The Future of Psychometrics

Use of Earned Value Management as a Communication Tool with the Project Team and the Client

2021 AACE Slate of Candidates Announced
Each week on Wednesday we will be offering a free presentation by some of the top industry leaders for you to watch and learn. Join other members on the AACE Communities in the Tech Talks group for ongoing discussions on the presentations and to share your recommendations or resources during this time that everyone is required to stay at home.

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Each presentation will be offered for one week from the date it is aired, then it will expire. However, your CEUs earned will remain on your profile. Note: In order to receive proof of CEU credits, you must watch each presentation in its entirety.
Lessons on leaving the world better than you found it

Sophie Howe is the world’s only future generations commissioner, a new kind of government official tasked with advocating for the interests of generations to come and holding public institutions accountable for delivering long-term change. She describes some of the people-focused policies she’s helped implement in Wales, aimed at cutting carbon emissions, increasing sustainability and promoting well-being as a national goal. 🌍

Source: www.ted.com. This talk was presented at an official TED conference, and was featured on the home page.
President’s Message
It’s Time to Renew and Pay Your AACE Membership Dues

Certification News
The Future of Psychometric Analysis

Women in Project Controls
Spotlight on Karen Chew

Rising Professional
Gregory Whiteside, PE CCP

Bonus Technical Article
Use of Earned Value Management as a Communication Tool With the Project Team and the Client
The Top 10 Reasons
To Join AACE International

Ready to advance your career and begin enjoying the advantages that our members enjoy? Whether you are an experienced cost engineer or a student, we have a membership ready for you.

1 Time
Gain access to a wealth of resources that will save you time and money! You’ll stay informed about the complexities of the cost and management profession - plus you’ll have access to discounts on educational programs, publications, and more!

2 Information
Locate thousands of technical papers and publications in the Virtual Library. AACE’s database is keyword searchable for quickly locating appropriate reference articles.

3 Career
Members can post resumes at no additional cost in our Career Center and keep your career on track through information sources such as our annual Salary and Demographic Survey of Project and Cost Professionals.

4 Learning
We offer numerous online learning courses on estimating and project management. The Approved Educational Provider program helps maintain high quality development courses and providers. AACE also holds many seminars throughout the year.

5 Resources
Starting with the TCM Framework and Recommended Practices that are available for free only to members to our bi-monthly publication Cost Engineering featuring articles for cost professionals around the world. Through the AACE International website, the Cost Engineering journal is a great current resource for members and as a member, you gain access to an archive of past issues.

6 Technical Development
Increase your knowledge and expertise by joining one of AACE International’s many technical subcommittees, subcommittees, and Special Interest Groups (SIGs) at no additional cost to members. Discuss industry problems with your peers or help experts develop new and improved techniques and practices for the profession.

7 Networking
By attending a local section or our Annual Conference & Expo for interesting speakers, informational tours, social dinners and much more. The online Membership Directory is an excellent source for a list of contact information on thousands of members. Join one of our many technical subcommittees and participate in the AACE Forums - a great way to tap into the collective wisdom and experience of our world-wide membership.

8 Excellence
Our certification programs are independently accredited by the Council of Engineering & Scientific Specialty Boards. AACE certifications are a recognized credible standard in the cost management field. A recent study shows that individuals with an AACE Certification earn 17.4% more than their counterpart without a certificate.

9 Discounts
On products and services ranging from AACE International Conference & Expo registration fees, archived webinars and presentations, certification examination registrations, and more!

10 You!
We are your professional partner bringing you information and support you can trust. Join and become part of a unique network of individuals who are dedicated to improving the cost and management profession.

JOIN TODAY! web.aacei.org
It’s time to renew and pay your AACE membership dues

BY CHRISTOPHER P. CADDELL, PE CCP DRMP, President, AACE International

I want to thank all our members for your involvement with AACE International and your contributions to the industry. It is that time of year when we ask our individual and corporate members to renew their membership in this great organization for another year. If you have already renewed your membership, thank you. If not, I would encourage you to renew your membership now to avoid any lapse in the benefits you receive by being a part of this organization. I also ask you to encourage others you know to renew or join AACE.

As a member, AACE continues to offer you the strongest and largest technical body of knowledge (BOK), the most robust certification program to recognize your areas of expertise, and the opportunity to connect with a broad range of experts in all fields of cost engineering. And we continue to expand our offerings to you. These include publication of new recommended practices and technical papers, our certification exam content, and educational products, to ensure complete alignment across all aspects of our program. This collaborative effort is helping to eliminate any inconsistencies and gaps between our study materials, certification exams, and technical BOK. So, when you study for a certification exam, you will have confidence that the materials are aligned with the exam and our BOK.

We are also working on how we collaborate with others outside AACE. We have started offering webinars with some of our industry partners to help members stay abreast of the latest software capability. We had a joint webinar this past month with RICS to discuss the future of the construction industry for our members and how our association can help.

We continue our collaborative involvement with the International Construction Measurement Standards (ICMS) effort to implement a global standard for capturing project data. And we are having ongoing conversations with other organizations about how we can collaborate in ways that will provide direct benefit to you as a member.

When my manager suggested we co-author a paper for AACE 22 years ago, I had no idea what AACE was at that time. I also had no idea what AACE was at that time. I also had no idea the impact this organization would have on my career over the years. I am so thankful for what I have been able to learn through AACE over the past couple of decades and who I have been able to get to know. Every member can enjoy this same value through membership in AACE.

We understand that the pandemic has put a financial strain on many companies and individuals; some may even question the value of membership. But the value of being connected to the AACE community is more important now than ever. We offer you a strong network of connections and skill development to help enhance your career. We also offer you a means for having your voice heard. By participating in writing papers, developing recommended practices, engagement in the Communities, and involvement at the section level, you can contribute to the industry and be recognized for that involvement.

Renew today!

In the next President’s Message, I will expand upon the proposed Constitution & Bylaw changes being developed as introduced in the October issue of Source.

If you would like to contact our current president with questions or comments about The President’s Message please address your e-mail to president@aacei.org. To engage in other discussions, check out AACE International’s online Communities at communities.aacei.org.
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This is the second of two articles on psychometrics and how the Certification Board uses psychometrics to enhance the certification examination experience for candidates.

While the first article, published in the October 2020 edition of Source, dealt with the basics of psychometrics, this second article introduces possible future aspects of psychometrics and how it may affect the inner workings and mechanics of the AACE certification program.

Since the subject matter is focusing on the forecasted future of psychometrics, there are, and will continue to be, differences of opinion among professional analysts. But, as the famous philosopher Yogi Berra once said in one of his yogi-isms, “It’s tough to make predictions, especially about the future.”

As explained in the first article, AACE relies on its Recommended Practice (RP) 11R-88: Required Skills and Knowledge of a Cost Engineer to define the core skills and knowledge of cost engineering. We consider these as the competencies a person must have acquired to be considered a professional practitioner Certified Cost Professional (CCP) or Certified Cost Technician (CCT).

Since AACE offers eight distinct certifications, a major responsibility of AACE’s Certification Board is to provide feedback to the Technical Board and Education Board, to ensure that all Recommended Practices and education materials are consistent with the current state of the practice of cost engineering. More importantly, the Certification Board continuously works to make sure certification examination questions cover each portion of 11R-88 and the supporting documents that expand on the topics in 11R-88 (this is, of course, for the CCP/CCT certification exams; the remaining six certifications rely on other of AACE’s Recommended Practices in their continuous efforts).

The process of continuous improvement followed by each examination committee sustains AACE’s standing as an international leader in relevant professional certification technical materials, education, and training, and, of course, certification examinations.

THE WAVE OF THE FUTURE.

Currently, there is an on-going debate in psychometric analysis circles concerning the future grading of examinations. Currently available literature suggests that passing an exam may depend on the number of ‘difficult’ questions in an examination.
Those examinations with a different balance of “easy” questions would have a pass rate more commensurate with the balance of difficult and easy questions.

This debate is interesting and will surely continue well in the future.

Psychometric scholars (affectionally called “wizards”) are addressing this issue and potential problems with the development of Item Response Theory (IRT). IRT is a relatively new approach to designing tests, or in our case certification examinations. Compared to classical test theory, which focuses on the whole test, IRT focuses on the individual questions of a particular test. The goal is to improve reliability and accuracy by considering the number of questions answered correctly and the difficulty of the questions.

The Psychometric Project, a collaborative project from UK universities and research students, says, “Future developments in IRT allows for adaptive testing, in which a test gets more or less difficult depending on the performance of the candidate, tailoring the test to their ability (Anonymous, 2020).” One can only imagine the ramifications of this advancement, as it is further addressed at the end of this article, this approach is gaining momentum for application in the future.

WHAT IF WE MAKE AACE EXAMS MORE DIFFICULT?

Let us think about this for a minute. Some people might ask, if we make the AACE certification examinations more difficult, won’t more candidates fail? There are media articles attesting to this supposed fact, which proposes a conundrum for certifying bodies. However, statistics show this may not be the case.

Industry trends indicate that numerous professional associations are using psychometric analyses in adapting the difficulty of their examinations, such as:

- The certification examinations may not have a set pass rate.
- The pass rate could depend on the difficulty of the mixture and relative difficulty of individual questions in any examination.
- A higher score can be achieved if a candidate can answer the more difficult questions correctly.
- A lower score will be given to a candidate who provides correct responses to the easier questions.
- Exams may include pretest questions, as well as operational questions.

While none of this information is presented as an argument for AACE to move in this direction, it is important for AACE’s Certification Board to be cognizant of emerging trends. At a minimum, this information provides the Certification Board with greater impetus to continue their thorough review all the examination questions and analyze the questions identified as too difficult or perhaps even too easy.

Rather than dwell unnecessarily on the past, imagine instead the future and consider the paths we may follow in bringing together psychometric research and analysis and improvement of our overall data bank of examination questions.

IMAGINING THE FUTURE IS OUR PATH FORWARD.

