

Acumen Fuse Boot Camp

Series: Quick Start

Activity Guide

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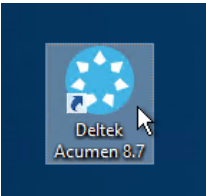
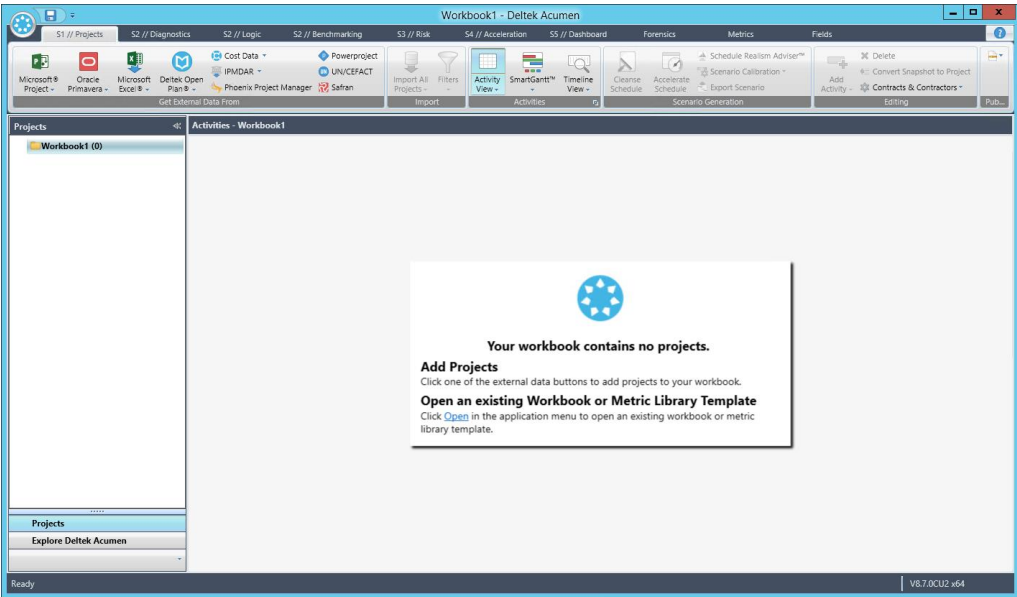


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Activity 1.1: Introduction to Acumen

Activity 1.1.1: Loading a Schedule for Analysis

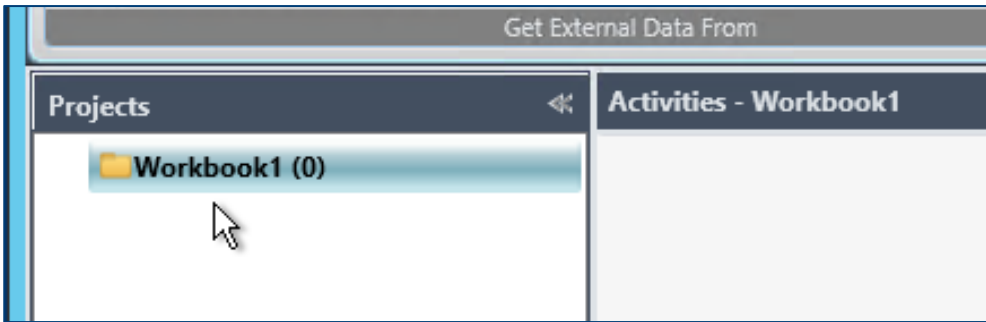
Step	Action
1	<p>Double-click on the Acumen Icon to run the program.</p>  <p>If you have a different version than this, don't worry, the functionality you will be using today is virtually identical in all current and previous versions of Acumen.</p>
2	<p>Upon opening, Acumen appears as follows:</p> 

Continued on next page

Activity 1.1.1: Loading a Schedule for Analysis, continued

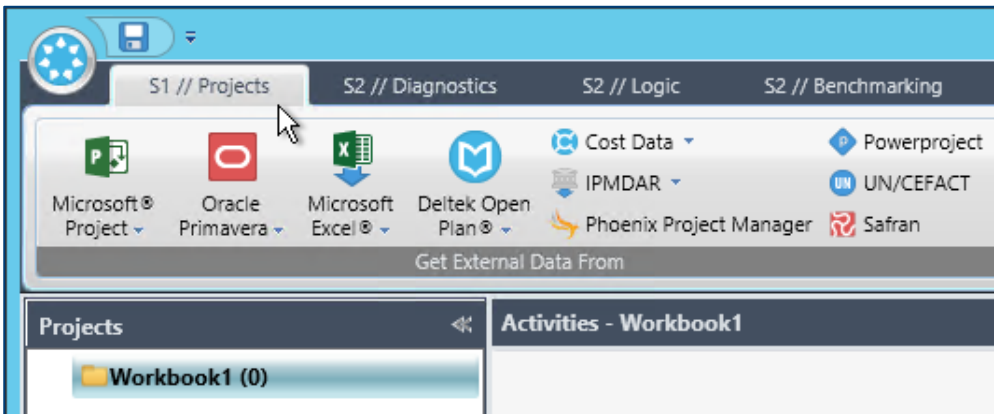
Step	Action
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- 3 In the **Projects** area to the left, note there is a default **Workbook1** listed with a folder icon. This Workbook is where you will be loading and analyzing your project.

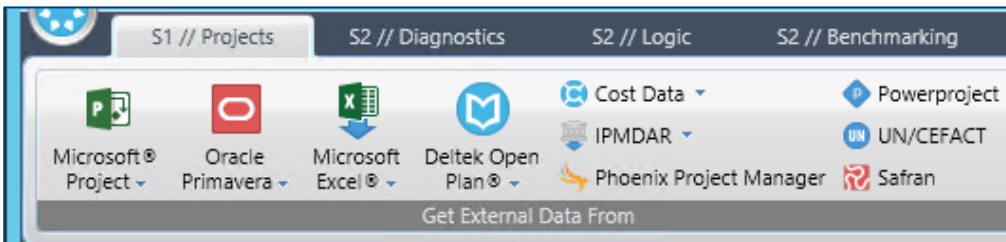


Note the zero at the end of the name, this is the number of activities in the workbook.

- 4 Look at the ribbon above the Projects area and note the **S1 // Projects** tab is selected. This is default when you first open Acumen.

