

SAFe[®] with Seven Consulting

Australia's Best Program Delivery Company



TEAMWORK • TRANSPARENCY • DELIVERY

Seven Consulting - Services



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.



Australia's Best Program Delivery Company

Our clients and staff are our top priority



Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2020	99.36%	6,562
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

MABC

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



"Seven have gone above and beyond to make this implementation a success. With short notice their consultants jumped in and made a significant impact."

Woolworths 🍈

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



"Very professional" "Great consulting skills"

🕻 alintaenergy

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

Staff Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'20	98.51%
Dec'19	98.30%
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%
Dec '17	97.50%



How do we get 98%+ client satisfaction?



Why all our clients are reference sites.



Hands-on ownership



High staff engagement, low turnover with **<u>no</u>** 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.



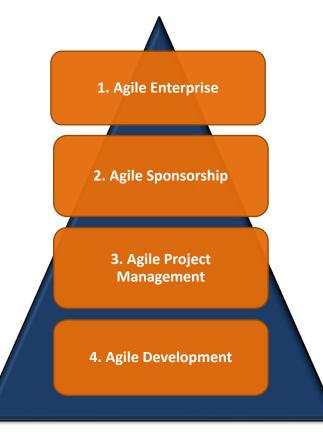
Delivery

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.

The Integrated Agile Enterprise Framework



- Seven Consulting's Agile Project Enterprise Framework outlined below is a proven framework of integrated processes, tools and techniques focused on simpler, faster delivery & improved ongoing support of the delivered change.
- The key focus is the integration of speed of decision-making, planning and delivery of real benefits.

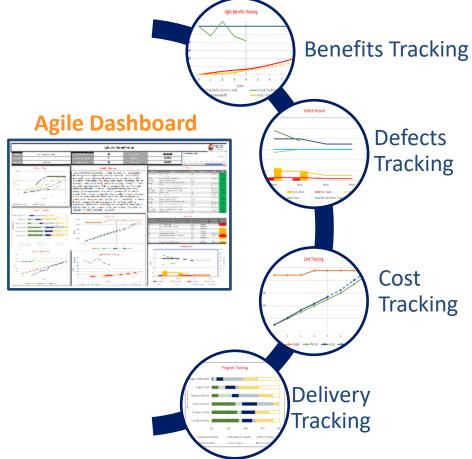


- 1. Agile Enterprise (AE) focuses on the cultural, procedural and people changes required to optimise, adopt, embed to sustain Agile models of project delivery. This includes an agile approach to strategic portfolio governance.
- 2. Agile Sponsorship (AS) requires executives to get closer to their projects, their project managers and their project teams. Single sponsors who must be flexible in making time available for face-to-face meetings and use simplified and face-to-face reporting lines. The Agile Sponsor is focused on benefits realisation.
- **3.** Agile Project Management (APM) is an open, stakeholder-driven approach to project planning. While Scrum Masters and Product Owners focus on the detailed technical delivery, APM's must focus on stakeholder engagement, change management and related projects to ensure outwards as well as inwards management of the project.
- 4. Agile Development (ADM) involves a cultural as well as a procedural and technical change in how projects are planned and delivered. The coaching of project managers, business experts in how to setup and support Agile Development (Scrum, SAFe, etc.) is a critical factor for successful and sustained deployment of Agile Development Methods.

Agile Program Delivery Tools







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.

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



Scaled Agile Framework (SAFe®)

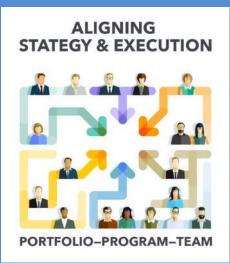
Founded in 2011 SAFe is now utilised in over **110** countries via more than **220,000** trained professionals

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Scaled Agile Framework (SAFe)



SAFe is the world's leading framework for enterprise agility



SAFe is a knowledge base of proven, integrated principles and practices for Lean, Agile, and DevOps.

