

Australia's Best Program Delivery Company

TEAMWORK - TRANSPARENCY - DELIVER

Partnering to deliver the change needed for a better future

Seven Consulting PMO Capability Overview



Seven Consulting - Services





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.



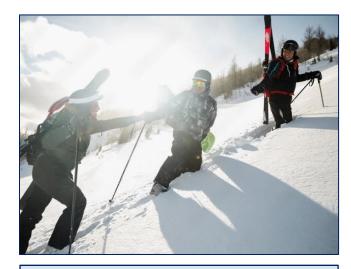
PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

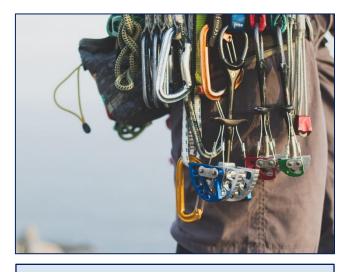
All of our clients are reference sites

Seven Consulting – Products & Services









Change Management Services

From Q2 2023, we will provide Change Management services across the entire lifecycle of a program from early analysis of the problem statement to delivering a solution that realises the intended benefits.

Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.

Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

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.



















Client Since 2005



Client Since 2009



Client Since 2014

Client Since 2015

Client Since 2015

Client Since 2017



















Client Since 2017



Client Since 2018

Client Since 2019



Client Since 2020

of COMPANY DIRECTORS

Client Since 2020

Client Since 2020









Client Since 2021



Client Since 2021



Client Since 2021



Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2022



CEnet







Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2022

Our clients and team are our top priority



Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2022	99.20%	13,191
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"



"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."

Team Satisfaction Survey Results

Survey Date	Satisfaction rating					
Dec'22	97.82%					
Jun'22	98.20%					
Dec'21	97.92%					
Jun'21	98.40%					
Dec'20	97.90%					
Jun'20	98.51%					



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.

Common PMO Challenges



Every PMO in every client receives a tailored solution. However our experience indicates that there are common themes in the issues clients experience.

Common Problems	Frequent Root Causes	Common Solutions	Services – How we can help		
Poor project or program delivery	 Poor PMO control Poor schedule control of lack of understanding of critical path 	 Supplement PMO or delivery staff Upskilling PMO and project staff Better schedules 	 PMO & Delivery support Outsource / Virtual PMO PMO Capability & Uplift Training & Tools Schedule Health Check 		
Lack of capability, capacity or a transient need for PMO	 Unexpected or shorter term transformation workload Project or program workload that is unusual or outside normal expertise 	 Supplement PMO or delivery staff 	PMO & Delivery supportOutsource / Virtual PMO		
Perceived lack of value or poor return on PMO investment	 High base costs Ineffective processes or processes not followed Global or offshore teams not supported well Lack of clarity from Sponsors 	 Cost reduction without impacting quality Improve processes or process compliance Improve PMO coverage 	 PMO & Delivery support Outsource / Virtual PMO PMO Capability & Uplift Training & Tools 		
PMO not adding value or seen as "just policemen"	 PMO not thinking strategically Lack of PMO focus on business benefits PMO too focussed on the "how" not the "why" 	 PMO maturity development Clean PMO strategy and calculation of value proposition. 	 PMO Capability & Uplift PMO & Delivery support PMO Maturity Development 		



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.



Core Banking Platform



Transforming Core Banking at CBA



The largest banking platform program in a generation was planned to propel CBA ahead of the competition who where still languishing on their 1970s based platforms.



For 6 years, Seven Consulting provided a variety of critical services to this massive \$1.5bn undertaking, from running the Program Management Office, to release and deployment planning, to project managing key releases of the program.



The new platform is a huge success Customers love real time banking, the simpler product set and the ease of the enhanced self service facilities, while staff enjoy simpler processes to release new products, and speedier resolution of issues on the front line.



Core Banking Replacement

Global Banking Group

Building the Core Banking Platform



Multiyear Core Banking Transformation to replace legacy systems with a single modern platform, including building new capabilities such as Payments Engine and new Banking products.



Seven consulting has been and continue to be a key player in providing services to the \$350m program from Project Managing key releases, Program Office Management, Release and Deployment planning and management.



