



EUROPEAN
STATISTICAL
SYSTEM

IMPROVEMENT ACTIONS ITALY

**PEER REVIEWERS' RECOMMENDATIONS AND
IMPROVEMENT ACTIONS OF THE NATIONAL
STATISTICAL SYSTEM OF ITALY
IN RESPONSE TO THE RECOMMENDATIONS**

1. Recommendation

ISTAT should review the procedures underpinning the compilation of the three-year National Statistical Programme in order to develop a more efficient and effective workflow for its production. (Improvement-related: ES CoP, Indicators 1.5 and 11.2)

Current situation:

ISTAT has a historically well-developed process for drafting the three-year National Statistical Programme. The procedure for adoption of the NSP presents a very complex process, partly developed within ISTAT and partly outside the Institute. However, the overall process, including obtaining formal sign off from the President and Ministers, is long and cumbersome and therefore needs to be simplified.

Improvement sub-action 1.1: Enhance the efficiency of the compilation of the National Statistical Programme

Consultation implemented in parallel of the Commission for Quality Assurance of Statistical Information (COGIS), Conferenza unificata (Unified Conference of State-Regions-Local Authorities) on the NSP.

Deadline: Q4 2026

Responsible institution for improvement sub-action 1.1: ISTAT

Improvement sub-action 1.2: Simplify the procedure

Draw up and submit to the relevant Authorities a proposal to simplify the NSP consultation and approval process.

Deadline: Q4 2027

Responsible institution for improvement sub-action 1.2: ISTAT

2. Recommendation

ISTAT should review and, where appropriate, refine the tools for the coordination of the National Statistical System. This includes the implementation and monitoring of standards, the provision of methodological advice, the provision of metadata, the dissemination of statistics produced across the National Statistical System, and a National Statistical System-wide release calendar. (Improvement-related: ES CoP, Indicator 1bis.2)

Current situation:

ISTAT has several practical building blocks in place to implement its coordination role within the National Statistical System (NSS) such as the open data portal "Hub of Public Statistics". Moreover, several other tools are available such as the quality guidelines and the Italian Code of quality for official statistics. However, it could strengthen its coordination role by ensuring: the implementation and monitoring of standards (e.g. the use of the Single Integrated Metadata Structure-SIMS) and methodological advice to other bodies belonging to the NSS. Currently SIMS is used by ONAs for quality report transmitted to Eurostat, however more training is needed to improve the quality reports produced and to extend the use of SIMS at national level. Regarding metadata, an ISTAT task force has been set up for improving the Quality Reporting in SISTAN, whose final objective is the publication of a Manual for compiling quality reports, which will be disseminated on the Hub platform according to a simple and harmonized workflow.

Improvement sub-action 2.1: Enhance statistics dissemination tools

Mapping the current release timing by ONAs and encourage the implementation of a calendar.

Deadline: Q4 2025

Responsible institution for improvement sub-action 2.1: ISTAT

Improvement sub-action 2.2: Plan and organize a workshop on dissemination and establishment of

the release calendar for official statistics in the NSS
Deadline: Q2 2026
Responsible institution for improvement sub-action 2.2: ISTAT
Improvement sub-action 2.3: Increase the number of bodies participating in the Hub of Public Statistics
Deadline: Q4 2025
Responsible institution for improvement sub-action 2.3: ISTAT
Improvement sub-action 2.4: Organise training sessions to SISTAN bodies on implementation and monitoring of standards in particular SIMS, methodological advise, metadata and harmonized calendars; quality tools developed for the SISTAN (e.g. the Guide for the implementation of the Italian Code for the quality of official statistics; use of the Hub of Public Statistics, etc.)
Deadline: Q2 2027
Responsible institution for improvement sub-action 2.4: ISTAT
Improvement sub-action 2.5: Report on the implementation of standards, metadata and developing of release calendar
Deadline: Q4 2027
Responsible institution for improvement sub-action 2.5: ISTAT

