Promotion Panel Readiness Briefing

FY2025

Agenda and learning objectives

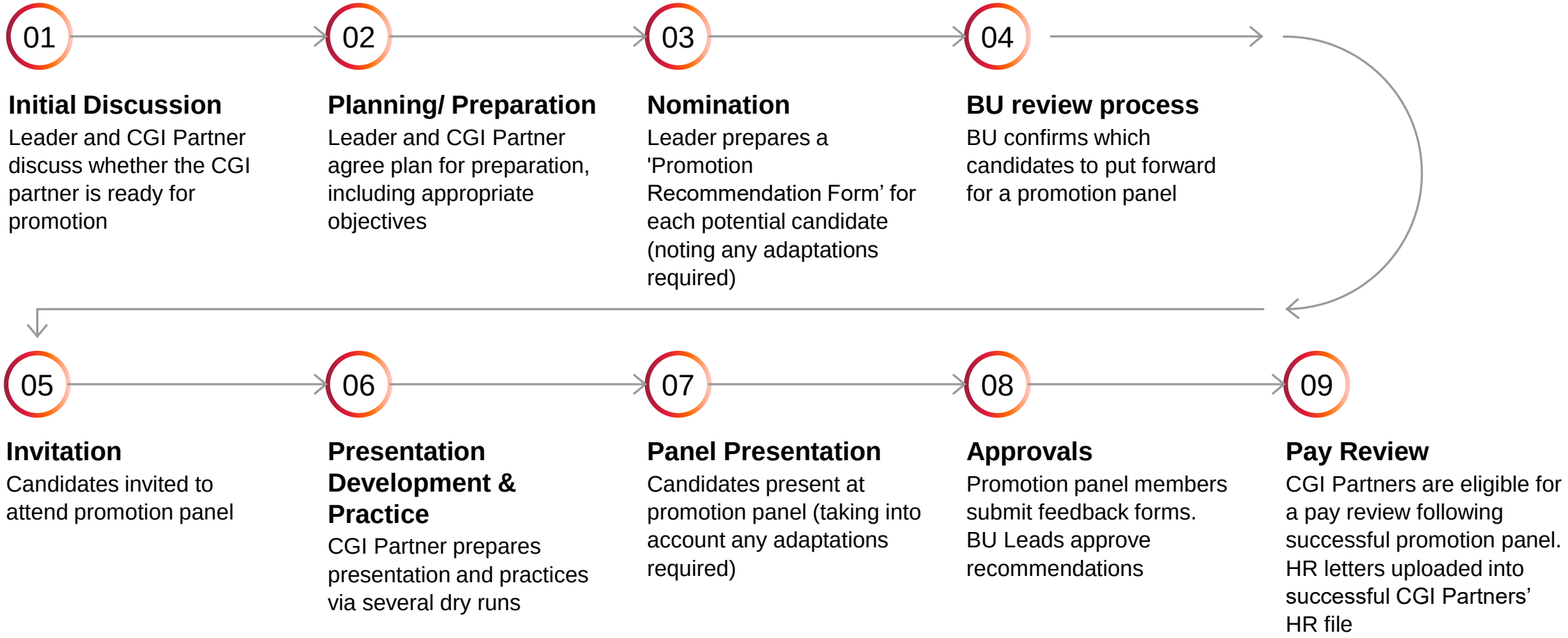
The aim of this recording is to help prepare members who have been nominated for promotion.

Over this session we will :

1. Review the UKA Career Framework promotion process
2. Look at ways to use stories to present your slides
3. Become familiar with what the promotion panel members are looking for
4. Learn best practices for preparing panel slides
5. Review presentation techniques and tips
6. Discuss next steps

CGI Internal

Overview of the UKA Career Framework promotion process



See UKA Promotion Guidance for timings and promotion coordinators for each BU.

CGI Internal

Panel presentation timings

Slide presentation (Levels 2 and 3)	10 minutes (+5 mins “grace” period)*
Slide presentation (Levels 4+)	15 minutes*
Question and answer	15-25 minutes

- Timings are approximate and may differ between business units.
- Please check with your BU representative to understand what is specifically required for your presentation.
- Ask who will be on your promotion panel so that there are no surprises for you on the day. (But be aware that there might be last minute changes due to personal circumstances/urgent client requirements.)

**If you are still speaking after time is up you will be asked to stop – make sure you have timed your presentation.*

Promotion Panel Presentation - Template Structure

What you need to include:

- The achievements that you can evidence against the capabilities within your target career level from the career framework, to show that you have been operating at the ‘next level’ for at least 6-12 months
- Your network
- Key achievements of the last year and your progress to-date against your FY202x objectives
- Evidence of how you live the CGI values (these can be included throughout your presentation).
- Your career goals and ambitions including your leadership potential
- Your understanding of how CGI operates (applicable to your level), including your awareness and understanding of the CGI Management Framework

- **For candidates going to Career level 4 and upwards ONLY,** either:
  - examples of best practice you have used or implemented which could be shared in other areas of the organisation
  - a business idea – which could include innovation/IP, sharing best practice or process improvement

CGI Internal

Your preparation

Confirm your target career stream and level

Review the CLD (Red, Amber, Green) and the generic career level definitions

Identify your evidence

Decide where each piece of evidence should go

Consider your audience (background/ knowledge)

Plan where to use your “stories” (examples)

