DUNS No.: 85-8485758

Response for:

United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program Prime Contractor Acquisition

Volume 4, Part A: Organization and Management Approach

January 22, 2004

Submitted to:

US-VISIT Program Office
Department of Homeland Security
1616 N. Fort Myer Drive
Rosslyn, VA 22209
ATTN: Mr. Michael E. Jones, Contracting Officer

accenture

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Submitted by:

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In Response to Solicitation No.

HSSCHQ-04-R-0096

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Compliance Matrix

Volume 4, Part A – Org Structure and Mgt Approach & Part B Task Order 001

RFP Paragraph	*Title and Requirement*	*Vol 4, Part A, Response Section*
L. 15.1 Vol 4 Part A.	**Organizational Structure and Management Approach**	
L.15.1 & L.16.1	**Management Approach Summary**	**1.0 – 1.17**
	Evidence of an approved EVMS (Standard EIA 748-A)	2.0- 2.3
	Copy of EVMS documents and invoices	Atch 1 to Vol 4, Part A
L.15.1.1	**Subcontractor and Teaming Agreements**	**3.0**
	1) Describe teaming partners and major subcontractors	3.1
	2) Describe nature of work for teaming partners and major subcontractors	3.2
	3) Describe whether or not teaming partners or major subcontractors has limitations	3.3
	4) Copy of executed Teaming Agreements	3.4 Atch 2 to Vol 4, Part A
	5) Describe whether or not teaming partners or major subcontractors have submitted proposals to Offeror and the status	3.5
	6) Describe type of contracts between teaming partners or major subcontractors has limitations	3.6
	7) Describe how risk and incentive is shared with teaming partners and major subcontractors	3.7
	8) Describe how team implements complex modernization projects	3.8
	9) Describe how to manage accountability and information flow	3.9
	10) Details on Associate Contractor agreement	3.10
	11) How Offeror achieves End Vision	3.11
L.15.1.1	**Subcontract Management Plan**	**4.0**
	Discuss policy, procedures for managing subcontractors	2.0
	Describe how Offeror will monitor: - Technical performance - Managerial Performance - Business Performance - How to correct performance problems	 3.1 3.2 3.3 4.0-4.3
L.15.1.2	**Key Personnel**	**5.0**
	Propose minimum of 20 Key Personnel	
	Describe role of each Key Personnel	Included in each resume
L.15.1.3	Key Personnel Matrices	6.0
J.14.1	Key Personnel Skill Matrix	
	Map skills and experience of proposed key personnel	
L.15.1.4	Key Personnel Resumes	6.1

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RFP Paragraph	*Title and Requirement*	*Vol 4, Part A, Response Section*
J.14.2	Resume to clearly describe relevant experience and qualification for position: 3page limit/ pp	6.0

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1.0 ORGANIZATIONAL STRUCTURE AND MANAGEMENT APPROACH

Our organizational structure and management approach (Figure 1-1) promotes partnership with the DHS to successfully deliver Increment 2B early and to achieve the US-VISIT End Vision.

We formed the Smart Border Alliance by selecting Raytheon, SRA, Titan, and other small and large business partners for their demonstrated mission-critical program delivery excellence and complementary skills to assist DHS in achieving its program goals. Our combined border management, large program, and performance-based contracting experience provides lessons learned that guided design of our organizational structure and management approach. We designed our Integrated Product Team (IPT) structure to support early completion of Increment 2B and delivery of the End Vision. We staff our IPTs with senior executives [redacted]

b(4)

b(4)

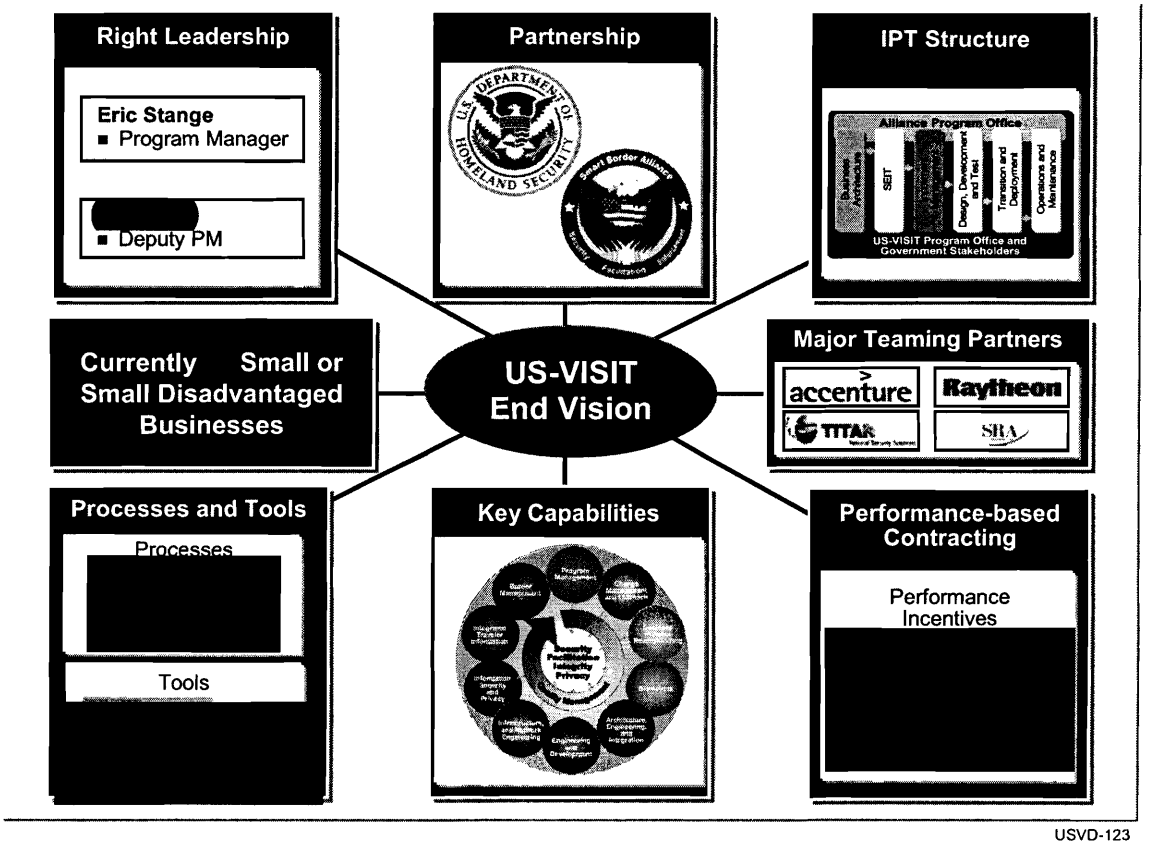
Our management approach establishes a collaborative and flexible framework to accomplish US-VISIT goals

- Integrated Product Teams with Government participation allow flexibility
- [redacted]
- Performance-based contracting by prime and major teaming partners
- Program staff incentive plan aligns individual compensation with meeting US-VISIT goals and objectives

USVS 099

b(6)

b(4)



USVD-123

Figure 1-1. Our US-VISIT management approach combines the right people, tools, and program management to successfully implement the US-VISIT End Vision

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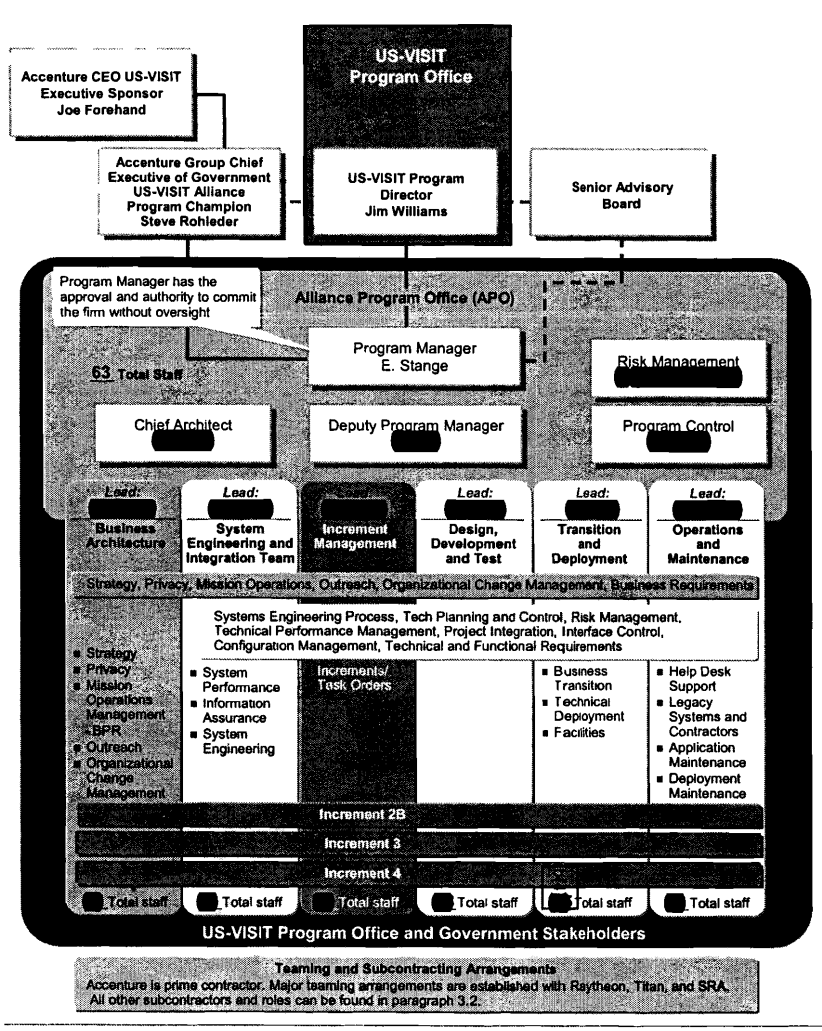
1.1 Proposed Organizational Structure, Interrelationships of Organizational Elements, and Roles and Responsibilities

Figure 1-2 shows the Alliance program structure with an Alliance Program Office and six supporting IPTs. We designed our organization to be business-led with a Business Architecture IPT infusing a mission focus across all IPTs from planning to delivery and operations. This promotes day-to-day involvement and input on major project decision from users and former border management executives. This allows us to achieve our End Vision business case and desired business results. We use IPTs to promote team integration and prevent stovepipes. We model our structure after the DLA Business Systems Modernization (BSM) program, where our performance earned [redacted] of performance-based payments.

b(6)

The Alliance Program Office directs, integrates and prioritizes IPT work. The Business Architecture IPT is cognizant of US-VISIT mission goals as a key part of our structure. Our business focus on Homeland Security defines our approach and provides cross-cutting mission driven performance measures. The System Engineering and Integration Team IPT promotes standardization across legacy systems and improves engineering quality over the development lifecycle. The Increment Management IPT integrates the product development schedules, allocates resources throughout the program and monitors progress. The Design, Development, and Test IPT develops, tailors and tests software and hardware deployed to the field by the Transition and Deployment IPT. Transition and Deployment prepares the public and the DHS workforce for incremental releases.



