



Australia's Best
Program Delivery Company

Peak Results, Delivered Together

Seven Consulting Delivery Capability Uplift Services



Seven Consulting proudly supports the world-class Australian women's team, the Seven Consulting Opals, currently ranked No. 2 globally, bronze medal winners in both the FIBA Women's World Cup, and in the Paris 2024 Olympics. We also sponsor the Financy Women's Index, promoting gender financial equality in Australia.

Financy
Women's
Index



Program Delivery

We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and manage billions of dollars of transformation programs that range in size from <\$1m to >\$500m.



PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

All of our clients are reference sites



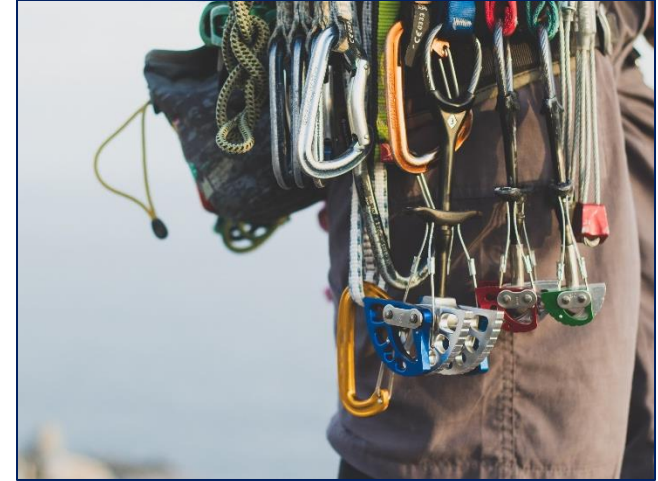
Change Management Services

We provide program change management, adding value from the start of an initiative through to realising benefits. We also support the integration of change management at an enterprise level to improve portfolio performance.



Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.



Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

All of our clients are reference sites

Our Clients

Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.

 Commonwealth Bank Client Since 2003	 Westpac Client Since 2009	 Woolworths Australia's fresh food people Client Since 2012	 ANZ Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund Australia's Sovereign Wealth Fund Client Since 2015
 agl Client Since 2017	 NSW Communities & Justice Client Since 2017	 alintaenergy Client Since 2018	 indue Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 THE UNIVERSITY OF SYDNEY Client Since 2019	 NSW GOVERNMENT Client Since 2021
 Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA Client Since 2021	 dexus Client Since 2022	 Equity Trustees Client Since 2022	 iress Client Since 2022	 pwc Client Since 2022	 Sunnyfield disAbility Services Client Since 2023	 NGM GROUP Client Since 2023
 regis aged care Client Since 2023	 Australia Post Client Since 2024	 nib Thrive Client Since 2024	 Australian Government Department of Employment and Workplace Relations Client Since 2024	 pepper money Client Since 2024	 CHALLENGER Client Since 2024	 Cuscal Client Since 2024

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2024	99.49%	6,060
2023	99.50%	11,223
2022	99.20%	13,191
2021	99.15%	15,932
2020	98.87%	14,455
2019	99.08%	14,949
2018	98.65%	15,450

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Oct'24	97.56%
Apr'24	97.41%
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%



"The team from Seven has integrated effectively with IVC and shows they understand the business."



"Strong program delivery capability with the flexibility to scale up and down quickly to meet program and business needs. Look to continue to bring the best of the Seven ecosystem to clients to demonstrate the value-add."



"Very happy with the level of organisation and governance the Seven project/program managers bring to our more complex initiatives."



"Seven is one of the most prestigious consultancies in Australia and most of the Seven Consultants I have come across at my current and previous organisation prove that."



"Good people and a focus on support from the central organisation when required."



"Every Seven consulting person I have ever worked with has been very good at what they do."

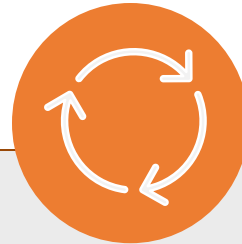


How do we get to 98+% customer satisfaction?



People

- Over 90%+ permanent workforce, tested extensively through a robust recruitment process.
- High employee engagement.
- Hands on owners that have delivered major programs.
- Training allowances and internal learning sessions.
- Comprehensive mentoring.
- 95% SAFe® qualified and internal trainers.



Process

- Regular structured quality assurance of all assignments.
- Weekly review of all assignments' status.
- Industry leading Customer Satisfaction and NPS management.
- Bench support available at no cost to client.
- Holidays and illness cover for clients.



Tools

- Dedicated project tools team.
- Program Delivery approach designed with Pathfinder.
- Delivery approach risks defined with Pathfinder.
- Schedule integrity measured with Healthcheck tool.
- Project reporting with dashboards and scorecards.
- Portfolio optimisation tool.

All our clients are reference sites.

How our values impact our delivery?



Teamwork

Teamwork has to be at the core because you can't deliver big projects without great teamwork. We focus on ensuring that the Seven team, the client team and vendors work seamlessly together.



Transparency

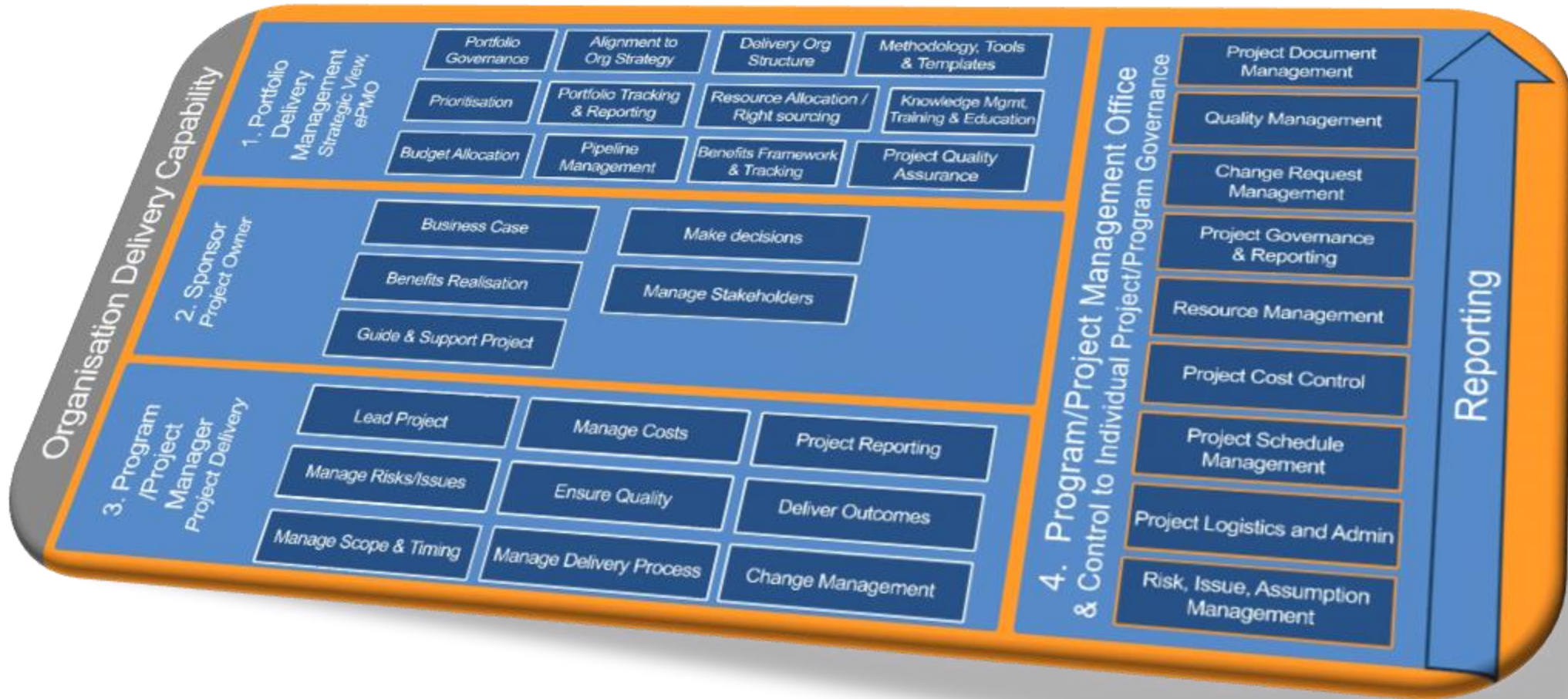
Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.



Delivery

A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

Delivery Organisation Review



Why undertake delivery capability assessments?

