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2006 ANNUAL CONFERENCE PROMISES TO BE THE BEST ONE YET

Message from the President

The Board has been working diligently with the Orlando conference program committee to ensure our third annual conference is the best yet. We've had inquiries from Australia to Venezuela and expect attendees from every continent (excluding, of course, Antarctica). We've also tentatively selected Vancouver, Canada, as the site of our 2007 Annual Conference next April.

One exciting news item is that Russ Archibald has been selected as the second recipient of the PMICOS Jim O'Brien *Lifetime Achievement Award*. Russ is PMI Member No. 6 and has been a Director-at-Large of the College since its inception. I first met Russ in 1969 when he was one of just six speakers invited to the first Project Management Institute Seminar/Symposium in Atlanta. I was so impressed that I purchased his 1967 book. That very paper, 37 years later still quite useful, is posted on the PMICOS website.

If you haven't yet registered, check out the conference brochure (see page 7) and drop by our website, www.pmicos.org, to download a registration form and sign up now. Finally

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NOTES FROM THE EDITOR

It's time to finalize your plans for the College of Scheduling's Third Annual Conference in Orlando, 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 nine major tracks:

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

The Risk and Research tracks bring you insight into creating

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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

1,429 Members

Representing over
50 Countries

COLLEGE OF SCHEDULING ORGANIZATIONAL STRUCTURE

Functional Title	Individual	Functional Title	Individual
Chairman	Patricia D. Galloway	Director of Employment Opportunities	Glen Palmer
President	Stuart Ockman	Director of Scheduling Excellence Ini-Scheduling Practice Std. Team Liaison	Phil Apprill
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Director of Risk Management	David Hulett	Webmaster	Fred Plotnick
Director of Government Relations		Webmaster	Cynthia Lo
Director of Certification	Bob Jacobs		Melanie Loc
VP of Scheduling Excellence	Murray Woolf		

UPCOMING EVENTS

PMICOS Annual Conference 2006-
23-26 April
Buena Vista Palace at
Walt Disney World
Orlando, Florida



PMI Global
Congress 2006-
North America
21-24 October
Seattle,
Washington

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PRESIDENT'S MESSAGE (cont'd)

(Continued from page 1)

and most importantly, make your hotel reservations directly with the Buena Vista Palace on its website www.buenavistapalace.com or call (866) 397-6516 and mention the conference for our special daily room rate of \$169/night. Important: We are visiting during peak season and currently the hotel has no rooms available except those reserved for the conference.

As long as you're in Orlando, why not join us for the College golf tournament Wednesday afternoon, or take advantage of discounted admission to Disney World. If you'd rather not travel alone, take advantage of our *Guest Program*. There's also a *Jobs Fair* and, of course, our annual *Vendor Reception*, plus an opportunity to sit for AACE's *Planning & Scheduling Professional* exam. I almost forgot PDUs, 14 of them if you'd like to pick up credits for recertification. Also, check out Conference Attendance Tips to help maximize your Next Generation Experience. As you can see, we've got a lot planned and you can help us make it a success.

Looking forward to seeing you in Orlando.

Stu Ockman, PMICOS President

The Buena Vista Palace at Walt Disney World (formerly the Wyndham Palace). The hotel is a Luxury Resorts property. (www.luxuryresorts.com or www.buenavistapalace.com).

1900 Buena Vista Drive;
Lake Buena Vista, FL 32830; 866-397-6516

EDITOR'S NOTES (cont'd.)

(Continued from page 1)

better schedules and improving project performance. Ron Winter, Mike Stone, David Hulett, John Krahula, Warren Kline 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 – Gordon Wright, Murray Woolf, Todd Vandenhaak, Carlos Vara and the Wickwire-Groff-Boe-Fertita team are on target to meet and exceed your expectations.

IT, Global Services 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 sched-

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PMICOS Annual Conference at the Buena Vista Palace



EDITOR'S NOTES (cont'd.)

PAUL'S CONFERENCE TIPS (cont'd.)

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uling profession. Finally, keep in mind that quite a few of the session topics actually overlap into tracks other than the official classification.

Also, be sure to check out the Conference Attendance Tips in this issue. See you in Orlando!

This issue's technical article on scheduling focuses on the owner's review of the baseline schedule.

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

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 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.

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PAUL'S CONFERENCE TIPS (cont'd.)