Three driving forces, responsible for the leap forward in the field of psychometric analysis are technological advances, incorporation of current knowledge, and developing informative items sets and families.

Technology allows us to gather more exam-related data and analyze it faster to optimize the number of questions on an examination and to align the questions with the competencies expected of experienced candidates. Data analytics is particularly concerned with technical advances in Artificial Intelligence (AI) and Machine Learning (ML) that will someday, in the not-to-distant future, enable further enhancements in preparation of certification examinations.

Incorporation of current knowledge into the examination question design and the process of random selection of examination questions from the data bank are both essential to an examination meeting reliability and validity standards. The ongoing alignment efforts of the Technical, Education and Certification Boards to ensure all materials in AACE’s Body of Knowledge are current and relevant and the competencies outlined are reflected in the examination questions (which was addressed in the September 2020 edition of Source).

Although it has yet to reach fruition, the development of item sets and item families that are more informative is trending in the realm of certification examinations. This is an extension of the second influencing force noted above. One possible criticism of examinations is that any individual examination may cover only a small portion of the overall body of knowledge. AACE’s psychometric analyses and gap analyses strive to support the development of a healthy mix of questions across the easy, moderate, and difficult ranges as well as making sure that all competencies are adequately represented.

AACE is cognizant of current and future trends coming out of the professional certification and credentialing activities of associations. The Certification Board makes every effort to ensure we are aligned with the benefits and efficiencies gained through new and emerging technological developments.

For now, our focus is continuing strengthening our internal alignment with technical and education resources, reliance on real-time data analytics, and candidate feedback. There is no doubt the future of testing is changing. Therefore, we will continue to further our own education on adaptive testing and artificial intelligence, and how it can positively affect AACE’s certification program going forward. ®

WORKS CITED

Karen Chew was born and grew up in Perth, Western Australia. Her father was a boilermaker by trade. Later, he had his own boilermaker business and Karen grew up messing around in his workshop, which gave her a love for machines.

Karen attended Curtin University in Perth, where she earned a bachelor's degree in mechanical engineering. She began her career with WMC in the nickel division, in the desert of Western Australia. She was initially in operations and later moved into capital projects as a project engineer. After many years in the desert, which she thoroughly enjoyed, she returned to the big smoke in Perth to work in operations at Tiwest Joint Venture. This was at the Titanium Dioxide chemical plant. This work challenged Karen's technical skills in new ways.

Her career took a bit of a side path into contracts management after she got pregnant with her daughter. The plant was radioactive, and the company provided retraining and an opportunity to work outside her comfort zone. After some time off being a full-time mum, she got her first role in estimating. This was with the Outotec project division and came with the opportunity to start working on larger projects in Australia, Asia, and the Caribbean. Later she worked for Worley, primarily in their Hydrocarbons group, working with clients on some major developments in Australia and South East Asia, including working in the Kuala Lumpur office.

She is particularly proud of working on the Wheatstone Upstream Project with Chevron. On this project, she was fortunate to have the opportunity to be involved from FEED through to project completion. After many years, she recently struck out on her own, working on a major project development for ConocoPhillips. Now, she is working with BHP Petroleum, primarily on the various decommissioning plans for the onshore and offshore assets in Australia.

BHP had bought out WMC many years ago, so it seemed like coming home and she loved seeing some of her old colleagues from back when she was a green engineer. In particular, she is impressed with their commitment to gender equality in the workplace. Karen’s current position is principal estimator, with BHP Petroleum in Perth.

Karen got into project controls work after having some time off from professional work, while being a full-time mum gave her an opportunity to reassess what she wanted to do with her career, rather than just going with the flow. She made a conscious decision to move in to estimating and she was lucky to get a break with an EPC company. It was a bit of gamble and meant starting at the bottom again (both financially and in terms of seniority), but after a short time, her previous experience in operations and construction allowed her to progress quickly in her new career.

When Karen was working as a project engineer, she was responsible for estimating and planning her own smaller projects, but major projects were estimated and planned by the PMO. It was a chance encounter with the principal estimator at the PMO while she was at the head office that introduced her to the concept of a professional estimator. He obviously made an impression because years later that was the career she pursued.

She loves being involved in major projects and being able to be involved in all phases of a project, especially during earlier phases where she can make an impact in what decisions get made. This career has also taken her around the world with the opportunity to work with people from many other cultures. Estimating has also been very flexible giving her the opportunity to work from anywhere and anytime, which is great for a working parent.

She is especially thankful to Chris McKnight, Estimating Manager at Worley, who saw her potential, gave her opportunities she had not even considered and encouraged her to take chances. She has also had the opportunity to meet and work with some amazing women in the industry who have inspired her to reach further.

Karen has been an AACE member for many years, but since Australia has not had a local AACE section, she did not have the opportunity to attend meetings before. When the Australian Section was started up again in early 2019, she was pleased to be asked to serve on the board. She was a bit trepidatious at first, thinking “What have I possibly got to offer?”, but being involved with the Section board has inspired her to look at how she could give back more to the project controls community,
especially to encourage women in the profession to advance their careers by being a role model herself.

Sadly, with the current COVID-19 restrictions in Australia, it has not been possible to have face to face events and meetings. Instead, they have all been enjoying participating in the monthly webinars that the section has been hosting and she has loved being more in touch with our members and especially seeing our women members getting involved.

Karen said, “I think I’ve used something from just about every single Recommended Practices document at some point in my career, not to mention the wealth of information available in the articles in the AACE virtual library.” Initially, these were the primary source of her education in all things cost engineering. Later, these resources were fantastic for training her subordinates and colleagues to increase their skills and knowledge in the profession and improve project outcomes. She stated, “I definitely would not have had the career opportunities that I have had without this level of knowledge which I would challenge anyone to find elsewhere.”

She is now looking forward to being someone who can contribute to the body of knowledge and hopes to be more involved in giving presentations and writing papers for conferences... “Part of the process of getting old and crusty!”

In her short time so far of being involved with the AACE Australian Section, she has met some amazing practitioners in project controls. It was just the other day that she needed to give some professional advice in her work capacity, and she did not feel that she had all the answers. Through the AACE membership connection, she was able to reach out to a member to get some more information on the topic. In the end, his thoughts aligned with hers, but he also gave her some valuable factors to consider and this gave her the confidence to put forward her advice. In project controls, we do not always have the answers to every issue so being part of a community of like-minded professionals can give us the backup we need at time. There are always times that we need to “Call a friend.”

When Karen was asked if she had any words of inspiration, she said, “You can’t go wrong if you are humble, to be brave when you don’t know something, and be continuously curious to find out. I have the motto of there’s always something I can learn.”

“I think I’ve used something from just about every single Recommended Practices document at some point in my career, not to mention the wealth of information available in the articles in the AACE virtual library.”

— KAREN CHEW

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SPOTLIGHT ON

Gregory Whiteside, PE CCP

BY AVI SHARMA

Gregory Whiteside, PE CCP, is the Mentoring Co-chair for the Rising Professionals Committee and a member of the Houston Gulf Coast Section of AACE. He presented his first paper, “Change Management for Entry Level Cost Engineers,” at the 2012 Annual Meeting, ranking #50 overall in an international, experienced field of 99 presenters. Since then, he has written and presented several more papers at a variety of organizations.

Greg has a mechanical engineering degree from Texas A&M University. He began his career in project controls working for Fluor in Sugar Land, Texas. Working in project controls gave him a broad, high-level view of projects. Instead of being involved in the precise design details, he was exposed to several international mega projects while working at Fluor. Greg helped support these projects by providing quantity tracking and progress reporting. The scale and complexity of these facilities fascinated him.

One of the challenges he helped successfully complete in his role at Fluor was to purchase major equipment from one country, assemble it onto 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 with industry experience.

Early on, Greg received some unexpected confirmation on his career choice. One of his early mentors told him, “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 confirmation gave Greg confidence in his career choice.

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 saw that 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.

Victoria was also the place where he met his wife, Amanda. They were set up by a mutual friend who invited them both over for a game night. Little did either of them know it would turn into something so much more. Greg and his wife are proud parents of two beautiful little girls.

The projects at the plant in Victoria were much smaller in scope than the ones he worked on at Fluor, but they were 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 in Victoria, he would have never expected to work on something like a landfill closure. It’s not a grand and glorious project, but there is still so much involved.

For the past 8 years, Greg has worked as a cost engineer for 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. There was also much opportunity to develop tools and standards for the project controls group to use across all their projects. He has recently changed jobs and is now working in upstream at Chevron.

Greg’s advice to the next generation of young professionals would be to write papers. He finds there is something extremely challenging and rewarding about putting thoughts down on paper. It challenges you to define exactly what you think about a topic and to organize your thoughts in a way to clearly communicate them to someone else. It is also rewarding. It is a great personal achievement to be able to have a published paper. It is also a great way to be recognized within the industry.

A couple years ago, Greg was invited to speak at several conferences local to Houston. The invite was extended because the organizers saw that he had published several papers on various topics they wanted to discuss at the conference. So, writing papers is a great way to build name recognition, but it takes a lot of hard work.
William Edward “Bill” Kraus, PE CCP, was born in Salt Lake City, Utah, to William Earl and Katherine Moore Kraus. Bill attended the University of New Mexico in Albuquerque, NM, receiving a Bachelor of Science degree in civil engineering and a Master of Science degree in civil engineering with an emphasis in construction management. Bill married Susan Ruth Slagle while living in Albuquerque.

Bill enjoyed a long and productive career in construction management and cost engineering. Positions included a construction and maintenance engineer for Exxon Corp. in Dallas and Houston, TX; field manager for CRS CM in Ft. Collins, CO; project manager and vice president of operations for Reid Burton Construction, Ft. Collins; manager, construction services group, Colorado State University; and chief facilities engineer for the National Institute of Standards and Technology in Boulder, CO. Bill was also the president and owner of B&C Project Services in Ft. Collins, CO.

