

Next Gen PMO (Programme Management Office) for Cloud Delivery and Transformation Services

G-Cloud 14

November 2024





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1 Service Overview

1.1.1 Overview

Capgemini's Next Gen Programme Management Office (PMO) helps Cloud Delivery and Transformation programmes through the scoping, design and implementation of a technology-driven PMO using Agile ways of working, automation, data analytics and reporting visualizations. This helps to create client efficiencies through enhanced delivery speed, coordination, ways of working and risk management.

1.1.2 Key Features and Benefits

Features

- Strategic and operational setup of the Next-Gen PMO model
- Maturity assessment of the existing PMO capabilities and core functions
- Assessment of existing Agile practices with tailored recommendations and roadmap
- Process analysis and implementation roadmaps identifying PMO automation opportunities and benefits
- Identification and analysis of data capture processes and use cases
- Assessment of PMO reporting outputs, tools and visualization dashboards
- Optimization of existing PMO functions such as RAID management
- Ongoing knowledge sharing and transfer for wider public sector benefits
- Multidisciplinary team with PMO expertise and modern transformation delivery capabilities
- Customization of the Next Gen PMO to the programme

Benefits

- Modern technology-driven PMO aligned to programme and public sector requirements
- Existing PMO enhancement or benefits achieved from a new implementation
- Agile framework promotes speed, responsiveness and reductions in delivery risk
- Existing process inefficiencies identified, remediated or re-designed
- Increased effectiveness of data capture, reducing decision-making time
- Enhanced reporting and stakeholder engagement for more relevant outputs
- Optimised PMO functions for speed, quality and impact
- Ongoing knowledge transfer resulting in programme and public sector wide benefits
- Collaborative working approach as the programme and public sector "critical friend"
- Customisable to any Cloud Delivery or Transformation programme

2 Business Need

Capgemini's Next Gen Programme Management Office (PMO) addresses three main issues we see in public sector organisations Cloud or Transformation programmes:

Heightened Delivery Expectations



The public sector is facing heightened delivery expectations from their Transformation and Cloud Delivery programmes, with programmes needing to achieve more with reduced budgets and time in the post-pandemic public sector environment, resulting in increased pressure to deliver on-time and budget to achieve strategic objectives.

Complex Technology Deliveries

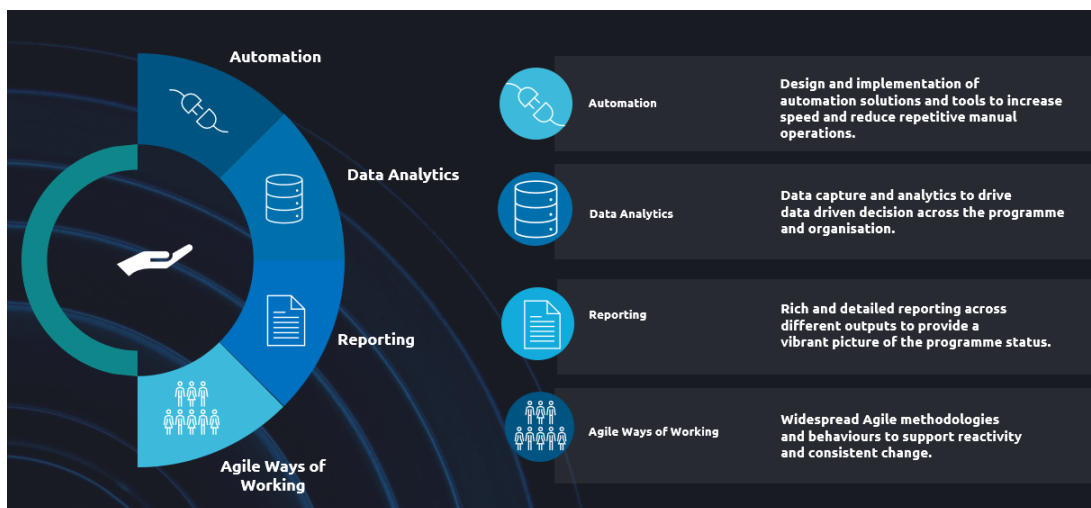
Technology and Transformation Delivery is becoming more complex and interconnected, with the public sector programme environment changing rapidly with little notice, leaving legacy PMOs struggling to keep up and react on time while lacking the critical data and embedded approach to support effective decision making. This is creating a reduced risk management capability where critical cross-cutting dependencies are not being resolved on time and successful delivery is being hindered due to un-managed complexity.

