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# BUILDING BETTER GOVERNMENT SOFTWARE AT SCALE

## INDUSTRY ROUNDTABLE



## Road Education and Driving Licenses : Securing the Data of Millions of Citizens

*A successful transformation journey with SAFe 6.0*

12/06/2025



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# BUILDING BETTER GOVERNMENT SOFTWARE AT SCALE

## INDUSTRY ROUNDTABLE



## Speakers today

**Mr. Amine FENDRI**

Head of the Business Applications Office at  
the French Ministry of the Interior



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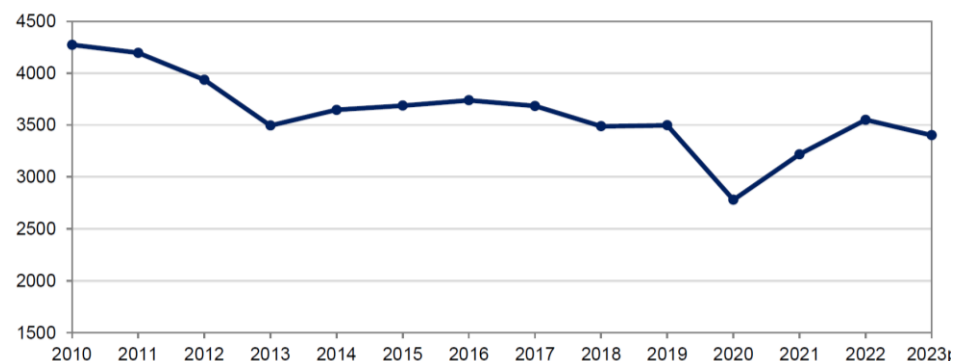
**Dr. Thomas QUARTIER**

Principal Lean Agile Consultant

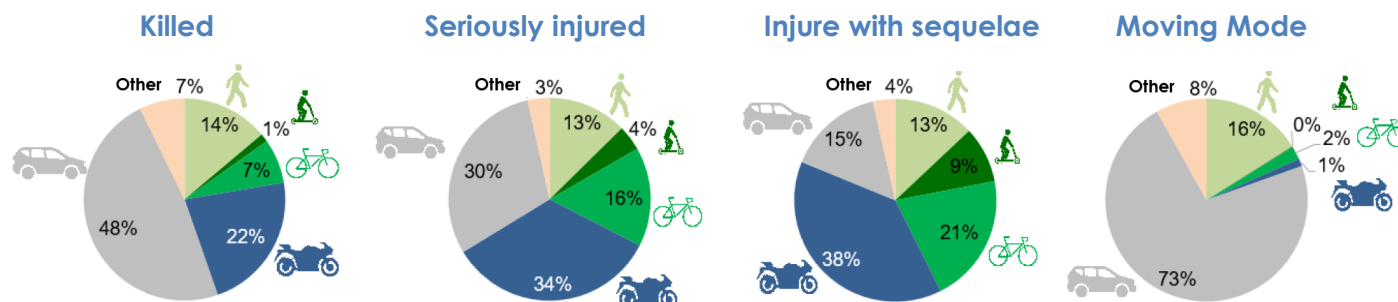
SAFe Government SPCT



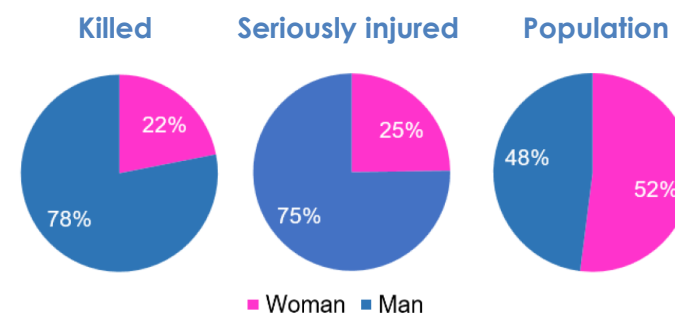
# Our raison d'être, our identity, is to define and implement a road safety policy to reduce the number of road accidents.



**2023 Trends in annual road deaths in mainland France and overseas territories**



**2023 trends by mode of transport in mainland France**



**2023 trends by gender in mainland France**

# We create public value with a system that informs, trains and supports citizens in road safety. We empower them to comply with the law.



