SEVEN CONSULTING™

Australia's Best Program Delivery Company

Peak Results, Delivered Together

Capability Overview
PM/PMO as a Service

TEAMWORK • TRANSPARENCY • DELIVERY

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 2003	Westpac Client Since 2009	Woolworths Client Since 2012	ANZ Client Since 2012	nab Client Since 2013	MACQUARIE Client Since 2014	futurefund Client Since 2015
agl Client Since 2017	NSW Communities & Justice Client Since 2017	alintaenergy Client Since 2018	indue Client Since 2018	ASX Client Since 2019	The University of Sydney Client Since 2019	NSW Government Client Since 2021
Coca-Cola Europacific Partners Australia Client Since 2021	dexus Client Since 2022	Equity Trustees Client Since 2022	iress Client Since 2022	pwc Client Since 2022	Sunnyfield disAbility Services Client Since 2023	NGM Group Client Since 2023
regis aged care Client Since 2023	Australia Post Client Since 2024	nib Thrive Client Since 2024	Australian Government Department of Employment and Workplace Relations Client Since 2024	pepper money Client Since 2024	Challenger Client Since 2024	Cuscal Client Since 2024

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Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2024	**99.49%**	**6,060**
2023	99.50%	11,223
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Oct'24	**97.56%**
Apr'24	97.41%
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%

InvoCare

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

Woolworths – The fresh food people

"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."

agl

"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."

Coca-Cola Europacific Partners

"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."

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Introduction to Project Management and PMO-as-a-Service

At Seven Consulting, we pride ourselves on the quality of work that we get to do for our clients. We generally work on their largest and most critical programs and have consistently received over 98% customer satisfaction.

We have also worked with some of our clients to uplift their delivery capability and build centres of project management excellence where there is the demand and management attention required to support this.

However, we find that with some clients they may not have the critical mass or the management focus to build their own capability and they end up getting uneven results across their portfolio by using a combination of permanent, vendors and sometimes mainly contractors. This materially increases the risk of cost blowouts, the lack of quality of delivery and delayed and reduced benefits.

We have introduced an outsourced PM and/or PMO offering to assist organisations get certainty around delivery for all or part of their organisation. In turn Seven Consulting can reduce its rates based on a minimum level of demand in the agreement. This creates the following advantages for the client.

1. **Pricing can be based on pre-agreed % of overall portfolio spend. This % would be agreed in due diligence and re-assessed based on open books each year. This is turn leads to**
    i. Ability to scale up and down on demand at no extra onboarding or rightsizing cost.
    ii. Consistency of approach and quality of resources.
    iii. Ability to leverage resources across multiple programs.
    iv. Quality assurance over all outsourced work.
    v. Automatic coverage/replacement at no extra cost due to illness, leave or non-performance.
    vi. Improved delivery performance, with material improvement of costs and benefits.

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Delivery Capability Options for Consideration

1. Internal Delivery Capability

- **Pros:** Ability to develop mature business relationships; Delivery IP and skillset remain within the organisation; Ability to allocate best resources to highest priority projects; Improved demand management and resource allocation; Potential to reduce project lead time. Reduced daily cost.
- **Cons:** Needs strong delivery leadership. HR requirement including career planning and development; Limited to existing expertise and skillset, potential to become insular. Key resources may look elsewhere for growth. Difficulties in scaling down team size.

2. Current or Potential Future Vendor

- **Pros**: Depending on Service Provider, access to set level of expertise and delivery experience; Practitioners work from a common methodology and training; Outsourced HR requirement including career planning and development accountability; Reduction in project ramp up time; Optimised demand management and resource allocation.
- **Cons**: Delivery IP and skillset remain with service provider; Higher daily cost than internal capability. Not truly independent. Conflict of interest with other vendor responsibilities. Potential conflicts with other vendors.

3. Ad Hoc Resourcing

- **Pros**: Can ramp up / ramp down capability as required; Percentage of delivery IP and skillset remain within the organisation.
- **Cons**: Inconsistent level of experience and exposure to business, delivery methodology and tools; Onboarding time; Limited to existing or available market expertise and skillset; Element of HR accountability. Higher daily cost than internal capability.

4. Independent Specialist Vendor

- **Pros**: Depending on provider; Access to best-of-breed expertise and delivery experience; Practitioners work from a common methodology and training; Ability to allocate best resources to highest priority projects; Improved demand management and resource allocation thus potential to reduce project lead time; No HR requirement including career planning and development accountability; Delivery IP and skillset remain within the organisation for the duration of the contract.
- **Cons**: Delivery IP and skillset potentially leave with the delivery capability partner. Higher daily costs than internal capability

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Delivery Capability Options and criteria

Criteria	1. Internal Delivery Capability	2. Current or Potential Future Vendor	3. Ad Hoc Resourcing	4. Independent Specialist Vendor
Delivery Capability	High subject to strong leadership and paying for talent	Dependent on vendor quality	Can be high subject to strong leadership and paying for talent, but will likely be high turnover leading to mixed results.	High, subject to quality of company engaged.
Cost Effectiveness	High, if consistent level of resource requirements.	Likely to be inverse relationship to the vendor delivery capability as the low-cost vendors struggle in this space.	Medium.	High if increased responsiveness, leveraging and effectiveness. Low if these are not achieved.
Responsiveness	Can be high if you carry a bench which adds additional costs. Low regarding time for new permanent hires.	Very High if properly contracted	Low	Very High once properly contracted
Independence	High	Very Low.	High	High

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Modelling criteria against the four Delivery Capability Options.

Criteria	1. Internal Delivery Capability	2. Current or Potential Future Vendor	3. Ad Hoc Resourcing	4. Independent Specialist Vendor
Delivery Capability	High, subject to strong leadership and paying for talent	Dependent on vendor quality	Can be high subject to strong leadership and paying for talent, but will likely be high turnover leading to mixed results.	High, subject to quality of company engaged.
Cost Effectiveness	High, if consistent level of resource requirements.	Likely to be inverse relationship to the vendor delivery capability as the low-cost vendors struggle in this space.	Medium.	High if increased responsiveness, leveraging and effectiveness. Low if these are not achieved.
Responsiveness	Can be high if you carry a bench which adds additional costs. Low regarding time for new permanent hires.	Very High if properly contracted	Low	Very High once properly contracted
Independence	High	Very Low.	Variable	High

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What should the client be looking for?