Bill’s career next took them east where he was the chief estimator for Connico, Inc. in Nashville, TN, and then the estimating manager for International Aviation Consultants, LLC in College Park, GA. This position involved the management of construction estimating efforts for a $5.4 billion airport development program for the Hartsfield-Jackson Atlanta International Airport. Bill then worked for Project Time and Cost, LLC., in Atlanta, GA before retiring.

Bill was active in the Council of Engineering and Scientific Specialty Boards (CESB.) He was also very active in the Association for Advancement of Cost Engineering, International (AACE.) He provided distinguished service in numerous positions, including vice president and president of the association. He served on the education and certification boards and he presented numerous professional papers on cost engineering. He also authored the AACE International’s first edition of the CCP Certification Study Guide. His efforts on behalf of the organization resulted in his being named a Fellow of AACE and he was awarded an honorary life membership in 2013.

As a youngster in Albuquerque, Bill earned the Eagle Scout Award. In addition to his professional activities, Bill served as a baseball umpire in Ft. Collins at various levels of competition. He served as a deacon and chairman of deacons at the Christ Center Community Church in Ft. Collins. He was an avid fisherman, backpacker, and canoeer.

Upon his retirement, Bill and Susi moved to Denver, Colorado, to be closer to family. Bill passed away in Denver, CO.

Bill is survived by his wife, Susi; his sister, Linda Crook, of Golden, CO; his brother, Alan Kraus of Grand Junction, CO; and his brother, Carl Kraus, of Denver, CO. He was preceded in death by his parents. A private family service will be held.

In lieu of flowers, donations may be made to: CurePSP, 1216 Broadway, 2nd Floor, New York, NY 10001. Bill was diagnosed with and died from complications of Progressive Supranuclear Palsy (PSP). His sister, Linda Crook, shared the following: “The brain disorder that Bill had was PSP, Progressive Supranuclear Palsy, a fatal condition that has no cure. He was diagnosed with it in 2019, after having been misdiagnosed with Lewy Body Dementia. The family, in accordance with Bill’s wishes, chose to donate his brain for PSP research to the Mayo Neuropathology Clinic in Jacksonville, FL. Hopefully, someday they will find a cure for this disorder.

One consequence of having PSP is that it robs people of most of their ability to speak and yet they can still think almost as well as they ever did. Bill was still very witty almost up until the end. Instances we remember are someone asking him what he was drinking in his mug. He thought just a few seconds and said, “a magic elixir.” Another time another brother said, “A penny for your thoughts.” Again, he thought and simply said “inflation: Those instances are probably things that you would have had to be there to really appreciate, but I wanted to share them with you because several with AACE mentioned his great sense of humor.

According to an online posting from the National Institute of Health (NIH) and the Neurological Disorders and Stroke Division of the NIH, PSP is an uncommon brain disorder that affects movement, control of walking (gait) and balance, speech, swallowing, vision, mood and behavior, and thinking.

The disease results from damage to nerve cells in the brain. The disorder’s long name indicates that the disease worsens (progressive) and causes weakness (palsy) by damaging certain parts of the brain above nerve cell clusters called nuclei (supranuclear). These nuclei particularly control eye movements. One of the classic signs of the disease is an inability to aim and move the eyes properly, which individuals may experience as blurring of vision.

Estimates vary, but only about three to six in every 100,000 people worldwide, or approximately 20,000 Americans, have PSP—making it much less common than Parkinson’s disease (another movement disorder in which an estimated 50,000 Americans are diagnosed each year). Symptoms of PSP begin on average after age 60 but may occur earlier. Men are affected more often than women.

PSP was first described as a distinct disorder in 1964, when three scientists published a paper that distinguished the condition from Parkinson’s disease. It was sometimes referred to as Steele-Richardson-Olszewski syndrome, reflecting the combined names of the scientists who defined the disorder.

Currently there is no effective treatment for PSP, but some symptoms can be managed with medication or other interventions.
Past President Charles E. Charlie Bolyard Jr., CFCC PSP FAACE, who served as President in 2017-2018, said, “Bill was a good personal friend and a great promoter of AACE, he will be missed.”

Past President Marlene Hyde, CCP EVP, who served as President in 2012-2013, said, “Bill Kraus made me feel welcome from the beginning at the Portland AACE conference in 2002 when I didn’t know anyone. His enthusiasm for AACE and sense of humor were contagious and inspiring. He was kind to everyone and made us all feel part of a great profession. He was “Mr. AACE” to me, as the international president and serving on the Education and Certification Boards. I looked up to him and respected him. We have lost a truly good friend.” Marlene was elected as Vice President-Finance in 2006 when Bill was elected President-Elect. Several years later, she would go on to serve as President-Elect, President, and Past President.

Past President Stephen O. Revay, CCP CFCC, who served as President in 2010-2011, said, “Bill was one of the good guys.”

Past President Clive Francis, CCP FAACE, who served as President in 2004-2005, said, “I was very saddened when I read of Bill’s passing. He was a mainstay of AACE during the years when I was an officer and beyond. He was a voice of reason. He brought a level of common sense to board meetings. He was a person we could rely on with any assigned task and during my tenure as president he got some real tough assignments.

I will never forget that Bill would dress up in a ridiculous, yet funny, green costume and go around at the annual meetings to get donations. I am not sure who convinced him he could do it best, but they did and thank you to that person(s). I cannot now remember the name of the character Bill was dressed as, (it was Super Cost), but let it be said that he grasped this opportunity willingly. His appearance at receptions and as I remember in the vendor hall during coffee breaks was truly a “sight”. The point was that he did it for the association he believed in and devoted so much time to. There was never a person that could fill those shoes (boots) and do it with laughter yet with the seriousness of the mission. Bill you will be missed.”

Past President Harry W. Jarnagan, PE CCP, who served as President in 2001-2002, said, “So sorry to hear of Bill Kraus’ passing. I first met Bill on the Certification Board. I was a member of the Board from 1993 to 1995 and then I was chair from 1995 to 1998. Bill was a hard-working member of the Cert Board, a true contributor. He also had a wild sense of humor that kept everything light. In that regard, in a different context, I recall his walking around the host hotel and conference rooms during the Annual Meeting when he was Association President wearing a long cap, you know, like a Christmas looking sort of cap with a long tail and little white puff ball. I do not know what that style of cap’s name is. He even wore it during the keynote session! Bill was a hoot.”

Former Education Board Chair Pete Griesmyer said, “I don’t have any one memory of Bill except he was a great friend and had quite the wit. I guess my best memory of Bill was from one of the Annual Meetings years with the closing reception and Bill said, “We have some great plans for you.” Another memory was his hard work when I convinced him to take over the writing of the Estimating Certification Study Guide and the hard work that we both put in to complete it when I was Ed Board Chair. Overall, I would just say he was a great friend who will be missed by all.”

Rocky Mountain Section Board Member David Norfleet, CCP CFCC DRMP said, “Bill was one of the "veterans" in the Rocky Mountain Section when I joined in the early 1990s. He was always kind, helpful, and full of knowledge. I really appreciated his advice, especially as I began serving on the Section Board with him. I always recall that he was the in-person proctor for my CCC (as it was called then) certification exam. He graciously gave up an entire Saturday and even offered a conference room at the National Institute of Standards and Technology (NIST) in Boulder. Steve Warhoe will probably recall that too as he was among the seven of us who took the exam that day. That is just the kind of person Bill was, and he will always be considered a special friend.”
Bill’s AACE and Career Contributions

When Bill ran for President-Elect in 2006, his biography was as follows: “Bill Kraus has been a member since 1985. Chief Estimator of Connico, Inc., a construction consulting firm with offices in Nashville, Tennessee; Atlanta Georgia; and Hebron, Kentucky (adjacent to Cincinnati Ohio); he is a Certified Cost Engineer, a member of The Order of the Engineer, and of The Society of American Military Engineers. He has served AACE International as a longtime member of the Rocky Mountain Section, as Section President, Treasurer, and Certification Chair, as a certification exam proctor, and has assisted in developing, organizing, and instructing Section certification study courses. He was Rocky Mountain Cost Engineer of the Year in 1994 and 2002. As a member of the Certification Board, he has served as Public Relations Subcommittee Chair and Certification Exam Advisory Group (CEAG) chair, represented AACE International at the Council of Engineering and Scientific Specialty Boards (CESB) and served as President, Vice President, and Treasurer of CESB. He has served as Region 5 Director and Vice President-Administration and recently served as a member of the Executive Director Search Committee and chaired the Executive Director Negotiating Committee. Bill has had several articles published in Cost Engineering and made presentations at AACE International Annual Meetings. He has also developed and taught project management courses at Colorado State University, Denver Technical College, and The University of Colorado at Denver.”

Bill was elected as President-Elect in March 2006 and served as President-Elect from June 2006 to June 2007. He served as President of AACE from June 2007 to June 2008 and as Past President from June 2008 to June 2009.

Bill Kraus Atlanta Section photo
At the 2012 AACE International Annual Meeting in San Antonio, Texas, members of the Atlanta Section pose for a photo. Shown from left to right are: Albert K.H. Kwong, CCP; Bill Kraus, PE CCP; Mike Pritchett, CCP CEP; Travor Crawford, CCP; Jay Carson, CCP CEP; and Ron Winter, PSP.

Bill Kraus 2010 AM in Atlanta, GA
At the 2010 AACE International Annual Meeting in Atlanta, Ga., several AACE Past Presidents posed for a photo. Shown above from left to right are: Jean-Paul Prentice, CCP (1998-1999); Steve Revay, CCP CFCC (2010-2011); Bill Kraus, PE CCP (2007-2008); Jennifer Bates, CCP (1999-2000); Jim Zack, CFCC FAACE Hon. Life (2006-2007); Mark Grotefend, CCP EVP (2009-2010); and Dr. Steve Warhoe, PE CCP CFCC FAACE Hon. Life (2008-2009).
Slate of Candidates Announced for AACE Board of Directors and Director-Region Elections

A slate of candidates is being released for the 2021 AACE International Board of Directors election for the offices of President-Elect and for Vice President – Administration. Also, several AACE Regions will be electing a Director-Region for seats on the AACE Membership Board. Candidates will be elected in Regions 3, 5, 6, 8, 10.

