

**GENERAL SERVICES  
ADMINISTRATION  
FEDERAL SUPPLY SERVICE  
AUTHORIZED FEDERAL SUPPLY  
SCHEDULE PRICELIST**

**PROFESSIONAL SERVICES  
SCHEDULE**

Industrial Group: 00CORP

520-11	520-11RC	Accounting
520-12	520-12RC	Budgeting
520-13	520-13RC	Complementary Financial Management Services
520-21	520-21RC	Program Management Services
520-9	520-9RC	Recovery Audits
874-1	874-1RC	Integrated Consulting Services
874-4	874-4RC	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration
874-6	874-6RC	Acquisition Management Support
874-9	874-9RC	Off-the-Shelf Training Devices and Training Materials: Print, Electronic, Audio-Visual, Multi-Media, and Simulation Training Devices



High performance. Delivered.

*In accordance with 13 C.F.R. 121.404, the Contractor is ineligible to participate in any RFQ that is set aside for small business where the subject contract's awarded size status for the preponderance NAICS designated in the RFQ is "other than small".*

## Accenture Federal Services LLC

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**Business Size:** Large  
**Contract Number:** GS-00F-006DA  
**Contract Period:** October 1, 2015 through September 30, 2020

Pricelist Current through Refresh #24 dated February 8, 2016 &  
Modification PS-0005 dated April 11, 2016  
Pricelist Effective October 1, 2015 and as revised April 11, 2016



*On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address for GSA Advantage!® is:  
<https://www.GSAAdvantage.gov>.*

**For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at: <http://www.gsa.gov/portal/category/100623>**

## CUSTOMER INFORMATION

**1a. Table of Awarded Special Item Numbers with appropriate cross-reference to page numbers:**

SIN	Recovery	SIN Description
520-11	520-11RC	Accounting (page 26)
520-12	520-12RC	Budgeting (page 26)
520-13	520-13RC	Complementary Financial Management Services (page 26)
520-21	520-21RC	Program Management Services (page 26)
520-9	520-9RC	Recovery Audits (page 26)
874-1	874-1RC	Integrated Consulting Services (page 5)
874-4	874-4RC	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration (page 8)
874-6	874-6RC	Acquisition Management Support (page 5)
874-9	874-9RC	Off-the-Shelf Training Devices and Training Materials: Print, Electronic, Audio-Visual, Multi-Media, and Simulation Training Devices (page 8)

**1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. Not applicable**

**1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item. - See Accenture Labor Category Descriptions in the sections below.**

**2. Maximum Order:** \$1,000,000.00

**3. Minimum Order:** \$100.00

**4. Geographic Coverage (delivery Area):** Domestic and Overseas

**5. Point(s) of production (city, county, and state or foreign country):** Same as company address

**6. Discount from list prices or statement of net price:** Government net prices (discounts already deducted).

**7. Quantity discounts:** None Offered

**8. Prompt payment terms:** Net 30 days

**9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes

- 9b. **Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Accepted for order amounts above the micro-purchase threshold
- 10. **Foreign items (list items by country of origin):** None
- 11a. **Time of Delivery (Contractor insert number of days):** Specified on the Task Order
- 11b. **Expedited Delivery. The Contractor will insert the sentence “Items available for expedited delivery are noted in this price list.” under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery:** Contact Contractor
- 11c. **Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery:** Contact Contractor
- 11d. **Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery:** Contact Contractor
- 12. **F.O.B Points(s):** Destination
- 13a. **Ordering Address(es):** Same as Contractor
- 13b. **Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).**
- 14. **Payment address(es):** Same as company address
- 15. **Warranty provision:** Contractor’s standard commercial warranty.
- 16. **Export Packing Charges (if applicable):** N/A
- 17. **Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** Contact Contractor
- 18. **Terms and conditions of rental, maintenance, and repair (if applicable):** N/A
- 19. **Terms and conditions of installation (if applicable):** N/A
- 20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** N/A
- 20a. **Terms and conditions for any other services (if applicable):** N/A
- 21. **List of service and distribution points (if applicable):** N/A
- 22. **List of participating dealers (if applicable):** N/A
- 23. **Preventive maintenance (if applicable):** N/A

- 24a. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants:** N/A
- 24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contactor’s website or other location.) The EIT standards can be found at:**  
www.Section508.gov/.
- 25. Data Universal Numbering System (DUNS) number:** 139727148
- 26. Notification regarding registration in Central Contractor Registration (CCR) database:**  
Registered
- 27. Final Pricing:**  
The rates shown on the following pages of this Schedule Price List include the Industrial Funding Fee (IFF) of 0.75%.

*Please be advised that the following individual Schedule contracts have been migrated to this Professional Services Schedule. As a result, no additional stand-alone Task Orders can be awarded or Blanket Purchase Orders established under these contracts:*

Single Schedule Name	Former Contract Number
MOBIS – Federal Supply Schedule Number 874	GS-10F-0608N
FABS – Federal Supply Schedule Number 520	GS-23F-0077Y

## Special Item 874-1 Integrated Consulting Services and 874-6 Acquisition Management Support

Labor Categories and Rates –  
For services at Customer Facility ("Government site")

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Business Functions Analyst 1	Customer	\$73.21	\$75.19	\$77.22	\$79.30	\$81.44
Business Functions Analyst 2	Customer	\$97.91	\$100.55	\$103.27	\$106.06	\$108.92
Business Functions Analyst 3	Customer	\$105.64	\$108.49	\$111.42	\$114.43	\$117.52
Business Functions Analyst 4	Customer	\$117.57	\$120.75	\$124.01	\$127.36	\$130.80
Business Functions Consultant 1	Customer	\$117.06	\$120.23	\$123.47	\$126.81	\$130.23
Business Functions Consultant 2	Customer	\$134.67	\$138.30	\$142.04	\$145.87	\$149.81
Business Functions Consultant 3	Customer	\$154.01	\$158.17	\$162.44	\$166.82	\$171.33
Business Functions Consultant 4	Customer	\$195.24	\$200.51	\$205.93	\$211.49	\$217.20
Business Functions Manager 1	Customer	\$168.45	\$173.00	\$177.67	\$182.47	\$187.39
Business Functions Manager 2	Customer	\$191.92	\$197.10	\$202.42	\$207.89	\$213.50
Business Functions Manager 3	Customer	\$212.93	\$218.68	\$224.58	\$230.65	\$236.87
Business Functions Manager 4	Customer	\$239.58	\$246.05	\$252.69	\$259.51	\$266.52
Business Functions Senior Manager 1	Customer	\$252.46	\$259.28	\$266.28	\$273.47	\$280.85
Business Functions Senior Manager 2	Customer	\$285.42	\$293.13	\$301.04	\$309.17	\$317.52
Business Functions Senior Manager 3	Customer	\$352.20	\$361.70	\$371.47	\$381.50	\$391.80
Business Functions Associate Partner 1	Customer	\$370.99	\$381.01	\$391.29	\$401.86	\$412.71
Business Functions Associate Partner 2	Customer	\$380.83	\$391.11	\$401.67	\$412.52	\$423.66
Business Functions Associate Partner 3	Customer	\$416.59	\$427.83	\$439.39	\$451.25	\$463.44
Business Functions Associate Partner 4	Customer	\$435.10	\$446.84	\$458.91	\$471.30	\$484.02
Business Functions Partner 1	Customer	\$516.40	\$530.34	\$544.66	\$559.37	\$574.47
Lean Six Sigma Black Belt	Customer	\$172.78	\$177.44	\$182.23	\$187.15	\$192.20
Lean Six Sigma Master Black Belt	Customer	\$284.66	\$292.35	\$300.24	\$308.35	\$316.67

