

Decision log report

All records

DECISIONS LOGGED
13
10 active · 1 lapsed

ONE-WAY DECISIONS
2
1 of them high impact · DEC-001, DEC-002

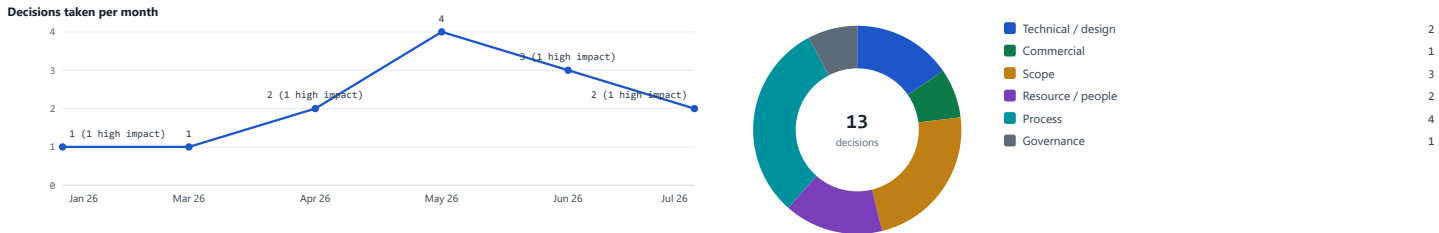
REVIEWS OVERDUE
2
oldest: DEC-010, due 2026-07-05

SUPERSEDED OR REVERSED
2
8.3% reversal rate · 1 reversed of 12

HIGH IMPACT, NO REVIEW DATE
1
DEC-012

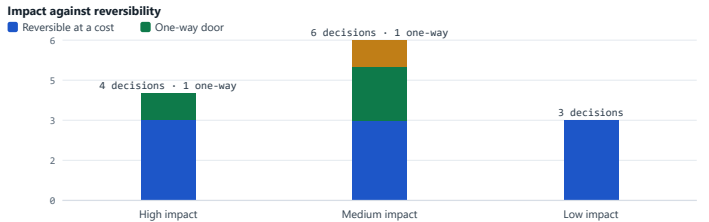
MOST ACTIVE DECIDER
5
Programme board · 1 one-way

13 of 13 record(s) included. All records. Amounts in USD.

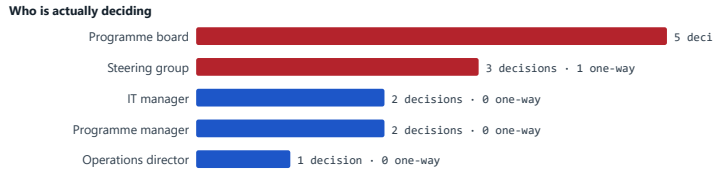


A project that takes no decisions for two months is usually not calm — it is stuck. A month with a cluster of high-impact entries is worth reading twice. A project that takes no decisions for two months is usually not calm — it is stuck. A month with a cluster of high-impact entries is worth reading twice.

A log made entirely of technical decisions usually means the commercial and scope ones are being made somewhere nobody writes them down. A log made entirely of technical decisions usually means the commercial and scope ones are being made somewhere nobody writes them down.



The bar to read is the high-impact one. High impact sitting on a one-way door is where deliberation earns its keep; high impact that is easy to reverse deserves a quick decision, not a working group. The bar to read is the high-impact one. High impact sitting on a one-way door is where deliberation earns its keep; high impact that is easy to reverse deserves a quick decision, not a working group.



One name holding nearly everything is a bottleneck; a long thin list of one-offs usually means nobody is clear who has the authority. Watch where the one-way doors sit. One name holding nearly everything is a bottleneck; a long thin list of one-offs usually means nobody is clear who has the authority. Watch where the one-way doors sit.