3. Recommendation
<p>ISTAT, in cooperation with the Commission for the Quality Assurance of Statistical Information, should ensure that the Other National Authorities reviewed (the Energy Services Operator, the Ministry of Health, the Italian Institute for Environmental Protection and Research, the Ministry for Ecological Transition) adhere to the ES CoP regarding the protection of statistical confidentiality, use of sound statistical methodology, appropriate metadata and quality reports, and limiting pre-release access to statistical releases to well-justified, controlled and publicised cases. (Compliance-relevant: ES CoP, Indicators 1bis.2, 5.4, 6.7 and 7.1)</p>
<p>Current situation:</p> <p>ISTAT effectively coordinates the statistical activities of the Other National Authorities, including the approval of newly appointed heads of statistics in the Other National Authorities by the President of ISTAT, involvement by ISTAT in statistical planning and discussion of new European Regulations, and participation in Focus Groups on Quality. Moreover, ISTAT Quality Guidelines for Statistics of the National Statistical System are the reference tool for the entire NSS, including the ONAs; they address the principles to be followed in the statistical process, as well as complying with quality requirements of statistics. The Guidelines represent the reference against which ONAs statistical processes, to produce European statistics, have been assessed by means of audits and self-assessments (2018 – 2021).</p> <p>Furthermore, all ONAs were requested to fill in the light SAQ for the Peer review round 2021-2023 and be involved in the preparation of the PR visit in 2022. ISTAT's quality policy includes also a section devoted to the coordination and promotion of quality in the National Statistical System, differentiated by ONAs and non-ONAs.</p> <p>However, ISTAT should support the improvements of ONAs adherence to the ES CoP as regards sound methodology, statistical confidentiality, quality reports and pre-release access and should take into account the opinion of the Commission for the Quality Assurance of Statistical Information.</p>
Improvement sub-action 3.1: Organise training sessions for ONAs on the adherence to the ES CoP
Deadline: Q3 2026

Responsible institution for improvement sub-action 3.1: ISTAT
Improvement sub-action 3.2: Organise follow-up meetings with ONAs on their implementation of the ES CoP (including analysis of self-assessment results, possible improvements, good practices, capacities and needs of technical support)
Deadline: Q1 2027
Responsible institutions for improvement sub-action 3.2: ISTAT, COGIS, ONAs

4. Recommendation:
The Steering and Co-ordinating Committee for Statistical Information, in conjunction with the Commission for the Quality Assurance of Statistical Information and ISTAT, should review the details of, and need for, recent and current exchanges of microdata between organisations within the National Statistical System, and use this review to develop new guidelines to reduce the risk of breaching the confidentiality of the data of individuals and businesses. (Compliance-relevant: ES CoP, Indicator 5.4)
Current situation:
The National Statistical System facilitates the exchange of microdata for the purposes of the Official Statistical Production.
The Steering and Co-ordinating Committee for Statistical Information (COMSTAT), chaired by the President of ISTAT, exercises the management and coordination functions of the SISTAN by issuing binding directives and guidelines for the SISTAN statistical offices, among which for example those on the criteria and methods for the microdata exchange within the National Statistical System.
Improvement sub-action 4.1: Propose a directive on criteria and methods on microdata exchange within the National Statistical System which will include guidelines to reduce the risk of breaching confidentiality
Deadline: Q1 2027
Responsible institution for improvement sub-action 4.1: COMSTAT
Improvement sub-action 4.2: Organise a workshop on microdata exchange within the NSS in the next National Statistical Conference to discuss the topic with the Steering and Co-ordinating Committee for Statistical Information (COMSTAT), with the Commission for the Quality Assurance of Statistical Information (COGIS), and ISTAT and stakeholders
Deadline: Q4 2026
Responsible institutions for improvement sub-action 4.2: COMSTAT, COGIS, ISTAT

5. Recommendation:
The relevant authorities should review the legal basis for the appointment of the President of ISTAT to enable all qualified persons to apply for the post, rather than limiting it to university professors. (Improvement-related: ES CoP, Indicator 1.8)
Current situation:
The current legislation on the procedure for appointing the President ensures that ISTAT has authoritative top management that can guarantee its independence and autonomy. Selecting a university professor guarantees a level of professional independence given precisely by the university's independence as a research body. Moreover, ISTAT is a research institution. The expertise of a university professor in subjects such as statistics or economics meets the requirements of the role that the President of ISTAT must assume in defining and managing aspects of official statistics and particularly the development and production of relevant statistics.
Improvement action: ISTAT has a diverging view on this recommendation and hence, does not

propose any improvement action

6. Recommendation:

The relevant authorities should amend the statistical law in such a way as to clearly include the reasons for the dismissal of the President of ISTAT. (Improvement-related: ES CoP, Indicator 1.8)

Current situation:

The possible reason for the dismissal of ISTAT's President - committing a crime against the public administration - is set out in Legislative Decree No 39/2013, but not in the Italian statistical law, which would enhance transparency. This is important because clarity about the reasons for dismissal is key to maintaining the professional independence of the heads of National Statistical Institutes, which is fundamental to a trusted National Statistical System. However, in Italy, the statistical law can be reformed with a law approved by Parliament on the initiative of the Parliament or on the initiative of the Government. ISTAT can only represent to the Government the need to modify the statistical law and indicate the topics for intervention.

