

# Quality Assurance Director Portal

Our Quality Assurance (QA) Directors play a critical role in supporting and coaching our Opportunity and Delivery teams in their efforts to assess, manage, and mitigate risk. As an independent reviewer and advisor, QA Directors are helping to ensure that we develop aggressive and competitive solutions while successfully identifying and mitigating risks throughout the project lifecycle. Through our QA Director certification, assignment, and enablement efforts, we ensure that the most qualified QA Directors are focused on our highest risk contracts.

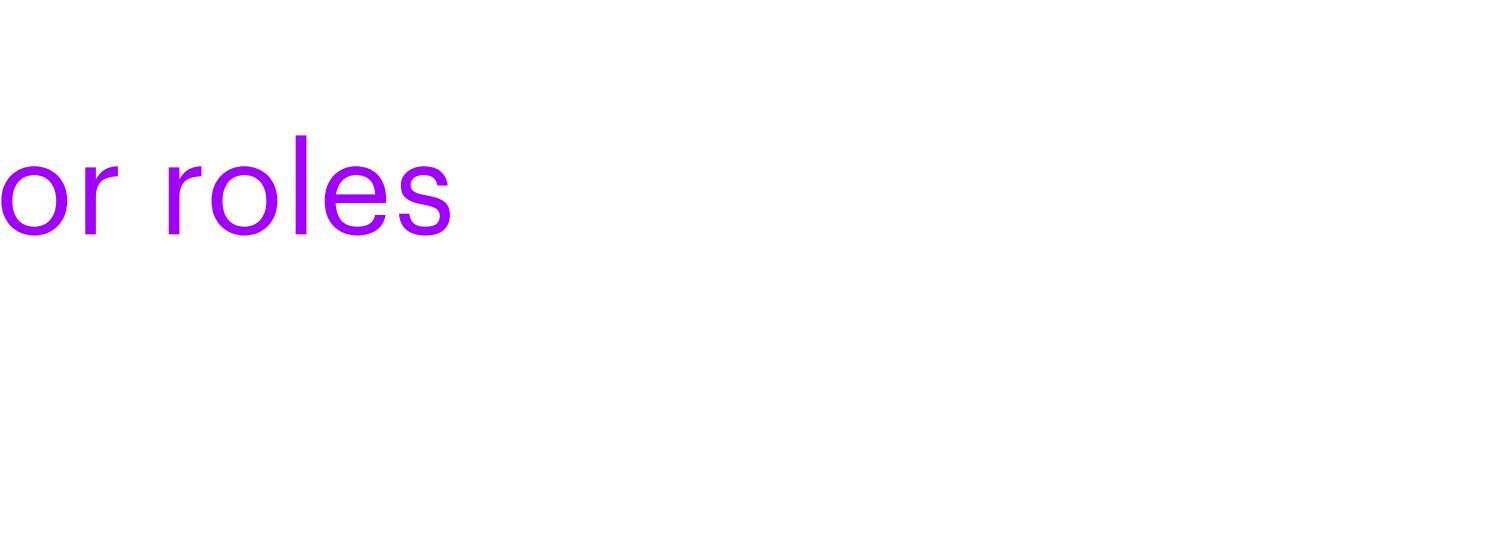
## QADs are here

The QA Director plays a role in every element of the system and in every stage of the deal.