The decision log

REF	DECISION	TYPE	DECIDED BY	IMPACT	REVERSIBILITY	RATIONALE	ASSUMPTIONS	REVIEW BY	STATUS
DEC-012	Go live depot by depot across four consecutive weekends	Scope	Steering group	High	At a cost	A phased cutover keeps full vendor cover at every depot and lets the second weekend benefi...	Finance can carry manual interdepot reconciliation for four ...	no date	Active
DEC-011	Split user acceptance testing into two two-week cycles with a fix wind	Process	Programme board	Medium	Easy	Two cycles let the first one start on the configured scope that is ready, and the fix wind...	The fix window stays protected and is not used to configure ...	2026-08-30	Active
DEC-008	Log every change request in the change register before any estimating	Process	Programme manager	Low	Easy	Estimating is itself effort, and unlogged estimating is how scope moves without anyone dec...	The change register stays quick enough to use that people do...	no date	Active
DEC-009	Go live at all four depots on the same weekend	Scope	Steering group	High	At a cost	One weekend, one reconciliation, one training push. The support model assumed the vendor c...	The vendor can staff all four depots on the cutover weekend	no date	Reversed
DEC-007	Hold the programme stand-up twice weekly rather than daily	Process	Programme manager	Low	Easy	Twice weekly matches the rate at which items actually change, and the freed time goes into...	Nothing moves to a daily cadence, such as cutover week	no date	Active
DEC-006	Train warehouse supervisors as system super-users rather than backfill	Resource	Operations director	Medium	At a cost	Eight supervisors across the shift pattern meant every shift had cover, with training abso...	Supervisor headcount stays at eight across the shift pattern	2026-07-28	Lapsed
DEC-005	Run user acceptance testing as a single four-week block before go-live	Process	Programme board	Medium	Easy	A single block was easier to release business users for, and matched the test manager's st...	Configuration completes eight weeks before cutover	no date	Superseded → DEC-011
DEC-013	Escalate any change above five days of effort to the programme board	Governance	Programme board	Low	Easy	Five days is roughly where a change starts to move a workstream date, and it puts about on...	Change volume stays around one a week so the board is not sw...	2026-09-23	Active
DEC-004	Engage two contract integration developers rather than training intern	Resource	IT manager	Medium	At a cost	Contractors deliver inside the window and pair with an internal developer throughout, so t...	One internal developer is genuinely released to pair with th...	2026-07-19	Active
DEC-010	Retain the existing barcode scanner fleet rather than replacing it at	Technical	IT manager	High	At a cost	The vendor's mobile client is certified on the current device operating system, spares are...	Vendor certification of the current scanner operating system...	2026-07-05	Active
DEC-003	Defer the yard management module to phase 2	Scope	Programme board	Medium	Easy	Nothing in phase 1 depends on it, the manual process works today, and deferring it removes...	Depot volumes stay near current levels so the manual yard sh...	2026-08-23	Active
DEC-002	Migrate three years of order history and archive everything older to a	Technical	Programme board	Medium	One-way	Three years covers every audit and customer query raised in the last two years, and the ar...	Finance and audit need no more than three years of order det...	2026-09-08	Active
DEC-001	Appoint Vendor B as the warehouse system supplier on a five-year term	Commercial	Steering group	High	One-way	Vendor B met every must-have requirement, has an implementation team within four hours of ...	Vendor B keeps its regional implementation team and the five...	2026-10-08	Active

Needs review or attention

REF	DECISION	WHY IT IS HERE	DECIDED BY	REVIEW BY	AGE (DAYS)
DEC-006	Train warehouse supervisors as system super-users rather tha	Lapsed — the stated assumptions no longer hold	Operations director	2026-07-28	70
DEC-010	Retain the existing barcode scanner fleet rather than replac	Review overdue by 35 day(s)	IT manager	2026-07-05	105
DEC-004	Engage two contract integration developers rather than train	Review overdue by 21 day(s)	IT manager	2026-07-19	96