PMO/PM Capability: Experience & proven track record in Delivery

- **Successful PMO/PM Delivery Record**. Proven track record and extensive reference list and very high 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.
- The chosen approach should **improve project delivery , quality, efficiency, predictability, transparency and outcomes.**

Cost effectiveness

- The proposed solution should be **holistic** and provide a complete PMO/PM capability with no hidden costs.
- The proposed PMO/PM capability model should not result in a net increase to the existing cost base unless adding material extra services.

Responsiveness

- The ability **to assign** resources. E.g. the ability to assign strong, capable PMO/PM staff within an agreed timeframe.
- The ability to **replace** resources. E.g. the process and ability to find a suitable alternative PMO/PM 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.

Quality Assurance

- Internal Quality Assurance processes within the vendor that you can rely on to get a high-quality service.

Training

- Ability to provide ongoing and relevant training to team

Mentoring

- Project Management deals heavily in ambiguity and relationships and these have to be effectively managed in order to successfully deliver business outcomes. The successful partner should be providing mentoring support to their team to optimise the probability of success.

Tooling

- Client should be looking for a partner that has a track record of implementing new leading tools and retains a repository of best practice documents and artefacts.

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PMO/PM Model and Service Tailoring

PMO/PM-as-a-Service

- Seven Consulting PMO/PM is an outsourced PMO/PM providing PMBOK and Agile aligned Project Management and PMO services to a portfolio of projects and programs;
- Services provided are tailored to suit the scale, complexity and risk profile of individual projects to ensure an effective and efficient level of optimisation for each project. The services are split into four groupings;
  - "**Full**" – All PMO Services and Deliverables
  - "**Medium**" – A subset of Services and Deliverables
  - "**Lite**" – Minimum set of Services and Deliverables
  - "**Agile**" – Agile set of Services and Deliverables

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PMO/PM as a Service - Service Tailoring

- 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 would include project size, complexity, business criticality, risk profile, and others.
- Based on this Triage process, each project will be designated a level of PMO support (with cost generally used as a proxy for the risk/complexity), e.g.:
  - "**Full**" – All PMO Services and Deliverables (>$2m)
  - "**Medium**" – A subset of the full set of Services and Deliverables ($0.5m to $2m)
  - "**Lite**" – Minimum set of Services and Deliverables (<$500k)
  - "**Agile**" – Where appropriate and Agile trained resources available

Services	Lite	Medium	Full	Agile
Project Scope and Change Management		√	√	√
Time Management - Schedule			√	
Time Management - Milestone	√	√	√	√
Cost Management	√	√	√	√
Human Resource Management			√	√
Status Communications Management	√	√	√	√
Risk/Issues/Assumption Management		√	√	
Procurement Management			√	
Quality Management			√	√

Deliverables	Lite	Medium	Full	Agile
Schedule Tracking			√	
Milestone Tracking	√	√		√
Budget/Forecast/Actual	√	√	√	√
RAID Register		√	√	√
Change Register		√	√	
Backlog				√
Resource Plan			√	√
Status Report	√	√	√	√

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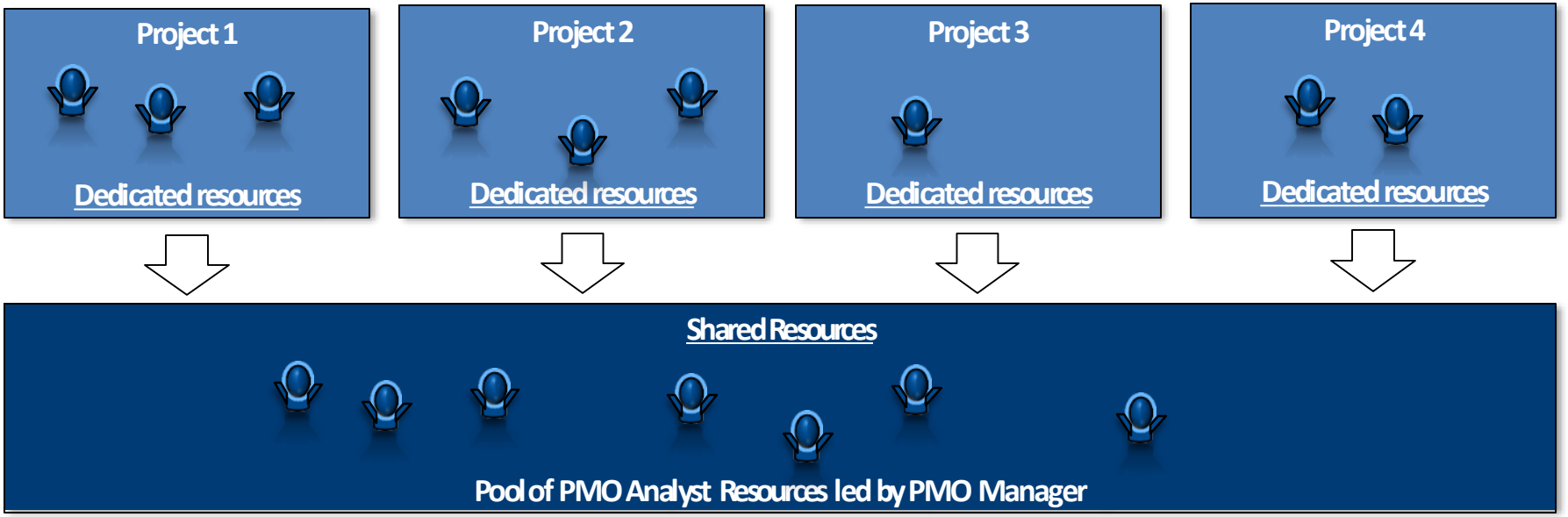
PMO/PM-as-a-Service – Benefits

The traditional model for organisations that have implemented a project based PMO is to resource that capability per project. This generates significant wastage as resources are duplicated within each project and spare capacity from under-utilised resources is not shared.



A PMO staffed by a pool of highly skilled specialists focussed on efficiently delivering agreed PMO services to the specified service level:

- **More effective** – PMO Analysts specialised in particular PMO functions support multiple projects, leveraging best practice across the projects.
- **More efficient** – Resources can be shared across projects.