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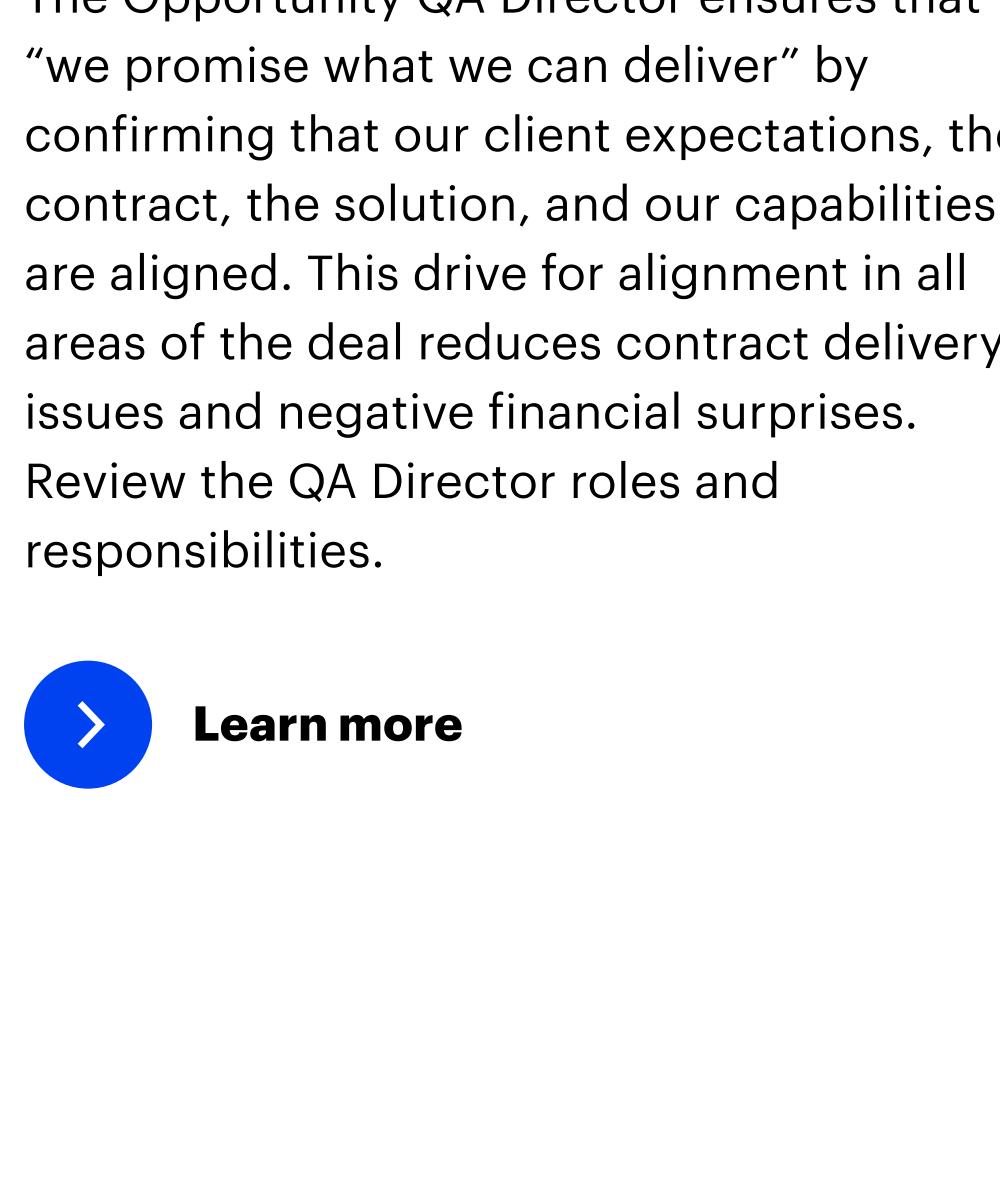
### Quality Assurance Directors are here, here, and here ...

**The QA Director plays a role in every element of the system and in every stage of the deal.**



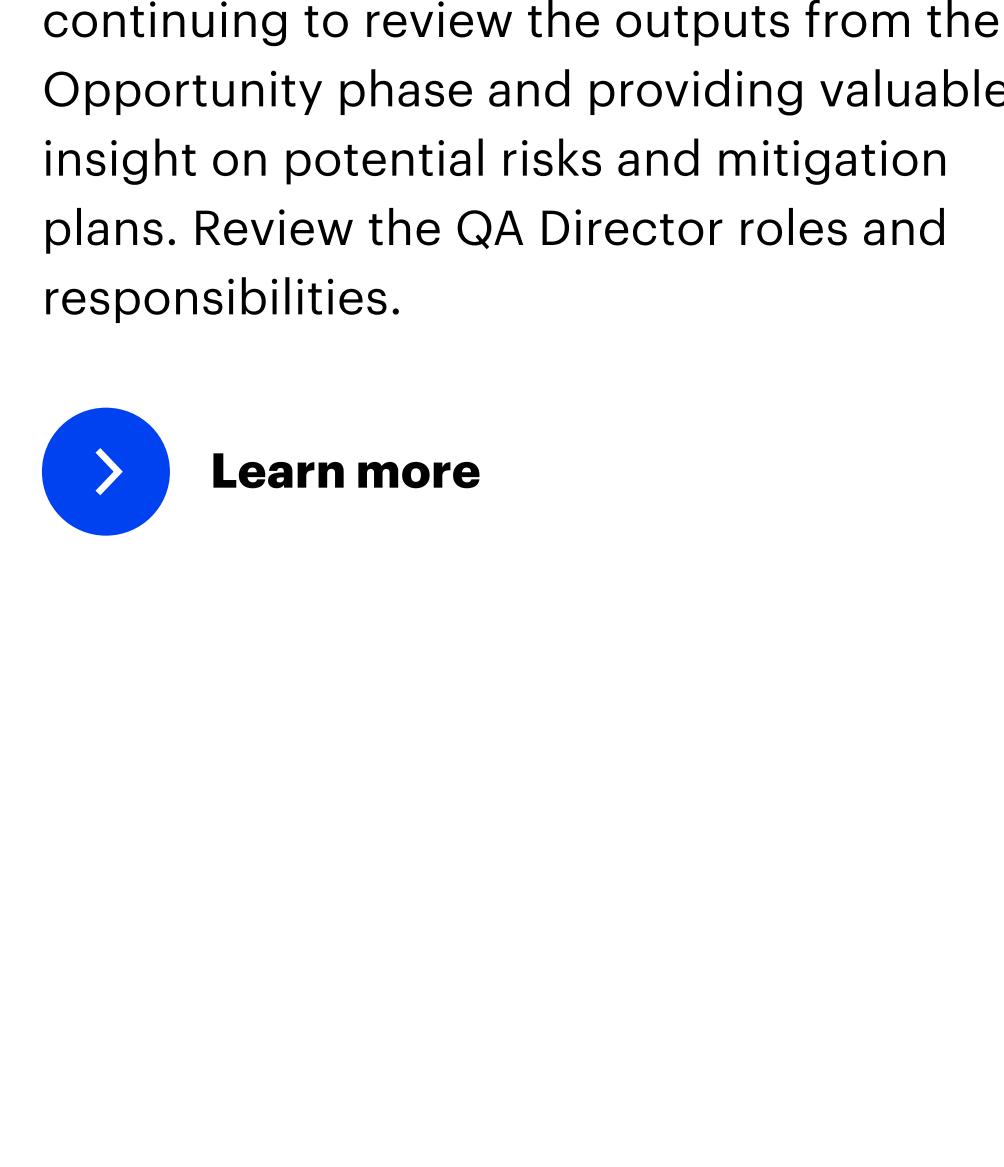
- Risk Assessment**
  - Ensure material risks are identified and have named owners of mitigating actions.
  - Evaluate alignment among all elements of the deal.
  - Review and approve risk assessments.
- Risk Tier/Scoring**
  - QA Directors are assigned based on risk tier.
  - Adjust the calculated risk tier following review of the risk assessment, if necessary.
- Solution Contingency**
  - Opportunity:** Confirm that solution contingency is appropriate or TOW, deal structure, and risk profile.
  - Delivery:** Confirm that solution contingency is appropriately used and reviewed.
- Integrated Risk Management**
  - Attend Management-Level-Review calls as required to discuss engagements with material risks and/or issues.
- Quality Assurance**
  - Conduct and document QA reviews.
  - Cochair and mentor Accenture teams.
  - Attend New Business Meetings.
  - Engage with clients.
- Root Cause Analysis**
  - Provide information to RCA Assessors as part of root causes of negative EACs.