The AACE bylaws mandate that the membership be notified of the official slate no later than Nov. 15. Members then have the option to add candidates by petition through Dec. 15. Guidelines allow candidates to have posted a biography and goals/objectives for their respective offices. Annual AACE International elections are conducted electronically from Feb. 1 through 4 p.m. on March 15.

Candidates are listed alphabetically using information they provided on their submitted nomination forms under the categories of bios and of goals and objectives. There has been limited editing of the submitted information to keep each submission within allowable space limitations.

ADDING CANDIDATES BY PETITION
The AACE Bylaws provide the membership the option to petition to add candidates. The Bylaws, Article II, Section 4, reads: “Other nominations for the office of Director, or the office of an Officer of the Association, except for the position of Vice President Technical Board, Vice President Education Board and Vice President Certification Board, may be made by petition signed by at least 20 members in good standing. The petitioner shall be responsible for (a) obtaining in writing the agreement of the nominee to serve if elected, (b) securing the biographical data of the nominee, (c) submitting the petition, the agreement, and the biographical data to be received by the Vice President-Administration no later than December 15th of each year. Each candidate’s name and biographical data shall be made available to the membership no later than December 31st of each year.”

The Nominating Committee will review any petitions to add candidates. Any petition requires certification by AACE International that the required number of valid signatures have been submitted along with required candidate documentation. Candidates must meet requirements to be added by petition and the Nominating Committee has the right to reject any petition which is insufficient. The Nominating Committee can disqualify and not place on the ballot any candidate (including candidates by petition) who for other reasons may not be qualified to officially be listed as a candidate for office.

CAMPAIGNING IS PROHIBITED
The Board of Directors recognizes that the professional reputation and experience of candidates for Association office are ample testimony to their qualifications and ability to serve. Further, it is believed that these credentials do not need amplification and that campaigning for office by, or on behalf of, candidates is unnecessary, undesirable, and unprofessional.

After nomination, campaigning is defined as organized oral or written solicitation of votes or support, either by a candidate, or by an individual member or section, on behalf of a candidate. A proven violation of this policy shall be considered as prejudicial to the best interests of the Association and a breach of professional ethics. Such conduct will be subject to disciplinary action as provided for in the Association Bylaws. Further, a proven violation(s) of this policy by an aspirant to office, after due hearing in accord with the Bylaws, shall disqualify said individual from holding Association office.

The AACE International Canons of Ethics also states that, “Members will not campaign, solicit support, or otherwise coerce other cost professionals to support their candidacy or the candidacy of a colleague for elective office in a technical association.”

TO VOTE, MEMBERS MUST CAST A BALLOT ELECTRONICALLY ON OR BEFORE 4 P.M. EASTERN US TIME ON MARCH 15
Election of officers and directors will be by use of an electronic ballot. The official election ballot for officers will be posted and available to each member on February 1, 2021.

Members will link to the voting site from the AACE website homepage. Once at the site, members will use their member ID and password to access the ballot and vote. A six-digit ID is required. If your AACE ID number does not include six numbers, just add zeros in front of the ID to make it a six-digit ID.

Each voter shall properly signify on the ballot the voter’s choice for the various officers. A security feature of the electronic voting system allows members to vote only once. A voter can print out a receipt that will include an individual verification number as proof of having voted.

For election of Directors-Region(s), these candidates will be listed as a continuing or additional page for members in the regions electing candidates during the 2021 election. Each voter shall properly signify on the ballot the voter’s choice for the director.

Any member with questions or other concerns is asked to contact Headquarters for assistance.

Voting will end as of 4 p.m. eastern US time on March 15, 2021. The electronic system will block any voter from casting a ballot after 4 p.m. on March 15, 2021.

Following are candidate bios, goals and objectives and photos as submitted by the candidates:
SHOSHANNA FRAIZINGER, CCP
Shoshanna has enjoyed being a member of AACE International since 2014. She has participated and contributed to AACE in several different ways through the years, from membership in several technical sub-committees and special interest groups to obtaining her CCP in 2017. Drawing on her project management and project controls experience working for contractors and consultants and owners primarily in the Canadian Nuclear industry, she has authored and presented 5 papers on varying topics in estimating, planning and scheduling, and owner issues and is a primary coauthor for a recommended practice in review. She currently sits on the Board of Directors representing the Education Associate Board and contributes to the Online Learning Initiatives. She is most proud of initiating the Bruce County Section in 2018 and serving as its President. The Section has now gone on to develop 4 new Corporate Membership Organizations affiliated with the Section. She has participated in the T/E/C alignment group which has seen positive returns for all the associate boards. This collaboration has streamlined volunteer efforts and is ensuring that board activities support and enhance each other in a lock-step fashion. Previously, She was also the treasurer of Region 1, covering all of Canada and participated in various task forces, including the 2020 Strategic Planning and Executive Director Search team to help lead AACE into the future to be a vibrant organization serving its members and adapting to the changing face of member’s needs while maintaining the strengths and foundation of our organization.

GOALS AND OBJECTIVES:
Shoshanna’s goals and objectives are to:

- Support, strengthen, and promote our Boards.
- Improve member value and communication across the organization.
- Advocate for AACE.
- Promote the value proposition of AACE to a wider audience.
- Support the evolution of AACE member interface and interaction.

JOSHUA P. (JOSH) ROWAN, CCP
Joshua is a servant-leader in the industrial project sector. He has 16+ years’ experience in execution of major capital projects and management of project teams. He is adept at blending strategic thinking with hands-on project delivery. He has strong organizational and communication skills, recently leveraged to create a global project controls organization for a leading specialty chemicals company. Josh currently serves as the Senior Director of Engineering – Lithium at Albemarle Corporation with full responsibility for safe delivery of a $80M+ global project portfolio with operations on 4 continents. Prior to working in the industrial sector, he served in the US Army where he received the Bronze Star for combat leadership in Iraq and the Louisiana Emergency Service Medal for operational support during Hurricane Katrina. Following military service, he returned to Houston where he joined AACE in 2008. He was the Young Professional Chairman from 2012-2014, serving as a guest lecturer on cost engineering and AACE at numerous universities. He was active in the Houston Gulf Coast Section from 2008 – 2019 and joined its Board of Directors in 2013, serving as Vice President (2014 – 2015) then President (2015 – 2016). In both years, the section earned AACE International’s highest Platinum Award. He continues to serve on AACE International’s Technical Board as a Director At-Large since 2014. From 2017-2019, he served as the Region 5 Director and helped to coordinate the regional symposium which raised over $10,000 for the AACE Educational Endowment Fund.

GOALS AND OBJECTIVES:
During my 10+ years as a member of AACE, I have enhanced my capabilities as a project professional, gained leadership skills, made great friends, and found an avenue to give back to the profession I love. AACE is strengthened by our members, technical and educational products, and the certification program. For these to be maximized, AACE needs effective and efficient administration. As your President-Elect, I will:

- Build on the momentum created by my predecessor.
- Work closely with the Executive Director, staff, Board, Associate Boards, past presidents, and others to support & strengthen AACE effectiveness and efficiency.
- Communicate openly and transparently with all AACE leadership about important decisions affecting AACE.
- Work with our Associate Boards to strengthen programs, products, education, and services.
- Collaborate with our leadership, stakeholders, and staff for a best-in-class annual Conference & Expo.
- Work with the VP-Finance and Board to find new ways for growth to improve AACE’s financial position.
- Work to ensure that AACE is serving its membership.
- Continue to professionally represent AACE domestically as well as internationally.

I am humbled by this nomination, and if chosen, I will maintain the high standards set by previous presidents and act as a positive force for our Association.
SCOTT A. (GATOR) GALBRAITH, PE CFCC

Seeking Re-election

• 1993 - current - employed by MBP, currently VP and Dispute Resolution Service Leader
• 2004 - became a member of AACE
• 2007 - earned CFCC
• 2009 - co-presented technical session at AACE Annual Meeting
• 2011 - 2013 - North Florida AACE Board of Directors, Section Director
• 2016-2019 - AACE Certification Board member, CFCC committee
• 2019 - current - AACE Board of Directors, VP Administration

GOALS AND OBJECTIVES:

• To be a unifying voice between the Board of Directors, AACE leadership, and headquarters staff focused on AACE’s mission, goals, and vision.
• Communicate with AACE leadership and headquarters staff to ensure they have the support they need to achieve AACE’s goals, and if not, then working with them to resolve any issues.

MARK C. SANDERS, PE CCP CFCC PSP

Mark is a graduate of Villanova University, where he received bachelor’s and master’s degrees in civil engineering in 1997 and 1998. He joined AACE International in 2001. He has greatly enjoyed his participation and has made many friends along the way. Mark is a past President and Treasurer of the Delaware Valley Section.

He currently serves on the Certification Board. He has contributed to RPs 25R-03 and 29R-03, and he is currently working on the project to update RP 29R-03.

Mark has over 20 years of experience as an engineer and manager and has successfully managed projects in the electric utility; fossil, nuclear, and renewable generation; oil and gas; and transportation sectors. He has spoken frequently at the Conference & Expo and at sections in the United States, Brazil, Colombia, India, and Peru. He has enjoyed travelling and meeting many new members over the past few years. He is a licensed Professional Engineer in Delaware, Maryland, Pennsylvania, and Wisconsin. He holds AACE certifications as a Cost Professional, Planning and Scheduling Professional, and Forensic Claims Consultant. He is also a certified Project Management Professional and Portfolio Management Professional. He and his family live near Philadelphia, Pennsylvania.

