X10 games

ACS®

EVENT PROGRAM

A
Leader in
Outsourced
Learning
Services

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ACS is the leading provider of learning services to companies who consider people to be among their most valuable investments. We partner with our clients to help them increase the value their people provide, through the deployment of effective, efficient, and performance-based learning solutions in alignment with strategic business goals.

Our learning services span the entire learning value chain and talent management cycle—from learning strategy services and curriculum design and development services, to complete learning process outsource services. Our offerings include a world-class hosted learning management system and related managed administration services and Learner Care™, in concert with our broader Human Capital Management Solutions.

ACS is a trusted partner. We help clients "grow" through a transformational life-cycle approach to help them execute business strategies, drive performance, accelerate speed to profit, improve people effectiveness, reduce costs, and achieve growth. ACS sports an unrivaled track record of success in providing end-to-end dynamic learning and talent development solutions for over 3 million learners at corporate organizations and government agencies, including Ernst & Young LLP, Cisco Systems, Canon U.S.A., Delta, GM Europe, Network Appliance, Océ NV, Turner Construction, and many others.

Prominent industry reports such as Gartner's LMS and E-Learning Suites Magic Quadrants, NelsonHall, and IDC recognize ACS as a leader. ACS is also cited annually by *HRO Today* and *Training Industry* as one of the "Best" companies in the training and training outsourcing category.

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John Rexford – Chief Financial Officer

Tom Burlin – Chief Operating Officer

Bill Deckelman – General Counsel

Lora Villarreal – Chief People Officer

Ann Vezina – Group President – Commercial

Tom Blodgett – Group President – Business Process Solutions

Daisy Seebach – Chief Ethics Officer

Business Process Solutions Group

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Lisa Miller – Chief of Staff

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Cara Shore – SVP, CFO

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Charles Bracken – Managing Director, Healthcare Provider

Connie Harvey – Managing Director, Healthcare Payer

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Frank Burke – Managing Director, Department of Education

Lynden Lyman – Managing Director, Finance and Revenue Solutions

Tim Conway – Managing Director Federal Solutions

Harvey Braswell – Executive VP, Sales and Marketing

Tasos Tsolakis – SVP, Solutions Center

WELCOME TO THE X10 GAMES

Welcome. This competition serves as the capstone to the training you have all taken over the past few months. The *Business of the Business*, *Financial Execution*, and *People Excellence for Managers* have served as preliminary rounds to get you prepared for today's event—the ACS X10 Games.

Our greatest asset at ACS is our people. We recognize the importance of providing employees with opportunities to grow personally and professionally and we are committed to continued investment in this effort.

The objective of these games is to challenge you to take your skills to a higher level. The stakes couldn't be greater, because ACS can't hope to achieve its success in meeting the "10 by 10" goal without you!
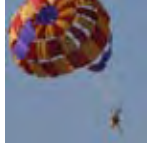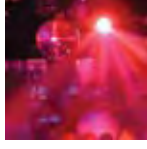
Good luck!

Lynn
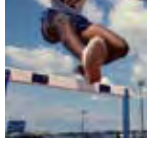
I hope you are excited about the X10 events you are about to take part in. As we grow the ACS business, we all are going to have to go to the eXtreme and challenge ourselves as leaders to take this company to the next level. We are looking to each of you to train hard and play even harder over the next several years.

The competitions today offer you an opportunity to build upon and practice knowledge and skills related to financial execution and people excellence. The events are based on actual situations and experiences that you as a manager might encounter during the course of your day. Be prepared for some tough competition from your peers as you each enter the ACS X10 Games.

May the best team win! Have fun, and above all be open to new experiences and eXtremes!!!!!

Tom

TABLE OF CONTENTS

Trent Thrash

Title	Director of Finance
LOB	F&A
Years w/ACS	7 years
Favorite Quote	There is nothing so useless as doing efficiently that which should not be done at all.

Jon Puckett

Title	VP, Investor Relations
LOB	F&A
Years w/ACS	2 1/2 years
Favorite Quote	Daylight's burnin'.

Frank Barnett

Title	Division VP
LOB	HCMS
Years w/ACS	1 1/2 years
Favorite Quote	The shoe that fits one person pinches another.

–Carl Jung

Pablo Soria

Title	International HR VP
LOB	Corporate HR
Years w/ACS	5 1/2 years
Favorite Quote	The difference between the impossible and the possible lies in a person's determination.

–Tommy Lasorda

Eric Dutcher

Title	Sr. Corporate Financial Analyst
LOB	F&A
Years w/ACS	7 years
Favorite Quote	Drive thy business or it will drive thee.

–Benjamin Franklin

Pat C. Smith

Title	VP, Finance
LOB	F&A
Years w/ACS	3 1/2 yrs
Favorite Quote	Sometimes one pays most for the things one gets for nothing.

–Albert Einstein

Greg Dodge

Title	HR VP, West Region
LOB	Corporate HR
Years w/ACS	7 years
Favorite Quote	Accept it, dwell on it, but get on with it.

Art DiBari

Title	Regional VP
LOB	HCMS
Years w/ACS	2 1/2 years
Favorite Quote	Trust, but verify.

Brian Duffy

Title	VP, Corporate Admin.
LOB	Work Place Resources
Years w/ACS	9 1/2 years
Favorite Quote	Second place is the first loser.

Ty Gaston

Title	COO
LOB	Corporate HR
Years w/ACS	1 year
Favorite Quote	Yesterday's home run won't win today's game.

–Babe Ruth

Mike Eralie

Title	Regional VP
LOB	HCMS
Years w/ACS	3 years
Favorite Quote	There is no limit to what you can accomplish if you don't care who gets the credit.

–Dan Jones, University of Utah, Political Science Department

Derek Halliburton

Title	SVP, Finance
LOB	BPS
Years w/ACS	5 years
Favorite Quote	What would you attempt to do if you knew you could not fail?

Hays Haney

Title	Sr. Corporate Counsel
LOB	CSG Admin
Years w/ACS	9 years
Favorite Quote	To dream anything you want to dream. That's the beauty of the human mind. To do anything that you want to do. That is the strength of the human will. To trust yourself to test your limits. That is the courage to succeed.

