



Seven Consulting Crisis Management Capabilities

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.

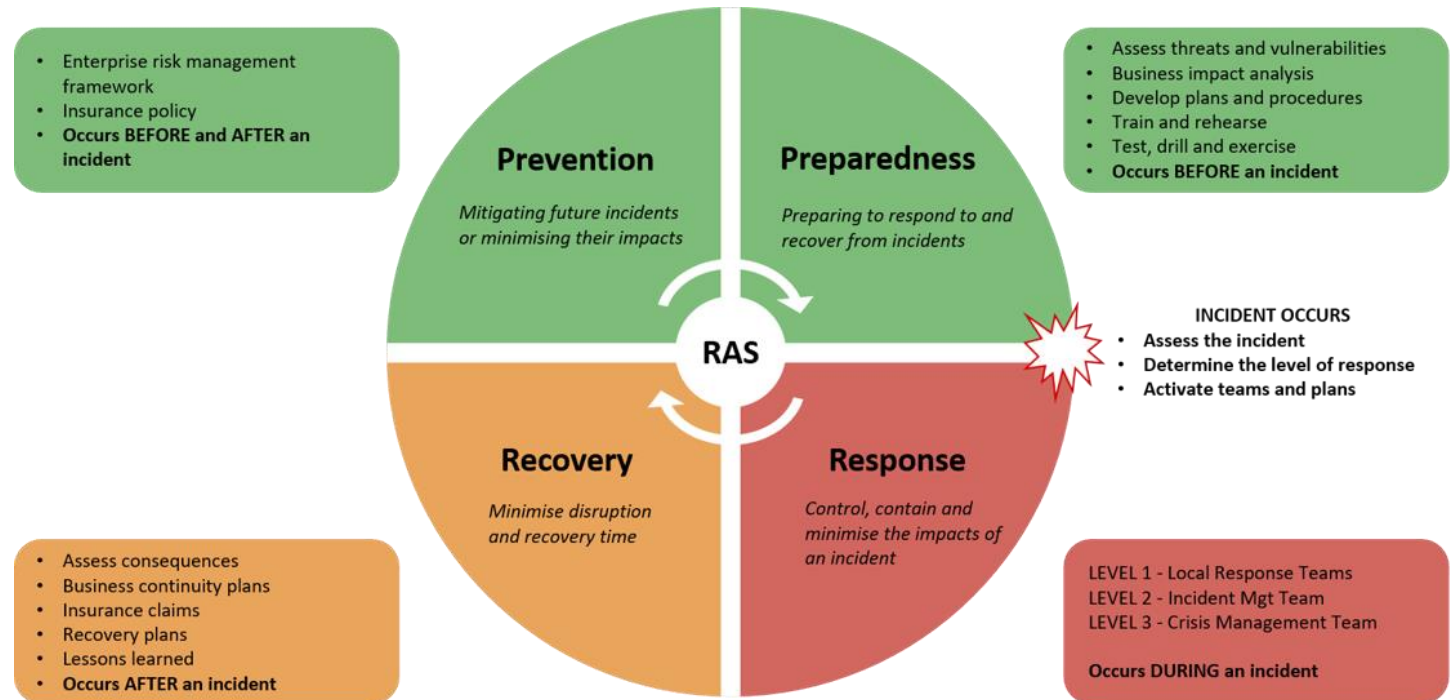
Crisis management background

An isolated incident could escalate to an emergency which could in turn escalate to a crisis. The difference between an incident, an emergency and a crisis is dependent upon the number of instances, the impact of the incident and urgency to resolve the incident. Major incidents which we are dealing with in Australia include bushfires, floods, droughts and Coronavirus.

