

Migrating from P3 to P6™

Version 7.0

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Table of Contents

Table of Contents	3
Preface	5
About this Book	6
Oracle Primavera Documentation.....	7
Where to Get Support.....	9
Part 1: Before You Begin.....	11
Welcome to P6	13
What Is P6?	14
Why Move to P6?	18
Roles and Responsibilities	23
Your Strategy for Implementing P6	27
Set Your Goals and Business Objectives	28
Develop an Implementation Strategy	30
Assess Needs	32
Communicate the Plan	36
The Implementation Process	37
Understanding Data Structures in the PM Module	38
Connecting Data Structures	40
Process Overview: Structuring Data in P6	41
Part 2: Getting Started in P6.....	43
P6 PM Quick Reference Cards.....	45
Reviewing Activity Data	46
Working with Network Logic	47
Customizing the Activity Table (1)	48
Customizing the Activity Table (2)	49
Customizing the Gantt Chart (1)	50
Customizing the Gantt Chart (2)	51

4 Table of Contents

Customizing the Gantt Chart (3)	52
Creating Target Projects	53
Comparing Baselines to the Current Schedule	54
P3 and P6 Main Menus.....	55
File Menu	56
Edit Menu	57
View Menu	58
Format Menu	60
Tools Menu	62
Data Menu.....	65
Terms and Fields	67
Comparing Terminology	68
Understanding Dates in P6	69
P6 Tips and Tricks	73
Understanding Activity Types.....	74
Understanding Duration and Percent Complete Types	77
Creating Hammock Activities	81
Using Autocost	84
Creating a P3 Report in P6	97
Using Global Change	103
Grouping Activities by Resource.....	111
Stacking Multiple Resource Bars in a Profile	112
Displaying the Activity Network.....	114
Reversing Changes	116
Part 3: Converting P3 Projects to P6	117
Planning for Conversion.....	119
Why Plan for Conversion?	120
P3 Conversion Considerations.....	121
P6 Conversion Considerations.....	137
Setting Up the EPS	139
Setting Up Resources	144
Importing P3 Projects to P6.....	147
Running the Import Wizard.....	148
How P6 Converts P3 Data	158
Advanced Conversion Options	161
Before and After Conversion Example	165
Index	181

Preface

In this preface:

[About this Book](#)

[Oracle Primavera Documentation](#)

[Where to Get Support](#)

The Oracle Primavera® P6™ Project Management (PM) module is comprehensive, scalable, multiproject planning and control software, built on Oracle or Microsoft® SQL databases for organization-wide project management. The Oracle Primavera solution includes the Project Management module, which can stand alone for project and resource management or be used with companion products. The Progress Reporter module enables Web-based team communication and time keeping, the Methodology Management module stores methodologies as templates for new projects, and P6 Web Access allows users to manage portfolios, projects, and resources using a Web interface.

About this Book

This book is an essential guide in helping you move your existing projects from Primavera Project Planner (P3) to the P6 Project Management module. It is organized as follows:

Part 1: Before You Begin Provides an overview of the components that make up the Oracle Primavera solution. It discusses what your company needs to do to start an implementation process, including guidelines for setting business objectives and developing a strategy. Read Part 1 to gain an understanding of the data structures in P6 and the processes for building those structures.

Part 2: Getting Started in P6 Assists you in getting started quickly in the Project Management module. Pictorial steps for completing common project management tasks are provided, such as managing baselines. This part also lists commands in P3 and maps each to its corresponding command in the Project Management module. You can reference a list of terminology differences between the two products, as well as tips and tricks for getting the results you want in the Project Management module.

Part 3: Converting P3 Projects to P6 Describes how to convert your existing P3 projects to the Project Management module. A checklist of considerations for preparing your projects in P3 before you convert is provided, along with how to set up some structures in the Project Management module. Part 3 also explains what happens to data once it is converted from P3 to the Project Management module.

Oracle Primavera Documentation

P6 roles are described in “Roles and Responsibilities” on page 23.

You can access reference manuals and administrator’s guides from the Oracle Primavera Documentation Center, located in the \Documentation\<language> folder of the P6 physical media or download. When viewing a PDF, view the information using Adobe Acrobat Reader (also available in the Documentation folder). The following table describes documentation publications and lists the recommended readers by role.

Title	Description
<i>Primavera P6 Administrator's Guide</i>	This guide explains how to set up the Primavera server and database, and the components; it also provides an overview of all the components in the Primavera solution. The guide describes the workflow required to administer the Project Management module, including setting up security and configuring global preferences. The network administrator/database administrator and project controls coordinator should read this guide.
<i>Project Management Reference Manual</i>	This guide explains how to plan, set up, and manage projects in a multiuser environment. If you are new to Primavera, start with this guide to learn how to use the software effectively to plan and manage projects. When you need more detail, refer to the Project Management module Help. The project controls coordinator, program manager, project manager, resource/cost manager, and team leader should read this guide.
<i>Methodology Management Reference Manual</i>	This guide explains how to establish methodologies, or project templates, using the Methodology Management module. Methodologies enable your organization to gather its “best practices” and reuse them to create custom project plans in the Project Management module. If you are new to the Methodology Management module, start with this guide to learn how to use the software to create base, plug-in, and activity library methodologies. When you need more detail, refer to the Methodology Management module Help. The project controls coordinator, program manager, project manager, resource/cost manager, and team leader should read this guide.
P6 Web Access Help	<i>P6 Web Access</i> web-based Help describes how to create and manage projects, review resource allocation and requirements, evaluate budget, performance and ROI for project portfolios, and create personalized dashboards to quickly access data meaningful to you. The operations executive, project controls coordinator, program manager, business unit manager, project manager, resource/cost manager, and team leader should read this Help.

Title	Description
Progress Reporter Web-based Help	<i>Progress Reporter</i> Web-based Help describes how to use the Progress Reporter module to enter and update time spent on assignments. Team members should read this Help.
Progress Reporter Administrator Web-based Help	Use the Progress Reporter Administrator to review and modify configuration settings for Progress Reporter Server and the Progress Reporter (formerly <i>Timesheets</i>) application. The settings are stored in the project management database and are used to run the application server for Progress Reporter Server.
<i>Integration API Administrator's Guide</i>	This guide explains how to install and configure the Integration API (Application Programming Interface), which allows direct access to the Project Management module via Java. Those creating client code in Java and needing direct access to the project management database should read this guide. This guide is available in the \Integration\API folder of the P6 physical media or download.
<i>P6 Web Services Administrator's Guide, P6 Web Services Programmer's Guide, and P6 Web Services Reference Manual</i>	The <i>P6 Web Services Administrator's Guide</i> explains how to install, deploy, and configure P6 Web Services, which enables organizations to seamlessly integrate Primavera functionality into other web-based applications using web services standards. The <i>P6 Web Services Programmer's Guide</i> , available as an HTML help system, describes how to invoke, use, and troubleshoot the available services/methods within supported environments. The <i>P6 Web Services Reference Manual</i> describes all services and operations available in P6 Web Services in a comprehensive manner. Those creating client code in Java and needing direct access to the project management database should read all of this documentation. After installing P6 Web Services, this documentation is available in the \docs folder of your P6 Web Services installation folder; it is also available in the \Integration\Web_Services folder of the P6 physical media or download.
Software Development Kit (SDK) Web-based documentation	This documentation describes how to use the SDK to connect to the project management database. The tables, fields, and stored procedures that you can access through the SDK are described. Examples are also provided to show how you can use the SDK to perform several basic tasks, such as creating a new project or assigning a resource to a project activity. The network administrator/database administrator and project controls coordinator should read this documentation, which is available by opening the \Program Files\Common Files\Primavera Common\PMSDK\Doc folder, then double-clicking the INDEX.HTML file to open the Table of Contents page.

Distributing Information to the Team

The online documentation may be copied to a network drive for access by project participants. Team members can then print only those portions that specifically relate to their role in the organization.



The documentation assumes a standard setup of the product, with full access rights to all features and functions.

Where to Get Support

If you have a question about using Oracle Primavera products that you or your network administrator cannot resolve with information in the documentation or Help, submit a service request for technical support at <http://www.oracle.com/primavera/support.html>.

Please provide your product serial number when prompted. Each interaction is logged to help resolve your questions quickly.



Oracle Global Customer Support periodically and randomly monitors technical support calls to ensure that you receive the highest quality support.

All Oracle Primavera products are backed by comprehensive support and training.

Before You Begin

In this part:

Welcome to P6

Your Strategy for Implementing P6

The Implementation Process

*R*ead this part to learn more about Primavera's approach to managing projects and the components in P6. This part also defines the various company-wide project management roles, explains how these roles can use P6 to achieve their project goals, and provides an overview of the data structures used to successfully manage and control projects.

Welcome to P6

In this chapter:

What Is P6?

Why Move to P6?

Roles and Responsibilities

Oracle Primavera provides a suite of products for supporting the needs of varying levels of an organization that manage small or large numbers of projects at one time in different locations.

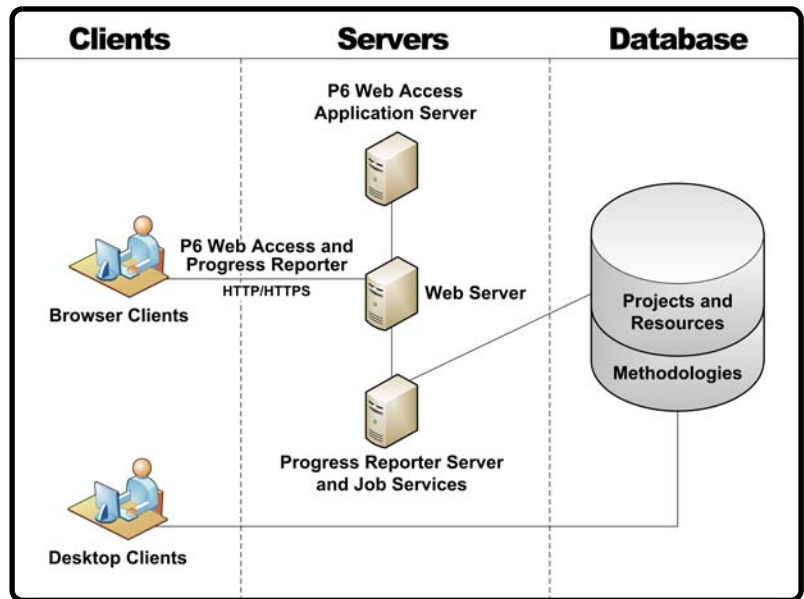
Read this chapter to learn about the components that make up the P6 solution, and the many benefits from moving from P3 to P6. The roles typically found in the Construction and Engineering industry are also outlined, along with their responsibilities and how they might use P6.

What Is P6?

P6 is project, cost, and resource management software that enables organizations to make informed decisions and improve their ability to deliver programs and projects on time and on budget through the capture and reuse of best practices. P6 creates a collaborative environment through its set of integrated components with easy-to-use, personalized interfaces for all project stakeholders.

P6 uses standard Windows interfaces, client/server architecture, Web-enabled technology, and scalable, network-based (Oracle and Microsoft SQL Server) databases. Choose to use one or more of the following components in the P6 solution:

- Project Management
- Methodology Management
- Progress Reporter (Timesheets)
- P6 Web Access
- Integration API (Application Programming Interface)
- P6 Web Services
- Software Development Kit (SDK)



Project Management The Project Management (PM) module integrates traditional project management with resource and cost management. It is ideal for single-project users, as well as organizations that need to simultaneously manage multiple projects and support multiuser access across job sites or the entire organization.

The PM module also provides centralized resource management, which includes resource timesheet approval and the ability to communicate with project resources who use Progress Reporter, Primavera's Web-based timesheet management application. With the PM module, you can also match people with roles and proficiency levels, and then use that information to assign tasks effectively.

Methodology Management The Methodology Management (MM) module is a system for authoring and storing methodologies, or project plan templates (which are similar to P3's fragnets but much more powerful). By using the MM module, your organization can gather its "best practices" and store them in a central location. This allows project managers to create custom project plans by selecting, combining, and tailoring templates, rather than starting from scratch for each new project. In this way, your organization can continually improve and refine methodology activities, estimates, and other information with each new project.

Progress Reporter The Progress Reporter module is a Web-based interproject communication and timekeeping system. As a team-level tool for project participants, it helps project participants focus on the work at hand with a simple cross-project to-do list of their upcoming assignments. It also provides views of project changes and timesheets for management approval. Because project participants use Progress Reporter to enter up-to-the-minute information about their assignments and record time against their workloads, project managers can make crucial project decisions with the confidence that they have the most current information possible.

P6 Web Access P6 Web Access is a Web application that provides browser-based access to project, portfolio, and resource data across the enterprise. Every P6 Web Access user can customize dashboards to create an individualized and focused view of the specific projects and categories of project data that are most relevant to their role in managing projects and resources. Project Workspaces and Workgroups extend the model of customizable, focused data views by enabling designated project team members to create a uniform team view of data that relates to one specific project or to a subset of activities within a project. Navigation menus provide access to a wide range of data views and features that enable P6 Web Access users to manage their projects from initial concept review and approval through to completion.

Integration API The P6 Integration API (Application Programming Interface) is a Java-based API and server that enables developers to create client code that can directly and seamlessly access Primavera's project management database.

Software Development Kit The Software Development Kit (SDK) enables you to integrate the data in the project management database with external databases and applications. It provides access to the schema and to stored procedures that encapsulate business logic. The SDK supports the Open Database Connectivity (ODBC) standard and ODBC-compliant interfaces, such as OLE-DB and JDBC, for connecting to the project management database. The SDK must be installed on any computer that needs to integrate with the project management database.

P6 Web Services P6 Web Services enables organizations to seamlessly integrate Primavera functionality into other web-based applications using web services standards.

Why Move to P6?

Large business owners may have hundreds of engineering and construction projects underway at one time to create the new products that build their future. General contractors have projects that help contribute to the same goals as those of business owners. These projects cross normal business hierarchies and chains of command, making project management an organization-wide, cross-disciplinary challenge.

The pressure to complete projects on time and within budget, *and* maintain a competitive edge is driving organizations to develop and implement project management processes. They are moving away from a traditional functional structure to a multiple-project organization that must achieve clear, but urgent, goals using limited, shared resources, and they need the fastest payback from those projects to realize potential revenue.

P6 enables organizations to budget, prioritize, plan, and manage multiple projects while optimizing shared resources. It provides comprehensive information on all projects in an organization, from top management summaries to detailed plans by project. Individuals across all levels of the company can analyze, record, and communicate reliable information and make timely, informed decisions that support ontime project delivery.

By putting the right tool in the right hands, P6 enables an organization to

- Make strategic business decisions
- Control the details necessary to finish projects
- Understand current resource demands, set priorities, and evaluate long-term resource requirements
- Reorganize projects to fit shifting priorities without sacrificing quality
- Improve communication
- Report across projects
- Manage by exception
- Utilize early warning indicators

Same processes—new environment As an existing P3 user, you can take comfort in knowing that much of the functionality and processes you will follow in P6 remain the same—for example, you schedule projects in P6 just as you would in P3. The focus, however, changes from a single user environment to a multiuser, role-based environment. In P3, individual projects are managed separately by one or more project managers, each with their own set of codes, resources, calendars, reports, and so on. This process may work fine in many circumstances, but when many projects and programs need to be managed at the same time, upper management needs a way to assess their progress and relationship to one another at a higher level.

Because P6 supports thousands of programs and projects in a single database repository, management can maintain a better grasp on all the projects and resources within the organization, while individual project managers can review just the data that is relevant to them.

In the P3 standalone environment, the project manager and/or project controls engineer is responsible for collecting data, entering it into the program, tailoring and running reports for different audiences, and analyzing the data, which can be a time-consuming process. The multiuser environment of P6 eliminates this bottleneck by having defined roles with shared responsibilities and accountability. Individuals can record progress using Progress Reporter, P6 Web Access, or the Project Management module, which then can easily update the project database. Project managers can schedule, review, and analyze data in the P6 PM module or P6 Web Access. Upper management can review reports across all projects in summarized format using a project website or P6 Web Access.

Latest technology While P3 has used the extremely reliable Btrieve database engine since 1985, its 16-bit technology is quickly becoming outdated. P6 is based upon, and installed to run in, one of two new supported platforms:

- **Server:** Project data is stored in a central project database that resides on a server running Microsoft SQL Server or Oracle. This type of relational database management system offers many advantages over the file structure used in P3. For one, not all projects are managed separately—because data is stored in a central database, rather than on the user’s PC, P6 enables managers to access project data anywhere, at any time. Cross-project analysis, including resource usage and project summaries, is also possible.
- **Standalone:** Project data is stored locally on your PC using an Oracle XE database.

The new P6 database structure provides better data security. Tables in a database on a central server cannot be as easily manipulated as individual project files on a user’s PC. Database tables also let you maintain a huge number of records that contain the data for all projects, facilitating organization-wide project management and scalability.

P6 also includes P6 Web Access, an easy-to-use, Web-enabled portfolio and project management application that allows users, from executives and managers to team members, to view and work with live or summarized portfolio and project data via the Internet. Using personalized dashboards, executives and managers can view “front page news” and establish charters for critical new projects, while team members can quickly access the project data they are responsible for updating. Along with P6 Web Access, project managers can publish project data to a website as a way to disseminate status.

When you need to integrate project data with other enterprise systems, such as Accounting or Human Resources applications, you can use P6 Web Services, the P6 Integration API (Application Programming Interface), or the P6 Software Development Kit (SDK) on computers that require access to the data. P6 Web Services makes data available using the following web services standards: XML (Extensible Markup Language), SOAP (Simple Object Access Protocol), and WSDL (Web Services Description Language). The Integration API makes data accessible through JDBC and requires knowledge of Java programming. The SDK makes project data available to external applications through Open Database Connectivity (ODBC) interfaces, such as OLE-DB.

Standardization and organization P6 enables you to standardize processes and projects. Use the Methodology Management (MM) module to build and store a central repository of project plan templates for later use. These templates encompass your industry's or company's best practices for accomplishing common processes. For example, you may have a standard bid process or design process that can be defined as a methodology and imported into the Project Management (PM) module as project plans. Using the same methodology for similar projects enables repeatability and better comparisons of success or failure across projects.

Data structures are discussed in more detail in "Understanding Data Structures in the PM Module" on page 38.

Repeatable and efficient data management can also be accomplished through global data structures. The Project Management module lets you set up a hierarchical structure for all projects (EPS), along with structures for work responsibilities (OBS), resources, project codes, activity codes, costs, and calendars. Organizing data globally not only saves time in data entry, but it also provides the consistency necessary for cross-project summaries and analysis.

Support Oracle Primavera provides you with the tools to centralize and utilize the diverse skills and dispersed information that exist across your organization. Oracle Primavera has a long and established relationship with its existing P3 customers, especially in the construction industry, which you can continue to rely on. We want to make your migration from P3 to P6 a smooth and successful transition. You will still receive the same worldwide, certified “world-class” customer support to which you have become accustomed. In addition, Oracle Primavera has developed a proven methodology for implementing P6 in organizations, along with Web-based training and service packages to help you along every step of the way.

Roles and Responsibilities

The following section describes the organizational roles as they typically apply to the modules in P6. Roles may vary or overlap, depending on the organization and industry.

Network administrators Network administrators configure an organization's network environment (local and wide area networks) for optimal performance with P6. They install and maintain the server and client components in P6. They manage user access to project data and develop and maintain a comprehensive security policy to ensure that project and methodology management data is protected from unauthorized access, theft, or damage.

Network administrators ensure that the hardware and software supporting P6 function reliably by

- Setting up and maintaining the network to ensure reliable connections and the fastest possible data transfer;
- Creating and maintaining accurate lists of network resources and users so that each has a unique network identity.

Database administrators Database administrators (DBAs) are responsible for setting up, managing, and assigning access rights for the P6 databases. They set and oversee rules governing the use of corporate databases, maintain data integrity, and set interoperability standards.

Database administrators ensure reliable access to the Primavera databases by

- Installing, configuring, and upgrading database server software and related products as required;
- Creating and implementing the databases;
- Monitoring database performance and tuning as needed;
- Planning for growth and changes and establishing and maintaining backup and recovery policies and procedures.

Program managers Program managers are responsible for strategic planning and ongoing performance analysis. They use P6 Web Access to identify and monitor problem areas in current projects and analyze past projects to apply lessons learned when planning future projects.

Program managers may be responsible for

- Initiating, prioritizing, and budgeting projects;
- The profit/loss for a specific business unit;
- Funding and go/no-go decisions about projects.

Project controls engineers Project controls engineers are responsible for ensuring that P6 is properly implemented and that it operates smoothly.

In the construction environment, program managers and project controls engineers often take on the responsibilities of the network administrator and/or the database administrator in the initial installation and configuration of P6. They also play a key role during implementation by

- Working with owners and program/project managers to structure project, OBS, and resource hierarchies, set up basic calendars, and define company-wide custom fields and codes in the Project Management module;
- Working with the network administrator to create user accounts and user groups for P6;
- Assigning security rights to users in P6;
- Implementing and maintaining database security, including creating and maintaining users, roles, and privileges for the databases.

The role of project controls engineer can be designated to one or more appropriate project managers in your organization.

Project managers and schedulers Project managers and/or project schedulers are responsible for managing multiple small, repetitive projects or a single, complex project. They use the Project Management module and/or P6 Web Access to

- Add projects to the database;
- Determine resource requirements for a project;
- Perform cross-project analysis;
- Perform baseline analysis;
- Manage projects to on-time and on-budget completion;
- Plan projects before they are funded.

They may also perform detailed financial analysis of projects, handle project billing, and integrate financial information within the company.

Crew foreman Crew foremen manage the work for a project that may or may not be a portion of a larger project. They are managers who produce work and manage a team, and they often use P6 Web Access and the Progress Reporter module to prioritize short-term tasks or objectives, typically when the duration is less than the planning period of the project.

Crew members Crews are trained in a specific skill required on a project. They work with their manager to develop activities and durations for incorporation into the schedule. Once activities are added to the schedule, crew members update them using P6 Web Access or Progress Reporter to indicate the work they performed during designated accounting periods.

Your Strategy for Implementing P6

In this chapter:

Set Your Goals and Business Objectives

Develop an Implementation Strategy

Assess Needs

Communicate the Plan

Company-wide project management is a systematic way to organize, prioritize, plan, and manage your projects and resources. To ensure good results, up-front planning and coordination are essential. This chapter discusses some of the steps necessary to implement P6 properly. It is not intended to provide you with a complete implementation plan, but will introduce you to key concepts, such as the need to set business objectives, develop an implementation strategy, assess needs, and communicate the plan once it is defined.

Set Your Goals and Business Objectives

In most engineering and construction companies, though their scope and duration may vary, projects tend to have similar goals: improve quality, reduce costs, increase productivity and revenue, reduce delivery time, and streamline operations. Often, the ultimate goal is to gain a competitive advantage. P3 has been successful at managing projects so far, but controlling these projects is becoming increasingly difficult, especially if they are planned and run by project teams that are distributed across multiple locations. Organizations need to ensure that each team stays on track with its projects without losing sight of company objectives.

Company-wide project management using P6 enables project teams to plan and control their work while providing a continuous, centralized understanding of progress and performance. More than likely, you have project management goals defined for P3. To begin the process of implementing P6, you might want to broaden these goals to focus on the multi-user, role-based environment.

Specific objectives could include:

- Providing the project office with access to dynamic status information that they can use to make timely decisions.
- Improving efficiency of resource use by properly allocating skilled labor, communicating methodologies, and forecasting resource needs more accurately.
- Improving productivity across the project team as a result of continuous collaboration.
- Improving communication with all project participants through the use of integrated, organizational-wide products that put project information on individuals' desktops.
- Increasing accountability by making consistent, summarized project status information available to top management.

- Increasing quality and client satisfaction through the use and reuse of best practices.
- Enabling maintenance of performance data on completed projects to confirm estimating metrics, generate new or revise existing templates, and collect job cost data.
- Integrating with other business systems to provide a total information system.

These goals are specific to project management. You may include additional goals that are particular to your company or industry. For example, one specific objective for a construction company may be to complete the inspection process in a more timely manner. Use best practices from your industry as a guide to setting your goals.

Develop an Implementation Strategy

Implementing P6 successfully requires that an appropriate “culture” be established within your organization. Instead of having many independent projects with no ability to aggregate and control them, you can now have a consolidated, organized project information system.

Creating the culture requires an understanding of the data and how it flows, and the roles and responsibilities of individuals as project participants and managers. Your challenge will be to create an open environment in which all these participants share data and performance information.

You may decide you need help with your implementation from Oracle Primavera Consulting or one of our business partners. Contact Oracle Primavera for more information.

You wouldn’t think of allowing construction workers to work on a job site without designating a field manager to oversee the work, nor would you implement a new project without assigning a general contractor. The project management environment is best created by your own project controls engineer, who would perform an equivalent function—if you don’t have such a person, you need one. Designate one person or a team of people to plan and coordinate the implementation. The responsibility of this team will be to develop an implementation strategy that includes helping participants understand the organizational project management approach, and teaching them how it differs from managing with P3.

Assessing needs is discussed in more detail in [“Assess Needs”](#) on page 32.

While the implementation strategy will be specific to your organization, it will most likely include a needs assessment as one of the first steps. Even though you are already using project management software, take the opportunity to analyze and determine your company’s business requirements, along with system requirements and the processes necessary to fulfill those requirements. You will also need to determine how to structure data to facilitate those processes. It is important to document the processes and procedures that you define.

To ensure that data is flowing as planned, create a prototype. Use real project data to set up structures in a test database and run your processes through a typical work cycle. The prototype should include all components of P6 you'll be using, along with any interfaces to external applications. Develop a plan that identifies all the possible scenarios to test. Include a method for collecting test data and a way to resolve issues. Use this step to make sure your system requirements are sufficient to meet the needs of all users.

A prototype can be followed by a pilot program, where you establish a small group of users to work with P6 in their environment. They can be introduced to the software using familiar project data while performing their daily work tasks. More than likely, the pilot users will identify flaws in the processes and have suggestions and questions. Make refinements and changes based on their feedback. You may also want to begin internal training programs at this time, using your pilot group of users. Ongoing performance monitoring should continue during this stage and adjustments made as necessary.

When the pilot program is satisfactory, a rollout of P6 to your entire company can begin. This step involves installing the client software on all necessary desktops and populating the database with project data. You should develop a rollout schedule and get the appropriate approvals. Be sure to include the lessons learned from the pilot testing. Communicate the rollout schedule to ensure its success.

Assess Needs

A needs assessment is a crucial step to a successful P6 implementation. It will provide the basis for the entire system design, how it will operate, and who will use it.

Assessing needs can range from an evaluation of the corporate culture to analyzing hardware/software requirements to reviewing existing processes and developing new ones. Most of your information will come from interviewing key personnel. Meet with representatives from all areas of the company who participate in the project management process, from the owners to the individuals doing the actual work. Ask questions about the tasks they need to perform and the project information they need to know to do their jobs effectively.

Determine corporate culture As mentioned, understanding the corporate culture plays an important role in any major implementation. You need to know ahead of time whether your company is ready, willing and capable for the change. Evaluate your company's state of readiness for company-wide project management. For example,

- Does your organization have a clear understanding of project management?
- Are they familiar with computers and software?
- Are standard processes in place for managing projects?

If the answer to these questions is No, include a training program in your implementation plan. Depending on the degree of readiness, you may also need to address issues that involve preparing employees mentally for dealing with change.

Define hardware/software requirements Review the system requirements necessary to run P6. Then, conduct interviews with your Information Technology (IT) personnel, or those responsible for maintaining network integrity and new hardware/software installations to inquire about the current technical environment. Include questions, such as

- Do you have servers or hardware in place? If so, what kind?
- How are remote locations managed?
- Do you have separate servers for development and production?
- Are you running Oracle or SQL server on one or more servers? If so, which version?
- Are you running any other database software?
- Do you have a LAN and/or WAN in place?
- Do you have mobile user requirements?

Answers to these types of questions will help you determine your hardware specifications. Be sure to identify items such as database server requirements, application server requirements, LAN requirements, and PC requirements. This step should be performed early in the process, since you may need to order new equipment or upgrade existing software before installing P6.

Define integration requirements While examining hardware requirements, review any integration requirements.

- Will you be interfacing with other software systems, such as ERP?
- Will custom integration to an existing financial system or asset management system be required?
- Do you have resources who are skilled to develop necessary interfaces or are consultants required?

If you are integrating P6 with third-party applications or legacy systems, you should identify interface points that provide continuous flow of data while minimizing data loss.

Define how data is structured To manage projects successfully in P6, you first need to set up data structures for your organization, projects, resources, and costs. You may also want to define special codes to help you organize and report on data more effectively. To structure data properly, review how you handle data currently along with how you want to handle it. For example,

- How do you group projects? How many levels of projects do you have?
- Are projects cross-departmental? Do they have multiple locations?
- What is your typical project scope, size, and cost?
- How many projects are you managing at one time?
- What is your organizational structure?
- How do you group resources? Are resources assigned to projects as groups or individuals? Are resources shared across projects?
- Do you track skills for each resource?
- Do you have a work breakdown structure already in place?
- Do you have a need for multiple calendars? Do resources need calendars?
- What types of reports do you use? How often are they produced?

When you answer these types of questions, you can define the necessary data structures, such as the project hierarchy, organizational breakdown structure, and the work breakdown structure.

Determine current procedures/processes To define how data will flow in P6, you need to understand how your business operates. Look at your current processes and procedures and modify them to suit your project management objectives. Making decisions early about process changes saves time and money. Answer the following types of questions when you analyze business processes.

- Do you have a project methodology in place? If so, is it working?
- What is the life cycle of a project?
- What are the determining factors in deciding if a project is go or no-go?
- How are decisions made regarding project selection and budgeting?

- Is your budgeting/planning process top-down or bottom-up oriented?
- How do you estimate and track costs?
- Do you have a Project Management Office or something similar?
- What time reporting mechanism do you use?
- How do you track and measure progress?
- How do project participants get work assignments?
- What is your process for communicating project information to others?
- What information do you require or expect from the project management process?
- Who controls security? What security is required for project information? Do you need to restrict data access on a group or individual basis?

Refer to “[Planning for Conversion](#)” on page 119 for a checklist of considerations for P3 and P6. Refer to “[Importing P3 Projects to P6](#)” on page 147 for steps on using the Import wizard.

Define project conversion requirements Since you are moving your projects from P3 to P6, you need to consider how and when to convert this data. *Part 3* of this book helps you with this process.

These are just some of the questions that need to be answered. As a result of your interviews and analysis, you should have a clear understanding of how your project processes flow.

Communicate the Plan

In successful P6 implementations, people accept the changes and use the new system. Any new system or business process means a change to the way people are currently doing their jobs. Employees who are affected by the change need to know what to expect. Top management also needs to know what is going on if they are to provide support and commitment.

Communicate the implementation plan early and repeat it often. Set expectations and manage them continuously, being careful to avoid disappointing, frustrating, or surprising people.

There are many ways to communicate the implementation plan. You could introduce the plan at a company meeting along with a demonstration of P6 to show how it will benefit the entire organization. Explain any changes to business processes that might occur and what it means to individuals. Define a timeframe so everyone knows when the changes will happen. Encourage people use the software and experiment hands-on to increase their comfort level when it comes time for them to make the change. Publicize commitment by ensuring that the implementation team has support and by providing training programs and seminars. Provide a method for all levels of the organization to address concerns, questions, and suggestions.

Read the following chapter, [“The Implementation Process”](#), to learn about the data structures and how they fit together in P6.

If you foster a challenging workplace that can develop individual careers along with open communication, those individuals will want to make the process successful.

The Implementation Process

In this chapter:

Understanding Data Structures in the PM Module

Connecting Data Structures

Process Overview: Structuring Data in P6

An important part of your implementation is determining how to map your business processes into the Project Management (PM) module to support your objectives. To do this, first you need to set up data structures in the P6 PM module. Read this chapter to learn about these structures, how they fit together, and how data flows between them. This chapter also provides overviews of the processes for implementing data structures and managing projects.

Understanding Data Structures in the PM Module

The Project Management (PM) module contains many data structures to support your project management needs and business processes. Well-defined structures make entering data faster and easier; they enable you to organize and summarize data more effectively. Review the following definitions to help you better understand the data structures in the PM module.

Enterprise project structure (EPS) The EPS is a hierarchy that represents the breakdown of projects in a company. Nodes at the highest, or root, level might represent divisions within your company, phases of projects, or other major groupings that meet the needs of your organization, while projects always represent the lowest level of the hierarchy. Every project in the organization must be included in the EPS.

Resource hierarchy The resource hierarchy represents the people, materials, and/or equipment used to perform work on activities. The resource hierarchy includes the resources across all projects in the organization. Resources are assigned to activities in the Project Management module and can be set up to use Progress Reporter to report actual workhours.

Role hierarchy The role hierarchy represents the roles, or job titles, that exist in your organization and have some responsibility to complete project requirements. You can associate resources with roles. In the planning stages of a project, you can assign roles to activities to establish an initial project plan without committing individual resources to activities; then, before work on an activity begins, you can assign a resource that meets the defined role requirements. You are not required to define a role hierarchy.

Work breakdown structure (WBS) The WBS is a hierarchical arrangement of the products and services produced during and by a project. In the Project Management module, the project is the highest level of the WBS, while an individual activity required to create a product or service is the lowest level. Each project in the EPS has its own WBS.

