Oracle® Project Financial Planning

User's Guide

Release 11.1.2.2
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Part I

Introduction to Project Financial Planning

In Introduction to Project Financial Planning:

- About Project Financial Planning
- Getting Started
Overview of Project Financial Planning

Oracle Project Financial Planning bridges the gap between the detailed projects an organization undertakes and the overall corporate impact/resources. It gives organizations a high-level snapshot of how their assets and resources are allocated, and then it monitors performance and provides information about return on investment.

Project Financial Planning addresses planning for the various tasks and resources for any project initiative with an underlying multidimensional database. Specific functionality was built to handle various scenarios and calculations that are typically used in Project Financial Planning.

Value Proposition

The Project Financial Planning application unifies the decision making process between corporate financial planning, and project financial planning processes within a single application construct.

In many instances there tends to be a process disconnect between decisions made around projects and decisions made as part of the annual financial planning cycle within an enterprise. Project sponsors and stakeholders may have different goals from the corporate financial targets and long range plans that drive bottom up annual plans and forecasts.
The application construct, and functionality within the Project Financial Planning application ensures that the what-if impact analysis and feedback loop from financial considerations for projects is instantaneous. Since the approval processes for projects are closely tied to the approvals for financial plans and forecasts, the application’s process controls implicitly ensures agreement between project sponsors, key stakeholders and financial decision makers. This helps ensure alignment of project plans and financial plans to financial targets and corporate long range financial plans.

**Key Features of Project Financial Planning**

Project Financial Planning enables you to accomplish these tasks:

- Perform Planning for Indirect, Capital, and Contract projects
- Use the provided template files for importing metadata and data
- Perform expense planning at detail level or account level (labor, material, equipment)
- Allocate workforce resources and capital assets to projects
- Calculate driver-based overheads for projects
- Perform different types of revenue planning/revenue recognition based on the type of Contract projects (Time and Material, Fixed Price, or Cost Plus)
- Ability to view the impact on financial statements from a project level or an entity level (Profit and Loss, Cash Flow, key performance indicators [KPIs])
- Rank and approve projects based on a project score using financial measures and subjective measures (net present value [NPV], return on investment [ROI], payback, lifetime investment, risk assessment, strategic assessment, business assessment, organization missions)
- Perform planning for intercompany projects and reconcile them
- Request funding
- Track the project approval flow
- Use out-of-box reports
- Provides sample projects for information technology

**Project Classifications**

Subtopics

- Indirect
- Capital
- Contract

Project Financial Planning supports three types of projects: Indirect, Capital, and Contract.
**Indirect**

Also known as administrative projects, Indirect projects have a cost impact but do not generate revenue. For example, an IT project that creates a solution/portal for the Human Resources team to track personal details of employees would be considered an Indirect project. If a project is classified as Indirect, you can do only expense budgeting for the project. You cannot do revenue budgeting for an Indirect project.

**Capital**

A Capital project is a long-term investment project undertaken for construction of a capital asset (such as buildings, dykes, and roads). If a project has a classification of Capital, you can do only expense budgeting for the project. The expenses for a Capital project are tracked as Construction in Progress (CIP) on the Balance Sheet while the assets are being developed. Once a Capital project is placed in service and the assets are ready, the CIP assets must be reconciled with existing assets.

**Contract**

**Subtopics**

- **Time and Materials**
- **Fixed Price**
- **Cost Plus**
- **Other**

A Contract project is work performed for a customer and the customer reimburses the company. A Contract project generates both expenses and revenue based on an underlying contract. The Contract project expenses, revenue, and billing can be for services performed and reimbursed by a client.

Project Financial Planning supports the following types of Contract projects: Time and Materials, Fixed Price, Cost Plus, and Other.

**Time and Materials**

Time and Materials is a project billing type whereby the customer is charged for all of the hours of work performed, for asset expenses, for any direct expenses incurred, and for materials purchased during project delivery. Examples of Time and Materials arrangements are typically found in the construction industry, for contractors, and for consulting firms.

**Fixed Price**

Fixed price is a project billing type whereby the customer is charged a set negotiated price for the work performed on the contract. This contract type places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss.
**Cost Plus**

Cost Plus is a project billing type where the billing is based upon Cost Plus; an added amount, also known as margin.

**Other**

This type of project billing type can be used for complex contract terms. For example, a customer may be charged a fixed price for some services delivered as part of project while they may also be charged time and material or a markup on expenses.

**Provided Dimensions**

**Subtopics**

- Account
- Project
- Project Element
- Job
- Employee
- Asset Class
- Asset Detail

In addition to the dimensions provided with Oracle Hyperion Planning (Entity, Scenario, Version, Period, Year, and Currency for multi-currency applications), Project Financial Planning provides the following dimensions: Account, Project, Project Element, Job, Employee, Asset Class, and Asset Detail.

**Account**

The Account dimension for Project Financial Planning is split into three major groupings:

- Accounts that support planning for workforce resources
- Accounts that support planning for capital assets
- Accounts that support planning for projects

Because Planning uses multiple plan types, the accounts are segregated into the plan type in which they belong. The accounts contain members that are either for the drivers of calculations, results of the calculations, or are informational and textual and provide the relevant data that must be collected as part of the planning process. Accounts are of all types—Smart Lists, text accounts, date accounts, financial accounts, and so on. The Account dimension can also be populated with a specific customer’s accounts which can then be used to plan or forecast or compare to actual. Project Financial Planning has pre-populated the accounts to create financial statements. Project Financial Planning also includes some typical accounts when planning for workforce resources, capital asset resources, and projects.
Accounts are customizable so they can meet customer's needs. However, if the accounts that Project Financial Planning provides are changed, the corresponding business rules, member formulas, and forms need to be modified so that the application works as expected. Also, if the accounts and rules are customized, in the event of upgrading Project Financial Planning, all changes will need to be redone.

**Project**

The Project dimension contains both existing and new projects for which a company intends to plan and forecast. The Project dimension is broken down into types—Contract, Capital, and Indirect projects. Detailed descriptions of the differing types are provided in “Project Classifications” on page 18.

As a starting point, Project Financial Planning provides the following line items for new projects:

- 100 line items for Contract and Indirect projects
- 50 line items for Capital projects

Administrators can add more line items based on implementation requirements.

**Project Element**

The Project Element dimension enables you to build up revenue, cost, or other assumptions at the line-item level. It provides the ability to delineate different revenue, expense, or other assumptions.

As a starting point, Project Financial Planning provides the following line items for entering assumptions:

- 20 line items each for capturing revenue and cost assumptions
- 10 line items for capturing overhead assumptions
- 5 line items for capturing general and administrative assumptions
- 20 line items for intercompany transactions for a project
- 20 line items for funding requests for a project.

Administrators can add more line items based on implementation requirements.

**Job**

The Job dimension contains a list of the roles within an organization that are specifically used in project assignments. Examples of jobs could be Engineer, Software Developer, or Mechanic. Jobs unrelated to projects are not included. Project labor is requested at the job level and the request is for the type of job; for example, the role of a resource that is needed for the project. The Job dimension is used with the Employee dimension to build project requisitions or to identify employees by role. You are not required to plan at a detailed employee level. If your
organization does not perform detailed employee planning in relationship to projects, you can use the Job dimension with the “Requisitions” contained within the Employee dimension.

**Employee**

The Employee dimension contains employees of the organization. Calculations (for example, salary and other compensation) can be performed for each individual employee. In addition, you can use the Employee dimension to plan or forecast for new hires for your organization. When a project manager requests labor resources for their projects, they can request a job, and the number of requests by job will be supported by the labor requisition members from the Employee dimension. A resource manager can choose to reconcile a labor requisition to an existing employee if your organization does that level of labor assignment in Project Financial Planning. The organization might perform labor assignments using another tool and then import the assignments into Project Financial Planning. Oracle anticipates that existing employees are imported from a Human Resources system, such as PeopleSoft.

To support planning for new employees or labor requisitions at the project level, as a starting point, Project Financial Planning provides the following line items for entering requisitions:

- 100 line items for hiring requisitions
- 50 line items for labor requisitions

Administrators can add more line items based on implementation requirements.

**Asset Class**

The Asset Class dimension details the different categories of assets that a company owns. Asset Class is broken into tangible assets (furniture and fixtures, machinery and equipment, computers, and so on) and intangible assets (leasehold improvements, software rights, goodwill). These classes are typically the high level of detail that you would include in your financial statements, and they would not drill down to the asset level. The Asset Class dimension also contains a list of standard equipment that would be requested by a project manager for use on projects. At the time of the request, the project manager knows what type of equipment they need to use on their project, but not whether it will be fulfilled by an existing asset or by new assets. Therefore, the project manager requests only an equipment type. Standard equipment provides a concise list of material assets that are requested for use on a project. Other types of assets are not included.

**Asset Detail**

The Asset Detail dimension is used to support the request of new asset purchases, either New Leased or New Owned. Asset Detail individually details each new request. When a project manager requests the use of standard equipment (contained in the Asset Class dimension), the request supports asset requisitions in the Asset Detail dimension (Equip Rec 1, 2, 3, and so on). A project manager may not be aware if there is capacity available for an existing asset or if a new asset must be purchased to support the project so the asset manager decides how to fulfill the
request. The Asset Detail dimension also contains existing major equipment detailed out as individual assets or groups of assets, where possible.

To support planning for new equipment or assets, as a starting point, Project Financial Planning provides the following line items for entering requisitions:

- 50 equipment requisitions which can be used for requesting the use of standard equipment at the project level
- 30 line items for planning for new leased assets
- 200 line items for planning for new owned assets

Administrators can add more line items based on implementation requirements.

Predefined Elements

Subtopics

- Forms
- Business Rules
- Task Lists
- Menus
- Smart Lists
- Reports

Project Financial Planning provides dimension members, forms, associated menus, task lists and tasks, business rules, Smart Lists, validation rules, substitution variables, user variables, and reports thereby significantly reducing the implementation effort. The following sections describe the predefined elements in more detail.

Forms

Project Financial Planning provides predefined forms to meet your needs. You can open forms as you step through the task list tasks or you can select and open forms beneath Form Folders.

Forms in Project Financial Planning are grouped as follows:

- **Application Administration**—Use these forms to enter global assumptions and drivers. The forms are further grouped into Project Administration, Workforce Administration, and Capital Administration.

- **Projects**—Use these forms to create detailed project budgets and forecasts. The forms are further grouped into Project Planning, Project Financing, Project Financial Statements, and Project Supporting Forms.

- **Workforce**—Use these forms to create detailed workforce plans. The main forms are available directly under the Workforce folder, while the supporting forms are grouped into sub-folders beneath Workforce Supporting Forms: Workforce Setup and Maintenance and Workforce Project Usage and Analysis.
• **Capital**—Use these forms to create detailed capital asset plans. The main forms are available directly under the **Capital** folder, while the supporting forms are grouped into sub-folders beneath **Capital Supporting Forms: Asset Setup, Maintenance, and Analysis** and **Asset Project Usage**.

When you make changes to forms in your model, be sure that changes are synchronized with business logic such as business rules, member formulas, and outline structure. Whenever you modify your business logic, you should check your forms.

**Business Rules**

In Project Financial Planning forms, many shortcut menu options launch predefined business rules, which display runtime prompt windows that you use to select data, apply changes, and calculate expenses. Planning applications, including Project Financial Planning, use Oracle Hyperion Calculation Manager to design and manage business rules.

Predefined business rules enable you to perform these tasks:

- Calculate expenses
- Calculate revenues
- Calculate financial statements: Profit and Loss, Cash Flow, KPI’s
- Perform seamless data movement from plan type to plan type

**Task Lists**

Project Financial Planning includes predefined task lists that help users navigate through the application to ensure complete data collection. The task lists are designed to align with the users and roles defined in Table 2, “Project Financial Planning Roles”. You can modify the predefined task lists in Project Financial Planning to add your own tasks as reviewing instructions, entering data in specific forms, and running business rules. See “Managing Task Lists” in Chapter 9 of the *Oracle Hyperion Planning Administrator’s Guide*.

You can also determine who can view and modify task lists in Project Financial Planning.

**Note:** Being assigned to a task list means being able to access and complete tasks in the task list. It does not mean being able to assign tasks to someone else.


Task lists in Project Financial Planning are divided into the following main categories:

- **Administration**—Three task lists are provided for performing administrative tasks: **Project Administration**, **Workforce Administration**, and **Capital Administration**.
- **Project Planning and Analysis**—Six task lists are provided for proposing new projects and managing existing projects: **Propose New Contract Projects**, **Propose New Capital Projects**, **...**
Propose New Indirect Projects, Manage Existing Contract Projects, Manage Existing Capital Projects, Manage Existing Indirect Projects, and Review Projects.

- Workforce Planning and Analysis—Two task lists are provided for workforce planning and analysis: Workforce Planning and Workforce Analysis.
- Capital Planning and Analysis—Two task lists are provided for Capital planning and analysis: Capital Planning and Capital Analysis.
- Financial Analysis—The Finance Analysis is provided for doing detailed financial analysis at the corporate level.

Menus

Project Financial Planning includes predefined shortcut menus that drive calculations on predefined forms. The shortcut menus will either display another form or will launch a rule to perform a calculation for the project. The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

If you add or modify business rules and forms, update the appropriate existing menus or create new menus to support the change. For example, if you delete a business rule referenced by a menu, remove it from the menu. You can delete predefined shortcut menus without affecting predefined calculations. See “Working With Menus” in Chapter 12 of the Oracle Hyperion Planning Administrator’s Guide.

Smart Lists

Smart Lists are linked to the dimensional members used to manage projects, jobs, and employees, and to build compensation budgets using forms. For example, the Employee_Type Smart List includes Temporary, Permanent, and Contractor values. Smart Lists are also used by predefined business rules that perform calculations. For information about creating and using Smart Lists, see the Oracle Hyperion Planning Administrator’s Guide or the Oracle Hyperion Planning User’s Guide.

Reports

The following table lists the reports that are provided with Project Financial Planning.

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<tr>
<td>Funding Summary</td>
<td>This report provides a summary of funding requests and shows the amount of allocated funds for all projects in an entity. It shows this data for last, current, and next three years. This report enables the finance manager and business unit head to review the total funding requirements for the entity. The funding requirement per project can be analyzed using the linked report, Funding Summary for Project.</td>
</tr>
<tr>
<td>Report Name</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Funding Summary for Project</td>
<td>This report provides details about funding requests for a particular project and the amount of allocated funds. It shows this data for last, current, and next three years.</td>
</tr>
<tr>
<td>Impact on Financial Statements</td>
<td>This report summarizes the impact on the Income Statement and Cash Flow for a particular project. It also shows some Key Metrics for the project.</td>
</tr>
<tr>
<td>Project Details</td>
<td>This report provides a list of projects with inception-to-date actual cost and revenue. It is useful for project managers and business unit heads for tracking the financial performance of projects they are handling.</td>
</tr>
<tr>
<td>Project Cost Details</td>
<td>This report summarizes the project costs for last, current, and next three years. The project cost can be further analyzed by drilling into linked reports: Project Labor Expense, Project Equipment Expense, and Project Material Expense.</td>
</tr>
<tr>
<td>Project Labor Expense</td>
<td>This report shows the labor expense summary for a particular project and entity for the last, current, and next three years.</td>
</tr>
<tr>
<td>Project Equipment Expense</td>
<td>This report shows the equipment expense summary for a particular project and entity for the last, current, and next three years.</td>
</tr>
<tr>
<td>Project Material Expense</td>
<td>This report shows the material expense summary for a particular project and entity for the last, current, and next three years.</td>
</tr>
<tr>
<td>Project Revenue Details</td>
<td>This report shows the revenue details for a project.</td>
</tr>
<tr>
<td>Project Financial Performance Overview for Current Year</td>
<td>This report displays financial parameters like cost, revenue, margin, and margin % for projects in the current year (YTD performance).</td>
</tr>
<tr>
<td>Project Financial Performance Overview for Life</td>
<td>This report displays financial parameters like cost, revenue, margin, and margin % for a particular project for the last, current, and next three years.</td>
</tr>
</tbody>
</table>

**Project Financial Planning Roles**

The following table describes the typical participants in a Project Financial Planning lifecycle. This may vary by company across industries.

**Table 2  Project Financial Planning Roles**

<table>
<thead>
<tr>
<th>Project Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Unit Owner</td>
<td>Business units that identified the need for the product or service the project will develop. Owners can be at all levels of an organization.</td>
</tr>
<tr>
<td>Executive Sponsor</td>
<td>The Executive Sponsor is a manager with demonstrable interest in the outcome of the project who is ultimately responsible for securing spending authority and resources for the project. The Executive Sponsor is the highest-ranking manager possible, in proportion to the project size and scope. The Executive Sponsor acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project. The Executive Sponsor provides support for the Project Sponsor and/or Project Director and Project Manager and has final approval of all scope changes, and signs off on approvals to proceed to each succeeding project phase. The Executive Sponsor may elect to delegate some of the above responsibilities to the Project Sponsor and/or Project Director.</td>
</tr>
<tr>
<td>Project Role</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Internal Decision-Maker</td>
<td>Members of the project community who have been designated to make project decisions on behalf of major business units that will use, or will be affected by, the product or service the project will deliver. These Decision Makers are responsible for achieving consensus of their business unit on project issues and outputs, and communicating it to the Project Manager. They attend project meetings as requested by the Project Manager, review and approve process deliverables, and provide subject matter expertise to the Project Team. On some projects they may also serve as Representatives or be part of the Steering Committee.</td>
</tr>
<tr>
<td>Internal Representative</td>
<td>Members of the internal community who are identified and made available to the project for their subject matter expertise. Their responsibility is to accurately represent their business units’ needs to the Project Team, and to validate the deliverables that describe the product or service that the project will produce. Representatives are also expected to bring information about the project back to the project community. Towards the end of the project, internal representatives will test the product or service the project is developing, using, and evaluating it while providing feedback to the Project Team.</td>
</tr>
<tr>
<td>Key Stakeholder</td>
<td>Subset of Stakeholders who, if their support were to be withdrawn, would cause the project to fail.</td>
</tr>
<tr>
<td>Project Accountant</td>
<td>The Project Accountant manages the accounting aspects of a project and creates financial reports specifically designed to track the financial progress of projects, which can then be used by project managers to aid in project management.</td>
</tr>
<tr>
<td>Project Manager</td>
<td>The person responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with the team and manages the team’s performance of project tasks. It is also the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders. The Project Manager is responsible for communication, including status reporting, risk management, escalation of issues that cannot be resolved in the team, and, in general, making sure the project is delivered in budget, on schedule, and within scope.</td>
</tr>
<tr>
<td>Project Sponsor/Project Director</td>
<td>The Project Sponsor is a manager with demonstrable interest in the outcome of the project and who is responsible for securing spending authority and resources for the project. The Project Sponsor, also called a Project Director, acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. The Project Sponsor participates in and/or leads project initiation; the development of the Project Charter. He or she will participate in project planning (high level) and the development of the Project Initiation Plan. A Project Sponsor provides support for the Project Manager; assists with major issues, problems, and policy conflicts; removes obstacles; is active in planning the scope; approves scope changes; signs off on major deliverables; and signs off on approvals to proceed to each succeeding project phase. The Project Sponsor generally chairs the steering committee on large projects. The Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on or outside the Project Team.</td>
</tr>
<tr>
<td>Project Team Member</td>
<td>Group of all members who are identified as members of the Project Team.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Groups, units, individuals, or organizations, internal or external to our organization, which are impacted by, or can impact, the outcomes of the project. This includes the Project Team, Sponsors, Steering Committee, and co-workers who will be affected by the change in the project.</td>
</tr>
<tr>
<td>Steering Committee</td>
<td>Generally includes management representatives from the key organizations involved in the project oversight and control, and any other key stakeholder groups that have special interest in the outcome of the project. The Steering Committee acts individually and collectively as a vocal and visible project champion throughout their representative organizations; generally they approve project deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the project. Depending on how the project is organized, the steering committee can be involved in providing resources, assist in securing funding, act as liaisons to executive groups and sponsors, and fill other roles as defined by the project.</td>
</tr>
</tbody>
</table>
## Sample Application

In this release, Project Financial Planning is providing an industry-specific sample application for information technology (IT). The goal is to demonstrate how Project Financial Planning can be used for different industries. The sample IT application demonstrates how it can be used for IT consulting. The application comes with pre-filled data for expense and revenue budgets, out-of-the-box Approvals, security setup, and members for assets, employees, jobs, and so on.

**Note:** The data provided is only sample data and does not relate to any actual data.

For details about creating, loading security for, and loading data for the IT industry-specific Project Financial Planning sample application, see Appendix B, “Sample Project: Information Technology.”

## Assumptions

Oracle assumes that administrators managing Project Financial Planning applications are familiar with the predefined content provided, Planning, and Oracle Hyperion Calculation Manager.

## Accessibility

Initial Product Implementation Tasks

Users who are responsible for setting up and initializing Project Financial Planning in your organization, define and prepare applications by performing these tasks:

1. Install and configure Project Financial Planning. See the Oracle Enterprise Performance Management System Installation and Configuration Guide.

2. Create and initialize the Project Financial Planning application. See “Creating and Initializing Project Financial Planning Applications” on page 34.

3. Load the Entity dimension with members corresponding to the entities in the organization.

4. Load the existing positions in the organization as members in the Job dimension (see the sample IT project provided with Project Financial Planning).

   **Note:** For information about creating, loading security for, and loading data for an IT industry-specific Project Financial Planning sample application, see Appendix B, “Sample Project: Information Technology.”

5. Load the existing employees from the company’s HRMS as members in the Employee dimension.

6. Load the Asset Class dimension with the asset types handled by the organization.

   **Note:** The Asset Class dimension comes with some predefined members.

7. Load the Asset Detail dimension with the major existing assets in the organization.
Note: You do not need to bring every asset into the application. Project Financial Planning enables you to group together similar assets. For example, if your organization is using 1000 laptops, you do not need to add 1000 members to the Asset Detail dimension. You can add just one Laptop member to the Asset Detail dimension and while loading the data corresponding to this asset, specify the Asset Units as 1000. This will ensure that all your calculations are handled correctly. This will also help you to scale your application.

8. Load the existing projects in the organization as members in the Project dimension. Ensure that you are loading the project under the correct project classification hierarchy. For example, before loading a project in Project Financial Planning, if it is determined to be a Contract project, it should be added under the Existing Contract Project hierarchy. Failing to do so may result in loss of functionality associated with the project.

9. Refresh the application to synchronize it with Oracle Essbase.


11. Review the loaded data.

12. Set the correct values for the substitution variables. These are used in Project Financial Planning forms and in predefined reports shipped with Project Financial Planning.

Substitution variable values:

- **CurYr**—Set this to the current year. For example, if the current year is 2012, set this to FY12.
- **LastYr**—Set this to the previous year, for example, FY11. Ensure that the previous year exists in the year dimension.
- **NextYear**—Set this to the next year, for example, FY13.
- **Yr3**—Set this to the year after NextYear, for example, FY14.
- **Yr4**—Set this to the year after Yr3, for example, FY15.
- **ThisMonth**—Set this to the current month.
- **CurScenario**—Set this to the current scenario.
- **CurVersion**—Set this to ‘Working’.
- **ActVersion**—Set this to ‘Final’.
- **ForVersion**—Set this to ‘Working’.
- **PlanVersion**—Set this to ‘Final’.
- **ThisYear**—Set this to the current year.

13. Ensure that the Smart Lists are populated with the values required for your business needs. The following Smart Lists must be updated with the required values:

- **AssignmentLocation**

15. The values for the following user variables need to be set for each user:

- **Entity View**—Set this to the entity that the user has access to
- **Scenario View**—Set this to the scenario that the user has access to
- **Version View**—Set this to the version that the user has access to
- **Reporting Currency**—Only set this for a multicurrency application

**Note:** Project Financial Planning forms use user variables to ease usability. You will not be able to open any forms without correctly setting these user variables.

**Note:** Steps 5, 7, 8, and 10 are optional. Project Financial Planning provides you the capability to create new projects, perform the labor and equipment expensing for the projects using requisitions, and to submit the plans for approval.

### Application Maintenance Tasks

Periodically, administrators who are responsible for maintaining applications may need to perform these tasks:

- **Project, Employee, Asset Detail, and Project Element dimensions** provide line items for creating new projects, requests, or assumptions. For details about line items, see “Provided Dimensions” on page 20.

  If you are using rules to add a new project, request, or assumption, the rule will display an error message if there are no empty line items available. If this occurs, you must load more lines items as required. For instructions on loading metadata, see the *Oracle Hyperion Planning Administrator’s Guide*. Perform a cube refresh after adding line items.

- **Project Financial Planning** defines only a few years in the forms through substitution variables – LastYr, CurYr, NextYear, Yr3, and Yr4. If you require additional years to be included in the form, you can define additional substitution variables for the application and include them in the forms. As the years progress, the values for the substitution variables should be updated, as needed.
Any customization performed on the rules or any other artifacts must be redone if you upgrade Project Financial Planning.

Loading Metadata and Data

Project Financial Planning provides import utilities and sample template files that you can use to import data and metadata into your application. The ExportPFPTemplates utility extracts the sample template files to a user-defined root folder. The PFPImportUtility imports the data and metadata into the Project Financial Planning application.

The sample template files show how data should be formatted in a CSV file in order to load it to a Project Financial Planning application. For details on the template formats, see Appendix A, “Templates.”

Securing Applications

Security is based on user privileges and system roles and access permissions that you assign to users and to groups. Groups are sets of users who have similar access permissions. You assign task security by assigning roles to a user. Each role is associated with a set of tasks. See the Oracle Enterprise Performance Management System User and Role Security Guide. By default, users can open only those artifacts, such as forms and task lists, to which they have access. Assign access using the following guidelines, following the procedure in “Setting Up Access Permissions” and “Assigning Access to Members” in the Oracle Hyperion Planning Administrator’s Guide.

- Dimensions and Members—Grant access so that planners can view and change information only for their own Entities and projects. Do so by providing access to the Entity dimension and Element members.

- Forms—Assign appropriate access to forms based on their relevance to users. For example, assign Project Manager access to all forms in the Project Planning form folder. If you grant access to the Workforce folder, planners can view all child folders and forms. Project Financial Planning forms have been organized to help simplify form security. Folders have been created for Capital Maintenance and Planning, Workforce and Project separately to help segregate the duties and to ensure confidential data remains secure.

- Task lists—Assign appropriate access to task lists based on their relevance to users. For example, allow planners access to the Budget Preparation task list, but not to the Project Administration task list.

- Business rules—Assign access permissions to business rules to ensure users have access to rules associated with their roles.

- Planning unit hierarchies—Grant access only to cost center owners or reviewers.

- Reports—Assign access to reports built in the workspace.

- During the planning cycle, lock user sets to prevent users from modifying scenario-version data combinations.

- Generally, grant users access only to the employees and jobs within their entity. For example, specify that planners can view and modify employee and position information for their
department or cost center only. This is accomplished by setting security at the entity level. Employee-level data should be set to write access.

- Grant users access only to their departmental entities. This practice ensures that users can view and modify compensation, employees, or projects specific to their department or cost center. Similarly, grant only cost center or department managers and planners access to the General Ledger entities in their cost centers or departments.

- Account dimension:
  - Grant users access to predefined accounts by plan type, such as Project, Workforce, and Capital Asset accounts.

  Note: Although you can secure members of the grade accounts, grade values are globally visible in Smart Lists. However, Smart Lists do not contain any salary information.

  - Secure the General Ledger accounts as appropriate for your planning access.
  - Grant users access to the descendants of the financial statements, as needed. For example, Project Score.
  - Set view access to the global assumptions set at the No Entity level.
  - Additional Earnings defaults, and Employer-paid Taxes defaults.

- Project Element dimension:
  - Grant users the appropriate access to the Project Element members.
  - Grant users write access to Revenue, Cost, and Funding elements but restrict most users access to Overhead elements by only granting them view access.

- Employee dimension:
  - Secure the employee and salary information loaded from HR based on their relevance to planners.
  - Grant users access to all new employees and requisitions so that planners can create labor requisitions and add employees to their respective departments.
  - Grant all users view access to the standard rates at the job level.
  - It is not necessary to secure job codes.

- Scenario and Version dimensions:
  - Grant users access to scenarios, such as providing view access to Plan and Forecast data but restricting access to Actual data.
  - Grant users access to versions, for example, assign view access to a final version but set write access to working, what if versions.
  - Permissions for versions are independent of scenarios, so view access to the final version prevents write access to the final version data for all scenarios.
Creating and Initializing Project Financial Planning Applications

This section describes how to create and initialize a new Project Financial Planning application using Planning application administration.

**Note:** Project Financial Planning applications are not supported by Oracle Hyperion EPM Architect. You must use Planning application administration to create a Project Financial Planning application.

Creating and initializing Project Financial Planning applications loads predefined:

- Dimensions and members
- Forms
- Smart Lists
- Member formulas
- Business rules
- Menus
- Reports

To create a new Project Financial Planning application using Planning application administration, see the Oracle Hyperion Planning Administrator’s Guide. When using the Planning Application Wizard to create a Project Financial Planning application, select the **Oracle Project Financial Planning** application type. Then choose one of the following options for **Industry Sample**:

- If you are creating a basic Project Financial Planning application, select **None**. You will then be prompted to define the application calendar, set currency options, and set the customizable plan types, if required.

- If you are creating an information technology (IT) industry-specific Project Financial Planning application, select **Information Technology**. You will not be prompted to define the application calendar, currency, and plan types. They will be set automatically with predefined settings.

  For details about creating, loading security for, and loading data for an IT industry-specific Project Financial Planning sample application, see Appendix B, “Sample Project: Information Technology.”

The newly created Project Financial Planning application is automatically initialized when it is created. No additional initialization steps are required after the application is created.

Considerations when creating a Project Financial Planning application that is in a language other than English:

- The data source must be set to Unicode mode.
You may need to reset the date format in the Planning display options. See “Setting the Date Format” in the Oracle Hyperion Planning User’s Guide.

Logging On and Accessing Project Financial Planning


To log on to EPM Workspace and access Planning, and Project Financial Planning:

1. Ensure that the Web server is started and the Web application server is running in the Services panel.
2. In the Web browser, enter the URL for the Oracle Hyperion Enterprise Performance Management Workspace Log On page.
3. Enter your system user name.
4. Enter your system password.
5. Click Log On.
6. Select Navigate, then Applications, then Planning, and then select an application.
Part II

Administering, Managing, and Proposing Projects

In Administering, Managing, and Proposing Projects:

- Administering Projects
- Managing Existing Projects
- Proposing New Projects
About

Project Administration provides defaults and pre-planning setup for project administrators. Administrators must load metadata and data from transactional systems, verify the load, and perform calculations so data is ready for planners and reviewers to use when performing planning activities.

The Project Administration task list guides administrators through the project administration process by listing tasks and instructions to ensure that all relevant data is collected and calculated.

Note: As a best practice, ensure that administrators, entity owners, and finance heads have access to the Project Administration task list.

Process

The project administration process enables administrators to set up the required assumptions and information that will be used for project planning and forecasting. Administrators can import the setup information from transactional systems or they can add it manually. The setup information is used as defaults for planning newly created projects or for forecasting existing
projects. Assumptions provided here are entered at the entity level and, when a project is created for an entity, these assumptions are used as a starting point when you begin your planning.

Assumptions include the following:

- Discounting process
- Discounting factors
- Predefined debt ceilings at the project level
- Average cost of borrowing
- Taxes applicable for the entity
- Predefined rules for apportioning to projects the entity's indirect and general and administrative expenses
- Setup requirements for all intercompany projects and entities
- Limits defined for KPIs for projects periphery
- Rules for processing data at mass level for forecasting, indirect expenses, and rollups for the Project cube

**Project Administration Task List Tasks**

1. Enter values for discount rate and tax rate assumptions.
   See “Setting the Discount Rate and Tax Rate” on page 41.
2. Set investment criteria, including defining weightages and reviewing criteria.
   See “Setting Investment Criteria” on page 41.
3. Enter overhead assumptions, including indirect cost and general and administrative cost assumptions.
   See “Entering Overhead Assumptions” on page 42.
4. Set the approval status for labor, asset, and funding requests.
   See “Setting Approval Status” on page 44.
5. Import projects and refresh the application.
   See “Importing Projects” on page 45.
6. Set key performance indicators (KPIs) for projects.
   See “Setting KPIs for Projects” on page 45.
7. Add intercompany partners for a project and review intercompany reconciliations.
   See “Intercompany” on page 47.
8. Prepare the base forecast data.
   See “Preparing Base Forecast Data” on page 49.
Viewing the Project Administration Task List

To view the Project Administration task list:

1. Launch Project Financial Planning.
   
   See “Logging On and Accessing Project Financial Planning” on page 35.

2. Select View, then Task List, and then Task List.

3. Expand Project Administration.

4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Setting the Discount Rate and Tax Rate

Define the discount rate approach and provide the required information to determine the effective discount rate based on approach. You can also provide tax rate details for an entity and other important factors like debt ratio and cost of borrowings at entity level. Debt ratio input can be used to define the limit of the debt to be allowed for the projects and cost of borrowing will help in indicating the average cost of debt. These limits will be helpful for the user to plan for a proposed project. These rates are the default for all new projects created in Project Financial Planning if the rates are not defined at the project level. The details entered can be overridden later for a specific project.

The effective discount rate drives the following accounts:

- Discounting factor
- Present value (PV) of cash flow
- Net present value (NPV)

For details on how the effective discount rate is calculated, see the discussion about NPV at “Net Present Value (NPV)” on page 45.

To enter the discount rate and tax rate details for an entity:

1. Launch the Set Discount Rate and Tax Rate task under the Project Administration task list.
   
   See “Viewing the Project Administration Task List” on page 41.

2. Complete the 9.0 Global Discount Rate and Tax Rate Assumptions form.
   
   For form element definitions, see the Glossary.

Setting Investment Criteria

Administrators define investment criteria in terms of detailed financial and strategic factors for scoring the project by giving weights to them.
These predefined weights for scoring the projects are defined at the organization level, taking into consideration the corporate strategic plan and goals. They help to determine the factors affecting the project performance based on the parameters defined at corporate level.

For more information about scoring projects, see “Reviewing the Project Score” on page 81.

➢ To set investment criteria:

1. Launch the Set Investment Criteria task under the Project Administration task list.
   See “Viewing the Project Administration Task List” on page 41.

2. Complete the Set Investment Criteria composite form.
   For form element definitions, see the Glossary.

**Entering Overhead Assumptions**

Overheads are expenses necessary for the performance of a job or continued functioning of the business but cannot be specifically attributed to a project.

Overheads can be divided into the following categories:

- Indirect costs
- General and administrative costs

Indirect costs are necessary to a job but are difficult to assign to a contract. Costs to a project are allocated based on the Indirect Cost Rate (ICR) and an ICR can be set for different types of expenses. The project administrator sets the indirect cost pool and allocation basis for each overhead line item, and then provides the ICR.

Project Financial Planning provides the following indirect cost pool categories:

- Labor Overhead
- Engineering Overhead
- Manufacturing Overhead
- Material Overhead
- Information System Overhead
- Training Overhead
- Fringe Overhead
- Common Overhead Pool
- Facilities Allocation

Project Financial Planning provides the following allocation basis options for indirect cost assumptions and for general and administrative cost assumptions:

- Total Direct Labor Cost
- Total Direct Labor Hours
General and administrative costs are related to the entire company. These costs are necessary to run the business but cannot be assigned to a specific job or project. The values entered are used to calculate the general and administrative cost rate (GACR) for each general and administrative cost pool. The project administrator sets the general and administrative cost pool and allocation basis for each general and administrative element, and then provides the GACR.

Project Financial Planning provides just one general and administrative cost pool category: **Corp G&A**

To enter overhead assumptions for an entity:

1. **Launch the Enter Overhead Assumptions task under the Project Administration task list.**
   
   See “Viewing the Project Administration Task List” on page 41.

2. **Complete the Set Overhead Assumptions composite form.**
   
   For form element definitions, see the Glossary.

   Project Financial Planning provides multiple line items for entering indirect cost and general and administrative assumptions, however you do not need to use all of them if they are not applicable. Additional line items can be added, if needed. To add cost pools, you must add a new pool to the Smart List. To add an allocation base, update the Smart List and incorporate the new driver into the overhead calculations.

3. **From the Enter Indirect Cost Assumptions form, you can use the shortcut menu to calculate indirect costs.**
   
   See “Calculating Indirect Costs” on page 44.

4. **From the Enter G and A Cost Assumptions form, you can use the shortcut menu to calculate general and administrative costs for all projects.**
   
   See “Calculating General and Administrative Costs” on page 44.

**Note:** The Apply Overheads task in the Manage Existing Projects task list or in the Propose New Projects task list calculates all of the overheads. See “Applying Overheads” on page 70 in Chapter 4, “Managing Existing Projects,” or “Applying Overheads” on page 108 in Chapter 5, “Proposing New Projects.”

**Note:** You must perform a calculation if the assumptions have changed or after data has been entered or loaded into the application.
Calculating Indirect Costs

This rule calculates the indirect expenses for all the projects of an entity based on the predefined rules or assumptions entered. The calculation will only impact the projects that have data in them. You can run this rule on a periodic basis as a batch rule for projects or you can run it after loading information into a project from transactional systems.

➢ To calculate indirect cost:

1. Open the Set Overhead Assumptions composite form.
   See “Entering Overhead Assumptions” on page 42.

2. Complete the Enter Indirect Cost Assumptions form.
   For form element definitions, see the Glossary.

3. Right-click the form and select Calculate Indirect.

Calculating General and Administrative Costs

This rule calculates the general and administrative expenses for all the projects of an entity based on the predefined rules or assumptions entered. If the assumption rates change, then the calculation will impact all of the projects of an entity. The calculation will only impact the projects that have data in them. You can run this rule on a periodic basis as a batch rule for projects or you can run it after loading information into a project from transactional systems.

➢ To calculate general and administrative costs:

1. Open the Set Overhead Assumptions composite form.
   See “Entering Overhead Assumptions” on page 42.

2. Complete the Enter G and A Cost Assumptions form.
   For form element definitions, see the Glossary.

3. Right-click the form and select Calculate G and A.

Setting Approval Status

This task enables you to set whether the project can be approved directly without first obtaining the approval of the resource, asset, or finance manager. If the auto approval is set to Yes, the project can be approved without the resource, asset, or finance manager's approval. If the auto approval is set to No, the resource, asset, or funding must be approved before the project can be approved.

➢ To set approval status:

1. Launch the Approval Settings task under the Project Administration task list.
   See “Viewing the Project Administration Task List” on page 41.
2 In the Approval Settings form, choose the approval setting for the following line items:

- Auto Approval - Labor Requisitions
- Auto Approval - Asset Requisitions
- Auto Approval - Fund Requests

**Importing Projects**

Administrators can regularly update an application’s metadata and data from transactional systems. After updating the metadata they need to perform a cube refresh on the application before updating the data. Project Financial Planning provides import utilities and sample template files that you can use to import data and metadata into your application. For information about the provided import utilities and sample template files, see “Loading Metadata and Data” on page 32.

**Setting KPIs for Projects**

Administrators define the upper and lower limits of key performance indicators (KPIs) for all projects. Project Financial Planning provides a set of financial and strategic KPIs, but you can add KPIs based on your requirements. If KPIs are added, ensure that you add the corresponding validation rules.

Project Financial Planning provides the following KPIs:

- NPV
- ROI
- Payback Period (Years)
- Benefit Cost Ratio
- Lifetime Investment

To set KPIs for projects:

1. Launch the Set KPIs for Projects task under the Project Administration task list.
   
   See “Viewing the Project Administration Task List” on page 41.

2. Complete the 1.0 Set KPIs form.
   
   For form element definitions, see the Glossary.
   
   For a discussion about net present value (NPV), including project cash flow, effective discount rate, and discounting factor, see “Net Present Value (NPV)” on page 45.

**Net Present Value (NPV)**

Net present value (NPV) is an indicator of how much value an investment or project adds to an organization. It is calculated as a sum of all the net cash flows over the years discounted to their
present value. NPV compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account. If the NPV of a prospective project is positive, it will likely be accepted. However, if the NPV is negative, the project might be rejected because the cash flows will also be negative.

