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DR. BEN CARSON

PRESIDENT’S MESSAGE

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Outside the Box will be a standing column designed to introduce new ideas and concepts from other resources and professions that may help stimulate a new way of thinking about total cost management. We invite Source readers to send suggestions on other sources to AACE International Executive Director Dennis Stork at dstork@aacei.org.
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I hope you all had an enjoyable summer and were able to spend some time off with family and friends. As September rolled around, the kids went back to school or off to college, summer unofficially ended, and it was time to get back to work (as if any of us really ever stopped). For AACE International local sections, their new boards typically spend the summer months organizing and planning the technical programs for the coming year and September kicks-off the annual programs with the first meetings of the 2013-2014 year. My second President’s message highlights some of the AACE Board of Director’s planning efforts and initiatives that have been progressing during the summer since the new Board took office at the Annual Meeting in July 2013.

Similar to the Sections, the Board has to plan its meetings for the rest of the 2013-2014 year, which are to be held quarterly. First priority: decide on a venue. It is my responsibility (or privilege) to select a host city while Headquarters staff locates a suitable hotel property. During the 2012-2014 year, the Board will be meeting at the following locations:

- **Morgantown, WV in October 2013**: The Board committed to holding a meeting on a recurring basis in AACE’s hometown of Morgantown, to give us an opportunity to see the new offices and build relationships with the Headquarters staff. This will be my third trip to Morgantown and second to the new office. The focus of the meeting in Morgantown will be the full-day strategic planning session.

- **Las Vegas, NV in January 2014**: This meeting will give the Board a preview of the hotel property which will be the venue for the 2015 Annual Meeting. In addition, it is likely that all three Associate Boards (Technical, Education, and Certification) will convene their individual meetings at this location, which will give us an opportunity for some teambuilding events.

- **Chicago, IL in April 2014**: During my time as an officer on the Board, there has never been a Board meeting in Region 4, and this meeting will change that. We are hoping to coordinate the timing of this meeting with a proposed Region 4 or Chicago Section event, so we can interact with the membership from the Midwest.

- **New Orleans, LA in June 2014**: This will be the last meeting for the 2013-2014 year, to coincide with the Annual Meeting in The Big Easy (also in Region 4).

As outlined in my acceptance speech, the strategic planning session to be held at the fall Board meeting in Morgantown will be professionally facilitated by Mary Byers, a Certified Association Executive and strategic planning facilitator. Part of the planning process for this session included an introductory telephone conversation with Mary to set up some guidelines and expectations for meeting. The Board of Directors was given some summer homework to read the book that Mary co-authored titled, “Road to Relevance – 5 Strategies for Competitive Associations.” In addition, the Board will receive a questionnaire and
conduct pre-interviews as part of the preparation for the strategic sessions.

I started reading Road to Relevance and noted that the authors identify several challenges to associations, each of which AACE International is facing. These challenges are:

- Time pressures of our volunteer members;
- Value expectations, as companies and individuals are expecting return on their investment in an association;
- Member markets have changed from those the association was originally designed to serve;
- Generational differences, each with their own values;
- Competition from associations and the internet; and
- Technology, which has caused a tidal wave of opportunities (and risks) for us to offer all of our functions and services in a new, different, and changing delivery environment.

Our overall challenge is to further refine the existing strategic plan and set a strategy for the association that addresses these trends consistent with the Association’s culture and values. While answering these challenges, there are some basic strategies recommended to ensure success, including:

- Build on strength;
- Concentrate resources;
- Integrate programs and services;
- Align people and processes for efficiency; and
- Abandon services and activities when necessary.

The Board will consider these strategies while revisiting our Strategic Plan. At all organizational levels, AACE needs to continue focusing a coordinated effort to deliver our quality products and services and needs to embrace a common vision, which we hope to deliver through the updated Strategic Plan following our meeting in Morgantown.

During the summer, I also participated in the effort to create a welcome video message with Vice President Regions, Julie Owen for the upcoming Latin American Cost Management Symposium. The symposium will be making stops in three South American cities: Lima, Peru; Santiago, Chile; and Sao Paolo, Brazil between October 16 and 19, 2013. The video welcomes attendees on behalf of the Board of Directors and acknowledges the hard work of the Latin American Task Force during the past year to organize this event. The organization of this Symposium is a great example of what the leaders and members at our local sections can accomplish to help AACE achieve our goal of international growth. AACE is committed to growing on a global scale, we grew 3.6% and are up to 8200 members since the same time last year, and international growth is a key element of AACE’s strategic plan. Again, congratulations and thank you to all involved in organizing and promoting this great event; we look forward to seeing pictures of the event on the AACE home webpage.

As I write this message, I just returned from representing AACE at the Engineering & Construction Contracting Association (ECC) Conference in Palm Desert, CA. This opportunity was presented by one of the ECC board members (Stephen Cabano) who is also an active AACE member. The overall conference theme was, “Conquering the Summit. Aspiring to Flawless Project Delivery,” and each of the plenary and breakout sessions were focused on that theme. The issues addressed are the same challenges that AACE is facing as we refine our strategic plan. AACE was asked to participate in a session on Industry/Society Collaboration: Actions to Address Capital Project Needs. This session was a workshop which brought together several engineering and industry societies to collaborate and address issues facing capital projects in the global environment. Specific issues discussed included: resource availability, impacts from globalization of project execution, and innovative contracting methods. Approximately 800 professionals attended the conference and they were from the very same owners and contractors that we already serve, primarily from the energy and oil & gas industries. While some attendees were familiar with AACE’s services, this was an opportunity for me to hand out the promotional flash drives to make them more aware of the educational and life-long learning opportunities that AACE provides. I hope to see some of these companies and individuals at our Annual Meeting in New Orleans, where our industry focus will be on the Energy and Oil & Gas sectors.

Some other notable achievements during the summer included:

- The DRMP Certification Study Guide was approved for release by the Education Board and is available on Create Space for purchase;
- The On-Line Learning Center added presentations from the 2013 Annual Meeting to the curriculum;
- AACE purchased a booth at the IPMA Conference being held on November 18 - 20 in Bethesda, MD, which will give us an opportunity to promote the EVP certification and the Government Liaison Committee activities; and
- The China Task Force has arranged for me to represent AACE and present during the opening session of the 2013 Shanghai International Project Management Conference, from November 14-15, on the topic of, Managing Risk: Considering Project Management and Project Controls Practices.
These are some of the highlights from the Board’s activities over the summer. As you can see, we have been planning efforts for 2013-2014, as well as actively promoting AACE in anticipation of the start of Section programs in September. Now that September has arrived and local Section activities have kicked off, the Board members and Headquarter should expect to be busier addressing the needs of the membership and implementing our plans. My schedule is filling up in certain months, but let me know if your Section would like to request a visit from the President, so I can speak to the State of the Association and meet more of our AACE colleagues (if I cannot make the visit, we can arrange for another Board member to attend). The effort for future global growth will involve all levels of AACE—from the Board of Directors to the grassroots membership level. We expect that the planned strategic planning session; outreach to various Regions, Sections and members; and continuation of technical, education and certification activities will involve all levels of AACE and ensure our continued growth and demonstrate that AACE is truly a gateway to greatness. The school bell has rung; time to get back to work.

If you would like to contact our current president with questions or comments about The President’s Message please address your email to president@aacei.org. To engage in other discussions, check out AACE International’s Online Forums at www.aacei.org/forums.

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2013 Annual Meeting Technical Sessions Added to the AACE Online Learning Center

The AACE Online Learning Center now features 70 selected technical sessions from the 2013 Annual Meeting, available for purchase. The Online Learning Center features modules based upon actual technical presentations captured at the Annual Meetings. Each unit includes a live audio recording of the speaker synchronized to the slides accompanying the presentation. Individuals may watch the presentation modules from any computer with Internet access at any time. Selected technical sessions from the 2012 Annual Meeting are also available.

Each unit includes the technical paper associated with the presentation, and a downloadable audio-only version. The Online Learning Center also features all of our primary publications including, certification study guides, Cost Engineering journal issues, general cost engineering materials (such as AACE Recommended Practices, TCM Framework etc.), and Professional Practice Guides.

All conference modules and publications may be reviewed and accessed an unlimited number of times. All your purchases are linked to your AACE online profile, so that you may access them from anywhere, at any time. The Online Learning Center is linked to the association’s management software system, providing a relatively seamless e-commerce experience for members and other stakeholders. Members may purchase viewing rights to technical presentations modules for a fee of $25, while non-members pay $30. Individuals who purchase presentations may earn recertification credit toward AACE International certifications, similar to the credits granted to registrants at the Annual Meeting. Each presentation module earns 0.1 recertification credits.

Once a module has been viewed and verified, the Online Learning Center updates the individual’s record with verification that the module has been purchased and completed, and an electronic certificate of completion will be attached to the individual’s profile. The Online Learning Center has become an important component of AACE International’s growth strategy by making these sessions available to interested parties throughout the world.

“By finding additional ways to distribute quality educational material from our Annual Meeting, we believe we will increase awareness about the quality of our Annual Meeting and stimulate interest in more members and stakeholders to attend in person,” commented Executive Director Dennis Stork.

Strategically, the Online Learning Center will serve as a delivery platform for other professional development presentations, such as archived versions of technical webinars that will be launched in 2014, and other programs designed specifically for online delivery.

To review the Online Learning Center, click: https://live.blueskybroadcast.com/bsb/client/CL_DEFAULT.asp?Client=502522&PCAT=4624&C AT=4624
ACE International will host an October 30 recorded webinar broadcast of Dr. Ben Carson’s inspirational keynote address from the July 2013 AACE Annual Meeting.