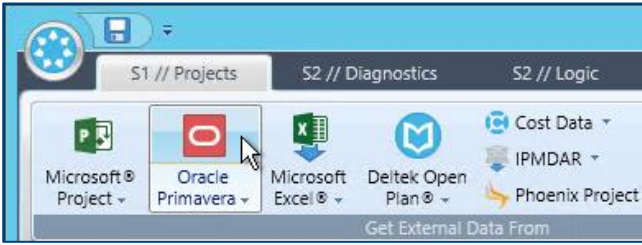
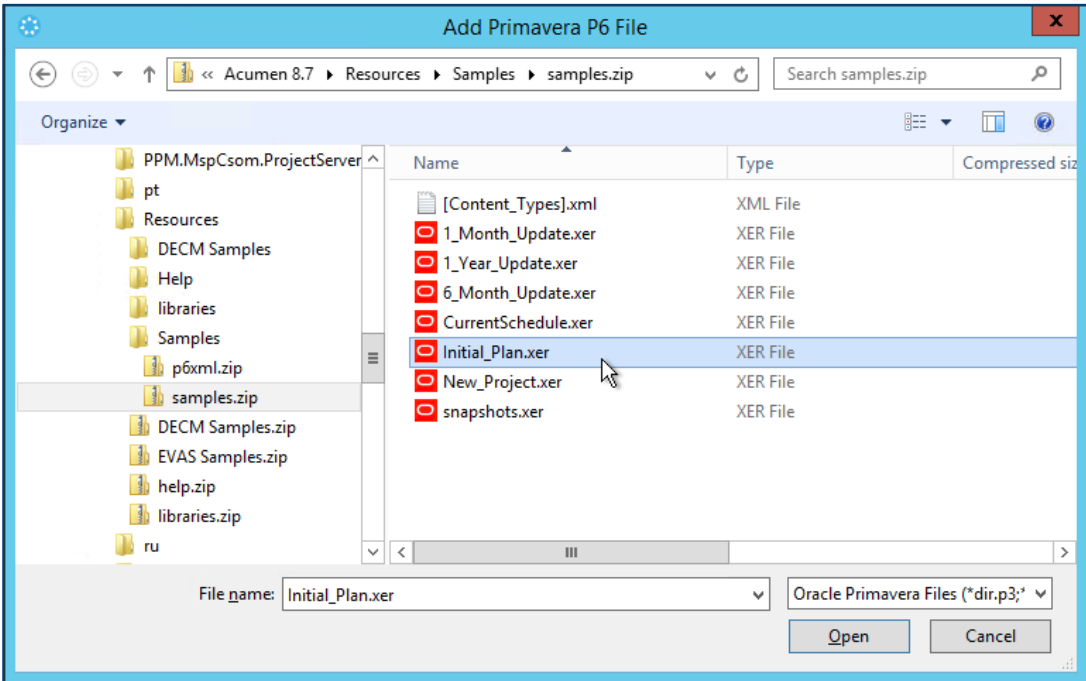


- 5 Note also the various buttons arranged in the **Get External Data From** tool group. We will be using these shortly to import project schedules to Acumen.



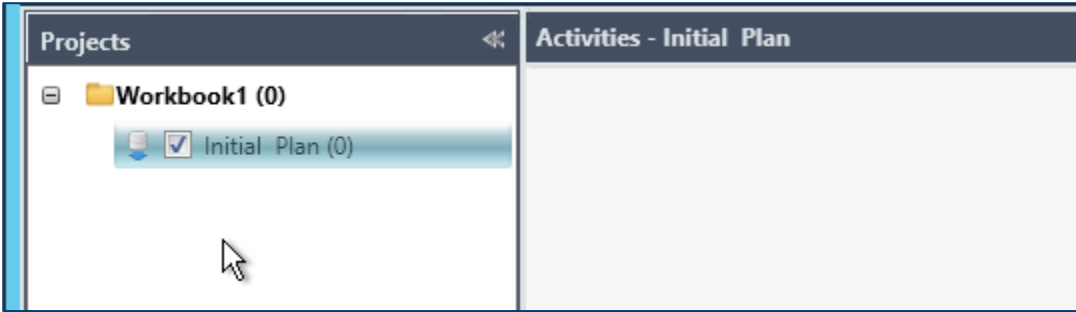
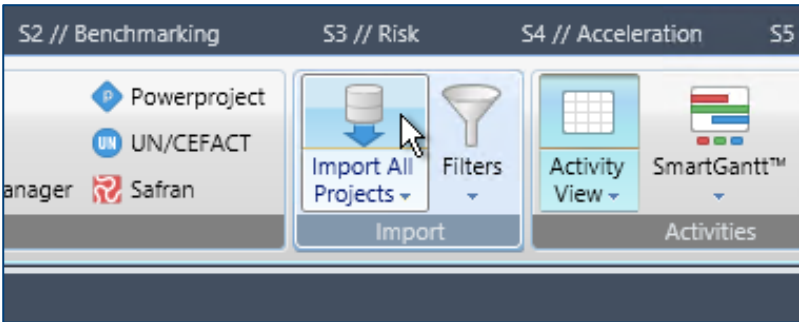
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Activity 1.1.1: Loading a Schedule for Analysis, continued

Step	Action
6	In the center of the Activities area is a prompt that will help guide you through your first steps in Acumen. Our first step is to Add a Project.
7	Click on the Oracle Primavera button in the Get External Data From section of the S1 // Projects ribbon.
	 <p>The screenshot shows the 'S1 // Projects' ribbon in the software interface. Under the 'Get External Data From' section, the 'Oracle Primavera' button is highlighted with a mouse cursor. Other buttons visible include 'Microsoft Project', 'Microsoft Excel', 'Deltek Open Plan', and 'Phoenix Project'.</p>
8	In the Open dialog, locate the Samples.zip file below the Acumen installation folder under the Resources / Samples folders.
	<p>C:\Program Files (x86)\Deltek\Acumen 8.7\Resources\Samples\samples.zip</p>
9	Select the Initial_Plan.xer file within the zip file and click Open.
	 <p>The screenshot shows the 'Add Primavera P6 File' dialog box. The file path is 'Acumen 8.7 > Resources > Samples > samples.zip'. The file list shows several XER files, with 'Initial_Plan.xer' selected. The 'File name' field at the bottom contains 'Initial_Plan.xer' and the file type is set to 'Oracle Primavera Files (*.dir;p3;*)'. The 'Open' button is visible.</p>

Continued on next page

Activity 1.1.1: Loading a Schedule for Analysis, continued

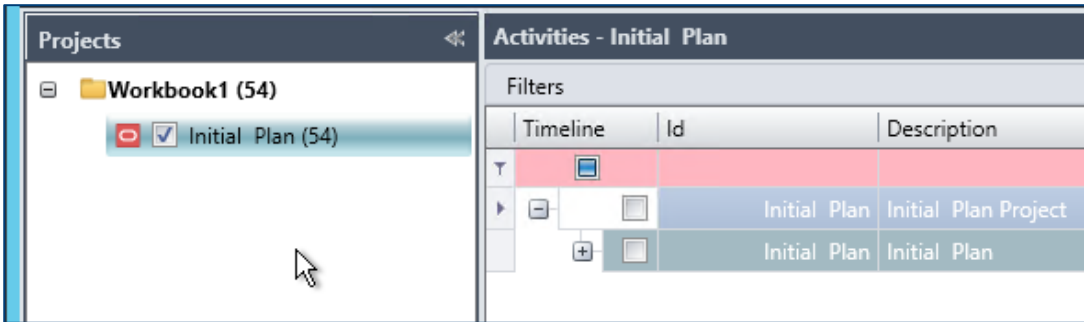
Step	Action
10	<p>The Initial Plan file appears in the Projects list. There is one more step to fully load this file.</p>  <p>The screenshot shows a software interface with two main panels. The left panel is titled 'Projects' and contains a folder icon followed by 'Workbook1 (0)'. Underneath this folder, there is a file icon and a checkmark next to 'Initial Plan (0)'. A mouse cursor is pointing at the file. The right panel is titled 'Activities - Initial Plan' and is currently empty.</p>
11	<p>Click on the top part of the Import All Projects button.</p>  <p>The screenshot shows a software interface with a dark blue header bar containing four tabs: 'S2 // Benchmarking', 'S3 // Risk', 'S4 // Acceleration', and 'S5'. Below the header, there are several buttons and icons. The 'Import All Projects' button, which features a database cylinder icon and a downward arrow, is highlighted with a mouse cursor. Other buttons include 'Filters', 'Activity View', and 'SmartGantt™'. The 'Import' and 'Activities' labels are visible below their respective buttons.</p>

