



Project Services Pty Ltd

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Curriculum Vitae

Patrick Weaver : Company Director
Project Management Trainer

Qualifications

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| • Project Management Professional (PMI, USA) | PMP |
| • PMI Scheduling Professional (PMI, USA) | PMI-SP |
| • Fellow, Chartered Institute of Building (UK and Australia) | FCIOB |
| • Fellow, Australian Institute of Company Directors | FAICD |
| • Fellow of Project Controls, The Guild of Project Controls | |
| • Member, Australian Institute of Project Management | MAIPM |

Curriculum Vitae

Patrick Weaver is the Managing Director of Mosaic Project Services Pty Ltd. Since 1985 he has held a range of directorships with various project management companies. Mosaic Project Services Pty Ltd is an Australian consultancy specialising in the provision of project management training, support services, analysis and advice to assist its clients enhance the value derived from their projects and project management control systems.

Under Patrick's direction, the Mosaic team specialises in:

- Project Management training including Earned Value and PMI-SP courses delivered using Distance education or Blended methodologies. Mosaic is a PMI approved Registered Education Provider.
- Stakeholder management training, Mosaic's Director of training, Dr. Lynda Bourne, is an internationally recognised author and trainer in the field of stakeholder mapping and management. Mosaic's has conducted numerous stakeholder management seminars and training sessions throughout the USA, Europe and Asia.
- Project planning and scheduling including consultancy and mentoring. Clients and projects have ranged from small commercial and residential developments through to major icons such as the \$1.4 Billion New Parliament House, Canberra and the \$½ Billion Myer Centres in Brisbane and Adelaide. As well as construction projects, Patrick and the Mosaic team have specialist skills in aircraft maintenance scheduling, mine site and industrial plant construction and shutdowns and the management of information technology and telecommunications projects.

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- Advising on the development of internal project management and business management systems including assisting with the development implementation and support of Project and Program Management Offices (PMOs) and other governance structures.
- Assisting with dispute resolution and claims management, including claims preparation and analysis both as a consultant and as an Expert Witness (including preparation and presentation of evidence for Court and Adjudication hearings). Patrick Weaver is a trained Mediator and an experienced Negotiator, and was a graded Arbitrator until retiring in 2017.
- Providing planning and schedule control services to specific projects including resource optimisation and Earned Value Management.

Achievements

Patrick has over forty-five years' experience in the Project Management and Construction industries. His career was initially focused on the planning and managing of construction, engineering and infrastructure projects. The last twenty-five years has seen Patrick's businesses, and experience, expand to include the successful delivery of project scheduling services and PMOs in a range of government, ICT and business environments. The key element of Mosaic's current business mix, project management training, has been developed in the last twenty years with Mosaic having being commissioned to deliver training courses and seminars around the world.

Some of Patrick Weaver's major achievements include:

- Member of the organising committee for the successful Project Governance and Controls Symposium, Canberra: www.pgcs.org.au
- Member of Standards Australia committee MB12 focused on developing standard for project, program and portfolio management, including leading Australia's input to ISO 21505 *Governance of Projects, Programs and Portfolios*.
- Developing a range of successful training courses and workshops for PMI accreditation (PMP, CAPM and PMI-SP) as well as a range of advanced project management topics including risk, schedule, Earned Value and estimating courses.
- Vice President Global Services, Project Management College of Scheduling from 2015 to 2018.
- Member CIOB time Management working group responsible for publishing the *Guide to Good Practice in the Management of Time in Complex Projects* (2011) and *Guide to Good Practice in the Management of Time in Major Projects* (2018).
- Being President of the Chartered Institute of Building Australasia from 2006 to 2008 and being invited to participate in the development of CIOB's new international governance structure.
- Being part of the Doyles Construction Lawyers legal team responsible for successfully managing two of the largest claims made by a builder under the Australian Securities of Payment legislation.
- Being the Managing Director of Micro Planning International Pty Ltd from 1987 until 1999. MPI develops and markets project management software and provides training and consultancy support to its clients. Under Patrick's leadership MPI grew to have a turnover in Australia in excess of \$1 million pa, and 20+ professional staff.
- Providing on-going scheduling, resource management and Earned Value expertise to assist in the development of the VIPER aircraft maintenance management system. Over a 15 year period through to 2014, this system and its predecessors is credited with saving the Royal Australian Air Force many millions of dollars in maintenance costs and is currently being used by commercial contractors providing maintenance services to the RAAF.