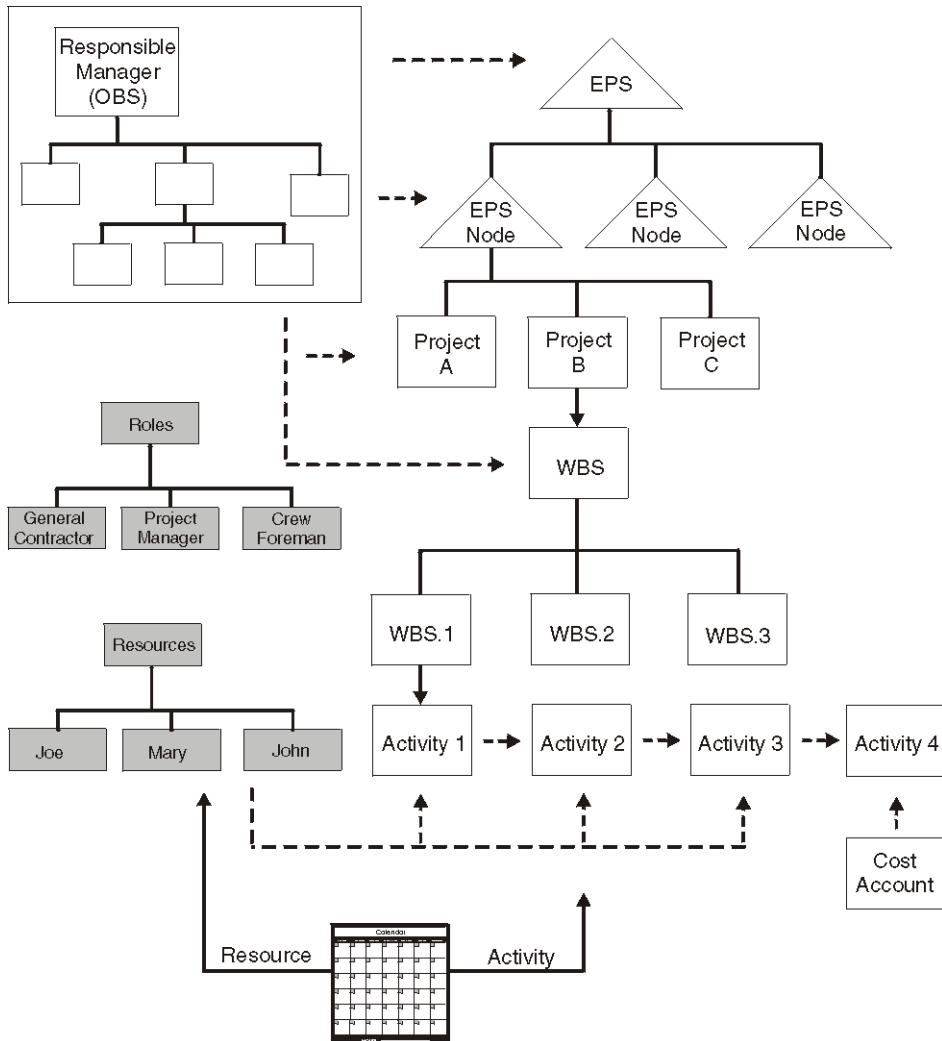
Organizational breakdown structure (OBS) The OBS is an outline of managers responsible for the projects in your company. There is one OBS for the entire organization. It is used to control access to projects and data.

Project, activity, and resource codes In addition to the EPS, WBS, and resource hierarchy, you can also create coding structures. Codes allow you to categorize projects, activities, and resources that have similar attributes; you can group, sort, filter, and summarize based on these codes.

Calendars Calendars define standard workdays and the available number of hours in each day, along with holidays, vacations, and other nonworktime. You can create global, project-specific, and resource-specific calendars. Calendars are assigned to activities and/or resources; they determine start and end dates during scheduling and resource leveling.

Connecting Data Structures



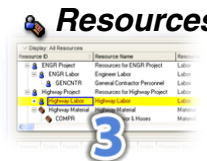


The following diagram illustrates how the data structures relate to each other in the P6 PM module.



The EPS categorizes work in your company. Projects belong to EPS nodes. Each project has its own WBS that further breaks down the work in that project. Activities are the lowest level of the WBS. Additional structures include resources, roles, calendars, and cost accounts, which are assigned to activities. The OBS represents the responsible managers in your company and can be assigned at the EPS, project, and/or WBS level.

Process Overview: Structuring Data in P6

The hierarchical structuring of data serves as the foundation before the addition of actual project data. The following sequence is suggested for setting up the main structures:

				
<p>1</p> <p>Set up the EPS— the hierarchical structure that identifies company-wide projects and enables organization and management of those projects.</p>	<p>2</p> <p>Set up the OBS— the hierarchical arrangement (by actual individuals or by roles) of your company's management structure.</p>	<p>3</p> <p>Set up Resources— your organization's hierarchical resource structure; these resources will later be assigned to activities.</p>	<p>4</p> <p>Set up Roles— a hierarchy based on your organization's recognized job functions; resources will later be assigned to these roles. (Optional)</p>	<p>5</p> <p>Set up the WBS— the hierarchical arrangement of the sub-projects, task groups, products, and services produced during and by each project.</p>

Project controls engineers, working with program managers and project managers, structure the EPS and OBS hierarchies. An EPS can consist of multiple root nodes, which enable particular types of projects to be grouped together, such as project templates or high-risk projects. Within each root node, you can further break down an EPS into multiple EPS nodes to categorize the types of projects.

The WBS acts as a continuation of the EPS for the individual projects in the enterprise. A WBS provides organization and control of project and activity information through a hierarchy of WBS elements. When you create projects, the PM module automatically creates a WBS element at the same hierarchy level and with the same name as the project. The PM module enables you to set anticipated project dates, budgets, and spending plans for a WBS at a high level to indicate when the work should occur and how much its planned budget and monthly spending should be. You can use the pre-established budget amounts and funding information you set for WBS elements for their project and activity counterparts.

Getting Started in P6

In this part:

P6 PM Quick Reference Cards

P3 and P6 Main Menus

Terms and Fields

P6 Tips and Tricks

This part provides information for helping you get started quickly in P6. Refer to the “[P6 PM Quick Reference Cards](#)” chapter for easy graphical steps to accomplishing common tasks in the Project Management module.

When you want to find your favorite P3 features in the Project Management module, see the “[P3 and P6 Main Menus](#)” chapter. This chapter maps P3 menus to their corresponding commands in the Project Management module.

The “[Terms and Fields](#)” chapter can be used as a reference for comparing terminology and looking up field definitions.

Read “[P6 Tips and Tricks](#)” to understand some key Project Management module concepts and learn how to use advanced features such as Autocost and Global Change.

P6 PM Quick Reference Cards

In this chapter:

Reviewing Activity Data

Working with Network Logic

Customizing the Activity Table (1)

Customizing the Activity Table (2)

Customizing the Gantt Chart (1)

Customizing the Gantt Chart (2)

Customizing the Gantt Chart (3)

Creating Target Projects

**Comparing Baselines to the
Current Schedule**

P6 is a comprehensive product that provides the right set of tools for meeting project management needs at every level of an organization. P6 is the next generation project management solution. It provides the same core features and functions as P3, plus many more that are new or improved.

Use this chapter as a Quick Start Guide to using some of your favorite P3 features in P6.

Reviewing Activity Data

The Activity forms are now called Activity Details. Choose View, Show on Bottom, Activity Details to display the detail tabs.

Activities

Filter: All Activities

Activity ID: 14

Activity Name: July 2004 August 2004 September 2004 October 2004 November 2004

Conveyor System

Acme Motors Expansion Project

Conveyor System

System Design and Engineering

CS300 System Design

CS310 Review and Approve Design

CS430 Prepare Drawings for Conveyors

CS440 Review and Approve Drawings for Conveyors

Field Operations

Installation

CS4 Prepare and Solicit Bids for Conveyor

General Status Resources Codes Relationships Notebook Steps Feedback WPs & Docs Expenses Summary

Activity: CS420

Project: CONV

Activity Type: Task Dependent

Duration Type: Fixed Duration and Units/Time

% Complete Type: Duration

Activity Calendar: APLL - 1 - Standard 5-day

WBS: CONV AM 02 2.A Installation

Responsible Manager: Enterprise

Primary Resource: Accounts Manager

Portfolio: All Projects User: admin Data Date: 19-Jul-04 Access Mode: Shared

Use the General tab to specify the activity type and assign a WBS value.

General Status Resources Codes Relationships Notebook Steps Feedback WPs & Docs Expenses Summary

Activity: AS310

Site Preparation

Project: Sibelex

Duration: Original 190 Actual 0 Remaining 190 At Complete 190

Status: ☒ Started 02-Sep-02 Duration % 0% ☐ Finished 23-May-03 Suspend ☐ Exp Finish ☐ Resume ☐

Labor Units: Budgeted 112 Actual 0 Remaining 112 At Complete 112

Constraints: Primary < None > Secondary < None > Date Date

Total Float Free Float

The Status tab enables you to review schedule data and durations. You can also assign two constraints per activity.

Notebook Topic

- Corrective Actions
- Current Status
- Estimation
- Lessons Learned

Add Delete

Current Status

Drawings are currently being reviewed by engineering manager.

Logs are now called notebooks, which can be categorized by topic. You can also use HTML editing features, such as formatting text and inserting pictures or documents.

Working with Network Logic

Similar to the PERT layout in P3, you can visualize the network logic for your project using the Activity Network view in the PM module. Choose Layout, Show on Top, Activity Network. Select the WBS element on the left side to display its activities on the right side.

Point and drag between predecessor and successor activities to define relationships. Double-click a relationship line to review, edit, or delete it.

Click Layout, Show on Bottom, Trace Logic to follow one or more activity paths in your project.

The screenshot illustrates the 'Activity Network' view in Primavera P3. The main window shows a network diagram with yellow activity boxes and red relationship lines. A left-hand pane displays the WBS hierarchy, with 'Auto.Hard' selected. An 'Edit Relationship' dialog box is open, showing a Finish-to-Start (FS) relationship between 'Finish - Install Robot Base' and 'Before Starting - Install Temperature Control Equipment' with a lag of 0.0 days. Below the main window, two 'Activity Network Options...' dialog boxes are shown. The first dialog is for 'Activity Box Template' with 'Organize centered' selected. The second dialog is for 'Activity Network Layout' with 'Resource View' selected, showing a template for activity boxes with fields for ID, Name, Start, Finish, and Resources.

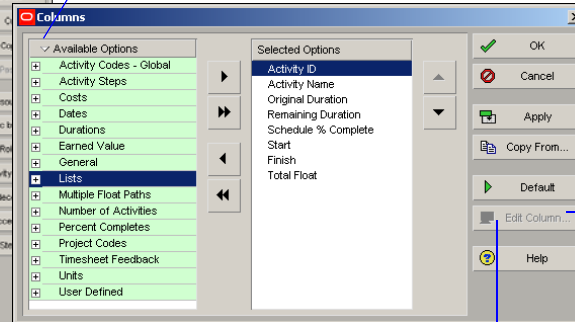
Click Layout, Activity Network, Activity Network Options to customize the activity boxes and layout options, such as adjusting the spacing.

Customizing the Activity Table (1)

Drag and drop columns to rearrange them. Adjust column width by dragging the column lines right or left.

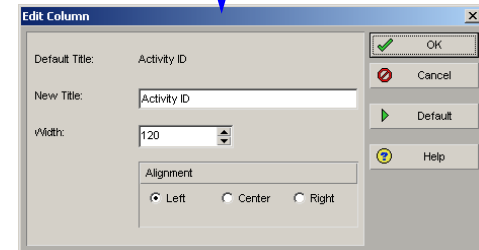
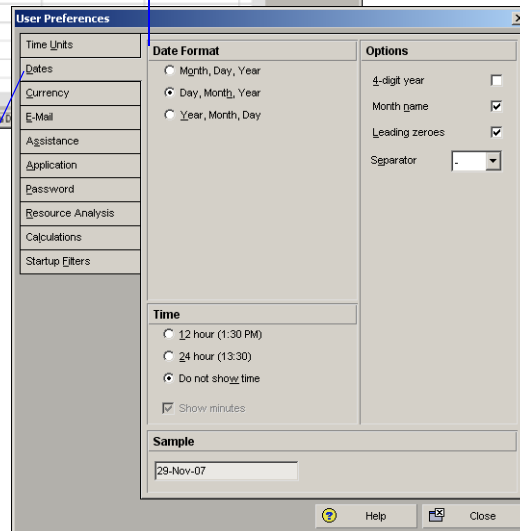
Choose Layout, Columns to customize the columns in the Activity Table or Gantt Chart. Data items are categorized. To show them as a flat alphabetical list, click Available Options, Group and Sort By, List.

Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Conveyor System					
Acme Motors Expansion Project					
Conveyor System					
System Design and Engineering					
CS300	System Design	40	40	19-Jul-04	10-Sep-04
CS310	Review and Approve Design	15	15	13-Sep-04	01-Oct-04
CS430	Prepare Drawings for Conveyors	20	20	04-Oct-04	29-Oct-04
CS440	Review and Approve Drawings for Conveyors	5	5	01-Nov-04	05-Nov-04
Field Operations					
Installation					
CS400	Prepare and Solicit Bids for Conveyors	10	10	08-Nov-04	18-Nov-04
CS410	Review Bids for Conveyors	2	2	22-Nov-04	23-Nov-04
CS420	Award Contract	1	1	24-Nov-04	24-Nov-04
CS450	Fabricate and Deliver Conveyors	50	50	25-Nov-04	04-Feb-05
CS311	Start Conveyor Installation	0	0	25-May-05	
CS315	Site Preparation	15	15	25-May-05	14-Jun-05
CS700	Install Conveyor 211	14	14	15-Jun-05	05-Jul-05
CS710	Install Conveyor 212	50	50	15-Jul-05	13-Sep-05
CS740	Field Piping	50	50	21-Aug-05	18-Nov-05
CS750	Field Wiring	50	50		
CS720	Install Conveyor 213	10	10		
CS730	Install Conveyor 214	30	30		
CS760	Field Painting	20	20		
CS800	Conveyor System Complete	0	0		



Click to change the column titles.

You can format the display of dates. Choose, Edit, User Preferences, Dates. For example, show or hide hours.



Customizing the Activity Table (2)

Click Layout, Group and Sort to group activities into bands.

Select the data item for grouping. If the item is hierarchical, you can indent each level that you choose to show.

Double-click each row to customize the font type, size, and color for grouping bands.

Primavera : CONY (Conveyor System)

File Edit View Project Enterprise Tools Admin Help

Activities

Layout: Classic Schedule Layout Filter: All Activities

Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Total		362	362	19-Jul-04	07-Dec-05
Conveyor System		362	362	19-Jul-04	07-Dec-05
Acme Motors Expansion Project		362	362	19-Jul-04	07-Dec-05
System Design and Engineering		80	80	19-Jul-04	05-Nov-04
CS300	System Design	40	40	19-Jul-04*	10-Sep-04
CS310	Review and Approve Design	15	15	13-Sep-04	01-Oct-04
CS430	Prepare Drawings for Conveyors	20	20	04-Oct-04	29-Oct-04
CS440	Review and Approve Drawings for	5	5	01-Nov-04	05-Nov-04
Field Operations		282	282	08-Nov-04	07-Dec-05
Installation		282	282	08-Nov-04	07-Dec-05
CS400	Prepare and Solicit Bids for Conveyors	10	10	08-Nov-04	19-Nov-04
CS410	Review Bids for Conveyors	2	2	22-Nov-04	23-Nov-04
CS420	Award Contract	1	1	24-Nov-04	24-Nov-04
CS450	Fabricate and Deliver Conveyors	50	50	25-Nov-04	04-Feb-05
CS311	Start Conveyor Installation	0	0	25-May-05	
CS315	Site Preparation	15	15	25-May-05	14-Jun-05
CS700	Install Conveyor 211	14	14	15-Jun-05	05-Jul-05
CS710	Install Conveyor 212	50	50	06-Jul-05	13-Sep-05
CS740	Field Piping	50	50	31-Aug-05	08-Nov-05
CS750	Field Wiring	50	50	31-Aug-05	08-Nov-05

Group and Sort

Display Options

☒ Show Group Totals
☐ Show Grand Totals
☐ Show Summaries Only
☐ Shrink vertical grouping bands

Group By

Group By	Indent	To Level	Group Interval	Font & Color
WBS level 1	<input checked="" type="checkbox"/>	All		12 Arial
WBS level 2	<input checked="" type="checkbox"/>			11 Arial
WBS level 3	<input type="checkbox"/>			9 Arial
WBS level 4	<input type="checkbox"/>			8 Arial
WBS level 5	<input type="checkbox"/>			8 Arial
WBS level 6	<input type="checkbox"/>			8 Arial

Group By Options

☐ Hide if empty
☐ Sort bands alphabetically

Show:

☐ Title
☐ ID / Code
☒ Name / Description

OK Cancel Apply Delete Sort... Default Help

Click to select multiple columns to sort in ascending, descending, or hierarchical order.

Collapse to

Collapse Grouping Bands to

WBS Level 2

OK Cancel Apply Help

To select which grouping band you want to collapse or expand in the current layout, based on the grouping bands displayed in the layout, choose Collapse To from the Layout Options Bar.

Table, Font and Row

Font and Color

Font: AaBbYyZz

Color: [Color Picker]

Row Height

☒ Keep Current Row Heights
☐ Optimize height by row content
☐ Do not exceed 2 lines per row
☐ Select height for all rows: 18

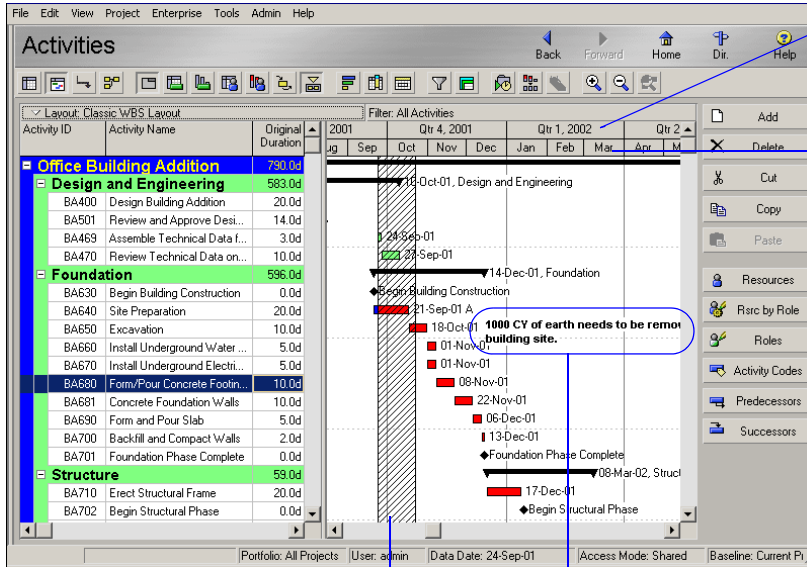
☐ Show Icons

OK Cancel Apply Default Help

For grouping bands, choose to show the title of the band, such as Project, WBS, or Activity Code. You can also show the ID/code and/or the name/description. For example, Conv Conveyor System.

The P6 Project Management module automatically sizes activity rows. To customize row size, choose Layout, Table Font and Rows, or you can manually adjust individual rows by dragging the horizontal row line up or down.

Customizing the Gantt Chart (1)



Drag the top row of the timescale to move forward or backward in time.

Drag the bottom row of the timescale right or left to expand or compress the display.

Right-click anywhere in the bar area and choose Timescale to customize the timescale.

The 'Timescale' dialog box is shown. It has tabs for 'Timescale Format', 'Font & Color', and 'Date Format'. Under 'Timescale Format', 'Two Lines' is selected. Under 'Font & Color', 'AaBbYyZz' and 'Default Font' are selected. Under 'Date Format', 'Show Primary Dates' is selected, 'Type' is 'Calendar', 'Date Interval' is 'Month/Week', and 'Shift Calendar' is checked. Under 'Show Ordinal Dates', 'Ordinal Start' is 'FS' and 'Ordinal Date Interval' is 'Month'.

Click to change the font style, size, and color of the timescale

Highlight intervals of time and/or add text to the Gantt Chart by choosing Layout, Attachments, Curtain, Add Curtain or Layout, Attachments, Text.

The 'Curtain Attachment' dialog box is shown. It has a 'Display curtain attachment' checkbox which is checked. Below it are 'Start Date' (06-Dec-04) and 'Finish Date' (05-Jan-05). There are also fields for 'Color' and 'Fill pattern'. The 'OK' button is highlighted.

The 'Text Attachment - BA480' dialog box is shown. It has a 'Font' field set to 'AaBbYyZz'. Below it is a text box with the instruction: 'Select an activity to attach text to it. Drag the text box anywhere in the bar area.' There are 'OK', 'Cancel', and 'Help' buttons.

You can modify the date format to show fiscal or ordinal dates along the timescale.

Customizing the Gantt Chart (2)

Show/hide relationship lines

Click the Bars icon or right-click in the bar area and choose Bars to customize the bars in a Gantt Chart.

Choose the timeframe and a filter for each bar definition.

Bars Dialog Box:

Display	Name	Timescale	User Start	User Finish	Filter	Preview
<input type="checkbox"/>	Remaining Level of Effort	Remain Bar			Level of Effort	
<input type="checkbox"/>	Actual Level of Effort	Actual Bar			Level of Effort	
<input type="checkbox"/>	Primary Baseline	Primary Baseline...			Normal	
<input type="checkbox"/>	Second Baseline	Second Baseline...			Normal	
<input type="checkbox"/>	Third Baseline	Third Baseline Bar			Normal	
<input checked="" type="checkbox"/>	Meg Foley's Actual Work	Remain Bar			Meg Foley's Activities	
<input checked="" type="checkbox"/>	Actual Work	Actual Bar			Normal	
<input checked="" type="checkbox"/>	Remaining Work	Remain Bar			Normal and Non-critical	
<input checked="" type="checkbox"/>	Critical Remaining Work	Remain Bar			Normal and Critical	

Bar Style: Shape, Color, Pattern, Row

Bar Settings:

Bar Labels:

Position	Label
Right	Finish

Bar Chart Options Dialog Box:

General tab:

- ☒ Show Relationships
- ☒ Show Legend
- ☐ Limit text label characters to: 10

Default Size For Notebook Items:

Width: 100 Pixels

Height: 50 Pixels

Bar Labels Dialog Box:

Bar Style: Position, Label

Bar Settings:

Bar Labels:

Position: Right, Label: Finish

Add, Delete buttons

Annotations:

- Click the Options button on the Bars dialog box (right) to show/hide relationship lines and a movable legend (left).
- Choose the shape, color, and pattern for the selected bar along with any start and end points.

The Bar Labels tab lets you show data items on bars, such as dates, notebooks, and user-defined fields.

Customizing the Gantt Chart (3)

The screenshot shows the Gantt Chart interface with the Bars dialog box open. The Gantt chart displays a project schedule for 'Office Building Addition' with tasks like Design and Engineering, Foundation, Structure, Mechanical/Electrical Sy..., Exterior Finishes, and Interior Finishes. The Bars dialog box is open, showing various bar types and settings. A blue circle highlights the 'Grouping Band Settings' section, and a blue arrow points from the 'Options...' button in the dialog to the 'Bar Chart Options' dialog.

Display	Name	Timescale	User Start Date	User Finish Date	Filter	Preview
<input type="checkbox"/>	Third Baseline	Third Baseline Bar			Normal	
<input checked="" type="checkbox"/>	Actual Work	Actual Bar			Normal	
<input checked="" type="checkbox"/>	Remaining Work	Remain Bar			Normal and Non...	
<input checked="" type="checkbox"/>	Critical Remaini...	Remain Bar			Normal and Critical	
<input type="checkbox"/>	Start Constraint	Remain Bar			Has Start Constr...	
<input type="checkbox"/>	Finish Constraint	Remain Bar			Has Finish Constr...	
<input type="checkbox"/>	Baseline Milest...	Primary Baseline...			Milestone	
<input type="checkbox"/>	Current Bar Lab...	Current Bar			Normal or Level o...	
<input checked="" type="checkbox"/>	Milestone	Current Bar			Milestone	

Grouping Band Settings

- ☒ Show bar when collapsed
- ☐ Show bar for grouping bands

Bar Necking Settings

- ☒ Calendar nonwork time
- ☐ Activity nonwork intervals

Choose to display the selected bar when the grouping it belongs to is collapsed. You can also show the selected bar as a summary bar, and show its nonwork time as a neck.

The screenshot shows the Bar Chart Options dialog box, General tab. The 'Collapsed Bar Formatting' section is highlighted with a blue circle. The 'Data Date' tab is selected.

Collapsed Bar Formatting

- ☒ Collapse to grouping bands
 - ☐ Show relationships for collapsed bars
- ☐ Collapse to individual bars to minimize space
 - ☐ Allow overlapping of bar labels

You can choose to display the collapsed bars on the grouping band as one bar or display the individual bars, moving them as close to the grouping band as possible, under the correct timescale date in the bar chart.

The screenshot shows the Bar Chart Options dialog box, Data Date tab. The 'Data Date Formatting' section is highlighted with a blue circle.

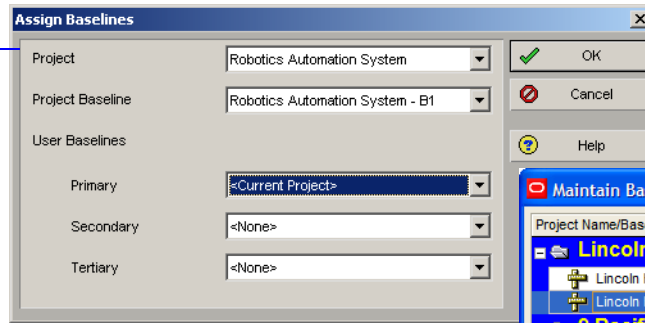
Data Date Formatting

- Style: [Dropdown menu]
- Size: [Spin box, value 3]
- Color: [Color picker]

Click the Options button on the Bars dialog box to customize the style, size, and color of the Data Date line on the Data Date tab.

Creating Target Projects

When baseline projects are defined, one project must be designated as the primary baseline. Choose Project, Assign Baselines to select a baseline to use as the project baseline. You can designate as many as three active projects to compare to the current project.

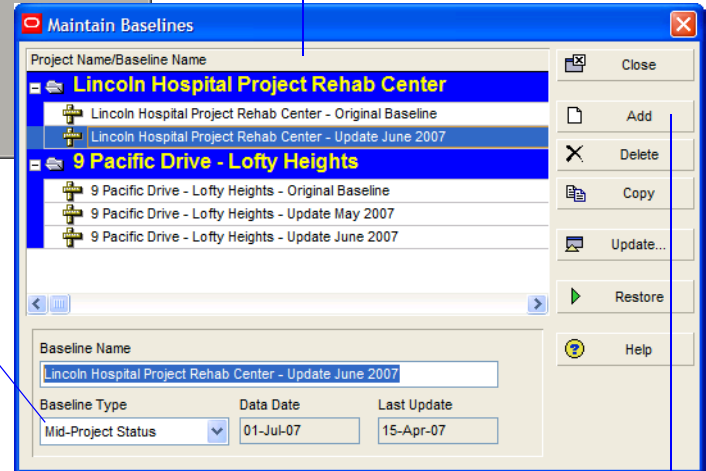


The 'Assign Baselines' dialog box contains the following fields:

- Project: Robotics Automation System
- Project Baseline: Robotics Automation System - B1
- User Baselines:
 - Primary: <Current Project>
 - Secondary: <None>
 - Tertiary: <None>

Buttons: OK, Cancel, Help.

Target projects are now called baselines. Choose Project, Maintain Baselines to create or designate baselines for the



The 'Maintain Baselines' dialog box shows a list of baselines:

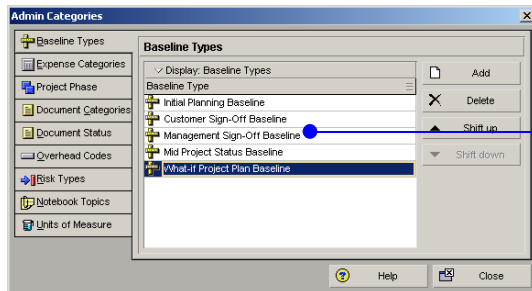
- Lincoln Hospital Project Rehab Center
 - Lincoln Hospital Project Rehab Center - Original Baseline
 - Lincoln Hospital Project Rehab Center - Update June 2007
- 9 Pacific Drive - Lofty Heights
 - 9 Pacific Drive - Lofty Heights - Original Baseline
 - 9 Pacific Drive - Lofty Heights - Update May 2007
 - 9 Pacific Drive - Lofty Heights - Update June 2007

Buttons: Close, Add, Delete, Copy, Update..., Restore, Help.

Below the list, the 'Baseline Name' field contains 'Lincoln Hospital Project Rehab Center - Update June 2007'. The 'Baseline Type' is 'Mid-Project Status', 'Data Date' is '01-Jul-07', and 'Last Update' is '15-Apr-07'.

Assign a baseline type that categorizes its purpose.

Click Add to create a copy of the current project as it exists today, including schedule, cost, and quantity data. You can also choose to convert an existing project from the EPS to a baseline.

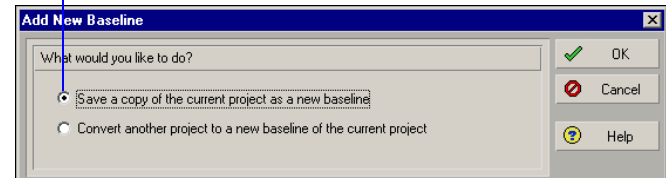


The 'Admin Categories' dialog box shows a tree view of categories. Under 'Baseline Types', the following types are listed:

- Initial Planning Baseline
- Customer Sign-Off Baseline
- Management Sign-Off Baseline
- Mid Project Status Baseline
- What-If Project Plan Baseline

Buttons: Add, Delete, Shift up, Shift down, Help, Close.

Baseline types are predefined by the administrator. Choose Admin, Admin Categories.



The 'Add New Baseline' dialog box asks 'What would you like to do?':

- ☒ Save a copy of the current project as a new baseline
- ☐ Convert another project to a new baseline of the current project

Buttons: OK, Cancel, Help.

Comparing Baselines to the Current Schedule

Choose columns of baseline data to display in the Activity Table.

Current bar

Baseline bar

Compare the current schedule to one or more of the three baselines on a Gantt chart. Choose to display the bars in the Bars dialog box.

Columns

Available Options

- Activity Codes - Global
- Activity Steps
- Costs
- Dates
 - Actual Finish
 - Actual Start
 - Anticipated Finish
 - Anticipated Start
 - BL1 Finish
 - BL1 Start**
 - BL2 Finish
 - BL2 Start
 - BL3 Finish
 - BL3 Start
 - Early Finish

Selected Options

- Activity ID
- BL Project Start
- BL Project Finish**
- Activity Name
- Start
- Finish
- Resources

OK

Cancel

Apply

Copy From...

Default

Edit Column...

Help

Bars

Display	Name	Timescale	User Start Date	User Finish Date	Filter	Preview
<input type="checkbox"/>	Remaining Level	Remain Bar			Level of Effort	
<input type="checkbox"/>	Actual Level of	Actual Bar			Level of Effort	
<input checked="" type="checkbox"/>	Primary Baseline	Primary Baseline...			Normal	
<input type="checkbox"/>	Second Baseline	Second Baseline...			Normal	
<input type="checkbox"/>	Third Baseline	Third Baseline Bar			Normal	
<input checked="" type="checkbox"/>	Actual Work	Actual Bar			Normal	
<input checked="" type="checkbox"/>	Remaining Work	Remain Bar			Normal and Non...	
<input checked="" type="checkbox"/>	Critical Remain...	Remain Bar			Normal and Critical	
<input type="checkbox"/>	Start Constraint	Remain Bar			Has Start Constra...	

Bar Style

Bar Settings

Bar Labels

Shape

Color

Pattern

Row

2

OK

Cancel

Apply

Add

Delete

Copy From...

Shift up

Shift down

Options...

Default

Help

The prefix BL (project baseline), BL1 (first baseline), BL2 (second baseline) or BL3 (third baseline) precedes the baseline data items. Choose to show baseline data for schedule dates from one or more of the four possible active baselines for a project. For cost and quantity data, you can show only data from the primary baseline.

Be sure to change the row number to display the baseline bar below the current bar.

P3 and P6 Main Menus

In this chapter:

File Menu

Edit Menu

View Menu

Format Menu

Tools Menu

Data Menu

All the familiar P3 features can be found in P6. The following tables list options on the P3 menus and indicate where you can find them in the P6 Project Management module. You can also refer to the Online Help for the latest feature information.

File Menu

The following table lists the commands on the File menu in P3 3.x and the corresponding same or similar commands in the P6 Project Management (PM) module.

P3 Menu Item:	P6 PM Menu Item:
New	File, New
Open	File, Open
Close	File, Close All
Project Overview	Enterprise, Projects
General	Enterprise, Projects, Project Details, Dates tab
Targets	Project, Maintain Baselines
Project Codes	Enterprise, Projects, Project Details, Codes tab (assign) Enterprise, Project Codes (define)
Page Setup	File, Page Setup
Print Preview	File, Print Preview
Print	File, Print
Print Setup	File, Print Setup
Save as Web Page	Tools, Publish, Project Web Site Tools, Publish, Activity Layouts Tools, Publish, Tracking Layouts

Edit Menu

The following table lists the options on the Edit menu in P3 and their corresponding location in the P6 PM module.

P3 Menu Item:	P6 PM Menu Item:
Cut	Edit, Cut
Copy	Edit, Copy
Paste	Edit, Paste
Edit Activity	Double-click in cell
Fill Cell	Edit, Fill Down
Delete	Edit, Delete
Dissolve Activity	Edit, Dissolve
Find Activity	Edit, Find
Select All	Edit, Select All
Unselect	Click anywhere
Relationships	Double-click relationship line
Link Activities	Edit, Link Activities

View Menu

The following table lists the options on the View menu in P3 and their corresponding location in the P6 PM module.

P3 Menu Item:	P6 PM Menu Item:
PERT	Project, Activities. Then, choose View, Show on Top, Activity Network.
Trace Logic	View, Show On Bottom, Trace Logic
Zoom	Zoom icons on Activity toolbar
Layout	Project, Activities
New	Modify the existing layout, then Save As
Open	View, Layout, Open
Save	View, Layout, Save
Save As	View, Layout, Save As
Transfer	View, Layout, Open, Import/Export button
Delete	View, Layout, Open, Delete
Options	n/a
Activity Form	Project, Activities. Then, choose, View, Show on Bottom, Activity Details.
Activity Detail	View, Show on Bottom, Activity Details
Budget	Summary tab
Codes	Codes tab
Constraints	Status tab
Cost	Expenses tab or Resource tab (assign)
Custom Data	Layout, Columns, then select User-Defined data
Dates	n/a
Log	Notebook tab
Predecessors	Predecessors tab or Relationships tab
Resources	Resources tab
Successors	Successors tab or Relationships tab
WBS	General tab
Resource Profile	Project, Activities. Then, choose View, Show on Bottom, Resource Usage Profile.
Select	Resource Hierarchy
Display	Resource Usage Profile

P3 Menu Item:	P6 PM Menu Item:
Resource Table	Project, Activities. Then, choose View, Show on Bottom, Resource Usage Spreadsheet.
Relationships	Project, Activities. Then, click the Layout Options bar and choose Bar Chart Options.
Progress Spotlight	View, Progress Spotlight.
Toolbar	View, Toolbars
Attachment Tools	Project, Activities. Then, click View, Attachments, Curtain, Add Curtain or Attachments, Text.
Current Users	File, Open, Users button

Format Menu

The following table lists the options on the Insert menu in P3 and their corresponding location in the P6 PM module.