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PMO-as-a-Service – Generic Benefits

1. **Continuous Improvement** – The PMO/PMs will identify areas for improvement and can take responsibility for updating client processes and documentation.
2. **Consistency** – Common approach to PMO/PM functions across projects improves insights on project performance and more effective decision making.
3. **Improved accuracy** and constant visibility of project performance will allow earlier intervention and rectification of project issues to increase “on time”, “on budget” project performance.
4. **Flexibility** – PMO/PM Services can be engaged, disengaged or changed instantly. Improved demand management and resource allocation thus potential to reduce project lead time.
5. **Focus** – PMO/PM resource recruiting, management, utilisation, training etc. is no longer a client responsibility.
6. **Measurable** – Service Level Agreement based approaches provides metrics to measure efficiency and effectiveness of the PMO/PMs.
7. **Shared Risk** – KPIs tied to SLAs linked to Service Credits ensure the PMO/PM’s “skin in the game”.
8. **Best practice** project management governance framework.
9. **Ease of implementation** – can deploy best practice Project Management Life Cycle (PMLC) framework, processes and templates (as required).

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Bundling PMO & PM Services

Benefits

- Major benefit in bundling both PMO and PM services is a single point of accountability for the successful management and delivery of the project portfolio – “one throat to choke”.
- All PMO & PM resources are culturally aligned and accountabilities are clearly defined.
- Key objective is to deliver change more rapidly at lower cost through a collaborative focus on delivery optimisation. Seven will work transparently to identify and implement better ways of working

Shorten Delivery Cycle

- Program Office Manager involved in triage workshops to identify optimisation opportunities and enable appropriate PM resource allocation.
- PM involved in planning and delivery to accept delivery ownership, identify optimisation opportunities and minimise tier-creep.
- Secure dedicated resources from key delivery partners that are highly impacted to reduce dependencies and maintain priorities.

Reduce Cost

- To enable productive commencement of the initiative, the PM will be assigned once required resources (internal and external) are confirmed.
- A PM or PMO resource will confirm/lock in resources from internal and external delivery partners.

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PMO/PM-as-a-Service – Generic Challenges

1. **Intellectual Property** - Delivery IP and skillset potentially leave with the delivery capability partner.

2. **Costs** – Comparable cost to current capability where PMO/PM resources primarily contractors,
   so costs per day per resource should slightly increase. However, on starting PMO/PM as a service, the quality of project management and throughout should materially increase and therefore overall project costs should reduce.

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Critical Success Factors for Transition

General

- Teamwork
  - Active and ongoing involvement/secondment in projects by appropriate subject matter experts (SMEs)
  - Ongoing support from business sponsors/stakeholders
- Transparency
  - Ability to openly and honestly share information between the organisations

Project Management Office

- Access to existing PMO/PM resources
- Adequate documentation on existing projects
- Appropriate tools in place to support Project Management Framework

Project Management

- Access to existing PM resources

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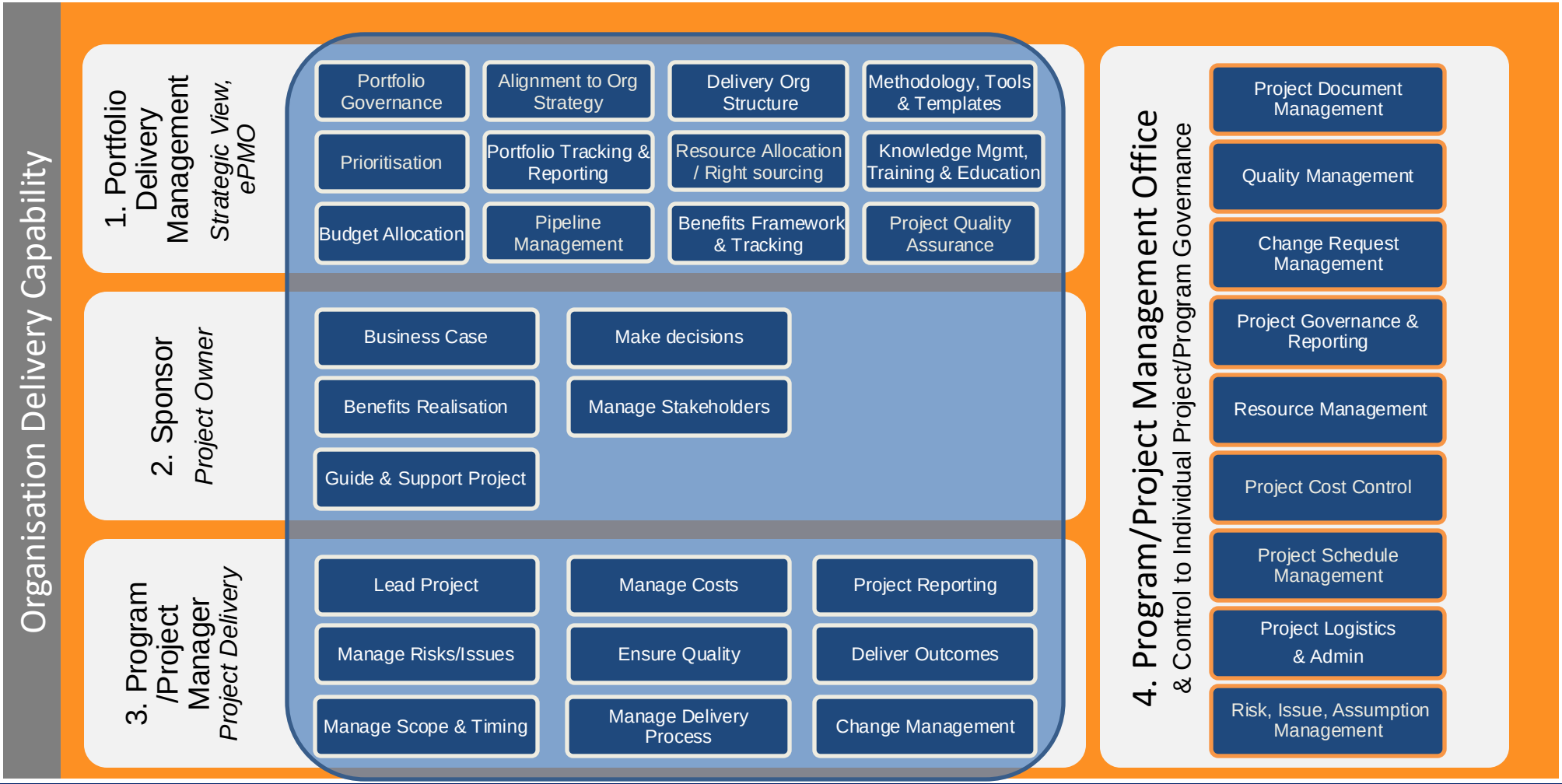
Scoping of Your Needs

Scope could be determined from this selection:



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PMO Implementation Timeline – Initial Engagement

A review will be required to ensure the client portfolio is properly understood and appropriately scoped, resulting in a considered timeline:

- Agree criteria for inclusion and exclusion
- Agree engagement checkpoints

- Program Managers
- Project Managers
- Head(s) of Delivery
- Existing PMO staff
- Enterprise PMO

- Assess breadth, scale and complexity
- Understand current PMO maturity and capability
- Understand Support Functions

- Identify services and service levels required
- Identify resource levels required to deliver above

- Finalise Resource Plan
- Draft Services Contract
- Draft SLAs
- Financial Model
- Implementation Plan

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PMO Implementation Timeline

Can implement services and generate effective benefits within the following timeframes.

