HP Project and Portfolio Management Center

Software Version: 9.30

Financial Management User's Guide

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Contents

Chapter 1: Getting Started with HP Financial Management

- "Introduction to HP Financial Management" below

- "Related Documents" on page 11

Introduction to HP Financial Management

Project and Portfolio Management Center (PPM Center) features a set of functionality collectively referred to as HP Financial Management. HP Financial Management enables you to do the following:

- Set up and use cost rules to provide detailed estimates of labor costs

  - Cost rates can be based on a number of different cost factors.

  - Cost factors can be organized by order of precedence.

  See "Configuring Cost Rules" on page 12for more detailed information.

- Use and display multiple currencies in one installation of PPM Center

  - Currency display can be user-based or entity-based.

  - Currency values are tracked against each other using financial exchange rates.

  See"Managing Financial Exchange Rates and Currencies" on page 30 for more detailed information.

  > **Note:** In this document, the term "lifecycle entity" is used to mean a proposal, a project, or an asset, and "lifecycle entities" are any combination of proposals, projects, and assets.
  >
  > Each of these types of lifecycle entities can be created from scratch, but typically a proposal automatically becomes a project upon approval of the proposal and the project automatically becomes an asset upon completion of the project.

- Use financial summaries to track forecast and actual costs and benefits and approved budgets for

lifecycle entities and programs over a range of years, and to track approved budgets for organization units over a range of years. You can also take snapshots of the financial summaries and specify one as the Plan of Record at any time.

- Forecasted labor costs in the financial summary can be rolled up (automatically calculated) from the staffing profile.

- Actual labor costs in the financial summary can be rolled up from time logged on time sheets if HP Time Management is used, and also from project work plans if HP Project Management is used.

- Actual non-labor costs in the financial summary for a project can be rolled up from the project work plan if HP Project Management is used.

- A program roll-up financial summary is the summation of the financial summaries of the projects in the program if HP Program Management is used.

See "Financial Summaries and Financial Data Tables" on page 40 for more detailed information.

- Configure, create, and use financial data tables to track forecast and actual costs and benefits for any type of request, including but not limited to lifecycle entities. Financial data tables are used to track forecast and actual costs and benefits for such purposes as tracking indirect costs and/or benefits.

See "Financial Summaries and Financial Data Tables" on page 40 for more detailed information.

- Track and analyze project cost data if HP Project Management is used.

- Planned and/or actual costs on the work plan can be calculated automatically using scheduled and/or actual effort specified for work plan tasks and using labor cost rates.

- Earned value (EV) analysis can be performed on project cost data.

See "Tracking and Analyzing Project Costs" on page 155 for more detailed information.

- Monitor SOP 98-1 compliance.

- Capitalization can be tracked at the task level using activities.

- Capitalization can be built into processes using project templates.

- Capital exposure can be monitored at the program and portfolio levels.

See "SOP 98-1 Compliance" on page 172for more detailed information.

Related Documents

The following documents also include information related to HP Financial Management:

- *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*

- *Open Interface Guide and Reference*

Other more general information of interest is available in the *Getting Started* guide.

Chapter 2: Configuring Cost Rules

This chapter contains the following topics:

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- Viewing Audit Trail for Cost Rule, Cost Factors, and Cost-Related Resource Attribute Changes

Overview of Configuring 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 among cost factors may vary from organization to organization. For example, a regional cost rate may supersede the rate for a particular project.

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

- Resource

- Role

- Region

- Project

- Request type

- Resource type

- Department

- Primary organization unit

- Package workflow

- Miscellaneous work items

Cost rules are used to compute costs for the following:

- Costs shown in time sheets that are ready for approval

- Forecasted costs as computed from staffing profiles

- Actual costs for time logged on time sheets against proposals and assets

- Planned and actual costs on project work plans, where the time data is rolled up from time sheets, rolled up from the My Tasks portlet, or entered directly on the work plan

Before entering cost rules, cost factors for your business as well as their order of precedence should be identified. See "Precedence of Cost Rules" on page 21 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 **Create > Administrative > Cost Rule.**

   The Add Cost Rule page opens.

Add Cost Rule

Resource:	
Role:	
Org Unit:	
*Rate:	British Pound
*Effective Start:	
Effective Finish:	

Create

> **Note:** The cost factors displayed here may differ from the cost factors that you have selected. See "Modifying Cost Rules" below for more information.

3. Provide values for any relevant cost factors.

4. Select a **Currency** and enter a **Rate** amount.

5. Click the calendar icon and specify an **Effective Start** date.

> **Note:** Starting from version 9.30, this field is mandatory. You must specify an Effective Start date for each new cost rule, and the Effective Start date must be later than the current day (today).

6. Click **Create.**

Modifying Cost Rules

A cost rule can be adjusted by changing its currency, rate, or effective date(s).

In version 9.30, the following restrictive measures were implemented to ensure the changes to an existing cost rule has no impact to other projects where their time sheets contain a time period that falls into the duration of this cost rule. This prevents changing existing cost values from unwanted recalculation.

- If the effective finish date of an existing cost rate is earlier than the current day (today), the cost rate cannot be modified.

- If the effective finish date of an existing cost rate is later than the current day (today), but the effective start date is earlier than today, you can only adjust the finish date, and the new value for the effective finish date must be later than the current day (today).

- If both effective dates of an existing cost rate are later than the current day (today), all fields of the cost rate (including its currency, rate, and effective dates) are adjustable.

> **Note:** If you do need to modify the currency, rate, or effective date(s) for an existing cost rule, you can still do so by clicking the **Modify Existing Rate** button on the Edit Cost Rule page. However, always be cautious when you make this decision.

You can also affect all cost rules by reordering the precedence of cost factors. Cost rules can also be deleted.

- Modifying Cost Rule Values

- Configuring Precedence of Cost Factors

- Deleting Cost Rules

- Access Grants for Cost Rules

- Recalculating Costs After Changes

Modifying Cost Rule Values

To modify the rate for a cost rule:

1. Log on to PPM Center.

2. From the menu bar, select **Search > Administrative > Cost Rules.**

   The Search Cost Rules page opens.

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

> **Note:** The cost factors displayed here may differ from the cost factors that you have selected. See "Modifying Cost Rule Values" on the previous page for more information.

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

Search Cost Rules

Search for Cost Rule to View   ‹ Showing 1 to 4 of 4 ›

	Rule # ▲	Resource	Role	Currency	Current Rate
Edit	1			United States Dollar	1
Edit	2	Resource A		United States Dollar	10
Edit	3		QA	United States Dollar	100
Edit	4	Resource B		United States Dollar	50

‹ Showing 1 to 4 of 4 ›

Search for Cost Rules to View

View Details for Rule #: [   ] [Go]

Resource: [   ] 👤   Rate Effective Between: [   ] 📅 and [   ] 📅
Role: [   ] 📋   Hide Expired Rules: ☐

Sort By: [Rule # ▼] ◉ Ascending *Results Displayed Per Page: [50]
                      ○ Descending

[Search]

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

   The Edit Cost Rule page opens.

Edit Cost Rule #2

[Modify Existing Rates] [Delete This Rule] [View Audit Trail]

Resource: Resource A
Role:

[Add New Rate]
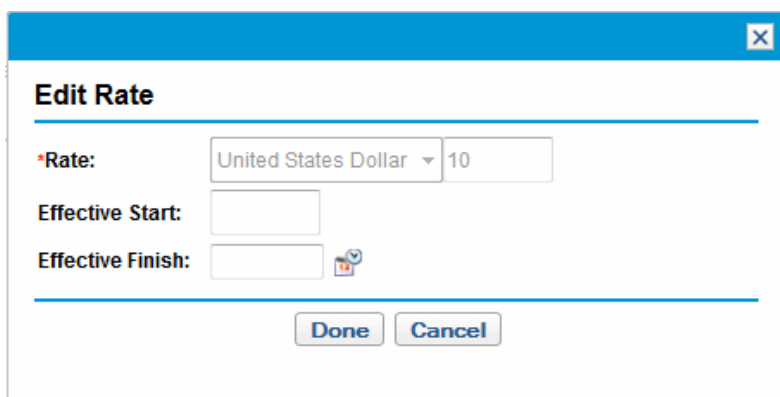
Rate History

Start Date	End Date	Currency	Rate	
		United States Dollar	10	[Edit Finish Date]

[Done]

5. Click the **Edit Finish Date** button next to the rate for the rule you want to modify.

The Edit Rate dialog opens.

Note: By default, only the **Effective Finish** field is editable if the effective finish date is later than the current day (today). If you do need to modify the currency, rate, and effective start date of the rule, and that you are fully aware of the impact to other time sheets that contain a time period that falls into the duration of the existing cost rule, you can still do so by clicking the **Modify Existing Rates** button available in the upper-right corner of the Edit Cost Rule page. See "Unlock and Modify an Existing Rate" below.

6. Change the value for the **Effective Finish** date of the rule.

7. Click **Done.**

Unlock and Modify an Existing Rate

Note: Always be cautious when you decide to unlock and modify an existing rate.

To do so,

1. On the Edit Cost Rule page, click the **Modify Existing Rates** button in the upper-right corner.

   A warning message pops up.
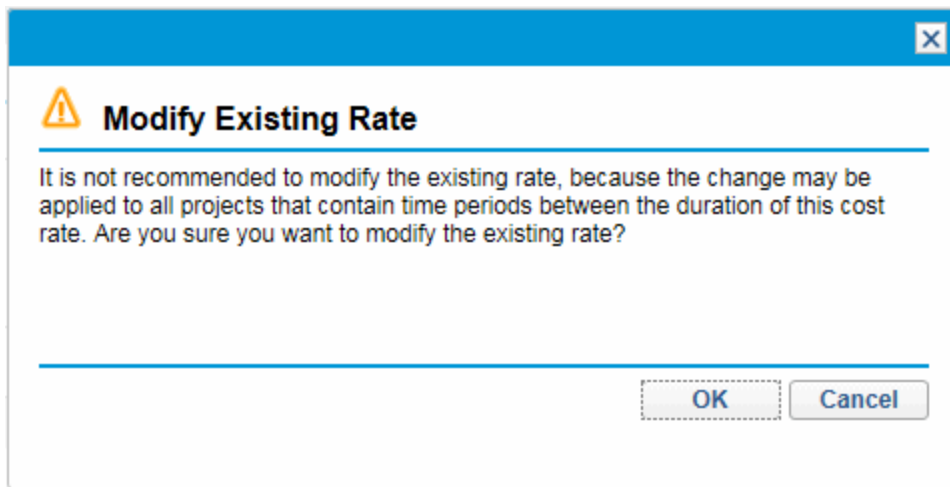
2. Click **OK** if you are sure you want to modify the existing cost rate.

   The Edit Rate dialog opens, and all fields are editable.
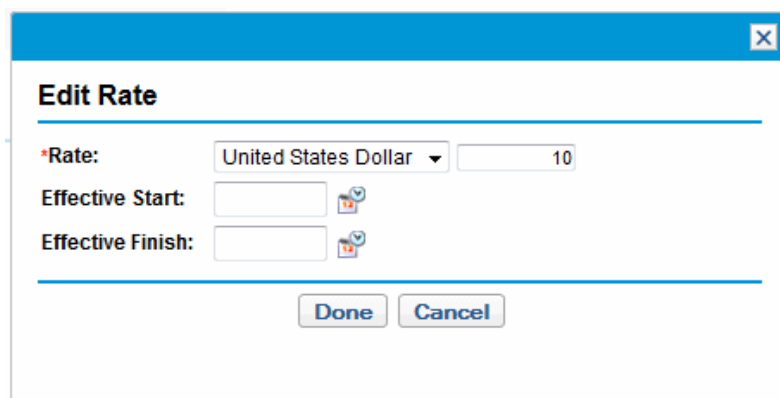
3. Change the values for the currency, rate, or effective date(s) of the rule.

4. Click **Done.**

Configuring Precedence of 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 "Precedence of Cost Rules" on page 21 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 (thus, reprioritized) at any time, and doing so will trigger the recalculation of costs for open lifecycle entities and time sheets.

> **Note:** 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 **Open > Administration > Financials > Change Cost Factors.**

   The Change Cost Factors page opens.
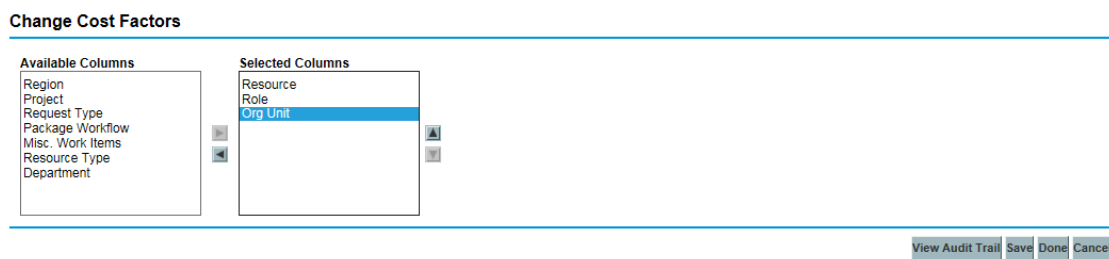
3. Add, remove, or rearrange cost factors:

   ○ 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

To delete a cost rule:

1. Log on to PPM Center.

2. From the menu bar, select **Search > Administrative > 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 delete.

   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.

> **Note:** If users delete a cost rule, the event cannot be tracked in the cost rule audit trail. However, it is recorded in the database.

Access Grants for Cost Rules

Users are linked to access grants through the security group of which they are a part. The access grants related to cost rules are shown in "Table 2-1. Cost rule Financial Mgmt access grants" below. These access grants are all in the Financial Mgmt category.

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

Table 2-1. Cost rule Financial Mgmt access grants

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

Recalculating Costs After Changes

After changes are made to cost rules, costs are recalculated according to a schedule specified in the Cost Rate Rule Update Service, as described in "Cost Calculation Services" on page 186.

> **Note:** Changes to cost rules may not take effect immediately. By default, costs are recalculated as needed once every hour. HP recommends that changes to cost rules be made after working hours or on weekends, to avoid confusion.

Precedence of Cost Rules

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. Example cost rule table" on the next page.

> **Note:** 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. PPM Center prevents conflicting rules.

When the system determines a cost rate, the rule table is filtered to include only the rules that match the driving cost factors. This leaves only the rules that are effective for the transaction date and exactly match the values in the driving cost factors, or the rules that apply to any value for the driving cost factors.

From this filtered set, the system determines which of these rules apply. The precedence of the cost factors is from left to right across the table columns. For each driving cost 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 cost factor are ignored. This process continues left to right until only one rule applies.

Cost Rule Example

This section gives some examples of how cost rates are selected, using the example cost rule table in "Table 2-2. Example cost rule table" on the next page, where each row is a rule and each column except **Rule #** is a cost factor.

Table 2-2. Example cost rule table

Rule #	Resource	Region	Role	Effective Date(s)	Rate
1				Jan 09-…	USD $75
2		EMEA		Jan 09-…	EUR €80
3		EMEA	DBA	Jan 09-…	EUR €100
4		APAC		Jan 09-Jul 10	HKD $50
5	John Doe			Jan 09-…	USD $200

According to this table:

- Most labor in EMEA in 2009 or later costs €80/hour.

- DBA labor in EMEA in 2009 or later costs €100/hour.

- All labor in APAC in 2009 and through July 2010 costs $50/hour (in Hong Kong dollars—HKD).

- All labor performed by John Doe in 2009 or later costs $200/hour.

- All labor in North America in 2009 or later costs $75/hour, unless it is performed by John Doe.

- A task on a work plan with a resource assigned who has no role and no region costs $75/hour in 2009 or later.

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, as it is relevant only when logging time against a package. "Table 2-3. Cost factors and the entities to which they apply" below describes some important entities and the cost factors that apply to them.

Table 2-3. Cost factors and the entities to which they apply

Entity	Relevant Cost Factors
Forecast labor costs for unmet demand on the synchronized staffing profile	- Region: Region of the staffing profile. - Project: If the staffing profile is for a project. - Resource Type: As defined on the staffing profile position. - Role: Role specified on the staffing profile position.

Table 2-3. Cost factors and the entities to which they apply, continued

Entity	Relevant Cost Factors
Forecast labor costs for allocated resources on the synchronized staffing profile	• Region: Region of the resource. • Project: If the staffing profile is for a project. • Resource: Resource allocated to the position. • Resource Type: Resource type assigned to the task. • Role: Role of the resource. • Department: Department of the resource. • Org Unit: Primary organization unit to which the resource belongs.
Task planned cost	• Region: Region of the resource for the assigned portion of the task, and the region of the project for the unassigned portion. • Project: Project being worked on. • Resource Type: For the assigned portion of the task, use the resource type of the resource. • Role: For the assigned portion of the task, use the role of the resource. For the unassigned portion, use the task role. **Note**: If , for the assigned portion of the task, the assigned resource does not have a role, PPM Center uses the task role by default. • Department: For the assigned portion of the task, use the department of the resource. • Resource: For the assigned portion of the task. • Org Unit: Primary organization unit to which the resource belongs.
Actual cost for tasks in work plans	• Region: Region of the resource. • Project: Project being worked on. • Resource Type: Type of resource assigned to the task.

Table 2-3. Cost factors and the entities to which they apply, continued

Entity	Relevant Cost Factors
	• Resource: Resource assigned to the task. • Role: Resource role. • Department: Department of the resource. • Org Unit: Primary organization unit to which the resource belongs.
Projects, tasks, and summary tasks updated with time sheets	• Region: Region of the resource. • Project: Project being worked on. • Resource Type: Type of resource assigned to the task. • Resource: Resource logging time. • Role: Role of the resource. • Department: Department of the resource logging time. • Org Unit: Primary organization unit to which the resource belongs.
Packages updated with time sheets	• Region: Region of the resource. • Resource Type: Type of resource assigned to the task. • Resource: Resource logging time. • Role: Role of the resource. • Department: Department of the resource logging time. • Package Workflow: Package workflow for the package being worked on. • Org Unit: Primary organization unit to which the resource belongs.
Miscellaneous items updated with time sheets	• Region: Region of the resource. • Resource Type: Type of resource assigned to the task. • Resource: Resource logging time.

Table 2-3. Cost factors and the entities to which they apply, continued

Entity	Relevant Cost Factors
	• Role: Role of the resource. • Department: Department of the resource logging time. • Misc Work Item Type: Type of miscellaneous work item being worked on. • Org Unit: Primary organization unit to which the resource belongs.
Requests updated with time sheets, including proposals and assets	• Region: Region of the resource. • Request Type: Type of request being worked on. • Resource Type: Type of resource assigned to the task. • Resource: Resource logging time. • Role: Role of the resource. • Department: Department of the resource logging time. • Org Unit: Primary organization unit to which the resource belongs.

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

- 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 blank.

Viewing Audit Trail for Cost Rule, Cost Factors, Cost Rate, and Cost-Related Resource Attribute Changes

The cost rule audit trail, cost factors audit trail, cost rate audit trail, and resource audit trail track modifications made to cost rule, cost factors, cost rate, or cost-related resource attribute changes made through the PPM Center user interface respectively.

> **Note:** Changes made from Web services are not tracked, thus will not be reflected in the audit trail.
>
> Mass updates to resources from the Search Resources page are also not audited.
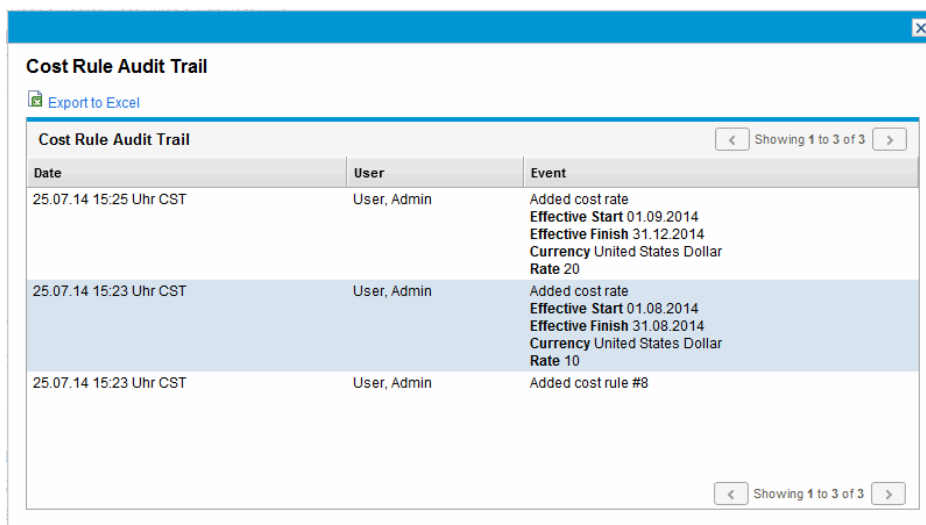
To view the Cost Rule Audit Trail window,

1. Log on to PPM Center.

2. From the menu bar, select **Search > Administrative > Cost Rules**.

3. Click **Edit** next to the rule you want to open.

   The Edit Cost Rule page opens.

4. Click **View Audit Trail** in the upper-right corner of the page.

   The Cost Rule Audit Trail window opens.

To view the Cost Factors Audit Trail window,

1. Log on to PPM Center.

2. From the menu bar, select **Open > Administration > Financials > Change Cost Factors**.

   The Change Cost Factors page opens.

3. Click **View Audit Trail** in the lower-right corner of the page.

   The Cost Factors Audit Trail window opens.
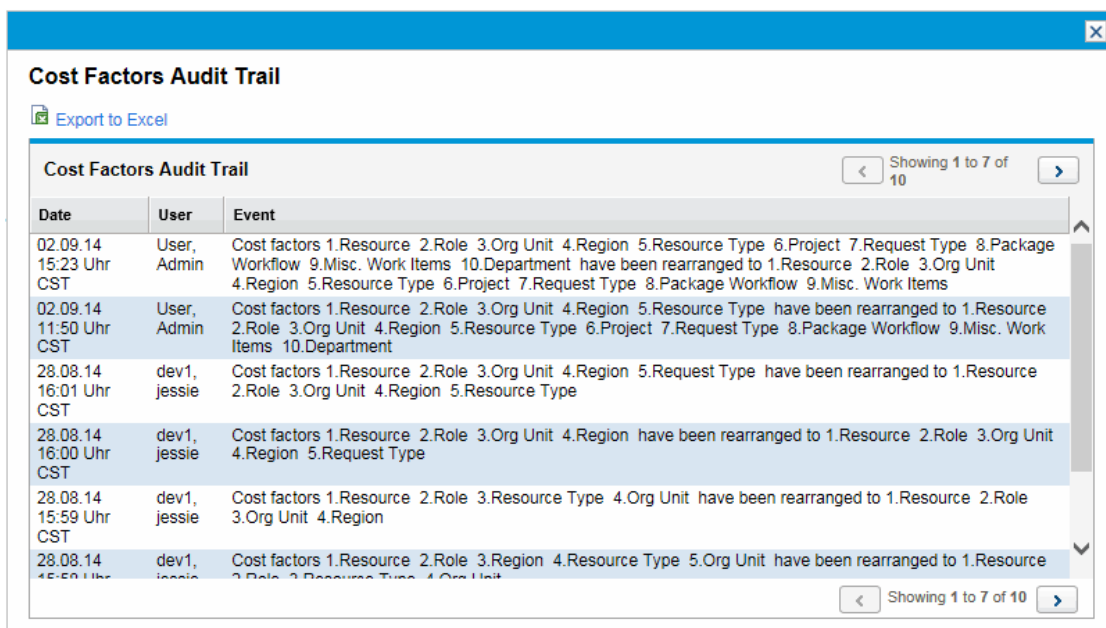
To view the cost rate audit trail

Starting from version 9.31, you can view cost rate audit trail if you set the FM_COST_AUDIT_ENABLE parameter to `true` in the Administration Console. This parameter is described in the following table.

Parameter Name	Description, Usage	Default and Valid Values
FM_COST_AUDIT_ENABLE	Flags whether or not to enable audit trail for cost rates that are used to calculate costs. If you set this parameter to `true`, you enable the cost rate audit trail.	Default: `false` Valid: `true`, `false`

When you enable the cost rate audit trail, you can view the audit trail from the following two tables:

- **PPM_FM_COST_AUDIT**: This table stores cost audit information, including values of all cost factors that are used in the cost rollup service when finding a rate and coressponding rate history.

- **PPM_FM_COST_AUDIT_RATE**: This table stores change history of cost rates that are used to calculat actual cost of tasks.

For details of these two tables, see the *Data Model Guide*.

To view the Resource Audit Trail window,

1. Log on to PPM Center.

2. From the menu bar, select **Search > Administrative > Resources**.

3. From the search result pages, select a resource and click the resource's username link.

   The Modify Resource page opens.

4. Click **View Audit Trail** in the lower-right corner of the page.

   The Resource Audit Trail window opens.

