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SUCCESSFUL, FASTER TRANSFORMATION PROJECTS IN THE PUBLIC SECTOR AND THE IMPLEMENTATION OF REFORMS:

THE SUCCESSFUL COLLABORATIVE TRANSFORMATION (SCOT) METHODS

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A CONTEXT REQUIRING A DIFFERENT APPROACH TO TRANSFORMATION PROJECTS

The reforms undertaken by public players are more profound and more drastic than before. They require more pronounced power and depth of intervention. Technologies and especially understanding their impacts and potential are becoming a topic at the center of the public transformation.

These technologies must make an exemplary contribution to the modernization of public services in the performance of their duties and their structural reforms. This means providing relevant, consistent responses to the government's needs in general, but also the needs of the citizens and users of the administration.

The current context (and the resulting projects) requires major transformations and is part of an environment involving many factors of complexity, such as:

/ **Political issues, or even media coverage**, calling for quick results, often uncorrelated with the ability to achieve them;

/ **Expectations of tangible results** on both the services> provided and the savings generated;

/ **An ecosystem of varied players** (several offices involved, or even several departments, multiple users: administrative officers, users in the general public or in the professional world, etc.);

/ **Changing regulations, uses, and needs** that alter the initial target throughout the project;

/ **New technologies and new uses** to be anticipated and imagined.

In response, Wavestone has developed the SCoT (Successful Collaborative Transformation) methodology. The aim of this method is to guide players in the public sector in their projects for successful, swift transformation and implementation of reforms, by incorporating more creativity, collaboration, agility, and short cycles. The SCoT methodology is therefore perfectly appropriate for the challenges of transformation projects.

TRANSFORMATION PROJECTS TO BE ADDRESSED THROUGH ADAPTED APPROACHES, TECHNIQUES, AND TOOLS

Pour définir une cible et une trajectoire, il est nécessaire de suivre plusieurs étapes

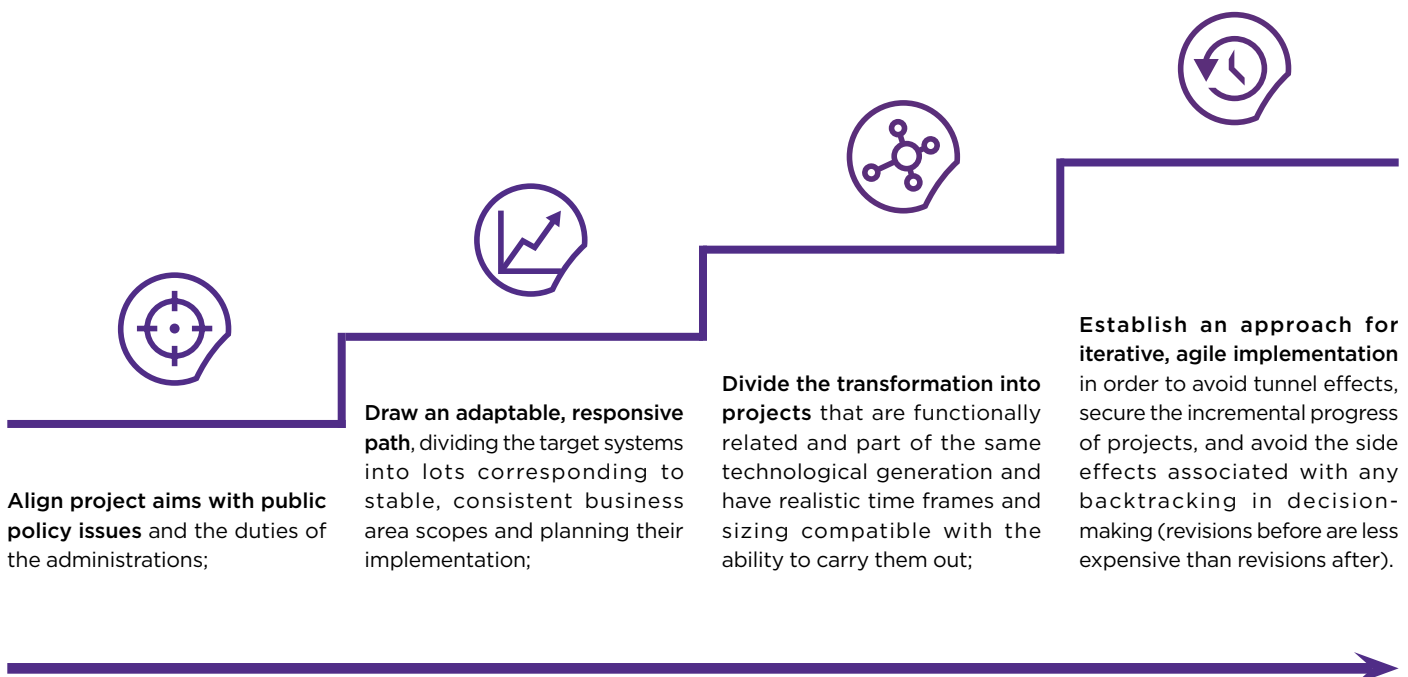**To define a target and a path,** the following steps are necessary:

