Agile Squads

We build the team,
You build the product.

CGI

Accelerating business transformation

With technology now driving business growth, organizations have no other choice than to strengthen and accelerate their digital transformation. For many, managed services are key to tackling talent shortage as well as fast technology evolution.

With Agile Squads, CGI is delivering solutions through an approach centered on business success.

Bringing strategy into our partnership

While supplying the right talent to our customers is our top priority, we keep in mind that the overall goal of organizations relying on external consultants is to achieve business objectives.

The strategy component is key in our Agile Squads offering, enabling you to formalize, prioritize, and execute product development with better results.

Syncing technology knowledge

Another key element is customer training. For software development projects to succeed, it is crucial for all involved personnel to speak the same language.
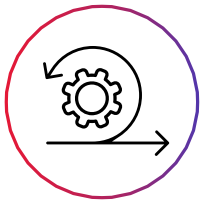
CGI enables customers to stay on top of the last advancements in DevOps, cloud, as well as Agile commitments and models. The objective is to not only increase delivery success ratios, but also lay the ground for further innovation discussions.

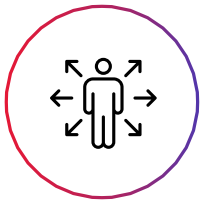**Increased value, autonomy, and risk sharing**

CGI delivers fully autonomous teams composed of developers and QA analysts led by product owners and scrum masters, joined by solution architect, as per your needs. Business success being the ultimate objective, our performance indicators are velocity, delivered value, quality, predictability and, if needed, autonomy.

CGI Agile Squads benefits
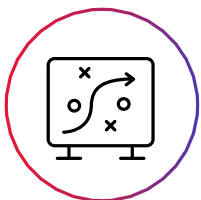
Improved agile risk-sharing

Delegation of capacity management
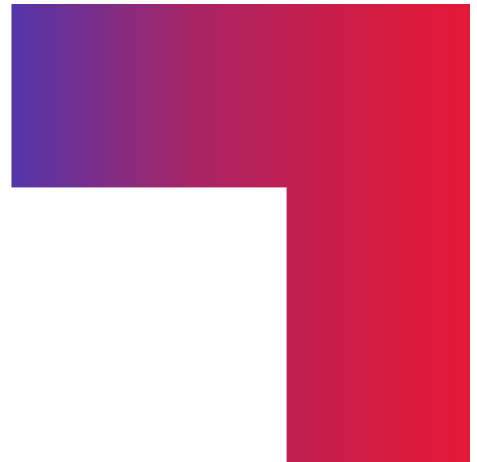
Predictability in cost and delivery

Iterative value delivery and billing

Flexibility of agile development

Pivot through backlog prioritization

What is a CGI Agile Squad?

A dedicated development team providing its capacity iteratively while only billing for delivered value.
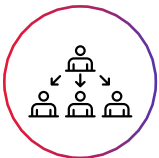
Imbedded in the client organization

The CGI Agile Squad is not an isolated black box. An Agile Squad is completely imbedded in the client organization. It uses the client's tools, methodologies, and processes.

Location

To access the full advantages of the Agile Squad model, remote work is preferable although on-location and hybrid is also possible.

Autonomy

Each CGI Agile Squad includes a Scrum Master and a Technical Lead to ensure both efficient and quality work at each iteration.

The Agile Squad can also include a Product Owner and Architect to help replenish and maintain the Squad's backlog.

Agile Squads are not…

Just a group of people

Delivering an Agile Squad includes:

- Core team
- Coaching
- Agile contract experience
- Cross-Squad support
- Delivery and system metrics
- Team culture
- … and much more

CGI Agile Squads model

Needs

The CGI Agile Squad model is addressing client's top issues

1   Development capacity

2   Expertise ownership

3   Accountability & risk sharing

4   Cost & throughput predictability

5   Quality assurance

Advantages

Single Purpose Or Flexible Capacity Pool

To get the maximum value out of the model, Agile Squads can be viewed as development units detached from specific projects or initiatives. In this approach, the client is free to fill the content of the Agile Squads backlogs with what he judges as being the most relevant work. This also has the benefit of sharing the cost between the different entities, inside the client's organization, who all need parts of that capacity. Still, Agile Squads can also be assigned to a finite backlog with a due date.

Pivot & Re-tasking

In response to his ever changing context, the client has total control on the content and prioritization of the Agile Squads backlogs, maximizing the use of their capacity to absorb this variability. The capacity of an Agile Squad can also be adjusted by either adding members or by injecting new skillsets.

