

Skills Based Organisation

G-Cloud 15





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1 Service Overview

Capgemini's Skills Based Organisation offering supports Government Departments throughout their skills journey. The offering covers Departments in the early stages of their journey looking for support with understanding their current state and setting their skills vision linked to Cloud Transformations. On the other end of the spectrum, the offering helps Departments in measuring and improving skills, ensuring they are embedded across all parts of the HR lifecycle and encompass the required skills linked to Cloud capability.

At Capgemini, we define skills as a "type of expertise related to a specific area of knowledge" (e.g. Cloud Transformation), and furthermore we define a skills-based organisation as a company which has deconstructed jobs into tasks focusing on the skills required to complete work. Typically, organisations look to move to skills in a phased manner starting with foundational elements such as a Job and Skills Architecture and early deep dive areas such as skills-based career paths and workforce planning. More mature deep dive areas organisations will consider further down the line include skills-based compensation programs and skills-based resourcing.

It can take organisations some time to make progress in adopting and implementing skills, with often a clear business case required to ensure its benefits are well understood. Shifting to skills also requires other fundamental changes to ensure success, such as:

- Organisational structures which encourage cross functional collaboration
- Skills embedded across lifecycle processes
- Leadership buy-in and connection of skills to business strategy
- Understanding from the workforce on what is in it for them
- Mindset shift of jobs to work
- Agile ways of working to develop and manage skills
- Requirement to have a technology platform to store and manage skills
- A strong user experience to encourage the workforce to engage with skills

Capgemini can support Government Departments in making these fundamental changes to enable skills are well understood, adopted, and applied, alongside practically supporting organisations move towards a skills-based organisation.

2 Business Need

There are several megatrends affecting the workforce which have implications on skills, such as Cloud Transformation, automation, talent scarcity, new work models and the need for greater skills mobility. As work and the workforce is changing, so are the skills required for today and in the future, with many employees ill equipped with the required skills needed for their work. In addition, many organisations are struggling to robustly identify what skills will be needed for their organisation in future adding risk to business delivery.

On this basis, many organisations are becoming increasingly focused on skills to ensure the following outcomes:

- **Greater agility** – Supply and demand of skills is ever evolving, by focusing on skills organisations can respond to changes in rapid time.
- **Greater empowerment** – Greater empowerment of workforces to take decisions and ownership of work leading to higher rates of engagement.
- **Fewer silos** – Encourage talent to flow freely across the organisation by breaking down functional barriers.
- **Increased productivity** – Unlock the full capabilities of your workforce to solve a diverse range of needs, increasing productivity.



- **Greater equity** – By focusing on an individual's skills, we can move the focus away from traditional decision criteria such as job history, tenure and network reducing bias.
- **Reduction in skill shortages** – Minimise your talent shortages ensuring organisations have the skills to deliver by proactively anticipating and managing skill changes.

Capgemini can support Government Departments across their Skills agenda to deliver transformational outcomes for not only HR but for the broader business. We can deliver skill outcomes related to specific professions such as 'Digital' or broader based across multiple professions, to organisation wide and we have over 70 HR Transformation Consultants in the UK who can help deliver this service.

3 Our Approach

At Capgemini we can support across the broad topic of Skills and would look to apply a range of methodologies and accelerators based on context. For example, our 'Skills Maturity Assessment', 'Career Development Framework', 'Strategic Workforce Planning Assessment' and 'Culture Shift Framework' to name a few.

We can support with individual deep dives across discrete topics listed below, or support with a broader Skills Transformation Program which covers off multiple topics, professions, and parts of the business. We typically recommend Departments who are starting their skills journey to start with the 'Skills Maturity Assessment', those further advanced may prefer to pick a use case below of critical business need.

At Capgemini we can support across the following Skills topics. Depending on how mature you are with skills as an organisation, we can initially work with you during a discovery phase to support you in creating a strategy and roadmap of how you would like to implement skills across the organisation. If you have a solid foundation for skill's we can also support you in implementation and how to develop and mature skills.

Initial Discovery phase can support you in:

- Understanding your current Skills Maturity
- Defining your organisational Skills Vision
- Planning your Skills Technology Roadmap

We have supported our own organisation and external clients in setting their vision and ambition for skills, through delivering a maturity assessment to get input from the business and creating a roadmap for implementation.

To become a skills-based organisation we can support you to implement:

- Defining a Skills Taxonomy and Structure – to establish a skill baseline to guide all work.
- Understanding your Future Skill Requirements – to document required skills to deliver your company objectives.
- Implementing Skill Based Technology Solutions – across HCM tools like SuccessFactors and Workday, and best in breed tools like Cornerstone, Faethm etc.
- Conducting targeted Skill Deep Dives across:
 - Strategic Workforce Planning – to plot out current skills, future skills required and gaps.
 - Skills Based Talent Sourcing and Job Matching – to hire the relevant skills to fill gaps.
 - Skill Baselining During Onboarding – to understand skills during the onboarding process.
 - Skills Led Performance Management – to deliver a performance cycle that encourages skill development.
 - Skills Based Learning – tailored skill-based learning to fill gaps.
 - Skills Based Resourcing and Mobility – staffing work based on skills, ensuring greater visibility of more personalised opportunities.



- Skills Based Succession Planning – to identify successors based on skills not tenure and network.
- Skills Based Career Paths – to highlight skill-based development pathways to engage employees.
- Skill Based Recognition Programs – to recognise and reward employees for skill development.
- Skills Based Culture and Change Transformation – support the change and transformation requirements in shifting to being structured by skills.

A key element to consider with skills is the associated cultural and transformational change required in order to encourage understanding of a skills first approach, promote adoption and development of a broader skills culture. Capgemini support Government Departments in ensuring this transformation is achieved, helping you measure success, and continuously look for areas of improvement.

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 provide a project/engagement manager to act as a single point of contact and an escalation route for the full duration of the project/engagement.
- The Buyer will be responsible for providing detailed requirements by the mutually agreed date.
- 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

Capgemini can deliver the service as a defined programme of activity or as an ongoing service run as a partnership between Capgemini and Buyers organisation.

Whichever delivery model you choose, Capgemini can deliver the service with a particular emphasis on accountability and improvement.

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 GCloud 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, Capgemini may use a standard approach, tailored to topic, skills-gap and individual, to allow for 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 is proud to share key strategic partnerships with:

- ELITE ServiceNow Partner
- Workday Global Service Partner
- Cornerstone On Demand

10 Vendor Accreditations/Awards



For the 13th year in a row, Capgemini has been recognised as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgement 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.

Capgemini 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, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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