Seven Consulting

Crisis Management Capabilities

Australia's Best
Program Delivery Company

Official Partner
of the
Westfield
MATILDAS

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

Australia's Best Program Delivery Company TEAMWORK • TRANSPARENCY • DELIVERY

Our Clients

SEVEN CONSULTING™

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
TEAMWORK • TRANSPARENCY • DELIVERY

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%

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

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

nab
"Very professional"
"Great consulting skills"

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

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

"You have the entire Seven team behind you."

"Management is always responsive"

"Seven operates at a personal level even as the company grows"

"Seven manages QA really well"

"We say what we do, and do what we say"

"Seven knows how to keep their high performers"

How do we get 98%+ client satisfaction?

SEVEN CONSULTING

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

Australia's Best Program Delivery Company
TEAMWORK • TRANSPARENCY • DELIVERY

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.

Australia's Best Program Delivery Company

TEAMWORK • TRANSPARENCY • DELIVERY

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

- Enterprise risk management framework
- Insurance policy
- **Occurs BEFORE and AFTER an incident**

- Assess threats and vulnerabilities
- Business impact analysis
- Develop plans and procedures
- Train and rehearse
- Test, drill and exercise
- **Occurs BEFORE an incident**

Prevention — Mitigating future incidents or minimising their impacts

Preparedness — Preparing to respond to and recover from incidents

RAS

INCIDENT OCCURS
- Assess the incident
- Determine the level of response
- Activate teams and plans

Recovery — Minimise disruption and recovery time

Response — Control, contain and minimise the impacts of an incident

- Assess consequences
- Business continuity plans
- Insurance claims
- Recovery plans
- Lessons learned
- **Occurs AFTER an incident**

LEVEL 1 - Local Response Teams
LEVEL 2 - Incident Mgt Team
LEVEL 3 - Crisis Management Team

Occurs DURING an incident

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

Crisis management activities

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

Prevention	Preparedness	Response	Recovery

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
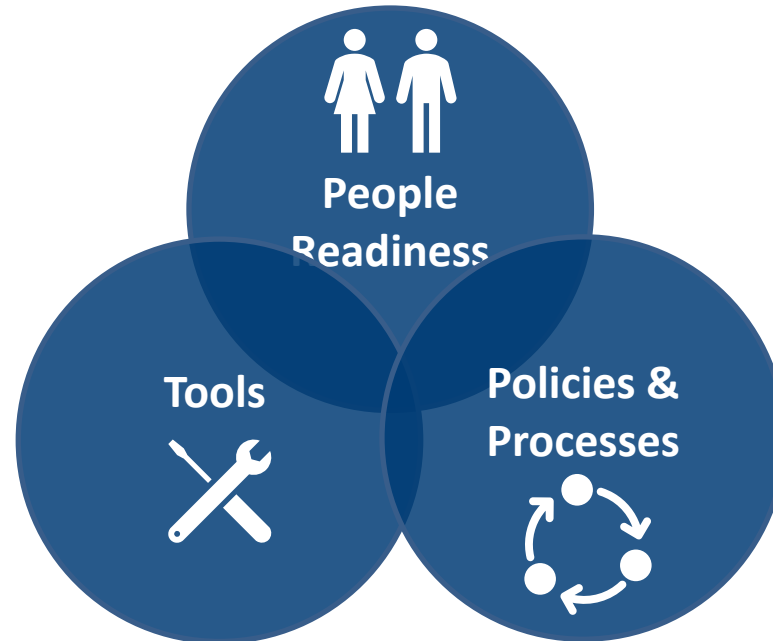- Update incident management plans
- Update communications plan

Australia's Best Program Delivery Company

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

People Readiness

Tools

Policies & Processes

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

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

Australia's Best Program Delivery Company

TEAMWORK • TRANSPARENCY • DELIVERY

Crisis management processes

ITIL Service Management Framework

Sample Incident Management Lifecycle

Incident logging	Phone calls | emails | SMS live chat messages	01
Ticket creation	(Incident | service request)	02
Incident categorization	■ High ■ Medium ■ Low	03
Incident prioritization	■ Critical ■ High ■ Medium ■ Low	04
Incident resolution		05
Incident closure		06

