



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



CommBank
MATILDAS



SEVEN CONSULTING
OPALS

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.

 Commonwealth Bank Client Since 2005	 vodafone Client Since 2009	 Woolworths <i>Australia's fresh food people</i> Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund <i>Australia's Sovereign Wealth Fund</i> Client Since 2015	 Colonial First State Client Since 2015	 agl Client Since 2017
 OPTUS Client Since 2017	 alintaenergy Client Since 2018	 BNP PARIBAS Client Since 2018	 indue Client Since 2018	 ST VINCENT'S HEALTH AUSTRALIA <small>UNDER THE STEWARDSHIP OF NABU ANDENHEAD INVESTMENTS</small> Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 Healthscope Client Since 2019	 CITY OF MELBOURNE Client Since 2019
 THE UNIVERSITY OF SYDNEY Client Since 2019	 AUSTRALIAN INSTITUTE of COMPANY DIRECTORS Client Since 2020	 InvoCare Innovation Vocation Care Client Since 2020	 Coca-Cola EUROPACIFIC PARTNERS — AUSTRALIA — Client Since 2021	 CSR Client Since 2021	 MELBOURNE GIRLS GRAMMAR AN ANGLICAN SCHOOL Client Since 2021	 NSW GOVERNMENT  Client Since 2021	 dexus Client Since 2022
 Equity Trustees Client Since 2022	 SUPER FUTURE Client Since 2022	 iress Client Since 2022	 AEMO AUSTRALIAN ENERGY MARKET OPERATOR Client Since 2023	 COINVEST LONG SERVICE LEAVE Client Since 2023	 vic roads Client Since 2022	 Greater Bank Client Since 2023	

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2023	99.31%	6,206
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%



"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."

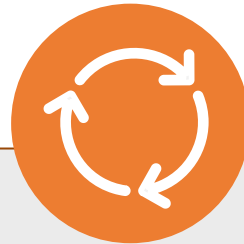


How do we get to 98+% customer satisfaction?



People

- 100% permanent workforce, tested extensively through a robust recruitment process.
- High employee engagement.
- Hands on owners that have delivered major programs.
- Training allowances and internal learning sessions.
- Comprehensive mentoring.
- 95% SAFe® qualified and internal trainers.



Process

- Regular structured quality assurance of all assignments.
- Weekly review of all assignments' status.
- Industry leading Customer Satisfaction and NPS management.
- Bench support available at no cost to client.
- Holidays and illness cover for clients.



Tools

- Dedicated project tools team.
- Program Delivery approach designed with Pathfinder.
- Delivery approach risks defined with Pathfinder.
- Schedule integrity measured with Healthcheck tool.
- Project reporting with dashboards and scorecards.
- Portfolio optimisation tool.

All our clients are reference sites.

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.



