



Australian Government
Department of Finance and Deregulation

Project Outcome Evaluation and Benefit Realisation Management

This list of suppliers was pre-qualified for the ICT Management Consultants multi-use list category of Project Outcome Evaluation and Benefit Realisation

Version 43.0 – 31 August 2012

Service Type Definition

Refers to the development and implementation of organisational processes and procedures to identify, monitor, track and harvest the realisation of project benefits.

Disclaimer

All supplier information is as provided by the supplier in their application. Accordingly, before relying on information provided in the ICT MCL, agencies should independently verify its accuracy, currency, completeness and relevance for their purposes. Agencies must ensure that any procurement process is undertaken in accordance with agency guidelines.

In selecting suppliers, agencies must comply with the [Commonwealth Procurement Rules](#) (July 2012).

If you have any questions about the multi use list (the List), please call on 02 6215 1597 or email ictprocurement@finance.gov.au.

Organisation Name	@Rossiters Pty Ltd		
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Company Background

@Rossiters Pty Ltd is a small, dynamic consulting firm specialising in project and program management services. We employ only the highest calibre Program and Project Managers. All our consultants are professional engineers with post graduate qualifications in project and program management and many years experience in the field. We differentiate on the specialist expertise we bring to benefits-led project and program delivery. @Rossiters can also provide a qualified MSP trainer and workplace assessor under the AQTF system. We work with the main-stream best-practice standards (PMBok, PRINCE2, P3M3, P3O and MSP), but provide tailored solutions to meet individual client needs. Our strength is our ability to work with people across disciplines, roles and hierarchies to support and deliver transformational change. Our consultants have worked with both government and non-government organisations on the design, development and implementation of project and programme management frameworks and have a wealth of practical experience in large public and private programs, including requirements within the DOFD Gateway Review and Two-Pass Budget processes. Our service capability includes: project, program and portfolio management services; training and skills transfer; assessment of program and policy implementation effectiveness; and benefits realisation management.

Company Accreditation (Optional)

@Rossiters commits to quality through: 1. Leveraging industry best practice methodologies principles and standards: AS/NZS 31000 - Risk Management; MSP, PRINCE2, PMBOK, P3M3, P3O. 2. Membership of professional bodies: Institute of Engineers Australia (FIEAust), Australian Institute of Project Management (AIPM). 3. Ongoing investment in the professional development of our consultants. Our consultants are certified in a range of current methodologies including PRINCE2, P3O and MSP.

Project Outcome Evaluation and Benefit Realisation Management

@Rossiters has considerable government and non-government experience in the practical application of benefit-led programs and projects. We apply a rigorous, disciplined approach to benefits management with a focus on benefits-led decision-making in all change initiatives. We provide support across the entire program/project lifecycle, including: benefit identification through facilitated workshops; benefit prioritisation, validation (through techniques such as mapping benefits back to the vision and strategic intent, blueprinting, benefit-stakeholder-impact matrices); benefit realisation strategy development; measurement and KPI development (for baselining and post-delivery verification); and reporting and reviews. Particular attention is paid to effective

stakeholder engagement throughout the process. Our aim is to support managers and boards to focus on outcomes and benefits and develop and implement the organisation, procedures and skills necessary to integrate project outputs and deliver program benefits. Our work in the area of benefits management has been recognised by separate DOFD Gateway review teams as "outstanding and... an example of best practice in program management" and "worthy of distribution to other government agencies as an example of best practice". Our staff worked with two separate CrimTrac Programs to design and deliver a series of Benefits workshops that engaged Change Managers from all affected jurisdictions. The workshops dealt with: education of participants in the MSP approach to benefits-led program delivery; outcome relationship modelling; benefits validation, prioritisation, mapping and profiling; and benefit monitoring and measurement. Similar support was provided to a large AFP Program that is impacting all portfolios of the organisation.

Organisation Name **3PM Consulting Pty Ltd**
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Company Background

3PM Consulting Pty Ltd is a company that has been established for ICT and Project Management consulting. The sole Director / Principal Consultant is Eamonn Rooney who has had over 25 years experience in Federal Government ICT and Project Management.

Company Accreditation (Optional)

The company does not hold any accreditation currently. However, the Principal Consultant holds a current Certified Practising Project Director (CPPD) accreditation from the AIPM, along with numerous Project Management certifications (PRINCE2, MSP, ITIL). In addition, Eamonn Rooney is an accredited Gateway Review Team Leader (RTL) with around 20 reviews, including some in NZ. He also holds an Advanced Diploma of Project Management.

Project Outcome Evaluation and Benefit Realisation Management

3PM consulting's Principal consultant Eamonn Rooney is a Certified Practising Project Director with the AIPM. He has many years experience as a certified PRINCE2 and MSP practitioner and has been an advocate for Benefits led management in Government initiatives for the past 10 years. In one particular example, he used a Benefits Management approach to redevelop a Business Case for a failing NPP that had received two Red Gateway Review reports. Following the redevelopment of the Business Case and the implementation of Benefits Management, the program went on to receive four successive Green Gateway Reviews and delivered more capability than originally envisioned. This led to the Project Team receiving an award for Conspicuous Conduct from the Commissioner of the AFP in 2011. He regularly reviews projects, programs and New Policy Initiatives providing recommendations to Senior Executives, often recommending and explaining in clear terms how Benefits Management can focus delivery of NPPs and afford greater strategic and management control to Boards and Senior Executives. Eamonn has developed the Lessons Learned Guide for Benefits Management for Assurance Reviews Branch in DOFD showing how Benefits Management is a key element throughout the life cycle of Programs and NPPs.

Organisation Name 451 Consulting Pty Ltd

Trading Name

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Company Background

Since 2001, 451 Consulting has assisted over 45 government and private sector organisations become more successful through delivery of 400 assignments. We offer highly responsive and scalable solutions through our 32 experienced consultants and access to over 80 highly pre-qualified contractors. Our business and government clients value 451 Consulting as trusted advisors and capability partners in the formulation and realisation of strategic and operational goals. We provide management and technology consulting services to Brisbane (headquarters), Sydney, Melbourne, Canberra, and New Zealand markets. You can be confident in selecting 451 Consulting as over 90% of the organisations we have partnered with since 2001 have nominated 451 as a preferred partner when addressing new organisational challenges; a fact that is fully supported by written testimonials and repeat work. The majority of people in 451 Consulting are long standing members of the Australian consulting and contracting community, having served with international consulting organisations and major public and private organisations over many years. 451 offers you a rich history, deep experience and pragmatic methodology.

Company Accreditation (Optional)

451 Consulting has an outstanding track record of delivery insight, integrity and value on every client assignment. We have a fully operational quality management system and our high-quality performance is demonstrated by our appointment to numerous Government and private sector panels, some of which include: - Department of Defence (Management Consulting Services) - Department of Public Works (Whole-of-Government Panel for Project Management Coaching, Training and Mentoring) - Ergon Energy (Six panels across Project Management, Strategic Consulting and ICT Consulting Services) - Civil Aviation Safety Authority (Aviation Safety Consultancy MUL Panel) - Queensland Health (ICT Contracting Services, and Internal Audit) - Suncorp (ICT Contracting and Project Management Resourcing) - Asia Pacific Utilities Group (Management Consulting Services) - Department of Transport and Main Roads (ICT Consulting and Contracting Services) - Corporate Services Queensland (PMO Panel) - Queensland Investment Corporation (Program Health Checks & PMO Review Panels) - Department of Communities and Disability Services Qld (Project Management Training, Coaching and Mentoring) - Local Government Association Queensland (Learning and Development, and Business Services Consulting) - Gold Coast City Council (Training, Organisational Development and People Management) - City of Townsville (Panel of Providers for Business Management Consultant Services) - Department of Emergency Services (Internal Audit)

Project Outcome Evaluation and Benefit Realisation Management

451 Consulting offers market leading Project Evaluation and Benefits Realisation methodology, developed through the significant experience of our Executive Managers. Our proven approach provides reliable project assurance and a dashboard overview of current project status; minimising risk and identifying project improvement initiatives. The 451 Benefits Management Methodology has been delivered to the Australian Institute of Project Management annual conference and the Annual CPA Conference, as well as QUT's MBA program. 451's methodology includes steps which: a) Reviews business outcomes and benefits and how they are understood b) Assesses clarity of program and project scope, including review of work samples c) Analyses activities and runs focus groups with program staff to understand their perspective d) Interviews and Focus Groups with stakeholders to understand their needs/assess relationships; e) Reviews accuracy and clarity of reporting and interdependency management Recent examples include: a) Ergon Energy engaged 451 to review their recently implemented ERP system to assess whether benefits from the Business Case were likely. We also developed a framework and governance model to ensure clear accountabilities for benefits realisation and measurement tools for both financial and non-financial performance. Recommendations were presented to the CEO and Executive team and the proposed full benefits management model was adopted for all future projects, not just the ERP project. There was significant skills transfer to staff and managers and they achieved 98% of benefits. b) 451 has developed Benefits Management frameworks for complex organisations including Department of Main Roads, Suncorp, QIC and BSA.

Organisation Name **Accenture Australia Holdings Pty Ltd**

Trading Name Accenture

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Company Background

Accenture is a global management consulting, technology services and outsourcing company. Combining experience and comprehensive capabilities across all industries and business functions with extensive research capabilities, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 186,000 people in 49 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008.

Accenture offers a wide range of management consulting services with specialisations across most aspects of management and technology consulting, business service delivery and operation. In addition, Accenture's comprehensive heritage in systems integration and outsourcing means our consulting advice is pragmatic, outcomes focused, and mindful of implementation challenges.

Globally Accenture operates with one common brand and business model which allows us to serve our clients with consistency. In Australia we operate offices in Canberra, Sydney, Melbourne, Brisbane, Perth and Wollongong. Our clients span a broad range of industries worldwide and include many of the Fortune Global 100 and Fortune Global 500 companies, and numerous Government agencies. Many of our top 100 clients have been clients for at least five years.

Accenture's culture is strongly customer focused, results oriented and guided by our core values of client value creation, best people, integrity, respect for the individual, one global network and stewardship. We spend over \$300 million pa on training each year and we seek out the best talent and actively manage the development of our people to retain the best performers.

Company Accreditation (Optional)

Accenture has the following accreditations:

Capability Maturity Model (SW-CMM, CMMI) - Accenture has achieved Level 5 in both SW-CMM and CMMI in key Delivery Centre Network locations, with 93% of seats being in Level 5 centres. We have global CMMI programs in our Delivery Centres and in all 5 Operating Groups and have imbedded CMM into Accenture Delivery Methods. Our APIF (Accelerated Process Improvement Framework) offering helps clients achieve CMMI-based objectives faster.

eServices Capability Model (eSCM) - As founding sponsor and contributing member, Accenture is partnered with Carnegie Mellon University to create the eSCM. eSCM is a capability model that addresses the entire outsourcing process (pre-contract, contract execution, and post-contract), with a focus on building a foundation for sustained improvement of capabilities. Our Bangalore Delivery Centre is the first BPO organisation in the world to achieve eSCM-SP certification. We are a corporate sponsor of eSCM-SP and have imbedded it into Accenture Delivery Methods.

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ISO 9001 - We are certified in ISO 9001:2000 across all 5 global Operating Groups, Spain Delivery Centre and European Service Centre (ESC).

Project Outcome Evaluation and Benefit Realisation Management

Accenture is adept at POE and BRM services. Through our “Finance and Performance Management” practice we have professionals trained and experienced in all aspects of these services. Also the Accenture Delivery Methods includes relevant methodologies and best practice guides, and provides the processes and tools (like “Qualitative and Quantitative lead KPIs”) needed to establish benefits/outcomes, and examples of key documents like Benefits realisation Plans, KPI measurement plans, Quantitative templates, etc.

Accenture has developed an internationally recognised framework, called the Public Service Value (PSV) framework, for tracking agency level performance across the dimensions of Social Outcomes and Cost Effectiveness. See www.accenture.com for more detail.

Some recent examples include:

- (a) DEEWAR ~ Accenture undertook an evaluation of the department’s investment in the EA3000 system; its principle investment in the Job Network. Work included assessment of concerns communicated by members of the Job Network through qualitative interviews with Job Network providers, quantitative analysis of system parameters, and the use of the PSV framework.
- (b) Accenture recently worked on establishing a \$30 M Outcome Improvement benefits for The Australian Taxation Office, one of our main Public Sector client using the methodologies and techniques mentioned above. It also reinforced our commitment and approach to Benefits realisation Management for our client.

Organisation Name **Adaptive Frameworks (Projection Management Consultants)**

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Company Background

Adaptive Frameworks is one of the most successful providers of Project Management and Program Management expertise in Australia. Established in 2004, the company specialises in the application of PRINCE2 and Managing Successful Programs (MSP) and provides consultancy and training in these and other best practice frameworks.

Adaptive Frameworks focuses on providing assistance to organisations transitioning to consistent best practice approaches. Our consultants have significant working knowledge of both public and private sector projects and programmes equipping them to add considerable value to our clients through real-life experiences. Our list of federal government clients includes: The Department of Veterans Affairs, the Department of Employment and Industrial Relations, Centrelink and the Department of Defence.

Other clients include state government departments across Australia and many organisations from the private sector. When providing practical solutions to organisations Adaptive uses its significant project management methodology expertise, particularly PRINCE2, MSP and PMBOK.

Company Accreditation (Optional)

Accredited Consulting Organisation (APMG)

Accredited Training Organisation (APMG) for PRINCE2, MSP and P3O

Members of the Australian Institute of Management

All consultants are individual members of the Project Management Institute

Project Outcome Evaluation and Benefit Realisation Management

Adaptive Frameworks with its depth and breadth of experience across project and programme delivery within both public and private sector organizations can provide effective input and consultancy on benefit realisation. Projects and programmes are planned from the start with a focus on benefits that directly link back to the strategic goals of the business . If necessary this can mean the involvement in or facilitation of management workshops at project commencement so that correct alignment with organisational strategic goals is ensured. We might also be directly involved in project and programme planning. Activities involved may include:

Confirmation of strategic goals

Identification of project and programme outcomes as deliverables

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Translation into identifiable measurable outcomes that are SMART (Specific, measurable, achievable, realistic and traceable)

Definition of outcomes and deliverables to Key Performance Indicators (KPIs) that can be assigned to and measure within performance management guidelines and tools

Direct alignment of project and programme deliverables to strategic goals and KPIs

Service Standards and Statistics

Collation, analysis and reporting of information around these projects, programmes, deliverables, outcomes, benefits and strategies.

Our consultants have been involved in projects and programmes of various sizes and complexity ranging from Business Process Transformation: Service Improvement at GMH to a set of recommendations for ensuring benefit realisation from a major 3-year project at the Victorian Department of Infrastructure.

Organisation Name Ajilon**Trading Name**

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Company Background

Ajilon is one of the largest independent management consulting and systems delivery companies in Australia with over 500 consultants across the country. Ajilon has been successfully delivering hands-on services to Australian and international businesses for over a decade. We have deep expertise in Management Consulting in 'hands-on' change management, leadership and organisational development, Corporate Governance, Project Management, PMO creation and management, Project Remediation, Risk Analysis and Management and DR Planning, Benefits Realisation, Business Analysis and BPO, combined with strong partnering capability. Our client list includes a wide range of blue chip companies and industry leaders, who value us because we work as part of their team - helping to achieve business outcomes together. Our success is reflected in our long term business partnerships with many leading organisations including BHP Billiton, Telstra, NSW Department of Lands, HBF Health Funds, HBOS Australia, GE, Telstra and Federal and State Government agencies. Ajilon and our consultants take a longer term view and we stand by the services that we deliver. In fact, one of Ajilon's strategies is to forge strong relationships with relatively few clients, serving those clients very well

Ajilon and our consultants take a longer term view and we stand by the services that we deliver. In fact, one of Ajilon's strategies is to forge strong relationships with relatively few clients, serving those clients very well.

Company Accreditation (Optional)

At Ajilon, we operate within an ISO9001 quality system and in the areas of financial compliance must also comply with the Sarbanes Oxley accounting standards. We are members of AIM, the AIPM and the AIIA. Over 70% of our consultants are trained in Prince2 as part of our on-going training program. As well as having expertise in industry standards and methodologies such as ITIL, Prince2, and RUP, Ajilon has developed a tried and tested suite of scalable methodologies that provides flexibility and is suitable for any project. Ajilon's Diamond methodology supports the full scope of services that we offer and provides a mechanism for measuring the resulting organisational benefits.

Project Outcome Evaluation and Benefit Realisation Management

Ajilon has a refined Benefits Realisation methodology to identify, map, plan and monitor the achievement of project benefits. We have developed tools to select desired outcomes, map these to activities, establish accountability, measure progress made in achieving these outcomes, and confirm success. Our Benefits Realisation approach helps our clients to: Focus on outcomes /

benefits as well as on-time, on-budget delivery; Identify, measure, and monitor the achievement of benefits from the project; Achieve the returns planned from the investments

Why Choose Ajilon?

Our proven methodologies, deep experience and flexibility in supporting clients at various stages of the management cycle make us the ideal partner for a Benefits Realisation program. We have developed our approach over a range of successful client assignments from small projects through to multi-million dollar investments in systems. Our Benefits Realisation methodology and tools work - just ask the clients that we've worked with. Our Benefits Realisation approach develops a shift in thinking from delivering project on-time and on-budget to delivering value from the investment. Partnership is our 'mantra' and this is achieved by truly understanding our client's business needs and engaging all parties associated with the project - achieving buy-in from the outset. Ajilon was engaged to assist BankWest in the introduction of a benefits management framework across the organisation for strategic projects over \$500k in value. Ajilon provided its Benefits Realisation methodology and tailored it to the Bank's requirements. Working in partnership with BankWest staff, Ajilon's role included educating the organisation in the objectives and use of the framework and managing the cultural changes. HBF is Western Australia's major health and general insurer with over one million members and \$½ billion in revenue. Ajilon consultants tailored Ajilon's Benefits Management methodology to meet HBF's specific needs. A number of training sessions were then prepared and delivered to HBF's Project Managers, Practice Leaders and Business Analysts. Ajilon consultants also modified HBF's system development deliverables to cater for the outputs from the Benefits Management process

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Trading Name

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Company Background

AOT Consulting Pty Ltd is an independent professional consulting service firm that commenced business in 1989 and has since established a reputation for providing specialist skills in business, management and technology consulting. We have been engaged on a range of projects both in Western Australia for the State Government and the Commercial sector, as well as internationally in Asia Pacific and Europe.

The services we provide include:

Business Planning and Analysis (Strategic and Operational);

Facilitation;

Strategic Sourcing and Procurement;

Negotiation;

Contract Development and Management;

Governance;

Audit and Risk;

Stakeholder Engagement and Communications; and

Program, Project and Transition Management.

We have undertaken over 3,000 consulting projects, providing services across a range of sectors:

Commonwealth Government.

Emergency Services.

Financial Services.

Health, Life Sciences and Education.

Information and Communication Technologies Industries.

Infrastructure.

Land and Property.

Law and Order.

Licensing and Regulation.

Local Government.

Mining and Resources.

Oil and Gas.

Online Services.

Primary Industries.

Professional Services.

Science and Technology industries and Science Parks.

Sport, Recreation Tourism and Leisure.

State Government.

Utilities (Gas, Power, Telecommunications, Water).

Company Accreditation (Optional)

AOT Consulting has reinforced its commitment to delivering a quality professional consulting service through working in accordance with its ISO 9001 Quality System, accredited by Bureau Veritas Quality International (BVQi) to the ISO 9001:2000 standard.

The firm first established its QMS in 1995 based upon ISO9001:1994 and has since undertaken over 3,000 consulting projects for clients using this system. Professional consulting service delivery and management, business and administration processes have been designed to meet the requirements of ISO9001:2000, which provides consistency in our service delivery and quality outcomes.

Where applicable we also use internationally recognised standards such as AS/NZS 4360 Risk Management and AS/NZS 7799.2:2003 Information Security Management. We also reference internationally recognised standards such as ISO20000 for Service Management.

While AOT Consulting has not sought accreditation for MSP, Prince2 or PMBOK, the principles of these frameworks are applied to designing and managing programs/projects e.g. Prince 2 products are described in our ISO9001:2000 as deliverable outputs.

At any one time, the company may be running 40-50 consulting projects (not all projects run continuously – some are pending specific milestones such as tender close dates). All projects have budgets, milestones and deadlines in accordance with the principles of Prince2 or PMBOK.

Project Outcome Evaluation and Benefit Realisation Management

AOT Consulting Business Planning and Analysis (Strategic and Operational) service is designed to assist organisations to develop and plan for new initiatives or review the opportunities for improvement of existing initiatives.

Department of the Premier and Cabinet Western Australian Government's Recruitment Advertising and Management System (RAMS). AOT Consulting undertook a post implementation review of RAMS, which is a whole of government online system that enables advertising on the WA Government Jobs Board; receives and manages online job applications; facilitates administrative and clerical entry level recruitment; and

manages redeployment and severance of public sector staff. The Review comprised reviewing the development and implementation of processes, systems functionality, and if the project had delivered its original objectives.

Department of Treasury and Finance Review of the GEM Purchasing

e-Procurement Business System - AOT Consulting undertook a comprehensive review of Gem Purchasing, which was a whole of government online e-purchasing system implemented for the Western Australian Government. This included an extensive consultative process, examination of global e-purchasing models and the benefits and issues experienced through the implementation of Gem Purchasing. A copy of the report is available online at http://www.dtf.wa.gov.au/cms/uploadedFiles/Gem_Review_Report_Summary2.pdf

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Company Background

Aperium is an independent management consultancy group. Aperium was founded in the year 2000 and subsequently incorporated in 2001, with the view that prevailing consultancy models could no longer meet the client need for demonstrably independent advice. Aperium positions its consultancy services exclusively to encompass the development of strategic and operational business plans that are effective and efficient, by the alignment of identified objectives with proven technological capabilities to create implementation roadmaps at enterprise, business unit and technology levels. We regularly have followed this by the provision of subsequent program and project management direction to assure the best possible implementation process. Aperium employs and deploys only most senior and experienced personnel, adhering rigidly to the principle that the level of service we provide to our clients will be of a consistently high degree of excellence. Our consultants have, on average, 15 years experience designing or managing major and large scale projects and programs. Aperium values highly, and vigilantly maintains its independence in its selection of technology providers to avoid compromise in service delivery. Over the past 10 years Aperium's innovative approach has enabled many successful programs and projects working alongside both private and government organisations throughout Australia.

Company Accreditation (Optional)

Aperium services are performed in compliance with ISO 9001:2000.

Additionally, we draw upon the standards that are applicable to our services and the requirements of the client. We have adopted a series of elements from ISO 9001:2000 to utilise in our Quality Management Process.

The Aperium Approach has been developed, to enhance the capability of meeting the quality outcome of our client, this approach draws upon the tools of the appropriate industry bodies such as Strategic Planning Category, Version 18, February 2010 as; the Australian Institute of Project Management, the Office of Government Commerce (UK) and the global Project Management Institute.

In each assignment the Aperium Approach is used to maintain compliance with the appropriate client nominated standard and that of ISO 9001:2000.

Applicable Standards that form the foundation of our approach:

Office of Government Commerce (UK) – Managing Successful Programs

Office of Government Commerce (UK) – Project Management Method, PRINCE2

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Project Management Institute – The Standard for Program Management

Project Management Institute – PMBoK Guide, Third Edition

AS8015 – Corporate Governance of Information and Communication Technology

Preferred Supplier Panels include: Defence (DMOSS, LISTSS, Financial Systems), DHS(ICT Consulting Services), FaCSIA (ICT Services) and Victorian Whole of Government eServices Panel.

Project Outcome Evaluation and Benefit Realisation Management

For Project Outcome Evaluation and Benefits Realisation Management, Aperium's considerable experience enables us to offer services in Benefits Realisation Planning, Project Review, Project Assurance and Mentoring and Coaching.

A substantial differentiator of the Aperium Approach is the focus on the more active role of stakeholders and the importance of understanding the planned benefits of a project. Stakeholders are considered vital to the successful achievement of a project's planned benefits. Benefits Realisation commences upon the delivery of a project, whereby initial results can begin to be understood and realized in the primary stages of delivery, evidenced by the Post Implementation Review. Ongoing and secondary benefits of the project come to the fore in the post implementation period and should be managed to maturity throughout the life the project delivery. Any project ultimately has responsibility to deliver an output which aligns to the expected business outcomes. An organization must be enabled to prepare itself to receive and apply the new processes in order to be able to realise the projects anticipated benefits.

Aperium's recent engagements include working within the Australian Customs Service SmartGate project, whereby Aperium, in conjunction with the Project Director, successfully developed the Benefits Realisation Plan and Stakeholder Agreements for implementation of the SmartGate Biometric Passport.

Aperium also carried out the Post Implementation Review of the complex Defence Online Services Domain ebsuiness implementation process.

- Australian Public Service Commission – Leadership, learning and development provider;
- Australian Taxation Office – Design and strategy services;
- Austrade – Information management and knowledge management;
- Austrade – IT consulting and solution services;
- Department of Foreign Affairs and Trade and Austrade – Management and professional skills training;
- Department of Broadband, Communications and the Digital Economy – Corporate governance services;
- Department of Human Services – ICT management consultancy services;
- Department of Health and Ageing – Organisational design, change management and facilitation services;
- Department of Health and Ageing – Panel to provide consultancy services 2007-09; and
- Department of Veteran Affairs – Provision of design and strategy services under a parallel arrangement.

Project Outcome Evaluation and Benefit Realisation Management

Apis has a proven track record of delivering high-quality project evaluation and benefits realisation services to clients. Our staff are well qualified to assist and guide clients bridge the gap between current and future states and identify and understand project benefits, both defined and intangible. We are experienced in a range of evaluation methodologies including the Gateway Review process.

Apis was selected by the Department of Education, Science and Training to:

- review and analyse the department’s business technology investment framework;
- critically review existing industry approaches to portfolio management, including DMR’s Benefit Realisation Methodology, US CIO Council’s Value Measuring Methodology, AGIMO’s Demand and Value Assessment Methodology, and the Office of Government Commerce Benefits Realisation Methodology; and

to provide ‘best of breed’ solutions tailored to the department’s culture and environment and implementation.

Apis led the development of an Improved Value (Benefits) Realisation strategy and implementation plan, supported by sit-beside coaching of key program staff with expert communications and implementation advice.

Apis successfully delivered a range of consultancy services, including project outcome evaluation services, to the National Illicit Drugs Strategy. This program of work involved leveraging benefits through information sharing and IT capability across the Australian Federal Police, Australian Crime Commission and Customs. An important project outcome successfully delivered was managing benefit realisation expectations of the shared benefits while managing competing concerns regarding data sharing and IT security.

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Company Background

ASG is an award winning and wholly Australian owned IT business solutions provider, offering IT management and consulting services, business intelligence and thought leadership. Established in 1996 our goal is to provide innovative, high quality and cost-effective services to our valued clients. ASG has over 800 consultants' nationwide providing services in the IT Industry.

Company Accreditation (Optional)

Quality Management Standard AS/NZS ISO 9001:2008. IT Service Management ISO/IEC 20000.1:2007. Environmental Management AS/NZS ISO 14001:2004.

Project Outcome Evaluation and Benefit Realisation Management

ASG have developed and implemented many projects that where the harvesting or recording project benefits was essential. We have a comprehensive value-based methodology for benefit identification, ownership, measurement and reporting. CS1: Nyrstar Nyrstar engaged ASG to advise, coach and mentor a global team on service excellence in all areas of their business (zinc and lead smelting). Our Service Excellence Methodology was rolled out and adopted by the entire global organisation. Embedded within the methodology are process and practices to support benefit value identification, ownership and realisation. As well and post improvement reviews, feed into a continual improvement practice. Nyrstar globally realised benefits into the 10s of millions of Euros within the first 12 months of rolling out the methodology, reducing site operating costs on average by 15%. CS2: CorpTech For the past 2 years, ASG has been providing a range of services to Queensland DPW, more recently to CorpTech – the Application Management provider for Shared Services. Government historically has a poor track record of delivery measurable benefits. This was a focus for Horizons 1 and 2 of the Business Transformation Reform Agenda delivered by ASG, work with CorpTech. Within 12 months after the conclusion of Horizon 2, \$4.6M of internal productivity improvement and risk avoidance were realised. Moreover, in the same period, it was estimated customers avoided a potential loss of productivity equating to \$3.3M as a result of improvements in the incident, problem and change management processes.

Organisation Name **ASI Solutions (Anabelle Bits Pty Ltd)**

Trading Name ASI Solutions Pty Ltd

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Company Background

About ASI Solutions: An Overview Anabelle Bits Pty Ltd, a privately owned Australian company (ACN 068 649 972,) trading as ASI Solutions. Since its foundation in 1985, the Company has grown to become one of Australia's leading ICT companies currently employing approximately 185 staff Australia wide. ASI Solutions' customer base varies in scope from Federal and State Government Agencies to the SME market. Some of our major customers include: Department of Defence, the Education sector, utilities, Police Forces, Telstra and major commercial franchises. In a market of increasing complexity, ASI Solutions has the ability to blend both technical expertise and business understanding into a unique and exclusive offering to its clients. This is achieved by committing and supplying solutions with the flexibility and foresight which ensures we are one step ahead of the competition. Planning, combined with a structured approach to management and deployment, supports our model. This will help any client with forecasting its needs and with developing its technology plans to align and integrate them with business goals and objectives. Our strengths reside in Strategic Consulting - Service Management - Security Consulting (IRAP etc) - Resumption Strategies - Solution Design & Implementation - Hardware supply

Company Accreditation (Optional)

AASI Response ASI Solutions is proudly an AS9001:2000 Quality Assured Company and operates within the ITIL Framework for its service delivery. ASI Solution's activities comply, with the requirements of the Commonwealth Protective Security Manual (PSM), the Australian Communications Electronic Security Instructions 33 (ACSI-33) and relevant Australian standards. The compliance framework for ASI Solution's IT security is the Information Security Management ISO/IEC 17799:2001 against which the ASI Solutions undertakes regular Threat Risk Assessments (TRAs)

Project Outcome Evaluation and Benefit Realisation Management

ASI Response ASI solutions Professional services team has extensive experience in the full project life cycle this includes, a series of post implementation reviews which cover a number of points a the various levels of the organisation which are affected by a project and is part of the accepted ASI project framework. ASI solutions professional services team is able to review the success or failure of any project, and is able to integrate success and failure thresholds into the processes of a PMO. This would include processes, and where required supporting tools to monitor and track the realisation of project benefits. This is carried out by identifying immediate, short term and long term goals to be achieved by a project, and takes into account market trends, business goals of an

organisation, and the business case originally developed, or varied during the course of the project lifecycle. ASI solutions professional services can bring an objective and independent level of evaluation, to confirm or refine the benefit realisation of a project, or programme. ASI Solutions have previously audited and reviewed the outcomes of projects and program for DITR, Zurich Capital Markets Australia, and EDS.

