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2006 ANNUAL CONFERENCE PLANS IN PLACE – PLAN TO ATTEND

Message from the President

Happy New Year (a little late for most of us, but not too bad for the Chinese New Year)! As one of your New Year's resolutions, I hope you've planned to join us for the **Project Management Institute College of Scheduling** third annual international conference, *Scheduling: The Next Generation*, this April 23rd-26th at the **Buena Vista Palace** at Disney World in Orlando, Florida. This is a terrific opportunity to share ideas, see old friends and make new ones, and participate in this year's premier planning and scheduling conference. If you're still undecided, please contact me, and I'll twist your arm.

I'm sure you'll agree that we have a terrific program, speakers and panel discussions planned to give everyone a chance to participate. In addition, we have a guest program for your traveling companion and something special planned each evening. Sunday night is the vendor reception, Monday night is our Gala dinner and Tuesday night we're looking at options for a night out at the park.

Check out the conference brochure (see page 7) and drop by our website, www.pmicos.org,

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NOTES FROM THE EDITOR

One good thing about annual conferences is it provides newsletter editors something to write about. One issue previews the event, another recaps it and the event itself provides source material for other articles. But nothing beats being there in person to learn new things, share ideas, network and have the opportunity to participate in the mission of the organization. Be there!

This month's guest article by Alex Brown provides fresh, interesting and useful information on scheduling aspects that most of us construction types don't get to read about very often. It immediately caught my attention because it deals with the issue of multi-tasking and the loss of productivity, something I can easily relate to with my own tasks as I move from one project to another. Be sure to read Brown's article and plan on attending one of his ses-

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SCHEDULE UPDATE

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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

1,366 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

SCHEDULE UPDATE

FEBRUARY, 2006

PRESIDENT'S MESSAGE (cont'd)

(Continued from page 1)

to download a registration form and sign up now. We're offering a discount for early registration (and one for PMICOS members). Finally and most importantly, make your hotel reservations directly with the Buena Vista Palace at their website or call them at (866) 397-6516 and mention the conference for our special room rate (\$169/night). There are also a few rooms reserved at the Government rate, if you act fast. This may be the most important part since we're visiting during peak season and, right now, 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 pdu's, 14 of them if you'd like to pick up some professional development credits for recertification. And, don't forget to register before March 4th to save \$50.

We've got a lot planned, and you can help us make it a success. I look forward to seeing you in Orlando this April.

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.)

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sions at the Orlando conference.

I'm grateful SEI is under the able leadership of Murray Woolf and has its own excellent newsletter editor, Jeff Honeycutt; I need only refer you to the last issue of *SEER* to keep up with the progress and latest developments. Check out SEER to learn about recent organizational changes at SEI and about the on-line collaboration tool that's will make achieving SEI's objectives truly a participatory experience. All current and back issues of PMICoS and SEER are available at the college website (www.pmicos.org).

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

PMICOS Annual Conference at the Buena Vista Palace



ONLY FULL-TIME WORK

By Alex S. Brown, PMP

A common plea from management experts and critical-chain schedulers is to end “bad multitasking”. Often these pleas are ignored, and few articles have been written addressing the question, except by critical-chain proponents. Critical-path schedulers can benefit from seriously considering these criticisms and examining their schedules for errors due to multitasking. Schedulers need to consider the effect of multitasking on

- Work quality and employee productivity
- Duration-based tasks
- Predecessor and successor relationships

Work Quality and Employee Productivity

The cost of switching people’s attention from one piece of work to another can reduce productivity and increase errors. Some critical-chain authors feel that multitasking causes work estimates to increase by 200% to 300% (Patrick) and total project duration to increase by 15% to 25% (Zultner). These claims are presented in the context of using a whole critical-chain methodology, including buffers, shorter estimates, and other specialized techniques.

Mainstream business writers have also called for an end to excessive multitasking (Shellenbarger and Sandberg). Mistakes, confusion, miscommunication, and wasted time are symptoms of trying to do too many things at one time. One study even tied it to memory loss (Sternstein).

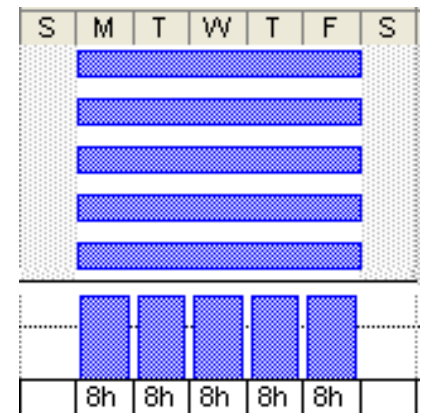
Project managers need to be aware of how often a schedule requires each resource to switch from one task to another. An experienced professional may be able to manage a complex set of simulta-

neous assignments with little loss of productivity, while an inexperienced person may easily become overwhelmed. Based on the literature, it is clear that there must be some cost related to task switching, although quantifying its impact is likely impossible. The impact certainly varies depending on the project and the people involved.

