Cogent Business Solutions Pty Ltd

CAPABILITY PROFILE

Project Management Services

COGENT BUSINESS SOLUTIONS - OUR COMPANY

OVERVIEW

This document is an introduction to Cogent Business Solutions Pty Ltd (Cogent) and specifically our **Project Management Services**. If you read no further, have a look at the last section which is a list of completed projects.

Cogent is a quality accredited management consultancy specialising in the provision of service delivery solutions to industry, not-for-profit and government organisations. Cogent's team is located in every major city in Australia and draws upon a base of over 480 specialist consultants to provide specialist expertise and a multi-disciplined approach to our integrated team model.

Founded in 1996, Cogent has an extensive listing of Commonwealth, State and Territory Department clients, as well as numerous private sector and not-for-profit clients, all of which would speak favourably about the quality of our services.

Value for money is important and to achieve this Cogent provides a tailored service approach for the management of our clients' projects. We can design a project which value adds to our client's existing resources: such as providing guidance and support only, or design comprehensive management across a project or program. We accomplish this by using highly experienced and qualified consultants who have the ability to work with existing client resources and to focus on the specific needs of our client's project.

Our People: Cogent is committed to professionalism through the use of consultants with outstanding track records in their fields of expertise. Our consultants are dedicated to technical and business excellence in providing innovative and cost effective solutions to meet business needs.

Our consultants have an established reputation for their high level of expertise, professionalism and reliability, particularly for delivering results on time. This reputation is based on four guiding principles that Cogent promotes in dealings with our clients:

- Understanding client's needs and understanding every aspect of each project

- Matching consultant's expertise and experience to address those needs

- Professionalism, based on development and use of best practices in each of our areas of expertise, and maintenance of consultant's knowledge and experience through continuing professional development

- Integrity in the way we perform our work, the relationship with our clients, and the services we deliver.

Our Services: The range of strategic and implementation advice and support provided by Cogent to our clients covers the full spectrum of management and support disciplines

necessary to deliver a holistic approach to solve business requirements completely. This includes:

- Business Process Support, Review and Re-engineering

- Change Management

- Risk Management

- Corporate strategy development and implementation

- Business Case Assessment

- Project and Program management

- Developing KPIs and related processes

- IT Architecture, including

  o System Scoping and Assessment

  o Business Requirements Analysis and Specification

  o Performance monitoring and management

- Solution Design

- Provision of procurement advice and implementation support such as:

  o Procurement scoping and definition

  o Specification development

  o Evaluation models

  o Acquisition documentation development

  o Conduct of tender evaluations, including financial and viability evaluations

  o Probity

  o Source selection reporting

  o Contract negotiation/development/implementation/review

- Integrated Contract Management, including:

  o Contract administration and maintenance

  o Stakeholder relations and contractor management

  o Performance monitoring and management

- Contract Management/Performance Auditing and system development.

ISO 9001 Accredited Processes: Cogent has in place a detailed and comprehensive project management and financial system as part of our Quality Management System that

is managed by our Quality Manager. As part of the Quality System, Cogent maintains a project based Intellectual Property (IP) database on our intranet. We also use a software tool called "JIRA". This project and issue management tool allows access to all appropriate documents for each person involved in the project; provides live status reporting and project analysis capabilities such that everyone can see progress on the project and allows each consultant to make comment on progress.

In all our contracts, Cogent identifies a Partner Responsible, who is responsible for the ongoing management of the contract, including:

- Managing the contractual relationship with key client personnel;

- Monitoring performance of our consultants and employees;

- Ensuring that contract objectives are met; and

- Invoicing and billing matters.

Structured Methodology: Within the context of our accredited process described above, there are a number of facets to Cogent's management of professional services projects, including:

- The traditional concerns relating to time, cost and quality associated with any project; and

- The project reports will not only be technical documents but must be able to withstand the scrutiny of departmental staff and external experts, and be comprehensible to them. The identification of key issues, the appropriate level of research, and clear report presentation with practical recommendations and implementation plans are important components of Cogent's approach.

One of the key features of the management of our projects is the open, honest and transparent management of the project. We facilitate regular meetings, appropriate informal communication and a welcome invitation to clients to 'drop by' and have a chat about progress at any time that suits. We have found that the sharing of information on a systematic and ongoing process helps our clients develop a sense of trust and confidence in our capability to deliver. In turn, this trust and confidence allows the development of mutually agreed responses to issues as they arise.

