

GENERAL SERVICES ADMINISTRATION

Federal Supply Service

Authorized MOBIS Price List

Online 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.fss.gsa.gov/>

Schedule for Mission Oriented Business Integrated Services (MOBIS)

ACCENTURE LLP

Contract No.: [GS-10F-0246L](#)

FSC Group: [874](#)

FSC Class: [8742](#)

Special Item No.: [874-1](#), [874-2](#), [874-3](#), [874-6](#)

Contract Period: [July 10, 2007 through April 18, 2012](#) (Second Option Period)

Prices Effective July 10, 2007

Price List Current through Modification PS-0011, dated July 10, 2007

Prices Shown Herein are Net (discount deducted)

Contact Information:

Accenture LLP

11951 Freedom Drive

Reston, VA 20190

Phone: (703) 947-2176

Fax: (703) 947-6785

To access more information on the Accenture Federal Practice visit our website at <http://www.accenture.com>.

Customer Information:

- 1a. SINs Offered:**
- | | |
|--|--------------------|
| 874-1 Consultation Services- | pages 12-14 |
| 874-2 Facilitation Services- | pages 15-17 |
| 874-3 Survey Services- | pages 18-20 |
| 874-6 Privatization Support Services
and Documentation- | pages 21-23 |
- 1b. See page 56 for hourly rates.**
- 1c. See page 24 for list of labor category descriptions.**
- 2. Maximum Order Limitation:** \$1,000,000.00
- 3. Minimum Order:** \$300.00
- 4. Geographic Coverage (delivery area):**
Worldwide Delivery.
- 5. Point(s) of production:** Same as Contractor.
- 6. Discounts:** Prices shown on attached Pricelist are net prices with discount included.
- 7. Quantity Discounts:** Already included in net pricing, per attached Pricelist.
- 8. Prompt payment terms:** Net 30 Days.
- 9a. Notification that Government purchase cards are accepted below the micropurchase threshold:** Accepted.
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micropurchase threshold:** Not accepted.
- 10. Foreign items:** None.
- 11a. Time of delivery:** As specified on Individual/Task Order.
- 11b. Expedited Delivery:** Negotiated by Task Order.
- 11c. Overnight and 2-day Delivery:** Contact Contractor for rates for overnight and 2 day delivery.

11d. Urgent Requirements: Contact the Contractor's representative to effect a faster delivery.

12. F.o.b. points: Destination.

13. Ordering Addresses:

For Mailed Orders:

Stanley S. Mate, Director of Contracts, FSG
Accenture LLP
11951 Freedom Drive
Reston, VA 20190

For Electronic Orders:

Email: Stanley.s.mate@accenture.com

For Facsimile Orders:

Stanley S. Mate, Director of Contracts, FSG
Facsimile: (703) 947-6785

14. Payment Addresses:

Accenture LLP
P.O. Box 70629
Chicago, IL 60673-0629

Government Commercial Credit Cards will not be acceptable for payment. In addition, bank account information for wire transfer payments will be shown on the invoice.

15. Warranty Provisions: Accenture warrants that its services will be performed in a good and workmanlike manner. Accenture agrees to reperform any services not in compliance with this warranty brought to its attention within thirty (30) days after those services are performed, unless otherwise specified in a task order.

Accenture warrants that its deliverables which are original content shall materially conform to their relevant specifications, for a period of thirty (30) days from delivery to the Government. Accenture agrees to correct any such deliverables not in compliance with this warranty brought to its attention within the foregoing warranty period.

THE PRECEDING TWO PARAGRAPHS ARE ACCENTURE'S ONLY EXPRESS WARRANTY CONCERNING THE SERVICES, ANY DELIVERABLES AND ANY WORK PRODUCT, AND ARE MADE EXPRESSLY IN LIEU OF ALL OTHER WARRANTIES AND REPRESENTATIONS, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTIES OF FITNESS FOR A PARTICULAR

PURPOSE, MERCHANTABILITY, INFORMATIONAL CONTENT, SYSTEMS INTEGRATION, NON-INFRINGEMENT, INTERFERENCE WITH ENJOYMENT OR OTHERWISE.

16. Export packing Charges: Not applicable.

17. Terms and Conditions of Government Purchase card acceptance: Not applicable.

18. Terms and conditions of rental, maintenance, and repair: Not applicable.

19. Terms and conditions of installation: Not applicable.

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from prices lists: Not applicable.

20a. Terms and conditions for any other services: Not Applicable.

21. List of service and distribution points: Not Applicable.

22. List of participating dealers: Not Applicable.

23. Preventive maintenance: Not Applicable.

24. Year 2000 (Y2K) Compliant.

25. Environmental attributes: Not Applicable.

26. Data Universal Number: 85-848-5758

27. Notification regarding registration in Central Contractor Registration: Registered.

27. Uncompensated Overtime: Not applicable.

Contractor Information:

- **Contact Information:**

Accenture LLP
11951 Freedom Drive
Reston, VA 20190
Telephone: (703) 947-2176
Fax: (703) 947-6785

Contract Administration: Mr. Stanley S. Mate
Email address: stanley.s.mate@accenture.com
Internet Website: www.accenture.com

- **DUNS Number:** 85-848-5758
- **Cage Code Number:** 0HNA3
- **Taxpayer Identification Number:** 72-0542904
- **Business Size:** Large

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Accenture's Task Order Assumptions:

- Costs for transportation, lodging, meals, and incidental expenses incurred by contractor personnel on official business are allowable subject to the limitations contained in FAR 31.205-46, entitled Travel Costs. Accenture will bill per diem and any approved travel cost in accordance with the referenced FAR provision and the Federal Travel Regulations (FTR's) in effect at the time the travel is performed. Accenture allows weekly fly-backs on out-of-town assignments.
- The labor rates offered are assumed to be for work done at a Government site and assume that the Government will provide the necessary equipment and information for the completion of the work. If the work is to be done at the contractor's site, Accenture will either bill the client at actual/allocated costs for necessary space and equipment that is used to complete the task or prorate a fixed price prior to beginning work based upon estimates of the actual/allocated cost.
- The daily rate reflects an 8-hour workday. Hours worked in excess of the standard 8-hour workday will be billed at the same hourly rates set forth in the Pricelist.
- Accenture is not a licensed reseller of third party products and uses an affiliate that is a licensed reseller to procure third party products for clients. To the extent that Accenture is required to procure for or provide to the procuring agency any such third party products, including hardware and software, we will assign the procurement functions to our affiliate and, as agent for the affiliate, invoice, collect, and receive from the procuring agency all sums that are or become due to the affiliate. Rights and obligations regarding the use of any such licensed software will be governed solely by the terms and conditions of the applicable license. The license will provide any consents (and, if appropriate, for transferring rights to Accenture) necessary for Accenture to use each third party software product in performing its services. In the case of products not governed by a license, title will pass directly from our affiliate to the procuring agency.
- Accessibility Standards:
Where a deliverable resulting from the services provided by Accenture under this Contract consists of electronic and information technology that is required to conform to the accessibility standards in 36 CFR 1194 ("Accessibility Standards"), such compliance will be accomplished by the following process:

Accessibility requirements for the deliverable will be included in the requirements document developed in consultation with and approved by the Ordering Agency. The requirements document will state any specific interpretations or amplifications necessary to further define the general requirements of the Accessibility Standards. The incorporation of the Accessibility Standards requirements into a deliverable originally developed by Accenture will be effected in accordance with a detailed

design developed in consultation with the Ordering Agency and approved by the Ordering Agency prior to implementation. Accenture will develop or use a set of tests to determine whether such deliverable conforms to the detailed design. The Ordering Agency will review and approve the tests prior to the commencement of the testing. Upon successful completion of the agreed upon tests, the deliverable will be deemed to be fully compliant with the Accessibility Standards. Accenture is entitled to rely on manufacturers' representations regarding compliance of their products with the Accessibility Standards.

