HP Project and Portfolio Management Center

Software Version: 7.5

HP Financial Management User's Guide

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- Software version number, which indicates the software version
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Contents

1 Getting Started with HP Financial Management

Introduction to HP Financial Management

HP Project and Portfolio Management Center (PPM Center) features a set of functionality collectively referred to as HP Financial Management. HP Financial Management, in conjunction with HP Project Management, HP Program Management, HP Portfolio Management, or HP Time Management, enables you to do the following

- Set up and use cost rules to provide detailed estimates of labor costs (see Chapter 2, *Setting Up Cost Rules,* on page 13 for more detailed information)
  - Cost rates can be based on a number of different cost factors.
  - Cost factors can be organized by order of precedence.
- Use and display multiple currencies in one installation of the PPM Center (see Chapter 3, *Managing Financial Exchange Rates and Currencies,* on page 25 for more detailed information)
  - Currency display can be user-based or entity-based.
  - Currency values are tracked against each other using financial exchange rates.

- Create and monitor budgets (see Chapter 4, *Working with Budgets,* on page 39 for more detailed information)
  - Budgets associated with entities such as projects, programs, and organization units can be used to track financial performance.
  - Budgets can be compared with each other on the project or organization unit level.
- Track actual cost data in work plans (see Chapter 5, *Tracking and Analyzing Financial Data,* on page 57 for more detailed information)
  - Actual task cost values can be rolled up into work plans from time sheets.
  - Task cost values can be rolled up into project budgets from work plans.
  - Work plans can roll up actual cost values into project budgets, which can be rolled up into program budgets.
  - EV analysis can be performed on project cost data.
- Monitor SOP 98-1 compliance (see Chapter 6, *SOP 98-1 Compliance,* on page 81 for more detailed information)
  - Capitalization can be tracked at the task level.
  - Capital exposure can be monitored at the portfolio level.
  - Capitalization can be built into process using project templates.

Related Documents

Related documents for this book are:

- *Getting Started*
- *HP Project Management User's Guide*
- *HP Program Management User's Guide*
- *HP Portfolio Management User's Guide*
- *HP Resource Management User's Guide*
- *HP Time Management User's Guide*

2 Setting Up Cost Rules

Overview of Setting Up Cost Rules

Cost rates are determined by a number of factors. Organizations may struggle to forecast costs with sufficient accuracy if they are limited to one rate per person or role. The factors that determine cost rates can also vary.

For example:

- The cost rate for a resource might be different from another resource.
- The cost rate for a role might vary from year to year.
- The cost rate for a resource might be different for a contractor than for a full-time employee.

Additionally, the order of precedence between cost factors may vary from organization to organization. A regional cost rate may supersede the rate for a particular project or activity.

HP Financial Management enables you to set cost rules that can be based on a range of factors that can be reordered, including:

- Resource
- Role
- Region
- Project
- Request type

- Resource type
- Department
- Primary organization unit
- Package workflow
- Miscellaneous work items

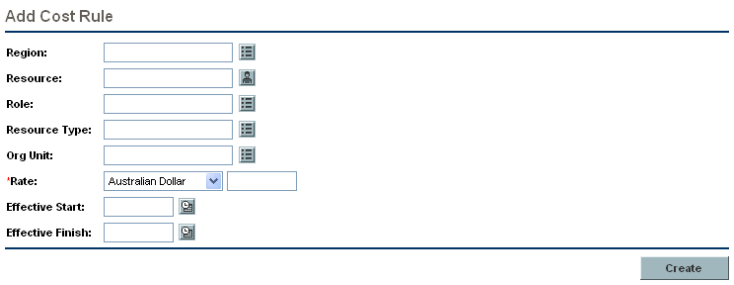
Before entering cost rules, cost factors for your business as well as their order of precedence should be identified. See *Cost Rule Precedence* on page 20 for details on cost rule determination and precedence.

Creating Cost Rules

To create a new cost rule:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Create a Cost Rule.**

   The Add Cost Rule page opens.



The cost factors displayed can be modified. See *Rearranging Cost Factors* on page 18 for more information.

3. Provide values for any relevant cost factors.
4. Select a **Currency** and enter a **Rate** amount.
5. Click **Create.**

Modifying Cost Rules

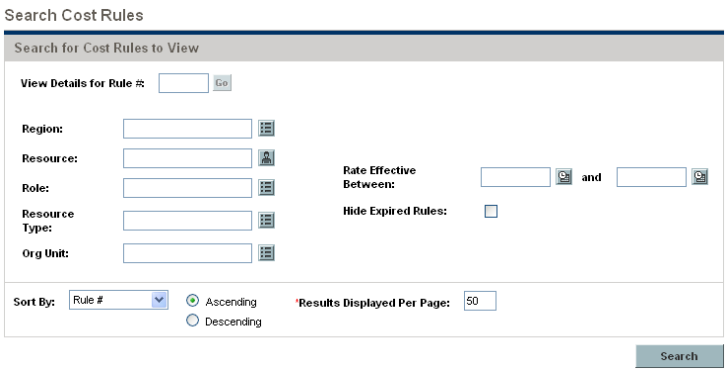
Cost rules can be adjusted by changing the currency, rate, or effective date for a given rule. You can also affect all cost rules by reordering the precedence of cost factors. Cost rules can also be deleted.

Modifying Cost Rule Values

To modify the rate for a given cost rule:

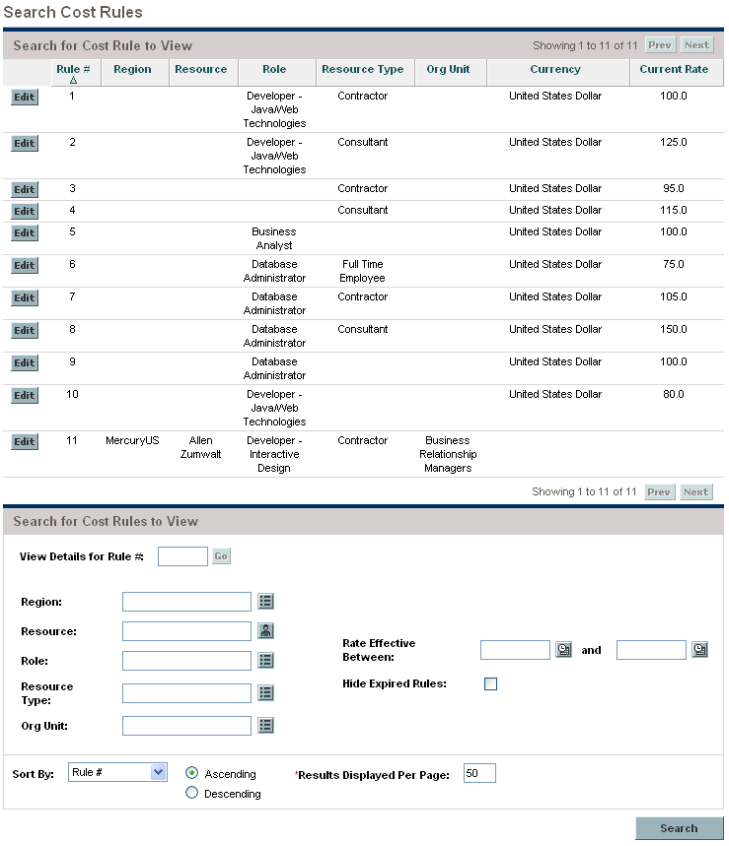
1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Search Cost Rules.**

   The Search Cost Rules page opens.



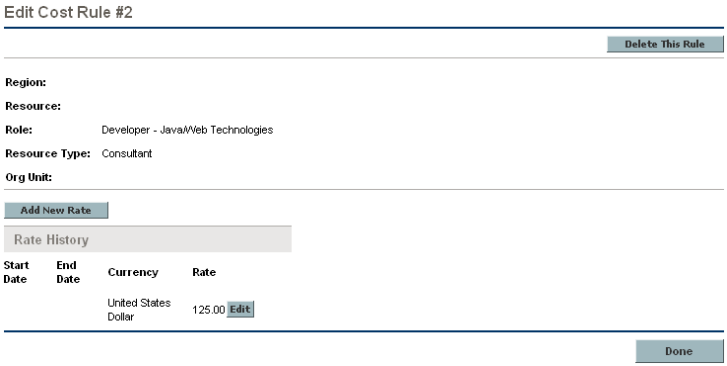
3. Enter search criteria into the desired fields and click **Search.**

   The Search Cost Rules page reloads, displaying the results of the search.



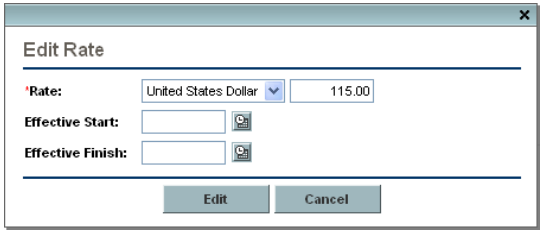
4. Click the **Edit** button next to the rule you want to modify.

   The Edit Cost Rule page opens.



5. Click the **Edit** button next to the period for the rule you want to modify.

   The Edit Rate dialog opens.



6. Change the values for the currency, rate, or effective date of the rule.
7. Click **Edit.**

Rearranging Cost Factors

The precedence of cost factors is counted from left to right as displayed on the Search Cost Rules page. Cost factors on the left take precedence over factors to their right (see *Cost Rule Precedence* on page 20 for details and examples).

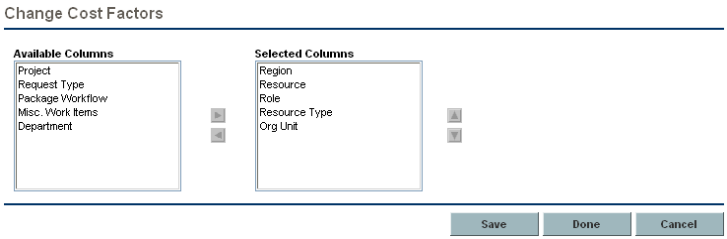
Cost factors cannot be removed if they are being used by any cost rule. Cost factors can be added or rearranged at any time, but doing so will trigger the recalculation of costs for open projects and time sheets.

Cost factors cannot be rearranged for individual cost rules. All cost rules are subject to the same cost factors. If you want to make a change to a cost rule that involves rearranging cost factors, keep in mind that any changes to cost factors will affect all cost rules in the system.

To rearrange cost factors:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Change Cost Factors.**

   The Change Cost Factors page opens.



3. Add, remove, or reorder cost factors:
   - Add cost factors by selecting from the **Available Columns** list and clicking the right arrow icon.
   - Remove cost factors by selecting from the **Selected Columns** list and clicking the left arrow icon.
   - Reorder cost factors by selecting from the **Selected Columns** list and clicking the up or down arrow icons.
4. Click **Change.**

Deleting Cost Rules

Cost rules can be deleted.

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Search Cost Rules.**

   The Search Cost Rules page opens.
3. Enter search criteria into the desired fields and click **Search.**

   The Search Cost Rules page reloads, displaying the results of the search.
4. Click the **Edit** button next to the rule you want to modify.

   The Edit Rates for Cost Rule page opens.
5. Click **Delete this Rule.**

   A dialog box opens, asking you to confirm the deletion of the rule. Deletion of cost rules cannot be undone.
6. Click **Delete.**

   The cost rule is deleted.

Cost Rule Access

Users are linked to access grants through the security group they are a part of. The access grants related to cost rules are discussed in *Table 2-1*.

For more information on access grants and security groups, see the *Security Model Guide and Reference.*

Table 2-1. Cost rule access grants

Access Grant	Description
View Cost Rate Rules	The user can view any cost rule in the system.
Edit Cost Rate Rules	The user can edit any cost rule in the system.
Manage Cost Factors	The user can rearrange, add, or remove cost factors.

Recalculating Costs After Changes

After changes have been made to cost rules, costs can be recalculated according to a set schedule determined by parameters in the `server.conf` file on the PPM Server. See *Cost Calculation Server Parameters* on page 99 for more details on these parameters.

Changes to cost rules may not take effect immediately. By default, costs are recalculated every sixty minutes, though this period can vary depending on the amount of data in the system, the entities that are using the cost rules, and the settings in the `server.conf` file. It is recommended changes to cost rules, including updates to rates, take place after working hours, or on weekends, to avoid confusion.

Cost Rule Precedence

Before creating any cost rules, HP recommends that you identify the factors that drive cost rates, and the order of precedence among them. This can be done in tabular form, as in *Table 2-2*.

Your practice table should not contain conflicting rules. This means that for any particular transaction date and set of factors, there should be only one rule effective for that date that specifies these exact values for each driving factor, except default resource rate values. The PPM Center system prevents conflicting rules.

When the system determines a cost rate:

- The rate table is filtered to include only the rules that match the driving factors. This leaves only the rules that:
  - Are effective for the transaction date and
  - Exactly match the values in the driving factors, or
  - Apply to any value for the driving factors
- From this filtered set, the system determines which of these rules applies. The precedence of the factors is from left to right across the table. For each driving factor from left to right, the system checks whether any of the rules exactly matches the driving value. If so, then all of the more general rules that apply to any value for this driving factor are discarded. This process continues left to right until only one rule remains.

Cost Rule Examples

This section gives some examples of how cost rates are selected, using the example cost rule table given in *Table 2-2*.

Table 2-2. Example cost rule table

Rule #	Resource	Region	Role	Effective	Rate
1	…	…	…	Jan 05-…	USD $75
2	…	EMEA	…	Jan 05-…	EUR €80
3	…	EMEA	DBA	Jan 05-…	EUR €100
4	…	APAC	…	Jan 05-Jul 06	HKD $50
5	John Doe	…	…	Jan 05-…	USD $200

According to this table:

- All labor in North America in 2005 costs at least $75/hour.
- Most labor in EMEA in 2005 costs €80/hour.
- DBA labor, specifically, costs €100/hour in the EMEA region during 2005.
- All labor by John Doe costs $200/hour, even if John Doe is working as a DBA in EMEA.
- A task on a work plan with a resource assigned who has no role and no specific resource rate will cost $75/hour.

Cost Factor Applications

Not all cost factors apply to all entities at all times. For example, a package workflow has nothing to do with logging time against a task or request; it is only relevant when logging time against a package. *Table 2-3* describes some important entities and the cost factors that apply to them.

