



**Managed services:**  
maximizing the power of people

\_experience the commitment™

# managed services \_maximizing the power of people

## PEOPLE INTEGRATION IS A RECOGNIZED COMPETENCY AT CGI

In its Forrester Wave™ Q1 2007 report on Application Outsourcing in North America, Forrester highlighted CGI's competency in transferring personnel.

*CGI has optimized  
HR processes to  
accommodate new staff*

William Martorelli  
Forrester Research, Inc.

In Gartner's April 2003 case study, "CGI Leverages Growth Culture: Strategy from Outsourcing to M&As," Gartner recognized CGI's ability to successfully integrate employees from an outsourcing agreement or M&A.

*CGI uses its unique culture  
and integrated strategy to  
assimilate, intermingle and  
develop all employees into  
global growth success*

Kraft Bell  
Gartner, Inc.

## THE PEOPLE SIDE OF MANAGED SERVICES

In today's intensely competitive and challenging global economy, CXOs are increasingly outsourcing support functions, so that they can concentrate all of their efforts on their core business and drive more profitable growth. At CGI, we understand our clients' challenges, and we work in partnership with them to implement the best IT strategies and solutions for achieving desired business results.

Managing the people side of outsourcing is critical to success. The prospect of an employee transition raises a host of concerns, including knowledge protection, employee retention, litigation risks, change management and fair treatment. Effectively managing these issues requires a proven HR transition approach that delivers the necessary planning, communications and change management to make the transition a smooth one.

CGI's outsourcing experience confirms that successful business results and IT transformation are optimized when a client's transferred employees are fully engaged—understanding, supporting and actively participating in the transformation process. Built within CGI's successful outsourcing strategy is a strong HR component that is helping clients across the globe transition their people quickly and efficiently. With this level of investment in people, IT outsourcing becomes a win-win-win situation for all three stakeholders:

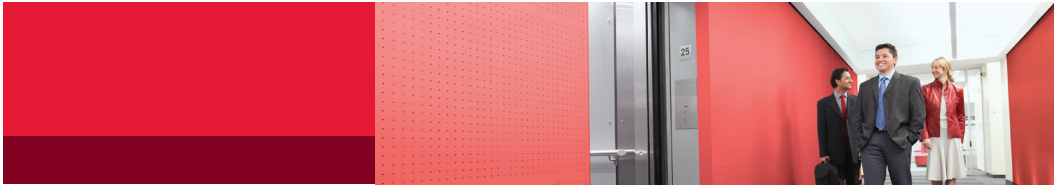
- **Clients**—focus more on their core business
- **Transferred professionals**—join a company whose core business is IT
- **CGI**—strengthens its most precious asset—human capital—by welcoming a client's employees with the objective to achieve strong employee engagement

## AN EXPERIENCED INTEGRATION PARTNER

One of CGI's core strengths is our ability to merge employees who join us from both outsourcing contracts and acquisitions, and who represent various cultures, into a single, focused and unified workforce. In fact, more than 50 percent of our professionals have joined CGI through these paths. Working together, CGI's professionals have built a global company, and we welcome clients' transferred employees, recognizing that they bring a wealth of know-how that will contribute to our future growth.

In addition to benefiting from our expertise in managing the global delivery equation and a broad scope of solutions and delivery options, CGI clients are supported by an HR Integration Center of Expertise, made up of a network of HR professionals with vast integration experience. This Center of Expertise is backed by strong leadership and a best-in-class HR transition approach.

Another key driver behind our integration success includes best practices for managing every aspect of the employment relationship and gauging employee satisfaction, which is crystallized in the CGI Member Partnership Management Framework (MPMF), an ISO 9001 certified process that includes a management visibility system. The MPMF aims at building a dynamic and proactive relationship with each individual through regular communications and activities, including orientation, performance management, career planning, training and development and employee satisfaction measurement.



## TRANSITION FUNDAMENTALS

CGI's transition process is always tailored to the specific requirements of our clients and is typically comprised of the following:

- A project approach to transition based on principles grounded on CGI's values with established timelines and measured milestones
- Comprehensive evaluation of the client's salary and benefits programs—relative to CGI's programs—and joint decision-making concerning the harmonization
- Joint development of a communication plan by the respective human resources and communications representatives to effectively communicate the outsourcing approach
- Entire approach is designed to focus on the individual and address the “What happens to me?” at each stage

