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2007 ANNUAL CONFERENCE PROMISES TO BE THE BEST ONE YET**PRESIDENT'S MESSAGE****PMICOS Membership**

The PMICOS continues to attract professionals to its fold. Our membership numbers continue to rise; as of February we were nearly 1600 members strong and have enjoyed almost a 5% growth in membership in 2007. I encourage you to share the good news of the PMICOS with your colleagues and to get involved with our many initiatives and committees.

2007 PMICOS Annual Conference, April 15th – 18th in Vancouver, British Columbia

We are barely 2 weeks away from the PMI College of Scheduling 4th Annual Conference to be held in Vancouver at the Vancouver Marriott Pinnacle Downtown April 15-18, 2007. No other event on the planet congregates so many planning and scheduling professionals, from well-known pioneers to recent graduates, as the PMICOS has been doing each Spring over the last 4 years. With the recent rush in registrations we are expecting a strong attendance to partake in what is otherwise a very strong program, to wit.

- Seven simultaneous tracks – scheduling, claims, research, risk, case studies,

(Continued on page 3)

NOTES FROM THE EDITOR

It's time to finalize your plans for the College of Scheduling's Fourth Annual Conference in Vancouver, less than two weeks away. If you haven't yet registered, there's still time, and the conference is well worth attending. The opportunity to rub elbows with hundreds of colleagues in the pursuit of scheduling excellence is a unique experience and is always a highlight of the conference.

This year's conference features over 50 sessions divided into eight major tracks (see abbreviated schedule, page 7):

- Case Studies
- Claims
- Enterprise
- Information Technology (IT)
- Research
- Risks
- Schedule Excellence Initiative (SEI), and
- Training.

The Risk and Research tracks bring you insight into creating better schedules and improving project performance. Ron Win-

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SCHEDULE UPDATE

APRIL, 2007

HOW TO BECOME A MEMBER

For members of PMI, the annual membership fee is \$20. If you are not a member of PMI a fee of \$149 covers a one-year membership to both PMI and the College of Scheduling. For more information, please visit: http://www.pmi.org/prod/groups/public/documents/info/gmc_collegeofscheduling.asp.

MEMBERSHIP UPDATE

College of Scheduling
Membership

1,574 Members

Representing over
50 Countries

COLLEGE OF SCHEDULING ORGANIZATIONAL STRUCTURE

Functional Title	Individual	Functional Title	Individual
Chairman	Stuart Ockman	Director of Scheduling Excellence	Chris Carson
President	Gui Ponce de Leon	VP of Scheduling Excellence	Phil Apprill
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Director of Certification	Bob Jacobs	Director of Aerospace & Defense	Mike Dahlberg
Director of Employment Opportunities	Glen Palmer	Director of Awards	Lee Peters
Editor of Newsletter	Paul Levin	Webmaster	Cynthia Lo
		Webmaster	Melanie Lok

UPCOMING EVENTS

PMICOS 2007 Annual Conference

15-18 April 2007

Vancouver Marriott Pinnacle Downtown

Vancouver, British Columbia,

Canada



SCHEDULE UPDATE

APRIL, 2007

PRESIDENT'S MESSAGE (cont'd)

(Continued from page 1)

IT and enterprise

- Scheduled SEI Town Hall meetings on best practices/guidelines, activity types, calendars, sequencing and logic, concurrent delay, constraints and several other very pertinent, current subjects
- Professor John Fondahl will join us as a guest and will receive the Jim O'Brien Lifetime Achievement Award; I am sure many, yours truly included, studied CPM in the '60s using Professor Fondahl's publications
- A fun-filled guest program including a city tour and a harbor cruise
- AACE International will be offering their Planning and Scheduling Professional (PSP) certification exam

I have been advised that our hotel venue is fast filling up, so be sure to book your room now if you're planning to join us. As a reminder, our Conference is at the Marriott Pinnacle Downtown in beautiful Vancouver, British Columbia. It kicks off with the vendor reception on Sunday evening, April 15th and ends at noon Wednesday, April 18th. A block of rooms has been reserved at the Marriott at the special rate of \$155 Cdn. per night. Please book your room now to ensure availability. More information is available at www.pmicos.org. I look forward to seeing you in Vancouver.

Dr. Gui Ponce de Leon, P.E.
President, PMI College of Scheduling

EDITOR'S NOTES (cont'd.)

(Continued from page 1)

ter, David Hulett, Earl Glenwright, Hilbert Robinson, Dr. Lev Verine and others step you through what are truly graduate level classes on scheduling.