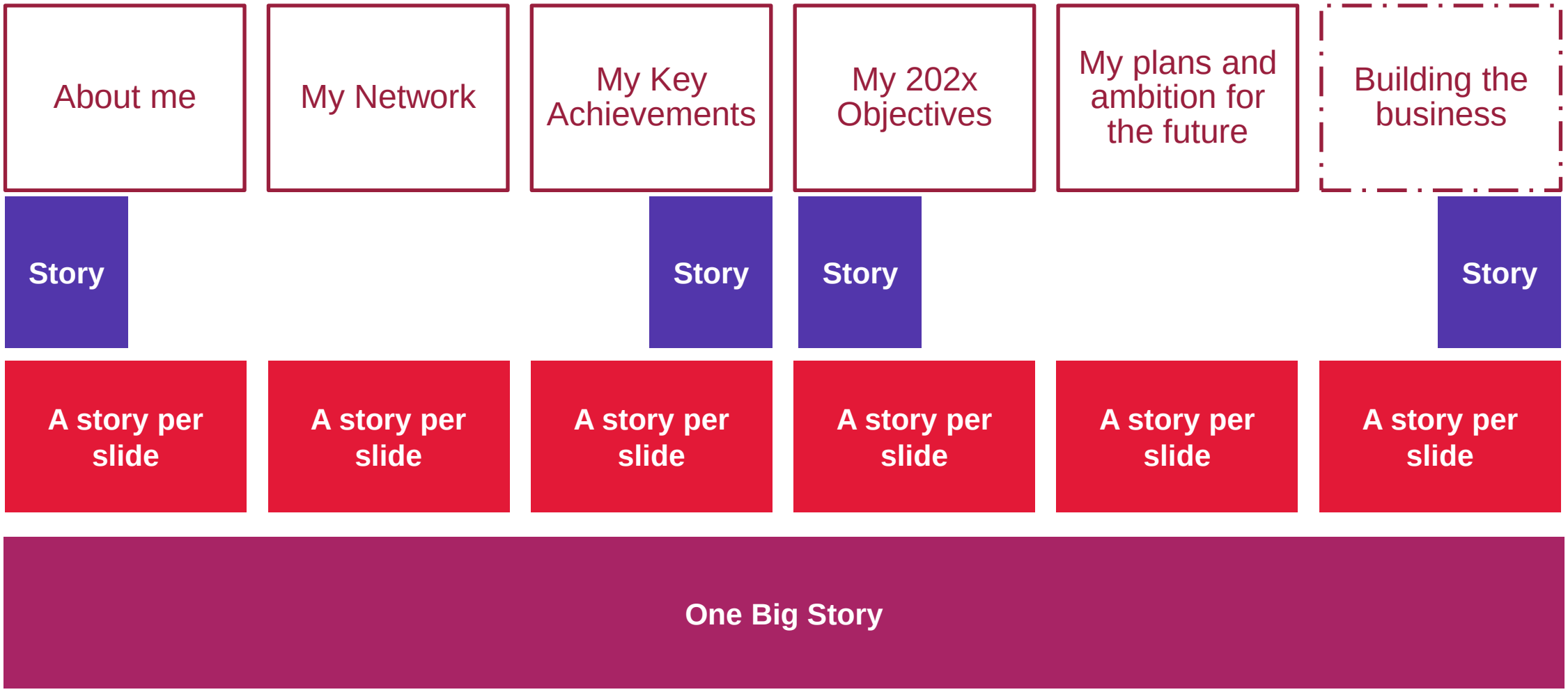
What story structure do you want to use?

If it has been agreed that you are submitting your PowerPoint and not delivering a presentation, please make sure you provide a comprehensive narrative in the notes of each slide.

The panel want you to succeed, your job is to make their promotion decision easy.

CGI Internal

Opportunities for stories/anecdotes



Ref: Andrew Wood's story telling workshop

CGI Internal

Building your slides

Promotion Panel Presentation – Guidance for each section

The following slides will provide:

An overview of each slide in the promotion presentation template

- Purpose
- Guidance
- Tips
- Some examples for reference – do not use these words/examples verbatim as career level definitions change regularly.

CGI Internal

About me

Purpose:
- To explain who you are, your background and journey to date
- To share your interests, personal motivation.

Guidance:
- What roles have you been doing which have brought you to this point?
- What makes you tick?
- Where do you ‘fit’ in CGI and what do you as an individual bring to your BU in terms of your personality and skills?
- Who are you outside of CGI - but don’t go overboard. Up to 3 pictures.

Tips:
- Think about your personal brand – what are you known for? If you were a film what would be the strapline? You might want to use graphics to emphasis this. You can also give relevant examples of how you demonstrate the CGI Values.
- If you are considering using one “story” through your presentation, then what would you finish with on your final slide that helps to bookend your story and links it back to you and your aims.
- Consider using animation to build the story
- You can use the first header slide of your presentation to explain which career path and level you are providing evidence for.

CGI Internal

About **me**...

GTO Key Contributor Award =
CGI Partner Recognition Award =
APPLAUD =
Full-time roles =
Other experience =

2011-16 — Research Consultant — KAE
2016-18 — Consultant — Deloitte.
2018-20 — Manager — TikTok
2020-22 — Senior Consultant
2023 - Present — CGI

2011-16 — Digital Consultant — KPMG
2018-20 — Manager — The Championships Wimbledon
2020-22 — Manager — AppInChina

Outside work…

THURSDAY QUIZ 周四知识竞猜 WITH JAMES ASHCROFT

UCL

My Engagements

University of Nottingham UK CHINA MALAYSIA
npower Business Solutions powered by e.on
GIG CYMRU NHS WALES
England Rugby
Newcastle City Council

My Bids

ELEXON
Northern Ireland Courts and Tribunals Service
BARRIE

Life at CGI

THE TURBINE THEATRE
Mental Health First Aider® MHFA England
GTO MENTORING PROGRAMME

About me…

A proactive, ambitious and driven individual, motivated by delivering client satisfaction

Career Summary

Joined CGI
Aug-23
Foundation level 1
S&M BU
South East Metro

Graduated University
2023
BSc Business Management

Promotion
Aug-24
To Project
Management level 2

My Role at CGI

NHS
Isle of Wight
NHS Trust

UK Health
Security
Agency

About Me

YPN

SOCIAL VALUE

UK&A
Women's Network

About **me**... Career so far

Currently Consultant L3 → Seeking Promotion to Senior Scrum Master L4

Internal
CPS
HMCTS

2021	2022 (SEE)	2023 (EE)	2024

Workforce Management | Consultant FCWT | PM security project | Scrum Master DCF2 | Bid Manager ADIMS | Delivery Manager Common Services (CS)

Early Career Champion | Justice EC Working Group Rep

CGI Young Dreamers Pilot | CGI Young Dreamers Year 2 | CGI Young Dreamers Year 3

Building business knowledge → **Multi-supplier ecosystem** → **Delivery Security Collaborate** → **Agile delivery experience Team management WoW development** → **Shipley Process Bus. Dev.** → **New client relationship Continuous improvement projects Building agile community**

