

Capability Overview

PM/PMO as a Service

Australia's Best
Program Delivery Company



Official Partner
of the



Westfield
MATILDAS

1. Program Delivery



We deliver some of Australia's most complex and challenging agile, traditional and blended 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) qualified and we have over \$3bn of Agile and traditional Programs under direct management.

2. PMO Services



We provide PMO establishment and management, PMO analyst and scheduling services, and tools for some of the largest organisations in Australia.

3. Delivery Consulting



We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery.

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.



Our clients and staff are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
January – June 2019	99.13%	7,364
2018	98.65%	15,450
2017	99.08%	9,691
2016	98.94%	10,336
2015	99.35%	5,655
2014	99.26%	3,520

100% of our clients are reference sites

Staff Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%
Dec '17	97.50%
Jun '17	98.30%
Dec '16	97.00%



“It is clear that you only recruit PM’s that are the best in the business”



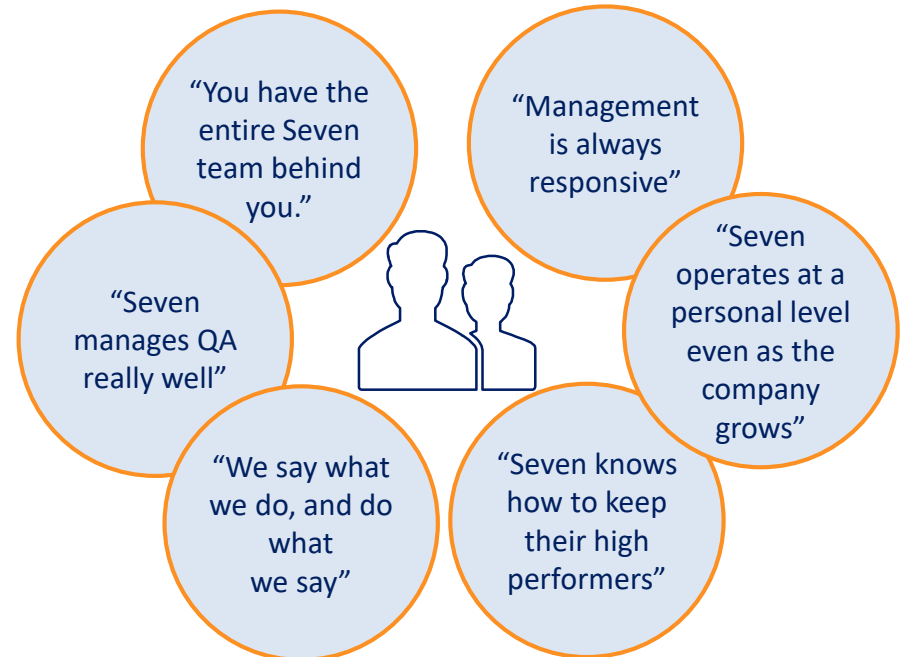
“No fuss, just good, honest and consistent project delivery”



“Highly professional staff, great support from the broader organisation. Clear about what they are good at and stick to this”



“Very professional”
“Great consulting skills”



How do we get 98%+ client satisfaction?

Why all our clients are reference sites.



Hands on ownership



High staff engagement, low turnover with no contractors



At a minimum there is monthly Quality Assurance review of the consultant's work, done by either the Founder , Managing Director or PMO Practice Lead



Bench support available to all consultants at no cost to the client



Extensive mentoring and training support, strong IP and knowledge sharing



Holiday and sick leave cover for assignments



Strong in-house tooling to support consultants , clients and quality assurance

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 focus on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to clients high expectations.

At Seven Consulting, we pride ourselves on the quality of work that we get to do for our clients. We generally work on their largest and most critical programs and have consistently received over 98% customer satisfaction.

We have also worked with some of our clients to uplift client delivery capability and build centres of project management excellence where there is the demand and management attention required to support this.

However, we find that with some clients they may not have the critical mass or the management focus to build this and they end up get uneven results across their portfolio by using a combination of permanent, vendors and sometimes mainly contractors. This materially increases the risk of; cost blowouts, the lack of quality of delivery and delayed and reduced benefits.

We have introduced an outsourced PM and/or PMO offering to assist organisations get certainty around delivery for all or part of their organisation. In turn Seven Consulting, is able to reduce its rates based on a minimum level of demand in the agreement. This creates the following advantages for the client.

- Ability to scale up and down on demand at no extra cost.
- Consistency of approach and quality of resources
- Ability to leverage resources across multiple programs.
- Quality assurance over all outsourced work.
- Automatic coverage/replacement at no extra cost due to illness, leave or non performance.
- Improved delivery performance, with material improvement of costs and benefits.

1. Internal Delivery Capability

- **Pros:** Ability to develop mature business relationships; Delivery IP and skillset remain within the organisation; Ability to allocate best resources to highest priority projects; Improved demand management and resource allocation; Potential to reduce project lead time. Reduced daily cost.
- **Cons:** Needs strong delivery leadership. HR requirement including career planning and development; Limited to existing expertise and skillset, potential to become insular. Key resources may look elsewhere for growth. Difficulties in scaling down team size.

2. Current or Potential Future Vendor.

- **Pros:** Depending on Service Provider, access to set level of expertise and delivery experience; Practitioners work from a common methodology and training; Outsourced HR requirement including career planning and development accountability; Reduction in project ramp up time; Optimised demand management and resource allocation.
- **Cons:** Delivery IP and skillset remain with service provider; Higher daily cost than internal capability. Not truly independent. Conflict of interest with other vendor responsibilities. Potential conflicts with other vendors.

3. Ad Hoc Resourcing.

- **Pros:** Can ramp up / ramp down capability as required; Percentage of delivery IP and skillset remain within the organisation.
- **Cons:** Inconsistent level of experience and exposure to business, delivery methodology and tools; Onboarding time; Limited to existing or available market expertise and skillset; Element of HR accountability. Higher daily cost than internal capability.

4. Independent Specialist Vendor

- **Pros:** Depending on provider; Access to best-of-breed expertise and delivery experience; Practitioners work from a common methodology and training; Ability to allocate best resources to highest priority projects; Improved demand management and resource allocation thus potential to reduce project lead time; No HR requirement including career planning and development accountability; Delivery IP and skillset remain within the organisation for the duration of the contract.
- **Cons:** Delivery IP and skillset potentially leave with the delivery capability partner. Higher daily costs than internal capability

Modelling the criteria against the four Delivery Capability Options.

Criteria	1. Internal Capability	2. Enterprise Service Provider	3. Ad Hoc Resourcing	4. Independent Specialist
Delivery Capability	High subject to strong leadership and paying for talent	Dependent on vendor quality	Can be high subject to strong leadership and paying for talent, but will likely be high turnover leading to mixed results.	High, subject to quality of company engaged.
Cost Effectiveness	High, if consistent level of resource requirements.	Likely to be inverse relationship to the vendor delivery capability as the low-cost vendors struggle in this space.	Medium.	High if increased responsiveness, leveraging and effectiveness. Low if these are not achieved.
Responsiveness	Can be high if you carry a bench which adds additional costs. Low regarding time for new permanent hires.	Very High if properly contracted	Low	Very High once properly contracted
Independence	High	Very Low.	Variable	High

What should the client be looking for?