Effectiveness Benefits	Within 6 Weeks	Within 10 Weeks
Implement active Issue, Risk, Dependency & Assumption Management	•	•
Estimate, Create, Update project plans (on a weekly / fortnightly cycle)	•	•
Implement active Change Request Management	•	•
Implement consistency in reporting (agreed format) which will enable “apples to apples” comparison of project status, thereby enabling identification of any true red projects	•	•
Implement consistent and regular financial and resource forecasting, supporting a portfolio view		•
Allocating lower-level project management tasks to a pool of trained administration staff	•	•
Creating a leveraged pool of PMO resources dedicated to functions, rather than dedicated to projects or programs	•	•
Increasing the use of specialist and/or PMO staff supporting the project managers, thereby allowing them to take on additional or larger projects eg scheduling		•

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PM as a Service –Timeframe

Project Management transition

- Transition of the Project Management service would be cut over at a defined date to ensure continuity of project delivery and align with the completion of the PMO transition.
- Seven would assume responsibility for all existing contract PM resources and assess their suitability for retention.
- New initiatives would be resourced from Seven's PM resource pool.

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PMO/PM Organisation

Delivery Director

- Will have overall responsibility for the PMO and Delivery PM's

Program Management Office

- Will have a Program Office Manager in charge of the PMO, supported by a flexible resource pool of:
  - Master Schedulers
  - PMO Analysts
  - PMO Co-ordinators

With headcount dependant on the size and complexity of the project portfolio

and the ability to offshore some of the low value tasks at a reduced cost

Project Management

- Portfolio/Program/Project Managers would be allocated dependant on project size and complexity.
- A Program Manager could be allocated to portfolio manage Project Managers running separate projects within a large initiative
- A Project Manager will be able to manage several small projects, with the potential for offshoring "Lite" projects to lower cost offshore resources

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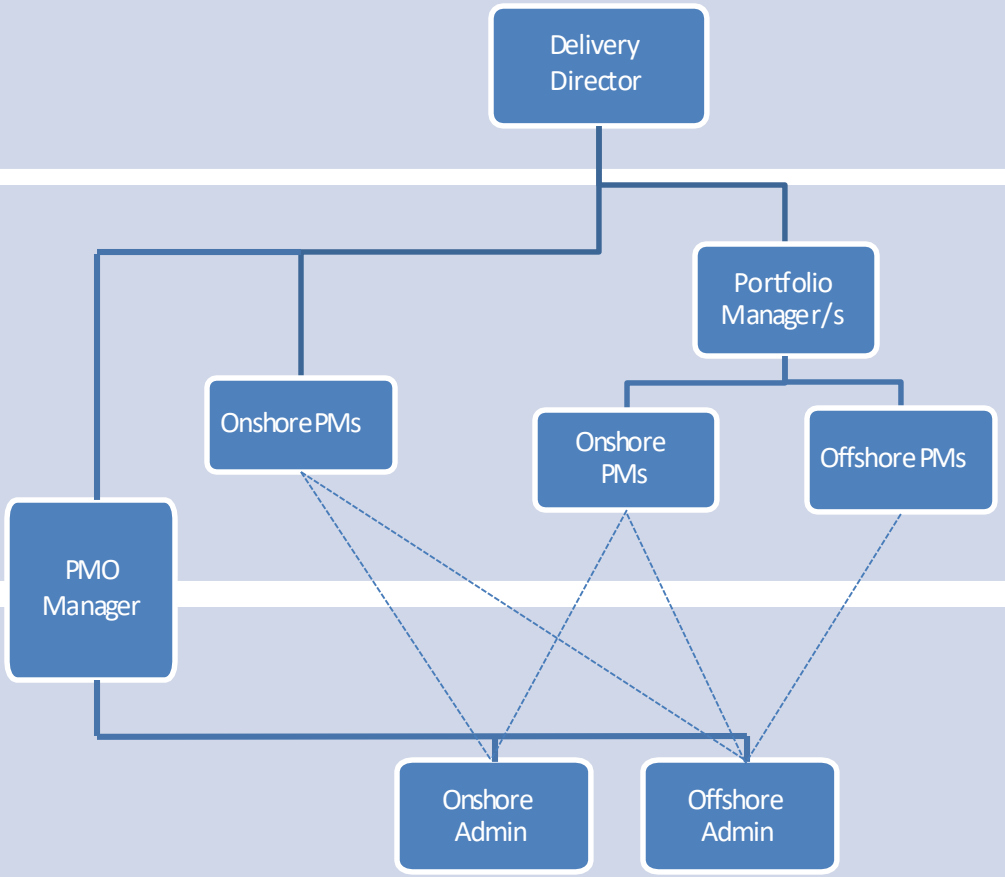
PMO/PM Organisation

- We will use a blend of on-shore, off-shore and temporary staff to optimise cost while reducing project delivery cycles over time

Program Management
Team Management and Allocation
Governance/Triage Representative
Delivery Optimisation
PM Larger/Complex Changes

Project Management
Planning & Initiation
Scope/Budget/Resources
Risk/Issue/Dependency
Reporting

Project Administration
Schedule Management
Actual Costs/FTS Reconciliation/update
Action Follow-up
Record Keeping
PM Simple/Low Touch Projects