5. The Resource Audit Trail window opens.
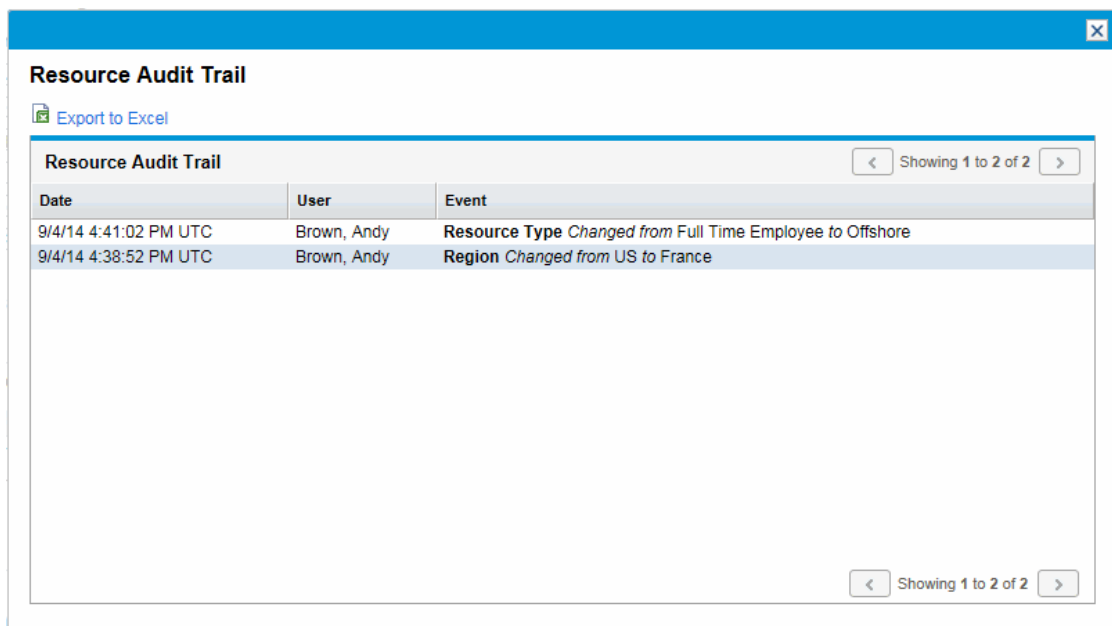
The audit trail events are listed in reverse chronological order.

The fields (columns) are described in the table below.

Column Name	Description
Date	Date and time of the event.
User	User who initiated the event.
Event	Nature of the event in the audit trail. Events that are audited for a cost rule include the following: • Create a cost rule • Add a cost rate • Edit a cost rate For a resource, only changes to the following cost-related attributes are tracked: • Resource category • Org unit • Department • Region • Role

Chapter 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 financial summaries in different currencies depending on the region with which each entity is associated. A particular entity can only be associated with one region at a time, meaning the entity's cost data displays in only one currency—either the region's local currency or the base currency used by the system. Financial exchange (FX) rates are used to calculate the exchange rates between a local currency and the base currency.

> **Note:** Access to currencies, FX rates, and regions is controlled through access grants and security groups. For details on the security for 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. 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.

> **Note:** 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 *Installation and Administration Guide* for more information on configuring the `server.conf` file.

To add a new currency:

1. Log on to PPM Center.

2. From the menu bar, select **Open > 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 1-jan-2007	Effective 1-okt-2010
British Pound (GBP)	0,51	0,631594
Euro (EUR)	0,7741	0,729661
Japanese Yen (JPY)	120,64	83,2543
Singapore Dollar (SGD)	1,31375	1,31375
Chinese Renmibi Yuan (CNY)	6,69121	6,69121
	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 previously saved cost and benefit data (forecast and actuals, project plan costs, and so forth) are recalculated for the base currency.

To add a new FX rate:

1. Log on to PPM Center.

2. From the menu bar, select **Open > Administration > Financials > Manage Exchange Rates.**

   The Manage Financial Exchange Rates page opens.

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

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

4. From **Effective Date,** select a date for the new FX rate to take effect.

5. Enter the new FX rates as needed for the listed currencies.

6. Click **Add.**

Editing Existing FX Rates

To edit FX rates, you must have the Financial Mgmt: Edit Financial Exchange Rates access grant.

To edit existing FX rates:

1. Log on to PPM Center.

2. From the menu bar, select **Open > Administration > Financials > Manage Exchange Rates.**

    The Manage Financial Exchange Rates page opens.

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

    The Edit Financial Exchange Rate page opens.

4. Edit the FX rate values for the desired currencies.

5. Click **Done.**

Recalculating FX Rates After Changes

After changes are made to FX rates, amounts are recalculated according to a schedule specified in the FX Rate Update Service, as described in "Cost Calculation Services" on page 186.

> **Note:** Changes to FX rates may not take effect immediately. By default, costs are recalculated as needed once every two hours. HP recommends that changes to FX rates be made after working hours or on weekends, to avoid confusion.

Managing Regions (Handling Currency Display)

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

> **Note:** Regional calendars are used primarily by HP Project Management and HP Resource Management. 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:

- Proposals, projects, and assets (lifecycle entities)

- Work plan templates

- Resources

- Organization units

- Staffing profiles

- Resource pools

Creating Regions

To create a new region:

1. Log on to PPM Center.

2. From the menu bar, select **Create > Administrative > Region.**

   The Create a Region page opens.

   Create a New Region

*Region Name:	
Enabled:	◉ Yes ◯ No
Description:	
*Regional Calendar:	
*Local Currency:	

   Create   Cancel

3. Enter a **Region Name** and specify the **Regional Calendar** and **Local Currency.**

4. To enable the region, select **Yes** for the **Enabled** option.

5. Click **Create.**

> **Note:** The definition language of the region is set to your session language. The region can only be modified in its definition language. See the *Multilingual User Interface Guide* for more information.

Modifying Existing Regions

You can modify existing regions using the Modify Region page.

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

> **Note:** If the region's definition language differs from your session language, you cannot modify the region. Click **Why?** in the header and see the *Multilingual User Interface Guide* for more information.

To modify existing regions:

1. Log on to PPM Center.

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

   The Manage Regions page opens.

   Manage Regions

   📄 Export to Excel

Select a Region				Showing 1 to 7 of 7
Name	**Regional Calendar**	**Local Currency**	**Enabled**	**Description**
China	(CUSTOM) China	USD	Yes	China
France	France	EUR	Yes	France
Germany	Germany	EUR	Yes	Germany
Japan	Japanese	JPY	Yes	Japan
Singapore	Singapore	USD	Yes	Singapore
UK	UK	GBP	Yes	UK
US	US	USD	Yes	US
				Showing 1 to 7 of 7

   Create Region

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

   The Edit Region page opens.

Edit Region: US

*Region Name:	US
Enabled:	○ Yes ○ No
Description:	US
*Regional Calendar:	US
*Local Currency:	United States Dollar ▾

The region is in use and cannot be deleted   [Done] [Cancel]

4. Make the desired changes.

5. Click **Done.**

Associating Regions with Entities

Regions are associated with various PPM Center entities from particular locations. "Table 3-1. Locations of region selection fields on entities" below identifies the locations from which to specify a region for each entity.

Resources can either inherit their regions from the primary organization units to which they belong, 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 3-1. Locations of region selection fields on entities

Entity	Location	Field Name
Proposals	Create New PFM – Proposal page (Region is selected only upon creation)	Region
Projects and Project Templates	Create New Project page (Region is selected only upon creation)	Region
Assets	Create New PFM – Asset page (Region is selected only upon creation)	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

Table 3-1. Locations of region selection fields on entities, continued

Entity	Location	Field Name
		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

You can choose the currency to use in displaying 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 **Open > Administration > Edit My Profile.**

   The Edit My Profile page opens.

3. Select an option in the **Dashboard Cost Display** section of the page.

> **Note:** The local currency is the currency that is associated with an entity's region, not the user's regional settings.

4. Click **Done.**

Setting Your Currency Format

You can choose the format of the currency to display by modifying the regional settings in your profile. For example, if you select the **Ukraine (Ukraine)** formatting option, a currency value would display 1 234,56 USD. If you select the **English (United States)** formatting option, a currency value would display $1,234.56.

> **Note:** Modifying the formatting option also affects how dates and times are displayed. See *Getting Started* for more information.

To select your preferred currency format:

1. Log on to the PPM Center.

2. From the menu bar, select **Open > Administration > Edit My Profile.**

3. Click the **Regional Settings** tab.

4. Select a formatting option.

   Note: When you select Spanish (Mexico) for the Format Options field, the sign "$" is displayed before the currency. The sign is for Mexican peso instead of US dollars. The sign for US dollars is "US$".

5. Click **Done.**

Chapter 4: Financial Summaries and Financial Data Tables

Overview of Financial Summaries and Financial Data Tables

> **Note:** In this document, the term "lifecycle entity" is used to mean a proposal, a project, or an asset, and "lifecycle entities" are any combination of proposals, projects, and assets.

All lifecycle entities and programs have financial summaries that can include forecast and actual costs in the **Cost Details** and forecast and actual benefits (also known as financial benefits) in the **Benefit Details** sections. All lifecycle entities, programs, and organization units have financial summaries that can include approved budgets in the **Approved Budget** section.

When created, a proposal, a project, an asset, a program, or an organization unit becomes the parent of an automatically created financial summary.

A financial summary must have a parent entity; a financial summary cannot exist independently. Conversely, each proposal, project, asset, program, or organization unit has a financial summary.

When a proposal is approved and becomes a project, and when a project is completed and becomes an asset, the *same* financial summary (not a copy) is carried forward across these three "lifecycle entities"—the proposal, the project, and the asset.

Administrators can configure financial data tables as part of requests of any type, including but not limited to lifecycle entity requests. Separate from financial summaries, financial data tables allow tracking of other financial information related to requests.

This chapter explains how to use financial summaries and financial data tables.

For detailed information about financial summaries, see the following sections:

- "Financial Summaries of Lifecycle Entities (Proposals, Projects, and Assets)" below for lifecycle entities.

- "Financial Summaries of Programs" on page 92 for programs.

- "Financial Summaries of Organization Units" on page 121 for organization units.

For detailed information about financial data tables, see "Financial Data Tables in Requests" on page 131.

Financial Summaries of Lifecycle Entities (Proposals, Projects, and Assets)

"Figure 4-1. Example new financial summary for a lifecycle entity" on the next page shows an example of a new financial summary that has just been created for a lifecycle entity. The financial summary has limited data, in the **Statisitcs** and **Summary** section only.

Figure 4-1. Example new financial summary for a lifecycle entity
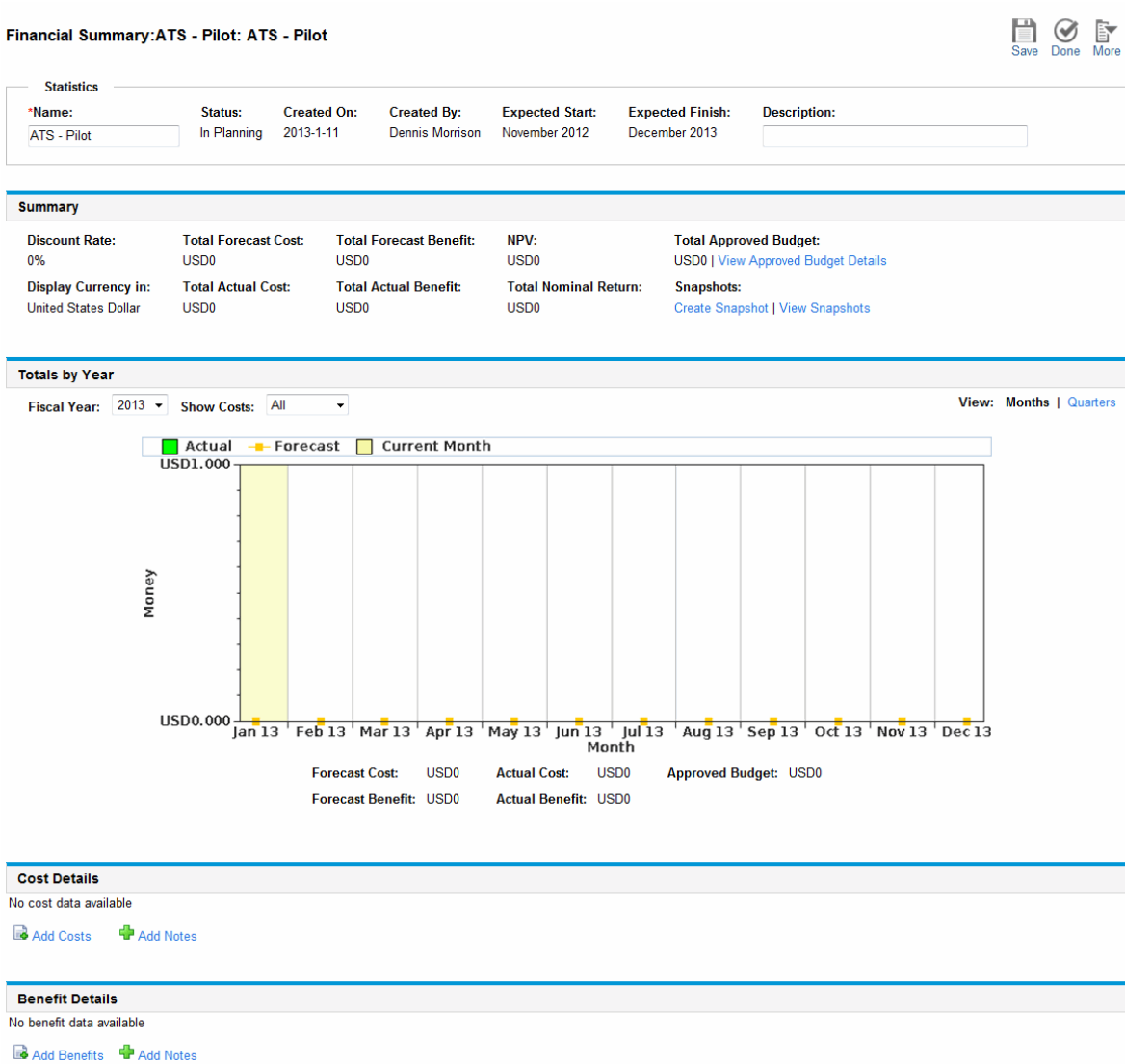
Note: You might be able to view or edit only some sections of a financial summary, based on the configuration of your access grants and access rights for that financial summary. For more information, see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88 and "Access Grants for Financial Summaries and Financial Data Tables" on page 143.

"Figure 4-2. Top part of example financial summary for a lifecycle entity" on the next page and "Figure 4-3. Bottom part of example financial summary for a lifecycle entity" on page 44 show the top and bottom parts of an example financial summary with meaningful data for the year 2012. Explanations of the financial summary in later sections refer to these figures.

Figure 4-2. Top part of example financial summary for a lifecycle entity
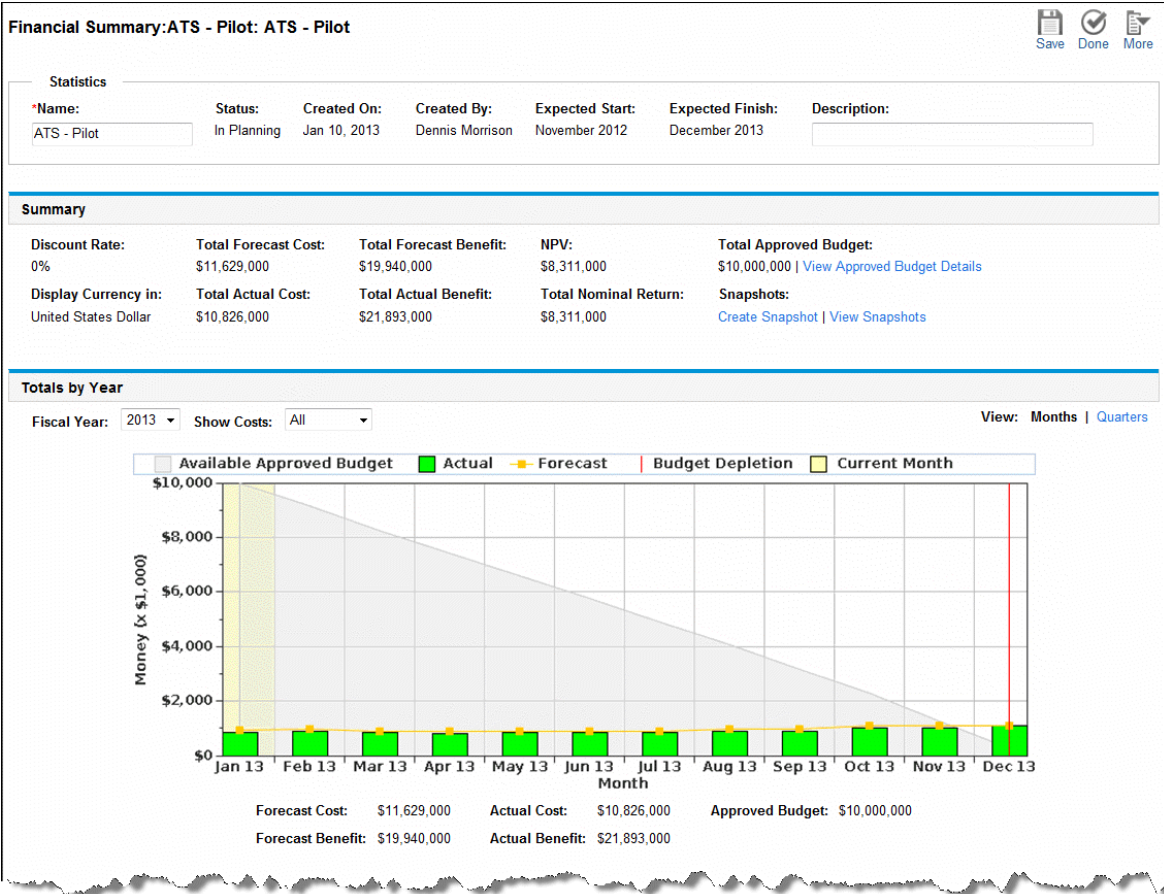
Figure 4-3. Bottom part of example financial summary for a lifecycle entity

Cost Details(x $1,000)

View: Totals Only | 2 Detail Lines   Forecast Only | Forecast and Actuals   Months | Quarters | Years | Totals

| | Q1 2013 | | | | | | Q2 2013 | | | | | | Q3 2013 | | | | |
| | Jan 13 | | Feb 13 | | Mar 13 | | Apr 13 | | May 13 | | Jun 13 | | Jul 13 | | Aug 13 | |
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
Capital Total	100.000	86.000	100.000	87.000	100.000	88.000	100.000	90.000	100.000	96.000	100.000	99.000	100.000	97.000	100.000	98.000	
Quarter Total	Forecast: $300.000 Actual: $261.000						Forecast: $300.000 Actual: $285.000										
Operating Total	850.000	770.000	890.000	800.000	780.000	770.000	800.000	700.000	800.000	750.000	800.000	750.000	800.000	760.000	880.000	800.000	
Quarter Total	Forecast: $2,520.000 Actual: $2,340.000						Forecast: $2,400.000 Actual: $2,200.000						Fc				
Month Total	950.000	856.000	990.000	887.000	880.000	858.000	900.000	790.000	900.000	846.000	900.000	849.000	900.000	857.000	980.000	898.000	
Quarter Total	Forecast: $2,820.000 Actual: $2,601.000						Forecast: $2,700.000 Actual: $2,485.000						Fc				

Edit Costs   Add Notes

Benefit Details (x $1,000)

View: Totals Only | 2 Detail Lines   Forecast Only | Forecast and Actuals   Months | Quarters | Years | Totals

| | Q1 2013 | | | | | | Q2 2013 | | | | | | |
| | Jan 13 | | Feb 13 | | Mar 13 | | Apr 13 | | May 13 | | Jun 13 | | Jul 13 | |
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
Revenue Total	890.000	900.000	890.000	899.000	890.000	900.000	900.000	910.000	900.000	920.000	900.000	930.000	890.000	888.000
Quarter Total	Forecast: $2,670.000 Actual: $2,699.000						Forecast: $2,700.000 Actual: $2,760.000							
Savings Total	1,000.000	800.000	1,000.000	890.000	1,000.000	900.000	100.000	910.000	100.000	920.000	1,000.000	930.000	1,000.000	940.000
Quarter Total	Forecast: $3,000.000 Actual: $2,590.000						Forecast: $1,200.000 Actual: $2,760.000							
Month Total	1,890.000	1,700.000	1,890.000	1,789.000	1,890.000	1,800.000	1,000.000	1,820.000	1,000.000	1,840.000	1,900.000	1,860.000	1,890.000	1,828.000
Quarter Total	Forecast: $5,670.000 Actual: $5,289.000						Forecast: $3,900.000 Actual: $5,520.000							

Edit Benefits   Add Notes

As described in the *HP Portfolio Management User's Guide,* data from financial summaries of proposals, projects, and assets can be used in various ways to evaluate your portfolio.

The title of the financial summary page has the following format:

Financial Summary:<*entity name*>: <*financial summary name*>

The financial summary of a proposal, a project, or an asset (that is, a lifecycle entity) includes buttons, a **Statistics** section, a **Summary** section, a graph, and tables of cost and benefit data, as described in detail in the following sections.

Buttons in the Upper-right corner of a Lifecycle Entity Financial Summary

The upper-right corner of a lifecycle entity's financial summary includes the following buttons (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43):

- **Compare Snapshots** button. For information about snapshots, see "Snapshots of a Lifecycle Entity Financial Summary " on page 68.

- **Financial Summary Settings** button. Clicking this button opens the Financial Summary Settings window. For a project, the fields are read-only and are a subset of the fields in the **Financial Management** section of the Cost and Effort policy in the Project Settings page for the project, where the fields are configured. For information about financial summary settings, see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76.

- **Configure Access** button. This button is available only if you have permission to configure view or edit access to various aspects of the financial summary for other users. For information about access rights, see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88.

- **Financial Summary Audit Trail** button. Clicking this button tracks modifications to the lifecycle entity's financial summary. For more information about financial summary audit trail, see "Viewing a Lifecycle Entity Financial Summary Audit Trail" on page 73.

- **Export to Excel** button. Clicking this button exports the financial summary to a Microsoft Excel spreadsheet. For more information, see "Exporting a Lifecycle Entity Financial Summary to Microsoft Excel" on page 73.

Statistics Section of a Lifecycle Entity Financial Summary

The **Statistics** section of a lifecycle entity's financial summary includes the fields described in "Table 4-1. Fields in Statistics section of a lifecycle entity financial summary" below.

Table 4-1. Fields in Statistics section of a lifecycle entity financial summary

Field (*Required)	Description
*Name	Name of the financial summary.
Status	Status of the financial summary's parent lifecycle entity. If the parent is closed or

Table 4-1. Fields in Statistics section of a lifecycle entity financial summary, continued

Field (*Required)	Description
	cancelled, the entire financial summary is read-only.
Created On	Date on which the financial summary was created.
Created By	Person who created the financial summary.
Expected Start	Expected start date of a proposal or project (not shown for assets). (Included in a financial summary exported to Microsoft Excel, but not in a financial summary snapshot.)
Expected Finish	Expected finish date of a proposal or project (not shown for assets). (Included in a financial summary exported to Microsoft Excel, but not in a financial summary snapshot.)
Description	Description of the financial summary.

Summary Section of a Lifecycle Entity Financial Summary

The **Summary** section of a lifecycle entity's financial summary includes the fields described in "Table 4-2. Fields in Summary section of a lifecycle entity financial summary" below.

Table 4-2. Fields in Summary section of a lifecycle entity financial summary

Field (*Required)	Description
Discount Rate	Discount rate, if any, being applied for the project, as described in the *HP Portfolio Management User's Guide.*
Total Forecast Cost [a]	Total forecast (planned) costs over the entity's entire range of periods.
Total Forecast Benefit [a]	Total forecast (planned) benefits over the entity's entire range of periods.
NPV [a]	Net present value over the entity's entire range of periods, calculated as described in the *HP Portfolio Management User's Guide.*
Total Approved Budget [b]	Total approved budget over the entity's entire range of periods.
Display Currency in	Toggle to display amounts in one of the following

Table 4-2. Fields in Summary section of a lifecycle entity financial summary, continued

Field (*Required)	Description
	currencies: • Currency of the parent entity (the default option) • System default currency The **Display Currency in** field is available only if the two currencies are different.
Total Actual Cost [a]	Total actual costs over the entity's entire range of periods.
Total Actual Benefit [a]	Total actual benefits over the entity's entire range of periods.
Total Nominal Return [a]	Total nominal return over the entity's entire range of periods, calculated as described in the *HP Portfolio Management User's Guide*.
Snapshots field, Create Snapshot link	Click to create a snapshot of the financial summary. See "Snapshots of a Lifecycle Entity Financial Summary " on page 68.
Snapshots field, View Snapshots link	Click to display a list of snapshots of the financial summary.

a.   These metrics include all of the data in the financial summary, which can extend beyond the time range that can be displayed. These metrics also include all existing phases of the lifecycle entity, that is, the lifecycle entity as it might have progressed from proposal to project to asset.

b.   Total Approved Budget includes all of the approved budget data in the financial summary. You can display data for each of the fiscal years for which data exists. Total Approved Budget also includes all existing phases of the lifecycle entity, although it is typically used only for projects.

An approved budget for an entity is an agreed upon allocation of money for a fiscal year.

Below the **Total Approved Budget** field, click the **View Approved Budget Details** link to display the Budget Details page, which lists the individual budget lines that contribute to the approved budget for a fiscal year. To display any existing approved budget for the current fiscal year, for the previous fiscal year, for the next fiscal year, or for all of those years, select the desired year(s) in the **Fiscal Year** field. Each budget line includes the budget line name, creation date, amount, fiscal year, creator, and description.

From the Budget Details page, you can click **Update Budget** to add budget lines (with positive or negative amounts) to an approved budget for the current, previous, or next fiscal year. You cannot edit or delete existing budget lines for any fiscal year. For information about adding lines, see "Adding Lines to an Approved Budget" on page 56.

Totals by Year Section of a Lifecycle Entity Financial Summary

The **Totals by Year** section of a lifecycle entity's financial summary includes a graph that shows the items in "Table 4-3. Graph key for the financial summary" below for the fiscal year you select (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43):

Table 4-3. Graph key for the financial summary

Graph Item/Color	Description
Gray area	Available approved budget for the year, declining month by month by the actual costs or by forecast costs where no actual costs are specified.
Bright green vertical bars	Actual costs if there is no Plan of Record financial summary snapshot. *or* Values from the Plan of Record financial summary snapshot, if there is one. These values differ from the light orange forecast line to the extent that the forecast has been changed since the Plan of Record snapshot was taken.
Khaki green vertical bars	Actual costs if there is a Plan of Record financial summary snapshot. If there is no Plan of Record financial summary snapshot, there are no bars of this color.
Light orange line	Forecast costs.
Red vertical line	If present, the point in time at which the approved budget is completely depleted.
Yellow vertical bar the full height of the graph	Current month or quarter, based on selected **View** option.