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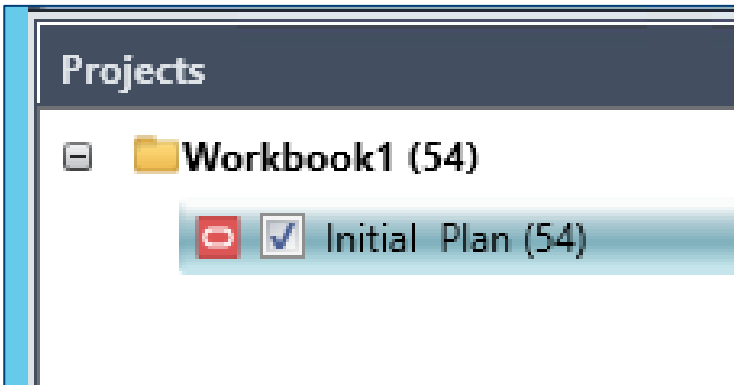
Activity 1.1.1: Loading a Schedule for Analysis, continued

Step	Action
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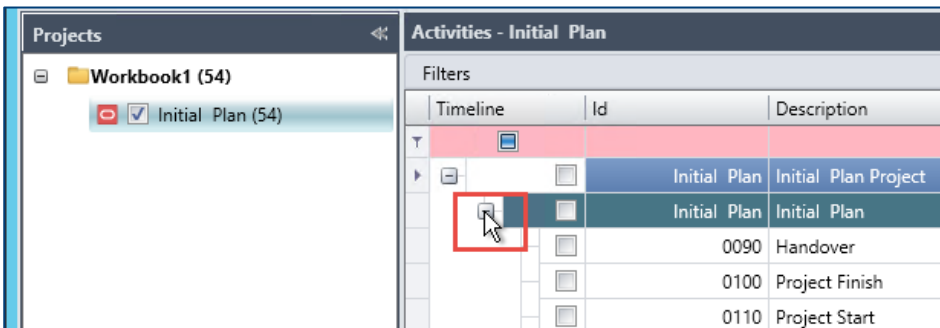
- 12 After a few moments the **Project** content appears in the **Activities** window and the **Oracle Icon** appears beside the **Initial Plan** list item.



The number 54 indicates the number of activities in the imported project schedule.



- 13 Expand some of the elements in the **Activities** window to the right of the **Projects** list.



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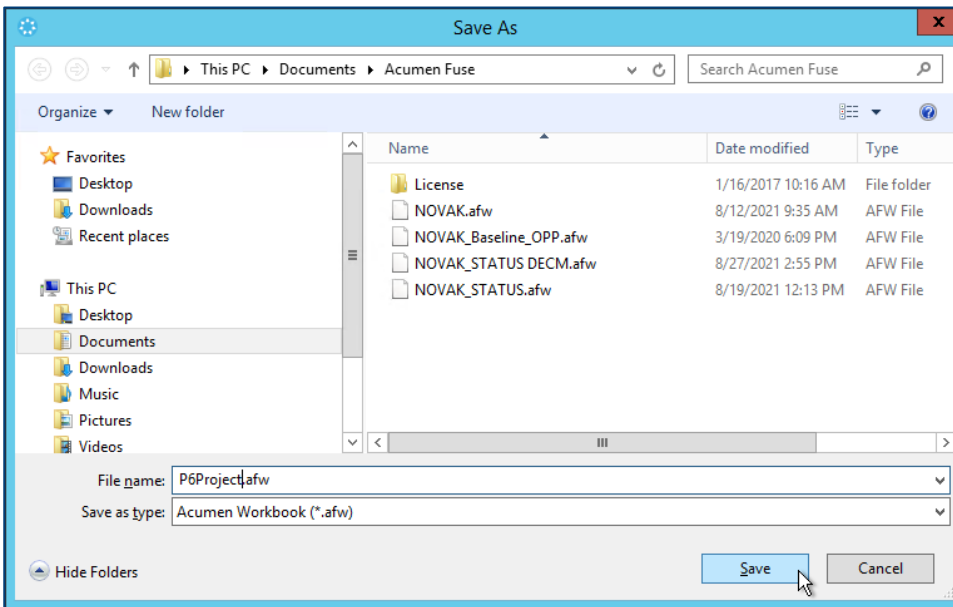
Activity 1.1.1: Loading a Schedule for Analysis, continued

Step	Action
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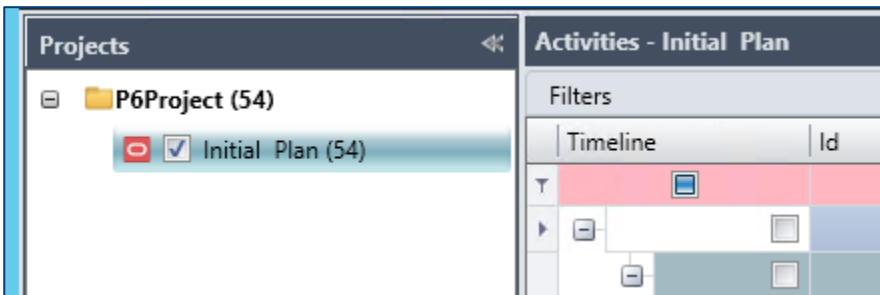
14 Click on the **Save** button on the **Quick Access Tool bar** to save the workbook.



15 Save the workbook as **P6Project.afw**. (Where **AFW** is Acumen Fuse Workbook)



16 The project is now ready for analysis.

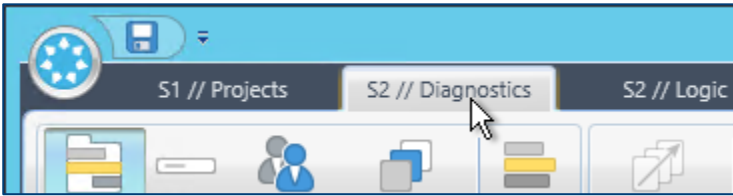
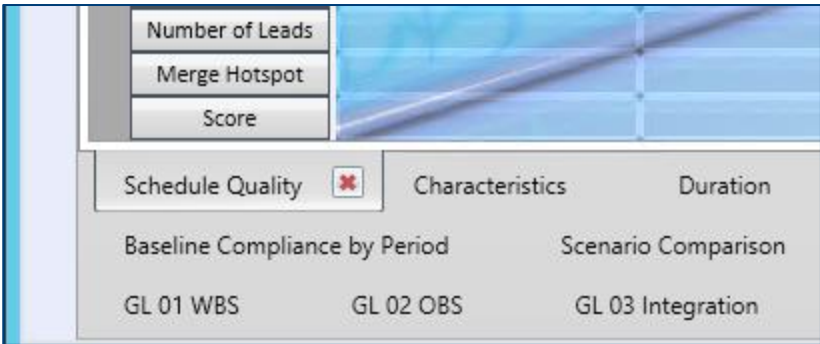
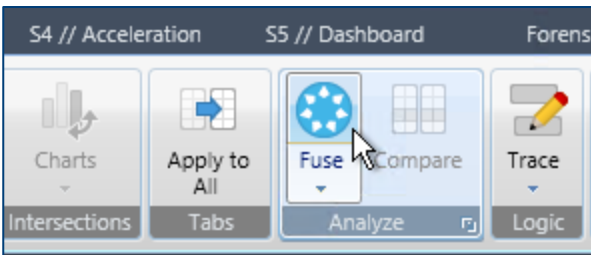


Recap

- The Acumen Workbook now contains a copy of the project's schedule data.
- The workbook will also store the results of analysis and other changes made to the workbook.
- You can share workbook AFW files with other users
- Once the project is loaded into the Acumen workbook, it is available to be analyzed by hundreds of different metrics. A metric is a named set of diagnostic tools that can be used to look for certain conditions within a project schedule.