- **PMO/PM Capability: Experience & proven track record in Delivery**
 - **Successful PMO/PM Delivery Record.** Proven track record and extensive reference list should ideally include large project delivery and transformation programs for your industry competitors and peers / comparative clients. Testimony to their client satisfaction, they should ideally have strong repeat business.
 - Ideally the delivery partner would have an **Advisory capability** that could play a key role in developing an assessment of your project delivery and management alternatives, including agile practices. They should be able to leverage their experience to help ensure that the elements of a delivery model alternative are fully evaluated in the context of your business goals.
 - The chosen approach should **improve project delivery , quality, efficiency, predictability, transparency and outcomes.**
- **Cost effectiveness**
 - The proposed solution should be **holistic** and provide a complete PMO/PM capability with no hidden costs.
 - The proposed PMO/PM capability model should meet your specified **cost parameters**, e.g. daily rates for the right resources should not result in a net increase to the existing cost base.
- **Responsiveness**
 - The ability to **assign** resources. E.g. the ability to assign strong, capable PMO/PM staff within an agreed timeframe.
 - The ability to **replace** resources. E.g. the process and ability to find a suitable alternative PMO/PM team member within an agreed timeframe.
 - The ability to react and **scale up or down** based on demand and skill.
- **Independence and objectivity**
 - Operating as trusted business advisors with no bias or conflict of interest with respect to your other current and potential future service providers. The goal is to provide your organisation with an objective assessment of the benefits, costs and risks of each alternative under consideration. Evaluations should be grounded in extensive experience in program and project delivery, as well as an understanding of your goals and objectives.
- **Quality Assurance**
 - Ability to provide quantitative metrics on customer behaviour. Seven seeks feedback from all clients and for 2018 recorded a **Net Promoter Score (NPS)** of +54.17 and a **Client Satisfaction** of 98.65%.
- **Training**
 - Ability to provide ongoing and relevant training to team – PMO, PM, Agile.
- **Mentoring**
 - Project Management deals heavily in ambiguity and relationships and these have to be effectively managed in order to successfully deliver business outcomes. The successful partner should be providing mentoring support to their team to optimise the probability of success.
- **Knowledge Repository**
 - Client should be looking for a partner that has a track record of implementing new methodologies and retains a repository of best practice documents and artefacts.

- PMO/PM as a Service
 - Seven Consulting PMO/PM is an outsourced PMO/PM providing PMBOK and Agile aligned Project Management and PMO services to a portfolio of projects and programs;
 - Services provided are tailored to suit the scale, complexity and risk profile of individual projects to ensure an effective and efficient level of optimisation for each project. The services are split into four groupings;
 - “**Full**” – All PMO Services and Deliverables
 - “**Medium**” – Major subset of Services and Deliverables
 - “**Lite**” – Minimum set of Services and Deliverables
 - “**Agile**” – Agile set of Services and Deliverables

PMO/PM as a Service - Service Tailoring

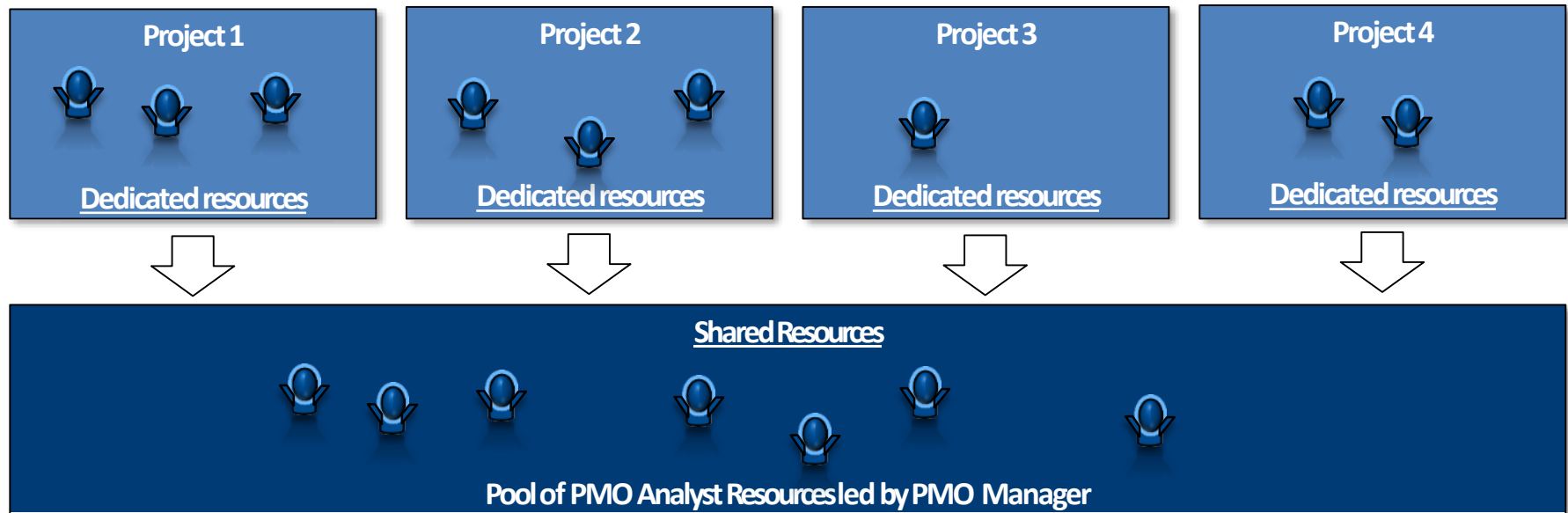
- Tiers of Services and Deliverables will allow optimisation for each project, maximising value for money.
- At commencement, each project is put through a “triage” process to determine the level of PMO Support required. Triage parameters would include project size, complexity, business criticality, risk profile, etc
- Based on this Triage process, each project will be designated a level of PMO support (with cost generally used as a proxy for the risk/complexity), e.g.:
 - **“Full”** – All PMO Services and Deliverables (>\$2m)
 - **“Medium”** – Major subset of Services and Deliverables (\$0.5m to \$2m)
 - **“Lite”** – Minimum set of Services and Deliverables (<\$500k)
 - **“Agile”** – Where appropriate and Agile trained resources available

Services	Lite	Medium	Full	Agile
Scope and Change Management		√	√	√
Time Management - Schedule			√	
Time Management - Milestone	√	√	√	√
Cost Management	√	√	√	√
Human Resource Management			√	√
Status Communications Management	√	√	√	√
Risk/Issues/Assumption Management		√	√	
Procurement Management			√	
Quality Management			√	√

Deliverables	Lite	Medium	Full	Agile
Schedule Tracking			√	
Milestone Tracking	√	√		√
Budget/Forecast/Actual	√	√	√	√
DAIR Register		√	√	√
Change Register		√	√	
Backlog				√
Resource Plan			√	√
Status Report	√	√	√	√

PMO/PM as a Service – Benefits

- The traditional model for organisations who have implemented a project based PMO is to resource that capability per project. This generates significant wastage as resources are duplicated within each project and spare capacity from under-utilised resources is not shared.