Seven Management

PM Quality Assurance, Account Management & Escalations

PMO Quality Assurance

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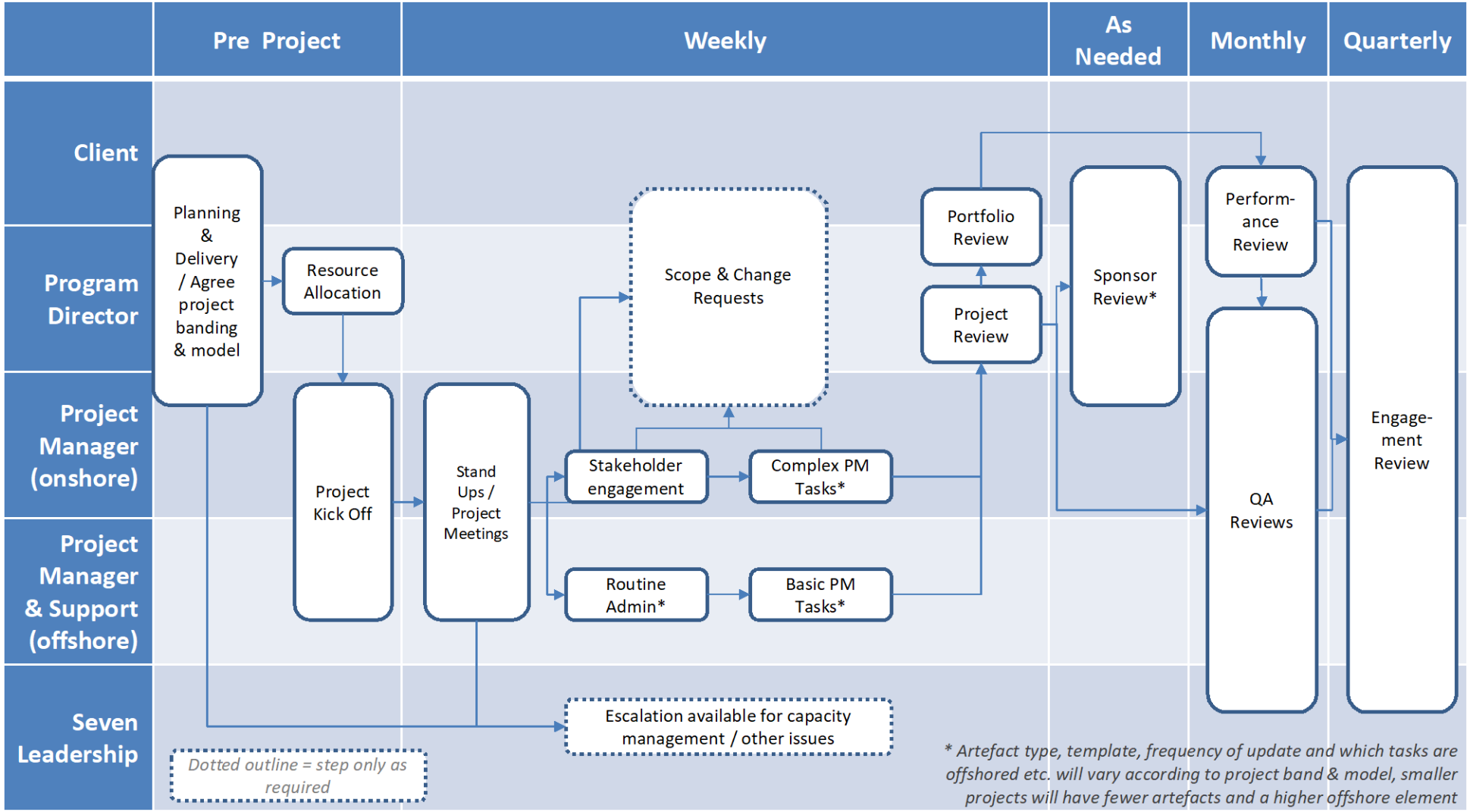
PMO/PM Organisation



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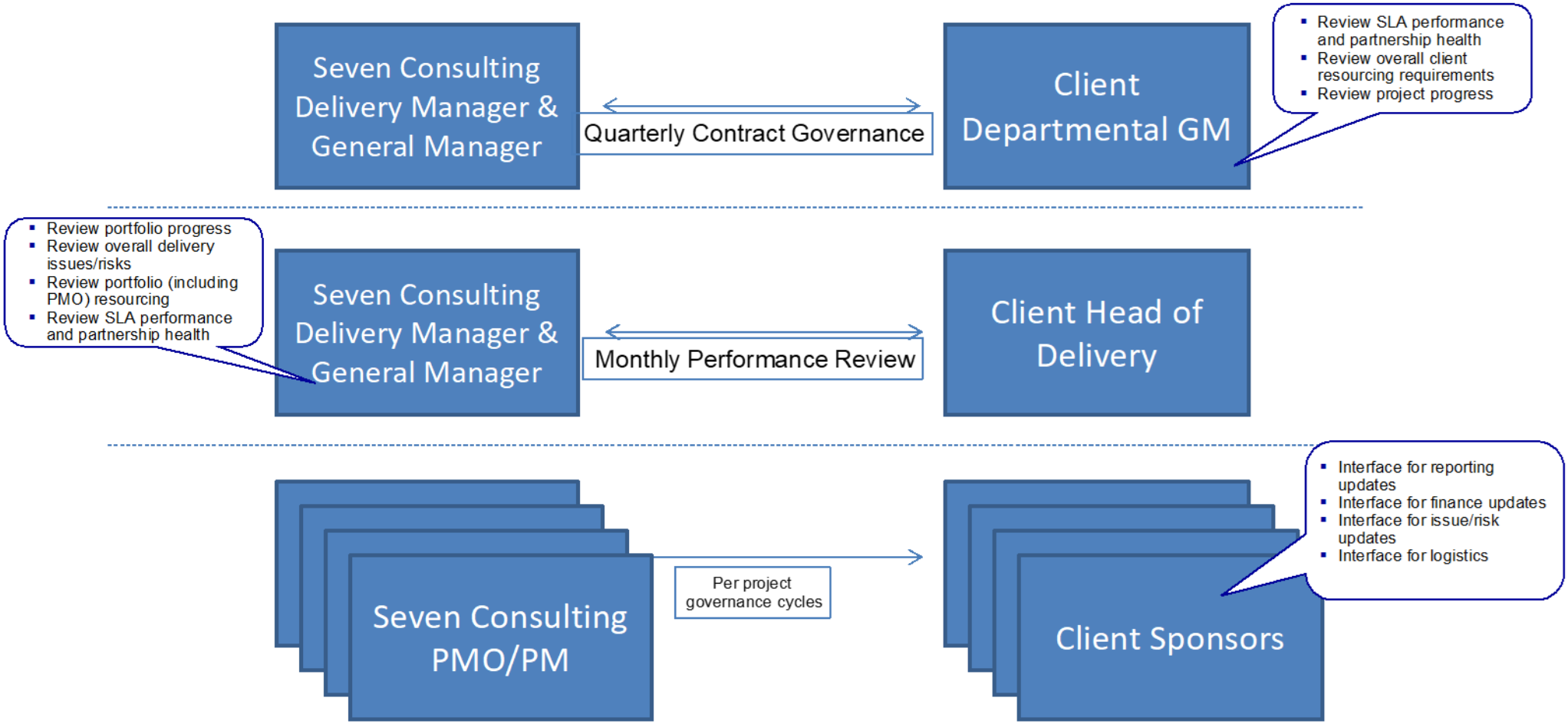
Governance and Partnership

- Whilst all projects will have their own Steering and governance structures, periodic reviews are recommended to review portfolio delivery:



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ePMO As a Service

indue

Providing ePMO functions through "as a Service" model

Indue established an ePMO in 2019 and implemented a centralised tool (PWA) in late 2021 with the aim of providing reliable reporting to their stakeholders. However, by 2023 they were still not achieving the value and visibility they needed across the circa 150 projects in their portfolio.