Sources: bmc.com, manageengine.com

 Australia's Best Program Delivery Company TEAMWORK ▪ TRANSPARENCY ▪ DELIVERY

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.
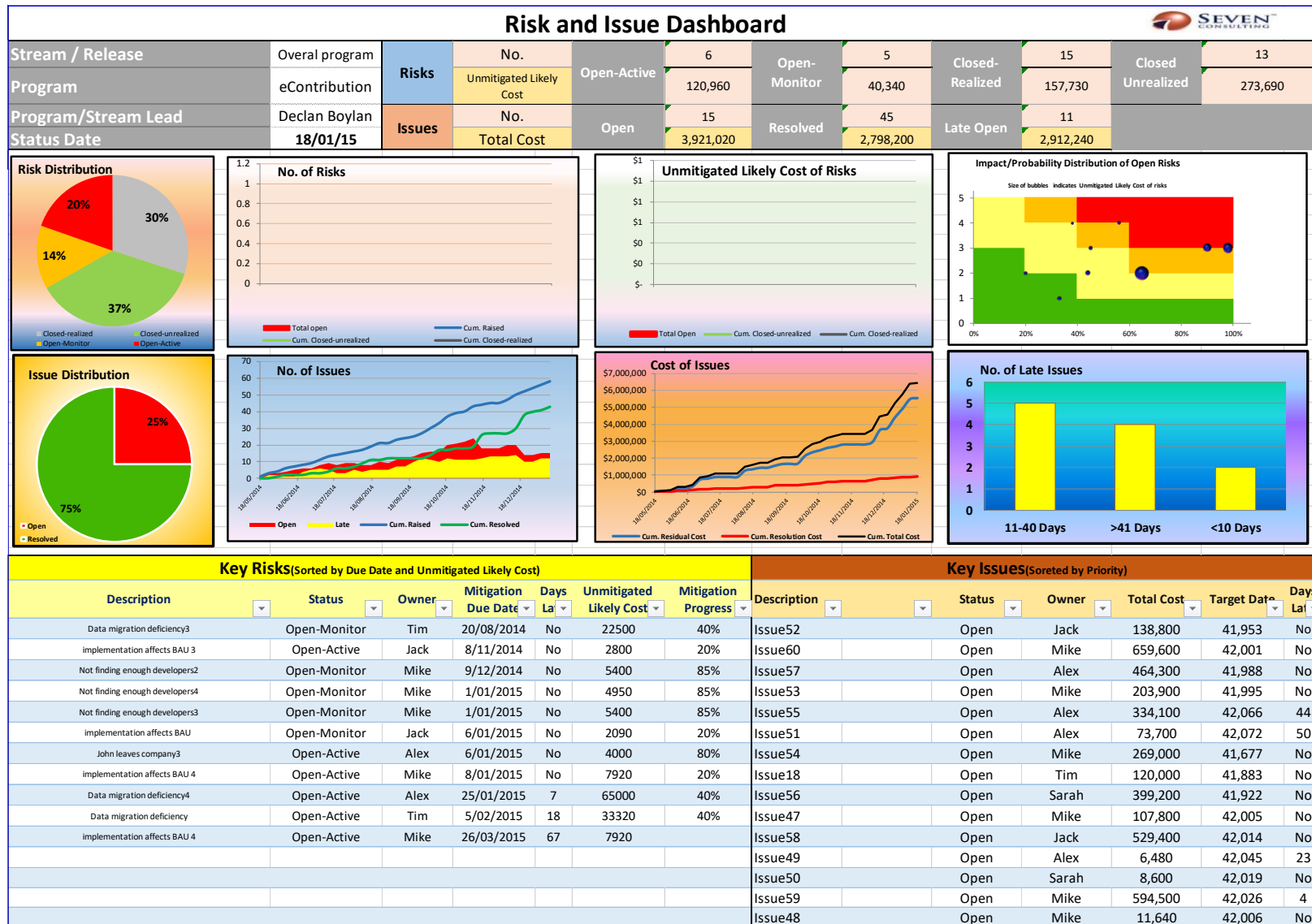
Incident Management Log

