

# Seven Consulting PMO Capability Overview

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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 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 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
2019	99.08%	14,949
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
Dec '19	98.30%
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%
Dec '17	97.50%
Jun '17	98.30%



"It is clear that you only recruit PM's that are the best in the business"



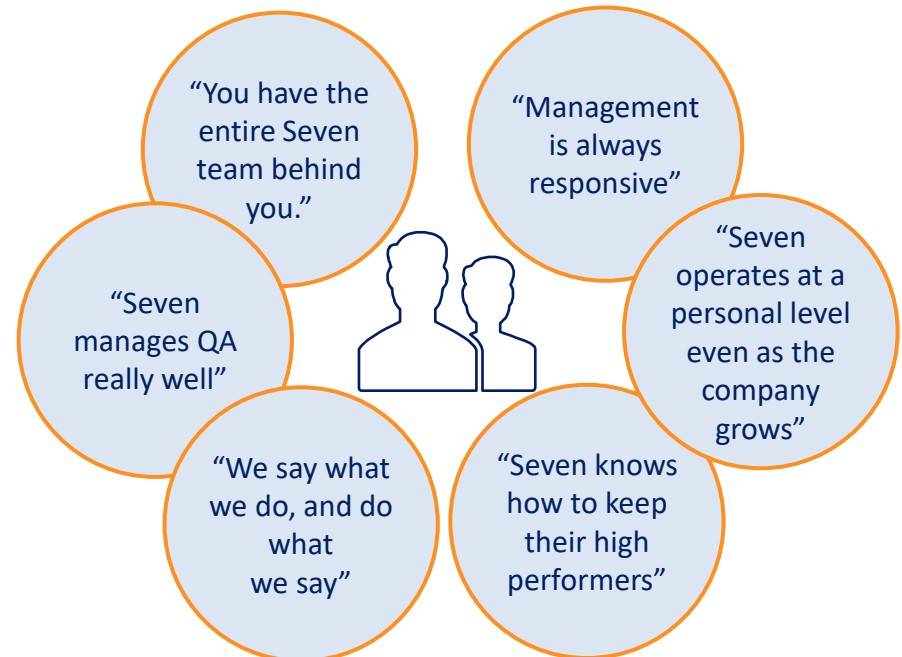
"No fuss, just good, honest and consistent project delivery"



"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.

# Common PMO Challenges

Every PMO in every client receives a tailored solution. However our experience indicates that there are common themes in the issues clients experience.

Common Problems	Frequent Root Causes	Common Solutions	Services – How we can help
Poor project or program delivery	<ul style="list-style-type: none"> <li>Poor PMO control</li> <li>Poor schedule control of lack of understanding of critical path</li> </ul>	<ul style="list-style-type: none"> <li>Supplement PMO or delivery staff</li> <li>Upskilling PMO and project staff</li> <li>Better schedules</li> </ul>	<ul style="list-style-type: none"> <li>PMO &amp; Delivery support</li> <li>Outsource / Virtual PMO</li> <li>PMO Capability &amp; Uplift</li> <li>Training &amp; Tools</li> <li>Schedule Health Check</li> </ul>
Lack of capability, capacity or a transient need for PMO	<ul style="list-style-type: none"> <li>Unexpected or shorter term transformation workload</li> <li>Project or program workload that is unusual or outside normal expertise</li> </ul>	<ul style="list-style-type: none"> <li>Supplement PMO or delivery staff</li> </ul>	<ul style="list-style-type: none"> <li>PMO &amp; Delivery support</li> <li>Outsource / Virtual PMO</li> </ul>
Perceived lack of value or poor return on PMO investment	<ul style="list-style-type: none"> <li>High base costs</li> <li>Ineffective processes or processes not followed</li> <li>Global or offshore teams not supported well</li> <li>Lack of clarity from Sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Cost reduction without impacting quality</li> <li>Improve processes or process compliance</li> <li>Improve PMO coverage</li> </ul>	<ul style="list-style-type: none"> <li>PMO &amp; Delivery support</li> <li>Outsource / Virtual PMO</li> <li>PMO Capability &amp; Uplift</li> <li>Training &amp; Tools</li> </ul>
PMO not adding value or seen as “just policemen”	<ul style="list-style-type: none"> <li>PMO not thinking strategically</li> <li>Lack of PMO focus on business benefits</li> <li>PMO too focussed on the “how” not the “why”</li> </ul>	<ul style="list-style-type: none"> <li>PMO maturity development</li> <li>Clean PMO strategy and calculation of value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>PMO Capability &amp; Uplift</li> <li>PMO &amp; Delivery support</li> <li>PMO Maturity Development</li> </ul>



# PMO Creation



## *Delivery Turnaround at Stockland*



Stockland had experienced an unsatisfactory level of projects being delivered late, over budget or failing to meet objectives.



