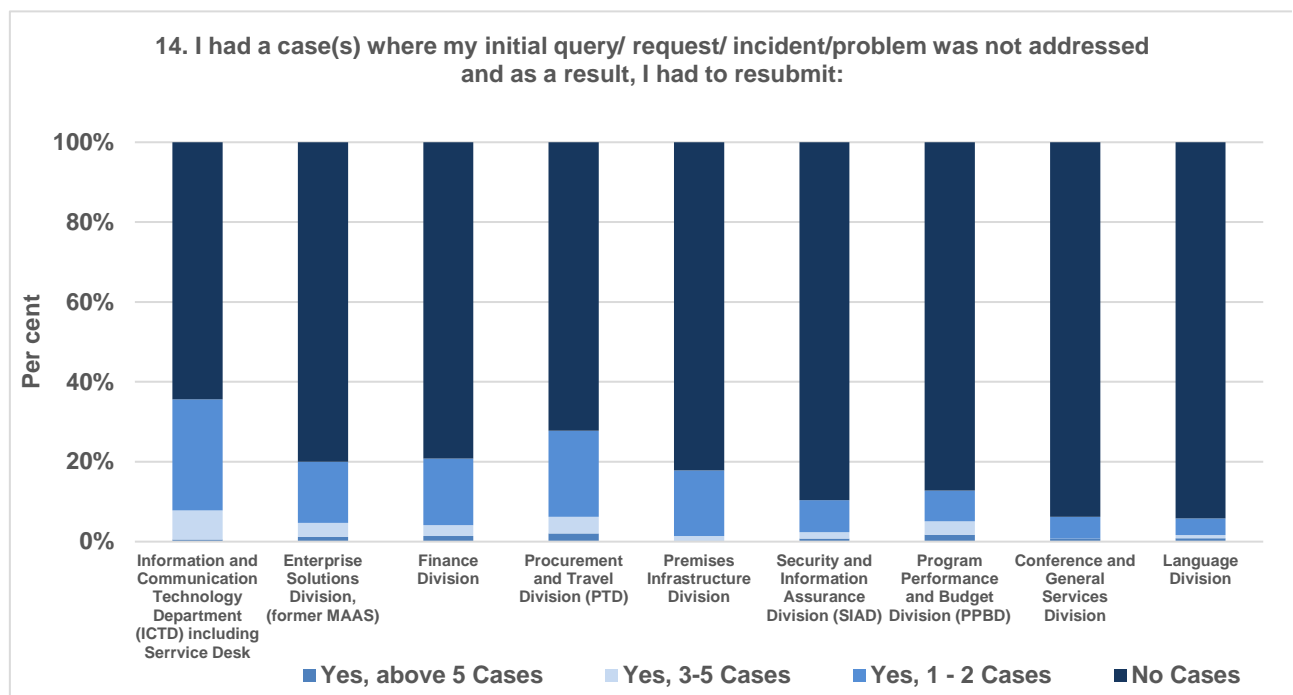
14. I had a case(s) where my initial query/ request/ incident/problem was not addressed and as a result, I had to resubmit:

S/n	Business Area	Yes, above 5 Cases	Yes, 3-5 Cases	Yes, 1 - 2 Cases	No Cases
1.	Information and Communication Technology Department (ICTD) including Service Desk	1%	7%	28%	64%
2.	Enterprise Solutions Division, (former MAAS)	1%	4%	15%	80%
3.	Finance Division	1%	3%	17%	79%
4.	Procurement and Travel Division (PTD)	2%	4%	22%	72%
5.	Premises Infrastructure Division	0%	1%	16%	82%
6.	Security and Information Assurance Division (SIAD)	1%	2%	8%	90%
7.	Program Performance and Budget Division (PPBD)	2%	3%	8%	87%
8.	Conference and General Services Division	1%	0%	5%	94%
9.	Language Division	1%	1%	4%	94%