Other Schedule Information:

1. **Ordering Procedures:**

FAR 8.402 contemplates that GSA may occasionally find it necessary to establish special ordering procedures for individual Federal Supply Schedules or for some Special Item Numbers (SINs) within a Schedule. GSA has established special ordering procedures for services that are priced on Schedule at hourly rates. These special ordering procedures take precedence over the procedures in FAR 8.404.

The GSA has determined that the rates for services contained in the contractor's price list applicable to this schedule are fair and reasonable. However, the ordering office using this contract is responsible for considering the level of effort and mix of labor proposed to perform specific task being ordered and for making a determination that the total firm-fixed price or ceiling price is fair and reasonable.

When ordering services, ordering offices shall:

1. **Prepare a Request for Quotes:**

A. A performance-based statement of work that outlines, at a minimum, the work to be performed, location of work, period performance, deliverable schedule, applicable standards, acceptable criteria and any special requirements (i.e., security clearances, travel, special knowledge, etc.) should be prepared.

B. A request for quotes should be prepared which includes the performance-based statement of work and requests the contractors to submit either a firm-fixed price or a ceiling price to provide the services outlined in the statement of work. A firm-fixed price order shall be requested, unless the ordering office makes a determination that it is not possible at the time of placing the order to estimate accurately the extent or duration of work or to anticipate cost with any reasonable degree of confidence. When such a determination is made, a labor hour quote may be requested.

The firm-fixed price shall be based on the hourly rates in the schedule contract and shall consider the mix of labor categories and level of effort required to perform the services described in the statement of work. The firm-fixed price of the order should also include any other incidental costs related to performance of the services ordered. The order may provide for reimbursements of travel costs at the rates provided in the Federal Travel or Joint Travel Regulations, or as a fixed-price incidental item. A ceiling price must be established for labor hour orders.

C. The request for quotes may request that the contractors, if necessary or appropriate, submit a project plan for performing the task and information on the contractor's experience and/or past performance performing similar tasks.

D. The request for quotes shall notify the contractors what basis will be used for selecting the contractor to receive the order. The notice shall include the best value selection criteria including the intended use of past performance factors.

2. Transmit the Request for Quotes to Contractors:

A. Based upon an initial evaluation of catalogs and price lists, the ordering office should identify the contractors that appear to offer the best value (considering the scope of services offered, hourly rates and other factors such as contractors' locations, as appropriate).

B. The request for quotes should be provided to at least three (3) contractors if the proposed order is estimated to exceed the micro-purchase threshold, but not exceed the maximum order threshold. For proposed orders exceeding the maximum order threshold, the request for quotes should be provided to additional contractors that offer services that will meet the agency's needs. Ordering offices should strive to minimize the contractors' costs associated with responding to requests for quotes for specific orders. Requests should be tailored to the minimum level necessary for adequate evaluation and selection for order placement. Oral presentations should be considered, whenever practical.

3. Evaluate quotes and select the contractor to receive an order

After responses have been evaluated against the factors identified in the request for quotes, the order should be placed with the schedule contractor that represents the best value and results in the lowest overall cost alternative (considering price, special qualifications, administrative costs, etc.) to meet the Government's needs.

2. BPAs:

The establishment of Federal Supply Schedule Blanket Purchase Agreements (BPAs) for recurring services is permitted when the procedures outlined herein are followed. All BPAs for services must define the service that may be ordered under the BPA, along with delivery or performance time frames, billing procedures, etc. The potential volume of orders under BPAs, regardless of the size of individual orders, may offer the ordering office the opportunity to secure volume discounts. When establishing BPAs ordering offices shall -----
Inform contractors in the request for quotes (based on the agency's requirement) if a single BPA or multiple BPAs will be established and indicate the basis that will be used for selecting the contractors to be awarded the BPAs.

A. **Single BPA:** Generally, a single BPA should be established when the ordering office can define the tasks to be ordered under the BPA and establish a firm-fixed price or ceiling price for individual tasks or services to be ordered. When this occurs, authorized users may place the order directly under the established BPA when the need for services arises. The schedule contractor that represents the best value and results in the lowest overall cost alternative to meet the agency's needs should be awarded the BPA.

B. **Multiple BPAs:** When the ordering office determines multiple BPAs are needed to meet its requirements, the ordering office should determine which contractors can meet any technical qualifications before establishing the BPAs. When multiple BPAs are established, the authorized users must follow the procedures in 2.B above and then place the order with the Schedule contractor

- that represents the best value and results in the lowest overall cost alternative to meet the agency's needs.
Review BPAs periodically. Such reviews shall be conducted at least annually. The purpose of the review is to determine whether the BPA still represents the best value (considering price, special qualifications, etc.) and results in the lowest overall cost alternative to meet the agency's needs.
3. **Contractor Teaming Arrangements:**
 - a. Federal Supply Schedule contractors may use "Contractor Team Arrangements" (see FAR 9.6) to provide solutions when responding to a customer agency requirements.
 - b. These Team Arrangements can be included under a Blanket Purchase Agreement (BPA). BPA's are permitted under all Federal Supply Schedule contracts.
 - c. Orders under a Team Arrangement are subject to terms and conditions of the Federal Supply Schedule contract.
 - d. Participation in a Team Arrangement is limited to Federal Supply Schedule contractors.
 - e. Customers should refer to FAR 9.6 for specific details on Team Arrangements.
 4. **Approval of Subcontracts:** The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.
 5. **Organizational Conflict of Interest:**
 - A. Definitions.

"Contractor" means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract
"Contractor and its affiliates" and "Contractor or its affiliates" refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.
An "Organizational conflict of interest" exists when the nature of the work to be performed under a proposed Government contract, without some restriction on activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor's or its affiliates' objectivity in performing contract work.
 - B. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the Government, ordering offices may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.
 6. **Resumes:** Resumes shall be provided to the Contracting Officer upon request.