GOALS AND OBJECTIVES:

If elected, my goals for the organization would include increasing membership and participation so that we can more broadly share the excellent work that AACE International has been doing. I believe that this organization has a fantastic repository of knowledge and experience—both in our writings and in the skills and talents of our members—that should be leveraged more broadly by organizations around the world. I would look forward to the opportunity to promote the expansion of membership internationally and to ensure that our knowledge is passed on to the next generation of cost engineers. I would be very interested in hearing the input of the regions to understand how we can best increase awareness of AACE around the world.
ERIC G. CANNON, PSP
Hello, my name is Eric Cannon. I am running for a second consecutive term as Regional Director. During my first term:

• I was able to bring back 3 sections from being inactive to active status.
• I was able to communicate to the local sections as well as other regions, any technical meetings taking place.
• I am working with all the active sections in transitioning to the new scoreboard and minimum standards compliance.

I have held a PSP since 2008 and have also been a member since. I am a member of the Section board of the North Florida Section. I am very active in setting up monthly meetings, participating in quarterly board meetings and going to the annual meetings. Currently, I am employed with Moss, a family owned construction management entity based out of South Florida with national offices. I have been with this family for the past four years serving as the Director of Scheduling. I lead a team of in-house schedulers and outside consultants in managing over a billion dollars of work.

I have been in Construction Management all throughout my 25 years. I started as a scheduling engineer with one other company and have been lucky to have moved up in position as a Scheduler and Scheduling Manager. I am fortunate to have learned both from my mentors as well as my peers.

GOALS AND OBJECTIVES:
I am running for a second consecutive term as Regional Director.

• I will continue in transitioning our sections to the new scoreboard compliance.
• I will continue supporting HQ will modifications required to the scoreboard system.
• I will continue promoting both regional and national transition to a global notification of upcoming technical meetings.

My goals if elected:

• Promote better communication within the sections of this region.
• Promote the use of technology within each section.
• Revive sections that need help in reorganization.

I look forward in serving as Regional Director.

JOHN ARMSTRONG, PSP
John Armstrong is a degreed engineer, has over 17 years of experience in the construction industry, and has worked as an expert witness, general contractor, and owner’s representative. John provides expert witness services relating to damages and delays arising during construction. He also provides services for project controls, claims avoidance and preparation, risk management, schedule audits and enterprise level planning for owners, schedule development for contractors, and litigation and arbitration support for attorneys. John has worked on various complex projects and programs, including infrastructure, education, correctional facilities, technology, and healthcare. He has provided lead scheduling, change and claims management, project controls, expert testimony, and contract/change management services for over 150 construction projects totaling over $8 billion. John is also an expert in construction claims and time extension requests across various markets and sectors. John has provided these services for a full spectrum of clients, including construction owners, attorneys, and contractors. These services have included providing forensic analysis of claim packages, damages quantum, and time extension requests using the Time Impact Analyses methodology as well as other delay quantification techniques prescribed within AACE International Recommended Practice 29R-03 “Forensic Schedule Analysis,” dated April 2011. John is also currently serving as a contributing author on the update of AACE International Recommended Practice 29R-03 “Forensic Schedule Analysis”. John was also the lead researcher and primary author of the technical paper Assessing Accuracy of Estimated Activity Durations in Construction CPM Schedules, which was published by the American Society of Civil Engineers (“ASCE”) Construction Research Congress in March 2020. John currently serves as the Arizona Section’s President and previously held the Secretary position for two years. He is an active gardener, prefers to spend his free time camping with his wife, and is a passionate advocate for animals!

GOALS AND OBJECTIVES:
I have three goals for Region 5:

1. Membership Growth - Continue to invite members and promote membership in previously underrepresented groups within the general contractor community. Section memberships should be an accurate reflection of the local industry’s diversity and my goal is to help that effort.
2. Greater Collaboration - Develop a network of Section leaders who share resources to eliminate “re-inventing the wheel” and promote multi-section technical meetings. Help Sections do more without creating additional work.
3. Plan and Host a Regional Training Conference - Establish regularly occurring conferences that directly address our region’s needs and its members. This event will also provide an opportunity for professionals to attend an AACE conference that is close to home.
Dr. Nour Bouhou, PSP
Dr. Nour Bouhou, PSP, Partner and Vice President at Peritia Partners, has over 12 years of experience within the AEC industry. She began her career as a field engineer working her way to serving as a construction consultant & project management expert. In the field, she managed new construction and renovation projects, in both the public and private arenas, on behalf of general contractors and developers. She coordinated safety, quality control and schedule progress via daily walks, subcontractor meetings and field directions. As a construction/project management consultant and claims & litigation expert, she provides scheduling and change order evaluation services on large scale mixed-used projects, infrastructure projects, as well as military projects requiring DoD cost-loaded schedule reporting and time impact analysis requirement. In claims situations, she performs schedule delay analyses, productivity impact assessments, damages quantifications and serves as testifying expert. She also provides technical trainings to owners and contractors, related to scheduling best practices, project controls principles and claims. Dr. Bouhou published multiple technical and white papers for AACE International, along with other academic and professional journals, and spoke at about 20 seminars and conferences. She serves as the President of the SF Bay Area Section. She also served as the Treasurer & Vice President of the Central Texas chapter, as the Secretary and Vice President of the SF Bay Area section, and as a contributing member of the AACE Educational Board. In addition to her diverse officer positions within AACE, she provided PSP certification trainings to prepare AACE members for the PSP certification exam. Dr. Bouhou holds a Doctorate of Philosophy (PhD) in Civil Engineering from The University of Texas at Austin. In addition to her industry contributions, she is also an Adjunct Professor at California State University, East Bay, in the Construction Management Masters Program.

Dr. Kamran Hazini, P.Eng. CCP PSP
Kamran holds a bachelor’s degree in industrial engineering with a master’s and PhD in Civil Engineering-Project Management. He is a project management expert with more than 22 years of progressive experience in oil, gas, power, and transportation industry projects in North America and Middle East and owns a patented system in schedule optimization. Kamran has been affiliated with AACE since 2009, presented in several events and conferences, and regularly trains professionals. His areas of expertise are Project Management, Project/Program Controls, Planning/Scheduling, Cost Management, Risk Management, and Profitability Analysis. Kamran is currently a Project Control Manager at Sound Transit working on multi-billion-dollar light rail train expansion projects in the Seattle area.

GOALS AND OBJECTIVES:

• Work with Region 6 sections’ officers and come up with a plan to keep the monthly meetings going during the pandemic, share the success experiences across sections.
• Discuss ideas to increase outreach and promote AACE to both professionals and new school graduates.
• Plan to approach west coast colleges and universities to present AACE to their senior undergraduate and graduate students as a potential for growing their career in different areas of cost management.
• Evaluate Region 6 performance and set goals to improve performance for all sections.
NORMAN MELENDRES

Norman is a Senior Project Controls Professional with 17-year experience. Passionate for an integrated Cost, Schedule, Risk reporting in a Building Information Model (4D BIM Scheduling) environment. Well versed in Project Cost and Schedule Controls, Resource Management, Earned Value Management and Project Planning on different industries, airport facilities, transportation, wastewater, hydropower generation, manufacturing facilities and structural upgrades. He has been a team member on project management process control teams in creating baseline, change management and work breakdown processes and procedures. Evaluates RFP and BAFO contractor submittals (as owner representative) on contractual and baseline schedules. Assists a group of planners to create an integrated master schedule procedure. Creates and defines planning and scheduling management plans. Practices project controls methodologies from AACE (Association for the Advancement of Cost Engineering International) and PMI (Project Management Institute). Multiple assignments have made him versatile in monitoring and controlling programs and projects in any industry.

GOALS:
- To better serve different Sections
- To gain more Section members
- To maintain and gain trust from Sections

OBJECTIVES:
- To entice Section Leaders to participate
- To create programs for each Section to entice members to join
- To promote different section webinars/dinner meetings for all

SANKAR SUBRAHMANIYAM, EVP

Sankar is a postgraduate candidate in Construction Management with the College of Engineering, Guindy, Chennai, India, having more than 24+ years of qualitative experience. He is member of AACE since 2012 and holding EVP Certification since 2013. Sankar is currently the Regional Director. He served as President of South India Section and Chair of the India Taskforce. He has coordinated association between AACE and several associations in India. Included is the prestigious Indian Institute of Technology Madras and Delhi, and the Indian School of Business and Construction Industry Development Council. These entities have supported AACE events and Sankar was instrumental in forging these partnerships. Under his leadership as Section President, he obtained section sponsorship from the Karle Infra board, the real estate arm of Karle Group based at Bangalore, India. This enabled the section to have an office address in India, sponsorship for conducting meetings and conferences, secretarial and administrative support. Sankar has partnered with PMI Chennai Chapter. The South India Section conducted two successful national level conferences at IIT Madras and organized several workshops. Sankar initiated combining the three sections North, South and Central Sections in India and created a combined India Section to provide better services. Sankar works very closely with Indian government, academia, and private organizations to promote the section in India. Sankar has registered the section as a non-profit organization with the registrar of companies, India, opened a bank account for the section and GST registration to bring serious commitment from the section to the Indian market. Sankar is also a Fellow of Institution of Engineers, India, and advisor of PMI’s Engineering and Construction forum of Bangalore India Chapter. Under his leadership, Region 08 received award recognition from the Project Controls Institute in 2019.

GOALS AND OBJECTIVES:
My goals and objectives will include, but not limited to: Be an enabler of transformation in the field of asset lifecycle management, help organizations, government, and institutions, improve their maturity in the field of cost engineering by aligning with AACE’s Knowledge capital.