## QA Director roles



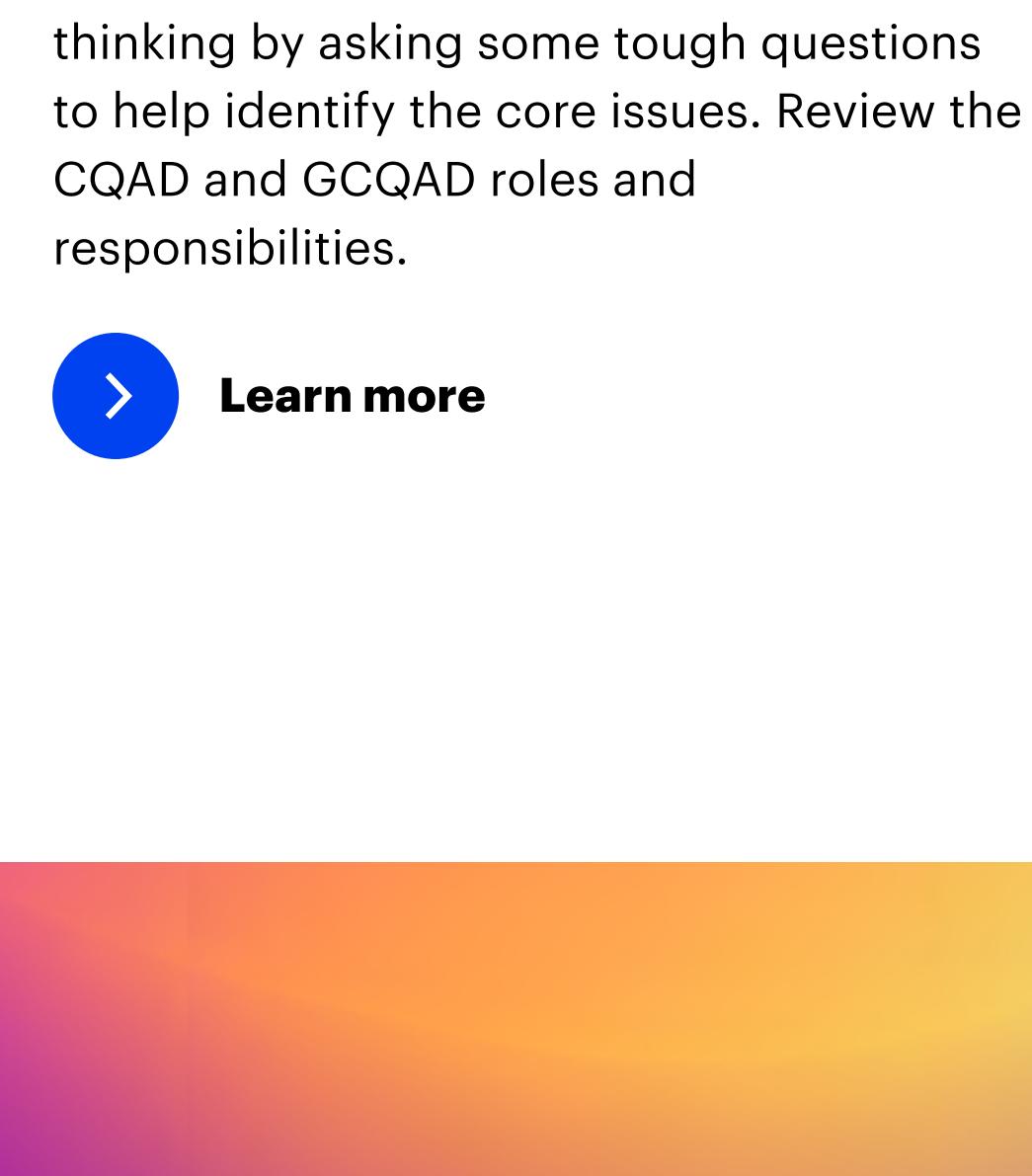
### Opportunity QA Director

The Opportunity QA Director ensures that “we promise what we can deliver” by confirming that our client expectations, the contract, the solution, and our capabilities are aligned. This drive for alignment in all areas of the deal reduces contract delivery issues and negative financial surprises. Review the QA Director roles and responsibilities.

[Learn more](#)


### Delivery QA Director

The Delivery QA Director plays an instrumental role as an independent reviewer of our contracts to ensure “we are delivering what we promised” by continuing to review the outputs from the Opportunity phase and providing valuable insight on potential risks and mitigation plans. Review the QA Director roles and responsibilities.

[Learn more](#)


### Client QA Director

The Client QA Director (CQAD) or Global Client QA Director (GCQAD) serves as a strategic sparring partner for the Client Account Lead. They can reflect on challenges; serve as a sounding board to bounce ideas off; and challenge current thinking by asking some tough questions to help identify the core issues. Review the CQAD and GCQAD roles and responsibilities.