Free the client's SMEs

Not having to worry about teams' capacity, sprint management and backlog replenishment, the client's Subject Matter Experts can focus on more structuring tasks like Ideation, Exploration, and Product or Portfolio Management.

CGI Agile Squads structure

Compose

Dev Team
- Dedicated capacity
- Effort management & estimation
- Client's norms & standard
- Best practices
- Knowledge transfer (includes a Tech Lead)

+

Scrum Master
- Client's Agile norms & standards
- Agility's best practices
- Integration in the client synchronization points
- Coaching

+

Analyst/QA
- Autonomy on stories analysis
- Tests development and maintenance
- PO support, tests plan

+

PO
- Autonomy on feature refinement
- Stories creation & estimation
- Efforts projections
- Client's PM point of contact

+

Architect
- Autonomy on feature and stories IT details
- Client's IT point of contact
- Cross-squad support IT effort estimations and projections

Max level
- Ensure delivery of target value on average
- Ensure minimal delivery for each iteration.

(SAFe)
- Ensure 80% of PI goal,
- Ensure effective PI planning for the Agile Squad

Pick the level of engagement that fits your needs

Start

To ensure sufficient information is collected for an empiric, metric-driven engagement, the first sprints are conducted under a T&M billing model.	Onboarding and benchmarking	**Onboarding**
		Sprint 1
An initial value target is established for each Agile Squad.		**Sprint n**

Agile Squads aim for their value target at each iteration.	Fixed-price billing based on delivered value	**Sprint n+1**
		Sprint n+2
Value targets are reviewed periodically to keep them relevant with the changing context.		**...**

Agile risk-sharing

Predictability

Fixed-rate per squad per iteration

- For each Agile Squad and for each iteration, CGI commits to deliver 100% of the agreed target value, on average.

- Billing is proportional to the delivered value. Not the time worked.

- To ensure the value delivery, CGI is responsible for the assignment, training and monitoring of the Agile Squad members.

- Fixed-rate is assessed before work begins.

- Invoicing is based on initial estimates.

Throughput

Periodic review of target value

- In a stable development environment, it is expected that a healthy Agile team will increase, and eventually stabilize, its development throughput. To foster this Agile benefit but prevent the overcharge of an over-performing Squad, CGI gives back to the client any speed gains by periodically re-baselining the Agile Squads target value.

Capacity management

- Failure to achieve target value is prevented or corrected by CGI.

A true partnership done the right way

Quality

Technical debt and resolution

- The Agile Squads deliver value in line with our partners' expectations.

- Quality is measured based on the client's norms and standards.

- Agile Squads systematically implement a Definition Of Ready and a Definition Of Done for the backlog items. (i.e. stories and features)

- An omission, by a Squad, to follow these definitions is considered a Debt.

- Debt created by an Agile Squad is resolved and paid for by CGI. Such corrections will be integrated in future sprints but will not affect the normal delivery capacity of those sprints.

Transparency

Performance indicators and penalties

- Metrics First Approach through our proprietary flow management process.

- Continuous monitoring to ensure that the Agile Squads are self-sufficient and have all the skills needed to deliver.

- In addition to delivered-value billing, penalties can be applied if value falls bellow an established minimum.

- CGI shares with the client several performance indicators monitored to ensure the optimal quality and the maintenance of efficiency.

Experience a real Agile contract, delivering both Agile speed and Agile quality
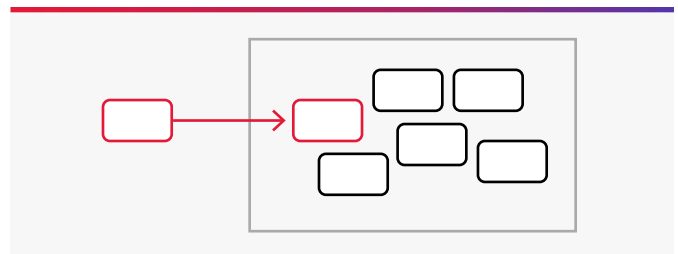
Engagement mode and scaling

Use the Agile Squads to fit your current needs and context. The built-in flexibilities of the model enable the Agile Squads to match your organization as it grows both in scale and Agility.

Here you can see 4 examples of engagement where the Agile Squad model was able to adapt to very different contexts.

