PLANNING AND CONTROL

USING

MICROSOFT® PROJECT 2013 OR 2016

AND

PMBOK® GUIDE SIXTH EDITION

BY

PAUL EASTWOOD HARRIS
SUMMARY

The book was written so it may be used as:

- A training manual for a two-day training course, or
- A self-teach book, or

The book has been written to be used as the basis of a two-day training course and includes exercises for the students to complete at the end of each chapter. Unlike many training publications, this course book may then be used by the students as a reference book.

This publication is ideal for people who would like to quickly gain an understanding of how the software operates and how the software differs from Oracle Primavera Project Manager, P3, SureTrak and Asta Powerproject thus making it ideal for people who wish to convert from these products.

CUSTOMIZATION FOR TRAINING COURSES

Training organizations or companies that wish to conduct their own training may have the book tailored to suit their requirements. This may be achieved by removing, reordering or adding content to the book and by writing their own exercises. This book is available in both A4 spiral bound, which lies flat on the desk for training and/or self-teaching, and in B5 paperback as a reference manual. Please contact the author to discuss this service.

AUTHOR’S COMMENT

As a professional project planner and scheduler, I have used a number of planning and scheduling software packages for the management of a range of project types and sizes.

The first books I published were user guides/training manuals for Primavera SureTrak and P3 users. These were well received by professional project managers and schedulers, so I decided to turn my attention to Microsoft Project 2000, 2002, 2003, 2007, 2010, 2013 and now Microsoft Office Project 2016. This book follows the same proven layout of my previous books. I trust this book will assist you in understanding how to use Microsoft Project on your projects. Please contact me if you have any comments on this book.

SPECIAL THANKS

I would like to thank:

- Martin Vaughn for reviewing my draft book and making valuable comments that I have used to improve the quality of this publication.
- Liam Harris for his assistance in updating this text from Microsoft Project 2010 to Microsoft Project 2013.
- Jesica Yabo for her assistance in editing and preparing the final version of earlier books.
- Thomas Grant for his valuable proof reading the book.
- My wife Sue Harris for her support.
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Purpose</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>Required Background Knowledge</td>
<td>2</td>
</tr>
<tr>
<td>1.3</td>
<td>Purpose of Planning</td>
<td>2</td>
</tr>
<tr>
<td>1.4</td>
<td>Definition of Planning and Control</td>
<td>3</td>
</tr>
<tr>
<td>1.5</td>
<td>PMBOK® Guide Process Groups and Knowledge Areas</td>
<td>3</td>
</tr>
<tr>
<td>1.6</td>
<td>Project Planning</td>
<td>4</td>
</tr>
<tr>
<td>1.7</td>
<td>Levels of Planning</td>
<td>5</td>
</tr>
<tr>
<td>1.8</td>
<td>Monitoring and Controlling a Project</td>
<td>6</td>
</tr>
<tr>
<td>1.9</td>
<td>Project Planning Metrics</td>
<td>7</td>
</tr>
<tr>
<td>1.10</td>
<td>Planning Cycle</td>
<td>8</td>
</tr>
<tr>
<td>1.11</td>
<td>PMBOK® Guide Processes and Microsoft Project</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>CREATING A PROJECT SCHEDULE</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Understanding Planning and Scheduling Software</td>
<td>21</td>
</tr>
<tr>
<td>2.2</td>
<td>Understanding Your Project</td>
<td>22</td>
</tr>
<tr>
<td>2.3</td>
<td>Level 1 – Planning without Resources</td>
<td>23</td>
</tr>
<tr>
<td>2.3.1</td>
<td>Creating Projects</td>
<td>23</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Defining Calendars</td>
<td>23</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Defining the Project WBS Using Outlining</td>
<td>24</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Defining Other Project Breakdown Structures</td>
<td>25</td>
</tr>
<tr>
<td>2.3.5</td>
<td>Project Breakdown Structure Functions in Microsoft Project</td>
<td>25</td>
</tr>
<tr>
<td>2.3.6</td>
<td>Defining Activities</td>
<td>27</td>
</tr>
<tr>
<td>2.3.7</td>
<td>Adding Tasks to the Schedule</td>
<td>27</td>
</tr>
<tr>
<td>2.3.8</td>
<td>Adding the Logic Links</td>
<td>28</td>
</tr>
<tr>
<td>2.3.9</td>
<td>Developing a Closed Network</td>
<td>29</td>
</tr>
<tr>
<td>2.3.10</td>
<td>Constraints</td>
<td>30</td>
</tr>
<tr>
<td>2.3.11</td>
<td>Risk Analysis</td>
<td>30</td>
</tr>
<tr>
<td>2.3.12</td>
<td>Stakeholder Analysis</td>
<td>30</td>
</tr>
<tr>
<td>2.3.13</td>
<td>Scheduling the Project and Understanding Float (Slack)</td>
<td>30</td>
</tr>
<tr>
<td>2.3.14</td>
<td>Formatting the Display – Views, Tables and Filters</td>
<td>31</td>
</tr>
<tr>
<td>2.3.15</td>
<td>Printing and Reports</td>
<td>31</td>
</tr>
<tr>
<td>2.3.16</td>
<td>Issuing and Optimizing the Schedule</td>
<td>31</td>
</tr>
<tr>
<td>2.4</td>
<td>Level 2 – Tracking Progress without Resources</td>
<td>32</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Setting the Baseline</td>
<td>32</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Tracking Progress</td>
<td>32</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Managing Changes</td>
<td>33</td>
</tr>
<tr>
<td>2.4.4</td>
<td>Performance Measurement and Reporting</td>
<td>34</td>
</tr>
<tr>
<td>2.4.5</td>
<td>Corrective Action</td>
<td>34</td>
</tr>
<tr>
<td>2.5</td>
<td>Level 3 – Planning With Resources</td>
<td>35</td>
</tr>
<tr>
<td>2.5.1</td>
<td>Types of Resourced Schedule</td>
<td>35</td>
</tr>
<tr>
<td>2.5.2</td>
<td>Creating and Using Resources</td>
<td>36</td>
</tr>
<tr>
<td>2.5.3</td>
<td>Task Types</td>
<td>36</td>
</tr>
<tr>
<td>2.5.4</td>
<td>Schedule Optimization</td>
<td>36</td>
</tr>
<tr>
<td>2.5.5</td>
<td>Microsoft Project Server</td>
<td>36</td>
</tr>
<tr>
<td>2.6</td>
<td>Level 4 – Tracking Progress of a Resourced Schedule</td>
<td>37</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Updating Projects with Resources</td>
<td>37</td>
</tr>
<tr>
<td>2.6.2</td>
<td>Reporting Progress and Performance</td>
<td>37</td>
</tr>
<tr>
<td>2.7</td>
<td>Tools and Techniques for Scheduling</td>
<td>38</td>
</tr>
<tr>
<td>2.8</td>
<td>The Balance Between the Number of Activities and Resources</td>
<td>38</td>
</tr>
</tbody>
</table>
3. **NAVIGATION AND SETTING THE OPTIONS MICROSOFT PROJECT**

