

Independent PMO advisory, on the client's side.

Rydel Group is an independent PMO advisory and programme governance firm based in Brisbane, Australia. We work for organisations running ERP, HRIS and workforce technology programmes. We sit on the client's side of the table, with no stake in the platform being implemented and no commissions from the vendor or the integrator. Our work is senior-led and outcome-focused. We establish and run programme offices, design and hold governance, assess programme health independently, and provide embedded client-side delivery leadership when the client lacks that capability in-house. We serve clients globally, with a specialisation in the Asia-Pacific and Japan region.

This statement is written for procurement, assurance and programme leadership teams assessing Rydel Group for a shortlist. It states what we do, how we engage, who delivers the work, and what we disclose. It is not a proposal.

At a glance

WHERE WE WORK

Brisbane, Australia. Serving clients globally with an Asia-Pacific and Japan specialisation.

LED BY

Ryan Mills, Founder and Principal Consultant. PMP®, PMI-PMOCP™, PMI-CPMAI™. Delivered by senior practitioners.

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What we do.

Five service lines. One position.

STRATEGIC PMO AND PMO MANAGED SERVICES

We establish and operate programme management offices for complex transformations. The measure of a programme office is not what it produces but where decisions get made. We build governance on one spine, with decisions placed at the lowest tier that has the authority and the information to make them, and a clock on escalation.

GOVERNANCE AND ADVISORY

Pre-implementation governance assessment, framework design, decision rights, steering committee design, and vendor and system integrator evaluation. The point of intervention is before contract signature, where freedom to change is highest and knowledge is lowest.

PROJECT HEALTH CHECK

An independent point-in-time diagnostic for programmes already underway. Five lenses (Governance, Delivery, Risk and Issues, Stakeholder, Benefits), 120 diagnostic questions across 20 domains, scored by the practitioner rather than self-assessed. Fixed price \$12,000 ex GST, four to six weeks. Delivered as a direct report to the sponsor, not a filtered view.

CONTINUOUS PROGRAMME ASSURANCE

Independent assurance over the implementation partner on a standing weekly cadence, delivered by one senior practitioner as a second reporting line to the sponsor. Three tiers per programme, invoiced quarterly, on cycles of six to thirty-six months. Focused \$6,700 a month, Programme \$9,200 a month, Enterprise from \$12,500 a month.

CLIENT-SIDE DELIVERY LEADERSHIP

Embedded senior delivery leadership as the client's owner's representative inside a vendor-led implementation. Sits in the steering room. Holds the integrator to the contract. Fills the gap when the client has no experienced programme leadership of its own.

Pricing current at September 2026, ex GST.

When we are engaged, and how.

When organisations engage us

01

Before the contract is signed.

Readiness assessment, governance design, decision rights, and vendor and system integrator evaluation. The platform, the scope and the governance architecture are all committed when knowledge is lowest, and this is where those commitments are made well.

02

When a programme in flight has slipped and the reports are still green.

An independent read of programme health, scored against evidence and delivered direct to the sponsor. The question is not whether the programme is late. It is whether the reporting line can tell you why.

03

Through delivery, when the client needs its own senior leadership in the room.

Embedded client-side delivery leadership, or a programme office that governs rather than reports. The vendor and the integrator have run this programme many times. The client usually has not.

04

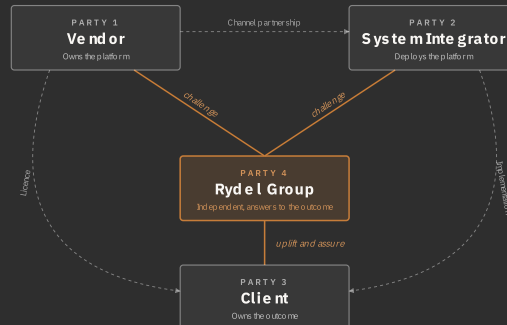
At the go-live decision and after it, when the benefits are not landing.

Independent assurance on a standing cadence through go-live, and a structure that survives programme closure so the business case is realised rather than archived.

The fourth party at the table

Every major implementation puts the same three parties in the room. The vendor owns the platform, the system integrator deploys it, and the client owns the outcome and carries the risk. Rydel Group is the fourth party. We hold none of the three commercial relationships, and that is what makes scrutiny possible in every direction. Toward the vendor and the integrator, we challenge. Toward the client, we uplift and assure. The client owns the outcome. We answer to it.

Most client-side offerings in the Australian HRIS market are sold by firms that also implement the platform. That is the conflict the fourth seat exists to remove.



Rydel holds none of the three commercial relationships. That is what makes scrutiny possible in every direction.

Four phases, scaled to the organisation

01

Discover

Current state, structure, risks and stakeholder dynamics.

02

Define

Operating model, decision rights, cadences and escalation.

03

Evaluate

Design validated with the steering committee. Readiness to execute confirmed.