Below the graph, the **Forecast Cost, Actual Cost, Approved Budget, Forecast Benefit,** and **Actual Benefit** fields display totals for the selected fiscal year.

By default, the graph and fields in the **Totals by Year** section display data for the current fiscal year but you can use the drop-down list in the **Fiscal Year** field to select a different fiscal year. You can use the **View** options to view the data by **Months** or **Quarters** for the selected **Fiscal Year.**

An administrator can configure the range of fiscal years listed in the **Fiscal Year** field, up to 20 years ago and up to 20 years in the future. For more information see "Configurable Range of Fiscal Years" below.

In the Fiscal Year field, you select one of those years and then graphical data is displayed for that year in the Totals by Year section of the financial summary. See "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43

The **Show Costs** field (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43) has the options **All, Capital,** and **Operating.** The field appears only if cost capitalization is enabled both in the financial summary and by setting the COST_CAPITALIZATION_ ENABLEDserver.conf parameter to true. The default option is **All.** If you select **Capital** or **Operating,** the graph and the **Forecast Cost, Actual Cost,** and **Approved Budget** fields below the graph display only capital or operating costs accordingly. **Forecast Benefit** and **Actual Benefit** are not affected.

Cost Details Section of a Lifecycle Entity Financial Summary

Any cost-related user data field that an administrator has optionally configured is displayed at the top of the Edit Costs page of the financial summary, above the **Cost Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Cost Details** section displays a table with the forecast and actual costs of the entity, on a monthly, quarterly, or yearly basis. "Actuals" are actual costs over the same time range.

> **Note:** If all monetary amounts in the table are to be multiplied by 1000, the title of the section is **Cost Details (x $1,000).**

Configurable Range of Fiscal Years

An administrator can configure the range of fiscal years that is displayed throughout the financial summary, up to 20 years ago and up to 20 years in the future. To do so, the administrator specifies values from 0 to 20 in the server.conf parameters NUMBER_OF_PAST_YEARS_TO_SHOW_ON_ FINANCIAL_SUMMARY and NUMBER_OF_FUTURE_YEARS_TO_SHOW_ON_FINANCIAL_SUMMARY. (The defaults display data from two years in the past to five years in the future.)

> **Note:** The financial summary can include cost data that extends beyond the range of fiscal years

> that you are allowed to display. To view all the financial summary data, export the financial
> summary to a Microsoft Excel spreadsheet. See "Exporting a Lifecycle Entity Financial Summary to
> Microsoft Excel" on page 73.

Types of Costs

Your administrator can enable separate tracking of capitalized costs and operating costs for the
lifecycle entity. The cost details consist of cost lines that, by default, are specified by the following
fields:

- **Type** (**Labor** or **Non-Labor**)

- **Category,** which can be the following:

  - **Contractor** or **Employee,** if **Type** is set to **Labor**

  - **Hardware, Software,** or **Training,** if **Type** is set to **Non-Labor**

    > **Note:** An administrator can add new values for the cost **Category** by changing the following
    > validations in the PPM Workbench:
    >
    > - CST – Budget Labor Category
    >
    > - CST – Budget Non-Labor Category
    >
    > For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

- User data fields that an administrator has optionally configured for cost *lines,* as described in the *HP
  Portfolio Management Configuration Guide*

Depending on the types of costs that have been added and the **View** options you have selected (see
"Features of the Tables in a Lifecycle Entity Financial Summary" on page 53), the table in the **Cost
Details** section can have one or two subtables, as follows:

- If capitalized costs are tracked separately from operating costs for the financial summary's parent
  entity (see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on
  page 76), the table has one or two subtables with the following highlighted headings for each
  Expense Type in use:

- ○ **Capital Total** and/or **Operating Total,** if you display totals only

- ○ **Capital** and/or **Operating,** if you display line details. Subordinate rows include the following:

  - Rows for each cost line, displaying the selected **Category** and **Type**

  - Rows for **Capital Total** and/or **Operating Total**

- If capitalized costs are *not* tracked separately from operating costs, the table has one or two subtables with the following highlighted headings for each cost **Type** in use:

  - ○ **Non-Labor Total** and/or **Labor Total,** if you display totals only.

  - ○ **Non-Labor** and/or **Labor,** if you display line details. Subordinate rows include the following:

    - Rows for each cost line, displaying the selected **Category**

    - Rows for **Non-Labor Total** and/or **Labor Total**

In all cases, the subtables are followed by the sum of their data in another subtable with the heading **Month Total,Quarter Total,Year Total,** or **Overall,** depending on whether you use the **View** options to view data by **Months, Quarters, Years,** or **Totals** respectively.

For information about configuring automatic calculation of forecasts from staffing profiles and automatic calculation of actuals from time sheets (and, for projects, from work plans also), see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76. Use of automatic calculations creates separate, non-editable forecast or actual cost lines (rows) in the **Cost Details** section of financial summaries.

The **Cost Details** section includes an **Add Costs** button if no costs have been specified so far, or an **Edit Costs** button if any costs have been specified. See "Adding, Deleting, and Editing Cost Lines" on page 58.

Benefit Details Section of a Lifecycle Entity Financial Summary

Any benefit-related user data field that an administrator has optionally configured is displayed at the top of the Edit Benefits page of the financial summary, above the **Benefit Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Benefit Details** section displays a table with the forecast and actual benefits of the entity, on a monthly, quarterly, or yearly basis. "Actuals" are actual benefits over the same time range.

> **Note:** If all monetary amounts in the table are to be multiplied by 1000, the title of the section is **Benefit Details (x $1,000).**

The range of years displayed is as described in "Configurable Range of Fiscal Years" on page 49.

> **Note:** The financial summary can include benefit data that extends beyond the range of fiscal years that you are allowed to display. To view all the financial summary data, export the financial summary to a Microsoft Excel spreadsheet. See "Exporting a Lifecycle Entity Financial Summary to Microsoft Excel" on page 73.

Types of Benefits

The benefit details consist of benefit lines that, by default, are specified by the following fields:

- **Type** (**Savings, Revenue,** or **Avoidance**)

- **Category,** which can be the following:

   - **Hardware, Labor, Maintenance,** or **Software,** if **Type** is set to **Savings**

   - **Product** or **Service,** if **Type** is set to **Revenue**

   - **Compliance** or **Legal,** if **Type** is set to **Avoidance**

   > **Note:** An administrator can add new values for the benefit **Category** by changing the following validations in the PPM Workbench:
   >
   > - FINANCIAL BENEFIT AVOIDANCE CATEGORY List
   >
   > - Financial Benefits Line Category List
   >
   > - Financial Benefit Revenue Category List
   >
   > For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

- User data fields that an administrator has optionally configured for benefit *lines,* as described in the *HP Portfolio Management Configuration Guide*

Depending on the types of benefits that have been added and the **View** options you have selected (see "Features of the Tables in a Lifecycle Entity Financial Summary" on the next page), the table in the

Benefit Details section can have one or two subtables with the following highlighted headings for each benefit **Type** in use:

- **Revenue Total** and/or **Savings Total** and/or **Avoidance Total,** if you display totals only

- **Revenue** and/or **Savings** and/or **Avoidance,** if you display line details. Subordinate rows include the following:

  - Rows for each benefit line, displaying the selected **Category**

  - Rows for **Revenue Total** and/or **Savings Total** and/or **Avoidance Total**

The subtables are followed by the sum of their data in another subtable with the heading **Month Total,Quarter Total,Year Total,** or **Overall,** depending on whether you use the **View** options to view data by **Months, Quarters, Years,** or **Totals** respectively.

The **Benefit Details** section includes an **Add Benefits** button if no benefits have been specified so far, or an **Edit Benefits** button if any benefits have been specified. See "Adding, Deleting, and Editing Benefit Lines" on page 63.

Features of the Tables in a Lifecycle Entity Financial Summary

The tables in the **Cost Details** and the **Benefit Details** sections of a lifecycle entity's financial summary, in the Edit Costs page, and in the Edit Benefits page have the following features:

- Each table includes a horizontal scroll bar to view data over the entire time range; if necessary, the table also includes a horizontal scroll bar to view the full names in the list of categorized costs or benefits. In each table, you can adjust the position of the vertical divider between the categories on the left and the monetary data on the right.

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, you can display one of the following:

  - Only totals by clicking **Totals Only**

  - Line-by-line details (and totals) by clicking **<x> Detail Lines** where **<x>** is a number from 1 to 100 provided by the system

  Note: If a table has more than 100 detail lines, only totals can be displayed for that table.

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, in the Edit Costs page, and in the Edit Benefits page, you can display one of the following:

  ○ Only forecast values by clicking **Forecast Only**

  ○ Both forecast and actual values by clicking **Forecast and Actuals**

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, in the Edit Costs page, and in the Edit Benefits page, you can display one of the following:

  ○ Data by month (and summed by quarter) by clicking **Months.**

  ○ Data by quarter by clicking **Quarters.**

  ○ Data by year by clicking **Years.** When you select this option, the tables display all the fiscal years in the configured range (see "Configurable Range of Fiscal Years" on page 49), except that the range is further limited to years that have non-zero data for the financial summary. On the Edit Costs and Edit Benefits pages, the **Fiscal Year** field and the **Copy from Previous Year** button are no longer applicable and are hidden.

  In addition, in the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, you can display:

  ○ Data summed for each line over all years by clicking **Totals.** This **Totals** option is not available in the Edit Costs page or the Edit Benefits page, because totals for each line are always shown on those pages in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals**).

General Information About Lifecycle Entity Financial Summaries

The entire financial summary of a lifecycle entity uses configurable fiscal periods, where the fiscal year can begin any day of the year and can use as its periods the familiar twelve Gregorian calendar months, or the fiscal year can reflect any standard or non-standard retail calendar. Only fiscal periods that your administrator has generated are displayed. For information about generating fiscal periods, see the *Generating Fiscal Periods* document.

The approved budget, forecast and actual costs, and forecast and actual benefits exist as part of a financial summary, not independently. They cannot be edited directly on the Financial Summary page, but authorized users can edit them on separate pages accessed from the financial summary.

When a proposal becomes a project and when a project becomes an asset, the same financial summary (not a copy) is carried forward across these three "lifecycle entities" for ease of tracking and comparison.

> **Note:** When the same financial summary is used by multiple lifecycle entities, for example when a project uses the same financial summary as the proposal it succeeded, none of those lifecycle entities can be deleted.

> **Note:** Based on your business needs, a workflow can be configured to create multiple projects from a single proposal at different workflow steps. In this case, the financial summary of each project created after the first one has no data. (You can create custom financial data for the various projects. For more information, see "Financial Data Tables in Requests" on page 131 and, in particular, "Financial Data Table for One or More Projects Created from a Proposal" on page 138.)

For information about setting parameters in the `server.conf` configuration file to control the format used to enter currency amounts, see "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

If the start period of a proposal or project that has not been started is adjusted, the forecast costs and benefits in the financial summary are adjusted accordingly.

Viewing a Lifecycle Entity Financial Summary

To view the financial summary of a proposal or an asset:

1. Search the PFM - Proposal or PFM - Asset requests and open the one of interest.

2. In the **Financial Summary** field of the **Business Case Details** section of the proposal or asset, click the link, which is the name of the financial summary.

   The Financial Summary page opens.

To open the financial summary of a project:

1. Search the projects and open the one of interest.

2. Do one of the following:

   ○ Select the **Project Summary** tab for the project, and in the Project Cost section, click **View Financial Summary.**

○ Select the **Project Details** tab for the project, and in the **Financial Summary** field of the **PFM Project** section of the project, click the link, which is the name of the financial summary.

The Financial Summary page opens.

Editing a Lifecycle Entity Financial Summary

Note: You might be able to view or edit only some sections of a financial summary, based on the configuration of your access grants and access rights for that financial summary. For more information, see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88 and "Access Grants for Financial Summaries and Financial Data Tables" on page 143.

From the Financial Summary page, authorized users can edit that financial summary's approved budget, forecast and actual costs, and forecast and actual benefits, as described in the following sections. Authorized users can add lines to an approved budget, but they cannot change or delete its existing lines.

Note: The format that must be used when entering amounts in dollars or other currencies is controlled by parameters in the `server.conf` configuration file, as described in "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

Adding Lines to an Approved Budget

If you have the required access grant and access right (see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88), you can add lines to an approved budget for a proposal, project, or asset, but you cannot edit existing lines.

To add lines to an approved budget:

1. On the Financial Summary page, click the **View Approved Budget Details** link. (See "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43.)

   The Budget Details page appears, with a list of budget entries, if any, for the current fiscal year. Summary data appears in the **Approved Budget** section heading.

2. In the **Fiscal Year** field, select **View All** or select the fiscal year of interest from the drop-down list.

   The Budget Details page is refreshed to reflect your selection.

3. Click **Update Budget.**

   The Update Budget window opens.

4. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the approved budget line. The name can be the same as or different from existing lines. In either case, the line will become a new entry (row) in the approved

Field (*Required)	Description
	budget.
Expense Type	Appears only if cost capitalization is enabled in the financial summary and the COST_CAPITALIZATION_ENABLED server.conf parameter is set to true. The options are **Operating** (the default) and **Capital.**
*Fiscal Year	Fiscal year to which you want to add a budget line (the current year, the previous year, or the next year).
*Amount	Amount to add to or subtract from the approved budget for the selected fiscal year. Enter a negative value to subtract the amount.
Description	Optional description of the new approved budget line.

5. Click **Done.**

   A confirmation dialog appears. If you confirm the update, it cannot be removed from the approved budget later.

   The line is added to the approved budget. The value is updated for the **Total Approved Budget for FY<*fiscal year*>** field (or for the **Total Approved Budget** field if the **Fiscal Year** is set to **View All**).

6. On the Budget Details page, click **Done.**

> **Note:** If you need to change a budget entry for an editable fiscal year from **Operating** to **Capital,** create:
>
> • An offsetting negative budget entry with **Expense Type** set to **Operating**
>
> • A budget entry in the same amount with **Expense Type** set to **Capital**

Adding, Deleting, and Editing Cost Lines

If you have the Edit Actuals on Financial Summary or the Edit Actuals on All Financial Summaries access grant (see "Access Grants for Financial Summaries and Financial Data Tables" on page 143) and the Edit Costs access right (see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88), you can add lines to and delete lines from forecast and actual costs, and you can edit their categorizations and other data.

To edit or add lines for forecast and actual costs:

1. If there are no cost lines in the **Cost Details** section of the financial summary, click **Add Costs** to add the first cost line, otherwise click **Edit Costs** (see "Figure 4-3. Bottom part of example financial summary for a lifecycle entity" on page 44).

   The Edit Costs page appears.

| Edit Costs | | | | | | | | | | | | | | Save | Done | Cancel |

<table>
<tr><th colspan="2">Cost Details (x $1,000)</th><th colspan="12"></th><th>Tip</th><th>Note</th></tr>
<tr><td colspan="2">Fiscal Year: 2013 ▾   Copy from Previous Year   Copy from Another Request</td><td colspan="8" align="right">View: Forecast Only | Forecast and Actuals   Months | Quarters | Years</td></tr>
<tr><td colspan="2"></td><td colspan="6" align="center">Q1 2013</td><td colspan="6" align="center">Q2 2013</td><td colspan="2"></td></tr>
<tr><td colspan="2">Add Cost Line</td><td colspan="2">January 2013</td><td colspan="2">February 2013</td><td colspan="2">March 2013</td><td colspan="2">April 2013</td><td colspan="2">May 2013</td><td colspan="2">June 2013</td><td colspan="2">July 2013</td><td colspan="2">Line Totals</td></tr>
<tr><td colspan="2">Capital</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td><td>Forecast</td><td>Actual</td></tr>
<tr><td>Training</td><td>Non-Labor</td><td>100.000</td><td>86.000</td><td>100.000</td><td>87.000</td><td>100.000</td><td>88.000</td><td>100.000</td><td>90.000</td><td>100.000</td><td>96.000</td><td>100.000</td><td>99.000</td><td>100.000</td><td>97.000</td><td>1,200.000</td><td>1,111.000</td></tr>
<tr><td colspan="2">Capital</td><td>100.000</td><td>86.000</td><td>100.000</td><td>87.000</td><td>100.000</td><td>88.000</td><td>100.000</td><td>90.000</td><td>100.000</td><td>96.000</td><td>100.000</td><td>99.000</td><td>100.000</td><td>97.000</td><td>1,200.000</td><td>1,111.000</td></tr>
<tr><td colspan="2">Capital Quarter Total</td><td colspan="6" align="right">Forecast $300.000
Actual $261.000</td><td colspan="6" align="right">Forecast $300.000
Actual $285.000</td><td>1,200.000</td><td>1,111.000</td></tr>
<tr><td colspan="2">Operating</td><td colspan="16"></td></tr>
<tr><td>Contractor</td><td>Labor</td><td>850.000</td><td>770.000</td><td>890.000</td><td>800.000</td><td>770.000</td><td>780.000</td><td>800.000</td><td>700.000</td><td>800.000</td><td>750.000</td><td>800.000</td><td>750.000</td><td>800.000</td><td>760.000</td><td>10,419.000</td><td>9,725.000</td></tr>
<tr><td colspan="2">Operating</td><td>850.000</td><td>770.000</td><td>890.000</td><td>800.000</td><td>770.000</td><td>780.000</td><td>800.000</td><td>700.000</td><td>800.000</td><td>750.000</td><td>800.000</td><td>750.000</td><td>800.000</td><td>760.000</td><td>10,419.000</td><td>9,725.000</td></tr>
<tr><td colspan="2">Operating Quarter Total</td><td colspan="6" align="right">Forecast $2,510.000
Actual $2,350.000</td><td colspan="6" align="right">Forecast $2,400.000
Actual $2,200.000</td><td>10,419.000</td><td>9,725.000</td></tr>
<tr><td colspan="2">Total</td><td colspan="16"></td></tr>
<tr><td colspan="2">Total</td><td>950.000</td><td>856.000</td><td>990.000</td><td>887.000</td><td>870.000</td><td>868.000</td><td>900.000</td><td>790.000</td><td>900.000</td><td>846.000</td><td>900.000</td><td>849.000</td><td>900.000</td><td>857.000</td><td>11,619.000</td><td>10,836.000</td></tr>
<tr><td colspan="2">Quarter Total</td><td colspan="6" align="right">Forecast $2,810.000
Actual $2,611.000</td><td colspan="6" align="right">Forecast $2,700.000
Actual $2,485.000</td><td>11,619.000</td><td>10,836.000</td></tr>
</table>

| | | | Save | Done | Cancel |

2. By default, the current fiscal year is displayed, but you can use the drop-down list in the **Fiscal Year** field to select a different fiscal year.

   Use the **View** options, the horizontal scroll bar(s), and the vertical divider as needed. See "Features of the Tables in a Lifecycle Entity Financial Summary" on page 53.

   If cost lines have been added previously, note the following:

   ○ If capitalized costs are tracked separately from operating costs for the financial summary's parent entity (see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76), the table has one or two editable subtables with headings for each **Expense Type**—**Capital** and/or **Operating**—and subordinate rows that include the **Category** and **Type** for each cost line.

   ○ If capitalized costs are *not* tracked separately from operating costs, the table has one or two editable subtables with headings for each cost **Type**—**Non-Labor** and/or **Labor**—and subordinate rows that include the **Category** for each cost line

○ The data in the subtables is summed in a non-editable subtable with the highlighted heading **Total.**

○ Totals for each line are shown in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals** rather than **Forecast**). If the **View** options include **Months** or **Quarters,** the line totals reflect the values for only the selected **Fiscal Year.** If the **View** options include **Years,** the line totals reflect the sum of the values for all the fiscal years in the configured range. The totals are updated dynamically as you edit the data.

> **Tip:** You can quickly copy forecast costs from the fiscal year before the one you are viewing, by clicking **Copy from Previous Year** in the **Cost Details** section of the Edit Costs page. Actual costs are not copied, so any existing actuals in the financial summary are not overwritten.

> **Note:** A financial summary should have no more than 300 cost lines.

3. To add cost lines:

   a. Click **Add Cost Line.**

   The Add Cost Line page appears.

   b. Complete the fields as described in the following table:

Field (*Required)	Description
*Type	**Labor** or **Non-Labor.**
*Category	**Contractor** or **Employee,** if **Type** is set to **Labor.** **Hardware, Software,** or **Training,** if **Type** is set to **Non-Labor.**
Expense Type	**Operating** or **Capital.** This field appears only if capitalized costs are tracked for the financial summary's parent entity. For more information, see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76.

Note: An administrator can add new values for the cost **Category** by changing the following validations in the PPM Workbench:

- CST - Budget Labor Category

- CST - Budget Non-Labor Category

An administrator can add new fields for this page by using the following tokens in the PPM Workbench:

- FS.FINANCIAL_SUMMARY_ID

- FS.FORECAST_ACTUAL_ID

With the tokens, an administrator can access financial summary ID to create queries to get any values associated with financial summary, such as budget.

To create queries, an administrator should be familiar with the data model of PPM financial module.

For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

   c. Click **Add** to add the line and close the page, or click **Add Another** to add the line and leave the Add Cost Line page open to add another line.

4. To delete a particular line, click the **Delete** icon at the left of the line. Lines with any non-zero actuals for any year do not display the **Delete** icon and cannot be deleted.

5. To edit the fields associated with a cost line (the fields described in step 3):

    a. Click the right-arrow near the left of the line you want to edit.

       The Edit a Cost Line window opens.

    b. Edit the fields as desired and click **OK.**

6. Click the table cells on the Edit Costs page to edit the data for the forecast and actual costs as needed. Note the following:

    ○ You can enter positive or negative amounts. For example, you can enter negative actuals to match data in an accounting system.

    ○ If the **View** option is **Quarters,** costs you edit for a quarter are automatically apportioned equally among the months in that quarter. If the **View** option is **Years,** costs you edit for a year are automatically apportioned equally among the months in that year and thereby equally among the quarters as well.

    ○ If only forecast (not forecast and actual) data is displayed, you can copy the data in a cell to an adjacent range of cells in the same row, by clicking the cell with the data to copy, and then, with the cursor positioned in the cell at the other end of the range of cells into which the data is to be copied, press SHIFT + **click.**

7. Click **Save** to save your changes and continue to display the Edit Costs page, or click **Done** to save your changes and return to the Financial Summary page.

Copying Cost Lines from Another PFM Request Financial Summary

The **Copy Cost Lines from Another Request** button on the Edit Costs page enables you to copy all of the cost lines from the financial summary of one PFM request (PFM - Proposal, PFM - Project, or PFM - Asset request type) to the open PFM request. Search capability is provided to find the PFM request from which lines are to be copied. Cost lines rolled up from a staffing profile to the financial summary of the request selected from the search results are *not* copied to the financial summary of the open PFM request.

If the requests use different currencies, you can copy the cost lines but not any of their cost *data.* If the requests use the same currency, an option appears that enables you to copy the forecast cost data in the cost lines as well as the lines themselves.

Adding, Deleting, and Editing Benefit Lines

If you have the Edit Financial Benefits or the Edit All Financial Benefits access grant and the Edit Benefits access right (see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88), you can add lines to and delete lines from forecast and actual benefits, and you can edit their categorizations and other data.

To edit or add lines for forecast and actual benefits:

1. If there are no benefit lines in the **Benefit Details** section of the financial summary, click **Add Benefits** to add the first benefit line, otherwise click **Edit Benefits** (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43).

   The Edit Benefits page appears.

2. By default, the current fiscal year is displayed but you can use the drop-down list in the **Fiscal Year** field to select a different fiscal year.

   Use the **View** options, the horizontal scroll bar(s), and the vertical divider as needed. See "Features of the Tables in a Lifecycle Entity Financial Summary" on page 53.

   If benefit lines have been added previously, note the following:

- Depending on the types of benefits that have been added, the table in the Edit Benefits page can have up to three editable subtables with highlighted headings for each benefit **Type** in use—**Revenue** and/or **Savings** and/or **Avoidance**—and subordinate rows that include the **Category** for each benefit line. You can edit existing values as necessary, as described in step 4 through step 6.

- The data in the **Revenue** and/or **Savings** and/or **Avoidance** subtables is summed in a non-editable subtable with the highlighted heading **Total.**

- Totals for each line are shown in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals** rather than **Forecast**). If the **View** options include **Months** or **Quarters,** the line totals reflect the values for only the selected **Fiscal Year.** If the **View** options include **Years,** the line totals reflect the sum of the values for all the fiscal years in the configured range. The totals are updated dynamically as you edit the data.