MOBIS Summary of Services

Offered SINs:

- **874-1 Consultation Services**
- **874-2 Facilitation Services**
- **874-3 Survey Services**
- **874-6 Privatization Support Services and Documentation**

Government executives today face unprecedented challenges in meeting citizen needs and managing the agencies that serve and protect them. New forces of change confront federal agencies everyday including:

- Expectations for improved services,
- Demands for instant access and enhanced ease of use, and
- Desire for online services.

The drive to “reinvent government” —to dramatically change public services and do more with less—is a direct result of these trends. To respond, government must become faster, better and less expensive. Simply understanding the need for change is no longer enough—government leaders must understand how to make change happen. Facilitating change is where the services offered under MOBIS can help.

The Management, Organizational and Business Improvement Services (MOBIS) program provides a quick, and efficient means to accomplish projects that have funding but do not have a contract vehicle in place. As an existing, approved contracting option, MOBIS not only offers speed, but also the flexibility to address the needs of the

Government Executive.

874-1

Consultation Services

Accenture offers the following sampling of consulting services—Strategic, Business and Action Planning, Performance Management, Process and Productivity Improvement, Organizational Assessment and Redesign, as well as a vehicle to provide other improvement services as they are required.

➤ **Strategic, Business and Action Planning:**

Description of Service Offered- Our strategic, business, and action planning services can help MOBIS clients define their vision, mission, and strategic objectives and develop business action plans by which to achieve them. We work with clients to determine the best methods for delivering value and for complying with legislative requirements, such as the Government Performance and Results Act (GPRA), the CFO Act, and the Klinger-Cohen Act. Our strategic, business, and action planning spans a range of strategic issues, to include the following:

- Strategic intent and direction: Articulating the essence of the organization's mission and vision in a dynamic environment, identifying critical goals, developing strategies to achieve these goals, and communicating this intent to critical stakeholders
- Stakeholder, customer, and client value determination and satisfaction: Understanding the key value that the organization provides its customer's and stakeholders, the implications of not delivering value, and identifying key levers to improve satisfaction.
- Strategic performance objectives: Translating organizational goals to quantifiable objectives, which serve as guides for future performance and benchmarks for evaluation of past performance.
- Organizational capability: Assessing the organization's relative capabilities to support strategic goals and objectives, mapping capability needs to goals, and developing action plans to improve capabilities.
- Governance structures and processes: Identifying critical governance and oversight needs within an organization, chartering governance bodies, and developing processes and procedures for effective oversight of strategic implementation efforts.
- Organizational alliance management: Identifying critical alliances necessary to fully implement the organization's mission and vision and to satisfy customers and stakeholders, developing win-win relationship frameworks with alliance partners, and implementing governance and coordination structures and processes to ensure smooth operation of the alliance.

- Strategic technology options: Identifying and evaluating those critical technological solutions, which will fundamentally alter the way the organization accomplishes its mission and interacts with its stakeholders.
- Alternative funding strategies: Demonstrating the market value of the agency's existing or potential products and services, resulting in revenues which can expand services and/or reduce the need for appropriated funds.
- Cost improvement identification and realization: Identifying cost improvement opportunities through improved technology, processes, training, or other factors, and implementing improvements.

MOBIS Support. With Accenture's assistance in these areas, MOBIS clients can establish sound strategies that speak to statutory charters, legislative requirements, and customer and stakeholder expectations. With these strategies in place, we can help MOBIS clients develop and sustain effective business and action plans that enable them to achieve strategic outcomes.

➤ **Performance Management:**

Description of Service Offered- Performance management, through the comprehensive application of performance measures and indicators, allows organizations to measure their results against performance targets and critical benchmarks. Measurement helps translate strategic goals into operational targets, and these targets into results—all in compliance with legislative requirements such as GPRA. To assist clients with performance management programs, we work with them to identify the measures most indicative of desired strategic outcomes, develop reporting and review processes, and communicate the intent of the system in modifying employee and executive behaviors.

MOBIS Support. By designing a set of performance measures, targets and processes, Accenture can help MOBIS clients communicate their goals and gauge progress toward them. Our expertise in developing and implementing performance management systems can help MOBIS clients identify improvement opportunities, enable personnel to better understand their role in achieving objectives, encourage teamwork and continuous improvement, and serve as a tool for evaluating the effectiveness of implemented improvement initiatives.

➤ **Process and Productivity Improvement:**

Description of Service Offered- Accenture helps organizations fundamentally improve their processes and productivity—the way they do business—through a proven, successful methodology and the use of structured, empowered client-consultant work teams. Our reengineering approach is designed to accelerate an organization's "return to competence." We remove the program management unpredictability and risk created by poorly defined business structures and principles. Through a structured process, we help organizations break away from dated processes and assist them in finding new, innovative ways to enhance productivity and serve their customers.

MOBIS Support. In reengineering processes to improve productivity of MOBIS organizations, we will address transformation concerns, organizational change readiness, leadership sponsorship, and organizational relationships. We will work with MOBIS clients in a true partnership, sharing team responsibilities and ownership of the quality of the approach and deliverables. The focus will be on outcomes and results, not just completing workplan milestones.

➤ **Organizational Assessment and Redesign:**

Description of Service Offered- Through organizational assessments, Accenture helps clients make informed operational changes that will improve service delivery and efficiency. Our assessments help ensure that client structures, processes, and cultures align optimally with their strategic goals, value propositions, and management philosophies. We provide insight on industry and public-sector service trends and best practices so that our clients can recognize how their operational and organizational visions compare to their peers. This insight helps us design client organizations that are flexible to meet shifting demands. Our assessments focus on the end goal of creating an organization that consistently performs to fulfill its statutory purpose, achieve strategic outcomes, and exceed customer and stakeholder expectations.

MOBIS Support. Accenture can provide MOBIS clients with organizational assessments designed to equip leadership with the information necessary to help achieve their organizational vision and objectives. This includes using organizational diagnostic tools to help MOBIS clients identify key performance indicators. These tools provide a basis for analyzing MOBIS client resource needs, designing new organizational structures, and facilitating organizational change.

➤ **Other Improvement Services:**

Description of Service Offered- In addition, we provide other services to help clients achieve operational excellence. We develop leadership systems and high-performance work models. We provide program audits and evaluations that can lead to broad change initiatives. We leverage our renowned expertise in systems integration and alignment to help eliminate inefficiencies and reduce cycle times. We can provide customize training services to meet specific agency needs. In Summary, we have the expertise and resources to help organizations do the right things, the right way, to achieve the right outcomes.

MOBIS Support. To help MOBIS clients reach operational excellence, we will leverage these skills to improve core processes, enabling processes, and governance structures. We will use our expertise in strategic planning, performance measurement, organizational assessment, and process and productivity improvement to help MOBIS organizations reach beyond process efficiency to set new operational standards.

874-2

Facilitation Services

Accenture offers the following sampling of survey services—Debriefing and Overall Planning, Defining and Refining the Agenda, Convening and Leading Large and Small Group Briefings and Discussions, Use of Problem Solving Techniques to Resolve Disputes, Recording Discussion Content and Focusing Decision Making, and Providing a Draft for the Permanent Record.

