Confidential © Sia

Sia Tools

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

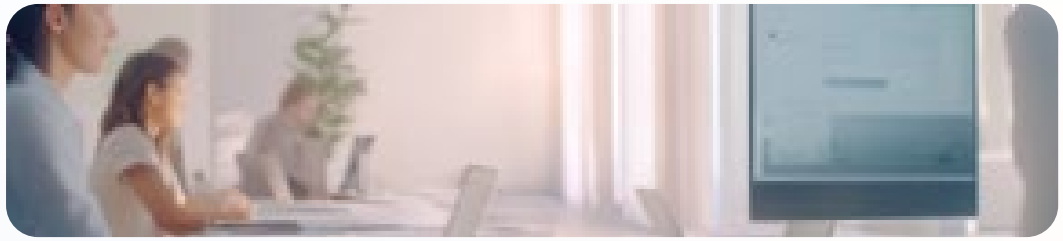
All of our clients are reference sites

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.

C2 - Confidential Client Data

How our values impact our delivery?



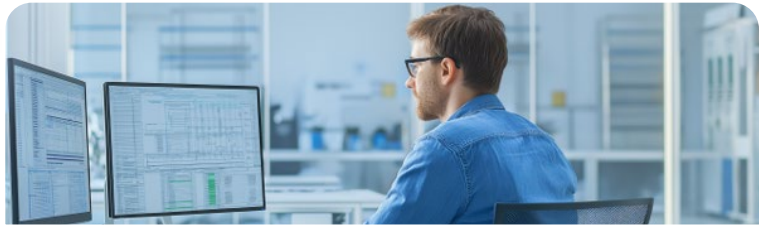
Teamwork

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.



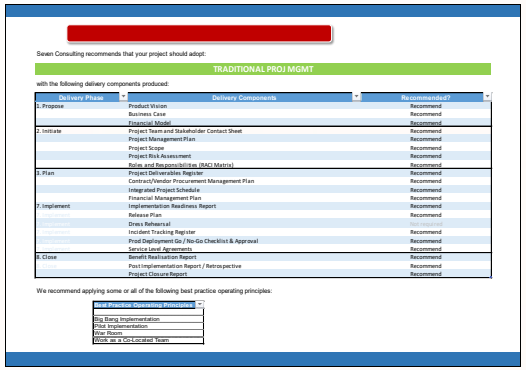
Delivery

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 Tools

Sia's Project Pathfinder
Methodology Predictor



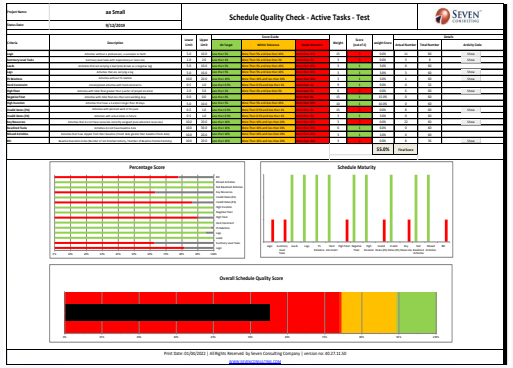
The Sia Project Pathfinder tool provides guidance on how to tailor your program or project. It provides suggestions on methodology to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

Portfolio Optimisation Tool
Portfolio Planning



The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Schedule Health
Schedule Quality



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

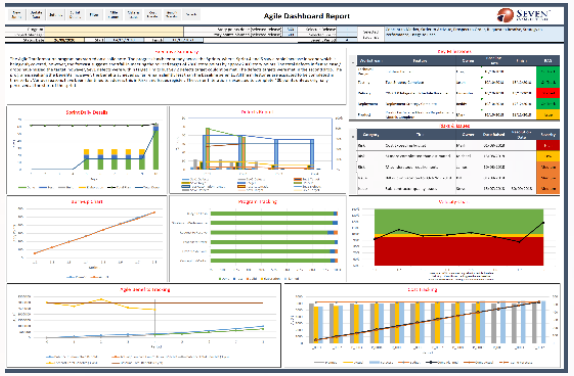
Sia's Tools

Waterfall Dashboard
Waterfall Snapshot



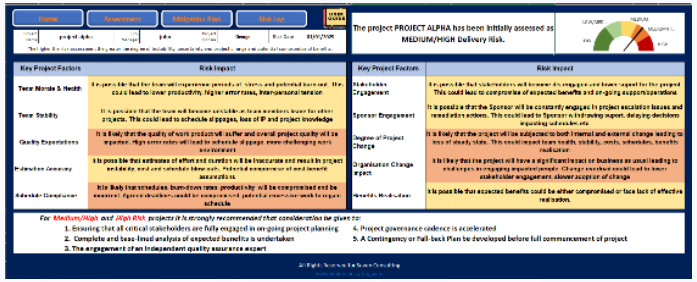
The Waterfall Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of project progress. These include task burndown, earned value, weekly velocity, critical path management and forecast accuracy.

Agile Dashboard
Agile Data Snapshot



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.

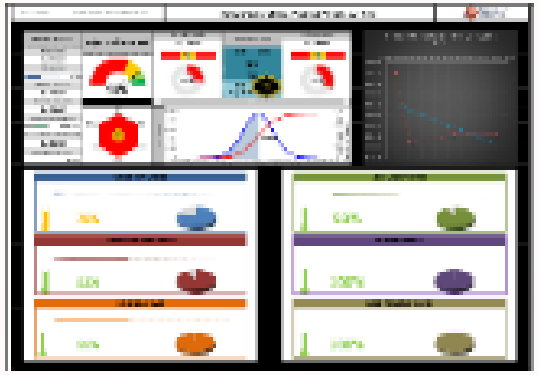
PRISM
PRISM snapshot



PRISM is a structured, expert-developed designed tool to improve the assessment, mitigation, and management of project delivery risks. Recognising that risks significantly impact estimation, schedule, team health, and stakeholder engagement, PRISM offers a consistent, best-practice framework built on decades of experience and research.

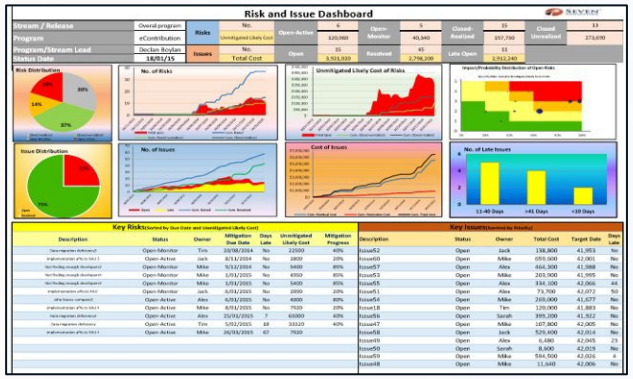
Sia's Tools

Schedule Predictor
Project End Date Predictor



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

Risk and Issue
Risk & Issue Dashboard



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

Project Pathfinder



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

Introduction to Project Pathfinder

Over the last three years we have developed a tool that helps us, within 30 minutes, to create the following for any project:

- Agree the optimised project delivery approach, Agile, Traditional (waterfall) or Blended.
- Where the recommended approach is a blended approach, detail the customised blend.
- Understand the residual risks and mitigations for that approach.
- Specify the deliverables required for delivery many of which are agnostic to the Agile or Traditional approach.
- Detail the deliverables by phase and stream.
- Provide templates for each of the deliverables.
- Produce a detailed delivery approach, including dependencies, mapped to a schedule.

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Our Agile journey

- In 2002, Sia undertook 0 agile projects.
- By 2010, that number had increased to 10% to 20% of our portfolio.
- Now over 60% of our projects are agile-based.
- This aligns with the market growth of agile adoption in Australian IT projects.
- Through these engagements, Sia has found strengths in both methods.
- We manage around $1bn of agile programs annually and have delivered some of the largest and most successful agile programs in Australia.
- Over 3/4 of our team is scaled agile (SAFe) qualified.
- We have two qualified SAFe trainers internally.
- However, we still believe that not all programs should be delivered using agile methodology.
- This tool helps ascertain quickly the correct delivery approach on the spectrum of traditional to agile.
- Use the best tool for the job!

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Background

There is no single best way to deliver a program.

From our experience of delivering billions of dollars of programs each year for some of Australia's largest organisations, we believe that different approaches are required to deliver different projects. This is for two sets of reasons:

- Firstly, the projects themselves are all different. Compliance and innovation projects have different characteristics.
- Secondly, organisations (technically, capability-wise and culturally) are also different.

We believe that these two sets of characteristics influence how the programs should be delivered.

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What does work?

- Assessing the organisational and project characteristics to work out the best way to deliver is the work of skilled and experienced Program Managers.
- While we don't believe in one approach, we do have a bias towards agile where sensible.
- We have spent two years codifying our collective thousands of years of experience to allow this analysis to be done within 30 minutes.
- In addition, the Project Pathfinder tool will provide an overview of the delivery streams, phases and dependencies.
- Finally, the tool links the deliverables to templates and supporting documents, as well as creating a starting schedule based on the delivery approach.
- This tool is of best value for each of the following to assess or build delivery approach per project.
  - Portfolio Managers
  - ePMO or ITPMO Managers
  - Risk and Assurance Stakeholders and Program Reviewers
  - Project Managers stepping into larger or different roles
- We use this tool across our whole technology change portfolio with over 25 client organisations.

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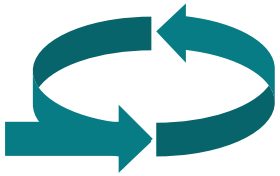
Project Pathfinder



4 Examples of our 28 Agile vs Traditional Project and Organisational Characteristics

Importance of speed to market versus quality

Agile



- Speed, speed, speed.
- What does this work best for?
  - New products.
  - New campaigns.
  - Market testing.
  - Non-core Systems.

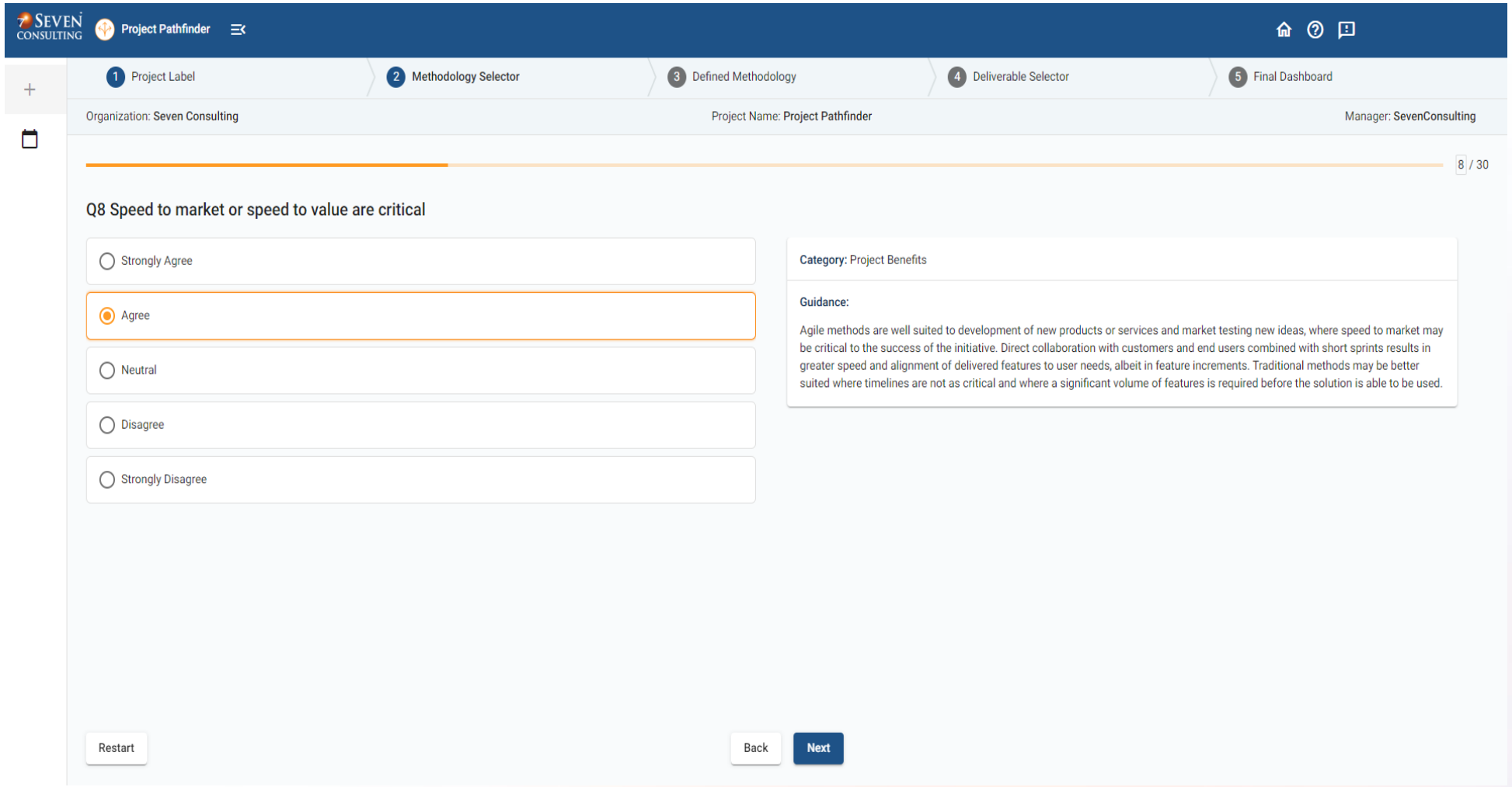
Traditional



- Quality, quality, quality.
- What does this work best for?
  - Looking after people's money, medical applications, payroll etc.
  - Implementing core systems.
  - Implementing systems that impact on people's safety.
  - Best where once you release you can't rollback.

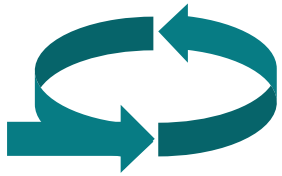
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Importance of speed to market versus quality



Ability to deliver in short cycles.

Agile



- Can deliver partial business benefits quicker.
- Get feedback from customers quickly.
- Refine and improve outputs for later cycles.
- How a child learns to walk.

