



Australia's Best  
Program Delivery Company

*Partnering to deliver the change needed for a better future*

# Seven Consulting EPMO Capability Overview



Major Sponsor of the



TEAMWORK • TRANSPARENCY • DELIVERY



## 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**



## Change Management Services

We provide program change management, adding value from the start of an initiative through to realising benefits. We also support the integration of change management at an enterprise level to improve portfolio performance.



## 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.*

 <b>Commonwealth Bank</b> Client Since 2005	 <b>vodafone</b> Client Since 2009	 <b>AMP</b> Client Since 2012	 <b>Woolworths</b> <i>Australia's fresh food people</i> Client Since 2012	 <b>nab</b> Client Since 2013	 <b>MACQUARIE</b> Client Since 2014	<b>futurefund</b> <i>Australia's Sovereign Wealth Fund</i> Client Since 2015	 <b>Colonial First State</b> Client Since 2015
 <b>agl</b> Client Since 2017	 <b>NSW GOVERNMENT</b> <b>Communities &amp; Justice</b> Client Since 2017	<b>OPTUS</b> Client Since 2017	 <b>alintaenergy</b> Client Since 2018	 <b>BNP PARIBAS</b> Client Since 2018	<b>indue</b> Client Since 2018	 <b>ST VINCENT'S HEALTH AUSTRALIA</b> <small>UNDER THE STEWARDSHIP OF MARY ANNEHEAD UNIVERSITIES</small> Client Since 2018	 <b>ASX</b> <small>AUSTRALIAN SECURITIES EXCHANGE</small> Client Since 2019
 <b>CITY OF MELBOURNE</b> Client Since 2019	 <b>THE UNIVERSITY OF SYDNEY</b> Client Since 2019	 <b>InvoCare</b> <small>Innovation Vocation Care</small> Client Since 2020	 <b>Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA</b> Client Since 2021	 <b>CSR</b> Client Since 2021	 <b>MELBOURNE GIRLS GRAMMAR</b> <small>AN ANGLICAN SCHOOL</small> Client Since 2021	 <b>NSW GOVERNMENT</b> Client Since 2021	 <b>CEnet</b> <small>catholic education network</small> Client Since 2022
 <b>phn</b> <small>EASTERN MELBOURNE</small> <small>An Australian Government Initiative</small> Client Since 2022	 <b>Equity Trustees</b> Client Since 2022	 <b>iress</b> Client Since 2022	 <b>IMB</b> <small>MARTINBROWER</small> Client Since 2022	 <b>vic roads</b> Client Since 2022	 <b>Greater Bank</b> Client Since 2023	 <b>Sunnyfield</b> <small>disAbility Services</small> Client Since 2023	

# Our clients and team are our top priority

## Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
<b>2022</b>	<b>99.20%</b>	<b>13,191</b>
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
<b>Dec'22</b>	<b>97.82%</b>
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%



"The team from Seven has integrated effectively with IVC and shows they understand the business."



"Seven is one of the most prestigious consultancies in Australia and most of the Seven Consultants I have come across at my current and previous organisation prove that."



"Strong program delivery capability with the flexibility to scale up and down quickly to meet program and business needs. Look to continue to bring the best of the Seven ecosystem to clients to demonstrate the value-add."



"Good people and a focus on support from the central organisation when required."



alintaenergy

"Very happy with the level of organisation and governance the Seven project/program managers bring to our more complex initiatives."



Commonwealth Bank

"Every Seven consulting person I have ever worked with has been very good at what they do."