My Network

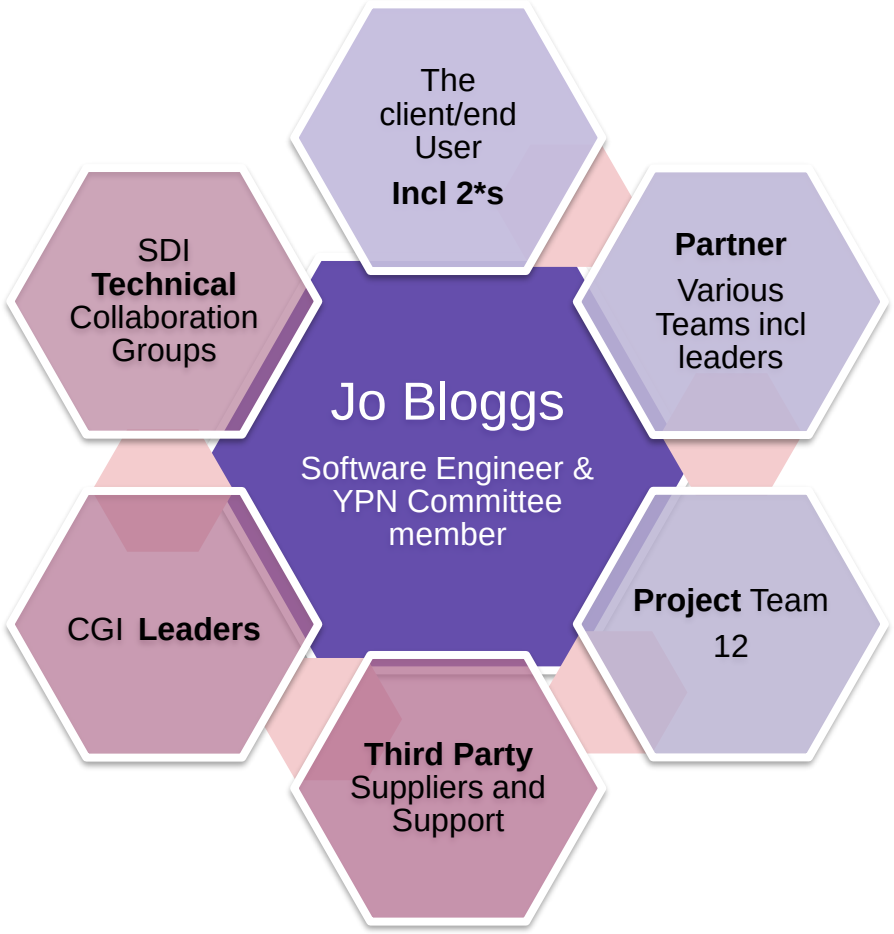
Purpose:
- To provide a visual representation of your network of your current/most recent assignment and across the broader BU/SBU/external professional bodies etc
- To help the panel better understand your role, where you sit within the team and who you interact with on a regular basis including client and suppliers

Guidance:
- It should demonstrate your influence, accountability and responsibility & highlight your key responsibilities relative to the career level you are seeking promotion to
- For Project/ Service/ Programme managers, include the size of the project in financial terms (revenue and margin) and other projects you have managed

Tips:
- Think about how you display your points & how this could show your level of responsibility.
- Consider using a story to bring to life the size, scope and impact of the project(s) (for both CGI and your clients).
- Talk through the key relationships and how you have influenced them
- Make it interesting to look at
- Consider using animation to tell the story

CGI Internal

My Network as a Software Engineer L3



Additional roles:

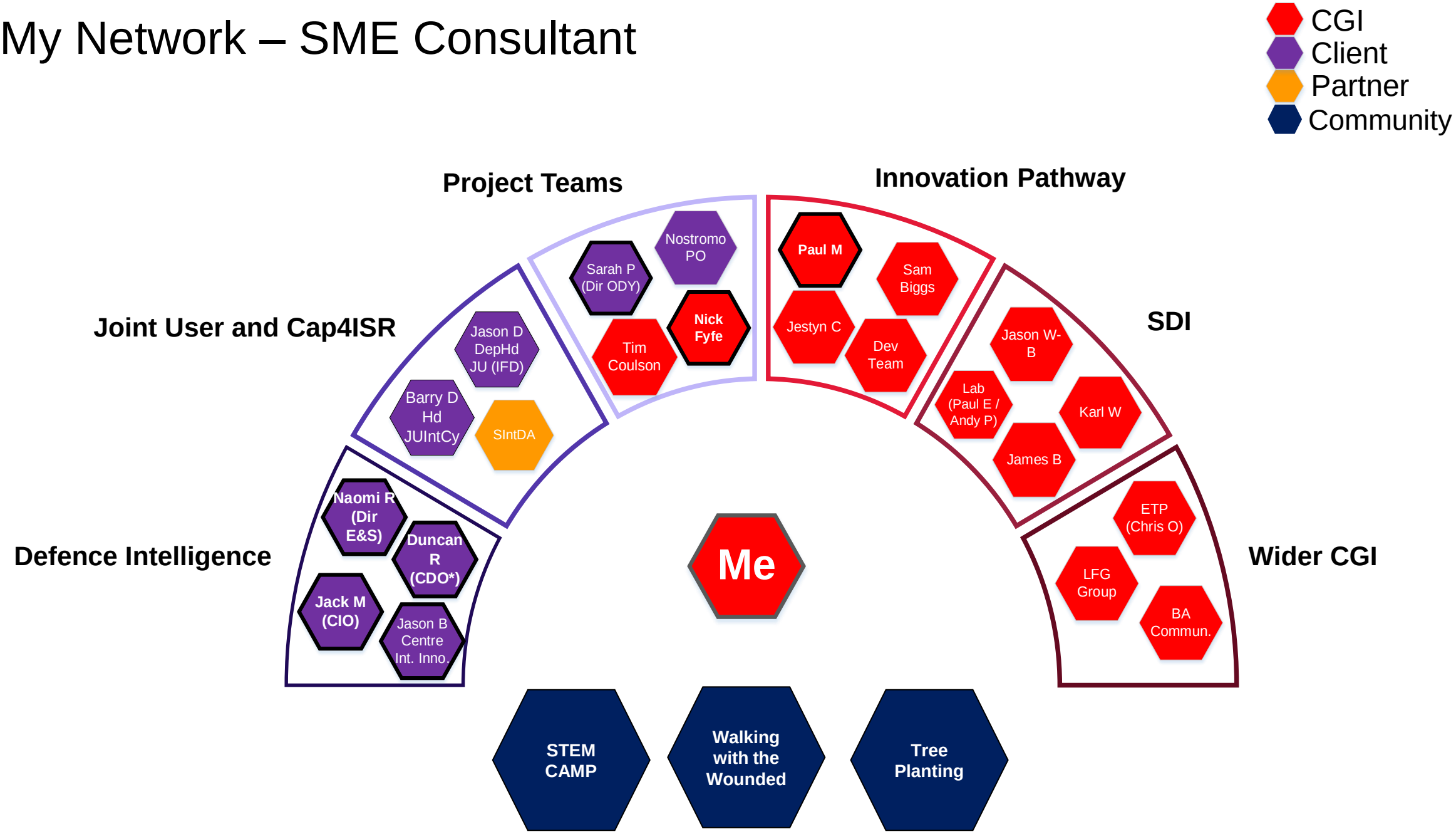
01 Buddy – 1 new joiner Graduate

02 Mentor – 1 Degree Apprentice

03 CSR Lead on project

- I am working on a £25M pa program in support of MOD infrastructure projects
- My project within the wider programme is a £90k pm service to the customer