## Special Item 874-1 Integrated Consulting Services and 874-6 Acquisition Management Support

Labor Categories and Rates –  
For services at Contractor Facility

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Business Functions Analyst 1	Contractor	\$75.30	\$77.33	\$79.42	\$81.57	\$83.77
Business Functions Analyst 2	Contractor	\$100.68	\$103.40	\$106.19	\$109.06	\$112.00
Business Functions Analyst 3	Contractor	\$108.64	\$111.57	\$114.58	\$117.67	\$120.85
Business Functions Analyst 4	Contractor	\$120.90	\$124.17	\$127.52	\$130.97	\$134.50
Business Functions Consultant 1	Contractor	\$120.41	\$123.66	\$127.00	\$130.43	\$133.95
Business Functions Consultant 2	Contractor	\$138.49	\$142.23	\$146.07	\$150.01	\$154.06
Business Functions Consultant 3	Contractor	\$158.38	\$162.65	\$167.05	\$171.56	\$176.19
Business Functions Consultant 4	Contractor	\$200.78	\$206.20	\$211.77	\$217.49	\$223.36
Business Functions Manager 1	Contractor	\$173.24	\$177.92	\$182.72	\$187.65	\$192.72
Business Functions Manager 2	Contractor	\$197.37	\$202.70	\$208.17	\$213.79	\$219.56
Business Functions Manager 3	Contractor	\$218.99	\$224.91	\$230.98	\$237.22	\$243.62
Business Functions Manager 4	Contractor	\$246.38	\$253.04	\$259.87	\$266.88	\$274.09
Business Functions Senior Manager 1	Contractor	\$259.62	\$266.63	\$273.83	\$281.22	\$288.82
Business Functions Senior Manager 2	Contractor	\$293.51	\$301.43	\$309.57	\$317.93	\$326.52
Business Functions Senior Manager 3	Contractor	\$362.20	\$371.98	\$382.03	\$392.34	\$402.94
Business Functions Associate Partner 1	Contractor	\$381.53	\$391.83	\$402.41	\$413.28	\$424.43
Business Functions Associate Partner 2	Contractor	\$391.63	\$402.21	\$413.07	\$424.22	\$435.67
Business Functions Associate Partner 3	Contractor	\$428.41	\$439.98	\$451.86	\$464.06	\$476.59
Business Functions Associate Partner 4	Contractor	\$447.45	\$459.53	\$471.94	\$484.68	\$497.77
Business Functions Partner 1	Contractor	\$531.06	\$545.39	\$560.12	\$575.24	\$590.77
Lean Six Sigma Black Belt	Contractor	\$177.67	\$182.47	\$187.39	\$192.45	\$197.65
Lean Six Sigma Master Black Belt	Contractor	\$292.75	\$300.65	\$308.77	\$317.11	\$325.67

## Special Item 874-1 Integrated Consulting Services – Facilitation Session

Kaizen Workshop Facilitation  
*For services at both Customer and Contractor Facilities*

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Kaizen Workshop	<i>Both</i>	\$27,446.16	\$28,187.21	\$28,948.27	\$29,729.87	\$30,532.57

## Special Item 874-4 Training Services

Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration Learning Management, Internships

*For services at both Customer and Contractor Facilities*

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Design for Lean Six Sigma Black Belt (4 weeks)	<i>Both</i>	\$73,189.77	\$75,165.90	\$77,195.37	\$79,279.64	\$81,420.20
Green Belt Training— Lean Six Sigma (2 weeks)	<i>Both</i>	\$36,594.89	\$37,582.95	\$38,597.69	\$39,639.83	\$40,710.10
Kaizen Leadership Training	<i>Both</i>	\$14,637.95	\$15,033.18	\$15,439.07	\$15,855.93	\$16,284.04
Lean Six Sigma Executive Training	<i>Both</i>	\$7,318.98	\$7,516.59	\$7,719.54	\$7,927.97	\$8,142.02
Lean Six Sigma Executive (1-Day)	<i>Both</i>	\$3,659.49	\$3,758.29	\$3,859.77	\$3,963.98	\$4,071.01
Lean Six Sigma Black Belt Course	<i>Both</i>	\$91,487.21	\$93,957.37	\$96,494.22	\$99,099.56	\$101,775.25
Introduction to Lean Six Sigma	<i>Both</i>	\$3,659.49	\$3,758.29	\$3,859.77	\$3,963.98	\$4,071.01
Lean Six Sigma Project Sponsor Training (3 days)	<i>Both</i>	\$10,978.47	\$11,274.88	\$11,579.31	\$11,891.95	\$12,213.03
Lean Six Sigma Master Black Belt Training	<i>Both</i>	\$68,319.33	\$70,163.95	\$72,058.37	\$74,003.95	\$76,002.05
Lean Six Sigma Deployment Planning Kaizen	<i>Both</i>	\$18,218.49	\$18,710.39	\$19,215.57	\$19,734.39	\$20,267.22
Project Identification & Selection Workshop	<i>Both</i>	\$22,773.11	\$23,387.98	\$24,019.46	\$24,667.98	\$25,334.02

## Special Item 874-9 Off-the-Shelf Training Devices and Training Materials

Print, Electronic, Audio-Visual, Multi-Media and Simulation Training Devices

### Accenture Academy

Service	Number of Seats (Annually)	License Fee (per-seat)	Set Up Charge (One-Time)
Accenture Academy Enrollment	1 – 100	\$1,350.00	\$150.00
Accenture Academy Enrollment	101 – 250	\$1,170.00	\$125.00
Accenture Academy Enrollment	251 – 400	\$990.00	\$100.00
Accenture Academy Enrollment	401 – 550	\$810.00	\$90.00
Accenture Academy Enrollment	551+	\$630.00	\$90.00

*Set-up charges for subscription orders over 550 seats can be negotiated based on volume.*

## Labor Category Descriptions for Special Item 874-1 Integrated Consulting Services and 874-6 Acquisition Management Support

### Overview - Business Functions Services

*A key component of our ability to help our clients change to become more successful is hiring, training, and maintaining highly skilled professional personnel. We are pleased to offer you the service of our professionals using the following Business Functions labor categories. Accenture Federal Business Functions professionals deliver world-class business solutions through business process redesign, business architecture design implementation, and organizational design and human resource development. The general experience and functional responsibility represent the minimum qualifications for each category. Substitution of years of experience and/or education is permitted in accordance with the information provided in the “Education and Experience Substitution” tables. Resumes will be provided upon request.*

#### Business Functions Analyst 1

**General Experience.** Business Functions Analysts (1)s have been trained in business support, systems development, analysis, and/or training methodologies. No experience is required

**Functional Responsibility.** Business Functions Analyst (1)s apply their strong analytical and technical skills to assist in implementing business solutions. Business Functions Analysts are directed to exercise core skills on projects, or they may direct small teams. A Business Functions Analyst (1) is qualified to perform tasks such as:

- Document an organization’s current business process flows
- Identify and document functional requirements for business architecture design
- Develop project documentation and user training materials according to program specifications
- Conduct user training sessions
- Prepare communications plans
- Produce database extracts
- Provide technical support to software development teams
- Conduct research and analysis
- Perform program management support tasks, such as status reporting and workplan maintenance.

