

BBE

BE...INSPIRED CREATIVE INFORMED
MOTIVATED ADVENTUROUS UNIQUE
ASPIRED CONFIDENT ACTIVE HONEST
PERCEPTIVE RESPECTED ATTENTIVE
CHALLENGED VALUED IMPORTANT
BALANCED DIFFERENT EXPRESSIVE
PRODUCTIVE GENUINE ENERGETIC
EXCEPTIONAL EDUCATED VIRTUOUS
POSITIVE INQUISITIVE IMAGINATIVE
VIBRANT AMBITIOUS COMMITTED
SUCCESSFUL PASSIONATE SATISFIED
ENTHUSIASTIC SPIRITED INVENTIVE
ACCOMPLISHED **AN SMSer**

Through whatever means we use to attract potential SMS employees, we are effectively extending an invitation to achieve great things...for our clients, for SMS, for our co-workers and, most importantly, for you. As Australia's pre-eminent provider of professional services, SMS employs over 1200 business and technology professionals and as an organisation we have continued to grow and prosper since our inception.

An invitation to achieve...

The key to success is, and always has been, our ability to attract, hire and retain outstanding individuals from a multitude of industries and professions. As the CEO of this great Company, I can attest to the fact that SMS offers genuine career advancement for those who are prepared to stretch themselves and pursue their passions.

I joined SMS as a consultant, leaving behind a senior executive role with a much larger organisation. Many of my peers saw this as career suicide particularly as SMS was a small fledgling business at the time. However, I wanted more control of my future and the challenge to help a good business become a great one was irresistible.

I started as a member of a team and today I still see myself as a team player, the only difference is the size of the team. I spent a number of years as a project manager and was successful in developing new business opportunities by delivering beyond clients' expectations. My efforts were recognised and as the years passed I took on other challenges as the Company and I grew in confidence and stature. Some may say I was lucky – 'in the right place at the right time' – but as Dick Smith once said, 'the harder I worked, the luckier I became'.

SMS rewards its consultants for their hard work by offering a supportive and family friendly environment. We have always promoted the importance of a work/life balance and wherever possible we try to ensure all projects do not make unreasonable demands on our people to the

detriment of their personal lives. Ultimately, job satisfaction requires more than work/life balance, it requires purpose and meaning. SMS has an open and flat structure which gives consultants the maximum opportunity to achieve their full potential and thereby get fulfilment from their work.

SMS has much to offer if you are prepared to abide by our three basic values...maintain unity, add value and enhance reputation. These three values may appear simple but if you consider each one seriously, they are quite profound. We've had them for a long time and they are still the foundation on which we base this great Company.

At some point I will hand over the reins to another... who knows, it could be you. At SMS anything is possible.



Tom Stianos
Chief Executive Officer

“I have never met so many great people in such a short space of time. At SMS, there is always plenty of support available when taking on new challenges. Everybody is in the same boat and there always seems to be an expert available to help in almost any given situation.”

Glenn Millar Consultant





At SMS you have access to a wide variety of interesting and challenging work. You can change jobs without changing organisations and you will often be engaged on consulting projects across industries and skill sets. Each assignment is different and therefore requires a unique approach and a high level of adaptability to ensure success.

VARIETY

A black and white close-up portrait of a young woman with dark hair, smiling slightly. Her hands are clasped together near her chin. The background is dark and out of focus. A teal horizontal bar is positioned across the middle of the image, containing text.

BE ACTIVE

MICHELLE
LAC

SMS Consultants are business and technology 'generalists' who are able to adapt to multiple business environments. This adaptability and versatility allows them to experience a wide range of projects across many industry sectors and this variety ensures the highest levels of job satisfaction. In any one year at SMS you may be assigned to projects in three or more industry sectors and be required to undertake different roles on each assignment.

SMS Consultants are also versatile, multi-skilled professionals and comprise project managers, business analysts, change managers, strategic planners, architects, developers and more.

Technology focused consultants can be deployed as application developers, solution architects, team leaders, testing managers and systems analysts.

The consulting pool (known as the 'bench') is accessible to all Account Directors who are responsible for assigning you to projects that are available.

In most instances you will work on the client site as part of an SMS team, and often each team changes from project to project. Invariably you will work with a different, although equally talented, and committed team of SMSers on each engagement you undertake. The team configuration and size also leads to increased variety.

SMS teams vary from two working closely together for three months to 200 engaged on a project. During the term of any assignment you may be required to change roles midstream and this variety certainly keeps you involved and interested.

