Oracle Fusion Cloud Project Management

Defining and Managing Financial Projects

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1 Project Definition

Overview

The Project Financial Management work area gives you the flexibility to define and manage your projects and their schedules, deliverables, team members, customers, status, dates, and finances associated with them.

The project plan enable project managers to effectively oversee their projects, assess progress against predetermined milestones and budgets, staff their projects with appropriate talent, and quickly generate a wide variety of reports.

You can:

- Create project list and project sets
- Manage labor resources for planning, controlling access to a project, and project plan assignment
- Associate customers with projects
- Define task dates
- Classify projects using class categories and class codes

Project List

Project list displays projects based on the search criteria. By default, it lists your active projects or according to the saved search. You can personalize the default project list using the Saved Search drop down.

Project application administrators and project team members can access the My Projects page in the Project Financial Management work area. Project managers with the team member role can also access the Project Financial Management work area.

Based on your role you can update the project plan and progress, manage financial plans, review project performance, and manage integration with external scheduling applications. Also, drill down to the project Overview page to view project, financial, and performance details.

Let's see which information you can manage for a project in the project list based on your role.

Information	Project Administrator	Project Team Member
General project information including name and number, type, status, dates, customer, description, attachments, and notes. Project Overview and Manage Project Plan page	View, Update, Delete	View
Project health status and trends	View, Update, Delete	View

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Information	Project Administrator	Project Team Member
Current working, baseline, and approved budget and forecast information	View, Update, Delete	Can't manage
Budget and forecast variance	View, Update, Delete	Can't manage
Inception-to-date and period-to-date measures	View, Update, Delete	Can't manage
Pending activities related to the project, financial plans, and progress	View, Update, Delete	Can't manage

Project Set

A project set is a collection of projects that you group based on your business requirements. If you have access, you can add projects having different project managers or customers, or are for different organization or business unit.

Create a project set using the Manage Project Sets option from the Action panel drawer in the Project Financial Management work area.

Add projects to a project set by selecting multiple project rows on the My Projects page and then from the Actions panel drawer select the Add to Project Set option.

You can share project sets with team members. Team members can view only those projects that they have access to. For example, if you share a project set that contains ten projects, and a team member has access to seven of them, then the project set displays only those seven projects.

Overview of Managing Resources in Financial and Planning Projects

Manage all your labor resources for planning, controlling access to a project, and project plan assignment using the Manage Project Resources page.

This allows for better collaboration between the project manager and project administrator and makes the information available to them to execute project work including tracking time, and viewing the resource assignment status.

Here's the list of actions each role can perform on a project.

Role	Available Actions
Project Manager	• View the Manage Project Resources page • Build a resource plan and track resource dates

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Role	Available Actions
	• Create resource estimation including percentage allocation, hours, bill and cost rates, and amounts • Create project resource requests and track their assignments • Add resources to a project • Enable time tracking for resources • Control the project access for team members
Project Administrator	• View the Manage Project Resources page • Build a resource plan and track resource dates • Create resource estimation including percentage allocation, hours, bill and cost rates, and amounts • Enable time tracking for resources • Control the project access for team members
Project Application Administrator	• View, add, update, and delete resources in the Manage Project Resources page from the Project Template page

Related Topics

- What's a primary project manager?
- Can a project administrator create resource requests?

Project Customers

Project customers are internal or external parties who are billed for work performed on a project.

You associate customers with projects in two ways:

- Select project customers when editing the project definition.
- Associate the project or task with a contract.

Project Customers

Specifying one or more project customers during the initial or proposal stages can help you track customers until a contract is signed and associated with the project.

Until a contract is available, project customers are displayed on the project list and the project overview. If you specify multiple project customers, then only the first customer appears on the project list.

Contract Customers

After a project is associated with a contract, the bill-to customer specified on the contract bill plan appears on the project list. If the project is associated with multiple contract lines that have different customers, then the first customer appears.

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The project overview displays all customers linked to the project through associated contracts.

Using Project Roles for Project Planning to Billing

Oracle Projects enables you to perform project financial planning, budgeting, forecasting, and billing by project role, as opposed to billing using internal-facing job names.

Using project roles as the basis for planning enables you to plan projects and estimate project costs by project role, import time-card entries by project role, and bill customers as per the negotiated project role rates. Even when you generate invoices, Projects enables you to generate invoice lines by project role, offering greater transparency into billing numbers.

Key Tasks

Use project roles to:

1. Plan, budget, and forecast by project role during the early phases of a project, when the exact people who are going to work on the project are unknown. Add required project roles to the project and directly create work plan or financial plan by project roles and perform high-level planning.
2. Capture project role along with person details on labor cost transactions.
3. Bill labor cost transactions using rates defined by project role.
4. Report by project role.

Note: Performing actual labor costing using cost rates by project role is currently not supported.

Here's a table that illustrates how you can use project roles at various stages of the project management lifecycle.

Project Role Related Tasks in the Project Management Lifecycle

S. No.	Role	Task	User Step	Benefits / Comments
1	Sales Representative or Project Manager	Creates a prospect project before the project starts.	Adds project roles and effort in the Manage Project Resources page.	The application derives the cost and bill rates for the project role resources and calculates the total cost and bill amounts for the project, giving you high-level project estimates.
2	Project Manager	*Creates work plan or financial plan* using project roles.	Performs project role based financial planning to capture the financial details by role before actually beginning work on the project.	You can also perform work planning by project role and update the work plan to the financial plan.

S. No.	Role	Task	User Step	Benefits / Comments
3	Project Team Member	*Enters time cards* for work done.	Captures project role information when entering time cards.	NA
4	Project Accountant	*Imports project costs* associated with actual hours spent on planned tasks.	Imports time card entries with project role details and updates project roles associated with previously imported project costs using the adjustProjectCosts custom operation in the Project Costs REST API. Project accountants can also analyze project cost distributions by project role in the Manage Cost Distributions page. Project managers can use the Manage Project Costs page to view project role information associated with these costs.	NA
5	Project Manager	*Reviews project progress* and actual effort numbers to report project progress and create revised effort and financial estimates.	Uses Project Control to track the current status of tasks and measure the amount of work remaining.	Simplified project effort and financials tracking.
6	Project Billing Specialist	Bills customers on incurred costs using rates defined by project role.	Runs the *Generate Invoice process*, which picks up the unbilled cost transactions, determines the bill rate applicable to the transaction, and generates an invoice for the incurred costs.	Invoice lines are generated by project role, offering the customer greater clarity into project effort and costing.

Associated Setup Tasks

You must perform the following setup tasks to use project roles consistently across the project lifecycle.

Setup Tasks to Plan by Project Roles

- *Set up project roles*
- *Set up financial plan types*

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- *Set up project plan types*

- *Add project role resource format* to the associated primary resource breakdown structure

- *Set up rate schedule types* and *resource formats* for project roles

- Add project role rates to contract bill plan

Setup Tasks to Bill by Project Roles

- Create *invoice format* with grouping by project role

- *Associate project role based invoice format to contract bill plan*

How to Calculate Task Dates for New Projects

As a project manager, when creating a project, you can copy tasks from an existing project or a template. You can use the following applications to create projects and accordingly the dates are calculated and used.

Application	Dates Used
Oracle Cloud Applications	The application calculates planned dates for tasks and uses them in your project plan. They're based on dates you specify for the new project and the dates available in the source project.
Microsoft Project	The dates available in Microsoft Project are used.

Settings That Affect Calculation of Task Dates

The task date calculation depends on:

- Default settings in the project template

- Settings in the project

- Project details you enter in new project

Note: The project and task dates aren't impacted by the roll up task planned dates settings in the inherent project plan type.

How Task Dates Are Calculated

If you don't enter start and finish dates for your new project, then Project Foundation determines dates as follows:

- If the project is created from a template, then the project start date is always the current date.

- If the project is created from another project, then the project start date is the project start date of the source.

- If tasks are defined in the source project, then the scheduled start date for the new project is derived from the rolled up task dates.

If you do enter a project start date, then Project Foundation shifts the task dates based on the difference between the dates of the source and the dates you specify for the new project. Consider the following example, where the task start and finish dates are pushed out 31 days based on the specified start dates.

Date Type	Source Template Date	Date Entered in Project Details	Resulting Project Date
Project Start	May 01, 2010	June 01, 2010	June 01, 2010
Project Finish	May 31, 2010	NA	July 01, 2010
Task Start	May 02, 2010	NA	June 02, 2010
Task Finish	May 31, 2010	NA	July 01, 2010

Note: When you change the task dates, the application verifies that the new dates are valid. The new dates are compared with transaction dates in other integrated applications, such as Oracle Procurement Cloud.

If you enter both a project start and finish date and the duration of the project is reduced, then task dates that are past the project finish date are truncated, as highlighted in the following example.

Date Type	Source Template Date	Date Entered in Project Details	Resulting Project Date
Project Start	May 01, 2010	June 01, 2010	June 01, 2010
Project Finish	May 31, 2010	June 15, 2010	June 15, 2010
Task 1 Start	May 01, 2010	NA	June 01, 2010
Task 1 Finish	May 15, 2010	NA	June 15, 2010
Task 2 Start	May 02, 2010	NA	June 02, 2010
Task 2 Finish	May 31, 2010	NA	June 15, 2010

Note: While updating the financial project plan and progress from Project Execution Management, the application updates the project schedule in Project Financial Management depending on the project financial settings.

Project Date Cascade Options

Use the Cascade Option drop-down list to determine whether your changes to project dates cascade to the tasks.

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You can access the drop-down list either from the Basic Information region on the Edit Project Template page or the Edit Task Details window on the Manage Financial Project Plan page.

The Cascade Option drop-down list provides the following options. You must select the cascade option each time you change the project dates, as your selection isn't saved for future date changes.

- Don't cascade project date changes to tasks: This is the default option. This option allows to edit both the start and finish dates. However, you must ensure that:
  - The project start date isn't later than the earliest task start date.
  - The project finish date isn't earlier than the latest task finish date.
- Cascade project start date change to affected tasks: Allows to edit only the project start date.
- Cascade project finish date change to affected tasks: Allows to edit only the project finish date.

If you're rolling up planned dates for tasks or are using an external application for scheduling, then you can't modify the project start or finish dates.

Cascading Changes to Transaction Dates

If you're synchronizing transaction dates with planned dates, then transaction dates are updated automatically when date changes cascade to tasks. If transactions are already charged to a task, ensure that the existing transaction dates on the task lie within the new transaction dates.

Cascading Changes to Assignment Dates

If you're synchronizing task assignment dates with task dates, then your changes to project dates will cascade to assignments automatically. Otherwise, you must ensure that all task assignment dates are within the range of the new task dates.

Examples for Using Class Categories

Class categories and class codes enable you to classify projects. The following example illustrates how you can use project classifications.

Scenario

In Fusion Corporation designs and implements heavy engineering projects for government and private customers. Because InFusion Corporation maintains a diverse portfolio of contracts, the ability to track sector and funding is very important to corporate management.

Therefore, the organization classifies projects by market sector and funding source. The following table describes the two class categories used.

Class Category	Assign to All Projects	One Class Code per Project	Enter Percentage for Class Codes	Description
Market Sector	Yes	Yes	No	Market sector in which project work takes place.

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Class Category	Assign to All Projects	One Class Code per Project	Enter Percentage for Class Codes	Description
				A single class code must be provided on the project for the class category.
Funding Source	Yes	No	Yes	Source of funding for project. At least one class code must be provided on the project for the class category. Percentages must be provided to indicate contribution for each source.

The following table describes the class codes available for the categories specified in the previous table.

Class Category	Class Code	Description
Funding Source	Private	Project funded by private organizations
Funding Source	Federal	Project funded by the federal government
Funding Source	State or Local	Project funded by a state or local government
Funding Source	Foreign	Project funded by a foreign government
Market Sector	Utilities	Project involves utility or power plant construction
Market Sector	Waste	Project involves waste disposal or recycling facility constructions
Market Sector	Mechanical	Project involves mechanical design and engineering work
Market Sector	Structural	Project involves structural design and engineering work

InFusion management can easily assess projects based on the class categories and codes listed in the previous table.

For example, you specify a class category Funding Source on your project. With this category, you select two class codes: Private and Federal. If you assign 30 percent to Private and 70 percent to Federal, then you indicate the proportion of funding received for your project from the two sources.

On the other hand, because you must select a single market sector, you indicate whether project work involves utilities, waste, mechanical, or structural activities.

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Options to Change Project and Task Organizations

A project manager or the project administrator who is the project creator, with access to the relevant business and project units, can change a project and task organization.

You can make the changes in the following ways:

- When no billing events exist, use the organization field on the Manage Financial Project Settings page.

- If billing events exist, create a batch for the projects and tasks on the Manage Project and Task Organizations page.

Without Transactions

Change a project organization from the Basic Information section of the General tab on the Manage Financial Project Settings page only when the project has no billing events. Change the organization for individual tasks from the Manage Financial Project Plan page.

Example

Following is an example when you can change the project and task organization, when there are no billing events, using the Manage Financial Project Settings page.

Role	Access	Action
Project administrator	- Project administrator for Business Unit 1 - Creates Project P1 in Organization 1 within Business Unit 1 and Project Unit 1	Can change organization for Project P1 being a project creator.
Project manager	Project manager for Project P1	- Manages Project P1 - Can change organization for Project P1 being a project manager.
Project administrator	Project administrator for Organization 1	- Can view details for Project P1 - Can't change organization for P1, even being an administrator, as not the project creator.
Any other role	Any access	Can't change the organization for Project P1.

With Transactions

Create and submit a batch for the projects and tasks from the Manage Project and Task Organizations page. If you also want to recalculate the unprocessed transactions then you must enable the **Mark expenditure items for recalculation** option. The application runs the Change Project and Task Organizations process to change the organization. You can also schedule the Change Project and Task Organizations process to run later.

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Import Projects

You can create projects, tasks, transaction controls, project team members, and other project details or import them from third-party applications, using the Projects Interface macro-enabled Excel workbook template and running a few scheduled processes.

For more information on the Import Projects Excel workbook template, see the File-Based Data Import for PPM guide.

The Excel template consists of the following worksheets:

- Instructions and CSV Generation: Table-specific instructions, guidelines, formatted spreadsheets, and recommendations for preparing the data file for upload.
- Projects: Project details such as project name, project number, source template number, organization, and legal entity.
- Tasks: Project task details such as project name, task name, task number, task description, parent task number, planning start date, and planning end date.
- Transaction Controls: Project and task transaction control details such as transaction control reference, project name, task number, task name, and expenditure category.
- Project Team Members: Project team member details such as project name, team member number, team member name, project role, start date, and end data.
- Project Classifications: Project classification details such as project name, class category, class code, and code percentage.
- Project Expense Resources: Project expense resource details such as project name, resource name, and expense planned amount.
- Task Resources: Task resource details such as project name, task number and name, resource type, primary resource, and various expense resource amounts.
- Task Dependencies: Task dependency details such as project name, task number and name, predecessor task number and name, and dependency type.
- Team Member Progress: Team member progress details such as project name, task number and name, actual start and end dates, and effort in hours.
- Project Codes: Project code details such as project name and project attribute value sets.
- Task Codes: Task code details such as project name, task number and name, and task attribute value sets.

To import the projects:

1. Prepare your data in the Projects Interface macro-enabled Excel workbook template.
2. Click Generate CSV File in the template to create a comma-separated values file of projects.
3. Navigate to the File Import and Export page.
4. Click Upload from the Actions menu.
5. In the Upload File window, browse for the CSV file with your projects data.
6. Select the Oracle WebCenter Content Management account to upload the file.
7. Click **Save and Close**.
8. Navigate to the Scheduled Processes page.
9. Submit the Load Interface File for Import process to load the projects data from your CSV file into the applications related open interface table.
10. Submit the Import Projects process to bring the data into the PPM Cloud application from the open interface table.

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Parameters for Load Interface File for Import Process

From Project Name

Beginning project name in the range of projects provided for importing and processing project data.

To Project Name

End project name in the range of projects provided for importing and processing project data.

Tip: If you want to include all projects, leave the From Project Name and To Project Name parameters blank.

Report Success Details

Option to display in the output report the projects, tasks, transaction controls, project team members, project classifications, project expense resources, task resources, task dependencies, team member progress, project codes, and task codes that were successfully imported or created.

Output Reports

The process generates a file named Import Projects.pdf. In case the process results in errors, the application also generates an additional output file named Import Projects Rejections.xls

The PDF report displays the processing errors, warnings, and exceptions encountered during the import process. If you want to display all the projects, tasks, transaction controls, project team members, project classifications, project expense resources, task resources, task dependencies, team member progress, project codes, and task code that were successfully imported, select **Yes** from the Report Success Details list in the Process Details window. Fix the issues in your data, reload the updated data to the interface tables, and resubmit the Import Projects process.

The Excel sheet lists only failed records and includes detailed error messages for each row. Use the Excel sheet to correct the errors and generate the CSV files again. Resubmit the process until all rows are imported.

Related Topics
- Import Project and Task Transaction Controls
- Import Project Tasks

Import Resource Breakdown Structures Process

You can create and update planning resource breakdown structures, update billing resource breakdown structures, or import them from third-party applications, using the Resource Breakdown Structures Interface macro-enabled Excel workbook template and running a few scheduled processes.

For more information on the Import Resource Breakdown Structures Excel workbook template, see the File-Based Data Import for PPM guide.

The Excel template consists of the following worksheets:

- Instructions and CSV Generation: Contains table-specific instructions, guidelines, formatted spreadsheets, and recommendations for preparing the data file for upload.

- PlanningRBS Header: Use this worksheet to create or import planning resource breakdown structures from third-party applications. You need to enter details such as name, project unit, job set, start date, and so on.

- Resources: Use this worksheet to add new or update existing resources in the planning and billing resource breakdown structures. You need to enter details such as name, resource format, resource combinations, and resource class and so on. Additionally, use this worksheet to add new or update existing resources in the planning resource breakdown structures at the project level for those planning resource breakdown structures that allow resource changes at the project level.

To import the resource breakdown structures and resources:

1. Prepare your data in the Resource Breakdown Structures Interface macro-enabled Excel workbook template.
2. Click **Generate CSV File** in the template to create a comma-separated values file of resource breakdown structures.
3. Navigate to the Scheduled Processes page.
4. Submit the Load Interface File for Import process to load the resource breakdown structures data from your CSV file into the applications related open interface table.
5. Navigate to the Scheduled Processes page.
6. Click on Schedule New Process in the Search Results table.
7. Search and select Import Resource Breakdown Structures job from the Name list of values.
8. Monitor the process in the Scheduled Process section. If the Import Resource Breakdown Structures process ends in error, review the output report details about the rows that caused the failure.

Output Reports

The process generates a file named Import Resource Breakdown Structures.pdf. In case the process results in errors, the application also generates an additional output file named Import Resource Breakdown Structures Rejections.xls

The PDF report displays the processing errors, warnings, and exceptions encountered during the import process. If you want to display all the details that were successfully imported, select Yes from the Report Success Details list in the Process Details window. Fix the issues in your data, reload the updated data to the interface tables, and resubmit the Import Resource Breakdown Structures process.

The Excel sheet lists only failed records and includes detailed error messages for each row. Use the Excel sheet to correct the errors and generate the CSV files again. Resubmit the process until all rows are imported.

Related Topics

FAQs for Project Definition

How can I view the list of recently accessed projects?

Project managers can view the list of recently accessed projects by selecting the Recent Projects saved search on the My Projects page. The Recent Projects list displays the last 15 projects accessed from both Project Financial Management and Project Management.

If you set My Projects as the Project Management home page or frequently access your recent projects, it's a good idea to set Recent Projects as the default Saved Search.

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> **Note:** You can't use additional filters when using the saved search Recent Projects. Any filters you use will be applied to all the projects that you have access to.

What happens if you enable the project type for sponsored projects?

Projects of this project type become sponsored projects. The project type is automatically enabled for burdening. However, you can avoid burdening for the project type by deselecting the Enable burdening check box.

After you deselect the project type for burdening, you can't enable it for burdening later, if the project type is used by a project or project template.

How can I collaborate with my project team on project-related issues?

Use the Social link in the project Overview page to have conversations with project stake holders on project-related issues. The Social link is available if you have enabled integration with Oracle Social Network Cloud Service.

Consider the following example. You are a project member on a project to implement software for a customer. You have concerns on the issues related to product testing. The resolution to the issues requires collaboration between project members. You create a conversation and invite the project manager, functional experts, and other members on the project discussion.

Conversations are online discussions that include messages, comments, and documents. The conversation participants give their views, provide information, and upload documents. Information is shared as if everyone were working together in the same room.

Can I change the business unit when creating a project template from an existing template?

Yes. The application lists those business units that have the following setup.

- Belongs to the same project unit as the source template.

- Has the same set assignments as the business unit of the source template for Project Rates and Project Accounting Definition reference groups.

When you duplicate a template, the budgets, forecasts, and project task assignments are copied to the new template only if the source and target business units have the same ledger currency and project calendar.

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Can project dates be outside of the earliest task start date and latest task end date?

Yes. If you select not to automatically roll up task dates at the project plan type level, then the project start and finish dates are editable. They won't need to coincide with the earliest start date and latest finish dates of constituent tasks.

If task dates roll up the task hierarchy, then project dates aren't editable and always coincide with the earliest task start date and latest task finish date.

What's a partner organization?

An external party, defined in the partner management application, that collaborates on your project.

For example, InFusion Corporation is working on a project for Business World. InFusion Corporation hires ABC Consulting as functional consultants. In the project created to track costs and work, the project manager for InFusion Corporation can enter ABC Consulting as a partner organization.

What's the difference between a job title and a project role?

A job title represents the function of a person within an organization and the position within a reporting hierarchy. For example, your organization may have designations or job titles such as software developer, sales representative, or accounts manager.

Project roles represent either a requirement or an assignment on a particular project, for example, project manager. Project roles may differ from project to project.

What's a default planning resource breakdown structure?

A planning resource breakdown structure consisting of one resource format (resource class) with four associated planning resources: Labor, Equipment, Material Items, and Financial Resources.

A default planning resource breakdown structure is created automatically for each project unit. When you create a project template, the default planning resource breakdown structure is selected as primary, but you can designate any other one. Once you designate, you cannot remove the planning resource breakdown structure from the project template or project.

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What's a primary resource breakdown structure?

A planning resource breakdown structure that is selected as the primary at the project template or project level. The primary planning resource breakdown structure is used for project planning.

When you create a project template, the default planning resource breakdown structure for the project unit is automatically added and set as primary. You can add additional planning resource breakdown structures to the template and set any one of them as primary. Projects inherit planning resource breakdown structures from the associated template. As with templates, you can add or remove planning resource breakdown structures and change the primary designation as required.

Related Topics
- What's a default planning resource breakdown structure?

Why can't I change the primary planning resource breakdown structure?

You can't change the primary planning resource breakdown structure associated with a project after you create a version of a control budget financial plan type. This restriction applies even if you delete the budget version.

Can I edit resource breakdown structures on a project?

Yes. If a planning resource breakdown structure allows resource changes at the project level, you can add resources while working on the project or financial plan. However, you can't add resource formats or make any other changes at the project level.

As actual amounts are incurred for a project, if you want resources to be automatically added to the primary planning resource breakdown structure when it allows changes at the project level, then select the **Automatically add resources on incurring actual amounts** check box in the Manage Planning and Billing Resource Breakdown Structures page.

Tip: The **Automatically add resources on incurring actual amounts** option isn't applicable for projects that are enabled for budgetary controls. Projects enabled for budgetary control need a stringent control on resources incurring project costs.

What's the difference between a planning, billing, and reporting resource breakdown structure?