Our Project Management Services

We provide project and program expertise in the areas of:

- Project planning
- Program management
- Frameworks and templates
- Post-implementation reviews
- Strategic planning
- Business cases
- Mentoring
- Benefit analysis and measurement

Cogent has wide experience in the management of projects, both IT-related and other projects, across a wide range of disciplines. In today's competitive environment, the application of good project management principles can be the differentiator for success. We see this as an essential skill across all aspects of our work, in order to meet both our own and our clients' requirements for quality results within time and budget.

Our program and project managers have wide experience and certification in a range of project management methodologies including PMBOK and PRINCE2, and across all aspects of project management, including:

- Scope management – defining and planning the scope of a project, and monitoring performance to meet measurable and practical outcomes;
- Cost management – estimating, budgeting, monitoring and reporting on the financial health of projects;
- Time management – defining, estimating and sequencing activities, developing and monitoring schedules to meet project time frames;
- Human resource management – planning and managing a project team, using the optimum mix of skills, talents and personality traits for the project;
- Quality management – planning for quality from the outset, and implementing quality assurance processes across all project deliverables;
- Procurement – planning purchases and acquisitions, whether they be of materials, people or other resources, within project budget, and managing acquisition contracts to the benefit of the project;
- Risk management – identifying, analysing and monitoring risks throughout the life of the project, including implementation of mitigation strategies as required to ensure the success of the project;
- Communication management – identifying and forming relationships with stakeholders, planning communications that relate the story of the project in ways appropriate to stakeholders and distributing information in a timely manner.

Our consultants routinely use tools such as Microsoft Project to develop, maintain and track project schedules and milestones, defining work breakdown structures and adjusting resources to project needs. Our methodology includes reporting tools such as traffic light reports and maintenance of risk registers so that the progress of projects is constantly assessed, monitored and reported to project boards and sponsors. This maintains visibility and communication of project outcomes throughout the relevant parts of the organisation.

Our Experience

Case Study – Business Systems Improvement Programme

Cogent's Role: Cogent was engaged to provide project management and business architecture in the redevelopment and enhancement of systems for our client, aimed at modernising their business systems and improving accessibility for remote workers and staff engaged in international collaboration and research projects.

Business Challenge/What Client wanted: Our client faced an aging IT infrastructure that no longer met their needs and inhibited efficient business practices. Client staff wanted a modern set of business systems that integrated research, corporate, executive and governance information so that information and processes were not duplicated across different parts of the organisation. They also needed better collaboration tools that allowed them to access and share corporate information securely, while on location at research sites across Australia and internationally.

Project Outcomes: Cogent provided a Project Director who had considerable technical and management expertise, including on similar modernisation projects with organisations of comparable size and complexity. He steered the project through planning, development and implementation phases, breaking the project into several streams:

- Mobility and collaboration - to address the infrastructure needed across the organisation;
- Projects and CRM - to address the business requirements for research projects and client relationship management;
- Finance/corporate - to address integration with the finance and other corporate information system;
- Change management - to address the process modernisation and embedding of new systems;
- Implementation - to address the implementation challenges associated with each phase.

Our Project Director instituted agile development methodologies across technical and non-technical staff, formalised project planning, tracking and reporting processes, and negotiated with external contractors to deliver the various aspects of the project.

Cogent's Dependability & Quality of Work: Our client appreciated Cogent's ability to grasp the complexity of the project, and work with a range of external contractors to deliver the project. The establishment of project streams ensured early deliverables that provided benefits to staff across the organisation, thus demonstrating the benefits of the project.

Our Experience

Case Study: MyHospitals website procurement, development and project management

Cogent's Role: Cogent was contracted to assist the Australian Institute of Health and Welfare (AIHW) to deliver a new website of health statistics for public use, with an aggressive schedule. When Cogent was introduced to the project, we had less than four months to procure, develop and implement the initial website.

Business Challenge/What Client wanted: The AIHW has been publishing Australian health statistics for 25 years. With the increasing push for transparency in the performance of Australian hospitals and health services, the MyHospitals website was developed to provide national hospital data in an online format accessible by all Australians.

This was a transformational project for AIHW, forcing them to deliver up-to-date information with minimal lead times, and in an interactive website. They needed to re-think the presentation of the data into online and accessible formats, and streamline their business processes for collecting, validating and publishing the data.

In addition, AIHW needed to quickly develop the technical capability to develop, build and maintain the MyHospitals website under a significant level of public and political scrutiny.

Project Outcomes: The Cogent team was assembled under a Cogent Partner Responsible to understand AIHW's evolving requirements and provide ongoing support for the project. Our team included:

• A procurement specialist to lead the procurement of a systems developer to build the website;

• A technical architect to distil the initial requirements into a coherent request to industry for the website development;

• A financial analyst to assist with price schedules and price analysis of tender responses;

• A project manager to manage the initial release of the website, and to continue with ongoing monthly updates since December 2010.