**Minimum Education:** Bachelor’s Degree or equivalent experience.

#### Business Functions Analyst 2

**General Experience.** Business Functions Analysts (2)s possess 1 year of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Analyst (2)s apply their strong analytical and technical skills to assist in implementing business solutions. Business Functions Analysts are directed to exercise core skills on projects, or they may direct small teams. A Business Functions Analyst (2) is qualified to perform tasks such as:

- Document an organization’s current business process flows
- Identify and document functional requirements for business architecture design
- Develop project documentation and user training materials according to program specifications
- Conduct user training sessions

- Prepare communications plans
- Produce database extracts
- Provide business and technical support to software development teams
- Conduct research and analysis
- Perform program management support tasks, such as status reporting and workplan maintenance.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Analyst 3

**General Experience.** Business Functions Analysts (3)s possess 2 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Analyst (3)s apply their strong analytical and technical skills to assist in implementing business solutions. Business Functions Analysts are directed to exercise core skills on projects, or they may direct small teams. A Business Functions Analyst (3) is qualified to perform tasks such as:

- Document an organization's current business process flows
- Identify and document functional requirements for business architecture design
- Develop project documentation and user training materials according to program specifications
- Conduct user training sessions
- Prepare communications plans
- Produce database extracts
- Provide business and technical support to software development teams
- Conduct research and analysis
- Perform program management support tasks, such as status reporting and workplan maintenance.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Analyst 4

**General Experience.** Business Functions Analysts (4)s possess 3 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Analyst (4)s apply their strong analytical and technical skills to assist in implementing business solutions. Business Functions Analysts are directed to exercise core skills on projects, or they may direct small teams. A Business Functions Analyst (4) is qualified to perform tasks such as:

- Document an organization's current business process flows
- Identify and document functional requirements for business architecture design
- Develop project documentation and user training materials according to program specifications
- Conduct user training sessions
- Prepare communications plans
- Produce database extracts
- Provide business and technical support to Business Functions development teams
- Conduct research and analysis
- Perform program management support tasks, such as status reporting and workplan maintenance.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Consultant 1

**General Experience.** Business Functions Consultant (1)s possess 2 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Consultant (1)s apply their advanced skills and experience in systems development, detailed knowledge of business processes, technical background and supervisory skills to implement business solutions. On Accenture projects, Business Functions Consultants provide direction to project teams and interact with clients at the supervisory level. A Business Functions Consultant (1) is qualified to perform tasks such as:

- Supervise Business Functions analysts in the development of technical or business solutions, or training curricula
- Lead business process redesign teams in the development of new business process architectures.
- Design training programs for business architecture design users
- Participate in quality reviews to ensure work complies with specified standards
- Develop team workplans / Perform workflow analyses
- Define business architecture design requirements
- Conduct or provide guidance on research and analysis
- Assist in project budget preparation.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Consultant 2

**General Experience.** Business Functions Consultant (2)s possess 3 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process.

**Functional Responsibility.** Business Functions Consultant (2)s apply their advanced skills and experience in systems development, detailed knowledge of business processes, technical background and supervisory skills to implement business solutions. On Accenture projects, Business Functions Consultants provide direction to project teams and interact with clients at the supervisory level. A Business Functions Consultant (2) is qualified to perform tasks such as:

- Supervise Business Functions analysts in the development of technical or business solutions, testing or assessment reviews, or training curricula
- Lead business process redesign teams in the development of new business process architectures.
- Design training programs for business architecture design users
- Participate in quality reviews to ensure work complies with specified standards
- Develop team workplans
- Perform workflow analyses
- Define business architecture design requirements
- Conduct or provide guidance on research and analysis
- Assist in project budget preparation.

**Minimum Education:** Bachelor's Degree equivalent experience.

### Business Functions Consultant 3

**General Experience.** Business Functions Consultant (3)s possess 4 years of experience in business architecture design implementation, change management efforts, business support, analysis or business process redesign.

**Functional Responsibility.** Business Functions Consultant (3)s apply their advanced skills and experience in systems development, detailed knowledge of business processes, technical background and supervisory skills to implement business solutions. On Accenture projects, Business Functions

Consultants provide direction to project teams and interact with clients at the supervisory level. A Business Functions Consultant (3) is qualified to perform tasks such as:

- Supervise Business Functions analysts in the development of software designs, computer programming, system testing or training curricula
- Lead business process redesign teams in the development of new business process architectures.
- Design training programs for business architecture design users
- Participate in quality reviews to ensure work complies with specified standards
- Develop team workplans / Perform workflow analyses
- Define business architecture design requirements
- Assist in project budget preparation.

**Minimum Education:** Bachelor's Degree or 3 years related experience.

#### Business Functions Consultant 4

**General Experience.** Business Functions Consultant (4)s possess 5 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Consultant (4)s apply their advanced skills and experience in systems development, detailed knowledge of business processes, technical background and supervisory skills to implement business solutions. On Accenture projects, Business Functions Consultants provide direction to project teams and interact with clients at the supervisory level. A Business Functions Consultant (4) is qualified to perform tasks such as:

- Supervise Business Functions analysts in the development of technical or business solutions, testing or assessment reviews, or training curricula
- Lead business process redesign teams in the development of new business process architectures.
- Design training programs for business architecture design users
- Participate in quality reviews to ensure work complies with specified standards
- Develop team workplans / Perform workflow analyses
- Define business architecture design requirements
- Conduct or provide guidance on research analysis
- Assist in project budget preparation.

**Minimum Education:** Bachelor's Degree or equivalent experience.

#### Business Functions Manager 1

**General Experience.** Business Functions Manager (1)s possess 5 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Manager (1)s apply their broad management skills and specialized functional and technical expertise to guide project teams in delivering client solutions or to manage the day-to-day operations of Accenture projects. Business Functions Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Manager (1) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Assist an organization translate its vision and strategy into core human resource and business processes
- Lead clients through streamlining, reengineering and transforming business processes
- Develop and execute project budgets.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Manager 2

**General Experience.** Business Functions Manager (2)s possess 6 years of experience in business architecture

design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Manager (2)s apply their broad management skills and specialized functional and technical expertise to guide project teams in delivering client solutions or to manage the day-to-day operations of Accenture projects. Business Functions Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Manager (2) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Assist an organization translate its vision and strategy into core human resource and business processes
- Lead clients through streamlining, reengineering and transforming business processes
- Develop and execute project budgets.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Manager 3

**General Experience.** Business Functions Manager (3)s possess 7 years of experience in business architecture design implementation, change management efforts business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Manager (3)s apply their broad management skills and specialized functional and technical expertise to guide project teams in delivering client solutions or to manage the day-to-day operations of Accenture projects. Business Functions Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Manager (3) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Assist an organization translate its vision and strategy into core human resource and business processes
- Lead clients through streamlining, reengineering and transforming business processes
- Develop business solutions and supervise analysis
- Develop and execute project budgets.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Manager 4

**General Experience.** Business Functions Manager (4)s possess 8 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Manager (4)s apply their broad management skills and specialized functional and technical expertise to guide project teams in delivering client solutions or to manage the day-to-day operations of Accenture projects. Business Functions Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Manager (4) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures

- Conceptual design and development of training curricula
- Assist an organization translate its vision and strategy into core human resource and business processes
- Lead clients through streamlining, reengineering and transforming business processes
- Develop business solutions and supervise analysis
- Develop and execute project budgets.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Senior Manager 1

**General Experience.** Business Functions Senior Manager (1)s possess 8 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Senior Manager (1)s apply their broad management skills and specialized functional and business expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple Accenture projects. Business Functions Senior Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Senior Manager (1) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Work with client executives to facilitate organizational change programs and realize business goals
- Lead clients through streamlining, reengineering and transforming business processes
- Ensure consistency of quality across multiple projects
- Develop business solutions and supervise analysis
- Manage client contracts.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Senior Manager 2

**General Experience.** Business Functions Senior Manager (2)s 9 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Senior Manager (2)s apply their broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple Accenture projects. Business Functions Senior Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Senior Manager (2) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Work with client executives to facilitate organizational change programs and realize business goals
- Lead clients through streamlining, reengineering and transforming business processes
- Ensure consistency of quality across multiple projects
- Develop business solutions and supervise analysis
- Manage client contracts.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Senior Manager 3

**General Experience.** Business Functions Senior Manager (3)s 10 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Senior Manager (3)s apply their broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple Accenture projects. Business Functions Senior Managers provide subject matter expertise in industry, process or business process redesign. A Business Functions Senior Manager (3) is qualified to perform such tasks as:

- Plan and manage the work of business architecture design project teams
- Design and implement new organization structures
- Conceptual design and development of training curricula
- Work with client executives to facilitate organizational change programs and realize business goals
- Lead clients through streamlining, reengineering and transforming business processes
- Ensure consistency of quality across multiple projects
- Develop business solutions and supervise analysis
- Manage client contracts.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Associate Partner 1

**General Experience.** Business Functions Associate Partner (1)s possess 10 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Associate Partner (1)s have management authority for client engagements. In this capacity, they apply their extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project engagements. Business Functions Associate Partner (1)s perform such duties as:

- Set overall policy direction for client engagements
- Communicate with Business Functions Partner and client executive management to ensure critical issues are addressed
- Provide expert guidance to projects in industry and functional areas
- Act as senior client liaison
- Provide oversight to business function resources
- Oversee contract and financial management of one or more client engagements.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Associate Partner 2

**General Experience.** Business Functions Associate Partner (2)s possess 11 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Associate Partner (2)s have management authority for client engagements. In this capacity, they apply their extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project engagements. Business Functions Associate Partner (2)s perform such duties as:

- Set overall policy direction for client engagements
- Communicate with Business Functions Partner and client executive management to ensure critical issues are addressed

- Provide expert guidance to projects in industry and functional areas
- Act as senior client liaison
- Provide oversight to business function resources
- Oversee contract and financial management of one or more client engagements.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Associate Partner 3

**General Experience.** Business Functions Associate Partner (3)s possess 12 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** Business Functions Associate Partner (3)s have management authority for client engagements. In this capacity, they apply their extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project engagements. Business Functions Associate Partner (3)s perform such duties as:

- Set overall policy direction for client engagements
- Communicate with Business Functions Partner and client executive management to ensure critical issues are addressed
- Provide expert guidance to projects in industry and functional areas
- Act as senior client liaison
- Provide oversight to business function resources
- Oversee contract and financial management of one or more client engagements.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Business Functions Partner 1

**General Experience.** A Business Functions Partner 1 possess 12 years of experience in business architecture design implementation, change management efforts, business support, analysis, or business process redesign.

**Functional Responsibility.** A Business Functions Partner has overall accountability for business solution programs. Business Functions Partners are responsible for product delivery and financial management of client engagements. A Business Functions Partner performs independent quality assurance reviews of program performance and deliverables to ensure that contractual obligations are being met. Business Functions Partners also are recognized experts in the areas of business process redesign, business architectures, organizational change or specific industries. They lend thought leadership to engagement teams in developing creative solutions to client business problems.

**Minimum Education:** Bachelor's Degree or equivalent experience.

### Lean Six Sigma Master Black Belt

**Minimum/General Experience:** Master Black belts have at 5 years of Six Sigma experience, completed a Master Black Belt technical examination, and lead the training and successful project execution of at least two waves of candidate Black Belts. Must be highly trained and experienced experts in the deployment of Lean Six Sigma methods and tools.

**Functional Responsibility:** Master Black Belts deliver Lean Six Sigma Black Belt training, Design for Lean Six Sigma Training, and improvements projects, Kaizen Events, Master Black Belt Training, Green

Belt training, Executive Sessions, Champion training and provide coaching to organizational leaders during the Lean Six Sigma deployment. Master Black Belts are certified through corporations and the American Society of Quality (ASQ). Master Black Belts are the technical experts on Lean Six Sigma methodologies and tools. Leads larger, more complex Lean Six Sigma program initiatives and improvement projects.

**Minimum Education:** Bachelor's degree or equivalent.

### Lean Six Sigma Black Belt

**Minimum/General Experience:** Lean Six Sigma Black Belts must be trained experts on the application of Lean Six Sigma methods and tools in the improvement of processes with 2 years of Lean Six Sigma experience. Black Belts must complete training, pass all written examinations and the successfully complete two improvement projects.

**Functional Responsibility:** Black Belts deliver Kaizen Events, Belt training, Executive Sessions, Champion training and provide coaching during the course of their projects. Black Belts are certified by corporations and through the American Society of Quality.

**Minimum Education:** Bachelor's degree or equivalent.

## Education Substitutions

Degree	Experience Equivalent
Bachelors	Associates degree plus two years' experience
Masters	Bachelors degree plus two years of experience, or Associates degree plus four years experience
PhD/Doctorate	Masters degree plus two years experience or Bachelors degree plus four years experience or Associates degree plus six years experience

*The years of experience substituted are in addition to the minimum requirements as described for the Labor Category and may be used to satisfy education requirements.*

*Completion of higher education which has not yet resulted in a degree may be counted as one-for-one years of experience for each year of higher education and may be used to satisfy education requirements.*

## Experience Substitutions

Advanced Degree	Equal-To Years of Experience
Masters	Two years
PhD/Doctorate	Four years

*May be used to satisfy experience requirements when the minimum Education requirements are met.*

## Description for Special Item 874-1 Integrated Consulting Services – Facilitation Session

### Kaizen Workshop

Kaizen is a focused, high energy, high velocity cross-functional team breakthrough event. The 1-week Kaizen Event, following a tightly scoped 3-day Define phase of the Lean Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control) process focuses cross-functional teams on the Measure-Analyze-Improve-Control phases of the DMAIC process. Teams define current state via value stream maps, process walkthroughs, videotape, pictures, and data. Teams analyze the process to identify root causes, then design, pilot, and implement improvements, train affected employees, and ensure new processes are capable. Findings, results and remaining actions presented to management are completed with facilitation following the event in a tightly scoped 2-day follow-up to the Control phase to ensure gains are being sustained.

The total 2-week effort is typically divided into Kaizen Event Prep and Kaizen Event. Participants learn a continuous improvement implementation strategy that is quick and effective. They will also learn how to use a wide array of tools and problem solving techniques as well as how to map, measure, analyze, plan, implement, and sustain significant process improvements.