Improvement sub-action 6.1: Organise a dialogue with relevant authorities (government) to raise the need to revise the National Statistical Law in relation to the provisions on the dismissal of the President of ISTAT

Deadline: Q4 2025

Responsible institution for improvement sub-action 6.1: ISTAT

Improvement sub-action 6.2: Organise a session on the revision of the National Statistical Law during the next national statistical conference

Deadline: Q4 2026

Responsible institution for improvement sub-action 6.2: ISTAT

Improvement sub-action 6.3: Draft a proposal for a revision of the National Statistical Law, bringing it to the attention of the Ministry of Public Administration and to the Presidency of the Council of Ministries in order to be submitted into the legislative process

Deadline: Q4 2027

Responsible institution for improvement sub-action 6.3: ISTAT

Improvement sub-action 6.4: Adoption of the revised statistical law within the legislative process

Deadline: Q4 2027

Responsible institutions for improvement sub-action 6.4: Government, Parliament

7. Recommendation:

The relevant authorities, in cooperation with ISTAT, should amend the statistical law to include a clear definition of the scope and purpose of official statistics. (Improvement-related: ES CoP, Indicator 2.1)

Current situation:

The definition of official statistics derives from the Legislative Decree 322/89. It relates to their inclusion in the three-year National Statistical Programme. Actually, the National Statistical Program (NSP) is the tool of the National Statistical System for planning statistical activities of public interest. In the NSP both European and national official statistics are included and described as well as all the subjects, including the Other National Authorities in charge of the production of European statistics. Moreover, the production by SISTAN bodies guarantees, through the preparation of their operators and compliance with the procedures required by community and national legislation, the quality and reliability of the data

collected and processed. Therefore, the definition of official statistics relates to their inclusion in the three-year National Statistical Programme and produced by the SISTAN. However, new developments have led to the establishment of experimental statistics which need technological and organisational solutions to verify whether quality requirements and harmonisation rules are fulfilled. Furthermore, it is also important to underline that in Italy, the statistical law can be reformed with a law approved by Parliament on the initiative of the Parliament or on the initiative of the Government. ISTAT can only represent to the Government the need to modify the statistical law and indicate the topics for intervention.

Improvement sub-action 7.1: Hold a dialogue with relevant authorities (government) to raise the need to revise the National Statistical Law, related to a definition of official statistics

Deadline: Q4 2025

Responsible institution for improvement sub-action 7.1: ISTAT

Improvement sub-action 7.2: Organise a session on the revision of National Statistical Law in the next National statistical Conference

Deadline: Q4 2026

Responsible institution for improvement sub-action 7.2: ISTAT

Improvement sub-action 7.3: Draft proposal of revision of the National Statistical Law, bringing it to the attention of the Ministry of Public Administration and to the Presidency of the Council of Ministries in order to be submitted into the legislative process

Deadline: Q4 2027

Responsible institution for improvement sub-action 7.3: ISTAT

Improvement sub-action 7.4: Adoption of the revised statistical law within the legislative process

Deadline: Q4 2027

Responsible institutions for improvement sub-action 7.4: Government, Parliament

8. Recommendation:

ISTAT, in collaboration with the relevant authorities, should ensure that appropriate legal and/or other mechanisms are in place to facilitate the use of privately held data by ISTAT and the Other National Authorities. (Improvement-related: ES CoP, Indicator 2.4.)

Current situation:

The National Statistical Law does not foresee specific provisions on access to private data held by private entities not included in the SISTAN, since it was enacted in 1989, at a time which predates the demand for access to privately held data. This means that, in principle, for the private bodies/entities not belonging to SISTAN, ISTAT accesses privately held data in accordance with specific bilateral agreements, within collaboration and research protocols. ISTAT has started investing on establishing access to privately held data in several areas (CPI-HICP, Mobile Network Operator (MNO) data for mobility, accommodation and tourism, tweets for economic mood, electronic payments, web sites and web portals for enterprises characteristics and online job vacancies).

