

Adopting a Process-oriented Approach at the Italian National Institute of Statistics

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Outline

- **Istat's Modernization Programme**
- **Process oriented approach**
 - Organizational revision
 - Production revision
- **Wrap up and final remarks**

Istat's Modernization Programme - 1

- **Second half of 2014:**

Start of Istat's Modernisation Programme, in accordance with:

- UNECE - High-level Group on the Modernisation of Official Statistics
- European Statistical System commitment to Vision 2020

- **January 28th, 2016:**

Official approval of Istat's Modernisation Programme by the Governing Board



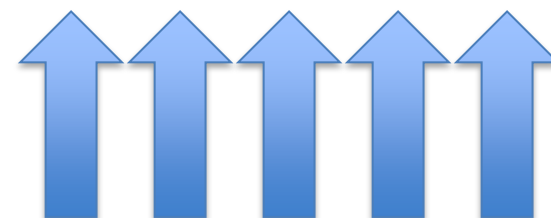
Istat's Modernization Programme - 2

- In the last decade, **official statistics** has undergone a dramatic shift, both in the production model and in its output
- **The traditional chain**, based on the vertical integration of different survey-specific tasks carried out to **collect**, **process**, **analyse** and **disseminate** statistical data, **has become outdated**

How to overcome this model?



Process oriented approach!