At SMS, no two assignments are the same and, similarly, no two clients are the same. Each assignment requires a different approach and you will need to adapt quickly to the different situation that each project presents.

On the client site, your working environment may offer the latest in office design with leading edge technology or it could be a well worn desk in a corridor with a clunky desktop computer. It could be in the CBD or located in the suburbs.

It is important to remain open to different working environments, but confident that SMS is always there to support you. Each assignment is so diverse and there are always opportunities to grow and challenge yourself while continuing to develop new skills. At SMS you should remain energised and optimistic, with the confidence that each day will be interesting and that you will never be bored.

From time to time opportunities arise for SMSers to work interstate, overseas or, in the case of the resources sector, in remote locations. Such opportunities are advertised on the Company Intranet and are open to those who would like a change of scene and to experience an even greater level of variety.





“At SMS there are great opportunities to develop new ways to improve business for a wide range of clients, and there is always a fantastic bunch of committed SMSers to help you do it.”

John Gerrard **Consultant**



*2

SMS employs interesting and driven professionals who have shared values and align to a common work ethic. Many SMSers share professional interests and social hobbies, participating in activities ranging from focus groups through to corporate sporting activities. As an SMSer, you will be surrounded by experienced and highly regarded professionals.

GREAT PEOPLE

A black and white close-up portrait of a man with a slight smile, resting his chin on his hand. The image is mostly grayscale, with a yellow horizontal bar on the left side containing text.

BE MOTIVATED

GREG
HALIDAY

Q: What is one word that best describes SMS?

A: Enthusiastic

Q: What is your SMS career highlight?

A: A favourite assignment was developing a business unit technology strategy which is referenced by the client as the model for business technology planning and which opened up a range of opportunities for SMS with this client.

Q: Describe life as an SMSer.

A: Being an SMSer is challenging but fun. Clients have high expectations of us and very often assignments involve learning about a new business or technology while applying new skills. There is always someone willing to give you a hand if you need it and there's a great sense of camaraderie. People are proud to work for SMS.

Q: If you could have dinner with anyone dead or alive, who would it be? Why?

A: I'd love to have dinner with Leonardo Da Vinci. He was such an amazingly creative person in so many different fields. His paintings and sculptures were incredibly detailed and his inventions were centuries ahead of their time. I reckon he'd have opinions on a multitude of topics and it would be great to understand a little more about such a high achiever.

Q: What is your greatest passion outside of work?

A: Sailing. I race a 14ft Skate sailing dinghy, competing in club, state and national championships, and I love the feeling of speed especially with the spinnaker up when we're just on the edge of being in control. I also love the mental challenge of constantly tuning the boat to find that extra little bit of pace. The sailing crew are the best bunch of mates you could hope to have.

Q: What personal traits do you bring to SMS?

A: I like being given the opportunity to try new skills and enjoy being able to provide the same opportunity to other SMSers on my assignments. I believe in the application of proven processes as a quality assurance mechanism and the methodologies for our core service offerings and library of past deliverables provide a valuable reference when on assignment.

Q: What is one word that best describes your character?

A: Motivated

Ask anyone from SMS what is the most positive and memorable aspect of working with the Company and the answer is always the same... 'the people'. From the moment you join SMS there is a feeling of camaraderie and connection that is unparalleled in other organisations. You will be surrounded by experienced and highly regarded professionals who are experts in their field and this spirit of excellence permeates the organisation.

Since 1986, SMS has been focused on recruiting outstanding individuals and this has always remained at the core of our success both as a profitable company and a great place to work. We have never wavered from our commitment to employing people of talent and integrity who, in turn, appreciate an employer who respects the importance of an exciting and challenging career.

By utilising our own consultants as the prime source of assessing potential employees, we continue to successfully identify those who meet our high standards from both a business and personal perspective. We not only focus on relevant qualifications and experience, but through our four-interview process we rarely make an error of judgement when committing to an offer of employment to someone who we know will 'fit'.

Our interview process works both ways. Through this relatively rigorous assessment process, potential employees are able to meet some of the people who will ultimately become their work associates. Our open and candid approach to interviews is both refreshing and welcome.

We present an honest view of what it is like to work at SMS, so that there are no surprises when you walk through our door.

At the completion of the six month probationary period, the Regional Director personally meets with all new recruits to get their feedback on their SMS experience so far. Regardless of whether project work has met with their expectations, in most instances our recruits invariably comment on the great friendships they have forged and the fun they are having working with SMSers.