- A PMO staffed by a pool of highly skilled specialists focussed on efficiently delivering agreed PMO services to the specified service level:
 - More effective** – PMO Analysts specialised in particular PMO functions support multiple projects, leveraging best practice across the projects.
 - More efficient** – Resources can be shared across projects.

- **Continuous Improvement** – The PMO/PMs will identify areas for improvement / adaption, and can take responsibility for updating client project management documentation (if required).
- **Consistency** – Common approach to PMO/PM functions across projects improves senior management visibility, enabling better comparison of project performance.
- **Flexibility** – PMO/PM Services can be engaged, disengaged or changed instantly. Improved demand management and resource allocation thus potential to reduce project lead time
- **Focus** – PMO/PM resource recruiting, management, utilisation, training etc. is no longer a client responsibility.
- **Measurable** – Service Level Agreement based approaches provides metrics to measure efficiency and effectiveness of the PMO/PMs
- **Shared Risk** – KPIs tied to SLAs linked to Service Credits ensure the PMO/PM’s “skin in the game”.
- **Consistent Quality.**
- **Ease of implementation** – utilise existing best practice Project Management Life Cycle (PMLC) framework, processes and templates (as required).
- **Best practice** project management governance framework.
- **Improved accuracy** and constant visibility of project performance will allow earlier intervention and rectification of project issues to increase on time, on budget project performance.

- **Benefits**

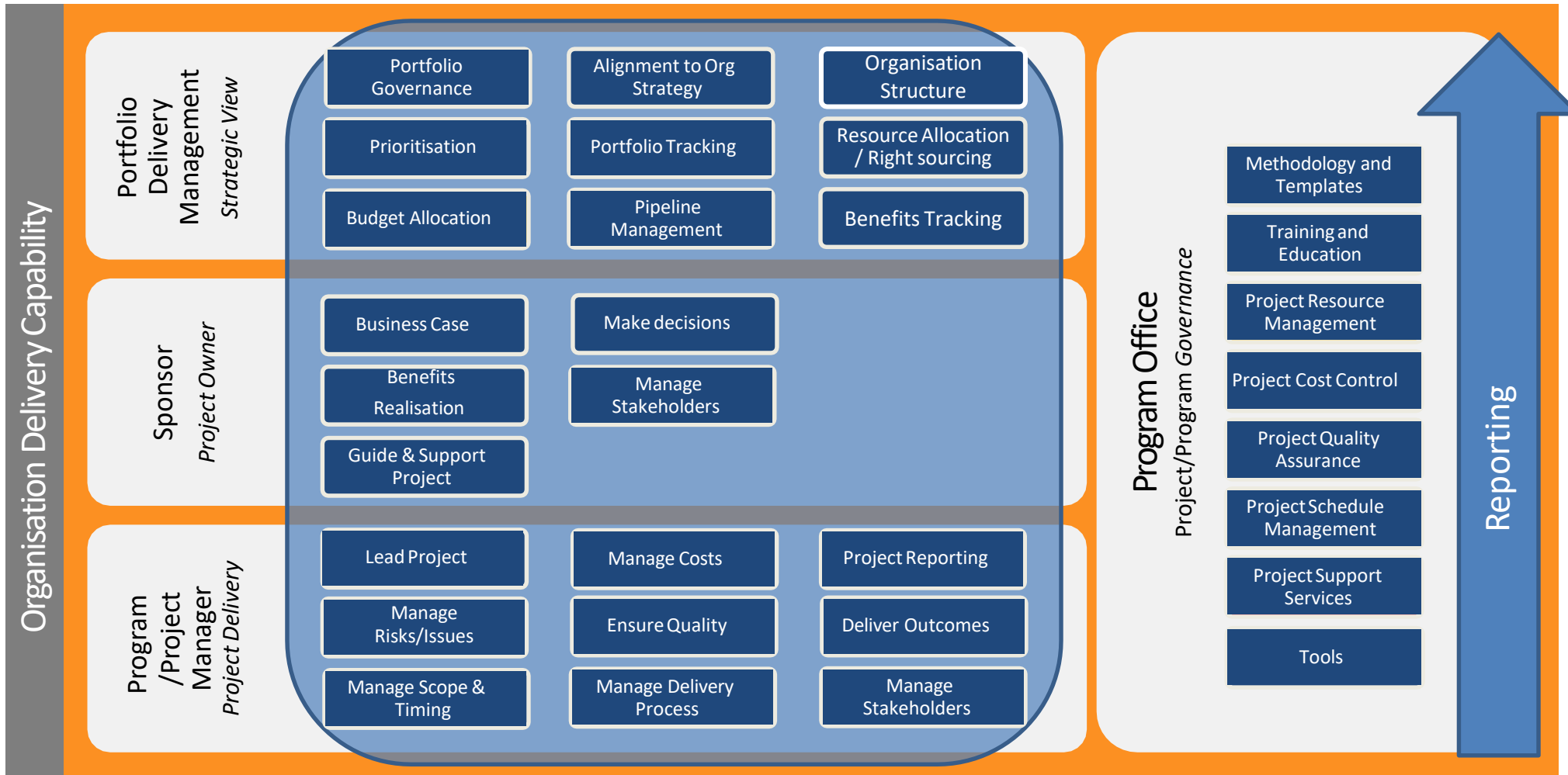
- Major benefit in bundling both PMO and PM services is a single point of accountability for the successful management and delivery of the project portfolio – “one throat to choke”.
- All PMO & PM resources are culturally aligned and accountabilities are clearly defined.
- Key objective is to deliver change more rapidly at lower cost through a collaborative focus on delivery optimisation. Seven will work transparently to identify and implement better ways of working.
- **Shorten Delivery Cycle**
 - Program Office Manager involved in triage workshops to identify optimisation opportunities and enable appropriate PM resource allocation
 - PM involved in planning and delivery to accept delivery ownership, identify optimisation opportunities and minimise tier-creep
 - Secure dedicated resources from key delivery partners that are highly impacted to reduce dependencies and maintain priorities
- **Reduce Cost**
 - To enable productive commencement of the initiative, the PM will be assigned once required resources (internal and external) are confirmed
 - A PM or PMO resource will confirm/lock in resources from internal and external delivery partners

- **Intellectual Property** - Delivery IP and skillset potentially leave with the delivery capability partner.
- **Costs** – Comparable cost to current capability as only PMO/PM resources primarily contractors, so costs per day should remain static or reduce. However, on starting PMO/PM as a service, quality and throughput should materially increase and therefore project costs should reduce.