Seven Consulting were engaged to uplift and standardize Indue's ePMO so that it can be delivered "as a service". The ePMo was revamped as a Centre of Excellence, providing delivery governance support to Executives and an independent repeatable single source of truth for delivery and enterprise reporting.

The Seven team improved the integrity of the data and processes to facilitate more reliable reporting and transparency. Within 6 months, Indue found the ePMO services to be seamless and significantly improved the satisfaction of users (Executives, Project Managers and Resource Managers). Indue then engaged Seven Consulting to continue run the ePMO "as a Service".

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Pricing approach

We charge for a service as a % of total project spend as opposed to T&M. The advantages of this include:

1. Low overhead to administer. No need to keep timesheets.
2. No need to adjust for CPI as total project spend will go up over time
3. Easy to budget for projects as a set %.
4. Ability to scale up or down portfolio and Seven's role to manage the resource implications of that, fractions of resources, leave cover, illness, staff turnover etc. Just need to meet our service targets.
5. Include in % a set amount of hours for process uplifts.
6. Availability of open book to ensure Seven making a reasonable profit, albeit approx 75% of normal margin.

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Domain Services & Potential SLAs

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Scope & Change Control Management

Support projects in the capture and governance ofscope Change Requests

Domain: Change Control	
Domain Description	**Value Add**
■ Project Scope Change Control is concerned with: • Assessing the impact of potential scope changes • Prioritising potential scope changes • Determining a course of action for potential changes Project changes are modifications to the project scope or major changes to milestones as defined in the project baseline.	■ The scope change control process will ensure that changes to project scope and subsequent impacts on cost, and schedule receive proper recognition, analysis, and approval ■ A consistent approach to scope change control ensures all projects are treatedfairly ■ Scope change requests can be aggregated at a portfolio level to gaugepotential portfolio/capital budget impacts

Core Services (Medium and Full)	Deliverable/Output	SLAs
1. Document request in Scope Change Request Log	■ **Updated change log-** Within 1 working day(Should be on a weekly cycle)	■ Within 1 working day (Should be on a weekly cycle)
2. Determine if request should beconsidered	■ Advise if agreed change control process needs to be pursued (**updated change log**) including impact of assessment effort	■ Within 2 working days of change request received.
3. Determine & communicate disposition if request should not beconsidered		
4. Analyse the change and its impact if request will beconsidered	■ Analyse change and its impact (**updated change log**)	■ Within 10 days of submission (dependent on SME availability/effort required)
5. Distributeassessment	■ **Communicate final disposition**	■ Within 6 working days of submission
6. Determine and communicate finaldisposition	■ **Update project plans**	■ By next planned schedule updates
7. Update project plans /budgets		

Key Assumptions	Change control triggers and process agreed.
Out of Scope	Initial definition of project scope, requirements capture

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Time Management (incl. Schedule Management)

Domain: Schedule Management	*Support projects in the establishment, maintenance and reporting of their delivery schedules*

Domain Description	Value Add
■ Supports projects in the establishment, maintenance, and reporting for their delivery schedules. Service will be provided on a regular basis, support by analysis and reporting functions related to the schedule management.	■ Ensures consistent repeatable approach to scheduling across projects ■ Ensures that currency of schedules across projects is maintained with centralised visibility if this is not the case. ■ The ability of external dependencies between major projects to be defined consistently with an integrated team of schedulers working together to identify changes and effects. ■ Ability to maintain the schedules in a centralised repository.

Core Services (Full) (MS reports for Lite/Medium)	Deliverable/Output	SLAs
1. Schedule maintenance supporting the update, revision, and progressing of schedules and their corresponding delivery. 2. Schedule reporting for delivery progress 3. Schedule reporting for health of the control and level of detail 4. Schedule scenario analysis, and alternate delivery model analysis 5. External dependency management	■ **Updated core milestone and task dates** -Weekly progress updates for activities in the project schedule. ■ **Dependency registers -** Identification of inter-dependencies between the project and other initiatives (both upstream and downstream). ■ **Critical path and related activities defined -** Slippage analysis for activities, particularly for activities that have downstream dependencies. ■ **Progress reports -** On delivery and deliverable completion	■ Within 1 working day(Should be on a weekly cycle) ■ By next planned schedule updates ■ By next planned schedule updates ■ Within 1 working day(Should be on a weekly cycle)

Key Assumptions	Use of schedule management software, preferably MS Project.
Out of Scope	Enterprise project and program management software rollout

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Cost Management (incl. Budget and Timesheet Management)

Support projects in their financial management

Domain: Cost Management

Domain Description	Value Add
■ Supports projects in establishing initial baseline and budget and subsequently tracking against said. Also provides support with regards client processes such as PO establishment and approval, invoice payment, timesheet tracking and reconciliation between actuals and forecast.	■ Ensures consistent repeatable approach to finance across projects ■ Finance and procurement whilst important, is time consuming and can divert attention from addressing delivery issues. ■ Opportunity to produce portfolio dashboards for overall performance across projects. ■ Some time commitment required from program/project lead required for monthly review and PO/invoice approval (~2 hours per week).

Core Services (Lite/Medium/Full)	Deliverable/Output	SLA
1. Initial establishment of baseline budget and resource profile.	■ **Baseline budget**	■ Appointment of Project Manager +15 working days
2. Assist projects to track timesheet entries from team members	■ **Timesheet tracking**	■ By COB Tuesday next working week
3. Track other project 'actuals' ongoing, tracks accruals.	■ **Accruals**	■ Month end -5 days assuming accruals advised by Project Manager
4. Assist projects to generate monthly financial summaries including overall estimate of actual + forecast to complete and spend to date against budget. Identifies variances and flags, generates brief 'highlights' presentation.	■ **Forecasts**	■ Month end -1 day assuming forecasts received from stream leads
5. Maintains resource forecasts on behalf of projects.	■ **Variances**	■ Month end +2 days
	■ **Overall summary including highlights**	■ Month end +5 days

Key Assumptions	Time sheeting system available for tracking, access to system for PO entry and tracking, likewise for invoices.
Out of Scope	Scenario modeling based on capital/release allocation. Scenario modeling across projects.