Our program structure functions within the organizational governance structure described in Volume 3, Part A – End Vision to provide a framework for obtaining continuous guidance and feedback from stakeholder executives. Our structure ties US-VISIT tightly to its users and their Homeland Security missions.

Roles and Responsibilities

Program Manager
- Single point of accountability to US-VISIT Program Office
- Actively directs Alliance to meet or exceed DHS expectations
- Champions and advocates the program with DHS and government stakeholders

Deputy Program Manager
- Manages day-to-day operations of US-VISIT program
- Manages all IPTs

Chief Architect
- Drives the functional, informational, operational, and technical architectures
- Manages the adherence of US-VISIT to the HLS EA

Program Control
- Drives the tactical planning (e g., Project Plan Project WBS Detailed Schedules)
- Manages process development and compliance monitoring (e g . Quality, Configuration, and test Management)
- Manages administrative activities (e.g. Contracts and Acquisition, Small Business, Budget and Financial and Performance and Business Case Management)

Business Architect
- Drives the business strategic and architecture planning through close collaboration with the Governments
- Manages and resolves privacy issues
- Manages liaison and stakeholders involvement and concerns
- Manages business process re-engineering

Systems Engineering and Integration Team
- Works with the customer to define application and technical requirements
- Manages the interfaces between US-VISIT and legacy systems

Increment Management Lead (2B, 3, 4)
- Defines the scope of each increment and manages across increments
- Manages increment resources
- Manages completeness, accuracy, readiness of increment components

Design, Development and Test
- Manages design, development, and testing of work products in support of increments
- Maintains environments to support design, development and testing activities

Transition and Deployment
- Manages accuracy of increment transition and deployment plans
- Validates completion of increment deployment execution

Operations and Maintenance
- Operates and maintains US-VISIT and assigned legacy systems
- Establishes, operates, and maintain Help Desk and other support functions

USVD 016

Figure 1-2. Our organizational structure fosters Government participation and open communication for partnering and insight into US-VISIT execution

1.2 Position within Corporate Structure and Executive Management Structure to which Program Manager Reports

US-VISIT is Accenture's largest and most significant program, as defined by our senior leadership, including CEO, Joe Forehand, and our Group Chief Executive of Government, Steve Rohleder. Eric Stange, our Program Manager, is two levels away from our CEO and reports to Steve Rohleder (Figure 1-3). US-VISIT has the executive attention needed to deliver a complex, mission-critical program. Corporate commitment enables us to staff people with the right skills and experience on Day 1 and to continue to bring the right people to the program as needs evolve to achieve the End Vision.

1.3 Communication Channels

Our key personnel manage in close coordination with their government counterparts. This enables continuous, efficient communication and decision-making. This communication approach has been a critical success factor on other large, complex programs with multiple stakeholders, such as DLA-BSM.

1.4 Levels of Approval and Authority and Program Manager Autonomy

Eric Stange reports directly to the Chief Executive, Government Operating Group. He has independent authority to commit Accenture and the Alliance. He regularly communicates with Accenture's CEO and the Accenture Group Chief Executive of Government, keeping them informed to efficiently support critical decisions.

1.5 Process for Resolution of Priority and Resource Conflicts

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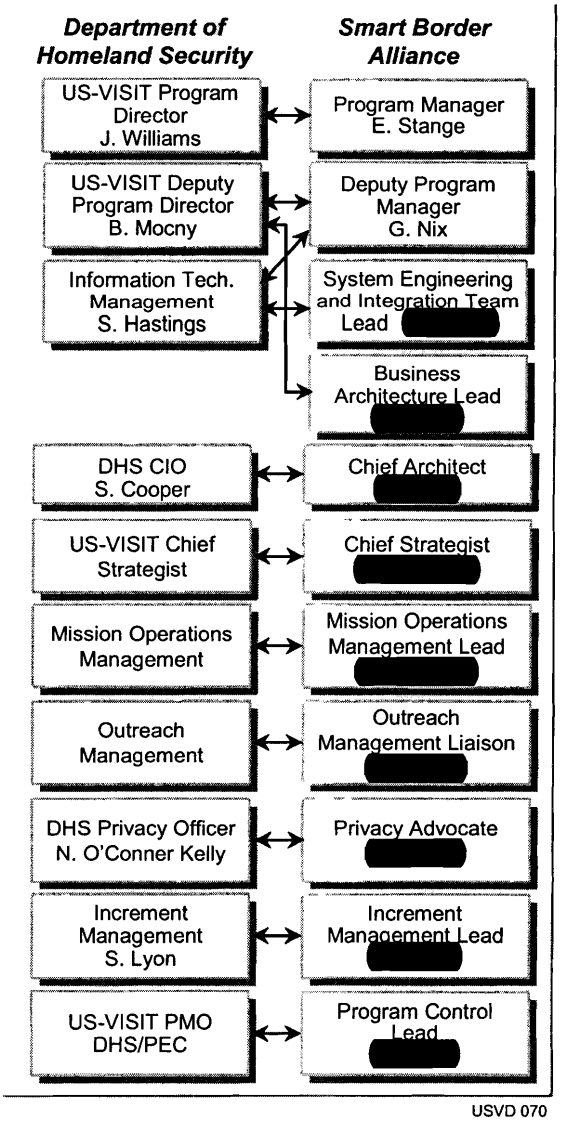
[redacted] our Deputy Program Manager, provides day-to-day operational direction and resolves priority and resource conflicts between IPTs. Eric Stange is the final authority conflict resolution for the Alliance. [redacted] our Increment Manager, manages program increments and resolves any priority or resource conflicts.

1.6 Teaming and Subcontracting

Our established teaming agreements are open and do not have fixed workshares, allowing flexibility in addressing evolving Government needs. They emphasize the capabilities each company brings to the Alliance. We staff highly qualified people regardless of company affiliation, as demonstrated by Raytheon's leadership of two IPTs. Details of our teaming agreements are provided in Section 3.0 – Subcontractor and Teaming Agreements.



b(6)

Figure 1-3. Alliance Key Personnel establish strong relationships with Government Key Personnel and provide proactive lines for regular communication and support

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1.7 Corporate Policies

Policies that influence contract performance and operation are described in Figure 1-4. These policies promote quality and support program delivery. Alliance team members receive training on these policies.

1.8 Corporate Commitment

US-VISIT is the top corporate priority for the Alliance and has the highest staffing priority in Alliance companies (Figure 1-5). We commit our 24 key personnel for two years, exceeding your requirements, to promote leadership continuity and facilitate long-term partnership with DHS.

Accenture Policy	*Description*
Procedures Required on Government Contracts	
Capability Maturity Model Integrated (CMMI)	■ Improves an organization's ability to meet software development goals with regard to cost, schedule, functionality and product quality ■ A dedicated process improvement team, and CMMI compliant tools and techniques helps Accenture embed CMMI practices into work processes
Client Quality Management Assessment (CQMA)	■ Establishes consistent standards and a common approach for the execution of CQMA reviews ■ Operating groups use this as a guide in establishing their operating group detailed policies and practices ■ The CQMA Partner provides external evaluations on Alliance Program Office performance per Quality metrics
Accenture Internal Policies	
[redacted]	[redacted]

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USVD 024

Figure 1-4. Accenture mandates compliance with corporate policies that help to influence contract performance and operations; our major teaming partners have similar policies

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Alliance Commitment Elements	DHS Benefits
Key program personnel bring their senior executive leadership from relevant experience gained on past programs	■ We have seen many of the US-VISIT program obstacles before, and we know how to resolve them
Key personnel are committed to two years with the program	■ Minimizes training and ramp-up time for new personnel ■ Receive commitment for the long haul
Providing a Senior Advisory Board comprised of top external resources	■ Global perspective and border management expertise to advise on strategy, issues, and program concerns
Collocating the program team with DHS at 1616 North Fort Meyer Drive Arlington VA	■ Enhances communication and collaboration to empower both teams to work more effectively
We have been developing our approach for the last two years and have been working on the solution for the last six months	■ Cohesive team in place before contract award ■ Decreases ramp-up time ■ Facilitates on-time delivery
Committed to deliver Increment 2B by [redacted]	■ Delivering Increment 2B [redacted]
Forecasted [redacted] reduction in processing time which delivers [redacted] in net benefits for a [redacted] Return on Investment	■ Reduces time which minimizes cost by focusing on the mission and business performance/business case
US-VISIT Program Manager Eric Stange reports to Accenture CEO Joe Forehand through Accenture Global Government CEO Steve Rohleder	■ You get senior corporate leadership's attention when you need it ■ Program manager is only 2 steps removed from Accenture CEO
Top corporate and program executives have compensation tied to program success	■ Top executives have a personal commitment/stake in program success
Prime and major teaming partners use Performance Based Contracting	■ If we don't deliver, you don't pay

b(4)

USVD 147

Figure 1-5. We consider US-VISIT to be our top corporate program; we deliver top people, border management experience, and performance based contracting to transform U.S. border management

Commitment to Staffing Key Program Positions with Experienced Personnel

We commit to staffing experienced personnel with the right skills for US-VISIT. [redacted] key personnel were leaders on our past performance programs or former government border management executives. Our key personnel average 17 years of relevant experience.

b(4)

Our Program Manager, Eric Stange, is two levels from our CEO. Eric currently manages the DLA-BSM program, directs Accenture National Security Services, LLC and leads our DHS and Department of Defense programs. To lead US-VISIT, Eric will relinquish all non-US-VISIT leadership responsibility.

Our team includes leaders with significant former Government experience. Our Deputy Program Manager, [redacted]

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Senior Advisory Board

Figure 1-6 describes our Senior Advisory Board (SAB). It is offered at no charge to the US-VISIT program to provide additional border management knowledge and stakeholder experience. The SAB includes well-known and respected luminaries with relevant life experiences and perspectives. The SAB members have in-depth knowledge of security, trade facilitation on the northern and southern borders and immigration policy. They understand cross border logistics affecting manufacturing industries, law enforcement at federal, state level and global levels, and federal human resource management. They also understand public policy from the perspective of both elected and appointed senior government officials.

b(6)

Figure 1-6. Our Senior Advisory Board includes members with significant international policy and border management experience

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The SAB meets up to six times a year with Smart Border Alliance and US-VISIT Program Office executive teams. They serve as a sounding board and offer border management perspectives on any issues we face during the program. SAB members also research and prepare white papers on special topics relevant to US-VISIT.