➤ **Debriefing and Overall Planning:**

Description of Service Offered- Successful collaboration efforts, working groups, and integrated teams depend on a continuous cycle of planning. The planning cycle begins before the initial meeting, but continues on into the post-meeting debriefing session, where planning for the next meeting begins. To make good use of group meeting time, we carefully think through in advance the objective of the meeting and then set realistic expectations for what can be accomplished. Planning steps include the following:

- **Define meeting logistics.** Selecting the right time, place, and venue can be critical to establishing a productive work environment, and assuring participation of critical parties.
- **Identify meeting goals and topics for discussion.** This requires striking a delicate balance. Trying to discuss too many topics results in unresolved items at the end of the meeting, and discussing too few topics means inefficient use of time.
- **Identify meeting methods.** The way the meeting is conducted will depend on a variety of issues such as: What role will presenters and facilitator take? What tools or technologies will be used? Will the group stay together to work out difficult issues or work in “breakout” sessions?
- **Arrange meeting.** Travel and accommodations needs must be addressed.
- **Conduct Post-Meeting debriefing.** Good group dynamics and effective group work don’t happen right away. After each session, we review what worked and what didn’t, so that future sessions can build on those lessons and be more productive.

MOBIS Support. Accenture tailors our approach to debriefing and overall planning to the unique needs of each MOBIS client. For example, if needed, our facilitators can help MOBIS clients select the best leading-edge technologies in support of facilitation efforts. Such technologies include “follow-me” videoconferencing, teleconferencing, interactive white boards connected to high-end personal computers, and other multimedia formats. These tools can help to fully engage the audience.

➤ **Defining and Refining the Agenda:**

Description of Service Offered- The agenda dictates the order in which each item is addressed, once meeting objectives and discussion topics are selected. Effectiveness is improved by allowing the group to deal with easy issues first and more difficult ones later, after group cohesion has been established. In defining and refining the agenda, careful consideration should be given to the speaker, expected results, method to discuss, duration, time to present, time to debate, and time for decision.

MOBIS Support. This structured approach to defining and refining the agenda will assure MOBIS clients get the most out of valuable meeting time.

➤ **Convening & Leading Large & Small Group Briefings and Discussions:**

Description of Service Offered- Facilitators are sometimes referred to as “meeting managers.” A good facilitator will help the team think more creatively and will bring out the strengths of each team member. Accenture facilitators are trained to be non-intrusive coaches, guiding when necessary and staying in the background when appropriate. This gives the group ownership of the discussion and outcomes.

MOBIS Support. MOBIS clients can call upon the expertise of Accenture to orchestrate the full range of meeting types, from small group discussions to large entity wide rollout sessions. Each meeting is handled with a unique set of tools, customized for the occasion.

➤ **Use of Problem Solving Techniques to Resolve Disputes:**

Description of Service Offered- Use of problem solving skills to resolve disputes, disagreements, and divergent views may be the most valuable facilitation skill. Constructive conflict can lead to high performance. However, unresolved conflict can be destructive. Destructive conflict can arise when teams are deadlocked or when team members have become intractable. Trained in problem-solving techniques such as negotiation and idea generating, our facilitators can move a stalemated team toward productive action.

Problem-solving techniques such as Pareto Charts, flowcharts, cause-and-effect diagrams, and scatter diagrams allow teams to rely on data (rather than emotion) to make informed, objective decisions.

MOBIS Support. Independent facilitation allows a group to take on and work through difficult issues without becoming “stuck.” With assistance from Accenture, MOBIS clients can take on challenging issues without the fear that progress will stop as soon as conflict arises. Our approach leverages creative conflict to move the group forward.

➤ **Recording Discussion Content and Focusing Decision Making:**

Description of Service Offered- Facilitators are responsible for making sure that decisions get made. Often the best tool is to “play back” to the group what has been discussed. Thus, it is important that the facilitator record discussion content on the spot, employing not a verbatim transcript, but rather a synopsis of key issues. This helps to keep the group on track and aids decision-making. It also provides valuable input to the permanent record of the meeting.

MOBIS Support. MOBIS clients can expect Accenture to use a variety of tools to record discussion content and focus decision-making. For example, by using Synectics (an idea generation technique that relies on hyperbole), a facilitator can help teams to develop ideas and make decisions that they could not have done on their own.

➤ **Providing a Draft for the Permanent Record:**

Description of Service Offered- Once the meeting is complete, facilitators are responsible for providing a draft for the permanent record. This record of the meeting documents expected and actual results, decisions reached, open issues, and next steps.

MOBIS Support. Accenture staff is well trained in accurately documenting results. We will work with MOBIS clients to assure that meeting reports reflects their needs. Sometimes a transcript is required, while at other times an issue summary and work plan are preferable. We are equally skilled in all aspects of meeting reporting.

874-3

Survey Services

Accenture works every day with hundreds of clients to develop, administer, and analyze surveys to answer complex business questions. Accenture offers the following sampling of survey services— Defining the Agenda and Planning the Survey Design, Survey Development, Sampling, Pretest/Pilot Surveying, Administering Surveys Using Various Types of Data Collection Methods as Appropriate, Analyses of Quantitative and Qualitative Survey Data, Database Administration, and Report Production.

➤ **Defining the Agenda and Planning the Survey Design:**

Description of Service Offered- To Accenture, defining the agenda entails determining what information is needed, for what purpose, and at what time. We see survey design as similar to blueprints for a home. Our survey designs define what data to collect, how to collect it, and how to analyze it. We conduct qualitative and quantitative, paper-based and verbal, and high-level and very detailed surveys. Our survey designs account for the audience and their time availability, willingness to participate, tendency to report honestly, literacy, language comprehension, and other cultural bias factors. Our other design considerations are budget, level of detail required, and intended data analysis methods.

MOBIS Support. We begin with the end in mind, helping our MOBIS clients to define the survey agenda. We consider target audience and desired outcome, then select the survey design that will most cost-effectively obtain valid, meaningful data.

➤ **Survey Development:**

Description of Service Offered- Accenture survey development takes considerable effort, weighing the competing needs for level of detail and ease of survey administration. We know how to phrase questions carefully to minimize response bias.

MOBIS Support. Accenture will work with MOBIS clients to determine the right length and depth of survey instrument and the appropriate tone for the questions. We expect to work very closely with MOBIS clients, as there are usually multiple drafts before a survey is finalized.

➤ **Sampling:**

Description of Service Offered- We acknowledge two important sampling factors: sample size and selection method. Accenture understands that sample size is a function of the size of the population and the required level of confidence in the results. The higher the degree of confidence desired, the larger the sample. Given how expensive large surveys can be, we develop accurate sample sizes to obtain the best results for the least cost. Accenture is experienced in several sample selection methods, including random, stratified random, and convenience samples.

MOBIS Support. Building on our experience, Accenture will work with MOBIS clients to select the most appropriate sample size and sample selection method for their survey objectives and budget constraints.