The PPRR Risk Management Model has been used by emergency services agencies in Australia for many years and has 4 key stages:

- **Prevention** - take actions to reduce or eliminate the likelihood or effects of an incident
- **Preparedness** - take steps before an incident to ensure effective response and recovery
- **Response** - contain, control or minimise the impacts of an incident
- **Recovery** - take steps to minimise disruption and recovery times

PPRR Risk Management Model



Source: <https://www.business.qld.gov.au/running-business/protecting-business/risk-management/pprr-model>

There are a series of activities that organisations need to undertake to prepare for a crisis including:

Prevention

- Identify key risks
- Define mitigation plans for each risk
- Raise awareness of risks with employees, customers and the public
- Insure against key risks, where possible

Preparedness

- Define business critical processes and personnel
- Assess likelihood of risks being realised
- Prepare incident management plan for each risk
- Identify additional resource requirements (personnel, space, supplies)
- Define technology, infrastructure, collaboration, mobility, security solution
- Design incident control room
- Define DR operating model
- Define comms plan and stakeholder management plan

Response

- Implement incident management plan
- Contain the impact of the incident
- Manage resource requirements (personnel, space, supplies)
- Arrange additional resources or reallocate resources
- Run incident control room
- Execute communications plan
- Keep stakeholders informed of status
- Liaise with relevant government departments
- Learn and refine policies /processes

Recovery

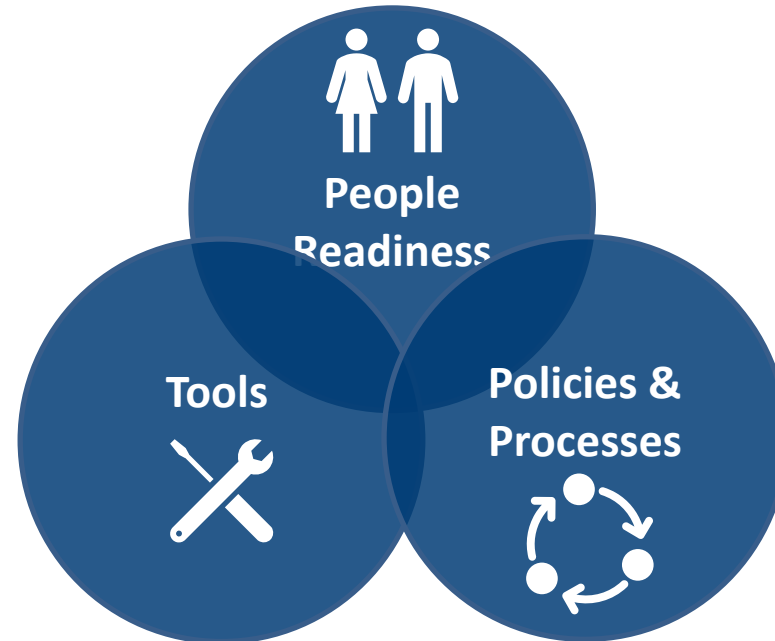
- Assess the consequences of the incident(s)
- Define the recovery plan and how to resume normal operations
- Assess team morale and the need for counselling or special leave
- Document lessons learned
- Communicate with employees, customers and stakeholders
- Process insurance claims, if appropriate
- Update incident management plans
- Update communications plan

Crisis management – processes, tools and people readiness

Preparing an organisation for a crisis will require an uplift in processes, tools and people readiness.

Tools

1. Laptops
2. Remote access/VPN (Virtual Private Network)
3. Access to remote workspace
4. Access to specialised facilities, e.g. ergonomic desks
5. Email
6. Instant messaging
7. Phone conferencing
8. Video conferencing
9. Information portals
10. Bulletin boards
11. Collaboration tools
12. Decision making and escalation



Policies & Processes

1. Define incident management plan
2. Define business continuity plan and comms plan
3. Define working from home policy
4. Manage incidents and keep management informed
5. Define roles and responsibilities, escalation paths, delegation of authority, call trees
6. Establish appropriate governance to ensure compliance
7. Manage stakeholders, customers, suppliers, government departments