- **General**
 - Teamwork
 - Active and ongoing involvement/secondment in projects by appropriate subject matter experts (SMEs)
 - Ongoing support from business sponsors/stakeholders
 - Transparency
 - Ability to openly and honestly share information between the organisations
- **Project Management Office**
 - Access to existing PMO/PM resources
 - Adequate documentation on existing projects
 - Appropriate tools in place to support Project Management Framework
- **Project Management**
 - Access to existing PM resources

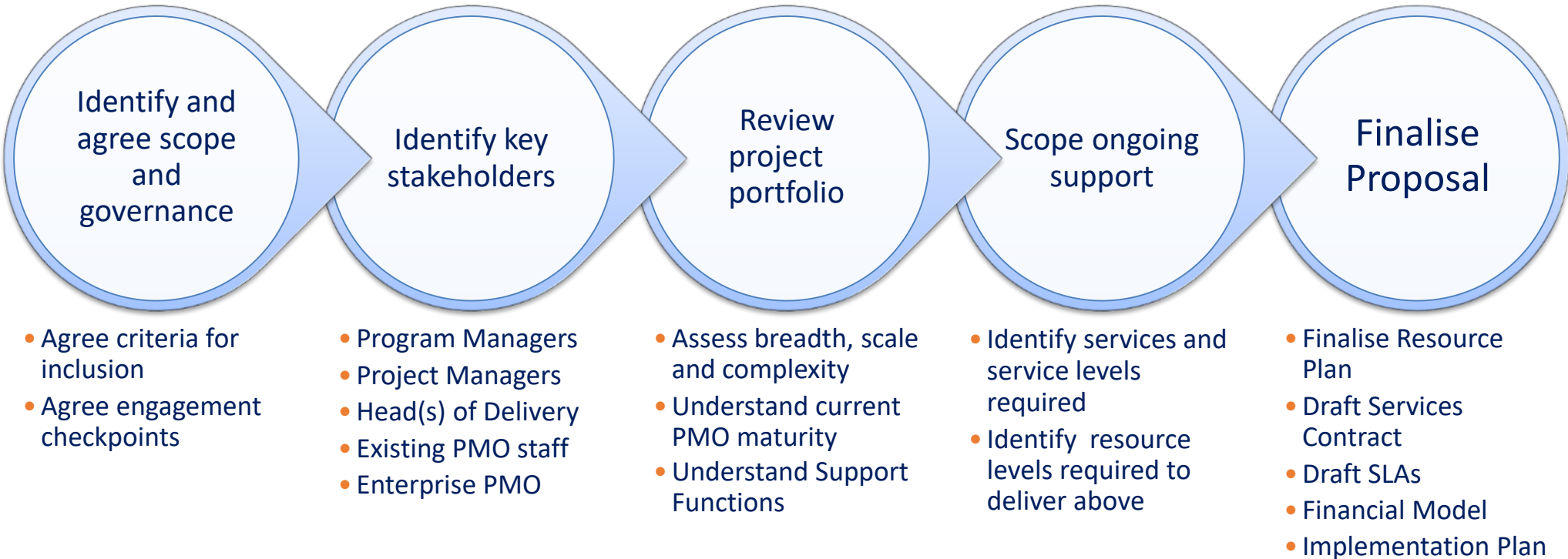
Scoping of Your Needs

Scope could be determined from this selection



PMO Implementation Timeline – Initial Engagement

- An RFP will be required to ensure the client portfolio is properly understood and appropriately scoped, resulting in a considered timeline:



PMO Implementation Timeline

- Can implement services and generate effective benefits within the following timeframes.

Effectiveness Benefits	Within 6 Weeks	Within 10 Weeks
Implement active Issue, Risk, Dependency & Assumption Management	•	•
Estimate, Create, Update project plans (on a weekly / fortnightly cycle)	•	•
Implement active Change Request Management	•	•
Implement consistency in reporting (Seven Consulting format) which will enable “apples to apples” comparison of project status, thereby enabling identification of any true RED projects	•	•
Implement consistent and regular financial and resource forecasting, supporting a portfolio view		•
Allocating lower level project management tasks to a pool of trained administration staff	•	•
Creating a leveraged pool of PMO resources dedicated to functions, rather than dedicated to projects or programs	•	•
Increasing the use of specialist and/or PMO staff supporting the project managers, thereby allowing them to take on additional or larger projects eg scheduling		•

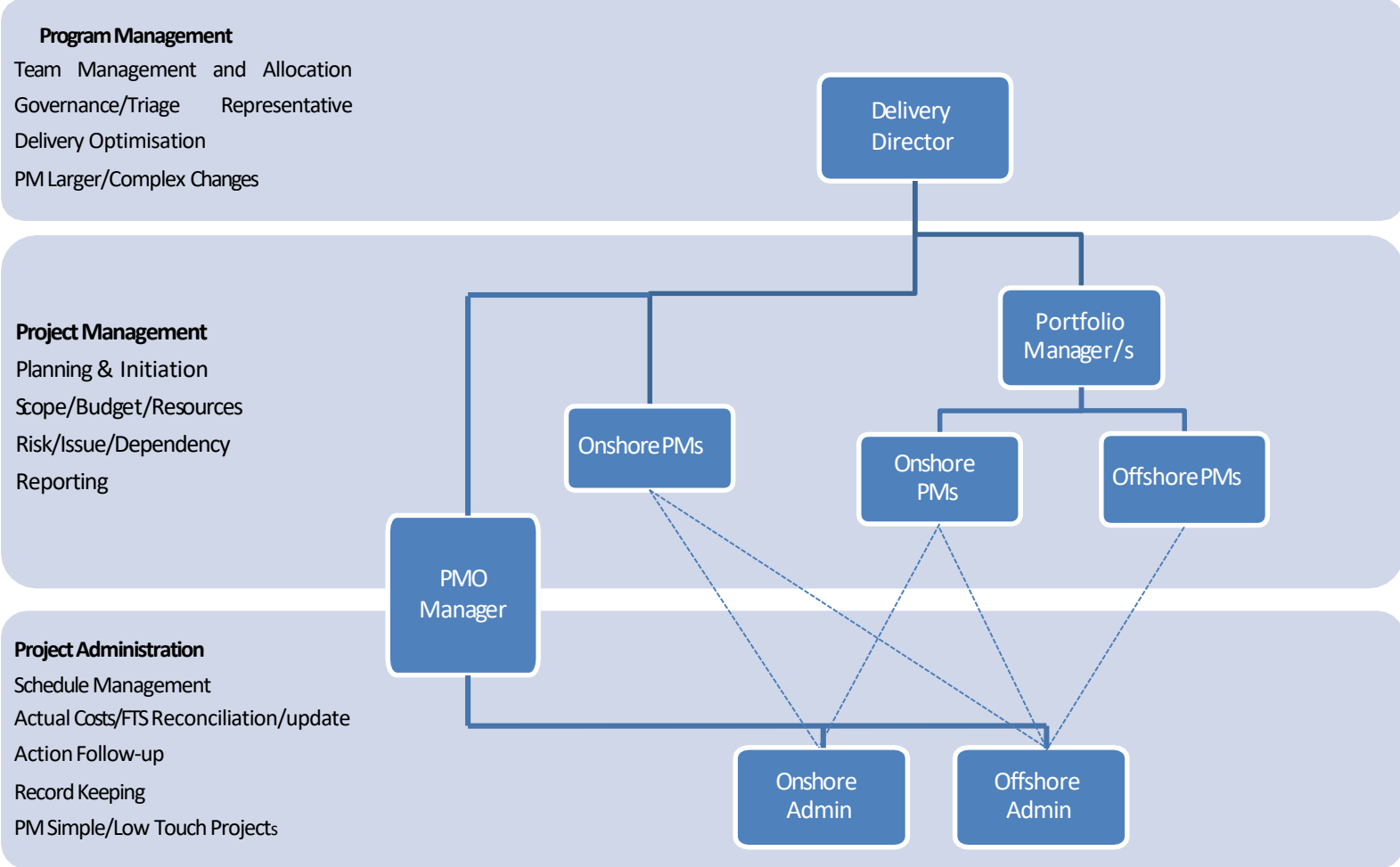
- Project Management transition
 - Transition of the Project Management service would be cut over at a defined date to ensure continuity of project delivery and align with the completion of the PMO transition.
 - Seven would assume responsibility for all existing contract PM resources and assess their suitability for retention.
 - New initiatives would be resourced from Seven's PM resource pool.