➤ **Pretest/Pilot Surveying:**

Description of Service Offered- Accenture has found pre-testing a survey to be an effective way to refine and perfect both the survey instrument and the data collection protocols. By watching our data collection teams administer the survey, we learn to improve the methods and the outcomes.

MOBIS Support. We will pre-test MOBIS client surveys to validate the design under actual performance situations with a small trial group. During this stage, additional questions may be added while others may be dropped or changed. We will seek OMB approval for the data collection instrument, per federal law.

➤ **Administering Surveys Using Various Types of Data Collection Methods:**

Description of Service Offered- Accenture administers surveys using the most appropriate method -- mail-out surveys, voice-activated telephone response, electronic self-administered surveys, web-enabled surveys, computer-assisted telephone interviews, or face-to-face interviews. We use proven methodologies for each of these, and have used these methods on ourselves for internal data collection efforts.

MOBIS Support. MOBIS clients can rely on the integrity of data collected by Accenture because we use only proven tools. Our experience allows us to administer surveys in compliance with all applicable federal regulations.

➤ **Analyses of Quantitative and Qualitative Survey Data:**

Description of Service Offered- We work with clients to select appropriate data analysis tools to draw fact-based, logical conclusions. Our staff is skilled in all data analysis techniques, from statistical methods such as regression and logit-probit modeling, to a variety of qualitative tools.

MOBIS Support. MOBIS clients can be confident that the conclusions reached by Accenture are reliable, and form the foundation for fact-based decisions.

➤ **Assessing Reliability and Validity:**

Description of Service Offered- Reliability refers to the degree of confidence in the respondent. Validity is the degree of confidence that survey questions accurately address the stated objectives. We assess the reliability of the audience, considering the possible biases of the respondents and the situations in which we conduct the interviews. We test validity of responses in a number of ways, including built-in checks, which we have found to be essential to the integrity of the data.

MOBIS Support. Accenture will test the validity and reliability of MOBIS client survey instruments, and will then fine-tune data collection instruments so that the final results are as credible as possible.

➤ **Database Administration:**

Description of Service Offered- For large data sets, database administration, the management and storage of data is important. Accenture has hundreds of staff devoted solely to database administration.

MOBIS Support. We will provide whatever level of support is required for database administration -- advice to MOBIS clients with their own database administration

capabilities, or full support for those without. We will work with MOBIS clients to meet any statutory data archival and access requirements.

➤ **Production of Reports:**

Description of Service Offered- Presentation of the survey results is key to the ability to inform and persuade our client audiences.

MOBIS Support. Accenture will work with MOBIS clients to determine the content, tone, style, and timing of the report.

SIN 874-6

Privatization Support Services & Documentation

Accenture has assisted with privatization efforts across the country and around the globe. Accenture offers the following sampling of privatization support services—Strategic, Tactical, and Operational Planning, Initial Study Planning, Comparison of In-house Bids to Proposed Prices, Most Efficient Organization (MEO) Management Studies, In-House Government Cost Estimates Development, Performance Work Statement (PWS) Development, and Value Determination.

➤ **Strategic, Tactical, and Operational Planning Support:**

Description of Service Offered- Strategic, Tactical, and Operational Planning support helps clients define and achieve their mission by asking fundamental questions such as: Who are we? What business are we in? Where do we want to go? How will we get there? How will we know when we arrive?

MOBIS Support. MOBIS clients can expect specialized assistance from 2,000 strategic, tactical, and operational planning specialists at Accenture, as well as our research think tank, the Strategy Center for Excellence. The Center employs experts who can “parachute” into a project to provide targeted assistance on a just-in-time basis-specific privatization help for specific client problems, just when the client needs it. Our government strategy specialists have created methodologies that develop and refine strategic plans and privatization strategies in compliance with the Government Performance and Results Act (GPRA) and the Clinger-Cohen Act.

➤ **Initial Study Planning:**

Description of Service Offered- Accenture works with clients to develop a detailed approach and work plan at the beginning of every engagement to ensure the best use of Accenture and client resources to accomplish project goals.

MOBIS Support. MOBIS clients can expect Accenture to assure that all aspects of the privatization effort are considered in the initial study planning phase and that the plan reflects Office of Management and Budget (OMB) requirements, the federal government outsourcing policy governed by U.S. OMB Circular A-76, Performance of Commercial Activities.

➤ **Comparison of In-house Bids to Proposed Prices:**

Description of Service Offered- Accenture works with government agencies and private firms to assess the costs and benefits of a wide range of outsourcing options. In-house bids must be compared to proposed Interservice Support Agreement (ISSA) prices, consistent with OMB guidance. Our staff can develop detailed economic forecasts and sophisticated models that can be used to perform cost comparison sensitivity analysis. This analysis allows Accenture to provide accurate cost savings estimates to be realized through outsourcing.

Accenture has developed a complete “toolbox” of methodologies for effective cost comparison. Our Activity Based Costing (ABC) methodology is an analytical tool for

understanding process, customer, and product costs, as well as their relevant drivers. ABC analysis involves compiling resource data, mapping processes and activities, determining time spent by activity, selecting relevant activity drivers, and analyzing results for relevant cost objects. As with any cost comparison methodology, the results are compared using net present value of discounted future cash flows.

MOBIS Support. MOBIS clients can expect to benefit from the vast experience of Accenture in working with private sector clients on rigorous cost models. In addition, MOBIS clients will benefit from our strong relationships with OMB and our ability to effectively interpret privatization guidance.

➤ **MEO Management Studies:**

Description of Service Offered- Every day, our consultants collect and analyze data to develop conclusions and recommendations to improve the operations of our government clients. Because the MEO study becomes the basis for the government cost comparison estimate, it must be executed accurately. We know that an MEO study should identify essential functions to be performed, determine performance factors, organizational structure, staffing, and operating procedures that will contribute a high-caliber cost comparison estimate.

MOBIS Support. Accenture MEO studies will help MOBIS clients identify efficiencies and economies in their operations. MOBIS clients can rely on our high-quality data gathering and analysis because we rely on tested methodologies and approaches and deep experience in executing our work.

➤ **In-House Government Cost Estimate Development:**

Description of Service Offered- Accenture staff is skilled in developing cost and pricing models, as well as sensitivity analyses, as part of our privatization assessment and analysis capability.

MOBIS Support. MOBIS clients can expect expert assistance from Accenture staff on the development of their in-house government cost estimates.

➤ **PWS Development:**

Description of Service Offered- Accenture has developed numerous PWS for government clients. The PWS defines the scope of the work intended for outsourcing. Our experience indicates that the more specific the PWS, the more successful the procurement effort will be.

MOBIS Support. MOBIS clients can expect an experienced hand when they ask for PWS assistance from Accenture. One of our teams recently completed a performance work statement for an outsourcing effort proposed by the United States Postal Service.