Planning resource breakdown structures provide a list of resource formats and associated planning resources that you can use for project and financial planning, and optionally, project reporting.

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Billing resource breakdown structures are similar in organization to planning resource breakdown structures. However, only two predefined billing resource breakdown structures exist and they provide a restricted set of implementation-defined resource formats and billing resources that are used for invoicing and recognizing revenue for contracts.

Reporting resource breakdown structures provide a resource hierarchy consisting of resources, resource types, and other resource groupings, which is used for reporting on planning and actual amounts on a project. Also, unlike planning and billing resource breakdown structures, you can use reporting resource breakdown structures in allocation rules to determine the allocation source and basis amounts.

Why do I specify a percentage for a class category and class code combination?

If you can associate multiple class codes with a class category, then specifying a percentage enables you to create reports based on relative values for each code.

For example, you specify a class category Funding Source on your project. With this category, you select two class codes: Private and Federal. If you assign 30 percent to Private and 70 percent to Federal, then you indicate the proportion of funding received for your project from the two sources.

What's a primary project manager?

The primary project manager is responsible for the project and is the primary authority if you have multiple project managers on your project. Primary project manager receives the approval notifications related to the project.

Can a project administrator create resource requests?

By default, project administrators can't create resource requests.

But, if you create custom project administrator roles with the Manage Project Work Plan Data or Manage Project Work Plan Resource Assignments Data security privileges, then those project administrators can create resource requests.

How do I find out if a project is integrated with Enterprise Performance Management?

The value of the **Integration Application Code** field is **ORA_EPM** if the project is integrated with Enterprise Performance Management. You can view the field in the Basic Information section of the General tab on the Manage Financial Project Settings page.

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Transaction Controls

Transaction Controls

Define transaction controls to specify the types of transactions that are chargeable or nonchargeable for projects and tasks. Use transaction controls to configure your projects and tasks to allow only charges that you expect or plan.

You can also define which items are billable and nonbillable on your projects that are enabled for billing. For capital projects, you can define which items are capitalizable and noncapitalizable.

You create transaction controls by configuring the following components:

- Expenditure category
- Expenditure type
- Nonlabor resource
- Person
- Job and organization for the person
- Person type
- Chargeable status
- Billable or Capitalizable status
- From and To dates

You can create any combination of transaction controls that you want. For example, you can create a transaction control for a specific person and expenditure type, or you can create a combination for a person, expenditure type, and nonlabor resource. You also specify the date range to which each transaction control applies. If you don't enter transaction controls, you can charge expenditure items from any person, expenditure category, expenditure type, and nonlabor resource to all lowest tasks on the project.

Chargeable Status

You can further control charges for each transaction control record by specifying whether to allow charges. The default value is to allow charges.

You usually select Chargeable when you're using inclusive transaction controls. For example, if you want to allow people to charge only labor to your project, you define a transaction control with the Labor expenditure category, and allow charges to the project or task.

You usually don't select Chargeable when you're using exclusive transaction controls because exclusive transaction controls list the exceptions to chargeable transactions.

System Person Type

You can use this control to specify whether transactions incurred by employees, contingent workers (contractors), or both are chargeable.

The following table describes the validation rules for system person type controls.

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Transaction Control Type	System Person Type	Validation Rule
Inclusive	No value	Transactions incurred by employees and contingent workers aren't chargeable.
Inclusive	Employee	Only transactions incurred by employees are chargeable.
Inclusive	Contingent worker	Only transactions incurred by contingent workers are chargeable.
Exclusive	No value	Transactions incurred by employees and contingent workers aren't chargeable.
Exclusive	Employee	Transactions incurred by employees aren't chargeable.
Exclusive	Contingent worker	Transactions incurred by contingent workers aren't chargeable.

Billable and Capitalizable Status

You can define billable transactions for billable projects and capitalizable transactions for capital projects by selecting the billable or capitalizable option. You can choose between the options of **No** and **Task Level**. Select **No** if you want the charges to be nonbillable or noncapitalizable. Select **Task Level** if you want the billable or capitalizable status to use the value from the task to which the item is charged.

You define the billable or capitalizable status for a task in the **Task Details** section.

> **Note:** The billable or capitalizable status of an individual transaction takes precedence over the billable or capitalizable status of a task.

From and To Dates

You can define transactions as chargeable for a date range by entering a From Date and To Date for each transaction control record.

How Expenditure Item Chargeable Status is Determined

Oracle Fusion Project Costing checks all levels of chargeable controls when you try to charge a transaction to a project.

The application checks the chargeable status when you enter a new cost transaction or transfer expenditure items to another project or task, and you save the record.

Settings That Affect Chargeable Status

Use the exclusive and inclusive transaction control options to set the chargeable status for all expenditures charged to the project.

Inclusive transaction controls prevent all charges to a project or task except the charges you specifically allow. Specify the types of expenditures that you want to allow, and enable the **Chargeable** option.

By default, exclusive transaction controls allow all charges to a project or task. Specify the types of expenditures that you don't want charged to the project or task.

How Chargeable Status Is Determined

The following figure shows the steps that Oracle Fusion Project Costing uses to determine the chargeable status of an expenditure item.
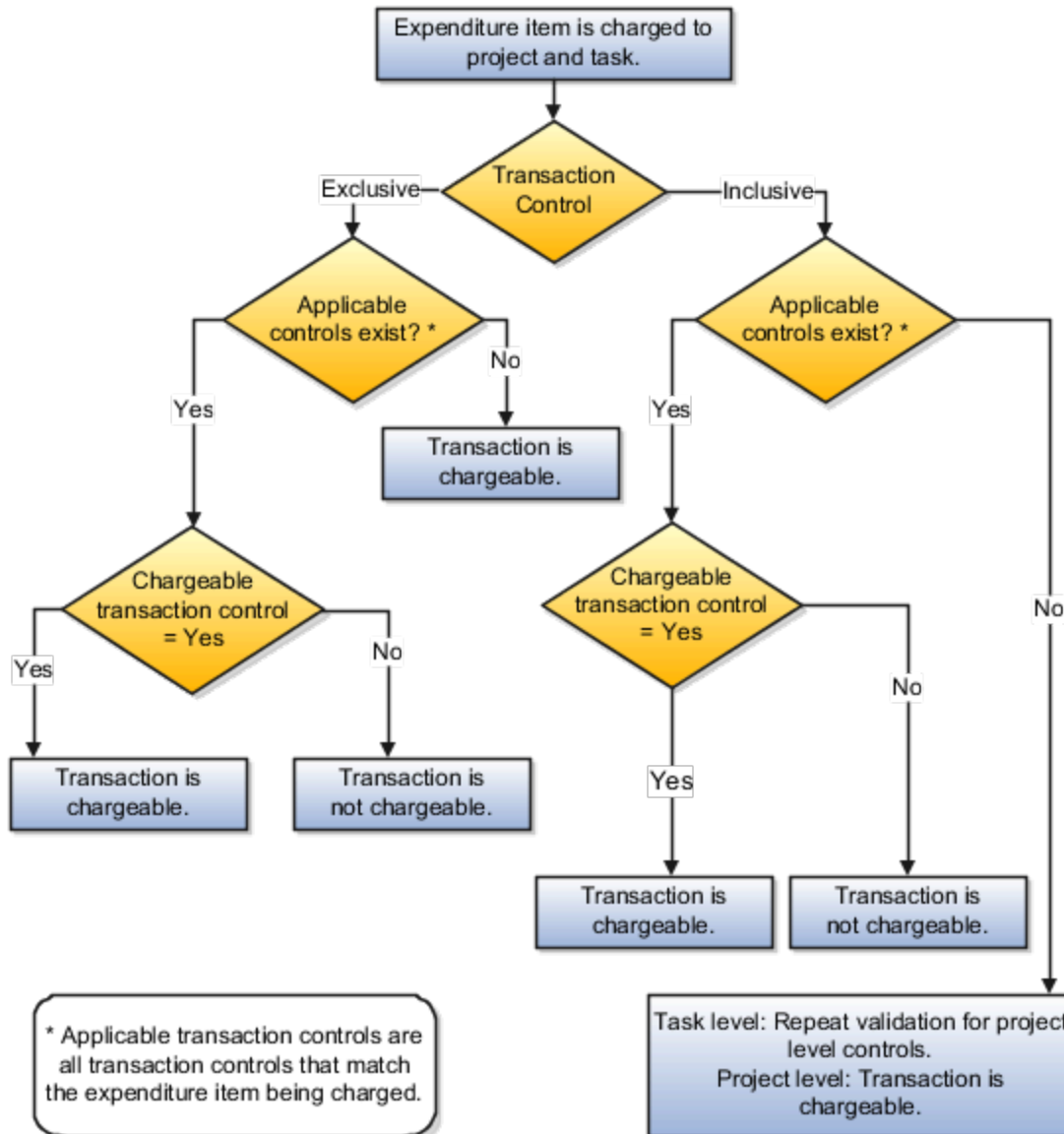
If the inclusive option is selected and applicable transaction controls don't exist, then the transaction isn't chargeable. If applicable controls exist, then the application checks whether the transaction controls allow charges.

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If the exclusive option is selected and there are no applicable controls, then the transaction is chargeable. If applicable controls exist, then the application checks whether the transaction controls allow charges.

For both inclusive and exclusive transaction controls, a transaction is chargeable if the **Chargeable** check box is enabled for an applicable control. If the **Chargeable** check box isn't enabled, then the transaction isn't chargeable.

Import Project and Task Transaction Controls

The Import Project and Task Transaction Controls process imports the transaction controls from the interface table to Oracle Fusion Project Foundation.

You must define expenditure types, expenditure categories, and resources for which transaction controls are created before importing the transaction control data. If the projects and tasks for which you're creating transaction controls don't exist in the application, you can create them using the Excel templates identified for importing projects, tasks, and transaction controls.

After you enter the transaction controls in the spreadsheet, you must load them to the PJC_TXN_CONTROLS_STAGE interface table and run this process. For more information on each interface table, see the File Based Data Import for Oracle Project Portfolio Management Cloud guide.

You can load data to interface tables using predefined templates and the Load Interface File for Import scheduled process, which are both part of the External Data Integration Services for Oracle Cloud feature. For more information, see the File Based Data Import guide for your cloud services.

From the navigator, select the Scheduled Processes menu and specify the process name, date, and time to run the Import Project and Task Transaction Controls process.

Parameters

From Project Number

Beginning project number in the range of projects provided for importing and processing project and task transaction controls.

To Project Number

End project number in the range of projects provided for importing and processing project and task transaction controls.

Report Success Details

Indicates to track successful projects, tasks, and transaction controls in the report.

Import Project and Task Transaction Controls Report

Submit the Import Project and Task Transaction Controls process. After the process is complete, review the output report for the successful project data and exceptions, if any. Review and resolve the issues and resubmit the process.

The Import Project and Task Transaction Controls process validates and creates the transaction controls in Oracle Fusion Project Management. If one transaction control for the project or task fails the import process, the entire data isn't imported. The exceptions for the invalid data are tracked in the report. Review the errors and warnings.

- The Report Summary section provides the number of projects, tasks, and transaction controls imported and rejected.

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- The Errors and Warnings section of the report tracks the issues. Review and fix the issues.

- The Report Success Details section tracks the successfully imported data.

Error records in the interface table are removed. You must correct the errors in the source spreadsheet, generate CSV file, load it into the interface table, and resubmit the process.

Related Topics

FAQs for Transaction Controls

What's the difference between exclusive and inclusive transaction controls?

Exclusive transaction controls allow all charges to a project or task by default. You specify the criteria, for example, expenditure category, expenditure types, and organization, to define which expenditures are not chargeable to projects or tasks.

Inclusive transaction controls prevent all charges to a project or task except the charges you specifically allow. You specify the types of expenditures that are chargeable.

Can I override the billable status of an expenditure item?

Yes. You can override the billable status of an expenditure item in the Edit Invoice page or in the Manage Project Costs page.

Asset Assignment and Capitalization Options

How can I create a project asset?

Use project assets to manage asset details for project-related activities, such as asset allocation, asset line grouping, and so on. Project assets do not represent actual assets; Oracle Assets assets do that.

You can assign project assets to tasks and gather task-related costs. You can then group these costs into asset lines that will be assigned to these project assets.

Asset lines are created as follows:

- All project costs associated with tasks that are dedicated to a specific asset automatically get assigned to that asset.

- Project costs associated with tasks that are dedicated to more than one asset are split into multiple asset lines depending on the asset cost allocation method specified for the project.

- Common project costs are split into multiple asset lines depending on the asset cost allocation method specified for the project.

You can create project assets using either the Projects > Assets UI. You can also use the Project Financial Management UI for this purpose. Apart from these options, you can also use file-based data import, ADF Desktop Integration (ADFdi) sheets, or the projectAssets REST API.

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Creating a Project Asset Using the Projects > Assets User Interface

To create a project asset using the Projects > Assets UI:

1. Navigate to **Projects > Assets**.
2. Click **Manage Capital Projects** from the side panel in the Assets Overview page that appears.
3. Search and select the project for which you want to create the asset.
4. Click **Actions > Manage Capital Assets**.
5. Select the row above which you want to list the new project asset and then either click **Actions > Add Row** or click the **Add Row** icon at the top of the Project Capital Assets table. This adds a row for a new project asset above the row you selected.

   You must now provide details for the project asset you added.
6. Enter the **Asset Name** and click the **Project Asset Type** field to specify whether the costs associated with the asset are estimated or as-built.

   > **Note:** You must select **As-built** in this field if you intend to use asset cost allocation methods to allocate costs associated with this asset across tasks.

7. If you chose **As-built** as the project asset type, use the **Actual In-Service Date** to specify the date by which you plan to have the asset ready for use. This date can be in the current or a prior accounting period.

> **Note:**
> - You must specify an actual in-service date for a completed asset in order to interface the asset to Oracle Assets.
> - You cannot change this date after you place the asset in service in Oracle Projects.

Asset Cost Allocation Methods

The asset cost allocation method determines how indirect or common costs incurred on a project are allocated to multiple assets.

You can specify an asset cost allocation method to enable Oracle Fusion Project Costing to automatically allocate unassigned asset lines and common costs across multiple assets. Unassigned asset lines typically occur when more than one asset is assigned to an asset grouping level.

Projects and project templates inherit a default asset cost allocation method from the associated project type. You can override the default at the project level. If you use capital events to allocate costs, then you can also override the asset cost allocation method at the event level.

Asset Cost Allocation Methods

The following table describes the available asset cost allocation methods.

Method	Basis of Cost Allocation
Actual Units	Number of units defined for each asset
Current Cost	Construction-in-process (CIP) cost of each asset

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Method	Basis of Cost Allocation
Estimated Cost	Estimated cost of each asset
Standard Unit Cost	Combination of the standard unit cost and the number of units defined for each asset
Spread Evenly	Equal allocation of cost to each asset

Related Topics
- What's a standard unit cost method?

Considerations for Managing Capitalized Interest

Capitalized interest is an estimate of the interest cost incurred when you invest in long-term capital projects.

Subject to accounting rules and regulatory guidelines, you can capitalize interest as part of the total cost of acquiring and constructing assets that require an extended period to be ready for use. To support this requirement, Oracle Fusion Projects can calculate and record capitalized interest for capital projects. You can recognize multiple types of capital interest on your projects. For example, you can calculate capitalized interest separately for interest types such as debt and equity.

Oracle Fusion Projects calculates capitalized interest on open construction-in-process (CIP) amounts. You can spread the cost for one expenditure item across multiple assets. If you have previously capitalized any of the assets to which the cost is allocated, then the total item cost is excluded from the interest calculation.

The process for generating and recording capitalized interest transactions includes the following tasks:

- Defining rates names and rate schedules
- Setting up capital projects for calculating capitalized interest
- Generating, reviewing, and releasing capitalized interest expenditure batches

Defining Rate Names and Rate Schedules

Define capitalized interest rate names to represent each interest type that you want to capitalize. Create capitalized interest rate schedules to define rates of interest calculation for each organization.

Setting Up Capital Projects for Calculating Capitalized Interest

To correctly calculate capitalized interest, ensure that correct capitalization options are defined at the project type, project template, and project levels. At the project level, verify the following:

- The project allows capitalized interest calculation
- The appropriate capital interest rate schedule and capitalized interest stop date are specified

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Generating, Reviewing, and Releasing Capitalized Interest Expenditure Batches

You can generate capitalized interest transactions periodically to calculate capitalized interest and generate transactions for eligible projects and tasks. You can review the capitalized interest batches, and delete or reverse them if required.

> **Note:** Before generating capitalized interest batches for a project, you must ensure that the project status allows capitalized interest calculation.

Related Topics
- Capitalized Interest Setup Options
- What's a capital interest stop date?

Capitalized Interest Setup Options

To correctly calculate capitalized interest, ensure that correct capitalization options are defined at the project type, project template, and project levels. At the project level, verify the following:

- The project allows capitalized interest calculation
- The appropriate capital interest rate schedule and capitalized interest stop date are specified

Allowing Capitalized Interest for a Project

Indicate whether the project is eligible for capitalized interest. By default, this option is enabled for all capital projects. However, you can update the option as required.

Selecting a Capital Interest Schedule and Capital Interest Stop Date

Capitalized interest rate schedules define rates of interest calculation for organizations. The default interest schedule is inherited from the project type. You can override it if the project type allows schedule changes at the project level.

Related Topics
- What's a capital interest stop date?
- Asset Cost Allocation Methods

How can I amortize adjustments to capital assets?

Amortize adjustments to capital assets to recognize the financial impact of transactions associated with that asset over a specific period of time, rather than recognizing it immediately.

To indicate that adjustments made to a specific capital asset must be amortized:

1. Navigate to **Projects > Assets**.
2. Click **Manage Capital Projects** from the side panel in the Assets Overview page that appears.
3. Search for and select the project that contains the asset for which you want to enable adjustment amortization.
4. Click **Actions > Manage Capital Assets**.
5. Select the asset for which you want to enable adjustment amortization. The asset details become editable, and you can update the asset as required.

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If you need to add an asset to the project, click the **Add Row** icon. This adds a row to the Manage Capital Assets table, and you can specify details associated with the asset as required. For details on creating an asset, see *How can I create a project asset?*

6. To enable adjustment amortization, click the **Depreciation** tab above the list of assets and select the **Amortize Adjustments** check box.

7. Click **Save**.

FAQs for Asset Assignment and Capitalization Options

What's a capital interest stop date?

Date that determines the accounting period up to which capital interest is calculated for a project or task.

For example, assume the stop date for your project is December 27, 2010 and your accounting periods are weekly. That is, the stop date falls in the fourth period of December. In such a case, capital interest is calculated only up to the third period in December 2010.

What's the difference between a project asset and an Oracle Assets asset?

The main difference between a project asset and an Oracle Assets asset is their scope and purpose.

Project assets are created within Oracle Projects and are used to manage asset details for project-related activities, such as asset allocation, asset line grouping, and so on. Oracle Assets assets represent actual assets in the real world, and are used to manage these assets, capitalize them over time, and depreciate them.

The main interconnection between Oracle Projects and Oracle Assets is the transfer of project costs from Projects as source asset lines within Assets. Once source asset lines are imported into specific assets, they add to the actual cost of the asset in Fixed Assets. These assets can then be managed and accounted in Oracle Assets, independent of Oracle Projects.

Burden Schedule Assignments

Burden Schedule Task Assignment Options

A burden schedule is specified at the project type, project, or task level. When you change the burden schedule, you can propagate the change from the project to all existing tasks. You can change the burden schedule assignment on the project and tasks independently.

- Assign the burden schedule to new tasks only
- Assign the burden schedule to all tasks
- Assign the burden schedule to tasks with previously assigned schedule

Assign Burden Schedule to New Tasks Only

The changed burden schedule is applied to new top tasks only. New subtasks always inherit the burden schedule assignment from the parent task. The burden schedule change doesn't affect the existing tasks or tasks with an existing override.

Assign Burden Schedule to All Tasks

The changed burden schedule is applied to all existing tasks. Existing burden schedule overrides don't change.

Assign Burden Schedule to Tasks with Previously Assigned Schedule

The changed burden schedule applies only to existing tasks that have the same burden schedule that was assigned to the project before this change. The changed burden schedule isn't applied on tasks with an existing burden schedule override.

FAQs for Burden Schedule Assignments

Which burden schedule is used for calculating actual costs of a sponsored project?

Actual cost transactions for sponsored projects use the burden schedules and burden schedule overrides specified for the award and its related objects.

The burden schedule specified on the project type of a sponsored project isn't used for calculating actual cost.

Why aren't burdened costs calculated based on the selected burden schedules for a sponsored project or task?

Actual cost transactions for sponsored projects use the burden schedules and burden schedule overrides that you select in the associated award. These transactions don't use the burden schedules and burden schedule overrides that you assign for a sponsored project or task.

You can select burden schedules for planning cost transactions in the planning options of the financial and project plan types. Alternatively, you can set planning options to use actual rates instead of planning rates for planning transactions, in which case, burden schedules and burden schedule overrides assigned in the associated award are also used for planning cost transactions.

If you are using planning rates for financial or project planning, you can select specific rate schedules and burden schedules for the plan type.

Project Reporting Options

Financial Plan Types Included in Summarization

Approved forecast and baseline budget versions of the following financial plan types are included in the summarization of project performance data by default.

- Approved Revenue Budget
- Approved Cost Budget
- Primary Revenue Forecast
- Primary Cost Forecast

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A budget or forecast financial plan type may support both cost and revenue in one version.

Additional Financial Plan Types Included in Summarization

Apart from the financial plan types that are included in the summarization by default, you can manually include up to four financial plan types in summarization of project performance data.

Tip: You can include a financial plan type before it's used on a project for creating a version.

You can replace a financial plan type only until the project performance data is summarized for reporting. After that, you can only disable the financial plan type to exclude it from further summarization.

Performance Trend Indicators

Project performance trend indicators show whether project performance is favorable or unfavorable.

You can view the following trends:

Trend	What Does It Indicate
Up, favorable	An increasing KPI value is favorable to the project.
Up, unfavorable	An increasing KPI value is unfavorable to the project.
Down, favorable	A decreasing KPI value is favorable to the project.
Down, unfavorable	A decreasing KPI value is unfavorable to the project.
Unchanged	No change to the KPI value.

In the Setup and Maintenance work area, use the **Manage Trend Indicators** task to change the default sort order of the trend indicators. Based on this sort order, the KPIs are listed in the KPI Watchlist region in the Project Performance Dashboard.

KPI Components

A key performance indicator (KPI) lets you define thresholds of possible values for a performance measure for any project in a project unit. During KPI definition, you associate a performance status indicator with each threshold level.

When you generate KPI values, the value is compared with the thresholds defined for the KPI. If the value falls within any of the defined threshold levels, then the status indicator of that threshold is associated with the performance measure.

The key components of a KPI are:

- Performance Measure

- Performance Status Indicator

- Threshold Level

- Performance Trend Indicator

- Tolerance Percentage

Performance Measure

Performance measures are predefined criteria for performance or schedule that are used to determine if a project is on track. You can create your own performance measures based on existing custom performance measures to effectively determine the overall health of your projects. Use any of the available performance measure to create a KPI.

Performance measures are defined for budgets and forecasts, billing and revenue, costs, effort, margin, capitalization, and so on. Following are examples of predefined performance measures:

- EAC Budget Cost (the estimate at completion burdened cost from the current baseline approved budget)

- ITD Forecast Revenue Variance (the inception-to-date current baseline budget revenue - inception-to-date current approved forecast revenue)

- Prior Period Margin Percentage Variance (the prior period current baseline budget margin percentage - prior period actual margin percentage)

You can rename these performance measures to make the measure names more relevant for your business needs. For example, rename EAC Budget Cost to Budget at Completion.