In 2008, Dr. Carson was awarded the Presidential Medal of Freedom by the President, which is the highest civilian honor offered in the US. Carson was recognized in November 2008, by U.S. News & World Report and Harvard’s Center for Public Leadership, as one of “America’s Best Leaders.” The award-winning movie entitled, “Gifted Hands: The Ben Carson Story,” starring Cuba Gooding, Jr., as Carson, premiered on TNT and is based on his memoir.

To accommodate anticipated interest by total cost management practitioners across the world, the pre-recorded free webinar will be for a 24-hour period on October 30. Because of contractual limitations, this presentation will not be archived and will not be available for viewing after October 30.

Dr. Carson’s keynote address will launch AACE International’s 2014 membership campaign. The webinar will feature an update on membership benefits, including a preview of the 2014 webinar series, “Total Cost Management Today,” as well as information about the 2014 Annual Meeting that is set for June 15-18, 2014, in New Orleans; and the 2014 International Total Cost Management Conference that is scheduled for November 12-13, 2014, in Bangkok, Thailand. The estimated length of the webinar is 75 minutes.

“Dr. Carson’s remarks at our Annual Meeting were so enthusiastically received by our registrants that we wanted to find a way to share his inspirational message with a wider spectrum of the total cost management community. Dr. Carson has agreed to allow us to broadcast his speech on October 30, to launch our 2014 membership campaign,” commented AACE International President John Ciccarelli, PE CCP PSP.

Ciccarelli encourages members to invite potential members to register for this webinar as it will familiarize them with the wide range of total cost management resources available through AACE International. These resources include such services as access to the Virtual Library, the Visual Total Cost Management Framework, and the AACE Recommended Practices. The webinar will also unveil AACE International’s new member recruitment video.

To view the presentation, individuals should come to the Association’s website at www.aacei.org during the 24 hour period starting at 12:01 a.m.-midnight Eastern Daylight Time on October 30. AACE International’s right to the Dr. Carson’s video is limited to this 24-hour period. Individuals will be able to view the video online, but will not be able to download the presentation. AACE International’s display platform will allow individuals to pause the presentation during that 24-hour period if they are interrupted, but viewing privileges will end at midnight. ◆
STEM STUDENTS MEET WITH DR. BEN CARSON AT THE AACE INTERNATIONAL ANNUAL MEETING

AACE International and its National Capital Section provided a unique opportunity for selected STEM students at the association’s recent Annual Meeting in Washington, DC. STEM fields, and/or STEM education, is an acronym for the fields of study in the categories of science, technology, engineering, and mathematics in the US.

AACE and its National Capital Section provided an opportunity for the DC area STEM students to meet one of the world’s leading pediatric surgeons and a recognized leadership figure, Dr. Ben Carson. Carson was the Association’s keynote speaker and received a standing ovation from the enthusiastic opening session on July 1 in Washington, DC.

In June, 2008, Dr. Carson was awarded the Presidential Medal of Freedom by the President, which is the highest civilian honor in the US. Carson was recognized in November, 2008 by U.S. News & World Report and Harvard’s Center for Public Leadership, as one of “America’s Best Leaders.” On February 7, 2009, the award-winning movie entitled, “Gifted Hands: The Ben Carson Story,” starring Cuba Gooding, Jr., as Carson, premiered on TNT and is based on his memoir.

In addition to be invited to hear Dr. Carson’s inspirational message, the STEM students were treated to a special book signing and given copies of Carson’s book, immediately following his keynote address. Students also were able to ask questions and gain a unique personal insight to Dr. Carson’s rise from poverty to the pinnacle of his profession. Following photographs with Dr. Carson, students also solved cost engineering and learned more about the wide scope of total cost management as a career.

AACE International provided complimentary registration and meals for the approximately 20 STEM students and teachers participating. Niyi Ladipo, CCP EVP, coordinated the logistics for the National Capital Section which oversaw the invitations in the local DC area and provided quizzes for the students to enhance their learning experience.

STEM students, their parents and teachers from the National Capital Section area had an opportunity to meet Dr. Ben Carson after his Annual Meeting keynote address in Washington, DC. Niyi Ladipo, CCP EVP coordinated the effort on behalf of the local section. Shown above from left are: Letavia Ballou, parent; Omoniyi (Niyi) Ladipo, CCP EVP, event coordinator; Eileen Carraway, teacher; Dr. Ben Carson; and Taiwo Okusaga, teacher. Middle school STEM students included: Jaylin Scott, Naike Ngassam Njike, Marcus Johnson, and Tyshawn Johnson. High school STEM students included: Seun Ladipo and Leonard Collins. See more at: www.aacei.org/mbr/news/2013/2013-07-24.shtml#sthash.MoSQG6Af.dpuf
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As Teddy Roosevelt prepared for his famous charge up San Juan Hill in Cuba, he took the precaution of sewing several extra pairs of eyeglasses into the lining of his uniform. Roosevelt’s fear was that should his glasses be broken, his severe nearsightedness would leave him helpless on the battlefield.

While Roosevelt may have been physically nearsighted, he possessed a powerful vision of the future that shaped North and South America’s history. A man of strong opinions with no reticence to express them, Roosevelt famously observed: “Every man owes a part of his time and money to the business or industry in which he is engaged. No man has a moral right to withhold his support from an organization that is striving to improve conditions within his sphere.”

Both Roosevelt’s rhetorical style and sentiment may feel a bit old-fashioned in an era where, “what’s in it for me,” often trumps a sense of professional and societal obligation. In today’s performance-oriented world, successful associations competing for limited time, money, and commitment understand that they must offer a compelling value proposition to attract and retain new members.

MEMBERSHIP FOCUS

AACE INTERNATIONAL RELEASES NEW MEMBERSHIP RECRUITMENT PRESENTATION

MILITARY SERVICE APPRECIATION MEMBERSHIP PROGRAM AVAILABLE

AACE International Board of Directors has approved a special membership classification to recognize the service of men and women who have served in the military. Individuals who have been honorably discharged from a recognized armed forces branch within the past two years may apply for the Military Service Appreciation Membership Program (MSAMP). Under the provisions of the program, an individual meeting the MSAMP qualifications may submit an application to become a member, along with the appropriate documents confirming service and an honorable discharge, to AACE International headquarters and receive their first membership year complimentary. To review the special MSAMP application, visit [INSERT LINK].

The purpose of the special membership category is to express our collective appreciation for the sacrifices and effort that members of the military make to protect their respective homelands. AACE International also sees the re-entry of military personnel with total cost management skills back into the work force as a way to continue to expand awareness of the value of cost engineering.

Current members and stakeholders are encouraged to communicate the availability of this program to recently discharged military personnel who might benefit from the new program. Veterans are encouraged to take full advantage of all the features of the AACE International Career Center, including posting their resumes and signing up for email notifications when jobs of interest are posted by employers.◆
With that end in mind, AACE International recently unveiled a new nine-minute membership recruitment video that highlights the numerous benefits of belonging to the Association (see the video at: www.aacei.org/mbr/recruitment/welcome.shtml). This highly engaging presentation uses a professional spokesperson, vivid graphics and engaging music to reinforce our core vision and our portfolio of benefits. The presentation may be viewed online at www.aacei.org.

As compelling and career-enhancing as our benefits may be, most individuals will join AACE International because an existing member took the time to invite them to join. No presentation, no brochure, no website, can replace the powerful impact of one professional explaining to another how membership can make a real difference in their career. In survey after survey, one of the most important factors cited by members as a benefit of belonging to AACE International continues to be networking. Specific anecdotes about how you solved a problem, cut through bureaucratic red tape, or discovered a valuable resource from another member cannot be readily captured in a membership marketing piece. That personal testimony can only be expressed the old-fashioned way: one member to another.

To encourage our members to recruit new members, AACE International will continue our major “Member Get A Member” program in 2014. Current members who sponsor a new member before December 31, 2013, will be placed in a drawing. The winner of the drawing will receive round-trip airfare, hotel accommodations, and complimentary registration, to attend the 2014 Annual Meeting in New Orleans, LA—plus $500 for incidentals. In addition, AACE will conduct quarterly drawings during the year for $250 in credit toward AACE International products and services. For details of the drawing and to obtain resources you can use to recruit new members, go to www.aacei.org/mbr/get-a-member.shtml.

AACE International’s annual salary survey reports that the average yearly base salary among worldwide project and cost management professionals, employed full-time in 2012, was $102,613—a 7.3% overall increase since 2011. The average bonus in 2011 was reported as $19,484. (In the United States and Canada alone, these figures were $117,343 (+5.8%) with a bonus of $20,796). The normalized base salaries for AACE members were on average about $12,000 higher than for non-members with the same amount of work experience.

“It is difficult to determine from the survey alone whether more financially successful project and cost management professionals are more motivated to join AACE International or whether the wide spectrum of professional resources and practical solutions that members can apply to their every day career challenges simply make them more valuable to the employers or clients,” commented Executive Director Dennis Stork. “In any event, it appears obvious that investing in AACE International dues pays significant dividends for many TCM practitioners.”

The average respondent was male (85.0% versus 15.0% female), about 44 years old, with 19 years of work related experience, and an undergraduate or graduate degree in an engineering related field. About 82% of respondents indicated they were somewhat satisfied or very satisfied with their job.

About 21% of respondents changed employers between 2011 and 2012. Those that changed employers voluntarily enjoyed
a 12% overall base salary increase compared to about 6% for those that remained with the same employer, or who changed employers involuntarily.

The majority of respondents indicated their job-function to be project controls (26.4%) or cost estimating (20.5%). Other job-functions included: planning and scheduling (15.9%), project management (15.3%), cost engineering (14.4%), claims and dispute resolution (3.8%), and other (3.8%).