scaledagileframework.com

Why SAFe

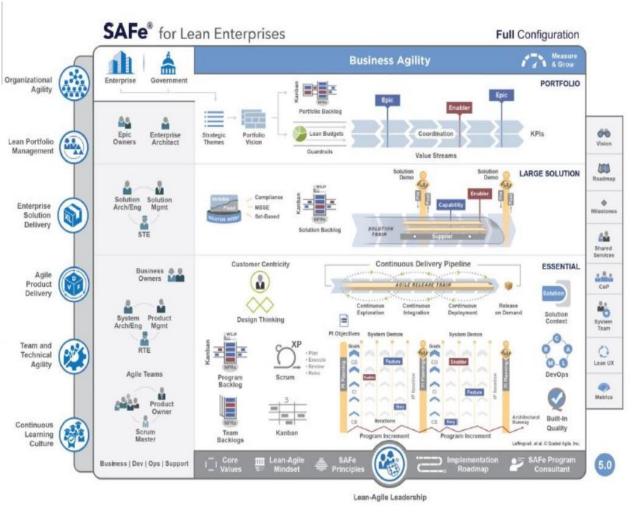






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The SAFe Big Picture



scaledagileframework.com

Portfolio SAFe is for enterprises that build multiple solutions, which have minimal dependencies on one another, but require portfolio-level coordination, strategy, investment, and governance.

SEVEN

CONSULTING

Large Solution SAFe is for enterprises that are building large and complex solutions, which do not require the constructs of the portfolio level.

Essential SAFe is most basic configuration of the framework and it provides the minimal elements necessary to be successful with SAFe.

Core Values

1.	Built-In Quality
2.	Program execution
3.	Alignment

4. Transparency



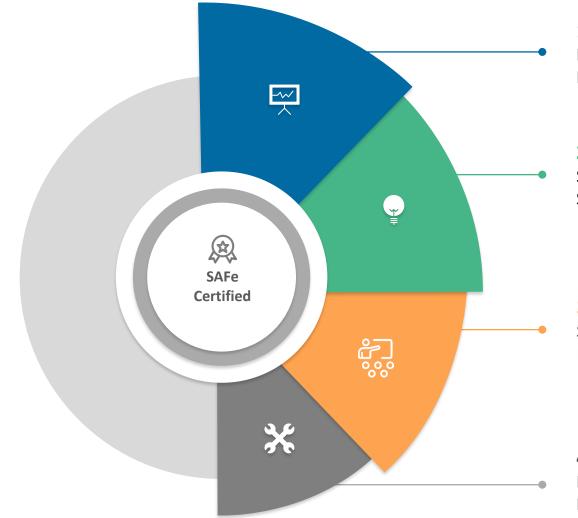
SAFe With Seven

Seven offers E2E consulting in SAFe

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Our Offerings





1 Workshops

Executive Workshops on suitability of SAFe Feasibility and Problem Solving

2 Training

SAFe training for Leaders and Team SAFe training for specialist roles

3 Implementation

Setup and roll out Agile Release Trains Implement Lean Agile Portfolios & KANBANs

4 Heath Checks

Review SAFe implementation against best practices Review staff capability and assist in team formation

1 Executive Workshop



Why SAFe Workshop

The Scaled Agile Framework (SAFe) is the world's leading framework for implementing enterprise agility. Now practiced in over 70% of the US Fortune 100, this proven framework has shown to improve time to market, predictability, product quality and employee engagement. The first key to a successful SAFe implementation is knowledge and understanding.

During the one day workshop you'll be introduced to the key principles of the framework and how it can assist in transforming your business.

Who Can Attend

All Leaders are welcome to attend. However, the following roles and experience are recommended:

- 5+ years experience in managing large scale programs
- Head of Departments, Portfolio Managers
- General Managers

Learning Goals

- > Assessing the problem at hand
- Embracing a Lean-Agile Mindset
- > Applying Lean-Agile Principles
- Leading the Implementation
- Getting the Results

What You Get

- ✓ Understanding of SAFe
- ✓ Techniques and tools to become a Lean-Agile Leader
- ✓ Mapping Value Streams to organize optimal flow
- ✓ Empower decision makers with Lean-Agile Budgeting
- ✓ Ways to improve quality and predictability at an enterprise scale
- ✓ Determine if SAFe is the right choice; if so, formulate next steps on the implementation journey

2 Training



SAFe Roles	Course	Number of Participants
Lean Portfolio Management / RTE / Release Train Management	Leading SAFe [®] 2 days SAFe 4 Certified SAFe 4 Certified Agilist Arc	ecutive Managers ogram Directors ogram Managers 10 – 20 chitects nance
Product Managers / Product Owners		siness Representatives 10 – 20 annel Managers
Scrum Masters	Scrum Master SSM IIII • Tech	ation Managers ch Leads 10 – 20 ject Managers
Agile Teams	SAFe® for Teams 2 days SAFe4 Certified Brodificance SAFe4 Certified	velopers sters 20 – 30 stem Engineers 3A siness Analysts