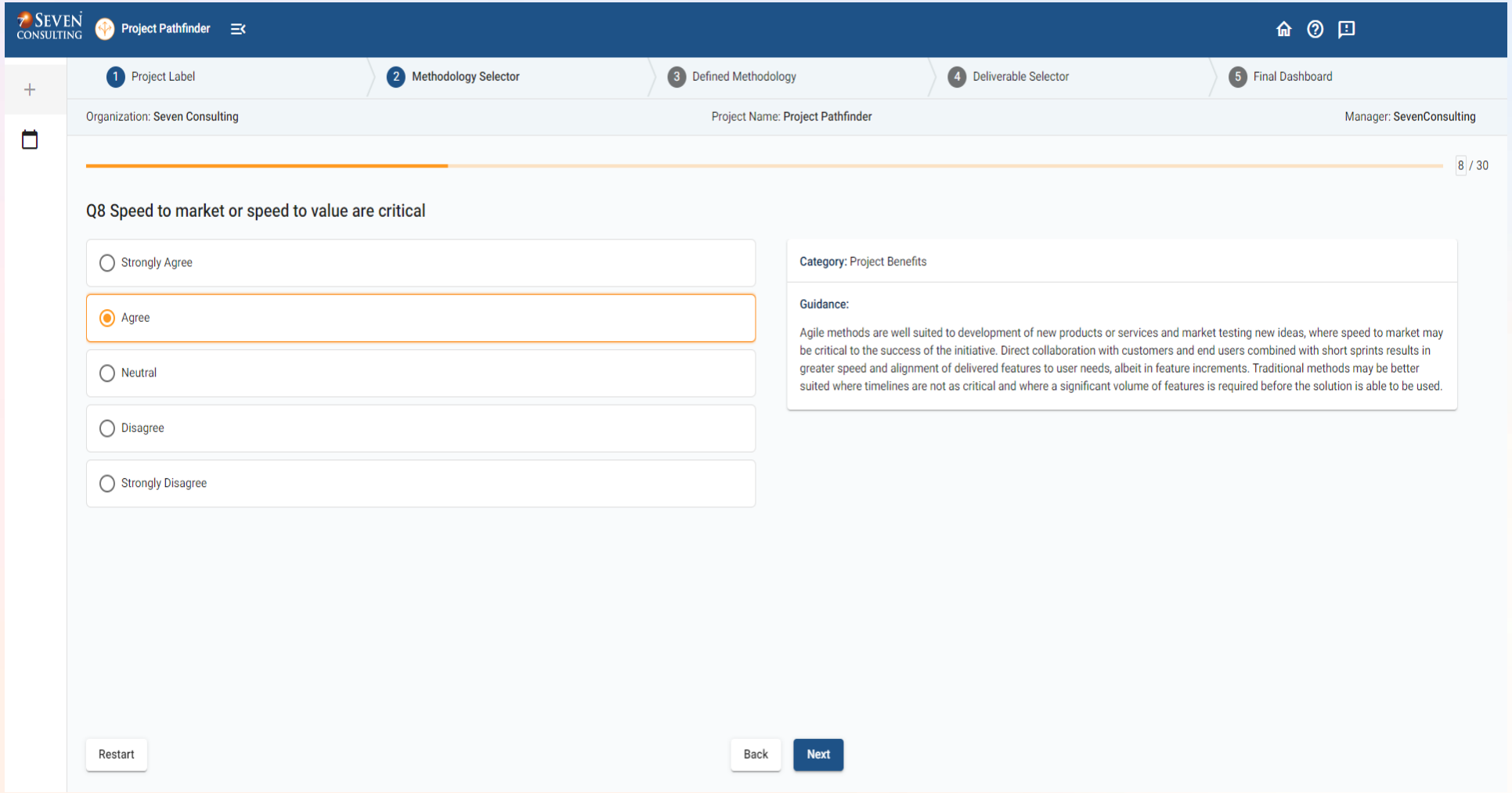
Traditional



- Best suited to majority of functionality being released in one go; e.g. a payroll program, GST introduction, currency change.

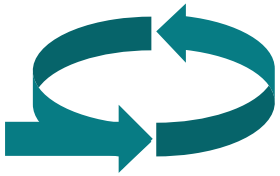
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Ability to deliver in short cycles.



A knowledgeable Product Owner is appropriately assigned to the project

Agile



- A product owner is essential to work with the team and be available to provide quick decisions.
- On large programs, you may need multiple product owners covering different areas with one overall decision maker.
- On small projects, a part time product owner that is available daily would likely suffice.

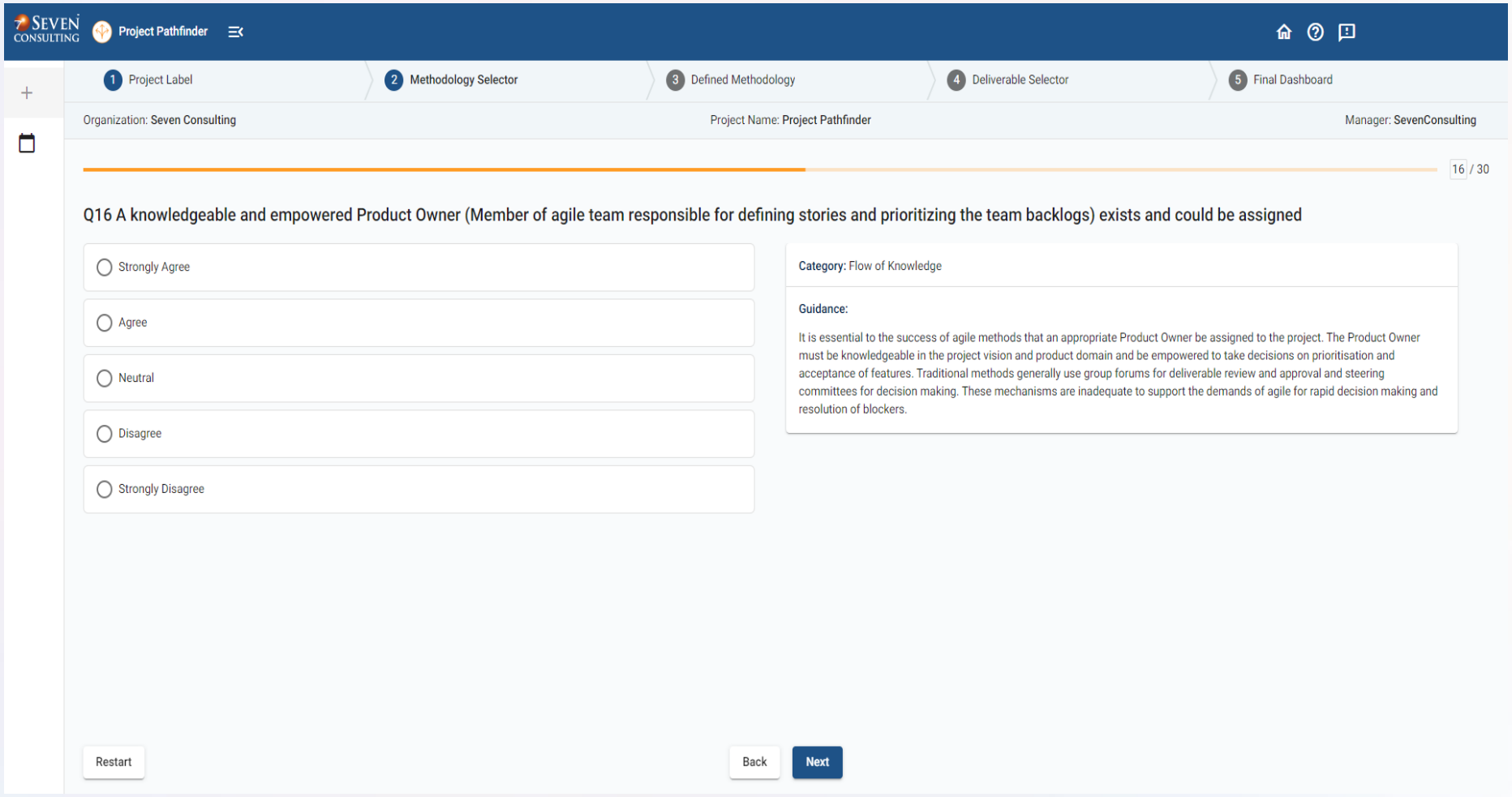
Traditional



- Reviews can be done in larger blocks although the time this takes clearly creates time delays versus agile.
- Can suffer from management by committee.
- There may be some advantages in seeing the end-to-end requirements, design etc.

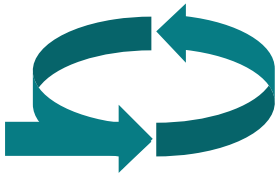
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A knowledgeable Product Owner is appropriately assigned to the project



Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

Agile



- Hard to move to continuous development, testing and release if the supporting elements are not in place for this.
- Many companies need time to put these in place before they can run true agile programs.
- The need for proper environment and tooling is especially true at scale and for non-digital and highly integrated systems.

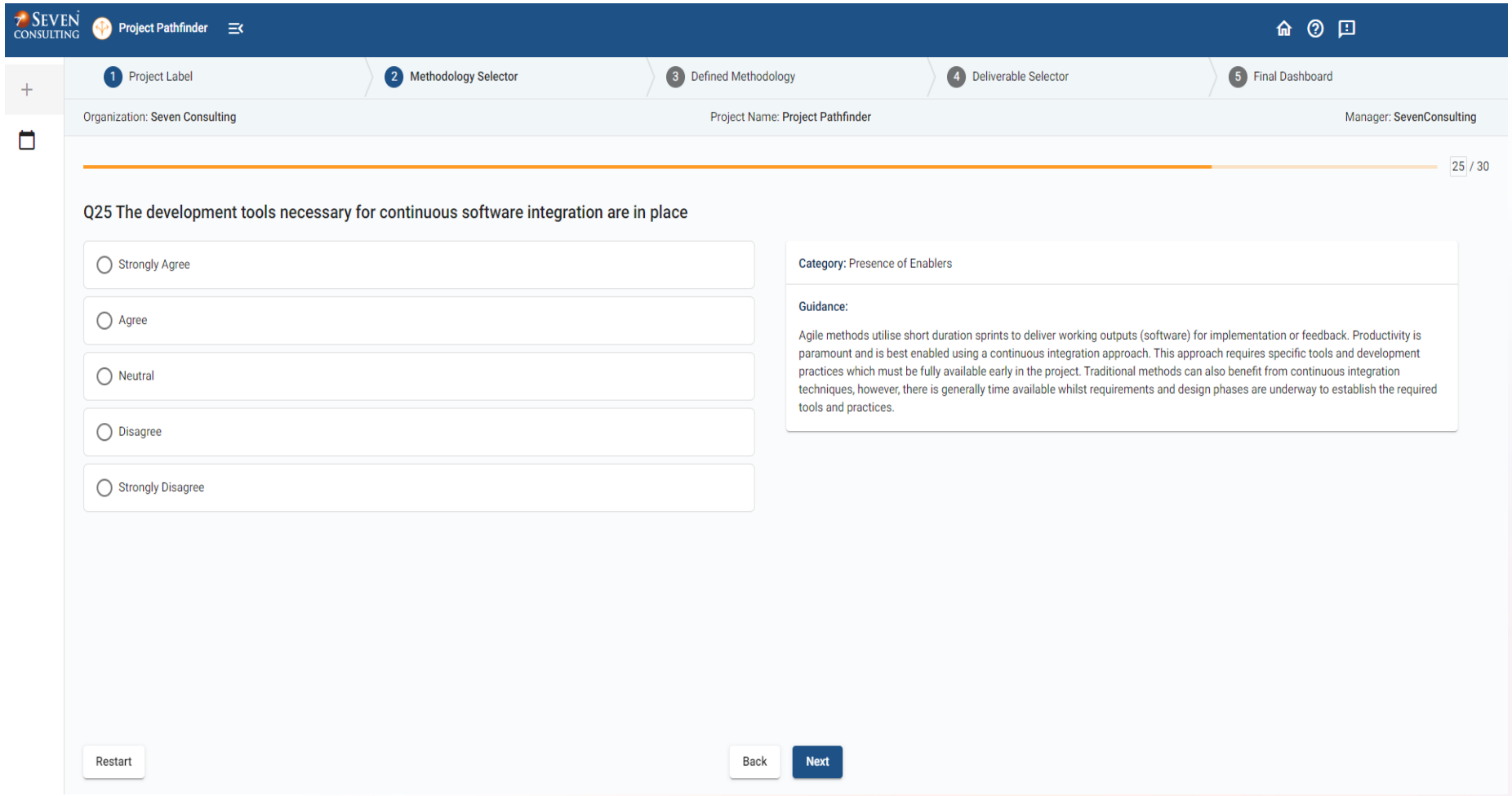
Traditional



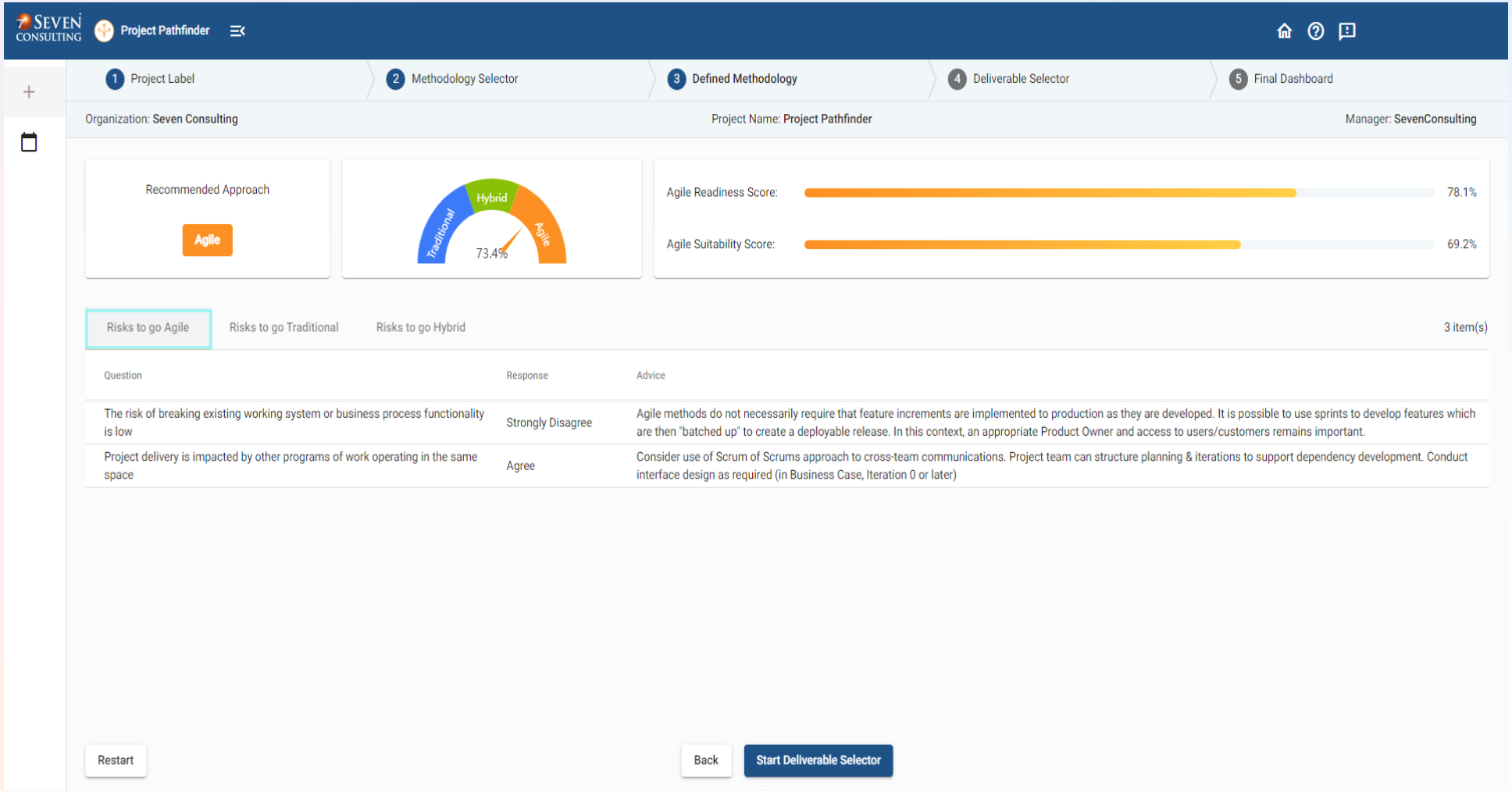
- Simpler for traditional projects as they have more time in parallel with requirements, design and build, to put these items in place where they don't exist.
- Fewer and less complex tooling generally required for traditional projects.