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- 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.** PMICOS special. The Orlando Museum of Modern Art (OMA) is currently exhibiting *The Art of the Motorcycle*. Based on the 1998 landmark exhibition at the Guggenheim Museum, New York City, the exhibit explores the motorcycle as both cultural icon and design achievement. Showcasing 80 historic and contemporary motorcycles, each was selected based upon criteria that considered technical innovation, aesthetic excellence and cultural significance. Guggenheim Foundation Director Thomas Krens has written, "The motorcycle is a perfect metaphor for the 20th century... Invented at the beginning of the industrial age, its evolution tracks the main currents of modernity. The object and its history present the themes of technology, engineering, innovation, design, mobility, speed, rebellion, desire, freedom, love, sex and death..." Sat/Sun 10-5, M-Th 10-4, F 10-8. Visit www.omart.org for more information.

Support your Conference Sponsors at the Buena Vista Exhibit Hall

Diamond Sponsor:



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Bronze Sponsors:

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- Davis Consulting Group
- ConstructionClaims.COM
- Artemis

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SEI TOWN HALL MEETINGS

SEI TOWN HALL MEETING PREVIEW

By Phil Apprill
Managing Director SEI

The College of Scheduling Conference again brings the unique opportunity for scheduling professionals to get involved directly with a group that is focused on improving the scheduling industry. There is also going to be a new opportunity for schedulers to express their views on a wide range of scheduling issues at nine SEI Town Hall Meetings.

The nine meetings are going to be open forums where the audience will be encouraged to express its views and those views will be recorded. These sessions are unlike any of the other tracks/sessions offered during the conference, in that there are no “speakers” per se. Instead, there is only a moderator for the session, and a Power-Point with a variety of probing questions. All content will come from the audience. After the conference, the results of the Town Hall Meetings will be published and distributed to all COS members.

The Nine Town Hall Meetings

Session 1 – Defining Ourselves

This opening session explores the big picture roles that we play in all facets of pre-project, project, and post-project management. While not immersing into matters of role titles and descriptions (this is covered in Session 4), here we will discuss the various objectives and contributions that collectively describe why we do what we do.

Session 2 - Growth Pains

The advancements in software platforms are viewed by many as being, in equal parts, both blessing and curse. Those attending this session will be asked to

share their views as to which aspects of current software products add great value and which aspects are of lesser value, or worse (problematic).

Session 3 – Customer Satisfaction

There are many things that schedulers can produce for their “clients” but not all of the output is truly useful in communicating with a project team. The audience for this session will help refine the list of desirable attributes that schedulers should focus on when generating product.

Session 4 – Professional Roles

This is a companion session to Session 1, but in this session some new “labels” for planners and schedulers will be tested on the audience. Those interested in broadening and improving the scheduling profession should jump into the fray on this one. The outcome of this session may well change our image for decades to come.

Session 5 – Scheduling Terminology

During this session, the definition of numerous key terms will be subject to a critique by the audience. The SEI Glossary Team is very keen on getting input from a broad range of schedulers to help guide their efforts.

Session 6 -Reliable Delay Analysis

Finding consensus on core delay analysis issues is a key goal of SEI and this session will give claims practitioners a great opportunity to chime in on some of those issues.

There are few “shrinking violets” in the claims community so this should be a rousing session.

Session 7 – Schedule Development

There are many potential pitfalls in developing a schedule. We believe the composite experience and wisdom of our membership can be harnessed to show how to jump over the pits – so come and substantiate this belief, by hashing out some key Do's

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and Don'ts during this session.

Session 8 – Schedule Maintenance

This is the companion to Session 7, but in this go-around the focus will be on tending to the “living” schedule over the life of a project. The goal is the same as in Session 7 – harnessing the knowledge and wisdom of our members.

Session 9 – Schedule Maintenance and Impact Analysis

Can the potential conflict regarding the schedule between the needs of the project team and the desire to preserve legal positions be balanced as a project evolves? The audience will be asked to share their views on this key matter.

Check the conference schedule starting on page 9 for times and locations of each meeting.

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 a good scheduling books you're read lately. Don't be shy. Write something today. Send your manuscript or proposed idea(s) to Paul Levin at plevin@wpl.net.

REVIEWING THE BASELINE SCHEDULE

On most sizeable construction projects, the specification requires the contractor to submit a critical path method (CPM) schedule for review and approval by the owner. In addition to providing the contractor's plan to perform the work, the baseline schedule serves the purpose of confirming the contractor is aware of the correct contract milestones and has planned for any contract and seasonal work-period restrictions. The CPM schedule also provides dates for owner-responsible activities and establishes the *schedule of values* for progress payments. Baselines may become a legal document for determining delay and impact causes and costs. It's this legal cloud that gives owners heartburn as they tend to view it as a stacked deck they're playing against for the duration of the job. This short checklist example was provided courtesy of Stu Ockman and Jon Wickwire and is provided here to aid owner review of the baseline schedule. Comments in brackets are added by Paul Levin.

