

# Seven Consulting EPMO Capability Overview

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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 |
|------|---------------------|------------------|
| 2020 | 98.87%              | 14,455           |
| 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'20      | 97.90%              |
| Jun'20      | 98.51%              |
| Dec'19      | 98.30%              |
| Jun '19     | 98.82%              |
| Dec '18     | 96.44%              |
| Jun '18     | 96.40%              |



"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"



"Very professional"  
"Great consulting skills"



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



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





# 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.



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

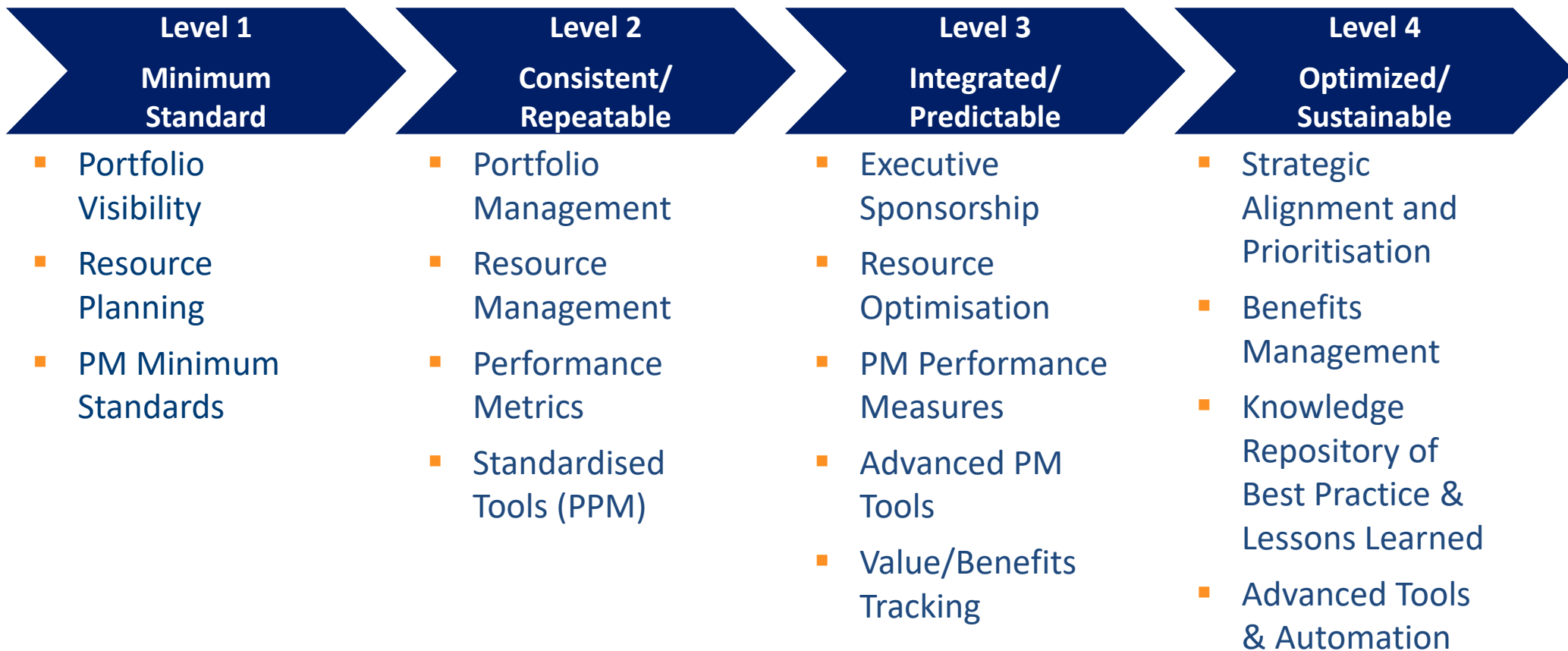
A focus on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to clients high expectations.