> **Tip:** You can quickly copy forecast benefits from the fiscal year before the one you are viewing by clicking **Copy from Previous Year** in the **Benefit Details** section of the Edit Benefits page. Actual benefits are not copied, so any existing actuals in the financial summary are not overwritten.
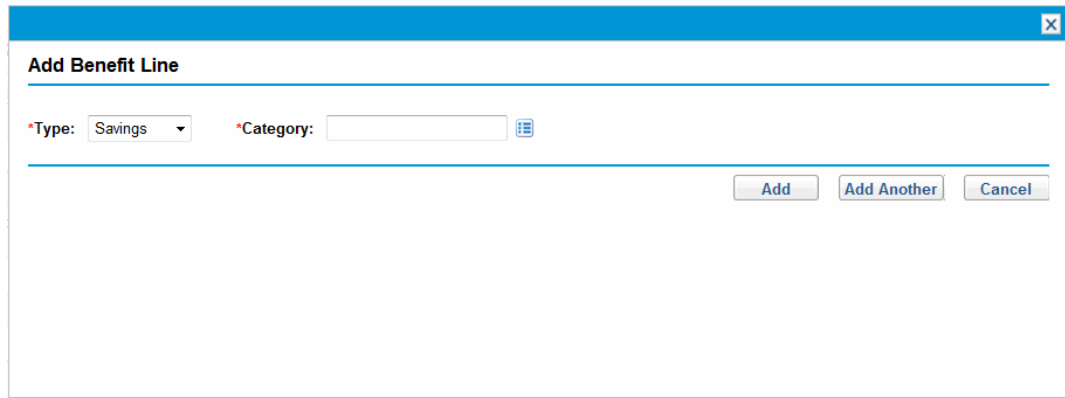
> **Note:** A financial summary should have no more than 300 benefit lines.

3. To add benefit lines:

   a. Click **Add Benefit Line.**

   The Add Benefit Line page appears.

b. Complete the fields as described in the following table:

> **Note:** An administrator can add new values for the benefit **Category** by changing the following validations in the PPM Workbench:
>
> • FINANCIAL BENEFIT AVOIDANCE CATEGORY List
>
> • Financial Benefits Line Category List
>
> • Financial Benefit Revenue Category List
>
> For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

c. Click **Add** to add the line and close the Add Benefit Line page, or click **Add Another** to add the line and leave the Add Benefit Line page open to add another line.

4. To delete a particular line, click the **Delete** icon at the left of the line. Lines with any non-zero actuals for any year do not display the **Delete** icon and cannot be deleted.

5. To edit the fields associated with a benefit line (the fields described in step 3):

a. Click the right-arrow near the left of the line you want to edit.

The Edit Benefit Line window opens.

b. Edit the fields as desired and click **OK.**

6. Click the table cells on the Edit Benefits page to edit the data for the forecast and actual benefits as needed. Note the following:

- You can enter positive or negative amounts. For example, you can enter negative actuals to match data in an accounting system.

- If the **View** option is **Quarters,** benefits you edit for a quarter are automatically apportioned equally among the months in that quarter. If the **View** option is **Years,** benefits you edit for a year are automatically apportioned equally among the months in that year and thereby equally among the quarters as well.

- If only forecast (not forecast and actual) data is displayed, you can copy the data in a cell to an adjacent range of cells in the same row, by clicking the cell with the data to copy, and then, with the cursor positioned in the cell at the other end of the range of cells into which the data is to be copied, press SHIFT + **click.**

7. Click **Save** to save your changes and continue to display the Edit Benefits page, or click **Done** to save your changes and return to the Financial Summary page.

Viewing and Adding Notes

If you can view costs in a financial summary, you can view notes in the **Cost Details** section. If you can view and edit costs in a financial summary, you can add notes in the **Cost Details** section.

If you can view benefits in a financial summary, you can view notes in the **Benefit Details** section. If you can view and edit benefits in a financial summary, you can add notes in the **Benefit Details** section.

> **Note:** You cannot add notes to the financial summaries of cancelled lifecycle entities.

See "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88 and the *Security Model Guide and Reference* for more information.

To view or add notes to the **Cost Details** section or the **Benefits Details** section:

1. Click the **Add Notes** button for the desired section.

> **Note:** The label on the button changes dynamically. If no notes exist, the button label is **Add Notes.** If notes exist, the button label displays the number of existing notes.

The Notes dialog appears.

2. To view a note, look for notes that have already been added in the **Existing Notes** section.

3. To add a note, start typing in the **Notes** field.

   Click **Save** to save the note and enter another note, click **Done** to save the note and exit the Notes dialog, or click **Cancel** to exit the Notes dialog without saving the note.

Copying Proposals

When you copy a proposal by using its **Make a Copy** button, a financial summary is created for the new proposal, but no data from the original financial summary is copied.

The original proposal and the copied proposal are independently editable. You can modify the data in one or more proposals, including their financial summaries, and evaluate those proposals as alternatives to each other.

Snapshots of a Lifecycle Entity Financial Summary

You can take a snapshot of a financial summary at any time to preserve a copy of its forecast and actual costs and benefits and its approved budget. The appearance and functionality of the snapshot are the same as for the financial summary, *except* as follows:

- The title of the snapshot page has the following format:

  Snapshot:<*entity name*>: <*snapshot name*>

- The snapshot does not capture the **NPV** and **Total Nominal Return** financial summary fields.

- The snapshot does not capture notes.

- You cannot edit any of the financial summary data in a snapshot, so there are no buttons for editing or saving the data.

- An administrator can configure two parameters to control the range of fiscal years that is displayed throughout a financial summary, up to 20 years ago and up to 20 years in the future, relative to the current fiscal year. See "Configurable Range of Fiscal Years" on page 49. The same parameters apply to the range of fiscal years for which data is saved in snapshots, but the snapshot always displays data relative to the fiscal year in which the snapshot was *taken* rather than the current fiscal year if the years are different. In other words, from one fiscal year to another, the specific years displayed in a financial summary change, whereas the specific years displayed in a snapshot remain fixed.

You can edit the **Name** and **Description** fields of a snapshot. You cannot make the data in a financial summary revert to the content of any snapshot.

Financial summary snapshots have all the display options of financial summaries, as described in "Features of the Tables in a Lifecycle Entity Financial Summary" on page 53.

If a financial summary includes data that extends beyond the displayed time range, so does its snapshot. You can export a snapshot to Microsoft Excel as you would export a financial summary (see "Exporting a Lifecycle Entity Financial Summary to Microsoft Excel" on page 73).

Taking Snapshots

To take a snapshot:

1. In the financial summary, click **Create Snapshot** (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43).

2. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the snapshot. The default is **Snapshot #<X>** where **<X>** is an integer that is incremented every time a new snapshot is taken, starting with **1.**
Description	Description of the snapshot.

3. Click **Done.**

The snapshot is taken and you are offered the option to view it.

Viewing Snapshots

To view a list of the snapshots that have been taken for a financial summary:

1. Click the **View Snapshots** link (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43).

The list of financial summary snapshots for the parent entity is displayed.

The list of snapshots includes the columns described in the following table:

Column	Description
Plan of Record	Indicator for the Plan of Record snapshot, and option to change the Plan of Record. For more information, see "Specifying a Snapshot as the Plan of Record" on the next page.

Column	Description
Name	Name of the snapshot.
Date	Date the snapshot was taken.
Created By	User who took the snapshot.
Description	Description of the snapshot, specified when it was created. You might want to expand the descriptions if they are lengthy.

For each snapshot in the list, there are right-arrows between the **Plan of Record** and the **Name** columns. You can click these right-arrows to edit the **Name** and **Description** of a snapshot.

2. In the list of snapshots, click a snapshot name in the **Name** column to open the snapshot of interest.

Specifying a Snapshot as the Plan of Record

According to your business needs, you can specify any of the snapshots of a financial summary as its Plan of Record.

> **Note:** When a proposal is approved and becomes a project, by default a snapshot of the financial summary is automatically taken and specified as the Plan of Record for that project.
>
> Give careful thought to specifying a different Plan of Record. Before changing the Plan of Record, consider updating the **Description** for the current Plan of Record snapshot for historical tracking purposes (for example, to state that it is for the project created from the approved proposal if that is the case)

To change the Plan of Record snapshot:

1. In the **Summary** section of the financial summary, click **View Snapshots** (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43).

   A list of snapshots appears.

2. In the **Plan of Record** column, select the snapshot you want to make the Plan of Record snapshot.

   If you select a snapshot other than the current Plan of Record snapshot, the **Set as Plan of Record** button becomes available.

3. Click **Set as Plan of Record.**

4. Click **Done.**

If a project is created directly (that is, if it was not a proposal first), the first snapshot taken of the project is the Plan of Record, but you can change the Plan of Record after other snapshots are taken.

Snapshots that Are Taken Automatically

Snapshots of financial summaries are taken automatically as follows:

- When a proposal is approved and becomes a project, by default a snapshot of the financial summary is automatically taken by a workflow step (and specified as the Plan of Record snapshot). The **Approved Proposal Snapshot** field is added to the proposal; the value is a link to this snapshot.

- When a project is completed and becomes an asset, by default a snapshot of the financial summary is automatically taken by a workflow step.

Comparing Snapshots

You can compare the forecast data for cost lines among as many as five snapshots at once, or among as many as four snapshots and the current financial summary. The Plan of Record snapshot can be one of the snapshots you compare.

To compare snapshots:

1. In the upper-right corner of the financial summary, click **More > Compare Snapshots** (see).

   The Compare snapshots page opens.

   Compare snapshots: ERP Upgrade

   Please choose up to 5 snapshots to compare.

   Comparison Dates:

   [   ] To: [   ]   Submit   Cancel

Select Snapshots to Compare					‹ Showing 1 to 3 of 3 snapshots ›
	Current/POR	Name	Date	Created By	Description (Expand All)
☐	Current Financial Summary	ERP Upgrade	Feb 14, 2014	David Jones	
☐		Snapshot #2	Mar 4, 2014	David Jones	snaoshot for ERP Upgrade (edit costs)
☐	Plan of Record	ERP Upgrade	Mar 4, 2014	Admin User	snapshot for ERP Upgrade
					‹ Showing 1 to 3 of 3 snapshots ›

2. (Optional) In the **Comparison Dates** field, specify values for one or both dates to establish the date

range to use for the snapshot comparison.

3. The list of snapshots in the **Select Snapshots to Compare** section provides data to help you identify which snapshots you want to compare.

   The **Current/POR** column identifies the following:

   ○ Plan of Record snapshot.

   ○ Current financial summary (regardless of whether a snapshot of it has been taken). If selected for comparison, both forecast and actual cost lines for the current financial summary are displayed.

   The **Date** column is the date the snapshot was taken or, in the case of the current financial summary, the date its parent was created.

   The **Description** column heading has a link labelled **Expand All** that you can use in case some of the descriptions are truncated.

   Select checkboxes to compare up to five snapshots, or up to four snapshots and the current financial summary.

4. Click **Submit.**

   The snapshot comparison appears.

   Compare snapshots: ERP Upgrade

   Comparing snapshots: ERP Upgrade , ERP Upgrade
   Comparison Dates: December 2013 to April 2014

Capital	ERP Upgrade	ERP Upgrade (forecast)	ERP Upgrade (actual)
Labor: Contractor	$525,000.00	$525,000.00	$485,000.00
Operating			
Labor: Employee	$486,000.00	$486,000.00	$570,000.00
Total	**$1,011,000.00**	**$1,011,000.00**	**$1,055,000.00**

   Change Parameters   Done

   Forecasts are compared, cost line by cost line, among the selected snapshots. If the current financial summary was chosen for comparison, its actual costs are displayed in addition to its forecast costs.

Exporting a Lifecycle Entity Financial Summary to Microsoft Excel

Click the **Export to Excel** button in the upper-right corner of the financial summary (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43) to export the entire financial summary of a lifecycle entity to a Microsoft Excel spreadsheet, except for the **Totals by Year** section and notes.

> **Note:** If you are using Microsoft Internet Explorer version 7, verify that the Internet options are configured properly. See *Getting Started* for more information.

Regardless of the **View** options selected in the financial summary, the spreadsheet captures the following data, to the same extent you are allowed to view the data:

- Forecast and actual data, presented by month.

- Detail rows, aggregated by cost and benefit category.

- Non-zero data over all the years in the database for the tables in the **Cost Details** and **Benefits Details** sections. The data captured and displayed in the spreadsheet is not limited to the data that can be displayed in the financial summary based on the range of displayable years configured by the administrator. Exporting the financial summary to Microsoft Excel is a convenient way to view all the data for any number of years.

- All cost line user data and benefit line user data, not limited as in the financial summary to a maximum of five columns.

All financial data in the Microsoft Excel spreadsheet uses the currency selected on the financial summary.

The filename of the Microsoft Excel spreadsheet is `ExportFSToExcel.xls`.

You can also export a financial summary *snapshot* to Microsoft Excel. The spreadsheet is the same as for exporting a financial summary to Microsoft Excel.

Viewing a Lifecycle Entity Financial Summary Audit Trail

The financial summary audit trail tracks modifications to the lifecycle entity's financial summary. Changes to the financial summary can be made using PPM Center or Web services.

To view the Financial Summary Audit Trail window, click the **Financial Summary Audit Trail** button in the upper-right corner of the financial summary. The audit trail events are listed in reverse chronological order.

The column names in the audit trail are described in "Table 4-4. Lifecycle entity financial summary audit trail columns" below.

Table 4-4. Lifecycle entity financial summary audit trail columns

Column Name	Description
Date	Date and time of the event.
User	User who initiated the event.
Type	Module in the financial summary that is affected: • Approved Budget • Benefits • Forecasts • Plan of Record • Snapshots
Context	Affected audit entry.
Event	Nature of the event in the audit trail. Events that are audited are described in "Table 4-5. Financial Summary Audit Trail types and events audited" below.

The types and events audited in the audit trail are described in "Table 4-5. Financial Summary Audit Trail types and events audited" below

Table 4-5. Financial Summary Audit Trail types and events audited

Type	Events Audited
Forecasts	• Increased/Decreased Planned Cost For Fiscal Year <*yyyy*> • Increased/Decreased Actual Cost For Fiscal Year <*yyyy*> • Added/Deleted cost line • Change in category • Change in type

Table 4-5. Financial Summary Audit Trail types and events audited, continued

Type	Events Audited
	• Change in expense type
Benefits	• Increased/Decreased Planned Benefit For Fiscal Year *yyyy*
	• Increased/Decreased Actual Benefit For Fiscal Year *yyyy*
	• Added/Deleted benefit line
	• Change in category
	• Change in type
Approved Budget	Increased/Decreased for Fiscal Year *yyyy*
Snapshots	Create a snapshot
Plan of Record	Set Plan of Record

Access Rights to View Lifecycle Entity Financial Summary Audit Entries

The financial summary audit trail filters entries according to your access rights and access grants for the financial summary. See "Table 4-6. Access rights to view lifecycle entity financial summary audit entries" below for more information.

> **Note:** Giving access rights to a user does not allow the user to perform the associated activity (setting the Plan of Record snapshot, for example) unless the user also has the required associated access grants. That is, the user may need both access rights and access grants to perform the associated activity. See "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88 for more information.

Table 4-6. Access rights to view lifecycle entity financial summary audit entries

Access Right	Description
View Costs or Edit Costs	Allows the user to view audit entries for forecast updates (the addition, modification, or deletion of cost lines).
View	Allows the user to view audit entries for benefit updates (the addition, modification, or

Table 4-6. Access rights to view lifecycle entity financial summary audit entries, continued

Access Right	Description
Benefits or Edit Benefits	deletion of benefit lines).
Edit Approved Budget	Allows the user to view audit entries for approved budget updates.
Set Plan of Record	Allows the user to view audit entries for the creation of snapshots. If the user has the Set a Financial Summary Snapshot as the Plan of Record access grant, the user can also view audit entries for Plan of Record updates.

Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups

Financial summaries for the lifecycle entities have settings to track capitalized costs and to enable or disable automatic calculations ("roll-ups") of forecast or actual costs. For information about how the calculations are performed, see "Cost Data Calculations and Formulas" on page 155 and the *HP Resource Management User's Guide.*

The financial summary settings are described in this section. To view or change the settings, click **Financial Summary Settings** in the upper-right corner of the financial summary (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43). To change the financial summary settings, you must have access to edit the financial summary costs.

> **Note:** This section includes descriptions of the automatic calculation of actual labor and non-labor costs in financial summaries for lifecycle entities, using data entered in time sheets and, for projects, in work plans as well. The frequency of performing these calculations is based on the setting specified by the administrator for the Cost Rollup Service. For more information, see the *Installation and Administration Guide.*

> **Note:** To enable tracking of capitalized costs for any particular proposal, project, or asset as described in this section, the administrator must set the COST_CAPITALIZATION_ENABLED parameter in the server.conf configuration file to true. Do not change this parameter after PPM Center has been put into use.

The following sections describe the financial summary settings for proposals, projects, and assets.
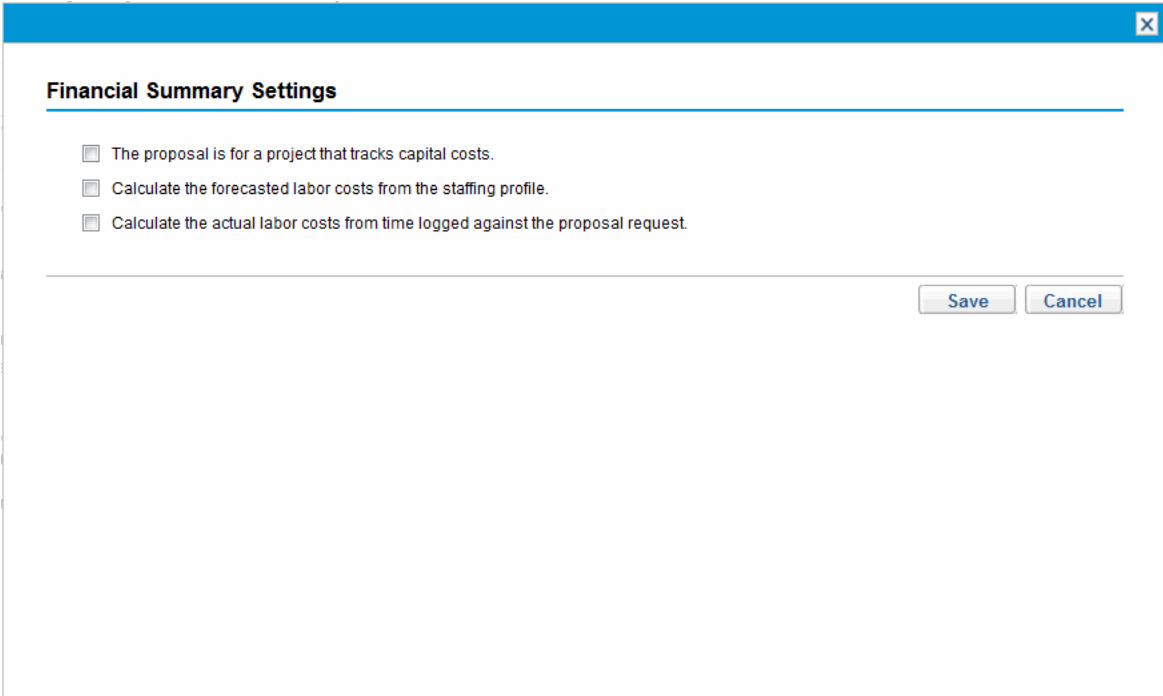
As a proposal becomes a project, and then as the project becomes an asset, the operations described in these sections for capitalized costs and for automatic calculations can change according to the independent financial summary settings for the proposal, the project, and the asset.

For more information about staffing profiles, which are used for some of the options discussed in the following sections, see the *HP Resource Management User's Guide* and the *HP Portfolio Management User's Guide.*

Proposal Financial Summary Settings

For proposals, click **More > Financial Summary Settings** on the financial summary to access the Financial Summary Settings page, as shown in "Figure 4-4. Financial Summary Settings page for a proposal" below.

Figure 4-4. Financial Summary Settings page for a proposal

To specify the financial summary settings for a proposal:

1. Log on to PPM Center.

2. Open the proposal.

3. In the **Business Case Details** section of the proposal, click the link in the **Financial Summary** field to open the financial summary for the proposal.

4. On the financial summary, click **More > Financial Summary Settings.**

5. Specify the financial summary settings as needed, based on the following descriptions.

The proposal's financial summary settings are as follows:

- **The proposal is for a project that tracks capital costs.** This option specifies whether the proposal is for a project that will track capitalized costs. If this option is not selected, an **Expense Type** (**Operating** or **Capital**) cannot be specified when adding a cost line to the proposal's financial summary—all expenses are operating expenses.

- **Calculate the forecasted labor costs from the staffing profile.** This option specifies whether forecasted labor costs (for the proposed project) on the financial summary are to be calculated (rolled up) from the staffing profile. If this option is selected, separate, non-editable forecast lines are automatically created in the financial summary to reflect the staffing profile estimates. Forecasted labor costs for the proposed project are operating or capital costs, based on the staffing profile positions (including promised allocations) and on the **The proposal is for a project that tracks capital costs** option described in the previous bullet.

- **Calculate the actual labor costs from time logged against the proposal request.** This option specifies whether actual labor costs on the financial summary are to be calculated (rolled up) from time logged on time sheets against the proposal request. If this option is selected, the financial summary operates as follows:

  - Separate, non-editable cost lines are automatically created in the financial summary to reflect the actual labor costs on the time sheets.

  - Actual labor costs are all rolled up to the financial summary as operating costs, not capitalized costs, regardless of how labor costs are categorized on the time sheets.

  - Actual labor costs are categorized in the financial summary according to the resource's **Cost Category.** If **Cost Category** is not specified, the cost line shows the actual labor costs as **Unspecified.**

Project Financial Summary Settings

To *view* the read-only Financial Summary Settings page for a project:

1. Log on to PPM Center.

2. Open the project.

3. On the **Project Details** tab, click the link in the **Financial Summary** field to open the financial summary for the project.

4. On the financial summary, click **More > Financial Summary Settings.**

   The read-only Financial Summary Settings page for the project opens.

To *specify* the financial summary settings for a project:

1. Log on to PPM Center.

2. Open the project.

3. Click **Project Settings.**

4. On the Project Settings page, under the **Select a policy to configure:** heading, open the **Cost and Effort** policy.

5. Verify that the **Enable Financial Management for work plan** check box in the **Financial Management** section has been selected.

6. In the **Financial Management** section of the **Cost and Effort** policy, specify the financial summary settings as needed, based on the following descriptions. (The **Financial Management** section also includes options unrelated to financial summary settings, for the method of rolling up forecast and actual labor costs to the project work plan, as described in "Configuring Project Cost Calculation in Project Settings" on page 159.)

The project's financial summary settings are as follows:

- **Allow capitalized costs on this project.** This option specifies whether the project tracks capitalized costs. If this option is not selected, an **Expense Type** (**Operating** or **Capital**) cannot be specified when adding a cost line to the project's financial summary—all expenses are operating expenses.

  > **Note:** A proposal tracks or does not track capitalized costs based on the setting of the option **The proposal is for a project that tracks capital costs** on the proposal's Financial Summary Settings page. When the proposal becomes a project, this proposal setting can conflict with the setting of the option **Allow capitalized costs on this project** on the project's Cost and Effort policy.
  >
  > If the Cost and Effort policy of the *project type* is *locked* (meaning that no individual project of that type can be made to override any settings of that Cost and Effort policy) *and* if that Cost and Effort policy's setting for tracking of capitalized costs conflicts with the proposal's financial summary setting, the setting of the project type's Cost and Effort policy prevails. Otherwise, the setting for tracking the project's capitalized costs is consistent with the proposal's financial summary setting.

- **Enable Financial Management for work plan.** This option enables the use of HP Financial Management to calculate costs for the project work plan, and enables or disables setting the subordinate options on the **Cost and Effort** policy, except for the **Calculate the forecasted labor costs from the staffing profile** option, which is always available.

- **Calculate the forecasted labor costs from the staffing profile.** This option specifies whether forecasted labor costs on the financial summary are to be calculated (rolled up) from the staffing profile. If this option is selected, separate, non-editable forecast lines are automatically created in the financial summary to reflect the staffing profile estimates, including the percentage split between capital and operating costs.

  Forecast labor costs are calculated using cost rate rules applied to position forecasts in the staffing profile.

  > **Note:** When a proposal is approved and becomes a project, a special command in the workflow makes the status of the proposal's staffing profile Approved, and a copy of the proposal's staffing profile becomes the project's staffing profile.
  >
  > Costs are not rolled up from staffing profiles whose status is Approved, Baseline, or Cancelled.

- **Calculate the actual labor costs from the work plan and time sheets. (Note: Financial Management for the work plan must be enabled.)** If HP Financial Management is enabled for the project work plan, this option specifies whether actual labor costs on the financial summary are to be calculated (rolled up) from the project's work plan and from time logged on time sheets. If this option is selected, the financial summary operates as follows:

  - Separate, non-editable cost lines are automatically created in the financial summary to reflect the actual labor costs on the work plan and time sheets.

  - Task activity controls whether an actual labor cost is capital or operating, and the distinction is maintained in the financial summary.

  - Actual labor costs are categorized in the financial summary according to the resource's **Cost Category.** If **Cost Category** is not specified, the cost line shows the actual labor costs as **Unspecified.**

    > **Note:** Actual values that appear in work plans may not appear in the project financial summary immediately. Cost roll-ups are performed by HP Financial Management at an interval that applies system-wide. For more information, see "Configuring Cost Calculation Intervals" on page 186.

- **Allow manual adjustment on the actual labor cost**. The configuration of this check box and its parent check box determines whether or not you can edit the actual labor cost in the cost lines you have added. For detailed information of the configuration, see *HP Project Management User's Guide*.

- **Calculate the actual non-labor costs from the work plan. (Note: Financial Management for the work plan must be enabled.)** If HP Financial Management is enabled for the project work plan, this option specifies whether actual non-labor costs on the financial summary are to be calculated (rolled up) from the project's work plan. If this option is selected, the financial summary operates as follows:

  - Separate, non-editable cost lines are automatically created in the financial summary to reflect the actual non-labor costs on the work plan.

  - Task activity controls whether an actual non-labor cost is capital or operating, and the distinction is maintained in the financial summary.