[redacted] b(4)

1.9 Program Staff Incentive Plan

We use performance-based contracting to incent the entire Smart Border Alliance. Accenture successfully uses performance-based contracting to align mission outcomes with compensation (Figure 1-7).

[redacted] b(4)

1.10 Smart Border Alliance Capabilities

The Smart Border Alliance appreciates DHS goals to improve national security, speed the movement of legitimate trade and travel at the border, preserve the integrity of our immigration system and deploy US-VISIT in accordance with existing privacy laws and policies.

We formed the Smart Border Alliance with our large teaming partners, Raytheon, SRA, and Titan. Figure 1-8 shows our combined experience with Federal Government transformation programs, successful delivery of border management solutions, and application of lessons learned from commercial projects. We bring exceptional border management experience from [redacted] b(4) who have hundreds of years

[redacted] b(4)

USVD 066

Figure 1-7. Individual incentives for program staff are determined based on program performance and individual performance to align team and US-VISIT goals

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of combined experience in U.S. border management. Our alliance is designed to deliver the End Vision while minimizing program risk and achieving the desired business outcomes of the DHS.

Relevant History of our Team

Our Alliance has been co-located for over six months while working on our detailed End Vision solution. We have worked on our [redacted] This effort built close personal and inter-company relationships required for successful delivery of US-VISIT. In addition, we have past experience working together on Government programs. For example, Accenture and Raytheon worked together at the Department of Education. Raytheon and Titan work together on the NASA EOSDIS Core Systems program.

b(4)

Members of the Smart Border Alliance rely upon Accenture to deliver mission-critical programs. Accenture has a long-term history with Raytheon in delivering strategic solutions. AT&T is teaming with Accenture on a [redacted] Accenture helped [redacted] achieve its long-term strategic vision through a major transformation program including global deployment of a new technical infrastructure, replacing over 300 legacy applications. [redacted] teamed with Accenture to quickly create a high-performance supply chain planning solution deployed in plants globally. [redacted]

b(4)

b(4)

Border Management

- Accenture
  - Citizenship and Immigration Canada
  - Ireland GNIB
  - TSA Redesign
  - New Zealand Customs Modernization
  - Bureau of Customs and Border Protection
  - Her Majesty's Customs and Excise
- AT&T
  - Department of State Bureau of Consular Affairs Visa Information System and Tracking of Applicants
- Deloitte
  - DHS Bureau of Customs and Border Protection Transition Management Support
- Sandler & Travis
  - Customs ACE
- Raytheon
  - INS IDENT
- Stanley & Associates
  - Department of State Passport Processing
- Global Technology Management
  - TSA
  - Bureau of Customs and Border Protection
  - INS Bureau of Citizenship and Immigration Services Integrated Card Production System (ICPS)

Information Security and Privacy

- Accenture
  - Air Force TBMCS
  - IRS
  - IRS HCTC
- SRA
  - National Guard
  - NSA
  - IRS
  - Congress

Engineering and Development

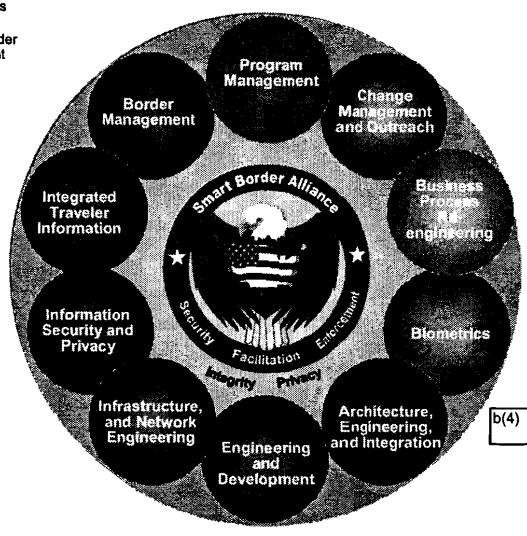
- Accenture
  - IRS
  - DLA Business Systems Modernization
  - USPS DOIS
- Raytheon
  - NASA EOSDIS Core Systems
  - NASA National Polar-orbiting Operational Environmental Satellite System
- Titan
  - Department of State Bureau of Consular Affairs
- SRA
  - U.S. Navy National Military Command Center
  - IRS

Business Process Re-Engineering

- Accenture
  - TSA Redesign
- Deloitte
  - Bureau of Customs and Border Protection Transition Management Support
- AT&T
  - Department of State Bureau of Consular Affairs Visa Information System and Tracking of Applicants

Program Management

- Accenture
  - DLA Business Systems Modernization
  - Army Material Command Corporate Strategic Technology Direction
  - USPS DOIS
  - NASA Core Financials
  - Air Force FIRST



Architecture, Engineering, and Integration

- Accenture
  - DLA Business Systems Modernization
  - USPS DOIS
  - NASA Core Financials
  - DoD Defense Integrated Military Human Resources System
- Raytheon
  - NASA National Polar-orbiting Operational Environmental Satellite System
  - NASA EOSDIS Core Systems
  - FAA STARS
- Titan
  - Office of Naval Intelligence
- Deloitte
  - TSA eGovernment Operating Platform
- HPTI
  - DHS Enterprise Architecture
  - INS Enterprise Architecture
  - OMB Enterprise Architecture

Infrastructure and Network Network Engineering

b(4) [redacted]

Change Management and Outreach

- Deloitte
  - HP/Compaq Merger
- Accenture
  - TSA Redesign
  - Department of Education Modernization
  - NASA Core Financials
  - Department of Energy Headquarters HR Assessment and eGov Initiatives
  - Department of Treasury CIO/Clinger-Cohen Implementation
- Sandler & Travis
  - Customs ACE

Integrated Traveler Information

- AT&T
  - Department of State Bureau of Consular Affairs Visa Information System and Tracking of Applicants
- Raytheon
  - Argentina Passport Program
- Accenture
  - New Zealand Customs Modernization

Biometrics

- Raytheon
  - INS IDENT
  - Argentina Passport Program
- Accenture
  - Accenture Technical Lab's Biometric Lab
- SRA
  - Assentor

Lessons Learned

- Get input on the design from the Government's subject matter experts early in the process
- Suggestions from affected personnel are most likely to be embraced, implemented
- During deployment, centralized communication is critical to success
- Front-line supervisors need more training earlier in the process due to proximity to change and the need to support end users
- Simultaneous rollout of new systems, business processes, and org structure made evident the need for more training resources
- Implemented a program that actively includes representatives across the organization in the design process
- For high visibility efforts, establish clear protocol for handling inquiries and visits from media and political figures
- Dynamic environments with multiple missions and many external interfaces require strong program management, including EVM, to avoid cost overruns
- Strict adherence to financial and schedule management through EVMS
- Large deployments require regular assessments to monitor cost and performance throughout the lifecycle
- Closely monitor subcontractors and use integrated team approach when allocating scope and performing work
- Develop a partnership that extends more to the senior level and that achieves more integration across business stovepipes
- National deployments require standardized processes and must involve field personnel
- Accurately capturing site-specific information early in the process before site design starts results in cost avoidance
- Pre-assemble and configure systems as much as possible prior to site delivery
- Minimize data entry for lower risk passengers to speed the flow of legitimate travelers
- Interagency data sharing is absolutely key to the success of watch list name checking for visa and passport applicants
- Identifying and denying entry to persons intent on terrorism or other harmful acts against the U S is our first and probably best line of defense
- Utilizing highly skilled computational linguists for developing multi-language name checking applications resulted in increased accuracy and improved response time
- Plan for the uniqueness of each border crossing location including user, system interface and physical constraints
- Plan and account for the complexity of COTS integration and include COTS specialists in planning and management

USVD 091

Figure 1-8. The capabilities of the Smart Border Alliance come from teammate experience on programs of like-size, complexity and/or requirement similarity to US-VISIT

1.11 Critical Risks and Mitigating Strategies

Our Jump Start program addresses the critical tasks and risks encountered when starting up very large, complex programs like US-VISIT. The Jump Start program, started 2 years ago, reduces the time to transition from legacy contractors to the Alliance and reduces Increment 2B schedule impact. We understand what it takes to efficiently mobilize large teams [redacted] b(4)

Figure 1-9 shows how our Jump Start program facilitates quick start on US-VISIT [redacted]

1.12 Implementation of Management Processes Across the Integrated Team

Our Alliance program management processes are implemented across the IPTs (Figure 1-10). Accenture has a strong history of working with clients, teaming partners, legacy providers and competitors as one team. The Alliance works with DHS as one team without company affiliations.

1.13 Interfacing with Teammates

Teaming partner roles and responsibilities are shown in Figure 1-10. We developed our approach and proposal solution side-by-side with our teaming partners including Raytheon, SRA, and Titan. We continue to collaboratively set direction to deliver jointly as one team.

1.14 Integration of Personnel, Policies, and Procedures

Figure 1-10 describes our team integration approach. Our teaming agreements were written to accommodate fluctuations in work demand and changes to program scope and promote a unified team. Alliance personnel are co-located to facilitate integration and communication. The team is trained on and uses a single set of best-of-Alliance processes, procedures, and methodologies to support US-VISIT.

1.15 Working Effectively with the US-VISIT Program Office

Figure 1-11 shows the features and benefits of our experience managing large and complex client engagements efficiently and effectively. Establishment of Alliance points of contact for the US-VISIT Program Office (PMO) promote collaboration and proactive communication between the Government and the Alliance. Details of the relationships are discussed in Section 1.3 Communication Channels.

