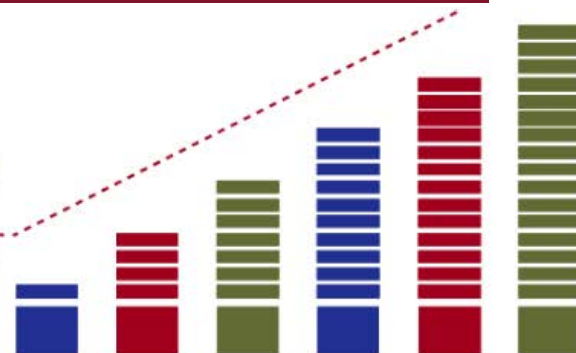




IN
e Instituto
Nacional de Estadística eurostat 

Madrid, May 31 - June 3



Session 36 - Competence Management in Statistics

Using a Business Architecture for identifying the competence needs of a Statistical Institute

Piero Demetrio Falorsi, Nadia Mignolli

Italian National Institute of Statistics – Istat



Madrid, España, June 2nd 2016

In this presentation

- Main targets
- Individuating competence at a general/cross-sectional level
- Outlining competence at a more detailed level
- Ongoing steps



Main targets

- Human resource **competence** is among the most important **capabilities** that underpin an organisation's ability to conduct its business: they need to be mapped well
- It is defined in terms of the necessary **knowledge**, **skills**, **experience** and **attitudes**
- An approach based on the **Business Architecture** model:
 - ✓ To facilitate the identification of competence needs and gaps at **different level** within a changing context



Business Architecture Model

- It is an integrated model representing **processes and activities**, which constitutes a **common framework** necessary for undertaking consistent, shared paths of modernisation and innovation
- It covers both **statistical activities** and **strategic organisational tasks** and **capabilities**
- It is composed by a generic **Activity Model**, a **BA process flow**, a set of **Principles** and common and shared **Infrastructures**



BA Activity Model

Strategy

Position	Govern	Influence and collaborate
<ul style="list-style-type: none"> Understand national & international directions & factors Determine organizational vision & values Determine organizational value proposition Determine organizational goals Communicate values & expectations 	<ul style="list-style-type: none"> Develop strategies for achieving organizational goals Prioritize statistical portfolio Prioritize capability portfolio Allocate portfolio & programme budgets Build & maintain internal statistical & professional excellence 	<ul style="list-style-type: none"> Build & maintain strategic relations, nationally & internationally Build & maintain external statistical excellence Advance inter-agency & international collaborations Secure support for statistical & capability portfolio

Capability

Plan capability improvements	Develop capability improvements	Manage capabilities	Support capability implementation
<ul style="list-style-type: none"> Identify 'disruptive' & other capability improvements Propose capability improvement projects, including shared infrastructure Manage capability improvement programmes 	<ul style="list-style-type: none"> Undertake background research Develop detailed capability requirements Design capability solution Build & release capability solution, including shared infrastructure Manage capability development project 	<ul style="list-style-type: none"> Maintain capabilities, including shared infrastructure Promote capabilities Evaluate capabilities 	<ul style="list-style-type: none"> Support design Support operations Support use externally

Corporate support

Manage business and performance	Manage finances	Manage human resources	Manage IT	Manage information and knowledge	Manage consumers and suppliers
<ul style="list-style-type: none"> Manage business performance Manage change Manage legislation & compliance Manage physical assets, including building facilities 	<ul style="list-style-type: none"> Accounting (including assets & liabilities) Procurement & contracts 	<ul style="list-style-type: none"> Manage employee performance Manage & develop skills Manage talent Manage recruitment Succession planning 	<ul style="list-style-type: none"> Manage IT services Manage IT & information security 	<ul style="list-style-type: none"> Manage document & records Manage knowledge Manage information standards & rights 	<ul style="list-style-type: none"> Public affairs Media relations Stakeholder consultation Manage user support

Production

Develop			Implement			
Specify needs	Design	Build	Collect	Process	Analyze	Disseminate
<ul style="list-style-type: none"> Identify needs Consult & confirm needs Establish output objectives Identify concepts Check data availability Prepare business case 	<ul style="list-style-type: none"> Design outputs Design variable descriptions Design collection Design frame & sample Design processing & analysis Design production system & workflows 	<ul style="list-style-type: none"> Assemble & configure system components Configure workflows Test production system Test statistical business process Finalize production system 	<ul style="list-style-type: none"> Create frame & select sample Set up collection Run collection Finalize collection 	<ul style="list-style-type: none"> Integrate data Classify & code Review & validate Edit & impute Derive new variables & units Calculate weights Calculate aggregates Finalize data files 	<ul style="list-style-type: none"> Prepare draft outputs Validate outputs Interpret & explain outputs Apply disclosure control Finalize outputs 	<ul style="list-style-type: none"> Update output systems Produce dissemination products Manage release of dissemination products Promote dissemination products

