



MAXICA® CONSULTING
Business & IT Management Consultancy

G-Cloud 15

**PMO as a Service
(PMOaaS)**

Service Definition



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1 OVERVIEW

PMOaaS puts strategy execution at the centre of business and IT change. It is the fabric of *'who'* and *'how to'* rapidly improve current and future state project delivery capability to accomplish goals and objectives by:

- Providing Maxica Consulting's skills and project, programme and PMO talent on demand;
- Utilising adaptable project delivery frameworks and deployment methodologies;
- Enabling people & culture alignment for brilliant collaboration;
- Providing PMO as a service for right-fit governance;
- Delivering portfolio management strategic prioritisation tools;
- Enabling single source of truth reports, KPI dashboards and balanced scorecards.

2 SERVICE DEFINITION - PORTFOLIO, PROGRAMME AND PROJECT MANAGEMENT SERVICES

The **Maxica Consulting** Portfolio, Programme and Project Management method has developed from supporting multiple clients across public and private sector organisations. Both sectors are continuously looking for projects to unlock value for their customers with new products and services, and a quicker and less capital-intensive means of delivering business improvement and cloud integration. This needs to be underpinned by a rigorous but adaptable governance framework that ensures that the maximum return on investment is delivered at the most appropriate mix of cost and acceptable risk.

Maxica Consulting is **specialised and highly skilled** in providing these services within organisations that rely heavily on information technology to deliver their services. Maxica Consulting can provide end-to-end Portfolio, Programme and Project Management to ensure effective and efficient delivery. We regularly assist with all the following (and more) in the pursuit of great project delivery and efficiencies:

2.1 BUSINESS AND IT STRATEGY OBJECTIVES

- **Ideate and Initiate** - Services to define specific outcomes and goals; verify strategic roadmap; Set scope and ensure coverage (e.g.: leveraging Maxica Consulting proven strategic prioritisation capability).
- **Business Case and Policy Definition** - Services to identify specific needs in relation to the strategic vision, elaborate on the benefits and mapping them to business areas with dependencies; develop case for change and associated cost models.

2.2 BUSINESS AND IT STRATEGY ENABLERS

- **Planning and Mobilisation** - Services for estimation and scheduling, resources planning, culture alignment, quality planning and management.

- **Design and Delivery Management** - Services for scope management; Stakeholder planning and management; Schedule and plan management; Financial planning, management and control; Resource planning, management and utilisation, performance management.
- **Service Transition and Closure** - Services for closure assessment, warranty management, service introduction to live service, benefits management and enabling continuous improvement.

For many years, Maxica Consulting services has been effective using a variety of methodologies across many industry sectors delivering Portfolio, Programme and Project management for our clients based on their specific needs and requirements. We have a toolset to cater to the needs of every client.

3 SERVICE AREAS – IDEATE AND INITIATION

Portfolio, Programme and Project initiation services aim at setting up programme and projects of varied sizes and setting up the foundation and support to enable success. These services include:

- **Strategic fit** - Ensure that the scope is aligned to the vision of the organisation and set up processes accordingly to ensure that this is reviewed in a timely fashion; validate alignment with broader change portfolio through deployment of proven capability models.
- **Scope coverage** - Ensure that the scope is defined and prioritised ensuring coverage across all areas of the business that might be impacted. Define the expected outcomes and objectives of what success looks like on programme completion.

4 SERVICE AREAS – BUSINESS CASE AND POLICY DEFINITION

Services to pick up a scope definition, build a Business case or policy and evaluating it against the corporate strategy and identify the benefits that are to be realised through the programme. The service covers:

- **Cost Modelling** - Ensure that key programme cost drivers are identified and that the scope and scale of costs likely to be incurred during the course of the programmes execution are identified, defined and estimated.
- **Benefits Mapping** - Ensure that all the benefits – both tangible and intangible are listed out and mapped out against the Business areas with any risks and dependencies that might impact the realisation of these benefits.
- **Benefits Realisation Planning** - Develop a strategy and plan for the realisation of the benefits from the mapping to be able to assess at the programme closure and beyond. This will ensure that each benefit mapping have timelines and ownership against them to be able to assess the success of the Business case that is put forward.

5 SERVICE AREAS – PLANNING AND MOBILISATION

Once the Business Case has been approved the planning and mobilisation activities are kicked-off and will vary based on the methodology of execution of the programme. The services include:

- **Programme / Project Estimation and Scheduling** - Ensure that a plan is drawn up with estimates for effort, timelines, budget that aligns to the Business objectives (aligned to strategic plan).
- **Resource Planning** - Ensure that the capability and capacity requirements of the resources are outlined in alignment with the operational needs of the organisation.
- **Controls** - Ensure that the right controls are in place to manage the optimum levels of delegation and tolerances by identifying the sponsors, champions and the programme/project boards and levels of decision making expected from them; align controls to wider QMS framework.