Each cash inflow/outflow is discounted back to its present value (PV). Then they are summed. Therefore, NPV is the sum of all terms:

$$\frac{R_t}{(1+i)^t}$$

where \( t \) is the time of the cash flow; \( i \) is the discount rate (the rate of return that could be earned on an investment in the financial markets with similar risk); \( R_t \) is the net cash flow (the amount of cash, inflow minus outflow) at time \( t \).

Within the context of Project Financial Planning (the members in italics are actual Project Financial Planning account members):

\[ R_t = \text{Project Cash Flow for the year denoted by } t \]

\[ I = \text{Effective Discount Rate} \]

\[ (1+i)^t = \text{Discounting Factor} \]

\[ \frac{R_t}{(1+i)^t} = \text{PV of Cash Flow (Present Value of Cash Flow)} \]

\( t \) = offset of the current year from the project start year

The NPV calculations are affected by any changes in the aforementioned account members. A detailed description on how changing any of these members affects NPV is provided in the following sections.

**Project Cash Flow**

Project cash flow is the net cash flow associated with the project for that year. It is calculated as follows:

\[ \text{Project Cash Flow} = \text{Sources of Cash} - \text{Uses of Cash} \]

Project Financial Planning provides a way to indicate the cash flow incidence for the account or project. The cash flow incidence impacts cash flow. Project Financial Planning provides many choices regarding how an account will affect the cash flow, but in some cases, we have made some assumptions about general operating expenses for cash flow purposes. For example, we assume that salary expenses are a cash outflow in the month that salary is paid.

However, for calculating NPV, the project cash flow must be discounted to get the present value of the cash flow.

**Note:** Any change in revenues/expenses for the project and/or tax rates for the project affect the NPV value.
Effective Discount Rate

The effective discount rate can be calculated in two ways:

- **Direct**—Where the discount rate becomes the effective discount rate. You provide the discount rate value.
- **CAPM**—Where the effective discount rate is calculated using the following formula:

  \[
  \text{Effective Discount Rate} = \left( \text{Riskless Return} + (\text{Beta} \times \text{Market Risk Premium}) \right) \times (1-\text{Debt Ratio}) + (\text{Cost of Borrowing} \times (1-\text{Tax Rate}) \times \text{Debt Ratio})
  \]

**Note:** Any change in effective discount rate affects the NPV value.

Discounting Factor

The discounting factor is used to discount the value of all the future cash flows to their current value.

Intercompany

Subtopics

- About Intercompany Partnerships
- Process for Administering Intercompany Projects
- Establishing Intercompany Partner Relationships
- Reviewing Intercompany Reconciliations
- Limitations of Intercompany Transactions

About Intercompany Partnerships

Intercompany partnerships arise when the scope of the work requires multiple entities to work on the project to complete it. Intercompany partnerships consist of an owning entity, who assigns the project work and is responsible for the overall delivery of the project, and a service provider entity, who completes the project work within the time line provided by the owning entity. The service providing entity charges the owning entity for the expense incurred on the project either with or without markup. The reimbursement for these expense are considered intercompany revenue to the service provider and become an intercompany expense for the owning entity. At the corporate level, these intercompany charges are eliminated.

Process for Administering Intercompany Projects

Only administrators can set up intercompany partner relationships. Project managers must request that the administrator add an intercompany partner to their project and specify the entity that will be the service provider. After setup, the service provider plans their expenses and then defines the terms for reimbursement from the owning entity. After the service provider
defines the terms for reimbursement, the intercompany revenue can be calculated. This will also automatically calculate the intercompany expenses for the project owner and, at the total company level, the intercompany revenue and expenses will be eliminated. Intercompany eliminations can be verified using the forms provided in the application.

**Establishing Intercompany Partner Relationships**

**Subtopics**
- Adding Intercompany Partners
- Removing Intercompany Partners

**Adding Intercompany Partners**

Administrators can add intercompany partners as service providers to an owning entity for a project. Before adding an intercompany partner, create a project for the owning entity in the project’s forms.

➢ To add an intercompany partner to a project:

1. **Navigate to the Project Administration task list.**
   - See “Viewing the Project Administration Task List” on page 41.
2. **Expand Intercompany.**
3. **Launch the Add Intercompany Partner task.**
4. **Review the 1.8 Intercompany Administration form.**
   - For form element definitions, see the Glossary.
5. **Right-click the form and select Add Inter-Company Partner.**
6. **Enter the service provider entity to be added as the intercompany partner.**

   **Note:** The partner entity cannot be the same as the owner entity nor can it be the child of the owner entity

7. **Click Add.**
   - The partner entity is added to the 1.8 Intercompany Administration form with the project ownership set to Project Service Provider.

**Removing Intercompany Partners**

Administrators can remove an intercompany partner from a project. The rule used to remove the partner removes all data from the partner entity for a project.

➢ To remove an intercompany partner from a project:

1. **Navigate to the Project Administration task list.**
See “Viewing the Project Administration Task List” on page 41.

2 Expand Intercompany.

3 Launch the Add Intercompany Partner task.

4 Review the 1.8 Intercompany Administration form.
   For form element definitions, see the Glossary.

5 Right-click the form and select Remove Inter-company Partner.

6 Enter the entity to be removed as the intercompany partner.

7 Click Remove.
   The partner entity is removed from the 1.8 Intercompany Administration form.

### Reviewing Intercompany Reconciliations

Administrators can review intercompany reconciliations between the owning entity and the service provider entity for a project at the year level.

➤ To review intercompany reconciliations:

1 Navigate to the Project Administration task list.
   See “Viewing the Project Administration Task List” on page 41.

2 Expand Intercompany.

3 Launch the Review Intercompany Reconciliations task.

4 Review the 1.8 Intercompany Reconciliation form.
   For form element definitions, see the Glossary.

### Limitations of Intercompany Transactions

- Intercompany partners can only be added to Cost Plus Contract projects.
- Intercompany partners are only allowed to budget in the base currency of the owning entity as currency exchanges between the partner entity and the owning entity are not supported in this release.

### Preparing Base Forecast Data

Project Financial Planning helps you prepare base forecast data by copying the actual data and plan data to the specified forecast version. You can fine-tune the base forecast data that is prepared by this automated process by considering other factors like pending work and resource availability. You can set the actual data to read-only by setting the start and end period or year for the scenario. Forecasting can occur at a high level or at the detailed assignment level of the project.
Preparing Forecast Data With Assignment Details

This task launches the PrepareDetailForecastBaseData business rule which helps you prepare the data for forecasting project expenses and revenues at a detailed resource level.

Launching this business rule:

- Deletes existing data in the **Prior FCST** forecast version
- Copies data from the **Final** forecast version and moves it into the **Prior FCST** forecast version
- Copies detailed data (including employee, asset, and material assignments) from the **Final** actual version into the **FORECAST VERSION** forecast version
- If data is not available in the **FORECAST VERSION** forecast version, the rule copies the data with assignment details from the **Final** plan version into the **FORECAST VERSION** forecast version for the remainder of the budget cycle. The actual copied data will remain undisturbed.
- Assumptions are copied from the **Prior FCST** forecast version to the **FORECAST VERSION** forecast version

To prepare base forecast data with assignment details:

1. Navigate to the **Project Administration** task list.
   - See “Viewing the Project Administration Task List” on page 41.
2. Expand **Prepare Base Forecast Data**.
3. Launch the **Prepare Forecast Data with Assignment Details** task.
4. Launch the **PrepareDetailForecastBaseData** business rule.
5. In **PrepareDetailForecastBaseData**, ensure values are selected for all elements.
   - For runtime prompt element definitions, see the **Glossary**.
6. Click **Launch**.

Preparing Forecast Data Without Assignment Details

This task launches the **PrepareHighLevelForecastBaseData** business rule which helps you prepare the data for forecasting project expenses and revenues at a high level. Assignment details are not copied.

Launching this business rule:

- Deletes existing data in the **Prior FCST** forecast version
- Copies data from the **Final** forecast version and moves it into the **Prior FCST** forecast version
Copies high level data from the Final actual version into the FORECAST VERSION forecast version

If future data is not available in the FORECAST VERSION forecast version, the rule copies high level data from the Final plan version into the FORECAST VERSION forecast version for the remainder of the budget cycle. The actual copied data will remain undisturbed.

Assumptions are copied from the Prior FCST forecast version to the FORECAST VERSION forecast version

To prepare base forecast data without assignment details:

1. Navigate to the Project Administration task list.
   See “Viewing the Project Administration Task List” on page 41.
2. Expand Prepare Base Forecast Data.
3. Launch the Prepare Forecast Data without Assignment Details task.
4. Launch the PrepareHighLevelForecastBaseData business rule.
5. In PrepareHighLevelForecastBaseData, ensure values are selected for all elements.
   For runtime prompt element definitions, see the Glossary.
6. Click Launch.

Clearing Forecast Data

This task launches the ClearForecastData business rule which deletes the data from the selected Forecast Version.

To clear forecast data:

1. Navigate to the Project Administration task list.
   See “Viewing the Project Administration Task List” on page 41.
2. Expand Prepare Base Forecast Data.
3. Launch the Clear Forecast Data task.
4. Launch the ClearForecastData business rule.
5. In ClearForecastData, ensure values are selected for all elements.
   For runtime prompt element definitions, see the Glossary.
6. Click Launch.
About Managing Projects

Project Financial Planning compares actual and budgeted expenses, schedules, and performance and provides tools to forecast project delays. It enables the manager to change the base assumptions for labor, equipment, materials, and revenue and recalculates the financial outlook of the project.

Process for Managing Existing Projects

Before project management activities can occur, the project and any actual data must be loaded into the model from diverse source systems. After the project is loaded, the project manager can review the performance of the project with respect to key project drivers using the Project Performance Overview. The overview provides a snapshot view of a project's performance from a financial perspective. It also provides the project manager with a quick view of the project issues that need to be addressed. The project manager can then update the assumptions for the key elements of the project, for example, realigning resources, changing equipment, re-forecasting expenses, and requesting funds.

The process for managing Capital, Contract, and Indirect projects is similar. However, one notable difference is that the asset values for Capital projects are listed in the CIP (Construction in Progress) asset list. This is so the asset manager can provide details for these assets and prepare them to be used as normal assets for other projects.
Manage Existing Projects Task List Tasks

1. Review project performance.
   See “Reviewing Project Performance” on page 54.
2. Review existing projects.
   See “Reviewing Existing Projects” on page 55.
3. Update process, including project expenses (and project revenue for Contract projects).
   See “Performing Update Process Tasks” on page 57.
4. Review the project, including the project's financial statements, KPIs, the project justification, and the project score.
   See “Reviewing Projects” on page 79.
5. Review project funding, including modifying funding requests and reviewing allocated funds.
   See “Reviewing Project Funding” on page 82.
6. Submit the plan for approval.
   See “Submitting the Plan for Approval” on page 85.

Viewing the Managing Existing Projects Task Lists

Project Financial Planning provides three task lists, by project type, which help you to manage your existing projects.

➢ To view a project management task list:

1. **Launch Project Financial Planning.**
   See “Logging On and Accessing Project Financial Planning” on page 35.
2. **Select View, then Task List, and then Task List.**
3. **Expand one of the following task lists, as applicable:**
   - Manage Existing Capital Projects
   - Manage Existing Contract Projects
   - Manage Existing Indirect Projects
4. **To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.**

Reviewing Project Performance

The Project Performance Overview provides a high-level snapshot of a project's performance with regards to key financial measures. The measures included are financial variance analysis, cash flow, profit and loss impact, and project score. The Overview helps the project manager
hone in on where the project is doing well and where it is lagging behind. The Project Performance Overview is an interactive form that enables the Project Manager to drill into the details and see what areas need attention or where forecasts need to be updated.

➤ To review a project's performance:
1 Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2 Launch the Review Project Performance task.
3 For all projects, review the Project Performance Overview.
   The form provides a high-level overview of the key performance areas of a project. For form element definitions, see the Glossary.

Reviewing Existing Projects

This task enables you to review the financial and non-financial details of the project. The project manager can review project variances at the account level and review the financial outlook of the project.

➤ To review an existing project:
1 Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2 Launch the Review Existing Projects task.
3 Review the Review Existing Projects composite form.
   For form element definitions, see the Glossary.
4 From the form, you can use the shortcut menu to change project status, move projects, perform expense planning, calculate project financials, review project performance, calculate the project, and request funding.

Note: The shortcut menus will either display another form or will launch a rule to perform a calculation for the project. Expense Planning and Revenue Planning sections will bring you directly to the supporting form where assumptions can be updated and where rules can be run to recalculate the revenue or expense for the project.

For information about expense planning, see “Reviewing Project Expenses” on page 57. For information about revenue planing, see “Reviewing Project Revenue (Contract Projects Only)” on page 71.

• See “Changing Project Status” on page 56.
• See “Moving Projects” on page 56.
Changing Project Status

This task enables you to change the selected project status to active, on-hold, or closed.

**Note:** This task can only be performed by users who have the rights to place a project on hold or close a project.

To change project status:

1. **Open the Review Existing Projects composite form.**
   
   See “Reviewing Existing Projects” on page 55.

2. **Right-click the Existing Project Details form, select Change Project Status, and then choose one of the following submenu options:**
   
   - **Put Project on Hold**—Select if the project is postponed or needs to be put on hold
   - **Activate Project**—Select to activate a project
   - **Close Project**—Select if the project is completed or if the project is stopped or canceled

   **Note:** Only users who have the rights to place a project on hold or close a project can perform this task.

3. **In the dialog box, specify the project and, optionally, enter any comments about the change.**

4. **Click OK.**

Moving Projects

This task enables you to move a selected project from one version to another. For example, from Working to Final. The selected project (or projects) will be deleted from the source version and moved to the destination version.

For example, projects with a status of On-hold or Unapproved could be moved out of the Working version so that the entity-level financials will reflect only those projects that are Proposed or Approved.

**Note:** This task can only be performed by users who have the rights to move a project.

To move a project:

1. **Open the Review Existing Projects composite form.**
   
   See “Reviewing Existing Projects” on page 55.

2. **Right-click the form and select Move Projects.**

3. **In Move Projects, specify or select the values that are applicable for your project:**
   
   - **Enter Projects**—Select the project or projects.
Note: You can move multiple projects at once.

- **Enter Version**—Select the source version. In other words, select the version from which you want to move.
- **Destination Version**—Select the destination version. In other words, select the version to which you want to move.

4 Click **OK**.

### Performing Update Process Tasks

The **Update Process** task list enables project managers to review and update any of the components of a project.

Depending on the project type, different tasks will display for **Update Process**.

### Reviewing Project Expenses

This task list guides you through the process of reviewing details about the expense components of a project.

### Reviewing and Updating Labor Assignments

This task list enables the project manager to adjust the labor assignments. You can increase or decrease labor hours, add more resources to the project, change the assignment time frame, and so on. Changes made here are reflected in the revised Total Labor Expense for the project.

**Reviewing and Updating Labor Assignments**

This task registers project labor resource requirements based on job and skill set.

To review project expenses for existing projects:

1. **Navigate to one of the project management task lists.**
   
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2. **Expand Update Process, then expand Project Expense, and then expand Review and Update Labor Assignments.**

3. **Launch the Review and Update Labor Assignments task.**

4. **Complete the Labor Assignment Details composite form.**
   
   For form element definitions, see the Glossary.

5. **From the tabbed area of the form, you can use the shortcut menus to add and remove labor assignments, calculate project labor, change assignments, view the standard hourly cost, and remove employee assignments.**
   
   - See “Adding Labor Assignments” on page 58.
Adding Labor Assignments

This task adds a labor assignment to an existing project.

To add labor assignments for existing projects:
1. Open the Labor Assignment Details composite form.
2. From the Labor Requisitions form, right-click and select Add Labor Assignment.
3. In Add Labor Resource, specify or select the values that are applicable for your project:
   - **Select Job**—Select the type of job required for the project from a predefined list of jobs. The Job dimension can be customized. See “Job” on page 21.
   - **Enter Headcount**—Enter the number of resources needed to accomplish the work. If more than 1 is entered, the hours are calculated. \( (HC \times \text{Labor Hours}) \)
   - **Enter Skill Sets**—Select the skills needed to perform the job from a predefined list of skills. This field is informational and does not impact the labor calculations. You can customize this field by adding new members to the Smart List. Adding additional values to the Smart List will not impact the business rules.
   - **Assign for Project Duration (Y/N)**—The default is Yes. Select Yes if the resource will be assigned for the duration of the project. If Yes is selected, you do not need to enter the assignment start and end dates. The rule will automatically take the project start and end dates. Select No if the resource will not be assigned for the duration of the project. If No is selected, you must enter the assignment start and end dates for the resource. If a resource is used sporadically, enter the resource start and end dates for the first period of the project to add the resource line item to the form. Then expand the year on the form to add additional hours for the resource by period.
   - **Assignment Start Date/Assignment End Date**—If the resource will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the resource will be assigned for the duration of the project.

   **Note:** The assignment start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.

   - **Allocation Percentage**—For Capital and Indirect projects only, enter the percentage of time a labor resource is allocated to a project. The Allocation Percentage drives the labor expense of that resource to a project.
- **Enter Labor Hours per Headcount**—For Capital and Indirect projects only, if requesting more than one headcount, enter the number of hours per headcount for the calculation. 
\[ \text{(# of HC} \times \text{# of Hrs per HC)} = \text{Total Hours}\]

**Note:** Enter either Allocation Percentage or Labor Hours per Headcount. If Allocation Percentage is entered, then Labor Hours per headcount will be calculated based on Workforce global assumptions. Similarly, if Labor Hours per Headcount is entered, then Allocation Percentage will be automatically calculated.

- **Onsite Labor Hours**—For Contract projects only, enter the number of hours the resource will perform project work onsite. Onsite labor hours is used in the Contract revenue calculation.

- **Offsite Labor Hours**—For Contract projects only, enter the number of hours the resource will work on the project. Offsite labor hours is used in the Contract revenue calculation.

- **Non-Billable Hours**—For Contract projects only, enter the number of labor hours that needs to be included on the project but cannot be billed to the customer. Non-billable hours is used in the labor expense calculation, but is excluded from the Contract revenue calculation.

- **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
  - **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
  - **EvenlySplit**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

**Note:** If the start and end dates are not completed, the Spreading Logic will use the full project duration to populate the months appropriately.

- **Comments**—Optional field to enter comments about the labor assignment.

**Note:** For Contract projects, the project billing level is unspecified by default. Update it to correct the billing level, if required. This is used for calculating revenue.

4 **Click OK.**

**Removing Labor Assignments**

Use this rule to remove a labor resource that is no longer required on the project or to remove a labor assignment that was added by mistake.

➢ **To remove labor assignments:**

1 **Open the Labor Assignment Details composite form.**
   
   See “Reviewing and Updating Labor Assignments” on page 57.

2 From the form, right-click the labor assignment you want removed.
Changing Assignments

This rule enables you to make changes to a labor assignment. You can extend or shorten the labor assignment, change the headcount, or change the number of hours assigned to the project. The spreading logic field indicates how to apply the changes.

To change labor assignments for a project:

1. Open the Labor Assignment Details composite form.
   
   See “Reviewing and Updating Labor Assignments” on page 57.

2. From the Labor Requisitions form, right-click and select Change Assignment.

3. In Change Assignment, specify or select the values that are applicable for your project:
   - **Change Assignment Start Date/Change Assignment End Date**—Enter the starting and ending dates of the assignment.
   - **Enter Headcount**—Enter the number of resources needed to accomplish the work. If more than 1 is entered, the hours are calculated. \((HC \times \text{Labor Hours})\)
   - **Allocation Percentage**—For Capital and Indirect projects only, enter the percentage of time a labor resource is allocated to a project. The Allocation Percentage drives the labor expense of that resource to a project.
   - **Enter Labor Hours per Headcount**—For Capital and Indirect projects only, if requesting more than one headcount, enter the number of hours per headcount for the calculation. \((\# \text{ of } HC \times \# \text{ of Hrs per } HC = \text{Total Hours})\)

   **Note:** Enter either Allocation Percentage or Labor Hours per Headcount. If Allocation Percentage is entered, then Labor Hours per headcount will be calculated based on Workforce global assumptions. Similarly, if Labor Hours per Headcount is entered, then Allocation Percentage will be automatically calculated.

   - **Onsite Labor Hours**—For Contract projects only, enter the number of hours the resource will perform project work onsite. Onsite labor hours is used in the Contract revenue calculation.
   - **Offsite Labor Hours**—For Contract projects only, enter the number of hours the resource will work on the project. Offsite labor hours is used in the Contract revenue calculation.
   - **Non-Billable Hours**—For Contract projects only, enter the number of labor hours that needs to be included on the project but cannot be billed to the customer. Non-billable hours is used in the labor expense calculation, but is excluded from the Contract revenue calculation.
   - **Spreading Logic**—Specify how to apply the changes:
     - **Fill (Overwrite Existing Values)**—Select to completely overwrite the hours and the time frame that were previously entered for the labor assignment.
     - **Fill (Retain Existing Values)**—Select to keep the assignment hours previously entered intact. If there is an existing value in any month, then the data for that month will
be retained. For months with missing data, the value that is entered will be considered.

- **EvenlySplit (Overwrite Existing Values)**—Select to divide the assignment hours evenly over the labor assignment duration and to overwrite the values previously entered.

4. Click **OK**.

**Viewing the Standard Hourly Cost**

This task enables the user to view the standard hourly rates used in labor calculations. The standards are set by the administrator.

To view the standard hourly labor rates:

1. **Open the Labor Assignment Details composite form.**
   - See “Reviewing and Updating Labor Assignments” on page 57.
2. **Right-click the form and select View Standard Hourly Cost.**
3. **In the 9.13 View Standard Hrly Labor Rates form, review the labor rates.**

**Removing Employee Assignments**

Use this rule to remove an employee assignment.

To remove employee assignments:

1. **Open the Labor Assignment Details composite form.**
   - See “Reviewing and Updating Labor Assignments” on page 57.
2. **From the Assigned Employees form, right-click the employee assignment you want removed.**
3. **Select Remove Employee Assignment.**

**Calculating Project Labor**

This rule calculates the labor expenses for the resources assigned to the project. Project Labor is calculated as follows:

\[
\text{Hours per month} \times \text{Standard Hourly Rates of Labor} = \text{Project Labor}
\]

The Standard Hourly Rates of Labor is entered as an assumption at the entity level and cannot be overwritten at the project level.

If the labor assumptions are modified, you must recalculate project labor.

To calculate project labor:

1. **Navigate to one of the project management task lists.**
   - See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. **Expand Update Process, then expand Project Expense, and then expand Review and Update Labor Assignments.**
3 Launch the **Calculate Project Labor** task.

4 Launch one of the following business rules:
   - For Contract projects: CalculateProjectLaborExpenses-Contract
   - For Capital and Indirect projects: CalculateProjectLaborExpenses-Other

5 In the runtime prompt window that displays, specify or select the values that are applicable for your project.
   For runtime prompt element definitions, see the *Glossary*.

6 Click **Launch**.

**Reviewing the Labor Expense Summary**

The form for this task summarizes all the labor resource requests and their financial impact on projects.

➢ To review the project labor summary:

1 **Navigate to one of the project management task lists.**
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2 **Expand Update Process, then expand Project Expense, and then expand Review and Update Labor Assignments.**

3 Launch the **Review Project Labor Summary** task.

4 **Review the 6.05 Project Labor Detail form.**
   For form element definitions, see the *Glossary*.

**Reviewing and Updating Equipment Assignments**

This task enables the project manager to request use of equipment for a project based on project requirements. It enables project managers to plan for related project expenses and to update assumptions around use of the equipment. For example, project managers can increase, decrease, or remove equipment hours. The equipment cost to the project is based upon the standard rates for equipment.

**Reviewing and Updating Equipment Assignments**

This task enables you to make changes to the equipment requirements for the project. Changes can be made to increase or decrease the use of the equipment, adjust the time frame, or add more equipment.

➢ To review and update equipment assignments:

1 **Navigate to one of the project management task lists.**
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2 Expand Update Process, then expand Project Expense, and then expand Review and Update Equipment Assignments.

3 Launch the Review & Update Equipment Assignments task.

4 Review the Equipment Requisitions form.

   For form element definitions, see the Glossary.

5 From the tabbed area of the form, you can use shortcut menus to add, remove, and change equipment requisitions, calculate equipment expenses, and view the standard equipment rate.

   - See “Adding Equipment Requisitions” on page 63.
   - See “Removing Equipment Requisitions” on page 64.
   - See “Changing Equipment Requisitions” on page 65.
   - See “Calculating Equipment Expenses” on page 66.
   - See “Viewing the Standard Equipment Rate” on page 65.
   - See “Removing Equipment Assignments” on page 66.

Adding Equipment Requisitions

This task allows you to add an equipment requisition to your project

► To add equipment requisitions:

1 Open the Equipment Requisitions form.

   See “Reviewing and Updating Equipment Assignments” on page 62.

2 Right-click the form and select Add Equipment Requisition.

3 In Add Equipment Requisition, specify or select the values that are applicable for your project:

   - **Standard Equipment**—Select the equipment needed for the project from a predefined list of equipment.
   
   - **Equipment Description**—Optional field to provide details about equipment specifications and so on.
   
   - **Equipment Units**—Enter the number of equipment units needed for the project. For example, if two cranes are needed for 200 hours per month, enter 2 in this field and 200 in the Equipment Usage/Unit field.
   
   - **Equipment Usage/Unit**—Enter the number of hours per equipment unit for the calculation. This is optional and you need only enter usage per unit if it is required for the project. For example, if three laptops are needed per month, enter 3 in the Equipment Units field and leave this field blank.
   
   - **Assign for Project Duration (Y/N)**—The default is Yes. Select Yes if the equipment will be assigned for the duration of the project. If Yes is selected, you do not need to enter the assignment start and end dates. The rule will automatically take the project start and end dates. Select No if the equipment will not be assigned for the duration of the project. If No is selected, you must enter the assignment start and end dates for the equipment. If the equipment is used sporadically, enter the equipment start and end dates for the
first period of the project to add the resource line item to the form. Then expand the year on the form to add additional hours for the equipment by period.

- **Assignment Start Date/Assignment End Date**—If the equipment will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the equipment will be assigned for the duration of the project.

- **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
  - **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
  - **EvenlySplit**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

- **Justification**—Provide a reason why the equipment is needed.

4. Click **OK**.

- **Note:** For Contract projects, after the rule has completed and the equipment assignment is created, you will need to indicate if the equipment is billable under the terms of the contract. The default for all equipment added is **Yes** (it will be included in the Revenue calculation). If the equipment is not billable, change the Billable field to **No** for each line item.

### Removing Equipment Requisitions

Use this rule to remove an equipment requisition that is no longer required on the project or to remove an equipment requisition that was added by mistake.

- **To remove equipment requisitions:**
  1. **Open the Equipment Requisitions form.**
     
     See "Reviewing and Updating Equipment Assignments" on page 62.
  2. From the form, right-click the equipment requisition you want removed.
  3. Select **Remove Equipment Requisition.**
Changing Equipment Requisitions

This rules enables you to make changes to an equipment assignment. You can extend or shorten the assignment or change the equipment units assigned to the project.

To change equipment requisitions:

1 Open the Equipment Requisitions form.

See “Reviewing and Updating Equipment Assignments” on page 62.

2 Right-click the form and select Change Equipment Requisition.

3 In Change Equipment Requisition, specify or select the values that are applicable for your project:
   - Change Assignment Start Date/Change Assignment End Date—Enter the new assignment start and end dates for the equipment requisition.
     Note: The assignment start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.
   - Equipment Units—Enter the number of equipment units needed for the project. For example, if two cranes are needed for 200 hours per month, enter 2 in this field and 200 in the Equipment Usage/Unit field.
   - Equipment Usage/Unit—Enter the number of hours per equipment unit for the calculation. This is optional and you need only enter usage per unit if it is required for the project. For example, if three laptops are needed per month, enter 3 in the Equipment Units field and leave this field blank.
   - Spreading Logic—Select the logic that determines how values are distributed in a grid:
     - Fill (Overwrite Existing Values)—Select to completely overwrite the hours and the time frame that were previously entered for the equipment assignment.
     - Fill (Retain Existing Values)—Select to keep the assignment hours previously entered intact. If there is an existing value in any month, then the data for that month will be retained. For months with missing data, the value that is entered will be considered.
     - EvenlySplit (Overwrite Existing Values)—Select to divide the assignment hours evenly over the equipment assignment duration and to overwrite the values previously entered.

4 Click OK.

Viewing the Standard Equipment Rate

This task enables you to view the standard equipment rate used in equipment calculations. The standards are set by the entity administrator.

To view the standard rate for equipment:

1 Open the Equipment Requisitions form.
See “Reviewing and Updating Equipment Assignments” on page 62.

2 Right-click the form and select View Standard Equipment Rate.

3 In the 9.05 View Standard Rates for Equipment form, review the equipment rates.

Removing Equipment Assignments

Use this rule to remove an equipment assignment that is no longer required on the project or to remove an equipment assignment that was added by mistake.

➤ To remove equipment assignments:

1 Open the Equipment Requisitions form.

   See “Reviewing and Updating Equipment Assignments” on page 62.

2 From the Assigned Equipments form, right-click the equipment assignment you want removed.

3 Select Remove Equipment Assignment.

Calculating Equipment Expenses

After equipment requisitions have been entered or modified, the calculation derives the project expenses for equipment usage based on equipment units and standard equipment rates. When the calculation is executed it determines the cost for all equipment assigned to the project for the duration of the project. Equipment Expense is calculated as follows:

\[ \text{Equipment Usage} \times \text{Equipment Standard Rate} = \text{Equipment Expense} \]

If there is no Equipment Usage, then Equipment Units will be used instead and Equipment Expense will be calculated as follows:

\[ \text{Equipment Units} \times \text{Equipment Standard Rate} = \text{Equipment Expense} \]

➤ To calculate project equipment expenses:

1 Navigate to one of the project management task lists.

   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2 Expand Update Process, then expand Project Expense, and then expand Review and Update Equipment Assignments.

3 Launch the Calculate Equipment Expenses task.

4 Launch the CalculateProjectAssetExpenses business rule.

5 In CalculateProjectAssetExpenses, specify or select the values that are applicable for your project.

   For runtime prompt element definitions, see the Glossary.

6 Click Launch.
Reviewing Equipment Expenses

Review equipment expenses for the assigned equipment for a project. To make adjustments, return to the Reviewing and Updating Equipment Assignments task, change the assignments, and recalculate. See “Reviewing and Updating Equipment Assignments” on page 62.

➤ To review equipment expenses:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, then expand Project Expense, and then expand Review and Update Equipment Assignments.
3. Launch the Review Equipment Expenses task.
4. Review the 5.09 Project Expense for Equipment - Detail form.

Reviewing and Updating Material and Other Requirements

This task list associates materials, subcontractors, and other requirements of expense requests to projects and enables you to plan for related project expenses.

Reviewing and Updating Material and Other Requirements

This task registers materials, subcontractors, and other resources for project expenses.

➤ To review and update material and other requirements:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, then expand Project Expense, and then expand Review and Update Material & Other Requirements.
3. Launch the Review and Update Material & Other Requirements task.
4. Review the 1.06 Material and Other Requirement form.
   For form element definitions, see the Glossary.
5. From the form, you can use the shortcut menu to add or remove material and other requirements and to calculate material and other expenses.
   ● See “Adding Material and Other Requirements” on page 67.
   ● See “Removing Material and Other Requirements” on page 69.
   ● See “Calculating Material and Other Expenses” on page 69.

Adding Material and Other Requirements

This task enables you to select the type of expense to be added from a predefined list. The member selected will determine the account to which the expense will be recorded. Project Financial Planning provides the following predefined resource classes:
You can add other expense types as needed. However, adding new expense types requires that you update the rules and the members in the Smart List to include the new expense types. You also must link the expense type to the proper expense account.

To add material and other requirements:

1. Open the **1.06 Material and Other Requirement** form.
   
   See “Reviewing and Updating Material and Other Requirements” on page 67.

2. Right-click the form and select **Add Material and Other Requirements**.

3. In **Add Material and Other Requirements**, specify or select the values that are applicable for your project:

   - **Enter Resource Name**—Enter the name of the material or other expense to be added.
   - **Resource Descriptions**—Optional field to provide details about the resource being added.
   - **Resource Class**—Select from the following predefined resource classes: **Material**, **Subcontractor**, and **Other**.
   - **Assign for Project Duration (Y/N)**—The default is **Yes**. Select **Yes** if the resource will be assigned for the duration of the project. If **Yes** is selected, you do not need to enter the requirement start and end dates. The rule will automatically take the project start and end dates. Select **No** if the resource will not be assigned for the duration of the project. If **No** is selected, you must enter the requirement start and end dates for the resource. If the resource is used sporadically, enter the requirement start and end dates for the first period of the project to add the resource line item to the form. Then expand the year on the form to add additional units for the resource by period.
   - **Requirement Start Date/Requirement End Date**—If the requirement will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the requirement will be assigned for the duration of the project.

   **Note:** The requirement start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.

   - **Spread Logic**—Select the logic that determines how values are distributed in a grid:
     - **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
EvenlySplit—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

- **Units Required**—Enter the number of units required for the material or other expense.
- **Cost UOM**—Select from a predefined list the unit of measure for the cost.
- **Cost/Unit**—Enter the cost per unit for the material and other expense. The materials and other expenses calculation will be based on \( \text{Units Required} \times \text{Cost/Unit} \).

4. Click OK.

Removing Material and Other Requirements

Use this rule to remove requirements that are no longer required on the project or to remove a requirement that was added by mistake.

- To remove material and other requirements:
  1. **Open the 1.06 Material and Other Requirement form.**
     - See “Reviewing and Updating Material and Other Requirements” on page 67.
  2. From the form, right-click the requirement you want to remove.
  3. Select **Remove Material and Other Requirements**.

Calculating Material and Other Expenses

This task calculates the expenses for materials and other expenses. This calculation multiplies the number of units entered by the cost per unit on a monthly basis for the duration of the project.

- To calculate material and other resources:
  1. **Navigate to one of the project management task lists.**
     - See “Viewing the Managing Existing Projects Task Lists” on page 54.
  2. Expand **Update Process**, then expand **Project Expense**, and then expand **Review and Update Material & Other Requirements**.
  3. Launch the **Calculate Material & Other Expenses** task.
  4. Launch the **CalculateMaterialExpenses_Ruleset** business rule.
  5. **In CalculateMaterialExpenses_Ruleset**, specify or select the settings that are applicable for your project.
     - For runtime prompt element definitions, see the **Glossary**.
  6. Click **Launch**.
Reviewing Material and Other Expenses

The form for this task summarizes the total material and other expenses associated with a project so you can determine the financial impact.

To review material and other expenses:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, then expand Project Expense, and then expand Review and Update Material & Other Requirements.
3. Launch the Review Material & Other Expenses task.
4. Review the 4.51 Total Material and Other Expenses form.
   For form element definitions, see the Glossary.

Reviewing and Updating Direct Expenses

This task enables you to enter lump sum amounts for expenses that do not have any logic defined to arrive at the values. Project Financial Planning provides two methods for getting project data into the application. One method enables you to do detailed planning that uses rules to add data. The other method enables you to import data from a source system and then Project Financial Planning is used to consolidate the projects.

To review and update direct expenses:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, and then expand Project Expense.
3. Launch the Review and Update Direct Expenses task.
4. Review and update the Review and Update Direct Expenses form.
   For form element definitions, see the Glossary.

Applying Overheads

This task calculates the overheads for a project. Overheads are expenses that are necessary for the performance of a job or continued functioning of the business but cannot be specifically attributed to a project. This rule applies the overheads, both indirect expenses and general and administrative expenses, to the projects to arrive at a fully-loaded cost of the project.

To apply overheads to a project:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, and then expand Project Expense.
3 Launch the Apply Overheads task.
4 Launch the CalculateOverheads business rule.
5 In CalculateOverheads, specify or select the settings that are applicable for your project.
   For runtime prompt element definitions, see the Glossary.
6 Click Launch.

**Reviewing Indirect and General and Administrative Allocated Expenses**
This task enables you to see the drivers and the associated costs for each overhead line item that is applied to your project

➢ To review indirect and general and administrative expense allocations:
1 Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2 Expand Update Process, and then expand Project Expense.
3 Launch the Review Indirect and G&A Allocated Expenses task.
4 Review the Review Indirect and G&A Allocated Expenses composite form.
   For form element definitions, see the Glossary.

**Reviewing Project Expenses**
After all expenses have been planned and associated overheads applied, use this form to review the expenses for a project.

➢ To review project expenses:
1 Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2 Expand Update Process, and then expand Project Expense.
3 Launch the Review Project Expenses task.
4 Review the 4.50 Review Project Expense form.
   The 4.50 Review Project Expense form comprises all the different pieces of Expense planning done by the project manager and displays the total expenses for the project. For form element definitions, see the Glossary.

**Reviewing Project Revenue (Contract Projects Only)**
This task list enables you to review the revenue generated by the project from various sources:

- Cost Plus
- Time and Materials
- Fixed Price
- Direct Revenue (revenue that is directly entered into the application)

**Note:** Revenue planning applies to projects classified as Contract projects. Project Financial Planning will not calculate revenue for Indirect or Capital projects.

### Reviewing and Updating Revenue Drivers: Cost Plus

For Cost Plus contracts, the **Review and Update Revenue Drivers - Cost Plus** form provides the contractual arrangement for the project. The Cost Plus margin % can be defined at the detail level (labor, equipment, and materials) or for total expenses. If the revenue definition is based on total expenses, Project Financial Planning will not allow you to build your assumptions at the detail level. The margin can be defined on a monthly basis, if needed. Expand the columns to override the margin % for a period.

The Cost Plus driver is defined for the duration of the project. You can review the revenue generated in the lower half of the composite form.

> To review and update Cost Plus revenue drivers:

1. **Navigate to the Manage Existing Contract Projects task list.**
   - See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. **Expand Update Process, then expand Project Revenue.**
3. **Launch the Review and Update Revenue Drivers - Cost Plus task.**
4. **Review the Review and Update Revenue Drivers - Cost Plus composite form.**
   - For form element definitions, see the Glossary.
5. **From the Cost-Plus Revenue Assumptions form, you can use the shortcut menu to add and remove revenue assumptions and calculate Cost Plus revenue and Cost Plus intercompany revenue.**
   - See “Adding Revenue Assumptions” on page 72.
   - See “Removing Revenue Assumptions” on page 73.
   - See “Calculating Cost Plus Revenue” on page 73.
   - See “Calculating Cost Plus Intercompany Revenue” on page 74.

### Adding Revenue Assumptions

This task helps you add Cost Plus revenue assumptions.

**Note:** If the Cost Plus revenue was set to Total Expenses, Project Financial Planning does not allow you to also build assumptions at the detail level (for labor, equipment, and materials). To change the manner in which revenue is earned, you must first change the driver from Total Expense to a detail line item, then you can add detail line items.
To add revenue assumptions:
1. Open the Cost-Plus Revenue Assumptions form.
   See “Reviewing and Updating Revenue Drivers: Cost Plus” on page 72.
2. From the form, right-click and select Add Revenue Assumptions.
3. In Add Revenue Assumptions, specify or select the values that are applicable for your project:
   - **Cost Plus Driver**—Select the expense base to which the margin will be applied. The margin can be set to Labor Expenses, Material Expenses, or Equipment Expenses or it can be applied in total to Total Expenses.
   - **Revenue Source Description**—Option field to add a description for the revenue source.
   - **Cost Plus Margin %**—Enter the Margin % or mark up that will be applied to expenses.
4. Click OK.

Removing Revenue Assumptions
Use this rule to remove revenue assumptions that are no longer required on the project or to remove an assumption that was added by mistake.

To remove revenue assumptions:
1. Open the Cost-Plus Revenue Assumptions form.
   See “Reviewing and Updating Revenue Drivers: Cost Plus” on page 72.
2. From the form, right-click the revenue element you want to remove.
3. Select Remove Revenue Assumptions.

