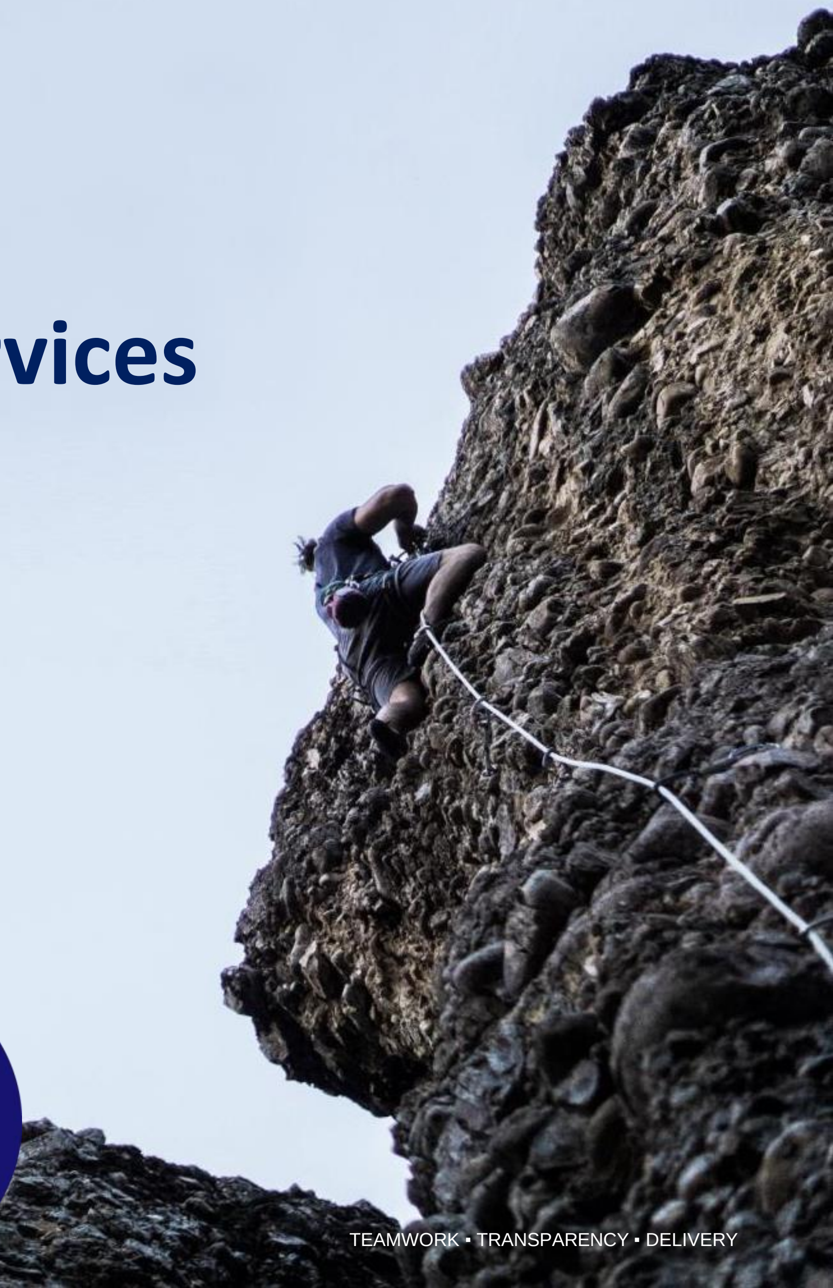
SEVEN CONSULTING™

Seven Consulting

Delivery Capability Uplift Services

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 manage billions of dollars of transformation programs that range in size from <$1m to >$500m.

2. PMO Services

We provide PMO establishment and management, PMO analysis 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

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Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.

CommonwealthBank	Client Since 2005
Woolworths – Australia's fresh food people	Client Since 2012
AMP	Client Since 2012
nab	Client Since 2013
MACQUARIE	Client Since 2014
Colonial First State	Client Since 2015
futurefund – Australia's Sovereign Wealth Fund	Client Since 2015
agl	Client Since 2017
NSW GOVERNMENT Communities & Justice	Client Since 2017
BNP PARIBAS	Client Since 2018
ASX – AUSTRALIAN SECURITIES EXCHANGE	Client Since 2019
THE UNIVERSITY OF SYDNEY	Client Since 2019
InvoCare – Innovation Vocation Care	Client Since 2020
airservices	Client Since 2020
Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA	Client Since 2021
NSW GOVERNMENT – NSW Rural Fire Service	Client Since 2021
COURT SERVICES VICTORIA	Client Since 2022
DIGISTOR – Now create	Client Since 2022
ipSCAPE	Client Since 2022
dexus	Client Since 2022
phn EASTERN MELBOURNE – An Australian Government Initiative	Client Since 2022

Our clients and team are our top priority

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Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2022	**99.67%**	**6,733**
2021	99.15%	15,932
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

100% of our clients are reference sites

futurefund
Australia's Sovereign Wealth Fund

"Bright and solutions focused consultants, with whom it has been a pleasure to work with."

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."

Commonwealth Bank

"Consistent high quality of project management consultants."
"All consultants are highly professional, and delivery focused."

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'22	**98.20%**
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%
Dec'19	98.30%

"You have the entire Seven team behind you."

"Management is always responsive"

"Seven manages QA really well"

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

"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?

Why all our clients are reference sites.

- Hands-on ownership
- High employee engagement, low turnover with **<u>no</u>** contractors
- At a minimum, there is a monthly Quality Assurance review of each 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.

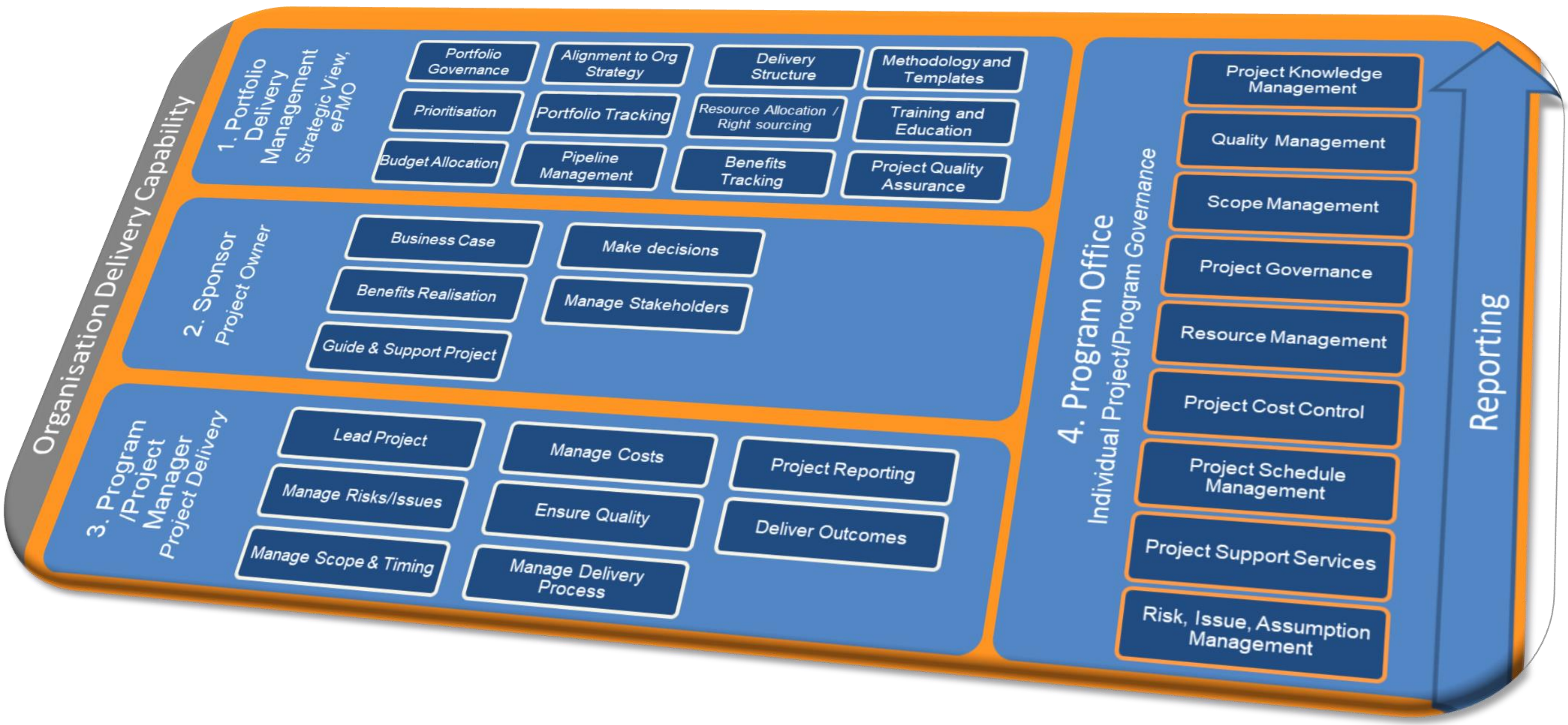
Transparency

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 strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