- Managing the scheduling team for the successful Optus Y2K project, including developing systems and integrating a team of 12 planners to support the overall Y2K program.
- Construction scheduling and contract administration for a wide range of projects including the new Brisbane International Airport terminal and the expansion of the Sydney International Airport terminal (both projects were completed on schedule), New Parliament House, Canberra and the Myer Centres in Adelaide and Brisbane.

In the last thirty years, Patrick has sought to 'give back' to the industry he has participated in since leaving college and has contributed to both the development of the project management profession and enhancing professionalism in the building industry. In addition to his committee roles in the CIOB, he was actively involved in the PMI volunteer teams developing the *PMBOK® Guide*, the *Organizational Project Management Maturity Model*, the *Practice Standard for Earned Value* and the *Practice Standard for Scheduling* and has contributed to the Standards for Program and Portfolio Management. He was a 'working group' leader within the Australian mirror-committee supporting the development of a range of international standards for project, program and portfolio management, including the completed *ISO 21500: Guide to Project Management*, and *ISO 21505 Guide to the Governance of Project, Program and Portfolio Management*.

Patrick has presented papers at a wide range of project management conferences in the USA, Europe, Asia and Australia, has been part of the organising committee for two PMI Congresses in the Asia-Pacific region, the PMOz conference series and has an on-going role with the organising committee for the PGCS symposium in Australia.

Key Skills

- Project management training, mentoring and staff development, including PMI-SP examination preparation training and delivering advanced project management training.
- Project planning, scheduling and resource analysis.
- Contract management and contract administration.
- The governance of project, program, and portfolio management.
- The design, development, implementation, and support of PMOs, project management, risk management and scheduling systems.
- The forensic analysis of project control systems and project outcomes including both claims preparation and defence.
- Providing professional disputes resolution services as an Expert Witness, Mediator and/or Negotiator.

Books, Journal and Magazine Articles

- **Assessing Delay – the SCL Options** PM World Journal, Vol. XII, Issue IV – April 2023.
- **Earned Schedule – the First 20 Years** PM World Journal, Vol. XII, Issue III – March 2023.
- **Scheduling Challenges in Agile & Distributed Projects** PM World Journal, Vol. XII, Issue II – February 2023.
- **Project Management – A Historical Timeline** PM World Journal, Vol. XII, Issue I – January 2023.
- **The Evolution of Project Management** PM World Journal, Vol. XI, Issue XI – November 2022.

- **The Origins and History of Earned Value Management**
PM World Journal, Vol. XI, Issue VIII – August 2022.
- **Cost Overruns on Early Canal & Railway Projects**
PM World Journal, Vol. XI, Issue V, May 2022.
- **The Origins and History of Cost Engineering**
PM World Journal, Vol. XI, Issue III - March 2022
- **The Origins of WBS & Management Charts**
PM World Journal Vol. X, Issue XII – December 2021
- **The Origins of Schedule Management: the concepts used in planning, allocating, visualizing and managing time in a project.** Bourne, L., Weaver, P. - Frontiers of Engineering Management. (Higher Education Press, 2018)
- **Guide to Good Practice in the Management of Time in Major Projects.** Wiley-Blackwell / CIOB (UK) Member of the CIOB Working Group.
- Hillson, D. **The Risk Management Handbook – A practical guide to managing the multiple dimensions of risk.** Ch. 10: Stakeholder risk Management. (Kogan Page, London - 2016)
- **The management of project management: A conceptual framework for project governance.** International Journal of Project Management, 32 (2014) 1382 – 1394

