

Seven Consulting EPMO Capability Overview

Australia's Best
Program Delivery Company



Major Sponsor of the



◆ CommBank
MATILDAS



SEVEN CONSULTING
OPALS

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

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



Commonwealth Bank

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



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



Client Since 2020



Client Since 2021



Client Since 2021



Client Since 2022



Client Since 2022



Client Since 2022

dexus

Client Since 2022



Client Since 2022

Our clients and team are our top priority

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

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%



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



"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."



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



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

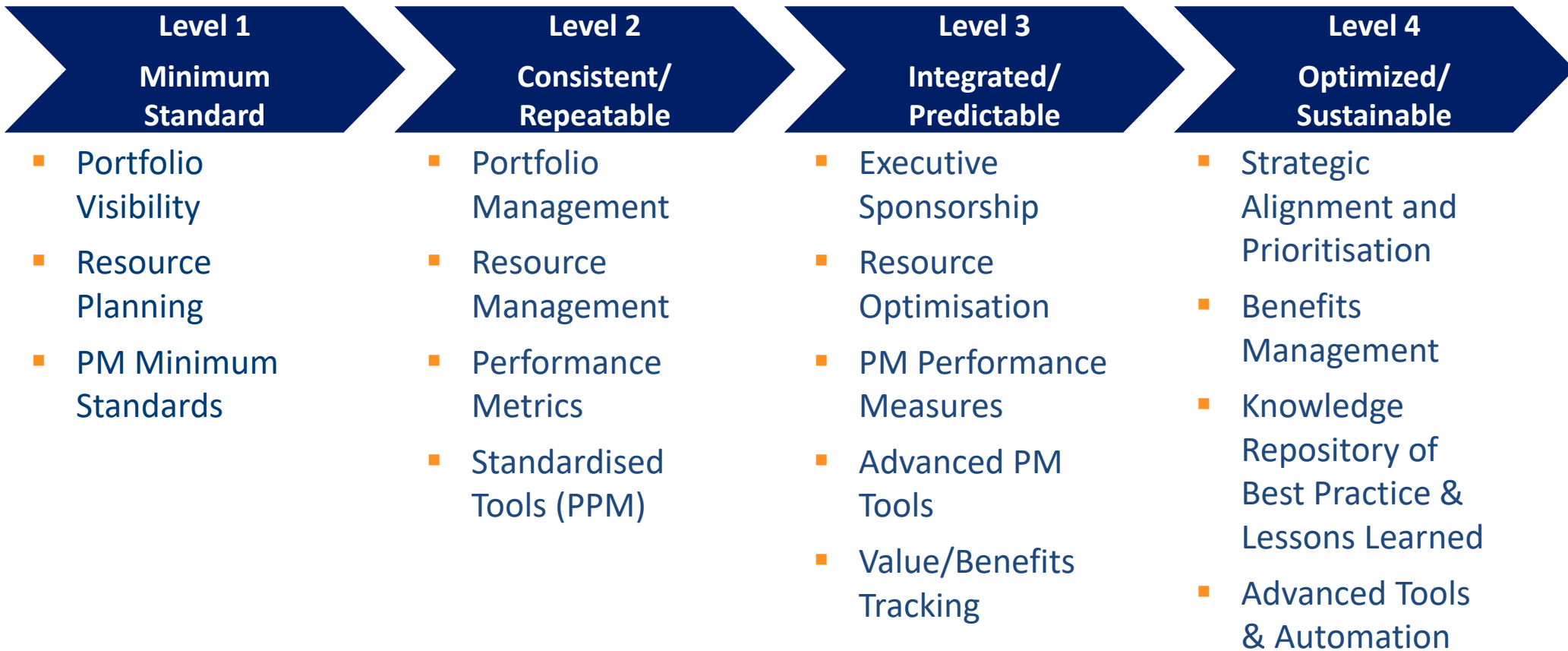
A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

Key Objectives of an EP MO

- **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 EP MO standards and policies plus project management best practices. Monitor and report status by defining standard management tracking and reporting processes
- **CAPACITY PLANNING:** Manage team capacity, variations and skill sets.

EPMO Maturity Model

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



Typical EPMO Review Approach

- A 5 week exercise is required to understand our client's current stakeholder requirements, assess the current state, review options for EPMO uplift and create the report including recommendations.

Weeks 1 - 3

Weeks 3 - 4

Week 5

Review current state and identify and commence stakeholder meetings

Interview key stakeholders

Review project portfolio

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.