The Core Banking Transformation has enabled the Bank to build a centralise platform for loans and deposits products, support a new payments capability and expand in Retail, Business and Mortgage businesses.

Seven Consulting's PMO Experience





Netbank Replacement and Operations – Seven Consulting provided program management and PMO services for this \$70M+ replacement of the Bank's internet banking platform.

Core Banking Modernisation – Seven Consulting provided a range of services consisting of Program Management Office (PMO) including Scheduling services, Solution Architecture. Release and Migration Management, Business Readiness and Warranty Management. Seven Consulting also played a lead role in the Solution Centre. The program was valued at \$1.5B.

Delta – Seven Consulting managed the Program Office and provided the Technical Lead for the outsourcing of the Bank's credit card operations to HP (EDS) valued at \$50M.

E2E Home Loans Program – Seven Consulting managed the Program Office and provided the Technical Lead for this major revamp of the Bank's home loan processes and systems, a program valued at \$300M.

Nexus - Seven Consulting managed the PMO as well as providing Scheduling services for a program valued at \$70M.

Runway - Seven Consulting provided the Program Director, PMO management and Scheduling services for a program valued at \$100M.

Multi-Currency on Core – Seven Consulting provided Scheduling and PMO services for a program valued at \$50M.

Supervisory and Monitoring (SAM) – Seven Consulting provided Program and PMO Management services for this major program for Colonial First State.

Regulatory Reform Program – Seven Consulting provided Release Management and Master Scheduling services.

Consumer Lending Program – Seven Consulting provided Technical and Program Office Leads.

Mestpac

Online Transformation Program – Seven Consulting provided the core Program Management team from Business Case to the first two releases (inc Program Director, PMO Director, Release Manager, Change Manager, Business Program Manager, Interfacing Systems Program Manager, Test Manager, Implementation Manager). This was the largest SIP (Strategic Investment Priority) program valued at \$300M.

Perimeter Security Program – Seven Consulting provided PMO Management and Scheduling services in support of the Bank's Program Manager.

BankSmart – Seven Consulting provided Master Scheduling services to this desktop transformation program.

HP New Operating Model – Seven Consulting managed the program office for the insourcing of mortgage processing from HP.

Seven Consulting's PMO Experience (Cont.)





Insurance Remediation Program - Seven Consulting provided program management services.



Blaze - Seven Consulting provided PMO management and scheduling services.

StrongerSuper Reporting Disclosure Program – Seven Consulting conducted a program assurance review and provided program management and PMO management services.

eRollovers – Seven Consulting conducting a project assurance review and provided program management and portfolio level scheduling services.



Project Mambo - Seven Consulting managed the BPAY Program Office, as well as the Business Readiness workstream and the Requirements / Solution Delivery workstream. Seven Consulting also established the program schedules.



PMO Establishment - Seven Consulting established project management governance process, tools and templates for Hutchison 3G Australia.

IT Outsourcing Consolidation – Seven Consulting provided a team (Program Director, PMO Manager, Project Managers, IT Service Management Consultant, Master Scheduler) to manager the transition of IT Support Services from IBM, Ericsson, HP, TCS to Tech Mahindra (multi-hundred million dollar outsourcing agreement).

IT (Data Centre) Transformation – Seven Consulting managed and provided PMO services for the start-up of a major program to transform VHA's IT cost base, including migration / outsourcing of all VHA infrastructure to new data centres as well as implement new virtualisation technology.



Catalina - Seven Consulting provided PMO management, end-to-end planning services and master Scheduling services for this major upgrade program being delivered by Ericsson to VHA.



Columbus (Structural Separation Program) – Seven Consulting provided PMO management services.

Seven Consulting's PMO Experience (Cont.)





Stockland

Summit - Seven Consulting provided PMO Management and IT Management services for this business transformation program.

PMO Design and Implementation - Seven Consulting implemented PMO methodology (PMLC and SDLC), processes and governance framework for the incoming CIO and provided training to Project Managers and PMO.



Seven Consulting provided Enterprise PMO services as well as project managed their Credit Card Reconciliation project.



Loyalty program - Seven Consulting provided Program Management and Scheduling services.



