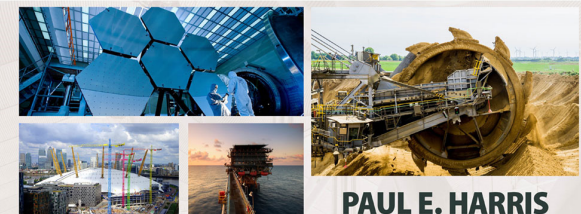


**PLANNING & CONTROL USING**  
**ORACLE® PRIMAVERA® P6**  
**VERSION 8 to 18 PPM PROFESSIONAL**



**PAUL E. HARRIS**

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**Administration**

- Evacuation procedure
- Facilities, timings and meals
- Mobile phones & Emails
- Introductions:
  - Your name,
  - The types of projects you are involved in,
  - Your experience in scheduling software
  - What you seek from this course and
  - What version of P6 does your company use
- Course attendance sheet.

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**Welcome to the  
Eastwood Harris Pty Ltd  
Primavera P6  
Versions 8 to 18  
PPM Professional  
3 day training course**

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**Course Objectives**

This course objectives are to teach participants:

- Introduction to the user interface,
- How to plan projects without resources,
- Filters, layouts and printing,
- Baselines, and updating an un-resourced project,
- Creating and assigning roles and resources,
- Controlling projects with resources and costs,
- Setting up and administering a database plus advanced features including import/export,
- Activity Codes, Custom Data Fields and Global Change.

Successful completion of all the course workshops will confirm that the objectives have been met.

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**IMPORTANT POINTS FOR INSTRUCTOR**

- See notes below.

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**Course Conduct**

The course consists of:

- The instructor demonstrating the software using a combination of:
  - A PowerPoint slide show and
  - Live software demonstrations,
- Most chapters are then reinforced with student workshops working through a scenario of creating a small project planning the submission of a bid,
- The book is for you to keep,
- Ask any questions as the course progresses.

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## Course Agenda

**Day 1 Modules**

- 1 - Introduction
- 2 - Creating a Project Plan
- 3 - Starting Up and Navigation
- 4 - Creating a New Project
- 5 - Defining Calendars
- 6 - Creating a Primavera Project WBS
- 7 - Adding Activities and Organizing Under the WBS
- 8 - Formatting the Display
- 9 - Adding Relationships
- 10 - Activity Network View
- 11 - Constraints.

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## 1 - INTRODUCTION

- 1.1 - Purpose of the Course
- 1.2 - Required Background Knowledge
- 1.3 - Purpose of Planning
- 1.4 - Project Planning Metrics
- 1.5 - Planning Cycle
- 1.6 - Levels of Planning
- 1.7 - Monitoring and Controlling a Project.

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## Course Agenda

**Day 2 Modules**

- 12 - Group, Sort and Layouts
- 13 - Filters
- 14 - Printing and Reports
- 15 - Scheduling Options and Setting a Baseline
- 16 - Updating an Unresourced Schedule
- 17 - User and Administration Preferences
- 18 - Creating Roles and Resources
- 19 - Assigning Roles, Resources and Expenses.

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## 1.1 - Purpose of the course

- Provide a method for planning, scheduling and controlling projects using Primavera,
- Within an established Enterprise Project database or a blank database,
- Up to an intermediate level.

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## Course Agenda

**Day 3 Modules**

- 20 - Resource Optimization
- 21 - Updating a Resourced Schedule
- 22 - Other Methods of Organizing Project Data
- 23 - Global Change
- 24 - Managing the Enterprise Environment
- 25 - Multiple Project Scheduling
- 26 - Utilities
- 27 - Earned Value.

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## 1.2 - Required Background Knowledge

- The ability to use a personal computer and understand the fundamentals of the operating system,
- Experience using application software such as Microsoft Office and
- An understanding of how projects are planned, scheduled and controlled, including understanding the project management processes applicable to your projects.

