



A Business Architecture Model to support the Modernisation Project within the Italian National Institute of Statistics - Istat

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Abstract

Presently, statistical Institutes often tend to introduce different organisational models internally, instead of referring to a unique one at the enterprise level. This represents a kind of *silos* model characterised by strong heterogeneity (of procedural, methodological and technological approaches), lack of standards and redundancy of data and applications. The use of different vocabularies and terminologies sometimes can lead to conflicting descriptions of the same entities. Production processes in most cases are also organised following the logic of non-integrated stovepipe models. This lack of homogeneity of language and organisational approaches makes the dynamics of change expensive and complex and draws the attention to the importance of achieving a unity of views, so that each part of the Organisations may undertake a work of innovation consistent with the objectives that should be achieved. Also for these reasons, Istat decided to adopt a Business Architecture (BA) Model (aligned to other models developed at international level) that, among other advantages, can also represent a common language enabling all the actors involved in its current modernisation process to conceptualise both the given situation (*as is*) and the one to be reached at the end of the evolution process (*to be*). The description of the two states (present and future) also allows to identify a path towards possible changes in a more rational and measurable way, defining specific actions involving different skills that need to interact within a shared view of a tangible progress.

Therefore, the BA model can provide an important support to an integrated and well-organised implementation of all the useful necessary innovations, sharable and adoptable by each National Statistical Institute.

In more detail, the Business Architecture is based on a specific activity model, on a set of principles and on common and shared infrastructures. This BA model represents the foundation fostering and intensifying the definition of a common vision also at European/International Statistical System level.

In the medium term, the BA model can be made fully operational through a road map properly designed and scheduled, focusing particularly on the implementation of some of the basic infrastructures provided, both in terms of procedures (such as the management of the *portfolio* of projects, the compliance assessment of the several statistical production processes with the BA principles, and the consequent validation) and in terms of shared services (the Repository of Human Resource Competencies, the Repository of Data and Metadata, the Repository of standard Methods and Guidelines, the Repository of Tools and Applications). This involves necessarily an active participation in broader initiatives aiming at increasing integration at national, European and international level, so that this conceptual model may become a common reference for the whole official statistical community.

Keywords: Standardisation; process optimisation; organisational changes; official statistics.