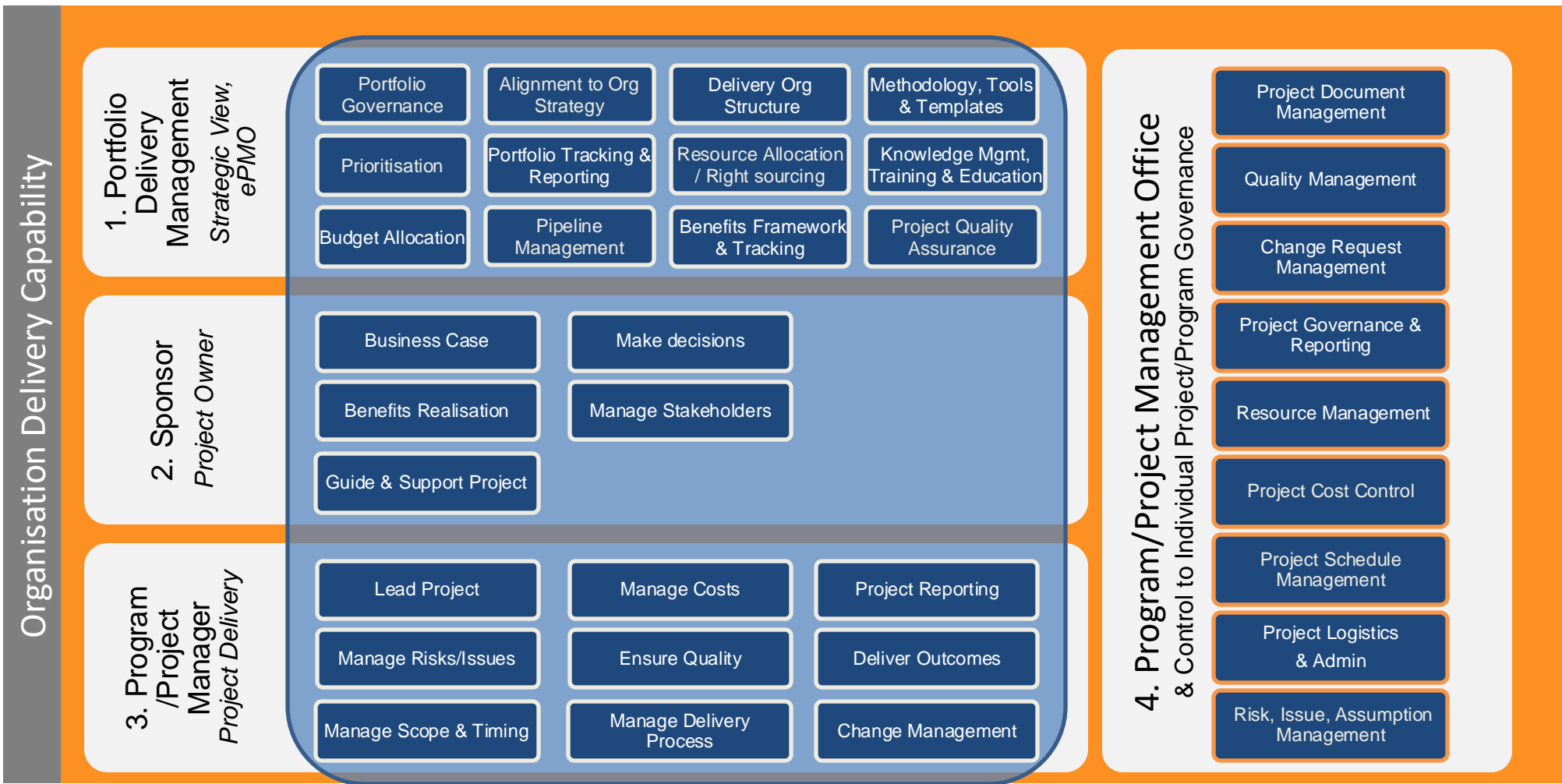
There are a number of key reasons why organisations undertake delivery capability assessments, including:

- **Increase Speed to Value** - Realise business benefits quicker.
- **Improve Project Delivery Efficiency** - Implement a strong project delivery operating framework to improve efficiency and effectiveness for delivering project outcomes.
- **Improve Return on Investment** - Improve the way investment in projects is managed from strategy, to prioritisation, to execution, to realisation of benefits.



Organisational Delivery Structure

4 key areas: (1) Portfolio delivery management capability (2) Sponsor Capability (3) Program/project manager capability (4) Individual Program Office Capability

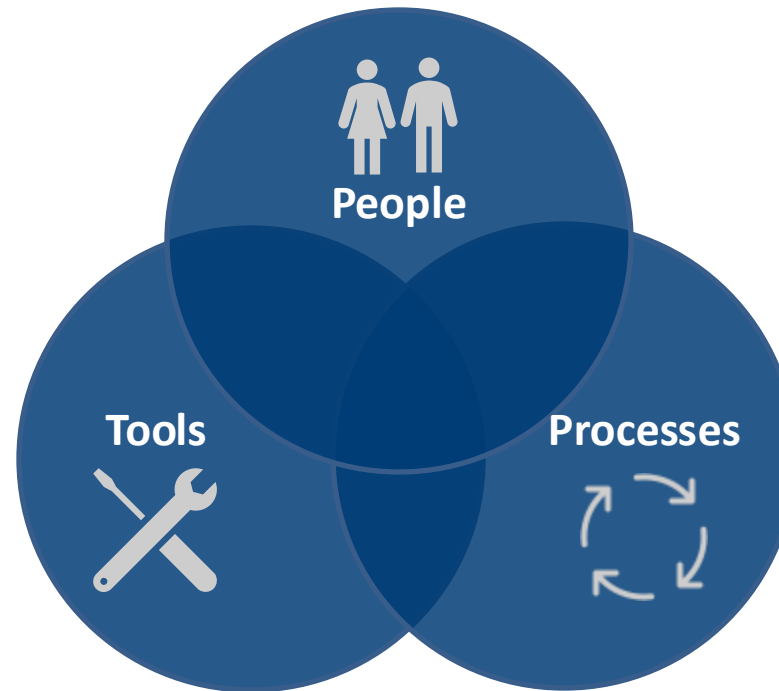


What needs to be assessed? [cont.]

To achieve this delivery capability, assessments need to be undertaken across all aspects that make up programs/projects delivery.

People

1. Knowledgeable and skilled
2. Clear roles and accountabilities
3. Successful outcomes
4. Enabled to perform their roles
5. Appropriately incentivised to perform
6. Understand & adhere to the processes
7. Know how to use the required tools
8. Have the appropriate time capacity to do their jobs
9. Have the appropriate support and backing to perform their roles



Processes

1. Widely adopted
2. Fit for purpose (eg Agile vs Traditional vs Blended)
3. Well documented and unambiguous
4. Clearly defined roles and responsibilities
5. Appropriate governance to ensure compliance
6. Champions and SMEs appointed
7. Continuous improvement










Tools

1. Standard and widely adopted
2. Easy to use and fit for purpose
3. Capture the data required for reporting needs
4. Appropriate controls to ensure data is of desired quality

Our Organisation Review Approach

Seven Consulting can provide a view of best practice in Governance, Sponsorship, Project Management and Project Delivery to executives and their senior delivery experts. This is based on an initial evaluation and developing an integrated value proposition.

A sample approach is:

	WEEK 1	WEEK 2	WEEK 3	WEEK 4
Project Manager	 Stakeholder Map			
	 Facilitating Workshops / Outcome Documentation			
		 Business Case		
			 Roadmap	
			 Program Structure / Governance Model	
Facilitator (X 2)				
	As-Is Workshop 1 4hrs IT Reps	As-Is Workshop 2 4hrs Business Reps	To-Be Workshop 3 4hrs IT Reps	To-Be Workshop 4 4hrs Business Reps

During the evaluation period, a number of deliverables will be produced and then socialised with the Key Stakeholders for their input and buy-in.

Deliverable	Description
As-is Assessment	Analysis of “as is state” Strengths and Weaknesses.
To-be Design	Future state delivery organisation high level design, including design principles, key changes high level design, organisation structure and measures for success.
Roadmap	High level timeline that illustrates how the journey from As-Is state to Target state will unfold. It contains high level deliverables, major milestones, and their indicative timing.
Program Structure/ Governance Model	The program governance and structure that need to be in place, in order to ensure successful transformation. It outlines key roles & responsibilities, decision making structure, management methodology, risk and issue management forum, reporting cycles, etc.
Stakeholder Map	Comprehensive list of the stakeholders that will be impacted by this initiative. It outlines how their expectations should be captured, managed and responded to during the transformation process. This will serve as the basis for the Communication Strategy and Plan.
Workshops (preparation and outcome documentation)	Four workshops, run by Seven Consulting team, to provide a view of best practices in Project Management/ Program Delivery to the client’s project delivery audience.
Business Case	Provides a view of the end-state benefits to the business; including the required resources and cost, duration, and execution risk in achieving them. This will be presented to senior executives for approval.

Organisational change will look at the Enterprise Services Model, right sourcing of the delivery capability as well as a Program centric investment approach in order to **Improve Project Delivery Efficiency.**

Project Delivery Transformation



1. Enterprise Services Model

Group wide framework for project delivery.

Efficiency



4. Benefits Management

Outcome Led decision making.

R.O.I.



2. Right Source Delivery Capabilities

Selectively right sourcing IT delivery capabilities.

Efficiency



5. Active Sponsorship

Engaged sponsors focused on outcomes.

Speed



3. Program Centric Investment

Top-down investment via programs rather than projects.

Efficiency



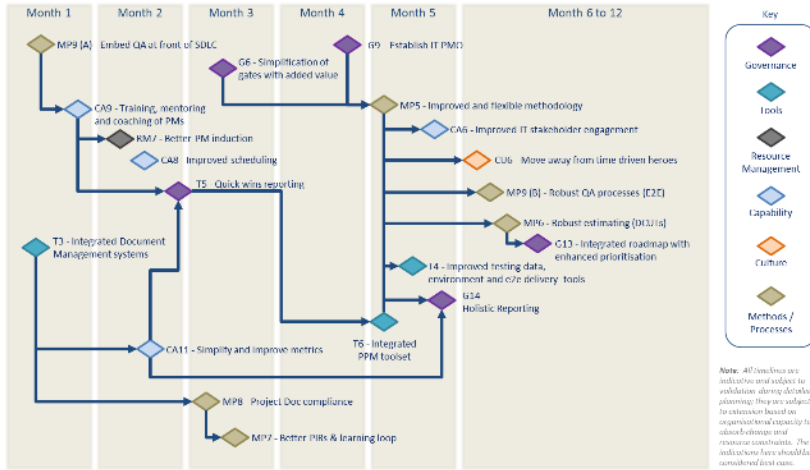
6. Agile Delivery

Increase speed to value.

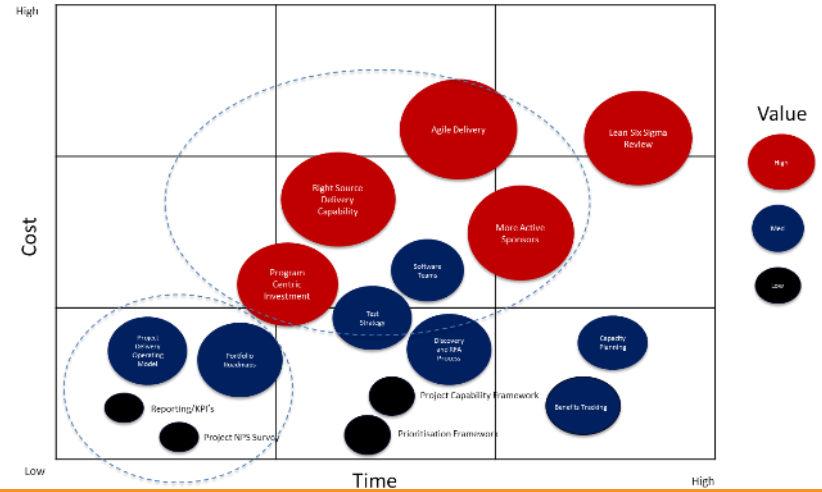
Speed

Example Outputs

Implementation Timeline

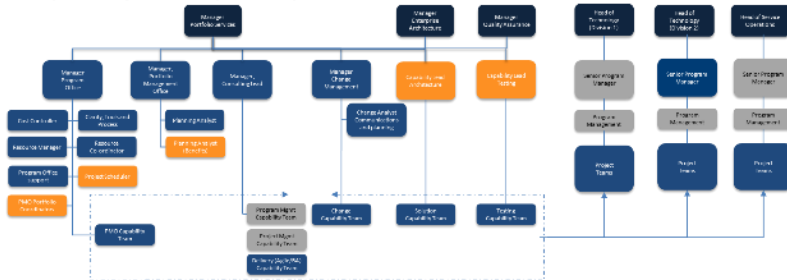


Prioritisation



Right Source Delivery Capabilities

An example of an organisational chart identifying possible support functions and a potential structure to **Improve Project Delivery Efficiency**.