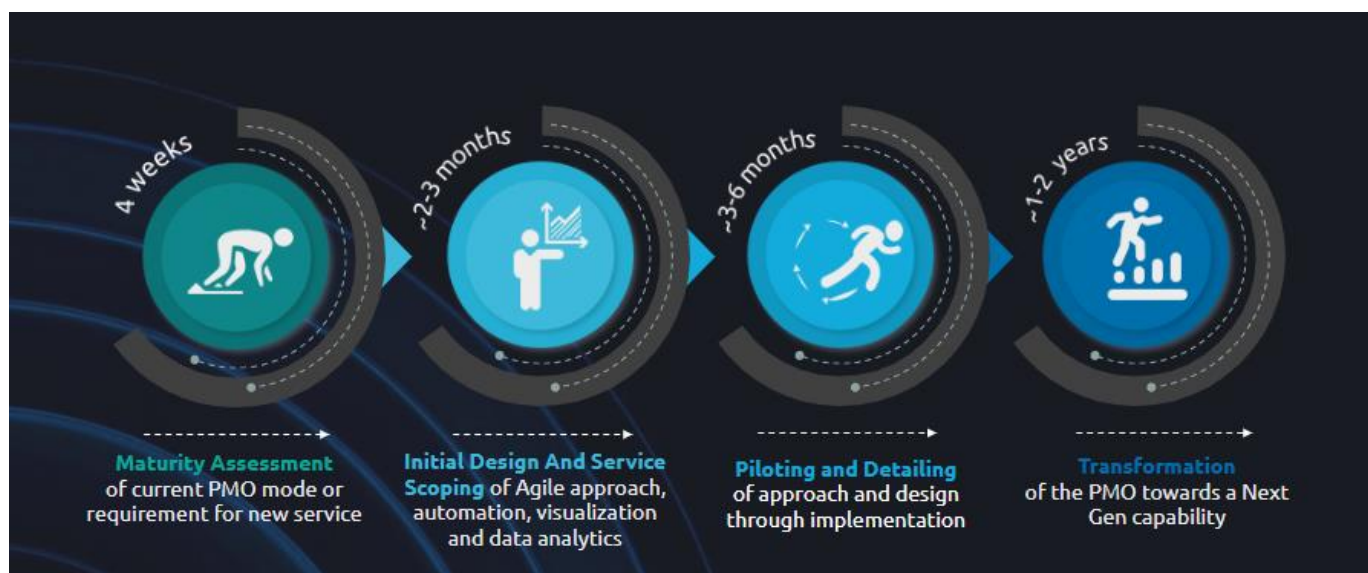
Rapid Technology Change

Technology change in the public sector is accelerating, with increasing volatility in delivery performance being experienced in Cloud Delivery and Transformation programmes. Change is making programmes become increasingly complex and challenging to manage due to the evolving public sector environment, and rapid technological advancements.. These factors are creating an overall lack of confidence from senior executives that Cloud Delivery and Transformation programmes will deliver on time and to budget while achieving their strategic objectives, due to the missing programme coordination and delivery capability critically needed with a Next Gen PMO.

3 Our Approach

Capgemini follows an iterative design, development and delivery approach aligned to the requirements of the Buyer whilst working collaboratively with senior leadership, the existing PMO team and other stakeholders to support ongoing alignment:





Maturity Assessment

The first step in our approach is to understand the current maturity of the existing PMO services or the programme requirements that the future state PMO will be required to support. This is delivered through our uniquely tailored approach using our tried and tested Next Gen PMO maturity assessment methodology, building on our deep experience and thought leadership on PMO functions and activities across multiple sectors. We can consult with your existing PMO team, programme leadership and executive stakeholders to perform an independent assessment of the current state of play and to obtain elicited insights, followed by actionable recommendations unique to the programme. We can also review the maturity and usage of the existing Cloud software and tools used by the PMO and identify actionable recommendations. We can also work with your teams to manage change and drive buy-in for the PMO transformation.

