



Seven Consulting EPMO Capability Overview

Australia's Best
Program Delivery Company



Official Partner
of the



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

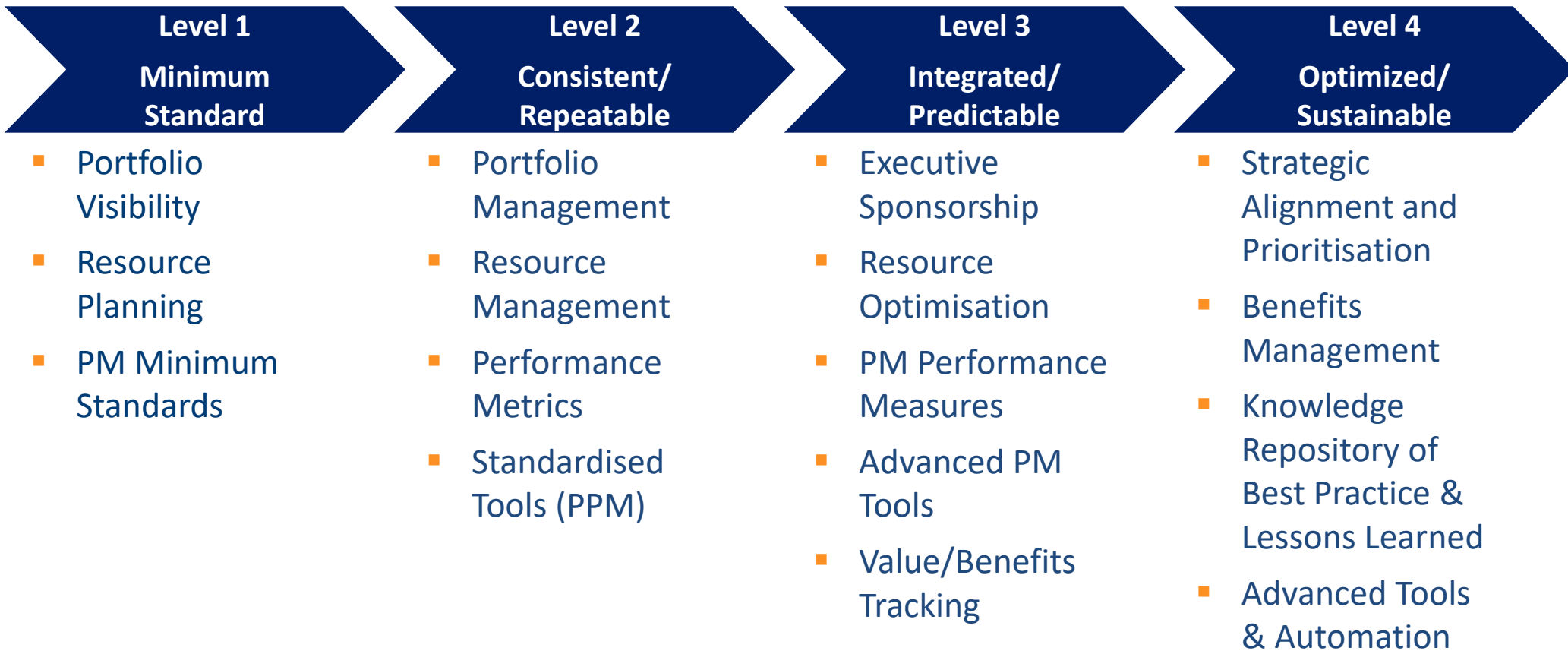
A focus on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to clients high expectations.

Key Objectives of an EP MO

- **STRATEGY ALIGNMENT:** Ensuring all projects/programs are clearly linked to strategic objectives in terms of increasing business value and benefit realisation
- **PRIORITISATION:** Drive prioritisation of work against strategic alignment to ensure the organisation is doing the right work at the right time and manages associated funding approvals
- **TOOLS & TECHNIQUES:** Define, implement, manage and evolve standards, methodologies, processes, tools and approaches to support successful delivery.
- **REPOSITORY OF BEST PRACTICE & LESSONS LEARNED:** Identify and develop project management methodology, best practices and standards, Provide Lessons learned from successful / failed implementations into strategic planning & Provide a central repository for project documents & learning.
- **ORGANISATION METRICS:** Provide performance reporting and management metrics (KPIs, compliance, timelines, budget, scope and quality)
- **HEALTH CHECKS:** Conduct project health checks to ensure compliance with EP MO standards and policies plus project management best practices. Monitor and report status by defining standard management tracking and reporting processes
- **CAPACITY PLANNING:** Manage team capacity, variations and skill sets.