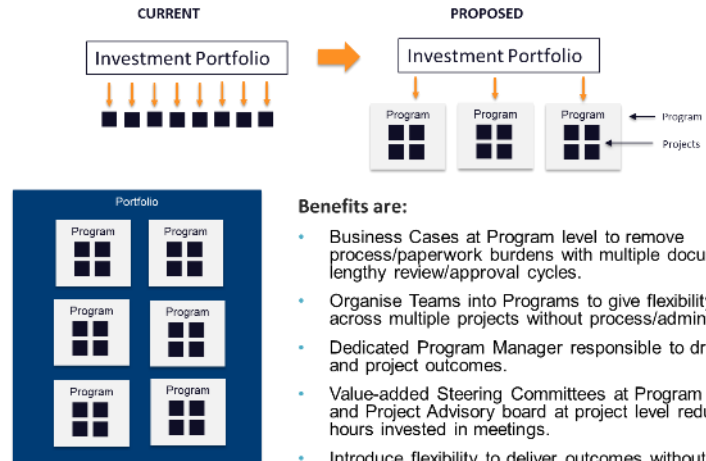


Additional Support functions suggested in orange:

- PfMO resources to support senior program managers completing administrative tasks currently performed by high costs resources.
- Project Scheduler to drive integrated planning across the group, improving scheduling of projects to remove capacity constraints and management of dependencies.
- Analyst role to develop and run benefit tracking process.
- Capability lead roles for Solution Architecture and Testing, driving maturity improvement and performance.

Uplift Required (highlighted in grey):

Program Centric Investment



Example of a Cost Benefit Analysis for Project Delivery Efficiency

'Delivery Efficiency'
Reduce cost base and improve productivity

↓ - \$5.24m (-13%)

Reduce Cost of Delivery Resources by 13% from \$41.1m to \$35.9m
Based on \$113m portfolio budget for FY16, reduce % spend on Project Delivery Resources from 36% to 31%.

- \$3.23m investment to deliver savings:**
- \$1.5m pa in FY16/FY17 in project costs including training & education.
 - \$1.73m pa for 7 support roles to deliver transformation including new services to be delivered.

63 positions based on:

- Risk of portfolio reducing.
- Buy versus build analysis of each capability.
- Removal of existing bottlenecks driven by lack of Qantas knowledge.

\$3.23m Investment

\$6.21m Right Source 63 Delivery Roles

- Saving from right sourcing 63 positions = \$6.21m per year**
- Current average contractor cost = \$289k
 - New average permanent cost (fully loaded) = \$190k (-34%)

\$2.26m Productivity Improvements

- 10% saving on contractor spend = \$2.26m**
- 10% improvement in resource effectiveness through continued education, training, active sponsorship, agile delivery, removing bottlenecks and integrated planning.

FY16
\$41.1m
Project Delivery Resource Costs



FY17
\$35.9m
(-\$5.24m savings)
Project Delivery Resource Costs

Project Capability Uplift

WOOLWORTHS GROUP



Delivery Capability Uplift at Woolworths Group



Woolworths IT had concerns with project time delays, cost overruns and benefits management. They were keen to uplift their project delivery including accelerating their initiation phase and ensuring that projects were set up for success.



Seven Consulting established a Transformation Program including twenty-four initiative streams to improve the delivery culture and project management capability, introduce flexibility and agility into project methodology and governance, improve performance visibility via a Balanced Scorecard and strengthen Portfolio Management.



The IT Portfolio and Project Management Offices now provide a full suite of services to better support the PM community and drive ongoing improvements. Customer and staff satisfaction has materially increased quarter on quarter.

***Awarded Woolworths IT Supplier of the Year 2018**



Seven Consulting undertook an intensive investigation and review of **nbn**'s Project Delivery capability which included:

- Reviewing and designing the uplift of the PM practice, including methodologies, training and gating. This included the sponsor engagement to provide assurance that these initiatives performed to a high level;
- A review of tools to ensure the appropriate information is available for management at minimal effort. This includes clear reporting and ensuring that the executive have appropriate project data to make enterprise decisions.

This Capability review and on-going initiatives cover all areas that **nbn** needs to address to increase speed to value.



Seven Consulting undertook an intensive investigation and review of **Qantas**' Project Delivery capability including in-house as well as out-sourced resources. The Capability assessment initiated a number of on-going innovations for Qantas including:

- Reviewing and designing the uplift of the PM practice, including Business Case, methodologies, training and gating. This included the sponsor engagement to provide assurance that these initiatives performed to a high level;
- A complete review benefits realisation and the implementation of a Benefits Management Framework;
- The integration of sponsorship and project management with Agile Development.



Project Management and PMO Capability Review - Seven Consulting undertook a forensic examination of the structure and effectiveness of DFSI's ePMO frameworks and Individual PM capability with a view to uplifting their overall program capability. The outcome was a design of an ePMO framework tailored to specific DFSI requirements and a report to give the DFSI executive better understanding of their Project Manager capability.

HITACHI DATA SYSTEMS

PMO Capability Review - Conducted a review of the Portfolio Services department with recommendations around structural changes to roles, improvements to processes and changes to tools.



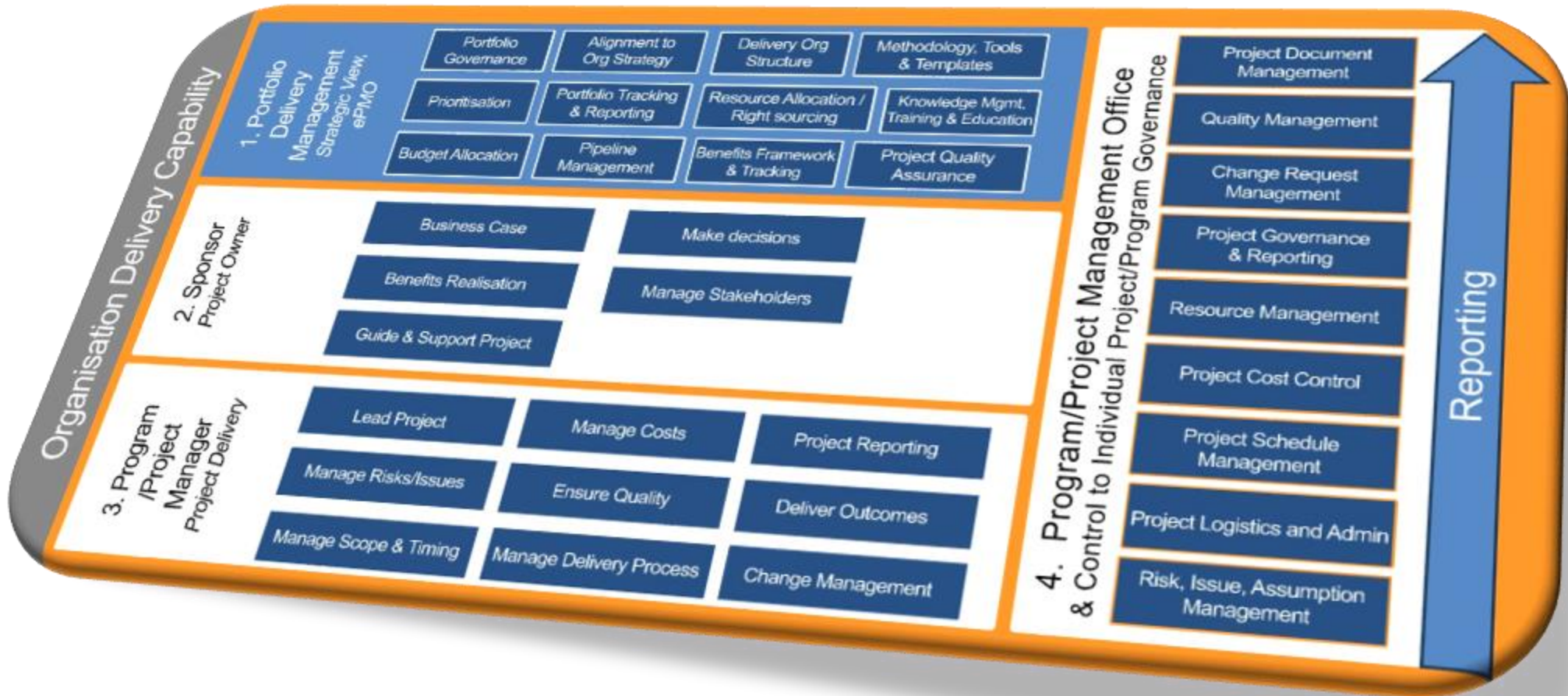
Project Management and PMO Capability Review – Seven Consulting worked with Link on a two-phase assignment to assess the capability of their newly integrated Project Management team and review the capability and effectiveness of the ePMO, resulting in a new ePMO framework and approach.