Calculating Cost Plus Revenue
This task calculates project revenue based on the assumptions provided. The revenue will either be calculated from the details (labor, equipment, and materials) or from the total expenses for the project duration.

For example, Labor Expense × (1 + Margin %) or Total Expense × (1 + Margin %) (for the project duration).

If a revenue assumption is not specified for a particular expense, it will be assumed at the cost (0% margin).

To calculate Cost Plus revenue:
1. Open the Cost-Plus Revenue Assumptions form.
   See “Reviewing and Updating Revenue Drivers: Cost Plus” on page 72.
2. From the form, right-click and select Calculate Revenue.
3. Click OK.
Calculating Cost Plus Intercompany Revenue

This task calculates intercompany revenue for projects where the organization is a service provider. It records the revenue to the service provider based on a Cost Plus margin. The cost plus margin percentage should be entered in the same manner as described in “Calculating Cost Plus Revenue” on page 73, however you must run this calculation to derive the revenue.

To calculate Cost Plus intercompany revenue:

1. Open the Cost-Plus Revenue Assumptions form.
   
   See “Reviewing and Updating Revenue Drivers: Cost Plus” on page 72.

2. From the form, right-click and select Calculate Inter Company Revenue.

3. Click OK.

Reviewing and Updating Revenue Drivers: Time and Materials

For Time and Material contracts, the Review and Update Revenue Drivers - Time and Material form provides the contractual arrangement for the project. Project Financial Planning helps you build revenue assumptions for labor, equipment, and materials. You can enter the billing rates at the project level or they can be derived from company assumptions. Billing rates can be defined at the resource level (that is, at the employee or equipment level). Labor revenue is based on the billing level of the employee. Each labor resource has an associated billing level; you can override the assigned billing level on a monthly basis, if necessary. Billing rates for the project are defined on a monthly/yearly basis for the duration of the project.

To review and update Time and Materials revenue drivers:

1. Navigate to the Manage Existing Contract Projects task list.
   
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2. Expand Update Process, and then expand Project Revenue.

3. Launch the Review and Update Revenue Drivers - Time and Material task.

4. Review the Review and Update Revenue Drivers - Time and Material composite form.
   
   For form element definitions, see the Glossary.

5. From the tabbed area of the composite form, you can use the shortcut menus to view standard hourly rates, copy the base billing rate, calculate labor, material, and equipment revenue, and calculate total project revenue.
   
   - See “Viewing Standard Hourly Labor Rates” on page 75.
   - See “Copying the Base Billing Rate” on page 75.
   - See “Calculating Labor Revenue” on page 75.
   - See “Calculating Material Revenue” on page 76.
   - See “Calculating Equipment Revenue” on page 76.
   - See “Calculating Total Project Revenue” on page 76.
Viewing Standard Hourly Labor Rates

The 9.13 Enter Standard Hourly Labor Rates form enables you to view the standard hourly rates that were set by the administrator. It displays the costs by job level that were used in the labor calculation. This is an informational task since you cannot override or change the labor rates that are displayed in this form.

To view standard hourly labor rates:
1. Open the Review and Update Revenue Drivers - Time and Material composite form
   See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.
2. From the Employee Billing Detail form, right-click and select View Standard Hourly Labor Rates.
   The 9.13 Enter Standard Hourly Labor Rates form displays standard rates for each job.

Copying the Base Billing Rate

Standard billing rates are set by entity. To use these default rates in the labor revenue calculation, you must perform this task to copy the default rates to the project. Alternatively, you can set the billing rates for the project.

To copy the base billing rates:
1. Open the Review and Update Revenue Drivers - Time and Material composite form
   See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.
2. From the Set Project Billing Rate form, right-click and select Copy Base Billing Rate.
3. In the Copy Base Billing Rate window, ensure values are selected for all elements.
   For runtime prompt element definitions, see the Glossary.
4. Click OK.

Calculating Labor Revenue

This task calculates the labor revenue. Labor revenue is calculated by multiplying labor hours per resource per month with Billing Rate per month \((\text{Labor Hours} \times \text{Billing Rate})\).

To calculate labor revenue:
1. Open the Review and Update Revenue Drivers - Time and Material composite form
   See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.
2. From the Employee Billing Detail form or the Set Project Billing Rate form, right-click and select Calculate Labor Revenue.
3. Click OK.
Calculating Material Revenue

This task calculates the material revenue. Material revenue is calculated by multiplying the Material Units \(\times\) Billing Rate per Material.

To calculate material revenue:

1. **Open the Review and Update Revenue Drivers - Time and Material composite form**
   - See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.

2. **From the Billing - Material and Other Resources form, right-click and select Calculate Material Revenue.**

3. **Click OK.**

Calculating Equipment Revenue

This task calculates the equipment revenue. Equipment revenue is calculated by multiplying the Equipment Usage (or Equipment Units if an Equipment Usage value is not used) \(\times\) Equipment Billing Rate.

To calculate equipment revenue:

1. **Open the Review and Update Revenue Drivers - Time and Material composite form**
   - See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.

2. **From the Billing - Equipment form, right-click and select Calculate Equipment Revenue.**

3. **Click OK.**

Calculating Total Project Revenue

This task calculates the revenue for the following sources: Labor, Material, and Equipment. You can either calculate each type of revenue individually or you can calculate all of the sources at once.

To calculate total project revenue:

1. **Open the Review and Update Revenue Drivers - Time and Material composite form**
   - See “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.

2. **From the tabbed area of the form, right-click and select Calculate Total Project Revenue.**

3. **Click OK.**

Reviewing and Updating Revenue Drivers: Unit Price

For Contract projects, the Review and Update Revenue Drivers - Unit Price form helps you define the revenue assumptions for projects that earn revenue based on units sold and sales price per unit. Project managers can review, update, or add any additional revenue assumptions.
To review and update Unit Price revenue drivers:

1. Navigate to the **Manage Existing Contract Projects** task list.
   
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2. Expand **Update Process**, and then expand **Project Revenue**.

3. Launch the **Review and Update Revenue Drivers - Unit Price** task.

4. Review the **Review and Update Revenue Drivers - Unit Price** composite form.
   
   For form element definitions, see the Glossary.

5. From the tabbed area of the form, you can use shortcut menus to add and remove revenue assumptions, and calculate Unit Price revenue.
   - See “Adding Revenue Assumptions” on page 77.
   - See “Removing Revenue Assumptions” on page 78.
   - See “Calculating Unit Price Revenue” on page 78.

### Adding Revenue Assumptions

This rule allows you to define the revenue assumptions earned on the contract. For the Unit Price method, you must define the sales units and the sales price per unit. Revenue for the contract is calculated as $\text{# of Units} \times \text{Price}$.

To add revenue assumptions:

1. **Open the Review and Update Revenue Drivers - Unit Price composite form**
   
   See “Reviewing and Updating Revenue Drivers: Unit Price” on page 76.

2. **From the Unit-Price Revenue Assumptions form**, right-click and select **Add Revenue Assumptions**.

3. **In Add Revenue Assumptions**, specify or select the values that are applicable for your project:
   - **Revenue Source Type**—Choose from the following options: Maintenance, Other Revenues and Gains, or Sales Revenue
   - **Revenue Source Name**—Enter the name of the revenue source to be added.
   - **Revenue Source Description**—Optional field to provide details about the revenue source being added.
   - **Revenue UOM**—Select from a predefined list the unit of measure for the revenue element.
   - **Price/Unit**—Enter the price per unit for the revenue element. The Unit Price revenue calculation will be based on $\text{Units Sold} \times \text{Price/Unit}$.
   - **Units Sold**—Enter the number of units sold to the customer. Revenue is calculated based on $\text{Units Sold} \times \text{Price/Unit}$.
   - **Spread (Y/N)**—Specify whether spread logic will be used.
   - **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
○ **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.

○ **Evenly Split**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

○ **Not Applicable**—Select if the user will manually enter the units and the price per unit within the specific period.

  • **Spread Start Date/Spread End Date**—Optional. Enter the start and end dates for the spread logic. If spread start and end dates are not entered, the project start and end dates will be used instead.

4  Click **OK**.

### Removing Revenue Assumptions

Use this rule to remove revenue assumptions that are no longer required on the project or to remove a revenue assumption that was added by mistake.

➢ To remove revenue assumptions:

1  **Open the Review and Update Revenue Drivers - Unit Price composite form**

   See “Reviewing and Updating Revenue Drivers: Unit Price” on page 76.

2  From the **Unit-Price Revenue Assumptions** form, right-click the element you want to remove.

3  Select **Remove Revenue Assumptions**.

### Calculating Unit Price Revenue

This task calculates the revenue for the project based on all of the assumptions defined. Revenue is calculated as $Units Sold \times Price Per Unit$. Revenue will be recognized in accordance with the revenue recognition defined under the contract terms.

➢ To calculate Unit Price revenue:

1  **Open the Review and Update Revenue Drivers - Unit Price composite form**

   See “Reviewing and Updating Revenue Drivers: Unit Price” on page 76.

2  From the tabbed area of the form, right-click and select **Calculate Revenue**.

3  Click **OK**.

### Reviewing and Updating Direct Revenue

Use the **Review and Update Direct Revenue** form to enter all other revenue that the project is anticipated to generate, but that is not covered in the other methodologies.
In addition, Project Financial Planning provides two methods for getting project data into the application. One method enables you to do detailed planning that uses rules to add data. The other method enables you to import data from a source system and then Project Financial Planning is used to consolidate the projects. If the import method is used, the project revenue is displayed in this form.

To review and update direct revenue:

1. Navigate to the Manage Existing Contract Projects task list.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Update Process, and then expand Project Revenue.
3. Launch the Review and Update Direct Revenue task.
4. Review the Review and Update Direct Revenue form.
   For form element definitions, see the Glossary.

**Reviewing Projects**

After all revenue and expenses are entered and calculated, you can view the financial statements for a project. This is an important step that needs to occur before submitting the project for approval. You begin reviewing projects by calculating the financial statements. After they are calculated, you can review the project’s impact on the Cash Flow and Income Statement. You can then review the project KPIs, provide a detailed project justification, and review the project score so you can start analyzing the full financial outlook of the project and request funding.

**Calculating Financial Statements**

This step calculates the financial statements for a project. It calculates project cash flow, taxes, and KPI’s and then comes up with a project score based on the financial impact. This calculation must be executed in order to view complete and correct data in financial statements.

To calculate financial statements:

1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Review Project.
3. Launch the Calculate Financial Statements task.
4. Launch the CalculateFinancialStatements business rule.
5. In CalculateFinancialStatements, specify or select the values that are applicable for your project.
   For runtime prompt element definitions, see the Glossary.
6. Click Launch.
Reviewing the Project Impact on Financial Statements

This step helps you review the impact on Cash Flow and Income Statements for the project using its expenses and revenues.

To review the project impact on financial statements:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Review Project.
   For form element definitions, see the Glossary.
5. From the tabbed area of the form, you can use the shortcut menu to calculate the project.

Reviewing Project KPIs (Contract Projects Only)

You can review the key performance indicators (KPIs) for Contract projects. Some KPIs are yearly and some are based on the life of the project. Review the project-level defaults for discount rate and tax rate that were defined in the entity and make necessary changes.

To review project KPIs:
1. Navigate to the Manage Existing Contract Projects task list.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Review Project.
3. Launch the Review Project KPIs task.
4. Review the Review Project KPIs composite form.
   For form element definitions, see the Glossary.
5. From the tabbed area of the form, you can use the shortcut menu to calculate project metrics and calculate the project.
   See “Calculating Project Metrics” on page 80.

Calculating Project Metrics

This rule calculates all the KPIs and yearly performance indicators for a project.
To calculate project metrics:

1. **Launch the Review Project KPIs composite form**
   
   See “Reviewing Project KPIs (Contract Projects Only)” on page 80.

2. From the tabbed area of the form, right-click and select **Calculate Project Metrics**.

3. Click **OK**.

**Reviewing the Detailed Project Justification**

The project manager can justify the project by providing responses to a list of predefined questions. Doing so helps the business unit head assign subjective scores to projects, which will then be used for project ranking. Additional questions can be added to the application. The Detailed Project Justification composite form also enables you to rate a project for the subjective score.

For more information about project scoring, see “Reviewing the Project Score” on page 81.

To review the detailed project justification:

1. **Navigate to one of the project management task lists.**
   
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2. **Expand Review Project.**

3. **Launch the Detailed Project Justification task.**

4. **Review the Detailed Project Justification composite form.**
   
   For form element definitions, see the Glossary.

**Reviewing the Project Score**

**Subtopics**

- About the Project Score
- Process for Scoring Projects
- Reviewing the Project Score

**About the Project Score**

Project scoring tracks a project’s performance against a predefined set of targets at the entity and project level and score projects based on subjective and financial factors. You can use these scores to rank a project and analyze the performance of a project with respect to other projects and to a predefined set of limits. Financial scores are dependent on the financial metrics and factors of the project, and are based on financial planning, while subjective scores are based on qualitative factors and responses to some predefined questions and their assessment by the entity head. You can review project scores for individual projects and across projects.
Process for Scoring Projects

The entity head defines the weightings for the components of the project score. These weightings are defined at the subjective and financial level, and the subjective weightings are further divided into components and subcomponents. Subjective scoring is based on the questions that are defined by the entity head and which pertain to the project’s performance. After the project manager completes financial planning for the project, details about calculated financial metrics and parameters help in calculating the financial scores automatically. For subjective scores, the project manager must answer a set of predefined questions and, based on the responses, the entity head can determine the project’s subjective score. The combination of financial and subjective scores is used to rank the project. Project ranking helps the entity, Finance, and corporate management to determine whether to approve of a project and fund it.

Reviewing the Project Score

To review the project score:

1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Review Project.
3. Launch the Review Project Score task.
4. Review the Review Project Score composite form.
   For form element definitions, see the Glossary.
5. From the form, you can use the shortcut menus to calculate the project score and calculate the project.

Reviewing Project Funding

Subtopics

- About Project Funding
- Process for Funding Projects
- Modifying Funding Requests
- Reviewing Allocated Funds

About Project Funding

Projects require funding to offset the expenses they need to incur. Usually, projects require more funding at the start, because revenue streams come later in the project cycle. While some of the expense funding can be taken from project revenue, the rest of the expenses must be funded from other sources. The project manager must request funds from the Finance department and, after the funding requests are approved by the finance manager, funding allocation details can be reviewed.
Process for Funding Projects

After planning expenses for a project, the project manager can request funding. The project manager determines the funding required for the project and then creates funding requests. Project Financial Planning provides funding request forms and predefined business rules so the project manager can create the funding request. Once a request is created, it is submitted to a finance manager for approval. After a funding request is approved, the project can be assigned with the sources of funds, its cost-of-capital details, and time line of funding. This will help in calculating the cost of capital (interest expense) to be allocated for the project.

Modifying Funding Requests

You can request project funding as needed through its lifecycle. Justification is required.

To modify funding requests:
1. Navigate to one of the project management task lists.
   See “Viewing the Managing Existing Projects Task Lists” on page 54.
2. Expand Project Funding.
3. Launch the Modify Funding Requests task.
4. Review the Modify Funding Requests composite form.
   For form element definitions, see the Glossary.
5. From the form, you can use the shortcut menus to add new fund requests, cancel fund requests, and calculate the project.
   - See “Adding New Fund Requests” on page 83.
   - See “Canceling Fund Requests” on page 84.

Adding New Fund Requests

This task enables you to request funds for a project. Enter the funding request amount for the periods where the project requires additional money to meet all the financial obligations of the project.

To request funds:
1. Open the Modify Funding Requests composite form.
   See “Modifying Funding Requests” on page 83.
2. Right-click the Funding Requests form and select Add New Fund Request.
3. In Add New Fund Request, specify or select the values that are applicable for your project:
   - Funding Request Type—Select the type of funding request:
     - Initial Request—Select if this is the initial funding request
     - Request for Change—Select if changing an existing request for funding
- **Off Specification**—Select if funding is due to an omission in the product or service being offered
- **Funding Comment**—Optional field to provide comments about the funding request.
- **Requested Amount**—Enter the amount of the funds you are requesting.
- **Month/Year**—For a lump sum requests, specify the month and year of the request. If funding is needed on a regular basis, enter a single month and year and then enter the additional months as needed.

4. **Click OK.**

### Canceling Fund Requests

Use this task to cancel a previously entered funding request.

To cancel fund requests:

1. **Open the Modify Funding Requests composite form.**
   
   See “Modifying Funding Requests” on page 83.

2. **Right-click the request you want to cancel on the Funding Requests form.**

3. **Select Cancel Fund Request.**

### Reviewing Allocated Funds

A project can be approved for the full amount of the funding requested, or just a portion can be funded. Additionally, if a company obtains outside financing for projects, you can review how those funds are allocated to each project. This task enables you to review the allocated funds and the sources of the funds, fund time lines, cost of funds, and repayment frequency for a project. Each finance round has different terms; for example, the interest rate, so each round of funding will impact the project differently.

To review allocated funds:

1. **Navigate to one of the project management task lists.**
   
   See “Viewing the Managing Existing Projects Task Lists” on page 54.

2. **Expand Project Funding.**

3. **Launch the Review Allocated Funds task.**

4. **Review the Review Allocated Funds composite form.**
   
   For form element definitions, see the Glossary.

5. **From the tabbed area of the form, you can use the shortcut menu to add new fund requests and cancel fund requests.**
   
   - See “Adding New Fund Requests” on page 83.
   - See “Canceling Fund Requests” on page 84.
Submitting the Plan for Approval

Once you have completed all of the tasks for the project and you have reviewed the financial statements and requested funding, you can promote your plan to another user for approval. To do this, go to the Submit Plan for Approval page, and start or promote the planning unit. After you promote a planning unit, its new owner can write to it (assuming the owner has write access), but you can no longer write to the planning unit. For information about promoting planning units, see Chapter 10, “Managing Planning Units” in the Oracle Hyperion Planning User's Guide.
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About

Subtopics

- About Capital Projects
- About Contract Projects
- About Indirect Projects

Project Financial Planning enables you to propose new contracts for the following types of projects:

- Capital
- Contract
- Indirect

About Capital Projects

Capital projects are long-term and capital-intensive, resulting in the creation of a new company asset. Examples of typical Capital projects are a manufacturing facility, a new piece of equipment, constructing an oil rig, and so on. Project Financial Planning tracks the expenses incurred by an entity for building the asset and then capitalizes expenses by identifying incurred expenses as capitalizable so the asset value can be verified. This functionality enables users to create new
Capital projects in the module and allows them to plan expenses with funding requirements for the asset they are creating.

Project Financial Planning supports two types of Capital projects:

- Single Asset Capital projects
- Multiple Asset Capital projects

Single Asset Capital projects are projects that consist of building one Capital asset using different resources.

Multiple Asset Capital Projects are projects that consists of building group of assets called sub projects. The parent project is used to track the budget for all of the sub projects.

**About Contract Projects**

A Contract project is work performed for a customer and the customer reimburses the company. A Contract project generates both expenses and revenue based on an underlying contract. The Contract project expenses, revenue, and billing can be for services performed and reimbursed by a client. Project Financial Planning supports the following types of Contract projects:

- **Time and Materials**—A project billing type whereby the customer is charged for all of the hours of work performed, for asset expenses, for any direct expenses incurred, and for materials purchased during project delivery. Examples of Time and Materials arrangements are typically found in the construction industry, for contractors, and for consulting firms.

- **Cost Plus**—An agreement to pay a company for a job based on the expenses required to complete the job (for example, materials and labor), plus an added payment (or margin). You can set different Cost Plus margins for different expenses (for example, set a different margin for labor, materials, and equipment).

- **Fixed Price**—A project billing type whereby the customer is charged a set negotiated price for the work performed on the contract. This contract type places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss.

- **Other**—A project billing type that can be used for complex contract terms. For example, a customer may be charged a fixed price for some services delivered as part of project while they may also be charged time and material or a markup on expenses.

**About Indirect Projects**

Indirect projects are also known as administrative projects. They have a cost impact but do not generate revenue. For example, an IT project that creates a solution/portal for the Human Resources team to track personal details of employees would be considered an Indirect project. If a project is classified as Indirect, you can do only expense budgeting for the project. You cannot do revenue budgeting for an Indirect project.
The process for proposing new projects is similar across project types, with a few key differences, as discussed in the sections following this section.

**Process for Proposing New Capital Projects**

Before adding a Capital project, you will need to decide whether the project will be used to build a single asset or group of assets. While adding the Capital project, you will be prompted to specify **Single Asset** or **Multiple Asset** for the Capital Project Asset property. After adding the project, you can plan for labor, assets, materials, and other expenses. Each expense line item can be tagged as capitalizable or non-capitalizable. All capitalizable expenses are tracked as an asset value for each of the assets being built.

In a multiple asset use case, the “Base CPx” member is used only for capturing the project properties (Start Date, End Date, and so on). This member should not be used for budgeting expenses. When planning expenses for each asset, the corresponding sub project (CPx-Asset1..5, and so on) should be used.

**Process for Proposing New Contract Projects**

When creating a new Contract project, project managers must first select the type of contract they are trying to plan for: Time and Materials, Cost Plus, or Unit Price. Project managers will first create a new project proposal and provide basic project information such as type of project, the project start and end dates, project location, and project manager. Once the project has been established the project manager is ready to begin building the financial plan for the project. The project manager can begin by assigning labor resources to their project and planning for the labor expense. Once labor has been completed, the project manager can continue working on expenses by defining any equipment required in performing the project. Project managers can then plan other types of expenses such as material, subcontractors, and other expenses. For Contract projects the billing rate should be defined for Labor, Equipment, and Materials. Once revenue and expenses have been planned, the project manager can review the project financial statements and request any funding required to support the project. Once the project manager is satisfied with the plan for their project, they can promote it for approval.

**Process for Proposing New Indirect Projects**

When creating a new Indirect project, project managers will first create a new project proposal and provide basic project information such as type of project, the project start and end dates, project location, and project manager. Once the project has been established, the project
manager is ready to begin building the financial plan for the project. The project manager can begin by assigning labor resources to their project and planning for the labor expense. Once labor has been completed, the project manager can continue working on expenses by defining any equipment required in performing the project. Project managers can then plan other types of expenses such as material, subcontractors, and other expenses. Once expenses have been planned, the project manager can review the project financial statements and request any funding required to support the project. Once the project manager is satisfied with the plan for their project, they can promote it for approval.

### Propose New Project Task List Tasks

1. Create a project and enter any new project details, such as new project assumptions and supplemental information.

   See “Entering New Project Details” on page 91.

2. Perform expense planning, such as adding labor resources, project equipment, material and other requirements, entering direct project expenses, applying overheads to the project, reviewing indirect and general and administrative allocated expenses, and reviewing total expenses.

   See “Performing Expense Planning” on page 95

3. For Contract projects only, perform revenue planning, such as entering revenue drivers and entering direct project revenue.

   See “Performing Revenue Planning (Contract Projects Only)” on page 109.

4. Review the project’s financials, such as calculating financial statements and reviewing the project’s impact on financial statements, reviewing project KPIs, providing a detailed project justification, and reviewing the project score.

   See “Reviewing Financials” on page 117.

5. Request project funding and review allocated funds.

   See “Reviewing Project Funding” on page 119.

6. Submit the plan for approval.

   See “Submitting the Plan for Approval” on page 122.

### Viewing the New Project Proposal Task Lists

Project Financial Planning provides three task lists, by project type, which help you to propose new projects.

1. To view a new project proposal task list:
   1. Launch Project Financial Planning.

      See “Logging On and Accessing Project Financial Planning” on page 35.
2 Select View, then Task List, and then Task List.

3 Expand one of the following task lists, as applicable for your project:
   - Propose New Capital Projects
   - Propose New Contract Projects
   - Propose New Indirect Projects

4 To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

## Entering New Project Details

Project managers can propose a project by launching the **Enter New Project Details** task in a project proposal task list. From here they can build the proposed project budget, such as revenue, expenses, and funding requests. The New Project Proposals form is used to gather the basic project information such as type of project, the project start and end dates, project location, and project manager. Additional properties can be added to the application, as needed.

You can review new project details such as new project assumptions and supplemental information in the New Project Proposals composite form. This form also provides the functionality to add a project to the system, remove it, transfer the project to another entity, and reconcile the new project to an existing project.

**Note:** New project details are not entered directly on the New Project Proposals form. Details are added when you either create a new project using the Add Project functionality or when all project properties are imported from a source system.

Once the project is established, you can then plan revenue, expenses, capital, and so on.

➢ To create a new project:

1 Launch the **Enter New Project Details** task under one of the new project proposal task lists.
   
   See “Viewing the New Project Proposal Task Lists” on page 90.

2 Review the **.00 New Project Proposals** form.

   For form element definitions, see the Glossary.

3 From the **New Project Proposals** form, you can use the shortcut menu to add and delete a project, reconcile a project, change project status, move projects, and review project performance.

   • See “Adding a Project” on page 92.

   • See “Deleting a Project” on page 93.

   • See “Reconciling a Project” on page 95.

   • See “Changing Project Status” on page 93.

   • See “Moving Projects” on page 94.
Adding a Project

Adding a project adds a new project to the first empty line item across entities.

To add a project:

1. Launch the **New Project Proposals** form.
   See “Entering New Project Details” on page 91.

2. Right-click the form and select one of the following options:
   - For a Capital project, select **Add Project**, then select **Add Capital Project** or **Add Capital Sub Project**.
     For a discussion about sub projects, see “About Capital Projects” on page 87.
   - For a Contract project, select **Add Contract Project**.
   - For an Indirect project, select **Add Indirect Project**.

3. In **Add Project**, specify or select the settings that are applicable for your project:
   - **Enter Base Project** (for Capital sub projects only)—Select the parent asset (also known as the base project) for the sub project.
     For information about single and multiple asset Capital projects, see “About Capital Projects” on page 87.
   - **Name**—Enter a name for the project.
   - **Description**—Enter a description for the project and describe its purpose.
   - **Capital Project Asset** (for Capital projects only)—Select **Single Asset** or **Multiple Asset**
   - **Project Category** (for Indirect projects only)—Select **Annual by Fiscal Year** if a project must be annually closed out, justified, or approved or **Multi-Year** if the project can continue year after year.
   - **Project Start Date/Project End Date**—Enter the start and end dates for the project.
   - **Project Location**—Select from a predefined list of locations.
   - **Project Manager**—Select from a predefined list of managers.
   - **Project Type** (for Contract projects only)—Select **Time and Material**, **Cost Plus**, **Fixed Price**, and **Other**.
     For descriptions, see “Contract” on page 19.
   - **Revenue Cash Flow Incidence** (for Contract projects only)—Indicates how cash will be collected from revenues: will customers pay in advance, in the same month, next month, and so on. Selections are: **Before 2 Months**, **Before 1 Month**, **Same Month**, **Next Month**, **After 2 Months**, **After 3 Months**, or **After 4 Months**. The selection made will directly impact the Cash Flow statement. If the same month is selected, the Cash Flow statement will show an inflow of cash from customers in the amount of the contract revenue in the same period. If the next month is selected, the Cash Flow statement will show an inflow of cash from the customer with a one month lag. Two months will be a two month lag, and so on.
- **Revenue Recognition** (for Contract projects only)—Indicates when revenue will be recognized. Selections are: *Monthly* (default), *Quarterly, SemiAnnual, After Completion*, or *When Billed*. The default is Monthly, meaning the revenue is recognized in the month the work is performed. If Quarterly is selected, the revenue will be recognized in the last month of each contract quarter. If SemiAnnual is selected, revenue will be recognized in the 6 and the 12 month of the contract. If After Completion is selected, revenue will be recognized after the last month of the contract. If revenue can only be recognized when a milestone is reached or there is no predefined time frame, then select When Billed.

4  Click **OK** or **Add Project**.

### Deleting a Project

Use this rule to delete a project that is no longer required or to remove a project that was added by mistake.

- To delete a project from the system:
  1. Launch the **New Project Proposals** form.
     
     See “Entering New Project Details” on page 91.
  2. From the form, right-click on the project you want to remove and select one of the following options:
     
     - For a Capital project, select **Delete Project**, then select **Delete Capital Project** or **Delete Sub Capital Project**.
     - For a Contract project, select **Delete Contract Project**.
     - For an Indirect project, select **Delete Indirect Project**.
  3. Click **OK**.

### Changing Project Status

This task enables you to change the selected project status to approved, unapproved, or on-hold. The project status must be changed by the approving authority before promoting the project through the Approvals process.

**Note:** This task can only be performed by users who have the rights to place a project on hold or close a project.

- To change project status:
  1. Open the **New Project Proposals** form.

     See “Entering New Project Details” on page 91.
  2. Right-click the form, select **Change Project Status**, and then choose one of the following submenu options:
• **Approve Project**—Select if the project has approval to move forward
  
The approved project will be copied to *current scenario Final* and to the *Forecast Final* intersections. Approved projects are locked for editing and no changes can be made to the project.

• **Disapprove Project**—Select if the project is rejected or not approved

• **Put Project on Hold**—Select if the project is postponed or needs to be put on hold
  
  Changing the project status to *Put Project on Hold* will change the status of the underlying requisitions (asset, labor, funding) to *On-hold*.

3 In the dialog box, specify the project and, optionally, enter any comments about the change.

4 Click **OK**.

---

## Moving Projects

This task enables you to move a selected project from one version to another. For example, from Working to Final. The selected project (or projects) will be deleted from the source version and moved to the destination version.

For example, projects with a status of On-hold or Unapproved could be moved out of the Working version so that the entity-level financials will reflect only those projects that are Proposed or Approved.

**Note:** This task can only be performed by users who have the rights to move a project.

➢ To move a project:

1 **Open the New Project Proposals form.**
   
   See “Entering New Project Details” on page 91.

2 **Right-click the form and select Move Projects.**

3 **In Move Projects, specify or select the values that are applicable for your project:**
   
   • **Enter Projects**—Select the project or projects.

   **Note:** You can move multiple projects at once.

   • **Enter Version**—Select the source version. In other words, select the version from which you want to move.

   • **Destination Version**—Select the destination version. In other words, select the version to which you want to move.

4 **Click OK.**
Reconciling a Project

Reconciling a project moves the new project to an existing project. The data for the source project is moved to an existing project in the same entity, and then the source project is deleted from the entity. After a project is assigned a true project number, the project data is moved from the temporary project; for example, Contract Project 1, to the existing project number.

To reconcile a project:

1. Open the New Project Proposals form.
   
   See “Entering New Project Details” on page 91.

2. Right-click the form and select one of the following options:
   
   - Reconcile Capital Project
   - Reconcile Contract Project
   - Reconcile Indirect Project

3. In Reconcile Project, specify or select the settings that are applicable for your project:
   
   - Source New Project—Select the new project.
   - Destination Existing Project—Select the existing project.

4. Click OK.

Performing Expense Planning

This task list guides you through the process of providing details about the expense components of a project. Project expenses include labor resources, equipment, materials, and any overheads.

Adding Labor

This task list enables the project manager to adjust the labor assignments. You can increase or decrease labor hours, add more resources to the project, change the assignment time frame, and so on. Changes made here are reflected in the revised Total Labor Expense for the project.

To add labor resources to a project:

1. Navigate to one of the new project proposal task lists.
   
   See “Viewing the New Project Proposal Task Lists” on page 90.

2. Expand Expense Planning, and then expand Add Labor.

3. Launch the Add Labor task.
4 Review the **Labor Assignment Details** form.

For form element definitions, see the **Glossary**.

5 From the form, you can use the shortcut menus to add and remove labor assignments, calculate project labor, change labor assignments, view the standard hourly cost, and remove an employee assignment.

- See “Adding a Labor Assignment” on page 96.
- See “Removing a Labor Assignment” on page 98.
- See “Calculating Labor Expense” on page 100.
- See “Changing Assignments” on page 98.
- See “Removing Employee Assignments” on page 99.

**Adding a Labor Assignment**

This task adds a labor assignment to a project.

➤ To add a labor assignment to a new project:

1 Open the **Labor Assignment Details** composite form.

   See “Adding Labor” on page 95.

2 Right-click the form and select **Add Labor Assignment**.

3 In **Add Labor Resource**, specify or select the values that are applicable for your project:

   - **Select Job**—Select the type of job required for the project from a predefined list of jobs. The Job dimension can be customized. See “Job” on page 21.

   - **Enter Headcount**—Enter the number of resources needed to accomplish the work. If more than 1 is entered, the hours are calculated. \((HC \times \text{Labor Hours})\)

   - **Enter Skill Sets**—Select the skills needed to perform the job from a predefined list of skills. This field is informational and does not impact the labor calculations. You can customize this field by adding new members to the Smart List. Adding additional values to the Smart List will not impact the business rules.

   - **Assign for Project Duration (Y/N)**—The default is **Yes**. Select **Yes** if the resource will be assigned for the duration of the project. If **Yes** is selected, you do not need to enter the assignment start and end dates. The rule will automatically take the project start and end dates. Select **No** if the resource will not be assigned for the duration of the project. If **No** is selected, you must enter the assignment start and end dates for the resource. If a resource is used sporadically, enter the resource start and end dates for the first period of the project to add the resource line item to the form. Then expand the year on the form to add additional hours for the resource by period.

   - **Assignment Start Date/Assignment End Date**—If the resource will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the resource will be assigned for the duration of the project.
**Note:** The assignment start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.

- **Allocation Percentage**—For Capital and Indirect projects only, enter the percentage of time a labor resource is allocated to a project. The Allocation Percentage drives the labor expense of that resource to a project.

- **Enter Labor Hours per Headcount**—For Capital and Indirect projects only, if requesting more than one headcount, enter the number of hours per headcount for the calculation. \((\# \text{ of HC} \times \# \text{ of Hrs per HC} = \text{Total Hrs})\)

**Note:** Enter either Allocation Percentage or Labor Hours per Headcount. If Allocation Percentage is entered, then Labor Hours per headcount will be calculated based on Workforce global assumptions. Similarly, if Labor Hours per Headcount is entered, then Allocation Percentage will be automatically calculated.

- **Onsite Labor Hours**—For Contract projects only, enter the number of hours the resource will perform project work onsite. Onsite labor hours is used in the Contract revenue calculation.

- **Offsite Labor Hours**—For Contract projects only, enter the number of hours the resource will work on the project. Offsite labor hours is used in the Contract revenue calculation.

- **Non-Billable Hours**—For Contract projects only, enter the number of labor hours that needs to be included on the project but cannot be billed to the customer. Non-billable hours is used in the labor expense calculation, but is excluded from the Contract revenue calculation.

- **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
  - **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
  - **EvenlySplit**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

**Note:** If the start and end dates are not completed, the Spreading Logic will use the full project duration to populate the months appropriately.

- **Comments**—Optional field to enter comments about the labor assignment.

**Note:** For Contract projects, the project billing level is unspecified by default. Update it to correct the billing level, if required. This is used for calculating revenue.

4 **Click OK.**
Removing a Labor Assignment

Use this rule to remove a labor resource that is no longer required on the project or to remove a labor assignment that was added by mistake.

To remove labor assignment from a new project:

1. Open the Labor Assignment Details composite form.
   See “Adding Labor” on page 95.
2. From the form, right-click the labor assignment you want removed.
3. Select Remove Labor Assignment.

Changing Assignments

This rule enables you to make changes to a labor assignment. You can extend or shorten the labor assignment, change the headcount, or change the number of hours assigned to the project. The spreading logic field indicates how to apply the changes.

To change labor assignments for a new project:

1. Open the Labor Assignment Details form.
   See “Adding Labor” on page 95.
2. From the Labor Requisitions form, right-click and select Change Assignment.
3. In Change Assignment, specify or select the values that are applicable for your project:
   
   - **Change Assignment Start Date/Change Assignment End Date**—Enter the starting and ending dates of the assignment.
   
   - **Enter Headcount**—Enter the number of resources needed to accomplish the work. If more than 1 is entered, the hours are calculated. (HC \( \times \) Labor Hours)
   
   - **Allocation Percentage**—For Capital and Indirect projects, enter the percentage of time a labor resource is allocated to a project. The Allocation Percentage drives the labor expense of that resource to a project.
   
   - **Enter Labor Hours per Headcount**—For Capital and Indirect projects, if requesting more than one headcount, enter the number of hours per headcount for the calculation. (\( \# \) of HC \( \times \) \# of Hrs per HC = Total Hours)

   **Note:** Enter either Allocation Percentage or Labor Hours per Headcount. If Allocation Percentage is entered, then Labor Hours per headcount will be calculated based on Workforce global assumptions. Similarly, if Labor Hours per Headcount is entered, then Allocation Percentage will be automatically calculated.

   - **Onsite Labor Hours**—For Contract projects only, enter the number of hours the resource will perform project work onsite. Onsite labor hours is used in the Contract revenue calculation.
Offsite Labor Hours—For Contract projects only, enter the number of hours the resource will work on the project. Offsite labor hours is used in the Contract revenue calculation.

Non-Billable Hours—For Contract projects only, enter the number of labor hours that needs to be included on the project but cannot be billed to the customer. Non-billable hours is used in the labor expense calculation, but is excluded from the Contract revenue calculation.

Spreading Logic—Specify how to apply the changes:

- Fill (Overwrite Existing Values)—Select to completely overwrite the hours and the time frame that were previously entered for the labor assignment.

- Fill (Retain Existing Values)—Select to keep the assignment hours previously entered intact. If there is an existing value in any month, then the data for that month will be retained. For months with missing data, the value that is entered will be considered.

- EvenlySplit (Overwrite Existing Values)—Select to divide the assignment hours evenly over the labor assignment duration and to overwrite the values previously entered.

4 Click OK.

Viewing Standard Hourly Rates

This task enables the user to view the standard hourly rates used in labor calculations. The standards are set by the administrator.

To view the standard hourly labor rates:

1 Open the Labor Assignment Details composite form.
   See “Adding Labor” on page 95.

2 Right-click the form and select View Standard Hourly Cost.

3 In the 9.13 View Standard Hrly Labor Rates form, review the labor rates.

Removing Employee Assignments

Use this rule to remove an employee assignment.

To remove employee assignments:

1 Open the Labor Assignment Details composite form.
   See “Adding Labor” on page 95.

2 From the Assigned Employees form, right-click the employee assignment you want removed.

3 Select Remove Employee Assignment.
Calculating Labor Expense

Calculating project labor is a critical step for costing the project. After completing the Assign Labor Resources task, you must launch the business rule that calculates labor expenses.

$$\text{Hours per month} \times \text{Standard Hourly Rates of Labor} = \text{Project Labor}$$

To calculate labor for new projects:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning, and then expand Add Labor.
3. Launch the Calculate Labor Expenses task.
4. Launch one of the following business rules:
   - For Contract projects: CalculateProjectLaborExpenses-Contract
   - For Capital and Indirect projects: CalculateProjectLaborExpenses-Other

Reviewing Labor Expense

The form for this task summarizes all the labor resource requests and their financial impact on projects.

To review the labor expense:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning, then expand Add Labor.
3. Launch the Review Labor Expense task.
4. Review the 6.05 Project Labor Detail form.
   For form element definitions, see the Glossary.

Adding Equipment

This task enables the project manager to request use of equipment for a project based on project requirements. It enables project managers to plan for related project expenses and to update assumptions around use of the equipment. For example, project managers can increase, decrease, or remove equipment hours. The equipment cost to the project is based upon the standard rates for equipment.

Adding Equipment

This task enables you to specify the equipment requirements for the project.
To assign project equipment:

1. Navigate to one of the new project proposal task lists. See “Viewing the New Project Proposal Task Lists” on page 90.

2. Expand Expense Planning, and then expand Add Equipment.

3. Launch the Add Equipment task.

4. Review the Add Equipment form.
   For form element definitions, see the Glossary.

5. From the form, you can use the shortcut menu to add, remove, and change equipment requisitions, calculate equipment expenses, and view standard equipment rates.
   - See “Adding Equipment Requisitions” on page 101.
   - See “Removing Equipment Requisitions” on page 102.
   - See “Changing Equipment Requisitions” on page 102.
   - See “Calculating Equipment Expenses” on page 104.
   - See “Viewing Standard Equipment Rates” on page 103.

