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Capability Overview PM/PMO as a Service

Sia – Services

Program Delivery · PMO Services · Change Management



Program Delivery

Complex agile, traditional & hybrid 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 a delivery approach to produce the best outcome for our clients. Most 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

PMO establishment, management & uplift

We establish, uplift and lead PMOs, delivering analytics & insights, scheduling and tool solutions for some of Australia's largest organisations. Our experience ranges from targeted project support to PMO leadership of $1.5bn programs and enterprise PMOs.



Change Management Services

Design, plan, deliver and embed changes

We provide end-to-end Change Management as a value-adding function of a project. Our role spans program mobilisation and business case through to change readiness, measurement and benefits realisation.

Underpinned by Sia's tool suite

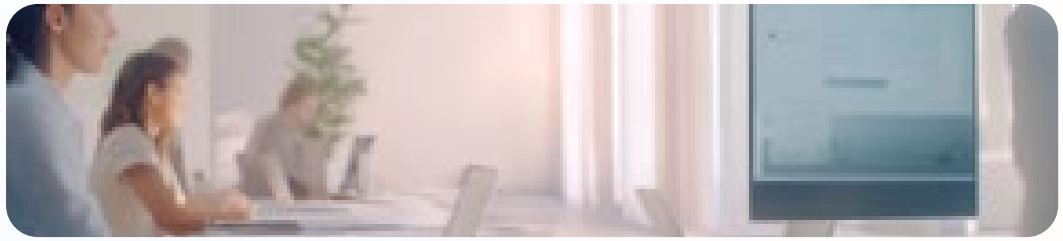
All of our clients are reference sites

Sia – Consulting & Enterprise Transformation

ENTERPRISE TRANSFORMATION OUTCOME

Executives increasingly view governance, delivery, adoption and value realisation as interconnected enterprise capabilities, not standalone functions. Sia's Consulting services and Tool suite, working in combination, directly uplift your organisation's capacity to deliver integrated transformation outcomes.

Enabled by the powerful combination of:



Consulting Services

Transformation Capability and EPMO and ITPMO uplifts

Sia has performed transformation capability reviews and uplift for over 60 organisations incl Optus, Qantas, Australia Post, and Woolworths. 100% of our assignments are reference sites.

Sia has done dozens of Program reviews for NAB, Macquarie Bank, Optus, Woolworths and many other organisations.



Tool Suite

Leveraging decades of experience to develop world-leading tools

- **Portfolio Optimisation Tool (POT):** Optimise your portfolio prioritisation and resourcing.
- **Pathfinder:** Create the right-sized delivery approach & required artefacts
- **Objectives, Outputs & Outcomes (O3):** Connect your strategy to execution.
- **Balanced Score Cards (BSC):** Score your portfolio delivery effectiveness

Successfully used on over **$5bn of programs** annually.

All of our clients are reference sites

Our Clients

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

Woolworths	nab	Macquarie	futurefund	Stockland	agl	Optus	indue	ASX	The University of Sydney
Client Since 2012	Client Since 2013	Client Since 2014	Client Since 2015	Client Since 2016	Client Since 2017	Client Since 2017	Client Since 2018	Client Since 2019	Client Since 2019
VAULT	Coca-Cola Europacific Partners Australia	Court Services Victoria	iress	dexus	Equity Trustees	pwc	Sunnyfield	Australia Post	pepper money
Client Since 2020	Client Since 2021	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2023	Client Since 2024	Client Since 2024
Cuscal	Catholic Schools Parramatta Diocese	CLP 中電	NSW Government	coles	adairs	Australian Unity	Deloitte.	NewMed	cbn Community Broker Network
Client Since 2024	Client Since 2024	Client Since 2024	Client Since 2025	Client Since 2025	Client Since 2025	Client Since 2026	Client Since 2026	Client Since 2026	Client Since 2026

Clients rate us 99.62% satisfied in the first half of 2026

Client Satisfaction Survey Results

99.62%

Satisfaction rating, Jan-Jun 2026

Year	Satisfaction rating	Survey questions
Jan-Jun 2026	99.62%	4,767
2025	99.25%	11,007
2024	99.45%	11,668
2023	99.50%	11,223
2022	99.20%	13,191
2021	99.15%	15,932
2020	98.87%	14,455

100% of our clients are reference sites

Commonwealth Bank

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

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 Sia 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."

Equity Trustees

"We have been very impressed with the capability of consultants from Sia and this has significantly uplifted our project management maturity, discipline, capability and delivery across the organisation."

alintaenergy

"Very happy with the level of organisation and governance the Sia Project/Program Managers bring to our more complex initiatives."

Woolworths The fresh food people

"Sia continues to provide consultants who are of a very high calibre and they remain a strategic partner."