Organisation Name **Australian Continuous Improvement Group Pty Ltd (ACIG)**

Trading Name ACIG
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Company Background

At ACIG we collaborate with our clients to improve performance of their core capabilities, processes and assets. We deliver our services within key competency areas such as: • Governance (corporate, supplier, program / project, service) • Strategy (business strategies and supporting functions such as ICT) • Business processes (including practices and standards such as LEAN, ITIL, COBIT, PRINCE2) • Workforce (leadership, culture, performance) The Australian Continuous Improvement Group (ACIG) was founded in 1992. Over twenty years we have built an outstanding reputation for delivering high quality services across industries and markets. We have worked successfully with federal, state and local government agencies as well as with the private sector. ACIG consultants are also active internationally, working with the Asian Development Bank throughout Asia and the Pacific. We understand that it's all about people – your people. It's about stakeholders receiving the best possible outcomes. It's about staff being able to deliver the highest quality services. It's about people making the best use of scarce resources. And it's about providing your organisation with practical and innovative options. Our credo is: Working smarter. Increased productivity. Greater profits. Streamlined operations. Improved stakeholder outcomes. And for twenty years we've helped our clients every time.

Company Accreditation (Optional)

Consultants working in ACIG have accreditation in many different disciplines including Lean Manufacturing, Six Sigma, Governance, Service Management (ITIL) and Prince2. Our people are also members of key professional bodies, including the Australasian Evaluation Society, the Institute of Public Administration Australia, the Institute of Management Consultants, the American Society for Quality, and the Australian Institute of Company Directors. As well, ACIG has operated a quality management system to ISO9001 standard for almost twenty years. We all know, though, that accreditation is not synonymous with high quality, successful delivery or even getting it right. At ACIG we pride ourselves in accurately assessing what is suitable for, and the most beneficial to, our clients. We use existing frameworks as well as tailored approaches. Our greatest asset is our combined practical experience. We have applied our knowledge in the field and learnt from our successes and challenges. We know what works and what doesn't.

Project Outcome Evaluation and Benefit Realisation Management

Evaluation and review are vital components of good project management and in broader sense performance improvement. ACIG can help you understand how you are performing, whether you are reaching your goals, and inform your decisions about what to do next. We help our clients to

*Project Outcome Evaluation and Benefit Realisation Management category,
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evaluate and measure all aspects of performance – from the projects and programs, to process level, to the business unit level, to organisation-wide. Our consultants have post-graduate qualifications in evaluation practice and are second to none in this field. We have delivered many evaluation studies for policies, programs and projects for the Australian Government, as well as State Governments, Local Governments and internationally. We deliver practical, results-focused evaluations and reviews. • Organisational, Program and Project Evaluation • Best Value, Best Practice Reviews and Earned Value Analysis • Evaluation Frameworks • Benchmarking and Measurement • Knowledge and Information Management Reviews Evaluation and review should not occur in isolation – sustainable improvement usually requires an integrated approach of planning, implementation and review. Project Examples: a) Evaluation of DHS mobile computing in Aged Care Services: Review of mobile computing in the Victorian Aged Care Assessment Program (DHS) and compilation of a 5 year IT strategy for the progression of mobile computing. Major stakeholder consultations, online surveys and process analysis. b) For the Department of Broadband, Communications and the Digital Economy including: review of Satellite Phone Subsidy Scheme; evaluation of the Australian Music Radio Airplay project; and review of Indigenous Communications Programs.

Organisation Name ***Birdanco Nominees Pty Ltd ATF the Birdanco Practice Trust***

Trading Name RSM Bird Cameron
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ABN 33009321377

Company Background

RSM Bird Cameron was founded in 1922. Since that time we have grown to become a truly national firm with 27 offices, 84 partners and over 900 staff. At an international level, RSM Bird Cameron is a core member of RSM International, the sixth largest network of accounting and consulting firms, which groups together approximately 32,000 professionals from 83 countries worldwide. RSM Bird Cameron offers the full suite of corporate and government financial and advisory services including a dedicated Risk Management Services team. An important capability within this team is the IT audit, IT risk management and related IT consulting disciplines. We have only selected those categories where we have particular and specific strengths (Corporate Governance of ICT, Project Governance, Project Outcome Evaluation and Benefit Realisation Management). Our resourcing commitment to identify the most appropriate personnel for each engagement provides our clients with certainty that, where necessary, we can provide quality experienced personnel and, in the event of a staff member leaving, being able to replace staff with similar experience without unnecessary delay. Legal Entity: Birdanco Nominees Pty Limited (ABN: 33 009 321 377) practicing as RSM Bird Cameron (ABN: 65 319 387 479).

Company Accreditation (Optional)

RSM Bird Cameron has obtained Quality Assurance certification AS/NZS ISO 9001:2000. This external endorsement supports our commitment to quality and service excellence. Our Directors and staff are members of CPA Australia or The Institute of Chartered Accountants in Australia and adhere to their Joint Code of Professional Conduct. This Code addresses inter alia: Integrity, Objectivity, Independence, Confidentiality, Technical and Professional Standards, Competence and Due Care, and Ethical Behaviour. As a member firm of the Institute of Chartered Accountants in Australia, RSM Bird Cameron is committed to compliance with the Quality Control criteria stipulated in the Institute's Statement of Quality Control Standard APS4 and its manual "Quality Control Management in Accounting Practices". The key staff nominated for the selected IT related consulting engagements are all experienced and between them hold the following relevant accreditations. • Certified Information Systems Auditor (CISA) • Certified in the Governance of Enterprise IT (CGEIT) • Accredited Lead Auditor, ISO 20000 IT Service Management • Member British Computer Society ITSM Accreditation & Audit Panel • Member of the Information Systems Audit and Control Association

Project Outcome Evaluation and Benefit Realisation Management

Our Project Outcome Evaluation and Benefit Realisation Management assessment programmes are consistent with the requirements of ISACA's COBIT, PIR G29 Guidelines and utilise relevant aspects of ISACA's Val-IT framework, a comprehensive and pragmatic organising framework that enables the creation of business value from IT-enabled investments. Designed to align with and complement COBIT, Val IT integrates practical and proven principles, processes, practices and supporting guidelines that assist boards and executive management teams optimise the realisation of value from IT investments. Examples include: James Cook University (November 2008) STUDENT ONE Post Implementation Review (PIR) After implementing the Student One application, the Deputy Vice-Chancellor approved an independent PIR of the project to : • determine how the implementation was managed • determine if business objectives, including value for money, had been realised • determine the adequacy of processes and controls post-implementation • ascertain client feedback for future project management reference • assess the project management culture identifying strengths and improvements. Recommendations were used to improve the University's project management approach and methodology. NSW Trade & Investment (March 2011) PIR – AURION (HR and Payroll) Upgrade The primary objectives were to: • evaluate the project management processes, deliverables and resourcing; • determine the effectiveness of the upgrade and migration processes in ensuring the integrity of the application software (and its relationship with interfacing systems), production data and production operations with a view to identifying areas for improvement in the future. Recommendations, guidelines and lessons learned were incorporated into the Knowledge Management & Business Systems procedural documentation.

Organisation Name **Blue Zoo (Blue Zoo Holdings Pty Ltd)**

Trading Name Blue Zoo

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ABN 87119062850

Company Background

Blue Zoo is a boutique Australian advisory practice with a substantial international footprint; delivering business in India, Singapore, Indonesia and the UK. The company specialises in governance, strategy and risk; and is widely regarded as one of Australia's premier advisory firms.

Blue Zoo has an unparalleled depth of advisory experience, and operates across the three broad practice areas of corporate advisory, professional conduct and technology advisory services.

Blue Zoo's point of difference is the approach that we take to the delivery of these services. Whilst we use the same international frameworks and standards as our competitors; Blue Zoo is much more focused on tailoring them for local conditions. This means that we only use seasoned and experienced professionals within our business, and our recommendations are practical, implementable and measurable.

These claims are based on a wealth of experience, innovation, pragmatic recommendations, and Blue Zoo's ability to discover and understand business drivers before envisioning how an organisation can best support them.

Many of Australia's most successful companies rely on Blue Zoo to deliver their products and services more effectively, to enhance shareholder value, and to build more resilient and more sustainable organisations.

Company Accreditation (Optional)

The Blue Zoo quality management system is ISO9001-based, and consists of documented, planned and industry developed systems; including internal planning and review processes; and external / third party peer reviews. Control features in the Blue Zoo quality assurance program include thorough planning and project management training; standard methodologies; standard report formats; and thorough multi layered process reviews. All engagements are subject to file and report review involving an internal quality assurance officer. This system ensures consistency of standards in meeting the expectations of clients, the profession and the general public. Blue Zoo Advisors are members of numerous professional bodies and holders of internationally-recognized qualifications. The entrance requirements of these professional bodies and for attainment of these qualifications are high, and continuing annual professional development is a mandatory requirement. Blue Zoo Advisors are selected through their depth of experience in a specific practice area. All have an impressive list of formal qualifications and certifications and, equally importantly, have a wealth of pragmatic experience in fulfilling these functions. Advisors in the corporate advisory practice area

are all serving company directors, Fellows of the Australian Institute of Company Directors, and Fellows of the Corporate Directors Association. All have international exposure and have

Project Outcome Evaluation and Benefit Realisation Management

Blue Zoo takes a risk based, control driven approach leveraging best practice wherever possible which is designed to produce business improvement solutions aligned to organisational culture and strategic direction. Blue Zoo's Corporate Advisory practice offers Project Assurance, Regulatory & Standards Compliance, Audit & Investigation and Risk Management advisory services. Blue Zoo Advisors use a consultative risk-based approach enabling the identification of areas that may adversely affect the organisation's financial results, compliance levels, reputation and overall achievement of its objectives, and rigorously apply this approach when evaluating outcomes and measuring benefits. A Blue Zoo Advisor sat on the Project Control Group for the \$30M WA Health Department payroll implementation project. This project involved the migration of some 38,000 staff into the new system encompassing more than 40 separate awards. Blue Zoo's Advisors were engaged to manage a strategic programme of HBOS Australia's projects for the 2005/2006 and 2006/2007 financial years, made up of 17 projects to the total value of \$5 million. A key focus of this engagement was:- - Development of benefits realisation strategies and plans to govern the value delivered from the investment - Monitoring and reporting of benefits across the program to the IT Executive and business stakeholders. - Lifecycle management through to formal stakeholder sign-off of benefits attainment. Uniquely this programme of projects was all security or compliance related and subsequently delivery of value was scrutinised intently and required detailed review and monitoring.

Organisation Name **BOT ANZSA PTY Limited**

Trading Name BOT International
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Company Background

BOT ANZSA PTY Limited is a national company, with its head office based in Perth, covering Australia, New Zealand and South Asia. It is part of the BOT International group that has provided portfolio, programme, project and PMO consulting services to a wide diversity of public and private sector clients worldwide since 1999. BOT International mission is to build, deliver and transfer Portfolio, Programme, Project and PMO related knowledge, capabilities supporting learning organizations. BOT connects clients with registered consultants who are leading subject matter experts (SMEs) and published authors in their fields thereby giving them a competitive edge when making strategic decisions by having direct access to the best possible advice exactly when they need it. Our team of SMEs is supplemented by local on-the-ground practitioners who are hand-selected for their Portfolio, Programme, Project and PMO experience and insight, covering a broad range of industries, and geographical areas. BOT seek to give our customers an unprecedented level of confidence that comes from top-tier advocacy that is focused on maximizing value, lowering risk and successfully achieving business results. All BOT consultants have prior experience managing IT organizations, PMOs, and business divisions and understand the challenges clients face.

Company Accreditation (Optional)

BOT is driven by fulfilling customer requirements and ensuring we understand not just the outputs from client assignments but the desired outcomes and benefits expected of those assignments. Our quality management system therefore is central to how BOT operates. Our QMS incorporates elements of the following: • ISO9001 requirements • PRINCE2 for service specification & delivery • AIPM code of professional conduct • IMC code of conduct The BOT approach has been developed, to enhance the capability of meeting the quality outcome of our client, this approach draws upon the tools of the appropriate industry bodies such as the Cabinet Office (UK) and the global Project Management Institute. BOT commits to Quality by leveraging a variety of industry best practice principles, standards and partnerships to act as enablers in each unique engagement. BOT personnel have a range of accreditations covering PRINCE2™, PMBOK®, MSP™, MoP™, P3O™ and MoR™.

Project Outcome Evaluation and Benefit Realisation Management

BOT International offers a complete Benefits capability review, design and deployment service (covering Benefits Identification, Benefits Management and benefits Realisation). We can review your current capability against best practice; make recommendations on getting the best from your existing capability; and work with you in a workshop environment to develop a Blueprint and a roadmap for enhanced capability or a re-energised office. Our Benefits Realization advisory

services include:

- Scoping meeting with Sponsor to understand business drivers, expected outcomes and benefits, timescales and scope
- Undertaking a Healthcheck / review of the existing Benefits Realization capability with recommendations on the way forward
- Development of a Benefits Realization Blueprint supported by an implementation plan / roadmap for the new or re-energised Benefits Realization capability – using a workshop approach to ensure buy-in to the solution from all stakeholders
- Supporting the organisation in implementing the Benefits Realization Blueprint.
- Ongoing mentoring / coaching of the Benefits Realization team which may include facilitation of workshops, attendance at key board / steering group meetings, advice and guidance, review of key documents.

Some examples of where BOT consultants were involved in Project Outcome Evaluation and Benefit Realisation Management engagements include:

- State transport agency (Australia): Provided independent advice on a portfolio-wide adoption of benefits management.
- Cabinet Office (UK): Provided benefits management guidance and mentoring on cross government programmes including the Service Transformation Agreement and Public Bodies Reform.
- Tell Us Once (UK): Provided independent advice on the development and application of the Benefits Management Strategy for a cross government programme.

Organisation Name **BSR Solutions (Business Strategy Review Pty Ltd)**

Trading Name BSR Solutions

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Company Background

BSR Solutions is a business and technology consulting organisation focused on the delivery of high quality, independent consulting services to public and private sector clients. Our key people have been providing business and ICT strategy services, program management, business improvement services and program/project evaluation services to NSW, Victoria and Commonwealth Government agencies for over 25 years. BSR Solutions has focused largely upon the provision of professional independent consulting services to the Government sector. Of our three directors and principal consultants, two have had long public sector careers holding senior executive positions in the IT and Communications arenas. BSR Solutions is accredited to a range of government panel contracts, including NSW Government ITS 2020, NSW Premiers & Treasury Performance Review Panel, the Victorian Government eServices Panel, Queensland GITC, and is an endorsed supplier in relation to a number of Federal Government Agency Panels. Our understanding of Government policy and strategic management frameworks are second to none enabling our people to offer significant domain experience and knowledge to all potential government clients

Company Accreditation (Optional)

The ISO9001:2008 Quality System maintained by BSR Solutions and externally certified by BSi, centres on 3 business processes (1) Sales and Marketing, (2) Tender Response Preparation, and (3) Client Project Engagement and Delivery. Our Project Engagement and Delivery process requires continual monitoring and management by the assigned Director and has stage checkpoints for reviews with the BSR project team and/or with client representatives. Our use of the PRINCE2 methodology provides the basis of developing a project charter and plan which ensures the appropriate management controls and review of stage deliverables. In 25 years BSR has not had a client assignment which did not deliver the agreed quality outcomes, was over time or over budget. All of our past and current clients can attest to this.

Project Outcome Evaluation and Benefit Realisation Management

A key element of the BSR Solutions business case development methodology focuses upon assessing the case for change with particular emphasis on establishing the strategic alignment of the project. Not only does our cost-benefit analysis consider the financial benefits, our approach asks; What is the business need driving the project proposal, what is the business problem to be solved; How will the project support wider Government policy priorities, agency business objectives, service delivery outcomes and performance measures as outlined in the agency's Results and Service Plan; What is the relationship with other agency or cross-agency projects – what are the

dependencies and priorities, and How committed is the agency/agencies to making the necessary changes to optimise the potential benefits? Based upon our long-term experience in strategic planning and business case development in accordance with Government guidelines, our key personnel are skilled in determining the costs and business benefits of proposed projects. Benefits realisation strategies and review programs are a pre-requisite for all business cases submitted to NSW Treasury and all of our business cases comply. Examples include a benefits realisation review for Energy Australia for their SAP ERP investment and a post project benefits and lessons learned review for the Department of Community Services Call Centre upgrade program.

Organisation Name *Business Aspect Pty Ltd*

Trading Name

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Company Background

Business Aspect was founded in Brisbane by a group of professionals in the business consulting discipline of the ICT industry. The principals of Business Aspect are considered leaders in their respective disciplines and have worked together for many years as employees, external consultants and associates of a multi-national ICT infrastructure integration company.

Business Aspect offers a number of consulting services across a range of disciplines, including:

- ICT Strategic Planning and Architecture.
- ICT Program and Portfolio Management.
- Project Guidance and Recovery.
- Business Case Development, Tenders and Responses.
- Risk Management, Business and Service Continuity.

Our goal with every engagement is to deliver completely independent strategies and advice that is focused on deliverable outcomes. We have no financial or other link to any vendors, infrastructure or software providers. Our focus is always what is right for our clients.

What this means is that outcomes are developed with a proper understanding of the business drivers and technology solutions. We assist in bridging the gap between technology integrators and traditional management consulting.

We have developed exceptionally strong methodologies and intellectual property that contribute additional efficiency to our consulting engagements, while also providing a solid framework for the delivery of strong outcomes.

Company Accreditation (Optional)

Business Aspect has commenced establishing its Quality Management System and is working towards accreditation in late 2007.

Business Aspect is committed to quality in all activities and has set its goals to:

- Achieve the highest degree of customer satisfaction.
- Deliver services that are second to none.
- Ensure all customer services are provided within the agreed time.
- Provide a working environment to attract high quality human resources.

- Strive to continually measure and improve the quality of outcomes and processes.
- Ensure compliance with all legal, legislative and contractual obligations.
- Communicate the quality manual, policies and objectives to all staff and actively encourage participation in quality improvements.

The Business Aspect quality management manual and the subsequent processes will be reviewed formally on an annual basis. Additionally, as processes change or new processes are introduced the quality manual will be updated.

The Business Aspect processes are intended to be preventative (i.e. to avoid creating quality issues), continuously improving (i.e. to incorporate learning's), adaptive (i.e. to adjust to changes in circumstances) and controlled (i.e. to measure their effectiveness).

Project Outcome Evaluation and Benefit Realisation Management

Our project management methodology includes the identification of expected benefits. This process itemises the expected benefits and assigns the value of these to the various financial reporting units within the organisation. Once the project is implemented the financial reporting is then used to establish the variation to results over time. Further analysis is carried out when requested to trace these benefits (or lack there of) to the impact of the project.

Part of our capability includes developing cost of ownership models that allow better comparison of alternatives.

Recent clients that Business Aspect have delivered this service for include Coles Myer (Enterprise Portal), Commerce Queensland (Telecommunications Provider Selection), CreditLink (Financial Transaction Switching) and Rio Tinto (Enterprise Portal).

RMIT - Strategic Infrastructure Platform

Business Aspect consultants led a team of ICT and engineering specialists to develop a server platform strategy for high-end, midrange and LAN server infrastructure. The strategy focussed on lowering TCO, introducing cross faculty and business unit consistency and addressing specific platform issues with a previously challenging PeopleSoft implementation.

Guild Insurance - Architecture Review

Business Aspect consultants were instrumental in guiding Guild Insurance through a three-phase process to prepare and realise benefits from an ICT architecture review.

Organisation Name **Capstone Asia Pacific P/L**

Trading Name

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Company Background

Capstone Asia Pacific is a boutique risk management and consulting company that provides quality ICT services to a broad range of leading government agencies and companies. We deliver a range of reviews of ICT governance, maturity, program/project portfolio management, individual program risk management and post implementation review services. Our skills and professionalism are on par with the largest Chartered Accounting and consulting firms. However, our compact size enables us to provide highly qualified and experienced people as part of our service offering, delivering significant value for money without sacrificing quality.

Company Accreditation (Optional)

Project Outcome Evaluation and Benefit Realisation Management

We provide post-implementation review services which cover project outcomes compared to expectations/commitments, both quantitative and qualitative. This service covers benefits realisation as a component of the promised outcome, and can be done at a summary or a detailed level. Two examples are below. Our Project Risk Management methodology is based on the Project Management Institute's (PMI) Project Risk Management model and PRINCE2 methodologies. We have detailed workplans and methodology to support each phase of the Project Risk model.

CommInsure (CBA) – post-implementation review of the launch of a new insurance product into the Australian market. Outcomes from the original business case, revised business case were compared to what was delivered. In addition, a second phase of the post-implementation review was conducted as the revenue growth of the product was much higher than expected, and provided a revised benefits assessment. Our methodologies were used to deliver a high quality outcome, recognised by the Board.

Telstra subsidiary - Performed a post Implementation review of a SAP Payroll project within a large Telstra subsidiary. Utilising our methodology, a current state assessment was made of the original project outcomes (via business case and project charter) to outcomes achieved. The post-implementation review highlighted problems with the quality and integrity of the solution delivered by the project.

Organisation Name	CDRU NSW Pty Ltd (Cost Down Revenue Up)		
Trading Name	Cost Down Revenue Up		
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ABN	58134655673		

Company Background

CDRU provides strategic IT sourcing services to large, complex ASX top 200 or public sector organisations driving sustainable cost reduction initiatives while meeting business requirements for growth. We partner with our clients through a transparent business model that is based on vendor independence and risk-sharing through outcome oriented fee structures. The cornerstone of CDRU's proven methodology is that cost reduction initiatives require the interlinking between IT strategy development aligned with business needs and IT Procurement, with strong category experience and operational implementation experience to realise cost reduction. How we deliver CDRU applies a proprietary method that integrates the areas of strategy, procurement and implementation in one business case assessment. Step 1: Current State assessment of the enterprise and interrelated core infrastructure across storage, server and desktop, voice and data networks, as well as applications and middleware. Step 2: Financial assessment across operational, capital and staffing budgets. Step 3: Define 'future state' operating models and technology options, including the development of infrastructure roadmaps that are best practice whilst reflecting the latest market conditions and vendor offerings. Step 4: Identify Business Case opportunities that can be implemented

Company Accreditation (Optional)

CDRU has a proven track record of delivering outstanding results for its clients. All engagements are overseen by a peer review QA system to ensure the highest quality and consistence of deliverables. This quality is demonstrated by the repeat business CDRU obtains from large government and corporate clients, such as Hunter Water, IAG, First Data, Coates Hire, RICOH, Transfield Services, Investors Mutual Limited. Our consultants are qualified in a range of program & project methodologies (PRINCE2, MSP, PMP, etc.).

Project Outcome Evaluation and Benefit Realisation Management

Over the past 2 years CDRU has been engaged to run a large transformation for the world largest Payments provider, First Data Corporation (a \$30 Billion entity), that encompassed 5 project streams, each stream was managed under the umbrella of a program director, managed by CDRU. The monthly success of the overall program was reported to all levels of management; both locally and globally, including the clients own program management office, IT, Network Operations, Finance and senior management. The Finance Director signed off on the initial business case as drafted by CDRU, all ensuing implementation costs and benefit tracking over a three year period. The strategic business case and managed CDRU outcomes came within 1% of the CDRU

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projections (on a \$50 Million spend). QR National was the country's largest IPO on the ASX in 2011. It is also one of the most successful Queensland based enterprise on the AX (currently at number 30 in the top ASX 100), with a market capitalisation of over \$3.5 Billion. CDRU were engaged by the QR National Board and executive following the IPO, to provide a complete comprehensive review of all IT applications and enabling infrastructure, from strategy through to deliver. The QR National board required signoff of a recommended multi hundred million investment in ICT and change of operating model on the basis of the CDRU strategic findings, cost and benefit models.

Organisation Name **Centre for Health Informatics, University of New South Wales (Enrico Coiera)**

Trading Name Enrico Coiera
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Company Background

The Centre for Health Informatics (CHI) conducts fundamental and applied research focusing on the design, evaluation and application of ICT, and in particular, decision-support technologies for healthcare and the biosciences. CHI is research centre in the Faculty of Medicine at the University of New South Wales and has been a research partner to major healthcare providers, other research institutions and governments, including the New South Wales Department of Health and the Commonwealth Department of Health and Ageing and the National Institute of Clinical Studies.

The Centre's funded research programs span clinical communication, safety and evaluation, decision support and information retrieval, imaging informatics, biomedical systems stimulation and public health surveillance. The Centre's work is internationally recognized for its groundbreaking contributions in the development of intelligent search systems to support evidence based healthcare, developing evaluation methodologies for IT and in understanding how communication shapes the safety and quality of health care delivery.

Centre researchers are also working on safety models and standards for IT in healthcare, mining complex gene microarray, medical literature and medical records data mining and building health system simulation methods to model the impact of health policy changes.

Company Accreditation (Optional)

UNSW is a founding member of the prestigious Group of Eight research intensive universities in Australia and a member of the Universitas 21 international consortium.

Project Outcome Evaluation and Benefit Realisation Management

The Centre for Health Informatics has an international reputation for the evaluation of health ICT and provides evaluation services such as developing frameworks to guide health ICT evaluation as well as undertaking specific projects.

In 2002, CHI developed such a framework for NSW Health, and then partnered with NSW Health on an ARC funded project to develop and test a Multi-method Evaluation Model (MEM) to measure the impact of information and communication technologies (ICT) on organizational processes and outcomes. The model addressed the practical complexity and political fragmentation of human practice in determining ICT use and outcomes.

CHI undertook a two-year evaluation program of Clinical Information Access Project (CIAP) for NSW Health in 2003.

CHI was commissioned by the Federal Government of Health in 2004 to develop its first guidelines for the evaluation of electronic clinical decision support systems. These guidelines were a world first and came at a time when growing debate on the safety and quality of clinical software was beginning.

NSW Health and the South Western Sydney Area Health Service engaged CHI to independently evaluate ViCCU a prototype telemedical link set up by CSIRO between the Emergency Departments in Nepean Hospital and Blue Mountains Hospital. The project evaluated the clinical impact of this new service and that the clinical outcomes were cost effective for the state.

Organisation Name	Chairmont Pty Ltd		
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Company Background

Chairmont was established in 1995 by Michael McAlary, a former Price Waterhouse director of 10 years. Our highly experienced consultants have conducted an array of assignments across a number of industries. Our consultants have strong technical, organisational and people skills drawn from very diverse backgrounds.

Chairmont is one of the few management consultancies which hold an Australian Financial Services License (AFSL) which allows us to integrate our consulting and investment advisory services. Chairmont provides a wide range of management consulting services with specialisation in strategy, risk management, business process improvement, compliance, and IT development and implementation.

At Chairmont, we work closely with our clients to improve their revenue, reduce their costs and manage their risks. As advisers and implementers we will not only provide independent, reliable, and practical advice, but also manage the implementation in a planned and controlled manner. We can provide full end to end solutions, or undertake specific project segments, or if the need arises provide specialist skills from Programme Managers, Project Managers, Change Managers, Project Coordinators to Business Analysts.

Chairmont is a member of several private and governmental organisations' panels and has, through long-term relationship with some of its clients, achieved the status of "trusted adviser".

Company Accreditation (Optional)

The key accreditations are:

- Australian Financial Services Licence
- Microsoft Partner.

Committees and industry involvement:

- Australian Securities Exchange (ASX) Risk Panel
- Australian Bankers' Association (ABA) Credit Code Taskforce
- Australian Payments and Clearing Association (APCA) Electronic Presentment and Dishonour Committee
- Investment and Financial Services Association (IFSA) – SuperEC
- Lenders' Mortgage Insurance Industry (LIXI) standards.

Chairmont in 15 years of consulting has worked with all the major project management methodologies e.g. Six Sigma, Prince and Agile, and the different information Technology (IT) development methodologies, e.g. Joint Application Development (JAD), Rapid Application Development (RAD) and the traditional approach.

Project Outcome Evaluation and Benefit Realisation Management

It is our experience that many projects commence with a business case, sometimes well thought through other times not so. The post implementation review phase has its own challenges, the least being project fatigue and the desire to move back to business as usual (BAU). Chairmont combines its qualitative questionnaire tool with strong quantitative analysis to evaluate and determine whether the original benefits have been realised. A further challenge is the quantification of qualitative benefits, in particular the process for developing the supporting assumptions needs to be rigorous.

Examples include:

1. Insurance company - Chairmont project managed, over 18 months, the business process re-engineering exercise combined with a Fast Close (end of month process) to deliver major benefits in terms of Full Time Equivalent (FTE) savings and culture changes. The client was stuck in a “rut” where one month end rolled into the next and there was no relief for the personnel involved, morale was at an all time low and the US parent level of dissatisfaction was increasing. The post-implementation review confirmed that the financial benefits as outlined in the business case had been achieved.