6 SERVICE AREAS – DESIGN AND DELIVERY MANAGEMENT

When the program is inflight, key parameters will be defined to support the governance of Portfolio, Programme and projects by managing and tracking the different aspects that ensure successful delivery. These include:

- **Scope Management** - Manage and control the scope as defined and make sure these are updated to align to the Business objectives at all levels. This also includes having well defined change control mechanisms in place.
- **Time and Schedule Management** - Project/Programme Management office to manage the plan and track the programme centrally.
- **Cost Control** - Ensure there are rigorous process in place to effective plan, forecast and track actuals the cost on the programme.
- **Risk Management** - Track and maintain a log of Risks, Issues, Assumptions and Dependencies at all levels of the programme to be able to identify re-planning effort that might be required as an outcome of changing business needs and see that that risks are mitigated ahead of time.
- **Stakeholder Management** - Ensure that the stakeholder map is updated through the life of the programme and modified as necessary to cater to the Programme Objectives.
- **Resource/Supplier Management** - Ensure that all relationships are managed as per process and ensure performance reviews as necessary.
- **Communication Management** - Ensure that all stakeholders are updated on key decisions and progress of the programme. Ensure effective communication frequency and plan in place to drive effective change and/or transformation.

7 SERVICE AREAS – CLOSURE

Effective delivery of a programme or project can be defined with a list of outcomes that have been achieved by the business and ability to sustain the change and ensure business continuity. This service includes:

- **BAU Handover** - Effective hand over to the business and ICT teams after implementation of the project/programme / post early life support.
- **Closure Assessment** - Ensure that the programme/project has achieved what it was set out to achieve as per the Business Case.

- **Warranty Management** - Ensure that the Warranty agreements are in place and is adhered to and that the business has easy access to the relevant information to ensure business continuity.
- **Benefits Handover** - Handover the benefits realisation to the business to track and report the benefits following the implementation.
- **Continuous Improvement** - Ensure that the lessons learned over the course of the programme are identified retrospectively and are then used to drive planning of programmes in the future.

8 ADMINISTRATIVE AND MISCELLANEOUS

8.1 SECURITY AND CLEARANCES

The majority of our work for both public and private sector clients is at IL2 but we work in the Official and Secret domains.

8.2 ISO 27001, ISO9001 AND CYBER ESSENTIALS

Our Information Security processes are directly guided by ISO 27001, ISO9001, and our Cyber Essentials certification. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist, we shall apply our own SyOPs.

8.3 BACKUP, RESTORE AND DISASTER RECOVERY

For the provision of consultancy, the backup, restore and Disaster Recovery of systems, data and information is not normally applicable. We will of course address backup, restore and Disaster Recovery on projects and work packages that require such, in any way, to any degree or depth.

8.4 INTELLECTUAL PROPERTY (IP)

We have significant IP and accelerators, we bring to projects and work packages, IP we bring to any project we retain; IP we develop for a client funded project or work package if different is owned by the client. Ownership of IP is addressed at the start of projects.

8.5 ON-BOARDING AND OFF-BOARDING

Where we develop and deploy a service or capability, we will in good time with the client develop an appropriate skills transference regime with on-boarding and off-boarding approaches which may include formal training, OJT, CBT or perhaps the identification and/or selection of appropriate client resources with the right aptitude for the continued operation of the service or capability. We will expect a similar approach where we might assume responsibility for the provision of any support, service or capability from a client or previous contractor. If required, we can address TUPE transfers.

8.6 TRAINING AND SKILLS TRANSFERENCE

Where such is required, we are keen to assist clients in developing their staff and supporting self-sufficiency. We are happy to discuss how best to assist with a client. This would be a costed option.

Our primary methods are through workshops, mentoring and guided OJT. We can through partners deliver more formal instructor led and CBT packages and Webinars.

8.7 SERVICE PRICING AND DISCOUNTS

Pricing is covered in the separate Pricing Document, Pricing for specific work packages or projects shall be confirmed, with any discounts we may see fit to offer against the prices stated which are the maximum per unit / skill.

8.8 ORDERING AND INVOICING

We are happy to assist in drafting and developing the statement of the deliverables and deadlines, prices and T&Cs in the PO paperwork to ensure the PO passed to client's commercial departments will be acceptable first time to both parties, where that approach is acceptable to the client. The invoicing approach shall be determined by the length and complexity of any work package, project or programme. We can apply a Time and Materials (T&M) or a Fixed Price approach based on the Firm Prices offered in the Pricing Document. We will agree the invoicing regime with the client. Payment terms are covered in the T&Cs document but are standard 30 day terms.