P3 Menu Item:	P6 PM Menu Item:
Columns	Project, Activities. Then, choose View, Columns For all other views, choose View, Columns, Customize.
Bars	For activities, choose Project, Activities. For projects, choose Enterprise, Projects, Then, choose View, Bars.
Endpoints	Bar Style tab
Patterns	Bar Style tab
Selected Bars	Use filters
Summary Bars	For activities, choose Project, Activities. For projects, choose Enterprise, Projects. Then, choose View, Bars, Options. Select the Collapsed Bars tab.
Organize	For activities, choose Project, Activities, then choose View, Group and Sort. For all other views, choose View, Group and Sort By, Customize.
Reorganize Now	Tools, Reorganize Now
Filter	For activities, choose Project, Activities, then choose View, Filters. For projects, choose Enterprise, Projects, then choose View, Filter By, Customize.
Summarize	Double-click group title band in Activities window. Be sure Summary Bars are displayed in Bars dialog box.
Summarize All	Tools, Summarize (for projects) Project, Activities. Then, choose View, Collapse All.
Timescale	Project, Activities. Then, choose View, Timescale. For projects, choose Enterprise, Projects, then right-click anywhere in bar area and choose Timescale.
Sight Lines	With Gantt chart displayed, choose View, Bars, then click the Options button and select the Sight Lines tab.
Row Height	View, Table Font and Row
Screen Colors	View, Table Font and Row
Fonts	View, Table Font and Row
Dates	Edit, User Preferences, Dates tab

P3 Menu Item:	P6 PM Menu Item:
Activity Box Configuration (PERT only)	With the Activity Network displayed, choose View, Activity Network, Activity Network Options, Activity Box Template tab.
Relationships (PERT only)	n/a
Trace Logic (PERT only)	With Trace Logic displayed, choose View, Bottom Layout Options.

Tools Menu

The following table lists the options on the Tools menu in P3 and their corresponding location in the P6 PM module.

P3 Menu Item:	P6 PM Menu Item:
Schedule	Tools, Schedule
Options	Options button
Level	Tools, Level Resources
Prioritization	Tools, Level Resources (activities) Enterprise, Projects, Project Details, General tab (projects)
Report	Log to file option (complete analysis report not available)
Global Change	Tools, Global Change
Trial Run	Choose Apply Change to run report. Choose Commit Change in report.
Update Progress	Tools, Update Progress
Store Period Performance	Tools, Store Period Performance
Tabular Reports	Reports window. View, Group and Sort By Report Group. Or, Tools, Reports, Reports
Schedule	Report Group: Schedule
Resource	Report Group: Resource Usage
Cost	Report Group: Cost, Report Group: Cost & Schedule
Report Writer	Select a report, then click Modify
Production	Tools, Reports, Run Batch
Options	Tools, Reports, Reports. Then, click Run Report.

P3 Menu Item:	P6 PM Menu Item:
Graphics	Use Project, Activity or Tracking Layouts
Bar	Gantt Chart
Timescaled Logic	Gantt Chart with relationships turned on
Pure Logic	Activity Network (Activities window)
Resource & Cost	Resource Usage Spreadsheet, Resource Usage Profile (Activities window) Resource Analysis (Tracking layouts) Activity Usage Profile
Options	n/a
InfoMaker	n/a
Web Publishing Wizard	Tools, Publish, Project Web Site Tools, Publish, Activity Layouts Tools, Publish, Tracking Layouts
MPX Conversion Utility	File, Import, then select Microsoft Project (MPX format) File, Export, then select Microsoft Project (MPX format) (Note: Microsoft Project must already be installed.)
Project Utilities	
Copy	Enterprise, Projects, then choose Edit, Copy.
Delete	Enterprise, Projects, then choose Edit, Delete.
Merge	Open multiple projects simultaneously
Summarize	Tools, Summarize
Back Up	File, Export, then select Project (Export Type), XER format
Restore	File, Import, then select Project (Import Type), XER format
Targets	Project, Assign Baselines
Update	Project, Maintain Baselines, Update
Import	File, Import
Export	File, Export
Fragnet	Use the Methodology Management module

P3 Menu Item:	P6 PM Menu Item:
Options	
Autocost Rules	Enterprise, Projects, Project Details, Calculations tab
Summarization	Default Global Calendar (resources) Percent Complete columns (projects)
Earned Value	Admin, Admin Preferences, Earned Value
Activity Inserting	Enterprise, Projects, Project Details, Defaults tab
Critical Activities	Enterprise, Projects, Project Details, Settings tab
Set Language	Tools, Set Language
Change Password	Edit, User Preferences, Password
Default Activity Codes	Enterprise, Activity Codes, Global option
Project Check in/ Checkout	File, Check In File, Check Out

Data Menu

The following table lists the options on the Data menu in P3 and their corresponding location in the P6 PM module.

P3 Menu Item:	P6 PM Menu Item:
Calendars	Enterprise, Calendars
Week Starts On option	Admin, Admin Preferences, General tab
Shifts for resource limits option	Enterprise, Resource Shifts
Activity Codes	Enterprise, Activity Codes
Project Codes	Enterprise, Project Codes
WBS	Project, WBS
Copy	Copy command
Structure	Admin, Admin Preferences, General tab (default for new projects) Enterprise, Projects, Project Details, Settings tab (selected project only)
Resources	Enterprise, Resources
Limits	Units and Prices tab
Prices	Units and Prices tab
Shift limit tables	Units and Prices tab
Resource Curves	Enterprise, Resource Curves
Prorate	Modify, Prorate button
Cost Accounts	Enterprise, Cost Accounts
Custom Data Items	Enterprise, User Defined Fields

To transfer dictionary items in the P6 PM module, use the Copy/Paste commands. To print dictionary items, use the Report Wizard.

Terms and Fields

In this chapter:

Comparing Terminology

Understanding Dates in P6

Although the project management concepts remain the same between P3 and P6, P6 does use some different terms. This chapter lists the name of the field or function in P3 and its new name in P6. Items that use the same name across products are not listed.

You can also review definitions for the various date fields in the PM module, along with definitions for all the activity data items.

Comparing Terminology

Review the following alphabetical list of changes in terminology between P3 and P6.

Name in P3:	Name in P6 PM:
Activity columns	Activity Table
Activity Form	Activity Details
Activity logs	Notebooks
Bar Chart	Gantt Chart
Costs (lump sum)	Expenses
Custom data items	User-defined fields
Estimate at Completion (resource)	At Completion units
Estimate to Complete (resource)	Remaining Units
Expedition	Contract Management
Fragnets	Methodologies
Hammock activity	Level of effort activity. See “Creating Hammock Activities” on page 81 for more information.
Independent activity type	Resource dependent activity type
PERT	Activity Network
Resource lag	Original lag/remaining lag
Resource Profile	Resource Usage Profile/Activity Usage Profile
Resource Table	Resource Usage Spreadsheet/Activity Usage Spreadsheet
Target	Baseline
Task activity type	Task Dependent activity type
WBS activity type	WBS Summary activity type



Context-sensitive on-screen help for column (field) values in P6 PM table layouts is also provided by the application's Hint Help feature. Choose View, Hint Help, then mouse over a data column or its header to view a short description.

Understanding Dates in P6

The PM module includes many new date fields. The following table describes each type of activity date that you can include as columns in the Activity Table.

Date Field	Definition
Start	The current start date of the activity. Set to the remaining start date until the activity is started, then set to the actual start date. An 'A' after the Start value indicates that it is the Actual Start; an '*' indicates that a Start constraint is applied to the activity.
Finish	The current finish date of the activity. Set to the activity planned finish date while the activity is not started, the remaining finish date while the activity is in progress, and the actual finish date once the activity is completed. An 'A' after the Finish value indicates that it is the Actual Finish; an '*' indicates that a Finish constraint is applied to the activity.
Actual Start	The date on which the activity actually started.
Actual Finish	The date on which the activity actually finished.
Early Start	The earliest possible date the remaining work for the activity can begin. This date is calculated by the Project Management module based on activity relationships, schedule constraints, and resource availability.
Early Finish	The earliest possible date the activity can finish. This date is calculated by the Project Management module based on activity relationships, schedule constraints, and resource availability.
Late Start	The latest possible date the remaining work for the activity must begin without delaying the project finish date. This date is calculated by the Project Management module based on activity relationships, schedule constraints, and resource availability.
Late Finish	The latest possible date the activity must finish without delaying the project finish date. This date is calculated by the Project Management module based on activity relationships, schedule constraints, and resource availability.
Planned Start	The date the activity is scheduled to begin. This date is set equal to the early start date by the Project Management module, but can be updated manually by the project manager. This date is not changed by the Project Management module once you apply an Actual Start date.
Planned Finish	The date the activity is scheduled to finish. This date is set equal to the early finish date by the Project Management module, but can be updated manually by the user. This date is not changed by the Project Management module once you apply an Actual Finish date.

Date Field	Definition
Remaining Early Start	The date the remaining work for the activity is scheduled to begin. This date is calculated by the Project Management module, but can be updated manually by the user. Before the activity is started, the Remaining Early Start is the same as the Planned Start. This is the start date that Progress Reporter users follow.
Remaining Early Finish	The date the remaining work for the activity is scheduled to finish. This date is calculated by the Project Management module, but can be updated manually by the user. Before the activity is started, the Remaining Early Finish is the same as the Planned Finish. This is the finish date that Progress Reporter users follow.
Expected Finish	The date the activity is expected to finish. Typically, this date is entered in Progress Reporter by the primary resource. When scheduling your projects, you may choose to use or ignore the Expected Finish dates.
Constraint Date	The date for which the activity's constraint applies. Depending on the constraint type, this date could be a start or finish date. For example, for a Finish On constraint, the constraint date is the date on which the activity must finish. If the activity does not have a constraint, this field will be empty.
Suspend Date	The date work has stopped on a given activity for an unknown, but temporary, period of time. For example, an event may force an activity to be interrupted.
Resume Date	The date work has resumed on a given activity after an unknown, but temporary, period of time.

Before an activity has progress, the P6 PM module schedules the *early start* date similar to P3—the earliest possible date the activity can begin based on network logic, constraints, and resource availability. The *planned start* is set equal to the early start, and in turn, the *current start* and the *remaining early start* dates are set equal to the planned start, which means all calculated start dates are the same when an activity has no progress. When you record an actual start date for an activity, the P6 PM module sets the current start date equal to the actual start date. The planned start date is not changed, unless you change it manually, and the early start date is calculated. The remaining early start date is the same as the early start date, unless you change it manually.

P6 calculates the same value for the Start, Planned Start, Early Start, and Remaining Early Start dates when the activity has no progress.

Activity ID	Remaining Duration	Start	Actual Start	Planned Start	Early Start	Remaining Early Start	Finish	Actual Finish	Planned Finish	Early Finish
NE...	15.0d	03-Jun-02		03-Jun-02	03-Jun-02	03-Jun-02	21-Jun-02		21-Jun-02	21-Jun-02
A1020	5.0d	03-Jun-02		03-Jun-02	03-Jun-02	03-Jun-02	07-Jun-02		07-Jun-02	07-Jun-02
A1030	5.0d	10-Jun-02		10-Jun-02	10-Jun-02	10-Jun-02	14-Jun-02		14-Jun-02	14-Jun-02
A1040	5.0d	17-Jun-02		17-Jun-02	17-Jun-02	17-Jun-02	21-Jun-02		21-Jun-02	21-Jun-02

Activity ID	Remaining Duration	Start	Actual Start	Planned Start	Early Start	Remaining Early Start	Finish	Actual Finish	Planned Finish	Early Finish
NE...	14.0d	04-Jun-02	04-Jun-02	03-Jun-02	05-Jun-02	05-Jun-02	24-Jun-02		24-Jun-02	24-Jun-02
A1020	4.0d	04-Jun-02	04-Jun-02	03-Jun-02	05-Jun-02	05-Jun-02	10-Jun-02		07-Jun-02	10-Jun-02
A1030	5.0d	11-Jun-02		11-Jun-02	11-Jun-02	11-Jun-02	17-Jun-02		17-Jun-02	17-Jun-02
A1040	5.0d	18-Jun-02		18-Jun-02	18-Jun-02	18-Jun-02	24-Jun-02		24-Jun-02	24-Jun-02

With progress, the Start date is set equal to the recorded Actual Start date. The Planned Start date remains the same, and the Early Start and Remaining Early Start dates are calculated.

P6 Tips and Tricks

In this chapter:

Understanding Activity Types

Understanding Duration and Percent Complete Types

Creating Hammock Activities

Using Autocost

Creating a P3 Report in P6

Using Global Change

Grouping Activities by Resource

Stacking Multiple Resource Bars in a Profile

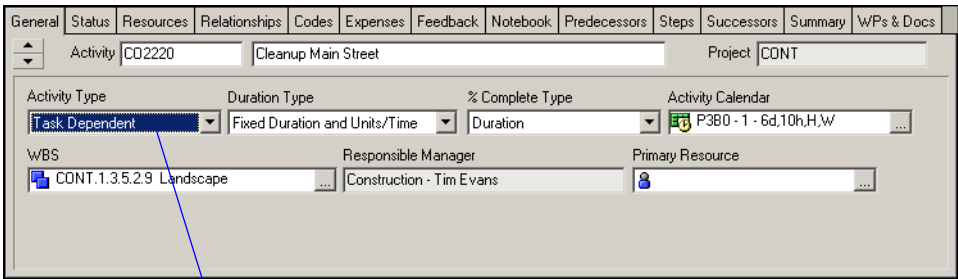
Displaying the Activity Network

Reversing Changes

While many of the features and functions in the P6 Project Management module work the same as in P3, there are some differences. This chapter discusses considerations for conversion and gives you some tips and tricks for getting the results you want from the Project Management module.

Understanding Activity Types

The Project Management module uses different types of activities to reflect varying schedule situations—similar to P3. Each activity must be assigned an activity type. Choose from five types of activities that describe a specific function, along with the calendar designation for scheduling.



Set activity type on the General tab of the Activities window.

Hammock activities are similar to the level of effort activity. Refer to “[Creating Hammock Activities](#)” on page 81.

The following table maps each activity type from P3 3.x to its corresponding activity type in the P6 PM module. A description of each activity type and when you might use it follows the table.

P3 3.x Activity Type:	P6 PM Module Activity Type:
Task	Task Dependent
Independent	Resource Dependent
Start Milestone	Start Milestone
Finish Milestone	Finish Milestone
Meeting	Resource Dependent
Start Flag	Start Milestone
Finish Flag	Finish Milestone
Hammock	Level of Effort
WBS	WBS Summary

You can set the default activity type for new activities in your projects. Choose *Enterprise, Projects*, then choose *View, Show on Bottom, Project Details*. Click the *Defaults* tab.

- Choose *task dependent* when you want to control the duration of the activity yourself (that is, no resources are assigned), or when one or more resources assigned to the same activity can work according to the same calendar. The activity is scheduled according to the activity's calendar, not the resource calendars. For example, you may have an activity to cure concrete; you know how long the task takes and the addition of resources won't complete the task any earlier. You would designate this activity as task dependent.



In the Project Management module, you can choose whether to allow new resource assignments' durations to drive the activity's duration and dates, or to allow the resources' durations to be independent of the activity. See ["Before and After Conversion Example"](#) on page 165 for more information.

- Choose *resource dependent* when you want to schedule each resource according to his/her own time schedule, or resource calendar, not the activity calendar. The assigned resource availability determines the start and finish dates of the activity. Typically, you use this type when multiple resources assigned to the same activity can work independently, or when availability can affect the activity's duration. For example, an activity that requires an Inspector may be delayed if that resource is assigned to multiple projects or is on vacation.
- Choose *start milestone* or *finish milestone* to indicate that the activity marks the beginning or end of a major stage in the project. Milestones have zero duration. They can have expenses assigned to them, but not resources. In an office building addition project, examples of milestones might include Project Definition Complete, Structure Complete, or End Bidding Process.

- Choose *level of effort* to indicate that the activity's duration depends on its predecessor and/or successor activities. A level of effort activity is usually one that is ongoing, such as clerical work, change management, or project management tasks. For example, site cleanup could be considered a level of effort activity; it occurs repeatedly and is dependent on the completion of a phase.
- Choose *WBS Summary* to indicate that the activity is a summary-level WBS activity. A WBS Summary activity represents a group of activities that share a common WBS level. The summary-level WBS activity enables roll-ups of dates for the activity group. The duration of a WBS Summary activity extends from the start of the earliest activity in a group to the finish of the latest activity. WBS codes control which activities are part of a WBS Summary activity; the Project Management module incorporates any activities that share a component of the WBS Summary activity's WBS code into the WBS Summary activity. For example, all activities whose WBS codes begin with A (A.1, A.1.1, A.1.2, etc.) can be part of one WBS Summary activity whose WBS code is A. At a lower level, all activities whose WBS codes start with A.1 (A.1.1, A.1.2, etc.) can be part of a WBS Summary activity whose WBS code is A.1.

Understanding Duration and Percent Complete Types

Each activity in the Project Management module uses a duration and percent complete type to determine certain calculations when updating.

The screenshot shows the 'General' tab of the 'Activity Details' dialog box. The 'Activity' is 'CD2220' and the 'Project' is 'CONT'. The 'Activity Type' is 'Task Dependent'. The 'Duration Type' is 'Fixed Duration and Units/Time'. The '% Complete Type' is 'Duration'. The 'Activity Calendar' is 'P3B0 - 1 - 6d,10h,H,W'. The 'WBS' is 'CONT.1.3.5.2.9 Landscape'. The 'Responsible Manager' is 'Construction - Tim Evans'. The 'Primary Resource' is a user icon.

Set the duration and percent complete type on the General tab of Activity Details.

Duration type The duration type determines whether the schedule, resource availability, or costs are most important when updating activities. The duration type applies only when you have resources assigned to the activity.

To help you understand the effects of the duration type, you should first review how the Project Management module calculates resource data. The following equation must hold true regardless of which data you update:

$$\text{Remaining Units (resource)} = \text{Units/Time} \times \text{Remaining Duration (activity)}$$

For example, if you have a resource assigned to an activity for 8 hours per day for 5 days, the remaining units or work effort is calculated as 40 hours. The duration type enables you to control which variables of this equation are calculated when you change a value.

- Choose *fixed duration and units/time* or *fixed duration and units* to indicate that the schedule is a limiting factor in your project. The activity's duration does not change, regardless of the number of resources assigned when you modify or update activities. You usually choose this duration type when you are using task dependent activities. An example of a fixed duration activity might be preparing drawings in a highway construction project; you know that the design engineer only has a certain amount of work to do during a specified timeperiod.
- When you update the remaining duration for the activity, you can choose to have the Project Management module calculate either the remaining units or the units per timeperiod. If you want to recalculate the remaining units and keep the units/time for the resource constant, choose *fixed duration and units/time*. The Project Management module uses the equation:

Remaining Units = Units/Time x Remaining Duration
- If you want to keep the remaining units constant instead and recalculate the units/time, choose *fixed duration and units*. The Project Management module uses the equation:

Units/Time = Remaining Units / Remaining Duration
- Choose *fixed units/time* to indicate that resource availability is the most critical aspect of your project. In this case, the units/time or rate of the resource remains constant, even if the activity's duration or work effort changes. You most often use this duration type when you are planning resource dependent activities. For example, you have an engineer who can only work 4 hours/day.

- Choose *fixed units* to indicate that the budget (units or cost) is a limiting factor; that is, the total amount of work is fixed. When you update activities, the work effort required to complete the activity does not change, even if the activity's duration or the resource rate changes. Typically, you would use this type in conjunction with resource dependent activities. Increasing resources can decrease the activity duration. For example, if flooring and carpeting needs to be installed for an office building, you have a fixed amount of work, but adding resources to complete the installations simultaneously could reduce the time it takes.

Considerations for conversion The following table shows how resource assignments in P3 3.x convert to duration types in the Project Management module.

P3 3.x Resource Assignment	Duration Type in the Project Management module
If all resource assignments on the task are non-driving AND Freeze Resource Units per Timeperiod is marked on Autocost rules	Fixed duration & units/time
If all resource assignments on the task are non-driving AND Freeze Resource Units per Timeperiod is NOT marked on Autocost rules	Fixed duration and units
If any resource assignment on the task is driving AND Freeze Resource Units per Timeperiod is marked on Autocost rules	Fixed units/time
If any resource assignment on the task is driving and the Freeze Resource Units per Timeperiod is NOT marked on Autocost rules	Fixed units

Percent complete type Define the percent complete type for an activity based on how you will report progress.

- Choose *Duration* if activity progress can most easily be reported based on original and remaining duration. For example, if you have a 10-day activity that has 5 days remaining, it is 50% complete. The percent complete is calculated as
$$\frac{[(\text{Original Duration} - \text{Remaining Duration}) / (\text{Original Duration})] \times 100}{}$$
- Choose *Units* if activity progress is best reported according to the accomplished work effort (units) and how much work remains. The activity's percent complete is calculated from the actual and remaining units. For example, if an activity has an assigned resource with 40 hours of work to complete and the resource has actually completed 20 hours with 20 hours remaining, the activity is 50% complete.
- Choose *Physical* if activity progress is most accurately described by personal judgment. In this case, you manually enter the percent complete for the activity.

You can set the default percent complete and duration type for new activities in your projects. Choose Enterprise, Projects, then choose View, Show on Bottom, Project Details. Click the Defaults tab.

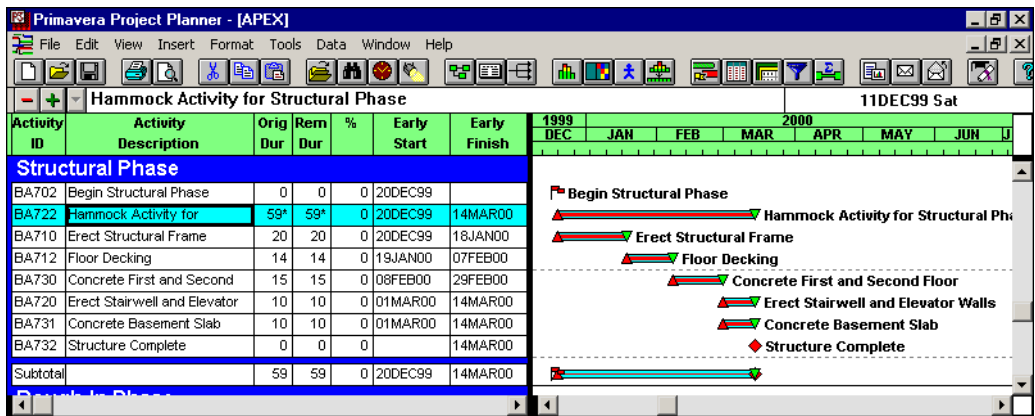
Converting from P3 If you have the P3 autocost rule set to Link Remaining Duration and Schedule Percent Complete, when you import activities from P3 to the Project Management module they are assigned the Duration % complete type, which specifies that the activity's percent complete is calculated from the original and remaining durations.

If the percent complete and the remaining duration are not linked in P3, when you import activities into the Project Management module, all activities are assigned the Physical % complete type.

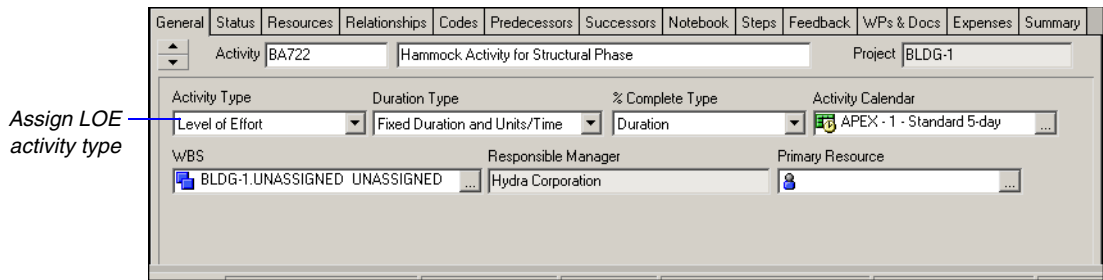
Creating Hammock Activities

In P3, *hammock* activities are used to monitor the elapsed beginning-to-end duration of a group of activities. Duration for the group of activities is based on its assigned predecessors and successors. While the Project Management module does not have hammock activities, you can use the Level of Effort (LOE) activity type to create simple hammock-like activities. The LOE activity type is used to represent activities that are ongoing such as, project management tasks, reviews, and meetings.

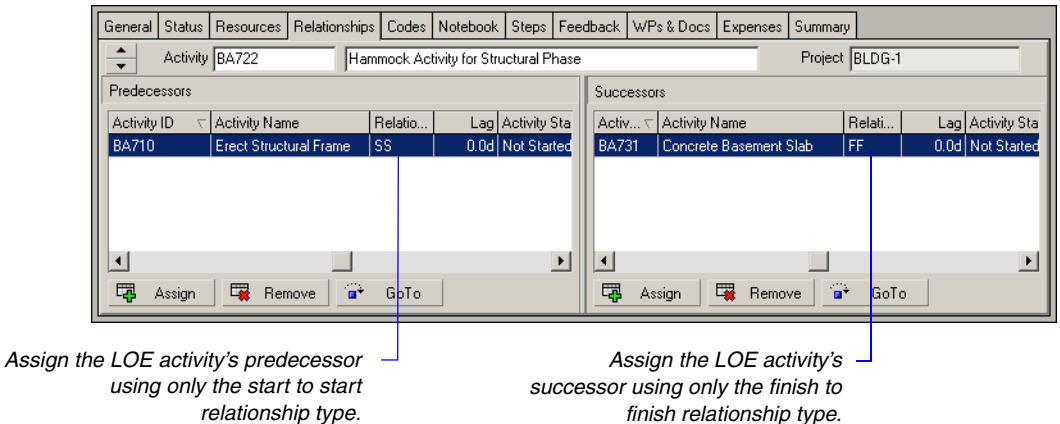
For example, you can create a LOE activity in the Project Management module that duplicates the P3 hammock activity shown in the following figure.



Create a level of effort activity in the Project Management module In the Project Management module, choose Project, Activities. Add an activity and assign it the Level of Effort activity type in the General tab. Assign the appropriate duration type, percent complete type, and activity calendar.

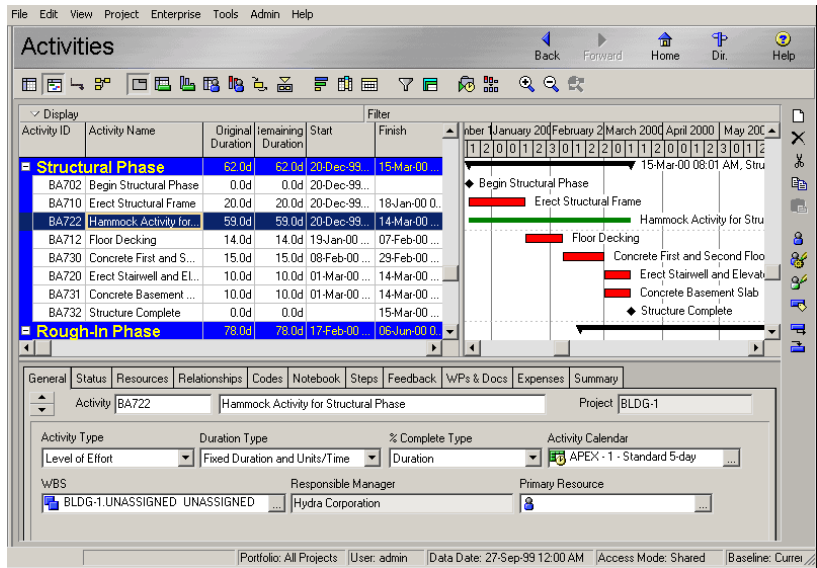


Use the Predecessors and Successors tabs or the Relationships tab to assign the LOE activity only start to start predecessors and finish to finish successors.



When you schedule, the Project Management module calculates the level of effort (LOE) for the activity's duration from the *earliest early start* of its predecessors/successors (linked to the start end of the level of effort activity) to the latest early finish of its predecessors/successors (linked to the finish end of the level of effort activity).

The following figure illustrates the same hammock activity from P3 in the Project Management module.



Additional notes for using LOE activities Review the following information regarding how LOE activities differ from hammock activities:

- A hammock activity expands to “umbrella” the activities encompassed within it. A LOE activity acts like a “filler” activity—it compresses to fit between activities.
- Hammocks are not scheduled using their own calendar. A LOE activity uses its assigned calendar during scheduling.
- A hammock activity’s duration is calculated as the earliest early start of its predecessors to the latest early finish of its successor activities. A LOE activity’s duration is calculated from the latest early start of its predecessors to the earliest late finish of its successor.



To duplicate a hammock activity as a LOE activity in the Project Management module, you should only assign one predecessor to the LOE activity and one successor activity from the LOE activity.

Using Autocost

P3 uses Autocost rules to determine how resource and cost variables are calculated. The Project Management module also provides resource/cost calculation rules similar to Autocost. You can also model most of the Autocost rules using the Project Management module's activity and duration types.

The following figure shows the Autocost rules from P3 3.x. The following paragraphs describe how to map each Autocost rule from P3 to its corresponding function in the P6 PM module.

Rule #1—Link remaining duration and schedule percent complete The P6 PM module always links the remaining duration and the schedule percent complete for an activity when it has the Duration percent complete type. When you convert activities from P3, they are automatically assigned the Duration percent complete type, indicating that the activity's percent complete is calculated from its original and remaining durations.

If you update the activity's remaining duration, the Duration % is automatically updated. Labor units are updated based on the settings of other rules.

If you want to unlink the percent complete from the remaining duration, you should set the percent complete type to Physical, which means that you manually enter percent complete and remaining duration for each activity.

The Project Management module refers to estimate to complete (ETC) as Remaining Units. The estimate at completion (EAC) is now called At Completion units.

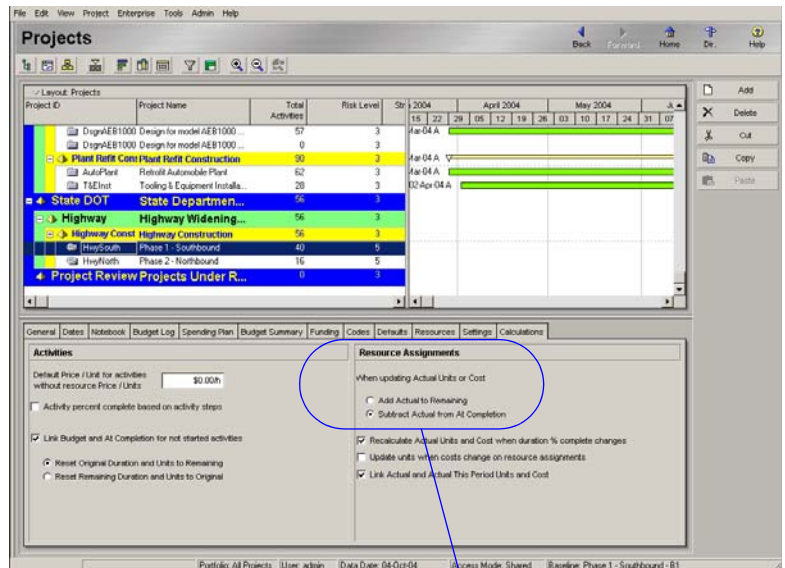
Rule #2—Freeze resource units per day In the Project Management module you can choose to freeze or not freeze the resource units per time by setting the appropriate duration type as shown in the following table. Keep in mind that the Project Management module uses the same fundamental equation as P3 to balance resource values when you update.

Remaining Units (RU)- Units/timeperiod (UPT) x Remaining Duration (RD)

For this resource setting in P3:	Set to this duration type in the Project Management module:	Comments
Freeze resource units/timeperiod (for nondriving resources)	Fixed duration and units/time	Freezing the UPT in P3 is the same as fixing the UPT in the Project Management module. A nondriving resource means you want the units calculated based on the duration, so you would also fix the duration. $RU = UPT \times RD$.
Do Not Freeze resource units/timeperiod (for nondriving resources)	Fixed duration and units	Not freezing the UPT in P3 is the same as holding the RU constant in the Project Management module ($UPT = ETC/RD$). A nondriving resource means you want the units calculated based on the duration, so you would also fix the duration.
Freeze resource units/timeperiod (for driving resources)	Fixed units/time	Freezing the UPT means that either the RD or the RU can be recalculated. A driving resource indicates that the RU determines the RD, so both of these variables are changed. In this case, you would simply fix the UPT in the Project Management module.
Do Not Freeze resource units/timeperiod (for driving resources)	Fixed units	When resource units per timeperiod are not held constant and the resource is driving, indicating that the RD is calculated based on the resource units and UPT, you want to fix the units.

When you convert projects from P3 to P6, the PM module looks at your existing resource assignments and Autocost Rule #2 and sets the appropriate duration type. Refer to [“Understanding Duration and Percent Complete Types”](#) on page 77 for more information.

Rule #3—Add actual to ETC or Subtract actual from EAC In the Project Management module you can also choose to add actual units to the remaining units, or you can subtract the actual units from the estimate at completion. Set this rule at the project level. Choose Enterprise, Projects. Choose Display, Show on Bottom, Project Details. Select the Calculations tab and choose a project from the upper pane.



Choose to add or subtract the actual units or cost when updating.

Choose Add Actual to Remaining Units or Costs to have the Project Management module calculate a new at completion value when the remaining units or the actual units changes:

$$\text{At Completion Units} = \text{Remaining Units} + \text{Actual Units}$$

Choose Subtract Actual from At Completion to have the Project Management module calculate a new remaining units value when the at completion or actual units change:

$$\text{Remaining Units} = \text{At Completion Units} - \text{Actual Units}$$

Using the new remaining units, the Project Management module recalculates the units per timeperiod as:

$$\text{Units per Timeperiod} = \text{Remaining Units} / \text{Remaining Duration}$$

Or, the remaining duration can be calculated as:

$$\text{Remaining Duration} = \text{Units/Timeperiod} / \text{Remaining Units}$$

When the activity duration type is set to Fixed Duration and Units/Time, the Project Management module always uses the Add rule, regardless of the Add/Subtract setting—similar to freezing the units per timeperiod in P3. The Subtract rule must recalculate either the units per timeperiod or the remaining duration (as indicated in the previous equations), which contradicts the Fixed Duration and Units/Time duration type that indicates you do not want the duration and the units per timeperiod to change.



When you apply actuals in the Project Management module (without using timesheets from the Progress Reporter module), the Subtract Actuals from At Completion rule is always used to calculate the remaining units.

Converting P3 “Allow negative ETC” to P6

The Allow Negative ETC option in P3 is not supported in P6. The P6 PM module converts the P3 Autocost setting for the Add/Subtract rule to the same setting on the Project Details, Calculations tab.

