



The
Project Management Institute
College of Scheduling presents:

CPM SCHEDULING TURNS



A BIRTHDAY CELEBRATION

April 15-18, 2007

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This program
is approved for
14 PDU
credits!

SUNDAY 7:30 AM	AACE International's Planning & Scheduling Professional (PSP) Exam <i>Open only to individuals who will be attending the PMI College of Scheduling Conference.</i>	10:00-11:15 AM	Risk Track <i>Dr. David Hulett</i> The Problem with PERT: Merge Bias in Schedule Risk Analysis PERT was developed in the late 1950s to account for the impact of project schedule risk on the planned completion of major projects. Unfortunately, as we have known since the early 1960s, PERT always underestimates schedule risk. This presentation illustrates the fundamental flaw in PERT and shows how Monte Carlo simulation produces answers that do not have the same flaw.
3:00 PM	On-Site Registration Begins		
4:30-6:00 PM	Public Board Meeting		
6:00-8:00 PM	Sponsor/Exhibitor Reception This reception will be an informal gathering to meet exhibitors and to enjoy hors d'oeuvres and refreshments (cash bar available).	11:30-1:00 PM	Lunch Provided The Annual Business Meeting (During Lunch)
MONDAY 7:00 AM	Registration Opens	1:00-2:15 PM	SEI Town Hall Meeting SEI Collaboration Tool Training SEI has established a very effective collaboration platform that is being used in the development of the Best Practices and Guideline Manuals. Come and learn how to use the system so you too can be an active participant in the BP&G development.
7:00-8:00 AM	Breakfast Provided		
8:00-9:30 AM	Keynote Speaker <i>Craig Smith, Ph.D.</i> How the Great Pyramid Was Built Come hear Dr. Craig Smith describe the engineering and project management of one of the greatest construction projects of ancient times – the building of the Great Pyramid at Giza, Egypt. The tallest manmade structure of over 4,500 years, the sheer logistics of organizing tens of thousands of workers, millions of tons of materials, tools, food, housing – all of the necessities of a huge public works project – was an amazing accomplishment.	1:00-2:15 PM	Claims Track <i>Timothy Calvey, PE, PSP, CPE and Ron Winter, PSP</i> Probabilistic Delay Analysis This session focuses on the rationale, methods, and tools for implementing schedule quality management (SQM) programs whether you have an organization of 10 people or 100,000+ worldwide. Of the many benefits of SQM, quantifying schedule quality gives credibility to performance summarizations across multiple projects.
9:30-10:00 AM	Break		
10:00-11:15 AM	General <i>Patrick Weaver</i> The Origins of Project Management This paper will map the origins of the profession of 'project management' and seek to prove the hypothesis that project management as we know it (as distinct from 'projects') has developed as a direct result of the work and influence of schedulers emanating from the development of critical path scheduling in the 1950's and 60's. Is it all our fault? The answer is probably!	1:00-2:15 PM	Scheduling Track <i>Mike Oliver, PMP</i> Implementing Schedule Quality Management Programmes This session focuses on the rationale, methods, and tools for implementing schedule quality management (SQM) programs whether you have an organization of 10 people or 100,000+ worldwide. Of the many benefits of SQM, quantifying schedule quality gives credibility to performance summarizations across multiple projects.
10:00-11:15 AM	SEI Town Hall Meeting Best Practices and Guidelines Initial Product Review (Part 1) SM committee has been working on the content of the Best Practices and Guidelines manuals and seeks comments on its methods and findings.	1:00-2:15 PM	Scheduling Track <i>Earl Glenwright, PSP</i> 30 Most Serious Flaws in Scheduling A survey has been made of experienced Project Managers to gather their opinions as to what are the contemporary flaws in Project Controls and specifically in the work scheduling function. Thirty straw men were suggested to be ranked [and some added by the respondents] and the results of the ranking will be presented and discussed.
10:00-11:15 AM	Scheduling Track <i>Hilbert Robinson</i> An Introduction to Goldratt's Critical Chain Project Management In Dr. Eli Goldratt's book "Critical Chain", he presents an equally elegant approach through which the same principles can be applied to project oriented organizations with equally impressive results. This paper is a brief overview of the key principles involved in Critical chain.	1:00-2:15 PM	Research Track <i>Ming Lu</i> Critical Path Scheduling Under Resource Limits and Calendar Constraints Introducing a computer platform called the Simplified Simulation-based Scheduling based upon the latest simulation and optimization algorithms resulting from in-house research.
10:00-11:15 AM	Claims Track <i>John Livengood</i> Retrospective TIAs vs. As-Planned / As-Built: Each Has a Use The author will explain these two principle schools of thought concerning forensic schedule analysis methodologies. He will examine how each methodology identifies the as-built critical path and delay causing events. You will learn that in both cases, the core of the analysis is expert opinion, not computer calculations; and how both methodologies have a place in forensic schedule delay analysis.	1:00-2:15 PM	Enterprise Track <i>Doc Dochtermann and Chris Klug</i> How do Fortune 100 Customers Realize Business Value from Enterprise Project Management (EPM) This session addresses how Fortune 100 customers attain the business value of Enterprise Project Management (EPM) through careful deployment planning and attention to cultural change management, integrated throughout the life cycle.
10:00-11:15 AM	Research Track <i>Ron Winter, PSP</i> Proper Implementation of Resource Leveling Automated resource leveling has been available for 20 years. What should we be doing better?	1:00-2:15 PM	Risk Track <i>Dr. Lev Virine</i> Project Scheduling and Risk Management Using Event Chain Methodology Event chain methodology is uncertainty modeling and schedule network analysis technique, which is focused on identification and managing event and event chains affecting project schedule. The paper discusses the main principles and phenomena of Event Chain Methodology and its practical application as applied to real life project scheduling.
10:00-11:15 AM	Enterprise Track <i>John Owen</i> Trends in Project Management The art of project management is always changing – new projects with different constraints, new regulatory requirements, new business practices, and above all ... new people. This presentation will look at some of these changes including methodologies (ie. Critical Chain), best practices (ie. Earned Value), and regulatory requirements (ie. Risk Identification) and consider how software solutions are evolving to help or hinder their adoption.	2:15-2:45 PM	Break