Silos-based Production



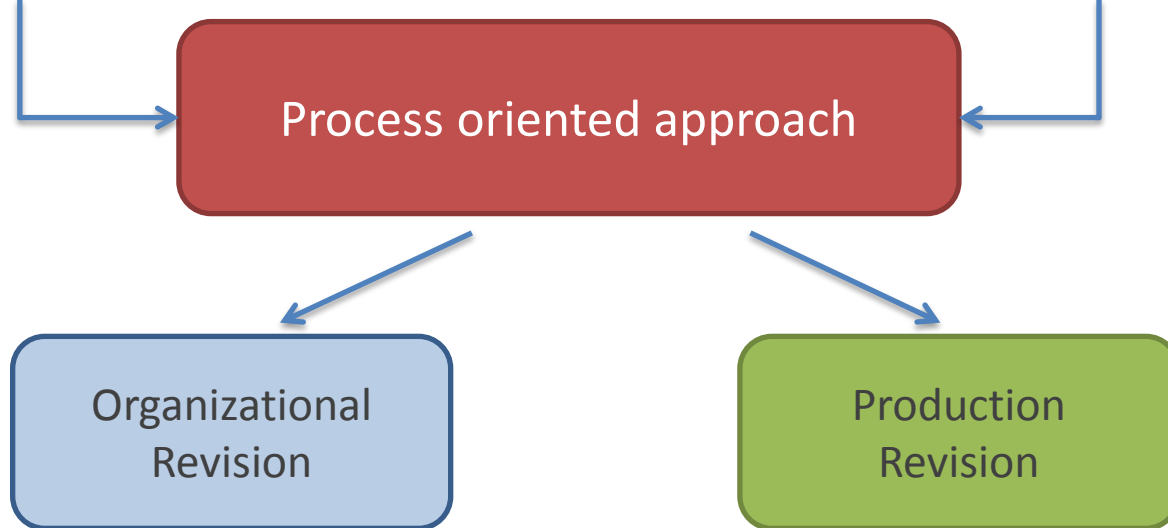
Process-Oriented Approach

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Business Architecture

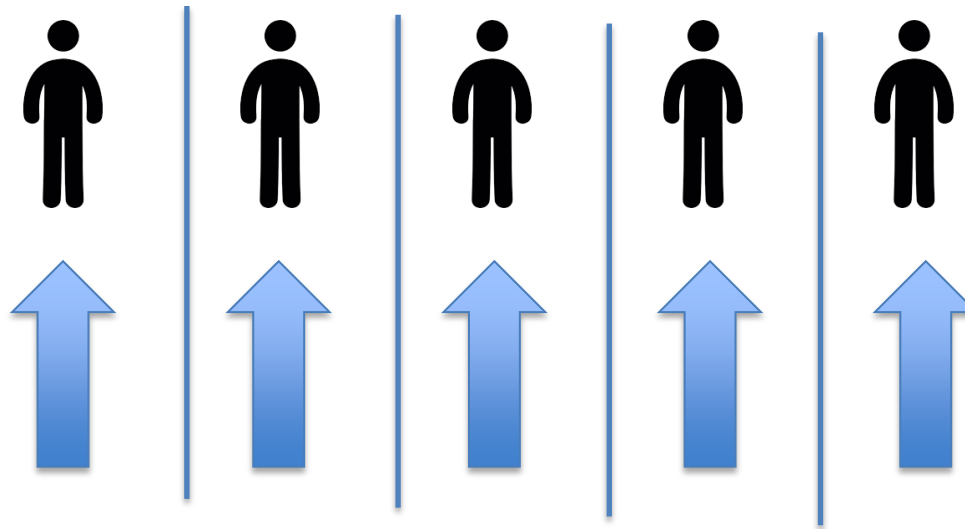
1

100%



Process Oriented Approach: Organizational Revision - 1

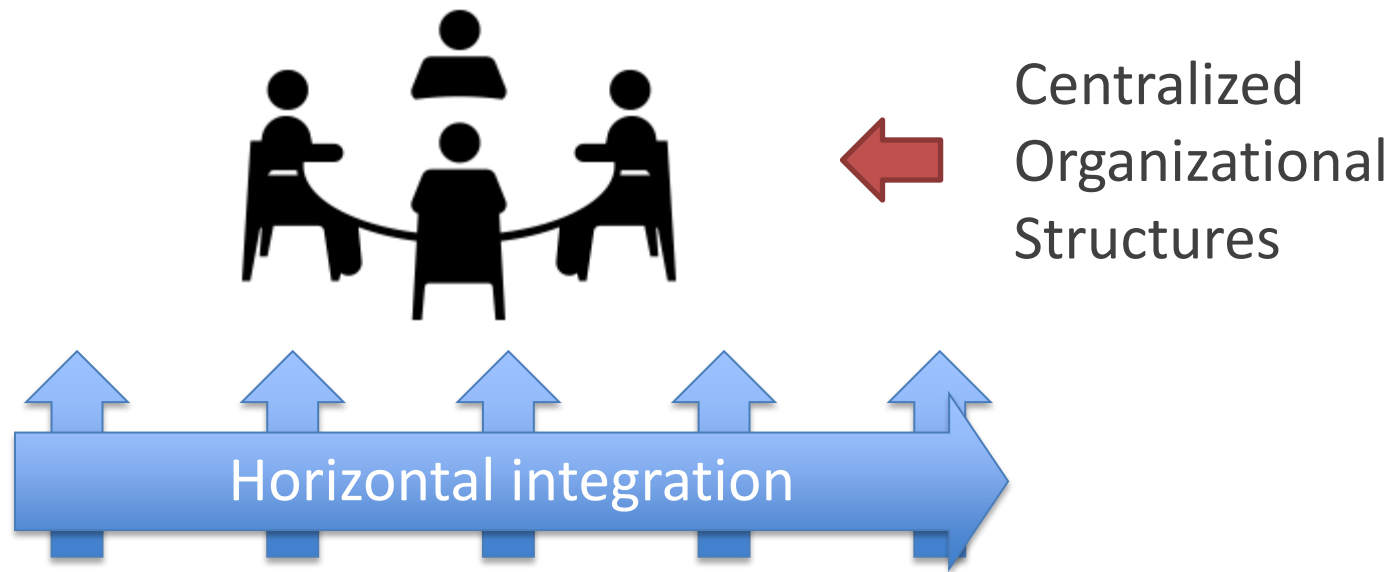
- From divisional to process-based structure