For older publications see: https://mosaicprojects.com.au/Company_People.php#Patrick

International Conference Papers & Presentations

- **Project Controls Using Integrated Data – The Opportunities and Challenges!** PMI Scheduling Conference 2017 Virtual Event. March 2017
- **Governing to Create Value: the vital connection between controls and governance.** Construction CPM Conference New Orleans. January 2016
- **Practical project controls – the art of getting to ‘done’!** PMI Scheduling CoP Virtual Event. July 2014
- **Portfolio governance and risk – its all about the stakeholders.** Project Zone Congress Frankfurt. April 2014
- **Governing Agile – the changing role of project controls in an ‘agile’ environment.** Project Zone Congress Frankfurt. April 2014
- **Avoiding the 'Tipping Point to Failure.** Construction CPM Conference New Orleans. January 2013
- **Estimating Fallacies - excessive detail does not help.** Construction CPM Conference New Orleans. January 2013
- **CIOB’s Contribution to the Effective Management of Time in Construction Projects.** CIOB Shanghai June 2012 & University of the Witwatersrand, Johannesburg, September 2012
- **Differentiating between activities and work = Resource Optimization.** Construction CPM Conference Walt Disney World, Florida, Jan. 2012)
- **Should your schedulers be certified?** Construction CPM Conference Walt Disney World, Florida, Jan. 2012
- **Why Critical Path Scheduling (CPM) is Wildly Optimistic.** PMI-COS 8th Annual Conference San Francisco, USA, May 2011
- **The Effective Management of Time in IT Projects.** PMI Malaysia: MSCPMP Circle QF4 Kuala Lumpur, October 2010

- **The Effective Management of Time on Mega Projects.** International Construction Conference 2010 (ICC2010) Kuala Lumpur, October 2010
- **Mega Projects, Mega Problems - The critical need for effective stakeholder management.** International Construction Conference 2010 (ICC2010) Kuala Lumpur, October 2010
- **Standardising Quality in Project Scheduling - Updated.** Successful Project Management in Energy, Power and Utility Industries Kuala Lumpur, September 2010
- **Panel Discussion: Challenges for Construction Professionals to achieve a New Low Carbon Environment.** CIOB Global Construction Summit 2010 Shanghai, June, 2010
- **Understanding Programs and Projects - Oh there's a difference.** PMI AsiaPacific Congress Melbourne, February 2010
- **Scheduling in the Age of Complexity.** PMI-COS 6th Annual Conference Boston, USA, May 2009
- **Improving Schedule Management.** PMI AsiaPacific Congress Kuala Lumpur, February 2009.
- **Understanding Programs and Projects.** PM Asia 2008 Singapore, October 2008
- **The Meaning of Risk in an Uncertain World.** PMI Global Congress EMEA, Malta, May 2008
- **A Simple View of 'Complexity' in Project Management.** World Project Management Week, Singapore, November 2007
- **Getting the 'soft stuff' right - Effective communication is the key to successful project outcomes!** PMI Global Congress North America, Atlanta, October 2007
- **The Origins of Modern Project Management.** Fourth Annual PMI College of Scheduling Conference CPM Turns 50: A Celebration, Vancouver, April 2007
- **Effective Project Governance - Linking PMI's Standards to Project Governance.** PMI Global Congress Asia-Pacific, Hong Kong, January 2007
- **PMI's Standards Underpin Effective Project Governance.** The Insiders Guide - PMI New Zealand, Christchurch, October 2006
- **Effective Project Governance - The Tools for Success.** JAFA - PMI New Zealand, Auckland, October 2005
- **Construction - A Risky Business.** International Construction Conference, Kuala Lumpur, September 2005
- **Effective Project Governance - A Cultural Sea Change!** PMI Global Congress Asia-Pacific, Singapore, February 2005
- **The VIPER Experience.** 2nd UK International Performance Management Symposium, London, October 2003.

Australian Conference Papers & Presentations

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