Chris Tranquil

Title	Managing Director, Wireless
LOB	BPO
Years w/ACS	9 years
Favorite Quote	I could not tread these perilous paths in safety if I didn't keep a saving sense of humor. – Horatio Nelson

Donny Cross

Title	SVP
LOB	ITO
Years w/ACS	11 years
Favorite Quote	Just do it!

Chad Harris

Title	Managing Director, ITO Solutions
LOB	ITO
Years w/ACS	12 years
Favorite Quote	… following that course unwaveringly, carrying out the plan and not being thrown off course thousands of times for a thousand reasons, requires great mental clarity and confidence, in addition to great strength of character." –Carl von Clausewitz, *On War* (1832)

Jeff Hechemy

Title	Regional VP
LOB	BPS
Years w/ACS	12 years
Favorite Quote	I'll let the racket do the talking. –John McEnroe

Kelly Jenson

Title	Division VP, MetLife
LOB	BPO
Years w/ACS	7 years
Favorite Quote	Success is to be measured not so much by the position that he (she) has achieved in life, but by the obstacles he (she) has overcome while trying to succeed.

Connie Harvey

Title	Managing Director, BPS
LOB	BPO
Years w/ACS	6 years
Favorite Quote	Any fool can be uncomfortable.

Mike Marrow

Title	Managing Director, Emerging Markets
LOB	CSG Admin.
Years w/ACS	8 years
Favorite Quote	It's easy to get the players; it's getting them to play together that's the tough part.

John Lawrick

Title	Managing Director
LOB	ITO
Years w/ACS	19 years
Favorite Quote	There are no easy answers, but there are simple answers.

Ken Walpert

Title	Manager, Information Management
LOB	HCMS
Years w/ACS	26 years
Favorite Quote	What we have here is a failure to communicate.

Ted Rudich

Title	Managing Director, HCMS
LOB	HCMS
Years w/ACS	5 years
Favorite Quote	A leader takes people where they want to go. A great leader takes people not only where they want to go, but where they ought to be.

Darin Wright

Title	SVP, Sales
LOB	BPS
Years w/ACS	12 years
Favorite Quote	The numbers don't lie. –Tom Blodgett

Paul Beck

Title	SVP, Operations
LOB	Education Solutions
Years w/ACS	17 years
Favorite Quote	You don't need a weatherman to know which way the wind blows.

David Boucree

Title	VP, Operations
LOB	F&A
Years w/ACS	12 years
Favorite Quote	In just two days, tomorrow will be yesterday.

–Anonymous |

Patrick Ross

Title	SVP, Operations
LOB	Government Healthcare Solutions
Years w/ACS	1 1/2 years
Favorite Quote	Energy and persistence conquer all things.

–Benjamin Franklin |

Will Saunders

Title	VP, Business Development
LOB	Government Healthcare Solutions
Years w/ACS	7 years
Favorite Quote	Tomorrow never comes. Never put off until tomorrow what can be done today.

Mike Brink

Title	VP, Operations
LOB	Government and Community Solutions
Years w/ACS	5 years
Favorite Quote	The man who really counts in the world is the doer, not the mere critic—the man who actually does the work, even if roughly and imperfectly, not the man who only talks or writes about how it ought to be done.

Sherri Heller

Title	VP, Operations
LOB	Government and Community Solutions
Years w/ACS	2 2/3 years
Favorite Quote	Let others write the laws; let me write the songs the people sing.

Mike Humenik

Title	VP, Human Resources, East Region
LOB	GSG
Years w/ACS	1 year
Favorite Quote	It's like deja vu all over again!!!! And, it is never over until it's over.

Tom Davies

Title	SVP, Business Development
LOB	GSG - Sales and Marketing
Years w/ACS	2 years
Favorite Quote	It is only by doing things that others have not, that one can advance.

–George S. Patton |

Nicholas Bevilacqua

Title	Sr. Corporate Counsel
LOB	CSG - Legal
Years w/ACS	9 years
Favorite Quote	Whatever you have done in the past, do a 360-degree turn and go the other way.

–Advice from Lindsay Lohan's attorney, unintentionally explaining her recidivism. |

Paul Lehman

Title	CIO, GCS – IT
LOB	GSG – Government and Community Solutions
Years w/ACS	11 years
Favorite Quote	Get all the liars in one room….

Mike Davis

Title	COO
LOB	Government Healthcare Solutions
Years w/ACS	4 years
Favorite Quote	Never give up!

Nancy Froude

Title	VP, Operations
LOB	GSG-Finance and Revenue Solutions
Years w/ACS	2 years
Favorite Quote	When you are through learning, you are through.

–Vernon Law

Sacred cows make great steaks.

–Mark Twain |

COACHES CORNER

Gino LaMarco

Title	VP, Operations
LOB	GSG – Healthcare Solutions
Years w/ACS	2 years
Favorite Quote	Challenges do not build character; they reveal it.

Jill Weiner

Title	VP, Internal Controls and Compliance
LOB	GSG – Finance
Years w/ACS	18 years
Favorite Quote	Just do it!

Raquel Tamez

Title	Corporate Counsel
LOB	Legal
Years w/ACS	4 months
Favorite Quote	In all human affairs there are efforts, and there are results; and the strength of the efforts is the measure of the results. –James Allen, As a Man Thinketh

Rachel Gonzalez

Title	Corporate Counsel
LOB	Legal
Years w/ACS	1 year
Favorite Quote	Mistakes are part of the dues one pays for a full life. –Sophia Loren

Lowell Brickman

Title	Sr. Corporate Counsel
LOB	Legal
Years w/ACS	4 2/3 years
Favorite Quote	When one must, one can.

Michelle Marlett

Title	Sr. Corporate Counsel
LOB	Legal
Years w/ACS	3 years
Favorite Quote	Choose a job you love, and you will never have to work a day in your life. –Confucius

MANAGER DEVELOPMENT PROGRAM MVPs

Special thanks to each of these ACS players who have worked hard to put this event together. Without the help of each of these individuals, this training day and the events leading up to this would not have been possible.

