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**CONFERENCES—PAST AND FUTURE
PRESIDENT'S MESSAGE**

In case you haven't heard, our annual conference in Orlando this spring was our third (out of three) terrific conferences. If you haven't been able to attend a PMI College of Scheduling Conference, please mark your calendars now for our 4th Annual Conference, **CPM Turns 50: A Birthday Celebration**, next April 15 through 18 in Vancouver, BC, Canada. If you like birthday parties, you won't want to miss this one.

A lot of you stopped me in Orlando to tell me how much you were enjoying yourselves, and even more of you took a lot of pictures (there are even rumors of one or two movies made during our gala dinner when the band handed me the microphone). The College could use some good quotes and pictures of Orlando to help us promote next year's conference. So, please take a few minutes to dig out your pens and .jpg files and send feedback/pictures to me at oba@comcast.net.

I'm particularly proud of one picture (see below). First, it's the only picture I've received (thanks to Jon Wickwire), and, second, it commemorates the awarding of our second annual *Jim O'Brien Lifetime Achievement Award* to Russell D. Archibald at our gala dinner in

NOTES FROM THE EDITOR

The end of summer nears, bringing with it two rapidly approaching deadlines—both on August 31. First, this is the last call for papers for the 2007 annual conference. Express your ideas and get published. (See page 5.) Second is the deadline for AACEI's *Draft Recommended Practice for Forensic Schedule Analysis*. By special arrangement with AACEI president Jim Zack, PMICOS members are invited to download a copy and provide feedback and comments. (See page 6).

This issue marks the return of our "President's Message" column after Stu's well-deserved vacation. (Stu, we hope you had a vacation!)

Paul Levin
Editor

SCHEDULE UPDATE

AUGUST, 2006

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

1,486 Members

Representing over
50 Countries

COLLEGE OF SCHEDULING ORGANIZATIONAL STRUCTURE

Functional Title	Individual	Functional Title	Individual
Chairman	Patricia D. Galloway	Director of Scheduling Excellence	Phil Apprill
President	Stuart Ockman	VP of Scheduling Excellence	Murray Woolf
Vice President of Finance	J. Gordon Davis	Scheduling Practice Std. Team Liaison	Mike Mosley
Director of Communications	Jeff Huneycutt	Vice President of Communications	Derek Mason
Vice President of Global Services	Richard K. Faris	Director of Global Services	Keith Pickavance
Vice President of Programs	Janice Staley	Director of Conference Technical Track	Fredric L. Plotnick
Director of Programs	Shelbi Rombout	Director of Critical Chain Scheduling	Mark Stanton
Director of Programs	Dana H. Parrish	Director at Large	Russ Archibald
Vice President of Publicity	Pradip Mehta	Director at Large	Gui Ponce de Leon
Director of Publicity	Jim Quilliam	Director at Large	Jon Wickwire
VP of Education & Training	Jim O'Brien	Director of Standards	Earl Glenwright
Vice President of Membership	Rebecca A. Andert	Director of University Relations	Fredric L. Plotnick
Director of Membership	Lana Becker	Editor of Newsletter	Paul Levin
Director of Member Retention	Rhonda Polk	Topic of the Month Editor	Thomas Fertitta
Director of Volunteers	Pradip M. Mehta	Director of Information Technology	Peter Dimov
Director of Risk Management	David Hulett	Director of Campus Affiliates	Tim Cermak
Director of Certification	Bob Jacobs	Webmaster	Cynthia Lo
Director of Employment Opportunities	Glen Palmer	Webmaster	Melanie Lok

UPCOMING EVENTS

PMICOS 2007 Annual Conference
15-18 April 2007
Vancouver Marriott Pinnacle Downtown
Vancouver, British Columbia,
Canada

**PMI Global
Congress 2006-
North America**
21-24 October

Seattle,
Washington

SCHEDULE UPDATE

AUGUST, 2006

CONFERENCES PAST AND FUTURE (cont'd)

(Continued from page 1)

Orlando. Russ is surrounded by Jim O'Brien (last year's award recipient in Scottsdale) and Russ's grandson, Shane. My favorite tie is on the right (around my neck).



