



IT outsourcing: views from Norway

Trygve.Falch@ssb.no

INFORMATICA E STATISTICA PUBBLICA

CONVEGNO SCIENTIFICO PROMOSSO, ORGANIZZATO E GESTITO DALL'ASSEMBLEA DELLE LAVORATRICI E DEI LAVORATORI DELL'ISTAT

MARTEDÌ 31 GENNAIO 2023 - AULA MAGNA ISTAT, VIA CESARE BALBO 16, ROMA

IT outsourcing?

- ▶ The argument for not outsourcing ISTAT's IT function can be supported by the theories and examples presented in the book "[Team Topologies](#)" by M. Skelton and M. Pais
- ▶ Skelton and Pais emphasize that a team's effectiveness is largely determined by its ability to work together in the most effective way
- ▶ They argue that an effective team requires a balance of different perspectives, which can be difficult to achieve when the team is composed of members from different organizations

IT outsourcing?

- ▶ This is especially true in the case of ISTAT, where the IT function requires expertise and knowledge specific to the statistical data production process
- ▶ Outsourcing the IT function to a third party could disrupt the balance and efficacy of the team, as the third-party may not be able to provide the necessary expertise and knowledge

IT outsourcing?

- ▶ In [Accelerate](#), Forsgren, Humble and Kim further the argument by showing how the success of a team is dependent on effective communication and collaboration
- ▶ They cite research that shows that “teams with strong collaboration practices are more successful than those who don’t”
- ▶ By outsourcing the IT function, ISTAT risks interrupting the effective communication and collaboration required for success, as the third-party may not be as invested in the team’s success as members from within ISTAT would be

Conclusions

- ▶ In conclusion, in view of the considerations above and the theories and examples offered by Skelton and Pais and Forsgren, Humble and Kim, it is not advisable for ISTAT to outsource its IT function
- ▶ The IT function in Official Statistics is unique and requires expertise and knowledge that cannot be easily provided by a third-party
- ▶ Furthermore, outsourcing the IT function could disrupt the effective communication and collaboration necessary for the team's success

Trends in Norway and a case study

- ▶ The «trend» here in Norway in public offices is the complete opposite of what is suggested by the management of ISTAT
- ▶ I'm attaching a [case study](#) done at The directorate of Labor and Welfare Administration (NAV), which had done more or less the same thing as you guys are experiencing now, and have completely reversed it
- ▶ We have also reduced the amount of external consultants we are using, and are instead increasing hiring in IT, since EVERYTHING we do in a statistical office is related to IT