2:45-4:00 PM **SEI Town Hall Meeting**
Best Practices and Guidelines Initial Product Review (Pt. 2)
SM committee has been working on the content of the Best Practices and Guidelines manuals and seeks comments on its methods and findings.

2:45-4:00 PM **Claims Track**
John Buziak
What Do You Do When You Find a 500-Year Old Ship?
The remains of an ancient ship slowly reveal themselves, first in de-watering wells and later in a deep excavation. Talk about your undisclosed site conditions! This paper will introduce you to a rare combination of well prepared fragnets, on a well prepared schedule that eventually results in an amicable adjustment to the contract.

2:45-4:00 PM **Scheduling Track**
Craig L. Olsen, CCC, PSP
Basic Cost Management Using Primavera 5.0
The latest generation of Primavera scheduling tools provides us with the ability to even better perform some basic cost management functions. This presentation will cover some basic how-to, tips and tricks for resources, costs, expenses, cost loading, past period actuals, distribution curves, histograms, reporting (period and cumulative) with both the desktop (client/server) and browser (web) tools.

2:45-4:00 PM **Enterprise Track**
Bruce Stephen
Advances in Project Management Enterprise System Implementation
This presentation will describe the nuts and bolts of configuring, implementing and administering Primavera P5 and MyPrimavera to help large owner organizations better manage large capital program. It will also discuss new technology and processes that are changing the industry in dramatic ways.

2:45-4:00 PM **Risk Track**
Glen Palmer
Help Avoid the Risk of Liquidated Damages - Perform a Project Schedule Delay Analysis on a Monthly Basis
This presentation will discuss the benefits of performing a monthly delay analysis during the execution of a complex project instead of waiting until the project has been completed.

2:45-4:00 PM **Research Track Mini-Sessions**
USMA: Student Paper Presentation

Fred Plotnick
Update on RDCPM Project
Update on the new RDM Relational Diagramming Method format and standard.

Craig Sorensen
Project Characteristics Affecting Labor Productivity in a Negative Manner
This Session will look at the industry studies available for predicting productivity impact and current research available to quantify the loss.

6:30-8:45 PM **Gala Dinner**

TUESDAY
7:00 AM

Registration Opens

7:00-8:00 AM **Breakfast Provided**

7:30-8:30 AM **Book Signing**

8:15-9:30 AM **SEI Town Hall Meeting**
What Is and What Is Not a Concurrent Delay
The SIA committee wants input on developing guidelines for determining what is and what is not a concurrent delay.