Activity 1.2: Performing a Basic Diagnostic

Activity 1.2.1: Performing a Basic Diagnostic

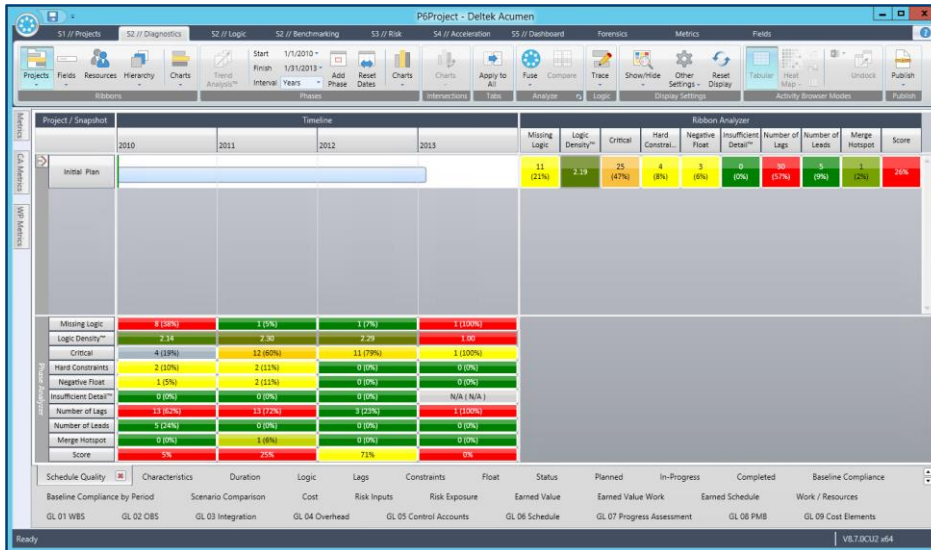
Step	Action
1	<p>Click on S2 // Diagnostics.</p> 
2	<p>In the S2 // Diagnostics tab, look toward the bottom of the screen to see the selected Ribbon view. By default in a new workbook this is Schedule Quality.</p> 
3	<p>Click on the top of the Fuse button in the Analyze tool group.</p> 

Continued on next page

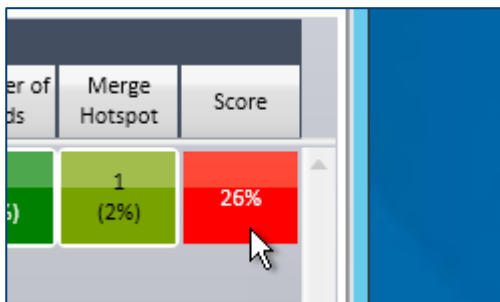
Activity 1.2.1: Performing a Basic Diagnostic, continued

Step Action

- 4 After a brief pause you will see the results of the **Schedule Quality** analysis.



- 5 Take a look that the **Ribbon Analyzer Score** to the far right.



- 6 According to the 9 standard Schedule Quality metrics, this project has a score of just 26%, meaning there are a few quality issues that will need to be addressed.

Activity 1.3: Schedule Quality Analysis

At this point we need to learn what this score means and how Acumen generated it. To do this we will be discussing each of the metrics that make up the schedule quality score.

Let's learn about the interface in order to get started.

As you can see, the screen is divided into three main areas. These are:

- Project / Snapshot - this section is really a header column for the project name at the top, and the row headers for each metric in the lower half of the screen.
- Timeline – a Time-phased set of columns that help us break projects down into years, months, quarters and so on. This project is currently set to be viewed in years. In the bottom of this section we can see the scores for the corresponding metric headers and project years.
- Ribbon Analyzer – this section displays the metrics at the project summary level. If we click on any one of the colored boxes, details of the activities that are contributing to the score are listed in the lower portion of this section.

The colors for each metric result are important. Green is good, Red is bad and there is a range of colors in between these to help you quickly evaluate the general condition of our project.

Let's look at these various metrics in more detail.

Activity 1.3.1: Excluding Missing Logic Activities

The missing logic metric is yellow, and has two values displayed. The top value is the number of activities – in this case, the number of activities that failed the metric by having missing predecessors and/or successors.

The bottom value is the percentage of all activities in the project that have missing logic. In a small project like this, 11 activities out of a possible 54 is 21%.

This indicates that smaller projects will have greater sensitivity and higher failure rates in this regard than would be true with larger projects.

Step	Action
1	Click on the Missing Logic Ribbon Analyzer value.

	Missing Logic	Logic Density™	Critical
	11 (21%)	2.19	25 (47%)

Continued on next page

Activity 1.3.1: Excluding Missing Logic Activities, continued

Step	Action
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- 2 **Observe** the list of activities that appears in the lower section of the window.

Excluded	Notes	Id	Description	Project	Original Duration	Number of Predecessors	N
<input type="checkbox"/>		0110	Project Start	Initial Plan	0	0	
<input type="checkbox"/>		0140	Requirements Definition	Initial Plan	10	0	
<input type="checkbox"/>		0150	In-House scenario	Initial Plan	20	1	
<input type="checkbox"/>		0170	Bid A review	Initial Plan	20	0	
<input type="checkbox"/>		0180	Technical review	Initial Plan	25	0	
<input type="checkbox"/>		0200	Comms design	Initial Plan	17	1	
<input type="checkbox"/>		0190	Commerical review	Initial Plan	91	2	
<input type="checkbox"/>		0240	FEED handover	Initial Plan	5	1	
<input type="checkbox"/>		0410	Phase 5	Initial Plan	20	1	
<input type="checkbox"/>		0540	Mechanical	Initial Plan	50	2	

Because at least two of these activities cannot legitimately have and predecessor or successor, then they need to be excluded from the analysis. This will improve the score to a more realistic number.

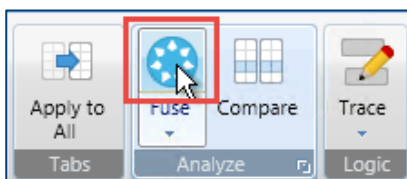
- 3 In the **Missing Logic** activity list, locate the **Project Start** activity and check its **Excluded** option.

Excluded	Notes	Id	Description	Project	Original Duration	Number of Predecessors	N
<input checked="" type="checkbox"/>		0110	Project Start	Initial Plan	0	0	
<input type="checkbox"/>		0140	Requirements Definition	Initial Plan	10	0	

- 4 Now scroll down and exclude the **Project Finish** activity.

Excluded	Notes	Id	Description	Project	Original Duration	Number of Predecessors	N
<input checked="" type="checkbox"/>		0410	Phase 5	Initial Plan	20	1	
<input checked="" type="checkbox"/>		0540	Mechanical	Initial Plan	50	2	
<input checked="" type="checkbox"/>		0100	Project Finish	Initial Plan	0	1	

- 5 Click on the top of the Fuse button to recalculate the score.



Continued on next page

Activity 1.3.1: Excluding Missing Logic Activities, continued

Step Action

- 6 Look to see if the overall **Score** for the project has changed.

Efficient Tail™	Number of Lags	Number of Leads	Merge Hotspot	Score
0 (0%)	29 (57%)	5 (10%)	1 (2%)	30%

The Score has improved slightly to 30%.