[Learn more](#)

## SHORT SHORT HEADLINE HEADLINE

### Resources and support

To help you stay connected and informed, explore the many tools and resources that are available.

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#### Risk Wise News

Use our one-click link to subscribe to Risk Wise News — our dedicated channel for those who have a risk management role during deal shaping and delivery phases.

[Subscribe](#)


#### QAD Management Tool

Allows users to search for a QA Director or list of QA Directors who meets the specific criteria needed for a project.

[Search](#)


#### Quality Assurance & Risk Tool

Used to complete QA & Risk review documents for the purpose of managing risk on our client engagements, as well as facilitate the QA review process.

[Review](#)

## Contacts

### Operations QA Support

Operations

### Interactive QA Support

Interactive area

### Dennis Bichsel

Security

### S&C QA Support

Strategy & Consulting

### Technology QA Support

Europe area

### Indu Sondhi

Growth Markets

### Lisa Stamm

North America

# Risk Management & Quality

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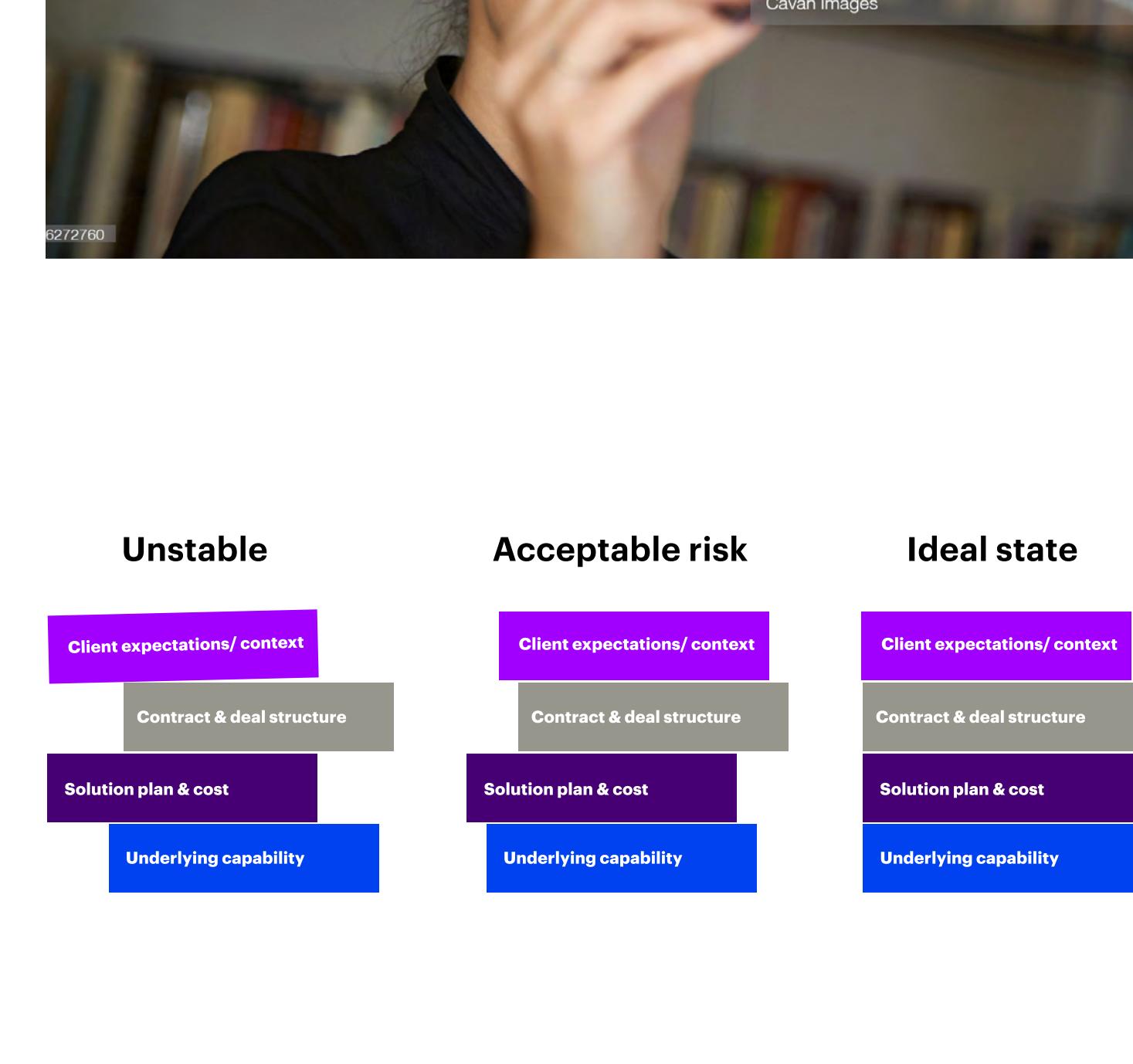