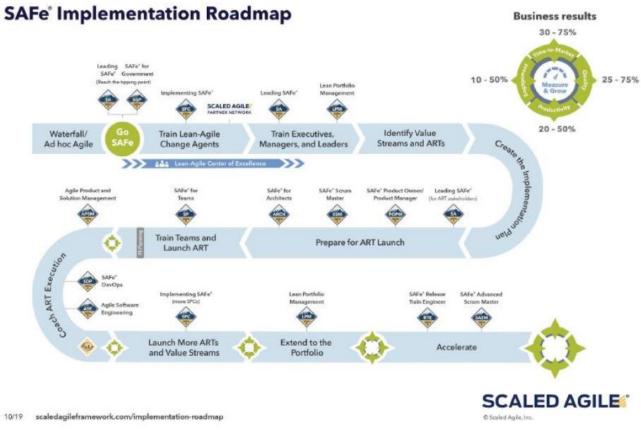
3 Implementation



Use the Scaled Agile 'Implementation Roadmap' to navigate



scaledagileframework.com /implementation-roadmap



4 Health Checks



What do we check



The Health Check will be performed by one of our certified SAFe Consultants. As part of the health check, we review the maturity of the SAFe implementation against the 4 CORE values (Alignment, Built-in-Quality, Transparency and Program Execution) of SAFe. The review is performed across all levels of the implementation, from : business/stakeholder engagement to release train setup & execution to realisation of business value.

How do we check

The check is performed via:

- Stakeholder interviews (At all levels)
- Review of tools and techniques utilised and effectiveness (At all levels)
- People capability and training assessment
- Gemba walks

What you get

- ✓ Rating against the SAFe CORE values
- ✓ Strengths and Weaknesses analysis
- ✓ Themes to identify systemic issues
- ✓ Workshops to brainstorm solutions
- ✓ Opportunity to gather Management Response to the findings

Next Steps

- Engage Seven Consulting to assist in implementing recommendations
- Conduct Training to uplift capability
- Coaching to cultivate best practices

A selection of our Agile Experts





Rob Thomsett Thought Leader

Achievements:

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



Rinku Razdan Program Manager

Achievements:

- Program Director for Westpac's Digital,
 Marketing, and CCC initiative. Led a large team to delivery online home landing platform, first to market.
- For Comm Bank, Program Manager for Customer Engagement Program – CEP ('The Brain'); Finalised Business Case for approval by CBA Board. Established an effective governance structure aligned to agile operating model.
 Mentored effective agile methodology to all workstreams with buy in from all stakeholders.
- Program Manager for Comm Bank's Cardless Cash Program developing the business case and drove the finance model for the bank's highest priority strategic project through to benefits realisation.
- Program Manager for the delivery of CBA / Bankwest ATM Integration program, leading the strategic alignment between CBA ATM Refresh and Bankwest ATM Replacement.



Alex Massie Program Director

Achievements:

- Program Director of the Digital Core component of the Digital Transformation of Telstra Enterprise, made up of over 500 people across Australia and India. Introduced quarterly releases into the program and managed 4 releases into production. The program budget was in excess of \$200m per annum and had over 1,000 people working on it. It was one of the largest Agile programs in Australia.
- Program Director of Latitude's Transformation Program. With a team of over 200 people, oversaw the RFP (Request For Proposal) processes for 4 separate RFPs across customer experience, personal loans, collections and the digital front end. Established the Transformation PMO, status reporting, budget management, issues/risks management.
- Program Director of the Link / Superpartners Transition Managed a team of approximately 200 people migrating the systems and data of 5 major super funds (ie MTAA Super, HESTA, Hostplus, Cbus and AustralianSuper). This is one of the largest superannuation programs in Australian history. Project personnel were located in Melbourne, Sydney and Bangalore. Established the Transformation PMO, status reporting, budget management, schedule management and issues/risks management.