Seven Consulting established a PMO framework and capability tailored to the Stockland culture and environment, and worked with staff and stakeholders to bring them on the journey.



Key business stakeholders see the benefits and become active champions of the PMO. Poor project delivery and 'Red' projects are a rarity.



# Core Banking Platform



## *Transforming Core Banking at CBA*



The largest banking platform program in a generation was planned to propel CBA ahead of the competition who were still languishing on their 1970s based platforms.



For 6 years, Seven Consulting provided a variety of critical services to this massive \$1.5bn undertaking, from running the Program Management Office, to release and deployment planning, to project managing key releases of the program.



The new platform is a huge success. Customers love real time banking, the simpler product set and the ease of the enhanced self service facilities, while staff enjoy simpler processes to release new products, and speedier resolution of issues on the front line.



# Core Banking Replacement

## Global Banking Group

### *Building the Core Banking Platform*



Multiyear Core Banking Transformation to replace legacy systems with a single modern platform, including building new capabilities such as Payments Engine and new Banking products.



Seven consulting has been and continue to be a key player in providing services to the \$350m program from Project Managing key releases, Program Office Management, Release and Deployment planning and management.



The Core Banking Transformation has enabled the Bank to build a centralise platform for loans and deposits products, support a new payments capability and expand in Retail, Business and Mortgage businesses.

# Seven Consulting's PMO Experience



**Netbank Replacement and Operations** – Seven Consulting provided program management and PMO services for this \$70M+ replacement of the Bank's internet banking platform.

**Core Banking Modernisation** – Seven Consulting provided a range of services consisting of Program Management Office (PMO) including Scheduling services, Solution Architecture, Release and Migration Management, Business Readiness and Warranty Management. Seven Consulting also played a lead role in the Solution Centre. The program was valued at \$1.5B.

**Delta** – Seven Consulting managed the Program Office and provided the Technical Lead for the outsourcing of the Bank's credit card operations to HP (EDS) valued at \$50M.

**E2E Home Loans Program** – Seven Consulting managed the Program Office and provided the Technical Lead for this major revamp of the Bank's home loan processes and systems, a program valued at \$300M.

**Nexus** – Seven Consulting managed the PMO as well as providing Scheduling services for a program valued at \$70M.

**Runway** – Seven Consulting provided the Program Director, PMO management and Scheduling services for a program valued at \$100M.

**Multi-Currency on Core** – Seven Consulting provided Scheduling and PMO services for a program valued at \$50M.

**Supervisory and Monitoring (SAM)** – Seven Consulting provided Program and PMO Management services for this major program for Colonial First State.

**Regulatory Reform Program** – Seven Consulting provided Release Management and Master Scheduling services.

**Consumer Lending Program** – Seven Consulting provided Technical and Program Office Leads.



**Online Transformation Program** – Seven Consulting provided the core Program Management team from Business Case to the first two releases (inc Program Director, PMO Director, Release Manager, Change Manager, Business Program Manager, Interfacing Systems Program Manager, Test Manager, Implementation Manager). This was the largest SIP (Strategic Investment Priority) program valued at \$300M.

**Perimeter Security Program** – Seven Consulting provided PMO Management and Scheduling services in support of the Bank's Program Manager.

**BankSmart** – Seven Consulting provided Master Scheduling services to this desktop transformation program.

**HP New Operating Model** – Seven Consulting managed the program office for the insourcing of mortgage processing from HP.



# Seven Consulting's PMO Experience (Cont.)



**Insurance Remediation Program** - Seven Consulting provided program management services.



**Blaze** - Seven Consulting provided PMO management and scheduling services.

**StrongerSuper Reporting Disclosure Program** – Seven Consulting conducted a program assurance review and provided program management and PMO management services.

**eRollovers** – Seven Consulting conducting a project assurance review and provided program management and portfolio level scheduling services.



**Project Mambo** - Seven Consulting managed the BPAY Program Office, as well as the Business Readiness workstream and the Requirements / Solution Delivery workstream. Seven Consulting also established the program schedules.



**PMO Establishment** - Seven Consulting established project management governance process, tools and templates for Hutchison 3G Australia.