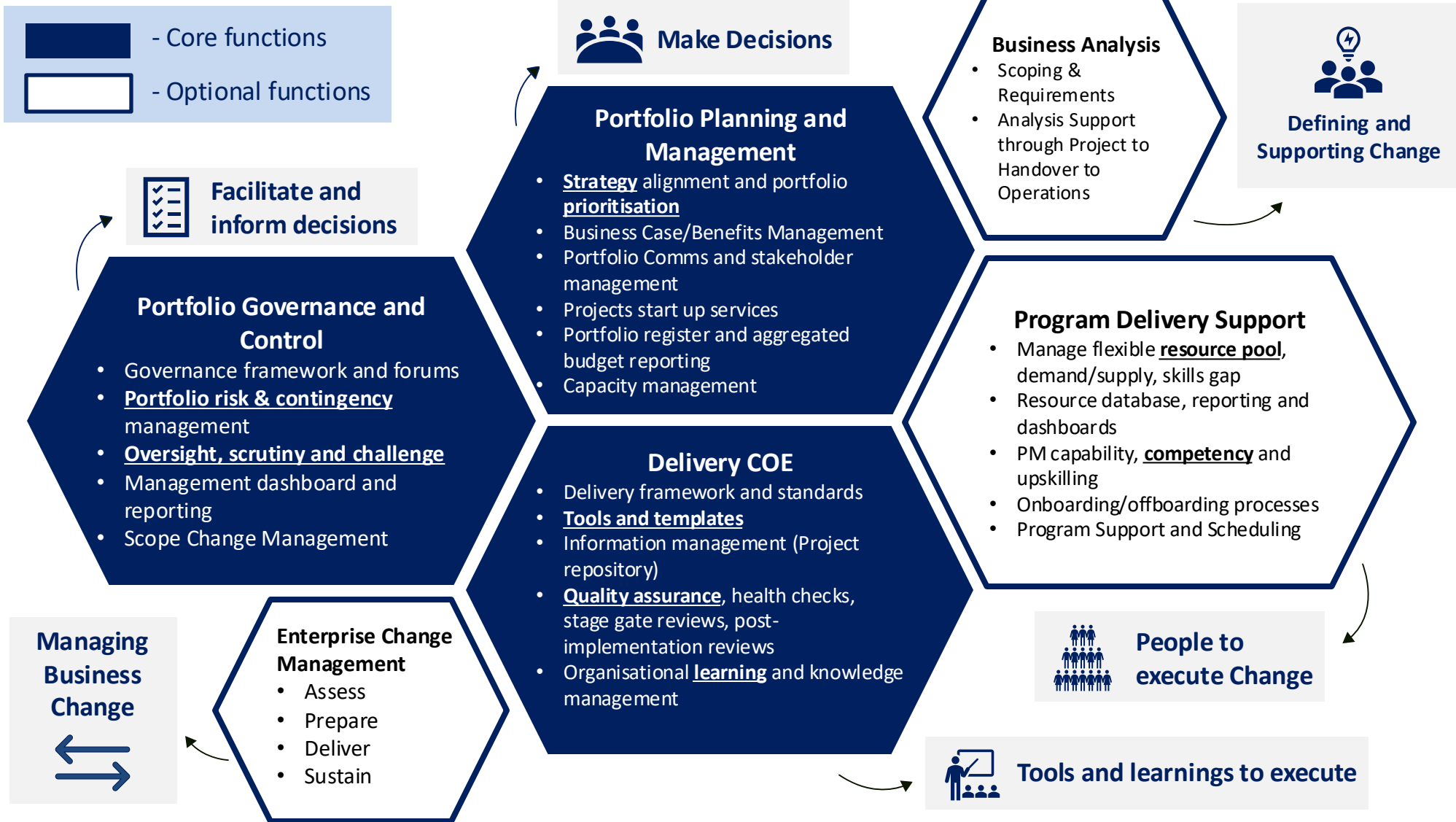
Summit - Seven Consulting provided PMO Management and IT Management services for this business transformation program.

PMO Design and Implementation - Seven Consulting implemented PMO processes and governance framework for the incoming CIO.

1. ePMO Management



EPMO Operational Functional Scope & Relationships



ePMO's are required to assist organisations to:

- Determine which projects should be done, and when projects should commence and complete.
- Ensure that there is effective governance over, and support for these programs.
- Build the organisation's delivery capability.
- Increasing the likelihood of these projects/programs' success.

Executive Summary – ePMO Project Metrics



Measuring the impact of the ePMO Establishment will be critical to maintaining engagement and tracking the delivered benefits. The value proposition for the ePMO is that the improvement initiatives proposed in our solution will: reduce cost overruns, increase speed to market delivery, reduce rework, effectively prioritise resources, improve business satisfaction and retain talent.








The seven metrics defined here (4 levers and 3 satisfaction measures) will form the basis of the Portfolio Dashboard for regular review by the ExCo and Senior Leadership Team within the company. These measures will be baselined at the start of the ePMO transformation and will be regularly measured and reported during the transformation program, to ensure the desired outcomes are being realized.

Proposed measures:

Desired outcomes	Project Levers				Satisfaction Measures*		
	LEVER: Improved cost performance	LEVER: Improved time performance	LEVER: Improved scope performance (Benefits)	LEVER: Increased Quality	MEASURE: Increased customer satisfaction	MEASURE: Increased business satisfaction	MEASURE: Increased staff engagement
Proposed Delivery KPIs	Variation against approved budget (% of total, incl. contingency)	Average variation from baselined plan (%)	% projected/ actual variance against plan for Benefits measurement	Variance to target cumulative defects introduced to Production (Total weighted by severity)	Customer Satisfaction surveys score v target (e.g. NPS)	Business readiness surveys score v target	Staff engagement survey score v target
Proposed Default Balanced Scorecard Weighting	15%	15%	15%	15%	20%	10%	10%

* Specific measures can be adjusted per the needs of the project

Executive Summary – ePMO Build Scope

Desired outcomes	LEVER: Improved cost performance	LEVER: Increased Quality	LEVER: Improved time performance	LEVER: Improved scope performance (Benefits)	LAG MEASURE: Increased customer satisfaction	LAG MEASURE: Increased business satisfaction	LAG MEASURE: Increased staff engagement
Themes	 <u>Org structure, Culture, Comms</u>	 <u>Portfolio Planning</u>	 <u>Portfolio Governance & Control</u>	 <u>Methodology Standards and Tools</u>	 <u>Resource Management</u>	 <u>Financial Management</u>	 <u>Program Delivery Support</u>
Initiatives (examples)	<ul style="list-style-type: none"> • SCC1: Proposed ePMO Structure • SCC2: Centralise & uplift project delivery capability 	<ul style="list-style-type: none"> • PP: Portfolio build, prioritisation, analysis and tracking • PP1: Design & Estimation Team • PP2: Improve Benefits Management • PP3: Prioritise Projects on metrics • PP4: Improve Capacity Planning • PP5: Quarterly Prioritisation • PP6: Portfolio Register 	<ul style="list-style-type: none"> • PGC1: Improve Governance Framework • PGC2: Portfolio Management Dashboards • PGC3: Portfolio Dependency Management 	<ul style="list-style-type: none"> • MST1: Enhance PM framework to cater for Agile/ Traditional/ Hybrid • MST2: Review & standardise Methodology templates • MST3: Multiple tools in use for project monitoring and tracking 	<ul style="list-style-type: none"> • RM1: Resource Skill-sets & Allocation 	<ul style="list-style-type: none"> • FM1: Review funding and budgeting standards 	<ul style="list-style-type: none"> • PDS1: Uplift Assurance, Quality and Knowledge Management • PDS2: Introduce Scheduling Capability

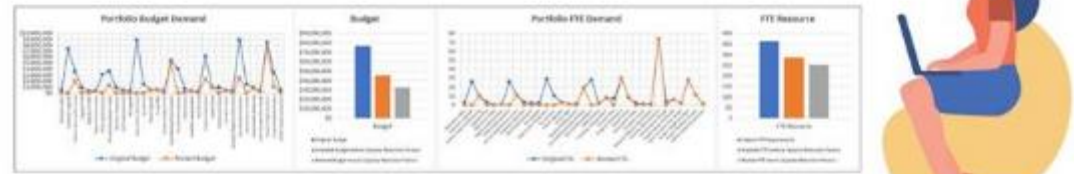
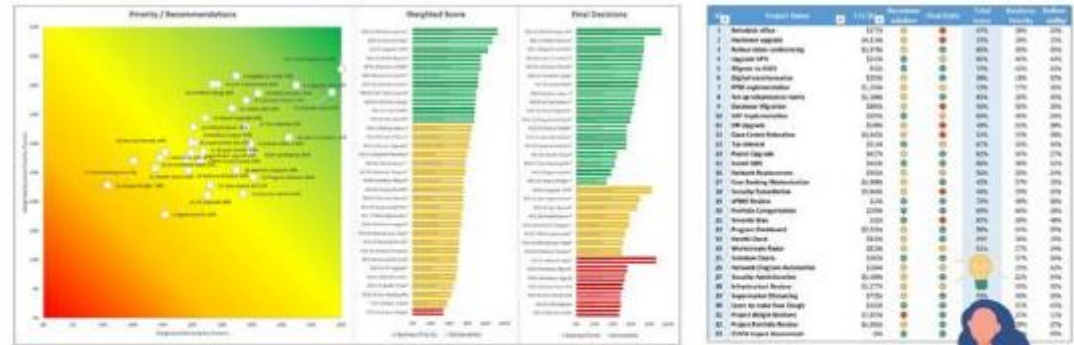
Portfolio Optimisation Tool

Our Portfolio Optimisation Tool

can be used to prioritise projects, calculate changes to capacity and reshape your project portfolio working within configurable constraints like budget, resourcing, environments and SMEs.

Our tool can also produce graphs of projects according to their business priority versus their deliverability. These graphs can be very helpful in visualising the data and promoting the key discussions on projects within your portfolio.

Portfolio Optimisation Tool



Enterprise PMO Implementation

 OPTUS

*Design, build and implementation of Optus Consumer ePMO/
For an Agile organisation*



Optus had transformed to a predominantly agile delivery organisation. However, there was no overarching ePMO, portfolio build, dependencies management, delivery process design, benefits management framework, etc.



Seven Consulting designed, built and implemented an ePMO for the Optus CEO, working closely with the agile tribes and key stakeholders. This was performed on schedule and on budget, including significant culture change.



Optus has a structured portfolio design process active, Portfolio management, centralised PM, BA and change management capability, more active governance and a benefits management framework.