The majority of the respondents work in the construction industry (29%), oil/gas production (16%), or engineering (11%). 48% are located in the United States and 14% in Canada.

The survey also shows that women’s salaries are about 4% less than men’s, despite having the same level of experience. In 2012 that translated into a $4,375 difference in base salary.

As this and previous surveys have shown, there is a very strong correlation between salary and years of experience. As such the data presented also includes salary data that has been normalized by years of work experience for that particular sample.

AACE International members will have access to the most recent salary survey as part of their membership dues. Non-members may purchase the current salary survey for $50.00. Individuals wishing to participate in the 2013 Salary Survey should proceed to the following link: www.aacei.org/resources/salary/takeSalarySurvey.shtml

AACE International represents more than 8,600 members involved in the practice of total cost management worldwide. The Association offers a variety of professional resources, including the highly respected Cost Engineering Journal, a robust virtual library with more than 4,900 technical articles, recommended TCM practices, a portfolio of professional certifications and educational and professional development opportunities that range from its Annual Meeting to its Online Learning Center.

For more information about AACE International, consult its website at www.aacei.org.
Acting upon the recommendation of the Certification Board, the AACE International Board of Directors earlier this year unanimously approved the Decision and Risk Management Professional (DRMP) certification during its quarterly meeting in Denver, CO. The DRMP is designed to establish credentials that recognize professional expertise, skills and knowledge in the decision and risk management area of practice within cost engineering. It is expected that DRMP candidates will be experienced risk subject matter experts and well read in the general industry literature on recognized decision and risk management principles and practices.

Registration opened, and the revised DRMP Certification Study Guide was released, on September 1, 2013, for candidates who wish to challenge the examination.

“The introduction of the DRMP certification culminates many years of hard work from the DRMP Task Force, as well as a coordinated effort among the Technical, Education and Certification Boards to provide the technical body of knowledge, educational resource materials, and quality examination questions necessary to properly launch a certification of this scope,” commented AACE President John Ciccarelli, PE CCP PSP.

Scope of Knowledge: Skills and knowledge tested in the examination range from analytical (e.g., statistics and modeling) to socio/psychological (e.g., risk elicitation and communication) to management (e.g., risk response planning and management). Candidates may include, but are not limited to, risk managers, decision and risk management consultants, capital program managers or planners, project managers, value engineers and any cost engineering professionals focusing on asset and project decision and risk management.

While it is not required, candidates will benefit from first passing the Certified Cost Profession (CCP*) examination because of the exams’ shared skills and knowledge of Total Cost Management (TCM) and cost engineering in general, and economic analysis in particular. However, passing the DRMP is not a substitute for nor does it indicate achievement of the CCP*.

Recommended Study Materials

As part of the approval of the DRMP, AACE International has published a DRMP Certification Study Guide, edited by Sean T. Regan, CCP CEP. Contributing authors included Leroy Doris; Neil Opfer, CCP CEP PSP; Ted Turner; and John Hollmann, PE CCP. Candidates may purchase a download of the DRMP Study Guide from AACE International for US$45 for members and US$55 for non-members or a print version from CreateSpace and/or Amazon for $60.

For the examination, it is expected that candidates will be experienced risk subject matter experts and well read in the general industry literature on recognized decision and risk management principles and practices; however, where applicable, AACE’s Total Cost Management Framework and Recommended Practices are emphasized.

For more information regarding DRMP certification, please contact the Certification Department at Headquarters, certification@aacei.org or 304-296-8444.

*Previously known as the CCC/CCE.
In today’s complex, litigation-prone business environment, individuals with the proven capability to assess risk and guide organizations to the best decision possible are in high demand. AACE International’s new Decision and Risk Management Professional™ (DRMP™) certification program establishes credentials that recognize professional expertise, skills and knowledge in the decision and risk management area of practice within cost engineering.

If you desire to be recognized for strong skills and knowledge in decision and risk management as it relates to project management, the DRMP certification was made for you.

Candidates may include but are not limited to risk managers, decision and risk management consultants, capital program managers or planners, project managers, value engineers and any cost engineering professionals focusing on asset and project decision and risk management.

Skills and knowledge range from analytical (e.g., statistics and modeling) to socio/psychological (e.g., risk elicitation and communication) to management (e.g., risk response planning and management).

For more information about the new DRMP certification, go to www.aacei.org/cert/DRMP/
Roger, a good friend and an ethical individual, was at a business conference last week with a coworker, Sam, who decided to take a few of his subordinates out for an evening of entertainment — entertainment not sanctioned by the company. The next day, as Sam was preparing to submit his receipts for his expense report, Roger noticed that he was submitting the receipts for his prior night’s activities. More importantly, Roger noticed that Sam’s description on the receipts was inaccurate. Sam flat-out lied on his expense report.

Roger wondered what would be the ethical thing to do. On one hand he could ignore what he saw and just let it pass, rationalizing that it was not his business. Or, he could confront Sam and encourage him to reconsider his choice, suggesting that following the ethics policy of his association or company would create better consequences. Or, lastly, Roger could comply with the association/company’s guidelines and report the ethical lapse.

The question isn’t what did Roger do. The question to consider is: “What would you do?”

If you chose the third option—the one that is expected as part of compliance with most organizational ethics guidelines—you would be labeled a “whistleblower.” Who wants to be called that? Snitch, tattletale and other negative words from childhood come to mind when someone is called a whistleblower. Yet, if your association or company is committed to creating a culture of ethical behavior, the term “whistleblower” is the number one key to ethical success.

How Can That Be?

Statistics indicate that 42% of the time someone “tipping off” an employer about an ethical lapse or potential fraud is the number one way associations/companies maintain ethics and prevent fraud. Amazing as it may seem, internal members/staff is the best police system for maintaining ethical behavior.

Most are amazed that it is that high; all too often we want to look the other way, or are afraid to confront those committing ethical blunders. It’s easy to understand the hesitancy; many of us are afraid to rock the boat. Often, what we fail to realize is that the person committing an ethical blunder is putting the association/company in danger. So, how do we create a culture of ethical actions?

1. Recognize That Unethical Choices Never Start Large—The “Unethical Continuum” is a natural progression of what many call a “slippery slope” of human action. This progression allows small infractions to go unnoticed or unreported until the day people, associations, or companies, are in the midst of a full-fledged ethics disaster. Sam didn’t “intend” to act unethically; he believed he was doing the right thing by treating his subordinates to something...
beyond the norm at the company function. His challenge was figuring out who would be responsible for the expense. The challenge with his ethical choice was a common problem: Rationalization.

2. Understand the Three Components of Human Behavior that Lead to Ethical Lapses—When a human makes a choice, any choice, there are typically three components that come together that allow a choice to be made and move forward: (1) need, (2) opportunity and (3) rationalization. While, as an association or as employers, we have little control of an individual’s need, we do have some level of control over opportunity to make ethical choices and how one might rationalize behavior.

3. Be Clear About what Ethical Behavior Looks Like—Large associations/companies have clearly drafted ethics and compliance policies that members/employees are expected to understand and follow. The smaller the association/company, the less likely there will be a clearly written ethics policy. But large or small, the challenge for all associations and companies is communication about what is acceptable and unacceptable. Creating an ethics policy and training it effectively are keys to exposing rationalization and improving ethical behavior within an organization.

4. Train, Train, Train!—Let’s be honest: most ethics training is boring! It centers on the rules and never gets to the heart of what motivates human behavior. And, frankly, if we don’t understand what starts folks on that slippery slope downward into the unethical realm, then we miss the opportunity to change behavior before it is too late. Effective training should move beyond just what’s included in the ethics and compliance policy and cover (a) why people make unethical choices (b) what can be done to prevent unethical choices and (c) what motivates our behavior. Telling someone what to do is far less effective than helping them see the value in consistently making ethical choices.

5. Encourage Accountability—What keeps people between the ethical lines is shared accountability. We are our brother’s keeper. If one is to be kept within the ethical lines then we must not only have the road signs (ethics policy), but the practical means to correct behavior. As stated earlier, 42% of the time unethical blunders are reported by association members or co-workers or those who witness the issue. And while “whistleblower” carries a negative connotation, the reality is someone who cares enough to call “foul” to unethical actions is the most valuable ethics asset and organization has.

When in Doubt, Do the Right Thing!

Ethical missteps are all the same; they will eventually lead to a negative outcome. Little infractions that go undetected or unreported often lead to larger infractions until “unethical” becomes “illegal.” Perhaps we should reframe or replace the word, “whistleblower” with “ethical partner.” One thing is certain: ethical choices are empowered choices and that is certainly one critical component of business success. ❖

About the Author

Chuck Gallagher is the President of the Ethics Resource Group and an international expert in business ethics. Chuck provides training, presentations and consultation with associations and companies on ethics and creating ethical cultures where people do the right thing, not because they have to, but because they want to! Information can be found at http://chuckgallagher.com or Chuck can be reached via email at chuck@chuckgallagher.com or by phone at 828.244.1400.
Plug “thought leader architect” into the title field of a LinkedIn search and only one name pops up: Mitchell Levy, CEO of THiNKaha and author of the new book, “#Creating Thought Leaders Tweet,” (www.thinkaha.com/experts2gurus).

“The truth is, a lot of people are trying to become viewed as, ‘thought leaders,’ because they recognize that being a well-publicized, well-respected expert in their field is good for business,” Levy says. “But most people have a hard time figuring out how to do it on their own.” Levy, who works with corporations to develop thought leaders among employees, says CEOs recognize that the wide availability of information on the internet has changed how customers do business.

