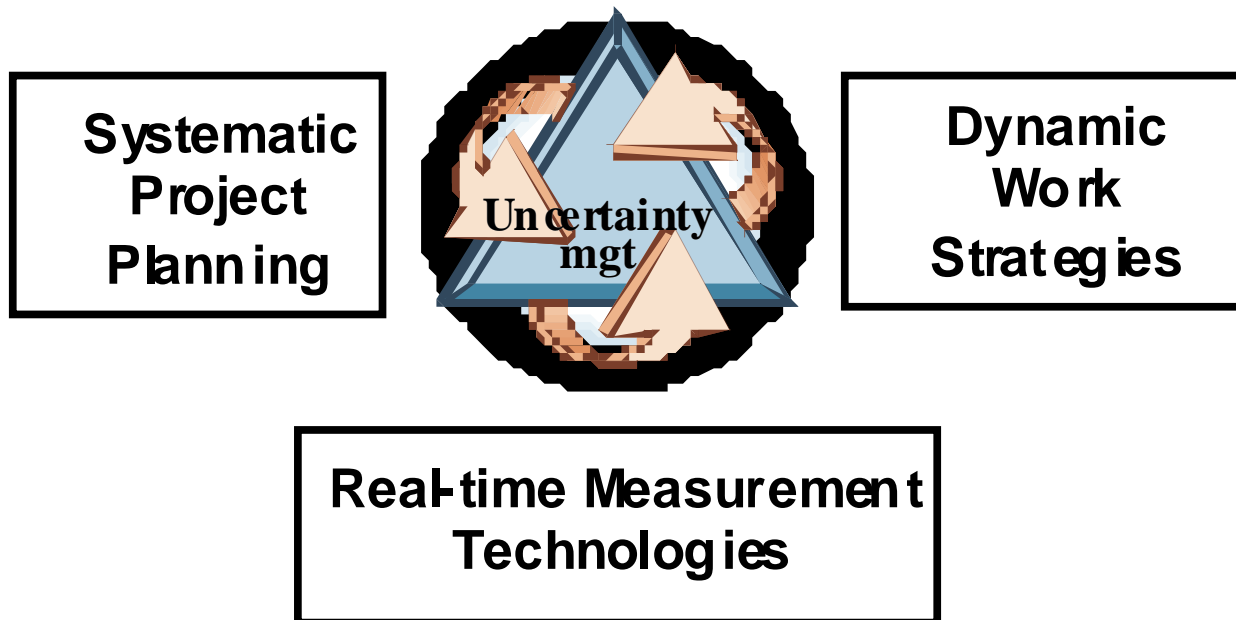


Triad: WHY ISN'T IT USED MORE?