**IT Outsourcing Consolidation** – Seven Consulting provided a team (Program Director, PMO Manager, Project Managers, IT Service Management Consultant, Master Scheduler) to manage the transition of IT Support Services from IBM, Ericsson, HP, TCS to Tech Mahindra (multi-hundred million dollar outsourcing agreement).

**IT (Data Centre) Transformation** – Seven Consulting managed and provided PMO services for the start-up of a major program to transform VHA's IT cost base, including migration / outsourcing of all VHA infrastructure to new data centres as well as implement new virtualisation technology.



**Catalina** - Seven Consulting provided PMO management, end-to-end planning services and master Scheduling services for this major upgrade program being delivered by Ericsson to VHA.



**Columbus (Structural Separation Program)** – Seven Consulting provided PMO management services.

# Seven Consulting's PMO Experience (Cont.)



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

**PMO Design and Implementation** - Seven Consulting implemented PMO methodology (PMLC and SDLC), processes and governance framework for the incoming CIO and provided training to Project Managers and PMO.



Seven Consulting provided Enterprise PMO services as well as project managed their Credit Card Reconciliation project.



**Loyalty program** - Seven Consulting provided Program Management and Scheduling services.



**Information Management Program** - Seven Consulting conducted an initial Assurance Review, and then provided Program and PMO Management turnaround services for this critical program supporting Oil Search's joint venture with Exxon.



**Outsourcing Program** - Seven Consulting provided program management, PMO Management and Master Scheduling services.



**Core Banking Transformation Program** – Seven Consulting provided PMO Management services and Release Director for a \$250M SAP Implementation.