Enterprise PMO Implementation



Implementing an Enterprise PMO to support IT and Property Management Programs



The Diocese has a mixed portfolio of projects of a value in the region of \$300m that includes building construction, maintenance program and upgrades; IT and Communications initiatives and Business Changes

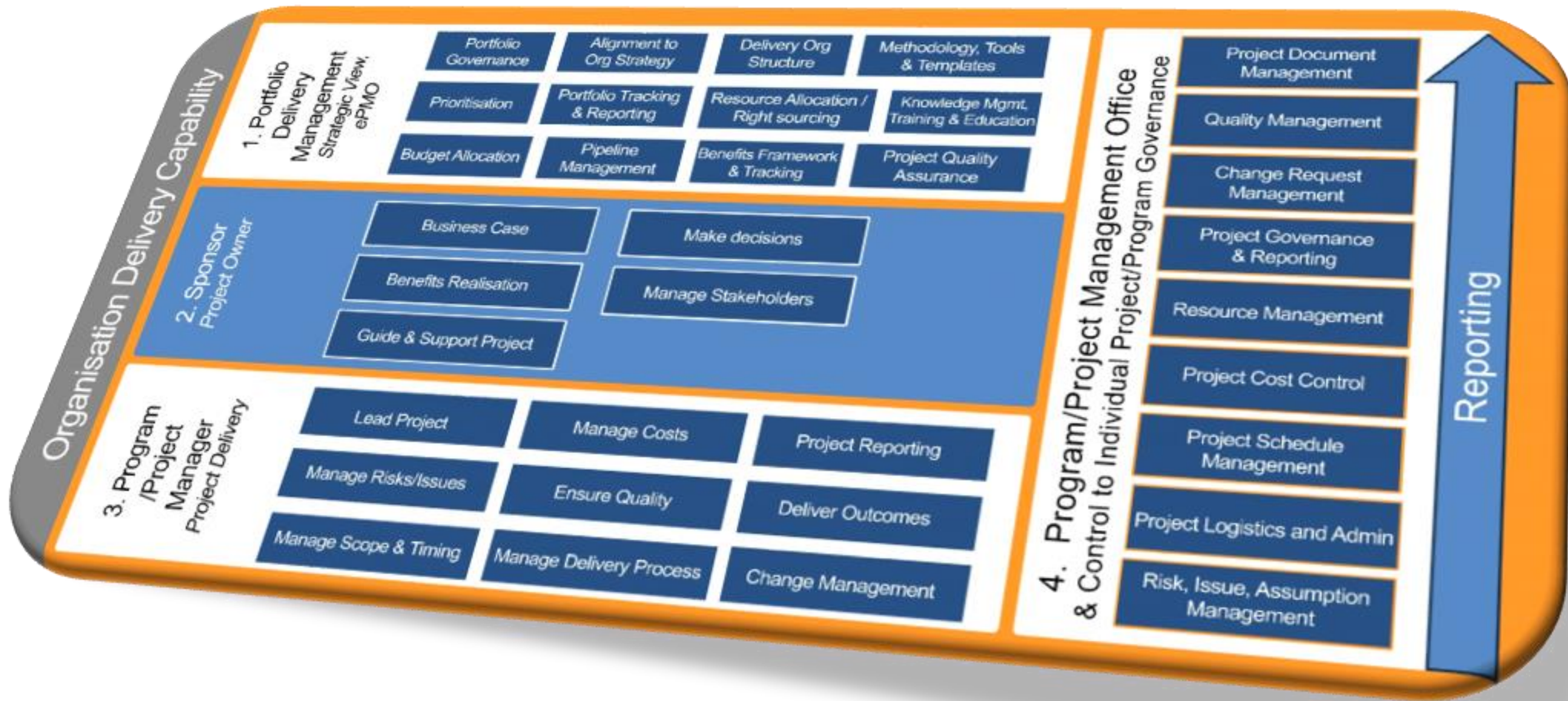


Seven Consulting conducted a Program and Project Governance Review and based on the recommendations, led the establishment a central Portfolio/Project Management Office (PMO) to act as a Centre of Excellence, to support the Diocesan Leadership Group with portfolio governance and planning and to provide an independent single source of truth for portfolio reporting.



A whole new governance approach was developed in conjunction with the Senior Leaders. This initiative introduced a new level of transparency and for the first time in its history the organisation had a single list of projects that is used for portfolio management as well as a full set of requirements for the future implementation of a Project Management Information System (PMIS)

2. Sponsor Capability



Why Support Your Sponsors?

- Projects are the vehicle of strategic change.
- The increasing rate of change is demanding Speed to Value from those projects
- An organization's agility in executing the right change right and realising the benefits from those projects is becoming a critical differentiator.
- Many IT and project organisations are hampered by bureaucratic and slow project governance and project management models that are derived from the 1980s.
- The Corporate Executive Board (CEB) *Accelerating Projects* report of 2015 reveals that Sponsors behaviours have a significant impact on Speed to Value.
- Most organisations have standards, guideline on **what** sponsors should do but not **how** to do their roles.

Seven Consulting can provide a proven transformative approach, not only to how projects are managed, but how projects are governed and planned in an Agile environment.

- Agile Project Sponsorship and Agile Project Management are based on collaboration, openness, transparency, simplicity and speed as the levers of change.
- Seven Consulting has developed a suite of powerful tools and techniques that are proven to assist Sponsors in being more effective and agile.
- Rob Thomsett has been at the forefront of designing and deploying these methods for 15 years.

Transformation – Active Sponsorship

- Sponsor moves from ‘passive’ approval and review role to active participation where they truly own the end-to-end business change to realise benefits from the project investment.
- Sponsors need to dedicate an agreed portion of their week to the project.
- Remove Steering Committees with the Sponsor solely responsible. Use Project Advisory Board model where peers could provide advice but not approval.
- Move governance from time-driven (monthly) to risk-based reviews (as required).
- Clearly define roles and responsibilities and education on expectations of roles.
- Use Rapid Planning session with sponsors to fast-track planning and business case development.

Category	From	To
Governance	<ul style="list-style-type: none"> • Distributed • ‘Set and Forget’ approval • Report Based • Cost/deadline focus 	<ul style="list-style-type: none"> • Centralised • Risk based reviews • Sponsor face-to-face • Benefits realisation focus
Sponsorship	<ul style="list-style-type: none"> • Hands off • Reactive • Regular time-based reviews • Report based 	<ul style="list-style-type: none"> • Clear ownership/focus • Proactive • Risk-driven reviews • Sponsors/PM face-to-face

Sponsor: Improve through coaching

While most executives understand *what* the sponsor role involves, few are given any support in understanding *how* to undertake this critical role. This briefing concentrates on a set of simple and practical tools proven to assist sponsors in gaining and retaining control of their projects. Given experience of senior management, this briefing has been designed as a series of tutorials.

1. The New Project Sponsor Process – simple and transparent

This tutorial covers the various project contracts required by senior management for managing complex projects - and overviews the project management process based on Agile values. It focuses on the Business Case, benefits and related plans. It provides a check-list for sponsors on project health.

2. Sponsorship – doing the right project right

This tutorial explores the role of senior business managers in managing projects. This tutorial also examines senior managers' role in the critical issues of defining project success and managing project stakeholders or service providers. It also explores the role of stakeholders in benefits realisation.

▪ Flexible and agile delivery options

The Sponsor Coaching structure is designed to be flexible given the pressures on executives' time.

- It can be conducted as a formal workshop session for up to 10 executives in a one-day or intensive ½ day format for 3 to 5 people. If required, it can also be offered as a ½ day one-on-one coaching session for selected individuals
- Mentoring for sponsors, following attendance at the Coaching, is also available.

3. Benefits Realisation/Added Value

This tutorial concentrates on tools and techniques for developing accurate and measurable project objectives/outcomes and the relationship between objectives and benefits. It also presents the critical executives' roles and powerful tools for managing benefits realisation and ensuring added value from their project investment.

4. Quality Requirements

Senior management must define their quality expectations, this tutorial concentrates on powerful techniques for modeling quality expectations or requirements. It also considers the impact on quality expectations on other project management issues such as estimation and risk.

5. Project Risk Assessment and Management

This tutorial examines the various approaches to project risk analysis, assessment and management. It also explores risk reporting, risk mitigation models and risk management plans and the role of senior management in project and benefit realisation risk mitigation and management.

6. Project Estimation Tips

This tutorial summarises the various estimation techniques available for projects. It explores practical tips for sponsors to improve estimation and examines the impact on estimates of quality, risk, skills and strategy.

7. Tracking and Reporting

This tutorial summarises the various project reports that should be available for senior management. It also covers the critical issues of change control within the project development life cycle. It also takes a holistic view on tracking benefits, costs, risks and other key project information.

Sponsor Coaching Experience / Case Studies



The Seven Consultant worked with a small team to design, implement and support a Benefits management Framework across 100 major programs and projects in a \$1 billion/pa portfolio. This involved project planning, project tracking integrated with benefits and benefits realisation reporting. Hundreds of executives, sponsors, finance experts, project managers attended briefing sessions conducted by the consultant. A small hands-on consultancy service for sponsors and benefit owners was also implemented.



The Seven Consultant worked with our Thought Leader to design, implement and then execute the Benefits Management approach for AGL's CXT program. CXT was a multi-year \$300m transformation initiative run using an Agile methodology. The approach was fully integrated into Agile and included definition, measurement and tracking of benefits through the life cycle with multiple business units. It was used as a basis for Benefits measurement in other areas of AGL and was used to report monthly to the Executive and through to the AGL board to demonstrate the value of CXT.



The Seven Consultant was engaged to undertake a detailed review of project management, benefits management, sponsor and governance processes for ME Bank. The recommendations from this review were accepted by ME Bank Board and are currently being implemented in pilot mode by ME Bank with part-time support from the consultant.



Seven Consulting worked closely with the Executive Sponsor of a complex project. Using the Seven Consulting PM Plug-In tools such as the O3, Benefits Scan, Quality Agreement. Win/Lose to assist the Sponsor, Seven Consulting experts engaged all key executives in building and agreeing with critical project planning and management details.



Project Management and PMO Capability Review - Seven Consulting undertook a forensic examination of the structure and effectiveness of DFSI's ePMO frameworks and Individual PM capability with a view to uplifting their overall program capability. The outcome was a design of an ePMO framework tailored to specific DFSI requirements and a report to give the DFSI executive better understanding of their Project Manager capability.

Other organisations that have engaged with Seven Consulting for Sponsor Coaching and support include Haileybury, AMP, BNZ, and Firemonkeys.