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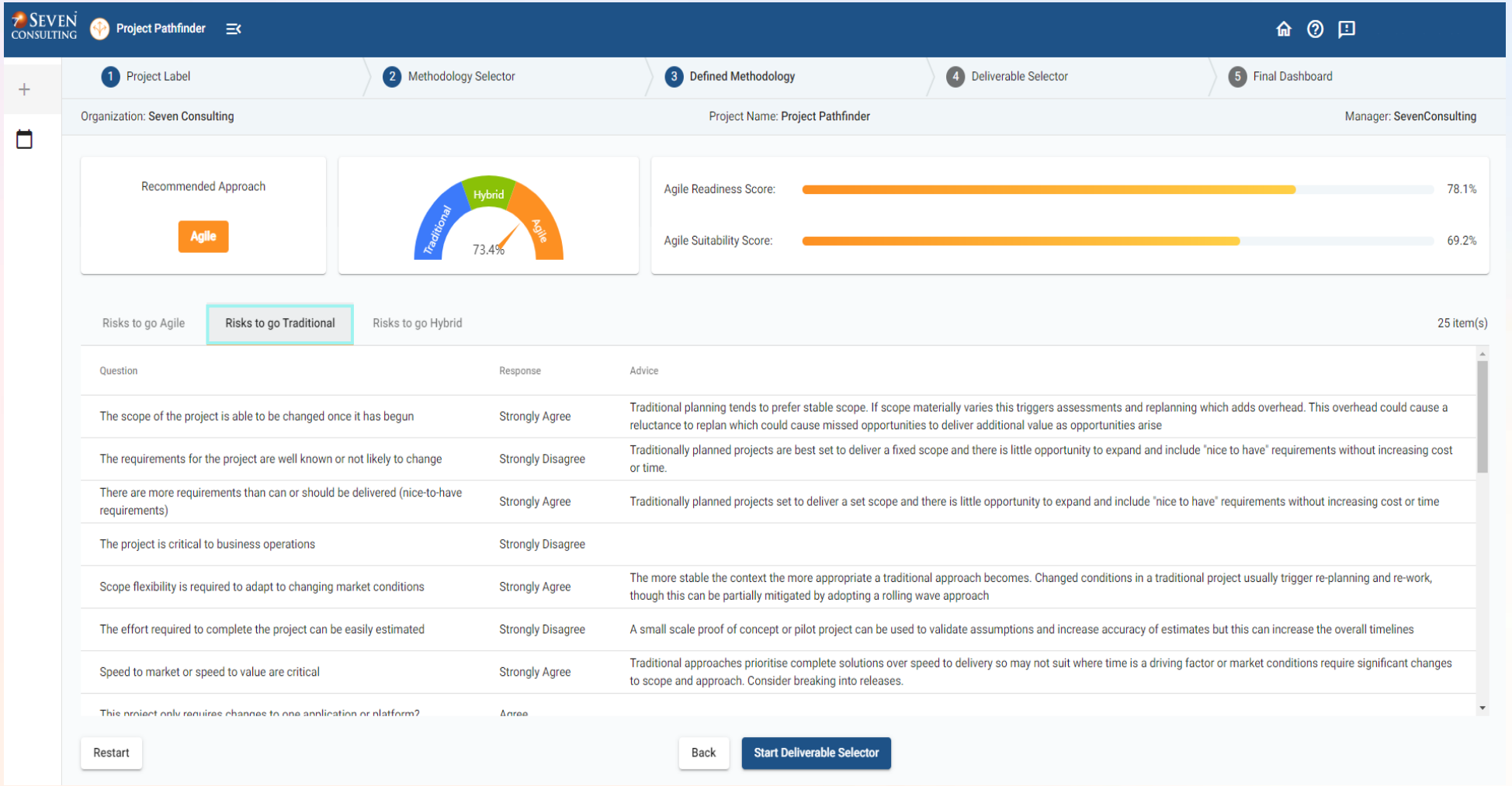
Are the tools (environments, processes and data) for continuous development, testing and deployment in place?



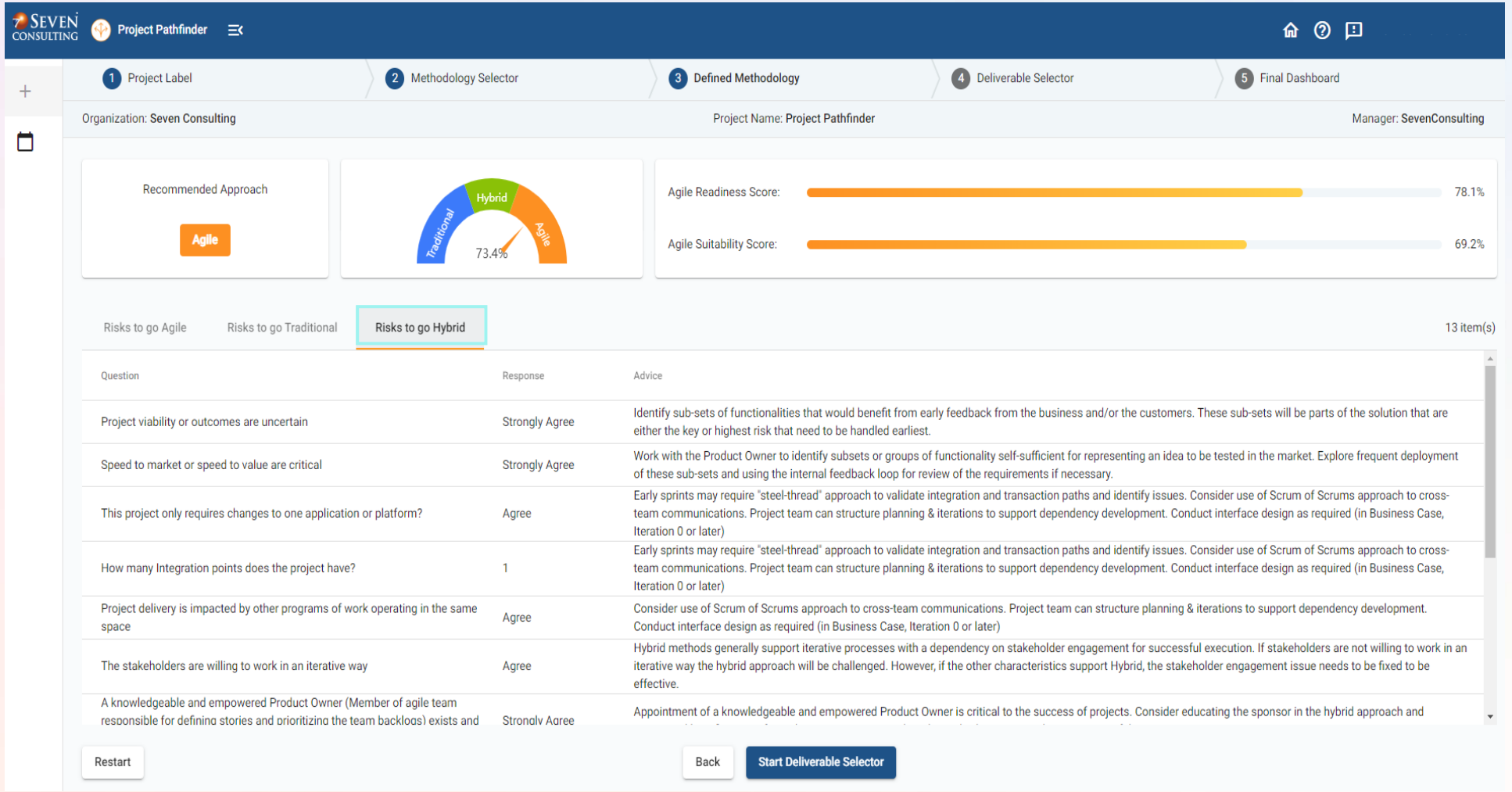
Project Pathfinder - Selected Approach



Project Pathfinder - Selected Approach



Project Pathfinder - Selected Approach



Agile v Traditional agnostic decisions

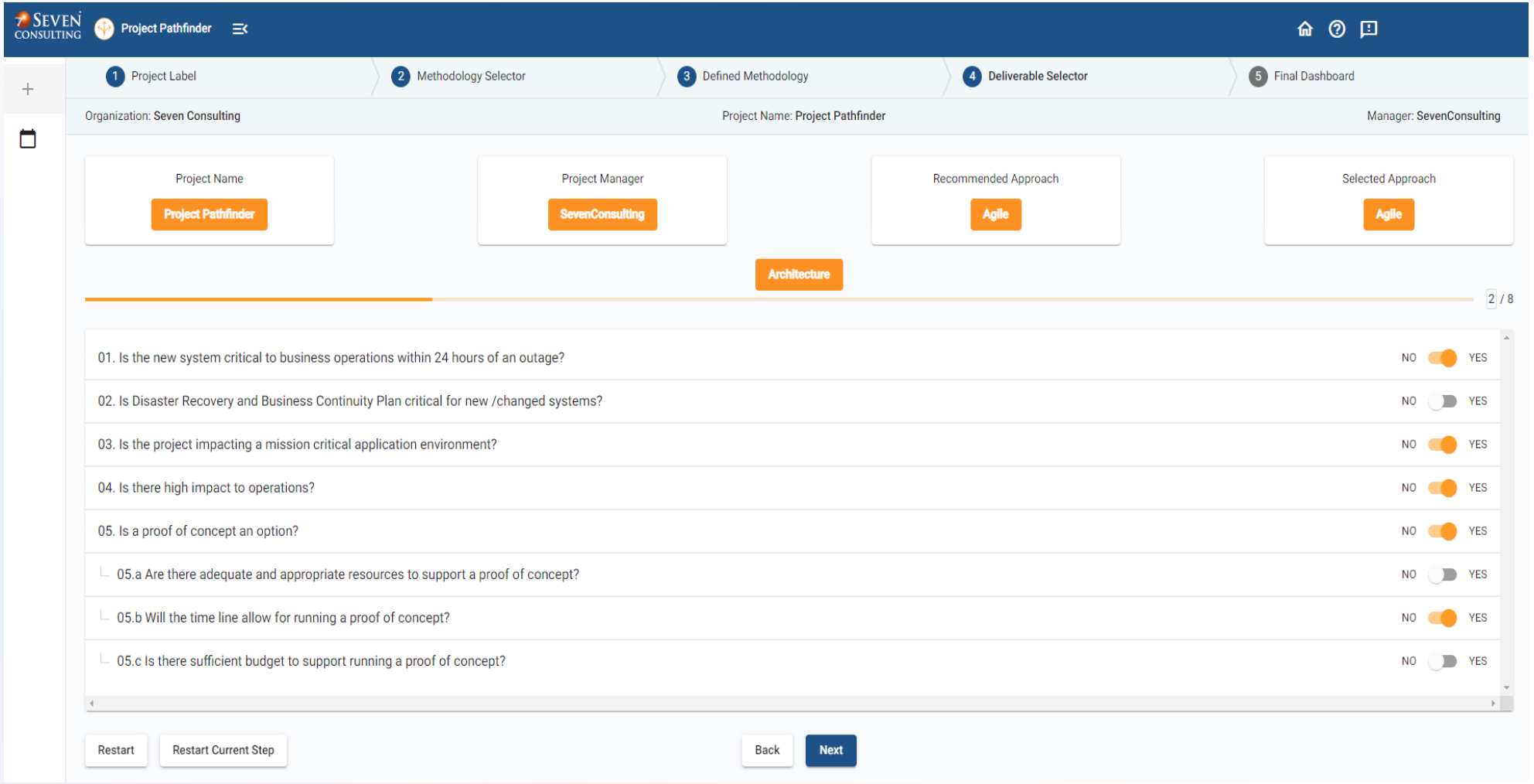
Not every delivery decision is resolved by working out whether we should deliver via an agile, traditional or blended approach.