- Forge association with government, corporates and institutions and collaborate for improving Cost Engineering.
- Work closely with the AACE Board, provide strategic input, help developing new ways of engagement in APAC Region.
- Lay foundation for making Region 8 the largest section in terms of membership and revenue in 7 to 10 years.
- Establish networking opportunity as one of the key membership benefits and continue to enable across regions.
- Work closely with educational institutions, take TCM knowledge to more universities in Region 8, catch the engineers when they are young, implant the Cost Engineering seed.
DAVID CHIGNE

David has more than 15 years of experience in the development and/or management of projects in Energy, Oil & Gas, and Mining Industry between small (USD 300k - 1.00 MM) and megaprojects (CAPEX USD 5.4 Billion) under WATERFALL and AGILE methodologies. David was part of the team that manages the PMO (Project Management Office) for the “Talara Refinery Modernization Project” (PMRT), MegaProject CAPEX of $ 5,400 MM USD, and develop as Subject Matter Expert Consulting for Mining Megaprojects (Cost, Schedule & Risk Management). David has been involved with the AACE Peru Section since 2015, holding important positions (treasurer, vice-president, president) since 2016. David - among other important achievements - as a 2019 president, he has managed to double the Peru Section membership, reinforce the “RP’s Spanish translation team” and he achieved the sold-out milestone for the AACE 2019 Peru congress (sponsorship and attendees). David is an Electrical (B.Eng.Sc.) Engineer with a postgraduate specialization in Electrical Power Systems (honorific mention in thesis project), as well as different courses/diplomas in finance, accounting, and especially project management. Certified Auditor by Bureau Veritas School (ISO 21,500 - Project Management Systems), “Project Management Professional” (PMP®), “Risk Manager Professional” (PMI-RMP®) and Agile Certified Practitioner (PMI-ACP®) by the Project Management Institute (PMI®). With emphasis and interest about incorporate an added dimension to this approach using others project management standards (AACE, CII & PMI), AGILE Methods and ongoing governance to ensure that the project portfolios is meeting its desired objectives: managing assets estimations (time, cost, resources, etc.), minimize threats and uncertainty, etc. that ensures and maximizes the utility and profitability of the projects, for the benefit of internal stakeholders and customer satisfaction. David has a Master’s in Business Administration (MBA) degree and is the Past-president of the Peru Section.

GOALS AND OBJECTIVES:

I’ve always been a natural leader. Since 1999, I have been involved with volunteer associations where I have received recognition for my work. Now, with more than 15 years of experience in project management and talking specifically about the last 5 years involved with the AACE Peru Section, I’ve exceeded my KPIs and have been promoted - because of my results - in the things that I do. I look it back at those successes and I know that I wouldn’t have reached them if I hadn’t built and led teams composed of highly skilled and diverse individuals. I’m really proud of my ability to get cross-functional (volunteer) groups to work on the same page. I think it’s time to use the local experience to do more for Region 10 to promote and continue the important labor that the actual directors are developing, in alignment with the AACE Headquarters standards.

CARLOS ORTEGA

Carlos Ortega is a Senior Director for Alvarez and Marsal. His practice areas are infrastructure and capital projects as well as disputes and investigations. Mr. Ortega specializes in project management services and policies and has lead PM teams for a diverse number of large-scale infrastructure construction projects in Latin America and Australia. Mr. Ortega is a registered technical expert with the International Chamber of Commerce, ICC, as well as the several Chambers of Commerce and Arbitration Centers in Latin America. For the past 18 years, Mr. Ortega has provided PM and claims consulting work for key projects, such as the M7 Motorway construction project, the upgrade of the Sydney metro stations in Revesby, Ashfield, Lidcombe, Macdonaldtown, amongst others, in Sydney, Australia, the new El Dorado Airport in Bogota, Colombia, and the Talara Refinery Expansion in Peru. In arbitration proceedings, Mr. Ortega has acted as a technical expert and expert witness for cases like the Talara Refinery in Peru (US$5.2B), Bogotá water & wastewater operations contract, the construction of the El Quimbo hydropower plant, the construction of the General Public Hospital in San Andrés Island, the construction of the Command and Operations Center for the Bogota Mass Transit System, Transmilenio in Bogota, and a multimodal sea port in Mexico and several large-scale road concessions in Colombia, with accumulated value over US$5B.

Mr. Ortega was recently selected to the Who’s Who Legal: Construction 2019 and 2020, as Global Leader as a Construction Expert, and only Latin American based expert to make the list.

Mr. Ortega is a Civil Engineer from Universidad de los Andes, Colombia, and has a Master of Engineering Management and an MBA with primary focus on Engineering Management & Policy from University of Technology, Sydney, Australia. Mr. Ortega is the Founding Past President of AACE Colombia Section and is a current member of the Global Communities Committee.

GOALS AND OBJECTIVES:

In my mind, AACE is at a point where it needs to migrate from being a US-based international association, to really a global association. We are still very US based, and international sections are “reinventing the wheel” every time around with little or no guidance from AACE International. We need to provide more guidance and support to international sections so we can grow to the next level and really achieve the international recognition that AACE has in North America and Europe.

Having been part of the creation of AACE Colombia Section in Region 10, I understand the nuances that the international sections face, and believe we can achieve a better integration with these sections. We need to provide them with more detailed guidelines, marketing and other supporting activities that may help them achieve faster and larger growth, which in turn, will broaden the AACE global community.
PIERO G. ANTICONA TELLO
Piero Anticona is a senior project controller with a Certified Cost Professional and a Guild of Project Controls Fellow certifications. Advocates AACE’s best practices for managing portfolios of assets and supporting his clients’ decision-making processes. His professional experience is related to the sectors of Mining, Energy, and Oil and Gas.

He published as an author at PM World Journal with featured papers related to Contingency, Drones, Estimating, 5D BIM, Business Intelligence, and E-Contracting.

He participated in different owners, EPCM, and contractor project teams in Peru, Spain, and France. As a member of the Peru Section, he was past-president and vice-president of the AACE International Peru Section. He also collaborates in technical meetings, congresses, and volunteering in different events in the Latin American region.

He graduated from SKEMA (France) with a master’s degree in Program and Project Management. Besides, he holds a degree in Mechanical Electrical Engineering from Universidad Nacional de Ingeniería (Peru).

GOALS AND OBJECTIVES:
My goals with Region 10 are to maintain the excellent job of former directors. Maintain the growth of members. Sections keep providing the high quality of technical meetings and congresses. To let them know that AACE offers the right tools for their career and certifications to validate their experience and make them stand out among their peers.
ABSTRACT
People often focus on the rigorous implementation of Earned Value Management (EVM) without realizing the value the system offers as a communication tool between the project team and the client. Proper implementation of an EVM system can lead to:

• A clear understanding of the project requirements
• A well-thought-out execution strategy by the project team
• Easier issue identification and resolution
• A system for tracking and resolving management actions to move the project forward
• Objective measurement of performance that can be used to communicate progress and issues with the client and other stakeholders

Taking a fresh look at the EVM guidelines from a communication perspective can enhance the return on investment for using EVM and improve project performance and relationships. This article was first presented at the 2019 AACE International Conference & Expo as EVM.3155.

INTRODUCTION
Earned Value Management (EVM) is often presented from the perspective of the metrics that the system employs to provide an objective measure of progress. While the metrics are an important portion of EVM, the focus on metrics can eclipse the value that EVM brings as a management system. The structure outlined in the Electronic Industries Alliance standard (EIA 748C) provides a robust management system, and like all effective management systems it provides the ability to have timely and objective, clear and concise conversations with the project team, the client Use of EVM to drive communications adds value by fostering common understanding in order to mitigate problems with project performance.

PROJECT PROBLEMS
Many of the reasons that projects fail are related to poor communications both with
the client and within the project team. In *How to Save A Failing Project: Chaos to Control* [4, p. 2], the authors list some key factors leading to failure. They state,

> “While many factors lead to the failure of a project … a few specific, easily recognizable factors signal serious problems that jeopardize project success:

- Poorly defined requirements
- Scope creep
- Stakeholders have different expectations
- Change management is lacking or ineffective
- Problems are caught too late”

These are precisely the types of issues that a robust management system like EVM is designed to detect, but when deployed as a driver for closed-loop communication it will prompt the project team to action and increase the chances of project success.

**EVM OVERVIEW**

EVM is a management system that is based on the 32 guidelines provided in EIA 748C. These guidelines are grouped into five process areas. The relationship between the areas and the guidelines is shown in Table 1:

The guidelines are structured to create a management system that guides the user from the Initiating stage of the project through the monitoring and controlling stage in an organized fashion that allows each stage to build upon the other as an integrated system. The use of an integrated management system focuses the communication both between the project and the client and within the project team.

As with any management system, the goal of EVM is to create a model of the work to be done and then measure how accurately the model predicts actual performance as the work is being executed. An accurate model will enable the use of metrics to identify where the project work differs from the model. This enables the management team to receive timely notification when monitoring indicates substantial differences so that corrective actions can be implemented. While each guideline outlines possible tools for success through communication, this article will focus on several tools that provide some of the greatest opportunity for project teams to capitalize on improved communications. The tools that will be addressed are:

- WBS used for scope decomposition and data integration
- Integrated Master Schedule (IMS) used for a well-developed execution strategy
- Variance Analysis Report (VAR) used for enhancing common understanding of systematic issues
- Corrective Action Log used to manage actions and track them to closure
- Charts and graphs used to summarize issues and measure responsiveness
- Change Management Process used to keep the plan current and relevant to the project

**INITIATING A PROJECT**

The process of initiating a project includes understanding the work scope and breaking it down to manageable pieces. The organization guidelines are applicable to project initiation. They are oriented around understanding what the work is, who will do the work, and how the structure of the company and project will impact how the work is tracked and managed. These guidelines not only benefit from good communication, they absolutely require it to ensure success. The first tool is the work breakdown structure (WBS) that is used to organize the scope into manageable segments and aids in communication of the project/contract deliverables. The WBS also serves as a common language to integrate data across individual data systems.

Effective project managers will begin the project by leveraging Guideline 1, “Define Work Scope,” as an opportunity to influence the desired communication culture. This first step is to ensure that all the contractual scope requirements - along with any regulatory, regional, and company specific requirements - are reflected in the management systems. Successful execution of the principles of this guideline is typically accomplished through an integrated master plan (IMP), which is a matrix that maps the contract requirements into the WBS.