Dedicated Capacity

Add dedicated capacity to a specific sector of your organization by injecting one or many Agile Squads into it. Our data shows that an Agile Squad should gain autonomy in the first 2-3 months after being integrated in a new environment.
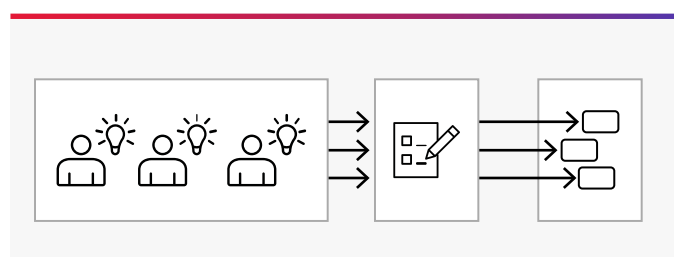
Project Mode

Accelerate a project delivery by dedicating Agile Squads to it. Gain a predictable throughput as CGI ensures the Agile Squads' capacity to deliver their target value. Also gain predictability in your billing as Agile Squads are charging for delivered value by iteration instead of worked-hours by person.
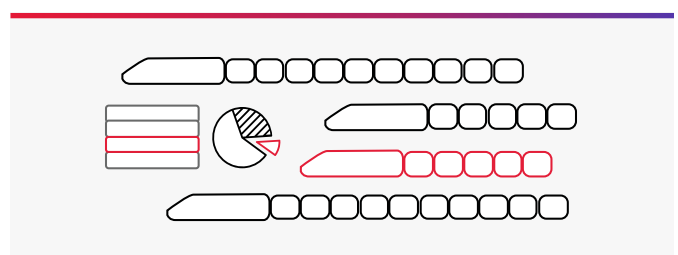
Capacity-Pool Mode

Split the capacity and cost of one or many Squads between multiple backlogs, projects and other entities in you organization. Manage the usage of the capacity through a capacity budget and adjust that budget as needed. (e.g. every sprint or every trimester)

Full SAFe Train

Dedicate an entire SAFe CGI Train to one of your portfolio lane. The Agile Squad model is compatible with the SAFe framework and our SAFe experts will play the ART roles of RTE, PM and SA and interface with your portfolio management team.
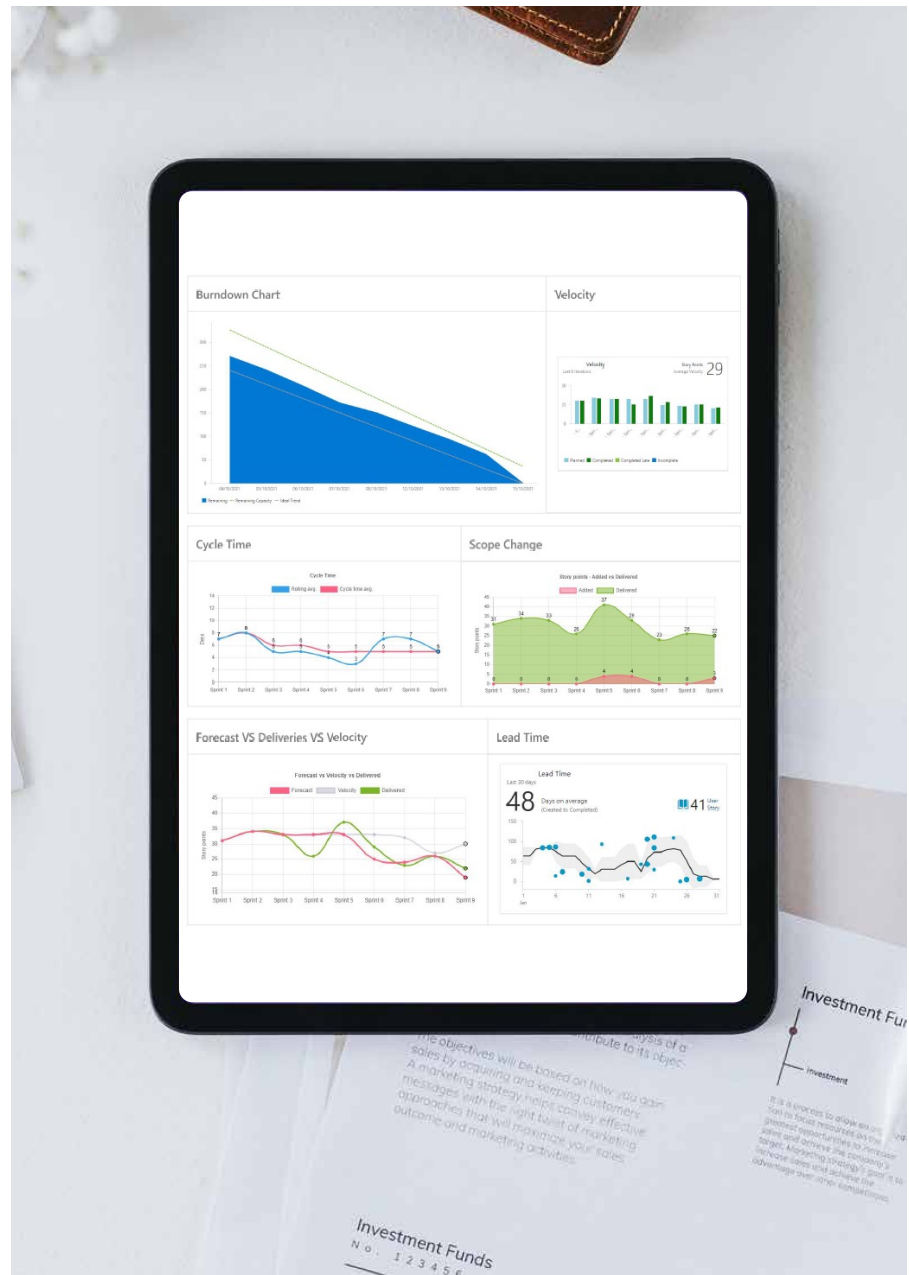
Delivery metrics
Health of value production

