



Welcome to CCC 2025

- Welcome Reception by ASTA
- Registration Neck Wallets
- Eight Drink Tickets – then go to Standing O
- Conference Book and App
- <http://www.constructioncpm.com/>
- right hand column - download PDF
- views from your hotel room
- FREE Simulcast views by colleagues
- all being recorded to view other rooms
- Continuous Coffee by Zachry
- Classes 9:45-4:50
- PM Ice Tea Break by PPS
- More Networking Receptions by:
Monday by SmartPM
Tuesday by ALICE
- **Dine with Five New Friends™**
- Smoke & Mirrors at Lobby Level by Ron W
- Keynote by ACEi Leadership

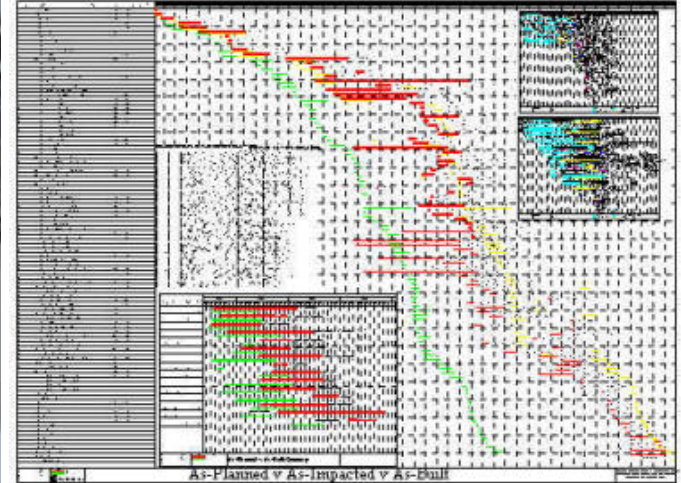


Keynote by Plotnick

- Industry's Need for Schedulers
- The owner's specification typically tells the Scheduler what must be submitted
- Does this minimum best serve the contractor?
- Part of the problem is to teach the Scheduler to teach the contractor employer or client what more can be provided at little or no extra cost.
- The Scheduler is part of the management team.
- We expect you to act like Management.



