Service Description
Squad Delivery

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CGI has been providing best-in-class service delivery for 40+ years. Our primary focus is delivering value to our clients, by following our frameworks and industry best practices while still being flexible to the specific needs of our clients. Our readily-available, highly-skilled technical teams ensure that resource needs are addressed rapidly and effectively, and that our skilled subject-matter experts (SME) and scrum masters consistently drive successful project and operational outcomes, resulting in high client satisfaction scores.

Squad Delivery is an effective delivery methodology that leads to optimal results by placing more focus on delivering outcomes, business value and agility; increasing accountability and productivity amongst the team members, as well as delivering consistent, measurable results.

CGI has decades of experience in infrastructure project execution and operational support, which was traditionally technology and subject-matter expert based. Each SME had their domain of expertise of a larger organization, and the project and operations leader would orchestrate the handoffs between SMEs to execute assigned tasks and deliverables. In order to increase accountability, improve team culture and accelerate time to value upon inception of any objective, we have adopted the Squad Delivery model.

Squad Delivery facilitates an agile mindset by focusing on collaboration, flexibility, and the use of multi-disciplinary teams to deliver projects. It is an execution approach that leverages the combined skills of a team to deliver desired outcomes rapidly and efficiently. The model is based on the concept that teams should be small, nimble, and agile, and that they should be able to rapidly adapt to changing client requirements.

The Squad Delivery model is different from traditional resource-based delivery models in that it fosters a fail-fast culture, reduces external dependencies, and encourages the experimental use of new technologies and processes to optimize delivery.

Squads

Delivery via a squad is a form of agile delivery that focuses on collaboration, flexibility, and the use of multi-disciplinary teams to deliver projects quickly and efficiently. It is flexible enough to deploy Agile and DevOps best practices, and it promotes evolving execution via lessons learned and team accountability. Our large team of readily available, highly skilled professionals can be leveraged to cater to fluctuating demands. Our sprint-based execution approach drives results that deliver the best value to our clients. We can also easily pivot to a Kanban-approach, if it is determined to be more appropriate to the engagement.

Collaboration

Squad Delivery encourages collaboration amongst team members. All members of the team have a thorough understanding of the team and project goals, which helps to ensure that the priorities are completed on time and within budget. Collaboration is also evident between the CGI and the client teams through daily stand-ups, real-time transparent status, and working side by side with client stakeholders.

High flexibility

Squad Delivery is highly flexible. Teams can quickly adjust and adapt to changing requirements, as well as new technologies and processes. This allows teams to remain agile and responsive to client needs and evolving priorities.

Multi-Disciplinary teams

Squad Delivery encourages the use of multi-disciplinary teams. All team members have varying skills and experiences that can be used to deliver projects and operational demands. Their skills and knowledge are shared with other team members, resulting in an osmotic multi-functional team. This ensures that the team is well-equipped to handle any challenges that may arise during delivery.

Engagement Model

Our engagement model is simple, yet highly adaptable. We begin by coming to a joint understanding with you on your business goals, objectives, challenges, and desired outcomes. We will then agree on the rules of engagement, timelines and governance structure, to ensure constant, effective communication and collaboration. We follow Agile methodologies, utilizing Scrum and Kanban delivery models, and our regular activities and ceremonies include daily standups, backlog refinement, work sessions, sprint planning, reviews and retrospectives.

The execution of delivering packets of work is planned via sprints, epics and stories, all of which are shared continuously with all parties, including client stakeholders and the entire project team. All parties work together to provide input to priorities, and squad members primarily focus on the delivery of the sprint goal. Regular and effective communication is critical to the success of the project squad, to ensure that any concerns or issues are addressed promptly and that your requirements are being met.