/ **Technological and business line benchmarks drive discussions to open up to new uses and operating methods.** This also involves capitalizing on best practices based on feedback from the field on similar projects (taking advantage of feedback regarding encountered difficulties and key points of projects saves considerable time and is part of a proactive approach).

/ **Rethink the expression of needs by relying on innovative techniques such as:**

• creativity workshops to avoid duplicating the existing situation but to come up with lasting, innovative uses and globally rethink and modernize the business line's operation (simplification, standardization of procedures, improvement of quality of the welcome, reduction of file processing time, increased reliability of data/management, etc.);

• Lean Management techniques to design the target business line operation starting from the analysis of essential needs of the recipients of the missions and make these recipients the focus of the new operation (for example, easier user processes by developing remote procedures, optimization of

SCOT methodology objectives

Align project aims with public policy issues and the duties of the administrations;

Draw an adaptable, responsive path, dividing the target systems into lots corresponding to stable, consistent business area scopes and planning their implementation;

Divide the transformation into projects that are functionally related and part of the same technological generation and have realistic time frames and sizing compatible with the ability to carry them out;

Establish an approach for iterative, agile implementation in order to avoid tunnel effects, secure the incremental progress of projects, and avoid the side effects associated with any backtracking in decision-making (revisions before are less expensive than revisions after).

procedure processing times, standardization of supporting documents, reduction of user travel, etc.).

In addition, seminars or workshops can make it easier to validate the target and prioritize the efforts on the major features, **thanks to a realistic scope in terms of deployment and impacted users.** These features are quickly put into service and usable, favoring the **quick achievement of the target while maintaining a strong ability to adapt to future developments.**

Once the target and path are defined, it's time for implementation. Our feedback shows that incorporating agile methods into SCoT makes it possible to:

/ **Incorporate implementation into an initiative to re-engineer processes related to new uses,** then into an initiative for change management, training, and deployment to enrich the existing systems;

/ **Prototype and evaluate** to bring users on board concretely (less theoretical documentation) starting from the design phases and throughout the project;

/ **Gradually build a team of business line experts**, promoting a proactive approach in order to have a base of operational experts for the work to come;

/ **Control the budget framework;**

/ **Manage strategically and operationally using reliable indicators** to control not only the path of the project, but also all the functional, technical, and legal tasks necessary for its implementation

This feedback also allows SCoT to incorporate pragmatic, proven tools for each stage of transformation projects (management tools and automated dashboard, collaborative tools 2.0, benchmarking and intelligence units, etc.).

In summary, the SCoT approach guarantees "agility," and permits an openness and an ability to adapt to the significant contextual changes generally endured in transformation programs with several year-long plans. It therefore relies on an iterative, participatory approach in the performance of the work in order to avoid tunnel effects, secure the incremental progress of the project and its tasks, and avoid the side effects associated

with any backtracking in decision-making… **while combining methodological rigor to secure the path and the meeting of challenges.**

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