Our team worked with AIHW to very quickly undertake the procurements needed to deliver the website. We broke the procurement into separate parts, so that the system development could be fast-tracked. We used our experience in previous projects to develop the statements of requirements needed for the different procurement components.

We also established that AIHW would need assistance with help desk services to support the website when it went live, so further procurement was undertaken to secure call centre services for the go-live period.

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Our Experience

Working with AIHW, the system developer, hosting provider and call centre, we fostered a collegial approach to system testing, so that all parties were able to adapt to changing timelines and deliver extra functionality into the final go-live of MyHospitals in December 2010.

Cogent's introduction of a project portal was instrumental in maintaining transparency and sharing project information between all parties throughout the development and extended testing period. This was so successful that AIHW has extended the use of such tools across more projects, and is reviewing its project management and change control processes as part of the learnings from this website development.

Project planning included working through all elements needed by our client agency to support the website after implementation, extending from acceptance testing processes, through planning media involvement on the go-live date, to internal processes our client needed to develop for ongoing management of the website into the future. Throughout this period Cogent worked to pass on procurement and project management skills to agency staff, to ensure longer-term support for the website and similar projects.

The website was extended and enhanced with additional geographic search tools, new and updated data that extends into indicators of safety and quality across some 700 Australian hospitals. This includes all Australian public hospitals and all major private hospital networks.

Cogent's Dependability & Quality of Work: Cogent's support has been recognised by AIHW, maintaining the use of our project management expertise on a continuous basis to ensure the ongoing availability of the website. There have been no significant outages of the website since its inception.

Our work was also recognised in July 2011, when Cogent was awarded the 2011 iAward in the e-Government Category for the ACT, in collaboration with the AIHW and Cordelta, for the MyHospitals website.

Our Experience

The following table contains a listing of example projects undertaken by Cogent showing some of the project management roles performed.

Functions Performed by Cogent > **Cogent Project and Program Management Services** v	Strategic planning advice	Strategic Risk Assessment	Governance Planning & Review	Project/Program Management	Change Management	Communications Planning	Training Strategies	Risk Management Strategies	Development & training of client staff	Project monitoring and review	PM framework/templates
ACT Health – Capital Region Cancer Services Review	✔		✔		✔					✔	
ACT Health – Financial Governance and Management Review	✔	✔	✔	✔	✔	✔		✔		✔	
Australian Competition and Consumer Commission – Fuelwatch	✔	✔		✔	✔			✔	✔	✔	✔
Australian Competition and Consumer Commission – Grocerychoice	✔	✔		✔	✔					✔	
Australian Crime Commission – ADAMA IT system implementation support and change management				✔	✔		✔		✔	✔	✔
Australian Institute of Health & Welfare – Business Transformation Program	✔	✔		✔				✔	✔	✔	
Australian Institute of Health & Welfare – MyHospitals website	✔	✔	✔	✔	✔			✔	✔	✔	✔
Australian Institute of Health & Welfare – Institute Validata System				✔					✔	✔	
Australian Institute of Health & Welfare – EDW Project – Project Management		✔		✔						✔	
Australian Road Research Bureau	✔	✔	✔	✔				✔	✔		
CrimTrac – Project management framework	✔			✔	✔	✔	✔				✔
Defence RAAF – Medical Training Assessments				✔					✔		
Defence - Chief Information Officer –Asset Surveys				✔							

Our Experience

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Defence Corporate Support and Infrastructure Group OHS &E Surveys and System audits of SA, NSW, VIC, WA, NT, ACT and QLD		✓		✓				✓			
Defence Integrated Distribution and Storage (Warehouse and Logistics)		✓		✓							
Defence - Puckapunyal Health Services Risk & OHS Review				✓							
Defence RAN - Replacement Patrol Boats Project -	✓	✓		✓	✓	✓		✓			
Defence Security Agency – Review of Defence Personnel Vetting and Security		✓	✓	✓	✓	✓	✓	✓		✓	
Defence – CIOG OHSMS Development	✓	✓		✓				✓	✓		
Defence – Hospitality & Catering Strategic Reforms	✓	✓	✓	✓	✓			✓			
Defence – ISG OHSMS Development		✓		✓				✓	✓		
Department of Foreign Affairs and Trade – Passport System Change Management Strategy	✓			✓	✓			✓			
Department of Foreign Affairs and Trade – Change Process Improvement	✓			✓	✓			✓	✓		
Department of Health & Ageing – OATSIH Risk Assessments			✓	✓			✓	✓		✓	
Department of Immigration and Multicultural Affairs – Detention Centre Operations Contingency and Crisis Planning	✓	✓		✓	✓	✓	✓	✓			
Department of Immigration and Border Protection – Trusted Trader Programme				✓	✓			✓	✓	✓	
Department of Immigration and Multicultural Affairs – Detention Centres. Development of Business Continuity and Disaster Recovery Plans	✓	✓						✓			