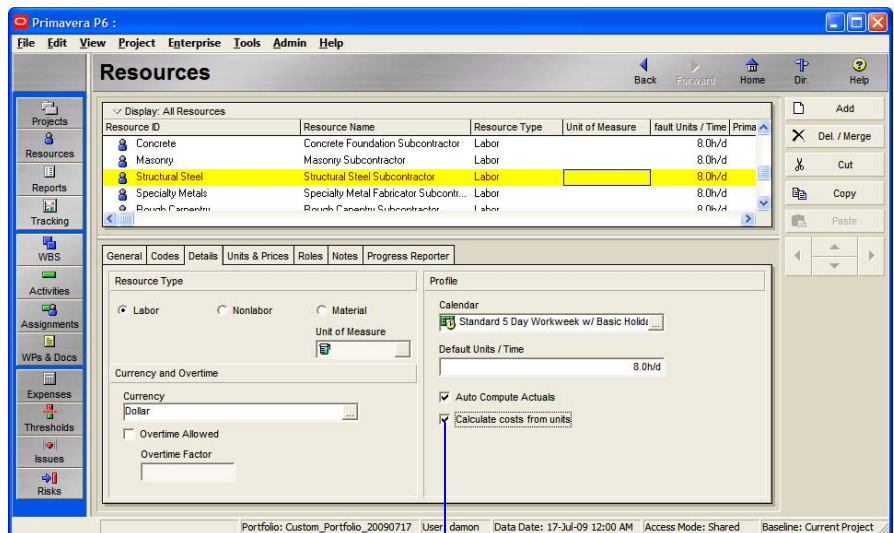
The P6 PM module does allow you to specify negative budgeted, actual, and remaining units and cost for activities with Fixed Duration types (Fixed Duration & Units or Fixed Duration & UPT). The PM module indicates a negative value with a minus sign.

You can assign the price/unit for the resource using the Units & Prices tab in the Resources window.

Rule #4—When quantities change, use current unit prices to recompute costs: Budget, Actual to Date, Estimate to Complete The Project Management module has a similar setting that enables you to recalculate costs associated with a resource when its quantities change. Choose Enterprise, Resources. Show the detailed tabs at the bottom of the screen by choosing Display, Details. Select a resource from the resource hierarchy, then choose the Details tab. Mark the option to Calculate Costs from Units if you want the P6 PM module to calculate costs based on quantity changes for that resource. You must also have defined a price/unit for the resource.



You can also change this setting for the resource at the activity level if you display the Cost Units Linked column in the Activities window, Activity Details, Resources tab. To display the Calculate Costs from Units column, in the Resources tab, right-click on any column heading and select Customize Resource Columns. In the Columns dialog, right-click anywhere in the Available Options section and select Group and Sort By, List. From the list, select Calculate Costs from Units and click the right arrow to move it to the Selected Options section. Click Apply, OK.

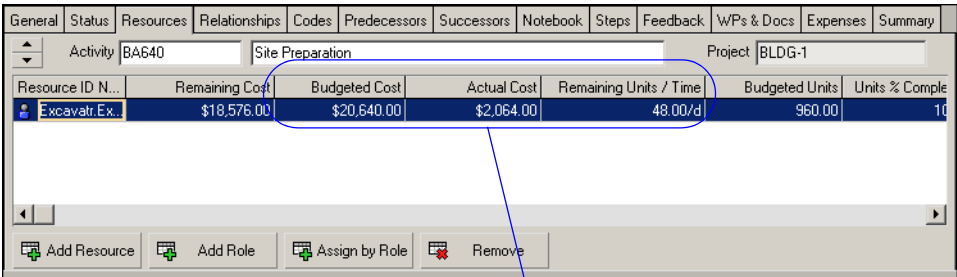


For each resource, specify whether you want to calculate costs from unit changes.

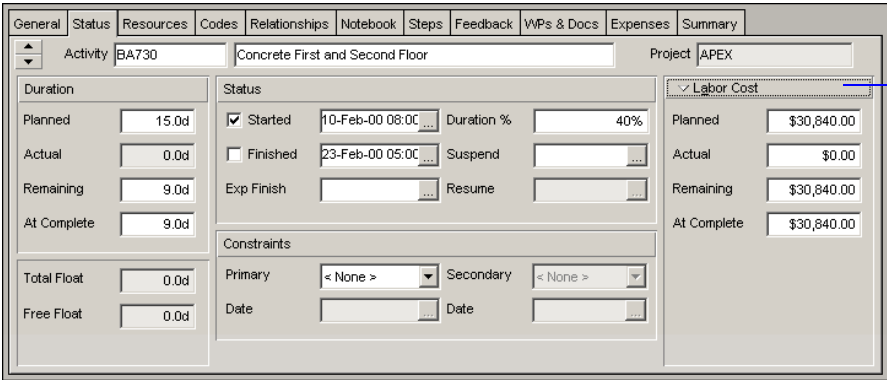
The Project Management module uses the following equations:

- Budgeted Cost = Budgeted Units x Price/Unit**
- Actual Cost = Actual Units x Price/Unit**
- Remaining Cost = Remaining Units x Price/Unit**
- At Completion Cost = Remaining Cost + Actual Cost**

To display costs for the resource, choose the Resources tab in Activity Details. Right-click anywhere along the column titles to customize the columns. You can add columns to show the cost data for each assigned resource.



Right-click along the title bar to choose additional columns in the Resources tab. You can show columns for resource cost data.



Use the Status tab to review the activity's total costs. Click the drop-down arrow to change the display options bar from units to costs.

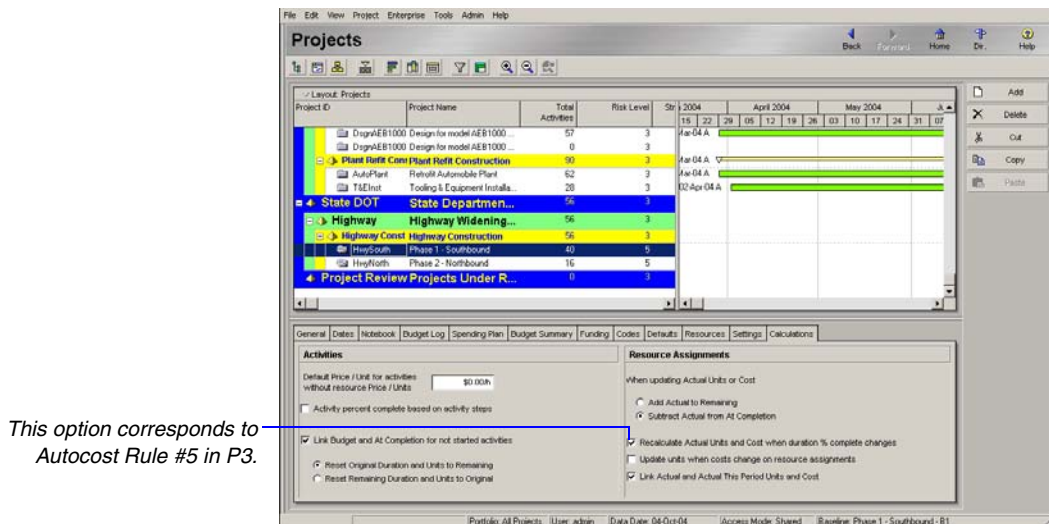
When you choose to update costs based on resource units, you can also update units based on changes to costs by marking the Update Units when Costs Change on Resource Assignments option on the Calculations tab. To keep the calculations similar to P3 3.x, you would clear this option.

The screenshot shows the 'Calculations' tab in the P6 software. The 'Resource Assignments' section contains the following options:

- ☐ Add Actual to Remaining
- ☒ Subtract Actual from At Completion
- ☐ Recalculate Actual Units and Cost when duration % complete changes
- ☒ Update units when costs change on resource assignments
- ☒ Link Actual and Actual This Period Units and Cost

Clear this check box to keep existing P3 3.x functionality in the Project Management module.

Rule #5—Use the update percent complete against budget to estimate Actual quantity to date, Actual cost to date You can set a similar option in the Project Management module that enables you to use the Duration percent complete to automatically update the actual units and actual costs on resource assignments. Choose Enterprise, Projects. In Project Details, select the Calculations tab, then select a project from the upper pane.



When you mark this option, the Project Management module links the Duration percent complete to actual values.

$$\text{Actual Units} = \text{Budgeted Units} \times \text{Duration \% complete}$$

Actual costs are also updated if you have the option set to recalculate costs based on units in the Resources window.

In this example, a Duration % equal to 40 was entered. The Actual Units were updated as $150 \times 40\% = 60$.

The newly calculated actual units for the activity are then distributed to the assigned resources, as shown in the following figure.

1. The actual units are based on Duration type and are distributed equally between the resources, so each resource is updated with 24 hours.

3. A new At Completion is calculated by adding the remaining units to the actual units.

Resource ID Name	Budgeted Units	Remaining Units / Time	Actual Regular Units	Remaining Units	At Completion Units
Excavatr,Excav...	64.00	32.00/d	24.00	32.00	56.00
FNISHR,Finisher	32.00	16.00/d	24.00	16.00	40.00

2. This activity has the Fixed Duration and UPT duration type assigned, which indicates that the remaining units are calculated as $RU = UPT / RD$.

The Recalculate Actual Units and Costs when Duration % Changes setting only applies when the Percent Complete type is set to Duration. If an activity is assigned the Units Percent Complete type, the actual units are automatically calculated for you the first time you update.

The table listed under Rule #2 earlier in this section correlates the Duration type in the Project Management module to the resource assignment in P3 3.x.

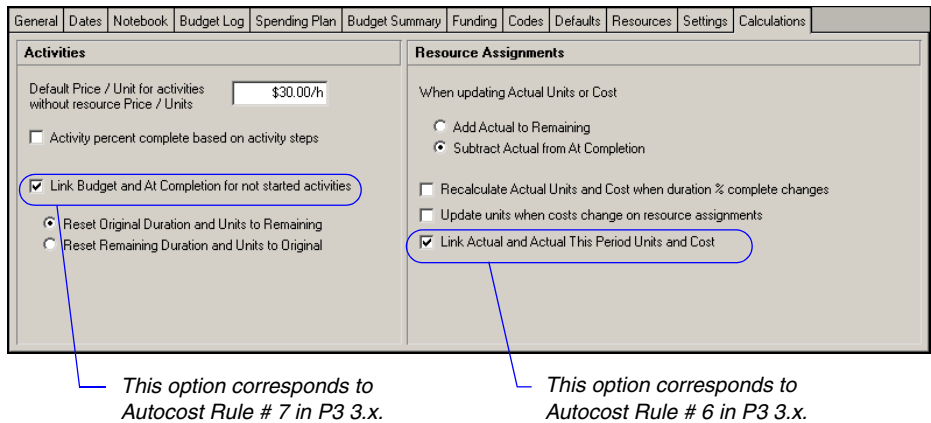
In addition, the setting to update actual units/costs when the Duration percent complete changes type does not apply to any activity whose Duration type is set to Fixed Units or Fixed Units per Time. These two cases are similar to having driving resources in P3 3.x. When you have resources that drive the duration of an activity, the most accurate update method is to update each resource's actual to date and remaining units, rather than having the actual units calculated for you based on a percent complete at the activity level. (This condition is the same as having Autocost Rule #1 set to link the remaining duration and schedule percent complete with driving resources in P3—P3 does not allow you to change the activity's percent complete or remaining duration when the resource is driving.)



When you apply actuals in the Project Management module (either from Progress Reporter timesheets or by marking the Auto Compute Actuals setting), the Project Management module uses these actuals, rather than the actuals calculated from the Recalculate Actual Units and Costs when Duration % Changes setting.

Converting from P3 When importing projects from P3 to P6, the PM module looks at how you have Autocost Rule #5 set in P3. If you have both the actual quantity to date and actual cost to date options marked to recalculate based on the percent complete, then the PM module marks the Recalculate Actual Units and Costs when Duration % Changes setting in the Projects window, Project Details, Calculations tab. If only one or neither option is marked in P3, then the PM module leaves the Recalculate Actual Units and Costs when Duration % Changes setting blank.

Rule #6—Link actual to date and actual this period This rule in P3 converts to a similar rule in the P6 PM module. Choose Enterprise, Projects. In Project Details, select the Calculations tab. If you mark the Link Actual and Actual This Period Units and Cost option and change either the actual or actual this period for an activity or resource, the PM module updates the other value. If you clear this check box, changing one value has no effect on the other. At the end of each accounting period, reset the actual this period values for units and costs for all activities and resource assignments using the Store Period Performance command on the Tools menu.



Rule #7—Link budgeted to EAC for non-progressed activities In the Calculations tab, you can set a similar option in the Project Management module that enables you to link the budgeted amount to the at completion amount for activities that have not started. Choose Enterprise, Projects. In Project Details, select the Calculations tab. If you mark the Link Budget and At Completion for Not Started Activities check box, choose how to distribute the actual units on an activity when its actual start or finish is removed. You can choose to reset the original duration and units to equal the remaining duration and units. Or, to keep the calculation similar to P3 3.x, you can reset the remaining duration and units to equal the original duration and units.

Rule #8—Calculate variance as Budget-EAC, EAC-Budget The Project Management module does not calculate a variance between the budgeted amount and at completion amount. However, you can set the current project as a baseline and calculate a variance between total costs.

Perform schedule calculations during each schedule computation The P6 PM module performs calculations during schedule computations. Choose Tools, Schedule, and then click the Options button. Mark the Recalculate assignment costs after scheduling check box.

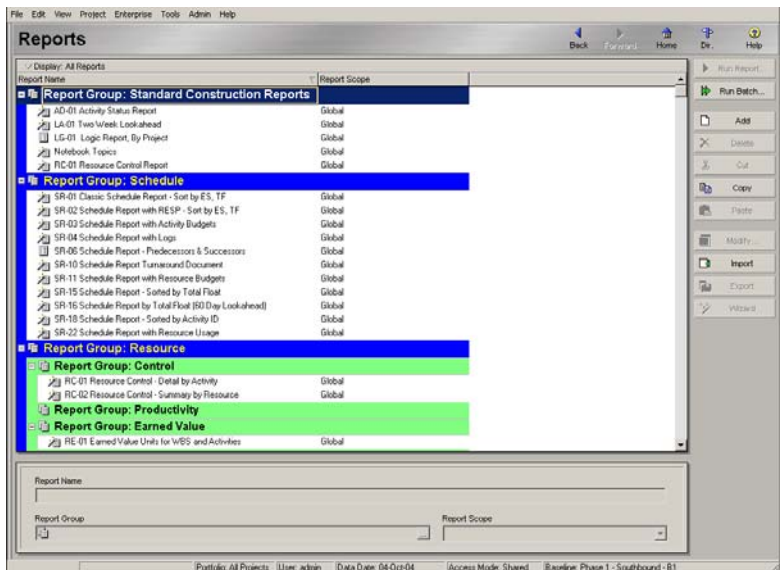
Schedule “nondriving” resource assignments Resources that do not drive the dates of the activity they are assigned to are considered to be nondriving. You can define resources as driving or nondriving by default in the Projects window, Project Details, Resources tab. When scheduling nondriving resources, the Project Management module applies the following rules:

- When scheduling on the forward pass, if the activity has any driving resource assignments, the PM module will calculate the early start date as the earliest Early Start date of all driving resource assignments. Once the Early Start of the activity is calculated from the driving assignments and relationships, all nondriving resources are scheduled on or after this date using its assignment duration. The Early Finish dates of the nondriving assignments can fall earlier or later than the Early Finish of the activity.
- When scheduling on the backward pass, the Late Start date of the activity and all nondriving resources is calculated as the earliest Late Start date of all driving resource assignments. Once the Late Start date of the activity is calculated from the driving assignments and relationships, all nondriving resources are scheduled on or after this date using its assignment duration. This means the Late Finish date of the nondriving assignments can fall later than the Late Finish date of the activity to which they are assigned.
- The finish dates of the nondriving resource assignments can fall later than the latest calculated Early Finish date of the project, which is driven by the activity dates.
- If no driving resources exist on the activity, the activity dates are used as the calculated dates for the nondriving resources.

Creating a P3 Report in P6

P3 provides reports and graphics that enable you to communicate detailed or summarized information about your projects. You determine the content, format, order, and selection of activities, among other options. The reports are preformatted, yet flexible, providing project data covering schedule, resource, and cost information.

Many of the reports you are familiar with in P3 can be found in the Project Management module as default global reports. Choose Tools, Reports, Reports to view the list of reports available in the Project Management module.



You can easily add a wide-variety of new reports or modify existing reports using the Report Wizard in the Project Management module. Wizard reports are created by selecting a base table and fields to view, combined with options for grouping, sorting, and filtering. You can easily modify a report as you're building it, and you can modify reports that were previously created by the Report Wizard.



The Edit Global Reports security privilege is required to create, run, and save a report from the Report Wizard.

Create a schedule report Schedule reports provide a list of schedule data showing activity IDs, descriptions, durations, float, and early and late schedule dates. You can customize reports to show additional data on separate lines, such as budgets, resources, predecessor/successor activities, and logs.

The Classic Schedule Report (SR-01) in P3 displays basic schedule information and is sorted by Early Start and Total Float. A similar report is found in the list of global reports in the Project Management module. You can modify the report or create a new one using the Report Wizard. This section shows how to use the Report Wizard to create a new schedule report that duplicates the report in P3.

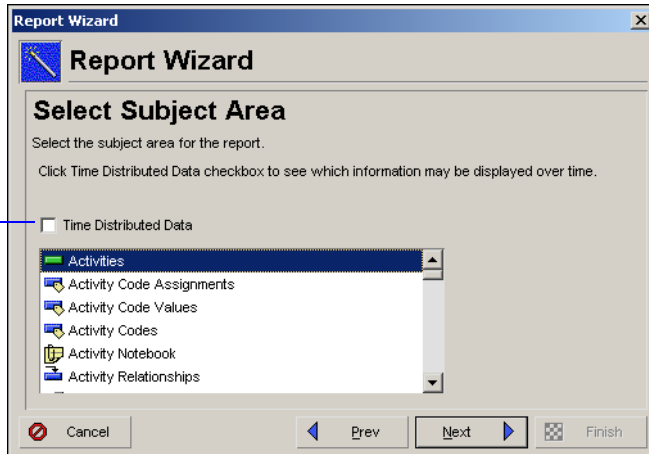
Acme Motors					PRIMAVERA PROJECT PLANNER					Plant Expansion & Modernisation				
REPORT DATE 30SEP02 RUN NO. 36					-----Project Schedule-----					START DATE 19JUL99 FIN DATE 23FEB01				
9:44														
Classic Schedule Report - Sort by ES, TF										DATA DATE 27SEP99 PAGE NO. 1				
ACTIVITY ID	ORIG DUR	REM DUR	CAL %	CODE	ACTIVITY DESCRIPTION	EARLY START	EARLY FINISH	LATE START	LATE FINISH	TOTAL FLOAT				
BA400	20	0	1	100	ENG Design Building Addition	19JUL99A	27AUG99A							
AS100	10	0	1	100	ENG Define System Requirements	20JUL99A	4AUG99A							
AS101	20	0	1	100	ENG System Design	3AUG99A	31AUG99A							
AS204	10	0	1	100	ENG Prepare Drawings for Temp Control Equipment	17AUG99A	31AUG99A							
AS216	10	5	1	50	ENG Prepare Drawings for System Controller	23AUG99A	1OCT99		12JUN00	174				
BA501	14	0	1	100	ENG Review and Approve Designs	30AUG99A	20SEP99A							
AS102	10	0	1	100	ENG Approve System Design	31AUG99A	13SEP99A							
AS205	5	0	1	100	ENG Review and Approve Temp Control Equipment	31AUG99A	13SEP99A							
AS200	5	0	1	100	PCH Prepare and Solicit Bids for Temp Control Equip	7SEP99A	16SEP99A							
AS240	0	0	1	100	ISD Installation Begins	14SEP99A								
ASBB10	10	2	1	80	ISD Site Preparation	14SEP99A	28SEP99		9MAY00	155				
AS201	2	0	1	100	PCH Review Bids for Temp Control Equipment	20SEP99A	21SEP99A							
BA450	10	5	1	50	PCH Assemble Brick Samples	20SEP99A	1OCT99		23NOV99	37				
AS202	1	0	1	100	PCH Award Contract for Temp Control Equipment	21SEP99A	21SEP99A							
BA630	0	0	1	100	CON Begin Building Construction	21SEP99A								
BA640	20	18	1	10	CON Site Preparation	21SEP99A	20OCT99		20OCT99	0				
BA480	10	7	1	30	PCH Assemble and Submit Flooring Samples	21SEP99A	5OCT99		28MAR00	120				
AS206	20	16	1	20	PCH Fabricate & Deliver Temp Control Equipment	22SEP99A	18OCT99		14JUN00	165				

Choose Tools, Reports, Reports. Click Add to run the Report Wizard. Select New Report, then click Next.



Choose the subject area that includes the information you want to display in the report. To create a schedule report that contains activity durations and dates, select Activities. Click Next.

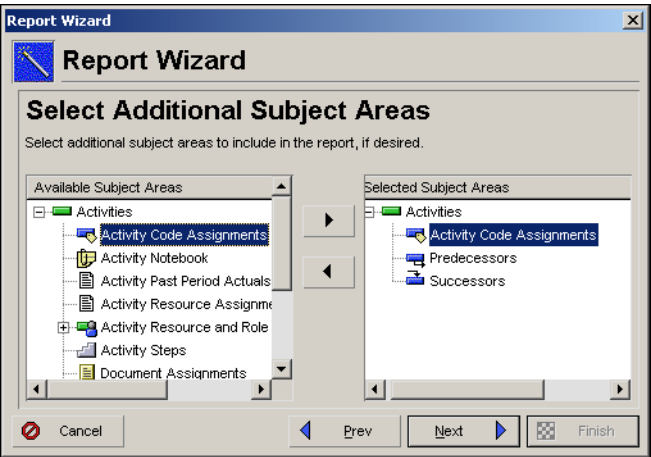
Mark this checkbox to limit the subject areas to data that may be distributed over time.



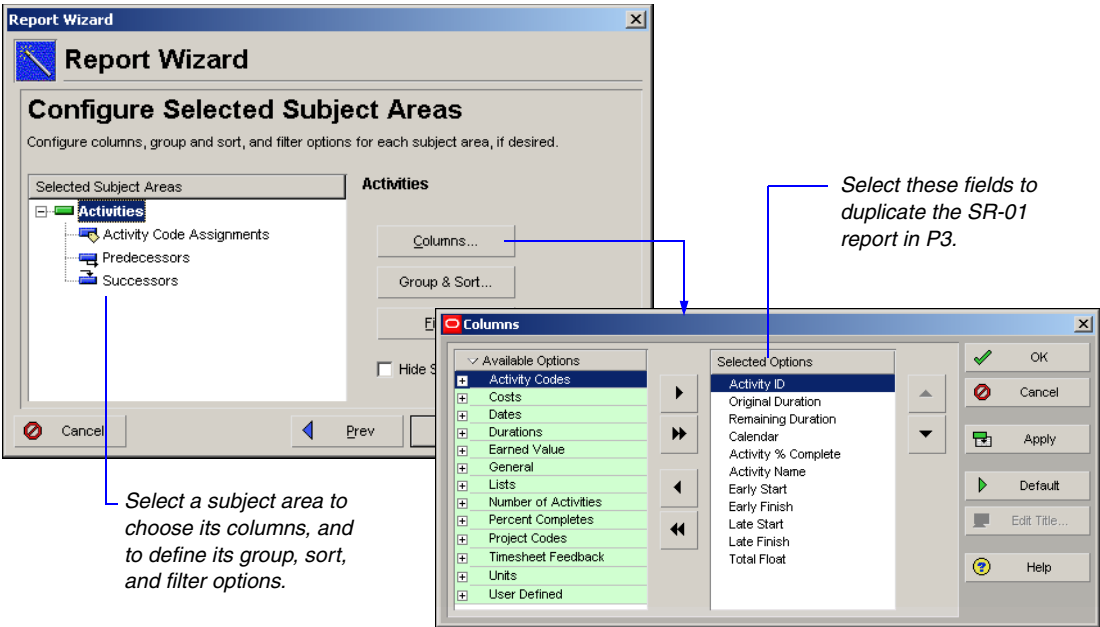
Choose additional subject areas to include in the report. The additional areas available are based on the subject area selected in the previous screen. Click Next.



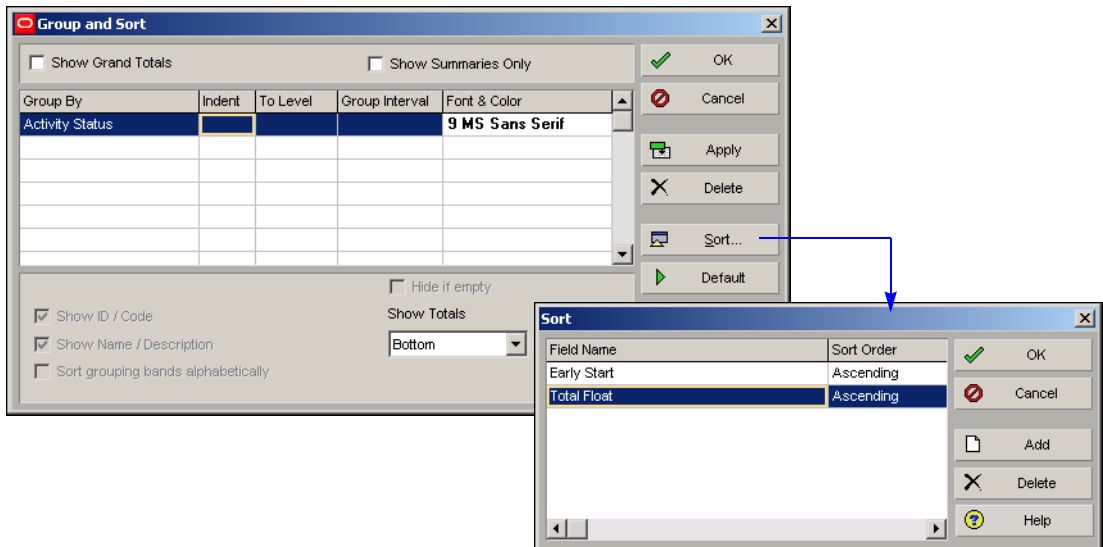
You cannot add additional subject areas to time-distributed reports.



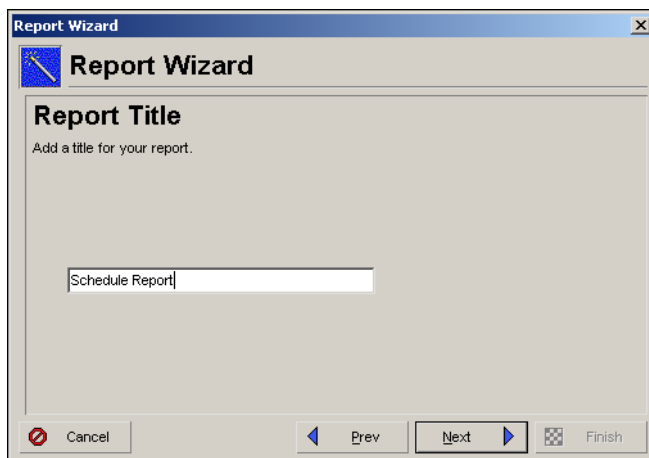
Configure the display options for each Subject Area. Click Columns to select the activity data to display for the selected in the report. The Columns dialog box contains all fields available to you based on the selected Subject Area.



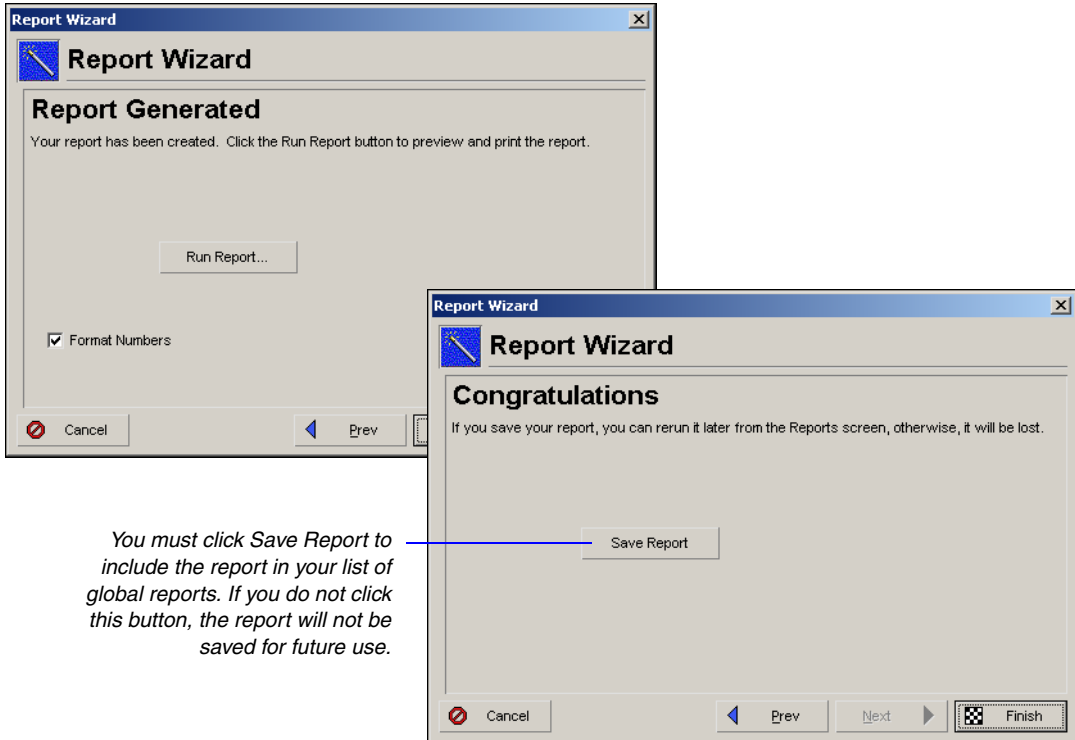
Click Group and Sort to determine the order in which data is listed in the report. Clear the items in the Group and Sort dialog box so the report is not grouped. In the Group and Sort dialog box, click Sort to order the information by Early Start, then Total Float. Click Filter if you want to limit the activities displayed in the report. Otherwise, click Next.



Type a title for your report. The title appears centered at the top of the report.



Click Run Report and choose to view the report in Print Preview, send directly to a printer, publish as an HTML file, or print to an ASCII text file. Then, click Next, Save Report to save the report for future use.

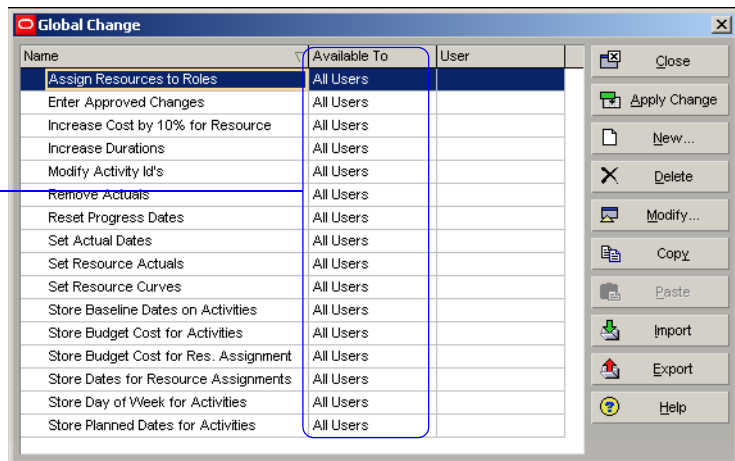


Using Global Change

Global Change is a powerful P3 feature that allows you to change data for many activities in a single operation. You can still take advantage of this functionality in P6. Similar to P3, use If, Then, and Else statements to determine the changes you want to make. Read this section to learn how to build a Global Change specification in the P6 PM module. Differences between P3 and P6 are also highlighted.

In the P6 PM module, open the project whose data you want to modify. Choose Tools, Global Change. Just as P3 does, P6 provides several sample specifications. Global Change specifications are available to all projects.

Specifications can be made available to you—the current user, all users, or to a another specific user.



Choose an existing specification and click Modify to review its definition. For example, the following figure compares the same Global Change specification from P3 and the Project Management module regarding increasing costs by ten percent for resources.

In P3, use If statements to select the field engineer resources whose duration is greater than zero.

A Then statement increases the budgeted cost by 10% by multiplying the current budgeted cost by 1.1.

GL-07 APEX - Global Change

Title: << >> Trial run Run

Change Selection

Selection criteria: ☐ Any ☒ All

Specifications:

	Data Item	Criteria	Data Item/Value	Operation	Data Item/Value
If:	RES	EQ	FLD ENG1		
and	RD	GT	0		
and					
Then:	BC	EQ	BC	*	1.1
Else:					

Transfer... OK Cancel Help

First choose a subject area—activities, activity resource assignments, or project expenses.

Double-click the Value field to choose a resource from the resource hierarchy.

In the P6 PM module, create a similar If statement to select the data to modify. The parameters you can choose are based on the subject area.

Define the same Then statement that you used in P3.

Modify Global Change

Select Subject Area: Global Change Name:

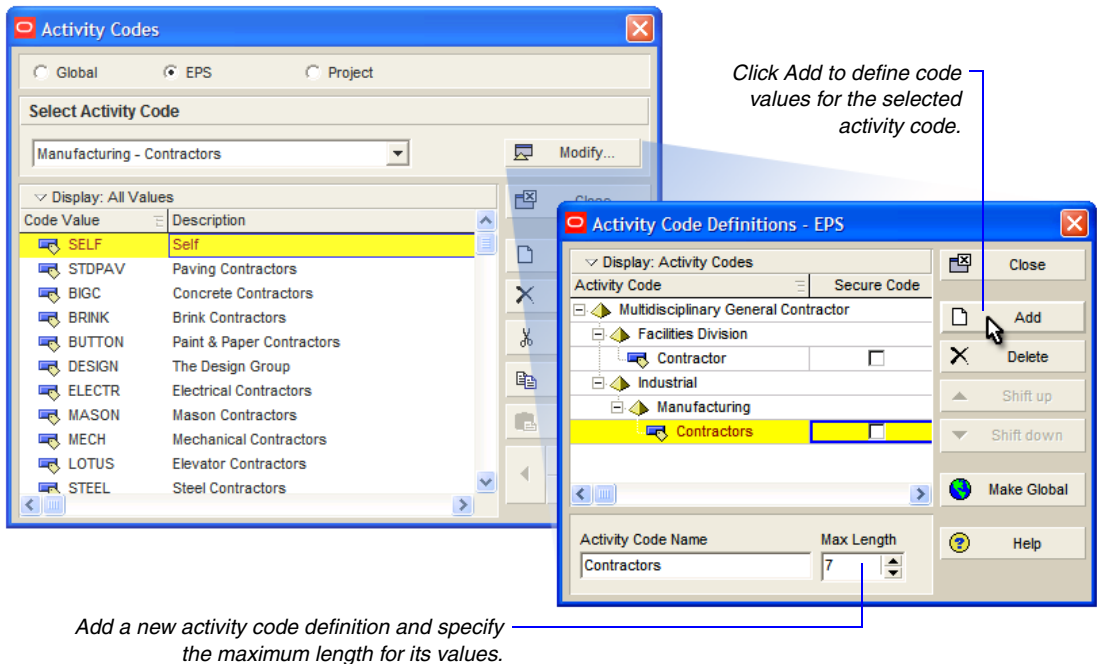
If	Parameter	Is	Value	High Value
(All of the following)				
Where	Resource ID Name	equals		
And	Remaining Duration	is greater than	0	

Then	Parameter	Is	Parameter/Value	Operator	Parameter/Value
	Budgeted Cost	=	Budgeted Cost	*	1.1

Else	Parameter	Is	Parameter/Value	Operator	Parameter/Value
------	-----------	----	-----------------	----------	-----------------

OK Cancel Change Add Delete Cut Copy Paste Help

Create a Global Change specification to assign activity code values The following example demonstrates how to define a new Global Change specification for assigning an activity code value to activities in a school construction project. First, open the project and choose Enterprise, Activity Codes to add a new activity code and associated values. In the Activity Codes dialog box, choose Modify, then Add to add a new classification.