My Network – SME Consultant



My Network

CPS

MadeTech

CADENCE INNOVA

Ministry of Justice

NCA National Crime Agency

LORD'S

local london

HMCTS Common Services
Bethan Winn (VP)
Craig Howarth (DCS)
CS Delivery Managers
F&P PET Team

HM Courts & Tribunals Service

solirius >> consulting

CPS
Security Team
DCF2 Team
ADIMS

HMCTS Clients
Cat Mawson (PPM & Contracts)
Richard Seddon (Product Manager)
Helen East (Service Manager)
Kwesi Baffoe (DTS Release Manager)

CG Agile/Delivery Community
Guy Wolfenden (VPCE)
Alex Gardner + Joe Weatherley (Agile Community Leads)

CGI YOUNG DREAMERS

Michael Herron
Lord's MCC
Marketing Team
LEAN
BU SVPs
Ofqual Bid team

EC WORKING GROUP

CG EC Members
CG EC Champion
Kevin O'Neill (Exec Sponsor)

CGI WOMEN'S NETWORK

Newsletter Team
Committee
Internal Comms Team

My Key Achievements

Purpose:
- To inform the panel about your key achievements, demonstrating your capability at the next level

Guidance:
- Focus on the achievements that provide evidence you are working at the next level
- Share specific examples, focussing on some key aspects.
- Consider what the impact these achievements have had on CGI and the client

Tips:
- Use the key requirements in the career level definition to help you structure the slide
- You do not need to structure this around CGI's key stakeholders BUT you should acknowledge the impact of your achievements on the stakeholders as appropriate
- If you have used stories (examples) you could continue to use them for this slide
- Through your key achievements, you can also indicate demonstration of the CGI values
- Make sure you have also assessed yourself against the generic level definitions for your target level

CGI Internal

My Key Achievements

Intrapreneurship & Sharing

Tooling

- Recorded Future – Certified Analyst
- Proofpoint Security Awareness Training
- Vendor Analysis for Tool Selection [shareholder]

Team Mentoring & Knowledge Sharing

- Mentoring Cyber DA Student [partner]
- Knowledge Sharing Sessions
- Buddy to New Joiners
- Service Ownership of Clients [client]

Supporting the Customer

- Daily reporting – Daily Threat Landscape
- Monthly Reporting – Clients [client]
- Malware & Vulnerability Reporting
- Sector Reporting
- Corporate & Digital Footprint Analysis

Promoting our Capability

- Designed CTI Slides for Bid Demonstrations & Sales [shareholder]
- CynerGI Following the DTL
- Raising Alerts Globally (to high levels)

Partnership & Quality

Objectivity & Integrity

My Key Achievements

>>Intrapreneurship & sharing>>Financial Strength>>Partnership & Quality>>CSR

CGI Partners

- Knowledge sharing and developing reusable content
- Reviving the Women's Network and organizing the Women's Lunch at the CGI 101 event
- Steering-Co member for the Young Energy Professionals Forum

Clients

- Delivering a successful Release 1 for Pavement
- Created the Pavement Engagement Strategy which has been approved by SLT and is currently being implemented
- Created training content for managers to support them on the operational

Shareholders

- Demonstrating adaptability: performing multiple roles to achieve delivery
- Actively providing efficiencies to help keep costs down for engagements by opting for cheaper accommodation

Communities

- Ordered some trees and worked with the client to plant them in a local area of conservation interest
- Took part in 'March in March' to raise funds for Combat Stress

My Key Achievements

Partner
Client
Shareholder

Objectivity& integrity
Financial Strength
Intraneurship & partnership
Partnership & Quality

SME Knowledge Support – DI Vision and Strategy

Dir. E&S Blueprint Discussion

Innovation Pathway Kick-off

LFG Graduation

Tier 3 Working Group

DI Tech Strategy and Blueprint Delivery

KnowledgeCompass Client Demo's

EIE – Jt User / C4ISR

My Key Achievements

Leadership + Coaching

- Led DCF2 Neptune squad + F&P PET Team
- I introduced the F&P team to Estimation/ Refinement
- Coached location leaders for CGI YD to take over the programme
- Lead the security improvement initiative across CPS

Collaboration + Facilitation

- HMCTS CS Multi-supplier Ecosystem
- CG Agile Community and HMCTS CS DM Community
- CGI Young Dreamers programme – now in its 3rd year
- Event Storming → MIRO → clear + usable output
- CPS Internal Security Project Workshops

Continuous Improvement

- HMCTS Common Services Continuous Improvements
- Managed Service Blueprint
- ELT Carbon Footprint Tracker
- Internal Security Report
- Retrospectives Idea Data base

Client Relationship + Bus. Dev

- Strong client relationships. CSAPs:
  - FY22 – 9.7, FY23 – 9.87, FY24 – 9.91 and 10
- Won ADIMS £30-50M bid
- F&P Additional Feature work ~£40k
- Supported SFO discovery bid - £200k
- Supported Ofqual bid presentation

CGI Internal

My 202X Objectives

Purpose:
- To show how you have achieved your objectives (or in the process of achieving them if your promotion is part way through the year).
- And how you demonstrate the CGI values (although you can also call these out elsewhere in the slides if more appropriate)

Guidance:
- List your key objectives for the current year (as they appear in Progressio) and comment on your progress to date in achieving them.
- Focus on how these achievements align with your target career level capabilities.
- You don’t need to go into too much detail – pick three or four to focus on (especially your stretch objectives)
- Comment on how you have demonstrated the CGI values in the achievement of your objectives.
- You may wish to include feedback/ comments from your clients, managers, colleagues.