Annually ISTAT carries out a survey (EUP) to identify elements, resources and activities of the statistical offices of the National Statistical System. Currently, this survey does not include any questions allowing ISTAT to know the methods by which ONAs access privately held data.

In ISTAT the Centre for Trusted Smart Statistics (CTSS) deals with the experimentation, industrialization and production of TSS. It coordinates the organizational, technical, methodological and production activities carried out in ISTAT and supports and monitors the Strategic Analysis of TSS process, under the responsibility of the Steering Committee.

Improvement sub-action 8.1: Integrate the activities of Centre for Trusted Smart Statistics to include the identification of procedures and tools to access privately held data

Deadline: Q1 2026
Responsible institution for improvement sub-action 8.1: ISTAT
Improvement sub-action 8.2: Develop a standard template for agreement for the access to privately-held data and provision of data by the holders
Deadline: Q1 2027
Responsible institution for improvement sub-action 8.2: ISTAT
Improvement sub-action 8.3: Organise a session in the next National Statistical Conference on the mechanism of access to privately held data to be discussed with privately held data owners
Deadline: Q4 2026
Responsible institution for improvement sub-action 8.3: ISTAT
Improvement sub-action 8.4: Set-up a monitoring system on the implementation of the mechanism of access to privately held data
Deadline: Q4 2027
Responsible institution for improvement sub-action 8.4: ISTAT
Improvement sub-action 8.5: Extend the mechanism to access privately held data to the ONAs
Deadline: Q4 2027
Responsible institutions for improvement sub-action 8.5: ISTAT, ONAs

9. Recommendation:

ISTAT, in cooperation with the Steering and Coordinating Committee for Statistical Information and the Commission for the Quality Assurance of Statistical Information, should evaluate which institutions and organisations contribute significantly to the development, production and dissemination of official statistics, and hence build up a new core National Statistical System – a subset of the current National Statistical System. (Improvement-related: ES CoP, Indicator 1bis.1)

Current situation:

The National Statistical System (Sistema Statistico Nazionale – SISTAN) in Italy is a network of public and private statistical offices. The System comprises, in addition to the National Statistical Institute (Istituto nazionale di statistica – ISTAT), which also has a leading and coordinating role - statistical offices placed in ministries, various central and branch public administration bodies, regions, and autonomous provinces, provinces, municipalities (also in association), chambers of commerce, prefectures, and some other public and private bodies dealing with statistics. Therefore, SISTAN comprises a large number of organisations with varying roles in relation to the collection, production, analysis, and dissemination of official statistics.

On the basis of the Survey to identify elements, resources and activities of statistical offices belonging to the National Statistical System (EUP), an analysis is carried out of the activities, by type of entity and by territory, of the producers and suppliers that contribute to the development, production and dissemination of the official statistics, in particular from the most relevant bodies. Furthermore, from 2023 focus has been put on the Statistical Offices of the Municipalities which represent 88.7 percent of the SISTAN bodies.

Regarding SISTAN entities participating in the National Statistical Programme, the description of statistical activities provides further information on those.

However, SISTAN is established by the National Statistical Law, and it can be reformed with a law approved by Parliament on the initiative of the Parliament or on the initiative of the Government.

Improvement sub-action 9.1: Analyse activities of organisations and institutions belonging to the National Statistical System

Deadline: Q4 2025
Responsible institution for improvement sub-action 9.1: ISTAT
Improvement sub-action 9.2: Draw up and submit to COMSTAT a document containing a proposal of criteria to identify a SISTAN subset of major contributors to the production and dissemination of official statistics to be taken into account for the proposed revision of the National Statistical Law
Deadline: Q4 2026
Responsible institution for improvement sub-action 9.2: ISTAT