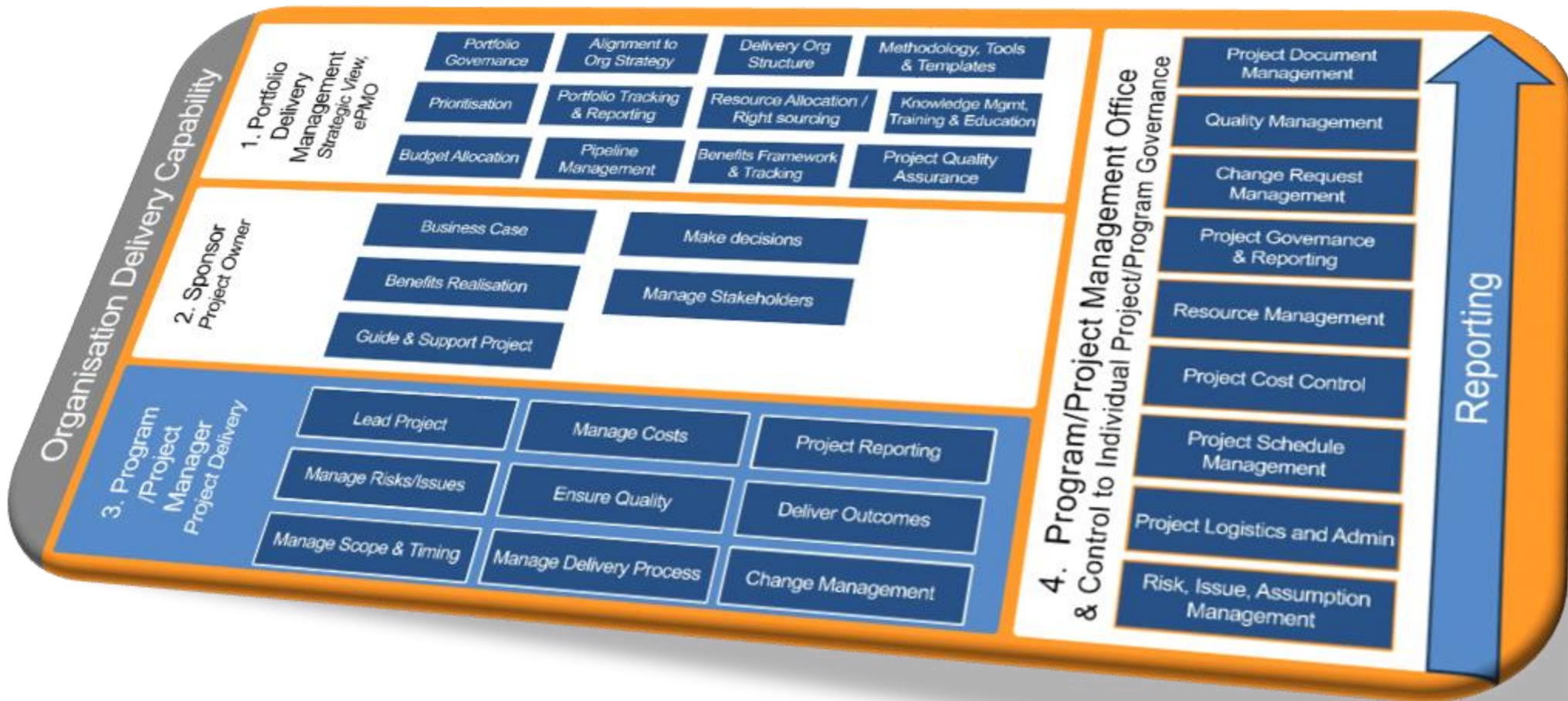


Rob Thomsett
Thought Leader

Achievements:

- Development, training and support of the initial Project Management framework for the Australian Federal Government during the 1970's.
- Consulting and implementing a relationship and values-driven model of project management and sponsorship in many international organisations including the top Australian banks.
- Fellow of the Australian Computer Society in recognition of his education and advocacy for emphasising the central point that project management was really the management of creative people working to improve business value.
- Consulting Director on the first Tax Modernisation Program in the late 1980's, a \$1bn program.
- Consulting with NAB Group as it implements his Agile approach to executive sponsorship, benefits realisation, project management and governance across a \$1bn/year project portfolio.

3. Program/Project Manager Capability



As change increases and organisations' ability to transform themselves effectively and efficiently becomes more important, the role of the program or project manager importance rises in parallel.

How do you assess the effectiveness of your program delivery team. Seven Consulting have developed a proven process to assess your Program / Project Managers capability using hard and soft measures. This process will feed clear ranking and develop plans for our/your program delivery leads.

This process has been used on many 100's of Program and Project Managers for some of Australia's largest organisations.

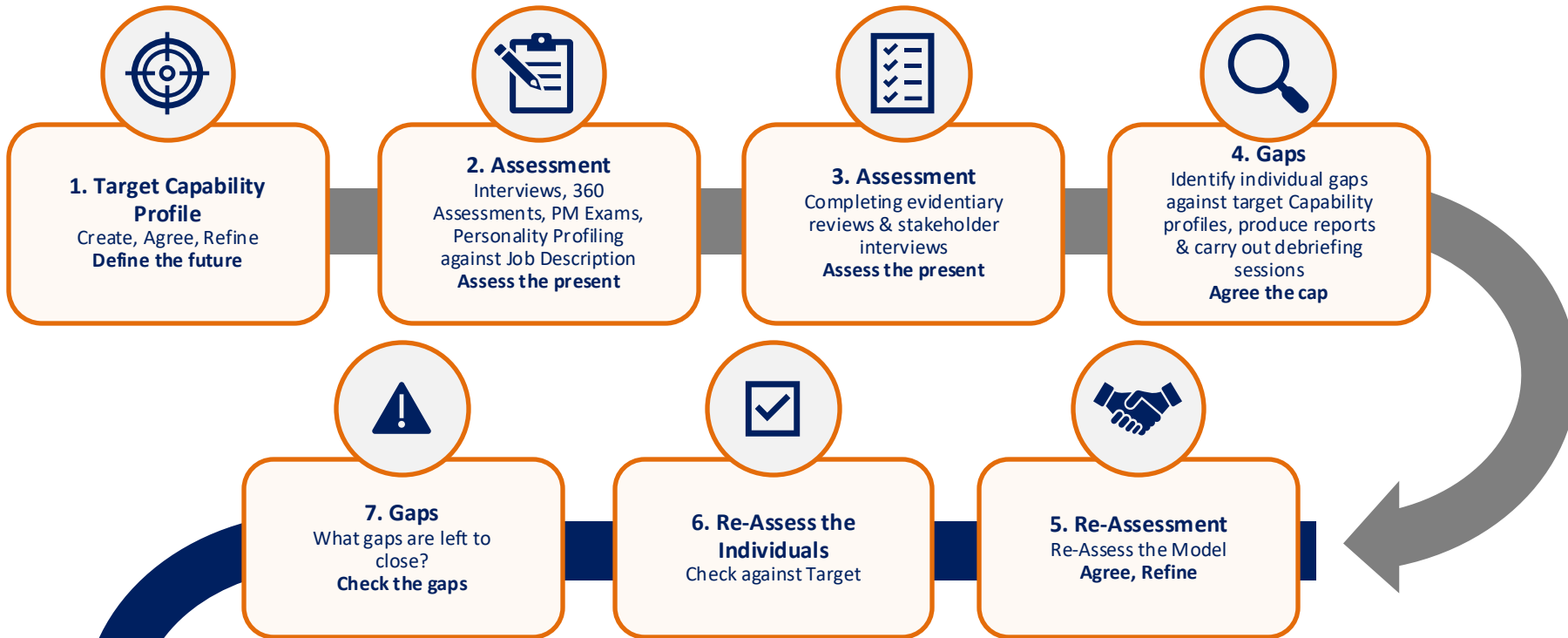
Seven Consulting will work with the organisation to develop the Organisations Tiered Target Capability Profile, based on best practice.

- Alignment of Target Capability to individuals Job Descriptions
- For a Program/Project Manager this would look at the key disciplines of:
 - Project status tracking and reporting
 - Risk and Issues tracking and management
 - Assumptions, Dependencies and Decisions management
 - Scope control
 - Cost control
 - Time control
 - Quality control
 - Key stakeholder management

Seven Consulting has developed a proven process to assess Program / Project Managers' capability and identify area where capability improvement is required.

- 6 step process for Individual Assessments covering both knowledge of and ability to execute:
 1. **Project Management capability exam aligned to each individual's job description**
 2. **Evidential review of recent delivery to assess how well this knowledge is applied**
 3. **Review of previous delivered project outcomes**
 4. **Customer assessments**
 5. **Direct Line Manager assessments**
 6. **Self-assessments**
- Agree Individual Capability uplift process based on target capability
 - The PM Capability Uplift would be performed in 7 stages as outlined on the following page;
 - Stages 5, 6 and 7 can be carried out at a later date as part of a Program of Continuous Improvement

Project Manager – Improve



- This approach will drive a cycle of continual improvement
- Targets can be raised in subsequent years
- Clusters of Excellence and Concern will be identified
- A continual cycle of gap analysis, assessing and reassessing performance will enable refinement of the underlying Capability Model
- This is then fed into the individuals development plans & re-assessments carried out when required

Perspectives at each stage
 People - Strong Emphasis
 Process - Light Touch
 Tools - Light Touch

Output Examples: Project Manager Assessment



Role	Exam Result	Evidence Review	Outcomes	Reporting Manager Assessment	Sponsor\ Stakeholder Assessment	Overall Average	Competency Level
Senior PM	61.5%	80.0%	92.5%	100.0%	79.2%	82.6%	Proficient
Senior PM	76.9%	77.8%	97.5%	61.3%	76.3%	78.0%	Experienced
Project Manager	61.5%	68.6%	100.0%	75.2%	64.4%	73.9%	Experienced
Project Manager	69.2%	57.9%	90.0%	77.5%	67.3%	72.4%	Experienced
Senior PM	61.5%	58.0%		90.6%	68.6%	69.7%	Experienced
Senior PM	59.6%	57.9%	100.0%	62.1%	63.3%	68.6%	Experienced
Project Manager	46.2%	50.0%	100.0%	73.3%	50.3%	64.0%	Experienced
Project Manager	59.6%			60.8%	65.8%	62.1%	Experienced
Program Manager	53.9%	62.9%	67.5%	50.3%	67.2%	60.4%	Experienced
Senior PM	36.5%	38.1%	90.0%	62.0%	61.7%	57.7%	Competent
Senior PM	44.2%	41.4%	85.0%	64.4%	38.1%	54.6%	Competent
Senior PM	38.5%	30.7%	82.5%	52.2%	52.9%	51.4%	Competent
Project Manager	40.4%	35.7%	70.0%	48.1%	30.6%	45.0%	Competent