Our maturity assessment seeks to understand current PMO maturity levels in the following areas of existing PMO functions or to define the required maturity levels for a new implementation:

- Agile Ways of Working – To what extent are Agile behaviours, frameworks and ceremonies being used to support PMO and programme delivery, and how effective are they? To what extent are Cloud based tools and software such as JIRA and Confluence being used to support Agile ways of working by promoting team collaboration?
- Process Automation – To what extent are processes being automated or refined to reduce manual PMO operations and time to delivery, and how effective are they at delivering value? To what extent is process automation being used through existing PMO Cloud based tools and software to promote efficiency?
- Data Analytics – To what extent is data capture, transformation and usage being used to support programme and PMO decision making, and is all of the data capture necessary to achieve objectives? To what extent are Cloud based tools and software being used to support data analytics and promote scaled data analysis?

Initial Design and Service Scoping

Following the Maturity Assessment, the next step in our approach is the initial design and service scoping of the PMO services which can be implemented or refreshed. We can work closely with your existing PMO team, programme leadership and executive stakeholders to form a picture of the future state PMO uniquely tailored to your requirements. We would continue to use an iterative Agile design, development, and delivery approach to follow through on identified recommendations, seek and test new ideas and continuously refine the future state PMO model to ensure alignment with the programme being supported. We would continue to identify opportunities where Cloud based tools and software could be used to support the future PMO model through increased efficiency, team collaboration, scaled data analysis and reporting. We would continue to manage change as the activity progresses so we are maintaining buy-in for the transformation.



Our Initial Design and Service Scoping phase will cover four key areas:

- Agile Ways of Working – The design and mapping of a bespoke Agile approach including the overarching framework, key principles and required ceremonies needed to support the PMO and programme with their complex delivery. The design and mapping of the use of Cloud based tools and software to support Agile ways of working.
- Process Automation – The design and mapping of existing PMO functions and processes with a roadmap of opportunities for the use of automation. The design of opportunities where Cloud based tools and software could be used to support process automation.
- Data Analytics – The design and mapping of existing data usage and analytics across the PMO, with a roadmap of opportunities for analytics implementation to support the PMO and programme with their complex delivery objectives. The design of opportunities where Cloud based tools and software could be used to support data analytics.
- Data Visualisation – The design, wireframing and conceptual creation of visualisation and reporting outputs for the PMO and programme across different use cases, with a roadmap for transformation and implementation. The design of opportunities where Cloud based tools and software could be used to support data visualisation.

Piloting and Detailing

Following the Initial Design and Service Scoping phase, the next step is the setup and implementation of coordinated Pilot projects across each of the new capability areas. The Pilot and Detailing phase is used to test the new Agile framework, the automated processes, data analysis and visualisation outputs to meet future state PMO objectives. The Pilots can be used to provide feedback for further modifications or detailing of designs, using our iterative Agile development and delivery approach to support continuous refinement and align our outputs as the Pilot phase progresses. We continue to manage change as the activity progresses, to support ongoing alignment with the transformation.

Our Piloting and Detailing phase will cover four key areas:

- Agile Ways of Working – The initial implementation or upskilling of Agile ceremonies, structure, and behaviours using applied learning, thought leadership, training sessions, and team workshops to gain buy-in for the future state Agile ways of working. The piloting of Cloud based tools and software to support Agile ways of working.
- Process Automation – The setup and implementation of small process workflows, to test identified use cases and confirm their viability before moving into the Transformation Delivery phase. The piloting of Cloud based tools and software to support process automation.
- Data Analytics – The setup and implementation of small analytics use cases to ensure data transformation and viability is confirmed before moving into the Transformation Delivery Phase. The piloting of Cloud based tools and software to support data analytics.
- Data Visualisation – The setup and implementation of reporting and visualisation outputs, to create a conceptual view of the future state for programme senior leadership. The piloting of Cloud based tools and software to support data visualisation.

We continue to follow an iterative Agile development approach throughout the Pilot phase, to continuously evaluate, evolve and refine the outputs to support alignment with future state requirements. Our approach continues to be collaborative as we seek input from programme senior leadership, the PMO team and other stakeholders on progress and outputs to support ongoing buy-in as the transformation progresses.

Transformation Delivery

Following the Piloting and Detailing phase, we then move into the Transformation Delivery Phase. This phase is where we iteratively continue to implement and evolve the new PMO, as we support the transition over to the new Agile ways of working, automated processes, data analytics and data visualisation outputs in place of the existing approaches and ways of working.



