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**REVOLUTIONARY SCHEDULING:
BOSTON 2009 CONFERENCE
JUST AROUND THE CORNER**

PRESIDENT'S MESSAGE

New Board Members and Appointments

Dear Colleagues,

Please join me in welcoming and congratulating our recently elected Board Members and appointees.

Vice President of Communication: E. Jermaine Harper/Kathleen H. Hohner

Vice President of Education & Training: Tim Cermak/Fred Plotnick

VP of Programs: Gwen Barger/Mark W. Cohen/Tom Fertitta, Lou Owayni

Newly appointed positions:

VP of Membership: Mark Stanton

Director Global Services: Hytham Bakr

We are indebted to all outgoing Board Members and Volunteers for their dedication and commitment to the College of Scheduling. It is the effort of our volunteers that truly enables the College to perform and prosper.

Response to AACEi RP-29

At the last Board Meeting, the Board of the College of Scheduling directed that a Response to RP-29 be prepared. The intent of the Board's Response is to document our re-

(Continued on page 3)

NOTES FROM THE EDITOR

Make plans now to attend the PMICOS annual conference number six May 17-20 in Boston. This year's event will be an important one for several reasons: a) a solid turnout in this economic climate will prove to be a testament to the goals and value of the college, b) this may be the last opportunity to learn about, and influence, the transition to a more integrated entity within the PMI umbrella (which even I don't yet understand), c) a host of new speakers and new education sessions, including scheduling research, scheduling methods, risk management, earned value, enterprise scheduling, Building Information Modeling (BIM) and other information technology topics. The four BIM sessions and research topics alone are worth the price of admission; but see for yourself at the excellent website: www.pmiconference.com.

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SCHEDULE UPDATE

MARCH, 2009

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 or to join, please visit the PMI website at www.pmi.org.

MEMBERSHIP UPDATE

College of Scheduling
Membership

1,465 Members

Representing over
50 Countries

COLLEGE OF SCHEDULING ORGANIZATIONAL STRUCTURE

| Functional Title | Individual | Functional Title | Individual |
|---|---|--|---|
| Chairman | Stuart Ockman | VP of Scheduling Excellence | Phil Aprill |
| President | Gui Ponce de Leon | Scheduling Practice Std. Team Liaison | Mike Mosley |
| Vice President of Finance | Rod Dawson | Vice President of Communications | E. Jermaine Harper & Kathleen H. Hohner |
| Director of Communications | Jeff Huneycutt | Director of Conference Technical Track | Fredric L. Plotnick |
| Vice President of Global Services | Hytham Bakr | Director of Critical Chain Scheduling | Mark Stanton |
| Vice President of Programs | Gwen Barger, Mark W. Cohen, Tom Fertita & Lou Owanyni | Director at Large | Rebecca Andert |
| Director of Building Information Modeling. Info. Modeling (BIM) | Hosney Abdelgelil | Director at Large | Russ Archibald |
| Vice President of Publicity | Doc Dochtermann | Director at Large | Patricia D. Galloway |
| Director of Publicity | Reza Nikain | Director at Large | Pradip M. Mehta |
| VP of Education & Training | Tim Cermak & Fred Plotnick | Director at Large | J. Gordon Davis |
| Vice President of Membership | Dana Wise | Director at Large | Jon Wickwire |
| Director of Membership | Mark Stanton | Director of Standards | Murray Woolf |
| Director of Member Retention | Rhonda Polk | Director of University Relations | Open |
| Director of Volunteers | Pradip M. Mehta | Topic of the Month Editor | Fredric L. Plotnick |
| Director of Risk Management | David Hulett | Director of Information Technology | Thomas Fertitta |
| Director of Certification | Bob Jacobs | Director of Aerospace & Defense | Peter Dimov |
| Director of Empl. Opportunities | Glen Palmer | Director of Awards | Mike Dahlberg |
| Editor of Newsletter | Paul Levin | Webmaster | Lee Peters |
| Director of Campus Affiliates | Tim Cermak | Webmaster | Cynthia Lo |
| Director of Government Relations | Jim Quilliam | Director of Webinars | Melanie Lok |
| Director of Scheduling Excellence | Chris Carson | | Kristine Aubut |

SCHEDULE UPDATE

MARCH, 2009

PRESIDENT'S MESSAGE (cont'd)

(Continued from page 1)

view of the RP-29 and not to provide an alternate "recommended practice" nor even an alternate compilation of methods.