Typical Kaizen results are a 20-50% reduction in Lead Time, 5-20% improvement in productivity, 20-50% reduction in inventory, and significant improvements to quality, on-time performance, and safety, Improved work area (cleaner, safer, better organized). Typical results range from \$10K-\$250K per Kaizen.

## Descriptions for Special Item 874-4 Training Services

### Design for Lean Six Sigma Black Belt

**Objectives of the Course:** Design for Lean Six Sigma (DFLSS) is similar to Six Sigma in that the focus is on improving quality, time to market, and delivering measurable financial results. However, where Six Sigma is focused on improving existing processes, DFLSS is focused on creating new designs or new processes (transactional and/or manufacturing). DFLSS is focused on designing-in quality rather than addressing quality problems down the road.

Achieve a flawless launch of new high-value products that meet the cost and timing goals of the business while delighting customers. This course includes:

- Comprehensive curriculum that incorporates all phases of new product development including market segmentation, requirements gathering, concept selection, system design, detailed design, pilot, and production.
- Emphasis on Voice of the Customer throughout design and development ensures market enthusiasm for the new product offerings.
- Integrated Lean methods focus on speed and efficiency.
- Well-balanced curriculum incorporates both human factors and technical toolkits.

The four weeks of classroom (50% instruction, 50% hands-on exercises) are spread out over 4-6 months to allow work on projects in between training weeks.

To obtain certification, it is expected that Black Belt candidates complete pre-work assigned prior to class, pass all examinations (scoring at least 80%) and successfully complete an assigned improvement project. The course is staffed with 2 instructors.

### Green Belt Training—Lean Six Sigma

This two-week course provides Green Belt candidates with the understanding of Lean Six Sigma, Lean Six Sigma improvement tools and project management fundamentals to be active contributors to a Black Belt project or lead small-scale Lean Six Sigma improvement projects.

Topics addressed in this course include establishing effective improvement teams, understanding the voice of the customer, process mapping, Pareto charts, histograms, Failure Modes and Effect Analysis, the value of process cycle time compression, control charts, measurement system analysis, sampling and data collection, process capability, Kaizen events, 5S, Setup reduction, process value analysis, introduction to DOE, ANOVA and process control. This course is a mix of case studies, simulations and presentation.

There is a final exam where 70% is a passing score. The course is staffed with 2 instructors.

### Kaizen Leadership Training

This training is for providing instructions to Black Belts and Green Belts on how to facilitate and direct Kaizen events. Kaizen events are intensive, action-oriented, cross-functional, accelerated mini-DMAIC projects, focusing on realization of immediate improvements within a targeted process area. This workshop is taught as a combination of lecture, case studies and simulations. This intensive training teaches participants processes for Kaizen event selection, scoping, preparation, facilitation, and post-work. This course assumes attendees have completed Black Belt and/or Green Belt training and certification. Class size is 10 to 12, and the length is 4-days. It is staffed with two instructors.

### Lean Six Sigma Executive Training

This 2-day course is designed to prepare key managers to perform their oversight roles during a Lean Six Sigma deployment. The course provides managers with a working knowledge of the Lean Six Sigma program, methodology and processes. The course also provides guidelines for performing their management roles.

The first day of the course is delivered as an interactive, business simulation. This simulation has the participants assume roles within an organization and apply the DMAIC improvement methodology and improvement tools on the simulated process. As a team, they move a poorly functioning process to higher levels of performance through the use of the methods and tools including project chartering, process capability, process mapping, narrowing critical process variables, Pareto charts, histograms, box plots, descriptive statistics, run charts, cause and effect matrix and developing and implementing pilot solutions.

The second day provides additional information on the history of Lean, Six Sigma, and Lean Six Sigma, the key roles in a deployment, additional tools and key management processes to support a Lean Six Sigma deployment including project identification, project selection, selection of Black Belts and Green Belts, performing Gate Reviews, communication of the program goals and status and sharing organizational best practices. After completing the course, participants will apply the concepts to overseeing their own BB project for the next 3-5 months. The course is staffed with 2 instructors.

### Lean Six Sigma Executive (1-Day)

This course is delivered to all levels of an organization to provide an overview of the history of Lean Six Sigma, describe the improvement approach, allow all participants to experience an actual project implementation lifecycle through a business simulation. This simulation has the participants assume roles within an organization and apply the DMAIC improvement methodology and improvement tools on the simulated process. As a team, they move a poorly functioning process to higher levels of performance through the use of the methods and tools including project chartering, process capability, process mapping, narrowing critical process variables, Pareto charts, histograms, box plots, descriptive statistics, run charts, cause and effect matrix and developing and implementing pilot solutions. The course is staffed with 2 instructors.

### Lean Six Sigma Black Belt Course

This five week course provides the Lean Six Sigma Black Belt candidate with an integrated Lean and Six Sigma curriculum enabling them to apply the DMAIC methodology (Design— Measure—Analyze— Improve—Control), Six Sigma problem solving tools including; Process Mapping, value-stream mapping, Value Analysis, Brainstorming, Statistical Process Control, Check Sheets, Run Charts, Histograms, Scatter Diagrams, Control Charts, Pareto Analysis, Cause & Effect/Fishbone Diagrams, Nominal Group Technique/Multi-voting, Affinity , Interrelationship Digraphs (ID), Force Field Analysis, Gage R&R, Cp & Cpk, Multivari Chart, Boxplots, Main Effects Plots, Interaction Plots, Regression Analysis, Analysis of Variance (ANOVA), C&E Matrices/QFD, Failure Modes & Effects Analysis (FMEA), Design of Experiments (DOE), Hypothesis Testing and Response Surface Methodology and critical Lean Improvement tools including; "Time Trap" identification and improvement, Process Flow Analysis, Lean Production design, Poka-Yoke, Sales and operations planning, stocking strategy, Materials management, Shop floor controls, Kaizen Blitz, Vendor certification/scorecards/ lead- time reduction, pull system design and cycle time reduction.

This unique course is particularly applicable in complex processes where quality improvement, speed and process cycle time reduction are critical for organizational success. Successful completion of the Black Belt course requires attendance of all 4 weeks of training and passing three quizzes and final exam with a grade of 70% or higher.

Minitab statistical analysis software is recommended. This training is delivered over the course of 4-5 months with three weeks of improvement project work between the four or five one week training classes. The course is staffed with 2 instructors.

### Introduction to Lean Six Sigma

This training provides participants with a working knowledge of the Lean Six Sigma program, methodology and processes. The course methodology is delivered as an interactive, business simulation. This simulation has the participants assume roles within an organization and apply the DMAIC improvement methodology and improvement tools on the simulated process. As a team, they move a poorly functioning process to higher levels of performance through the use of methods and tools including project chartering, process capability, process mapping, narrowing critical process variables, Pareto charts, histograms, box plots, descriptive statistics, run charts, cause and effect matrix and developing and implementing pilot solutions.

The training also provides additional information on the history of Lean, Six Sigma and Lean Six Sigma, the key roles in a deployment, and additional tools used to support a Lean Six Sigma deployment.

The course is one day in length and is staffed with two instructors.