Divisional structure: silos «tied» to people

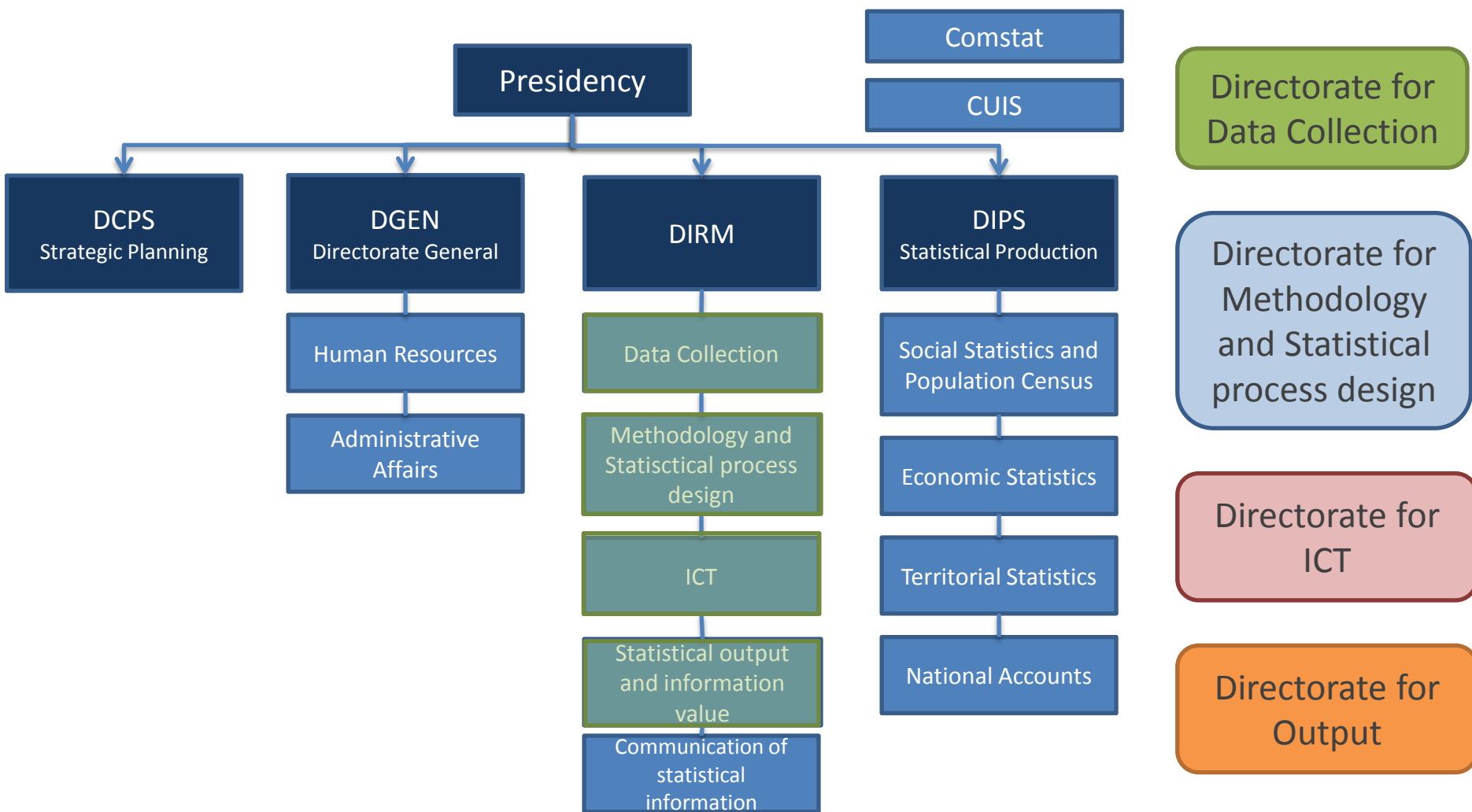
Process Oriented Approach: Organizational Revision - 2