8:15-9:30 AM **Claims Track**
Todd Vandenhaak and Dana Hunter
Better Control by Tracking Production
Description

8:15-9:30 AM **Scheduling Track**
Earl Glenwright, PSP
The Demise of Activity Float
With the extensive improvements and added software capabilities to schedule activities based on resource constraints, and the need to execute activities according to the planned schedule, "float" has become a pitfall to those who incorrectly believe that any activity really can be "floated" without a domino consequence.

8:15-9:30 AM **Research Track**
Jeff Shannon
How to Maximize Field Productivity
Methodologies for going beyond the CPM to measure and interactively improve field productivity.

8:15-9:30 AM **Enterprise Track**
Dennis Steven and Ric Merrifield
Business Architecture Approach to Project Portfolio and Priority Management
Companies are under increased pressure to improve agility and deliver business value faster with limited resources. Capability-based Business Architecture is an improved approach to align the portfolio of technology, infrastructure, process, and human capital improvement projects with the business strategy.

8:15-9:30 AM **Panel Discussion**
Stu Ockman, Lou Bagwell, Esq., & Pat Galloway
Intellectual Honesty in Proving Delay
How can two experts support wildly different hypotheses as to what caused a project to finish late; especially when there is only one right answer? Yet, this is not just an isolated occurrence. Scheduling experts disagree far more than they agree. Our panel discussion will shed some light on the reasons why and what, if anything, can be done to improve things. Join us in what is sure to be a spirited discussion.

9:30-10:00 AM **Break**

10:00-11:15 AM **SEI Town Hall Meeting**
Best Practices and Guidelines Initial Product Review (Pt. 3)
SM committee has been working on the content of the Best Practices and Guidelines manuals and seeks comments on its methods and findings.

10:00-11:15 AM **Claims Track**
John Ciccarelli
Additional Practical Applications of Window Analysis
The Window Analysis method of forensic schedule analysis is a structured and objective approach that is recognized as one of the more accepted methods for quantifying and demonstrating delay. This paper discusses how the Window Analysis can be contemporaneously used during project execution to: review and analyze schedule updates and monitor a project; prepare, evaluate, and/or justify change orders; and review and respond to requests for time extensions.

10:00-11:15 AM **Scheduling Track**
Chris Carson
A Structured Approach to Minimum Cost Recovery-Scheduling
This paper provides a structured approach using time-tested methodologies that reduce construction time at a least cost and while minimizing claims risks. This practical approach includes a prioritized checklist, organized by Project Controls and Project Management approaches, with benefits and risks to all parties identified so an approach assessment can be made whenever recovery is needed.

10:00-11:15 AM **Research Track**
John Kruhula
Schedule Metrics - Beyond the Ordinary
Beyond the Ordinary How a schedule is structured, developed, and stasured has a profound effect not only on how performance is measured, but also on the accuracy of the performance measurement process.

10:00-11:15 AM **IT Track**
Shelbi L. Rombout, PMP and Dana Wise, PMP
Failure to Launch: Has Poor Estimating Compromised Your Project?
Project failure continues to be the trend in IT, despite the recent focus on proper project planning. The authors will explain how estimating is a critical function that can make or break an IT project schedule.

11:30-1:00 PM **Lunch**

1:00-2:15 PM **SEI Town Hall Meeting**
WBS - Vital Element or Distracting Nuisance?
Scheduling professionals come up with all manner of inovative ways to produce good baseline schedules. We want to provide an opportunity for our members to share their best discoveries.

1:00-2:15 PM **Research Track**
Hon. John M. Marshall, Daniel D. McMillan, Esq., Kevin Dorse, Esq., James J. O'Brien, P.E., Fredric L. Plotnick, Esq., P.E.
MOCK TRIAL PART I
 A sitting Judge, two top attorneys of international law and two renown experts square off in a trial using CPM - or is it a trial of CPM?

1:00-2:15 PM **Enterprise Track**
Steve Holt and Patrick Wilson
Lean and Six Sigma – a Continuous Improvement Framework
 As project management grows in recognition as a systems approach to managing the enterprise, it presents a natural opportunity to extend the lean and 6-sigma process improvement framework to project oriented organizations, this paper presents a methodology based on Dr. Goldratt's Critical Chain Project Management, for extending this framework into the area of managing the project oriented enterprise.

