Accenture Response to

Request for Quotation – Attachment 3

Draft Resource Management Plan

Accenture RFQ-CM-11257

24th August 2025

accenture

AEC
Australian Electoral Commission

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1 Introduction

The Resource Management Plan is a critical component of our project management framework, designed to ensure the efficient and effective utilisation of resources throughout the project lifecycle. This plan outlines the policies, approach, procedures, and processes that will be employed for attracting, retaining, developing, allocating and providing Australian Election Commission (AEC) with appropriately qualified and security cleared Personnel to provide IT Service Management, to meet the requirements specified in AEC's RFT.

Policies

Our resource management policies are established to provide a structured and consistent approach to resource allocation and utilisation within the hybrid agile framework. These policies ensure that resources are allocated based on project priorities, availability, and skill requirements. They also emphasise the importance of resource optimisation, cost control, and compliance with regulatory and organisational standards.

Approach

Our approach to resource management is proactive and strategic, focusing on aligning resource capabilities with DMO and MDT needs. We employ a systematic process to identify, acquire, and allocate resources, ensuring that the right resources are available at the right time noting that resource demand will be dynamic across and within MDTs. This approach includes regular resource assessments, forecasting, and capacity planning to address potential resource constraints and mitigate risks. A key part of our resource management approach is use of a proprietary solution that helps projects to track their resource roster and efficiently manage the on-boarding and off-boarding process.

Procedures and Processes

The procedures and processes outlined in this plan provide detailed guidance on the execution of resource management activities. These procedures cover the entire resource management lifecycle, from resource planning and acquisition to monitoring and controlling resource utilisation. The resource management processes are designed to integrate seamlessly with our overall project management processes. These processes include:

- Resource Planning: Identifying and documenting resource requirements based on work orders
- Resource Acquisition: Procuring the necessary resources through internal allocation or external sourcing.
- Resource Allocation: Assigning resources to specific tasks and activities based on their skills and availability.
- Resource Monitoring and Control: Tracking resource utilisation, performance, and availability to ensure alignment work orders.
- Resource Optimisation: Continuously evaluating and adjusting resource allocation to maximise efficiency and effectiveness.

By adhering to these policies, approach, procedures, and processes, we ensure that our resource management practices are robust, transparent, and aligned with the overall goals of the FAD program. This comprehensive Resource Management Plan will enable us to deliver high-quality outcomes while optimising resource utilisation and maintaining timelines and budgets.

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2 Resource Management Approach

Accenture's resource management approach is a comprehensive and strategic framework designed to optimise the allocation and utilisation of human resources to meet client needs and drive business success. At the core of this approach is a robust set of policies and processes that ensure the right people are in the right roles at the right time.

Our resource management strategy begins with meticulous workforce planning, which involves forecasting future capability demands and aligning them with our talent pool. This proactive planning allows us to anticipate resource needs and address potential gaps before they impact project delivery. We leverage advanced analytics and AI-driven tools to gain insights into workforce trends, skill requirements, and capacity planning, enabling us to make data-driven decisions.

Accenture's policies emphasise flexibility and agility in resource management. We have established clear guidelines for resource allocation, ensuring that employees are assigned to projects that match their skills and career aspirations. This not only enhances job satisfaction but also maximises productivity and project outcomes.

The processes underpinning our resource management approach are designed to be transparent and efficient. We utilise a centralised resource management system that provides real-time visibility into resource availability, project assignments, and skill sets. This system facilitates seamless coordination between project managers, resource managers, and HR teams, ensuring that resource allocation is aligned with project timelines and client expectations.

s 47, s 47G [redacted]

To maintain a high level of resource readiness, we invest in continuous learning and development programs. Our employees have access to a wide range of training opportunities, certifications, and professional development resources. This commitment to upskilling ensures that our workforce remains current with the latest industry trends and technologies, enhancing our ability to meet diverse client needs.

Additionally, Accenture's resource management approach includes rigorous performance management and feedback mechanisms. Regular performance reviews, feedback sessions, and career development discussions help us identify high-potential employees and prepare them for future leadership roles. This focus on talent development and succession planning ensures a steady pipeline of skilled professionals ready to take on new challenges.

In summary, Accenture's resource management approach is a strategic blend of proactive planning, flexible policies, efficient processes, and continuous development. By aligning our resource management practices with our business goals and client needs, we ensure that we can deliver exceptional value and drive sustainable growth.

3 Resource Management Policies

s 47, s 47G [redacted]

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s 47, s 47G [redacted]

4 Resource Management Procedures and Processed

s 45, s 47, s47G [redacted]

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5 Security Clearances under Contract

We have a comprehensive approach to ensure that all employees, including any approved subcontractor personnel, who are undertaking activities or performing services can obtain, hold, and continue to hold the required level of security clearances under the contract. By implementing the following measures, we meet the security requirements of the contract and thereby maintain the trust of our clients:

S. N	Activities to ensure Security Clearance	Description
1	Pre-Employment Screening and Background Checks	Before hiring, we conduct thorough pre-employment screening and background checks for all potential employees and subcontractor personnel. This includes verifying their identity, employment history, education, and any criminal records. We ensure that candidates meet the initial eligibility criteria for the required security clearances.
2	Pre-Engagement Integrity Check (PEIC)	This is a thorough vetting process conducted before assigning a resource to a project. It involves verifying the individual's background, including personal, educational, and professional history, to ensure accuracy and compliance with relevant laws and regulations. The process includes background checks, reference checks, and integrity assessments to evaluate ethical behaviour and alignment with Accenture's values.
3	Security Clearance Process Management	We have a dedicated team that manages the security clearance process. This team is responsible for submitting clearance applications, coordinating with relevant government agencies, and tracking the status of each application. They ensure that all necessary documentation is complete and accurate, and they follow up on any issues that may arise during the clearance process.