Checklist for Baseline Schedule Review and Approval

1. *One to one data check to validate consistency of tabulation and network.* [This includes verification of the schedule settings and calculations. Review the Primavera schedule reports for open ends and constraints.]
2. *Highlight the first 5-7 paths of criticality to review and understand controlling logic and math of schedule. Determine if critical path proper and reasonable.* [Run a longest path report and then run a separate near-critical report, grouped on calendars (if necessary) and total float to see subsequent paths. If using the new “P5” series,

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REVIEWING THE BASELINE SCHEDULE (CONT.)

- run a float path report for the first 20 float paths.]
3. *Review proposed logic sequence; note any exceptions you may take. Validate absolute logic conditions; confirm key preferential logic conditions.* [Print out a time-scaled network diagram or formatted bar chart that lets you trace the logic by hand, identify all ties and make comments for discussion purposes.]
 4. *Ensure all owner functions properly incorporated: availability of areas; intermediate completion dates for project phasing; OFM/OFE; approvals; joint occupancy dates.* [Make sure adequate time included for pre-acceptance punch lists, commissioning activities and training.]
 5. *Due diligence on all major equipment restraints.* [This includes crane location and movement, access restrictions for construction equipment, and necessary openings/access for installation of permanent equipment.]
 6. *Review and spot check activity durations for reasonableness.* [This is greatly aided by resource-loaded schedules. Run a production rate report (duration/mhs) to get manhours per day. Ask the contractor to identify activities that use multiple crews and which paths have crew restraints. See next item.]
 7. *Spot check durations for quantities, crew sizes/ resource levels, and productivity factors - challenge where appropriate.* [Use the Primavera built-in resource profile feature to show manloading for each trade or subcontractor. This quickly shows potential problem areas. Use the spreadsheet export facility to create cash flow and manloading curves that can be compared to identify front-end loading.]
 8. *Check level of detail proposed. Adequate? Consistent and balanced throughout network or vague in areas?* [Be wary of activities longer than ten work days in duration. Most specifications set a maximum activity duration of 15 or 20 work days. For design/build contracts, initial durations may be preliminary for early schedules, but should be replaced with a issued-for-construction baseline with more detail once design is complete.]
 9. *Check project milestones established and identify as contractual, absolute or preferential.*
 10. *Check involvement of subs and suppliers. Are dependencies properly defined and reflected?* [Consider including in your specification requirement for major subs to participate in creation of the schedule, including written acknowledgement by the subs.]
 11. *How is weather reflected? Are there any seasonal weather restrictions to consider?* [Using a weather calendar to assign projected average non-work days assigned to weather-sensitive activities can help with resolving lost days due to "severe-weather."]
 12. *Check for compliance with all contract specifications related to schedule.* [Review the contract documents for suggested or required construction sequences, test periods for special equipment, inspection requirements, notification of third-party agencies, etc.]
- Be sure to clarify that owner-approval of the baseline schedule only represents that the schedule conforms to the requirements of the contract, and is not a confirmation or warranty of the contractors means, methods or scheduling accuracy.
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2006 CONFERENCE SCHEDULE