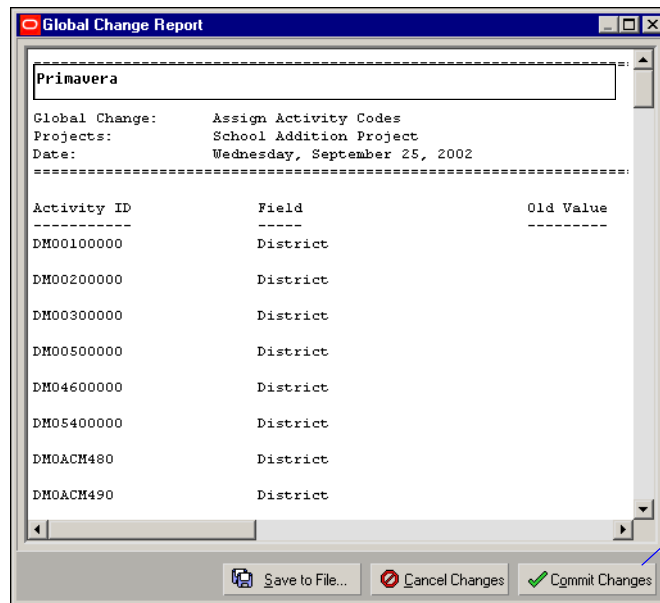


Once the activity code is defined, display the Activities window and choose Tools, Global Change to define a specification that assigns the code value to activities. Choose New to create a new specification. Click anywhere in the If, Then, or Else area of the Modify Global Change dialog box, then choose Add to define the criteria.

Choose a Subject area and use the If section to select the data that you want the global change to affect. Leave this area blank to change all activities in the open project.

Double-click the Parameter field to display a list of available parameters to change for the specified subject. The Parameter/Value field corresponds to the parameter you selected. In this example, you can double-click to display the code values defined for the District code and choose the one you want.

In the P6 PM module, the Change button on the Modify Global Change dialog box acts the same as P3's Trial Run command. Click Change to run a Global Change report that details the activities, assignments, or expenses affected by the change, including the old and new values. If you are satisfied with the results, choose Commit Change at the bottom of the report to apply the changes.



Click to apply the changes shown in the report.

You can create a layout that includes columns for activity codes for review.

File Edit View Project Enterprise Tools Admin Help

Layout: Activity Code Review Filter: All Activities

Activity ID	Activity Name	District	Phase	CSI - CSI Division	Department	Responsibility
Project: School School Addition Project						
DM00100000	Mobilization	Northeast	FOUND	02.000	CON	AM
DM00200000	Building Demolition	Northeast	FOUND	02.050	CON	AM
DM00300000	Sitework	Northeast	FOUND	02.000	CON	AM
DM00500000	Footing Excavation	Northeast	FOUND	02.220	CON	AM
DM04600000	Waterdown construction road	Northeast	FOUND	02.220	CON	AM
DM05400000	Repair fence at Area P-B	Northeast	FOUND	02.220	CON	AM
DM0ACM480	Phase II Occupancy	Northeast	FINSH	00.950	CON	JN
DM0ACM490	Punchlist	Northeast	FINSH	00.780	CON	JN
DM0ACM500	Final Clean up	Northeast	FINSH	01.400	CON	JN
DM0ACM510	Close Out	Northeast	FINSH	00.900	CON	JN
DM0BRN180	Windows/Panes	Northeast	ROUGH	08.600	CON	JN
DM0BRN190	Ext. Doors	Northeast	CLOSE	08.100	CON	JN
DM0BRN200	Overhead Doors	Northeast	CLOSE	08.350	CON	JN
DM0BRN230	Interior Partition Walls	Northeast	CLOSE	10.600	CON	MF
DM0BRN240	Interior Doors/Finishes	Northeast	CLOSE	09.000	CON	JN
DM0BRN250	Accessories	Northeast	CLOSE	10.800	CON	MF
DM0LEC380	Electrical Rough-In 1st Floor	Northeast	ROUGH	16.000	CON	AM
DM0LEC390	Electrical Rough-In 2nd Floor	Northeast	ROUGH	16.000	CON	AM
DM0MAS070	Masonry Foundations	Northeast	STRUC	04.000	CON	MF
DM0MAS160	Masonry Building Walls	Northeast	STRUC	04.000	CON	MF
DM0MAS220	Masonry Walls Interior	Northeast	STRUC	04.000	CON	MF
DM0MEC110	Exhaust System (rough)	Northeast	ROUGH	15.600	CON	AM

Portfolio: All Projects User: admin Data Date: 10-Feb-03 Access Mode: Shared Baseline: Current P1

The activity code value has been globally assigned to all activities in the School Addition Project.

Comparing functions The P6 PM module contains many of the same functions as P3's Global Change feature. The functions are displayed in the Parameter/Value dropdown list of the Modify Global Change dialog box when an appropriate data item is specified in the Parameter field. The following table compares the functions.

Function in P3:	Function in P6:	Purpose:
RIGHT(item, x)	RightString(field name,#)	Extracts a specific number of characters from any data type, where field is the name of the field and # is the number of characters to extract, starting with the last character.
LEFT(item, x)	LeftString(field name,#)	Extracts a specific number of characters from any data type, where field is the name of the field and # is the number of characters to extract, starting with the first character.
SUBSTR(item, x, y)	SubString(field name,#,#)	Extracts a specified number of characters (y) from a data field starting at a specified position (x), where field is the name of the field.
DAY(date)	Dayof Week(date field or date)	Returns the day of the week for the specified date, resulting in Monday, Tuesday, and so on.
DATE(date)	CurrentDate/Time	Supplies the current system date. A date field must be specified in the Parameter field.
STDATE(date)	Not required	The PM module converts date fields to text strings whenever necessary.
LTRIM(field)	Not required	The PM module does not include leading blank spaces in fields.
RTRIM(field)	Not required	The PM module does not include trailing blank spaces in fields.

Additional notes on using Global Change Read the following guidelines for using Global Change in the Project Management module. See the *Oracle Primavera P6 Project Management Reference Manual* or online help for detailed information.

- You can enter custom text, dates, or numbers to modify data. For example, if a text data item such as, Activity Name, is selected in the Parameter field type, you can specify text in the Parameter/Value field. Choose Custom from the dropdown list. You are then prompted to enter the desired text. If a date field were specified in the Parameter field, the Custom parameter would prompt you to enter a specific date.

Choose Custom in the Parameter/Value field when you want to add text.

If	Parameter	Is	Value	High Value
<input type="checkbox"/>	(All of the following)			
	Where			

Then	Parameter	Is	Parameter/Value	Operator	Parameter/Value
	Activity Name	=	{ Custom }		
			{ SubString(Parameter, #, #) }		
			{ RightString(Parameter, #) }		
			{ LeftString(Parameter, #) }		
			{ DayOfWeek(Parameter) }		
			Accounting Variance		
			Accounting Variance - Labor Unit		
			Activity % Complete		
			Parameter/Value		

Else	Parameter	Is	Parameter/Value	Operator	Parameter/Value

- You can combine text strings or concatenate using the ampersand (&) operator, similar to P3. Specify the text you want to concatenate within quotation marks in the Value field.

- The P6 PM module does not use temporary variables. Instead, use user-defined fields as temporary place holders. User-defined fields are similar to P3's custom data items. You can define user-defined fields in the User Defined Fields dialog. Choose Enterprise, User Defined Fields. User-defined fields can be displayed as columns in the Activity Table and in reports.
- You can use arithmetic equations to change numeric data such as quantities, costs, and durations. Use addition, subtraction, multiplication, and division to calculate new values.
- Security privileges are required to use Global Change. You must be assigned the global privilege Edit Global Change Definition to create, edit, and delete Global Change specifications that are available to all users. You must also be assigned the project privilege Run Global Change to apply Global Changes to currently open projects along with having access to the data that you are changing.
- When you enter a value for a unit or duration field, the value is not converted to hours. For example, if you enter 5d, the value of 5d is applied when you run the global change. By applying the value of 5d (rather than, for example, 40 hours), global change can accurately change units and durations for activities and resource assignments that use calendars with varying settings for hours per time period.

Grouping Activities by Resource

In P3, you can group activities by resource in the Bar Chart, using the Format, Organize command. You can also group by resources in the Project Management module.

Group by resource in the Activities View In the Project Management module, choose View, Group and Sort. In the Group By field, select Resources. Then click OK.

Group and Sort Dialog Box:

- Display Options:**
 - ☒ Show Group Totals
 - ☐ Show Grand Totals
 - ☐ Show Summaries Only
 - ☐ Shrink vertical grouping bands
- Group By:**
 - Group By: Resources
 - Font & Color: 12 Arial

Activities View:

Layout: Classic Schedule Layout | Filter: All Activities

Activity ID	Activity Name	Resources
Resources: Phyllis Schweitzer		
A1010	Customer panel round-table discussion	Phyllis Schweitzer
A1080	Error trapping and handling test	Phyllis Schweitzer
A1100	High level design	Phyllis Schweitzer
A1210	Graphical User Interface Design	Phyllis Schweitzer
A1220	Customer panel planning	Phyllis Schweitzer
A1230	Schema modeling and update consideration	Phyllis Schweitzer
A1040	Specification sheets	Phyllis Schweitzer
A1240	Conversion scripts	Phyllis Schweitzer
A1250	Support requirement review	Phyllis Schweitzer
A1020	Customer panel schedule	Phyllis Schweitzer
A1090	Advertisement hotline	Phyllis Schweitzer
A1110	High level design review	Phyllis Schweitzer
A1140	Architecture documentation	Phyllis Schweitzer
A1070	Customer panel demonstrations	Phyllis Schweitzer
A1120	High level design modifications	Phyllis Schweitzer
A1180	New user questionnaire	Phyllis Schweitzer
A1150	Technical requirements overview	Phyllis Schweitzer
A1130	High level design sign off	Phyllis Schweitzer
A1190	Login and password entry	Phyllis Schweitzer
A1050	Security infrastructure	Phyllis Schweitzer
A1060	Application status report	Phyllis Schweitzer
A1160	Rejection email alert	Phyllis Schweitzer
A1170	Approval and submittal testing	Phyllis Schweitzer
Resources: Phyllis Schweitzer, Laura Da...		
A1000	Customer panel presentations	Phyllis Schweitzer, Laura Daniels

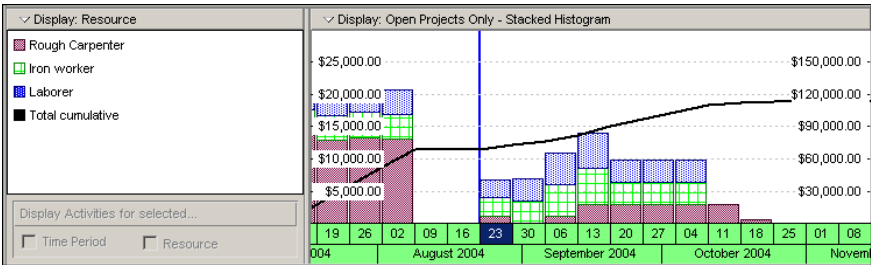
Timeline: November 2004, December 2004, January 2005

Legend: Customer panel round-table discussion, Error trapping and handling test, High level design, Graphical User Interface Design, Customer panel planning, Schema modeling and update consideration, Specification sheets, Conversion scripts, Support requirement review, Customer panel schedule, Advertisement hotline, High level design review, Architecture documentation, Customer panel demonstrations, High level design modifications, New user questionnaire, Technical requirements overview, High level design sign off, Login and password entry, Security infrastructure, Application status report, Rejection email alert, Approval and submittal testing, Customer panel presentations.

Footer: Portfolio: All Projects | User: admin | Data Date: 02-Nov-04 | Access Mode: Shared | Baseline: Current Project

Stacking Multiple Resource Bars in a Profile

In P3, the Resource/Cost Profile displays a histogram that tracks use or cost per timeperiod. You could combine several resources into one profile, but still see individual use or cost for each resource. The stacked profile lets you focus on summarized and individual use at the same time. You can also stack resource bars in the P6 Project Management module.



For example, the following figures compare the same resource usage profile options from P3 and the P6 PM module.

In P3, these selection statements create a profile containing three stacked bars.

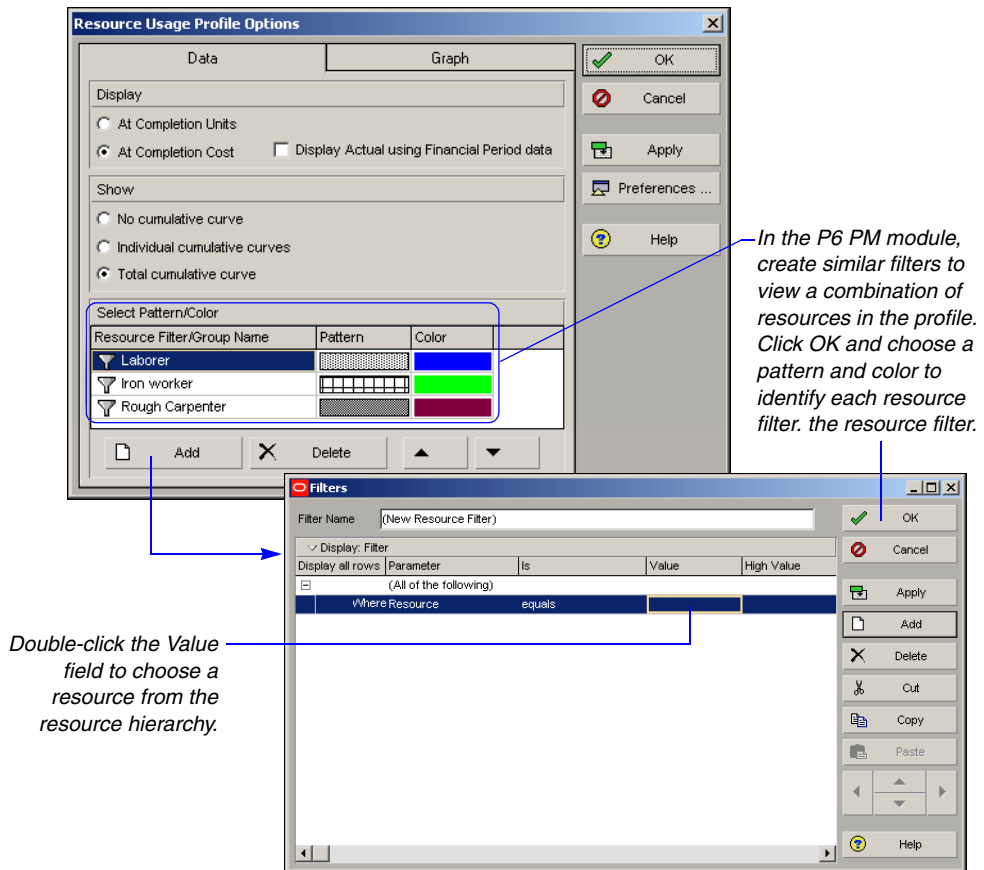
Use different colors to identify each resource.

The 'Resource Profile Selection' dialog box contains a table with the following data:

Group #	Group Name	Group Color	Criteria	Low Value Resource	Low Value Cost Account	High Value Resource	High Value Cost Account
1	Laborer	Red	EQ	LABORER			
2	Ironwk	Blue	EQ	IRWK			
3	RghCarp	Green	EQ	RGHCARP			

Below the table, there is a 'Clear' button and a section for stacking order: 'Stack so that the lowest numbered group is at the' with radio buttons for 'Top' and 'Bottom'. The 'Bottom' radio button is selected.

Stack bars in descending or ascending order.



Format the resource settings for the stacked histogram

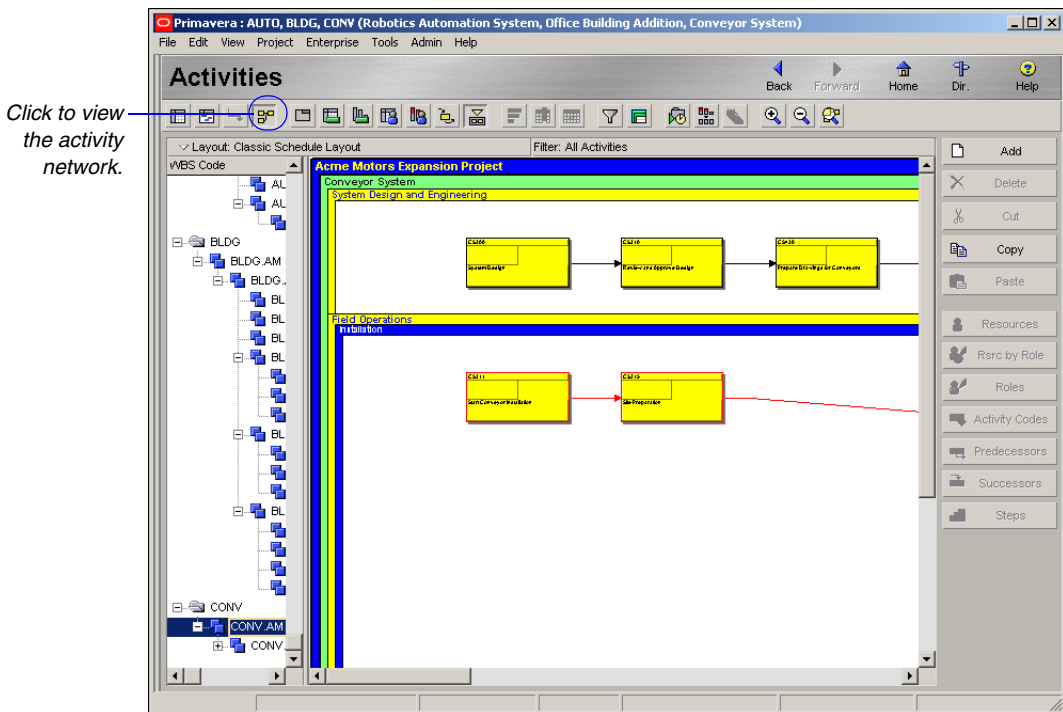
To display the Resource Usage Profile in the P6 PM module, click the Layout Options bar, then choose Show on Bottom, Resource Usage Profile. Next, click the Display Options bar and choose Stacked Histogram. Then, click the Display Options bar and choose Resource Usage Profile Options. Click the Data tab, then specify the type of data to display in the profile and the way it will be represented. Click the Graph tab to select additional display options for the profile. Or, right-click in the Resource Usage Profile area and choose Resource Usage Profile Options.

View a legend Click anywhere in the profile to display a legend that identifies each stacked bar and shows the use or cost value for the timeperiod where you clicked.

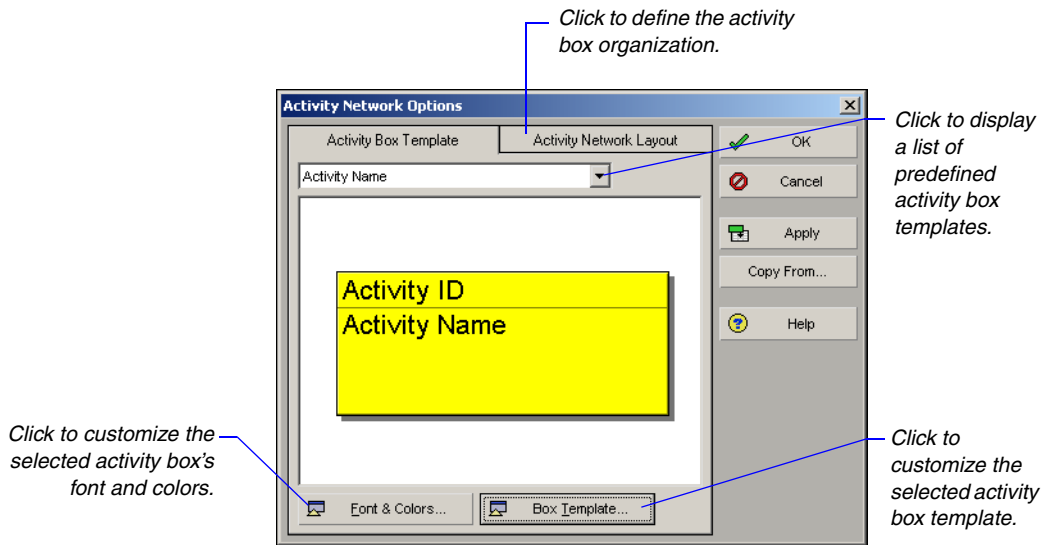
Displaying the Activity Network

The Pure Logic diagram is a useful feature in P3. It shows the sequential relationships between activities in a project without consideration of time. Similarly, you can display the Activity Network in the Project Management module to show a project as a diagram of activities and relationships, according to the work breakdown structure (WBS).

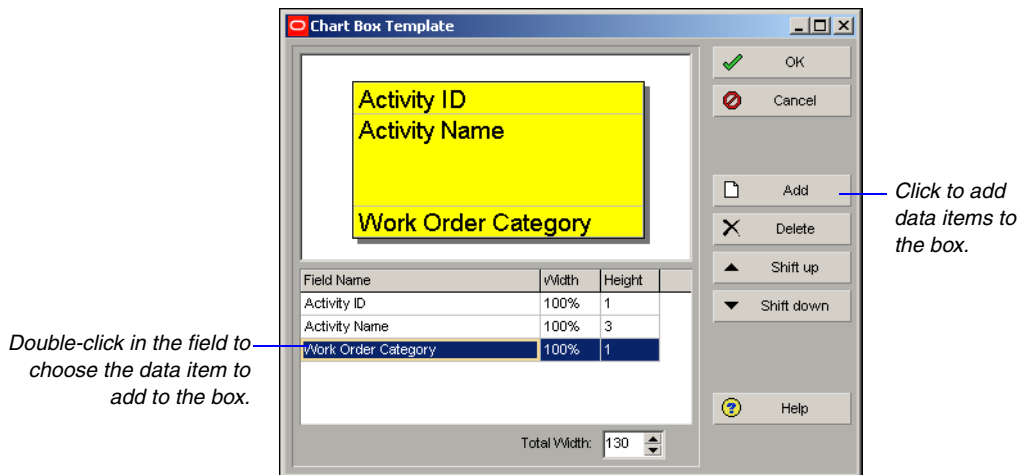
Display the Activity Network in the Activities Window In the Project Management module, choose View, Show on Top, Activity Network.



Choose the Activity Network box template When customizing boxes, you can specify particular fonts and colors, set spacing and positioning, and copy styles from another layout. Right-click on the Activity Network and choose Activity Network Options. Click the Activity Box Template tab.



You can add rows for inserting new fields and determine how high and wide the field cells should be within the activity box.



Additional information on displaying the Activity Network
See the *Oracle Primavera P6 Project Management Reference Manual* or online help for detailed information.

Reversing Changes

Refer to the P6 Project Management module Help for additional information on using the Undo feature.

In the P6 PM module, you can undo changes made to project data. Choose Edit, Undo to change information back to its original value in the Activities and Resource Assignments windows. Undo stores each action performed in the Activities window and Resource Assignments window in sequence, beginning with the most recent action performed. The following actions will clear the Undo history in the PM module:

- Summarizing data
- Auto scheduling
- Updating Progress
- Applying actuals
- Refreshing data
- Creating projects
- Opening and closing projects
- Importing
- Renumbering Activity IDs in baselines
- Logging in as a different user
- Changing portfolios
- Opening the Project Portfolios, User Preferences, Admin Preferences
- Launching the Timesheet Approval dialog box
- Exiting the application



You can only undo modifications in the General, Status, Resources, and Relationships tabs of Activity Details.

Converting P3 Projects to P6

In this part:

Planning for Conversion

Importing P3 Projects to P6

Read this part to learn how to convert your existing P3 projects to P6. “[Planning for Conversion](#)” provides a checklist to consider in P3 and the Project Management module before you convert.

The “[Importing P3 Projects to P6](#)” chapter takes you through the steps of using the Import wizard to convert your projects. It includes sections on how P3 data converts to the Project Management module along with a project “before and after” conversion example.

Planning for Conversion

In this chapter:

Why Plan for Conversion?

P3 Conversion Considerations

P6 Conversion Considerations

Setting Up the EPS

Setting Up Resources

Because you are moving from a single user, single project environment to a multiuser, multiproject environment, planning before conversion is essential. You can think of it as moving from a two-dimensional product to a three-dimensional product. To take full advantage of P6's global capabilities, you will want to review your existing projects and processes and evaluate any necessary changes. This chapter discusses what you need to consider before converting your projects and how to set up some structures in the P6 PM module.

Why Plan for Conversion?

The Import wizard in the P6 PM module is a powerful tool that enables you to move your P3 projects into P6. Import wizard options help you determine where you want converted data to reside, how you want to handle duplicate information, and how some data should be calculated once it is converted. Planning before conversion ensures that project and resource hierarchies and other global structures, such as activity and project codes, are organized in a meaningful way and can eliminate rework after conversion.

The following sections provide a checklist of items and decisions to consider before you convert your projects. To produce the results you want, you should make these decisions before you run the conversion process. You can also fine-tune data in P6 after the conversion is completed.

P3 Conversion Considerations

For additional information on how the PM module converts P3 data, refer to ["Importing P3 Projects to P6"](#) on page 147.

Review this section before you convert P3 projects to P6.

Projects

- Decide which projects in P3 you want to convert to P6.
- Clear your P3 project of any errors. You can run the PFXW.EXE file located in the //P3WIN/P3PROGS directory before converting your project.
- Decide whether the projects within the project group should be converted as individual projects or combined into one large project.

If you mark the option in the Import wizard to create separate projects, when the project group is converted to the PM module, an individual project is created for each subproject; however, the master project is not imported. For example, in P3, the project group APEX contains three subprojects, AUTO, BLDG, and CONV. This group is converted to three individual projects. Before the import, create an EPS node in the PM module to select as the location for the converted projects. You could use the project group name as the EPS node name.

If you mark the option in the Import wizard to combine subprojects, when the project group is converted to the PM module, one project is created. The project is named according to the project group name and each subproject becomes a WBS level in the PM module project.



If your master projects typically contain activities and you want to retain these activities in P6, you should choose to combine subprojects when importing. If your master projects do not typically contain activities, you can choose to combine subprojects or create separate projects as needed.

- The total float option may need to be changed depending on whether or not you are combining projects when converting your Project Group. In P3, from the Tools menu select Schedule, then click Options. In the Advanced tab of Schedule/Level Calculation Options, locate the Project Group Scheduling section. If you are combining projects when converting, select Project Group to base the total float on the end date of the project group. If you are not combining projects when converting, select Each Project to base the total float on the end date of each project.
- Consider how you want to organize your projects once moved to the PM module and where the converted projects should reside. In the instance where the project group contains no activities (as described in the previous bullet), you may want to add an EPS node for the project group and import its subprojects into that EPS node. Refer to [“Setting Up the EPS”](#) on page 139 for more information.
- The projects you convert must be restored and they must be multiuser.
- If converting a SureTrak project, you must save the project in the Concentric (P3) format.
- Verify that the project to be imported uses either a daily or an hourly planning unit. Weekly and monthly projects are not supported—you must first convert the planning unit in P3 before you import the project to the PM module.

Resources and Costs

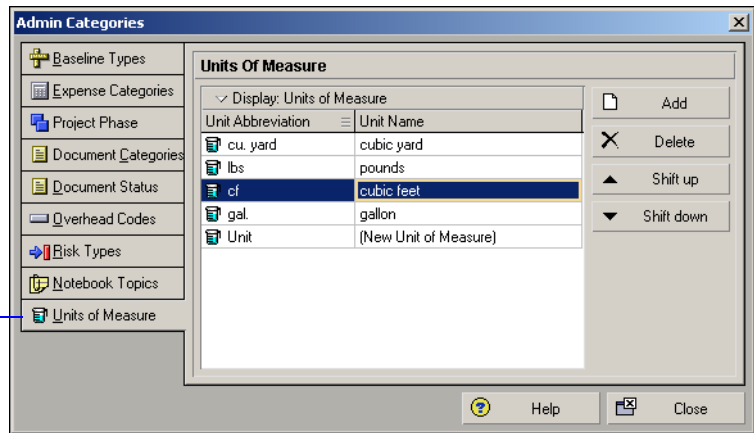
- Consider how you want to organize resources once moved into the P6 PM module and where the imported resources will be placed. Refer to [“Setting Up Resources”](#) on page 144 for more information.

- The P6 PM module contains one master resource pool across all projects. A sample resource hierarchy is provided when you install the PM module. When you import a project, the resources are imported to the location in the hierarchy you specify in the Import wizard. If duplicate resource IDs are encountered during the import process, you can choose how to resolve each conflict by modifying the import configurations in the Import wizard.
- Verify each resource's unit of measure in P3 and how it will convert to the PM module.
 - The P6 PM module classifies resources as labor, nonlabor, or material. Any resource in P3 with a unit of measure equal to most variations of a time unit, such as h, hr, hour, mh, d, day, md, w, week, m, month, and so on, is converted as a labor resource. Any resource in P3 with a unit of measure equal to the following will also convert as a material resource:
feet,ft,ft.,sqft,cyds,cyd,cyd.,yard,yrd,yrd.,yrds,yd,yd.,yds,yds.,inch,ton,tons,in,in.,lf,lft,lft,ea,each,unit,u

This default list is defined in the PRMCONVERT.INI file.

All other resources are converted as nonlabor. Labor units are displayed as hrs/day. You can change the display unit by choosing Edit, User Preferences, and then clicking the Time Units tab in the P6 PM module.

In the PM module, you can define units of measure abbreviations in Admin, Admin Categories.

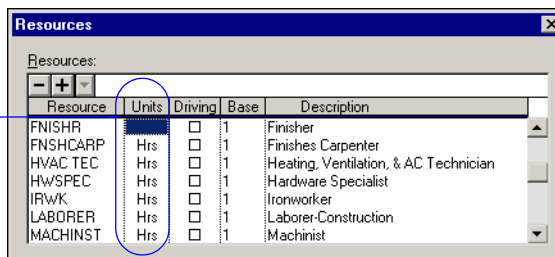


- You can change the classification in the PM module after the conversion if the resource has not yet been assigned to activities.
- You can modify the PRMCONVERT.INI file to add more resource unit of measure abbreviations to the list. Refer to [“Advanced Conversion Options”](#) on page 161.
- If importing a daily project, verify how you want resource assignments to be handled.

Although the P6 PM module performs all calculations internally using hours, you can choose how to display time units. By default, the PM module displays durations in days and resource units in hours. Choose Edit, User Preferences, Time Units.

- All time-based calculations in the PM module are based on hourly units. If your project in P3 is planned in days, the P6 PM module refers to each resource's unit of measure to determine how to convert resource assignments. If the resource unit of measure is equal to most variations of an hourly time unit, such as hr or mh, the PM module assumes the resource assignment is based on hours and converts it as-is. If, however, the resource unit of measure is something other than hours, such as day or d, the PM module assumes the resource assignment is in days and multiplies all resource values by a factor of eight (assuming 8 hr/day). In this case, decide whether eight is the correct multiplier. You can change the multiplier in the PRMCONVERT.INI file. You can also modify the list of unit of measure abbreviations that the PM module refers to during the conversion. Refer to [“Advanced Conversion Options”](#) on page 161 for more information.
- For resources that have a blank unit of measure, use the Import wizard to decide how to handle the assignments. You can choose to convert the resource assignments in days or hours. If you choose hours, the PM module retains the resource values as-is. If you choose days, the PM module multiplies all resource values by a factor of eight (assuming 8 hr/day). You can change the multiplier in the PRMCONVERT.INI file. Refer to [“Advanced Conversion Options”](#) on page 161 for more information.

The PM module looks at the Units field for resources in the P3 Resource Dictionary to determine how to convert resource assignments.



Resource	Units	Driving	Base	Description
FNISHR		<input type="checkbox"/>	1	Finisher
FNSHCARP	Hrs	<input type="checkbox"/>	1	Finishes Carpenter
HVAC TEC	Hrs	<input type="checkbox"/>	1	Heating, Ventilation, & AC Technician
HWSPEC	Hrs	<input type="checkbox"/>	1	Hardware Specialist
IRWK	Hrs	<input type="checkbox"/>	1	Ironworker
LABORER	Hrs	<input type="checkbox"/>	1	Laborer-Construction
MACHINST	Hrs	<input type="checkbox"/>	1	Machinist

- Resources assigned to milestone activities in P3 become expenses in the PM module. The resource name is used for the expense name, and the resource's budgeted cost is the expense's budgeted cost. The first resource found on the milestone becomes the primary resource in the PM module.
- Decide whether resource units and costs should be linked when converted to the PM module. During the Import process, you are prompted to calculate costs for resource assignments based on the price per unit, or you can retain the current cost values.
- Decide how to convert lump sum costs. A lump sum cost in P3 is any activity that has a monetary cost associated with it, but has either just a cost account or a resource with no unit amounts assigned. During the Import process, you are prompted to import activities with only a budgeted cost as an expense or a resource assignment with a budgeted cost.



The conversion process creates additional levels in the resource structure for P3 3.x hierarchical resources. The P6 PM module supports only maximum limits for resources. Normal resource limits are not converted.

- In P3, the estimate to complete can be a negative value to account for cost overruns on an activity. All negative cost values import to the PM module as expenses, so the cost overruns can be tracked.