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S. N	Activities to ensure Security Clearance	Description
4	Ongoing Compliance and Monitoring	Once security clearances are obtained, we implement ongoing compliance and monitoring procedures to ensure that employees and subcontractor personnel maintain their clearances. This includes regular re-investigations, continuous evaluation programs, and adherence to any reporting requirements set by the relevant authorities.
5	Training and Awareness Programs	We provide comprehensive training and awareness programs to educate our employees and subcontractor personnel about the importance of security clearances and their responsibilities in maintaining them. This includes training on security policies, procedures, and best practices, as well as specific requirements related to their roles and the contract.
6	Access Control and Security Policies	We enforce strict access control measures and security policies to protect sensitive information and ensure that only authorised personnel with the appropriate clearances can access it. This includes physical security measures, secure IT systems, and regular audits to verify compliance with security protocols.
7	Collaboration with Subcontractors	We work closely with our approved subcontractors to ensure that their personnel also meet the required security clearance standards. This includes sharing our security policies and procedures, providing guidance on the clearance process, and conducting joint training sessions. We also include security clearance requirements in our subcontractor agreements to ensure compliance.
8	Incident Management and Reporting	We have robust incident management and reporting procedures in place to address any security-related issues that may arise. This includes immediate reporting of any incidents that could impact security clearances, conduct thorough investigations, and implement corrective actions to prevent recurrence.
9	Regular Reviews and Audits	We conduct regular reviews and audits of our security clearance processes to ensure they remain effective and compliant with contractual and regulatory requirements. This includes internal audits, as well as external audits by independent third parties or government agencies.

Table 2: Security Clearance-related Activities

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6 Employee Retention

We proactively anticipate and mitigate employee turnover, manage planned and unplanned leave, and ensure effective succession planning through a combination of strategic initiatives and robust processes as outlined in Figure 2.

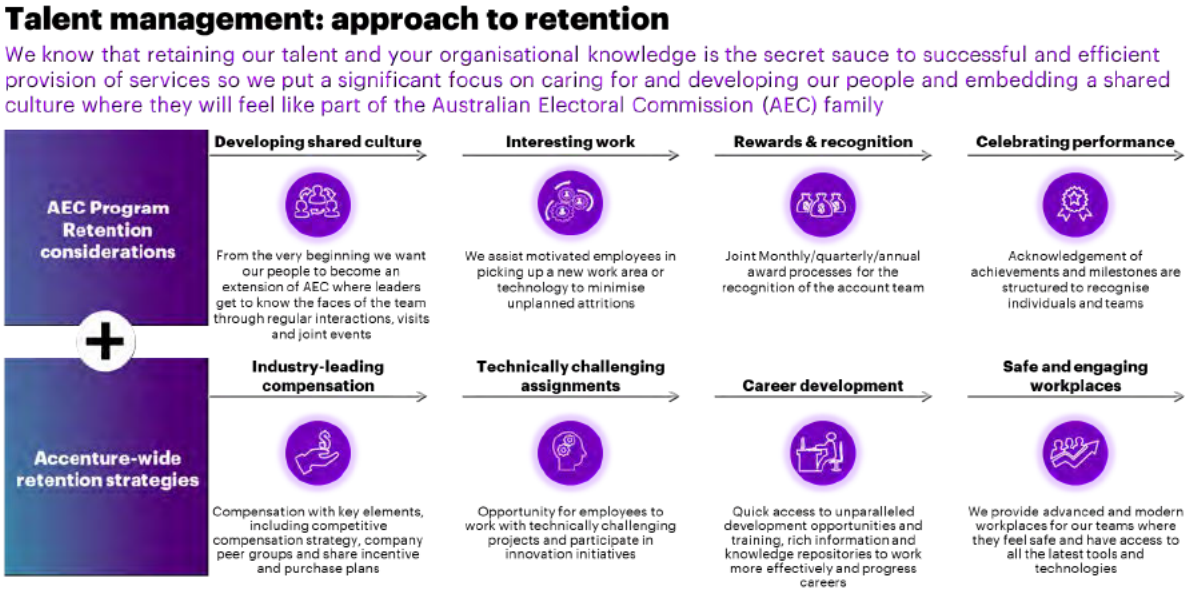


Figure 2: Approach to Retention

Our approach is further detailed in the table below.