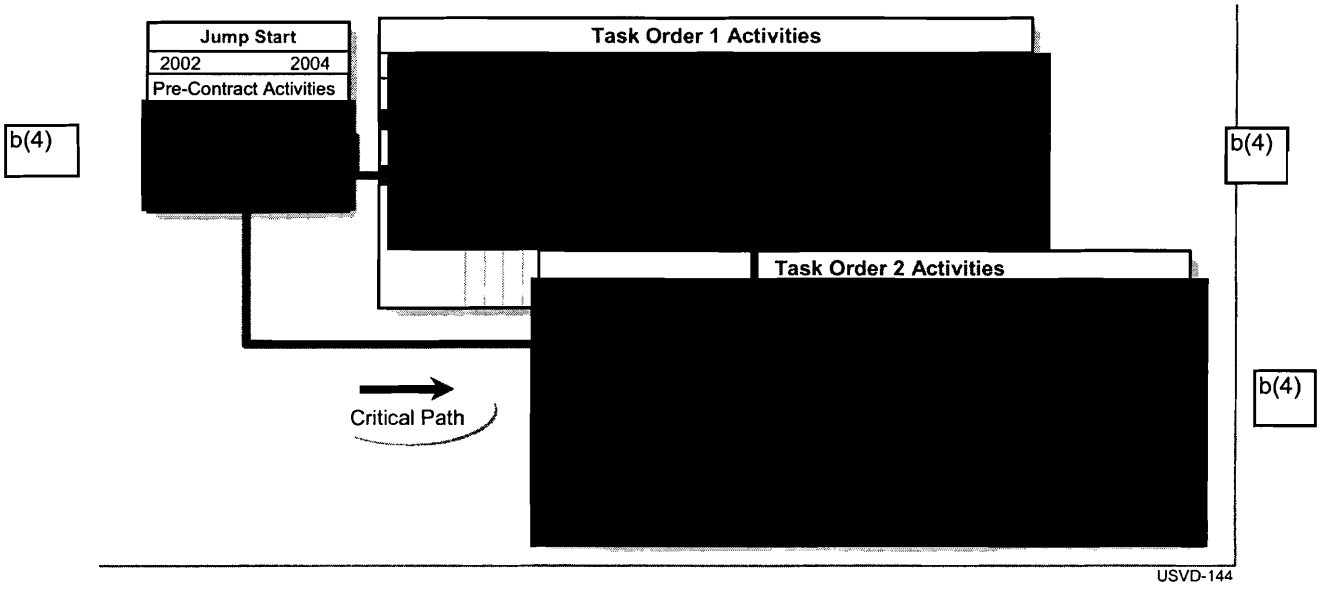


Figure 1-9. Our Jump Start program activities advance the US-VISIT schedule by starting critical and long-lead activities [redacted] b(4)

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Prime

accenture

Prime Responsibilities

- Ultimate responsibility for outcomes
- Build the right team for each task
- Set, communicate and exceed DHS expectations
- Plan and execute metric driven and measured tasks
- Perform tasks where work is best suited to our strengths and supplement Accenture's with a teammate that provides the required capabilities at a lower cost or program risk

Program Manager Responsibilities

- Single point of accountability to UPO
- Actively directs Alliance to meet or exceed DHS expectations
- Champions and advocates the program with DHS and Government stakeholders

Implementation of Management Processes Across Integrated Team

- Integrated Product Teams (IPTs)
- Single set of Management Processes and Tools
- Program Staff Training
- Integrated Toolset promotes use of Alliance processes and allows reporting to evaluate effectiveness and compliance

Interface between Prime and Teaming Partners and Subcontractors

- Groups involved in the Proposal development, some with lead roles
- The management team will co-locate with the government in space that has been rented
- Management Review Structure in place
- Communication Portal set up to raise issues and risks for management attention for full visibility by DHS, Accenture, and teammates
- Detailed roles and responsibilities established
- Program and Project Management meetings in place
- Review of Work Products, Status, and Staffing
- Coordination of work streams
- Negotiate task orders for teaming partners and subcontractors for future increments

Steps to Integrate Personnel, Policies, and Procedures

- Teaming agreements with companies to form the Smart Border Alliance
- Sign Subcontractor
  - Service-level agreements
  - Personnel pool and skill sets
  - Metrics for performance
  - incentive plan
- Establish Alliance Program Office
  - Co-location of the management team
  - Standard team policies (driven by Prime)
  - Standard tools for integrated team
- Conduct Team training with the first month
  - Methods, policy, and reporting

Teaming Partners

- Raytheon
- SRA
- Titan
- Other Subcontractors

Teaming Partners/ Subcontractors Responsibilities

- Selected for specific, proven capabilities required by a task
- Demonstrated expertise in specific DHS applications, system architecture and processes
- Share responsibility for success – Participate in formulating approach, workplan and metrics
- Driven and managed by metrics appropriate to the task
- Receive a voice in Program/Project Management meetings
- Raise issues and program risks for management attention – access to the US-VISIT portal for DHS visibility, Accenture and teammates
- Tailored teaming agreements include detailed roles and responsibilities and communication methods

USVD 129

Figure 1-10. Responsibilities have been established with the implementation of Management Processes across the integrated personnel, policies, and procedures for a well-managed US-VISIT Program

We already signed a lease to co-locate with the PMO at 1616 North Fort Meyer Drive in Arlington, VA to enhance communication between the Alliance and DHS. The US-VISIT portal also provides real-time communications vital for program communication and consistency.

DHS participates in our IPTs, meetings, and program decisions. We have teaming agreements in place with a full complement of teaming partners selected for their specific proven capabilities and border management experience. Teaming partners take lead IPT roles to bring the appropriately qualified person to each job.

Accenture has a history of working collaboratively with subcontractors and legacy contractors

- **Defense Logistics Agency** – we manage IPTs with over
- **United States Postal Service** – we
- **Air Force Financial Information Resource System (FIRST) Program** – Northrop Grumman is one of the many subcontractors on our team
- **Department of State** – we work with
- **Internal Revenue Service** – Subcontractor to CSC on IRS PRIME for the Customer Communications Project (CC01)

USVD 124

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Features of How We Work with US-VISIT Program Office	*Benefits to US-VISIT Program*
Points of Contact are established between the APO and US-VISIT PO so Alliance Key Personnel maintain strong relationships with Government Key Personnel	■ Enables proactive responses to questions, issues, and concerns and promotes efficiency for both teams
Co-location of Alliance Program Office and US-VISIT Program Management Office team at 1616 North Fort Myer Drive in Arlington, VA	■ Decreases communication risk by promoting collaboration and responsiveness
Our partnership approach with the Government gives DHS 24x7 status and visibility into US-VISIT portal for real-time communications, actionable management reporting, and other information	■ Promotes timely communication and a well-informed program team by providing a single source of information
DHS is involved as members of the Integrated Product Teams	■ Promotes a collaborative environment that fosters DHS involvement to better align with US-VISIT goals and objectives
Meetings at all levels of the organization from status meetings, work product review meetings, to the executive-level meetings between our Smart Border Alliance and DHS directors/secretaries	■ Decreases operational acceptance risk by obtaining Government feedback throughout the program at levels to promote alignment with US-VISIT goals, objectives, and expectations
Shared decision authority between US-VISIT PMO and Alliance Program Office	■ Helps program office responsivity to make the right decisions on a timely basis
Teaming agreements in place with a full complement of teaming partners selected for specific, proven capabilities	■ Provides the flexibility to respond to fluctuations in work demand and changes to the US-VISIT program scope

USVD 134

Figure 1-11. Our program team works with the US-VISIT PMO effectively and efficiently to enable a quality, on time delivery

1.16 Implementation of Management Processes Across Team

Figure 1-12 describes how Accenture, as the prime, directs key program management processes and tools for the Alliance. Program personnel receive training on the methods, policies, and procedures upon joining the program, including information security and privacy.

We meet with DHS on a weekly basis to share current information. We discuss issues with DHS to collaboratively resolve issues. Information is also available real-time on the US-VISIT portal.

Our Risk Management process proactively manages performance risk and works with DHS to [redacted]

1.17 Task Order Management Processes

Our task order management approach (Figure 1-13) depicts how we plan, integrate and deliver products. Our approach supports simultaneous management of multiple task orders.

Upon start of each task order, the assigned task manager works with the IPTs to develop a Task Order Management Plan to meet Government requirements. [redacted] b(4)

b(4)

Management Processes	Program Management Tools
[redacted]	■ [redacted] b(4)
Schedule Management	[redacted]
Cost Estimating	■ [redacted]
Risk Management	■ The Risk, Issues, System Integration Requests (SIRs), Change Request [redacted]
Program/Project Control	■ [redacted]
Subcontractor Management	■ [redacted] b(4)
Program/Project Reporting	■ [redacted] ■ Status reporting ■ [redacted]
Quality Management	■ [redacted] b(4)
Configuration Management	■ [redacted]
Change/Scope Management	■ [redacted]
Requirements Management	■ [redacted]

USVD 118

Figure 1-12. Alliance program management processes enable DHS to monitor program progress, costs, scope, implementation risk and schedule associated with integrated product deliveries

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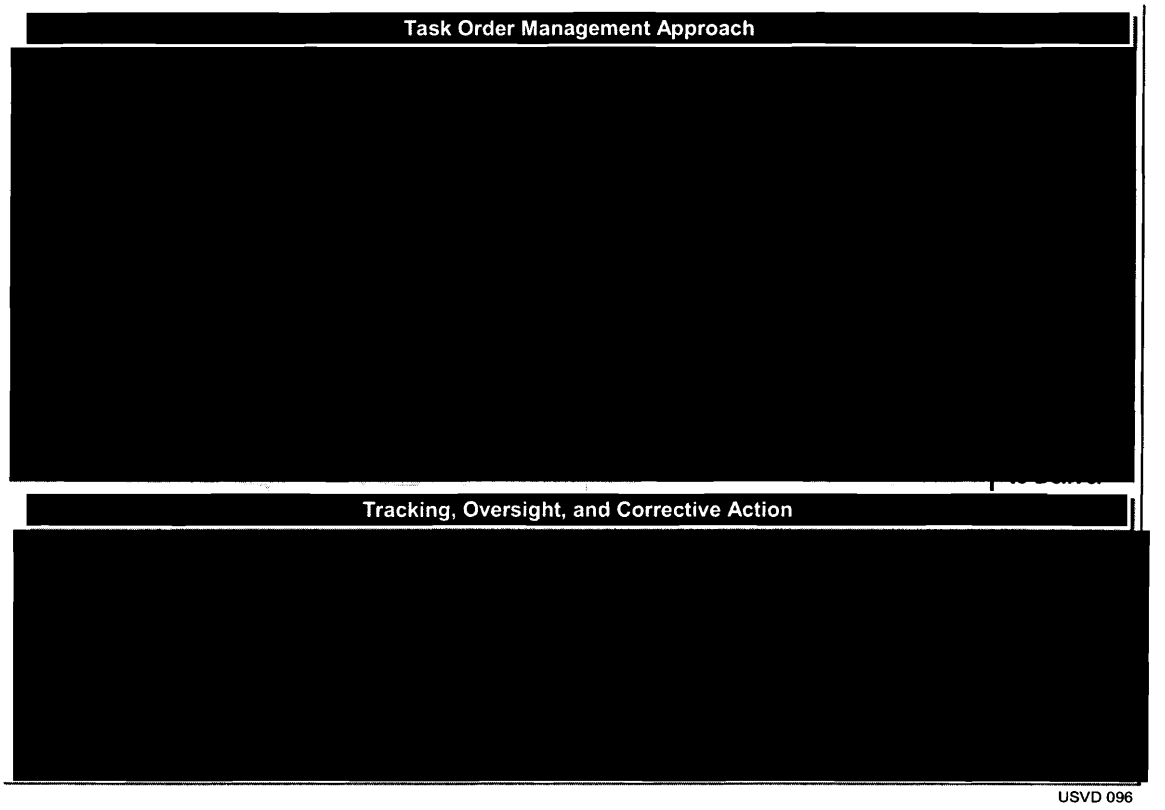

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Figure 1-13. Our task order management approach provides DHS insight into program and increment status and facilitates early identification and correction of issues to reduce program risk and promote on-time, on budget delivery of US-VISIT

We successfully used this approach at DLA, where we assembled an integrated team of DLA staff and [redacted] subcontracting organizations. The current team includes [redacted] Accenture employees, [redacted] subcontractors, and [redacted] Government employees. Key to our relationship is the constant communication between senior DLA and Accenture leadership. They discuss governance matters [redacted] to facilitate communication, minimize unexpected events and promote collaboration regardless of changes to the DLA's leadership structure.