# 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

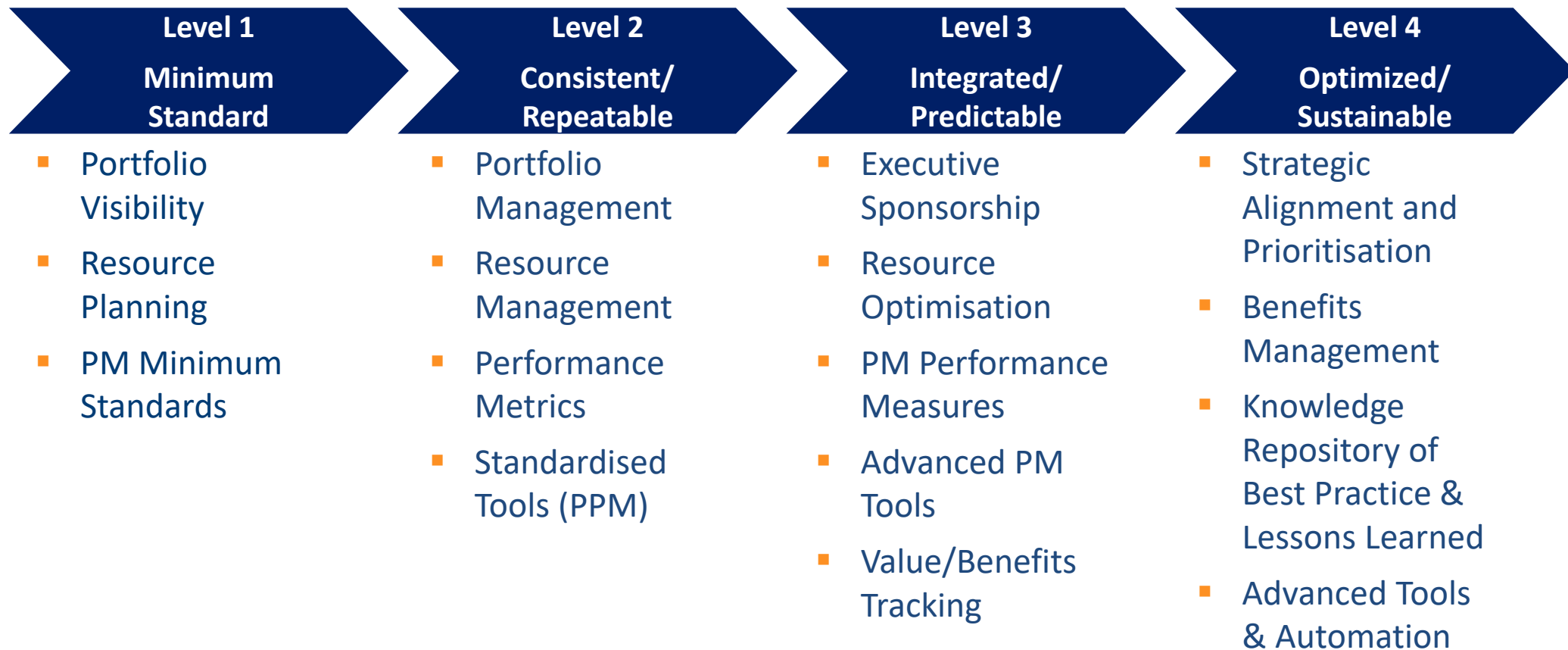
A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

- **STRATEGY ALIGNMENT:** Ensuring all projects/programs are clearly linked to strategic objectives in terms of increasing business value and benefit realisation
- **PRIORITISATION:** Drive prioritisation of work against strategic alignment to ensure the organisation is doing the right work at the right time and manages associated funding approvals
- **TOOLS & TECHNIQUES:** Define, implement, manage and evolve standards, methodologies, processes, tools and approaches to support successful delivery.
- **REPOSITORY OF BEST PRACTICE & LESSONS LEARNED:** Identify and develop project management methodology, best practices and standards, Provide Lessons learned from successful / failed implementations into strategic planning & Provide a central repository for project documents & learning.
- **ORGANISATION METRICS:** Provide performance reporting and management metrics (KPIs, compliance, timelines, budget, scope and quality)
- **HEALTH CHECKS:** Conduct project health checks to ensure compliance with EPMO standards and policies plus project management best practices. Monitor and report status by defining standard management tracking and reporting processes
- **CAPACITY PLANNING:** Manage team capacity, variations and skill sets.