Information Management Program - Seven Consulting conducted an initial Assurance Review, and then provided Program and PMO Management turnaround services for this critical program supporting Oil Search's joint venture with Exxon.



Outsourcing Program - Seven Consulting provided program management, PMO Management and Master Scheduling services.



Core Banking Transformation Program – Seven Consulting provided PMO Management services and Release Director for a \$250M SAP Implementation.



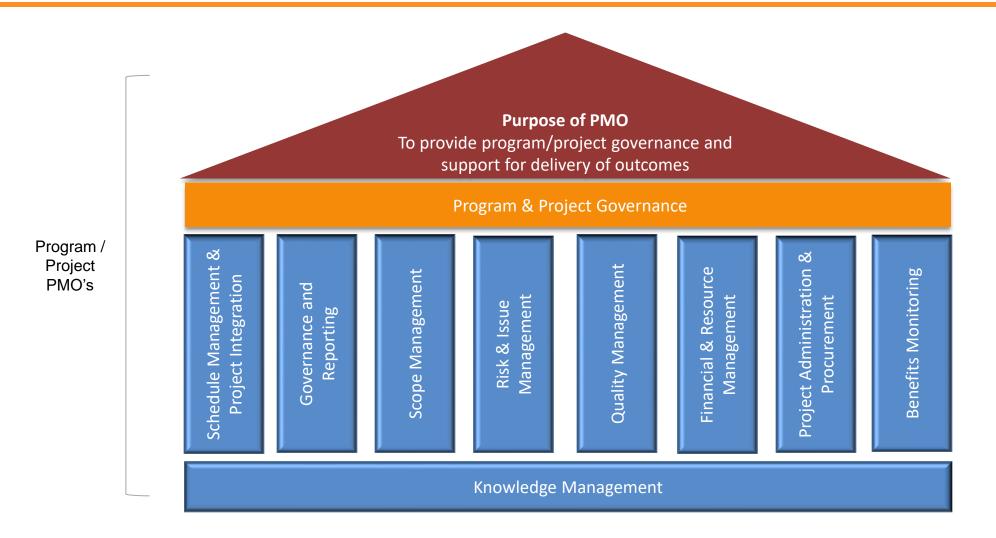
ANZ / National Bank Merger— Seven Consulting provided Program Director and PMO Management services.



Appendix A - Functions of a PMO

Functions of a PMO





Functions of a PMO



- 1. **Schedule Management & Project Integration** Set up and maintenance of schedules including critical paths, dependencies and milestones. Maintenance and reporting of Integration and dependencies with other programs/projects
- 2. **Governance & Reporting** Create a governance structure to support the project. Prepare reports and dashboards for the enterprise leadership to assist in critical decision making. Facilitate governance bodies for the portfolio and large programs across the division.
- 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 risk and issues 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** Ensure project is managed efficiently throughout the project lifecycle. Maintain assumption and decision registers. Manage contracts for and manage general procurement.
- 8. **Benefits Monitoring** Maintain a view of the overall financial and non financial benefits and monitor realisation.



Appendix B - PMO as a Service

PMO as a Service



- What is PMO as a Service?
 - It is a fit for purpose scalable program/project management Office that will provide governance and deliver the right tools to meet your organisational needs.
 - It is delivered to agreed performance indicators and customers requirements and ensuring that:
 - The agreed scope is delivered for each project
 - All financials are within the project's budget
 - Deliverables meet the quality requirements of the project with the agreed workforce
 - The project is delivered to the Client's satisfaction, and at the agreed cost
- It is managed by highly experienced professionals providing:
 - End-to-end project support and
 - Access to subject matter experts for portfolio, program and project management

Components of PMO-as-a-service?



The Seven Consulting PMO-as-a-service is an on-site outsourced PMO providing PMBOK aligned Project Management and PMO services to a portfolio of projects and programs:

Project Management



Project Scope and Change Management



Project Time Management (including Schedule Management)



Project Cost Management (including Budget and Timesheet Management



Project Human Resource
Management (including
Mobilisation/Demobilisation
and Demand Management)



Project Communications Management (including Status Reporting)



Project Risk Management (including Issues & Assumptions Management)



Project Procurement Management (including Vendor Management)



Project Quality Management (including Delivery Assurance Reviews)



Project Integration
Management (including
Dependency Management)

Governance

Supporting Functions

Why use PMO-as-a-Service?