15. In the last three years, the following areas in A&M Sector have requested me to provide feedback (e.g. through surveys) on the level and quality of their services:
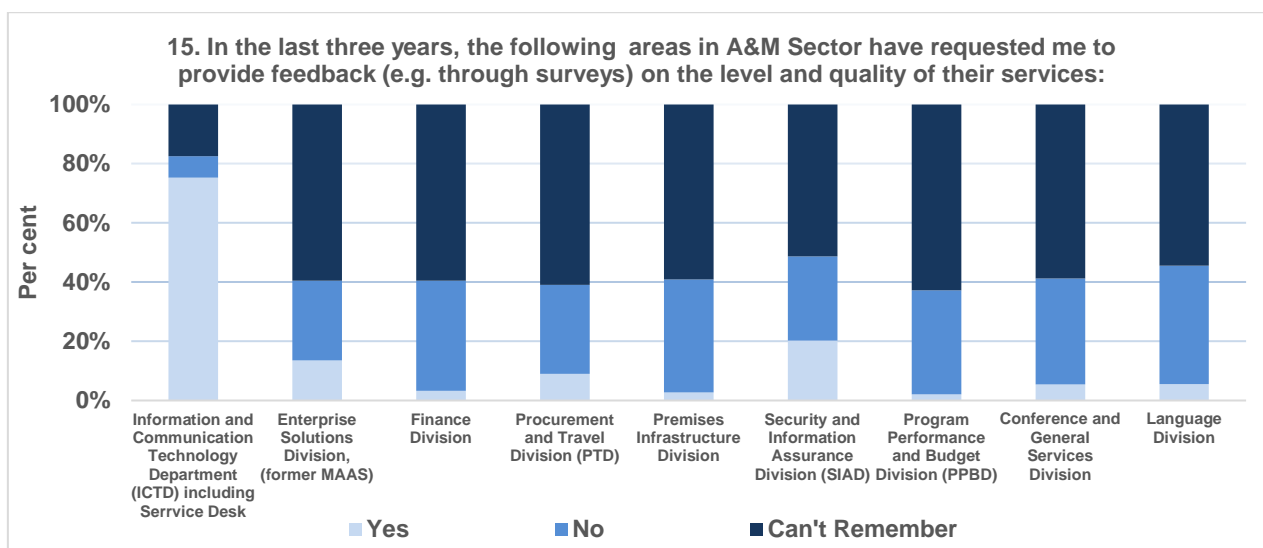
S/n	Business Area	Yes	No	Can't Remember
1.	Information and Communication Technology Department (ICTD) including Service Desk	75%	7%	17%
2.	Enterprise Solutions Division, (former MAAS)	13%	27%	60%
3.	Finance Division	3%	37%	59%
4.	Procurement and Travel Division (PTD)	9%	30%	61%
5.	Premises Infrastructure Division	3%	38%	59%
6.	Security and Information Assurance Division (SIAD)	20%	28%	51%
7.	Program Performance and Budget Division (PPBD)	2%	35%	63%
8.	Conference and General Services Division	5%	36%	59%
9.	Language Division	6%	40%	54%

16. Please include any other comments, questions, ideas or concerns on the level and quality of internal services provided by business areas under the A&M Sector, including what could be done to provide better support:

(Selected comments based on recurring themes/sentiments from survey respondents)

(a)	"A centralized solution where staff can request for services, with clear contact points, and SLAs for response and resolution. Notification of the status of requests made visible through the portal and immediate feedback requested for service delivered".
(b)	"Work less in silos, and provide a way to handle request across the areas, a single ticketing system, versus raising the questions to various teams by emails, counterproductive".
(c)	"The Helpdesk and AIMS Support ticketing system facilitates and, in most cases, ensures follow-up of issues reported. Perhaps such systems can be applied in other areas, if they do not already exist".
(d)	"In general, business units lacks customer /service orientation".
(e)	"Please make the administration and management sector more service oriented. The WIPO administration does not see themselves as service providers. They rather see themselves as the managers of all of us and as such, staff do not have a right to ask for anything".
(f)	"The services lack feedback to client. When some activity is accomplished, the requesting client should receive a feedback message about the status of the activity. In addition, transitional status messages could be useful, mentioning the focal point for follow up at a

	particular stage. This would allow for timely action and support client oriented approach and collaboration".
(g)	"The A&M Sector should be open to and should provide for a system for clients' feedback. How else will they know if they are effective and/or need to improve?"
(h)	"The staff in Finance are very helpful and friendly but it is extremely difficult to find any information on standard processes, focal points etc. The information is scattered on different Intranet pages and various OIs, e-mail attachments, etc. I think it would be a good idea for Finance and Travel to revamp their Intranet pages so that they are as informatively clear and helpful as those created by, for example, Procurement".
(i)	"We have been asked to provide feedback to PTD on several occasions. However, after feedback is given, we have noticed no significant change in service and on times, we have even noticed a regression. Guidelines are frequently out of date. We have wasted a great deal of time aligning forms to the current guidelines only to be told that this was not current practice and asked to change".

[End of Annex II and of Document]