Individual Assessment	Delta	
	Discrete	Ratio
96.8%	-14.2%	-17.1%
84.2%	-6.2%	-8.0%
77.9%	-4.0%	-5.4%
87.5%	-15.1%	-20.9%
84.7%	-15.0%	-21.6%
79.1%	-10.5%	-15.3%
87.5%	-23.5%	-36.8%
77.7%	-15.6%	-25.2%
100.0%	-39.6%	-65.7%
74.0%	-16.3%	-28.3%
83.3%	-28.7%	-52.5%
86.8%	-35.4%	-69.0%
64.3%	-19.3%	-43.0%

Average	54.6%	54.9%	88.6%	67.5%	60.4%	64.6%	Experienced
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83.4%	-18.7%	-31.4%
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No Evidence

	Scope Management	Risk Management	Financial Management	Behaviours	Processes	Tools
Senior PM	50%	33%	40%	40%	50%	100%
Senior PM	75%	100%	80%	60%	50%	50%
Project Manager	75%	100%	80%	20%	100%	0%
Project Manager	75%	67%	40%	0%	100%	50%
Senior PM	25%	33%	60%	80%	0%	100%
Senior PM	75%	67%	20%	60%	50%	50%
Project Manager	75%	0%	60%	40%	100%	0%
Project Manager	75%	67%	40%	80%	50%	50%
Program Manager	50%	100%	40%	80%	100%	100%
Senior PM	75%	67%	40%	60%	0%	50%
Senior PM	50%	100%	60%	40%	50%	50%
Senior PM	25%	33%	20%	60%	100%	100%
Project Manager	75%	33%	20%	100%	50%	0%
Average:	63%	64%	47%	57%	63%	50%

Compile assessments of each resource based on combined analysis of:

- Competency exam against individuals job description
- Evidence Review of previous project artefacts such as deliverables/alignment to methodology, adherence to processes
- Review of previous project outcomes such as final: cost, scope, schedule, quality
- Assessments from Direct Manager and Key Project stakeholders

This produces a general Competency Level for each individual.

This can be compared against the individuals own self-assessment of their ability.

Our PM Uplift Experience



Project Management and PMO Capability Review - Conducted an assessment of their project management pool to evaluate individual competence and identify gaps where individual and, ultimately, enterprise-wide project management enrichment was required.



Project Management and PMO Capability Review – Seven Consulting worked with Link on a two-phase assignment to assess the capability of their newly integrated Project Management team and review the capability and effectiveness of the ePMO, resulting in a new ePMO framework and approach.



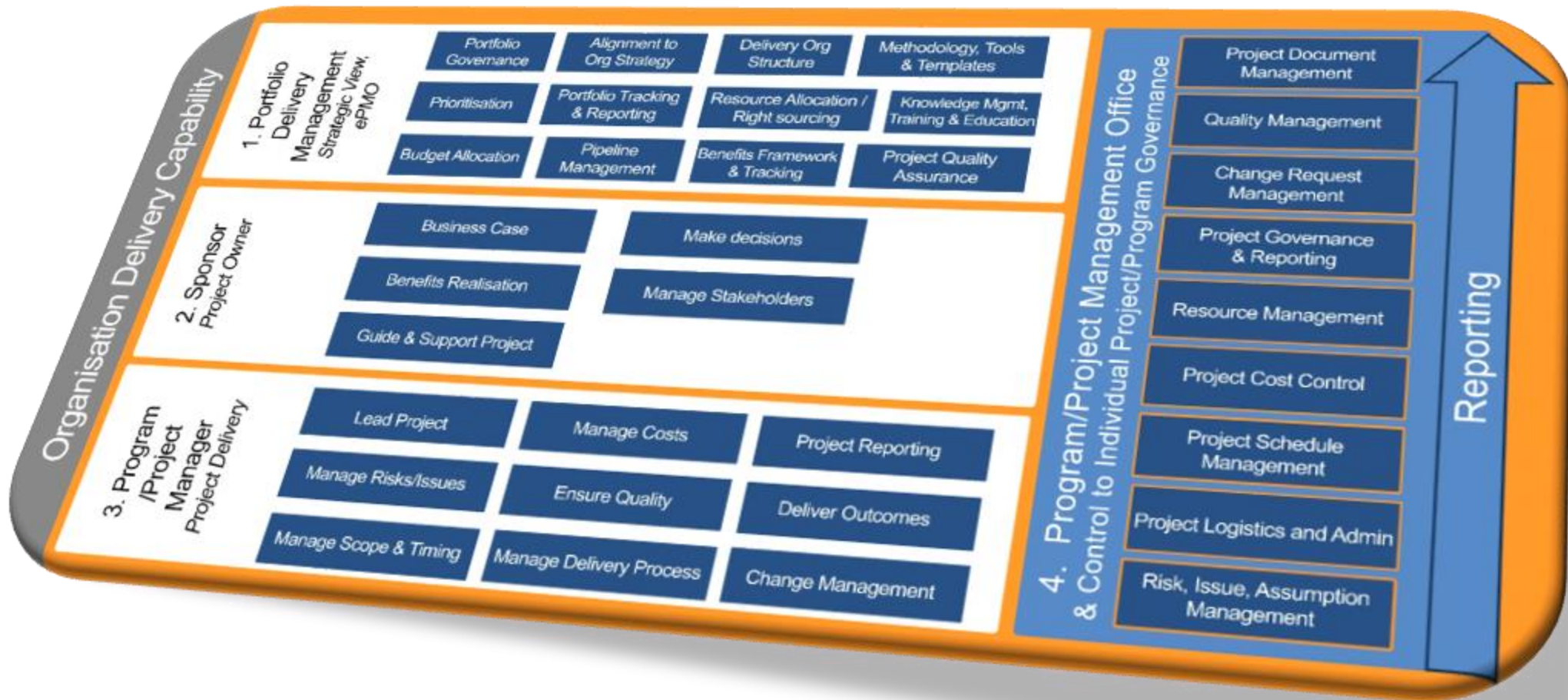
Project Management and PMO Capability Review – Performed an end-to-end review of IT Project Management and PMO capability and practices that encompassed As-Is and a Roadmap to target state.

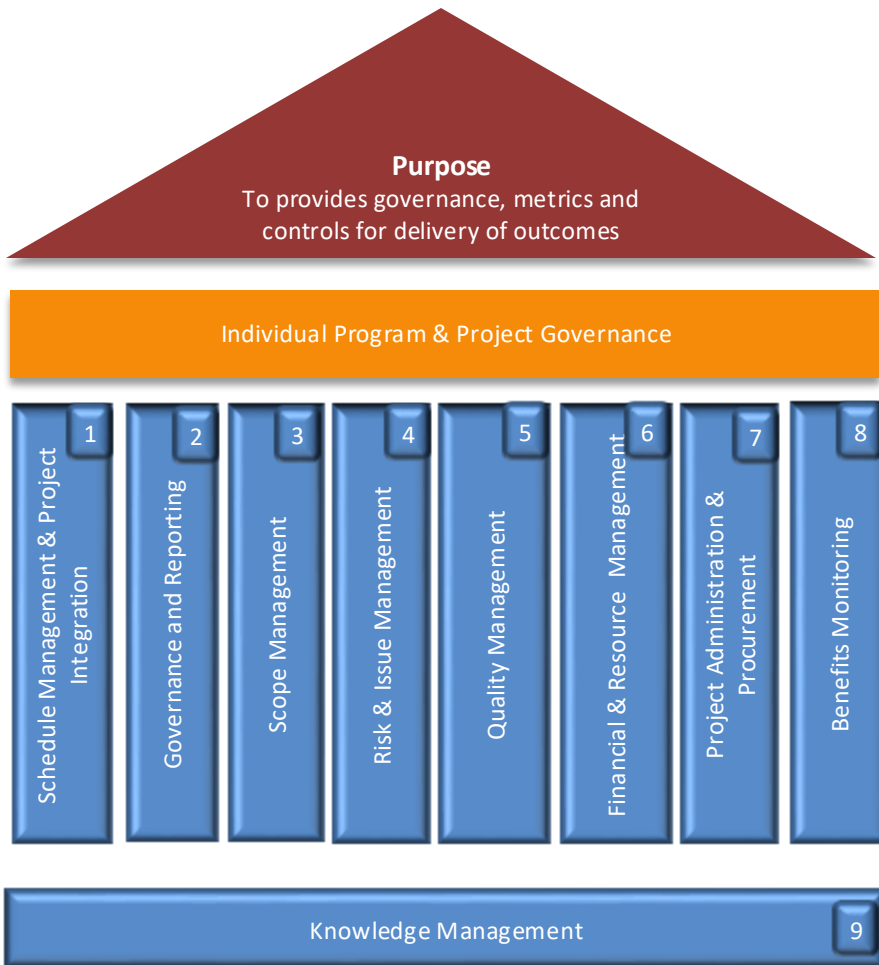
Seven stayed on for the planning / prioritisation of the transformation activities arising as a consequence of the review.



- Quality Assurance Program Review on Project Governance for Global Services
- Review of the quality management framework across the entire portfolio in Telstra.

4. PMO Capability Assessment





- 1. Schedule Management & Project Integration**
Set up and maintenance of schedules. Maintenance and reporting of Integration and dependencies with other programs/projects
- 2. Governance & Reporting**
Prepare reports and dashboards for leadership to assist in critical decision making. Facilitate governance bodies for the program and projects.
- 3. Scope Management**
Set up and management of the change management process and the change register.
- 4. Risk & Issues Management**
Set up and management of all RAID registers.
- 5. Quality Management**
Ensure program / project adherence to standards and agreed methodology. Provide delivery assurance and internal reviews
- 6. Financial & Resource Management**
Provide program/project estimating, cost baselines, cost control and earned value analysis. Management of budgets and timesheets.
- 7. Project Administration and Procurement**
Provide support for mobilization and de-mobilization. Manage contracts and general procurement.
- 8. Benefits Monitoring**
Maintain a view of the overall tangible and intangible benefits and monitor realisation.
- 9. Knowledge Management**
Set up and maintenance all artifacts for the program/project

PMO Capability Assessment

- Typically, a 4-week exercise for a small agency is required to understand current stakeholder requirements, assess the current state, review options for PMO uplift and create the report including recommendations.