3.1 Starting Microsoft Project Professional and Standard

3.2 Identify the Parts of the Project Screen

3.3 Customizing the Screen

3.3.1 Ribbon Toolbar

3.3.2 Quick Access Toolbar

3.3.3 Exporting and Importing Toolbars

3.4 Microsoft Project Windows

3.4.1 Understanding Windows in Microsoft Project

3.4.2 Creating a New Window

3.4.3 Managing Windows

3.4.4 Resizing Windows

3.4.5 Splitting Views

3.4.6 Managing Details Forms

3.5 Status Bar

3.6 Forms Available from the Ribbon Groups

3.7 Right-clicking with the Mouse

3.8 Finding the Task Bars in the Gantt Chart

3.9 Setting up the Options

3.9.1 General Tab

3.9.2 Schedule Tab – Scheduling options for this project:

3.9.3 Schedule Tab – Advanced Options

3.10 Mouse Pointers

3.11 Select All Button

3.12 Short Cut Keys

3.13 Help - Tell me what to do

3.14 Workshop 1 – Navigation and Setting Your Project Options

4. **CREATING PROJECTS AND TEMPLATES**

4.1 Starting Microsoft Project

4.2 Creating a Blank Project

4.3 Opening an Existing Project

4.4 Re-opening a Project

4.5 Creating a Project Template

4.5.1 Setting the Personal Template Directory

4.5.2 Creating a Personal Template

4.6 Creating a New Project from a Template

4.7 *PMBOK*® Guide File Naming Convention

4.8 Saving Additional Project Information

4.9 Using the Alt Key and Keystrokes to Access Commands

4.10 Saving a Project

4.11 Closing Microsoft Project

4.12 Workshop 2 - Creating a Project

5. **DEFINING CALENDARS**

5.1 Understanding Calendars

5.2 Calendars and the *PMBOK*® Guide

5.3 Editing Calendars

5.3.1 Editing Working Days to Create Holidays

5.3.2 Editing a Calendar to Create an Exception

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<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4</td>
<td>Creating a New Calendar</td>
<td>77</td>
</tr>
<tr>
<td>5.5</td>
<td>Assigning a Calendar to a Project</td>
<td>77</td>
</tr>
<tr>
<td>5.6</td>
<td>Calculation of Tasks in Days</td>
<td>78</td>
</tr>
<tr>
<td>5.7</td>
<td>Effect on 2007 Calendars When Saving to 2000 – 2003</td>
<td>79</td>
</tr>
<tr>
<td>5.8</td>
<td>Selecting Dates</td>
<td>79</td>
</tr>
<tr>
<td>5.9</td>
<td>Workshop 3 - Maintaining the Calendars</td>
<td>81</td>
</tr>
<tr>
<td>6</td>
<td>ADDING TASKS</td>
<td>83</td>
</tr>
<tr>
<td>6.1</td>
<td>Understanding Tasks</td>
<td>83</td>
</tr>
<tr>
<td>6.2</td>
<td>Adding New Tasks</td>
<td>84</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Adding a Task Under an Existing Task</td>
<td>84</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Inserting a Task Between Existing Tasks</td>
<td>85</td>
</tr>
<tr>
<td>6.3</td>
<td>Understanding Change Highlight</td>
<td>85</td>
</tr>
<tr>
<td>6.4</td>
<td>Copying and Pasting Tasks</td>
<td>85</td>
</tr>
<tr>
<td>6.5</td>
<td>Copying Tasks from Other Programs</td>
<td>86</td>
</tr>
<tr>
<td>6.6</td>
<td>Milestones</td>
<td>88</td>
</tr>
<tr>
<td>6.7</td>
<td>Reordering Tasks by Dragging</td>
<td>88</td>
</tr>
<tr>
<td>6.8</td>
<td>Sorting Tasks</td>
<td>89</td>
</tr>
<tr>
<td>6.9</td>
<td>Task Information Form</td>
<td>89</td>
</tr>
<tr>
<td>6.10</td>
<td>Elapsed Durations</td>
<td>91</td>
</tr>
<tr>
<td>6.11</td>
<td>Indicators Column</td>
<td>91</td>
</tr>
<tr>
<td>6.12</td>
<td>Assigning Calendars to Tasks</td>
<td>91</td>
</tr>
<tr>
<td>6.12.1</td>
<td>Assigning a Calendar Using a Column</td>
<td>92</td>
</tr>
<tr>
<td>6.13</td>
<td>Workshop 4 - Adding Tasks</td>
<td>93</td>
</tr>
<tr>
<td>7</td>
<td>ORGANIZING TASKS USING OUTLINING</td>
<td>95</td>
</tr>
<tr>
<td>7.1</td>
<td>Understanding Outlining</td>
<td>95</td>
</tr>
<tr>
<td>7.2</td>
<td>Creating an Outline</td>
<td>95</td>
</tr>
<tr>
<td>7.3</td>
<td>Promoting and Demoting Tasks</td>
<td>96</td>
</tr>
<tr>
<td>7.4</td>
<td>Summary Task Duration Calculation</td>
<td>97</td>
</tr>
<tr>
<td>7.5</td>
<td>Summarizing Tasks</td>
<td>97</td>
</tr>
<tr>
<td>7.5.1</td>
<td>Summarize and Expand Summary Tasks to Show and Hide Subtasks</td>
<td>97</td>
</tr>
<tr>
<td>7.5.2</td>
<td>Roll Up All Tasks to an Outline Level</td>
<td>98</td>
</tr>
<tr>
<td>7.6</td>
<td>Project Summary Task</td>
<td>98</td>
</tr>
<tr>
<td>7.7</td>
<td>Workshop 5 - Entering Summary Tasks</td>
<td>99</td>
</tr>
<tr>
<td>8</td>
<td>FORMATTING THE DISPLAY</td>
<td>101</td>
</tr>
<tr>
<td>8.1</td>
<td>Formatting the Columns</td>
<td>102</td>
</tr>
<tr>
<td>8.1.1</td>
<td>Understanding Custom Fields</td>
<td>102</td>
</tr>
<tr>
<td>8.1.2</td>
<td>Column Names</td>
<td>102</td>
</tr>
<tr>
<td>8.1.3</td>
<td>Inserting Columns</td>
<td>102</td>
</tr>
<tr>
<td>8.1.4</td>
<td>Format Columns Group</td>
<td>103</td>
</tr>
<tr>
<td>8.1.5</td>
<td>Hiding Columns</td>
<td>103</td>
</tr>
<tr>
<td>8.1.6</td>
<td>Adjusting the Width of Columns</td>
<td>104</td>
</tr>
<tr>
<td>8.1.7</td>
<td>Moving Columns</td>
<td>104</td>
</tr>
<tr>
<td>8.1.8</td>
<td>Formatting Columns Using the Table Function</td>
<td>104</td>
</tr>
<tr>
<td>8.2</td>
<td>Formatting Time Units</td>
<td>106</td>
</tr>
<tr>
<td>8.3</td>
<td>Formatting the Bars</td>
<td>107</td>
</tr>
<tr>
<td>8.3.1</td>
<td>Formatting All Task Bars Using the Bar Styles Form</td>
<td>107</td>
</tr>
<tr>
<td>8.3.2</td>
<td>Format Bar Styles Group Menu</td>
<td>110</td>
</tr>
<tr>
<td>8.3.3</td>
<td>Gantt Chart Styles Group Menu</td>
<td>110</td>
</tr>
<tr>
<td>8.3.4</td>
<td>Formatting Bars Using the Gantt Chart Wizard</td>
<td>111</td>
</tr>
</tbody>
</table>
8.3.5 Placing Dates and Names on Bars 111
8.4 Row Height 111
8.4.1 Setting Row Heights 111
8.4.2 Wrap Text Command 112
8.5 Format Fonts 112
8.5.1 Format Individual Cells Font Command 112
8.5.2 Format Text Styles 113
8.6 Format Timescale 113
8.6.1 Zoom Slider 113
8.6.2 Ribbon Menu 114
8.6.3 Format Timescale Command 114
8.6.4 Format Timescale Font 116
8.7 Format Gridlines 116
8.8 Format Colors 117
8.9 Format Links, Dependencies, Relationships, or Logic Lines 118
8.10 Workshop 6 - Formatting the Bar Chart 119
9 ADDING TASK DEPENDENCIES 123
9.1 Understanding Dependencies 123
9.2 Understanding Leads and Lags 126
9.3 Restrictions on Summary Task Dependencies 128
9.4 Assigning Dependencies 128
9.4.1 Graphically Adding a Dependency 128
9.4.2 Using the Link and Unlink Buttons 128
9.4.3 Task Linking Using the Keyboard 129
9.4.4 Relationship Listing Issue 129
9.4.5 Adding and Deleting Predecessors with the Task Information Form 130
9.4.6 Predecessor and Successor Details Forms 131
9.4.7 Editing or Deleting Dependencies Using the Task Dependency Form 132
9.4.8 Autolink New Inserted Tasks or Moved Tasks 132
9.4.9 Editing Relationships Using the Predecessor or Successor Columns 132
9.5 Scheduling the Project 133
9.6 Workshop 7 - Adding the Relationships 135
10 NETWORK DIAGRAM VIEW 137
10.1 Understanding the Network Diagram View 138
10.2 Adding and Deleting Tasks in the Network Diagram View 138
10.3 Adding, Editing and Deleting Dependencies 139
10.4 Formatting the Task Boxes 139
10.5 Formatting Individual Boxes 140
10.6 Formatting the Display and Relationship Lines 140
10.7 Early Date, Late Date and Float/Slack Calculations 142
10.8 Workshop 8 - Scheduling Calculations 143
11 CONSTRAINTS 145
11.1 Assigning Constraints 147
11.1.1 Using the Task Information Form 147
11.1.2 Using the Constraint Type and Constraint Date Column 147
11.1.3 Typing a Date into the Task Information or Details Form 148
11.1.4 Using the Task Details Form 148
11.2 Deadline Date 149
11.3 Changing Manually Scheduled Tasks to Auto Scheduled 149

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© Eastwood Harris Pty Ltd  viii
11.4 Task Notes 150
11.5 Completed Schedule Check List 151
11.6 Workshop 9 - Constraints 153

12 FILTERS 155
12.1 Understanding Filters 155
12.2 Understanding the Filter Menu 156
12.3 Applying an Existing Filter 157
12.4 Creating and Modifying Filters 158
12.5 Defining Filter Criteria 160
12.5.1 Simple Filters, Operator and Wild Cards 160
12.5.2 And/Or Filters 162
12.5.3 Multiple And/Or 163
12.5.4 Interactive Filter 163
12.6 AutoFilters 164
12.7 Adding New Filters to the Global 165
12.8 Copy a Filter to and from Another Open Project 165
12.9 Workshop 10 - Filters 167

13 TABLES AND GROUPING TASKS 171
13.1 Understanding Project Breakdown Structures 171
13.2 Tables 172
13.2.1 Applying a Table to a View 173
13.2.2 Creating and Editing a Table 173
13.3 Custom Fields 175
13.4 Grouping 177
13.4.1 Group by: Function 178
13.4.2 Using a Predefined Group 179
13.4.3 Creating a New Group 179
13.4.4 Grouping Resources in the Resource Sheet 180
13.5 Workshop 11 - Reorganizing the Schedule 181

14 VIEWS AND DETAILS 185
14.1 Understanding Views 188
14.2 Creating a New View 189
14.2.1 Creating a New Single View 189
14.2.2 Creating a Combination View 190
14.2.3 Copying and Editing a View 191
14.2.4 Copying a View to and from Another Project 191
14.3 Details Form 192
14.4 Timeline View 192
14.4.1 Microsoft Project 2013 Timeline 192
14.4.2 Understanding Microsoft Project 2016 Timeline Bars 193
14.4.3 Formatting Microsoft Project 2016 Timeline Bars 194
14.5 A Logical Process for Developing a View 195
14.6 Workshop 12- Organizing Your Data Using Views and Tables 197

15 PRINTING AND REPORTS 201
15.1 Printing 201
15.2 File, Print Form 202
15.2.1 Print and Printer Heading 202
15.2.2 Setting Heading 202
15.2.3 Buttons at the Bottom Right Hand Side of Print Form 203
15.3 Page Setup
15.3.1 Page Tab
15.3.2 Margins Tab
15.3.3 Header, Legend and Footer Tabs
15.3.4 Legend Tab
15.3.5 View Tab
15.4 Manual Page Breaks
15.5 Understanding Reports
15.6 Visual Reports
15.7 Microsoft Project Reports
15.7.1 Understanding the Microsoft Project Reports
15.7.2 Displaying and Formatting Microsoft Project Reports
15.7.3 Creating New Microsoft Project Report
15.8 Workshop 13 – Printing

