

# Seven Consulting EPMO Capability Overview

---

Australia's Best  
Program Delivery Company



## 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.*



AUSTRALIAN INSTITUTE  
of COMPANY DIRECTORS



Australian Government  
Services Australia



Firemonkeys  
An EA studio.



# Our clients and team 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

## Team 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 employee engagement, low turnover with no contractors



At a minimum, there is a 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 including internal project training, majority of our team are SAFe certified.



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

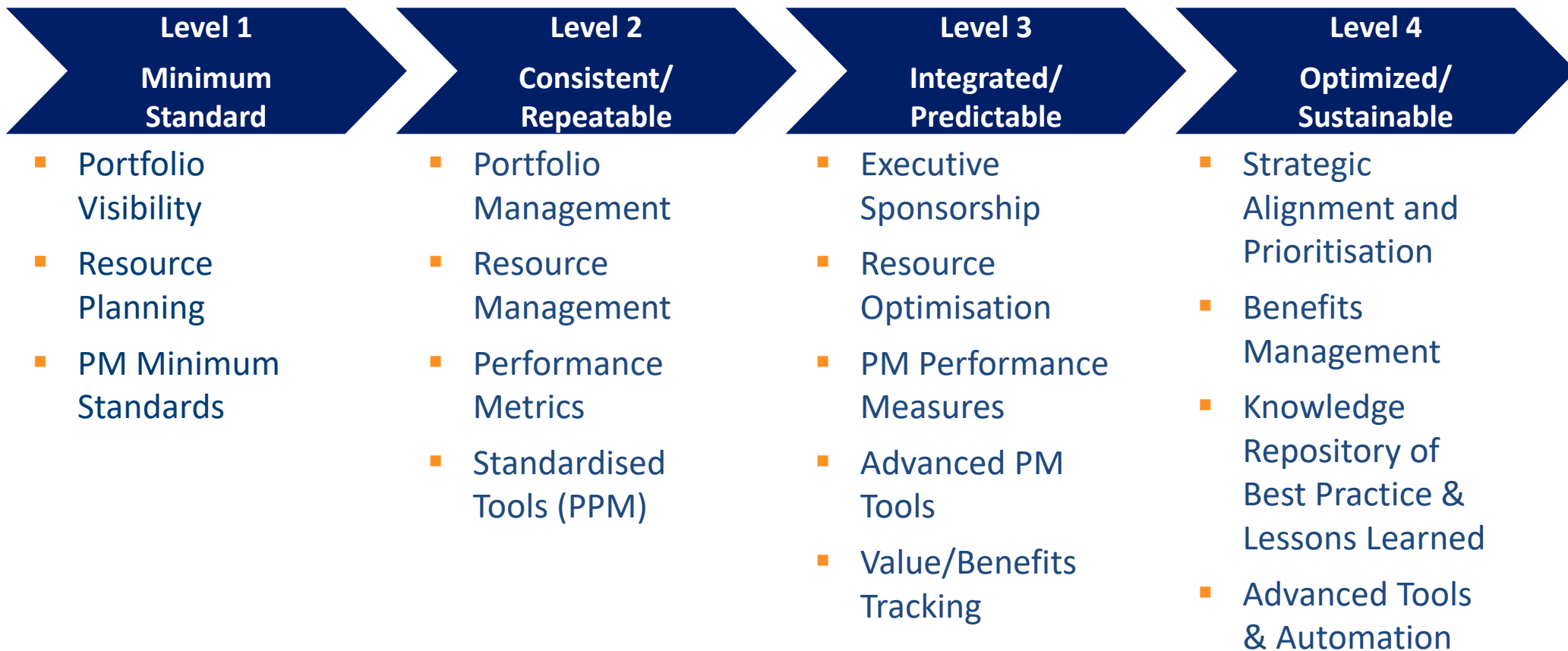
A focus on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to clients high expectations.

