

Internal Oversight Division

Reference: IA 2017-04

Audit Report

Audit of Recruitment

February 20, 2018

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LIST OF ACRONYMS

ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
FT	Fixed Term
HR	Human Resources
HRMD	Human Resources Management Department
ICS	Individual Contractual Services
IIA	Institute of Internal Auditors
IOD	Internal Oversight Division
IP	Intellectual Property
LOA	Letter of Appointment
OI	Office Instruction
PTD	Procurement and Travel Division
SRR	Staff Regulations and Rules
UN	United Nations
VA	Vacancy Announcements
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. In accordance with its 2017 Annual work plan, the Internal Oversight Division (IOD) conducted an Audit of Recruitment for the period January 2016 to August 2017. The objectives of the audit were to: (a) Assess governance, risk management, and controls in WIPO's recruitment process; (b) Assess efficiency and effectiveness of staff recruitment procedures, and compliance with related rules and regulations; and (c) Verify that existing systems and tools effectively support the recruitment process.
2. IOD noted that the World Intellectual Property Organization (WIPO) recruitment policies, procedures and guidelines need to be enhanced to ensure consistency of decisions in the recruitment process. Defining and documenting the recruitment lead time indicator and performance indicators for each stage of the recruitment process would be beneficial for assessing the overall efficiency of the recruitment cycle.
3. Furthermore, some Staff Regulations and Rules such as those that requires the staff member to undertake medical examination before issuance of a Letter of Appointment need to be revised and aligned with current practices. The Guidelines for Members of Appointment Boards need to be updated to reflect the current processes, practices and the deployment of the electronic recruitment system.
4. WIPO has been using the Taleo system, a talent acquisition/recruitment tool since April 2016. Whilst it was noted that efficiency gains have been achieved through this tool, WIPO has not fully optimized the tool in managing the entire recruitment cycle. WIPO can derive more efficiency in the recruitment process by utilizing the system's data analytics and reporting functionalities to help monitor and assess recruitment aspects such as vacancy announcement's awareness.
5. Additionally, automation of manual onboarding processes by integrating them within the existing workflows of WIPO's Enterprise Resource Planning (ERP) System would result in more benefits in terms of efficiency gains, accountability and real-time monitoring of recruitment and onboarding processes.
6. One of the opportunities identified for automation and implementation of good practices is the introduction of an online induction course which can be useful in supporting the in-class induction, both as preparation for the in-class induction, and as a reference or refresher. The course would also contribute towards more efficient use of resources as well as effective management and dissemination of relevant information to enhance staff knowledge, and support WIPO's Induction Program.
7. Finally, the results of the survey on WIPO's Recruitment process and onboarding carried out as part of this audit supports some of the above observations, such as; the need to improve on compliance with the recruitment regulations, procedures, guidelines and other stipulated appointment formalities. Generally, the respondents of the survey found the overall recruitment process satisfactory.