S N	Measures	Description
1	Proactive Talent Management	We employ advanced talent management strategies to identify and nurture high-potential employees. This includes regular performance reviews, career development plans, and personalised coaching. By investing in our employees' growth and development, we enhance job satisfaction and reduce turnover.
2	Employee Engagement and Retention Programs	We prioritise employee engagement through various initiatives such as recognition programs, employee surveys, and feedback mechanisms. We also offer competitive compensation packages, benefits, and work-life balance programs to retain top talent and minimise turnover.
3	Comprehensive Leave Management	We have a robust leave management system in place to handle planned and unplanned leave. This includes flexible work arrangements, paid time off, and support for employees during personal emergencies. Our system ensures that project timelines and deliverables are not impacted by employee absences.
4	Succession Planning	We have a structured succession planning process to ensure business continuity and leadership stability. This involves

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S N	Measures	Description
		identifying key roles, assessing potential successors, and providing them with the necessary training and development opportunities. We also maintain a talent pipeline to fill critical positions quickly when needed.
5	Cross-Training and Skill Diversification	We encourage cross-training and skill diversification among our employees. This ensures that multiple team members are capable of performing essential tasks, reducing dependency on any single individual. It also allows for seamless transitions during planned or unplanned absences.
6	Knowledge Management Systems	We utilise advanced knowledge management systems to capture and share critical information across the organisation. This ensures that knowledge is not lost when employees leave and that new team members can quickly get up to speed.
7	Employee Well-being Programs	We prioritise the well-being of our employees through various wellness programs, mental health support, and work-life balance initiatives. By fostering a supportive and healthy work environment, we reduce burnout and improve overall employee retention.
8	Exit Interviews and Feedback:	We conduct thorough exit interviews to understand the reasons behind employee turnover. This feedback is used to identify areas for improvement and implement changes to enhance employee satisfaction and retention.

Table 3: Accenture Employee Retention Approach

Accenture reduces the risk of unexpected attrition and dependency on key resources through processes for retaining critical project knowledge and succession planning. We create projects that are more process dependent instead of people dependent, utilising detailed documentation at every stage of project engagement.

We strive to confirm that there is continuity of people on engagements and projects. Jointly with AEC, we will identify key resources and apply specific retention programs (including retention bonuses) designed to keep people on the project. Our engagement Leads also develop innovative processes to reduce risks due to unforeseen absence of key roles.

Our succession planning approach for AEC will produce a list of designated replacement candidates for employees in highly critical positions and development plans for those candidates, so they are properly prepared for the advanced position. The plan details job positions in scope including roles and responsibilities, experience, competencies, descriptions of expected work behaviours and skills necessary. In addition, each resource will have a detailed knowledge transition plan that will outline the key activities, responsibilities and processes required to complete an adequate transition.

7 Skill Development

We place a strong emphasis on the continuous training and development of our employees to ensure we hold and maintain the necessary industry qualifications and technology software

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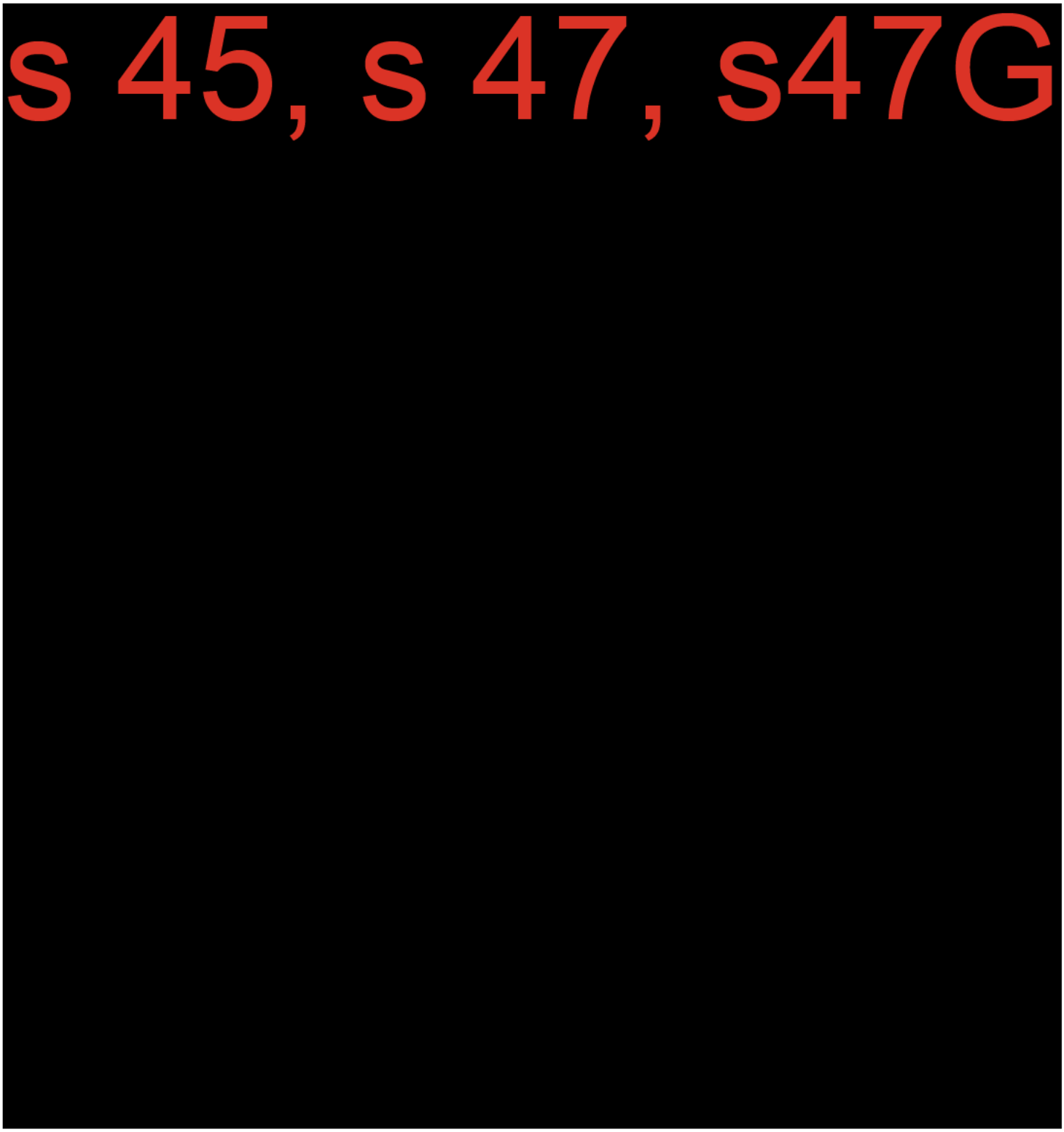
provider certifications required to perform our services effectively. Here's how we achieve this:

