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**EUROPEAN COMMISSION  
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EUROPEAN COMMUNITIES (EUROSTAT)**

**ORGANISATION FOR ECONOMIC  
COOPERATION AND DEVELOPMENT (OECD)  
STATISTICS DIRECTORATE**

**Joint ECE/Eurostat/OECD Meeting on the Management of Statistical Information Systems (MSIS)**  
(Geneva, 17-19 May 2004)

Topic (ii): Development of IT strategies in statistical offices

## **DEVELOPMENT STRATEGIES AT STATISTICS NETHERLANDS**

### **Invited Paper**

Submitted by Statistics Netherlands<sup>1</sup>

### **Summary**

1. In Statistics Netherlands informal development methods have been used for the improvement and deployment of information systems for the past fifteen years. In most cases, the organization relied on the growing degree of professionalism of the IT personnel and small-scale application of modified RAD (Rapid Application Development) etc. In the project management area and the test and acceptance area this situation was roughly the same. This situation has arisen from the movement from mainframes to micro-computers during which much of the old style of work with a high degree of formality was abolished in favour of a more efficient way of building applications with a much lower degree of formality.
2. With recent changes in the structure of the organization from a stovepipe structure to a process-oriented structure, the growing complexity of our applications called for a much more formal approach. Thus, we have fewer different applications, but the few that remain become very vital.
3. It was decided to embark on several programs to improve the process within the IT division and, at a later stage, the other divisions of the institute.
4. The first program is the implementation of a better application development process; RUP which stands for Rational Unified Process. This method has a very formal way of defining the process that leads to a new IT application and relies heavily on controlled iteration.

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<sup>1</sup> Prepared by Marton Vucsan (mvcn@cbs.nl).

5. The second program is the implementation of PRINCE2 for project management. PRINCE stands for Projects IN a Controlled Environment and is a fairly common method in this area. The aim of the program is twofold; firstly we want to improve the way projects are being managed and to create a standardized process. The second goal is to create a very tight control structure in which progress, time and money are accounted for on a two weekly basis.

6. The implementation of PRINCE is divided into two parts; the “hard” side of project management (time sheets, planning etc.) and the “soft” side of project management such as dealing with stakeholders, recognizing different interests and in general the more human side of project management.

7. The third program is the implementation of formal test methods using TMAP (Test Management Approach) TPI (Test process Improvement).

8. At the moment we are one year into this program and things look promising.

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