Common Challenges of the ePMO

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"> Poor ePMO control or Governance Executive Sponsorship is missing Appropriate metrics and tools not in place 	<ul style="list-style-type: none"> Supplement /Upskilling ePMO and project staff Sponsor Training Implement Appropriate metrics and Tools 	<ul style="list-style-type: none"> ePMO & Delivery support Outsource / Virtual ePMO ePMO Capability & Uplift Sponsor Training Tools implementation
Lack of capability, capacity or a transient need for ePMO	<ul style="list-style-type: none"> Unexpected or shorter term transformation workload Project or program workload that is unusual or outside normal expertise 	<ul style="list-style-type: none"> Supplement ePMO or delivery staff 	<ul style="list-style-type: none"> ePMO & Delivery support Outsource / Virtual ePMO
Perceived lack of value or poor return on ePMO investment	<ul style="list-style-type: none"> High base costs Ineffective processes or processes not followed Global or offshore teams not supported well Lack of clarity from Sponsors 	<ul style="list-style-type: none"> Cost reduction without impacting quality Improve processes or process compliance Improve ePMO coverage 	<ul style="list-style-type: none"> ePMO & Delivery support Outsource / Virtual ePMO ePMO Capability & Uplift Training & Tools
ePMO not adding value or seen as “just policemen”	<ul style="list-style-type: none"> ePMO not thinking strategically Lack of ePMO focus on business benefits ePMO too focussed on the “how” not the “why” 	<ul style="list-style-type: none"> ePMO maturity development 	<ul style="list-style-type: none"> ePMO Capability & Uplift ePMO & Delivery support ePMO Maturity Development

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.

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

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 were 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





Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018



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MANILA Level 4 PNB Makati-Allied Bank Centre, 6754 Ayala Ave, Cor. Legazpi Street, Makati City, Philippines

www.sevenconsulting.com

Appendix A Tools

Traditional Program Delivery Tools

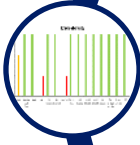
Health Check Score



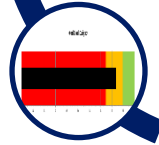
Health Check Tool

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



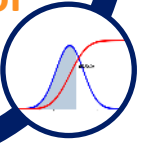
Project Confidence Level



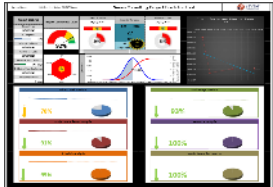
Critical Path Analysis



Cumulative Probability



Schedule Predictor

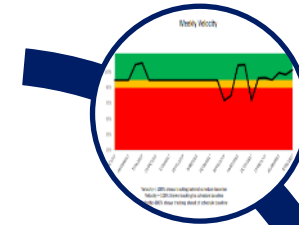


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

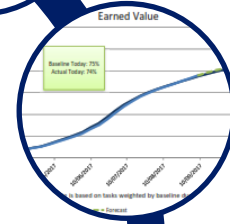


Dashboard

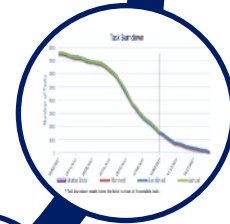
Weekly Velocity



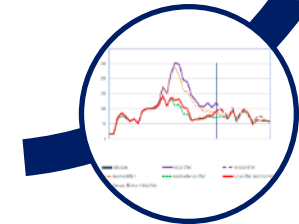
Earned Value



Task burndown

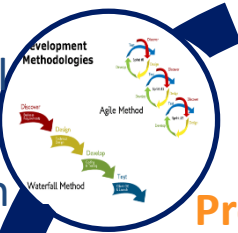


Effort Tracking



The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Weekly velocity, Earned Value, Task burndown and Effort Tracking.

Agile / Traditional Methodology Recommendation



Project Pathfinder Tool

UPDATE RECOMMENDATIONS NOW

Seven Consulting recommends that your project should adopt:

TRADITIONAL PROJECT MGMT		
Component	Delivery Component	Recommendation
Project	Project Charter	Recommendation
	Business Case	Recommendation
	Project Brief	Recommendation
	Project Terms and Conditions Contract State	Recommendation
Program	Program Management Plan	Recommendation
	Project Risk Assessment	Recommendation
	Project S&P (Statement of Work) S&P	Recommendation
	Project Definition Register	Recommendation
Team	Control Register (Resource Management Plan)	Recommendation
	Single Point of Project Contact	Recommendation
	Resource Management Plan	Recommendation
	Resource Management Report	Recommendation
Equipment	Resource Plan	Recommendation
	Stock Material	Recommendation
Order	Incident Tracking Register	Recommendation
	Final Deliverable (Final Check) & Approval	Recommendation
Other	Work Item Allocation	Recommendation
	Resource Allocation Report / Resource Plan	Recommendation

We recommend applying some or all of the following best practice operating principles:

Recommends Delivery Components



Best Operating Principles Recommendation

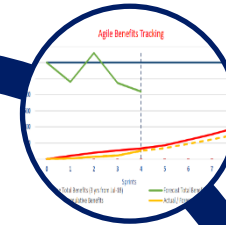


Seven Consulting's Project Pathfinder Tool provides guidance on how to tailor your program or project. It provides suggestions on agile or traditional methodology components to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

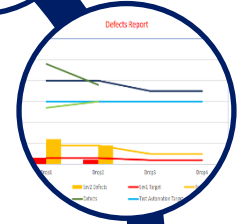
Agile Dashboard



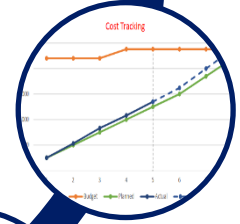
Benefits Tracking



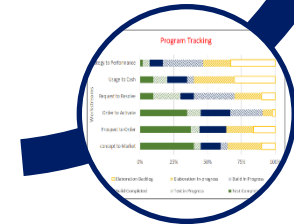
Defects Tracking



Cost Tracking



Delivery Tracking



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.

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

