

ACCENTURE

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*William Green,
Chief Executive
Officer, Accenture*



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Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and government entities. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance.

According to Chief Executive Officer, William Green, “In a people-focused business, we have an obligation to ensure that every person at Accenture is educated, energized and inspired to drive our High Performance Business agenda forward.” As a result, Accenture invests hundreds of millions of dollars annually—

including nearly \$550 million in its most recent fiscal year—in education and training. Accenture’s learning and development practices are a distinct part of the company’s culture and position Accenture at the forefront of corporate education.

Aligning Business Goals with Employee Learning

According to WorkforceChicago2.0’s exemplary practices, exemplary learning and development organizations align corporate educational activities with business goals. To translate its business needs into learning objectives, Accenture has a Capability Solutions Planning Group that works with



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Company Stats	
Name	Accenture
Industry	Professional and Business Services
2005 Employees: Total	126,000
2005 Employees: U.S.	48,000
2005 Employees: Chicagoland	4,500
Location	Global Chicago: multiple locations in region
FY2005 Revenue	\$15.54 Billion
Year Founded	1989
Website	www.accenture.com

each of Accenture’s four workforces to design customized training for their business needs. These workforces include: Consulting, Solutions, Services and Enterprise.

Using adult learning theory, Accenture business strategy, and Accenture Learning practices, the Capability Solutions Planning experts translate Accenture’s business goals into unique blueprints for each workforce’s respective curricula. These blueprints then provide the foundation for the curricula and course planning activities performed by the Solution Planners. The course-level plans are then provided to Accenture Learning, the company’s learning business process outsourcing unit, to develop the actual courses.

“Learning at Accenture enables our business strategy,” said Kurt Olson, Director of Capability Solutions. “My team members work as business architects, understanding the business strategy of Accenture, understanding the business needs of our curricula sponsors and translating those into a learning structure for both our curricula and our courses. We then leverage our Accenture Learning relationship to create and deploy the courseware. This process ensures that Accenture’s business strategy and objectives are accounted for within the learning curriculum so that Accenture employees consistently receive the tools they need to be successful in their positions.” Accenture’s business learning alignment enables it to adaptively respond to the diverse range of learning needs present in its four global workforces and their multiple audiences.

Commitment to Expanding Skills and Knowledge of its Employees

Accenture is committed to the long-term skill and knowledge development of its employees, which is one of WorkforceChicago2.0’s exemplary learning practices. To cultivate its people as experts in their industries, Accenture

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developed its hub for global training at a 96-acre campus in St. Charles, Illinois. Accenture employees in the Consulting workforce visit the St. Charles campus to attend each of their core schools, which include an initial new-hire training program and additional courses as people advance within the organization. According to Dean Teglia, managing director of Accenture's Chicago office, "Accenture's people are what make us relevant to our clients. Therefore, we know that we need to re-tool our professionals so that they stay relevant, develop and progress in this quickly paced industry. At Accenture, we really work to grow our own experts."

To teach its employees about Accenture-specific business practices, the company asks its consultants, managers, senior managers and senior executives from all over the world to travel to St. Charles to serve as faculty. By having experienced employees teach the courses, Accenture reinforces its business strategy, expands the skills and knowledge of its people, and builds its own brand of professionals.

Customized Training and Development

Training is distinct at Accenture. Upon hire, all entry-level analysts spend a significant amount of time in new-hire training, tailored to meet the specific needs of each workforce. A common New Joiner Orientation training program introduces all new employees to Accenture's business culture, its business strategies, the company's core values, and how the company creates value. After New Joiner Orientation, entry-level training for the Solutions workforce runs for 5-6 weeks depending on their area of focus, while the Business Process Outsourcing

(i.e., Services workforce) varies from 2-6 weeks.

For the Consulting workforce, the first five weeks of employment is spent in intense training. The first three weeks are dedicated to New Joiner Orientation, and the following two weeks are spent in Core Analyst School at the St. Charles training center. Through this integrated training program, employees are equipped with technical and professional skills that provide the foundation for their success with Accenture. According to one new analyst, "The Core Analyst School training program at Accenture is fantastic. Through this program I have expanded my skill sets and started to hone in on my areas of interest for future growth and development at Accenture."

Formal training programs are also scheduled for each employee as they advance within the company. The "Core Milestone Schools" offered around the globe continue to develop Accenture's professionals and maintain a uniformly high level of competence throughout the workforces. Accenture's customized training and development programs demonstrate a commitment to the WorkforceChicago2.0 practice of developing leaders at all levels of the organization.

Informal Learning Opportunities Structured at the Workplace

Accenture offers a number of informal learning opportunities such as mentoring, career coaches and job rotation experiences for its employees. Possibly the most innovative opportunities Accenture offers are its Communities of Practice.

The bottom line: ROI analysis shows that Accenture receives a 353% return on investment in learning.

Communities of Practice are groups of people who come together in person or online to share and learn from one another about a common interest. Meetings are held face-to-face or virtually through the Community of Practice's homepage, where all employees around the globe can participate and learn from members as they share resources, challenges, experiences, tools and best practices about the specific topic. Community members deepen their knowledge by interacting on an ongoing basis and, over time, develop a set of shared practices. Accenture currently has 74 active Communities of Practice.