## ACHIEVING A SMOOTH AND EFFICIENT TRANSITION

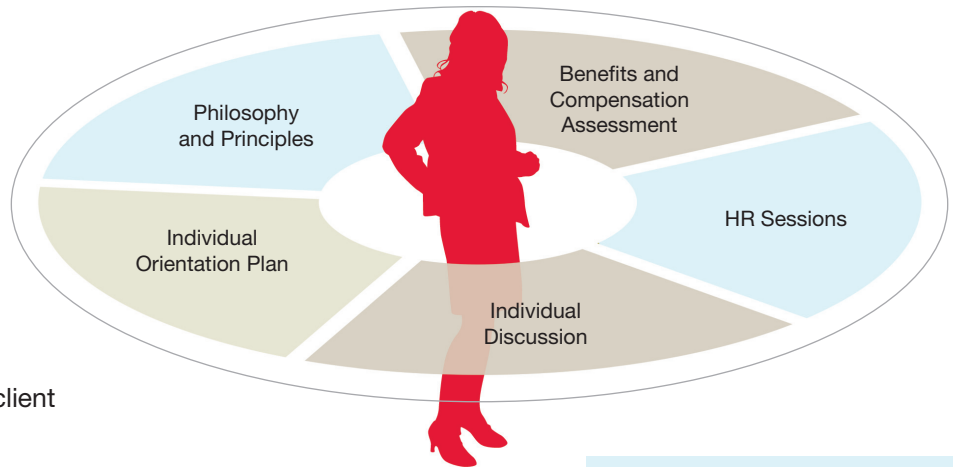
CGI's HR transition approach is built on the premise that the satisfaction and continuing evolution of people is essential to the effective delivery of quality services to clients.

## GUIDING PRINCIPLES

CGI's guiding principles in dealing with employees during a transition are as follows:

- Make decisions in partnership with the client
- Retain critical skills
- Ensure frequent and open communication
- Respect all employees
- Provide exciting career opportunities
- Offer an attractive total compensation package
- Consider years of service with client

## SMOOTH EFFECTIVE TRANSITION



## EFFECTIVE COMMUNICATION

In transitioning employees, CGI focuses on eliminating the “What happens to me?” syndrome through carefully designed communications plans. From the outset, our HR experts step in to address employees' questions and concerns, help them to understand and adjust to the transition, and even more importantly, help them to reflect on the positive aspects of the outsourcing partnership. The objective behind all of our communications is to reduce employees' uncertainty throughout the entire transition process, enabling them to maintain a focus on service delivery.

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## COMPETITIVE COMPENSATION

From a harmonization standpoint, CGI has extensive experience in harmonizing benefits and employment conditions to create an attractive total compensation package. By offering competitive benefits and opportunities, CGI is able to maximize the retention of valuable resources to ensure a smooth transition of the outsourced functions and maintain high service levels.

### HARMONIZATION IS...



> Measure the two companies' compensation packages

> Identify any gaps

> Work in partnership with client for all decisions

## ATTRACTIVE CAREER OPPORTUNITIES

CGI provides a comprehensive 12-month program to orient and integrate new employees into the company. Among the key components of this program are regular meetings through which employees can express their professional development and career aspirations. CGI's approach to global delivery, which emphasizes client proximity, translates into long-term and challenging career opportunities in various industries and with a myriad of clients, which are essential to attracting and retaining highly qualified professionals.

## PARTNERING FOR SUCCESS

CGI's goal in every outsourcing contract is to ensure fair treatment of transferred employees and a successful transition, enabling our partners to achieve their business objectives. Our integration experience, people-oriented processes and willingness to work in partnership with our clients create a win-win-win situation, offering transferred employees the opportunity to join a company that is recognized to be an employer of choice in the IT industry, minimizing our clients' business and HR risks while advancing their business, and providing CGI with valuable human resources that we can invest in for long-term growth.

Interested in learning more? We would love to share more about our experience and capabilities. Please contact us.

## MANAGED SERVICES: THE CGI DIFFERENCE

Leaders in many industries have made CGI their partner of choice because we listen to our clients to thoroughly understand their needs, focus on crafting win-win partnerships customized to our clients' strategic requirements, and provide the right degree of empowerment and accountability at all levels.

Our managed services strategy delivers end-to-end services, industry expertise and ISO-9001 and CMM Level 5 certified frameworks that ensure the highest level of quality. We also leverage our global delivery capabilities to offer clients the optimal combination of onsite and offsite service delivery. These options can be leveraged at any time and in any combination as the client's business evolves.

## CORPORATE PROFILE

CGI is in the business of satisfying clients. For over 30 years, we've operated upon the principles of sharing in our clients' challenges and delivering quality services to solve them. A leading IT and business process services provider, CGI has approximately 31,000 professionals operating in more than 100 worldwide offices. CGI has a solid track record of on-time, on-budget delivery and high-value repeat performance. Our methodologies and best practices ensure we deliver results and serve as an accountable, flexible and objective partner.

## CONTACT US

For more in-depth information on CGI's HR transition approach and how it can benefit your organization, contact Julie Godin, V-P, HR, Leadership and Organizational Development, at: [julie.godin@cgi.com](mailto:julie.godin@cgi.com)

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