Adding Equipment Requisitions
This task enables you to add an equipment requisition to your project

To add equipment to a new project:

1. Open the Add Equipment form. See “Adding Equipment” on page 100.

2. Right-click the form and select Add Equipment Requisition.

3. In the Add Equipment Requisition window, specify or select the settings that are applicable for your project:
   - **Standard Equipment**—Select the equipment needed for the project from a predefined list of equipment.
   - **Equipment Description**—Optional field to provide details about equipment specifications and so on.
   - **Equipment Units**—Enter the number of equipment units needed for the project. For example, if two cranes are needed for 200 hours per month, enter 2 in this field and 200 in the Equipment Usage/Unit field.
   - **Equipment Usage/Unit**—Enter the number of hours per equipment unit for the calculation. This is optional and you need only enter usage per unit if it is required for the project. For example, if three laptops are needed per month, enter 3 in the Equipment Units field and leave this field blank.
   - **Assign for Project Duration (Y/N)**—The default is Yes. Select Yes if the equipment will be assigned for the duration of the project. If Yes is selected, you do not need to enter the assignment start and end dates. The rule will automatically take the project start and
end dates. Select No if the equipment will not be assigned for the duration of the project. If No is selected, you must enter the assignment start and end dates for the equipment. If the equipment is used sporadically, enter the equipment start and end dates for the first period of the project to add the resource line item to the form. Then expand the year on the form to add additional hours for the equipment by period.

- **Assignment Start Date/Assignment End Date**—If the equipment will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the equipment will be assigned for the duration of the project.

  **Note:** The assignment start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.

- **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
  - **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
  - **EvenlySplit**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

  **Note:** If the start and end dates are not completed, the Spreading Logic will use the full project duration to populate the months appropriately.

- **Justification**—Provide a reason why the equipment is needed.

4 Click OK.

### Removing Equipment Requisitions

Use this rule to remove an equipment requisition that is no longer required on the project or to remove an equipment requisition that was added by mistake.

- To remove equipment from a new project:
  1 **Open the Add Equipment form.**
     See “Adding Equipment” on page 100.
  2 From the form, right-click the equipment requisition you want removed.
  3 Select Remove Equipment Requisition.

### Changing Equipment Requisitions

This rule enables you to make changes to an equipment assignment. You can extend or shorten the assignment, or change the equipment units assigned to the project.
To change equipment requisitions for a project:

1. Open the Add Equipment form.
   
   See “Adding Equipment” on page 100.

2. Right-click the equipment you want to change and select Change Equipment Requisition.

3. In the Change Equipment Requisition window, specify or select the settings that are applicable for your project:
   
   - **Change Assignment Start Date/Change Assignment End Date**—Enter the new assignment start and end dates for the equipment requisition.
   
   **Note:** The assignment start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.
   
   - **Equipment Units**—Enter the number of equipment units needed for the project. For example, if two cranes are needed for 200 hours per month, enter 2 in this field and 200 in the Equipment Usage/Unit field.
   
   - **Equipment Usage/Unit**—Enter the number of hours per equipment unit for the calculation. This is optional and you need only enter usage per unit if it is required for the project. For example, if three laptops are needed per month, enter 3 in the Equipment Units field and leave this field blank.
   
   - **Spreading Logic**—Select the logic that determines how values are distributed in a grid:
     
     - **Fill (Overwrite Existing Values)**—Select to completely overwrite the hours and the time frame that were previously entered for the equipment assignment.
     
     - **Fill (Retain Existing Values)**—Select to keep the assignment hours previously entered intact. If there is an existing value in any month, then the data for that month will be retained. For months with missing data, the value that is entered will be considered.
     
     - **EvenlySplit (Overwrite Existing Values)**—Select to divide the assignment hours evenly over the equipment assignment duration and to overwrite the values previously entered.

4. Click OK.

**Viewing Standard Equipment Rates**

This task enables you to view the standard equipment rates used in equipment calculations. The standards are set by the administrator.

To view standard equipment rates:

1. Open the Add Equipment form.
   
   See “Adding Equipment” on page 100.

2. Right-click the form and select View Standard Equipment Rate.
In the 9.05 View Standard Rates for Equipment form, review the equipment rates.

For form element definitions, see the Glossary.

**Removing Equipment Assignments**

Use this rule to remove an equipment assignment that is no longer required on the project or to remove an equipment assignment that was added by mistake.

To remove equipment assignments:

1. Open the Add Equipment form.
   
   See “Adding Equipment” on page 100.
2. From the Assigned Equipments form, right-click the equipment assignment you want removed.
3. Select Remove Equipment Assignment.

**Calculating Equipment Expenses**

After equipment requisitions have been entered or modified, the calculation derives the project expenses for equipment usage based on equipment units and standard equipment rates. When the calculation is executed it determines the cost for all equipment assigned to the project for the duration of the project

\[
\text{Equipment Usage} \times \text{Equipment Standard Rate} = \text{Equipment Expense}
\]

If there is no Equipment Usage, then Equipment Units will be used instead and Equipment Expense will be calculated as follows:

\[
\text{Equipment Units} \times \text{Equipment Standard Rate} = \text{Equipment Expense}
\]

To calculate project equipment expenses:

1. Navigate to one of the new project proposal task lists.
   
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning, and then expand Add Equipment.
3. Launch the Calculate Equipment Expense task.
4. Launch the CalculateProjectAssetExpenses business rule.

**Reviewing Equipment Expenses**

Review expenses for the assigned equipment for a project. To make adjustments, return to the Add Equipment task, change the assignments, and recalculate. See “Adding Equipment” on page 100.

To review project equipment expenses:

1. Navigate to one of the new project proposal task lists.
Adding Material and Other Resources

This task list associates materials, subcontractors, and other resources of expense requests to projects and enables you to plan for related project expenses.

Adding Material and Other Resources

This task adds materials, subcontractors, and other resources for project expenses.

To add material and other resources to a project:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning, and then expand Add Equipment.
3. Launch the Review Equipment Expenses task.
4. Review the 5.09 Project Expense for Equipment - Detail form.
   For form element definitions, see the Glossary.

5. From the form, you can use the shortcut menu to add and remove material and other requirements, and calculate material and other resources.
   a. See “Adding Material and Other Requirements to a Project” on page 105.
   b. See “Removing Material and Other Requirements” on page 106.
   c. See “Calculating Material and Other Expenses” on page 107.
• **Resource Descriptions**—Optional field to provide details about the resource being added.

• **Resource Class**—Select from the following predefined resource classes: **Material**, **Subcontractor**, and **Other**.

• **Assign for Project Duration (Y/N)**—The default is **Yes**. Select **Yes** if the resource will be assigned for the duration of the project. If **Yes** is selected, you do not need to enter the requirement start and end dates. The rule will automatically take the project start and end dates. Select **No** if the resource will not be assigned for the duration of the project. If **No** is selected, you must enter the requirement start and end dates for the resource. If the resource is used sporadically, enter the requirement start and end dates for the first period of the project to add the resource line item to the form. Then expand the year on the form to add additional units for the resource by period.

• **Requirement Start Date/Requirement End Date**—If the requirement will not be assigned for the project duration, enter the start and end dates. If the start and end dates are not completed, the rule assumes the requirement will be assigned for the duration of the project.

  **Note:**  The requirement start and end dates must occur within the project start and end dates. Assignments cannot start before the project start date nor can they end after the project end date.

• **Spread Logic**—Select the logic that determines how values are distributed in a grid:

  o **Fill**—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.

  o **EvenlySplit**—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.

• **Units Required**—Enter the number of units required for the material or other expense.

• **Cost UOM**—Select from a predefined list the unit of measure for the cost.

• **Cost/Unit**—Enter the cost per unit for the material and other expense. The materials and other expense calculation will be based on **Units Required × Cost/Unit**.

4 Click **OK**.

### Removing Material and Other Requirements

Use this rule to remove requirements that are no longer required on the project or to remove a requirement that was added by mistake.

➢ To remove material and other requirements from a project:

1 **Open the 1.06 Material and Other Requirement form.**

   See “Adding Material and Other Resources” on page 105.
2. From the form, right-click the requirement you want to remove.
3. Select Remove Material and Other Requirements.

**Calculating Material and Other Expenses**

This task calculates the expenses for materials and other expenses. This calculation multiplies the number of units entered by the cost per unit on a monthly basis for the duration of the project.

- To calculate material and other expenses for a project:
  1. Navigate to one of the new project proposal task lists.
     - See “Viewing the New Project Proposal Task Lists” on page 90.
  2. Expand Expense Planning, and then expand Add Material & Other Resources.
  3. Launch the Calculate Material & Other Expenses task.
  4. Launch the CalculateMaterialExpenses_Ruleset business rule.
  5. In CalculateMaterialExpenses_Ruleset, specify or select the settings that are applicable for your project.
     - For runtime prompt element definitions, see the Glossary.
  6. Click Launch.

**Reviewing Material and Other Expenses**

The form for this task summarizes the total material and other expenses associated with a project so you can determine the financial impact.

- To review material and other expenses for a project:
  1. Navigate to one of the new project proposal task lists.
     - See “Viewing the New Project Proposal Task Lists” on page 90.
  2. Expand Expense Planning, and then expand Add Material & Other Resources.
  3. Launch the Review Material & Other Expenses task.
  4. Review the 4.51 Total Material and Other Expenses form.
     - For form element definitions, see the Glossary.

**Entering Direct Project Expenses**

This task enables you to enter lump sum amounts for expenses that do not have any logic defined to arrive at the values. Project Financial Planning provides two methods for getting project data into the application. One method enables you to do detailed planning that uses rules to add data. The other method enables you to import data from a source system and then Project Financial Planning is used to consolidate the projects.
To enter direct expenses for a project:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning.
3. Launch the Enter Direct Project Expenses task.
4. Review and update the Enter Direct Project Expenses form.
   For form element definitions, see the Glossary.

**Applying Overheads**

This task calculates the overheads for a project. Overheads are expenses that are necessary for the performance of a job or continued functioning of the business but cannot be specifically attributed to a project. This rule applies the overheads, both indirect expenses and general and administrative expenses, to the projects to arrive at a fully-loaded cost of the project.

To apply overheads to a new project:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning.
3. Launch the Apply Overheads task.
4. Launch the CalculateOverheads business rule.
5. In CalculateOverheads, specify or select the settings that are applicable for your project.
   For runtime prompt element definitions, see the Glossary.
6. Click Launch.

**Reviewing Indirect and General and Administrative Allocated Expenses**

This task enables you to see the drivers and the associated costs for each overhead line item that is applied to your project.

To review indirect and general and administrative allocated expenses:

1. Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Expense Planning.
3. Launch the Review Indirect and G&A Allocated Expenses task.
For form element definitions, see the Glossary.

**Reviewing Total Expenses**

After all expenses have been planned and associated overheads applied, use this form to review the expenses for a project.

➢ To review project expenses:

1. **Navigate to one of the new project proposal task lists.**
   
   See “Viewing the New Project Proposal Task Lists” on page 90.

2. **Expand Expense Planning.**

3. **Launch the Review Total Expenses task.**

4. **Review the 4.50 Review Project Expense form.**

   The **4.50 Review Project Expense** form comprises all the different pieces of Expense planning done by the project manager and displays the total expenses for the project. For form element definitions, see the Glossary.

**Performing Revenue Planning (Contract Projects Only)**

This task list enables you to review the revenue generated by the project from various sources:

- Cost Plus
- Time and Materials
- Fixed Price
- Direct Revenue (revenue that is directly entered into the application)

**Note:** Revenue planning applies to projects classified as Contract projects. Project Financial Planning will not calculate revenue for Indirect or Capital projects. If these projects need to generate revenue, you must reclassify the project.

**Entering Revenue Drivers - Cost Plus**

For Cost Plus contracts, the **Enter Revenue Drivers - Cost Plus** composite form provides the contractual arrangement for the project. The form enables you to view the Cost Plus revenue assumptions and the revenue recognition for a project.

The Cost Plus margin % can be defined at the detail level (labor, equipment, materials, and other) or for total expenses. If the revenue definition is based on total expenses, Project Financial Planning will not allow you to build your assumptions at the detail level. The margin can be defined on a monthly basis, if needed. Expand the columns to override the margin % for a period.

The Cost Plus driver is defined for the duration of the project. You can review the revenue generated in the lower half of the composite form.
For more information about revenue recognition, see the Glossary.

To enter revenue drivers for Cost Plus Contract projects:

1. Navigate to the Propose New Contract Projects task list.  
   See “Viewing the New Project Proposal Task Lists” on page 90.

2. Expand Revenue Planning.

3. Launch the Enter Revenue Drivers - Cost Plus task.

4. Review the Enter Revenue Drivers - Cost Plus composite form.
   For form element definitions, see the Glossary.

5. From the form, you can use the shortcut menus to add and remove revenue assumptions, calculate Cost Plus revenue, and calculate intercompany revenue.
   - See “Adding Revenue Assumptions” on page 110.
   - See “Removing Revenue Assumptions” on page 111.
   - See “Calculating Cost Plus Revenue” on page 111.
   - See “Calculating Cost Plus Intercompany Revenue” on page 111.

Adding Revenue Assumptions

This task helps you add Cost Plus revenue assumptions.

**Note:** If the Cost Plus revenue was set to Total Expenses, Project Financial Planning does not allow you to also build assumptions at the detail level (for labor, equipment, and materials). To change the manner in which revenue is earned, you must first change the driver from Total Expense to a detail line item, then you can add detail line items.

To add revenue assumptions:

1. Open the Enter Revenue Drivers - Cost Plus composite form.

2. From the form, right-click and select Add Revenue Assumptions.

3. In Add Revenue Assumptions, specify or select the settings that are applicable for your project:
   - **Cost Plus Driver**—Select the expense base to which the margin will be applied. The margin can be set to Labor Expenses, Material Expenses, or Equipment Expenses or it can be applied in total to Total Expenses.
   - **Revenue Source Description**—Option field to add a description for the revenue source.
   - **Cost Plus Margin %**—Enter the Margin % or mark up that will be applied to expenses.

4. Click OK.
Removing Revenue Assumptions

Use this rule to remove revenue assumptions that are no longer required on the project or to remove an assumption that was added by mistake.

➤ To remove revenue assumptions:

1. **Open the Enter Revenue Drivers - Cost Plus composite form.**
   

2. From the form, right-click the revenue element you want to remove.

3. **Select Remove Revenue Assumptions.**

Calculating Cost Plus Revenue

This task calculates project revenue based on the assumptions provided. The revenue will either be calculated from the details (labor, equipment, and materials) or from the total expenses for the project duration.

For example, \( \text{Labor Expense} \times (1 + \text{Margin \%}) \) or \( \text{Total Expense} \times (1 + \text{Margin \%}) \) (for the project duration).

If a revenue assumption is not specified for a particular expense, it will be assumed at the cost (0% margin).

➤ To calculate Cost Plus revenue:

1. **Open the Enter Revenue Drivers - Cost Plus composite form.**
   

2. From the form, right-click and select **Calculate Revenue.**

3. **Click OK.**

Calculating Cost Plus Intercompany Revenue

This task calculates intercompany revenue for projects where the organization is a service provider. It records the revenue to the service provider based on a cost plus margin. The cost plus margin percentage should be entered in the same manner as described in “Calculating Cost Plus Revenue” on page 111, however you must run this calculation to derive the revenue.

➤ To calculate Cost Plus intercompany revenue:

1. **Open the Enter Revenue Drivers - Cost Plus composite form.**
   

2. From the form, right-click and select **Calculate Inter Company Revenue.**

3. **Click OK.**
Entering Revenue Drivers - Time and Materials

For Time and Material contracts, the Enter Revenue Drivers - Time and Material form provides the contractual arrangement for the project. Project Financial Planning helps you build revenue assumptions for labor, equipment, and materials. You can enter the billing rates at the project level or they can be derived from company assumptions. Billing rates can be defined at the resource level (that is, at the employee or equipment level). Labor revenue is based on the billing level of the employee. Each labor resource has an associated billing level; you can override the assigned billing level on a monthly basis, if necessary. Billing rates for the project are defined on a monthly/yearly basis for the duration of the project.

To enter revenue drivers for Time and Material Contract projects:

2. Expand Revenue Planning.
3. Launch the Enter Revenue Drivers - Time and Materials task.
4. Review the Enter Revenue Drivers - Time and Materials composite form. For form element definitions, see the Glossary.
5. From the tabbed area of the composite form, you can use the shortcut menus to view standard hourly rates, copy the base billing rate, calculate labor, material, and equipment revenue, and calculate total project revenue.
   - See “Viewing Standard Hourly Rates” on page 112.
   - See “Copying the Base Billing Rate” on page 113.
   - See “Calculating Labor Revenue” on page 113.
   - See “Calculating Material Revenue” on page 113.
   - See “Calculating Equipment Revenue” on page 113.
   - See “Calculating Total Project Revenue” on page 114.

Viewing Standard Hourly Rates

The 9.13 Enter Standard Hourly Labor Rates form enables you to view the standard hourly rates that were set by the administrator. It displays the costs by job level that were used in the labor calculation. This is an informational task since you cannot override or change the labor rates that are displayed in this form.

To view standard hourly labor rates:

1. Open the Enter Revenue Drivers - Time and Materials composite form. See “Entering Revenue Drivers - Time and Materials” on page 112.
Copying the Base Billing Rate

Standard billing rates are set by entity. To use these default rates in the labor revenue calculation, you must perform this task to copy the default rates to the project. Alternatively, you can set the billing rates for the project.

To copy the base billing rates:
1. Open the **Enter Revenue Drivers - Time and Materials** composite form.
   - See “Entering Revenue Drivers - Time and Materials” on page 112.
2. From the **Set Project Billing Rate** form, right-click and select **Copy Base Billing Rate**.
3. Click **OK**.

Calculating Labor Revenue

This task calculates the labor revenue. Labor revenue is calculated by multiplying labor hours per resource per month with Billing Rate per month \(( \text{Labor Hours} \times \text{Billing Rate} )\).

To calculate labor revenue:
1. Open the **Enter Revenue Drivers - Time and Materials** composite form.
   - See “Entering Revenue Drivers - Time and Materials” on page 112.
2. From the **Employee Billing Detail** form or the **Set Project Billing Rate** form, right-click and select **Calculate Labor Revenue**.
3. Click **OK**.

Calculating Material Revenue

This task calculates the material revenue. Material revenue is calculated by multiplying the Material Units \(\times\) Billing Rate per Material.

To calculate material revenue:
1. Open the **Enter Revenue Drivers - Time and Materials** composite form.
   - See “Entering Revenue Drivers - Time and Materials” on page 112.
2. From the **Billing - Material and Other Resources** form, right-click and select **Calculate Material Revenue**.
3. Click **OK**.

Calculating Equipment Revenue

This task calculates the equipment revenue. Equipment revenue is calculated by multiplying the Equipment Usage (or Equipment Units if an Equipment Usage value is not used) \(( \text{Equipment Usage} \times \text{Equipment Billing Rate} )\).
To calculate equipment revenue:

1. Open the Enter Revenue Drivers - Time and Materials composite form.
   See “Entering Revenue Drivers - Time and Materials” on page 112.
2. From the Billing - Equipments form, right-click and select Calculate Equipment Revenue.
3. Click OK.

Calculating Total Project Revenue

This task calculates the revenue for the following sources: Labor, Material, and Equipment. You can either calculate each type of revenue individually or you can calculate all of the sources at once.

To calculate the total project revenue:

1. Open the Enter Revenue Drivers - Time and Materials composite form.
   See “Entering Revenue Drivers - Time and Materials” on page 112.
2. From the tabbed area of the form, right-click and select Calculate Total Project Revenue.
3. Click OK.

Entering Revenue Drivers: Unit Price

For Contract projects, the Review and Update Revenue Drivers - Unit Price form helps you define the revenue assumptions for projects that earn revenue based on units sold and sales price per unit. Project managers can review, update, or add any additional revenue assumptions.

To enter revenue drivers for Unit Price Contract projects:

1. Navigate to the Propose New Contract Projects task list.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Revenue Planning.
3. Launch the Enter Revenue Drivers - Unit Price task.
4. Review the Enter Revenue Drivers - Unit Price composite form.
   For form element definitions, see the Glossary.
5. From the tabbed area of the form, you can use the shortcut menu to add and remove revenue assumptions and to calculate Unit Price revenue.
   - See “Adding Revenue Assumptions” on page 110.
   - See “Removing Revenue Assumptions” on page 111.
   - See “Calculating Unit Price Revenue” on page 116.
Adding Revenue Assumptions

This rule allows you to define the revenue assumptions earned on the contract. For the Unit Price method, you must define the sales units and the sales price per unit. Revenue for the contract is calculated as # of Units × Price.

To add revenue assumptions:

1. Open the Enter Revenue Drivers - Unit Price composite form.
   See “Entering Revenue Drivers: Unit Price” on page 114.
2. From the Unit-Price Revenue Assumptions form, right-click and select Add Revenue Assumptions.
3. In Add Revenue Assumptions, specify or select the values that are applicable for your project:
   - Revenue Source Type—Choose from the following options: Maintenance, Other Revenues and Gains, or Sales Revenue
   - Revenue Source Name—Enter the name of the revenue source to be added.
   - Revenue Source Description—Optional field to provide details about the revenue source being added.
   - Revenue UOM—Select from a predefined list the unit of measure for the revenue element.
   - Price/Unit—Enter the price per unit for the revenue element. The Unit Price revenue calculation will be based on Units Sold × Price/Unit.
   - Units Sold—Enter the number of units sold to the customer. Revenue is calculated based on Units Sold x Price/Unit.
   - Spread (Y/N)—Specify whether spread logic will be used.
   - Spreading Logic—Select the logic that determines how values are distributed in a grid:
     - Fill—Copies the value entered to all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200.
     - Evenly Split—Divides the value entered between all of the cells in a grid. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates.
     - Not Applicable—Select if the user will manually enter the units and the price per unit within the specific period.
   - Spread Start Date/Spread End Date—Optional. Enter the start and end dates for the spread logic. If spread start and end dates are not entered, the project start and end dates will be used instead.
4. Click OK.

Removing Revenue Assumptions

Use this rule to remove revenue assumptions that are no longer required on the project or to remove a revenue assumption that was added by mistake.
To remove revenue assumptions:

1. **Open the Enter Revenue Drivers - Unit Price composite form.**
   
   See “Entering Revenue Drivers: Unit Price” on page 114.

2. **From the Unit-Price Revenue Assumptions form, right-click the element you want to remove.**

3. **Select Remove Revenue Assumptions.**

### Calculating Unit Price Revenue

This task calculates the revenue for the project based on all of the assumptions defined. Revenue is calculated as $\text{Units Sold} \times \text{Price Per Unit}$. Revenue will be recognized in accordance with the revenue recognition defined under the contract terms.

To calculate Unit Price revenue:

1. **Open the Enter Revenue Drivers - Unit Price composite form.**
   
   See “Entering Revenue Drivers: Unit Price” on page 114.

2. **From the tabbed area of the form, right-click and select Calculate Revenue.**

3. **Click OK.**

### Entering Direct Project Revenue

Use the **Review and Update Direct Revenue** form to enter all other revenue that the project is anticipated to generate, but that is not covered in the other methodologies.

In addition, Project Financial Planning provides two methods for getting project data into the application. One method enables you to do detailed planning that uses rules to add data. The other method enables you to import data from a source system and then Project Financial Planning is used to consolidate the projects. If the import method is used, the project revenue is displayed in this form.

To view and enter direct revenue for Contract projects:

1. **Navigate to the Propose New Contract Projects task list.**
   
   See “Viewing the New Project Proposal Task Lists” on page 90.

2. **Expand Revenue Planning.**

3. **Launch the Enter Direct Project Revenue task.**

4. **Review the Review and Update Direct Revenue form.**
   
   For form element definitions, see the Glossary.
Reviewing Financials

After all revenue and expenses are entered and calculated, you can view the financial statements for a project. This is an important step that needs to occur before submitting the project for approval. You begin reviewing projects by calculating the financial statements. After they are calculated, you can review the project’s impact on the Cash Flow and Income Statement. You can then review the project KPIs, provide a detailed project justification, and review the project score so you can start analyzing the full financial outlook of the project and request funding.

Calculating Financial Statements

This step calculates the financial statements for a project. It calculates project cash flow, taxes, and KPIs and then comes up with a project score based on the financial impact. This calculation must be executed in order to view complete and correct data in financial statements.

To calculate financial statements:

1. Navigate to one of the new project proposal task lists.
   
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Review Financials.
3. Launch the Calculate Financial Statements task.
4. Launch the CalculateFinancialStatements business rule.
5. In CalculateFinancialStatements, specify or select the values that are applicable for your project.
   
   For runtime prompt element definitions, see the Glossary.
6. Click Launch.

Reviewing the Impact on Financial Statements

This step helps you review the impact on Cash Flow and Income Statements for the project using its expenses and revenues.

To review the project impact on financial statements:

1. Navigate to one of the new project proposal task lists.
   
   See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Review Financials.
   
   For form element definitions, see the Glossary.
5. From the tabbed area of the form, you can use the shortcut menu to calculate the project.
Reviewing Project KPIs (Contract Projects Only)

You can review the key performance indicators (KPIs) for Contract projects. Some KPIs are yearly and some are based on the life of the project. Review the project-level defaults for discount rate and tax rate that were defined in the entity and make necessary changes.

- To review the KPIs for a project:
  1. Navigate to the Propose New Contract Projects task list.
     See “Viewing the New Project Proposal Task Lists” on page 90.
  2. Expand Review Project Financials.
  3. Launch the Review Project KPIs task.
  4. Review the Review Project KPIs composite form.
     For form element definitions, see the Glossary.
  5. From the tabbed area of the form, you can use the shortcut menu to calculate project metrics and calculate the project.
     See “Calculating Project Metrics” on page 118.

Calculating Project Metrics

This rule calculates all the KPIs and yearly performance indicators for a project.

- To calculate project metrics:
  1. Open the Review Project KPIs composite form.
     See “Reviewing Project KPIs (Contract Projects Only)” on page 118.
  2. From the Yearly Performance Indicators form, right-click and select Calculate Project Metrics.
  3. Click OK.

Reviewing the Detailed Project Justification

The project manager can justify the project by providing responses to a list of predefined questions. Doing so helps the business unit head assign subjective scores to projects, which will then be used for project ranking. Additional questions can be added to the application. The Detailed Project Justification composite form also enables you to rate a project for the subjective score.

For more information about project scoring, see “Reviewing the Project Score” on page 81.

- To review the detailed justification for a project:
  1. Navigate to one of the new project proposal task lists.
     See “Viewing the New Project Proposal Task Lists” on page 90.
  2. Expand Review Financials.
3 Launch the Detailed Project Justification task.
4 Review the Additional Information - Project Justification form.
   For form element definitions, see the Glossary.

Reviewing the Project Score

Project scoring is a mechanism to track a project's performance against a predefined set of targets at the entity and project level and score projects based on subjective and financial factors. You can use these scores for ranking a project, analyzing the performance of the project with respect to other projects and with respect to the predefined set of limits. Financial scores depend on the financial metrics and factors of the project, which are based on financial planning. Subjective scores are based on qualitative factors and responses to some predefined questions and their assessment by the Entity Head. You can review project scores for individual projects and across projects.

To review the project score:
1 Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2 Expand Review Financials.
3 Launch the Review Project Score task.
4 Review the Review Project Score composite form.
   For form element definitions, see the Glossary.
5 From the form, you can use the shortcut menus to calculate the project score and calculate the project.

Reviewing Project Funding

Subtopics
- About Project Funding
- Process for Funding Projects
- Requesting Project Funding
- Reviewing Allocated Funds

About Project Funding

Projects require funding to offset the expenses they need to incur. Usually, projects require more funding at the start, because revenue streams come later in the project cycle. While some of the expense funding can be taken from project revenue, the rest of the expenses must be funded from other sources. The project manager must request funds from the Finance department and, after the funding requests are approved by the finance manager, funding allocation details can be reviewed.
Process for Funding Projects

After planning expenses for a project, the project manager can request funding. The project manager determines the funding required for the project and then creates funding requests. Project Financial Planning provides funding request forms and predefined business rules so the project manager can create the funding request. Once a request is created, it is submitted to a finance manager for approval. After a funding request is approved, the project can be assigned with the sources of funds, its cost-of-capital details, and time line of funding. This will help in calculating the cost of capital (interest expense) to be allocated for the project.

Requesting Project Funding

You can request project funding as needed through its lifecycle. Justification is required.

To request funding for a project:
1. Navigate to one of the new project proposal task lists. See “Viewing the New Project Proposal Task Lists” on page 90.
2. Expand Project Funding.
3. Launch the Request Project Funding task.
4. Complete the Request Project Funding composite form.
5. From the form, you can use the shortcut menus to add new fund requests, cancel fund requests, and calculate the project.
   - See “Adding New Fund Requests” on page 120.
   - See “Canceling Fund Requests” on page 121.

Adding New Fund Requests

This task enables you to request funds for a project. Enter the funding request amount for the periods where the project requires additional money to meet all the financial obligations of the project.

To add a new fund request:
1. Open the Request Project Funding composite form. See “Requesting Project Funding” on page 120.
2. From the Funding Requests form, right-click and select Add New Fund Request.
3. In Add New Fund Request, specify or select the settings that are applicable for your project:
   - Funding Request Type—Select the type of funding request:
     - Initial Request—Select if this is the initial funding request
     - Request for Change—Select if changing an existing request for funding
- **Off Specification**—Select if funding is due to an omission in the product or service being offered
- **Funding Comment**—Optional field to provide comments about the funding request.
- **Requested Amount**—Enter the amount of the funds you are requesting.
- **Month/Year**—For a lump sum requests, specify the month and year of the request. If funding is needed on a regular basis, enter a single month and year and then enter the additional months as needed.

4 Click OK.

**Canceling Fund Requests**

Use this task to cancel a previously entered funding request.

➢ To cancel a fund request:

1 Open the Request Project Funding composite form.
   See “Requesting Project Funding” on page 120.
2 Right-click the request you want to cancel on the Funding Requests form.
3 Select Cancel Fund Request.

**Reviewing Allocated Funds**

A project can be approved for the full amount of the funding requested, or just a portion can be funded. Additionally, if a company obtains outside financing for projects, you can review how those funds are allocated to each project. This task enables you to review the allocated funds and the sources of the funds, fund time lines, cost of funds, and repayment frequency for a project. Each finance round has different terms; for example, the interest rate, so each round of funding will impact the project differently.

➢ To review the allocated funds for a project:

1 Navigate to one of the new project proposal task lists.
   See “Viewing the New Project Proposal Task Lists” on page 90.
2 Expand Project Funding.
3 Launch the Review Allocated Funds task.
4 Review the Review Allocated Funds composite form.
   For form element definitions, see the Glossary.
5 From the Fund Requests form, you can use the shortcut menu to add or cancel a fund request.
   - See “Adding New Fund Requests” on page 120.
   - See “Canceling Fund Requests” on page 121.
Submitting the Plan for Approval

Once you have completed all of the tasks for the project and you have reviewed the financial statements and requested funding, you can promote your plan to another user for approval. To do this, go to the Submit Plan for Approval page, and start or promote the planning unit. After you promote a planning unit, its new owner can write to it (assuming the owner has write access), but you can no longer write to the planning unit. For information about promoting planning units, see Chapter 10, “Managing Planning Units” in the Oracle Hyperion Planning User’s Guide.
In Allocating Workforce Resources to Projects:

- Administering Workforce
- Planning Workforce
- Performing Workforce Analysis
About

Subtopics

- Workforce Assumptions
- Employee Dimension
- Job Dimension

All companies create plans to help prepare for the future, aligning their limited corporate resources—people and dollars—against the strategies that they believe best leverage their competitive market advantage. Through collaborative planning, departments coordinate and allocate the company’s finite resources. Companies that can best detect market opportunities and quickly realign their resources gain a competitive advantage. Employee compensation represents one of a company’s largest expenses and its most critical resource.

Workforce planning enables you to manage, prioritize, and plan for these resources, providing a comprehensive view of the resources across projects and facilitating efficient allocating and hiring decisions. Administering workforce expenses involves planning or forecasting employee compensation expenses, which includes:

- Loading the Job dimension. This dimension can be used for capturing all the positions in the organization.
- Loading the Employee dimension from the company’s HRMS
- Refreshing the application after making changes to synchronize the application with Essbase
- Loading employee data from the company’s HRMS
Setting and updating workforce compensation assumptions (also called Global Rates) that drive various expense calculations and include such elements as salary, health care expenses, merit increases, taxes, and default working days, hours, and standard hourly rates (based on Job) (see “Workforce Assumptions” on page 126 and “Setting Global Rates for Employees” on page 127)

Calculating and rolling up compensation by Entity, Scenario, Version, and Year to aggregate expense totals

For information on the roles and responsibilities for the various Project Financial Planning users, see “Project Financial Planning Roles” on page 26.

Workforce Assumptions

Workforce assumptions are used in calculations to derive compensation-related expenses. Workforce assumptions can be set by entity or at the ”No Entity” level (for default assumptions). If the assumptions are set for the entity then, they will be used for calculations; otherwise the assumptions set for the organization will be used.

The workforce resource assumptions include:

- Midpoint salary by grade, used in new hire salary calculations
- Employee benefits assumptions, which drive such calculations as health care costs, merit increases, and taxes
- Working hours and days, which drive hourly costs and labor hours calculations for employees
- Standard labor rates, which drive labor expense calculations

Employee Dimension

You can perform detailed employee planning in Project Financial Planning. The process involves uploading existing employees into Project Financial Planning, including the existing employee structure. Additionally, employee properties account members such as Grade or Salary should also be loaded into the application (see “Employee Template” on page 215). You can customize the Employee member properties as described in the Oracle Hyperion Planning Administrator’s Guide. For example, you can change the employee type, grade, FTE, status, and labor rates that drive calculations.

Job Dimension

You can perform high level employee planning in Project Financial Planning with the Job dimension. Ensure that all the positions present in the organization are present in Project Financial Planning as members of Job dimension. When importing the data for existing employees from the company’s HRMS, the data should be imported at the correct intersection of the Job and Employee.
Process

Oracle recommends that you update existing employee data (dimensions and data) before preparing financial plans, either Plan or Forecast. After you update the Employee dimension and refresh the application, you can execute employee compensation calculations to consolidate up-to-date employee compensation plans or forecasts.

Note: Project Financial Planning gives you the flexibility of planning full employee compensation or alternatively, simply planning for the labor expenses of projects. In this case, you work with labor requisitions, standard labor rates, and standard billing rates, and do not need to load or reconcile specific employee compensation information (that is, the Employee dimension, midpoint salary and the other detailed assumptions). You just load and manage standard billing rates and standard labor rates.

Workforce Administration Task List Tasks

1. Set global rates for employees, such as salary midpoints by grade, employee benefits assumptions, default working days and hours, and standard hourly rates.
   
   See “Setting Global Rates for Employees” on page 127.

2. Import employees and refresh the application.
   
   See “Importing Employees” on page 129.

3. Calculate employee compensation.
   
   See “Calculating Employee Compensation” on page 129.

Viewing the Workforce Administration Task List

To view the Workforce Administration task list:

1. Launch Project Financial Planning.
   
   See “Logging On and Accessing Project Financial Planning” on page 35.

2. Select View, then Task List, and then Task List.

3. Expand Workforce Administration.

4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Setting Global Rates for Employees

Global rates are used in various calculations to derive costs. These assumptions are often set at a high level and for certain assumptions, can be changed at a lower level. This task enables you to set midpoint salaries by grade, employee benefits assumptions, default working days and
To set global rates for the workforce:

1. Launch the Set Global Rates task under the Workforce Administration task list.
   
   See “Viewing the Workforce Administration Task List” on page 127.

2. Complete the Set Workforce Assumptions composite form.
   
   For form element definitions, see the Glossary.

Notes:

- The Set Mid Salary Compensation Assumptions form displays 13 predefined grade levels. For information on deleting or adding grade levels, see “Adding Grade Levels” on page 128.
- The data you enter on the Set Employee Benefits Assumptions form is used for driving such calculations as annual salary increases, merit increases, health care costs, and merit increases.
- The data you enter on the Set Default Working Days and Hrs form is used in Hourly Rate and Labor Hours calculations.
- The data you enter on the Enter Standard Hrly Labor Rates form are used in Labor Assignments to keep compensation for individual employees confidential. Standard Hourly Rates are used in calculating project labor expenses for Labor Requisitions: the Standard Hourly Rate multiplied by the Labor Hours equals the Project Labor Expense.
- On the Set Base Billing Rate form, you set the different billing rates for the project. To enable varying project billing rates for employee resources, the three levels allow you to set different billing rates for each level. (Note that you can add more levels, similar to “Adding Grade Levels” on page 128.) The data you enter on this form is used in labor revenue calculations: the number of Hours by Resource is multiplied by the Billing Rate of the Resource. (The Billing Level is assigned to each Resource assigned to the project on the Employee Billing Detail form.) See also “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.

### Adding Grade Levels

Project Financial Planning includes 13 predefined grade levels (Grade 1 through Grade 13), and you can delete levels or add grade levels to suit your company’s needs.

To add a grade level:

1. In the Grade Smart List, add a Smart List entry for the new grade level.

2. In the Account dimension, expand the Workforce Planning - Accounts member, the Assumption Input member, and then add the new grade under the Average Salary by Grade member.

   Project Financial Planning calculations will now include the new grade level.
If you added a grade level: For each new grade level you added, you must enter an alias into the CalcLogic alias table so that the calculations work automatically.

The CalcLogic alias syntax is: Grade –n, where n is the new level.

For instructions on working with Smart Lists, dimensions, and alias tables, see the Oracle Hyperion Planning Administrator’s Guide.

Importing Employees

You typically start workforce plans by loading existing employee data from your company’s source HRMS.

For more information, see:

- “Employee Dimension” on page 126
- Appendix A, “Templates”
- Oracle Hyperion Planning Administrator’s Guide

After updating employee information, you synchronize the application with Essbase by refreshing the application. For instructions, see the Oracle Hyperion Planning Administrator’s Guide.

Calculating Employee Compensation

To see the total compensation for an entity, you must run the Calculate Total Employee Compensation business rule, associated with the Calculate Compensation task. This business rule calculates employee compensation by entity, based on expense data. You can execute the Calculate Total Employee Compensation business rule either in a batch process after loading employee data from the source HRMS or after you plan resources for an entity.

To calculate employee compensation:

1. Launch the Calculate Compensation task under the Workforce Administration task list. See “Viewing the Workforce Administration Task List” on page 127.

2. Launch the Calculate Total Employee Compensation business rule.

3. In Calculate Total Employee Compensation, ensure values are selected for all elements. For runtime prompt element definitions, see the Glossary.

4. Click Launch.
About

Through workforce Planning, companies determine the employee resources needed to achieve their targets, assign existing employees to various positions, and plan for adding new employees. Companies must also gauge the various direct and indirect costs incurred by employees, such as health care and taxes. Workforce Planning calculates these expenses—both simple and complex—based on certain drivers. Driver-based planning runs key business assumptions through models, providing the insight to proactively manage the volatility of future financial performance. For example, performance drives bonus and merit increases, primary factors in determining total compensation. Workforce Planning allows actions such as transferring employees to another department, planning for their departure, and placing them on maternity leave or leave of absence.

Managers can model future headcount and related expenses, working with up-to-date information about workforce expenses. By planning compensation expenses in direct correlation to headcount, planners can effectively manage one of their largest variable expenses. When a material event occurs that causes a change in direction, planners have the flexibility to adapt rapidly, ensuring that plans are relevant and useful.

This section explains planning for employee-related expenses. To change employee status, planners click cells in forms and select items from Smart Lists or menus. They can also run business rules to modify employee records (for example, to transfer an employee to a different department). Employee properties are account members such as Grade or Salary.
members can have associated Smart Lists, and they may depend on another employee property. For example, the value in the FT/PT (full time/part time) Account member depends on the value entered in the FTE (full-time equivalent) account. You can customize the employee properties, for example, you can change the employee type, grade, FTE, status, and performance that drive calculations.