This first Process Area (GL 1-5) enables a clear understanding of project requirements by initiating a top down approach to the project team instead of diving immediately into the details. Once the WBS and IMP begin to take shape, the scope is decomposed to a single organizational element; this level is known as the control account level. At this point, control account managers are identified and tasked with developing the implementation strategy for that work element. This is the project manager’s cue to bring these individuals into the communication envelope. Once

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<td>32. Document PMB Changes</td>
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**TABLE 1 Adapted from NDIA Intent Guide [3]**
the implementation strategy is identified and the project team meets to ensure that the execution strategy for the project is understood and that the individual elements work together. This step in the process is useful for identifying gaps in the scope and unexpected conditions/requirements. A careful mapping of the scope will provide the project team the information needed to engage the client early in the process. This feedback opportunity is necessary to clarify requirements and ensure stakeholder expectations are aligned with those of the project team.

Each guideline within this first process area should be similarly leveraged to promote a culture of free-flowing communication, both of project information and raw data. This process is beneficial to the project because it allows the project team, through open communication, to:

- Clarify scope requirements with the client
- Identify constraints, risks, and opportunities during the execution phase
- Conduct a multi-discipline review of the execution plan to ensure that all of elements of the work have been included.
- Compare data between repositories that hold or generate it and the library of reports that display the data as actionable information to ensure “one version of the truth”

During the effort to develop the tools detailed in this guideline the project manager is to engage the other members of the project team by way of a deliberate communication pathway, be it a formal forum, creation of a war room, or by using electronic means such as virtual meetings. Regardless of method, adding routine documentation, such as meeting minutes and action item lists, can augment the management system by providing an enduring medium of communication and creates a formal management system to ensure audibility.

In addition to engaging scope owners and the project team as stewards of communication, electronic system owners that support the project play an integral role in ensuring the data matches between systems. Mismatching data quickly clouds project team and stakeholder communication with doubt. Therefore, efforts should be taken early on to ensure that data flowing between electronic and paper systems be consistent and integrated by a WBS element. Additionally, documentation that demonstrates this integration serves as a communication tool with internal surveillance groups and outside auditors alike.

This philosophy is best employed during initiation of the project as attempting to reconcile and integrate systems later can be challenging and expensive. At SRS, a “data integration tool” was developed to compare EV data between the cost processor, theIMS, work authorization documents, the accounting system and the estimate. This tool was presented at the 2017 AACE International conference in detail (EVM-2581). It has been in use company-wide at the job site since 2016, and has fostered a “one version of the truth” culture within project teams.

**WELL THOUGHT OUT EXECUTION STRATEGY**

The EIA-748 C standard contains guidelines (Guidelines 6 through 10) are designed to ensure that the project has a well thought out execution strategy. One of the key tools used in this phase is the integrated master schedule (IMS). The IMS is a detailed, resource loaded schedule logically tied to show the flow of the project work. The schedule becomes the model of the time-phased use of resources and is used to price and manage the work.

The schedule assists the entire team in the development of an integrated, cohesive plan. This is recognized in AACE’s Recommended Practice 14R-90 [1, p. 6] which states: “The Planning and Scheduling Professional assists the project manager to … involve team member in the planning process; and involve the client in defining project goals and key results.” This recommended practice provides clear guidance on who is involved and the EVM guidelines provide insight into how the planning is done.

Following these guidelines requires the project team to come together in their chosen forum of communication. There they develop an integrated strategy for the overall project and break the work down into work-oriented steps that ensure the planning is extended to an actionable level. The use of an integrated schedule for the entire project provides vertical traceability that allows CAMs or individual owners of an element of work scope to understand their impact on project milestones. Additionally, the logic-tied schedule allows for horizontal traceability. This allows the CAM to understand what control accounts impact their work, and the downstream impact that they have on others when there are changes in their account. The goal for the end of this phase is to have a model of the project that can be used in the future to measure progress, determine the extent of impacts or delays, and to model “work around” strategies. This establishes the critical path and near critical path activities for the project and identifies the resources that are required to successful completion of the project.

The establishment of a logic-tied, resource loaded schedule facilitates a common avenue of communication at the start of the project and provides a solid basis for future discussion on progress and resolution of issues.

**PROJECT PROGRESS AND FEEDBACK**

The use of objective measures is a powerful mechanism to keep any effort on track. Uniform objective measures can be difficult to establish on a project with diverse work. EVM addresses this issue through Guidelines 22-25. These guidelines measure the work in terms of cost and schedule variances. Variances are reported as differences, percentages, or as an index (CPI and SPI). When well-communicated and understood by all stakeholders, each measure becomes a potent means of conveying the health of the project. They focus attention on areas by exception as variances are calculated monthly at the control account level and rolled up through progressive levels of the WBS.

There are standard formats for reporting variances and most commercial cost processors produce these with little or no modification. The standard reports are set up as follows:

- **Format 1** – This is a WBS oriented summary of the project designed for the project manager which allows issues to be easily and quickly identified by control account for management by exception.
- **Format 2** - This is an OBS oriented summary of the project’s responsible manager which allows issues to be easily and quickly identified by function or work group for management by exception.
- **Format 3** – This report tracks approved baseline changes implemented during the previous month.
- **Format 4** – This report is a staffing summary and forecast.
The use of standard reporting relies on objective measures to focus on issues that impact the successful completion of the project. Early identification of these issues is key to developing timely and effective corrective actions, notifying senior management, working issues with the customer and obtaining stakeholder agreement.

A practice that SRNS has successfully piloted and subsequently implemented company-wide is a monthly variance review meeting that fosters active communication across the entire project team. The meeting is led by the project manager and attended by all CAMs and project controls leads. The focus is on the development and vetting of the variance analysis reports. Before the meeting, the CAMs prepare draft variance analysis reports. Draft reports are presented during the meeting and a discussion is held around those with significant variances. The discussion includes a review of the analysis of variance causes, proposed corrective actions, and impacts to both the overall project (both cost and schedule) and the impact to other work. These meetings ensure that there is good communication between the entire project team, allowing them to work collaboratively to develop corrective action strategies that optimize the success of the project instead of optimizing the performance in a single area.

Before this method was adopted, the project manager received piecemeal information from individual meetings with each. Initially, the format for the meeting was a compliance measure for government contracting. When the project manager realized the benefits of the transfer of information and communication between the team members, the meeting was shaped into an effective communication tool that extended beyond the compliance benefits.

**TRACKING AND RESOLVING ISSUES**

Monthly EV reports use metrics to objectively communicate the health of a project at a point in time. The intent is to provide early identification and the magnitude of project issues. The resulting management response to this information prompts an interaction between members of the project team as they develop corrective actions to mitigate issues. The Corrective Action Log is a tool that combines all issues and actions from control account and makes it easier to identify systemic concerns that require management action. This interaction is formalized in EV via the variance analysis reports (VARs) or Format 5's.

The necessity of VARs to communicate with and engage the project team is recognized in AACE’s Recommended Practice 86R-14. It states: “Creating a useful and acceptable VAR requires input from many stakeholders, which can include the design engineers; project engineers; construction team; safety, health, and environmental engineers; procurement; the client; and others depending on the type of project” [2, p. 2]. This links the usefulness of VARs to the stakeholders involved in the analysis. However, the process of variance analysis does not stop at identifying issues; an important output from the VAR process is the creation of corrective actions.

The same Recommended Practice states, “The VAR can be a useful document to the entire project team when it is correctly analyzed, and the necessary follow-up actions are taken” [2, p. 2]. These follow-up actions may have clear and immediate solutions or may be allayed before they incur significant impacts. Others, however, require longer-term abatement strategies. The discussions prompted by the VAR communicate issues to the project team members. Solutions, therefore, are a collaborative effort.

All management actions, once identified, are tracked to closure in a corrective action plan. Effective use of the plan ensures that actions are followed up on and closed in a timely manner. The action plan itself, beyond being a product of the VARs, becomes a potent communication tool, providing an avenue of feedback across the project team.

Within the project team, the plan focuses attention and effort, keeping issues and their solutions “out front.” It provides a mechanism for accountability and honest discussion of solutions. Externally, it becomes a mechanism to enable discussion with the customer about cost and schedule issues with objective measures. Additionally, a routinely updated and communicated action log demonstrates that management is being self-critical and taking steps in good faith to resolve issues.

Over the life of a project, a documented corrective action plan can provide a wealth of information to the project team, such as trending of both the types of actions taken and the time spent resolving them. This information gives the team further ability to attempt to prevent recurrence and check the efficacy of actions taken.

An example of the stated benefits of a robust corrective action program can be seen from data collected from a recently completed $70M capital asset project, the scope of which was to close a complex used to support power production at the Savannah River Site (SRS). A total of 32 corrective actions were identified during the 3-year duration of the project. The Figure 1 pareto chart shows the groupings for the identified issues.

One benefit of identifying and documenting corrective actions is that the team can focus on resolving issues in a timely manner. Charts and graphs provide a powerful tool for summarizing issues by category and measuring timeliness of response. This helps the team to recognize issues and promote timely action. For the project referenced above, the closure of the 32 corrective actions took place in the timeframes provided in Figure 2.
From Figure 2, 19 of the actions (or 59%) were closed within one month of being identified and 26 actions (or 81%) were closed within two months. This data could be used to communicate to customers that management is quickly reacting to issues. By contrast, 19% of actions took three months or longer to close out. The longest of these actions took seven months to close. For this action, the time to closure was the full story. With the plan in hand, management was able to communicate the issue in a positive way as a successful abatement of schedule slip instead of a persistent negative issue.

Another aspect of the project that was examined was how uniform the corrective actions were against the various work elements (control accounts). The Pareto chart shown in Figure 3 indicates that one control account (CA7) contained about one fourth of the corrective actions. This was expected as this account contained the majority of the direct construction work. However, even though the construction portion contained the most corrective actions, there was at least one corrective action related to each control account.

Of further interest was the number of corrective actions that led to an external change control action. It was found that approximately a quarter of the corrective actions identified impacts to the project that were not in the original project scope. The discussions with the client resulted in approved change control with customer agreement and an increase in project scope.