  - Actual non-labor costs are categorized in the financial summary according to the **Non-Labor Cost**

Category field on the **Cost** tab of the Task Details window. If that field is not specified, the actual non-labor costs are displayed as **Unspecified** in the cost line.
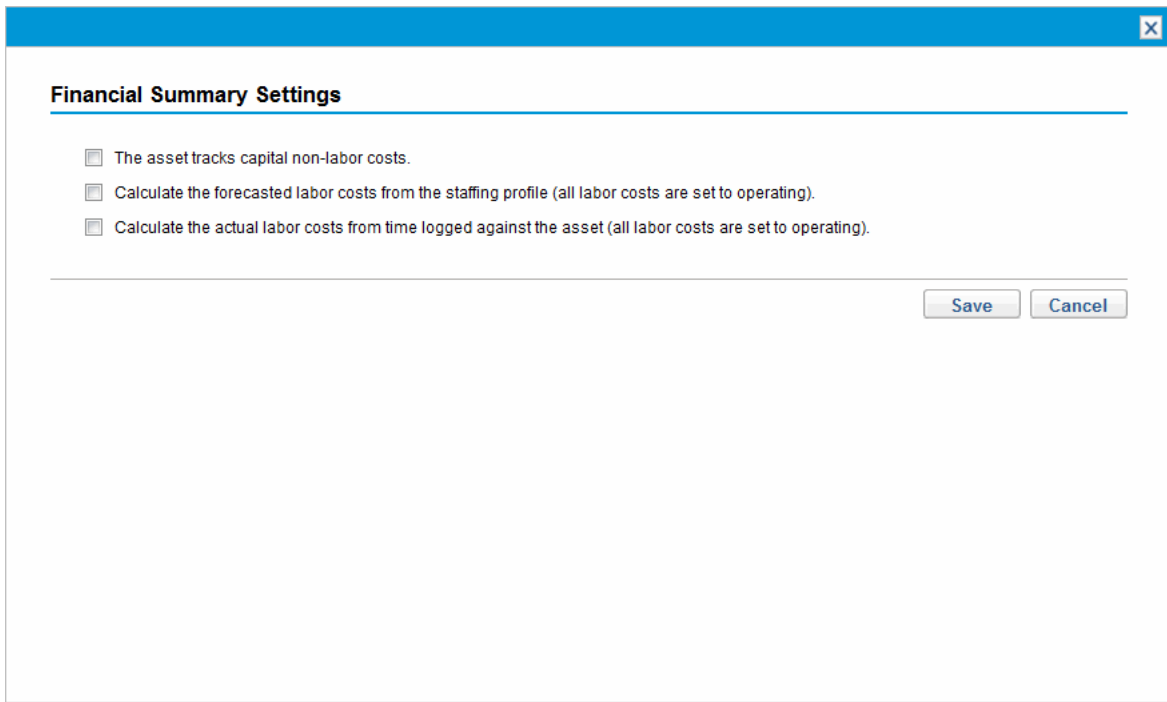
> **Note:** Actual values that appear in work plans may not appear in the project financial summary immediately. Cost roll-ups are performed by HP Financial Management at an interval that applies system-wide. For more information, see "Configuring Cost Calculation Intervals" on page 186.

- **Allow manual adjustment on actual non-labor cost**. The configuration of this check box and its parent check box determines whether or not you can edit the actual non-labor cost in the cost lines you have added. For detailed information of the configuration, see *HP Project Management User's Guide*.

Asset Financial Summary Settings

For assets, click **More > Financial Summary Settings** on the financial summary to access the Financial Summary Settings page, as shown in "Figure 4-5. Financial Summary Settings page for an asset" below.

Figure 4-5. Financial Summary Settings page for an asset

To specify the financial summary settings for an asset:

1. Log on to PPM Center.

2. Open the asset.

3. In the **Business Case Details** section of the asset, click the link in the **Financial Summary** field to open the financial summary for the asset.

4. On the financial summary, click **More > Financial Summary Settings.**

5. Specify the financial summary settings as needed, based on the following descriptions.

The asset's financial summary settings are as follows:

- **The asset tracks capital non-labor costs.** This option specifies whether the asset tracks capitalized non-labor costs. If this option is not selected, an **Expense Type** (**Operating** or **Capital**) cannot be specified when adding a non-labor cost line to the asset's financial summary—all expenses are operating expenses.

- **Calculate the forecasted labor costs from the staffing profile (all labor costs are set to operating).** This option specifies whether forecasted labor costs on the financial summary are to be calculated (rolled up) from the staffing profile attached to the asset. (When a project becomes an asset, the staffing profile of the project is *not* copied to or shared with the asset; if the asset requires a staffing profile, create a new staffing profile for the asset.) If this option is selected, separate, non-editable forecast lines are automatically created in the financial summary to reflect the staffing profile estimates, including promised allocations. All forecasted labor costs are operating, not capitalized costs.

- **Calculate the actual labor costs from time logged against the asset (all labor costs are set to operating).** This option specifies whether actual labor costs on the financial summary are to be calculated (rolled up) from time logged on time sheets against the asset. If this option is selected, the financial summary operates as follows:

  ○ Separate, non-editable cost lines are automatically created in the financial summary to reflect the actual labor costs on the time sheets.

  ○ Actual labor costs are all rolled up to the financial summary as operating costs, not capitalized costs, regardless of how labor costs are categorized on the time sheets.

  ○ Actual labor costs are categorized in the financial summary according to the resource's **Cost Category.** If **Cost Category** is not specified, the cost line shows the actual labor costs as **Unspecified.**
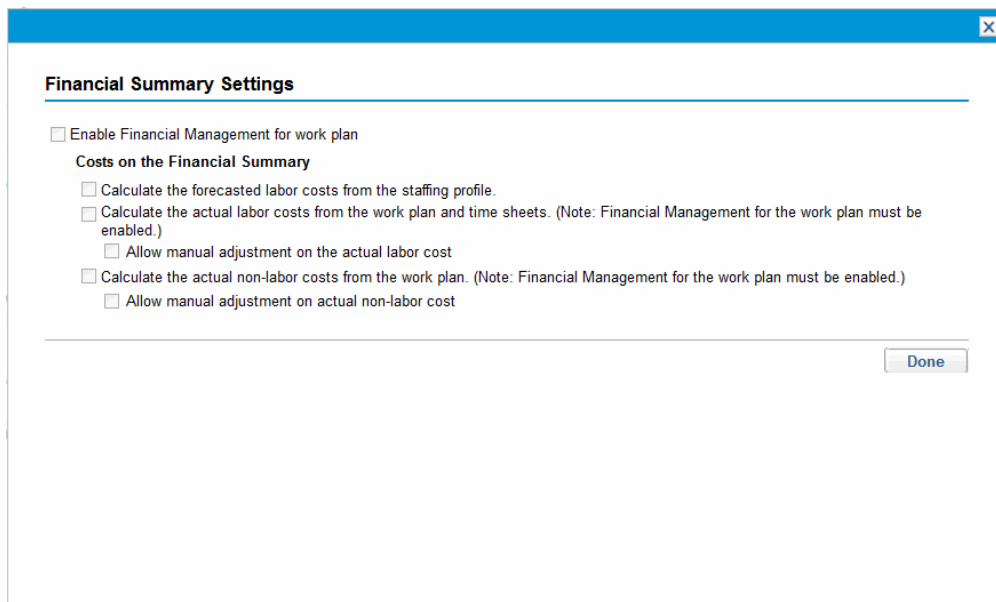
Lifecycle Entity Financial Summary Calculations and Formulas

The following table summarizes financial summary calculations and formulas for the listed lifecycle entity with the selected financial summary setting.

Table 4-7. Lifecycle entity financial summary settings and associated formulas

Item	Financial Summary Selection	Formula
Proposal		
Forecast Labor Cost [1]	Calculate the forecasted labor costs from the staffing profile. It equals to the total sum of forecast labor costs of all positions in the staffing profile.	Forecast Labor Cost of a position = Forecast Labor Cost of Assignment/Promise of the position + Unmet Demand * rate determined by cost rule of the position where, Forecast Labor Cost of Assignment = Total committed effort of the assigned resource * rate determined by cost rule of the resource/position Forecast Labor Cost of Promise = Total promised effort of the assignment * rate determined by cost rule of the position For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199. **Note:** If there is over allocation on assignments, the unmet demand becomes negative. PPM Center ignores the negative unmet demand in the calculation of forecast labor cost.

Table 4-7. Lifecycle entity financial summary settings and associated formulas, continued

Item	Financial Summary Selection	Formula
Actual Labor Cost	Calculate the actual labor costs from time logged against the proposal request	Actual Labor Cost = Sum of (time sheet actual effort * rate determined by cost rule for each resource) For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199.
Project		
Forecast Labor Cost [1]	Calculate the forecasted labor costs from the staffing profile. It equals to the total sum of forecast labor costs of all positions in the staffing profile.	Forecast Labor Cost of a position = Forecast Labor Cost of Assignment/Promise of the position + Unmet Demand * rate determined by cost rule of the position where, Forecast Labor Cost of Assignment = Total committed effort of the assigned resource * rate determined by cost rule of the resource/position Forecast Labor Cost of Promise = Total promised effort of the assignment * rate determined by cost rule of the position For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199. **Note:** If there is over allocation on assignments, the unmet demand becomes negative. PPM Center ignores the negative unmet demand in the calculation of forecast

Table 4-7. Lifecycle entity financial summary settings and associated formulas, continued

Item	Financial Summary Selection	Formula
		labor cost.
Actual Labor Cost	Calculate the actual labor costs from the work plan and time sheets	If time sheets are used: Actual Labor Cost = Sum of (time sheet actual effort * rate determined by cost rule for each resource)
		If time sheets are not used: Actual Labor Cost = Sum of (actual effort * rate determined by cost rule for each resource) For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199.
Actual Non-Labor Cost	Calculate the actual non-labor costs from the work plan	Actual Non-Labor Costs = Sum of (actual non-labor costs for each task)
Asset		
Forecast Labor Cost [1]	Calculate the forecasted labor costs from the staffing profile (all labor costs are set to operating). It equals to the total sum of forecast labor costs of all positions in the staffing profile.	Forecast Labor Cost of a position = Forecast Labor Cost of Assignment/Promise of the position + Unmet Demand * rate determined by cost rule of the position where, Forecast Labor Cost of Assignment = Total committed effort of the assigned resource * rate determined by cost rule of the resource/position Forecast Labor Cost of Promise =

Table 4-7. Lifecycle entity financial summary settings and associated formulas, continued

Item	Financial Summary Selection	Formula
		Total promised effort of the assignment * rate determined by cost rule of the position For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199. **Note:** If there is over allocation on assignments, the unmet demand becomes negative. PPM Center ignores the negative unmet demand in the calculation of forecast labor cost.
Actual Labor Cost	Calculate the actual labor costs from time logged against the asset (all labor costs are set to operating)	Actual Labor Cost = Sum of (time sheet actual effort * rate determined by cost rule for each resource) For information about how the cost rate of a position/resource is determined, see "Best Matching Strategy" on page 199.

1. Starting from version 9.31, you can decide to use the cost rate of the resource role or the position role to calculate the forecast labor cost of assignment.

   If you set the SP_RESOURCE_ROLE_RATE_ENABLE parameter to true, the forecast labor cost of assignment is calculated by the cost rate of the resource role. If you set this parameter to false, the forecast labor cost of assignment is calculated by the cost rate of the position role. By default, this parameter is set to true. When the resource has no role defined, and you set the parameter to true, the cost rate of the position role is used.

Note: The actual efforts you log against time sheets and work plans are in a continuous range. However, when rolling up the actual labor cost to the financial summary, PPM Center breaks it down into periods. The cost of each month is calculated as follows:

> Actual Labor Cost the month X = Total Actual Cost * Working days in month X / Total working days during the period when actual efforts are logged
>
> For example, if a resource has been working on a task from July 17th to August 20th, 2013, and cost USD $10,000, then
>
> - The total working days is 25 days in which the working days of July is 11 days and the working days of August is 14 days.
>
> - The actual labor cost of this resource in July is USD $10,000 * 11 / 25 = USD $4,400, while the actual labor cost in August is USD $10,000 * 14 / 25 = USD $5,600.

Access Rights to View and Edit a Lifecycle Entity Financial Summary

For lifecycle entity (proposals, projects, and assets) financial summaries, access to view and edit costs and benefits and the approved budget, and to specify which financial summary snapshot is the Plan of Record are controlled by access *grants* as described in the "Access Grants for Financial Summaries and Financial Data Tables" on page 143 and by access *rights* on the Configure Access for Financial Summary page. This section describes the Configure Access for Financial Summary page, also known as the access control list.

To edit the Configure Access for Financial Summary page, you must have the Edit Cost Security access grant and the Edit Security access right.

Access grants take precedence over access rights. Giving access rights to a user does not allow the user to perform the associated activity (setting the Plan of Record snapshot, for example) unless the user also has the required associated access grants.

The specific access rights for lifecycle entities are described in this section. To change the access rights, click **More > Configure Access** in the upper-right corner of the financial summary (see "Figure 4-2. Top part of example financial summary for a lifecycle entity" on page 43).

When you click **More > Configure Access** on a financial summary, the Configure Access for Financial Summary page appears, with a column for each of the access rights. See the example in "Figure 4-6. Example Configure Access for Financial Summary page for a lifecycle entity financial summary" below.

Figure 4-6. Example Configure Access for Financial Summary page for a lifecycle entity financial summary

Configure Access for Financial Summary: ERP Upgrade

The following users have access to view the Financial Summary for HP Project and Portfolio Management Center. Provide additional editing access on an individual basis.

View Access

Participant	View Costs	Edit Costs	View Benefits	Edit Benefits	Edit Approved Budget	Set Plan of Record	Edit Security
Project Managers	☑	☑	☐	☐	☐	☐	☑
Benefit Managers	☑	☐	☑	☑	☐	☐	☑
Cost Participants	☑	☐	☐	☐	☐	☐	☐

[Add User]

[Add Security Group]

[Save] [Done] [Cancel]

In conjunction with access grants (described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143), access rights authorize the specified users and security groups to perform the functions described in "Table 4-8. Access rights on the Configure Access for Financial Summary page for lifecycle entities" below.

To add a user, click **Add User** and assign access rights to the user as needed. To add a security group, click **Add Security Group** and assign access rights to the group as needed. To delete a user or a security group, click the **Delete** icon to the left of its name.

> **Note:** To navigate to the financial summary of a lifecycle entity, you must have access to that lifecycle entity. Access to the financial summary of a proposal does not guarantee access to the financial summary of the project that the proposal becomes. Access to the financial summary of a project does not guarantee access to the financial summary of the asset that the project becomes.

Table 4-8. Access rights on the Configure Access for Financial Summary page for lifecycle entities

Access Right	Description
View Costs	(Read-only) Allows the user to view forecast and actual costs and Notes in the **Cost Details** section in the financial summary, and view the costs in its snapshots. The user must also have the View Costs on Financial Summary access grant or the Edit Actuals on Financial Summary access grant. **Note:** The user does not need this access right if the user has the View Costs on All Financial Summaries access grant or the Edit Actuals on All Financial Summaries access grant.
Edit Costs	Allows the user to do the following: • Edit forecast and actual costs (add, update, and delete cost lines) in the **Cost Details** section of the financial summary.

Table 4-8. Access rights on the Configure Access for Financial Summary page for lifecycle entities, continued

Access Right	Description
	• Add Notes to the **Cost Details** section. • Take and view snapshots of the financial summary. • Edit the **Name** and **Description** fields in the **Statistics** section of the financial summary. • Edit the financial summary settings. The user must also have the Edit Actuals on Financial Summary access grant. **Note:** The user does not need this access right if the user has the Edit Actuals on All Financial Summaries access grant.
View Benefits	Allows the user to view forecast and actual benefits and Notes in the **Benefit Details** section in the financial summary, and view the benefits in snapshots. The user must also have the following: • View Costs on Financial Summary access grant or Edit Actuals on Financial Summary access grant. • View Financial Benefits access grant or Edit Financial Benefits access grant. • Access to view the financial summary's costs (see the View Costs access right at the beginning of this table). **Note:** The user does not need this access right if the user has the View All Financial Benefits access grant or the Edit All Financial Benefits access grant.
Edit Benefits	Allows the user to do the following: • Edit benefits (add, update, and delete benefit lines) in the **Benefit Details** section of the financial summary. • Add notes to the **Benefit Details** section. • Take and view snapshots of the financial summary. The user must also have the following: • Edit Financial Benefits access grant. • Access to view the financial summary's costs (see the View Costs access right at the

Table 4-8. Access rights on the Configure Access for Financial Summary page for lifecycle entities, continued

Access Right	Description
	beginning of this table).
	• Access to view the financial summary's benefits (see the View Benefits access right in this table).
	Note: The user does not need this access right if the user has the Edit All Financial Benefits access grant.
Edit Approved Budget	Allows the user to add entries to the approved budget of the financial summary.
	The user must also have the following:
	• Edit Approved Budget access grant.
	• Access to view the financial summary's costs (see the View Costs access right at the beginning of this table).
	Note: The user does not need this access right if the user has the Edit Approved Budget on All Financial Summaries access grant.
Set Plan of Record	Allows the user to specify a snapshot in the list of financial summary snapshots as the Plan of Record.
	The user must also have the following:
	• Set a Financial Summary Snapshot as the Plan of Record access grant.
	• Access to view the financial summary's costs (see the View Costs access right at the beginning of this table).
Edit Security	Allows the user to do the following:
	• Add and delete users and security groups on the Configure Access for Financial Summary page.
	• Change access rights to the financial summary for users and security groups.
	The user must also have the Edit Cost Security access grant.
	Note: The user does not need this access right if the user has the Edit Cost Security on All Financial Summaries access grant.

The Configure Access for Financial Summary page initially shows the access rights, one per column, for users who are Project Managers, Benefit Managers, or Cost Participants. With the required underlying access grants, the provided access rights allow the following capabilities:

- A Project Manager can do the following:

  - View and edit forecast and actual costs

  - View and take snapshots

  - Edit the access rights of other users

- A Benefits Manager can do the following:

  - View forecast and actual costs

  - View and edit benefits

  - View and take snapshots

  - Edit the access rights of other users

- A Cost Participant can do the following:

  - View forecast and actual costs

  - View the **Cost Details** section (the costs) in snapshots

  The cost participants are determined by the option chosen for the **Financial Summary and Workplan Costs can be viewed by** field on the **Project Security** policy of the project.

Financial Summaries of Programs

The financial summary of a program is available when the **Enable Financial Management for this program** checkbox is selected in the Program Settings page for the program.

The financial summary of a program has the following characteristics:

- It presents costs for capitalized and operating expenses separately if any proposal, project, or asset in the program allows capitalized costs.

- It presents costs for labor and non-labor separately if none of the proposals, projects, or assets in the program allow capitalized costs.

- It uses configurable fiscal periods, where the fiscal year can begin any day of the year and can use as its periods the familiar twelve Gregorian calendar months, or the fiscal year can reflect any standard or non-standard retail calendar. Only fiscal periods that your administrator has generated are displayed. For information about generating fiscal periods, see the *Generating Fiscal Periods* document.

- It presents an approved budget, forecast and actual costs, and forecast and actual benefits that cannot be edited directly on the Financial Summary page. Authorized users can edit them on separate pages accessed from the financial summary.

- Currency amounts are displayed and stored in the PPM Center base currency only.

- The format used to enter currency amounts can be configured in the `server.conf` configuration file. For information, see "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

The **Cost Details** and **Benefits Details** sections of a program's financial summary display two types of data:

- **Roll-up data.** Every program has *roll-up* data, which includes a non-editable summation (roll-up) of data from the proposals, projects, and assets in the program. Roll-up data lines are highlighted in light gray and individual cells cannot be selected for editing.

  > **Note:** The cost and health of the program is based on contributions from the proposals, projects, and assets in the program. In the calculation, each project uses the costs in its financial summary if the financial summary has any cost lines (even if their values are all 0), or the costs in its work plan if the financial summary has no cost lines.

  > **Tip:** Roll-up data in a financial summary cannot be edited directly.
  >
  > However, if a project in a program is cancelled before the project starts and you do not want any of the project forecasts to be included in the roll-up data, delete the project from the program.
  >
  > If a project that is underway is closed or cancelled and you do not want future project forecasts to be included in the roll-up data, clear the forecast values for all future months in the financial summary for the project.

- **Editable data.** Every program can optionally have *editable* data, which you can edit as desired.

Typically, these are cost or benefit lines that have been manually added to the program's financial summary. Editable data lines are not highlighted in any color but each cell can be selected to edit.

The financial summary of a program includes buttons, a **Statistics** section, a **Summary** section, a graph, and tables of cost and benefit data, as described in detail in the following sections.

Buttons in the Upper-right Corner of a Program Financial Summary

The upper-right corner of a program's financial summary includes the following buttons:

- **Compare Snapshots** button. For information about snapshots, see "Snapshots of a Program Financial Summary" on page 111.

- **Financial Summary Settings** button. Clicking this button opens the Financial Summary Settings window. The field in this window allows you to enable or disable tracking of capital costs of editable data for the financial summary. For more information, see "Configuring a Program Financial Summary for Capitalization and Roll-Ups " on page 116.

- **Configure Access** button. This button is available only to users who have permission to configure view or edit access to various aspects of the financial summary for other users. For information about access rights, see "Access Rights to View and Edit a Program Financial Summary" on page 118.

- **Financial Summary Audit Trail** button. Clicking this button tracks modifications to the lifecycle entity's financial summary. For more information about financial summary audit trail, see "Viewing a Program Financial Summary Audit Trail" on page 116.

- **Export to Excel** link to export the financial summary to a Microsoft Excel spreadsheet. For more information, see "Exporting a Program Financial Summary to Microsoft Excel" on page 115.

Statistics Section of a Program Financial Summary

The Statistics section of a program financial summary includes the fields described in "Table 4-9. Fields in Statistics section of a program financial summary" below.

Table 4-9. Fields in Statistics section of a program financial summary

Field (*Required)	Description
*Name	Name of the financial summary.

Table 4-9. Fields in Statistics section of a program financial summary, continued

Field (*Required)	Description
Created On	Date on which the financial summary was created.
Created By	Person who created the financial summary.
Description	Description of the financial summary.

Summary Section of a Program Financial Summary

The **Summary** section of a program's financial summary includes the fields described in "Table 4-10. Fields in Summary section of a program financial summary" below.

Table 4-10. Fields in Summary section of a program financial summary

Field (*Required)	Description
Discount Rate	Discount rate, if any, being applied for the program. This discount rate is used to calculate NPV(editable), not NPV(rollup).
Total Forecast Cost [a]	Total forecast (planned) costs over the program's entire range of periods.
Total Forecast Benefit [a]	Total forecast (planned) benefits over the program's entire range of periods.
NPV [a]	Net present value over the program's entire range of periods. NPV is the sum of the program content's NPV added to the NPV of the program's manually added data (if any): $NPV = \sum NPV(rollup) + NPV(editable)$ where **NPV** = Net present value. **NPV(rollup)** = Net present value of the program's content which is the NPV of each lifecycle entity that belongs to the program. The NPV of each lifecycle entity is calculated as described in the *HP Portfolio Management User's Guide*. **NPV(editable)** = Net present value of the program based on manually added data only (if any). The nominal return used in this calculation is based on only the cost and benefits that have been manually added to the program (not to any lifecycle entities). NPV(editable) is calculated as described in the *HP Portfolio Management User's Guide*. The discount rate used in this calculation is set from the program's

Table 4-10. Fields in Summary section of a program financial summary, continued

Field (*Required)	Description
	Financial Summary Settings page.
Total Approved Budget [b]	An agreed upon allocation of money or funding (including both roll-up and editable data) for the program over the program's entire range of periods.
View Approved Budget Details link	Click to display the Budget Details page, which lists the individual budget lines (including both rolled-up and editable data) that contribute to the total approved budget.
	From the Budget Details page you can filter the total approved budget to display any existing approved budget for the current fiscal year, for the previous fiscal year, for the next fiscal year, or for all of those years, by selecting the desired year (s) in the **Fiscal Year** field. Each budget line includes the budget line name, creation date, amount, fiscal year, creator, and description.
	From the Budget Details page, you can click **Update Budget** to add budget lines (with positive or negative amounts) to an approved budget for the current, previous, or next fiscal year. You cannot edit or delete existing budget lines generated from rolled-up data. For information about adding lines, see "Adding Lines to an Approved Budget" on page 103.
Display Currency in	Toggle to display amounts in one of the following currencies: • Currency of the program's contents (proposals, projects, and assets) • System default currency The **Display Currency in** field is available only if all the contents use the same currency. For information about currencies, see "Managing Financial Exchange Rates and Currencies" on page 30.
Total Actual Cost [a]	Total actual costs over the program's entire range of periods.
Total Actual Benefit [a]	Total actual benefits over the program's entire range of periods.
Total Nominal Return [a]	Total nominal return over the program's entire range of periods. Total nominal return is the program content's total cost subtracted from the program content's total benefit: TNT = ∑Benefit - ∑Cost

Table 4-10. Fields in Summary section of a program financial summary, continued

Field (*Required)	Description
	where **TNR** = Total nominal return. **Benefit** = Total benefit of the program's content which is the total of all roll-up and editable benefits of each lifecycle entity that belongs to the program. **Cost** = Total cost of the program's content which is the total of all roll-up and editable costs of each lifecycle entity that belongs to the program.
Snapshots field, Create Snapshot link	Click to create a snapshot of the financial summary. See "Snapshots of a Program Financial Summary" on page 111.
Snapshots field, View Snapshots link	Click to display a list of snapshots of the financial summary.
a. These metrics include all of the data in the financial summary, which can extend beyond the time range that can be displayed. b. Total Approved Budget includes all of the approved budget data in the financial summary. You can display data for each of the fiscal years for which data exists.	

Totals by Year Section of a Program Financial Summary

The **Totals by Year** section of a program's financial summary is analogous to the **Totals by Year** section of a lifecycle entity financial summary. See "Totals by Year Section of a Lifecycle Entity Financial Summary" on page 48.