Duration-Based Tasks

Develop a schedule using classic critical-path techniques, and each task has both an estimate for duration and work. If there are sufficient resources available to do the work, the duration estimate may limit the total length of the task. For instance, it is possible for a task to require one person to spend only eight hours of work, but the task will take at least five work-days.

Some construction tasks require drying or preparation time, for instance. IT tasks may require external approvals or sign-offs that require specific lead times. Often this work appears on a schedule as a single, five-day task with eight-hours



Five part-time tasks appear to be one week’s work, but will likely take longer

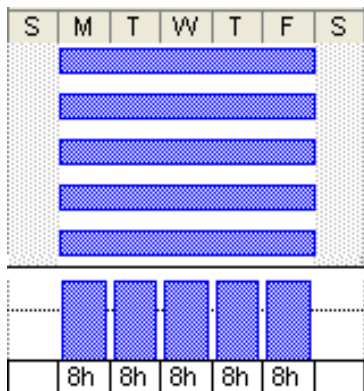
Critical-path schedulers can fall into a trap when two or more such tasks are scheduled simultaneously for the same resource. According to a resource-loading graph, a full-time resource could perform up to five of these tasks at the same time. All five would start on Monday and end on Friday. The total work-hours are 40, a typical work load for one week.

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ONLY FULL-TIME WORK (cont'd.)

A typical outcome would be that the resource would complete four of the five tasks late. Even if the resource tries to get all five tasks started as quickly as possible, he or she must start with one task before proceeding to the second, then third, then fourth, then fifth. If all of them truly require five days from their start, then only the first will end on time. In real situations a resource might be able to make up the time by compromising quality, working overtime, or pressuring others to help. These measures do not improve the quality of the schedule; they just hide the symptoms of the problem and they take control and awareness from the project manager.



Five part-time tasks appear to be one week's work, but will likely take longer

the four-day delay allows a better representation of the actual work. The resource will start two tasks on Monday, two on Tuesday, and the fifth Wednesday morning. The resource will then finish the first task on Friday and work through until end-of-day on Tuesday week two, when all five tasks will be complete.

The benefit of breaking the work down into ten tasks instead of five is accuracy and control. The disadvantage is that it requires twice as many tasks to represent the same work. Depending on

A more accurate representation of the tasks might be that there is four hours of full-time work required at the start, four days of wait-time, then four hours of full-time work to complete the task. Representing the tasks as ten tasks with logic showing

the project, the resources, and the work involved, the management overhead of the extra tasks might not be worth the increased accuracy and control.

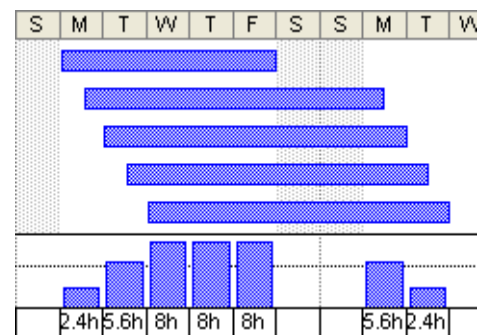
Many schedules will appear to work well, despite overlapping part-time work. These schedules inevitably create conflict and stresses for the project team, though. Where possible, project managers should consider creating only full-time tasks, and gaining control over these scheduling decisions. At the very least, project managers should review their critical-path schedules with an eye for common-sense impossibilities created by part-time work assignments.

Predecessor and Successor Relationships

It is possible to maintain the lower task-counts of part-time tasks, while still making the schedule realistic. The key is proper, fully-informed use of schedule logic.

An accurate schedule could be created by setting all five tasks as successors to a single milestone, then staggering each task using lags.

The first task has no lag, the second a half-day, the third a full day, the fourth a day-and-a-half, and the fifth a two-day lag. Using appropriate lags, it is possible to create a five-task schedule that matches the more accurate model created using ten tasks above.



Five tasks with staggered start dates give a realistic schedule, but resource use may not be accurate

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ONLY FULL-TIME WORK (cont'd.)

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The project manager needs detailed knowledge to set the correct lag times and the correct predecessor-successor relationships. The lag time will change based on the nature of each part-time task and its impact on the resource performing it. In this example, the resource needs a half-day to get a task started, before he or she can start the next.

In other situations, the resource might need a specific amount of time at the beginning, middle, or end of the task. Some scheduling tools allow the project manager to set a custom work contour for each task, showing the exact number of hours of work needed on day 1, day 2, day 3, and so on, within a single task. This feature could help to document the reasons for specific delays. Before using these features, though, the project manager should determine if it might be simpler to split the task into multiple parts instead.