2009 Conference May 17 - 20, Boston

The 6th Annual Conference will be held at the brand new Boston Waterfront Renaissance hotel. This year's theme is *Revolutionary Scheduling* – and we mean it! We have an exciting R&D/Innovation track, more Town Hall Meetings and the Judge is back for another Mock Trial.

The program is truly exciting, beginning with the keynote speaker, Tom Driscoll. Tom has authored numerous publications and has participated as a lecturer in more than 300 seminars on project & construction management; scheduling, project controls, productivity measurement, delay analysis and claims avoidance. He is a dynamic speaker and his keynote is sure to get our attention.

The 7 tracks include over 60 sessions. For details on the exciting topics, check out the agenda. The Mock Trial, Mock Appeal and Town meeting are conference favorites and will encore in Boston. Events include a decadent Gala dinner Monday

evening. A private dinner cruise on the Odyssey Boston Tuesday promises an elegant Night on the Town. The conference concludes with an optional golf tournament at the President's Gold Course.

Speakers should be sure to register via the Conference Website by March 18th or they will be dropped as a speaker.

We are expecting an even larger crowd than what we had in Chicago. So be sure to take advantage of the conference rates for the new Boston Waterfront Renaissance Hotel. Also, the early bird conference rate through mid-April, so be sure to register early.

Webinars

Our Webinar series continues to be a great hit! Keep you eyes open for the new topics to be posted very soon to our PMICOS home page. Recordings of past webinars are also available at the home page through the On-Demand Learning tab in the COS Menu.

Regards,

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

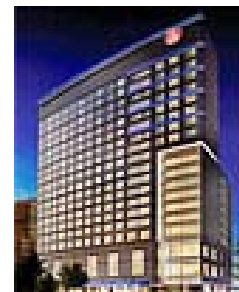
UPCOMING EVENTS

PMICOS 2009 Annual Conference

17-20 May 2009

Boston Waterfront Renaissance Hotel

Boston, MA



Boston Waterfront Renaissance Hotel
- site of the 2009 Annual Conference

SCHEDULE UPDATE

MARCH, 2009

EDITOR'S NOTES (CONT.)

EDITOR'S NOTES (CONT)

(Continued from page 1)

There are close to 60 education sessions and town hall meetings, closer to 70 if you include training sessions and the various features speakers. Even the most seasoned of schedulers will find something of value in each of the nine break-out sessions. Please see pages 6-7 for a conference summary. More detail is available at the interactive conference agenda at www.pmicosconferences.com/agenda.html, including times, speakers and links to the speaker abstracts. As usual, we reprint my tips for maximizing conference participation (see page).

Oracle buys Primavera

By now, all of you have heard of the acquisition of Primavera by Oracle Corporation. The stated objective is to use Primavera to broaden Oracle's enterprise offerings to the construction industry, specifically, a one-stop solution for financials, HR and project management. Four months have passed and there seems to be many unanswered questions of people's minds, particularly schedulers. Note the following: there will no longer be a separate Primavera annual user conference; it will be a segment of the annual OracleWorld event. P3 and SureTrak are nowhere to be found on the Oracle Primavera website. What is found is a confusing array of products and services with the Primavera name. Hopefully, this stuff gets sorted out in then near future and the Primavera faithful among us can return to business of scheduling projects using a straightforward scheduling tool. Meanwhile, please let me know your positive or negative experiences with Oracle Primavera.

Construction Stimuli

if the construction stimulus spending plays out fast and furious, as may very well happen, we are going to see a surge in contracting activity, which is a good thing. However, due to recent cutbacks, we may see inexperienced people tackling contract documents clauses involving scheduling, changes and dispute resolution. State DOTs and federal agencies pretty much have solid clauses, and scheduling resources, in place, but expect to see pockets of contracting documents and contract administration lacking in experienced input and oversight. This might be an opportunity for PMICOS to publish some interim guidelines for the industry (until such time that the SEI becomes available). Also, this could mean a resurging backlog of scheduling and claims work to keep us aging consultants in comfortable semi-retirement over the next ten years while our 401Ks' have a chance recover.

Paul Levin

Editor

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 5.0/6.0 Experiences, or
- ... Favorite Claims Analysis Technique.