Our engagement model also relies on transparency, which is made possible via a series of reports and tools that we bring to the engagement and are directly accessible by our clients:

Jira and Jira Service Desk	•	*Used to identify, track and provide updates on status*
Time Allocation and Reporting	•	*Tracks expenses against multiple budgets and/or departments*
Confluence	•	*A documentation repository accessible by the project*
Microsoft Teams or similar solutions	•	*Real-time collaboration improving responsiveness and engagement*

Pricing Model

All organizations are different and have other engagement models that they are accustomed to; however, our recommended pricing model is sprint-based for a Squad Delivery approach. CGI works with its clients to leverage our approach and governance to easily adapt to several different models including T&M, unit based, and fixed price.

In our experience, we have seen that a price-per-sprint model works best with Squad Delivery because it represents a linear cost for each sprint duration (typically 2-3 weeks), together with a defined capacity and throughput targets (completed stories, story points, or a combination). This requires a period to standardize, generally 3-4 sprints, to determine targets and KPIs. This approach is predictable, and allows for modification between sprints. It also increases focus on goals, while maintaining a high confidence level that we will deliver according to plan.

Why Squad Delivery?

Squad Delivery is a dedicated approach to IT delivery that offers a number of advantages over the traditional technology tower delivery model. It encourages collaboration among team members, allows for greater flexibility, and encourages the use of cross-functional teams.

It is an effective delivery model that can be used to deliver business value rapidly and efficiently. CGI's approach to Squad Delivery aligns to industry best practices, which incorporates regular feedback, performance metric tracking, and expectation management. By following these practices, we have been able to deliver increasingly on time and with less resourcing than conventional project and operational team structures.

Transparency

Our sprint model facilitates greater visibility and insight into progress. Using our best practices of Agile and sprint objectives, progress is easily visible. Reporting clarifies the success of each sprint, as well as at a higher level of each story, epic, and the overall project. Daily standups are also effective in highlighting the day's activities, and any issues that team members need to raise. This level of transparency and engagement increases motivation and engagement across all levels of engagement, resulting in a greater sense of ownership and accomplishment to achieve sprint goals. We share access to our tools with our customers to ensure real-time visibility across the engagement.

At governance meetings, progress is presented using the same tools, Jira and Confluence, that we use to plan and control activities. This use of a common platform for control and updates ensures that all work is clearly visible to all stakeholders, both within your organization and ours.

Measurability

Through this visibility into progress, it is possible to measure levels of success at any point in time. Work is divided into packages that are right-sized to execute independently, resulting in a constant stream of value delivered to you, the client. The use of sprint reviews also ensure that the objectives of each sprint are being met, and if they are not, the squad is built to adapt easily to address any roadblocks or challenges.

Understanding that translating our updates into larger organizational updates and objectives can be difficult, our approach is to align our KPIs, updates, and Governance Summary with that of our clients. This is something we can work on directly with our clients during the onboarding phase, to minimize any repeated effort between the project and program teams. By delivering extended operational support, such as service request fulfilment, managed services, and incident resolution, we can also establish standard service level objective reporting to ensure KPI's are measured and made visible.

Our commitment to deliver in short sprints ensures clients are able to measure our success.

Accountability

Our approach and methodology to Squads naturally develop a culture of ownership and accountability. These teams work autonomously, as they self-organize their tasks to align with the objectives and direction received during the scrum ceremonies. Since issues are owned and resolved by the whole team, there are less hand-offs and more autonomous, independent behavior from the team as a whole.

Squads operate in an engaged and dedicated mode, focused on a single client or engagement. Empowering teams fosters client intimacy, which in turn drives accountability, ownership and pride in delivering value.

Resource Elasticity

A Squad is made up of a team of professionals with the necessary skills and expertise to deliver the project or service. This team should include both technical and non-technical personnel, as well as specialists in the relevant technologies. During the planning stages, we work with you to understand the requirements, after which we identify the skillset needs and assemble the team required to deliver.

We recognize that the requirements of skillsets can evolve over the life of an engagement, and our readily available highly skilled and experienced technical resources can be engaged to quickly respond and adapt to these changing requirements. We can easily support the variability of demand and skills by drawing on a pool of more than 90,000 global experts in CGI.