The Triad Approach



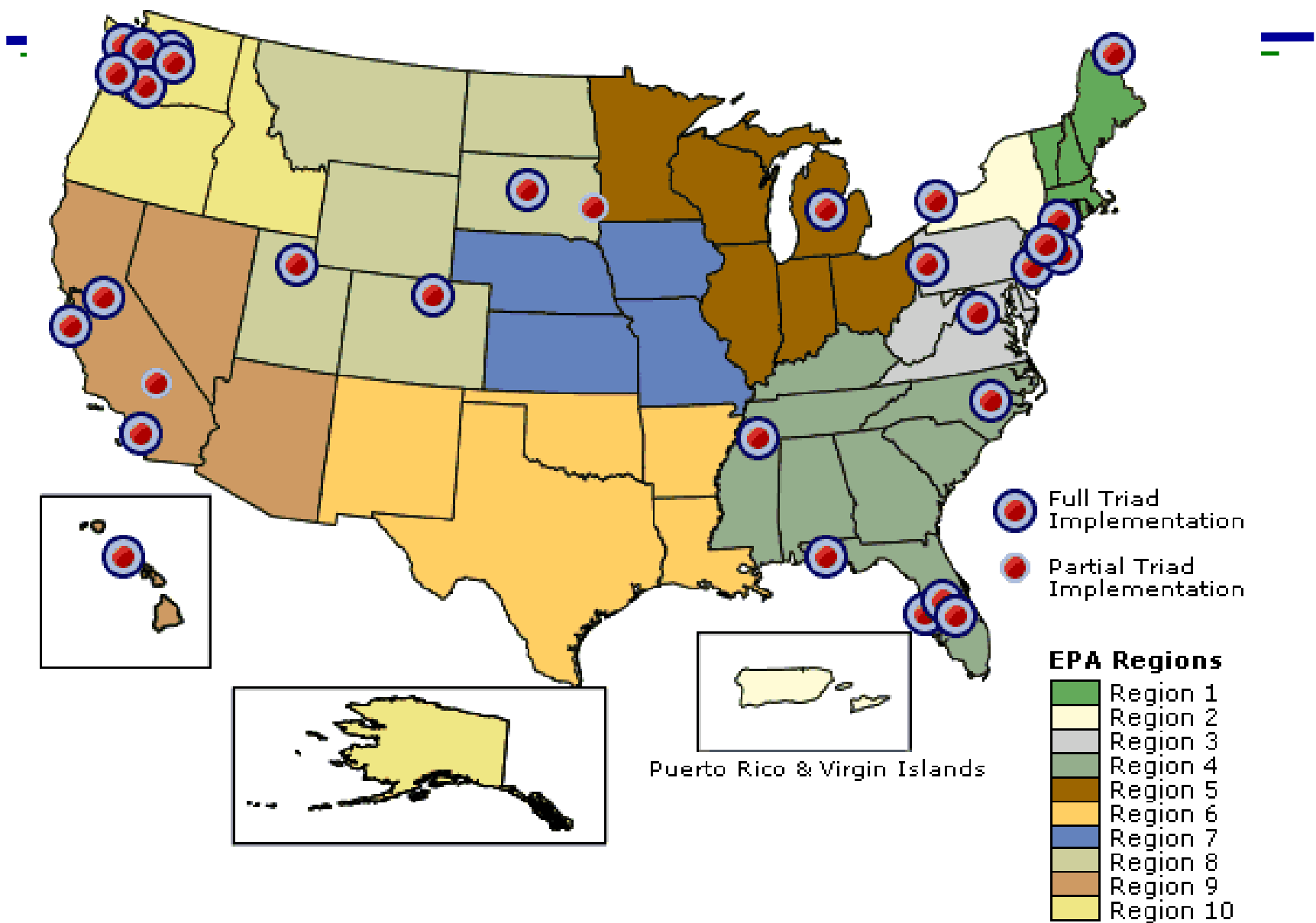
Stuart J. Nagourney

NJDEP Office of Quality Assurance

609-292-4945

stu.nagourney@dep.state.nj.us

TRIAD TO DATE



DIRECT Triad BENEFITS

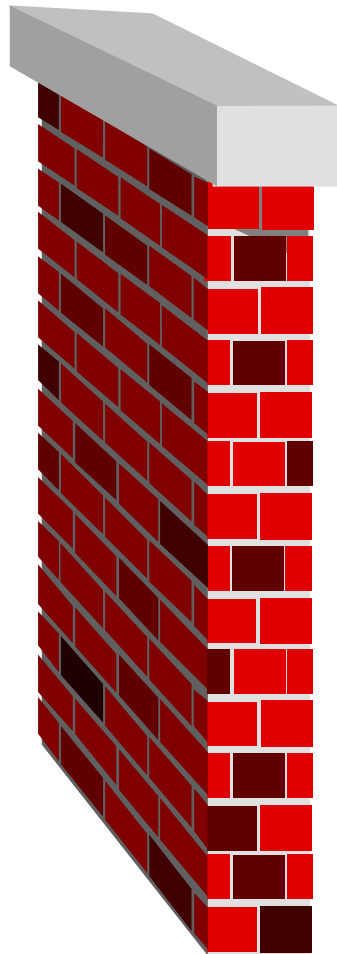
- More certain site decisions
- Lower life-cycle costs
- Faster investigations
- More effective cleanups

INDIRECT Triad BENEFITS

- Better public relations
- More effective communication
- Use of best-available technologies
- Improved morale of staff

5

IF Triad IS SUCH A GOOD IDEA, WHY ISN'T IT USED MORE?