Our team rates us 98.51% satisfied in 2026

Team Satisfaction Survey Results

98.51%

Satisfaction rating, 2026

Survey Date	Satisfaction rating
2026	98.51%
2025	97.73%
2024	97.49%
2023	96.49%
2022	98.01%
2021	98.16%

"You have the entire Sia team behind you."

"Management is always responsive"

"Sia manages QA really well"

"Sia operates at a personal level even as the company grows"

"We say what we do, and do what we say"

"Sia knows how to keep their high performers"

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, including sessions led by Rob Thomsett, our in-house Thought Leader.
- 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?



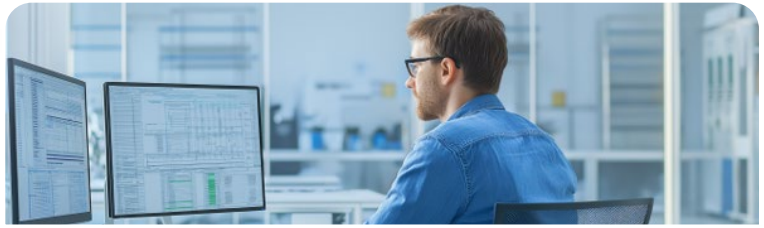
Teamwork

Teamwork is at the core of what we do because big projects can’t be delivered without great teamwork. We focus on ensuring that the Sia team, the client team and vendors create one team working 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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Sia’s Offshore Delivery Integrated Model

Our Manila-based team provides offshore Project Delivery, PMO and Change Management services, delivering a seamless client experience and the same high standards, quality and accountability expected from Sia.

Our offshore team members are permanent Sia employees, who are fully integrated into our delivery culture. The team are:

- Recruited, trained and performance-managed to the same standards as our Australian consultants
- Aligned to Australian east-coast business hours
- Actively engaged in Sia's culture through participation in All Hands meetings and regular company communications
- Supported by Sia's delivery tools, templates and methodologies
- Governed by the same quality assurance and professional development frameworks as our Australian team.

This integrated model ensures consistency, accountability and quality regardless of location, enabling us to provide cost-effective Project Delivery, PMO and Change Management services without compromising quality, responsiveness or outcomes.



99.66% Client Satisfaction

Manila team performance 2016 - 2026

98.50% Team Satisfaction

Manila team satisfaction 2018 -2026

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

At Sia, 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 Sia 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 a 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:**
2. Ability to scale up and down on demand at no extra onboarding or rightsizing cost.
3. Consistency of approach and quality of resources.
4. Ability to leverage resources across multiple programs.
5. Quality assurance over all outsourced work.
6. Automatic coverage/replacement at no extra cost due to illness, leave or non-performance.
7. 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 the best resources to the 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

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

- Sia 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 focused on efficiently delivering agreed PMO services to the specified service level is:

- **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 creates 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. Sia 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

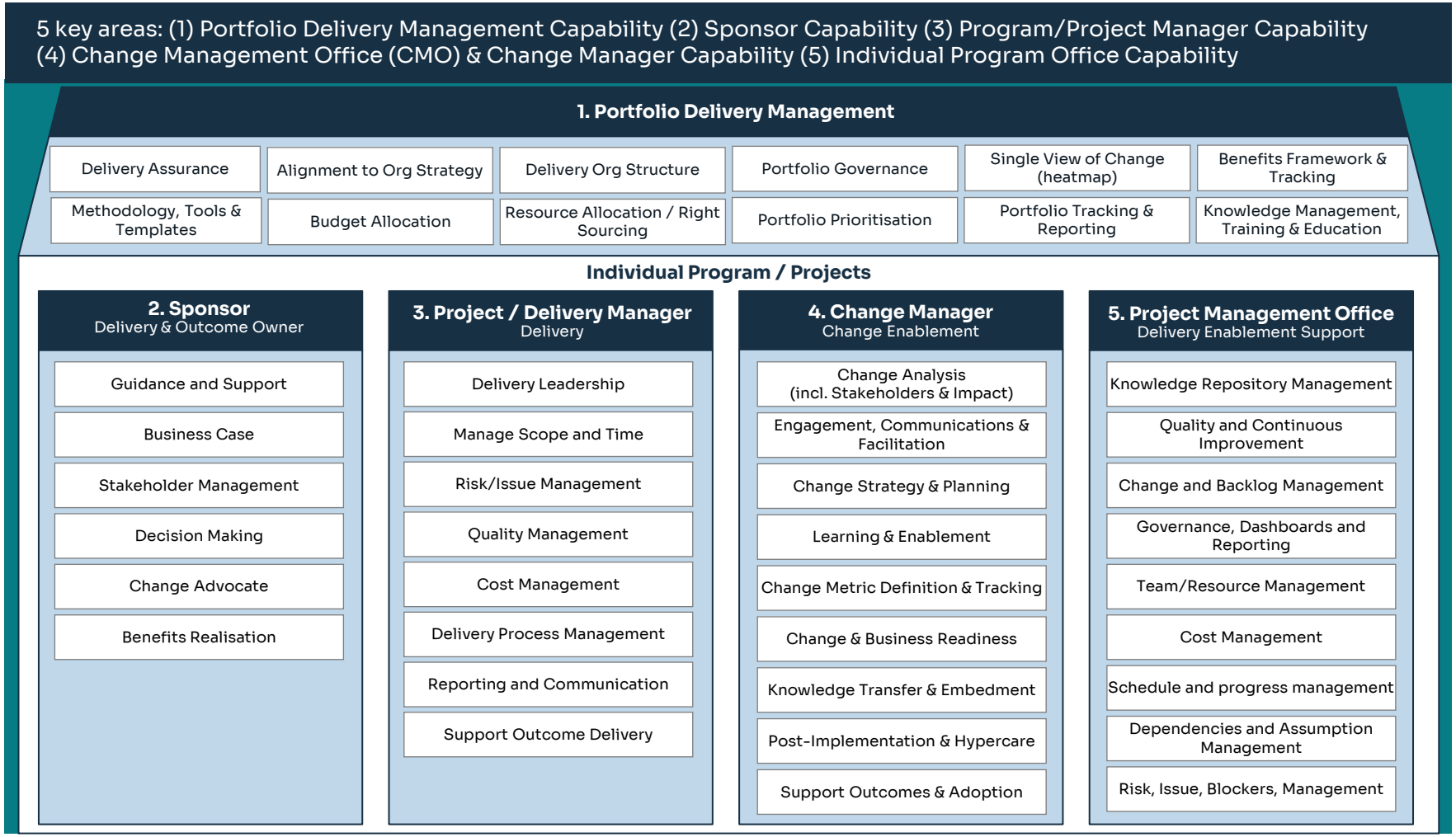
- Access to existing PMO/PM resources
- Adequate documentation on existing projects
- Appropriate tools in place to support Project Management Framework