# 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

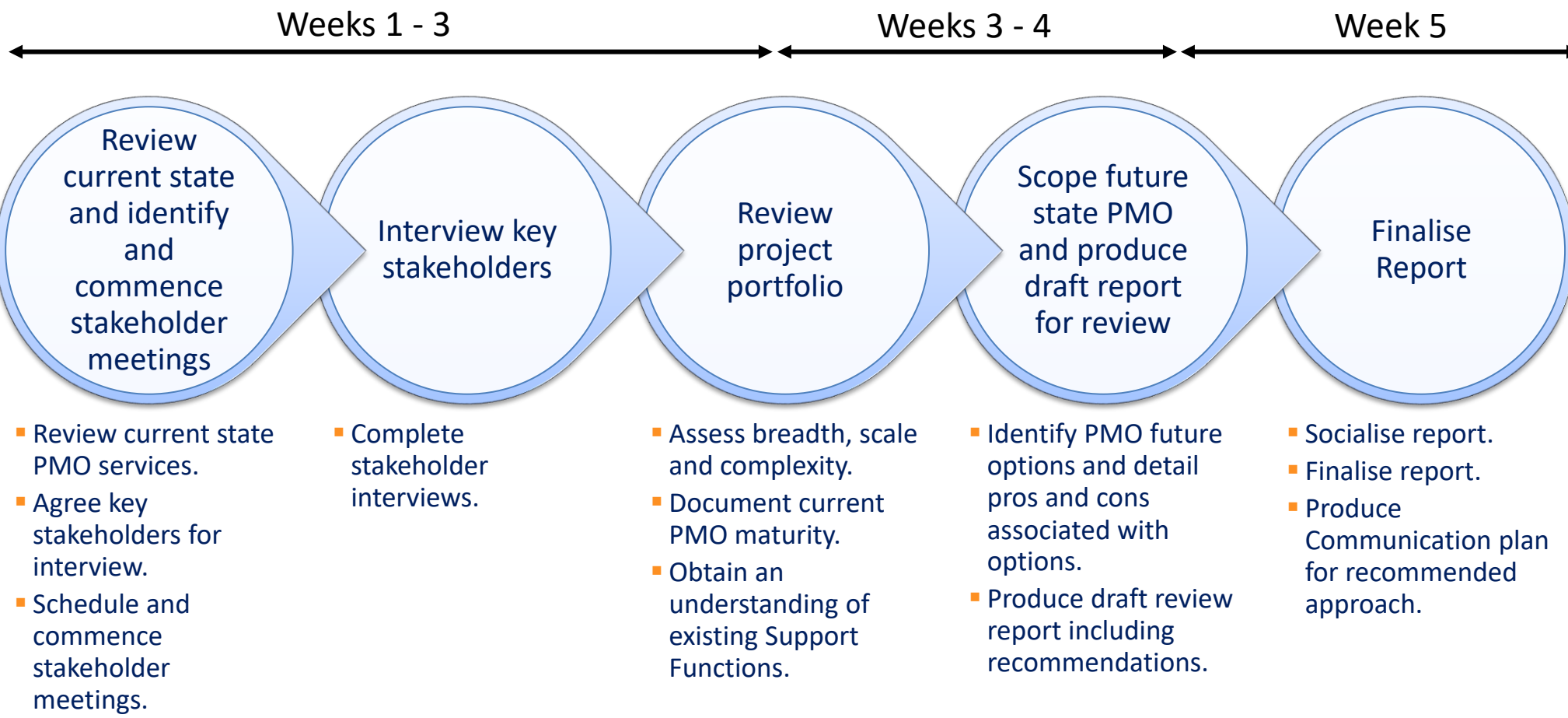
We use the below maturity model to help us assess what is the current capability level of the client's EPMO and the desired target state;





# 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.



# 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”



## Our projects so far:

**2007**

Villawood Detention Centre  
(Sydney)

**2008**

South Australian Detention Centre  
(Sydney)

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

**2011**

Cambodian School Build (Sydney)



**2012**

Barnardos Kingston House (Sydney)



**2013**

Youth off the Streets (Sydney)



**2015**

- Jesuit Refugee House – Blaiket (Syd)
- Hanover Crisis Centre (Melb)



**2019**

- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)



**2018**

- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- Mad Women Foundation (Melb)



**2017**

- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)



**2016**

Marian Villa (Sydney)



## 2020 – DONATION DRIVE

In 2020, Seven Consulting continued to acknowledge the importance of fostering a community presence. Despite the restrictions brought on by the COVID-19 pandemic, the Project 7 initiative was able to provide help to those community causes that needed it most. Although physical volunteering was no longer an option due to health concerns, Project 7 gave back to the community, by donating \$104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most. In 2021, Project 7 will once again be providing the team at Seven the opportunity to volunteer their own time to the community.