No matter how much you know, how much an expert you are or hope to be, the Claims, Training and Case Study tracks always have something new and interesting to present. Familiar and new faces provide a wealth of knowledge and experience – John Livengood, Tim Calvey and William Hart are just a few of the experts on hand to meet and exceed your expectations.

IT and Enterprise fill in 20% of the conference tracks, surely sufficient to satisfy the unique needs of the non-construction focused scheduling community. SEI, of course, is important to all of us, and presents plenty of opportunity for your participation in the improvement of scheduling profession. Finally, keep in mind that quite of few of the session topics actually overlap into tracks other than the official classification.

Be sure to check out the Conference Attendance Tips in this issue. See you in Vancouver!

In closing, please remember *Schedule Update* is your communication tool. Feel free to send in your comments, suggestions, articles, resource leads, scheduling tips and accomplishments for publication. [Please send e-mail to plevin@wpl.net.]

Paul Levin,
Editor



SCHEDULE UPDATE

APRIL, 2007

PAUL'S CONFERENCE TIPS

PAUL'S TEN TIPS FOR MAXIMIZING CONFERENCE ATTENDANCE

Here's a list of ideas to make your conference experience more enjoyable, productive and rewarding.

- 1. Plan Your Sessions.** Take time to read through the program thoroughly, prioritizing the sessions you want to see and plan an agenda for the three full days. Select the sessions that will most improve your skills or will bring you into contact with recognized leaders in the industry. Make these the "A" list. Then prepare a "B" list; including some sessions that are out of your mainstream but sound interesting and offer an opportunity to broaden your vision and meet new people. The "C" list is for filler and "D" is for sessions you rule out.
- 2. Logistics.** When you register on site, pick up the latest schedule to check for any changes, and study the hotel layout so you don't lose valuable time looking for rooms or events. Stay at the conference hotel to maximize your conference experience and networking opportunities.
- 3. Conference buddies.** Find a person or small group of informal conference buddies. In addition to comparing notes, it helps to coordinate and to share experiences on the sessions you are unable to attend. Set up plans to meet for lunches and dinners.
- 4. Business cards.** Bring plenty of business cards and plan on collecting as many as you can. This helps to follow-up with email or phone calls.
- 5. Network, and then some.** Network, converse, communicate and participate. In classes, ask questions and participate. Introduce yourselves to, and thank, speakers and the conference organizers. Participation doubles the value you receive in a session, and often shared ideas develop into ongoing projects. Potential employ-
- ers, clients, business partners and good friends abound, one of the best benefits of the conference.
- 6. Changes.** Don't be afraid to leave a session after it is started that just isn't doing it for you. Go on to another session or use the time to catch up on business calls.
- 7. Conference tapes.** Follow through, purchase if you must, conference materials, tapes and books by speakers that will help you better understand and retain knowledge learned at the sessions.
- 8. Visit the exhibit hall.** Even if you don't need a particular product at the moment, talking to sponsors and other attendees at the booths offers more one-on-one opportunities to learn and network. Also, the sponsors value your interest; it helps justify their support of our conference.
- 9. Forgot your phone charger?** If you forgot to bring your AC adapter for your cell phone, check the hotel's lost and found. These are often left in rooms and you have a good chance of finding one that matches your phone! Beats running around looking for a cell phone shop. (Sorry Gordon, I read about this after the last conference.)
- 10. "Print" your boarding pass.** Southwest and some other airlines let you get a higher priority seating if you go online 24 hours before the flight. Don't worry if you can't actually print out the boarding pass in your hotel room. You can still secure your boarding group and pick up the boarding pass at the airline. Many hotel business centers now have internet-connected printers that will print out a boarding pass for a fee.
- 11. Bonus Tip #1.** The ski season is still in full swing at nearby Whistler-Blackcomb ski area, a two-hour drive from Vancouver along the famous *Sea-to-Sky Highway*. Take the short Eagle Run detour to the town of Brackendale to see the dozens of bald eagles that are said to dot the leafless

SCHEDULE UPDATE

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PAUL'S CONFERENCE TIPS (cont'd.)

trees and a river bank. Whistler, home to the 2010 Olympics, is open to April 22, Blackcomb later. From April 13-22 is the TELUS World Ski & Snowboard Festival. If you're into music, there will be 50 free concerts, including Stephen Marley (April 15) and Toots and the Maytals (April 20). For details visit www.whistlerblackcomb.com.

12. **Bonus Tip #2.** If spending a few extra days in Vancouver after the conference, consider a stay at The *Four Seasons Vancouver*. They have an April shopping special with rates as low as CD \$225, which includes a CD\$100 shopping gift card for the nearby (upscale) Holt Renfrew department store. Worth a one-night stand! For details visit www.fourseasons.com/vancouver/.