2. Major ASX listed property trust - Chairmont conducted a post-implementation review, including business benefits assessment of a Customer Relationship Management (CRM) project.

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Company Background

Codarra Advanced System's primary business imperative is the provision of consulting services in ICT, security, project management and various disciplines of engineering. The development of business solutions is offered to provide niche solutions to clients but only where this can be undertaken without creating conflicts of interest. Codarra's training business provides a vehicle to ensure the highest standards of professional services within Codarra and also to utilise our expertise to train our clients to accredited standards in project management and related disciplines such as requirements engineering. Codarra is a wholly Australian owned company, having been in business for over 21 years. Codarra is an independent entity and has no parent company dictating its objectives.

Company Accreditation (Optional)

Codarra is an ISO9001:2008 certified company, certificate QEC27662. Codarra is a Registered Training Organisation, certificate 2006\12520.

Project Outcome Evaluation and Benefit Realisation Management

Codarra has considerable experience in the area of process definition and improvement especially in critical areas that relate to project support and delivery. In particular Codarra has undertaken considerable work in the area of processes for systems engineering, project governance and quality assurance. Codarra has used its expertise in this area to develop courses for our staff and clients including such things as the process for developing operational concept documents, systems engineering processes, project methodologies and organisational changes. Our staff have experience in the area of SCAMPI CMMI appraisals and Codarra was a member of the Griffith University team for CMMI appraisals. Examples include: Codarra supported a NSW Government agency where a high profile project had substantial blow-outs in both schedule and budget. As a result of this project, Codarra was asked to undertake an analysis of this organisation to determine how all projects contributed to the organisation's goals. This required a complete analysis of the organisation, presentation to the executive and mapping of projects to the various functions of the agency. The Victorian Auditor-General's Office requested assistance from Codarra to audit project management aspects of the Melbourne Convention Centre Development (MCCD) project. The engagement was to determine if the Project was being adequately managed and governed by the State. The Project was assessed against each of the Project Management Institute's Project Management Body of Knowledge (PMBOK) Knowledge Areas and a determination made as to the State's management of the Project.

Organisation Name **Connexxion Business Solutions
(Connexxion Pty Ltd)**

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Company Background

Connexxion provides end-to-end corporate solutions from its head office in Canberra and satellite offices in Melbourne and Brisbane. The company was established in the 1980s and has been working closely with our clients to develop core business systems. We are known for high quality service provision built on integrity and objectivity, and for providing an independent opinion in complex situations.

The rebranding to Connexxion Pty Ltd in July 2009 has strengthened our position in the marketplace by consolidating our business focus and strengthening our partnering philosophy that underpins the company’s client relationship model. Our service offerings and development philosophies were re-aligned to better meet the changing business needs of our clients.

Connexxion’s objective is to provide our Government clients with efficient, relevant, and cost-effective solutions that meet today’s ever-growing legislative reporting requirements. This has seen us expand into a national service provider connected to a network of international partners such as Microsoft, Oracle, Compuware and Agresso.

Your solution is delivered by a team of over 70 experienced consultants who you will find approachable and focussed. Our clients tell us that our consultants are easy to work with and have a genuine partnership mind-set. They see the benefits of our approach and have achieved effective outcomes by partnering with us. We encourage our clients to embed their resources into our project teams so they can learn to support their own products as part of operational handover in a live business environment as one of our underpinning business philosophies is knowledge transfer

Company Accreditation (Optional)

The company and our consultants hold a range of independent certifications that demonstrate our commitment to compliance with relevant industry best practices. Our primary certifications include:

- Services that comply with the requirements and principles of AS 12207 (Information Technology—Software Life Cycle Processes).
- Consultants experienced in planning, developing and implementing the Information Technology Infrastructure Library (ITIL) service management standards, including Service Delivery and Service Support.

- Support services that comply with the requirements and principles of AS8018 (Australian Standard for ICT Service Management) and AS17799 (Information Technology Code of Practice for Information Security).
- Risk management best practice (in accordance with AS/NZS:ISO 31000.2009).
- The application of quality principles, as defined under AS/NZS 9001:2000, PRINCE2, MSP and ITIL methodologies.
- Microsoft Gold Certified Partner, providing the full range of Microsoft technical and product related services.
- Certified Project Management practitioners in the application of PRINCE2®, Managing Successful Programmes®, PMBOK and/or Project Management Methodology Version 2 (PMMv2).
- Roadmap to gain the following accreditations: CMMI Maturity Level 3; Registered Training Organisation (RTO) status; ISO9001; and EPA environment management plan licence.
- Member of the Defence Industry Security Protocol (DISP).
- Member of the Australian Institute of Project Management.
- Member of the Australian Information Industry Association.
- Member of over 20 Australian Government Panels.

Project Outcome Evaluation and Benefit Realisation Management

Connexion has significant experience in the identification of project outcomes and benefits. Our consultants are certified in a range of current methodologies including Prince2, MSP, PMBOK and PMMv2.

Project 1: Infrastructure Management Systems (IMS)

Project: Enterprise Network and Application Management

Approach: In order to obtain approval from the Minister to commence two ICT projects it was necessary to determine the project outcomes and anticipated benefits realisation. Our consultants identified technical project outcomes and translated them into business benefits to both CIOG and the wider Defence community.

Outcomes: The effectiveness of this approach saw Senior Management and Ministerial approval of the two submissions and a significant increase in requests for enterprise network and application management capability from both within the CIOG and other areas within Defence delivering ICT capability.

Project 2: Commonwealth Bank

Project: ManageSoft Review

Approach: Connexion was engaged to provide a review of an upcoming implementation. Before engaging, our consultant undertook a project health check which reviewed project governance, progress, technical viability and potential benefit realisation based on project outcomes. The evaluation determined that the original technical and associated ongoing support solutions were not going to meet the customer need. A review of alternatives provided a value for money solution that did not require replacement of the original solution, but rather an additional software package was implemented.

Outcomes: The Commonwealth are able to effectively manage all software licences ensuring that they do not over purchase licences or are in contract breach for utilising more licences than they have purchased.

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Company Background

Deloitte offers a leading global firm with decades of experience servicing Public Sector clients in Australia and internationally. Our key assets are our ability to resource a diverse range of skills and experience across our national practice to meet your needs in an efficient and cost-effective manner. Supporting our key personnel are Deloitte's global methodologies and tools together with a pool of over 4,500 employees in Australia whose skills and experience are shared through an extensive knowledge management capability.

Deloitte's depth of experience and our strong technology acumen together with our proven methodologies and tools combine to differentiate us from our competitors. Our solutions are based on the Deloitte CIO Management Framework™ and our Enterprise Programme Management Framework (EPMF). These frameworks assist in the alignment of ICT strategy with business strategy through the assessment of capabilities and opportunities and the optimisation of an organisation's portfolio of programs and project.

Deloitte has a proven track record working collaboratively with our government clients to successfully implement the frameworks. As a result, we are confident that we can bring a strong combination of knowledge and technical expertise to the ICT Management Consultancy panel.

Company Accreditation (Optional)

Project Outcome Evaluation and Benefit Realisation Management

Benefits realisation is an important element of Deloitte's Enterprise Programme Management Framework. It provides a structured, repeatable process that is applied to initiatives throughout the project lifecycle to maximise the likelihood of achieving the expected business benefits. Deloitte's Enterprise Programme Management Framework provides:

- A robust approach to identifying and quantifying potential benefits
- Key enablers to establish corporate ownership and accountability of key business processes
- A repeatable process for continuous performance improvement to increase the likelihood of getting and keeping the benefits
- A structured approach for guiding the organisation through the required process and organisational change.

The key steps in effective benefits management begin at programme initiation and continue throughout the lifecycle and beyond. These include:

- Planning and structuring - business case development and structuring delivery to maximise benefit delivery
- Identifying and defining - balancing desirability with 'do-ability'
- Realising and Tracking - measuring value of benefits and monitoring progress
- Review and Evaluation - continuous tracking

We have considerable experience and excellent track record. For example:

- Department of Human Services (Vic) - HealthSMART Program
- Australia Post - Project/Programme Management
- Office of Health Information Systems, Department of Human Services (Vic)
- NSW Police - ICT Programme/Portfolio Management

Organisation Name **DMV Consulting (Exeter (AUST) Pty Ltd
ATF Exeter Family Trust)**

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Company Background

DMV Consulting is a Canberra based consulting firm, which brings together a wealth of expertise from a broad base of experience. Our team of highly motivated and skilled consultants are committed to providing high quality, cost-effective outcomes for our clients using proven and contemporary accountancy and business advisory methods and practices. DMV Consulting believe that our professional staff and relevant qualifications and up to date experience, combined with a demonstrated commitment and ability to deliver high quality, competitively priced solutions to clients, make DMV Consulting an excellent candidate for inclusion on this Panel. We are focused on helping clients use technology to create sustainable organisational benefits and to optimise business performance. When we serve our clients on technology issues, we combine our industry knowledge and practical ‘real world’ experience in technology solutions with our traditional strengths in strategy, organisation, and operations.

Company Accreditation (Optional)

The DMV Consulting is applying a quality management system that is designed to maintain and continually improve the effectiveness and efficiency of the organisations’ performance. The quality management system manual meets the requirements of ISO 9001:2008.

Project Outcome Evaluation and Benefit Realisation Management

Commonwealth Departments and Agencies have a stated key requirement to ensure a value for money outcome. Gaining an understanding, development and evaluation of performance indicators assists in meeting strategic and operational targets and ensuring value for money is delivered. When developing and assessing operational performance and benefits realisation, DMV Consulting pays particular attention to intended and expected outcomes, ensuring that the targets do not result in unintended behaviour. Appropriate target setting is also a key to effective financial performance. If targets are set too high or low, managers often lose ownership. We were engaged by the UK Home Office for a financial and strategic review of ICT project proposals, investment appraisals and capital funding bids, including the Office Government Commerce (OGC) Gateway review consideration. This included the provision of advice and support to project managers, through workshop facilitation and team discussions in relation to capital investment cost appraisals and valuation, cost driver recognition, targeting the factor of ‘optimism bias’ that surrounds cost and benefit values and the treatment of opportunity and sunk costs in modelling scenarios. Our team was also engaged by Defence on the ICT market testing program to model the transition across and savings made from harvesting of over 300 APS FTE to the incoming ICT service provider Unisys.

*Project Outcome Evaluation and Benefit Realisation Management category,
Version 43, August 2012*

This involved mapping transition plans across all 12 Australian regions, calculating voluntary redundancy costs, associated on-costs, training, tracking harvesting against regional budgets and ensuring staffing profile re-structures and milestone delivery by Unisys against agreed KPIs.

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Trading Name

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Company Background

Doll Martin Associates (DMA) is an independent Australian management consultancy founded in 1983.

Our goal is to enable our clients to bridge the knowledge gap between corporate direction, information technology and business operations. We have a well-established reputation and have successfully assisted many private sector companies and government agencies throughout Australia. The public sector is our biggest client. We have consulted to a wide range of government agencies, and as a result we understand the culture, imperatives, structure and operation of the public sector.

We are committed to assisting our clients in the formulation of strategies, plans, architectures and specifications for the acquisition, management, quality and use of information, and the implementation of governance, processes, systems and solutions to improve business performance.

Our services focus on the effective use of information as an integrated business resource and in enabling agencies to develop strong information management cultures, architectures and solutions that are aligned with business needs. We primarily operate from Sydney, with a staff of some 25 personnel, and links to a network of complementary specialist firms. Our expertise lies in the areas of strategic planning, information management, business systems requirements and acquisition, and business performance.

Company Accreditation (Optional)

Doll Martin Associates has implemented a Quality System and is accredited to ISO9001:2008 by SAI Global (licence QEC6535), with recertification having taken place in 2011.

We are proud of our membership of the following panels:

New South Wales Government

- ICT Services Approved Supplier Panel Contract 2020 (NSW)
- RTA NSW - Professional Services (various)
- Land & Property Management Authority of NSW.

Queensland Government

- Government Information Technology Contract GITC

Australian Federal Government

- Australian Government Information Management Office - ICT Management Consultants MultiUse List
- The Treasury - ICT Business Support Services panel
- Australian Securities & Investment Commission - IT Professional Services panel
- Austrade - Information Management panel
- Australian Commission on Safety & Quality in Health Care - Standing Offer
- Department of Education, Employment & Workplace Relations - ICT Technical & Advisory Services panel
- Department of Health & Ageing - Information Technology Services panel.

We have a strategic alliance with Galexia, who are legal, policy and technical specialists in identity management, authentication, privacy, public key infrastructure and e-commerce, with membership of the AGIMO Identity Management and Authentication Consultancy Panel.

Project Outcome Evaluation and Benefit Realisation Management

DMA has helped a wide range of agencies to identify and quantify benefits and to develop measurable and attainable benefits realisation plans that are aligned with delivery of the agency's results and services, ICT and corporate plans. We apply a consultative approach to uncover how the agency's business will change with implementation of the project, and how these changes can be measured. We have experience in the development of corporate and domain performance indicators, and project evaluation frameworks for major ICT initiatives. We support agencies to evaluate their existing information assets through information inventories and information quality audits. We are affiliated with Leapfrog Research, who can provide expertise in qualitative and quantitative research and analysis for project evaluation.

Examples projects:

Austrroads (2006): The National Exchange of Vehicle and Driver Information System (NEVDIS) evaluation project with Galexia involved the planning for, management of and evaluation of the risks and benefits of a pilot implementation to enable insurance/broker access to NEVDIS data.

NSW Health (2006): Performed a review of NSW Health Library services across the State, developing an electronically based service delivery model, a quantified evaluation of costs and realisable benefits, and a strategic plan for implementing integrated services.

Organisation Name **Dowling Consulting (Trustee for the Dowling Group Trust)**

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Company Background

Dowling Consulting was formed in 2002 and now has over 50 professional service consultants in Adelaide, Melbourne, Sydney and Frankfurt Germany with concrete plans to establish our Canberra office in 2009. Our expertise is mainly in IT Management Consulting, Supply Chain process improvement and transformation, IT Service Management, IT Organisational improvement and Transformation, IT and Business Strategic planning and general management consulting.

Company Accreditation (Optional)

Dowling Consulting are accredited ISEB ITIL trainers and Examiners and ISO 20000 consultants and trainers.

We have qualified ITIL experts, 2 x ISO 20,000 accredited trainers, 2 x COBIT accredited auditors, 1 x CMMI accredited , Prince II and PMBok accredited project managers and qualified MSP practitioners.

Project Outcome Evaluation and Benefit Realisation Management

Dowling Consulting has developed and implemented many projects that entail harvesting or recording project benefits. We have a comprehensive value based methodology for benefit identification, metrics and scorecard development.

Case Study 1 - Australia Post IT Process Improvement Project

Dowling was engaged to develop a model for process improvement and assist in the implementation of the improvements. Dowling introduced a balanced scorecard that recorded progress against stated benefits and reported on these once per month. Additionally we developed an approach to process improvement that breaks the benefit attainment into 12 week stages and monitors the progress.

Case Study 2 - Bluescope Steel IT Scorecard

Dowling Consulting conducted an IT Transformation project over an 18 month period for Bluescope Steel. As part of the process to report on progress we developed a benefit tracking and reporting approach to process improvements.

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Company Background

DWS Advanced Business Solutions is a premier Australian IT Services provider. With established offices in Melbourne, Sydney, Brisbane, Adelaide and Canberra and boasting over 550 full time employees, DWS is the total software solution provider of choice to many of Australia's largest and well know blue chip organisations. Committed to continuing as the industry pacesetter in the provision of end-to-end IT solutions, DWS has experienced significant success and growth by providing the best possible competitive advantage for its extensive and impressive client base. Providing an honest, reliable, professional and innovative service DWS prides itself on its ability to assist clients in ensuring their organisations reach their greatest potential. By hiring and retaining the best professionals possible through a unique three layer recruitment process, DWS is able to deliver services with unrivalled efficiency and effectiveness. This is just one of the reasons DWS can offer a money back guarantee and a lifetime warranty. The overriding philosophy and approach to business at DWS is one of honesty, integrity, ethical behaviour and transparency. The DWS culture ensures every interaction with clients, suppliers and employees is based on these values and this provides the strongest possible foundation for growth and excellence.

Company Accreditation (Optional)

Microsoft Gold Certified Partner DWS is a Microsoft Gold Certified Partner. This was first achieved in 2002. DWS also encourages and facilitates individuals to gain their Microsoft certifications, including Microsoft Certified Systems Engineers (MCSE), Microsoft Certified Product Specialist (MCPS), Microsoft Certified Solution Developers (MCSD), Microsoft Certified Database Administrator (MCDBA) and many more. AS/NZS ISO 9001:2000 Certified DWS' SpinnakerOne Quality Management System is a cornerstone of our operational activities. Initially developed in 1996 and ISO 9001 accredited since 1998, SpinnakerOne has constantly evolved and continues to mature to the current day having incorporated over 1,500 improvements and major initiatives since it was first certified. SpinnakerOne was one of the first Quality Management Systems to be granted the ISO 9001:2008 certification, achieved quickly as it continues to incorporate industry best practice and the experience of our 550+ strong project consultants. CMMI/ITIL Certification SpinnakerOne incorporates practices, procedures and advocacy programs that cover all our service offerings. These encapsulate our experience and expertise in judiciously applying industry best practices and methodologies from organisations such as PMI, SEI (CMM4), OGC (ITLv3) etc.

Project Outcome Evaluation and Benefit Realisation Management

DWS has broad experience in project outcome evaluation and benefit realisation management, from project based PIR activities to full external project evaluation. DWS includes EVM (Earned Value Management) components into our Spinnaker One Quality methodology. This is combined with identifying and tracking more intrinsic benefits to the organisation and, if appropriate, the broader community. DWS approach is to indentify, at the commencement of a project, or significant business change, what processes, users, business units, community groups, etc. will benefit from the project, as well as those that may perceive, rightly or wrongly that they don't. This process indentifies quantifiable components and their projected values, such as minimum and stretch goals, as well as weighting of components, and measure timeframes. This enables setting up monitoring of progress against each component and reporting against targets during and at the completion of the project. DWS conducts a full review, incorporating a post implementation review and stakeholder interviews, and produces a comprehensive report detailing all measures and results as well as commentary on intrinsic benefits gained from PIR interviews and feedback. Relevant Projects: • DWS's work with Telstra on various aspects of its online strategy includes assessments of the value of technologies and services delivered • Through the DWS iSolutions group, a number of web-based front end applications have been delivered to commercial financial entities in Australia (e.g. Suncorp). An element of these solutions includes the ability to track outcomes in comparison to expected benefits.

Organisation Name e8 Consulting Pty Limited

Trading Name

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Company Background

E8 Consulting delivers strategic and business consulting services in four areas: business process management to drive business efficiency, service improvement, and governance, risk management and compliance; enterprise communication and collaboration, leveraging enterprise 2.0 tools, to deliver business efficiency, enable high-performance teams and drive organisational knowledge-capture; project governance that enables organisations to achieve superior returns from projects (ICT and non-ICT); and the management of strategic programmes to realise business benefits.

Our commitment to customers is to help them achieve superior operating performance and above-average returns. The consulting practice was established in 2000 as part of The Frame Group Pty Ltd, providing business process management services, and expanded in 2008 to include communication and collaboration strategy and implementation, governance of projects and management of strategic programmes. Our clients include public and private sector organisations across all industries. We are Australian owned with offices in Sydney, Melbourne, Brisbane and Canberra. Our people are thought-leaders in their field, with unique experience and skills, and we use, teach and contribute to the world's leading standards, frameworks and toolsets. We ensure knowledge capture and transfer is embedded in all our projects. Our goal is to provide exceptional services to enable our clients to be exceptional.

Company Accreditation (Optional)

Systems Audit and Control Association (ISACA), ISACA Representative at Standards Australia on the Standards Committee AS 8015, AS 8016; Corporate members Information Technology Service Management Forum (itSMF); a number of e8 Consulting consultants hold Federal and NSW Government Gateway accreditation.

Project Outcome Evaluation and Benefit Realisation Management

Project outcome evaluation and benefit realisation management is delivered within e8 Consulting's project governance practice. Our key recommendation is that, at the time of project funding, benefits be specified and performance measures chosen (to relate to the realisation of benefits rather than simply on-time on-budget). These recommendations have been propagated in a number of high profile forums such as the WA Gateway Program, the Department of the Premier and Cabinet and ANZSOG. This work has been cited by the Victorian Auditor General's Department and influenced the design of the NSW Gateway Program.

Our client engagements include:

A review of the Navy Systems Command's document and records management system to assess and validate the use and realisation of predicted benefits; determine the viability of continuing to use the system (in its entirety or selected modules, across the Command, in Canberra and regionally); document issues that impact on the use of the system across the Command; and provide recommendations including: proposed timelines, resource implications, and organisational processes and procedures to identify, monitor, track the realisation of benefits.

The Victorian Department of Education and Early Childhood Development (DEECD) appointed us to build the project governance capability of their entire senior management team and their senior project managers.

For Standards Australia we reviewed major projects in five organisations recognised to be better than most with IT projects and produced HB280, a handbook for boards and senior managers on how to influence projects to succeed. One of these clients included the Australian Bureau of Statistics.

Organisation Name Ernst & Young Australia

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Company Background

Ernst & Young helps companies in businesses across all industries — from emerging growth companies to global powerhouses — to deal with a broad range of business issues. Our 114,000 people in 140 countries around the globe pursue the highest levels of integrity, quality and professionalism to provide clients with a broad array of professional services.

Quality In Everything We Do

Ernst & Young’s integrity and professional competence are the cornerstones of our global organisation. We work hard to earn and maintain our clients’ trust and confidence.

Services Offered

Ernst & Young provides a range of services, including advisory, assurance, tax, risk, technology, transactions, and human capital services.

Industry Focus

Globally, Ernst & Young supports 26 industry sectors, including Government. The Centres are dedicated to bringing insights to clients, sponsoring dialogue among industry stakeholders and linking our professionals to facilitate collaboration and knowledge sharing.

Culture

Ernst & Young would not be such a successful organisation without great people and strong teamwork. We provide our people with solid career growth opportunities and a people-oriented workplace environment. Our philosophy, quite simply, is that when our people achieve their best, so do our clients.

Company Accreditation (Optional)

We are very proud of the fact that Ernst & Young has held ISO 9001 certification since 1993. All Ernst & Young personnel are responsible for understanding and applying our quality procedures and are appropriately trained upon commencement of their employment. Each person has the responsibility and authority to initiate quality improvement requests for any non-conformance encountered or for suggestions for improvement.

Project Outcome Evaluation and Benefit Realisation Management

Ernst & Young has experience in developing and implementing benefits realisation capabilities within government organizations. We have established and conducted benefits realisation

assessments for several ERP implementations. Our benefits assessments use relevant standards and industry and government benchmarks, including the Department of Finance Gateway Review Process. We have conducted post-implementation reviews for most of the major ERP systems, including SAP and PeopleSoft.

Ernst & Young has enhanced project benefits realization capabilities for ICT systems within government organizations, undertaking business benefit analysis through the use of standardized interview scripts and documentation and data analysis to monitor and evaluate business benefits delivered by the project.

Ernst & Young also provides advice to systems under development steering committees. In this context, we advise on the realisation of benefits as per the business case.

Department of Agriculture, Fisheries and Forestry

Conducted the post implementation reviews for the Electronic Lodgement of Service Advice (ELSA) and the AQIS Consolidated Record of Service (ACROSS) systems.

Ernst & Young have also developed and conducted ICT project post implementation reviews for the National Library of Australia, the Department of Families, Community Services and Indigenous Affairs, the Department of Education, Science and Training, and the Department of Immigration and Citizenship.

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Company Background

Fortis Consulting is a specialist management consulting firm offering only highly qualified (10 years minimum), expert consultants, with top-tier backgrounds and innovative client solutions. Our consultants offer deep government experience and a holistic approach to project management. We apply robust project management tools (Prince2) while taking into account stakeholder, financial and environmental considerations.

Key areas where Fortis adds value to clients include:

Project & Programme Management: Project management excellence is the key to a project or portfolio's success. Fortis' experienced Project Managers provide effective, timely and efficient oversight of projects and programmes to scope, timeframes and budget.

Strategic Planning driven by Research and Analysis: Fortis delivers significant insight into business data for our government clients, through specialist research, surveys and reports. We help management cut through the myriad of data to identify key trends and uncover useful information enabling strategic planning and decision-making.

Business Intelligence: Fortis helps clients leverage business intelligence solutions; we assist clients to collect, understand, report –on and interpret data, an (e.g. business case analysis, KPIs or balanced scorecard systems).

System Selection & Business Cases: Fortis helps client to develop business cases and select and implement systems that meet their business needs, enable future changes and save valuable time and effort for the business.

Company Accreditation (Optional)

Fortis project managers are MBA qualified. Our trainers also hold Certificate IV qualifications in training and assessment.

Project Outcome Evaluation and Benefit Realisation Management

Service Offering:

Fortis ensures that Project Outcome Evaluation and Benefit Realisation Management forms a critical next step to the business case process. As a result, all business cases incorporate proforma Benefit Tracking templates, which are tailored to each project. This then provides an effective

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means of ensuring that the uptake of benefits is in line with original estimates, and if necessary, to take appropriate action during a project to improve project outcomes.

Experience:

Project 1: A significant project for a Big 4 accounting firm was underpinned by a business case, which incorporated outcome evaluation and benefit realisation tracking tools. Once the project was underway, benefit realisation tracking took place in a seamless fashion, ensuring that monthly project performance was in line with the original business case. As a result of this, we ensured project success, and enabled effective tweaking of certain projections, based on new information (e.g. higher rate of natural attrition than forecast, allowed a higher than anticipated cost reduction).

Project 2: Fortis' lead consultant recently assisted a manufacturing business in a Business Case Analysis exercise to select appropriate production and sales systems to enable global expansion. After selection of the appropriate solution, the integrated benefits tracking tool was used effectively to track performance and ensure appropriate project outcomes.

Organisation Name **Fujitsu Australia Limited**

Trading Name

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Company Background

Fujitsu Australia Limited is a full service provider of business and information technology and communications solutions. We partner with our customers to offer services from strategic consulting to application and infrastructure solutions and services. Fujitsu has earned a reputation as a supplier of choice for leading corporate and government organisations and has grown by reputation into a full service provider in this region offering true end-to-end business and IT solutions.

We combine professional expertise, world-class methodologies and consulting and application services with adaptive platforms, advanced solutions and products to deliver the business results our clients are seeking - results that transform businesses and provide a return on investment.

Fujitsu has:

- * Over 10 million customers and 160,000 professional staff in 60 countries around the world
- * 3,000 Australian and New Zealand staff
- * Long-term clients in every sector – government, healthcare, justice, finance, manufacturing, retail, telecommunications, transport, distribution and utilities
- * A proven track record for delivering successful projects that achieve real business benefits and return on investment
- * An annual investment of more than US\$2 billion researching and developing cutting-edge business technologies, resulting in over 32,000 patents with more being added all the time.

Company Accreditation (Optional)

Fujitsu's Quality Management system meets the requirements of AS/NZS ISO 9001:2000. We continually seek ways to improve our processes and ensure they continue to meet the requirements of our customers and the technological and business environment.

Fujitsu is registered with SAI Global Assurance Services. The registration covers the Quality Management System for design, sales, consulting, administration, installation, maintenance, service and support of information technology and telecommunications solutions, products, networks and services. These include management consulting; strategic planning; design and development, logistics, integration, configuration and commissioning of hardware and software products; management and operations of computer processing facilities; provision of help desk facilities and services.

Fujitsu's consultants are well versed in methodology and industry best practices including Portfolio Management Capability Maturity, IT Infrastructure Library (ITIL) and SEI Capability Maturity Model (CMM).

Project Outcome Evaluation and Benefit Realisation Management

Benefits Realisation Management is one of Fujitsu's core consulting services, and is an area in which we have provided thought leadership since the mid 1990's. Fujitsu has published a book titled *The Information Paradox - Realising the Business Benefits of Information Technology* which demonstrates our intellectual leadership, shares experiences and fosters discussion.

Our service capability includes:

- * Project, program and portfolio management
- * Impact of change management on benefits realisation
- * Investment decision-making
- * Accountability of benefits
- * Results-tracking

Fujitsu practitioners are skilled at building Benefits Realisation into all our services and are equipped with the tools they need to approach each project in a consistent, results-oriented manner. They also provide our clients with the framework to support benefits management into the future.

Our Result Station is an integrated set of methods, tools and techniques for Benefits Realisation. At its heart is a proven approach to identifying all benefits clearly, along with the conditions and management actions required to achieve them. Through the unique Results Chain technique, it creates dynamic models that clearly identify the benefits you seek, visually representing the initiatives required to achieve them and optimise value over time.

Recent experience includes Centrelink (IT Refresh) and CSIRO (BETR).

Organisation Name *Global Sapphire IT (Australia) Pty Ltd***Trading Name**

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Company Background

GSI's core competencies are in the areas of providing ICT solutions, strategic alliances and value-added services. At GSI, we undertake strategic alignments, whether such alignment is between ICT and business strategies, or a re-engineering of business processes. We adopt a solutions-oriented approach to the application of its technology, and doing so with the knowledge and understanding of key industries and business processes to deliver objectives. We work with you to facilitate a one-stop-shop of integrated services which ensures that your objectives are fulfilled in a rapid timeframe. Combining solid industry experience and technology skills, GSI possesses a strong functional perspective that makes it effectively capable to provide counsel on technical information, develop and link it to business strategy in a cost-effective manner. GSI resources have extensive experience in the Information and Communications Technology industry providing consulting to such arenas as Australasia, Asia Pacific, Europe, Middle East and the US. Our experience and reputation for delivering high quality outcomes and achieving outstanding results working with our organisations continue to grow. It will come as no surprise to the market that we consider our experienced team to be GSI's key winning differentiator.