Continuous Evolution

The use of sprint planning, delivery and reviews drives continuous evolution and adaptability in the execution. Each sprint ends with a review to validate whether the objectives of the sprint were met, and to discuss any challenges. This model allows for concerns to be discussed and addressed quickly throughout the lifetime of the engagement.

This sprint delivery model means that all work is divided into smaller, executable packages of work that are measurable and delivered independently. This makes continuous evolution possible, since anything learned from past sprints can be easily and quickly applied to future sprints and beyond, driving adaptability and successful execution.

More Than Just a Concept

Squad delivery is more than just a concept for us, it is a true and current best practice. It is the approach and model that has made a significant difference in driving outcomes and culture, thereby leading to more satisfied clients and more engaged team members. This is evident through both our client and employee satisfaction surveys; clients appreciate the attention and focus of the dedicated team, and employees value being part of a unified team, working towards common goals and outcomes.

Presented here are examples that demonstrate how we deliver a project via an agile squad. These reports and ceremonies ensure a consistent culture of focus, dedication and ownership throughout the duration of an engagement.

- Backlog Refinement
- Jira Plan
- Time Allocation and Reporting
- Burn Down Charts

- Completed Stories

Backlog Refinement

We hold a regular review with the client, to align CGI's and the client's understanding of priorities. The backlog represents work that is to be completed, and a backlog review sets and reviews the priority of this work. During these reviews, we also ensure that any feedback and lessons learned from previous sprints are incorporated into the backlog, to enable continuous evolution and improvement of delivery.
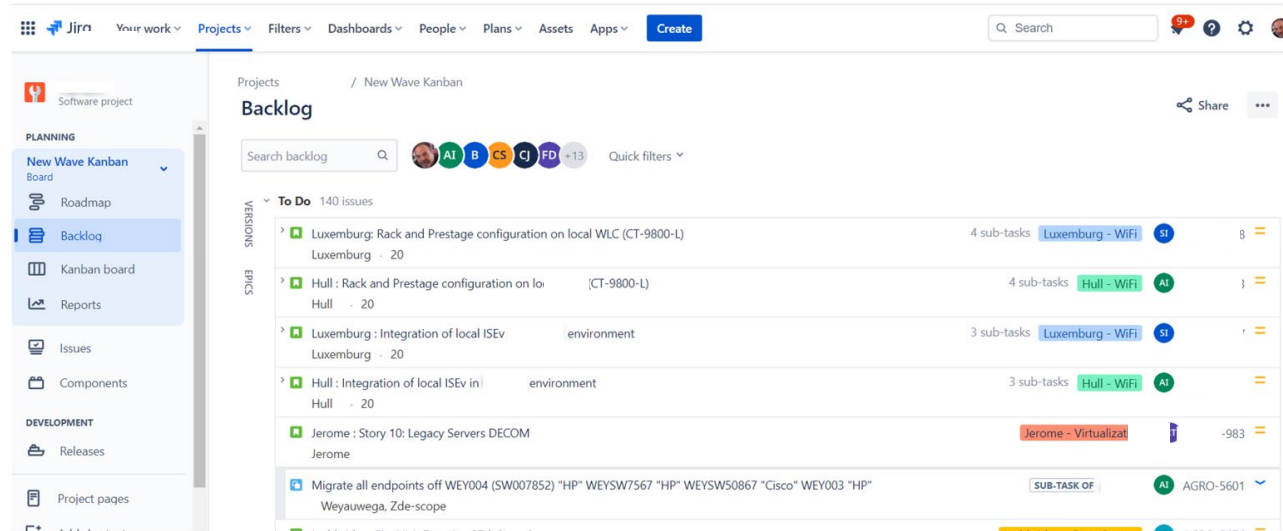
Jira Plan

A Jira plan is an outline of the engagement, with a list of all activities, their scheduled timelines, and the progress of each. Each issue is assigned a Jira card, which gets updated in real-time by all members of the team.