## We are Risk Managers

Risk is pervasive in our complex business, so we are holistic in our approach. We work with the Market and Services to operate as one integrated global Risk Management & Quality team, owning and deploying the Accenture Risk Management & Quality processes.

Because our clients are ever more demanding and our deals are becoming more and more complex, we must deliver aggressive solutions to keep our competitive edge in the marketplace. This means increased risk exposure.

Therefore, we need to have a robust, proactive and structured approach to risk management. As such, we have systems, tools, processes, and a common language in place to assess, manage, and mitigate risk through the lifecycle of a deal.

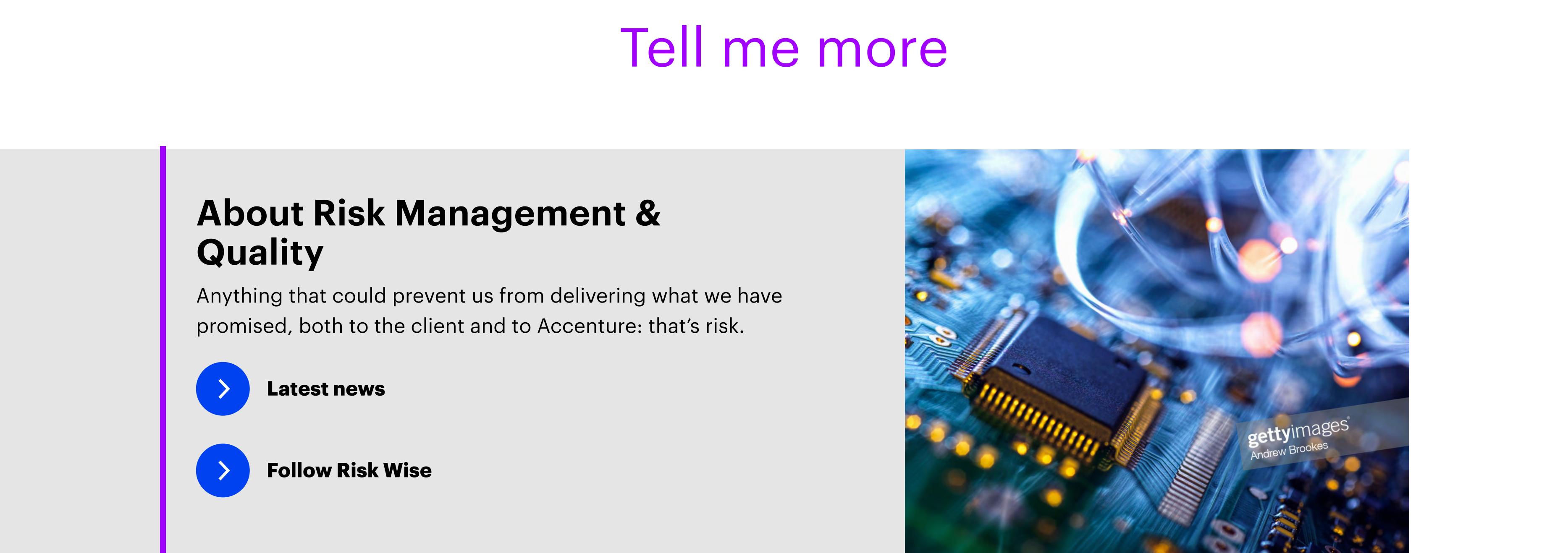


### The Alignment Model is our foundation

Its four blocks represent the core elements of any deal. When risks are properly addressed, mitigating actions are documented, accountable individuals are identified for managing those risks, and Quality Assurance (QA) reviews are completed on time, we have better foresight into future risks. Our goal is to increase the odds of conformance to promised outcomes.