“Customers are quite knowledgeable, and they get that way by using the resources available online,” Levy says. “It doesn’t take long before they know enough to spot a true expert—someone with vision; someone with a strong track record of success; someone who knows their field so well, they can tell you where it’s going, and where it should go.”

When we had only the traditional media and its well-guarded access, our thought leaders tended to be people who were already in vaulted positions, such as elected officials, CEOs of major corporations and entertainment personalities, Levy notes. Today, thanks to the egalitarian nature of social media, anyone can become one. But many people don’t know where to begin.

Levy offers these suggestions for developing your reputation as a thought leader.

- **Start by zeroing in on an area of your field in which you excel.** Focus on one area of your business or profession that excites you. Rather than stepping out as the consummate expert on a broad range of topics, choose one slice of your expertise that you enjoy—that you love to talk about. The beautiful thing about social media is that it caters to niche interests, which is a great way to start building your following. The more focused you can make the space you want to be a thought leader in, the easier it will be for you to reach your audience.

- **Develop your own message and share it in a distinctive style.** Think about who your audience is and what they want and need—remembering that they don’t care about you, they care about themselves. Are there better ways to do something that everyone has been doing the same way for years? Can you solve problems or foresee trends that others seem to be blind to? Craft a message that will resonate with your audience. Share it in a distinctive, authoritative voice. Don’t be afraid to show some personality. Do you need to be bigger, tougher, louder, stronger, wiser? You don’t need it all, but you do need to set yourself apart.
• **Create useful, valuable content that people can use.** Online, you can write a blog; create video tutorials on YouTube; share nuggets of information on the various social media sites. Write a book on your topic! By constantly sharing information that solves problems for users and readers, you begin developing a reputation as knowledgeable, helpful and reliable. This should be an ongoing process—which is why you need to be passionate about it! Thought leaders make it look easy, but they work at it every day.

Mitchell Levy, Thought Leader Architect and CEO at THiNKaha, has created and operated 15 firms and partnerships since 1997. Today, he works with companies who are active in social media to leverage their IP and unlock the expertise of their employee base to drive more business. He is also an Amazon best-selling author with 18 business books, including the new “#Creating Thought Leaders Tweet.” Levy is a frequent media guest and a popular speaker. In addition to the companies and joint ventures he has started, he has provided strategic consulting to more than 100 companies, has advised more than 500 CEOs on critical business issues through the CEO networking groups he’s run, and has been Chairman of the Board of a NASDAQ listed company.

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**RESOURCES FOR BECOMING AN AACE INTERNATIONAL THOUGHT LEADER**

AACE International offers many opportunities for individual members to begin the process of becoming a Thought Leader. These opportunities can begin at the Section level with active participation in section meetings, presentations, vying for an elected section board office, etc.

Writing a technical paper for presentation at an AACE Annual Meeting or International Total Cost Management Conference is a major opportunity step toward becoming a Thought Leader. Through this process, you receive peer review of your abstract in our annual “Call for Papers.” If your abstract is accepted, you receive professional guidance from volunteer members of the AACE Review Committee. This guidance will help you address areas of content weakness, help ensure technical accuracy of your content, and steer you toward providing the content that AACE members are interested in, seeking, and from here much of the success you seek is up to you and what effort you are willing to put in to reach your goals. Once you arrive to present your technical paper, you can take advantage of a green room assistance program at the AACE Annual Meeting. Here, association program leaders will let you rehearse your presentation, provide tips on how you can improve your presentation and give you increased confidence prior to delivery before meeting attendees. These attendees also evaluate and rank the presentations they attend. This vetting process aids the review committee in selecting which papers move on for possible publication in the *Cost Engineering* journal, the *Source* magazine, get tagged for use as an AACE webinar presentation, tagged for potential AACE Recommended Practice content, etc.

To see what current AACE Thought Leaders are offering, visit the AACE Online Learning Center. Visit: www.live.blueskybroadcast.com/bsb/client/CL_DEFAULT.aspx?Client=502522.

AACE also offers a number of Special Interest Groups and online forums to bring these up and coming Thought Leaders in contact with experienced leaders in your specialty area, as well as like minded members with similar interests. To join a group, visit: www.aacei.org/cgi-bin/forums/discus.cgi. AACE is your Authority for Total Cost Management content, education, and more. AACE membership opens the doors to these services that will help you grow personally and position you for career growth and networking with peers in your specialty areas. If you’re not a member, join today by visiting: www.aacei.org.

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**EMERGING LEADERS CONFERENCE**

**NOVEMBER 9 IN HOUSTON, TX**

The Houston Gulf Coast Section (HGCS) invites you to attend the 2013 Emerging Leaders Conference on Saturday, Nov. 9, at the Magnolia Hotel in Houston.

The conference speakers Sally Starbuck Stamp and Jeff Thoren from Gifted Leaders will guide participants through topics such as Leadership Fundamentals, the Leadership Challenge, and Leadership: An Art of Possibility.

HGCS is hosting a networking reception on Friday evening, Nov. 8, as a kick off to the conference and a closing reception.

To purchase a seat, visit the HGCS website: www.aacei-hgcs.org. Early Bird Registration is $200.00 until Oct. 9, buy now and save $50.

HGCS has reserved a block of rooms at the Magnolia Hotel for those who would like to stay downtown during the event. Please see page 4 of the Conference Flyer for the instructional link to registration at the Magnolia Hotel.

View the flyer at: www.aacei.org/WPC/2013_EmergingLeadersConference.pdf

Come join us for this informative and fun day -- it will be worth your time.◆
Recruiting qualified professionals has never been easier.

The AACE Career Center helps streamline your hiring process with unmatched exposure for job listing and, higher quality candidates. Because AACE members are among the most skilled and best trained total cost management professionals in the world, the AACE Career Center offers a highly targeted pool of exceptional talent, which is an asset to your business.

AACE Career Center offers:

• Quick and easy job posting
• Quality candidates
• Online reports provide you with job activity statistics
• Simple pricing options

The AACE Career Center is the most effective way to find leading practitioners in the total cost management profession. Unlike generic job posting services, AACE International commits to not only helping you hire the best person for your position, but also helps you develop that individual to their fullest professional potential by offering a complimentary AACE International membership for the balance of the year the person is hired or a $150 discount toward registering for an AACE International credential such as CCP, CEP, CFCC, EVP, or CCT.*

About AACE International
Since 1956, AACE International has been the leading-edge professional society for project managers, schedulers, cost estimators, cost engineers, and project control specialists. AACE International is the authority for total cost management.

Promoting the planning and management of projects, programs, and portfolios, AACE International is the largest organization serving the entire spectrum of project management professionals. AACE International is industry independent, and has members in over 80 countries.

*In order to qualify for this incentive, your company must advertise an employment position with AACE International’s Career Center for at least two months. Once you hire a person for that position, regardless of the source, AACE International will give you the option of either having that new person’s membership paid for the balance of the year or a $150 credit toward the new hire earning his or her AACE International credential. This is non-transferable. Should the person you hire already be a member in the current year, we will extend their membership for another full year. New hires made after October 1 will receive membership benefits for the balance of the current year plus the entire next year. If you are not familiar with the many benefits of being an AACE International member, we invite you to review our online membership presentation at www.aacei.org/mbr/presentation/.

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Morgantown, WV 26505-1876
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www.aacei.org/career
Julie Sandilands was born in the south of England. Her father worked as an instrumentation engineer for the Royal Air Force (RAF). As a RAF family, they lived in various bases in the UK and Spain (Gibraltar), so Julie had a varied childhood and learned to adapt to changing circumstances very quickly. In 1974, her family immigrated to South Africa, where her father had been employed by a steel company. Julie recalls how the first few weeks in South Africa were filled with new and strange dangers and delights — from the almost constant sunshine, punctuated by violent afternoon thunderstorms, to the sound of ants buzzing in the blue gum (eucalyptus) trees, and the constant fear of snakes and spiders!

Julie completed school and college in Benoni, a small town in the Gauteng area of South Africa (incidentally the same town that Charlize Theron and the new Princess Charlene of Monaco both hail from). One of Julie’s first jobs was for a sectional title company as a property portfolio manager. This involved everything from financial accounting, budgeting for the following financial year, to writing letters to residents asking them to control barking dogs and wandering cats, to not hanging their laundry on balconies in full view of other residents or visitors. The range and complexity of the job, as well as dealing with people on a personal level (every man or woman is king/queen of their own castle), is probably what Julie enjoyed the most.

Julie’s interest with project controls began when she joined Bateman, an international project engineering and management company. Her role was an assistant to the project manager of a project in Namibia, extending the life of a diamond mine. The fast moving and ever changing environment suited Julie perfectly. The job never became mundane and she was constantly stimulated and encouraged to learn more. After a very favorable performance appraisal, Julie was offered the opportunity to train in any area of the company. Past experience in accounting led her to costing, where she soon learned how her organizational skills could be effectively put to good use.

After working under the mentorship of a very crafty senior cost engineer for a few months, Julie applied to AACE to take what was then the Interim Cost Consultant (ICC) exam, which has now been replaced by the Cost Consultant Technician (CCT) exam. She received this qualification in

Julie is encouraging and motivating costing team members to enroll for the AACE Certified Cost Technician (CCT) exam, so that in the near future they can also attain Certified Cost Professional (CCP) status.
Julie says, “I believe that women have something to offer the historically predominantly male face of engineering, and that is our passion, drive, commitment and the will to succeed. The establishment of bodies such as AACE is instrumental in pushing forward the concept of equal opportunity and fairness for women in the workplace.”