# 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.

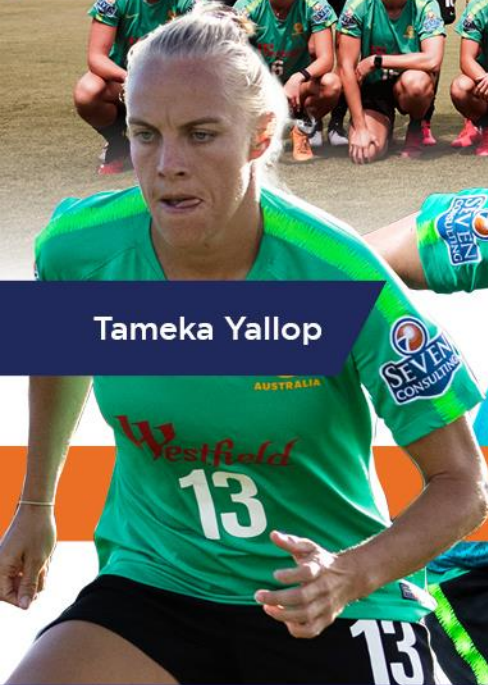
We are also providing paid internships for a number of the team (**Tameka Yallop, and Elise Kellond-Knight,**) to support their post sporting careers.

## CONGRATULATIONS

**Seven Consulting looks forward to the Westfield Matildas welcoming the football world to Australia.**

Football Federation Australia together with New Zealand Football successfully brought home the bid for Australia and New Zealand to host the FIFA Women's World Cup in 2023.

We cannot wait to watch the Westfield Matildas get to play against the best teams in the world Down Under.



Tameka Yallop



Elise Kellond-Knight





**Australia's Best Program Delivery Company**

**Award Winning Company**

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



**Seven Consulting Pty Ltd** ABN 44 100 234 179

**SYDNEY** Level 13, 179 Elizabeth Street, Sydney, New South Wales 2000 **+61 (0)2 8267 5000**

**MELBOURNE** Level 5, 520 Collins Street Melbourne, Victoria 3000 **+61 (0)3 9617 8200**

**MANILA** 7th Floor, 6780 Jaka Building, Ayala Ave, Makati City, Philippines

[www.sevenconsulting.com](http://www.sevenconsulting.com)

# Appendix A Tools



# Traditional Program Delivery Tools

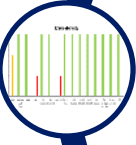
Health Check Score



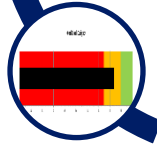
## Health Check Tool

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

Schedule Maturity



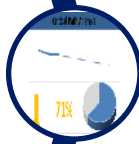
Overall Schedule Quality Score



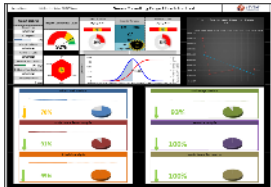
Project Confidence Level



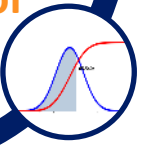
Critical Path Analysis



## Schedule Predictor

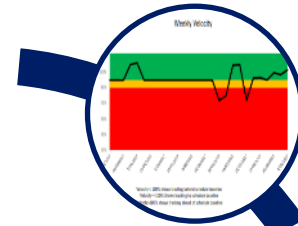


Cumulative Probability



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.