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### EASTWOOD HARRIS PTY LTD. 3.9 - Start Day of the Week – EPPM Version 17 & 18

To set the default starting day of the week,

- Set in **Administer, Application Settings, General Tab**,
- The Default activity Duration is also set here:

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### EASTWOOD HARRIS PTY LTD. 3.12 - Do Not Ask Me About This Again

- This sentence is often displayed in forms,
- This option will hide the form when the function is used the next time,
- In earlier versions of P6 it was not possible to see this form again through the user interface,
- But in Version 8 this option is reset the next time you run the application.

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### EASTWOOD HARRIS PTY LTD. 3.10 - Admin Preferences - Set Industry Type

- Engineering and Construction and Utilities, Oil and Gas:

Original	0.00d	Planned	06 Oct-01	Physical %	100%	Subtype	0h
Actual	0.00d	Finished		Total Float		Active	0h
Remaining	0.00d	Exp Finish		Free Float		Remaining	0h
At Complete	0.00d	At Complete		At Complete		At Complete	0h

- All other Industry Types **Government, Aerospace, and Defense plus High-Technology, Manufacturing and Others**

Planned	41.5d	Phase One	09 Apr-02 08:00 AM	Physical %	100%	Planned	0.00d
Actual	41.5d	Finished	05 Jun-02 12:19 PM	Total Float		Actual	0.00d
Remaining	0.0d	Exp Finish		Free Float		Remaining	0.00d
At Complete	41.5d	At Complete		At Complete		At Complete	0.00d

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### EASTWOOD HARRIS PTY LTD. 3.13 - Right-clicking with the Mouse

- Right clicking in all screens will present menu functions quickly, you will need to experiment:

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### EASTWOOD HARRIS PTY LTD. 3.11 - Application of Options within Forms

- Selecting the icon
- Selecting the icon
- Menu items within Forms

- Hierarchical and alphabetical display of data

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### EASTWOOD HARRIS PTY LTD. 3.14 - Accessing Help

- Local Help** earlier versions only and when installed by pressing the Ctl+F1 key,
- Online Help**, takes you to an Oracle website, by pressing Ctl+Alt+F1,
- Selecting **Help** menu,
- View, Hint** Help,

- [www.primavera.com.au](http://www.primavera.com.au).

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### 7.1.3 - Activity Types & Milestones

- Finish Milestone
- Level of Effort
- Resource Dependent
- Start Milestone
- Task Dependent
- WBS Summary.

Activity ID	Activity Type	Start	Finish
<b>Activity Types</b>			
<b>WBS 1</b>			
A1000	Start Milestone	05-Jan-15 08	
A1010	Task Dependent	05-Jan-15 08	08-Jan-15 16
A1020	Task Dependent	12-Jan-15 08	16-Jan-15 16
A1030	Finish Milestone		16-Jan-15 16
A1040	Start Milestone	19-Jan-15 08	
A1050	Task Dependent	19-Jan-15 08	23-Jan-15 16
A1060	WBS Summary	05-Jan-15 08	23-Jan-15 16
<b>WBS 2</b>			
A1070	Task Dependent	26-Jan-15 08	30-Jan-15 16
A1080	Finish Milestone		30-Jan-15 16
<b>WBS 3</b>			
A1090	Level of Effort	12-Jan-15 08	30-Jan-15 16

Annotations: Start Milestone, Start Date and no Finish date; Finish Milestone, Finish Date and no Finish date; WBS spanning activities in one WBS; LOE spanning multiple activities with relationships.

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### 7.1.6 - Auto-numbering Defaults

- Each Activity ID is unique and is not change when activities are reordered,
- The **Auto-numbering Defaults** decide how new activities are numbered,
- The **Increment Activity ID based on selected activity** check box controls which of the **Auto-numbering Defaults** rules are acknowledged after the first activity is added:
  - When checked, new activities will inherit the number of the highlighted activity plus the **Increment** number, and
  - When unchecked, new activities will use the **Activity ID Prefix**, plus the **Activity ID Suffix** plus the Increment from the last activity,
- NOTE:** Activity IDs do not change like Microsoft Project when activities are reordered.