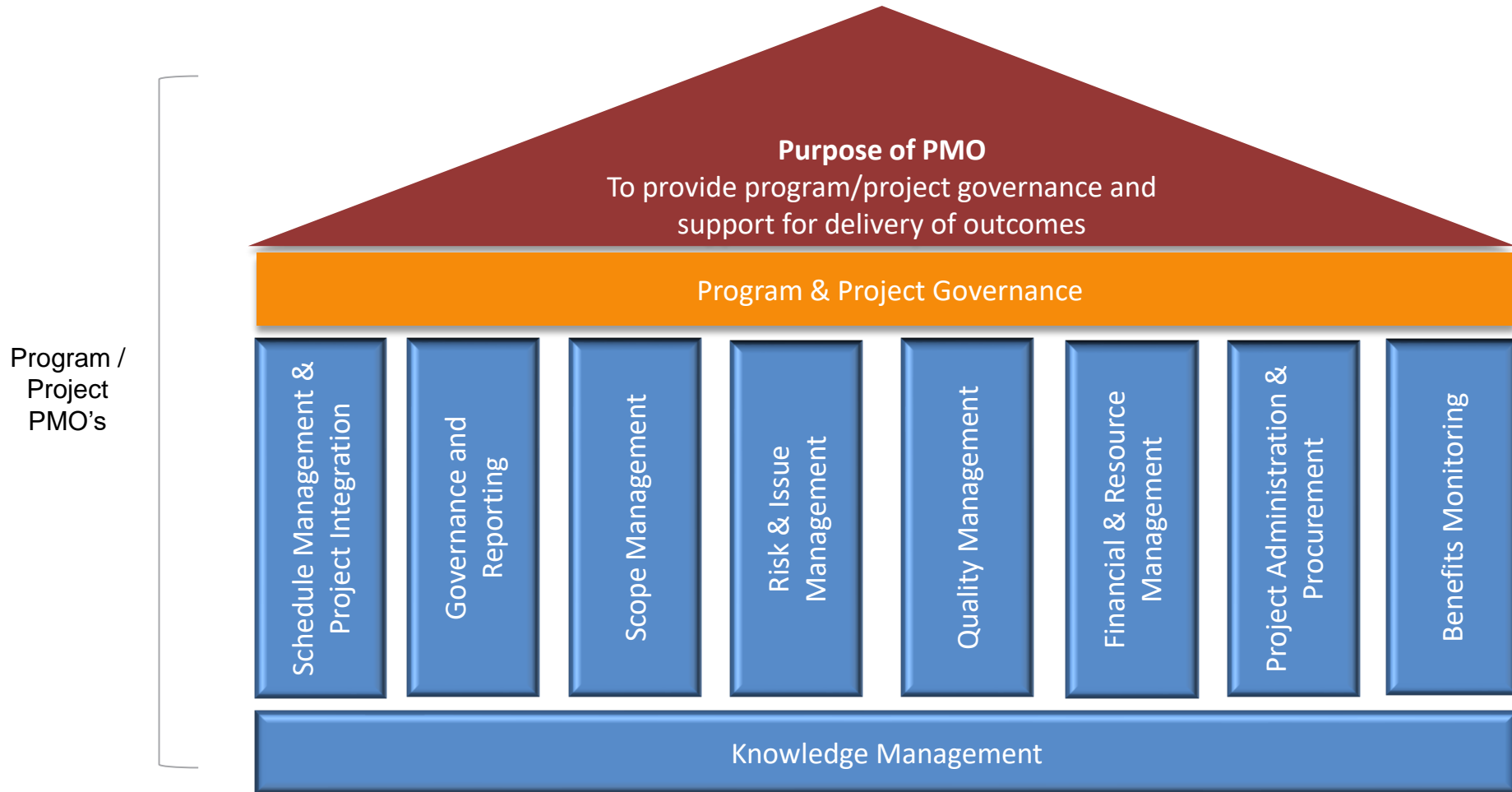


**ANZ / National Bank Merger**– Seven Consulting provided Program Director and PMO Management services.

# Appendix A - Functions of a PMO



# Functions of a PMO



1. **Schedule Management & Project Integration** – Set up and maintenance of schedules including critical paths, dependencies and milestones. Maintenance and reporting of Integration and dependencies with other programs/projects
2. **Governance & Reporting** – Create a governance structure to support the project. Prepare reports and dashboards for the enterprise leadership to assist in critical decision making. Facilitate governance bodies for the portfolio and large programs across the division.
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 risk and issues 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** – Ensure project is managed efficiently throughout the project lifecycle. Maintain assumption and decision registers. Manage contracts for and manage general procurement.
8. **Benefits Monitoring** – Maintain a view of the overall financial and non financial benefits and monitor realisation.

# Appendix B - PMO as a Service



- What is PMO as a Service?
  - It is a fit for purpose scalable program/project management Office that will provide governance and deliver the right tools to meet your organisational needs.
  - It is delivered to agreed performance indicators and customers requirements and ensuring that:
    - The agreed scope is delivered for each project
    - All financials are within the project's budget
    - Deliverables meet the quality requirements of the project with the agreed workforce
    - The project is delivered to the Client's satisfaction, and at the agreed cost
- It is managed by highly experienced professionals providing:
  - End-to-end project support and
  - Access to subject matter experts for portfolio, program and project management

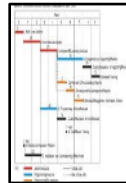
# Components of PMO-as-a-service?

The Seven Consulting PMO-as-a-service is an on-site outsourced PMO providing PMBOK aligned Project Management and PMO services to a portfolio of projects and programs:

## Project Management



**Project Scope and Change Management**



**Project Time Management  
(including Schedule Management)**



**Project Cost Management  
(including Budget and Timesheet Management)**



**Project Human Resource Management  
(including Mobilisation/Demobilisation and Demand Management)**



**Project Communications Management  
(including Status Reporting)**



**Project Risk Management  
(including Issues & Assumptions Management)**



**Project Procurement Management  
(including Vendor Management)**



**Project Quality Management  
(including Delivery Assurance Reviews)**



**Project Integration Management  
(including Dependency Management)**

## Governance

## Supporting Functions

# Why use PMO-as-a-Service?

It provides a fit-for-purpose PMO that will meet your current needs of the organisation and is scalable for your future needs.

- Scalability -** Additional resources can be sourced as and when required.
- Continuity -** Resources can be sourced from our pool to cover sickness and leave.
- Measurable -** Service Level Agreement based approach provides metrics to measure the efficiency and effectiveness of the PMO.
- Consistency -** Costs are agreed up front – no surprises.  
The approach used is the same across the organisation improving senior management visibility and enabling better comparison of project performance. A single source of truth that provides consistent quality for all projects.
- Flexibility –** PMO Services can be engaged, disengaged or changed rapidly.
- Focus –** PMO resource recruiting, management, utilisation, training etc. is no longer a client responsibility leaving the business to focus on its core activities.
- Shared Risk –** KPIs tied to SLAs linked to Service Credits ensure “skin in the game”.
- Simplicity –** Utilise existing best practice Project Management Life Cycle (PMLC) framework, processes and templates (as required).
- Best practice -** Project management governance framework.
- Accuracy -** Allowing for earlier intervention and rectification of project issues to increase on time, on budget project performance.