A performance measure is associated with one of the following time dimensions:

- Estimate-at-completion (EAC)

- Inception-to-date (ITD)

- Prior Period

- Period-to-date (PTD)

- Quarter-to-date (QTD)

- Year-to-date (YTD)

A performance measure set, such as Budget Cost, can have as many as six performance measures; one for each time dimension.

A performance measure can be expressed as a currency amount, as a percentage, or in time units such as hours when effort is measured. If a KPI is used on projects that use different currencies, you can enter different thresholds levels for each currency you need.

Performance Status Indicator

Performance status indicators indicate the status of a project, such as critical, at risk, and on track. Each icon indicates the status and severity of performance.

During KPI definition, you first associate status indicators with performance statuses:

- Critical

- Severe

- At risk

- On track

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- Ahead

You then associate these statuses with threshold levels. When KPI values are generated for a project, each value is compared to the defined thresholds and the corresponding status indicator for the KPI appears in the project performance reports.

A status can identify negative performance so that you can take the appropriate actions to prevent or quickly resolve problems. Conversely, a status can identify positive performance to help you track expected or excellent performance.

Threshold Level

During KPI definition, you define threshold levels to cover all possible values for a KPI. If a KPI value exceeds the threshold levels you defined, the closest threshold is used to determine the KPI status. For example, if a KPI value falls lower than the lowest threshold level, the status of the lowest threshold level is assigned to the KPI.

A status indicator can be associated with more than one threshold level. For example, both underutilization and overutilization of resources can indicate a critical performance status.

Performance Trend Indicator

Performance trend indicators show the improving or worsening KPI value trends on the project. Each icon indicates whether an increasing performance trend has a positive or negative impact. For example, an increase in nonbillable costs is considered unfavorable to organizations that are able to bill costs to their clients. In this example, the performance trend indicator shows a negative impact.

Tolerance Percentage

A tolerance percentage is used to compare the previous KPI value with the current value to show if the performance trend is increasing, decreasing, or staying the same. For example, if the tolerance percentage is 10 percent for a KPI and the difference between the previous KPI value and the current value is greater than 10 percent, then the trend is increasing. If the difference is greater than -10 percent, then the trend is decreasing. If the difference is between -10 percent and 10 percent, then the trend shows no change. A single tolerance percentage value, such as 10 percent in this example, represents both negative and positive tolerances.

Related Topics
- How Performance Status For Tasks And Resources Is Calculated

How KPI Values Are Generated

Schedule or submit the Update Project Performance Data process to generate KPI values and analyze project performance. However, if you want to generate KPI values for a particular period, then submit the Generate KPI Values process with an appropriate KPI period determination date.

You can assign a threshold level for the KPI values. The KPI values are generated and then a status indicator is assigned to the KPI based on the threshold you define.

Settings That Affect KPI Values

Before you submit the **Generate KPI Values** process from the Scheduled Processes page, you can set the following parameters:

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Parameters	Description
KPI Period Determination Date	Date used to derive the project accounting calendar and accounting calendar periods for performance measure calculations when KPI values are generated.
Replace Current KPI Values	Replaces the existing KPI values with the values that you're generating now.
Delete Previous KPI Values	Deletes the KPI values that were generated by prior runs of the **Generate KPI Values** process.
Number of Days to Retain KPI Values	Retains the KPI values for the specified number of days starting from the current date. The KPI values generated prior to the specified number of days are deleted.

This parameter is applicable only when the Delete Previous KPI Values parameter is set to Yes. |

Suppose that you set the KPI Period Determination Date parameter value and generate the KPI values as mentioned in the following table:

KPI Period Determination Date	Generation Date
October 29, 2010	November 12, 2010
September 30, 2010	October 15, 2010

If you select the **Replace Current KPI Values** parameter and generate KPI values on November 18, 2010, then the KPI values generated on November 12, 2010 are replaced with the KPI values generated on November 18, 2010. You must select to replace the current KPI values for a given period if you want to retain one set of KPI values during the period.

You can also delete KPI values that aren't required for reporting. The **Delete Previous KPI Values** and **Number of Days to Retain KPI Values** parameters let you to delete KPI values that were generated prior to a specific number of days. For example, if today is November 18, 2010 and you want to remove all KPI values generated in the previous year, then select the **Delete Previous KPI Values** parameter and set the **Number of Days to Retain KPI Values** parameter to **322**. All KPI values generated since January 1, 2010 are retained and KPI values generated before that period are deleted.

> **Note:** Don't delete previous KPI values if you're generating KPI values for the first time in a period or if you want to see trending information for the KPIs over the life of the project.

How KPI Values are Generated

KPI values are calculated based on the value of the performance measure associated with the project. The **Update Project Performance Data** process generates KPI values using the current date as the KPI period determination date. If you submit the **Generate KPI Values** process to generate KPI values, the KPI period determination date is used to determine the period. KPI values are generated for the period based on the options in the KPI definition.

Only one set of KPIs are maintained for a KPI period determination date. If KPIs are generated for the same date more than once, then the existing KPI values are overwritten by the latest KPI values.

Suppose that the KPI values are generated with the KPI period determination date of August 24 at 8:15 a.m. for projects A and B. For project B, KPI values are also generated with a KPI period determination date of August 24 at 10:45 a.m.. The KPI values for project B that are generated at 8:15 a.m. are deleted, but the KPI values of project A are retained.

> **Note:** To keep historical information, use a unique KPI period determination date.

Generate KPI Notifications

To automatically notify project managers after you generate KPI values:

1. Go to **Projects** > **Project Financial Management.**
2. In the My Projects page, right-click the project and select **Manage Financial Project Settings**.
3. In the Manage Financial Project Settings page, click **Reporting**.
4. Select the **Notify project manager** check box in the KPI Notifications section.

Related Topics

How Performance Status For Tasks And Resources Is Calculated

Performance status is individually calculated for all levels of the task and resource hierarchy.

The performance status for individual tasks and resources is calculated only for percentage-based KPI values. These calculations are based on the threshold values that you set while creating percentage-based KPIs.

Settings That Affect Performance Status for Tasks and Resources

In the Manage Financial Project Settings page, if you enable the **Track KPI by Task** and **Track KPI by Resource** settings for a KPI, then a status indicator appears for the task and resource on project performance reports when the individual KPI value isn't on track. This helps identify troubled tasks and resources in a hierarchical task and resource structure in a project.

Examples of Performance Status for Tasks and Resources Calculations

Let's assume that for the KPI named **ITD Nonbillable Cost as a Percentage of Total Cost**, the threshold values are defined as listed in the following table. The status of the tasks and resources is calculated as listed in the Status Indicator column.

Threshold Level	Threshold Range From	Threshold Range To	Status Indicator
1	-99.00%	-12.00%	Critical
2	-11.99%	-5.00%	At Risk
3	-4.99%	4.99%	On Track
4	5.00%	11.9%	At Risk
5	12.00%	99%	Critical

Threshold Level	Threshold Range From	Threshold Range To	Status Indicator

Suppose that the System Implementation main task contains six sub tasks: Planning, Definition, Build, Test, Release, and Support. The table shows the corresponding costs for each sub task and the ITD Nonbillable Cost as a percentage of the total cost. The sum of the cost of each sub task rolls up to the main task.

Task Hierarchy	Task	ITD Nonbillable Cost	ITD Billable Cost	ITD Total Cost	ITD Nonbillable Cost as a Percentage of Total Cost
1	System Implementation	21,000	105,000	126,000	16.66%
1.1	Planning	0	21,000	21,000	0%
1.2	Definition	6,000	51,000	57,000	10.53%
1.3	Build	15,000	33,000	48,000	31.25%
1.4	Test	0	0	0	0%
1.5	Release	0	0	0	0%
1.6	Support	0	0	0	0%

The **ITD Nonbillable Cost as a Percentage of Total Cost** KPI value for the **Definition** task is 10.53% (6,000/57,000). Based on the threshold levels defined for this KPI, the **Definition** task shows the **At Risk** status indicator.

Lets take another example where the Consulting resource breakdown structure contains a Labor resource. Labor is a parent to the Project Manager resource, which is a parent to the Maxwell Martin, Robert Altima, and Fred Jones resources.

The **ITD Nonbillable Cost as a Percentage of Total Cost** KPI value for Labor is 12.97% and for Fred Jones is 0%. So, Labor has a status indicator of **Critical** and Fred Jones doesn't have a status indicator. This is because the KPI value for each row in the hierarchical structure is calculated separately.

Resource Hierarchy	Resource	ITD Nonbillable Cost	ITD Billable Cost	ITD Total Cost	ITD Nonbillable Cost as a Percentage of Total Cost
1	Consulting	19,776	105,315	125,091	15.81%
1.1	Labor	15,700	105,315	121,015	12.97%
1.1.1	Project Manager	15,700	50,000	65,700	23.90%

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Resource Hierarchy	Resource	ITD Nonbillable Cost	ITD Billable Cost	ITD Total Cost	ITD Nonbillable Cost as a Percentage of Total Cost
1.1.1.1	Maxwell Martin	2,800	14,000	16,800	16.67%
1.1.1.2	Robert Altima	8,400	0	8,400	100.00%
1.1.1.3	Fred Jones	0	36,000	36,000	0%

If you track tasks and resources for a project, each task and resource with a KPI value that's not on track is designated as an exception. The KPI value for the project doesn't impact the exception designation for individual tasks and resources. For example, if a task has a Critical status indicator based on the KPI value and threshold definition, it's designated as an exception even if the project has an On Track status indicator.

> **Note:** Task and resource performance status is based on the latest summarized data, which may not be the same as the summarized data that's used to generate the latest KPI values.

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2 Project Plan Tasks and Task Assignments

How Task Dates Work with Assignment Dates

Project application administrators can specify the task planned dates and task assignment date options when defining project planning options. These settings determine how planned and transaction dates are set for tasks and how dates are set for task assignments.

Want to see the settings? In the Setup and Maintenance work area, open the Manage Project Plan Types page in the Project Financial Management offering. Now, let's see what happens when you select or deselect the various settings.

> **Note:** You can also specify these task settings by navigating to the Manage Financial Project Settings page and then clicking **Planning**> **Edit** in the Project Plan Type section> **Task Settings**.

Use Task Planned Dates as Task Assignment Dates

When you select this option, task assignments last for the entire task duration. Let's say the project manager set the task duration from January 1 through May 31, and the task assignment is from February 1 through March 1. The task assignment now runs from January 1 until May 31.

If you don't select this option, the project manager can set the task assignment dates in the project and edit individual task dates.

Automatically Roll Up Task Planned Dates

When you select this check box on the Edit Project Plan Type page, task dates automatically roll up to project dates on the financial plan. On the Manage Financial Project Plan page, the project manager can edit the planned dates for the lowest level tasks. Planned dates at the summary and project levels are the earliest start date and last end date of the tasks.

To sync dates across the work plan and the financial project plan, perform any one of the following actions:

- Select the **Define Common Financial Task Dates Across Work and Financial Planning** check box. To select this check box, navigate to the Setup and Maintenance work area and search for the **Manage Project Management Implementation Options** task.

- Run the Update Financial Project Plan and Progress action on the Manage Project Plan page if the **Define Common Financial Task Dates Across Work and Financial Planning** check box isn't selected.

When the **Define Common Financial Task Dates Across Work and Financial Planning** check box isn't selected and the **Automatically roll up task planned dates** check box is selected, you can plan task dates outside of the project dates and run the Update Financial Project Plan and Progress action on the Manage Project Plan page to sync the dates on the financial plan.

Suppose that the project manager creates a project with dates between 1/1/23 and 8/25/23. On the Manage Project Plan page, the project manager then updates the finish date of a financial task to 8/31/23, which is a later date than the

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project finish date, and runs the Update Financial Project Plan and Progress action. The application updates the finish date as follows:

- Updates the planned finish date of the financial task to 8/31/23 and rolls up the project finish date as per the task finish date to 8/31/23 on the Manage Financial Project Plan page.

- Displays 8/31/23 as the finish date of the project on the Manage Financial Project Settings page.

Synchronize Task Transaction Dates with Planned Dates

When you select this option, planned dates and task transaction dates are synchronized. The transaction dates always match task planned dates, plus or minus the number of days specified as a date adjustment buffer.

Buffer Value	What Does It Mean?
Positive	The number of days before or after the planned start or finish dates, respectively, that a transaction can be charged to a task.
Negative	The number of days after or before the planned start or finish dates, respectively, that a transaction can be charged to a task. **Note:** With negative buffer, the transaction dates are always within the range of planned dates.

If you don't synchronize the dates, the project manager can edit the project, summary, and lowest-level transaction dates in the project. This table lists the available options for each task level.

Task Levels	Dates To Use
Lowest-level	Summary level-task dates as default transaction dates
Subtasks	Dates are within the transaction dates for the summary task
Transaction	Within the project date range

You can modify the date synchronization option until you charge transactions to a task. Let's see the implications of changing between options.

Change	What Happens?
Deselected to selected	Existing transaction dates are replaced with dates calculated based on task planned dates plus or minus the date adjustment buffer.
Selected to deselected	Existing transaction dates become editable and dates outside the project dates are cleared. New transaction tasks have blank dates.

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Task Assignment Period Amounts

Depending on the calendar type selected on the associated project plan type, you can enter planned amounts for the entire project duration or for specific periods from the accounting or the project accounting calendar.

If you select a calendar, the assignment spread curve spreads the planned amounts you entered for a task assignment across all periods within the assignment duration.

Editing and Calculating Planned Amounts

You can edit planned quantity on the Manage Financial Project Plan page for all resources and rates for rate-based resources. After you edit amounts for one period, you can optionally distribute values across all open periods based on the assignment spread curve.

You can also clear planned quantities and amounts for a selected period. When you calculate and save your changes, total quantity and cost values for the task assignment are updated accordingly.

If the project plan supports planning in multiple transaction currencies, then you can edit project and project ledger currency conversion attributes for a selected period. Cost amounts in project currency and project ledger currency are updated when you calculate and save your changes.

Modifying Assignment Dates

Use the Edit Task Assignment Dates window to extend assignment dates of resources without spreading the amounts for the accounting period. You can modify the resource assignments to end early, and select a period from which to spread the unallocated amounts.

Related Topics
- What's the difference between distributing and calculating task assignment period amounts?

Considerations for Replacing Task Assignments

Use the Replace Resource Assignments window to replace resources assigned to tasks on the project plan.

You can perform the following actions in the window:

- Search for resources in the project plan.
- Select one or more tasks on which the task assignment must be replaced.
- Optionally, specify a date or period to end the task assignment.

The following attributes in the Replace Resource Assignments window affect the resource assignment results:

- Replacement Period
- Replacement Date
- Replacement Resource

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Replacement Period

If you use a calendar to plan your project, then you can optionally specify the period to end the task assignment of the existing resource. The task assignment for the replacement resource begins in the following period.

Replacement Date

If you aren't using a calendar to plan your project, then you can optionally select a date to end the task assignment of the existing resource. The task assignment for the replacement resource begins on the next day.

CAUTION: If you don't enter a replacement date or replacement period, the existing resource is replaced for all dates on the task assignment.

Replacement Resource

Select a replacement resource from the same resource class as the existing resource. Only resources from the primary resource breakdown structure are available for selection.

Related Topics
- Why can't I find task assignments for a replacement resource?
- What happens if I delete a task assignment with actual amounts?

Calculate Project and Financial Plan Period Amounts Using Daily Spread Basis

Assign the Daily Spread Basis spread curve to a resource class or planning resource to proportionately distribute amounts across periods based on the ratio of the days in each period to the duration of the task assignment.

Settings That Affect Amount Distribution

You can't define spread points for the Daily Spread Basis spread curve. Therefore, distribution factors aren't calculated. Task assignment start and finish dates determine the number of days in each period, including the first and last periods, and consequently the allocation factor for each period.

Note: Assignment start and finish dates are included in the number of days in the period.

How Daily Spread Basis Amounts Are Calculated

When calculating period amounts, Oracle Fusion Cloud Project Management performs the following steps:

1. Determines the number of days in the first and last period within the task assignment duration using assignment start and finish dates.
2. Determines the number of days in the other periods within the assignment duration.
3. Determines the total number of days for the duration of the task assignment.
4. Calculates the allocation factor for each period using the following formula:

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period allocation factor = number of days in period / task assignment duration

5. Calculates the periodic amount using the following formula:

amount = period allocation factor * total resource cost or revenue

Example: Standard Accounting Calendar

In this example, a company uses an accounting calendar with periods that are identical to calendar months. A resource is assigned to a task for 121 days, from February 21 until June 21.

The following table shows how the task assignment days are determined, and the resulting allocation factors.

Month	Period Dates	Days in Period	Task Assignment Days	Period Allocation Factor
January	January 1 through January 31	31	0	0
February	February 1 through February 28	28	8	8 / 121 = 0.0661
March	March 1 through March 31	31	31	31 / 121 = 0.2561
April	April 1 through April 30	30	30	30 / 121 = 0.2479
May	May 1 through May 31	31	31	31 / 121 = 0.2561
June	June 1 through June 30	30	21	21 / 121 = 0.1735
			121	121 / 121 = 1

Example: 4-4-5 Accounting Calendar

In this example, a company uses a 4-4-5 accounting calendar, with four weeks in the first and second months of the quarter, and five weeks in the third month of the quarter. A resource is assigned to a task from February 21 until June 21.

The following table shows how the task assignment days are determined, and the resulting allocation factors.

Month	Weeks in Period	Week Number	Ledger Start Date	Ledger End Date	Days in Period	Days in Ledger	Task Assignment Days	Period Allocation Factor
January	4	1	1	7	7			
		2	8	14	7			
		3	15	21	7			

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Month	Weeks in Period	Week Number	Ledger Start Date	Ledger End Date	Days in Period	Days in Ledger	Task Assignment Days	Period Allocation Factor
		4	22	28	7	28	0	0
February	4	1	29	4	7			
		2	5	11	7			
		3	12	18	7			
		4	19	25	7	28	5	5 / 121 = 0.0413
March	5	1	26	4	7			
		2	5	11	7			
		3	12	18	7			
		4	19	25	7			
		5	26	1	7	35	35	35 / 121 = 0.2892
April	4	1	2	8	7			
		2	9	15	7			
		3	16	22	7			
		4	23	29	7	28	28	28 / 121 = 0.2314
May	4	1	30	6	7			
		2	7	13	7			
		3	14	20	7			
		4	21	27	7	28	28	28 / 121 = 0.2314
June	5	1	28	3	7			

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Month	Weeks in Period	Week Number	Ledger Start Date	Ledger End Date	Days in Period	Days in Ledger	Task Assignment Days	Period Allocation Factor
		2	4	10	7			
		3	11	17	7			
		4	18	24	7			
		5	25	1	7	35	25	25 / 121 = 0.2066
							121	121/121 = 1

Examples of Distribution Factor Calculations for Spread Curves

Distribution factors are prorated according to the spread points allocated to each period.

For example, if $100 is to be spread across four months for a planning resource that uses a prorated even spread curve (where amounts are distributed evenly), then each period is assigned $25 each. That is, 10 spread points spread over 4 months equals 2.5 spread points per period. Each spread point has a distribution factor of 10.

The following is a description of how distribution factors are calculated for full or partial periods.

Calculating Weighted Distribution Factors

To continue our previous example: Say our planning resource was using a back-loaded spread curve rather than a prorated even spread curve.

> **Note:** Default distribution factors for a back-loaded spread curve are as follows: 0-5-10-15-20-25-30-35-40-45. Hence the total distribution for the spread curve is 225.

The following table describes how distribution factors are determined and amount allocated over the four planning periods.

Period	Distribution Factor Calculation	Weighted Distribution Factor	Distribution Percentage	Distributed Amount
1	Distribution factors assigned to spread points 1 and 2 plus half of the distribution factor assigned to spread point 3: 0 + 5 + (0.5 * 10)	10.0	4.44%, (10.0/225)	$4.44

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Period	Distribution Factor Calculation	Weighted Distribution Factor	Distribution Percentage	Distributed Amount
2	Half of distribution factor assigned to spread point 3 plus distribution factors assigned to spread points 4 and 5: (0.5 * 10) + 15 + 20	40.0	17.78%, (40.0/225)	$17.78
3	Distribution factors assigned to spread points 6 and 7 plus half of the distribution factor assigned to spread point 8: 25 + 30 + (0.5 * 35)	72.5	32.22%, (72.5/225)	$32.22
4	Half of distribution factor assigned to spread point 8 plus distribution factors assigned to spread points 9 and 10: (0.5 * 35) + 40 + 45	102.5	45.56%, (102.5/225)	$45.56
	Totals	225	100%	$100

Deriving Spread Point Values and Prorating Distribution Factors for Partial Periods

Transaction start dates associated with a planning resource or task frequently don't coincide with the start or end dates of a period. In such a case, the actual number of planning resource or task transaction days determines how spread points and constituent distribution factors are allocated to full and partial periods.

Assume that the dates for a task assignment cover only 15 days of the first month (a 30-day month) of a four-month planning period. That first month represents the value of 0.5 spread points.

In such a case, the spread point value for each full period is calculated by dividing the total number of spread points (10) by the number of periods corresponding to the transaction (3.5). In other words, spread point values are as follows:

- Full period : 10/3.5 = 2.8571
- Partial Period: (10/3.5) * 0.5 = 1.4287

Related Topics
- How are distribution factors calculated for forecast ETC periods?

How Financial Project Plan Baseline is Set

As a project manager, when you update resources, add tasks, or modify task dates, a baseline can be set for your financial project plan. Each time a baseline is set, baseline information is overwritten by the current planned values.

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You can set a baseline for tasks using the Manage Financial Project Plan page. If you add new tasks or change existing tasks in a project plan that already has a baseline, you can select those tasks and set a baseline for them without affecting the rest of the project plan.

When a financial project plan is set to baseline, you can optionally choose to generate a budget and set it to baseline status as well.

> **CAUTION:** You can't set a baseline if the financial project plan has errors.

Settings That Affect Baseline Creation

When you set a baseline for your financial project plan, the application copies planned amounts as baseline amounts without changes.

If you select to automatically roll up planned dates for tasks, the application copies subtask and summary task planned dates without change, as baseline dates. However, if planned dates aren't automatically rolled up the task hierarchy, then summary task dates may not match the dates of their earliest and latest subtasks. To avoid a mismatch, the application revises the planned dates for summary tasks based on subtask dates.

For example, consider the planned dates in the following task structure:

Task 1: January 1, 2010 to December 31, 2010

- Task 1.1: January 1, 2010 to February 28, 2010
- Task 1.2: March 1, 2010 to March 31, 2010

When you set a baseline for the financial project plan, the planned finish date for Task 1 changes from December 31, 2010 to March 31, 2010 before being copied as the baseline finish date.

> **Note:** When setting a baseline for your financial project plan, project start and end dates don't change because project dates can be beyond the dates for the earliest and latest top task dates.

How a Project Plan Baseline Is Set

When you set a baseline for your financial project plan, the application saves the following current planned values as baseline information at the task and task assignment level:

- Planned dates
- Quantity or effort
- Raw and burdened cost in transaction currency, project currency, and project ledger currency
- Average standard raw and burdened cost rates for the task assignment
- Standard raw and burdened cost rates for each period

Related Topics
- What's a baseline financial project plan?

How Burden Costs Are Calculated

Burdening provides the aggregate of raw and burden costs to represent the total cost of doing business accurately. You can calculate burdened costs as a markup of costs by using a precedence of multipliers.

The application performs a summation of burden costs with raw costs to provide a true representation of costs. Using burdening, you can perform internal costing, revenue accrual, billing, asset capitalization, and budgetary control including the type of burden costs that your company applies to raw costs.