We genuinely enjoy each other's company and regular events are a part of our social calendar that allow everyone to keep in touch with colleagues outside of their immediate project team. You will be assigned a network group who meet informally once a month, you will be invited to attend monthly branch meetings, there will be several special interest groups you may choose to join and each office arranges sporting and social events to keep you in touch and connected.

From the moment you join SMS, you will share the same status as someone who has spent ten or more years with the Company and you will be valued and respected.

At SMS we understand that great people make a great company.





“Working for SMS is the closest I have found to having your own business – you can take as much initiative as you wish to further the Company’s and your own success. And you have the support of your talented colleagues to assist you on your way.”

Michael Bennett **Consultant**



EXCELLENCE

*3

SMS is an established and well regarded brand, trusted for delivering great results and consistently exceeding our clients' expectations. Since 1986, SMS has established and maintained high standards of delivery and it is what we pride ourselves on. These standards of excellence are reflected in the professionals that we hire.

EXCELLENCE



BE GENUINE

JAMES
MADDERN

Q: What is one word that best describes SMS?

A: Professional

Q: What is your SMS career highlight?

A: Leading a team of solution architects to deliver the systems integration architecture for a business and technology transformation. This was a massive project with often competing demands and goals and an ever present deadline hanging over everyone involved. Working with a great team in such a challenging environment made the journey all the more enjoyable.

Q: Describe life as an SMSer?

A: SMS is full of opportunities, the more you take the more you learn. Each role is unique, challenging and rewarding, and offers the freedom and responsibility to do your best. Throughout it all the SMS community is constant and is always there to help, whether it is to meet the challenges or to celebrate the successes.

Q: If you could have dinner with anyone dead or alive, who would it be? Why?

A: Steve Waugh. I admire the way he led an individually talented group of players, turning them into a powerful and unified team. He was not necessarily the most talented player but by giving everyone responsibility for the team's success he empowered each individual, motivating and challenging them to perform at their best.

Q: What is your greatest passion outside of work?

A: Other than my family, I enjoy anything creative. Be it music, photography or building a deck for the backyard, seeing your vision realised, with a tangible result is tremendously satisfying. Not everything works out just how you imagined but sometimes the surprises are even better than the vision.

Q: What personal traits do you bring to SMS?

A: I bring a level head and considered approach to all my engagements. I like to promote an open and supportive environment, one where everyone feels comfortable to contribute and ask questions. Allowing people to feel comfortable in their work not only allows them to perform at their best but also makes for a more enjoyable environment for all.

Q: What is one word that best describes your character?

A: Genuine

Excellence underpins everything we do at SMS. Our clients have the highest expectations of our delivery capability based on their previous experience and we never waver from our commitment to being the best. Clients engage SMS as trusted advisers who they know will always offer intelligent and pragmatic counsel whenever required. There are no compromises for excellence and no excuses for a 'reasonable' outcome.

We pride ourselves on every aspect of our service delivery and over the years we have established a formidable brand and an outstanding reputation in the Australian business community. From the way our receptionists respond to every phone call through to the quality of a written report or professional presentation, there is no margin for mediocrity at SMS.

As a company of mature business and technology professionals, our clients have a higher than average expectation of what SMS can offer in the way of service delivery. Our level of maturity and depth of experience sets us apart from companies that may be seen as competitors. Accordingly, we expect every employee to maintain a commitment to excellence that is second to none.

- :: We always have the best interests of the client as our first priority
- :: We are always available for consultation
- :: We are always prepared to state the facts
- :: We are always prepared to go the extra mile
- :: We always have a positive and professional manner
- :: We always look our best by dressing professionally
- :: We strive to exceed our clients' expectations each and every time

To support our commitment to excellence, SMS has invested in infrastructure through our knowledge management portal, Magellan, our ongoing professional development program and our subscription to numerous professional associations.

As an integral part of the team, you have full access to our wealth of knowledge both from the Intranet and through direct contact with every employee in the Company.

There is no doubt that SMS is a company of high achievers. We play to win and have met with considerable success both on the client site and in friendly corporate sporting competitions. However this level of excellence does not promote arrogance as we are first and foremost a team of equals who share the same ideals by following the Company's three rules: maintain unity, add value and enhance reputation.

These rules continue to define who and what we are and how we do business. At SMS there is no compromise and no excuse for a reasonable outcome. Excellence is what we deliver and our mission is always to exceed the expectations of our clients, without exception.