A selection of our Agile Experts





Nevil Cope PMO Director

Achievements:

- Successfully managed the multi-year, multi-entity Core Finance Platform Program for CBA
- ERP Program & Portfolio Director (CBA), responsible for delivering the vendor-side engagement (project rescue) for an enterprisewide HR system upgrade guiding the business through the smooth transition to 'Business as Usual' state. restructuring the project-side PMO and rationalising the end-to-end solution delivery processes.
- Provided program management for a multi-year insurance remediation program (Superpartners)
- Established a PMO for Macquarie Capital Securities, Hong Kong, including the design and implementation of new operational business models coupled with a Portfolio Management dashboard.



Michael Bryant Program Director

Achievements:

- Program Manager of multi-disciplinary teams (150+ resources) across several technology platforms and business groups for the Implementation of Medibank's transformation Program, replacing current legacy systems with SAP's Health Insurance package. This involved a transformation of their Digital channel for customer services using Agile delivery.
- Release Manager for the delivery of NBN Operational Support Systems Integrated Release 6, 7 and 9 to production. Led delivery team of 150+ personnel across NBN Co, IBM and subcontractor suppliers. Implemented extensive risk analysis and management during design phase of a release to protect delivery of business benefits to Production.
- Project Director for the transition of National Australia Bank Day 1 voucher processing operation from NAB systems and premises to the vendors with a project budget of \$25M.



Paul Kirschner Program Director

Achievements:

- Program Director at Telstra, for Request To Resolve value chain in the B2B Digitisation program that transitioned to a new Service Now assurance platform for all of Telstra's Enterprise customers. The program Paul led consisted of 120 resources in scrum teams working in scaled agile to deliver on Telstra's T22 strategic targets.
- For Transurban Group managed consolidation of the Enterprise Data Model ETL from multiple source systems into the Data Warehouse. Also facilitated iterative cycles of BI cube report development with users and developers.
- Led the PMO for the NAB MAMBO project (\$87m), including project governance and quality, preparing and integrating program schedule of multiple work streams, providing forecasting and budget tracking information, managing scope through a formal change management process, and ensuring compliance with NAB procedures.

A selection of our Agile Experts





David Johnson Program Director

Achievements:

- As Transformation Lead for NBN Co Limited David lead the Project that successfully combined two Agile Release Trains into one operating Agile train while maintaining in-flight delivery commitments, dealing with significant Change Management issues combined with positively completing Program Increment Planning for the new Train.
- As Program Director and Coach for NBN Co
 Limited, David ran an Agile Release Train (ART)
 tasked with delivering a key Finance Program
 with scope aimed at enabling data accuracy,
 controls and assurance across payments at scale.
 As well as delivery responsibilities the role
 included lead accountability for synchronizing the
 ART outcomes into the Corporate PMO Function.
- As Capability Lead for Macquarie Bank, David successfully completed the final waterfall delivery for the Core Banking replacement program while leading the team establishing the Release Train that continued further delivery based off Agile methodology.



Mark Currie Program Director

Achievements:

- At Rest Industry Super, managed the \$26 million StrongerSuper program that included 150,000 employers ranging from small retailers to some of Australia's largest retail employers (Woolworths, Coles, Myers, etc.)
- Managed various large Transition and Transformation programs with key clients:-NAB Transition & Transformation program – \$32 million large Services Transition program.
- Westpac Legacy Mainframe Network Decommission & Replacement Program
- CBA Network Services Transition program
- Perpetual IT Transformation program \$12 million Transformation program to transform an in-sourced model to a completely outsourced model with Fujitsu, including relocation of both Data Centres.
- Qantas IT Program Delivery Services outsourcing program to IBM



Paul Murphy Program Manager

Achievements:

- As Program Manager at Linfox, Paul led the recovery of two troubled projects successfully. Paul managed to fully digitize Linfox maintenance, moving traditional paper-based operations onto a Tablet and SAP solution. Paul also implemented a capability and mentoring program to uplift project delivery standards and governance.
- As Program Manager at Telstra Health Paul led the successful development, testing and implementation of the final solution for the National Cancer Screening Register to ensure continuity of critical health services in a very high-profile, high pressure stakeholder landscape. Under Paul's leadership, this Program of national significance when externally audited, not only specifically called out Paul's contribution, but also recognized the Program as being in the best shape it had been in to date. Paul also assisted to shape the future approach to ensure ongoing success.
- As Project Manager at NAB, Paul led the NAB Assist Core System Replacement Program for the implementation of Tallyman software, to support NAB collections for all unsecured lending products. This release represented 65% of the NAB collections volume in a Program of works exceeding \$70m.