Table 2-3. Cost factors and the entities to which they apply (page 1 of 2)

Entity	Relevant Cost Factors
Planned budget labor costs obtained through staffing profile synchronization	• Region: The region of the staffing profile • Project: If the staffing profile is for a project • Resource type: As defined on the staffing profile position • Role: The role specified on the staffing profile position
Task planned cost	• Region: The region of the resource for the assigned portion of the task, and the region of the project for the unassigned portion • Project: The project being worked on • Resource Type: For the assigned portion of the task, use the resource's resource type • Role: For the assigned portion of the task, use the resource's primary role, for the unassigned portion, use the task role • Department: For the assigned portion of the task, use the resource's department • Resource: For the assigned portion of the task
Actual cost for tasks in work plans	• Region: The region of the resource • Project: The project being worked on • Resource Type: The type of resource assigned to the task • Resource: Assigned to the task • Role: The resource primary role • Department: The resource's department • Org Unit: The primary organization unit to which the resource belongs
Projects, tasks, and summary tasks updated with time sheets	• Region: The region of the resource • Project: The project being worked on • Resource Type: The type of resource assigned to the task • Resource: The resource logging time • Role: The resource's primary role • Department: The department of the resource logging time • Org Unit: The primary organization unit to which the resource belongs

Table 2-3. Cost factors and the entities to which they apply (page 2 of 2)

Entity	Relevant Cost Factors
Packages updated with time sheets	• Region: The region of the resource • Resource Type: The type of resource assigned to the task • Resource: The resource logging time • Role: The resource's primary role • Department: The department of the resource logging time • Package Workflow: The package workflow for the package being worked on • Org Unit: The primary organization unit to which the resource belongs
Miscellaneous items updated with time sheets	• Region: The region of the resource • Resource Type: The type of resource assigned to the task • Resource: The resource logging time • Role: The resource's primary role • Department: The department of the resource logging time • Misc Work Item Type: The type of miscellaneous work item being worked on • Org Unit: The primary organization unit to which the resource belongs
Requests updated with time sheets	• Region: The region of the resource • Project: The project being worked on • Request Type: The type of request being worked on • Resource Type: The type of resource assigned to the task • Resource: The resource logging time • Role: The resource's primary role • Department: The department of the resource logging time • Org Unit: The primary organization unit to which the resource belongs

Certain combinations of factors are meaningless or redundant in the PPM Center system. These include:

- Resource and Department
- Resource and Role
- Resource and Org Unit
- Resource and Resource Type
- Resource and Region

In cases where these combinations of cost factors are used, the system will indicate which cost factors are producing errors, and the rule in question will not be saved until the situation is corrected by changing the value for one or both cost factors to zero.

3 Managing Financial Exchange Rates and Currencies

Overview of Financial Exchange Rates and Currencies

PPM Center can display cost data for entities such as projects and budgets in different currencies depending on the region each entity is associated with. A particular entity can only be associated with one region at a time, meaning the entity's cost data will display in only one currency, which would be the region's local currency or the base currency used by the system. Financial exchange (FX) rates are used to calculate the exchange between a local currency and the base currency.

Access to currencies, FX rates and regions is controlled through access grants and security groups. For details on the security surrounding currencies, FX rates, and regions, see the *Security Model Guide and Reference*.

Managing Currencies and FX Rates

You can select new currencies to be available for display. You can also create new FX rates, as well as maintain existing ones.

Adding a Currency

Currencies can be made available for display in the system. *Table 3-1* lists all the currencies from which you can pick.

Table 3-1. Available currencies in PPM Center (page 1 of 5)

Currency Code	Currency Name
AFN	Afghanistan Afghani
ARS	Argentine Peso
ATS	Austrian Schilling (Euro)
AUD	Australian Dollar
BSD	Bahamian Dollar
BHD	Bahraini Dinar
BDT	Bangladesh Taka
BEF	Belgian Franc (Euro)
BOB	Bolivian Boliviano
BAM	Bosnia-Herzegovina Convertible Marks
BWP	Botswana Pula
BRL	Brazilian Real
GBP	British Pound
BGN	Bulgarian Lev (since 1999-07-05)
XAF	Chad CFA Franc BEAC
CAD	Canadian Dollar
CLP	Chilean Peso
CNY	Chinese Renmibi Yuan
COP	Colombian Peso
HRK	Croatian Kuna
DKK	Danish Krone

Table 3-1. Available currencies in PPM Center (page 2 of 5)

Currency Code	Currency Name
DEM	Deutsche Mark (Euro)
EGP	Egyptian Pound
EEK	Estonian Kroon
EUR	Euro
FJD	Fiji Dollar
FIM	Finnish Markka (Euro)
FRF	French Franc (Euro)
GRD	Greek Drachma (Euro)
GTQ	Guatemalan Quetzal
HKD	Hong Kong Dollar
HUF	Hungarian Forint
ISK	Iceland Krona
INR	Indian Rupee
IDR	Indonesian Rupiah
IQD	Iraqi Dinar
IEP	Irish Pound (Euro)
ITL	Italian Lira (Euro)
JPY	Japanese Yen
JOD	Jordanian Dinar
KZT	Kazakhstan Tenge
KES	Kenyan Shilling
KWD	Kuwaiti Dinar
LAK	Lao Kip
LVL	Latvian Lats

Table 3-1. Available currencies in PPM Center (page 3 of 5)

Currency Code	Currency Name
LBP	Lebanese Pound
LTL	Lithuanian Litus
LUF	Luxembourg Franc (Euro)
MKD	Macedonian (Former Yug. Rep.) Denar
MGA	Malagasy Ariary
MGF	Malagasy Franc
MYR	Malaysian Ringgit
MXN	Mexican Peso
MNT	Mongolian Tugrik
NPR	Nepalese Rupee
NLG	Netherlands Guilder (Euro)
ILS	New Israeli Shekel
TWD	New Taiwan Dollar
NZD	New Zealand Dollar
NGN	Nigerian Naira
KPW	North Korean Won
NOK	Norwegian Krone
PKR	Pakistani Rupee
PAB	Panama Balboa
PGK	Papua New Guinea Kina
PEN	Peruvian Nuevo Sol
UYU	Peso Uruguayo
PHP	Philippine Peso
PLN	Polish Zloty

Table 3-1. Available currencies in PPM Center (page 4 of 5)

Currency Code	Currency Name
PTE	Portuguese Escudo (Euro)
ROL	Romanian Leu
RUB	Russian Ruble
SAR	Saudi Riya
CSD	Serbian Dinar
SGD	Singapore Dollar
SKK	Slovak Koruna
SIT	Slovene Tolar
SOS	Somali Shilling
ZAR	South African Rand
KRW	South Korean Won
ESP	Spanish Peseta (Euro)
LKR	Sri Lanka Rupee
SEK	Swedish Krona
CHF	Swiss Franc
SYP	Syrian Pound
TZS	Tanzanian Shilling
THB	Thai Baht
TOP	Tunisian Dinar
TRL	Turkish Lira
UAH	Ukrainian Hryvnia
AED	United Arab Emirates Dirham
USD	United States Dollar

Table 3-1. Available currencies in PPM Center (page 5 of 5)

Currency Code	Currency Name
VEB	Venezuelan Bolivar
VND	Viet Nam Dong
ZWD	Zimbabwe Dollar

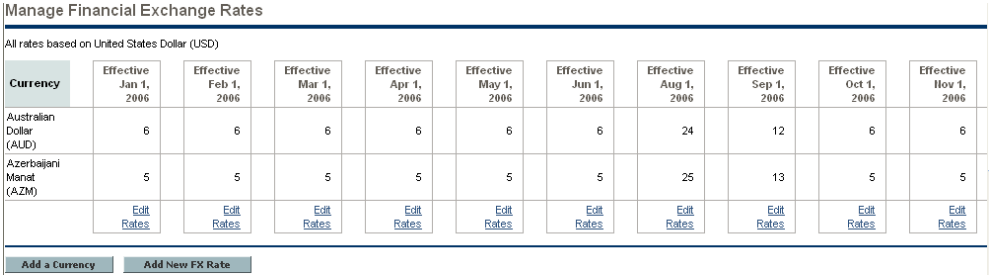
Adding a new currency makes it available to be displayed by any region. When you add a new currency, you must also fill in FX rates for current and future time periods.

Certain currencies may not display correctly unless the `I18N_ENCODING` parameter in the `server.conf` file on the PPM Server is set to `UTF-8`. See the *System Administration Guide and Reference* for more information on adjusting the `server.conf` file.

To add a new currency:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Manage Exchange Rates.**

   The Manage Financial Exchange Rates page opens.


Manage Financial Exchange Rates

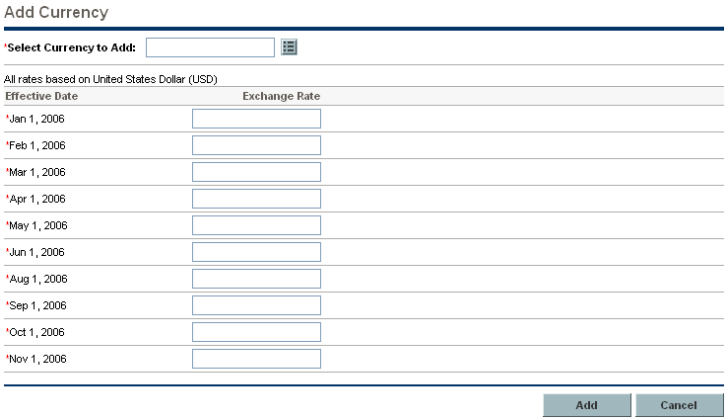
All rates based on United States Dollar (USD)

Currency	Effective Jan 1, 2006	Effective Feb 1, 2006	Effective Mar 1, 2006	Effective Apr 1, 2006	Effective May 1, 2006	Effective Jun 1, 2006	Effective Aug 1, 2006	Effective Sep 1, 2006	Effective Oct 1, 2006	Effective Nov 1, 2006
Australian Dollar (AUD)	6	6	6	6	6	6	24	12	6	6
Azerbaijani Manat (AZM)	5	5	5	5	5	5	25	13	5	5
	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates

Add a Currency | Add New FX Rate

3. Click **Add a Currency.**

   The Add Currency page opens.



4. From the **Select Currency to Add** list, select a currency.
5. Enter an **Exchange Rate** for all **Effective Dates** listed.
6. Click **Add.**

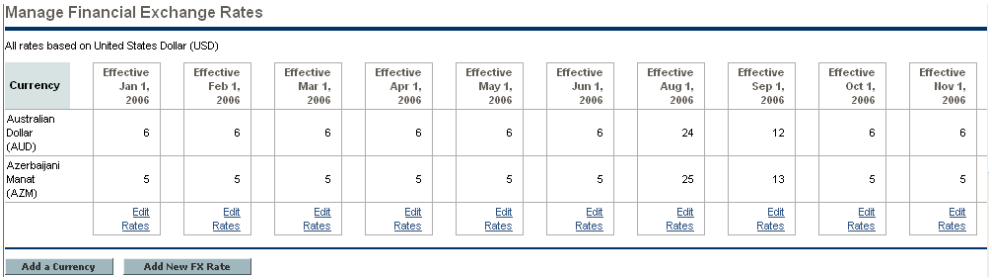
Adding a New FX Rate

When you add a new FX rate, all cost data (budget values, project plan costs, and so forth) are re-calculated relative to the base currency.

To add a new FX rate:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Manage Exchange Rates.**

The Manage Financial Exchange Rates page opens.


Manage Financial Exchange Rates

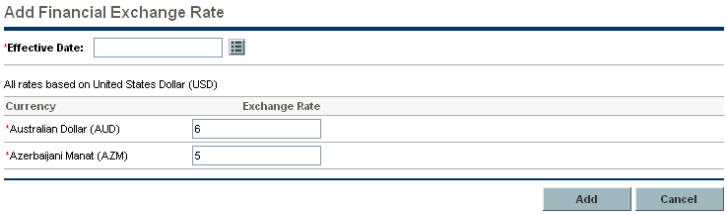
All rates based on United States Dollar (USD)

Currency	Effective Jan 1, 2006	Effective Feb 1, 2006	Effective Mar 1, 2006	Effective Apr 1, 2006	Effective May 1, 2006	Effective Jun 1, 2006	Effective Aug 1, 2006	Effective Sep 1, 2006	Effective Oct 1, 2006	Effective Nov 1, 2006
Australian Dollar (AUD)	6	6	6	6	6	6	24	12	6	6
Azerbaijani Manat (AZM)	5	5	5	5	5	5	25	13	5	5
	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates	Edit Rates

Add a Currency | Add New FX Rate

3. Click **Add New FX Rate.**

   The Add Financial Exchange Rate page opens, with current FX rate values for all active currencies defaulted.


Add Financial Exchange Rate

*Effective Date:

All rates based on United States Dollar (USD)

Currency	Exchange Rate
*Australian Dollar (AUD)	6
*Azerbaijani Manat (AZM)	5

Add | Cancel

4. From **Effective Date,** select a date for the new FX rate to take effect.
5. Enter the new FX rate for the desired currencies listed.
6. Click **Add.**

Editing Existing FX Rates

To edit existing FX rates:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Financials > Manage Exchange Rates.**

   The Manage Financial Exchange Rates page opens.

3. Click the **Edit Rates** link under the time period you want to edit.

   The Edit Financial Exchange Rate page opens.

4. Edit the FX rate values for the desired currencies.
5. Click **Done.**

Managing Regions (Handling Currency Display)

Currency display is based on region. A single region's definition includes both its local currency and regional calendar.

Regional calendars are used primarily by the HP Project Management and HP Resource Management functionality. For more information on regional calendars and their usage, see the *HP Resource Management User's Guide*.

Depending on what region an entity is associated with, a different local currency may be used to display its cost data. The following entities can have regions specified:

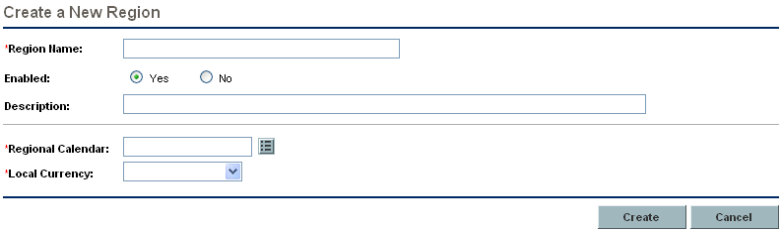
- Project
- Work plan templates
- Resources
- Organization units
- Budgets
- Financial benefits
- Staffing profiles
- Resource pools

Creating Regions

To create a new region:

1. Log on to PPM Center.
2. From the menu bar, select **Administration > Regions > Create a Region.**

   The Create a Region page opens.



3. Enter a **Region Name** and specify the **Regional Calendar** and **Local Currency.**
4. Select **Yes** to enable the region.
5. Click **Create.**

Modifying Existing Regions

You can modify existing regions through the Modify Region page.

The Modify Region page also enables you to disable a region for further use. Entities that currently use the region will be unaffected, but it will not be available as a selection for new or existing entities going forward.

To modify existing regions:

1. Log on to the PPM Center.

2. From the menu bar, select **Administration > Regions > Browse Regions.**

   The Manage Regions page opens.

3. Click on the desired **Region Name.**

   The Edit Region page opens.