16 TRACKING PROGRESS

16.1 Setting the Baseline
16.1.1 Setting Baseline Dates
16.1.2 Clearing and Resetting the Baseline
16.1.3 Displaying the Baseline Data
16.2 Practical Methods of Recording Progress
16.3 Understanding Tracking Progress Concepts
16.3.1 Task Lifecycle
16.3.2 Actual Start Date Assignment
16.3.3 Calculation of Actual & Remaining Durations of an In-progress Task
16.3.4 Calculating the Early Finish Date of an In-Progress Task
16.3.5 Updating Completed tasks
16.3.6 Summary Bars Progress Calculation
16.3.7 Understanding the Current Date, Status Date & Update Project Date
16.4 Updating the Schedule
16.4.1 Move Project
16.4.2 Using Update Project
16.4.3 Update Tasks Form
16.4.4 Updating Tasks Using the Task Information Form
16.4.5 Updating Tasks Using the Task Details Form
16.4.6 Updating Tasks Using Columns
16.4.7 Reschedule Uncompleted Work To Start After
16.4.8 Updating Tasks Using Task, Schedule Functions
16.4.9 Reschedule Work Function
16.4.10 Updating Milestones Issues
16.4.11 Physical % Complete
16.5 Simple Procedure for Updating a Schedule
16.6 Procedure for Detailed Updating
16.7 Comparing Progress with Baseline
16.8 In-Progress Schedule Check List
16.9 Corrective Action
16.10 Workshop 14 - Updating the Schedule and Baseline Comparison

17 CREATING RESOURCES AND COSTS

17.1 Creating Resources in the Resource Sheet
17.2 Grouping Resources in the Resource Sheet
### Planning and Control Using Microsoft® Project 2013 or 2016 and PMBOK® Guide Sixth Edition

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.3</td>
<td>Resource Information Form</td>
<td>250</td>
</tr>
<tr>
<td>17.3.1</td>
<td>General Tab</td>
<td>250</td>
</tr>
<tr>
<td>17.3.2</td>
<td>Costs Tab</td>
<td>251</td>
</tr>
<tr>
<td>17.3.3</td>
<td>Notes</td>
<td>251</td>
</tr>
<tr>
<td>17.3.4</td>
<td>Custom Fields</td>
<td>251</td>
</tr>
<tr>
<td>17.4</td>
<td>Resource Calendars</td>
<td>252</td>
</tr>
<tr>
<td>17.4.1</td>
<td>Editing a Resource calendar</td>
<td>252</td>
</tr>
<tr>
<td>17.4.2</td>
<td>Resource Calendars Calculations</td>
<td>252</td>
</tr>
<tr>
<td>17.4.3</td>
<td>Issues Using Resource Calendars</td>
<td>254</td>
</tr>
<tr>
<td>17.5</td>
<td>Workshop 15 - Defining Resources</td>
<td>255</td>
</tr>
<tr>
<td>18</td>
<td>ASSIGNING RESOURCES AND COSTS TO TASKS</td>
<td>257</td>
</tr>
<tr>
<td>18.1</td>
<td>Fixed Costs</td>
<td>258</td>
</tr>
<tr>
<td>18.2</td>
<td>Assigning Work without a Resource</td>
<td>259</td>
</tr>
<tr>
<td>18.3</td>
<td>Resource Definitions</td>
<td>259</td>
</tr>
<tr>
<td>18.4</td>
<td>Task Type and Effort-Driven</td>
<td>260</td>
</tr>
<tr>
<td>18.4.1</td>
<td>Task Type – Fixed Duration, Fixed Units, Fixed Work</td>
<td>260</td>
</tr>
<tr>
<td>18.4.2</td>
<td>Effort-Driven</td>
<td>261</td>
</tr>
<tr>
<td>18.5</td>
<td>Resource Calendars</td>
<td>261</td>
</tr>
<tr>
<td>18.6</td>
<td>Assigning Resources using the Resource Assignment Form</td>
<td>262</td>
</tr>
<tr>
<td>18.7</td>
<td>Assigning Resources Using the Task Details Form</td>
<td>263</td>
</tr>
<tr>
<td>18.8</td>
<td>Assigning Resources Using the Task Information Form</td>
<td>264</td>
</tr>
<tr>
<td>18.9</td>
<td>Assigning Resources from the Resource Column</td>
<td>264</td>
</tr>
<tr>
<td>18.10</td>
<td>Assignment of Resources to Summary Tasks</td>
<td>265</td>
</tr>
<tr>
<td>18.11</td>
<td>Resource Engagement</td>
<td>265</td>
</tr>
<tr>
<td>18.12</td>
<td>Rollup of Costs and Hours to Summary Tasks</td>
<td>265</td>
</tr>
<tr>
<td>18.13</td>
<td>Contour the Resource Assignment</td>
<td>266</td>
</tr>
<tr>
<td>18.14</td>
<td>Workshop 16 - Assigning Resources to Tasks</td>
<td>269</td>
</tr>
<tr>
<td>19</td>
<td>RESOURCE OPTIMIZATION</td>
<td>273</td>
</tr>
<tr>
<td>19.1</td>
<td>Resource Graph Form</td>
<td>273</td>
</tr>
<tr>
<td>19.2</td>
<td>Resource Graph View</td>
<td>274</td>
</tr>
<tr>
<td>19.3</td>
<td>Resource Tables View</td>
<td>276</td>
</tr>
<tr>
<td>19.4</td>
<td>Detailed Styles Form</td>
<td>277</td>
</tr>
<tr>
<td>19.5</td>
<td>Creating an S-Curve from Microsoft Project</td>
<td>277</td>
</tr>
<tr>
<td>19.6</td>
<td>Team Planner View</td>
<td>278</td>
</tr>
<tr>
<td>19.7</td>
<td>Printing Resource Profiles and Tables</td>
<td>279</td>
</tr>
<tr>
<td>19.8</td>
<td>Creating Resource Graphs, Crosstab Tables, S-Curves in a Spreadsheet</td>
<td>279</td>
</tr>
<tr>
<td>19.8.1</td>
<td>Export Time Phased Data to Excel Using Visual Reports</td>
<td>279</td>
</tr>
<tr>
<td>19.8.2</td>
<td>Export Using Time Phased Data Copy and Paste</td>
<td>280</td>
</tr>
<tr>
<td>19.8.3</td>
<td>Creating S-Curves in Excel</td>
<td>281</td>
</tr>
<tr>
<td>19.9</td>
<td>Resource Optimization</td>
<td>282</td>
</tr>
<tr>
<td>19.9.1</td>
<td>Resource Optimization through Leveling</td>
<td>282</td>
</tr>
<tr>
<td>19.9.2</td>
<td>Other Methods of Resolving Resource Peaks and Conflicts</td>
<td>282</td>
</tr>
<tr>
<td>19.9.3</td>
<td>Resource Leveling Function</td>
<td>283</td>
</tr>
<tr>
<td>19.9.4</td>
<td>Resource, Level group Ribbon Commands</td>
<td>284</td>
</tr>
<tr>
<td>19.10</td>
<td>Workshop 17 – Resource Graphs and Tables</td>
<td>285</td>
</tr>
<tr>
<td>20</td>
<td>UPDATING PROJECTS WITH RESOURCES</td>
<td>287</td>
</tr>
<tr>
<td>20.1</td>
<td>Understanding Baseline Dates, Duration, Costs and Hours</td>
<td>288</td>
</tr>
<tr>
<td>20.2</td>
<td>Understanding the Status Date</td>
<td>289</td>
</tr>
<tr>
<td>20.3</td>
<td>Formatting the Current Date and Status Date Lines</td>
<td>290</td>
</tr>
</tbody>
</table>
### Planning and Control Using Microsoft® Project 2013 or 2016 and PMBOK® Guide Sixth Edition