Before I tell you a little more about Russ and his career, I'd like to take a moment to invite you to contribute to our terrific newsletter, [Schedule Update](#). As a bonus, anything you submit may also show up on our [website](#). Here's your chance to see your name in College of Scheduling lights! Please help us out by e-mailing any articles, announcements, photos, war stories and/or reminiscences to Paul Levin, our editor, at plevin@wpl.net.

Now, back to our story. I first met Russ Archibald at the inaugural PMI Seminar/Symposium in Atlanta, Ga., in October 1969. He was one of six invited speakers and, fittingly, PMI Member No. 6. As a result of his speech, I ordered a copy of his first book, *Network-Based Management Systems* (co-authored by Richard Villoria). The book is still interesting today and has a prominent place on my

bookshelf. In fact, it's still available from used booksellers on the Internet.

But, Russ didn't just write books (his other book, *Managing High-Technology Programs & Projects*, was published in 1976 and is now in

its third edition with translations in Russian, Italian and Chinese). He began his career as a pilot in the U.S. Air Force during World War II. After obtaining a BS in Mechanical Engineering from the University of Missouri and while obtaining an MS in Mechanical Engineering from the University of Texas, he worked in the aerospace industry with the Air Force Air Research and Development Command, Aerojet General and Hughes Aircraft. He later worked in Venezuela,

Mexico, France and India (as well as the United States) as a mechanical engineer in the petroleum, telecommunications and automotive industries. His third career continues today with more than 25 years experience as a consultant in project and strategic management in four continents and 14 countries.

Russ is a Fellow of the Project Management Institute and an Honorary Fellow of the Association of Project Management. In 2005, he received an honorary *Doctor of Philosophy in Strategy, Programme & Project Management* degree from the Lille Graduate School of Management, *Ecole Supérieure de Commerce de Lille*, one of the *grande écoles* of France. Last, but not least, Russ is a director-at-large of the PMI

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SCHEDULE UPDATE

AUGUST, 2006

CONFERENCES PAST AND FUTURE (cont'd)

(Continued from page 3)

College of Scheduling and may be found in *Who's Who in the World*.

To provide a little history, the *Jim O'Brien Lifetime Achievement Award* was established by the College of Scheduling in 2005 to honor those who have spent their careers in support of the College's *Vision* of advancing the practice and profession of project scheduling throughout the world. The first recipient of the award at our Conference in Scottsdale in 2005 was James J. O'Brien, PE, PMP, co-founder of O'Brien Kreitzberg, the oldest and largest firm specializing in program and construction management in the United States. Jim has been involved with CPM scheduling since 1962. McGraw-Hill published his book, *CPM in Construction Management*, in 1965. The 6th edition of the book (co-authored by Fredric L. Plotnick, Esq., PE) was published in 2005. Jim is our vice-president of education and training.

If you know of anyone we should consider for this or other awards next spring in Vancouver or would like to serve on our *Awards Committee* please let me know. Also, if you'd like to present a paper at the Vancouver PMI College of Scheduling Conference next year and you haven't submitted an abstract yet, now is your chance. Just follow the instructions in the postscript below.

Hope to see everyone next year in Vancouver, and please don't forget to e-mail those pictures, videos and kind words from our Orlando conference. Thanks!

Stu Ockman,
President

P.S., Don't forget we have **seven terrific tracks** available at next year's conference plus a **Create Your Own Track**. (see next article).

CALL FOR PAPERS—LAST CHANCE

You are invited to **submit a paper for presentation at our Fourth Annual Conference, *CPM Turns 50: A Birthday Celebration*** (if you have a catchier theme to celebrate the Golden Anniversary of CPM Scheduling, please let us know). The conference will be held at the Vancouver Marriott Pinnacle Downtown in Vancouver, British Columbia, Canada, from **April 15-18, 2007**. We have **seven terrific tracks** available plus a **Create Your Own Track**.