4. Make the desired changes.

5. Click **Done.**

Associating Regions with Entities

Regions are associated with various PPM Center entities from particular locations. *Table 3-2* identifies the locations from which to specify a region for each entity.

Resources can either inherit their regions from the primary organization units they belong to, or they can have a region specified directly. Resources that do not belong to a primary organization unit are assigned a region from the Change Resource Settings page. For more information on resources and regions, see the *HP Resource Management User's Guide*.

Table 3-2. Locations of region selection fields on entities

Entity	Location	Field Name
Projects and Project Templates	(Region is selected only upon creation) Create New Project page	Region
Budgets	Create New Budget page	Select Region
	Budget page > Change Properties for Budget page	Region
Financial Benefits	Create New Financial Benefit page	Region
	Financial Benefit page	Select Region
Resources	Resource page > Modify Resource page	Resource will: • Inherit Region ... • Use this Region
Organization Units	Create a New Organization Unit page	Parent Org Unit • Inherit Region from Parent • Use this Region
	Organization Unit page > Modify Organization Unit page	Parent Org Unit • Inherit Region from Parent • Use this Region
Resource Pools	Create a New Resource Pool page	Region
	Edit Resource Pool page	
Staffing Profiles	Change Staffing Profile Header page	Region
	Create a Staffing Profile page	

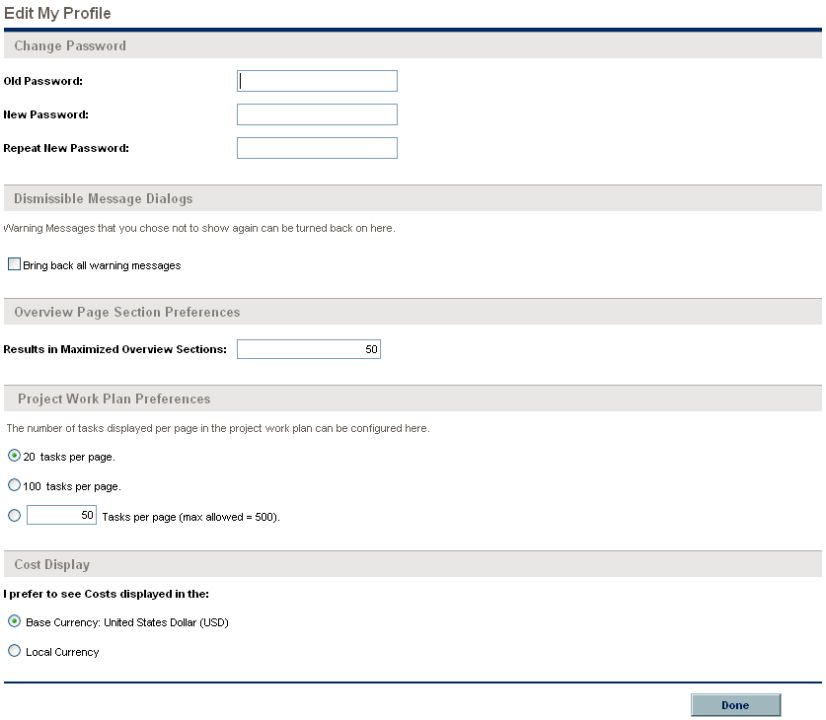
Setting Your Personal Currency Display Preference

You can choose the currency to display in all of your PPM Dashboard pages and portlets.

To select your preferred currency:

1. Log on to the PPM Center.
2. From the menu bar, select **Administration > Edit My Profile.**

   The Edit My Profile page opens.



3. Select an option in the **Cost Display** section of the page.
4. Click **Done.**

The Budget to Budget Comparison portlet always displays the budget in the base currency (even if you set a preferred currency) because one budget could use a different local currency from another budget.

4 Working with Budgets

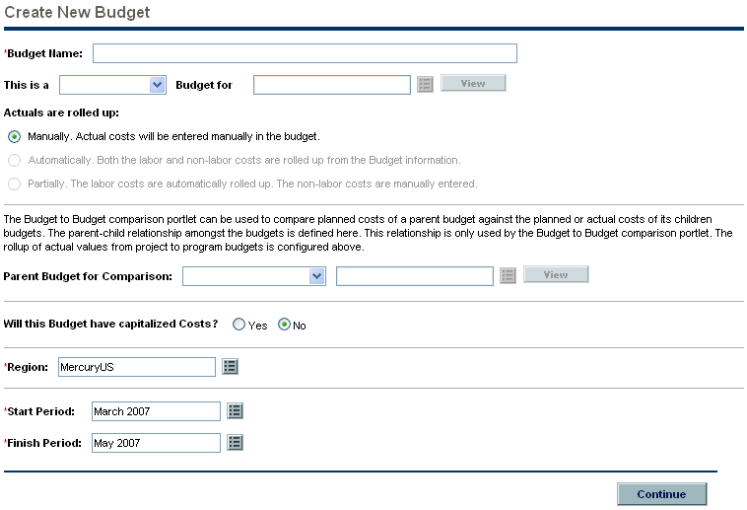
Creating Budgets

Once created, budgets can be used to track financial information for a project, program, organization unit, or other entity. Budgets can be linked to these entities with varying levels of data dependency. See *Setting Budget Associations* on page 48 and *Cost Roll-up in Budgets for Projects* on page 67 for more details.

To create a budget:

1. Log on to PPM Center.
2. From the menu bar, select **Financial Management > Budgets > Create a Budget.**

The Create New Budget page opens.

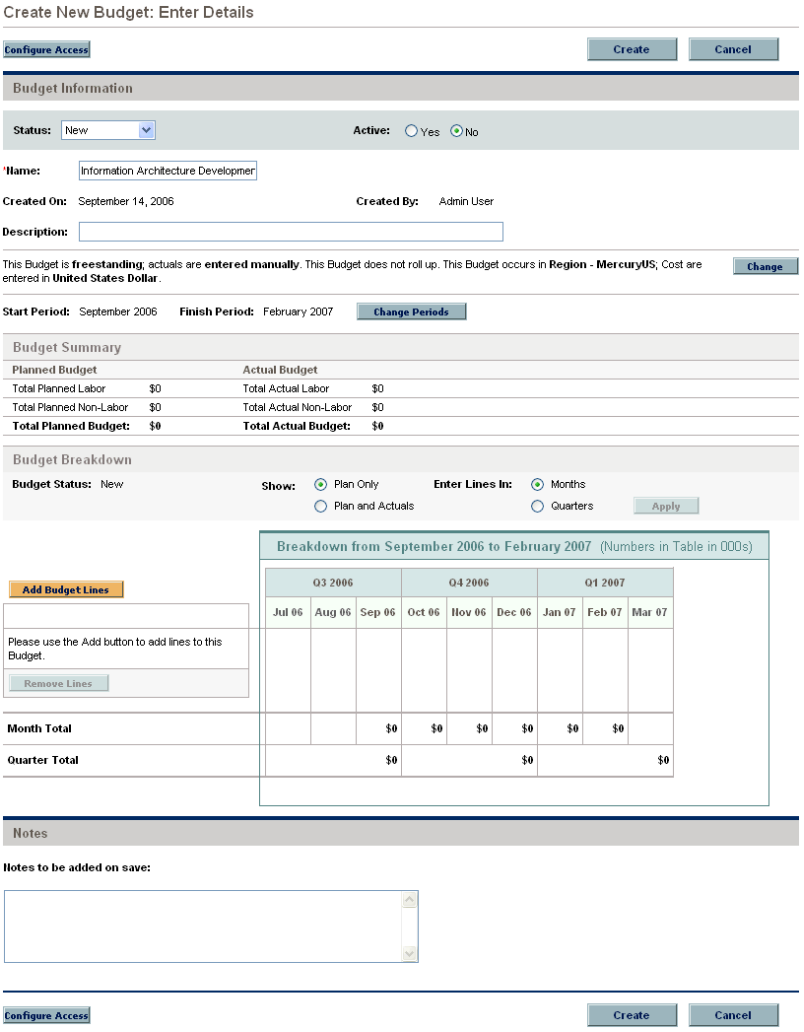


3. Enter the **Budget Name.**
4. Enter any other desired information relating to the budget's associations.

   For more information, see *Setting Budget Associations* on page 48.
5. Select a region from the **Region** list.

   This determines the budget's currency settings.
6. Enter the budget's **Start Period** and **Finish Period.**
7. Click **Continue.**

The Create New Budget: Enter Details page opens.



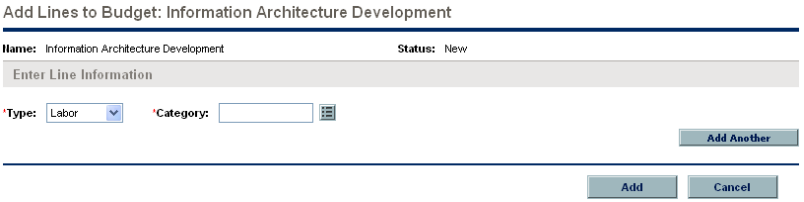
8. Enter any desired information in the **Budget Information** section.

   This includes the budget's associated entities and roll-up settings, if you did not already specify them. See *Setting Budget Associations* on page 48 for more information.

9. To add lines to the budget, scroll down to the **Budget Breakdown** section.

   a. Click **Add Budget Lines.**

      The Add Lines to Budget page opens.

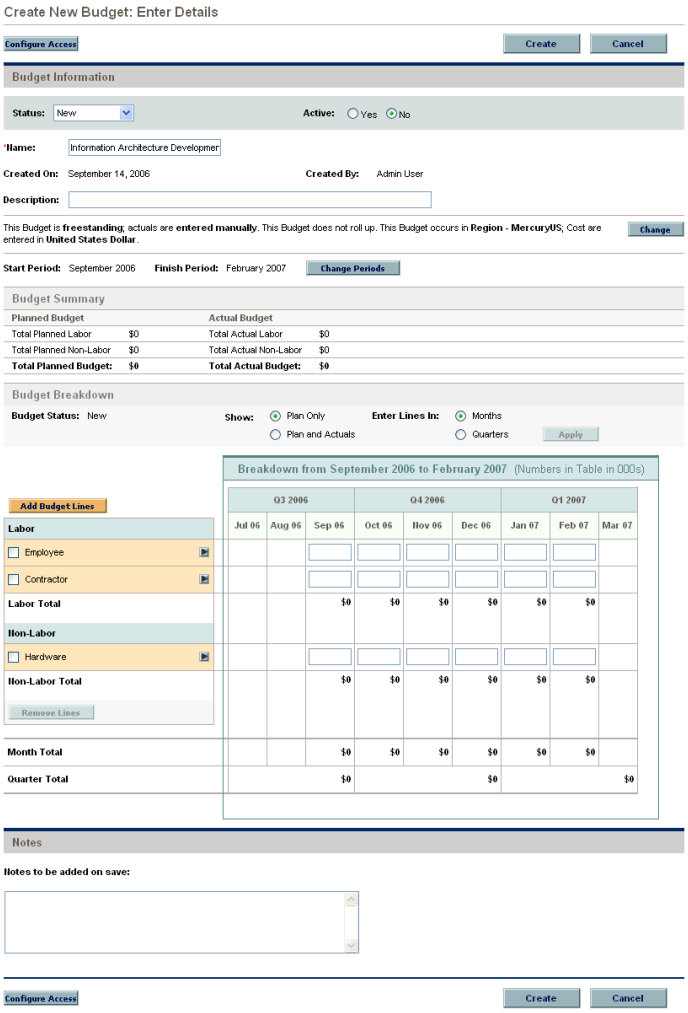


   b. Specify a **Type** and **Category** for the budget line.

   c. Click **Add Another** if you want to add additional lines.

   d. When you have finished adding lines, click **Add.**

10. The Create a New Budget: Enter Details page reloads with the budget lines added.



11. If you want to enter actual amounts manually for your budget alongside the planned amounts, select the **Plan and Actuals** option in the **Show** line and click **Apply.** The Create New Budget: Enter Details page reloads with **Actuals** fields enabling you to fill in actual values next to the planned amounts in the budget's columns.

    Budget amounts can be entered in whole dollars, thousands, or thousands and hundreds (with decimals representing hundreds). By default, budget amounts are entered in whole dollars.

    If a decimal is entered for whole dollars or thousands, the entry is always rounded down. For example, 123.7 is rounded down to 123.

    To enter budget amounts in a different format, set the parameters BUDGET_IN_WHOLE_DOLLARS and BUDGET_IN_THOUSAND_SHOW_DECIMAL in the `server.conf` file on the PPM Server. Refer to the table below for the setting to use for the parameters.

    Usually, only PPM Center system administrators have access to the PPM Server. Contact your system administrator with any questions about altering the `server.conf` file.

Budget Amount Entry	Description	BUDGET_IN_WHOLE_DOLLARS Setting	BUDGET_IN_THOUSAND_SHOW_DECIMAL Setting
Whole Dollars	Default. Values displayed are in whole numbers. For example, 123567 represents 123,567. The parameter BUDGET_IN_THOUSAND_SHOW_DECIMAL is ignored.	TRUE	N/A
Thousands	Values displayed are integers that represent thousands. For example, 123 represents 123,000.	FALSE	FALSE
Thousands and Hundreds	Values displayed are integers and decimals. Integers represent thousands and decimals represent hundreds. For example, 123.567 represents 123,567.	FALSE	TRUE

12. Click **Create.**

If your fiscal year differs from the calendar year (for example, your fiscal year starts in November, not January), you can modify period and period group data to affect how this information is displayed. See the *HP Portfolio Management Configuration Guide* for more information about setting the fiscal year and periods.

Configuring Access to a Budget

Access to a budget can be granted to individual users during a budget's creation, or after the budget has already been created. Additionally, there are different levels of possible access that can be granted.

A budget attached to a project can be viewed by everyone participating in that project who has the proper access grants listed in *Budget Access Grants*, without necessarily appearing on the list specified for the budget using the *Budget Configure Access Page*. This includes project process participants and project participants (users who are assigned to tasks in the work plan, or who are specified on the staffing profiles). In addition, project managers can edit budgets attached to their projects. The same type of access applies to budgets attached to proposals and assets, for users of HP Portfolio Management.

Budget Access Grants

Users are linked to access grants through the security group they are a part of. The access grants related to budget are discussed in more detail in *Table 4-1*. Without these access grants, a user cannot view or edit a budget regardless of whether they are specified in the list on the budget's Configure Access page, or are a participant in the project the budget is attached to (if any).

