**Annex 7 to the final report « New operational information system »**

**Towards a digital transformation programme**

The purpose of this annex is to provide some highlights with regard to a digital transformation programme recommended by the consultant Gartner: challenge to be addressed, objectives and recommended methodology.

*Challenge to be addressed:*

Gartner Research shows that we stand on the brink of rapid and substantial changes in the workplace, including:

* A shift from routine, repeatable work patterns to non-routine work
* A focus on creating a more engaged workforce via HR-led engagement programs
* New forms of citizen interaction enabled by social networking environments
* Accelerating shadow IT investments
* Rapidly changing workforce demographics
* New ways of working, such as crowdsourcing, job sharing and microwork
* Organizations are getting flatter, requiring more autonomy in the distributed workforce
* Workgroups are being extended across different administrations and are increasingly including external resources and partners

One of the immediate challenges will be to set up the Transformation Programme Organization. The team should consist of:

* Programme Manager – leading the execution of the change and reporting to the ITSC
* Programme Support Team – consisting of
  + Programme Support Office - to consolidate planning, tracking and reporting and provide support to the Workstreams to meet the planning and manage risks. Also responsible for the required HR processes of the Programme
  + Architecture Office – to ensure continued compliance of the solutions to the overall Enterprise Architecture Target, give guidance to the Workstreams and prepare architectural decisions
  + Programme Quality Assurance – to ensure the Workstreams continue to meet the stated quality objectives
* Workstream Teams, each responsible for delivering a Work Package
* Horizontal Teams, responsible for delivering foundation components that will be used by each Workstream, such as infrastructure (hosting, network etc.), portal, identity and access management etc.



Figure: Programme Organization

*Objectives:*

**Define a Digital Transformation Programme** which besides being responsible of executing changes to Technology (OpSys systems) also oversees the implementation/changes to Organization, Governance, Processes, Information, Metrics and Employee Engagement.

*Recommended methodology:*

To leverage Gartner’s Digital Workplace framework to shape the Programme to implement the new operational system (see figure below).



Figure: Gartner Digital Workplace Framework