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

SCHEDULE UPDATE

MARCH, 2009

PMICOS CONFERENCE AGENDA

PMICOS CONFERENCE AGENDA SUMMARY

Summary and highlights of this year conference:

Sunday, May 17, 2009

Registration, Pre-Event Training Course, PMICOS Public Board Meeting and Sponsor/Exhibitor Welcome Reception

Monday, May 18, 2009

Breakfast & Book Signing

Morning (Session 1)

- Town Hall Meeting: How Valuable is a Float Check Anyway?
Scheduling is not about Chronology; it's about Logic.
The History and Future of Time Scaled Planning
Resource Loading – Is It Worth the Effort?
Minimizing Expert Witness Mistakes in Testimony
Interagency Benchmarking Collaborative Shares Capital
Program Success Factors
Case Study—The Marquette Interchange: A Mega-Project Success

Lunch & Annual Business Meeting

Afternoon (Session 2)

- Town Hall Meeting: Choosing Level of Detail in Schedules
Rectification of CPM Schedules
Applying Earned Value on Both Small and Large Projects
Case Study—Object-Oriented Project Networking Methods
Analyzing Schedule with Steelray Project Analyzer
(Uncovering Salting the Mine and Other Scheduling Scams)
Making Time for Schedule Risk Management
Deceptive Schedules: Can We Detect Them? Does it Matter?

Afternoon (Session 3)

- Town Hall Meeting: How do You Choose a Methodology for Analysis?
Case Study—How Schedules and Schedulers Lead and Drive Projects
Update on RDCPM™
Automated Productivity Based Schedule Animation (APBSA)
Budgeting for your Project Portfolio
New Tools for Dynamic Schedule Visualization
Better Project Monitoring with Monthly Windows Analysis

SEI Town Hall
Evening Gala

Tuesday, May 19, 2009

Breakfast & Book Signing

Speaker: Microsoft Project GM – Ludovic Hauduc

Morning (Session 4)

- Town Hall Meeting: Should a Schedule Contain Owner Responsibilities?
Advanced Schedule Analysis Techniques
Preparation of a Masters of Scheduling Certificate Exam
Successful Planners Take Risks
Look in the Scheduling Specification!
Scheduling and Building Information Modeling Integration

Morning (Session 5)

- Town Hall Meeting: Managing Risk without Monte Carlo
Case Study—Schedule Risk Reduction Using the IBR Process
HCP: Hidden Critical Paths as a Project Mirroring Tool
Subcontractor Scheduling
Anything Worth Doing Well is Worth Screwing Up the First Time
Risk Modeling in Delay Analysis or The Strange Case of the EOT for Non-Delaying Events Demonstrated with a Collapsed As-Built Analysis upon Works not yet Built.
Gehry Technologies' BIM implementations and project risk mitigations in Practice

Lunch & SEI Lunch Meeting

Afternoon (Session 6)

- Town Hall Meeting: As-Planned vs. As-Built Analysis – Periodic or Static
Dynamic Graphical Scheduling
Schedule Analysis with the PM Metrics Schedule Detective
Lessons Learned – Implementing Enterprise-Wide Project Management System
The Risks of Managing Contracts under Foreign Laws, with Special Reference to the Arabian Gulf Region
Shootout at the OK Corral—Did You Notice Me?
Model Driven Schedules Using Line of Balance Format

SCHEDULE UPDATE

MARCH, 2009

CONFERENCE AGENDA (cont'd.)

Tuesday, May 19, 2009 (Cont.)

Afternoon (Session 7)

- Town Hall Meeting – When is it Appropriate to Change a Schedule for Analysis?
Schedule Development – A Methodical Approach to Building a Schedule
Implementing an Enterprise Management System (EMS): Integrating core competencies of cost estimating (CE), earned value (EV) and schedule management (SM)
Shootout at the OK Corral (Part II)
Case Study—Recreating the Past: A Case Study about As-Built Schedules
Tools for Improved Project Planning... the “BIG BIM little bim” Path to Improved Understanding and Decision Making

Track Plenary – Dick Faris – The Future of CPM Scheduling and Enterprise Software

Night Out on the Town—Odyssey Boston

Wednesday, May 20, 2009

Breakfast & Book Signing

Speaker: CC Myers CFO, Linda Clifford – The California Crises

Morning (Session 8)

- Town Hall Meeting – Appeal of the Mock Trial
Scheduling in the Age of Complexity
Effective Written, Graphical and Verbal Communication
TIME IS MONEY: Critical Path DRAG and the True Cost of Project Work
Revolutionize your Project Delivery by Implementing Resource Scheduling Techniques
“One if by Land, Two if by CPM” - Warning Signs of a Potential Claim