- Delivery Director
 - Will have overall responsibility for the PMO and Delivery PMs
- Program Management Office
 - Will have a Program Office Manager in charge of the PMO, supported by a flexible resource pool of:
 - Master Schedulers
 - PMO Analysts
 - PMO Co-ordinators
 - With headcount dependant on the size and complexity of the project portfolio
 - and the ability to offshore some of the low value tasks at a reduced cost
- Project Management
 - Portfolio/Program/Project Managers would be allocated dependant on project size and complexity.
 - A Program Manager could be allocated to portfolio manage Project Managers running separate projects within a large initiative
 - A Project Manager will be able to manage a number of small projects, with the potential for offshoring “Lite” projects to lower cost offshore resources

PMO/PM Organisation



We will use a blend of on-shore, off-shore and temporary staff to optimise cost while reducing project delivery cycles over time

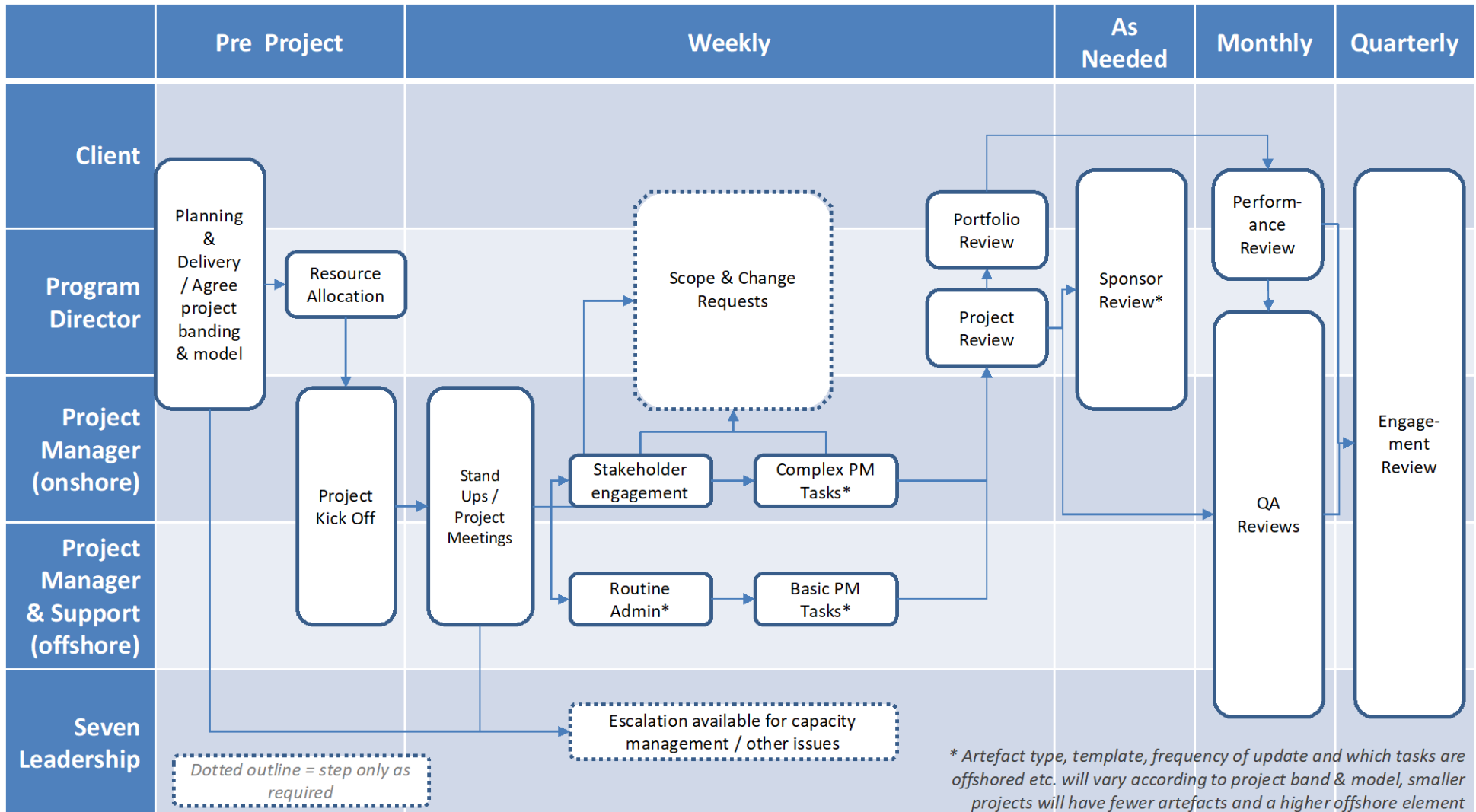


Seven Management

Declan Boylan
 PM Quality Assurance, Account Management & Escalations

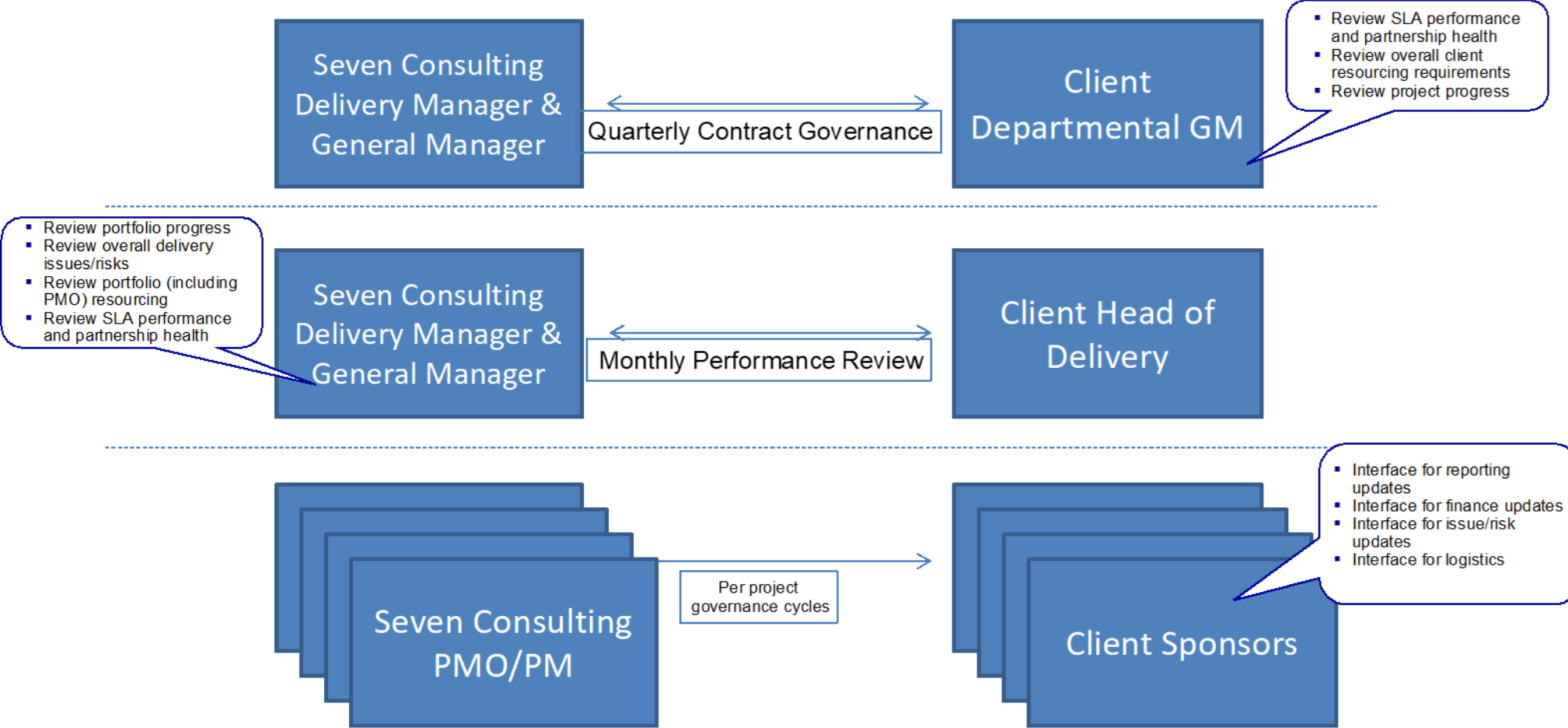
Louise Ford
 PMO Quality Assurance

PMO/PM Organisation



Governance and Partnership

- Whilst all projects will have their own Steering and governance structures, periodic reviews are recommended to review portfolio delivery:



Agile / Traditional Methodology Recommendation



Recommends Delivery Components



UPDATE RECOMMENDATIONS NOW

Seven Consulting recommends that your project should adopt:

Component	Recommendation	Status
Development Methodology	Traditional PMO Mgmt	Recommended
Delivery Components	Project Charter	Recommended