- 7 Click on the **Missing Logic** button again.

Missing Logic	Logic Density™
9 (18%)	2.25

- 8 Note that the **excluded** activities are no longer appearing in the list and that the numbers on the Missing Logic button have changed to 9 and 18 percent respectively.

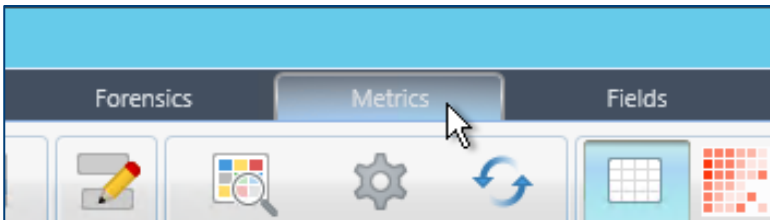
Excluded	Notes	Id	Description	Project	Original Duration	Number of Predecessors	N
<input type="checkbox"/>	<input type="checkbox"/>	0140	Requirements Definition	Initial Plan	10	0	
<input type="checkbox"/>	<input type="checkbox"/>	0150	In-House scenario	Initial Plan	20	1	
<input type="checkbox"/>	<input type="checkbox"/>	0170	Bid A review	Initial Plan	20	0	
<input type="checkbox"/>	<input type="checkbox"/>	0180	Technical review	Initial Plan	25	0	
<input type="checkbox"/>	<input type="checkbox"/>	0200	Comms design	Initial Plan	17	1	
<input type="checkbox"/>	<input type="checkbox"/>	0190	Commerical review	Initial Plan	91	2	
<input type="checkbox"/>	<input type="checkbox"/>	0240	FEED handover	Initial Plan	5	1	
<input type="checkbox"/>	<input type="checkbox"/>	0410	Phase 5	Initial Plan	20	1	
<input type="checkbox"/>	<input type="checkbox"/>	0540	Mechanical	Initial Plan	50	2	

Let's take a look at how the Missing Logic metric works.

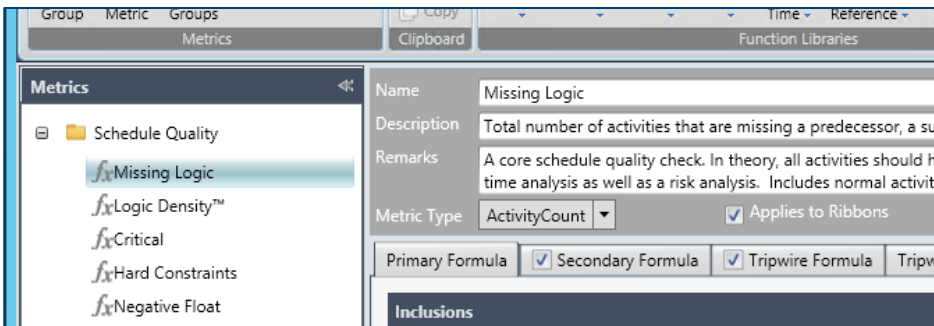
Activity 1.3.2: Examining the Metrics

Step Action

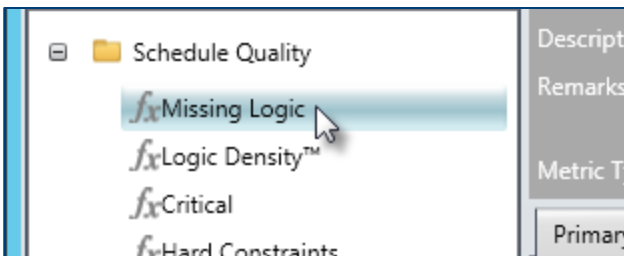
- 1 Click on the **Metrics** tab.



- 2 In the **Metrics** tab we can see a **Metrics** list to the left of the screen.



- 3 Click on the **Missing Logic** metric item in the **Metrics** list.



To the right of the **Metrics** list is the **Metric** definitions.

At the top we see a Name field, a Description field, and a Remarks field. This is the metadata for the metric and the source of content for descriptions of the metric and its purpose back in the **S2 // Diagnostics** tab.

Below these fields are the **Metric Type** selection, and some **Include** options to allow the metric to be included in certain Ribbons, Phases, Intersections, Workbooks, and so on.

The tabs below these options are where the functional criteria for the metric are defined. We will look at these very briefly. This will be covered in much greater detail during the First Analysis to Metric Details Acumen course – a follow on lesson to this boot camp lesson.

- **Primary Formula** is the options that generate the upper number in the Metric box – typically an activity count.
- The **Inclusions** section at the top of the Primary Formula tell Acumen what activity types to analyze, chiefly the Activity Status, Activity Type, and Time Phase.
- Below inclusions is the **Filters** section. Not used for Missing Logic, but allows for filter criteria to be entered when looking for specific conditions.
- And finally there's the **Formula** section. For our Missing Logic metric, an advanced formula is being used to summarize a count of all predecessors and external predecessors, and all successor and external successors that have a count of zero: i.e. are missing one of both of these items.

Note: External predecessors and success are those that appear in a project that points to activities in another subproject.

And that is how we count the number of activities that have zero predecessors, and/or zero successors.

- **Secondary Formula** – this is the options that are generating the lower number on the Metric box, typically a percentage. In fact if we look at the formula for this Secondary Formula tab, we can see similar syntax in the formula area as we see in the Primary Formula, with the additional 'divide by SUM' formula that is generating the percentage value of 18 in our example.
- **Tripwire Formula** – this is an optional tab, used to determine the individual exception that are listed in the Activity Browser.
- **Tripwire Thresholds** – define the colors when metric scores fall within certain ranges.
- **Define Columns** – Control the columns that appear in the Activity list below the Ribbon Analyzer.
- **Detail Report** – controls content in the Detailed Metric report.

These tabs are covered in greater detail in the Acumen Fuse Boot Camp Series: Analysis and Metrics course.

Let's click on the **S2 // Diagnostics** tab and continue our analysis of the project.

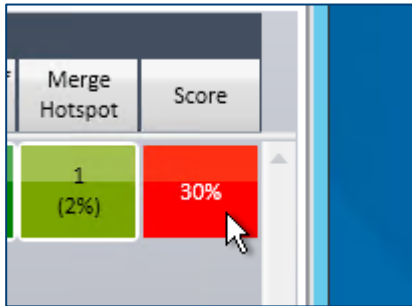
- **Logic Density** is reporting just one number, and this is an average number of relationships, or logic links per activity in the project. Ideally there would be at least two relationships per activity if logic and been applied correctly in the project. The score here is 2.25 so this is a good score. Hover your mouse pointer over the header of the Logic Density metric. Note the popup that appears and explains the purpose of the metrics. If you hover over the metric's box, it will quantify the meaning of the score.
- **Critical** – this metric is counting the number of critical activities in the schedule. It also offers at count as a percentage of activities that are critical. This is reporting medium to low in the score box.
- **Hard Constraints** is showing 4 activities with this condition. As it is generally considered best practice to keep Hard Constraints to an absolute minimum in your project, even this low count has given a medium score – it is

definitely impacting the overall score. Hovering your cursor over the score reveals a comment that states between 5% and 25% of activities have hard constraints.