Cost Details Section of a Program Financial Summary

Any cost-related user data field that an administrator has optionally configured is displayed at the top of the Edit Costs page of the financial summary, above the **Cost Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Cost Details** section displays a table with the forecast and actual costs of the program, on a monthly, quarterly, or yearly basis. "Actuals" are actual costs over the same time range.

> **Note:** If all monetary amounts in the table are to be multiplied by 1000, the title of the section is **Cost Details (x $1,000).**

The range of years displayed is as described in "Configurable Range of Fiscal Years" on page 49.

> **Note:** The financial summary can include cost data that extends beyond the displayed time range. To view all the financial summary data, export the financial summary to a Microsoft Excel spreadsheet. See "Exporting a Lifecycle Entity Financial Summary to Microsoft Excel" on page 73.

Your administrator can enable separate tracking of capitalized costs and operating costs for the program or its contents. The cost details consist of cost lines that, by default, are specified by the following fields:

- **Type** (**Labor** or **Non-Labor**)

- **Category,** which can be the following:

  - **Contractor** or **Employee,** if **Type** is set to **Labor**

  - **Hardware, Software,** or **Training,** if **Type** is set to **Non-Labor**

  > **Note:** An administrator can add new values for the cost **Category** by changing the following validations in the PPM Workbench:
  >
  > - CST - Budget Labor Category
  >
  > - CST - Budget Non-Labor Category
  >
  > For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

- User data fields that an administrator has optionally configured for cost *lines,* as described in the *HP Portfolio Management Configuration Guide*

Depending on the types of costs that have been added and the **View** options you have selected (see "Features of the Tables in a Program Financial Summary" on page 101), the table in the **Cost Details** section can have one or two subtables, as follows:

- If capitalized costs are tracked separately from operating costs for the program or its contents, the table has one or two subtables with the following highlighted headings for each **Expense Type** in use:

- ○ **Capital Total** and/or **Operating Total,** if you display totals only

- ○ **Capital** and/or **Operating,** if you display line details. Subordinate rows include the following:

   - **Category** and **Type** rows for each cost line

   - Rows for **Capital Total** and/or **Operating Total**

- If capitalized costs are *not* tracked separately from operating costs, the table has one or two subtables with the following highlighted headings for each cost **Type** in use:

   - ○ **Non-Labor Total** and/or **Labor Total,** if you display totals only

   - ○ **Non-Labor** and/or **Labor,** if you display line details. Subordinate rows include the following:

      - **Category** rows for each cost line

      - Rows for **Non-Labor Total** and/or **Labor Total**

In all cases, the subtables are followed by the sum of their data in another subtable with the heading **Month Total,Quarter Total,Year Total,** or **Overall,** depending on whether you use the **View** options to view data by **Months, Quarters, Years,** or **Totals** respectively.

For information about configuring automatic calculation of forecasts, see "Configuring a Program Financial Summary for Capitalization and Roll-Ups " on page 116. Use of automatic calculations creates separate, non-editable forecast or actual cost lines (rows) in the **Cost Details** section of financial summaries.

The **Cost Details** section includes an **Add Cost** button if no forecasts or actuals have been specified so far, or an **Edit Cost** button if any forecasts or actuals have been specified. See "Adding, Deleting, and Editing Cost Lines " on page 105.

Benefit Details Section of a Program Financial Summary

Any benefit-related user data field that an administrator has optionally configured is displayed at the top of the Edit Benefits page of the financial summary, above the **Benefit Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Benefit Details** section displays a table with the forecast and actual benefits of the program, on a monthly, quarterly, or yearly basis. "Actuals" are actual benefits over the same time range.

> **Note:** If all monetary amounts in the table are to be multiplied by 1000, the title of the section is

Benefit Details (x $1,000).

The range of years displayed is as described in "Configurable Range of Fiscal Years" on page 49.

Note: The financial summary can include benefit data that extends beyond the range of fiscal years that you are allowed to display. To view all the financial summary data, export the financial summary to a Microsoft Excel spreadsheet. See "Exporting a Lifecycle Entity Financial Summary to Microsoft Excel" on page 73.

The benefit details consist of benefit lines that, by default, are specified by the following fields:

- **Type** (**Savings** or **Revenue**)

- **Category,** which can be the following:

  - **Hardware, Labor, Maintenance,** or **Software,** if **Type** is set to **Savings**

  - **Product** or **Service,** if **Type** is set to **Revenue**

  - **Compliance** or **Legal,** if **Type** is set to **Avoidance**

    Note: An administrator can add new values for the benefit **Category** by changing the following validations in the PPM Workbench:

    - FINANCIAL BENEFIT AVOIDANCE CATEGORY List

    - Financial Benefits Line Category List

    - Financial Benefit Revenue Category List

    For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

- User data fields that an administrator has optionally configured for benefit *lines,* as described in the *HP Portfolio Management Configuration Guide*

Depending on the types of benefits that have been added and the **View** options you have selected (see "Features of the Tables in a Program Financial Summary" on the next page), the table in the **Benefit Details** section can have up to three subtables with the following highlighted headings for each benefit **Type** in use:

- **Revenue Total** and/or **Savings Total** and/or **Avoidance Total,** if you display totals only

- **Revenue** and/or **Savings** and/or **Avoidance,** if you display line details. Subordinate rows include the following:

  - **Category** rows for each benefit line

  - Rows for **Revenue Total** and/or **Savings Total** and/or **Avoidance Total**

The subtables are followed by the sum of their data in another subtable with the heading **Month Total,Quarter Total,Year Total,** or **Overall,** depending on whether you use the **View** options to view data by **Months, Quarters, Years,** or **Totals** respectively.

For information about configuring automatic calculation of benefits, see "Configuring a Program Financial Summary for Capitalization and Roll-Ups " on page 116. Use of automatic calculations creates separate, non-editable benefit lines (rows) in the **Benefit Details** section of financial summaries.

The **Benefit Details** section includes an **Add Benefits** button if no benefits have been specified so far, or an **Edit Benefits** button if any benefits have been specified. See "Adding, Deleting, and Editing Benefit Lines" on page 108.

Features of the Tables in a Program Financial Summary

The tables in the **Cost Details** and the **Benefit Details** sections of a program's financial summary, in the Edit Costs page, and in the Edit Benefits page have the following features:

- Each table includes a horizontal scroll bar to view data over the entire time range; if necessary, the table also includes a horizontal scroll bar to view the full names in the list of categorized costs or benefits. In each table, you can adjust the position of the vertical divider between the categories on the left and the monetary data on the right.

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, you can display one of the following:

  - Only totals by clicking **Totals Only**

  - Line-by-line details (and totals) by clicking **<x> Detail Lines** where **<x>** is a number from 1 to 100 provided by the system

    Note: If a table has more than 100 detail lines, only totals can be displayed for that table.

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, in the Edit Costs page, and in the Edit Benefits page, you can display one of the following:

  ○ Only forecast values by clicking **Forecast Only**

  ○ Both forecast and actual values by clicking **Forecast and Actuals**

- In the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, in the Edit Costs page, and in the Edit Benefits page, you can display one of the following:

  ○ Data by month (and summed by quarter) by clicking **Months.**

  ○ Data by quarter by clicking **Quarters.**

  ○ Data by year by clicking **Years.** When you select this option, the tables display all the fiscal years in the configured range (see "Configurable Range of Fiscal Years" on page 49), except that the range is further limited to years that have non-zero data for the financial summary. On the Edit Costs and Edit Benefits pages, the **Fiscal Year** field and the **Copy from Previous Year** button are no longer applicable and are hidden.

  In addition, in the **View** options for the **Cost Details** and **Benefit Details** sections of the financial summary, you can display:

  ○ Data summed for each line over all years by clicking **Totals.** This **Totals** option is not available in the Edit Costs page or the Edit Benefits page, because totals for each line are always shown on those pages in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals**).

General Information About Program Financial Summaries

The entire financial summary of a program uses configurable fiscal periods, where the fiscal year can begin any day of the year and can use as its periods the familiar twelve Gregorian calendar months, or the fiscal year can reflect any standard or non-standard retail calendar. Only fiscal periods that your administrator has generated are displayed. For information about generating fiscal periods, see the *Generating Fiscal Periods* document.

An approved budget, forecast and actual costs, and forecast and actual benefits exist only as part of a financial summary, not independently. They cannot be edited directly on the Financial Summary page, but authorized users can edit them on separate pages accessed from the financial summary.

Viewing a Program Financial Summary

To open and view the financial summary of a program:

1. Log on to PPM Center.

2. Search the programs and open the one of interest.

3. In the **Program Costs** section heading on the **Overview** tab of the program, click the link (the name of the financial summary) in the **Financial Summary** field. (Availability of the **Program Costs** section requires selecting the **Enable Financial Management for this program** checkbox for the program in Program Settings).

   The Financial Summary page opens.

Editing a Program Financial Summary

> **Note:** You might be able to view or edit only some sections of a financial summary, based on the configuration of your access grants and access rights for that financial summary. For more information, see "Access Rights to View and Edit a Program Financial Summary" on page 118 and "Access Grants for Financial Summaries and Financial Data Tables" on page 143.

From the Financial Summary page, authorized users can edit that financial summary's approved budget, forecast and actual costs, and forecast and actual benefits, as described in the following sections. Authorized users can add lines to an approved budget, but they cannot change or delete its existing lines.

> **Note:** The format that must be used when entering amounts in dollars or other currencies is controlled by parameters in the `server.conf` configuration file, as described in "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

Adding Lines to an Approved Budget

If you have the Edit Approved Budget or Edit Approved Budget on All Financial Summaries access grant (see "Access Grants for Financial Summaries and Financial Data Tables" on page 143) and the Edit Approved Budget access right (see "Access Rights to View and Edit a Program Financial Summary" on page 118), you can add lines to an approved budget for a program, but you cannot edit existing lines.

To add lines to an approved budget:

1. On the Financial Summary page, click the **View Approved Budget Details** link.

   The Budget Details page appears, with a list of budget entries, if any, for the current fiscal year. Summary data appears in the **Approved Budget** section heading.

2. In the **Fiscal Year** field, select **View All** or select the fiscal year of interest from the drop-down list.

   The Budget Details page is refreshed to reflect your selection.

3. Click **Update Budget.**

   The Update Budget window opens.

4. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the approved budget line. The name can be the same as or different from existing lines. In either case, the line will become a new entry (row) in the approved budget.
Expense Type	Appears only if cost capitalization is enabled in the financial summary and the COST_CAPITALIZATION_ENABLED server.conf parameter is set to true. The options are **Operating** (the default) and **Capital.**
*Fiscal Year	Fiscal year to which you want to add a budget line (the current year, the previous year, or the next year).
*Amount	Amount to add to or subtract from the approved budget for the selected fiscal year. Enter a negative value to subtract the amount.
Description	Optional description of the new approved budget line.

5. Click **Done.**

   A confirmation dialog appears. If you confirm the update, it cannot be removed from the approved budget later.

   The line is added to the approved budget. The value is updated for the **Total Approved Budget for FY<*fiscal year*>** field (or for the **Total Approved Budget** field if the **Fiscal Year** is set to **View All**).

6. On the Budget Details page, click **Done.**

> **Note:** If you need to change a budget entry for an editable fiscal year from **Operating** to **Capital,** create:
>
> ○ An offsetting negative budget entry with **Expense Type** set to **Operating**
>
> ○ A budget entry in the same amount with **Expense Type** set to **Capital**

Adding, Deleting, and Editing Cost Lines

If you have the Edit Actuals on Financial Summary or the Edit Actuals on All Financial Summaries access grant (see "Access Grants for Financial Summaries and Financial Data Tables" on page 143) and the Edit Costs access right (see "Access Rights to View and Edit a Program Financial Summary" on page 118), you can add lines to and delete lines from forecast and actual costs, and you can edit their categorizations and other data.

To edit or add lines for forecast and actual costs:

1. If there are no cost lines in the **Cost Details** section of the financial summary, click **Add Costs** to add the first cost line, otherwise click **Edit Costs.**

   The Edit Costs page appears.

2. By default, the current fiscal year is displayed but you can use the drop-down list in the **Fiscal Year** field to select a different fiscal year.

   Use the **View** options, the horizontal scroll bar(s), and the vertical divider as needed. See "Features of the Tables in a Program Financial Summary" on page 101.

   If cost lines have been added previously, note the following:

   ○ If capitalized costs are tracked separately from operating costs for the financial summary's program or its contents (see "Configuring a Program Financial Summary for Capitalization and Roll-Ups " on page 116), the table has one or two editable subtables with headings for each **Expense Type**—**Capital** and/or **Operating**—and subordinate rows that include the **Category** and **Type** for each cost line.

   ○ If capitalized costs are *not* tracked separately from operating costs, the table has one or two editable subtables with headings for each cost **Type**—**Non-Labor** and/or **Labor**—and subordinate rows that include the **Category** for each cost line.

○ The data in the subtables is summed in a non-editable subtable with the highlighted heading **Total.**

○ Totals for each line are shown in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals** rather than **Forecast**). If the **View** options include **Months** or **Quarters,** the line totals reflect the values for only the selected **Fiscal Year.** If the **View** options include **Years,** the line totals reflect the sum of the values for all the fiscal years in the configured range. The totals are updated dynamically as you edit the data.

> **Tip:** You can quickly copy forecast costs from the fiscal year before the one you are viewing, by clicking **Copy from Previous Year** in the **Cost Details** section of the Edit Costs page. Actual costs are not copied, so any existing actuals in the financial summary are not overwritten.

> **Note:** A financial summary should have no more than 300 cost lines.

3. To add cost lines:

    a. Click **Add Cost Line.**

        The Add Cost Line page appears.

    b. Complete the fields as described in the following table:

Field (*Required)	Description
*Type	**Labor** or **Non-Labor.**
*Category	**Contractor** or **Employee,** if **Type** is set to **Labor.** **Hardware, Software,** or **Training,** if **Type** is set to **Non-Labor.**
Expense Type	**Operating** or **Capital.** This field appears only if capitalized costs are tracked for the program's financial summary. For more information, see "Configuring a Program Financial Summary for Capitalization and Roll-Ups " on page 116.

> **Note:** An administrator can add new values for the cost **Category** by changing the following

> validations in the PPM Workbench:
>
> o   CST - Budget Labor Category
>
> o   CST - Budget Non-Labor Category
>
> An administrator can add new fields for this page by using the following two tokens in the PPM Workbench:
>
> o   FS.FINANCIAL_SUMMARY_ID
>
> o   FS.FORECAST_ACTUAL_ID
>
> With the tokens, an administrator can access financial summary ID to create queries to get any values associated with financial summary, such as budget.
>
> To create queries, an administrator should be familiar with the data model of PPM financial module.
>
> For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

   c.   Click **Add** to add the line and close the Add Cost Line page, or click **Add Another** to add the line and leave the Add Cost Line page open to add another line.

4.   To delete a particular line, click the **Delete** icon at the left of the line. Lines with any non-zero actuals for any year do not display the **Delete** icon and cannot be deleted.

5.   To edit the fields associated with a cost line (the fields described in step 3):

   a.   Click the right-arrow near the left of the line you want to edit.

      The Edit a Cost Line window opens.

   b.   Edit the fields as desired and click **OK.**

6.   Click the table cells on the Edit Costs page to edit the data for the forecast and actual costs as needed. Note the following:

   o   You can enter positive or negative amounts. For example, you can enter negative actuals to match data in an accounting system.

   o   If the **View** option is **Quarters,** costs you edit for a quarter are automatically apportioned

equally among the months in that quarter. If the **View** option is **Years,** costs you edit for a year are automatically apportioned equally among the months in that year and thereby equally among the quarters as well.

○ If only forecast (not forecast and actual) data is displayed, you can copy the data in a cell to an adjacent range of cells in the same row, by clicking the cell with the data to copy, and then, with the cursor positioned in the cell at the other end of the range of cells into which the data is to be copied, press SHIFT + **click.**

7. Click **Save** to save your changes and continue to display the Edit Costs page, or click **Done** to save your changes and return to the Financial Summary page.

Copying Cost Lines from a PFM Request Financial Summary

The **Copy Cost Lines from Another Request** button on the Edit Costs page enables you to copy all of the cost lines from the financial summary of one PFM request (PFM - Proposal, PFM - Project, or PFM – Asset request type) to the open PFM request. Search capability is provided to find the PFM request from which lines are to be copied. Cost lines rolled up from a staffing profile to the financial summary of the request selected from the search results are *not* copied to the financial summary of the open PFM request.

If the requests use different currencies, you can copy the cost lines but not any of their cost *data.* If the requests use the same currency, an option appears that enbales you to copy the forecast cost data in the cost lines as well as the lines themselves.

Adding, Deleting, and Editing Benefit Lines

If you have the Edit Financial Benefits or the Edit All Financial Benefits access grant (see "Access Grants for Financial Summaries and Financial Data Tables" on page 143) and the Edit Benefits access right (see "Access Rights to View and Edit a Program Financial Summary" on page 118), you can add lines to and delete lines from forecast and actual benefits, and you can edit their categorizations and other data.

To edit or add lines for forecast and actual benefits:

1. If there are no benefit lines in the **Benefit Details** section of the financial summary, click **Add Benefits** to add the first benefit line, otherwise click **Edit Benefits**.

   The Edit Benefits page appears.

2. By default, the current fiscal year is displayed but you can use the drop-down list in the **Fiscal Year**

field to select a different fiscal year.

If benefit lines have been added previously, note the following:

○ Depending on the types of benefits that have been added, the table in the Edit Benefits page can have up to three editable subtables with highlighted headings for each benefit **Type** in use—**Revenue** and/or **Savings** and/or **Avoidance**—and subordinate rows that include the **Category** for each benefit line. You can edit existing values as necessary, as described in step 4 through step 6 .

○ The data in the **Revenue** and/or **Savings** and/or **Avoidance** subtables is summed in a non-editable subtable with the highlighted heading **Total.**

○ Totals for each line are shown in the **Line Totals** column (with subcolumns for **Forecast** and **Actual** if the **View** options you have selected include **Forecast and Actuals** rather than **Forecast**). If the **View** options include **Months** or **Quarters,** the line totals reflect the values for only the selected **Fiscal Year.** If the **View** options include **Years,** the line totals reflect the sum of the values for all the fiscal years in the configured range. The totals are updated dynamically as you edit the data.

> **Tip:** You can quickly copy forecast benefits from the fiscal year before the one you are viewing by clicking **Copy from Previous Year** in the **Benefit Details** section of the financial summary. Actual benefits are not copied, so any existing actuals in the financial summary are not overwritten.

> **Note:** A financial summary should have no more than 300 benefit lines.

3. To add benefit lines:

   a. Click **Add Benefit Line.**

      The Add Benefit Line page appears.

   b. Complete the fields as described in the following table:

Field (*Required)	Description
*Type	**Savings,Revenue,** or **Avoidance.**

Field (*Required)	Description
*Category	**Hardware, Labor, Maintenance,** or **Software,** if **Type** is set to **Savings.**
	Product or **Service,** if **Type** is set to **Revenue.**
	Compliance or **Legal,** if **Type** is set to **Avoidance.**

> **Note:** An administrator can add new values for the benefit **Category** by changing the following validations in the PPM Workbench:
>
> ○ FINANCIAL BENEFIT AVOIDANCE CATEGORY List
>
> ○ Financial Benefits Line Category List
>
> ○ Financial Benefit Revenue Category List
>
> For more information, see the *Commands, Tokens, and Validations Guide and Reference.*

  c. Click **Add** to add the line and close the Add Benefit Line page, or click **Add Another** to add the line and leave the Add Benefit Line page open to add another line.

4. To delete a particular line, click the **Delete** icon at the left of the line. Lines with any non-zero actuals for any year do not display the **Delete** icon and cannot be deleted.

5. To edit the fields associated with a benefit line (the fields described in step 3):

  a. Click the right-arrow near the left of the line you want to edit.

     The Edit Benefit Line window opens.

  b. Edit the fields as desired and click **OK.**

6. Click the table cells on the Edit Benefits page to edit the data for the forecast and actual benefits as needed. Note the following:

  ○ You can enter positive or negative amounts. For example, you can enter negative actuals to match data in an accounting system.

  ○ If the **View** option is **Quarters,** benefits you edit for a quarter are automatically apportioned equally among the months in that quarter. If the **View** option is **Years,** benefits you edit for a year are automatically apportioned equally among the months in that year and thereby equally

among the quarters as well.

○ If only forecast (not forecast and actual) data is displayed, you can copy the data in a cell to an adjacent range of cells in the same row, by clicking the cell with the data to copy, and then, with the cursor positioned in the cell at the other end of the range of cells into which the data is to be copied, press SHIFT + **click.**

7. Click **Save** to save your changes and continue to display the Edit Benefits page, or click **Done** to save your changes and return to the Financial Summary page.

Viewing and Adding Notes

If you can view costs in a financial summary, you can view notes in the **Cost Details** section. If you can view and edit costs in a financial summary, you can add notes in the **Cost Details** section.

If you can view benefits in a financial summary, you can view notes in the **Benefit Details** section. If you can view and edit benefits in a financial summary, you can add notes in the **Benefit Details** section.

For more information, see "Access Rights to View and Edit a Program Financial Summary" on page 118 and the *Security Model Guide and Reference*.

To view or add notes to the **Cost Details** section or the **Benefits Details** section:

1. Click the **Add Notes** button for the desired section.

   > **Note:** The label on the button changes dynamically. If no notes exist, the button label is **Add Notes.** If notes exist, the button label displays the number of existing notes.

   The Notes dialog appears.

2. To view a note, look for notes that have already been added in the **Existing Notes** section.

3. To add a note, start typing in the **Notes** field.

   Click **Save** to save the note and enter another note, click **Done** to save the note and exit the Notes dialog, or click **Cancel** to exit the Notes dialog without saving the note.

Snapshots of a Program Financial Summary

You can take a snapshot of a financial summary at any time to preserve a copy of its forecast and actual costs and benefits and its approved budget. The appearance and functionality of the snapshot

are the same as for the financial summary, *except* as follows:

- The title of the snapshot page has the following format:

  Snapshot:<*program name*>: <*snapshot name*>

- The snapshot does not capture the **NPV** and **Total Nominal Return** financial summary fields.

- The snapshot does not capture notes.

- You cannot edit any of the financial summary data in a snapshot, so there are no buttons for editing or saving the data.

- An administrator can configure two parameters to control the range of fiscal years that is displayed throughout a financial summary, up to 20 years ago and up to 20 years in the future, relative to the current fiscal year. See "Configurable Range of Fiscal Years" on page 49. The same parameters apply to the range of fiscal years for which data is saved in snapshots, but the snapshot always displays data relative to the fiscal year in which the snapshot was *taken* rather than the current fiscal year if the years are different. In other words, from one fiscal year to another, the specific displayed years in a financial summary change, whereas the specific years displayed in a snapshot remain fixed.

You can edit the **Name** and **Description** fields of a snapshot. You cannot make the data in a financial summary revert to the content of any snapshot.

Financial summary snapshots have all the display options of financial summaries, as described in "Features of the Tables in a Program Financial Summary" on page 101.

If a financial summary includes data that extends beyond the displayable range of years configured by the administrator, so does its snapshot. You can export a snapshot to Microsoft Excel as you would export a financial summary (see "Exporting a Program Financial Summary to Microsoft Excel" on page 115).

Taking Snapshots

To take a snapshot:

1. In the financial summary, click **Create Snapshot.**

2. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the snapshot. The default is **Snapshot #<X>** where **<X>** is an integer that is incremented every time a new snapshot is taken, starting with **1.**
Description	Description of the snapshot.

3. Click **Done.**

   The snapshot is taken and you are offered the option to view it.

Viewing Snapshots

To view a list of the snapshots that have been taken for a financial summary:

1. Click the **View Snapshots** link.

   The list of financial summary snapshots for the program is displayed.

   The list of snapshots includes the columns described in the following table:

Column	Description
Plan of Record	Indicator for the Plan of Record snapshot, and option to change the Plan of Record. For more information, see "Specifying a Snapshot as the Plan of Record" on the next page.
Name	Name of the snapshot.
Date	Date the snapshot was taken.
Created By	User who took the snapshot.
Description	Description of the snapshot, specified when it was created. You might want to expand the descriptions if they are lengthy.

   For each snapshot in the list, there are right-arrows between the **Plan of Record** and the **Name** columns. You can click these right-arrows to edit the **Name** and **Description** of a snapshot.

2. In the list of snapshots, click a snapshot name in the **Name** column to open the snapshot of interest.

Specifying a Snapshot as the Plan of Record

According to your business needs, you can specify any of the snapshots of a financial summary as its Plan of Record.

> **Note:** Give careful thought to specifying a different Plan of Record. Before changing the Plan of Record, consider updating the **Description** for the current Plan of Record snapshot for historical tracking purposes.

To change the Plan of Record snapshot:

1. In the **Summary** section of the financial summary, click **View Snapshots.**

   A list of snapshots appears.

2. In the **Plan of Record** column, select the snapshot you want to make the Plan of Record snapshot.

   If you select a snapshot other than the current Plan of Record snapshot, the **Set as Plan of Record** button becomes available.

3. Click **Set as Plan of Record.**

4. Click **Done.**

The first snapshot taken of the program is the Plan of Record, but you can change the Plan of Record after other snapshots are taken.

Comparing Snapshots

You can compare the forecast data for cost lines among as many as five snapshots at once, or among as many as four snapshots and the current financial summary. The Plan of Record snapshot can be one of the snapshots you compare.

To compare snapshots:

1. In the upper-right corner of the financial summary, click **More > Compare Snapshots.**

   The Compare snapshots page opens.

2. (Optional) In the **Comparison Dates** field, specify values for one or both dates to establish the date range to use for the snapshot comparison.