Delivery & Value Metrics

At the end of each sprint or cadence, all Agile Squads produce an Iteration Report and a set of Iteration Metrics.
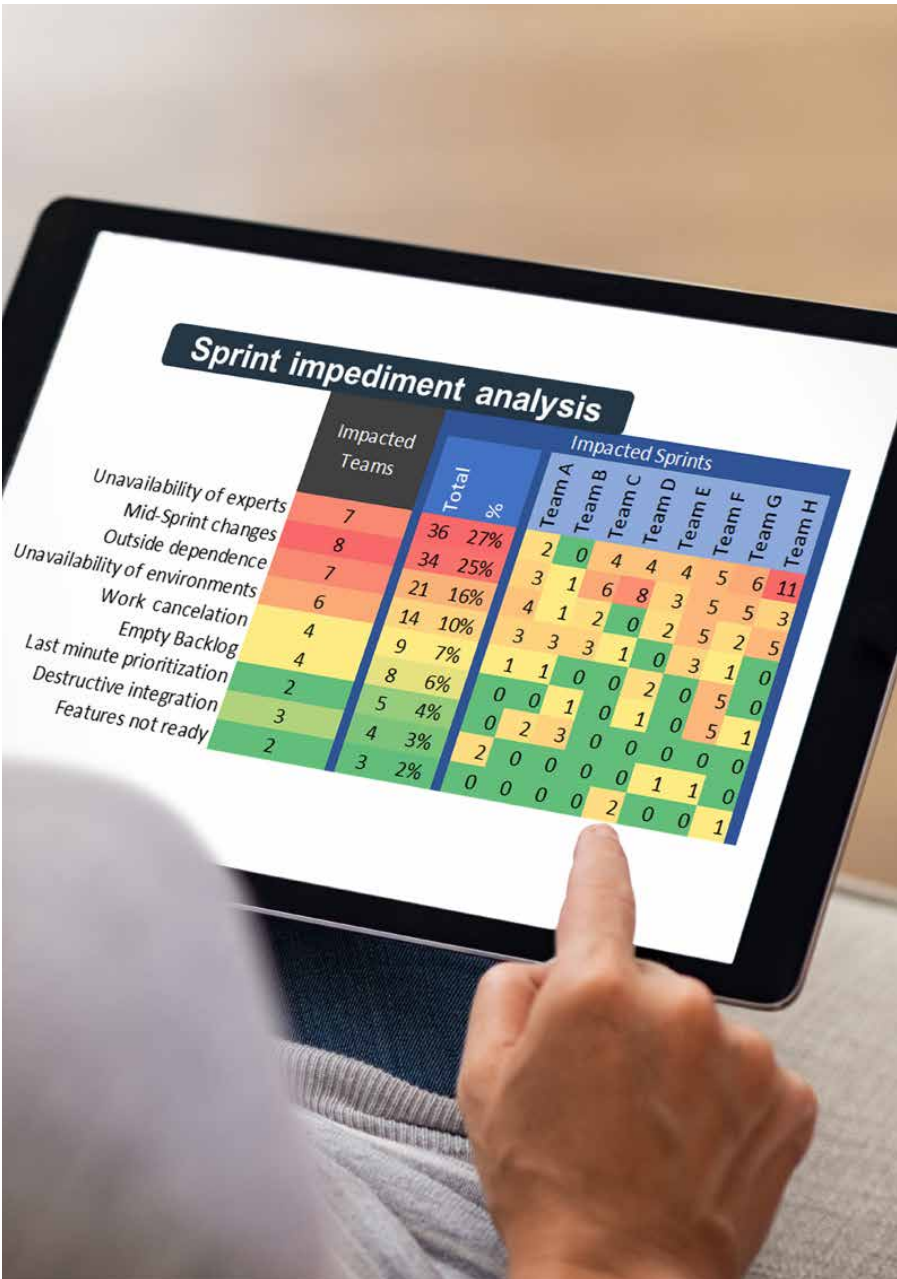
This action ensures synchronization between the Squad and its client and enables them to work in full partnership when facing challenges and variability.

