PA

Agile business change to support transition to Cloud-based solutions

GCloud Service Description

Bringing Ingenuity to Life.
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Prepared by: PA Consulting
Reference: PA RM1557.14
Version: 1.0

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1.1 Short Service Description

PA's approach to change management creates environments and mindsets to successfully transition to cloud-based solutions. We deliver the full remit of agile transformations: business design, learning/training, culture shaping, leadership and stakeholder engagement. PA supports your business through the transformational journey: adoption, adaption and embedding to realise value of cloud platforms.

1.2 Key Service Features

1. Cultural, behavioural, change specialists for cloud and agile transformations
2. Encourages visible, empowered leadership, communicating a strong strategic narrative
3. Leadership development, learning and training to ensure change-readiness
4. Delivers a shared vision and clear roadmap for direction
5. Ensure staff have the skills/capabilities for future
6. Defines and embeds new values, behaviours and mindsets
7. Governance and process design for cloud and agile adoption
8. Focused on agile methods to deliver benefits
9. A library of change tools, techniques and interventions
10. Scalable approaches, developing internal capability to deliver complex change

1.3 Key Service Benefits

1. Simplicity, agility, efficiency enabling quicker cloud adoption and transition
2. Improving customer and business satisfaction and morale
3. Improving delivery timescales, organisational agility and time to market
4. Holistic change, mitigating impact from perspectives of all affected
5. Leadership coached, supporting new behaviours and ways of working
6. Values driven performance and transition with a common goal
7. Engaging communication delivered though bespoke communications strategy and plan
8. Business and organisation developed to facilitate lasting change

9. Motivating staff, empowering and providing support and training
10. Upskilling staff in Agile and leaving lasting capability

1.4 Service Definition

Organisations exist in a dynamic environment. They are responding to a rapid pace of technological change and sweeping market disruption whilst also striving to create purpose and value to drive innovation, differentiation and growth.

Change in an organisation needs to be managed, and people need to be engaged in a considered way that appreciates the whole context and shifts mindsets. The people element of change makes it too risky to assume that everything will work out during a time of disruption.

Change in an organisation needs to be designed and managed so that desired outcomes can be successfully delivered and sustained. People hold the power to influence the outcome of any change. Their change experience and appreciating every person's role in the success of a change initiative must be prioritised.

PA's change management experts and their approach provide the structure, tools, encouragement and inspiration needed to enhance the value of the people elements of change. Adoption rates will be quicker, new behaviours will be introduced faster and employee experiences will improve.

Our **Catalysing Change** approach elevates people into powerful catalysts of change by:

- driving outcomes through strategic thinking
- using data to inform all phases of change
- inspiring individuals and galvanising leaders to embed new behaviours
- empowering people through cocreation and participation.

Experience informed insights coupled with generating and processing people data to inform change management activities.

Leading change

Leaders share the vision, demonstrate empathy, role model changes, build trust and empower their followers.

Insights, data and readiness

Make it Essential...

Make it Ready...

Make it Happen...

Change lifecycle

Strategy and outcomes

Define a strategy and guide changes so that they have benefits and purpose in mind throughout, and measure real-world value.

Make it Stick...

Co-creation and engagement

Communicate creatively and establish a genuine two-way conversation involving people in shaping their future.

People networks, communities and systems

Reaching all corners of the organisation and giving a voice to those that can influence change in others.

Behaviours and mindsets

Define the specific behaviours that are required to support change and deliver interventions that build new habits and new ways of working.

Strategy & outcomes

A strategic approach to change management will enhance the value of the people elements of organisational change. We define a strategy for success that has benefits and purpose in mind throughout. Change interventions are anchored in the strategy which provides direction and consistency. We are also versatile and adapt, maintaining a clear connection between the changes delivered, desired outcomes, and real-world value to the organisation.

When you get this right:

- Clearly defined outcomes guide decision making towards maximising value.
- The rationale for change is clearly communicated as the relationships between changes, outcomes and real-world value to the organisation is understood.
- Quick wins are realised and garner momentum for further changes.
- Sensitivities relating to the changes are highlighted from the start and inform the delivery approach.

Insights, data & readiness

Organisations need to tackle their critical people and change challenges by making data driven decisions. Activities in the build up to a change need to be directed towards making sure those impacted are ready for the change. The benefits of a change are maximised when the outcomes are measured and this insight is acted upon. We leverage pre-existing data and uncover new data sources and couple this evidence-based thinking with experience-informed insights. We generate and process data to inform all change management activities, allowing us to tailor them for the context of the organisation, the specific changes being delivered and to personalise change experiences.