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 in	Person who is responsible for ensuring this decision is 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											

Australia's Best Program Delivery Company

TEAMWORK ▪ TRANSPARENCY ▪ DELIVERY

Crisis management tools

Risk and Issue Dashboard

Stream / Release	Overal program	Risks	No.	Open-Active	6	Open-Monitor	5	Closed-Realized	15	Closed Unrealized	13
Program	eContribution		Unmitigated Likely Cost		120,960		40,340		157,730		273,690
Program/Stream Lead	Declan Boylan	Issues	No.	Open	15	Resolved	45	Late Open	11		
Status Date	18/01/15		Total Cost		3,921,020		2,798,200		2,912,240		

Key Risks (Sorted by Due Date and Unmitigated Likely Cost)

Description	Status	Owner	Mitigation Due Date	Days La	Unmitigated Likely Cost	Mitigation Progress
Data migration deficiency3	Open-Monitor	Tim	20/08/2014	No	22500	40%
implementation affects BAU 3	Open-Active	Jack	8/11/2014	No	2800	20%
Not finding enough developers2	Open-Monitor	Mike	9/12/2014	No	5400	85%
Not finding enough developers4	Open-Monitor	Mike	1/01/2015	No	4950	85%
Not finding enough developers3	Open-Monitor	Mike	1/01/2015	No	5400	85%
implementation affects BAU	Open-Monitor	Jack	6/01/2015	No	2090	20%
John leaves company3	Open-Active	Alex	6/01/2015	No	4000	80%
implementation affects BAU 4	Open-Active	Mike	8/01/2015	No	7920	20%
Data migration deficiency4	Open-Active	Alex	25/01/2015	7	65000	40%
Data migration deficiency	Open-Active	Tim	5/02/2015	18	33320	40%
implementation affects BAU 4	Open-Active	Mike	26/03/2015	67	7920	

Key Issues (Sorted by Priority)