- From divisional to process-based structure



Process-based structure: enterprise approach

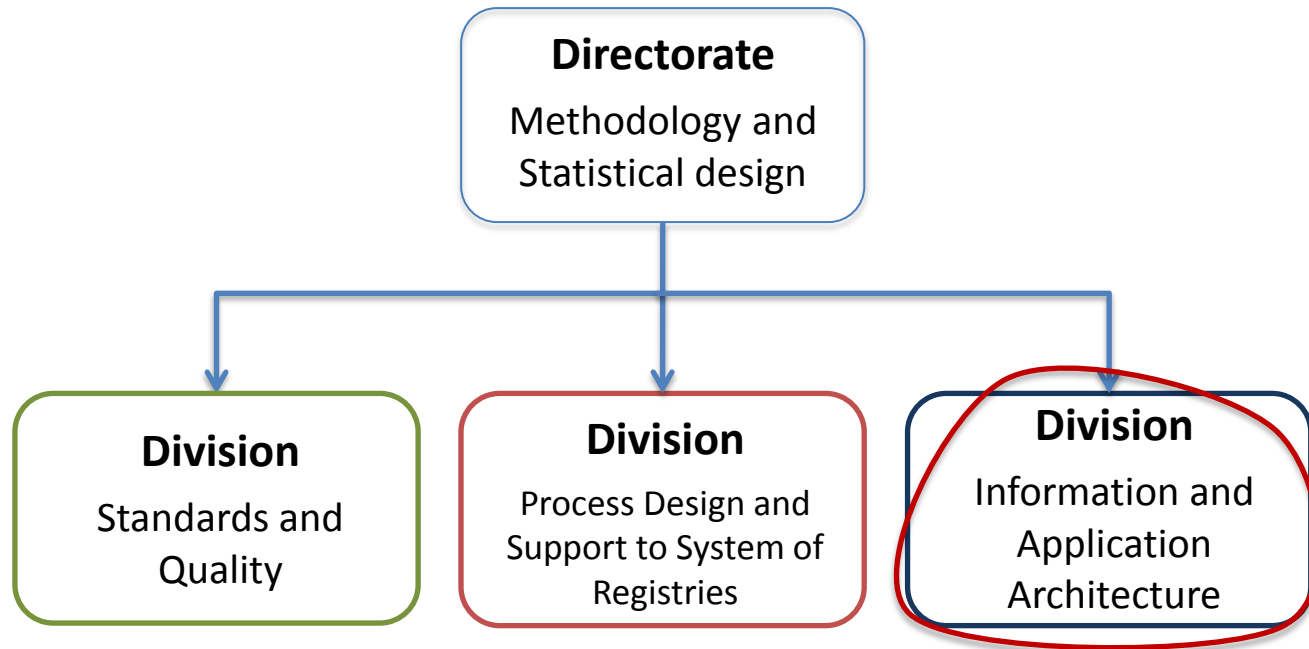
Istat's New Organizational Structure - 1



Istat's New Organizational Structure - 2

- **Four central directorates:**
 - Data Collection, Methodology, ICT and Output
- **To enhance:**
 - effectiveness/quality, as a result of a **standardisation of processes and solutions;**
 - efficiency, as an effect of **overcoming stovepipes in conducting processes,** so as to facilitate reuse
 - innovation activities with the saving of resources obtained

Istat's New Organizational Structure - 3



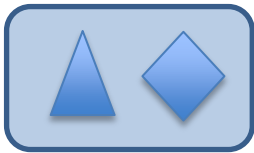
Within the Directorate for Methodology and Statistical design :

- Organizational unit (division) that has **Enterprise Architecture** as a specific function
- Number of people: 24

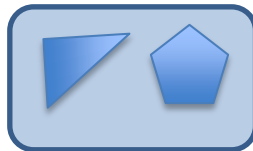
Process Oriented Approach: Production Revision

No process defined

Survey 1



Survey 2

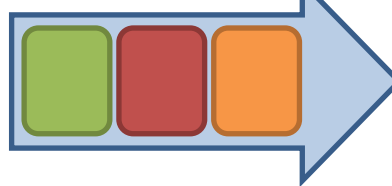


Survey 3

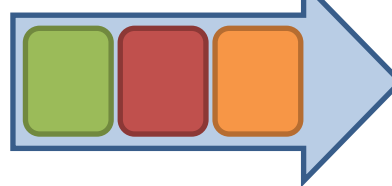


Defined process

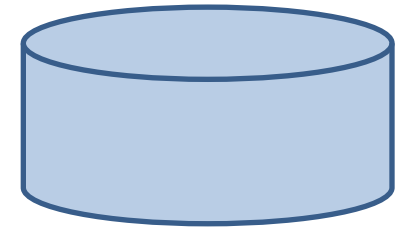
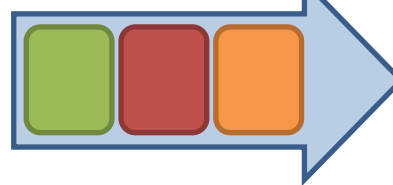
Survey