When you get this right:

- Analysis is conducted in line with the change strategy and with organisational value in mind.
- Change impact and readiness assessments inform the change approach and guides the prioritisation of key activities.
- Metrics are tracked over time to quantify the outcomes changes are having within the organisation.
- Confidence in change management activities is high, and evidence provides reassurance.
- Assumptions are challenged and ideas are tested. Lessons are learnt from the data generated.

Leading change

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When you get this right:

- A connection between the case for change and a leader's sense of purpose to inspire and motivate others is made.
- Leaders feel confident that they have the right skills, experience, knowledge and behaviours to deliver change effectively.
- High-performing leadership teams are built that can learn from each other and work together to thrive.
- People are engaged when their leaders listen, and provide frequent, impactful communications that they can connect with. This builds trust and creates safe spaces for people to want to change.
- Leaders demonstrate emotional intelligence. They recognise their own emotions and those of others and consider the impact on how best to implement change.

Co-creation and engagement

It's important to give people an experience and generate emotion to achieve the engagement levels needed to affect enduring change and achieve real business outcomes. We communicate creatively to land important messages and establish a genuine two-way conversation, so staff are involved in shaping their future. We listen, encourage transparency and act based on feedback. We use digital channels to increase the opportunities for people to contribute.

When you get this right:

- Staff feel empowered by participating in the shaping of their future
- Changes are designed and delivered with the people impacted in mind, and their journey is tailored.
- People's needs and concerns are addressed, and communications are sensitive to their place on the change curve.
- Resistance is anticipated and managed.
- Creativity is embraced and there is scope for discussion and debate.

People, networks, communities and systems

Change acts like a dynamic system. Formal and informal networks, and online communities, are needed to reach all corners of an organisation to explore changes and generate conversations. We harness the whole stakeholder landscape and understand how different information needs to travel to have an impact. We leverage management structures and build relationships. We give a voice to those that can influence and encourage change in others.

When you get this right:

- Local teams and change champions are involved and form the bedrock for generative change.
- There is clarity on the roles and responsibilities for change activities and teams are engaged with the change.
- Organisational systems flex to create and disseminate communications and maintain an ongoing dialogue.
- The diverse range of stakeholders is fully recognised and considered. A range of engagement options is provided, and efforts are focused towards where they are most needed.

Behaviours and mindsets

Changing mindsets and behaviours needs clarity, consistency and tenacity. Behavioural change is an emotional as well as a rational process and successful solutions tap into both parts of the brain. We use a diagnostic approach, defining the specific behaviours that are required to support change and identifying the best levers for introducing new habits. We make this tangible and meaningful for people and thread behaviour change into all aspects of change delivery.

When you get this right:

- There is time and space to explore and discuss the desired behaviours and 'what's in it for me'.
- All levers for change are pulling in the same direction. Everything from reward systems to signs and symbols reinforce behavioural change.
- It is recognised as a journey that can take several years.
- Efforts are focused on a small number of the most salient new behaviours and delivering real-world value from these.
- Behavioural change is a broad agenda – not a postscript to your change programme.

Change lifecycle

There are four phases to the Catalysing Change approach. When moving through these phases, they need to be thought about as a build, rather than being exclusively sequential. To maintain momentum you must not lose sight of the activities associated with a previous phase. It's important to consider the phase of a change from all different perspectives. Different stakeholder groups impacted may perceive the change to be at different phases at the same point in time, depending on their level of engagement. The phases also lend themselves to an iterative delivery, depending on the type of change.

Make it essential

Creating urgency and commitment, understanding the context and building the story to be communicated. The problem or opportunity is identified as are the needs and motivations of those impacted. The foundations for success are set.

Make it ready

Delivery momentum is built as plans come to life. The vision is communicated, early wins are delivered, and benefits start to be realised.   Risks and stakeholders are managed, data is collected and a detailed understanding on the impact of changes for individuals is co-created.

Make it happen

The most significant changes are implemented, and the value of the change can start to be assessed as benefits are measured. If change is iterative, feedback can be captured and fed into both the changes themselves and the change management activities delivered, supporting successful subsequent implementations.

Make it stick

New ways of working are reenforced and embedded. Success is celebrated and the efforts of those involved are rewarded. Build on the change management skills developed and the data generation and interpretation processes established, to act upon the lessons learnt and support ongoing change.