“What I love about SMS is that it provides an opportunity to work with highly skilled professionals who are always happy to jump in and help wherever it is needed. Being a consultant can be challenging, but the support network provided by my colleagues means that I never have to do it alone”.

Michael Wright **Consultant**



SHARING CULTURE

*4

At SMS we pride ourselves on a collegial, information sharing and knowledge building philosophy. All SMSers are treated as equals and given the same opportunity to achieve, and our flat business structure supports this approach. Our sharing culture is also bolstered by support systems and practical resources to assist when on an engagement.

SHARING CULTURE

A black and white close-up portrait of a woman with short dark hair, smiling warmly. The image is partially overlaid by a teal bar on the left and a vertical dotted line.

BE TRUE

SANDRA
LYNCH

Q: What is one word that best describes SMS?

A: Open

Q: What is your SMS career highlight?

A: Last year I travelled to Canada, South America and Dubai for a client to cover components of their industry of which I had no working knowledge which meant that as well as learning new terminology, I also had to try to remove my Australian 'twang' and 'slang' so that I could communicate with various business representatives. This meant defining what 'first cab off the rank' meant and conducting a workshop in 'spanenglish'.

Q: Describe life as an SMSer?

A: I feel it's about making the most of any opportunity that is presented to you. You have to have the confidence to 'have a go' and you can do this because you know you have a support network available through other consultants who have probably all asked that same 'dumb' question at some time and are prepared to assist and guide you through new industries, processes or methodology.

Q: If you could have dinner with anyone dead or alive, who would it be? Why?

A: Galileo, because he really did think outside the square to come up with notion that the world was round instead of flat. I'd like to ask him how he came to such a conclusion, and whether if given his time again, he would still make his proclamation.

Q: What is your greatest passion outside of work?

A: Anything that involves escapism without having the use of a computer, such as reading, artwork, and many varied forms of entertainment with friends.

Q: What personal traits do you introduce to SMS?

A: My motivation and determination to 'make the client shine' and add value to their business. I think sometimes we consultants can be more focussed on making ourselves or SMS shine, rather than the client. If you've made the client's business shine and added value, then by default you are making SMS and yourself shine. Sometimes the priorities can be around the wrong way.

Q: What is one word that best describes your character?

A: True

At SMS everyone has a voice. Such is the strength of the Company culture that all employees regardless of their particular position are welcome to voice an opinion in a positive way. SMS continually strives to be a better place to work and our business model as it exists today has evolved over the years through the innovative ideas of our employees.

SMS has always been a company where consultants, administration support and IT staff generously share their knowledge across the depth and breadth of the organisation. By continually employing intelligent and dynamic individuals our culture strengthens with each new appointee.

Our egalitarian and collegial culture allows the free flow and sharing of information. There are many media which allow all employees insight and knowledge of how we are performing. The monthly branch meeting allows everyone to be given an honest appraisal of the Company, how we are performing, our achievements and new initiatives taking place. Much of this information is confidential, but with the implicit faith and trust we have in our employees we know everyone will use this information with discretion.

SMSers value being trusted and this trust further strengthens their respect and allegiance to the Company and its clients.

The web portal, Magellan, is the Company's Intranet and is a valuable source of information covering every aspect of the Company's operation and knowledge management. It allows every employee to communicate with each other on business matters and general matters of interest including books to read and restaurants to visit.

There are several other means of sharing our culture. Network groups have been established where everyone is assigned to a group that meets once a month over breakfast or lunch to keep in touch and share experiences. Various social events are planned throughout the year with no particular agenda except to bring people together to share a drink and a chat.

Consultants form special interest and focus groups on any number of business related topics and meet regularly to increase their knowledge and, in turn, their marketability. More experienced consultants are often sought out as mentors to give less experienced SMSers the benefit of their knowledge and expertise in a particular discipline.

Our seemingly 'flat' structure allows for the free flow of information across the Company that is not possible with more rigidly structured businesses. SMSers work together to support each other and any call for assistance will often result in an avalanche of offers to assist with practical advice backed up by a wealth of knowledge.

SMS is a sharing, collaborative and caring organisation and the culture is the glue that holds it together.





“SMS has given me room to grow professionally through high quality, challenging projects, formal training and constant learning from highly knowledgeable colleagues. I found the SMS culture and structure to be a breath of fresh air. They encourage you to be yourself and to take responsibility for your own success.”

Stephen Hall **Consultant**



OPPORTUNITIES

*5

SMS has the capacity to be more innovative and flexible than other professional services firms. We offer great development opportunities, with most of our senior management roles being taken up by existing SMSers. We also provide our staff with access to an extensive professional development program, special interest networks, focus groups and learning opportunities.