➤ **Value Determination:**

Description of Service Offered- In addition to the above mentioned services, privatization often involves selling assets, which includes determining the their value. Although a number of value determination methods exist, the most common are Economic Value Added and Discounted Cash Flow. Accenture has developed the Shareholder Value Analysis methodology, given the unique needs of the client. which, selects the best of these tools and identifies the most appropriate tool for determining value.

MOBIS Support. MOBIS clients can expect to receive value determination assistance tailored to their unique needs, by a team that understands the strengths and weaknesses of each valuation method.

MOBIS

Summary of Labor Categories

□ *Business Functions* □

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 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. In regards to Business Functions general experience, an Advanced Degree equals up to two years of experience. Resumes will be provided upon request.

Business Functions Partner 1

General Experience. A Business Functions Partner 1 possess at least 12 years of experience in business architecture design implementation, change management efforts 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

Business Functions Associate Partner 4

General Experience. Business Functions Associate Partner (4)s possess at least 13 years of experience in business architecture design implementation, change management efforts or business process redesign.

Functional Responsibility. Business Functions Associate Partner (4)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 (4)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
- Oversee contract and financial management of one or more client engagements.

Minimum Education: Bachelor's Degree

Business Functions Associate Partner 3

General Experience. Business Functions Associate Partner (3)s possess at least 12 years of experience in business architecture design implementation, change management efforts 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
- Oversee contract and financial management of one or more client engagements.

Minimum Education: Bachelor's Degree

Business Functions Associate Partner 2

General Experience. Business Functions Associate Partner (2)s possess at least 11 years of experience in business architecture design implementation, change management efforts 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
- Oversee contract and financial management of one or more client engagements.

Minimum Education: Bachelor's Degree

Business Functions Associate Partner 1

General Experience. Business Functions Associate Partner (1)s possess at least 10 years of experience in business architecture design implementation, change management efforts 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
- Oversee contract and financial management of one or more client engagements.

Minimum Education: Bachelor's Degree

Business Functions Senior Manager 3

General Experience. Business Functions Senior Manager (3)s at least 10 years of experience in business architecture design implementation, change management efforts 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
- Manage client contracts.

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

Business Functions Senior Manager 2

General Experience. Business Functions Senior Manager (2)s at least 9 years of experience in business architecture design implementation, change management efforts 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
- Manage client contracts.

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

Business Functions Senior Manager 1

General Experience. Business Functions Senior Manager (1)s at least 8 years of experience in business architecture design implementation, change management efforts 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
- Manage client contracts.

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

Business Functions Manager 4

General Experience. Business Functions Manager (4)s possess at least 8 years of experience in business architecture design implementation, change management efforts 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 and execute project budgets.

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

Business Functions Manager 3

General Experience. Business Functions Manager (3)s possess at least 7 years of experience in business architecture design implementation, change management efforts 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 and execute project budgets.

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

Business Functions Manager 2

General Experience. Business Functions Manager (2)s possess at least 6 years of experience in business architecture design implementation, change management efforts 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 3 years related experience.

Business Functions Manager 1

General Experience. Business Functions Manager (1)s possess at least 5 years of experience in business architecture design implementation, change management efforts 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 3 years related experience.

Business Functions Consultant 4

General Experience. Business Functions Consultant (4)s possess at least 5 years of experience in business architecture design implementation, change management efforts 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 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 3

General Experience. Business Functions Consultant (3)s possess at least 4 years of experience in business architecture design implementation, change management efforts 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 2

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

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 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 1

General Experience. Business Functions Consultant (1)s possess at least 2 years of experience in business architecture design implementation, change management efforts 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 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 Analyst 4

General Experience. Business Functions Analysts (4)s possess at least 2 years of experience in business architecture design implementation, change management efforts 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 technical support to Business Functions development teams
- Perform program management support tasks, such as status reporting and workplan maintenance.

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

Business Functions Analyst 3

General Experience. Business Functions Analysts (3)s possess 1 to 2 years of experience in business architecture design implementation, change management efforts 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

- Perform program management support tasks, such as status reporting and workplan maintenance.

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

Business Functions Analyst 2

General Experience. Business Functions Analysts (2)s possess at least 1 year of experience in business architecture design implementation, change management efforts 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 technical support to software development teams
- Perform program management support tasks, such as status reporting and workplan maintenance.

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

Business Functions Analyst 1

General Experience. Business Functions Analysts (1)s have been trained in systems development and/or training methodologies.

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
- Perform program management support tasks, such as status reporting and workplan maintenance.

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

□ *Client Financial Management* □

Client Financial Management Associate Partner

General Experience. Client Financial Management Associate Partners possess at least 10 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Associate Partners oversee the administrative and financial management of client engagements. A Client Financial Management Associate Partner is qualified to perform such tasks as:

- Provide expert counsel to Client Financial Management teams in the areas of work management activities, financial management, human resources management, contract management, facilities management and other administrative support functions for one or more client engagements
- Conduct Client Financial Management reviews and recommend specific improvement strategies
- Recognize internal and external trends, and adjust Client Financial Management strategies accordingly
- Oversee the management of one or more Client Financial Management teams.

Minimum Education: Bachelor's Degree.

Client Financial Management Senior Manager

General Experience. Client Financial Management Senior Managers possess at least 7 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Senior Managers support project personnel in the administrative and financial management of client engagements. A Client Financial Management Senior Manager is qualified to perform such tasks as:

- Develop standards for and manage work management activities, financial management, human resources management, contract management, facilities management and other administrative support functions for one or more client engagements
- Provide quality management review for engagements
- Develop best practices for Client Financial Management
- Manage one or more Client Financial Management teams.

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

Client Financial Management Manager

General Experience. Client Financial Management Managers possess at least 5 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management professionals support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Manager is qualified to perform such tasks as:

- Ensure contractual compliance for an engagement
- Establish and monitor key performance indicators and engagement metrics
- Establish facilities management process and responsibilities
- Develop an engagement's quality plan
- Manage the Client Financial Management team.

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

Client Financial Management Specialist 2

General Experience. Client Financial Management Specialist (2)s possess at least 4 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Specialist (2)s support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Specialist (2) is qualified to perform such tasks as:

- Set up and coordinate an engagement's work management processes, tools and reporting structure
- Set up and coordinate an engagement's financial accounting process
- Establish and manage human resources management processes for an engagement
- Support the development of an engagement's quality plan, procedures and metrics
- Supervise Client Financial Management analysts and assistants.

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

Client Financial Management Specialist 1

General Experience. Client Financial Management Specialist (1)s possess at least 3 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Specialist (1)s support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Specialist (1) is qualified to perform such tasks as:

- Set up and coordinate an engagement's work management processes, tools and reporting structure
- Set up and coordinate an engagement's financial accounting process
- Establish and manage human resources management processes for an engagement
- Support the development of an engagement's quality plan, procedures and metrics
- Supervise Client Financial Management analysts and assistants.