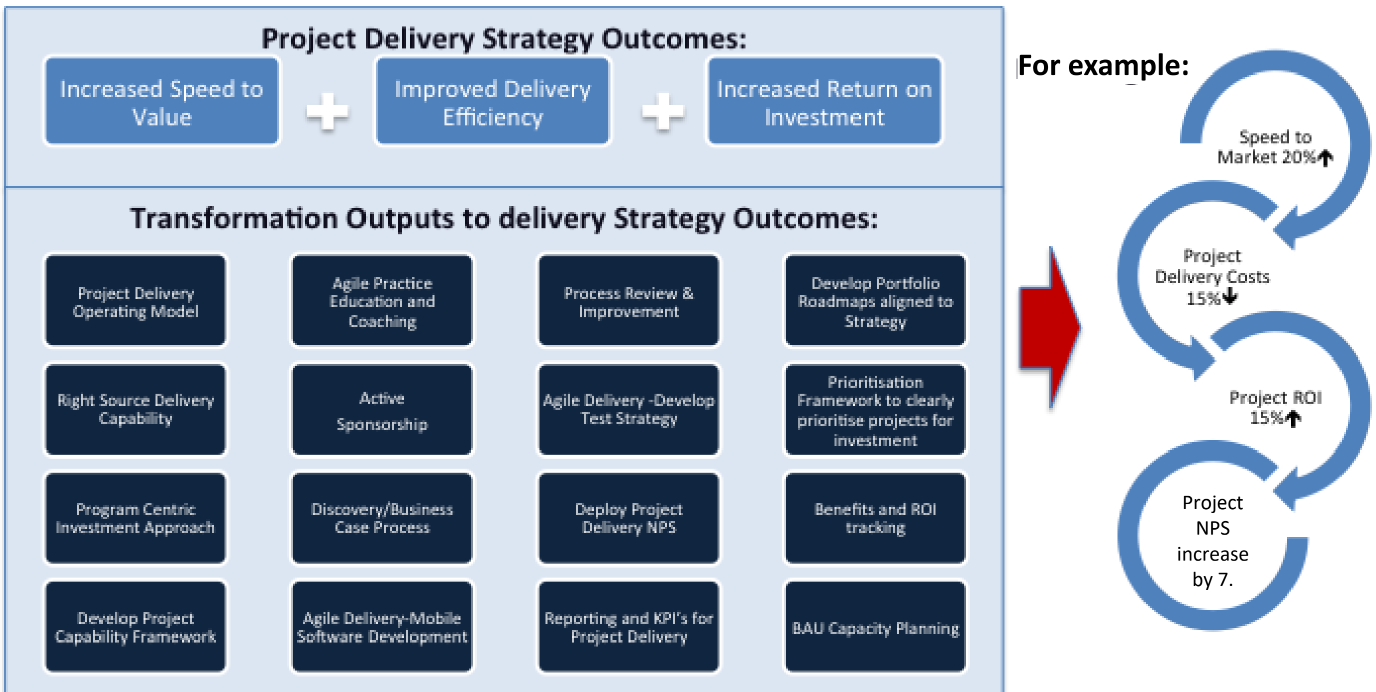
Delivery Organisation Review



Why undertake delivery capability assessments?

There are a number of key reasons why organisations undertake delivery capability assessments, including:

- **Increase Speed to Value** - Realise business benefits quicker.
- **Improve Project Delivery Efficiency** - Implement a strong project delivery operating framework to improve efficiency and effectiveness for delivering project outcomes.
- **Improve Return on Investment** - Improve the way investment in projects is managed from strategy, to prioritisation, to execution, to realisation of benefits.



What needs to be assessed?

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The delivery assessment may analyse 4 key areas: 1. Portfolio delivery management capability, 2. Sponsor Capability, 3. Program/project manager capability, 4. Individual Program Office Capability

Organisation Delivery Capability

1. Portfolio Delivery Management
Strategic View, ePMO

- Portfolio Governance
- Alignment to Org Strategy
- Delivery Structure
- Methodology and Templates
- Prioritisation
- Portfolio Tracking
- Resource Allocation / Right sourcing
- Training and Education
- Budget Allocation
- Pipeline Management
- Benefits Tracking
- Project Quality Assurance

2. Sponsor
Project Owner

- Business Case
- Make decisions
- Benefits Realisation
- Manage Stakeholders
- Guide & Support Project

3. Program /Project Manager
Project Delivery

- Lead Project
- Manage Costs
- Project Reporting
- Manage Risks/Issues
- Ensure Quality
- Deliver Outcomes
- Manage Scope & Timing
- Manage Delivery Process

4. Program Office
Individual Project/Program *Governance*

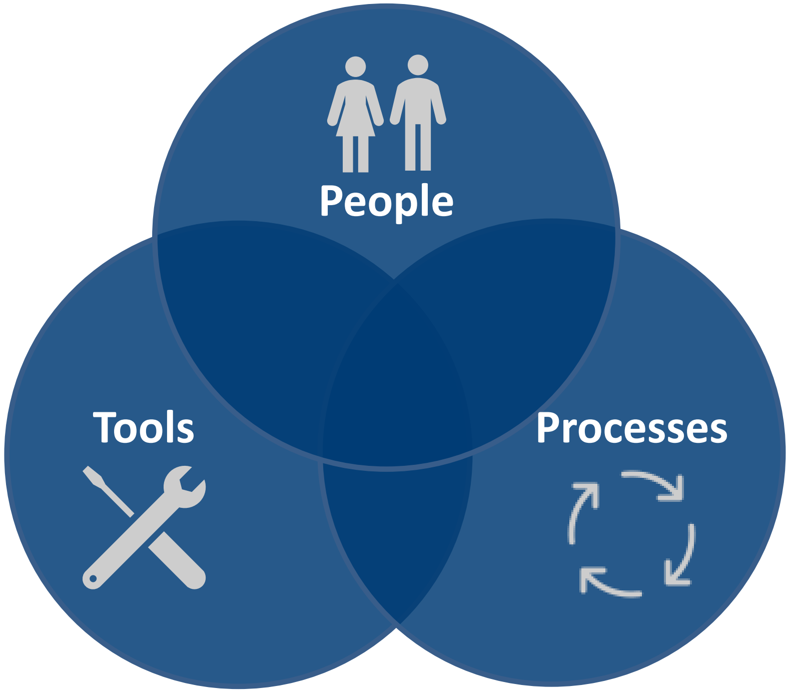
- Project Knowledge Management
- Quality Management
- Scope Management
- Project Governance
- Resource Management
- Project Cost Control
- Project Schedule Management
- Project Support Services
- Risk, Issue, Assumption Management

What needs to be assessed? [cont.]

To achieve this delivery capability, assessments need to be undertaken across all aspects that make up programs/projects delivery.

People

1. Knowledgeable and skilled
2. Clear roles and accountabilities
3. Successful outcomes
4. Enabled to perform their roles
5. Appropriately incentivised to perform
6. Understand & adhere to the processes
7. Know how to use the required tools
8. Have the appropriate time capacity to do their jobs
9. Have the appropriate support and backing to perform their roles



Tools

1. Standard and widely adopted
2. Easy to use and fit for purpose
3. Capture the data required for reporting needs
4. Appropriate controls to ensure data is of desired quality

Processes

1. Widely adopted
2. Fit for purpose (eg Agile vs Traditional vs Blended)
3. Well documented and unambiguous
4. Clearly defined roles and responsibilities
5. Appropriate governance to ensure compliance
6. Champions and SMEs appointed
7. Continuous improvement

Our Organisation Review Approach

Seven Consulting can provide a view of best practice in Governance, Sponsorship, Project Management and Project Delivery to executives and their senior delivery experts. This is based on an initial evaluation and developing an integrated value proposition.

A sample approach is:

	WEEK 1	WEEK 2	WEEK 3	WEEK 4
Project Manager	**Stakeholder Map**			
	Facilitating Workshops / Outcome Documentation			
		Business Case		
			Roadmap	
			Program Structure / Governance Model	
Facilitator (X 2)	As-Is Workshop 1 4hrs IT Reps	As-Is Workshop 2 4hrs Business Reps	To-Be Workshop 3 4hrs IT Reps	To-Be Workshop 4 4hrs Business Reps

Deliverables

During the evaluation period, a number of deliverables will be produced and then socialised with the Key Stakeholders for their input and buy-in.

Deliverable	Description
As-is Assessment	Analysis of “as is state” Strengths and Weaknesses.
To-be Design	Future state delivery organisation high level design, including design principles, key changes high level design, organisation structure and measures for success.
Roadmap	High level timeline that illustrates how the journey from As-Is state to Target state will unfold. It contains high level deliverables, major milestones, and their indicative timing.
Program Structure/ Governance Model	The program governance and structure that need to be in place, in order to ensure successful transformation. It outlines key roles & responsibilities, decision making structure, management methodology, risk and issue management forum, reporting cycles, etc.
Stakeholder Map	Comprehensive list of the stakeholders that will be impacted by this initiative. It outlines how their expectations should be captured, managed and responded to during the transformation process. This will serve as the basis for the Communication Strategy and Plan.
Workshops (preparation and outcome documentation)	Four workshops, run by Seven Consulting team, to provide a view of best practices in Project Management/ Program Delivery to the client’s project delivery audience.
Business Case	Provides a view of the end-state benefits to the business; including the required resources and cost, duration, and execution risk in achieving them. This will be presented to senior executives for approval.

Example Outputs: Organisational Review Themes

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Organisational change will look at the Enterprise Services Model, right sourcing of the delivery capability as well as a Program centric investment approach in order to **Improve Project Delivery Efficiency.**

Project Delivery Transformation

1. Enterprise Services Model

Group wide framework for project delivery.

Efficiency

2. Right Source Delivery Capabilities

Selectively right sourcing IT delivery capabilities.

Efficiency

3. Program Centric Investment

Top down investment via programs rather than projects.

Efficiency

4. Benefits Management

Outcome Led decision making.

R.O.I.

5. Active Sponsorship

Engaged sponsors focused on outcomes.