Our past experience in combination with proven program and task order management processes and tools support the Alliance in delivering US-VISIT program on time and on budget as an integrated team.

2.0 EVIDENCE OF EVMS CERTIFICATION

Our Earned Value Management System (EVMS) is compliant with EIA Standard 748-A.

Our CMMI Level 3-assessed program management processes tie work scope, schedule and cost elements together. These processes map directly to requirements of EIA Standard 748-A as shown in Figure 2-1 which also depicts the certification process.

Our compliance with EIA Standard 748-A is documented in a letter signed by Stan Gutowski, Chief Executive of Accenture's USA Government Operating Unit. Following this letter is evidence of our self-evaluation of compliance against guidelines. Appendix 1 contains the required samples of our EVMS reports and invoices.

[redacted]

b(4)

USVD 095

b(4)

Organization	Planning , Scheduling, and Budgeting	
[redacted]		
collection tool) ■ Job Summaries (Financial Reports) ■ Accounting and Purchasing Policies **Accenture Process(es)** Policy 63 Time/Expense Reporting	■ Corrective Actions **Status Reports** ■ Project Sub-Team Level ■ Base Measures and Earned Value Metrics ■ Analysis with cause and corrective actions **Accenture Process(es)** 0960 Control Project Work	**Accenture Process(es)** 0920 Plan Project Execution 0960 Control Project Work

USVD 082

Figure 2-1. Our Earned Value Management System complies with the standards outlined in EIA-748-A and is part of our CMMI Level 3 assessed practices we have used for Accenture Federal Government contracts (Appendix 1)

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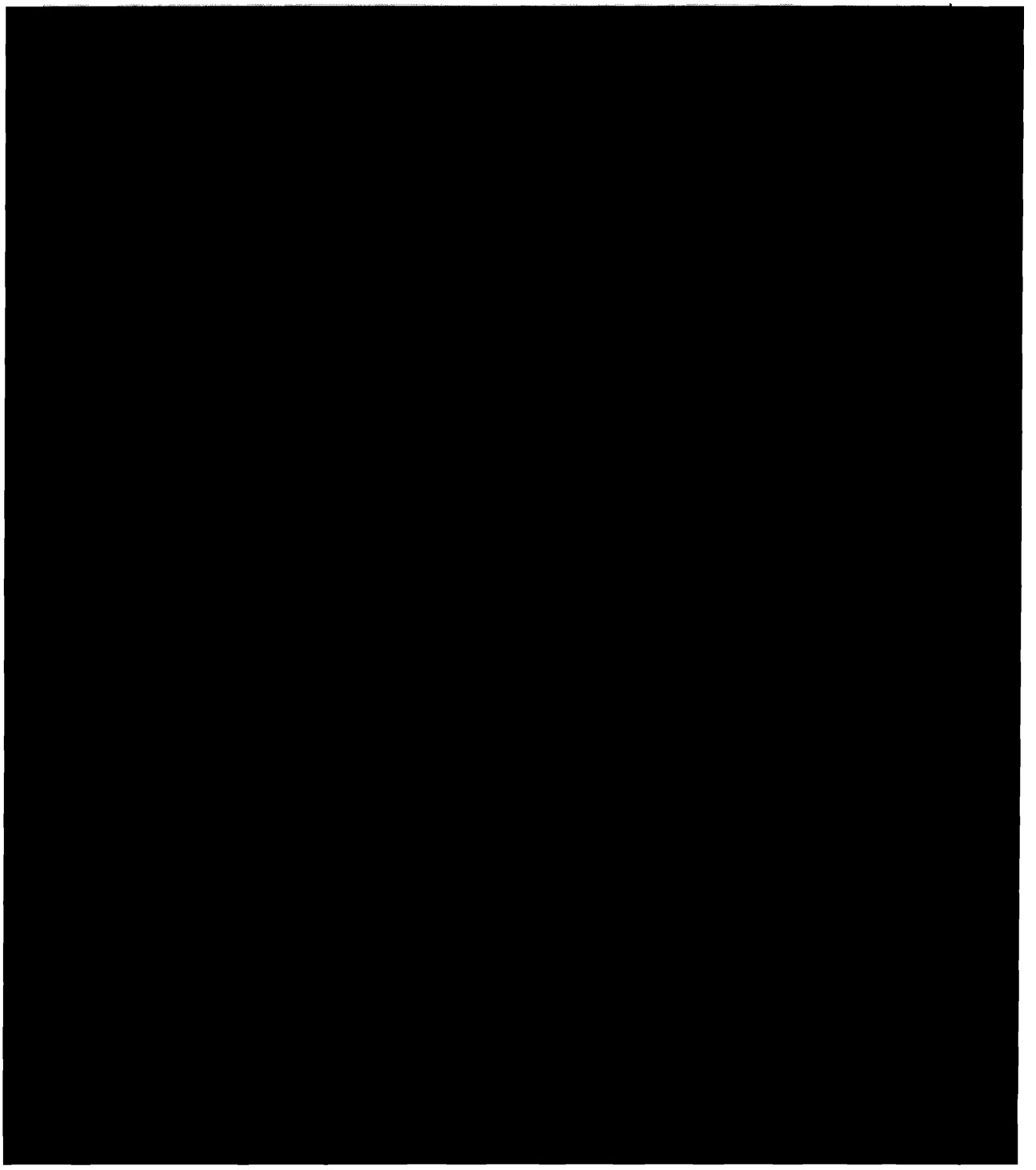

EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.1	Organization			
2.1.a				
2.1.b				
2.1.c				
2.1.d				

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.1.e	[redacted]			
2.2				
2.2.a				
2.2.b				

b(4)

EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.2.c	[redacted]			
2.2.d				
2.2.e				

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.2.f	[redacted]			
2.2.g				
2.2.h				
2.2.i				
2.2.j				

b(4)

EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.3	Accounting Considerations			
2.3.a	[redacted]			
2.3.b	[redacted]			
2.3.c	[redacted]			

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
[redacted]				

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
		[redacted]		
2.4.b				
2.4.c				

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.4.d	[redacted]			
2.4.e				
2.4.f				
2.5				
2.5.a				
2.5.b				

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EVMS #	EVMS Guidelines	Accenture US Government Operating Group Response		
		Process	Artifacts	Description
2.5.c	[redacted]			
2.5.d				
2.5.e				

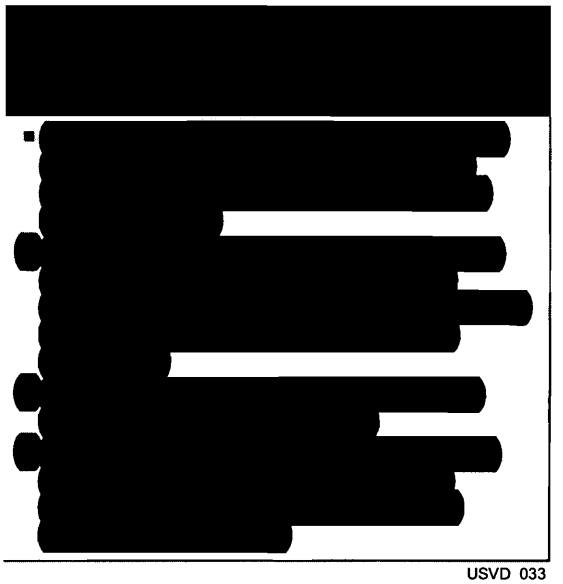
b(4)

2.1 Earned Value Management Flowdown

Our [redacted] Earned Value Management System flows down to our subcontractors as part of an integrated, collaborative process and toolset used by each team member.

Our Earned Value Management methodology [redacted] These measures facilitate the integration of subcontractors into US-VISIT.

As part of our [redacted] Jump Start activities, we developed an [redacted] This level of detail



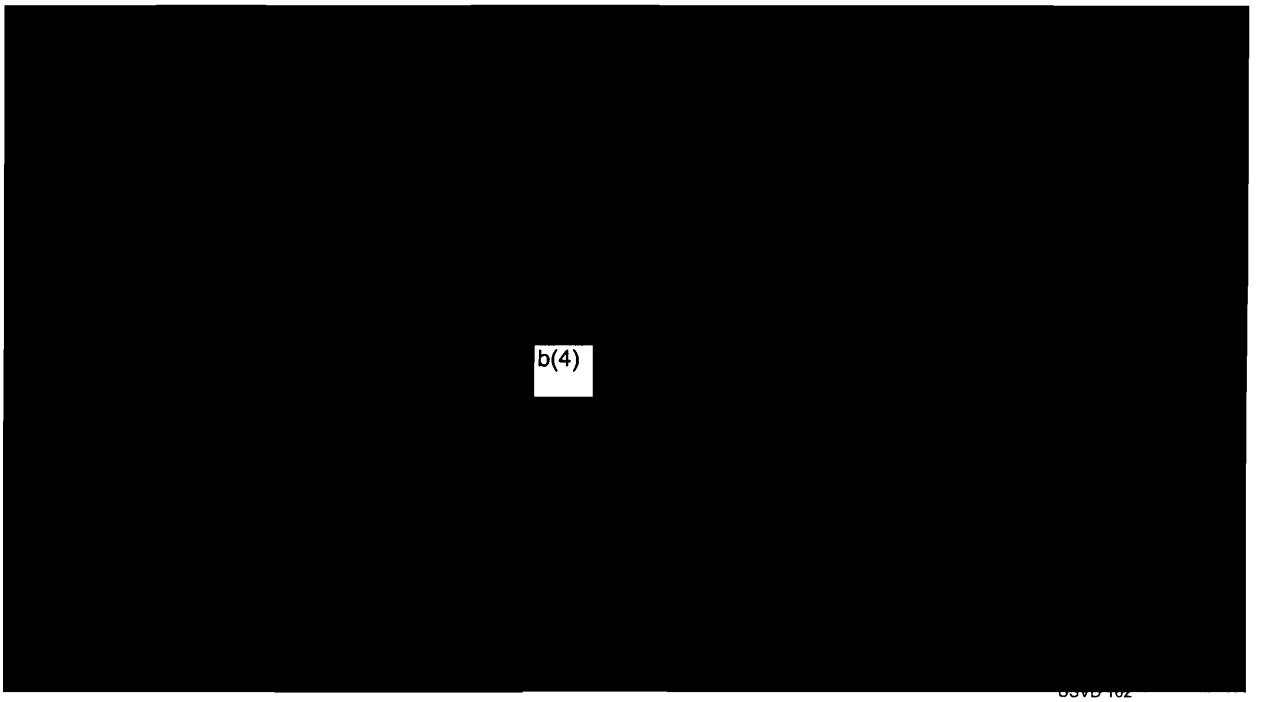


Figure 2-2. Our EVMS approach allocates resources efficiently, provides timely and reliable progress, and supports flowdown of our EVMS to our subcontractors