Weekly Velocity



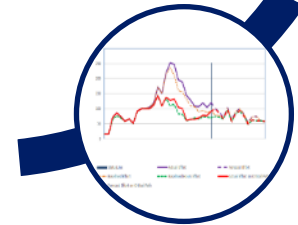
Earned Value



Task burndown



Effort Tracking



## Dashboard

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

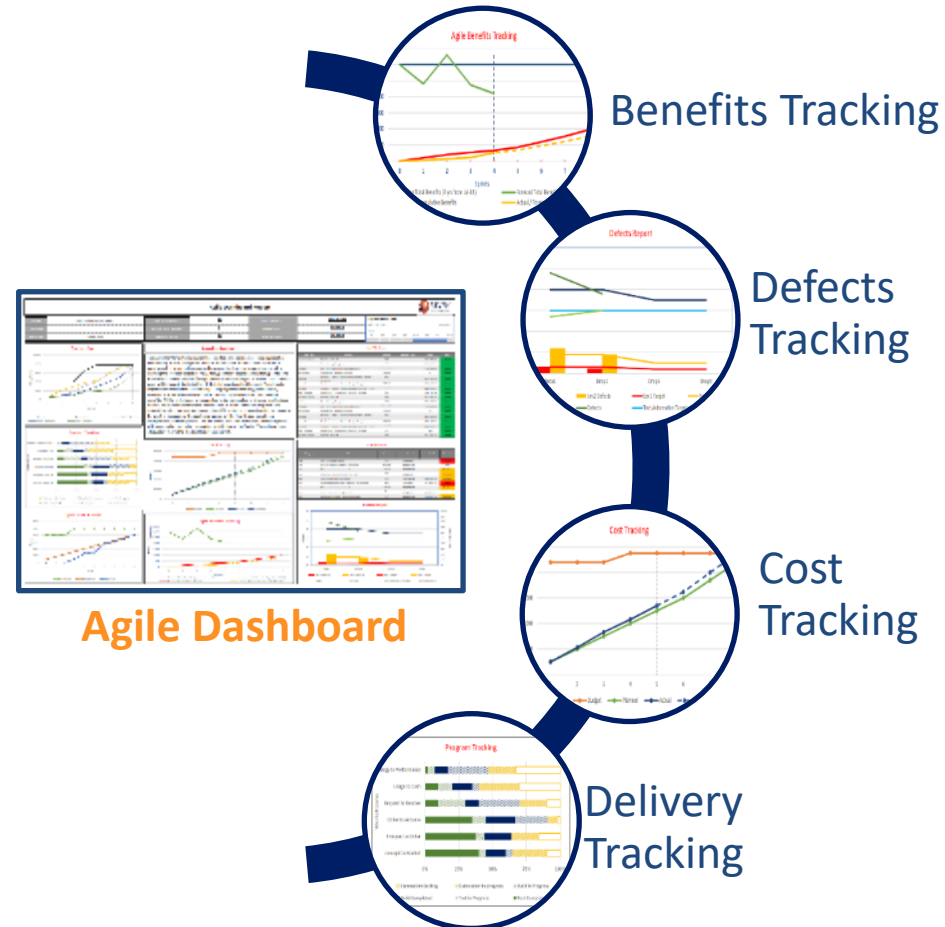
Recommends  
Delivery  
Components

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.

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.

Figure 1 is a composite visualization showing the relationship between priority/recommendation, weighted score, and final decision for 30 projects. It consists of three main parts: a scatter plot, a horizontal bar chart, and a table.

**Scatter Plot (Left):** The x-axis represents 'Project Recommendation' (0 to 100) and the y-axis represents 'Project Priority' (0 to 100). Data points are colored based on their final decision: green for 'Go', yellow for 'No Go', and red for 'Stop'. The plot shows a positive correlation between recommendation and priority, with most projects falling into the 'Go' or 'No Go' categories.

**Horizontal Bar Chart (Middle):** The x-axis represents 'Weighted Score' (0 to 1000). The y-axis lists 30 projects. The bars are colored green for 'Go', yellow for 'No Go', and red for 'Stop'. The chart shows that projects with higher weighted scores are more likely to be approved.

**Table (Right):** The table provides detailed data for each project, including its name, priority, recommendation, weighted score, and final decision. The table is organized into columns: Project Name, Priority, Recommendation, Weighted Score, and Final Decision. The projects are ranked by their weighted score, with the highest scores at the top.

Project Name	Priority	Recommendation	Weighted Score	Final Decision
1. Network Upgrade	95	95	950	Go
2. Hardware Refresh	90	90	900	Go
3. Software License Renewal	85	85	850	Go
4. Network Security Upgrade	80	80	800	Go
5. Hardware Refresh	75	75	750	Go
6. Software License Renewal	70	70	700	Go
7. Network Security Upgrade	65	65	650	Go
8. Hardware Refresh	60	60	600	Go
9. Software License Renewal	55	55	550	Go
10. Network Security Upgrade	50	50	500	Go
11. Hardware Refresh	45	45	450	Go
12. Software License Renewal	40	40	400	Go
13. Network Security Upgrade	35	35	350	Go
14. Hardware Refresh	30	30	300	Go
15. Software License Renewal	25	25	250	Go
16. Network Security Upgrade	20	20	200	Go
17. Hardware Refresh	15	15	150	Go
18. Software License Renewal	10	10	100	Go
19. Network Security Upgrade	5	5	50	Go
20. Hardware Refresh	0	0	0	Go
21. Software License Renewal	0	0	0	Go
22. Network Security Upgrade	0	0	0	Go
23. Hardware Refresh	0	0	0	Go
24. Software License Renewal	0	0	0	Go
25. Network Security Upgrade	0	0	0	Go
26. Hardware Refresh	0	0	0	Go
27. Software License Renewal	0	0	0	Go
28. Network Security Upgrade	0	0	0	Go
29. Hardware Refresh	0	0	0	Go
30. Software License Renewal	0	0	0	Go