Speed

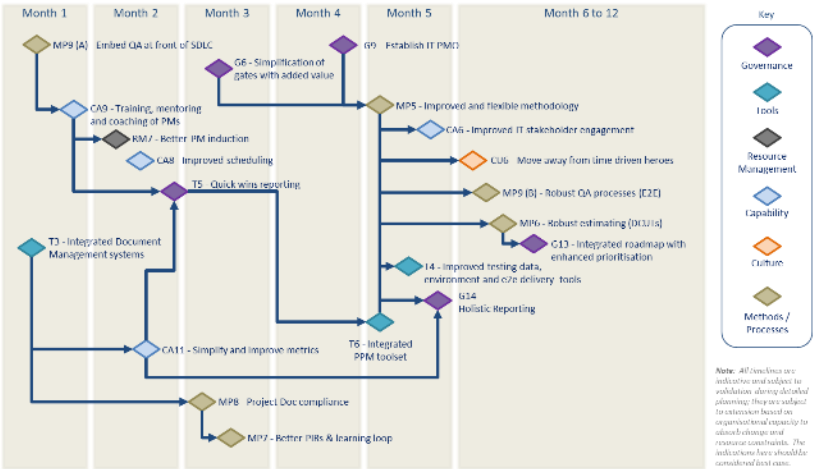
6. Agile Delivery

Increase speed to value.

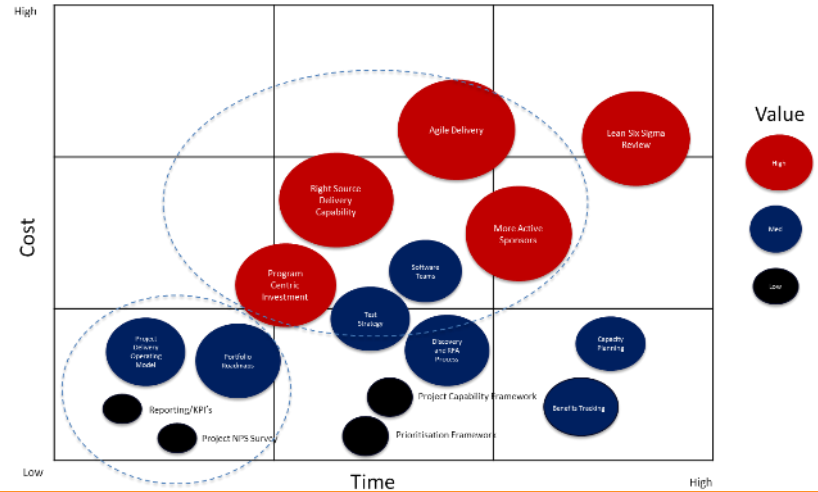
Speed

Example Outputs

Implementation Timeline

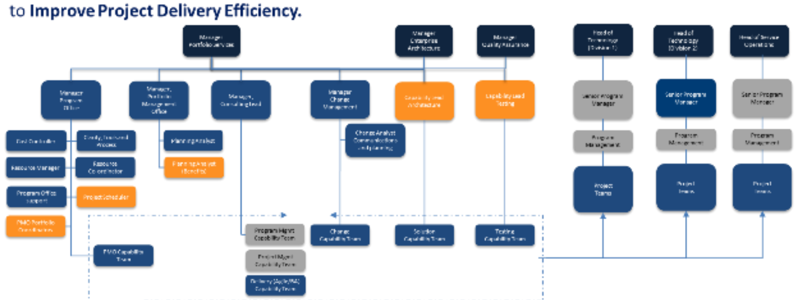


Prioritisation



Right Source Delivery Capabilities

An example of an organisational chart identifying possible support functions and a potential structure to **Improve Project Delivery Efficiency.**



Additional Support functions suggested in orange**:**

- PMO resources to support senior program managers completing administrative tasks currently performed by high costs resources.
- Project Scheduler to drive integrated planning across the group, improving scheduling of projects to remove capacity constraints and management of dependences.
- Analyst role to develop and run benefit tracking process.
- Capability lead roles for Solution Architecture and Testing, driving maturity improvement and performance.

Uplift Required (highlighted in grey):

Program Centric Investment

Benefits are:

- Business Cases at Program level to remove process/paperwork burdens with multiple documents and lengthy review/approval cycles.
- Organise Teams into Programs to give flexibility to work across multiple projects without process/admin overheads.
- Dedicated Program Manager responsible to drive the team and project outcomes.
- Value-added Steering Committees at Program level; Sponsor and Project Advisory board at project level reducing 1000's of hours invested in meetings.
- Introduce flexibility to deliver outcomes without bureaucracy.

Example of a Cost Benefit Analysis for Project Delivery Efficiency

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'Delivery Efficiency'
Reduce cost base and improve productivity

- $5.24m (-13%)

Reduce Cost of Delivery Resources by 13% from $41.1m to $35.9m
Based on $113m portfolio budget for FY16, reduce % spend on Project Delivery Resources from 36% to 31%.

FY16
$41.1m

Project Delivery Resource Costs

$3.23m
Investment

$3.23m investment to deliver savings:
- $1.5m pa in FY16/FY17 in project costs including training & education.
- $1.73m pa for 7 support roles to deliver transformation including new services to be delivered.

63 positions based on:
- *Risk of portfolio reducing.*
- *Buy versus build analysis of each capability.*
- *Removal of existing bottlenecks driven by lack of Qantas knowledge.*

$6.21m
Right Source 63 Delivery Roles

Saving from right sourcing 63 positions = $6.21m per year
- Current average contractor cost = $289k
- New average permanent cost (fully loaded) = $190k (-34%)

$2.26m
Productivity Improvements

10% saving on contractor spend = $2.26m
- 10% improvement in resource effectiveness through continued education, training, active sponsorship, agile delivery, removing bottlenecks and integrated planning.

1. Enterprise Services Model

2. Right Source Delivery Capabilities

3. Program Centric Investment

Key Accelerators

FY17
$35.9m
(-$5.24m savings)

Project Delivery Resource Costs

 |

Project Capability Uplift

WOOLWORTHS GROUP

Delivery Capability Uplift at Woolworths Group

Woolworths IT had concerns with project time delays, cost overruns and benefits management. They were keen to uplift their project delivery including accelerating their initiation phase and ensuring that projects were set up for success.

Seven Consulting established a Transformation Program including twenty-four initiative streams to improve the delivery culture and project management capability, introduce flexibility and agility into project methodology and governance, improve performance visibility via a Balanced Scorecard and strengthen Portfolio Management.

The IT Portfolio and Project Management Offices now provide a full suite of services to better support the PM community and drive ongoing improvements. Customer and staff satisfaction has materially increased quarter on quarter.

Organisation Review Experience

Seven Consulting undertook an intensive investigation and review of **nbn**’s Project Delivery capability which included:

- Reviewing and designing the uplift of the PM practice, including methodologies, training and gating. This included the sponsor engagement to provide assurance that these initiatives performed to a high level;
- A review of tools to ensure the appropriate information is available for management at minimal effort. This includes clear reporting and ensuring that the executive have appropriate project data to make enterprise decisions.

This Capability review and on-going initiatives cover all areas that **nbn** needs to address to increase speed to value.

Seven Consulting undertook an intensive investigation and review of **Qantas**’ Project Delivery capability including in-house as well as out-sourced resources. The Capability assessment initiated a number of on-going innovations for Qantas including:

- Reviewing and designing the uplift of the PM practice, including Business Case, methodologies, training and gating. This included the sponsor engagement to provide assurance that these initiatives performed to a high level;
- A complete review benefits realisation and the implementation of a Benefits Management Framework;
- The integration of sponsorship and project management with Agile Development.

Organisation Review Experience

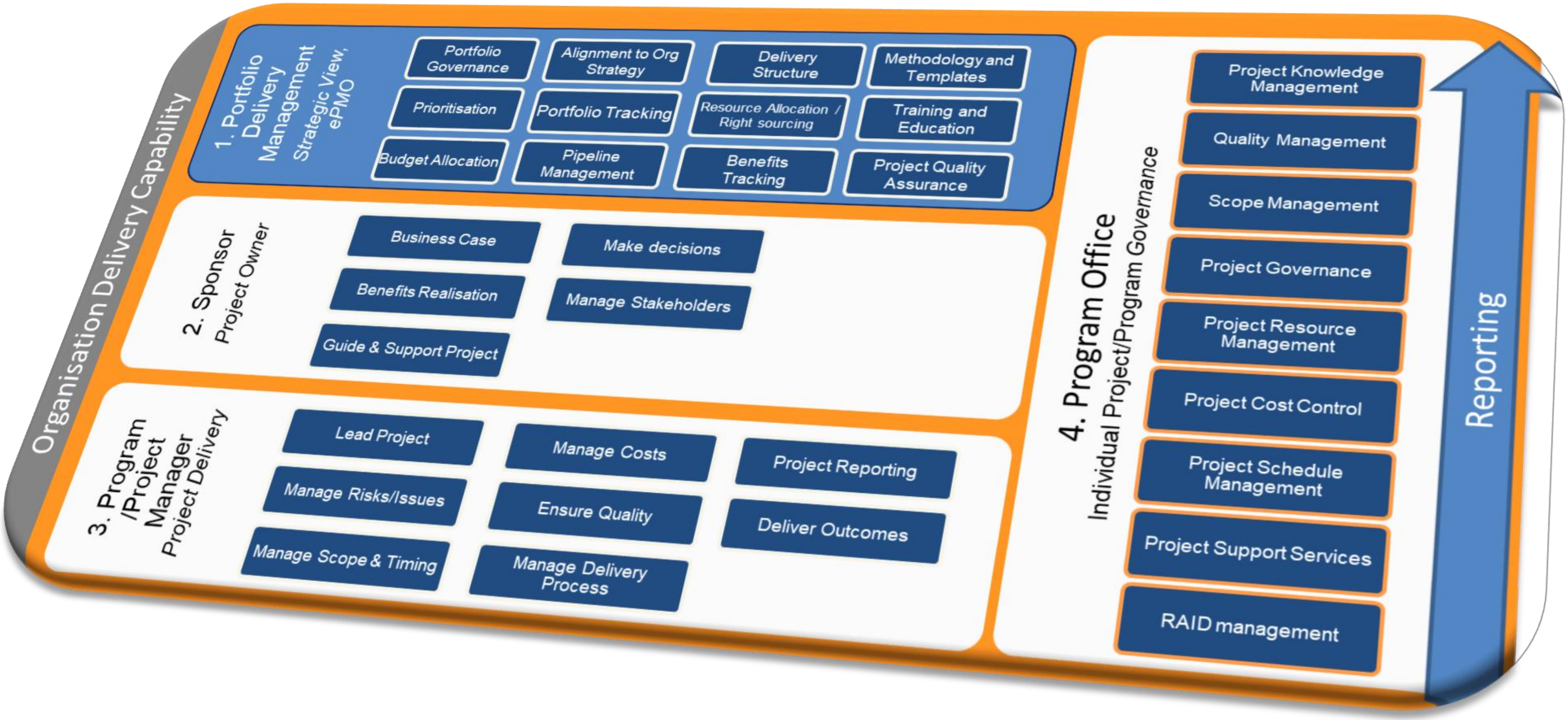
Project Management and PMO Capability Review - Seven Consulting undertook a forensic examination of the structure and effectiveness of DFSI's ePMO frameworks and Individual PM capability with a view to uplifting their overall program capability. The outcome was a design of an ePMO framework tailored to specific DFSI requirements and a report to give the DFSI executive better understanding of their Project Manager capability.