10. Recommendation:
ISTAT should involve the quality management team in relevant processes and discussion fora such as those in place for error treatment management and the Focus Groups on Quality. (Improvement-related: ES CoP, Indicators 4.2, 4.4 and 6.3)
Current situation:
Focus groups on Quality are permanent working groups of producers of official statistics and other relevant producers of statistics. The Focus groups are divided according to thematic domains and their members include experts from ISTAT, other SISTAN organisations, and other relevant stakeholders. The Focus Groups have meetings dealing also with Quality issues and in this case, quality experts are called for the meetings according to the needs. ISTAT has established a central quality management team that is currently not fully involved in the full range of activities, such as in error treatment management and the Focus Groups on Quality.
Improvement sub-action 10.1: Set-up a mechanism to involve quality and methodology experts to support Focus groups on Quality
Deadline: Q3 2025
Responsible institution for improvement sub-action 10.1: ISTAT
Improvement sub-action 10.2: Develop a procedure to involve the Quality Committee in discussing the redesign of relevant processes (including error treatment management)
Deadline: Q2 2027
Responsible institution for improvement sub-action 10.2: ISTAT

11. Recommendation:
ISTAT should continue to be a significant pillar in the National Data Ecosystem and ensure coherence between the METAstat project and the National Data Catalogue. (Improvement-related: ES CoP, Indicators 1bis.3, 14.1 and 15.5)
Current situation:
Currently there are two working groups: one on METAstat and one on the National Data Catalogue. ISTAT is already acting in a working Group on the National Data Catalogue project and is going to renew the working group on METAstat. More consistency should be ensured within these groups.
Improvement sub-action 11.1: Schedule 3 meetings per year of the working groups on METAstat and on the National Data Catalogue to discuss the coherence between their relevant activities
Deadline: Q2 2026
Responsible institution for improvement sub-action 11.1: ISTAT

Improvement sub-action 11.2: Involve the same IT and methodological staff in the working groups in METAstat and the National Data Catalogue in order to ensure coherence

Deadline: Q2 2026

Responsible institution for improvement sub-action 11.2: ISTAT

12. Recommendation:

ISTAT should modernise its approach to user engagement with a view to reflecting the particular needs and interests of different types of users. (Improvement-related: ES CoP, Indicator 11.1)

Current situation:

ISTAT developed a set of instruments to collect information on user satisfaction with ISTAT's products and services and to evaluate the relevance and completeness of the provided statistics. Users can also contact centers and helpdesks if there are requests or certain questions related to statistical releases. Furthermore, ISTAT has many committees and fora which support its planning and coordination role. As regards information needs, these are collected within the quality focus groups as currently ISTAT does not have a body dedicated to gather user needs.

Improvement sub-action 12.1: Define a proposal for a User Council and draft its Terms of Reference

Deadline: Q4 2026

Responsible institution for improvement sub-action 12.1: ISTAT

Improvement sub-action 12.2: Establish a User Council

Deadline: Q4 2027

Responsible institution for improvement sub-action 12.2: ISTAT

13. Recommendation:

ISTAT should review the security of its practice of sending embargoed statistics to news agencies using a generic email address, and should publish the justification for such pre-release access, together with details of its arrangements. (Compliance-relevant: ES CoP, Indicator 6.7)

Current situation:

ISTAT provides a range of news agencies with embargoed pre-release access to key economic statistics. In addition, the details of this practice (notably the names of the participating news agencies and inclusion criteria) or the reasons for justifying the pre-release are not made available on the website. The assessment to modify/cancel the embargo has already begun.

Improvement action 13: Revise the embargo policy

The policy of pre-release access to key economic statistics will be revised, with the objective of not granting any pre-release access.

Deadline: Q2 2024

Responsible institution for improvement action 13: ISTAT

14. Recommendation:

ISTAT should review its publication policy to improve user-friendliness by applying a unique standard daily time for statistical releases. (Improvement-related: ES CoP, Indicator 13.2)

Current situation:

ISTAT announces the time of releases in advance: on the annual calendar and in the weekly dissemination agenda (on Fridays). The first is printed in two formats (poster and pocket), distributed to 10

the media and to other users (press offices of institutional bodies, associations of enterprises, etc.) and is published on ISTAT's institutional website. The weekly agenda of releases and events is sent to the distribution lists of the press office every Friday and published on the website. None of ISTAT's users have ever complained or found this procedure unpredictable. The choice of releasing at 10 a.m., 11 a.m. or 12 a.m. was made to meet the needs of journalists, particularly those of news agencies that can "work" better with the content of press releases if there is more than one daily release. Releasing two or three news releases at the same time would be much more complicated for them.

Improvement action: ISTAT has a diverging view and hence does not propose any improvement action.