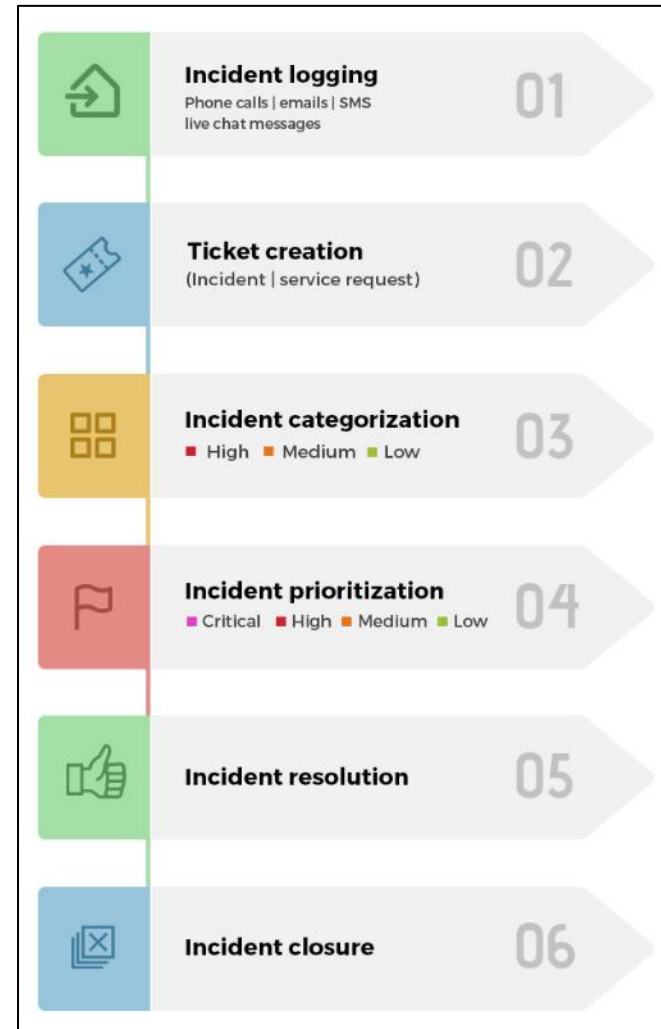
People Readiness

1. Ensure employees understand the remote working policy
2. Ensure employees understand the incident management plan
3. Nominate champions and SMEs
4. Know where to get technical help
5. Understanding of expectations regarding productivity and responsiveness
6. Understanding of data security and client confidentiality policies as they apply to remote working
7. Access to mental health and counselling services

ITIL Service Management Framework



Sample Incident Management Lifecycle



Sources: bmc.com, manageengine.com

Crisis management tools

Seven Consulting has a number of templates and tools which are relevant to crisis management including incident management log, decision register, issues/risks logs, status reports and status dashboards.