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.4</td>
<td>Information Required to Update a Resourced Schedule</td>
<td>291</td>
</tr>
<tr>
<td>20.5</td>
<td>Updating Dates and Percentage Complete</td>
<td>291</td>
</tr>
<tr>
<td>20.6</td>
<td>Updating Resources</td>
<td>292</td>
</tr>
<tr>
<td>20.6.1</td>
<td>Updating Tasks with Fixed Costs Only</td>
<td>292</td>
</tr>
<tr>
<td>20.6.2</td>
<td>Forecasting Resource Hours</td>
<td>292</td>
</tr>
<tr>
<td>20.6.3</td>
<td>Forecasting Resource Hours and Costs Form</td>
<td>294</td>
</tr>
<tr>
<td>20.6.4</td>
<td>Using the Task Usage and Resource Usage Views</td>
<td>295</td>
</tr>
<tr>
<td>20.7</td>
<td>Splitting Tasks</td>
<td>296</td>
</tr>
<tr>
<td>20.8</td>
<td>Summary Tasks and Earned Value</td>
<td>297</td>
</tr>
<tr>
<td>20.9</td>
<td>Workshop 18 - Updating a Resourced Schedule</td>
<td>299</td>
</tr>
<tr>
<td>21</td>
<td>PROJECT OPTIONS</td>
<td>307</td>
</tr>
<tr>
<td>21.1</td>
<td>General</td>
<td>308</td>
</tr>
<tr>
<td>21.1.1</td>
<td>User Interface Options</td>
<td>308</td>
</tr>
<tr>
<td>21.1.2</td>
<td>Project view</td>
<td>308</td>
</tr>
<tr>
<td>21.1.3</td>
<td>Personalize your copy of Microsoft Office</td>
<td>309</td>
</tr>
<tr>
<td>21.1.4</td>
<td>Start up options</td>
<td>309</td>
</tr>
<tr>
<td>21.2</td>
<td>Display</td>
<td>309</td>
</tr>
<tr>
<td>21.2.1</td>
<td>Calendar</td>
<td>310</td>
</tr>
<tr>
<td>21.2.2</td>
<td>Currency options for this project:</td>
<td>310</td>
</tr>
<tr>
<td>21.2.3</td>
<td>Show indicators and options buttons for:</td>
<td>310</td>
</tr>
<tr>
<td>21.2.4</td>
<td>Show these elements</td>
<td>310</td>
</tr>
<tr>
<td>21.3</td>
<td>Schedule</td>
<td>311</td>
</tr>
<tr>
<td>21.3.1</td>
<td>Calendar options for this project:</td>
<td>311</td>
</tr>
<tr>
<td>21.3.2</td>
<td>Schedule</td>
<td>313</td>
</tr>
<tr>
<td>21.3.3</td>
<td>Scheduling options for this project:</td>
<td>313</td>
</tr>
<tr>
<td>21.3.4</td>
<td>Schedule Alerts</td>
<td>316</td>
</tr>
<tr>
<td>21.3.5</td>
<td>Calculation</td>
<td>317</td>
</tr>
<tr>
<td>21.3.6</td>
<td>Calculation Options for this project:</td>
<td>317</td>
</tr>
<tr>
<td>21.4</td>
<td>Proofing</td>
<td>319</td>
</tr>
<tr>
<td>21.5</td>
<td>Save</td>
<td>320</td>
</tr>
<tr>
<td>21.5.1</td>
<td>Save projects</td>
<td>320</td>
</tr>
<tr>
<td>21.5.2</td>
<td>Save templates</td>
<td>321</td>
</tr>
<tr>
<td>21.5.3</td>
<td>Cache</td>
<td>321</td>
</tr>
<tr>
<td>21.6</td>
<td>Language</td>
<td>321</td>
</tr>
<tr>
<td>21.7</td>
<td>Advanced</td>
<td>322</td>
</tr>
<tr>
<td>21.7.1</td>
<td>General</td>
<td>322</td>
</tr>
<tr>
<td>21.7.2</td>
<td>Project Web App</td>
<td>323</td>
</tr>
<tr>
<td>21.7.3</td>
<td>Planning Wizard</td>
<td>323</td>
</tr>
<tr>
<td>21.7.4</td>
<td>General Options</td>
<td>323</td>
</tr>
<tr>
<td>21.7.5</td>
<td>Edit</td>
<td>323</td>
</tr>
<tr>
<td>21.7.6</td>
<td>Display</td>
<td>324</td>
</tr>
<tr>
<td>21.7.7</td>
<td>Display Options for this Project:</td>
<td>325</td>
</tr>
<tr>
<td>21.7.8</td>
<td>Cross project linking options for this project:</td>
<td>326</td>
</tr>
<tr>
<td>21.7.9</td>
<td>Earned Value options for this project:</td>
<td>326</td>
</tr>
<tr>
<td>21.7.10</td>
<td>Calculation options for this project:</td>
<td>327</td>
</tr>
<tr>
<td>21.8</td>
<td>Customize Ribbon</td>
<td>328</td>
</tr>
<tr>
<td>21.9</td>
<td>Quick Access Toolbar</td>
<td>329</td>
</tr>
<tr>
<td>21.10</td>
<td>Add-Ins</td>
<td>329</td>
</tr>
<tr>
<td>21.11</td>
<td>Trust Center</td>
<td>330</td>
</tr>
</tbody>
</table>
Planning and Control Using Microsoft® Project 2013 or 2016 and PMBOK® Guide Sixth Edition

21.11.1 Macro Settings 331
21.11.2 Privacy Options 332
21.12 Authors Recommended Setup for New Projects 332
21.13 Commands Removed From the Microsoft Project 2007 Options, View Form 333

22 MICROSOFT PROJECT SERVER NEW 335
22.1 Understanding Microsoft Project Server 335
22.2 Changes for Schedulers and Project Managers 336
22.3 How Microsoft Project Server Operates 336
22.3.1 Server connection 336
22.3.2 Security 337
22.3.3 Check out/Check in 337
22.3.4 Publishing 337
22.3.5 Centralized Global 338
22.3.6 Centralized Resource Pool 338
22.3.7 Modelling of resource effort and cost 339
22.3.8 Locating Schedules Properly 340
22.3.9 Project Inter-Dependencies 340
22.4 New Functions for Project Managers 341
22.5 Tips for Implementers 342
22.6 Accessing Projects from a Microsoft Project Server 342
22.6.1 Opening a Schedule from Microsoft Project 343
22.6.2 Creating, Saving and Closing a Schedule 344
22.7 Accessing Project Server Schedules through the Web App 345

23 MORE ADVANCED SCHEDULING 347
23.1 Working with Hourly Calendars 347
23.1.1 Adjusting Calendar Default Working Hours 347
23.1.2 Creating Calendar Periods with Alternate Working Hours 348
23.1.3 Working with Calendars with Different Hours per Day 349
23.1.4 Understanding Default Start and Default End Time 350
23.2 Managing Calendars 351
23.2.1 Deleting a Calendar 351
23.2.2 Copying Calendars between Projects 351
23.2.3 Renaming a Calendar 351
23.2.4 Copying a Base Calendar to Global.mpt for Use in Future Projects 351
23.2.5 Printing the Calendar 352
23.2.6 Display Times in 24-Hour Clock 352
23.3 Adding Tasks 353
23.3.1 Task Scheduling Mode - Manually Scheduled or Auto Scheduled 353
23.3.2 Copying Tasks from Other Programs 355
23.3.3 Dynamically Linking Cells to Other Programs 356
23.3.4 Milestones with a Duration 357
23.3.5 Splitting an In-progress Task 357
23.4 Formatting Bars 358
23.4.1 Format One or More Specific Task Bars 358
23.4.2 Hiding the Task Bar 359
23.4.3 Layout Form – Format Bars Options (Date, Height and Rollup) 359
23.5 Task Splitting 361
23.5.1 Splitting Tasks 361
23.5.2 Show bars splits 361

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8 FORMATTING THE DISPLAY

This chapter covers the following topics, which are used to format the on-screen display which are also reflected in print preview and printouts:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Menu Command</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inserting Columns</td>
<td>• Highlight a column and strike the <strong>Ins Key</strong>, or</td>
</tr>
<tr>
<td></td>
<td>• Select <strong>Format, Columns</strong> group, <strong>Insert Column</strong>, or</td>
</tr>
<tr>
<td></td>
<td>• Right-click and select <strong>Insert Column</strong>.</td>
</tr>
<tr>
<td>Deleting Columns</td>
<td>• Highlight a column and strike the <strong>Delete</strong> key, or</td>
</tr>
<tr>
<td></td>
<td>• Select <strong>Format, Columns</strong> group, <strong>Column Settings, Hide Column</strong>, or</td>
</tr>
<tr>
<td></td>
<td>• Right-click and select <strong>Hide Column</strong>.</td>
</tr>
<tr>
<td>Adjusting the Width and Moving Columns</td>
<td>• Grab the right header border line with the mouse and drag or resize.</td>
</tr>
<tr>
<td></td>
<td>• Double click on the right hand edge of the column header to optimize the</td>
</tr>
<tr>
<td></td>
<td>header size.</td>
</tr>
<tr>
<td>Table – formatting the columns of data</td>
<td>• <strong>View, Data</strong> group, <strong>Tables</strong>, MORE TABLES... or</td>
</tr>
<tr>
<td></td>
<td>• Select a column and right-click to insert, or</td>
</tr>
<tr>
<td></td>
<td>• Right-click on a column header and select <strong>Field Settings</strong>.</td>
</tr>
<tr>
<td>Formatting One Column</td>
<td>• Right-click on the column title and select <strong>Field Settings</strong>.</td>
</tr>
<tr>
<td>Format Bars</td>
<td>• Open the Bar Styles form by left clicking in the Gantt Chart, or</td>
</tr>
<tr>
<td></td>
<td>• <strong>Format, Bar Styles</strong> group, or</td>
</tr>
<tr>
<td></td>
<td>• <strong>Format, Gantt Chart Styles</strong> group, or</td>
</tr>
<tr>
<td></td>
<td>• The <strong>Gantt Chart Wizard</strong>. This should only be used with projects created</td>
</tr>
<tr>
<td></td>
<td>with Microsoft Project 2010 and earlier.</td>
</tr>
<tr>
<td>Formatting Time Units</td>
<td>• Select <strong>File, Options, Advanced</strong>, Default options for this project:</td>
</tr>
<tr>
<td>Row Height</td>
<td>• Drag one or more selected rows with the mouse, or</td>
</tr>
<tr>
<td></td>
<td>• Edit the Table, or</td>
</tr>
<tr>
<td></td>
<td>• <strong>Wrap Text</strong> command found on the <strong>Format, Columns</strong> group, <strong>Column</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Settings, Wrap Text</strong> which automatically adjusts the row height to</td>
</tr>
<tr>
<td></td>
<td>fit the text into the available column width. Ensure you select the column</td>
</tr>
<tr>
<td></td>
<td>when turning on or off this function.</td>
</tr>
<tr>
<td>Timescale</td>
<td>• <strong>Zoom Slider</strong> at the bottom right-hand side of the screen, or</td>
</tr>
<tr>
<td></td>
<td>• Double-click on the timescale opening the <strong>Timescale</strong> form, or</td>
</tr>
<tr>
<td></td>
<td>• Use the <strong>Zoom buttons.</strong></td>
</tr>
<tr>
<td>Gridlines</td>
<td>• <strong>Format, Format</strong> group, <strong>Gridlines, Gridlines...</strong></td>
</tr>
<tr>
<td>Relationship Lines</td>
<td>• <strong>Format, Format</strong> group, <strong>Layout</strong></td>
</tr>
<tr>
<td>Format Text Font</td>
<td>• Select the text to be formatted and right-click.</td>
</tr>
</tbody>
</table>
The formatting is applied to the current View only and is automatically saved as part of the View when another View is selected. Views are covered in more detail in the VIEWS AND DETAILS chapter.

8.1 Formatting the Columns

Microsoft Project has some column formatting functions which are intended to make it simple to add and format new columns. There are two methods of formatting the columns:

- Inserting, editing and deleting columns of data using the Column Definition form.
- Tables – A table may be created or an existing table edited with required columns using the Table Definition form. You may set up the data columns in the way you want to see the information on the screen and in printouts. Therefore Tables may be created, edited and deleted and you may select which one is used to display the data with each View. A Table may be assigned to multiple Views.

As time progresses with the option File, Options, Advanced, Automatically add new views, tables, filters, and groups to the global activated, a project that is created from the Blank Project will have many Views, Tables and Filters from old projects that may be irrelevant to the current project and it is suggested this be turned off.