- For more information on access grants and security groups, see the *Security Model Guide and Reference.*
- For more information on project and project process participants, see the *HP Project Management User's Guide.*

Table 4-1. Budget access grants

Access Grant	Description
Approve Budgets	The user can set the Budget **Status** to **Approved,** but nothing else. Supplemental to the Edit Budgets or Edit All Budgets access grant.
Create Budgets	The user can create new budgets. Supplemental to the Edit Budgets or Edit All Budgets access grant.
Edit All Budgets	The user can edit any budget in the system.
Edit Budgets	The user can edit any budget for which they are on the specified Edit list.
Update Budget Status	The user can update the **Profile Status,** but nothing else. Supplemental to the Edit Budgets or Edit All Budgets access grant.
View Budgets	The user can view budgets to which they have been granted access.
View All Budgets	The user can view any budget in the system.

Budget Configure Access Page

User access to a budget can be further configured once the user has been added to the **View Access** list. The available options are listed in *Table 4-2*.

Table 4-2. Additional editing access for a budget

Field Name	Description
Edit Basic Budget Information	Allows the user to edit basic budget information such as **Name, Description, Status,** and so forth.
Edit Plan and Actuals	Allows the user to edit the budget's lines and enter new values in the **Actuals** fields.
Edit Actuals	Allows the user to enter new values in the **Actuals** fields.
Edit Security	Allows the user to configure access to the budget.

The user access described in this section is applicable to users with the View Budgets and Edit Budgets access grants. A user with either of these access grants who appears on this list can view the budget. If the budget is attached to a project in which the user participates, that user can at least view the budget without appearing on the list.

A listed user with the Edit Budgets access grant can edit specific parts of the budget that have been selected in the list.

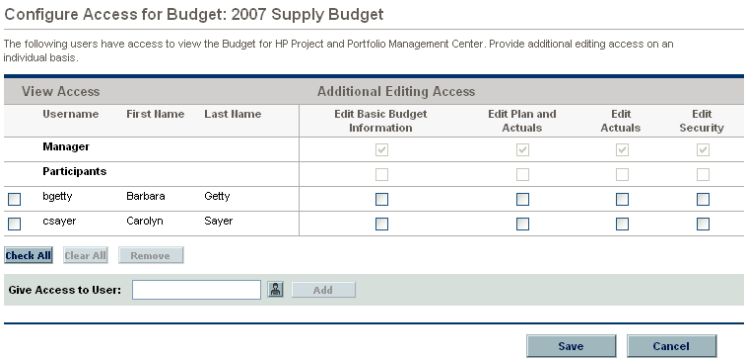
A user who is not listed cannot view the budget unless given the Edit All Budgets access grant. Users with the Edit All Budgets access grant have access to edit all budgets regardless of whether they appear on the budgets' Configure Access pages.

Using the Configure Access Page

To grant a user access to a budget:

1. Create a new budget or open an existing one.
2. Click **Configure Access** at the top of the page.

   The Configure Access for Budget page opens.



3. Select a user from the **Give Access to User** list.
4. Click **Add.**

   The user is added to the **View Access** list.
5. Click **Save.**

   The user has been granted View access to the budget. To configure further budget security options for the user, select the appropriate checkboxes.

Synchronizing Budgets and Staffing Profiles

You can synchronize a staffing profile to an existing budget, creating lines in the budget for planned labor costs that are automatically rolled up from the positions in the staffing profile. Properties of the budget determined by the staffing profile are as follows:

- Planned labor lines in the budget are determined by staffing profile lines.
- Planned budget amounts are calculated from staffing profile allocations.

If you decide to synchronize the staffing profile with a different budget, the labor lines created in the old budget will be automatically deleted and the link removed.

To synchronize a staffing profile with a budget:

1. Open an existing staffing profile and click **Change Header.**
2. Select the **Yes** option for **Synchronized with Budget.**
3. In **Budget Name,** specify a budget.
4. Click **Done.**

Setting Budget Associations

Budgets can be associated with projects, programs, and organization units. If you are using HP Portfolio Management, budgets can also be attached to assets and proposals. Data from projects can be rolled-up into these linked budgets as actual values. See *Cost Roll-up in Budgets for Projects* on page 67 for more details.

Projects

You can associate a budget with an existing project. If the project has its Financial Management capabilities activated from the Project Settings page, the cost data calculated in the project work plan can be rolled-up into the budget. For more information on linking cost data from projects into budgets, see *Cost Roll-up in Budgets for Projects* on page 67.

To associate a budget with a project and set it to roll-up actual values:

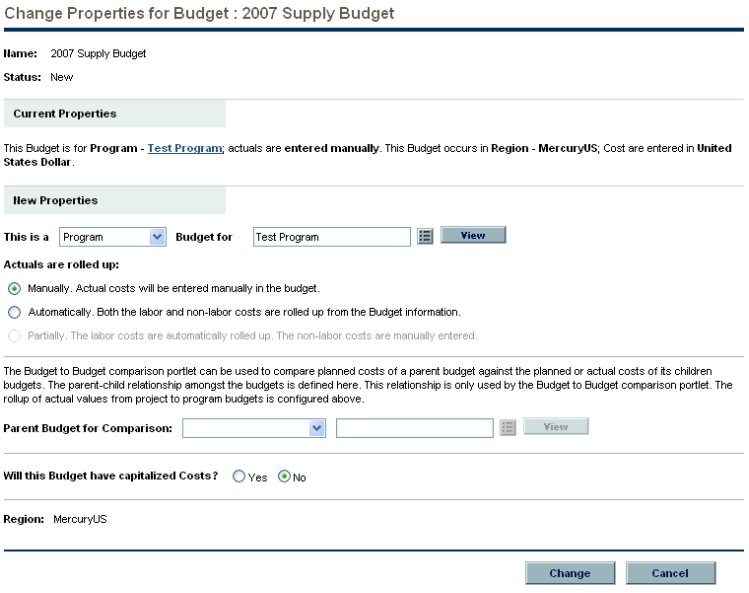
1. Verify that the project you want to associate with the budget has the following settings enabled in the **Cost and Effort** policy on its Project Settings page:

   - **Enable Financial Management**
   - **Roll up actual costs from the work plan into the project budget**

   See *Configuring Project Cost Calculation in the Project Settings* on page 61 for more information.

2. Create a budget or modify an existing one and click **Change.**

   The Change Properties for Budget page opens.



3. From the **This is a __ Budget** list, select **Project.**
4. Select the desired project from the list.
5. Click **Change.**

   The budget will roll-up actuals from the project's tasks and report them as subtotals in each budget line category.

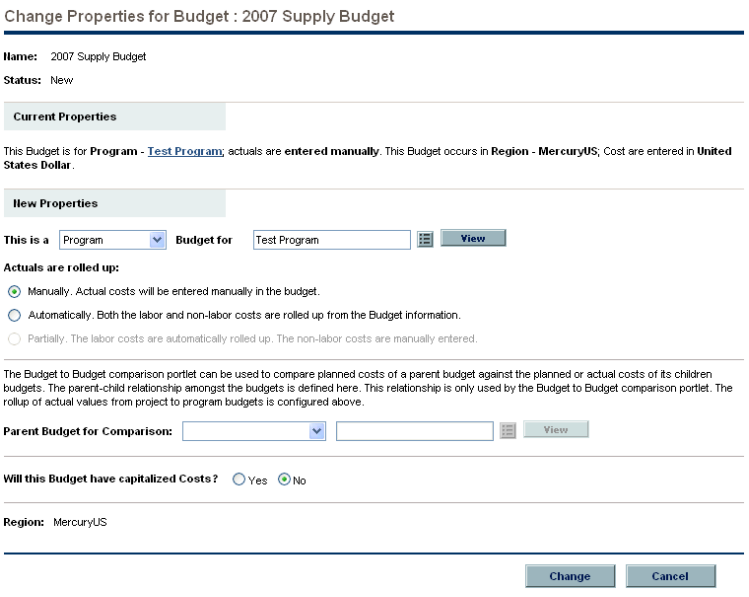
Programs

You can associate a budget with an existing program. Furthermore, you can set this program budget to roll-up actual values automatically from the budgets of the projects in the program.

To associate a budget with a program and set it to roll-up actual values:

1. Create a budget or modify an existing one.
2. Verify that the **Budget Status** has been set to **Approved.**
3. Click **Change.**

   The Change Properties for Budget page opens.



4. From the **This is a __ Budget** list, select **Program.**
5. Select the desired program from the list.
6. From the **Actuals are** options, select **Automatically Rolled up from project Budget information.**
7. Click **Change.**

   The budget will roll-up actuals from the program's projects and report them as subtotals in each budget line category.

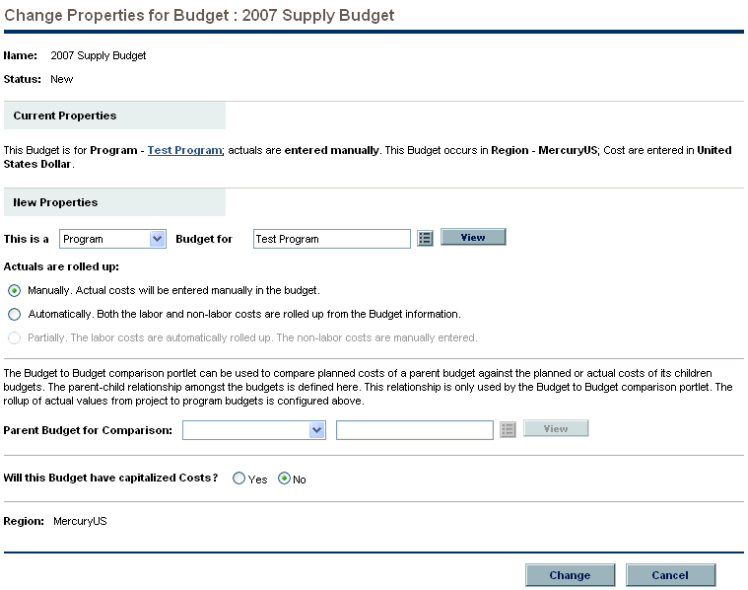
Organization Units

You can associate a budget with an existing primary organization unit.

To associate a budget with an organization unit:

1. Create a budget or modify an existing one and click **Change.**

   The Change Properties for Budget page opens.



2. From the **This is a __ Budget** list, select **Organization Unit.**
3. Click **Change.**

Modifying Budgets

Once created, budgets can be modified. Budgets can be accessed from the standard interface by selecting **Financial Management > Budgets > Modify Budgets.** This opens a search page that can be used to locate and open existing budgets to which you have access. You can also delete budgets and create new budgets directly from this page.

To modify an existing budget:

1. Open the budget and click **Modify Budget** to open the Modify Budget page.
2. Make any necessary changes.
    a. To configure security options for the budget, click **Configure Access** to open the Configure Access for Budget page.
    b. After you've made your changes, click **Save.**
3. Click **Save.**

Budgets can be set to roll-up values from other sources:

- A project budget can roll-up actual values from the associated work plan.
- A program budget can roll-up values from project budgets.

Changes made to work plans or project budgets may not appear in the parent budget immediately. Cost roll-ups are performed by HP Financial Management at a set interval system-wide. For more information on configuring cost roll-ups, see Appendix A, *Setting Up Cost Calculation Intervals,* on page 99.

Comparing Budgets

The Budget to Budget Comparison portlet allows you to make a number of comparisons between budgets, as well as compare a budget's planned values to its actuals.

The Budget to Budget Comparison portlet always displays the budget in the base currency (even if you set a preferred currency) because one budget could use a different local currency from another budget.

As with all portlets, the Budget to Budget Comparison portlet's Edit page allows you to choose parameters for the portlet's filtering and display of information. These parameters are listed in *Table 4-3*.

Table 4-3. Budget to Budget Comparison portlet parameters

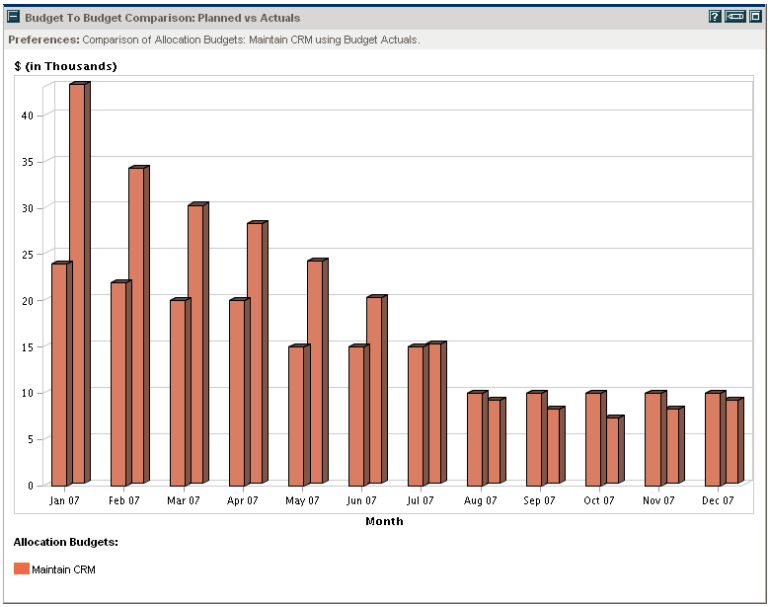
Field Name	Description
Compare One or More Budgets	A multi-select auto-complete field that allows you to select one or more budgets.
To Actuals	Compares the selected budget(s) to its actual values, assuming any have been entered.
To Active Child Budgets	Compares the selected budget(s) to the budgets that specify the selected budget(s) as a **Parent Budget for Comparison** on their Change Properties page.
To Active Child Budget Actuals	Compares the selected budget(s) to the actual values entered for its child budgets.
To Another Set of Budgets	Compares the selected budget(s) to another set of budgets. This is another multi-select field. You can select to use the planned or actual values in the comparison.
Time Period Covered by Budgets	Limits the portlet's display range to the time period covered by the selected budget(s).
Show From/To	Allows you to select a period range to display.

Comparing Planned to Actual Values

The Budget to Budget Comparison portlet can be used to compare a budget's planned values to its actual values, if actual values are being captured. To see how to capture actual values for a budget, see *Creating Budgets* on page 39.

You can compare a single budget's planned and actual values, as shown in *Figure 4-1*. This is accomplished by selecting a budget from the **Compare One or More Budgets** field and selecting the **To Actuals** option on the Budget to Budget Comparison portlet's Edit page.

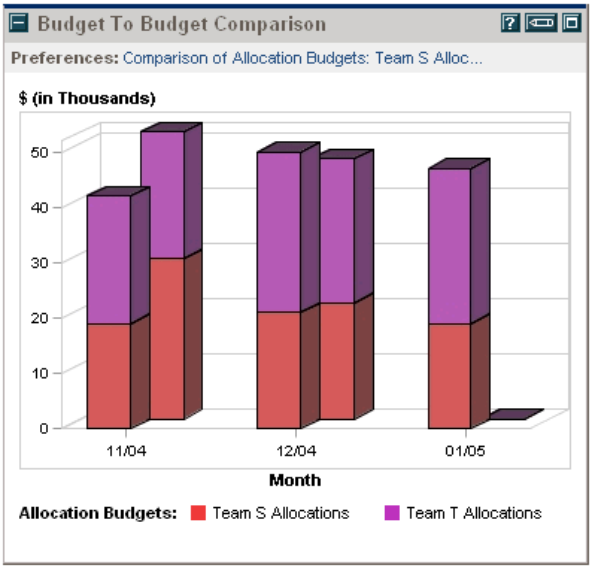
Figure 4-1. Comparison of a single budget's planned and actual values



In the example shown in *Figure 4-1*, the actual values for the first months of this budget went over its planned amounts by a fairly significant margin, while the later months' planned and actual values aligned more closely.