Monday, April 24th

Sunday, April 23rd		10:00-11:15 AM	IT Track (IT - 01)
7:30 AM	AACE International's Planning & Scheduling Professional (PSP) Exam		<i>Jerry Ketron</i>
3:00 PM	On-Site Registration Begins		Sing Out, Dazzle and Impact Your Schedule Stakeholders
3:00-6:00 PM	Job Fair		This presentation will identify techniques to address a broad audience with diverse sensory preferences, while allowing focus on one key stakeholder. Also discussed are ways to tailor schedule communications when working one-on-one.
4:30-6:00 PM	Public Board Meeting		
6:00-8:00 PM	Sponsors/Exhibitor Reception		
Monday, April 24th		10:00-11:15 AM	Claims Track (CL - 01)
7:00 AM	Registration Opens		<i>Mark Cohen, Brandon Grove, & Arny Patel</i>
7:00-8:00 AM	Breakfast Provided		Concurrent Delay – A Reality in Today's World of Construction
	Opening Session		This presentation discusses the complicated issue of current delay and how it impacts a schedule delay analysis. This presentation offers insight on how to deal with concurrent delays as part of an accurate and defensible analysis.
8:00-9:30 AM	<i>Keynote Speaker : Murray Woolf</i>	11:30-1:00 PM	Lunch Provided
	Scheduling - A Profession in Turmoil Our profession stands at the precipice. After a half-century of custodial neglect, fracture lines appear everywhere. Our profession cries out for a complete makeover. Who should do it? What changes should be made? Scanning the horizon, in what direction might we see <i>our</i> future? Apathy is not an option: we must act now, or risk losing it all.		The Annual Business Meeting (During Lunch)
9:30-10:00 AM	Break	1:00-2:15 PM	SEI Track #2: Growth Pains <i>Town Hall Meeting Hosted by "Software Enrichment" & "Industry Focus"</i>
10:00-11:15 AM	SEI Track #1: Defining Ourselves <i>Town Hall Meeting Hosted by "Schedule Management"</i> What's Our Profession All About? What's the difference between a plan and a schedule, planning and scheduling, or a planner and a scheduler? What are the different responsibilities, duties, and qualifications of a planners and schedules? Join in a Town Hall discussion that will explore why we are so misunderstood by others ... and even among ourselves!		The Effects of Industry and Software Diversity Now employed in over 40 distinct "application environments," the scheduling profession suffers from a lack of consistency and, as a result, a blurred image among its stakeholders. Uncoordinated software growth further erodes professional continuity with competing organizations, differing standards, and no unified face. Join us in an exciting Town Hall discussion of the challenges inherent in an ever-evolving profession.
10:00-11:15 AM	Research Track (RT - 01) <i>Ron Winter</i> Determining the Actual Critical Path This session will present an analytical, stepwise method for objectively determining what any completed CPM schedule shows as the actual critical path. This simple procedure can be applied by any competent Scheduler.	1:00-2:15 PM	Research Track (RT - 02) <i>Fred Plotnick</i> RDCPM Certified Standard Recent Enterprise CPM developments focus upon activities and away from the relationships between activities that was the hallmark of the original ADM and PERT methodologies. This presentation proposes a system to address these issues, designated as RDM or Relationship Diagramming Method. To prevent balkanization similar to the several varieties of PDM, author further proposes a certified standard to be called RDCPM.
10:00-11:15 AM	Risk Track (RK - 01) <i>David Hulett</i> Quantitative Schedule Risk Analysis This presentation will show why it is risky to rely on CPM schedules for accurate estimates of project completion and identifying of the critical path. Through simple examples of Monte Carlo simulation we will show how better estimates can be made using risk analysis.	1:00-2:15 PM	Risk Track (RK - 02) <i>Glen Palmer</i> Analyzing Trends of a Project's Schedule This interactive session discusses both the value and the methodologies for analyzing the trends of a Project's schedule. Included in the discussion will be the author's key schedule elements that should be reviewed and what those trends can reveal to the Project's Management team.
10:00-11:15 AM	Training Track (TR - 01) <i>James Jenkins, Scott Kramer, & Joseph Orczyk</i> A "Behind-the-Scenes" Look at Basic Schedule Calculations This session offers a look at basic scheduling terminology by guiding the reader through basic schedule calculations. Example schedules will be used to show how durations and activity relationships are used to calculate start/finish dates and float values for activities.	1:00-2:15 PM	IT Track (IT - 02) <i>Ibrahim Abdelshafi</i> The Challenges of Implementing Agile Software Development called Scrum. This presentation will explore the concepts of Agile Project Management, the experience of "going Agile," and the methodology used when implementing Scrum at Primavera.