EPMO Maturity Model

We use the below maturity model to help us assess what is the current capability level of the client’s EPMO and the desired target state



Typical EPMO Review Approach

- A 5 week exercise is required to understand our client’s current stakeholder requirements, assess the current state, review options for EPMO uplift and create the report including recommendations.

Weeks 1 - 3

Weeks 3 - 4

Week 5



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

- Complete stakeholder interviews.

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

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

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

Common Challenges of the (E)PMO

Every PMO in every client receives a tailored solution. However our experience indicates that there are common themes in the issues clients experience at a Project/Program and Portfolio/Enterprise level.

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

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.

Managing an Agile Portfolio



Improve Customer Experience Transformation (CXT) Program for AGL via Agile principles at scale



AGL engaged Seven to improve the tribe services for the large scale agile CXT Program (\$300M budget). Number of key disciplines needed to be revisited including Executive Reporting, Transparency, Benefits Realisation framework and promote the “One Team Approach”



Seven deployed a highly skilled team, who partnered with AGL to implement Agile tools and cadence to lift the tribe services effectiveness. This included engaging business owners via Portfolio KANBAN Board’s and aligning key stakeholders like legal, audit and value stream owners via synchronisation at key ceremonies.



- ✓ Enabled benefits realisation focus across the portfolio
- ✓ Aligned Program backlog to AGL’s strategic themes
- ✓ Improved lean governance structures and the right focus at each level
- ✓ Additional initiatives proposed by Seven Consulting commenced implementation within AGL.

PM Capability / PMO Review



Assessing and designing the transformation of the delivery capability for Australia's largest nation building program



nbn IT delivers large and complex programs for their internal customers. As a company that had experienced rapid growth they realised that the ways of working that had been successful in the past may not be as effective in the future. They wanted to investigate alternatives that would allow them to maintain a strong delivery reputation but with greater efficiencies



Seven Consulting led an intensive review of capability and performance. We interviewed 76 members of staff, held workshops for an additional 67 team members and reviewed over 50 project artefacts. We observed processes and meetings and drew a comprehensive picture of PM and PMO performance and capability. We delivered papers for C-level review that detailed the strengths and weaknesses of the current organisation and defined a clear strategy and route for sustainable improvement. These papers were accepted and we then planned and initiated the Transformation



nbn have now established a multi year Transformation program that is already delivering efficiencies. We successfully delivered the first initiatives in the roadmap and a senior nbn leader said “(we) got value for money from the engagement and we were left with actionable information that continues to be used at senior levels within the company”

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 7th 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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Appendix A Tools