There is a second series of questions to be considered, such as:

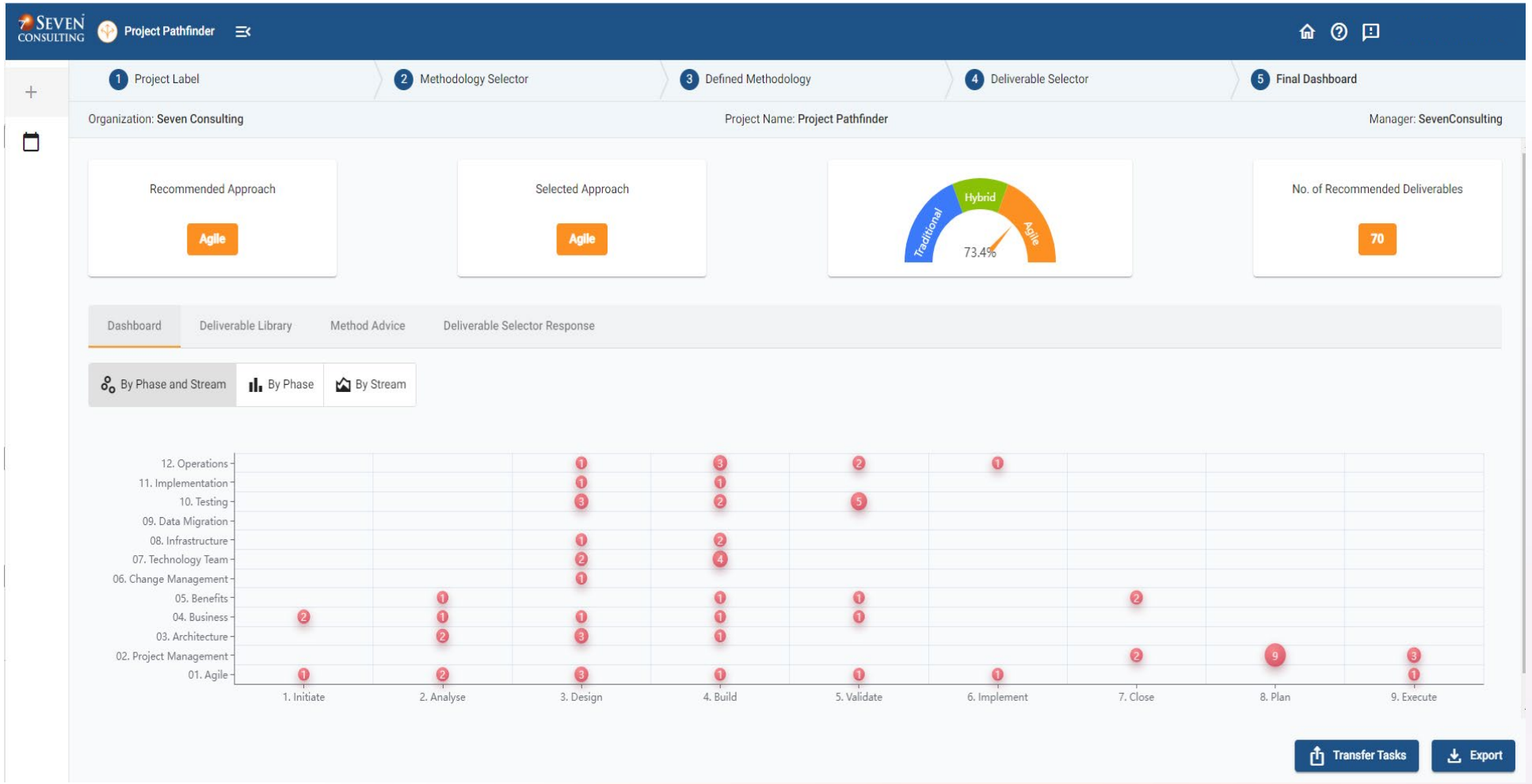
- Do we need to do a parallel run?
- Do we need to test operability of the new system?
- Do we need to do performance, DR/BCP, or Security testing?
- Do we need to perform a dress rehearsal?
- Do we need to do a pilot?

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Project Pathfinder - Agile / Traditional agnostic question examples

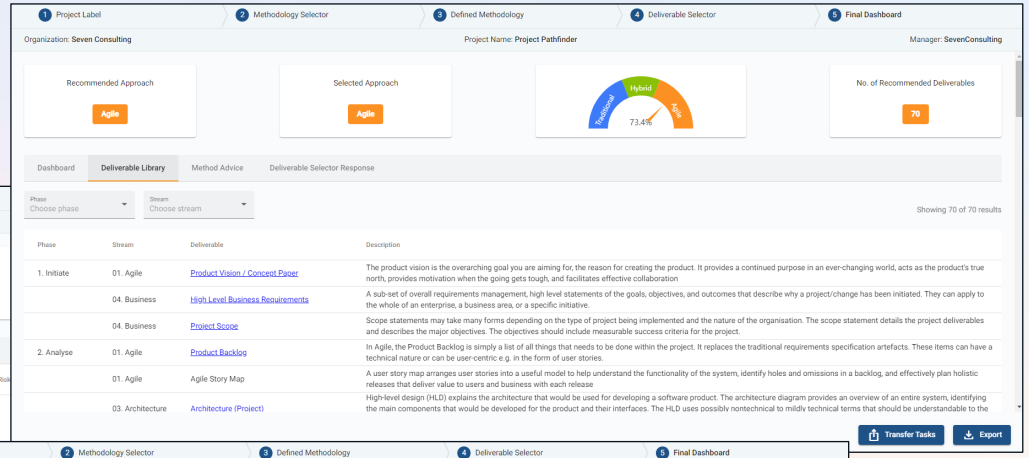


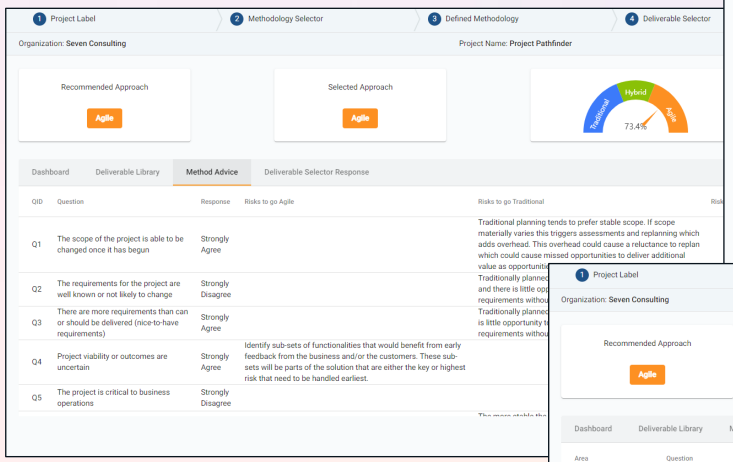
Project Pathfinder – Example Output



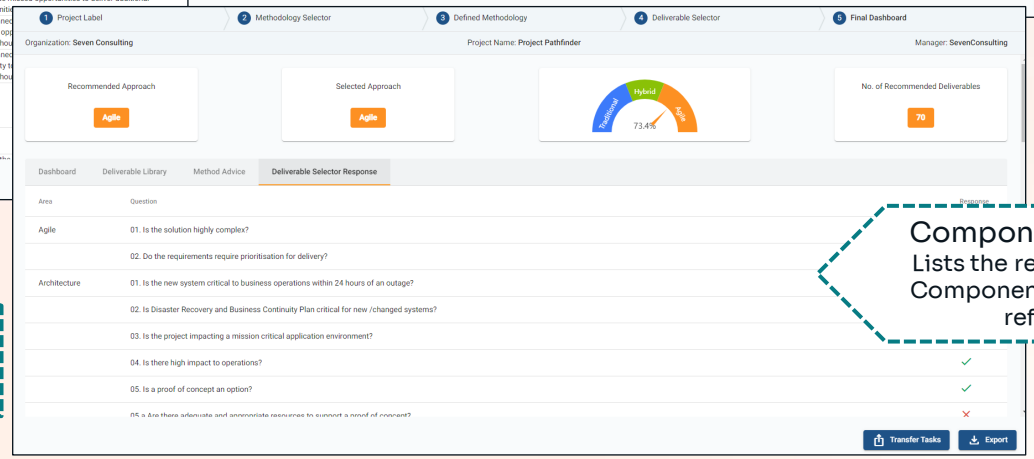
Project Pathfinder Example Output

Component Library
Lists suggested deliverables and activities by phase and stream





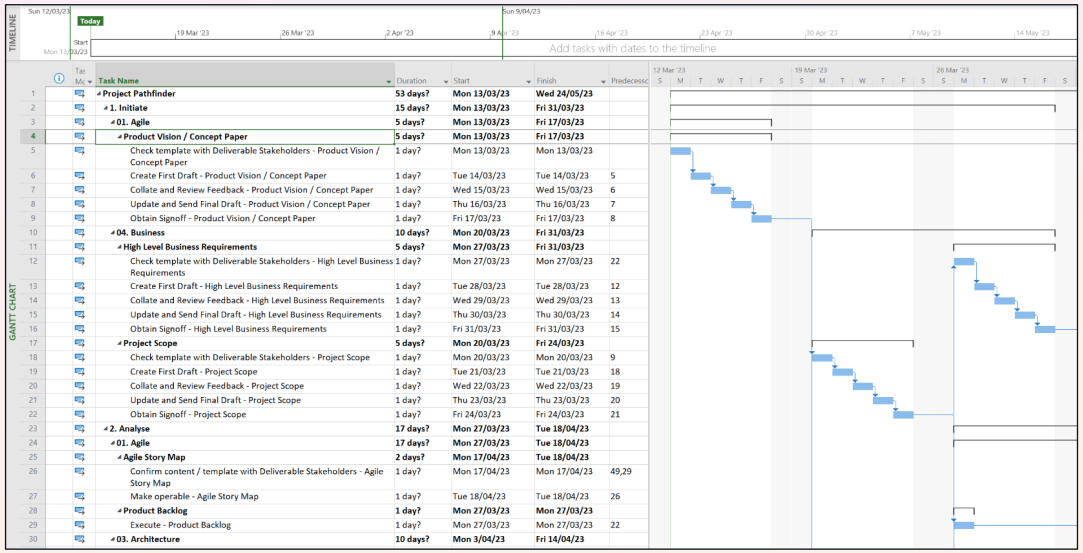
Methodology Advice
Lists the responses to the Methodology questions and displays advice as appropriate



Component Selector
Lists the responses to the Component questions for reference

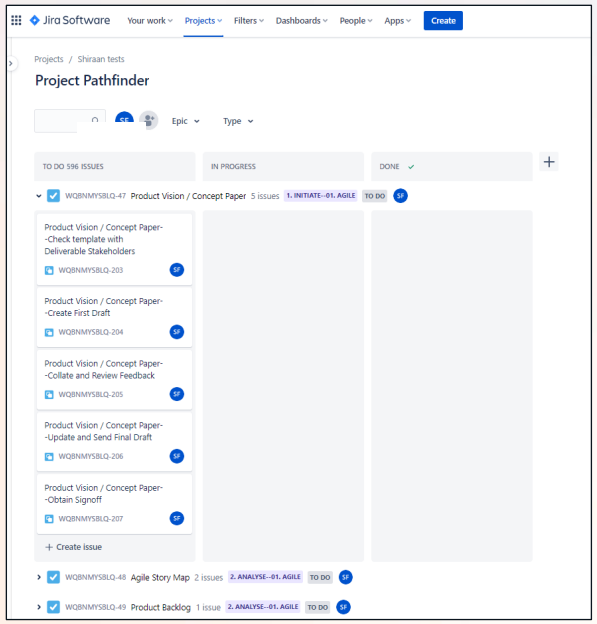
Tool Outputs within 30 minutes

1. Recommended delivery approach for your program.
2. The risks with that approach and suggested mitigants.
3. Deliverables by phase and workstream.
4. Automatically created schedule / tasks including dependencies in either MS project or JIRA.



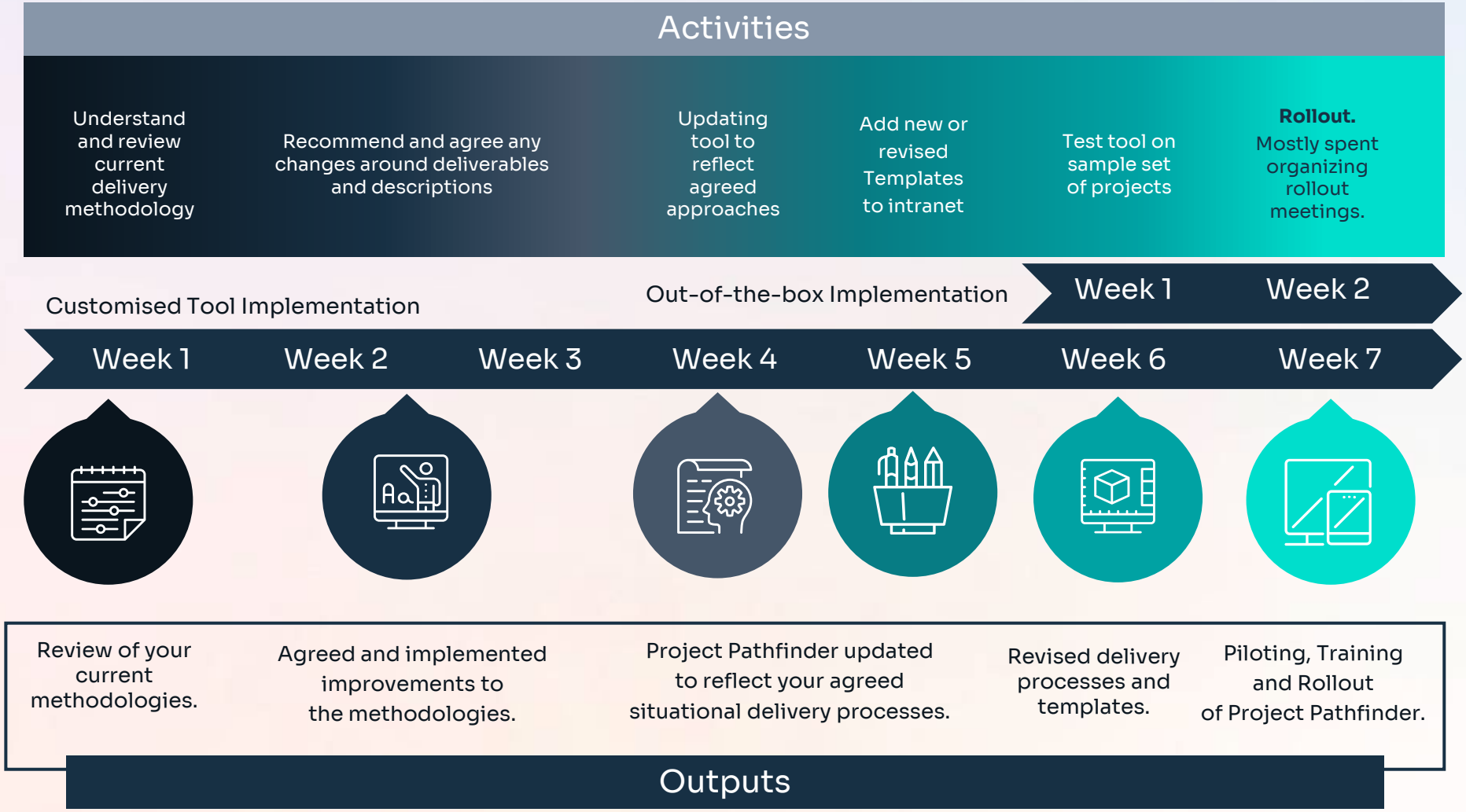
	Task Name	Duration	Start	Finish	Predecessors
1	Project Pathfinder	53 days?	Mon 13/03/23	Wed 24/05/23	
2	1. Initiate	15 days?	Mon 13/03/23	Fri 31/03/23	
3	01. Agile	5 days?	Mon 13/03/23	Fri 17/03/23	
4	Product Vision / Concept Paper	5 days?	Mon 13/03/23	Fri 17/03/23	
5	Check template with Deliverable Stakeholders - Product Vision / Concept Paper	1 day?	Mon 13/03/23	Mon 13/03/23	
6	Create First Draft - Product Vision / Concept Paper	1 day?	Tue 14/03/23	Tue 14/03/23	5
7	Collate and Review Feedback - Product Vision / Concept Paper	1 day?	Wed 15/03/23	Wed 15/03/23	6
8	Update and Send Final Draft - Product Vision / Concept Paper	1 day?	Thu 16/03/23	Thu 16/03/23	7
9	Obtain Signoff - Product Vision / Concept Paper	1 day?	Fri 17/03/23	Fri 17/03/23	8
10	04. Business	10 days?	Mon 20/03/23	Fri 31/03/23	
11	High Level Business Requirements	5 days?	Mon 27/03/23	Fri 31/03/23	
12	Check template with Deliverable Stakeholders - High Level Business Requirements	1 day?	Mon 27/03/23	Mon 27/03/23	22
13	Create First Draft - High Level Business Requirements	1 day?	Tue 28/03/23	Tue 28/03/23	12
14	Collate and Review Feedback - High Level Business Requirements	1 day?	Wed 29/03/23	Wed 29/03/23	13
15	Update and Send Final Draft - High Level Business Requirements	1 day?	Thu 30/03/23	Thu 30/03/23	14
16	Obtain Signoff - High Level Business Requirements	1 day?	Fri 31/03/23	Fri 31/03/23	15
17	Project Scope	5 days?	Mon 20/03/23	Fri 24/03/23	
18	Check template with Deliverable Stakeholders - Project Scope	1 day?	Mon 20/03/23	Mon 20/03/23	9
19	Create First Draft - Project Scope	1 day?	Tue 21/03/23	Tue 21/03/23	18
20	Collate and Review Feedback - Project Scope	1 day?	Wed 22/03/23	Wed 22/03/23	19
21	Update and Send Final Draft - Project Scope	1 day?	Thu 23/03/23	Thu 23/03/23	20
22	Obtain Signoff - Project Scope	1 day?	Fri 24/03/23	Fri 24/03/23	21
23	2. Analyse	17 days?	Mon 27/03/23	Tue 18/04/23	
24	01. Agile	17 days?	Mon 27/03/23	Tue 18/04/23	
25	Agile Story Map	2 days?	Mon 17/04/23	Tue 18/04/23	
26	Confirm content / template with Deliverable Stakeholders - Agile Story Map	1 day?	Mon 17/04/23	Mon 17/04/23	49,29
27	Make operable - Agile Story Map	1 day?	Tue 18/04/23	Tue 18/04/23	26
28	Product Backlog	1 day?	Mon 27/03/23	Mon 27/03/23	
29	Execute - Product Backlog	1 day?	Mon 27/03/23	Mon 27/03/23	22
30	03. Architecture	10 days?	Mon 3/04/23	Fri 14/04/23	