Case Studies

Official Partner of the Westfield MATILDAS

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Agile Delivery

Global Investment Banking

Changing the way projects deliver outcomes to the business



The Banking and Financial Services Group (BFS) within the Global Investment Banking Company undertook what was to be their largest IT program to replace the Bank's loan and deposit systems with one modern, real-time banking platform using SAP.



Challenged by taking on such an ambitious program of work, the bank decided to significantly reduce the size of the team and move to an Agile delivery method to stabilise home loan origination on the new platform.



Seven led the shift to Agile delivery focusing on the training of team members and stakeholders who had little or no experience of working on Agile projects. Six cross-functional SCRUM teams were formed and under Seven's guidance, were able to deliver the remaining functionality within a 6 month period.

The team was equipped to successfully fall in with the Enterprise Release Train to deliver subsequent changes to the platform.



Pricing

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SAFe role-based learning



SAFe Roles	Course	Number of Participants	Price per participant
Lean Agile Leaders	Executive Workshop SAFe [®] 1 day	5-10	\$3,000 + GST
Lean Portfolio Management / RTE / Release Train Management	Leading SAFe [®] 2 days SAFe ⁴ SAFe ⁴ Certified Agilist SAFe ⁴ Certified Agilist SAFe ³ SAFe ³ S SAFe ³ S SAF ³ S S SAF ³ S S S S S S S S S S S S S S S S S S S	10 – 14 15 – 20	\$1,400 + GST \$1,100 + GST
Product Managers / Product Owners	SAFe [®] PO/PM 2 days SAFe ⁴ Certified Product Owner/Product Manager SAFe ⁴ Certified Product Owner/Product Manager	10 – 14 15 – 20	\$1,500 + GST \$1,200 + GST
Scrum Masters	SAFe [®] Scrum Master 2 days SAFe 4 Certified Scrum Master SAFe 4 Certified Scrum Master SAFe 4 Certified Scrum Master	10 – 14 15 – 20	\$1,500 + GST \$1,200 + GST
Agile Teams	SAFe® for Teams 2 days SAFe 4 Certified Practitioner SAFe 4 Certified Practitioner SAFe 4 Certified Practitioner	20 - 24 25 - 30	\$1,100 + GST \$900 + GST



Appendices

Details on SAFe Courses

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Leading SAFe[®] with SA Certification



Why Leading SAFe



Develop a skillset that's in demand worldwide and empower your enterprise to succeed in a disruptive marketplace; when you become a SAFe 4 Agilist (SA). During this two-day course, you'll learn the principles and practices of the Scaled Agile Framework[®] (SAFe), how to execute and release value through Agile Release Trains, and what it means to lead a Lean-Agile transformation at enterprise scale.

Who Can Attend

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended for those who intend to take the SAFe 4 Agilist (SA) certification exam:

- 5+ years' experience in software development, testing, business analysis, product, or project management
- Experience in Scrum

Learning Goals

- Apply SAFe to scale Lean and Agile development in your enterprise
- Recognize and apply a Lean-Agile Mindset and principles
- Continuously explore, integrate, deploy, and release value
- Empower with a Lean Portfolio
- Coordinate the development of large solutions
- Enhance your Lean-Agile leadership skills
- Support a Lean-Agile transformation in your enterprise

What You Get

Attendees who pass the exam will receive:

- ✓ SAFe 4 Agilist PDF certificate
- ✓ SAFe 4 Agilist <u>digital badge</u> to promote your accomplishment online
- ✓ One-year membership to the SAFe Community Platform, which includes access to the SA Community of Practice
- ✓ Access to Meetup groups and events that connect you with other SAFe Certified Professionals
- ✓ Attendees may be eligible to apply for 15 PDUs toward their continuing education requirements with the Project Management Institute (PMI) for PMP, PgMP, and PMI-ACP certifications
- ✓ Attendees may be eligible to apply for SEUs under category C, toward earning or renewing their CSP through Scrum Alliance

SAFe[®] Product Owner/Product Manager with POPM Certification



Why SAFe POPM

SAFe[®] Product Owner / Product Manager



In this two-day course, you will learn how the roles of Product Owner (PO), Product Manager (PM), Solution Manager and Epic Owner drive the delivery of value in the SAFe enterprise. You'll get an overview of the Scaled Agile Framework[®] (SAFe), the Lean-Agile mindset, and an understanding of how the PO/PM roles operate in the enterprise to drive the delivery of value. Finally, you will get an in-depth understanding of the specific activities, tools, and mechanics used to effectively deliver value to the enterprise.