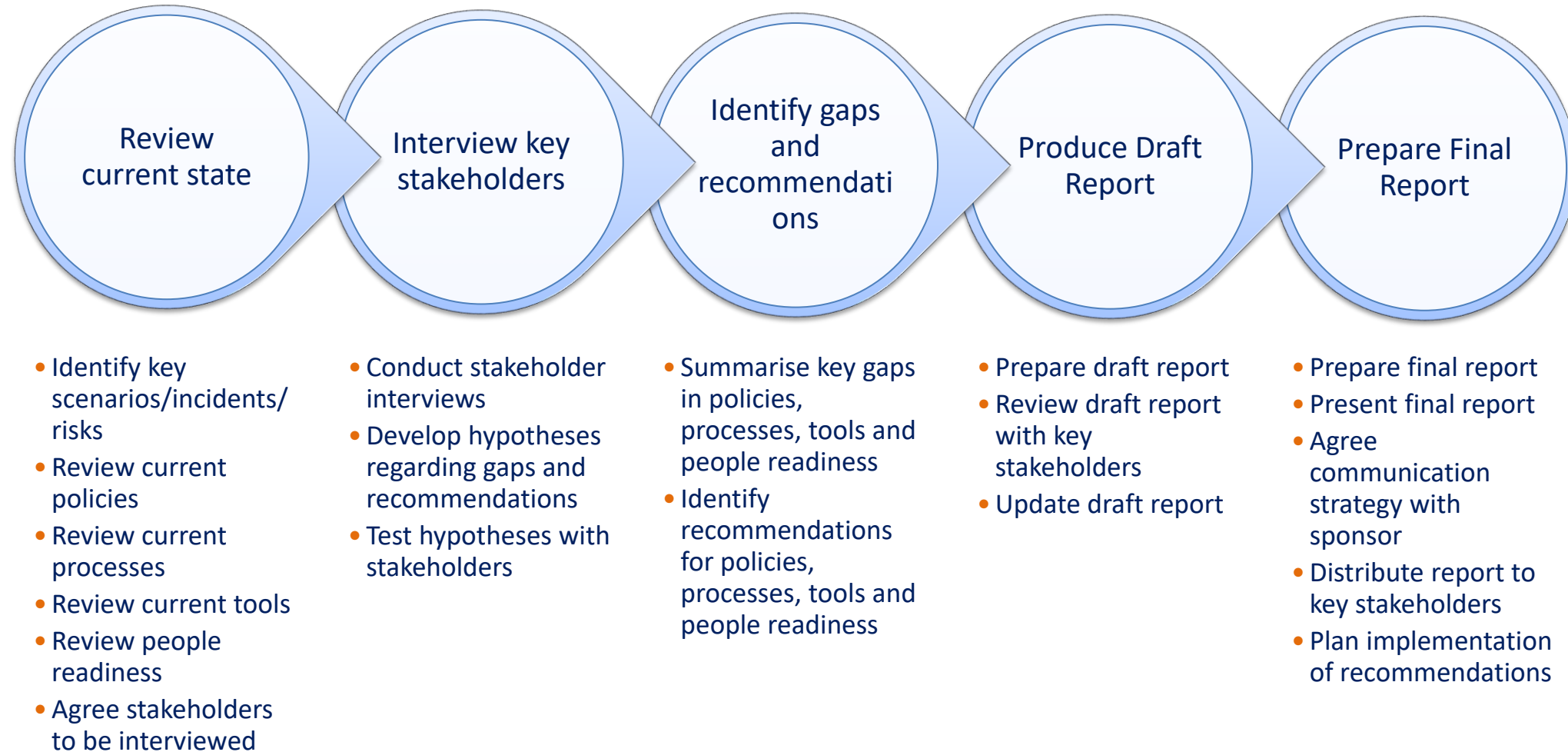| Description	Status	Owner	Total Cost	Target Date	Days Lat
Issue52	Open	Jack	138,800	41,953	No
Issue60	Open	Mike	659,600	42,001	No
Issue57	Open	Alex	464,300	41,988	No
Issue53	Open	Mike	203,900	41,995	No
Issue55	Open	Alex	334,100	42,066	44
Issue51	Open	Alex	73,700	42,072	50
Issue54	Open	Mike	269,000	41,677	No
Issue18	Open	Tim	120,000	41,883	No
Issue56	Open	Sarah	399,200	41,922	No
Issue47	Open	Mike	107,800	42,005	No
Issue58	Open	Jack	529,400	42,014	No
Issue49	Open	Alex	6,480	42,045	23
Issue50	Open	Sarah	8,600	42,019	No
Issue59	Open	Mike	594,500	42,026	4
Issue48	Open	Mike	11,640	42,006	No

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.

| Review current state | Interview key stakeholders | Identify gaps and recommendations | Produce Draft Report | Prepare Final Report |

- 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.

PROJECT 7

Our projects so far:

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.

2007
Villawood Detention Centre (Sydney)

2008
South Australian Detention Centre (Sydney)

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.

Australia's Best Program Delivery Company

TEAMWORK ▪ TRANSPARENCY ▪ DELIVERY

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.

Tameka Yallop

Elise Kellond-Knight

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.

SEVEN CONSULTING™ | Australia's Best Program Delivery Company

is a proud sponsor of the

Westfield MATILDAS

SEVEN CONSULTING™

Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018

**6x** BRW. AWARDS BRW. fäst 100

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
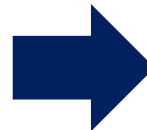
Considerations to support your employees "Working From Home (WFH)"

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/