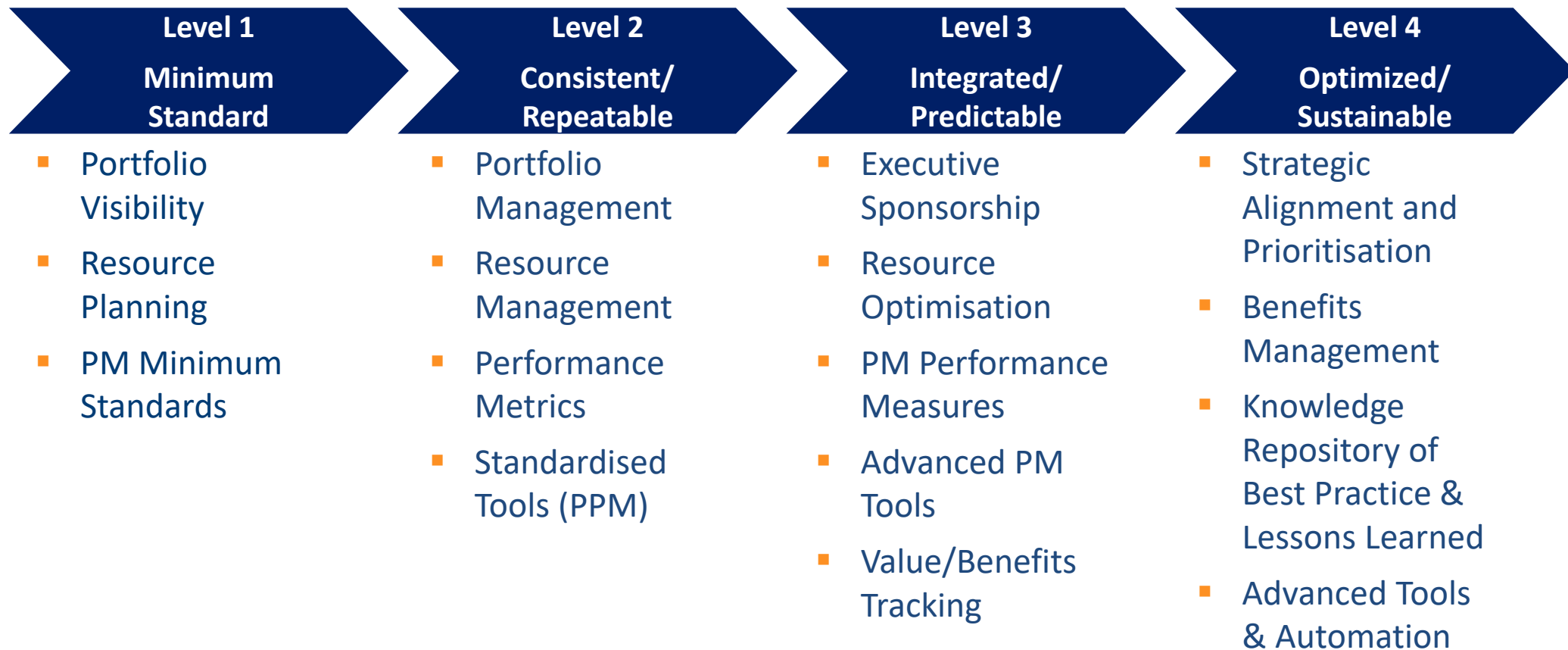
Delivery

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.