# Key Objectives of an EPMO

- **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 EPMO 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

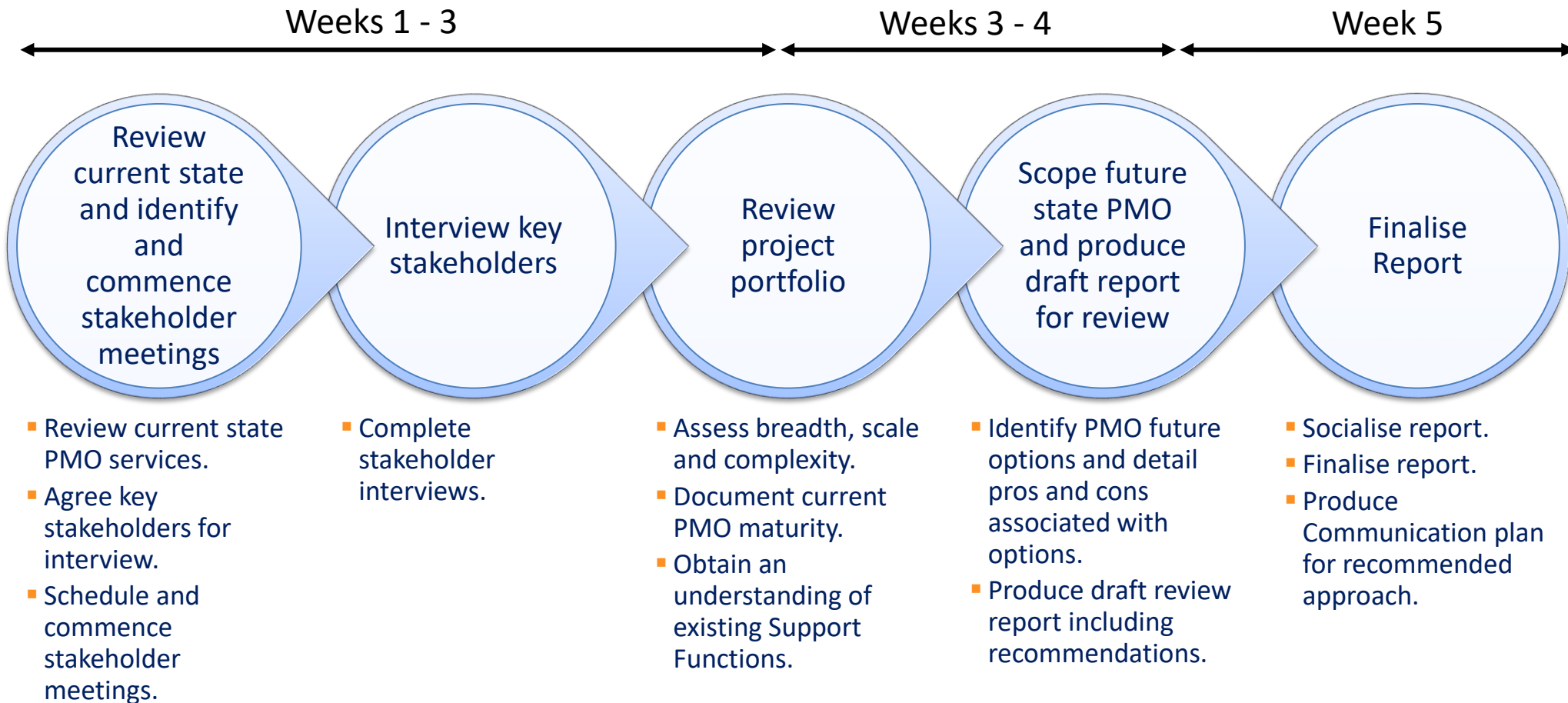
We use the below maturity model to help us assess what is the current capability level of the client's EP MO and the desired target state





# 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.



# 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"> <li>Poor PMO control or Governance</li> <li>Executive Sponsorship is missing</li> <li>Appropriate metrics and tools not in place</li> </ul>   | <ul style="list-style-type: none"> <li>Supplement /Upskilling PMO and project staff</li> <li>Sponsor Training</li> <li>Implement Appropriate metrics and Tools</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>Sponsor Training</li> <li>Tools implementation</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> </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.





# 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 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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# Appendix A Tools

# Traditional Program Delivery Tools

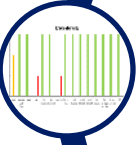
Health Check Score



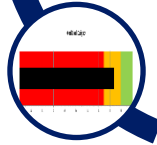
## Health Check Tool

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

Schedule Maturity



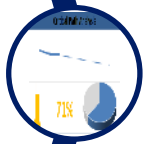
Overall Schedule Quality Score



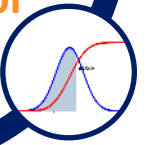
Project Confidence Level



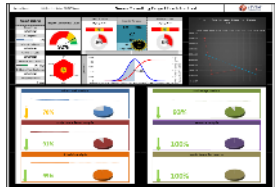
Critical Path Analysis



Cumulative Probability



## Schedule Predictor

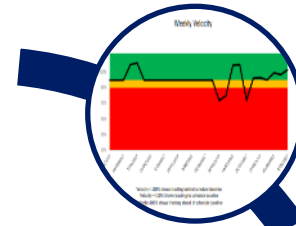


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.



