

29 August 2023

Mr Patrick Hodder
Committee Secretary
Finance and Public Administration References Committee

Dear Mr Hodder,

Re: Senate Finance and Public Administration Inquiry into the management and assurance of integrity by consulting services

Thank you for your recent correspondence.

We refer to the questions on notice received on the 9 August 2023 and provide our answers below.

We have endeavoured to respond to these questions whilst being mindful of what is feasibly practical. We are happy to consider any further questions if helpful to the committee.

1. *Is Accenture 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.*

Accenture is aware of the practice referred to as "Power Mapping".

For completeness, we note that the term "Power Mapping" is interchangeable with other terms such as "Relationship Mapping", "Stakeholder Mapping" and "Stakeholder Engagement". Different organisations may use different terms; yet the principles are the same. Throughout this response, we will use the term "Power Mapping" based on the questions that have been asked, however it should be read as covering those other terms as well.

2. *Does Accenture, or has Accenture 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?*

Within Accenture, we use a form of power mapping as a tool to help us understand an organisation's structure, governance forums, and views/experiences of Accenture particularly as it relates to their satisfaction with Accenture's service delivery. The maps can also include alliance partners, third-party advisors and the role of competitors in the broader ecosystem.

Power maps are one element in our assessment of potential client projects and are used on most of our client engagements, including with our public service clients, and as part of our account planning processes. They are commonly deployed through a Customer Relationship Management system such as Salesforce and we use them to determine how we can best assist our clients.

3. *What parameters are used to update these records?*

Power maps within Accenture typically include the following (at a relatively high level and where known):

- The official reporting relationships among individuals inside the organisation (typically based on the client's published organisation charts).
- Social styles for example, if the individual is analytical, expressive or a driver.

- The Accenture individual who is the primary relationship owner for each client individual.
- Key governance forums within the organisation/project.
- A client individual's view/experience with Accenture, for example how satisfied are they with Accenture's performance? Do they believe we have delivered value?

Power maps are updated as required, such as when there are structural changes within an organisation or as part of our account planning processes where we are endeavouring to understand how we can best assist our clients.

Within Accenture, access to power maps is restricted and can only be accessed by individuals on a need-to-know basis.

4. *How are these records used in the tendering process?*

Power maps are used as part of a tendering process to determine how we may assist a client to effect change within their organisation, particularly in relation to understanding the outcomes the client is seeking to achieve and ensuring we can provide appropriate solutions.

Whenever we participate in a tendering process, we strictly abide by the probity rules, which includes not contacting or participating in any discussions or meetings with any individuals (including any that may be included on a power map) who are part of the decision-making process for that tender.

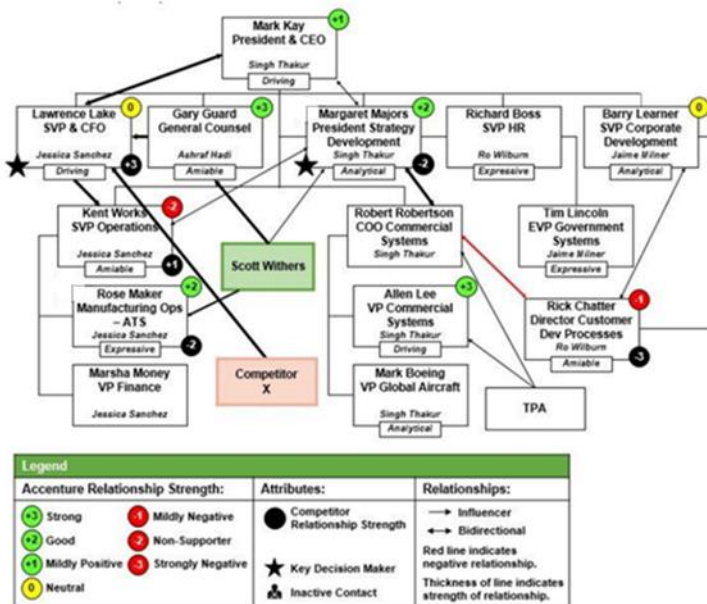
5. *Please provide all 'power maps' created by Accenture from 2015 to the present day. If there are so many of these documents that it is impracticable to provide all which fall within the criteria, preference provision those records which have been viewed by upper firm leadership and make references 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.*

As Accenture uses a form of power mapping on most of our client engagements and within our annual account planning process, it is not practical to provide all power maps created from 2015 onwards.

We also do not store this information on an ongoing basis and access is restricted and can only be accessed by individuals on a need-to-know basis.

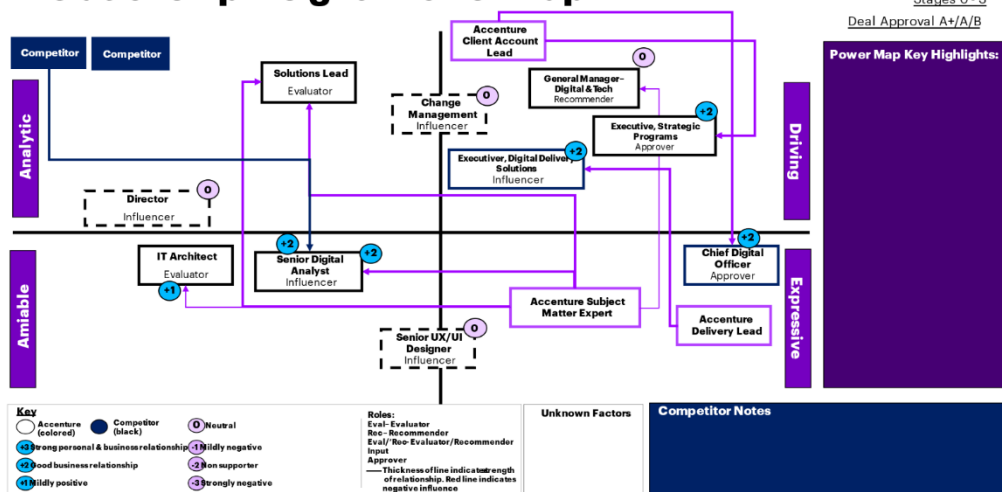
Below is an example of a sample power map created internally within Accenture. We have also provided an example of a power map specifically created for a government opportunity.

Accenture Power Map Sample¹:



Government Power Map Sample:

Relationship Insight – Power Map



¹ Names are made up and not intended to represent real people.

6. *Please provide the number of, or if necessary, an estimate of, power maps which have been created at Accenture for each government department and agency.*

As Accenture uses a form of power mapping on most of our client engagements and within our annual account planning process, we would estimate that hundreds of power maps have been created in relation to government opportunities from 2015 onwards. This would differ across agencies based on the number of times they approach the market for services provided by Accenture.

We also do not store this information on an ongoing basis and access is restricted and can only be accessed by individuals on a need-to-know basis.

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 Accenture.*

As Accenture uses a form of power mapping on most of our client engagements and as part of our annual account planning process, we estimate that hundreds would have been created in relation to government opportunities since 2015. For this reason, it is not practical to provide all internal correspondence from 2015 onwards.

Within Accenture, access to power maps is restricted and can only be accessed by individuals on a need-to-know basis.

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 Accenture from 2015 onwards.*

As Accenture uses a form of power mapping on most of our client engagements and as part of our annual account planning process, it is not possible to estimate the number of emails sent relating to power maps from 2015 onwards.

Within Accenture, access to power maps is restricted and can only be accessed by individuals on a need-to-know basis.

Yours sincerely,

Peter Burns
Market Unit Lead for Accenture Australia & New Zealand