**Process**

When the relevant information on existing employees is loaded from the source HRMS system (see "Importing Employees" on page 129), the Employee dimension and its account properties are prepopulated in the Project Financial Planning application, and accurate resource expenses can be reviewed and calculated. Managers typically review the information on existing employees in their entity (that is, their department or cost center), verifying their salary, employee properties such as full time or part time, and other compensation assumptions, such as bonuses and merit increases. Managers then make adjustments as new events occur (for example, employees are hired, transferred, retired, and so on).

After verifying that the existing employee information for your entity is accurate, you can plan for new hires. To add newly hired employees to a department, you use the Add TBH Hourly or Add TBH Salary business rule.

**Workforce Planning Task List Tasks**

1. Manage existing employees, such as reviewing their status, applying salary adjustments, and calculating compensation.
   
   See “Updating Existing Employees” on page 133.

2. Add new hires.
   
   See “Adding New Hires” on page 137.

3. Calculate compensation.
   
   See “Calculating Compensation” on page 139.

4. Review total employee compensation.
   
   See “Reviewing Total Employee Compensation” on page 139.

5. Calculate future years compensation expense.
   
   See “Calculating Future Years Compensation” on page 140.

6. Review hourly costs.
   
   See “Reviewing Hourly Costs” on page 140.

7. Submit the plan for approval.
   
   See “Submitting the Plan for Approval” on page 141.
Viewing the Workforce Planning Task List

To view the Workforce Planning task list:

1. Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.
2. Select View, then Task List, and then Task List.
3. Expand Workforce Planning.
4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Updating Existing Employees

Subtopics

- Reviewing Existing Employees
- Changing Employee Status
- Reviewing and Updating Employee Compensation

The Existing Employees task list enables you to review existing employees, change employee status, review and update employee compensation, and calculate compensation.

Reviewing Existing Employees

This task enables you to review and update, for each employee in the entity, information such as salary, merit increases, and working hours. Here you ensure that employees are correctly assigned to cost centers and that the information that was loaded from the HRMS is correct. If the information is correct, then use this task to make such adjustments as salary increases.

To review existing employees:

1. Navigate to the Workforce Planning task list.
   See “Viewing the Workforce Planning Task List” on page 133.
2. Expand Existing Employees.
3. Launch the Review Existing Employees task.
4. Review the 1.01 Review Existing Employees form.

On this form, review and update such information as:

- Salary Basis (Annual or Hourly)
- Salary Rate
- Hours per Week
- Working Days
Employee Type (Regular, Contractor, Temporary, or None)
Grade level
*FTE (full-time equivalent)*
Full time or Part time
Pay Type (Exempt or Non-exempt)
Merit Month
Start Month
Tax Region
Health Plan
Performance
Override Merit Increase

For form element definitions, see the Glossary.

5 From the form, you can use the shortcut menu to change employee status, transfer employees, plan an employee's departure, calculate compensation, review the employee expense summary, and review employees' assignments.

- See “Changing Employee Status” on page 136.
- See “Transferring Employees” on page 134.
- See “Planning an Employee's Departure” on page 135.
- See “Calculating Compensation” on page 139.
- See “Reviewing and Updating Employee Compensation” on page 137.
- See “Reviewing Employee Project Assignment” on page 135.

Transferring Employees

Transferring an employee changes the department (or entity) against which their compensation expenses are calculated. Managers transfer employees using business rules. Depending on your business needs, employees can either be transferred in two steps, using the Transfer Out and Transfer In business rules, or in one step, using the Transfer business rule.

The two-step transfer process provides security; it ensures that a manager in Department A cannot see member data for Department B, without the appropriate access permissions. The owner of Department A should transfer out an employee during the same month that the owner of Department B transfers in the employee.

Planners can use a one-step transfer process if security is not an issue (that is, the planner has access permissions to both the source and target entities involved in the transfer). The Transfer business rule transfers employees out of one department and into another.

**Note:** You cannot transfer an employee who is assigned to a project.
To transfer employees:

1. Open the **1.01 Review Existing Employees** form or the **1.02 Change Existing Employee Status** form.
   
   See “Reviewing Existing Employees” on page 133 or “Changing Employee Status” on page 136.

2. From the form, right-click, select **Transfer Employees**, then select one of the following options:
   
   - Select **Transfer Out** to run the “Transfer Out” business rule which transfers the employee out of the current department.
   
   - Select **Transfer In** to run the “Transfer In” business rule which transfers the employee into the new department.
   
   - Select **Transfer** to run the Transfer business rule, which transfers the employee out of one department and into another in one step.

   For runtime prompt element definitions, see the Glossary.

3. Click **Transfer**.

After an employee is transferred out, employee data is not retained in the old department as of the transfer date. When the employee is transferred to the new department, the status is set to Active for that department, and the employee’s salary is calculated in the new department.

### Planning an Employee's Departure

Perform this task to plan the departure of an employee.

**Note:** You cannot plan a departure for an employee who is assigned to a project.

To plan the departure of an employee:

1. Open the **1.01 Review Existing Employees** form or the **1.02 Change Existing Employee Status** form.

   See “Reviewing Existing Employees” on page 133 or “Changing Employee Status” on page 136.

2. From the form, right-click, and then select **Plan Departure**.

3. In **Plan Departure**, specify or select the values that are applicable.

4. Click **OK**.

### Reviewing Employee Project Assignment

This task enables you to review the project and the percent allocated by month to which an existing employee is assigned.

To review the project for an employee:

1. Open the **1.01 Review Existing Employees** form or the **1.02 Change Existing Employee Status** form.
See “Reviewing Existing Employees” on page 133 or “Changing Employee Status” on page 136.

2 On the employee for whom you want to review the project assignment, right-click, and then select **Review Employee Project Assignment**.

3 Review the **5.05 Review Employee Assignments Details** form.

   For form element definitions, see the **Glossary**.

### Changing Employee Status

To change an employee’s status, managers select a new value for Action, such as Maternity or Disability.

- To change an employee's status:
  1. **Navigate to the Workforce Planning task list.**
     
     See “Viewing the Workforce Planning Task List” on page 133.
  2. **Expand Existing Employees.**
  3. **Launch the Change Employee Status task.**
  4. **Update the 1.02 Change Existing Employee Status form.**

     On the form, you can select from the following employee status options:

     - **Active**
     - **Disability**
     - **Leave of Absence**
     - **Maternity**
     - **On Sabbatical**

   **Note:** If you change an employee's status from **Active** to **Disability** or **On Sabbatical**, there is no affect on the salary calculation for that month. If you change the status to **Leave of Absence**, the salary is not calculated for that month. If you change the status to **Maternity**, then the salary is calculated as (Salary % - Maternity Leave) * (Original Salary), for the months in which the status is set to maternity. **Salary % - Maternity Leave** is set on the **Set Employee Benefits Assumptions** form. See “Setting Global Rates for Employees” on page 127.

5 From the form, you can use the shortcut menu to change employee status, transfer employees, plan an employee’s departure, calculate compensation, review the employee expense summary, and review the employee project assignment.

   - See “Transferring Employees” on page 134.
   - See “Planning an Employee’s Departure” on page 135.
   - See “Calculating Compensation” on page 139.
Reviewing and Updating Employee Compensation

This task enables you to review and update expenses such as salary, bonus percentage, and merit percentage costs by month for an existing employee.

To review expenses for an employee:

1. Navigate to the Workforce Planning task list.
   See “Viewing the Workforce Planning Task List” on page 133.
2. Expand Existing Employees.
3. Launch the Review and Update Employee Compensation task.
4. Review the 1.05 Employee Expenses Summary form.
   For form element definitions, see the Glossary.

Adding New Hires

When workforce demands exceed the number of available employees, managers can use this task to add a vacant job to be filled by an employee hired in the future.

To add new hires:

1. Launch the Add New Hires task under the Workforce Planning task list.
   See “Viewing the Workforce Planning Task List” on page 133.
2. Complete the Add New Hires composite form.
   For form element definitions, see the Glossary.
3. From the New Hire - Request form, you can use the shortcut menu to add and remove to-be-hired (TBH) requisitions, calculate compensation, and change requisition status.
   - See “Adding To-Be-Hired (TBH) Requisitions” on page 137.
   - See “Removing To-Be-Hired (TBH) Requisitions” on page 138.
   - See “Calculating Compensation” on page 139.
   - See “Changing Hiring Requisition Status” on page 139.

Adding To-Be-Hired (TBH) Requisitions

This task adds a vacant job to be filled by an employee hired in the future.
To add TBH requisitions:

1. Open the Add New Hires composite form.  
   See “Adding New Hires” on page 137.

2. From the New Hire - Request form, right-click and select Add To-be-hired, then select Salary or Hourly.

3. In Add To-be-hired, specify or select the settings that are applicable for the requisition:
   - Select Job—Select the type of job required for the project from a predefined list of jobs.
   - Employee Type—Select from Regular, Contractor, or Temporary.
   - Number of Requisitions—Enter the number of requisitions needed.
     A new row is created for each requisition.
   - FTE—Enter the full-time equivalent for the position. For example, an FTE of .5 means the position is for a half-time employee.
   - Year/Start Month—Specify the year and starting month of the requisition.
   - Grade—Specify the grade of the requisition.
   - Market Adjustment—Mid Point Salary Rates by Grade is used in calculating the compensation for new hires. When the Mid Point Salary is not enough to offer a prospective employee (perhaps because of geographic differences or a skill set is difficult to find), specifying a market adjustment value enables you to indicate how much over the Mid point Salary is needed to hire for a position.
   - Pay Type—Select Exempt or Non-exempt.
   - Health Plan—Select Individual, Individual+1, or Family.
   - Tax Region—Select USA or No Region.
   - Comments—Optional field to enter comments about the requisition.

4. Click Add.

Removing To-Be-Hired (TBH) Requisitions

Use this rule to remove a TBH requisition that is no longer required or to remove a TBH requisition that was added by mistake.

To remove TBH requisitions:

1. Open the Add New Hires composite form.  
   See “Adding New Hires” on page 137.

2. From the New Hire - Request form, right-click the requisition you want removed.

3. Select Remove To-be-hired.
Changing Hiring Requisition Status

Using the Change Requisition Status business rule, managers can adapt to organizational requirements by changing the status of Hiring Requisitions to Approve, Reject, Postpone, or Cancel. The hiring requisition status is set to New when a request is made. Once the requests are submitted for approval, the approving authority must change the status of individual requests before promoting the plan through the Approvals process.

To change the status of a Hiring Requisition:

1. Open the Add New Hires composite form.
   See “Adding New Hires” on page 137.
2. From the New Hire - Request form, right-click, and then select Change Requisition Status.
3. In Change Requisition Status, select the settings that apply:
   - Select Job—Select the job you are changing from a predefined list of jobs.
   - Hiring Requisitions—Select the hiring requisition number from a predefined list.
   - Enter Status—Select from the following options:
     - Approved—Select if the requisition is approved. The hiring manager can hire a new person for the organization.
     - Unapproved—Select if the requisition is rejected or not approved. The hiring manager cannot hire a new person for the organization.
     - On-hold—Select if the requisition is postponed or needs to be put on hold
     - Closed—Select if the requisition is completed or if the requisition is canceled
4. Click OK.

Calculating Compensation

This task calculates compensation for all employees, both new and existing, in an organization.

To calculate employee compensation:

1. Launch the Calculate Compensation task from the Workforce Planning task list.
   See “Viewing the Workforce Planning Task List” on page 133.
2. Launch the “Calculate Total Employee Compensation” business rule.
   For runtime prompt element definitions, see the Glossary.
3. Click Launch.

Reviewing Total Employee Compensation

This task enables managers to review employee compensation totals.
To review total employee compensation:

1. **Launch the Review Total Employee Compensation task under the Workforce Planning task list.**
   
   See “Viewing the Workforce Planning Task List” on page 133.

2. **Review the 4.12 Total Employee Compensation form.**
   
   For form element definitions, see the Glossary.

### Calculating Future Years Compensation

The Calculate Future Years Compensation task enables managers to determine compensation expenses for their organization for future years. You select the year on which to base compensation and predict future compensation. The calculation assumes a merit increase for each year that is entered in the Global Assumptions.

To calculate future years compensation:

1. **Launch the Calculate Future Years Compensation task under the Workforce Planning task list.**
   
   See “Viewing the Workforce Planning Task List” on page 133.

2. **Launch the “Calculate Future Year Compensation Expense” business rule.**

3. **In Calculate Future Year Compensation Expense, specify or select the settings that apply for your organization:**
   
   - **Department**—Select the entity for which to calculate future compensation.
   - **Scenario**—Select the Scenario member.
   - **Version**—Select the Version member.
   - **Select Base Year**—Select the year on which to base compensation.
   - **Select Future Year**—Select the last year on which to predict compensation. For example, if you select 2012 as the Base Year and 2015 as the Future Year, Project Financial Planning will predict compensation for years 2013, 2014, and 2015.
   - **Override Existing Data:**
     - **Yes**—Select if you want all compensation data that has been entered in the selected future years for an employee to be overwritten and recalculated.
     - **No**—Select if you do not want data that was specifically entered for an employee in the selected future years to be overwritten.

4. **Click Launch.**

### Reviewing Hourly Costs

This task enables you to review the hourly cost of all employees that are either loaded into Project Financial Planning or are calculated in the application. The hourly cost is calculated by dividing
Employee Compensation by the Working Hours per Year. You can then compare the hourly cost per employee to the Standard Hourly Rates.

To review hourly costs:

1. Launch the Review Hourly Costs task under the Workforce Planning task list.
   
   See “Viewing the Workforce Planning Task List” on page 133.

2. Review the 8.03 Employee Hourly Costs form.
   
   For form element definitions, see the Glossary.

### Submitting the Plan for Approval

Corporate planners, operational managers, or department managers prepare the workforce plans, sometimes including multiple scenarios. They submit them to senior financial and Human Resource managers for review and approval. A corporate planner typically consolidates the plan and prepares reports about the workforce. Companies can iterate plans, when necessary, to respond to changing conditions.

After planning your workforce requirements, submit the plan for approval using Planning’s approvals functionality. See Chapter 10, “Managing Planning Units” in the Oracle Hyperion Planning User’s Guide.
Performing Workforce Analysis

In This Chapter

About
Process
Workforce Analysis Task List Tasks
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Rolling Up Data
Viewing the Resource Manager Dashboard
Reviewing Utilization
Reviewing Labor Requests Across Projects
Staffing Projects
Requesting New Hires
Reviewing Total Compensation
Reviewing Employee Headcount and FTE

About

Workforce analysis helps resource managers review employee utilization, manage staffing requests, and plan for new hires.

Workforce analysis is an optional component within Project Financial Planning. If you perform detailed project assignment outside of Project Financial Planning, you can import the information.

Process

Project Financial Planning provides managers an overall view of their area of control by providing an interactive Performance Review form that displays their key metrics to help them understand their organization’s performance and identify issues. From there the resource manager can review in detail the utilization rates of employees to see how the department is performing against goals and to determine which resources are available to work on projects. The resource manager reviews all project requests for resources and determines how to staff projects. Resource managers can staff projects either by assigning existing employees to the project or by requesting new hires.
Workforce Analysis Task List Tasks

1. Roll up the data in the workforce planning cube.
   See “Rolling Up Data” on page 144.
2. View the Resource Manager Dashboard to view utilization trends, hiring plans, project staffing requests by FTE, and project staffing requests by labor hours.
   See “Viewing the Resource Manager Dashboard” on page 145.
3. Review the utilization of labor.
   See “Reviewing Utilization” on page 145.
   See “Reviewing Labor Requests Across Projects” on page 146.
5. Staff projects.
   See “Staffing Projects” on page 146.
6. Raise new hire requests.
   See “Requesting New Hires” on page 147.
7. Review total compensation.
   See “Reviewing Total Compensation” on page 149.
8. Review employee headcount and FTE.
   See “Reviewing Employee Headcount and FTE” on page 149.

Viewing the Workforce Analysis Task List

➤ To view the Workforce Analysis task list:

1. Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.
2. Select View, then Task List, and then Task List.
3. Expand Workforce Analysis.
4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Rolling Up Data

To see the consolidated workforce expenses, use the Rollup Data task.

➤ To roll up data:

1. Launch the Rollup Data task under the Workforce Analysis task list.
See “Viewing the Workforce Analysis Task List” on page 144.

2 Launch the "Rollup WFP Cube" business rule.
   For runtime prompt element definitions, see the Glossary.

3 Click Launch.

Viewing the Resource Manager Dashboard

The Resource Manager Dashboard task helps you manage resources across the organization by presenting key elements with which you can interact: utilization, hiring plans, and project staffing. Doing so helps you understand your organization’s performance and identify issues.

Components of the Resource Manager Dashboard:

- Utilization Trend
- Hiring Plan
- Project Staffing Request - FTE
- Project Staffing Request - Labor Hours

To view the Resource Manager dashboard:

1 Launch the Resource Manager Dashboard task under the Workforce Analysis task list.
   See “Viewing the Workforce Analysis Task List” on page 144.

2 Review the Resource Manager Dashboard.
   For form element definitions, see the Glossary.

Reviewing Utilization

This task helps you review employee utilization and employee assignments.

About employee utilization calculations:

- Utilization = Total Labor Hours / Working Hours
- Total Labor Hours: Sum of labor hours for an employee across all projects
- Working Hours: Available working hours for an employee
- If an employee is available, but is not involved in any project, then that employee’s utilization is 0 (zero).

To review employee utilization:

1 Launch the Review Utilization task under the Workforce Analysis task list.
   See “Viewing the Workforce Analysis Task List” on page 144.

2 Review the Review Utilization composite form.
For form element definitions, see the Glossary.

**Reviewing Labor Requests Across Projects**

The Review Labor Requests Across Projects task enables resource managers to review the consolidated resource requests by job for the organization across all projects. You can perform a detailed analysis to determine the projects requesting each resource, the requested hours, headcount, and FTE. Doing so helps you determine how best to meet staffing requests and see opportunities to combine similar jobs.

To review labor requests across projects:

1. Launch the **Review Labor Requests Across Projects** task under the **Workforce Analysis** task list.
   
   See “Viewing the Workforce Analysis Task List” on page 144.

2. Review the **Review Labor Requests across Projects** composite form.
   
   For form element definitions, see the Glossary.

**Staffing Projects**

Fulfilling resource requests across projects is accomplished by either assigning existing employees to project requests or hiring additional resources. Typically, you first staff projects by assigning existing resources who have the proper job skills and are available to work on a project. With the Staff Projects task, you can view resource requests at the project and job level and determine if a request can be met by an existing employee.

To staff projects:

1. Launch the **Staff Projects** task under the **Workforce Analysis** task list.
   
   See “Viewing the Workforce Analysis Task List” on page 144.

2. Complete the **Staff Projects** composite form.
   
   For form element definitions, see the Glossary.

3. From the form, you can use shortcut menus to change the requisition status, assign an existing employee, and calculate employee utilization.
   
   - See “Changing the Requisition Status” on page 146.
   - See “Assigning Existing Employees” on page 147.

**Changing the Requisition Status**

This task enables you to change the status of a labor requisition to approved, unapproved, or on hold as appropriate.
To change the requisition status:

1. Open the Staff Projects composite form.
   
   See “Staffing Projects” on page 146.

2. From the Project Requisitions form, right-click and select Change Requisition Status.

3. In Change Requisition Status, specify or select the settings that are applicable for the requisition:
   - Select Job—Select the job you are changing from a predefined list of jobs.
   - Labor Requisitions—Select the labor requisition number from a predefined list.
   - Enter Status—Select from the following options:
     - Approved—Select to indicate the staffing request is approved.
     - Unapproved—Select to indicate the staffing request is rejected or cancelled.
     - On-hold—Select if the requisition is postponed or needs to be put on hold

4. Click OK.

Assigning Existing Employees

The Assign Existing Employee business rule enables managers to allocate an existing employee to a Labor Requisition. After an employee is assigned, the employee’s utilization rate is updated to reflect their work on the project.

To assign employees to projects:

1. Open the Staff Projects composite form.
   
   See “Staffing Projects” on page 146.

2. From the form, right-click and select Assign Existing Employee.

3. In Assign Existing Employee, specify or select the values that are applicable for your project:
   - Enter Project—Select the project or projects.
   - Enter Labor Requisition—Select the labor requisition number from a predefined list.
   - Select Job—Select the type of job required for the project from a predefined list of jobs.
   - Select Existing Employee—Select the employee from the list of existing employees.
   - Comments—Optional field to enter comments about the employee assignment.

4. Click Launch.

Requesting New Hires

If a resource manager determines that a resource request for a project cannot be fulfilled from the existing employee population, he can raise a new hire request to indicate that the job will be filled by an employee hired in the future.
To request new hires:

1. Launch the Raise New Hire Requests task under the Workforce Analysis task list.
   
   See “Viewing the Workforce Analysis Task List” on page 144.

2. Complete the Raise New Hire Requests composite form.
   
   For form element definitions, see the Glossary.

3. From the Raise New Hire Requests form, you can use the shortcut menu to add to-be-hired requisitions, calculate compensation, and change requisition status.
   - See “Adding To-Be-Hired (TBH) Requisitions” on page 148.
   - See “Recalculating Compensation” on page 149.
   - See “Changing the Requisition Status” on page 146.

Adding To-Be-Hired (TBH) Requisitions

After verifying that existing employee information for your entity is accurate, you can focus on adding hires. The Raise New Hire Requests task adds a vacant job to be filled by an employee hired in the future.

To add TBH requisitions:

1. Open the Raise New Hire Requests composite form.
   
   See “Requesting New Hires” on page 147.

2. From the Raise New Hire Requests form, right-click and select Add To-be-hired, then select Salary or Hourly.

3. In Add To-be-hired, specify or select the settings that are applicable for the requisition:
   - **Select Job**—Select the type of job required for the project from a predefined list of jobs.
   - **Employee Type**—Select from Regular, Contractor, or Temporary.
   - **Number of Requisitions**—Enter the number of requisitions needed.
   - **FTE**—Enter the full-time equivalent for the position. For example, an FTE of .5 means the position is for a half-time employee.
   - **Year/Start Month**—Specify the year and starting month of the requisition.
   - **Grade**—Specify the grade of the requisition.
   - **Market Adjustment**—Mid Point Salary Rates by Grade is used in calculating the compensation for new hires. When the Mid Point Salary is not enough to offer a prospective employee (perhaps because of geographic differences or a skill set is difficult to find), specifying a market adjustment value enables you to indicate how much over the Mid point Salary is needed to hire for a position.
   - **Pay Type**—Select Exempt or Non-exempt.
   - **Health Plan**—Select Individual, Individual+1, or Family.
   - **Tax Region**—Select USA or No Region.
Recalculating Compensation

Run the Calculate Compensation business rule to recalculate compensation expenses to reflect changes made in the staffing project task, including adding new hires and assigning resources.

To calculate employee compensation:
1. Open the Raise New Hire Requests composite form.
   See “Requesting New Hires” on page 147.
2. From the Raise New Hire Requests form, right-click and select Calculate Compensation.
3. Launch the “Calculate Total Employee Compensation” business rule.
   For runtime prompt element definitions, see the Glossary.
4. Click OK.

Reviewing Total Compensation

The Total Employee Compensation task enables managers to review employee compensation totals for their organization.

To review total compensation:
1. Launch the Review Total Compensation task under the Workforce Analysis task list.
   See “Viewing the Workforce Analysis Task List” on page 144.
2. Review the 4.12 Total Employee Compensation form.
   For form element definitions, see the Glossary.

Reviewing Employee Headcount and FTE

This task enables managers to review total \emph{FTE (full-time equivalent)} and headcount for their organization.

To review employee headcount and FTE:
1. Launch the Review Employee Headcount and FTE task under the Workforce Analysis task list.
   See “Viewing the Workforce Analysis Task List” on page 144.
2. Complete the 4.15 Headcount and FTE form.
   For form element definitions, see the Glossary.
In Allocating Capital Assets to Projects:

- Administering Capital Assets
- Planning Capital
- Performing Capital Asset Analysis
About

Capital Administration enables you to prepare the base for planning and expensing for capital assets in Project Financial Planning through such tasks as:

- Loading the existing assets from an asset management system into Project Financial Planning
- Verifying the loaded depreciation expenses, amortization, and asset assignments to cost centers
- Establishing global assumptions for each asset class and setting calculation drivers
- For exceptions to the global rates, at the asset level, updating related asset expenses such as repairs, maintenance, taxes, and insurance
- Launching rollup tasks to calculate and consolidate capital expenses

Process

Administering capital assets begins with setting several company assumptions for capital assets including depreciation methods, useful life of assets, depreciation conventions, and other key assumptions. After you update the Asset Class and Asset dimensions and refresh the application, you can execute asset-related expense calculations to consolidate up-to-date asset-related expense plans or forecasts.
Predefined task lists guide you through the process of requesting, justifying, reviewing, and approving capital expenses.

Note the following:

- Oracle recommends that you update existing asset category and asset detail data (dimensions and data) before preparing financial plans, either Plan or Forecast. After you update the two dimensions and refresh the application, you can execute Asset-Related Expense calculations to consolidate up-to-date Asset Related Expenses for plans or forecasts.

- Project Financial Planning gives you the flexibility of planning full asset expenses or alternatively, simply planning for the capital expenses of projects. In this case, you work with asset requisitions, standard equipment costs, and equipment billing rates, and do not need to load or reconcile specific asset information (that is, the Asset Detail dimension, asset rate, asset units, purchase date, and other detailed assumptions). You just load and manage equipment billing rates and standard equipment cost.

**Capital Administration Task List Tasks**

1. Set capital assumptions.
   See “Setting Capital Assumptions” on page 156.

2. Import existing assets.
   See “Importing Existing Assets” on page 155.

3. Consolidate asset expenses by running the rollup business rules.
   See “Rolling Up Capital Asset Expenses” on page 157.

4. Verify the loaded depreciation and amortization on existing assets.
   See “Verifying the Loaded Depreciation and Amortization on Existing Assets” on page 157.

5. Calculate asset related expenses.
   See “Calculating Asset Related Expenses” on page 157.

**Viewing the Capital Administration Task List**

To view the Capital Administration task list:

1. Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.

2. Select View, then Task List, and then Task List.

3. Expand Capital Administration.

4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.
Importing Existing Assets

Capital planning typically starts by loading existing major assets from your company's source Fixed Asset System. To facilitate assigning and expensing existing assets to projects, Project Financial Planning provides import utilities and sample template files that you can use to import data and metadata into your application. Administrators can regularly update an application's metadata and data from source systems.

For more information, see:

- “Loading Metadata and Data” on page 32 for an overview of the loading process
- Appendix A, “Templates,” for information about how to use the provided import utilities and sample template files
- “Asset Detail Template” on page 215 for information on loading data such existing major assets
- “Asset Depreciation and Amortization Template Descriptions” on page 220 for information on loading asset depreciation and amortization data

Notes:

- Typically, depreciation and amortization for existing assets is calculated for future periods in the source system (for example, the fixed asset ledger), so you should load data from the subsystem for the future periods. Then, to accurately reflect the impact of purchases and retirements on depreciation and amortization, you regularly refresh this data from the source.
- Managers regularly maintain the Asset Detail dimension to reflect newly-acquired assets and to remove retired assets.
- Oracle recommends that you not load every asset from your fixed asset system into Project Financial Planning. You need load only those assets that will be used in projects.
- After updating capital asset information, you synchronize the application with Oracle Essbase by refreshing the application. For instructions, see the Oracle Hyperion Planning Administrator's Guide.

About Setting Up Asset Class and Asset Detail

Subtopics

- About Adding Standard Equipment to Asset Class
- About Setting up the Asset Detail Dimension

About Adding Standard Equipment to Asset Class

The Asset Class dimension details the different categories of assets that a company owns. Asset Class is broken into tangible assets (furniture and fixtures, machinery and equipment, computers, and so on) and intangible assets (leasehold improvements, software rights,
goodwill). The Asset Class dimension also contains a list of standard equipment that project managers may request for use on projects. At the time of the request, the project manager knows what type of equipment he needs on their project, but not whether it will be fulfilled by existing assets or by new assets. Therefore, the project manager requests only an equipment type. Standard Equipment provides a concise list of material assets that are requested for use on a project. Other types of assets should not be included. Oracle recommends that you add Standard Equipment to the application before using Project Financial Planning and that you update Standard Equipment data (dimensions and data) before you prepare financial plans, either Plan or Forecast.

**About Setting up the Asset Detail Dimension**

Asset Detail You can perform detailed asset planning in Project Financial Planning. The process involves uploading existing assets into Project Financial Planning. Additionally, asset properties Account members such as Useful Life, In Service Date, Capacity, and Cost should also be loaded into the application. Oracle recommends that you update existing major equipment information (dimensions and data) before preparing financial plans, either Plan or Forecast.

**Setting Capital Assumptions**

The Set Capital Assumptions task enables you to work with asset information. You can set drivers by establishing global assumptions for each asset class (for example, buildings or machinery) or for all tangible or intangible assets. You can set these default assumptions at the entity level or at the “No Entity,” (global) level:

- Useful life of assets
- Depreciation methods
- Depreciation conventions
- Amortization methods
- Taxes
- Insurance expenses
- Repairs and maintenance expenses

If no assumptions are set at the entity level then the global assumptions will be used in calculations.

To set capital assumptions:

1. **Launch the Set Capital Assumptions task under the Capital Administration task list.**
   
   See “Viewing the Capital Administration Task List” on page 154.

2. **Complete the Set Capital Assumptions composite form, including setting up the Standard Rates for Equipment form.**
The rates that you set in this form are used to calculate the cost of equipment usage to a project. The Standard Rate is multiplied by the Units requested by the project. Setting Equipment Billing Rates enables you to set different billing rates for each piece of equipment and is used in the Equipment revenue calculations: the number of Units is multiplied by the Billing Rate of the Equipment. See also “Reviewing and Updating Revenue Drivers: Time and Materials” on page 74.

For form element definitions, see the Glossary.

Rolling Up Capital Asset Expenses

Before reviewing asset expenses, you must launch the business rule to consolidate the data in the assets hierarchy.

To roll up capital asset expenses:
1. Launch the Run Rollup Rules task under the Capital Administration task list.
   See “Viewing the Capital Administration Task List” on page 154.
2. Launch the RollupCapexCube business rule.
   For runtime prompt element definitions, see the Glossary.
3. Click Launch.

Verifying the Loaded Depreciation and Amortization on Existing Assets

After loading and rolling up capital asset expenses, managers verify existing assets for each period and entity. Using the Verify Loaded Depreciation and Amortization on Existing Assets task enables you to view and update such items as existing tangible assets, asset class and asset detail information, depreciation, and amortization amounts by period.

To verify loaded depreciation and amortization:
1. Launch the Verify Loaded Depreciation and Amortization on Existing Assets task under the Capital Administration task list.
   See “Viewing the Capital Administration Task List” on page 154.
2. Review the 9.10 Verify Loaded Depreciation and Amortization form.
   For form element definitions, see the Glossary.

Calculating Asset Related Expenses

The Calculate Asset Related Expenses task enables asset managers to calculate the asset related expenses (Taxes, Insurance, Repairs and Maintenance) based on the assumptions defined at the
entity level for the asset and asset class combination. Taxes, Insurance, Repairs and Maintenance expense are entered as a percentage of the asset value. The rates are defined on a yearly basis. To view the total expenses for these related expenses, launch the Calculate Asset Related Expenses business rule from the Calculate Asset Related Expenses task.

To calculate asset related expenses:

1. Launch the Calculate Asset Related Expenses task under the Capital Administration task list.
   
   See “Viewing the Capital Administration Task List” on page 154.

2. Launch the Calculate Asset Related Expenses business rule.
   
   For runtime prompt element definitions, see the Glossary.

3. Click Launch.
About

Capital planning helps you manage, prioritize, and plan for capital expenses. Project Financial Planning enables you to calculate equipment expenses for entities and to track the utilization of assets across projects. Doing so enables planners to get a comprehensive view of equipment, machinery, and other asset requirements across entities and then make efficient capital purchase decisions.

You can plan for new tangible or intangible expenses and check the impact on Profit and Loss, Cash Flow, and Balance Sheets. You can also review expenses and adjust the timing and cost of capital spending. In addition, you can manage existing assets such as transfers, retirements, and impairments.

Process

As an asset manager, you perform the following tasks to plan for capital assets:
1. Manage existing assets, which includes:
   - Reviewing major existing assets for an entity and if required, making changes to them. For example, transfer ownership of an asset to another organization or retire it altogether.
   - Reviewing and updating related expenses for assets. For example, decrease the insurance rate for cranes.

   See “Reviewing Major Existing Assets” on page 162 and “Reviewing and Updating Asset-Related Expenses” on page 163.

2. Manage new assets.

   See “Managing New Assets” on page 170.

3. Review and reconcile CIP (Construction in Progress) assets.

   See “Reviewing and Reconciling Construction in Progress Assets” on page 177.

4. Calculate and review the asset per unit expenses.

   See “Reviewing Asset Per Unit Cost Detail” on page 179.

5. Submit the plan for approval.

   See “Submitting the Plan for Approval” on page 179.

**Note:** Project Financial Planning gives you the flexibility of planning for capital assets in full detail or alternatively, simply planning for the Allocated Equipment Expenses of projects. In this case, you work with Equipment requisitions, standard equipment rates, and standard billing rates, and do not need to load or reconcile to specific asset information. You just load and manage standard equipment billing rates and standard equipment rates.

**Capital Planning Task List Tasks**

1. Review existing assets such as major and intangible assets and reviewing and updating asset-related expenses.

   See “Reviewing Existing Assets” on page 162.

2. Add and reconcile any new assets or leased assets.

   See “Managing New Assets” on page 170.

3. Review and reconcile construction in progress (CIP) assets.

   See “Reviewing and Reconciling Construction in Progress Assets” on page 177.

4. Calculate the asset cost per unit of measure cost detail.

   See “Calculating Asset Related Expenses” on page 178.

5. Review the asset per unit cost detail.

   See “Reviewing Asset Per Unit Cost Detail” on page 179.
Viewing the Capital Planning Task List

To view the Capital Planning task list:

1 Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.
2 Select View, then Task List, and then Task List.
3 Expand Capital Planning.
4 To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Considerations for Working with Capital Planning

When working with Capital planning, consider:

- Depreciation calculations for existing assets before the application period range are supported only for the SLN and SYD depreciation methods, not for the DB Year or DB Period depreciation method. For example, if the period range for the application is Jan 2004 to Dec 2015, and the existing asset in-service date is 1/1/2000, depreciation calculations are supported only for the SLN and SYD methods.

- If the salvage value is set to 0 (zero), the DB Year or DB Period depreciation method may not produce the desired results. To produce correct depreciation calculations when using the DB Year depreciation method, Oracle recommends that the salvage value be set to at least 1% of the basic cost.

- The Capital planning model is based on a 12–month calendar. It is not a weekly model.

- For multicurrency applications, depreciation calculations use the base currency for the entity member calculated. If the currency override option is in effect, depreciation calculations use the currency of the entered value.
Reviewing Existing Assets

Subtopics

- Reviewing Major Existing Assets
- Reviewing and Updating Asset-Related Expenses
- Calculating Assets
- Transferring Assets
- Retiring Assets
- Reviewing Calculated Details
- Impairing Assets
- Calculating Intangibles
- Calculating All Leased Assets
- Viewing the Impact of an Asset on Financial Statements

Reviewing Major Existing Assets

You review an entity’s existing assets, and if required, make changes to them. Using the Review Existing Assets form enables you to review and update assumptions for all existing assets. You review by asset type: Major Existing Tangible, Intangible, Leased Assets, and All Other Minor Assets. You can update such information as asset capacity, status, insurance rate assumptions, and so on. In addition, you can transfer, retire, and impair assets.

**Note:** You can change an asset’s status by executing the Transfer Asset or Retire Asset business rule. You cannot change an asset’s status directly.

To review major existing assets:

1. **Navigate to the Capital Planning task list.**
   
   See “Viewing the Capital Planning Task List” on page 161.

2. **Expand Existing Assets.**

3. **Launch the Review Existing Assets task.**

4. **Review the Review Existing Assets composite form.**

   For form element definitions, see the Glossary.

5. **From the tabbed areas of the form, you can use the shortcut menus to calculate assets, transfer assets, retire assets, review calculated details, impair assets, calculate intangibles, calculate all leased assets, view the impact of an asset on your financial statements, and view asset details.**

   - See “Calculating Assets” on page 163
   - See “Transferring Assets” on page 164.
   - See “Retiring Assets” on page 165.
   - See “Reviewing Calculated Details” on page 166.
   - See “Impairing Assets” on page 166.
Reviewing and Updating Asset-Related Expenses

Use this task to review and update asset-related expenses by entity, such as insurance, maintenance, and repairs. The expenses are the calculated results from the assumptions entered by asset in the Review Existing Assets form. Each expense line is calculated as Basic Cost multiplied by Percentage. For example, Repairs & Maintenance is a Basic Cost, which is multiplied by Repairs & Maintenance %.

To review and update asset-related expenses:

1. Navigate to the Capital Planning task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand Existing Assets.

3. Launch the Review and Update Asset Related Expenses task.

4. Review the 1.10 Manage Major Asset Expense form.

5. From the top drop-down lists, select the Entity, Asset Class, and Asset Detail dimensions.

6. Review insurance, maintenance, repairs, and so on, and if needed, update the expenses.
   
   For form element definitions, see the Glossary.

Calculating Assets

Use the Calculate Asset business rule to calculate an individual asset or an entire asset class. This business rule gives you the flexibility of making changes to multiple assets in an asset class and then calculating all of them in one step. If you make a change to any assumptions on this form, you can run the Calculate Asset business rule to reflect the change. You can then view the results in the Review and Update Expense form. The Calculate Asset business rule is used for calculating a single assets; the Calculate All business rule calculates asset-related expenses for all assets.

To calculate an asset:

1. Navigate to the Capital Planning task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand Existing Assets.

3. Launch the Review Existing Assets task.

4. From the Manage Existing Major Assets form, right-click and select Calculate Asset.
Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5 In the Calculate Asset business rule, specify or select the values that apply in your entity:

- **Asset Class**—Select the class to which the asset that you want to transfer belongs (for example, Land, Buildings, Office Equipment, and so on).
- **Asset Detail**—Select the specific asset that you want to calculate.

To calculate all the assets in the asset class, select Total Existing, which calculates all existing assets in the asset class. If you select Total New, then all new assets are calculated.

### Transferring Assets

To ensure optimum use of assets, facilities managers and cost-center managers can transfer fixed asset resources across departments. When planning transfers, ensure that users have appropriate access permissions to the source and destination entities.

To transfer an asset:

1. Navigate to the **Capital Planning** task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand **Existing Assets**.

3. Launch the **Review Existing Assets** task.

4. From the **Manage Existing Major Assets** or the **Manage Major Existing Intangibles** form, right-click and select **Transfer Asset**.

Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5. From **Transfer Asset**, specify or select the values that are applicable to the transferred asset:

- **Asset Class**—Select the class to which the asset that you want to transfer belongs (for example, Land, Buildings, Office Equipment, and so on).
- **Asset to be Transferred**—Select the specific asset that you want to transfer.
- **Transfer From**—Select the entity from which you are transferring the asset.
- **Transfer To**—Select the entity to which you are transferring the asset.
- **Transfer Date**—Enter the date on which the transfer is effective, in MM/DD/YY format.
- **Justification**—Enter a justification for the transfer.

6. Click **OK**.

The asset is transferred and the associated expenses are impacted. To view the impact of asset transfer in the source and destination entity, right-click a line item, and select **Calculated details**.
Retiring Assets

When assets are retired, asset balances are terminated as of the retirement date, and losses or gains on sales or write-offs are calculated. Also, asset-related expenses are not calculated for a retired asset after the retirement date.

➢ To retire an asset:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand Existing Assets.

3. Launch the Review Existing Assets task.

4. From the Manage Existing Major Assets or the Manage Major Existing Intangibles form, right-click and then select Retire Asset.

   Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5. From Retire Asset, specify or select the values that apply to the retired asset:
   - Asset Class—Select the class to which the asset that you want to retire belongs (for example, Land, Buildings, Office Equipment, and so on).
   - Asset Detail—Select the specific asset that you want to retire.
   - Retire Date—Enter the date on which the retirement is effective in MM/DD/YY format.
   - Retire Option—Select from the following options:
     o Sale—Select if the asset was sold.
     o Write-off—Select if the asset was written off.
   - Retire Costs—Enter the cost to retire the asset.
   - Sale value or Writeoff—Enter either the sale amount or the amount written off for this asset.

6. Click OK.

The asset is retired. To view the impact of retiring an asset in the source and destination entity, right-click a line item, and then select Calculated details.
Tip: You may want to retire part of, but not all, of an asset. For example, computer 1 and computer 2 were created as one asset, and you want to retire computer 2, but not computer 1. To do this, you can first create a new asset for each computer (see “Adding and Reconciling New Assets” on page 170). Then remove the original asset that includes both computers (see “Removing Assets” on page 171). Retire the computer 2 asset (see “Retiring Assets” on page 165). Computer 1 continues to deprecate.

Reviewing Calculated Details

This task enables you to review at the entity level the overall expenses for the specified existing assets and update them to different years, if needed. The expenses are the calculated results from the assumptions entered by asset in the Review Existing Assets form. Each expense line is calculated as Basic Cost multiplied by Percentage. For example, Repairs & Maintenance is a Basic Cost, which is multiplied by Repairs & Maintenance %.

To review calculated details:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand Existing Assets.
3. Launch the Review Existing Assets task.
4. From the Manage Existing Major Assets or the Manage Major Existing Intangibles form, right-click, and then select Calculated Details.

   Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

Impairing Assets

When an asset is worth less on the market than the value listed on the Balance Sheet, you can impair it, which results in a write-down of the asset account to the stated market price. Only intangible assets can be impaired.

To impair assets:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand Existing Assets.
3. Launch the Review Existing Assets task.
4. From the Manage Major Existing Intangibles form, right-click, and then select Impair Assets.
Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5 From Impair Asset, specify or select the values that apply to the impaired asset:

- **Asset Class**—Select the class to which the asset that you want to impair belongs (for example, Land, Buildings, Office Equipment, and so on).
- **Asset Detail**—Select the specific asset that you want to impair.
- **Impair Date**—Enter the date on which the impairment is effective in MM/DD/YY format.
- **Fair Value**—Enter the asset’s fair value.
- **Impair Option**—Select from the following options:
  - **Expensed**—Select if the asset value will be expensed.
  - **Capitalized**—Select if the asset value will be capitalized. If you select the capitalize option, the impairment value is posted to capital reserve.
  - **Partially Capitalized**—Select if part of the asset value will be capitalized. If you select Partially Capitalized, the impairment value is apportioned to the capital reserve, based on Capitalized %. Amortization is reduced from the month of impairment.

- **Capitalized %**—If you selected Partially Capitalized, enter the percentage capitalized.

6 Click OK.

### Calculating Intangibles

This task enables you to calculate the expenses for intangible assets in your organization.

- To calculate intangible assets:
  1. **Navigate to the Capital Planning task list.**  
     See “Viewing the Capital Planning Task List” on page 161.
  2. **Expand Existing Assets.**
  3. **Launch the Review Existing Assets task.**
  4. **From the Manage Major Existing Intangibles form, right-click and select Calculate Intangible.**
  5. **From Calculate Intangible, enter the asset class of the intangible assets that you want to calculate, and then click OK.**

### Calculating All Leased Assets

This task enables you to calculate the expenses for all leased assets in your entity.

- To calculate all leased assets:
  1. **Navigate to the Capital Planning task list.**
See “Viewing the Capital Planning Task List” on page 161.

2 Expand Existing Assets.

3 Launch the Review Existing Assets task.

4 From the Manage Existing Leased Assets form, right-click and select Calculate All.

5 On the message that CalculateAllLeasedAssets was run successfully, click OK.

Viewing the Impact of an Asset on Financial Statements

Subtopics

- Viewing the Impact of an Asset on the Profit and Loss Statement
- Viewing the Impact of an Asset on the Balance Sheet Statement
- Viewing the Impact of an Asset on the Cash Flow Statement

These tasks enable you to view the effect of capital expenses and actions related to capital expenses on the Profit and Loss, Balance Sheet, and Cash Flow statements. You can review the impact by department or across departments, for the same asset class, all asset classes, or one asset.

Viewing the Impact of an Asset on the Profit and Loss Statement

This task enables you to view the impact of an asset-related expenses on the Profit and Loss statement.

➤ To view the impact of a leased asset on the Profit and Loss statement:

1 Navigate to the Capital Planning task list.

See “Viewing the Capital Planning Task List” on page 161.

2 Expand Existing Assets.

3 Launch the Review Existing Assets task.

4 From the Manage Existing Leased Assets form, right-click, select Financial Statements, and then select Profit and Loss Impact.

5 Review the 6.05 Profit and Loss Impact - Drill Through form.

For form element definitions, see the Glossary.

Viewing the Impact of an Asset on the Balance Sheet Statement

This task enables you to view the impact of an asset on the Balance Sheet statement.

➤ To view the impact of an asset on the Balance Sheet statement:

1 Navigate to the Capital Planning task list.

See “Viewing the Capital Planning Task List” on page 161.
2 Expand Existing Assets.
3 Launch the Review Existing Assets task.
4 From the Manage Existing Leased Assets form, right-click, select Financial Statements, and then select Balance Sheet Impact.
5 Review the 6.10 Balance Sheet Impact - Detail form.
   For form element definitions, see the Glossary.

Viewing the Impact of an Asset on the Cash Flow Statement
This task enables you to view the impact of an asset on the Cash Flow statement.

To view the impact of an asset on the Cash Flow statement:
1 Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2 Expand Existing Assets.
3 Launch the Review Existing Assets task.
4 From the Manage Existing Leased Assets form, right-click, select Financial Statements, and then select Cash Flow Impact.
5 Review the 6.00 Cash Flow Impact - Line Item Details form.
   For form element definitions, see the Glossary.

Viewing Asset Details
This task enables you to review all information for a specific asset. You can see both the impact on the Balance Sheet and all expenses for the asset.

To calculate all leased assets:
1 Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2 Expand Existing Assets.
3 Launch the Review Existing Assets task.
4 From the Manage Existing Minor Assets form, right-click, and then select Asset Details.
5 Review the 5.05 Capital Expenditure Summary - Line Item Details form.
Managing New Assets

Subtopics
- Adding and Reconciling New Assets
- Adding New Assets
- Removing Assets
- Reconciling Assets
- Changing the Requisition Status of an Asset
- Adding and Reconciling New Leased Assets

Adding and Reconciling New Assets

To add and reconcile new assets:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand New Assets.
3. Launch the Add and Reconcile New Assets task.
4. Review the Add and Reconcile New Assets composite form.
   For form element definitions, see the Glossary.
5. From the Add and Reconcile New Assets composite form, you can use the shortcut menu to add new assets, calculate assets, review calculated details, remove assets, reconcile assets, change the requisition status of an asset, calculate intangible assets, and view the impact of an asset on your financial statements.
   - See “Adding New Assets” on page 170
   - See “Calculating Assets” on page 163
   - See “Reviewing Calculated Details” on page 166
   - See “Removing Assets” on page 171
   - See “Reconciling Assets” on page 172
   - See “Changing the Requisition Status of an Asset” on page 172
   - See “Calculating Intangibles” on page 167
   - See “Viewing the Impact of an Asset on Financial Statements” on page 168

Adding New Assets
This task enables you to add new tangible and intangible assets. After you add an asset, you can view the impact of its purchase on the Income Statement.
To add a new asset:

1. Navigate to the **Capital Planning** task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand **New Assets**.

3. Launch the **Add and Reconcile New Assets** task.

4. From the **New Tangible Asset Requests or New Intangible Requests** form, right-click, and then select **New Asset Request**.

   **Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5. From **Add New Asset**, specify or select the values that apply to the asset purchase:

   - **Asset Class**—Specify the category of the asset.
   - **Description**—Provide a brief description of the asset.
   - **Priority**—Specify the rank to indicate the importance of the purchase for your organization. This information helps reviewers decide whether to fulfill the request.
   - **Justification**—Provide a justification for the priority of the asset request.
   - **Assign Units**—Specify the required number of asset units.
   - **Asset Rate**—Specify the cost per unit for the asset.
   - **Salvage Value**—Specify the value of the asset at retirement.
   - **Capacity UOM**—Specify the Unit of Measure for the asset capacity (for example, units or hours). The Asset Cost per UOM calculations are based on the value of this field. If you are uncertain about the value of this field, you can leave it blank.
   - **Asset Capacity**—Specify the actual capacity for each unit purchased. (For information on how Asset Capacity and Capacity UOM are used in utilization calculations, see “Reviewing Equipment Utilization” on page 184.)
   - **Purchase Date**—Specify the date on which the asset must be purchased.
   - **In Service Date**—Specify the date on which the asset will begin to be used. Depreciation expense is based on the In Service Date.
   - **Physical Location**—Specify the location at which the asset is needed.

6. Click **OK**.

The Add New Asset business rule adds the details to the first available line item.

### Removing Assets

You may want to remove an asset if the asset was mistakenly added. (Contrast removing assets with “Retiring Assets” on page 165.) The Remove Asset business rule enables you to remove an asset.
To remove an asset:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand New Assets.
3. Launch the Add and Reconcile New Assets task.
4. From the New Tangible Asset Requests or New Intangible Requests form, right-click on the asset that you want to remove, and then select Remove Asset.

   **Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.
5. On the message that the asset was removed, click OK.

### Reconciling Assets

This task enables you to reconcile a new asset requisition with an actual asset.

To reconcile an asset:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand New Assets.
3. Launch the Add and Reconcile New Assets task.
4. From the New Tangible Asset Requests form, right-click on the asset that you want to reconcile, and then select Reconcile Asset.

   **Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.
5. From Reconcile Asset, specify or select the values that apply to the asset you want to reconcile:
   - **New Asset Detail**—Select the asset that you want to reconcile.
   - **Reconciled Asset Detail**—Select from the list of Existing Assets the asset to which you want to reconcile.
6. Click Reconcile.

### Changing the Requisition Status of an Asset

This task enables you to change the requisition status of an asset to approved, unapproved, or on-hold. The asset requisition status is set to New when a request is added. After requests are submitted for approval, the approving authority should change the status of individual requests before promoting the plan through the approvals process.
To change the requisition status of an asset:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand New Assets.
3. Launch the Add and Reconcile New Assets task.
4. From the New Tangible Asset Requests form, right-click on the asset for which you want to change the requisition status, and then select Change Asset Requisition Status.

**Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.
5. From Change Asset Requisition Status, specify or select the values that apply to the asset whose requisition status you want to change:
   - **Standard Equipment**—From the drop-down list, select the type of equipment whose requisition status you want to change.
   - **Equipment Requisitions**—Select the requisition line item whose requisition status you want to change.
   - **Enter Status**—Select from the following options:
     - **Approved**—Select if the requisition is approved to move forward.
     - **Unapproved**—Select if the requisition is rejected or not approved.
     - **On-hold**—Select if the requisition is postponed or needs to be put on hold.
6. Click OK.

### Adding and Reconciling New Leased Assets

This task enables you to reconcile a new leased asset requisition to the actual lease.

To add and reconcile new leased assets:

1. Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2. Expand New Assets.
3. Select the Add and Reconcile New Leased Assets task.
4. Review the Add and Reconcile New Leased Assets composite form.
   For form element definitions, see the Glossary.
5. From the Add and Reconcile New Leased Assets form, you can add new leased assets, remove leased assets, calculate leased assets, calculate all, reconcile assets, review calculated details, and view the impact of leased assets on your financial statements.
   - See “Removing Leased Assets” on page 176
Adding New Leased Assets

This task enables you to add new leased assets.

The two types of leases:

- Operating Lease—Similar to a rental agreement, operating leases are for a short time. The lessor, who retains exposure to the risks and benefits of ownership, generally covers the maintenance, insurance, and repair costs of the asset.

- Financed or Capitalized Lease—Leases that last for almost the life of the asset and where the asset is worthless after the lease period. The lessee effectively assumes all the risks and benefits of ownership, including maintenance, repairs, insurance, and obsolescence. The lessor’s role is primarily to provide financing for the asset. At termination, the asset is usually transferred to the lessee for a specified sum, which is similar to buying an asset in installments over time.

Criteria that Project Financial Planning applies when classifying a lease as Operating versus Financed:

- Transfer of ownership at the end of the lease term
- Purchase option at a certain date during the lease period at a bargain (much less than the expected market value of the asset at that time)
- The lease term is for the major part of the asset’s useful life (at least 75% of the asset’s useful life)
- The present value of the lease payments exceeds 90% of the initial value of the asset

Impact of leasing type on financial statements:

- Operating Lease—The lease payments are recorded as operating expense (rent expense) on the Income Statement.

- Capitalized Lease:
  - Records an asset and liability on the Balance Sheet to reflect the value of equipment (the net present value of lease payments) and the obligation of the lease payments respectively (debt)
  - Depreciates the asset over its useful life, which reduces the asset on the Balance Sheet and generates a depreciation expense on the Income Statement
  - The interest associated with the lease must be listed as an expense on the Income Statement (imputed interest payment)
To add a new leased asset:

1. Navigate to the **Capital Planning** task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand **New Assets**.

3. Launch the **Add and Reconcile New Leased Assets** task.

4. From the **New Leased Asset Request** or **New Leased Asset Details** form, right-click and select **Add New Leased Asset**.

   **Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5. From **Add New Leased Asset**, specify or select the values that are applicable for your entity:
   - **Asset Class**—Specify the asset class to which the new leased equipment will belong.
   - **ID**—Specify the ID for the new leased equipment.
   - **Description**—Provide a brief description of the asset.
   - **Asset Units**—Specify the number of units that will be leased.
   - **Asset Capacity**—Specify the capacity of the leased asset.
   - **Capacity UOM**—Specify the Unit of Measure for the leased asset capacity. The Asset Cost per UOM calculations are based on the value of this field. If you are uncertain about the value of this field, you can leave it blank.
   - **Justification**—Provide a justification for the leased asset request.
   - **Priority**—Specify the priority for this asset request, which helps the reviewer in the approval process.
   - **Lease Date**—Specify the date the lease will begin.
   - **Lease Term (In Years)**—Specify the number of years for the lease’s term.
   - **Down Payment**—Specify the down payment for the leased asset.
   - **Lease Payment**—Specify the lease payment.
   - **Payment Frequency**—Specify the frequency of the lease payment.
   - **Payment Timing**—Specify when lease payments must be made.
   - **Implicit Interest Rate**—Specify the lease’s interest rate.
   - **Ownership After Lease Term**—Specify the ownership of the equipment when the lease ends.
   - **Asset Value at Start of Lease**—Specify the value at the start of the lease.
   - **Asset Age at Start of Lease (In Years)**—Specify the age of the asset in years at the start of the lease.
   - **Purchase Price at End of Lease**—Specify the purchase price at the end of the lease.
   - **Second hand market value (Salvage Value)**—Specify the expected salvage value of the leased asset.
6 Click Add Leased Asset.

Removing Leased Assets

This task enables you to remove leased assets

To remove a leased asset:

1 Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2 Expand New Assets.
3 Launch the Add and Reconcile New Leased Assets task.
4 From the New Leased Asset Request or New Leased Asset Details form, right-click, and then select Remove Leased Asset.

Note: The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.
5 From Delete Leased Asset, specify or select the values that apply to the leased asset you want to delete:
   - Enter Scenario—Select the Scenario member.
   - Enter Version—Select the Version member.
   - Enter Entity—Select the Entity member.
   - Enter Project—Select the project.
   - Asset Class—Select the asset class.
   - Line Item—Select the line item for the asset to be deleted.
6 Click OK.

Calculating Leased Assets

This task enables you to calculate leased assets and view the updated impact of leased assets on the financial statements. Capitalized leases impact both the Income Statement and the Balance Sheet, whereas operating leases impact only the Income Statement.

To calculate leased assets:

1 Navigate to the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.
2 Expand New Assets.
3 Launch the Add and Reconcile New Leased Assets task.
4 From the New Leased Asset Request or New Leased Asset Details form, right-click, and then select Calculate Lease.

**Note:** The shortcut menu items that are displayed depend on the form settings and where you right-click in the form.

5 On the message that CalculateLeasedAsset was successful, click OK.

### Reviewing and Reconciling Construction in Progress Assets

Using the Review & Reconcile CIP Assets task, you can review all **CIP (Construction in Progress)** assets that are in progress in an entity. You can reconcile these assets to existing assets after the Capital project is approved. CIP accumulates the Cost of Building an asset, including Labor and carries it on the Balance Sheet until the asset is placed in service.

See also:

- For a definition of CIP, see *CIP (Construction in Progress)*.
- For information on reconciling CIPs, see “Reconciling Construction in Progress Assets” on page 177.

➤ To review and reconcile construction in progress (CIP) assets:

1 **Navigate to the Capital Planning task list.**
   
   See “Viewing the Capital Planning Task List” on page 161.

2 **Expand Construction in Progress Assets.**

3 **Launch the Review & Reconcile CIP Assets task.**

4 **Review the 4.10 Review Construction in Progress (CIP) Assets form.**
   
   For form element definitions, see the Glossary.

5 **From the 4.10 Review Construction in Progress (CIP) Assets form, use the shortcut menu to reconcile CIP assets.**
   
   See “Reconciling Construction in Progress Assets” on page 177

### Reconciling Construction in Progress Assets

This task enables you to reconcile the CIP to an existing asset. (For a definition of CIP, see *CIP (Construction in Progress).*

After the CIP is completed, the reconciliation moves the asset that was constructed to an Existing Asset. The reconciliation removes the data from the Construction in Progress asset class to the actual asset. After a CIP asset is reconciled, the newly-constructed asset is available for use.
To reconcile CIP assets:

1. Navigate to the Capital Planning task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand Construction in Progress Assets.

3. Launch the Review and Reconcile CIP Assets task.

4. From the 4.10 Review Construction in Progress (CIP) Assets form, right-click, and then select Reconcile CIP Asset.

5. From Reconcile CIP Asset, specify or select the values that apply to the CIP asset you are reconciling:
   - Reconciled Asset Class—Select the category to which the CIP asset that you want to reconcile belongs.
   - Reconciled Asset Detail—Select the specific CIP asset that you want to reconcile.
   - Asset Units—Specify the number of asset units.
   - Asset Capacity—Specify the actual capacity for each unit.
   - Capacity UOM—Specify the Unit of Measure for the asset capacity (for example, units or hours). The Asset Cost per UOM calculations are based on the value of this field. If you are uncertain about the value of this field, you can leave it blank.
   - Salvage Value—Specify the value of the asset at retirement.
   - In Service Date—Specify the date on which the asset will begin to be used.
   - CIP Asset Class—Select the category of the existing asset.

6. Click Reconcile.

Calculating Asset Related Expenses

Using the Calculate Asset Related Expenses business rule, you can calculate expenses for asset-related expenses for your organization.

To calculate asset related expenses:

1. Navigate to the Capital Planning task list.
   
   See “Viewing the Capital Planning Task List” on page 161.

2. Expand New Assets.

3. Select the Calculate Asset Related Expenses task.

4. Launch the Calculate Asset Related Expenses business rule.

   For runtime prompt field definitions, see the Glossary.

5. Click Launch.
Reviewing Asset Per Unit Cost Detail

The Review Asset Per Unit Cost Detail task enables you to review the Per Unit Cost for each asset. Per Unit Cost for an asset is calculated as the Ownership Costs plus the Operating Costs.

To review asset per unit cost detail:

1. Launch the Review Asset Per Unit Cost Detail task under the Capital Planning task list.
   See “Viewing the Capital Planning Task List” on page 161.

2. Review the 8.00 Asset Per Unit Cost Detail form.
   For form element definitions, see the Glossary.

Submitting the Plan for Approval

After you have completed Capital planning tasks, you can promote your plan to another user for approval. To do this, go to the Submit Plan for Approval page, and start or promote the planning unit. After you promote a planning unit, its new owner can write to it (assuming the owner has write access), but you can no longer write to the planning unit. For information about promoting planning units, see Chapter 10, “Managing Planning Units” in the Oracle Hyperion Planning User’s Guide.
Performing Capital Asset Analysis

About

Capital asset analysis helps resource managers review capital utilization, manage capital requests, and plan for new equipment. Capital asset analysis is an optional component within Project Financial Planning. If you perform detailed asset management outside of Project Financial Planning, you can import the information.

Analyzing asset requirements enables asset managers to access the details of all assets and their utilization by entity and assign assets and equipment based on their availability. If an approved project requires assets that are not available when needed, asset managers may request an asset purchase, lease, or transfer across departments. Analyzing the expense and availability of assets enables managers to make sound decisions on asset utilization.

Process

To manage requirements for assets, asset managers:

- Review, by entity, requirements for capital assets
- Review the available capital assets and their associated expenses
Allocate assets to approved projects based on the availability, requirements, and expense of the assets

Decide whether to purchase new assets or lease equipment on operational or capital lease, based on the organization's requirements

Calculate the expense of a new leased asset and request them as needed, based on the impact to Cash Flow, Balance Sheet, and Profit and Loss

Project Financial Planning gives you the flexibility of planning for capital assets in full detail or alternatively, simply planning for the Allocated Equipment Expenses of projects. In this case, you work with Equipment requisitions, standard equipment rates, and standard billing rates, and do not need to load or reconcile to specific asset information. You just load and manage standard equipment, billing rates and standard equipment rates.

**Capital Analysis Task List Tasks**

1. Calculate equipment across projects.
   See “Calculating Equipment Expenses” on page 183.

2. View the Equipment Overview.
   See “Viewing Equipment Overview” on page 183.

3. Review equipment utilization for the project.
   See “Reviewing Equipment Utilization” on page 184.

4. Review equipment requests across projects.
   See “Reviewing Equipment Requests Across Projects” on page 185.

5. Assign equipment to projects.
   See “Assigning Equipment to Projects” on page 185.

6. Raise a new equipment request.
   See “Raising a New Equipment Request” on page 187.

7. Recalculate equipment costs.
   See “Recalculating Equipment Costs” on page 191.

8. Review the impact on financial statements.

**Viewing the Capital Analysis Task List**

To view the Capital Analysis task list:

1. **Launch Project Financial Planning.**
   See “Logging On and Accessing Project Financial Planning” on page 35.
Calculating Equipment Expenses

To see the aggregated equipment expenses for your organization, use the Rollup Equipment task.

To calculate equipment across projects:
1. **Launch the Rollup Equipment task** under the **Capital Analysis task list**.
   See “Viewing the Capital Analysis Task List” on page 182.
2. **Launch the RollupCapexCube business rule**.
   For runtime prompt element definitions, see the **Glossary**.
3. **Click Launch**.

Viewing Equipment Overview

The Equipment Overview task enables you to see how assets are utilized:

- The top form shows the utilization percentage of equipment by month (for example, Desktops are utilized at 67.5% in August). Percentages under 100 indicate a surplus over 100 indicate a shortage.
- The bottom form displays the number of open requisitions by month.
- A pie chart shows the proportion of capital expenses for the year by category (for example, buildings comprise 73% of total capital expenses). You can drill down into each category for detailed information.
- A pie chart shows the proportion of Capital Purchases and Equipment Operating Expenses for the year. Drill down for more detail.

To view the equipment overview:
1. **Launch the Equipment Overview task** under the **Capital Analysis task list**.
   See “Viewing the Capital Analysis Task List” on page 182.
2. **Review the Equipment Overview composite form**.
   For form element definitions, see the **Glossary**.
Reviewing Equipment Utilization

The Review Equipment Utilization task enables you to review how assets and equipment are utilized by entity and asset class. The Review Equipment Utilization form enables you to review an asset and how it is assigned to projects (that is, its usage percentage).

- The top form displays Equipment Utilization (for example, in July, the Allocation % for Laptops is 25%, with 15 units).
- The bottom form displays Asset Usage Across Projects for the Asset Class and Entity dimensions selected in the top form (for example, the asset class Lenovo E6410 Laptops is utilized 42% on a certain Contract project).

About asset utilization calculations:

- Utilization = Asset Usage (or Asset Units) / Asset Capacity
- Asset Usage (or Asset Units): The assets used across all projects
- Asset Capacity: The capacity of the asset
- If Asset Units or Asset Capacity is available, but not used by any project, then asset utilization is 0 (zero).

If the Capacity UOM (unit of measure) is Each:

- If the Capacity Units of Measure is specified as Each, then utilization is calculated by dividing the number of units used across projects by the total number of available units (Asset Capacity).
- For example, if there are 200 units of laptops (with Each as its Capacity UOM), and 180 have been assigned to various projects, the utilization of laptops is 180 divided by 200, which equals 90%.

If the Capacity UOM (unit of measure) is Hours:

- If the Capacity Units of Measure is specified as Hours, then utilization is calculated by dividing the Asset Usage by the Asset Capacity.
- For example, if 100 hours of 2 cranes are being used on projects, and the available hours per crane is 170, the utilization of cranes is (2 times 100) divided by (2 times 170), which equals 58%.

To review equipment utilization:

1. Launch the Review Equipment Utilization task under the Capital Analysis task list.
   See “Viewing the Capital Analysis Task List” on page 182.

2. Complete the Review Equipment Utilization composite form.
   For form element definitions, see the Glossary.
Reviewing Equipment Requests Across Projects

This task depicts the allocation percentage and asset usage by project. If an asset is used for multiple projects, the allocation percentage is naturally aggregated at the All Projects level.

- The top form displays total equipment requisitions.
- The bottom form displays equipment requisitions by project.

To review equipment requests across projects:

1. Launch the Review Equipment Requests Across Projects task under the Capital Analysis task list.
   See “Viewing the Capital Analysis Task List” on page 182.
2. Review the Review Equipment Requests Across Projects composite form.
   For form element definitions, see the Glossary.

Assigning Equipment to Projects

The Assign Equipment to Projects task enables managers to view current equipment assignments, to change their status, and to assign equipment to projects as necessary. Asset managers can verify equipment requests at the project level. Then they can change the requisition status to approved, on hold, or unapproved (rejected). Then to fulfill the requisition, they must assign existing equipment to the project.

To assign equipment to projects:

1. Launch the Assign Equipment to Projects task under the Capital Analysis task list.
   See “Viewing the Capital Analysis Task List” on page 182.
2. Complete the Assign Equipment to Projects composite form.
   For form element definitions, see the Glossary.
3. From the top Equipment Detailed Requests by Projects form, you can Change Requisition Status using the shortcut menu.
   See “Changing the Requisition Status” on page 185.
4. From the Existing Equipment Availability, form, you can Assign Existing Equipment using the shortcut menu.
   See “Assigning Existing Equipment to Projects” on page 186.

Changing the Requisition Status

This task enables you to change the requisition status of a piece of equipment to approved, unapproved, or on-hold.
To change the requisition status:

1. Open the **Assign Equipment to Projects** composite form.
   
   See “Assigning Equipment to Projects” on page 185

2. From the top **Equipment Detailed Requests by Projects** form, right-click and select **Change Requisition Status**.

3. From **Change Requisition Status**, specify or select the values that apply to your project:
   
   - **Standard Equipment**—Select the equipment needed for the project from a predefined list of equipment. The equipment list is based on the context of the form.
   
   - **Equipment Requisitions**—Select the requisition number for the equipment from a predefined list. The equipment requisitions list is based on the context of the form.
   
   - **Enter Status**—Select from the following options:
     
     - **Approved**—Select if the requisition has approval to move forward.
     
     - **Unapproved**—Select if the requisition was rejected or not approved.
     
     - **On-hold**—Select if the requisition is postponed or needs to be put on hold.

4. Click **OK**.

---

**Assigning Existing Equipment to Projects**

This task enables you to assign existing equipment to projects.

To assign existing equipment to a project:

1. Open the **Assign Equipment to Projects** composite form.
   
   See “Assigning Equipment to Projects” on page 185

2. From the **Existing Equipment Availability** form, right-click and select **Assign Existing Equipment**.

3. From **Assign Existing Equipment**, specify or select the values that are applicable for your project:

   - **Enter Project**—Select the project for which existing equipment can be assigned.
   
   - **Asset Class**—Select the asset class, the dimension that details the different categories of assets that the company owns.

   - **Asset Detail**—Select the specific asset that you want to assign to the project.

   - **Equipment Requisition**—From the predefined list, select the equipment requisition number against which the existing equipment is to be assigned.

   - **Equipment Units**—Enter the number of equipment units needed for the project.

   - **Justification**—Provide a reason why the equipment is needed for the project.

4. Click **Launch**.
### Raising a New Equipment Request

If the asset manager determines that an equipment request for a project cannot be fulfilled from the existing equipment available, they can request a new tangible or leased asset. This will indicate that the equipment requisition will be filled by a new asset purchased in the future.

To raise a new equipment request:

1. **Launch the Raise New Equipment Request task under the Capital Analysis task list.**
   
   See “Viewing the Capital Analysis Task List” on page 182.

2. **Complete the Raise New Equipment Request composite form.**
   
   For form element definitions, see the Glossary.

3. **From the New Equipment Requests composite form, you can add a new asset, calculate an asset, review calculated details, view the impact of the request on your financial statements, and change the requisition status.**

   - See “Adding a New Asset” on page 187.
   - See “Calculating an Asset” on page 189
   - See “Reviewing Calculated Details” on page 189
   - See “Viewing the Impact of an Equipment Request on Financial Statements” on page 190
   - See “Changing the Requisition Status” on page 185.

### Adding a New Asset

You can add assets by adding them individually in Project Financial Planning. This task enables you to add a new asset in Project Financial Planning.

To add a new asset:

1. **Open the Raise New Equipment Request composite form.**
   
   See “Raising a New Equipment Request” on page 187

2. **From the New Tangible Asset Requests-Project or the New Leased Asset Requests-Project form, right-click and select Add New Asset.**

3. **From Add New Asset, specify or select the values that apply for your project:**

   - For tangible assets:
     - **Asset Class**—From the predefined list, select the asset class to which the requested tangible asset belongs.
     - **Equipment Requisition**—Select the requisition number for which the new tangible asset is being raised.
     - **Asset ID**—Assign an ID for the new tangible asset.
     - **Description**—Optional field to provide details about the asset request.
- **Asset Rate**—Enter the asset rate of the new tangible asset.
- **Asset Units**—Enter the number of asset units to be raised.

**Note:** Asset units cannot exceed the number of asset units in the equipment requisition.

- **Justification**—Provide a reason why the asset is needed.
- **Number of requests**—Enter the number of requests.
- **Physical Location**—From the Smart List, select the location from the predefined list for which the new tangible asset request is being made.

**Note:** You can customize this Smart List to suit your needs. Adding additional values to the Smart List does not impact business rules.

- **Priority**—Select the priority for the new asset request.
- **Purchase Date**—Enter the purchase date of the new tangible asset.
- **Salvage Value**—Enter the salvage value (second hand market value) of the new tangible asset.

- For leased assets:
  - **Asset Class**—Select the asset class to which the leased asset that you want to request belongs.
  - **Equipment Requisition**—Select the requisition number for which the new leased asset is being raised.
  - **Asset ID**—Assign an ID for the new leased asset.
  - **Description**—Optional field to provide details about the new leased asset request.
  - **Asset Units**—Enter the number of leased asset units to be raised.

**Note:** Asset units cannot exceed the number of asset units in the equipment requisition.

- **Justification**—Provide a reason why the equipment is needed.
- **Priority**—Prioritize the new leased asset request.
- **Lease Date**—Enter the lease date of the new leased asset.
- **Lease Term (In Years)**—Select the number of years for which the new leased asset request is being made.
- **Down Payment**—Enter the down payment being made for the new leased asset request.
- **Lease Payment**—Enter the lease payment of the new asset.
- **Payment Frequency**—Select the frequency of payments for the new leased asset.
- **Payment Timing**—Select from the predefined list the payment timing.
- **Implicit Interest Rate**—Enter the interest rate of the new leased asset.
Ownership After Lease Term—Select the ownership after completion of lease term for the new asset.

Asset Value at Start of Lease—Enter the asset value at the start of the lease.

Asset Age at Start of Lease (In Years)—Enter the asset age (in years) at the start of the lease.

Purchase Price at End Lease—Enter the purchase price for the asset at the end of the lease period.

Second Hand Market Value (Salvage Value)—Enter the salvage value of the new leased asset.

4 Click OK.

Calculating an Asset

This task enables you to calculate an asset.

➢ To calculate a project equipment expense:

1 Open the Raise New Equipment Request composite form.

   See “Raising a New Equipment Request” on page 187

2 From the New Tangible Asset Requests-Project or the New Leased Asset Requests-Project form, right-click, and then select Calculate Asset.

3 Click Launch.

Reviewing Calculated Details

This task enables you to review calculated details for equipment.

➢ To review calculated details:

1 Open the Raise New Equipment Request composite form.

   See “Raising a New Equipment Request” on page 187

2 From the New Tangible Asset Requests-Project form, right-click and select Calculated Details.


   For form element definitions, see the Glossary.

4 You can return to the previous form by using the shortcut menu.
Viewing the Impact of an Equipment Request on Financial Statements

Subtopics

- Viewing the Impact of an Equipment Request on the Profit and Loss Statement
- Viewing the Impact of an Equipment Request on the Balance Sheet Statement
- Viewing the Impact of an Equipment Request on the Cash Flow Statement

These tasks enable you to view the impact of an equipment request on the Profit and Loss, Balance Sheet, and Cash Flow statements.

Viewing the Impact of an Equipment Request on the Profit and Loss Statement

This task enables you to view the impact of an equipment request on the Profit and Loss Statement.

➢ To view the impact of an equipment request on the Profit and Loss Statement:

1. Open the Raise New Equipment Request composite form.
   See “Raising a New Equipment Request” on page 187
2. Select an action:
   - From the New Tangible Asset Requests-Project form, right-click and select Profit & Loss Impact
   - From the New Leased Asset Request-Project form, right-click and select Financial Statements, and then Profit and Loss Impact
3. Review the 6.05 Profit and Loss Impact - Drill Through form.
   For form element definitions, see the Glossary.
4. You can return to the previous form by using the shortcut menu.

Viewing the Impact of an Equipment Request on the Balance Sheet Statement

This task enables you to view the impact of an equipment request on the Balance Sheet statement.

➢ To view the impact of an equipment request on the Balance Sheet statement:

1. Open the Raise New Equipment Request composite form.
   See “Raising a New Equipment Request” on page 187
2. Select an action:
   - From the New Tangible Asset Requests-Project form, right-click and select Balance Sheet Impact
- From the New Leased Asset Request-Project form, right-click and select Financial Statements, and then Balance Sheet Impact

3 Review the 6.10 Balance Sheet Impact - Detail form.
For form element definitions, see the Glossary.

4 You can return to the previous form by using the shortcut menu.

Viewing the Impact of an Equipment Request on the Cash Flow Statement

This task enables you to view the impact of an equipment request on the Cash Flow statement.

➢ To view the impact of an equipment request on the Cash Flow statement:

1 Open the Raise New Equipment Request composite form.
   See “Raising a New Equipment Request” on page 187

2 Select an action:
   - From the New Tangible Asset Requests-Project form, right-click and select Cash Flow Impact
   - From the New Leased Asset Request-Project form, right-click and select Financial Statements, and then Cash Flow Impact

3 Review the 6.00 Cash Flow Impact - Line Item Details form.
   For form element definitions, see the Glossary.

4 You can return to the previous form by using the shortcut menu.

Recalculating Equipment Costs

After making changes or additions to equipment, the Recalculate Equipment Costs task enables entity managers to recalculate equipment costs.

➢ To recalculate equipment costs:

1 Launch the Recalculate Equipment Costs task under the Capital Analysis task list.
   See “Viewing the Capital Analysis Task List” on page 182.

2 Launch the RollupCapexCube business rule.
   For runtime prompt element definitions, see the Glossary.

3 Click Launch.
Reviewing the Impact on Financial Statements

Reviewing the impact of capital expenses and related actions shows their effect on the Profit and Loss, Balance Sheet, and Cash Flow. You can review the financial impact by department or across departments, for the same asset class, all asset classes, or one asset.

To review the impact of an equipment request on the financial statements:

1. Launch the Review Impact on Financial Statements task under the Capital Analysis task list.
   See “Viewing the Capital Analysis Task List” on page 182.
   For form element definitions, see the Glossary.
3. From the Cash Flow Impact form, you can view asset details using the shortcut menu.
   See “Viewing Asset Details” on page 192.

Viewing Asset Details

This task enables you to view capital expense details about an asset. You can navigate across All Projects to verify the expenses of new asset requests.

To view asset details:

   See “Reviewing the Impact on Financial Statements” on page 192
2. From the Cash Flow Impact form, right-click and select Asset Details,
3. Review the 5.05 Capital Expenditure Summary - Line Item Details form.
   For form element definitions, see the Glossary.
4. You can return to the previous form by using the shortcut menu.
In Performing Financial Analysis:

- Performing Financial Analysis
- Reviewing Projects
Performing Financial Analysis

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About

Project Financial Planning enables financial users to review the financial impact on an organization of new project proposals and existing projects. Finance managers can review the Income Statement and Cash Flow of the organization for the total projects.

Process

The finance manager begins by reviewing an overview of several key financial measures: Current Year Financials, Total Fund Requests, Net Income and Cash Flow Trend, and Head Count trend. After the financial measures are reviewed, they can perform a detailed analysis of the entities in the organization and the project financials. The detailed analysis shows the net revenue, total expenses, net income or loss, project cash flow, and ROI by organization. Then the finance manager make funding decisions and submit the plan for approval.

Finance Analysis Task List Tasks

1. Review current year financials, total fund requests, net income and cash flow trends, and headcount trends at the project level.
   See “Viewing the Financial Overview” on page 196.
2. Perform a detailed analysis of a project’s financials and resources.
   See “Performing Detailed Analysis” on page 199.
3. Review project funding, such as reviewing fund requests and allocating funding to projects.
   See “Reviewing Project Funding” on page 200.

4. Submit the plan for approval.
   See “Submitting the Plan for Approval” on page 201.

**Viewing the Finance Analysis Task List**

1. Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.

2. Select View, then Task List, and then Task List.

3. Expand Finance Analysis.

4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

**Viewing the Financial Overview**

The financial overview provides you with a high level view of the financial performance of your organization. The overview will help you to identify issues and it enables you to work interactively with your financials.

You can review current year financials, total fund requests, net income and cash flow trends, and headcount trends at the project level.

1. Navigate to the Finance Analysis task list.
   See “Viewing the Finance Analysis Task List” on page 196.

2. Launch the Financial Overview task.

   For form element definitions, see the Glossary.

4. From the Total Fund Request form, you can use the shortcut menu to allocate funds, change funding status, review project financial statements, and review project KPIs.
   - See “Allocating Funds” on page 197.
   - See “Changing Funding Status” on page 197.
   - See “Reviewing Project Financial Statements” on page 198.
   - See “Reviewing Project KPIs” on page 198.
Allocating Funds

After planning expenses for a project, the project manager will request funding. The finance manager determines the funding required across projects and determines how to secure the required funds. Once the funding source has been determined, the finance manager then allocates the funds back to the projects. The project can be assigned with the sources of funds, the project’s cost-of-capital details, and the time line of funding. This will determine the cost-of-capital information and cash inflows and outflows for the project.

To allocate funds:

1. Open the Financial Overview.
   
   See “Viewing the Financial Overview” on page 196.

2. From the Total Fund Request form, right-click and select Allocate Fund.

3. In Allocate Fund, specify or select the values that are applicable for your project:
   
   - **Funding Source Code**—Identify the funding source.
   
   - **Funding Source Description**—Describe the funding source.
   
   - **Funding Instrument Type**—Select from the following funding types: Internal Funding, External Funding Short Term, External Funding Long Term, Subordinated Debt, 7 1/2% Senior Notes, Unspecified.

   Note: You can customize this Smart List to suite your needs.

   - **Funding Amount**—Enter the funding amount allocated to the project. Allocated funding could be the equal to or less than the funding request from the project manager.
   
   - **Funding Date**—Specify the date that the funding was secured.
   
   - **Term (In Months)**—Enter the repayment term (in months) of the funding.
   