Skill Development Initiatives	Description
Comprehensive Learning and Development Programs	We offer a wide range of learning and development programs tailored to various roles and career paths. These programs include instructor-led training, e-learning modules, virtual classrooms, and hands-on workshops. Our curriculum is designed to cover both foundational knowledge and advanced skills in industry-specific areas and technology platforms.
Certification Programs	We partner with leading technology providers such as Microsoft, AWS, Google, SAP, and Oracle to offer certification programs. We encourage and support our employees to pursue these certifications, which are often integrated into their career development plans. We cover the costs of certification exams and provide study materials and preparatory courses.
Industry Qualifications	We recognise the importance of industry-specific qualifications and ensure our employees are equipped with the necessary credentials. We support our team in obtaining and maintaining industry-recognised qualifications such as PMP (Project Management Professional), ITIL (Information Technology Infrastructure Library), and CISSP (Certified Information Systems Security Professional). These qualifications are critical in ensuring our employees meet the highest standards of industry expertise and professionalism.
Continuous Learning Culture	We foster a culture of continuous learning through initiatives like the Accenture Learning Board, which curates and recommends learning paths based on emerging industry trends and technologies. Our employees have access to a vast library of resources, including online courses, webinars, and industry publications, to stay updated with the latest developments.
On-the-Job Training and Mentorship	We emphasise experiential learning through on-the-job training and mentorship programs. Our employees work on diverse projects across various industries, gaining practical experience and insights. Senior leaders and subject matter experts provide guidance and mentorship, helping our employees navigate complex challenges and enhance their skills
Performance and Development Reviews	Regular performance and development reviews ensure that our skills and qualifications are aligned with industry standards and client needs. These reviews identify skill gaps and development opportunities, leading to personalised training plans and career progression pathways.
Innovation and Research Centres	Our innovation and research centres serve as hubs for cutting-edge technology and industry research. Our employees have the opportunity to collaborate on innovative projects, attend

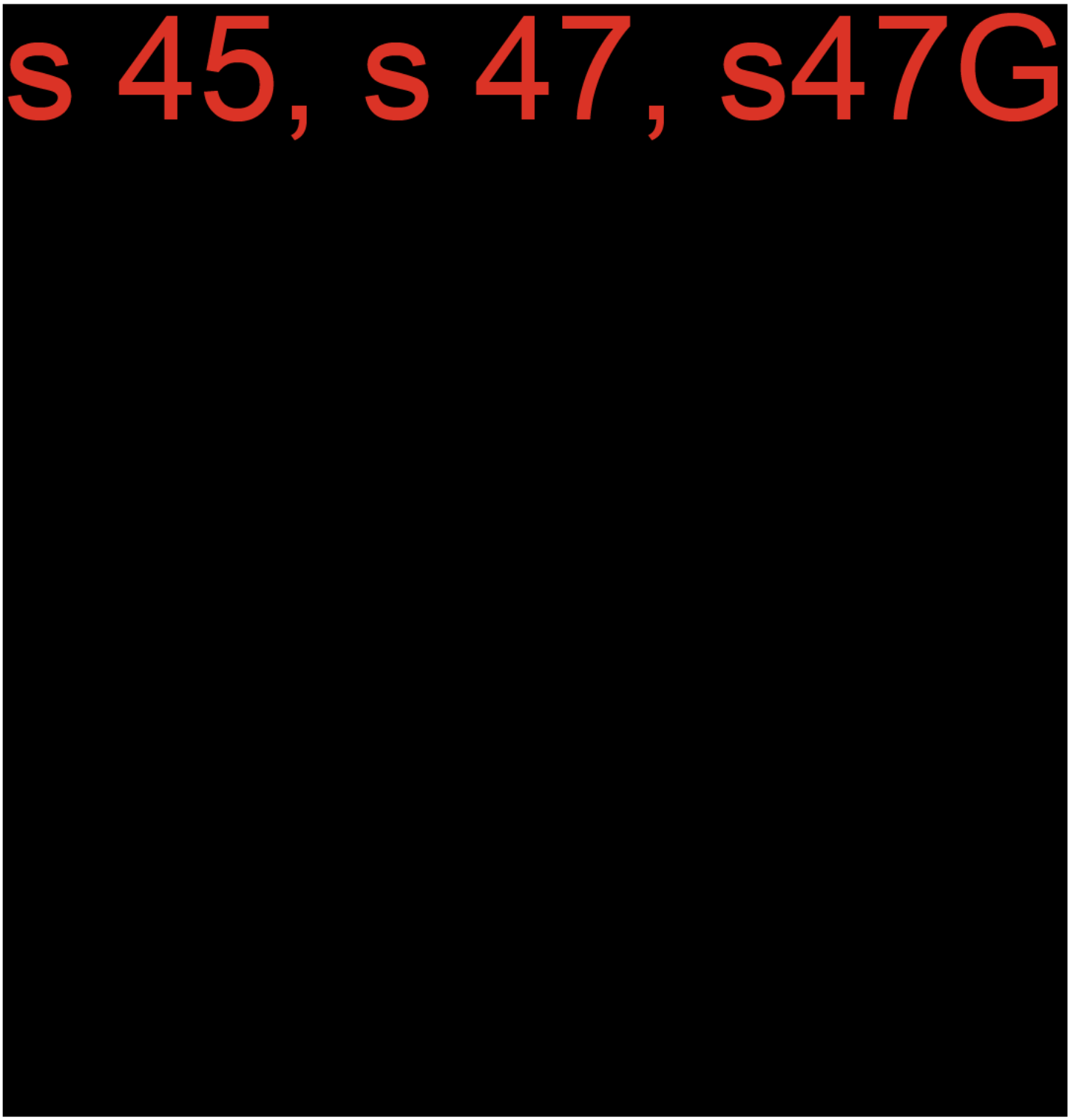
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Skill Development Initiatives	Description
	workshops, and participate in hackathons, further enhancing their expertise and staying ahead of industry trends.

