Decision Name: Example : Hiring a project manager

Project: Example Project

01. Decision Summary

Due Date	Decision Status	Selected Alternative
2016-05-11	In Progress	Carl H.

Objective

We need to hire a new project manager to run our $50 million project

Collaborators

Doanh Do   Omar Ramadan   Nawras Skhmot

Tags

oshpd   construction   project   manager

Notes

We need to make a hiring decision by the end of the week. We have 3 good candidates to consider.

02. Alternatives

Carl H.
Project manager with 10 years of experience

Heidi G.
Worked on high profile spaceship project

James L.
Former owner's representative

03. Factors & Criteria

Construction Experience
Must Criterion : Must have at least 5 years of experience
Want Criterion : The more experience the better

Building Information Modeling Experience
Must Criterion : Must have some BIM experience
Want Criterion : The more BIM experience the better

Last Planner Capabilities
Must Criterion : Must know the Last Planner
Want Criterion : The more LPS experience the better

Communication Skills
Want Criterion : Prefer the better communicator

Cultural Fit
Must Criterion : Must fit within the culture of the company
Want Criterion : prefer the candidate with the best fit

Leadership and Taking Initiative
Must Criterion : must have past experience with taking initiative
Want Criterion : want a good leader

04. Attributes

Construction Experience
Must Criterion: Must have at least 5 years of experience

Carl H.: 10 years experience	*Met meet must criterion* ✔
Heidi G.: 8 years experience	*Met meet must criterion* ✔
James L.: 5 years experience	*Met meet must criterion* ✔

Building Information Modeling Experience
Must Criterion: Must have some BIM experience

Carl H.: 3 years with BIM	*Met meet must criterion* ✔
Heidi G.: 2 years with BIM	*Met meet must criterion* ✔
James L.: 1 year with BIM	*Met meet must criterion* ✔

Last Planner Capabilities
Must Criterion: Must know the Last Planner

Carl H.: Expert Level	*Met meet must criterion* ✔
Heidi G.: Beginner Level	*Met meet must criterion* ✔
James L.: Advance Level	*Met meet must criterion* ✔

Communication Skills

Carl H.: Excellent communicator	*Met meet must criterion* ✔
Heidi G.: Good communicator	*Met meet must criterion* ✔
James L.: Excellent communicator	*Met meet must criterion* ✔

Cultural Fit
Must Criterion: Must fit within the culture of the company

Carl H.: Fits well with the company culture	*Met meet must criterion* ✔
Heidi G.: Fits well with the company culture	*Met meet must criterion* ✔
James L.: The most compatible with the company culture	*Met meet must criterion* ✔

Leadership and Taking Initiative

Must Criterion: must have past experience with taking initiative

Carl H.: Is an active member of the LCI COP   *Met meet must criterion* ✔

Heidi G.: Mentors students through the AGC   *Met meet must criterion* ✔

James L.: Started an internal process improvement program   *Met meet must criterion* ✔

Carl H.: Is an active member of the LCI COP   *Met meet must criterion* ✔

Heidi G.: Mentors students through the AGC   *Met meet must criterion* ✔

05. Advantages

Construction Experience
Want Criterion : The more experience the better

10 years experience	Advantage: 5 more years of experience	Most Important Advantage	⭐
8 years experience	Advantage: 3 more years of experience		
5 years experience	Advantage: None	Least Preferred Attribute	✕

Building Information Modeling Experience
Want Criterion : The more BIM experience the better

3 years with BIM	Advantage: 2 more years of experience	Most Important Advantage	⭐
2 years with BIM	Advantage: 1 more year of experience		
1 year with BIM	Advantage: None	Least Preferred Attribute	✕

Last Planner Capabilities
Want Criterion : The more LPS experience the better

Expert Level	Advantage: Advance knowledge & practice		
Beginner Level	Advantage: None	Least Preferred Attribute	✕
Advance Level	Advantage: Expert knowledge & practice	Most Important Advantage	⭐

Communication Skills
Want Criterion : Prefer the better communicator

Excellent communicator	Advantage: Better communicator	Most Important Advantage	⭐
Good communicator	Advantage: None	Least Preferred Attribute	✕
Excellent communicator	Advantage: Better communicator		

Cultural Fit
Want Criterion : prefer the candidate with the best fit

Fits well with the company culture	Advantage: None	Least Preferred Attribute	✕
Fits well with the company culture	Advantage: None		

The most compatible with the company culture   Advantage: Most compatible vs. fits in with the culture   Most Important Advantage ★

Leadership and Taking Initiative
Want Criterion : want a good leader

Is an active member of the LCI COP   Advantage: active member of LCI COP vs. some initiative   Most Important Advantage ★

Mentors students through the AGC   Advantage: mentor students vs. some initiative

Started an internal process improvement program   Advantage: None   Least Preferred Attribute ✕

The most compatible with the company culture   Advantage: Most compatible vs. fits in with the culture   Most Important Advantage ★