   - **Repayment Frequency**—Select from the following payment terms: Quarterly, Semiannually, or Yearly

   - **Implicit Interest Rate**—Enter interest

4. Click OK.

Changing Funding Status

This task enables you to change the selected funding status to Approved, Unapproved or On-hold.

The funding status is set to New when a request is made. Once the requests are submitted for approval, the approving authority could change the status of individual requests before promoting the plan through the Approvals process. Allocating funds will automatically change the status to Approved.
To change project funding status:

1. Open the **Financial Overview**.
   See “Viewing the Financial Overview” on page 196.

2. From the **Total Fund Request** form, right-click and select **Change Funding Status**.

3. In the **Change Funding Status** window, specify or select the values that are applicable for your project:
   - **Enter Project**—Select the project or projects.
   - **Enter Project Elements**—Select the project elements.
   - **Enter Status**—Select from the following options:
     - **Approved**—Select if the project has approval to move forward
     - **Unapproved**—Select if the project was rejected or not approved
     - **On-hold**—Select if the funding is postponed or needs to be put on hold

4. Click **OK**.

**Reviewing Project Financial Statements**

This step helps you review the impact on Cash Flow and Income Statements for the project using its expenses and revenues.

➢ To review project financial statements:

1. Open the **Financial Overview**.
   See “Viewing the Financial Overview” on page 196.

2. From the **Total Fund Request** form, right-click and select **Review Project Financial Statements**.

   For form element definitions, see the **Glossary**.

4. From the tabbed area of the form, you can use the shortcut menu to calculate the project.

**Reviewing Project KPIs**

You can review the key performance indicators (KPIs) for projects. Some KPIs are yearly and some are based on the life of the project. Review the project-level defaults for discount rate and tax rate that were defined in the entity and make necessary changes.

➢ To review project KPIs:

1. Open the **Financial Overview**.
   See “Viewing the Financial Overview” on page 196.

2. From the **Total Fund Request** form, right-click and select **Review Project KPIs**.

3. Review the **1.50 Review Project Metrics and KPIs** composite form.
Calculating Project Metrics

This rule calculates all the KPI’s and yearly performance indicators for a project.

To calculate project metrics:

1. Open the 1.50 Review Project Metrics and KPIs composite form.
   
   See “Reviewing Project KPIs” on page 198.

2. From the tabbed area of the form, right-click and select Calculate Project Metrics.

3. Click OK.

Performing Detailed Analysis

The detailed analysis provides a high-level view of the financial performance of each entity within your organization. Key financial measures are provided that will help you to identify issues and enable you to work interactively. You can review Net Revenue, Total Expenses, Net Income/(Loss), Cash Flow, and ROI for the organization and for the projects within that organization.

To perform detailed analysis:

1. Navigate to the Finance Analysis task list.
   
   See “Viewing the Finance Analysis Task List” on page 196.

2. Launch the Detailed Analysis task.

3. Review the Detailed Analysis composite form.

   For form element definitions, see the Glossary.

4. From the form, you can use the shortcut menu to analyze the impact on Income Statement and the impact on Cash Flow.
   
   - See “Analyzing the Impact on Income Statement” on page 199.
   

Analyzing the Impact on Income Statement

This task enables you to perform detailed analysis for a given project. This menu option will launch the Income Statement for a selected project.
To analyze the impact on the Income Statement:

1. **Open the Detailed Analysis composite form.**
   
   See “Performing Detailed Analysis” on page 199.

2. In the lower area of the form, right-click and select **Impact on Income Statement**.

3. **Review the 8.01 Impact on Income Statement form.**
   
   For form element definitions, see the Glossary.

4. From the form, you can use the shortcut menu to calculate the project.

### Analyzing the Impact on Cash Flow

This task enables you to perform detailed analysis for a given project. This menu option will launch the project Cash Flow for a selected project.

To analyze the impact on Cash Flow:

1. **Open the Detailed Analysis composite form.**
   
   See “Performing Detailed Analysis” on page 199.

2. In the lower area of the form, right-click and select **Impact on Cash Flow**.

3. **Review the 8.02 Impact on Cash Flow form.**
   
   For form element definitions, see the Glossary.

4. From the form, you can use the shortcut menu to calculate the project.

### Reviewing Project Funding

This task enables you to view funding requests for a project and review the funds allocated to a project.

To review requests and allocate funds:

1. **Navigate to the Finance Analysis task list.**
   
   See “Viewing the Finance Analysis Task List” on page 196.

2. **Launch the Project Funding task.**

3. **Complete the Project Funding composite form.**
   
   For form element definitions, see the Glossary.

4. From the form, you can use the shortcut menus to allocate funds, change funding status, review project financial statements, review project KPIs, and deallocate funds.
   
   - See “Allocating Funds” on page 197.
   - See “Changing Funding Status” on page 197.
   - See “Reviewing Project Financial Statements” on page 198.
Deallocating a Fund

Use this rule to delete funding to a project that is no longer required or to remove a funding request that was added by mistake.

To deallocate a fund:
1. Open the Project Funding composite form.
   See “Reviewing Project Funding” on page 200.
2. From the Fund Allocation form, right-click and select Deallocate Fund.
3. In the Deallocate Fund window, enter the requested values.
   For form element definitions, see the Glossary.
4. Click OK.

Submitting the Plan for Approval

Once you have completed all of the tasks for the project and you have reviewed the financial statements and requested funding, you can promote your plan to another user for approval. To do this, go to the Submit Plan for Approval page, and start or promote the planning unit. After you promote a planning unit, its new owner can write to it (assuming the owner has write access), but you can no longer write to the planning unit. For information about promoting planning units, see Chapter 10, “Managing Planning Units” in the Oracle Hyperion Planning User's Guide.
About Reviewing Projects

This task list enables users who are responsible for reviewing, approving, and rejecting project proposals to make approval decisions. It aids users in identifying the new project proposals that are awaiting approval and provides information about how existing projects are performing.

Process for Reviewing Projects

The purpose of this task list is to review project proposals and provides information about how existing projects are performing for an organization. The process begins with calculating the financial statements for the entire organization. After the calculation is performed, you can begin the review process, first focusing on the financial impact of new project proposals, then analyzing the impact of forecast updates for existing projects. The review process includes a look at the Income Statement Impact, Cash Flow, Funding Requests, and KPIs. You can then compare project scores to help evaluate the project from both a financial and a subjective perspective, as well as review the project justifications as another analysis point in viewing and approving projects. Finally, you are presented with the financial overview which provides you with a high-level view of the financial performance of each project and of your organization as a whole. The overview helps you identify issues and enables you to work interactively with the financials. You can review current year financials, net income, cash flow trends, and the project-level project score.
Review Projects Task List Tasks

1. Calculate the department level financial statements.
   See “Calculating Department Level Financial Statements” on page 204.

2. Review project proposals.
   See “Reviewing Project Proposals” on page 205.

3. Review existing projects.
   See “Reviewing Existing Projects” on page 205.

4. Compare project scores.
   See “Comparing Project Scores” on page 206.

5. Review performance.
   See “Reviewing Performance” on page 206.

6. Approve projects.
   See “Approving Projects” on page 207.

Viewing the Review Projects Task List

To view the Review Projects task list:

1. Launch Project Financial Planning.
   See “Logging On and Accessing Project Financial Planning” on page 35.

2. Select View, then Task List, and then Task List.


4. To launch a task from the task list, click Launch Tasklist Wizard to the right of the task.

Calculating Department Level Financial Statements

This task enables you to calculate financial statements for the entire organization.

To calculate department level financial statements:

1. Launch the Calculate Department Level Financial Statements task under the Review Projects task list.
   See “Viewing the Review Projects Task List” on page 204

2. Launch the “Calculate Departmental FS” business rule.
   For runtime prompt element definitions, see the Glossary.

3. Click Launch.
Reviewing Project Proposals

This task enables you to view new project proposals that are awaiting review and approval. You are provided all the information needed to either approve or reject a proposal. You can review the Income Statement Impact, Cash Flow, Funding Requests, and KPIs for the duration of the project.

To review project proposals:

1. Navigate to the Review Projects task list.
   See “Viewing the Review Projects Task List” on page 204.
2. Launch the Review Project Proposals task.
   For form element definitions, see the Glossary.
4. From the Review Project Details form, you can use shortcut menus to perform project proposal tasks such as adding and deleting projects, reconciling projects, changing project status, moving projects, performing expense and revenue planning, and reviewing project performance. From the Project Performance form, you can use shortcut menus to calculate the project and add and cancel fund requests.
   For information about performing project proposal tasks, see the Chapter 5, “Proposing New Projects.”

Reviewing Existing Projects

This task provides the financial and non-financial details of existing projects that are awaiting review and approval. You are provided all the information needed to either approve or reject forecast changes. You can review the Income Statement Impact, Cash Flow, Funding Requests, and KPIs for the duration of the project.

To review existing projects:

1. Navigate to the Review Projects task list.
   See “Viewing the Review Projects Task List” on page 204.
2. Launch the Review Existing Projects task.
   For form element definitions, see the Glossary.
4. From the Existing Project Details form, you can use shortcut menus to perform project management tasks such as changing project status, moving projects, reviewing project performance, performing expenses planning, and calculating project financials. From the Project Performance form, you can use shortcut menus to calculate the project and add and cancel fund requests.
   For information about performing project management tasks, see the Chapter 4, “Managing Existing Projects.”
Comparing Project Scores

You can review all financial and strategic scores of projects within your entity and use the scores to rank the projects for approvals.

For information about project scoring, see “Reviewing the Project Score” on page 81.

➢ To compare project scores:
  1. Navigate to the Review Projects task list.
     See “Viewing the Review Projects Task List” on page 204.
  2. Launch the Compare Project Scores task.
  3. Review the Compare Project Scores composite form.
     For form element definitions, see the Glossary.
  4. From the form, you can use shortcut menus to calculate the project score.

Reviewing Performance

Subtopics

- Reviewing Project Financial Performance
- Reviewing Departmental Financial Performance

This task provides a financial overview that summarizes the financial performance of each project and of your organization as a whole. The overview helps you to identify issues and it enables you to work interactively with your financials. You can review current year financials, net income and cash flow trends, and project score at the project level.

Reviewing Project Financial Performance

This task enables you to review project variances, Cash Flow statements, Income Statements, and financial scores for a project.

➢ To review project financial performance:
  1. Navigate to the Review Projects task list.
     See “Viewing the Review Projects Task List” on page 204.
  2. Expand Performance Review.
  3. Launch the Project Financial Performance task.
  4. Review the Project Financial Performance composite form.
     For form element definitions, see the Glossary.
Reviewing Departmental Financial Performance

You can review current year financials, cash flow trends, net income trends, and headcount trends at the departmental level.

To review departmental financial performance:
1. Navigate to the Review Projects task list.
   See “Viewing the Review Projects Task List” on page 204.
2. Expand Performance Review.
3. Launch the Departmental Financial Performance task.
   For form element definitions, see the Glossary.

Approving Projects

You can approve the projects that meet all required parameters for approval.

To approve projects:
1. Navigate to the Review Projects task list.
   See “Viewing the Review Projects Task List” on page 204.
2. Launch the Approve Projects task.
3. Review the Approve Projects form.
   For form element definitions, see the Glossary.
4. Change the planning unit status to approved.
   For information about all the review and approval tasks you can perform on planning units, see “Managing Planning Units” in the Oracle Hyperion Planning User’s Guide.
About Templates

Project Financial Planning provides import utilities and sample template files that you can use to import data and metadata into your application. To import data and metadata, use the ExportPFPTemplates utility to extract the sample template files to a user-defined root folder. The sample template files show how data should be formatted in a CSV file to load it to a Project Financial Planning application. Next, use the sample template files to construct data load files in CSV format. Finally, use the PFPImportUtility to import the data and metadata into the Project Financial Planning application.

Extracting Sample Template Files

To use the sample template files, you must first extract them from the HspPPIT.JAR. Use the ExportPFPTemplates utility to extract them to a user-defined root folder, and then generate an encrypted password file by using the PasswordEncryption.cmd utility.

To extract the sample template files:

1. Open a command prompt, and navigate to the Planning installation location.
   
   For example, if your Oracle instance is C:\Oracle, navigate to C:\Oracle\Middleware\user_projects\epmsystem1\Planning\planning1.

2. Enter ExportPFPTemplates.cmd <root folder location> <language>, where <root folder location> is the directory where you want to extract the sample template files.
and `<language>` is the language code of your Planning locale (for example, `fr` for French, `en` for English, or `zh_cn` for Simplified Chinese).

**Note:** Use lowercase letters for the language code.

3. **Enter** `PasswordEncryption.cmd <password file location>`, where `<password file location>` is the directory where you want to store the password file.

**Note:** If the name of the password file is not specified, the default password filename is `password.txt`.

4. **Navigate** to the root folder and password file locations and verify that the sample template files are displayed and that the password file was created.

# Template File Format

Create the CSV files in the same format as the templates with the same file name.

The first row in a sample template file contains the header records, which identify the member properties and the values to load. The header records include the budget item (for example, Entity, Asset Class, Employee, or Project), the data load cube name, the kind of data to be loaded (for example, project start and end dates, asset descriptions, or employee types), and the point of view (POV) to which you are loading data. The POV column contains information about the budget to which you are loading data (the scenario and version) and the artifacts that are associated with the data that you are loading (such as entity, position, employee, and so on).

For example, the following table lists the header records and a sample data row for the Project Asset Assignment sample template file:

<table>
<thead>
<tr>
<th>Asset Detail</th>
<th>Data Load Cube Name</th>
<th>Assignment - Start Date</th>
<th>Assignment - End Date</th>
<th>Asset Units</th>
<th>Justification</th>
<th>Point of View</th>
</tr>
</thead>
</table>

This sample data row loads Laptop Lenovo T400 data to the Capex cube at Plan (scenario), Working (version), Laptop (asset class), Contract Project 1 (project), USA (entity), No Year (year), BegBalance (period), Local (currency).

For detailed template format information, see “Template File Descriptions” on page 213.
Requirements and Recommendations

- Oracle recommends that you create and test CSV load files using a copy of the current application in a development or test environment. After confirming that the load files load data correctly, run them in your production environment.

- Load metadata first, and then data. Run load files in the order specified in “Data Load File Order” on page 212.

- Load data only to level 0 members, and then roll up the data to parent members as required. If you load data to parent members and then aggregate data, the values entered for the parent members are overwritten by the rolled up values.

- All dates should be in the format mm-dd-yyyy for the CSV file data.

Data Load Settings

Before you import data, you must ensure that the members in the data load files are specified in the data load settings of your Project Financial Planning application. The data load files comprise the following elements:

- The **Data Load Dimension** is the dimension to which data is loaded. It is always the first column in the template header.

- The **Data Load Cube Name** is the name of the plan type to which data is being loaded. It is the second column in the template header.

- The **Point of View** comprises all of the other dimensions that are required to determine the intersection for which to load the data. It is the last column in the template header.

- The **Driver Dimension** is the member into which data is loaded. You can have one driver dimension per load. The columns in the template header, excluding Data Load Dimension, Data Load Cube Name, and Point of View, comprise the driver dimension.

For example, in the following header record, **Account** is the data load dimension, and **Period** is the driver dimension.

<table>
<thead>
<tr>
<th>Account</th>
<th>Data Load Cube Name</th>
<th>Jan</th>
<th>Feb</th>
<th>...</th>
<th>Nov</th>
<th>Dec</th>
<th>Point of View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Load Dimension (Account)</td>
<td>Data Load Cube Name</td>
<td>Driver Dimension (Period)</td>
<td>Point of View</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ensure that all members of the driver dimension in the data load file header are listed in the **Driver Dimension** field on the application’s **Data Load Administration** page. See Chapter 5 of the *Oracle Hyperion Planning Administrator’s Guide* for details on setting the driver members.

**Note:** Data load settings are not required for loading metadata.
Data Load File Order

To ensure that your source data loads correctly, artifacts are loaded in this order by default when you use the PFPImportUtility script:

Table 5  Data Load File Order

<table>
<thead>
<tr>
<th>Artifact to be Imported</th>
<th>Sample Template File</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart List</td>
<td>SmartList.csv</td>
</tr>
<tr>
<td>Asset Detail metadata</td>
<td>AssetMem.csv</td>
</tr>
<tr>
<td>Employee metadata</td>
<td>EmployeeMem.csv</td>
</tr>
<tr>
<td>Entity metadata</td>
<td>EntityMem.csv</td>
</tr>
<tr>
<td>Project metadata</td>
<td>ProjectMem.csv</td>
</tr>
<tr>
<td>Capital Assumptions</td>
<td>ImportGlobalCapitalAssumptions.csv</td>
</tr>
<tr>
<td>Overhead Assumptions</td>
<td>ImportOverheadAssumptions.csv</td>
</tr>
<tr>
<td>Workforce Assumptions</td>
<td>ImportWFPAssumptions_1.csv</td>
</tr>
<tr>
<td>Asset Depreciation and Amortization data</td>
<td>Asset Depreciation and Ammortization.csv</td>
</tr>
<tr>
<td>Existing Project data</td>
<td>ProjectDetails.csv</td>
</tr>
<tr>
<td>New Project data</td>
<td>NewProjectDetails.csv</td>
</tr>
<tr>
<td>Project Actual Expense data</td>
<td>ProjectActualsExpense.csv</td>
</tr>
<tr>
<td>Project Actual Revenue data</td>
<td>ProjectActualsRevenue.csv</td>
</tr>
<tr>
<td>Existing Employees’ Assignment to Projects</td>
<td>ImportEmployeeProjectAssignment.csv</td>
</tr>
<tr>
<td>New Employees’ Assignment to Projects</td>
<td>ImportNewEmployeeProjectAssignment.csv</td>
</tr>
<tr>
<td>Existing Asset Assignment to Projects</td>
<td>ImportProjectAssetAssignments.csv</td>
</tr>
<tr>
<td>Material Requirements for Projects</td>
<td>ImportProjectMaterialRequirements.csv</td>
</tr>
<tr>
<td>Existing Employee data</td>
<td>ImportExistingEmployees.csv</td>
</tr>
<tr>
<td>Existing Major Asset data</td>
<td>ImportAssets.csv</td>
</tr>
</tbody>
</table>

Note: Before you load data, ensure that all of the required dependent metadata is already present or is loaded through CSV files.

Importing the CSV Data Load Files

After creating the CSV data load files, you must replace the template file with the data load file. Ensure the data load file has the same name as the template file and that the format of the data
To import the CSV data load files:

1. Navigate to the Planning installation location. For example, if your Oracle instance is `C:\Oracle`, navigate to `C:\Oracle\Middleware\user_projects\epmsystem1\Planning\planning1`.

2. Run `PFPImportUtility.bat`.

3. When prompted, enter the location for the root folder which contains the data load files, enter the location of the password file, and enter the language code, for example, “en” for English. **Note:** Use lowercase letters for the language code.

4. Open your Project Financial Planning application and verify that the data was loaded.

**Template File Descriptions**

**Subtopics**

- Smart Lists and Smart List Values Template Descriptions
- Metadata Template Descriptions
- Data Template Descriptions

**Smart Lists and Smart List Values Template Descriptions**

Before loading Smart Lists and Smart List values, you must identify the associated product field names and entry names. To load Smart Lists, specify their product or member name in the **Smart List Name** column of the data load file. To load Smart List values, you enter the corresponding entry name in the **Entry Name** column of the data load file.

You load Smart Lists and Smart List values by using a file with a format that is the same as the **SmartList.csv** data load file. The following table lists the header records and sample data for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>SmartList Name</td>
<td>ProjectManager</td>
</tr>
<tr>
<td>Entry Name</td>
<td>PaulKim</td>
</tr>
<tr>
<td>Entry Label</td>
<td>Paul Matthew Kim</td>
</tr>
</tbody>
</table>

You can only add entries for the following Smart Lists:

- AssignmentLocation
When you load metadata, you can add members to the following dimensions: Entity, Project, Asset Detail, and Employee.

Note the following:

- When you load metadata, you must ensure that the parent member exists in the application before loading children to it.
- All of the templates can be used for single currency Project Financial Planning applications by removing the Currency dimension from the POV. For example, the following POV:
  
  ```
  ```
  
  Can be changed to:
  
  ```
  BegBalance,"No Year", "No Project", "USA", "No Scenario", "No Version", "BI Machine"
  ```

**Entity Metadata Template**

Under the Entity dimension, you load entities, such as USA and Mexico, as well as parent entities, such as North America. You load entity metadata by using a file with the same format as the `EntityMem.csv` data load file. The following table lists the header records and sample data for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entity</td>
<td>USA</td>
</tr>
<tr>
<td>Parent</td>
<td>North America</td>
</tr>
</tbody>
</table>

**Metadata Template Descriptions**

Subtopics

- Entity Metadata Template
- Project Metadata Template
- Asset Detail Template
- Employee Template

When you load metadata, you can add members to the following dimensions: Entity, Project, Asset Detail, and Employee.

Note the following:

- When you load metadata, you must ensure that the parent member exists in the application before loading children to it.
- All of the templates can be used for single currency Project Financial Planning applications by removing the Currency dimension from the POV. For example, the following POV:
  
  ```
  ```
  
  Can be changed to:
  
  ```
  BegBalance,"No Year", "No Project", "USA", "No Scenario", "No Version", "BI Machine"
  ```
Under the Project dimension, you add metadata for existing projects. You load project metadata by using a data file with the same format as the ProjectMem.csv data load file. The following table lists the header records and sample data for this file:

Table 8  ProjectMem.csv Header Records and Sample Data

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>IT Project</td>
</tr>
<tr>
<td>Parent</td>
<td>Existing Contract Projects</td>
</tr>
<tr>
<td>Description (optional)</td>
<td>Information Technology project</td>
</tr>
</tbody>
</table>

Under the Asset Detail dimension, you add asset detail members. You load asset details by using a data file with the same format as the AssetMem.csv data load file. The following table lists the header records and sample data for this file:

Table 9  AssetMem.csv Header Records and Sample Data

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Detail</td>
<td>Laptop Lenovo T400</td>
</tr>
<tr>
<td>Parent</td>
<td>Total Major Assets</td>
</tr>
<tr>
<td>Description (optional)</td>
<td>Lenovo T400 laptop</td>
</tr>
</tbody>
</table>

Under the Employee dimension, you add metadata for existing employees. You load employee metadata by using a data file with the same format as the EmployeeMem.csv data load file. The following table lists the header records and sample data for this file:

Table 10  EmployeeMem.csv Header Records and Sample Data

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Paul Kim</td>
</tr>
<tr>
<td>Parent</td>
<td>Existing Employees</td>
</tr>
<tr>
<td>Description (optional)</td>
<td>Paul Kim</td>
</tr>
</tbody>
</table>
After you have finished loading metadata, you can verify that the members were added by opening the Project Financial Planning application and using the Dimension Editor to view the hierarchy.

**Data Template Descriptions**

**Subtopics**

- Assumptions Template Descriptions
- Asset Depreciation and Amortization Template Descriptions
- Project Details Template Descriptions
- Project Actuals Template Descriptions
- Employee Project Assignments Template Descriptions
- Asset Project Assignments Template Descriptions
- Project Material Requirements Template Descriptions
- Existing Employee Data Template Descriptions
- Existing Major Asset Data Template Descriptions

**Assumptions Template Descriptions**

**Subtopics**

- Capital Assumptions Template
- Overhead Assumptions Template
- Workforce Assumptions Template

You can load the following assumptions: Capital, Overhead, and Workforce.

**Capital Assumptions Template**

Capital assumptions include data like depreciation, amortization methods, and so on. You load capital assumption artifacts by using a data file with the same format as the `ImportGlobalCapitalAssumptions.csv` data load file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Class</td>
<td>Land</td>
<td>The member “Land” must exist under the Asset Class dimension.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Capex</td>
<td></td>
</tr>
<tr>
<td>Useful Life (In Years)</td>
<td>15</td>
<td>● May be entered only for the tangible and intangible asset classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at “No Year”</td>
</tr>
<tr>
<td>Header Record</td>
<td>Sample Data</td>
<td>Restrictions</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Depreciation Method</td>
<td>SLN</td>
<td>● May be entered only for the tangible asset class</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at “No Year”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● This is a Smart List field. These are the possible values you can enter for it: SLN, NoDepr, SYD, DBYear, DBPeriod</td>
</tr>
<tr>
<td>Depreciation Convention</td>
<td>MidPeriod</td>
<td>● May be entered only for the tangible asset class</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at “No Year”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● This is a Smart List field. These are the possible values you can enter for it: ProrateBegPer, ProrateActDate, MidPeriod,</td>
</tr>
<tr>
<td>Amortization Method</td>
<td></td>
<td>● May be entered only for the intangible asset class</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at “No Year”</td>
</tr>
<tr>
<td>Taxes %</td>
<td></td>
<td>● May be entered only for the tangible and intangible asset classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>Insurance %</td>
<td></td>
<td>● May be entered only for the tangible and intangible asset classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>Maintenance %</td>
<td></td>
<td>● May be entered only for the tangible and intangible asset classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>Repairs %</td>
<td></td>
<td>● May be entered only for the tangible and intangible asset classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>Capacity UOM</td>
<td></td>
<td>● May be entered only for the STD equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at “No Year”</td>
</tr>
<tr>
<td>Equipment Standard Cost</td>
<td></td>
<td>● May be entered only for the STD equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>Equipment Billing Rate</td>
<td></td>
<td>● May be entered only for the STD equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Must be entered at a specific year (for example, FY11)</td>
</tr>
<tr>
<td>POV</td>
<td>&quot;No Entity&quot;, Global, BegBalance,&quot;No Scenario&quot;,&quot;No Version&quot;,&quot;No Year&quot;,Local,&quot;No Project&quot;</td>
<td>You can enter values for a different entity, version, and scenario by changing the POV.</td>
</tr>
</tbody>
</table>

To verify Capital Assumptions data, open your Project Financial Planning application and navigate to the Global Capital Assumptions form.

**Overhead Assumptions Template**

Overhead Assumption artifacts include artifacts related to overhead, such as indirect cost pool, general and administrative cost pool, and allocation base. You load Overhead Assumption
artifacts by using a data file with the same format as the ImportOverheadAssumptions.csv data load file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Element</td>
<td><code>&lt;LINEITEM(&quot;Overhead Elements&quot;)&gt;</code></td>
<td>This is the load dimension. Its value should be <code>&lt;LINEITEM(&quot;Overhead Elements&quot;)&gt;</code>. The system automatically selects the next empty line item under the Overhead Elements account member. You must ensure that there are enough line items under the overhead elements account member in the dimension hierarchy.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Project</td>
<td></td>
</tr>
</tbody>
</table>
| Indirect Cost Pool | LaborOverhead | ● This is a Smart List field. These are the possible values you can enter for it: LaborOverhead, EngineeringOverhead, ManufacturingOverhead, MaterialOverhead, InformationSystemOverhead, TrainingOverhead, FringeOverhead, CommonOverheadPool, FacilitiesAllocation
● May be entered only for indirect costs, and must be entered at “No Year” initially and then entered for each individual year, since they are the unique identifiers. |
| General and Administrative Cost Pool | CorpGnA | ● This is a Smart List field. The only value you can enter for it is CorpGnA.
● May be entered only for general and administrative costs, and must be entered at “No Year” initially and then entered for each individual year, since they are the unique identifiers. |
| Allocation Basis | TotalDirectLaborCost | ● This is a Smart List field. These are the possible values you can enter for it: TotalDirectLaborCost, TotalDirectLaborHours, TotalDirectMaterialCost, TotalNoFTEs, TotalDirectCosts, TotalSqFootage, TotalMachineHours, TotalRevenue, ValueAddedCostInput
● You must enter LaborOverhead and TotalDirectLaborDollars at “No Year” and BegBalance initially and then entered for each individual year, since they are the unique identifiers. |
| ICR | | ● May be entered only for the indirect cost pool.
● Must be entered at a specific year (for example, FY11). Do not enter a value for this field at “No Year.” |
| GACR | | ● May be entered only for the general and administrative cost pool.
● Must be entered at a specific year (for example, FY11). Do not enter a value for this field at “No Year.” |
| POV | USA,BegBalance,"No Scenario","No Version", "No Year",Local,"No Project" | You can enter values for a different entity, version, and scenario by changing the POV. |

To verify Overhead Assumptions data, open your Project Financial Planning application and navigate to the **1.09 Set Indirect and General and Administrative Assumptions** form.
Workforce Assumptions Template

Workforce Assumption artifacts include artifacts related to Oracle Hyperion Workforce Planning, such as Social Security tax rates, Medicare rates, and employee grades. You load Workforce Assumption artifacts by using a data file with the same format as the ImportWFPAssumptions_1.csv data load file. The following table lists the header records and sample data for this file:

Table 13  ImportWFPAssumptions_1.csv Header Records and Sample Data

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entity</td>
<td>No Entity</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Wrkforce</td>
</tr>
<tr>
<td>No Year</td>
<td>0.06</td>
</tr>
<tr>
<td>FY10</td>
<td>0.06</td>
</tr>
<tr>
<td>FY11</td>
<td>0.06</td>
</tr>
<tr>
<td>FY12</td>
<td>0.06</td>
</tr>
<tr>
<td>FY13</td>
<td>0.06</td>
</tr>
<tr>
<td>FY14</td>
<td>0.06</td>
</tr>
<tr>
<td>FY15</td>
<td>0.06</td>
</tr>
<tr>
<td>FY16</td>
<td>0.06</td>
</tr>
<tr>
<td>FY17</td>
<td>0.06</td>
</tr>
<tr>
<td>FY18</td>
<td>0.06</td>
</tr>
<tr>
<td>FY19</td>
<td>0.06</td>
</tr>
<tr>
<td>FY20</td>
<td>0.06</td>
</tr>
<tr>
<td>POV</td>
<td>&quot;SSTax Rate1 Input&quot;,Local,&quot;No Employee&quot;,BegBalance,&quot;No Scenario&quot;,&quot;No Version&quot;,&quot;No Project&quot;,&quot;No Job&quot;</td>
</tr>
</tbody>
</table>

Note these guidelines for loading Workforce Assumptions data:

- When entering data for **SSTax Rate1 Input**, you must enter data for each year at “No Scenario”, “No Version”, “No Project”, “No Job”, “BegBalance”, “No Employee”, and “Local”.
- You can enter values for a different entity, version, and scenario by changing the POV.
- When entering data for US Tax Rates, you must enter the data at “No Entity”.
- When entering data for standard hourly labor rates, you must change the POV from “No Job” to the specific job that is required (for example, “Proj Manager”).
You must modify the years in the template to match the years in your application by adding and removing years from the header as necessary. For example, if your application contains FY12 to FY15, you must delete the other years from the header.

- You do not have to add data for every year. For example, if your application does not contain data for FY14 and FY15, you can leave those years blank.

To verify Workforce Assumptions data, open your Project Financial Planning application and navigate to the 9.10 Set US Tax Rates and 9.00 WFP Set Rates forms.

Asset Depreciation and Amortization Template Descriptions

You load asset depreciation and amortization data for total major assets by using a data file with the same format as the Asset Depreciation and Amortization.csv data load file. The following table lists the header records and sample data for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Depreciation</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Capex</td>
</tr>
<tr>
<td>Jan</td>
<td>4</td>
</tr>
<tr>
<td>Feb</td>
<td>4</td>
</tr>
<tr>
<td>Mar</td>
<td>4</td>
</tr>
<tr>
<td>Apr</td>
<td>4</td>
</tr>
<tr>
<td>May</td>
<td>4</td>
</tr>
<tr>
<td>Jun</td>
<td>4</td>
</tr>
<tr>
<td>Jul</td>
<td>4</td>
</tr>
<tr>
<td>Aug</td>
<td>4</td>
</tr>
<tr>
<td>Sep</td>
<td>4</td>
</tr>
<tr>
<td>Oct</td>
<td>4</td>
</tr>
<tr>
<td>Nov</td>
<td>4</td>
</tr>
<tr>
<td>Dec</td>
<td>4</td>
</tr>
</tbody>
</table>

Note these guidelines for loading asset detail and amortization data:

- When entering depreciation data, you must enter data for each month at “No Project”. You may change the Year, Scenario, Version, and Entity.
Account Member must be either Depreciation or Amortization.

Asset Detail must be a level 0 descendant of “Total Major Assets” or “Minor Asset, Total”.

Asset Class must be level 0 descendants of “Total Fixed Assets”.

To verify Asset Depreciation and Amortization data, open your Project Financial Planning application and navigate to the 9.01 Verify Loaded Depreciation and Amortization form. You must run the rollup rules in the Capital Administration task list to see data in the previously mentioned form.

Project Details Template Descriptions

Subtopics

- Existing Project Template
- New Project Template

You can load project details such as the project name, classification, and type, as well as the start and end dates, to existing and new projects.

Existing Project Template

You load project details to existing projects by using a data file with the same format as the ProjectDetails.csv data load file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>IT Project</td>
<td>This project member line item must exist in the application.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Project</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Existing Contract project</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Sample existing Contract project</td>
<td></td>
</tr>
<tr>
<td>Project Classification</td>
<td>Contract</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Contract, Indirect, Capital</td>
</tr>
</tbody>
</table>
| Project Type        | TimeMaterial            | - This is a Smart List field. These are the possible values you can enter for it: TimeMaterial, FixedPrice, CostPlus, Other  
<pre><code>                  |                         | - This field is for Contract projects only.          |
</code></pre>
<p>| Start Date          | 06-01-2010              | All dates must be in the format mm-dd-yyyy.             |
| End Date            | 08-14-2014              | All dates must be in the format mm-dd-yyyy.             |</p>
<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
</table>
| Project Category |             | • This is a Smart List field. These are the possible values you can enter for it: AnnualByFiscalYear, MultiYear  
|                  |             | • This field is only for Indirect projects.                                                                                                  |
| Project Status   | Active      | • This is a Smart List field. These are the possible values you can enter for it: New, Active, Proposed, Approved, Unapproved, Onhold, Closed  
|                  |             | • All existing projects must have an “Active” status.                                                                                       |
| Revenue Recognition | Monthly   | • This is a Smart List field. These are the possible values you can enter for it: Monthly, Quarterly, SemiAnnual, AfterCompletion, WhenBilled  
| Revenue Cash Flow Incidence | SameMonth | • You can add revenue details for Contract projects only.                                                                                   |
| Project Ownership | ProjectOwner | This is a Smart List field. These are the possible values you can enter for it: ProjectServiceProvider, ProjectOwner                          |
| Project Customer Name | Customer1 | This is a Smart List field. These are the possible values you can enter for it: Customer1, Customer2                                          |
| Project Manager  | ProjectManager1 | This is a Smart List field. These are the possible values you can enter for it: ProjectManager1, ProjectManager2                             |
| Project Location | Location1  | This is a Smart List field. These are the possible values you can enter for it: Location1, Location2, Location3                                |
| Project Priority | High       | This is a Smart List field. These are the possible values you can enter for it: High, Medium, Low                                           |
| Rank             | Two        | This is a Smart List field. These are the possible values you can enter for it: One, Two, Three, Four, Five                                       |
| Capital Project Asset | SingleAsset | This is a Smart List field. These are the possible values you can enter for it: SingleAsset, MultiAsset                                          |
| POV              | "No Project Element", "USA","No Scenario", "No Version",Local,"No Year",BegBalance | The Entity can be changed in the POV.                                                                                                           |

To verify existing project details data, open your Project Financial Planning application and navigate to the .02 Existing Project Details - Capital, .02 Existing Project Details - Contract, and .02 Existing Project Details - Indirect forms.

**New Project Template**

You load project details to existing projects by using a data file with the same format as the NewProjectDetails.csv data load file. The following table lists the header records, sample data, and restrictions for this file:
<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td><code>&lt;LINEITEM(&quot;New Contract Projects&quot;)&gt;</code></td>
<td>Unique identifier. See the note following this table.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Project</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Existing Contract project</td>
<td>Unique identifier. See the note following this table.</td>
</tr>
<tr>
<td>Description</td>
<td>Sample existing Contract project</td>
<td></td>
</tr>
<tr>
<td>Project Classification</td>
<td>Contract</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Contract, Indirect, Capital</td>
</tr>
</tbody>
</table>
| Project Type           | TimeMaterial                                     | ● This is a Smart List field. These are the possible values you can enter for it: TimeMaterial, FixedPrice, CostPlus, Other  
                          |                                                  | ● This field is for Contract projects only.                                       |
| Start Date             | 06-01-2010                                       | All dates must be in the format mm-dd-yyyy.                                  |
| End Date               | 08-14-2014                                       | All dates must be in the format mm-dd-yyyy.                                  |
| Project Category       | MultiYear                                        | ● Unique identifier. See note following this table.                          |
|                        |                                                  | ● This is a Smart List field. These are the possible values you can enter for it: AnnualByFiscalYear, MultiYear  
                          |                                                  | ● Can be added for Indirect projects only                                       |
| Project Status         | Active                                           | ● This is a Smart List field. These are the possible values you can enter for it: New, Active, Proposed, Approved, Unapproved, Onhold, Closed  
                          |                                                  | ● All existing projects must have an “Active” status.                            |
| Revenue Recognition    | Monthly                                          | ● This is a Smart List field. These are the possible values you can enter for it: Monthly, Quarterly, SemiAnnual, AfterCompletion, WhenBilled  
                          |                                                  | ● You can add revenue details for Contract projects only.                       |
| Revenue Cash Flow Incidence | SameMonth                                    | ● This is a Smart List field. These are the possible values you can enter for it: MonthsPrior1, MonthsPrior2, SameMonth, MonthsCredit1, MonthsCredit2, MonthsCredit3, MonthsCredit4  
                          |                                                  | ● You can add revenue details only for Contract projects.                      |
| Project Ownership      | ProjectOwner                                     | This is a Smart List field. These are the possible values you can enter for it: ProjectServiceProvider, ProjectOwner  |
| Project Customer Name  | Customer1                                        | This is a Smart List field. These are the possible values you can enter for it: Customer1, Customer2 |
| Project Manager        | ProjectManager1                                  | This is a Smart List field. These are the possible values you can enter for it: ProjectManager1, ProjectManager2 |
| Project Location       | Location1                                        | This is a Smart List field. These are the possible values you can enter for it: Location1, Location2, Location3 |
Note these guidelines for entering project details for new projects:

- **Name** and **Project Category** are unique identifiers for the line items. If both fields are the same for multiple entries with the same POV, then the later entries overwrite the previous entries.

- If you load multiple entries with the same **Name** and **Project Category** and different POV values, the later entries are added as separate line items and will not overwrite the previous entries.

For example, the following table describes a sample data load file in which no rows are overwritten. Although the Name and POV are the same in rows 1 and 3, the Project Categories are different and thus all entries are written as separate line items.

### Table 17  Unique Identifier Example #1: Project Category

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Project Category</th>
<th>POV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Project 1</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
<tr>
<td>Contract Project 2</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
<tr>
<td>Contract Project 1</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>Annual by Fiscal Year</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
</tbody>
</table>

In this example, the Name, Project Category, and POV are the same in rows 1 and 3, and thus row 1 is overwritten by row 3.

### Table 18  Unique Identifier Example #2: Overwrite

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Project Category</th>
<th>POV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Project 1</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
<tr>
<td>Contract Project 2</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
</tbody>
</table>
In this example, the Name and Project Category are the same in rows 1 and 3, but the POV is different. Thus, row 1 is not overwritten by row 3.

Table 19  Unique Identifier Example #3: POV

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Project Category</th>
<th>POV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Project 1</td>
<td>01-01-2011</td>
<td>12-31-2015</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
<tr>
<td>Contract Project 2</td>
<td>06-01-2010</td>
<td>08-30-2014</td>
<td>MultiYear</td>
<td>No Project Element, USA, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
<tr>
<td>Contract Project 1</td>
<td>01-01-2011</td>
<td>12-31-2015</td>
<td>MultiYear</td>
<td>No Project Element, India, No Scenario, No Version, Local, No Year, BegBalance</td>
</tr>
</tbody>
</table>

To verify existing project details data, open your Project Financial Planning application and navigate to the .00 New Project Proposals - Capital, .00 New Project Proposals - Contract, and .00 New Project Proposals - Indirect forms.