### Lean Six Sigma Project Sponsor Training (3 days)

At the heart of any continuous improvement initiative is the establishment of process ownership and accountability. Lean Six Sigma accomplishes this by actively engaging P&L managers, process owners, key stakeholders and enablers as Project Sponsors. This workshop also builds on the foundation of the Executive Workshop and further encompasses:

- Process Owner Roles—Understand expected roles and responsibilities for process owners
- Improved accountability and ownership for project results
- Fundamental Lean Six Sigma concepts/tools
- Project Impact—Understand how financial guidelines work; how to value project results
- Gating Process—Training on Process Owner's role in gating process to ensure effective and thorough completion of each phase within DMAIC
- Project Charter—Understand how to create the document that serves as project contract or "blueprint" that may ultimately enable enterprise-wide best practice sharing

### Lean Six Sigma Master Black Belt Training (3 weeks)

Master Black Belts are the in house experts for disseminating Lean Six Sigma knowledge and learning. Master Black Belt training was designed to ensure:

- Competency in the necessary skills to be a successful Master Black Belt
- Technical ability at a level necessary for successful instruction
- Technical and Management ability at a level necessary for coaching successful project completion
- Technical and Management ability at a level necessary for successful completion of complex, cross-functional projects
- Coaching and mentoring ability at a level necessary for successful Black Belt leadership
- Leadership ability at a level necessary for causing successful organizational change.
- 

**Course Overview.** Our approach requires a significant number of hours in off-line study and preparation and includes:

- Two weeks of in class training to build deeper coaching and teaching capabilities in Lean Six Sigma and reinforce key behavioral concepts

- One week of Lean Six Sigma curriculum "teachbacks" in which candidates instruct modules to trainee peers with full coaching from MBBs

### Lean Six Sigma Deployment Planning Kaizen

The Deployment Planning workshop is designed to dramatically accelerate the process of completing the many decisions necessary for an organization to successfully deploy Lean Six Sigma (LSS). Accenture Federal Services LLC staffs the workshop with senior resources that have broad experience deploying Lean Six Sigma in organizations similar to that of the client. They provide broad subject matter expertise in each area of deployment decision making. In addition to significantly accelerating the deployment decision making process, the workshop provides for a much improved and coordinated decision making process.

The workshop is facilitated as a Kaizen event, i.e. one week, full-time participation by the core team and Deployment Champions (as well as 'as-needed' participation by other subject matter experts (SME's), high-energy and with an eye towards making as many decisions as possible. A significant amount of pre-work and preparation is necessary for a successful event. The results of the event include a coordinated set of deployment decisions with high 'buy-in' from the broader organization. Further, the one-week event will usually accelerate the deployment decision making process by 3 months or more, pulling forward in time the launch of projects. It dramatically reduces the time to financial results, enabling the deployment to pay for itself much quicker.

It is not expected that 100% of deployment decisions are completed during the workshop, but about 50%-75% of the 'A' decisions will be thoroughly vetted. Various deployment elements requiring further study, action and approval will be completed post workshop. Specific deployment decisions are covered in the workshop. These include, but are not limited to, the following:

- Deployment Strategy
- Candidate Selection and Retention
- Financial Control
- Change and Communications
- Project Realization
- Training Coordination and Support
- Project Management and Deployment Tracking

The Workshop class size is generally 5 to 20 participants who are Core team, Deployment Champions, and Subject Matter Experts. It is 4 days in length and staffed with 2 instructors.

### Project Identification & Selection Workshop

The Project ID and Selection workshop includes (1) providing participants with cycles of learning on applying the project identification and selection methodology in a tightly scoped and managed workshop environment, (2) identifying, screening/selecting, and scoping BB & GB projects for Lean Six Sigma training and deployment (including scheduling prioritization session), and (3) demonstrating the power of project selection methodology to site/unit management teams.

This workshop focuses on an analysis of the Voice of the Business, Voice of the Customer and Voice of the Process to identify project opportunities. The activities include:

- Pre-work distribution to onsite team and assessment attendees (as pre-work).
- Kick-off workshop with site tour for onsite team, and session with local leadership team for review of strategic agenda and establish areas of focus (value drivers).
- Quick review of site budget (benchmarks, gaps, goals).
- Conduct current state performance assessment of existing processes and products to identify improvement opportunities and projects.
- Identify gaps in performance based on budget benchmarks and/or analysis of shortfalls

- (Voice of the Business).
- Identify gaps in performance to internal and external customer requirements (Voice of the Customer).
- Conduct interviews in functional areas and organization levels to value stream map the macro processes, deep-dive into problem areas and/or integration points (Voice of the Process).
- Survey workforce and human resources for environmental, health, safety, morale, and similar issues (Voice of the Environmental/Health/Safety/Regulatory/Employee)
- Conduct benefit / effort screening of potential projects.
- Create project charters for identified projects - first drafts.
- Assign project charter completion to process owners (sponsors) and schedule prioritization session.
- Report-out session with top local leadership

One facilitator is supplied for the workshop. A process of a client co-facilitator has the added benefit of a train-the-trainer approach to client organization self-sustainability. Workshop size is 8 to 12 client participants, and the class work is conducted in 3 1/2 days and staffed with one instructor and one client facilitator. There is also 1 1/2 days of preparation done prior to the workshop.

## Description for Special Item 874-9 Off-the-Shelf Training Devices and Training Materials – Accenture Academy

Accenture Federal Services LLC offers its **Accenture Academy** on-line training courses under this SIN to meet specific agency needs related to management, organizational and business improvement services.

### Accenture Academy Overview

#### *Agile Learning for an Agile Organization -*

Accenture Academy is an online learning curriculum offering access to more than 1,000 online courses, assembled in building-block fashion to tailor a curriculum to an organization's needs. The Accenture Academy is a worldwide leader in enterprise learning, Accenture Academy is a comprehensive, flexible approach to building a portfolio of integrated skills for your most important workforces. By using leading, cost-effective technologies and by providing a solution tailored to your organization's needs and performance environment, we can help you increase productivity, improve organizational outcomes and support greater agility.

Accenture is an acknowledged innovator in enterprise learning. We have business, industry, training and technology skills unmatched in the marketplace.

#### **What makes learning services from Accenture Academy distinctive in the marketplace?**

- > **An integrated, cross-functional approach**  
We realize that truly breakthrough workforce performance depends on employees who have an integrated portfolio of knowledge and skills. Our learning approach integrates an employee's core functional needs with other specialty areas and a broader foundation of business management skills.
- > **Learning services tailored your needs**  
Tired of a "one size fits all" approach to your organization's learning needs? Accenture conducts an inventory of your people's actual skills and capabilities matched against what your organization needs to execute strategy. The result: Just the learning programs you need—not more, not less.
- > **Relevant and competency-based**  
We deliver content tightly aligned to functional- and industry-based competency models and job frameworks so that your learning programs meet real and relevant performance needs. Our "cross-training" methodology means that multiple learning experiences in relevant areas build upon and reinforce each other.
- > **Outcome-driven and agile**  
Our curriculums are designed to help our clients achieve measurable business outcomes, and our learning professionals help organizations keep learning plans aligned with changing strategies and business goals.
- > **Informed by specialists**  
Our engaging curriculums are continuously refreshed with new content from academic and industry specialists, as well as leading practices Accenture has developed from working with our clients around the world.

> **Anytime access to learning**

Our extensive online learning curriculum is available on demand, 24/7—offering flexible access to learning for our clients around the globe.