For additional information on how resource assignments are converted, see ["Understanding Duration and Percent Complete Types"](#) on page 77.

Resource curves

- You can specify the allocation of resources and costs over the duration of an activity using resource curves. All resource curve definitions assigned to the projects being exported from P3 are imported into the PM module. The curve name is prefaced by the P3 3.x project name in the PM module (e.g., APEX - Triangular). The resource curve assignments are also imported.

P3 divides the activity's duration into 11 increments (points) from 0 through 100 percent. Each increment indicates resource use. The value for 0% represents the amount of resource already used when the activity begins; the value for 10% represents the usage between the start and 10% completion. Curves in the PM module are defined using 21 points. The first point from P3 3.x imports directly into the PM module. The other 10 curve values are split in half and rounded to the nearest 10th.

For example:

P3 3.x Bell Shape 0 1 3 8 15 23 23 15 8 3 1

PM module Bell Shape: 0 .5 .5 1.5 1.5 4 4 7.5 7.5 11.5
11.5 11.5 11.5 7.5 7.5 4 4 1.5 1.5 .5 .5



In the PM module, you can additionally create custom manual curves by manually entering budgeted unit values, per period, for resource assignments to activities. When you manually enter budgeted unit values for assignments, you are not limited to 21 curve points.

Activity IDs

- In P3, numeric activity IDs are right-justified. In the PM module, all activity IDs are left-justified. Activity IDs in the PM module can include alpha and numeric characters. When you import a P3 project that uses numeric activity IDs into the PM module, they are left-justified. In the PM module, activity IDs can have a maximum of 20 characters.
- In P3, alphanumeric Activity IDs are unique when you add an underscore to the beginning of the ID. For example, the Activity IDs ABC and _ABC are unique in P3 but are not unique in the PM module. When you import a P3 project that uses underscores in an Activity ID, the PM module adds two underscores to the beginning of the ID. For example, the P3 Activity ID _ABC would import to the PM module as __ABC.

Activities

- All time-based calculations in the PM module are based on hourly units. When converting a daily project, the PM module multiplies activity durations, total float, free float, and relationship lag by a factor of eight (assuming an 8 hr/day). If your projects are based on a different rate, such as ten hours/day, you can change the daily multiplier in the PRMCONVERT.INI file. Refer to [“Advanced Conversion Options”](#) on page 161 for more information.



If you change the daily multiplier to some value other than eight, you should also change the value used to calculate the hours/day in the P6 PM module. For example, if your P3 project has activities and resources that are planned using ten hours/day, then you should also change the hours/day setting in P6 to ten. You can change hours per time period settings globally on the Admin Preferences dialog box, Time Periods tab, or you can define the hours per time period for each defined global, project, and resource calendar (choose Enterprise, Calendars). Refer to the Oracle Primavera P6 Project Management Reference Manual or Online Help for more information.

- Decide whether you want the PM module to schedule the imported project once the process is complete. For example, if your P3 project has specific dates set for activities with no relationships, you may not want to calculate the schedule immediately when the Import process completes. You can choose this option in the Import wizard.

Work Breakdown Structure (WBS)

- In the PM module, a WBS must exist and all activities must be assigned to a WBS code. If no WBS exists in the P3 project, the P6 PM module creates a WBS root node and names it PROJ, where PROJ is the P3 project name. All activities are assigned to this WBS code.
- The WBS value assigned to an activity must exist in the P3 WBS dictionary. If it does not, the P6 PM module will not import the WBS assignment.

- Decide whether you want the project's entire WBS dictionary from P3 imported to the PM module. If no activities are assigned to a particular WBS branch, you can choose not to import it during the Import wizard.
- Decide whether you want to import the WBS code from P3 as an Activity Code or WBS structure in P6 during the conversion process. Refer to [“Advanced Conversion Options”](#) on page 161 for more information.

Project codes

- The PM module contains a global project codes dictionary which is available to all projects in the company. You can assign a project code value to projects for each project code you create. All 10 project codes defined in the P3 project and their assignments are imported.



If the import option “Merge sub projects” is marked in the Import wizard, the project codes and values assigned to the master project are imported.

This may be a good time to evaluate your project coding structures. You might find that you can eliminate some codes because of the hierarchical structuring that the PM module provides.

Activity Codes

- The PM module contains global, EPS-level, and project-level activity codes. Global activity codes are provided with the sample data delivered with the PM module. If you choose to create separate projects (rather than combine them) in the Import wizard, all activity codes, activity ID codes, and alias codes from P3 3.x import as global activity codes in the PM module, so they are available to all projects. If you choose to combine subprojects into one project to import, the activity codes, activity ID codes, and alias codes import as project-specific activity codes.

- When activity codes are imported into the PM module, the P3 activity code description is used as the activity code in the PM module. For example, if the activity code name in P3 is RESP and the description is Responsibility, then Responsibility is imported as the activity code in the PM module. If there is no description associated with an activity code, then the four-character name is imported as the activity code.
- Alias codes from P3 are not converted. However, Activity ID codes are converted when merging the projects. If you want to retain the Activity ID codes, but you choose not to combine subprojects in the Import wizard, transfer the activity ID code to an activity code in P3 prior to conversion. Decide whether you want to build any ID codes into the PM module as additional activity codes or project codes.
- Verify that all activity code values assigned to activities in P3 are defined in the Activity Codes Dictionary; otherwise, they will not be converted to the PM module. Click the Refresh button in the P3 Activity Code Dictionary to incorporate any new activity code values that have not been validated into the Activity Codes dictionary.

Activity Details

In P3, you can view activity details in the Activity Form. To access the Activity Form, select View > Activity Form. For resource assignment information, select the Res tab.

- For activities that do not have an Actual Finish (AF) date, determine if any activities have a Remaining Duration (RD) of zero. If so, as an option, you can set the RD to 1 or set an AF date.
- For activities that do not have an AF date, determine if any resource assignments have a To Complete value of zero. If so, as an option, you can either set the To Complete value to 1 or set an AF date for the activity.

- Determine if any resource assignments have a Budgeted Quantity greater than zero. If so, as an option, you can either set the Budgeted Quantity to a value greater than zero or delete the resource assignment.
- For activities that do not have an Actual Start (AS) date, determine if any resource assignments have an Actual To Date value greater than zero. If so, you can either delete the Actual to Date quantity or set an AS date. If you do neither, the PM module will assign an AS date.
- If Budgeted Quantity and Estimate at Complete are linked in the Autocost Rules in P3 and activities do not have an AS date, determine if any resource assignments have unequal values for Budgeted Quantity and At Completion in the PM module. If so, either set an AS date or make the Budgeted Quantity and At Completion values equal.
- For activities that do not have an AS date, Percent Complete is set to zero. This action is recorded in the PROJtemp.log file, where PROJ is the project name. The log file is created in the user's Temp directory during import.
- For activities that do not have an AS date, determine if any activities do not have equal values for the Remaining Duration (RD) and the Original Duration (OD). If so, either enter an AS date or make the RD and OD values equal. However, if the Link Budget and At Completion setting is on, the PM module will set the OD equal to the RD. This action is recorded in the PROJtemp.log file.
- Verify that all AS and AF dates are set to valid workdays. If the AS or AF dates are set to nonwork days, the PM module will use the next available workday as the AS and/or AF values.

Hammocks and Milestones

- Identify any hammocks that contain the same predecessor and successor. If any hammocks do contain the same predecessor and successor, you can add a milestone so that the relationships convert. For example, assume a hammock has Activity 100 associated as a Start-to-Start (SS) predecessor and as a Finish-to-Finish (FF) successor. In the PM module, this is considered a loop. Therefore, you must break the predecessor relationship between Activity 100 and the hammock. To do this, add a milestone and set the milestone as the predecessor to Activity 100. Then, link the milestone to the hammock as an SS predecessor.
- Verify that all hammocks have SS predecessors and FF successors with no lag. If other relationships exist, they will be deleted.
- Start and finish milestones are converted from P3 to the PM module. In P3, a milestone can have multiple resource assignments. In the PM module, a milestone can have one primary resource with no costs or units associated with the assignment. During conversion, determine if you want milestones to have primary resource assignments. Resources and costs assigned to milestones will convert to expenses.

For detailed information about the conversion options, refer to [“Importing P3 Projects to P6”](#) on page 147.

Start and Finish Flags

- Start and finish flags convert to start and finish milestones in the PM module. Before conversion, make sure all start flags have SS relationships with its predecessors, and that all finish flags have FF relationships with its predecessors. In P3, start and finish flags summarize the start and finish of its predecessor, respectively, regardless of the relationship type. In the PM module, the converted milestones will schedule differently if the predecessors do not have a Start-to-Start (SS) or Finish-to-Finish (FF) relationship with the milestone.

Suspend and resume dates

- In P3, a suspend date indicates that an activity is suspended at the end of the specified day. In the PM module, a suspend date indicates that an activity is suspended at the beginning of the specified day. Due to this discrepancy, actual and remaining durations are affected for daily projects. Hourly projects are not affected.

For example, an activity suspend date of 05OCT04 (end of the day) in P3 will import to the PM module as 05OCT04 (the beginning of the day). In the PM module, the actual duration for the activity will be one day shorter than it was in P3 because P3 progresses the work through the suspend date (while the PM module suspends progress at the beginning of the day).

Custom data items

- P3 custom data items (CDIs) are converted to the following user-defined fields in the PM module.

P3 Custom Data Item Type	PM module Activity User Field	PM module Resource User Field
Character (C)	User Text	User Text
Start (S)	User Start Date	User Start Date
Finish (F)	User End Date	User End Date
Numeric (N)	User Integer	User Integer
Precision (P)	User Number	User Number

- If a user-defined field already exists in Project Management with the same name as a custom data item in P3, the data type of the user-defined field and the custom data item must match to import the custom data item value assignments. For example, if Purchase Order is a character CDI in P3 and an integer in Project Management, the data in P3 will not import into Project Management.

- User-defined fields are global and are accessible to all projects in Project Management. You can display converted activity custom data items as columns in the PM module Activity Table. In the Activities window (with an Activity Table or Gantt Chart displayed on top), click the Layout options bar, then choose Columns. Select the appropriate user-defined fields from the list of Available Options and add them to the layout.

You can also display your converted resource custom data items as columns in the PM module. In the Activities window, click the Layout options bar, then choose Show on Bottom, Activity Details. Click the Resources tab to display resource information. Right-click in the column area, and choose Customize Resource Columns. Select the appropriate user-defined fields from the list of Available Options and add them to the table.

Cost accounts

- Cost accounts and cost account assignments are converted from P3 to the PM module. Cost accounts are global across all projects in the PM module. A sample cost account hierarchy is provided when you install the PM module (if you install sample data). When you import a project, the PM module creates a branch for the project cost accounts, and the project name is added to the beginning of each cost account. The conversion appends the cost category in P3 to the end of the cost account in the PM module. For example, cost account 11101 in category L from P3 project APEX creates the following cost account hierarchy in P6:

- APEX
 - APEX.11101
 - APEX.11101.L

If duplicate cost accounts are encountered when you import a P3 project, you can choose how to resolve each conflict by modifying the import configurations in the Import wizard.

Calendars

- The PM module supports global, resource, and project calendars. Global calendars in the PM module apply to all projects. Sample global calendars are provided with the PM module. All activity calendars from P3 import as global calendars in the PM module, so they are available to all projects. Resource calendars from P3 are converted to resource calendars in the PM module.

The PM module does not support the ability to designate repeating holidays. If you convert a daily P3 project, the repeating holidays from the P3 project are applied directly to the global calendars in P6. For example, if July 4 is a repeating holiday in P3, it is designated by P6 as a nonworkday in the global calendars for each applicable date from the project start date to the project finish date.

Constraints

- The PM module supports two constraints per activity. Review the following conversion table:

P3 Constraint Type:	P6 PM Constraint Type:
Early Start (start no earlier than)	Start On or After
Late Start (start no later than)	Start On or Before
Early Finish (finish no earlier than)	Finish On or After
Late Finish (finish no later than)	Finish On or Before
Start On	Start On
Expected Finish	Expected Finish Date
Mandatory Start	Mandatory Start
Mandatory Finish	Mandatory Finish
Zero Total Float	Not Converted
Zero Free Float	As Late As Possible

Scheduling options

- The following scheduling options convert to the PM module:

P3:	P6 PM Module:
Show open ends as (Critical or Noncritical)	Make open-ended activities critical
When scheduling activities apply (Retained logic or Progress override)	When scheduling progressed activities use (Retained Logic, Progress Override, or Actual Dates)
Calculate start-to-start lag from (Actual start or Early start)	Calculate start-to-start lag from (Early Start or Actual Start)
Calculate total float as (Most critical, Start float, or Finish float)	Compute Total Float as (Start float, Finish float, or Smallest of start float and finish float)

- In P3, relationship lag is always calculated using the predecessor calendar. An advanced scheduling option in the PM module enables you to choose the calendar you want to use. This setting will default to predecessor calendar for imported P3 projects.
- In the PM module, float calculations for subprojects converted as individual projects are always based on the finish date of each individual project.
- The PM module always rolls up resources assigned to an activity, which then determine the activity’s durations and schedule dates.

For detailed information, see [“Using Autocost”](#) on page 84.

Autocost rules

- P3 provides automatic resource/cost calculation rules by which it calculates costs and estimates resource use when you update activities. These rules convert to the PM module.

P6 Conversion Considerations

The Import wizard makes the conversion of data from P3 to P6 as simple as possible. Logical assumptions are made about mapping data and options to give you the results you expect once in the PM module, while also eliminating most of the preparation work. To take full advantage of P6's organizational features, however, it is best to set up some global data structures in the PM module before you run the Import wizard. You should also optimize your database if necessary.

Project structure

- The first structure you should establish is the enterprise project structure (EPS). The EPS is a hierarchy that is used to organize and manage the projects in your organization. During the import process, you are prompted to select a location in the EPS for the projects being imported. Refer to [“Setting Up the EPS”](#) on page 139 for more information.

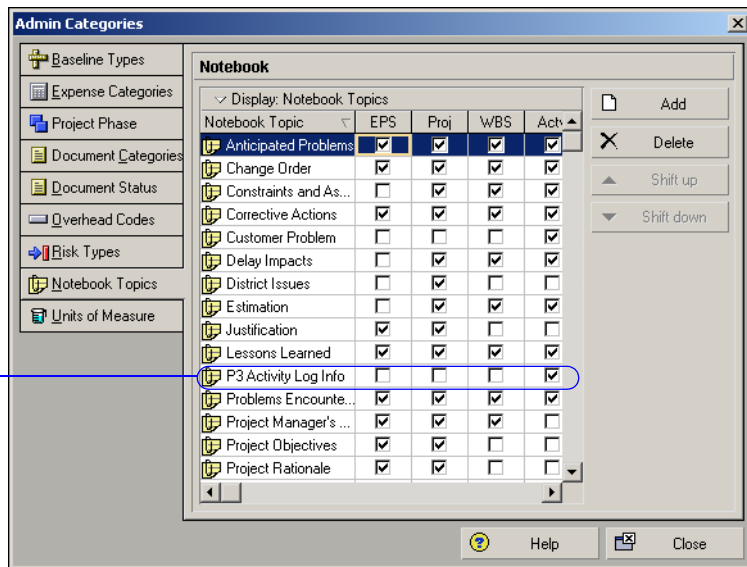
Resource hierarchy

- The resource hierarchy represents the people, materials, and/or equipment used to perform work on activities. It includes the resources across all projects in the organization. During the import process, you are prompted to select a location in the resource hierarchy for the resources being imported. Refer to [“Setting Up Resources”](#) on page 144 for more information.

Notebook topics

- The PM module provides notebooks, similar to P3's logs, which you can use to record information about a specific project, WBS, or activity. For example, describe processes, attach site or equipment pictures, and record change decisions, comments, and/or lessons learned. Predefined topics enable you to categorize the information. Activity logs from P3 are converted to notebooks in the PM module. During the import process, you are prompted to create a new notebook topic for these converted logs, or you can choose a predefined topic. Choose Admin, Admin Categories, Notebook Topics in the PM module.

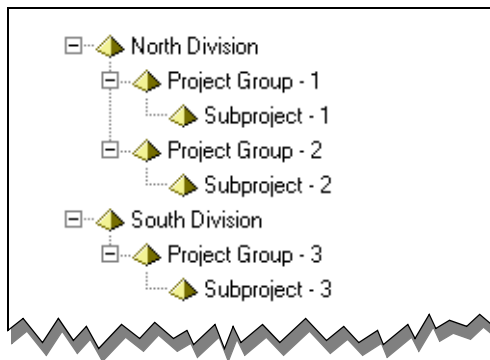
This notebook topic was automatically created specifically for your P3 activity logs during Import.



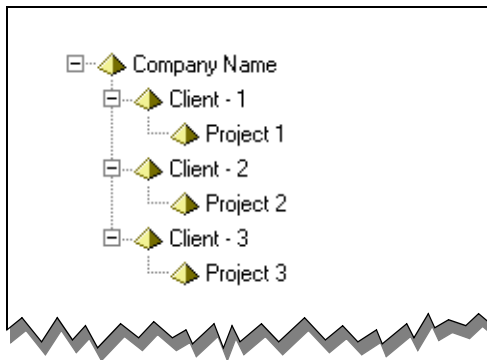
It is best to set up a basic EPS before you convert projects from P3. During the import process, you are prompted to select a location in the EPS for the projects being imported.

The number of EPS levels and their structure depend on the scope of your projects and how you want to summarize data. Nodes at the high level might represent divisions within your company, project phases, or site locations. Multiple levels enable you to manage projects separately while retaining the ability to roll up and summarize data to higher levels. Multiple levels are also useful in organizations that require projects in varying geographical locations.

When converting projects from P3, you may want to structure the EPS based on your current project group/subproject structure. For example, you could set up a simple EPS, as shown in the following figure.



Or, you could organize the EPS according to projects by client, as shown in the next example.

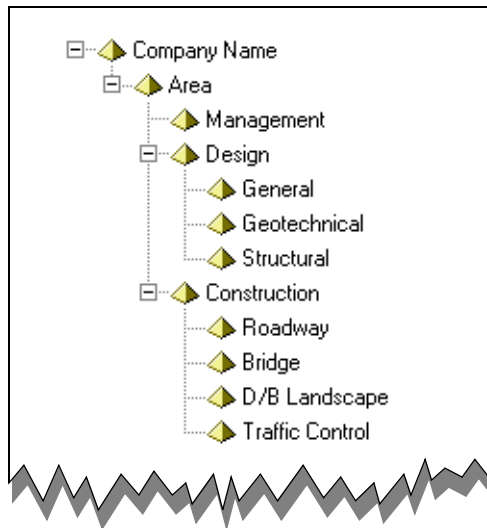


You could also take the opportunity to work with each area of the organization to define requirements, some basic information, and standards for projects. For example, requirements might dictate that the EPS support

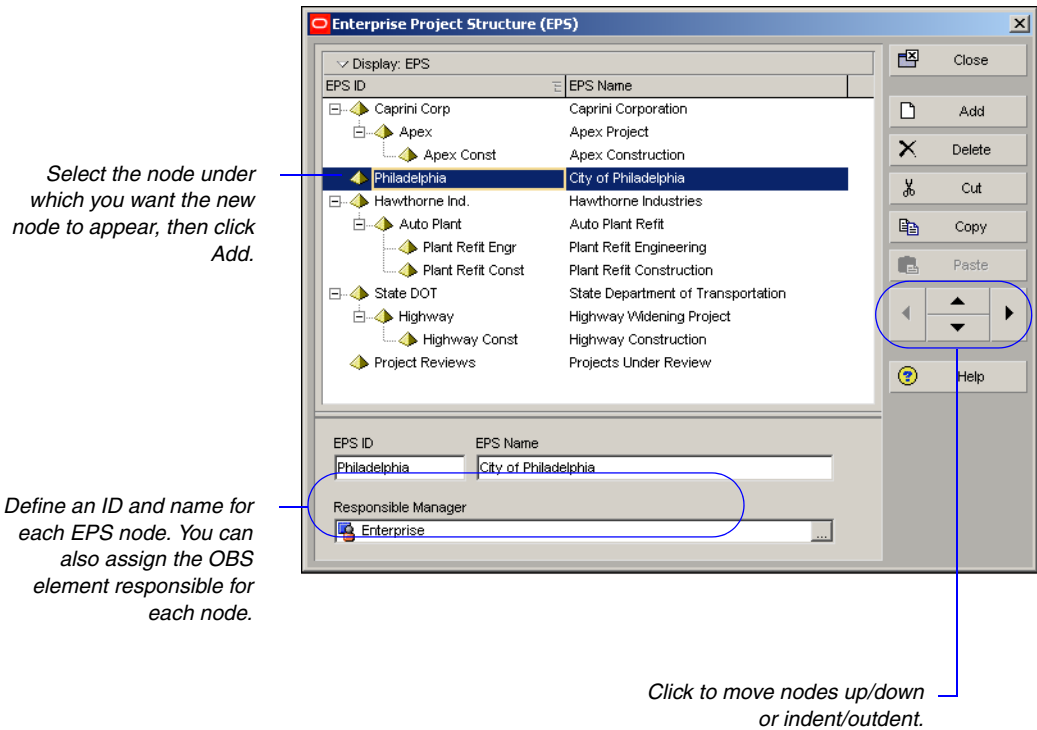
- simple, repeatable, and efficient data management
- accurate data summaries (roll up)
- organizational-wide and project reporting
- accountability by project
- financial reporting

You could create a hierarchy based on your company's needs and use it to structure projects. Take advantage of the EPS's multiple levels to expand on P3's two-level flat structure. For example, you can review your existing P3 project codes and activity codes and build the EPS based on them. The following example shows a more detailed EPS.

Area was one activity code in the P3 project that can now become a branch in the EPS. Management, Design, and Construction were values for the Area activity code.



Set up the EPS In the PM module, choose Enterprise, Enterprise Project Structure. You must define at least one root level node; however, you can use more than one root level node to distinguish different branches of the EPS. For example, you could separate new projects versus converted P3 projects or open projects versus closed projects. Use the EPS dialog box to define these nodes.

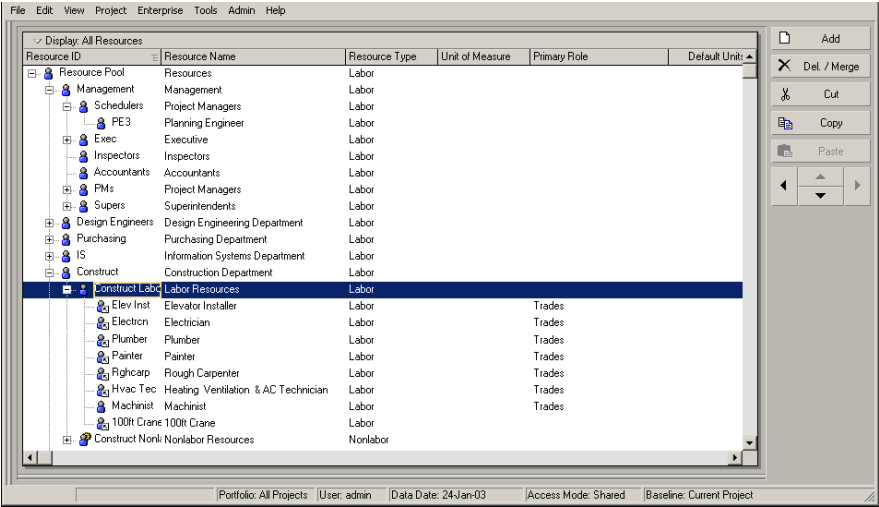


Once you build the structure, you can define additional information about each node. Refer to the *Oracle Primavera P6 Project Management Reference Manual* for more details.

Setting Up Resources

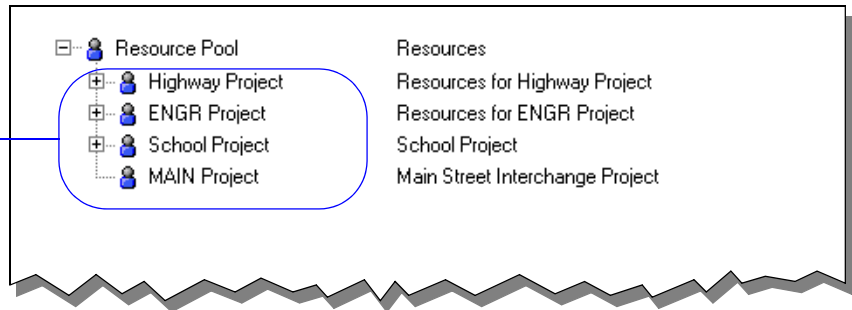
The resource hierarchy in P6 enables you to organize resources into meaningful groups. All resources for all projects across your company must be defined in the resource hierarchy.

You can define resources using specific or generic names. For example, “George” is specific, whereas “Accountants” is generic.



Although the import process automatically creates a root node specifically for the resources being converted, you may want to set up a basic structure before you import projects from P3. After you have converted projects, you can fine-tune the resource hierarchical structure, if necessary. For example, you can define resource nodes for each project you are importing from P3 and then modify the structure later to add appropriate nodes, such as department, and move the resources into them.

Create resource nodes for the P3 projects you will be importing.



Set up the resource hierarchy In the PM module, choose Enterprise, Resources. Select the resource immediately above and at the same level as the one you want to add, then click Add. In the Resource wizard, specify a resource ID and name for the node/resource. You can click Finish at this point, or specify additional details using the Resource wizard.

File Edit View Project Enterprise Tools Admin Help

Resources

Back Forward Home Dir. Help

Display: All Resources

Resource ID	Resource Name	Resource Type	Unit of Measure	Primary Role	Default Units / Time
Resource Pool	Resources	Labor			8/d
Management	Management	Labor			8/d
Design Engineers	Design Engineering Department	Labor			8/d
Purchasing	Purchasing Department	Labor			8/d
IS	Information Systems Department	Labor			8/d
Construct	Construction Department	Labor			8/d
Highway Project	Resources for Highway Project	Labor			0/d
ENGR Project	Resources for ENGR Project	Labor			0/d
School	School Project	Labor			8/d

General Codes Details Units & Prices Roles Notes Timesheets

Resource ID: Design Engineers Resource Name: Design Engineering Department

Employee ID: Title:

E-Mail Address: Office Phone: ☒ Active

Portfolio: All Projects User: admin Data Date: 04-Oct-04 Access Mode: Shared Baseline: Phase 1 - Southbound - B1

At this point, you are ready to begin importing P3 projects to P6. Read the following chapter for detailed steps.

Importing P3 Projects to P6

In this chapter:

Running the Import Wizard
How P6 Converts P3 Data
Advanced Conversion Options
Before and After Conversion
Example

On a Windows PC with both P3 and P6 installed, project data from Primavera Project Planner (P3) version 3.x can be converted and opened in the P6 Project Management (PM) module.

Read this chapter to learn how to use the P6 Import wizard to move your P3 projects to the P6 PM module. Most data converts directly from P3 to P6. Where differences exist, this chapter describes how the data is converted.

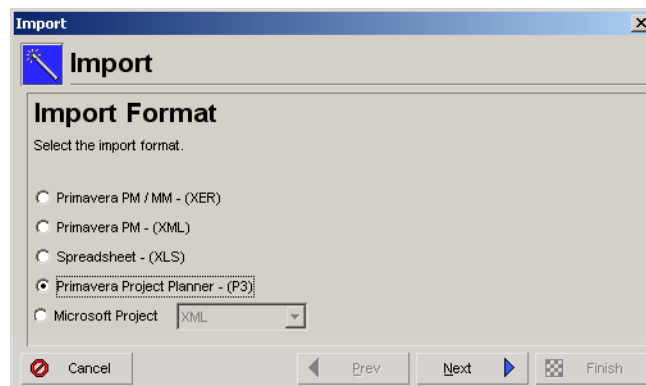
Running the Import Wizard

The Import wizard guides you through the steps for importing P3 3.x projects into the P6 Project Management module.

Installation To take advantage of the features described in this guide, you must have both P3 and P6 on the same Windows PC, installed in either order. Then, perform the following steps to register a required P3 DLL file:

- 1 Exit from both P3 and P6.
- 2 In Microsoft Windows XP, click **Start** and choose **Run**. In the resulting Run dialog box, type **cmd** to open a command window. If using Microsoft Windows Vista, click **Start** and type **cmd** in the search box.
- 3 Change directories to the Primavera Common\Ra directory using the CD command. If using P3 default settings, type: **CD C:/Program Files/Common Files/Primavera Common/Ra** and press Enter.
- 4 Type **regsvr32 ra32.dll** and press Enter.
- 5 A confirmation window will appear. Click **OK** and then close the command window. Launch P6 to continue.

Select import type In the P6 PM module, choose File, Import. Choose Primavera Project Planner - (P3). Click Next.



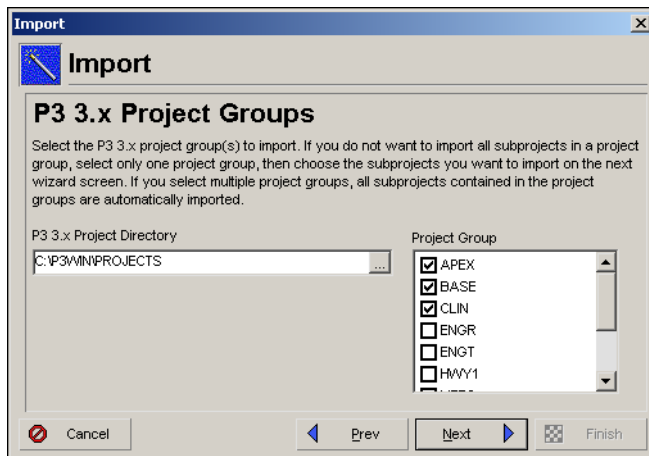
Choose project group(s) to import When converting P3 projects to P6, the existing P3 projects remain intact. The projects cannot be open in P3. You can import multiple project groups (master projects) simultaneously or import project groups individually. You should select multiple project groups only when you want to import all subprojects contained in those projects. You should import project groups individually when you want to specify the subprojects to import.



The import wizard displays different screens and options when you import a single project group versus multiple project groups. Determine if you want to import single or multiple project groups, then follow the corresponding instructions detailed in this section.

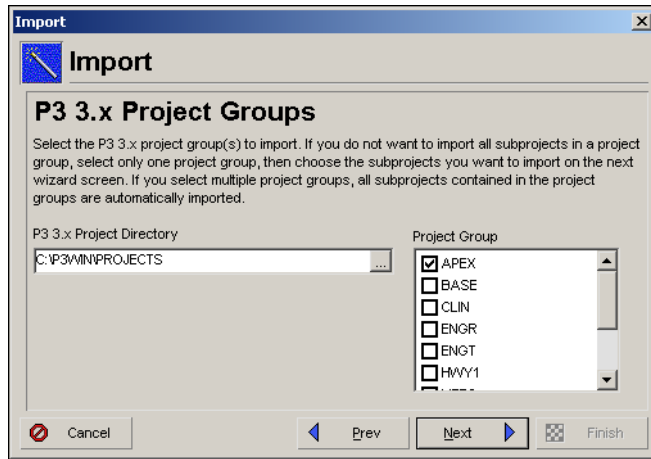
To import multiple project groups:

In the P3 3.x Project Directory field, click the Browse button to select the location of the projects you want to import, then select the project groups to import. Click Next and skip to the next section, [“Specify import project options”](#) on page 151.



To import a single project group:

In the P3 3.x Project Directory field, click the Browse button to select the location of the projects you want to import, then select the project group to import. Click Next.



The selected project group (master project and its associated subprojects) is displayed on the next wizard screen. By default, all projects (master project and subprojects) are selected for import. Clear the checkbox next to each project you do not want to import. You do not have to import the master project.

Choose to combine subprojects or create separate projects for each selected subproject. Mark the ‘Combine subprojects’ option if you want to import the selected projects as one project rather than separating them into individual projects. For example, in P3 3.x, the project group APEX contains three projects, AUTO, BLDG, and CONV (as shown in the following figure). If you select the ‘Combine subprojects’ option, the Project Management module imports one project named APEX.



If the project group contains subprojects and you choose to combine subprojects, you must select at least one subproject.

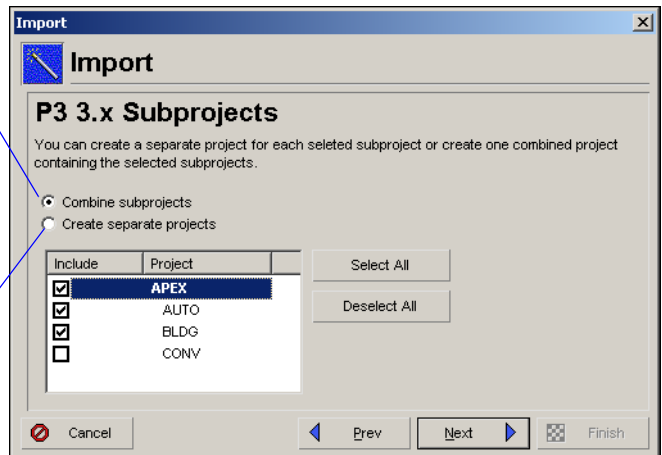
Mark the 'Create separate projects' option if you want to import each selected subproject as an individual project. If you select this option, you can not import the master project. For example, in P3 3.x, the project group APEX contains three subprojects, AUTO, BLDG, and CONV. This group is converted to three individual projects (APEX is not converted). Before the import, create an EPS node to select as the location for the converted projects.



If the master project contains activities that you must retain in P6, you can only retain them by choosing the 'Combine subprojects' option.

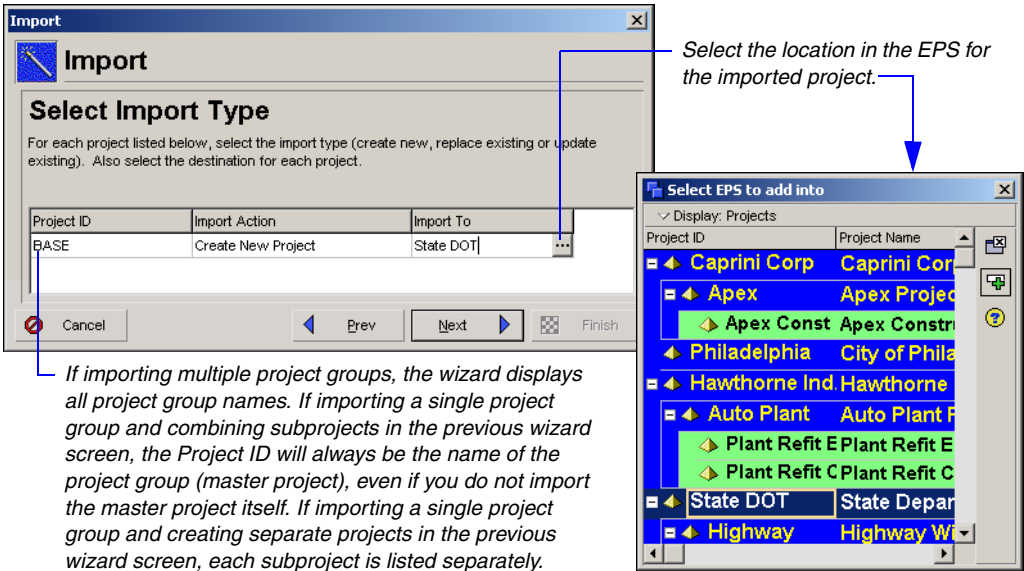
Mark to import the selected projects as one project. If you select this option, you must select at least one subproject. You do not have to select the master project.