2004. The senior cost engineer, who had acted as Julie’s mentor, left the company to take up a position as senior cost engineer for various projects upgrading the harbor and railway infrastructure in South Africa, and Julie was offered the chance to complete his projects. There followed a steep learning curve, but also the opportunity to learn from a very successful senior project manager.

Julie currently works at Basil Read Matomo—process design and project execution company specializing in fast track process plant and renewable energy projects. Matomo means, ‘highest integrity’ in Japanese and ‘the first’ in Sotho, a value and goal that is carried throughout the company. Julie’s first assignment was to implement an effective cost tracking system. Her current role is the project controls manager and Julie has a team of cost controllers, document controllers, expeditors and schedules/planners reporting to her. Julie participates in the monthly project risk meetings, where all active projects are reviewed for financial, technical, time and execution risks. She generates worker-hour estimations for projects and collates all estimating costs and information for the purposes of a price fix and cost risk analysis. In addition to compiling company resource planning reports on a regular basis, Julie also generates the company newsletter, organizes and manages social events, and is in charge of ‘soft issues’ within the company, a role that can be gratifying, but can also sometimes be remarkably similar to an agony aunt columnist!

As the project controls team is expanding rapidly, Julie finds herself once again in the learning seat, this time gaining knowledge on the principles of leadership and coaching. Julie believes that she has found her niche—she loves mentoring, teaching, and supporting her team, as well as encouraging them in their endeavors. The team has the goal to be the best project controls department of any of the companies within the BRM organization. Julie and her team are constantly seeking out better and faster ways of doing things to improve efficiency and control within their department, company projects, and company systems as a whole. Certainly, managers and company directors are taking note, and it is gratifying to see the joy and pride on the faces of Julie’s team members when they are congratulated.

In 2010, Julie passed the AACE Certified Cost Consultant exam, (now the Certified Cost Professional (CCP) exam) and is particularly proud of this achievement. It is her intention to enrol for AACE certification exams for Certified Estimating Professional (CEP), Earned Value Professional (EVP), and Planning and Scheduling Professional (PSP). Julie is encouraging and motivating costing team members to enroll for the AACE Certified Cost Technician (CCT) exam, so that in the near future they can also attain Certified Cost Professional (CCP) status.

Julie credits her past progress, as well as current and future success, to support and encouragement given to her by the management of Basil Read Matomo. She is extremely grateful and tries to repay their investment in her by delivering a quality project controls’ service.

Over the years, Julie found herself going head to head with some managers to fight against perceptions and prejudices of women in the workplace, and especially in the male-dominated field of engineering. However, it is exciting to see these perceptions changing as more and more ladies entering into these technical areas, be it project engineering, draughting, management or controlling. Julie says, “I believe that women have something to offer the historically predominantly male face of engineering, and that is our passion, drive, commitment and the will to succeed. The establishment of bodies such as AACE is instrumental in pushing forward the concept of equal opportunity and fairness for women in the workplace.”

Julie’s personal philosophy is that “…if we are not growing and learning and expanding, we are dying. I encourage everyone to take their future in their own hands, and make it happen.”

AACE INTERNATIONAL INCREASES DUES FOR ONLY THE SECOND TIME IN 14 YEARS

The AACE International Board of Directors announced that regular membership dues for 2014 will be $160. This represents only the second time the Association has raised dues since 2002. In order to maintain the actual purchasing power represented by $130 in 2002, dues would need to be set at $168.33, according the US government consumer price calculator. In 2014, local section dues will receive $18.00 rather than $16.50 from dues.

“With AACE International services and benefits expanding to meet the needs of a dynamic membership, it was apparent that we needed to bring dues to a level to support our mission. We believe our members receive a tremendous value for their dues investment when compared to our peer professional associations,” commented Executive Director Dennis Stork.

The dues increase will be reflected in 2014 renewal statements for memberships expiring on or after December 31, 2013. Members joining for the first time, may join AACE International for a 15-month period for the current dues of $160, plus a $10 processing fee as of October 1, 2013. The new dues increase will also change the Corporate and Organizational Membership Program which will now be set at $1,280 annually, an increase that mirrors the cost of the eight (8) memberships that are included in the price of COMP membership.
Finding the Needle in the Haystack

Finding accurate, real world techniques and practices that will make a difference in your total cost management career can be like finding a needle in a haystack.

AACE International makes life simple by consolidating peer-reviewed information and resources at your fingertips with our Virtual Library, Visual Total Cost Management Framework, Online Learning Center and many other online resources.

We gather the wheat, so you don’t have to sift through the chaff!

For more information about AACE International and our career enhancing resources, educational programs and certifications, go to www.aacei.org
SAVE THE DATE
2014 ANNUAL MEETING
www.aacei.org/am/currentAM/

AACE INTERNATIONAL'S
2014
ANNUAL MEETING
NEW ORLEANS
JUNE 15-18
SHERATON NEW ORLEANS HOTEL

Don’t miss out on this excellent opportunity to network with your peers, earn CEUs/PDHs and attend the latest papers on cost, schedule and management at AACE’s 2014 Annual Meeting in New Orleans, LA, USA.
Greg Whiteside, CCP, is an up and coming young professional and an active member of the Houston Gulf Coast Section of AACE International. He presented his first paper, “Change Management for Entry Level Cost Engineers,” at the 2012 Annual Meeting, ranking #50 in an international, experienced field of 99 presenters. “I wrote this paper because these are lessons that I have learned that I wish someone would have told me my first day,” he says.

Greg has a mechanical engineering degree from Texas A&M University. The senior design project for his class was to design a lunar lander. At first the groups were competing for limited mass and volume resources, and he saw the need for a centralized decision making team. “I chose to take charge of the coordination team to act as a mediator between the various design groups. Instead of each group conflicting with every other group, they could conflict with just one central team and focus their energy on design,” he says.

Greg’s team also managed mass and volume budgets for each group, according to the overall design constraints. Implementing project controls principles allowed the class to successfully complete the design, which introduced Greg to the value accurate project controls can add to a project.

He began his career in project controls working for Fluor in Sugar Land, Texas. “I started in project controls in order to get a broad view of projects. I didn’t want to design widgets and gizmos. I wanted to build world class facilities,” he says. At Fluor, he was exposed to several international mega projects. Greg helped support these projects by providing quantity tracking and progress reporting. “I found it fascinating how large and complex these projects could be,” he says.

One of the challenges he helped successfully complete in his role at Fluor was to purchase major equipment from one country, assemble it into a skid in another country, and ship the skid to yet another country to be installed. This is especially difficult to coordinate since there are only a few ocean barges in the world capable of transporting such a skid. Not only that, but the climate is so cold at the installation site, Sakhalin Island, Russia, that the ocean is completely frozen for a few months out of the year, creating a narrow shipping window. These were just a few of the new considerations that were not taught in school and are attained within industry.

Projects are not just about spreadsheets and data; there are real people constructing real equipment. It was very rewarding to be able to see the project as it was being completed.
Early on, Greg received some unexpected confirmation on his career choice. He says, “One of my early mentors told me, ‘Greg, in this role, every manager in this building knows who you are, and they are interested in what you do. If you were just another design engineer, that might not be the case.’ That gave me confidence.”

In early 2010, the height of the recession finally reached Greg on a personal level. Work began to slow and many companies, his included, were reducing their workforce. Greg chose to put a positive spin on his new situation by referring to it as an “early retirement.” During this time, he spent his early mornings and afternoons looking for ways to come out of retirement. In the middle of the day, he would volunteer at a local food pantry. The other volunteers were always uplifting and encouraging to him. Although times were slow, he continued to expand his skill set, picking up on safe food handling and inventory management skills.

Later that year, Greg took an assignment with Invista at a chemical plant in Victoria, Texas. This onsite position allowed him to see the day to day operations of a job site, as well as the results of his work. He says, “Projects are not just about spreadsheets and data; there are real people constructing real equipment. It was very rewarding to be able to see the project as it was being completed.”

The projects here were much smaller in scope, but just as interesting. Though small, they incorporated new technologies and required coordination with operations and other ongoing projects. He was also exposed to several unique projects such as a landfill closure and a wetlands restoration project. “Before working here, I would never have expected to work on something like a landfill closure. It’s not one of those grand and glorious projects you hear about all the time, but there is still so much involved.”

Greg currently works as a cost engineer for Fircroft, contracted to Chevron Pipe Line. In previous assignments he worked mainly in cost control. This assignment has given him the opportunity to branch out from cost control into scheduling, estimating, and risk assessment. “Being involved in so many aspects of a project is challenging, but it has taught me a lot,” he says.

Through all of this, Greg remains an engineer at heart. He says whenever he comes across a new item in a bill of materials, he is not content to know only how much it costs. “I have got to find out what it is—what makes it work.” He also continues to pursue his professional engineering license. “Next year I can sit for the exam, and I couldn’t be more excited! I can’t wait.”

The AchieveLinks Program Delivers Rewards for AACE International members!

AACE International is proud to announce that the AchieveLinks® rewards program is now available to all our members. AchieveLinks is the unique rewards program created exclusively for associations.

Just by making the same purchases you already make for your business and personal life, you’ll earn valuable LinksSM reward points that can be redeemed for exciting rewards, including family vacations, great merchandise, and once in a lifetime experiences.

According to Dennis Stork, AACE International Executive Director, “AchieveLinks maximizes the value our members get from their membership while increasing their engagement with AACE International. AchieveLinks rewards our members for purchases they make every day whether for personal or professional reasons. The AchieveLinks reward points can really add up—and be redeemed for an impressive array of rewards. With hundreds of merchants to choose from, the options literally range from A-Z with members being able to buy from companies as wide ranging as Adidas to Zales. Not only do our members benefit with rewards points, but the Association will earn non-dues income to help diversify income sources for future benefits.”

