# MAKING THE DECISION

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# DEFINITIONS

Decision = a choice made from available alternatives

Decision Making = the process of identifying problems and opportunities and resolving them

Problem Framing = identifying and understanding those issues that impede progress towards the desired end state.

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# THE PROJECT MANAGERS ROLE

The primary job of the PM is to be the leader of the PDT.

A project manager is required to make many decisions throughout a project.

The most important decisions you make as the project manager are who to get on your team.

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# THE PROJECT MANAGERS ROLE

"If the band played a piece first with the piccolo then with the brass horn, then with the clarinet, and then with the trumpet, there would be a hell of a lot of noise but no music. To get harmony in the music, each instrument must support the others, to get harmony in battle, each weapon must support the others. Team play wins."

General George S. Patton

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# LEADING THE PDT

Avoid getting dragged into debates or discussions about hypothetical scenarios, you will have people bring up all sorts of potential problems with no scientific or legal backing.

Some of the key things you can do as a PM are get the right people involved. This can be as simple as coordinating with property owners and other agencies to gain access to gates. Frequently this interaction is more effective in person. Many people ignore a letter but when you show up to their doorstep and offer to explain the project to them and then ask them to grant ROE it is usually effective.

Enable your team!

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# KEYS TO SUCCESS

Coordination
Flexibility
Clear, concise mission and intent statements
Centralized planning
Decentralized execution
Use of existing resources
Timeliness
Good Decisions

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# KEYS TO SUCCESS

"There is a type of staff officer (PM) who seems to think that it is more important to draft immaculate orders (plans) than to get out a reasonably well-worded order in time for action (a decision) to be taken (made) before the situation changes or the opportunity passes."

BH Liddell Hart

Thoughts on War

1933

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# WHY DO PEOPLE STRUGGLE WITH THIS?

Decision making is challenging.

Decisions are usually made amid:

- conflicting points of view
- changing conditions
- unclear information

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# TYPES OF DECISIONS

Programmed Decisions

- A routine or repetitive **decision** that can be handled by established business rules or procedures. These types of **decisions** are often called for at certain points in a standard process, and are decided based on recognized and easily identifiable factors.

- Non-Programmed Decisions

  Non-programmed decisions are unique. They are often ill-structured, one-shot decisions. Traditionally they have been handled by techniques such as judgment, intuition and creativity.

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# LEVELS OF DECISION MAKING

Typically the programmed decisions are made at the lowest level whereas the non-programmed decisions are taken to a higher level of organization hierarchy.

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# EXERCISE

If you are looking at a 3000 acre MRS with 98%owned by the state do you need to go onto individual homeowners properties along the perimeter to get a valid model of what the site looks like?

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# EXERCISE

A 500+ acre site is used for cattle grazing and some dryland gold placer mining. The site was used as a practice bombing range during WW2.

The RI finds a small amount of HE frag and 2 craters in one location on the site. Everything else on the site is practice bomb MD. No MEC is found. What sort of recommendation should the RI report present?

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# EXERCISE

A 200 acre site adjacent to an artillery range is investigated for MMRP. Large amounts of MD are found at the corner of the site and the density decreases proportionally with distance from the corner. No MEC is found. The RI recommends an FS. Was this the right decision?

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# ACCEPTABLE END STATE

If/Then statements

This is a predetermined series of likely end states and agreed upon actions

These are developed in the RI report and expanded during the FS and PP development.

It is critical to have PDT and Stakeholder involvement in the development of these.

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# DEFINING ACCEPTABLE END STATES

No regulatory guidelines have been promulgated specifying an acceptable risk level associated with UXO contamination.

In lieu of such guidelines, the acceptable risk level is defined herein as achieving any one of the agreed upon acceptable end-states.

Each is developed for the protection of human health and the environment for the site and is based on the current CSM, which depicts the relationship between potential site hazards, pathways for receptors to encounter hazards, and potential current and future human and ecological receptors.

The acceptable end states correspond to the intent of the RAOs (presented in the approved Final RI/FS Report): to prevent human interaction with surface UXO (if present) (MRS01) (Ref. 8). The remedial action should be implemented without disturbing sensitive environments (e.g., culturally significant sites, habitat and/or identified endangered species), as appropriate.

During the development of the Proposed Plan, each alternative is evaluated against the end states to determine if it meets the proposed RAOs.

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# DEFINING ACCEPTABLE END STATES, EXAMPLES

Acceptable end state #1: If a physical search for UXO is performed over 100% of the MRS and the vertical CSM (see explanation below) for all recovered UXO is within the reliable detection depth ranges for each specific munitions type (Table 4), then the likelihood of a potential UXO encounter is negligible. Based on the post remediation data analysis, this end state may achieve UU/UE.

Acceptable end state #2: If a physical search for UXO is performed over all accessible areas with the same vertical findings as #1, but the horizontal UXO distribution indicates UXO may exist under inaccessible areas (e.g., [1] where existing slope / terrain make portions of the site inaccessible to remedial action field personnel, [2] where dense vegetation is impenetrable to field personnel and equipment, [3] where impacts to the desert riparian ecosystem protected by SPRNCA exceed limitations imposed upon field operations by project stakeholders during the remedial action development phase, and/or [4] where impact upon cultural resources would force field operations out of compliance with ARARs [i.e., Archaeological Resources Protection Act]), then user behavior modification is required to achieve a low likelihood a user would be seriously injured during a potential UXO encounter.

Acceptable end state #3: If a physical search is performed but the vertical CSM for one or more recovered UXO extends deeper than the reliable detection depth range for that specific munition type (Table 4), then user behavior modification is required to achieve a low likelihood a user would be seriously injured during a potential UXO encounter.

Acceptable end state #4: If a physical search is performed in lifts to a depth that illustrates all UXO can be detected to two feet bgs, then the likelihood a UXO remains in the top two feet is negligible.

Acceptable end state #5: If all previous investigations indicate that the likelihood a UXO remains is negligible, but MD has been recovered at the site (in a quantity / distribution such that no potential target areas are suspected), then user behavior modification is required to achieve a low likelihood a user would be seriously injured during a potential UXO encounter.

# MAKING THE DECISION!

Remain unbiased

Listen to the PDT and stakeholders

List advantages and disadvantages (as found)

Continually assess feasibility, acceptability, and suitability

Avoid drawing premature conclusions

Compare options during comparison process: Not after the decision is made.

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# FINAL THOUGHT

It is no use saying, “We are doing our best.” You have got to succeed in doing what is necessary.

Winston Churchill

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