15. Recommendation:

The relevant authorities should ensure adequate resources are available to meet the emerging needs for new statistics, support the objectives of important innovation projects and enable technological developments. (Improvement-related: ES CoP, Indicators 3.1 and 11.2)

Current situation:

The Integrated Plan of Activity and Organisation - PIAO - has a three-year duration and is updated on a yearly basis, it defines the programmatic and strategic objectives of performance and illustrates the human capital management, emerging needs in term of HR and organisational development strategy (also through the use of agile work), as well as the training objectives and the tools and objectives of the recruitment and enhancement of human resources according to ISTAT's activities and objectives. In addition, the system Enterprise Resource Planning – Economic and patrimonial accounting system (ERP/SAP) is used for planning FTE allocation of resources or re-allocate resources within the annual budget according to the activities of ISTAT, emerging needs for new statistics, support innovation and technology developments.

Adequate human, financial and IT resources are critical to ensure ISTAT activities and to address new emerging needs.

Improvement action 15: Organise/hold a dialogue with the Ministry of Public Administration and Ministry of Economy and Finance, and emphasize the recommendation received by the Peer Review to improve the allocation of resources to respond to new emerging needs

Deadline: Q2 2025 (annually afterwards)

Responsible institutions for improvement action 15: ISTAT, Ministry of Public Administration, Ministry of Economy and Finance

16. Recommendation:

The relevant authorities should amend the statistical law to ensure the allocation of adequate financial resources and increase human resources to guarantee that the Commission for the Quality Assurance of Statistical Information can perform its assigned functions. (Improvement-related: ES CoP, Indicators 3.1 and 4.4)

Current situation:

The Commission for the Quality Assurance of Statistical Information (COGIS), as an advisory body, is composed of five members chosen among university professors and senior executives of the general government, who are not in charge of SISTAN offices. The COGIS expresses its opinion on the NSP, supervises the impartiality and completeness of the statistical information produced by the National Statistical System, as well as the quality and conformity of statistical information with regulations, directives and recommendations issued by international and EU bodies. Moreover, it drafts an annual report attached to the report produced by ISTAT on its and SISTAN activities, which is transmitted by the Italian Government to the Parliament. In Italy, the statistical law can be reformed with a law approved by the Parliament on the initiative of the Parliament or on the initiative of the Government. Therefore, it can only be represented to the Government the need to modify the statistical law and indicate the topics for intervention.

Improvement sub-action 16.1: Organise a dialogue with relevant authorities (Government) to raise the need to revise the National Statistical Law on the functions of COGIS
Deadline: Q2 2026
Responsible institution for improvement sub-action 16.1: COGIS
Improvement sub-action 16.2: Organise a session on the revision of National Statistical Law in the next National Statistical Conference
Deadline: Q4 2026
Responsible institutions for improvement sub-action 16.2: ISTAT, COGIS
Improvement sub-action 16.3: Draft a Note on elements for the revision of the National Statistical Law by COGIS, bringing it to the attention of Presidency of the Council of Ministries in order to be submitted into the legislative process
Deadline: Q4 2027
Responsible institution for improvement sub-action 16.3: COGIS
Improvement sub-action 16.4: Adoption of the revised statistical law within the legislative process
Deadline: Q4 2027
Responsible institutions for improvement sub-action 16.4: Government, Parliament

17. Recommendation:
ISTAT should review the training offered to its staff to provide them with the skills they need for their statistical and research work, and to learn about the wider context of their work, such as about the National Statistical System. Such a review should cover both content and flexible delivery. (Improvement-related: ES CoP, Indicators 7.6 and 3.1)
Current situation:
The training offer addressed to ISTAT staff is permanently under revision, in order to provide staff with new and updated skills. ISTAT is working on the re-engineering of its skills needs analysis, which will be based on internal interviews, so to catch new skills needed. Knowledge about the wider context in which ISTAT staff works will be provided through training modules devoted to the National Statistical System, as well as international activities ISTAT is involved in.
ISTAT has a rich training programme and places emphasis on research skills. However, the peer review team recommended that the training provided to staff in their first few years in ISTAT could be more comprehensive – for example, to cover the operation of the National Statistical System - and to be delivered more flexibly, such as including modular courses rather than courses lasting several consecutive days.
Improvement sub-action 17.1: Analyse new skills needs
Deadline: Q3 2025
Responsible institution for improvement sub-action 17.1: ISTAT
Improvement sub-action 17.2: Develop a modular training course on wider topics including SISTAN
Deadline: Q1 2026
Responsible institution for improvement sub-action 17.2: ISTAT
Improvement sub-action 17.3: Develop a training program to promote and disseminate international activities and technical cooperation
Deadline: Q2 2026