To learn more about this unique membership benefit provided at no cost to our members, or see a list of earning opportunities and reward options, visit www.achievelinks.com.

Better yet, activate now before the holiday season and start earning Links today!
Can you spare a minute?

Sixty seconds: The minute you spend waiting for the coffee to brew in the morning or to walk to the water cooler and back. And yet that minute per day represents how long it takes the average total cost management practitioner to earn the annual dues to join AACE International!*

- **One minute** to earn unlimited access to 4,500 technical papers online in our Virtual Library that can help you solve that problem that will make you a hero in your company.
- **One minute** to earn an annual subscription to the Cost Engineering journal to discover that next cutting edge idea that will advance your career.
- **One minute** to earn the use of the Visual Total Cost Management framework to provide you with the conceptual road map for TCM success.
- **One minute** to earn viewing rights to monthly technical presentations in AACE Presents.
- **One minute** to join a vibrant network of more than 7,700 other professionals in our discussion forums, section meetings and other networking opportunities.
- **One minute** to earn discounts on education, training, meetings and certification programs that will make you more valuable to your employer and clients.

Isn’t it time you made an investment in your career? Or don’t you have a minute to spare for your own future success? Don’t procrastinate: act now to join AACE International. After all, time is money.

To learn more about AACE International, go to www.aacei.org.

*Based upon annual total compensation of $70,000 and annual dues of $143.00 (US).
It’s the age-old question: Which came first - the chicken or the egg? It’s impossible to answer, much as the similar question: Does earning an AACE certification help make total cost management practitioners more successful or do more successful individuals just naturally seek out benchmarks of excellence such as our certifications?

According to the 2011 AACE International Salary Survey, what we have overwhelming evidence that practitioners with the same age and experience who earned an AACE International certification earn an average of $5,000 more than their counterparts without the certification. Exactly why, we don’t know. It may be that more achievement-oriented people seek out the rigorous professional path that an AACE International certification requires. It may be that mastering the body of knowledge and gaining the necessary experience to earn our certifications and pursuing the continuing education necessary to recertify provides practitioners with the competitive edge needed to succeed in today’s global marketplace.

To learn more about AACE Certifications such as the Certified Cost Professional (CCP), Certified Estimating Professional (CEP), Certified Forensic Claims Consultant (CFCC), Earned Value Professional (EVP), Planning & Scheduling Professional (PSP), and Certified Cost Technician, go to www.aacei.org
If we do not plant knowledge when young, it will give us no shade when we are old.

—Lord Chesterfield
“Education is simply the soul of a society as it passes from one generation to another.”

G. K. Chesterton
English author and mystery novelist (1874 - 1936)

For more than half a century, AACE International has advanced the art and science of total cost management. With more than 8,600 members in ninety countries worldwide, the Association offers a wide spectrum of technical and professional develop resources supporting our signature Total Cost Management Framework as well as a portfolio of certifications that distinguishes our best practitioners. Since our inception in 1956, AACE International truly has emerged to be The Authority for Total Cost Management.

Salary surveys consistently show that AACE International members earn more than non-members at the same point in their careers. Individuals who have earned one of our professional certifications also show increased earnings. The skills, knowledge and networking available to AACE International members have made an undeniable positive difference in the careers of thousands of total cost management professionals, today and tomorrow. A recent online report by CNN, Money and Fortune magazines predicted six job categories directly related to the practice of total cost management as Top 100 Jobs in America in 2013. Cumulatively, the Bureau of Labor Statistics project over 1 million net jobs to be created in those TCM job categories in the next decade.

While the current market for total cost management practitioners remains strong and demand in the coming decade appears to be even stronger, the AACE International membership, like many professions, faces the reality that many of our most senior and experienced members will retire as the leading edge of the “boomers” generation hits age 65. The total cost management practice will confront an unprecedented demand for trained practitioners at a time when we will lose a major portion of the skilled workforce. Fortunately, AACE International is well positioned with the knowledge and shared intellectual capital to be a key catalyst in solving this problem.

If your career has benefited from your association with AACE International and you share our concerned about the future of the practice of total cost management, AACE International invites you to help us address the need for talented new practitioners worldwide through two distinct but complementary strategies.

The first strategy is to encourage bright and talented students to consider the practice of total cost management through contributions to our Scholarship Program. The second is to help us accelerate our development of leading edge educational and professional development delivery programs through our Education Endowment Fund.

Our Scholarship Program

Since its inception, the AACE International Scholarship program has awarded $1.2 million to worthy college students engaged in a field of study related to total cost management. Those scholarships have touched the lives of more than 1,000 students. Recently, AACE International expanded the reach of its scholarship program throughout the world in recognition of our growing international membership. As an indication of AACE International’s growing recognition, we receive more than 700 applications for the 20-25 competitive scholarships that we offer annually. In the most recent year, AACE International donated more than $90,000 toward scholarships.

These scholarships have had profound impact on the lives of the students selected. Here are a few recipients explaining in their own words what the scholarships meant to them.
Andres Boral  
Florida Gulf Coast University  
I’m the first to attend college in my family, and I’m working hard to be sure I’m not the last. I’m the second of four in a household led by a working mom. I know my example will not only set the bar for my younger siblings but for others in my community. Due to the above mentioned circumstances, the continuation of my college education is completely dependent on scholarships. If I don’t receive funds I simply have to drop the courses before the payment deadline. But with your financial aid, I am on my way to achieving a college degree.

Fereshteh Khoramshahi  
University of Calgary  
It is a great honor to win the top scholarship from AACE – twice! And participation in the Chinook-Calgary Section [activities] opened up new doors for my research activities.

Nadia Al-Aubaidy  
The University of Texas at Austin  
Being a recipient of the scholarship was a big motivator for me to go forward toward further contributions to the realm of cost engineering and to bring more glamorous achievements to AACE International which attracted me to be a member for its special atmosphere bridging between academia life and industry across the globe.

“We are either progressing or retrograding all the while; there is no such thing as remaining stationary in this life.”  
James Freeman Clarke
**Education Endowment Fund:** AACE International has created a special Education Endowment Fund to provide continued support for the development of its expanded educational agenda. The Education Endowment Fund collects a financial pool of invested capital, the earnings of which are used to support these educational programs.

The Education Board plans to expand its activities to a new level using emerging technology to offer educational opportunities that leverage today's adult learning methods. Self-paced learning courses, new books, and other leading edge resources will be prepared with these funds as we add new resources and multipurpose existing ones for our members worldwide.

**Tax Advantaged Giving:** AACE International is a Section 501(c)(3) nonprofit professional educational society. Please consult your personal tax advisor as to whether your contribution will be tax deductible in your personal financial situation.

**Suggested Levels of Giving:** The following levels of giving represent either gifts or pledge amounts. Individuals may make a pledge upon the initial payment of 20% of the intended pledge amount and paying the balance over the following four years.

- **Platinum Level:** $5,000 or more
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- **Silver Level:** $1,000 to $2,499
- **Bronze Level:** $500 to $999
- **Participant:** Any contribution more than $50

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*Note: Individual contributors may designate what percentage of their contributions go to which cause.* In the absence of the donor making a decision, the funds will be split 50/50 between the Scholarship Fund and Education Endowment Fund:

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The total must equal 100%.

**Donor Recognition:** Unless requested by the donor to be anonymous, each donor will be recognized on the AACE International website and published annually in Source, our bimonthly electronic publication. Individuals who have completed their contributions (Bronze Level and above) will receive a cloisonne lapel pin emblematic of their support to these causes.

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**Please send to:** AACE International, 1265 Suncrest Towne Centre, Morgantown, WV 26505

**Estate Planning or Deferred Giving:** For information about how to include AACE International in your estate planning or for deferred giving ideas, please contact the Executive Director at AACE International at 304-296-8444, ext 114.
COMP is a comprehensive package of benefits designed to encourage companies to develop the skills of their total cost management employees through AACE membership.

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At the 2012 AACE Annual Meeting, the Houston Gulf Coast Section won the Platinum Award, highlighting outstanding achievements during the year. Today, Houston Gulf Coast Section (HGCS) is the largest AACE section in Region 5; and as of April, the second largest in AACE. The success of the section is linked to great leadership and several best practices.

The first contributor to the success is the planning of the yearly programs and activities. During the summer recess, all board members meet for a special planning session. The face to face planning session starts the discussion of what kind of activities, programs, and speakers, HGCS will offer in the coming program year. Diversity of the programs is especially important because of the large oil and gas presence in the area and speaking opportunities are

The Houston Gulf Coast Section received a Platinum Award at the 2012 Annual Meeting in the Section awards competition. Representatives shown above included: front row from left to right- Trey Seabrook, CCP, Val Venters, CCP, and Dave McNamara. Back row L to R: Martin Darley, CCP, Vic Bhat, Medhat ElAlaily, CCP.
open to all members of AACE, as well as non members.

As the section’s demographics have changed and ranges from the young professional to the seasoned veteran, planning the appropriate speakers and activities is critical. Activities including project controls 101 classes, certification review classes, technical seminars, along with other diverse opportunities with local universities are all discussed. Because local presenters know the section meetings are well attended, often HGCS board members are contacted requesting the opportunity to present in the coming year.

All cost engineering related topics—estimating, cost control, planning and scheduling and risk—are covered, along with two or three local project “lessons learned” presentations. A special effort is made to invite young professionals, knowing we have a responsibility to train and mentor these up and coming professionals. Once the entire year has been discussed, times/days set and verified by each presenter, a program brochure is developed. These brochures are distributed at each meeting to assist with people planning for the next meeting and to allow attendees to pick specific topics they want to make sure they attend.