**TRACKING CHANGES**

The change management process is an important tool because all variances are compared against the approved plan. Changing field conditions are inevitable on any project, and upfront plans, no matter how thorough, will encounter variation. Change control becomes yet another avenue of communication to the project team, management and the client, announcing that changes have been recognized and a plan has been developed. The once static plan is given the ability to bend without breaking. Additionally, this process keeps variance analysis meaningful when done deliberately and in a timely manner.

Guidelines 28-32 comprise the Revisions and Data Maintenance area of the EIA 748C structure. The purpose of change control is to preserve the integrity of the plan developed in the other guidelines. The discipline of a timely-executed formal change control program keeps the team focused on what work is in or out of scope, allows scope change to be monitored and addresses possible scope growth early.

Since the process is routine, orderly, and involves internal and external stakeholders, both clients and managers are assured that approved changes are incorporated prior to commencement of work and that the baseline represents all authorized scope.

Without this formal process, the primary framework that created the objective forms of communication can quickly become misleading if not meaningless. Often the change control process is seen as time-consuming to embark upon; this is by design. Change should be possible when warranted, but not so easy as to make the upfront effort of planning moot.

Once again using the SRS project referenced above, over the three-year duration of the project, a total of 37 change control documents were processed for either internal or external changes. The breakdown of the changes is shown in Figure 4.

The administrative changes were primarily related to either changes in the management of the project (CAM changes) or implementing rolling wave planning. The use of contractor’s management reserve was related to the realization of risks during the project execution, and the additional scope from the client was associated with work scope that was related to the project, but was not included in the contractor’s...
scope. Over all, a total of $6.6M of contractor’s management reserve was used, and a total of $1.4M of new work was added by the customer.

CONCLUSION
Earned Value Management (EVM) is a robust management system that offers benefits to the project team throughout the life cycle of the project. EVM guidelines are organized in a manner to lead the project team starting with the initial phases of a project through monitoring and change control during execution. Effective use of these tools can enhance communication within the project team, clients and stakeholders. The system accomplishes this through various avenues of communication. At initiation, opportunities exist by way of the WBS and the IMP. Any sincere attempt at deploying a management system will involve a measure of structuring, but an earned value management system gives a robust, time-tested and integrated guideline to achieve meaningful communication of appropriate data. Both integration of scope and data early on will help to ensure confidence in the management system for the life of the project. During development of the execution strategy, the system facilitates integrated planning with the IMS and associated tools. Progress and feedback guidelines objectively monitor progress. Tracking and communicating measures through standard reporting objectively relays progress to the project team and stakeholders. Any reporting, however useful, is ineffective without adequate breadth of communication and, most importantly, appropriate leverage of accountability between all involved. The tracking and resolving of issues drive timely corrective actions and maintain meaningful discussion across the project team. Change controls are tracked and relayed in a formal, deliberate way, allowing the approved plan to be rigid enough for communication of variances yet flexible enough to realize real-world change.

Each project, job site, and team are unique but worthwhile efforts all share common elements that are well-described in available standards and guidance. At SRS, EVMS has best been used when done so in concert with specific lessons learned that have allowed it to be tailored to fit the organization’s communication needs and variety of scopes. Doing so furthers the assertion that while it is prudent, if not necessary, to control projects with a deliberate management system, the earned value management system deserves consideration. When implemented with the proper tailoring of how the information is communicated it can be a potent tool for project success.

REFERENCES

ABOUT THE AUTHORS
Edward M. McNamee, is with the Savannah River Nuclear Solutions. He can be contacted by sending email to: e.mcnamee@srs.gov

Charles W. Immonen, is with the Savannah River Nuclear Solutions. He can be contacted by sending email to: charles.immonen@srs.gov

Now more than ever, organizations and individuals need AACE’s resources and network to help solve their problems. Renewing your AACE membership before December 31 will ensure continuous, uninterrupted service and benefits.

Let us face the challenges of 2021 together by renewing today!
If you had asked in December 2019 about the Bruce County Section plans for 2020, we would have never imagined such a successful last minute change to “going virtual” for all of our technical seminars and PSP exam preparation course! The section acknowledged the need to adapt to the global pandemic restrictions we are still facing today and we were able to build a plan for the 2020 year that managed to bring everyone together in a virtual setting. (continued on next page)
The inaugural technical session of the year was on Thursday, May 28, via Zoom Conference with 33 registered participants. The session was presented by Matthew Schoenhardt, P.Eng., on the topic of "Parametric Contingency Estimating on Small Projects." The topic resonated with the audience members and allowed participants to interact virtually from around the globe with not only Matthew, but with each other as well, using the Zoom conference capabilities.

The section went on to host another two virtual technical seminars throughout the summer which allowed the section board the opportunity to gather learnings and input from previous sessions to continue to improve the experience for the participants moving forward! In lieu of registration fees from participants for this year’s technical seminars, donations were accepted to local charities and the section is pleased to be able to donate over $1000 so far back into the community for organizations that in some cases have had to cancel fundraising events this year due to the restrictions that were put in place amidst the global pandemic. Scott Morrison, Membership Officer of the Bruce County Section, shared his thoughts with the group on the requirements to adapt to a virtual environment for this year’s events and stated, “As a result of the unforeseen circumstances due to the COVID-19 pandemic, the ability to continue to deliver technical sessions using video meetings has not only been convenient but an effective platform to continue to deliver content from industry leaders to Bruce County and beyond.”

The section also conducted a virtual Planning and Scheduling Professional (PSP) preparation course at the end of August that gathered greater than expected attendance and participation from our course members. We were pleased to have Shoshanna Fraizinger, CCP PMP, as our course instructor. She was able to bring many years of experience of AACE best practices to our participants to help them understand the requirements and knowledge needed to complete the PSP certification exam and receive PSP designation successfully. Even through a virtual environment, the course was a success. The section has been able to gather lessons learned to enhance the next course that was planned for the fall.

Adapting to the need for virtual meetings, gatherings and learning has not been without its challenges, but the Bruce County Section is ready to continue to improve its capabilities, experiences with members, and adapt to whatever else may come its way!

The Toronto Section kicked-off its fall technical program with a virtual event on Thursday, September 17. The guest speaker was Nataliya Rutylo, Senior Project Control Specialist at Turner & Townsend. Rutylo presented the topic: “Project Controls Reporting: Having the Message Heard” and shared how to get project controls reports more effective in describing the project health status and in a way that enables the decision maker to use the information efficiently. The presentation and the associated technical paper were first featured at the 2020 AACE Virtual Conference and Expo. The Toronto Section was also delighted to have AACE International President, Chris Caddell, in attendance as the evening’s guest of honor. Chris chimed in on several occasions during the event and provided invaluable input and insight.

(continued on next page)
The United Arab Emirate (UAE) Section organized its fourth technical event for the year 2020-21 on 20 September 2020 on the topic, “Application of Blockchain Technology in Construction Project Management,” which was presented by Sagar Ashok Raut, FCIOB, FAPM, MCIArb, CCP, PSP, PMP, PMI-SP, RMP, L.L.M (Construction Law & Arbitration). The technical event on the relatively new and emerging topic was delivered as a live webinar and it was very much engaging. The webinar was attended by more than 100 participants from various parts of the world. Moreover, the UAE Section slated a couple of events in the months of November and December. The Nov. 1 event started with a live webinar on the topic, “Efficient Procurement Techniques – Selection by Two-Stage Tendering and EPC Approach.”

Applications of Blockchain in Construction Projects

Above At the September UAE Section meeting, Sagar Ashok Raut presented a webinar on the Application of Blockchain Technology in Construction Project Management’

SUBMITTING SECTION NEWS We invite all sections to submit news and updates to be included in the International Bulletin section of each Source issue. Please submit any and all text as a part of the e-mail or as a Microsoft Word file attachment. Please submit any photos as individual attachments in 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). For photos to be published, they must be in focus, of print quality, and of sufficient resolution.

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. 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. 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.

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. 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.

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.

Source has a submission deadline of two months in advance of the issue date.

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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.
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vfinance@aacei.org

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vregions-intl@aacei.org

HEADQUARTERS STAFF

Executive Director/
Chief Executive Officer
Debra L. Lally, CAE
dlally@aacei.org

Manager, Accounting and Administration
Janice L. Johnson, CPA
+1.304.296.8444 x1107
jjohnson@aacei.org

Senior Accounting Assistant/
Accounts Receivable
Molly Burrow
+1.304.296.8444 x1118
mburrow@aacei.org

Accounting Assistant/Accounts Payable
Open

Manager, Information Technology
Ryan Schwertfeger
+1.304.296.8444 x1119
rschwertfeger@aacei.org

Technical Operations Coordinator
Greg Carte
+1.304.296.8444 x1116
gcarte@aacei.org

Manager, Certification and Membership
Penny Whoolery
+1.304.296.8444 x1104
pwhoolery@aacei.org

Senior Credentialing Analyst
Valerie Smith
+1.304.296.8444 x1112
vsmith@aacei.org

Certification Administrator
Sara Peters
+1.304.296.8444 x1115
speters@aacei.org

Coordinator, Member Services
Gina Mazzetti
+1.304.296.8444 x1105
gmazzetti@aacei.org

Manager, Education
Teri Jefferson, CMP
+1.304.296.8444 x1120
tjefferson@aacei.org

Director, Governance,
Marketing, and Meetings
Jennie Armos
+1.304.296.8444 x1106
jamos@aacei.org

Business Development Coordinator
Joanna Boggs
+1.304.296.8444 x1122
jboggs@aacei.org

Director, Technical Guidance
Christian Heller
+1.304.296.8444 x1117
cheller@aacei.org

Managing Editor
Marvin Gelhausen
+1.304.296.8444 x1111
mgelhausen@aacei.org

AACE® International

1265 Suncrest Towne Centre Dr
Morgantown, WV 26505-1876
+1.304.296.8444
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