PMO Capability Review - Conducted a review of the Portfolio Services department with recommendations around structural changes to roles, improvements to processes and changes to tools.

Project Management and PMO Capability Review – Seven Consulting worked with Link on a two-phase assignment to assess the capability of their newly integrated Project Management team and review the capability and effectiveness of the ePMO, resulting in a new ePMO framework and approach.

Summit - Seven Consulting provided PMO Management and IT Management services for this business transformation program.
PMO Design and Implementation - Seven Consulting implemented PMO processes and governance framework for the incoming CIO.

1. ePMO Management



EPMO Operational Functional Scope & Relationships

Make Decisions

Portfolio Planning and Management

- **<u>Strategy</u>** alignment and portfolio **<u>prioritisation</u>**
- Business Case/Benefits Management
- Portfolio Comms and stakeholder management
- Projects start up services
- Portfolio register and aggregated budget reporting
- Capacity management

Business Analysis

- Scoping & Requirements
- Analysis Support through Project to Handover to Operations

Defining and Supporting Change

Facilitate and inform decisions

Portfolio Governance and Control

- Governance framework and forums
- **<u>Portfolio risk & contingency</u>** management
- **<u>Oversight, scrutiny and challenge</u>**
- Management dashboard and reporting
- Scope Change Management

Program Delivery Support

- Manage flexible **<u>resource pool</u>**, demand/supply, skills gap
- Resource database, reporting and dashboards
- PM capability, **<u>competency</u>** and upskilling
- Onboarding/offboarding processes
- Program Support and Scheduling

People to execute Change

Delivery COE

- Delivery framework and standards
- **<u>Tools and templates</u>**
- Information management (Project repository)
- **<u>Quality assurance</u>**, health checks, stage gate reviews, post-implementation reviews
- Organisational **<u>learning</u>** and knowledge management

Tools and learnings to execute

Managing Business Change

Enterprise Change Management

- Assess
- Prepare
- Deliver
- Sustain

ePMO Management

ePMO’s are required to assist organisations determine ;

- Which projects should be done, and when projects should commence and complete.
- Ensure that there is effective governance over, and support for these programs.
- Build the organisation’s delivery capability.
- Increasing the likelihood of these projects/programs' success.

Executive Summary – ePMO Project Metrics

Measuring the impact of the ePMO Establishment will be critical to maintaining engagement and tracking the delivered benefits. The value proposition for the ePMO is that the improvement initiatives proposed in our solution will: reduce cost overruns, increase speed to market delivery, reduce rework, effectively prioritise resources, improve business satisfaction and retain talent.

The seven metrics defined here (4 levers and 3 satisfaction measures) will form the basis of the Portfolio Dashboard for regular review by the ExCo and Senior Leadership Team within Optus. These measures will be baselined at the start of the ePMO transformation and will be regularly measured and reported during the transformation program, to ensure the desired outcomes are being realized.

Proposed measures:

	Project Levers				Satisfaction Measures*		
Desired outcomes	LEVER: Improved cost performance	LEVER: Improved time performance	LEVER: Improved scope performance (Benefits)	LEVER: Increased Quality	*MEASURE: Increased customer satisfaction*	*MEASURE: Increased business satisfaction*	*MEASURE: Increased staff engagement*
Proposed Delivery KPIs	Variation against approved budget (% of total, incl. contingency)	Average variation from baselined plan (%)	% projected/ actual variance against plan for Benefits measurement	Variance to target cumulative defects introduced to Production (Total weighted by severity)	Customer Satisfaction surveys score v target (e.g. NPS)	Business readiness surveys score v target	Staff engagement survey score v target
Proposed Default Balanced Scorecard Weighting To Be Discussed	15%	15%	15%	15%	20%	10%	10%

* Specific measures can be adjusted per the needs of the project

Executive Summary – ePMO Build Scope

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Desired outcomes	LEVER: Improved cost performance	LEVER: Increased Quality	LEVER: Improved time performance	LEVER: Improved scope performance (Benefits)	*LAG MEASURE: Increased customer satisfaction*	*LAG MEASURE: Increased business satisfaction*	*LAG MEASURE: Increased staff engagement*
Themes	Org structure, Culture, Comms	Portfolio Planning	Portfolio Governance & Control	Methodology Standards and Tools	Resource Management	Financial Management	Program Delivery Support
Initiatives (examples)	• SCC1: Proposed ePMO Structure • SCC2: Centralise & uplift project delivery capability	• PP: Portfolio build, prioritisation, analysis and tracking • PP1: Design & Estimation Team • PP2: Improve Benefits Management • PP3: Prioritise Projects on metrics • PP4: Improve Capacity Planning • PP5: Quarterly Prioritisation • PP6: Portfolio Register	• PGC1: Improve Governance Framework • PGC2: Portfolio Management Dashboards • PGC3: Portfolio Dependency Management	• MST1: Enhance PM framework to cater for Agile/ Traditional/ Hybrid • MST2: Review & standardise Methodology templates • MST3: Multiple tools in use for project monitoring and tracking	• RM1: Resource Skill-sets & Allocation	• FM1: Review funding and budgeting standards	• PDS1: Uplift Assurance, Quality and Knowledge Management • PDS2: Introduce Scheduling Capability

Portfolio Optimisation Tool

Our **Portfolio Optimisation 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.

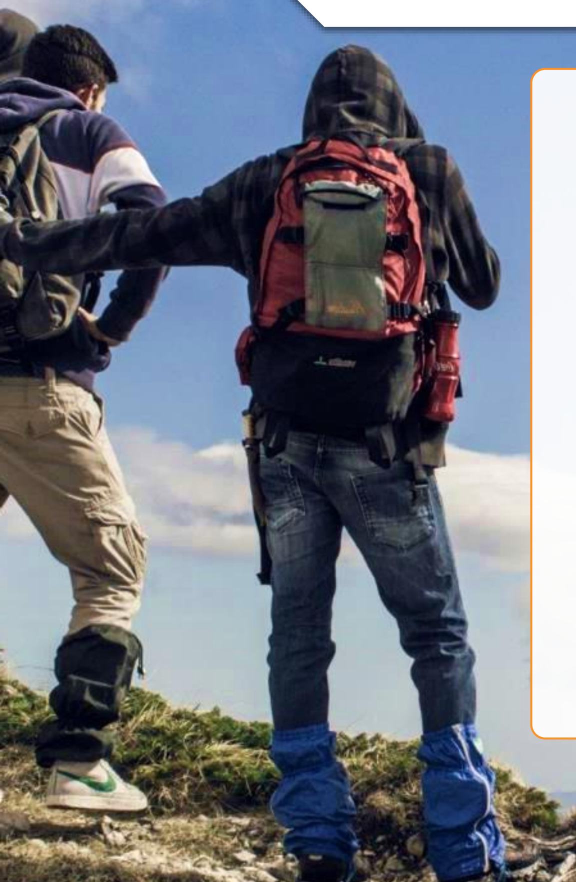
Our tool can also produce graphs of projects according to their business priority versus their deliverability. These graphs can be very helpful in visualising the data and promoting the key discussions on projects within your portfolio.

Portfolio Optimisation Tool

Enterprise PMO Implementation

OPTUS

Design, build and implementation of Optus Consumer ePMO/ For an Agile organisation



Optus had transformed to a predominantly agile delivery organisation. However, there was no overarching ePMO, portfolio build, dependencies management, delivery process design, benefits management framework, etc.

Seven Consulting designed, built and implemented an ePMO for the Optus CEO, working closely with the agile tribes and key stakeholders. This was performed on schedule and on budget, including significant culture change.

Optus has a structured portfolio design process active, Portfolio management, centralised PM, BA and change management capability, more active governance and a benefits management framework.