The resulting collaborative work maximizes the value produced by each iteration and keeps everyone on track toward the goals.
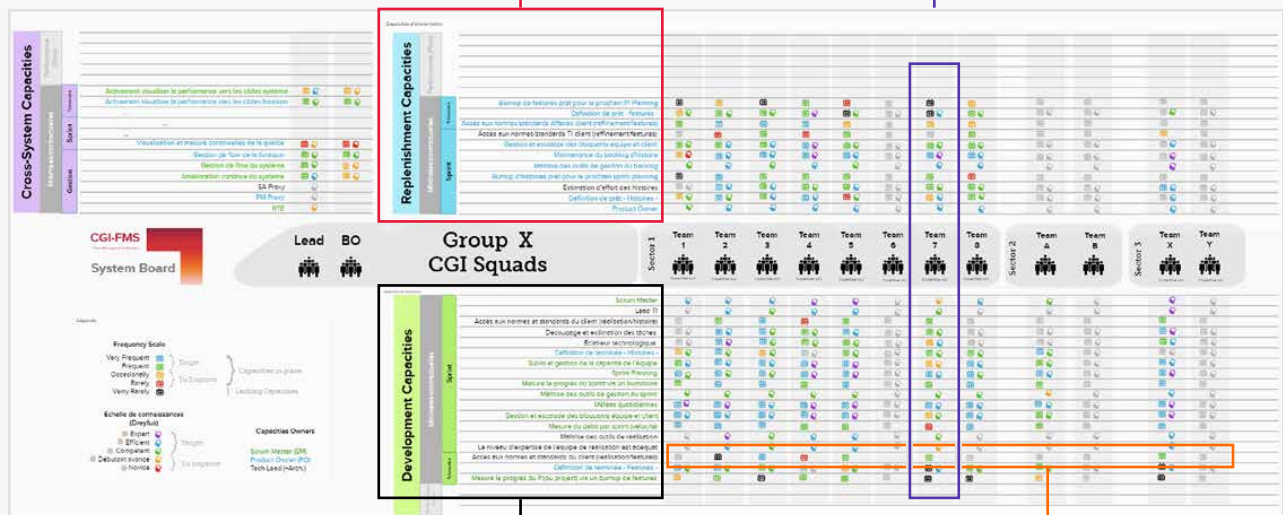
Flow Analysis

Although the Agile Squads collect and visualize flow metrics in real time, a periodical flow analysis is performed to identify wastes or impediments in the system. The results are shared with the client and used to drive the joint continuous improvement efforts between the client and the CGI Agile Squads.

A System Capacities Dashboard, helps visualize the state of the capacities needed for the Agile Squads to succeed. It focuses the continuous improvement efforts on what is important to create and maintain a cohesive group of Agile Squads.

Replenishment capacities needed to bring the work from new to ready-to-sprint and create a continuous flow of work.

Agile Squad problems can be identified quickly and help can come from other Squads or from coaching.

Development capacities needed to bring the work from ready-to-sprint to done.

Systemic problems across many Agile Squads can be identified and optimized help can improve the whole system.

Tell us about your project

Whether you're looking to migrate legacy applications to the cloud, modernize existing client-facing applications, or launch a new mobile app that will disrupt your market, you can count on CGI's Agile Squads to bring your project to reality.

The list of technologies our SMEs master span from backend to frontend, including databases, containers, AI/ML, and more. Our Agile Squads will adapt to your preferred framework be it Kanban or Scrum.

Agile Squads transform your staffing capacity demands for software development into high-value business acceleration commitments.

About CGI's Agile Services

CGI has developed expertise in all Agile frameworks to better serve customers. Whether your approach is Kanban or Scrum, our Agile Squads will adapt to your preference. And beyond product development, CGI is proud to be the first Global Transformation Partner in the world for SAFe. Our pragmatic, value-based, end-to-end agile transformation framework encompasses the strategic consulting as well as hands-on practitioners, trainers and accelerators needed to design and implement successful transformations. By putting people first, we enable teams to adapt their organizational culture, to adopt the right solutions and create the right environment.

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About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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