TYPES of Triad BARRIERS

- Institutional
- Technical
- Personal

INSTITUTIONAL Triad BARRIERS

- Machiavelli designed bureaucracies to be slow to change
- Triad can't replace our current remedial policies
- Mid-level managers make it happen; most fear failure more than they are excited by success
- Triad is just another fad or re-cycled ideas
- What will my new boss think about Triad?

TECHNICAL Triad BARRIERS

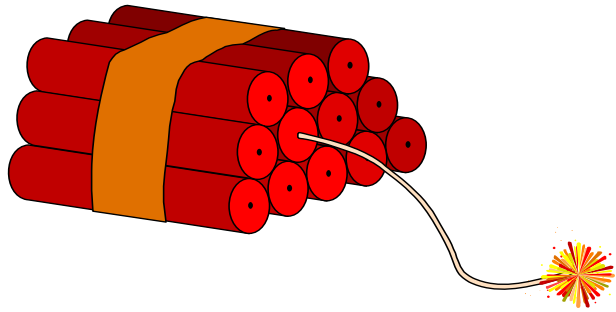
- Field data won't stand up in court
- Lab. cert. does not apply to field data
- Field measurements don't use QA
- "Mature" staff do not possess SOTA KSA
Triad demands

PERSONAL Triad BARRIERS

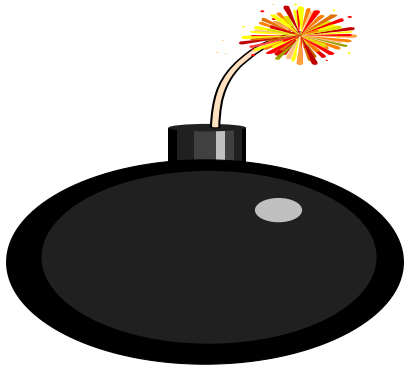
- All the CSM work makes a Triad project cost more
- My staff already has enough to do
- If Triad succeeds, so what? If it fails, I may be demoted.
- Don't bother me!; I get 5 weeks vacation, 16 paid holidays and I'm retiring in 4 years, 3 months and 12 days