3. The list of snapshots in the **Select Snapshots to Compare** section provides data to help you identify which snapshots you want to compare.

   The **Current/POR** column identifies the following:

   ○ Plan of Record snapshot.

   ○ Current financial summary (regardless of whether a snapshot of it has been taken). If selected for comparison, both forecast and actual cost lines for the current financial summary are displayed.

   The **Date** column is the date the snapshot was taken or, in the case of the current financial summary, the date its parent was created.

   The **Description** column heading has a link labelled **Expand All** that you can use in case some of the descriptions are truncated.

   Select checkboxes to compare up to five snapshots, or up to four snapshots and the current financial summary.

4. Click **Submit.**

   The snapshot comparison appears.

   Forecasts are compared, cost line by cost line, among the selected snapshots. If the current financial summary was chosen for comparison, its actual costs are displayed in addition to its forecast costs.

Exporting a Program Financial Summary to Microsoft Excel

Click the **More > Export to Excel** button in the upper-right corner of the financial summary to export the entire financial summary of a program to a Microsoft Excel spreadsheet, except for the **Totals by Year** section and notes.

> **Note:** If you are using Microsoft Internet Explorer version 7, verify that the Internet options are configured properly. See *Getting Started* for more information.

Regardless of the **View** options selected in the financial summary, the spreadsheet captures the following data, to the same extent you are allowed to view the data:

- Forecast and actual data, presented by month.

- Detail rows, aggregated by cost and benefit category.

- Non-zero data over all the years in the database for the tables in the **Cost Details** and **Benefits Details** sections. The data captured and displayed in the spreadsheet is not limited to the displayable range of years configured by the administrator. Exporting the financial summary to Microsoft Excel is a convenient way to view all the data for any number of years.

- All cost line user data and benefit line user data, not limited as in the financial summary to a maximum of five columns.

All financial data in the Microsoft Excel spreadsheet uses the currency selected on the financial summary.

The filename of the Microsoft Excel spreadsheet is `ExportFSToExcel.xls`.

You can also export a financial summary *snapshot* to Microsoft Excel. The spreadsheet is the same as for exporting a financial summary to Microsoft Excel.

Viewing a Program Financial Summary Audit Trail

The financial summary audit trail tracks modifications to the program's financial summary. Changes to the financial summary can be made using PPM Center or Web services.

The audit trail in a program financial summary, including its access rights, is analogous to the audit trail in a lifecycle entity financial summary. For more information, see "Viewing a Lifecycle Entity Financial Summary Audit Trail" on page 73.

Configuring a Program Financial Summary for Capitalization and Roll-Ups

Financial summaries for the program have settings to track capitalized costs and to enable or disable automatic calculations ("roll-ups") of forecast and actual costs. For information about how the calculations are performed, see "Cost Data Calculations and Formulas" on page 155 and the *HP Resource Management User's Guide.*

Tracking Capitalized Costs in a Program Financial Summary

Capitalized cost tracking can be enabled or disabled independently for roll-up data and editable data, as follows.

- **Roll-up data.** To enable tracking of capitalized costs for roll-up data, the administrator must set the COST_CAPITALIZATION_ENABLED parameter in the server.conf configuration file to true. By default, this parameter is set to false so tracking of capitalized costs for roll-up data is disabled. Do not change this parameter after PPM Center has been put into use.

- **Editable data.** To enable tracking of capitalized costs for editable data, in the financial summary of the program, click **Financial Summary Settings,** select or deselect **The Financial Summary tracks capital costs** checkbox, and click **Save.** By default, the checkbox is selected so tracking of capitalized costs for editable data is enabled.

Configuring Automatic Calculations in Program Financial Summaries

The frequency of performing automatic calculations is based on the setting specified by the administrator for the Financial Summary Rollup Service. For more information, see "Configuring Cost Calculation Intervals" on page 186 and the *Installation and Administration Guide.*

Configuring the Discount Rate for a Program Financial Summary

The program's discount rate is used to calculate the program's NPV (net present value). For information about how the discount rate is applied to calculate NPV, see the *HP Portfolio Management User's Guide.*

To set the program's discount rate:

1. In the program's financial summary, click **More > Financial Summary Settings.**

2. On the Financial Summary Settings page, enter the discount rate as a percentage with up to two decimal places.

3. Click **Save.**

Access Rights to View and Edit a Program Financial Summary

Access to view any part of the program financial summary requires access to the program as a whole, as specified on the program's Configure Access for Financial Summary page.

Additionally, access to view and edit costs and benefits and the approved budget, and to specify which financial summary snapshot is the Plan of Record are controlled by access *grants* as described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143 and by access *rights* on the program's Configure Access for Financial Summary page. This section describes the program's Configure Access for Financial Summary page, also known as the access control list.

To edit the Configure Access for Financial Summary page, a user must have the Edit Cost Security access grant and the Edit Security access right.

Access grants take precedence over access rights. Giving access rights to a user does not allow the user to perform the associated activity (setting the Plan of Record snapshot, for example) unless the user also has the required associated access grants.

The specific access rights for programs are described in this section. To change the access rights, click **More > Configure Access** in the upper-right corner of the financial summary. The Configure Access for Financial Summary page appears, with a column for each of the access rights.

The Configure Access for Financial Summary page for a program financial summary initially shows the access rights, one per column, for users who are Program Managers (you cannot edit these access rights). With the required underlying access grants, the provided access rights allow a Program Manager to do the following:

- View and edit forecast and actual costs

- View and edit benefits

- Edit the approved budget

- Set the Plan of Record snapshot

- Edit the access rights of other users

In conjunction with access grants (described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143), access rights authorize the specified users and security groups to perform the functions described in "Table 4-11. Access rights on the Configure Access for Financial Summary page for programs" on the next page.

To add a user, click **Add User** and assign access rights to the user as needed. To add a security group, click **Add Security Group** and assign access rights to the group as needed. To delete a user or a security group, click the **Delete** icon to the left of its name.

Table 4-11. Access rights on the Configure Access for Financial Summary page for programs

Access Right	Description
View Costs	(Read-only) Allows the user to view forecast and actual costs and Notes in the **Cost Details** section in the financial summary, and view the costs in its snapshots.
	The user must also have the View Costs on Financial Summary access grant or the Edit Actuals on Financial Summary access grant.
	Note: The user does not need this access right if the user has the View Costs on All Financial Summaries access grant or the Edit Actuals on All Financial Summaries access grant.
Edit Costs	Allows the user to do the following:
	• Edit forecast and actual costs (add, update, and delete cost lines) in the **Cost Details** section of the financial summary.
	• Add Notes to the **Cost Details** section.
	• Take and view snapshots of the financial summary.
	• Edit the **Name** and **Description** fields in the **Statistics** section of the financial summary.
	• Edit the financial summary settings.
	The user must also have the Edit Actuals on Financial Summary access grant.
	Note: The user does not need this access right if the user has the Edit Actuals on All Financial Summaries access grant.
View Benefits	Allows the user to view forecast and actual benefits and Notes in the **Benefit Details** section in the financial summary, and view the benefits in snapshots.
	The user must also have the following:
	• View Costs on Financial Summary access grant or Edit Actuals on Financial Summary access grant.
	• View Financial Benefits access grant or Edit Financial Benefits access grant.
	• Access to view the financial summary's costs (see the View Costs access right at the

Table 4-11. Access rights on the Configure Access for Financial Summary page for programs, continued

Access Right	Description
	beginning of this table).
	Note: The user does not need this access right if the user has the View All Financial Benefits access grant or the Edit All Financial Benefits access grant.
Edit Benefits	Allows the user to do the following:
	• Edit benefits (add, update, and delete benefit lines) in the **Benefit Details** section of the financial summary.
	• Add notes to the **Benefit Details** section.
	• Take and view snapshots of the financial summary.
	The user must also have the following:
	• Edit Financial Benefits access grant.
	• Access to view the financial summary's costs (see the View Costs access right at the beginning of this table).
	• Access to view the financial summary's benefits (see the View Benefits access right in this table).
	Note: The user does not need this access right if the user has the Edit All Financial Benefits access grant.
Edit Approved Budget	Allows the user to add entries to the approved budget of the financial summary.
	The user must also have the following:
	• Edit Approved Budget access grant.
	• Access to view the financial summary's costs (see the View Costs access right at the beginning of this table).
	Note: The user does not need this access right if the user has the Edit Approved Budget on All Financial Summaries access grant.
Set Plan of Record	Allows the user to specify a snapshot in the list of financial summary snapshots as the Plan of Record.
	The user must also have the following:

Table 4-11. Access rights on the Configure Access for Financial Summary page for programs, continued

Access Right	Description
	• Set a Financial Summary Snapshot as the Plan of Record access grant. • Access to view the financial summary's costs (see the View Costs access right at the beginning of this table).
Edit Security	Allows the user to do the following: • Add and delete users and security groups on the Configure Access for Financial Summary page. • Change access rights to the financial summary for users and security groups. The user must also have the Edit Cost Security access grant. **Note:** The user does not need this access right if the user has the Edit Cost Security on All Financial Summaries access grant.

Financial Summaries of Organization Units

Every organization unit has a financial summary that includes a button, a **Statistics** section, a **Summary** section, and a table of approved budget data, as described in the following sections.

"Figure 4-7. Example financial summary for an organization unit " below shows an example of a financial summary for an organization unit.

Figure 4-7. Example financial summary for an organization unit

Buttons in the Upper-right Corner of an Organization Unit Financial Summary

The upper-right corner of an organization unit financial summary includes the following two buttons:

- **Configure Access** button. It is available only if you have permission to configure view or edit access to various aspects of the financial summary for other users. For information about access rights, see "Access Rights to View and Edit an Organization Unit Financial Summary " on page 129.

- **Financial Summary Audit Trail** button. Clicking this button tracks modifications to the organization unit's financial summary. For more information about financial summary audit trail, see "Viewing an Organization Unit Financial Summary Audit Trail" on page 128.

Statistics Section of an Organization Unit Financial Summary

The **Statistics** section of an organization unit financial summary includes the fields described in "Table 4-12. Fields in Statistics section of an organization unit financial summary" below.

Table 4-12. Fields in Statistics section of an organization unit financial summary

Field (*Required)	Description
*Name	Name of the financial summary.
Created On	Date on which the financial summary was created.
Created By	Person who created the financial summary.
Description	Description of the financial summary.

Summary Section of an Organization Unit Financial Summary

The **Summary** section of an organization unit financial summary includes the field described in "Table 4-13. Fields in Summary section of an organization unit financial summary" on the next page

Table 4-13. Fields in Summary section of an organization unit financial summary

Field (*Required)	Description
Display Currency in	Toggle to display amounts in one of the following currencies: • Currency of the parent entity (the default option) • System default currency The **Display Currency in** field is available only if the two currencies are different. For information about currencies, see "Managing Financial Exchange Rates and Currencies" on page 30.

Approved Budget Section of an Organization Unit Financial Summary

An approved budget is an agreed upon allocation of money for a fiscal year. The **Approved Budget** section heading of an organization unit financial summary displays some aspects of the approved budget, as described in "Table 4-14. Fields in Approved Budget section heading of an organization unit financial summary" below.

Table 4-14. Fields in Approved Budget section heading of an organization unit financial summary

Field (*Required)	Description
Fiscal Year	Drop-down list of fiscal years for which you can display approved budget data. If you select **View All,** the **Total Approved Budget** is the sum of values for all fiscal years, and the budget table lists entries for all fiscal years.
Total Approved Budget *or* Total Approved Budget for FY<*yyyy*> (Read-only data in	If **Fiscal Year** is set to **View All,** total approved budget over the approved budget's range of years. *or* If **Fiscal Year** is set to a particular year *yyyy,* total approved budget for that year.

Table 4-14. Fields in Approved Budget section heading of an organization unit financial summary, continued

Field (*Required)	Description
either case.)	
Approved Capital Budget (Read-only data)	If **Fiscal Year** is set to **View All,** total approved capital budget over the approved budget's range of years. *or* If **Fiscal Year** is set to a particular year, total approved capital budget for that year.
Approved Operating Budget (Read-only data)	If **Fiscal Year** is set to **View All,** total approved operating budget over the approved budget's range of years. *or* If **Fiscal Year** is set to a particular year, total approved operating budget for that year.
Update Budget button	Click to add entries (with positive or negative amounts) to the budget of the selected **Fiscal Year.** You cannot edit existing lines. See "Adding Lines to an Organization Unit Approved Budget" on the next page.

In the **Approved Budget** section, the list of approved budget entries that contribute to the approved budget for the selected fiscal year or all fiscal years appears, with the columns described in "Table 4-15. Columns in approved budget of an organization unit financial summary" below.

Table 4-15. Columns in approved budget of an organization unit financial summary

Column	Description
Name	Name of the approved budget line.
Date	Date the approved budget line was added.
Expense Type	Type of expense. Appears only if the `COST_CAPITALIZATION_ENABLED` `server.conf` parameter is set to `true`. The options are **Operating** (the default) and **Capital.**
Amount	Amount of the approved budget line.
Fiscal Year	Fiscal year of the approved budget line.
Created By	User who created the approved budget line.
Description	Description entered by the user for the approved budget line.

You cannot edit or delete existing budget lines for any fiscal year. For information about adding lines, see "Adding Lines to an Organization Unit Approved Budget" below.

Viewing an Organization Unit Financial Summary

To view the organization unit financial summary:

1. Search the organization units and open the one of interest, as follows:

    a. In the standard interface, click **Search > Administrative > Org Units.**

        The Modify Organization Units page opens.

    b. Specify search criteria and click **Search.**

        Organization units that meet your search criteria are listed.

    c. Click the name of the organization unit of interest.

        The View Organization Unit page opens.

2. In the **Financial Summary** field, click the link, which is the name of the financial summary.

    The Financial Summary page opens.

3. In the **Fiscal Year** field in the **Approved Budget** section, select **View All** or select the fiscal year of interest from the drop-down list.

    The Financial Summary page is refreshed to reflect your selection.
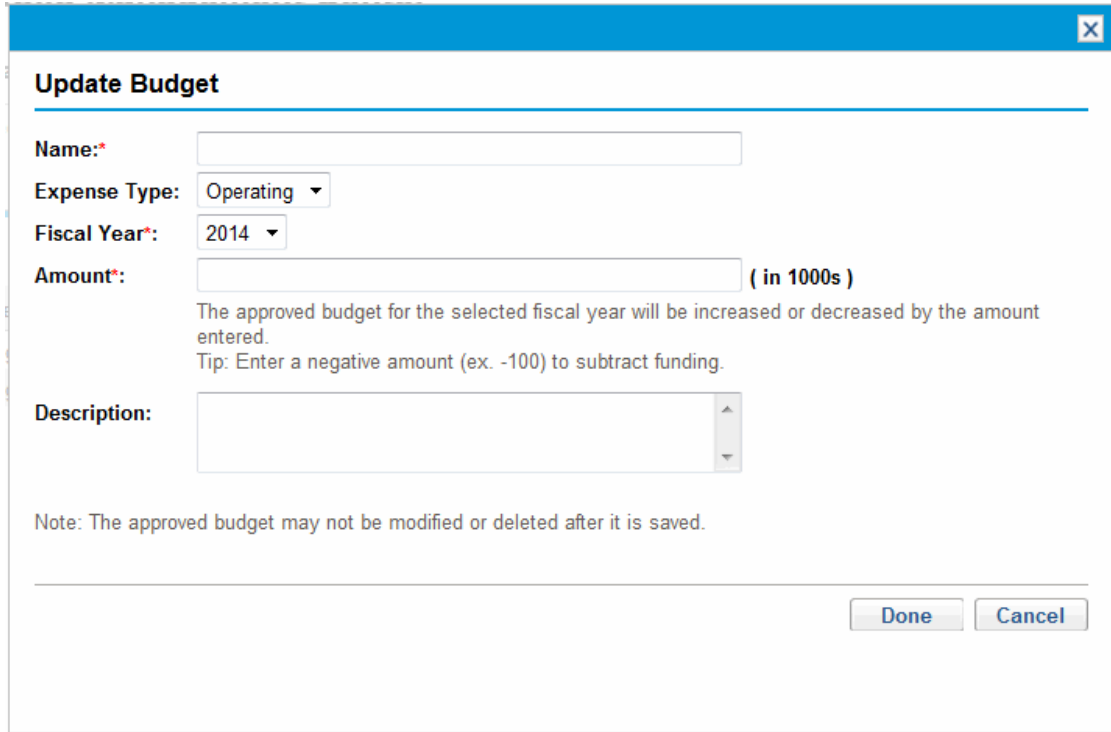
Adding Lines to an Organization Unit Approved Budget

Note: The format that must be used when entering amounts in dollars or other currencies is controlled by parameters in the `server.conf` configuration file, as described in "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

If you have the Edit Approved Budget or the Edit Approved Budget on All Financial Summaries access grant and the Edit Approved Budget access right (see "Access Rights to View and Edit an Organization Unit Financial Summary " on page 129), you can add lines to an approved budget for the organization unit, but you cannot edit existing lines.

To add lines to an approved budget:

1. Open the organization unit financial summary as described in "Viewing an Organization Unit Financial Summary " on the previous page.

2. In the **Approved Budget** section heading, click **Update Budget.**

3. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the approved budget line. The name can be the same as or different from existing lines. In either case, the line will become a new entry (row) in the approved budget.
Expense Type	Type of expense—**Operating** (the default) or **Capital.**
*Fiscal Year	Fiscal year to which you want to add a budget line (the current year, the previous year, or the next year).
*Amount	Amount to add to or subtract from the approved budget for the selected fiscal year. Enter a negative value to subtract the amount.

Field (*Required)	Description
Description	Optional description of the new approved budget line.

4. Click **Done.**

   The line is added to the approved budget. The value is updated for the **Total Approved Budget for FY<*fiscal year*>** field (or for the **Total Approved Budget** field if the **Fiscal Year** is set to **View All**). If capital costs are tracked, the values for the **Approved Capital Budget** and **Approved Operating Budget** fields are also updated.

5. On the Financial Summary page, click **Save** to save the changes or click **Done** to save the changes and close the financial summary.

Viewing and Adding Notes

If you can view the financial summary of an organization unit, you can view its notes. If you can modify the approved budget in a financial summary of an organization unit, you can modify its notes. See the *Security Model Guide and Reference* for more information.

See "Access Rights to View and Edit an Organization Unit Financial Summary " on page 129 and the *Security Model Guide and Reference* for more information.

To view or add notes to the financial summary:

1. Click the **Add Notes** button.

   Note: The label on the button changes dynamically. If no notes exist, the button label is **Add Notes.** If notes exist, the button label displays the number of existing notes.

The Notes dialog appears.
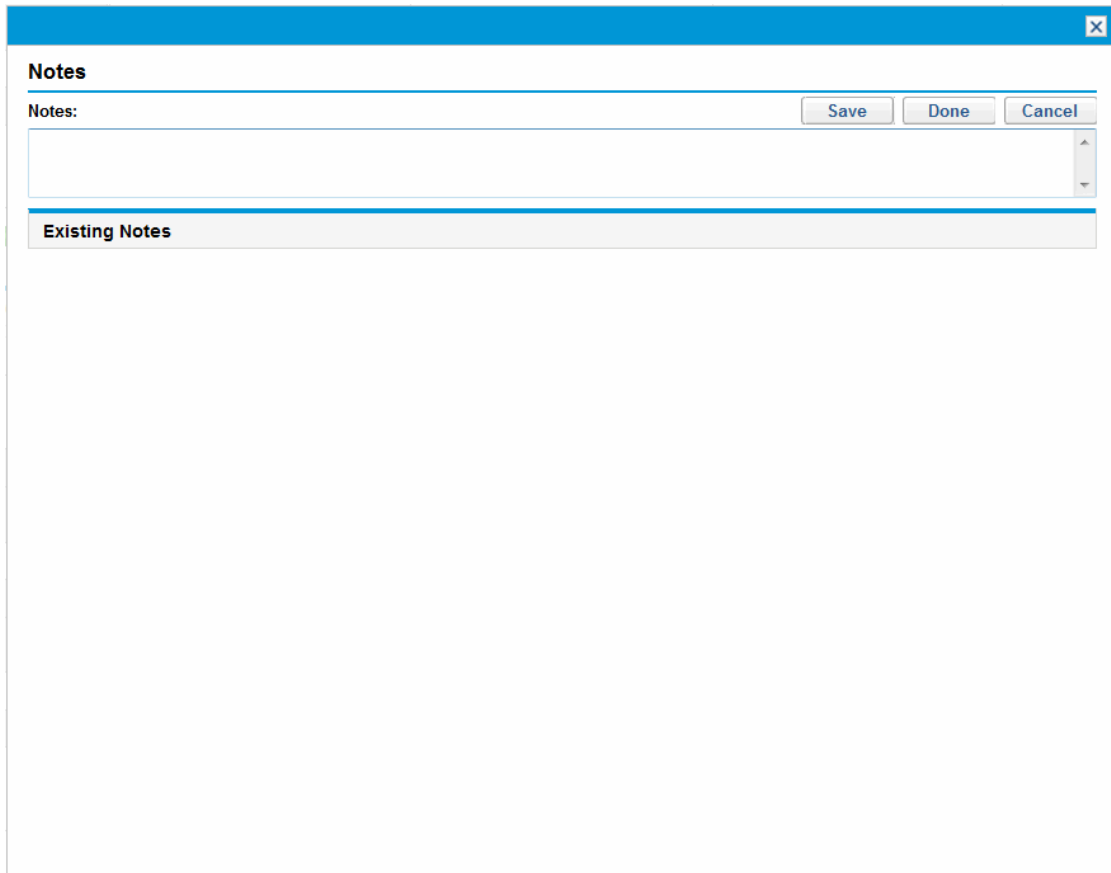
2. To view a note, look for notes that have already been added in the **Existing Notes** section.

3. To add a note, start typing in the **Notes** field.

   Click **Save** to save the note and enter another note, click **Done** to save the note and exit the Notes dialog, or click **Cancel** to exit the Notes dialog without saving the note.

Viewing an Organization Unit Financial Summary Audit Trail

The financial summary audit trail tracks modifications to the organization unit's financial summary. Changes to the financial summary can be made using PPM Center or Web services.

The audit trail in an organization unit financial summary is analogous to the audit trail in a lifecycle entity financial summary, except that the only valid **Type** is **Approved Budget** and the only applicable access rights are View Approved Budget and Edit Approved Budget. For more information, see "Viewing a Lifecycle Entity Financial Summary Audit Trail" on page 73.

Access Rights to View and Edit an Organization Unit Financial Summary

For organization units, access to view and edit the approved budget is controlled by access *grants* as described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143 and by access *rights* on the organization unit's Configure Access for Financial Summary page. This section describes the Configure Access for Financial Summary page, also known as the access control list.

To edit the Configure Access for Financial Summary page, you must have the Edit Cost Security access grant and the Edit Security access right.

Access grants take precedence over access rights. Giving access rights to a user does not allow the user to perform the associated activity (adding entries to an approved budget, for example) unless the user also has the required associated access grants.

The specific access rights for organization units are described in this section. To change the access rights, click **More > Configure Access** in the upper-right corner of the financial summary (see "Figure 4-7. Example financial summary for an organization unit " on page 121). The Configure Access for Financial Summary page appears, with a column for each of the access rights. See "Figure 4-8. Example Configure Access for Financial Summary page for an organization unit financial summary" below.

Figure 4-8. Example Configure Access for Financial Summary page for an organization unit financial summary

In conjunction with access grants (described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143), access rights authorize the specified users and security groups to perform the functions described in "Table 4-16. Access rights on the Configure Access for Financial Summary page for organization units" on the next page.

To add a user, click **Add User** and assign access rights to the user as needed. To add a security group, click **Add Security Group** and assign access rights to the group as needed. To delete a user or a security group, click the **Delete** icon to the left of its name.

Table 4-16. Access rights on the Configure Access for Financial Summary page for organization units

Access Right	Description
View Approved Budget	(Read-only) Allows the user to view the approved budget and audit trail entries on the financial summary. The user must also have the View Costs on Financial Summary access grant or the Edit Actuals on Financial Summary access grant. **Note:** The user does not need this access right if the user has the View Costs on All Financial Summaries access grant or the Edit Actuals on All Financial Summaries access grant.
Edit Approved Budget	Allows the user to add entries to the approved budget and view audit trail entries on the financial summary. The user must also have the Edit Approved Budget and View Costs on Financial Summary access grants. **Note:** The user does not need this access right if the user has the View Costs on All Financial Summaries access grant and the Edit Approved Budget on All Financial Summaries access grant.
Edit Security	Allows the user to do the following: • Add and delete users and security groups on the Configure Access for Financial Summary page. • Change access rights to the financial summary for users and security groups. The user must also have the Edit Cost Security access grant. **Note:** The user does not need this access right if the user has the Edit Cost Security on All Financial Summaries access grant.

Initially the Configure Access for Financial Summary page shows the access rights, one per column, for users who are Organization Managers. With the required underlying access grants, the provided access rights allow an Organization Manager to do the following:

• View and edit the approved budget.

• Edit the access rights of other users.

Financial Data Tables in Requests

Requests based on appropriately configured request types can have tables of financial data. The request types can be, but are not limited to, request types for lifecycle entities (the PFM – Proposal, PFM – Project, and PFM – Asset request types).

Financial data tables are provided to allow your business to consolidate and track financial information that is related to a request and that, in the case of lifecycle entities, should not be part of the financial summary.

For example, you can use financial data tables to do the following:

- Track indirect costs and/or benefits

- Create multiple forecasts for a new request

- Track a breakdown of costs by factors that are not available in a financial summary

The types of data in a request's financial data table are a subset of the types of data in a financial summary for a lifecycle entity, as described later.