- **Negative Float** – Three Activities have negative float, and again this has impacted the score down to medium.
- **Insufficient Detail** – our sample project has a perfect score of zero – no activities have a duration that is more than 10% of the duration of the project. This is indicative of good detail in the planning and will status more accurately as it's easy to understand when something is completed.
- **Number of activities with lags** is way too high. 29 out of 54 activities (57%) have negative lag, suggesting overuse of this relationship attribute. This could be pushing the end date for the project out to an artificially late finish date.
- **Number of Leads** is showing a similar issue. While it has a score of just 5, and is green, some contracts have now actually banned the use of Leads (a.k.a negative lag), so this would be a failing score in those circumstances.
- **Merge Hotspot** – another very useful metric, merge hotspots appear in the schedule when one or more activities has a large number of predecessors. The theory is that the more predecessors an activity has, the more likely it is to be delayed because there's a greater chance that one of the predecessors will not finish on time.

Activity 1.4: Scoring Options

There is one more highly influential setting in Acumen that determines the way the project has been scored. Just before we look at this setting, let's click on the **Score** box.



This opens the **Scorecard** in the **Activity Browser** area. The scorecard shows the metrics listed in the columns, and the activities in the rows, and you can clearly see what metrics have passed, failed, or simply been counted by the Acumen metrics.

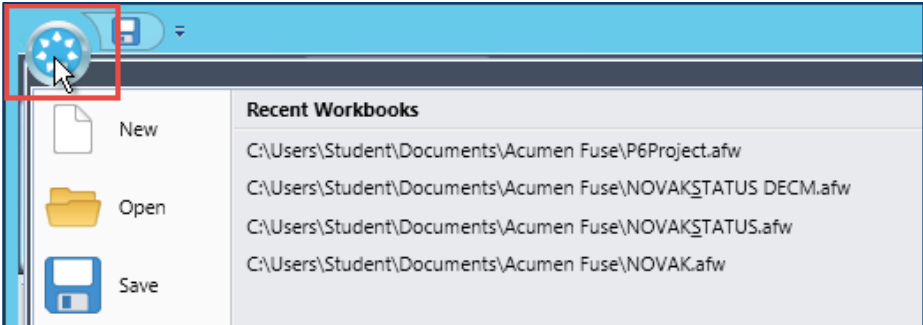
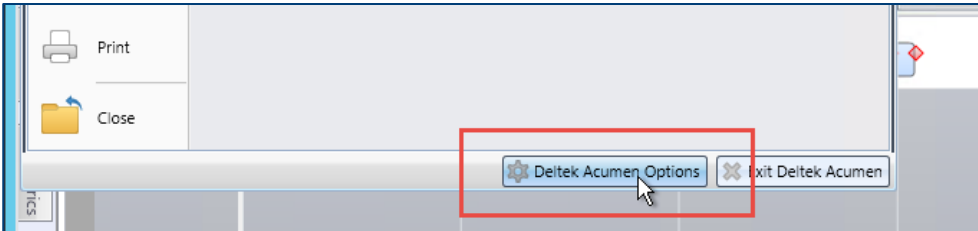
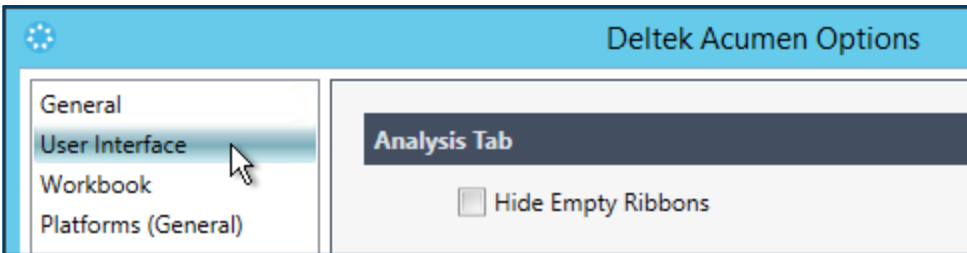
Activity Browser											
Id	Description	Missin...	Critical	Hard C...	Negati...	Insuffi...	Numb...	Numb...	Merge...	Score	
0110	Project Start	✓	○	✓	✓	✓	✓	✓	✓	100%	
0130	Competitive...	✓	○	✓	✓	✓	✓	✓	✓	100%	
0140	Requirement...	!	○	✓	✓	✓	✓	✓	✓	82%	
0150	In-House sce...	!	○	✓	✓	✓	✓	✓	✓	82%	
0170	Bid A review	!	●	✓	!	✓	✓	✓	✓	64%	
0180	Technical rev...	!	○	✓	✓	✓	✓	✓	✓	82%	
0230	Electrical des...	✓	○	✓	✓	✓	✓	!	✓	82%	
0160	Bid B review	✓	●	!	✓	✓	!	!	✓	55%	
0210	Civil design	✓	○	✓	✓	✓	✓	!	✓	82%	
Totals		9 (17%)	24 (44%)	4 (7%)	3 (6%)	0 (0%)	29 (54%)	5 (9%)	1 (2%)	30%	

If we look to the right of this scorecard we can see how each activity affected the score.

Scroll down and look at the scores for each of the activities. But wait a minute, most of these are scoring in the 80s, 90s, even 100% - the lowest one in there being 55%. So how come the score is only 30%? That's not even close to the average.

Activity 1.4.1: Scorecard Settings in Acumen

This highlights a very important setting that we will now explore.

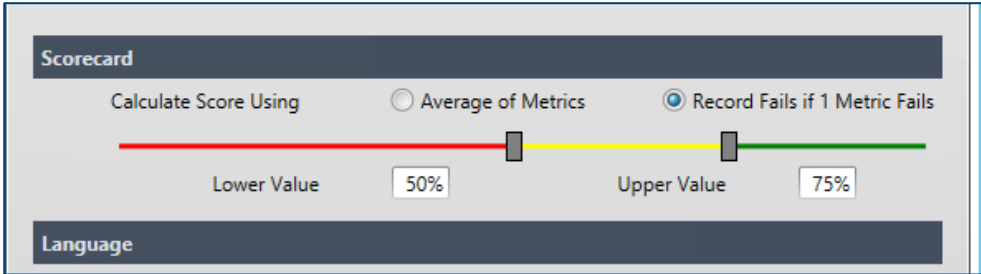
Step	Action
1	Click on the File menu.
	
2	Click on the Deltek Acumen Options button at the top of the menu.
	
3	In the Deltek Acumen Options dialog, click on the User Interface item.
	

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Activity 1.4.1: Scorecard Settings in Acumen, continued

Step	Action
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- 4 Look at the settings in the **Scorecard** section.

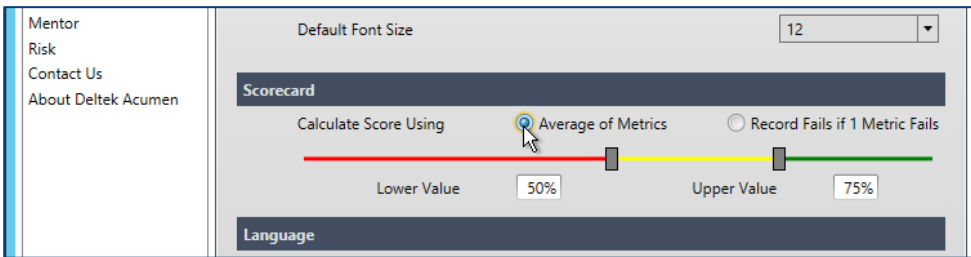


Currently the **Calculate Score Using** option is set to **Record Fails if 1 Metric Fails**. This means that for every activity in the scorecard that isn't scoring 100% is not counted at all in the overall Score.