Manage

Plan	Monitor	Adjust
<ul style="list-style-type: none"> Secure project approval & funding Plan project tasks, timetable, budget & resources Plan quality & performance metrics & targets 	<ul style="list-style-type: none"> Monitor project quality & performance Monitor project budgets & timetables Identify emerging risks & issues Report on project progress 	<ul style="list-style-type: none"> Develop corrective actions & strategies Revise project plan Communicate corrective actions & revised expectations

STRATEGY

Position

Govern

Influence and collaborate

- It consists of **high-level strategic activities** that enable NSIs to deliver the **products** and **services** needed by governments and communities, nationally and internationally
- It influences, shapes and drives **future directions** and **investments** through the development and consideration of high-level strategies to **advance statistical capabilities** and **optimise the statistical portfolio**

Corporate support

Manage business and performance	Manage finances	Manage human resources	Manage IT	Manage information and knowledge	Manage consumers and suppliers
---------------------------------	-----------------	------------------------	-----------	----------------------------------	--------------------------------

- It covers the **cross-cutting, non-statistical functions** required by an organisation to deliver its work programme **efficiently and effectively**

Production

Develop			Implement			
Specify needs	Design	Build	Collect	Process	Analyze	Disseminate

- It deals with all steps necessary to **manage, design and implement statistical production cycles** or projects, including surveys, collections based on data from **administrative or other sources**, account compilations and data modelling
- It **delivers the outputs** approved under Strategy, utilising the capabilities and resources built and managed under Capability and Corporate Support