8.1.1 Understanding Custom Fields

A Custom Field is a task or resource field that may be renamed and user defined data entered in columns. These fields are preformatted only to accept specific data such as dates, costs, durations or text. These are covered in more detail in the TABLE AND GROUPING TASKS chapter.

8.1.2 Column Names

Some of the Microsoft Project column names are confusing or difficult to find and the table below identifies some of the more common names and what they are to enable you to find columns more quickly:

<table>
<thead>
<tr>
<th>Microsoft Project Field Name</th>
<th>Common Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Task Name</td>
<td>Gantt Chart</td>
</tr>
<tr>
<td>Task Calendar</td>
<td>Calendar</td>
<td>Gantt Chart</td>
</tr>
<tr>
<td>Task Start</td>
<td>Start</td>
<td>Bars form</td>
</tr>
<tr>
<td>Task Finish</td>
<td>Finish</td>
<td>Bars form</td>
</tr>
</tbody>
</table>

8.1.3 Inserting Columns

Insert a column by clicking on the column title where you require the new column. This will highlight the column. To insert a new column:

- Select Format, Columns group, Insert, Column…, or
- Hit the Ins Key, or
- Right-click and select Insert Column….
Then select the column from the drop-down list. –

- You may immediately start typing, which will take you to the appropriate position in the list.
- In Microsoft Project 2013 and 2016, when a column name that does not exist is typed into the header, then an existing Text column will be renamed with the new title. Therefore the inserted column is a renamed text Custom Field.

8.1.4 Format Columns Group

The Format, Columns group has the following functions:

- ![Align](image.png) – Aligns the text to the left, center or right,
- ![Wrap](image.png) – Wrap Text and increases the row height so all text is visible,
- ![Column Settings](image.png) – Column Settings has:
  - ![Hide Column](image.png) – Hide Column which hides a column but does not delete the data.
  - ![Field Settings](image.png) – Field Settings that opens the Field Settings form:
    - NOTE: The picture displays Text2 Custom Field that has been renamed Contractor.
  - ![Data Type](image.png) – Data Type which allows the data type of a Custom Field to be changed.
  - ![Display Add New Column](image.png) – Display Add New Column is a function that was new to Microsoft Project 2010. A column may be permanently displayed on the right-hand side of the screen titled Add New Column and clicking on this column will open up a drop-down box for the selection of the data type. This option will display or hide this column.
  - ![Insert Column](image.png) – Insert Column inserts a new column.
- ![Custom Fields](image.png) – Custom Fields opens the Custom Fields form covered in the TABLE AND GROUPING TASKS chapter.

8.1.5 Hiding Columns

Hiding a column does not delete the data as in Excel; the software is just not reading the data from the database. Hiding a column may be achieved by highlighting the column or by clicking on the title and then:

- Select ![Column Settings](image.png), ![Hide Column](image.png),
- Hit the Delete key, or
- Right-click and select ![Hide Column](image.png).
1. There will be no confirmation of hiding a column, but you are allowed to undo the hiding.

2. The term “hide” means the column is removed from the Table in this project but the data is not deleted as in Excel when a column is deleted.

8.1.6 Adjusting the Width of Columns
You may adjust the width of the column either manually or automatically.

• For manual adjustment, move the mouse pointer to the right vertical line of the column in the header. A ↔ mouse arrow will then appear and enable the column to be adjusted.

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>3 days</td>
<td>01 Jan</td>
<td>03 Jan</td>
</tr>
<tr>
<td>Task 2</td>
<td>2 days</td>
<td>06 Jan</td>
<td>07 Jan</td>
</tr>
</tbody>
</table>

• For automatic adjustment, once again position the mouse pointer to the right vertical line of the column in the header and double left-click the mouse. The column width will automatically adjust to the best fit.

8.1.7 Moving Columns
Columns in a Table may be moved by clicking on the column header. The mouse pointer will change to a ✓ and the column may be dragged to a new location.

8.1.8 Formatting Columns Using the Table Function
• Select View, Data group, Tables, and select from the list of predefined Tables listed on the menu. Select the table you want to display:
• Select View, Data group, Tables, More Tables… to open the More Tables form:

![More Tables Form]

- New… – To create a new Table.
- Edit… – To edit the highlighted Table.
- Copy… – To copy the highlighted Table.
- Organizer… – Opens the Organizer form which enables you to copy a Table from one opened project to another or to the Global Project.
- Apply – Applies the selected Table making it visible on the screen.

• When you select New…, Edit… or Copy…, you will be presented with the Table Definition form:

![Table Definition Form]

- Click on the Show in menu box to display the Table in the View, Data group, Tables menu.
- The columns of data will be displayed on screen from left to right in the same order as the rows in the form.
Highlight a row and then you may use the Cut Row, Copy Row, Paste Row, or Insert Row buttons.

The data to be displayed may be selected from the drop-down box in the Field Name column.

Align Data and Width are used for formatting the data in the columns.

The Microsoft Project Field Name may be replaced by typing your own title in the Title box.

The Date format: drop-down box is used to change the format for this table only.

This is a very useful function to ensure that other users of the project file see the intended date format and not their system default date format.

Row Height: sets the default height of all the rows in this table. A row height may be changed by dragging the cell boundary line once a task has been created.

Lock first column prevents the first column from scrolling and is useful when the first column contains the Task Name.

Auto-adjust header row heights will automatically adjust header row heights to the width of the column.

Show ‘Add New Column’ interface hides or displays the Add New Column column (new function to Microsoft Project 2010) on the right-hand side of the columns in all Views, used for adding new columns.

To save a table for use in all your new projects, copy the table to the Global.mpt template using File, Info, Organizer and select the Tables tab. This will not copy the new names of renamed fields.

You may also copy a Table to another open project or rename a Table using File, Info, Organizer and selecting the Tables tab.

Applying a Table to a View will permanently change the View unless the file is not saved. The Gantt Chart View has the Entry Table assigned by default.

8.2 Formatting Time Units

Select File, Options, Advanced, Display options for this project:

The Display options for this project: always specifies the time units, for example day, dy or d.
• Uncheck the Add space before label check box to remove a space between the value and label in date columns which allows a narrower Duration column to be displayed.

To make the Duration column width narrow, Days: should be set to d and the Add space before label unclicked. The column header could also be edited to Dur to ensure the header is also narrow. This will provide more space for other data:

<table>
<thead>
<tr>
<th>Duration</th>
<th>Dur</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 days</td>
<td>5d</td>
</tr>
</tbody>
</table>

8.3 Formatting the Bars
Microsoft Project has several options for bar formatting:

• All the bars may be formatted to suit user definable parameters, or

• Individual bars may be formatted.

This section will cover the formatting of all the bars and the next section will cover formatting individual bars.

Most formatting only affects the current View.

All bars in the Gantt Chart may be formatted to suit your requirements for display by:

• Opening the Bar Styles form by double-clicking anywhere in the Gantt Chart area, or

• Format, Bar Styles group, or

• Format, Gantt Chart Styles group, or

• The Gantt Chart Wizard, which is a simple way to format bars.

As in Microsoft Project 2010, many of the formatting menu options in Microsoft Project 2013 and 2016 are designed for a schedule created from a Microsoft Project 2013 or 2016 template. Some formatting menu options will not operate as expected if you have opened a project created in an earlier version of Microsoft Project. For example, when a Microsoft Project 2007 file is opened it with Microsoft Project 2013, the author found the display Baseline bar found on the Ribbon command Format, Bar styles. Baseline was incompatible with projects created in earlier versions of Microsoft Project and resulted in the Baseline bar being drawn over the Current Schedule bar. Users may have to use the manual method of formatting bars by opening the bars form or use the Gantt Chart Wizard to format bars created in earlier versions of Microsoft Project.

8.3.1 Formatting All Task Bars Using the Bar Styles Form
To format all the bars you must open the Bar Style form by:

• Double-click anywhere in the Gantt Chart area, but not on an existing bar, as this will open the Format Bar form for formatting an individual bar, or
Select **Format, Bar Styles** group, **Format, Bar Styles**, the picture below displays the default **Bar Styles** when Microsoft Project is loaded:

![Bar Styles](image)

The picture above shows a typical default Microsoft Project Bar Styles setting from a default load of Microsoft Project.

The following notes are the main points for using this function. Detailed information is available in the Help facility by searching for “Bar styles dialog box.”

- Each bar listed in the table will be displayed on the bar chart.
- Bars may be deleted with the **Cut Row** button, pasted using the **Paste Row** button and new bars inserted using the **Insert Row** button.
- The **Name** is the title you may assign to the bar and is displayed in the printout legend. To hide the bar on the legend precede the **Name** with an * *. There are many bars with an * by them as default, as displayed in the picture above.
- The appearance of each bar is edited in the lower half of the form. The bar’s start point, middle and end points may have their color, shape, pattern, etc. formatted.
- When a new Milestone is created, the **From** and **To** must both be set to **Task Finish**.
- **Show For … Tasks** allows you to select which tasks are displayed, similar to a filter. More than one task type may be displayed by separating each type with a “,”. Bar types not required are prefixed with “Not.” For example, the **Normal,Rolled Up,Split,Not Summary** bar would not display a bar for a summary task. Should you leave this cell blank then all task types will be displayed in this format.
- The bars may be placed on one of four rows numbered from 1 to 4, top to bottom. If multiple bars are placed on the same row then the bar at the top of the list will be drawn first and the ones lower down the list will be drawn over the top, thus potentially hiding the ones below in the list.
- **From** and **To** allow you to establish where the bars start and finish. The picture below shows how to format **Total Float**, **Free Float** and **Negative Float**. Unlike some other planning and scheduling software, the Negative Float is drawn from the Start Date of a task and not the Finish Date and therefore a separate bar is required for Negative and Positive Float.
By default Microsoft project only displays the Free Float Bar with the Format, Bar Styles group, Slack button not the Total Float bar that would normally be expected. Also the Negative Float bar is not automatically displayed by any Microsoft Project function, nor is it included in any View. These are two of the most important bars to show when a project finish date has been set using a constraint and these bars must always be manually created. There are some options to resolve this:

- You may wish to consider recording a macro to create these bars and this can be run when a negative float bar is required. Recording a macro is covered in para 24.15.
- The author has found that these bars produce a better presentation and do not interfere with the drawing of relationships when created at the bottom of the list in the Bar Styles form.
- You may download an Eastwood Harris Microsoft Project 2013 and 2016 template project from the Eastwood Harris web site at www.eh.com.au SOFTWARE AND DOWNLOADS page. This has an inbuilt View which displays both the Total and Negative Float bars. All other issues with Microsoft Project 2013 and 2016 have been resolved and are covered in the template description.

