



Internal Oversight Division

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Audit Report

Internal Service Management in the Administration and Management Sector

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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.

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.