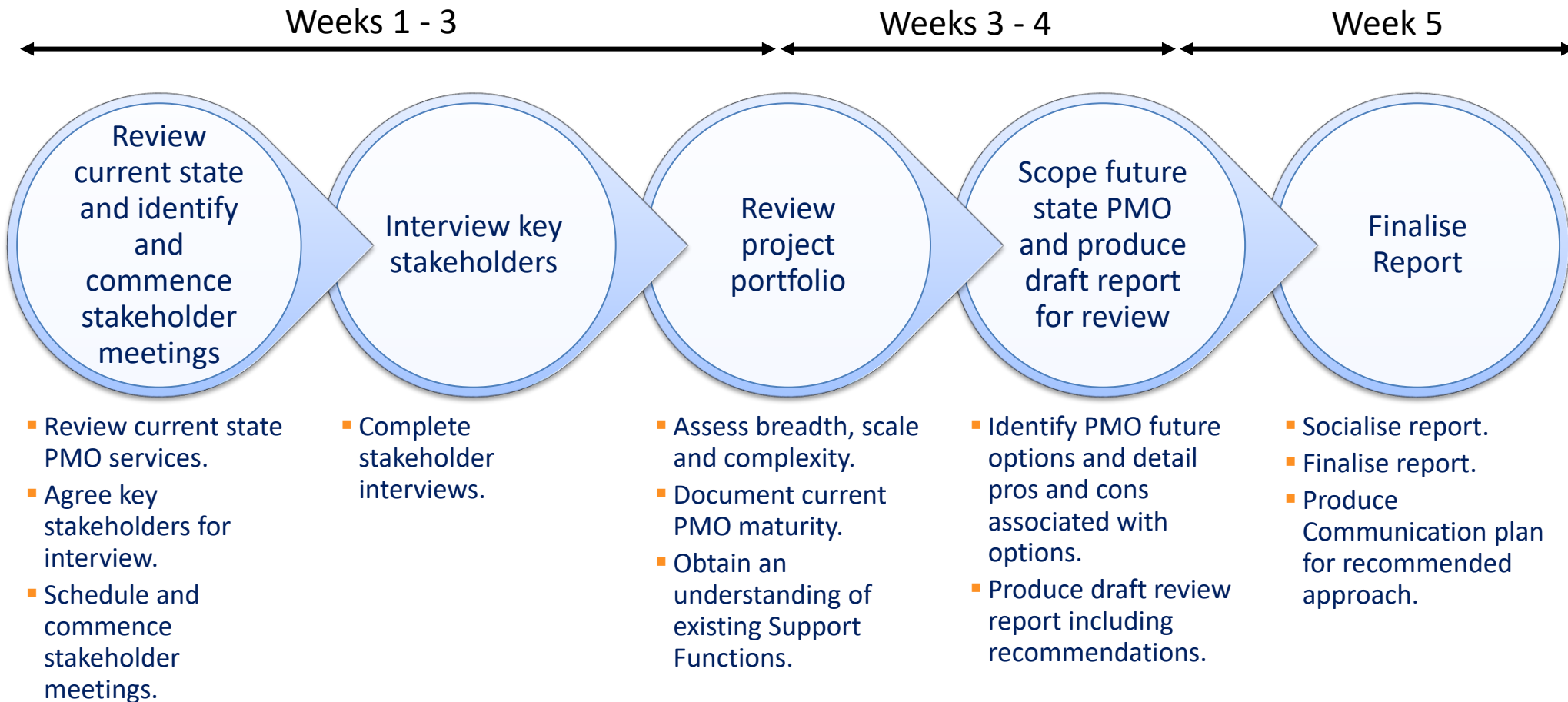
EPMO Maturity Model

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"> 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”

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 DELIVERY SUMMIT



The purpose of the Seven Consulting annual Delivery Summit is to share our clients' best practice in program and project delivery. It also serves as a celebration of success and a thank you, training and networking opportunity for our clients and their selected delivery leads.

Some of the Delivery Summit Speakers include:

Richard Heeley, CIO – Head of Technology, Macquarie BFS; **Jacqui Visch**, Chief Technology and Data Officer, AMP; **Tanya Graham** Alinta Energy – Chief Transformation Officer; **Bob Hennessy** Lendlease Group CIO; **Malcolm Pascoe** Former SAI Global, Sydney Trains – CIO; **Owen Eaton**, Business Transformation & Strategy Executive, NAB; **Bob McKinnon**, Co-Founder & Director, Mirin Digital; **Mel Parks**, Chief Transformation Officer, QBE; **Clive Dickens**, VP Product Development, TV and Content, OPTUS; **Dr. Catriona Wallace**, CEO, Ethical AI Advisory; **Mirella Robinson**, CITO – Chief Information; Technology Officer, CBUS; **Nicole Pelchen**, Chief Technology Officer, Link Group; **Seth Holmes**, Chief Transformation, Government Relations & Corporate Services, VicRoads; **Sarah Rees-Williams**, Executive Director, Macquarie Bank; **Nikki Watts**, Division Director, Macquarie Group; **Abdullah Khan**, Former Director, Group Technology, AMP

The 2023 Seven Consulting Delivery Summit received an **NPS of 73**.

Some of our Delivery Summit Supporting Organisations



Visit us for more information:

www.sevenconsulting.com/seven-consulting-delivery-summit

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**



Appendix A Tools

Traditional Program Delivery Tools

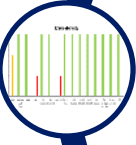
Health Check Score



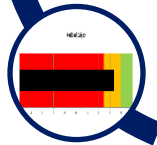
Health Check Tool

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

Schedule Maturity



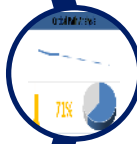
Overall Schedule Quality Score



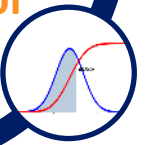
Project Confidence Level



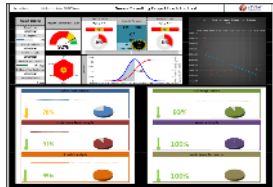
Critical Path Analysis



Cumulative Probability



Schedule Predictor

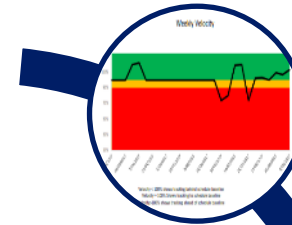


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.