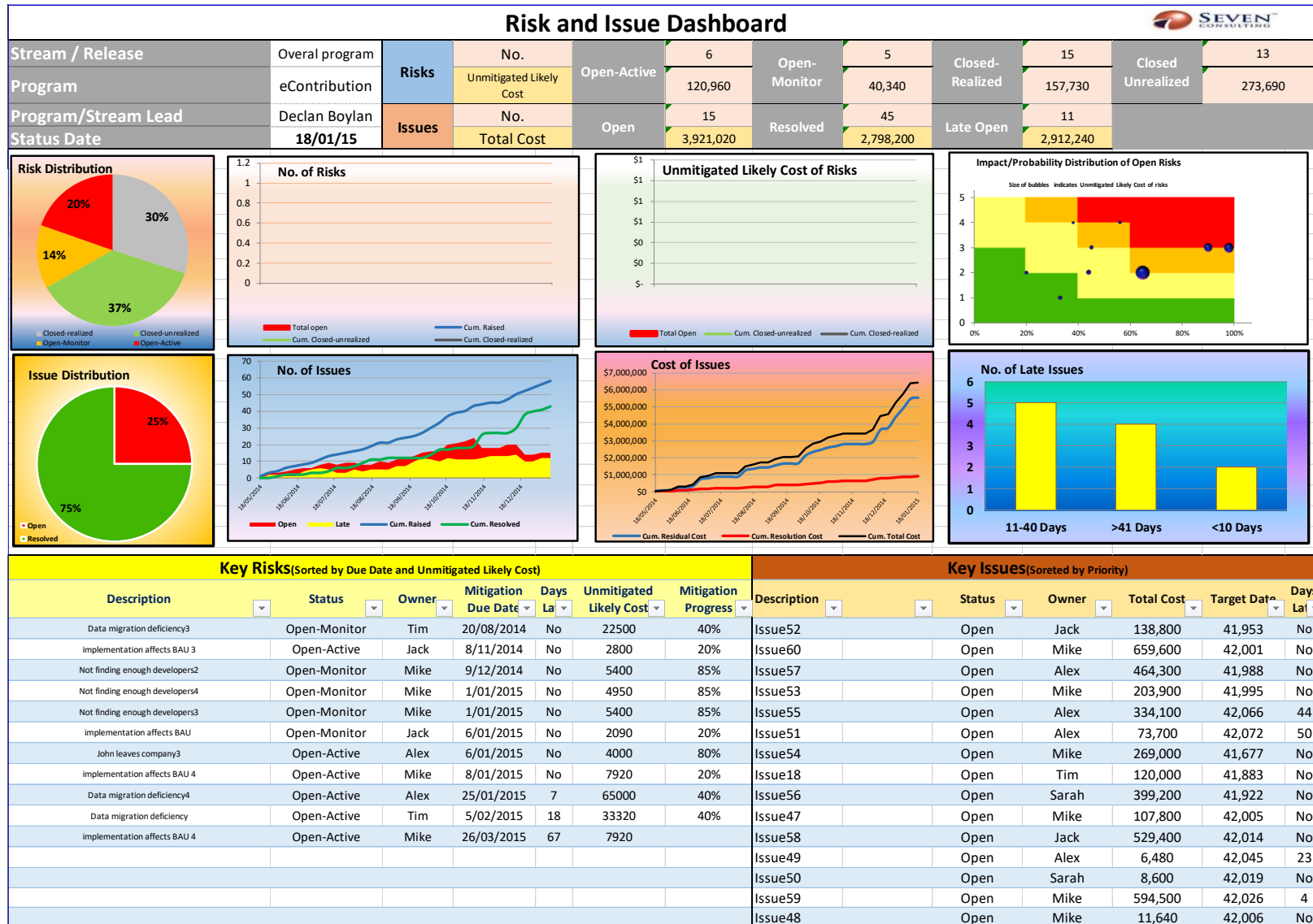
Incident Management Log

Incident Number	Date Reported	Time Reported	Status	Priority	Urgency	Locations Impacted	Short Title	Description	Owner	Delegated to	Blockers	ETA FIX	Required TA FIX	Actions	Description of current assumed FIX	% expectation Success	Escalated	Waiting on	Last assessed	
HS001																				
HS002																				
HS003																				

Decisions Register

ID	Decision	Description	Impact	Source	Owner	Priority	Date Added	Status	Decision Date	Record of decision made	Executive Reporting?
Unique Identifier	Brief 3-5 word description of decision needed	Description of decision	Impact of making or not making the decision	Meeting/conversation/person from which this need for a decision came	Person who is responsible for ensuring this decision in made	Relative priority: 1-High, 2-Medium, 3-Low	Date this decision was added to this list	Status of item: 1-Not Started, 2-In Progress, 3-Complete	Date this item was complete	Notes or results on the completion of this item, such as the final decision document location, results of implementing requested fix, etc.	For filtering items to be reviewed with upper level management: TRUE or FALSE
HS0001											
HS0002											
HS0003											

Crisis management tools



Crisis management readiness assessment

- A crisis management readiness assessment will determine how well prepared an organisation is to deal with a crisis. We will review the policies, processes, tools and people readiness.