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

Client Financial Management Analyst 2

General Experience. Client Financial Management Analyst (2)s possess at least 2 years of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Analyst (2)s support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Analyst (2) is qualified to perform such tasks as:

- Prepare engagement reporting, trend analysis, costing and forecasting
- Prepare Accenture billings based upon contractual requirements
- Perform and monitor an engagement's internal financial accounting processes
- Perform and monitor an engagement's human resources and facilities management activities
- Track and monitor quality management checkpoints and metrics.

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

Client Financial Management Analyst 1

General Experience. Client Financial Management Analyst (1)s possess up to 1 year of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Analyst (1)s support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Analyst (1) is qualified to perform such tasks as:

- Prepare engagement reporting, trend analysis, costing and forecasting
- Prepare Accenture billings based upon contractual requirements
- Perform and monitor an engagement's internal financial accounting processes
- Perform and monitor an engagement's human resources and facilities management activities
- Track and monitor quality management checkpoints and metrics.

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

Client Financial Management Assistant

General Experience. Client Financial Management Assistants possess up to 1 year of experience in the administrative and financial management of client engagements.

Functional Responsibility. Client Financial Management Assistants support project personnel in the administrative, financial management and other administrative support functions of client engagements. A Client Financial Management Assistant is qualified to perform such tasks as:

- Assist in maintaining and reconciling an engagement's work management records
- Assist in financial tracking and reporting
- Assist in an engagement's human resources management activities, such as performance evaluation tracking and team member scheduling
- Assist in facilities management for an engagement.

Minimum Education: High School Diploma.

□ *Executive Assistance* □

Executive Assistant 3

General Experience. Executive Assistant (3)s possess 6 or more years of administrative experience.

Functional Responsibility. Executive Assistants provide administrative support to project managers, associate partners and partners on client engagements. Executive Assistant (3)s perform tasks such as tasks:

- Manage an executive's correspondence

Coordinate all aspects of on-site and off-site group meetings

Create or design presentation formats using advanced graphics

Analyze data and prepare complex reports.

Minimum Education: High School Diploma.

Executive Assistant 2

General Experience. Executive Assistant (2)s possess 1 to 5 years of administrative experience.

Functional Responsibility. Executive Assistants provide administrative support to project managers, associate partners and partners on client engagements. Executive Assistant (2)s perform tasks such as:

- Liaison with executive's clients
- Transcribe dictation from tape, voicemail, etc.
- Manage and coordinate calendars for one or more executives
- Arrange all aspects of on-site and off-site group meetings
- Prepare advanced graphics and other complex documents, such as tables and presentations.

Minimum Education: High School Diploma.

Executive Assistant 1

General Experience. Executive Assistant (1)s possess up to 1 year of administrative experience.

Functional Responsibility. Executive Assistants provide administrative support to project managers, associate partners and partners on client engagements. Executive Assistant (1)s perform tasks such as:

- Draft Executive correspondence
- Transcribe dictation from tape, voicemail, etc.

- Arrange domestic and international travel plans
- Maintain files and records relating to projects and engagements
- Produce and assemble documents such as spreadsheets and presentations using standard personal computer software.

Minimum Education: High School Diploma.

MOBIS Schedule Rates

Rates are applicable to the following SINs:

- **874-1 Consultation Services**
- **874-2 Facilitation Services**
- **874-3 Survey Services**
- **874-6 Privatization Support Services and Documentation**

MOBIS Labor Categories	MOBIS Yr 6 7/10/07 - 4/18/08	
	Hourly Rate	Daily Rate
Business Functions Analyst 1	\$74.62	\$596.96
Business Functions Analyst 2	\$84.99	\$679.92
Business Functions Analyst 3	\$84.99	\$679.92
Business Functions Analyst 4	\$96.93	\$775.44
Business Functions Consultant 1	\$102.36	\$818.88
Business Functions Consultant 2	\$102.36	\$818.88
Business Functions Consultant 3	\$110.34	\$882.72
Business Functions Consultant 4	\$126.24	\$1,009.92
Business Functions Manager 1	\$140.90	\$1,127.20
Business Functions Manager 2	\$160.94	\$1,287.52
Business Functions Manager 3	\$173.82	\$1,390.56
Business Functions Manager 4	\$186.71	\$1,493.68
Business Functions Senior Manager 1	\$206.02	\$1,648.16
Business Functions Senior Manager 2	\$225.34	\$1,802.72
Business Functions Senior Manager 3	\$263.97	\$2,111.76
Business Functions Associate Partner 1	\$302.28	\$2,418.24
Business Functions Associate Partner 2	\$333.34	\$2,666.72
Business Functions Associate Partner 3	\$374.71	\$2,997.68
Business Functions Associate Partner 4	\$415.09	\$3,320.72
Business Functions Partner 1	\$493.88	\$3,951.04
Client Financial Management Assistant	\$52.94	\$423.52
Client Financial Management Analyst 1	\$74.95	\$599.60
Client Financial Management Analyst 2	\$84.69	\$677.52
Client Financial Management Specialist 1	\$92.34	\$738.72
Client Financial Management Specialist 2	\$100.54	\$804.32
Client Financial Management Manager	\$142.02	\$1,136.16
Client Financial Management Senior Manager	\$209.54	\$1,676.32
Client Financial Management Associate Partner	\$294.38	\$2,355.04
Executive Assistant 1	\$52.94	\$423.52
Executive Assistant 2	\$60.22	\$481.76
Executive Assistant 3	\$52.94	\$423.52

Escalation 3.8% Years 7 through 10

MOBIS Labor Categories	MOBIS Yr 7 4/19/08 - 4/18/09	
	Hourly Rate	Daily Rate
Business Functions Analyst 1	\$77.46	\$619.68
Business Functions Analyst 2	\$88.22	\$705.76
Business Functions Analyst 3	\$88.22	\$705.76
Business Functions Analyst 4	\$100.61	\$804.88
Business Functions Consultant 1	\$106.25	\$850.00
Business Functions Consultant 2	\$106.25	\$850.00
Business Functions Consultant 3	\$114.53	\$916.24
Business Functions Consultant 4	\$131.04	\$1,048.32
Business Functions Manager 1	\$146.25	\$1,170.00
Business Functions Manager 2	\$167.06	\$1,336.48
Business Functions Manager 3	\$180.43	\$1,443.44
Business Functions Manager 4	\$193.80	\$1,550.40
Business Functions Senior Manager 1	\$213.85	\$1,710.80
Business Functions Senior Manager 2	\$233.90	\$1,871.20
Business Functions Senior Manager 3	\$274.00	\$2,192.00
Business Functions Associate Partner 1	\$313.77	\$2,510.16
Business Functions Associate Partner 2	\$346.01	\$2,768.08
Business Functions Associate Partner 3	\$388.95	\$3,111.60
Business Functions Associate Partner 4	\$430.86	\$3,446.88
Business Functions Partner 1	\$512.65	\$4,101.20
Client Financial Management Assistant	\$54.95	\$439.60
Client Financial Management Analyst 1	\$77.80	\$622.40
Client Financial Management Analyst 2	\$87.91	\$703.28
Client Financial Management Specialist 1	\$95.85	\$766.80
Client Financial Management Specialist 2	\$104.36	\$834.88
Client Financial Management Manager	\$147.42	\$1,179.36
Client Financial Management Senior Manager	\$217.50	\$1,740.00
Client Financial Management Associate Partner	\$305.57	\$2,444.56
Executive Assistant 1	\$54.95	\$439.60
Executive Assistant 2	\$62.51	\$500.08
Executive Assistant 3	\$54.95	\$439.60