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Project Risk Management (incl. Issues and Assumptions)

Support projects in the management and reporting of project controls

Domain: Issues, Risks, and Assumptions	
Domain Description	**Value Add**
■ Supports projects in the management and reporting of the project controls of Issues, Risks, and Assumptions.	■ Ensures consistent repeatable approach to project control management across projects ■ Analysis of the control profiles and risk exposure of delivery ■ Consistent rating of impact assessment across projects ■ Ensures currency of project controls and regular review thereof. ■ Ability to maintain the project controls in a centralised repository.

Core Services (Medium/Full)	Deliverable/Output	SLA
1. Management of the registers and control records contained within	■ **Issue profile for project**	■ Weekly updates to project controls received
2. Assessment of new issues, risks, assumptions	■ **Risk profile for project**	■ Weekly updates to project controls. Articulation of mitigation strategies to manage risks advised by projects weekly.
3. Issue action and resolution reporting		
4. Management of the Risks register and control records contained within	■ **Throughput analysis of action and closure of project controls**	■ Weekly updates to project controls. Articulation of closure of project controls advised by projects weekly.
5. Risk action and mitigation reporting		
6. Management of the Assumptions register and associated control records.	■ **Identification of Issues, and actions related to Risks and Assumptions**	■ Due for either completion or update advised by projects weekly.
7. Assumption validation reporting		
8. Control profile reporting for project Issues and Risks		

Key Assumptions	Some form of share/repository for sharing controls.
Out of Scope	Resolution management (should be owner of issue/risk/assumption)

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Project Communications Management (Status Reporting)

Domain: Project Reporting	*Support projects in meeting their regular reporting requirements*

Domain Description	Value Add
■ Ensuring work stream reports are obtained from work stream leads on a weekly basis. Ensuring the relevant information sources are collated into the weekly project report and report issued out to relevant stakeholders. Production of other management reporting on ad hoc basis.	■ Ensures a consistent reporting format across all major projects ■ Requires close engagement with projects to collate reports, follow up on schedule queries, issues and risks queries as well as support for work stream and project meetings. Therefore there will be a time commitment for both PMO and Project Lead (1 day per week for work stream meetings and a day per week for PMO follow-up).

Core Services (Lite/Medium/Full)	Deliverable/Output	SLA
1. Email work stream leads weekly and remind of need to produce work stream reports. Follow up and raise exceptions where no report received. Ensure work stream reports packs ready to support work stream meetings	■ **Work stream reports**	■ Follow up on weekly basis, flag by 9am morning of work stream meeting no report received
2. Collate schedule information, issues and risks summaries, financial summary when required, and project updates and other relevant dashboards into project report and issue to stakeholders	■ **Issue of project report**	
3. Update of Enterprise PMO system executive summary	■ **Enterprise PMO system update**	■ Issue weekly. Within 1 working day of Steering.
4. Production of other executive summaries (i.e. board level summaries)	■ **Ad hoc summaries**	■ Update within 1 working day of overall project report issue ■ 1 working day of request
5. Issue of material to support Steering Committee meetings	■ **Steering Support**	■ Pack issued by COB before Steering Committee

Key Assumptions	Enterprise system available if enterprise input required.
Out of Scope	Actual creation of status reports should be done by stream leads/project leads

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Project Human Resource Management (Demand Management)

Support projects in the management of their resource demand and support of the requisitioning process

Domain: Resource Demand Management	
Domain Description	**Value Add**
■ Supports projects in the management of their resource demand, and support of the agreed resource requisitioning process. Extends to facilitation of the agreed resource demand planning process	■ Ensures consistent approach to identification of required resources for project delivery ■ Provides a single interface point for the engagement resource managers / owners with project teams. ■ Identification of excess resource capacity across program of work. ■ Support (but not replacement) for HR functions including duration of engagement.

Core Services (Full)	Deliverable/Output	SLA
1. Management of the resource allocation to projects 2. Management of the resource requisitioning process 3. Facilitation for projects in the resource demand planning and forecasting process 4. Resource demand reporting 5. Workforce reporting	■ **Resource demand profile for project** ■ **Resource requests for project** ■ **Resource allocation release for project** ■ **Workforce reports**	■ Monthly (at a minimum) update for resource demand. Collated monthly. ■ Regular updates for resource requisitions ■ Regular updates for resource allocation release ■ Notification of when resource allocation is met by vendor partners.

Key Assumptions	Central HR function present.
Out of Scope	Resource search and selection

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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

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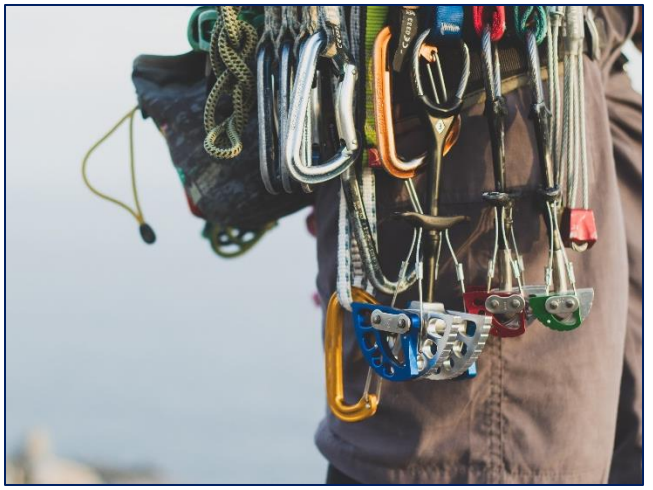
Seven Consulting – Products & Services

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

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Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2024	**99.49%**	**6,060**
2023	99.50%	11,223
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Apr'24	**97.41%**
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%

InvoCare

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

Woolworths – The fresh food people

"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."

agl

"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."

Coca-Cola Europacific Partners

"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."

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How do we get to 98+% customer satisfaction?

People

- Over 90%+ 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.

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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.