Company Accreditation (Optional)

Oracle Business Partner; Members of Australian Institute of Management; Members of the Australian Computer Society; Members of the Project Management Institute; Members of the Institute of Management Consultants; Prince 2 Practitioners; OPM Practitioners. PMBOK Practitioners BABOK Practitioners

Project Outcome Evaluation and Benefit Realisation Management

Project outcome and evaluation and benefits realisation through GSI enabled projects to be managed as a portfolio of investments. IT-enabled investments included the full scope of activities that are required to achieve business value and at the end of each project the outcome evaluations helped improve future projects based on re-use, lessons learnt and most of all project improvement. IT-enabled investments were then managed through their full economic life cycle. Each of the practices would be continually monitored, evaluated and improved through continual reviews and evaluations.

Burwood Council: Helped organisation recognise Benefit Realisation management investments that was imperative to the success of delivering the projects on time and within budget.

Panasonic: Deliver practices to help define and monitor key metrics and respond quickly to any changes or deviations. Engaged all stakeholders and assigned appropriate accountability for the delivery of capabilities and the realisation of business benefits for the success of the project.

Organisation Name	Goal Professional Services Pty Ltd		
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Company Background

Goal and the Goal Group were established in 2006, utilising consultant/PSP experience in Project and Program Management and Change Management, with a particular emphasis on continuous improvement.

Goal and the Goal Group assists organisations to analyse and better understand their operating environments, in order to develop their capabilities in strategic procurement and supply chain capability. We gain a thorough understanding of the commercial and competitive environment and identify specific challenges relating to capabilities, policies and procedures. The Group's expertise is in developing and implementing strategic solutions for our clients. Key to success is cost control, management of budgets, and capability improvements.

Headquartered in Newcastle and open in Melbourne, Sydney, Adelaide, Canberra and Wellington New Zealand, Goal operates across Australasia and globally. We cover strategic planning, governance, organisational maturity and portfolio/programme/project management consulting, training and delivery support services.

Goal's clients have included KPMG, PWC, Rolls-Royce, Thales Australia, training providers, the Defence Materiel Organisation (DMO); Federal and State government departments and SMEs. We are innovators in the fields of leadership, learning and development. We have accredited Gateway Reviewers.

Goal is an Accredited Training Organisation for both MSP® and PRINCE2® and the Goal Group boasts an RTO in Project Management accreditation and certification.

Company Accreditation (Optional)

Goal Professional Services Pty Ltd is an Accredited Training Organisation for PRINCE2 and MSP. A number of the Goal Group members hold ISO 9001/2000 accreditation. Specific members hold required engineering accreditations.

A Goal Group member is a Registered Training Organisation able to provide Project Management qualifications up to Advanced Diploma level.

Goal offers P3M3 organisational maturity assessments and Gateway Reviews.

Goal Professional Services is a member of the Defence Industrial Security Programme (DISP) and maintains appropriate defence security clearances for its consultants.

Project Outcome Evaluation and Benefit Realisation Management

Goal Group consultants have a deep understanding of outcome evaluation and benefits realisation management, based on OGC's MSP method and the Investment Logic Mapping method developed by Victorian Department of Treasury and Finance for use on major ICT proposals. The estimation of the benefits of a change initiative needs to be at least as rigorous as estimation of the costs of implementation of these initiatives, because of the generally greater sensitivity of Business Cases to benefits rather than costs.

Our consultants have experience in developing Blueprints for major organisational change programmes and projects, which support the development of Benefit Profiles for key benefits. These Benefit Profiles permit critical review and assessment of the claimed benefits of a change initiative based on objective criteria, meaning that the quality of the benefits side of Business Cases is significantly improved. We also ensure that any claimed benefits are attributable to the activities and outcomes of the change initiative claiming them.

Goal Group consultants have significant expertise in the identification and measurement of project-driven organisational change through the application of Analytics, including the uses of predictive modelling, forecasting, data visualisation, and other advanced statistical techniques. The quantification and benchmarking enabled by data-driven measurement enables organisations to better monitor, track, and optimise the realisation of project benefits through pre- and post-implementation benchmarking and assessment.

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Company Background

Grant Thornton Australia is a member of the fifth-largest accounting network globally, with turnover of US\$3.6b+ and 30,000 people in 110 countries. We provide audit, tax and advisory services to private and government entities. We have five offices throughout Australia (Adelaide, Brisbane, Melbourne, Perth and Sydney) and over 100 partners supported by more than 900 staff. Our Business Risk Services provide the advice necessary to help manage risk and improve performance. We provide objective, value-added solutions that enable you to strengthen controls and governance processes, implement sound strategies, increase technological capabilities and improve operational efficiency. Grant Thornton's information technology risk specialists assess the effectiveness of your IT organisation such that it can be continuously improved. Our team of IT specialists help to evolve your IT investments by providing detailed technical expertise, robust operational understanding, pragmatic workable solutions, and real world experience. Our IT professionals provide advisory services across: IT risk, assurance and security IT governance and operations Technology value and effectiveness reviews System review and selection Pre-implementation reviews Project planning including requirements, test plans, SDLC reviews, vendor evaluation and project management Business Resilience (DR/BCP) IT change management IT due diligence

Company Accreditation (Optional)

Grant Thornton is dedicated to ensuring that all our deliverables meet both customer requirements as well as industry standards. We maintain a system where quality control, risk management and professional practice are the responsibility of all Partners and staff. Our quality assurance systems are aligned to, and are in full compliance with the relevant standards from the Accounting Professional and Ethical Standards Board (APESB) and are based on International Standard on Quality Control (ISQC 1). Our procedures address engagement documentation, performance, staff and relationship management, ethics and independence and continuous monitoring. Importantly, a number of our standards are set at a higher level than those prescribed by the APESB and ISQC. Internal quality assurance and monitoring processes GTAL has in place an Engagement Quality Control Review (EQCR) process that is consistent with the International Standard on quality control, issued by the IAASB, and includes: - Reviews of individual partners according to a three-year schedule - Reviews by Partner led teams with industry-specific and technical knowledge - Reviews of general and functional controls for example, independence, risk management, staff evaluations, and document retention - A requirement that action plans, based on the results of the review, be prepared and implemented by relevant leaders.

Project Outcome Evaluation and Benefit Realisation Management

A common and critical dilemma confronting enterprises today - regardless of size, revenue, industry, region or business model - is how to ensure that they realise value from their large-scale investments in IT and IT-enabled change. This involves both selecting which investments to make and managing the complex challenges involved in ensuring that these investments result in concrete enterprise value. In undertaking a benefits realisation review we focus on: - The business case for the project and the benefits identified in the document - The benefits that have been realised to date - The processes in place to capture and measure benefits information - Time frame for the realisation of benefits (e.g. early, on schedule, late) -Processes in place for reporting benefits realisation across the organisation Examples include: GT was engaged by a national convenience retailer to facilitate a benefits realisation assessment for a recent business intelligence platform implementation. This review considered the benefits identified by the project and how they had been realised including quantification of benefits where possible. In addition the review sought to identify benefits that were achieved in addition to those mentioned in the original business case. GT was engaged by a regional health alliance to review the benefits achieved from the migration to an ERP system. GT reviewed the benefits articulated in the business case and facilitated analysis and case studies to quantify and measure the benefit to the client. GT delivered a report detailing the state of benefits realisation, issues and recommended next steps.

Organisation Name **Gravity Consulting Services Pty Ltd**

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Company Background

Gravity Consulting specialises in business improvement and transformation consulting. Our key focus areas include: • ICT Strategy • Organisational Change Management • Benefit Realisation Management • Program & Project Management. Our aim is to enable organisations to successfully envision, implement and adopt change. An effective catalyst to this change adoption being our niche Information Visualisation Framework which we use to simplify and visually represent the outputs of our consulting deliverables.

Company Accreditation (Optional)

We have extensive experience with Prince 2 and PMBOK frameworks and hold practitioner certifications in MSP and PMP.

Project Outcome Evaluation and Benefit Realisation Management

Gravity through its comprehensive benefits management framework can help to extend program management to benefit achievement. Our approach can be applied as an ethos or a structured process and tailored to the specific needs of your organisation, integrating with existing cultures, procedures and methods. We can assist to embed Benefit Realisation Management within the business change procedures, and to develop a benefits methodology appropriate to an organisation's cultural environment. Some of our key service offerings include: • Development of a Benefit Realisation Management framework • Development of Benefit Realisation Schedules, Benefits Cards and Benefit Dependency Networks • Top down and bottom up Benefit analysis • Benefits Adoption Management • Portfolio /Project Value Health Checks Demonstrated Experience includes: • Detailed Benefit Analysis for Gold Coast City Councils ERP/Property Program. • Detailed cost benefit analysis for IP Australia's LMS and E-Learning program.

Organisation Name **Grosvenor Management Consulting Pty Ltd**

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Company Background

Grosvenor Management Consulting is a private, Australian owned company and a leading provider of strategic and operational advice to public and private sector organisations. Grosvenor has a team of highly skilled and qualified consultants located in Melbourne, Canberra and Sydney. We are practitioners in a range of services including strategic sourcing, business improvement and program evaluation across a range of sectors including ICT. Grosvenor has developed significant ICT and technology strategies for organisations as diverse as the National Water Commission (ICT Strategy) right through to Centrelink (Digitisation Strategy). We have provided support in implementation of ICT projects, including business process analysis pre-implementation, project management and procurement support, through to evaluations and post implementation reviews. We have experience across all levels of government and the private sector with clients as diverse as ANZ Bank, Defence and the City of Melbourne. We are highly regarded by our clients, both for our ability to deliver, and for our ability to ensure the advice is practical and business outcome focused. We can provide full details of past projects and clients who will attest to the quality of our support. Further details on our capability can be found at www.grosvenor.com.au

Company Accreditation (Optional)

Grosvenor has in place a quality system modelled on ISO9001. Our system has key measures, including meeting or exceeding expectations 100% of the time and resolving issues to the 100% satisfaction of the client. Our post project customer feedback has delivered an average score of 8 out of 10 for meeting expectations (5=met expectations) and 8 out of 10 for quality of consultants versus other firms (5=same).

Project Outcome Evaluation and Benefit Realisation Management

Program and project evaluation is one of Grosvenor's core service offerings. Grosvenor's evaluation knowledge includes understanding when quantitative data analysis is appropriate, as well as using a range of qualitative and mixed analytical methods to develop, monitor and evaluate project and program outcomes and benefits. Examples of Grosvenor's experience include the outcome evaluation of Centrelink's Demand Management Contact System (DMCS) pilot and the post-implementation review of the implementation of PeopleSoft for ANZ Bank. Centrelink, DMCS Evaluation: Grosvenor was engaged to assess the ability of DMCS to build capability and contribute to business improvement. DMCS was a major new IT system supporting customer facing services. The evaluation was undertaken in two phases. The first phase focused on undertaking a review of the Detailed Business Requirements (DBR) and technical documentation, along with the

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additional components of the DMCS to assess the adequacy and completeness of the DBR and other documentation. The second phase focused on undertaking a comprehensive evaluation of the effectiveness of the trial (pilot) of the DMCS from the perspective of benefits for users, customers and management. ANZ Bank, PeopleSoft FMIS (CAS) Post Implementation Review. Conducted a comprehensive review of the implementation and benefits realisation (versus business case) of the organisational wide roll-out of the Common Administrative System (PeopleSoft FMIS). While the project was delivered under time and budget, major issues were raised with the meeting of business needs. Recommendations included advice on a future governance framework for change control and benefit realisation.

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Company Background

GXO Change Pty Ltd provides consultancy, training and coaching services in change, project, program and portfolio management to organisations, groups and individuals. GXO Change Pty Ltd has been recently formed (in 2009) and is headed up by its Director who has provided accredited project management training and implementation consultancy services to government and private industry over the past 9 years, both within Australia and overseas (during his time with a previous leading project and program consultancy management company).

Company Accreditation (Optional)

GXO Change Pty Ltd is an accredited PRINCE2 Training Organisation and an Accredited Training Organisation (ATO) for Portfolio, Programme and Project Offices (P3O). Accreditation is extended to GXO Change Pty Ltd by the international accreditation agency - the APM Group. Accreditation requires that GXO Change meets the prescribed standards which includes having quality systems in place for delivering services. GXO Change Pty Ltd maintains a Quality Management System (created in line with ISO 9001), which was assessed by the APM Group in July 2009 as part of its systems accreditation. All services delivered by GXO Change are in line with stated policies, processes and standards. Quality is checked on an ongoing basis and a program of continual improvement and review by clients is exercised as part of its day-to-day operations.

Project Outcome Evaluation and Benefit Realisation Management

GXO Change Pty Ltd is currently contracted to provide the role of Benefit Realisation Manager to one of the AFP's top programs. GXO establishes and uses program strategies to govern how benefits are identified, tracked, measured and realised by the program. We use benefit planning techniques (ORM, benefit mapping, blueprinting, benefit-stakeholder-impact matrices, prioritisation, benefit profiles, KPIs, Net Benefit line, Benefit Strategic Chain) to inform program and project planning, business case and establish the benefit realisation plan (to track and measure the realisation of benefits at end tranche reviews and specific transition measurement milestones). At the project level, GXO supports the project managers and project boards to focus on outcomes and benefits through the continual reassessment of the project business case and project performance at pre-determined project stage boundaries, mid stage assessments and program benefit reviews. The value of this work was recently verified by a Gateway Review and an external PWC audit which provided a green rating. GXO uses an implementation approach that relies on Business Change Managers and Change Teams to bed down new capabilities and drive the transformation and resulting benefits. Recent examples in this area includes the current work with the AFP along with previous work by our Lead Consultant in running an in-house benefits led improvement

program for a consulting company. GXO Change also runs a public training schedule which teaches benefits management. The GXO managers toolbox included simple templates and techniques for benefits management for projects and programs.

registered Gateway Reviewers our consultant's are also called upon to review the suitability of benefits realisation plans for large, high-risk Federal Government projects.

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Company Background

IBM is the largest information technology services company in the world, with \$US103.6 billion of revenue, pre-tax profit of \$US16.7 billion and total assets of \$US109.5 billion. IBM service teams link with IBM industry experts, research divisions and thousands of business partners to help clients succeed in delivering business value by becoming more innovative, efficient and competitive through the use of business insight and information technology (IT) solutions. Worldwide, IBM employs over 355,000 people and has a significant global presence, operating in 170 countries, with approximately 60 percent of its revenue generated outside the United States. Approximately 65 percent of the company's employees are located outside the United States, including about 30 percent in Asia Pacific.

IBM Australia Limited is a leading supplier of information technology, software and services. IBM is a significant business in Australian terms with more than 14,000 employees Australia wide, and a turn over of \$AU 3.9 billion (FY2007). Entrenched professional networks with the wider international IBM community enable IBM to tap into the broad and varied resources of the corporation as a whole. IBM currently has a number of significant commitments under contract and has a well established relationship with the federal government sector

Company Accreditation (Optional)

IBM across the whole of Australia and New Zealand has been recognised for its overall quality efforts by the granting of a single AS/NZS ISO 9001:2000 Quality Management System Requirements certification covering all Sales and Services activities. A condition of the certification is that IBM Global Services' quality processes are audited on a regular basis and the majority of the yearly surveillance program is conducted in Services aspects of our business IBM's Application Management Services (AMS) Delivery group has been assessed at SEI © CMMi 5, the first organisation within Australia and one of the largest world-wide to be independently assessed to be operating at this, the highest, level by the Software Engineering Institute (SEI).

IBM has undergone a number of audits to the AS/NZS ISO/IEC 17799:2004 Information Technology - code of practice for information security management and on each occasion the systems deployed to support clients have been found to be highly compliant.

Project Outcome Evaluation and Benefit Realisation Management

IBM's Benefits Realisation approach supports the identification of improvement opportunities for a change program, as well as providing a methodology for their implementation and realisation. It ensures that benefits are realised through:

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- benefits identification via a value management approach
- benefits ownership
- baselining
- target setting
- action planning for benefits realisation
- tracking of results.

IBM's approach recognises that the implementation of new tools, technologies and processes does not mean that benefits are immediately and automatically achieved. The ways of working and behaviours of the people also need to change. Therefore our approach is an integrated approach that links processes and technology with people, behaviour and organisational structures.

IBM developed a benefits realisation approach for defining, assigning ownership and monitoring the delivery of benefits on business change projects for the NSW Road Transport Authority. This is now part of their change management toolkit that is made available to all projects carried out in the agency.

Our approach has also been used successfully at one of Australia's leading institutional banks as part of their implementation of a large scale technology platform. While the technical program was tracking well, the benefits case and approach to benefits realization was not clearly articulated. IBM worked with the client to provide a governance framework for benefits realisation, a roadmap of initiatives to achieve defined benefits and a set of metrics for each outcome. In this case the client took ownership for the ongoing tracking of the results using the framework IBM established.

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Company Background

ILX Group is the leading provider of training and consultancy in the areas of Programme, Project & IT (ITIL) Service Management and Business Financial Awareness. It delivers these services through a range of consultancy and training options that meet the client's needs, encompassing e-learning, instructor-led training, blended training, gaming and implementation workshops. ILX Group provided more PRINCE2 examinations than any other training provider in the world according to APM Group official statistics for the full calendar year 2009. In 2009 ILX Group trained over 75,000 people from more than 5,000 active customers across 97 countries worldwide. ILX Groups examination pass rates exceed the national average. Having been a PRINCE2 Accredited Training Organisation (ATO) since 1997 and with subsequent accreditations in Managing Successful Programmes (MSP), Management of Risk (M_o_R), IT Service Management (ITIL), IS Project Management (ISEB) and the entire range of APM Training Events, ILX Group's experience in developing and delivering Programme, Project and Service Management training and related services is at the forefront of the training industry. In addition, as an Accredited Consultancy Organisation (ACO) ILX Group fully understands the practical implications associated with introducing methodologies into your business.

Company Accreditation (Optional)

ILX Group confirms that we hold the ISO9001 quality assurance certificate for Project and Programme consulting and training. All of ILX Group's training materials and quality systems are accredited by The APM Group, ISEB and APM as appropriate. ILX is also accredited by and/or belongs to the following trade bodies: The Association for Project Management The APM Group The Best Practice User Group (BPUG) The British Computer Society/Information Systems Examination Board The British Standards Institute (Accredited to ISO 9001:2008) The Chartered Management Institute The UK Accreditation Service (UKAS) Buying Solutions Framework Training Provider

Project Outcome Evaluation and Benefit Realisation Management

Benefit realisation management is an emerging skill, with different levels of experience, understanding and application evident across sectors, and even within single organisations. ILX are working with a local government body in the UK to embed the key principles of benefits monitoring and realisation in their emerging programme management capability. We have provided training in the fundamentals and supported officers in developing a process (now owned and operated by their Programme Management Office) for identifying and mapping benefits. Our Consultants ensure this process includes engagement with new and existing projects, and alignment

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with the benefits that the individual projects will enable. In parallel, we instigated collaboration between the PMO and Finance to develop a repeatable method for evaluating benefits in project and programme business cases. Benefits must be managed once they are identified and established, and an essential part of this process is the collation of appropriate performance data. ILX provides programme assurance to a number of clients and in one recent intervention we helped our client - a multi-national justice and security service provider - to identify an improvement opportunity in their benefits realisation management techniques. The team charged with assessing the impact of change on the business was also the line managers for these employees, leading us to question the validity of the feedback. By innovating anonymous feedback we helped our client to gain a clearer picture of the impact of change on the morale and motivation of their employees.

Organisation Name **IMA MANAGEMENT AND TECHNOLOGY**
The Trustee for Metzke Nominees Trust

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Company Background

IMA Management and Technology is a boutique information technology consulting firm that provides strategic planning, project management, business analysis and specialist technical expertise to deliver successful technology solutions.

With consulting experience across numerous industries, utilising various technologies and project management methodologies, we have become the preferred partner for many of Australia's largest corporations, universities and government organisations.

A key factor that differentiates IMA Management and Technology from our competitors is our rigorous five stage recruitment process, of which only about 1% of applicants pass. Additionally, we invest heavily in staff training and development ensuring that our consultants are at the forefront of innovation.

The value proposition that we deliver to our clients is flexibility of engagement, competitive pricing and most importantly, high calibre consultants.

Our company has grown on a reputation of retaining the most talented consultants to ensure project success and technical excellence and we are well positioned to assist your organisation to realise its business and technology objectives.

As leaders in innovation and experts in project management, we have developed our own project management methodology which can be adapted to your organisation to ensure successful project outcomes.

IMA Management and Technology, where People + Innovation = Solutions.

Company Accreditation (Optional)

IMA Management and Technology is currently undergoing accreditation to achieve ISO9001 Quality Management System certification, leveraging IMA's existing proprietary quality methodology.

IMA Management and Technology utilises industry best practice project management methodologies in our service delivery including PRINCE2 (Projects IN Controlled Environments), PMBOK (Project Management Body Of Knowledge) and Agile.

Most of our consultants have individual accreditation with the relevant project management organisations such as Project Management Institute. Additionally, we conduct an in house training program to assist our staff to gain recognised project management certifications.

Project Outcome Evaluation and Benefit Realisation Management

IMA Management & Technology is experienced in all facets of project outcome evaluation and benefit realisation.

Our expert consultants have conducted project outcome evaluations and post-implementation reviews for clients on a range of major infrastructure and software projects for clients in the private and public sectors. Our staff are experienced in operating on projects for government clients within formal project management methodologies including PRINCE2 and PMBOK.

As part of our project management and quality methodology, IMA Management & Technology is committed to ensuring benefit realisation for client projects of all sizes. We aim to fully involve project stakeholders in order to identify, monitor, track and harvest the realisation of project benefits. Our benefit realisation strategy is incorporated in all stages of a project, from the planning stage through to implementation and final handover.

IMA Management & Technology has performed project outcome evaluation on mission critical infrastructure projects for VicRoads including the Traffic Light Network Upgrade project. Additionally, project outcomes were evaluated and assessed against the relevant disaster recovery plan for the Wireless CCTV for Metropolitan Melbourne Roads Network project.

We have also assisted Australia Post in realising project benefits for their Parcel Contract Management System, a major profit centre for the business. This was achieved through effectively managing stakeholder relationships and expectations as well as adherence to quality management processes and procedures.

Organisation Name Information Professionals

Trading Name	Information Professionals		
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Company Background

Information Professionals is a specialist provider of management services for complex IT and related initiatives. Information Professionals was conceived to fulfil the need of providing expertise and experience on the delivery of Programme and Project Management outcomes free of third party agendas. Our clients can be assured that we are product and vendor agnostic, and always respond to client requirements with integrity and objectivity. We were established in 2000, and have grown through successfully delivering services to government as a first priority. We now operate in Canberra, Sydney and Brisbane, with emerging business in Melbourne and Adelaide. We have particular expertise in large complex change projects, and strong capabilities in connecting governance, management, process, and quality. We have an adaptable approach to our assignments and add lasting value to our clients. We work with the main-stream standards (PMBoK, PRINCE2 and MSP), applying them in a pragmatic way. This allows the topping up of an existing environment without constant reinvention of existing practice. Information Professionals consultants are valued by our clients for their deep experience, flexibility, reliability, and quality of the outcomes they deliver. Feedback from a recent survey of clients rated the expertise of our people as “excellent”.

Company Accreditation (Optional)

At Information Professionals, we promote a commitment to quality through both quality assurance and quality control methods, and the application of established procedures, standards and tools. Information Professionals has established and maintains an effective quality control system which will operate in conjunction with other management functions within the company to ensure that our customers receive quality service at all times. The basis of the Information Professionals Quality System is the application of ISO9001 to Information Professionals daily business operation. This quality control system is to be continually improved to ensure its effectiveness with changing business and technology conditions. We can assist with developing and implementing practical plans, systems and strategies that address the issues of quality. It is our belief that at the heart of all good quality is the commitment to progress, to learning, and to sustainable and continuous improvement. This is then underpinned by appropriate procedures and methods to capitalise on the learning generated from the organisation. Our methods and skills leverage from PRINCE2, MSP, PMBoK, Capability Maturity Model, ITIL, COBIT and Balanced Scorecard. Many of our consultants hold membership with the Australian Institute of Project Management (AIPM), other relevant professional associations, and relevant post-graduate qualifications.

Project Outcome Evaluation and Benefit Realisation Management

Once a project is complete, it is not uncommon for questions to be asked of its effectiveness and whether it achieved its objectives. There are many measures available to test this, as there are many benefits that a project can achieve for an organisation. One way of ensuring this information is captured and then assessed is through a Benefits Management programme. While a business case is the text book reference from which benefits are measured, it is also possible to identify benefits streams and verify performance if the business case was not finalised, or has moved significantly from its original form. Our Benefits Management services include Establishing Business/Benefits Cases including quantifying, qualifying and prioritising benefits, Developing Benefits Realisation Strategies, Securing Benefits Ownership, linking to KPI targets and performing Benefits Reviews. Queensland Rail completed a series of projects, each with benefits streams identified. The benefits management work on this programme included the definition of benefits owners, ensuring clarity over benefits streams, identifying benefits measurement approaches, including baseline and target measures, linking to KPIs and providing ongoing measurement and benefits review strategies. A large government department asked for a post project review including the review of benefits, however the original business case and project plan was not clear in regards to benefits streams and owners. Some formalisation of benefits streams was established, and an assessment and recommendations were made including forward plans for ongoing reviews and greater clarification of benefits from future projects.

Organisation Name	Ingena Group Limited		
Trading Name	Ingena		
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Company Background

Ingena is a specialist Information Technology consulting company, providing skilled individuals and teams to work with clients to help meet business objectives.

Ingena was established in 1999 and today has more than 140 full time consultants based in Melbourne and Canberra.

Our clients cover a broad range of industries and include Medicare Australia, DIAC, DoHA, Telstra, Sensis, National Australia Bank, ANZ, BHP Billiton and the Victorian government. Ingena holds head agreements with many of these organisations.

Ingena offers a range of management and technical consulting services, with a particular focus on assisting clients optimise the benefit of their IT investment through effective programme management, IT commercial services, planning and quality assurance.

In addition to our management and technical consulting services, we also offer a full range of specialist software and systems integration expertise, including detailed functional &&&& technical specification, user interface design and custom web and software development.

Ingena has recently been admitted to the official list of the Australian Stock Exchange and we plan to continue the successful expansion of our business in Victoria and the ACT by providing high quality IT Professional Services using local talent and expertise at competitive rates.

Company Accreditation (Optional)

Ingena's project management methodology is based upon the Project Management Body of Knowledge (PMBOK) and many staff also have certification in PRINCE2. Ingena consultants are also experienced in a range of complementary methodologies and tools such as ITIL and Six Sigma.

Ingena is commencing ISO9001 accreditation in first quarter 2009.

At a technical level, Ingena selects from a range of potential methodologies to fit the requirements of the engagement. This selection is based on a combination of client preference, the nature of the requirements and the professional judgment of the Ingena solution lead. Ingena has developed and documented its own operating frameworks for core technical services (e.g. Capacity Management).

Management processes for the delivery of services span from engagement logistics to support and quality control for client engagement delivery. The rigor and formality of processes used by Ingena is dependent on the size, nature and duration of each engagement.

Ingena's financial arm implements solutions that are both Basel II and Sarbanes-Oxley compliant.

Project Outcome Evaluation and Benefit Realisation Management

Ingena has a refined Project Outcome Evaluation and Benefit Realisation Management capability centered on three key deliverables:

- Create and deliver a Business Benefits and Requirements Confirmation Strategy during the Feasibility and Solution Definition phase;
- Identify methods to confirm customer demands are satisfied as part of the requirements gathering process; and
- Ensure that business requirements, business objectives and benefits are quantifiable and measurable, and included in the business case.

Our approach infuses integrity into business cases and the systems development lifecycle, utilising practical and demonstrable methods for measuring benefits and validating requirements. The fundamentals of this approach are to:

- Familiarise the project team with the concept and value of defining methods for confirming customer demands during requirements gathering;
- Participate in requirements gathering activities and facilitate methods of requirements confirmation;
- Define touch points throughout the project lifecycle where the confirmation methods can be revisited to ensure continued alignment with customer expectations, and ensure the testing strategy exercises the confirmation methods;
- Analyse, interpret and translate business objectives and benefits into specific, quantifiable and measurable outcomes; and
- Ensure that traceability of business requirements to business objectives and benefits is maintained.

Reference Sites:

Sensis – Ingena manages the funding and tracking of all of Sensis's ICT business cases. This includes the reporting on benefit realisation back to executive management.

ANZ – Ingena manages the funding and tracking of all of ANZ's ICT business cases. This includes the reporting on benefit realisation back to executive management.

Organisation Name *Integral Technology Solutions Pty Ltd***Trading Name**

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Company Background

Headquartered in Australia, Integral Technology Solutions (Integral) works predominantly with Telecommunication Companies, Financial Institutions and Government Agencies throughout the Asia Pacific Region (Australia, New Zealand, Indonesia, Singapore, Hong Kong and Thailand).

Integral's vision is "To deliver a successful outcome, for our clients and our colleagues".

Integral's heritage has been in Technical Solutions and services based on J2EE technologies. Led by experts in their field, Integral's mature capabilities in project, program and portfolio management has seen Management Consulting added to complement the Integral brand and service offering. Integral employs only the highest calibre Program and Project Managers in today's industry. Integral's Program and Project Managers bring a high level of expertise, acquired through education and experience, to a variety of organisational cultures. They are skilled in knowing how to organise and manage physical and human resources to best suit your organisational needs. Whether it is taking full ownership for achieving the desired outcome, reviewing project success, or simply offering guidance around practical solutions and best practice, Integral's Program and Project Managers use industry standards and methodologies to address delivery, quality and governance. Integral employs only experienced and qualified professionals who can manage the spectrum from individual projects, portfolio of projects, or an entire program of work through all phases of the lifecycle. Engaging any of Integral's professional staff can help your organisation reduce risk and increase the probability of success for your projects or programs.