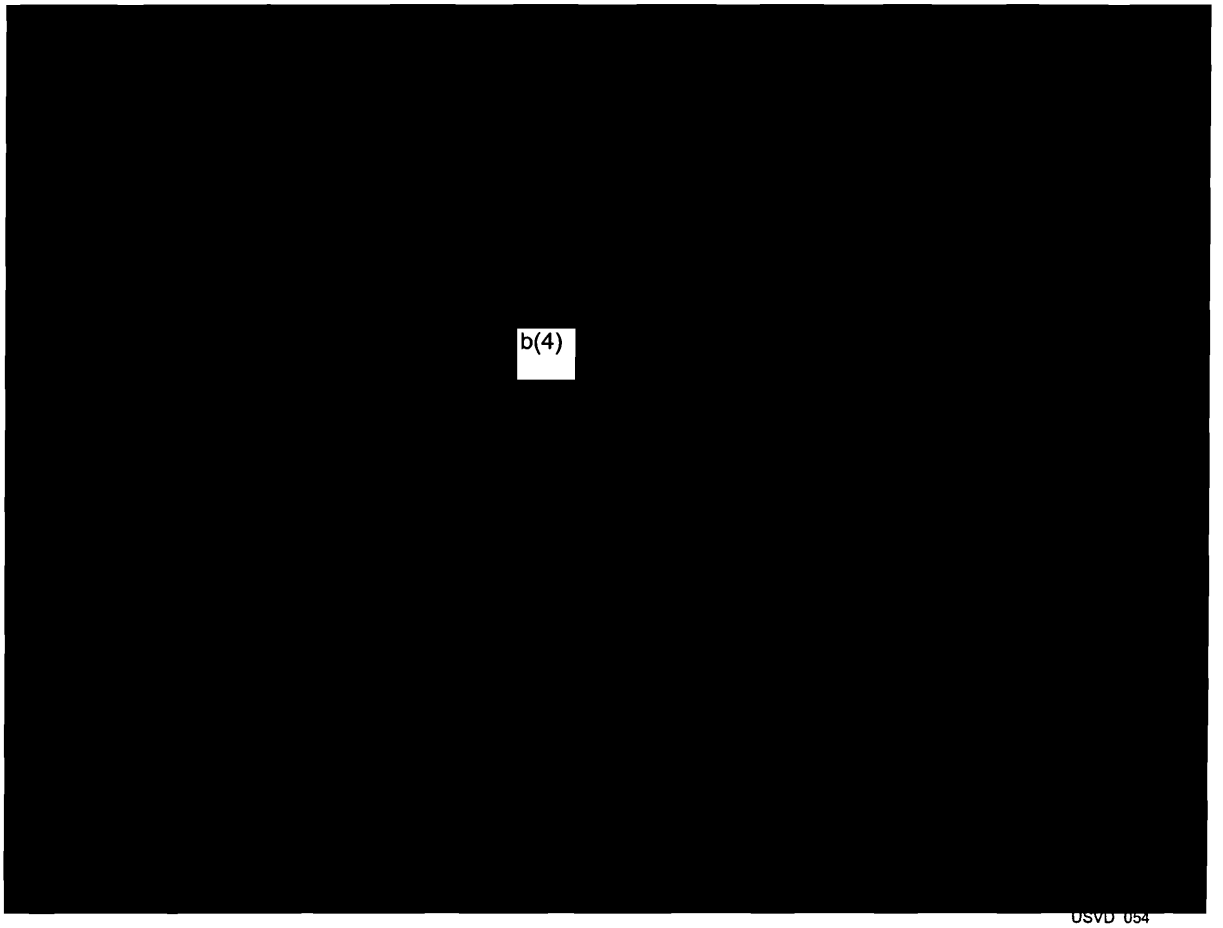
facilitates early communication with DHS and clearly assigns roles and responsibilities for each member of the Alliance.

Our EVMS measures program performance [redacted]

b(4)

Our EVMS is monitored [redacted] As shown in Figure 2-3, the [redacted] user interface displays the earned value analysis. Subcontractors have the same access to these [redacted] earned value analysis tools. b(4)

The [redacted] Program Management toolset is used by our subcontractors. With clearly defined tabs and easy-to-read data tables, they manage program progress and requirements. With the added benefit of near real-time reporting, program status is readily accessible to subcontractors and the US-VISIT PMO.



b(4)

Figure 2-3. Reporting of Earned Value done in near real-time was critical in our selection of [redacted] Program Management toolset as a large program best practice

2.2 Earned Value Management Reports

Copies of Earned Value Management (EVM) Reports from the last three available months are located in Appendix 1.

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2.3 Example of Contract Invoices and Supporting Detail

Recent invoices from two major cost-reimbursement programs where Accenture was the prime contractor are located in Appendix 1.

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3.0 SUBCONTRACTOR AND TEAMING AGREEMENTS

Our partnering strategy enables us to rapidly integrate the capabilities of subcontractors, creating a qualified team with complementary experience and skills to achieve program objectives.

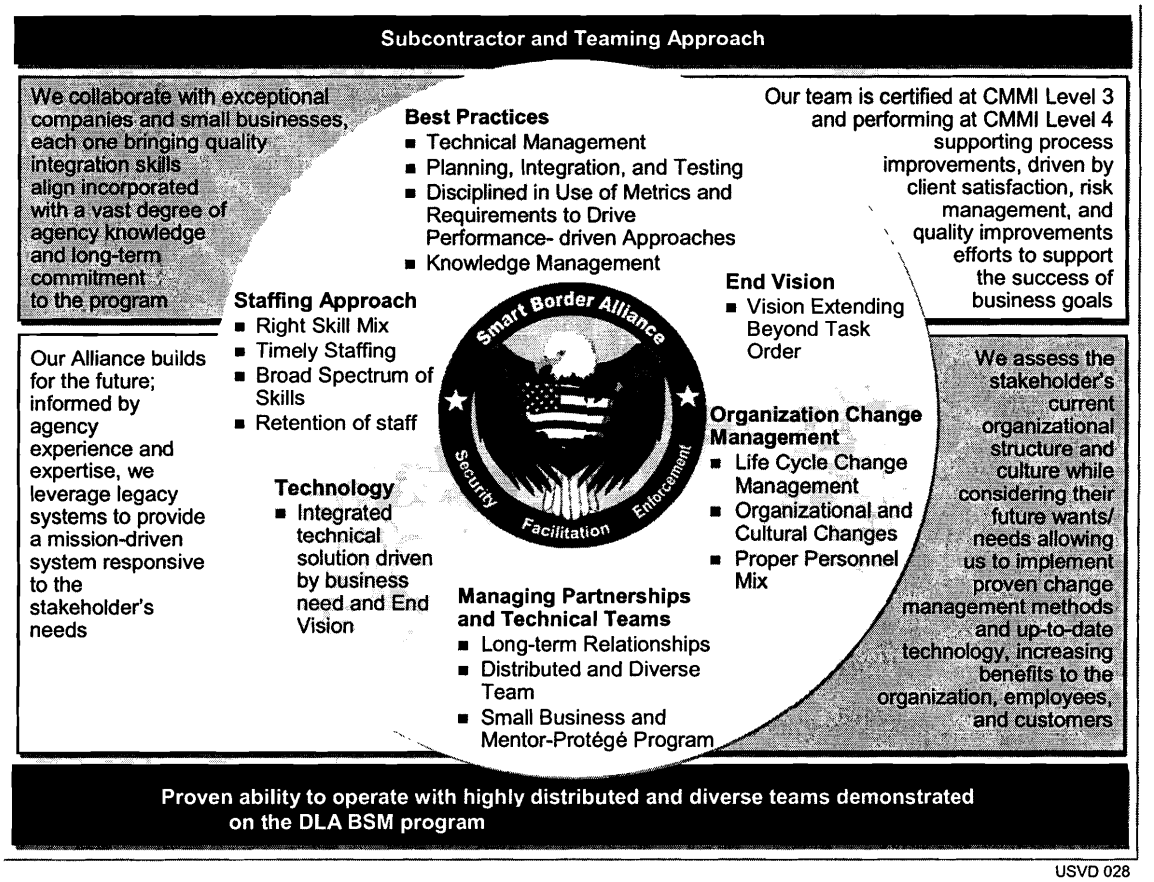
Accenture integrates people, processes and technology to design a business solution that meets program goals, as shown in Figure 3-1. We have proven our ability to rapidly integrate the capabilities of our entire team to fulfill requirements on time, on budget, with the right solution. At the Transportation Security Administration (TSA), Accenture assembled a transition team in thirty days of approximately [redacted] individuals from multiple companies with the right skills to meet TSA's needs. We also partnered with several subcontractors to establish operations and begin providing HR services to TSA employees.

b(4)

Our Partnering Strategy created a world- class team providing complementary expertise and skills

- Accenture has a proven ability to rapidly integrate the capabilities of our entire team to fulfill requirements
- Our partnering strategy includes teammates, subcontractors and vendors that collectively address US-VISIT needs
- We bring teammates with border management experience and biometric technology capabilities
- Our team is in place and ready to proceed at contract award
- Accenture supports DHS's socio-economic goals and enlisted small, disadvantage business with unique qualifications

USVD-088



USVD 028

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Figure 3-1. We integrate people, processes, and technology with

b(4)

[redacted]

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As Prime Contractor, Accenture is fully accountable for our subcontractors and our team's success. We have a strong record of managing complex, critical programs with multiple subcontractors. Accenture currently manages over [redacted] primary subcontractors plus secondary/ tertiary subcontractors concurrently at TSA. The Subcontract Management Plan, Section 4.0, details how we manage our US-VISIT subcontractors.

b(4)

We work with Small and Small Disadvantaged Businesses to provide valuable experience to clients, including border management. We participate in the DHS Mentor-Protégé program that is designed to help small disadvantaged businesses. For specific information on the small business DHS Mentor-Protégé program, refer to the Volume 4, Part E Socio – Economic Goals.