## Dashboard

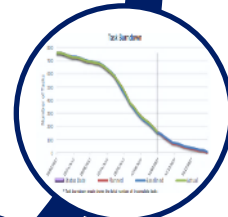
Weekly Velocity



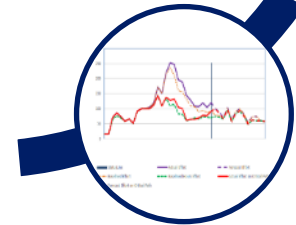
Earned Value



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.



Agile / Traditional  
Methodology  
Recommendation

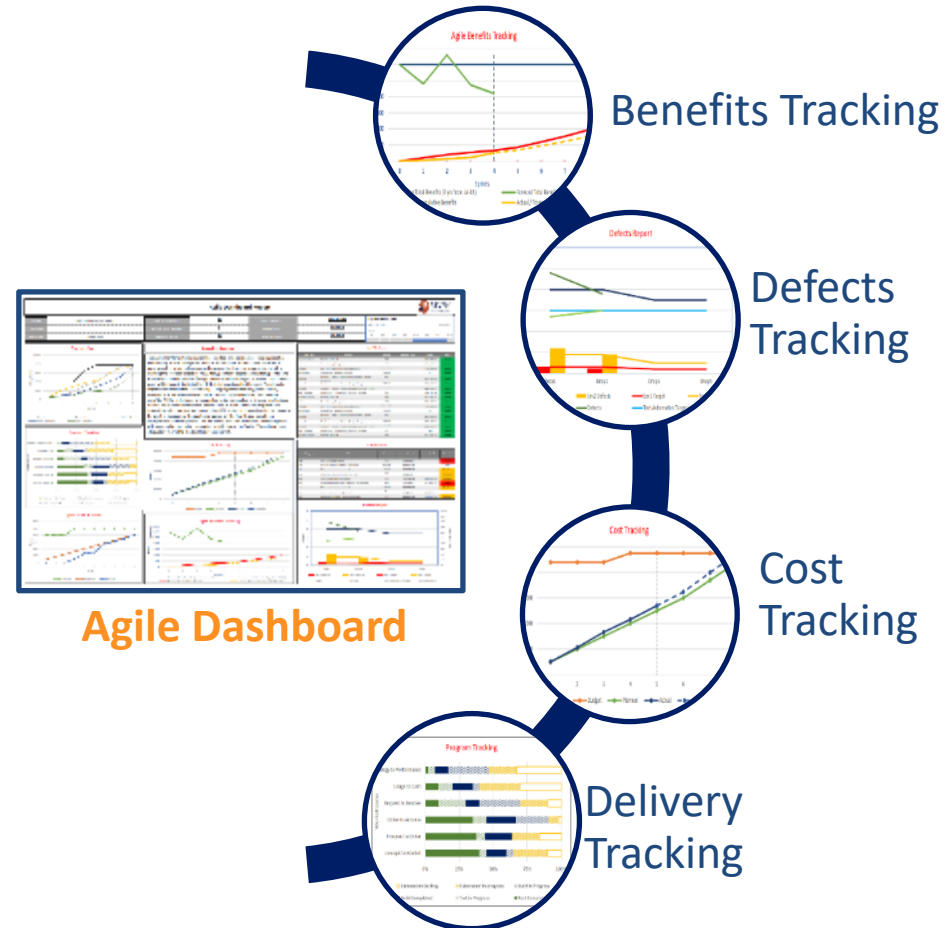
Recommends  
Delivery  
Components

Best Operating  
Principles  
Recommendation



**Seventh Way Tool**

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.



# Portfolio Planning Tool

Our **Portfolio Planning Tool** can be used to prioritise projects, calculate changes to capacity and reshape your project portfolio working within configurable constraints like budget, resourcing, environments and SMEs.

Our tool can also produce graphs of projects according to their business priority versus their deliverability. These graphs can be very helpful in visualising the data and promoting the key discussions on projects within your portfolio.

## Portfolio Planning Tool