Project Management

- Access to existing PM resources

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Delivery Organisation Structure



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 e.g. 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.
- Sia would assume responsibility for all existing contract PM resources and assess their suitability for retention.
- New initiatives would be resourced from Sia'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 portfolioand 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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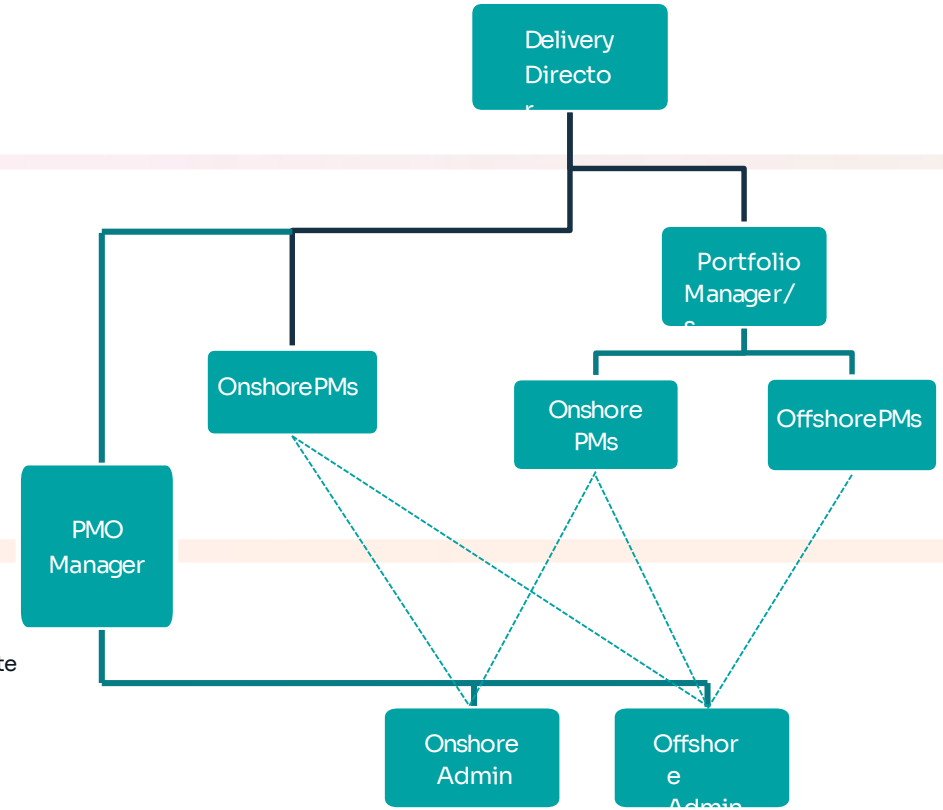
PMO/PM Organisation

