



Marketing Planner, Brand Development
PMI Global Operations Center
Four Campus Boulevard
Newtown Square, PA 19073-3299

Dear Sir or Madam,

The purpose of this letter is to nominate my fellow Oklahoman, **Mr. Walter H. Lipke** for a PMI Eric Jenett Project Management Excellence Award. I have known Walt since he introduced the concept of “Earned Schedule” to the Earned Value Management (**EVM**) community in 2003. I have sought his advice in-person at several EVM conference soon afterward. We correspond frequently and meet in-person several times per year. I attest that his personal character and his professional contributions are exemplary.



Walter H. Lipke

Walt Lipke retired in 2005 as the Deputy Chief of the Software Division at the Oklahoma City Air Logistics Center after a long and distinguished career in United States federal service. The Division employs approximately 600 people, primarily electronics engineers responsible for the development, maintenance, and management of software for the automated testing of avionics for a range of aircraft in the Air Force inventory. Achievements of the Division, of national significance during Mr. Lipke’s tenure included:

- The Test Program Set and Industrial Automation (TPS and IA) functions of the Division became the first Air Force activity to achieve Level 2 of the Software Engineering Institute’s Capability Maturity Model® (CMMR) in 1993,
- In 1996, these functions became the first software activity in Federal service to achieve CMM Level 4 distinction.
- In 1998, the TPS and IA functions became ISO 9001/TickIT registered.
- These same functions were honored in 1999 with the Institute of Electrical and Electronics Engineers’ Computer Society Award for Software Process Achievement.

Mr. Lipke’s contribution to the field of EVM has been especially noteworthy. Commencing in 1999, he has become the third most prolific author in the field of EVM with 20 citations in the EVM bibliography maintained by Dr. David Christensen. His latest development and the reason for Mr. Lipke’s nomination for a PMI Eric Jenett Project Management Excellence Award is his creation of the Earned Schedule (**ES**) method.

ES builds upon EVM by providing time-based measures, indicators and predictors of schedule performance using EVM data, which are analogous to the EVM metrics for cost performance. The ES metrics, Schedule Variance Time **SV(t)** and Schedule Performance Index Time **SPI(t)** overcome the:

- Issues associated with the counterintuitive value (dollar) based measures utilized by the traditional EVM schedule measures
- More important limitation of the traditional schedule measures which always revert to zero and one at project completion irrespective of duration based delays. The ES measures only do this if on-time project completion is actually achieved.

ES methods also include an unprecedented ability to predict project duration using EVM data independently of the network schedule. Remarkably, practitioners are not required to collect additional EVM data, since ES is calculated by reference to Planned Value and Earned Value data only. Thus, ES is an impressive intellectual advance with little or no burden in practice!

Since the first publication of Mr. Lipke's seminal paper "Schedule is Different" in the PMI-CPM journal, *The Measurable News* in 2003, the ES technique has attracted extraordinarily significant levels of professional, academic and practitioner interest and uptake globally. The following items demonstrate high levels of compliance with the award criteria:

- The principles of ES were included in the *EVM Practice Standard* published by the PMI College of Performance Management in 2004 as a notable "emerging practice".
- Organizations in which adoption is known of ES is known to have occurred globally (based on public domain information sources) includes: (1) U.S. Air Force Acquisition Integration (SAF/AQX), (2) United Kingdom Ministry of Defense major acquisitions programs Nimrod, and Type 45 destroyer, (3) Boeing, and (4) Lockheed Martin.
- Adoption of the ES method by project management practitioners is also known to have occurred across many countries, including Australia, Belgium, United Kingdom and USA. Recent developments are reported to have occurred in Spain, Brazil, Serbia, Sweden, Canada and India.
- The application of ES has been across a range of projects including weapon systems programs, construction, software development with project sizes ranging from very small and short to extremely large and long duration.
- ES instruction has been included in courses offered by respected organizations: (1) Performance Management Associates, (2) Management Technologies; and (3) Academic institutions including: George Washington University, the University of Florida.

ES research is being undertaken as part of international collaborative efforts involving both practitioners and academics including faculty members of the University of Ghent, Belgium. Academic papers have already been published in the *International Journal of Project Management (IJPM)* and *European Journal of Operations Research (JORS)*.

The propagation of the ES method globally has been accelerated by Walt's creation of the www.earnedschedule.com web site in February 2006. At this popular site, various papers, presentations and calculators are available for download at no cost. This site continues Walt's legacy of contributing to the public domain without financial compensation.

In addition, Mr. Lipke is a professional engineer with a master's degree in physics. He is a member of the physics honor society, Sigma Pi Sigma (**SPS**) and has achieved distinguished academic honors with the selection to Phi Kappa Phi. He is a very worthy and highly regarded nominee for the award of a PMI Eric Jenett Project Management Excellence Award.

Thank you for your kind consideration. Please feel free to contact me at any time. My mobile number is [918-289-1619](tel:918-289-1619). My e-mail address is garrybooker@projectfrontier.com.

Sincerely,

Garry L. Booker, PMI Member 203429

Director of Communications, PMI Tulsa Chapter (www.pmitulsa.org)

Director at Large, Green Country Knowledge and Information Professionals (www.gc-kip.org)

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