It provides a fit-for-purpose PMO that will meet your current needs of the organisation and is scalable for your future needs.

- Scalability Additional resources can be sourced as and when required.
- **Continuity** Resources can be sourced from our pool to cover sickness and leave.
- Measurable Service Level Agreement based approach provides metrics to measure the efficiency and effectiveness of the PMO.
- **Consistency** Costs are agreed up front no surprises.

The approach used is the same across the organisation improving senior management visibility and enabling better comparison of project performance. A single source of truth that provides consistent quality for all projects.

- Flexibility PMO Services can be engaged, disengaged or changed rapidly.
- Focus PMO resource recruiting, management, utilisation, training etc. is no longer a client responsibility leaving the business to focus on its core activities.
- Shared Risk KPIs tied to SLAs linked to Service Credits ensure "skin in the game".
- Simplicity Utilise existing best practice Project Management Life Cycle (PMLC) framework, processes and templates (as required).
- Best practice Project management governance framework.
- Accuracy Allowing for earlier intervention and rectification of project issues to increase on time, on budget project performance.

What should you be looking for in PMO as a Service?



PMO Capability: Experience & proven track record in Delivery

- Successful PMO Delivery Record. Proven track record and extensive reference list should ideally include large project delivery and transformation programs.
 Testimony to client satisfaction.
- Ideally the delivery partner would have an Advisory capability that could play a key role in developing an assessment of your project delivery and management alternatives, including Agile practices. They should be able to leverage their experience to help ensure that the elements of a delivery model alternative are fully evaluated in the context of your business goals.
- The chosen approach should improve project delivery predictability, transparency and outcomes.

Cost effectiveness

- The proposed solution should be holistic and provide a complete PMO capability with no hidden costs.
- The proposed PMO capability model should meet your specified cost parameters, e.g. daily rates for the right resources should not result in a net increase to the existing cost base.

Responsiveness

- The ability to assign resources. E.g. the ability to assign strong, capable PMO staff within an agreed timeframe.
- The ability to replace resources. E.g. the process and ability to find a suitable alternative PMO team member within an agreed timeframe.
- The ability to react and scale up or down based on demand and skill.

Independence and objectivity

Operating as trusted business advisors with no bias or conflict of interest with respect to your other current and potential future service providers. The goal is to provide your organisation with an objective assessment of the benefits, costs and risks of each alternative under consideration. Evaluations should be grounded in extensive experience in program and project delivery, as well as an understanding of your goals and objectives.

Service Tailoring



Seven Consulting's PMO-as-a service is tailored to suit the scale, complexity and risk profile of individual projects to ensure an effective and efficient level of support to each project:

- Tiers of Services and Deliverables will allow optimisation for each project, maximising value for money.
- At commencement, each project is put through a "triage" process to determine the level of PMO Support required. Triage parameters include project size, complexity, business criticality, risk profile, etc.
- Based on this Triage process, each project will be designated a level of PMO support (and hence cost), for example.:
 - "Full" All PMO Services and Deliverables
 - "Medium" Major subset of Services and Deliverables
 - "Lite" Minimum set of Services and Deliverables

Services	Lite	Medium	Full
Project Scope and Change Management		✓	✓
Project Time Management	✓	✓	✓
Project Cost Management	✓	✓	✓
Project Human Resource Management			✓
Project Communications Management			✓
Project Risk Management	✓	✓	✓
Project Procurement Management			✓

Deliverables	<u>Lite</u>	Medium	<u>Full</u>	
Project Schedule	✓	✓	✓	
Project Budget, Forecast and Actuals	✓	✓	✓	
Project DAIR Register	✓	✓	✓	
Project Change Register		✓	✓	
Project Resource Plan			✓	
Regular Status Reports	✓	✓	✓	



Appendix C – PMO Tools

Seven Program and Project Management Tools



Seven Consulting's
Project Pathfinder
Methodology Predictor

Schedule Health
Schedule Quality

Schedule Dashboard
Schedule Data Snapshot

Schedule Predictor
Project End Date Predictor

Risk and Issue
Risk & Issue Dashboard











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

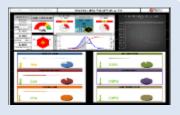




The Schedule Heath Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.