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### 7.1.4 - Cost Account

- This selects the default Cost Account for all new Resources and Expenses and is blank by default.

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### 7.2 - Adding New Activities

To add a new activity, select a WBS Node and then:

- Select **Edit**, **Add**, or
- Press the **Insert** key on the keyboard or
- Click on the **Add** icon on the edit toolbar: 

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### 7.1.5 - Calendar

- A **Default Project Calendar** is assigned to each project from the **Global** or **Project** calendar list,
- All new activities are assigned the project **Default Project Calendar** when they are created,
- Individual calendars may be assigned to each activity after it has been created,
- Changes may be made to multiple calendar assignments by:
  - The **Edit**, **Fill Down** command, or
  - Creating and running a Global Change.

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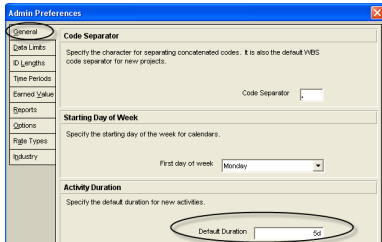
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### 7.3 - Default Activity Duration...

- With a PPM database the default activity duration for newly created activities is specified in the **Admin, Admin Preferences...**, **General** tab **Activity Duration, Default Duration** cell:



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## Activity Network View

- The **Activity Network**, also known as the **PERT View**, displays activities as boxes connected by the relationship lines:

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## 10.3 - Adding, Editing and Deleting Relationships

- This is achieved in the same way as in the Gantt Chart either:
  - Graphically Adding a Relationship, or
  - Using the Activity Details form.

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## 10.1 - Viewing a Project Using the Activity Network View

To view your project in the **Network View** either:

- Click on the **Top Layout** toolbar button, or
- Select **View, Show on Top, Activity Network**.

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## 10.4 - Formatting the Activity Network Boxes

- Activity Network Boxes** may be formatted from the **Activity Network Options** form,
- The formatting affects both the **Activity Network Window** formatting and **Trace Logic** formatting when displayed in the lower pane,
- The formatting affects only the layout that is being displayed:
  - Select **View, Activity Network, Activity Network Options...**, or
  - Right-click in the **PERT** area of the **Activity Network Window** and select **Activity Network Options...**

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## 10.2 - Adding, Deleting and Dissolving Activities in the Activity Network View

- Adding an Activity:
  - Insert** key, or
  - Add** button in the **Edit** toolbar, or
  - Select **Edit, Add**,
- Deleting an Activity is similar as adding,
- Dissolving an Activity:
  - Right click on the activity and choose **Dissolve** which will delete an activity and join the predecessors and successors with FS relationships.

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## 10.5 - Reorganizing the Activity Network

- Activities in the **Activity Network** view may be repositioned by dragging,
- There are two functions available when right-clicking in the **Activity Network** view:
  - Reorganize** will reposition activities that have not been manually positioned, and
  - Reorganize All** will reposition all activities including those that have been manually positioned.

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### Use Expected Finish Dates

- This option turns on or off Expected Finish Constraints that have been assigned against activities,
- An Expected Finish Constraint Calculates the Remaining Duration, for both un-started & in-progress activities,
- This is usually not turned off:

Activity ID	Activity Name	Prior to Re-schedule	Expected Finish	Start	Finish	127	Jul 04	Jul 11
Project A								
A1030	Activity Original Duration 5 days	5d	30-Jul-11 16	04-Jul-11 08 A	29-Jul-11 16			
A1040	Activity Original Duration 5 days	5d	18-Jul-11 16	06-Jul-11 00	12-Jul-11 16			

Activity ID	Activity Name	After Re-schedule	Original Duration	Expected Finish	Start	Finish	127	Jul 04	Jul 11
Project A									
A1030	Activity Original Duration 5 days	5d	20d	30-Jul-11 16	04-Jul-11 08 A	29-Jul-11 16			
A1040	Activity Original Duration 5 days	5d	10d	18-Jul-11 16	06-Jul-11 00	12-Jul-11 16			

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### Recalculate assignment costs after scheduling

- A resource may be assigned different cost rates for different time periods,
- This option recalculates resource costs assigned multiple cost rates when rescheduling has put the resource into the new rate band.