- The Text tab allows you to place text inside or around the bar:

  - It is not possible to format the font in the Bar Styles form. Select Format, Format group Text Styles to open the Text Styles form and select the bar text font.
  
To show Critical and Non-critical tasks, the bars should be formatted as shown below, with particular attention paid to the Show For … Tasks column. Non-critical Tasks are formatted as Normal, Non-critical and Critical Tasks as Normal, Critical.
8.3.2 Format Bar Styles Group Menu

Select the Format, Bar Styles group to view this group of commands:

- Format has two options:
  - Bar formats of one or more selected bars and is covered in the next section.
  - Bar Styles opens the Bar Styles form as discussed above to format all bars.
- The other buttons in the Format, Bar Styles groups will hide or display the bars as indicated, but these may not give the expected results with a project created in an earlier version of Microsoft Project.
  - Critical Tasks shades the Critical Tasks red.
  - Slack displays the Free Float and NOT Total Float bar which were displayed in earlier versions on Microsoft Project when the Gant Chart wizard was run.
  - Late Tasks displays tasks that are late compared to the Status Date.
  - Baseline displays the Baseline bar.
  - Slippage displays how much time the task is behind the Baseline.

Many of the formatting menu options are designed for a schedule created from a Microsoft Project 2013 template. Some menu options will not operate as expected if you have opened a project created in an earlier version of Microsoft Project. For example, the author found the baseline bar was placed on top of the current schedule bar using the Ribbon commands. Users may have to use the manual method of formatting bars by opening the bars form or using the Gantt Chart Wizard.

8.3.3 Gantt Chart Styles Group Menu

Select Format, Gantt Chart Styles group to see the option for coloring bars. This function was new to Microsoft Project 2010.

The button at the bottom right-hand side opens the Bar Styles form.

See warning above.
8.3.4 Formatting Bars Using the Gantt Chart Wizard

The Gantt Chart Wizard is a popular function for people who used earlier versions of Microsoft Project. The wizard will overwrite any formatting you may have created. This is a straightforward method of formatting your bars and often this is the best method of formatting bars. It is very simple to use but will not display the **Negative Float** and **Free Float** bars. These will have to be added manually using the **Bar Style** form as described in the **Bar Styles** form section.

If the **Gantt Chart Wizard** button is not on your Microsoft Project default toolbars then this may be added to either the **Quick Access Toolbar** or the **Ribbon**.

The author found that projects formatted with the **Gantt Chart Wizard** and projects created in earlier versions of Microsoft Project will have formatting that is incompatible with the Microsoft Project 2013 and 2016 **Format, Bar Styles** group buttons. The use of the **Baseline** button resulted in the Baseline bar covering the current schedule bar so only the Baseline bar was visible. To resolve this issue, users should either use only **Gantt Chart Wizard** or only the new Microsoft Project 2013 and 2016 **Format, Bar Styles** group buttons, but not both. This issue may be rectified with software updates.

8.3.5 Placing Dates and Names on Bars

To place a name and or dates on the **Task bars** and **Milestones** create two bars at the bottom if the list in the bars form as per the picture below which neither displays a bar:

<table>
<thead>
<tr>
<th>Task Name on Bar</th>
<th>Appearance</th>
<th>Start For ...</th>
<th>Task Finish</th>
<th>Task Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Name on Milestones</td>
<td></td>
<td>Milestone</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8.4 Row Height

8.4.1 Setting Row Heights

Row heights may be adjusted to display text that would otherwise be truncated by a narrow column.

Row heights are adjusted by whole lines and not points as in Excel.

The row height may be set in the **Table Definition** form by selecting **View, Data** group **Tables, More Tables...** From this view select the table in which you wish to edit the row height in and click on the **Edit...** button. Once the **Table Definition** form is open select the row height from the drop-down box next to **Row height**.

The row height of one or more columns may also be adjusted in a similar way to adjusting row heights in Excel, by clicking on the row and dragging with the mouse:

- **Highlight one or more rows that need adjusting by dragging or Ctrl-clicking.**
- **If all the rows are to be adjusted, then click on the **Select All** button above row number 1, to highlight all the tasks.**
Then move the mouse pointer to the left-hand side of a horizontal row divider line. The pointer will change to a double-headed arrow ↓. Click and hold with the left mouse button and drag the row or rows to the required height.

8.4.2 **Wrap Text Command**

Microsoft Project 2010 has introduced a **Wrap Text** command found on the **Format, Columns** group, **Column Settings**, **Wrap Text** which automatically adjusts the row height to fit the text into the available column width.

Ensure you select the column when turning on or off this function and when it is not highlighted it is turned off.

8.5 **Format Fonts**

There are two basic options for formatting fonts:

- Either individual cells may be selected by Ctrl-clicking or dragging with the mouse and formatted, or
- The fonts of tasks that meet pre-set criteria, such critical tasks may be formatted using the text **Styles** command.

8.5.1 **Format Individual Cells Font Command**

The **Format, Font...** function from Microsoft 2007 and earlier has been replaced with a right-click option and allows you to format any selected text in selected cells, rows or columns:

- Select the text to be formatted,
- Right-click and two toolbars are opened. The upper toolbar in the picture below has four buttons that may be used for formatting individual cells:
8.5.2 Format Text Styles

The **Format**, **Format** group, **Text Styles** command opens the **Text Styles** form and allows you to select a text type from the **Item to Change**: drop-down box and apply formatting to the selected item:

Text may be formatted by using any of the styles listed below:

- **All**: This is all text including columns and rows,
- **Non-critical**, **Critical**, **Milestone**, **Summary**, Project Summary, Marked, Highlighted and External tasks,
- **Row** and **Column** titles,
- **Top**, **Middle** and **Bottom Timescale Tiers**, and
- **Bar Text** left, right, below, above and inside.

8.6 Format Timescale

8.6.1 Zoom Slider

The **Zoom Slider** was introduced with Microsoft Project 2010 and replaced the **View, Zoom...** function. This may be found at the bottom right-hand side of the screen and provides a simple way of scaling the time scale in the Gantt Chart and all other time scaled views such as the Calendar, Usage and Network Diagram View.

This function works differently than other scheduling software in that it changes the scale and the displayed time units at the same time and may result in some undesirable time units being displayed.

Once this function is used, your original timescale date formatting will be lost and may only be recovered with undo as this function applies its own formatting such as date formats.

The author has found that more predictable results are achieved by using the traditional **Zoom In** and **Zoom Out** functions which may be added to the **Quick Access** Toolbar.
8.6.2  **Ribbon Menu**
There are some new commands available with Microsoft Project 2010 on the **Ribbon**:

- The **Timescale** option is a quick method of selecting the **Minor Timescale**, the lower line in the Timescale,
- **Zoom** opens a self-explanatory menu,
- **Entire Project** zooms the timescale to fit the whole project Gantt Chart to fit in the available space,
- **Selected Tasks** zooms the timescale to fit the bars of selected tasks to fit in the available space,

8.6.3  **Format Timescale Command**
The **Timescale** form provides a number of options for timescale display, which is located above the Bar Chart, and the shading of **Nonworking** time.

To open the **Timescale** form:
- Double-click on the timescale, or
- Add the **Timescale** button to the Ribbon or Quick Access Toolbar.

There are many options here which are intuitive and will not be described in detail.

**Top Tier, Middle Tier and Bottom Tier Tab**
- These three timescales may have different scales. These are often set at “weeks and days” or “months and weeks.” By default, the Top Tier timescale has been disabled. You may enable the three tiers together by selecting **Three Tiers (Top, Middle, Bottom)** from the **Timescale options, Show**:
- **Label** will affect how much space the timescale will occupy, so the selection of a long label will result in longer Task bars.
- **Tick lines** and **Scale separator** hide and display the lines between the text.
• **Size**: controls the horizontal scale of the timescale and in association with the **Label**: are the two main tools for scaling the horizontal axis in the Gantt Chart.

• Choose the **Use fiscal year** function to display the financial year and then select the **File, Options, Calendar** tab to choose the month in which the fiscal year starts.

• Should you wish to number the time periods, for example; **Week 1, Week 2**, etc., there are a number of sequential numbering options available at the bottom of the label list.

**Nonworking Time Tab**

The **Nonworking time** tab allows you to format how the nonworking time is displayed. You may select only one calendar. The nonworking time may be presented as shading behind the bars, in front of the bars or hidden.

![Nonworking Time Tab](image)

By default this is set to the Standard Calendar for each view and does not change when the Project Default Calendar is changed.

Therefore if you change the Project Base calendar in the **Project Information** and you wish to see this new calendar in all views you will have to edit all the views.
8.6.4 **Format Timescale Font**
To format the Timescale font, the **Format, Format group, Text Styles** command opens the **Text Styles** form:

The timescale fonts may be formatted separately by selecting the appropriate line item under **Item to Change**:

A very tight timescale may be achieved by making the Bottom Timescale Tier a small font as displayed in the picture.

8.7 **Format Gridlines**
Gridlines are important to help divide the visual presentation of the Bar Chart. This example shows **Middle Tier Gridlines** every week and **Bottom Tier Gridlines** every day.