Time Allocation and Reporting

Time allocation and reporting enables us to track the value of stories, and determine not only current cost but better predict future costs and optimize the team accordingly. An additional benefit is it enables us to allocate expenses to specific client budgets, in the case where we have members working across more than 1 engagement.

Burn Down Charts

Monthly and Weekly burn-down charts, which compare target and actual velocities (i.e., stories completed), together with a representation of work remaining.

Monthly Burn Down

	November	December	January	February	March	April	May	June	July	August
Target Velocity	156	156	96	96	96	96	96	96	96	96
Actual Velocity	171	184	90	0	0	0	0	0	0	0
Remaining Effort	1234	1050	677	677	677	677	677	677	677	677
Ideal Burndown	1249	1093	671	575	479	384	288	192	96	0
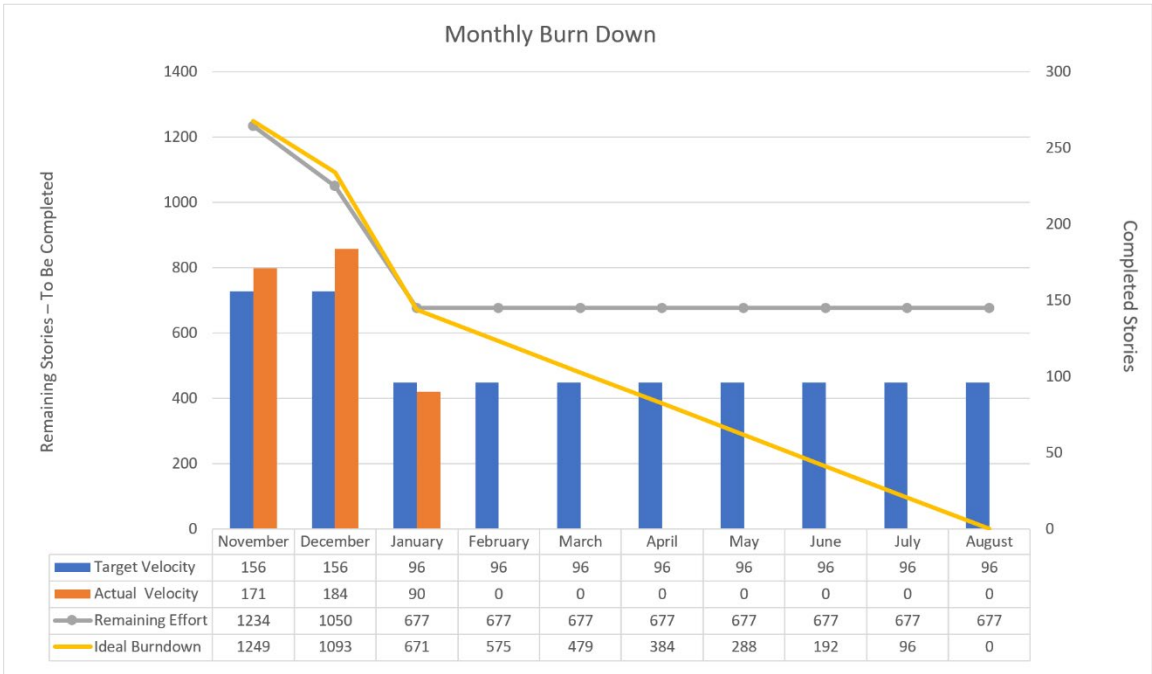
Completed Stories

This chart compares target velocity to actual velocity. Velocity is measured by completed stories, and if the target number of completed stories is consistently not met, it alerts the team to possible issues that need to be identified and addressed, such as onboarding more resources. This is also an opportunity to determine if the target velocity needs to be adjusted, to adapt to evolving requirements and priorities.

Monthly Velocity Chart

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
Target Velocity	50	50	50	50	50	50	50	50	50	50
Actual Velocity	35	42	50	56	52	60	45			

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