You might also find it useful to compare planned and actual values for a set of budgets, as shown in *Figure 4-2*. This is accomplished by selecting multiple budgets from the **Compare One or More Budgets** field and selecting the **To Actuals** option on the Budget to Budget Comparison portlet's Edit page.

Figure 4-2. Comparison of planned and actual values for multiple budgets

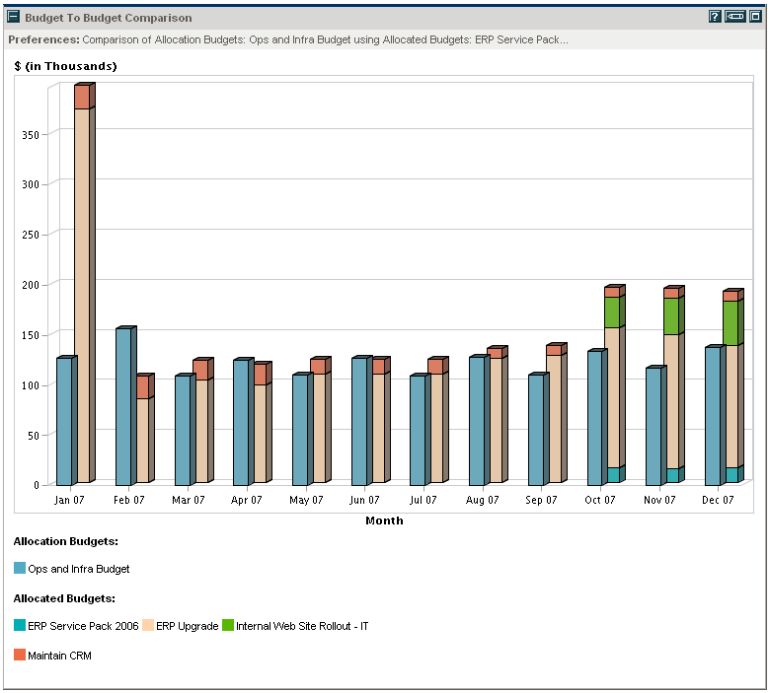


In the example shown in *Figure 4-2* the miscellaneous projects belonging to Team S always seem to go over budget, while Team T is consistently under budget.

Comparing Related Budgets

The Budget to Budget Comparison portlet can also be used to compare sets of related budgets, as shown in *Figure 4-3*. This is accomplished by selecting a budget or budgets from the **Compare One or More Budgets** field and the **To Another Set of Budgets** option and multi-select field on the Budget to Budget Comparison portlet's Edit page.

Figure 4-3. Comparing related budgets



The portlet shown in *Figure 4-3* compares the budget for an entire IT organization unit with several project budgets owned by its members. During the early and later months, the combined budgets for these projects exceeds that of the organization unit, in some cases by a wide margin.

5 Tracking and Analyzing Financial Data

Overview of Tracking and Analyzing Financial Data

While HP Financial Management capabilities allow you to track planning-related cost data in the form of budgets, you can also capture cost data during project execution in a variety of ways. This cost data can then be compared to financial data recorded in project or program budgets.

This chapter explains the different ways to capture actual cost data for projects and programs, and how to analyze this data.

Cost Data Calculations and Formulas

HP Financial Management allows users to capture and track planned and actual cost information for their projects, giving visibility into project performance from a financial standpoint. Basic cost information can be captured on projects and tasks in the areas defined by *Table 5-1*.

Table 5-1. Cost data items and associated formulas (page 1 of 3)

Item	Definition	Formula
Planned Labor Cost	The cost of a work item (typically a task) which is a measure of the amount of scheduled effort on a task. This figure is task-specific and is rolled up to the project level.	Planned Labor Cost = Sum of (Allocation * Rate determined by cost rule for each task)
Planned Non-Labor Cost	The cost of miscellaneous items needed to complete a work item. This is not a direct measure of the effort to be spent on a work item. This figure is task-specific and is rolled up to the project level.	Manually entered
Planned Cost	The total planned cost represented by a work item.	Planned Cost = Planned Labor Cost + Planned Non-Labor Cost
Baseline Labor Cost	The labor cost for a work item in the active baseline taken of a project.	Baseline Labor Cost = Planned Labor Cost at time of Baseline
Baseline Non-Labor Cost	The non-labor cost for a work item in the latest baseline taken of a project.	Baseline Non-Labor Cost = Planned Non-Labor Cost at time of Baseline
Baseline Cost	The total cost represented by the latest baseline taken of a work item.	Baseline Cost = Baseline Labor Cost + Baseline Non-Labor Cost
Actual Labor Cost	The cost of the work performed on a work item.	Actual Labor Cost = Sum of Actual Effort * Rate determined by cost rule for each work item
Actual Non-Labor Cost	The total of all miscellaneous costs accrued in completing a work item.	Manually entered

Table 5-1. Cost data items and associated formulas (page 2 of 3)

Item	Definition	Formula
Actual Cost	The total cost incurred in completing a work item.	Actual Labor Cost + Actual Non-Labor Cost
Planned Value (PV)	The portion of the Baseline Cost planned to be spent between the project's start date and the current date.	Baseline Cost * ((Today's Date – Start Date) / (Finish Date – Start Date))
Earned Value (EV)	The portion of the Baseline Cost for the entire project that has theoretically been spent by the current date, measured as a function of the amount of work performed thus far.	EV = Baseline Cost * % Complete
Cost Performance Index (CPI)	The cost efficiency ratio of Earned Value to Actual Cost. CPI is used to calculate Projected Actual Cost for a project.	CPI = EV / Actual Cost
Schedule Performance Index (SPI)	The ratio of Earned Value to Planned Value. SPI describes what portion of the work plan has been accomplished in terms of its cost.	SPI = EV / PV

Table 5-1. Cost data items and associated formulas (page 3 of 3)

Item	Definition	Formula
Cost Variance	Difference between the earned value and the actual cost for the project or task. Earned value compared with the actual cost incurred for the work performed provides an objective measure of planned and actual cost. Any difference is called a cost variance.	CV = EV – AC
Schedule Variance	The difference between the earned value and the planned value of the project or task. Planned value compared with earned value measures the dollar volume of work planned against the equivalent dollar volume of work accomplished. Any difference is called a schedule variance.	SV = EV – PV

- All cost information utilizing a formula is calculated automatically by HP Project Management.
- Calculations for SPI use the expected baseline cost of a project and do not involve Actual Cost.

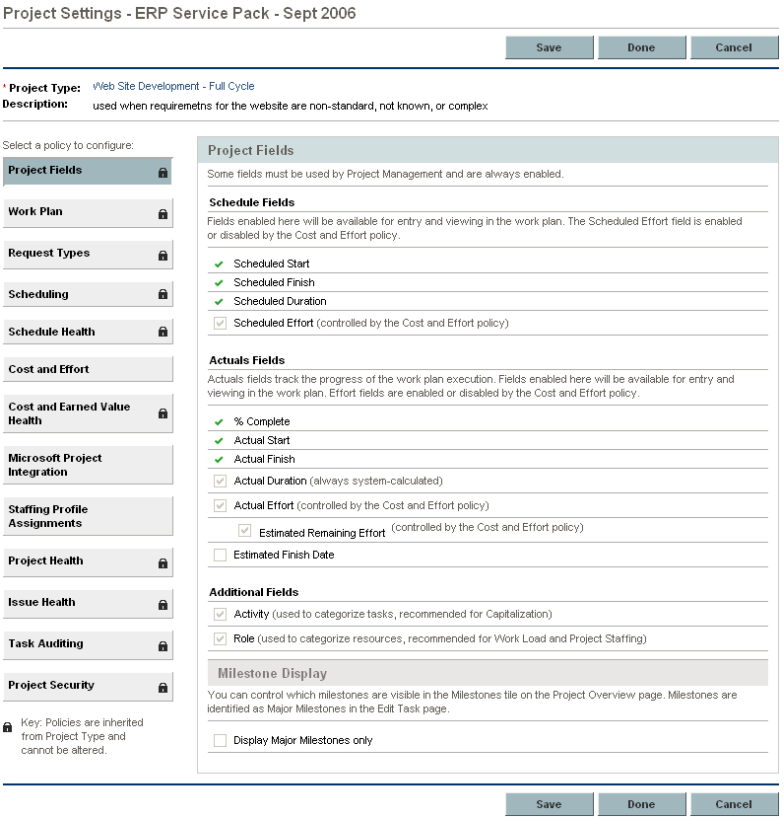
Configuring Project Cost Calculation in the Project Settings

If you want to track financial data in a project, you must configure its HP Financial Management-related project settings.

Project settings are determined by project policies, which are inherited by the project type. Project policies can be locked in place, meaning you may not be able to edit particular groups of settings depending on what project type was used in a given project's creation.

To open a project's settings, click **Project Settings** from its Project Overview page.

Figure 5-1. Project Settings page

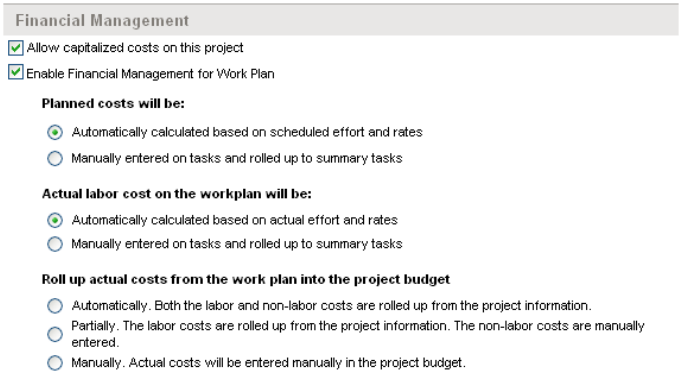


The Project Settings page contains policies controlling various aspects of a project. The **Cost and Effort** policy lets you configure:

- How cost data is calculated on the project/task level
- What level of manual entry is needed

The **Cost and Effort** policy also determines how HP Time Management is used to track effort. For more information, see the *HP Project Management User's Guide.*

Figure 5-2. Project Settings: Cost and Effort policy: Financial Management section



Selecting the **Enable Financial Management for Work Plan** checkbox turns on HP Financial Management. You must then choose from the following options for the tracking of cost data:

- **Allow capitalized costs on this project**

  By selecting this checkbox, you can begin tracking capitalized costs, useful for SOP 98-1 compliance. See Chapter 6, *SOP 98-1 Compliance,* on page 81, for more details.

- **Planned costs will be:**
  - **Automatically calculated based on scheduled effort and rates.** Planned labor costs for tasks will be automatically calculated and rolled up to projects. For examples of how HP Project Management calculates these costs, see *Cost Rule Examples* on page 21.
  - **Manually entered on tasks and rolled up to summary tasks.** Planned labor costs for tasks will be entered by the project manager or other user with the proper level of access. These values are rolled up to projects automatically.
- **Actual labor cost on the work plan will be:**
  - **Automatically calculated based on actual effort and rates.** Actual labor costs for tasks will be automatically calculated and rolled up to projects. For examples of how HP Project Management calculates these costs, see *Cost Rule Examples* on page 21. Actual labor costs for tasks can also be automatically calculated from time sheets entered in HP Time Management by users. For more details on integration with HP Time Management, see *Rolling Up Task Cost from Time Sheets* on page 66.
  - **Manually entered on tasks and rolled up to summary tasks.** Actual labor costs for tasks will be entered by the project manager or other user with the proper level of access. These values are rolled up to projects automatically.
- **Roll up actual costs from the work plan into the project budget**

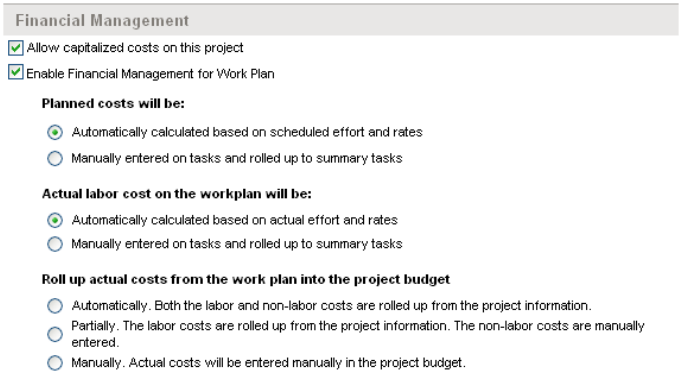
  By selecting this checkbox, you enable the roll-up of actual costs from the work plan into the budget associated with the project. See *Cost Roll-up in Budgets for Projects* on page 67 for more details.

Actual values that appear in work plans may not appear in the project budget immediately. Cost roll-ups are performed by HP Financial Management at a set interval system-wide. For more information on configuring cost roll-ups, see Appendix A, *Setting Up Cost Calculation Intervals,* on page 99.

Configuring Actual Cost Data Calculation for Projects

Depending on the **Cost and Effort** policy settings in the Project Settings page, actual labor costs can be entered manually for projects or tasks in work plans, or automatically calculated.

Figure 5-3. Project Settings: Cost and Effort policy: Financial Management section



Select one of the following options for the **Actual labor cost on the work plan will be** setting in the **Cost and Effort** policy:

- **Automatically calculated based on actual effort and rates.** Actual labor costs for tasks will be automatically calculated and rolled up to projects. For examples of how HP Project Management calculates these costs, see *Cost Rule Examples* on page 21. Actual labor costs for tasks can also be automatically calculated from time sheets entered in HP Time Management by users. For more details on integration with HP Time Management, see *Rolling Up Task Cost from Time Sheets* on page 66.
- **Manually entered on tasks and rolled up to summary tasks.** Actual labor costs for tasks will be entered by the project manager or other user with the proper level of access. These values are rolled up to projects automatically.

Automatically Calculating Task Cost

Actual labor cost data is automatically calculated by HP Project Management as follows:

Number of hours spent * Rate determined by cost rules = Task cost

The values for tasks can then be rolled up to their parent projects or summary tasks.

Example: Developer Bob has a rate of $20/hour. He spends 4 hours on a task in a bug-fixing project.

The task's actual labor cost is computed as $20/hour * 4 hours = $80 for the task.

The bug-fixing project has a total of 5 tasks identical to Bob's. The total actual labor cost for the project comes to $400 with no actual non-labor costs incurred.