Wednesday Keynote on Industry's Need for Schedulers



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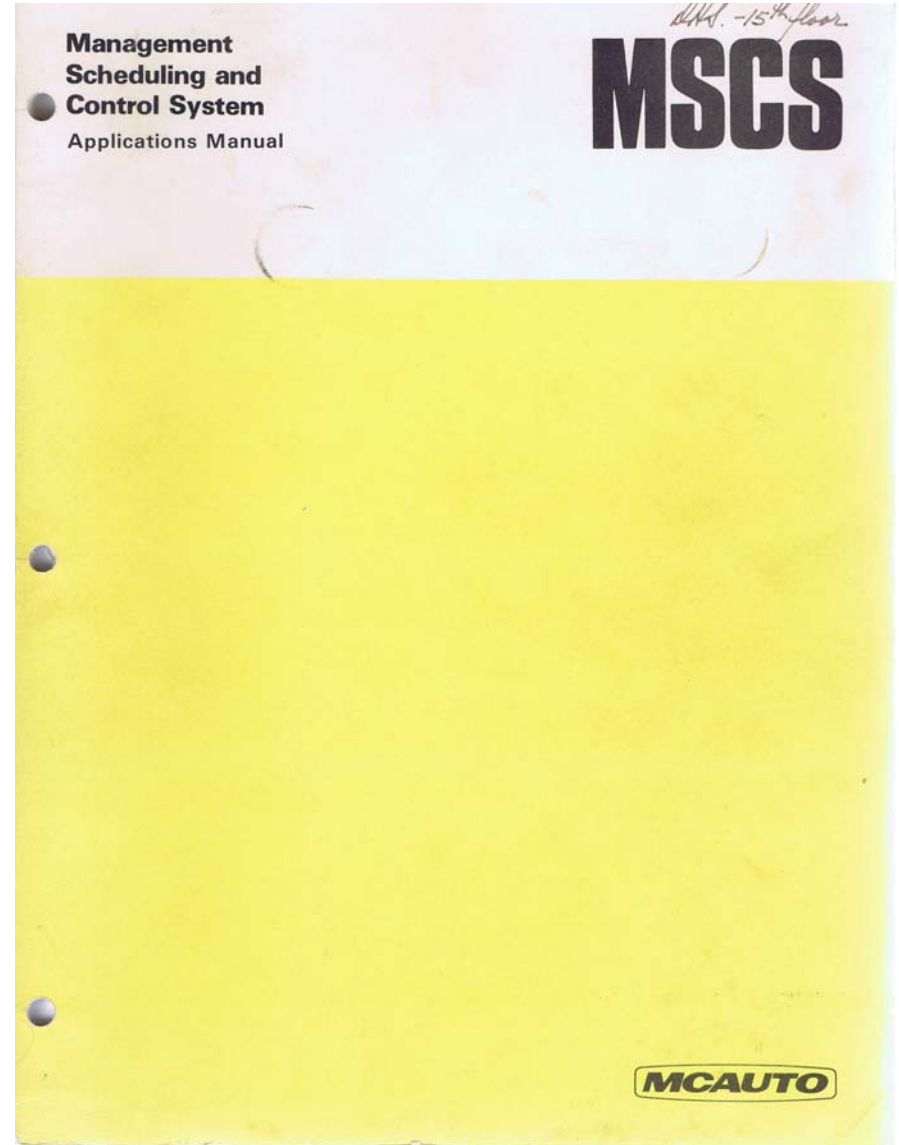
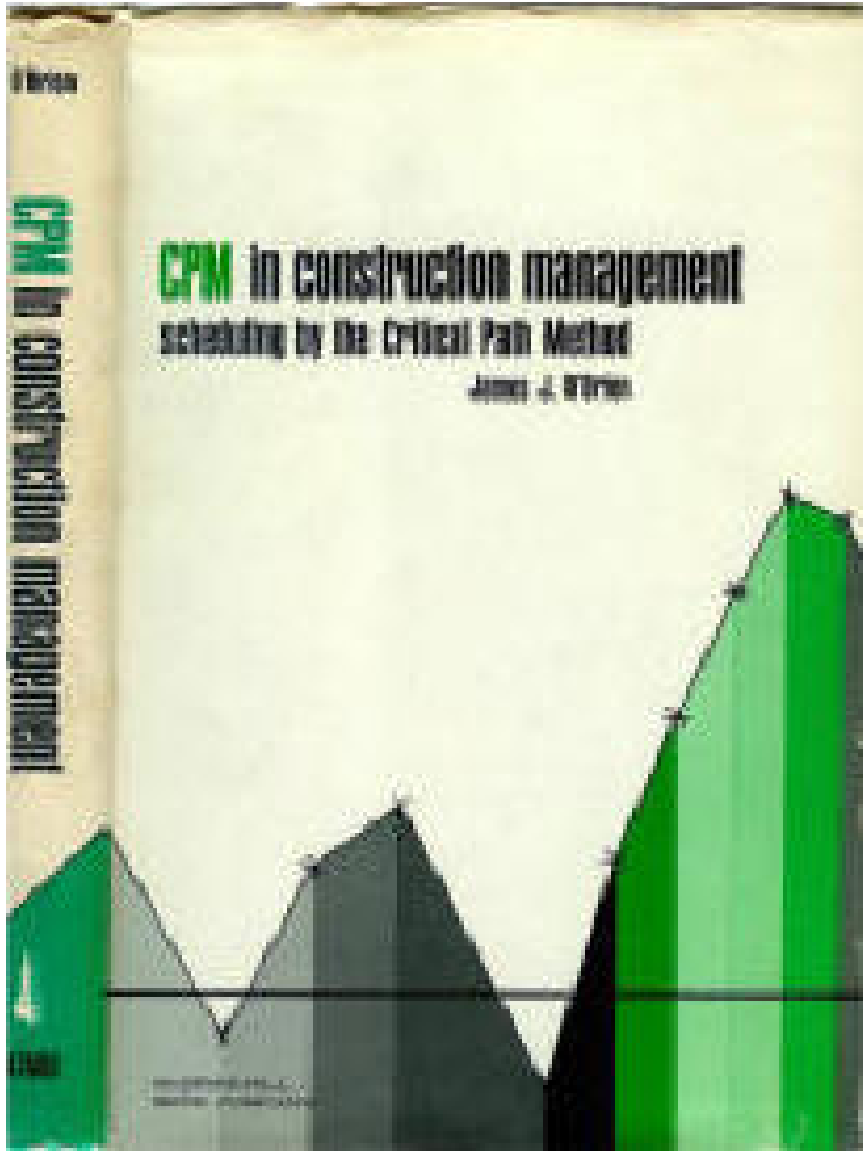


From Wikipedia,
the free encyclopedia

The UNIVAC I (Universal Automatic Computer I) was the first commercial computer produced in the United States. It was designed principally by J. Presper Eckert and John Mauchly, the inventors of the ENIAC. Design work was started by their company, Eckert–Mauchly Computer Corporation (EMCC), and was completed after the company had been acquired by Remington Rand (which later became part of Sperry, now Unisys). In the years before successor models of the UNIVAC I appeared, the machine was simply known as "the UNIVAC".