With 1.4 million candidates per year, we are the number one exam in France, including 800,000 new candidates each year.



Our ecosystem is made up of 12500 driving schools, 84 public offices, several hundred agents and several unions.

# The main objectives of the Project named ERPC

Replace  
obsolete bricks

Exit from the  
Mainframe

Support the  
2019 political  
reform

## Urbanize the IS

API Strategy

Microservices

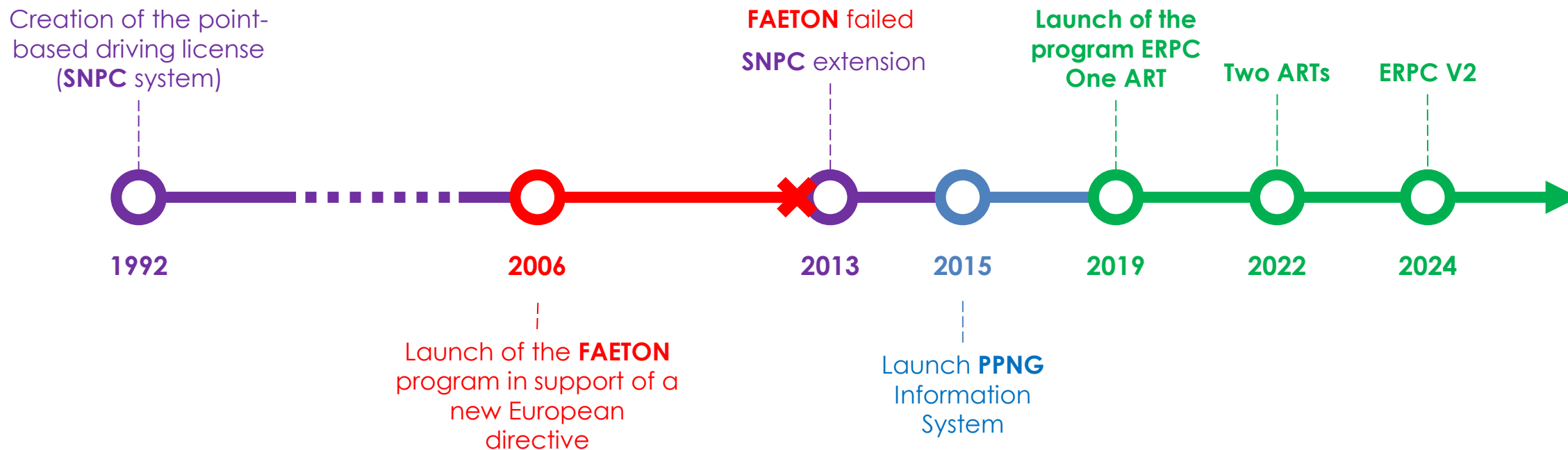
Common  
repositories

Data  
valorization

**Perfect fit with a move to cloud strategy  
and Lean Agile Transformation**