Who Can Attend

The following individuals will benefit from this course:

- Product Owners, Product Line Managers, Product Managers, Business Owners, and Business Analysts
- Solution Managers, Portfolio Managers, Program Managers, PMO personnel, and Process Leads
- Enterprise, Solution, and System Architects

Learning Goals

- Identify the major components of SAFe
- Connect the SAFe to core Lean-Agile principles and values
- Identify key roles and responsibilities within a SAFe implementation
- Contribute to Portfolio content using epics and the Portfolio KANBAN
- Apply Value Stream strategies to define and manage solution value
- Engage in Product Manager strategies
- Operate as a SAFe Product Owner
- Develop a stakeholder engagement plan
- Build and grow communities of practice

What You Get

- ✓ Attendee workbooks
- ✓ Access to the SAFe[®] 4 POPM Exam requires course attendance
- ✓ One-year membership to Scaled Agile, with access to members-only resources such as webinars, workbooks, guidance presentations, and advance notice of upcoming SAFe products
- ✓ SAFe PO/PM (POPM) attendance certificate upon request

Attendees who pass the exam will receive:

- ✓ A SAFe PO/PM certificate
- ✓ One-year certified membership as a SAFe PO/PM
- \checkmark A SAFe PO/PM branding kit with the POPM certification mark



SAFe Scrum Master SSM SAFe4

Why SAFe Scrum Master

In this two-day course, you'll gain an understanding of the role of Scrum Master in a SAFe enterprise. Unlike traditional Scrum Master training that focuses on the fundamentals of team-level Scrum, the SAFe Scrum Master course explores the role of Scrum in the context of the entire enterprise, and prepares you to successfully plan and execute the Program Increment (PI), the primary enabler of alignment throughout all levels of a SAFe organization.

Who Can Attend

Intended for people new to the role of the Scrum Master, or people wanting to better understand the role and how it fits in a SAFe enterprise, attendees typically include:

- New or existing Scrum Masters
- Team Leads
- Release Train Engineers

Learning Goals

- > Describe Scrum in a SAFe enterprise
- Perform the role of the Scrum Master in SAFe
- Facilitate Iteration Planning and effective Iteration execution
- Support effective Program Increment execution
- Build high performing teams by becoming a servant leader and coach

What You Get

The class registration includes:

- ✓ Printed workbooks
- ✓ PDF workbooks
- ✓ Course certificate
- ✓ Access to the SAFe[®] 4 Scrum Master Exam requires course attendance
- ✓ Attendees may be eligible to apply for 15 PDUs toward their continuing education requirements with the Project Management Institute (PMI) for PMP and PMI-ACP certifications.
- ✓ Attendees may be eligible to apply for SEUs under category C, toward earning or renewing their CSP through Scrum Alliance.

SAFe[®] for Teams



Why SAFe for Teams

SAFe For Teams

Build your skills as a high-performing team member of an Agile Release Train (ART)—and learn how to collaborate effectively with other teams—when you become a SAFe[®] 4 Practitioner (SP). During this two-day course, you will gain an in-depth understanding of the ART, how it delivers value, and what you can do to effectively perform your role using Scrum, Kanban, and XP.

Who Can Attend

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended for those who intend to take the SAFe[®] Practitioner (SP) certification exam:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and XP
- Working knowledge of software and hardware development processes

Learning Goals

- Apply SAFe to scale Lean and Agile development in your enterprise
- > Know your team and its role on the Agile Release Train
- Know all other teams on the train, their roles, and the dependencies between the teams
- Plan iterations
- Execute iterations and demonstrate value
- > Plan Program Increments
- > Integrate and work with other teams on the train

What You Get

Attendees who pass the exam will receive:

- ✓ SAFe 4 Practitioner PDF certificate
- ✓ SAFe 4 Practitioner digital badge to promote your accomplishment online
- ✓ One-year membership to the SAFe Community Platform, which includes access to the SP Community of Practice
- ✓ Access to Meetup groups and events that connect you with other SAFe Certified Professionals
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- ✓ Attendees may be eligible to apply for SEUs under category C, toward earning or renewing their CSP through Scrum Alliance.

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



Kellond-Knight

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.



Tameka

vallop



Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT Exceptional Services Award Winner 2018



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