**OCTOBER 18 FEDERAL AGENCY ROUNDTABLE ON EVM LITE**

AACE International will host its third Federal Agency Roundtable with a discussion on, “Earned Value Management Lite.” The featured speaker, Beth Ward, will lead the discussion on Oct. 18, from 8:30 a.m. until 12:15 p.m., at the 20 F Street NW Conference Center in Washington, DC.

As Ward observed in her abstract for the session, “The ANSI/EIA-748-A, Standard for Earned Value Management Systems, provides an incredibly robust set of guidelines for effectively managing projects. For small and medium-sized projects, though, “robust” can often equate to “burdensome” and “onerous.” Many PMs have searched for a proven methodology that can provide effective management controls, at a lower cost than full ANSI Standard-compliance.”

Join Beth Ward and the members of the AACE International Government Liaison Committee as we exchange ideas and past experiences, and identify our real-life best practices! Advanced registration is required. Current government employees in the practice of total cost management may register for free, while private contractors who are members of AACE International will pay a fee of $35 and non-members $50. Previous Federal Agency Roundtable attendees should take note of the new location at 20 F Street NW Conference Center. For directions to the facility, go to: http://www.20fstreetcc.com.

To register for this event, visit the following website link at: https://netforum.avectra.com/eWeb/DynamicPage.aspx?Site=AACE&WebCode=EventDetail&evt_key=445744fb-deb5-4c7eb16a-10732fd80392. If you are not logged in, the system will prompt you to do so. If you do not have a login, you can create one by following the, “New Visitor Registration” link, and you will be sent to the registration portal upon completion. If you have an account but do not remember your password, click the “Forgot Password” link.

**About Our Featured Speaker:** Ms. Ward works in the Office of the Chief Information Officer at the Federal Aviation Administration (FAA). She recently completed a detail to the Office of Management and Budget’s E-Government Office, where she served as the federal lead for Capital Planning and Investment Control (CPIC). Back “home” at the FAA, she leads FAA’s program management/oversight efforts as reported on OMB’s Federal IT Dashboard, working to improve transparency and accountability of FAA’s IT investments. She also supports major IT programs across the agency in the areas of project management, earned value management, capital planning and investment control, and the associated reporting to internal and external stakeholders.

She is working to integrate CPIC and EVM efforts and reporting, with a goal of streamlining reporting, improving accuracy, and providing more valuable information to the program staff and oversight bodies. Beth is a thought leader in multiple CPIC disciplines; she is also a strong proponent of integrated governance, bringing together the touch points between CPIC, Enterprise Architecture, Project Management, and Security – always working to ensure that IT investments are focused on improving mission performance.
Arizona Section

The AACE International Arizona Section’s May board meeting was on Thursday May 16, at Hill International’s offices in Phoenix, AZ. Arizona Section Officers in attendance were: President Marina Sominsky, Vice President Chris Hudson, Secretary Dieter Clunk, Publications and Marketing Chair, Charlene Mendoza, and Directors-At-Large Hannah Schumacher and Julian Anderson.

The main topics of discussion included announcing the Arizona Section board members elected for 2013, and discussion centered on the Section Recognition Award – the Arizona Section goal for 2012/2013 is Platinum Award which requires 1500 points. Chris Hudson shared the current point tally and the board discussed options to increase earned points by May 31 in order to meet the goal.

During the roundtable discussion, board members discussed the Section survey in order to bring in ideas for improving schedule/program for our members. In addition, the board reviewed community service options for the coming year, and explored possibilities for additional joint meetings in the coming year.

Atlanta Area Section

www.aaceiatlanta.com

Allen Bell, of Georgia Power, updated the Atlanta Area Section at its May meeting on the on-goings in eastern Georgia and progress and the status of Vogtle Units 3 and 4 expansion.

He started by reiterating the need for additional power sources for Georgia:

- Georgia is the 4th fastest growing state in the nation and has 19 of the fastest growing counties in the U.S.;
- Georgia’s population is projected to grow by 1.44 million by 2025;
- Georgia’s gross state product is projected to grow by 17.8% by 2015.

He also stated that there are environmental benefits of nuclear power over that of burning fossil fuels and that nuclear fuels avoid nearly 8 million tons of CO2 per year. Yet, less than 10% of Georgia Power’s load was generated in 2012 by nuclear compared to in excess of 40% each by natural gas / oil and coal.

Back to the current status of the project, Allen reported that construction began in August 2009 and that, since then, 22 million cubic yards of soil have been moved and that enough concrete placed on site to construct an interstate highway 2,000 miles long.

He reported that work is well-along on all elements of both Units 3 and 4, the reactor arrived on site this month, and they are expected to be producing power in 2016 and 2017.

As is the case with many of this year’s presentations, Allen has graciously provided a copy of his slides which are now available on the section website at: http://www.aaceiatlanta.com/meetings.html.
East Tennessee Section

The East Tennessee Section met June 18. The guest speaker was, Gary W. Krantz. His topic was, “Nuclear News Revisited.” Mr. Krantz touched on a variety of topics pertaining to cost and schedule in the nuclear industry, as well as the history and current status of Nuclear Energy, (see figure 1 showing power fuel sources and U.S. commercial reactors). The presentation drew a comparison between the design, construction and startup of Y-12 (1944-1946) and the inception-to-date progress made in the design and construction of UPF.

Topics relating to nuclear power included the two main reactor technologies, comparisons to other energy sources, the aging of operating reactors, and a summary of the dangers and history of incidents in nuclear power plants. Mr. Krantz spoke on two types of nuclear reactor technologies, pressurized water reactors (PWRs) and boiling water reactors (BWRs), and gave a brief overview of how each technology works. The presentation detailed a timeline of the disaster at Japan’s Fukushima Power Plant and summarized the events resulting in the accident at 3 Mile Island.

Mr. Krantz went on to discuss the political aspects of the nuclear industry including Yucca Mountain and other issues related to the disposal of nuclear material. Additionally, Mr. Krantz also discussed the political aspects of nuclear quality assurance and its regulation thru the NRC. One contributing factor to the high priority on quality is a large number of counterfeit reactor systems components.

In closing his interesting presentation, Mr. Krantz made a strong point that growth in the nuclear energy is far reaching in our society and is needed for medical treatment, electric power, space exploration and as a security deterrent.

Montreal Section

On May 14, the Montreal Section of enjoyed a presentation entitled, Megaproject Risk Management, given by Ken Kallaher, PE, and a Corporate Fellow for exp. Mr. Kallaher highlighted the risks around mega projects and industry data showing the high failure rate for these types of projects. He explained why risk identification and management (particularly strategic risk management) is a critical element of success.
on such projects when used in conjunction with succinct business objectives, fully integrated experienced teams, and strong FEL (front end loading).

Kallaher went on to discuss the fundamentals of risk management, the recommended practices on risk management developed by aace and his seven rules of risk management. He also discussed bankable projects and what banker’s engineers would typically expect to see in a risk management program. Kallaher’s “Top 7” for risk management on megaprojects included the following:

- Use a risk management process (risk register does not = risk management!).
- Iterate (not a one-time action; continuous review and update).
- Use appropriate risk treatment.
- Use “what if” planning.
- Standardized work frames including risk breakdown structure (RBS).
- Don’t forget opportunities. And,
- Be sure to include operations readiness.

A lively Q & A period followed the presentation with participation by many of the 60 in attendance.

South India Section

S. Sankar, EVP, a member of the South India Section, was invited to conduct a one day seminar on earned value management for PMI’s Bangalore, India Chapter. The Aug. 31, seminar was at the Hotel Royal Orchid, Bangalore. Sankar works for Central Projects Organization of M/s. ITC Limited, India, which is a 7 billion USD conglomerate. The topic of the workshop was, “Earned Value Management – Beyond Its Traditional Alphabets.” Twenty professionals from diversified industry segments, including real estate, power, information technology, oil and gas, academics, investment...
company and manufacturing sector attended the workshop. Companies represented included, IBM, Quest Global, Puravankara Projects, Delphi Automation, L&T Infotech, Creative Global, HP, Fidelity Investments, and Senapathy Whiteley.

The workshop covered the EVM fundamentals, ANSI 748 guidelines, and AACE International’s Earned Value Professional (EVP™) Certification Study Guide. A pre-workshop questionnaire was circulated to the participants to access their current level of understanding of ANSI compliant EVMS. The course content was tailored to the responses to the questionnaire.

An introduction to earned value fundamentals was given through a simple example. All the participants were asked to perform simple EV calculations immediately after the introduction and this helped to bring all the participants to the same level of understanding. The Gold Card, published by the US Defense Acquisition University, was introduced to the participants and a copy of the Gold Card was shared to familiarize themselves with the EVM acronyms.

The workshop covered the five major categories of ANSI/EIA – 748. organization, planning, scheduling and budgeting, accounting considerations, analysis and management reports, and revisions and data maintenance. Examples from construction projects were discussed with the participants during the workshop. The NDIA PMSC Intent Guide was shared with all the participants and PMI Bangalore Chapter obtained reprinting permission from the NDIA Senior Director of Government Policy. The DCMA 14 point assessment check served as a framework for schedule quality control and was also introduced to the participants. The professionals from Indian industry were not familiar with the NDIA Intent Guide, the 14 points assessment, Gold Card etc., and the introduction of the same was well received.

Sankar also discussed the challenges in implementing EVM in organizations, a road map for implementation, the reasons (both quoted and unquoted) why some people resist EVM and shared his experience with interesting anecdotes. He introduced AACE International to the participants, the disciplines served and certifications offered by AACE International. He had also explained about the EVP™ certification offered by AACE International, the educational requirements, fees, and the topics covered in the examination. A membership recruitment video introducing AACE International was played during the workshop.