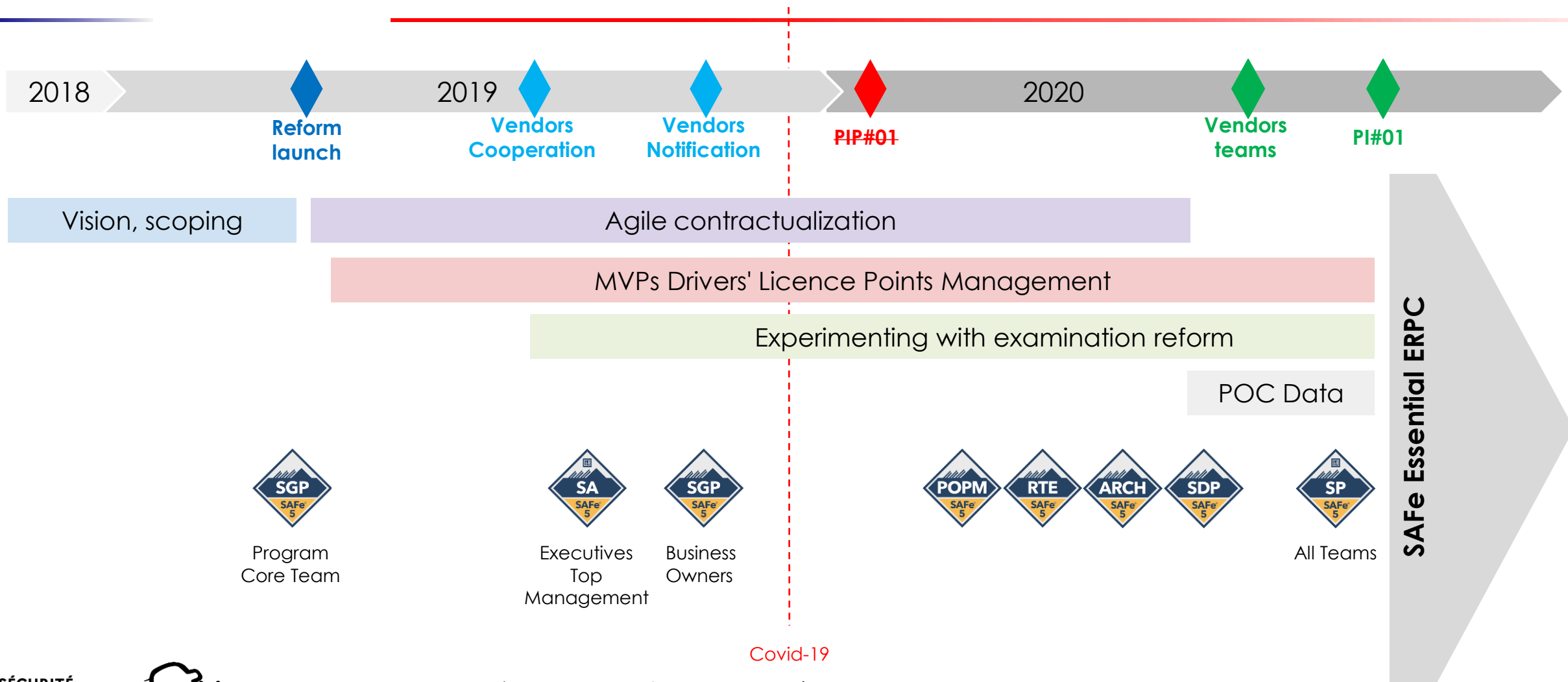
# By 2018, the information system had become too complex, too monolithic, based on technologies from the '90s.

In 2013, we experienced the failure of the project FAETON (waterfall)





# We opted for a long implementation schedule, to learn SAFe, experiment with POCs, MVPs and to adapt to the Covid 19 pandemic.

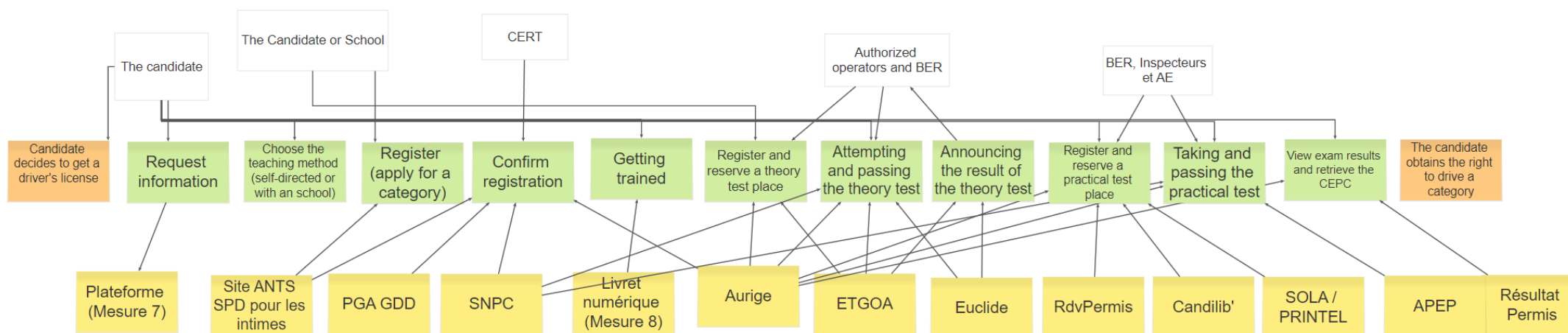


# We've built team spirit by working with all our stakeholders, observing processes and understanding our users and their needs.