Escalation 3.8% Years 7 through 10

MOBIS Labor Categories	MOBIS Yr 8 4/19/09 - 4/18/10	
	Hourly Rate	Daily Rate
Business Functions Analyst 1	\$80.40	\$643.20
Business Functions Analyst 2	\$91.57	\$732.56
Business Functions Analyst 3	\$91.57	\$732.56
Business Functions Analyst 4	\$104.44	\$835.52
Business Functions Consultant 1	\$110.29	\$882.32
Business Functions Consultant 2	\$110.29	\$882.32
Business Functions Consultant 3	\$118.89	\$951.12
Business Functions Consultant 4	\$136.02	\$1,088.16
Business Functions Manager 1	\$151.81	\$1,214.48
Business Functions Manager 2	\$173.40	\$1,387.20
Business Functions Manager 3	\$187.28	\$1,498.24
Business Functions Manager 4	\$201.17	\$1,609.36
Business Functions Senior Manager 1	\$221.98	\$1,775.84
Business Functions Senior Manager 2	\$242.79	\$1,942.32
Business Functions Senior Manager 3	\$284.41	\$2,275.28
Business Functions Associate Partner 1	\$325.69	\$2,605.52
Business Functions Associate Partner 2	\$359.16	\$2,873.28
Business Functions Associate Partner 3	\$403.73	\$3,229.84
Business Functions Associate Partner 4	\$447.24	\$3,577.92
Business Functions Partner 1	\$532.13	\$4,257.04
Client Financial Management Assistant	\$57.04	\$456.32
Client Financial Management Analyst 1	\$80.75	\$646.00
Client Financial Management Analyst 2	\$91.25	\$730.00
Client Financial Management Specialist 1	\$99.49	\$795.92
Client Financial Management Specialist 2	\$108.33	\$866.64
Client Financial Management Manager	\$153.02	\$1,224.16
Client Financial Management Senior Manager	\$225.77	\$1,806.16
Client Financial Management Associate Partner	\$317.18	\$2,537.44
Executive Assistant 1	\$57.04	\$456.32
Executive Assistant 2	\$64.88	\$519.04
Executive Assistant 3	\$57.04	\$456.32

Escalation 3.8% Years 7 through 10

MOBIS Labor Categories	MOBIS Yr 9 4/19/10 - 4/18/11	
	Hourly Rate	Daily Rate
Business Functions Analyst 1	\$83.45	\$667.60
Business Functions Analyst 2	\$95.05	\$760.40
Business Functions Analyst 3	\$95.05	\$760.40
Business Functions Analyst 4	\$108.41	\$867.28
Business Functions Consultant 1	\$114.48	\$915.84
Business Functions Consultant 2	\$114.48	\$915.84
Business Functions Consultant 3	\$123.40	\$987.20
Business Functions Consultant 4	\$141.19	\$1,129.52
Business Functions Manager 1	\$157.58	\$1,260.64
Business Functions Manager 2	\$179.99	\$1,439.92
Business Functions Manager 3	\$194.40	\$1,555.20
Business Functions Manager 4	\$208.81	\$1,670.48
Business Functions Senior Manager 1	\$230.41	\$1,843.28
Business Functions Senior Manager 2	\$252.02	\$2,016.16
Business Functions Senior Manager 3	\$295.22	\$2,361.76
Business Functions Associate Partner 1	\$338.07	\$2,704.56
Business Functions Associate Partner 2	\$372.80	\$2,982.40
Business Functions Associate Partner 3	\$419.07	\$3,352.56
Business Functions Associate Partner 4	\$464.23	\$3,713.84
Business Functions Partner 1	\$552.35	\$4,418.80
Client Financial Management Assistant	\$59.21	\$473.68
Client Financial Management Analyst 1	\$83.82	\$670.56
Client Financial Management Analyst 2	\$94.72	\$757.76
Client Financial Management Specialist 1	\$103.27	\$826.16
Client Financial Management Specialist 2	\$112.44	\$899.52
Client Financial Management Manager	\$158.83	\$1,270.64
Client Financial Management Senior Manager	\$234.35	\$1,874.80
Client Financial Management Associate Partner	\$329.23	\$2,633.84
Executive Assistant 1	\$59.21	\$473.68
Executive Assistant 2	\$67.35	\$538.80
Executive Assistant 3	\$59.21	\$473.68

Escalation 3.8% Years 7 through 10

MOBIS Labor Categories	MOBIS Yr 10 4/19/11 - 4/18/12	
	Hourly Rate	Daily Rate
Business Functions Analyst 1	\$86.63	\$693.04
Business Functions Analyst 2	\$98.66	\$789.28
Business Functions Analyst 3	\$98.66	\$789.28
Business Functions Analyst 4	\$112.52	\$900.16
Business Functions Consultant 1	\$118.83	\$950.64
Business Functions Consultant 2	\$118.83	\$950.64
Business Functions Consultant 3	\$128.09	\$1,024.72
Business Functions Consultant 4	\$146.55	\$1,172.40
Business Functions Manager 1	\$163.57	\$1,308.56
Business Functions Manager 2	\$186.83	\$1,494.64
Business Functions Manager 3	\$201.79	\$1,614.32
Business Functions Manager 4	\$216.75	\$1,734.00
Business Functions Senior Manager 1	\$239.17	\$1,913.36
Business Functions Senior Manager 2	\$261.59	\$2,092.72
Business Functions Senior Manager 3	\$306.44	\$2,451.52
Business Functions Associate Partner 1	\$350.91	\$2,807.28
Business Functions Associate Partner 2	\$386.97	\$3,095.76
Business Functions Associate Partner 3	\$435.00	\$3,480.00
Business Functions Associate Partner 4	\$481.87	\$3,854.96
Business Functions Partner 1	\$573.34	\$4,586.72
Client Financial Management Assistant	\$61.46	\$491.68
Client Financial Management Analyst 1	\$87.01	\$696.08
Client Financial Management Analyst 2	\$98.32	\$786.56
Client Financial Management Specialist 1	\$107.20	\$857.60
Client Financial Management Specialist 2	\$116.72	\$933.76
Client Financial Management Manager	\$164.87	\$1,318.96
Client Financial Management Senior Manager	\$243.25	\$1,946.00
Client Financial Management Associate Partner	\$341.74	\$2,733.92
Executive Assistant 1	\$61.46	\$491.68
Executive Assistant 2	\$69.91	\$559.28
Executive Assistant 3	\$61.46	\$491.68

Escalation 3.8% Years 7 through 10