Settings That Affect Burden Cost Calculation Processing

You define the projects that need to be burdened by enabling project types for burdening. When you specify that a project type is burdened, you must then specify the burden schedule to be used. The burden schedule stores the burden multipliers and indicates the transactions to be burdened, based on cost bases defined in the burden structure. You specify the expenditure types that are included in each cost base. With burdening, you can use an unlimited number of burden cost codes, easily revise burden schedules, and retroactively adjust multipliers. You can define different burden schedules for costing, revenue, and billing purposes.

If you enable the option to create separate expenditure items for burden costs at the project type level and the transaction is eligible for budgetary control, then you must associate an expenditure type to the burden cost code in the cost bases of the burden structure.

How Burden Costs Are Calculated

The following graphic shows the decision points and process for calculating burdened costs.
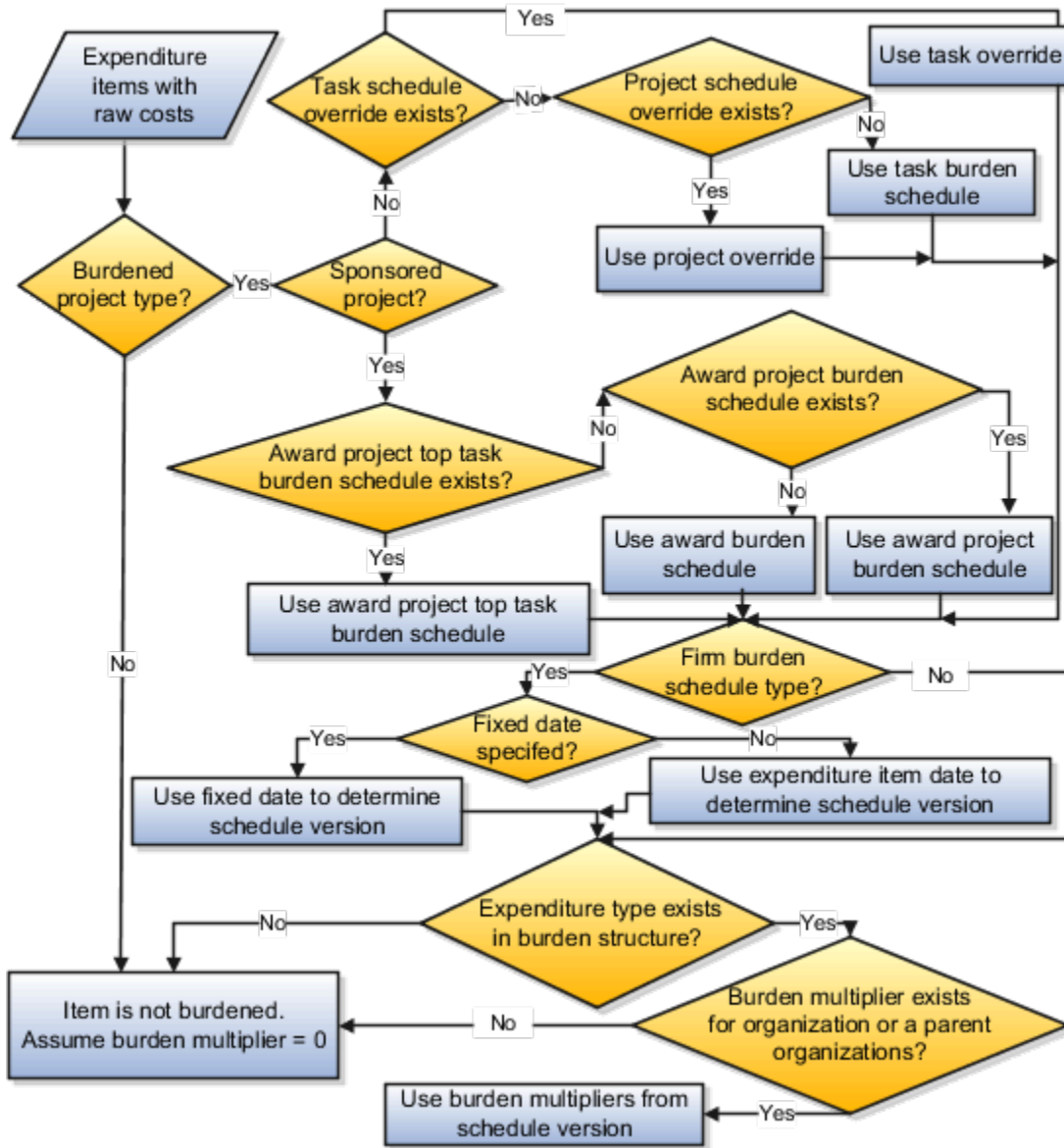
1. The application selects the expenditure items with raw cost amounts for processing.
2. The process determines if the related project type of the expenditure item is enabled for burdening.
3. If the project type is enabled for burdening, then the process determines the burden schedule to be used.
4. If the project type is not enabled for burdening, then the expenditure item is not burdened. The process assumes the burden multiplier is zero; therefore, burden cost is zero and thus burdened cost equals raw cost.
5. To determine which burden multiplier to use, the process determines if there is a burden schedule override for the expenditure.
6. If a burden schedule override exists, then the process uses the task burden schedule override on the associated task. For sponsored projects, the process ignores the task burden schedule overrides.
7. If no task burden schedule override exists on the associated task, then the process uses the project burden schedule override on the associated project. For sponsored projects, the process ignores the project burden schedule overrides.

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8. If there are no burden schedule overrides, the process uses the burden schedule assigned at the task level for burden cost calculations.

   For sponsored projects, the process determines the burden schedule to use for burden cost calculations in the following order:

   a. Burden schedule assigned at the summary task level of the award project
   b. Burden schedule assigned at the award project level
   c. Burden schedule assigned at the award level

9. If the burden schedule type is a firm schedule, then the process checks if a fixed date is specified for burdening. If yes, it uses the fixed date to determine the schedule version. If a fixed date isn't specified, then the process uses the expenditure item to determine the burden schedule version.

10. After a schedule version is determined, the process verifies that the expenditure type of the expenditure item is found in any of the cost bases of the selected burden schedule version.

11. If an expenditure type is excluded from all cost bases in the burden structure, then the expenditure items that use that expenditure type aren't burdened (burden cost equals zero, thus burdened cost equals raw cost).

12. The process then checks if burden multipliers exist for the organization to which the cost transaction belongs. If burden multipliers aren't defined for the organization, then the process checks if multipliers are defined for any of the parent organizations in the hierarchy. If burden multipliers don't exist for the organization or any of the parent organizations, then the expenditure isn't burdened.

13. The application calculates burden cost and burdened cost amounts according to the following calculation formulas:

   ○ For additive burden structures, burden cost equals raw cost multiplied by a burden multiplier.

   burden cost = raw cost * burden multiplier

   ○ For precedence burden structures, burden cost equals the sum of raw cost and preceding burden costs multiplied by a burden multiplier.

   burden cost = (raw cost + preceding burden cost) * burden multiplier

   ○ Burdened cost equals the sum of raw cost and burden costs.

   burdened cost = raw cost + burden cost

Burdened Cost Calculation

The burden structure assigned to the burden schedule version determines whether calculations are additive or based on the precedence assigned to each cost code. A burden structure can be additive or precedence based.

If you have multiple burden cost codes, an additive burden structure applies each burden cost code to the raw costs in the appropriate cost base. The examples in the following tables illustrate how burdened cost is calculated as a combination of raw and burden costs and how different burden structures using the same cost codes can result in different total burdened costs.

The following table lists the cost codes and multipliers for calculating burdened cost using the additive burden structure.

Cost Code	Precedence	Multiplier
Overhead	1	0.10
Material Handling	1	0.10

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Cost Code	Precedence	Multiplier
General Administrative Costs	1	0.10

The following table describes an example of calculating the burdened cost using the additive burden structure for an expenditure item that is not rate based.

Cost Type	Calculation	Amount
Raw Cost	Not Applicable	1000.00
Overhead	1000.00 * 0.10	100.00
Material Handling	1000.00 * 0.10	100.00
General Administrative Costs	1000.00 * 0.10	100.00
Burdened Cost	1000.00 + 100.00 + 100.00 + 100.00	1300.00

A precedence burden structure is cumulative and applies each cost code to the running total of the raw costs, burdened with all previous cost codes. The calculation applies the multiplier for the cost code with the lowest precedence number to the raw cost amount.

The calculation applies the cost code with the next lowest precedence to the subtotal of the raw cost plus the burden cost for the first multiplier. The calculation logic continues in the same way through the remaining cost codes. If two cost codes have the same precedence number, then both are applied to the same subtotal amount.

The following table lists the cost codes and multipliers for calculating burdened cost using the precedence burden structure.

Cost Code	Precedence	Multiplier
Overhead	10	0.10
Material Handling	20	0.10
General Administrative Costs	30	0.10

The following table describes an example of calculating the burdened cost using the precedence burden structure for an expenditure item that is not rate based.

Cost Type	Calculation	Amount
Raw Cost	Not Applicable	1000.00

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Cost Type	Calculation	Amount
Overhead	1000.00 * 0.10	100.00
Material Handling	(1000.00 + 100.00) * 0.10	110.00
General Administrative Costs	(1000.00 + 100.00 + 110.00) * 0.10	121.00
Burdened Cost	1000.00 + 100.00 + 110.00 + 121.00	1331.00

The order of the burden cost codes has no effect on the total burdened cost with either additive or precedence burden structures.

Related Topics
- Recalculate Burden Costs

How Resource Mapping is Calculated

The Update Mapping process matches actual costs and revenue to the latest, saved planning resources for project planning and forecasting. Summarized actual costs and revenue are recalculated for project performance reporting.

Resource Mapping Considerations

Consider these points when using the Update Mapping process:

- You can update resource mappings after you change resource formats or add resources, and save the resource breakdown structure.

- Baseline project plan values are not affected by the Update Mapping process.

- The Update Mapping process applies only if you do not allow resource changes at the project level.

  Tip: If you allow resource changes at the project level, use the Update Actual Amounts action on the project plan to update the actual amounts for all tasks on the project plan. Use the process monitor to start the process to summarize project performance data for reporting.

- After running the Update Mapping process, regenerate forecast versions to reflect the new actual costs.

How Resource Mapping Is Calculated

You can track the cost impact of every resource that has been assigned to a project task and use the resource breakdown structure to view the breakdown of these costs. Projects associate the costs of the resources used for tasks with branches and levels in the resource breakdown structure. The process for determining the correct association is managed by rules of precedence.

Projects use the following rules to associate cost amounts with resources:

- Select the lowest level in the resource breakdown structure to which a transaction can map.
  - If there is only one level to which the transaction maps, the cost amounts are mapped to that level.
  - If the transaction maps to more than one level, projects sum the precedence numbers for all resource types in the branch, and gives precedence to the resource element in the branch with the lowest sum.
  - If more than one branch has the lowest precedence number at the lower level, the application uses the precedence number of the next level up.
- If the sum of precedence numbers is the same for more than one branch, precedence is given to the branch with the lowest number at the lowest level.
  - If one branch contains a user-defined resource type, precedence is given to the branch that does not contain a user-defined resource type.

If the resource breakdown structure contains the named person resource format and the planning transaction also contains the named person, then the project cost for the named person is mapped to the named person resource format. For example, if the resource breakdown structure contains the Named Person and Job: Organization resource formats, then precedence is given to the named person resource format. However, if there are multiple named person resource formats, then the precedence is given to the most granular level considering all the resource formats. For example, if the resource breakdown structure contains the Organization: Named Person and Organization: Named Person: Job resource formats, then mapping is done to the Organization: Named person: Job resource format.

Projects give more precedence to a lower precedence number. For example, a resource element with a precedence number of *1* is given precedence over a resource element with a precedence number of *10*.

Rules of precedence are listed in the following table.

Resource Type	Precedence in Labor Resource Class	Precedence in Equipment Resource Class	Precedence in Material Items Resource Class	Precedence in Financial Resources Resource Class
Named Person	1	1	1	1
Project Nonlabor Resource	3	3	3	3
Inventory Item	5	5	5	5
Job	6	6	6	6
Item Category	8	8	8	8
Expenditure Type	9	9	9	9
Event Type	10	10	10	10
Expenditure Category	11	11	11	11
Revenue Category	12	12	12	12

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Resource Type	Precedence in Labor Resource Class	Precedence in Equipment Resource Class	Precedence in Material Items Resource Class	Precedence in Financial Resources Resource Class
Organization	13	13	15	15
System Person Type	14	14	14	14
Supplier	15	15	13	13
Resource Class	16	16	16	16

Example of Resource Mapping Using Rules of Precedence

This example illustrates that precedence is given to the branch with the lowest number at the lowest level if the sum of precedence numbers is the same for more than one branch.
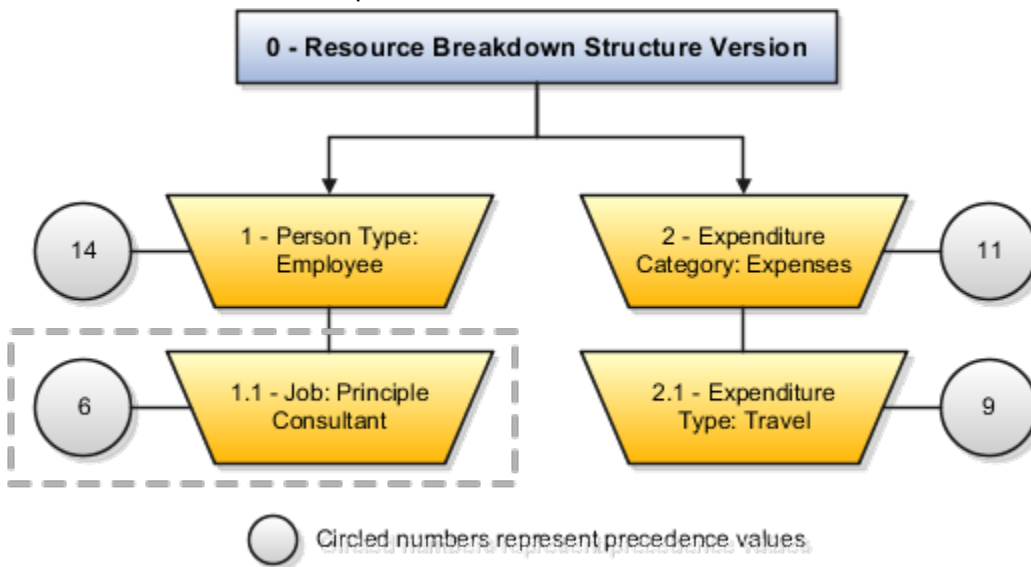
In this example, a time card transaction for a principle consultant who incurs travel expenses maps to two branches.

- The first branch consists of two levels (*1-Person Type: Employee* and *1.1-Job: Principle Consultant*). The highest level has a precedence number of *14*, and the lowest level has a precedence number of *6*, for a sum of *20* for the branch

- The second branch also consists of two levels (*2-Expenditure Category: Expenses* and *2.1-Expenditure Type: Travel*). The highest level has a precedence number of *11*, and the lowest level has a precedence number of *9*, for a sum of *20* for the branch.

The transaction cost amount is mapped to the *Job: Principle Consultant* resource element because it has the lowest number (*6*) at the lowest level.

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Mapping Costs to Generic Resource When the Resource is Not Planned on the Task

When a matching resource exists in the resource breakdown structure but not planned on the task, the application maps the costs to a generic resource instead of creating an unplanned cost.

Suppose that the resource breakdown structure has the following resource formats:

Resource Formats	Example
• Resource class • Resource class: Expenditure Type • Resource class: Expenditure Type: Job • Resource class: Expenditure Type: Named Person	• Labor • Labor: Professional • Labor: Professional: Consultant • Labor: Professional: Amy Marlin

When a resource is defined at the job level and not at the named person level, the application determines that the actual cost matches the Labor: Professional: Consultant resource that's available in the resource breakdown structure. It then checks if the task has the exact resource planned. If so, it maps the cost to that planned resource, which in this case is Labor: Professional : Consultant.

When a resource is defined at the person level and a higher level resource isn't planned on the task, the application determines that the actual cost matches the Labor: Professional: Amy Marlin resource that's available in the resource breakdown structure. It then checks if the task has the exact resource planned. If there is no exact match, it further checks if a higher level resource (for example, Labor: Professional or Labor) is planned at the task. If it doesn't find a match, it creates the best matching resource from the resource breakdown structure as an unplanned resource and maps the cost to that unplanned resource, which in this case is Labor: Professional : Amy Marlin.

When a resource is defined at the person level and a higher level resource is planned on the task, the application determines that the actual cost matches the Labor: Professional: Amy Marlin resource that's available in the resource breakdown structure. It then checks if the task has the exact resource planned. If there is no exact match, it further checks if a higher level resource (for example, Labor: Professional or Labor) is planned at the task. It finds that a match exists for Labor and maps the cost to that planned resource, which in this case is Labor.

How Task Structure Hierarchies Are Denormalized

Use the Denormalize Task Structure Hierarchies for Business Intelligence process to include the latest project data in Oracle Transactional Business Intelligence (OTBI) reports.

For example, you manage several projects and observe that actual costs on certain tasks aren't reported in OTBI reports. One of the reasons could be that you made changes to your project task structure and didn't denormalize the task structure.

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Settings That Affect Task Structure Hierarchy Denormalization

When you manage projects using Project Financial Management applications, the task structure is denormalized when you first save the project plan. Subsequently, when you add, delete, move, or change the indentation of tasks, you can synchronize project updates from the project plan.

Alternatively, to ensure that OTBI reports are current, project application administrators and project managers can schedule the Denormalize Task Structure Hierarchies for Business Intelligence process to run on a regular basis. You must specify the following parameters.

- Range of project numbers to include all active and approved projects with modified task structures.

- The denormalization method.

- Schedule for the process to run periodically.

Keep the following points in mind while specifying these parameters:

- If you don't specify the project range in the **From** and **To** parameters, then the process runs for all the projects.

- If you specify either the **From** or **To** parameter, then the process runs accordingly. For example, if you don't specify the **To** parameter, then the process runs for all projects starting from the project you specified in the **From** parameter.

- Select Incremental as the denormalization method to skip the projects that were already denormalized and don't have any new changes in the task structure. Even if all the projects are considered for processing, only those projects that have changes in the task structure between the last execution and the current execution are denormalized.

Note: If you manage projects using Project Execution Management applications, you can run the denormalization process only from the Scheduled Processes page.

How Task Structure Hierarchies Are Denormalized

The denormalization process groups hierarchical task data into single rows to reduce the number of task levels. The process creates a new row for each level of the hierarchy.

Example: Task Structure Hierarchy Denormalization

Project JellyFish has the following task hierarchy.

- Task 1

    o Task 1.1
    o Task 1.2

- Task 2

    o Task 2.1

        - Task 2.1.1

The following table and figure shows how the tasks appear after the denormalization process is run.

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Level 1	Level 2	Level 3	Level 4
Project JellyFish	Task 1	Task 1.1	
Project JellyFish	Task 1	Task 1.2	
Project JellyFish	Task 2	Task 2.1	Task 2.1.1
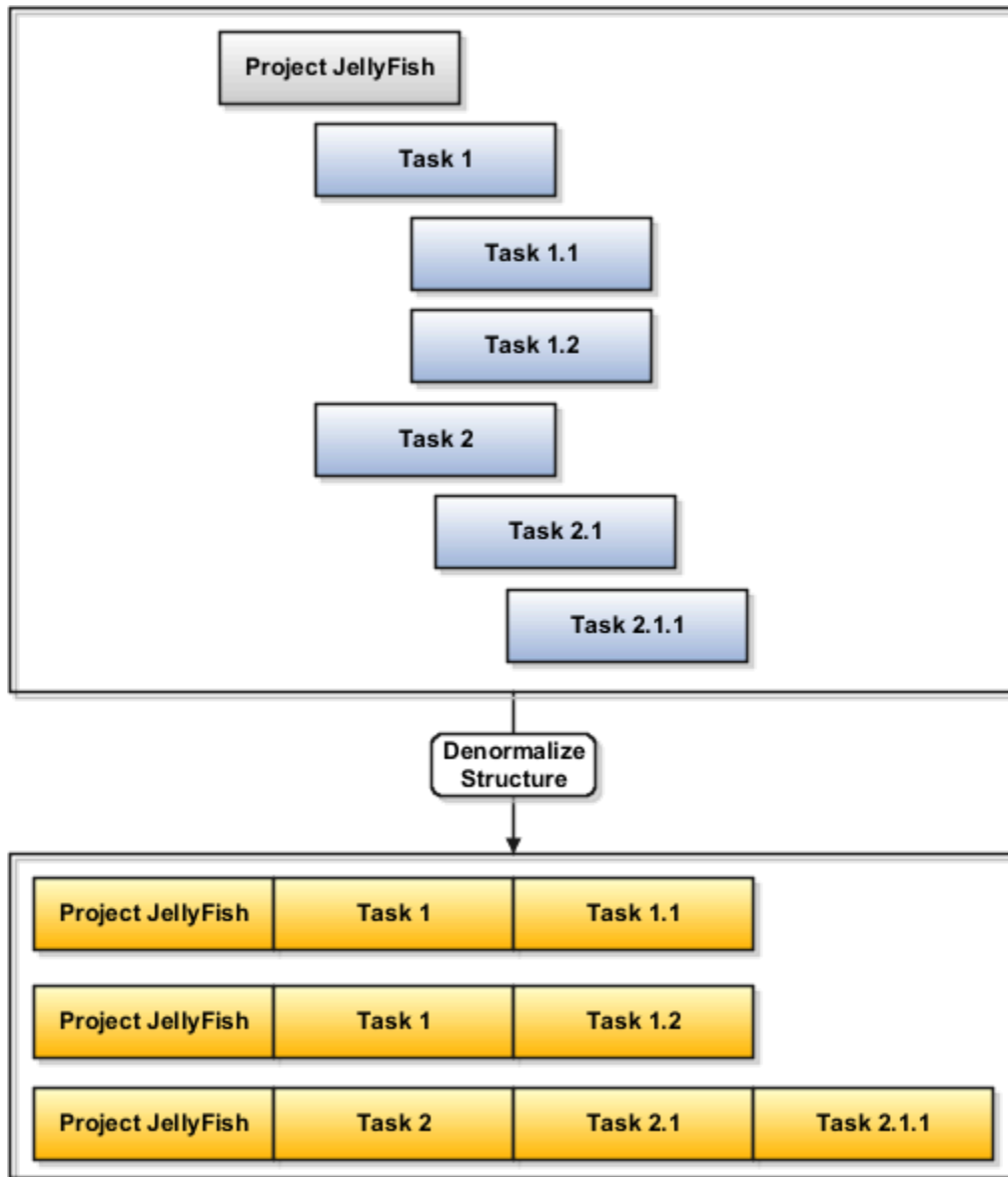
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Import Project Tasks

The Import Project Tasks process creates project tasks from data loaded into the Oracle Fusion Project Tasks interface table. The process creates project tasks based on data from third-party applications you loaded into the open interface table.

Run the Import Project Tasks process from the Scheduled Processes page.

Before running this process, you must:

- Define the projects for your tasks in Oracle Fusion Project Foundation.

- Load import data to the PJF_PROJ_ELEMENTS_XFACE table. For more information about tables, see the Tables and Views for Oracle Project Portfolio Management Cloud guide.

  You can load data to interface tables using predefined templates and the Load Interface File for Import scheduled process, which are both part of the External Data Integration Services for Oracle Cloud. For more information about file-based data import, see the File Based Data Import guide for your cloud services.

Parameters

From Project Name

Beginning project name in a range of projects provided for importing project tasks.