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Enterprise PMO Implementation

Catholic Diocese of Maitland-Newcastle

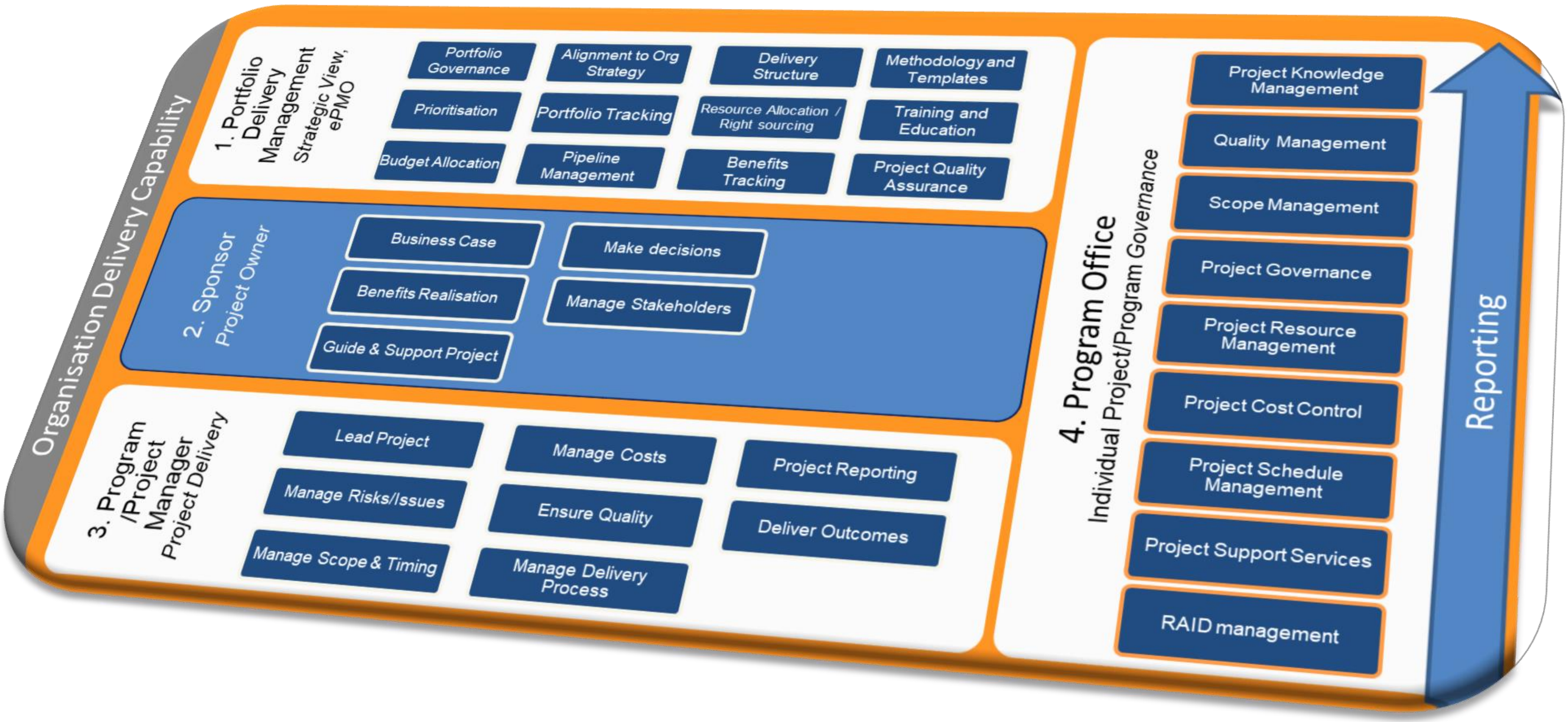
Implementing an Enterprise PMO to support IT and Property Management Programs

The Diocese has a mixed portfolio of projects of a value in the region of $300m that includes building construction, maintenance program and upgrades; IT and Communications initiatives and Business Changes

Seven Consulting conducted a Program and Project Governance Review and based on the recommendations, led the establishment a central Portfolio/Project Management Office (PMO) to act as a Centre of Excellence, to support the Diocesan Leadership Group with portfolio governance and planning and to provide an independent single source of truth for portfolio reporting.

A whole new governance approach was developed in conjunction with the Senior Leaders. This initiative introduced a new level of transparency and for the first time in its history the organisation had a single list of projects that is used for portfolio management as well as a full set of requirements for the future implementation of a Project Management Information System (PMIS)

2. Sponsor Capability



Why Support Your Sponsors?

- Projects are the vehicle of strategic change.
- The increasing rate of change is demanding Speed to Value from those projects
- An organization's agility in executing the right change right and realising the benefits from those projects is becoming a critical differentiator.
- Many IT and project organisations are hampered by bureaucratic and slow project governance and project management models that are derived from the 1980s.
- The Corporate Executive Board (CEB*) Accelerating Proje*cts report of 2015 reveals that Sponsors behaviours have a significant impact on Speed to Value.
- Most organisations have standards, guideline on ***what*** sponsors should do but not ***how*** to do their roles.

Seven Consulting can provide a proven transformative approach, not only to how projects are managed, but how projects are governed and planned in an Agile environment.

- Agile Project Sponsorship and Agile Project Management are based on collaboration, openness, transparency, simplicity and speed as the levers of change.
- Seven Consulting has developed a suite of powerful tools and techniques that are proven to assist Sponsors in being more effective and agile.
- Rob Thomsett has been at the forefront of designing and deploying these methods for 15 years.

Transformation – Active Sponsorship

- Sponsor moves from 'passive' approval and review role to active participation where they truly own the end-to-end business change to realise benefits from the project investment.
- Sponsors need to dedicate an agreed portion of their week to the project.
- Remove Steering Committees with the Sponsor solely responsible. Use Project Advisory Board model where peers could provide advice but not approval.
- Move governance from time-driven (monthly) to risk based reviews (as required).
- Clearly define roles and responsibilities and education on expectations of roles.
- Use Rapid Planning session with sponsors to fast track planning and business case development.

Category	From	To
Governance	• Distributed • 'Set and Forget' approval • Report Based • Cost/deadline focus	• Centralised • Risk based reviews • Sponsor face-to-face • Benefits realisation focus
Sponsorship	• Hands off • Reactive • Regular time based reviews • Report based	• Clear ownership/focus • Proactive • Risk-driven reviews • Sponsors/PM face-to-face

Sponsor: Improve through coaching

While most executives understand *what* the sponsor role involves, few are given any support in understanding *how* to undertake this critical role. This briefing concentrates on a set of simple and practical tools proven to assist sponsors in gaining and retaining control of their projects. Given experience of senior management, this briefing has been designed as a series of tutorials.

1. The New Project Sponsor Process – simple and transparent

This tutorial covers the various project contracts required by senior management for managing complex projects - and overviews the project management process based on Agile values. It focuses on the Business Case, benefits and related plans. It provides a check-list for sponsors on project health.

2. Sponsorship – doing the right project right

This tutorial explores the role of senior business managers in managing projects. This tutorial also examines senior managers' role in the critical issues of defining project success and managing project stakeholders or service providers. It also explores the role of stakeholders in benefits realisation.

3. Benefits Realisation/Added Value

This tutorial concentrates on tools and techniques for developing accurate and measurable project objectives/outcomes and the relationship between objectives and benefits. It also presents the critical executives roles and powerful tools for managing benefits realisation and ensuring added value from their project investment.

4. Quality Requirements

Senior management must define their quality expectations, this tutorial concentrates on powerful techniques for modeling quality expectations or requirements. It also considers the impact on quality expectations on other project management issues such as estimation and risk.

5. Project Risk Assessment and Management

This tutorial examines the various approaches to project risk analysis, assessment and management. It also explores risk reporting, risk mitigation models and risk management plans and the role of senior management in project and benefit realisation risk mitigation and management.

6. Project Estimation Tips

This tutorial summarises the various estimation techniques available for projects. It explores practical tips for sponsors to improve estimation and examines the impact on estimates of quality, risk, skills and strategy.

7. Tracking and Reporting

This tutorial summarises the various project reports that should be available for senior management. It also covers the critical issues of change control within the project development life cycle. It also takes a holistic view on tracking benefits, costs, risks and other key project information.

- **Flexible and agile delivery options**

The Sponsor Coaching structure is designed to be flexible given the pressures on executives time.

- It can be conducted as a formal workshop session for up to 10 executives in a one-day or intensive ½ day format for 3 to 5 people. If required, it can also be offered as a ½ day one-on-one coaching session for selected individuals
- Mentoring for sponsors, following attendance at the Coaching, is also available.

Sponsor Coaching Experience / Case Studies

The Seven Consultant worked with a small team to design, implement and support a Benefits management Framework across 100 major programs and projects in a $1 billion/pa portfolio. This involved project planning, project tracking integrated with benefits and benefits realisation reporting. Hundreds of executives, sponsors, finance experts, project managers attended briefing sessions conducted by the consultant. A small hands-on consultancy service for sponsors and benefit owners was also implemented.

The Seven Consultant worked with our Thought Leader to design, implement and then execute the Benefits Management approach for AGL's CXT program. CXT was a multi-year $300m transformation initiative run using an Agile methodology. The approach was fully integrated into Agile and included definition, measurement and tracking of benefits through the life cycle with multiple business units. It was used as a basis for Benefits measurement in other areas of AGL and was used to report monthly to the Executive and through to the AGL board to demonstrate the value of CXT.

The Seven Consultant was engaged to undertake a detailed review of project management, benefits management, sponsor and governance processes for ME Bank. The recommendations from this review were accepted by ME Bank Board and are currently being implemented in pilot mode by ME Bank with part-time support from the consultant.

Seven Consulting worked closely with the Executive Sponsor of a complex project. Using the Seven Consulting PM Plug-In tools such as the O3, Benefits Scan, Quality Agreement. Win/Lose to assist the Sponsor, Seven Consulting experts engaged all key executives in building and agreeing with critical project planning and management details.

Project Management and PMO Capability Review - Seven Consulting undertook a forensic examination of the structure and effectiveness of DFSI's ePMO frameworks and Individual PM capability with a view to uplifting their overall program capability. The outcome was a design of an ePMO framework tailored to specific DFSI requirements and a report to give the DFSI executive better understanding of their Project Manager capability.

Other organisations that have engaged with Seven Consulting for Sponsor Coaching and support include Haileybury, AMP, BNZ, and Firemonkeys.