Capability

Plan capability
improvements

Develop capability
improvements

Manage capabilities

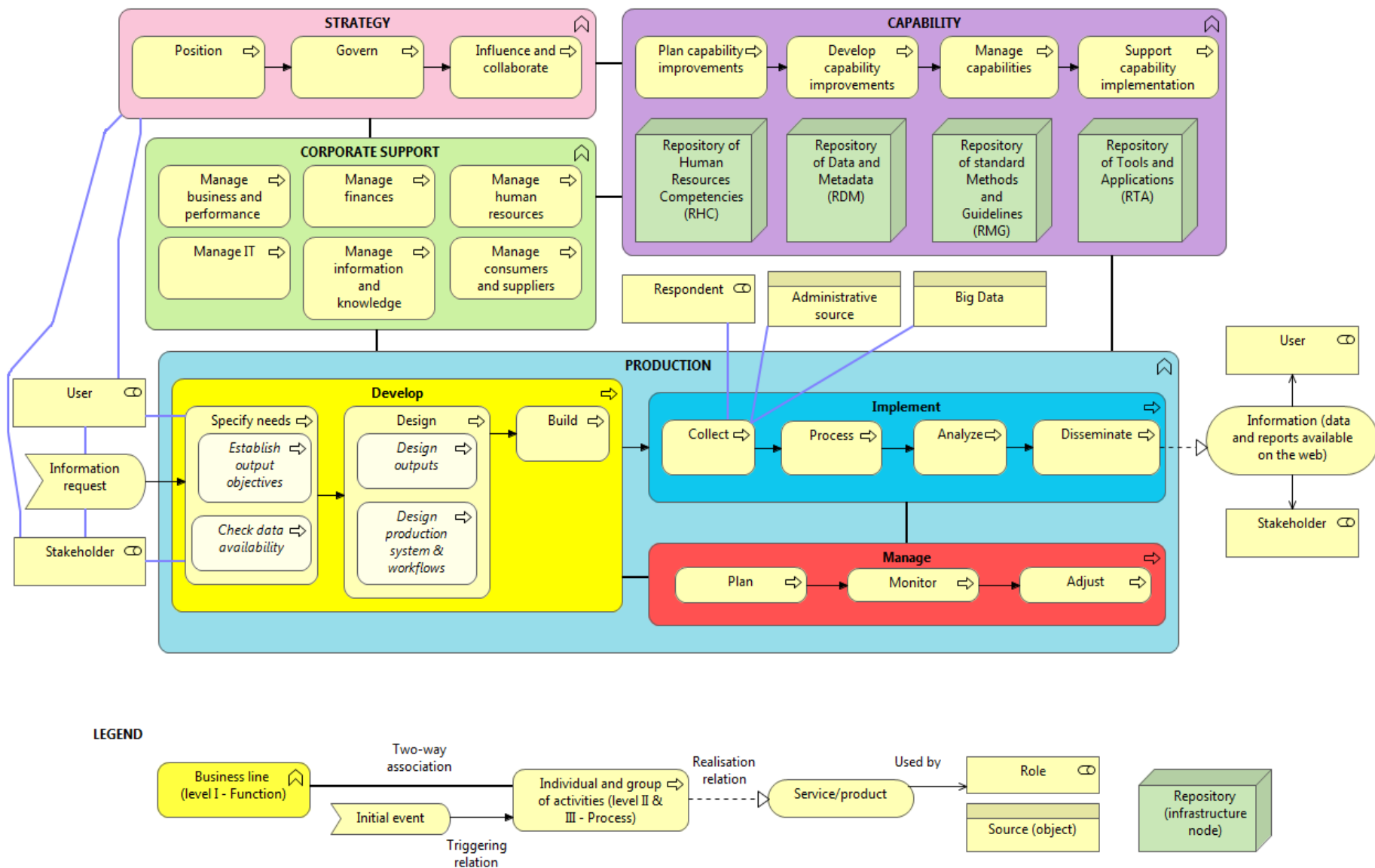
Support capability
implementation

- It supports the successful **development and management of the capabilities** (methods, processes, standards and frameworks, IT systems and people skills) that underpin an organisation ability to conduct its business
- It therefore increases the general value of **institutional assets** and **skills**
- It promotes the reuse and **sharing of infrastructure** (statistical and technical), facilitating **harmonisation** and **coherence of statistical outputs**
- One of these is the **Repository of Human Resource Competence**, which gathers information concerning employee skills

Competence at a more detailed level (I)

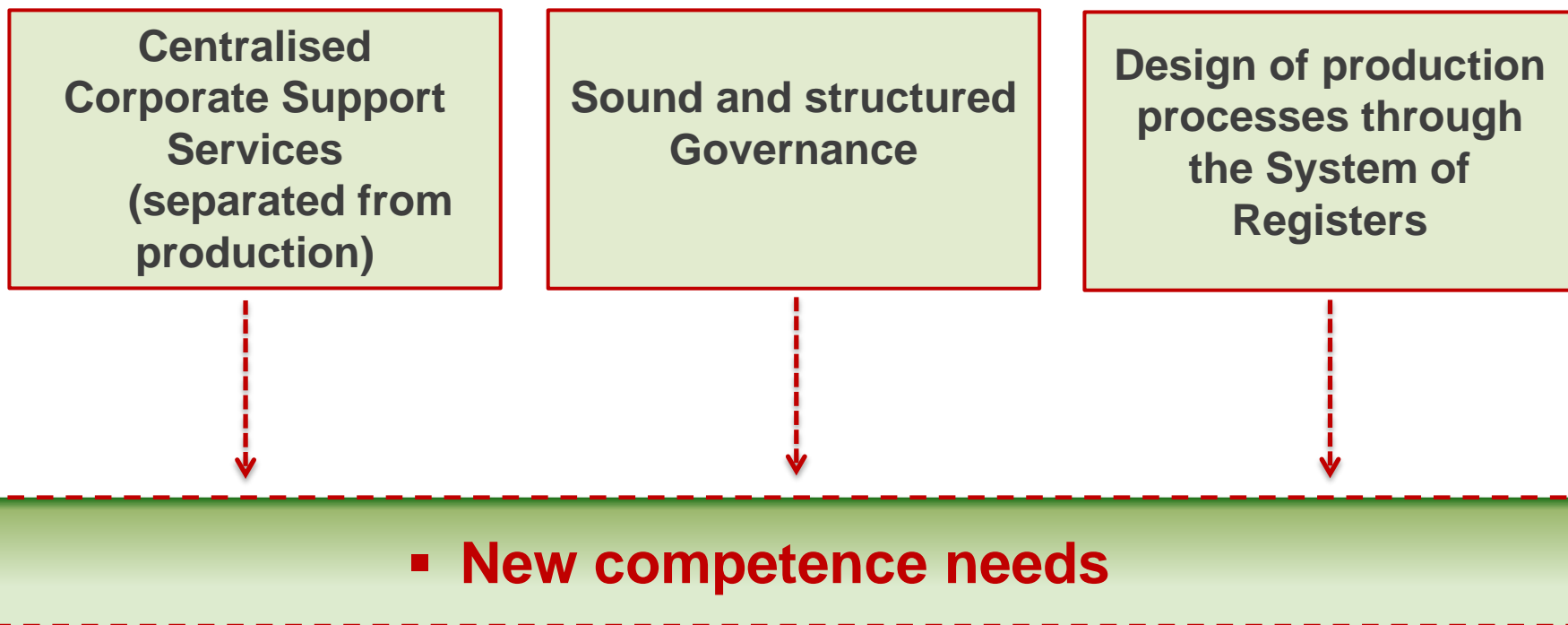
The Business Architecture Process Flow





Competence at a more detailed level (II)

- The **Business Architecture process flow** facilitated the transition to Istat's **modernisation** and standardisation, orientating the internal **organisational change**



Ongoing steps

- Completing **competence identification**
- Finding and developing **new skills** relating to increasingly complex knowledge demands and to new data sources
- Ensuring the Institute's Human Resources are **well trained** to meet the need for high quality, timely, and cost-effective data
- Finalising the **Repository of Human Resource Competence**

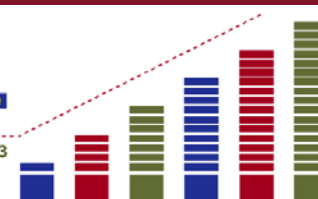




European Conference on
ty in **Official Statistics**

IN Instituto
e Nacional de
Estadística **eurostat** 

Madrid, May 31 - June 3

[illegible]

mignoli@istat.it