3.1 Teaming Partner and Major Subcontractor Description

Accenture utilizes proven methodologies and processes, as shown in Figure 3-2, to form a well-rounded team of subcontractors and teaming partners who have the capabilities to address program goals. Our team, the Smart Border Alliance, has the ability to manage surges in demand and provide personnel that qualify for security clearances.

We selected each of our teammates based on capabilities, skill sets and experience essential to the success of US–VISIT. Our selection criteria included specific border management and business and systems integration experience.

We use our subcontractor and Vendor Management tool to build a database of team skills and maintain subcontractor relationships. This tool contains vendor and subcontractor capabilities, specialized skill sets and available resources. This allows us to immediately staff to meet the evolving needs and requirements by transitioning and committing knowledgeable personnel.

3.2 Nature of Work Performed by Major Teaming Partners

Subcontractors expected to produce [redacted] or more of the work under the

b(4)

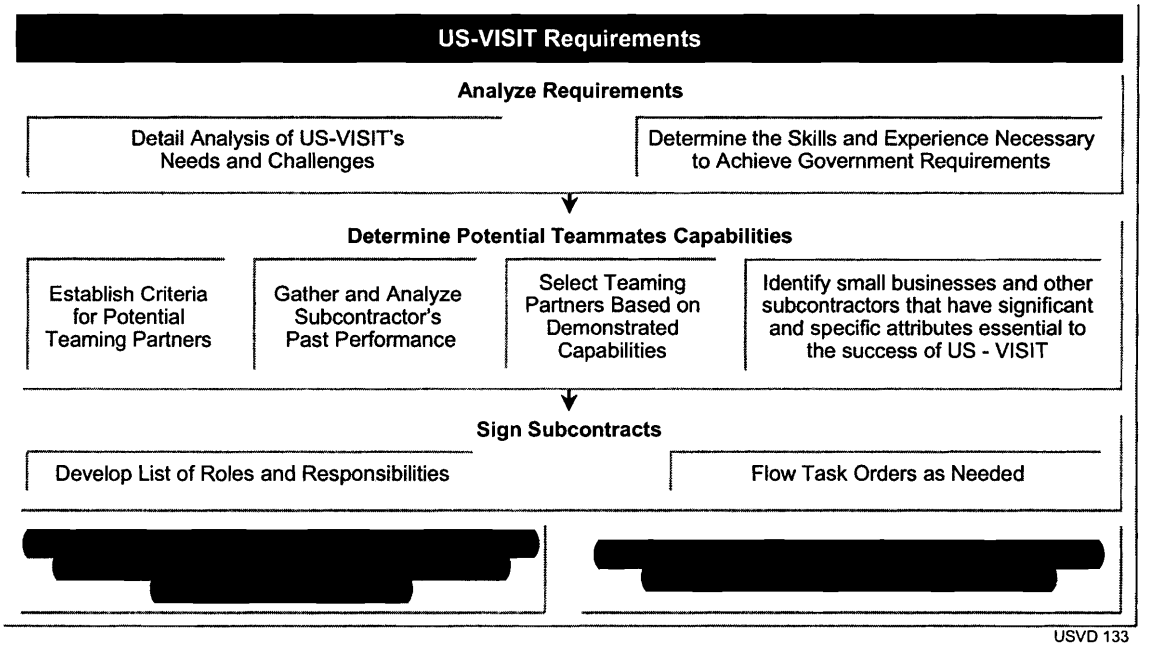

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Figure 3-2. Our teaming approach uses proven methods and processes to assemble a team with the right combination of skills at the right time

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contract are classified as Tier 1 teaming partners. The Alliance includes three subcontractors meeting this criterion: Raytheon, SRA and Titan. Figure 3-3 identifies our Tier 1 teaming partners and their responsibilities.

We matched the Alliance's Tier 1 members' skills and expertise to the major requirements required by US-VISIT. Accenture's business transformation experience combined with a commitment to process improvement and program management aids us in meeting US-VISIT objectives. Raytheon brings expertise in systems engineering on mission critical programs for the Department of Defense (DoD) and the intelligence community. SRA's experience implementing high visibility information security and privacy policies and services with Federal agencies is applied to engineer US-VISIT's strict requirements. Titan has extensive quality assurance experience with NASA and the INS. Collectively, the Alliance's experience with large-scale, mission-critical solutions builds the right team to deliver and deploy US-VISIT.

3.3 Limitations on Participation

Our signed teaming agreements provide no fixed work share limitation and provide flexibility to be responsive to evolving DHS needs. This approach also allows us to easily integrate legacy providers as DHS requires.

Due to the magnitude and complexity of US-VISIT, we share responsibilities with other subcontractors. Accenture also takes into consideration the Small Business Goals of US-VISIT. Roles and responsibilities are aligned to the specific needs of this program and subcontractor expertise. Within each functional area, the work is divided appropriately among small, small disadvantaged, and large businesses.

Accenture and our Tier 1 teaming partners have access to large labor pools and broad-based networks of businesses and alliances. These provide infrastructure alternatives and additional staff for surge requirements.

3.4 Copy of Executed Teaming Agreements

Our teaming agreement process clearly defines and documents roles and responsibilities. The teaming agreements

Team Member	Nature of Work Performed
accenture	■ Prime integrator – Large programs and teams ■ Program management – Using tools and IPPD ■ Business transformation – Government and commercial
Raytheon	■ Systems engineering – Weapon systems and technology ■ Deployment – Large scale, such as Patriot ■ Biometrics integration – Emerging technology
SRA International, Inc.	■ Privacy policy and engineering – Government systems ■ Information assurance – Protection of enterprise systems ■ Mission Operations Center (MOC) – Status of borders
TITAN National Security Solutions	■ Configuration management – DoD and intel community ■ Quality assurance – Weapon system development ■ Testing – INS testing lab

USVD 069

Figure 3-3. The Smart Border Alliance Tier 1 members have the skills and past experience to deliver a value-driven US-VISIT solution that meets program objectives and achieves results

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are tailored to each subcontractor, identifying specific roles and responsibilities which are carefully aligned to specific skill sets.

[redacted]

b(4)

Our team is in place and ready to begin work upon contract award. Our Tier 1 teaming partners and all of our subcontractors have signed a teaming agreement located in Appendix 2.

3.5 Proposals Submitted to Offeror

Accenture has delivered RFPs to each teaming partner and major subcontractor based on the requirements specified by DHS. Figure 3-4 illustrates our subcontractor teaming process.

b(4)

As of [redacted] we have received proposals from [redacted] teaming partners and major subcontractors. We review and negotiate subcontractor proposals to determine the benefit to US-VISIT. We work closely with our subcontractors to define roles and service levels in areas where they are most skilled and have demonstrated prior success.

3.6 Types of Subcontracts

The Alliance implementation strategy uses various contracting methods [redacted] to deliver desired business outcomes.

b(4)

Providing subcontractors with

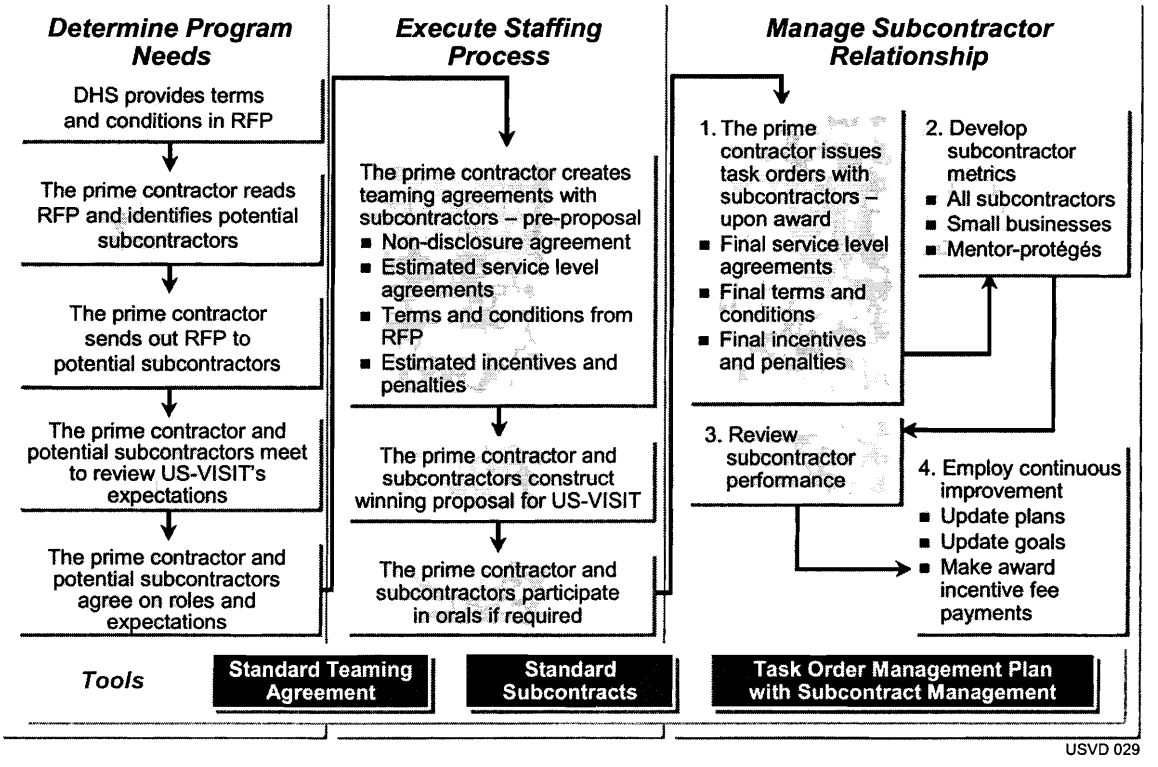

Figure 3-4. We team with subcontractors who can provide value to US-VISIT through a process that flows US-VISIT requirements [redacted]

b(4)

measurable performance criteria is essential to creating, managing and maintaining successful subcontractor relationships. By establishing clear metrics to gauge successful implementation and support, subcontractors are aware of expectations and efficiently meet management and program needs.