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2006 CONFERENCE SCHEDULE

Monday, April 24th

1:00-2:15 PM	<p>Enterprise Track (EN - 01)</p> <p><i>Lloyd Carter</i> Third Party Certification of Schedule and Costs Systems This session discusses the value of Third Party Certification to determine whether an entity utilizes an accepted standard for project schedule and cost performance management. This presentation discusses in detail the benefits of Third Party Certification.</p>	2:45-4:00 PM	<p>Risk Track (RK - 03)</p> <p><i>Fumio Otsu</i> Synchronizing Cost, Scheduling and Project Execution for Risk Analysis This presentation discusses the benefits of the synchronization of cost and schedule with project execution for a more broadly defined risk analysis on a project. The discussion highlights how extended schedules, weather, government regulations, holidays and cultural traditions can all affect costs beyond indirect cost and escalation.</p>
1:00-2:15 PM	<p>Claims Track (CL - 02)</p> <p><i>Alistair Bowden</i> Using Schedules to Quantify Time and Activity Related Costs This presentation will outline methods for setting up a baseline schedule to contain sufficient cost and schedule data to model causation and its effect on cost. Also discussed will be how to identify some inherent problems associated with using a schedule to forecast final costs.</p>	2:45-4:00 PM	<p>Enterprise Track (EN - 02)</p> <p><i>Alex Brown</i> Project Schedules and Return on Investments This session discusses the critical role that schedule plays in determining the break-even point and ROI for any project. This session explains how scheduling decisions can have a dramatic impact on the business expectations of a project, and how it is worthwhile for the project manager and scheduler to become familiar with those expectations.</p>
2:15-2:45 PM	Break		
2:45-4:00 PM	<p>SEI Track #3: Customer Satisfaction</p> <p><i>Town Hall Meeting Hosted by "Schedule Management"</i> The Overstretched Schedule - Are We Asking Too Much? The tremendous power and versatility of the project schedule has led to its increasing popularity across a diverse cross-section of project types, and schedule stakeholders. As a result, the integrity of the schedule is threatened by multiple uses, stages, approaches, and shortcomings. Are we asking too much from our schedules? Join in a Town Hall discussion to help identify those schedules attributes that contribute to user appreciation as well as those that detract.</p>	2:45-4:00 PM	<p>Global Services Track (GS - 01)</p> <p><i>Keith Pickavance</i> Putting the Protocol into Practice - A New Approach to the Management of the Owner's Time-Related Risks This presentation discusses the sometimes weakness of standard forms of construction and engineering contracts in managing time-related risks. This discussion will describe the guidance of the Society of Construction Law and its protocol and will include a practical demonstration of the Supplements in practice.</p>
2:45-4:00 PM	<p>Research Track (RT - 03)</p> <p><i>Author's Panel with Gunnar Lucko, Alfredo Llop, & Fred Plotnick</i> 1. A Reconciliation Between Two Competing Methods of CPM Calculations - 25 Minutes (Gunnar Lucko) This presentation analyzes a basic difference between two methodological approaches that are in current use for CPM calculations, both in the professional practice and in the teaching CPM scheduling. The discussion provides clarification to this inconsistency and illustrates the correct use of each method. 2. Alternative Approaches to Using the Conventional Formulas in the Field of Earned Value Project Management- 25 Minutes (Alfredo Llop) This session explores alternative approaches to using the conventional formulas in the field of Earned Value Project Management for calculating Planned Value (PV), Schedule Variance (SV) and Schedule Performance Index (SPI) that will yield a more accurate forecast of how long the project will take to complete. 3. Report on the Academic Liaison - 25 Minutes (Fred Plotnick) This session will be of a "town hall format" for faculty, grad students and others of the academic community. Discuss how PMICOS can work with your college and other topics of your interest.</p>	2:45-4:00 PM	<p>Claims Track (CL - 03)</p> <p><i>Stu Ockman</i> Measuring Success with Claims Management This session takes a look at how an effective claims management program will avoid what can be millions of dollars of claims preparation and legal fees spent by both the contractor and the owner long after the project is complete.</p>
		6:00-8:00 PM	Gala Dinner

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2006 CONFERENCE SCHEDULE

Tuesday, April 25th

Tuesday, April 25th

7:00 AM	Registration Opens
7:00-8:00 AM	Breakfast Provided
8:00-9:45 AM	Book Signings
8:30-9:45 AM	SEI Track #4: Professional Roles <i>Town Hall Meeting Hosted by "Project Roles"</i>
	Who Are We, and What Do We Do? This SEI session will be a "Town Hall Format" presentation discussing the College's attempt to introduce a new set of labels for the many diverse roles the professional scheduler plays in today's project management schemas. SEI explores new labels for the planning and scheduling profession that promise to be around for decades to come
8:30-9:45 AM	Research Track (RT - 04) <i>David Malloy</i>
	Leading And Lagging Indicators of Schedule Problems This session will discuss Schedule variance (SV) and schedule performance index (SPI), common metrics used to manage large development programs. This presentation investigates the use of proactive and leading indicators and develops a simulation model to illustrate their use.
8:30-9:45 AM	Risk Track (RK - 04) <i>Ben Nolan</i>
	Analyzing a Risk Adjusted Schedule in a Delay Claim Situation This presentation will identify specific analytical challenges that schedule analysts will encounter in the practical evaluation of risk adjusted schedules and will provide observations and recommendations on how to objectively treat these issues.
8:30-9:45 AM	Enterprise Track (EN - 03) <i>Pradip Mehta, Stephanie Dawson, & Melanie Lok</i>
	Enterprise Wide Implementation on an Integrated Capital and Project Management System at PANYNJ This session provides an overview of the Port Authority's implementation of a enterprise project management system that uses Primavera as the common portal for all major stakeholders. Included in the discussion will be the Port Authority's overall strategy, tactical deployment, social challenges, system configuration, best practices, and lessons learned
8:30-9:45 AM	Case Study Track (CS - 01) <i>Chris Pattison</i>
	Unit 1 Return to Service – Experiences in Managing a \$1 Billion Project This presentation will discuss the difficulties associated with tracking on a Return to Service (RTS) project and why it was decided to use an earned value approach. Also discussed will be the benefits realized utilizing the earned value system versus different approaches that used on prior projects.
8:30-9:45 AM	Global Services Track (GS - 02) <i>Keith Pickavance, Alistair Farr, Steve Briggs and John Hammond</i>
	The Great Delay Analysis Debate This session is a light-hearted exposure of different methods of analysis to the facts of a simple project on behalf of the owner, contractor, engineer and adjudicator.