Mr. Jayaram, President, PMI Bangalore Chapter introduced Sankar as the facilitator and set the context before beginning of workshop. Mr. Ranganatham, Mr. S.S.V. Raghavan and Mr. Raj Nandyala and other PMI Bangalore Chapter members extended their complete support to make the program focused and successful. Mr. M.S. Hiremath, VP-Programs concluded the program with his closing remarks.

Sankar thanked all attendees on behalf of AACE International for the opportunity to participate and giving a wonderful opportunity.

MENTORING FOR SUCCESS: THREE PERSPECTIVES

AACE International will present a special free webinar, “Mentoring for Success: Three Perspectives,” on November 6, 2013, at noon Eastern Time.

Presenting the protégé/partner’s perspective will be Devdas “Dev” Tamboli, CCP PSP. Tamboli enrolled in the AACE International mentoring program and will share on the impact that mentoring has made on his career. Tamboli currently serves as the chair of the Mentoring Advisory Committee.

Julie Owen, CCP PSP, will present from the perspective of the mentor. Owen is Vice President of Regions and has been involved with the AACE International mentoring program from its inception. She has been both a mentor and a protégé/partner.

Milton “Bud” Mayr will offer his insight into the value of the mentoring process from a company perspective. Mayr has overseen the Chevron mentoring program for cost engineering and served as Past-Chair of the AACE International Mentoring Advisory Committee in 2012-13.

The webinar will also review the resources available to participants in the association’s mentoring program, including the Mentoring Handbook and mentoring agreement, the online mentor/partner matching program and other resources and recognition for participants.

Individuals must register in advance by going to www.aacei.org. Participants may pose questions to the presenters via electronic messaging available during the webinar.

ICEC 2014 WORLD CONGRESS CALL FOR PAPERS

The 9th ICEC World Congress will be in Milano, Italy, Oct. 20-22, 2014.

When submitting an abstract, please list your full name, full address, telephone and fax numbers and e-mail address. The abstracts will be reviewed by an International Scientific Committee, composed by internationally recognized experts from industries, academies, ICEC and other professional association members.

Important Deadlines
- October 31st, 2013—Submission of abstract
- November 30th, 2013—Notification of abstract acceptance
- February 28th, 2014—Submission of draft paper
- April 30th, 2014—Notification of paper acceptance with comments of the revisers
- May 31st, 2014—Submission of final paper

Abstracts must be sent by e-mail as attachments to the ICEC 2014 Congress Scientific Secretariat: icec2014@aice-it.org. Authors of accepted abstracts will be invited to present the papers and to assign the copyright to ICEC 2014 for their publication in the proceedings. At least one of the authors must register, attend the congress and present the paper as a condition for publication. For any assistance with abstract submission and further information, please contact Mr. Gianluca di Castri at AICE: icec2014@aice-it.org. For any further information, the congress website will be on-line shortly: www.icec2014.it or www.icec2014.eu.
The Southern California Section of AACE International will be holding the 5th annual Fall Symposium to continue the Southern California tradition of sharing knowledge and highlighting talent and leadership in our industry.

Hyatt Regency Indian Wells
44-600 Indian Wells Lane
Indian Wells, CA 92210
Special Room Rate: $169/per night
Reserve now at https://resweb.passkey.com/go/AACEfallsymposium2013

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For more information, please contact:

Justin Peterson, Annual Symposium Chair
AACE Southern California
702.896.6926
jpeterson@ocmi.com

Register Online: www.aace-scs.com
Southern California Section
When Will Your Section News Submission Be Published?

The new digital Source magazine will include all “Section News” submissions. Source has a submission deadline of two months in advance of the issue date. Please review the following production schedule. It lists the submission periods for the six bi-monthly issues of Source magazine in 2013.

2013 Source Section News Submission Schedule

February
- Items submitted from Oct. 16 through Dec. 15, 2012

April
- Items submitted from Dec. 16 through Feb. 15

June
- Items submitted from Feb. 16 through April 15

August
- Items submitted April 16 through June 15

October
- Items submitted June 16 through Aug. 15

December
- Items submitted Aug. 16 through Oct. 15

This production schedule is based upon production schedules at AACE headquarters, as well as our printer having two to three weeks production time to take our in-house files and convert them to the Nxtbook software for posting. Enhanced features like audio, video, website links, and more will be a part of each issue of the Source. Some technology features will require additional production time and earlier deadlines. The magazine is to be ready for posting by the first of the month.

Within 2 to 3 business days of submitting a “Section News” items, you should receive a return confirmation e-mail that your submission was received at AACE headquarters.

How to Submit Text and Photos

Please submit any and all text as a part of the e-mail or as a Microsoft Word file attachment. Please submit any photo or photos as individual attachments in tiff or jpg formats. Do not embed photos in Microsoft Word files.

For photos to be used, we require either large original files or print size photos at 300 dpi (dots per inch). We can convert large 72 dpi submissions into the required 300 dpi. This process shrinks the size of the original submission. We cannot use photos taken on cell phones. For photos to be published, they must be in focus, of print quality, and wide enough to fill the width of the column layout.

Please include the names and titles of each person shown in any photos. Please list names from left to right or refer to those shown as being above left or right. For group photos please list names from left to right, beginning with the front row and working to the back. Do not list the Section officer first unless he or she is photographed on the left with guest speakers on the right.

All submissions should be e-mailed to editor@aacei.org. Please use the official name of the Section as approved by the AACE Board when the Section’s charter was approved. Never refer to the Section as a chapter.

Contact AACE Concerning Missing Submissions

Generally, all submissions received in the above scheduled times will be published in the listed issue. Items are not held because of space restrictions. There is no waiting list and no preference is given to one Section over another. Questions about incomplete submissions or failure to follow these submission guidelines could delay publication. Text will be published without submitted photos if the photo does not meet the listed quality requirements.

If a submission is not included in the designated issue, please e-mail or call the Managing Editor to ensure that it has not been lost or misplaced. Call or e-mail if you do not receive a confirmation e-mail within 3 business days of submission.

AACE reserves the right to edit all submissions and/or to refuse to publish any submissions determined by the Managing Editor or the Art Director to not meet the standards of the journal. Any appeals of these decisions will have a final decision determined by the Executive Director.

Any Section representative with questions is advised to e-mail editor@aacei.org or call the Managing Editor during regular business hours (9 a.m. to 5 p.m. Eastern Standard Time, Monday-Friday, except holidays and special closings).
A WORLD OF BRIGHT IDEAS
AT YOUR FINGERTIPS

Each year, the best total cost management practitioners in the world gather to share their expertise and insight at our Annual Meeting.

Now you can bring these thought leaders and innovative thinkers right to your desktop, smart phone or similar device thanks to the AACE International Online Learning Center.

The AACE International Online Learning Center allows you to download and watch the same Annual Meeting technical presentations recorded live and synchronized to the graphics that accompanied them as well as to links to the actual technical paper. The Online Learning Center offers a great resource for your personal professional development or for team training as a group.

As a bonus benefit, individuals purchasing downloads earn recertification credit toward their AACE International certifications.

To review more than 70 presentations featured in the current Online Learning Center, go to www.aacei.org
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COMING EVENTS

**OCTOBER 2013**

4  *Change Orders Best Practices, Construction Management Association of America (CMAA) Southern California Chapter*
The Grand Conference Center
Long Beach, CA
Contact: www.cmaasc.org

10  *Managing the Dynamic Process of Alternative Project Delivery Procurement & Execution, Construction Management Association of America (CMAA) Southern California Chapter*
The Grand Conference Center
Long Beach, CA
Contact: www.cmaasc.org

21-22  *12th Inalco, International Aluminum Conference, INALCO 2013*
Palais des congrès de Montréal
Montréal, Québec, Canada
Contact: www.inalco2013.com

25  *LEED Green Associate Exam Training, Construction Management Association of America (CMAA) Southern California Chapter*
The Grand Conference Center
Long Beach, CA
Contact: www.cmaasc.org

31  *The Learned Art of Earned Value Management, The Institution of Engineering and Technology (IET) and the Association of Cost Engineers (ACostE) Project Controls Network*
Etc.Venues Victoria
London, United Kingdom
Contact: [http://www.theiet.org/events/](http://www.theiet.org/events/)

**JUNE 2014**

15-18  *AACE International’s 2014 Annual Meeting, AACE International Sheraton New Orleans Hotel New Orleans, LA*
Contact: phone 1-800-858-COST
fax (304) 291-5728
info@aacei.org
www.aacei.org

**NOVEMBER 2014**

11-13  *AACE International Total Cost Management Conference, AACE International Millenium Hilton Bangkok Bangkok, Thailand*
Contact: phone 1-800-858-COST
fax (304) 291-5728
info@aacei.org
www.aacei.org

**FEBRUARY 2014**

26-28  *2014 Int’l Roofing Expo, Hanley Wood Exhibitions Mandalay Bay Convention Center Las Vegas, NV*
Contact: info@theroofingexpo.com
www.theroofingexpo.com

Please submit items for future calendar listings at least 60 days in advance of desired publication.

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NEXT MONTH IN THE COST ENGINEERING JOURNAL

CLAIMS AND DISPUTE RESOLUTION AND PLANNING AND SCHEDULING

Technical Article
Forensic Schedule Analysis — Chapter 2: Delay Analysis on Non CPM Scheduled Projects

Technical Article
Forensic Schedule Analysis: Example Implementations, Part 3

Technical Article
Recommended Contractual Methods for Resolving Delay Events Prospectively or Retrospectively

Articles announced for publication in the Cost Engineering journal are subject to change.

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