- **Research Track** for peer reviewed papers of academic quality relating to improvements in the field of scheduling. Accepted papers will be published on the PMI College of Scheduling website for discussion and presented at the Conference as (1) part of an authors' panel discussion and/or (2) a full presentation. For more information on submitting an abstract or volunteering as a peer reviewer, please take a look at (click on and open) the linked [Call for Papers](#) and/or contact the track chair, [Fred Plotnick](#).
- **Enterprise Track** for Integrated Enterprise-Wide Project Management System Implementation including project portfolio and priority management, role-based reporting, resource management, and using the web for enterprise wide access. For more information or to submit an abstract, contact the track chair, [Pradip Mehta](#).
- **Information Technology/Computers Track** for scheduling in the areas of Information Technology, Computers (Hardware and Software) or Technology R&D. For more information or to submit an abstract, contact the track chair, [Kristy Tan](#).

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SCHEDULE UPDATE

AUGUST, 2006

CALL FOR PAPERS (cont'd)

(Continued from page 4)

- **Risk Management Track** for risk analysis and methods to manage risk in projects. For more information or to submit an abstract, contact the track chair, [Glen Palmer](#).
- **Claims Track** for avoiding and resolving schedule related claims both during the project and at project completion. For more information or to submit an abstract, contact the track chair, [Mark Cohen](#).
- **Scheduling Track** for scheduling domestic projects, international projects and projects involving multi-national participants: methods, techniques and approaches to scheduling including logistical, communication, cultural, virtual project and management challenges. For more information or to submit an abstract, contact the track chair, [Keith Pickavance](#).
- **Case Studies Track** for actual projects and their lessons learned. For more information or to submit an abstract, contact the track chair, [Mark Stanton](#).
- **Create Your Own Track** for anyone with a schedule-related topic that cannot be squeezed into any of the above tracks, send me an abstract and we'll do our best to fit you in. For more information or to submit an abstract, contact [Stu Ockman](#).

If you'd like to present a paper at the Conference, please send an abstract to the appropriate track chair or chairs. Deadline for submission of Abstracts is August 31, 2005. The presenters will be selected by September 15th with Papers due by October 31st and PowerPoint presentations due by December 31st.

For peer reviewed papers for the Research Track the timing after submission is a little dif-

ferent. Peer Review will be completed by November 30th with **Internet Publication** of Accepted Papers set for December 15th. The last chance to revise papers for inclusion in the Conference Proceedings CD is February 28th.

Each presentation will be an hour to 75 minutes in length with 15 to 30 minutes for questions and discussion.

Peer Reviewers are also needed to assist in the review of technical paper submissions.

Peer Reviewers may be members of the College, faculty of academic institutions having a department teaching project scheduling or recognized authorities in the field of scheduling outside of PMICOS. Interested parties should forward a C.V. to [Fred Plotnick](#).

Articles Wanted

Short articles wanted for *Schedule Update*.

Share your knowledge and experience. Tells 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 lately. Don't be shy. Write something today. Send your manuscript or proposed ideas to Paul Levin at plevin@wpl.net.

AACEI INVITES COMMENTS ON FORENSIC SCHEDULING RECOMMENDED PRACTICES

The art and science of schedule analysis took one step closer to science with the release of a draft Recommended Practice (RP) under development by the Association for the Advancement of Cost Engineering International's (AACEI) Claims & Dispute Resolution Committee. Assembled under the diligent tutelage of RP project manager and primary author Kenji Hoshino, the current draft has been released for review and public comments. PMICOS members, many of whom are active participants in the practice of schedule-assisted dispute resolution, are invited to participate. Attorneys, claims consultants, schedulers, contractors and owners are all encouraged to weigh in (AACEI membership is not required).

Over the past 30 years, a variety of analytical methods have evolved for the purpose of quantifying the time impact on a construction project due to job-related events. These events may include change orders, weather, differing site conditions, late submittals/approvals, late owner-furnished equipment, etc.