## #1 Take an economic view

OVS Name	Obtain a category of driver's license
Description	The user registers for a license category, chooses a driving school, trains for the category, registers for the tests, then takes and passes the tests (theoretical and practical).
Customer	The candidate and his driving school
Trigger	Candidate decides to get a driver's license

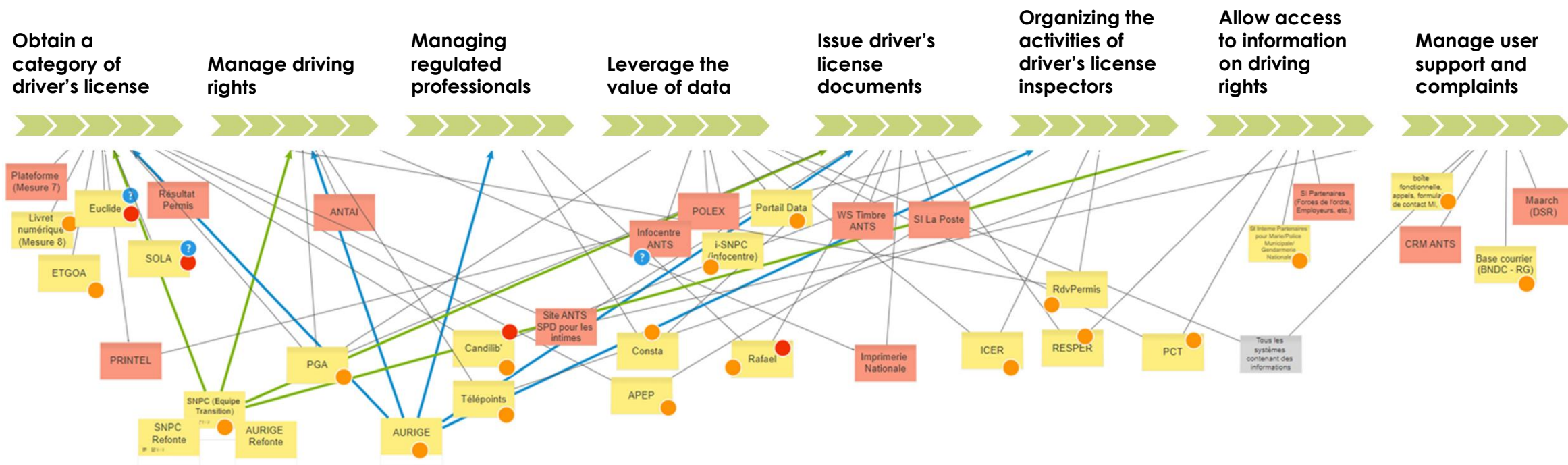
Customer Value	Obtain the right to drive a vehicle in the desired category
Organisation Value	Ensure that the people authorized to drive are sufficiently trained to guarantee road safety.





