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2005 ANNUAL BOARD MEETING IN PHILADELPHIA DEC. 6, 2005—MEETING REPORT

Our third annual business meeting may not have set any attendance records, but the quality of attendees was certainly terrific. A few attendees traveled quite a distance: Keith Pickavance, our director of global services, flew in from the United Kingdom on his way to the Superconference in San Francisco, and Shelbi Rombout and Dana Parrish, our co-directors of programs, flew up from North Carolina.

Next year's annual business meeting will be held in conjunction with our *Third Annual Conference – Scheduling: The Next Generation*, at the Buena Vista Resort in Orlando, Fla., April 23-26, 2006. Please plan to join us.

A few of the highlights from the meeting:

- The College is on its way to establishing local campuses around the world so members in specific geographic areas can gather several times a year to network and listen to speakers. Ed Blow organized the kick-off meeting in Canberra, Australia, on November 1st. It attracted 60 people, so the PMICoS Australian Campus is well on its way.

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NOTES FROM THE EDITOR

Fall is one of the busiest seasons for the construction industry. It's when the US government issues a large number of invitations for bid, it's crunch time to finish work before the winter and we have heavy-duty family commitments centered around Thanksgiving and Christmas. Add the tension that centers around our favorite football teams as they vie to make the playoffs and the end of the year is bound to be a stressful time. Just thinking about it makes me look forward to the sigh of relief I can breathe on January 1.

This month's guest article by Tom Fertitta focuses on an increasingly visible topic — Float Sequestering. You won't want to miss this article!

SEI continues to make important strides by publishing additional details on the various

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SCHEDULE UPDATE

DECEMBER, 2005

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**

1,322 Members

**Representing over
50 Countries**

COLLEGE OF SCHEDULING ORGANIZATIONAL STRUCTURE

Functional Title	Individual	Functional Title	Individual
Chairman	Jon Wickwire	Director of Employment Opportunities	Glen Palmer
President	Stuart Ockman	Director of Scheduling Excellence Initiative	Murray Woolf
Vice President of Finance	J. Gordon Davis	Scheduling Practice Standard Team	Mike Mosley
Director of Communications	Jeff Huneycutt	Vice President of Global Services	Richard K. Faris
Vice President of Global Services	Richard K. Faris	Vice President of Communications	Derek Mason
Vice President of Programs	Patricia D. Galloway	Director of Global Services	Keith Pickavance
Director of Programs	Shelbi Rombout	Director of Conference Technical Track	Fredric L. Plotnick
Director of Programs	Dana H. Parrish	Director of Critical Chain Scheduling	Mark Stanton
Vice President of Publicity	Pradip Mehta	Director at Large	Russ Archibald
Director of Publicity	Rick Moffat	Director at Large	Gui Ponce de Leon
Director of Public Relations		Director of Standards	Earl Glenwright
Vice President of Education	Jim O'Brien	Director of University Relations	Fredric L. Plotnick
Vice President of Membership	Rebecca A. Andert	Editor of Newsletter	Paul Levin
Director of Membership		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	Technical Director	Fred Plotnick
Director of Government Relations	Becky Andert	Webmaster	Cynthia Lo
Director of Certification	Bob Jacobs	Webmaster	Melanie Loc

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

SCHEDULE UPDATE

DECEMBER, 2005

EDITOR'S NOTES (cont'd.)

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committees at the PMICoS website. Be sure to read Issue 2 of the **SEER** newsletter. All current and back issues of PMICoS and SEER are available at the college website (www.pmicos.org).

Finally, what we hope will be a regular feature is coverage of PMICoS members in the news. If you or a PMICoS member you know has been involved with something newsworthy, such as court testimony, an article or paper, a speaking engagement, professional certification or other accomplishments, please send an e-mail to plevin@wpl.net.

Paul Levin
Editor

2005 ANNUAL BOARD MTG. (cont'd)

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Congratulations, Ed! If you'd like to help establish a campus in your area, please send me an email.

- Jon Wickwire, our chairman, has volunteered to develop the first Webinar for the College. It will cover the elements of baseline schedules and updates. If you'd like to do a Webinar, send me an email as above.
- The College is very proud of its newsletters, *Schedule Update* and *SEER*, as well as an upcoming quarterly publication, *The Journal of Professional Scheduling*. Both *SEER* and *The Journal* are published by our *Scheduling Excellence* team.