Company Accreditation (Optional)

Integral commits to Quality by leveraging a variety of industry best practice principles, standards and partnerships to act as enablers in each unique engagement:

- Australian Standard 4360 - Risk Management;
- ISO/IEC 27001 - Information Security Management;
- Australian Standard 8015-2005: Corporate governance of information and communication technology;
- Member of Australian Information Industry Association (AIIA);
- Memberships and accredited personnel in MSP™, PRINCE2™, PMBOK®, AIPM;
- Integral is currently working towards accreditation in both ISO 9000:2001 and CMMI;
- Integral Management Consulting Methodology (MCM);

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- Integral Integration Methodology (IIM);
- Integral Software Development Methodology (IDM) Integral is also registered with the Queensland Government's GITC certification Version 5. GITC Number 'Q-2443'

Project Outcome Evaluation and Benefit Realisation Management

Integral has significant experience in Project evaluation and benefit realisation. Integral's capability has been proven throughout industry in public, private and multi-government agencies. Integral has capability to measure and monitor initiatives in progress or follow an after action or post implementation review at a stage gate or significant milestone. In the absence of client processes and procedures, Integral takes adopts their own methodologies/ approach to evaluate benefits using a variety of qualitative and quantitative measurements and support tools. Integral has senior personnel with capability to configure communication mechanisms i.e. steering groups to drive quality throughout the organisation

Examples:

- a) As part of the role for large banking and finance client in Qld. An inherent part of the project was identification of the benefits, tracking and reporting progress. The project had identified significant savings/month by in sourcing the underlying call centre technologies including PABX replacements. Given the tangible and not subjective nature of the benefits, these were easily quantifiable and easily realised as the milestones were achieved. Other less tangible benefits were realised given the stabilisation of the technology platform.
- b) Engaged as a sub-contractor to a subsidiary of the Queensland State Government, Integral workshopped and delivered a benefits realisation/traceability matrix within a process improvement business case. The use and application of this approach assisted in the evaluation and prioritisation of proposed initiatives, successful sponsorship from executives and provided tangible linkages to Strategic, Internal and Service oriented imperatives for project success.

Organisation Name ***ITPM Pty Ltd*****Trading Name****Contact**

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Company Background

Formed in 1998, ITPM has offices in Melbourne, Sydney and Brisbane. Upon finalisation of the company merger with PMPartners, due for completion on 31st March 2008, the new entity will employ in excess of 56 staff including 41 professional services personnel with access to a large number of specialised resources.

ITPM is a professional project management, accreditation and business analysis organization, specialising in providing Australia's most comprehensive Training, Consulting, Delivery and Recruitment services. We focus on providing our clients with professional project staff enabling us to provide a unique and refreshing service to the market place.

We have the skills, ability and knowledge to rapidly understand the scope of a project and identify the type of skills, level of experience and technology expertise necessary for our clients' project success. This ensures we are capable of providing the right project staff and continue to attract, supply and seamlessly engage those required skills to develop and lead your project team.

We have a reputation for flexibility and innovation, which we consider fundamental qualities in supporting the projects AGIMO undertake now and into the future.

We have established a solid reputation in all facets of program and project delivery to private enterprise organisations and Government Departments (Federal, State and Local).

Company Accreditation (Optional)

ITPM has achieved the following accreditation with recognised industry bodies and associations;

- ITPM was the first Professional Service Organisation to be accredited by AIPM as a PMO. This indicates our business is managed in line with the requirements of a Project Managed Organisation
- Registered AIPM - Project Management Assessors
- PMI - Global Registered Education Providers
- CompTIA Subject Matter Experts (SMEs)
- Certified practitioners and an ATO for MSP.
- Certified practitioners and an ATO for PRINCE2 .
- Endorsed course provider for the IIBA.
- Certified Authorised ITIL Foundation Certificate Workshops provider

In addition, ITPM provides all of its Project Managers with membership in the Australian Institute of Project Management and registration in the AIPM RegPM program. Currently approximately 70% of ITPM's Project Managers have been assessed Master Project Director level 6 (MPD 6), the highest rating available.

Project Outcome Evaluation and Benefit Realisation Management

As a PRINCE2 Authorised Training Organisation, ITPM commit to achieving the benefits required of each project by working with the client throughout the project lifecycle.

Our philosophy is to establish a common understanding by all stakeholders of the organisational landscape and drivers. The key questions that we consider before commencing a body of work are:

- Why change?
- What criteria will the organisation use to decide among competing options for change?
- Who has a vested interest in the outcome?
- How will success be measured?
- Key Performance Indicators (KPIs)

The successful execution of the strategy depends upon developing and implementing the best solution. Business requirements are the foundation for the solution and therefore, ultimately for the project. The requirements, when agreed by all stakeholders, form the basis for the benefits realisation review, ensuring that the project objectives have been achieved.

Common Objectives

ITPM will consult with the client to establish measurable objectives such as:

- Lower operational costs and ongoing infrastructure costs
- Elimination of rework
- Shortened process cycles
- Improved system quality
- Higher user satisfaction
- Flexibility for the future change
- Increased service levels

Recent client engagements include:

1. ITPM were engaged by a large Health Community Services provider to review the outcomes of an existing in-house project against the original requirements. We provided a concise report of findings with recommendations for re-alignment, metrics for ongoing measurements and the provision of expert mentoring and consulting.

2. Commonwealth Bank of Australia;

Provided HR program method development and multiple ongoing education services plus a range of project management roles in delivering financial solutions

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Trading Name

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Company Background

JBS is a dynamic Canberra based company and wholly owned subsidiary of The Citadel Group Limited (CGL), a leading professional and managed services provider with 300 staff nationwide, a \$65m annual turnover, and an ability to draw on the expertise of over 3,000 people. We provide:

tailored solutions that meet the specific needs of our clients;

relevant products and services;

highly skilled and expert staff; and

management advisory and consultancy support services at competitive rates.

JBS has managed numerous projects with major Government agencies and the private sector and delivered a wide range of products and services on time and within budget. We have a core group of staff with a network of strategic alliances with business associates and partners. We have an impressive history of delivering quality solutions to clients, working closely with clients to define the problem, provide suitable and timely solutions, and then if required, assist with the implementation program.

We have considerable expertise in the development and delivery of Security Risk Management support. We have worked with almost all of the Commonwealth Government's defence, security, border management and law enforcement agencies and represent a low risk solution due to our solid understanding of Australia's complex security environment.

We were an endorsed supplier under the earlier Australian Government Endorsed Supplier program.

Company Accreditation (Optional)

JBS is an endorsed Registered Training Organisation (RTO) offering national accredited training up to and including Advanced Diplomas across a range of specialist business education and ICT courses – our RTO Number is 88134 and can be checked at www.ntis.gov.au. This accreditation requires us to maintain a detailed quality management system that is reviewed annually and externally audited.

Project Outcome Evaluation and Benefit Realisation Management

All JBS business cases include stated expectations for project outcomes and the benefits to be realised for funding the activity. Once these have been approved, JBS project/program management office regularly rechecks progress against the business case to ensure that it remains on track and is worth progressing further. The nature of the processes and procedures used to identify, monitor,

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track and harvest benefits is dependent on the nature of the engagement, but we have previously used tools including PRINCE2, Activity Based Costing, and Six Sigma in our dealings with the Australian Government.

Reviewed the Defence National Operations Division's Business Improvement Program and the 14 projects within the program on behalf of the divisional head. This enable Defence National Operations Division to identify the level at which it achieved the objectives each initiative under the Business Improvement Program and to determine the next steps of the program. Some examples of the initiatives include:

Financial Management System and Invoice Scanning (ISIS)

Regional ICT Market Testing

Postal Services

Customer Service Support

Defence Travel Card

Defence Publishing: Leading role in managing organisational change and business process improvement following market testing of the Defence Publishing Service (over 180 staff, \$17m annual budget).

Developed the Strategic plan guiding the Australian Army's transformation to a Network-Centric Force; this plan ostensibly links information and intelligence flows between systems, sensors and platforms

Organisation Name **JCMA Consulting (J&C McNena and Associates Pty. Ltd.)**

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Company Background

JCMA Consulting is an Australian consulting company formed in 1991 providing services to assist clients across a range of specialisation areas. JCMA prides itself on its partnering model where focus is directed at understanding clients need and expectations. JCMA works collaboratively in a partnering arrangement to ensure a high level of satisfaction and value for the client. Collectively JCMA senior staff have over 60 years experience with public sector organisations. JCMA has a range of service offerings including strategic consulting, project architecture & management, collaborative application development and quality management & compliance. We also have extensive experience in a range of industries including energy, science, government, defence and telecommunications. JCMA continues to develop a strong relationship and presence within Government through the provision of ICT related services in our core areas of Strategic Consulting, Project Architecture & Management, Collaborative Application Development and Quality Management & Compliance. JCMA has adapted these services into the framework provided in this response document. For more information on the organisation please visit www.jcmaconsult.com

Company Accreditation (Optional)

Quality Management and Compliance is one of four principle service delivery areas of JCMA. Full details of the quality standards and processes utilised by JCMA are on the JCMA website (www.jcmaconsult.com). JCMA adopts and maintains the following quality systems and continuous improvement regimes: 1. JCMA quality standards and processes align to ISO9001: 2008 Quality Management Systems. Where a client has a preference to use alternative quality processes, JCMA works with the client to ensure the required quality processes are captured upfront. 2. JCMA uses formal Issues / Risks and Change Control mechanisms ensuring all parties are appraised and understand / approve proposed change. 3. JCMA uses a continuous improvement philosophy and structured program. JCMA is currently introducing the Capability Maturity Model Integration (CMMI) process across the organisation. 5. JCMA has a quality review process embedded in every engagement. A quality review is conducted by an independent reviewer within JCMA 6. Project communication and progress reporting to the client is regular, proactive, open and transparent. 7. Deliverables and milestones are formally approved by the client based on pre-defined acceptance criteria set for the engagement. 8. All formal reports / documents follow formal internal documentation reviews and documentation standards.

Project Outcome Evaluation and Benefit Realisation Management

It is imperative that programs have a quantifiable benchmark providing one measure of multiple elements to measure success. The benefits realisation process begins with business case development where the return on investment is initially estimated. As part of its quality management framework, JCMA has a fully integrated approach to benefits management. It embeds realisation review in its change control processes throughout any project and, as an ongoing reporting instrument, through the use of review tools such as earned value analysis. Recent Engagements; Department of Treasury and Finance (Victoria) — JCMA Consulting undertook a review of several major IT initiatives to advise DTF on opportunities for improvements related to quality processes in the respective programs. The JCMA review highlighted a number of areas to be addressed by the project sponsors and managers and provided solution options to facilitate better quality processes across the various programs. Printsoft Products Pty. Ltd (National/International)—JCMA provided the methodology to review and develop a significant Australian innovation. The expertise provided by JCMA facilitated the conversion of a Research and Development application into an award winning (Xplore International Innovation Prize) marketable commercial IT product. This product won the “Xplore International Innovation Prize”. JCMA Consulting also provided and facilitated a change management program for the organisation so that further new methodologies/technologies introduced into this organisation could be sustained in future initiatives.

Organisation Name	KDN Services Pty Ltd		
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Company Background

KDN Services Pty Ltd (KDN) is a South Australian based company providing consulting services to the ICT industry. KDN is responsive to the needs of organisations with a wealth of experience, processes and a methodology gained from work in the Management Consulting areas of the ICT industry. Our experience comes from working with large consulting organisations and engagement across all tiers of Government (including SA, Federal and Local) and the private sector. KDN maintain a flexible approach and have agreements with companies to cover additional scope and capacity to provide a comprehensive delivery service. To increase the coverage of services and provide greater flexibility for alliances and partnerships, KDN recently established RTI Consulting (RTI) with a focus on the Commercial Sector. Through this expansion we can leverage off of the skills, processes and methodology that have made KDN successful to provide an increased ICT service delivery capabilities and resource pool of experienced consultants. RTI is a KDN company and through these entities KDN is able to provide greater security to its clients with the ability to be able to handle larger assignments while at the same time being flexible and responsive to cost pressures and providing cost-effective solutions.

Company Accreditation (Optional)

Not certified

Project Outcome Evaluation and Benefit Realisation Management

KDN understand the System Development LifeCycle approach, the requirement to engage from 'Concept to Cash' (ROI) and the need to ensure that Feasibility Studies, Business Cases and Change Management are linked to Strategy, mapped through Governance and Change, prioritised through Programme Management and have tangible, measurable and accountable outcomes. Through this approach KDN understand the need to justify any change against measurable business requirements and the ownership (project sponsor) for ensuring that the benefits are harvested. KDN's Benefits Realisation approach is either linked to other functional activities (strategic planning and business cases) or as a standalone activity used to provide business transformation and a framework for overall assessment of a portfolio of change, the prioritisation, outcome dependencies and inter-dependencies and the percentage that each initiative will contribute to individual and overall outcomes.

KDN Services provided a benefits model based on outcomes for the Attorney Generals Department of SA. The model provided a linkage of the initiatives that needed to be undertaken across the Whole of Justice, inter-dependencies and overlaps and showed an outcome representation that

identified measurable outcomes for each business initiative along with the respective contributions to each benefit.

KDN personnel have previously been involved in a Benefits Strategy for the Courts Administration Authority of SA (CAA). A model was required to demonstrate an overall change programme and how each initiative contributed to the overall outcomes of the change programme. This model was intended to be used to assist in funding modelling and strategy planning for CAA.

Organisation Name **Kitbag Consulting Pty Ltd (Government Advisory Group)**

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Company Background

Kitbag Consulting Pty Ltd comprises of two business units; the Government Advisory Group and the Company Secretariat Group located in both Canberra and Sydney. The Government Advisory Group works as a cooperative of like-minded and experienced public sector professionals to meet the needs of its clients' and employees. The strength of this approach allows team members of the Group to be highly flexible and innovative to perform complex tasks but provides structure and certainty via the application of methodologies and administrative support required to deliver those services. Each discipline specialist has worked in Government and the private sector delivering public value for all Australians. Collectively they are responsible for superior standards of service and a standing relationship committee of peer discipline specialists supports this. Their role is to review all client satisfaction surveys to ensure client needs are being met or exceeded. Specifically the committee will: - review delivery standards, quality and client satisfaction; - coordinate support services and project teams; - coordinate all contracts established under the MUL; - coordinate project teams is utilised - Approve methodologies for use; and - Ensure public value is being delivered. The Government Advisory Group has access to a wide range of consultants and contractors to deliver capability.

Company Accreditation (Optional)

All Government Advisory Group members hold current Australian Government security clearances through our association with the Defence Industry Security Program and members hold one or more of the following accreditations. - Australian Institute of Management - Australian Institute of Company Directors - Australian Institute of Project Management - Australian Computer Society - Institute of Actuaries of Australia - Project In Controlled Environments (PRINCE2) - Information Technology Infrastructure Library (ITIL)

Project Outcome Evaluation and Benefit Realisation Management

Members of Kitbag Consulting, particularly the Government Advisory Group, have a broad and proven experience in developing and assessing business cases and their outcomes for projects and programs. We possess proven methodologies and a pragmatic approach to exploring feasibility, costs, values and benefits of proposed client solutions. Kitbag Consulting has skills and experience in Business Case Analysis and development, including New Policy Proposals. We use the standard AGIMO methodology of creating ICT business cases and a range of financial modelling (EVM/ABC/Lifecycle costing) and estimating tools complementing our broad service areas of Risk Management, Systems Integration and Business Process Transformation. In fact, one of our

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members was heavily involved in its development. Government Advisory Group uses Holocentric© to model business to create a visual representation of an organisation's strategy, plans and goals as well as the business processes required to support these goals. Not only does this tool (and the acumen applied) provide a graphical representation of the processes, but also it has the capacity to capture data to analyse and cost the processes so that irrefutable data can be used to base resourcing decisions, the basis of business case development. Some of the assignments members have been involved in are: - Department of Finance and Deregulation (AGIMO): Develop and train public service agencies in the application of the ICT Business Case Guide (2006) on developing ICT business cases for central agency consideration. - Geoscience Australia: Review and evaluate the National Address Management Framework for the Australian Government JCIO committee

Organisation Name **Mahindra Satyam (Satyam Computer Services Limited)**

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Company Background

Mahindra Satyam (MSAT- www.mahindrasatyam.com) (NYSE: SAY) is a leading global business and information technology services company that leverages deep industry and functional expertise, leading technology practices and an advanced global delivery model to help clients transform their highest-value business processes and improve their business performance. MSAT has over 30,000 professionals operating in 60 countries. MSAT is a financially stable and a debt-free MSAT has a clear vision for future. It also has a strong governance structure and a strong management team in place. The core focus areas for MSAT include: • Enterprise Business Solutions • Integrated Engineering Solutions • Infrastructure Management Services • Consulting and Enterprise Solutions • Industry Native solutions • Application Developments and Management Services • Business Process Outsourcing Recent Global accolades of MSAT are below • Gartner: MSAT is a reliable brand and has innovative offerings as a Cloud Service Integrator(CSI) • IDC: Recognizes MSAT as a formidable competitive force in the AsiaPac • TPI: MSAT ranked in Top 5 IT Service Providers in AsiaPac • Dataquest: Listed in the Global Top 20 • Mr. Anand Mahindra, Vice Chairman and Managing Director - Mahindra Group, has been invited to join the International Advisory Council (IAC) of the Economic Development Board (EDB) of Singapore

Company Accreditation (Optional)

Please find below are the accreditations, the periodicity is 3 years and all are valid: -CMMI Ver 1.2 Development -ISO 9001:2008, (Quality Management System) -ISO 20000, (IT Service Management) -ISO 27001, (Information Security) -BS25999, (Business Continuity) - AS9100/EN9100, (Quality Management System for Aerospace Industry) -OHSAS 18001:2007, (Health & Safety) -ISO 14001:2004, (Environment Management System)

Project Outcome Evaluation and Benefit Realisation Management

MSAT's consulting approach enables client to ascertain the effectiveness and efficiency of deployed processes. MSAT with its knowledge assets (people, process, methodology and tools) will capture the ROI for the client for this engagement. MSAT has used this model with its existing clients and has brought to bear faster benefit realisation for client's investments in process improvement initiatives. MSAT believes that as the deployed processes (under scope) start stabilizing, the benefits of process improvement will start accruing to the client. As part of Benefits Realisation phase, MSAT consultants will work with identified client deployment team for faster stabilisation of processes. The activities that the MSAT team will perform are given below: •

Benefit Identification – Estimate the high-level benefits, both financial and non-financial for the full

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economic life cycle of the program • Benefit Analysis and Planning – Derive and prioritize benefits components, Derive metrics to quantify benefits, Develop Benefit Management plan • Benefit Realisation – Operate the benefit monitoring process to track benefits delivery, Continuously monitor and report on benefits delivery, Identify opportunities for extra benefits realisation The above mentioned activities will provide client a proactive way to ensure benefit realisation from project investments. It will provide client an objective evaluation of performance of the deployed processes. Case study: A US Insurance Major Consulting services: MSAT provided support to the process of benefit realisation by enhancing and linking it to the Business Case process. This process was also linked with the project closure where MSAT provided support to project managers

Case study: Large Oil and Gas Major

Consulting services:

- Evolve a common 'Portfolio' management and Value realization model for the enterprise IT
- Alignment check of every proposal against the set organizational goals and objectives
- Enterprise Portfolio Management Office within PMCOE measure business case metrics and value realization at key stage gates
- KPI measurement post project completion on high investment projects

Organisation Name **Marabou Enterprises Pty. Ltd.**

Trading Name Marabou Enterprises Pty. Ltd.

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Company Background

Marabou Enterprises is a consultancy specialising in executive advisory services. Our consultants have decades of experience in organisational change management and project environments. As a boutique consultancy, Marabou Enterprises does not have the inclination or capacity to become entrenched in organisations. Our interest is to improve outcomes for our clients by ensuring knowledge transfer in all of our engagements. In addition to a consulting role, we are able to demonstrate the tools and techniques which form part of the Best Practice suite through facilitation of workshops, seminars and strategic planning. Marabou Enterprises offers a range of products that enable organisations to align core business enhancements with a strong change methodology. Our products align with Change Management standards set by the Office of Government Commerce (OGC) in the UK. Methodologies such as PRINCE2 for project management and Managing Successful Projects (MSPR) are fundamental practices applied worldwide and introduced through the OGC. Our Consultants have extensive experience across both private and public sector including banking and finance, telecommunications, software industry, Federal Government, State Government and multi-utility sector working both nationally and overseas in the United States in customer centric roles and delivery of projects both internally facing and external outputs.

Company Accreditation (Optional)

Marabou Enterprises company accreditation include: • Procurement Diploma 2009 • ITIL V3.0 Foundation 2009 • Practitioner - Managing Successful Program (MSPR) 2008 • PRINCE2 Foundation 2006 • Williamson Fellowship Board Certification 2008 • Internal Auditor Accreditation for AS/NZS ISO 9001, 9002 and 9003 • National Gateway across Australia

Project Outcome Evaluation and Benefit Realisation Management

The most critical aspect to successful projects and change is the ability to define the benefits to be achieved and have measures that can be used to assess both the delivery and success of the project. Our benefits mapping process establishes clearly defined tangible and intangible benefits with effective measures and reporting frameworks. Project 1 – Territory Insurance Organisation, Darwin N.T. Marabou Enterprises engaged in the development of benefits around a restructure of the TIO call centre operations. Outcome. User groups within banking, finance and insurance sectors of the organisation each workshopped the proposed changes, identified problems to resolve and established key performance indicators to measure the recommended solutions. This formed the basis of the benefits management plan which a committee reviewed throughout the restructure and post implementation as part of their monthly reports. Project 2 – Department Treasury and Finance, Victoria. Marabou Enterprises engaged in the development of benefits for contact centre

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consolidation across Whole of Government. Outcome. Established a benefits management model that sought to achieve both tangible and intangible measures for the program. Once endorsed by the governance board we proceeded to workshop the potential benefits and associated metrics to measure throughout each phase of the proposed project.

Organisation Name **McKinsey & Company**

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Company Background

McKinsey is the distinctive leader in top management consulting with a deep understanding of ICT challenges faced by governments. We have an extensive track record for delivering significant value in government ICT projects, and have a distinctive business-driven approach to ICT in the public sector. McKinsey has over 8,000 consultants and are present in over 80 offices in over 50 countries, and bring cutting-edge expertise in 18 industry sectors and 6 functional areas. We have been serving clients for over 80 years, and our professional legacy includes 1) Professional values and an enduring code of conduct, 2) Top management/integrated problem-solving perspective, and 3) Tailored approach and custom solutions. Our results-oriented Public Sector Practice that has driven measurable improvements throughout several government agencies worldwide. We have a specialised Business Technology Office (BTO) that serves ICT needs of public- and private-sector clients through rigorous focus on impact. The BTO has competence and expertise in technology with deep technical proficiency in systems design and IT architecture. We are objective and independent from ICT product and service providers, i.e., we provide neutral, fact-based recommendations.

Company Accreditation (Optional)

McKinsey & Company does not engage in any external accreditations

Project Outcome Evaluation and Benefit Realisation Management

In order to ensure the successful execution of projects and that benefits of these programs are delivered, we normally propose setting up a program- or delivery office who has the responsibility to track, monitor, report and remediate projects throughout the project lifecycle, from inception to benefits realised. We have a ‘out-of-the-box’ program-/delivery office toolkit that can be used by clients to measure the success of projects, which is supported by a proprietary software tool, Transformation Express (TEX), available to all our clients. The two key performance indicators (KPIs) that most clients employ to measure performance are cost and schedule, i.e., time to market. But focusing solely on these will not guarantee that business impacts are being realised, and our approach ensures these are aligned, agreed and implemented as projects are executed

Two recent projects include:

- 1) Reviewed the project portfolio and benefits realisation plan for a major Australian retailer, and set up a delivery office to monitor, track and ensure these projects are executed and the benefits are realised; and

2) Defined the transformation project portfolio and benefits realisation plan for a major Australian manufacturer, and set up a delivery office to monitor, track and ensure these projects are executed and the benefits are realised.

Organisation Name	Meta PM Unit Trust		
Trading Name	Meta PM Pty Ltd		
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Company Background

Company Overview

MetaPM is a specialist project management firm dedicated to optimising business performance through project management initiatives.

Why Clients engage us

Clients engage MetaPM because they know we have a track record of getting the desired outcomes.

Our specialist niche

We assist organisations in meeting the challenges of change by providing right sized solutions that deliver real business benefits.

We aim to offer excellent value for money and pride ourselves on getting things right the first time.

Our clients

Our clients include organisations that are facing a complex, ever-changing business environment who demand quality in the management and delivery of their change initiatives.

To date, we have assisted many leading Australian and multi-national organisations achieve improved business value through the use of our services.

Service Blueprint

Our integrated family of services combine to deliver sustainable value for our clients. Our services include:

Business Improvement Services:

Portfolio Optimisation

Capability Development

Benefits Assurance

Project Delivery Services:

Project Mobilisation

Health and Recovery

Delivery Support

With every assignment we always aim to work collaboratively with our stakeholders to ensure maximum knowledge transfer and lasting business value.

Company Accreditation (Optional)

Certified Quality Management System

MetaPM fully conforms with PRINCE2 in two ways:

1/ MetaPM's standard delivery framework, PMF incorporates PRINCE2 as well as elements of the PMBoK and proprietary components not provided in PRINCE2, such as Benefits Management and PMO

2/ MetaPM specifies Practitioner accreditation as highly desirable during staff recruitment and offers all employees full support for accreditation during the first year of employment.

Process of Achieving Certification

In addition MetaPM has initiated an internal assessment of the business case for becoming a PRINCE2 accredited training organisation. A positive decision is dependant upon the extent to which external training on PRINCE2 will be undertaken by MetaPM as a line of business as well as to achieve accreditation. This assessment commenced on 15 May 2007 and is scheduled for completion by the end of 3Q07 (Sept 30, 2007). The accrediting organisation is the Office of Government Commerce (OGC) UK llc.

Department's Requirements and Industry Standards for Quality

In line with MetaPM's ongoing commitment to quality, our comprehensive management systems have been developed to the internationally recognised standard ISO9001:2000. Our quality assurance service covers the provision of IT consulting and project management services from initial engagement through planning, design, deployment, integration and transition.

Project Outcome Evaluation and Benefit Realisation Management

For Clients such as ANZ and Victoria Police, MetaPM were engaged to implement our Benefits Management Model, to maximise the realisation of business benefit and value in their projects.

Our approach includes the identification, definition, measurement, modelling, capturing and reporting of business benefits, linked to a business case and integrated into operational business processes and systems. A key principle underlying this approach is that benefits are managed according to organisational value drivers, whether they are financial or non-financial, and the realisation of these is integrated into normal business processes and systems.

The implementation of MetaPM's Benefits Management Model resulted in the following outputs:

- 1.The development of a benefits management plan in support of an existing project, including but not limited to project discovery and kick off, identification of benefit owner, realisation planning, etc.
- 2.The review of existing project benefits identified in a business case and support for maximising benefit management for the project, including but not limited to assessment of the integration of proposed benefits into operational processes.
- 3.Coaching and support for the existing project team to provide step-support to the achievement of benefits
- 4.Development of a Benefits Management framework within the Client's site.

Organisation Name **Noetic Solutions Pty. Ltd.**

Trading Name

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Company Background

Noetic Solutions Pty Limited (Noetic) is one of Australia's fastest growing management consultancies with a proven record of performance being listed on BRW's Fast 100 List (2006), and recognised as a Telstra Business Awards Finalist (2007).

Noetic is an Australian owned enterprise with a global focus and reach. It has offices in Canberra, Melbourne, Brisbane and Washington DC.

The Company is recognised for providing its public and private sector clients with high-level strategic analysis and delivering innovative, practical, implementable solutions that will assist its clients to meet their key strategic performance goals.

Noetic has completed a comprehensive body of work for our government clients on ICT projects. In working with government, Noetic has worked with Commonwealth and State/Territory agencies of differing sizes. Our people have a wide range of backgrounds that mean we are able to bring different perspectives and experience to develop client solutions.

Company Accreditation (Optional)

Noetic is proud to have achieved certification as an accredited ISO9001:2000 company, registration certificate number QEC 21615.

Noetic is also an Australian Government Endorsed Supplier.

Noetic has a number of Information Technology Infrastructure Library (ITIL) and PRINCE2 accredited consultants on its team. The Noetic team continuously improves their understanding of best practice methodologies through ongoing corporate and personal development. For example, Noetic ITIL consultants are in the process of transitioning to most recent version, ITIL v.3

Noetic places great importance on adding value by providing a quality product that meets, or exceeds, our clients' needs. Success and progress measures are based on agreed milestones at the project commencement stage. Performance criteria are based on feedback from the appointed contact person/s to ensure that the different perspectives of the various stakeholder groups are being considered appropriately; and that the deliverables being presented conform to project milestones and standards required.

Project Outcome Evaluation and Benefit Realisation Management

Noetic has proven capability in the delivery of significant and successful benefits realisation plans for federal and state agencies. Noetic is well versed in the Gateway review process, recommended by DOFA, having been involved with its initial implementation in the state of Victoria and also with clients at the federal level.

Noetic assisted the Office of the Chief Information Officer to develop the Victorian Government Benefits Management framework. Some of the CTO projects implemented with Noetic assistance were Rosetta, Network Operations Support, eServices Panel (2003 - 2006) and Renewal 2006; Internet Service Provision; PC Procurement; Telecommunications Purchasing and Management Strategy and Telecommunications Carriage Service Voice, Mobile & Data.

At VicRoads, Noetic reviewed their benefits realisation approach, and worked with them to understand and articulate the benefits of the RoadOne project, a project bringing together over 2000 disparate systems within VicRoads (from spreadsheets to major information systems).