To Project Name

End project name in a range of projects provided for importing project tasks.

Report Success Details

Option to provide details in the Import Project Tasks report for project tasks that imported successfully.

Import Project Tasks Report

The Import Project Tasks report summarizes the number of processed, accepted, and rejected tasks encountered when you imported the project tasks. The report contains details for all project tasks that generated errors during the import process.

Review the error message details for each task. Fix the errors in the source spreadsheet, and resubmit the Import Project Tasks process until you import all project tasks.

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Related Topics

FAQs for Project Plan Tasks and Task Assignments

What's a planning project?

A planning project enables you to create task assignments and enter planning amounts, bring in summarized actual amounts into the project plan, and capture progress in Project Financial Management applications.

In other words, you can only perform the following activities if you designate your project as a planning project:

- Create task assignments.
- Enter effort against tasks.
- Track project progress.
- Enable display of summarized actual amounts on the project plan.
- Use Microsoft Project integration.

Note: If you exclude actual costs from summarization at the project unit level, then you can't designate projects as planning projects.

What's a work type?

A classification of actual work. For example, a professional services enterprise may define work types such as Analysis, Design, and External Training.

Use work types to determine whether expenditure items are billable and to classify cross-charge amounts into cost and revenue.

When you create or import expenditure items, the default work type is inherited from the associated task. Tasks, in turn, inherit work type values from parent tasks and ultimately from the project. Project types determine the default work type value for projects and project templates.

What's a baseline financial project plan?

Key planned information for tasks and task assignments, including dates, costs, quantity, effort, and rates, that you can save from current project plan values.

Setting a baseline for a financial project plan doesn't create a new plan version.

As a project manager, you must set a baseline for your project plan before capturing progress. You can use the Manage Financial Project Plan page to set a baseline. Baseline amounts determine earned value for lowest-level tasks, which in turn are used to roll up physical percent complete to summary tasks.

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You can't delete baseline data, and baseline data doesn't change unless you override it when you next set a baseline for the tasks.

> **Tip:** By generating a budget version when you set a baseline for your financial project plan, you can refer to the historical record of past baseline data.

What happens if I refresh cost rates for tasks on the project plan?

Rates are retrieved based on the current job, organization, and role of resources used in the planning process. The refresh considers the potential changes and provides rates based on the current information for each resource.

When project managers or project administrators perform a version level refresh action, the application skips resources that have been disabled on the resource breakdown structure. You can perform a line-by-line refresh if you intend to refresh disabled resources. Similarly, the Refresh Plan Amounts process skips resources that have been disabled on the resource breakdown structure.

The following table describes the impact of refreshing cost rates in a project plan, using the selected options.

Option	Description
Refresh all rows	Refresh rates for all tasks on the project plan.
Refresh selected rows	Refresh rates for selected tasks.
Refresh all periods	Refresh rates for all periods. Rates are refreshed for the entire project plan or for selected tasks depending on whether you're refreshing all rows or selected rows.
Refresh from selected period forward	Refresh rates for the entered period and subsequent periods. Rates are refreshed for the entire project plan or for selected tasks depending on whether you're refreshing all rows or selected rows.

> **Note:** Options to refresh period rates apply when the project plan supports planning for accounting or project accounting periods.

What happens if I generate a budget from a financial project plan?

Budget versions created while setting a baseline financial project plan are generated based on the planning options (calendar type, planning level, rates, and so on) specified in the selected financial plan type.

For example, amounts are calculated and summarized up to the planning level specified in the plan settings. If you select a financial plan type that supports revenue, corresponding amounts are calculated based on the revenue generation method specified in the generation options.

When must I update actual amounts in the project plan?

Use the Update Actual Amounts menu option in the following circumstances:

- Actual amounts don't appear on the project plan after you update project performance data (after you run the summarization process).
- You delete a task assignment with actual amounts and want to bring the amounts back into the project plan.
- You replace the primary planning resource breakdown structure, thereby deleting all task assignments, after actual amounts are brought into the project plan.

What happens if I synchronize project updates?

The application synchronizes updates to the project structure with budgets and forecasts, and denormalizes the modified task hierarchy for reporting in Oracle Transactional Business Intelligence.

A project application administrator or project manager can synchronize project updates for projects created using Project Financial Management applications. Alternatively, you can schedule the Denormalize Task Structure Hierarchies for Business Intelligence process to run periodically from the Scheduled Processes page.

If you manage projects using Project Execution Management applications, you can run the process only from the Scheduled Processes page.

Related Topics
- How Task Structure Hierarchies Are Denormalized

FAQs for Project Staffing Plan

Can I assign a resource to a task multiple times on the project plan?

No. However, if a resource is intermittently assigned to a task and amounts across periods are in the same planning currency, then you can create a single task assignment covering the work or task duration.

Adjust period amounts to assign zero planned quantity or cost to periods in which the resource is unused.

Can I transfer task assignments or other changes from the budget to the project plan?

No. You can generate a budget version from a project plan. However, you can't transfer any subsequent changes to the budget such as new task assignments or updates to planned amounts, back to the project plan.

What happens if I adjust task assignment amounts?

When you adjust cost rates or quantity for a task assignment by a positive or negative percentage, the application automatically recalculates raw and burdened cost amounts for that assignment and saves your changes.

If you previously entered an override for burden costs, the revised burdened costs are calculated based on the override burden multiplier.

What happens if I delete a task assignment with actual amounts?

The planned amounts for the resource are reduced to zero in the project plan, and the actual amounts remain the same. The resource becomes an unplanned resource that you can't delete from the project plan.

> **Note:** You can only delete a task assignment for a resource with actual amounts if a baseline project plan exists.

What happens if I refresh cost rates for task assignments on the project plan?

Rates are retrieved based on the current job, organization, and role of resources used in the planning process. The refresh considers the potential changes and provides rates based on the current information for each resource.

When project managers or project administrators perform a version level refresh action, the application skips resources that have been disabled on the resource breakdown structure. You can perform a line-by-line refresh if you intend to refresh disabled resources. Similarly, the Refresh Plan Amounts process skips resources that have been disabled on the resource breakdown structure.

The following table describes the impact of refreshing cost rates based on the selected options.

Option	Description
Refresh all rows	Refresh rates for all planning resources assigned to the task.
Refresh selected rows	Refresh rates for selected task assignments.
Refresh all periods	Refresh rates for all periods. Rates are refreshed for all planning resources associated with the task or for the selected task assignment depending on whether you're refreshing all rows or selected rows.
Refresh for selected period and onward	Refresh rates for the entered period and subsequent periods. Rates are refreshed for all planning resources associated with the task or for the selected task assignment depending on whether you're refreshing all rows or selected rows.

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> **Note:** Options to refresh period rates apply when the project plan supports planning for accounting or project accounting periods.

When editing period details, you can revise rates for all periods for the task assignment or for the selected period and subsequent periods.

What's an unplanned resource?

A resource that has actual costs, but a task assignment wasn't previously created.

When you update project performance data, actual costs are mapped to resources on the primary planning resource breakdown structure. If no task assignment exists for a planning resource with actual costs, then the application creates a new assignment and marks it as unplanned. Unplanned resources and associated actual costs are displayed when you capture progress. However, you can't enter progress information, including estimate-to-complete quantity or estimated and actual dates for unplanned resources.

Unplanned resources may appear on the project plan for various reasons, including the following:

- Transactions incorrectly charged to a project or task

- Mismatch between the planned resource and the resource actually used on the task

- The **Set unplanned assignments as planned assignments** check box under the Plan Settings tab in the Manage Project Plan Types page isn't selected.

You can designate an unplanned resource as a planned resource. However, you can't undo this change.

Related Topics

How can I convert an unplanned resource to planned?

Select the task in the Manage Project Plan page, then select the Manage Resources for Selected Task action. In the Manage Resources window, select the Unplanned option for the resource.

If you're planning by periods, enter the values for the amount and planning periods in the Convert Resource to Planned secondary window.

If you're not planning by periods, then the actual quantity is automatically copied to the planned quantity for the resource.

What happens if I set an unplanned resource as a planned resource?

When you change an unplanned resource to a planned resource in the financial project plan, there are two possible outcomes based on the project planning options.

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If you're planning by periods, the Convert Resource to Planned window opens, where you specify a planned quantity and planning periods. Based on your inputs:

- The application derives planned cost or effort for the resource based on the value you enter in the Planned Quantity field.

- You can apply the planned quantity to one period, or allocate the quantity from the selected period forward. In both cases, the planning periods must be within the date range of the task assignment.

If you're not planning by periods, then the actual quantity is automatically copied to the planned quantity for the resource in the project plan.

Can a resource with actuals get added directly as a planned resource to the financial project plan?

Yes. When the **Set unplanned assignments as planned assignments** check box is selected under the Plan Settings tab in the Manage Project Plan Types page and also for your project.

As project costs are incurred, the resource is added as a planned resource to the financial project plan instead of being marked as unplanned.

If your planning resource breakdown structure allows changes at the project level, then select the **Automatically add resources on incurring actual amounts** check box in the Manage Planning and Billing Resource Breakdown Structures page. As project costs are incurred, resources are automatically added to the primary planning resource breakdown structure.

Can I add a financial resource directly at the task level?

Yes. On the Manage Financial Project Plan page, if you enter raw cost amounts directly at the task level, a financial resource is added to the task with the specified planned amounts.

If you enter both the effort and raw cost amounts directly at the task level, then a labor resource is added to the task with the specified effort and rate override.

Some points to consider:

- You can view these resources in the Manage Resources dialog box. The periodic amounts are populated for these resources.

- Based on raw cost amounts you specified, the application calculates the burden cost and burdened cost amounts accordingly for these resources.

When does a generic resource get added to a task?

A generic resource gets added to a task when the project manager performs any of the following actions:

- Specifies planned effort against a task and saves the project plan. When this action is performed on a task that doesn't yet have any planned resources, a labor resource is added to the task with the specified effort. Similarly, if you specify the plan amount, a financial resource is added to the task with the specified planned amount.

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- Explicitly creates the planned resource or converts an unplanned resource to a planned resource when the costs comes in from a higher resource level. For example, Labor or Labor: Professional.

Note: The application doesn't automatically add a generic resource to a task.

What's the difference between distributing and calculating task assignment period amounts?

By distributing amounts, you ensure that updates to amounts for any period are distributed across all open periods based on the spread curve for the task assignment. Your changes aren't saved or rolled up to the task assignment.

By calculating and saving amounts, you ensure that amounts for each period line are recalculated based on your updates, amounts roll up to the task assignment, and all your changes are saved. If you updated the amounts for particular period lines, amounts won't be redistributed to other periods based on the associated spread curve.

Why are burden cost amounts in the Burden Details window different from those on the resource assignment?

The burden cost amounts are calculated based on the latest built burden schedule version. If the burden rates on a resource assignment are not refreshed on the project plan, budget, and forecast, then the burden cost amounts may not match.

The burden cost amounts in the **Burden Cost Details** window is calculated using a single transaction date, therefore a single burden schedule version. When a resource assignment spans multiple periods, there is a chance that the individual period start dates reside within multiple burden schedule versions. When viewing burden cost details for a resource assignment, the resource assignment start date is used to determine the burden schedule version, therefore the burden cost amounts may mismatch with the resource assignment burden cost amounts. This is due to the actual burden cost of the resource assignment being an aggregate of the individual periods, which may have used different multipliers.

Why can't I find task assignments for a replacement resource?

While replacing a task assignment in the Replace Resource Assignments window, you entered a replacement date or period that is the same as or later than the planned finish date of the original resource.

Enter a replacement date or period that is earlier than the planned finish date of the original resource.

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Why can't I find persons in the list of resources when I enter team members, planning resources, or person rate schedules?

You can't find persons in the list of resources when you enter team members, planning resources, or person rate schedules in the following situations:

- The administrator didn't assign a department while creating users. Persons must have an active assignment and be assigned to a department in Oracle Fusion Human Capital Management before they can be added as team members or entered as resources on the planning resource breakdown structure or person rate schedule.

- The resource isn't active in Oracle Fusion Human Capital Management because the current date is before the effective date of the resource. If you want to include persons who will start in the future, select the **Include people with future-dated effective start dates** option when you search for the person.

- Persons assigned as project managers aren't active as of the project start date.

- The assignment of the person is terminated and an appropriate value isn't set for the number of days to display people with terminated assignments. You can set the profile value appropriately at the site profile level using the **Specify Number of Days to Display People with Terminated Assignments** task in the Setup and Maintenance work area.

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3 Project Budgets and Forecasts

Considerations for Creating Budgets and Forecasts

A budget or forecast version represents a specific planning scenario created with a financial plan type. For example, a cost budget that's based on a set of proposed contract terms, or a cost forecast that's based on an engineering estimate.

When the financial project plan is set to baseline, you can create a budget version that isn't enabled for planning in multiple transaction currencies even if the financial project plan is enabled for planning in multiple transaction currencies.

> **Note:** If you're creating a budget or forecast version using a financial plan type that isn't enabled for planning in multiple transaction currencies, then the project costs incurred in a currency other than the project currency are mapped to an existing line in project currency.

You can create a budget or forecast versions using any of the following methods:

- Generate budget or forecast versions
- Copy budget or forecast amounts
- Create budget or forecast lines manually

Generate Budget or Forecast Versions

You can generate budget or forecast versions based on other financial plans or from the project plan. During generation, quantity from the source plan and rates derived from the target financial plan type planning options are used to calculate amounts for the new version. Note that, the ETC amount is always zero if you're using unplanned resources while generating forecasts.

During forecast generation, the application considers all periods with amounts, including periods with net zero amounts.

While generating a forecast, you can:

- Retain the spread for the source version across periods. In this case, the application spreads the amounts for the remaining periods, and ignores any periods that have actual amounts. You can enable the option to retain the spread of planned amounts from the source at the financial plan type or the forecast version level.

- Retain manual periodic spread for forecast lines or budget lines even if the duration changes due to a scope change. In this case, the application either adds or reduces the work or shifts the tasks in the plan without losing the period-level adjustments previously made to the forecast or budget. You can enable the option to maintain manual spread on date changes at the financial plan type, project plan type, budget version, or forecast version level.

You can use project resources as the source for budget and forecast cost, revenue, or both. Include all the labor and expense resources or a subset, such as only confirmed labor resources. Some points to consider:

- Rates for the resources are derived from the rate schedule settings of the financial plan type planning options. For named persons, the rates for planning costs are derived from the named person's business unit or

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organization when the projects business unit or organization is different from the named person's business unit or organization.

- Selecting confirmed resources selects the resources in the confirmed and reserved status as well for financial plan generation.

- The **Retain Spread from source** option isn't applicable as the periodic spread happens based on the spread curve associated to the resource in the planning and billing resource breakdown structure.

> **Note:** The planning resource breakdown structure is the only planning option that's inherited from the source. You can't edit the planning resource breakdown structure.

Copy Budget or Forecast Amounts

You can create a version by copying another financial plan. Copy plan values without change, or specify a positive or negative percentage by which to adjust amounts before the new version is created.

The copied version inherits planning options from the source financial plan. You can't edit planning options for the new version during initial creation.

Create Budget or Forecast Lines Manually

When you manually create a budget or forecast version, the basic task structure is recreated without any quantities, rates, or amounts. Budget or forecast dates are based on the planned dates for tasks entered in the project plan.

To create the version efficiently, add the following at the selected planning level:

- Planning resources: Add all resources in the associated planning resource breakdown structure.

- Financial resources: Add a placeholder resource so that you can enter amounts against tasks without having to assign a planning resource.

Depending on your access, you can edit planning options inherited from the selected financial plan type. Of course, generation options don't apply when manually creating versions.

Note that while setting a financial project baseline, you can automatically generate a project budget and set the baseline. However, if the project task structure contains a large number of periodic lines, the budget generation process can take a significant amount of time before confirming the setting of the financial project plan baseline. To reduce the delay in the creation of the financial project baseline, you can defer the budget generation process and run it in the background.

Defer Financial Plan Creation

When the project task structure contains a large number of periodic lines, for example, over 10000 periodic lines, the application defers the financial plan creation. Depending on the threshold value derived from historical data, the application decides whether to process the financial plan generation immediately or to defer it.

Also, while setting a financial project plan baseline for a project with a large number of periodic lines, the application defers the financial plan generation process and completes the financial project plan baseline creation.

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How Budgets and Forecasts are Copied

You can create a project either based on a project template or an existing project and copy existing financial plan versions. You can select a financial plan version and copy to the new project.

Copy Financial Plan Versions

When you're creating a project, the following parameters determine what and how financial plan versions are copied.

Parameter	Impact
Calendar type	Calendar type: Whether financial plan types use the accounting calendar, project accounting calendar, or none
Creation source and version status	Whether the project is created from a project template or another project, and the status of the financial plan version in the source
Status	Whether the financial plan is in any of the following statuses: • Current Working • Current Baseline • Current Approved • Submitted

Note: For financial plan types that support cost and revenue in separate plan versions, both cost and revenue versions are displayed and are available for selection separately, based on their status.

Status When Financial Plan Versions Are Copied

Let's see what happens when you create a project from another project. Irrespective of the version status in the source project, the financial plan versions are created in Current Working status.

When you create a project from a project template, then you use template as the source, then you can select one of the following options to copy a current baseline budget version:

• Copy the selected version as the current working version.

• Copy the selected version as current baseline version and as current working version. That is, create two versions in the new project.

Here are some more details about copied version information:

Aspect of Version	Details
Generation and copy sources	If the copied financial plan version was originally generated or copied from another source, those details are copied over to the new project. However, if the version was generated or copied from

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Aspect of Version	Details
	another financial plan version that you didn't select to copy, then source information is deleted even though the budget or forecast creation method remains unchanged.
Actual amounts	Actual amounts for forecast versions aren't copied to the new project. Estimate-at-completion (EAC) amounts are copied over as estimate-to-complete (ETC) and actual amounts are set to zero.
Period information	When you copy financial plan versions that use an accounting or a project accounting calendar, then periods for the versions created in the new project are based on the periods of the target project and task start dates.
	If the source project or template doesn't have a date or you haven't entered a start date for the target project, then periods are copied to the new financial plan version without adjustment.
	However, if both the source project or template, and target project have start dates, then Oracle Fusion Cloud Project Management performs the following actions:
	1. Calculates the number of periods between the following:
	a. The period that contains the start date of the source project template or project
	b. The period that contains the start date of the new project
	2. Derives the start period for each budget or forecast line in the new project by adding the number of periods determined above to the period of the new start date.
	For example, assume your projects have the following start dates:
	• Source project or template: September 1, 2010
	• New project: December 15, 2010
	If the financial plan version in the source project contains plan amounts for periods SEP-2010, OCT-2010, and DEC-2010 (assuming monthly periods), then the financial plan version in the new project will contain amounts in DEC-2010, JAN-2011, and MAR-2011.
	Oracle Fusion Cloud Project Management assumes that all periods are equal. If your periods are different lengths, then you must review plan amounts in the new financial plan version and update them as required.

Edit Budgets and Forecasts

As a project manager, you can edit budget and forecast versions, including generated quantities and amounts, either by directly changing quantities and amounts, or by changing attributes that determine amounts.

Directly edit summary quantities and amounts at the budget or forecast line level, and edit quantities and amounts associated with period lines. You can also adjust amounts by a specific percentage at the version, line, or period level. When you adjust amounts at the version level, you can create another version based on adjusted values.

When you edit a forecast version, you can't change actual values. However, you can change estimate-to-complete (ETC) quantities and amounts. You can also change estimate-at-completion (EAC) quantities and amounts at the line level and for periods without actual amounts (that's, periods whose start date is on or after the ETC start date).

The following is an overview of changes that you can make to budget and forecast versions.

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Modify Period Information

Apart from directly editing values for period lines, you can modify the periodic spread of amounts by changing the spread curve associated with planning resources at the plan line level. You can also increase or decrease the number of associated periods by editing from and to dates for budget or forecast lines.

If you've selected the **Maintain manual spread on date changes** check box while creating or editing a financial plan type or project plan type, then the periodic planning is retained in the plan version on plan line date modifications that you've made in the user interface. The **Manual Spread** column indicates if the manual periodic spread is retained for a resource.

Resource Assignments

You can modify a budget version by modifying resource assignments from the Edit Budget page. To modify resource assignments for a selected task, select Manage Assignments for Selected Tasks from the Actions menu. To replace resource assignments for selected tasks, select Replace Resource Assignments from the Actions menu.

Project managers or project administrators can replace resources on budgets, award budgets, or forecasts to keep their financial plans up-to-date. Suppose that a project role was originally used to create a high-level plan; you can replace the same with a specific named person. You can replace resources across plan lines. Optionally, a partial replacement from a specific period and later is also possible.

When you select a replacement resource, the previous resource is replaced on the selected tasks. This is similar to the capability that's available on the Manage Financial Project Plan page where you can replace resources whenever a resource becomes unavailable and can't complete the work.

Some points to consider:

- For a None time-phased project budget or forecast, you can't perform a partial replacement and the replacement period value must be selected as the resource planning start date.

- You can replace resources that are in the same resource class. For example, replace a project role with a named person or replace a named person with another named person.

- Rates for replacement resources are retrieved based on the current job, organization, and role. Planned amounts are computed and rolled up at all levels on completion of the replacement action.

Refresh and Override Rates

When you refresh rates, rates are retrieved based on the current job, organization, and role of resources used in the planning process. The refresh considers the potential changes and provides rates based on the current information for each resource.

When project managers or project administrators perform a version level refresh action, the application skips resources that have been disabled on the resource breakdown structure. You can perform a line-by-line refresh if you intend to refresh disabled resources. Similarly, the Refresh Plan Amounts process skips resources that have been disabled on the resource breakdown structure.

Here are the options for refreshing cost and revenue rates when managing budget or forecast versions or editing versions.

Option	Available at Version Level	Description
Refresh all rows	Yes	Refresh rates for all plan lines in the selected financial plan version.

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Option	Available at Version Level	Description
Refresh selected rows	No	Refresh rates for selected plan lines.
Refresh all periods	Yes	Refresh rates for all periods. Rates are refreshed for selected plan lines or for the financial plan version depending on whether you're refreshing all rows or selected rows. **Note:** While refreshing rates, the application considers all periods with amounts, including periods with net zero amounts.
Refresh for selected period and subsequent periods	No	Refresh rates for the selected period and subsequent periods. Rates are refreshed for selected plan lines or for the financial plan version depending on whether you're refreshing all rows or selected rows. **Note:** While refreshing rates, the application considers all periods with amounts, including periods with net zero amounts.

Note: Options to refresh period rates apply when the financial plan version supports planning by accounting or project accounting periods.

Some points to consider:

- When you refresh actual amounts, the ETC amounts for forecast versions that you added manually using the Manual entry method are lost.

- When reviewing period details, you can revise rates for all periods within the plan line or for the selected period and subsequent periods.

- When the **Revenue Generation Method** is set to **Manual entry**, revenue amounts are retained even if the quantity for rate based resources is updated or rates get refreshed after refreshing amounts.

- You can also manually override effective rates that are used to calculate cost and revenue amounts (for example, raw cost, burdened cost, and bill rates), and revise currency conversion attributes for individual budget or forecast lines.

- When you override effective rates on budget or forecast lines, the associated period lines inherit these overridden rates.

You can also submit the Refresh Plan Amounts process to refresh the working versions of the financial project plan, budget, or forecast based on the existing project plan type or financial plan type rate settings. Before you submit the process, select the process parameters based on the projects you want to process for refresh of financial project plans, working budget versions, or working forecast versions. For example, use the **Project Type** or **Project Manager** parameter to narrow down the set of projects to be processed using a specific project type or project manager. Use the **From Date** parameter to choose the period from which the rates must be refreshed; the corresponding periods are used based on the calendar used in the financial project plan, budget versions, and forecast versions. Optionally, set the

Detailed Report parameter to Yes to generate a detailed report to review the list of versions excluded by the scheduled process and the reason for exclusion.

