Establishing and Maintaining a Sustainable Program Execution Organization
About SAIC

◆ SAIC is a FORTUNE 500® scientific, engineering and technology applications company that uses its deep domain knowledge to solve problems of vital importance to the nation and the world, in national security, energy and the environment, critical infrastructure, and health.

◆ The company’s approximately 45,000 employees serve customers in the U.S. Department of Defense, the intelligence community, the U.S. Department of Homeland Security, other U.S. Government civil agencies and selected commercial markets.

◆ SAIC had annual revenues of $10.1 billion for its fiscal year ended January 31, 2009.

◆ For more information, visit www.saic.com. SAIC: From Science to Solutions®

◆ Smart People Solving Hard Problems
Key Success Factors in Establishing a Program Execution Organization
Perform a Self Assessment
Perform a Self Assessment

◆ Determine what you like and what you’re good at
  - Leverage your experience/expertise
◆ Identify what words describe you
◆ Determine your passion
  - What excites you
  - What do you think about/do in your idle time

- Good communications skills
- Problem solver
- Ability to look at the big picture with meticulous attention to detail
- Team player
- Thick skinned
- Assertive, with the ability to deal with “push back”
- Proactive, positive attitude
- Service oriented, ability to sell value added
- Analytical
- Process oriented
- Ability to prosper in a dynamic environment
- Ability to understand and work with multiple disciplines
- Ability to multiplex
- Facilitator
Perform an Organizational Assessment
Perform an Organizational Assessment

- Perform a needs assessment
- Solve a high level problem
  - Identify a niche not filled
  - Determine the appropriate timing
  - Provide a creative, well-developed solution
- Analyze the Return on Investment (ROI)
Seize the Opportunity
Articulate a Clear Vision and Roadmap

◆ Sell the package

PEO Mission Statement

- The mission of the corporate Program Execution Organization (PEO) is to strengthen SAIC's ability to achieve flawless program execution and deliver high quality products and services to our customers. We collaborate with the line organizations, bringing together the disciplines of program management, project controls, and systems engineering in an integrated manner so as to:
  - Develop and implement effective program execution policies and procedures
  - Provide value added support to proposal and program teams
  - Improve the quality and value of program reviews
  - Strengthen SAIC's program execution workforce through talent management, education, training, and development opportunities
  - Streamline programmatic adoption and use of the most effective tools
  - Create an environment where the use of standards, disciplined processes, and process improvement is an integral part of program execution

Execution Excellence

- Execution excellence is fundamental for business success and is the goal for all programs performed by SAIC. Key management elements of achieving execution excellence include:
  - Complying with the negotiated terms and conditions of the contract
  - Achieving positive customer satisfaction
  - Satisfying the program technical requirements
  - Meeting all program-related financial objectives
  - Meeting the agreed-upon schedule
  - Complying with applicable statutory and regulatory mandates
Commit an Executive Sponsor

- Identify stakeholders who will help articulate the vision
- Articulate what problem they want solved
Identify Like Minds

- Build a community of practice
- Network
- Build and identity
Run It as a Project

- Take a systems approach
- Build a plan with milestones and deliverables
- Design and build the entire infrastructure
  - Tools, training, processes
  - Develop/enhance “real” programs

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<th>Program Reviews</th>
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Build a Program Office

- Hire the best
- Empower and incentivize your team
Identify High and Low Hanging Fruit

- Prove yourself on something important but obtainable
Identify Key Performance Indicators (KPIs)
Fend off Opportunists/ Carpetbaggers

It’s Always We—Never I
Tout Your Results and Celebrate
Observations
Making a Change Involves Risk
Often Requires Business Process Reengineering
Prepare To Deal with Push Back
You Won’t Always Be Loved
What Has Made the Organization Sustainable
Ensure the Proper Placement of Position within the Corporate Wiring Diagram
Obtain Management Buy-in and Active Support
Requires up-front commitment and investment.
Take Advantage of Trends in Industry

- New tools and processes (eliminate stovepipes)
- Capability Maturity Model Integration (CMMI)
- Sarbanes-Oxley (SOx)
- Performance Based Contracting
- Earned Value Management Systems (EVMS)

Smaller fish in a big pond.
Take Advantage of Company Challenges

- Risk reviews
- Major acquisitions/divestitures
- Project Alignment
- Policy Refresh
Take Advantage of High Visibility Opportunities

- Republican National Convention (RNC)
- Super Bowl
- San Diego Millennium Celebration
Process Is Evolving and Takes Time To Implement

Sustainable Program Execution Organization, Slide 32
Always Have a Vision for What Is Next

- Know the path forward
Where We Are Going Next
Where We Are Going Next

- Grow the company
- New ERP system
- Solve bigger problems
- External recognition

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