Survey



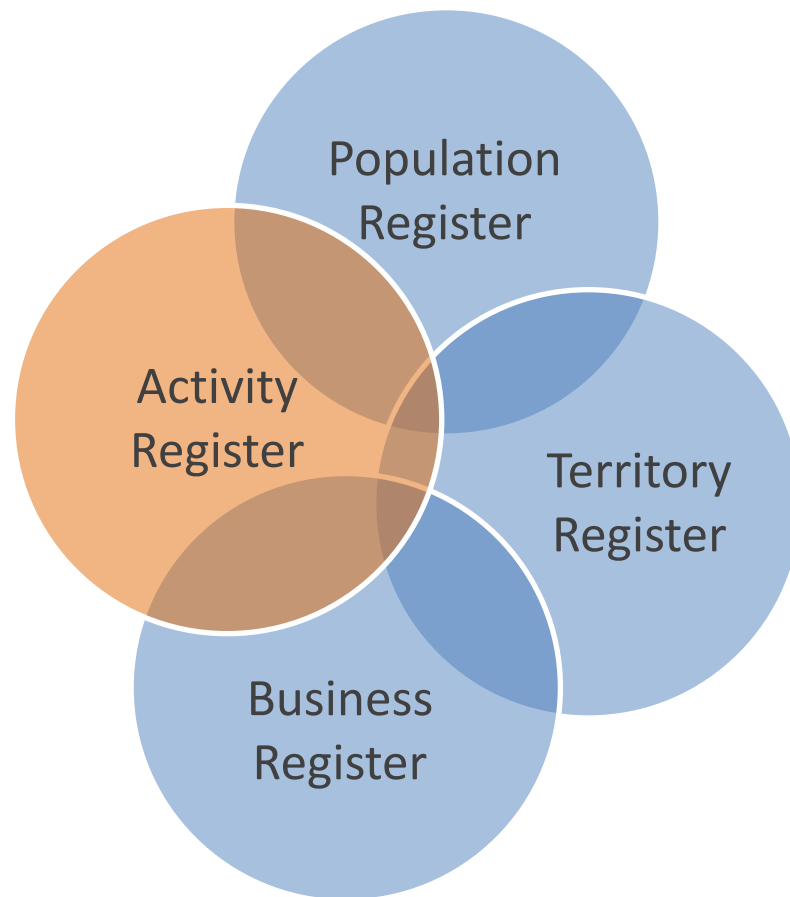
Survey



Centralized assets

Italian Integrated System of Statistical Registers (ISSR)

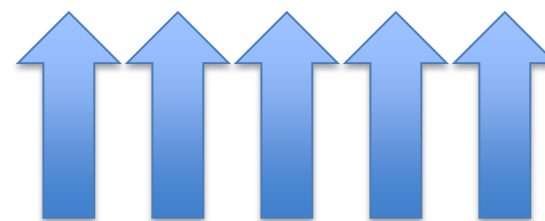
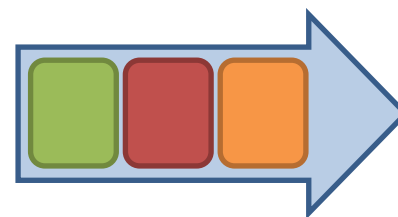
- **Integrated System of Statistical Registers**
 - single logical environment to support the consistency of statistical production processes and improve outputs for users
 - in particular consistency in **“identification”** and **“estimation”** of units and variables for the system as a whole
 - New analyses starting from populations in registers



Integrated Business Statistics Framework

- **Standardization of methods and tools** for some phases of the statistical production process
- **Standardization of the workflow**
- **Initial Focus:**
 - **GSBPM:** process and analyse phases
 - **Subset of Business Statistics surveys** (around ten short term statistics)
- **CSPA (Common Statistical Production Architecture)** services to encapsulate generalized software functionalities

[TO-BE] Business Statistics
Integrated Process



[AS-IS] Business Statistics
surveys

Wrap-up and Final Remarks

- **Process Oriented Approach**, two tightly connected dimensions (connection does not imply dependence!)
 - Organizational Dimension
 - Production Dimension
- **Massive changes** -> high risk (but less than no change!)
 - How to cope with that?
- **ROI on the long term**
 - Quick wins necessary
 - Intermediate results on the way to reach the target
- **International vision to support National investments**