Actual non-labor costs are not captured automatically, and can be entered manually at any time.

Example: Developer Bob needs to spend $100 on RAM to upgrade his machine so he can finish one of his tasks. This is entered as an actual non-labor cost.

Manually Entering Actual Labor Costs

Though actual labor costs can be calculated automatically, you may want to manually enter values for tasks or summary tasks. Actual labor costs can be entered in the Task Detail page.

Actual non-labor costs are not captured automatically, and can be entered manually at any time.

To enter actual labor cost data in the **Cost** tab of the Task Detail page:

1. Open the desired project.

2. Verify in the **Cost and Effort** policy on the Project Settings page that you can enter actual labor cost values for tasks or projects.

   HP Financial Management should be enabled, and the **Actual labor cost will be** option should be set to **Manually entered on tasks and rolled up to summary tasks.**

   Upon verifying, click **OK.** The Project Settings page closes, returning you to the Project Overview page.

3. Click **Edit Work Plan.**

4. Select the task you want to update and click the **Task Details** icon.

   The Task Details page opens.

5. Click the **Cost** tab.

6. Enter the actual labor cost values in the appropriate task lines.

7. Save changes to the task.

   Click **Save** to save changes to the task and continue editing it. Click **OK** to save changes to the task and close the Task Detail page.

8. Click **Done** to save changes to the work plan.

Rolling Up Task Cost from Time Sheets

Actual labor cost data can be automatically updated by time sheets. This requires installing HP Time Management and using time sheets to track effort. The **Cost and Effort** policy settings for HP Time Management can then be used (see *Cost Roll-up from HP Time Management* on page 70). Actual non-labor costs are not captured automatically, and can be entered manually at any time.

For more information on HP Time Management, see the *HP Time Management User's Guide.*

For more information on the HP Time Management–related **Cost and Effort** policy settings, see the *HP Project Management User's Guide.*

Cost Roll-up in Budgets for Projects

Actual cost data for a project can be automatically calculated or manually entered. For more information, see *Configuring Actual Cost Data Calculation for Projects* on page 64. This data can also be configured to roll up into the budget linked to that project. This allows you to compare budget against project performance more directly through budget-based visualizations and analyses.

Cost Roll-up from Tasks

All tasks can be grouped according to the following categories:

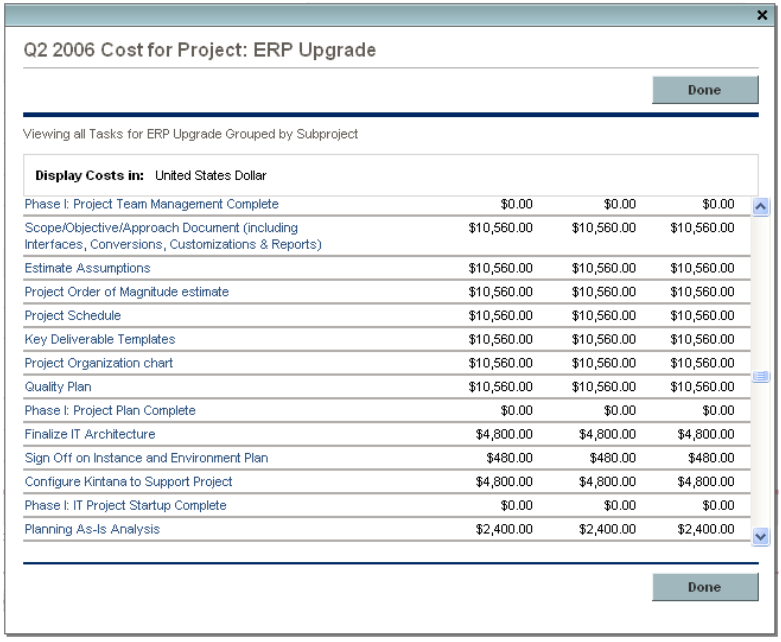
- Labor/Non-Labor
- Capital/Operating (if capitalization tracking has been activated; see *Enabling SOP 98-1 Tracking* on page 82 for details)

Budget lines are also grouped according to the same categories. The **Roll up actual costs from the work plan into the project budget** setting in the **Cost and Effort** policy on the Project Settings page governs how actuals are rolled up into a budget from the project work plan with which it is associated. Actuals can be rolled up from the associated work plan in the following ways:

- **Automatically.** The actual values for labor and non-labor costs appear as subtotals per category in the **Actuals** column for each period in the budget. These values can be automatically calculated on the work plan side, or manually entered into a work plan. Clicking on a subtotal value for a category opens a drill-down page that shows how the rolled-up data was calculated from the work plan, as shown in *Figure 5-4*.
    - All task costs classed as Labor are grouped and reported as a subtotal in the budget's Labor category.
    - All task costs classed as Non-Labor are grouped and reported as a subtotal in the budget's Non-Labor category.

- **Partially.** The actual values for labor costs are rolled up into the budget from the work plan as described in the option above, but non-labor costs are not. Non-labor costs can be entered manually into the budget. Any non-labor costs entered into the work plan are ignored.

Figure 5-4. Automatically calculated project budget actuals rolled up from work plan



Depending on whether you have capitalization tracking activated, you may see different categories for your budgets and projects.

- **Manually.** No values are actually rolled up from the work plan. Cost data is entered into the budget manually.

Table 5-2 lists the fields that need to be set in order for a project budget to roll up values from the work plan.

Table 5-2. Settings required for project work plan budget roll-up

Location	Field Name	Setting
Project Settings page > **Cost and Effort** policy	Track Actual Effort per resource assignment	Selected
Project Settings page > **Cost and Effort** policy	Enable Financial Management for Work Plan	Selected
Project Settings page > **Cost and Effort** policy	Roll up actual costs from the work plan into the project budget	**Automatically** or **Partially**
Project Settings page > **Cost and Effort** policy	Actual labor costs on the work plan will be	**Automatically** or **Manually**
Budget page > Change Properties for Budget page	This is a ___	**Project**
Budget page > Change Properties for Budget page	Budget for ___	*<Name of the project>*

Cost Roll-up from HP Time Management

If you have installed HP Time Management, you can track effort using time sheets, and configure the work plan to roll up actual cost values from those time sheets. These values can in turn be rolled up to the project budget if desired. For more information on HP Time Management, see the *HP Time Management User's Guide.*

Table 5-3 lists the fields that need to be set in order for a project budget to roll up values from time sheets logged against the work plan.

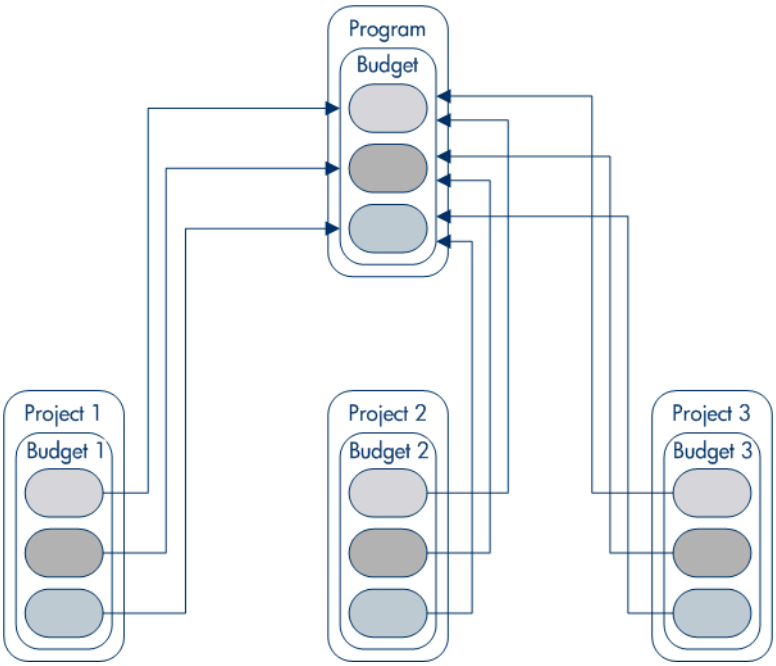
Table 5-3. Settings required for project budget roll-up with HP Time Management

Location	Field Name	Setting
Project Settings page > **Cost and Effort** policy	Track Actual Effort per resource assignment	Selected
Project Settings page > **Cost and Effort** policy	Use Time Management to track actuals against this project	Selected
Project Settings page > **Cost and Effort** policy	Enable Financial Management for Work Plan	Selected
Project Settings page > **Cost and Effort** policy	Roll up actual costs from the work plan into the project budget	Selected
Project Settings page > **Cost and Effort** policy	Actual labor costs on the work plan will be	**Automatically** or **Manually**
Budget page > Change Properties for Budget page	This is a ___	**Project**
Budget page > Change Properties for Budget page	Budget for ___	*<Name of the project>*

Cost Roll-up in Budgets for Programs

Cost data for all the projects that make up a program can be rolled up from the project budgets into the program's budget.

Figure 5-5. Project budget lines rolled up to program budget lines



Actual values rolled up from project budgets appear as subtotals in the program budget's **Actuals** columns. Clicking on a subtotal value for a category opens a drill-down page that shows how the rolled-up data was calculated from the projects.

Depending on whether you have capitalization tracking activated, you may see different categories for your program and project budgets.

In order for program budget roll-up calculation to work properly, each project in the program is required to have a budget attached.

Table 5-4 lists the fields that need to be set in order for a program budget to roll up values from its projects.

Table 5-4. Settings required for program budget roll-up

Location	Field Name	Setting
Project Settings page > **Cost and Effort** policy	Roll up actual costs from the work plan into the project budget	Selected
Budget page > Change Properties for Budget page	This is a ___	**Program**
Budget page > Change Properties for Budget page	Budget for ___	*<Name of the program>*
Budget page > Change Properties for Budget page	Actuals are	**Automatically Rolled up from project Budget information**

Analyzing Project Costs

HP Financial Management capabilities provide useful interfaces for visualizing project cost data. The primary visualization tools are discussed below.

Project Cumulative Cost Metrics

The Analyze Cumulative Cost Metrics page can be reached by selecting **Financial Management > Analyze Costs > Project Cumulative Cost Metrics** from the menu bar.

Figure 5-6. Analyze Cumulative Cost Metrics page

The Analyze Cumulative Cost Metrics page can be filtered according to the criteria described in *Table 5-5*.

Table 5-5. Analyze Cumulative Cost Metrics page parameters (page 1 of 2)

Field Name	Description
Project	Select a project to be analyzed.
Summary Task	Select summary tasks to be analyzed.
Period	The period to be used in the graph's time axis. Possible values: **Week, Month,** or **Year.**

Table 5-5. Analyze Cumulative Cost Metrics page parameters (page 2 of 2)

Field Name	Description
From Date	The date at which to start the graph.
To Date	The date at which to end the graph.
Include in graph:	
Planned Value (PV)	Graphs the portion of the Baseline Cost planned to be spent between the project's start date and each data point.
Earned Value (EV)	Graphs the portion of the Baseline Cost for the entire project that has theoretically been spent by each data point. (Baseline Cost * % Complete)
Actual Costs (AC)	Graphs the total dollar cost for the project. (Actual Labor Cost + Actual Non-Labor Cost)
Budget	Graphs the budget for the project at each data point.
Budget Actuals	Graphs the budget actual values, if any have been entered, at each data point.

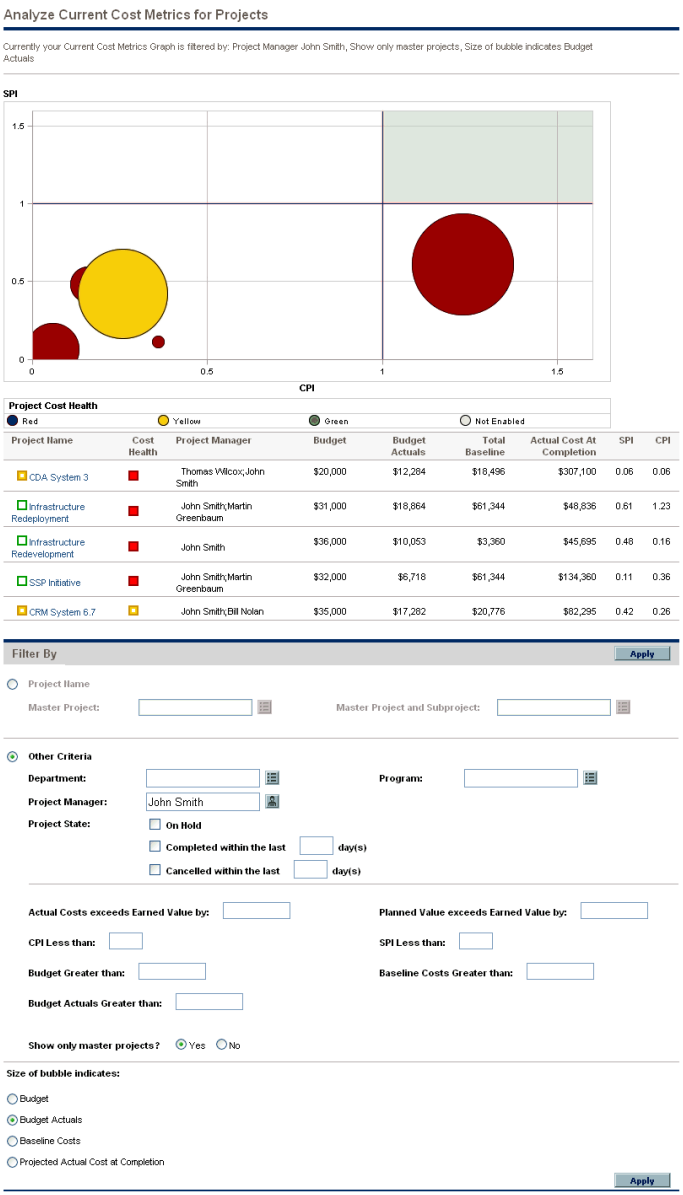
Use the Analyze Cumulative Cost Metrics page to get a look at a project's performance in terms of different cost variables over time. The project's projected actual cost is also calculated by HP Project Management and displayed at the top of the chart. This page is also available as a portlet.

The `server.conf` parameter PENDING_COST_EV_UPDATE_SERVICE_ENABLED must be set to `TRUE` in order for the Analyze Cumulative Cost Metrics page to obtain and process data. If necessary, contact your PPM Center system administrator.

Project Current Cost Metrics

The Analyze Current Cost Metrics page can be reached by selecting **Financial Management > Analyze Costs > Project Current Cost Metrics** from the menu bar.

Figure 5-7. Analyze Current Cost Metrics page



The Analyze Current Cost Metrics page can be filtered according to the criteria described in *Table 5-6*.