Resource ID	Resource Name	Price / Unit	Resource Type
Schedulers	Project Managers	\$0/h	Labor
PE3	Planning Engineer	\$50/h	Labor
Exec	Executive	\$0/h	Labor
PE3	Use Range	\$50/h	Labor
Pms	Project Managers	\$0/h	Labor

Effective Date	Max Units / Time	Price / Unit
20-Jun-08	12/hd	\$0/h
01-Jun-10	12/hd	\$75/h
30-Jun-11	12/hd	\$95/h

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### Schedule automatically when a change affects dates

- This is similar to automatic recalculation in other products,
- It recalculates the schedule when data that affects the timing of the schedule is changed.

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### Retained Logic and Progress Override

- There are three options for calculating the finish date of the successor when the predecessor activity has finished before the predecessor activity is finished,
- The selected option is applied to all activities in a schedule when it is calculated,
- The next slides will explain how this function operates and is similar to the Microsoft Project **Split in Progress** function.

When scheduling progressed activities use

Retained Logic
  Progress Override
  Actual Dates

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### Level resources during scheduling

- This option is not recommended.

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### Retained Logic

- In the example following, the relationship is maintained between the predecessor and successor for the unworked portion of the activity (the Remaining Duration) and continued after the predecessor has finished,
- In the following example the relationship forms part of the Critical Path and the predecessor has no float:

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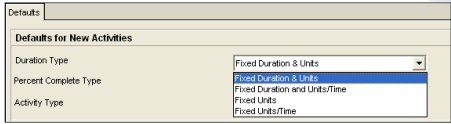
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### Duration Type

- The **Duration Type** becomes effective after a resource has been assigned to an activity,
- The default **Duration Type** for all new activities is set in the **Defaults** tab in the **Projects Window**,
- The **Duration Type** for each new activity may be changed in the **General** tab in the **Activities Window** or by displaying the **Duration Type** column,
- Note:** The Duration Type works in conjunction with the **Edit, User Preferences, Calculations, Resource Assignments** option.



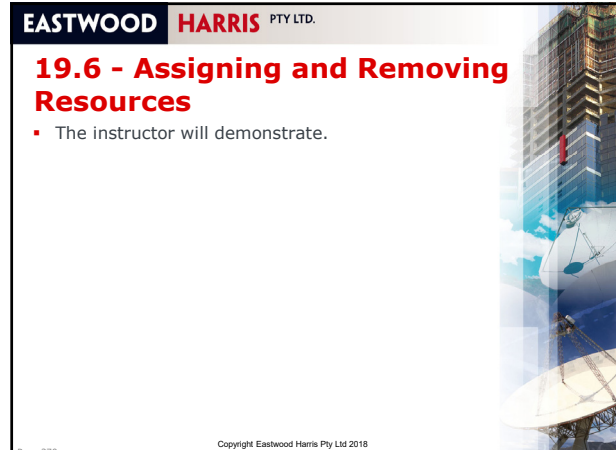
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### 19.6 - Assigning and Removing Resources

- The instructor will demonstrate.



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### Duration Type continued

The author recommends as a default the use of:

- Preserve the Units, Duration, and Units/Time for existing assignments.** Thus each resource quantity is independent of another and the quantity of one resource does not increase and decrease as resources are added and removed,
- Fixed Duration and Units** as when the Task Duration is changed the estimate at completion does not change,
- But **Fixed Duration and Units/Time** should be used when the crew size must stay the same when durations are changed.