9:45-10:15 AM	Break
10:15-11:30 AM	SEI Track #5: Scheduling Terminology <i>Town Hall Meeting Hosted by "Project Glossary"</i>
	A Definitive Glossary from Scheduling Professionals This SEI session will be a "Town Hall Format" presentation discussing Project Glossary, which is the College's attempt to introduce a definitive set of explanations for the profession's most frequently used terms.
10:15-11:30 AM	Research Track (RT – 05) <i>Travis McGrath & Bill Roberds</i>
	Quantitative Cost and Schedule Risk Assessment and Risk Management For Large Infrastructure Projects This presentation discusses an innovative, practical, and cost-effective approach to help mitigate the historical problems in quantifying uncertainty in the ultimate cost and schedule of large infrastructure projects
10:15-11:30 AM	Risk Track (RK – 05) <i>Renny Borhan</i>
	Defining and Ensuring Compliance with Construction Progress Reporting Requirements This presentation will discuss how an Employer/Owner can better ensure Contractor compliance with project progress reporting requirements. The discussion will include Incentives/Disincentives and how best to use them.
10:15-11:30 AM	Enterprise Track (EN – 04) <i>Jonathan Japka</i>
	Successfully Implementing Enterprise Wide Project Scheduling This session will draw on the author's experience implementing enterprise wide project scheduling at various public agencies. Included in this discussion will be the author's "7 criteria for success" and an understanding of what it takes to implement scheduling in a multi-project multi-discipline environment.
10:15-11:30 AM	Case Study Track (CS – 02) <i>Raphael Dua & Kathryn James</i>
	Using EVPM Techniques in Theatre Management of (DRG's) and Healthcare Projects This presentation will discuss the results of a research objective, which was an attempt to improve theatre efficiency and patient access to surgical facilities by using Earned Value Performance Methodologies (EVPM). Included in the discussion will be how a model was established to improve the effective performance measurement of casemix usage of the operating suite using non-traditional healthcare methods.
10:15-11:30 AM	Claims Track (CL – 04) <i>Jon Wickwire, Mark Groff, Mark Boe & Thomas Fertitta</i>
	2005 CPM Case Law Year in Review and One Slice In Time – Two Competing Perspectives for Analyzing Project Delay This session will discuss recent significant CPM decisions addressing Daubert principles for expert qualifications, apportionment of concurrent delays and the Courts and Board of Contract Appeals continued preference for CPM analysis in proving delay claims. Included will also be a discussion on who has the best perspective on the causes of project delay and a mock negotiation between an owner and contractor on these issues.

SCHEDULE UPDATE

APRIL, 2006

2006 CONFERENCE SCHEDULE

Tuesday, April 25th

11:30-1:00 PM 12:15-12:45 PM	Lunch Provided SEI Sneak Peek (During Lunch) <i>Phil Aprill</i> What's Happening and Where We're Headed at SEI SEI is the banner under which over 20 College volunteers from around the world are developing what will surely be the College's seminal work, the Scheduling Enhancement Series (SES). SEI has been making important progress in the past year and now stands on the threshold of producing first generation product. Listen as Phil Aprill, Managing Director of SEI, provides an early peek at what the SES will look like, how it will function, and what other innovative products and services you can look forward to seeing in the years to come.
1:00-2:15 PM	SEI Track #6: Reliable Delay Analysis <i>Town Hall Meeting Hosted by "Schedule Impact Analysis" - Beyond Selecting the Right Methodology</i> Selecting and properly applying a reliable delay claim analysis methodology is only half the battle. Many legal/technical obstacles remain that can render even the most methodologically sound delay analysis unconvincing at best and inadmissible at worst. Attend this Town Hall session to hear a lively panel discussion on four hot topics, peppered by comments from the audience. Best of all, get a chance to take the microphone and join in the debate.
1:00-2:15 PM	Research Track (RT - 06) <i>Kevin Coyne</i> The Effects of Comparative 4D Models on Schedule Development and Controls This presentation discusses the use of comparative 4D models, which involves the simultaneous review of multiple "what-if" schedules, as an approach to improving a project's schedule development and control process. Topics covered will be the use of comparative 4D models in pre-construction, construction and post-construction, including alternative dispute resolution and litigation.
1:00-2:15 PM	Risk Track (RK - 06) <i>Pat Galloway & Ed Blow</i> Managing Risks on Defense Projects Through the Use of CPM Scheduling This session will explore various risk management concepts and techniques through the use of CPM scheduling that are being applied on major defense projects. Included will be not only how these concepts and techniques are making projects more efficient, but how CPM schedules in the defense industry are serving as a real tool to both those who manage the projects as well as those who have to make Governmental decisions
1:00-2:15 PM	Training Track (TR - 02) <i>Gordon Davis</i> Back to the Future This presentation will demonstrate how using a graphics engine and a tool from the past - the Time-Scaled Precedence Diagram, the user can better develop and/or analyze schedules. The flexible graphics permit detailed review and modification of conventional schedules. Bad logic becomes obvious, as do opportunities for improving the schedule. Real-time team generation of original schedules becomes feasible.