MS Project Tasks , Schedule & Dependencies



JIRA Epics with Sub-task

Tool implementation steps and median durations



Business Outcomes of using Project Pathfinder

1. Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.
2. Increased ability to define delivery approach far more quickly.
3. Reduced level of project management oversights or omissions.
4. Leading to better project outcomes.

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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/

Pathfinder Security Assurance & Protection

Pathfinder has been delivered and protected using Microsoft Azure Security Services.
This protection is included in Pathfinder subscription costs :

- Network Security Groups (NSGs)
  - A free service that you attach to a network interface or subnet. An NSG allows you to filter TCP or UDP protocol traffic by using IP address ranges and ports for inbound and outbound connections.

- Data - Storage Encryption
  - Protects your storage account with encryption at rest.

- Network - TLS/SSL
  - TLS/SSL deliver encryption in transit for most Azure services that exchange information, such as Azure Storage and Web Apps

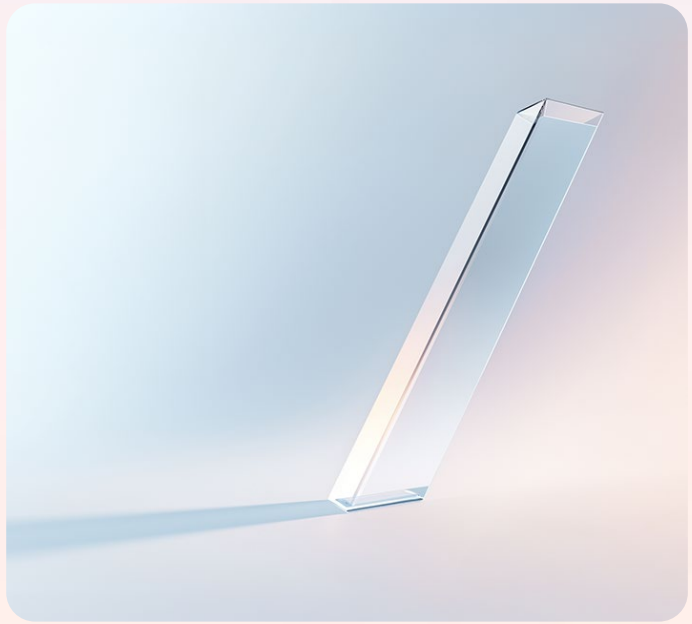


Visit us for more information:
https://www.sevenconsulting.com/project-pathfinder/

Sia Pathfinder implementation

As part of a broader ePMO Setup engagement, we implemented the Pathfinder Tool to kick off projects the right way

OPTUS



While Optus had transformed most of their projects' delivery to an agile way of working, there were still some key projects that needed to be delivered in a traditional or hybrid manner. The problem was: how can we objectively decide the **right delivery** approach and the areas we need to **focus** on?

Sia, using their extensive expertise in agile and traditional project delivery methods, implemented the **Pathfinder** tool to ascertain the right delivery approach that considers the **organisational** and **project characteristics** to design the delivery approach and kick off the project **with confidence.**

Optus ePMO used the **Pathfinder** tool to recommend the optimised delivery approach, define the initial set of risks and appropriate mitigations, outline the required deliverables, and produce a skeleton schedule with streams and dependencies to build a proper timeline. This **maximised** the opportunity for **success**.

Portfolio Optimisation Tool



The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Summary of the Portfolio Optimisation Tool

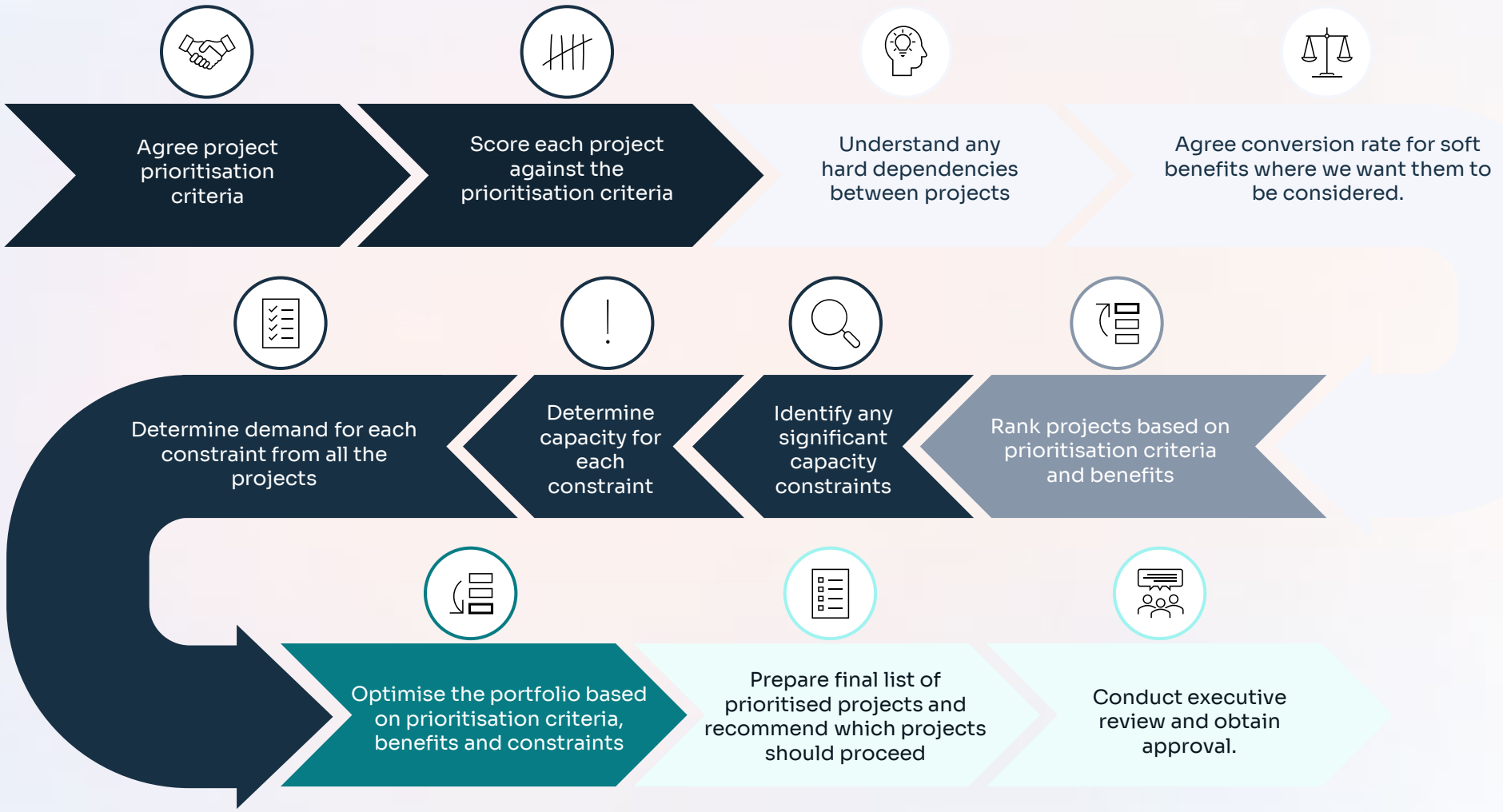
The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Key features of the Portfolio Optimisation Tool include:

- Captures business desirability and deliverability factors, constraints for determining prioritisation.
- Collects key project information used for prioritisation including dependency with other projects.
- Provides a recommendation on project prioritisation according to alignment to organisational objectives with an overlay of available capacity.
- Provides a summary dashboard for leadership view on project ranking and business versus deliverability factors.
- Allows executives to override prioritisation recommendation and reflect group's final prioritisation but showing loss of benefits and resource gaps.

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Portfolio Optimisation Process



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Process Benefits

1. Consults and creates consensus from executives on:
   - Prioritisation Criteria.
   - Prioritisation Criteria weightings.
   - Capacity elements to be considered.
   - Final Review of portfolio recommendation.
1. However, data driven, more objective than subjective.
2. Repeatable process.
3. Leaves set capacity for unanticipated needs.
4. Caters for changes to benefits and remaining costs on existing projects and considers should they be halted.
5. Considers capacity of the organization.
6. Caters for some soft benefits being considered where executive agrees should be.
7. Allows for quarterly changes to criteria, weightings, capacity constraints and soft benefits considered and their exchange rate as the business imperatives change.
8. Recommend that you perform quarterly capacity/regrets review to see if we have too much or too little capacity in certain areas and can take medium term actions to address
9. No ongoing need for Sia.

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Key capabilities of the Portfolio Optimisation Tool

- Provides a base set of business priority factors and deliverability factors which can be customised for each organisation.
- Includes draft weightings of each factor which can be adjusted for each organisation.
- Provides an input form to capture the key characteristics of a project.
- Calculates a weighted score for each project based on the business priority and deliverability factors.
- Produces a ranking of projects based upon their weighted scores.
- Provides a summary dashboard of project's business priority vs deliverability.
- Assists in calculating the revised capacity of the organisation based on a set of constraints.
- Assists in aligning the revised portfolio with the revised capacity.
- Captures management decisions regarding project priorities discussed in prioritisation sessions.

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Sample Project prioritisation factors

For each project, the project related factors to be considered during the project prioritisation include:

Business Factors	Deliverability Factors
/ Speed to value / Benefits over remaining costs / Alignment to IT Roadmap.	/ Delivery risk (0%-100%) / Benefit Risk (0%-100%) / Support Risk (0%-100%) / Peak Resource Requirements (FTE) / # of Programs it is dependent on

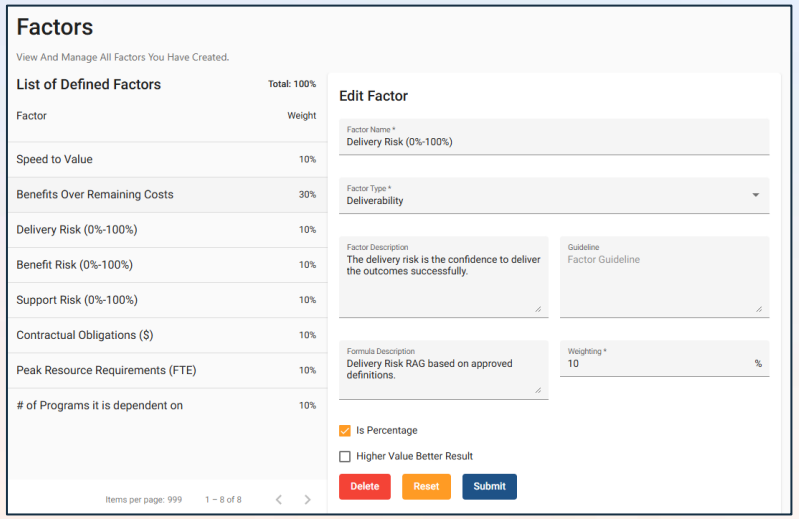
Additional business and delivery factors can be added for each client environment. Sia will work with our clients to configure the tool for your environment, projects, factors and constraints.

The following slides provide some examples of the data captured in the Portfolio Optimisation Tool and some of the graphs/reports it produces.