Morning (Session 9)

- Town Hall Meeting – Can You Use EV to Predict Delay?
Content of an Undergraduate Course on Planning & Scheduling
Improving Schedule Quality Through the Reduction of Redundant Links
Delivering Scheduling Solutions to Outside Vendors
Integration of Lean Scheduling with BIM
Improvement through Planning of Construction Operations

Closing Remarks

SEI BEST PRACTICES GUIDELINES

REQUEST FOR HELP INCLUDING PERTINENT PMBOK INFORMATION INTO THE SEI BPG

As most of you are aware, the SEI Best Practices and Guidelines for Scheduling project is well underway. The forums, found at www.sei.smoothprojects.com, are getting lots of activity, with contributions coming in from across our global community. We sent out an earlier email reminding all authors that you can and should post quotes from any of your publications which capture good scheduling practices, so they can prompt debate.

As a PMI work product to be published by PMI, we particularly need to post relevant material from the Practice Standard for Scheduling and Project Scope and Time Management practices from PMBOK so they can be included in the discussions. In each forum, we need to post quotes from any pertinent areas of the PSS and PMBOK which apply to each specific topic. All quoted publications will be cited in the final volume, and we are setting up a small group whose responsibility will be to solicit and acquire permissions to cite documents.

So, we are soliciting your help for both the immediate need to post relevant PMI material and the longer term need for participation in the solicitation of permission to cite documents.

If you feel that you can assist us with this effort, please email either myself at lwilliams@p-m-m.com or Chris Carson at chris.carson@alphacorporation.com. Please consider jumping into the fray!

Thank you.

Laura Williams, PMP
SM Volume Manager

PAUL'S CONFERENCE TIPS

PAUL'S TEN TIPS FOR MAXIMIZING CONFERENCE ATTENDANCE VALUE

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 main-stream 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 employers, 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.
 - 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.** Boston is in full spring bloom in May. Outdoor activities include parks, exhibits, shows, whale watching, boating (rent canoes and kayaks on the Charles River) and museums. Don't forget Cambridge, Cape Cod, Boston Harbor, Walden Pond and other nearby historic sites. Visit www.boston.com for ideas and calendar.

MASTER SCHEDULING WEBINARS

PMICOS MASTER SCHEDULING WEBINARS – BRILLIANT AND FREE!

Thanks to the hard work of Tim Cermak, Beth Konikoff, Janice Staley, Doc Dochtermann and our volunteer group of subject matter experts, PMICOS launched its *Scheduling with the Masters* series of webinars this past July. If you missed any or all of them, you can download the Adobe presenter file and play them on your computer at your convenience. Please visit the PMICOS.org homepage to access the links or go directly to www.pmicos.org/ondemandlearning.asp. Also, check the homepage often for announcements of upcoming events.

- ***Schedule Design: Planning for Schedule Development***
presented by Chris Carson, PSP
- ***When is the Critical Path NOT the Critical Path?"***
presented by Murray Woolf, PMP.
- ***The Physics of Scheduling: How to Manage your Schedule in 30 Minutes or Less per Week***
presented by Tim Runcie, MCTS, MVP, PMP
- ***Forecast Scheduling***
presented by Eric Uyttewaal, PMP
- ***Adding Business Value to Your Schedule***
presented by Rod Gill, MVP
- ***Improving CPM: Restoring the Original Promise***
presented by Fred Plotnick
- ***Mindmap Your Way to BIM***
presented by Finith Jernigan

- ***Revenue Project Management: Project to Cash Scheduling***
presented by Dave D'Silva, PMP
- ***Bridge 40-1222: A Case Study in the Management of Delay***
presented by Mark Sanders
- ***The Gantt Chart: Still Vital After 100+ Years: Using the Gantt Chart to Optimize a Schedule Model***
presented by Gary Chefetz
- ***A Fool With a Tool is Still a Fool: Learn why you still need a Powerful "Brain" to avoid the "Powerful Tool" Syndrome!***
presented by Doc Dochtermann

About the Webinar Series

This webinar series is dedicated to helping the scheduling professional handle the demanding workload of complex scheduling.

Our speakers will feature insights and observations from a variety of perspectives to provide you with a unique view into work and resource planning, along with overall schedule creation and maintenance, designed to make you better at your job. If you have a subject you would like to present, please contact Beth (see below).

Comments and concerns are always welcome!

Please address them to:

Beth Konikoff
Director On-Demand Learning
learning@pmicos.org