If the project manager understands the details of the tasks, he or she can correct for some of the scheduling traps created by multitasking. No matter how a project manager chooses to correct the schedule, he or she needs to look especially closely at groups of part-time tasks, particularly when the same resource must start and complete several tasks at or around the same time.

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Shellenbarger, Sue, "Juggling Too Many Tasks Could Make You Stupid" Wall Street Journal, Career Journal Column, February 28, 2003 also available at <http://www.careerjournal.com/columnists/workfamily/20030228-workfamily.html>

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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.

SCHEDULE UPDATE

FEBRUARY, 2006

2006 CONFERENCE SCHEDULE

Monday, April 24th

Sunday, April 23rd		Monday, April 24th	
7:30 AM	AACE International's Planning & Scheduling Professional (PSP) Exam	10:00-11:15 AM	IT Track (IT - 01)
3:00 PM	On-Site Registration Begins		<i>Jerry Ketron</i>
3:00-6:00 PM	Job Fair		Sing Out, Dazzle and Impact Your Schedule Stakeholders
4:30-6:00 PM	Public Board Meeting		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.
6:00-8:00 PM	Sponsors/Exhibitor Reception	10:00-11:15 AM	Claims Track (CL - 01)
Monday, April 24th			<i>Mark Cohen, Brandon Grove, & Arny Patel</i>
7:00 AM	Registration Opens		Concurrent Delay – A Reality in Today's World of Construction
7:00-8:00 AM	Breakfast Provided		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.
	Opening Session	11:30-1:00 PM	Lunch Provided
8:00-9:30 AM	<i>Keynote Speaker : Murray Woolf</i>		The Annual Business Meeting (During Lunch)
	<u>Scheduling - A Profession in Turmoil</u> 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.	1:00-2:15 PM	SEI Track #2: Growth Pains <i>Town Hall Meeting Hosted by "Software Enrichment" & "Industry Focus"</i>
9:30-10:00 AM	Break		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	SEI Track #1: Defining Ourselves	1:00-2:15 PM	Research Track (RT - 02)
	<u>Town Hall Meeting Hosted by "Schedule Management"</u> 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!		<i>Fred Plotnick</i>
10:00-11:15 AM	Research Track (RT - 01)		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.
	<i>Ron Winter</i>	1:00-2:15 PM	Risk Track (RK - 02)
	<u>Determining the Actual Critical Path</u> 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.		<i>Glen Palmer</i>
10:00-11:15 AM	Risk Track (RK - 01)		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.
	<i>David Hulett</i>	1:00-2:15 PM	IT Track (IT - 02)
	<u>Quantitative Schedule Risk Analysis</u> 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.		<i>Ibrahim Abdelshafi</i>
10:00-11:15 AM	Training Track (TR - 01)		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.
	<i>James Jenkins, Scott Kramer, & Joseph Orczyk</i>		
	<u>A "Behind-the-Scenes" Look at Basic Schedule Calculations</u> 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.		

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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.

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2006 CONFERENCE SCHEDULE

Tuesday, April 25th

11:30-1:00 PM Lunch Provided
12:15-12:45 PM SEI Sneak Peek (During Lunch)
Phil Aprill

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
Town Hall Meeting Hosted by "Schedule Impact Analysis" - Beyond Selecting the Right Methodology
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)
Kevin Coyne
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)
Pat Galloway & Ed Blow
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)
Gordon Davis
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)
Alex Brown
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)
Christopher Carson
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
PMICOS Board
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
Town Hall Meeting Hosted by "Schedule Management"
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)
Mike Stone
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.

SCHEDULE UPDATE

FEBRUARY, 2006

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

FEBRUARY, 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 <i>Town Hall Format: By "Schedule Management" & "Schedule Impact Analysis"</i> 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	Enterprise Track (EN - 06) <i>Steve Wilchek, Umesh Jois, Jim Anzalone & Rajiv Neillyodan</i> 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	Research Track (RT - 09) <i>John Krahula</i> 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 staturing.	10:15-11:30 AM	Training Track (TR - 04) <i>Murray Woolf</i> 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 <i>predict</i> schedule slippage before it happens and you have a glimpse of "Management by Momentum."
10:15-11:30 AM	Risk Track (RK - 08) <i>John Driessnack</i> <u>Linking Risk and Earned Value Analysis</u> 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	Global Services Track (GS - 04) <i>Bruce Hallock</i> <u>A Study in the Successful Application of Scheduling Methods, Techniques and Approaches to a Major International Project</u> 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 <i>Stu Ockman, Pat Galloway, and Jon Wickwire</i>
		12:00-1:30 PM	Lessons Learned Lessons Learned; Volunteers
		2:00-7:00 PM	Conference Closing Golf Tournament