

Decision Map

- Invest in corporate competencies
- Improve IRAD and technology competencies

- Manage programs:
 - Review contract details
 - Manage communications plan
 - Adjust technology solution
 - Schedule resources
 - Analyze program performance using Earned Value Management (EVM) metrics including ACWP, BCWP, BCWS and other cost, schedule, and working capital metrics
 - Review staff loading by year

Legend

- **Items in Black Font** represent decisions that can be entered
- **Items in Blue Font** are information to be analyzed

- No decisions – your job is execution!

- Analyze staff loading by year across all programs
- Review EAC decisions

- Review suppliers' quality and delivery performance (SRS Ratings)
- Invest to improve supplier quality and delivery

- Analyze debt and equity levels, manage dividends
- Manage working capital and receivable and payable policies
- Analyze backlog, cash, and other metrics

Notes:

- Some decisions have more leverage than others
- Decision-making need not be sequential
- Strategy should drive decisions
- Beware of sub optimization (e.g. adjusting one area and not paying attention to the whole)
- Forecasts are based upon previous competitive information

- Assess current utilizations and required resources for next year
- Manage and adjust staffing levels (for current year and next year)
- Analyze engineering salaries
- Analyze staff loading by year
- Invest in Employer of Choice morale boosting



- Review forecasted performance:
 - Income Statement
 - Balance Sheet
 - Cash Flow Statement