Diagram slightly corrected, so it doesn't lose association with the old design

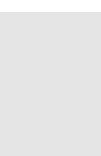


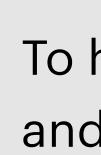
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## Tell me more

### About Risk Management & Quality

Anything that could prevent us from delivering what we have promised, both to the client and to Accenture: that's risk.

 [Latest news](#)

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### Build Your Skills, Expand Your Knowledge

To help our clients and our company succeed, it's important to be continuous learners. Explore the Global Risk Management & Quality Corporate Function Internal Team Learning Path, which are priority trainings for individuals deployed to the Risk Management & Quality corporate function.

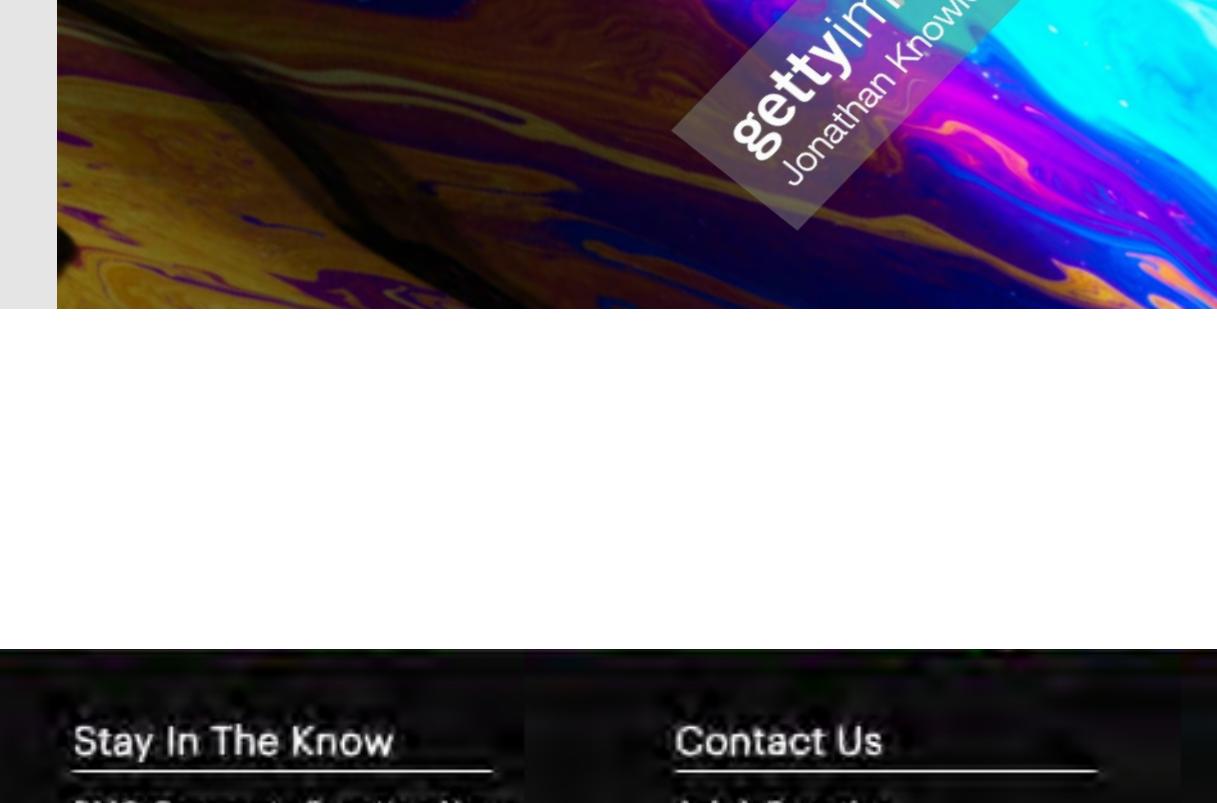
 [Explore](#)



### For Quality Assurance Directors

To help you, our Quality Assurance Directors (QADs), stay connected and informed, explore our [QAD Portal](#), [QAD Assignments](#), and [QAD Certifications](#) pages along with our [Risk Management & Quality Tools](#) page.

 [Learn more](#)



### Join a Workshop

Our variety of workshops focus on how RMQ impacts Accenture's bottom line; how our RMQ systems, tools, and processes foster continuous improvement; and our role in promising what we can deliver, and delivering what we have promised—both to our clients and Accenture.