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

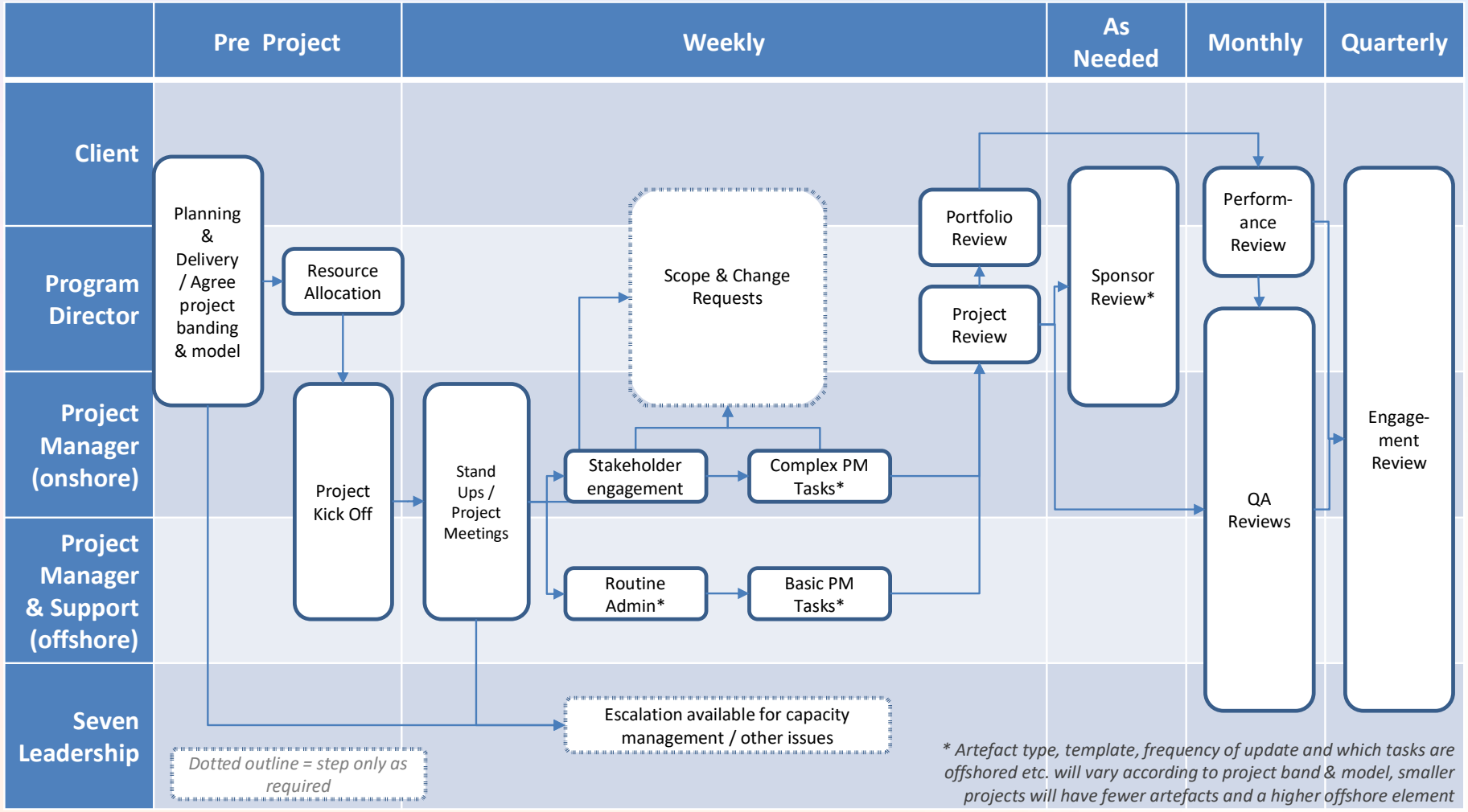


Sia Management

PM Quality Assurance, Account Management & Escalations

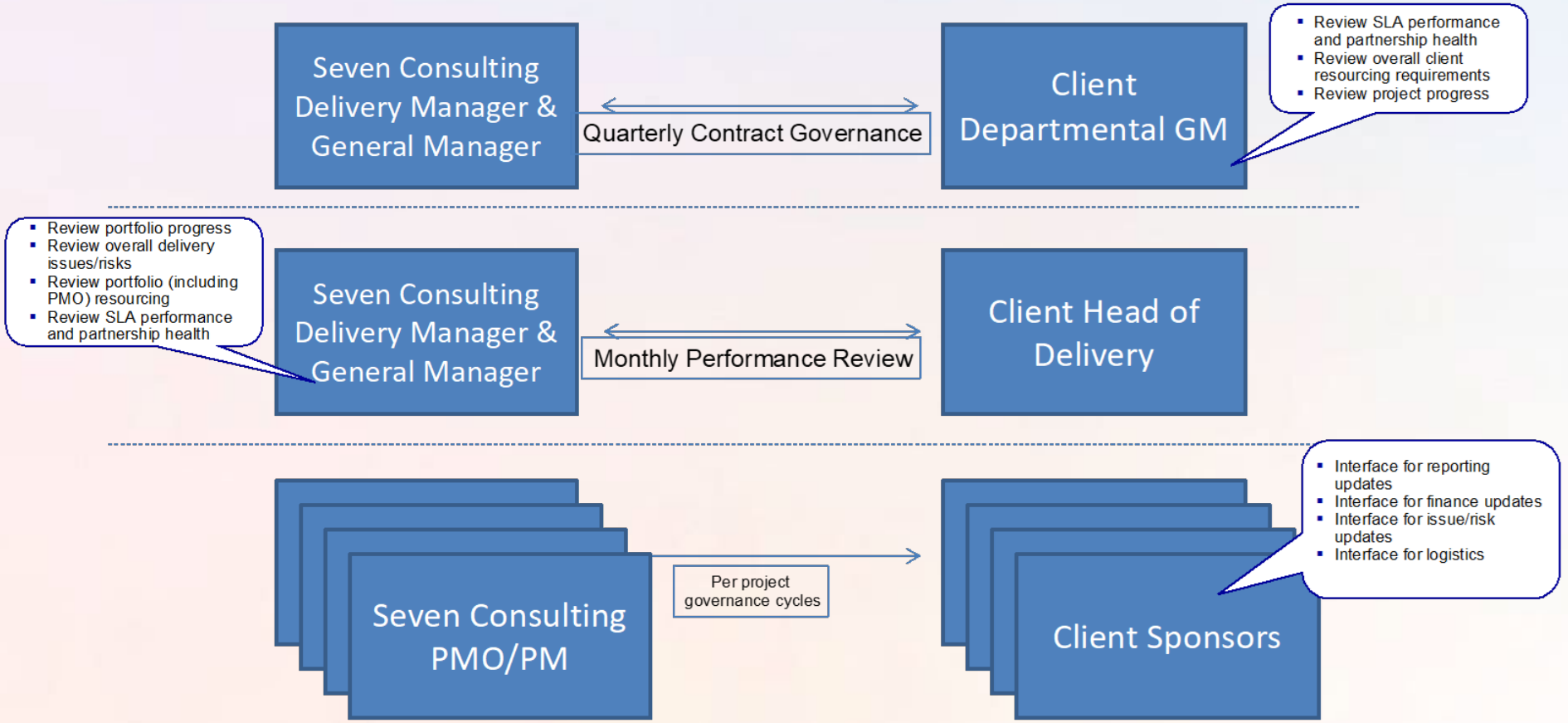
PMO Quality Assurance

PMO/PM Organisation



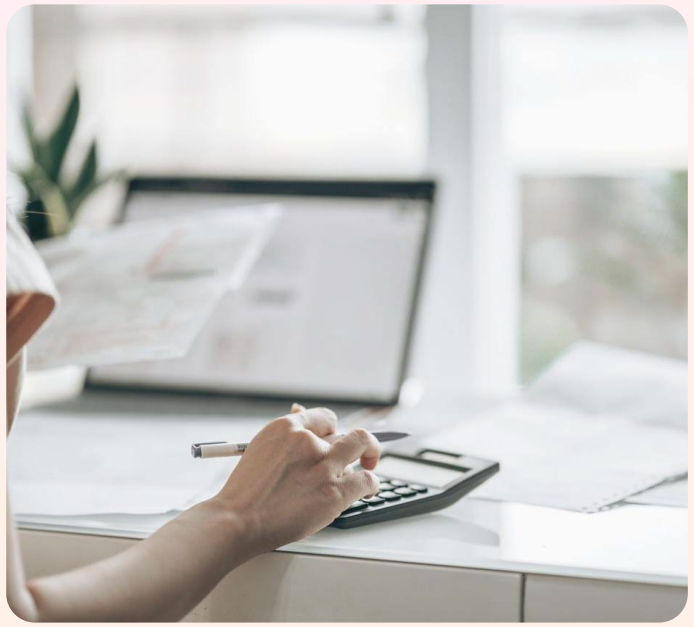
Governance and Partnership

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



ePMO As a Service

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.

Sia 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 Sia 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 Sia to continue run the ePMO “as a Service”.

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 Sia'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 Sia making a reasonable profit, albeit approx 75% of normal margin.