Operating Principles	Project Terms and Conditions Contract	Recommended
Operating Principles	Project Management Plan	Recommended
Operating Principles	Project Risk Assessment	Recommended
Operating Principles	Project S-Curve	Recommended
Operating Principles	Project Stakeholder Register	Recommended
Operating Principles	Project Communication Management Plan	Recommended
Operating Principles	Project Cost Management Plan	Recommended
Operating Principles	Resource Management Plan	Recommended
Operating Principles	Human Resource Management Report	Recommended
Operating Principles	Resource Plan	Recommended
Operating Principles	Scope Statement	Recommended
Operating Principles	Incident Tracking Register	Recommended
Operating Principles	Project Management Plan Checklist & Approval	Recommended
Operating Principles	Project Management Report	Recommended
Operating Principles	Project Status Report	Recommended

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

Principle	Recommendation	Status
Agile Methodology	Agile Methodology	Recommended
Waterfall Methodology	Waterfall Methodology	Recommended
Hybrid Methodology	Hybrid Methodology	Recommended

Seventh Way Tool

Best Operating Principles Recommendation

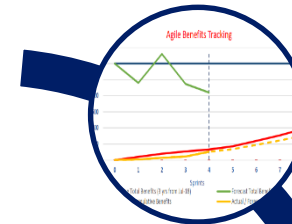


The Seventh Way Tool provides guidance on how to tailor your program or project. It provides suggestions on agile or traditional methodology components to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

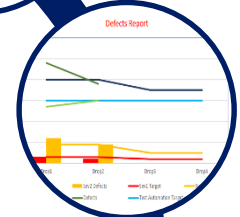


Agile Dashboard

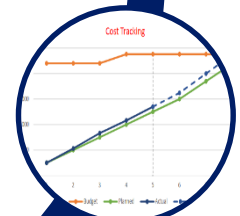
The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Burn-up Chart, Sprint Burn Up, Cost Tracking, Benefits Tracking and Defect Reports.