The Schedule
Dashboard combines a
number of reports to
provide a 'Dashboard',
or snapshot of project
progress. These include
task burndown, earned
value, weekly velocity,
critical path
management and
forecast accuracy.



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.



The Risk and Issue
Dashboard analyses the
project risk and issue
registers to provide a
view of key metrics that
include aging, cost,
quantities by project
phase and severity.

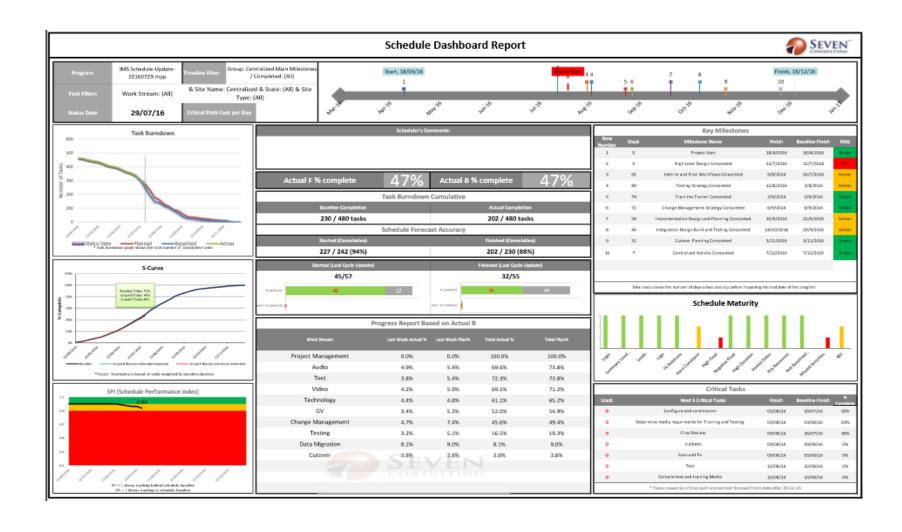
Schedule Health / Schedule Quality Assessment; Example



Criteria	Description	Target Type	Lower Limit	Upper Limit	Score Guide						Details		
					On Target	Within Tolerance	Needs Attention	Weight	Score (out of 3)	weight Score	Actual Number	Total Number	Activity Code
Logic	The number of activities that are missing a predecessor, a successor or both.	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	15	3	15.0%	13	678	3;10;18;33;56;295;328;403;484;5 19;574;583;808
Summary Level Tasks	No dependency or resources assigned to summary level tasks	Minimize	1.0	2.0	Less than 1%	More Than 1% and less than 2%	More than 2%	5	1	1.7%	51	208	Results are more than 20
Leads	This check identifies activities that are carrying a lead (also known as a negative lag)	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	3	1	1.0%	91	678	Results are more than 20
Lags	This check identifies activities that are carrying a lag	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	3	1	1.0%	71	678	Results are more than 20
FS Relations	The Number of Activities without FS relation	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	3	3.0%	43	678	Results are more than 20
Hard Constraint	Number of activities with hard or two-way constraints	Minimize	0.5	1.0	Less than 0.5%	More Than 0.5% and less than 1%	More than 1%	9	1	3.0%	71	678	Results are more than 20
High Float	Number of activities with total float greater than quarter of project duration.	Minimize	2.0	5.0	Less than 2%	More Than 2% and less than 5%	More than 5%	6	1	2.0%	62	678	Results are more than 20
Negative Float	Total activity that is incomplete and total float is less than zero working days	Minimize	0.0	0.0	Less than 0%		More than 0%	15	1	5.0%	127	678	Results are more than 20
High Duration	Total number of activities that have a duration longer than one months	Minimize	5.0	10.0	Less than 5%	More Than 5% and less than 10%	More than 10%	10	3	10.0%	19	678	13;104;110;116;118;134;141;156; 455;463;594;596;600;610;627;63 6;658;824;846
Invalid Dates	All activities with planned work in the past. There should not be any invalid dates in the schedule	Minimize	0.5	1.0	Less than 0.5%	More Than 0.5% and less than 1%	More than 1%	20	3	20.0%	1	562	485
Key Resources	Number of activities that do not have resources correctly assigned (over-allocated resources)	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	1	1.0%	678	678	Results are more than 20
Missed Activities	Number of activities that have slipped from their baseline dates	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	5	1	1.7%	578	678	Results are more than 20
BEI	Baseline Execution Index (Number of Actual Finished Activity/ Numebr of Baseline Finished Activity)	Minimize	10.0	20.0	Less than 10%	More Than 10% and less than 20%	More than 20%	3	1	1.0%	49	165	Results are more than 20
								100		65.3%	Final Score		