# What should you be looking for in PMO as a Service?

## ■ PMO Capability: Experience & proven track record in Delivery

- **Successful PMO Delivery Record.** Proven track record and extensive reference list should ideally include large project delivery and transformation programs. Testimony to client satisfaction.
- 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 predictability, transparency and outcomes.**

## ■ Cost effectiveness

- The proposed solution should be **holistic** and provide a complete PMO capability with no hidden costs.
- The proposed PMO 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 staff within an agreed timeframe.
- The ability to **replace** resources. E.g. the process and ability to find a suitable alternative PMO 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.



# Service Tailoring

Seven Consulting PMO-as-a service are tailored to suit the scale, complexity and risk profile of individual projects to ensure an effective and efficient level of support to each project:

- 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 (and hence cost), e.g.:
  - “Full” – All PMO Services and Deliverables
  - “Medium” – Major subset of Services and Deliverables
  - “Lite” – Minimum set of Services and Deliverables

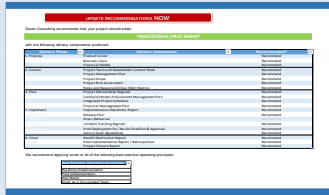
Services	Lite	Medium	Full
Project Scope and Change Management		✓	✓
Project Time Management	✓	✓	✓
Project Cost Management	✓	✓	✓
Project Human Resource Management			✓
Project Communications Management			✓
Project Risk Management	✓	✓	✓
Project Procurement Management			✓

<u>Deliverables</u>	<u>Lite</u>	<u>Medium</u>	<u>Full</u>
Project Schedule	✓	✓	✓
Project Budget, Forecast and Actuals	✓	✓	✓
Project DAIR Register	✓	✓	✓
Project Change Register		✓	✓
Project Resource Plan			✓
Regular Status Reports	✓	✓	✓

# Appendix C – PMO Tools

# Seven Program and Project Management Tools

## Seventh Way Methodology Predictor



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

## Schedule Health Schedule Quality



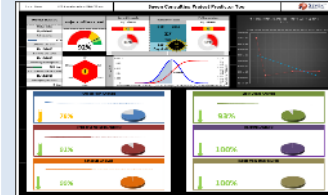
The Schedule Health Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

## Schedule Dashboard Schedule Data Snapshot



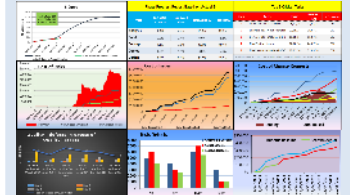
The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of project progress. These include task burndown, earned value, weekly velocity, critical path management and forecast accuracy.

