10.0 ORGANIZATIONAL STRUCTURE
Our organizational structure evolves along with responsibilities and requirements, providing clear roles and responsibilities that minimize teaming partner conflict and direct support of implementation methodology.

10.1 Implementation of End Vision with Proposed Teaming Partners/ Subcontractors

Accenture formed the Smart Border Alliance to bring together the skills and experience needed to address the US-VISIT challenges and achieve the four program goals. We selected team members based on their strengths in ten capability areas as shown in Figure 10-1. We assembled the Smart Border Alliance based on the capabilities of the companies to overcome and achieve these challenges and goals. All team members have border management experience combined with a range of business and systems integration capability to transform cross-agency functions into a seamless, virtual border management process that speeds travel and improves security. Figure 10-1 also defines the role(s) of each team member and their relevant experience performing these roles. We achieve success by drawing collaboratively on our relevant experiences and proven skills.

10.1.1 Organizational Structure
We designed our organizational structure to deliver the End Vision,
10.1.2 Alignment with US-VISIT Program Office and Border Management Stakeholders

We align our [redacted] with the US-VISIT Program Office (UPO) and with border management stakeholders. The [redacted] work together with the UPO to manage critical program issues and [redacted].
skills of Government, border management, and technical environments to mitigate program risks.

**Interface Points and Program Plan Execution.** Our team builds direct lines of communication between DHS and Alliance roles to create a partnering environment that works together at every phase of the program as shown in Figure 10-3.

DHS executives communicate directly with their corresponding Alliance executives, each of whom manages a

We establish accountability within our Alliance to execute successfully according to the program plan.

We realize that every individual is important to achieving success and we have enlisted our best people to guide and deliver the desired business results, up to and including Accenture's CEO, Joe Forehand. Joe is the Executive Sponsor for the Smart Border Alliance and brings strong leadership and guidance to our team.

10.2 Accenture and Teaming Partners/ Subcontractor Roles and Responsibilities

We have identified the key roles and responsibilities, as shown in Figure 10-4, necessary to implement the End Vision successfully. We have defined responsibilities and performance expectations that enable a clear understanding of scope and expected results.
<table>
<thead>
<tr>
<th>Alliance Role</th>
<th>US-VISIT Counterpart</th>
<th>Alliance Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>US-VISIT</td>
<td>Program Director — Jim Williams</td>
<td></td>
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<tr>
<td>US-VISIT Deputy Program Director — Bob Mooney</td>
<td></td>
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<tr>
<td>DHS CIO — Steve Cooper</td>
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<tr>
<td>US-VISIT PMO DHS/PEC</td>
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<tr>
<td>US-VISIT Deputy Program Manager — Bob Mooney</td>
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<tr>
<td>Information Technology Management — Scott Hastings</td>
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<tr>
<td>Increment Management — Shonnie Lyon</td>
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</tr>
</tbody>
</table>

**Figure 10-4.** We define roles and responsibilities to provide focus resulting in clear direction.
10.3 Organizational/Management Approach Support of Desired Business Results

A program of the size, complexity, and duration of US-VisIt requires an organizational and management approach that can adjust to a changing environment, minimize knowledge transfers, and involve stakeholders. Our structure enables us to standard processes throughout the program life cycle as shown in Figure 10-5.

Our approach...

Figure 10-5. Our organizational management approach minimizes potential conflicts by...

In addition, the cohesiveness by integrating the Government, prime contractor, and subcontractors on appropriate teams focused on delivering desired business results. This organizational approach also achieves superior business performance by leveraging skills across organizations.

Our approach also manages stakeholder involvement, which is essential for program success. Our advises and assists the Alliance Program Manager and the US-VisIt Director with issues surrounding safe and secure borders for US citizens and its visitors as demonstrated in Figure 10-6. The Alliance Deputy Program Manager and Outreach Liaison work with the Program Manager to assist DHS in all outreach functions.

US-VisIt has far-reaching impacts on commerce, trade, and travel for a large, diverse group of stakeholders;
Minimizing Potential Conflicts of Interest. Our organizational and management structure minimizes potential conflicts of interest by clearly defining the incremental release strategy, defining sub-contractor teaming agreements and statements of work, and by applying program management and control methods.

Each increment. In addition, the [redacted] is responsible for incremental release strategy adherence to the DHS view of the Homeland Security Enterprise Architecture. Through this structure, the incremental release strategy drives the long-term vision, maintains consistency with the HLS EA, and minimizes the potential for conflicts of interest.

Throughout each increment release, the Alliance develops sub-contractor teaming agreements and statements of work that clearly define responsibilities. This minimizes the potential for overlapping responsibilities or ambiguous areas of ownership.

When conflicts of interest arise, the [redacted] responsible for planning the incremental release strategy which defines which operational and technical requirements, new or changed business processes, and infrastructure and platform changes to be implemented for each increment.

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10.4 Incentive Structure and Teaming Partner/Subcontractor Incentive Sharing

Our incentive structure offers incentives
10.5 Key Program and Project Management Methodology Components

An effective program and project management methodology incorporates effective planning, management, delivery, and implementation processes across...

Figure 10-8. Our incentive structure...
10.0 ORGANIZATIONAL STRUCTURE

Our organizational structure evolves along with responsibilities and requirements, providing clear roles and responsibilities that minimize teaming partner conflict and direct support of implementation methodology.

10.1 Implementation of End Vision with Proposed Teaming Partners/Subcontractors

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