1951 > 1954 > 1956 > 1964 > 1970 > 1983
UNIVAC Dupont Mauchly-Kelley-Walker O'Brien MSCS Primavera

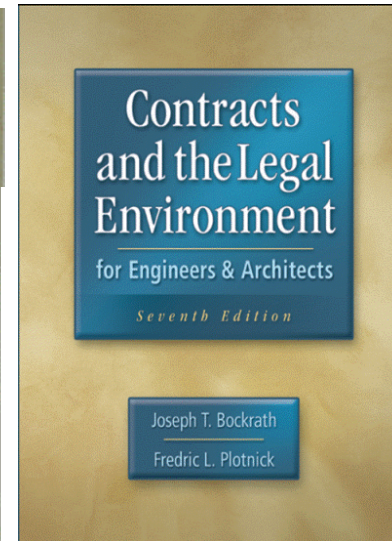
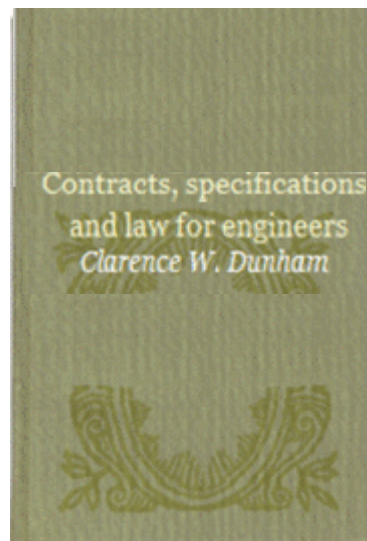
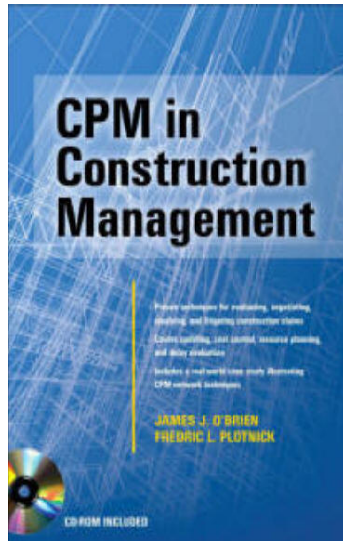
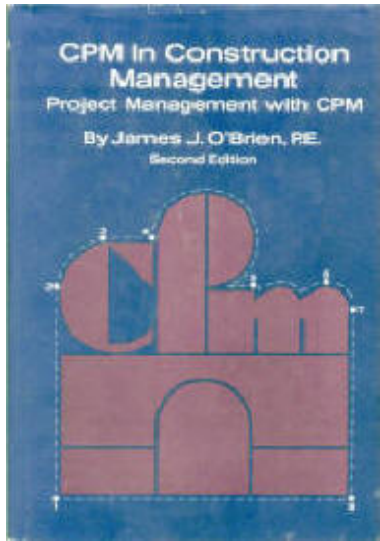
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Wednesday Keynote on Industry's Need for Schedulers

FLP ~1974 CPM and Law

APL (named after the book A Programming Language) is a programming language developed in the 1960s by Kenneth E. Iverson. Its central datatype is the **multidimensional array**. It uses a large range of special graphic symbols to represent most functions and operators, leading to very concise code. It has been an important influence on the development of concept modeling, spreadsheets, functional programming, and computer math packages. It has also inspired several other programming languages. It is still used today for certain applications



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ADP Network
Services

**APECS™
User's Guide
and
Reference Manual**

First Edition

PROMAC/90
PROJECT MANAGEMENT SYSTEM

promacon, inc.