"The Communities of Practice are an excellent approach for Accenture professionals to exchange information and learn from one another," states Dean Teglia, Chicago's location Managing Director. "Through these programs, our people can learn about the information and practices that are relevant to clients by discussing the successful experiences of their fellow Accenture professionals." Accenture's informal learning opportunities are exemplary because there has been an investment in integrating work and learning through informal group meetings and team exercises.

Strategic Use of Technology for Meeting Learning Objectives

To assist employees in meeting their learning objectives, Accenture offers an expansive catalog of Web-based learning content through its learning management system, myLearning. Through myLearning, Accenture professionals build and strengthen their own competencies in a range of industries and specialties that support their career development. The flexible structure of e-learning enables the company's mobile workforce to

create and sustain their own professional success. Accenture's e-learning opportunities enable its employees to gain knowledge, strengthen their skills and maintain a competitive edge in their industry, at times and in places where classroom training would be impractical if not impossible.

In addition to the extensive catalog of e-learning opportunities, Accenture strategically uses technology in providing computer-based simulation programs for both its Consulting and Enterprise workforces. The Enterprise workforce is made up of professionals in marketing, human resources, executive support, finance, legal, facilities and services, information technology, and most other internal functions. For this workforce, Accenture designed a classroom-based simulation where professionals work together in cross-disciplinary teams of five people to simulate running a business unit with a three-year life cycle.

During this simulation, teams make decisions and respond to situations that involve which clients they will pursue for work, how many people they will hire to staff projects, how much money they will invest in training, etc. At the end of the project, their decisions are run through an automated computer-based simulation. "The decisions made during the simulation are very important. The participants must be careful about every decision they make, because if they don't hire enough people and there is too much work, for example, employees will be overworked, attrition will rapidly increase, and engagement rapidly decreases," said Chief Learning Officer, Don Vanthournout. "This project is not just about building deeper skills for our HR people or for our finance people. Instead, it tests whether or not our HR people or

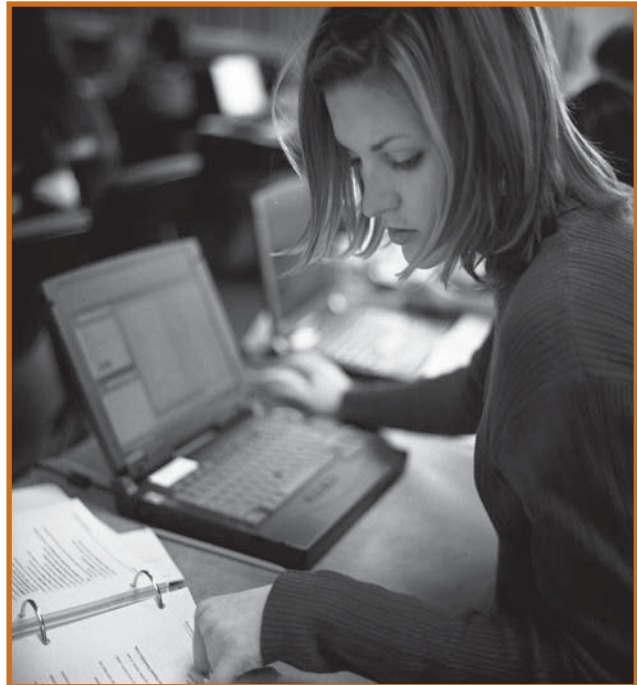
our finance people know how to run a unit of our business. Knowing how to run the business will make our entire Enterprise workforce even stronger in their positions at this company.” This simulation program is an excellent example of WorkforceChicago2.0’s exemplary practice regarding the importance of using technology strategically to meet the company’s learning objectives.

Emphasis on Assessment of Impact

Accenture partnered with statistics professors from the University of Chicago to conduct a study of Accenture employees that measured the value of Accenture’s investment in training and provided a return on investment (ROI) analysis. The statisticians tracked and analyzed the employees who engaged in a greater amount of training (the top 50% relative to the bottom 50%), and found many remarkable group differences.

The analysis showed that training not only improves employee performance, but it also affects employee retention, chargeability and bill rates. From a recruitment perspective, the quality of training offered was shown to attract a higher quality of professional candidate. Due to the increase in hours billed, bill rates and the longer retention rates of these professionals, the ROI analysis showed that for every dollar Accenture invests in learning, the company receives that dollar back plus an additional \$3.53 in measurable value to its bottom line. In other words, Accenture receives a 353% return on learning.

According to Don Vanthournout, Accenture’s chief learning officer, “Accenture views the training of its employees as an investment. We conducted this study to make sure that our training programs are an investment that makes sense. We have successfully aligned our learning strategy with Accenture’s business strategy.”



Conclusion

Accenture is a global leader in corporate education. Through its distinctive training programs and strategic partnership with Accenture Learning, Accenture maximizes the impact of its training programs to reinforce its business strategy, expand the skills and knowledge of its people, and build an Accenture brand of professionalism. According to Jill Smart, Senior Managing Director of Human Resources, “Learning at Accenture is changing people’s lives; it’s giving them more reason than ever to stay with us and grow both personally and professionally.”

WorkforceChicago2.0 is pleased to honor Accenture with the 2006 award for exemplary learning and development practices.