## Schedule Predictor Project End Date 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.

## Risk and Issue Risk & Issue Dashboard

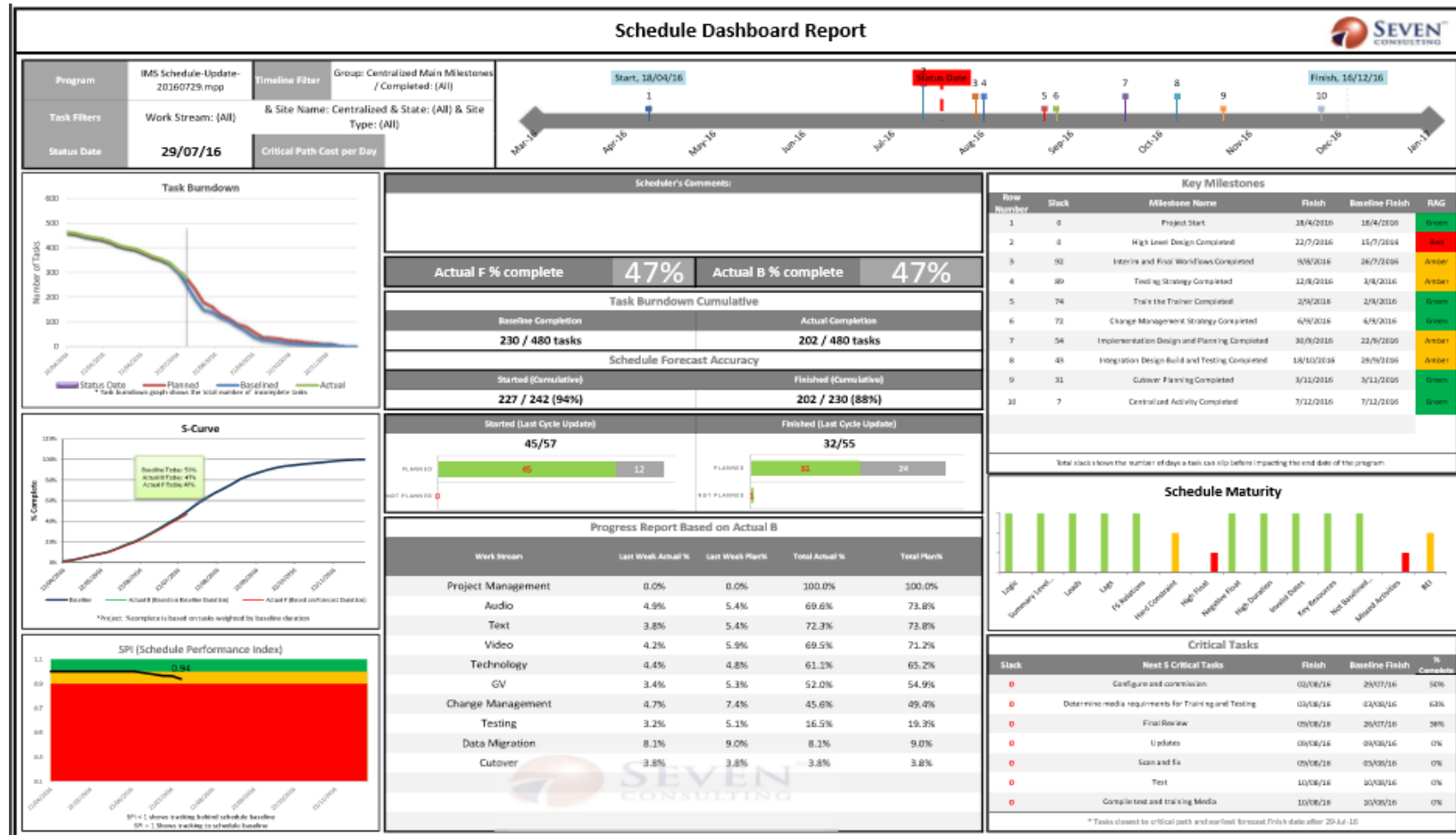


The Risk and Issue Dashboard analyses the project risk and issue registers to provide a view of key metrics that include aging, cost, quantities by project phase and severity.