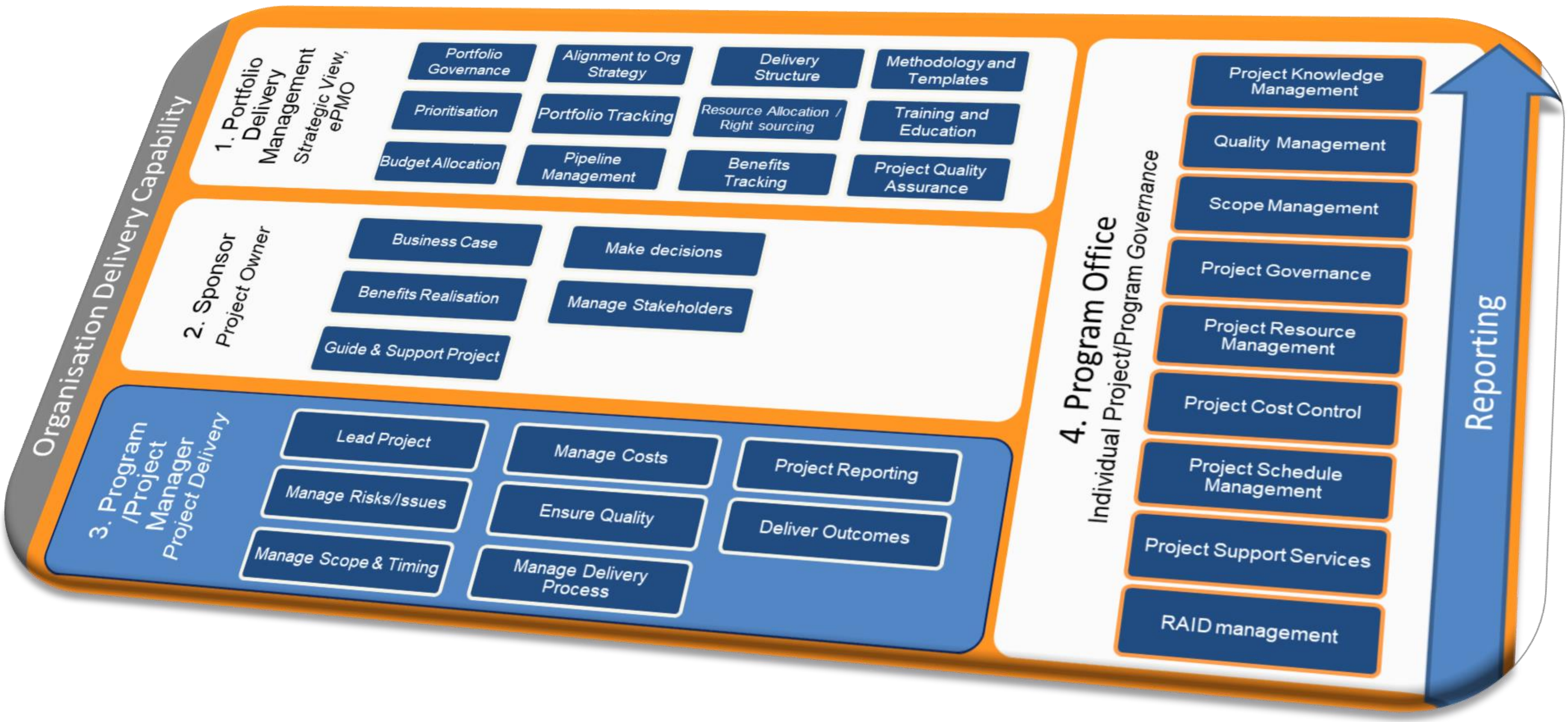
Thought Leader Experience

Rob Thomsett
Thought Leader

Achievements:

- Development, training and support of the initial Project Management framework for the Australian Federal Government during the 1970’s.
- 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 1980’s, 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.

3. Program/Project Manager Capability



Program/Project Manager Capability Assessment

As change increases and organisations ability to transform themselves effectively and efficiently becomes more important, the role of the program or project manager importance rises in parallel.

How do you access the effectiveness of your program delivery team. Seven Consulting have developed a proven process to assess your Program / Project Managers capability using hard and soft measures. This process will feed clear ranking and develop plans for our/your program delivery leads.

This process has been used on many 100's of Program and Project Managers for some of Australia's largest organisations.

Program/Project Manager Capability Assessment

Seven Consulting will work with the organisation to develop the Organisations Tiered Target Capability Profile, based on best practice.

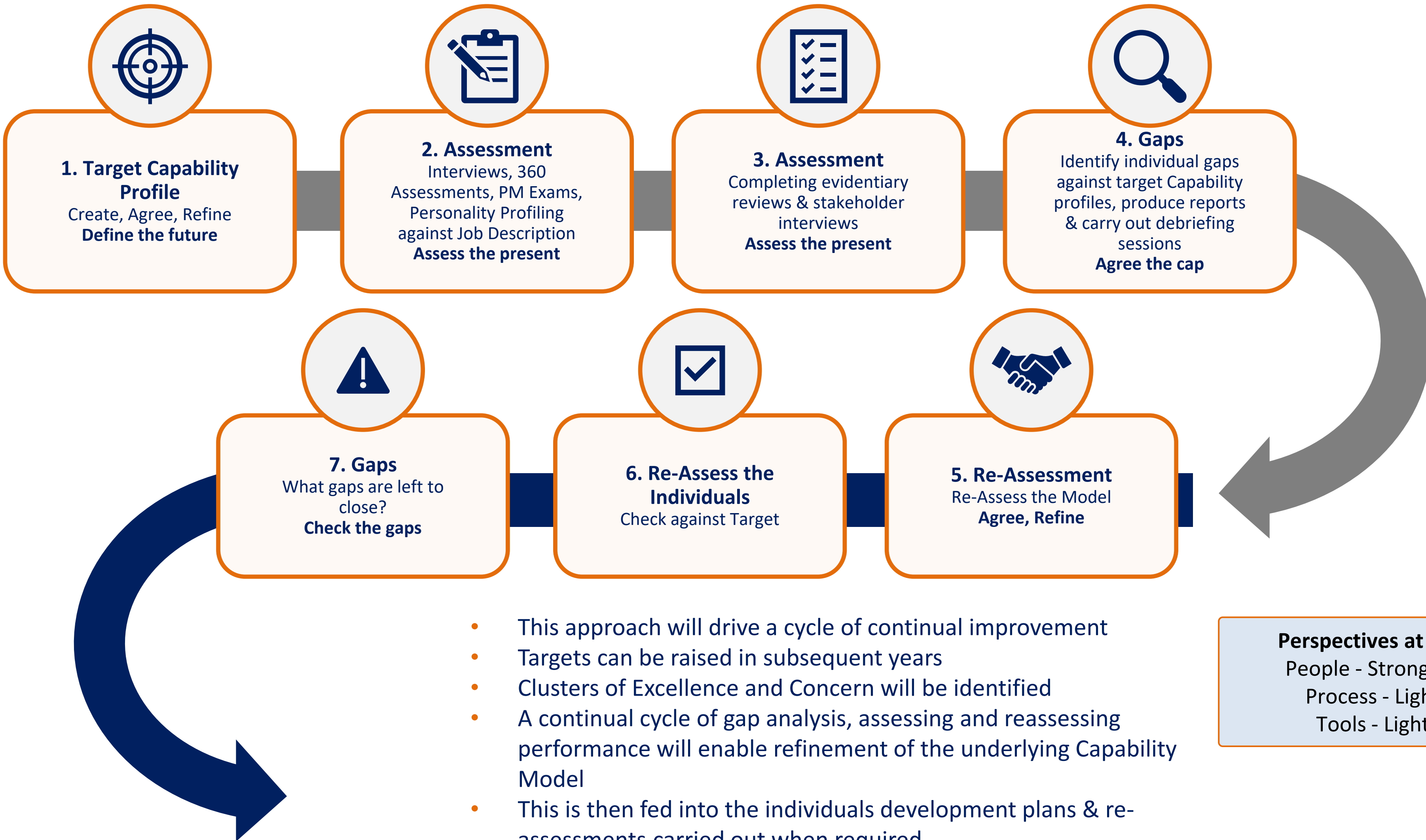
- Alignment of Target Capability to individuals Job Descriptions
- For a Program/Project Manager this would look at the key disciplines of:
  - Project status tracking and reporting
  - Risk and Issues tracking and management
  - Assumptions, Dependencies and Decisions management
  - Scope control
  - Cost control
  - Time control
  - Quality control
  - Key stakeholder management

Project Manager – Assess

Seven Consulting has developed a proven process to assess Program / Project Managers' capability and identify area where capability improvement is required.