 [Learn more](#)

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# Solution Contingency Resources

Resources are available for Solution Contingency setup and management including:

- General overview information
- Tools and supporting job aids for managing Solution Contingency
- Internal process support

## General Solution Contingency

[Risk Based Solution Contingency Management](#) →

[Managing Risk-Based Deal Contingency Course](#) →

[Solution Contingency CFM Job Aid](#) →

[Solution Contingency Guidelines](#) →

[Solution Contingency Approval and Submission Process](#) →

[SC Usage Approval Form](#) →

[EAC and SC Reason Codes Job Aid](#) →

[Setting Up and Managing Deal Contingency in MME Recorded Demos](#) →



## Solution Contingency Calculator



[Solution Contingency Calculator Tool](#) →

[Solution Contingency Calculator FAQ](#) →

[Solution Contingency Calculator Tool Job Aid](#) →

[Solution Contingency Suggestion Tables](#) →

[Solution Contingency Calculator Recorded Walkthrough](#) →

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## Solution Contingency Monitoring Tool

[SC Monitoring Tool](#) →

[SC Monitoring Tool Job Aid \(Leadership and Support\)](#) →

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[SC Monitoring Tool Recorded Demo](#) →

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## Additional Resources

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# Solution Contingency

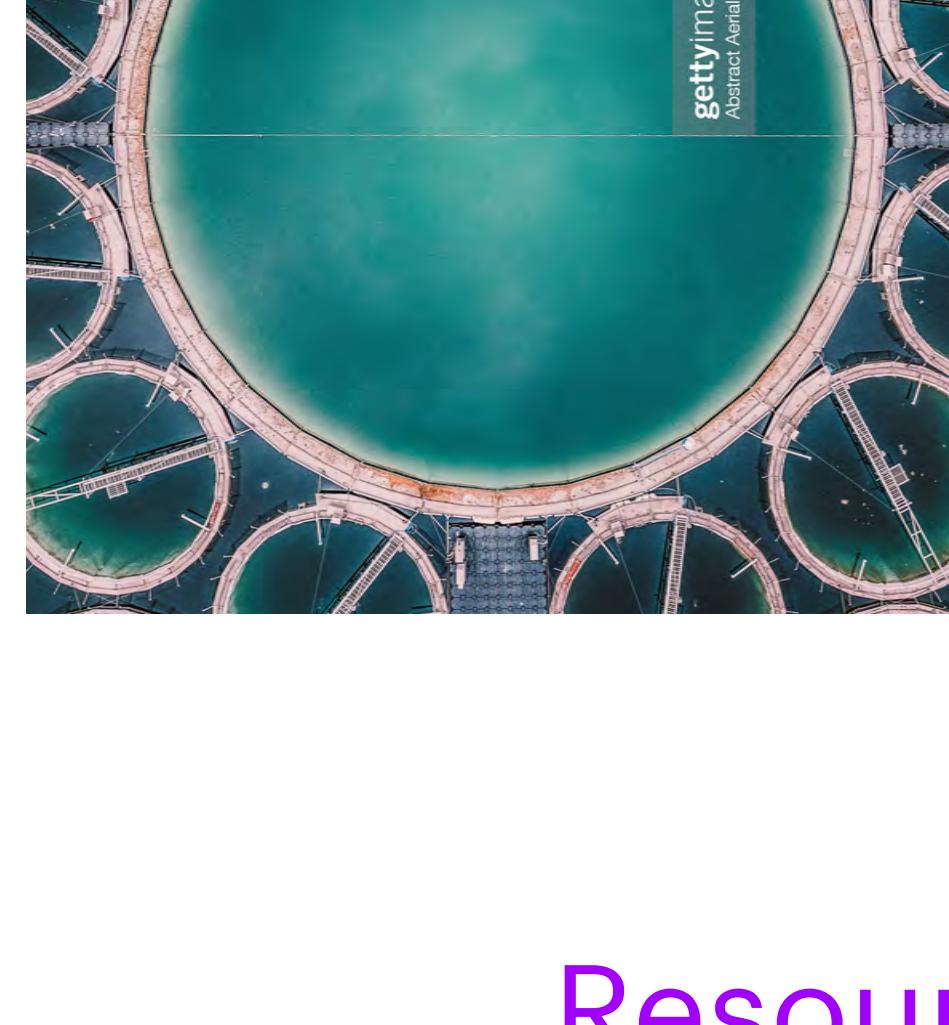
Solution Contingency is budgeted to cover risks that could not be mitigated prior to contracting. The sizing of the Solution Contingency budget during the selling stage, and the management of that cost element during delivery, influence Accenture's ability to win deals with our profitability.

## Managing Risk-Based Deal Contingency video

Managing Solution Contingency, also known as Deal Contingency, plays a critical role in protecting Accenture's profitability, while ensuring we remain competitive in the marketplace. We are focused on a number of important efforts driving toward 'right sized' contingency allocation and management, based on risks identified and assessed in the Opportunity and Delivery Lifecycle.