> **Industrialized, scalable, flexible**

Our industrialized and flexible architecture enables our clients to adapt the learning delivery platform to their specific needs

**Who Uses Accenture Academy?**

Accenture Academy has a proven track record of using advanced learning solutions to help our clients drive cost-effective, measurable improvements in employee and organizational performance. Currently in use by more than 100 clients, Accenture Academy has already served the learning needs of more than 80,000 users in 140 countries.

**The Bottom Line**

Accenture Academy is a powerful way to meet the complex learning and performance needs of your most critical workforces.

For additional information see [www.accentureacademy.com](http://www.accentureacademy.com).

## Special Item 520-11 Accounting, 520-12 Budgeting, 520-13 Complementary Financial Services, 520-21 Program Management Services and 520-9 Recovery Audits

Labor Categories and Rates –  
For services at Customer Facility ("Government site")

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Finance Analyst 1	Customer	\$83.60	\$85.69	\$87.83	\$90.03	\$92.28
Finance Analyst 2	Customer	\$94.43	\$96.79	\$99.21	\$101.69	\$104.23
Finance Analyst 3	Customer	\$105.23	\$107.86	\$110.56	\$113.32	\$116.15
Finance Consultant 1	Customer	\$111.97	\$114.77	\$117.64	\$120.58	\$123.59
Finance Consultant 2	Customer	\$145.84	\$149.49	\$153.22	\$157.05	\$160.98
Finance Consultant 3	Customer	\$179.67	\$184.16	\$188.77	\$193.48	\$198.32
Manager 1	Customer	\$179.73	\$184.22	\$188.83	\$193.55	\$198.39
Manager 2	Customer	\$188.53	\$193.24	\$198.07	\$203.03	\$208.10
Manager 3	Customer	\$197.32	\$202.25	\$207.31	\$212.49	\$217.80
Sr. Manager 1	Customer	\$230.12	\$235.87	\$241.77	\$247.81	\$254.01
Sr. Manager 2	Customer	\$256.10	\$262.50	\$269.07	\$275.79	\$282.69
Sr. Manager 3	Customer	\$285.22	\$292.35	\$299.66	\$307.15	\$314.83
Program Manager 1	Customer	\$256.10	\$262.50	\$269.07	\$275.79	\$282.69
Program Manager 2	Customer	\$285.22	\$292.35	\$299.66	\$307.15	\$314.83
Sr. Executive/Partner	Customer	\$506.27	\$518.93	\$531.90	\$545.20	\$558.83

## Special Item 520-11 Accounting, 520-12 Budgeting, 520-13 Complementary Financial Services, 520-21 Program Management Services and 520-9 Recovery Audits

Labor Categories and Rates –  
For services at Contractor Facility

Labor Category / Service	Facility	Year 1 10/01/2015- 9/30/2016	Year 2 10/01/2016- 9/30/2017	Year 3 10/01/2017- 9/30/2018	Year 4 10/01/2018- 9/30/2019	Year 5 10/01/2019- 9/30/2020
Finance Analyst 1	Contractor	\$85.89	\$88.04	\$90.24	\$92.49	\$94.81
Finance Analyst 2	Contractor	\$97.02	\$99.45	\$101.93	\$104.48	\$107.09
Finance Analyst 3	Contractor	\$108.11	\$110.81	\$113.58	\$116.42	\$119.33
Finance Consultant 1	Contractor	\$115.04	\$117.92	\$120.86	\$123.89	\$126.98
Finance Consultant 2	Contractor	\$149.84	\$153.59	\$157.43	\$161.36	\$165.40
Finance Consultant 3	Contractor	\$184.59	\$189.20	\$193.93	\$198.78	\$203.75
Manager 1	Contractor	\$184.65	\$189.27	\$194.00	\$198.85	\$203.82
Manager 2	Contractor	\$193.70	\$198.54	\$203.51	\$208.59	\$213.81
Manager 3	Contractor	\$202.73	\$207.80	\$212.99	\$218.32	\$223.78
Sr. Manager 1	Contractor	\$236.43	\$242.34	\$248.40	\$254.61	\$260.97
Sr. Manager 2	Contractor	\$263.12	\$269.70	\$276.44	\$283.35	\$290.44
Sr. Manager 3	Contractor	\$293.04	\$300.37	\$307.88	\$315.57	\$323.46
Program Manager 1	Contractor	\$263.12	\$269.70	\$276.44	\$283.35	\$290.44
Program Manager 2	Contractor	\$293.04	\$300.37	\$307.88	\$315.57	\$323.46
Sr. Executive/Partner	Contractor	\$520.14	\$533.14	\$546.47	\$560.13	\$574.14

**Service Contract Act:** The Service Contract Act (SCA) is applicable to this contract as it applies to the entire Professional Services Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

## Labor Category Descriptions for Special Item 520-11 Accounting, 520-12 Budgeting, 520-13 Complementary Financial Services, 520-21 Program Management Services and 520-9 Recovery Audits

### Finance Analyst I

#### **Functional Responsibilities**

Performs tasks and activities assigned by Finance Consultant, Manager, Senior Manager, or Senior Executive/Partner. Duties include: documenting business process flows; testing internal controls; providing budgeting and accounting support; documenting requirements for financial and business management solutions; designing and testing functional components of financial and business management systems; developing project documentation according to program specifications; supporting recovery efforts; providing technical support to financial management improvement, and completing tasks related to budgeting, accounting, and financial management.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Finance Analyst II

#### **Functional Responsibilities**

Performs tasks and activities assigned by Finance Consultant, Manager, Senior Manager, or Senior Executive/Partner. Duties include: documenting business process flows; testing internal controls; providing budgeting and accounting support; documenting requirements for financial and business management solutions; designing and testing functional components of financial and business management systems; developing project documentation according to program specifications; supporting recovery efforts; providing technical support to financial management improvement, and completing tasks related to budgeting, accounting, and financial management.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least one year of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Finance Analyst III

#### **Functional Responsibilities**

Performs tasks and activities assigned by Finance Consultant, Manager, Senior Manager, or Senior Executive/Partner. Duties include: documenting business process flows; testing internal controls; providing budgeting and accounting support; documenting requirements for financial and business management solutions; designing and testing functional components of financial and business management systems; developing project documentation according to program specifications; supporting recovery efforts; providing technical support to financial management improvement, and completing tasks related to budgeting, accounting, and financial management.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least two years of experience in financial, accounting, or business management

areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Finance Consultant I

#### ***Functional Responsibilities***

Performs tasks and activities assigned by the Manager, Senior Manager, or Senior Executive/Partner. Duties include: designing financial and business management processes and capabilities; performing budgeting and accounting activities; defining financial and business solution requirements; analyzing improper payments; conducting business solution testing and deployment; developing work plans; performing value analysis; and, providing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts.

#### ***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least two years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Finance Consultant II

#### ***Functional Responsibilities***

Performs tasks and activities assigned by the Manager, Senior Manager, or Senior Executive/Partner. Duties include: designing financial and business management processes and capabilities; performing budgeting and accounting activities; defining financial and business solution requirements; analyzing improper payments; conducting business solution testing and deployment; developing work plans; performing value analysis; and, providing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts.

#### ***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least three years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Finance Consultant III

#### ***Functional Responsibilities***

Performs tasks and activities assigned by the Manager, Senior Manager, or Senior Executive/Partner. Duties include: designing financial and business management processes and capabilities; performing budgeting and accounting activities; defining financial and business solution requirements; analyzing improper payments; conducting business solution testing and deployment; developing work plans; performing value analysis; and, providing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts.