- 6 step process for Individual Assessments covering both knowledge of and ability to execute:
  1. **Project Management capability exam aligned to each individual's job description**
  2. **Evidential review of recent delivery to assess how well this knowledge is applied**
  3. **Review of previous delivered project outcomes**
  4. **Customer assessments**
  5. **Direct Line Manager assessments**
  6. **Self assessments**
- Agree Individual Capability uplift process based on target capability
  - The PM Capability Uplift would be performed in 7 stages as outlined on the following page;
  - Stages 5, 6 and 7 can be carried out at a later date as part of a Program of Continuous Improvement

Project Manager – Improve



- This approach will drive a cycle of continual improvement
- Targets can be raised in subsequent years
- Clusters of Excellence and Concern will be identified
- A continual cycle of gap analysis, assessing and reassessing performance will enable refinement of the underlying Capability Model
- This is then fed into the individuals development plans & re-assessments carried out when required

Perspectives at each stage
People - Strong Emphasis
Process - Light Touch
Tools - Light Touch

Output Examples: Project Manager Assessment

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Role	Exam Result	Evidence Review	Outcomes	Reporting Manager Assessment	Sponsor\ Stakeholder Assessment	Overall Average	Competency Level
Senior PM	61.5%	80.0%	92.5%	100.0%	79.2%	82.6%	Proficient
Senior PM	76.9%	77.8%	97.5%	61.3%	76.3%	78.0%	Experienced
Project Manager	61.5%	68.6%	100.0%	75.2%	64.4%	73.9%	Experienced
Project Manager	69.2%	57.9%	90.0%	77.5%	67.3%	72.4%	Experienced
Senior PM	61.5%	58.0%		90.6%	68.6%	69.7%	Experienced
Senior PM	59.6%	57.9%	100.0%	62.1%	63.3%	68.6%	Experienced
Project Manager	46.2%	50.0%	100.0%	73.3%	50.3%	64.0%	Experienced
Project Manager	59.6%			60.8%	65.8%	62.1%	Experienced
Program Manager	53.9%	62.9%	67.5%	50.3%	67.2%	60.4%	Experienced
Senior PM	36.5%	38.1%	90.0%	62.0%	61.7%	57.7%	Competent
Senior PM	44.2%	41.4%	85.0%	64.4%	38.1%	54.6%	Competent
Senior PM	38.5%	30.7%	82.5%	52.2%	52.9%	51.4%	Competent
Project Manager	40.4%	35.7%	70.0%	48.1%	30.6%	45.0%	Competent
Average	54.6%	54.9%	88.6%	67.5%	60.4%	64.6%	Experienced

Individual Assessment	Delta	
	Discrete	Ratio
96.8%	-14.2%	-17.1%
84.2%	-6.2%	-8.0%
77.9%	-4.0%	-5.4%
87.5%	-15.1%	-20.9%
84.7%	-15.0%	-21.6%
79.1%	-10.5%	-15.3%
87.5%	-23.5%	-36.8%
77.7%	-15.6%	-25.2%
100.0%	-39.6%	-65.7%
74.0%	-16.3%	-28.3%
83.3%	-28.7%	-52.5%
86.8%	-35.4%	-69.0%
64.3%	-19.3%	-43.0%
83.4%	-18.7%	-31.4%

No Evidence

	Scope Management	Risk Management	Financial Management	Behaviours	Processes	Tools
Senior PM	50%	33%	40%	40%	50%	100%
Senior PM	75%	100%	80%	60%	50%	50%
Project Manager	75%	100%	80%	20%	100%	0%
Project Manager	75%	67%	40%	0%	100%	50%
Senior PM	25%	33%	60%	80%	0%	100%
Senior PM	75%	67%	20%	60%	50%	50%
Project Manager	75%	0%	60%	40%	100%	0%
Project Manager	75%	67%	40%	80%	50%	50%
Program Manager	50%	100%	40%	80%	100%	100%
Senior PM	75%	67%	40%	60%	0%	50%
Senior PM	50%	100%	60%	40%	50%	50%
Senior PM	25%	33%	20%	60%	100%	100%
Project Manager	75%	33%	20%	100%	50%	0%
Average:	63%	64%	47%	57%	63%	50%

Compile assessments of each resource based on combined analysis of:

- Competency exam against individuals job description
- Evidence Review of previous project artefacts such as deliverables/alignment to methodology, adherence to processes
- Review of previous project outcomes such as final: cost, scope, schedule, quality
- Assessments from Direct Manager and Key Project stakeholders

This produces a general Competency Level for each individual.

This can be compared against the individuals own self-assessment of their ability.

Our PM Uplift Experience

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NSW GOVERNMENT | Finance, Services & Innovation

Project Management and PMO Capability Review - Conducted an assessment of their project management pool to evaluate individual competence and identify gaps where individual and, ultimately, enterprise-wide project management enrichment was required.

nbn

Project Management and PMO Capability Review – Performed an end-to-end review of IT Project Management and PMO capability and practices that encompassed As-Is and a Roadmap to target state.
Seven stayed on for the planning / prioritisation of the transformation activities arising as a consequence of the review.

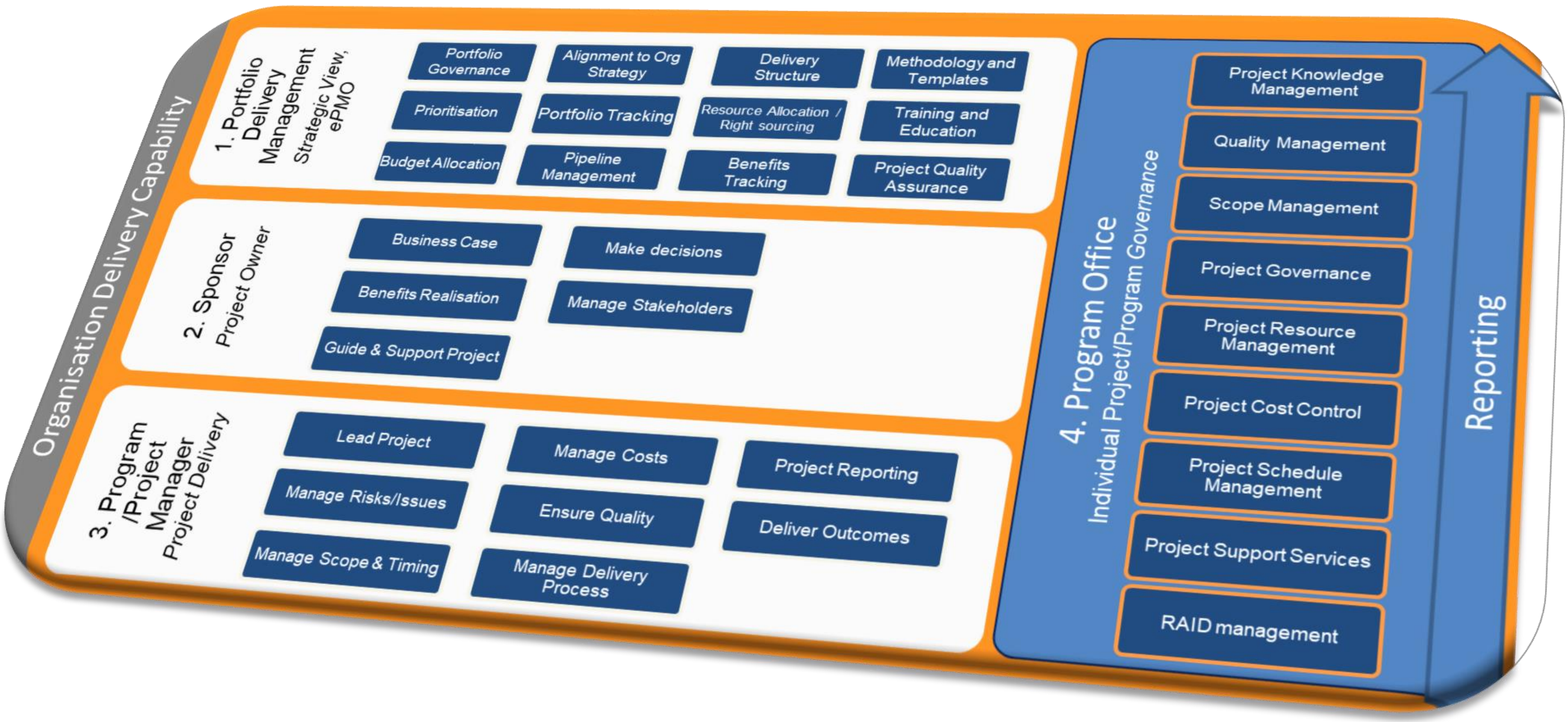
superpartners

Project Management and PMO Capability Review – Seven Consulting worked with Link on a two-phase assignment to assess the capability of their newly integrated Project Management team and review the capability and effectiveness of the ePMO, resulting in a new ePMO framework and approach.

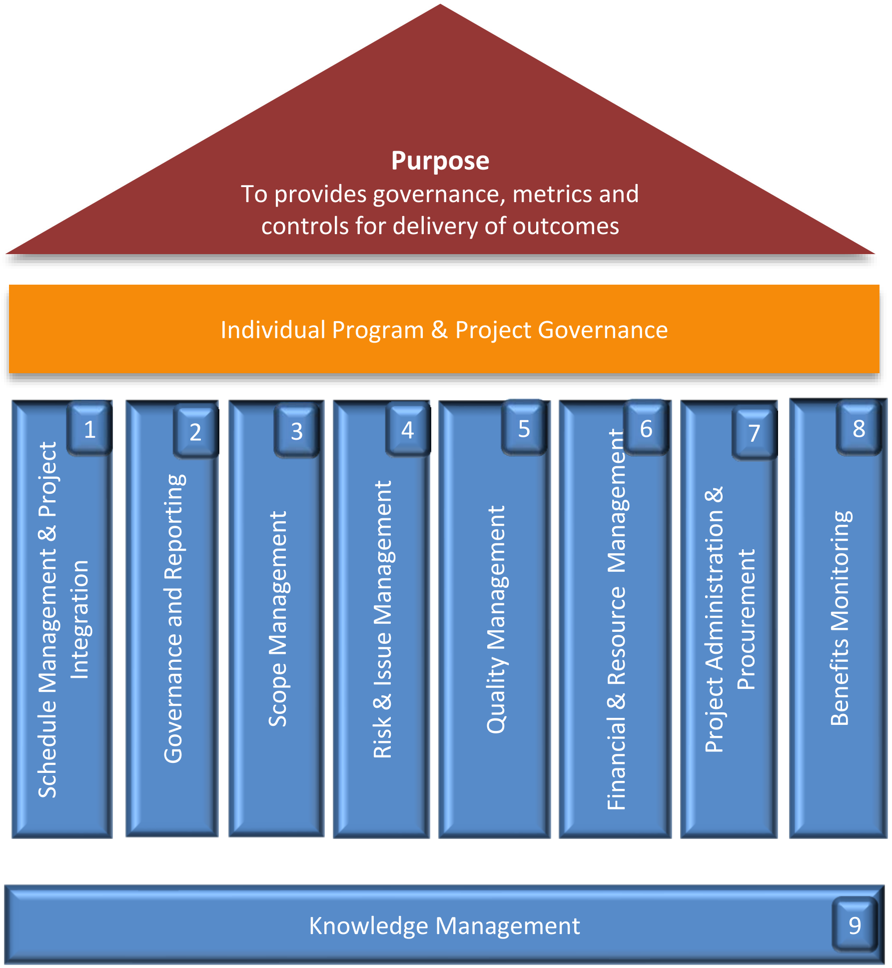
TELSTRA

- Quality Assurance Program Review on Project Governance for Global Services
- Review of the quality management framework across the entire portfolio in Telstra.