- Identify key scenarios/incidents/risks
- Review current policies
- Review current processes
- Review current tools
- Review people readiness
- Agree stakeholders to be interviewed

- Conduct stakeholder interviews
- Develop hypotheses regarding gaps and recommendations
- Test hypotheses with stakeholders

- Summarise key gaps in policies, processes, tools and people readiness
- Identify recommendations for policies, processes, tools and people readiness

- Prepare draft report
- Review draft report with key stakeholders
- Update draft report

- Prepare final report
- Present final report
- Agree communication strategy with sponsor
- Distribute report to key stakeholders
- Plan implementation of recommendations

Our experience

Our consultants have worked on a number of engagements relating to emergency management, incident management and crisis management.

Organisation	Engagement description
Etisalat, du and UAE Telco Authority	Setup and run a multi-company, multi agency situation room in Dubai to monitor terrorist communications via the Blackberry messenger service. The situation room managed and co-ordinated the negotiations, media response and readiness activities over a 6 week period
Victorian CFA	Design and build the OSOM (One Source One Message) system which sent out updates on bushfire incidents to 70 radio stations, 10 television stations, the Fireready app, Victorian CFA firefighters, MFB (Metropolitan Fire Brigade) firefighters
Macquarie Bank	Major Incident manager who worked closely with the CIO. Managed various crisis events including market crash, data centre floods and major telco outages
ANZ Bank	Setup and manage Service Now for ANZ Bank
Telstra	Design and build new Service Management processes and system for Telstra Enterprise based on ServiceNow. The scope of the work included incident management, problem management. The solution included mobile apps and web portals for the customers to access status information on their incidents without having to call Telstra
CGI	Develop business continuity plan and crisis management plan. Enacted phase 1 of the crisis management plan when the SARS virus came out.

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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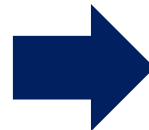


Appendix

Distributed Organisations

The functions and people within an organisation can be centralised, partially decentralised or fully distributed. A centralised organisation may just have a head office. A partially centralised organisation will have a head office and satellite offices/branches. A fully distributed organisation could have different functions at different locations, people working from home and a mobile workforce.

Partially Decentralised Organisation



Distributed Organisation



Considerations to support your employees “Working From Home (WFH)”

There are multiple considerations in establishing a distributed organisation and a “working from home (WFH)” policy:

1. **Eligibility** – can all positions be conducted from home or not? Some positions required access to specialised machinery or secure physical environments making these jobs very difficult to be performed from home
2. **Availability** – what hours is an employee expected to work remotely, e.g. normal office hours or flexible hours to accommodate school drop-offs/pickups? What hours are offshore personnel expected to work?
3. **Responsiveness** – what is the expected response time of an employee working from home? Is it expected to be immediate, like they were in the office or is a reasonable delay acceptable?
4. **Productivity measurements** – how will an employees productivity be measured, e.g. number of hours worked, number of cases handled, number of client interactions, volume of sales, number of support calls etc?
5. **Equipment** – what equipment does the employee need to do their job from home, e.g. laptop, email, VPN (Virtual Private Network), digital tokens, video conferencing, collaboration tools, electronic whiteboards, JIRA, Confluence, Google Classrooms, scanners, printers?
6. **Technical support** – what technical support does the remote employee need, e.g. live chat, help desk, home visit, come in to the office?
7. **Rightful termination** – working from home is not grounds for dismissal. Some managers are uncomfortable with working at home arrangements. Frequent communication and productivity measurements are required to build trust in WFH.
8. **Physical environment** – a remote working environment needs to be safe and secure. Fire alarms and security alarms may be required
9. **Security** – is there sufficient physical security and data security available at the employees home? Are the required access management and identity management systems in place?
10. **Client confidentiality** – can the confidentiality of client information be protected from an employees home?
11. **Commercial** – are there any commercial/contractual implications of WFH, e.g. OH&S, sub-contracted labour?

Source: <https://www.techrepublic.com/article/the-10-rules-found-in-every-good-remote-work-policy/>