#### ***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least four years of experience in financial, accounting, or business management

areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted.

### Manager I

#### ***Functional Responsibilities***

Performs tasks and activities assigned by Senior Manager or Senior Executive/Partner and leads teams of Finance Analysts and Finance Consultants. Acts as a liaison to the client and notifies Senior Managers and Senior Executives/Partners of major developments. Duties include: planning and managing the work of project teams; designing financial processes and policies; managing improper payments and recovery efforts; working with client executives to review financial strategies and business objectives; communicating status of performance to client executives; and managing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts and/or Finance Consultants.

#### ***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least four years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have Project Management Professional (PMP) certification or other PM certification or training.

### Manager II

#### ***Functional Responsibilities***

Performs tasks and activities assigned by Senior Manager or Senior Executive/Partner and leads teams of Finance Analysts and Finance Consultants. Acts as a liaison to the client and notifies Senior Managers and Senior Executives/Partners of major developments. Duties include: planning and managing the work of project teams; designing financial processes and policies; managing improper payments and recovery efforts; working with client executives to review financial strategies and business objectives; communicating status of performance to client executives; and managing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts and/or Finance Consultants.

#### ***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least five years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have Project Management Professional (PMP) certification or other PM certification or training.

### Manager III

#### ***Functional Responsibilities***

Performs tasks and activities assigned by Senior Manager or Senior Executive/Partner and leads teams of Finance Analysts and Finance Consultants. Acts as a liaison to the client and notifies Senior Managers and Senior Executives/Partners of major developments. Duties include: planning and managing the work of project teams; designing financial processes and policies; managing improper payments and recovery efforts; working with client executives to review financial strategies and business objectives; communicating status of performance to client executives; and managing financial and business support functional responsibilities to support projects, including financial management of

contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project. May lead teams of Finance Analysts and/or Finance Consultants.

***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least six years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have PMP certification or other PM certification or training. May also have financial management certification such as CGFM, CDFM, CPA, etc.

**Senior Manager I**

***Functional Responsibilities***

Performs tasks and activities assigned by Senior Executive/Partner and leads team of Finance Analysts, Finance Consultants, and Managers. Acts as a primary liaison to the client and notifies Senior Executives/Partners of major developments. Duties include: monitoring achievement of strategic, financial and operational benefits; ensuring planned business outcomes are achieved and helping adjust programs if necessary; providing guidance to project teams analyzing client data; developing plans to improve financial processes and operations; assessing use of information technology to improve financial management operations; working with client executives to review financial strategies and business objectives; and, communicating status of project performance to client executives. May lead teams of Finance Analysts, Finance Consultants, and/or Managers.

***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least six years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. Master's degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have PMP, other PM certification or training. May also have financial management certification such as CGFM, CDFM, CPA, etc.

**Senior Manager II**

***Functional Responsibilities***

Performs tasks and activities assigned by Senior Executive/Partner and leads team of Finance Analysts, Finance Consultants, and Managers. Acts as a primary liaison to the client and notifies Senior Executives/Partners of major developments. Duties include: monitoring achievement of strategic, financial and operational benefits; ensuring planned business outcomes are achieved and helping adjust programs if necessary; providing guidance to project teams analyzing client data; developing plans to improve financial processes and operations; assessing use of information technology to improve financial management operations; working with client executives to review financial strategies and business objectives; and, communicating status of project performance to client executives. May lead teams of Finance Analysts, Finance Consultants, and/or Managers.

***Minimum Education, Experience and Certifications***

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least eight years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. Master's degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have PMP, other PM certification or training. May also have financial management certification such as CGFM, CDFM, CPA, etc.

### Senior Manager III

#### **Functional Responsibilities**

Performs tasks and activities assigned by Senior Executive/Partner and leads team of Finance Analysts, Finance Consultants, and Managers. Acts as a primary liaison to the client and notifies Senior Executives/Partners of major developments. Duties include: monitoring achievement of strategic, financial and operational benefits; ensuring planned business outcomes are achieved and helping adjust programs if necessary; providing guidance to project teams analyzing client data; developing plans to improve financial processes and operations; assessing use of information technology to improve financial management operations; working with client executives to review financial strategies and business objectives; and, communicating status of project performance to client executives. May lead teams of Finance Analysts, Finance Consultants, and/or Managers.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least ten years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. Master's degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have PMP, other PM certification or training. May also have financial management certification such as CGFM, CDFM, CPA, etc.

### Program Manager I

#### **Functional Responsibilities**

Performs tasks and activities assigned by the Senior Executive/Partner and leads teams of Finance Analysts, Finance Consultants, and Managers. Duties include: overall accountability for business solution programs and responsibility for product delivery of client engagements. Performs independent quality assurance reviews of program performance and deliverables for contractual compliance. Recognized expert in business process design, financial management, and financial integration. May lead teams of Finance Analysts, Finance Consultants, and/or Managers.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least eight years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. Master's degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. PMP, other PM certification or training required. Financial management certification such as CGFM, CDFM or CPA required.

### Program Manager II

#### **Functional Responsibilities**

Performs tasks and activities assigned by the Senior Executive/Partner and leads teams of Finance Analysts, Finance Consultants, and Managers. Duties include: overall accountability for business solution programs and responsibility for product delivery of client engagements. Performs independent quality assurance reviews of program performance and deliverables for contractual compliance. Recognized expert in business process design, financial management, and financial integration. May lead teams of Finance Analysts, Finance Consultants, and/or Managers.

#### **Minimum Education, Experience and Certifications**

Bachelor's degree or completed coursework in finance, accounting, statistics, business, economics or related areas and at least ten years of experience in financial, accounting, or business management areas in supporting commercial or federal organizations. Master's degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. PMP, other PM

certification or training required. Financial management certification such as CGFM, CDFM or CPA required.

**Senior Executive/Partner**

**Functional Responsibilities**

Responsible for the work performed, including project management and final review. Provides primary interface with client management regarding strategic issues. Directs completion of projects within estimated time frames and budget constraints, reviews work products for completeness and adherence to applicable regulations and customer requirements. The Senior Executive/Partner also delivers, presents, and leads strategic level client meetings.

**Minimum Education, Experience and Certifications**

Bachelor’s degree or equivalent work experience and at least twelve years of experience in financial and business management solutions, with more than six years experience as the overall senior project executive for similar commercial and federal government engagements. Master’s degree preferred. An associate degree +2 years relevant experience or 4 years relevant experience may be substituted. May have PMP or other PM certs or training. May also have financial management certifications such as CGFM, CDFM, CPA, etc.

**Education Substitutions**

Degree	Experience Equivalent
Bachelors	Associates degree plus two years experience
Masters	Bachelors degree plus two years of experience, or Associates degree plus four years experience
PhD/Doctorate	Masters degree plus two years experience or Bachelors degree plus four years experience or Associates degree plus six years experience

*The years of experience substituted are in addition to the minimum requirements as described for the Labor Category and may be used to satisfy education requirements.*

*Completion of higher education which has not yet resulted in a degree may be counted as one-for-one years of experience for each year of higher education and may be used to satisfy education requirements.*

**Experience Substitutions**

Advanced Degree	Equal-To Years of Experience
Masters	Two years
PhD/Doctorate	Four years

*May be used to satisfy experience requirements when the minimum Education requirements are met.*

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