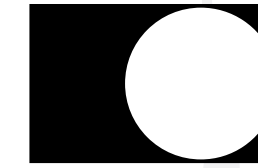**Core Team** — Lauretta Sechrest, Jeanne Newby, Mike Humenik, Ellen O'Toole, Greg Dodge

Financial Execution, People Excellence, Kickoff Training Session Subject Matter Experts

Vanessa Bolling	Sheri Heller	Marilyn Smith
Scott Burns	Mike Humenik	Mark Sprague
Stephen Clark	Linder Jaeckels	Saronja Stewart
Mario DeBennedetto	Van Johnson	Bud Stuppy
David Fitzgerald	Kevin Kyser	Lynn Theodoro
Ty Gaston	Colleen Mahoney	Chris Tranquill
Odetta Gayle	Larry Quintana	Kirk Ulrich
Mark Groves	Frank Radics	Ben Weldy
Derek Halliburton	Bettina Rice	Tina Willborn
Alex Hasham	Steve Rubio	Jeff Yentis
Linda Hayes	Cindy Smith	

LETTER FROM A SPONSOR

CHUBB

At Chubb, we are very fortunate to work with ACS in a variety of capacities. Our fates are intertwined and our relationship will continue to grow because of the individuals ACS brings to the table. We are excited about the opportunities lying ahead for ACS, as we know the growth of ACS will help strengthen OUR position in the marketplace as we further leverage your services. Today is an important opportunity for each of you as you continue down the path of growing the ACS organization. As you are challenged today through these X^{10} games, remember that you have the opportunity to not only develop yourselves, but also take the knowledge and skills you build here back to your teams. It is through this process that ACS will benefit the most. From the perspective of one of your top clients, we cannot express enough the importance of continuing the trends in developing your people—especially in the areas of financial execution and people excellence. Believe it or not, we see the effects that training has in the people we work with and interact with on a daily basis. Chubb is a large supporter of investing in our leaders. We are excited that ACS shares that value and look forward to seeing the impact each of you will have on the ACS organization and the value you will bring to us.

Sincerely,

June Drewry
Global CIO, Chubb and Sons, Inc.

GAME DAY EXPERIENCE

THE X10 GAMES EVENT SCHEDULE

Time	Activity
9:00 – 9:30	Welcome and Overview
9:30 – 9:45	Event 1: Ultimate Frisbee
9:45 – 10:15	Event 2: Mountain Biking
10:15 – 10:30	Business Break
10:30 – 11:15	Event 3: Skateboarding
11:15 – 12:30	Event 4: Bull Riding
12:30 – 1:30	Lunch
1:30 – 1:40	Event 5: Parachuting
1:40 – 2:55	Events 6 and 7: Ultramarathon
2:55 – 3:15	Event 8: Break — Dancing
3:15 – 4:15	Event 9: Rock Climbing
4:15 – 5:00	Event 10: Extreme Training
5:00 – 5:30	Awards Ceremony and Closing

OVERVIEW OF THE GAMES

- There are 32 teams composed of 40 people competing in the games. Each team is divided into four tables of competitors. To succeed, individual team members must work together in table teams as well as in the large team on each event to share information and collaborate in decision-making to achieve a final answer.
- Each team has a "coach." The coach acts as facilitator of activities and judge of the final scoring.
- Each team is assigned an expert (RVPs or DVPs) who can be relied upon to provide expert advice and "wisdom on the spot."
- Each individual is asked to evaluate his or her performance on each event, using the individual scorecard included in this program.

GENERAL RULES

Teams will have 10 opportunities to win points. Some points will be associated with how well your team performs on each event. These events require skill, knowledge, and the ability to work out complex problems and reach consensus within a team. Simple events will award points to the first team to have all participants ready to continue upon returning from lunch or a business break. A running tally of points won by each team will be maintained throughout the day. At the end of the day, prizes will be awarded to gold, silver, and bronze teams.

- Each event is worth 1 billion points.
- In each complex event, points are awarded for all answers that are judged to be in the following categories: "good," "better," and "best."
- Simple events points will be "winner-take-all."
- Team coaches will judge performance on each event and submit a score using a keypad.
- Coaches will also keep a record of their team's performance on each event in their "Playbook."
- Tiebreakers will be conducted as necessary to ensure a clear winner in each event.
- Total points will be calculated to determine the gold, silver, and bronze teams.
- The decisions of coaches and judges are final and not open to arbitration or appeal.

STRUCTURE OF EVENTS

Events vary in the way material is presented. In some cases you will have all the information you need to solve the problem. In other events the information will be presented via video, audio, and slides. In all events you must pay careful attention to the material presented so you can make the best decision to solve the problems presented.

SCORING

- Scoring is conducted for each event. Coaches determine how many points a team wins on each event.
- Additional points are awarded for each team that wins a tiebreaker.
- From time to time throughout the day, teams will be chosen at random to answer surprise questions. One individual from the team will be called upon to answer this question.

PRIZES

- Gold Medal: $100 per player
- Silver Medal: $50 per player
- Bronze Medal: $25 per player

BREAKS

- Two short breaks are scheduled during the day to attend to business. There is also an hour scheduled for lunch.
- Individual team members can take quick "bio" breaks as needed.
- Breaks should be limited, as teams that are deemed to be too short-handed during events will have points deducted from their score.

A C S

Operational Excellence

Transform your critical, non-core functions into innovative, efficient, leading-edge operations.

- Improve productivity and operational efficiencies.
- Focus on your core business.
- Ensure best practices, skills, and technology.
- Reduce costs.
- Access scalable operations and on-demand resources.
- Improve your competitive position.

DESCRIPTION

It is time to put your knowledge of financial execution and people excellence to the ultimate test. Can you collaborate as a team to make rapid decisions to answer review questions?

This event is a quick review of previous learning. Questions will be presented on the screens surrounding the room. Your team must reach consensus to determine the correct answer to each question and communicate your decision to your coach, who will then submit the answer using an interactive keypad.

You'll need to make quick decisions as a group. What is your strategy for team decision-making and collaboration? The process your team establishes here will be a key to success in the coming events.

RULES

- Collaborate as a large group to determine the answer.
- The coach will submit the answer using the keypad.

TIMING

3 minutes: Team Organization
3 minutes: Round 1
2 minutes: Round 2
2 minutes: Round 3
5 minutes: Scoring and tiebreaker (if necessary)

PERSONAL SCORECARD

Did you know the correct answers? Read the statements below and circle the one that best describes how you performed as an individual on this event. Use the notes section to add additional thoughts about how you performed on this event.

IN PROGRESS 1	BASIC 3	PROFICIENT 4	ADVANCED 5
I didn't know the answer to any of the questions. I need to take the *Financial Execution* and *People Excellence for Managers* WBLs.	I knew one of the answers to the questions.	I knew two of the answers to the questions.	I knew all the answers to the questions.