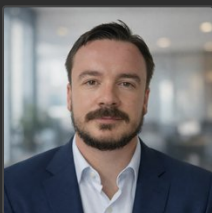
04

Prepare

Operationalised and handed over with capability transfer. The client owns the governance when we leave.

Who delivers the work.

Every Rydel Group engagement is led by the Principal and delivered by senior practitioners. We do not run a graduate bench. The people who work on a programme have run programmes of that kind before, on the client side or the integrator side, and are engaged to the shape of the work rather than kept on a roster to be utilised. The Principal scopes the engagement, stays in the steering room, and remains accountable for the outcome from the first conversation to close-out.



Ryan Mills, Founder and Principal Consultant

PMP® · PMI-PMOCP™ · PMI-CPMAI™

Ryan is a senior ERP and HRIS programme practitioner. He has delivered more than twenty major engagements directly and supported more than fifty further programmes as a programme lead, across six countries. His platform experience spans Dayforce, SAP SuccessFactors, Workday, Workforce Software, UKG (Kronos) and Humanforce. Before founding Rydel Group he built and led a consulting service line at a specialist HRIS integrator over seven years. His delivery record spans mining and resources, government, utilities, health, retail and professional services across the Asia-Pacific and Japan region. He has sat in the steering room on programmes from around 200 to more than 100,000 staff, on the client side and the integrator side. That is the experience the fourth seat requires.

SENIOR PRACTITIONERS

Around the Principal sits a small group of senior programme, PMO and platform practitioners with the same shape of record, drawn in by engagement. Each brings a delivery history on enterprise HRIS and ERP platforms and experience inside vendor-led implementations. Their profiles are provided at proposal stage, matched to the programme.

Engagements, by shape, scale and outcome.

The three anonymised engagements below were delivered and overseen by the Principal and are published in full on rydelgroup.com. The fourth was delivered by Rydel Group and is published with the client named.

Multi-SOW HCM programme, Australian state government

An 18-month SAP SuccessFactors HCM implementation across more than 100,000 staff, funded across multiple statements of work. Three coordination disciplines held for the full horizon: a single integrated programme view separate from any SOW, boundary-conscious decision-making, and stable governance forums across SOW boundaries. The programme delivered against its 18-month horizon and each SOW closed against both its own deliverables and the integrated outcome.

Rapid SAP HRIS deployment, Australian mining services

A single HRIS platform across 15,000 operational staff in nine months, under shift-work, safety and remote-site constraints. Governance and advisory role. Decisions held in a fortnightly steering committee rather than the corridor, evidence sharpened rather than relaxed, and phased site go-lives shaped by shift patterns. Landed inside the nine-month window with the risk and controls framework intact and adopted as the organisation's default for subsequent programmes.

Programme closure as the governance outcome, Victorian not-for-profit health and community services

Independent governance and advisory across a three-year Dayforce and RPA programme. Three tests were run before a recommendation went to the steering committee. Could the product fit gap be configured around. What would the operating model look like at go-live. What was the cost of going live against closing. The Dayforce stream was closed before the costliest phase of the build. The RPA stream went live and delivered its benefits. The board signed off the closure as a governance outcome.

Productising an advisory methodology, Tucker & Lewis Advisory

The same capability-area and evidence structure we use on programme assurance, applied to an advisory firm's own methodology. Rydel Group turned the firm's Market Readiness Assessment into a scored, client-facing diagnostic on tla.services, with eight capability areas, thirty-three weighted questions, maturity bands and an automated branded report. First conversation to published in under a week. The methodology stayed the client's at every point.

"Ryan Mills of Rydel Group took what was in our heads and made it real, faster than I thought possible."

Tucker & Lewis Advisory, published on LinkedIn, July 2026.

Disclosures.

DISCLOSURES

Rydel Group is a FOCUS™ Partner. FOCUS is an intelligent enterprise PPM platform delivering perfect projects every time.

Partnering with Focus gives our clients the option of an enhanced governance experience for their implementations, across every sector, industry and level of complexity. One working record for the plan, risks, decisions and dependencies, with steering reporting generated from it rather than assembled by hand. It is an optional add-on, never a condition of engagement. The relationship is disclosed in any proposal that includes it, and the client is free to licence directly from Focus instead of through us. FOCUS is never the system being implemented or the party being held to account.

We hold no other reseller or referral arrangement. We have no affiliation with any ERP, HRIS or payroll vendor or with any system integrator, and no stake in which platform a client selects. We declare any actual or potential conflict of interest at proposal stage, and we decline engagements where independence cannot be held. Client data stays in the client's tenant. We work inside the client's systems and do not bulk-copy programme records, personnel data or documents into Rydel Group systems.

SECTORS

Mining and resources, government at federal, state and agency level, utilities, health and community services, retail and consumer goods, and professional services. The governance principles are the same in each. The application is always contextual.

REFEREES

Referees are available on request for shortlisting and due diligence. Client contacts are not published.

CONTACT

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