That's it for now. Have a happy holiday season and a terrific New Year!

Stu Ockman, PMICoS President

LETTERS TO THE EDITOR

Total Float—Misleading or Misunderstood?

Earl Glenwright's article on pre-and post-computer enhancements regarding total float includes one statement which I fear is a bit misleading. He states in his conclusion: 'Since we know that the 'Total Float' values now have no practical usefulness, they should be ignored, and if possible deleted from the listing of activity schedule [planned] dates as they are misleading.' Regardless of why the total float might not reflect a single critical path through the schedule network, it is still very much as useful as it was before the introduction of multiple calendars, resource constraints, lags and schedule constraints. Total float is still calculated

as late date minus early date. And while delaying an activity beyond its total float allowance might not delay the project finish, it will indicate a delay against a user imposed finish not later than date, whether that be the project finish or some intermediate milestone. It is still the core of CPM scheduling. If it, and the associated Free Float, were understood better and used more, perhaps some projects would finish on schedule after all. Deleting it from analysis and from reports would be a grave mistake.

Tammo Wilkens, PMP

PRIMAVERA 2005 USER CONFERENCE REPORT

This past Nov. 13-16 marked Primavera's 22nd annual user conference, held in Orlando, Fla. Aside from the new software features and future directions—mainstays of the conference—the highlights were decidedly the keynote speakers, Dr. Jerry Linenger and author Craig Smith.

U.S. astronaut and surgeon Dr. Jerry Linenger recounted his five-month experience aboard the Russian space station MIR. Linenger captivated the audience with his accounts of training, learning Russian, and dealing with a number of challenges and near death experiences. He brought the discussion back to earth by relating his experiences to important personal values necessary for success.

Craig Smith, author of *How the Great Pyramid Was Built*, presented the second day's keynote address. He described how his curiosity on the pyramids evolved into a three-year research study. Debunking the Hollywood myth that slaves built the pyramids, Smith described how a core group of 5,000 workers performed the bulk of the skilled labor, with a support contingency of 20,000 to 30,000 laborers who transported the large stones.

Smith's research into the logistics of layout, materials procurement and transportation, worker housing and construction procedures converged into a scheduling and coordination exercise. To solve this problem and determine how long it would take to build a pyramid of that scale (plus temporary structures and interior finish work), Smith turned to Primavera scheduling software.

He concluded that the structures could be completed within the relatively short lifespan of the ruling Pharaoh. One of the unique challenges Smith encountered was creating a schedule in Primavera that represented the ancient Egyptians calendar, which was something roughly equivalent to a three-week month. To assist with this and related scheduling issues, Smith gave special credit to Stu Ockman of Ockman and Borden Associates.

What's New From Primavera

The "biggie" of Primavera's announcements—and of immediate interest to the construction community—is that a 2000-activity version of Contractor will be available in early 2006. This update, along with the standard 750-activity version, is based on the 5.0 platform that underlies the standard Primavera Engineering & Construction. The 2,000-activity version runs for \$995. The standard version is \$495.

Before discussing enhancements for future versions of Primavera, cofounder and CEO Joel Koppleman assured users of Suretrak, P3 and Expedition that the company will continue to offer support for those systems. Contrary to prior claims, P3 will work on the next version of Windows. The client version of the new Windows uses a 32-bit operating system while the server version is 64-bit. P3 will run on a 32-bit system, Koppleman said.

Users will notice that the product is no longer called P3e/c. Under the new paradigm, it maintains the trademark "Primavera" name. Users can choose the version that best suits their needs—Engineering & Construction, Power, Energy & Process, Public Sector, Aerospace & Defense or

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PRIMAVERA CONFERENCE (cont'd.)

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Primavera 8.0 for High Tech, Telecom & Services. These new configurations and their role-based model approach will help Primavera compete more effectively in the marketplace, Koppleman said. Primavera currently competes with IBM, SAP and others for the project management market. Koppleman related that 25% of the gross domestic product (GDP*) is spent on projects; a figure in keeping with the 24% annual growth rate calculated by the Project Management Institute (PMI) since 1998.