At the federal level, Noetic has implemented Benefits Management frameworks at DFAT , the AFP and is currently implementing a Benefits Realisation approach to the Counter-Terrorism branch's exercise, equipment acquisition and R&D capabilities on behalf of the Attorney-General's Department.

Organisation Name	Oakton Services Pty Ltd		
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Company Background

Oakton commenced business in 1988 and listed on the ASX in June 2000.

Oakton has offices in Canberra, Melbourne, Sydney, Brisbane and Hyderabad (India), and offers services across the lifecycle of systems and a range of different technologies.

For over 20 years, Oakton has consistently enabled some of Australia's largest organisations to meet their business and technology needs with a flexible, cost-effective, results-driven approach to service delivery. With a national coverage and over 1300 permanent Business and ICT professionals, Oakton offers depth in a range of services across the lifecycle of business systems and across a range of different technology and industry sectors.

Oakton's offers to its clients include:

- Consultant experience – Oakton pride itself in providing consultant staff with the right practical experience required to add value to the client environment and challenges. For example, in all cases Oakton Project lead consultants have had a minimum of five to seven years actual experience before taking up project lead roles.
- Methodology - Oakton continually develop and update its own intellectual property (methods, processes, procedures) based on its consultant's experience, industry and technology trends, and actual assignment outcomes.
- Track record. Oakton delivers what it says it will, and has demonstrable references to illustrate its track record.
- Oakton's culture - Practical, pragmatic and business outcome focussed.

In June 2007, Oakton merged with Acumen Alliance, a national management and information technology consultancy firm. Acumen commenced trading in Canberra in 1996 and grew to in excess of 350 consultants with a core emphasis on Assurance and Risk Management, Management Consulting (including portfolio, programme and project management) and Financial Management support. The Oakton service offering now includes these consulting services which it gained from the merger with Acumen Alliance.

The achievements of the Oakton Group have recently been recognised with the award of the Best Professional Service Firm (Revenue \$20-200million) in the recent BRW Client Choice Awards.

Company Accreditation (Optional)

Oakton is a certified P3M3 Accredited Consulting Organisation (ACO). Oakton underwent a full assessment of its management systems by the APM Group to receive ACO status. This status is re-assessed regularly to ensure compliance with APM Group standards. Oakton also has a number of P3M3 registered consultants who have each undergone an APM Group assessment to receive Registered Consultant status.

Oakton's delivery and management processes are part of Oakton's ISO 9001: 2008 0-accredited quality system known as the Oakton Business System which is documented and published on the Oakton Portal.

Oakton has been certified as complying with the requirements of AS/NZS ISO9001:2008 since January 1997 and is registered as a Quality Endorsed Company under the Quality Endorsed Company Program of Quality Assurance Services, a subsidiary of Standards Australia.

Oakton's ISO 9001 certified quality system incorporates Oakton's Development Methodology, which is a deliverable oriented framework. Oakton's Development Methodology is encompassed by a defined Project Management Framework approach that is flexible, customer oriented and result focussed.

Oakton's consultants have qualifications and a depth of practical experience in methodologies such as PMBOK, PRINCE 2, MSP, P3O, P3M3, ITIL and tailored methodologies.

Project Outcome Evaluation and Benefit Realisation Management

Oakton is able to architect, establish, review and assess projects (including organisational procedures and change management effectiveness) and provide advice/recommendations on areas for, and implementation of, improvements to ensure benefits are maximised into business-as-usual. Our capabilities include:

Evaluate, architect or establish the initial business benefits baseline and agree appropriate tracking, measurement and management of these benefits into business-as-usual to maximise the potential return on investment.

Evaluate, architect and implement Change Management process and practices to maximise the potential benefits realisation into business-as-usual and therefore return on investment.

Evaluate, architect and implement project processes and practices using relevant best practices, tools, templates and reporting mechanisms to achieve operational and maintenance acceptance and confirm project closure.

Identify and implement follow-on actions as a result of the transitioning out of the project, together with a post project review plan and any follow up actions and recommendations. We can develop mechanisms, processes and templates which adhere to the existing organisational processes and procedures including business plans, program or project baselines, measurement of risks, issues, lessons learnt, skills transfer, costs, change management and assist in the realisation of the business benefits of the project.

Our project managers are experienced, PRINCE2 qualified and/or industry certified. As a result they understand and are able to apply PRINCE2 techniques to deliver and/or review projects

Reference sites:

Department of Defence: Establish initial project benefits and designed a benefits management plan to help realise these benefits into business-as-usual.

Centrelink – Project review of business processes, systems, technologies, project management and alignment with budget commitments

Attorney Generals Dept: Establish initial project benefits and designed a benefits management plan to help realise these benefits into business-as-usual.

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Company Background

For two decades, Object Consulting has successfully delivered innovative solutions and consulting to Australia's leading organisations. Our 280-strong team delivers projects ranging from business consulting, transformation projects, technical services and specialised training– supported by best practice tools, processes and methodologies. Object delivers high quality, innovative, leading edge solutions to realise business strategy. We are a local, responsive company, consisting of pioneers who believe in continuous innovation. Object investments in intellectual property (iP) and people – translated into deep technology, methodology and industry expertise; for corresponding customer-centric solutions and products. iP helps reduce costs, risks and lead-times of engagements and provides ongoing opportunities to our customers. Object's Practices provide the path to improving capability and delivering innovation to our clients through customer-centric solutions. Our Practice solutions are aligned with our market, customers, technical and other capability requirements and partners. Object invests heavily in staying ahead of the curve to minimise our customers' risk on leading edge approaches. We target selected, proven, leading edge technologies to provide increased productivity, usability and longevity of all our solutions. Additionally our mature and reliable processes from Process Mentor® provides a truly industry leading and unique advantage in IT service firms.

Company Accreditation (Optional)

Object Consulting uses an ISO9001 compliant process architecture platform called Process Mentor. Process Mentor provides guidance and enhances consistency of outcomes on all Object Consulting engagements. Process Mentor is a commercial product offered by Object Consulting due to the demand for this product and its resulting compliance to both ISO9001 and CMMI Level 3. Object Consulting provides CMMI certification, services, and training and are a registered CMMI transition partner. It is this focus on the quality of outcomes that has placed Object Consulting ahead of many other providers in delivery of ICT management services. Object Consulting's staff are also qualified in the areas of corporate governance, IT Service Management (ITSM), Project Management, Program Management, Portfolio Management, Benefits Realisation, ISO15504 SPICE, among others.

Project Outcome Evaluation and Benefit Realisation Management

Object Consulting' strategic approach to development, as well as assisting clients with evaluation, provides Object with a wealth of experience, ensuring that projects, meet the needs of our clients. Object staff are experienced in determining benefits and aligning benefits with organisational strategy. Object evaluates the benefits of our own projects and assists clients in the evaluation of

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outcomes for their own projects. Object has also performed forensic project management, analysing failed / poorly performing projects for issues and determination of the impact on benefits. Object's method for benefits realisation is encoded into Process Mentor®, Object's development and management methodology. Our staff use this method with their considerable experience to ensure that responsibility and accountability for benefits and benefits tracking is understood. Object offers the flexibility of choice in either of the two main benefits techniques results chains or Cranfield benefits management. Mortgage Choice leveraged its pre-existing development partnership with Object Consulting by attaining a review of a major programme of work. Mortgage Choice required a re-evaluation of benefits to determine the impact of environmental changes. Object provided an analysis of the legislative changes that were likely to impact the programme and the resultant impact to benefits / outcomes. This analysis supplied Mortgage Choice with a clearer picture of whether the program should progress. Object Consulting assisted St. George in the development of benefits for a number of projects. In each case Object identified the outcomes of the project and plans for how benefits were to be harvested.

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Company Background

Predicate Partners is a Canberra based company specialising in service delivery for the Federal Government sector. Since 2007, we have established a proven track record of delivering results for a range for Government departments and private sector organisations. Our staff are skilled with industry best practice frameworks and methodologies and have a comprehensive knowledge of the Federal Government sector including agencies such as the Department of Human Services, Australian Taxation Office, Department of Agriculture, Fisheries and Forestry, Airservices Australia, ComSuper, Australian Government Information Management Office and the Department of Finance and Deregulation. Our core business focus is on delivering effective governance, business analysis, business process improvement, quality assurance, and information management services. We believe these services are key to effectively aligning ICT solutions with business outcomes. Key principles of Predicate's approach are to be: a) Innovative: flexible and adaptive approaches which draw on industry best practice, our extensive experience, organisation's internal capabilities and new technologies; and b) Business Driven: identifying true business issues and implementing effective solutions that meet the business need; c) Collaborative: facilitating engagement across the spectrum of stakeholders and communicating complex ICT requirements to business and operational stakeholders.

Company Accreditation (Optional)

Predicate Partners has accreditations in a number of relevant areas including; the Managing Successful Program (MSP) method and best practice; PRINCE2 certification for project management best practice; and Lean/Six Sigma certification for process and quality improvement methods and best practice.

Project Outcome Evaluation and Benefit Realisation Management

Predicate has extensive experience working with Federal Government organisations to establish project outcome and benefit management. We have provided support across the entire project lifecycle from initial costing and inception to delivery of projects and commencement of benefit reporting through to post implementation reviews. Our approach brings together extensive experience with a proven approach to defining, tracking and realising outcomes and benefits from ICT investments. We focus on aligning outcome and benefit expectations with organisation's broader strategic. Our offering balances the focus on financial investment and benefits with a need to define non-financial outcomes and indicators for success. Recent relevant experience includes: 1) Supporting the Department of Human Services (DHS) in the establishment of a benefit realisation framework to define, quantify, track and report on financial benefits for a large multi year reform

program, including identifying ICT dependent savings and non-financial benefits for citizens and service partners. 2) Providing the Department of Agriculture, Fisheries and Forestry (DAFF) with support in developing project outcomes, evaluation strategies and benefit reporting guidelines for border initiatives, including reviewing benefits of existing projects and activities for as part of a forward work plan and establishing agreed timeframes for monitoring realisation of benefits.

Organisation Name PricewaterhouseCoopers

Trading Name

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Company Background

PricewaterhouseCoopers Australia (PwC) brings the power of our global network to help Australian businesses, not-for-profits and governments assess their performance and improve the way they work. Growing from a one-man Melbourne accountancy practice in 1874 to the worldwide merger of Price Waterhouse and Coopers & Lybrand in 1998, PricewaterhouseCoopers Australia now employs over 6,000 people and provided services to 80 per cent of the ASX 200 in FY10.

PwC is brimming with energetic and inspirational people from all backgrounds – accounting, arts, business, economics, engineering, finance, health, law, tax – who ensure our clients receive the depth and breadth of insight and perspective required to negotiate an increasingly complex global environment. Across our Advisory, Assurance and Tax & Legal lines of service, we offer a breadth of services that provide our clients with a range of end-to-end solutions. From improving the structure of the Australian health system, to performing due diligence on some of Australia’s largest deals, to working side-by-side with entrepreneurs and high-net-worth individuals – our teams bring a combination of knowledge and passion to addressing the risks and opportunities facing our community.

PwC’s aim is to set new standards in responsible leadership, working with our clients to create value and sustainable solutions. We realise that it takes more than rhetoric and good intentions to remain a leading professional services firm. It is a mission requiring a daily commitment to innovation and investment in our people, and to continuing a legacy of collaboration with our clients and the communities in which we live.

Company Accreditation (Optional)

Company accreditation and/or certification status e.g. ISO9001 certified Quality Management System, Capability Maturity Model Integration (CMMI) appraisal certification status,

Project Outcome Evaluation and Benefit Realisation Management

PwC helps to build a bridge between business case and project management, providing concepts and tools for organisations to maximise value of their projects and initiatives while monitoring and managing their risks and dependencies. The objective is to identify, measure and manage benefits of projects and strategies, at the individual project and initiative level as well as the overall business impact and performance improvement (at project portfolio level). The key is the alignment of benefits, benefit measures and benefit triggers, benefit ownership and control.

Using a frame work based on PwC’s Performance Through Benefit Management Methodology (PITBMM), PwC helps clients to:

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Understand how to measure the benefits of their project/program? (which KPIs, how often, what to do with them)

Know which controls and governance frameworks should be in place to ensure that my project or program will deliver expected benefits

Understand what to do if their project/program is not delivering the expected benefits

Deal with project dependencies and possible benefit double-counting

Understand the what are key value drivers in any functional or process area, business unit or organisation

Recent examples of our work includes

Benefits realisation for SingTel Optus Pty Ltd

Development of KPI's and governance structure for benefit management with Telstra

Organisation Name **Project Management Partners Pty Ltd**

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Company Background

PM-Partners group is Australia's most highly certified project management specialist. We are the trusted service provider to Australia's leading and emerging PMOs. We will help customers drive visibility and priority into their portfolio, execute projects and develop powerful capabilities to support the success of their organisation. From executing single or multiple projects through to building best practice techniques and capabilities PM-Partners group work closely with customers to drive business results. Our talented team of experienced consultants, project managers and facilitators work with organisations throughout Australia, Asia and Europe. Established for over 16 years, we manage over \$500M of client projects across multiple industry sectors and specialist domains and train over 4000 project managers each year. The PM-Partners group provide advisory and delivery based project and programme management services to any business environment. We work across a broad range of industry sectors and can provide support during peaks of work, extended workforce solutions or run entire programmes and projects. Many of our clients outsource all or part of their PMO to us through our managed service arrangements. Companies turn to the PM-Partners group when they need the skills, experience and specialist support to execute projects

Company Accreditation (Optional)

PM-Partners group are PMI Global Registered Education Providers, a PRINCE2 ATO, a MSP ATO, a P3O ATO, Registered AIPM Assessors, recognised as a Project Managed Organisation by the Australian Institute Of Project Management, Endorsed Education Provider for the International Institute for Business Analysis, a Microsoft EPM Solution Partner, a Government Endorsed Supplier and a formal partner with the Australasian College of Leadership and Coaching (National Training Provider Code 51900), enabling AQF qualifications Certificate IV, Diploma and Advanced Diploma in Project Management.

Project Outcome Evaluation and Benefit Realisation Management

As a PRINCE2 Authorised Training Organisation, PM-Partners group commit to achieving the benefits required of each project by working with the client throughout the project lifecycle. Our philosophy is to establish a common understanding by all stakeholders of the organisational landscape and drivers. The successful execution of the strategy depends upon developing and implementing the best solution. Business requirements are the foundation for the solution and therefore, ultimately for the project. The requirements, when agreed by all stakeholders, form the basis for the benefits realisation review, ensuring that the project objectives have been achieved. a) Hunter Water Corporation PM-Partners group was engaged to design a Strategy and Portfolio Framework which examined all areas of the organisation by reviewing the organisation's strategic

and operational objectives with respect to effective execution of initiatives to support those objectives. The framework also took into account multiple programs and allowed management to leverage a mechanism for determining what the organisation was working on and directions they were heading in. b) NSW Parliament PM-Partners group engagement was in relation to the BA Project Health Check which examined the support structure around 20 individual projects that were initiated post an IAB Report focusing on ensuring successful implementation of the projects and adherence to the context of the IAB Report recommendations and integration of the projects within the Parliament Infrastructure. A report and recommendations resulted, based on interviews, review of organisational material, observations and guidance aligned with our experience, industry practices, local and global.

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Company Background

Project Outcomes has been providing professional services to a range of Commonwealth Departments and agencies for over ten years. The Company has demonstrated its capability and capacity to manage the delivery of a range of support services in the ICT field. Project Outcomes team of consultants have deep experience, impressive qualifications, and relevant supplementary training. All are either members of, or are eligible for membership of, the Australian Institute of Management, Australian Institute of Project Managers, Project Management Institute, Institution of Engineers, Australian Computer Society, Software Engineering Institute, the Australian Performance Measurement Institute or the Australian Institute of Company Directors. All tasks operate within the Project Outcomes Quality Management System. The company supports clients through either direct participation within the client's team as individuals or small teams, or by developing and delivering consultancy support products. Each task requirement is assessed with the customer to determine the best method of service delivery in order to provide resourcing that is effective and efficient. Project Outcomes skill base covers: -Project Support, -Operating Concept Development, -Requirements Definition, -Test Concept Development, -Systems and Software Engineering, -Communications Engineering, -Electronics Engineering, -Platform Engineering, -Acquisition and Sustainment Logistics, and -Business Support Management.

Company Accreditation (Optional)

Project Outcomes has been accredited as a Recognised Defence Supplier for over 5 years. Since its incorporation in 1999, Project Outcomes expertise has also been recognised through inclusion on the following Commonwealth panels of service providers: - Defence Materiel Organisation Support Services (DMOSS) Panel (27 skill sets) (current); -Defence's Electronic Systems Division's Project Management Support Services Panel (PMSS); -Defence Signals Directorate's Project Support Services; -Defence Land Systems Division's Integrated Logistic Support; -Australian Public Service Commission's APS Development Programs and Related Consulting Services (including for Project Management and Risk Management programs) (ended 2006); -Australian Public Service Commission's Leadership, Learning and Development Panel (2006-2009 and again for the new Panel); -Department of Foreign Affairs and Trade's Management Training; -Defence Information Systems Group's Project Specification and Project Management (recognised sub-contractor); - Austrade's Multi-use List for Procurement Support Providers; -Defence's Risk Management Services; -Defence Simulation Support Services Standing Offer Panel (current); and -Department of Immigration and Citizenship's Procurement and Project Management Advisor Panel (current).

Project Outcome Evaluation and Benefit Realisation Management

Project Outcomes has provided support services to assist clients with outcome evaluation and benefits realisation since 2002. Examples include: 1. Program management for web and e-business services projects for the Directorate of Corporate Services-Web Services within Applications Development Branch of Defence's Chief Information Officer Group. This was done in accordance with MSP and PRINCE2 and established a benefits realisation management framework and stakeholder management strategy for the Program. Support was also provided to the Risk Management Working Group to establish consistent risk management policies and processes across the Branch. Additionally skills transfer was provided to the program management office team in the application of PRINCE2 and MSP. 2. In 2002, 2003 and 2004, Project Outcomes provided a guest lecturer to the Australian Defence Staff College presenting on the issues associated with applying processes and metrics for Performance Measurement in projects.

Organisation Name **Protegit Pty Ltd**
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ABN 95104218804

Company Background

Protegit is an Australian-owned independent Management Consulting Company working across the full spectrum of project management and specialising in the ICT sector.

The company provides strategic and practical project management services-both advisory and delivery-that enable clients to thrive in today's business environment.

Protegit assists organisations to drive strategy and business improvement through the application of common-sense and best-practice project management. Protegit's experienced consultants work closely with clients to develop strategy, business and operational requirements and implementation plans to successfully deliver the project, within one division or across the entire enterprise.

Protegit has a passion for excellence. Its people strive to deliver beyond the expectations of clients by providing knowledgeable advisory services and delivering quality project outcomes.

With offices throughout Australia and in Singapore, Protegit is an active member of the Australian Institute of Project Management

Company Accreditation (Optional)

Protegit have recently employed a Chief Financial Officer with experience in obtaining the ISO9001 Quality Management System certification for companies. Protegit are in the process of being assessed for ISO9001 Quality Management Systems.

Project Outcome Evaluation and Benefit Realisation Management

Protegit consultants are experienced business professionals. Skilled in both business and technology. They have many years experience on leading-edge technologies in small to large scale projects. Our consultants have analytical skills that help create and develop ideas that lead to business solutions which assist business transformation.

Project Review and Audit

Protegit reports on the general health of projects. Our project review and audit capability focuses on assessing a projects performance against key deliverables and objectives.

We address issues such as team dynamics, planning and scheduling processes, and technical issues associated with systems and tools, methodology compliance, scope, budget, time and risk issues.

Protegit are currently working with Superpartners (VIC) and GENESYS (VIC) on a review of project delivery and a plan for future implementation and realisation of benefits.

Organisation Name **Pyxis Consulting Group Pty Ltd**

Trading Name Pyxis Consulting Group Pty Ltd

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Company Background

Pyxis Consulting Group Pty Ltd founded in 2007 is an independent professional consulting firm established by Albert D'Castro a leading principal in the Canberra IT market with over 20 years industry-leading experience.

Pyxis through its permanent team of experts and specialist continues to enjoy considerable success in providing Consulting and Project Management services to Australia's Department of Defence and Federal Government agencies.

Pyxis specialises in providing innovative and leading edge solutions in a number of business areas including: Systems Integration, Data Centre Storage, Managed ITIL Services, Application Integration, End-to-End Project Management, Scoping and Strategic Planning and Business Solutions.

Recent Public Sector clients include: Department of Defence, Australian Customs, Department of Education Employment and Workplace Relations, Australian Tax Office; and Department of Corrective Services.

Pyxis Consulting Group sees its role not only as a trusted adviser to its clients through the companies independence from major suppliers, but also as a counterpoint when it comes to independent evaluation of solutions that have been proposed.

Pyxis Consulting Group through its accumulated knowledge of its permanent staff understands implicitly the needs and outcomes required within the public sector. As a result, Pyxis has a proven track record of successfully implementing its projects and business solutions.

Company Accreditation (Optional)

All Pyxis consultants have access to leading research institutions including:

- Harvard Business Review
- IBISWorld
- Gartner
- Australian Institute of Management
- Standards Australian and International

Pyxis staff has professional memberships with a number of industry bodies including:

- Association of Professional Engineers, Managers and Scientists Australia

- Institution of Company Directors
- Australian Institute of Project Management
- Australian Business Limited – State Chamber – Defence Industry Forum
- Australian Information Industry Association

In addition, all employees of Pyxis Consulting Group (as a result of company policy) hold formal qualifications in industry-shared methodologies, tools and techniques including:

- Registered Project Manager /Master Project Director (Australian Institute of Project Management)
- UK Office of Government Computing’s Projects in Controlled Environments (PRINCE2)
- Project Management Body of Knowledge (PMBOK)
- Project Management Professional certification through the Australian Institute of Project Management (AIPM)
- Information Technology Infrastructure Library (ITIL)
- Information and Communication Technology management and service delivery (Information Technology Infrastructure Library certified)

Project Outcome Evaluation and Benefit Realisation Management

Pyxis Consulting Group has helped a wide range of organisations to quantify and identify project benefits and to develop measurable and attainable ‘Benefits Realisation Plans’ that are aligned to the ICT and corporate plans. This includes processes, (and where required) supporting tools to monitor and track the realisation of all project benefits.

Pyxis Consulting Group carries this out by identifying all immediate, short term and long term goals of the project. This is achieved by taking into account market trends, the business goals of the organisation, and the business case originally developed, during the course of the project lifecycle. Pyxis brings an objective and independent level of evaluation, to confirm the ‘benefit realisation’ of a project, or program.

Other areas that Pyxis focuses on include actual Benefits Realisation Planning, Project Review, Project Assurance and Mentoring and Coaching.

Recent examples include:

Department of Environment and Heritage – Migration of a department Novell platform to Microsoft Active Directory. A PMO enabled the successful migration from one platform to another with minimal disruption to the business of the department, across multiple sites.

Australian Communications and Media Authority (ACMA) – From legacy systems to Microsoft Active Directory. A PMO enabled the successful migration from one platform to another with minimal disruption to the business of the department and the retraining of departmental staff, across multiple sites.

Australian Communications and Media Authority, the Department of the Environment and Heritage, Department of Defence (Capability Division) and more recently IBM for the Department of Health and Ageing and Australian Customs.

Organisation Name **Redline Consulting (Aspect Process Services Pty Ltd)**

Trading Name Redline Consulting
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Company Background

Redline Consulting delivers IT Strategy, Portfolio and Project Management, and Solutions Design to Australian Government Departments and Agencies. With over 13 years experience in Government and Industry, Redline's principal - Cecilia Ridgley - has successfully delivered a number of high profile projects and enterprise strategies for large Government IT systems and business programs. Cecilia's work enables executives and IT managers to progress their business vision through developing an enterprise approach. Cecilia's knowledge and experience lie in enterprise and information architecture and organisational modelling, program management, risk management, business and IT analysis and transformation, security and assurance, and the decision-making process. As a leader in her field professionally and academically, Cecilia's strong values and depth of pragmatic knowledge offer an exceptional advisory value proposition for your executive team.

Company Accreditation (Optional)

Ms Ridgley holds the following qualifications and accreditation: Practising Computing Professional, Member of Australian Computer Society (MACS, PCP), Member of the Institute of Public Administration Australia, Member of the Australian Institute of Management, Bachelor of Arts, Information Systems – UNSW 1994, Graduate Diploma, Information Science– UNSW 2000, PhD Information Systems – UNSW - Current, Graduate Certificate in University Learning and Teaching – UNSW - 2006

Project Outcome Evaluation and Benefit Realisation Management

Redline Consulting's Project Governance and Strategic Services in ICT encompass the development and assessment of outcomes and benefits realisation. Examples of recent work carried out in this area include Lifeline Australia's Post Implementation Review of the Greater Access Program, Department of Human Services Health and Human Services Access Card Program, Tourism Australia's Australia.com project and Department of Defence's eBusiness for SDSS project. Cecilia has elicited from senior executive management, key outcomes statements and performance criteria for the evaluation, documented benefits for realisation stemming from these outcomes, and aligned capability development programs to achieve these benefits. Cecilia has conducted audit and review activities to assess the performance of these documented wishes against planned expectations.

Organisation Name **Reload Consulting (AUST) Pty Ltd**

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Company Background

Reload Consulting (AUST) Pty Ltd is an experienced strategic business planning, digital strategy and process management consulting firm located in Brisbane. We service clients throughout Australia including Brisbane, Sydney, Melbourne and Canberra and offer a wide range of business, communication and information management solutions, across a variety of industries. Our unique consulting model enables us to have the ability to tailor our consulting services to achieve the scope and intention of the project. Reload Consulting takes a holistic approach in its consulting, providing a range of solutions including strategic planning and management, process evaluation and re-engineering, change management and project management. We have a range of unique capabilities within these areas and have commitment to providing high quality service delivery. Reload Consulting's staff have extensive experience in developing, formulating and implementing organisational strategies for federal and state government departments and large organisations alike. Our consultant's commitment to delivering innovative, practical and measurable solutions results in outstanding outcomes for our clients.

Company Accreditation (Optional)

Reload Consulting has a range of industry qualifications, including: - ISO 9001:2008 Quality Assured Company and operate under a quality framework; - Queensland Government Quality Assured Supplier; - GITC (Government Information Technology Certified) Version 5; - Part of the Queensland Government's list of preferred suppliers to the 'Jobs Assist' program; and - Part of the LGAQ's (Local Government Association of Queensland) list of preferred consulting suppliers.

Project Outcome Evaluation and Benefit Realisation Management

Reload Consulting provides outcome focused strategies through rigorous project evaluation and benefit realisation management practices. This involves an internal and external company analysis to identify risks along with implementing appropriate measures to reduce or eliminate risk impacts. Additionally, Reload Consulting focuses on developing approaches to measure and monitor strategy implementation, along with utilising metrics to measure outcomes through devices such Key Performance Indicators and performance reviews. Examples include: Whilst engaged as a project manager for the Benchmark project, an initiative involving Queensland Government's Department of Employment, Economic Development and Innovation in conjunction with the ARC Centre of Excellence for Creative Industries and Innovation at QUT, Reload Consulting identified opportunities for project expansion in to new markets, which would provide a host of benefits for the clients. Capitalising on these opportunities involved implementing a second stage of the project, with a range of new objectives and strategies. Reload Consulting's realisation of the project

potential resulted in the project having a range of enhanced capabilities and the ability to be utilised for new applications. As a client of Reload Consulting, Cordner Wilson Ludeke Accountants undertook a process and performance evaluation in order to enhance their operating capabilities. Reload Consulting conducted an analytical appraisal, including market research and evaluation, to identify key performance areas in need of strategic transform. This resulted in a number of benefits for the firm, including increased efficiency and higher levels of client satisfaction.

Organisation Name **RNC Global Projects (RNC Pty Limited)**

Trading Name RNC Global Projects

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Company Background

RNC is an Australian specialist project and program management company that has been successfully operating for over 13 years. With a mix of permanent and contract staff, the company is presently serving in excess of 29 customers and has over 70 project and program managers in the field. Headquartered in Sydney, RNC has personnel located in every major Australian capital and operates in international markets in accordance with client needs. RNC was founded in 1999 by Diane Dromgold. After many years of delivering projects and programs with Federal Government, KPMG and other top tier organisations, Diane noticed a disturbing trend surrounding project and program management disciplines. Far too much focus was on reporting, documentation and project GANNT charts instead of delivering an actual result. Diane founded RNC – a “Really Nice Company” – to enable her customers to focus on what makes projects and programs really matter – a successful outcome. We totally understand what it takes – to work with and collaborate with others who possess the aptitude and the attitude to succeed – the “x” factor of project and program managers. Since then, Diane and the RNC team have made it their primary goal to deliver success on the client’s terms over

Company Accreditation (Optional)

Project Outcome Evaluation and Benefit Realisation Management

RNC is experienced and a stand out in benefits realisation – which is the holy grail of project management. The challenge for organisations and ICT departments is to ensure that the benefits are well articulated, understood and communicated from beginning to end of the project – and that their measurement is agreed at the start of the project. Benefits realisation starts at project conception and is the beacon towards which projects must be guided. RNC focuses on the benefits whether we are doing governance reviews, project reviews, setting up PMOs or delivering projects. RNC understands that successful delivery can mean many things to the array of stakeholders, especially in a government environment. Often the very reason a project or program exists can be clouded by the passage of time, changing priorities or political climate. It is important to remain focused on the prize – why did we do the project in the first place? What were the fundamentals of the original business case, do they still apply? RNC’s process outlines a methodical approach to establishing the project aims and success criteria and the business plan metrics that indicate success. Collection and collation of information from internal and external data points all contribute to RNC piecing together a coherent picture that can outline a project’s success, its shortcomings, remediation and lessons learnt for future undertakings. RNC understands successful delivery can mean many things to the array of stakeholders, especially in a government environment. Often the very reason a

project or program exists can be clouded by the passage of time, changing priorities or political climate. It is important to remain focused on the prize – why did we do the project in the first place?