Decision log

PROJECT	REF	DECISION	DECIDED	DECIDED BY	TYPE	IMPACT	REVERSIBILITY	ASSUMPTIONS	REVIEW BY	STATUS	SUPERSEDED BY	AGE (DAYS)	REVIEW	DOOR
Warehouse system implementation	DEC-001	Appoint Vendor B as the warehouse system supplier on a five-year term	2026-01-11	Steering group	Commercial	High	One-way	Vendor B keeps its regional implementation team and the five-year price is held at contract renewal	2026-10-08	Active	—	218	— One-way door	
Warehouse system implementation	DEC-002	Migrate three years of order history and archive everything older to a read-only store	2026-03-12	Programme board	Technical	Medium	One-way	Finance and audit need no more than three years of order detail online, and the archive extract stays readable	2026-09-08	Active	—	158	— One-way door	
Warehouse system implementation	DEC-003	Defer the yard management module to phase 2	2026-04-11	Programme board	Scope	Medium	Easy	Depot volumes stay near current levels so the manual yard sheet remains workable	2026-08-23	Active	—	120	—	—
Warehouse system implementation	DEC-004	Engage two contract integration developers rather than training internal staff	2026-05-05	IT manager	Resource	Medium	At a cost	One internal developer is genuinely released to pair with the contractors, not just named on a plan	2026-07-19	Active	—	96	Review overdue	—
Warehouse system implementation	DEC-005	Run user acceptance testing as a single four-week block before go-live	2026-05-21	Programme board	Process	Medium	Easy	Configuration completes eight weeks before cutover	—	Superseded	DEC-011	80	—	—
Warehouse system implementation	DEC-006	Train warehouse supervisors as system super-users rather than backfilling their shifts	2026-05-31	Operations director	Resource	Medium	At a cost	Supervisor headcount stays at eight across the shift pattern	2026-07-28	Lapsed	—	78	—	—
Warehouse system implementation	DEC-007	Hold the programme stand-up twice weekly rather than daily	2026-06-10	Programme manager	Process	Low	Easy	Nothing moves to a daily cadence, such as cutover week	—	Active	—	60	—	—
Warehouse system implementation	DEC-008	Log every change request in the change register before any estimating work is done	2026-06-25	Programme manager	Process	Low	Easy	The change register stays quick enough to use that people do not route around it	—	Active	—	45	—	—
Warehouse system implementation	DEC-009	Go live at all four depots on the same weekend	2026-06-20	Steering group	Scope	High	At a cost	The vendor can staff all four depots on the cutover weekend	—	Reversed	DEC-012	58	—	—
Warehouse system implementation	DEC-010	Retain the existing barcode scanner fleet rather than replacing it at go-live	2026-04-26	IT manager	Technical	High	At a cost	Vendor certification of the current scanner operating system continues and spares remain available	2026-07-05	Active	—	185	Review overdue	—
Warehouse system implementation	DEC-011	Split user acceptance testing into two two-week cycles with a fix window between them	2026-07-16	Programme board	Process	Medium	Easy	The fix window stays protected and is not used to configure new scope	2026-08-30	Active	—	24	—	—
Warehouse system implementation	DEC-012	Go live depot by depot across four consecutive weekends	2026-07-20	Steering group	Scope	High	At a cost	Finance can carry manual interdepot reconciliation for four weeks	—	Active	—	20	—	—
Warehouse system implementation	DEC-013	Escalate any change above five days of effort to the programme board	2026-05-13	Programme board	Governance	Low	Easy	Change volume stays around one a week so the board is not swamped	2026-09-23	Active	—	88	—	—

Notes

Sample log — replace every entry with your own before relying on it or circulating it.

This log records what was decided, when, by whom and on what basis. It cannot tell you whether the decision was any good — that question is answered at the review date, against the assumptions written down at the time, not by the entry itself. Ages, overdue flags and the reversal rate are arithmetic on the dates and statuses entered; a decision taken in a corridor and never logged is invisible here, and a rationale written to look defensible is indistinguishable from one that is true. It is a working record and a governance aid, not project-management, legal or contractual advice.