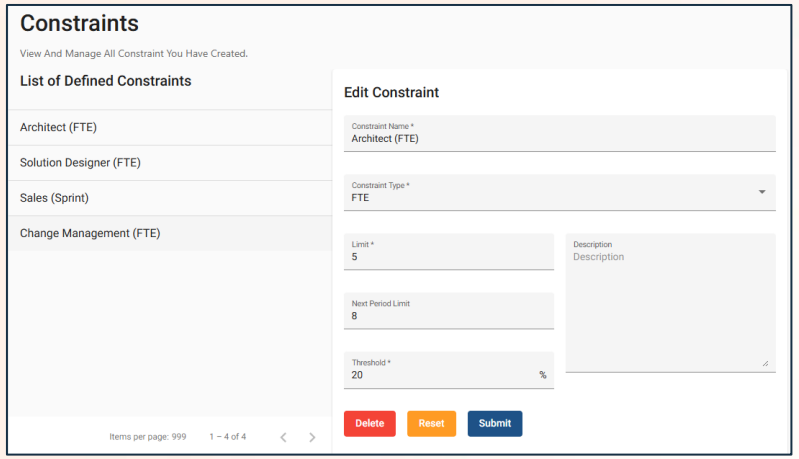
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Capturing factors and constraints

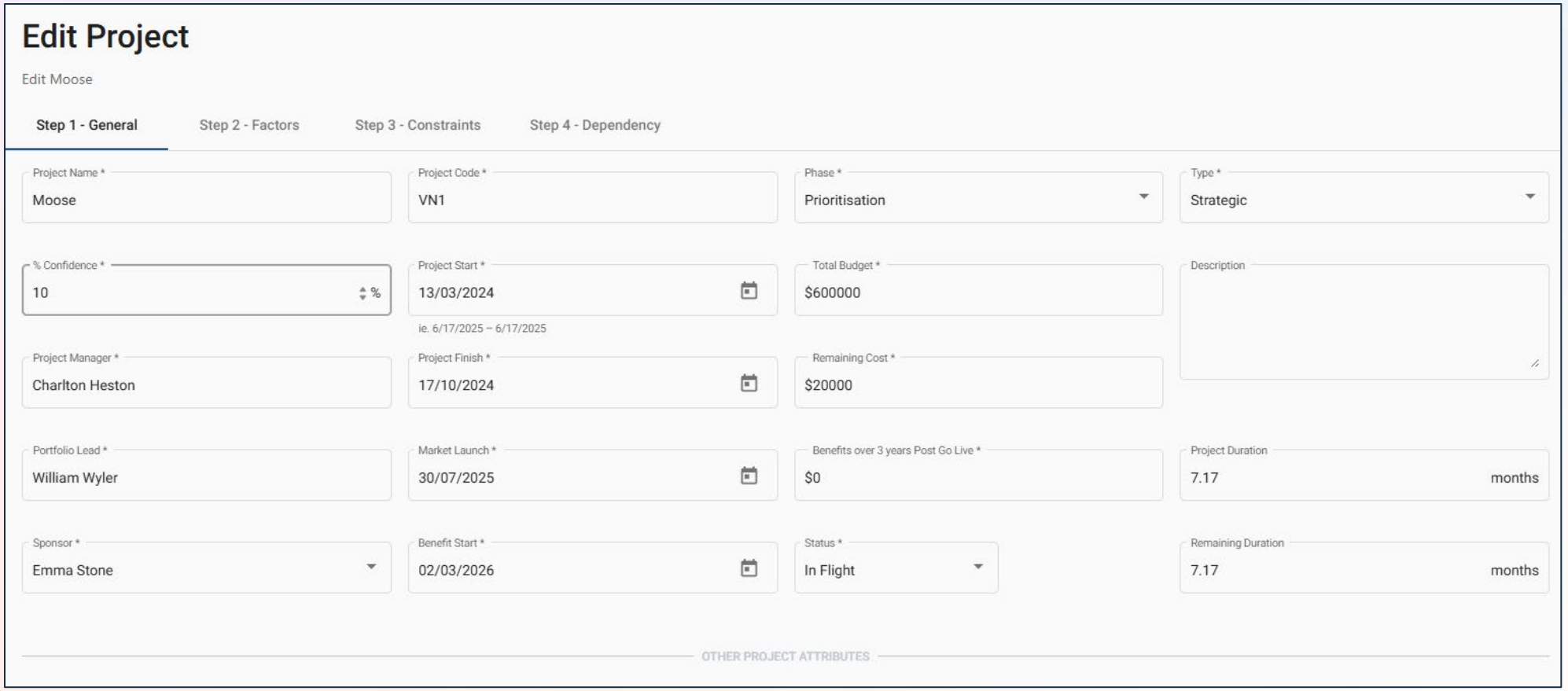
Prioritisation Factors
Lists the factors that should be used to prioritise projects. Each factor can be weighted to reflect its relative importance.



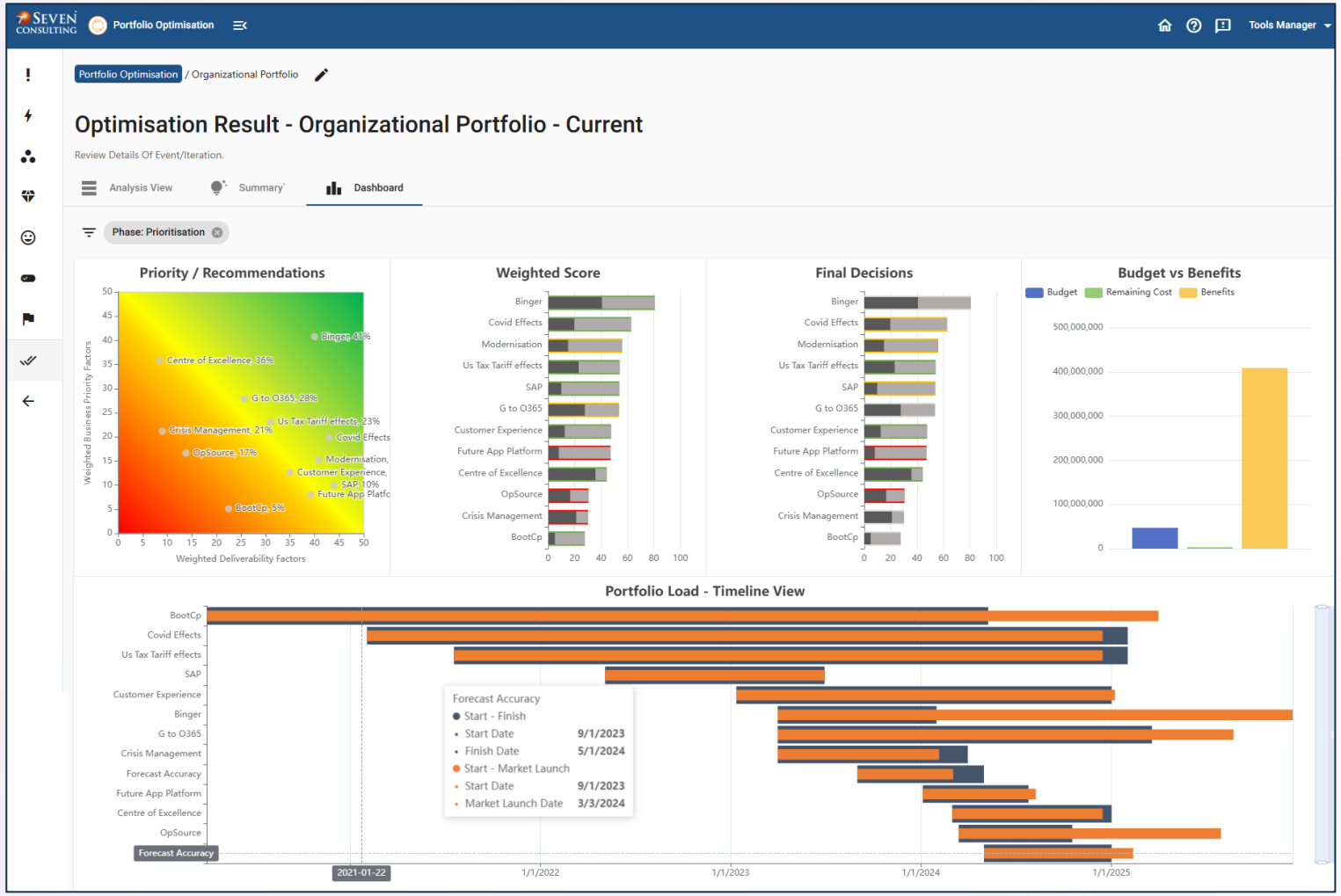
Portfolio Constraints
Lists the constraining factors that may prevent successful delivery of your projects.



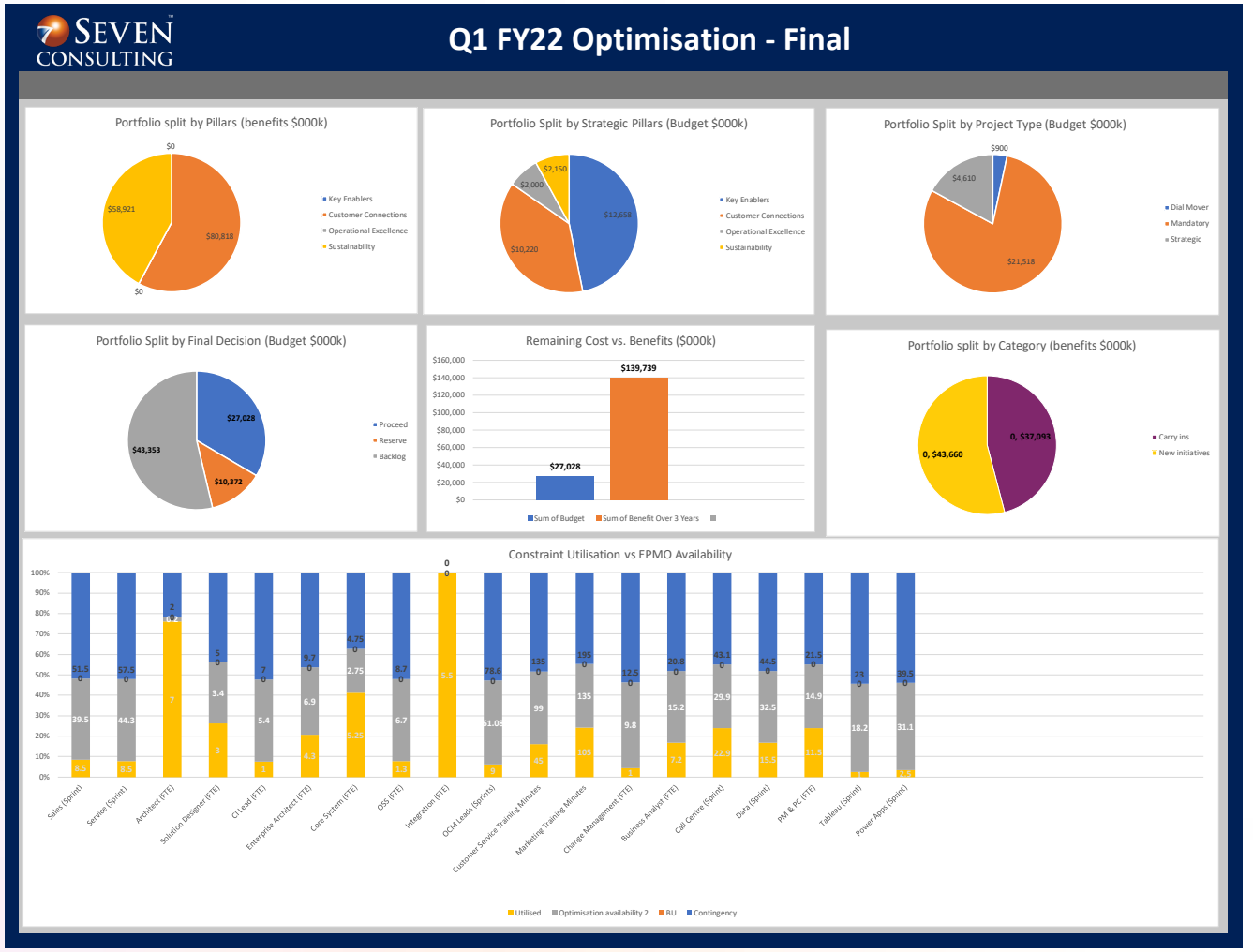
Capturing the key characteristics of each project



Portfolio Optimisation Tool - Sample Dashboard



Portfolio Optimisation Tool - Sample Report

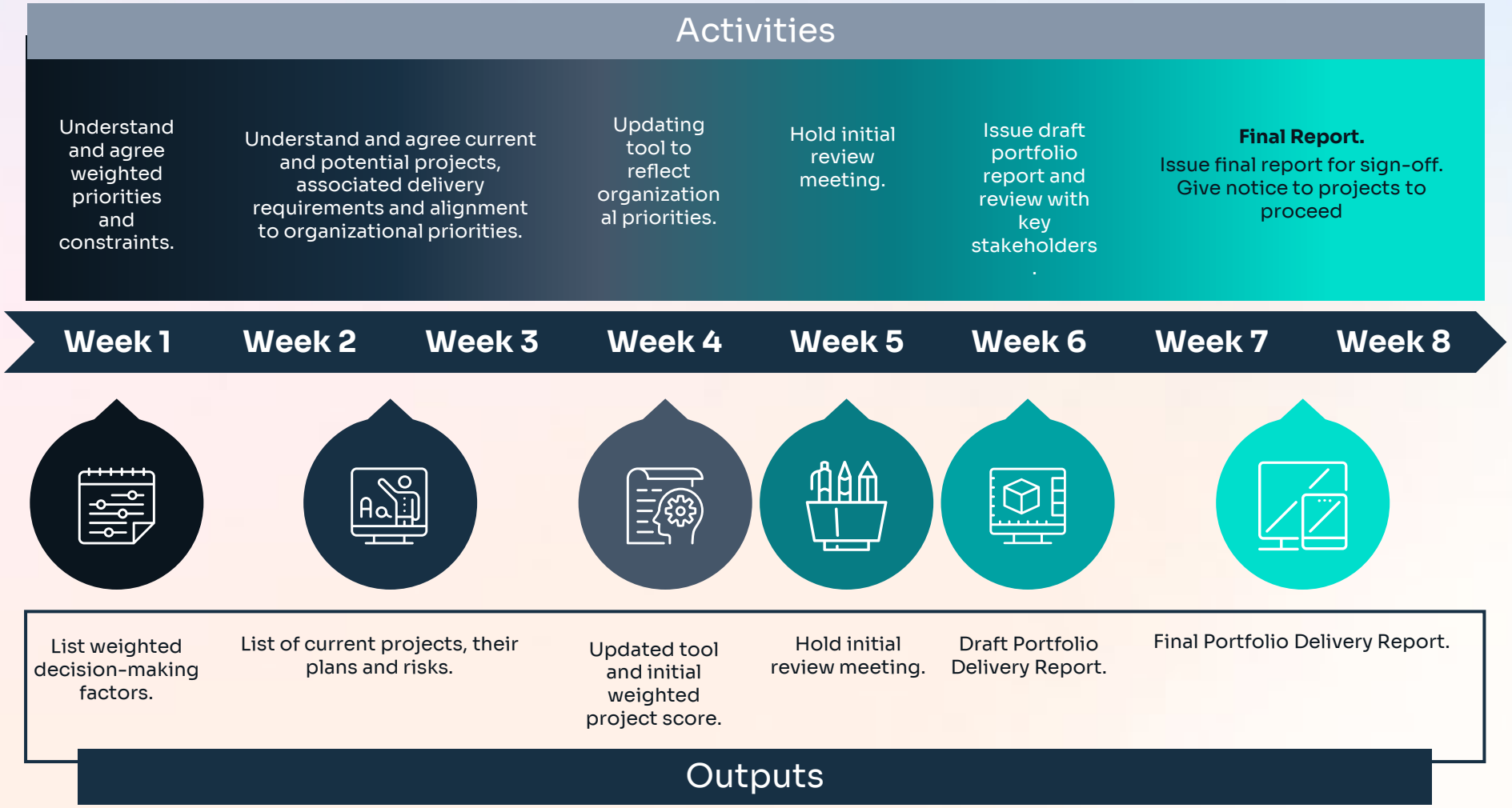


Expected Outcomes from the Portfolio Review

- Prioritised view of the project portfolio – projects will have been prioritised based on a set of weighted criteria agreed with stakeholders
- Decisions will have been made on which projects should be started, stopped or deferred
- Updated view on the delivery capacity of the organisation to deliver projects in the current environment
- Increased management confidence that the organisation is spending its funding on the right projects in the current environment
- An ongoing framework which can be reviewed on a regular basis to confirm that funding and resourcing is still be allocated to the most important projects

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Portfolio Optimisation Tool - indicative implementation



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Portfolio Optimisation Tool - Security Assurance & Protection

The Portfolio Optimisation Tool has been delivered and is protected using Microsoft Azure Security Services. This protection is included in Portfolio Optimisation Tool subscription costs :

- Network Security Groups (NSGs)
  - A free service that you attach to a network interface or subnet. An NSG allows you to filter TCP or UDP protocol traffic by using IP address ranges and ports for inbound and outbound connections.
- Data - Storage Encryption
  - Protects your storage account with encryption at rest.
- Network - TLS/SSL
  - TLS/SSL deliver encryption in transit for most Azure services that exchange information, such as Azure Storage and Web Apps



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

4. PRISM



Our new Expert Project Risk Tool

Introduction to PRISM

PRISM (Project Risk Impact and Suggested Mitigation) is a structured, expert-developed tool by Sia designed to enhance the assessment, mitigation, reporting, and ongoing management of project delivery risks. Built on decades of experience and research, PRISM provides a consistent, best-practice framework that addresses a core set of common risk factors across all types of projects.