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### 19.7 - Resource and Activity Duration Calculation & Resource Lags

- An Activity Duration is adopted from the longest Resource Duration,
- When more than one Resource has been assigned to an activity with different Units and/or Units/Time, the Resources may have different durations,
- In the following example the Activity Duration is 10 days, which is calculated from David William's **Resource Original Duration** of 10 days:

Activity ID	Activity Name	Original Duration	Oct 13
A1050	Duration Type - Fixed Units	10d	

Role ID	Resource ID Name	Original Lag	Original Duration	Remaining Units	Remaining Units / Time
Oz SE	ARL Angela Lowe	0d	5d	40.00h	100%
Oz BM	DTW David Williams	0d	10d	40.00h	50%
Oz CS	MAY Melinda Young	0d	5d	40.00h	100%


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### 19.5 - Assigning and Removing Roles

- The instructor will demonstrate.



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### Resource Lag

- A Resource may be assigned a Lag, which is the duration from the start of the activity to the point at which the Resource commences work,
- In the following example the Activity Duration is 12 days, which is calculated from Angela Lowe's **Resource Original Lag** of 7 days and **Resource Original Duration** of 5 days:

Activity ID	Activity Name	Original Duration	Oct 13
A1050	Duration Type - Fixed Units	12d	

Role ID	Resource ID Name	Original Lag	Original Duration	Remaining Units	Remaining Units / Time
Oz SE	ARL Angela Lowe	7d	5d	40.00h	100%
Oz BM	DTW David Williams	0d	10d	40.00h	50%
Oz CS	MAY Melinda Young	0d	5d	40.00h	100%

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### 23.4 - Examples of Simple Global Changes

- This Global Change will increase the Original Duration field value by 20% by multiplying the original duration by 1.2.

Select Subject Area		Global Change Name			
Activities		Increase Durations by 20%			
If	Parameter	is	Value	High Value	
	(All of the following)				
Where					
Then	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Original Duration	=	Original Duration	*	1.2

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### 23.5 - Selecting the Activities for the Global Change

- Often you will want to make a Global Change to data that meets a specific criteria,
  - The **If** statement lines are used to select the data to be operated on,
  - The operations defined in the **Then** lines will be executed,
  - Data that does not meet the **Then** criteria may be changed with operations defined in the **Else** statement line,
  - The following example will double **Remaining Durations** if the percent complete is greater than 50%:

Select Subject Area		Global Change Name			
Activities		Increase Remaining Durations			
If	Parameter	is	Value	High Value	
	(All of the following)				
Where	Activity % Complete	is within range of	50%	99.9%	
Then	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Remaining Duration	=	Remaining Duration	*	2

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### Examples of Simple Global Changes

- This example will copy the Start, Finish, and Original Durations into custom data item fields:

Select Subject Area		Global Change Name			
Activities		Copy Dates and Durations			
If	Parameter	is	Value	High Value	
	(All of the following)				
Where					
Then	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Last Period Start Date	=	Start		
And	Last Period Finish Date	=	Finish		
And	Last Period AC Dur	=	At Completion Duration		

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### Selecting the Activities for the Global Change

- The following example will add 5 days to the Original Duration of activities over 10 days and increase by 20% those less than 10 days:

Select Subject Area		Global Change Name			
Activities		Increase Durations by 20% or add 5d			
If	Parameter	is	Value	High Value	
	(All of the following)				
Where	Original Duration	is greater than or equals	10d		
Then	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Original Duration	=	Original Duration	+	5d
Else	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Original Duration	=	Original Duration	*	1.2

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### Examples of Simple Global Changes

- Setting a field to be blank will remove data in some situations:

Select Subject Area		Global Change Name			
Activities		Remove Actual Dates			
If	Parameter	is	Value	High Value	
	(All of the following)				
Where					
Then	Parameter	is	Parameter/Value	Operator	Parameter/Value
	Actual Start	=			
And	Actual Finish	=			

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### 23.6 - Duration Calculations with Global Change

- NOTE:** When calculating Durations remember that P6 calculates in hours,
- If you are displaying durations in days then you will need to divide or multiply as appropriate the durations by 8 to obtain the correct duration.