Tips:
- If you are planning to go for promotion later in the financial year, then think about setting objectives that can be worded to help you evidence the capabilities.
- Review existing objectives to make sure that they are fit for purpose

CGI Internal

My 202X Objectives

CSR
Financial Strength
Respect
Partnership & Quality
Objectivity & Integrity
Intrapreneurship & Sharing

Build Capabilities

- *Objective: Mentor 1-2 CGI partners to support their development goals*
- *Stretch Objective: Support DBC by taking on Proxy Manager responsibilities*

- **Mentor** to 3 CGI partners
- **Buddy** to 2 CGI partners
- Internal **'Know How'** host (cross-cultural communication, 31 May)
- **Proxy Manager** support (PIP)
- Key contributor to **MSAP Working Group**

"James' **leadership and guidance** have been **pivotal** in **helping navigate** the **complexities of our project**, particularly as I adapted to a new industry. I've greatly appreciated his support and expertise throughout this engagement and look forward to working with him again."

- Amy Crawford, Consultant (GTO)

Develop Account Partnerships

- *Objective: Develop strong working relationships with account teams*
- *Stretch Objective: Conduct at least 1 CSAP and achieve a minimum score of 8.5*

- **GTO Key Contributor Award** (Duncan Anderson, VPCS)
- **CGI Partner Recognition Award** (Lloyd Francis, VPCS)
- Achieved **CSAP** scores of **9.7** (nBS) and **10.0** (Newcastle City Council)

"James' insight, experience and professionalism has been exemplary. We were **extremely impressed** with his **ability to lead us in shaping the outputs of both phases**. I'd also say he comes across as personable, engaging and upbeat!"

- Jenny Nelson, Head of ICT & Digital Transformation (Newcastle City Council)

Practice Development

- *Objective: Lead the codification of at least one value proposition*
- *Stretch Objective: Lead at least one informal 'Know How' session*

- **Proposition development lead** (Customer Journey Analysis)
- Host 'Know How' (e.g. BEMF)
- **Panellist**, UCL Careers Society; Apprenticeship Fair **Volunteer**; **CGI Ambassador**

"James has taken on a **lead role** in the identification and development of propositions for the Business Strategy practice, providing both leadership, management support and **subject matter expertise** in the development of several **key propositions**."

- Chris Robson, DBC (GTO)

My 202X Objectives

01

Gain experience in Account Management by shadowing. Furthermore, assist and support a CSAP by helping prepare for the meeting.

› STRETCH – Cover for Account manager.

Partnership & Quality

02

Engage in career stream learning programs and transfer learning to actions.

› STRETCH – Completed **ITIL**(R) 4 Foundation - IT Service Management Certification.

Partnership & Quality, Intrapeneurship & Sharing

03

Cross-train in a different area of expertise through the SKI FY24 initiative and complete the SKI professionalism Skills Foundation Training Modules within the 3-month timeframe.

› STRETCH – Now taking project through the **Idea Hopper**.

Financial Strength

04

CSR - Get involved with CGI for good and use volunteering day.

› STRETCH – CGI Partner and London Ambassador of the **South & Midlands Social Values Working Group**.

Corporate Social Responsibility

4 Applauds
1 Recognition Award

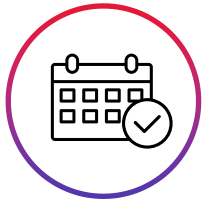
My 2024 Objectives

Client Satisfaction

Nov 23 *- CSAP score of 9.91 achieved with Richard Seddon (Product Manager)*

Apr 24 *- CSAP score of 10 achieved with Helen East (Service Manager)*

Partnership and quality
Respect
Objectivity and integrity



CG Agile Community Engagement

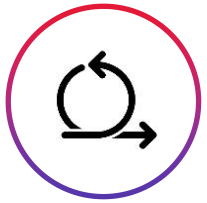
- Managed Service Blueprint with Guy Wolfenden which is used to support bid writing

Intrapreneurship and Sharing

Contribution to the improvement of our software delivery

- *Lead on multiple cross programme CI Initiatives*
- *Ensured the sharing of best practice across the programme*

Partnership and quality
Intrapreneurship and Sharing



Corporate Social Responsibility

- *Oversaw the implementation of CGI Young Dreamers in 3 locations in 2024*
- *Co-ran the London work experience week 2023 + 2024*

Corporate Social Responsibility

Ensure finances are completed accurately and on time

- Managed 2 x PET (£2M) and 1 feature (£40k) projects' finances
- Supported new Delivery Managers in the financial processes + reporting

Financial Strength

CGI Internal

My Plans and Ambitions for the Future

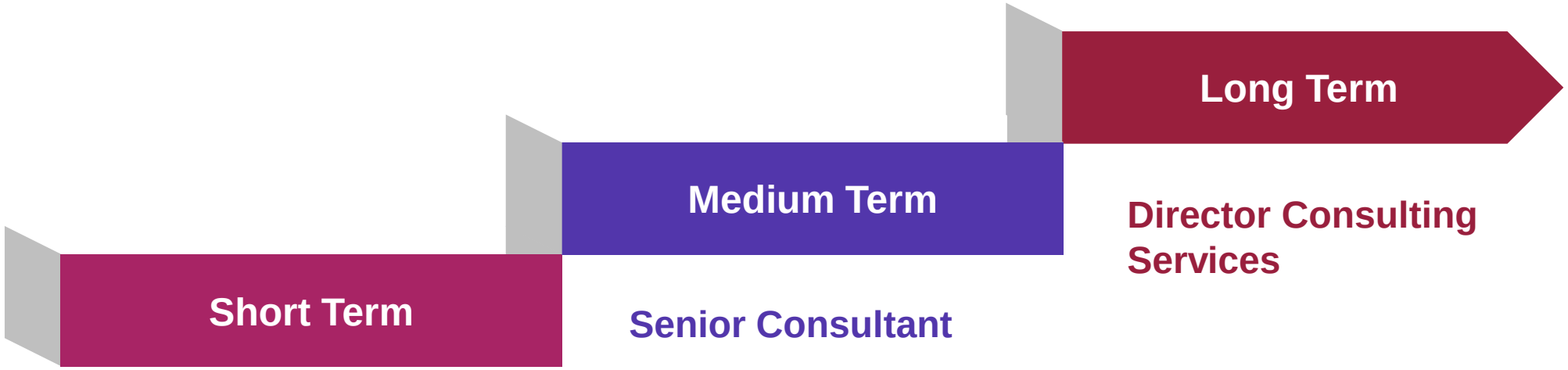
Purpose:
- To provide an illustration of your future career goals and how you plan to achieve them.
- To help the panel and your line managers understand your career vision and how they can support you.