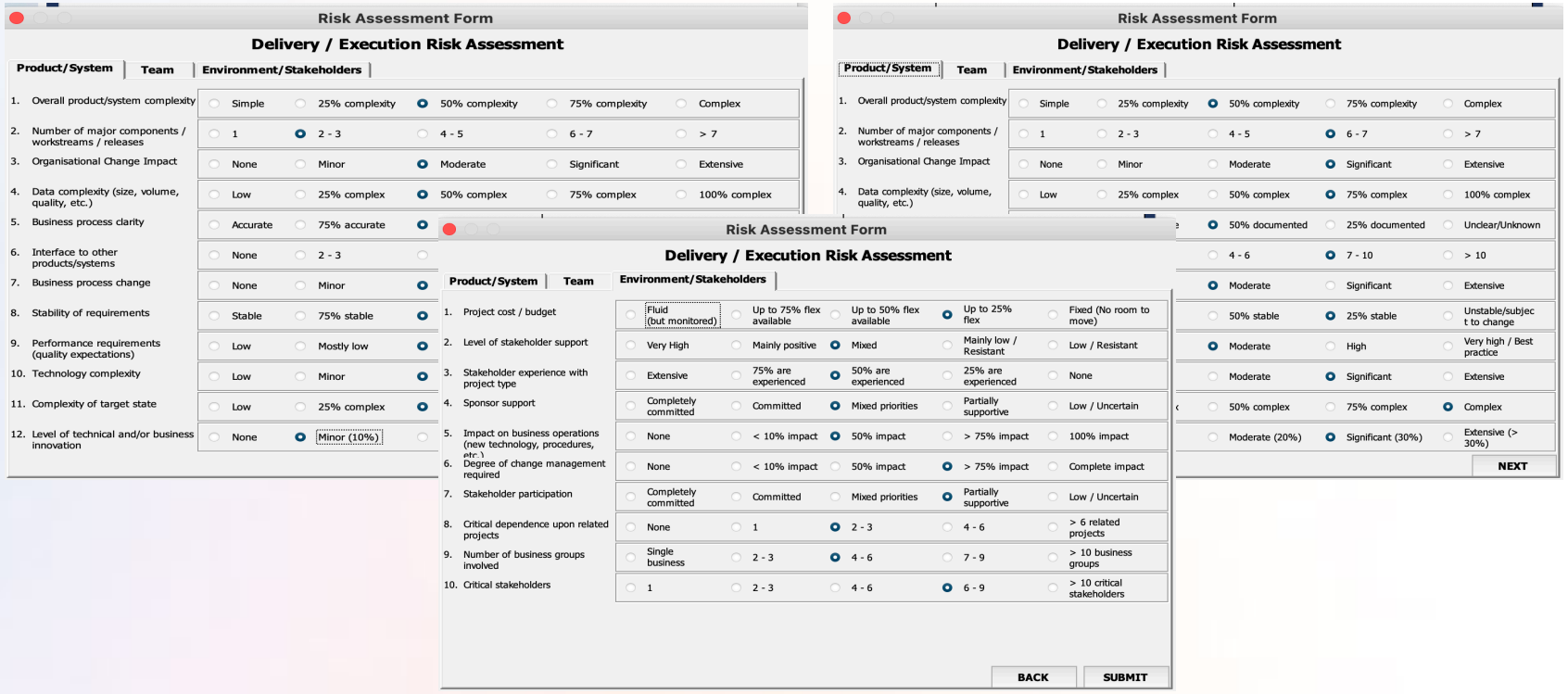
Recognising that risks significantly affect estimation accuracy, scheduling, team health, productivity, and stakeholder engagement, PRISM promotes a unified risk language within the organisation—especially valuable for those with limited project delivery experience. While each project is unique, PRISM supports proactive risk management as a critical component of successful project execution.

PRISM is an essential tool for building an open and transparent relationship between Sponsors, project managers and stakeholders as a structured and consistent analysis of project delivery risks especially at the initial planning, Business Case stage enables conversations and actions that can be initiated around potential risks to assist in setting up a project for success. Effective reduction of project delivery risk is a “Win/Win”.

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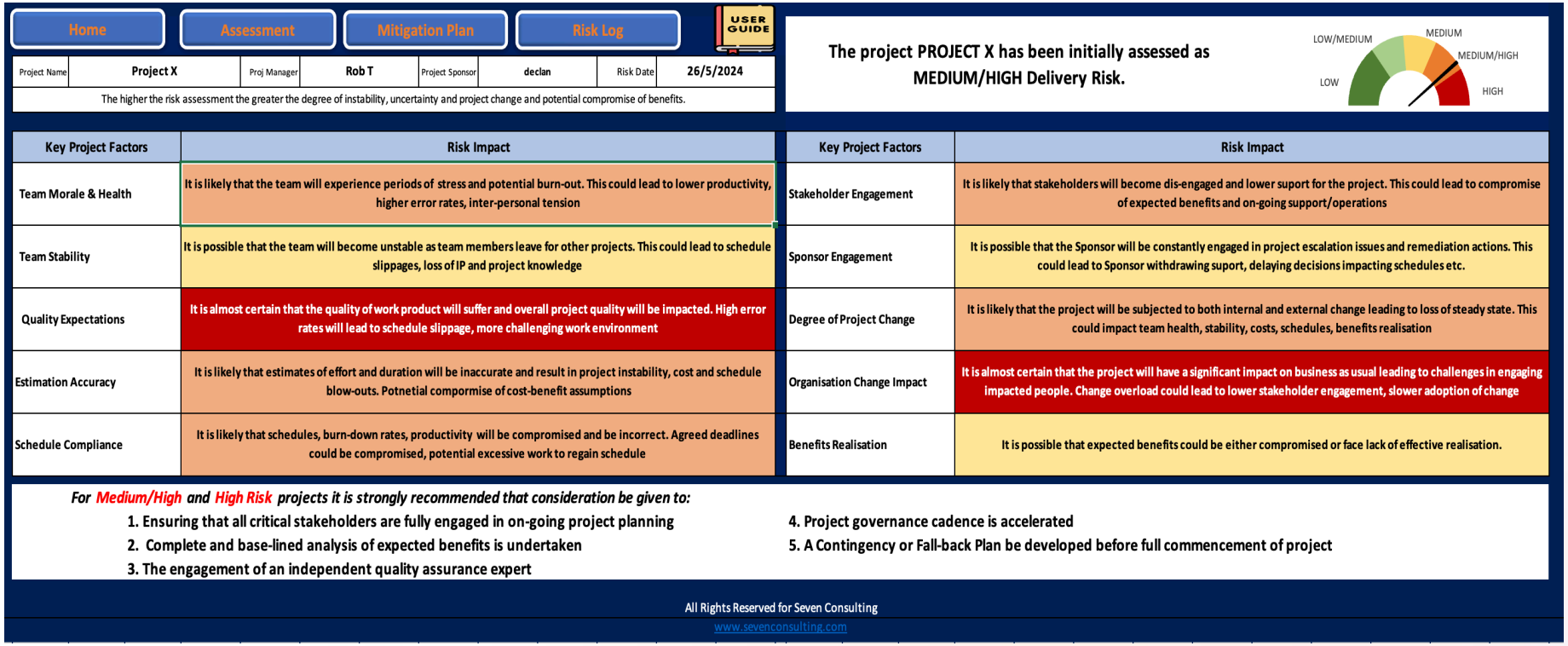
PRISM – Risk Assessment

The user completes three sets of Delivery and Execution Risk Assessments: Product/System, Team, and Environment.



PRISM – Risk Analysis

The Risk Analysis window page displays the Risk Impact across all key project factors, along with the aggregated overall rating.



Home | Assessment | Mitigation Plan | Risk Log | USER GUIDE

Project Name	Project X	Proj Manager	Rob T	Project Sponsor	declan	Risk Date	26/5/2024

The higher the risk assessment the greater the degree of instability, uncertainty and project change and potential compromise of benefits.

The project PROJECT X has been initially assessed as MEDIUM/HIGH Delivery Risk.

Key Project Factors	Risk Impact
Team Morale & Health	It is likely that the team will experience periods of stress and potential burn-out. This could lead to lower productivity, higher error rates, inter-personal tension
Team Stability	It is possible that the team will become unstable as team members leave for other projects. This could lead to schedule slippages, loss of IP and project knowledge
Quality Expectations	It is almost certain that the quality of work product will suffer and overall project quality will be impacted. High error rates will lead to schedule slippage, more challenging work environment
Estimation Accuracy	It is likely that estimates of effort and duration will be inaccurate and result in project instability, cost and schedule blow-outs. Potnetial compormise of cost-benefit assumptions
Schedule Compliance	It is likely that schedules, burn-down rates, productivity will be compromised and be incorrect. Agreed deadlines could be compromised, potential excessive work to regain schedule

Key Project Factors	Risk Impact
Stakeholder Engagement	It is likely that stakeholders will become dis-engaged and lower suport for the project. This could lead to compromise of expected benefits and on-going support/operations
Sponsor Engagement	It is possible that the Sponsor will be constantly engaged in project escalation issues and remediation actions. This could lead to Sponsor withdrawing suport, delaying decisions impacting schedules etc.
Degree of Project Change	It is likely that the project will be subjected to both internal and external change leading to loss of steady state. This could impact team health, stability, costs, schedules, benefits realisation
Organisation Change Impact	It is almost certain that the project will have a significant impact on business as usual leading to challenges in engaging impacted people. Change overload could lead to lower stakeholder engagement, slower adoption of change
Benefits Realisation	It is possible that expected benefits could be either compromised or face lack of effective realisation.

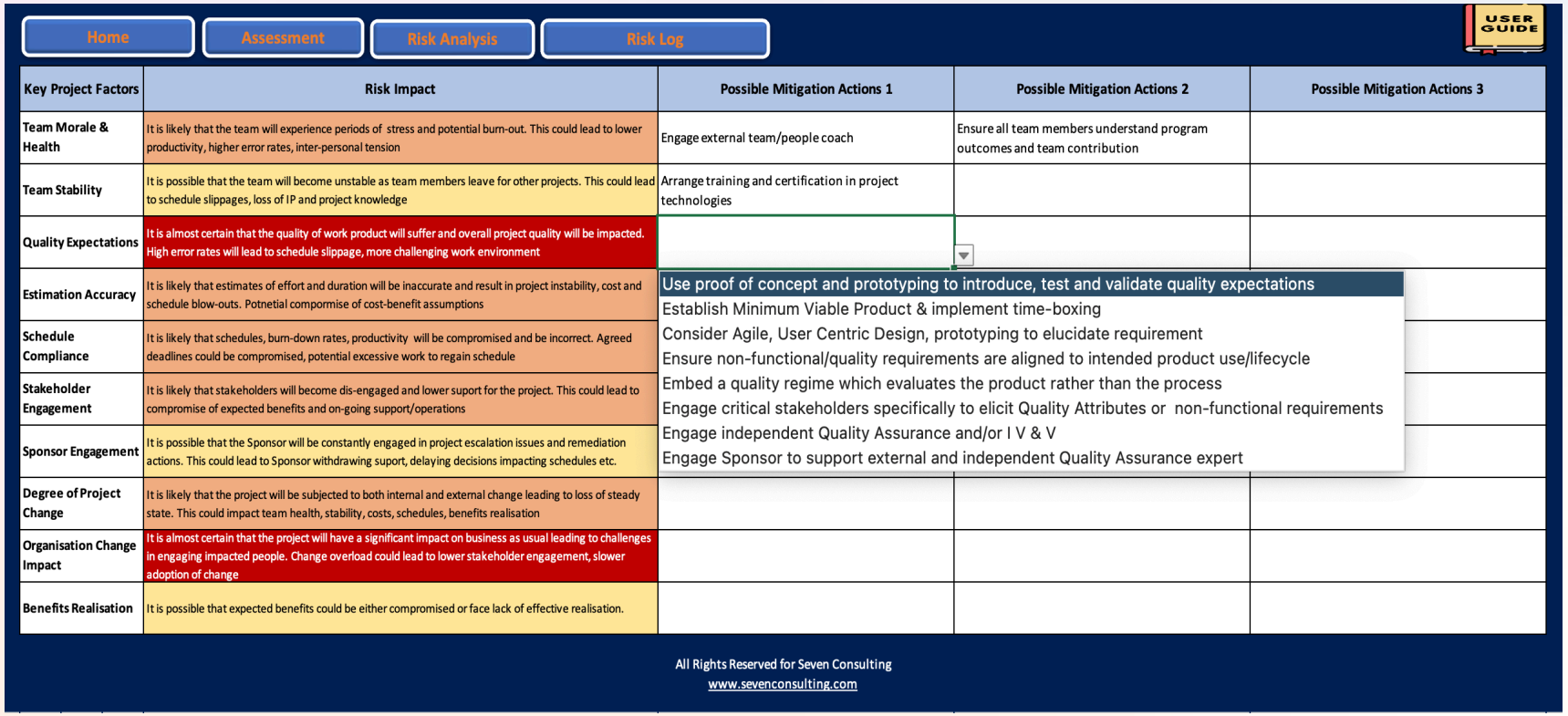
For Medium/High and High Risk projects it is strongly recommended that consideration be given to:

1. Ensuring that all critical stakeholders are fully engaged in on-going project planning
2. Complete and base-lined analysis of expected benefits is undertaken
3. The engagement of an independent quality assurance expert
4. Project governance cadence is accelerated
5. A Contingency or Fall-back Plan be developed before full commencement of project

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PRISM – Mitigation Plan

On the Mitigation Plan page, users can choose up to three actions per key project factor - grouped into categories like scope, schedule, cost, and quality - that influence overall project outcomes.



