



RÉPUBLIQUE FRANÇAISE

PRIME MINISTER

**SECRETARIAT GÉNÉRAL POUR LA
MODERNISATION DE L'ACTION PUBLIQUE**

DIRECTION INTERMINISTÉRIELLE D'UNIFORMISATION
DU SYSTÈME D'INFORMATION ET DE
COORDINATION DES ACTIVITÉS

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Paris, July 7, 2016

The Interministerial Director of the Digital State
Information and Communication System

à

Mr. Directeur général des systèmes d'information
et de communication

Subject: opinion on the SourceWeb project.

References :

- Décret n° 2014-879 du 10 août 2014 relatif au système d'information et de communication de l'État, modified by decree n°2015-1165 of September 21, 2015
- Bordeau d'envoi n° 222 DEF/DGSIC/BAG/NP du 15 avril 2016 faisant office de saisine
- Request for additional information ref. 2016-PMR-31 dated May 4, 2016
- Answers to supplementary questions n°2016/188 of June 21, 2016

P.J: appendix

By letter received on April 15, 2016, you asked me for an opinion on the SourceWeb project in accordance with article 3 of the decree in question.

This project, the total cost of which - including internal charges - is estimated by your teams at 15 million euros, is designed to facilitate the work of HR managers in defense base support group (GSBDD).

After an **initial** analysis of the file, a request for further information was made on May 4, 2016, with the aim of clarifying the project's objectives, governance and stages of completion. The clarifications provided led us to agree with your teams that the project has three main objectives:

1. Offer a single web interface for simple and secure data entry into the four current HRIS systems;
2. Create a consolidated database for all military and civilian populations, enabling local and national consultations,
3. facilitate the management of dematerialized documents according to a single classification plan.

With these objectives in mind, SourceWeb is positioned as a pivotal, long-lasting information system for the HR functional area, serving as an interface for consulting and entering information contained in HR information systems.

More than the profitability of this project in terms of headcount reduction, it is therefore the gains in productivity and efficiency of **the department's** HR management that we feel should guide the project. Indeed, the FTE reductions announced in the value analysis are based on fragile hypotheses which make the project's return on investment uncertain. In any case, these gains, which go beyond the scope of this project alone, are not the main proof of SourceWeb's success. That's why I'd like to encourage you to define performance indicators that can measure the quality of the service provided to the public and to managers. They will be essential for objectively assessing the relevance and success of the Source Web system.

Now that the **value** and objectives of this project have been clarified, the analysis of the losses identified leads me to alert you to three series of risks relating respectively to the respect of interests, uses and change management:

In terms of deadlines, the SourceWeb project, which has been running for 2 years, is aiming for its first production launch in 2018. The late nature of this first deadline could lead to a dangerous tunnel effect. Indeed, the project's strong business expectations are likely to give rise to parallel initiatives with which the project will have to dovetail, and which could lead to it being delayed. What's more, the effort required to maintain data quality must be maintained throughout the construction period.

In terms of usage, SourceWeb offers a real opportunity to support the evolution of certain operational management mechanisms. For this reason, I believe that targeting only GSBdD managers, by adapting role management too closely to the current organization, would run the risk of unnecessarily limiting SourceWeb's usability. For reasons of security, there are currently strong reservations about opening up SourceWeb to the administrative staff themselves. Giving staff access to SourceWeb could, however, be beneficial, particularly in terms of data quality and the optimization of HR procedures.

From a change management point of view, SourceWeb does not include an organizational component linked to the deployment of the tool, nor a follow-up of the evolution of the number of Gestionnaires. These two aspects are the responsibility of the Service du Commissariat des Années (SCA). However, the lack of synchronization with the SCA raises concerns about the overall cohesion of the system, the management of change and therefore the effectiveness of the expected results.

At this stage, these risks are not insurmountable and must be managed in order to implement **this project** for the HR **management** of the Ministry of *Defense*. **Accordingly, I hereby give my** assent to the SourceWeb project on the basis of the following recommendations:

1. a first delivery of a **minimum** viable product must be anticipated as soon as possible to anchor this project in operational reality;
2. the customer must be at the heart of the process to optimize the impact of the project;
3. governance must be adapted to guarantee technical coherence and ensure that the organizational project is consistent with the SCA.

These recommendations are detailed and accompanied by implementation proposals in the appendix attached to this opinion. In my opinion, it is essential to take them into account in order to make the SourceWeb system a positive factor in the administration-administration relationship, and to create a strong link between your civilian and military staff and the Ministry.

The DJNSIC is at your disposal to support you in the work ahead. The direction de programme SIRH-Paye will pay particular attention to this project as part of the steering of the project portfolio for the programme de modernisation SIRH-Paye de l'Etat.

In accordance with decree no. 2014-879 of August 1, 2014 on the State's information and communication system, the issuance of this notice terminates the referral procedure.

Le Directeur,



Henri UVERDIÉR

Monsieur le Premier ministre

To the attention of :

Madame directeur du cabinet

Madam Secretary General for Public Action Modelling

Monsieur le ministre de la Défense

To the attention of :

Monsieur le directeur de cabinet

Monsieur le secrétaire d'état chargé du

budget To the attention of :

Mr. Cabinet Director Mr. Budget

Director