1:00-2:15 PM	Case Study Track (CS - 03) <i>Alex Brown</i> Schedule, Jr.: Professional Scheduling in a Small Company This presentation will review the lessons learned from over a dozen small projects at a 400-employee firm, Mitsui Sumitomo Insurance Group, USA. The discussion will highlight how, despite limited experience, most project managers were successfully able to use basic project controls' techniques like milestones, budgets, and task lists to report, track, and control their projects.
1:00-2:15 PM	Claims Track (CL - 05) <i>Christopher Carson</i> Claims Analysis Nested in Schedule Updates This paper presents a logical case for preparing contemporaneous claims analysis and entitlement determination as part of regular schedule updates. Included will be an comparison between a typical contractor's schedule update and this proposed process. This session will show the multitude of benefits, including the ability for the project team to jointly and timely collaborate in the delay mitigation process.
2:15-2:45 PM	Break
2:45-5:00 PM	Panel Discussion <i>PMICOS Board</i> Scheduling: The Next Generation An interactive discussion with the PMICOS Board of Directors that looks at the next generation of both schedulers and schedules. What new tools should we expect, and how do we attract the right young men and women to successfully schedule our projects. Help us to define the challenges that lie ahead and develop a roadmap to the future.
2:45-4:00 PM	SEI Track #7: Schedule Development <i>Town Hall Meeting Hosted by "Schedule Management"</i> Overcoming Often Problematic Technical Variables It is quite easy to get lost in the minutia of schedule creation. How important is WBS and activity coding? What good are multiple calendars if their use makes the critical path do crazy things, and float values abruptly change? Does the use of progress override really discourage or remove the need for schedule re-sequencing? Join in a lively Town Hall discussion fueled by opposing panelist positions. Listen to the thoughts of fellow schedulers, and then grab the mike to provide your own "pearls of wisdom."
2:45-4:00 PM	Research Track (RT - 07) <i>Mike Stone</i> Smarter Scheduling This presentation will on the benefits of combining a better scheduling specification, joint schedule updating, and joint ownership of the schedule to get better results and fewer problems. The discussion will highlight the author's success in using that technique very effectively on various projects.

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2006 CONFERENCE SCHEDULE

Wednesday, April 26th

2:45-4:00 PM	Risk Track (RK - 07) <i>Rupert Farrow</i> Schedule Risk Modeling - A Comparison of Methodologies This session will compare the traditional approach to schedule risk modeling and ConocoPhillips developed methodology and identify the pluses and minuses of each approach. The discussion will also identify how ConocoPhillips developed their in-house software to facilitate their approach.
2:45-4:00 PM	Case Study Track (CS - 04) <i>Sami Fereig</i> Managing Construction Delay in International Projects with Special Reference to the Arabian Gulf Area This presentation will discuss an effective dispute management system to deal with construction delays, and to mitigate their negative effects on the project time and cost. Included in this discussion will be how to develop the necessary procedures and other management tools to the system effective.
2:45-4:00 PM	IT Track (IT - 03) <i>Eric Uyttewaal</i> A Schedule as a Valid and Dynamic Model The presenter will demonstrate how to create valid, dynamic models of projects and will discuss items on a 40-point checklist to verify if you have a solid model. The reference used is the presenter's book, "Dynamic Scheduling with Microsoft Office Project 2003." The content of the book was researched by evaluating well over 1,000 real-life schedules. The presenter will share with you and demonstrate with Microsoft Project how you can check your own schedule to see if it reflects the best practices of scheduling.
4:00-5:30 PM	SEI "Strictly Social" All active SEI members are invited (along with ONE guest of their choosing) to gather for a rare chance to socialize, network, and match faces with names.