# We identified 8 Operational Values Streams and 37 related applications or systems.

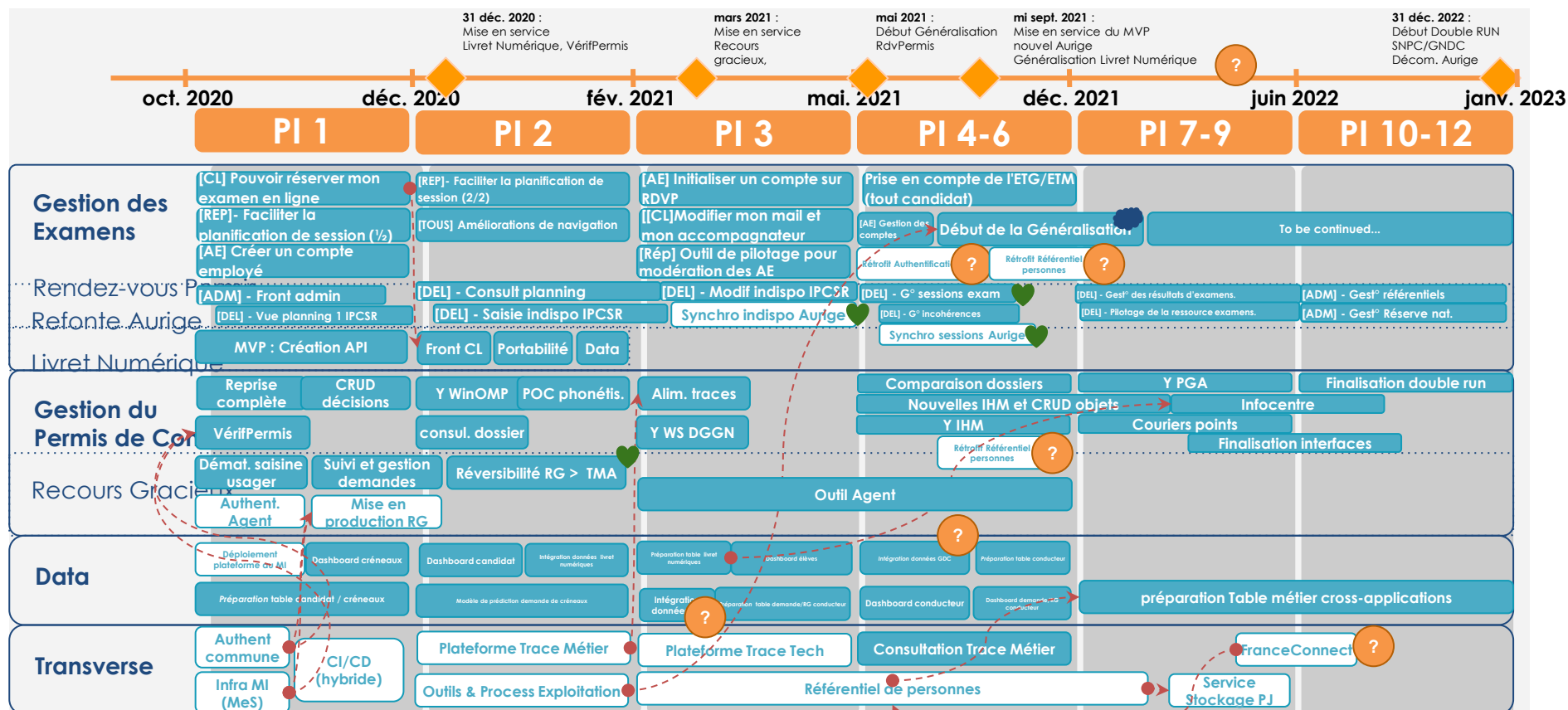
## #2 Apply systems thinking



# Thanks to our long preparation time, we had a good overview of our roadmap, which turned out to be not so bad after all!

