

31 August 2023

***Inquiry into the management and assurance of integrity by consulting services
(Consulting services)***

Dear Committee Secretary,

Thank you for the additional questions on notice from Senator O'Neill. Please find attached our responses to the questions.

Yours sincerely,
BCG

Questions

1. Is Boston Consulting Group aware of the practice of consulting firms maintaining records that characterise any/all of the following; Which public servants in government departments hold influence, what the relationships of public servants are to one another, what the attitude of individual public servants is towards your firm and/or external consultancies more generally, or any similar information? These records can be referred to as 'Power Mapping' but may be referred to by another name.
2. Does Boston Consulting Group, or has Boston Consulting Group ever, engaged in the practice of 'Power Mapping' or any similar practice involving the characterisation of public servants relevant to their influence, relationships and/or attitude towards consultancies?
3. What parameters are used to update these records?
4. How are these records used in the tendering process?
5. Please provide all 'power maps' created by Boston Consulting Group from 2015 to the present day. If there are so many of these documents that it is impracticable to provide all which fall within the criteria, preference provision those records which have been viewed by upper firm leadership and make references to departmental secretaries and upper departmental leadership. Ensure that a minimum of one sample of a 'power map' per government department and agency for which power maps are in existence is provided.
6. Please provide the number of, or if necessary, an estimate of, power maps which have been created at Boston Consulting Group for each government department and agency.
7. Please provide all internal correspondence surrounding the creation and updating of these 'power map' records as related to the tendering process from 2015 onwards. If there are too many of these records to be practicable to collate and provide, please provide samples of correspondence on this matter preference correspondence of Partners at Boston Consulting Group.
8. Please provide the number of or, if necessary, an estimate of, the amount of emails sent relating to power maps and the tendering process at Boston Consulting Group from 2015 onwards.

Answers

1. BCG understands 'power mapping' to be a visual and analytical tool to systematically identify people and stakeholders with authority, power and influence, and the relationships and connections between people, for the purpose of exerting pressure on decision-makers to achieve specific outcomes, such as in change advocacy, political campaigns or in tendering and procurement processes. BCG does not engage in 'power mapping' and does not have any knowledge as to whether other consulting firms engage in the practice of 'power mapping'.

2. BCG does not engage in 'power mapping' or similar practice.

As part of our standard client service management approach, we do maintain a database to share relevant BCG research and global perspectives with clients where appropriate and relevant. It contains contact details, including their titles, organisational position, who they report to and whether they have subscribed to BCG publications and, if known, their views on BCG. We do not make or hold any records of which public servants hold power or influence in government departments, what the connections or relationships of public servants are to one another, or what the attitude is of individual public servants to consultancies in general.

3. Our client service database is updated with changes in contact details provided directly by clients to us, via publicly available government organisational charts and government online directories, and client feedback or engagements.

4. Our client service database is not used in tendering processes.

- 5-8. Not relevant or applicable given our responses to the previous questions.