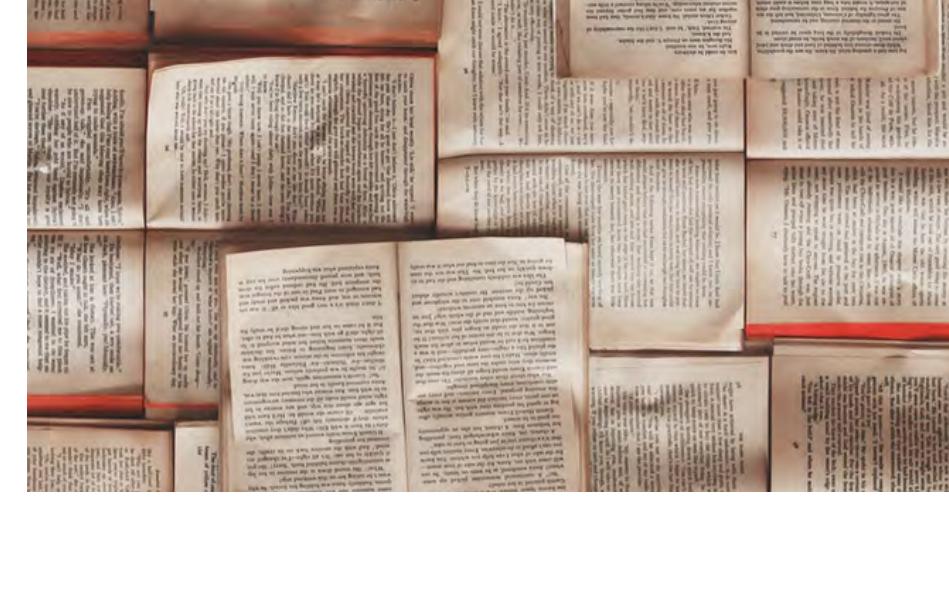
## Understanding Solution Contingency



Understanding the Solution Contingency begins with understanding the [Solution Contingency lifecycle](#), the alignment model and the roles that play a part in the setup and management of Solution Contingency.

[Learn more](#)

## Resources and support



[Resources](#) are available for Solution Contingency setup and management including:

- General overview information
- Tools and supporting job aids for managing Solution Contingency
- Internal process support

[Learn more](#)

## Solution Contingency training



As a company, we set aside hundreds of millions of dollars in Deal Contingency, also known as Solution Contingency. Our [Managing Risk-Based Deal Contingency course](#) will help you understand the principles, tools and processes around how to determine, setup and manage Deal Contingency throughout its lifecycle.

[Learn more](#)

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# Understanding Solution Contingency

Understanding the Solution Contingency begins with understanding the Solution Contingency lifecycle, the alignment model and the roles that play a part in the setup and management of Solution Contingency.

## Determine Contingency

## Set-Up Contingency

## Manage Contingency

## Contingency Results

## The Solution Contingency Lifecycle



## Roles Involved with Solution Contingency

Client Account Lead

Opportunity QA Director

Global Solution Contingency Team

Opportunity Lead

Commercial Management

Solution Architect

Delivery QA Director

Client Financial Management

Finance

Contract Management

Delivery Lead

Legal

Risk

Score

Accenture's risk-based approach to Solution Contingency leverages the Alignment Model, which represents the four key elements of any deal: Client Expectations/Context, Contract & Deal Structure, Solution Plan & Cost and Underlying Capability.

The Risk Assessment determines the level of risk (or degree of alignment) among and in between the four key deal elements, which produces a Risk Score.

The Risk Assessment/Risk Score, along with SC Guidelines, tools and management judgement, helps determine the right amount of SC that is aligned with the risks. This allows us to protect our profitability yet not price ourselves out of the market.

The SC budget is allocated and managed across the risk categories, enabling a more timely and objective approach to managing SC.

At the end of a deal, a positive or negative EAC is declared and information is fed back into the Risk Assessment engine, creating a closed loop system of learning and continuous improvement.

### 4 Blocks

#### Client Expectations / Context

#### Contract & Deal Structure

#### Solution Plan & Cost

#### Underlying Capability

### 8 Risk Categories

#### 1. Client Expectations

#### 2. Alignment Between Client Expectations & Contract

#### 3. Contract & Deal Structure

#### 4. Alignment Between Contract & Solution

#### 5. Solution Plan & Cost

#### 6. Delivery Execution

#### 7. Alignment Between Solution & Capability

#### 8. Capability

## Step 1

## Step 2

## Step 3

## Step 4

The first step is to establish the right level of Solution Contingency in the Opportunity based on guidelines and risk.

This is the role of the Solution Architect, and the Sales Team (CAL and Opportunity Lead), with input and approval from the Opportunity QAD.

Right-sizing Solution Contingency is a key element influencing both Accenture's ability to win deals and our profitability. The SC Calculator has been launched to help teams define opportunity-stage SC budgets based on specific risks.

The SC Calculator leverages the SC Guidelines, along with information from the risk assessment that the opportunity teams complete in the Quality Assurance (QA) database, to provide a suggested SC percentage and help the solution architect and opportunity team determine the necessary SC budget. If you need support or have questions, please contact your QSM Level 2 team.

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## Resources and training

### Role Responsibilities by Steps

Role	1	2	3	4
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Client Account Lead

Client Expectations / Context

Sales Capture Lead

Contract &amp; Deal Structure

Solution Architect

Solution Plan &amp; Cost

Opportunity QAD

Underlying Capability

Delivery QAD

Client Financial Management

Delivery Lead

Contract Management

CFM/PMO

Finance

Portfolio Leadership

Legal

Solution Contingency Program

Risk

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