Select this option if you want to import each selected subproject as an individual project. If you select this option, you cannot select the master project.



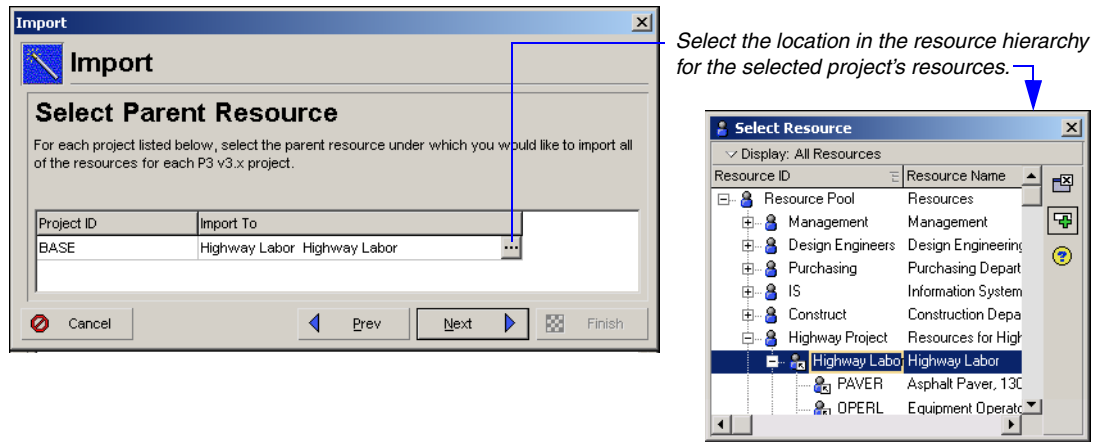
Specify import project options Choose how the P3 projects should be imported. Beside each project name, click the Import Action field, then click the down arrow to select the type of import. Choose the Create New Projects option when moving your P3 projects to the Project Management module. A new project is created in the Project Management module.

Click the Browse button in the Import To field to select the level of the EPS at which the project should be imported. To keep your projects organized, it is best to set up a basic EPS before you import projects, as discussed earlier in this chapter.

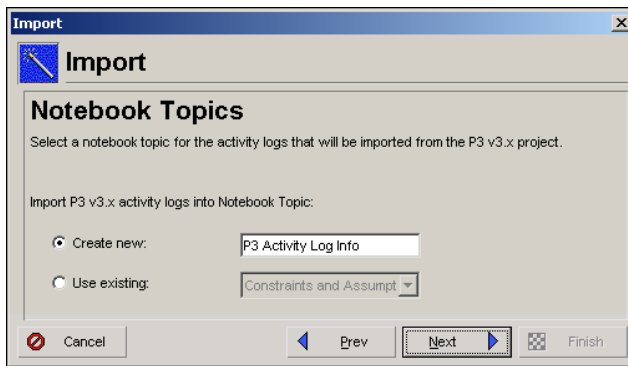


If importing multiple project groups, the wizard displays all project group names. If importing a single project group and combining subprojects in the previous wizard screen, the Project ID will always be the name of the project group (master project), even if you do not import the master project itself. If importing a single project group and creating separate projects in the previous wizard screen, each subproject is listed separately.

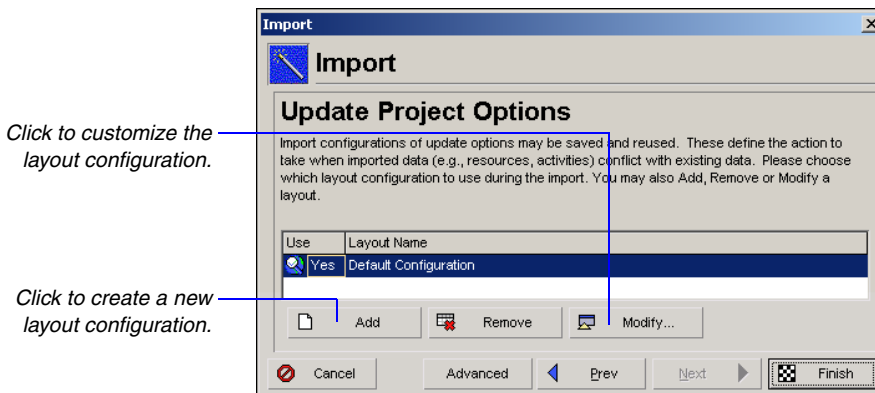
Select location for resources For each project, select the level of the hierarchy at which resources should be imported. Click in the Import To field, then click the Browse button. Select the resource under which to place all resources from the P3 project. To better organize your resources, it is best to set up a basic resource hierarchy before you import projects, as discussed in the previous section. If you leave the field blank, the P6 PM module creates a root node named after the P3 project.



Select location for activity logs P3 3.x activity logs are converted to notes in the P6 PM module. Notebook topics are predefined categories that help to organize your project notes. Choose to create a new notebook topic for the notes, or select from the existing list of notebook topics. To display notes in the Activities window, click the Layout Options bar, then choose Show on Bottom, Activity Details. Click the Notebook tab.



Choose update project options Select a layout configuration to use when importing project data. The options specified in the layout determine how to handle data in the import file that matches data in the database. You can create and save several different configurations; however, only one can be used to import the file. Select Yes in the Use field next to the configuration you want to use. To create new P6 projects from your P3 projects, accept the default configuration.



Modifying a Layout Configuration

The options specified in a layout configuration determine how data is updated when projects are imported and duplicate data exists. To modify these options, select the layout in the Update Project Options dialog box, then click Modify.

Mark to delete relationships to external projects, activities, activity relationships, and activity resource assignments that are in the project being updated, but are not included in the import file.

Importing activities, their relationships, and their resource assignments is dependent on one another. For example, if you choose to update one of these items, all three are updated automatically.

The Modify Import Configuration dialog box lists the data types for which you can set options. Mark the Delete checkbox next to a data item to remove data that exists in the project you are updating but is not included in the file you are importing. For example, if several activities are defined in the project you are updating, but are not included in the file to be imported, mark the checkbox in the Delete column to remove the activities from the project being updated.



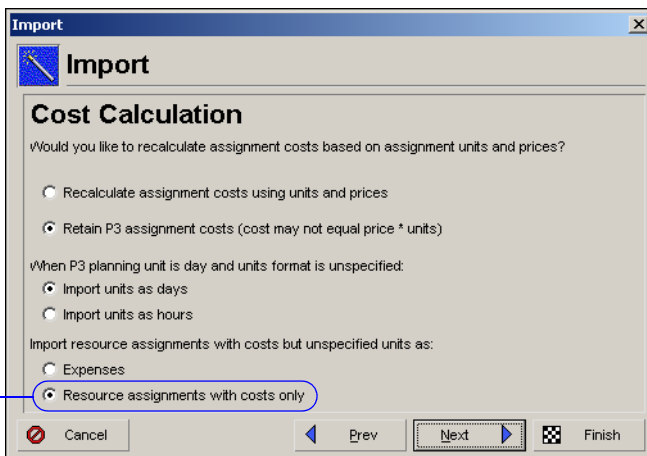
The Delete field does not apply to most data items including all Global data types.

Select one of the following in the Action field to indicate how the data type is updated:

- **Keep Existing** Retains data in the existing project and does not overwrite it with the updated data; adds new data if the record does not exist.
- **Update Existing** Overwrites data in the existing project with updated data; adds new data if the record does not exist.
- **Insert New** Retains data in the existing project and adds any new data items. For example, if a new calendar was added in the P3 3.x file, but you don't want to change the existing calendars, choose Insert New to add the new calendar to the existing project.
- **Do Not Import** Retains data in the existing project and does not import the updated data.

Calculate cost values Click Advanced in the Update Project Options dialog box to display options specific to existing P3 projects regarding how you want to handle costs in the Project Management module.

Choose if you want milestones to have a primary resource assignment.

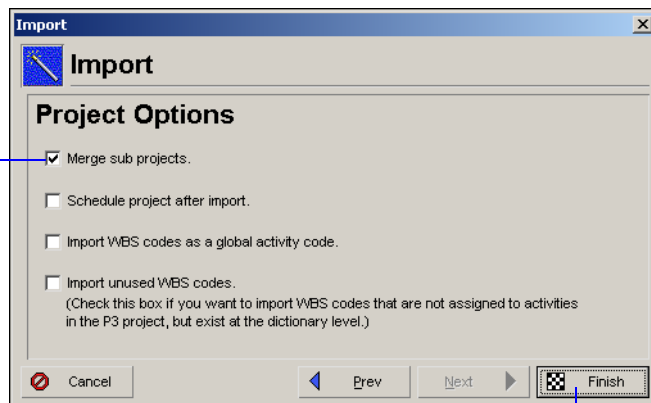


For more information, see [“P3 Conversion Considerations”](#) on page 121.

- Indicate whether you want the Project Management module to recalculate the cost values from the unit prices and assigned resource quantities.
- When importing a daily project that has resources with a blank unit of measure in P3, choose to convert the resource assignments in days or hours. If you choose hours, the Project Management module retains the resource values as-is. If you choose days, the Project Management module multiplies all resource values by a factor of eight (assuming 8 hr/day). You can change the multiplier in the PRMCONVERT.INI file. Refer to [“Advanced Conversion Options”](#) on page 161 for more information.
- Choose whether to import resource assignments that only have cost information (no quantity information) associated with them as expenses or as resource assignments with a budgeted cost.

Choose additional project options Use the Project Options dialog box to specify the following additional options. Click Finish to begin the import process.

This option only appears when you are importing multiple project groups.



Click to import the P3 project.

- **Merge sub projects** Decide whether the projects within the project group should be converted as individual projects or combined into one large project. Most likely, you will want to keep your subprojects as individual projects so you can leave this option blank. Marking this setting imports a project group as one project rather than separating it into individual projects. For example, in P3, the project group APEX contains three projects, AUTO, BLDG, and CONV. Merging the subprojects imports only one project named APEX with all activities under that project.



Projects are merged automatically when your Import Type is either Update Existing Project or Replace Existing Project.



When you merge subprojects, all activity codes convert to Project Management as project activity codes. Otherwise, they convert as global activity codes.

- **Schedule project after import** When the import process is complete, you can automatically calculate the schedule. Leave this setting blank to not calculate the schedule automatically, especially if you want to review or retain the dates that you imported from P3.
- **Import WBS codes as a global activity code** Mark this setting to import the WBS codes from P3 into P6 as global activity codes assigned to the activities. The global activity code name created, P3 WBS - Proj, where Proj is the name of the project group in P3, will store the WBS values.
- **Import unused WBS codes** Mark this setting to keep all the WBS codes within each project, even if they are not assigned to any activities. For unassigned WBS codes, the Project Management module will create a WBS root node with one level beneath it and name it PROJ.UNASSIGNED.

How P6 Converts P3 Data

Most data is converted directly from P3 to the P6 PM module. This section explains how data is handled when it is imported and a direct match does not exist; it also identifies data that is not converted. See [“Data not converted”](#) on page 159 for additional cases.

- **Durations, float, and lag** All time-based calculations in the Project Management module are based on hourly units. When converting a daily project, the PM module multiplies activity durations, total float, free float, and relationship lag by a factor of eight (assuming 8 hours/day). If your projects are based on a different rate, such as ten hrs/day, you can change the daily multiplier in the PRMCONVERT.INI file. Refer to [“Advanced Conversion Options”](#) on page 161.



The duration, float, and lag information does not apply to hourly projects.

- **WBS codes** In P6, a WBS must exist and all activities must be assigned to a WBS code. If the imported P3 project uses a WBS, it is converted. If no WBS exists, the PM module creates a WBS root node and names it PROJ, where PROJ is the P3 project name. All activities are assigned to this WBS code.

Because the PM module uses the WBS to define a project structure, you should not assign the same WBS code to different activities across projects within a project group in P3. For example, if activity CS300 is part of the Conveyor System project, it should not be assigned a WBS code that belongs to the Automation System project. If the conversion program encounters this situation, it duplicates the assigned codes in both projects. To distinguish the projects, the program and project names are added as a prefix to the WBS code structure. For example, for the APEX project, APEX.CONV.AM.01 and APEX.AUTO.AM.01 would be included as branches in the WBS.

- **Target projects** You can convert target projects just as you would any other project; however, the target designators are not converted. To designate a target project in the P6 PM module, choose Project, Maintain Baselines. Click Add and choose Convert Another Project to a New Baseline of the Current Project. Select the converted target project as the baseline for the current project.

Data not converted This section lists the data items that are not converted from P3 to the P6 PM module.

- **Layouts, filters, and Global Change, report, and graphic specifications** Layouts, filters, and Global Change and report/graphic specifications are not converted with the project; however, sample data is provided for these items in the PM module.
- **Access rights** Access rights are not converted in the PM module. Your system administrator must set up global and project profiles that determine privileges.
- **Financial periods and past period actuals** In the PM module, financial periods are global. Financial periods and past period actual data are not converted to the P6 PM module because financial periods are project-specific in P3. Choose Admin, Financial Periods, to define financial periods in the PM module. After you define financial periods choose Tools, Store Period Performance, to store past period actuals per financial period.
- **Leveling options and leveling priorities** Choose Tools, Level Resources, to set options for leveling in the PM module.

- **Aliases** Aliases are not converted in the Project Management module. If you want to include the P3 alias code in the Project Management module, you can create a new activity code in P3 to represent the combined codes. Next, run a global change statement that assigns the combined codes to the new activity code. In the Project Management module, you can create activity codes and arrange them hierarchically, to represent the alias from P3.
- **Webster time data** Time data entered through Webster is not supported in the Project Management module. The actual values from Webster are imported into the Project Management module as a lump sum value. If you will be using the Progress Reporter module, all actual values are lost the first time you use it.

Advanced Conversion Options

The Conversion utility provides additional options that you can set in an .INI file. You can also use command-line parameters to convert multiple projects at one time.

The PRMCONVERT.INI file is created in your local Windows folder the first time an import is run. Add or modify any of the following options to the file:

[Settings]

NoUI=[0,1] Choose 1 to remove the GUI screens when using command line conversions. For example, if you are using a batch file to perform many conversions, and you do not want any GUI to show, select 1. The default setting is 0.

DailyMultiplier=[#] Select an integer to use as a multiplier when importing daily P3 3.x projects. The default multiplier is 8. For example, if a duration is one day in P3 and the daily multiplier is set to 12, the duration in the Project Management module will be 12 hours. Similarly, if the resource unit of measure is something other than hours such as, day or d, then the Project Management module assumes the resource assignment is in days and multiplies all resource values by this daily multiplier. It is recommended that this value matches the value in Admin Preferences.

[WBS]

AutoSelect=[0,1] Choose 1 to enable the import process to attempt to match the WBS with the project hierarchy structure. A unique WBS branch will be created for each project within the project group. The default setting is 1.

WbsAsActCode=[0,1] Choose 1 to enable the import process to import all WBS codes as a global activity code. The global activity code name created, P3 WBS - Proj, where Proj is the name of the project group in P3, will store the WBS values. If this option is set to 0, the WBS will import to the WBS structure in P6. The default setting is 0.

[Resource Units]

The conversion process uses the unit of measure for resources in P3 3.x to determine whether to categorize a resource in the Project Management module as labor, nonlabor, or material. If a resource in P3 contains one of the following units of measure, it is converted as a labor resource in the Project Management module: h, h., hr, hr., hrs, hrs., hour, d, d., day, days, w, w., wk, wk., wks, wks., week, m, m., mnth, y, y., yr, yr., yrs, yrs., year, md, md., mds, mds., mh, mh., mhs, mhs.

If a resource in P3 contains one of the following units of measure, it is converted as a material resource in the Project Management module: feet, ft, ft., sqft, cyds, cyd, cyd., yard, yrd, yrd., yrds, yd, yd., yds, yds., inch, ton, tons, in, in., lf, lnft, lft, ea, each, unit, u.

All other resources are converted as nonlabor. The unit of measure conversion is not case-sensitive.

Labor=[unit of measure] Specify unit of measure strings to add to the default labor list; use commas to separate each string.

NonLabor=[unit of measure] Specify unit of measure strings to add to the default nonlabor list; use commas to separate each string.

Material=[unit of measure] Specify unit of measure strings to add to the default material list; use commas to separate each string.

In the following example, a1, test, and bbb will be added to the default labor list above, hrs and hr. will be removed from it and added to the nonlabor list, and lb, lbs will be added to the default material list:

[Resource Units]

Labor=a1,test,bbb

NonLabor=hrs,hr.

Material=lb,lbs

BlankIsLabor=[0,1,2] Set to 0 to convert blank resource unit of measure fields to nonlabor resources in the Project Management module; set to 1 to convert blank resource unit of measure fields to labor resources; set to 2 to convert blank resource unit of measure fields to material resources. The default setting is 1.

HourlyAdd=[comma-delimited string] Specify resource unit strings to be added to the default list of units treated as hourly.

HourlyRemove=[comma-delimited string] Specify resource unit strings to be removed from the default list of units treated as hourly.

DailyAdd=[comma-delimited string] Specify resource unit strings to be added to the default list of units treated as daily.

DailyRemove=[comma-delimited string] Specify resource unit strings to be removed from the default list of units treated as daily.

In the following example, the unit strings a1, test, and bbb are treated as hourly units:

[Resource Units]

HourlyAdd=a1,test,bbb

The default string for Hourly =
h,h.,hr,hr.,hrs,hrs.,hour,mh,mh.,mhs,mhs.,
rh,rh.,rhs,rhs.,ph,ph.,phs,phs.

The default string for Daily =
d,d.,day,days,md,md.,mds,mds.,rd,rd.,
rds,rds.,pd,pd.,pds,pds.

[UOM Mapping]

UOM1=unit of measure=unit of measure string Specify the units of measure used in P3 that are equivalent to the unit of measure specified in the Admin Categories in the Project Management module.

In the following example, all abbreviations of cubic yard listed in the unit of measure string will convert to the standard cubic yard (cu. yard) unit of measure defined in the Project Management module:

[UOM Mapping]

UOM1 =cu. yard=cy, cuyd, cuy, kf

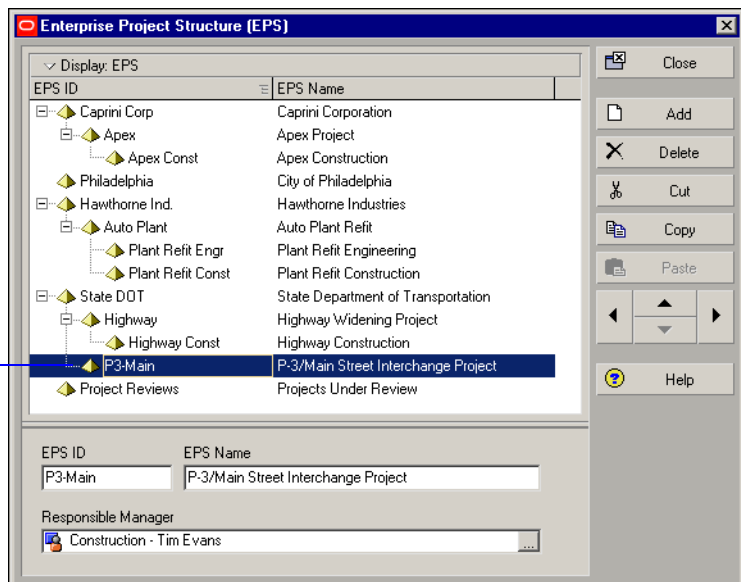
Before and After Conversion Example

After the conversion, you should validate your import results. This section takes a sample project from P3 and uses the Import wizard to convert it to the Project Management module. You can see what happens to the data such as activity codes, resources, WBS, and custom data items once moved to the Project Management module. The sample project being imported is called P-3 Main Street Interchange Project and involves the road construction of an interchange.

Before converting the project, be sure to refer to the checklists outlined in [“Planning for Conversion”](#) on page 119.

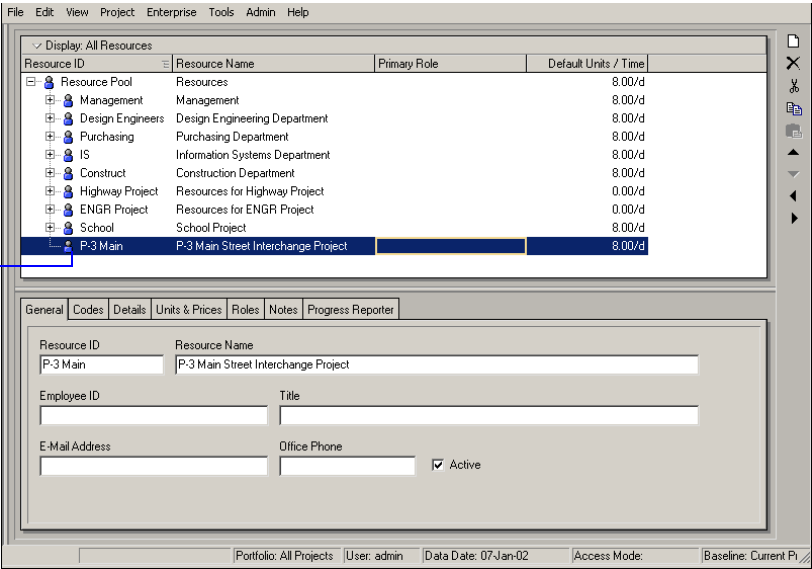
Review the EPS in the Project Management module before conversion Before the P3 project is converted, review the EPS in the Project Management module to be sure that it includes a node in the structure for the imported project.

A node was added for the Main Street Interchange Project under the State DOT branch of the EPS.



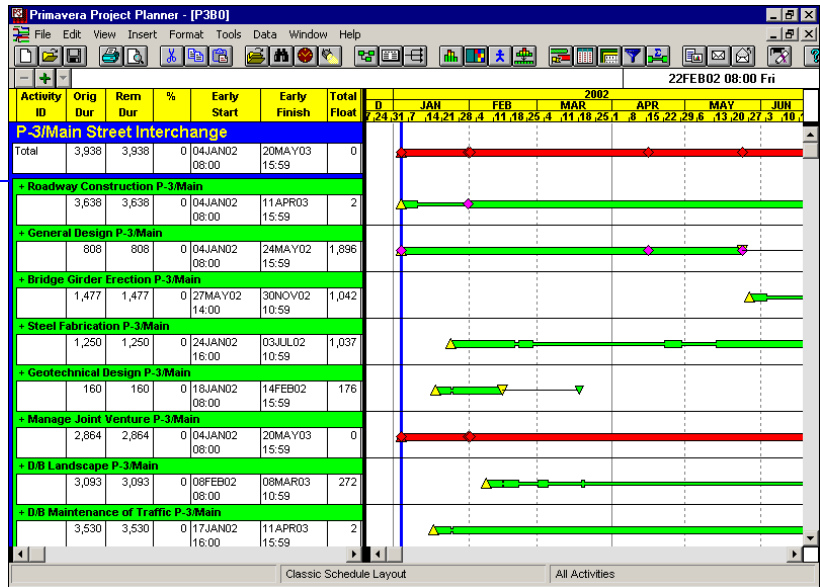
Review the resource hierarchy in the Project Management module before conversion Similar to the EPS, review the resource hierarchy in the Project Management module to confirm the location for the imported resources. The quickest method is to simply add a new node specifically for the imported project’s resources. Later after the conversion, you can move the resources into the appropriate branches for a global resource hierarchy.

A node was added to accommodate the imported resources for the Main Street Interchange Project.



Review the project in P3 before conversion The Main Street Interchange Project in P3 is an hourly project that consists of 11 subprojects. Because the project is planned in hours, all durations, lag, and resource assignments will convert as-is.

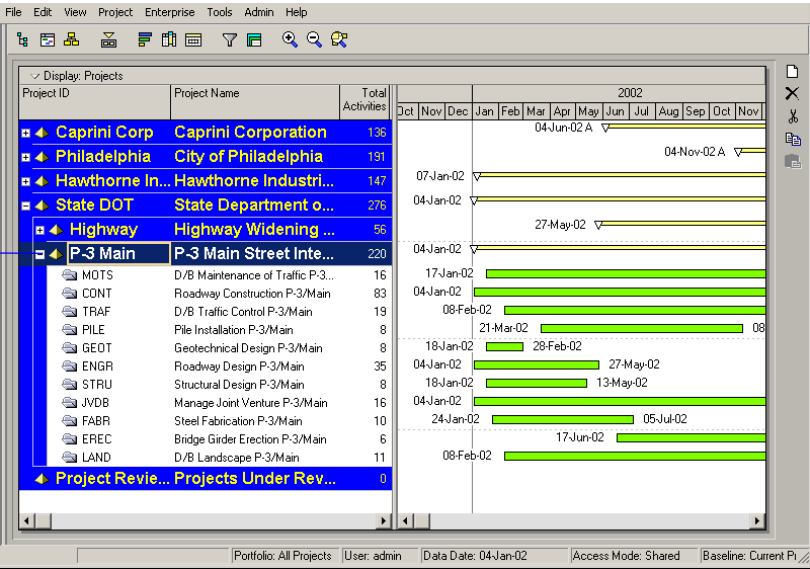
Each grouping band represents a summarized subproject.



Review the EPS after conversion The following figure shows the Projects window in the Project Management module after importing the P3 project. During the conversion, you marked the option to create separate projects so each subproject imported as a separate project. In the Project Management module, you must open the projects before you can see data or activity bars. Choose File, Open, and select the EPS node that contains the imported projects to open them all at once, then click Open.

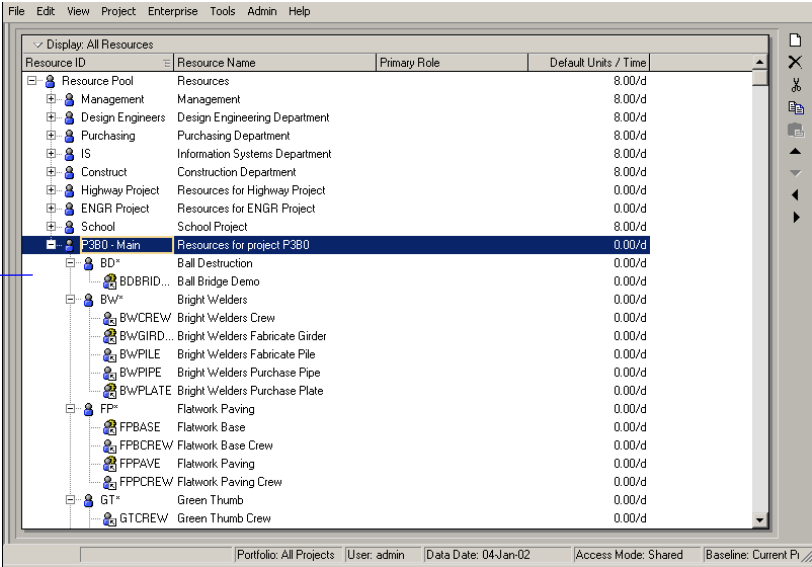
- *Did the project start and finish dates convert correctly?* If you converted a daily project, confirm that the start and finish dates were converted.
- *Are the project code assignments correct?* In the Projects Window, select the Codes tab in the Project Details to check the project code assignments for each project.

The EPS node previously added to contain the imported subprojects from P3.



Review the resource hierarchy after conversion During the import process, the resources from the Main Street Interchange Project were placed under the node in the resource hierarchy that was added specifically for them. The hierarchical structure from P3 is retained.

Imported resources from the P3 project are placed under the node designated in the Import wizard.



Review activity codes Since subprojects were not combined during Import, all activity codes from P3 are imported as global activity codes in the Project Management module. To verify the activity code values are assigned to the activities in the Project Management module, use the Group and Sort By feature to organize the Activity View by the imported activity codes. The following figures show the Activity Codes Dictionary from P3 and the Project Management module.

Activity Codes

Activity codes Activity ID Alias

Codes:

#	Name	Length	Description
1	RESP	4	Responsibility
2	AREA	4	Area/Department
3	MILE	1	Milestone
4	ITEM	4	Item Name

48 characters remaining

Values: RESP

Value	Description	Order
OWN	Owner: Pseudo Department of Transportation	1
CITY	Local Government: Spring City	2
COMM	Communications: Communications Inc.	2
JV	Joint Venture: Interstate Design/Build	3
DES	Designer: Prudent Engineers	4

Transfer... Print... Refresh

☒ When new code values occur in project, validate again

The P3 project contains seven activity codes, including, RESP, AREA, MILE, ITEM, LOCN, PHAS, and DB, with associated values.

In the Project Management module, choose Enterprise, Activity Codes. Because the P3 subprojects were not combined, activity codes are global. The drop-down list shows the activity codes imported from the P3 project.

Activity Codes

Global EPS Project

Select Activity Code

RESP - Responsibility
RESP - Responsibility
AREA - Area/Department
MILE - Milestone
ITEM - Item Name
LOCN - Location
PHAS - Phase
DB - D/B Interface
Department

Modify...

Close

Add

Delete

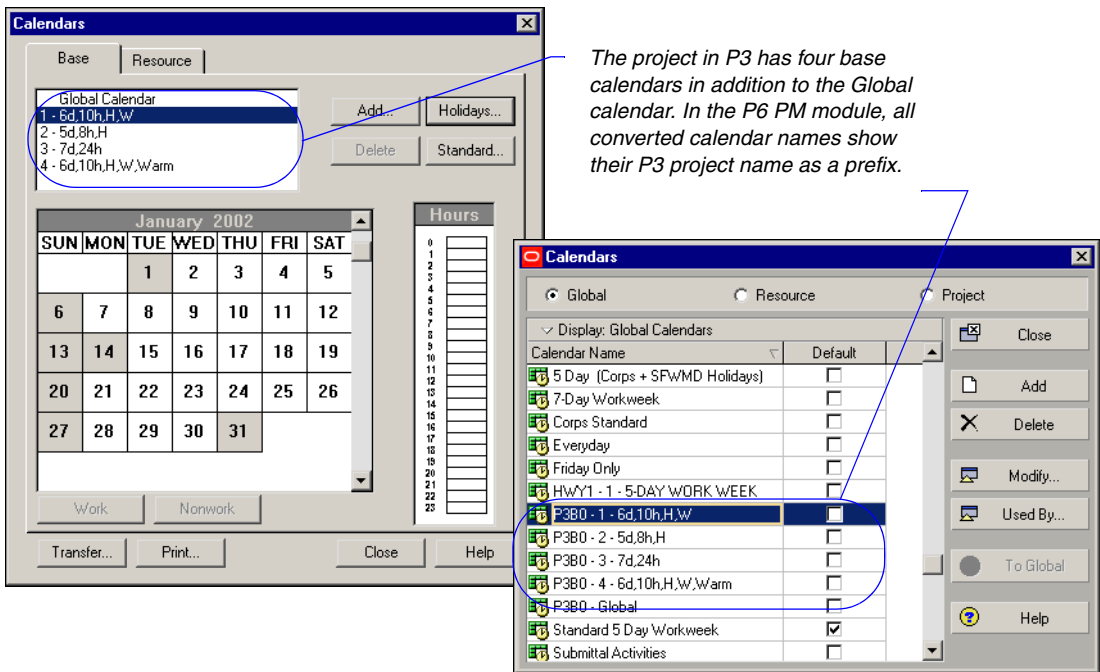
Cut

Copy

Paste

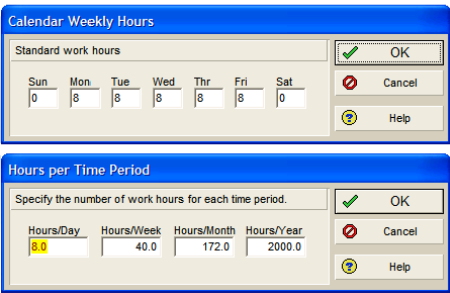
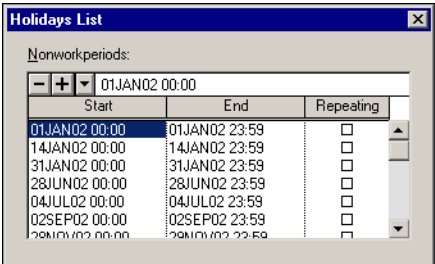
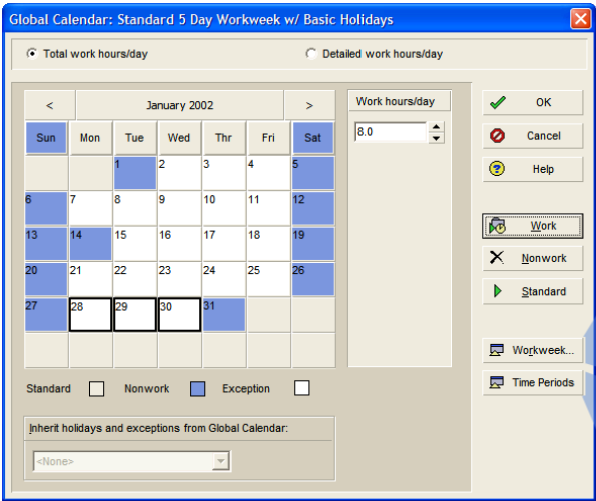
Value	Description	Order
JV	Joint Venture: Interstate Design/Build	
DES	Designer: Prudent Engineers	
CON	Contractor: Reliable Construction	
TRAF	Traffic D/B: Visual Direction	
LAND	Landscape D/B: Green Thumb	
MOT	Maintenance of Traffic D/B: Sam's Barricade	
GFD	Geotech: Subsurface, Inc.	

Review calendars All P3 base calendars convert to global calendars in the Project Management module, as shown in the following figure. After import, determine if the Project Management module created new activity or resource calendars. If so, confirm that the number of hours/day was set properly on each calendar.