Modify Values for Rate-Based and Nonrate-Based Resources

For planning resources that aren't rate-based, for example financial resources, you can only enter cost or revenue amounts. You can't change quantity and rate.

For rate-based planning resources, you can edit quantity, rates, or amounts. If you edit a value, associated values are automatically recalculated using predefined precedence rules, as described in the following table.

Changed Values	Precedence Rule
Quantity, rate, or both	Calculate amounts based on the quantity and the corresponding rate.
Amounts or a combination of amounts and quantity	Calculate rate from quantity when available, and then amounts.
Rate and amounts	Calculate the rate based on updated amounts and existing quantity. Your updates to the rate are overridden. In addition, if you specify rate and amounts, and not quantity, when creating a new plan line, rate is cleared and only amounts are saved. CAUTION: Quantity is never modified based on changes to rate or cost and revenue amounts.
Quantity, rate, and amounts	Calculate the rate based on updated amounts and existing quantity.

Refresh Currency Conversion Rates

You can retrieve the latest currency conversion rates during financial project planning and when creating project budgets and forecasts. For example, you may plan a project for four years with current conversion rates. Later, you can refresh the currency conversion rates based on the latest values.

Related Topics

- How can I enter amounts for an award project budget?
- Considerations for Replacing Task Assignments

Change Order Automation for Project Budget Adjustments

You can perform a detailed assessment of the change order impact on the project budget and then automatically adjust the budget when the change is approved. For example, record a change for a specific task and resource and view the

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overall impact on the project budget during assessment. Upon stakeholder approval, implement these adjustments to the project budget automatically.

> **Note:**
> - You can use change management for project budgets only if you have opted to implement Project Execution Management offering.
>
> - Users must have the Manage Project Changes privilege to create a change order, perform impact assessment, review, and approve a change order.

Add Budget Impact Details to Change Order

To add budget impact details to the change order:

1. In the My Work work area, click **Manage Change Orders** in the panel drawer.
2. Click **Create** in the Manage Change Orders page.
3. Complete the fields as appropriate in the Create Change Order page. In the Impact Assessment section, click the **Add Impact** icon.
4. In the Add Impact dialog box, perform these actions:
   a. Select **Budget and Forecast** from the Impact area drop-down list.
   b. Select the task and resource for which impacts are to be assessed and enter the **Quantity**, **Currency**, **Raw Cost**, or **Revenue** as appropriate. For example, if there is a scope increase that requires an additional 100 hours for a Consultant resource, enter 100 as the quantity. Conversely, if there is a scope decrease, enter -100.

      > **Note:** For rate-based resources such as Consultant, the amounts are automatically calculated based on the rate settings of the current baseline budget version. Optionally, override the amounts by entering both the quantity and cost or revenue amounts.

   c. Click **Save**.

Manage Change Order Budget Impact

Click **Modify in Budget View** in the Add Impact dialog box to navigate to the Manage Change Order Budget Impact page and view and access detailed change impact information within the context of the current baseline budget. You can review project budget figures and factor in changes and their effect on the project margin. Select the Edit Period Amounts action to adjust the change quantity or amounts of the change impacts for specific periods, if required.

> **Note:** Users must have the Manage Project Budget Working Version privilege to manage the change order's budget impact on the Manage Change Order Budget Impact page.

Include Change Order Impact on Project Budget

Once the change order is approved and moved to the implementation stage, the Implementer can select the **Implement and Mark Complete** action to include the budget impacts. This action creates a new baseline if the current baseline budget version isn't workflow enabled. Alternatively, if the baseline budget version is workflow enabled, a new version is created and submitted for approval. The change order Implementer is notified once the budget version with the change amounts is approved. Additionally, you can also choose to send the notification to the Change Owner by defining a custom rule in the BPM task configuration.

> **Note:** In addition to the Manage Project Changes privilege, users must also have the Create Project Budget Baseline Version privilege to automatically implement a change order with budget impacts.

Considerations for Budget Impact Assessment

Here are a few points to keep in mind while performing budget impact assessment:

- To perform a detailed budget impact assessment and automatic implementation, the change order must be associated with a project that has a baseline budget version created using an approved financial plan type.
- Automatic implementation is supported exclusively for budgets.
- Only one change order can be implemented at a time.
- Once a baseline budget version is created from the change impacts, the change order can only be closed and not moved to any other stage.
- If there are any overrides in the current baseline budget, then they are carried forward while performing impact assessment.
- If there is a budget version with edits, baseline this version before implementing any change order to retain the edits, as the change order budget impacts are implemented only on the latest baseline budget version and manual edits aren't carried forward.
- Change impact amounts for all impact areas can be updated only in the impact assessment stage.
- When there is an active change order for the project budget adjustments, you can continue to create new budget baselines provided the following planning options are unchanged from the previous baseline version:
  - Planning Level
  - Calendar Type
  - Planning Resource Breakdown Structure
  - Multiple Transaction Currencies
  - Assign Resource in Single Currency for a Task
  - Planning Currencies

Related Topics
- Change Orders

Import Financial Project Plans

Import financial project plans from third-party applications into the Oracle Project Control work area by using the Import Financial Project Plans Excel workbook template and running a few scheduled processes. The Excel template is part of the External Data Integration Services for Oracle Cloud feature.

For more information about the Import Financial Project Plans Excel workbook template or to download this template, see the File-Based Data Import (FBDI) for Project Management guide.

To import the financial project plans:

1. Prepare your data in the ImportFinancialProjectPlans macro-enabled Excel workbook template.
2. Click Generate CSV File in the template to create a comma-separated values file of awards.
3. Navigate to the Scheduled Processes page.

4. Submit the Load Interface File for Import process to load the financial plans data from your CSV file into the applications related open interface tables.
5. Submit the Import Financial Project Plans process to bring the data into the Project Control work area from the open interface tables.

Parameters for Load Interface File for Import Process

From Project Name

Beginning project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing financial project plans versions.

To Project Name

Ending project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing financial project plans versions.

Financial Project Plans Upload Error Report

Review the output reports and repeat the following steps until you import all the required financial project plans data successfully:

- Correct the errors in the Import Financial Project Plans Rejections report.
- Generate CSV files for the corrected financial project plans.
- Upload the CSV files into the open interface tables.
- Submit the Import Financial Project Plans process.

Related Topics

Import Project Budgets

Import project budgets from third-party applications into the Oracle Project Control work area by using the Import Project Budgets Excel workbook template and running a few scheduled processes. The Excel template is part of the External Data Integration Services for Oracle Cloud feature.

For more information about the Import Project Budgets Excel workbook template or to download this template, see the File-Based Data Import (FBDI) for Project Management guide.

To import the project budgets:

1. Prepare your data in the ImportProjectBudgets macro-enabled Excel workbook template.
2. Click Generate CSV File in the template to create a comma-separated values file of awards.
3. Navigate to the Scheduled Processes page.
4. Submit the Load Interface File for Import process to load the budgets data from your CSV file into the applications related open interface tables.
5. Submit the Import Project Budgets process to bring the data into the Project Control work area from the open interface tables.

Parameters for Load Interface File for Import Process

From Project Name

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Beginning project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing project budget versions.

To Project Name

Ending project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing project budget versions.

Project Budgets Upload Error Report

Review the output reports and repeat the following steps until you import all the required budgets data successfully:

- Correct the errors in the Import Project Budgets Rejections report.
- Generate CSV files for the corrected budgets.
- Upload the CSV files into the open interface tables.
- Submit the Import Project Budgets process.

Related Topics

Import Project Forecasts

Import project forecasts from third-party applications into the Oracle Project Control work area by using the Import Project Forecasts Excel workbook template and running a few scheduled processes. The Excel template is part of the External Data Integration Services for Oracle Cloud feature.

For more information about the Import Project Forecasts Excel workbook template or to download this template, see the File-Based Data Import (FBDI) for Project Management guide.

To import the project forecasts:

1. Prepare your data in the ImportProjectForecasts macro-enabled Excel workbook template.
2. Click Generate CSV File in the template to create a comma-separated values file of awards.
3. Navigate to the Scheduled Processes page.
4. Submit the Load Interface File for Import process to load the forecasts data from your CSV file into the applications related open interface tables.
5. Submit the Import Project Forecasts process to bring the data into the Project Control work area from the open interface tables.

Parameters for Load Interface File for Import Process

From Project Name

Beginning project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing project forecast versions.

To Project Name

Ending project name in a range of projects, from the PJO_PLAN_VERSIONS_XFACE table, provided for importing project forecast versions.

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Project Forecasts Upload Error Report

Review the output reports and repeat the following steps until you import all the required forecasts data successfully:

- Correct the errors in the Import Project Forecasts Rejections report.

- Generate CSV files for the corrected forecasts.

- Upload the CSV files into the open interface tables.

- Submit the Import Project Forecasts process.

Related Topics

Considerations for Award Project Budgets

Create budgets for award projects from the Awards Overview page to manage spending for expenditures associated with funded awards.

You must select specific values for these attributes on a financial plan type and budget version to manage budgets for an award project:

- Calendar type
- Budget creation method
- Planning resources

Calendar Type

Select the **Award Calendar** calendar type in the budget version details.

> **Note:** If the calendar type on a financial plan type or budget version is Award Calendar, the award budget periods in Oracle Grants Management is the source for the budget duration.

Budget Creation Method

Select the **Manually create budget lines** budget creation method. When you create budget lines manually, you enter amounts at the periodic level for each plan line in the budget. This method creates periodic detail budgets, and the values accumulate upward from the lowest-level tasks to the top-level tasks, and to the project level.

Planning Resources

Assign planning resources to the planning level that you selected in the project, which is either the project level or task level. Enter values for the resources in each period.

> **Note:** The source of planning resources on a control budget is always the primary planning resource breakdown structure.

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Budgetary Control

If budgetary control is enabled, the award dates and award budget periods dates must be sent to Budgetary Control for controlling transactions.

Related Topics
- Where do the periods on an award project budget come from?

FAQs for Project Budgets and Forecasts

Where are the planning options of a financial plan version derived from when you create a forecast version?

When you create a forecast version using the Copy from another source method and the source is a budget version, the planning options of the financial plan version are derived from the target financial plan type.

Also, when a forecast version is generated during the baseline of a budget version, the planning options are derived from the target financial plan type that's being used.

Why don't margin amounts appear for some budget or forecast versions?

When viewing the list of budget or forecast versions for a project, or when editing a version, margin is calculated and appears only if the focal version contains both cost and revenue amounts.

However, when reviewing a budget or forecast version that's based on a financial plan type where cost and revenue are planned separately, you can select another version with the corresponding amounts to derive margin.

Why can't I see the Retain spread from source option when generating forecasts?

The Retain spread from source option isn't available in the Generate Options tab on the Forecast Creation Details page when you're:

- Creating forecasts using the Copy or Manual creation method.
- Using different calendar types in the source and forecast versions.
- Planning the forecast version at a higher level than the source plan version. For example, if the forecast version planning level is selected as Project and the source planning level is set as Project and top tasks, then the Retain spread from source option isn't available on the user interface.
- Forecast version isn't supporting all of the planning currencies that are supported in the source plan version.

- Selecting the Cost Performance Index or Manual Entry ETC method in the generated forecast version.

How is the manual periodic spread maintained on date changes?

If you've selected the Maintain manual spread on date changes check box while creating or editing a financial plan type or project plan type, then the periodic planning is retained in the plan version on plan line date modifications.

The application either adds or reduces the work or shifts the tasks in the plan without losing the period-level adjustments previously made to the financial project plan, forecast, or budget, as follows:

If the scope of work increases and the line dates are pushed out to increase the duration, then the manual spread prior to the date modifications is retained and blank periods are added to accommodate the new scope of the work.

- Suppose that the existing periodic spread is as follows:

From Date	To Date	June 2021	July 2021	August 2021	September 2021	October 2021	Total Quantity
06/01/21	08/31/21	10	9	9	Not Applicable	Not Applicable	28

- Then, the modified periodic spread is as follows:

From Date	To Date	June 2021	July 2021	August 2021	September 2021	October 2021	Total Quantity
06/01/21	10/31/21	10	9	9	New Period	New Period	28

If a task has a delayed start but should be completed prior to the initial planned finish date and manual spread exists for that task, then the periods lost during date changes reduce the initial plan.

- Suppose that the existing periodic spread is as follows:

From Date	To Date	June 2021	July 2021	August 2021	September 2021	October 2021	Total Quantity
06/01/21	08/31/21	10	9	9	Not Applicable	Not Applicable	28

- Then, the modified periodic spread is as follows:

From Date	To Date	June 2021	July 2021	August 2021	September 2021	October 2021	Total Quantity
08/01/21	10/31/21	Not Applicable	Not Applicable	9	New Period	New Period	9

Let's take another example.

- Suppose that the existing periodic spread is as follows:

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From Date	To Date	June 2021	July 2021	August 2021	Total Quantity
06/01/21	08/31/21	10	9	9	28

- Then, the modified periodic spread is as follows:

From Date	To Date	June 2021	July 2021	August 2021	Total Quantity
06/01/21	7/31/21	10	9	Not Applicable	19

If the periodic information isn't modified and you select to modify the resource planning dates, then the periodic data is re-spread based on the associated spread curve.

Note: The option to maintain manual spread on date changes doesn't apply to non-periodic calendar versions.

Why task numbers are sorted in alphanumerical order on the Manage Financial Project Plan page?

When you sort by Task Number, they're listed in alphanumerical order because the Task Number is a character data type column.

You can enter an integer or non-integer as the task number and the sorting is based on the character to character comparison and not by integer sorting. For example, the task number is sorted as follows:

5.0

4.0

3.0

21.0

2.0

11.0

1.0

What's the difference between standard cost rate and effective cost rate?

Standard cost rate is derived from the cost rate schedules.

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These cost rate schedules are:

- Specified on the planning options if you're using planning rates.

- Derived using actual cost rate derivation logic if you're using actual rates.

Effective cost rate is applied to quantity for calculating budget or forecast raw cost. It equals the standard cost rate unless you enter a revised effective rate or raw cost amount.

What's the difference between standard burden multiplier and effective burden multiplier?

Standard burden multiplier is a numeric multiplier derived from a burden schedule. The burden schedule is either assigned on the planning options or derived using actual cost rate derivation logic.

Effective burden multiplier is a numeric multiplier applied to raw cost to calculate burden cost amounts for financial planning. It equals the standard burden multiplier until you recalculate by entering a revised burdened cost or an effective burdened cost rate.

What's the difference between standard revenue rate and effective revenue rate?

Standard revenue rate is derived from the revenue rate schedules specified on the planning options or from the associated contract, depending on the revenue generation method for the budget or forecast version.

Effective revenue rate is applied to quantity for calculating budget or forecast revenue. It equals the standard revenue rate unless you enter a revised effective rate or revenue amount.

How are distribution factors calculated for forecast ETC periods?

When deriving distribution factors and percentages associated with estimate-to-complete (ETC) amounts for forecast versions, the Project Financial Management applications use only the spread point values corresponding to the ETC period.

Therefore, the total distribution used to calculate distribution percentages for ETC amounts is the total in the ETC period, and not the total distribution for all periods.

Can I select any financial plan version for comparison when reviewing a budget or forecast?

Yes. You can select any of the project's financial plan versions to compare with the focal version.

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However, if the calendar type associated with a comparison version differs from that of the focal version, then personalized period information doesn't appear for the comparison version. (If the focal version doesn't use a calendar, then no period information appears.)

Similarly, if a comparison version uses a different planning resource breakdown structure, then personalized information for that comparison version doesn't appear in the resource structure view.

Do reporting options for the focal financial plan version determine comparison plan values?

Yes. Reporting options for the focal version also apply to comparison plan versions.

For example, if you select raw cost as the reporting cost, then margin analysis is performed using raw cost for both the focal version and the comparison versions.

Let's take another example where the focal version is created using a financial plan type where cost and revenue are planned using the same version. Here the focal version contains a single quantity and that's used for comparison. If a comparison plan is based on a financial plan type where cost and revenue are planned using separate versions, then the reporting options (report quantity) for the focal version determines whether quantity from the cost or the revenue version is used to calculate variance.

> **Note:** At the financial plan type level, report quantity is always cost quantity when planning for cost and revenue on the same version. However, when reviewing budget or forecast versions, you can edit reporting options to use quantity from the revenue version of the comparison plan.

What happens when I calculate amounts for a selected budget or forecast line or period line?

When you calculate amounts for a selected line, revenue and cost are derived based on the relevant quantity and rates.

Amounts in planned currency are converted to the project currency and project ledger currency. Changes, if any, roll up the hierarchy from resources to lowest tasks and then to summary tasks, depending on the row that you selected for calculation.

> **Note:** If you select a summary row, calculations are performed for all lines in the hierarchy.

If you change the planning currency of a planned resource in a budget line or forecast line, the raw cost and burdened cost amounts are recalculated accordingly.

When you calculate amounts for a budget or forecast line, amounts and quantities are distributed to the period lines based on the associated spread curve. Conversely, amounts and quantities roll up to the budget or forecast lines if you calculate at the period level.

Populated values aren't saved automatically. You can revise rates or quantity and calculate amounts for what-if analysis as required.

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Can I change the planning currency of planned resources in a budget line, forecast line, or financial project plan?

Yes.

When you change the planning currency of a planned resource in a budget line (using the Edit Budget page), forecast line (using the Edit Forecast page), or financial project plan (using the Manage Resources dialog box or the Edit Task Assignment Details dialog box for rate-based resources with actuals), the raw cost and burdened cost amounts are recalculated accordingly.

You can change the planning currency of planned resources on a financial project plan without having to delete and recreate the plan line. Once you set to baseline, the baseline currency is also updated accordingly.

> **Note:** You can change the planning currency only if the version is enabled for planning in multiple currencies.

Can I update planning element values for a budget or forecast line in Excel?

No. You can't update planning element information, including tasks, resources, and currency in Excel, for existing budget or forecast lines.

If you modify planning element information in Excel, a new plan line is created in the version when you export it to Oracle Project Control.

What happens if I select rows for deletion when editing a periodic budget or forecast in Excel?

The selected rows are marked for deletion in Excel. Oracle Fusion Cloud Project Management deletes the marked rows when you export the budget or forecast version from Excel.

What happens if I enter budget or forecast amounts for a period outside planned dates in Excel?

Budgets and forecasts don't accept amounts for periods outside of the planned dates. So, you get an error if you enter an amount outside of the planned date of a budget or forecast.

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Why can't I edit the planning resources on a budget version?

After you create a baseline version of a budget that's enabled for budgetary control, you can't change the name of an existing planning resource in the working budget version.

The names of the planning resources in the baseline budget version are already in the control budget account segments.

> **Note:** You can add planning resources to the primary planning resource breakdown structure, and add the new resources to the working budget version.

What's the unplanned cost that's displayed on the Manage Budget Versions page?

The cost that's incurred on the project for a resource that's not planned in the budget version. Unplanned cost is equal to the sum of unplanned inception-to-date actual and committed cost.

Let's say you created a baselined budget version with budget lines for Alex and Emily. Now, $100 is incurred on the project by John who wasn't initially planned in the budget version. So, $100 is displayed as the unplanned cost on the Manage Budget Versions page. Later, when you plan for John in the budget version, a check mark is displayed indicating that there are no unplanned costs for the budget.

Why actual quantity isn't calculated?

The actual quantity won't be calculated if the unit of measure for planned resource is different from the unit of measure of actual project costs.

For instance, if the unit of measurement for a planed resource is Currency and unit of measurement for project costs is Hours, then the actual quantity isn't calculated.

In scenarios as mentioned above, a warning message appears. To resolve the warning, you can delete the planned resource and assign a resource with the unit of measure as that of actual project costs.

Why are some financial plan types not available while generating budget versions?

Some financial plan types aren't available to generate a project budget version.

They aren't available to generate a project budget version based on the following:

- If a budget version that belongs to an approved cost or revenue budget already exists for the project, then the financial plan types that are designated as approved cost or revenue budgets aren't available for your budget generation.

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- If the project is enabled for budgetary control and a budget version that belongs to a budgetary control enabled financial plan type already exists for the project, then the other financial plan types that are enabled for budgetary control aren't available for your budget generation.

- If the project isn't enabled for budgetary control at the project or business unit level, then the financial plan types for which the Enable budgetary controls option is enabled aren't available.

- If the project belongs to a project type that isn't enabled for billing, then the financial plan types that can capture revenue planning amounts aren't available.

- If the project belongs to a project type that isn't enabled for sponsored projects, then the financial plan types that support sponsored projects aren't available.

- If the financial plan type isn't assigned to the same reference data set that's assigned to the Project Definition reference data object of the project unit to which the project belongs, then the financial plan type isn't available.

- If the financial plan type isn't enabled for multiple transaction currencies, then you can't generate the budget version from a source plan version where the Enable planning in multiple transaction currencies option is enabled.

Why some financial plan types aren't available while generating forecast versions?

Some financial plan types aren't available to generate a project forecast version.

They aren't available to generate a project forecast version based on the following:

- If a forecast version that belongs to a primary cost or revenue forecast already exists for the project, then the financial plan types that are designated as primary cost or revenue forecasts aren't available for your forecast generation.

- If the project belongs to a project type, that isn't enabled for billing, then the financial plan types that can capture revenue planning amounts aren't available.

- If the financial plan type isn't assigned to the same reference data set that's assigned to the Project Definition reference data object of the project unit to which the project belongs, then the financial plan type isn't available.

- If the financial plan type isn't enabled for multiple transaction currencies, then you can't generate the forecast version from a source plan version where the Enable planning in multiple transaction currencies option is enabled.

Can I override the default layout of the Edit Budget page for all users?

Yes. Any user with Customize Projects UI privilege can create a default layout for all users. The Customize Projects UI privilege is assigned to the project application administrator role by default.

- Use the **Personalize Layout** option from the **Layout** drop-down list on the Edit Budget page to personalize and create a default layout. The default layout thus created doesn't override a user-preferred layout.

- Use the **Manage Saved Layouts** option from the **Layout** drop-down list on the Edit Budget page to set the default layout for all users or edit or delete a saved layout.

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> **Note:** Only users with data access to the budget can navigate to the Edit Budget page.

Can I enable or disable planning in multiple transaction currencies for a financial project plan, budget version, or forecast version?

Yes. For a financial project plan, you can select or clear the Enable planning in multiple transaction currencies check box on the Edit Project Plan Type page.

However, if task assignments exist for the financial project plan, then the Enable planning in multiple transaction currencies check box isn't editable.

In a budget version, the value of the **Multiple Transaction Currencies** option is defaulted from the associated financial plan type. You can manage it on the Create Budget: Planning Options or the Edit Budget: Planning Options page. However, if budget lines exist, then this option isn't editable.

In a forecast version, the value of the **Multiple Transaction Currencies** option is defaulted from the associated financial plan type. You can manage it on the Create New Version or the Edit Forecast page. However, if forecast lines exist, then this option isn't editable.

Can I replace a project plan type that's associated to a project?

Yes, provided the project plan doesn't have any tasks.

On the Manage Financial Project Settings page, click the Planning tab, click **Replace**, and select the project plan type from the **Name** drop-down list.

FAQs for Grants Management Integration

How can I enter amounts for an award project budget?

You enter amounts for award project budget versions at the period level, not the resource or task level.

Enter the values for quantities, rates, amounts, and resource assignments in the Period Details section of each budget line when editing budgets.