Our Transformation Delivery phase will cover the four key areas:

- Agile Ways of Working – The implementation, continued refinement and refreshing of Agile practices, ceremonies, structure, and behaviours to support the PMO. The implementation of Cloud based software and tooling to support Agile ways of working.
- Process Automation – The setup and implementation of live automation workflows and data capture processes for identified use cases. The implementation of Cloud based software and tooling to support process automation.
- Data Analytics – The setup and implementation of live data analytics use cases and processes for identified use cases. The implementation of Cloud based software and tooling to support data analytics.
- Data Visualisation – The setup and implementation of live reporting and visualisation outputs for identified use cases. The implementation of Cloud based software and tooling to support data visualisation.

During this phase, we continue to work collaboratively with programme senior leadership, the PMO team and other stakeholders to support requirements and change management. The PMO can continue to evolve as new requirements emerge, and we can continue to identify ways in which value can be added across the PMO capability areas while refining the existing processes and ways of working. We will continue to identify opportunities where Cloud based tooling and software such as JIRA and Confluence could be used to support the new PMO model. We continue to manage change as the transformation progresses and maintain support from across the programme.

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

The Buyer responsibilities as part of this service are as follows:

- The Buyer will make available the access to senior executives, programme leadership, programme teams and other stakeholder needed to support the offer.
- The Buyer will make available the access to existing networks, systems and data needed to support the offer.
- The Buyer will make available access to hardware and software required to support the offer.
- The Buyer will make available access to existing programme assets, reports and outputs needed to support the offer.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

5 Service Management

This service can be delivered as a defined project or on a day rate basis.

6 Protection of Data



This service is based on a security classification of 'Official'. However, should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form (including as a minimum an exit plan in line with the Call-Off Contract terms) which will be charged for in accordance with the Pricing section for this service.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Partnerships/alliances

Capgemini partners with the leading cloud providers to help our clients deliver tailored solutions, harness the potential of data, and optimise the operation of systems and processes. These partnerships include:

- Microsoft Partner, including 6 Microsoft Solutions Partner Designations (maximum)
- Google Global Premier Partner
- IBM Global Partner
- AWS Partner, including seven AWS Partner Awards in 2023
- Adobe Platinum Partner
- Oracle Diamond Partner
- SAP Global Platinum Partner

Microsoft and Google play a critical role on this service and Capgemini has thousands of Microsoft Certified Professionals (MCPs), Microsoft Azure® certified architects, and Microsoft Cloud Solution architects. Capgemini also works in close collaboration with Microsoft Cloud Solution Architects and has a pool of Google certified professionals to serve our clients.

10 Vendor Accreditations/Awards



For the 12th year in a row, Capgemini has been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.



ISO 9001 Quality Management for Management Consultancy and IT Implementation and services to the Public Sector



ISO 27001:2013 - Provision (Delivery) of IT services including business applications development, maintenance and Data, Digital and Cloud technologies.



NelsonHall has identified Capgemini as a Leader in its 2022 NEAT Vendor Evaluation for Learning Services due to its ability to meet future client requirements as well as its capability to deliver immediate learning benefits to them.



Capgemini is the first amongst consultancy and technology firms to be recognized six times in a row for its thought leadership reports.



2023 Ecovadis Platinum Rating: We maintained a platinum rating, recognising us as a responsible and sustainable business in the top 1% of companies assessed.



Better Society Awards: Our collaboration with Code Your Future to offer digital skills training won a Better Society Award in 2022. The awards celebrate efforts by commercial organisations to create a better society.



Inclusive Top 50 UK Employers List: We achieved second place in the Inclusive Top 50 UK Employers List 2022/23 – a list that assesses companies for best practice on diversity, equality and inclusion



UK Best Workplaces for Women: We were listed as a Best Workplace for Women by Great Place to Work®. This listing is based on responses from our team to an anonymous survey about their employee experience.



UK Best Workplaces for Wellbeing: We are listed by Great Place to Work® as a Best Workplace for Wellbeing



Great Place to Work: We were certified as a Great Place to Work® in 2023, reflecting our employees' experience of working at Capgemini in the UK.



11 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

15 Termination Terms

Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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