Project Actuals Template Descriptions

Subtopics

- Project Expenses Template
- Project Revenues Template

Project Actuals artifacts include project expenses such as labor, equipment, and travel expenses, and project revenues, such as contract, sales, and maintenance revenue.

Project Expenses Template

You load project actual expense artifacts by using a data file with the same format as the ProjectActualsExpense.csv data load file. The following table lists the header records, sample data, and restrictions for this file:

Table 20  ProjectActualsExpense.csv Header Records, Sample Data, and Restrictions

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>Contract Project 1</td>
<td></td>
</tr>
<tr>
<td>Labor Expense</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Equipment Expense</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td><strong>Header Record</strong></td>
<td><strong>Sample Data</strong></td>
<td><strong>Restrictions</strong></td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Lease Assets - Rent Expense</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Material Expense</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Materials - Non Billable</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Subcontracts</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Intercompany Expense</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Travel Expense - Billable</td>
<td>1000</td>
<td>Applies only to Contract and Indirect projects. Do not enter data for this field for Capital projects.</td>
</tr>
<tr>
<td>Travel Expense - Non-billable</td>
<td>1000</td>
<td>Applies only to Contract and Indirect projects. Do not enter data for this field for Capital projects.</td>
</tr>
<tr>
<td>Miscellaneous Expense</td>
<td>1000</td>
<td>Applies only to Contract and Indirect projects. Do not enter data for this field for Capital projects.</td>
</tr>
<tr>
<td>Capitalized Labor</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Capitalized Material</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Capitalized Equipment Costs</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Capitalizable Travel</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Other Capitalizable Expense</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Capitalizable Sub-Contractors</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Capitalized Indirect Costs</td>
<td></td>
<td>Applies only to Capital projects. Do not enter data for this field for Contract and Indirect projects.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Project</td>
<td></td>
</tr>
<tr>
<td>POV</td>
<td>&quot;Actual&quot;,&quot;Final &quot;,&quot;Jan&quot;,&quot;FY11&quot;,&quot;Local&quot;,&quot;Direct Cost Input&quot;,&quot;USA&quot;</td>
<td>You must load data to the Actual scenario and the Final version. You may change the entity, year, period, and project.</td>
</tr>
</tbody>
</table>

To verify project actual expense data, open your Project Financial Planning application and navigate to the **1.12 Direct Project Expense**, and **1.12 Direct Project Expense - Capital Projects** forms.
Project Revenues Template

You load project actual revenue data by using a data file with the same format as the ProjectActualsRevenue.csv file. The following table lists the header records, sample data, and restrictions for this file:

**Table 21  ProjectActualsRevenue.csv Header Records, Sample Data, and Restrictions**

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>Contract Project 1</td>
<td></td>
</tr>
<tr>
<td>Contract Revenue - Fixed Price</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Cost Plus</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Labor</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Material</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Equipment</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Subcontracts</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Contract Revenue - Others</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Maintenance Revenue</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Other Revenues and Gains</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
<tr>
<td>Intercompany Revenue</td>
<td>1000</td>
<td>Revenue actuals apply only to Contract projects. Do not enter revenue actuals for Capital or Indirect projects.</td>
</tr>
</tbody>
</table>
To verify project actual revenue data, open your Project Financial Planning application and navigate to the 1.04 Direct Revenue form.

**Employee Project Assignments Template Descriptions**

You can load project assignment data such as assignment start and end dates, headcount, skill set, onsite and offsite labor hours, and nonbillable hours for existing and new employees. You load project assignment data for existing employees by using a data file with the same format as the `ImportEmployeeProjectAssignment.csv` data load file, and for new employees by using a data file with the same format as the `ImportNewEmployeeProjectAssignment.csv` data load file. The following table lists the header records, sample data, and restrictions for these files:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Oliver Rock</td>
<td>This member must be present under the Employee dimension.</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Wrkforce</td>
<td></td>
</tr>
</tbody>
</table>
| Assignment - Start Date | 09-01-2011 | • All dates must be in the format mm-dd-yyyy.  
• Can be entered for all project types, but must be entered at "No Year" and BegBalance.  
• Unique identifier for `ImportNewEmployeeProjectAssignment.csv` file only. See the note following this table. |
| Assignment - End Date | 08-31-2013 | • All dates must be in the format mm-dd-yyyy.  
• Can be entered for all project types, but must be entered at "No Year" and BegBalance.  
• Unique identifier for `ImportNewEmployeeProjectAssignment.csv` file only. See note following this table. |
| Headcount     | 1           | |
| Skill Set     | J2EE        | • This is a Smart List field. These are the possible values you can enter for it: J2EE, C,  
• Can be entered for all project types, but must be entered at "No Year" and BegBalance.  
• Unique identifier for `ImportNewEmployeeProjectAssignment.csv` file only. See the note following this table. |
<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments</td>
<td>Assigned as per request</td>
<td>Can be entered for all project types, but must be entered at “No Year” and BegBalance.</td>
</tr>
</tbody>
</table>
| Project Billing Level | UnSpecified | - This is a Smart List field. These are the possible values you can enter for it: Level1, Level2, Level3, NonBillable, UnSpecified  
- For Contract projects only. Must be entered at NoYear and BegBalance |
| Onsite Labor Hours | For Contract projects only. Enter for individual years and periods (for example, FY12, Jan). |
| Offsite Labor Hours | For Contract projects only. Enter for individual years and periods (for example, FY12, Jan). |
| Non Billable Hours | For Contract projects only. Enter for individual years and periods (for example, FY12, Jan). |
| Capitalizable | Yes | - This is a Smart List field. These are the possible values you can enter for it: Yes, No  
- For Capital projects only. Must be entered at “No Year” and BegBalance |
| Allocation % | For Indirect and Capital projects only  
- Enter either Allocation % or Labor Hours for an individual year and period (for example, FY12, Jan). |
| Labor Hours | For Indirect and Capital projects only  
- Enter either Allocation % or Labor Hours for an individual year and period (for example, FY12, Jan). |
| Point-of-View | "USA", "No Year", BegBalance, "Existing Contract 1", Local,"No Scenario", "No Version", "Software Engineer" | - The Entity, Version, Scenario, Project, and Job dimension can be different in the POV  
- Ensure that the Job for the employee is correct. |

**Note:** When you load new employee project assignment data, **Assignment - Start Date**, **Assignment - End Date**, and **Skill Set** are the unique identifiers for the data load. If these fields are the same for multiple entries with the same POV, then the later entries overwrite the previous entries.

To verify employee project assignment data, open your Project Financial Planning application and navigate to the **8.13 Existing Employee Assigned to Project** and **8.13 Project Requisitions** forms.

**Asset Project Assignments Template Descriptions**

You load asset assignment data for projects, such as assignment dates, asset units, allocation percentage, and asset usage, by using a data file with the same format as the
ImportProjectAssetAssignments.csv data load file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Detail</td>
<td>Laptop Lenovo T400</td>
<td></td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Capex</td>
<td></td>
</tr>
<tr>
<td>Assignment - Start Date</td>
<td>09-01-2011</td>
<td>Must be entered at “No Year”.</td>
</tr>
<tr>
<td>Assignment - End Date</td>
<td>08-31-2013</td>
<td>Must be entered at “No Year”.</td>
</tr>
<tr>
<td>Billable</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Justification</td>
<td>Assigned</td>
<td>Must be entered at “No Year”.</td>
</tr>
<tr>
<td>Asset Units</td>
<td></td>
<td>Should be entered for individual years and periods (for example, FY12, Jan).</td>
</tr>
<tr>
<td>Asset Usage</td>
<td></td>
<td>Should be entered for individual years and periods (for example, FY12, Jan).</td>
</tr>
<tr>
<td>Point-of-View</td>
<td>USA, &quot;No Year&quot;, BegBalance, &quot;Contract Project 1&quot;, Local, &quot;Plan&quot;, &quot;Working&quot;, &quot;Laptop&quot;</td>
<td>You can change the Entity, Version, Scenario, Project, and Asset Class only.</td>
</tr>
</tbody>
</table>

To verify asset project assignment data, by open your Project Financial Planning application and navigate to the 1.01 Assigned Equipment form.

**Project Material Requirements Template Descriptions**

You load material requirements for projects, such as resource names and classes, whether the material is billable or capitalizable, the spread start and end dates, and the number of units, by using a data file with the same format as the ImportProjectMaterialRequirements.csv file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Element</td>
<td>&lt;LINEITEM(&quot;Cost Elements&quot;)&gt;</td>
<td></td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Project</td>
<td></td>
</tr>
<tr>
<td>Resource Name</td>
<td>Steel</td>
<td>Unique identifier for the data load. See note following this table.</td>
</tr>
<tr>
<td>Resource Class</td>
<td>Material</td>
<td>Must be entered at “No Year” and BegBalance.</td>
</tr>
</tbody>
</table>


230  Templates
<table>
<thead>
<tr>
<th><strong>Header Record</strong></th>
<th><strong>Sample Data</strong></th>
<th><strong>Restrictions</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Description</td>
<td>Construction grade</td>
<td>Must be entered at “No Year” and BegBalance.</td>
</tr>
</tbody>
</table>
| Billable | Yes | ● This is a Smart List field. These are the possible values you can enter for it: Yes, No  
● Must be entered at “No Year” and BegBalance. |
| Capitalizable | Yes | ● This is a Smart List field. These are the possible values you can enter for it: Yes, No  
● Must be entered at “No Year” and BegBalance. |
| Spread Start Date | 08-01-2011 | Must be entered at “No Year” and BegBalance. |
| Spread End Date | 06-06-2013 | Must be entered at “No Year” and BegBalance. |
| Cost UOM | Unitrate | Must be entered at “No Year” and BegBalance. |
| Expense Cash Flow Incidence | SameMonth | ● This is a Smart List field. These are the possible values you can enter for it: MonthsPrior1, MonthsPrior2, SameMonth, MonthsCredit1, MonthsCredit2, MonthsCredit3, MonthsCredit4  
● Must be entered at “No Year” and BegBalance. |
| Cost/Unit | | Enter for individual years and periods (for example, FY12, Jan). |
| Number of Units | | Enter for individual years and periods (for example, FY12, Jan). |

**Note:** Resource Name and Resource Class are the unique identifiers for the data load. If both fields are the same for multiple entries with the same POV, then the later entries overwrite the previous entries.

To verify asset project assignment data, open your Project Financial Planning application and navigate to the **1.06 Material and Other Requirements** form.

### Existing Employee Data Template Descriptions

You load employee data for existing employees, such as the employee name and type, salary rate, start month, grade, and skill set, by using a data file with the same format as the `ImportExistingEmployee.csv` data load file. The following table lists the header records, sample data, and restrictions for this file:

<p>| <strong>Table 25</strong> ImportExistingEmployee.csv Header Records, Sample Data, and Restrictions |
|-------------------|-----------------|-----------------|
| <strong>Header Record</strong> | <strong>Sample Data</strong> | <strong>Restrictions</strong> |
| Employee | Paul Kim | This Employee must be present under the Employee dimension. |</p>
<table>
<thead>
<tr>
<th><strong>Header Record</strong></th>
<th><strong>Sample Data</strong></th>
<th><strong>Restrictions</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Load Cube Name</td>
<td>Wrkforce</td>
<td></td>
</tr>
<tr>
<td>Salary Rate</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Employee Type</td>
<td>Regular</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Regular, Temporary, Contractor</td>
</tr>
<tr>
<td>Pay Type</td>
<td>Exempt</td>
<td>This is a Smart List field. These are the possible values you can enter for it: NonExempt, Exempt</td>
</tr>
<tr>
<td>FTE</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Merit Month</td>
<td>Jun</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec</td>
</tr>
<tr>
<td>Start Month</td>
<td>Jan</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec</td>
</tr>
<tr>
<td>Grade</td>
<td>Grade3</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Grade1, Grade2, Grade3, Grade4, Grade5, Grade6, Grade7, Grade8, Grade9, Grade10, Grade11, Grade12, Grade13</td>
</tr>
<tr>
<td>Tax Region</td>
<td>NoRegion</td>
<td>This is a Smart List field. These are the possible values you can enter for it: NoRegion, USA</td>
</tr>
<tr>
<td>Skill Set</td>
<td>C</td>
<td>This is a Smart List field. These are the possible values you can enter for it: J2EE, C, ProjectManagement, OracleHyperionPlanning, OracleDB, Localization, Essbase, ManualTesting, Automation, PerformanceTesting</td>
</tr>
<tr>
<td>Health Plan</td>
<td>IndividualPlan</td>
<td>This is a Smart List field. These are the possible values you can enter for it: IndividualPlan, FamilyPlan, IndividualPlus1</td>
</tr>
<tr>
<td>Performance</td>
<td>MeetsExpectations</td>
<td>This is a Smart List field. These are the possible values you can enter for it: FailsToMeetExpectations, NeedsImprovement, MeetsExpectations, ExceedsExpectations, FarExceedsExpectations</td>
</tr>
<tr>
<td>Salary Basis</td>
<td>Hourly</td>
<td>This is a Smart List field. These are the possible values you can enter for it: Hourly, Annual</td>
</tr>
<tr>
<td>Working Days</td>
<td>240</td>
<td></td>
</tr>
<tr>
<td>Hours per Week</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Override Merit %</td>
<td>0.2</td>
<td></td>
</tr>
</tbody>
</table>
| Point-of-View | "USA", "Local", "No Project", "BegBalance", "No Scenario", "No Version", "FY11", "Software Engineer" | - You can change only the Entity, Version, Scenario, Year, and Jobs.  
- Job and Employee should correspond |

To verify existing employee data, open your Project Financial Planning application and navigate to the **1.01 Review Existing Employees** form.
Existing Major Asset Data Template Descriptions

You load data for major existing assets, such as the asset description and status, asset units, basic cost, and purchase date, by using a data file with the same format as the `ImportAssets.csv` data load file. The following table lists the header records, sample data, and restrictions for this file:

<table>
<thead>
<tr>
<th>Table 26</th>
<th>ImportAssets.csv Header Records, Sample Data, and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Header Record</strong></td>
<td><strong>Sample Data</strong></td>
</tr>
<tr>
<td>Asset Detail</td>
<td>Oracle Exalytics</td>
</tr>
<tr>
<td>Data Load Cube Name</td>
<td>Capex</td>
</tr>
<tr>
<td>Asset Description</td>
<td>Oracle Exalytics</td>
</tr>
</tbody>
</table>
| Asset Status | Active | ● Must be entered at “No Year”  
● This is a Smart List field. These are the possible values you can enter for it: Delete, New, Active, Retired, Sold, Transferred, UnderConstruction, Completed |
| Asset Units | 1 | Must be entered at “No Year” |
| Asset Rate | 400000 | Must be entered at “No Year” |
| Basic Cost | 30000 | Must be entered at “No Year” |
| Asset Capacity | 2000 | Must be entered at “No Year” |
| Capacity UOM | Each | ● Must be entered at “No Year”  
● This is a Smart List field. These are the possible values you can enter for it: Each, SquareFeet, Hours |
| Cash Flow Incidence | SameMonth | ● Must be entered at “No Year”  
● This is a Smart List field. These are the possible values you can enter for it: MonthsPrior1, MonthsPrior2, SameMonth, MonthsCredit1, MonthsCredit2, MonthsCredit3, MonthsCredit4 |
<p>| Purchase Date | 01-03-2011 | Must be entered at “No Year” |
| In Service Date | 01-03-2011 | Must be entered at “No Year” |
| Salvage | 100000 | Must be entered at “No Year” |
| FOG Cost per Year | Enter for individual years (for example, FY11) | |
| Insurance % | Enter for individual years (for example, FY11) | |
| Maintenance % | Enter for individual years (for example, FY11) | |
| Repair % | Enter for individual years (for example, FY11) | |</p>
<table>
<thead>
<tr>
<th>Header Record</th>
<th>Sample Data</th>
<th>Notes</th>
</tr>
</thead>
</table>
| POV           | BegBalance,"No Year",Local,"No Project","USA","No Scenario","No Version","BI Machine" | - You can change only the Entity, Version, Scenario, Year, and Asset Class.  
- Ensure that Asset Class and Asset Detail members correspond |

To verify major asset data, by open your Project Financial Planning application and navigate to the **1.05 Manage Existing Assets** form.
This appendix describes how to create, load security for, and load data for an information technology (IT) industry-specific Project Financial Planning sample application.

**Creating an IT Industry-Specific Project Financial Planning Sample Application**

This section helps you create an information technology (IT) industry-specific sample application for Project Financial Planning.

**Note:**

- Project Financial Planning applications are not supported by Oracle Hyperion EPM Architect. You must use Oracle Hyperion Planning application administration to create a Project Financial Planning application.
- Data sources created for this sample application must be set to Unicode mode. For more information, see the *Oracle Essbase Database Administrator’s Guide*.

To create a Project Financial Planning sample application:

1. **Start the Planning Application Wizard.**

2. **For Application Type**, select *Oracle Project Financial Planning*.

3. **For Industry Sample**, select *Information Technology*. 
Note: You will not be prompted to define the application calendar, currency, and plan types. They will be set automatically with predefined settings.

4 Click Next, and then click Finish.

## Loading Security

Project Financial Planning sample applications are provided with the following predefined groups. These groups are classified based on the respective areas of functionality within the organization.

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Roles</th>
</tr>
</thead>
</table>
| Asset Management    | Responsible for managing assets, tracking the utilization of assets across projects, and checking if the project asset requirements can be met with existing assets. The Manager - Procurement will also make buy or lease decisions based on the project assignment and utilization details and the cost benefit analysis. Asset Management will also reconcile the CIP assets, new assets, or leased assets to existing assets, wherever required, and calculate the asset per unit cost. | 1. Review existing assets  
2. Calculate asset expenses and per unit cost  
3. Review asset utilization across projects and drill down to assignment details if required  
4. Review new asset requests across projects and see if the requests can be met internally or if there is a need to buy or lease assets  
5. Reconcile new assets, construction in progress (CIP) assets, and leased assets with existing assets  
6. Transfer assets from one entity to another  
7. Retire assets  
8. Add new assets at the “No Project” or entity level  
9. Review and change entity-level asset defaults |
| Project Sponsor     | Responsible for approving the project budgets before they are submitted to finance for funding. Before approving a project, the Project Sponsor must ensure that the project they are approving is in line and will help them achieve the overall financial goals for the entity. | At the individual project level and at the total project level for the entity:  
1. Review expense and revenue budgets  
2. Review metrics  
3. Review impact on financial statements  
4. Approve or reject projects  
5. Plan versus Actual variance analysis for existing projects  
6. Approve or reject additional resource or asset requests  
7. Approve or reject funding requests from individual projects and forward the requests to Finance  
8. Review allocated funds  
9. Review employee utilization across projects  
10. Review asset utilization across projects  
11. Capable of prioritizing the projects using ranking  
12. Setting KPI limits  
13. Review and update entity level defaults  
14. Review intercompany partner requirements for projects and approve them |
<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Management</td>
<td>Responsible for performing financial analysis of projects, identifying internal and external sources of funds, and ensuring that the funding required by various projects can be met with these sources. Based on the availability of funds and financial analysis, they will recommend projects for approval and funding by the CFO's office. Finance Management is also responsible for approving the funding plan for projects (based on recommendations from the Manager, FP&amp;A). This approval can be made optional based on the size of the projects, for example, if the project expenditure budget exceeds $1 million, it could require approval from a VP-Finance or CFO.</td>
<td>At the individual project level and at the total project level for all entities, Finance Management will: 1. Review the impact on financial statements (Income Statement, Cash Flow statement, Balance Sheet), metrics, and drill down to the nature of the expenses and revenue 2. Review funding requests 3. Identify internal and external sources of funds (beyond the Project Financial Planning module) 4. Send the overall funding plan (both sourcing funds and allocation to various projects) for approval to CFO's office The VP-Finance or CFO will: 1. Review the funding plan (sourcing of funds) 2. Review funding requests from various projects and allocated funds (uses of funds) 3. Approve funding plan and the funds allocation to various projects 4. Drill down to project level financial details if required</td>
</tr>
<tr>
<td>Planning Administrator</td>
<td>Responsible for metadata and data imports related to projects, employees, and assets. Planning Administrators are also responsible for adding intercompany partners for a project and for setting up security for various users.</td>
<td>1. Import metadata and data 2. Add intercompany partners to the project 3. Set security for entities, projects, employees, business rules, and so on.</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Responsible for creating granular project-level budgets. Project managers are also responsible for tracking the budgets of existing projects and making changes, if required.</td>
<td>1. Create, edit, or delete a project 2. Perform expense budgeting 3. Perform revenue budgeting 4. Review metrics 5. Review impact on financial statements 6. Request funding 7. Review allocated funds 8. Perform Plan versus Actual variance analysis for existing projects 9. Request additional resources or assets</td>
</tr>
<tr>
<td>Group</td>
<td>Description</td>
<td>Roles</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Resource Management</td>
<td>The Manager - Resources is responsible for managing workforce resources, tracking the utilization of people across projects, reviewing new hire requests from projects, and verifying if the project labor requirement can be met with the existing pool of people. If the project requirement cannot be met internally, the Manager - Resource will recommend appropriate new hires (regular, hourly, or contractor) based on the project assignment details and other factors. They will also project the future salaries for employees based on drivers and assumptions, and calculate per hour cost. They can also hire at the “No Project” level. The VP - Resources is responsible for approving workforce drivers and assumptions and approving the compensation budget for existing employees. They are also responsible for approving new hire requests.</td>
<td>The Manager - Resources will:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Review existing employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Define drivers and assumptions for workforce planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Calculate future years compensation and per hour cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Review utilization of people across projects and drill down to assignment details if required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Review new hire requests across projects and determine whether the request can be met with existing people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Reconcile new hire requests to existing employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Transfer employees from one entity to another</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8. Change the status of employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9. Hire at the “No Project” level for the resource pool at entity level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The VP - Resources will:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Review all assumptions and drivers for workforce planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Approve the compensation projections for future years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Review utilization of people across projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Approve new hire requests</td>
</tr>
</tbody>
</table>

**Loading Sample Application Security**

**Note:** You must create an application before importing data, security, or users.

➢ To load sample application security:

1. **From a command prompt, go to** `MIDDLEWARE_HOME\user_projects\epmsystem1\Planning\planning1`.

2. **Execute the ExportPFPSample command with the following syntax:**

   `ExportPFPSample.cmd TargetPath Language`

   For example, if your application is in French, then you would export the files to C:\Sample

   `ExportPFPSample.cmd C:\Sample fr`

   **Note:** Use lowercase letters for the language code.

3. **Go to the target path, for example, C:\Sample, and find a folder called** `PFPITSampleSecurity_en.zip`.

   This folder contains the zipped security files.
Unzip the folder to PFPITSampleSecurity_en.

Copy the folder to MIDDLEWARE_HOME\user_projects\epmsystem1\import_export.

Go to PFPITSampleSecurity_en\HSS-Shared Services\resource\Native Directory\Assigned Roles\Default Application Group.

Open the file PPTest.csv and change the application name PFPSamp everywhere in the file to your application name.

If your application was created in a different project (for example, Foundation), then you will need to change the project_name to the destination project (Foundation).

In Oracle Hyperion Shared Services Console:
  a. Go to the File system.
  b. Open the folder PFPITSampleSecurity_en.
  c. Click Shared Services.
  d. Select Import all artifacts.
  e. After the import is completed, click HP-PPTest.
  f. Select Import all artifacts.

After security has been imported, you can create your own users and assign them to the appropriate groups.

See the Oracle Enterprise Performance Management System User and Role Security Guide.

Loading Sample Application Data

To load sample application data:

1. From a command prompt, go to MIDDLEWARE_HOME\user_projects \epmsystem1\Planning\planning1.

2. Execute the ExportPFPSample command with the following syntax:

   ExportPFPSample.cmd TargetPath Language

   For example, if your application is in French, then you would export the files to C:\Sample ExportPFPSample.cmd C:\Sample fr.

   Note: Use lowercase letters for the language code.

3. Go to the target path, for example, C:\Sample, and find a folder called DataFiles.

   This folder contains the zipped data files.

4. Unzip the DataFiles folder.

   Note the filename extensions for the files in the unzipped DataFiles folder. The filename extensions determine which data belongs in which cube.
Using the files in the DataFiles folder, load data into the correct cubes based on the filename extensions. For example, use:

- *Capex.txt files to load data to the Capex cube
- *Project.txt files to load data to the Project cube
- *Workforce.txt files to load data to the Workforce cube
Glossary

Account  Dimension that supports planning for workforce resources, capital assets, and projects (each set of members are in separate plan types).

allocated expenses  The proportion by which expenses are allocated to projects.

allocated funds  The proportion by which funds are allocated to projects.

allocation base  Determines how overhead expenses are calculated.

allocation percentage  The percentage of time a labor resource is allocated to a project. The allocation percentage drives the labor expense of that resource to a project.

amortization method  The deduction of intangible capital expenses over a specific period of time (usually over the asset's useful life). More specifically, this method measures the consumption of the value of intangible assets, such as a patent or a copyright.

Asset Class  Dimension that represents the various categories of assets that the company owns.

Asset Detail  Dimension that is used to detail new assets: either New Leased or New Owned. This dimension can also be used to delineate existing assets if the company owns more than one asset type and needs to plan specifically for that asset.

benefit cost ratio  An indicator of the overall value of a project, based on the ratio of the benefits of a project or proposal, expressed in monetary terms, relative to its costs, also expressed in monetary terms.

benefits assumptions  You set benefits assumptions to set guidelines for calculating annual merit increases and bonuses.

beta  The expected rate of return and risk-free return.

Capital planning  Planning for, managing, and prioritizing capital expenses for projects. For example, to calculate project expenses for capital usage, you assign equipment to projects.

Capital project  A Capital project is a long-term investment project undertaken for construction of a capital asset (such as buildings, dykes, and roads).

CAPM (Capital Asset Pricing Model)  A model that describes the relationship between risk and expected return to determine an appropriate required rate of return for a project or asset, if that project or asset is added to an already well-defined diversified project/asset portfolio. This model takes into account the systematic risk or market risk of the project in the industry (also called beta).

cash flow incidence  Determines how the cash flow will impact the Cash Flow statement. There are two factors that impact Cash Flow statements: sources of funds (project revenue) and uses of funds (project expenses).

CIP (Construction in Progress)  The cost of construction work that is not yet completed. Upon completion of the project, the asset becomes a depreciable asset.

common overhead pool  A type of overhead that is not identifiable to a specific group of expenses, such as Engineering.

Contract project  A project type for which work is performed as a service to an external customer.

cost of borrowing  The interest rate paid for funds that the business deploys in running their business.

Cost Plus  An agreement to pay a company for a job based on the expenses required to complete the job (for example, materials and labor), plus an added payment (or margin). You can set different Cost Plus margins for different expenses (for example, set a different margin for labor, materials, and equipment).
**criteria weight**  Entered percentage values that indicate the relative weight or merit of objective and subjective criteria. Together, the weighted criteria values total 100%, which is the overall Investment Criteria for a project.

**DB (declining balance)**  Declining balance is an accelerated method for computing depreciation whereby a large part of the cost of the fixed asset is expensed at the beginning of the asset’s life. To calculate declining balance depreciation, the depreciable basis of the fixed asset is multiplied by a factor. The depreciable basis is the book value of the fixed asset minus the accumulated depreciation. The factor is the percentage of the asset that would be depreciated each year under straight line depreciation, multiplied by an accelerator.

**DB year and DB period**  Each year or period that an asset is depreciated using the declining balance method has a different depreciable basis. DB year and DB period is the value of an asset on the depreciable basis for a given year or period.

**debt ratio**  Indicates what proportion of debt a company has relative to its assets.

**depreciation**  A method for allocating the cost of a tangible asset over its useful life. Project Financial Planning supports Straight Line (SLN), Sum-of-Years-Digits (SYD), and Declining Balance (DB) as depreciation methods for assets.

**direct discount rate approach**  The discount rate becomes the effective discount rate, which you provide.

**discount rate approach**  The approach for discounting your project’s cash flows to determine their **NPV (net present value)**. There are two approaches: **direct discount rate approach**, whereby you input the discount rate, and **CAPM (Capital Asset Pricing Model)**, which considers the systematic risk or market risk of the project in the industry.

**discount rate**  The rate of return that could be earned on an investment in the financial markets with similar risk.

**discounting factor**  Used to discount the value of future cash flows to their current value.

**effective discount rate**  The interest rate used in discounted cash flow analysis to determine the present value of future cash flows. Can be calculated either by **direct discount rate approach** or **CAPM (Capital Asset Pricing Model)**.

**employee grade**  Indicates an employee’s level in an organization. Employee grade drives the salary for a new employee.

**employee type**  A property of a labor resource: regular, contractor, or temporary.

**Employee**  For workforce planning, the Employee dimension contains the employees in an organization. The Account dimension stores employee property information.

**engineering overhead**  Costs that might be limited to office space, telephones, personal computers, office-related support, and costs related to engineering labor, such as computer aided design time.

**Entity**  Dimension that represents an organization, department, or business unit.

**evenlysplit**  A type of spreading logic. The value entered at the parent is divided between all its descendants. For example, if a value of 200 hours is entered for a project, then the 200 is divided over the number of months between the start and end dates. Contrast with **fill**.

**facilities allocation**  Costs associated with the facilities provided, such as maintenance and rent.

**fill**  A type of spreading logic. The value entered at the parent is filled into all its descendants. For example, if a value of 200 hours is entered for a project, then the values for each month between the start and end dates of the project are set to 200. Contrast with **evenlysplit**.

**finite amortization method**  An amortization method. Intangible assets with a finite useful life are amortized over their useful life and tested for impairment when impairment needs are indicated.

**Fixed Price**  A project billing type whereby the customer is charged a set negotiated price for the contracted work.

**FOG cost per year**  Fuel, oil, and gas costs, which are required expenses for operating some equipment.

**fringe overhead**  Fringe benefits including, but not limited to, vacation leave, sick pay, holidays, insurance, and supplemental unemployment benefits.
FTE (full-time equivalent)  Measures the workforce in relation to full-time employees. For example, an FTE of .5 means the position is for a half-time employee. If a position is to be filled with ten half-time employees, the FTE for that position is 5.

FUTA cap input  Federal Unemployment Tax Act. Federal payroll taxes that fund unemployment compensation. Enter the annual ceiling (cap) per year.

FUTA rate input  Employers fund federal unemployment compensation. Enter the annual percentage rate. (FUTA stands for Federal Unemployment Tax Act.)

general and administrative costs  Overhead expenses that relate to the functioning of the company as a whole that are not assignable to a job or project.

global rates  Assumption rates set at a high level that are used in various calculations to derive costs.

headcount  The number of resources (actual bodies) you are requesting. A project manager can request more than one headcount.

Income Statement  Measures a company’s financial performance over a specific accounting period by summarizing the business revenues and expenses. It also shows the net profit or loss incurred over a specific accounting period, typically over a fiscal quarter or year. The three primary financial statements are Income Statement, Balance Sheet, and Cash Flow.

indirect cost pool  A logical grouping of incurred costs identified with two or more objectives but not specifically with any final cost objective.

indirect cost  Overhead expenses necessary for the performance of a job, but not identified with a contract.

indirect project  A project class also known as administrative projects, Indirect projects have a cost impact, but do not generate revenue.

information systems overhead  Costs related to computer systems, such as internet service provider fees.

intangible asset  An asset that is not physical in nature. Corporate intellectual property (items such as patents, trademarks, copyrights, business methodologies), goodwill, and brand recognition are all common intangible assets.

intercompany partner  A relationship that is established between two internal entities to work on a project. The Project Owning organization establishes an intercompany partnership with the organization that is acting as a Service Provider to the project. The intercompany partner is reimbursed for their expenses through intercompany revenue.

investment criteria  A project’s weight value, which allows projects to be evaluated against other projects on the basis of objective financial measures, such as its NPV (net present value) or benefit cost ratio, and subjective measures such as solution fit.

Job  Dimension that contains the roles within an organization that are specifically used in project assignments.

KPIs (key performance indicators)  A set of quantifiable measures that a business uses to gauge or compare performance in terms of meeting their strategic and operational goals.

labor hours per headcount  If requesting more than one headcount, enter the number of hours per headcount for the calculation. (The number of headcount multiplied by the number of hours per headcount equals the total labor hours).

labor hours  The number of hours a resource is assigned to a project, per month. The resource can be either an employee or contractor.

labor overhead  Costs associated with labor, such as social security, unemployment taxes, shift and overtime premiums, and fringe benefits (if not a separate indirect or direct cost pool).

labor requisition  A request for resources by job to work on a project. A requisition can be filled either by an existing employee or, if all employees are assigned, a new hire request can be entered.

lifetime investment  A KPIs (key performance indicators) that measures the amount of a project’s funding over the project’s life.
**manufacturing overhead** Manufacturing costs typically include equipment maintenance and depreciation, quality control, and shop floor supervision.

**market adjustment** When the mid point salary is not enough to offer a prospective employee (perhaps because of geographic differences or a skill set is difficult to find), specifying a market adjustment value enables you to indicate how much over the mid point salary is needed to hire for a position.

**market risk premium** The difference between the expected return on a market portfolio and the risk-free rate. Market risk premium is equal to the slope of the security market line (SML), a capital asset pricing model.

**materials overhead** Expenses related to acquiring, transporting, receiving, inspecting, handling, and storing materials.

**materials** A substance used in producing a good or service (for example, roofing supplies).

**Medicare rate input** The employer contribution rate for Medicare, the U.S. federal health program.

**mid period** Used in calculating either depreciation or amortization, mid period means that for the first month and the last month of useful life, the depreciable amount should be 50% of the normal monthly value, assuming the asset is placed in service in the middle of the month.

**mid salary compensation assumptions** You set mid point salaries by grade to plan for the annual salary of new employees.

**multiple asset project** A Capital project that consists of a parent asset made up of multiple child assets, which are also known as subprojects. Each subproject is its own Capital project (single or multiple asset). In this scenario, a parent asset might incur its own expenses as well as incurring the expenses of the subprojects. A multiple asset project’s total value is determined by all of the combined values of its subprojects plus its own capitalizable expenses. Contrast with single asset project.

**net income** Revenues minus project-related costs (for example, labor, equipment expenses, and other expenses).

**net revenue** A project’s gross profit minus all liabilities and overhead costs. Also known as net profit.

**NPV (net present value)** An indicator of how much value an investment or project adds to an organization. It is calculated as a sum of all net cash flows over the years discounted to their present value.

**objective weight** The weight an administrator assigns to the objective, or financial, aspects of a project’s value. The objective weight plus the weight assigned to subjective criteria total the project score, which Project Financial Planning calculates to provide a comprehensive view of a project’s value.

**overhead** Expenses that are necessary for the performance of a job or the continued functioning of the business, but that cannot be specifically attributed to a project (for example, rent). Types of overhead: indirect cost and general and administrative costs.

**payback period** The amount of time taken to break even on an investment.

**performance analysis** A collection of forms that give a high-level overview of a project’s performance (for example, financial variances, cash flow, and project score).

**project billing rate** The hourly rate for a Contract project that a customer will be charged for work performed on the project, either from an employee resource, the use of equipment, or the rate charged for materials.

**project cash flow** The net cash flow for a project for that year.

**project category** If the project category is set to Annual by Fiscal Year, a project must be annually closed out, justified, or approved. If the project category is set to Multi-Year, a project can continue year after year.

**project customer name** For a Contract project, indicates which customer the project is for. Customer names are supported by a Smart List.

**Project Element** Dimension that enables you to build revenue, cost, or other assumptions at the line item level.

**project funding** An indication of how much the company needs to invest in a project (for example, getting an outside loan or putting company resources on a project, which is an opportunity cost).

**project labor** The cost of resources working on a project, calculated as labor hours multiplied by labor rate.
**Project Ownership** Primarily used when multiple organizations, or entities, in the company work on a project. The designated project owner and service providers establish the intercompany relationship on a project. The project owner receives revenue from customers. The service providers work on the project and incur expenses related to the project work, and, in order to be reimbursed for the performed project work, receive intercompany revenue.

**Project Priority** Project managers assess a project’s importance by setting it as high, medium, or low priority. The priority setting does not affect calculations or anything else in the application, but decision-makers may consider the priority setting when approving, rejecting, or postponing a project.

**Project Rank** Similar to project priority. Project managers set a project’s rank from 1 to 5 (1 is the highest). The rank setting does not affect calculations or anything else in the application, but decision-makers may consider the rank setting when approving, rejecting, or postponing a project.

**Project Revenue** Revenue from a Fixed Price, Time and Materials, or Cost Plus type contract. Project Financial Planning does not calculate revenue for Indirect projects or Capital projects.

**Project Status** The status of a project: New, Active, Proposed, Approved, Closed, or On-Hold.

**Project Type** A Contract project type can be: Time and Materials, Cost Plus, or Fixed Price.

**Project** Dimension that contains existing and new projects for which a company intends to plan and forecast. The types of projects: Contract project, Capital project, or Indirect project.

**Revenue Cash Flow Incidence** Indicates how cash will be collected from revenues: will customers pay in advance, in the same month, next month, and so on. Selections are: Before 2 Months, Before 1 Month, Same Month, Next Month, After 2 Months, After 3 Months, or After 4 Months. The selection made will directly impact the Cash Flow statement. If the same month is selected, the Cash Flow statement will show an inflow of cash from customers in the amount of the contract revenue in the same period. If the next month is selected, the Cash Flow statement will show an inflow of cash from the customer with a one month lag. Two months will be a two month lag, and so on.

**Revenue Recognition** Indicates when revenue will be recognized. Selections are: Monthly (default), Quarterly, SemiAnnual, After Completion, or When Billed. The default is Monthly, meaning the revenue is recognized in the month the work is performed. If Quarterly is selected, the revenue will be recognized in the last month of each quarter based on the fiscal calendar of the application. If SemiAnnual is selected, revenue will be recognized in the 6th and the 12th month of the application. If After Completion is selected, revenue will be recognized after the last month of the contract. If revenue can only be recognized when a milestone is reached or there is no predefined time frame, then select When Billed.

**Riskless Rate** Riskless rate is the minimum return the business expects for an investment.

**ROI (Return on Investment)** A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.

**Single Asset Project** A Capital project that consists of building one Capital asset using different resources. Contrast with Multiple Asset Project.

**SLN (Straight Line Depreciation)** A depreciation method for an asset class, which divides the asset’s cost evenly over its useful life.

**Spreading Logic** Logic that determines how values are distributed in a grid: fill or evenly split.

**SS Tax Cap Input** The Federal government places a cap on Social Security taxes; that is, income over a certain amount is no longer subject to Social Security tax.

**SS Tax Rate1 Input** The rate at which employer-paid Social Security taxes are calculated.

**SS Tax Rate2 Input** This field is not used in Oracle Project Financial Planning calculations unless you specify it as another part to Social Security Tax.
**subjective criteria**  Subject criteria enable weighting and evaluating a project’s value beyond its financial (objective) merits alone. Examples of subjective criteria: how strongly a project expands a product line or contributes to meeting a company strategy. See *objective weight*.

**SUI cap input**  State Unemployment Insurance. State payroll taxes that fund unemployment insurance. Enter the annual ceiling (cap) percentage.

**SUI rate input**  State Unemployment Insurance. State payroll taxes that fund unemployment insurance. Enter the annual rate.

**SYD (sum of the year’s digits)**  A depreciation method for allocating the cost of an asset over its useful life. It requires a fraction to be computed each year, which is applied against the depreciable amount.

**tax rate**  The rate at which taxes are paid for the given period.

**TBH (to-be-hired)**  A vacant job to be filled by an employee hired in the future.

**Time and Materials**  A project billing type whereby the customer is billed for the performed work hours, incurred direct expenses, and materials purchased during the project.

**training overhead**  Costs related to providing training to customer participants, such as easels and projectors.

**Unit Price**  The price per single unit. Calculations based on the number of units and unit price can be performed for any Contract project type (Time and Materials, Fixed Price, or Cost Plus).

**useful life**  The period during which an asset or property is expected to be usable for the purpose it was acquired.
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