Traditional Program Delivery Tools

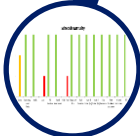
Health Check Score



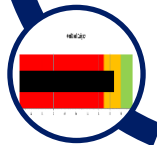
Health Check Tool

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



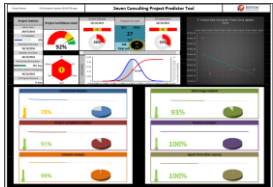
Project Confidence Level



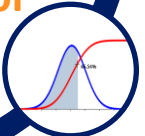
Critical Path Analysis



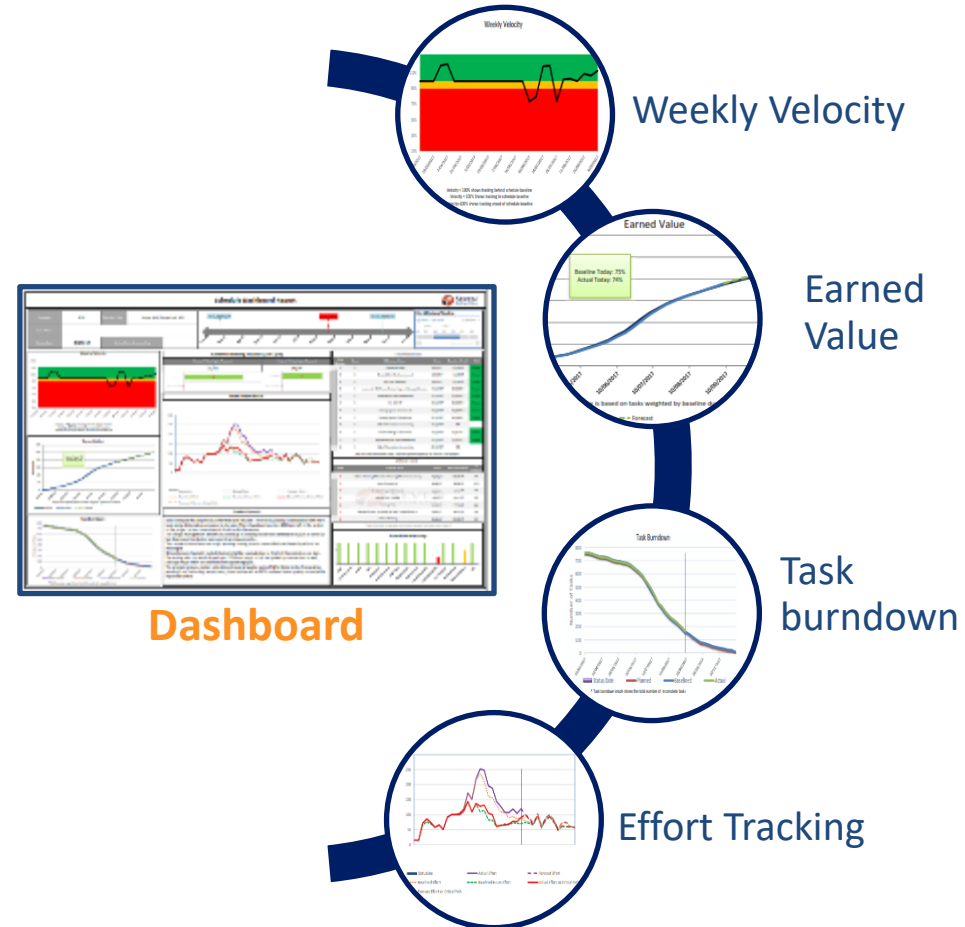
Schedule Predictor



Cumulative Probability

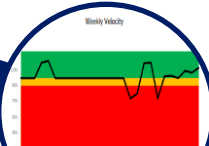


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.



Dashboard

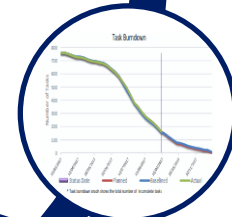
Weekly Velocity



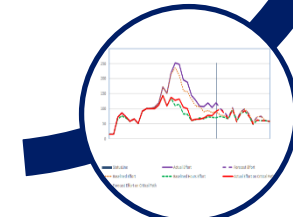
Earned Value



Task burndown

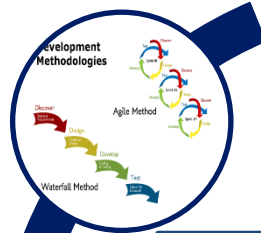


Effort Tracking



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.

Agile / Traditional Methodology Recommendation



Recommends Delivery Components



UPDATE RECOMMENDATIONS NOW

Seven Consulting recommends that your project should adopt:

TRADITIONAL PROJ MGMT	
with the following delivery components product:	
Project Charter	Recommended
Business Case	Recommended
Strategic Objectives	Recommended
Project Terms and Conditions Contract	Recommended
Project Management Plan	Recommended
Project Risk Assessment	Recommended
Project Cost Estimate	Recommended
Project Communication Register	Recommended
Contract/Service Management Agreement Plan	Recommended
Single User Project Schedule	Recommended
Resource Management Plan	Recommended
Stakeholder Management Report	Recommended
Business Plan	Recommended
Stakeholder	Recommended
Incident Tracking Register	Recommended
Project Management Plan Checklist & Approval	Recommended
Stakeholder Register	Recommended
Resource Management Report	Recommended
Project Cost Estimate	Recommended

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

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.