## #3 Assume variability; preserve options

## #4 Build incrementally with fast, integrated learning cycles



# To keep us on track, we measured our flow indicators right from the start.



## #5 Base milestones on objective evaluation of working systems

## #6 Make value flow without interruptions

### Flow indicator sample

**16.25j** Deployment Frequency

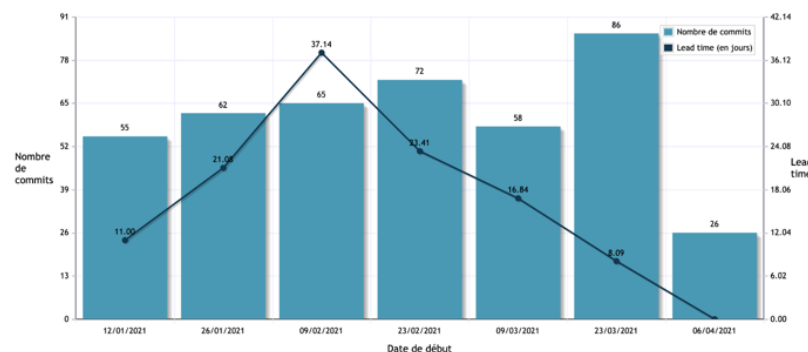
**21.58j** Lead Time

### Stability indicator sample

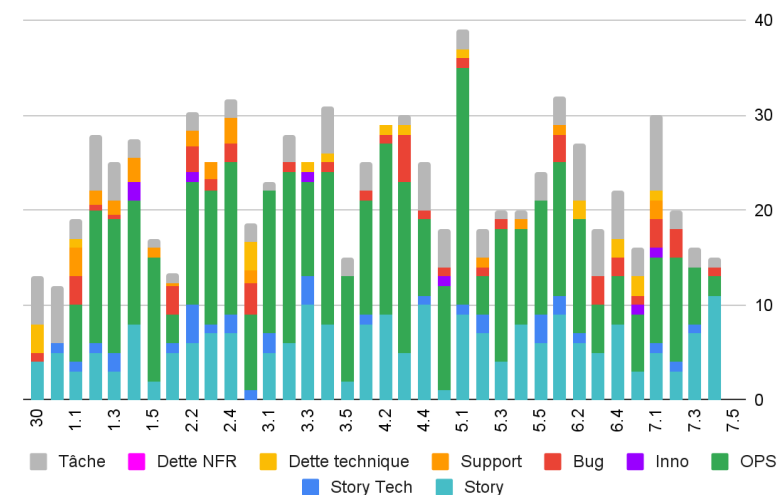
**0.44h** Mean Time To Restore

**60%** Change Failure Rate

### Lead time evolution



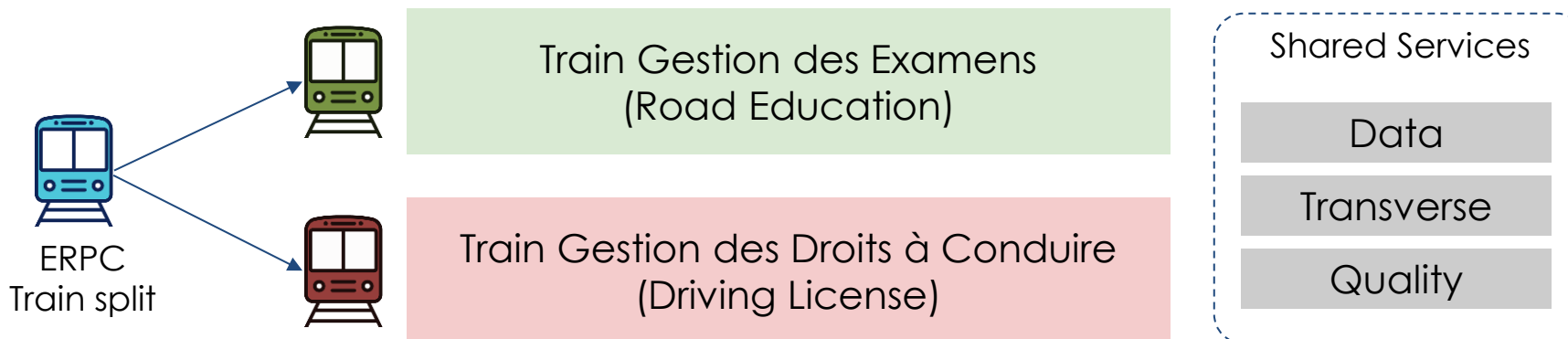
### Color of money



# SAFe has been well integrated into our organization thanks to a strong Agile mindset within ERPC.



## #7 Apply cadence, synchronize with cross-domain planning

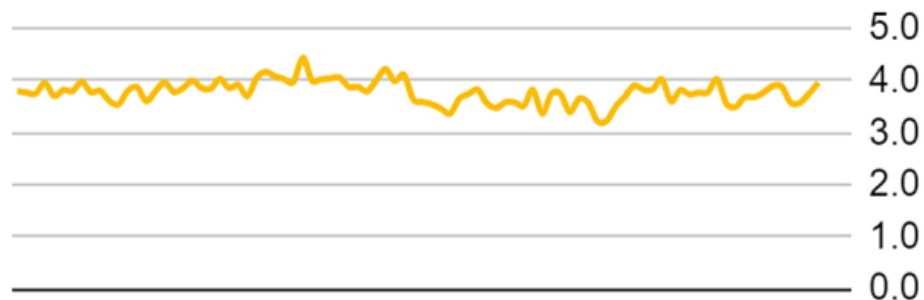


## Key messages

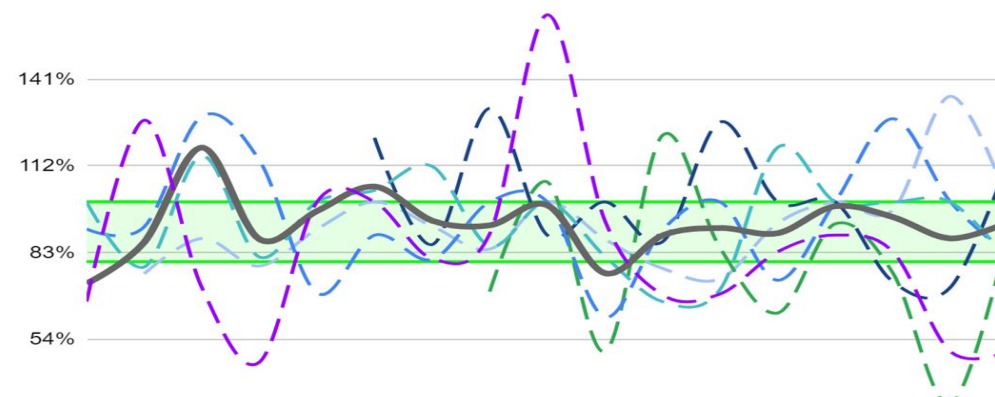
- Product vision: the North Star of the program
- Mature teams lighten rituals
- Co-location, a luxury we can no longer count on
- After 4 PIs, we no longer needed the WSJF to successfully prepare our PIPs.
- A technology foundation that is clear, simple, attractive, and easy to maintain