Table 5-6. Analyze Current Cost Metrics page parameters (page 1 of 2)

Field Name	Description
Projects	
Projects	Select a project to be displayed.
Summary Tasks	
Project	Select a project.
Summary Tasks	Select summary tasks within the specified project to be displayed.
Other Criteria	
Project Manager	Select projects with a certain manager to be displayed.
Program	Select a program to be displayed.
Work Plan Status	Select projects with work plans of a certain status to be displayed.
Actual Costs exceed Earned Value by	Select projects with a cost variance greater than a certain amount to be displayed.
Planned Value exceeds Earned Value by	Select projects with a schedule variance greater than a certain amount to be displayed.
CPI Less Than	Select projects with a CPI under a certain value to be displayed.
SPI Less Than	Select projects with an SPI under a certain value to be displayed.
Budget Greater Than	Select projects with a budget greater than a certain amount to be displayed.
Baseline Costs Greater Than	Select projects with baseline costs greater than a certain amount to be displayed.
Budget Actuals Greater Than	Select projects with budget actual values greater than a certain amount to be displayed.

Table 5-6. Analyze Current Cost Metrics page parameters (page 2 of 2)

Field Name	Description
Include Level 1 and Level 2 Summary Tasks?	Determine whether to include summary tasks of level 1 or 2 within the work plan hierarchy.
Size of bubble indicates	
Budget	Bubbles representing projects will vary in size based on the size of their associated budgets.
Budget Actuals	Bubbles representing projects will vary in size based on the size of their actual budget values, if any have been entered.
Baseline Costs	Bubbles representing projects will vary in size based on the size of their last baseline costs.
Projected Actual Cost at Completion	Bubbles representing projects will vary in size based on the size of their projected actual cost at completion.

Use the Analyze Current Cost Metrics page to compare the sizes and cost health of one or more projects. This page is also available as a portlet.

Viewing the Earned Value Analysis for a Project

Use the **Earned Value** work plan view to view earned value (EV) analysis data for the project work plan. *Table 5-7* defines the fields on this tab.

All fields within the **Earned Value** work plan view are read-only and cannot be edited.

Table 5-7. Earned Value view fields

Field Name	Description
Seq	Number of a task in the hierarchy.
Cost Health	Indicates cost health based on Cost Summary Condition settings.
Name	Name of a task.
Planned Value	Portion of the Baseline Cost, in the latest Baseline of the work plan, that is planned to be spent on the project or task between the start and status dates.
Earned Value	Portion of the Baseline Cost planned for the entire project or task that should have been spent for the percentage of work completed. This value is calculated by multiplying Baseline Cost by % Complete (EV = BC * % Complete).
Cost Variance	Difference between the earned value and the actual cost for the project or task. This value is calculated by subtracting Actual Cost from Earned Value (CV = EV – AC). Earned value compared with the actual cost incurred for the work performed provides an objective measure of planned and actual cost. Any difference is called a cost variance.
Schedule Variance	Difference between the earned value and the planned value of the project or task. This value is calculated by subtracting Planned Value from Earned Value (SV = EV – PV). Planned value compared with earned value measures the dollar volume of work planned against the equivalent dollar volume of work accomplished. Any difference is called a schedule variance.
CPI	Cost Performance Index. Cost efficiency ratio of Earned Value to Actual Cost. Used to predict the magnitude of possible cost overrun. The value is calculated by dividing Earned Value by Actual Cost (CPI = EV / AC).
SPI	Schedule Performance Index. Schedule efficiency ratio of Earned Value accomplished against Planned Value. Describes what portion of the planned schedule was actually accomplished. This value is calculated by dividing Earned Value by Planned Value (SPI = EV / PV).
Actual Cost	Total dollar cost incurred in completing a task or project during a given time period.

Analyzing Program Costs

You can track cost data for programs. Enabling cost tracking can be done when first creating a program or modifying an existing program. See the *HP Program Management User's Guide* for more detailed information on turning on cost tracking.

You can analyze cost data for programs by doing one of the following:

- Clicking the **EV Analysis** tab in the Manage Programs page.
- Selecting **Financial Management > Analyze Costs > Current Cost Metrics** from the menu bar and filtering for a particular program.

These analyses are identical to cost data analyses for projects. See *Analyzing Project Costs* on page 72 for more information on cost visibility.

6 SOP 98-1 Compliance

Overview of SOP 98-1 and HP Financial Management

Statement of Position (SOP) 98-1 is a United States accounting standard that addresses the capitalizable activities of software developed for internal use. Specifically, SOP 98-1 establishes the conditions that must be met before internal-use software can be capitalized. HP Financial Management capabilities can help optimize project planning and execution for SOP 98-1 compliance in the following ways:

- Projects and tasks can be designated as Capitalizable, meaning costs incurred during these phases can be accounted as capital costs. This distinction is also available for project templates, meaning you can create repeatable projects with capitalization built-in.
- Capital and operating expenses can be viewed at the project, program, or portfolio level, and analyzed accordingly.

If SOP 98-1 tracking is not turned on, cost data will not be split into Capital and Operating categories.

Enabling SOP 98-1 Tracking

In order to track capitalized expense information, SOP 98-1 tracking must first be activated:

- At the PPM Center system administration level
- For a particular project
- For a budget

SOP 98-1 tracking cannot be activated for a project without first being enabled at the system level.

Enabling SOP 98-1 at the System Administration Level

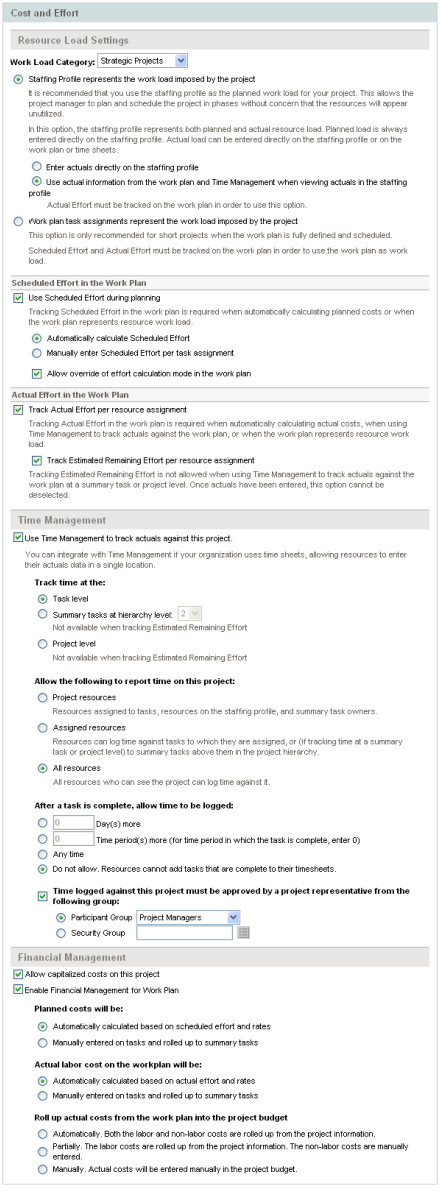
After installing PPM Center, you can decide whether or not to turn on SOP 98-1 tracking. SOP 98-1 tracking is enabled by setting the `COST_CAPITALIZATION_ENABLED` parameter in the `server.conf` file to `TRUE`.

Usually, only PPM Center system administrators have access to the PPM Center Server. Contact your system administrator with any questions about enabling SOP 98-1 tracking.

Enabling SOP 98-1 for Projects

SOP 98-1 tracking is set in the **Cost and Effort** policy in the Project Settings page.

Figure 6-1. Project Settings: Cost and Effort policy



Project settings are determined by project policies, which are inherited by the project type. Project policies can be locked in place, meaning you may not be able to edit particular groups of settings depending on what project type was used in a given project's creation.

To enable SOP 98-1 tracking for a project:

1. Log on to PPM Center.
2. Open the desired project.
3. Click Project Settings. The Project Settings page opens.
4. Click the **Cost and Effort** policy.
5. Verify that the **Enable Financial Management for Work Plan** checkbox has been selected.
6. Select the **Allow capitalized costs on this project** checkbox.
7. Click **Done.**

   The project will now be able to track capitalizable expenses.

Enabling SOP 98-1 for Budgets

SOP 98-1 tracking is set when you create a budget. On the Create New Budget page, select **Yes** for the **Will this Budget have capitalized Costs?** option.

For more detailed information on creating a budget, see *Creating Budgets* on page 39.

You can enable or disable SOP 98-1 tracking for a budget at any time through the Change Properties for Budget page. For information on the Change Properties for Budget page, see *Setting Budget Associations* on page 48.

If the budget is associated with a project, it will inherit its capitalization setting from the project.

For example, disabling capitalization on a project will disable capitalization on its associated budget. However, re-enabling capitalization on the budget will have no effect on the project. In order to re-enable capitalization for both the project and its budget, the capitalization setting on the project should be changed.

Using Activities to Track Capitalized Costs

Activities are a simple configuration entity for projects and tasks that can be marked as capitalized. A project or task is identified as capitalized when it is associated with a capitalized activity. Activities can be used even when SOP 98-1 functionality is not enabled, but they cannot be marked as capitalized, nor will projects or tasks associated with any activities track capitalization data.

Activities can also be associated with requests and packages, but cannot be capitalized.

Figure 6-2. View Activity page

Configuring Activities

Activities are created, edited, and deleted from the menu bar. Select **Administration > Time Management** to access the activity-related menu items. *Table 6-1* lists the access grants needed to view or configure activities, while *Table 6-2* describes activity fields.

Table 6-1. Access grants needed to configure activities

Access Grant	Permitted Actions
View Activities	User can view activities but not create, edit, or delete them.
Edit Activities	User can create, edit, or delete activities.

Table 6-2. Activity fields and descriptions

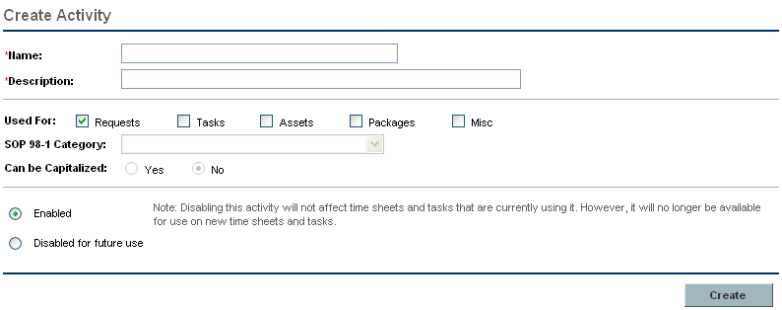
Field Name	Description
Name	The name of the activity (appears in field selections).
Description	A description for the activity.
Enabled	Whether or not the activity is enabled. Disabled activities do not appear as selections.
Can be capitalized?	Indicates whether the activity can be capitalized. This field is only active when tasks or projects have been selected in the **Use For** list, and SOP 98-1 tracking has been enabled system-wide.
SOP 98-1 Category	Specifies the SOP 98-1 category the activity falls under. This field is only active when tasks or projects have been selected in the **Use For** list, and SOP 98-1 tracking has been enabled system-wide.
Used For	Indicates the entities the activity can be associated with. All activities enabled for a particular entity appear on time sheet lines for that type of work item. See the *HP Time Management User's Guide* for more details on time sheets and work items.

Creating Activities

To create an activity for use with SOP 98-1:

1. From the menu bar in the standard interface, select **Administration > Time Management > Create an Activity.**

   The Create Activity page opens.



2. Complete the fields in the Create Activity page and click **Create.**

   You can select an SOP 98-1 category and capitalize the item only if SOP 98-1 functionality is enabled. See *Enabling SOP 98-1 Tracking* on page 82.

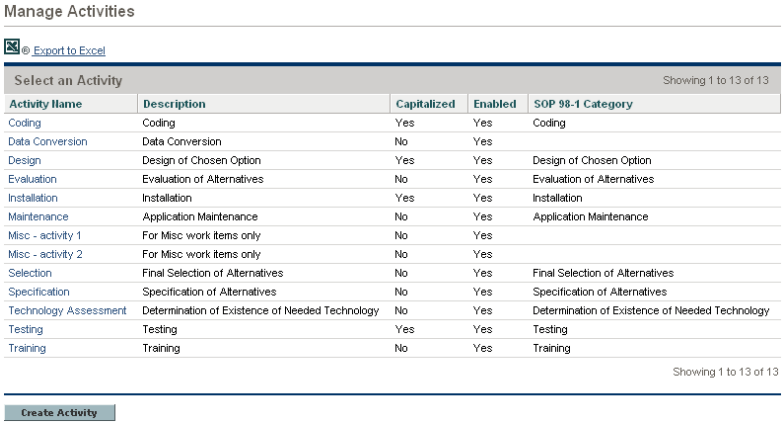
   The activity is saved.

Modifying Existing Activities

To edit an existing activity:

1. From the menu bar in the standard interface, select **Administration > Time Management > Manage Activities.**

   The Manage Activities page opens, with a list of existing activities in the **Select an Activity** section.


Manage Activities

Export to Excel

Select an Activity — Showing 1 to 13 of 13

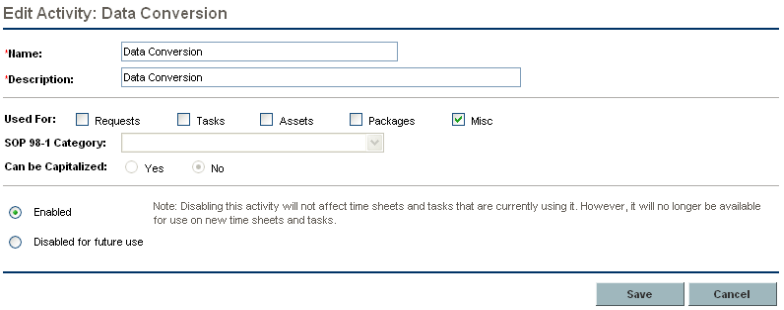
Activity Name	Description	Capitalized	Enabled	SOP 98-1 Category
Coding	Coding	Yes	Yes	Coding
Data Conversion	Data Conversion	No	Yes	
Design	Design of Chosen Option	Yes	Yes	Design of Chosen Option
Evaluation	Evaluation of Alternatives	No	Yes	Evaluation of Alternatives
Installation	Installation	Yes	Yes	Installation
Maintenance	Application Maintenance	No	Yes	Application Maintenance
Misc - activity 1	For Misc work items only	No	Yes	
Misc - activity 2	For Misc work items only	No	Yes	
Selection	Final Selection of Alternatives	No	Yes	Final Selection of Alternatives
Specification	Specification of Alternatives	No	Yes	Specification of Alternatives
Technology Assessment	Determination of Existence of Needed Technology	No	Yes	Determination of Existence of Needed Technology
Testing	Testing	Yes	Yes	Testing
Training	Training	No	Yes	Training

Showing 1 to 13 of 13

Create Activity

2. Click the activity of interest in the **Activity Name** column.

The Edit Activity page opens, with the same fields as when the activity was created.