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Department of Immigration and Multicultural Affairs – Procurement of border/passport systems integrator		✓	✓	✓				✓		✓	✓
Department of Science & Industry - Procurement of IP Systems Integration Services & Software Developer	✓			✓				✓			
Department of Veterans Affairs – Transition to On-line Services	✓		✓	✓	✓	✓	✓		✓		
DEWHA – ICT Services Tender Evaluation		✓							✓		
DFaCS Program Management Business Improvement/CTC/ IT Systems	✓	✓		✓							✓
DFAT – Passport system Change Management Strategy											
DFAT – Change Process Improvement											
DOTARS – Security Reviews of Critical National Assets – Aviation / Maritime / Oil & Gas / Air Cargo	✓	✓		✓			✓		✓	✓	
DOTARS – Development of Audit Protocols and Compliance Framework		✓		✓						✓	
DOTARS – Risk Management Training for Industry		✓		✓				✓	✓	✓	
Food Standards Australia New Zealand – Harvest System Procurement	✓		✓	✓	✓			✓	✓	✓	✓
Insolvency and Trustee Service Australia – Re-solve Project				✓				✓	✓	✓	
Medicare – Project Management Support	✓	✓		✓					✓		✓
National Capital Authority – Works Approval e-Lodgement Scoping Study	✓			✓	✓			✓			✓

Our Experience

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NSW Police – EPM Upgrade				✔				✔			✔
Port of Townsville	✔	✔			✔			✔			
Royal Adelaide Hospital Market testing of food, cleaning, transport, ward support and specialist medical services/ IT Systems	✔		✔						✔	✔	
Transport Certification Australia				✔			✔		✔		
Western Mining Corporation – (now BHP Biliton) Development of corporate disaster recovery and business continuity standards, including review of Australian and overseas operations – 7 countries.	✔	✔		✔					✔	✔	✔
Workplace Ombudsman – Case Management System Risk & Probity advice	✔	✔						✔			✔

Our People

Paul Dyer - Director

B Health Administration, Cert Accountancy

Since joining the company in 2000, Paul has managed the company's health consulting business and is based in Canberra. Paul's deep expertise lies in service planning, business planning, change management and services procurement. He has high level experience in both policy development and operational planning. Paul has more than 30 years experience in the Australian healthcare industry, holding senior positions in the public and private sectors in addition to gaining extensive consulting experience across all healthcare sectors.

Ant Blumer - Director

BA(UNSW), Dip Proj Mgt, Dip Fr Lang, Dip Pers & Res Mgt, Cert Loss Control, MAIRM, MSIA, Ext Auditor RABQSA, Registered Security Consultant VIC

Ant has managed Cogent's integrated systems management unit since 1999. This business area is responsible for Safety, Risk, Security Management and a range of Business Improvement Services. Ant's expertise in risk management has been gained through extensive consulting practice, demanding overseas management positions and strategic roles in the private sector. Ant has created a proprietary suite of risk management tools which are currently being used across many public and private organisations in Australia. He integrates risk analysis with strong project management methodology to deliver detailed options with input from a diverse range of stakeholders.

Mandy Nearhos - Director

BSc (Computer Science), Grad Dip Sc (Computer Science), MACS

Mandy has worked with Cogent Business Solutions since 2005. Her experience in IT and business analysis across a range of federal government departments and private companies gives her a unique insight into the way different organisations harness technology to improve business outcomes. Mandy's strongest skill is identifying ambiguities and logical complexities in business requirements. She is then able to design a business solutions and technical implementation which best meets user needs within tight timeframes and budgets.

Helen Hill – Director

Adv Dip OHS Mgt, Dip Bus Mgt, Dip Proj Mgt, Cert IV Financial Services (Bookkeeping)

Helen Hill joined Cogent in 2005 as the Business Administrator. Since joining the company Helen has been instrumental in transforming both the operating and accounting systems for Cogent. Helen's attention to detail is second to none, she is self-motivated, and takes a pride in her work that becomes obvious to all who work with her. Helen is a qualified bookkeeper and is a Member of the Institute of Certified Bookkeepers.