

regarded as a "college" course of study, then it seems to me that all of the ramifications of professionalism are necessary. It is possible to deceive others without the use of software. Standards may be helpful, and improvements in the various "tools" are always helpful, but this is a people and not a technology issue. It isn't about what a vendor with a dominant market share does or doesn't provide.

MIKE MORRISON
*Value Management Consulting
 Redmond, Wash.*

I understand and agree with most of the complaints of the four "scheduling experts" in your story. However, I find fault with their intentional exclusion of Primavera's president, whose office was only 10 miles away. If ENR was attempting to report a news story within the industry, it failed. What it did was report on the complaints of four people, pining for the good old days, who didn't actually want to debate their position.

I too wish that schedules were not abused and that schedulers were better trained. I've met many "experts" who couldn't schedule themselves out of a paper sack. Usually, it's only after a schedule has become unusable that the manipulation begins. Blaming the software is short-sighted. Comparing scheduling to gun manufacturing is hyperbole. And altering the software to make it idiot-proof will make it less responsive to project needs.

As a professional journal, ENR should not stop at provoking its readers about a topic and should explore the topic, providing equal representation to both sides of an issue and suggesting a path forward.

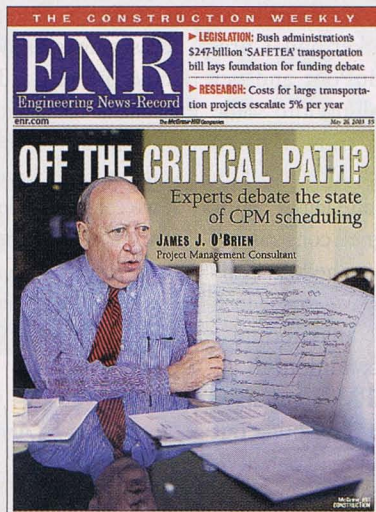
VERA LOVEJOY
*Fluor Corp.
 Aliso Viejo, Calif.*

True schedulers and planners need training in CPM, ADM or PDM, or all three. Sometimes I think having to put a CPM together on paper with a pencil and straight edge is the best teacher because you think it through before diving in. The one analogy I can think of is, if you don't know what 2 plus 2 equals without a calculator, how do you know if your calculator is functioning correctly? Bottom line: don't blame the software, blame the person at the keyboard and the person buying into the end product.

NANCY S. AQUADRO
*Nooter Construction Co.
 Bensalem, Pa..*

It's not the software, it's the scheduler! Dennis Bryan and Russell Lewton hit it right on the head—the fundamentals of scheduling are being ignored. There is a distinct lack of quality in the preparation of most CPM schedules out there today. Too many alleged schedulers do not rely on the capability of the software, they tailor and fit the schedule to meet their idea of the schedule. Most schedules are a waste of the assets required to put them together. Primavera's P3, and its lower-cost counterpart SureTrack, are powerful tools that enable competent schedulers and project management professionals the ability to plan and perform on a project. I do lament the passing of the ADM and believe it is superior to the Precedence Diagram Method. Will I do an Arrow Diagram by hand? Am I going to boycott PDM? "No" to both counts! I am going to make the best use of my assets and knowledge.

DON L. SHORT II
*Tempest Co.
 Omaha, Neb.*



Correction

Three articles in the June 9 edition of ENR contained editing errors. The amount of Bechtel National Inc.'s contract with U.S. AID for reconstruction in Iraq, as described in "Nation Building Is Hard Work," should be \$680 million (p. 14). A photo caption in "With 'Lego Logic,' Army Engineers Wage Peace One Block at a Time," misidentified Army Corps of Engineers Maj. Gen. Carl Strock (p. 17). Finally, the amount of rubble cleared from an overpass that collapsed onto Interstate 80 in western Nebraska, as described in "Nebraska Overpass Will Be Rebuilt with Fewer Piers," should be 650 tons (p. 25).

How to reach ENR

OUR HEADQUARTERS LOCATION IS

Two Penn Plaza, New York, N.Y. 10121-2298

EDITORIAL (212) 904-6428; Fax: (212) 904-2820

SUBSCRIBER SERVICES (877) 876-8208 or (609) 426-7046

AD SALES DISPLAY: (800) 458-3842; Classified: (800) 251-5176

SINGLE COPIES: \$5, Tel: (212) 904-4634

CALENDAR

ENR's calendar of industry events prints once a month. More events can be found on enr's Website at <http://www.enr.com/resources/industCalendar/IndustryCalendar.asp>.

Mail: ENR, Two Penn Plaza, 9th floor

New York, N.Y. 10121-2298

Fax: (212) 904-2820

LETTERS TO THE EDITOR

Please include an address and daytime and evening phone numbers on all letters. We reserve the right to edit letters for clarity, style and space, and to use them electronically and in print.

Mail: ENR, Two Penn Plaza, 9th floor

New York, N.Y. 10121-2298

Fax: (212) 904-2820

E-mail: ENRletters@mcgraw-hill.com

REPRINTS AND PHOTOCOPY PERMISSIONS

Reprints: Custom Reprints (minimum order 1,000)

Contact: Wilida Fabelo, Sales Manager

Phone: (212) 512-4170

Fax: (212) 512-6243

E-mail: wilida_fabelo@mcgraw-hill.com

BLACK AND WHITE PHOTOCOPIES

Please note that the maximum number of copies granted for commercial use is 500. Schools may obtain permission to make up to 1,000 copies for classroom use.

Contact: Copyright Clearance Center

Phone: (978) 750-8400

Fax: (978) 750-4470

Web address: www.copyright.com