8.9 TERMINATION TERMS

By Consumer, we have never been in a position of terminating a contract at a client's request, however for consultancy projects we expect a notice period of one month to terminate. The notice period can be discussed where it might be beneficial for the client to be longer to allow for on-boarding of replacement staff or suppliers.

8.10 CONSUMER RESPONSIBILITIES

Government Furnished Information (GFI) The Consumer is responsible for the provision of such background information, including access to information systems, subject to Impact Level and personal security clearances that may be required to facilitate successful work package or project outcomes. We include user requirements and system requirements in GFI. We can deploy various approaches to Requirements elicitation and management from lower level MoSCoW method to use of more complex such as our strategic prioritisation tool.

Government Furnished Equipment (GFE) We do not believe there is a requirement for any GFE, however, if such is determined as needed during any Work Package or project this shall be discussed and agreed with the Consumer.

Access, the consumer shall provide access passes for buildings as may be required for the duration of the project or work package, we shall provide evidence of security clearances as may be required by our consultants to support the work package or project. Access passes shall be handed back to appropriate security personnel on cessation of any work package or project.

8.11 RISKS, ISSUES AND OPPORTUNITIES

We shall actively participate in the identification, analysis, management and mitigation of risks and issues and realisation benefits or opportunities and expect the same of the consumer. This may

require us to be given access to relevant projects risks, issues and opportunities plans and tools for the work package or project.

8.12 STAKEHOLDER ENGAGEMENT

We are happy to and expect to assist in stakeholder engagement and expectation management at any and all levels and expect the consumer to have ensured that stakeholders are aware of our being engaged for any task. We are happy to draft and agree forms of words as introductions to stakeholders and use any approved message the consumer requires us to deliver or adhere to. We will utilise various approaches to Stakeholder Management including the facilitation, management and delivery of workshops which is a core skill. Stakeholder Management can be supported by a RACI (Responsible, Accountable, Consult, and Informed) Tool for more complex work packages, projects and programmes, which can be web enabled.

8.13 PLACE OF WORK

We will work from any stated client site or sites, including international sites, or from our Head Office in Bracknell however we prioritise Home Working where it is appropriate, the client agrees and the information we are using is unclassified. Work at a main client site is included in our quoted price. Work at other sites is normally covered by an agreed Travel and Subsistence T&S Limit of Liability (LoL). T&S rates are covered in the separate Terms and Conditions Document.

9 SERVICE MANAGEMENT

9.1 ROLES AND RESPONSIBILITIES

The following table defines the ITIL version 3 responsibilities.

	Clients	Managers	Consultants	Directors
Service strategy	I	C	R	A
Strategy management To assess the service provider's offerings, capabilities, competitors as well as current and potential market spaces in order to develop a strategy to serve customers	I	C	R	A
Service Portfolio Management To manage the service portfolio. Service Portfolio Management ensures that the service provider has the right mix of services to meet required business outcomes	I	C	R	A
Demand Management To understand, anticipate and influence customer demand for services	I	C	A	R
Financial Management for IT Services To manage the budgeting, accounting and charging requirements	I	C	R	A
Business Relationship Management To maintain a positive relationship with customers	C	R	R	A
Service Design	I	C	A	R
Design co-ordination Coordinate all service design activities, processes and resources (i.e. future non-project changes to the infrastructure)	C	C	R	A
Service Catalogue Management Ensure that a Service Catalogue is produced and maintained	I	C	R	A
Service Level Management To negotiate Service Level Agreements with the customers and to design services in accordance with the agreed service level targets	C	R	R	A
Risk Management To identify, assess and control risks	A	R	R	R
Capacity Management	A	R	C	I

To ensure that the capacity of IT services and the IT infrastructure is able to deliver the agreed service level targets

Availability Management

To define, analyse, plan, measure and improve all aspects of the availability

IT Service Continuity Management

To manage risks that could seriously impact IT services

Information Security Management

To ensure the confidentiality, integrity and availability of an organisation's information, data and IT services

Compliance Management

To ensure IT services, processes and systems comply with enterprise policies and legal requirements

Architecture Management

To define a blueprint for the future development of the technological landscape

Supplier Management

To ensure that all contracts with suppliers support the needs of the business

Service Operation

Event Management

To make sure CIs and services are constantly monitored, and to filter and categorise Events in order to decide on appropriate actions

Incident Management (including critical incident management)

To manage the lifecycle of all Incidents

Request Fulfilment

To fulfil Service Requests, which in most cases are minor (standard) Changes

Access Management

To grant authorized users the right to use a service, while preventing access to non-authorized users

Problem Management

To manage the lifecycle of all Problems. The primary objectives of Problem Management are to prevent Incidents from happening, and to minimize the impact of incidents that cannot be prevented

IT Operations Control

I	C	R	A
A	R	C	I
A	R	R	R
A	C	R	R
A	C	C	C
A	R	R	C
C	C	R	A
C	A	R	I
I	A	R	R
C	A	C	C
A	I	C	R
A	R	R	C
A	C	I	I

To manage the physical environment where the IT infrastructure is located

Technical Management

Technical Management provides technical expertise and support for the management of the IT infrastructure

Application Management

Application Management is responsible for managing applications throughout their lifecycle.