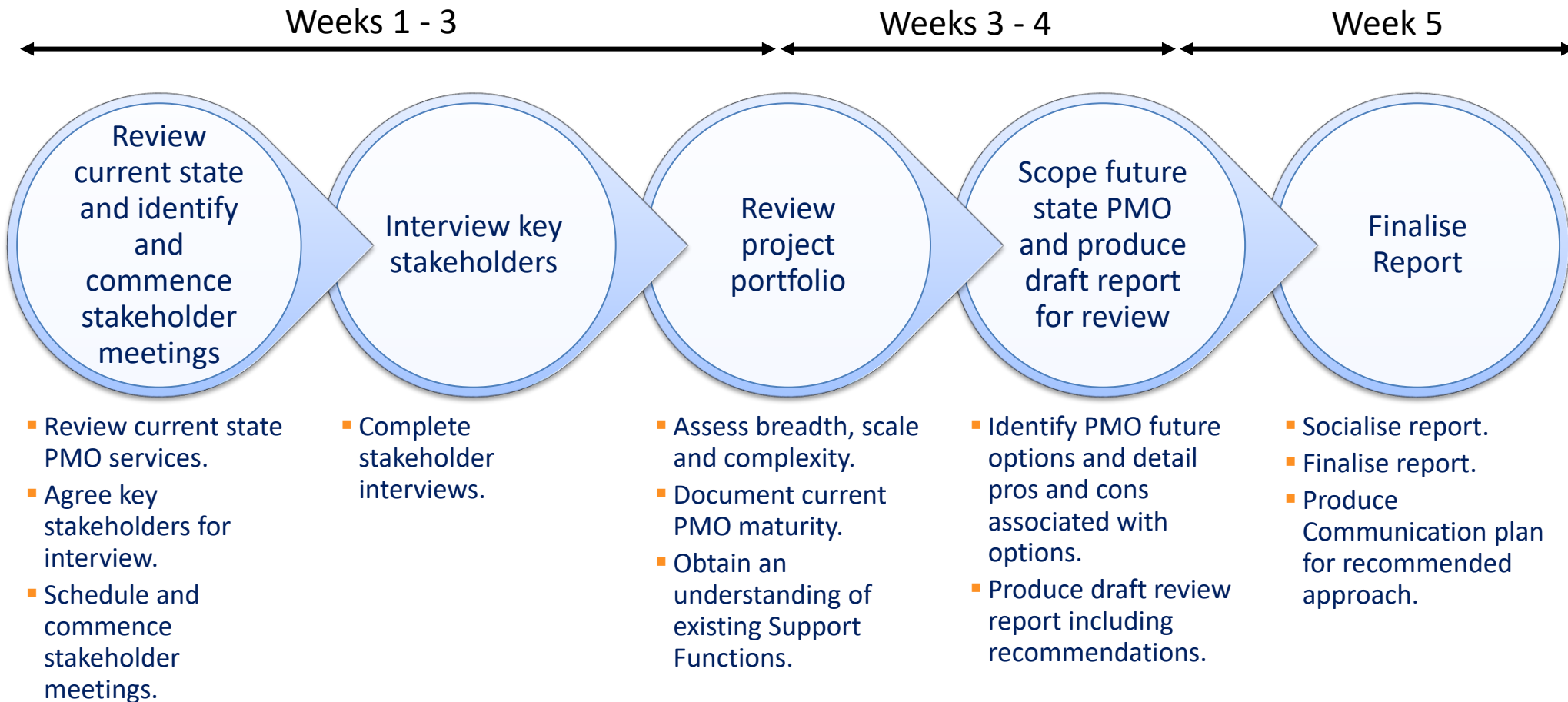
# EPMO Maturity Model

We use the below maturity model to help us assess what is the current capability level of the client's 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.



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

# 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”

# Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customise and optimise project delivery based each project's and organisation's key characteristics.
2. Reduce the level of project management oversights or omissions.
3. Identify delivery approach risks and mitigants.
4. Create a draft schedule in MS project or JIRA with streams, phases, deliverables, tasks and dependencies.
5. Enable better project outcomes.
6. All in 30 minutes or less.