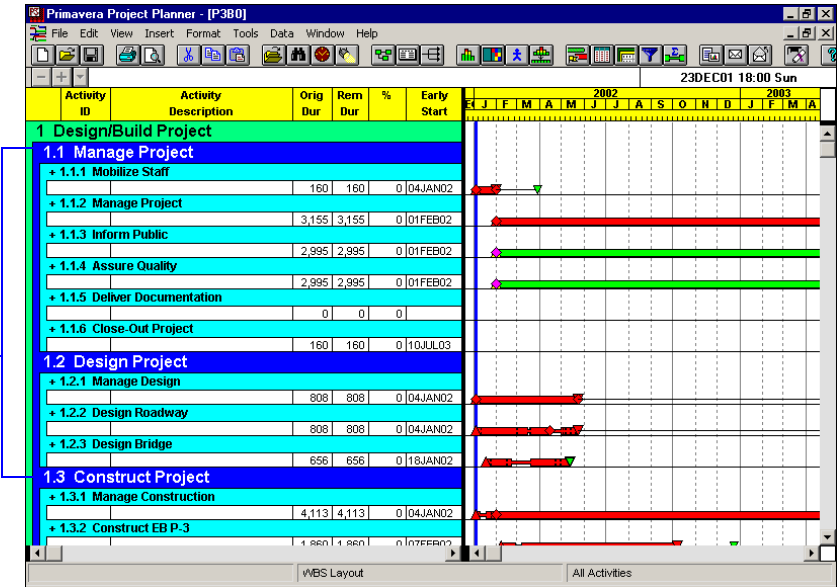
The holiday list from each P3 calendar is applied directly to the associated calendar in the P6 PM module.

The holiday list for a P3 calendar (right) is applied directly to the imported calendar in the P6 PM module.



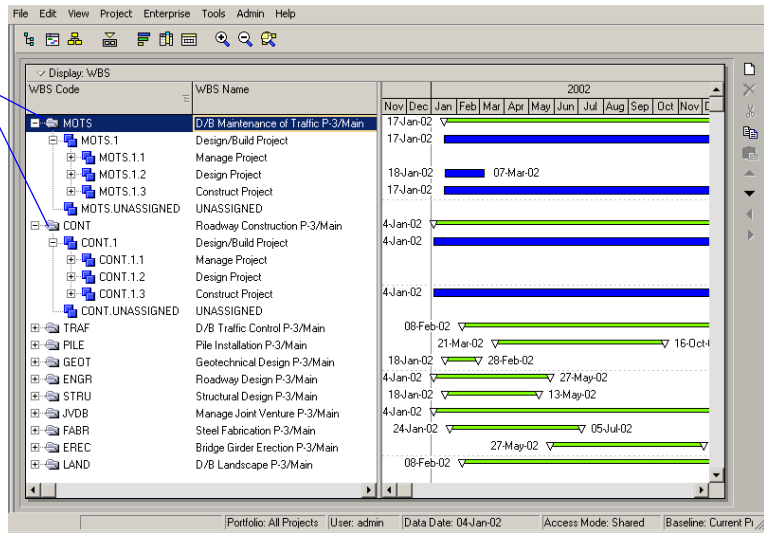
Review the WBS The WBS from your P3 project is converted to the P6 PM module. The following figure shows the sample project's WBS in P3.

The WBS in the P3 project consists of three branches: Manage Project, Design Project, and Construct Project.

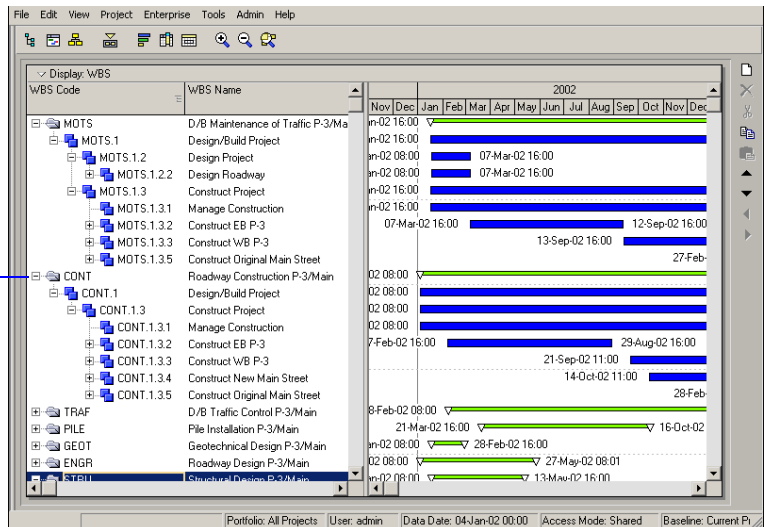


Each converted subproject in the PM module uses the entire WBS from the P3 project if you chose to import unused WBS codes in the Import wizard. If you cleared the checkbox to import unused WBS codes during import, then only those WBS nodes that are used for each subproject are converted.

Choose Project, WBS to display the WBS. The same branches are used for each subproject.

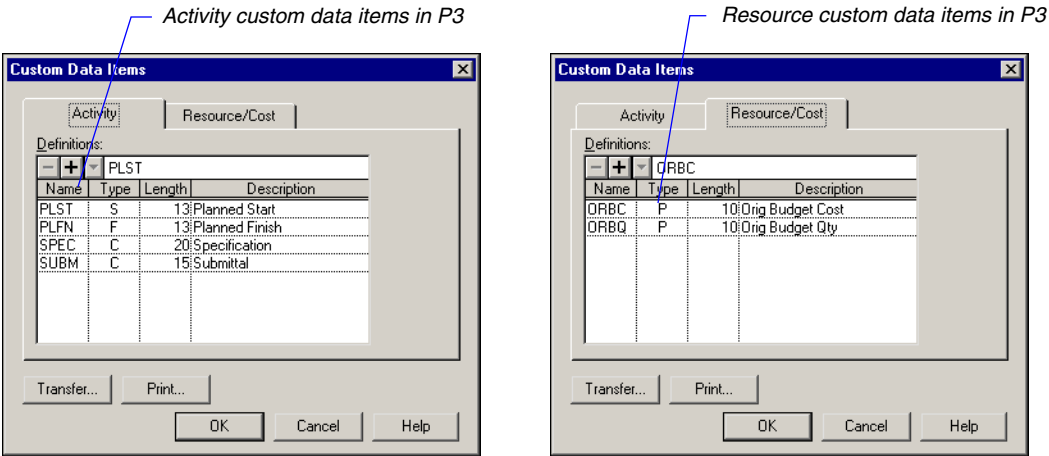


Because this subproject doesn't use the WBS branch, 1.2 Design Project, it is not converted.




You can use the Group and Sort feature to group the Activities Window by WBS to confirm that the activities have retained their WBS assignments.

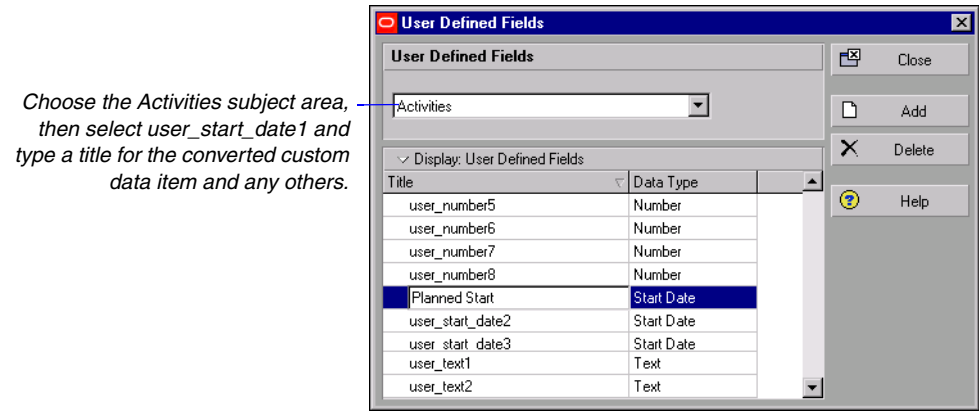
Review custom data items P3 custom data items are converted to user-defined fields (UDFs) in the PM module. The sample P3 project has four activity custom data items and two resource custom data items.



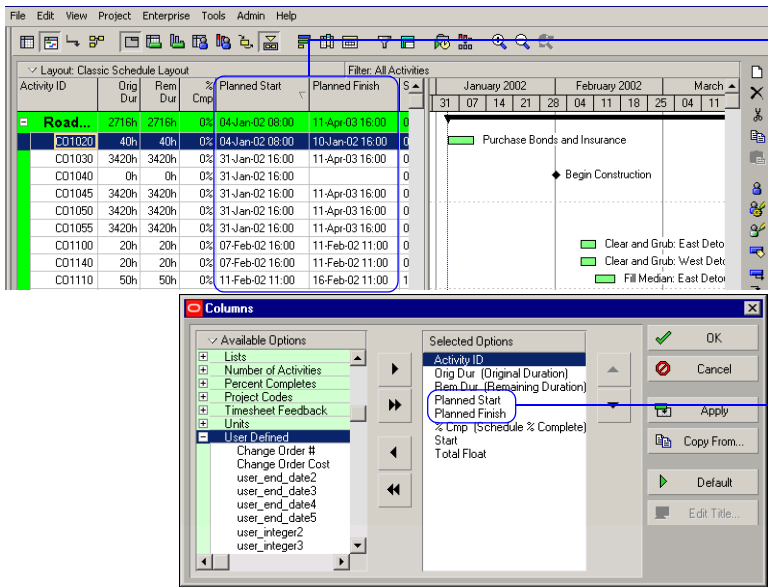
See the table in “[P3 Conversion Considerations](#)” on page 121 for all custom data item conversions.

The type of custom data item determines how it converts to the Project Management module. For example, PLST is a Start (S) type and PLFN is a Finish (F) type—these custom data items convert to a User Start Date and a User End Date in the Project Management module.

 If you combine subprojects when importing, some UDFs will not import if there are UDFs with the same Title but different Data Types. For example, assume Project 1 has a UDF named Purchase Order Number with a Data Type of Number; Project 2 also has a UDF named Purchase Order Number but the Data Type is Integer. Only one of these UDFs will be imported.



- Did the custom data item from P3 convert to the user defined fields in the Project Management module? Choose Enterprise, User Defined Fields to view the user defined fields that have been converted.
- Are the proper values assigned to the activities and resource assignments? You can display user defined fields as columns in the Activity Table to make sure their values are properly assigned to activities and resource assignments.



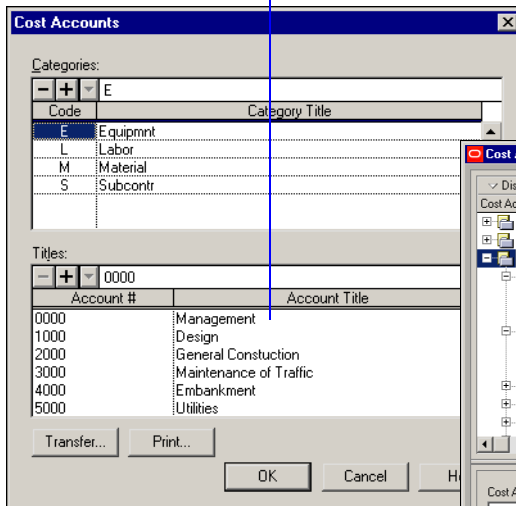
Planned Start and Planned Finish are custom data items imported from the P3 project as user-defined fields in the P6 PM module.

In the Columns dialog box, choose Planned Start and Planned Finish from the User Defined category.

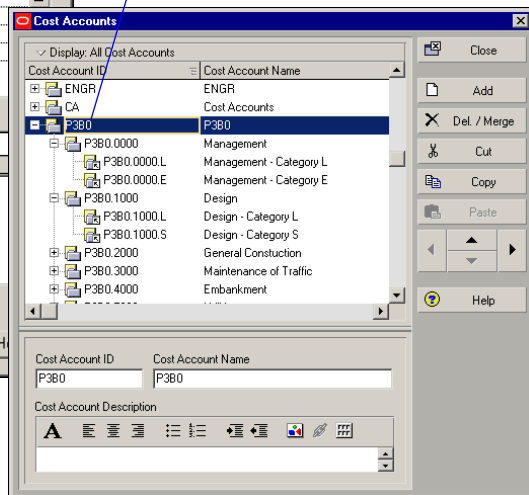
Review cost accounts The Cost Accounts Dictionary and assignments are converted from P3 to P6. Cost accounts are global across all projects in the PM module.

- *Are the cost accounts assigned to resources and expenses?*
Choose Projects, Resource Assignments or Projects, Expenses to validate the cost account assignments in the Resource Assignments Window or the Expenses Window.

Cost accounts from P3.



In P6, choose Enterprise, Cost Accounts to review the imported project's cost account structure. The project name is added to the beginning of each cost account. The cost category becomes part of the cost account.



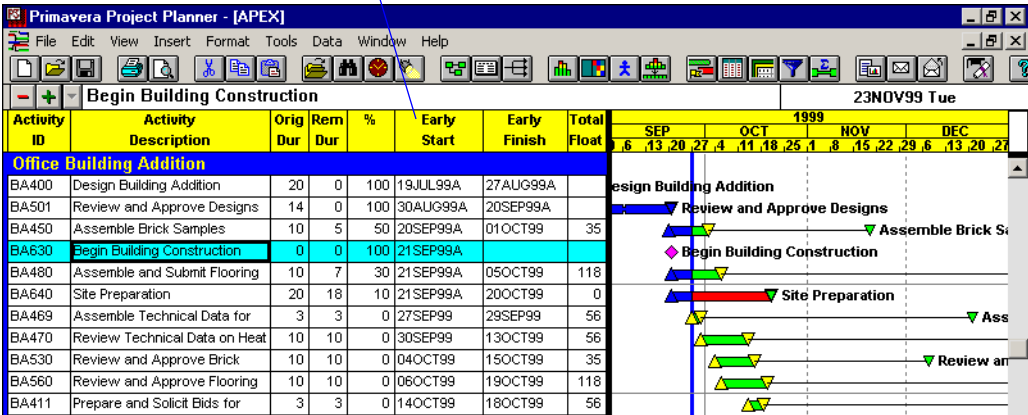
Contact Oracle Primavera customer support for information on available tools you can use to compare some types of P3 and P6 activity data.

Review activity data Activities and their associated data are converted from P3 to P6. The following figure shows a portion of a building addition project in P3 and again after being imported to P6. Durations, schedule dates, percent complete values, and total float amounts are the same in each product.

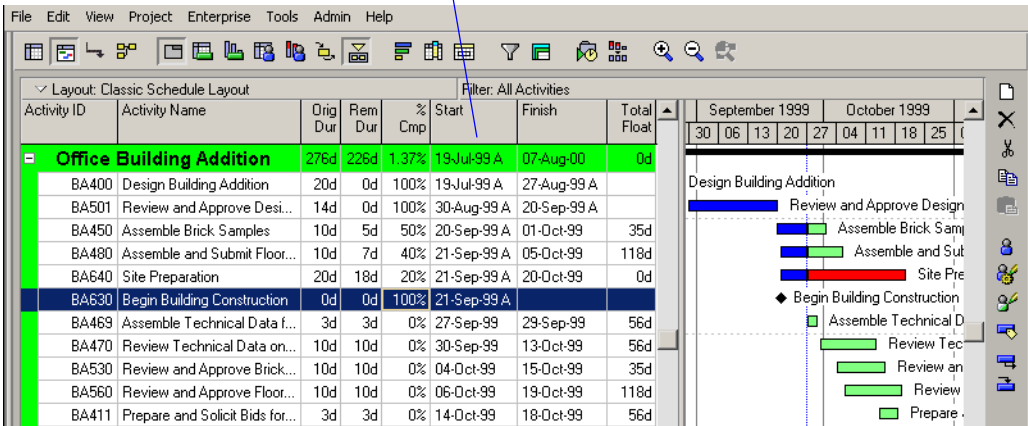
- *Examine the Original Duration and Remaining Duration.*
If you imported hourly projects, all durations should be in whole hours. If you imported daily projects, all durations should in whole days.

- *Examine the start and finish times after scheduling the project.* For daily projects, the early and late start dates should always be at the beginning of the day; The early and late finish dates should always be at the end of the day. For hourly projects, the early and late start dates should always be at the beginning of the hour; The early and late finish dates should always be at the end of the hour.

Schedule layout from P3

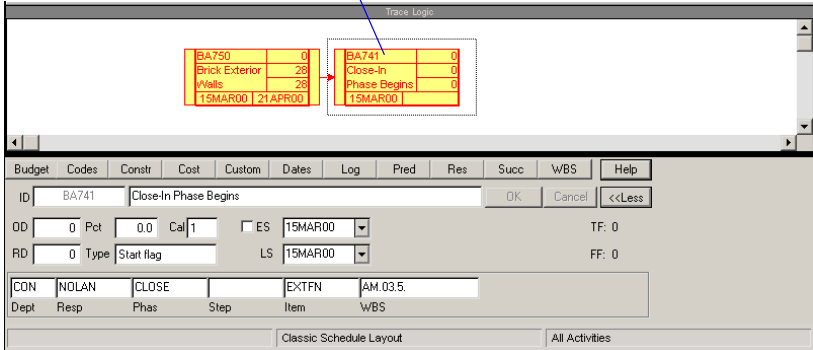


Schedule layout in the P6 PM module



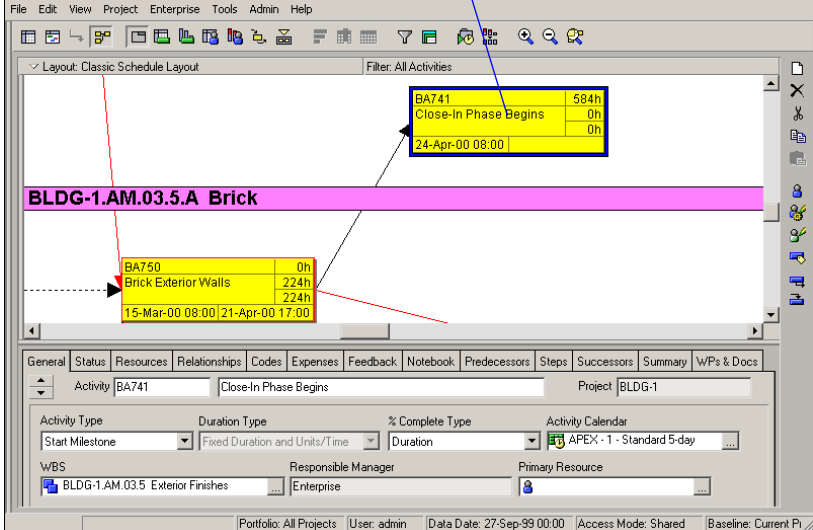
Flag activities The P6 PM module converts flag activities as milestones. In P3, a start flag signals the start of an activity or a group of activities. Its early start date is the earliest early start of its predecessors. A start milestone, however, is scheduled and begins on the next workperiod after the finish of its predecessors. The following figure illustrates a start flag activity in P3 and P6.

In P3, Activity BA741 is a start flag. Its early start date is the same as its predecessor's early start date.



Activity	ES	EF
BA750 Brick Exterior Walls	15MAR00	21APR00
BA741 Close-In Phase Begins	15MAR00	

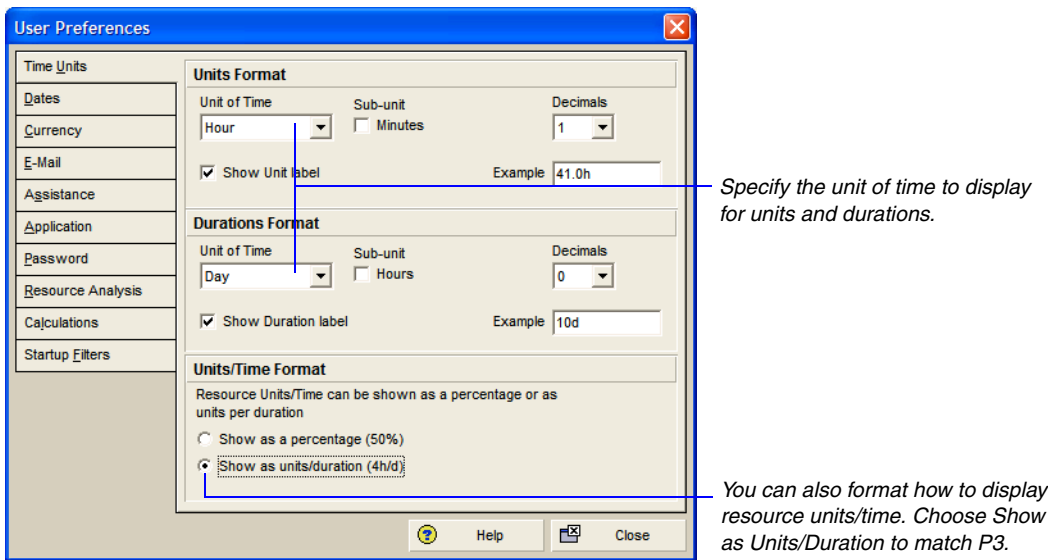
In P6, Activity BA741 converts to a start milestone. Its early start date is the first workperiod after its predecessor is scheduled to finish.



Activity	ES	EF
BA750 Brick Exterior Walls	15-Mar-00 08:00	21-Apr-00 17:00
BA741 Close-In Phase Begins	24-Apr-00 08:00	

Setting Time and Duration Units

In the P6 PM module, choose Edit, User Preferences to set the display format of time units and durations. For example, in an hourly project, you should format time units and durations in hours. In a daily project, you will most likely want to display time units and durations in days.



For additional information on setting options for converting resource assignments, see [“P6 Conversion Considerations”](#) on page 137.

Reviewing resource assignments Resource assignments are also converted from P3 to P6. Choose Project, Resource Assignments to validate the resource assignments in the Resource Assignments view.

If you choose the project-level setting to allow resources to drive activity dates by default, the PM module will roll up resource assignments to determine activity durations and dates, regardless of activity type. With this setting on, if you have a resource assigned whose duration is greater than the activity’s duration, the activity dates will not match those in P3. In the following example, the schedule dates and duration for the activity differs because of its assigned resource durations.

General Dates Notebook Budget Log Spending Plan Budget Summary Funding Codes Defaults Resources Settings Calculations

Resource Assignments

☒ Resources can be assigned to the same activity more than once

Timesheets

☒ Primary resources can mark activities as Completed

☒ Resources can assign themselves to activities

☐ Resources can edit activity assignment percent complete

☐ Resources can edit activity assignment remaining units

Resource Assignment Defaults

Specify the Default Rate Type for new resource assignments

Price / Unit

☒ Drive activity dates by default

Mark the default setting in the Project Details, Resources tab to allow resources to drive the activity dates and durations.

In P3, the early dates are scheduled based on the activity's assigned duration and calendar assignment.

Activity duration equals 50 hours.

This assigned resource has a duration of 600 hours and is scheduled to finish on 27APR02.

In the P6 PM module, the activity's duration and start and finish dates are based on its assigned resources. The longest duration of the resources, 600 hours, is used as the activity's duration.

Primavera Project Planner - [P3B0]

File Edit View Insert Format Tools Data Window Help

24DEC01 08:00 Mon

Activity ID	Cal ID	Orig Dur	Rem Dur	Early Start	Early Finish	% Comp	Total Float
CO1140	1	20	20	07FEB02 16:00	11FEB02 10:59	0	400
CO1110	1	50	50	11FEB02 11:00	16FEB02 10:59	0	400
CO1150	1	50	50	11FEB02 11:00	16FEB02 10:59	0	400
CO1120	1	20	20	16FEB02 11:00	19FEB02 15:59	0	400
CO1160	1	20	20	16FEB02 11:00	19FEB02 15:59	0	400
CO1200	1	50	50	16FEB02 11:00	22FEB02 15:59	0	400
CO1300	1	50	50	16FEB02 11:00	22FEB02 15:59	0	400
CO1130	1	10	10	19FEB02 16:00	20FEB02 15:59	0	400

Resources

Resource: RCCGE*

Cost Acct/Category: 3000 L

Driving: 3000 M

Curve: 3000 E

Units per hour: 1.00

Budgeted quantity: 50.00

Res Lag/Duration: 0

Percent complete: 0.00

Actual this period: 0.00

Actual to date: 0.00

To complete: 50.00

At completion: 50.00

Variance (units): 0.00

Early start: 11FEB02 11:00

Early finish: 11FEB02 11:00

Late start: 02APR02 16:00

Late finish: 02APR02 16:00

18JUN02 10:59

09APR02 10:59

Classic Schedule Layout

All Activities

Layout: Classic Schedule Layout

Filter: All Activities

Activity ID	Activity Name	Orig Dur	Rem Dur	% Cmp	Start	Finish
CO1100	Clear and Grub: East Detour	20h	20h	0%	07-Feb-02	11-Feb-02
CO1140	Clear and Grub: West Detour	20h	20h	0%	07-Feb-02	11-Feb-02
CO1110	Fill Median: East Detour	50h	50h	0%	11-Feb-02	16-Feb-02
CO1150	Fill Median: West Detour	600h	600h	0%	11-Feb-02	27-Apr-02
CO1120	Install Base: East Detour	20h	20h	0%	16-Feb-02	19-Feb-02
CO1200	Clear and Grub Median: East	50h	50h	0%	16-Feb-02	22-Feb-02
CO1130	Pave: East Detour	10h	10h	0%	19-Feb-02	20-Feb-02
CO1210	Construct Median Diversion: East	0h	0h	0%	16-Apr-02	26-Apr-02

General Status Resources Relationships Codes Expenses Feedback Notebook Predecessors Steps Successors Summary WPs & Docs

Activity: CO1150 Fill Median: West Detour

Project: CONT

Resource ID Name	Remaining Duration	Remaining Units / Time	Start	Finish	Budgeted
RCCED: Reliable Dump Truck	50h	1.00/h	11-Feb-02	16-Feb-02 11:00	
RCCGG: Reliable Motor Grader	50h	1.00/h	11-Feb-02	16-Feb-02 11:00	
RCCER: Reliable Equipment Operator	50h	2.00/h	11-Feb-02	16-Feb-02 11:00	1
RCCER: Reliable Roller	50h	1.00/h	11-Feb-02	16-Feb-02 11:00	
RCCGE*: Reliable Earthwork Crew	50h	1.00/h	11-Feb-02	16-Feb-02 11:00	
RCCGEE: Reliable Earth Import	600h	0.50/h	11-Feb-02	27-Apr-02 11:00	3
RCCGEMBB: Reliable Earthwork Foreman: Ben...	50h	1.00/h	11-Feb-02	16-Feb-02 11:00	

Add Resource Add Role Assign by Role Remove

Portfolio: All Projects | User: admin | Data Date: 04-Jan-02 00:00 | Access Mode: Shared | Baseline: Current P1

Index

A

- Access rights [159](#)
- Activities [128](#)
 - dates [69, 70](#)
- Activity codes [39, 129, 169](#)
- Activity data [175](#)
- Activity ID codes [130](#)
- Activity IDs [127](#)
- Activity logs [138](#)
 - selecting location for import [153](#)
- Activity Network [114](#)
- Activity table [48](#)
- Activity types
 - understanding [74](#)
- Actual
 - finish date [69](#)
 - start date [69](#)
- Advanced conversion options [161](#)
 - daily multiplier [161](#)
 - resource units [162](#)
 - WBS code copy limit [161](#)
- Alias codes [130](#)
- API, description [17](#)
- application hints [68](#)
- Autocost rules [84, 136](#)
 - rule #1 [84](#)
 - rule #2 [85](#)
 - rule #3 [86](#)
 - rule #4 [88](#)
 - rule #5 [89](#)
 - rule#5 [91](#)
 - rule#6 [94](#)
 - rule#7 [95](#)
 - rule#8 [95](#)
- AutoSelect [161](#)

B

- Baselines [135, 159](#)
 - comparing to the current schedule [54](#)
- Best practices [14, 16, 29](#)
- Business objectives, setting [28](#)

C

- Calendars [39, 170](#)
 - base [135](#)
 - global [39, 135](#)
 - project [39](#)
 - resource [39](#)
- Coding structures [39](#)
- Combining subprojects [121, 157](#)
- Comparing baselines to the current schedule [54](#)
- Comparing terminology [68](#)
- Considerations for conversion [121](#)
- Constraint, date [70](#)
- Constraints [135](#)
- Corporate culture [30, 32](#)
- Cost accounts [175](#)
- Cost calculations [155](#)
- Costs [122](#)
- Creating a P3 report in the Project Management module [97](#)
- Creating target projects [53](#)
- Crew [25](#)
- Crew foreman [25](#)
- Crew members [25](#)
- Culture [30, 32](#)
- Custom data items [133, 173](#)
- Customizing the activity table [48](#)
- Customizing the Gantt Chart [50](#)

D

- Daily multiplier [161](#)
- Daily project

- importing resources 156
- Data menu
 - mapping to the Project Management module 65
- Data not converted 159
- Data structures 33, 38
 - EPS 38
 - OBS 39
 - WBS 39
- Database
 - administrator 7, 8
 - role defined 23
- Dates
 - actual
 - finish 69
 - start 69
 - constraint 70
 - early
 - finish 69
 - start 69
 - expected finish 70
 - finish 69
 - late
 - finish 69
 - start 69
 - planned
 - finish 69
 - start 69
 - remaining
 - finish 70
 - start 70
 - start 69
- Dates, understanding in P6 69
- Delete Unreferenced field 154
- Documentation for Primavera 7
- Duration percent complete type 80
- Duration type 77
 - considerations for conversion 79
 - fixed duration and units 78
 - fixed duration and units/time 78
 - fixed units 79
 - fixed units/time 78
- Duration units, displaying 178
- Durations 158

E

- Early
 - finish date 69
 - start date 69
- Edit menu, mapping to the Project Management module 57
- Enterprise project structure. *See* EPS.
- EPS 38, 41, 122, 137, 165, 167

- selecting location for project 151
- setting up 139, 140
- Expected finish date 70
- Expenses 75, 126

F

- Fields 67
- File menu, mapping to the Project Management module 56
- finish 132
- Finish date 69
- Finish milestone 75
- Fixed duration and units 78
- Fixed duration and units/time 78
- Fixed units 79
- Fixed units/time 78
- Flag activities 132, 177
- Float 158
- Float calculations 136
- Format menu
 - mapping to the Project Management module 60
- Fragnets 68

G

- Gantt Chart, customizing 50
- Global change 103
 - comparing functions 108
 - creating a specification in the Project Management module 105

H

- Hammock activities 81
- Hardware/software requirements 32
- Help 68
- Hierarchies
 - EPS 38, 139
 - OBS 39
 - Resource 38
 - Role 38
 - WBS 39
- Holidays 135, 170
- How the Project Management module converts data 158

I

- Implementation
 - process 37
 - strategy 30
- Import wizard 120
 - running 148
- Integrating with third-party applications 33

Integration API, description 17

Integration requirements 33

L

Lag 158

Late

finish date 69

start date 69

Layout configuration, modifying 154

Level of effort 76, 81

creating in the Project Management module 81

Leveling options and leveling priorities 159

LOE activity 76, 81

Logs 138, 153

Lump sum costs 126

importing 156

M

Methodology Management module, description 16

Milestone 177

finish 75

start 75

Moving to P6 18

N

Needs assessment 32

Network administrator 7, 8

Network logic 47

Nondriving 96

Notebook topics 138, 153

O

OBS 39, 41

Open Database Connectivity (ODBC) 17

Operations executive 7

Organizational breakdown structure. *See* OBS.

P

P3 considerations checklist

activities 128

activity codes 129

WBS 128

P6 considerations for conversion 137

notebook topics 138

project structure 137

resource hierarchy 137

P6 Web Access, description 16

P6 Web Services, description 17

P6, overview 14

Percent complete type 77

converting from P3 80

duration 79

physical 79

units 79

Physical percent complete type 80

Pilot program 31

Planned

finish date 69

start date 69

Planning for conversion 119

activities 128

why plan 120

Planning unit 122

Primavera

documentation 6, 7

PRMCONVERT.INI 125, 156, 161

Process overview

for structuring data 41

Program manager 7

Program project management

roles and responsibilities 23

Progress Reporter 160

Progress Reporter, description 16

Project codes 39, 129

Project controls coordinator 7, 8

Project controls engineers 24, 30

Project conversion requirements 35

Project data

transferring

between P3e and P3 ??-163

from P3 to P6 147-??

Project Management module, description 15

Project manager 7, 25

Project managers 25

Project options for import

combine subprojects 156

import unused WBS codes 157

schedule project after import 157

Project plan templates 16

Projects 121

in EPS 139

Projects, converting 158

Prototype 31

Pure Logic diagram 114

R

Relationship lag 136

Remaining

finish date 70

start date 70

Reports

creating in the Project Management module 97

Requirements

- hardware/software 32
- integration 33
- project conversion 35
- Resource assignments 178
 - nondriving 96
- Resource codes 39
- Resource curves 126
- Resource dependent 75
- Resource hierarchy 38, 41, 137, 166, 168
 - setting up 144
- Resource/cost manager 7
- Resources 38, 122
 - selecting location for import 152
- Reviewing activity data 46
- Role hierarchy 38
- Roles 23, 41
- Rule #1, Link remaining duration and schedule percent complete 84
- Rule #2, Freeze resource units per day 85
- Rule #3, Add actual to ETC or Subtract actual from EAC 86
- Rule #4, Allow negative ETC 88
- Rule #5, Use the update percent complete against budget to estimate Actual quantity to date, Actual cost to date 91
- Rule #5, When quantities change, use current unit prices to recompute costs
 - Budget, Actual to Date, Estimate to Complete 89
- Rule #6, Link actual to date and actual this period 94
- Rule #7, Link budget to EAC for non-progressed activities 95
- Rule #8, Calculate variance as Budget-EAC, EAC-Budget 95

S

- Schedulers 25
- Scheduling options 135
- Setting time and duration units 178
- Setting up the EPS 139
- Setting up the resource hierarchy 144
- Software Development Kit, description 17
- Stacked histogram 112
- Start 69
- start 132
- Start date 69
- Start milestone 75, 177
- Structuring data
 - process overview 41

T

- Target projects 53, 135, 159
- Task dependent 75

- Team
 - leader 7
 - member 8
- Templates 16
- Terminology
 - comparing 68
- Terms 67
- Time units, displaying 178
- Time-based calculations 125
- Timesheets. *See* Progress Reporter
- Tips and tricks 73
- Tools menu
 - mapping to the Project Management module 62

U

- Understanding dates in P6 69
- Undo 116
- Unit of measure 123
- Units per time 77
- Units percent complete type 80
- Update project options 153
- User preferences 178
- User-defined fields 133

V

- View menu
 - mapping to the Project Management module 58

W

- WBS 39, 41, 171
- WBS codes 158
- WBSCodeCopyLimit 161
- Web Services, description 17
- Webster time data 160
- Why move to P6? 18
- Work Breakdown Structure 128
- Work breakdown structure. *See* WBS.
- Working with network logic 47