Amounts are rounded when you save using the half-up rounding rule to the standard precision for the currency if needed (1.125 rounds to 1.13 for USD).

Where do the periods on an award project budget come from?

Periods for award project budgets come from the budget periods defined for the specific award in Oracle Grants Management.

Award project budgets don't use the project accounting calendar, accounting calendar or accounting periods.

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Why can't I view the budget versions for an award?

If you open the Manage Budget Versions page from the Projects work area, the budget versions for the award don't appear.

To view the budget versions for an award, you must open the Manage Budget Versions page from the Awards work area within the context of the award.

4 **Budgetary Control**

Overview of Budgetary Control

Budgetary Control refers to a group of system options and processes that are used to determine which costs are validated to prevent overspending.

For additional documents on Oracle Budgetary Control, see Quick Reference for Oracle Fusion Budgetary Control Documentation on Oracle Support.

Related Topics
- Create Financial Plan Types
- Quick Reference for Oracle Fusion Budgetary Control Documentation

How Financial Plan Types and Project Budget Versions Work With Budgetary Control

Financial plan types and budget versions in Oracle Project Control contain attributes that enable you to automatically create control budgets in Budgetary Control.

Configuring these attributes on a financial plan type enable the budget versions that you create from that financial plan type to create control budgets.

The following figure shows the components of a financial plan type that you must configure to enable a project budget version for creating a control budget in Budgetary Control. The general budget information includes the plan class, planning amounts, and the enable budgetary control option. The budgetary

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control settings are the control budget, control level, default rate type, and tolerance percentage.
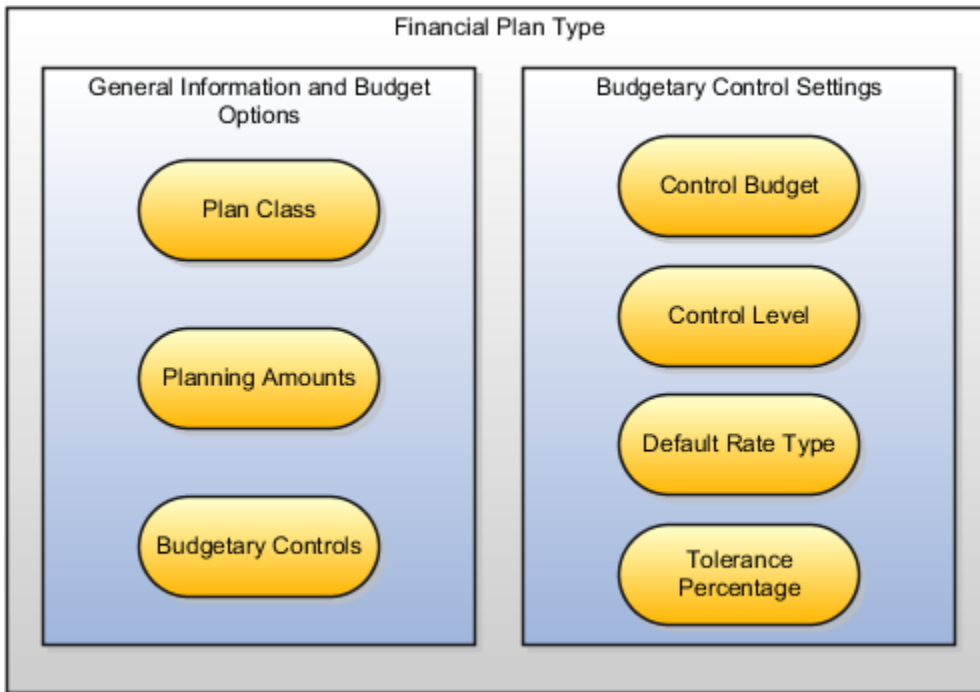
General Information and Budget Options

Select these attributes as follows on the Edit Financial Plan Type page:

- Plan Class: Budget
- Planning Amounts: Cost Only
- Enable budgetary controls

Enable a Project Template for Budgetary Control

As a project application administrator, to enable a project template for budgetary control, click **Basic Information** in the Edit Project Template page and then click **Edit** in the Basic Information section and select the **Enable budgetary control** check box in the Edit Basic Information dialog box.

When using a project template that's enabled for budgetary control, by default, all the projects that you create using this template are enabled for budgetary control. When budgetary control is enabled for the project, you can create budgets with budgetary control using the financial plan type that's enabled for budgetary control. Similarly, you can create budgets using the financial plan type that isn't enabled for budgetary control.

> **Note:** A project can have only one financial plan type that's enabled for budgetary control. If a financial plan type that's enabled for budgetary control is used by a budget version on a project, then you can't create another budget version with a different financial plan type enabled for budgetary control.

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Managing Budget by Award and Funding Source for a Sponsored Project

For sponsored projects that are funded by multiple awards and funding sources, you can maintain a budget version for each award and project combination. You must enable the plan type as an approved cost financial plan type and an award financial plan type to view the budget, commitment, and actual amounts in the Award Overview page. In addition, you can enable this financial plan type for budgetary control.

You can't create an award using the Quick Create Award method if the project or project template isn't enabled for budgetary control, but the award financial plan type that you select as the default plan type is enabled for budgetary control.

Budgetary Control Settings

The Budgetary Control Settings tab in the Planning Options section of the financial plan type and budget version contains the instructions for creating control budgets. The following table describes the attributes and their impact on control budgets.

Attribute Name	Description
Control Budget	The level in the project hierarchy where you can enter budgetary control amounts.
	Control amounts in the budget version at either the project level or the top resource level. The control budget contains these amounts, and Budgetary Control uses the project and top resource information to create the control budget account segments.
	For sponsored projects associated to multiple awards or funding sources, you can set one of the following control segments:
	- Award-Project - Award-Project-Top Resource - Award-Project-Top Resource-Funding Source - Award-Project-Funding Source
	These control budget segments are displayed if you enable a financial plan type as award financial plan type and also enable it for budgetary control.
Control Level	The level of funds reservation for expenditures that impact the control budget.
	The levels are:
	- Absolute: Reserve funds for transactions that impact the control budget only if funds are available in the budget. - Advisory: Reserve funds for transactions that impact the control budget whether or not enough funds are available in the budget. However, you can review any exceptions that are generated if a transaction exceeds the funded amount. - Track: Reserve funds for all transactions that impact the control budget. Don't issue a notification if a transaction doesn't have enough funds in the budget. - Do Not Create Control Budget: Don't create a budget in Budgetary Control for this budget version.
	An existing award financial plan type displays all the new control segments, including the funding source segments. However, the default control level for the segments that contain the funding source attribute displays as **Do Not Create Control Budget**. If a baseline budget version exists for an existing award project budget, then you can't change the control levels for the segments containing the funding source attribute from **Do Not Create Control Budget** to any other value.

Attribute Name	Description
	For a financial plan type, you can't set a higher control level at the lowest combination of segments if a lesser control level exists at the highest combination of segments. For example, if Award-Project is **Advisory**, then Award-Project-Top Resource or Award-Project-Funding Source can't be **Absolute**. A track control budget is created for the lowest level of the control segment combinations: Award-Project-Top Resource-Funding Source or Project-Top Resource. Balances for the higher level combination of segments are rolled up from this track level control budget.
Default Rate Type	The rate type that converts the amount of a transaction to the currency used in the control budget before the funds check.
Tolerance Percentage	The percentage by which a transaction can exceed the budgeted amount before Budgetary Control issues a warning notice or restricts the funds reservation.

Baseline Budgets with Future-Dated Budget Managers

You can set budgetary control enabled project and award budgets that have future-dated budget managers to baseline. For example, if the project manager for a budgetary control enabled project budget or the principal investigator for a budgetary control enabled award budget is active in the future, even then you can set such budgets to baseline. This feature applies to both existing managers who will play the role in future and managers who will be hired in the future for the role.

Related Topics
- Why can't I edit the budgetary control settings for a budget version?
- Why can't I enable budgetary control on a financial plan type?

Considerations for Creating Control Budgets

Control budgets are created when the budget for the sponsored or nonsponsored project is set to baseline.

The creation of a control budget is based on a combination of attributes, such as control segment, control level, and calendar settings. For sponsored projects, whether an award is enabled for Expanded Authority or Restricted Authority determines the duration for the control budgets. Multiple control budgets are created for each scenario or combination of attributes. The combination also determines the name of each of these control budgets.

Factors that Determine the Creation of Control Budgets

The following rules apply to both sponsored and nonsponsored projects:

- You can't set a higher control level at the lowest combination of control segments when there is a lesser control level at a higher combination of segments. For example, if the Award-Project control segment is set to the Advisory control level, then you can't set the Award-Project-Top Resource and Award-Project-Funding Source control segments as Absolute.

- For non-sponsored projects or sponsored project control budgets with no award and funding source segment, you can change the control level settings from a lower to a higher level. For example, for existing projects, you can change the control level from Advisory to Absolute.

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- For existing sponsored projects associated with an award, for which no budget version or current working version exists, you can update the control budget settings for new control segments; for example, Award and Funding Source. You can't update control budget settings for new control segments for existing sponsored projects that are associated with an award and for which baseline budget versions exist.

- When the control level is changed, the existing control budgets are also updated on baseline.

- You can change the control level from Advisory to Absolute, but you can't change Track and Do Not Create Control Budget to a higher value.

- You can set a Track control level at the lowest combination of control segments for reporting purposes, even if the control level is set as No Control for any of the segments.

- Track doesn't display for most combinations, because you can set Track only at the lowest combination of the segments. As an exception, for existing control segments, such Project and Project-Top Resource, or Award-Project and Award-Project-Top Resource, Track displays at applicable levels. For new financial plan types, although Track is displayed for these exceptions, the actual Track control budget is created only for the lowest combination of segments, such as Project-Top Resource and Award-Project-Top Resource-Funding Source.

- For new financial plan types, if you select Track at the Project or Award-Project level, all the lower levels change to Track and the records are disabled.

- You can update the budgetary control tolerance percentage and default rate type on project budgets using the Budgetary Control Settings tab. These modifications will take effect on the respective control budgets once the budget is set to baseline.

Factors that Determine the Creation of Control Budgets for Sponsored Projects

Award, Project, Top Resource and Funding Source are control segments for the control budgets of sponsored projects. You can set one of the following control segments:

- Award-Project
- Award-Project-Top Resource
- Award-Project-Funding Source
- Award-Project-Top Resource-Funding Source

For sponsored projects, the Summary calendar is the range from the pre-award date to award close date. If the pre-award date or award close date isn't available then the range is from the award start date to award end date. The periodic calendar is the same as the award budget period.

Consider a scenario in which the control level for all four control segments is Absolute. Four control budgets are created, one each for the combination of control segments. If the award is enabled for Expanded Authority, the calendar is set to Summary for all four control budgets. If the award is enabled for Restricted Authority, the calendar is set to Periodic for all four control budgets.

Additionally, a fifth control budget is created for the Award-Project-Top Resource-Funding Source control segment. The control level is set to Track and the calendar is set to Periodic for this control budget.

Now consider the following scenario in which the award is enabled for Expanded Authority.

- Award-Project: Absolute
- Award-Project-Top Resource: Absolute
- Award-Project-Funding Source: Advisory
- Award-Project-Top Resource-Funding Source: Track

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Four control budgets are created in this scenario, one for each of the control segments. The calendar is set to Summary for the first three control segments, while for the fourth segment, Award-Project-Top Resource-Funding Source, the calendar is set to Periodic. In the same scenario, if the award is enabled for Restricted Authority and the calendar is set to Periodic for all the four control segments, four control budgets are created, one for each of the control segments.

Depending on the control type and calendar settings, multiple control budgets can be created for nonsponsored projects. The following table displays a few examples of control budgets that are created, depending on the control segments, control levels, calendar settings, and whether the award is enabled for Expanded or Restricted Authority. The name of each of the control budgets includes these details in its naming format: Project Number_35 characters of Award Number_Control_Segment_Control_Level. The examples of control budgets are listed in the following table:

Type of Spending	Control Segment	Control Level	Calendar	Control Budget Example
Expanded Authority	Award-Project Award-Project-Top Resource Award-Project-Funding Source Award-Project-Top Resource-Funding Source Award-Project-Top Resource-Funding Source	Absolute Absolute Absolute Absolute Track	Summary Summary Summary Summary Periodic	12345_ AwardProjectSample12345SponsoredP 12345_ AwardProjectSample12345SponsoredP Top_Resource 12345_ AwardProjectSample12345SponsoredP Funding_Source 12345_ AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source 12345_ AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source_Track
Restricted Authority	Award-Project Award-Project-Top Resource Award-Project-Funding Source Award-Project-Top Resource-Funding Source Award-Project-Top Resource-Funding Source	Absolute Absolute Absolute Absolute Track	Periodic Periodic Periodic Periodic Periodic	12345_ AwardProjectSample12345SponsoredP 12345_ AwardProjectSample12345SponsoredP Top_Resource 12345_ AwardProjectSample12345SponsoredP Funding_Source 12345_ AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source 12345_ AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source_Track
Expanded Authority	Award-Project Award-Project-Top Resource	Absolute Absolute Advisory	Summary Summary Summary	12345_ AwardProjectSample12345SponsoredP

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Type of Spending	Control Segment	Control Level	Calendar	Control Budget Example
	Award-Project-Funding Source Award-Project-Top Resource-Funding Source	Track	Periodic	12345_AwardProjectSample12345SponsoredP Top_Resource 12345_AwardProjectSample12345SponsoredP Funding_Source 12345_AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source_Track
Restricted Authority	Award-Project Award-Project-Top Resource Award-Project-Funding Source Award-Project-Top Resource-Funding Source	Absolute Absolute Advisory Track	Periodic Periodic Periodic Periodic	12345_AwardProjectSample12345SponsoredP 12345_AwardProjectSample12345SponsoredP Top_Resource 12345_AwardProjectSample12345SponsoredP Funding_Source 12345_AwardProjectSample12345SponsoredP Top_Resource_Funding_ Source_Track

Factors that Determine the Creation of Control Budgets for Nonsponsored Projects

The lowest control segment can't have higher control than the higher segment. For example, if Project is set to Advisory, you can't set Resource to Absolute. If Project is set to Track, you can't set Resource to Absolute or Advisory. The application doesn't support No Control level for Project.

For nonsponsored projects, the Summary calendar ranges from the minimum planning element start date or project start date to maximum planning element finish date or project finish date. The Periodic calendar is the calendar assigned to the planning options of the budget whether Accounting or Project Accounting period.

Consider the scenario in which the control level is Absolute for both the Project and Project-Top Resource control segments. The calendar is set to Summary for both control segments. In this scenario, the application creates two control budgets. A third control budget is created for the Project-Top Resource control segment with the calendar type set to Periodic and the control level changed to Track.

In another scenario, the control level for Project is set to Absolute and the calendar is set to Summary. The control level for Project-Top Resource is Track and the calendar is Periodic. In this scenario, two control budgets are created in the application. Similarly, depending on the control type and calendar settings, multiple control budgets can be created for nonsponsored projects.

The examples of control budgets created for nonsponsored projects are listed in the following table:

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Control Segment	Control Level	Calendar	Control Budget Example
Project	Absolute	Summary	P12345
Project-Top Resource	Absolute	Summary	P12345_Top_Resource
Project-Top Resource	Track	Periodic	P12345_Top_Resource_Track
Project	Absolute	Summary	P12345
Project-Top Resource	Track	Periodic	P12345_Top_Resource_Track

Related Topics

- How Financial Plan Types and Project Budget Versions Work With Budgetary Control
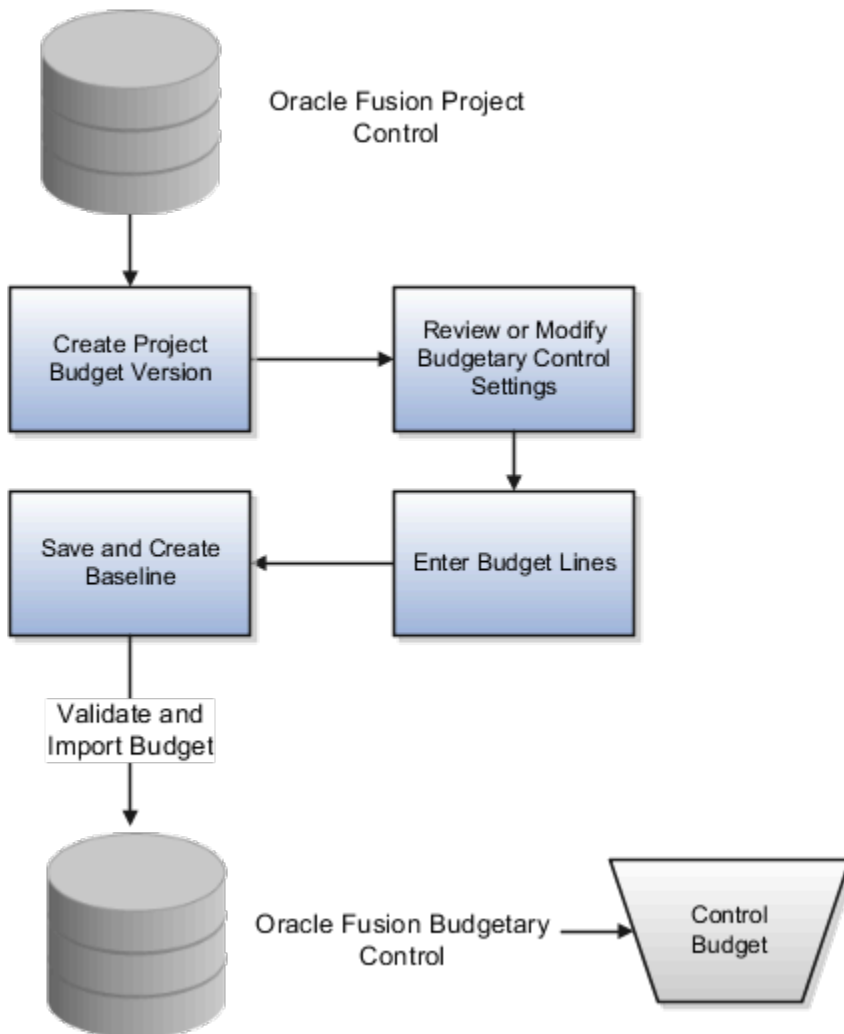- Create Control Budgets from Project Budgets

Create Control Budgets from Project Budgets

Create a control budget in Oracle Budgetary Control from a project budget version to centrally enforce budgetary controls for sponsored and non-sponsored project transactions.

When you create a baseline version of a project budget version with budgetary control attributes, you automatically create a control budget in Budgetary Control.

The following figure shows the procedure for creating a control budget from a project budget version. Create a budget version in Oracle Project Control, and review or modify the budgetary control settings. Enter the budget lines, and when you're satisfied with the budget, save the version and create a baseline. Creating the baseline prompts

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Budgetary Control to automatically validate and import the budget version, and create a corresponding control budget.

Prerequisites

The following conditions must exist for you to create a control budget from a project budget version:

- Budgetary control is enabled for the Project Accounting Business Function of your ledger. Manage this option in the Manage Budgetary Control task of the Setup and Maintenance work area.

- A project or project template and the corresponding financial plan type are enabled for budgetary control.

Creating a Control Budget

1. In the Projects work area of Project Financial Management, open your project.
2. From the Tasks panel tab, click **Manage Project Budget** and create a budget version. The budget version must meet the following criteria:
   - The financial plan type for the budget is enabled for budgetary controls.
   - The budget version uses the same primary planning resource breakdown structure as the project.

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<dl>
<dd>◦ If you're working with an award budget, the calendar type is Award Calendar.</dd>
<dd>◦ The fields in the Budgetary Control Settings tab in the Budget Creations Details section of the Edit Budget Version, Manage Version Details page are completed.</dd>
</dl>

> **Note:** The financial plan type contains the default budgetary control settings for your budget version. You can change the control level, default rate type, and tolerance percentage of your budget version.

3. Enter the budget details and budget lines for tasks and resource on a project budget. If you're creating an award budget, enter the budget details and budget lines for tasks and resources at the period level.

   The application creates separate control budgets for the project and top resources in Budgetary Control. The number of control budgets is based on a combination of attributes, such as control segment, control level, calendar settings, award, project, top resource, and funding source.
4. Save your budget version.
5. Create a baseline. You can create a baseline from the Manage Budget Versions page, Edit Budget Version page, or the Review and Finalize Budget page.

   Budgetary Control automatically imports the budget version during the baseline process. The Integrate Project Budget with Oracle Fusion Budgetary Control scheduled process is triggered. The application validates the budget and checks for exceptions. If the budget version doesn't have any exceptions, the budget import is successful, and a control budget is created. If the budget isn't set to baseline or is still in the Submitted status, then check the status of the Integrate Project Budget with Oracle Fusion Budgetary Control process, review the errors, and take appropriate action.

Update Control Budget Dates with Project, Task, or Budget Line Dates for Nonsponsored Projects

To control costs, when project managers update the project start and finish dates, the earliest and latest dates of the budget line dates, task dates, or project dates make up the control budget period duration in Budgetary Control.

For the start date, the control budget start date becomes the earliest of the project start date, task start date, or budget line start date. Similarly, the control budget end date becomes the latest of the project finish date, task end date, or budget line end date.

Follow these steps:

1. On the Manage Financial Project Settings page, review and update the project start date and finish date.
2. On the Manage Financial Project Plan page, review and update the task start date and end date.
3. On the Manage Project Budget page, review and update the budget line dates.
4. Edit the budget amounts on the Manage Project Budget page and set the budget to baseline.

   On baseline, the earliest and latest project, task, or budget line dates are sent to Budgetary Control. Costs can be recorded and controlled for the updated project, task, or budget line duration.

Lets say, the original project start date is 3/01/2021, but you get a notice from executive management to change the project start date to 1/01/2021. In this case, when the project start date, task start date, and budget line start date are updated as 1/01/2021 and the budget is set to baseline, the control budget start date is also updated to 1/01/2021.

If the dates of a project, task, or budget line are lesser than the dates on the control budget, then on baseline of the budget, the control budget is updated with the reduced dates only if there are no transactions consumed in the earlier duration. For example, if the original project finish date is 5/31/2021, but based on the notice from executive

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management the project ends on 4/30/2021. In this case, when the project finish date, task end date, and budget line end date are updated as 4/30/2021 and the budget is set to baseline, the control budget end date is also updated to 4/30/2021 if there are no transactions beyond 4/30/2021. If transactions are recorded in Budgetary Control beyond 4/30/2021, such that the budget date is greater than 4/30/2021, then the control budget periods beyond 4/30/2021 are retained.

Update Control Budget Dates with Award Dates for Sponsored Projects

Update dates of the award, including award budget period dates, to ensure compliance with federal regulations when you receive modifications from sponsors.

You can advance or postpone the start or end date of the award to update the control budget and contract and ensure cost control. The contract is automatically updated if it has only one child entity such as a contract line or sales credit. If a contract has more than one child, change the dates manually for the contract and children.

Follow these steps:

1. In the Awards work area, click **Manage Awards** in the panel drawer.
2. Search the award you want to edit.
3. Click **Edit**.
4. In the Edit Award Details page, click the Financials tab.
5. Click the **Edit** icon in the Budget Period region and edit the budget period dates as appropriate in the Edit Budget Periods dialog box.

   Note: If you edit the start and end dates, the dates on the contract are updated if the contract has only one child entity. If you edit the start date, the minimum award budget period start date is updated automatically and vice versa. If you edit the end date, the maximum award budget period end date is updated automatically and vice versa.

6. Enter the reason for editing the award and provide details of the changes that you made in the **Contract Version Description** field.
7. Click **Submit**.