Guidance:
- Must align with the PDP that you submit with your promotion panel slide deck
- Keep it simple with about 3 key career milestones to be achieved, and why you want to achieve those
- Include the activities, experience and support that you will need to get to each of the career goals
- Specific training courses required for your Career Path progression can be included

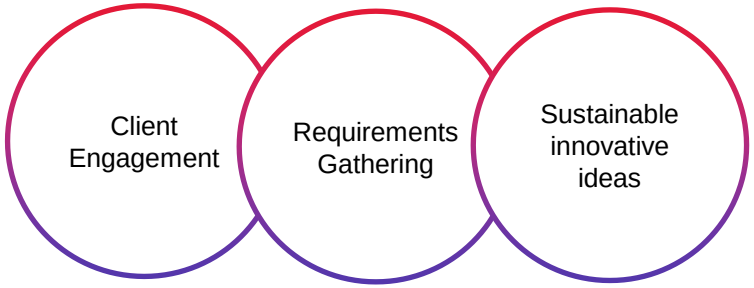
Tips:
- Avoid expressing the number of years expected between each step, as this is a subjective measure and may not align with panel member expectations.
- Use Short, Medium and Long term to represent the elapsed time between each step.
- For Long term goals you may want to show a start on activities and support in parallel with Short & Medium term goals
- Think about opportunities, skills and responsibilities you will need to support your career growth
- Think about including examples that highlight the 70:20:10 approach to learning and development (on the job, shadowing mentoring, training)

CGI Internal

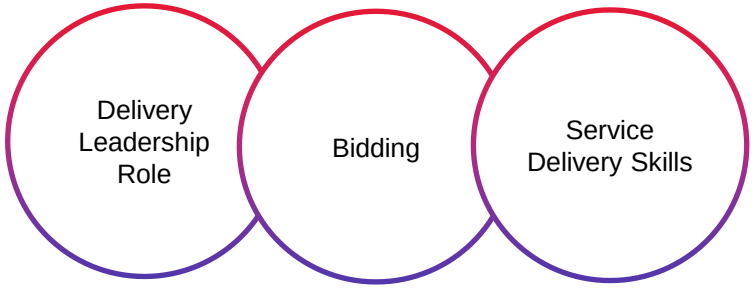
My Plans and Ambition for the Future



Consultant Level 3

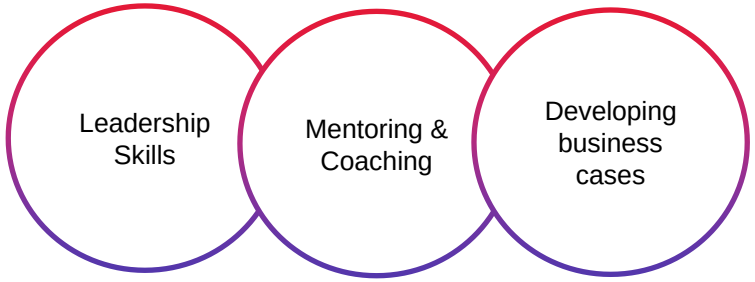


Build in current role



Will need to:

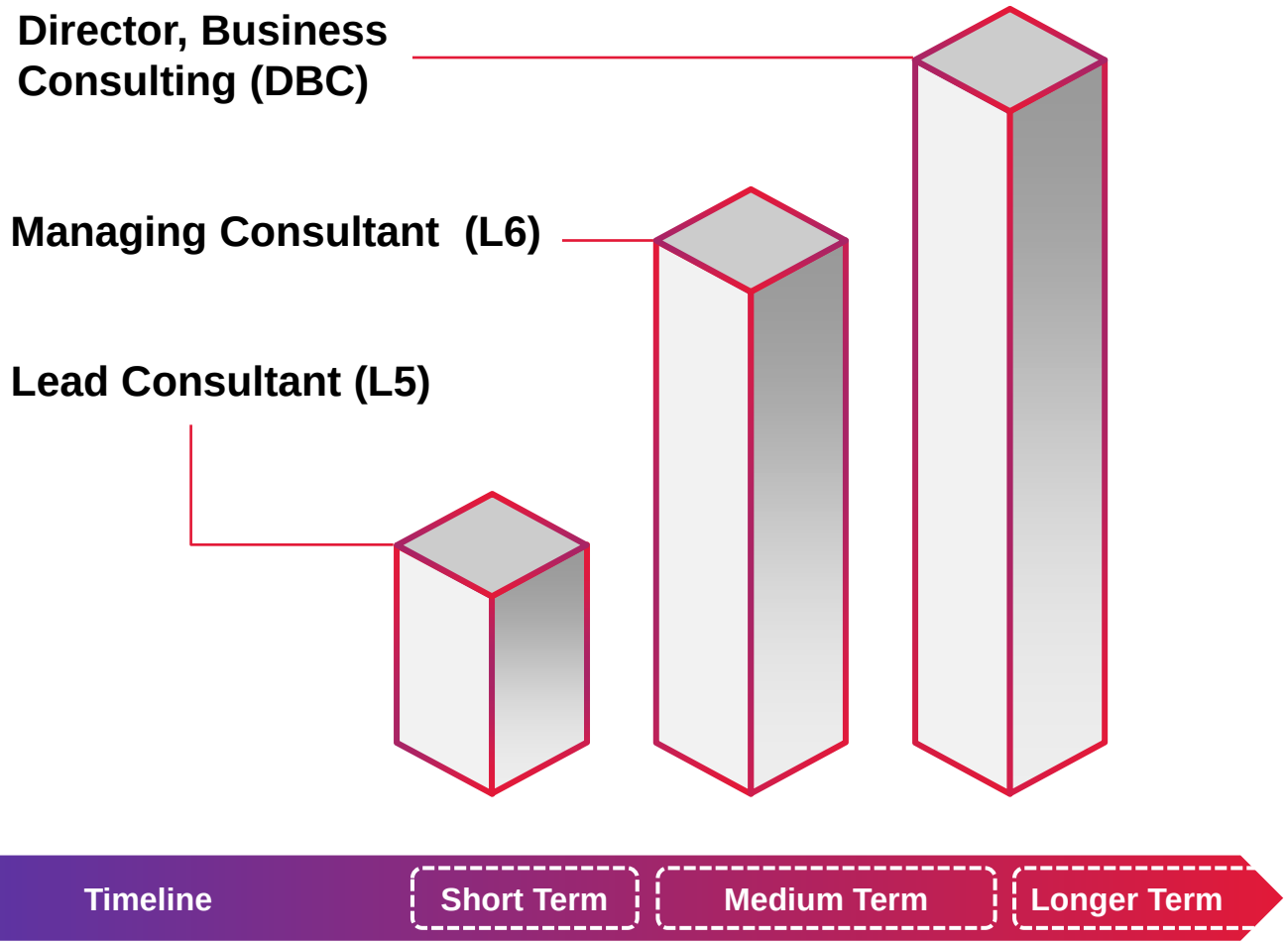
- Run a bid
- Be involved in a service delivery
- Do SaFE training course