Weeks 1 - 2

Weeks 2 - 4

Week 4

Review current state and identify and commence stakeholder meetings

- Review current state PMO services.
- Agree key stakeholders for interview.
- Schedule and commence stakeholder meetings.

Interview key stakeholders

- Complete stakeholder interviews.

Review PMO

- Assess breadth, scale and complexity.
- Document current PMO maturity.
- Obtain an understanding of existing Support Functions.

Scope future state PMO and produce draft report for review

- Identify PMO future options and detail pros and cons associated with options.
- Produce draft review report including recommendations.

Finalise Report

- Socialise report.
- Finalise report.
- Produce Communication plan for recommended approach.

Our PMO Capability Review Experience



Conducted a review of the PMO structure and capabilities for a large program in Wealth division. Highlighted and recommended new structure and process improvements.



Conducted a review of ABC's Technical Portfolio Office to evaluate the suitability of the processes in place. Identified a number of opportunities for improvement to increase maturity to their desired state.



Conducted a review of current practices across QBE's global portfolio. Developed a set of prioritised recommendations and implementable road map for delivery capability and governance transformation.



alintaenergy

Performed an end-to-end review of the current governance processes. Delivered uplifted design and implementation roadmap for Portfolio governance framework including new tools and templates.



Conducted a Delivery and PMO Uplift Assessment Review and provided a set of recommendations to meet Indue's delivery strategy goal of increasing maturity levels for Project Management, PMO and Delivery for their organisation.



Performed review of current frameworks, governance practices and supporting artifacts. Produced recommendations and short/med/long term roadmap to reshape, standardise and uplift delivery practices.

Customer Experience Transformation



Enhancing AGL digital capability and platforms, and deliver an industry leading digital experience for customers



AGL invested \$300 million in a Customer Experience Transformation (CXT) program that enhanced their digital capability and platforms, and delivered an industry leading digital experience for customers.



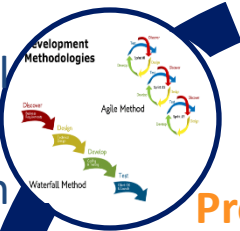
The Seven Consulting team was engaged to realign an existing Portfolio Office (Tribe Services) towards SAFe Lean Agile Portfolio Management principles as well as perform the 2IC role for the General Manager Transformation.



Seven Consulting provided Tribe Services capability to deliver core Lean Agile Portfolio Management office disciplines to deliver:

- Improved governance reporting in the following areas: Portfolio Kanban, Benefits Management and key metrics monitoring
- Portfolio Management leadership through regular informal and formal communication.
- Values such as Transparency and One Team Approach to delivery
- Portfolio alignment to business strategy and funding allocation based on a prioritised backlog

Agile / Traditional Methodology Recommendation



Project Pathfinder Tool

UPDATE RECOMMENDATIONS NOW

Seven Consulting recommends that your project should adopt:

Component	Delivery Component	Recommendation
Project	Project Charter	Recommended
	Business Case	Recommended
	Project Manager	Recommended
Structure	Project Team & Stakeholder Contact Sheet	Recommended
	Project Management Plan	Recommended
	Project Risk Assessment	Recommended
	Work and Resource Plan (W&RP)	Recommended
Plan	Project Charter Approval	Recommended
	Project Management Plan Approval	Recommended
	Resource Management Plan	Recommended
	Project Risk Assessment Report	Recommended
Engagement	Resource Management Plan	Recommended
	Project Management Plan	Recommended
	Project Risk Assessment Report	Recommended
Close	Project Risk Assessment Report	Recommended
	Project Management Plan	Recommended

We recommend applying some or all of the following best practice operating principles:

- Agile
- Waterfall
- Hybrid
- Agile & Waterfall
- Agile & Hybrid
- Waterfall & Hybrid
- Agile & Waterfall & Hybrid

Recommends Delivery Components

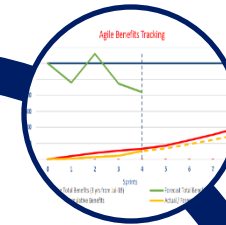


Best Operating Principles Recommendation

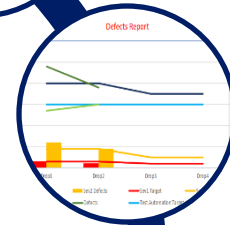


Seven Consulting's Project Pathfinder Tool provides guidance on how to tailor your program or project. It provides suggestions on agile or traditional methodology components to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

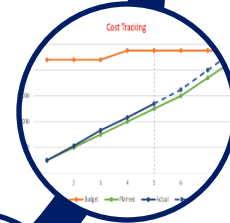
Agile Dashboard



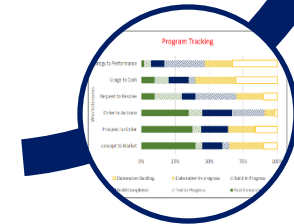
Benefits Tracking



Defects Tracking



Cost Tracking



Delivery Tracking

The Agile Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Burn-up Chart, Sprint Burn Up, Cost Tracking, Benefits Tracking and Defect Reports.

Traditional Program Delivery Tools

Health Check Score

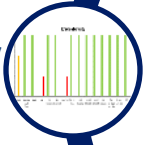


Health Check Tool

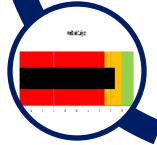


The Schedule Health Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

Schedule Maturity



Overall Schedule Quality Score



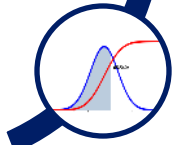
Schedule Predictor



Project Confidence Level



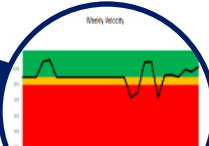
Critical Path Analysis



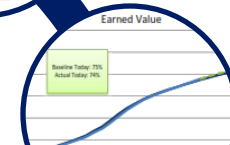
Cumulative Probability

The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

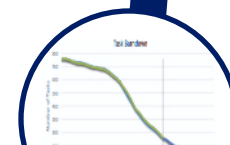
Dashboard



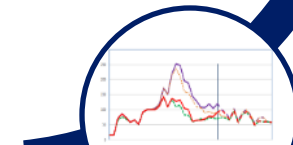
Weekly Velocity



Earned Value



Task burndown



Effort Tracking

The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Weekly velocity, Earned Value, Task burndown and Effort Tracking.

Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customise and optimise project delivery based each project's and organisation's key characteristics.
2. Reduce the level of project management oversights or omissions.
3. Identify delivery approach risks and mitigants.
4. Create a draft schedule in MS project or JIRA with streams, phases, deliverables, tasks and dependencies.
5. Enable better project outcomes.
6. All in 30 minutes or less.



Visit us for more information:

<https://www.sevenconsulting.com/project-pathfinder/>

Our projects so far:

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007

Villawood Detention Centre (Sydney)

2008

South Australian Detention Centre (Sydney)

2011

Cambodian School Build (Sydney)



2012

Barnardos Kingston House (Sydney)



2013

Youth off the Streets (Sydney)



2015

- Jesuit Refugee House – Blaiket (Sydney)
- Hanover Crisis Centre (Melbourne)



2020 –

DONATION DRIVE



Project 7 gave back to the community, by donating \$104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most.



2019

- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose – House with No Steps Foundation (Manila)

2018

- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- M.A.D. Woman Foundation (Melbourne)



2017

- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)



2016

Marian Villa (Sydney)



2021 – Mini Project 7

In 2021, Seven Consulting continued to acknowledge the importance of fostering a community presence. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.



2022 – Mini Project 7

- M.A.D. Woman (Melbourne)
- *The pencil case challenge*
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)



2023 – Mini Project 7

Sydney & Melbourne

- Clean Up Australia
- HeartKids
- M.A.D. Woman

Sydney

- Balmoral Bum
- Monika's Rescue
- Pocket City Farms

Manila

- Solar Hope
- JCI Batangas Caballero



2024

Sydney

- Northern Beaches Women's Shelter

Melbourne

- Community Housing Limited

Manila

- Habitat for Humanity Philippines
- Tanging Yaman Foundation Inc.





SEVEN CONSULTING DELIVERY SUMMIT



The purpose of the Seven Consulting annual Delivery Summit is to share our clients' best practice in program and project delivery. It also serves as a celebration of success and a thank you, training and networking opportunity for our clients and their selected delivery leads.

Some of the Delivery Summit Speakers include:

Richard Heeley, CIO – Head of Technology, Macquarie BFS; **Alastair Symington**, Group CEO and Managing Director, Blackmores Group; **John Hunt**, CIO & Director of Group Enablement, Woolworths Group; **Elise Kellond-Knight**, Former Matilda (115 Caps) Football Australia & PMO Consultant, Seven Consulting; **Hugh Harley**, Professor of Practice (Global Economy), University of Sydney; **Jennifer Dean**, Chair of Basketball NSW & former EGM Strategic Partnerships at Future Super; **Bianca Hartge-Hazelman**, Founder and CEO, Financy; **Joshua Torrens**, Director Logistics and Equipment, NSW Rural Fire Service; **Kyla Tustin**, Founder, Executive Coach & Program Creator, The Greate Group; **James Madigan**, CIO, a2 Milk Company; **Kimberlea Dudley**, Head of Quality, Indue; **Tony Morris**, Partner, Ashurst Risk Advisory

The 2024 Seven Consulting Delivery Summit received an **NPS of 74.**

Our Delivery Summit Supporting Organisations



Visit us for more information:

www.sevenconsulting.com/seven-consulting-delivery-summit



Following on from being the first dedicated sponsor of the Matildas we continue our support of world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.2 in the world and Olympics world bronze medal winners.

We are extremely proud to be official sponsors of the Australian Women's National Basketball team, the Seven Consulting Opals.



Seven Consulting is a proud naming rights partner of the Australian Women's National Basketball team, the Seven Consulting Opals



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SYDNEY Level 13, 179 Elizabeth Street, Sydney, New South Wales 2000 +61 (0)2 8267 5000

MELBOURNE Level 5, 520 Collins Street Melbourne, Victoria 3000 +61 (0)3 9617 8200

PHILIPPINES - MAKATI Level 4, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City, Philippines

PHILIPPINES – ALABANG Level 6, Asian Star Building, Asean Drive, Filinvest Corp City, Alabang, Muntinlupa City, Philippines

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