Westpac; concerned that projects were closing and being declared successful before benefits were considered and measured.

RNC considered the establishment of benefits, who owns them and when they would be realised....the problem is the lag between project closure and benefits expected realisation.

The real question was; who is responsible for the desired outcome – the project or the business? (Can ICT be responsible for the increase in delivery resulting from the project – or does ICT's responsibility stop at the capability for organisational areas to leverage the system?)

Once this was clarified for each initiative (as part of the business case) appropriate tracking, measurement and reporting practices were put in place.

RailCorp

With significant external interest in probity and a determination to ensure continued professional integrity, RailCorp needed to be able to draw a straight line from the project to benefits.

The first step was to clarify who owns which benefits and then put in place measurements, practices, methods and times for when they can be assessed. Doing this up front in the business case makes it easy and unequivocal.

This process remains in place and use at RailCorp.

Organisation Name	Serenidad Consulting Pty Ltd		
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Company Background

Serenidad Consulting Pty Ltd (SCPL) is a Small to Medium Enterprise, Australian company, formed in January 2010 to provide a unique and focused international consultancy service in excellence, great leadership and positive personal power. SCPL's strength and capability is founded in having a team that leads by example, remains committed to 100% client satisfaction and consistently delivers services and products in a timely, cost-effective, efficient and professional manner. SCPL's Managing Director holds a Secret clearance valid until 2015 and has previously held a Top Secret (NV) clearance. Our other consultants' clearances include undisclosed high-level international clearances, Top Secret (NV), Secret and Confidential. Our most senior consultants have also previously held Cabinet-in-Confidence clearances. SCPL consultants are formally trained and/or possess years of experience in several ICT project methodologies e.g. PRINCE2, MS Project, PMBOK. Their skills encompass all the major ICT practitioner disciplines - language programming, database programming, systems analysis, systems engineering, applications development, management information system design and development, networking (LAN and WAN), data analysis, business analysis, project management, program management and directorship, ICT training and education, configuration design and assurance, and strategic analysis and governance.

Company Accreditation (Optional)

The risk and quality management systems adopted by SCPL are in keeping with AS/NZS ISO 31000:2009 and AS/NZS ISO 9001:2008 respectively. SCPL is underway in gaining full certification under AS/NZS ISO 9001:2008.

Project Outcome Evaluation and Benefit Realisation Management

SCPL's Managing Director has, since 1977, educated clients about the importance of sound management systems to ensure continual improvement. Clients have received the added benefit of advice, guidance and support that effectively gives wings to their new ICT 'installation' (be that a process, system, application, device or network). This capability multiplier and benefit realisation has been achieved by the embedding of management information, risk management, and monitoring and review systems specifically designed to ensure clients realise the greatest possible benefit from the ICT investment(s) they have made. The most significant and recent (2010) piece of work delivered by SCPL was the design, development and delivery of a "Base Safety Domain" suite of products for implementation at all Defence Bases. The suite comprises standard management system documentation (governance framework and policy specification, procedure manual, training modules, risk management plans), together with ICT-enabled risk management and multi-level,

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system audit tools. The suite of products is so designed that it fits neatly within the broader Defence Safety Management System framework of policies and procedures, successfully plugs gaps that currently exist between Defence Service/Group safety management systems, and enables synergies with the owner 'Group' for the Base Safety Domain, Defence Support Group. In addition, SCPL's principal also project managed the development and implementation of a self-service facility to AMSA's Human Resources Management System (C.H.R.I.S.). The facility enables user visibility and ownership of previously corporate-held and managed data files.

Organisation Name **SMS Consulting Group Limited (SMS Management and Technology)**

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Company Background

SMS Management & Technology (SMS) [ASX:SMX] is Australia's largest publicly listed consulting, technology services and enterprise solutions company. SMS has revenues in excess of \$247 million and around 30% of this revenue derives from our services in the government sector. SMS employs over 1,400 professionals through offices in Canberra, Melbourne, Sydney, Brisbane, Mackay, Adelaide, Hong Kong and Vietnam.

Established in 1986, SMS helps its clients improve their business performance through the implementation of strategy and the delivery of business and technology projects. Industry expertise spans the government, defence, health, financial services, ICT, utilities, mining, gaming and infrastructure sectors. In the Government sector, we specialise in assisting agencies to implement new initiatives and new policy.

SMS delivery is organised along practice lines – Business Process Improvement, Operational Learning and Change; Program & Project Services, Application Development, Information and Data Management, Systems Integration and Customer Relationship Management. The practices all have Principal Consultants and are supported by delivery management which ensures delivery quality is actively managed.

What makes us different?

SMS Management & Technology differentiates by:

- Providing services that focus on Strategy Implementation and Project Delivery
- Providing targeted, end-to-end management and technology services
- Offering 'Delivery Excellence' and services designed to improve business performance
- Being a clear alternative to multinational firms
- Continuing to leverage our resources, intellectual capital, infrastructure and financial strengths as compared to smaller firms
- Maintaining vendor independence, while supporting a client's technology preferences
- Working collaboratively with our clients to deliver outcomes and practical results
- Employing experienced and multi-disciplined professionals working within a culture which focuses on client success

- Specialising in Policy Implementation Partnering

Company Accreditation (Optional)

SMS's Quality Management System is certified to AS/NZS ISO 9001:2000 standards. SMS is one of only 15 companies in Australia accredited as a registered Project Management Organisation by the AIPM. All SMS consultants have access to leading research institutions including Gartner and Harvard Business Review:

In addition, the majority of SMS consultants hold formal qualifications in industry-shared methodologies, tools & techniques including Registered Project Manager /Master Project Director (Australian Institute of Project Management);/ PRINCE2/ P3M3/ MSP; Project Management Professional certification through the Project Management Institute; Information and Communication Technology management and service delivery (Information Technology Infrastructure Library certified).

Project Outcome Evaluation and Benefit Realisation Management

SMS's project outcome evaluation and benefit realisation management capability is based on the Benefits Realisation Framework (Cranfield University, San Francisco) and Managing Successful Programmes – Benefits Management Framework (UK Government). SMS utilises and integrates both frameworks to improve strategic alignment and are able to develop Benefits Management Strategies, provide strategic benefits workshops to identify benefits and assign ownership, benefits monitoring and management with its own fit-for-purpose tools.

SMS has accredited MSP Consultants, able to undertake benefits management activities, who have integrated this functionality into current market enterprise project management tools on a number of occasions and support the benefits realisation process with client business change managers.

SMS adopts a collaborative client focussed, vendor neutral approach and works in partnership monitors and guides progress. In engaging SMS, our clients have access to a company that offers knowledge, expertise and energy to engagements with a focus on best practice outcomes and an emphasis on technology transfer.

SMS has successfully completed project outcome evaluation and benefit realisation management engagements for a number of projects including:

- * Trade Facilitation Programme Strategy and Capability Development project in Customs
- * Transformation Program in the Queensland Department of Main Roads
- * Planning and reporting project in MIM Holdings

Agile approach for effective project outcomes at the Therapeutic Goods Administration

Organisation Name **Stantons International Audit and Consulting Pty Ltd**

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Company Background

Stantons International has offices in Canberra, Perth and Darwin. The IT Audit and Consulting practice offers a full range of specialist IT assurance and risk related services at extremely competitive rates. We specialise in the delivery of ICT security, assurance and consulting services and have delivered services to Commonwealth, State and Territory Governments for more than 30 years. Due to our specialist nature we offer an independent consulting and assurance service in relation to ICT related functions, this can cover both technical and/or strategic areas of an organisation. Our methodologies are scalable and flexible to meet a broad range of client needs and to align with statutory requirements and the risk profile of the organisation. For delivery of our engagements we can bring our complete suite of methods and supporting tools or alternatively, work within your established frameworks and supplement this with our own tools, methods and practices wherever appropriate. Our typical baselines in relation to assurance engagements are: * AS/NZS 27001 / 27002 “Information Technology — Security Techniques - Code of practice for Information Security Management” * AS2834 Computer Accommodation * IT Infrastructure Library (ITIL) * COBIT 4.1 (Control objectives for Business and Information Related Technology) * Relevant internal policy / legislative environment.

Company Accreditation (Optional)

Given the nature of our assurance based work we are reliant on the qualifications of individuals within the organisation, the following is a summary of the relevant qualifications/associations for delivery of our services: * - Certified Information System Auditor (CISA) * - Certified Practising Accountant (CPA) and Chartered Accountants (CA) * - Australian Computer Society (ACS) * - Information Systems Audit and Control Association * - Institute of Internal Auditors

Project Outcome Evaluation and Benefit Realisation Management

The services of our IT Audit and Risk Consulting Division of Stantons International include project outcome evaluation and benefit realisation management assurance related services. We provide independent assurance services in relation to the outcomes of projects and whether benefits have been realised to the organisation. The baseline for this type of assurance engagement is a combination of defined project outcomes / internal policies and recognised standards, inc: Control Objectives of Information and Related Technology (COBIT) 4.1, AS/NZS27002 Information Security Management, AS2834 Computer Accommodation, IT Infrastructure Library (ITIL), etc. Two recent examples include: * - Department of Education, Employment and Workplace Relations (DEEWR), Post Implementation Review of the Human Resources Module of the CONNECT (SAP)

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system. This included a review of project outcomes and assessment whether these had been addressed as part of the project * - Nurses and Midwives Board of Western Australia (NMBWA), Pre-Implementation Review of the Registrations and Client Information System included assessment whether project outcomes and benefits were on track to be satisfied prior to the conclusion of the project.

Organisation Name **Strategem Management Consultants Pty Ltd**

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Company Background

Headquartered in Melbourne and with staff across Melbourne and Canberra, Strategem Management Consultants (Strategem) is an Australian management and technology consulting services company providing hands-on service and advice to Australian businesses and Government. Combining experience and comprehensive capabilities across a broad range of industries and business functions, our consultants collaborate with clients to define, develop and implement projects which improve performance and reduce costs.

Strategem offers a wide range of management consulting and program/project management services with expertise across most aspects of management and technology consulting, business service delivery and operations. Our consulting advice is pragmatic and focussed on implementation of outcomes. We aim to form long-term, strategic partnerships with our clients offering continuous improvement and ongoing value. We provide objective and fact-based advice and have no affiliations with ICT product and service providers.

Company Accreditation (Optional)

Strategem partners and consultants have memberships to the following professional organizations:

- Project Management Institute
- Australian Institute of Management
- Australian Computer Society
- Society of Certified Practicing Accountants

Strategem consultants are conversant with the methodologies and typically have accreditations associated with the following organisations:

- Office of Government Commerce (UK) – Project Management Method, PRINCE2
- Project Management Institute – The Standard for Program Management
- Project Management Institute – PMBoK Guide
- AS8015 – Corporate Governance of Information and Communication Technology
- OCG Information Technology Infrastructure Library – ITIL

- Information Systems Audit and Control Association – CobiT
- Kaplan and Norton Balanced Scorecard

Strategem is also an accredited member of the Victorian Whole of Government eServices Panel.

Consultants typically hold post-graduate qualifications in Business, Management or Information Technology.

Project Outcome Evaluation and Benefit Realisation Management

"Strategem has undertaken a number of effectiveness reviews of both ICT and non ICT projects during various stages of the project lifecycle. We are also conversant with the Stagegate process at both Federal and State government levels. Our approach is based upon establishing a fact-based reporting repository of measurable results in line with concept, feasibility, business case and strategic intent. Qualitative assessments of success are also taken into account in addition to organisation acceptance and/or re-alignment outcomes.

Assignment example: Vic Chief Technology Office (CTO Benefits Realisation Report)

Strategem was asked to prepare a report summarising the current benefits being reported for all CTO programs/projects together with recommendations as to the metrics for benefits processes/actions and reporting. The project involved direct consultation with the information and communications industry sector, Procurement and Contract Management, and Benefits Management business process areas.

Assignment example: RMIT University

RMIT Training had a requirement for a "health check" of the organisation's technology approach, effectiveness and future direction.

A review was undertaken of key internal systems and websites to identify the appropriateness of these systems to adequately support the business over the next five years. This involved identifying:

The current status, and future prospects, of the technology that these systems were built upon.

The robustness and supportability of systems and documentation.

The operational and other administrative processes supporting these systems encompassing the suitability to manage business risks today, and into the future, in addition to other general areas for improvement.

Current key issues, including security, associated with these systems.

Areas where these systems could be improved, including website design and effectiveness.

A report with recommendations including steps to ensure correct monitoring and tracking of project benefits was presented and fully adopted by RMIT. Comprehensive functional and technical specifications were developed and successfully released commercially based on these specifications and recommendations.

"

Organisation Name **Stratica International Pty Ltd**

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Company Background

Stratica was established in November 2001 and is a specialist consulting firm that is primarily focused on the provision of independent quality strategic sourcing, risk, governance, and information security advice.

The key services offered by Stratica include: IT Strategy, Information security, IT performance management, outsourcing advice, risk assessments, project reviews, governance, contract renegotiation advice, market price ; service level assessments, and business continuity.

Stratica has a scalable team of 15 + fulltime equivalent (FTE) senior staff who have worked together for a number of years on major projects (\$250,000+ engagements) and smaller projects, and who have been required to handle multiple projects and of varying complexity.

Stratica undertakes major projects for leading Australian Public Companies (such as Orica, Blue Scope Steel and Worley Parsons) and for various State Government departments (such as Victoria's DTF/DPC, DOI, and Essential Services Commission)

Company Accreditation (Optional)

Stratica's business processes are ISO9001 accredited.

Project Outcome Evaluation and Benefit Realisation Management

Stratica regularly conducts post-implementation reviews of projects and benefits realisation management. This includes review of major project, IT infrastructure, systems development, core and legacy replacement projects, upgrade projects, health checks and dispute resolutions.

Recent projects include:

Australian Pharmaceutical Industries (API) – Stratica conducted an independent review and pre-implementation assessment of the JDA/MMS (Retail and Merchandise Management System) deployment project. Stratica interviewed key stakeholders and users of the new application system, analysed and documented the current state of the project from several perspectives, including communications, training, and project plan and provided a report with an objective assessment of the opportunities and challenges of the project.

WorleyParsons - Stratica conducted post implementation review of a global business system (GBS) based on Oracle. Stratica reviewed the current state of the project, identified the Oracle AIM components that should be utilised in future roll outs, validated original objectives and measure the outcomes against the specific criteria, documented and reviewed lessons learnt from the

implementation, and developed a plan to advance the project from its current state to its ultimate completion.

BUPA/HBA - Stratica conducted a review of the current outsourcing agreement and service delivery arrangement related to application support and development with Datamatics in India. The scope of the project included highlighting what was working well within the agreement and what were the key areas that needed improvement to ensure enhanced delivered services.

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ABN	14111187270		

Company Background

Established in 2003, stratsec is one of Australia's leading independent providers of information risk management services; at the forefront of the information security sector in Australia and the SE-Asian region. Our merger with SIFT in early 2009 further broadened our capability and capacity in the technical sphere of ICT security. We now operate with an employee base of around 50 staff. Our highly skilled and qualified consultants have extensive experience in the successful delivery of large-scale information security, identity and continuity management programs across both public and private sectors. Based in Canberra with offices in Sydney, Melbourne and Singapore and a presence in Perth and Malaysia, our charter is to elevate security and information security management in government and business through a unique, strategic approach: driving business-led solutions enabled by technology. This innovative approach enables our clients to integrate their security programs with their business objectives and operating environments. stratsec delivers services to state government agencies, almost all federal government agencies, along with overseas clients Microsoft, SAIC, SanDisk and the Malaysian Government. stratsec has also worked with several financial institutions and commercial clients, alongside its government and international clients.

Company Accreditation (Optional)

stratsec consultants have demonstrated their high level expertise and skills for clients on several ICT security engagements; providing the required services in accordance with professional and industry standards as follows. We have the current certifications/accreditations and can be provided upon request:

- Canberra office is approved as a Defence RESTRICTED operating facility
- Canberra office operates an ISO 9001 Quality Management system through SAI Global; all other stratsec offices to shortly undertake accreditation requirements
- Our Canberra office is ISOIEC 17025 accredited
- Canberra has a DSD-approved and licensed Australasian Information Security Evaluation Facility (AISEF) to conduct Common Criteria IT security evaluations.
- We are close to being approved (under our NATA ISO 17025 status) as a Digital Forensics facility (also in Canberra) – expected in Nov/Dec 2009.
- We have submitted our PCI-DSS application (expected Nov 2009)
- We have also submitted an application to be approved as a FIPS140 testing laboratory (testing and site visit expected in Nov 2009).

At stratsec we also have a very well qualified and accredited team of over 40 consultants who possess a wide range of tertiary and industry qualifications, and maintain a range of formal security and technical qualifications.

Project Outcome Evaluation and Benefit Realisation Management

stratsec provides independent consulting advice to identify and document the business drivers for ICT programs, projects and/or procurement. This includes ensuring that projects are aligned with the business cases (and continue to be throughout the lifecycle of the project); as well as ensuring that policies and procedures meet the agency and Australian/international best practice and/or standards. stratsec has experience assessing our clients projects to ensure that the achievements of the project meet the business demand, on an impartial basis. For Australian Customs Services, stratsec provided initial services to ensure Customs procurement met their outlined business needs. stratsec developed an identity management strategy and detailed reference architecture to be used as part of the tendering process for an enterprise identity management capability. This ensured that the tender documentation that went to prospective vendors provided them with concise information as to the purpose and requirements of the procurement. For BHP Billiton, stratsec provided a pre-procurement analysis. This examined the security capability of the Standard Networks MOVEit DMZ software product to meet the identified business and security requirements of BHP Billiton; and Equant for use as a secure information service to be accessible by both BHP Billiton staff and external third parties and partners.

EDUCATION

University of Newcastle

Macquarie University

Company Accreditation (Optional)

Synergy's QMS aligns to ISO9001:2000 and is used as the basis for managing Synergy's policies, internal processes, client engagement processes and delivery of consulting services. All Synergy people are empowered to identify and promote innovation and process improvement opportunities.

Synergy's MD (Susanne Moore) was a sitting member of the sub-committee that authored AS-8015-2005: Corporate Governance of ICT and currently sits on AS sub-committee for IT-030-04 ICT Governance of ICT Contracts. Ms Moore was also the founding member of the Queensland branch of PMI, has presented papers at AIPM symposiums and was involved in discussions regarding the introduction of ITIL into Australia.

Synergy has not specifically sought accreditation to various industry methodologies such as PRINCE2, CMMI, P3M3, ITIL etc as we believe that these frameworks only define the start point for establishing the relevant core competencies within an organisation and do not address many of the people skills so essential to enabling organisational capability. Notwithstanding, our people are very experienced and our own methodology (Integrity Management) is substantial. We not only know the mainstream methodologies and frameworks such as PRINCE2 and PMBOK in substantial detail, we have higher level business and people skills that ensure these methodologies actually facilitate successful execution.

Project Outcome Evaluation and Benefit Realisation Management

Synergy has conducted both project outcome and project benefit realisation reviews for a number of clients. These two processes are typically included as part of the project management lifecycle process, where benefits are initially identified and quantified as part of the project justification in the business case and then confirmed at the conclusion of each major project stage during the project's life. A modern integrated Project and Portfolio Management (PPM) tool typically provides the features to both record, verify and then track benefits through the realisation cycle well after the project proper has been completed. Synergy consultants have experience and establishing and implementing these processes.

Relevant Experience:

ING incorporated the identification and tracking of business benefits over the life of the asset or service delivered from the related project. These were incorporated into the PPM tool – Clarity (note this is consultant experience prior to joining Synergy).

Synergy has conducted post project execution reviews and project benefit realisation reviews for Sydney Water Corporation over the past two years. Synergy also developed the business realisation review process for this client.

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Trading Name	SYPAQ		
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ABN	90058352122		

Company Background

Since 1992, SYPAQ (ABN 90058352122) has been providing advanced consulting and training services in proposal support, strategic planning, project management, business analysis, systems engineering, systems development &&& test, systems support strategies, reliability engineering and quality assurance with a focus on effective value-added solutions across a broad range of service applications and technologies in the Defence Aerospace, Information Technology, and Telecommunications industries.

SYPAQ has been successfully operating for over 13 years using proven and scalable processes and methodologies and has an established track record in managing the delivery of complex business-driven projects on time, within budget and above expectations.

SYPAQ is vendor and supplier independent and works to ensure the most cost effective and efficient solutions without conflict of interest.

SYPAQ is currently a member of the following supplier standing offer panels:

- DMO Support Services (DMOSS) Standing Offer Panel as a Major Service Provider (MSP);
- RPDE;
- Victorian Whole of Government E-Services Panel;
- Victoria Police Project Management Support Services;
- West Australian Whole of Government SPIRIT IT Services Panel;
- Customs - Provision Of Consultancy And Business Services Standing Offer Panel; and
- CrimTrac ICT Contract Personnel Services Provider Panel.

Company Accreditation (Optional)

SYPAQ has negotiated and executed formal strategic agreements with Institute of Engineers Australia (IEA) and Australian Institute of Project Management (AIPM). This is part of the SYPAQ Professionalisation strategy which will reinvigorate and align our workforce development to that of our major client (Defence).

This will result in improved organisational effectiveness via formal Professional Development Programs (PDPs) with IEA and AIPM, leading to CPENG and RegPM accreditations respectively.

SYPAQ has a Quality Management System certified by Lloyd's Register as compliant under ISO9001.

SYPAQ is also proud to be an active national corporate member of the following industry associations:

- Australian Information Industry Association (AIIA);
- Australian Industry and Defence Network (AIDN);
- Canberra Business Council;
- Australian Institute of Project Management (AIPM – Strategic Partner);
- Defence Recognised Supplier Scheme;
- Engineers Australia; and
- Systems Engineering Society of Australia (SESA).

Project Outcome Evaluation and Benefit Realisation Management

SYPAQ has stringent processes for realising the optimal outcome from Projects and ensuring the realisation of benefits from investments in ICT.

The Victorian Department of Transport engaged SYPAQ to:

- a. Develop an Investment Logic Map / Business Case to ensure the investment in the School Buses Contracts Project was based on a well-constructed business needs that was characterised by measurable and realisable benefits;
- b. Establish a Regional and School Bus Service Operational Concept Description (OCD): Public transport is an increasing significant service function of the government and must support the government's policies, objectives, strategies and requirements in transport and regional services. Accordingly an OCD was required to define the objectives of the State in the provision of Regional and School Bus Services; and
- c. Develop a series of standardised service requirements for bus operators: A series of work and system requirements were defined within the new contract to represent the objectives of the State as detailed in the OCD. This standardised series of service requirements were not specific to routes and were implemented for all services. This included such requirements as vehicle emissions, technology standards, service levels, comfort levels and occupational health and safety, driver behaviour, ticketing and vehicle standards.

The Victorian State Government Transport Ticketing Authority (TTA) also engaged SYPAQ to establish a complete and final set of functional and performance requirements for the New Ticketing System (NTS).

Organisation Name **Tanner James Management Consultants Pty Ltd**

Trading Name

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ABN 91063977284

Company Background

Tanner James is a national company with a head office based in Canberra. Since 1994 we have provided programme and project management training and consulting services to a wide diversity of public and private sector clients. We specialise in non-proprietary programme and project management methods in use by the project management community, including MSP, PMBOK and PRINCE2. In fact, Tanner James introduced both the MSP and PRINCE2 methods to the Australian market. Over the last 12 months, Tanner James has delivered over 800 Face-to-Face training courses with a value in excess of \$2m. These figures include in-house courses to over 60 different public and private sector organisations, with the remainder being delegates at our regular public training sessions. In Canberra, we understand the needs of Federal Government Departments and the challenges they face bringing Government initiatives and parliamentary legislation to fruition. Our Federal Government client list includes; Department of the Treasury, Attorney-General's Department, ComSuper, CrimTrac, Australian Customs Service, Department of Defence, Department of Education Science and Training, Department of Foreign Affairs and Trade, Department of Family and Community Services, Australian Taxation Office, Murray Darling Basin Commission, Department of the Environment and Water Resources, and Child Support Agency

Company Accreditation (Optional)

Tanner James is a training organisation and management consultancy. We are accredited as an MSP Accredited Consulting Organisation (Office of Government Commerce - APMG/MSP/ATO, Registration Number MSP/ATO/038) and a PRINCE2 Accredited Training Organisation & Accredited Consulting Organisation (Office of Government Commerce - APMG/P2/ATO, Registration Number P2/ATO/001) Tanner James is a Registered Training Provider (RTO - Registration Number 88098) through the Australian Quality Training Framework. We have a full understanding of the processes involved in conducting training and assessment leading to the issue of nationally and internationally recognised qualifications. Tanner James' evaluation strategy for existing education and training services are based on the competency-based framework of the Australian Quality Training Framework. All Tanner James training providers are Certificate IV Assessor and Workplace Trainer qualified (BSZ40198/TAA40104). Tanner James is an Australian Government Endorsed Supplier (Tanner James Certificate Number 1521, Issued on 25 May 2000 by the department of Finance and Administration, Last renewed 27 September 2004) As an international ATO and ACO Tanner James have additional requirements placed upon relating to a Quality Management System which exceeds AQTF standards. Tanner James has a QMS designed

by the Managing Director (John Howarth - who is an expert in ISO9000-based Quality Management) which complies with ISO9001.

Project Outcome Evaluation and Benefit Realisation Management

Tanner James has provided programme and project management services since 1994 to public sector clients. We specialise in non-proprietary programme and project management methods including MSP, PMBOK®, PRINCE2 and Agile DSDM Atern. Our approach is to ensure that project outputs strongly align with the higher level programme and strategic outcomes through implementation of benefits realisation planning from the outset and sound benefits realisation, tracking and management throughout the lifecycle. We have a strong track record in helping public sector organisations bring projects to satisfactory conclusions and ensure that the promises of business cases are fulfilled and are perceived to be fulfilled. Our senior consultants are experienced at identifying metrics and performance indicators that can validate results, at developing communication programmes to underline successful outcomes, and at finding solutions to obstacles that impede successful outcomes and driving through the change required to achieve the benefits. They are supported by a toolkit of performance measures to establish baselines and benefits, based on a rigorous appraisal of the business case, understanding of the key external and internal drivers and barriers, and effective techniques for monitoring benefits. We work alongside your staff to mentor and coach them, transferring skills and knowledge to your workforce. Tanner James is working with Comsuper on their Benefits Realisation Planning and with the AFP on their Benefits Management Strategy.

reporting to the National Executive. In his role of adviser he also provides advice on project, program and change management.

Tarcus worked with the various projects in Centrelink's Refresh program to help identify and crystallise the benefits delivered and map these to the original program goals. This complex process involved identifying both the tangible and intangible goals and maintaining a focus on benefits as Government agenda developed.

As a part of its Data Quality Training review, Tarcus provided high level estimates on the potential long term benefits of the training initiative.

AustPMA. Our Business Continuity Plans adopt a rapid engagement approach that is aligned to the BCM process as endorsed by Australian Standard (HB221).

Terra Firma has a Quality Management System based on the requirements of the ISO 9001 standard. Integral to our quality strategy, we have the flexibility to work with existing methodologies, such as ISO standards, Six Sigma, CMMI, etc., as well as bringing proven methods and best practices to bear where appropriate for our client.

Project Outcome Evaluation and Benefit Realisation Management

Terra Firma's Benefits Realisation services assist in identifying, tracking and measuring the delivery (or non-delivery) of Business Benefits, both tangible and intangible, enabling organisations to actually quantify many of the non tangible benefits. Our model includes templates and reporting frameworks, it looks at expected business benefits from a strategic/portfolio level, program level and project level.

We draw on our substantial experience as well as standards such as Prince2, PMBoK, MSP, OPM3 and EVM to assist organisations to refine and improve their delivery of projects, and provide independent project risk assessment to maximise project success. Terra Firma work with clients to ensure post-project activity is managed and maintained in order to improve the quality of project delivery.

SA Department of Administrative & Information Services - Using a phased implementation approach, the Terra Firma team succeeded in implementing a Benefits Realisation Framework that identified expected program and project benefits and ensured the benefits were aligned to strategic objectives.

Terra Firma completed a Post Implementation Review of a strategic project for nab. The PIR included review and assessment of: the business solution being delivered; analysis of implementation processes, scheduling, dependencies and contingency management; training and resourcing; technology support; communications and training deliverables; stakeholder management and executive reporting; financial health; program structure; program governance; and lessons learned. The PIR provided the nab with quantifiable assessment of the benefits realised in the project. It presented quality assurance assessment and detailed the lessons learned analysis, giving valuable knowledge that will benefit future phases of the project.

Organisation Name **The Boston Consulting Group Pty Ltd**

Trading Name As above

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Company Background

The Boston Consulting Group (BCG) is widely regarded as the global leader in strategy consulting and has offices in 66 cities around the world, including Sydney, Melbourne and Canberra.

Our global ICT Practice has 750 consultants and brings together business insight and ICT to achieve extraordinary impact. In the past five years, BCG has undertaken over 1,300 ICT projects for some of the world's largest organisations, working with CIOs and CEOs to shape their strategic agenda. Our ICT Practice has five focus areas: Strategy, Transformation, Sourcing, Organisation and Performance, each one with various sub-topics. We remain strictly independent of product and service providers to ensure we provide objective and unbiased advice.

We have worked with many Australian public sector agencies, including the ATO, AusTrade, Centrelink, Defence, DEEWR, Finance/AGIMO, Health and Aging, DIAC, Medicare, and Railcorp. Our highly effective stakeholder management skills and experience has resulted in a perfect track record for delivering public sector projects in difficult stakeholder environments on-time, on-budget and with high levels of client satisfaction.

We have received three BRW-St George Annual Client's Choice Awards – 'Best Large Consulting Firm' (2006 and 2008) and 'Most Innovative Consulting Firm' (2007) – based on a survey of over 10,000 senior executives.