In summary, our Catalysing Change approach:

- Places equal emphasis and importance on each phase of the change lifecycle.
- Is a flexible approach to delivering change, rather than a series of methodical steps that must be followed in a particular order
- Blends theory with extensive practical application
- Works effectively with Agile software development
- Represents a holistic approach to change, sensitive to culture and context
- Can easily be adapted or integrated with your existing change approach, for instance by co-creating a bespoke version of our framework that uses your language and ideas to make it more accessible.
- Is an integral part of our assignments, with all of our consultants receiving training to use it

1.5 Why PA?

PA Consulting Group (PA) is a leading IT consultancy and one of the largest advisors to the UK government. We work as a trusted partner to help the UK Government apply an assured cloud delivery approach when developing their most complex information systems and cloud solutions.

PA is well placed to work with clients to help assess readiness, design, build, deliver, and test, to take advantage of cloud solutions. We will bring:

- Leading experience in identifying the costs and complexity drivers for moving existing or new IT services to cloud environments.
- Experience and knowledge to challenge the client organisation to ensure the key stakeholders are aligned ahead of the move to a Cloud solution.
- Access to the latest cloud vendor migration developments, ensuring a best-in-class approach, based on our work with major clients in both the public and private sector in the UK and overseas.
- Experience supporting cloud, in-house and hybrid systems side-by-side

More specifically we will bring:

Ideation & Strategy:
- Cloud strategy and advisory services
- Assessment of cloud readiness
- Cost-benefit analysis and ROI modelling
- Security and compliance assessment

Design & Architecture:
- Custom cloud architecture design
- Integration with existing IT infrastructure
- Multi-cloud and hybrid cloud solutions
- Disaster recovery and business continuity planning
- Robust solution delivery meeting GDS best practice and ISO27001

Development & Deployment:
- Cloud-native application development
- Containerization and microservices & serverless architecture
- DevOps practices and CI/CD pipeline setup
- Automated testing and quality assurance

Implementation & Migration:
- Data migration to the cloud
- Legacy application modernization
- Cloud service provider selection and management
- Implementation of Infrastructure as Code (IaC)

Operations & Management:
- Continuous monitoring and incident management
- Performance optimization and cost management
- Backup and restore operations.
- User training and change management.

Innovation & Scaling:
- Scalable infrastructure to support growth.
- Implementation of AI and machine learning capabilities
- Internet of Things (IoT) integration
- Ongoing innovation workshops and R&D

1.5.1 Social Value

Building a positive human future is at the core of PA's organisational purpose and we live this value as a key advisor and partner to the UK public sector and by delivering tangible benefits to communities and society.

We are passionate about the positive impact PA can have on wider society, making a significant contribution to efforts in tackling inequality, wellbeing, online safety and ensuring effective stewardship of the environment and fighting climate change.

We are committed to maximising Social Value by using our specialist knowledge and skills to develop firm-wide health, well-being and, diversity and inclusion initiatives for our own people, project-specific initiatives with our clients and wider community benefits. We can work with you to deliver measurable improvements across your key social value initiatives.

1.5.2 Security Clearance

PA are a government List X accredited company who have a dedicated Security Vetting team. This allows PA to achieve security vetting of its employees in a time effective manner ensuring the correct processes are always followed (In accordance with the Security Policy Framework). As a matter of standard process, PA puts all its eligible employees through the Baseline Personnel Security Standard (BPSS), set out by the Cabinet Office. Those employees working on, or planning to work on, government

projects are automatically put forward for SC clearance which are processed via UK-SV (formally the Defence Business Services – National Security Vetting). PA also process DV vetting through the UK-SV and other agencies, these are generally client sponsored.

PA currently have a large pool of cleared individuals (80% of UK Staff). Should a resource be identified where clearance is needed, the PA Security Vetting team will then process the individual through the relevant clearance procedure. The team will also be able to validate all existing clearances held by PA employees when requested.

1.5.3 Next Steps

This service is intended to help customers develop and deliver successful outcomes regardless of the life cycle stage they are at. PA prides itself on working with clients and helping them to deliver outcomes whilst also providing them the ability to 'stand on their own' so that they can move their solutions forward without future involvement. Please contact us on GCloudFramework@paconsulting.com to discuss your needs further.

About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

PA. Bringing Ingenuity to Life.

Discover more at paconsulting.com and connect with PA on LinkedIn and Twitter.