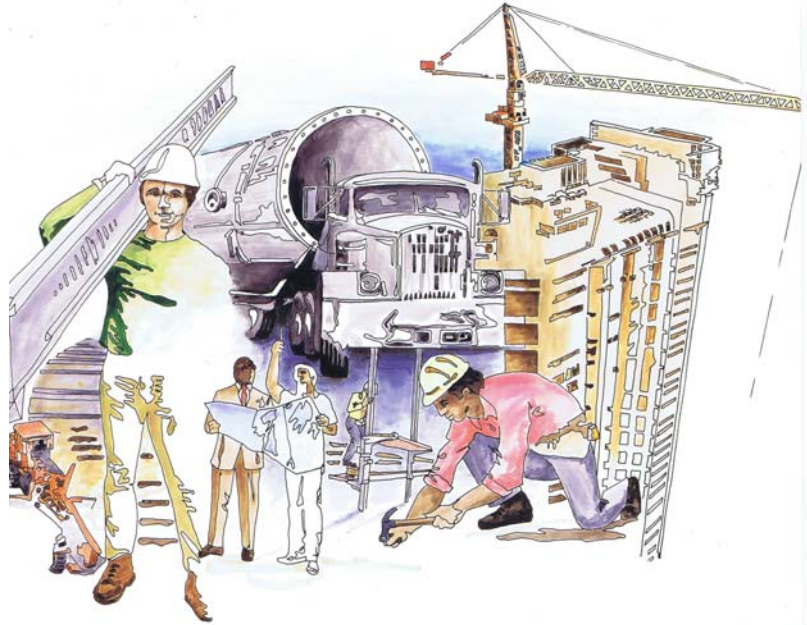
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AlderGRAFTM

SYSTEMS, INC.



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PROMAC/90
PROJECT MANAGEMENT SYSTEM

promacon, inc.

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 **PRIMAVERA**



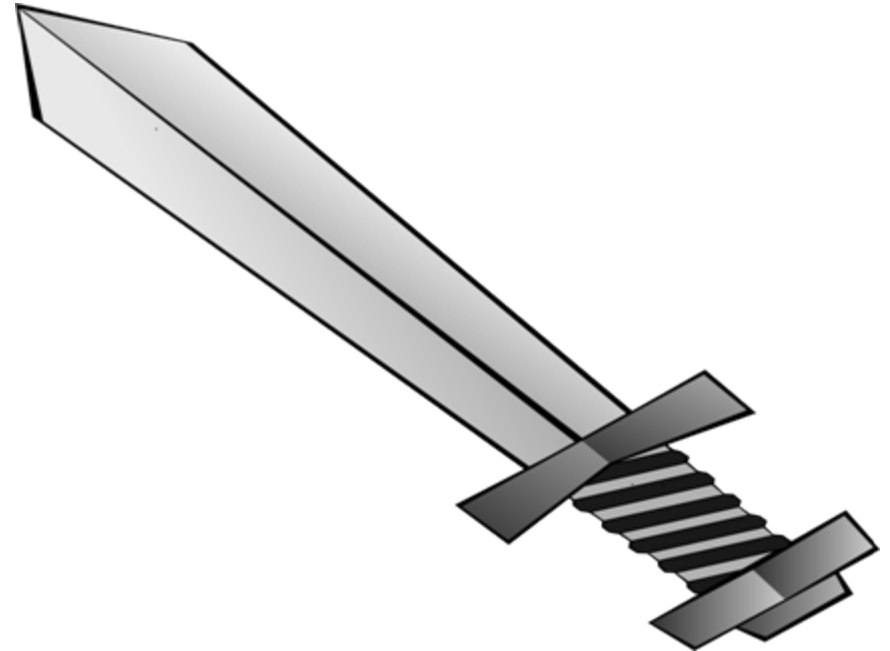
PRIMAVERA
PROJECT PLANNER®

PLANNING AND CONTROL GUIDE

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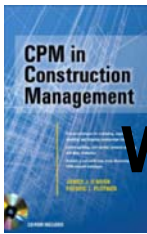
- How may the scheduler add value?
- Part of the problem is to teach the Scheduler to teach the contractor employer or client what more can be provided at little or no extra cost
- A CPM – is more than a bar-chart
- Risk – per activity – per time period – per project
- Cost – EVM – earned value metrics
- BIM – building information modeling
- Document Control – paper – electronic – photographic – risc tags
- Claims avoidance and resolution – the superintendent's consigliere
- But have we now planted seeds for loss of best benefits?

Wednesday Keynote on Industry's Need for Schedulers



Is CPM to be used as a tool or a weapon?