3. Change the fields as necessary and click **Save.**

   The activity is saved.

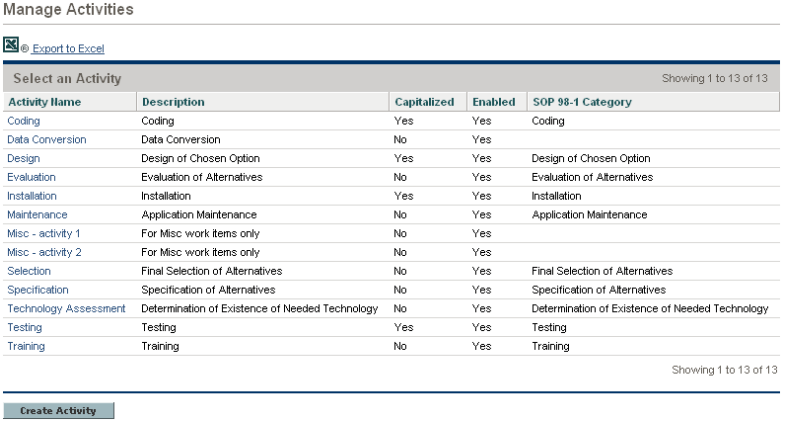
Disabling Activities

While activities cannot be deleted, they can be disabled for future use. If an activity is disabled, the tasks and time sheets using it will be unaffected, but it will no longer be available for use on new time sheets and tasks.

To disable an activity for future use:

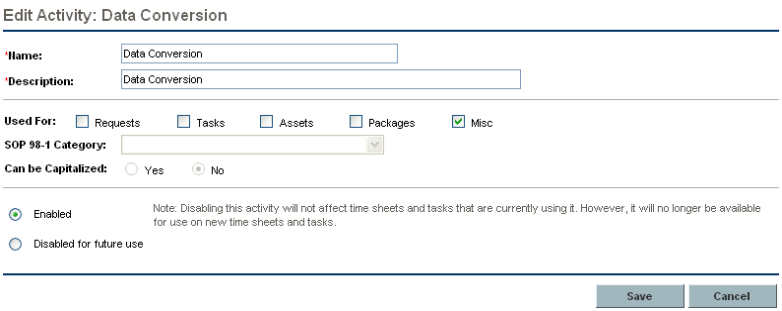
1. From the menu bar in the standard interface, select **Administration > Time Management > Manage Activities.**

   The Manage Activities page opens, with a list of existing activities in the **Select an Activity** section.



2. Click the activity of interest in the **Activity Name** column.

   The Edit Activity page opens, with the same fields as when the activity was created.



3. Select the **Disabled for future use** option.
4. Click **Save.**

   The activity is disabled for future use.

Associating Activities with Tasks

Assigning an activity to a task is done in the Task Details page, opened from the **Define Work Plan** view.

To associate an activity with a project or task:

1. Open the desired project.
2. Click **Edit Work Plan.**

   The Work Plan **Schedule** view opens.
3. Select the desired task and click the **Task Detail** icon.

   The Task Details page opens.
4. In the Task Details page, select an **Activity.**
5. Click **Save.**

Activity Inheritance Behavior

Tasks and summary tasks can inherit their activity settings from their parent projects, making it unnecessary to manually set the activity for every task and summary task within a project. Activity inheritance follows certain rules:

- When an activity is set on a project, the same activity cascades down to all its children. These children will continue to inherit whatever their parent's activity setting is. If one of these children is moved to a different parent with a different activity setting, the child will acquire the new parent's activity setting.
- When a child with a different activity setting than its parent is found, the activity setting cascade stops and that child's activity setting is preserved. This child's activity setting will be preserved even if the child is indented, outdented, or cut-and-pasted under a different parent.
- In the case of a child with a different activity setting, manually setting that child's activity setting to that of its parent means that its activity setting will no longer be preserved, and will become that of its current parent.
- Manually setting a child's activity to an empty value will keep it empty, but it will not stay empty if the child is moved to a parent with a non-empty activity setting.
- If a summary task's parent changes its activity setting, the new activity will be applied to the summary task and all its children as well, unless the summary task's activity setting is different than its parent's, in which case the summary task and its children will remain untouched.

Viewing Capital and Operating Expense Data in Projects

You can view the breakdown between capital and operating expenses on a project in the PPM Dashboard through particular portlets and pages, or by running reports.

Viewing Cost Data in the PPM Dashboard

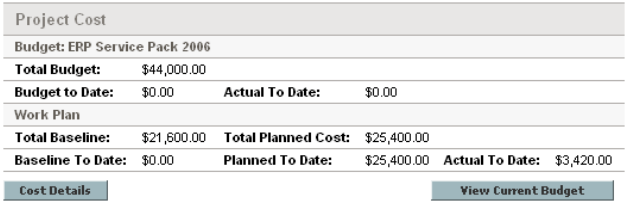
Capital and operating expense data can be viewed on the project level through a section of the Project Overview page, or at the task level in the Task Details page. The cost data displayed can come from one of the following possible sources:

- The project budget, if one exists
- Cost data calculated from the project itself

Project Cost and EV Analysis Summary Sections

The **Project Cost** section is found on a project's Project Overview page. Depending on project settings, it can display cost data in Capital and Operating categories. Each category can then be broken down into Labor and Non-Labor. If a project budget exists, the Project Cost section displays budget information.

Figure 6-3. Project Overview page: Project Cost section



The Project Overview page for a project can be reached by searching for a project or drilling down from a portlet in HP Project Management.

Task Detail Page

The **Cost** tab of the Task Details page displays the task's cost data and break the task cost into Labor and Non-Labor. The top of the Task Details page indicates the task's **Activity.**

Figure 6-4. Top of Task Details page

The Task Details page for any task can be reached through the My Tasks portlet, searching for a task, or drilling down from the Project Hierarchy portlet or page.

Viewing Capital and Operating Expense Data in Programs

Users of HP Program Management can use SOP 98-1 functionality to view the breakdown between capital and operating expenses on a program in the PPM Dashboard through the Program Cost Summary portlet or on the Manage Program page. The cost data displayed can come from one of the following possible sources:

- The program budget, if one exists
- Cost data rolled up from the program's constituent projects

Program Cost Summary Portlet

The Program Cost Summary portlet displays cost data in Capital and Operating categories. Each category is then broken down into Labor and Non-Labor.

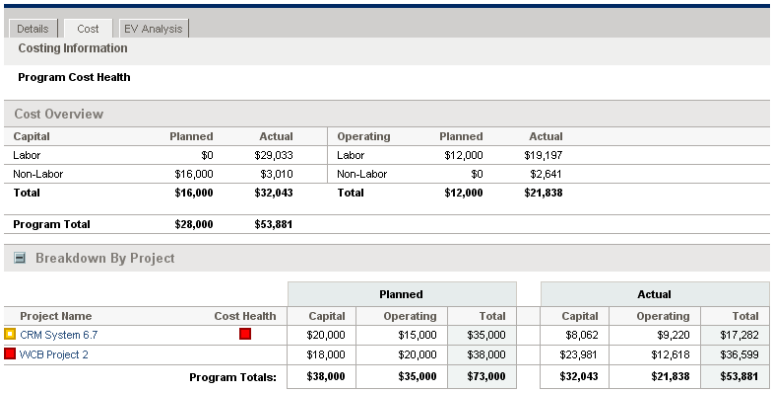
The Program Cost Summary portlet can be added to your PPM Dashboard in the usual way. For more detailed information on adding portlets to your PPM Dashboard, see the *Getting Started* guide.

HP Financial Management must be enabled and budgets must be active in order for this portlet to display data.

Manage Program Page

The Manage Program page contains a **Cost** tab. The **Costing Information** section of the **Cost** tab displays the program's planned and actual total capital and operating expenses, broken down by labor and non-labor. The **Breakdown by Project** section displays similar categories of information, broken down by the program's individual project plans.

Figure 6-5. Manage Program page Cost tab



Details | Cost | EV Analysis

Costing Information

Program Cost Health

Cost Overview

Capital	Planned	Actual	Operating	Planned	Actual
Labor	$0	$29,033	Labor	$12,000	$19,197
Non-Labor	$16,000	$3,010	Non-Labor	$0	$2,641
Total	**$16,000**	**$32,043**	**Total**	**$12,000**	**$21,838**
Program Total	**$28,000**	**$53,881**			

Breakdown By Project

		Planned			Actual		
Project Name	Cost Health	Capital	Operating	Total	Capital	Operating	Total
CRM System 6.7		$20,000	$15,000	$35,000	$8,062	$9,220	$17,282
WCB Project 2		$18,000	$20,000	$38,000	$23,981	$12,618	$36,599
	Program Totals:	**$38,000**	**$35,000**	**$73,000**	**$32,043**	**$21,838**	**$53,881**

The Manage Program page for a program can be found by searching for a program or drilling down from a portlet in HP Program Management.

Viewing Capital and Operating Expense Data in Your Portfolio

Users of HP Portfolio Management can use SOP 98-1 functionality to view their capital exposure (the total amount of capital expense to date for all currently open projects) using certain portlets delivered with HP Portfolio Management that become available for use once SOP 98-1 tracking has been enabled. These portlets are designed to display and highlight capital exposure information for your portfolio.

Total Exposure Portlet

The Total Exposure portlet displays a pie chart of all the projects in your portfolio with capital expenses, sliced by Project Health.

This portlet can be filtered according to the criteria described in *Table 6-3*.

Table 6-3. Total Exposure portlet filter fields

Field Name	Description
Project Name	Filters for the specified project(s).
Project Manager	Filters for projects with the specified manager(s).
Business Objective	Filters for projects with the specified business objective(s).
Project Status	Filters for projects with the specified status(es).
Project Health	Filters for projects with the specified health(s).
Start Date From	Filters for projects starting after the specified date.
Start Date To	Filters for projects starting before the specified date.
Complete Date From	Filters for projects finishing after the specified date.
Complete Date To	Filters for projects finishing before the specified date.
Min Planned Capital	Filters for projects with at least the specified minimum planned capital expenses.
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Impairment Risks Portlet

The Impairment Risks portlet is a pie chart that drills down from any one of the pie slices in the Total Exposure portlet. The Impairment Risks portlet's pie slices correspond to the capital expenses of each project that makes up the slice selected from the Total Exposure portlet.

This portlet can be filtered according to the criteria described in *Table 6-4*.

Table 6-4. Impairment Risks portlet filter fields

Field Name	Description
Project Name	Filters for the specified project(s).
Project Manager	Filters for projects with the specified manager(s).
Business Objective	Filters for projects with the specified business objective(s).
Project Status	Filters for projects with the specified status(es).
Project Health	Filters for projects with the specified health(s).
Start Date From	Filters for projects starting after the specified date.
Start Date To	Filters for projects starting before the specified date.
Complete Date From	Filters for projects finishing after the specified date.
Complete Date To	Filters for projects finishing before the specified date.
Min Planned Capital	Filters for projects with at least the specified minimum planned capital expenses.
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Capitalized Project Timelines Portlet

The Capitalized Project Timelines portlet displays a Gantt chart showing the timelines of all capitalized projects in the portfolio by default.

This portlet can be filtered according to the criteria described in *Table 6-5*.

Table 6-5. Capitalized Project Timelines portlet filter fields

Field Name	Description
Project Name	Filters for the specified project(s).
Project Manager	Filters for projects with the specified manager(s).
Business Objective	Filters for projects with the specified business objective(s).
Project Status	Filters for projects with the specified status(es).
Project Health	Filters for projects with the specified health(s).
Start Date From	Filters for projects starting after the specified date.
Start Date To	Filters for projects starting before the specified date.
Complete Date From	Filters for projects finishing after the specified date.
Complete Date To	Filters for projects finishing before the specified date.
Min Planned Capital	Filters for projects with at least the specified minimum planned capital expenses.
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Capitalized Project Breakdown

The Capitalized Project Breakdown portlet shows the capitalization information for all capitalized projects in the portfolio by default. The **Remaining Capital Expenses** column is calculated as follows:

> Planned Capital Expenses – Carrying Value = Remaining Capital Expenses

This portlet can be filtered according to the criteria described in *Table 6-6*.

Table 6-6. Capitalized Project Breakdown portlet filter fields

Field Name	Description
Project Name	Filters for the specified project(s).
Project Manager	Filters for projects with the specified manager(s).
Business Objective	Filters for projects with the specified business objective(s).
Project Status	Filters for projects with the specified status(es).
Project Health	Filters for projects with the specified health(s).
Start Date From	Filters for projects starting after the specified date.
Start Date To	Filters for projects starting before the specified date.
Complete Date From	Filters for projects finishing after the specified date.
Complete Date To	Filters for projects finishing before the specified date.
Min Planned Capital	Filters for projects with at least the specified minimum planned capital expenses.
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

A Setting Up Cost Calculation Intervals

Overview of Cost Calculation Intervals

Cost data that involves roll-ups from other sources is recalculated system-wide on a periodic basis. These types of cost data can include the following possible scenarios:

- Work plan tasks roll up actual cost data to summary tasks
- Work plan actual cost data rolls up to the project budget
- Project budget actual cost data rolls up to the program budget
- Changes are made to cost rules or financial exchange rates

Since these roll-up calculations are performed periodically, cost data for one entity may not match its dependent entity until the next calculation interval.

Cost Calculation Server Parameters

Periodic cost roll-up is performed system-wide and is governed by several parameters in the `server.conf` file on the PPM Server. *Table A-1* describes these parameters.

Table A-1. server.conf parameters for periodic cost calculations

Parameter	Description	Default Value
ENABLE_COST_ROLLUP_SERVICE	Determines whether periodic cost roll-up calculations are performed. Possible values: TRUE or FALSE	TRUE
COST_ROLLUP_INTERVAL_MINUTES	Determines the frequency with which the roll-up calculations are performed, in minutes. Possible values: Any whole number	60
ENABLE_FX_RATE_UPDATE_SERVICE	Determines whether financial exchange rates are recalculated after updates are made to them. Possible values: TRUE or FALSE	TRUE
FX_RULE_UPDATE_SERVICE_INTERVAL_MINUTES	Determines the frequency with which financial exchange rate rules are checked for updates and costs recalculated, in minutes. Possible values: Any whole number	60
ENABLE_COST_RATE_RULE_UPDATE_SERVICE	Determines whether costs are recalculated after updates are made to cost rules. Possible values: TRUE or FALSE	TRUE
COST_RATE_RULE_UPDATE_INTERVAL_MINUTES	Determines the frequency with which cost rules are checked for updates and costs recalculated, in minutes. Possible values: Any whole number	60

For more detailed information on configuring the `server.conf` file, see the *System Administration Guide and Reference.*

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