NOTES

EVENT 2 – MOUNTAIN BIKING

ACTIVITY 〉 BUDGET RUN-RATES
TIME 〉 30 MINUTES

DESCRIPTION

Analyzing run-rates in preparing budgets can be a challenge. Can your team avoid the rocks and pound the pedals to meet the budget deadline? There are hills to climb and rivers to cross. In order to win, you need to start with the basics: What is your run-rate?

Performing revenue run-rate analysis is not a "one-time" effort; it is a journey. It is key to everything you do in managing your business. When performing a run-rate analysis, it is critical to focus on the important facts and identify when they will have an impact on your budget. Understanding fluctuations in revenue is essential to creating a budget and understanding variations in Profit and Loss from month to month.

SCENARIO

You are the manager of an SBU. The end of the year is approaching, and you need to make a first pass at the FY08 budget. You need to begin your budget work by analyzing the fourth quarter FY07 run-rate.

YOUR PROBLEM

Your challenge is to execute and understand the implications of a run-rate analysis. In this event, your team will divide and conquer four problems by working in your table groups to address one of the following of budget issues:
- Volume changes (increase or decrease)
- Contractual changes (scheduled)
- Early renegotiation (discounts)
- SLA changes (operational impact, penalties, credits)

RULES

- Each table team has to address one of the above problems and determine things to consider when making your future revenue projections and associated impact on profit.
- Each table presents its answer in turn.
- The coach will score the team on the accuracy of each of the answers.

TIMING

10 minutes: Work on problems
  3 minutes: Each table to present to the larger group (15 minutes total)
  5 minutes: Scoring and debrief (tiebreaker if necessary)

BUDGET WORKSHEET

Circle the problem your team has been assigned to address:
- Volume changes (increase or decrease)
- Contractual changes (scheduled)
- Early renegotiation (discounts)
- SLA changes

Use the table below to address the problem assigned to your team by your coach. For each item affecting revenue, also consider it's impact on your profit.

Activity	Revenue	Profit	Things to Consider
Exit Rate			
Action 1			
Action 2			
Action 3			
Projection			
Actions to Take			

TIME ❯ 15 MINUTES

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of run-rate analysis. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team or group to understand the problems. I need to work on the following items to improve my performance on run-rate execution and analysis.	After working with my table group, I understand how to do the activity assigned to us. However, I am not certain how to execute the run-rates the other groups worked on.	I can perform all the run-rate exercises that were assigned to our team in this event.	I can perform all the run-rate exercises that were assigned to our team in this event. I also helped others in my group and on my team to understand the key problems related to the run-rate exercise.
POINTS FROM PREVIOUS EVENTS ❯			
TOTAL POINTS ❯			

NOTES

Timeout for a quick rest. Take a few minutes to grab a drink and refresh yourself for the next event. If you are fast enough, this time-out might allow you to check in with the teams you coach every day. You have 15 minutes to check in with your business.

But don't get lost. Your team needs you to win!

ACS Administration Services

Streamline administrative functions to gain a competitive edge.

- Back-office administrative functions that allow our clients to focus on their strategic initiatives
- Sophisticated proprietary tools that improve processing of critical documents
- High-volume, technology-based mailroom, scanning, data processing, and document management business process solutions

ACS BPO Services

Cut costs and increase productivity.

- Unmatched industry and process expertise
- Proprietary workflow and process reengineering expertise
- Renowned global production model
- Continuous process improvement and technology refreshment
- Partnership approach

EVENT 3 – SKATEBOARDING

ACTIVITY › VARIANCE ANALYSIS
TIME › 45 MINUTES

DESCRIPTION

The ups and downs of actuals vs. the numbers detailed in the VARBU can send your SBU flying off the skateboard ramp. Can your team soar over the problems and grind out the revenue necessary to win?

You have control over more than you think. Find the facts that underlie the numbers in the variance and use them to create an action plan for corrective action.

SCENARIO

You are managing an SBU with an opt-out stored value card program. You have just received an e-mail that details issues with the VARBU. In this instance you have encountered a month when there was insufficient revenue from child support stored value cards to make budget. Revenue is down because transaction fees are less than forecast and call center costs are up. What is the problem, and what can you do?

YOUR PROBLEM

Your challenge in this event is to find the solution to missed revenue numbers in the use of stored value cards. What can you do to hit the planned revenue?
- Identify the nature of the problem
- Create an action plan

RULES

- Each table must work together to identify the key problems and create an action plan
- Following a discussion of the table's solution, the larger group must come to consensus to develop the final plan.
- The coach of each team will determine a final score for the event.

TIMING

20 minutes: Table teams identify the problem and create an action plan
20 minutes: Group discussion/collaboration and final team solution
 5 minutes: Scoring and debrief (tiebreaker if necessary)

VARBU

Affiliated Computer Services, Inc.

Variance by Business Unit
For Month Ending June 30, 2007
(000's)

| | Current Month | | Variance Current Month Actual To | |
	Forecast	Actual	Prior Month	Current Month Forecast
Edisbursement Contract				
Revenue	1,200	875	(125)	(325)
Call Center Expenses	400	475	50	75

What is the Goal?
Increase revenue to meet or exceed forecast

Issues/Problems/Roadblocks
Optional card participation
Excessive call center contacts per month
Significant number of inactive cards
Excessive paper check customers still exist

Action Plan to Close Gap:
?

Commercial Services

Focus on results.

- More than 750 offices supporting client operations in nearly 100 countries
- Specializing in business process outsourcing and IT services
- Offerings include Administration Services, Customer Care, Finance and Accounting, Human Resources, Information Technology, and Payment Services

PROBLEMS

What is the problem? In the space below, list the three key components of the problem.

1

2

3

ACTION PLAN

What can you do to address the problem in the following areas? Rank your answers from top to bottom in each column, based upon action that will have the biggest impact on the revenue problem you have listed above.