Responsible institution for improvement sub-action 17.3: ISTAT**18. Recommendation:**

ISTAT should introduce a systematic human resources evaluation process to determine annually staff performance, objectives, and training needs. (Improvement-related: ES CoP, Indicator 7.6)

Current situation:

The performance measurement and evaluation system used in ISTAT dates back to 2013. This system contains references to human resources evaluation, but it applies only to general managers (General Director, Department Heads, Central Directors and administrative managers). Recently, at the request of the supervisory ministries, the evaluation of level IV-VIII human resources was introduced on the basis of their contribution to the achievement of the work team's results.

The 2013 performance measurement and evaluation system is currently being revised and the proposal for a new and updated system is being examined by ISTAT's top management. The new system is aimed to systematically extend the evaluation of the performance to all staff members even if, in any case, researchers and technologists, as well as Chiefs Divisions in technical areas, are excluded because the National Agency for Evaluation of Universities and Research Bodies (ANVUR) has not yet defined how this evaluation should take place.

Improvement sub-action 18.1: Develop the evaluation system

Deadline: Q4 2024

Responsible institution for improvement sub-action 18.1: ISTAT

Improvement sub-action 18.2: Design a first testing phase for the implementation of the evaluation system

Deadline: Q4 2025

Responsible institution for improvement sub-action 18.2: ISTAT

Improvement sub-action 18.3: Implement the staff evaluation process

Deadline: Q4 2026

Responsible institution for improvement sub-action 18.3: ISTAT

19. Recommendation:

ISTAT should improve the use of the intranet as a means of ensuring that staff are aware of developments across ISTAT and in the Other National Authorities, and to facilitate an effective exchange of knowledge among thematic experts, and between thematic experts and horizontal services. (Improvement-related: ES CoP, Indicators 7.2 and 10.4)

Current situation:

ISTAT is involved in a large number of coordination, institutional, development, methodological, research and international activities. Much information is already available on its website and intranet. At the same time, ISTAT undertakes consultations with the ONAs regarding European statistics production, EU regulations, quality issues and exchange of knowledge among thematic experts.

Meetings with ONAs are also taking place within Quality Focus Groups where ONAs participate. In addition, the SISTAN website allows to disseminate initiatives and developments in ISTAT and ONAs, which are not presented on the ISTAT intranet.

Nevertheless, the sharing of cross-cutting information could be improved and staff in different areas and at different levels, as well as in the Other National Authorities should be aware of all those activities, because of potential impacts on their work areas and because they may be able to contribute and support.

Improvement sub-action 19.1: Identify the relevant information and developments across ONAs
Deadline: Q4 2025
Responsible institution for improvement sub-action 19.1: ISTAT
Improvement sub-action 19.2: Place the information on the intranet and the SISTAN Portal
Deadline: Q2 2027
Responsible institution for improvement sub-action 19.2: ISTAT
Improvement sub-action 19.3: Organise workshops open to ISTAT and ONAs staff on topics of mutual interest
Deadline: Q3 2027
Responsible institution for improvement sub-action 19.3: ISTAT

20. Recommendation:
ISTAT should increase the availability of meta information and public documents on their website to non-Italian-speaking users to ensure equal access and increase transparency. (Improvement related: ES CoP, Indicators 15.5, 15.6 and 15.7)
Current situation:
The English version of ISTAT's website includes already several documentations on methodology, administration, public policies, statistical production, releases and other topics. Accessibility is limited since most of the documents are in Italian.
Improvement sub-action 20.1: Identify missing relevant documentation in Italian to be translated into English
Deadline: Q4 2025
Responsible institution for improvement sub-action 20.1: ISTAT
Improvement sub-action 20.2: Schedule and complete translations
Deadline: Q4 2026
Responsible institution for improvement sub-action 20.2: ISTAT
Improvement sub-action 20.3: Publish relevant documentation in English
Deadline: Q4 2027
Responsible institution for improvement sub-action 20.3: ISTAT