Will need to:

- Get sponsored onto DFD programme
- Shadow a current Director
- Support with skills gap analysis

My Plans and Ambition for the Future



Learning on the job (70%)

- Lead larger, more complex engagements
- Lead proposal responses
- Take on Proxy Manager responsibilities

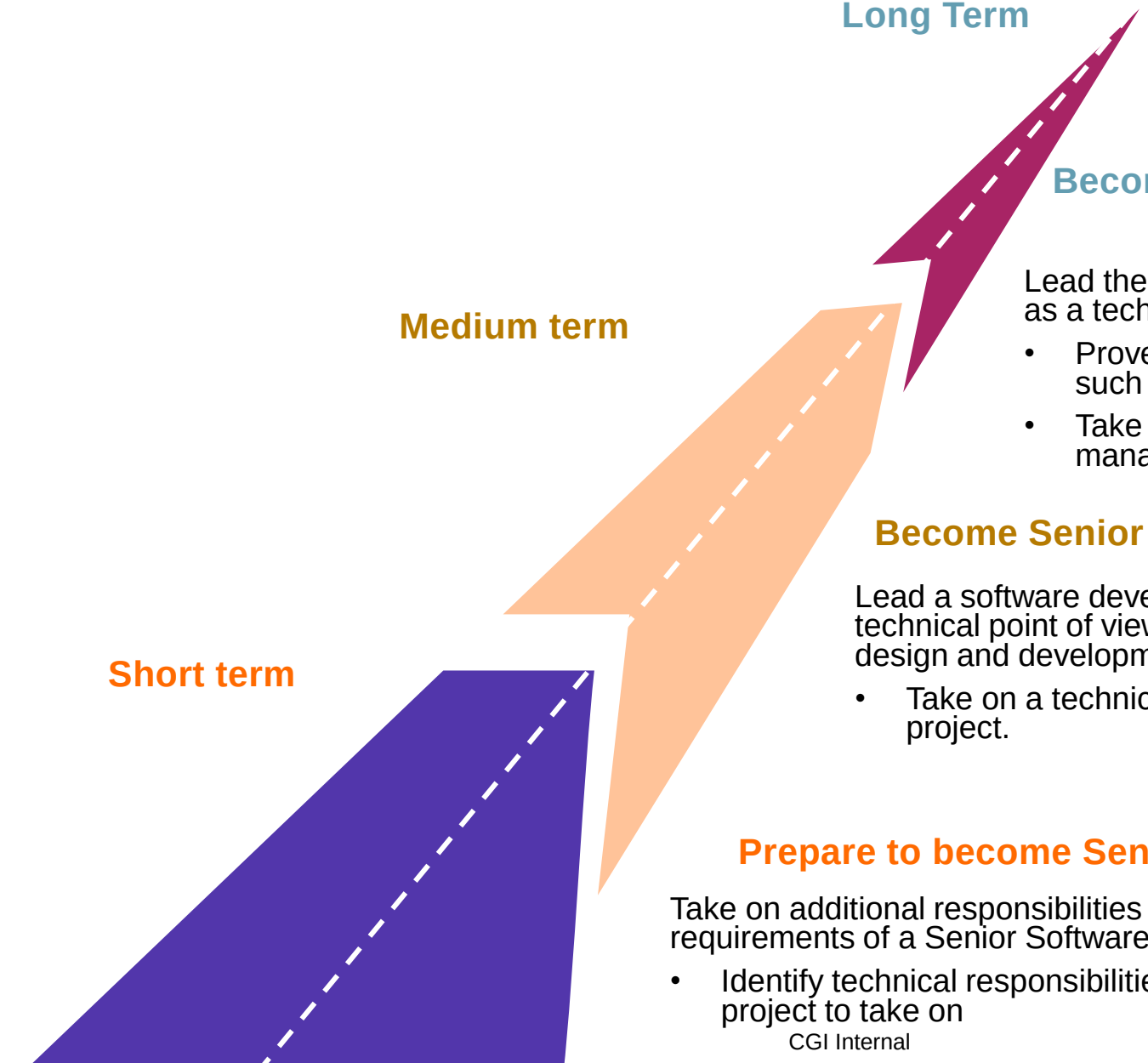
Learning from others (20%)

- Mentorship agreements with Career Level +1 and Director colleagues
- Represent GTO Business Consulting in cross-BU/sector interactions

Training (10%)

- CGI Leadership Institute training aligned to PDP
- Developing Future Directors Programme
- Leadership for Growth

My **plans and ambition** for the future



Long Term

Become SME / Principle Software Engineer

Lead the development of applications as a technical Subject Matter Expert.

- Prove knowledge in technology such as JAVA
- Take on more broad technical management role.

Medium term

Become Senior Software Engineer

Lead a software development team from a technical point of view. Manage technical design and development decisions.

- Take on a technical lead position on a project.

Short term

Prepare to become Senior Software Engineer

Take on additional responsibilities to align with the requirements of a Senior Software Engineer.

- Identify technical responsibilities within current project to take on

Building the Business (only for promotions to Level 4 and above)

Purpose:
- To showcase an idea that you have to drive our business development or improvement **OR**
- To showcase some best practice that you have adopted that you believe will bring value to other parts of CGI.

Guidance:
- Keep the story simple, you will have about 3 minutes to pitch this
- We are looking for realistic and feasible ideas to help our partners and our business
- Present in a structured manner, thinking about your idea as a ‘business case’, for example:
  - What is the business problem being addressed?
  - What needs to be done to address it?
  - What are the steps to be taken?
  - What is the impact and cost of taking these steps?
  - What is the expected outcome?

Tips:
- Ideas or best practice presented here can be put forward to the UKA ‘Idea Hopper’ programme for assessment for implementation or rollout across the UKA.