10

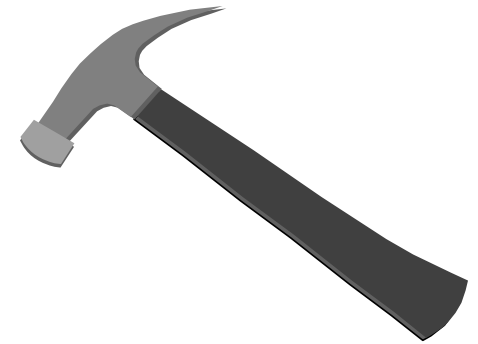
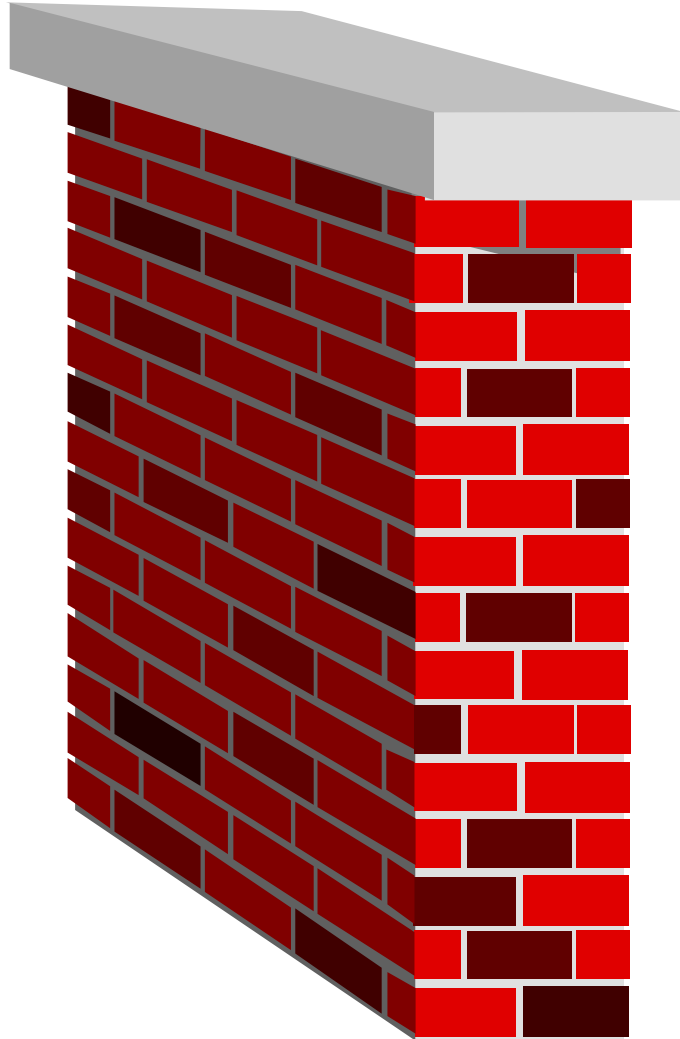
SO, HOW DO WE BREAK DOWN THESE BARRIERS???



Institutional



Personal



Technical

BREAKING INSTITUTIONAL Triad BARRIERS

- Machiavelli designed bureaucracies to be slow to change
 - But ones that survive do change
- Triad can't replace our current remedial policies
 - Triad's just a case-selective supplement
- Mid-level managers make it happen; most fear failure much more than they are excited by prospects for success
 - You are not alone and are not breaking new ground
- Triad is just another fad or re-cycled ideas
 - So it really isn't new; it does not make it a bad idea
- What will my new boss think about Triad?
 - If Triad succeeds, they won't care

BREAKING TECHNICAL Triad BARRIERS

- Field data won't stand up in court
 - See Daubert & Frye; the "Supremes" disagree
- Only lab. cert. data is any good; field data NG
 - NJDEP and NELAC strongly disagree
- Field measurements don't use QA
 - You may need to repeat 2nd year of college chem.;
any analytical measurement has appropriate QA
- "Mature" staff do not possess SOTA KSA
Triad demands
 - Find a Triad champion in your agency
 - There is nothing in Triad that a good Jr. scientist/engineer can't handle

BREAKING PERSONAL Triad BARRIERS

- All the CSM up-front work makes a Triad project cost more
 - Like brain surgery; the 1st few times are the hardest
- My staff already has enough to do
 - But with Triad, you might actually finish some cases
- If Triad succeeds, so what? If it fails, I may be demoted
 - It has not happened yet
- Don't bother me!; I get 5 weeks vacation, 16 paid holidays and I'm retiring in 4 years, 3 months and 12 days
 - You can learn "Triad 101" in a day or 2; then, turn it over to the "Triad Champion" and coast your way to Florida

MY 10 STEP PROGRAM TO Triad SUCCESS

1. Learn something about Triad
2. Survey your internal resources; pick a few of your best staff to be involved
3. Get Triad training from EPA & USGS
4. Develop an implementation plan
5. Engage your upper management
6. Start small with a “low-hanging fruit”
7. Get FAMs certified so field data is OK
8. Feign interest in outcomes
9. Document project outcomes, both technical and financial
10. Expand Triad application very slowly

WHAT ARE FUTURE METRICS FOR Triad SUCCESS

- More states get involved
- Brownsfields projects predominate
- Triad becomes a State-driven initiative, and not viewed as another EPA idea
- Field data become as acceptable as data from fixed-based labs.
- That Triad is no longer a “new” concept