Dashboard

Weekly Velocity



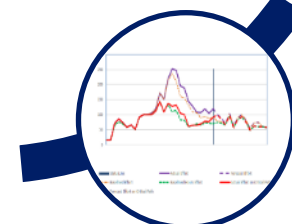
Earned Value



Task burndown



Effort Tracking

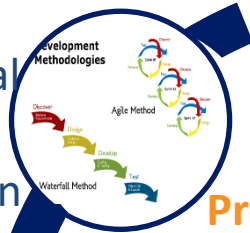


The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Weekly velocity, Earned Value, Task burndown and Effort Tracking.

Agile / Traditional
Methodology
Recommendation

Recommends
Delivery
Components

Best Operating
Principles
Recommendation



Project Pathfinder Tool

The screenshot shows the 'Project Pathfinder Tool' interface. It features a table with columns for 'Recommendation', 'Description', and 'Status'. The table lists various project management components and their recommended status. A red banner at the top says 'UPDATE RECOMMENDATIONS NOW'.

Recommendation	Description	Status
Project Charter	Project Charter	Recommended
Business Case	Business Case	Recommended
Project Management Plan	Project Management Plan	Recommended
Project Risk Assessment	Project Risk Assessment	Recommended
Project Communication Management Plan	Project Communication Management Plan	Recommended
Project Stakeholder Register	Project Stakeholder Register	Recommended
Project Quality Management Plan	Project Quality Management Plan	Recommended
Project Resource Management Plan	Project Resource Management Plan	Recommended
Project Schedule Management Plan	Project Schedule Management Plan	Recommended
Project Risk Management Plan	Project Risk Management Plan	Recommended
Project Change Management Plan	Project Change Management Plan	Recommended
Project Configuration Management Plan	Project Configuration Management Plan	Recommended
Project Procurement Management Plan	Project Procurement Management Plan	Recommended
Project Financial Management Plan	Project Financial Management Plan	Recommended
Project Environmental Management Plan	Project Environmental Management Plan	Recommended
Project Health Management Plan	Project Health Management Plan	Recommended
Project Performance Management Plan	Project Performance Management Plan	Recommended
Project Security Management Plan	Project Security Management Plan	Recommended
Project Compliance Management Plan	Project Compliance Management Plan	Recommended
Project Sustainability Management Plan	Project Sustainability Management Plan	Recommended

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.

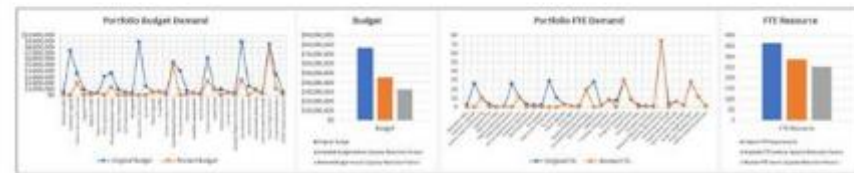
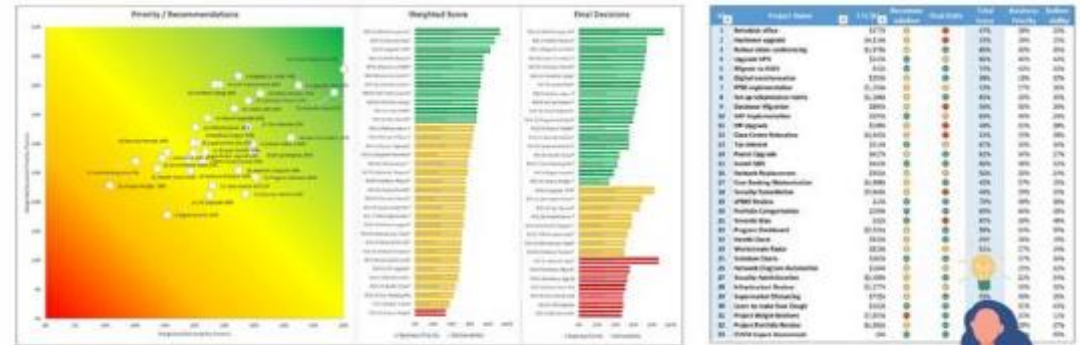
Portfolio Optimisation Tool

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





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