Visit us for more information:

<https://www.sevenconsulting.com/project-pathfinder/>



## 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**  
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. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

### 2022

- M.A.D. Woman (Melbourne) *The pencil case challenge*
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)





# 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 the CommBank Matildas welcoming the world to Australia and a congratulations to the Seven Consulting Opals for winning Bronze in the FIBA Women's World Cup 2022



**Tameka Yallop**

**Elise  
Kellond-Knight**





**Australia's Best Program Delivery Company**

*Partnering to deliver the change needed for a better future*

### **Award Winning Company**

Woolworths   
*The fresh food people*  
Woolworths Group IT  
Exceptional Services Award  
**Winner 2018**



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

# Appendix A Tools



# Traditional Program Delivery Tools

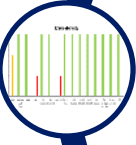
Health Check Score



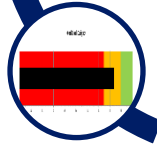
## Health Check Tool

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

Schedule Maturity



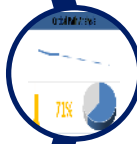
Overall Schedule Quality Score



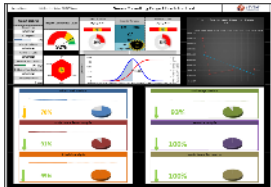
Project Confidence Level



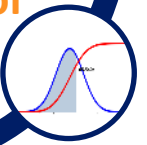
Critical Path Analysis



## Schedule Predictor



Cumulative Probability

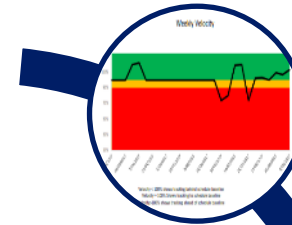


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

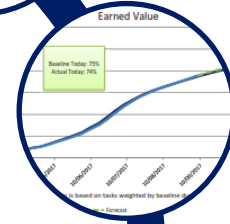


## Dashboard

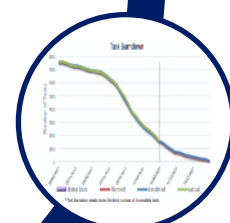
Weekly Velocity



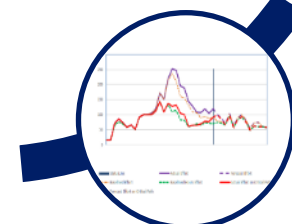
Earned Value



Task burndown



Effort Tracking



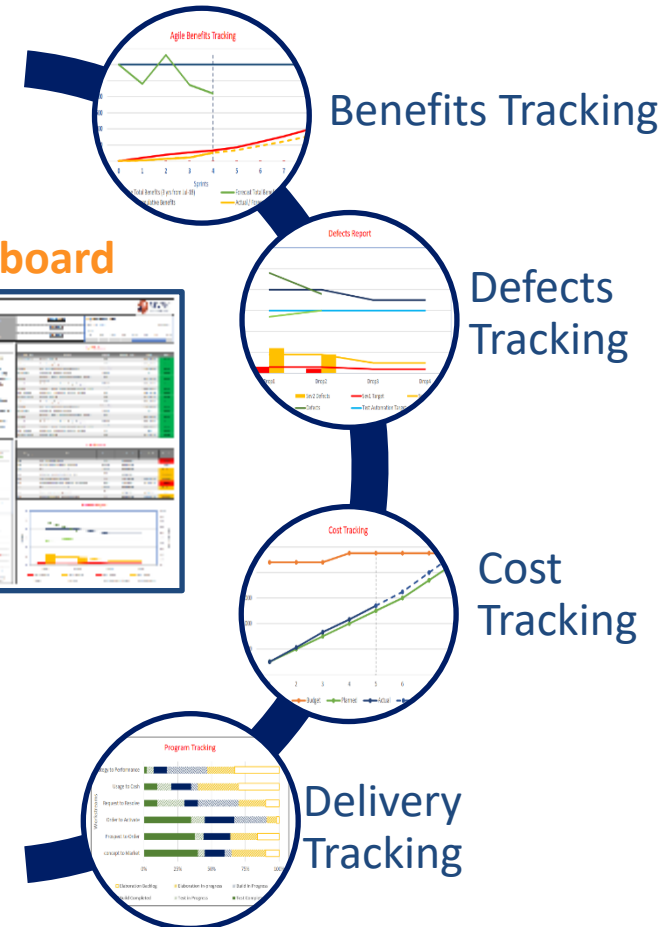
The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Weekly velocity, Earned Value, Task burndown and Effort Tracking.

## 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.

## Benefits 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