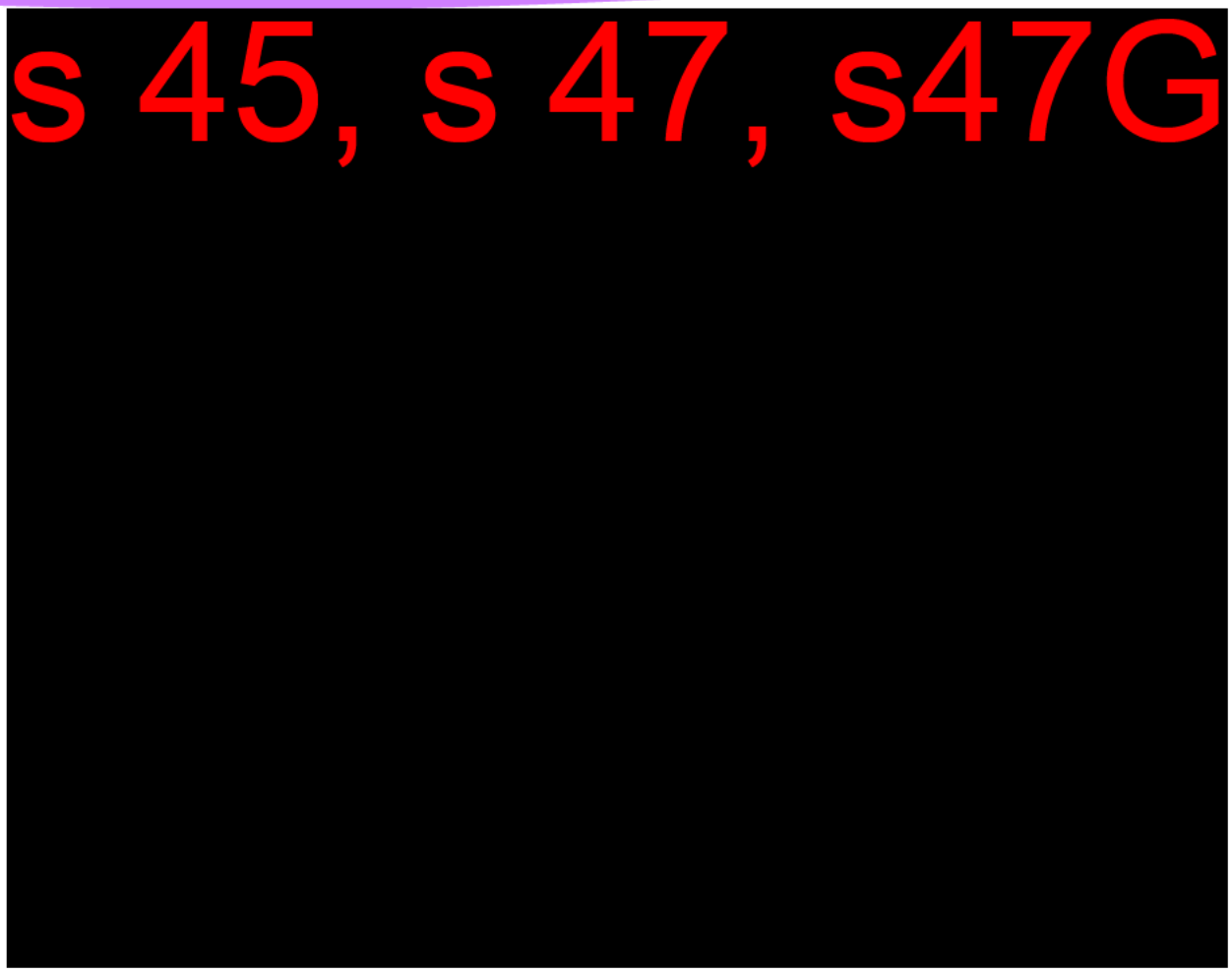
Table 4: Skill Development Initiatives

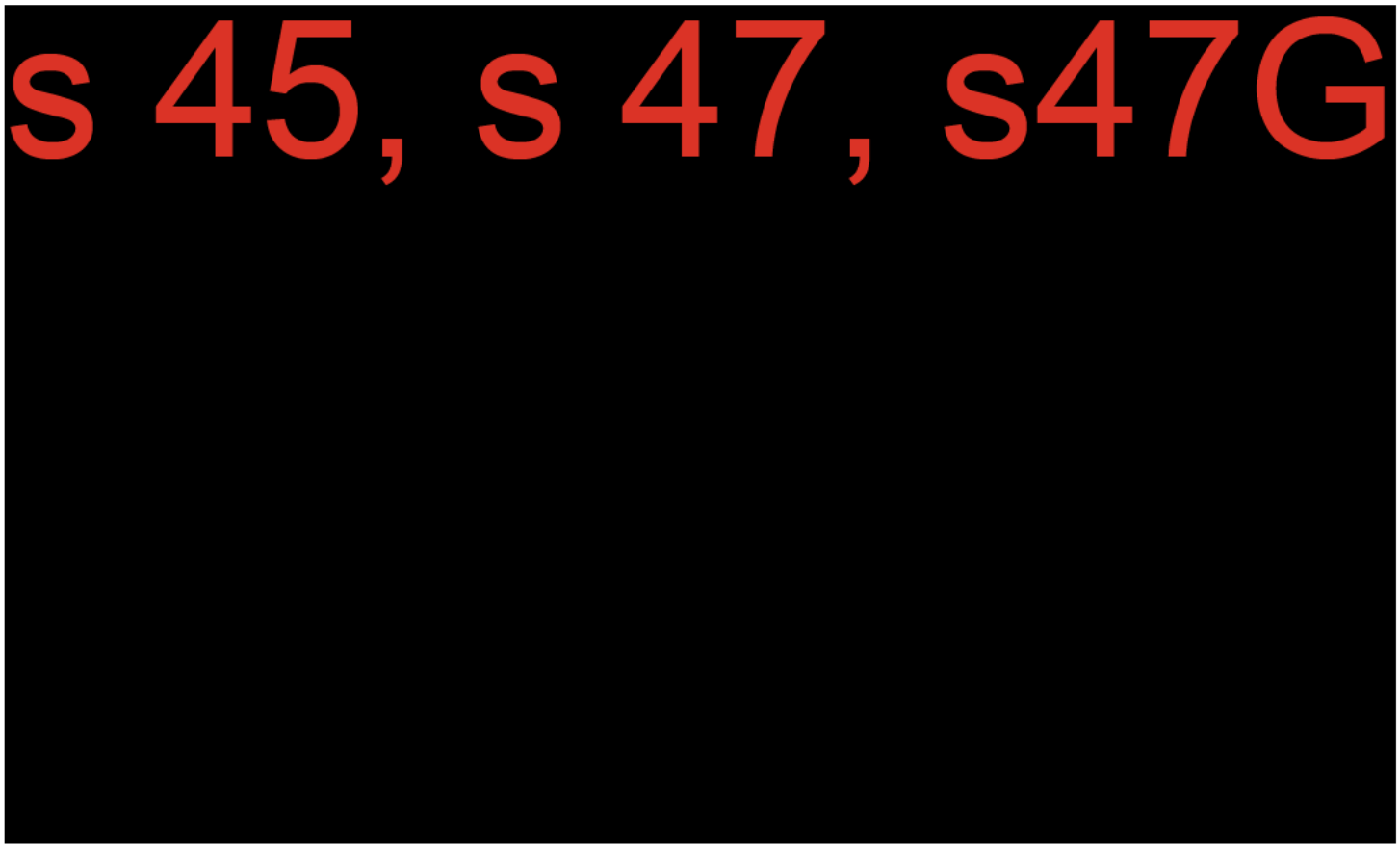