OPPORTUNITIES

A black and white close-up portrait of a man with glasses, looking thoughtfully to the side. His hand is resting on his chin. The image is split horizontally by a dotted line. On the left side, there are two vertical text boxes: a teal one with the text 'BE COMMITTED' and a white one with the text 'MARK BILBROUGH'.

BE COMMITTED

MARK
BILBROUGH

Q: What is one word that best describes SMS?

A: Diverse

Q: What is your SMS career highlight?

A: The first was a project/delivery manager for a command support system for the Royal Australian Navy. The role involved the development and acquisition of custom software, hardware and system integration. More recently, I developed a technical analysis of the use of electronic signatures for prescribing and dispensing pharmaceuticals. My analysis was used to support a change to government legislation.

Q: Describe life as an SMSer?

A: Diverse – there is always something to do from an engagement, business development, professional development or social perspective. I think that is why I enjoy the SMS life so much, you are never short of something interesting to do.

Q: If you could have dinner with anyone dead or alive, who would it be? Why?

A: Isambard Kingdom Brunel, one of the greatest engineers of the Industrial Age. He was responsible for some of the most amazing engineering feats of his time. He built tunnels, railways, bridges and ships. He was a great innovator, not always successful, but willing to try something new to solve 'age-old' problems.

Q: What is your greatest passion outside of work?

A: Hand crafting beers (and drinking it is not too bad either). I like making beer as it is a blend of the science (temperature, weights, techniques and methodology) as well as the art of creating something a bit different from new and interesting ingredients.

Q: What personal traits do you bring to SMS?

A: I bring loyalty, resilience and strength to SMS. I am extremely loyal to my employer through both tough times and good. Resilience enables me to deal with the tough times, support my peers when they are having challenges and to be able to take on more to ensure the success of the Company. Strength is both strength of character and integrity, trying to do the right thing and to be 'the person your dog thinks you are'.

Q: What is one word that best describes your character?

A: Committed

SMS is the undisputed leader in what we refer to as the 'sweet spot' – our particular market position. Our size and continuing growth ensures there are always ongoing opportunities for career oriented professionals. We are large enough to compete with the big multinational professional service firms for major projects but small and agile enough to remain flexible and responsive to changing trends.

SMS can assemble a team virtually overnight by accessing resources across its various business units. For this reason consultants are presented with outstanding opportunities to gain experience in areas they have never worked in before. Our consultants' depth of experience, flexibility and professionalism ensure that our clients' expectations are continually exceeded. This also allows our consultants to work on varied and interesting projects and offers outstanding opportunities for growth and development.

A growing and dynamic organisation like SMS is able to offer a wider range of opportunities to its employees than a small or static organisation.

Some of the opportunities that SMS offers include:

- :: SMSers are able to work across many different industries and cultures
- :: Special interest and focus groups foster further career development
- :: Numerous professional development courses are available to all
- :: Innovative ideas and suggestions are always welcomed
- :: Mentoring by more experienced consultants is an SMS tradition
- :: SMSers are encouraged to develop their own business network
- :: Account Management roles are almost always sourced from within
- :: An active alumni ensures your career is supported after SMS

Our policy has always been to encourage consultants to be proactive in sourcing work that appeals to their area of interest or skill set. Although our Regional Directors and Account Directors are accountable for improving the bottom line, this does not in any way prevent consultants from capitalising on their respective business networks.

The entrepreneurial spirit is strong across the whole Company and many SMSers liken this to 'running one's own business without the need to mortgage the family home'!

Our ongoing acquisition program also creates further opportunities and opens up new avenues of business in uncharted territories. This often paves the way for consultants to broaden not only their industry knowledge but to learn new skills as the acquired companies integrate their employees into the SMS group.

As new offices are established, as other industries become a part of our portfolio, as more companies are acquired, the range of different opportunities evolves. This means that remaining with the Company as it continues to grow and prosper is an excellent career aspiration and an outstanding opportunity for all consultants.





“Being an SMSer is like being part of a large family: you know where home is and that you are always welcome, but you may not always visit home. So with regular intervals you may go to network lunches, meet with your mentor over a coffee, take part in a sporting activity, but spend most of your time working your heart out ensuring that your client is happy with you – and ultimately the family you represent.”

Sophie Mellem **Consultant**

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SMS

Management & Technology

your vision. Delivered.