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Distr.
GENERAL

CONFERENCE OF EUROPEAN
STATISTICIANS

CES/SEM.43/16 (Summary)
21 March 2000

Seminar on integrated statistical
information systems and related
matters (ISIS 2000)
(Riga, Latvia, 29-31 May 2000)

ENGLISH
Original: FRENCH

Theme II: Planning and management of statistical projects

PROJECT MANAGEMENT AT INSEE

Supporting paper

submitted by INSEE, France*

SUMMARY

1. The purpose of this article is to trace the history of project management at INSEE during the past 10 years so as to examine how an organization evolves from this point of view.
2. In 1990, the main purpose of project management was to achieve a better understanding of IT projects. This resulted in the creation of a specific body, namely, the Projects Department, which was called upon to shorten the chain of command between INSEE's management and projects and to separate projects from maintenance operations.
3. In 1996, INSEE's computerization had developed to such an extent that the distinction between projects and maintenance led to competition between two services; this affected the proper functioning of the whole, and made it likely that certain projects might fail for lack of

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resources and others for lack of methods. Another body was therefore created to improve conditions for the implementation of applications which had been considerably impaired by client-server architectures. Another objective was to have project management strengthened by clients, since projects were no longer the exclusive responsibility of IT specialists but required concurrent contributions from various sources - computer, organizational and statistical.

4. The new design of information systems for the years 2000 to 2004 suggest that greater thought should first be given to a project in order to derive maximum advantage from the new technologies; projects should therefore be redesigned in the light of new technologies rather than current technology used to upgrade projects designed with previous generation technology.
