11.0 DETAILED PROGRAM SCHEDULE

We create our detailed program schedule using Accenture estimating and scheduling methodologies, proven on more than 5,000 projects. These Accenture methodologies, supported by other Alliance estimating techniques and lessons learned enable realistic planning from a knowledgebase of completed work, and consistent delivery per the schedule and within budget.

Our detailed program schedule supports the End Vision incremental release strategy. Figure 11-1 illustrates the key capabilities and objectives in each release which serves as the design roadmap for our activities and milestones.

11.1 Key Activities and Milestones

We organize capability delivery by increments with clearly defined activities that when completed result in the accomplishment of significant milestones, allowing for effective planning and management of program.
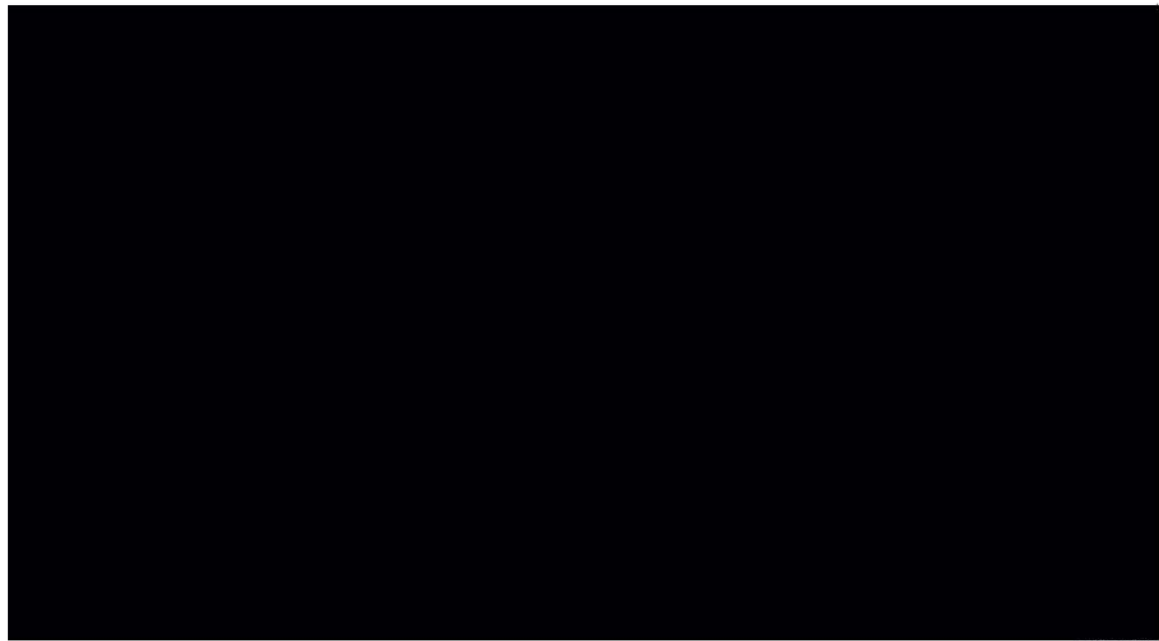
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Our US-VISIT Detailed Program Schedule, found in Appendix 2, details major tasks for each increment and serves as a tool for communicating task-level program content. The US-VISIT Program Schedule Dependencies, also found in Appendix 2, define the major task dependencies and the critical path within each incremental release.

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11.2 Schedule Methodology and Estimation Techniques

Our scheduling and estimating techniques and tools enable us to estimate

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Figure 11-1.

Volume 3, Part A End Vision
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11-1

the schedule, work effort, and resources necessary to maintain the incremental release strategy over time and to deliver on that strategy over the life of the program. Figure 11-2 illustrates this process.

Based on the US-VISIT program goals, Desired Business Results (DBRs) defined in Section 1.0, legislative, and other requirements we develop an incremental release strategy for the End Vision capability.

We identify key activities, milestones, and dependencies. Finally, we created a detailed program schedule and EVMS inputs. Throughout the process, we focused on the mitigation of deployment risk and the facilitation of build activities.

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- Program Goals
- Desired Business Results

- Legislative, Business Process, & Technical Reqmts.

- Incremental Release Strategy

- Effort Estimating

- Work Breakdown Structure
- Resources
- Duration Estimating

- Activities, Milestones, and Dependencies

- Detailed Program Schedule

- Schedule Baseline
- EVMS

Risk Identification and Mitigation

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Figure 11-2. Our schedule methodology provides a framework for translating program requirements, desired business results, and incremental release strategy into logically sequenced activities and milestones

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