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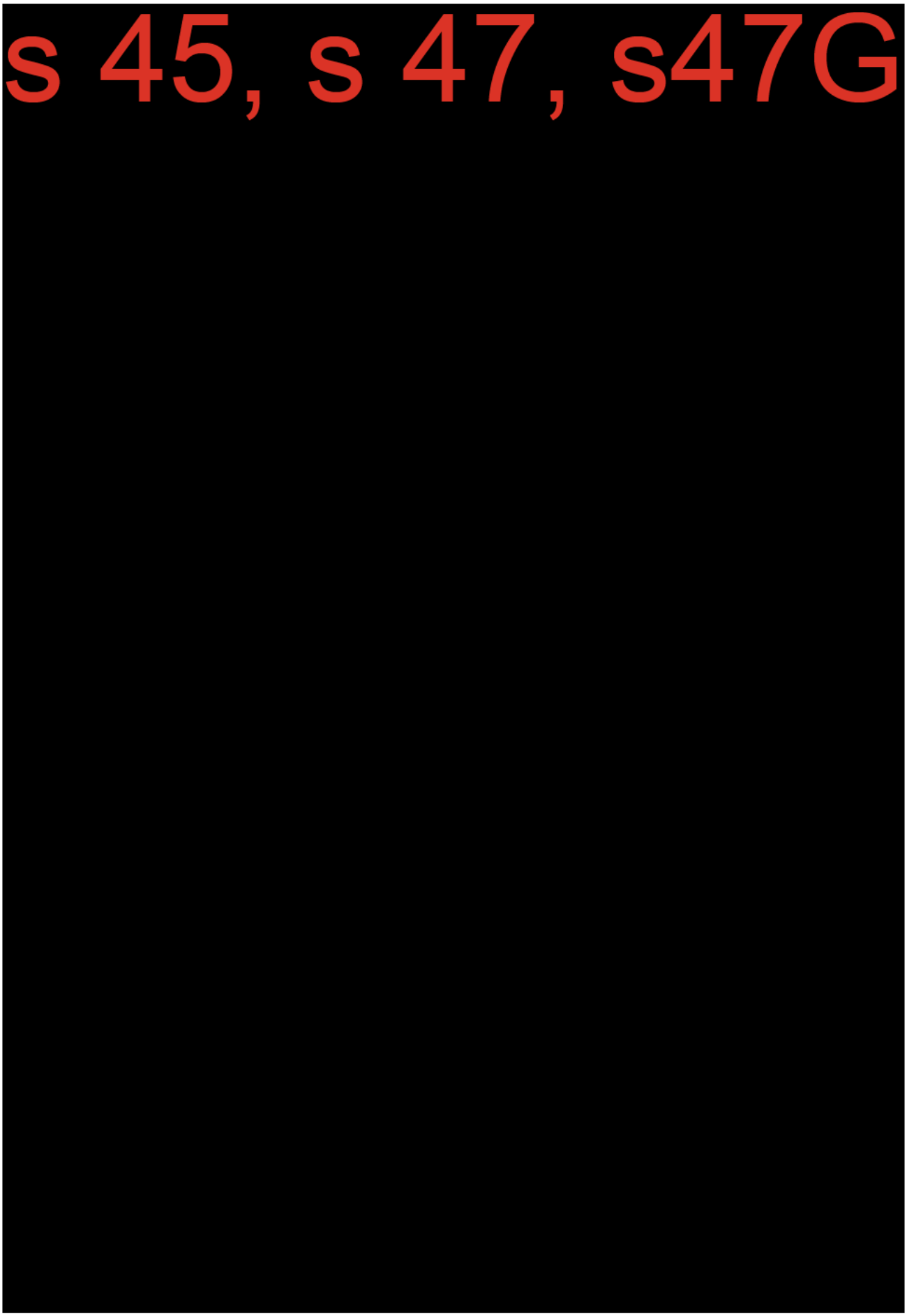


