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
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survey-specific tasks carried out to **collect, process, analyse and disseminate** statistical data, **has become outdated**.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**

**Horizontal integration**

**Process-Oriented Approach**
Istat’s Modernization Programme - 3

Business Architecture

Process oriented approach

Organizational Revision

Production Needs

Production Revision
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
Giorgio Alleva (Istat) - High-level seminar 19-21 April 2017, Korea

Istat’s New Organizational Structure - 1

President

DCPS
Strategic Planning
Human Resources
Administrative Affairs

DGEN
Directorate General

DIRM
Directorate for Methodology and Statistical process design
Data Collection
Methodology and Statistical process design
ICT
Statistical output and information value
Communication of statistical information

DIPS
Statistical Production
Social Statistics and Population Census
Economic Statistics
Territorial Statistics
National Accounts

Comstat

CUIS

Directorate for Data Collection

Directorate for ICT

Directorate for Output
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
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
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 toincapsulate 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**