   Validations are performed to ensure that existing transactions remain within the revised dates and period boundaries. Once confirmed, the application updates:

   - The contract with the new start date or end date.

   - Any current working version of the budget with the new dates.

   - The control budget with new dates and period information.

8. Navigate to the Project Financial Management work area.
9. On the Manage Financial Project Settings page, review and update the project start date and finish date.
10. On the Manage Financial Project Plan page, review and update the task start date and end date.
11. Edit the budget amounts in the Manage Project Budget page and set the budget to baseline.

    On baseline, the updated budget amounts are sent to Budgetary Control. Costs can be recorded and controlled for the changed project, task, or award duration.

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> **Note:** Run the Update Award Performance Data process to ensure that the amounts and dates are updated to view the financial details in the Award Overview page.

FAQs for Budgetary Control Integration

Why can't I create a budget version with a financial plan type that's enabled for budgetary control?

You can't create a budget version with a financial plan type that's enabled for budgetary control if one of the following conditions exist.

- Budgetary control isn't enabled for the business unit associated with the project.
- The project or award already has a budget version that's enabled for budgetary control. The budget versions for a project or award can use only one financial plan type that's enabled for budgetary control.
- The project currency and the project functional currency are different.

Can I edit a control budget from Project Financial Management?

Yes. Edit the current working version of the project budget, and open the Baseline Budget Review window. There you can review and compare the control budget amounts for the current working budget, current baseline budget, and the proposed increase or decrease.

The existing control budgets will be automatically updated when you create a new baseline budget version. You must edit and create baseline budgets within Oracle Project Control for the control budget and project budget amounts to be synchronized.

> **CAUTION:** Although you can edit a control budget within Oracle Budgetary Control, the control budget and project budget amounts won't be synchronized.

Can I set budgetary control at the task level?

No. You can set budgetary controls only at the project or top resource level.

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Why can't I edit the budgetary control settings for a budget version?

You can't edit the budgetary control settings for a budget version if one or both of the following conditions exist.

- You don't have the necessary security privilege. Only the project manager and principal investigator can edit the budgetary control settings on a project.

- A baseline version of the budget exists. After you create a baseline version of a budget, you can't edit the budgetary control settings.

Why can't I change the calendar type in a budget version?

A control budget exists for the budget version. If the budget version is enabled for budgetary controls, you can't edit the calendar type after you create a control budget.

| **Note:** When you create the baseline version, you automatically create a control budget.

Why do I have to edit the budgetary control account segments for a budget version?

When you create a budget version that is enabled for budgetary control, you automatically create the control budget account segments.

The application concatenates the project and top resource names to create the segments. If a segment exceeds 50 characters, the application automatically shortens the segment. The shortened segment may have the same text as an existing segment.

| **Tip:** The most frequent causes of duplicate control budget account segments are lengthy project and top resource names.

Why can't I select some financial plan types when generating a budget version while setting a baseline for the financial project plan?

As a project manager, when you generate a budget when setting a baseline financial project plan, you can select any active budget financial plan type that's available for budget creation.

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However, some financial plan types (including the default financial plan type selected in the budget generation options of the project plan type) are unavailable for selection in the following circumstances:

- If you already selected an approved cost or revenue budget financial plan type for creating a budget version, then no other approved budget financial plan types are available.

- If you want to select a financial plan type with budgetary control enabled on it, then it's unavailable for selection in the following circumstances:

  - The project or template isn't enabled for budgetary control.

  - The business unit isn't enabled for budgetary control.

  - The project is a sponsored project, then only an award budget is expected to be enabled for budgetary controls.

  - A different budgetary control enabled financial plan type is already used.

Why does a budgetary control enabled budget version remain in submitted status?

The Integrate Project Budget with Oracle Fusion Budgetary Control process doesn't complete successfully causing the budget version to remain in the Submitted status.

This happens due to any one of the following reasons:

- You don't have the necessary privilege to submit the Integrate Project Budget with Oracle Fusion Budgetary Control process. You need PJO_RUN_GENERATE_FINANCIAL_PRIV privilege to run the Integrate Project Budget with Oracle Fusion Budgetary Control process.

- The Integrate Project Budget with Oracle Fusion Budgetary Control process failed immediately due to system errors or upgrades. In this case, get help by logging a service request using My Oracle Support.

How can I enable budgetary control for my project?

As a project manager or project administrator with access to project settings, click **Edit** in the **Basic Information** section on the Manage Financial Project Settings page.

Then, in the Edit Basic Information dialog box, select the **Enable budgetary control** check box and click **Save and Close**.

> **Note:** You can enable budgetary control only if no transactions exist in the project. If cost transactions exist, an error message is displayed. To resolve this error, create a new project that's enabled for budgetary control, then create a budget and set it to baseline, and then transfer the existing costs to the new project.

Related Topics
- How Financial Plan Types and Project Budget Versions Work With Budgetary Control
- Create Financial Plan Types
- Why can't I enable budgetary control on a financial plan type?

Can I perform budgetary control validation for cross-charge transactions?

The application performs budgetary control validation in context of the transaction ledger and expenditure business unit.

If you enable budgetary control for the transaction ledger and business unit, then budgetary control validation is performed against project control budgets if the project control budgets also exist in the same ledger.

How can I fix the error that says that the project is enabled for budgetary control but there is no control budget?

When you trigger a funds check, you might get the following error: The project is enabled for budgetary control but there is no control budget.

To fix this error, navigate to the Manage Budget Versions page, create a control budget by setting the budget to baseline, and then trigger the funds check from the respective transaction page. The budget version should be enabled for budgetary control and must be created using a financial plan type that's enabled for budgetary control.

Why does the budget baseline fail or the version reverted to current working status when integrating budget with Budgetary Controls?

The control budget baseline might fail due to any of the following reasons.

Reason	Solution
The baseline amounts are less than the consumed amount. **Note:** Consumed amount includes actual amounts and commitments.	Run the Budgetary Control Analysis Report process and verify the balances, specifically the consumed amounts for the project and top resources. Then, resubmit the baseline with a budget amount that's greater than or equal to the consumed amount for the project or the top resources.
For the project ledger, the **Control Budget Filter** option is set to **Ledger only** in the Manage Budgetary Control and Encumbrance Accounting setup page.	If you're using project budgetary controls, set the **Control Budget Filter** option to either **Ledger or project** or **Project** in the Manage Budgetary Control and Encumbrance Accounting setup page.

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5 Financial Project Progress

Project Financial Progress

Capture progress to track the current status of tasks and measure the amount of work remaining. Capture progress centrally in Oracle Project Control, or use Microsoft Project to capture and then import progress into Project Control.

Following is a brief description of capturing progress and calculating values, reviewing earned value metrics, publishing progress, and using external scheduling applications for progress entry.

Calculating ETC and EAC Values

Estimate-to-complete (ETC) and estimate-at-completion (EAC) values are derived based on the ETC method assigned to the task or task assignment. Available options are **Manual Entry** and **Remaining Plan**. If you select the Remaining Plan option, then ETC quantity for the task assignment is calculated as EAC quantity minus actual quantity. EAC quantity is set equal to the current planned quantity for the project plan when you capture progress. ETC quantity is used to determine ETC Effort and to calculate ETC cost.

EAC amounts are calculated by adding ETC amounts to actual amounts. After calculation, both ETC and EAC values are rolled up the task hierarchy.

> **Note:** While creating a project forecast version with unplanned resources, the ETC amount is always zero.

Calculating Physical Percent Complete

Physical percent complete is calculated at the lowest-task level based on the physical percent complete calculation method. Available calculation methods are **Cost**, **Effort**, and **Manual Entry**. If you select either Cost or Effort, then the application derives physical percent complete from the ratio of actual cost or effort consumed to date against the latest EAC amounts. You can update the calculated value.

Use the **Manual Entry** calculation method to manually enter physical percent complete for all tasks or when importing progress information from external scheduling applications.

Calculating Earned Value Metrics

After capturing progress, review earned value metrics at the project and task level to determine whether the project is on track.

Earned value cost and effort are calculated at the lowest-task level by multiplying physical percent complete and baseline planned cost or effort. Earned value rolls up the task hierarchy and is then used to determine rolled-up physical percent complete at the level of summary tasks and the project.

The following table describes some of the other metrics calculated at the task and project levels.

Metrics	Calculation
Cost Variance	Earned Value Cost - Actual Cost

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Metrics	Calculation
Cost Performance Index	Earned Value Cost / Actual Cost
Schedule Variance	Earned Value Cost - Baseline Planned Cost to Progress As-of Date **Note:** Baseline Planned Cost to Progress As-of Date = (Baseline Planned Cost / Duration in Days based on Baseline Dates) * Number of Days to Progress As-of Date based on Baseline Start Date
Schedule Performance Index	Earned Value Cost / Baseline Planned Cost to Progress As-of Date
To Complete Performance Index	(Baseline Planned Cost - Earned Value) / (Baseline Planned Cost - Actual Cost)

Publishing Progress

Publish progress to finalize progress collection and make it available for use in project planning, forecasting, revenue generation, and invoicing.

While publishing progress, you can simultaneously generate and approve a forecast version. You can also update planned quantity with EAC quantity. In this case, the application copies the EAC quantity to planned quantity and calculates related values. Revised values roll up the task hierarchy and are spread to periods as appropriate.

Depending on how contract revenue and invoices are generated and processed, you can use the latest published progress when calculating revenue and invoice amounts based on percent complete.

Every time you publish progress, historical information is recorded for the project. You can view historical progress at the project, task, or task assignment level.

Using External Scheduling Applications

Use Microsoft Project Integration to capture progress in an external scheduling application before sending it to Project Control.

Integrating with Microsoft Project enables you to import actual amounts into Microsoft Project, enter progress manually, and then export the resulting progress to Project Control.

Related Topics
- How does physical percent complete roll up the task hierarchy?

Import Project Progress

Import published progress and update draft progress for projects and tasks from third-party applications into Oracle Project Control by using the Import Project Progress Excel workbook template and running a few scheduled processes.

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The Excel template is part of the External Data Integration Services for Oracle Cloud feature. For more information about the Import Project Progress Excel workbook template, see the File-Based Data Import (FBDI) for Project Management guide.

To import the project progress:

1. Prepare your data in the Import Project Progress macro-enabled Excel workbook template.
2. Click Generate CSV File in the template to create a comma-separated values file of project progress.
3. Navigate to the Scheduled Processes page.
4. Submit the Load Interface File for Import process to load the progress data from your CSV file into the applications related open interface tables.
5. Submit the Import Project Progress process to bring the data into Project Control from the open interface tables.

Parameters for Load Interface File for Import Process

You can specify the range of projects for which you want to import or update progress data by using the following parameters.

From Project Name

Beginning project name in a range of projects, from the PJO_PROJ_PROGRESS_XFACE table, provided for importing project progress versions.

To Project Name

Ending project name in a range of projects, from the PJO_PROJ_PROGRESS_XFACE table, provided for importing project progress versions.

Project Progress Upload Error Report

Review the output reports and repeat the following steps until you import all the required progress data successfully:

- Correct the errors in the Import Project Progress Rejections report.
- Generate CSV file for the corrected progress.
- Upload the CSV file into the open interface tables.
- Submit the Import Project Progress process.

Related Topics

FAQs for Financial Project Progress

What's the difference between planned dates and estimated dates?

Planned dates indicate the scheduled start or finish date of a project or task and form the basis for task planning.

Estimated dates indicate the projected start or finish date for the project, task, or task assignment. When you capture progress for a project, estimated dates equal the planned dates for tasks and the assignment dates for task

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assignments. You can revise estimated dates for task assignments and lowest-level tasks without assigned resources. You can compare estimated dates from the latest published progress with planned dates and baseline dates from the project plan.

What happens if I update planned amounts based on progress?

Updating planned amounts based on progress involves using estimate-at-completion (EAC) quantity to update planned values for task assignments.

Planned costs are recalculated after you revise the planned quantity in the Manage Financial Project Plan page. Revised assignment amounts roll up the task hierarchy, and are spread across planning periods.

You can update plan amounts for the entire project plan when publishing progress or select specific task assignments for update in the project plan.

> **Note:** You can't edit progress information for unplanned resources. Consequently, you can't update the corresponding task assignment in the project plan based on progress until you set the resource as a planned resource.

How does physical percent complete roll up the task hierarchy?

The physical percent complete value for lowest-level tasks is used, along with baseline planned cost or effort, to calculate earned value cost and effort.

Earned value cost and earned value effort roll up the task hierarchy. At each level, earned value is divided by the baseline planned amount to derive physical percent complete. The **Primary Physical Percent Complete Basis** option for the project plan determines whether baseline planned cost or effort is used.

> **Tip:** You can view physical percent complete calculated using both cost and effort for each task. However, the Primary Physical Percent Complete Basis option determines which value is used for other financial activities and calculations.

Can I capture the progress of accounting periods?

Yes. While capturing progress, use the Actual Amounts Through Period drop-down list to select the accounting period through which you want to get the Inception-to-date (ITD) actuals from summarization.

Based on the date you enter in the **Progress as of Date** field, the current or a prior accounting period is available for selection in the **Actual Amounts Through Period** drop-down list.

For example, if you enter a date that maps into a prior accounting period in the **Progress as of Date** field, then the **Actual Amounts Through Period** drop-down list displays the period names of the current and a prior accounting period. You can change it to the current accounting period to get the ITD actuals through the end of the current period. However, if you select the prior accounting period, then you get the ITD actuals through the end of the previous period.

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6 Microsoft Project and Project Financial Management Integration

How Microsoft Project Works with Project Financial Management

Microsoft Project integration enables project managers to create projects, complete in-depth scheduling using dependencies and constraints, and perform what-if analysis offline before synchronizing project plan and progress information with Project Financial Management applications.

Project executives, project accountants, and billing specialists can use the information exported to Project Financial Management applications for financial planning, project costing, billing and revenue accrual, and performance reporting.

The integration of Microsoft Project versions 2010, 2013, 2016, or 2019 for desktop with Project Financial Management applications provides scheduling along with support of manual tasks, inactive tasks, and free text. You can do the following:

- Import templates or existing projects from Project Financial Management applications to create projects in Microsoft Project.
- Export projects from Microsoft Project to create projects in Project Financial Management applications.
- Synchronize existing projects with Project Financial Management applications.

  Note: If Oracle Fusion Cloud Project Management offering is implemented, the synchronization option isn't available.

- Import resources from the primary planning resource breakdown structure to use for creating task assignments in Microsoft Project.
- Plan and schedule projects, assign resources, and track progress.
- Import planned quantities and costs into Microsoft Project for progress collection.
- Export project plan and progress information to Project Financial Management applications.

Installing the Microsoft Project Integration Client

A project manager or project administrator can download and install the integration clients available for different versions of Microsoft Project to integrate with Project Management or Project Financial Management applications.

Before downloading the client, ensure that you have .NET Framework 4.5.2 or later versions installed on your computer. Contact your Help Desk to find the existing .NET Framework version and steps to upgrade it, if needed.

Note: You can only have one integration client, for either Project Management or Project Financial Management applications, on your desktop. To switch between different clients, you must uninstall the existing client and install the other client.

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To install the Microsoft Project Integration client for Project Financial Management applications:

1. Navigate to Project Financial Management.
2. From the My Projects page, open the Actions panel tab and select Install Microsoft Project Integration to download the required client.
3. Save the client, extract the installation files to a local folder, and run the installation file from that folder.
4. Open the Microsoft Project application.
5. From the Oracle Fusion Projects menu, select **Change Environment** and enter the URL for Oracle Fusion Applications.

   You can change the environment URL at any time to support subsequent server changes.

Importing Projects

You can import a template or an existing project from Project Financial Management applications to create a new project file in Microsoft Project. During import, select to import all project information or only planning resources. If you want to subsequently export new task assignments for the project to Project Financial Management applications, you must import resources from the primary planning resource breakdown structure.

While importing templates from Project Financial Management applications, you can't select a template that allows changes to the primary planning resource breakdown structure at the project level. This restriction doesn't apply when importing projects.

When importing an existing project, retain the link if you intend to synchronize the project. If you only want to view project details, or intend to export the project to Project Financial Management applications as a different project later, then don't retain the project link. The retain link isn't available if Oracle Fusion Cloud Project Management is implemented and you can't retain the project link if third-party scheduling is disabled for the project.

Importing Resources and Rates

You can import all planning resources from the primary planning resource breakdown structure associated with the project in Project Financial Management applications or import selected resources only.

Import rates from Project Financial Management applications to calculate planned costs in Microsoft Project. The **Cost Type** synchronization option determines whether raw cost rates or burdened cost rates are imported.

Before import, rates are derived for each resource based on the actual or planning rate schedules specified on the associated project plan type. Any override rates you specify on the project plan in Project Financial Management applications aren't imported.

Importing Actual Costs and Exporting Progress

You can import actual quantity and costs either from the latest summarized data or from draft progress. The source of actual amounts determines how progress is exported, as described in the following table.

Source of Actual Amounts	Impact on Exporting Progress
Latest summarized data	Actual amounts on the draft progress are refreshed from the latest summarized data when you export progress. You can specify the progress as-of date in the synchronization options.
Draft progress	Actual amounts on the draft progress aren't refreshed and hence, they match the actual amounts previously imported into Microsoft Project.

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When you export progress from Microsoft Project, the estimate-to-complete (ETC) method and physical percent complete calculation method are set to Manual. Values for planned, actual, and estimated finish dates and physical percent complete are exported at each level in the task hierarchy and don't roll up in Project Financial Management applications. Values for all other attributes are transferred at the task assignment level and roll up in Project Financial Management applications.

After export, draft progress is published. A forecast version is generated depending on progress settings defined for the associated project plan type. You can export progress with raw cost if burdening isn't enabled on the project type. If burdening is enabled, then you must use burdened cost to export progress. To achieve this, set the **Cost Type** synchronization option to **Burdened cost**.

Exporting Projects from Microsoft Project

You can export a project from Microsoft Project to create a new project in Project Financial Management applications. Exporting links the projects in the two applications. Optionally, set a baseline for the project plan, and simultaneously generate a budget version and create a baseline.

> **Note:** When creating a new project, the financial plan type field shows the budgetary control enabled financial plan types only if the source project or template is enabled for budgetary control.

When exporting a project, you must select a source project or template unless you had originally imported a project or template from Project Financial Management applications. The source project or template must allow for third-party scheduling and the associated primary planning resource breakdown structure must not allow changes at the project level.

When exporting projects to Project Financial Management applications, Microsoft Project 2010 or later versions export the tasks based on various conditions as given in the following table.

Tasks	Condition
Inactive tasks	Doesn't export.
Manual tasks	Exports only if the manual tasks have valid dates and duration.
Manual summary tasks	Exports only if the schedule mode of all summary tasks is automatic. This is because the roll up doesn't happen in Project Financial Management applications.

Synchronizing Project Information

Use synchronization rules to transfer information from and to Microsoft Project. Select the required synchronization rule to synchronize all information, or import or export selected information only. For example, you can select to synchronize only schedule updates for the project. Depending on the synchronization rule, select synchronization options to determine how you transfer information. Also, ensure that you save the changes in Microsoft Project after synchronizing projects to avoid losing your data.

The following table describes the default direction in which attributes are transferred.

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Attributes	Imported into Microsoft Project	Exported from Microsoft Project
Task structure	Yes	Yes
Resources and resource rates	Yes	No
Task attributes	Yes	Yes
Actual quantities and costs	Yes	No
Scheduling and progress	No	Yes

Note: While importing or exporting projects, if you use a screen reader application, ensure that the focus is on the Transfer Report to read the details after your project transfer.

Import Options while Synchronizing Projects

Microsoft Project schedules tasks differently from Project Financial Management applications. For example, Microsoft Project considers resource availability and tasks dependencies while Project Financial Management applications don't.

Microsoft Project uses three key attributes to schedule tasks: work, dates, and units. A change to one attribute must be offset by a change to one of the other two attributes. Because Microsoft Projects schedules tasks differently, you can't import work and dates for new task assignments and still have the assignment units as 100%. When you import, you must select which of the three values you want Microsoft Project to calculate and the remaining two values are imported.

For example, assume you import a new task assignment with the following attributes:

- Work: 16 hours
- Start date: 03-AUG-15
- Finish date: 03-AUG-15

You can import the new task assignments as explained in the following table based on the option selected during synchronization.

Option	Example Calculation
Calculate Dates	With the start date as 03-Aug-15, the work as 16 hours, and the units as 100%, Microsoft Project calculates the finish date as 04-Aug-15.
Calculate Work	With the start date as 03-Aug-15, the finish date as 03-Aug-15, and the units as 100%, Microsoft Project calculates the work as 8 hours.
Calculate Units in Microsoft Project 2007 or Peak in Microsoft Project 2010 and later versions	With the start date as 03-Aug-15, the finish date as 03-Aug-15, and the work as 16 hours, Microsoft Project calculates the units or Peak as 200%.

Related Topics

Action Controls

Use the Manage Action Controls setup task to specify the actions you don't want performed on projects that are enabled for financial management and imported from external applications.

After you specify action controls for a source, you can't perform the configured actions after the date from which the action control is effective. The action controls aren't applicable for execution only projects.

For your source application to appear in the Manage Action Controls page, you must define it as a lookup under the lookup type **PJF_PM_PRODUCT_CODE** using the Manage Standard Lookups setup task.

Available Action Controls

Here's the list of actions you can disable for projects imported from external applications.

- Add Financial Task
- Delete Financial Task
- Update Project Dates
- Update Project Description
- Update Project Name
- Update Project Number
- Update Project Organization
- Update Project Status
- Update Financial Task Dates
- Update Financial Task Description
- Update Financial Task Name
- Update Financial Task Number
- Update Financial Task Organization

Example

For MSP integration, suppose you want scheduling and deletion of projects only in Microsoft Project. To enforce this, select Microsoft Project as the source application and select **Update Project Dates**, **Update Financial Task Dates**, and **Delete Financial Task** actions to disable them.

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FAQs for Microsoft Project and Project Financial Management Integration

What happens if I use Microsoft Project as a third-party scheduling application?

Your ability to modify project and task dates in Oracle Project Foundation is limited in several ways. The limitations are:

- You can't modify the start and finish dates for the project and existing tasks.
- You can enter start and finish date for new tasks, however these dates must be within the planned dates for the summary task.
- You can modify transaction dates, however they must be within both the task planned dates and transaction dates for the summary task or project.

What happens if I clear project identifiers in Microsoft Project?

Clearing project identifiers deletes the link between your projects in Microsoft Project and Oracle Project Foundation. If you clear the project identifiers inadvertently, you can then export the project as a new project to Project Foundation.

Tip: Clear project identifiers after you change environment information for Oracle Fusion Cloud Project Management.

Why do I select attribute values in Microsoft Project?

Use the Select Attribute Values menu option to select values for service type, work type, task manager, and progress status. The menu option stores the internal ID in Microsoft Project, which enables export of the value to Project Financial Management.

If the internal ID isn't populated using the Select Attribute Values option, then the associated value isn't exported to Project Financial Management. If you select an attribute value and subsequently change it manually without changing the internal ID, then the original attribute value is exported to Project Financial Management.

When do I clear the attribute cache in Microsoft Project?

Clear the attribute cache after you change the Oracle Fusion Cloud Project Management environment or if synchronization rules are modified to change the mapping between Microsoft Project fields and attributes of Project Financial Management applications in Oracle Fusion Cloud Project Management.

Tip: If the attribute cache is accidentally cleared, it's repopulated when you next synchronize the project.

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Can I import actual amounts into an unlinked project in Microsoft Project?

Yes. You can import actual amounts along with other information from Project Financial Management applications when creating a new project in Microsoft Project even if you don't retain the project link. However, you can't subsequently export progress for the project.