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Domain Services & Potential SLAs



Scope & Change Control Management

Domain: Change Control	*Support projects in the capture and governance ofscope Change Requests*	
Domain Description	***ValueAdd***	
▪ 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 treated fairly ▪ Scope change requests can be aggregated at a portfolio level to gauge potential portfolio/capital budget impacts	
Core Services (Medium and Full)	***Deliverable/Output***	***SLAs***
1. Document request in Scope Change Request Log 2. Determine if request should beconsidered 3. Determine & communicate disposition if request should not beconsidered 4. Analyse the change and its impact if request will beconsidered 5. Distributeassessment 6. Determine and communicate finaldisposition 7. Update project plans /budgets	▪ **Updated change log–** Within 1 working day(Should be on a weekly cycle) ▪ Advise if agreed change control process needs to be pursued (**updated change log**) including impact of assessment effort ▪ Analyse change and its impact (**updated change log**) ▪ **Communicate final disposition** ▪ **Update project plans**	▪ Within 1 working day (Should be on a weekly cycle) ▪ Within 2 working days of change request received. ▪ Within 10 days of submission (dependent on SME availability/effort required) ▪ Within 6 working days of submission ▪ By next planned schedule updates
KeyAssumptions	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)

Support projects in the establishment, maintenance and reportingof their delivery schedules

Domain: Schedule Management		
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 scheduleupdates ■ By next planned scheduleupdates ■ 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	

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. 2. Assist projects to track timesheet entries from team members 3. Track other project 'actuals' ongoing, tracks accruals. 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. 5. Maintains resource forecasts on behalf of projects.	■ **Baseline budget** ■ **Timesheet tracking** ■ **Accruals** ■ **Forecasts** ■ **Variances** ■ **Overall summary including highlights**	■ Appointment of Project Manager +15 working days ■ By COB Tuesday next working week ■ Month end -5 days assuming accruals advised by Project Manager ■ Month end -1 day assuming forecasts received from stream leads ■ Month end +2 days □ Month end +5
Key Assumptions	~~days 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.	

Project Risk Management (incl. Issues and Assumptions)

Support projects in themanagement and reporting of projectcontrols

Domain: Issues, Risks, andAssumptions		
Domain Description	***ValueAdd***	
■ 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 2. Assessment of new issues, risks, assumptions 3. Issue action and resolution reporting 4. Management of the Risks register and control records contained within 5. Risk action and mitigation reporting 6. Management of the Assumptions register and associated control records. 7. Assumption validation reporting 8. Control profile reporting for project Issues and Risks	■ **Issue profile for project** ■ **Risk profile for project** ■ **Throughput analysis of action and closure of project controls** ■ **Identification of Issues, and actions related to Risks and Assumptions**	■ Weekly updates to projectcontrols received ■ Weekly updates to project controls. Articulation of mitigation strategies to manage risks advised by projects weekly. ■ Weekly updates to project controls. Articulation of closure of project controls advised by projects weekly. ■ Due for either completion or update advised by projects weekly.
Key Assumptions	Some form of share/repository for sharing controls.	
Out of Scope	Resolution management (should be owner of ~~issue/risk/assumption~~)	

Project Communications Management (Status Reporting)

Domain: Project Reporting	*Support projects in meeting their regularreporting 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** ■ **Enterprise PMO system update**	■ Issue weekly. Within 1 working day of Steering.
3. Update of Enterprise PMO system executive summary 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

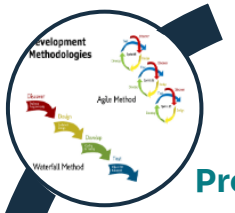
Key Assumptions	Enterprise system available if enterprise input required.
Out of Scope	Actual creation of status reports should be done by stream leads/project leads

Project Human Resource Management (Demand Management)

Domain: Resource Demand Management	*Support projects in the management of their resourcedemand and support of the requisitioningprocess*	
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	

Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation



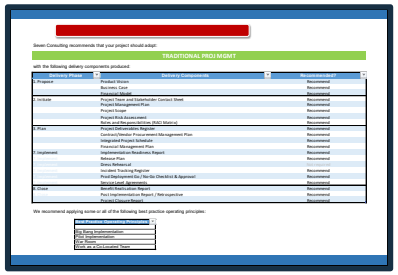
Recommends Delivery Components



Best Operating Principles Recommendation



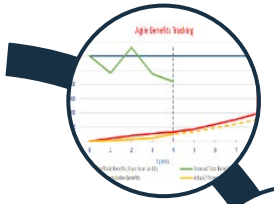
Project Pathfinder Tool



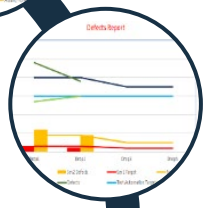
Sia's Project Pathfinder Tool provides guidance on how to tailor your program or project. It offers recommendations on applying Agile or traditional methodology components, adopting operating practices, and preparing artefacts to support successful delivery.