Problem 1:	Problem 2:	Problem 3:

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of variance analysis. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team and the large group to understand the problem and create an action plan. I need to work on the following items to improve my performance on variance explanations:	I was able to identify some of the key problems and create an action plan.	I was able to identify the key problems in the case and create an action plan that identified the actions to take.	I was able to identify the key problems in the case and create an action plan that correctly ranked the best actions to take. I helped others on my team and group to understand the key problems related to the variance explanations exercise.
		POINTS FROM PREVIOUS EVENTS ❯	
		TOTAL POINTS ❯	

NOTES

EVENT 4 – BULL RIDING

ACTIVITY ❯ MLU
TIME ❯ 75 MINUTES

DESCRIPTION

Cost cutting places every manager on the horns of a dilemma. When they open up that gate, the bull takes off like a runaway freight train! Are you ready to rodeo?

The process of dealing with an MLU is the same as that used in the financial management of a client account. To succeed, you must know the business, as well as the contract. The skills used in an MLU recovery plan apply to any account—such as searching for ways to cut costs—even if they are currently profitable. These skills can be applied to any SBU striving to achieve the 6 percent cost-cutting target goal.

SCENARIO

You are responsible for an SBU that services the client from three locations in the U.S., because that is where the client did work prior to outsourcing to ACS. You are providing multiple services, including call center support, processing the customer's accounts payable documents, and mailing checks. Your SBU has been a perpetual MLU since the contract was signed three years ago. Even after you renegotiated the fees with the client, you will continue to lose money or break even at best for the duration of the contract.

YOUR PROBLEM

Considering you have already renegotiated pricing with your client and you will still continue to lose money, what steps can be taken to cut costs using the 11 Towers identified in Continuous Optimization Initiative (COI)?
- ABC and In-Home Workers
- Procurement
- Real Estate Outsourcing and Consolidation
- Call Center Reengineering
- Interactive Voice Response
- Singles (Credit Cards, Channel Conversion)
- Offshore (Emerging Markets)
- Telecommunication Architecture and Audits
- Technology Automation (OCR/ODM)
- Print/Mail/Postage Reengineering
- Best Practices and Operational Consulting

RULES

- As the information on the SBU and COI is presented, take notes in the space provided on the following page.
- Work in your table teams to map ideas to cut costs to the COI Worksheet. If you wish you may "divide and conquer" to come up with answers.
- Collaborate as a large group to determine a final answer. Again, you may wish to divide into subgroups to focus on specific towers of COI.
- The coach of each team will determine a final score for the event.

TIMING

30 minutes: Table teams complete the COI worksheet
30 minutes: Group discussion and collaboration to create the final team solution
15 minutes: Scoring and debrief (tiebreaker if necessary)

SBU ISSUES

Notes:

COI

Notes:

COI WORKSHEET

Work in the space below to identify ways your MLU can cut costs and make your SBU profitable.

ABC and In-Home Workers	Procurement	Real Estate Outsourcing and Consolidation

Call Center Reengineering	Interactive Voice Response	Singles (Credit Cards, Channel Conversion)

Offshore	Telecommunication Architecture and Audits	Technology Automation (OCR/ODM)

Print/Mail/Postage Reengineering	Best Practices and Operational Consulting

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of cost cutting. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team or the large group to understand the problem and achieve a good solution. I need to work on the following items to improve my performance on cost cutting.	I performed the activities on my own to achieve a good solution to the problem.	I performed the activities and achieved the better solution on my own.	I could perform the activities and reach the best solution on my own. I helped others on my team and group understand the key problems related to the MLU exercise.
POINTS FROM PREVIOUS EVENTS ❯			
TOTAL POINTS ❯			

NOTES

EVENT 5 - PARACHUTING

ACTIVITY ❯ SHOWING UP
TIME ❯ 0 MINUTES

DESCRIPTION

Ninety percent of life is just showing up. Can your team be the first to land back at your designated area after lunch and win this event? Welcome back!

PERSONAL SCORECARD

IN PROGRESS	BASIC	PROFICIENT	ADVANCED
1	3	4	5
I was late.	I was on time, while most of my team members were still packing their parachutes.	I was on time, but some on my team missed the drop zone.	Everyone on my team landed on time and in the zone.
POINTS FROM PREVIOUS EVENTS ❯			
TOTAL POINTS ❯			

ACS STAT SHEET

Key Stats
(Data provided by Capital IQ)

Fiscal Year End: 30 June

Market Cap (intraday) 6:   5.31B
Profit Margin (ttm):   5.35%
Operating Margin (ttm):   11.25%

Financial Aid Administration

Everybody wins when financial aid counselors spend more time with the student and less on administrative tasks.

- Improve the day-to-day function of your offices so you can focus on the long-term needs of your students.
- We integrate with your existing student information systems, allowing you to extend the life of your information technology investments.
- Our goal is to help your financial aid counselors connect better with your students.

ACTIVITY › MANAGING COMPENSATION
TIME › 75 MINUTES

DESCRIPTION

You are in it for the long run. Managing compensation requires that you go beyond the standard distance to devise a plan to reward employees. You need to run hard to come up with the plan and at the same time save your breath. You'll need it to explain and communicate the benefits to employees.

YOUR PROBLEM

The local Department of Motor Vehicles (DMV) is extremely inefficient. As such they have contracted your service to develop an ABC (incentive) program that will allow their employees to earn based on performance, while meeting their service level agreement. It will also be your responsibility to sell the concept of the incentive program to the employees of the DMV. In each department they are to maintain a 98 percent accuracy rate and 3 days' turnaround processing time. The DMV will be subject to a 2 percent penalty on revenue received if the SLAs are not met.

EVENT 6 – ULTRAMARATHON: THE FINANCIAL PLAN

RULES

- Each table team works together to create the financial model. The team may "divide and conquer" to come up with the solution.
- Each team presents their solution to the larger group.
- Final team scoring is based on how many table teams correctly respond to the problem.

TIMING

25 minutes: Table teams create the plan
15 minutes: Scoring and debrief (tiebreaker if necessary)

CONSIDERATIONS

Here is a list of the different functions that employees perform at the Department of Motor Vehicles:

- Motor Vehicle Registration
- Licensing
- Change of Address

The Motor Vehicle Registration group has 40 employees. Each registers 64 vehicles per day on average and is paid $12 per hour. They each work from 8:30 a.m. to 5:00 p.m. daily Monday through Friday. Their processes range from vehicle registration renewals, buying or selling a vehicle, vehicle registration, and title information. They collect a total of $5 million in revenue yearly based on their current production.

The Licensing group has 58 employees. Each licenses 82 vehicles or drivers daily on average and is paid $2000 monthly and a 20 percent bonus in addition. They maintain a work schedule similar to that of the Motor Vehicle Registration group. Their processes include vehicle registration renewal, driver license renewal, and change of address. They collect a total of $6 million in revenue yearly.