Service Transition

Change management

Release and deployment management

Service validation and testing

Service asset and configuration management

Knowledge management

Continual Service Improvement

Service review, process evaluation, and define and monitor continual service improvement initiatives.

A	C	C	C
A	C	I	I
A	R	C	I
A	R	C	I
A	R	C	I
A	R	C	I
A	R	C	I
A	R	C	I
C	C	R	A

9.2 INCIDENT MANAGEMENT

The table below identifies the escalation flow for incident management. This flow has been defined to be consistent with existing support flows and is not an attempt at redesign of our client's operational responsibilities or escalation paths for incident management and support hours.

	Action		
Step	Escalation source	Action	If resolution not possible escalate to
Step 1 – Client	Issue related to Maxica delivery	Contact Maxica PMO Manager	Maxica PMOaaS Service Manager or lead consultant
Step 2 – PMOaaS Maxica Service Manager or Lead Consultant	Maxica PMO Manager	Contact client and organise conference bridge with PM	Escalate to Maxica Director
Step 3 – Maxica Director	Maxica PMOaaS Service Manager or lead consultant	Join conference bridge and/or go to client site	N/A
Support details	Hours of support	Contact method	Response time

	9 to 5, M-F excluding bank holidays (per project weekend cover confirmed in advance)	Contact number: +44 (0)333 700 2014	4 hours
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The table below lists the contact details for each of the roles described above.

Leadership Team	Role	Contact details
Derron Taplin	Partner	Derron.Taplin@maxica.com +44 (0) 782 430 3999
Ope Ayileye	Partner	Ope.Ayileye@maxica.com +44 (0) 788 631 7246

9.3 FINANCIAL MANAGEMENT

- The Client agrees to pay the Service Fees. VAT is payable at the applicable rate.
- The Service Fees will be invoiced to the Client on a monthly basis and are payable within 30 days.
- Maxica Consulting reserves the right to charge interest under the Late Payment of Commercial Debts (Interest) Act 1998 on invoiced amounts unpaid by the due date at the rate of 8% per annum above the base rate from time to time of the Bank of England from the due date until the date of payment.
- The Client's obligations under this clause 3 shall be performed without any right of the Client to invoke set-off, deductions, withholdings or other similar rights.

10 SERVICE DESCRIPTION

10.1 SERVICE LEVELS

Objectives	Mon – Fri (hours)	Weekend (hours)	UK Bank Hols (hours)
Resource Onboarding (within 4 weeks)	95%	N/A	N/A
Projects on Time/Budget*	95%	As per client request	As per client request
Resource availability (virtual, on site as required)	9-5, M-F	As per client request	As per client request

*excludes client related impact issues or force majeure

10.2 SERVICE DEPENDENCIES

All key components rely on other services to function correctly. The table below lists which services required to support PMOaaS delivery.

Component	Dependencies
Architecture & Solution Design	Client resource
Collaboration tools	Teams, Audio Conferencing, Video Conferencing

10.3 CRITICAL BUSINESS PROCESS MEASURES

Key Performance Indicators required to achieve critical success factors of PMOaaS to ensure service effectiveness.

- Financial metrics – Objective: Customers trust our financial controls and data integrity.
- Service Quantitative metrics – Objective: Ensure the scope of the service deployed is within our capacity to deliver and our client's capacity to receive.
- Service Qualitative metrics – Objective: Ensure client and employee satisfaction and happiness with what and how the service is delivered.
- Process metrics – Objective: Measure effectiveness of our deployment approaches Agile, Hybrid, Waterfall or other.
- Service Performance metrics – Objective: Measure team's performance and ability to execute according to service agreement.

10.4 SEVERITY LEVELS

The following tables the target Service Level Objectives for the service.

Severity	Definition	Target Resolution Time
1	A complete, or significant component of the supported service is unavailable or inoperable, which prevents or is likely to prevent if not Resolved, a business process from fulfilling a vital business function.	8 hours
2	A degraded service that impacts a business process or a total or material loss of a non-critical component of the supported service where the client(s) cannot perform any useful work on that component	8 working hours or 1 working day
3	A minor degradation to a component of the supported service that does not stop the client(s) from working.	3 working days
4	An incident, problem or query, which has negligible if any impact on the Business or the End User(s), for example a documentation or cosmetic problem.	By agreement with the customer.

10.5 INCIDENT, PROBLEM AND CHANGE LOGGING

Component	Dependencies
Email	Maxica's email system is hosted on Office 365
Ticketing system	Client ticket system escalation to Maxica



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