1:00-2:15 PM **Risk Track**
Mark Cohen & John Stone
Project Acceleration – Is it Really Worth the Effort?
 Traditional scheduling methods do not readily account for uncertainty, and fail to adequately address the many variables that can impact the accuracy of estimated work activity durations. In reality activities can be impacted by factors such as weather, lack of resources, poor planning, and differing site conditions. Simulation techniques such as Monte Carlo analysis address these issues, as well as provide a range of contingency for unexpected negative factors.

1:00-2:15 PM **Scheduling Track**
James Quilliam
Implementing Advanced Schedule Management in Your Organization
 In the quest to shape future project management concepts through innovative management capabilities, this guided lecture/forum will discuss how the Advanced Schedule Management (AMS) methodology will provide a powerful framework for implementation in your organization.

1:00-2:15 PM **Case Study Track**
Raphael Dua
Using Cultural Change to Introduce Earned Value Performance Management into an Australian SME Rural Construction Company
 The paper demonstrates how cultural change was introduced into a rural small to medium Construction Company, using EVPM to manage increasing workload and tight resources and market conditions for a low cost.

2:15-2:45 PM **Break**

2:45-4:00 PM **SEI Town Hall Meeting**
My 3 Best Tips for Better Baseline Schedules
 Scheduling professionals come up with all manner of innovative ways to produce good baseline schedules. We want to provide an opportunity for our members to share their best discoveries.

2:45-4:00 PM **Research Track**
Hon. John M. Marshall, Daniel D. McMillan, Esq., Kevin Dorse, Esq., James J. O'Brien, P.E., Fredric L. Plotnick, Esq., P.E.
MOCK TRIAL PART II
 A sitting Judge, two top attorneys of international law and two renown experts square off in a trial using CPM - or is it a trial of CPM?

2:45-4:00 PM **Risk Track**
Harold Dorbin & Reza Nikain
Risk Management Integration - Zone Defense is not for the Pros
 Rather than "spreading the floor" to defend against project surprises, schedules provide a project specific framework for every Project Risk Management System platform, which will efficiently integrate with customary Project Planning/Control tools. This presentation will provide the playbook and real project examples for how you can use your Project Schedule to manage Cost/Quality-Performance/Schedule risk and prepare your Project Risk Management System for the next challenge.

2:45-4:00 PM **IT Track**
Faith Rhatigan
Effective Project Communication through Collaboration
 Do you have trouble getting an accurate progress reports on your project? Do people avoid your phone calls or emails when you try to collect status information from them? People tend to hide from you when they are running behind schedule and don't want to deliver

the bad news. They may also feel that providing status updates isn't as important as their real job which is to complete the project. The challenge we all face is having to enroll everyone so they willingly communicate the good, the bad and the ugly. This presentation will examine the benefits of two-way communication with project team members regarding project issues, risks, discussions and updates, to ensure success for the Planner/Scheduler and the overall project.

2:45-4:00 PM **Scheduling Track**
Earl Glenwright, PSP
Preferential Logic: How Is It Used?
 Preferential logic restraints are used to reflect the contractors' preferred means and methods of construction and a particular site's constraints. You can use it to sequence large portions of the project work into later time periods such that their entire resource requirements are moved as a block. If the sequence must be changed, only a few dependencies need to be changed.

2:45-4:00 PM **Case Study Track**
Ted Ritter
Moscone Center Expansion Project
 An overview of the scheduling and project controls on a City project that had nearly catastrophic delays early and how the completion date was renegotiated and then maintained through detailed, current and accurate information dissemination, getting buy-in from the Owner, and executing the recovery plan.

6:30-8:45 PM **Dinner**
 Please join your PMICOS colleagues in a fabulous evening on the Vancouver Harbor!

WEDNESDAY
7:00 AM **Registration Opens**

7:00-8:00 AM **Breakfast Provided**

7:30-8:30 AM **Book Signing**

8:15-9:30 AM **SEI Town Hall Meeting**
My 3 Best Tips for Schedule Updates
 Scheduling professionals come up with all manner of innovative ways to produce good baseline schedules. We want to provide an opportunity for our members to share their best discoveries.

8:15-9:30 AM **SEI - Working Sessions 1**
Appeal of the Mock Trial - the COS 'Higher Court' Weighs In
 On Tuesday afternoon, a project delay Mock Trial took place in the Research Track and now Judge John Marshall is going to render a verdict. We want our members to act as the "Supreme Court" in this post trial forum.