To format the Gridline select **Format, Format group, Gridlines, **Gridlines... or **Right click** in the **Gant Chart** and select **Gridlines** to open the **Gridlines** form:

- Select the gridline from the drop-down box under **Line to change**:
- Select color and type from under **Normal**.
- Date gridlines may be set to occur at intervals using the **At interval** option.
Some of the titles for the gridlines are not intuitive, so some interpretation is given below:

- For Data Column and Row dividing lines, use **Sheet Rows** and **Sheet Columns**.
- For Timescale and Column Titles, use **Horizontal** and **Title Vertical**.
- Gantt Chart area, including lines for **Project Start** and **Finish Date**, **Current** and **Status Date**, are clearly described.
- **Page Breaks** will only display manually-inserted breaks. You may need to add the **Insert Page Break** Button on the **Quick Access** Toolbar.

The earlier Microsoft Project option **Manual page breaks** check box, which allowed printing and ignoring manual page breaks, in the **Print** form has been removed from Microsoft Project 2013.

Microsoft Project has two dates that may be used to identify the **Data Date**, the date that the data has been collected for updating a project schedule. These two dates are the **Status Date** and **Current Date** which are set in the **Project Information** form:

- By default Microsoft Project displays the **Current Date** as a dark dotted vertical line but this is reset to the computer’s system date each time the project file is opened. It is suggested that this line be removed using the **Gridline form** and the **Current Date** is not used to identify the **Data Date** because the software changes it every time the schedule is opened.
- The **Status Date** never changes once set and therefore it is suggested that this line should be displayed as per the picture above.

Many laser printers will not print light gray lines clearly, so it is often better to use dark gray or black Sight Lines for better output.

### 8.8 Format Colors

Colors are formatted in a number of forms and there is no single form for formatting all colors:

- **Nonworking time** colors in the Gantt Chart are formatted in the **Timescale** form, double-click on the timescale.
- **Text** colors are formatted in the **Text Styles** and **Font** forms, found in the **Format**, **Format** groups, **Text Style**.
- **Gridline** colors are formatted in the **Gridlines** form, also found under the **Format**, **Format** group, **Gridlines**.
- **Hyperlink** colors are formatted under **File**, **Options**, **Advanced**, **Display options for this project**:
- **Timescale** colors are with the **File**, **Options**, **General tab**, **User Interface Options**, **Color scheme**: option.
- The **Logic Lines**, also known as **Dependencies**, **Relationships**, or **Links**, inherit their color from the predecessor’s bar color in the Gantt Chart view and may be formatted in the Network Diagram view by selecting **Format**, **Format** group, **Layout**.
8.9  **Format Links, Dependencies, Relationships, or Logic Lines**

The Links, also known as Dependencies, Relationships, or Logic Lines, may be displayed or hidden by using the **Layout** form.

- Select **Format**, **Format group, Layout** to open the **Layout** form and click on one of the three radio buttons under **Links** to select the style you require:

  ![Layout Form](image)

  - The color of the **Link** is inherited from the color of the predecessor task.
  - To display Critical Path on the relationship lines you will need to format the bars with a different color. This is often set to red.

  ![Warning]

  The color of the successors’ relationship lines is adopted from the task bar color. Therefore, re-formatting critical bars with the **Format Bar** form will also re-format the color of the successors’ relationship lines and they may no longer display the Critical Path color on the Logic Lines. This will effectively mask the Critical Path and could provide misleading results.

  The highest bar in the Bars form dictates the color of the relationship line and may not be the same as the color displayed in the Gantt Chart View.

  Oracle Primavera products format the relationship separately from the bars and are able to identify the Critical, Driving and Non-Driving relationships, which is not possible with Microsoft Project.
8.10 Workshop 6 - Formatting the Bar Chart

Background

Management has received your draft report and requests some changes to the presentation.

If you are using the Eastwood Harris template then most of the formatting requirements you need to make are made in the template in the Gant Chart Inc Total Float and Neg Float view. The following attributes have been changed from the standard settings:

- **File, Options, Schedule** and **Advanced** have been edited in line with the Author's recommendations in his book.
- **Two new Views** titled Gantt Chart Inc Negative and Total Float and Gantt Chart Name on Bars
- **Columns**: Total Float added and Resources removed from the Gant Chart Inc Total Float and Neg Float view.
- **Grid lines**: Middle and Bottom Timescale Tiers, Project Start, Project Finish and Status Date displayed and Current Date removed.
- **Bars**:
  - Total Float (Total Slack) and Negative Float added and all text removed from all bars.
  - Bar display in the Legend: Many bars have been hidden in the Legend (but not deleted) by placing an "***" at the front of the Bar description in the Bars form.
- **Printing**: some project information is drawn from the Advanced Properties form. Also all project data has been removed from the Legend so the Legend may be hidden if not required, thus leaving all project data displayed if the Legend is hidden.
- A Custom Field has been added to the Tracking Table titled Status Check that indicates when activities have been updated correctly. NOTE: You must set the "Status Date" in the "Project Information" form for this field to calculate correctly.
Assignment

Format your schedule as follows:

1. Select **Task, Views, Gantt Chart, Custom** and select **Gantt Chart Inc Total Float and Neg Float** to apply this view.

2. Then apply the **Gantt Chart Name on Bars** view and then the **Gantt Chart**.

3. Your answer should be as per the pictures below:
4. Apply the **Gant Chart** view.

5. Ensure that the **Entry Table** is displayed by selecting **View**, **Data** group, **Tables**, **Entry** table.

6. Apply the **Costs** table,

7. Then apply the **Tracking** table,

8. Reapplying the **Gant Chart Inc Total Float and Neg Float** view.

9. Insert the **Task Calendar** column between **Duration** and **Start** columns in the **Table Definition** form by using the right click command:

10. Your answer should be as per the pictures below:

11. Add the **Zoom In** and **Zoom Out** buttons to the **Quick Access Toolbar** if these icons are not present on the toolbar and test their function.

12. Leave the scaling at months and weeks with **Size** in the **Timescale** form of 150%.

13. Save your **OzBuild Bid** project.
13 TABLES AND GROUPING TASKS

Outlining was discussed earlier as a method of organizing detail tasks under summary tasks. There are alternative data fields and functions available in Microsoft Project for recording task information, then organizing, grouping and displaying task information:

- Text Columns, Custom Fields and Grouping
- Custom Outline Codes – covered in the MORE ADVANCED SCHEDULING chapter.
- User Defined WBS (Work Breakdown Structure) – covered in the MORE ADVANCED SCHEDULING chapter.

These functions are addressed in this book but are not examined in detail. These functions enable the presentation of the tasks under other project breakdown structures. These functions are then used in PMBOK® Guide section Project Communications Management to create reports.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Menu Command</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applying a Table to a View</td>
<td>Click the Select All button (see paragraph 3.11) and right-click, or Select View, Data group, Tables and select a Table from the list in the menu.</td>
</tr>
<tr>
<td>Creating or Editing a Table</td>
<td>Select View, Data group, Tables and open the More Tables form.</td>
</tr>
<tr>
<td>Create a Custom Field</td>
<td>Adding the Custom Fields button to your Ribbon or Quick Access Toolbar.</td>
</tr>
<tr>
<td>Grouping</td>
<td>Select View, Data group, Group by:</td>
</tr>
</tbody>
</table>

13.1 Understanding Project Breakdown Structures

The main breakdown structure of a project is the WBS which is usually represented with Outlining. Some organizations have highly organized and disciplined structures with “rules” for creating and coding the elements of the structure.

Other Project Breakdown Structures are required to represent the breakdown of a project into other logical functional elements. Some clients also impose a WBS code on a contractor for reporting and/or claiming payments. The following list shows examples of such structures:

- **WBS** **Work Breakdown Structure**, breaking down the project into the elements of work required to complete a project.
- **PBS** **Product Breakdown Structure**, used in the PRINCE2™ Project Management Methodology.
- **OBS** **Organization Breakdown Structure**, showing the hierarchical management structure of a project.
- **CBS** **Contract Breakdown Structure**, showing the breakdown of contracts.
- **SBS** **System Breakdown Structure**, showing the elements of a complex system.
We will discuss the Text Columns, Custom Fields and Grouping functions available in Microsoft Project to represent these structures in your schedule.

13.2 Tables
A table selects and formats the columns of data to be displayed in a View. The formatting of tables is covered in the FORMATTING THE DISPLAY chapter.

- A table may be applied to one or more Views which display data in tables. This includes Views such as the Gantt Chart, Resource Sheet, Resource Usage, Task Sheet and Task Usage.
- There are two types of tables:
  - Task tables that are applied to Task Views and
  - Resource tables that are applied to Resource Views.
- When the View is active and you assign it a different Table, the View is permanently changed and the Table permanently associated with the View. Unlike Oracle Primavera software, the user does not have the option to save or not save changes to a view when another is selected.

Formatting a table by adding or removing columns, etc., is editing the current table on a permanent basis. These changes will appear when the table is next applied and this will affect any View the table is associated with. It is therefore strongly recommended that each View be paired with a unique table of the same name. Consider carefully when adding or deleting columns from a table as the changes are permanent, unless you do not save your file.
13.2.1 Applying a Table to a View
A table may be applied to the active View by:

- Clicking the Select All button, the box above the row 1 number, then right-clicking the mouse to display a sub-menu with the table options, or
- Selecting View, Data group Tables and selecting a Table from the list in the menu.

Both of these Table menus have a More Tables... option which will open the More Tables... form:

- Tables that have not been selected to appear on the menu list will be displayed here.
- Select a table from the list and click on Apply.

13.2.2 Creating and Editing a Table
A Table may be created or edited by opening the View, Data group Tables, More Tables... form:

- New... creates a new table,
- Edit... edits an existing table, or
- Copy... creates a copy of an existing selected table.
- Apply -- applies the table to a view.

All these buttons open the Table Definition form shown below:
• The functions in this form are similar to those in many other forms. The functions that are unique to this form are listed below:
  ➢ **Show in menu** – Decides if the Table is displayed in menus.
  ➢ **Date format:** – Changes the format of the dates in this project and table only.
  ➢ **Row height:** – Allows you to specify the row height for this table.
  ➢ **Lock first column** – Ensures the first column is always displayed when scrolling to the right.
  ➢ **Auto-adjust header row heights** – Automatically adjusts the header height when the width of the column is adjusted so the column text wraps.
  ➢ **Show ‘Add New Column’ interface** shows the **New Column** column at the right of all columns. Clicking on this column creates a new column.