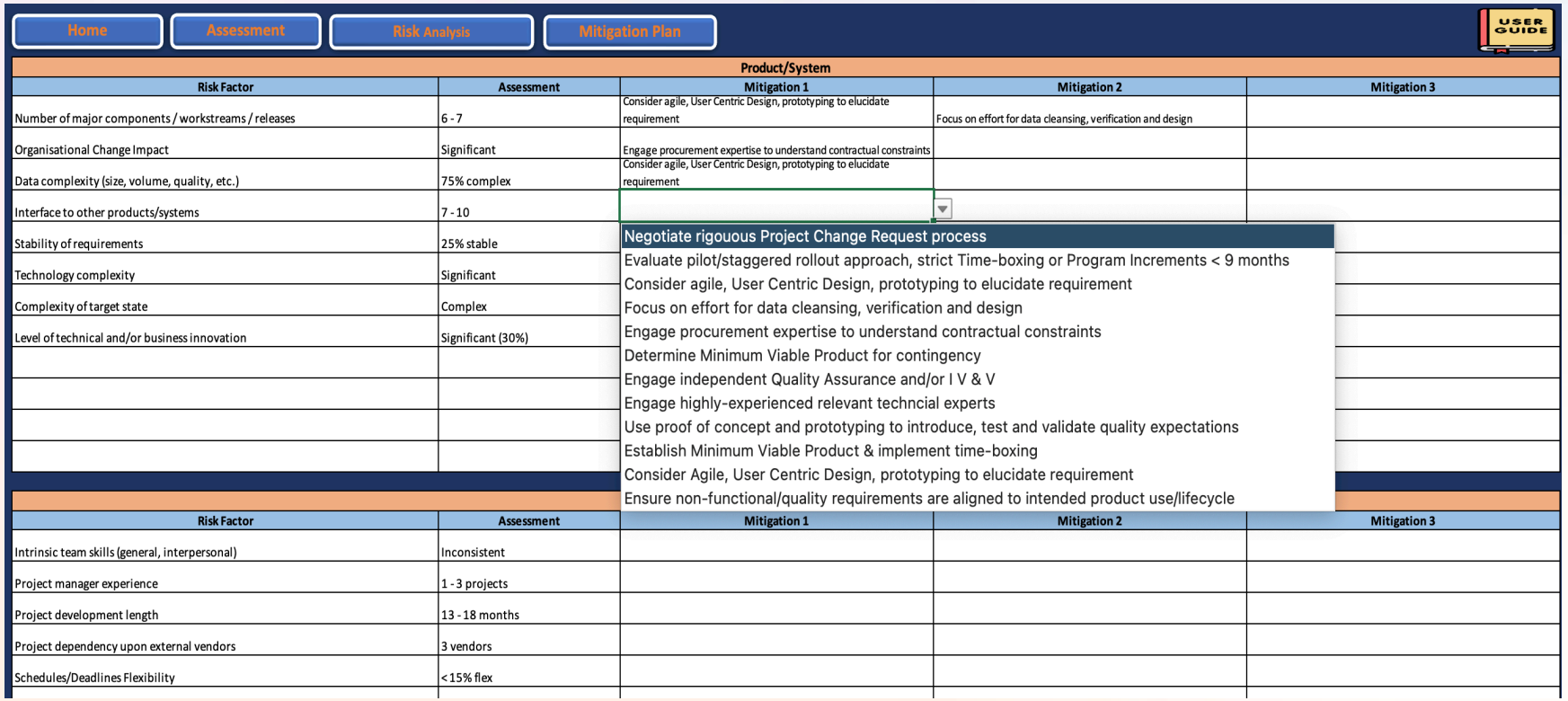
Key Project Factors	Risk Impact	Possible Mitigation Actions 1	Possible Mitigation Actions 2	Possible Mitigation Actions 3
Team Morale & Health	It is likely that the team will experience periods of stress and potential burn-out. This could lead to lower productivity, higher error rates, inter-personal tension	Engage external team/people coach	Ensure all team members understand program outcomes and team contribution	
Team Stability	It is possible that the team will become unstable as team members leave for other projects. This could lead to schedule slippages, loss of IP and project knowledge	Arrange training and certification in project technologies		
Quality Expectations	It is almost certain that the quality of work product will suffer and overall project quality will be impacted. High error rates will lead to schedule slippage, more challenging work environment			
Estimation Accuracy	It is likely that estimates of effort and duration will be inaccurate and result in project instability, cost and schedule blow-outs. Potnetial compormise of cost-benefit assumptions			
Schedule Compliance	It is likely that schedules, burn-down rates, productivity will be compromised and be incorrect. Agreed deadlines could be compromised, potential excessive work to regain schedule			
Stakeholder Engagement	It is likely that stakeholders will become dis-engaged and lower suport for the project. This could lead to compromise of expected benefits and on-going support/operations			
Sponsor Engagement	It is possible that the Sponsor will be constantly engaged in project escalation issues and remediation actions. This could lead to Sponsor withdrawing suport, delaying decisions impacting schedules etc.			
Degree of Project Change	It is likely that the project will be subjected to both internal and external change leading to loss of steady state. This could impact team health, stability, costs, schedules, benefits realisation			
Organisation Change Impact	It is almost certain that the project will have a significant impact on business as usual leading to challenges in engaging impacted people. Change overload could lead to lower stakeholder engagement, slower adoption of change			
Benefits Realisation	It is possible that expected benefits could be either compromised or face lack of effective realisation.			

Use proof of concept and prototyping to introduce, test and validate quality expectations
Establish Minimum Viable Product & implement time-boxing
Consider Agile, User Centric Design, prototyping to elucidate requirement
Ensure non-functional/quality requirements are aligned to intended product use/lifecycle
Embed a quality regime which evaluates the product rather than the process
Engage critical stakeholders specifically to elicit Quality Attributes or non-functional requirements
Engage independent Quality Assurance and/or I V & V
Engage Sponsor to support external and independent Quality Assurance expert

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PRISM – Risk Log

The Risk Log page displays all identified risk factors and their assessments.
Users can also assign up to three mitigation actions for each risk.



Product/System				
Risk Factor	**Assessment**	**Mitigation 1**	**Mitigation 2**	**Mitigation 3**
Number of major components / workstreams / releases	6 - 7	Consider agile, User Centric Design, prototyping to elucidate requirement	Focus on effort for data cleansing, verification and design	
Organisational Change Impact	Significant	Engage procurement expertise to understand contractual constraints		
Data complexity (size, volume, quality, etc.)	75% complex	Consider agile, User Centric Design, prototyping to elucidate requirement		
Interface to other products/systems	7 - 10			
Stability of requirements	25% stable			
Technology complexity	Significant			
Complexity of target state	Complex			
Level of technical and/or business innovation	Significant (30%)			

Negotiate rigouous Project Change Request process
Evaluate pilot/staggered rollout approach, strict Time-boxing or Program Increments < 9 months
Consider agile, User Centric Design, prototyping to elucidate requirement
Focus on effort for data cleansing, verification and design
Engage procurement expertise to understand contractual constraints
Determine Minimum Viable Product for contingency
Engage independent Quality Assurance and/or I V & V
Engage highly-experienced relevant techncial experts
Use proof of concept and prototyping to introduce, test and validate quality expectations
Establish Minimum Viable Product & implement time-boxing
Consider Agile, User Centric Design, prototyping to elucidate requirement
Ensure non-functional/quality requirements are aligned to intended product use/lifecycle

Risk Factor	**Assessment**	**Mitigation 1**	**Mitigation 2**	**Mitigation 3**
Intrinsic team skills (general, interpersonal)	Inconsistent			
Project manager experience	1 - 3 projects			
Project development length	13 - 18 months			
Project dependency upon external vendors	3 vendors			
Schedules/Deadlines Flexibility	< 15% flex			

Business Outcomes from using PRISM

PRISM:

- Creates a common, simplified framework for project delivery risk assessment and mitigation that reflects the cumulative expert experience and learning of Sia;
- Highlights potential risk impact across multiple factors that can affect achieving project success;
- It delivers a ”best practice” and consistent framework for cross project portolio comparison and data collection;
- Bridges the gap where existing client tools focus more on business-level risks than project-specific ones;
- Supports continuous improvement through shared usage and insights, benefiting both seasoned and less experienced consultants.

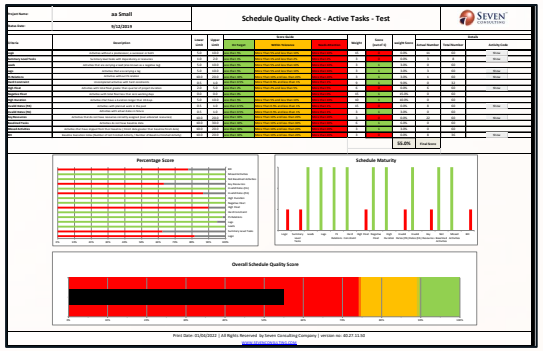
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Other Sia Tools



Other Sia Delivery Tools

Health Check Tool

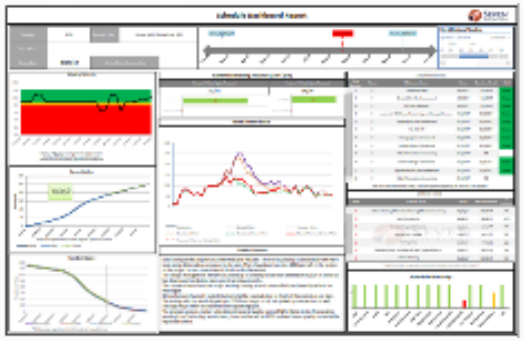


The Schedule Heath Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

Key features include:

- Health check
- Schedule maturity
- Overall schedule quality score

Waterfall Dashboard

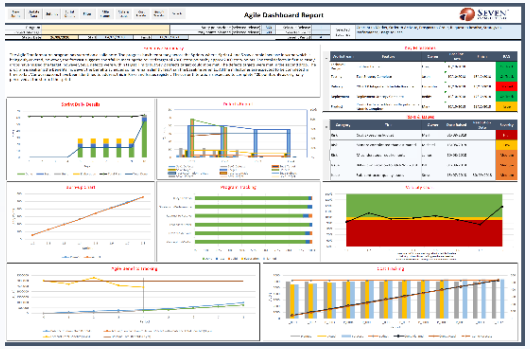


The Waterfall Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of Agile projects progress.

Key features include:

- Weekly velocity
- Earned Value
- Task burndown
- Effort Tracking

Agile Dashboard



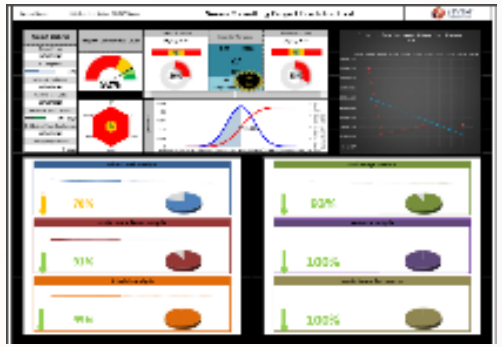
The Agile Dashboard combines multiple reports to provide a 'Dashboard', or snapshot of Agile projects progress.

Key features include:

- Burn-up Chart
- Sprint Burn-Up
- Cost Tracking
- Benefits Tracking
- Defect Reports

Other Sia Delivery Tools

Schedule Predictor

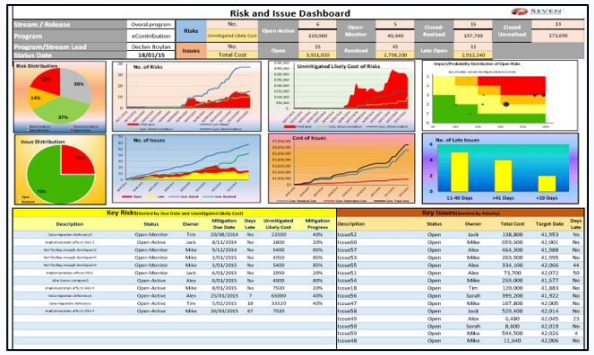


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

Key features include:

- Project confidence level
- Critical path analysis
- Cumulative probability

Risk and Issues Dashboard



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

Key features include:

- Issue tracking by status, cumulative issues over time, number of late issues, estimated cost of issues
- Risk tracking by status, cumulative risks over time, likely cost of unmitigated risks, impact/probability distribution of open risks

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

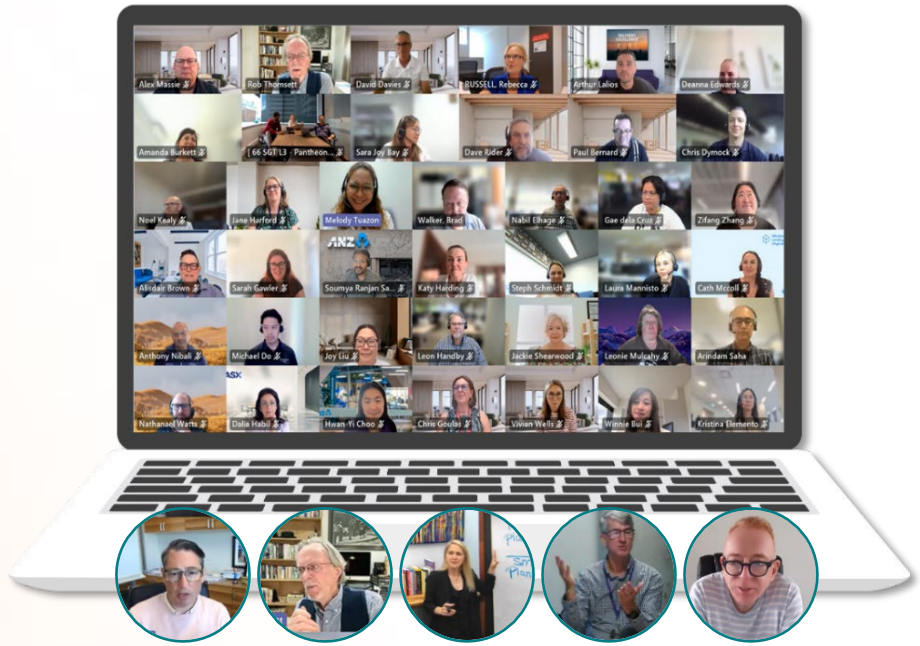


Lunchtime Brown Bag Expert Sessions

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

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:
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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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