4. PMO Capability Assessment



PMO Capability Assessment



1. **Schedule Management & Project Integration**
   Set up and maintenance of schedules. Maintenance and reporting of Integration and dependencies with other programs/projects
2. **Governance & Reporting**
   Prepare reports and dashboards for leadership to assist in critical decision making. Facilitate governance bodies for the program and projects.
3. **Scope Management**
   Set up and management of the change management process and the change register.
4. **Risk & Issues Management**
   Set up and management of all RAIDD registers.
5. **Quality Management**
   Ensure program / project adherence to standards and agreed methodology. Provide delivery assurance and internal reviews
6. **Financial & Resource Management**
   Provide program/project estimating, cost baselines, cost control and earned value analysis. Management of budgets and timesheets.
7. **Project Administration and Procurement**
   Provide support for mobilization and de-mobilization. Manage contracts and general procurement.
8. **Benefits Monitoring**
   Maintain a view of the overall tangible and intangible benefits and monitor realisation.
9. **Knowledge Management**
   Set up and maintenance all artifacts for the program/project

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PMO Capability Assessment

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- Typically, a 4-week exercise for a small agency is required to understand current stakeholder requirements, assess the current state, review options for PMO uplift and create the report including recommendations.

Weeks 1 - 2		Weeks 2 - 4		Week 4
Review current state and identify and commence stakeholder meetings	Interview key stakeholders	Review PMO	Scope future state PMO and produce draft report for review	Finalise Report
• Review current state PMO services. • Agree key stakeholders for interview. • Schedule and commence stakeholder meetings.	• Complete stakeholder interviews.	• Assess breadth, scale and complexity. • Document current PMO maturity. • Obtain an understanding of existing Support Functions.	• Identify PMO future options and detail pros and cons associated with options. • Produce draft review report including recommendations.	• Socialise report. • Finalise report. • Produce Communication plan for recommended approach.

Our PMO Capability Review Experience

Conducted a review of the PMO structure and capabilities for a large program in Wealth division. Highlighted and recommended new structure and process improvements.

Conducted a review of ABC's Technical Portfolio Office to evaluate the suitability of the processes in place. Identified a number of opportunities for improvement to increase maturity to their desired state.

Conducted a review of current practices across QBE's global portfolio. Developed a set of prioritised recommendations and implementable road map for delivery capability and governance transformation.

Performed an end-to-end review of the current governance processes. Delivered uplifted design and implementation roadmap for Portfolio governance framework including new tools and templates.

Conducted a Delivery and PMO Uplift Assessment Review and provided a set of recommendations to meet Indue's delivery strategy goal of increasing maturity levels for Project Management, PMO and Delivery for their organisation.

Performed review of current frameworks, governance practices and supporting artifacts. Produced recommendations and short/med/long term roadmap to reshape, standardise and uplift delivery practices.

Customer Experience Transformation

Enhancing AGL digital capability and platforms, and deliver an industry leading digital experience for customers

AGL invested $300 million in a Customer Experience Transformation (CXT) program that enhanced their digital capability and platforms, and delivered an industry leading digital experience for customers.

The Seven Consulting team was engaged to realign an existing Portfolio Office (Tribe Services) towards SAFe Lean Agile Portfolio Management principles as well as perform the 2IC role for the General Manager Transformation.

Seven Consulting provided Tribe Services capability to deliver core Lean Agile Portfolio Management office disciplines to deliver:

- Improved governance reporting in the following areas: Portfolio Kanban, Benefits Management and key metrics monitoring
- Portfolio Management leadership through regular informal and formal communication.
- Values such as Transparency and One Team Approach to delivery
- Portfolio alignment to business strategy and funding allocation based on a prioritised backlog

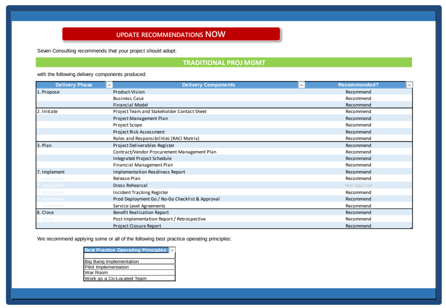
Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation

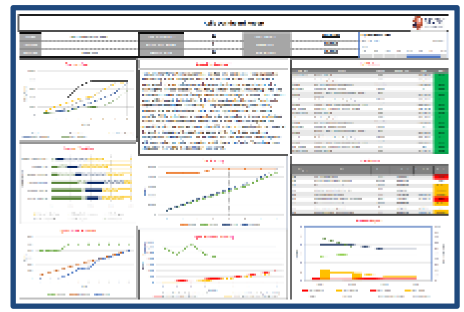
Recommends Delivery Components

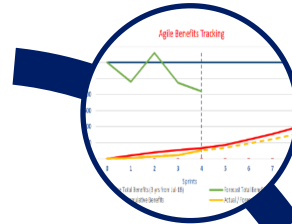
Best Operating Principles Recommendation

Project Pathfinder Tool

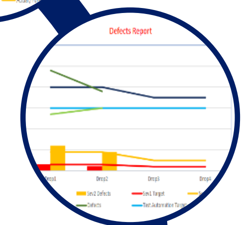


Agile Dashboard

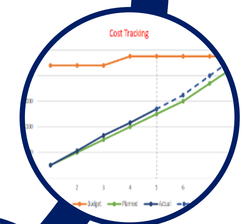




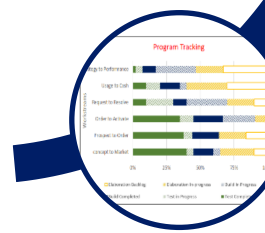
Benefits Tracking



Defects Tracking



Cost Tracking



Delivery Tracking

Seven Consulting's Project Pathfinder 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.

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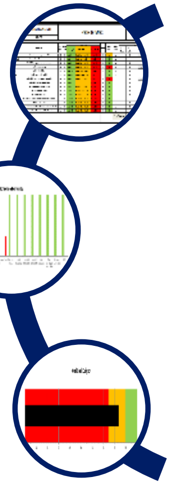
Traditional Program Delivery Tools



Health Check Score

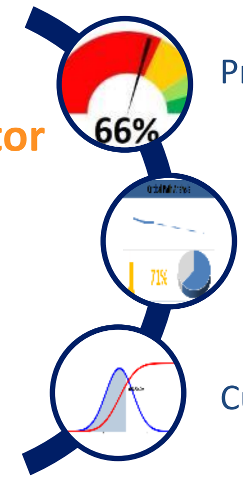
Schedule Maturity

Overall Schedule Quality Score

Health Check Tool

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

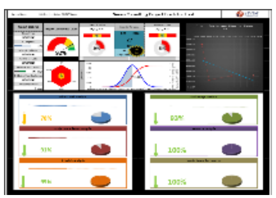
Schedule Predictor



Project Confidence Level

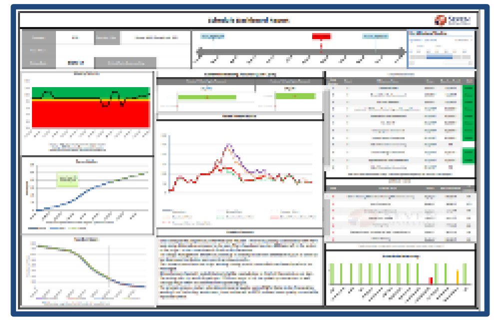
Critical Path Analysis

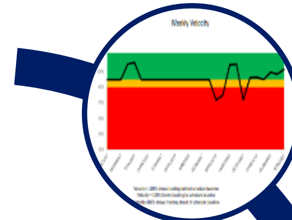
Cumulative Probability



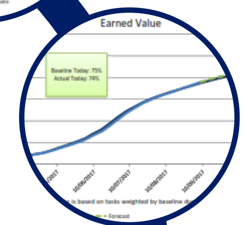
The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

Dashboard



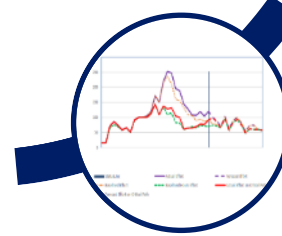


Weekly Velocity



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.

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)

2016
Marian Villa (Sydney)

2017
- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)

2018
- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- Mad Women Foundation (Melb)

2019
- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)

2020 – DONATION DRIVE
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.

2021 – Mini Project 7
In 2021, 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. Seven Consulting team members across three cities where able to participate in multiple mini projects this year to see our Project 7 commitment through.

Seven Consulting is a proud sponsor of Australia's National Football side, the CommBank Matildas and Australia's Women's Basketball team, the Seven Consulting Opals

We are extremely proud to be official sponsors of Australia's best teams. The CommBank Matildas and the Seven Consulting Opals.

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

CONGRATULATIONS

Seven Consulting looks forward to both the CommBank Matildas and the Seven Consulting Opals welcoming the world to Australia.

Tameka Yallop

Elise Kellond-Knight

SEVEN CONSULTING
Australia's Best Program Delivery Company

is a proud sponsor of the

CommBank MATILDAS

SEVEN CONSULTING OPALS

Australia's Best Program Delivery Company

Award Winning Company

Woolworths Group IT Exceptional Services Award

Winner 2018

6x BRW AWARDS

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