

# GUEST LECTURE



School of Construction Economics & Management

University of the Witwatersrand

Date: Thursday, 6<sup>th</sup> September 2012

Time: 5.30pm for 6.00pm (to 7.00pm)



**Guest Speaker:**

**Patrick Weaver** PMP, PMI-SP, FAICD, FCIQB

## **The Effective Management of Time in Construction Projects**

The construction industry's ability to effectively manage time is getting worse. Despite outstanding examples of successful projects including the Beijing and London Olympics, research by the CIOB has found most complex/mega projects fail to adequately manage time, most finished late and the situation is getting worse over time. If the Burj Khalifa in Dubai had been built at the same speed as the Empire State Building (completed in 1931) it would have opened two years earlier!

The degree of failure seems to be similar regardless of the size of the penalties imposed for late completion and regardless of the form of contract used. CIOB research has clearly demonstrated time is not money and the effective management of time cannot be achieved by measuring cost performance or imposing cost penalties.

In response to these findings, the CIOB has developed the *Guide to Good Practice in the Management of Time in Complex Projects (The Guide)* which introduces a range of

practical ideas to enhance the effective management of time in mega-projects including:

- The difference between project planning and scheduling.
- The concept of 'schedule density'.
- The need for on-going dynamic scheduling to manage time.
- The need to contemporaneously assess the impact of delaying events.

Implementing the ideas contained within *The Guide* requires changes in the way projects are managed. CIOB have a long-term plan to achieve these changes including:

- Developing a new form of contract that requires the effective management of time in a collaborative environment. Work on this new contract is approaching completion.
- Developing an effective training and certification structure for project planners and schedulers. Work on this is continuing.
- Educating construction managers and clients world-wide about the *The Guide* and the financial benefits that can be achieved if time is managed pro-actively.

This presentation will outline the major advances in the practice of project planning and scheduling introduced by *The Guide* and gives an up-to-date report on current developments in the effective management of time being led by CIOB.

## **Biography**

**Patrick Weaver** PMP, PMI-SP, FAICD, FCIQB is the Managing Director of Mosaic Project Services Pty Ltd, an Australian project management consultancy business specialising in project control systems and a PMI endorsed Registered Education Provider; he is also the business manager of Stakeholder Management Pty

Ltd. He is a Fellow of the Chartered Institute of Building (FCIOB), a Fellow of the Australian Institute of Company Directors (FAICD), a member of the PMI, APM (UK), and a MAIPM.

Patrick has over forty years' experience in the Project Management industry. His career originally focused on the planning and managing of construction, engineering and infrastructure projects initially in the UK and then Australia. The last twenty years has seen his businesses and experience expand to include the successful delivery of project scheduling services and PMOs in a range of government, ICT and business environments; with a strong focus on project management training during the last decade. His consultancy work encompasses: developing and advising on project schedules, developing and presenting project management training courses, managing the development of internal project control systems for client organisations and assisting with dispute resolution and claims management, he is a qualified Arbitrator with IAMA.M.

In the last few years, Patrick has sought to 'give back' to the industry he has participated in since leaving college by contributing to the development of the project management profession. In addition to his committee roles within CIOB working towards the development of a comprehensive solution to 'time management in complex projects', he has presented papers at a wide range of project management conferences in the USA, Europe, Asia and Australia, has developed a comprehensive free PM web resource and has an on-going role with the PMOZ conference in Australia.

**Venue: Lecture Theatre A1, John Moffat Building, East Campus, University of Witwatersrand,**

**RSVP to Prof Udi Ojiako**

**udechukwu.ojiako@wits.ac.za**

**011 717 7668 (office)**

**ADMISSION FREE**