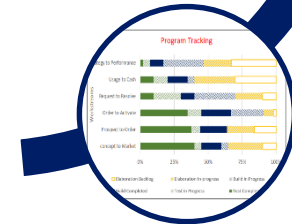
Benefits Tracking



Defects Tracking



Cost Tracking



Delivery Tracking

Traditional Program Delivery Tools

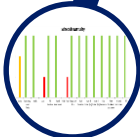
Health Check Score



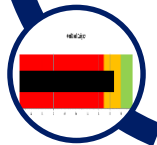
Health Check Tool

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



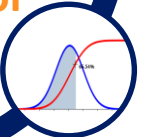
Project Confidence Level



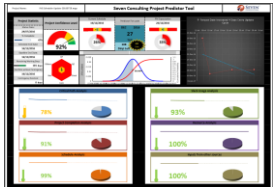
Critical Path Analysis



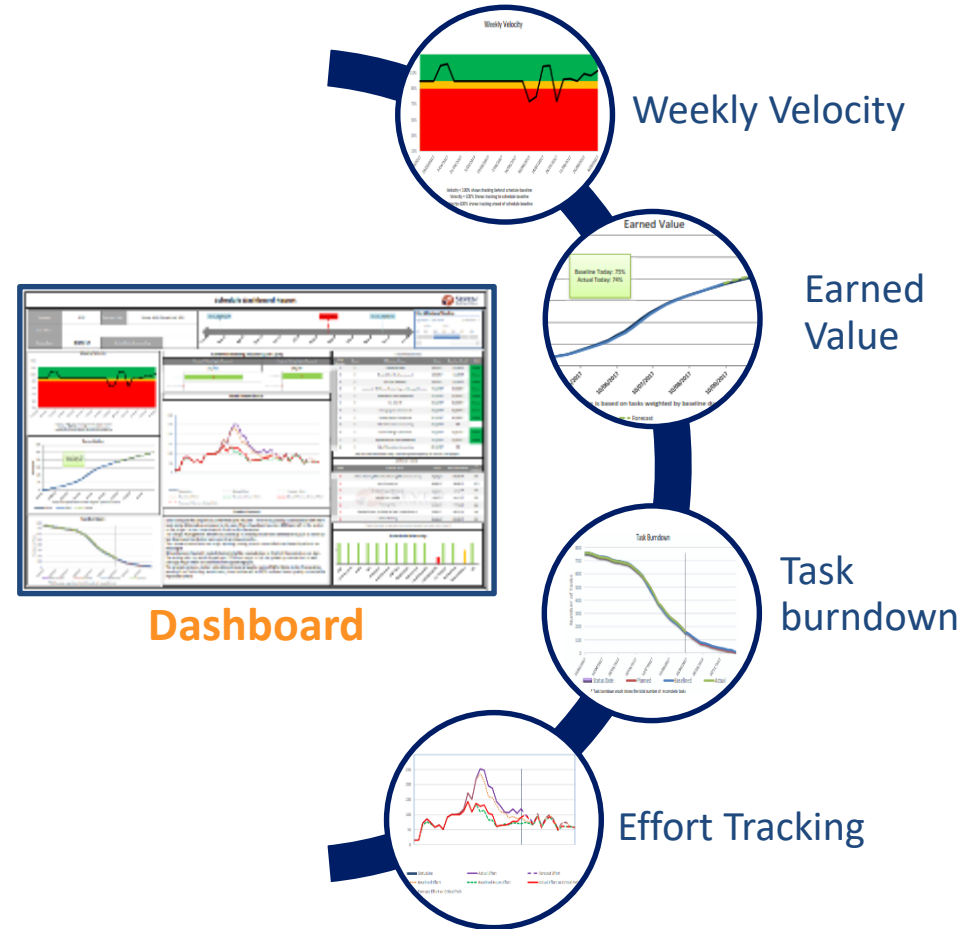
Cumulative Probability



Schedule Predictor

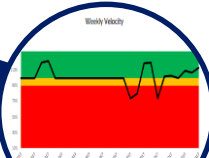


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.



Dashboard

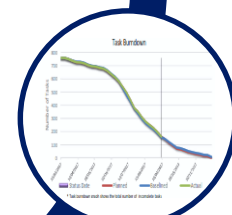
Weekly Velocity



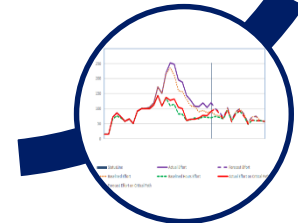
Earned Value



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.



Domain Services & SLAs

Scope & Change Control Management

Domain: Change Control		<i>Support projects in the capture and governance of scope Change Requests</i>	
Domain Description		Value Add	
<ul style="list-style-type: none"> ■ Project Scope Change Control is concerned with: <ul style="list-style-type: none"> • Assessing the impact of potential scope changes • Prioritising potential scope changes • Determining a course of action for potential changes <p>Project changes are modifications to the project scope or major changes to milestones as defined in the project baseline.</p>		<ul style="list-style-type: none"> ■ The scope change control process will ensure that changes to project scope and subsequent impacts on cost, and schedule receive proper recognition, analysis, and approval ■ A consistent approach to scope change control ensures all projects are treated fairly ■ Scope change requests can be aggregated at a portfolio level to gauge potential portfolio/capital budget impacts 	
Core Services (Medium and Full)		Deliverable/Output	SLAs
<ol style="list-style-type: none"> 1. Document request in Scope Change Request Log 2. Determine if request should be considered 3. Determine & communicate disposition if request should not be considered 4. Analyse the change and its impact if request will be considered 5. Distribute assessment 6. Determine and communicate final disposition 7. Update project plans / budgets 		<ul style="list-style-type: none"> ■ Updated change log- Within 1 working day (Should be on a weekly cycle) ■ Advise if agreed change control process needs to be pursued (updated change log) including impact of assessment effort ■ Analyse change and its impact (updated change log) ■ Communicate final disposition ■ Update project plans 	<ul style="list-style-type: none"> ■ Within 1 working day (Should be on a weekly cycle) ■ Within 2 working days of change request received. ■ Within 10 days of submission (dependent on SME availability/effort required) ■ Within 6 working days of submission ■ By next planned schedule updates
Key Assumptions		Change control triggers and process agreed.	
Out of Scope		Initial definition of project scope, requirements capture	

Time Management (incl. Schedule Management)



Domain: Schedule Management		<i>Support projects in the establishment, maintenance and reporting of their delivery schedules</i>	
Domain Description		Value Add	
<ul style="list-style-type: none"> ■ Supports projects in the establishment, maintenance, and reporting for their delivery schedules. Service will be provided on a regular basis, support by analysis and reporting functions related to the schedule management. 		<ul style="list-style-type: none"> ■ Ensures consistent repeatable approach to scheduling across projects ■ Ensures that currency of schedules across projects is maintained with centralised visibility if this is not the case. ■ The ability of external dependencies between major projects to be defined consistently with an integrated team of schedulers working together to identify changes and effects. ■ Ability to maintain the schedules in a centralised repository. 	
Core Services (Full) (MS reports for Lite/Medium)		Deliverable/Output	SLAs
<ol style="list-style-type: none"> 1. Schedule maintenance supporting the update, revision, and progressing of schedules and their corresponding delivery. 2. Schedule reporting for delivery progress 3. Schedule reporting for health of the control and level of detail 4. Schedule scenario analysis, and alternate delivery model analysis 5. External dependency management 		<ul style="list-style-type: none"> ■ Updated core milestone and task dates - Weekly progress updates for activities in the project schedule. ■ Dependency registers - Identification of inter-dependencies between the project and other initiatives (both upstream and downstream). ■ Critical path and related activities defined - Slippage analysis for activities, particularly for activities that have downstream dependencies. ■ Progress reports - On delivery and deliverable completion 	<ul style="list-style-type: none"> ■ Within 1 working day(Should be on a weekly cycle) ■ By next planned schedule updates ■ By next planned schedule updates ■ Within 1 working day(Should be on a weekly cycle)
Key Assumptions		Use of schedule management software, preferably MS Project.	
Out of Scope		Enterprise project and program management software rollout	

Cost Management (incl. Budget and Timesheet Management)



Support projects in their financial management

Domain: Cost Management

Domain Description	Value Add
<ul style="list-style-type: none"> Supports projects in establishing initial baseline and budget and subsequently tracking against said. Also provides support with regards client processes such as PO establishment and approval, invoice payment, timesheet tracking and reconciliation between actuals and forecast. 	<ul style="list-style-type: none"> Ensures consistent repeatable approach to finance across projects Finance and procurement whilst important, is time consuming and can divert attention from addressing delivery issues. Opportunity to produce portfolio dashboards for overall performance across projects. Some time commitment required from program/project lead required for monthly review and PO/invoice approval (~2 hours per week).