The **Date Format** selected in the **File, Options, General** tab is overridden by a date format selected in a Table. Therefore, if you have a project that requires a unique date format then the option of selecting a date format in a Table overrides the default on any computer for anyone who opens the project file.
13.3 Custom Fields

A Custom Field is an existing Microsoft Project field that may be:

- Renamed to suit your project’s requirements,
- Tailored to display specific data in a specific format,
- Assigned a list, such as a list of values or people, that may be assigned from a drop-down list, or
- Assigned a formula for calculating data from other fields.

To create or edit a Custom Field, the Custom Fields form must be opened by:

- Displaying the Custom Fields button Ribbon or Quick Access Toolbar, or
- Selecting Custom Fields when inserting a new column, or
- Selecting Custom Fields when right-clicking on an existing column.

Task fields may be used for:

- Recording additional information about Tasks (such as responsibility, location, floor, system)
- Recording additional information about Resources such as telephone number, address and skills.
- Formulas may be created to populate the fields with calculated data.
- Tasks or resources may be grouped using these fields.

These predefined fields fall into the following categories:

- Cost
- Date
- Duration
- Finish (date)
- Flag
- Number
- Start (date)
- Text
- Outline Code

Both the title and content of these fields may be edited with options including:

- Rename... allows the renaming of the field name.
  - This new name is then available when inserting columns and is displayed in the column header.
  - After Custom Field is renamed, the new name will be displayed in the Custom Fields tab of the Task or Resource Information form and the appropriate information may then be entered in this form.

- Import Field... allows importing from other fields or project files.
• **Custom Attributes:**
  - **None** allows data to be entered into the field without any restrictions, this is similar to the way a User Defined Field works in Primavera P6.
  - **Lookup...** opens the **Edit Lookup Table** where a table of values and descriptions may be entered. The Value is displayed in columns and Description in bands when the tasks are grouped by this field. These value may be copied and pasted from other applications such as Excel. This is similar to the way an Activity Code works in Primavera P6 and odes in Asta Powerproject.
  - **Formula...** allows the assigning of formulae for the calculation of field value from other task and project fields.

• **Calculation for task and group summary rows** specifies how Summary tasks calculate their value, such as Maximum, Minimum, Sum, None and Average. For example, the following options may be used:
  - A Start Date would select Minimum,
  - A Finish Date would select Maximum,
  - Cost would use Sum.

• **Calculation for assignment rows** determines if the field value is displayed only against the resource in Task Usage and Resource Usage fields or against the resource and assignment.

<table>
<thead>
<tr>
<th>Resource Only</th>
<th>Resource and Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paul Harris</td>
</tr>
<tr>
<td>2</td>
<td>Samantha Harris</td>
</tr>
</tbody>
</table>

• **Value to display** allows the options of displaying the value in the cell or generating graphical indicators such as traffic lights. A very simple example is displayed below when the Number 1 Custom Field has been renamed Risk and three values entered and three different images displayed:

Outline Codes will be covered in more detail later in paragraph 23.7.1.
Oracle Primavera P3 and SureTrak software users will find the formatting options available when using Value and Description restrictive, because the description may not be displayed in columns and the value not displayed when Grouping. This is similar to the way Oracle Primavera P6 works.

### 13.4 Grouping

Grouping allows grouping of tasks under data items such as Customized fields, Durations, Constraints, etc. This function is particularly useful with schedules with a number of tasks and there is a requirement to work with a related group of tasks throughout a project. The picture below displays a simple project where the relationship between each Task is difficult to check by inspection of the Gantt Chart organized with Outlining by Phase:

With the Grouping function it is possible to Group on a text field to reorganize the data. In this example, the schedule has been reorganized by the Text 1 - Building and Text 2 - System fields, which have been renamed using the Custom Fields form to System and Building. You may now clearly see the logic between the Items:
The first few characters of the field determine the sort order when tasks are grouped by a Text Field. To order items differently from the fields’ text values, place a number or letter at the start of the description, or create a **Custom Outline Codes** which will take a little more effort but provide a more satisfactory result.

### 13.4.1 Group by: Function

The View, Data group, **Group by:** option allows you to Group scenarios in the same way as filters are created and saved:

- **Custom** are user defined groups,
- **Built-In** are system defined groups,
- **Clear Group** removes any grouping applied to a view,
- **New Group By...** opens the **Group Definition** form allowing the defining and saving of a new group scenario,
- **More Groups...** opens the **More Groups** form allowing access to Groups that may not be listed in the View, Data group, **Group by:** list.

- **Maintain Hierarchy in Current Group** was a new feature to Microsoft Project 2010 and allows the user to see the Outline hierarchy when Grouping. The picture below displays the effect of grouping by two Custom Text columns, with the lower picture having this option turned on:
13.4.2 Using a Predefined Group
The Grouping function works in a similar way to Filters and Tables. A predefined Group may be assigned by:

- Selecting View, Data group, Group by:
- Then either:
  - Selecting a grouping from the list, or
  - Selecting More Groups… to open the More Groups form and then selecting one from the list after clicking on the Task or Resource radio button.

13.4.3 Creating a New Group
Create a new Group by:

- Selecting View, Data group, Group by:
- Selecting More Groups… to open the More Groups form,
- Clicking on the New… button to open the Group Definition form,
- Now create a “Grouping” which may be reapplied at a later date or copy to another project using Organizer.
- The **Define Group Interval** form is available with many **Group By** options, such as Start or Finish, and allows further formatting options by defining the intervals of the banding.

![Define Group Interval dialog box](image)

**Grouping** is similar to the Oracle Primavera and Asta Powerproject’s Group and Sort function. It is possible to mimic this Oracle Primavera function using the text columns as Task Code dictionaries. Projects converted from Oracle Primavera software format often translate Primavera Task Codes to Microsoft Project’s Text fields. After conversion, the project may be **Grouped** by Text fields. **Custom Outline Codes** may produce a better result as bands may be ordered with this function.

13.4.4 **Grouping Resources in the Resource Sheet**

Resources may be created in the **Resource Sheet**. Then the resources may be grouped by a number of attributes. The standard options are shown below:

![More Groups dialog box](image)

Resources are covered in more detail in the **RESOURCES** chapters.

There are many uses for Grouping Resources which may be used in conjunction with Customized Fields:

- A project hierarchical organizational structure may be created using these Customized Outline Codes and resources summarized under this hierarchical structure in the Resource Sheet.
- Resources details such as skill, trade, address, office, department and telephone number may be recorded in Customized Fields and the resources grouped by this data.
13.5 Workshop 11 - Reorganizing the Schedule

Background

We want to issue reports for comment by management. We will group the tasks by their float value and show the WBS columns. We will also look at the Outline Codes and then Group the Tasks by the people responsible for the work, which we will enter into a text column.

Assignment

1. Grouping – to group tasks without float
2. From the View, Data group:
   - Ensure there is no filter applied.
   - Apply the Entry table and ensure the Total Slack column is displayed.
   - Create a new Group titled Total Float and group the tasks by Total Slack.
   - Check the Show in menu option, DO NOT show Summary tasks and apply.

![Group Definition in 'OzBuild Workshop 11'

The image shows the Group Definition dialog box for the 'OzBuild Workshop 11'. The Name field is set to 'Total Float', and the 'Group By' field is set to 'Total Slack'. The 'Show in menu' option is checked. The dialog box includes options for setting the font to Calibri 10 pt, Bold, and defining group intervals. The 'Show summary tasks' and 'Maintain hierarchy' options are unchecked.
All the tasks with zero days’ float are grouped at the top under the heading **Total Slack: 0 days.**

**NOTE:** You may format or remove the summary bars or add text to them by opening the **Bars** form and editing the **Group By Summary** bar text tab.
3. Grouping by Responsibility

- Remove the previous grouping by selecting [No Group],
- Use the **Add New Column** command to add a Text 1 as a new column,
- Drag this new column so it is beside the Task Name
- Right Click on the column heading, select **Custom Fields** and use the **Rename** command to rename the column as **Responsibility**.

- Assign the Responsibilities in the table below, use Copy & Paste cells:

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Technical Specification</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Approval to Bid</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Determine Installation Requirements</td>
<td>Scott Morrison - Engineering</td>
</tr>
<tr>
<td>5</td>
<td>Create Technical Specification</td>
<td>Scott Morrison - Engineering</td>
</tr>
<tr>
<td>6</td>
<td>Identify Supplier Components</td>
<td>Angela Lowe - Purchasing</td>
</tr>
<tr>
<td>7</td>
<td>Validate Technical Specification</td>
<td>Scott Morrison - Engineering</td>
</tr>
<tr>
<td>8</td>
<td>Delivery Plan</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Document Delivery Methodology</td>
<td>Scott Morrison - Engineering</td>
</tr>
<tr>
<td>10</td>
<td>Obtain Quotes from Suppliers</td>
<td>Angela Lowe - Purchasing</td>
</tr>
<tr>
<td>11</td>
<td>Calculate the Bid Estimate</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>12</td>
<td>Create the Project Schedule</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>13</td>
<td>Review the Delivery Plan</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>14</td>
<td>Bid Document</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Create Draft of Bid Document</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>16</td>
<td>Review Bid Document</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>17</td>
<td>Finalize and Submit Bid Document</td>
<td>Carol Peterson - Bid Manager</td>
</tr>
<tr>
<td>18</td>
<td>Bid Document Submitted</td>
<td></td>
</tr>
</tbody>
</table>
Create a Group titled **Responsibility** by clicking the **Group by: Responsibility** button and grouping the tasks by Responsibility showing in the menu but do not show Summary tasks.

![Group Definition in 'OzBuild Workshop 11'](image)

- Select **Apply**,
- See the answer below:

![Sample book with two chapters](image)

4. Remove all Grouping.
5. Hide the **Responsibility** column.
6. Save your **OzBuild Bid** project.