Wednesday, April 26th

7:00 AM	Registration Opens
7:00-8:00 AM	Breakfast Provided
8:00-9:45 AM	Book Signings
8:30-9:45 AM	SEI Track #8: Schedule Maintenance <i>Town Hall Meeting Hosted by "Schedule Management"</i> Doing It "Right" -- Whatever <i>That</i> Means! Most everyone knows how to maintain a schedule, so there should be little room for controversy, right? Yet, do we all agree on the difference between statusing and revising? Do maintenance practices improve or reduce the likelihood of a claim? What is verification of an update? What parties benefit most from an updated schedule? Join in an invigorating Town Hall discussion among fellow schedulers about topics of concern and interest related to schedule maintenance.
8:30-9:45 AM	Research Track (RT - 08) <i>Warren Kline</i> How to Quantitatively Measure the Quality of a Schedule This presentation discusses what qualities a schedule has to have in order to satisfy the definition of a "good" schedule. Included in this discussion is the methodology that was developed to create a statistical basis for quantitatively measuring the quality of the schedule.
8:30-9:45 AM	Enterprise Track (EN - 05) <i>Raphael Dua</i> Projects Management Requirements for Working Agreements in the Construction Industry This session discusses a better way of developing and delivering major projects through Collaborative Working Arrangements (CWA) between the client and all the stakeholders involved in the project, from initial concept design through completion of project.
8:30-9:45 AM	Training Track (TR - 03) <i>Mark Stanton</i> From Milestones to Resource Loaded Networks - Reengineering Boeing Commercial Airplanes Project Management Culture This presentation will provide a brief overview of Boeing Commercial Airline's (BCA) efforts to increase productivity in engineering by increasing Scheduling Maturity. This presentation will examine what costs and benefits were expected, how BCA proceeded, the results, and the lessons learned.
8:30-9:45 AM	Global Services & Risk Tracks (GT - 03) <i>G. David Avery</i> How Collaborative Commercial Strategies Give Certainty to the Delivery of Major Railway Infrastructure Projects This presentation will include a journey through time in the construction industry and how relationships have changed from the 60s to the present day. It will focus on the contract strategies that, if properly researched and implemented, will avoid adversarial relationships and claims and protect the schedule through the alignment of the objectives of the stakeholders of the project.
8:30-9:45 AM	Claims Track (CL - 06) <i>Todd Vandenhaak & Carlos Vara</i> Performing Scheduling Analyses with Deficient Schedules This session provides an overview of the methodologies available for performing schedule analyses and their applicability when the project schedules are deficient and inaccurate. In many cases schedules have been manipulated throughout project execution and activity durations and logic ties are not reasonable, rendering the conventional methods impractical.

SCHEDULE UPDATE

APRIL, 2006

2006 CONFERENCE SCHEDULE

Wednesday, April 26th

9:45-10:15 AM Break

10:15-11:30 AM
SEI Track #9: Stretching the Schedule Rope
Town Hall Format: By "Schedule Management" & "Schedule Impact Analysis" The Project Management - Claims Tug of War
 To be sure, there is a constant tug-of-war between the interests of project management and prudent posturing for downstream contractual and legal battles. In this tug-of-war, the schedule is the undeniable rope. Come listen and offer your two cents, as a panel of PM and claims experts debate the various options with respect to baseline schedule maintenance and usage.

10:15-11:30 AM
Research Track (RT - 09)
John Krahula
The Use of Schedule Derived Metrics In Performance Measurement
 This presentation will show the attendee the large amounts of information that is available in a properly prepared schedule and how to sift through that information to see the "forest for the trees." Additionally discussed, are the bits information that are useful in different phases of schedule development and schedule statusing.

10:15-11:30 AM
Risk Track (RK - 08)
John Driessnack
Linking Risk and Earned Value Analysis
 This session outlines a process for linking risk and earned value analyses. It will show how critical to the linkage is the network schedule utilized and the level at which analysis is conducted. Examples of current linkage efforts will be reviewed along with new risk indexes that help bring a link between risk analyses with Earned Value indexes and analyses.

10:15-11:30 AM
Enterprise Track (EN - 06)
Steve Wilchek, Umesh Jois, Jim Anzalone & Rajiv Neillyodan
Project Schedule Efficiency Gained from Web Based Enterprise Scheduling Systems
 This presentation will discuss the various perspective points on how web based enterprise scheduling systems are changing the paradigm and how real-time communications between all parties are leading to greater efficiency in project results.

10:15-11:30 AM
Training Track (TR - 04)
Murray Woolf
Introduction to Momentology: Theory, Science, and Application
 Imagine having a "miles-per-hour" performance rate with which to monitor, measure, and influence project performance? That's "Momentum" in a nutshell. Add in the ability to actually *predict* schedule slippage before it happens and you have a glimpse of "Management by Momentum."

10:15-11:30 AM
Global Services Track (GS - 04)
Bruce Hallock
A Study in the Successful Application of Scheduling Methods, Techniques and Approaches to a Major International Project
 This presentation will summarize how a major international petrochemical project was completed successfully by applying effective project scheduling and communication methods despite a late decision to build the plant with modular construction techniques.

11:30-12:00 AM
Conference Closing
Stu Ockman, Pat Galloway, and Jon Wickwire

12:00-1:30 PM
Lessons Learned
 Lessons Learned; Volunteers

2:00-7:00 PM
Conference Closing
 Golf Tournament

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