

# Audit of the benefits of the binding requirements for process and architecture modelling in the Federal Department of Finance

## Key facts

---

In 2019, the Federal IT Steering Unit (FITSU), which was part of the Federal Department of Finance (FDF), issued a directive on the tools to be used for modelling the enterprise architecture. The central tasks of FITSU's infrastructure operators were transferred to the Federal Chancellery's Digital Transformation and ICT Steering Sector (DTI) in 2021 and the FITSU was dissolved. It was the FDF's intention to switch completely to these tools by the end of 2021. They support the implementation of the federal modelling methodology.

The aim is to ensure a standardised description (e.g. methods, models, tools) of business processes, business models and, derived from this, ICT structures within the FDF. This should identify potential savings and synergies, and ultimately increase the efficiency of the information and communication technologies used.

The Swiss Federal Audit Office (SFAO) audited the benefits of the binding requirements in process and architecture modelling in the FDF.

A holistic enterprise architecture has not yet been achieved in the FDF and the potential benefits of standardisation in the process and architecture modelling tools remain untapped. The audit at the FDF also showed that fundamental questions of responsibilities, resources and governance need to be clarified at federal level with regard to the above tools.

### Insufficient clarification of needs and effects

The audit revealed shortcomings before the tools were procured. The decision on the modelling tools (in particular the selection of the Innovator tool) was made before the departments were brought on board in 2019, and was strongly influenced by the needs of the Federal Office of Information Technology, Systems and Telecommunication as the initial procurer. According to the framework agreements, the external costs of the tools will amount to a maximum of CHF 20.3 million by the end of 2031. The impact of the tool requirement and, in particular, its nationwide use was underestimated.

The FITSU's binding requirement from 2019 to use the procured tools in the Federal Administration led to a large migration effort in the FDF. Although fundamental questions were unresolved, the FDF planned and pursued migration by the end of 2021. Today, concrete, measurable benefit targets are still lacking.

The FITSU gave too little consideration to the impact on areas such as the internal control system (ICS). The Federal Finance Administration, as the responsible cross-departmental office, deliberately does not specify any tools with regard to the ICS. The decision on the use of tools in relation to the ICS remains with the offices. Nevertheless, the tool requirement influenced the tool landscape in this area. Although objectively the migration of ICS documentation to the tools is reasonable, particularly for offices with comprehensive process management, the effort involved was significantly underestimated.

### **Federal-level problems need to be addressed**

There are problems for which the responsibilities should be clarified across the Confederation under the leadership of the DTI Sector. These include the requirements and support of the tools and the supplier, the further development of the federal modelling methodology and the creation of a common understanding of architecture and modelling (vision). This requires clear responsibilities and sufficient resources. In addition, the defined governance should be reviewed and adapted if necessary.

**Original text in German**