8:15-9:30 AM **Scheduling Track**
Lee Peters
Understanding the Federal Government Schedule Specification
 Hear the 'law of the land' for scheduling specifications in the Unified Facilities Guide Specifications. Learn how the Federal protects both the contractor and the government. Hear what it requires, how it prevents gaming the process, and how it is being strengthened by other Agencies.

8:15-9:30 AM **Research Track**
Steven Pinnell
Who Owns Float - A Commentary on Scheduling Specifications and Industry Malpractice
 Pinnell/Busch conducted in-depth surveys of contractors and owners in 2005 and 2006 to determine current industry practice, the effect of those practices, and Best Practices to avoid changes, delays and claims. This presentation focuses upon what "is" and who "owns" float.

8:15-9:30 AM **Risk Track**
Sami Fereig
Risk Management in the Construction Industry of the Arabian Gulf
 The top five risks facing construction project in Kuwait have been identified based on the results of an analysis conducted in this study. Recommendations, based on a feedback questionnaire, are given for each of the five risks to avoid them in the future projects.

8:15-9:30 AM	Claims Track <i>Ted Ritter</i> Claims Avoidance Through Aggressive and Proactive Efforts This presentation describes Ritter Construction Management Inc's methods of avoiding claims through aggressive proactive up-front efforts, including contract requirements, cost loading, subcontractor interface during planning and through each update, and aggressively confronting all claims issues with facts and an interest in settlement.
9:30-10:00 AM	Break
10:00-11:15 AM	SEI - Working Session 2 Schedule Crisis Management - 2 Perspectives We will form two teams, Contractor and Owner. A schedule crisis scenario will be posed and each team will have to quickly come up with an effective resolution.
10:00-11:15 AM	Research Track <i>Bruce Hallock and Pradip Mehta</i> The Great Debate - TIE v Windows for Retrospective Delay Analysis The debate has swirled amongst us for well over a dozen year, without any meaningful research as to the superiority of either methodology; at last an actual head to head contest, with a surprising outcome.
10:00-11:15 AM	Claims Track <i>William M. Hart, P.E., Jean Hansen, P.E., and Tom Papachristos</i> A Process for Performing Schedule Analysis for the Data-Challenged Client As construction consultants, the authors have seen numerous examples on large construction projects where scheduling specifically, and data-keeping in general, was grossly deficient, making the task of schedule analysis impossible using conventional approaches. Using this fictional case study, the authors present a process for overcoming the failure to properly baseline and update a schedule.

10:00-11:15 AM	Scheduling Track <i>Mike Stone</i> What Is The Real Cost of CPMs? Many contractors think they do not have the time or money to develop good schedules, yet they accept the cost to reconstruct as-built schedules to fight claims later. This paper begins to explore the real cost of developing and maintaining CPMs for construction project versus use of an ad-hoc planning method.
10:00-11:15 AM	IT Track <i>Rob Richards, Hilbert Robinson, Annaka Kalton</i> Enhanced Critical Chain Project Management via Advanced Planning & Scheduling Technology Enhanced Critical Chain Project Management is a new project management methodology which was developed to overcome many of the shortcomings of Critical Path Project Management. The new methodology is based on methods and algorithms derived from Goldratt's theory of constraints.
11:30-12:00 PM	Closing Remarks Join us for closing remarks by board members of PMI College of Scheduling to wrap up the conference. We want to acknowledge contributions and gather input from attendees.
1:30-5:30 PM	Optional Event <i>Hosted by:</i> Golf Tournament Break out your clubs, and slip into something plaid! Fees Apply. <i>All sessions are subject to change.</i>

Item/Membership Category	Price
PMICOS/CMAA/CI/AGC Members EARLY BIRD SPECIAL	\$650.00 \$600.00
Non-PMICOS/CMAA/CI/AGC Members EARLY BIRD SPECIAL	\$750.00 \$700.00
Optional Items	
Guest Program*	\$200.00
Golf Tournament	\$100.00

Conference Attendees are entitled to 14 PDU's!

To register, log on to www.PMICOS.org!

*Guest Program:
Includes entry to special events, breakfast Monday-Wednesday, and a Vancouver city tour!

Vancouver Marriott Pinnacle Downtown
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 Phone: 1 604 684 1128 - Fax: 1 604 298 1128
Before April 14, 2007: \$155.00 (CAN)/night.

To make reservations: Guest can reserve directly with the reservations department at 1-800-207-4150 or 604-684-1128.
Group codes: Single/double occupancy is pmipmia, triple/quad occupancy is pmipmic.