WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

Internal Oversight Division

Reference: IA 2016-01

Audit Report

Pre-implementation and Data Migration Review of Taleo™

April 29, 2016

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EXECUTIVE SUMMARY

1.   The Internal Oversight Division (IOD) conducted this review as part of its 2016 Oversight Plan in parallel with the ongoing implementation of the Taleo^{TM} system. The Taleo^{TM} system replaces "e-recruit", WIPO's existing system for managing human resources recruitment.

2.   This review was focused on assessing the adequacy of risk assessment and internal control measures in the design of the recruitment process in the Taleo^{TM} system as well as the data migration plan for existing data. Data from e-recruit is planned to be migrated an internal WIPO "data repository" where the data will be stored for reporting purposes.

3.   Generally, lessons learned from previous systems' implementation projects have been incorporated into the Enterprise Resource Planning (ERP) project management office methodology. This resulted in a better managed implementation project, with the staff of the user division being involved more actively. However, IOD did find areas where further improvements could be made.

4.   Documentation relating to testing the completeness and accuracy of the data migration from the legacy system to the new data repository was incomplete. The planned tests and results need to be documented and stored as part of project management records, which will provide an effective audit trail.

5.   Issues were faced by business users in the conduct of User Acceptance Testing (UAT), particularly with regard to balancing their existing work commitments and requirement of additional involvement in integration testing. A detailed debriefing session should be held with relevant users to take on-board their feedback for consideration in future projects.

6.   Improvements to the project methodology can be made by requiring business users to conduct a business process risk assessment of the system design in new system implementations.

7.   A review of the technical documentation of the internal created data repository should be performed to assess its sufficiency for future maintenance purposes.