Accenture has experience managing very large, complex client engagements using a teaming approach. At the DLA Business System Modernization (BSM), we managed [redacted] subcontractor companies which made up [redacted] of the total level of effort on the [redacted] million program. At the Department of State we work with over [redacted] subcontractor and vendor organizations [redacted] We jointly plan the task, approach and metrics that measure progress and success.

b(4)

b(4)

3.7 Risk and Incentive Sharing

Accenture is accountable to DHS for performance of its subcontractors. The subcontractors are accountable to Accenture. We meet this requirement by partnering with solution providers who have a proven performance record and a willingness to commit to high standards.

As a fundamental best practice of performance-based incentives, Accenture, as well as the subcontractors, must be involved in a mutually beneficial situation, as depicted in Figure 3-5. Both parties realize upside gains in meeting and exceeding stated goals and objectives, and share the downside as well. The challenge of performance is placed on our team, and we provide incentives to exceed objectives. [redacted]

b(4)

3.8 Combined Team Strengths

Collectively we share a successful track record of delivering mission – critical systems to agencies that support border management. We match the unique knowledge and skills of our Alliance team members to determine the roles and

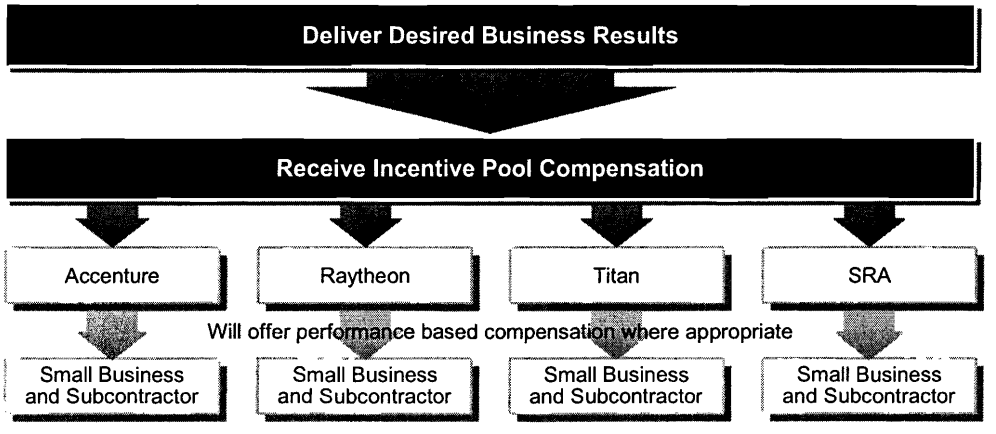

Figure 3-5. We share implementation risk and incentives with our teaming partners and major subcontractors to build motivation in delivering the End Vision

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responsibilities as shown in Figure 3-6. Subcontractors are immediately integrated into the Alliance and managed as one team, with specific contracts defining clear expectations and accountability.

Our Alliance Program Office is willing to meet the subcontracting goals and participate in the DHS Mentor-Protégé Program. Our Protégé's are [redacted] We also provide business developmental assistance to many small businesses. As a small business advocate, we work with these companies to improve their capabilities and increase their participation on US-VISIT.

b(4)

A significant benefit of the Smart Border Alliance is our ability to use collected data, proven practices, and additional sources of knowledge capital to refine our methodologies and provide the best program solutions. By applying past experience, we reduce delivery risk and improve quality while developing and deploying US-VISIT.

We bring lessons learned from working together and building industry-leading teams. The Alliance reduces execution risk by partnering with experienced teammates that have significant Government and DHS-related systems architecture, process and application experience. Accenture has developed relationships with teammates through a broad range of strategic alliances, past program partnerships, and as a provider of services to many of the Tier 1 and other teaming partners/subcontractors.

Our Integrated Product Team (IPT) organizational structure provides cohesive teamwork by integrating teammates, subcontractors, vendors and suppliers on the appropriate teams according to expertise rather than organizational affiliation. Our team members are working to a common statement of work, integrated schedule, budget and performance metrics, which we jointly define and subsequently own.

Teaming Partners	Responsibilities	Border Management	Signed Teaming Agreement
Tier 1 Teaming Partners			
Raytheon Company	▪ Deployment ▪ Systems Engineering ▪ Biometrics Integration	✓	✓
SRA International, Inc.	▪ Mission Operations Center (MOC) ▪ Information Assurance and Privacy ▪ Disaster Recovery/Continuity of Operations	✓	✓
The Titan Corporation	▪ Quality Assurance ▪ Configuration Management ▪ Testing	✓	✓
Large and Medium Subcontractors			
AT&T Corporation	▪ Communications Integration Support ▪ Help Desk and Data Center Operations and Maintenance	✓	✓
[redacted]	b(4)		
Small Business Subcontractors			
[redacted]	b(4)		

Smart Border Alliance Combined Strengths

- Optimal mix of large and small team members delivers innovative cost effective solutions
- Complementary, not overlapping competencies, to achieve US-VISIT objectives
- Specialty skills foster innovation such as Border Management experience
- Legacy systems expertise reduces transition risk

Based upon past experience the combined strength of the team can successfully implement complex modernization projects

STARS

- Deployed STARS to 31 FAA and DoD terminal radar approach control facilities worldwide over twelve years

DLA

- [redacted] new orders in excess of [redacted] already received and filled by new system
- [redacted] in savings while improving customer service and reducing inventory
- All [redacted] systems have been delivered on or ahead of schedule, under budget, and without disrupting ATC operations

b(4)

TSA

- Developed a new passenger screening process and reconfigured [redacted] airport screening locations
- Improve national security and maximize passenger throughput, cutting handling time by [redacted]

EOSDIS Core System (ECS)

- Involved a 60-month software development effort integrating: - Over [redacted] lines of code and over [redacted] COTS software products
- Supported a national and international user community with very different backgrounds

QSVD 078

Figure 3-6. Our Smart Border Alliance combined strengths come from breadth of experience and depth of unique talents including extensive border management experience required to achieve US-VISIT End Vision

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3.9 Accountability & Information Flow

In building the Alliance, we identified ways to manage accountability and information flow across and within subcontractor organizations. Figure 3-7 depicts the activities that the prime Contractor and subcontractors perform to seamlessly integrate team members and provide the highest quality service to US-VISIT.

As the prime, Accenture is the single point of accountability for establishing performance measures. We create definitive subcontractor performance metrics and criteria. Our subcontractors have a clear understanding of DHS's expectations. [redacted] Having a comprehensive understanding of roles and responsibilities allows each subcontractor to be accountable for meeting and exceeding program objectives.

b(4)

Effective communication and information sharing throughout the life cycle of the program increases buy-in at every level of the organization and across each program area. This program affects many organizations within DHS and the border management community. It is essential to use a variety of mechanisms to share information within the Alliance and among Government stakeholders to inform, engage and stimulate border manager interest in the US–VISIT program. We use knowledge management and collaborative tools, such as our US-VISIT Portal, to enable and encourage direct and consistent communication throughout the team and with the Government. To facilitate formal and informal communication, weekly meetings and status reports are used. The status reports are crucial for reporting and tracking progress and resolving issues.

The US-VISIT Portal stores deliverables in a central web-based repository. This repository houses the design and business process documentations, status reports, and other program documentation. The repository enables the team to readily share data across widely dispersed geographic locations of the team and with DHS.

3.10 Teaming with Legacy Contractors

Accenture reduces execution risk by partnering with experienced teammates

	Prime Contractor	*Subcontractor*
Accountability	■ Award Fee Holdbacks ■ Teaming Agreements ■ Subcontractor Clause	■ Meet/Exceed performance measures ■ Use PM Toolset for cost/schedule ■ Staffing of unique skills/qualifications
Accountability Benefits	■ Provides for clear understanding of responsibilities ■ Provides continuous awareness of performance and improvement of opportunities ■ Holds team members to the highest levels of customer service	
Information Flow	■ Orientation of each member ■ Weekly meeting ■ Newsletter on regular basis ■ Open door management	■ Feedback mechanisms ■ Monitoring team performance ■ Report progress and issues in weekly status reports
Information Flow Benefits	■ Promotes a shared vision and unified work force ■ Promotes consistent and standard delivery of quality services ■ Improves team members' morale and commitment	

USVD 130

Figure 3-7. We manage accountability and information flow across our Alliance and within subcontractor organizations to maintain team cohesion

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that have significant DHS system architecture, process and application experience. This enables us to work collaboratively with other legacy contractors as a matter of normal business. For example, we are working at DLA with [redacted] We also work alongside [redacted] at the U.S. Postal Service.

We intend to integrate, after consultation with DHS, the appropriate legacy providers into our team.

3.11 Achieving the End Vision

Managing a complex program such as US-VISIT requires the ability to quickly react to changes during the design process, through delivery, release and then implementation. We facilitate successful implementations by developing the right approach, incremental releases, and building program momentum and support.

This program requires the Alliance to work closely with other subcontractors that are not directly under our contract or management. In Figure 3-8, we work with the Government to get signed M.O.Us with key border management stakeholders. These M.O.Us define areas of concern and help avoid organizational conflicts of interest.

We apply Accenture's established policies and procedures to preclude any conflict of interest. [redacted]

At Accenture, alliances are central to our strategy, our client service businesses, and how we deliver value to our clients. We have relationships with many companies from established IT market leaders to emerging market innovators in many technology areas.

Cross-functional skills and experiences enable Accenture, our proposed teaming partners, and our subcontractors to function as one unit focused on implementing the End Vision. The integration of our skills and capabilities across IPT creates a unified Alliance to deliver incremental releases according to plan. Our team brings the right tools, processes, experiences, and most importantly, the right people to help DHS execute its plans for the US–VISIT program.

Border Management Community Achieves End Vision

- Border management stakeholders and contractors sign M.O.Us with the DHS and US-VISIT Director
  - Establishes a border management community of interest
  - Establishes an objective Issue Resolution Process controlled by the director and managed by the US-VISIT contractor
- Issues Resolution Criteria are set by the Government and agreed upon by border management community members by signing the M.O.U.
- The border management community is empowered via communication methods hosted on the US-VISIT portal and by the open teaming model we use to bring the best talent to bear on achieving End Vision

USVD 128

Figure 3-8. Memoranda of understanding between border management community contractors and agencies establish the US-VISIT Director as ultimate arbitrator of issues arising during the execution of the contract

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Appendix 1 - EVMS Documentation

withheld in its entirety under

Title 5 USC § 552(b)(4)

159 pages

Appendix 2 - Executed Teaming Agreements

withheld in its entirety under

Title 5 USC § 552(b)(4)

304 pages