SEI TOWN HALL MEETINGS

SEI TOWN HALL MEETING PREVIEW

Town Hall Meetings – Your Time to Shine Again!

The Town Hall Meetings at last years COS conference in Orlando gave COS members something new – an opportunity to have an active role in debating important topics and issues. The THM's in Orlando were a great success so SEI is hosting the THM's again this year, and we are going to make your participation more directly relevant to the core purpose of the College.

SEI is charged with developing the Best Practices

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SEI TOWN HALL MEETINGS (cont'd.)

(Continued from page 5)

and Guidelines (BPG) manuals for the College and we are going to use the THM's in Vancouver to get as many COS members as we can "signed on" as active contributors to the BPG. Our collaboration platform allows contributors to work at the time in place of their choosing, so with a little training any (and all!) COS members can get directly involved in creation of our BPG manuals. In the THM's we will be showing you how the system works and we will do "group input" on several topics. You can expect the same lively, high energy exchange of ideas we had last year, but this time the outcome will translate directly into the PBG.

This is a significant opportunity for COS members to make a real contribution, and we are confident that YOU will want to be part of it! I am looking forward to seeing you in Vancouver and working with you on the input for our Best Practices and Guidelines manuals.

Phil Apprill
V.P. Scheduling Excellence

This year Town Hall Meeting session highlights include:

Sequencing and Logic

Help us refine the topic, Sequencing and Logic. This session is your chance to review the work done to date, offer your views and participate in the voting. This topic should draw some strong opinions, so add your voice to the debate.

Constraints

Our Best Practices/Guidelines section on Constraints is a blank slate right now. If you have an

opinion or two about constraints in Schedule analysis (and we bet you do), come and get your two cents in.

Schedule Structure

In this session we explore Schedule Structure. Help us establish the framework and start writing this section of the Scheduling Best Practices/Guidelines.

Activity Types

OK schedulers, we want to get you started on helping develop content for our Best Practices/Guidelines. In this session we will review work done to date on Activity Types and vote on the results. Come and help us get it right!

Calendars

Work is progressing on the Best Practices/Guidelines topic of Calendars. Come and review the work done to date, offer your views and participate in the voting. We know each of you has Calendar issues you've wanted to address forever. This session will be your chance to do it in a meaningful way.

Concurrent Delay

The Concurrent Delay topic for Best Practices/Guidelines has not been worked on yet, and we are going to give all you claims folks the first shot at developing this section. Let's see how far we can get in an hour.

Durations

Last call everyone! One more Best Practices/Guidelines topic that we're starting at this conference. Let's hit this one hard and set a new record for draft product development before we head for the airport.

SCHEDULE UPDATE

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2007 CONFERENCE SCHEDULE

**PRELIMINARY SCHEDULE—SEE WEBSITE
BROCHURE FOR ADDITIONAL DETAILS.**

Sunday, April 15

AACE International's Planning & Scheduling Professional (PSP) Exam
On-Site Registration Begins
Public Board Meeting
Sponsors/Exhibitor Reception

Monday, April 16

Registration Opens
Breakfast Provided
Opening Keynote Presentation
Break

SEI Town Hall Meeting: Best Practices and Guidelines Initial Product Review (Topic 1)

Claims Track: Retrospective TIAs vs. As-Planned / As-Built: Each Has a Use

Scheduling Track: An Introduction to Goldblatt's Critical Chain Project Management

Research Track: Proper Implementation of Resource Leveling

Enterprise Track: Implementing an Enterprise based Estimating, Scheduling and Work Order System

Risk Track: The Problem with PERT: Merge Bias in Schedule Risk Analysis

Other: The Origins of Project Management

Lunch (provided) - Annual Business Meeting

SEI Town Hall Meeting: SEI Collaboration Tool Training

Claims Track: Risk or Contingency Adjusted Schedules Delay Analysis

Scheduling Track: Implementing Schedule Quality Management programmes

Scheduling Track: 30 Most Serious Flaws in Scheduling

Research Track: Critical Path Scheduling Under Resource Limits and Calendar Constraints

Enterprise Track: How Do Fortune 100 Customers Realize Business Value from Enterprise Project Management (EPM)

Risk Track: Help Avoid The Risk Of Liquidated Damages - Perform A Project Schedule Delay Analysis On A Monthly Basis

Break

SEI Town Hall Meeting: Best Practices and Guidelines Initial Product Review (Topic 2)

Claims Track: What Do You Do When You Find a 500 Year Old Ship?