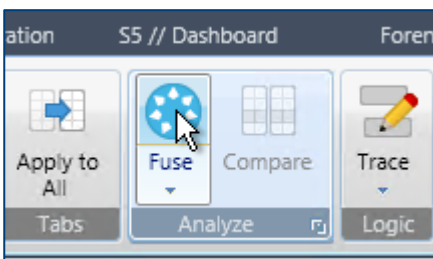
We have just 16 activities that have a passing score of 100%. The rest of the activities - however close to 100% they are – are not contributing to the score. And so - if we divide 16 by 54 – (the total number of activities), we get 29.6% which explains our rounded up score of 30%.

- 5 The alternative is to select the **Average of Metrics** which will give the score we were expecting in the first place.

- 6 Click on the **Average of Metrics** option and close the **Acumen Options** dialog.



- 7 Now return to the **S2 // Diagnostics** tab and click the **Fuse** button again to update the score.



Continued on next page

Activity 1.4.1: Scorecard Settings in Acumen, continued

Step **Action**

8 The score has now risen to **88%** for our project.

Ribbon Analyzer									
Missing Logic	Logic Density™	Critical	Hard Constrai...	Negative Float	Insufficient Detail™	Number of Lags	Number of Leads	Merge Hotspot	Score
9 (18%)	2.25	24 (47%)	4 (8%)	3 (6%)	0 (0%)	29 (57%)	5 (10%)	1 (2%)	88%

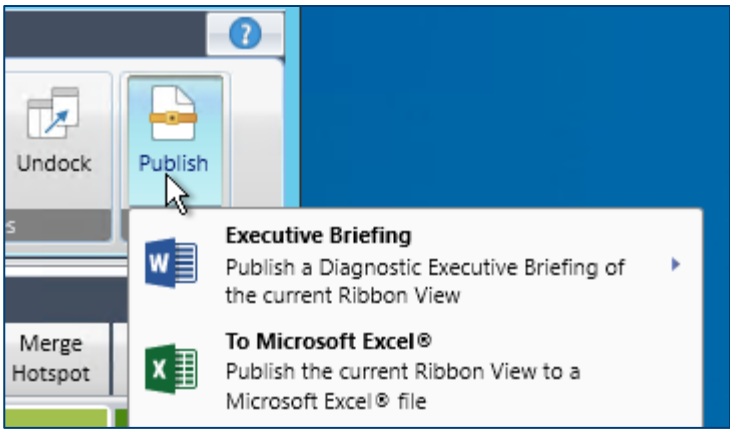
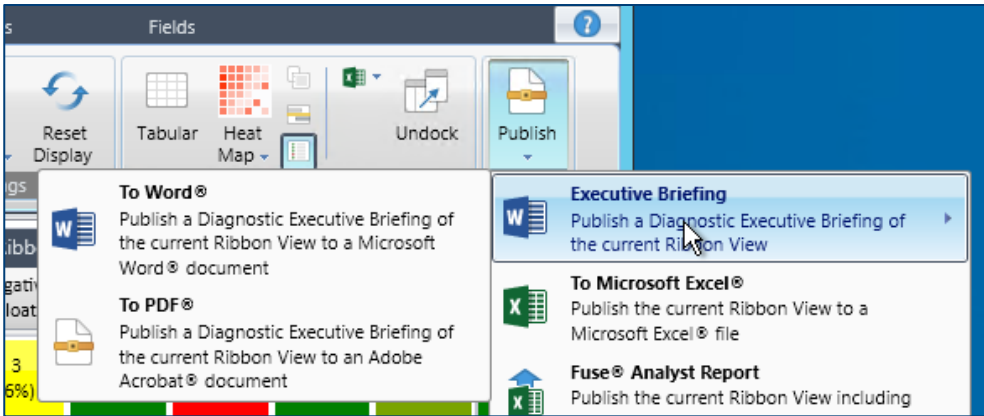
What scoring mechanism you choose to use in Acumen will largely depend on company requirements, contract stipulations, and other variables too extensive for discussion in this training module. For now it's important to understand how it works, rather than when to use the setting.

Activity 1.5: Reporting the Results of Your Analysis

Having completed your first analysis of a project in Acumen, it's time to share what you've learned with the project team.

For this you can use the Publish features of Acumen.

Activity 1.5.1: Publishing and Reporting

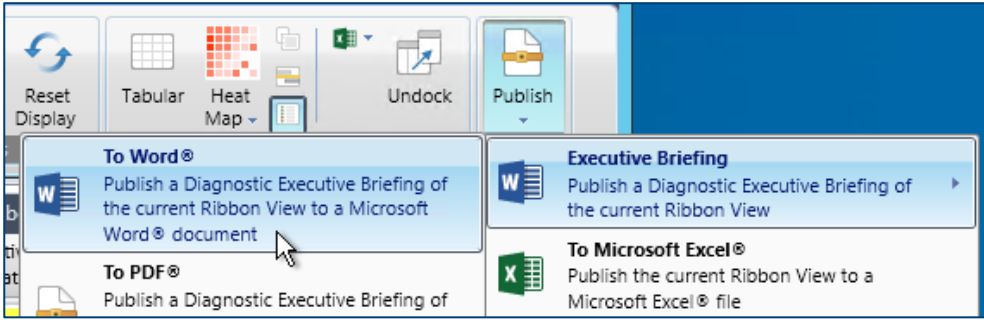
Step	Action
1	<p>In S2 // Diagnostics, click on the Publish button at the far right of the ribbon.</p> 
2	<p>Hover the cursor over the first option in the resulting list, the Executive Briefing.</p> 

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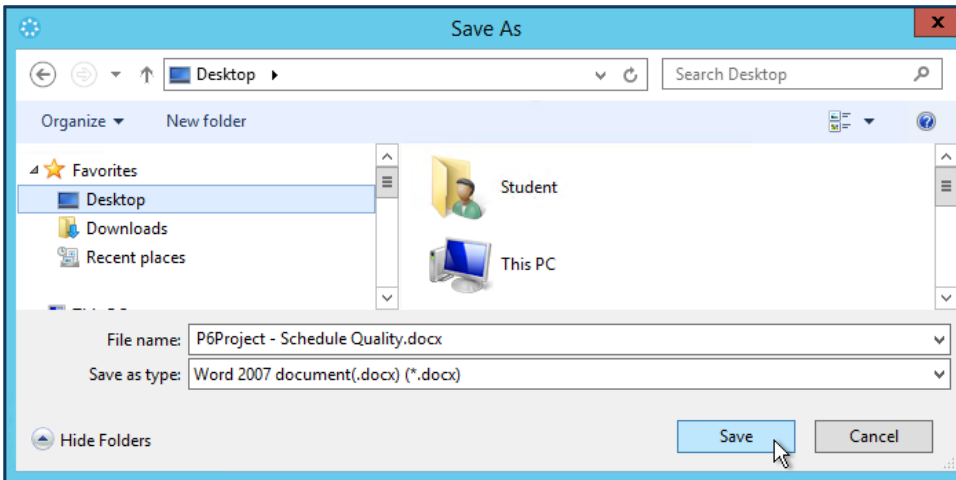
Activity 1.5.1: Publishing and Reporting, continued

Step	Action
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3	Select the To Word option in the Submenu.
---	--



4	In the Save As dialog, select a convenient location for the file, and click Save .
---	--



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Activity 1.5.1: Publishing and Reporting, continued

Step	Action
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5	The resulting report will open in Microsoft Word .
---	---

The screenshot shows a report generated on Tuesday, September 7, 2021, by a student. The report is titled 'Acumen Fuse® Diagnostic Executive Briefing' and provides a summary of a project named 'Initial Plan'. It includes a 'Ribbon Browser' table showing data for years 2010 through 2013, a 'Trend Analysis' section with a bulleted list of metrics like Missing Logic, Logic Density, and Critical, and a 'Projects Summary' section for the 'Initial Plan Project'.

