



PRIMAVERA

Enterprise Streamlines Readiness Assessment for the Canadian Army

The ability to make careful projections and accurate assessments of military capability and readiness has become more important than ever in an era of shrinking budgets and new types of missions. To a large degree, preparing a military force to undertake a particular mission comes down to training. While businesses and other organizations can typically hire people with required training, a military organization must train its own people from recruitment through to all levels of competence. Individual, group, and maintenance training are required to prepare a force to undertake a particular mission and to sustain its effectiveness.

Primavera Enterprise® is helping the Canadian Army to dramatically reduce the time needed to assess readiness and create mission-training plans. Dr. Phil O'Neill, an operational research scientist in the Canadian Department of National Defense and Major Nick Martyn of the Canadian Army have pioneered a new method for performing readiness assessments using tools from Primavera Systems, Inc. designed for managing multiple large-scale projects on an enterprise level. "With Primavera Enterprise, we have dramatically improved our ability to evaluate readiness and commit military forces," Martyn said. "For example, the time to create a mission training plan has been reduced

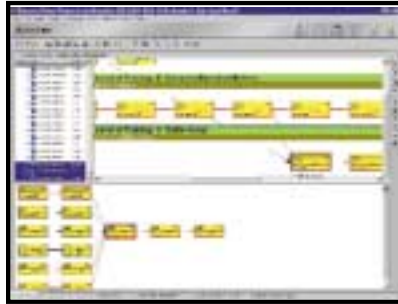
from two weeks to 75 minutes. Based on the success of our pilot implementation, we are planning to deliver the system to the entire army over the next two years."

A Promising Approach

The Canadian Army's desire for a project management solution developed from a report written by Dr. O'Neill. O'Neill had been tasked by the North Atlantic Treaty Organization (NATO) Panel 7, an advisory body focusing on operational research, to evaluate existing methods for assessing readiness and to recommend or otherwise develop new methodologies to assist policy makers and planners. O'Neill proposed that the task of assessing readiness could be performed more accurately and quickly through the use of a comprehensive project management approach. Since his report received so much positive feedback, O'Neill began working to implement it using small-scale examples. As a result, O'Neill and Martyn began looking for software that would provide the horsepower needed to eventually manage resources on an enterprise-level for an organization the size of the 60,000-person Canadian Forces or larger.

A major breakthrough came with Primavera Enterprise®, which offers the ability to track the entire resource base of a

large organization within a single database. "The key advantage of Primavera Enterprise is that it supports the development of training plans for individual missions within a hierarchical framework through which we can view the impact on the entire organization of each iteration of our plan. It electronically



gathers diverse data from existing databases to be assimilated into a common operating picture that provides complete situational awareness of readiness and sustainability," O'Neill said.

Demonstrating Proof of Concept

Once they implemented the Primavera Enterprise pilot, Martyn and O'Neill began to focus on training issues. With the aid of a systems integrator and Primavera Enterprise, they developed a sophisticated coding structure that organizes skills required to perform virtually any type of mission by using activity codes, custom data items and project codes. The coding scheme makes it possible to roll up reporting through each hierarchical level of the structure thereby offering information such as organization-wide resource availability and demand. Planners can quickly obtain key high-level performance indicators, identify areas of concern and immediately drill down to examine the details of the situation. For example, the commander can drill through the data in Primavera Enterprise to determine exactly what the readiness state is of any particular unit in a matter of minutes. In the past, this type of evaluation would require that an officer be assigned to prepare a special report, which could often take weeks.

Primavera Enterprise also enabled O'Neill and Martyn to create a library of planning templates containing the information and instructions that are frequently used in planning activities, such as doctrinal statements, procedures and manuals. This enterprise-wide solution provides a framework under which these documents can regularly be updated and maintained while providing planners with the ability to reference them for a new plan in a few seconds. The availability of reference activities, tasks and documents in an easy-to-use format facilitates traditional planning

activities in a fraction of the time previously required. At the same time, since everyone is working from a common framework and information base, the accuracy and consistency of the resulting operational documents are greatly improved. Finally, the fact that each of the documents is maintained within Primavera Enterprise offers the ability to easily determine the impact of a new mission on the overall readiness of the organization.

Not only does Primavera Enterprise portray planned events, it can also track actual results in order to monitor the attainment of objectives. The Canadian Army uses the tracking data performance measurement as well as for recording "lessons learned." Planning templates can be annotated and amended with lessons learned in order to avoid re-learning them. The Primavera Enterprise database contains a rich source of information that can be exploited for risk assessment and risk management by the system's analytical tools.

"For the first time, we have a system that provides an enterprise-wide view of our resources and commitments," Martyn concluded. "This business is by its very nature reactive to large-scale demands on tight timelines and Primavera Enterprise has made it possible to understand the effect on the enterprise of those demands. The common framework and standardized planning tools drastically reduced the amount of time required to generate training plans. After demonstrating our proof of concept,

we found ourselves in a situation where senior officers recognized that we have a solution to a problem that has been taxing them for a long time. As a



result, we are recommending an implementation plan that will provide, in its first year, vertical integration in one division and, in the second year, a rollout to the entire Canadian Army involving 5,000 users of the software. Clearly, the tools and disciplines of project management are being seen to support the immediate and future needs of military planning and readiness assessment."

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