Building The Business Slide

Problem

- *What problem are you trying to/did you solve?*

Client

Proposal

- *What are you proposing to/did you do?*
- *What is the impact and cost of implementing your proposal within the UKA?*
- *How have you validated the idea?*

Benefits

- *What are/were the benefits for the client or CGI?*

Longer Term

- *What are the next steps?*
- *What support do you need?*

Building the Business

BEMF Adherence in Practice:

- Lack of adherence can create uncontrolled **commercial, delivery, and reputational risks** for CGI
- Identified **historic issues** such as **working at risk**, inter-BU **resourcing disputes**, and difficulty invoicing for **aged debt**
- These problems **can arise due to** CGI partners' and clients' **lack of familiarity with BEMF**, as well as **outdated or immature** engagement-specific **checks and balances** to ensure compliance

1. Discover

- Gathered evidence to define as-is process and **analysed pain points**

2. Develop

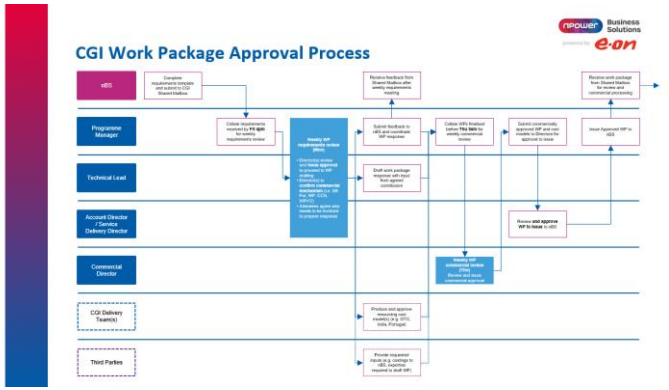
- **Designed BEMF-aligned** work package approval **process**
- Further iterated based on feedback

3. Deploy

- Soft launched new process and **already receiving positive feedback**
- Submitted finalised process for sign-off

Next Steps:

- Host **'Know How'** session to **share lessons learned & best practices**
- Discuss opportunities to **help CGI partners better understand BEMF** and their roles
- Discuss opportunities to **co-create BEMF-aligned workflows with our clients**



Building the business

Problem Definition:

- Requirements capture and management in JIRA
- Difficult to change clients' JIRA structure and layout
- Readability problems
- Resulting in
  - Missed or incomplete requirements,
  - Wasted time and effort, &
  - Potential errors and rework.

Solution:

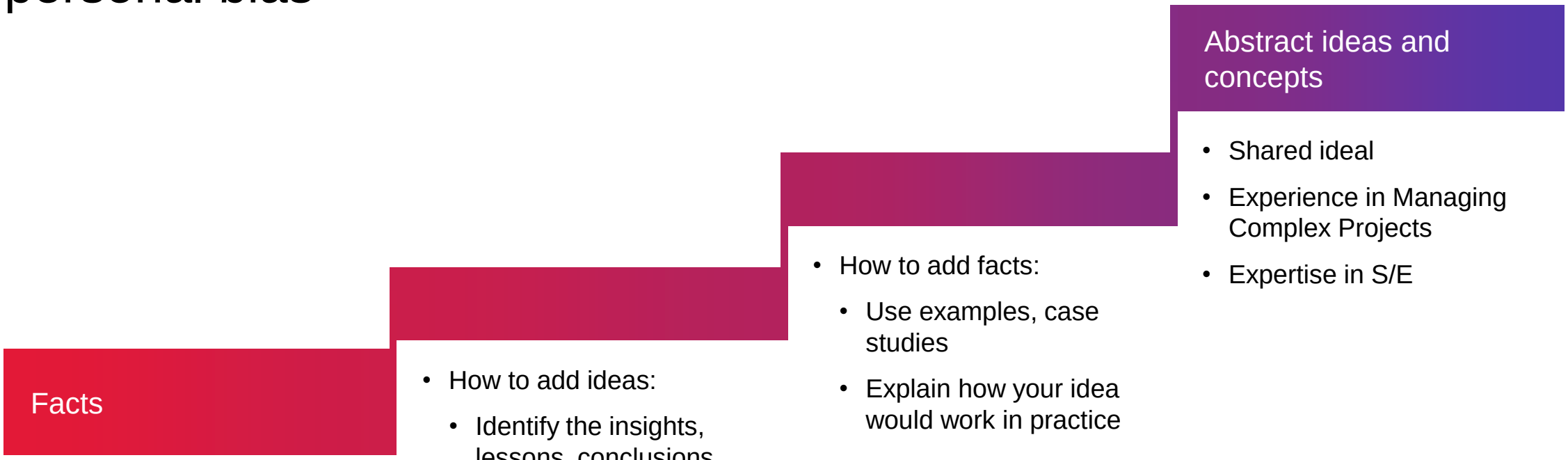
- Simple HTML tags to define, create, highlight and section user stories or requirements.

Benefits:

- Reduce delivery effort
- Low cost to implement

Presentation techniques and tips

Use BOTH facts and ideas in your presentation, be aware of your personal bias



Be careful not to:
Bury audiences in an avalanche of data without providing the significance.
Discuss theories and ideals completely detached from real-life examples.

Ref: Andrew Wood’s story telling workshop
American linguist S. I. Hayakawa in his 1939 book Language in Action. “The ladder of abstraction”

Have you answered the question? – APAC approach

A – ACKNOWLEDGE

- I've heard your question

P – PROBE

- I want to understand more about the need behind the question

A – ANSWER

- I want to provide clarity and answer their question or defer the answer

C – CONFIRM

- I need to check they are happy with my answer and the question is dealt with

Ref: Andrew Wood's story telling workshop

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Example of using APAC

Question: How do you handle tight project deadlines?

A – ACKNOWLEDGE

- Tight project deadlines are indeed a critical aspect of our work with ABC customer due to X, Y, s and we strive to meet them whilst maintaining profitability and member satisfaction.

P – PROBE

- Are you referring to tight deadlines in terms of budget constraints, resource allocation, or time limitations? This will help me provide a more tailored response

A – ANSWER

- What I find most rewarding about managing tight project deadlines is witnessing the team's dedication and the sense of camaraderie that emerges during challenging times."

C – CONFIRM

- By maintaining open communication with stakeholders, we have consistently met project deadlines and maintained a high standard of quality, which has led to positive CSAP results from our clients and MSAP results from our members. Did this answer your question?

Ref: Andrew Wood's story telling workshop

Presentation tips

As this is a likely to be virtual presentation, check in with your audience as you progress through your presentation.

Next steps

Prepare!

- Look at the UKA Promotions ensemble site for all the resources you need
- Prepare your promotion presentation slides
- Make sure you are comfortable with using MS Teams

We **recommend you undertake several dry run sessions**, to allow practice of delivery and to gain feedback from an experienced panel member.

Practice, practice, practice

CGI Internal

Thank you for listening

Good luck with your preparation and panels

Please reach out to your BU promotion coordinator if you have any questions.