Company Accreditation (Optional)

BCG does not engage in external accreditation and certification

Project Outcome Evaluation and Benefit Realisation Management

Project outcome evaluation and benefit realisation management is part of both the 'Transformation' and 'Performance' focus areas in BCG's global ICT Practice. We have developed a customisable framework to undertake these activities based on three steps:

- 1) Outcome definition and ownership: Definition of specific and measurable outcomes, usually expressed in 'business' terms, with clear documentation of underlying assumptions, value and risks associated with achieving them. This step also involves clarification of accountability to achieve these outcomes and development of measurable milestones towards achieving the final outcomes.
- 2) Monitoring and reporting: Design and implementation of a consistent reporting framework to monitor progress against the milestones and to validate realised benefits over time (during and post implementation).

3) Corrective action: Regular analysis of deviation against expected project outcomes and benefits and initiation of appropriate actions to correct deviations (during and post implementation)

Recent project examples include:

1) We developed a standardised benefits realisation framework for an Australian State government to track and monitor the implementation and benefits realised from e-government initiatives. It included guidelines for metrics, establishing baselines and a library of KPIs for future use in business cases and program monitoring and evaluation.

2) Reviewed the program outcomes and benefits realisation framework used by a major federal Department for a core systems transformation program and re-baselined the program , with were clearly defined outcomes, specific and measurable financial and non-financial KPIs, baseline values, and interim milestones.

Organisation Name **The Checkley Group Pty Ltd**

Trading Name The Checkley Group

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Company Background

The Checkley Group was founded in 2007 with the intention of providing clients with a credible alternative to the larger national and international consulting firms. Our goal is to help our clients improve their business performance through mobilising the resources necessary to deliver tangible and measurable outcomes. Our value proposition is all about experience - we only employ people who have "been there, done that". People who can hit the ground running and add value from day one. Not graduates fresh out of University who will repeat back your own views, but instead people who can add a fresh perspective on your business issue from their deep experience. We can help you with program and project management, business case development, business analysis, business transformation, and enterprise architecture. Our largest line of business is in Healthcare and our clients include NSW Health, Queensland Health, NEHTA, Serco Asia-Pacific, several private hospital chains, and various health agencies in Victoria. We also work in the broader public sector arena, and we are approved suppliers under the NSW Government 2020 Panel for most ICT services, across all departments and ministries.

Company Accreditation (Optional)

The majority of our consultants have formally accreditation with the AIPM or PMI, and/or have PRINCE2 certification. We take a structured approach to all of our projects and in particular on clarifying and agreeing scope and timeframes as vital initial steps. We are approved suppliers under the NSW Government 2020 Panel for most ICT services, across all departments and ministries. We are committed to delivering quality work, and with all engagements we seek to complete engagement reviews with our clients within 6 weeks from the end of the engagement. Our view is that the best way to understand whether we are consistently delivering quality work is to ask our clients.

Project Outcome Evaluation and Benefit Realisation Management

The Checkley Group provides project assurance services including project outcome evaluation. In our experience, the ability to realise benefits is strongly tied to the quality of the project management approach. We would always start by reviewing project outcomes against the key criteria of time, cost, and scope to set the context for a benefits review. Our service capability includes evaluation of project, program and portfolio management, reviewing the change management impact on benefits realisation, assisting in tracking the results of the project, and locking in accountability for benefits management. We have been engaged by Uniting Care Health in Queensland over the last several years to provide project assurance on a multi-million dollar IT Program to roll out systems across the 7 hospitals under the UCH Q banner. Our lead consultant is a

*Project Outcome Evaluation and Benefit Realisation Management category,
Version 43, August 2012*

key member of the project board and has conducted a number of Post-Implementation Reviews (PIRs). At NSW Health our consultant directing the very large EMR Program led a number of PIRs and had overall charge of ensuring benefits were measured and captured at multiple sites. A key success element here was ensuring that expected benefits were well defined and baseline data collected well before go-live.

ISO 9001:2000 Quality Endorsed Company, QEC 20120

Registered Training Organisation, 2004/08464

Partnerships and certifications:

Cisco Partner

Microsoft Gold Certified Partner

FAST X10 Partner

Network Appliance professional services partner

Novel Authorized Partner

IPFX Certified Partner

Computer Associates partner

3Com Gold Partner

Cyclades Certified Partner

Siemon Certified Designer

Authorised Trend Micro Associate Partner

A number of Frame consultants hold Federal and NSW Government Gateway accreditation.

Project Outcome Evaluation and Benefit Realisation Management

Project outcome evaluation and benefit realisation management is delivered as part of The Frame Group's project governance practice and reference clients in this area were provided in our response to project governance (Standards Australia and the National Prescribing Service). It is a core recommendation of our practice to require both benefits be specified and for performance measures to be chosen at the time of project funding (to relate to the realisation of benefits rather than simply on-time on-budget). These recommendations have been propagated in a number of high profile forums including the key note presentation at the launch of the WA Gateway Program and at a conference titled 'Project Management and Organisational Change' hosted by the Department of the Premier and Cabinet and ANZSOG. This work has been cited by the Victorian Auditor General's Department and has influenced the design of the NSW Gateway Program.

Frame conducted a review of the Navy Systems Command's document and records management system. The scope of the assignment was to: assess and validate the use and realisation of predicted benefits; determine the viability of continuing to use the system (in its entirety or selected modules, across the Command, in Canberra and regionally); document any issues that may further impact on the use of the system across the Command; and provide recommendations including: proposed timelines, resource implications, and organisational processes and procedures to identify, monitor, track the realisation of benefits.

Organisation Name	The Nous Group Pty Limited		
Trading Name	The Nous Group		
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Company Background

The Nous Group (Nous) is a consulting company specialising in assisting complex businesses to maximise their performance. We exist to achieve positive influence, which means working with clients whose products and services we believe will improve our society's well being and working on projects critical to our clients' success. We care about and deliver outstanding results for our clients. We typically work on issues we believe promise character, challenge and multiple layers of benefit for the client. We have expertise in strategy, organisational and information driven change, information management and leadership and management development. Nous brings depth of relevant expertise, a rigorous strategic thinking ability and insightful frameworks to its projects with clients in both the private and public sector. Our clients include major state and federal government departments and top ASX listed organisations across several industry sectors including health, human services, financial services, environment, utilities, science and technology. Nous was established in 1999 because its founders wanted to apply their management consulting and leadership development capability to issues that mattered with clients who shared commonality with Nous' values.

Company Accreditation (Optional)

Nous is an Australian Government Endorsed Supplier. In our governance work, we use the key standards AS/NZS 4360 (a minimum requirement of Victorian Government Risk Management Framework) and the AS 8000 series of standards to identify key governance activities. We have in-depth understanding of AS4360, CoBIT and Victorian/Australian government standard approaches (such as VAGO guidelines for IMT projects, Victorian Dept of Treasury & Finance's Investment Management standards and the 'Gateway' Review processes of both the Victorian DT&F and the federal DF&R) to identify, analyse, evaluate and treat risk to ensure projects effectively deliver the identified benefits. Nous is expert in Prince2 and other project management methodologies and applies ISO and Australian standards for security threat, risk assessment and strategic security management. Nous consultants are skilled in project management toolsets for risk management and we bring to our work the core competencies of deep expertise in organisational culture and performance management along with organisational change management and the workings of government, including e-Government and government service delivery models. This adds rich insight into risk and success drivers in major government IMT projects. For our information management and technology activities, Nous applies AS8015

Project Outcome Evaluation and Benefit Realisation Management

Nous approaches outcome evaluation and benefits realisation for clients through identification of benefits already achieved and potential future benefits. This is informed by stakeholder consultation and research. Measurable benefits are identified and a benefit management plan developed to demonstrate return on investment for stakeholder reporting. An example is the benefits realisation and benefit management plan developed for a major integrated client and case management system supporting four core programs in a large Victorian government department. Through research and stakeholder consultations, Nous identified benefits achieved and potential future benefits. A series of measurable benefits was agreed with client executives and to demonstrate ROI and highlight project success to Victorian government, a Benefit Management Plan was developed with benefit KPIs and a reporting template. It was proposed that achievement of the benefits be monitored and reported for three years. In another project, Nous reviewed operations of New Zealand's first electronic toll-road for a New Zealand government agency. After launch, it was quickly apparent that fine-tuning of the road's service delivery over client payment channels was required. A Nous Principal with extensive electronic toll-road experience reviewed both the customer-facing services and supporting system components, preparing a report comparing the road's customer service operations with state-of-the-art global toll-road design. Eleven improvements in product design, system interface, system operation and on-road signage were recommended, many of which focussed on immediate operational challenges, but some delivered longer-term evolution of product and service design.

Organisation Name ***Third Horizon Consulting Partners (The Trustee for Third Horizon Trust)***

Trading Name Third Horizon Consulting Partners

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Company Background

Third Horizon was established in 2004 by former Arthur Andersen partners to assist clients in the design and implementation of strategy and business transformation. Our focus on ICT includes the assessment, transformation and implementation of IT strategy, operating models, outsourcing programs, project delivery models, project management methodologies, IT cost management, system evaluation and selection, and program management of large scale ICT implementation programs.

The focus of Third Horizon is on being a practical consulting organisation that focuses on implementation to ensure results are delivered. We have grown rapidly since commencement with over 40 experienced consultants in our Canberra, Sydney and Melbourne offices.

Third Horizon uses experience and independence to deliver results to clients. We are a privately held, independent firm that does not have alliances with technology vendors. Therefore we do not have any conflicts of interest in the advice we provide. We have structured quality assurance procedures that ensure we do not enter into any relationships that create conflict for our clients.

We offer an integrated set of consulting services to a wide portfolio of clients in industries including government, financial services, industrial and consumer products, media, transport, water and power utilities and government business enterprises.

Company Accreditation (Optional)

Project Outcome Evaluation and Benefit Realisation Management

Benefits Realisation is one of Third Horizon's core offerings. Third Horizon consultants are trained to identify and track benefits until captured across projects using our standard methodology. Our approach is four-fold and includes adjustment of original business estimates, identification of steady state baseline changes, identifying actual versus planned benefit, and quantification and reconciliation of benefit targets.

Specifically we have deep expertise in:

- Benefits Tracking and Reporting.
- Post Implementation Reviews.

This approach is supported by our own software tool which makes the process scalable and ensures greater consistency.

Specific examples of our work include:

1. Transurban - Third Horizon were engaged by Transurban to review their current customer service operations and identify opportunities for improvement. Each improvement initiative was defined and recorded in Third Horizon's benefits capture tool. The tool enabled our client to record the initial opportunity hypotheses, add further information as the business case developed, and track the progress of the opportunity through implementation. Benefit realisation was subsequently tracked by identifying the appropriate cost account codes for each opportunity and reporting on progress on a monthly basis.
2. AustralianSuper – Third Horizon was engaged by AustralianSuper to assist in a CRM selection process. Four CRM options were analysed and a cost and realisable benefit assessment for each option was developed and delivered to the board.

Organisation Name ***TPI (Technology Partners International Incorporated)***

Trading Name TPI

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Company Background

As the industry founder and innovator, TPI is the most respected and trusted advisor to public sector entities and corporations worldwide, across the entire lifecycle of information and communication technology (ICT) advisory services. Our Public Sector teams bring the best practices in government transformation to our public sector clients worldwide.

Our Services include the following:

- a.) Operational Assessments
- b.) Strategic Sourcing and Procurement Advice
- c.) Shared Services
- d.) Internal Service Optimisation
- e.) ICT Benchmarking
- f.) Service Management and Governance
- g.) Financial Business Case Development

Company Accreditation (Optional)

TPI is a global consulting company and we adhere to a corporate quality management and reporting systems.

Project Outcome Evaluation and Benefit Realisation Management

TPI provides an assessment service that provides an evaluation of the outcomes of sourcing projects and identifies whether the predicted benefits have been realised. Also as a part of the TPI service management and governance approach benefits realisation is addressed through implementation of management processes aimed at preventing value leakage.

Typically for an assessment TPI will conduct interviews with appropriate individuals within the client's identified organizations and accumulate data required for analysis later on. TPI collects qualitative and quantitative data associated with sourcing management operations, budget, service delivery performance, service delivery validation, invoice processing, issue logs, Supplier interactions and staffing models. All data is validated to ensure accuracy.

Subsequent analysis involves activities undertaken to further validate the data gathered, perform analysis and develop key insights, understanding and observations regarding the current state sourcing management operating model. At this stage the actual outcomes and benefits can be evaluated against those predicted in the original business case.

Two recent assessments undertaken by TPI in which outcomes and benefits realisation would have been assessed are:

TPI has been engaged by both the state governments of Ontario and Alberta to undertake assessments of their operations using the above methods;

TPI is regularly re-engaged by its clients to conduct post contract assessments and health checks. Among clients that have done so are a large regional bank and a large NZ based manufacturer.

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Company Background

Opticon Australia is a boutique Information, Communications and Technology consultancy offering professional services in:

- Strategic ICT & IM Consulting, Planning & Governance;
- ICT Project & Portfolio Management Services; and
- ICT Project Services.

In addition to ICT strategic advice, Opticon specialises in:

- Information Management (including strategy, policy, procedures, taxonomies, KM, archiving);
- Enterprise Content Management (document, records, web content, imaging, workflow, e-permanence, email management);
- Electronic Service Delivery (covering all forms of e-Business & online services);
- Contact Centres (including telephony, call handling, customer management, transactional systems and computer aided dispatching)

Choosing a consulting partner is a critical choice but one where many firms appear to have appropriate capabilities. Opticon's proposition to our clients is that we bring a superior client experience, based on:

- deep and broad experience in developing ICT strategic plans and frameworks for both public and private sector clients;
- ability to bring experience based on current practice, emerging best practice and contemporary academic research;
- excellent knowledge of the Federal Government sector;
- specialist consultants, deeply immersed in ICT strategy and associated activities; and
- proven, robust and efficient methodologies for delivering our strategic and project services to clients.

Company Accreditation (Optional)

ISO9001:2000 certified Quality Management System

Project Outcome Evaluation and Benefit Realisation Management

Opticon's project outcome and benefits realisation process is designed to ensure that a project's benefits are achieved and that lessons learned are collected throughout the project used to optimise the planning, delivery and outcomes of future projects. Opticon's process is generally a simple one, however, it may need to consider a diverse collection of variables. To help overcome this complexity, it is essential to have a clear focus on the objectives of the project, its composition and the likely applications of findings.

Short and long term gains include:

- ensure benefits are in fact achieved;
- identification of the ways to improve the functional value of a project;
- economies resulting from improved project performance;
- development of more precise design, quality and measurement (success) criteria; and
- improved decision-making.

Opticon's approach to undertaking outcome evaluations is based on a generic problem-solving methodology and follows the process outlined below.

- define objectives & structure
- background research
- agree evaluation framework
- consultation and data collection / analysis
- identify issues and findings
- link findings to feedback mechanism

Selected Projects:

Department of Immigration & Citizenship - Evaluation of AMEP project outcomes

Royal District Nursing Service - Mobile Computing System Evaluation

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Company Background

Velrada is an Australian owned management consultancy with expertise in technical and service delivery. The firm has a strong national presence, as well as an Asian Pacific presence in Singapore. Velrada provides organisations a flexible and customised approach with subject matter experts who own the outcome. Velrada specialises in Government, Earth Resources and related sectors. Established in 2007 by a conglomeration of business executives and specialists from tier one consultancy, systems integration and enterprise systems firms such as: Cap Gemini, Andersen Consulting, Ernst and Young, Oracle and Microsoft, Velrada has grown 276% in FY11 and currently employs 65 experts in various disciplines. Velrada's growth trajectory will require 250 employees in 2014 to meet client requirements. Velrada recently earned second place in the 2011 SmartCompany Smart50 Awards which recognises Australia's smartest entrepreneurs and organisations that are changing the business landscape. Velrada's core business services include enterprise solutions, information management, integrated and remote operations centres, and risk and governance including environmental impact. Velrada's clients include Department of Indigenous Affairs, WA Department of Water, Office of Environmental Protection, Department for Communities, Woodside Energy, Rio Tinto and Santos to name a few.

Company Accreditation (Optional)

Velrada places high importance on the quality of work complying with Quality Management System and Environmental Standards -- ISO 9001:2008 (Quality Management Certification) and ISO 14001:2007 (Environmental Management Certification). Completed audit and certification is scheduled for the first quarter of 2012. Velrada has a number of consultants accredited with ISO 31000:2009 Risk Management Certification. Velrada's consultants have certifications and experience in many methodologies, including Prince2, MSP, P3O, PMP, ITIL, Lean, Six Sigma and RUP. Currently, Velrada has Microsoft Silver certification for SharePoint Portals and Microsoft CRM with Gold Certification to be achieved by December 2011. Velrada is an Australian Computer Society (ACS) Professional Partner Program member; is a full member of the Australian Information Industry Association (AIIA); and has employees with membership in the Australian Institute of Company Directors (AICD).

Project Outcome Evaluation and Benefit Realisation Management

Velrada has assisted organisations in planning, delivery and management of projects tracking investment outcomes and ensuring expected benefits are realised. Our approach understands the critical need to align project and strategic outputs and having practical metrics in place that measure outcomes. Department of Water (DoW) Engaged to undertake a review of the DoW's recordkeeping

*Project Outcome Evaluation and Benefit Realisation Management category,
Version 43, August 2012*

practices to determine compliance with the State Records Act 2000, using the State Record Commission's principles and standards, as well as industry best practice standards such as the Australian Recordkeeping Standard AS4390. The action plan outlined a program of work that addressed key areas towards meeting requirements. Essential to the plan was the development of performance indicators that measured the effectiveness and efficiency of the DoW's recordkeeping practices and systems. Major Utilities Retail Arm Delivery of a benefits analysis and benefits realisation programme for this utility, the total programme benefits over 5 years was AUD \$11 million. Performance measures for the area were improved by 30% within 4 weeks of implementation. Ongoing benefits were clearly identified, and KPI's, reporting and management oversight was developed and implemented to ensure realisation. One of the key outcomes was the re-deployment of 11 employees to create a business response centre, which was the direct benefit of a more efficient, and effective call centre software and processes.

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Company Background

WDSScott is an Australian-owned international professional services firm with a proven reputation of providing ICT services to government and corporate organisations. WDSScott has developed a unique service culture known for integrity, attention to client needs, practical recommendations and the desire to work alongside clients across a range of services. In Australia, we are a boutique firm with a powerful workforce of 50 employees and contractors. We believe ‘less is more’, engaging small specialised teams to facilitate skills and knowledge transfer resulting in higher impact for our clients. At WDSScott, people are our greatest asset, and our consultants are highly qualified and experienced professionals. They have wide industry and consulting experience enabling them to not only perform better but to work cohesively with clients. Our goal is to help clients improve processes and capabilities enabling them to reach their desired outcomes. The aim of WDSScott is to assist clients to interrogate themselves using our analyses and continuously improve their business processes and supporting enablers, to help them reach their objectives. WDSScott frames its projects within a ‘Why-What-How’ approach allowing us to better understand how a client’s business works and to help re-design relevant work practices using

Company Accreditation (Optional)

WDSScott is a member of the Defence Industry Security Program and most staff have AGSVA security accreditation. WDSScott has a unique service culture known for integrity, attention to client needs, practical recommendations and working with clients across a range of services. The principles of ISO 9000 are important to our SME consultancy work and the principles are applied to our Lean/6 Sigma approach to Continuous Improvement (CI) to ensure that staff take responsibility for delivery of quality outcomes. Skill sets range across the alignment of business and technology, enabling us to undertake the management of portfolios, programs and projects, and developing business process model frameworks and integrating them into organisations’ work practices. Some staff have accreditation to the AICD and IE (Aust). Individual staff qualifications and accreditations include formal tertiary qualifications Doctorate in Philosophy (PhD), Masters’ Degrees in Business Administration (MBA), Science, Engineering, and Business. Bachelors’ Degrees are typically Engineering, Business, Economics, Commerce, Law, Psychology, and Applied Science. Several staff have Program and Project Management accreditation and qualifications including Master Project Director (MPD), Registered Project Manager (RegPM), and accreditation with Project Management Body of Knowledge (PMBOK), and PRINCE2 project management methodology (at practitioner, consultant and trainer levels).

Project Outcome Evaluation and Benefit Realisation Management

WDSScott has a strong analytics capability that has supported commercial organisations, specifically RACQI, AXA ANZ as examples. This Lean/6 Sigma analytics experience could be readily applied to government clients to support this work area. In line with PRINCE2 project management, WDSScott conducts regular review meetings with client Steering Committees and Project Managers during a project. This regular process review cycle and metrics (such as earned value analysis) supports ongoing PM and also at the formal project Post Implementation Review (PIR) where the project outcomes are reviewed relative to the scope of work, and specific deliverables as defined in the PMP. Often project outcomes are drivers for change to the organisation, process or product. WDSScott understands the need to ensure that proposed changes align with both the overall organisational strategic direction and the desired outcomes of the immediate project. During project execution, the measurement and analysis phase measures the 'as is' or baseline conditions. It is relative to this baseline that project outcomes are evaluated, and benefit realisation is measured. Having an external party such as WDSScott monitor and report on benefit realisation adds rigour and transparency to this stage of the project as they are often able to be more objective, have reduced biases or preconceptions or vested interests in the measurement and reporting of the benefit realisation. On the Defence Spectrum Office Audit Project WDSScott operated as a revue element to ensure that the project outputs met the Business Case requirements prior to presentation to the client. Within the Defence HRRP Project the WDSScott relationship manager performed the secondary function of output and outcome quality assurance (QA) to ensure that the changes being sought were being satisfied by the deliverables. This approach enabled rapid initial acceptance of the requirements and simplified the formal acceptance process by the client.

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Company Background

Wipro Australia Pty Ltd is part of Wipro Ltd which is a global management consulting, technology services and outsourcing company. With more than 100,000 employee across the globe, the company generated revenues of \$US 5.4 billion with 28% YoY growth for the fiscal year 2008-09. Wipro offers a wide range of consulting services with specialisations across most aspects of management and technology consulting, business service delivery and operation. In addition, Wipro provides 'End to End' solutions in systems integration and outsourcing means our consulting advice is pragmatic, outcomes focused, and mindful of implementation challenges. Our clients span a broad range of industries worldwide and include many of the Fortune Global 100 and Fortune Global 500 companies and Government agencies. Many of our top 100 clients have been clients for at least five years. Wipro Consulting Service has a vast pool of qualified resources in the following functional tracks - Business Consulting – 200, Architecture Consulting – 400, Portfolio consulting – 200 and Business Process Improvement – 400 consultants. Wipro Australia operate offices in Sydney, Melbourne and Adelaide with over 700 employees servicing our customers across all of our functional domains. Customers include the University of Canberra, Northern Territory Government, Telstra

Company Accreditation (Optional)

CMMi Accreditation – Wipro is the first PCMM Level 5, SEI CMM Level 5 and CMMi Level 5 certified software & IT services company globally and the first outside USA to receive the IEEE Software Process Award. ISO & BS Standard Wipro started its Quality Journey in 1993 by adopting ISO 9000. Wipro was certified by BVQI and was recertified ISO 9001:1994. Wipro was certified for the ISO 9001 2000 certification. Wipro is the first software technology and services organization in India, to be certified for complying with the ISO 14001 standards for the Environmental Management System. Wipro was certified as compliant with the BS7799 standards in 2002. Wipro was awarded the BS 15000 in 2004. Wipro has adopted complete BS15000 framework processes and in addition project management which is extremely critical to manage projects for any size organisation. We are able to address IT Infrastructure management and service support needs for our clients while maintaining high standards of quality and cost effectiveness Six Sigma Wipro is the world's first IT Company to adopt Six Sigmainternally. Six sigma methodologies in practice include Six Steps to Six Sigma (SSSS), for transactional quality, cross functional process mapping, DMADV, and DMAIC, in software development.

Project Outcome Evaluation and Benefit Realisation Management

As part of the overall Program Management framework, Wipro have capabilities in establishing and implementing a benefits delivery framework to forecast and measure, on an ongoing basis, benefits realized from large programs. The framework is equipped to provide quantitative measures to provide feedback and allow for learning, enable essential decision making for all in the company to focus on key issues, encourage behaviors driving greater focus and discipline, act as the central source of key information and act as an advance warning system. Wipro's customers derive the following benefits: ensuring that benefits are understood and realized from large, complex and expensive investments, better management of complex portfolios of investment programs and projects, Knowledge Management, etc. Case Study 1 Wipro was associated with creating and operationalizing the PMO of financial services major for their IT Transformation (ITT) Program in its Operations and IT Banking Division. As part of the overall program Wipro established a set of metrics aimed at measuring and communicating the benefits realized from the program. The client was able to effectively manage the expectations of all the stakeholders by the benefit realization framework. Case Study 2 Wipro worked with a telecom major for creating a PMO to provide service level based support across their IT, Network Operations, Hosting services, Billing and Finance Business areas. As part of the PMO a streamlined reporting mechanism was implemented for the effective information flow of the realized benefits with clear check points for data accuracy and cleanliness.

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Company Background

Bright Consulting is a delivery-focused company providing management services, Business Analysis and advisory services. We specialise in increasing project management capability as well as delivering highly complicated projects successfully. Bright consultants are contracted to our customers at extremely competitive rates; we believe that a successful delivery can be achieved by providing expert advice at reasonable prices. Bright Consulting targets the best consultants in the market; those with vast experience and knowledge who are passionate about what they do. Our rigorous recruitment process highlights a selected few who are invited to be part of Bright experience. We support our consultants during their engagements and regularly monitor and tracked their progress. This service ensures higher successful rate of delivery as well as continuity. We see this service as demonstration of our values and commitments to the success of our clients; we therefore provide this service at no additional cost.

Company Accreditation (Optional)

Bright Consulting targets highly experienced consultants as our permanent staff. Our employees are certified in most of the industry recognised Methodologies : Prince2, PMBOK, MSP, as well as Project lifecycles : waterfall and Agile. We ensure our consultants maintain their high level of accreditation , as well as exposing them to the latest developments in Program and Project Management through training and technical workshops. Our internal Project Management Office ensures that we provide our customers with a superior service. Our practice lead is accredited CMMI (Capability Maturity Model - Integration) who continuously develop and enhance our Project Management capability and support our consultants throughout their assignment. Bright Consultants are a proud member of the ACS, PMI, AIPM and AIM.

Project Outcome Evaluation and Benefit Realisation Management

Bright Consulting comes with great experience in multiple organisations, managing multiple projects and programs of work. This experience enables our consultants to identify and quantify benefits and to develop measurable and attainable benefits realisation plans that are aligned with the strategic plans. Capitalising on their great interpersonal engagement skills, our consultants can identify the needs within the agency and provide for change strategies and measures. Our assessments aimed at providing a clear current state and concise alternatives for the way forward.

We support organisation in evaluating their plans, programs and projects, using qualitative and quantitative approach.

Currently we are providing such evaluation for the ICT Program of work within Canberra University. Our consultants are helping the ICT department to clearly understand the business needs and evaluate the ongoing projects. The result of this activity is the creation of a strategy to realise the required business benefits from existing and future projects.

Similarly at Australia National University, Bright Consulting was called to evaluate and manage a struggling initiative and provide a way forward, enabling the organisation to realise desired benefits. A key communication mechanism used by Bright consulting when engaging in such activities, is the provision of a clear and concise Benefit Realisation roadmap, on which the program planning will be based.

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Company Background

Zen Ex Machina was founded in 2011 in response to the needs of Australian businesses and government for elegant solutions to modern, complex digital problems. We are outcomes focused, working closely with our clients and their stakeholders to create a shared understanding of the value required of products and services in the government and private sectors in a way that is adaptable to the changing needs and priorities of the modern business environments. Our consultants have over 10 years experience working extensively across Federal Government agencies including Department of Health and Ageing, Department of Defence, Department for Human Services and Department of Employment, Education and Workplace Relations. We believe that the good inherent in 'the machine' of this digital age is most effectively and efficiently delivered through ensuring that the strategies we create, the solutions we develop, and the tactics we employ are: •In harmony with end-users' needs. •Useful, usable and fit-for-purpose. •Balanced across all channels of customer engagement, whether digital or traditional. •Value-driven. •Created collaboratively with our clients. A key element in our approach is the provision of sound project management capability to ensure timely, cost effective delivery of a quality and valued aligned outcomes.

Company Accreditation (Optional)

Our Zen Ex Machina Business Strategy and Project Management Consultants have Prince2 certification and Scrum master Certification (Agile Alliance). Our Technology consultants are certified Adobe Instructors and certified technical trainers.

Project Outcome Evaluation and Benefit Realisation Management

Zen Ex Machina Consultants have demonstrated experience in development and implementation of processes to identify opportunities for benefits, inform and assist the measurement and delivery of work practices to assist benefit measurement, track and harvest project benefits and evaluate outcomes. Case Study 1: DHS - Zen Ex Machina Consultants were engaged to determine the nature and where possible, the quantity of benefits that could be harvested by extending current implementation of reducing paper initiatives across other agencies. Utilising an Outcomes and Performance Framework, our consultants were able to build a case for extending the initiative and identify and quantify the benefits to be realised. Case Study 2: DHS Service Delivery Reforms - Consultants from Zen Ex Machina worked with DHS executives to develop the outcomes and performance measurement framework for the SDR in order to facilitate the realisation of benefits to achieve the government objectives. The Frameworks identified the criteria, tools and methodology to track progress of the service delivery reform agenda. The focus was specifically on outputs and their impacts on outcomes and how to measure success over the life-cycle of the transformation.

Case Study 3: DEEWR User Interface review - Consultants from Zen Ex Machina reviewed and evaluated the ESS system in accordance with new initiatives under a multi-million dollar budget measures program. Their review enabled DEEWR to understand the highest value benefits and outcomes that could be gained from investment in specific areas of ESS usability improvements.