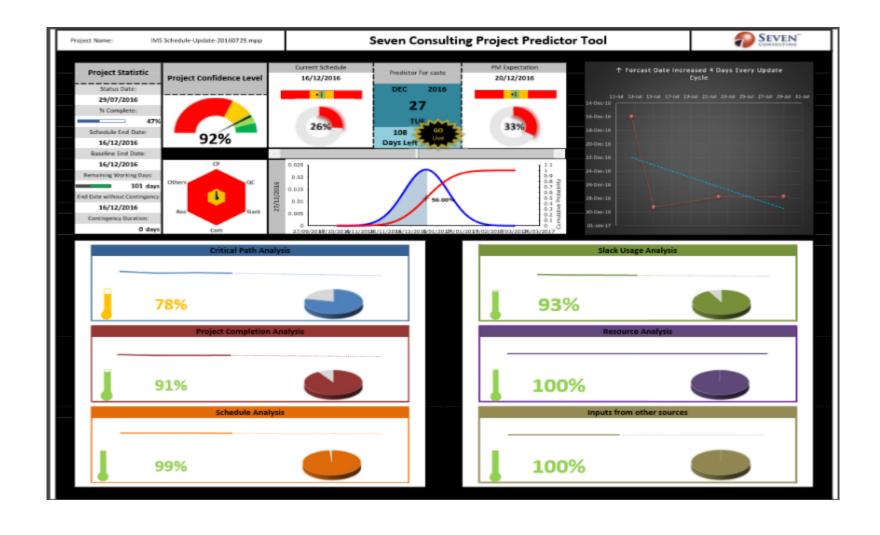
Schedule Dashboard; Example





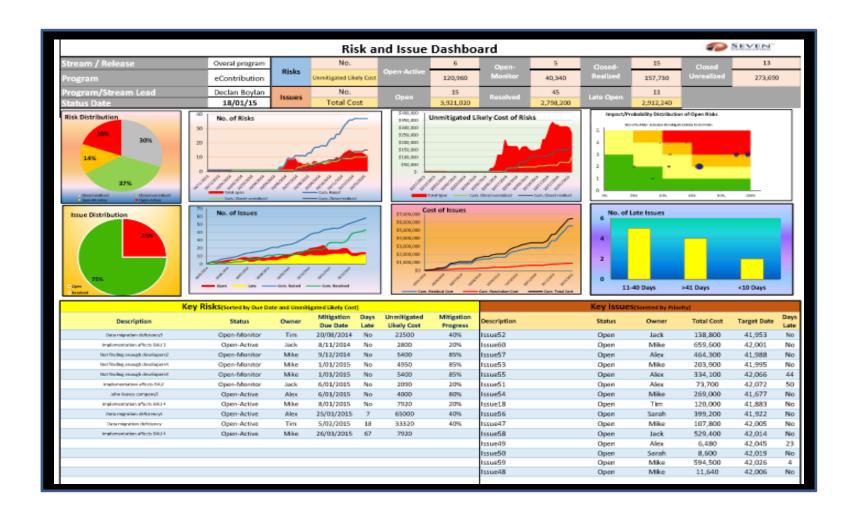
Schedule Predictor; Example





Risks and Issues Dashboard; Example







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)





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













Australia's Best Program Delivery Company

Award Winning Company

Woolworths
The fresh food people
Woolworths Group IT
Exceptional Services Award



Winner 2018

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