# Schedule Health / Schedule Quality Assessment; Example

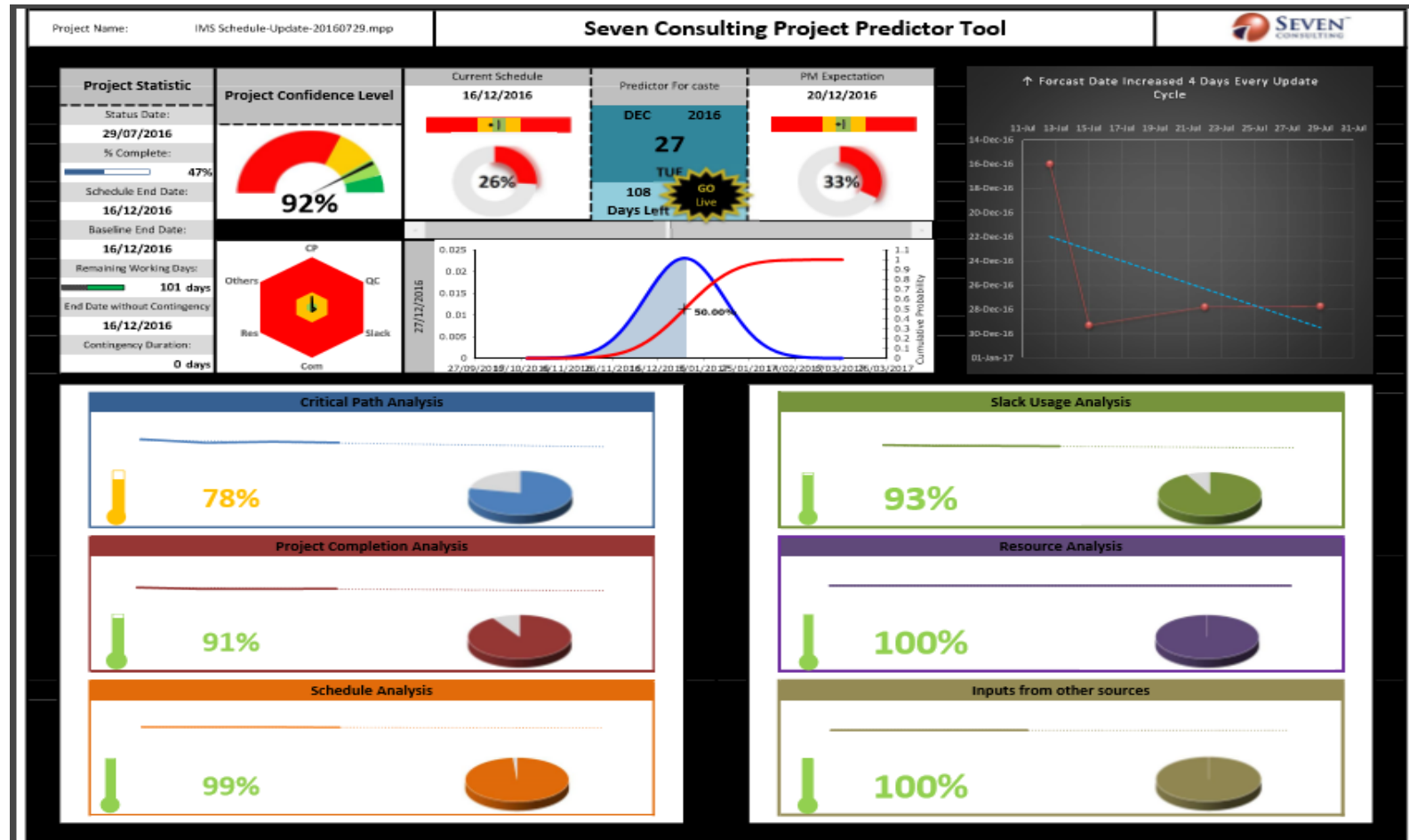
Criteria	Description	Target Type	Lower Limit	Upper Limit	Score Guide			Weight	Score (out of 3)	Weight Score	Details		
					On Target	Within Tolerance	Needs Attention				Actual Number	Total Number	Activity Code
Logic	The number of activities that are missing a predecessor, a successor or both.	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	15	3	15.0%	13	678	3;10;18;33;56;295;328;403;484;519;574;583;808
Summary Level Tasks	No dependency or resources assigned to summary level tasks	Minimize	1.0	2.0	Less than 1%	More Than 1% and less than 2%	More than 2%	5	1	1.7%	51	208	Results are more than 20
Leads	This check identifies activities that are carrying a lead (also known as a negative lag)	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	3	1	1.0%	91	678	Results are more than 20
Lags	This check identifies activities that are carrying a lag	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	3	1	1.0%	71	678	Results are more than 20
FS Relations	The Number of Activities without FS relation	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	3	3.0%	43	678	Results are more than 20
Hard Constraint	Number of activities with hard or two-way constraints	Minimize	0.5	1.0	Less than 0.5%	More Than 0.5% and less than 1%	More than 1%	9	1	3.0%	71	678	Results are more than 20
High Float	Number of activities with total float greater than quarter of project duration.	Minimize	2.0	5.0	Less than 2%	More Than 2% and less than 5%	More than 5%	6	1	2.0%	62	678	Results are more than 20
Negative Float	Total activity that is incomplete and total float is less than zero working days	Minimize	0.0	0.0	Less than 0%		More than 0%	15	1	5.0%	127	678	Results are more than 20
High Duration	Total number of activities that have a duration longer than one months	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	10	3	10.0%	19	678	13;104;110;116;118;134;141;156;455;463;594;596;600;610;627;636;658;824;846
Invalid Dates	All activities with planned work in the past. There should not be any invalid dates in the schedule	Minimize	0.5	1.0	Less than 0.5%	More Than 0.5% and less than 1%	More than 1%	20	3	20.0%	1	562	485
Key Resources	Number of activities that do not have resources correctly assigned (over-allocated resources)	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	1	1.0%	678	678	Results are more than 20
Missed Activities	Number of activities that have slipped from their baseline dates	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	5	1	1.7%	578	678	Results are more than 20
BEI	Baseline Execution Index (Number of Actual Finished Activity/ Number of Baseline Finished Activity)	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	1	1.0%	49	165	Results are more than 20
								100		65.3%	Final Score		