Agile Dashboard

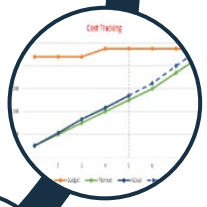




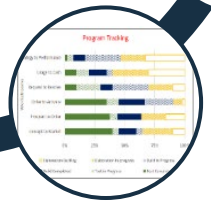
Benefits Tracking



Defects Tracking



Cost Tracking

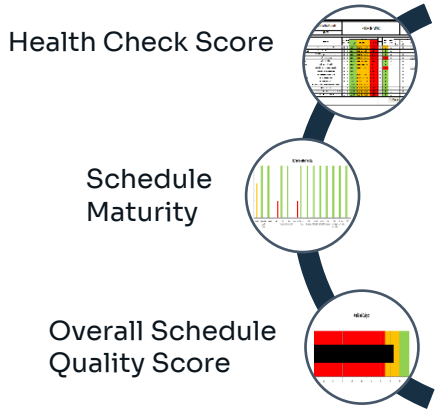


Delivery Tracking

The Agile Dashboard combines multiple 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.

C2 - Confidential Client Data

Traditional Program Delivery Tools

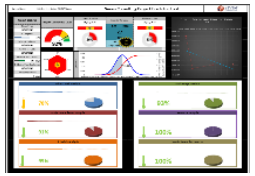


Health Check Tool

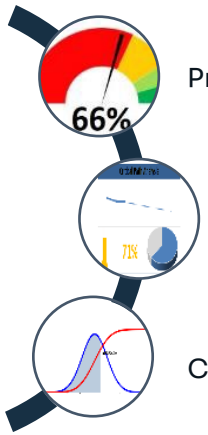


The Schedule Health Check Tool is designed to evaluate the quality, integrity and currency of a project schedule and recommend improvement areas.

Schedule Predictor

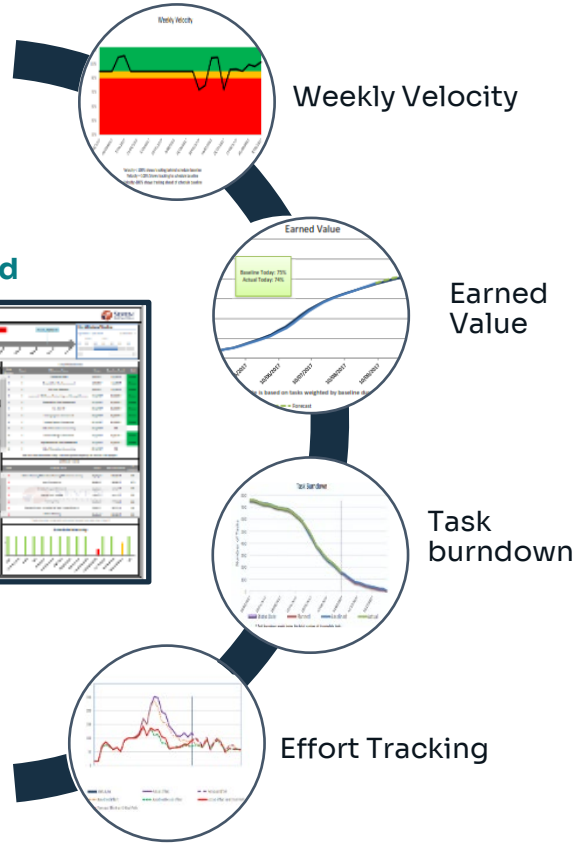


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of a project forecast date and the Project Manager's expected finish date based on actual performance. It provides a prediction trend line to recommend improvement areas.



Dashboard





The Schedule Dashboard combines multiple reports to provide a 'Dashboard', or snapshot of Agile projects progress. These include Weekly Velocity, Earned Value, Task Burn-down and Effort Tracking.

Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customising and optimising project delivery based on 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/sc-project-pathfinder/

Portfolio Optimisation Tool

Our **Portfolio Optimisation Tool** can be used to prioritise projects, calculate changes to capacity, and reshape your project portfolio while working within configurable constraints like budget, resourcing, environments, and SMEs.

Our tool can also produce graphs displaying projects based on their business priority versus deliverability. These graphs are highly useful for visualising data and facilitating key discussions about projects within your portfolio.



Portfolio Optimisation Tool

PROJECT 7

Our projects so far:

Sia has been giving back to the wider community since 2007, by supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007
Sydney
/ Villawood Detention Centre

2008
Sydney
/ South Australian Detention Centre

2011
Sydney
/ Cambodian School Build



2012
Sydney
/ Barnardos Kingston House



2013
Sydney
/ Youth off the Streets



2015
Sydney
/ Jesuit Refugee House – Blaiket
Melbourne
/ Hanover Crisis Centre



2016
Sydney
/ Marian Villa



2017
Melbourne
/ Launch Housing
Manila
/ Cerebral Palsy Foundation



2018
Sydney
/ Erin's Place
Melbourne
/ M.A.D. Woman Foundation
Manila
/ Concordia Children's Services



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



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, Sia continued to acknowledge the importance of fostering a community presence. Sia team members across three cities were able to participate in multiple mini projects throughout the year to fulfill our Project 7 commitment.



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



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.