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### Planned Value

- There are no options for selecting and displaying the following data from a progressed schedule:
  - The **Late Baseline** values
  - Planned Material Units**
  - Planned Expense Units**
- Planned data in the following windows or panes display the Budgeted field values read the **Current Schedule Planned** dates and **Current Schedule Budget** values and should be used with caution:
  - Resource Usage Spreadsheet**
  - Resource Usage Profile**
  - Resource Assignments.**

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### 27.4 - Actual Costs

- These are the costs actually incurred in performing the work,
- Actual Costs are often calculated from the amount paid plus accruals,
- Actual Costs and Actual Units may be recorded in Primavera and displayed in two methods:
  - The total to date, or
  - Calculated from the **Financial Periods** values when Period values are stored.

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### 27.3 - Earned Value

- P6 has a field titled **Performance % Complete** which is used to calculate the **Earned Value** for each activity,
- In P6 there are some options for calculation of the **Performance % Complete** for all activities in each **WBS Node** which is, in turn, is used to calculate the **Earned Value**:
  - The defaults are set in the **Admin, Admin Preferences...**, **Earned Value** tab,
  - The options are managed at WBS Node for all activities assigned to a specific WBS Node, and each WBS Node may have different values,
  - Open the **WBS Window, Earned Value** tab to see the options which are mainly self-explanatory.

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### 27.5 - Estimate to Complete

- P6 has two separately calculated estimate to complete fields:
  - Estimate to Complete from Resource and Expense Units and Costs, usually titled **Remaining Costs** or **Remaining Units** and
  - Estimate to Complete from P6 Earned Value Calculations, titled **Estimate to Complete (costs)** or **Estimate to Complete Labor Units**,
- NOTE:** It is very important that users understand the differences between these two fields and know which they are using and displaying.

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### Earned Value

- Example of the Calculation of the Earned Value:

Activity ID	Activity % Comp	Performance % Complete	BL Project Total Cost	Earned Value Cost	BL Project Labor Units	Earned Value Labor Units
<b>Earned Value Percent Complete</b>						
<b>Activity % Complete</b>						
A1000	50%	50%	\$9,600	\$4,800	80h	40h
<b>WBS Milestone Percent Complete 75%</b>						
A1010	50%	75%	\$9,600	\$7,200	80h	60h
<b>0/100</b>						
A1020	50%	0%	\$9,600	\$0	80h	0h
<b>50/50</b>						
A1030	50%	50%	\$9,600	\$4,800	80h	40h
<b>Custom percent complete at 10%</b>						
A1040	50%	10%	\$9,600	\$960	80h	8h

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### 27.6 - Activity Usage S-Curve Options

- The instructor will step through the options:

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### 27.7 - Sample Graphical S-Curves

- Remaining and Late Remaining curves are drawn from the zero point, and
- Traditional EV S-Curves.

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### Database Cleanup at end of course, if required:

Please could you delete all:

- User Filters
- User Layouts
- The resources created but NOT your Resource node
- Your projects.

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### 27 - EARNED VALUE MANAGEMENT WITH P6 - SUMMARY

- 27.1 - Performance Measurement Baseline
- 27.2 - Planned Value
- 27.3 - Earned Value
- 27.4 - Actual Costs
- 27.5 - Estimate to Complete
- 27.6 - Activity Usage S-Curves
- 27.7 - Sample Graphical S-Curves.

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**Thank you for attending**

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### Review Expectations

- Any questions,
- Complete Feedback Sheet,
- Course Certificates,
- Have we met your expectations?

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