# Schedule Dashboard; Example

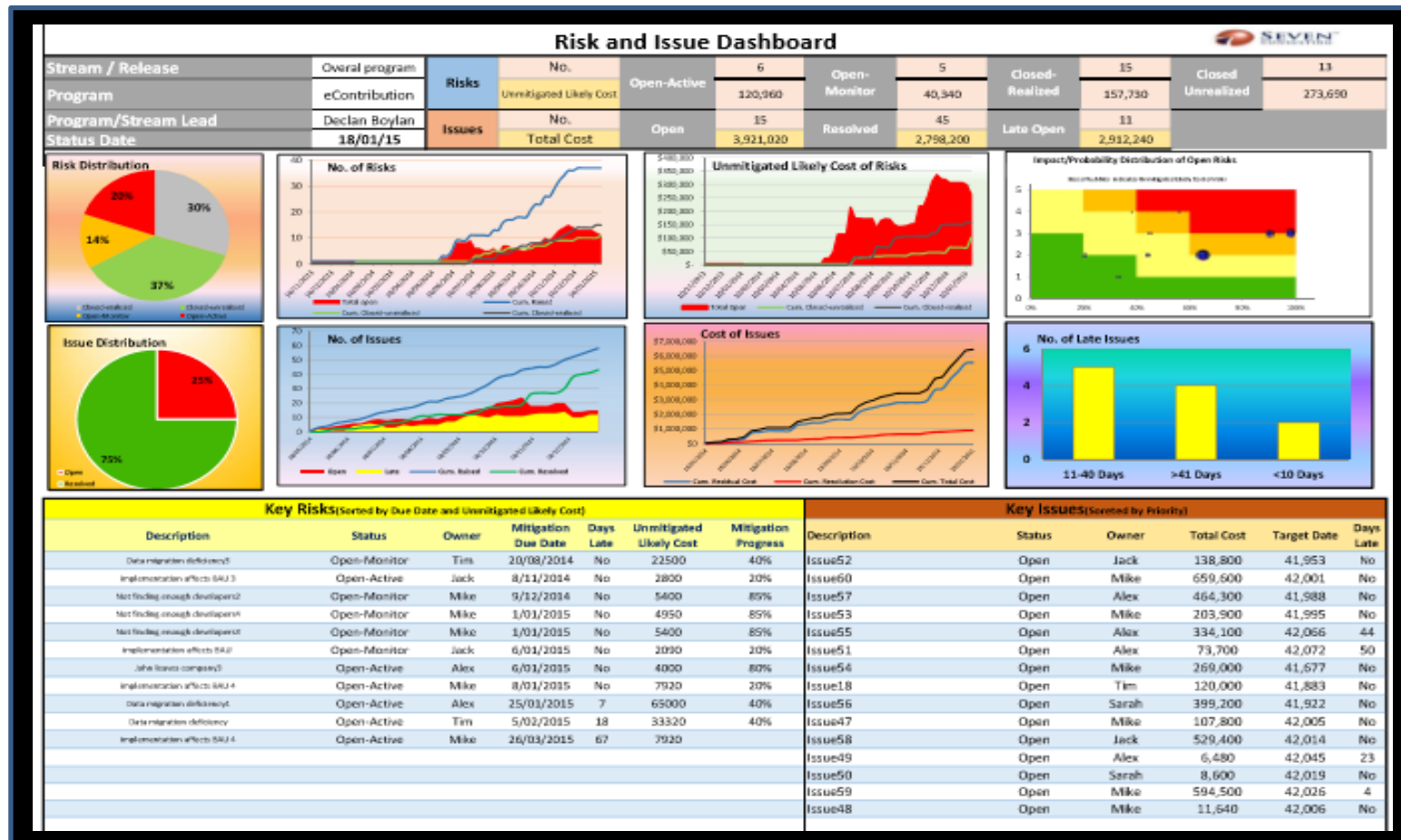




# Schedule Predictor; Example



# Risks and Issues Dashboard; Example



# Seven Consulting is a proud sponsor of Australia's National Football side, the Westfield Matildas



*We are extremely proud to be official sponsors of Australia's best team. The Westfield Matildas are now ranked 7<sup>th</sup> in the world and were finalists in the Asian Cup.*

*We are also providing paid internships for a number of the team (**Tameka Yallop**, and **Elise Kellond-Knight**), to support their post sporting careers.*







**Australia's Best Program Delivery Company**

**Award Winning Company**

WOOLWORTHS GROUP  
  
Woolworths Group IT  
Exceptional Services Award  
**Winner 2018**



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