The Change of Address group has 14 employees. Each employee processes 110 address changes daily on average, is paid $10 per hour, and currently receives no bonus. The group maintains a work schedule similar to that of the Motor Vehicle Registration group. They process only changes of address. They collect a total of $1.5 million in revenue yearly.

In addition to the non-exempt employees, the DMV has asked that we create an incentive plan to motivate the analysts. There are five analysts, and they are responsible for ensuring that all employees process three or more types of transactions. They are exempt employees receiving $5000 monthly. They currently do not receive an incentive. They should ensure that all SLAs are met within the DMV. They are expected to collect an average of $14 million per year.

Quality is measured using a sample size of 10 percent of all employee transactions processed. An error is any incorrect information found on the completed registration, license, or address change. The quality system is all or nothing. If an error is found, the process is considered incorrect. The department's current quality grade is 97.4 percent for the past five months. Turnaround time fluctuates between three and eight days.

ABC FORMULA

Target Hourly Pay Rate ÷ Number of Transactions (Throughputs) for your average employee = Pay Rate Per Transaction (Unit Cost)

THE PLAN

Create a financial model that recommends ways management could motivate employees through monetary incentives to improve their performance.

The model must include the following:

- Throughput (employee productivity per hour)
- A comparison of existing pay vs. proposed pay
- Potential incentive to be paid
- A quality component that shows employees being penalized if goals are not achieved

Throughput	Comparison	Potential Incentive	Quality Component

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of creating a compensation plan. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team or the large group to understand the problem and achieve a good solution. I need to work on the following items to improve my performance on compensation planning.	I performed the activities on my own to achieve a good solution to the problem.	I performed the activities and achieved the better solution on my own.	I could perform the activities and reach the best solution on my own. I helped others on my team and group to understand the key problems related to the compensation exercise.
POINTS FROM PREVIOUS EVENTS ❯			
TOTAL POINTS ❯			

NOTES

NO. 1 ❯ HUSTLE IS DOING SOMETHING THAT EVERYONE IS ABSOLUTELY CERTAIN CAN'T BE DONE.

EVENT 7 - ULTRAMARATHON: COMMUNICATION

Now that you have created a compensation plan, you have to communicate the plan effectively to the employees. Changes in compensation are often stressful, particularly when not communicated well. Your task is to create an effective communication plan to ensure that all employees understand the details of the compensation plan and are comfortable with it.

RULES

- Each table team works together to create the communication plan; teams may "divide and conquer" to come up with the solution.
- Each team presents their solution to the larger group.
- Final team scoring is based on how many table teams correctly resolve the problem.

TIMING

20 minutes: Table teams create the communication
15 minutes: Scoring and debrief (tiebreaker if necessary)

CONSIDERATIONS

In the space provided, create the content for a PowerPoint presentation to sell the staff on the concept of the incentive program you are trying to implement.

The presentation should include the following:
- An explanation of the compensation plan
- Detail of how the employees will be compensated
- A list of advantages to the employees, customers, and shareholders of the program you are trying to implement
- Explanation of the steps necessary to make this program happen
- Explanation of how the incentive program will be self-funding

COMMUNICATION PLAN

COMMUNICATION PLAN

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of creating a communication plan related to compensation. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team or the large group to understand the problem and achieve a good solution. I need to work on the following items to improve my performance on communicating compensation.	I performed the activities on my own to achieve a good solution to the problem.	I performed the activities and achieved the better solution on my own.	I could perform the activities and reach the best solution on my own. I helped others on my team and group to understand the key problems related to the communicating compensation exercise.
POINTS FROM PREVIOUS EVENTS ❯			
TOTAL POINTS ❯			

NOTES

NO: 6 ❯ HUSTLE IS PROVIDING TOP-QUALITY SERVICE

EVENT 8 – BREAK – DANCING

ACTIVITY 〉 BUSINESS BREAK AND DANCE COMPETITION
TIME 〉 20 MINUTES

DESCRIPTION

Time for another business break, but hurry up and boogie back for the dance competition!

PERSONAL SCORECARD

Read the statements below and circle the one that best describes how you performed as an individual on this event. Use the Notes section to add additional thoughts about how you performed on this event.

IN PROGRESS	BASIC	PROFICIENT	ADVANCED
2	3	4	5
I was late, and I don't like to dance.	I was on time but didn't feel like dancing.	I was on time and danced my feet off!	I was on time and got my team on their feet and dancing!
POINTS FROM PREVIOUS EVENTS 〉			
TOTAL POINTS 〉			

Education Services

Focus on your students. Let ACS focus on your administrative processes.

- Leading loan services with a $100 billion loan-servicing portfolio and over 2 million FAFSAs processed each period
- Leading financial aid administrative partner managing more than 50 campuses and 160,000 students, while disbursing over $1 billion in financial aid
- Management of multiple student information systems across 58 campuses, representing 760,000 students
- Management of technology and tools that schools can leverage with low/no capital cost

NO. 5 〉 HUSTLE IS GETTING PROSPECTS TO SAY "YES" AFTER THEY'VE SAID "NO" 20 TIMES.

Discover new heights
with **innovation, efficiency** and **awards!**

ACS Continuous Optimization Initiative (COI)

- Encourage innovations
- Be more efficient and cost-effective
- Continuously refine processes and technologies
- Realize savings in bottom line
- Reward the innovators
- Institutionalize best practices and learn from each other

Visit: InfoBank >Travel and Financial > Continuous Optimization Initiative

Focus Areas
Activity-Based Compensation (ABC)
In-Home Workers
Offshore
Telecommunication
Procurement (GPO)
Real Estate
Technology and Automation
Call Center Reengineering
Interactive Voice Response
Print/Mail/Postage
Best Practices
Contact: Doug Lee or Skip Stitt

In-Home
An Innovative Employment Solution That Works!

Who Are In-Home Employees?

"Full-time or part-time ABC employees providing services to ACS customers from their homes." ▶

Why It Makes Sense ...

- Lowers Operating Cost
- Increases Production
- Provides Business Continuity and Disaster Recovery
- Is an Alternative to Offshoring
- Improves Employee Retention
- Attracts High-Quality Employees

Proven In-Home Functions ...