Deltek Acumen Powered by *Deltek Acumen Fuse®*
www.deltek.com

Acumen Fuse® Diagnostic Executive Briefing
 Report Generated On Tuesday, September 7, 2021
 Created by Student

P6Project Summary
 An Acumen Fuse analysis was conducted on Tuesday, September 7, 2021 on the P6Project workbook. It contains 1 project: Initial Plan, modeled in Oracle Primavera P6.

This project represents a total cost of \$195.57MM of which \$195.57MM are remaining with \$0 spent as actual cost. The earliest start date is Friday, January 1, 2010 with the latest completion date being Thursday, January 31, 2013.

Ribbon Browser

Ribbons \ Phases	2010	2011	2012	2013
Initial Plan	[Progress bar]			

Trend Analysis
 The following section details how the characteristics of the workbook vary over time. This provides useful insight by showing improving/worsening trends. The analysis was conducted using years as time intervals:

- Missing Logic:** decreases over time with the best period being 2011 (1) and the worst period being 2010 (7).
- Logic Density:** decreases over time with the highest period being 2011 (2.30) and the lowest period being 2010 (2.25).
- Critical:** decreases over time with the highest period being 2011 (12) and the lowest period being 2013 (0).
- Hard Constraints:** decreases over time with the best period being 2012 (0) and the worst period being 2010 (2).
- Negative Float:** decreases over time with the best period being 2012 (0) and the worst period being 2011 (2).
- Insufficient Detail:** remains constant over time.
- Number of Lags:** decreases over time with the best period being 2013 (0) and the worst period being 2010 (13).
- Number of Leads:** decreases over time with the best period being 2011 (0) and the worst period being 2010 (5).
- Merge Hotspot:** decreases over time with the best period being 2010 (0) and the worst period being 2011 (1).

Projects Summary

Initial Plan Project
 The Initial Plan project has a start date of Friday, January 1, 2010 and has Thursday, January 31, 2013 as the completion date. The project is currently planned with a status date of Friday, January 1, 2010. It has 49 normal activities of which 0 (0%) are complete, 0 (0%) are in progress and 49 (100%) are still planned. It contains 4 milestones, 1 summary and no LOEs.

[Initial Plan] [Schedule Quality] Executive Briefing 1

Acumen uses data and scores to generate this summary of the project's status.

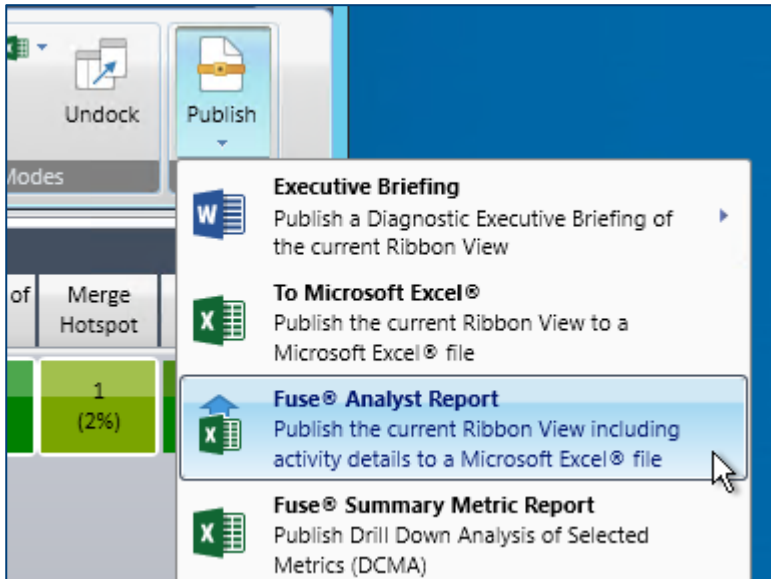
Take some time to look over the output of this report. It will help you learn what Acumen is doing, and how it is interpreting the results of the Fuse diagnostic.

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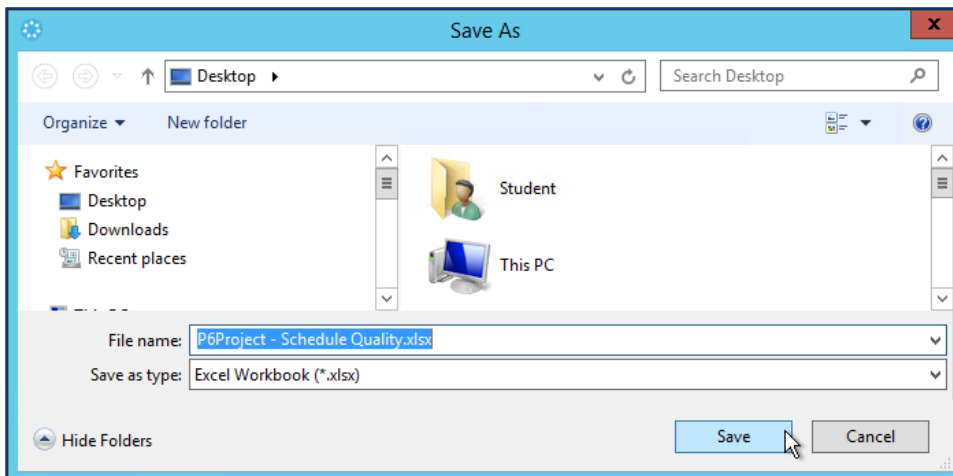
Activity 1.5.1: Publishing and Reporting, continued

Step Action

- 6 Click on the **Publish** button once more and this time select the **Fuse® Detailed Metric Report** option.



- 7 Select a location for your report and click the **Save** button.



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Activity 1.5.1: Publishing and Reporting, continued

Step Action

8 Explore the spreadsheet.

	Time Line				Missing Logic	Logic Density™	Critical	Hard Constraints	Negative Float	Insufficient Detail™	Number of Lags	Number of Leads
	2010	2011	2012	2013								
Initial Plan					9	2.25	24	4	3	0	29	10
Missing Logic	7	1	1	N/A	18%		47%	8%	0%		57%	
Logic Density™	2.25	2.3	2.29	N/A								
Critical	4	12	11	0								
Hard Constraints	2	2	0	N/A								
Negative Float	1	2	0	0								
Insufficient Detail™	0	0	0	N/A								
Number of Lags	13	13	3	0								
Number of Leads	3	0	0	0								
Merge Hotspot	0	1	0	N/A								
Score	82	89	97	N/A								

Click on each of the workbook tabs to view the ribbon analysis report's content.

This is an excellent example of a report that you can share with other project team members to help them improve the schedule quality based upon the scores for the various activities.

Summary

So there you have it – from loading a project, to analyzing the results, to sharing the results with the project team, you have just taken your first steps into Deltek Acumen Fuse.

Subsequent courses will take a deeper dive into the software, its metrics, and other analytical tools such as Logic and Forensics. Other Acumen Courses to take in this series include:

- Acumen Boot Camp Series: Analysis and Metrics
- Acumen Boot Camp Series: Logic and Logic Trace
- Acumen Boot Camp Series: Forensics
- Acumen Boot Camp Series: Reporting