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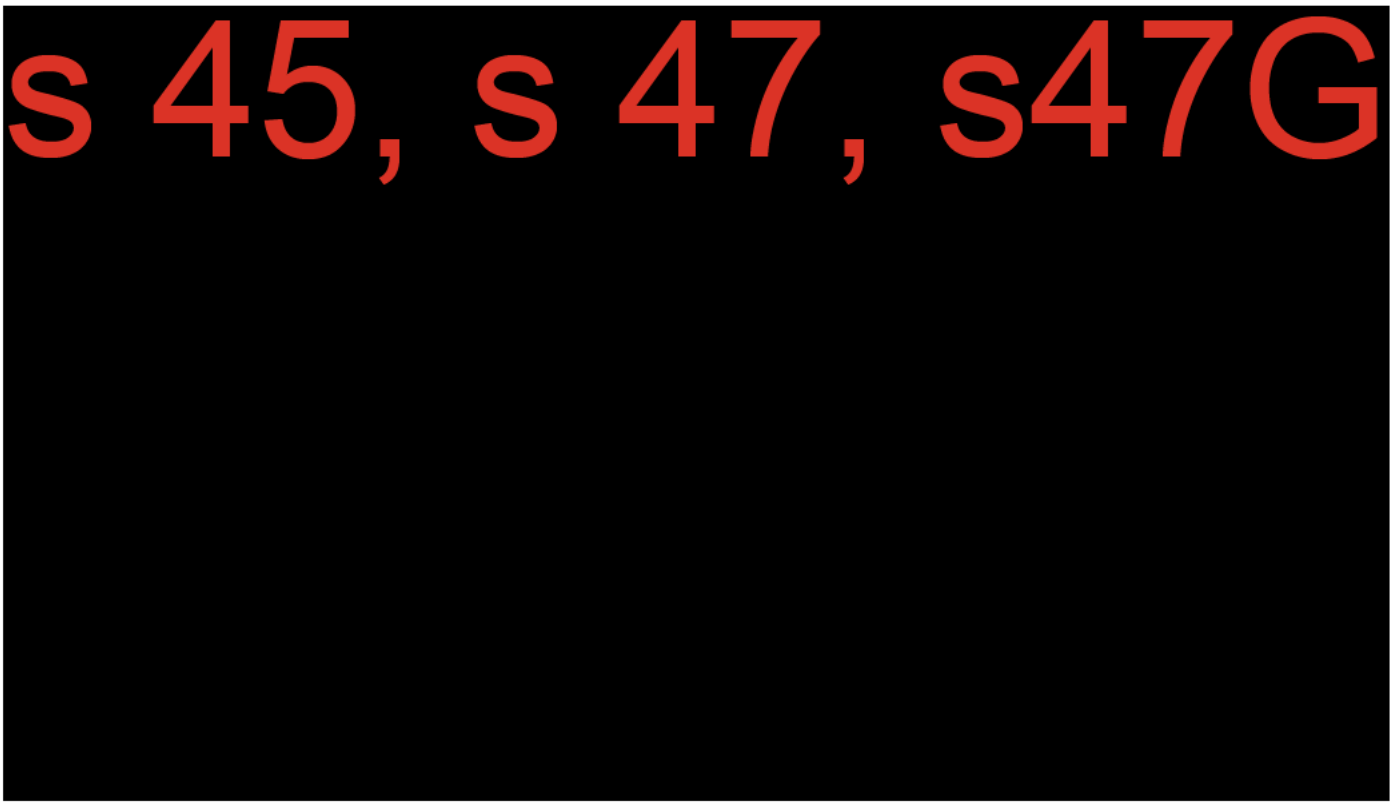