2025
Sydney
/ CatholicCare
Melbourne
/ Lighthouse Foundation
Manila
/ A Home for the Angels



2026
Sydney
/ Wesley Mission
Melbourne
/ Lighthouse Foundation
Manila
/ SOS Children's Villages

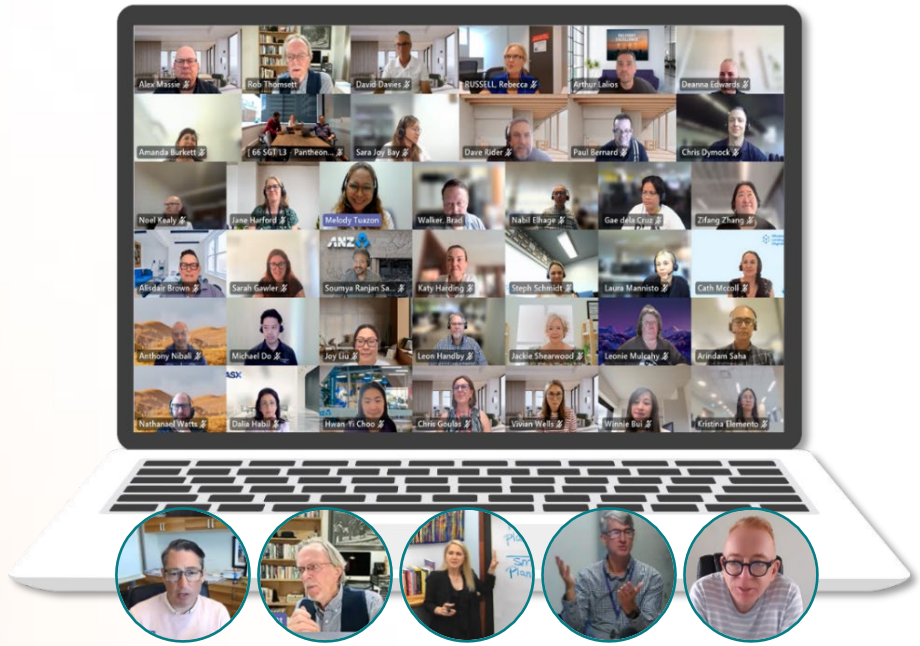


Lunchtime Brown Bag Expert Sessions

Since February 2025, Sia has been providing free monthly expert sessions on a variety of delivery-focused topics. We consistently see attendance at 100+ attendees and feel this is a great way for our delivery community to share learnings and discuss strong practice. We look forward to continuing to provide this value-added activity to our expanding client base.

100+
average attendees

20
brown bag sessions held to date



Here are the upcoming dates, with more to come:

Date	Topic	Presenter
19 November 2026	The Human Side of AI Adoption	Temre Green, PhD
17 December 2026	From Weeks to Minutes: Transforming Financial Services Operations with AI - A Case study on Insurance Underwriting	Mathieu Junker
18 February 2026	Drive Project Success Through Metrics That Matter	Louise Ford

C2 - Confidential Client Data

Delivery Summit

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



Some of the Delivery Summit Speakers include:

John Hunt - CIO & Managing Director of Group Enablement, Woolworths Group; **Jeya Shan** - Director Strategic Projects, CLP Power Hong Kong Limited; **Mick O'Brien** - Managing Director, EQT; **Darren Abbruzzese** - CIO Business Banking and Group Digital, NAB; **Glenn Waterson** - GM Retail Transformation, AGL; **Victoria Jones** - Head of Lending Transformation, ANZ; **Jane Harford** - Former Director of IT, Melbourne Girls Grammar; **Cindy Vandecasteele** - Former General Manager Customer Engagement, Alinta Energy; **Cameron McLean** - Former Chief Technology & Data Officer, GMHBA; **Margaret Wilde** - Program Director, NAB**; Geraldine Chin Moody** - Non-Executive Director & Chair Advisory Board, Directors Australia; **Alice Kunek** – Australian Professional Basketball Player, Sia Opals; **Kristy Wallace** – Australian Professional Basketball Player, Sia Opals

We have achieved an average

68 NPS

6 Delivery Summit

Our Delivery Summit Supporting Organisations

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

AUSTRALIAN OPALS

Sia is proud to continue as a Major Sponsor of the Australian Women's National Basketball Team, the Australian Opals, currently ranked #5 in the world.

This builds on our ongoing commitment to elite women's sport, continuing our investment with them since 2022.

Our support of women's sport began in 2017 as the first dedicated sponsor of the CommBank Matildas, backing their journey through to the 2023 FIFA Women's World Cup.



Thank you

Sia is a next-generation, global management consulting group—born digital, augmented by data, enhanced by creativity, and driven by responsibility. We partner with clients to resolve challenges and capitalize on opportunities. We believe that in today's world of change and disruption, optimism is a force multiplier.

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SIA

Optimists for change