06. Importance of Advantages

Construction Experience
Must Criteria : Must have at least 5 years of experience
Want Criteria : The more experience the better

Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	10 years experience	5 more years of experience	100*
Heidi G.	8 years experience	3 more years of experience	64
James L.	5 years experience	None	

* Paramount Advantage

Building Information Modeling Experience
Must Criteria : Must have some BIM experience
Want Criteria : The more BIM experience the better

Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	3 years with BIM	2 more years of experience	42
Heidi G.	2 years with BIM	1 more year of experience	23
James L.	1 year with BIM	None	

Last Planner Capabilities
Must Criteria : Must know the Last Planner
Want Criteria : The more LPS experience the better

Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	Expert Level	Advance knowledge & practice	33
Heidi G.	Beginner Level	None	
James L.	Advance Level	Expert knowledge & practice	64

Communication Skills
Want Criteria : Prefer the better communicator

Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	Excellent communicator	Better communicator	76

Heidi G.	Good communicator	None	
James L.	Excellent communicator	Better communicator	35

Cultural Fit
Must Criteria : Must fit within the culture of the company
Want Criteria : prefer the candidate with the best fit

Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	Fits well with the company ...	None	
Heidi G.	Fits well with the company ...	None	0
James L.	The most compatible with t...	Most compatible vs. fits in with the culture	84

Leadership and Taking Initiative
Must Criteria : must have past experience with taking initiative
Want Criteria : want a good leader

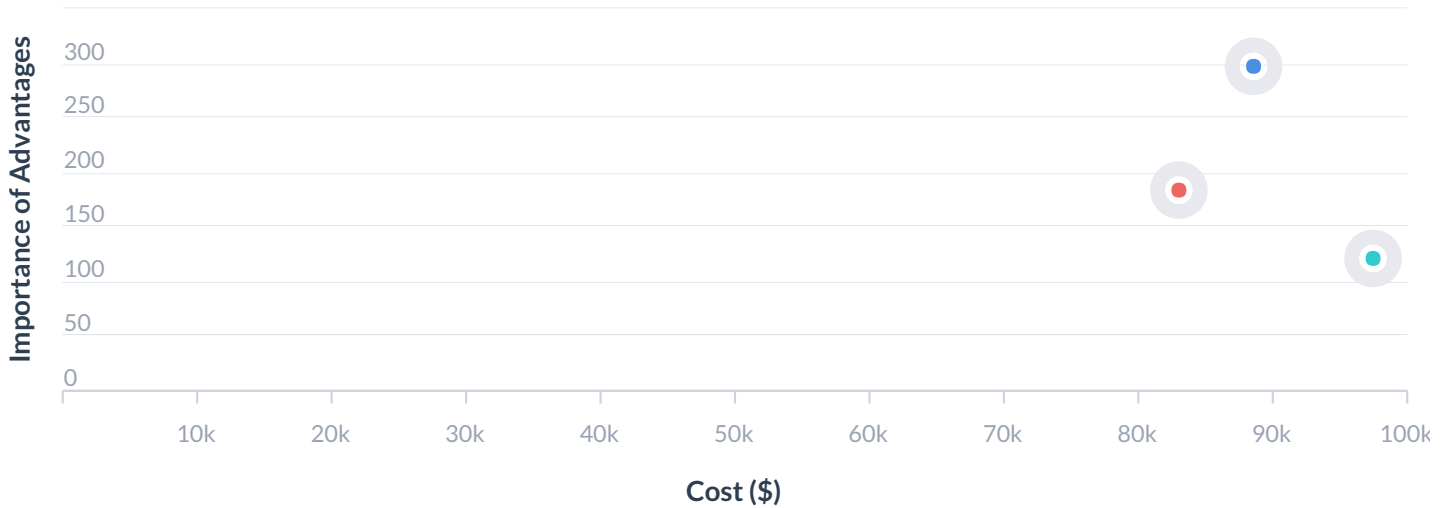| Alternative	Attribute	Advantage	Weight of Advantage
Carl H.	Is an active member of the L...	active member of LCI COP vs. some initiative	47
Heidi G.	Mentors students through t...	mentor students vs. some initiative	35
James L.	Started an internal process ...	None	

07. Costs

Alternative	--	--	Bonus	Benefits	Salary	Total*
Carl H.	$0.00	$0.00	$3,500.00	$5,000.00	$80,000.00	$88,500.00
Heidi G.	$0.00	$0.00	$2,500.00	$5,000.00	$90,000.00	$97,500.00
James L.	$0.00	$0.00	$3,000.00	$5,000.00	$75,000.00	$83,000.00

08. Decision

Importance of Advantages vs. Cost Graph

Alternative	Importance of Advantages	Cost
1 Carl H.	298	$88,500.00
2 Heidi G.	122	$97,500.00
3 James L.	183	$83,000.00

Selected Alternative	Importance of Advantages	Life Cycle Cost
Carl H.	298	$88,500.00

Final Notes

We chose to hire Carl for our project. We will start orientation on Monday.

Last Modified

May 28, 2016, 11:22 p.m.

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