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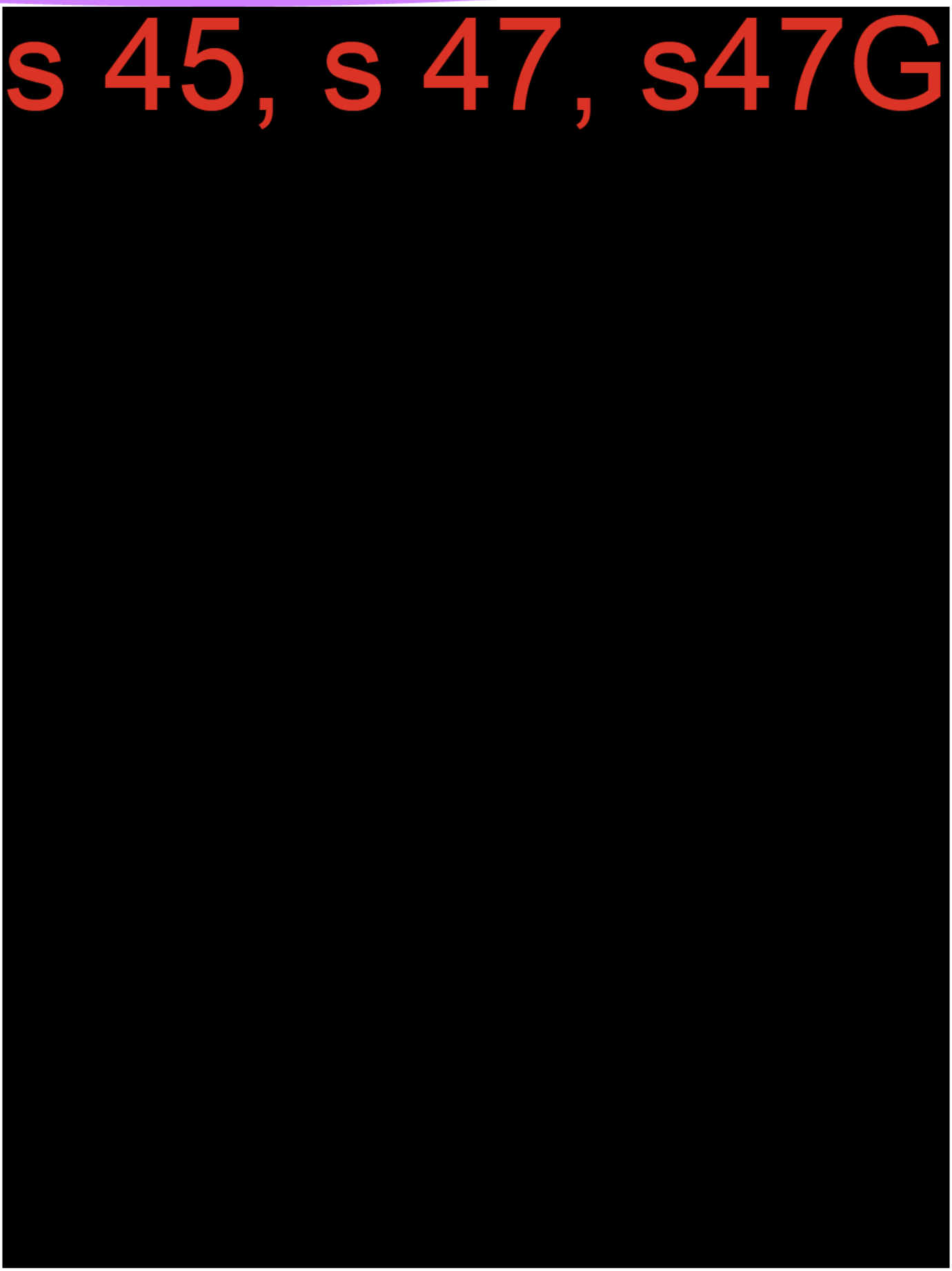


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12 Work Order 1 – Delivery Management Office

This section will be populated and iterated for each of the work orders post finalisation of the resourcing needs for the work order. [redacted]

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