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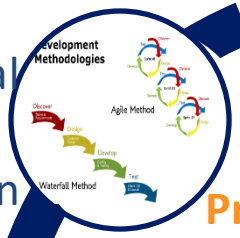
Agile Program Delivery Tools

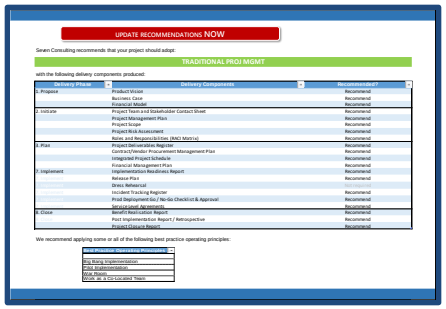
Agile / Traditional Methodology Recommendation



Recommends Delivery Components

Best Operating Principles Recommendation

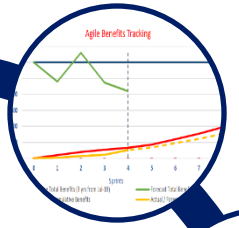
Project Pathfinder Tool



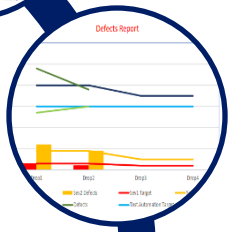
Seven Consulting's Project Pathfinder Tool provides guidance on how to tailor your program or project. It provides suggestions on agile or traditional methodology components to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

Agile Dashboard

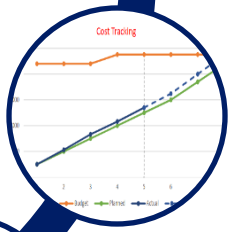
The Agile Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Burn-up Chart, Sprint Burn Up, Cost Tracking, Benefits Tracking and Defect Reports.



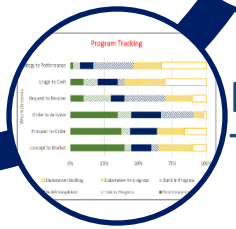
Benefits Tracking



Defects Tracking



Cost Tracking



Delivery Tracking

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Traditional Program Delivery Tools

Health Check Score

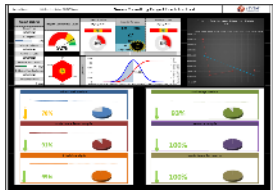
Schedule Maturity

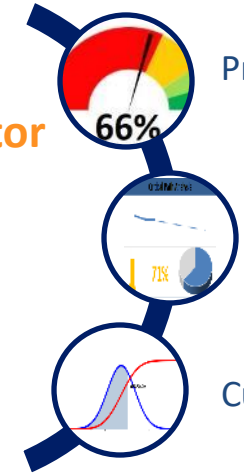
Overall Schedule Quality Score

Health Check Tool

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

Schedule Predictor





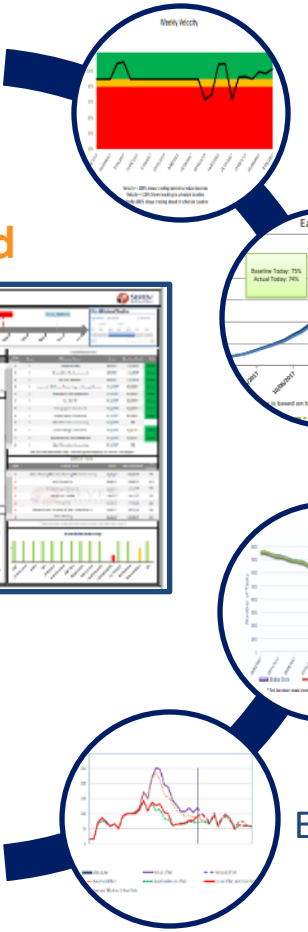
Project Confidence Level

Critical Path Analysis

Cumulative Probability

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

Dashboard



Weekly Velocity

Earned Value

Task burndown

Effort Tracking

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

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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.

All in 30 minutes or less.

Visit us for more information:
https://www.sevenconsulting.com/project-pathfinder/

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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

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PROJECT 7

Our projects so far:

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007
Villawood Detention Centre (Sydney)

2008
South Australian Detention Centre (Sydney)

2011
Cambodian School Build (Sydney)

2012
Barnardos Kingston House (Sydney)

2013
Youth off the Streets (Sydney)

2015
- Jesuit Refugee House – Blaiket (Sydney)
- Hanover Crisis Centre (Melbourne)

2016
Marian Villa (Sydney)

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

2018
- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- M.A.D. Woman Foundation (Melbourne)

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

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 where able to participate in multiple mini projects this year to see our Project 7 commitment through.

2022 – Mini Project 7
- M.A.D. Woman (Melbourne)
  The pencil case challenge
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)

2023 – Mini Project 7

Sydney & Melbourne
- Clean Up Australia
- HeartKids
- M.A.D. Woman

Sydney
- Balmoral Burn
- Monika's Rescue
- Pocket City Farms

Manila
- Solar Hope
- JCI Batangas Caballero

2024

Sydney
- Northern Beaches Women's Shelter

Melbourne
- Community Housing Limited

Manila
- Habitat for Humanity Philippines
- Tanging Yaman Foundation Inc.

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Australia's Best Program Delivery Company

TEAMWORK • TRANSPARENCY • DELIVERY

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;* ***Alastair Symington,*** *Group CEO and Managing Director, Blackmores Group;* ***John Hunt,*** *CIO & Director of Group Enablement, Woolworths Group;* ***Elise Kellond-Knight,*** *Former Matilda (115 Caps) Football Australia & PMO Consultant, Seven Consulting;* ***Hugh Harley****, Professor of Practice (Global Economy), University of Sydney;* ***Jennifer Dean,*** *Chair of Basketball NSW & former EGM Strategic Partnerships at Future Super;* ***Bianca Hartge-Hazelman,*** *Founder and CEO, Financy;* ***Joshua Torrens,*** *Director Logistics and Equipment, NSW Rural Fire Service;* ***Kyla Tustin,*** *Founder, Executive Coach & Program Creator, The Greate Group;* ***James Madigan,*** *CIO, a2 Milk Company;* ***Kimberlea Dudley,*** *Head of Quality, Indue;* ***Tony Morris,*** *Partner, Ashurst Risk Advisory*

The 2024 Seven Consulting Delivery Summit received an NPS of 74.

Our Delivery Summit Supporting Organisations

Visit us for more information:
www.sevenconsulting.com/seven-consulting-delivery-summit

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SEVEN CONSULTING OPALS

Following on from being the first dedicated sponsor of the Matildas we continue our support of world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.2 in the world and Olympics world bronze medal winners.

We are extremely proud to be official sponsors of the Australian Women's National Basketball team, the Seven Consulting Opals.

Seven Consulting is a proud naming rights partner of the Australian Women's National Basketball team, the Seven Consulting Opals

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Peak Results, Delivered Together

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