Core Services (Lite/Medium/Full)	Deliverable/Output	SLA
<ol style="list-style-type: none"> Initial establishment of baseline budget and resource profile. Assist projects to track timesheet entries from team members Track other project 'actuals' ongoing, tracks accruals. Assist projects to generate monthly financial summaries including overall estimate of actual + forecast to complete and spend to date against budget. Identifies variances and flags, generates brief 'highlights' presentation. Maintains resource forecasts on behalf of projects. 	<ul style="list-style-type: none"> Baseline budget Timesheet tracking Accruals Forecasts Variances Overall summary including highlights 	<ul style="list-style-type: none"> Appointment of Project Manager +15 working days By COB Tuesday next working week Month end -5 days assuming accruals advised by Project Manager Month end -1 day assuming forecasts received from stream leads Month end +2 days ☐ Month end +5 days

Key Assumptions

Time sheeting system available for tracking, access to system for PO entry and tracking, likewise for invoices.

Out of Scope

Scenario modeling based on capital/release allocation. Scenario modeling across projects.

Project Risk Management (incl. Issues and Assumptions)



Support projects in the management and reporting of project controls

Domain: Issues, Risks, and Assumptions

Domain Description	Value Add
<ul style="list-style-type: none"> ■ Supports projects in the management and reporting of the project controls of Issues, Risks, and Assumptions. 	<ul style="list-style-type: none"> ■ Ensures consistent repeatable approach to project control management across projects ■ Analysis of the control profiles and risk exposure of delivery ■ Consistent rating of impact assessment across projects ■ Ensures currency of project controls and regular review thereof. ■ Ability to maintain the project controls in a centralised repository.

Core Services (Medium/Full)	Deliverable/Output	SLA
<ol style="list-style-type: none"> 1. Management of the registers and control records contained within 2. Assessment of new issues, risks, assumptions 3. Issue action and resolution reporting 4. Management of the Risks register and control records contained within 5. Risk action and mitigation reporting 6. Management of the Assumptions register and associated control records. 7. Assumption validation reporting 8. Control profile reporting for project Issues and Risks 	<ul style="list-style-type: none"> ■ Issue profile for project ■ Risk profile for project ■ Throughput analysis of action and closure of project controls ■ Identification of Issues, and actions related to Risks and Assumptions 	<ul style="list-style-type: none"> ■ Weekly updates to project controls received ■ Weekly updates to project controls. Articulation of mitigation strategies to manage risks advised by projects weekly. ■ Weekly updates to project controls. Articulation of closure of project controls advised by projects weekly. ■ Due for either completion or update advised by projects weekly.

Key Assumptions

Some form of share/repository for sharing controls.

Out of Scope

Resolution management (should be owner of issue/risk/assumption)

Project Communications Management (Status Reporting)



Domain: Project Reporting	<i>Support projects in meeting their regular reporting requirements</i>	
Domain Description	Value Add	
<ul style="list-style-type: none"> Ensuring work stream reports are obtained from work stream leads on a weekly basis. Ensuring the relevant information sources are collated into the weekly project report and report issued out to relevant stakeholders. Production of other management reporting on ad hoc basis. 	<ul style="list-style-type: none"> Ensures a consistent reporting format across all major projects Requires close engagement with projects to collate reports, follow up on schedule queries, issues and risks queries as well as support for work stream and project meetings. Therefore there will be a time commitment for both PMO and Project Lead (1 day per week for work stream meetings and a day per week for PMO follow-up). 	
Core Services (Lite/Medium/Full)	Deliverable/Output	SLA
<ol style="list-style-type: none"> Email work stream leads weekly and remind of need to produce work stream reports. Follow up and raise exceptions where no report received. Ensure work stream reports packs ready to support work stream meetings Collate schedule information, issues and risks summaries, financial summary when required, and project updates and other relevant dashboards into project report and issue to stakeholders Update of Enterprise PMO system executive summary Production of other executive summaries (i.e. board level summaries) Issue of material to support Steering Committee meetings 	<ul style="list-style-type: none"> Work stream reports Issue of project report Enterprise PMO system update Ad hoc summaries Steering Support 	<ul style="list-style-type: none"> Follow up on weekly basis, flag by 9am morning of work stream meeting no report received Issue weekly. Within 1 working day of Steering. Update within 1 working day of overall project report issue 1 working day of request Pack issued by COB before Steering Committee
Key Assumptions	Enterprise system available if enterprise input required.	
Out of Scope	Actual creation of status reports should be done by stream leads/project leads	

Project Human Resource Management (Demand Management)

Domain: Resource Demand Management		<i>Support projects in the management of their resource demand and support of the requisitioning process</i>	
Domain Description		Value Add	
<ul style="list-style-type: none"> ■ Supports projects in the management of their resource demand, and support of the agreed resource requisitioning process. Extends to facilitation of the agreed resource demand planning process 		<ul style="list-style-type: none"> ■ Ensures consistent approach to identification of required resources for project delivery ■ Provides a single interface point for the engagement resource managers / owners with project teams. ■ Identification of excess resource capacity across program of work. ■ Support (but not replacement) for HR functions including duration of engagement. 	
Core Services (Full)		Deliverable/Output	SLA
<ol style="list-style-type: none"> 1. Management of the resource allocation to projects 2. Management of the resource requisitioning process 3. Facilitation for projects in the resource demand planning and forecasting process 4. Resource demand reporting 5. Workforce reporting 		<ul style="list-style-type: none"> ■ Resource demand profile for project ■ Resource requests for project ■ Resource allocation release for project ■ Workforce reports 	<ul style="list-style-type: none"> ■ Monthly (at a minimum) update for resource demand. Collated monthly. ■ Regular updates for resource requisitions ■ Regular updates for resource allocation release ■ Notification of when resource allocation is met by vendor partners.
Key Assumptions		Central HR function present.	
Out of Scope		Resource search and selection	

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Seven Consulting Pty Ltd ABN 44 100 234 179

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

MANILA 7th Floor, 6780 Jaka Building, Ayala Ave, Makati City, Philippines

www.sevenconsulting.com