Scheduling Track: A Structured Approach to Minimum Cost Recovery-Scheduling

Enterprise Track: Advances in Project Management Enterprise System Implementation

Risk Track: A Methodology for Project Risk Analysis Using Bayesian Belief Networks within a Monte Carlo Simulation

Research Track Mini-Sessions:

USMC: Student Paper Presentation
Update on RDCPM

Project Characteristics Affecting Labor Productivity in a Negative Manner

Gala Dinner

Tuesday, April 17

Breakfast Provided

SEI Town Hall Meeting: What Is and What Is Not a Concurrent Delay

Claims Track: Better Control by Tracking Production

Scheduling Track: Accelerated Chain Method for Scheduling
Scheduling Track: The Evolution and Demise of Activity Float

Research Track: How to Maximize Field Productivity

Enterprise Track: Business Architecture approach to Project Portfolio and Priority Management

Risk Track: A Real Options Approach to Reducing Project Financial Risk

Break

SEI Town Hall Meeting: Best Practices and Guidelines Initial Product Review (Topic 3)

Claims Track: Additional Practical Applications of Window Analysis

Scheduling Track: Basic Cost Management Using Primavera 5.0

Research Track: Schedule Metrics - Beyond the Ordinary

Enterprise Track: Constraint Driven Scheduling and Optimization Algorithms

Risk Track: Project Scheduling and Risk Management Using Event Chain Methodology

IT Track: Estimating IT Projects

Lunch Provided

SEI Town Hall Meeting: WBS - Vital Element or Distracting Nuisance?

Research Track: MOCK TRIAL (Part I)

Enterprise Track: Lean and Six Sigma – a Continuous Improvement Framework

Risk Track: Project Acceleration – Is it Really Worth the Effort?

Scheduling Track: Implementing Advanced Schedule Management in Your Organization

Value Performance Management into an Australian SME Rural Construction Company

TBD

Break

SEI Town Hall Meeting: My 3 Best Tips for Better Baseline Schedules

Research Track: MOCK TRIAL (Part II)

Risk Track: Governance - It's All in the Details

IT Track: Effective Project Communication through Collaboration

Scheduling Track: The Babel in Scheduling Terms -2006

Scheduling Track: Managing Schedule Contingency - An Approach and Discussion

Case Study: TBD

Event Dinner - Harbour Cruise

SCHEDULE UPDATE

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2007 CONFERENCE SCHEDULE (CONT.)

Wednesday, April 18

Breakfast Provided

SEI Town Hall Meeting: My 3 Best Tips for Schedule Updates

SEI - Working Sessions 1: Appeal of the Mock Trial - the COS "Higher Court" Weighs in

Scheduling Track: Understanding the Federal Government Schedule Specification

Research Track: Who Owns Float - A Commentary on Scheduling Specifications and Industry Malpractice

Risk Track: Risk Management in the Construction Industry of the Arabian Gulf

Claims Track: Moscone Center Expansion Project

IT Track: Enhanced Critical Chain Project Management via Advanced Planning & Scheduling Technology

Break

SEI - Working Session 2: Schedule Crisis Management - 2 Perspectives

Research Track: The Great Debate - TIE v Windows for Retrospective Delay Analysis

Claims Track: Utilizing Fundamental Time Management Principles to Manage Risk and Claims

TBD

TBD

Closing Session

Golf Outing (separate fee applies)

Articles Wanted

Short articles wanted for *Schedule Update*. Share your knowledge and experience. Tell us about a best practice recently discovered or implemented at your organization, such as:

... Scheduling Techniques

... Primavera 4.0/4.1/5.0 Experiences, or

... Favorite Claims Analysis Technique.

Let us know if you've read any good scheduling books you've read lately. Don't be shy. Write something today. Send your manuscript or proposed ideas to Paul Levin at plevin@wpl.net.

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SCHEDULE UPDATE

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PMICOS CALENDAR

April, 2007	15-18 — Annual Conference, Vancouver, BC. 15 — Board meeting 16 — Annual Business meeting
May	TBD — Board meeting
June	TBD — Board meeting 15-18 — AACEI Annual Meeting, Nashville, TN
July	TBD — Board meeting
August	TBD — Board meeting 15 — Submissions for 2008 conference technical programs due.
September	TBD — Board meeting
October	TBD — Board meeting 7-9 — CMAA National Conference, Chicago,IL 21-24 — Primavera Annual Conference TBD — ASCE Civil Engineering National Conference PMICOS call for nominations for 2008 officers
November	TBD — Board meeting 15 — PMICOS nominations closed
December	TBD — Elections TBD — Board meeting
January 2008	TBD—Officers announces TBD—Board meeting
February	TBD— Board meeting
March	TBD — Board meeting