- Data Entry and Verification
- Quality Control
- Eligibility Determination
- Image Tagging
- System Development/Programming
- Customer Care

Forward questions and implementation requests to
Michael.brink@acs-inc.com

EVENT 9 – ROCK CLIMBING

ACTIVITY ⟩ LEADERSHIP ROLE-PLAY
TIME ⟩ 60 MINUTES

DESCRIPTION

Taking your team to the top requires courage, strength, dexterity, endurance, and judgment. Climbing mountains can be particularly challenging when the people you rely on are burned out, bummed out, and looking for other mountains to climb. Who is going to hold your rope if your underappreciated and underutilized partners and team go off in search of other mountains to climb?

SCENARIO

The SBU manager has heard feedback from the customer that they think the team isn't operating as effectively and efficiently as they had been in the past. They asked if there was an issue with morale among some of the key people on the ACS team. You have identified your key players among your team, and now you are going to spend some time listening to what they say. You need to uncover some common frustrations related to larger populations at your SBU and come up with a plan to meet their needs. At the same time, you need to identify the team members who are beyond your help so that you can focus your efforts on people who matter.

YOUR PROBLEM

- What do you do with solid, experienced team members who can't move up because there is no place to go?
- How can you accommodate key team members who feel trapped between their work and commitments to family?
- What can you do to help team members whose skills have not kept pace with new technology?
- How can you reinvigorate people who have lost energy and momentum and have become apathetic?

You need to listen to your people and come up with some creative ideas for leading them back to productivity and satisfaction with the work they perform.

RULES

- Each table breaks into teams of two or three to discuss the problems, create an action plan for one character, and identify the skills you need to implement the plan. The character will be identified by the coach.
- The smaller teams present their plans to the table team. The table team must agree on the plans and the skills needed.
- Table teams present their plans to the larger group. (There is one large piece of paper for each character, and each table team writes their plan on the appropriate paper.)
- Each person is given stickers. When all presentations are complete, individuals place their stickers on the plan they like the best for each character.
- As a group, combine the best ideas from the plans to create the best options for all characters, and discuss the skills you need to implement the plans successfully.
- The coach of each team will determine a final score for the event, based on creativity and feasibility of the plans and proper identification of the necessary skills for implementation.

TIMING

10 minutes: Role-play
10 minutes: Each pair discusses problems and creates a plan and indentifies the skills needed
15 minutes: Table teams discuss plans
10 minutes: Individual voting and final solution
15 minutes: Scoring and debrief (tiebreaker if necessary)

CASE MATERIAL

Use the table on the next page to discuss the frustrations of the character assigned and the plan to meet his or her needs.
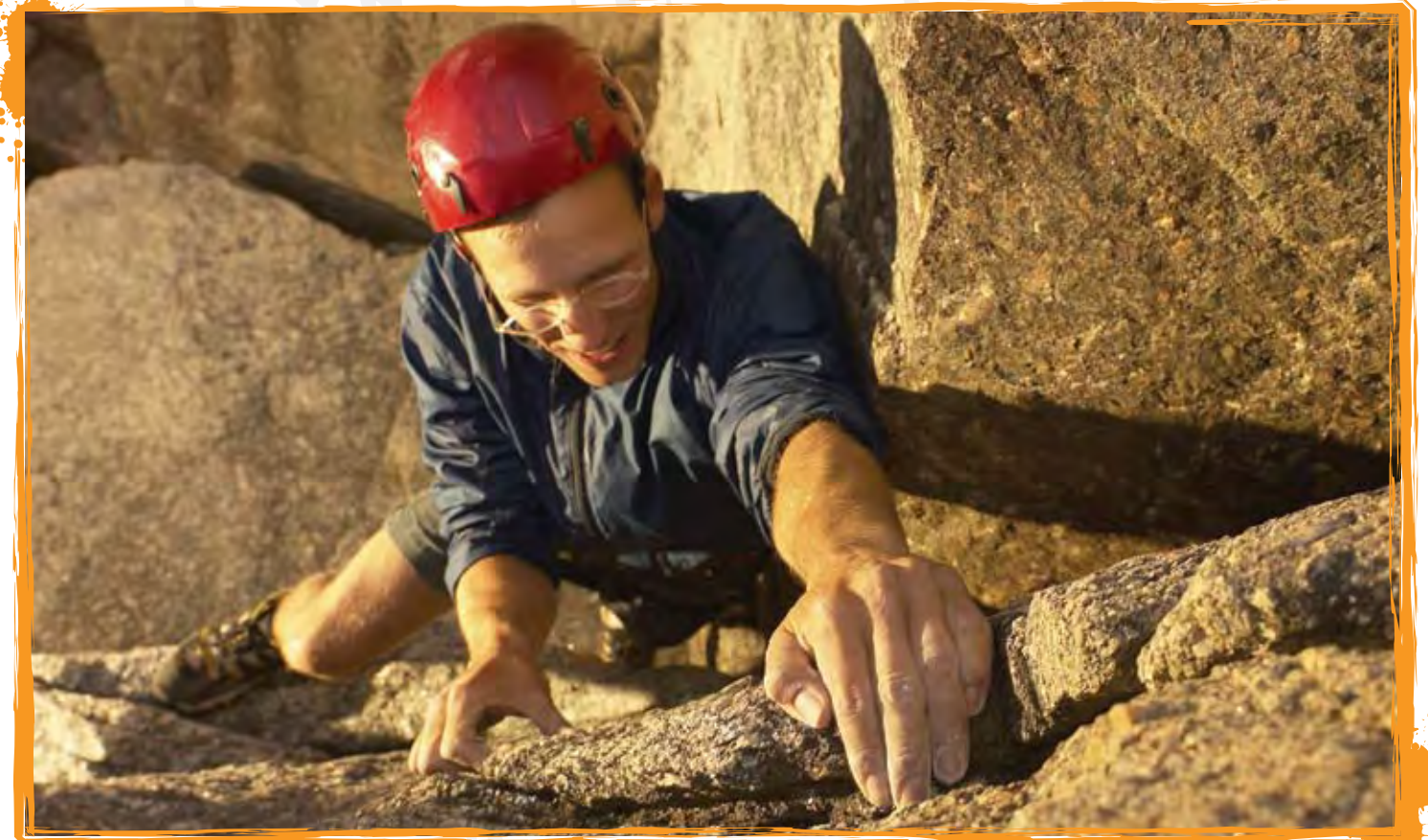
Character:	
Characteristics	
Frustrations	
Plan to Address	
Skills You Need to Implement Plan	
Rationale	

PERSONAL SCORECARD

Take a moment and consider how you performed as an individual on the event. Read the statements below and circle the one that best describes how you feel about your performance. If you score your performance "In Progress," list the things you need to work on to improve in the area of leadership skills. Use the Notes section to add additional thoughts about how you performed on this event. Your evaluation is personal, and you need not share this information with your team.