# Now we know: Happy workers build good products

## #8 Unlock the intrinsic motivation of knowledge workers



ART Mood over 17 PI



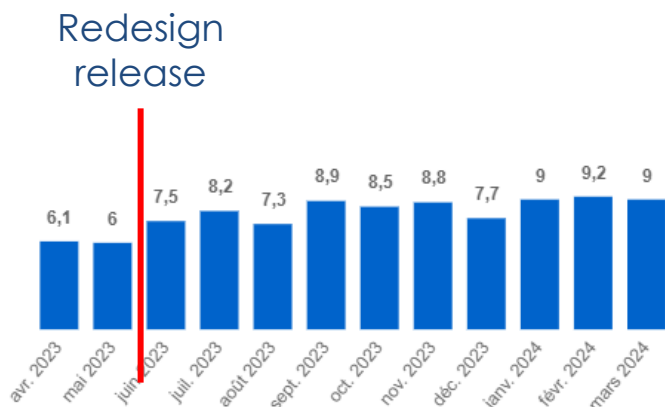
ART Predictability over 17 PI

### Key messages

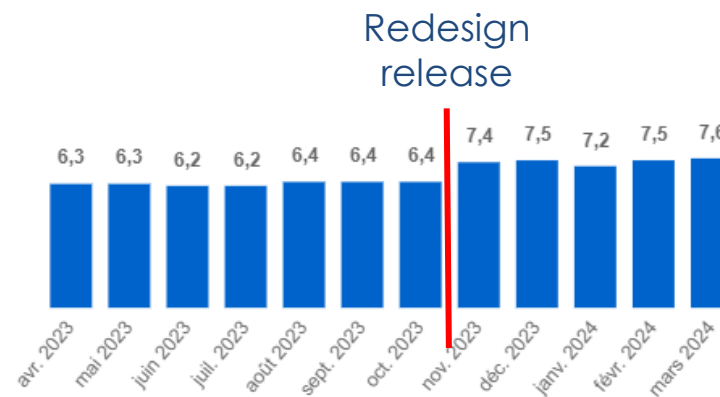
- Empowered teams
- Striving for excellence
- Using state-of-the-art practices (XP, Devops)
- Encourage innovation by/for all
- Always focus on value

# Now we know: A User centric approach ? Yes, it Works

## #9 Decentralize decision-making



Driving test results consultation service  
**User global satisfaction**



Driver's license points balance consultation service  
**User global satisfaction**

## Key messages

- It's a balance between citizens, public officials, regulators and politicians.
- We created the role of ambassador to strike a balance in prescriptions
- Our ART can respond to requests within a few days, It's essential for the user-centric approach.



# Now we know: We succeeded because we were close to all stakeholders

## #10 Organize around value



### We associate

*"Create a collaborative network of experts to co-develop and manage a user-owned application with inclusive stakeholder involvement"*

Frédéric Gillodes, Business Owner



### We help

*"Develop a scalable deployment plan, educate through ambassador networks, and put in place robust user support to handle and track issues and feedback"*

Amine Fendri, Chief Architect, Manager



### We secure

*"Reinforce deployment, facilitate growth, track progress indicators and support deployment with dedicated management tools"*

Marc Julier, Business Owner, Product  
Ambassador

# Thank you !



## 3 takeaways

1. Build trust with stakeholders and teams by creating an inclusive and dynamic work environment.
2. Build and maintain deep business knowledge
3. Strive for excellence and state of the art Lean Agile DevOps practices

## 1 Call to Action

**Read this book**

