



PROJECT PRODUCTION  
INSTITUTE

Virtual Conference Series

# Does CPM Scheduling Work?

21 October 2020



Originally developed by James E. Kelly and Morgan R. Walker in the 1950's, and followed by the work of John Fondahl, Critical Path Method (CPM) scheduling has become the de facto standard for scheduling projects. Most owners require the use of CPM as a contractual requirement.

In response, an entire sub-industry has been created based on the use of CPM to predict, forecast and report project progress. In addition, many have attempted to use CPM as the basis for detailed planning and control of both craft and knowledge work. And of course, analysis of the CPM schedule is the basis of many claims.

Join our experts on Wednesday, 21 October, to discuss the history of CPM and review its current use, including both positive and negative aspects.

**WHEN:** Wednesday, October 21, 2020

8 am PT | 10am CT

**WHERE:** GoToWebinar Virtual Conference  
(details provided upon RSVP)

**RSVP today.** [Click here](#)

For any questions, contact [events@projectproduction.org](mailto:events@projectproduction.org).

PPI Virtual Conference sessions bring together experts, practitioners, thought leaders and interested professionals to discuss and explore a variety of topics addressing the current gap in project delivery.

## MODERATOR

**Gary Fischer** Project Production Institute

Fischer recently retired from Chevron, where he spent 41 years working in all aspects of major capital projects – downstream, chemicals, upstream, domestic and international. He was the architect of Chevron’s project management system and led an organization that provided project functional expertise across Chevron’s global portfolio. He works working with industry leaders to promote a revolution that moves capital projects from practices based on best practices to those based on Operations Science and is an active member of the Project Production Institute.

## PANELISTS

**H. Glenn Ballard, PhD**, UC Berkeley

Dr. Ballard is a member of the construction engineering and management program faculty and research associate for the Project Production Systems Laboratory (P2SL) at University of California Berkeley. He has developed a model for lean delivery of capital facility projects, the Lean Project Delivery System and is a founding member of the International Group of Lean Construction. In addition to being an author and educator, Dr. Ballard has worked with a myriad of organizations including Ford Motor Co., Bechtel Corp., Jacobs Engineering, Pacific Gas & Electric, Caltrans and the Department of Defense. He received an MBA from Holy Names College and a PhD in Civil Engineering from the University of Birmingham.

**Matt Parsons** The Boston Consulting Group

Matt Parsons is a Partner and Managing Director at The Boston Consulting Group (BCG) where he specializes in the Energy and Operations practice areas, particularly in large capital project management. Prior to his consulting career, Parsons served as a submarine officer in the U.S. Navy for 10 years, where he held various responsibilities related to the construction, operation, and maintenance of naval nuclear power plants. Parsons earned a B.S. in Control Systems Engineering from the U.S. Naval Academy and an MBA in Finance from the University of Pennsylvania’s Wharton School, where he was designated a Palmer Scholar and Siebel Scholar.

**Mark Spearman, PhD** Project Production Institute

Spearman is Director of PPI’s Technical Committee and Technical Director at SPS. Prior to his role at SPS, Spearman was the founder and CEO of Factory Physics, Inc. During the past 30 years, he has improved operations and increased profits at over one hundred companies through the application of Operations Science. He is a co-author of Factory Physics and Factory Physics for Managers, along with numerous other papers. Spearman holds a PhD in industrial engineering from Texas A&M University, is a senior member of IIE, a full member of INFORMS, and is certified in production and inventory management by APICS.

## About PPI

PPI works to increase the value Engineering and Construction provides to the economy and society. PPI researches and disseminates knowledge related to the application of Project Production Management and technology for the optimization of complex and critical energy, industrial and civil infrastructure projects.

Learn more at [ProjectProduction.org](https://ProjectProduction.org)