IN PROGRESS 2	BASIC 3	PROFICIENT 4	ADVANCED 5
I needed help from my table team or the large group to understand the problem and achieve a good solution. I need to work on the following items to improve my performance on meeting the needs of my team and identifying the skills I need to be a successful leader.	I performed the activities on my own to achieve a good solution to the problem and to identify a skill I need to be a successful leader.	I performed the activities and achieved the better solution on my own and identified at least two skills I need to be a successful leader.	I could perform the activities and reach the best solution on my own. I helped others on my team and group to uncover some common frustrations of team members, devising a creative plan to meet their needs, and identifying more than three skills I need to be a successful leader.
POINTS FROM PREVIOUS EVENTS 〉			
TOTAL POINTS 〉			

NOTES

EVENT 10 – EXTREME TRAINING

ACTIVITY ❯ PERSONAL TRAINING PLAN
TIME ❯ 45 MINUTES

DESCRIPTION

Success in extreme sports is based on preparation and planning. The competition never ends, and the game is ongoing. Can you prepare a plan that will take you to a higher level of performance?

STEP 1

Calculate the total points you earned and recorded on your personal scorecards.

TOTAL POINTS ❯	

STEP 2

If you scored more than **41 points**: Congratulations! You performed well in the ACS X^{10} games! No matter what your score, you have strengths that can be developed. In a similar fashion, there is always a need for personal improvement.

Complete **Section 1** to list ways you can share your strengths with others at ACS. Ways in which you could share your strengths include coaching and mentoring and acting as a subject matter expert for sales opportunities and future training events. No matter how well you did in the events, there is always room for growth; complete **Section 2** to help you plan to use and improve your financial execution and people management skills and knowledge.

The key to any successful training regimen is to work out on a daily basis. Develop your **Daily Training Plan** to establish a protocol for your personal development.

STEP 3

Use your training plan when you meet with your manager to finalize your annual goals. You can also use this information as a tool in creating your personal development plan. Remember that you own your own development. Your plan can and should be used to help you get to the next level. The resources that are available to you include training, InfoBank, input from your manager and human resources professional, and the tuition reimbursement program.

DEVELOPMENT PLAN

Section 1: Strengths Targeted			
Objectives	**Action Plans**	**Involvement of Others/ Resources Necessary**	**Target Dates**

Section 2: Development Needs Targeted			
Objectives	**Action Plans**	**Involvement of Others/ Resources Necessary**	**Target Dates**

DAILY TRAINING PLAN

Focus What is the focus of your learning?	
Implement What can you do every day to succeed in developing your skills?	
Reflect How and when can you set aside a small amount of time to consider what progress you have made in your training?	
Feedback and Support Who can you go to for feedback and support in meeting your daily training plan?	
Transfer Learning to Work What can you do each day to apply your growing skill and knowledge to your workplace?	

NO. 3 ❯ HUSTLE IS DOING MORE FOR A CLIENT THAN THE OTHER PERSON IS DOING.

45

OUR SPONSORS

The X¹⁰ Games could not have been presented without the help of our sponsors — the clients of ACS!

SOME OF OUR CLIENTS

HRO

Optimize human resources performance and delivery.

- We perform the entire spectrum of HR functions—better, faster, and at lower cost.
- ACS operates in more than 135 locations, delivering HR services in more than 60 countries, supporting 20 languages, and serving more than 3 million employees.
- Our full range of HR services includes benefits administration, compensation, core process redesign, employee assistance, payroll, learning services, and more.

ACS STANDINGS

Global Services 100

#1 Best-Performing Managed Services Provider

InformationWeek's Top 500 Innovators

#6 in IT Industry
#77 Overall

Software Magazine's Software 500

#16 Software & Services

Top Five Percent for 5th Consecutive Year

Everest Research Institute 2006

Leading Mid-Market BPO Provider for Multi-Process Contracts

Top 50 Inbound Teleservices Agencies

#1 in U.S.
#4 Worldwide

Human Resources BPO Services 2006

Top 4 Positive Rating

Top 100 Federal Prime Contractors

One of The Big Dogs at #58

And Getting Bigger:
#31 in Revenue Growth

Comprehensive Finance and Accounting BPO 2006

#1 Top Vendor

2007 Top Superstars in HRO

Lynn Blodgett and Rebecca Scholl

Outsourcing Center's Outsourcing Excellence

#1 Best BPO

Washington Technology's Who's Who in State and Local Markets

6th straight year

Best-Managed Global Outsourcing Vendors

"#1 Human Resources Outstanding Vendor"

AUTOGRAPH SECTION

Take a few moments to gather the autographs of the all-stars at ACS. Everyone at the event contributes to the ACS team in one way or another. Here's a chance to recognize those all-stars.

FA Services

Maximize finance and accounting quality and efficiency.

- Outsourcing F&A functions delivers immediate and lasting benefits.
- ACS delivers quality levels in the high 90 percent range and at Six-Sigma levels if required.
- Our professionals perform F&A tasks with outstanding skill, speed, and with the latest technologies, ensuring optimum performance.
- In most cases, outsourcing to ACS reduces clients' cycle time from weeks to hours.
- Outsourcing provides measurable advantages, like improved efficiencies; reduced overhead, payroll, and benefits expenses; and reduced capital investments.

It's a
Competitive
World.
Stay Ahead of the
Competition.

The ACS Center for Learning has partnered with SkillSoft to provide YOU with an online learning solution to help YOU develop yourself and grow the ACS organization.

skillsoft®

SkillSoft is a leading provider of comprehensive e-learning content and technology products for businesses worldwide. Content offerings include business, IT, desktop, compliance, and safety and health courseware.

Get unlimited SkillSoft courses and books 24/7, all with an $85 license approved by your manager.

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CFL **Center** for **Learning**

Learning solutions designed for YOUR success.