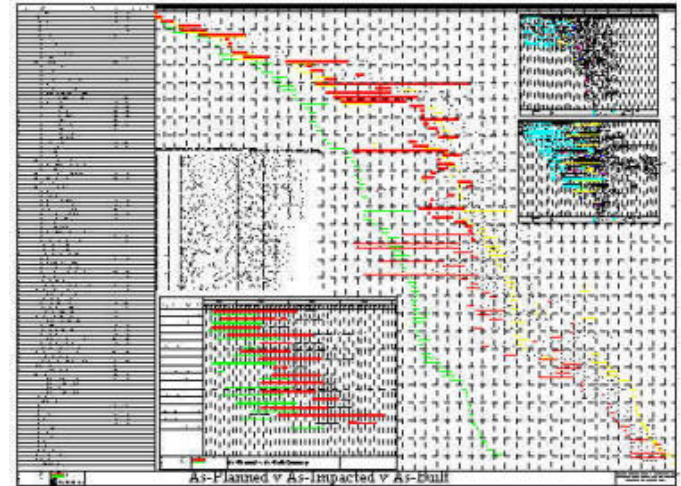
turning ploughshares to swords



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The courts gave early recognition to the validity of CPM. In 1972 (Appeal of Minmar Builders, Inc., GSBCA No. 3430, 72-2 BOA), the court rejected a claim based on bar graph schedules, stating: “The schedules were not prepared by the Critical Path Method (CPM) and, hence, are not probative as to whether any particular activity or group of activities was on the critical path or constituted the pacing element for the project.”

Also in 1972, a Missouri court (Natkin & Co. v. Fuller. 347 F Supp. 17) stated that bar charts did not “afford an overall coordinated schedule of the total work covered by the contract.” An Illinois court (Pathman Construction Co. v. Hi-Way Electric Co. 65 Ill. App. ad 480, 382 N.E. 2d 453,460) in 1978 noted that “technological advances and the use of computers to devise work schedules and chart progress on a particular project have facilitated the court’s ability to allocate damages.”



1972 > 1983 > 2002 > 2010 > 2018 > 2025
Minmar P3 P6 no P3 options in the cloud

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- What are the rules relating to proper CPM?
- **LOGIC LOGIC LOGIC**
- **Transparent Rules for Calculation**
 - Could you do the calculations by hand? If not, how do know correct?
- **What if owner demands skew results?**
 - What if owner demands include a trough to water the horses?
- **Why is your management preparing CPM?**
 - Will management bring in horses to excavate earthworks?
- **We expect you to act as Management.**

Wednesday Keynote on Industry's Need for Schedulers

- What are the rules relating to proper CPM?
- Does the CPM specification override scope?
 - Section 013210 relates to a shop drawing – usually indicates NO
- Can a CPM specification control analysis?
 - Contractor must supply printout requested – stamped “as directed”
 - Ghost schedules and diesel powered earthmovers may be utilized
 - A disliked scheduler may be restricted access to site – but not analysis
- Can a CPM specification control claim?
 - Contractor must supply printout requested – stamped “as directed”
 - Contractor may provide additional analysis – by a professional
 - If spec requires contractor to supply pink panties for the judge to wear
- We expect you to act as Management.

Wednesday Keynote on Industry's Need for Schedulers

- Takeaways for Today
- What are the rules relating to proper CPM?
 - Understand the technical rules for a proper CPM
 - Always follow proper rules – if ordered otherwise stamp “as directed”
- If you wish to use CPM as a tool ...
- If you wish to use CPM as a weapon ...
- If the specification uses CPM as a weapon ...
- What must you provide to owner or court?
- What should you provide owner or court?
- We expect you to act as Management.

PLOTNICK TOWN HALL

- What do we want from:
 Tech Groups - Software - Us?
- FRED PLOTNICK will lead this Town Hall where we will engage the audience to share thoughts relevant to professional schedulers.
- **What do we want** from our Tech Groups? How can AACE, PMI, Planning Planet and others best serve our subgroup of their general memberships?
- **What do we want** of our softwares? We may generalize or perhaps look at several products and note how each may be improved to help us do our jobs.
- **What do we want** of each other? How frustrating when the person on the “other side” (and this already indicates a lack of congeniality and cooperation) does not speak the same language as we do.
- **Could requirements** for certification or vetting by a tech group help? Could state licensing and the threat of revocation for malpractice help?
- **We will have competing views** – both often correct. Will conferences such as CCC and sessions where attendees share competing thoughts help?