Project delays give rise to a plethora of questions when quantifying and qualifying the impact: How much time should the contract be extended, if any? Is the contractor entitled to compensation? What methods are best to identify, measure and allocate the time? Which methods work best prospectively, such as when estimating a change order, versus retrospectively, as often happens with end-of-job claims?

Many high-stakes claims end up in litigation, and it's not uncommon for a judge or board to reject an analysis as unreliable, incomplete or otherwise unsupported.

The AACEI recommended practice will establish definitions and guidelines to help involved parties and their advocates better identify and pursue schedule-related time analysis in a more consistent manner using generally accepted methodologies.

The Background

Current AACEI president Jim Zack is highly experienced in the role of schedules, from drafting specifications to involvement in all aspects of schedule claims. He explains the reasons for, and ultimate goals of, the Recommended Practice—Forensic Schedule Analysis:

1. No agreement exists that standardizes schedule delay analysis methodologies in North America.
2. There are no standards of practice established within the forensic, scheduling or legal professions.
3. There are multiple ways to perform schedule delay analysis, all of which may or may not be acceptable depending upon the situation and the forum in which the analysis is presented.
4. In reality, the schedule delay analysis methodology chosen by the forensic scheduler is most often a function of the complexity of the claim, the amount of time and money in dispute, the available time to perform the delay analysis, the amount of available contemporaneous data, the budget allocated for the delay analysis, and the forum where the dispute will be presented.

As a result, Zack purports there is no right or wrong way to perform a schedule delay analysis. Rather, options abound that accomplish this task,

SCHEDULE UPDATE

AUGUST, 2006

FORENSIC SCHEDULING RP (cont'd.)

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each with good and bad points.

The Purpose

The purpose of the RP - Forensic Schedule Analysis is as follows:

1. Provide a unifying, standard technical reference for all schedule delay analysis methods.
2. Standardize terminology associated with schedule delay analysis.
3. Define the minimum procedural protocols the forensic scheduler should conform to when using each method.
4. Reduce disagreement in the profession over methodology, allowing forensic schedulers to focus on facts and analysis.

The RP files may be downloaded until August 31, 2006, at the www.constructionclaims.com home page (first article under Recent Stories). All comments should be submitted electronically by Sept. 1, 2006, to CDR committee project manager Kenji Hoshino at KHoshino@pcfconsultants.com.

ODDS AND ENDS

PMICOS GOOGLE SEARCHES

Last year at this time, we reported finding 175 unique hits for “College of Scheduling.” The hits include mentions in publications, trade association websites and résumés of various individuals at corporate websites, seminar announcements and other industry communications. Our latest search came up with 218 “relevant” hits of 2,690 total hits. Google presages the search with, “In order to show you the most relevant results, we have omitted some entries very similar to the 218 already displayed.” Many of the omitted items appear to be

duplicates from the same site or file. For “PMICOS,” we got 166 “relevant” hits out of 828 total hits.

One of the hits was the Andrew H. Kelleher masters’ thesis — *An Investigation of the Expanding Role of the Critical Path Method by ENR’s Top 400 Contractors*. The paper was the basis for Mr. Kelleher’s presentation with Prof. Jesus de la Garza at the 2005 PMICOS conference. The paper includes statistical studies on how CPM is used. He breaks it down by contractor size and type of construction. This editor especially likes the numerous benefits of CPM scheduling that Kelleher identified. (See table below.)

Benefits of CPM Scheduling	
Improved estimating/bidding	Reduces delays
Improved scheduling	Reduces cost overruns
Improved planning before work starts	Helps train future project managers
Improved project control after work starts	Time savings / cost savings
Faster response to problems	Positive psychological effects on employees
Improved understanding of the project	Minimizes disputes between contractor and owner
Improved communication among work force	More control over risk and uncertainty.

Disadvantages Keller identified include:

Disadvantages of CPM Scheduling	
Requires too much dependency on specialists	Requires excessive work to implement
Not responsive to needs of top management	Not responsive to needs of field personnel
Logic abuses	

To obtain a copy of the paper, do a Google search on “Kelleher CPM thesis.” Also check out some of the sites that Google lists under PMICOS and College of Scheduling search results.