Primavera will continue to adapt to new trends in software design, development and support by providing "role" solutions rather than products to its clients. Customers can still purchase, and will always have support, for the old products, Koppleman said.

During an interview a few years ago, Koppleman stated that one of his goals for Primavera was to become a \$100 million company. Primavera achieved that goal last year with sales of \$102. It is on target to achieve additional record growth in 2005. The company claims more than 2 million users, with roughly 40% of its revenue coming from outside the United States.

*The Gross Domestic Product (GDP) is defined as the total value of final goods and services produced within a territory during a specified period (or, if not specified, annually). GDP differs from GNP (Gross National Product) in excluding inter-country income transfers, in effect attributing to a territory the product *generated* within it rather than the incomes *received* in it.

THE DANGERS OF SEQUESTERING FLOAT

By Thomas D. Fertitta

Many scheduling specifications require a project's float to be a shared resource of the project. (For purposes of this topic, float refers to an activity's total float value contained in the current schedule.) Specifically, the owner and the contractor have equal access to the float, which helps each party manage its own activities and resources. At times, a delay to a construction project's completion date arises because available float belonging to a chain of activities is fully consumed. Without float, the chain becomes part of the project's current critical path or it may supersede (become more critical than) the project's original critical path.

When construction projects are delayed, proper schedule analysis techniques require a thorough investigation of the project's critical path and float consumption in terms of timing (when was it used) and quantity (how much was used). For this reason, not every contractor or owner wants to share float since the investigation will ultimately lead to the appropriate cause and associated party causing the delay.

Float sequestering is a technique used in schedules to mask or "pre-consume" available float so if a contractor or owner delays the project through its own actions, the delay can be absorbed, perhaps, without delay to the overall project. At the same time, the masked float would be detrimental to the other party had the other party caused a delay that consumed all available float. However, in the interest of self-preservation, abusive float sequestering distorts the "true" float of the project thereby causing misallocating project resources.

SCHEDULE UPDATE

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SEQUESTERING FLOAT (cont'd.)

Techniques to mask the float are available through simple scheduling software features. It is possible to hide float through:

- Longer than necessary (estimated) durations
- Unusual constraints or constraints without a real purpose
- Long lead/lags to successor activities
- Resource leveling
- Multiple calendars
- Lack of detail in the activity description

Sequestering float is a double edged sword because, even though the technique may appear to provide a contingency, arbitrary changes to an activity's duration or start date may highlight inaccurate estimates, resources, and/or schedule logic. These all may have an adverse impact on the success of the project.

Thomas D. Fertitta is president of TDF, LLC, a construction consulting firm located in Herdon, Va. Tom may be reached at thomasfertitta@TDF-LLC.com.

PMICOS & SCHEDULING TRIVIA

SCHEDULER CONSIDERED KEY PERSONNEL

The most recent version of the scheduling specifications for the Metropolitan Washington Airports Authority (MWAA), which is in the midst of a \$330 billion construction program, designates that the scheduler be considered as part of the contractor's "Key Personnel."

SCHEDULE SPECS UPDATE

The editor is involved with PMICoS and AACEI schedule specifications committees and has published a website—www.schedulespecs.com—for the purpose of collecting resources for schedule

TRIVIA (cont'd.)

specification writers, primarily existing specifications, including the above-mentioned MWAA spec. If you have a schedule specification that contains innovative clauses, special requirements or simply written in clear-cut understandable language, please send email to plevin@wpl.net. Thank you.

MISCELLANEOUS

As of Dec. 3, 2005, a Google search yielded approximately 219 unique hits for "College of Scheduling." Up 69 from the 175 reported in the Hits include mentions in publications, trade association websites and résumés of individuals at corporate websites, seminar announcements and other industry communications.

PMICOS MEMBERS IN THE NEWS

SIXTH EDITION OF CPM BOOK NOW AVAILABLE

The sixth edition of *CPM in Construction Management* by PMICoS members James J. O'Brien and Fredric L. Plotnick was published this past October. The book is available at the McGraw-Hill website, Amazon.com and at most major scheduling and engineering conferences.

PMICoS REPRESENTATION AT THE PRIMAVERA CONFERENCE

Janice Staley and Sam Tipton represented PMICoS at the Primavera annual user conference in Orlando last month.

Please send your *Members in the News* tidbits to plevin@wpl.net. Thank you.