PPM Center request types are not provided with fields for financial data tables by default. For you to create financial data tables, administrators must add fields to the request type. Administrators can configure financial data fields wherever the fields are needed in the request, for example in the **Summary** section or in the **Details** section. The fields can have any appropriate name, such as Alternative Data or Indirect Costs. For more information, see the *HP Demand Management Configuration Guide.*

> **Note:** When configuring a financial data table field in a request, administrators should set its **Validation** to **CST - Financial Data Table** and set its **Search Validation** to **CST - Search Financial Data** on the **Attributes** tab.

Financial data tables use the same set of fiscal periods as financial summaries. Only fiscal periods that your administrator has generated are displayed. For information about generating fiscal periods, see the *Generating Fiscal Periods* document.

For information about creating a financial data table for a field that requires one, see "Creating and Editing a Financial Data Table" on page 135.

"Figure 4-9. Example financial data table" on the next page shows an example of a financial data table for a request. The user specified a financial data table name of Alternative A as the *value* for the field

configured in the request as a financial data table. (The *name* of that field in the request is configured by the administrator.) In the example, no data has been entered in the table yet.

Figure 4-9. Example financial data table

The financial data tables include the buttons, fields, links, and tables described in the following sections.

Buttons in the Upper-right Corner of a Financial Data Table

The upper-right corner of the financial data table includes the following buttons:

- **Configure Access** button. This button is available only if you have permission to configure view or edit access to various aspects of the financial data table for other users. For information about access rights, see "Access Rights to View and Edit a Financial Data Table" on page 140.

- **Financial Summary Audit Trail** button. Clicking thid button tracks modifications to the financial data table.

- **Export to Excel** button to export the financial data table to a Microsoft Excel spreadsheet. For more information, see "Exporting a Financial Data Table to Microsoft Excel" on page 139.

Statistics Section of a Financial Data Table

The **Statistics** section of a request's financial data table includes the fields described in "Table 4-17. Fields in Statistics section of financial data table for a request" on the next page.

Table 4-17. Fields in Statistics section of financial data table for a request

Field (*Required)	Description
*Name	Name of the financial data table.
Status	Status of the financial data table's parent request. If the parent is closed or cancelled, the financial data table is read-only.
Created On	Date on which the financial data table was created.
Created By	Person who created the financial data table.
Description	Description of the financial data table.

Summary Section of a Financial Data Table

The **Summary** section of a request's financial data table includes the fields described in "Table 4-18. Fields in Summary section of financial data table for a request" below.

Table 4-18. Fields in Summary section of financial data table for a request

Field (*Required)	Description
Display Currency in	Toggle to display amounts in one of the following currencies: • Currency derived from the region that was selected when the financial data table was created (the default option) • System default currency The **Display Currency in** field is available only if the two currencies described above are different. For information about currencies, see "Managing Financial Exchange Rates and Currencies" on page 30.
Total Forecast Cost [a]	Total forecast (planned) costs over all periods.
Total Forecast Benefit [a]	Total forecast (planned) benefits over all periods.
Total Actual Cost [a]	Total actual costs over all periods.
Total Actual Benefits [a]	Total actual benefits over all periods.
a. These metrics include all of the financial data, which can extend beyond the time range that can be displayed.	

Cost Details Section of a Financial Data Table

Any cost-related user data field that an administrator has optionally configured is displayed at the top of the Edit Costs page of the financial data table, above the **Cost Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Cost Details** section displays a table with the forecast and actual cost data, on a monthly, quarterly, or yearly basis. "Actuals" are actual costs over the same time range.

> **Note:** The financial data table can include cost data that extends beyond the range of fiscal years that you are allowed to display. To view all the data in the financial data table, export the financial data table to a Microsoft Excel spreadsheet. See "Exporting a Financial Data Table to Microsoft Excel" on page 139.

Financial data tables use the same fields and optional values (validations) for cost lines as financial summaries use, including any modifications administrators may have made.

Viewing and editing the table in the **Cost Details** section is analogous to viewing and editing the table in a financial summary. See "Cost Details Section of a Lifecycle Entity Financial Summary" on page 49 and "Features of the Tables in a Lifecycle Entity Financial Summary" on page 53.

Copying Cost Lines from a PFM Request Financial Summary

The **Copy Cost Lines from Another Request** button on the Edit Costs page allows you to copy all of the cost lines from the financial summary of one PFM request (PFM - Proposal, PFM - Project, or PFM – Asset request type) to the open financial data table. Search capability is provided to find the PFM request from which lines are to be copied. Cost lines rolled up from a staffing profile to the financial summary of the request selected from the search results are *not* copied to the financial data table of the open PFM request.

If the request use a different currency than the financial data table, you can copy the cost lines but not any of their cost *data.* If they use the same currency, an option appears that allows you to copy the forecast cost data in the cost lines as well as the lines themselves.

Benefit Details Section of a Financial Data Table

Any benefit-related user data field that an administrator has optionally configured is displayed at the top of the Edit Benefits page of the financial data table, above the **Benefit Details** section. For information about these user data fields, see the *HP Portfolio Management Configuration Guide.*

The **Benefit Details** section displays a table with the forecast and actual benefit data, on a monthly, quarterly, or yearly basis. "Actuals" are actual benefits over the same time range.

> **Note:** The financial data table can include benefit data that extends beyond the range of fiscal years that you are allowed to display. To view all the data in the financial data table, export the financial data table to a Microsoft Excel spreadsheet. See "Exporting a Financial Data Table to Microsoft Excel" on page 139.

Financial data tables use the same fields and optional values (validations) for benefit lines as financial summaries use, including any modifications administrators may have made.

Viewing and editing the table in the **Benefit Details** section is analogous to viewing and editing the table in a financial summary. See "Benefit Details Section of a Lifecycle Entity Financial Summary" on page 51 and "Features of the Tables in a Lifecycle Entity Financial Summary" on page 53.

General Information About Financial Data Tables

The entire financial data table uses configurable fiscal periods, where the fiscal year can begin any day of the year and can use as its periods the familiar twelve Gregorian calendar months, or the fiscal year can reflect any standard or non-standard retail calendar. Only fiscal periods that your administrator has generated are displayed. For information about generating fiscal periods, see the *Generating Fiscal Periods* document.

The approved budget, forecast and actual costs, and forecast and actual benefits exist as part of a financial data table, not independently. They cannot be edited directly on the Financial Data page, but authorized users can edit them on separate pages accessed from the financial data table.

Unlike financial summaries, if the start period of a proposal or project that has not been started is adjusted, the forecast costs and benefits in the financial data table are *not* adjusted accordingly.

Creating and Editing a Financial Data Table

You can add a financial data table to a new request or an existing request wherever the financial data table has been configured. If a request field that can have a financial data table does not have one, the text **(No Financial Data)** is displayed next to a **Create** button.

To create a financial data table:

1. In the request, click **Create** next to the financial data field (any field name could have been assigned to the field).

   The Create Financial Data window opens.

2. Complete the fields as described in the following table:

Field (*Required)	Description
*Name	Name of the financial data table.
Description	Description of the financial data table.
*Region	Region to be used for the financial data table.
Track capital costs checkbox	If selected, the financial data table distinguishes capital costs from operating costs.

3. Click **Create.**

   Creation of the financial data table is pending the submission of the request. In the request, the text **(No Financial Data)** is replaced by the name you gave the financial data table, followed by **(Pending Save).**

   The **Create** button for the field changes to a **Modify** button, allowing you to change the fields you specified in "Creating and Editing a Financial Data Table" on the previous page before you submit the request and create its financial data table.

4.   Click **Submit** to save the request.

The request, including its financial data table, is created.

As your business requires, you can edit the **Name** and **Description** fields and the data in the **Cost Details** and the **Benefit Details** sections in the financial data table as you would a financial summary for a lifecycle entity. Except for the information related to the approved budget, which does not apply to financial data tables, see "Editing a Lifecycle Entity Financial Summary " on page 56.

> **Note:** The format that must be used when entering amounts in dollars or other currencies is controlled by parameters in the `server.conf` configuration file, as described in "Configuring Entry of Amounts in Financial Summaries and Financial Data Tables" on page 142.

From the Financial Data page, authorized users can edit that financial data table's forecast and actual costs, and forecast and actual benefits. Editing financial data tables is analogous to editing financial summaries. For more information, see:

- "Adding, Deleting, and Editing Cost Lines" on page 58

- "Adding, Deleting, and Editing Benefit Lines" on page 63

- "Viewing and Adding Notes" on page 66

> **Note:** You might be able to view or edit only some sections of a financial data table, based on the configuration of your access grants and access rights for financial summaries. For more information, see "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88 and "Access Grants for Financial Summaries and Financial Data Tables" on page 143.

Copying a Request or a Proposal that Has Financial Data Tables

When you copy a request that has a financial data table, either by using the **Make a Copy** button on the request or by virtue of an administrator's incorporation of the `ksc_copy_request` special command in a workflow, the following are copied to the new request:

- All of the request's financial data tables.

- The access control list, that is, the data in the Configure Access for Financial Data page. See "Access

- Forecast costs and benefits in the financial data tables.

Actual costs and benefits and notes in the financial data tables are *not* copied to the new request.

The original request and the copied request are independently editable.

The same results occur for financial data tables in a proposal when you copy the proposal using its **Make a Copy** button. You can modify the financial data tables in one or more proposals and evaluate the proposals as alternatives to each other.

Financial Data Tables for Lifecycle Entity Transitions

The following sections describe operation of a financial data table for the transitions of a lifecycle entity from proposal to project to asset.

Financial Data Table for One or More Projects Created from a Proposal

When a proposal becomes a project, by default any financial data tables in the proposal are copied to the project. Both forecasts and actuals are copied. The project's financial data table is editable and the proposal's financial data table becomes non-editable.

> **Note:** Copying the financial data table requires that the administrator configure the proposal request type and the project request type to have matching tokens for the financial data table fields.

Based on your business needs, for example to implement an approved proposal as separate projects across various business units, a workflow can be configured to create multiple projects from a single proposal at different workflow steps. In this case, the financial summaries and financial data tables for the projects are as follows:

- For the first project that is created:

  - The financial summary for the proposal is also used as the financial summary for the project. (The financial summary is not copied to the project.)

- The financial data table is copied in its entirety from the proposal wherever tokens match as described previously.

- For projects created after the first project:

  - A financial summary is created but it has no data.

  - The same financial data table *fields* as in the proposal are present in the projects, but no financial data tables are copied from the proposal to those project fields.

Financial Data Table for an Asset Created from a Project

When an asset is created from a project, the financial data table of the project is copied to the asset. Both forecasts and actuals are copied. The asset's financial data table is editable and the project's financial data table becomes non-editable.

> **Note:** Copying the financial data table requires that the administrator configure the project request type and the asset request type to have matching tokens for the financial data table fields.

Exporting a Financial Data Table to Microsoft Excel

Click the **Export to Excel** button in the upper-right corner of the financial data table to export the financial data table, except its notes, to a Microsoft Excel spreadsheet (see "Figure 4-9. Example financial data table" on page 132).

> **Note:** If you are using Microsoft Internet Explorer version 7, verify that the Internet options are configured properly. See *Getting Started* for more information.

Regardless of the **View** options selected in the financial data table, the spreadsheet captures the following data, to the same extent you are allowed to view the data:

- Forecast and actual data, presented by month.

- Detail rows, aggregated by cost and benefit category.

- Non-zero data over all the years in the database for the tables in the **Cost Details** section and the **Benefits Details** section. The data captured and displayed in the spreadsheet is not limited to the data that can be displayed in the financial summary based on the range of displayable years

configured by the administrator. Exporting the financial summary to Microsoft Excel is a convenient way to view all the data for any number of years.

All financial data in the Microsoft Excel spreadsheet uses the currency selected in the financial data table.

The filename of the Microsoft Excel spreadsheet is `ExportFSToExcel.xls`.

Access Rights to View and Edit a Financial Data Table

Access to view and edit the financial data table is controlled by access *grants* as described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143 and by access *rights* on the Configure Access for Financial Data page. This section describes the Configure Access for Financial Data page.

Users can create and edit a financial data table if they have the Edit Actuals on Financial Summary or the Edit Actuals on All Financial Summaries access grant and field-level security on the request type's financial data table field.

The user who creates the financial data table automatically has all access rights on the Configure Access for Financial Data page.

To edit the Configure Access for Financial Data page, you must have the Edit Cost Security access grant and the Edit Security access right.

Access grants take precedence over access rights. Giving access rights to a user does not allow the user to perform the associated activity unless the user also has the required associated access grants.

When you click **More > Configure Access** in the upper-right corner of the financial data table of a request (see "Figure 4-9. Example financial data table" on page 132), the Configure Access for Financial Data page appears, with a column for each of the access rights. See the example in "Figure 4-10. Example Configure Access for Financial Data page" below.

Figure 4-10. Example Configure Access for Financial Data page

Configure Access for Financial Data: Alternative A

The following users have access to view the Financial Data for HP Project and Portfolio Management Center. Provide additional editing access on an individual basis.

View Access					
Participant	View Costs	Edit Costs	View Benefits	Edit Benefits	Edit Security
✗ David Jones	☑	☑	☑	☑	☑

Add User

Add Security Group

Save   Done   Cancel

In conjunction with access grants (described in "Access Grants for Financial Summaries and Financial Data Tables" on page 143), access rights authorize the specified users and security groups to perform the functions described in "Table 4-19. Access rights on the Configure Access for Financial Data page" below.

To add a user, click **Add User** and assign access rights to the user as needed. To add a security group, click **Add Security Group** and assign access rights to the group as needed. To delete a user or a security group, click the **Delete** icon to the left of its name.

Table 4-19. Access rights on the Configure Access for Financial Data page

Access Right	Description
View Costs	(Read-only) Allows the user to view forecast and actual costs and Notes in the **Cost Details** section in the financial data table.
	The user must also have the View Costs on Financial Summary access grant or the Edit Actuals on Financial Summary access grant.
	Note: The user does not need this access right if the user has the View Costs on All Financial Summaries access grant or the Edit Actuals on All Financial Summaries access grant.
Edit Costs	Allows the user to do the following:
	• Edit forecast and actual costs (add, update, and delete cost lines) in the **Cost Details** section of the financial data table.
	• Add Notes to the **Cost Details** section.
	• Edit the **Name** and **Description** fields in the **Statistics** section of the financial data table.
	The user must also have the Edit Actuals on Financial Summary access grant.
	Note: The user does not need this access right if the user has the Edit Actuals on All Financial Summaries access grant.
View Benefits	Allows the user to view forecast and actual benefits and Notes in the **Benefit Details** section in the financial data table.
	The user must also have the following:
	• View Costs on Financial Summary access grant or Edit Actuals on Financial Summary access grant.
	• View Financial Benefits access grant or Edit Financial Benefits access grant.

Table 4-19. Access rights on the Configure Access for Financial Data page, continued

Access Right	Description
	• Access to view the financial data table costs (see the View Costs access right at the beginning of this table). **Note:** The user does not need this access right if the user has the View All Financial Benefits access grant or the Edit All Financial Benefits access grant.
Edit Benefits	Allows the user to edit benefits (add, update, and delete benefit lines) and add Notes in the **Benefit Details** section of the financial data table. The user must also have the following: • Edit Financial Benefits access grant. • Access to view the financial data table costs (see the View Costs access right at the beginning of this table). • Access to view the financial data table benefits (see the View Benefits access right in this table). **Note:** The user does not need this access right if the user has the Edit All Financial Benefits access grant.
Edit Security	Allows the user to do the following: • Add and delete users and security groups on the Configure Access for Financial Data page. • Change access rights to the financial data table for users and security groups. The user must also have the Edit Cost Security access grant. **Note:** The user does not need this access right if the user has the Edit Cost Security on All Financial Summaries access grant.

Configuring Entry of Amounts in Financial Summaries and Financial Data Tables

You enter amounts in a particular format when you specify forecast and actual costs and benefits and approved budgets in financial summaries, or forecast and actual costs and benefits in financial data tables. Amounts are entered in whole dollars (the default), in thousands of dollars, or in thousands and hundreds, depending on the settings of the BUDGET_IN_WHOLE_DOLLARS and the BUDGET_IN_

THOUSAND_SHOW_DECIMAL parameters in the `server.conf` configuration file. See "Table 4-20. Entering amounts in financial summaries based on server.conf parameters" below.

> **Note:** Even though these parameters in the `server.conf` configuration file are named in terms of dollars, the functionality applies to all currencies.

Table 4-20. Entering amounts in financial summaries based on server.conf parameters

Format of Amount Entry	Description	Value of BUDGET_ IN_ WHOLE_ DOLLARS	Value of BUDGET_IN_ THOUSAND_ SHOW_ DECIMAL
Whole Dollars	Default configuration. Values are displayed in integers. For example, an entry of 123456 represents 123,456. The BUDGET_IN_THOUSAND_SHOW_DECIMAL parameter is ignored. If you enter a decimal value, it is saved as specified, but then displayed with rounding to the nearest integer. For example, an entry of 123456.5 is saved as 123456.5, but then displayed as 123457.	TRUE	not applicable
Thousands	Values are displayed in integers that represent thousands. For example, an entry of 123 represents 123,000. If you enter a decimal value, it is saved as specified, but then displayed with rounding to the nearest integer. For example, an entry of 123.5 is saved as 123.5, representing 123,500, but then it is displayed as 124.	FALSE	FALSE
Thousands and Hundreds	Values are displayed in integers and a decimal, representing thousands and hundreds. For example, an entry of 123.456 represents 123,456. Values are both saved and displayed as specified.	FALSE	TRUE

Access Grants for Financial Summaries and Financial Data Tables

"Table 4-21. Financial Mgmt financial summary access grants" on the next page lists the access grants, all in the Financial Mgmt category, related to the following:

- Cost security of financial summaries and financial data tables

- Forecast and actual costs of financial summaries and financial data tables

- Forecast and actual benefits of financial summaries and financial data tables

- Approved budgets of financial summaries

- Setting a snapshot as the Plan of Record for financial summaries

In conjunction with access rights, access grants authorize the specified users to perform the functions described in "Table 4-21. Financial Mgmt financial summary access grants" below. Access rights are described in the following sections:

- "Access Rights to View and Edit a Lifecycle Entity Financial Summary " on page 88

- "Access Rights to View and Edit a Program Financial Summary" on page 118

- "Access Rights to View and Edit an Organization Unit Financial Summary " on page 129

- "Access Rights to View and Edit a Financial Data Table" on page 140

Table 4-21. Financial Mgmt financial summary access grants

Access Grant	Description
Access grants for approved budgets	
Edit Approved Budget	Allows the user to edit the approved budget of the financial summary. The user must also have the following: - Edit Approved Budget access right on the Configure Access for Financial Summary page of the financial summary. - Access to view the financial summary's costs (see the View Costs on Financial Summary access grant in this table).
Edit Approved Budget on All Financial Summaries	Allows the user to edit approved budgets of all financial summaries in the system. This access grant should be used in conjunction with the View Costs on All Financial Summaries or the Edit Actuals on All Financial Summaries access grant.
Access grants for costs	
Edit Cost Security	Allows the user to add and delete users and security groups and change their access rights on the Configure Access for Financial Data page of the financial summary or

Table 4-21. Financial Mgmt financial summary access grants, continued

Access Grant	Description
	the request's financial data table. (For a project, also allows the user to select cost participants in the Project Security policy in Project Settings.) The user must also have the following: • Edit Security access right on the Configure Access for Financial Data page of the financial summary or the financial data table. • Access to view the financial summary's costs or the financial data table's costs (see the View Costs on Financial Summary access grant in this table).
Edit Cost Security on All Financial Summaries	Allows the user to edit cost security of all financial summaries and all financial data tables in the system.
Edit Actuals on All Financial Summaries	Allows the user to do the following: • Edit forecast and actual costs (add, update, and delete cost lines) of all financial summaries in the system. • Take and view snapshots of all financial summaries in the system. • Edit the **Name** and **Description** fields in the **Statistics** section of all financial summaries in the system. • Edit the financial summary settings of all financial summaries in the system. • Edit costs (add, update, and delete cost lines) of all financial data tables of all requests in the system. • Edit the **Name** and **Description** fields in the **Statistics** section of all financial data tables of all requests in the system.
Edit Actuals on Financial Summary	Allows the user to do the following: • Edit costs (add, update, and delete cost lines) of the financial summary. • Take and view snapshots of the financial summary. • Edit the **Name** and **Description** fields in the **Statistics** section of the financial summary. • Edit the financial summary settings. • Edit forecast and actual costs (add, update, and delete cost lines) of the

Table 4-21. Financial Mgmt financial summary access grants, continued

Access Grant	Description
	request's financial data table.
	• Edit the **Name** and **Description** fields in the **Statistics** section of the request's financial data table.
	The user must also have the Edit Costs access right on the Configure Access page of the financial summary or the financial data table.
View Costs on All Financial Summaries	Allows the user to do the following:
	• View forecast and actual costs, approved budgets, and cost forecasts on snapshots of all financial summaries in the system.
	• View forecast and actual costs of all financial data tables of all requests in the system.
View Costs on Financial Summary	Allows the user to do the following:
	• View forecast and actual costs, approved budgets, and cost forecasts on snapshots of the financial summary.
	• View forecast and actual costs of the request's financial data table.
	The user must also have the View Costs access right on the Configure Access page of the financial summary or the financial data table.
	Note: The View Costs access right is automatically given to the cost participants of the lifecycle entity that is the current parent of the financial summary.
Access grants for benefits	
Edit All Financial Benefits	Allows the user do the following:
	• Edit financial benefits (add, update, and delete benefit lines) of all financial summaries in the system.
	• Take and view snapshots of all financial summaries in the system.
	• Edit financial benefits of all financial data tables of all requests in the system.
	The user must also have access to view the financial summary's costs or the financial data table's costs (see the View Costs on Financial Summary access grant in this table).
Edit Financial Benefits	Allows the user to do the following:
	• Edit benefits (add, update, and delete benefit lines) of the financial summary.

Table 4-21. Financial Mgmt financial summary access grants, continued

Access Grant	Description
	• Edit benefits of the request's financial data table.
	The user must also have the following:
	• Edit Benefits access right on the Configure Access page of the financial summary or the financial data table.
	• Access to view the financial summary's costs or the financial data table's costs (see the View Costs on Financial Summary access grant in this table).
View All Financial Benefits	Allows the user to do the following:
	• View benefits of all financial summaries in the system.
	• View benefits of all financial data tables of all requests in the system.
	The user must also have access to view the financial summary's costs or the financial data table's costs (see the View Costs on Financial Summary access grant in this table).
View Financial Benefits	Allows the user to view benefits of the financial summary or the request's financial data table.
	The user must also have the following:
	• View Benefits access right on the Configure Access page of the financial summary or the financial data table.
	• Access to view the financial summary's costs or the financial data table's costs (see the View Costs on Financial Summary access grant in this table).
Access grants for setting snapshots as Plan of Record	
Set a Financial Summary Snapshot as the Plan of Record	Allows the user to specify a snapshot in the list of financial summary snapshots as the Plan of Record.
	The user must also have the following:
	• Set Plan of Record access right on the Configure Access page of the financial summary.
	• Access to view the financial summary's costs (see the View Costs on Financial Summary access grant in this table).
Set Plan of Record on All Financial	Allows the user to specify a snapshot in the list of snapshots as the Plan of Record, for any financial summary in the system.

Table 4-21. Financial Mgmt financial summary access grants, continued

Access Grant	Description
Summaries	

Comparing Financial Summaries

The Financial Comparison portlet allows you to compare the forecast or Plan of Record (POR) of one or more lifecycle entities to the forecast or actuals of the same or different set of lifecycle entities.

> **Note:** The Financial Comparison portlet always displays the financial data in the base currency (even if you set a preferred currency) because one set of financial data could use a different local currency from another set of financial data.

The Financial Comparison portlet's Edit Preferences page allows you to choose parameters for the portlet's filtering and display of information. These parameters are listed in "Table 4-22. Financial Comparison portlet parameters" below.

Table 4-22. Financial Comparison portlet parameters

Field Name	Description
Compare financials from	
One or more requests	A multiselect autocomplete field that allows you to select one or more active lifecycle entities.
Use Forecast	Compares the forecast from the selected active lifecycle entities.
Use POR	Compares the POR from the selected active lifecycle entities.
To financials in	
Forecast for requests selected above	Compares the POR of the active lifecycle entities selected in the **Compare financials from** section to those same entities' forecast.
Actuals for requests selected above	Compares the forecast or POR of the active lifecycle entities selected in the **Compare financials from** section to those same entities' actuals.
One or more requests	A multiselect autocomplete field that allows you to select one or more active lifecycle entities to which to compare the financial data from the active lifecycle entities selected in the **Compare financials from** section.

Table 4-22. Financial Comparison portlet parameters, continued

Field Name	Description
Use Forecast	Compares the POR of the active lifecycle entities selected in the **Compare financials from** section to the forecast of the active lifecycle entities selected in the **To financials in** section.
Use Actuals	Compares the forecast or POR of the active lifecycle entities selected in the **Compare financials from** section to the actuals of the active lifecycle entities selected in the **To financials in** section.
Time Period	
Time Period covered by Financial Summaries	Limits the portlet's display range to the time period covered by the selected financial summaries of the active lifecycle entities.
Show from ___ To ___	Allows you to select a period range to display.

Comparing Forecast to Actuals

The Financial Comparison portlet can be used to compare a lifecycle entity's forecast to its actuals.

You can compare a single lifecycle entity's forecast and actual values, as shown in "Figure 4-11. Comparison of forecast and actuals for single project" on the next page. On the Financial Comparison portlet's Edit Preferences page, in the **Compare financials from** section, select one lifecycle entity from the **One or more requests** field and select **Use Forecast.** In the **To financials in** section, select **Actuals for requests selected above.**

Figure 4-11. Comparison of forecast and actuals for single project
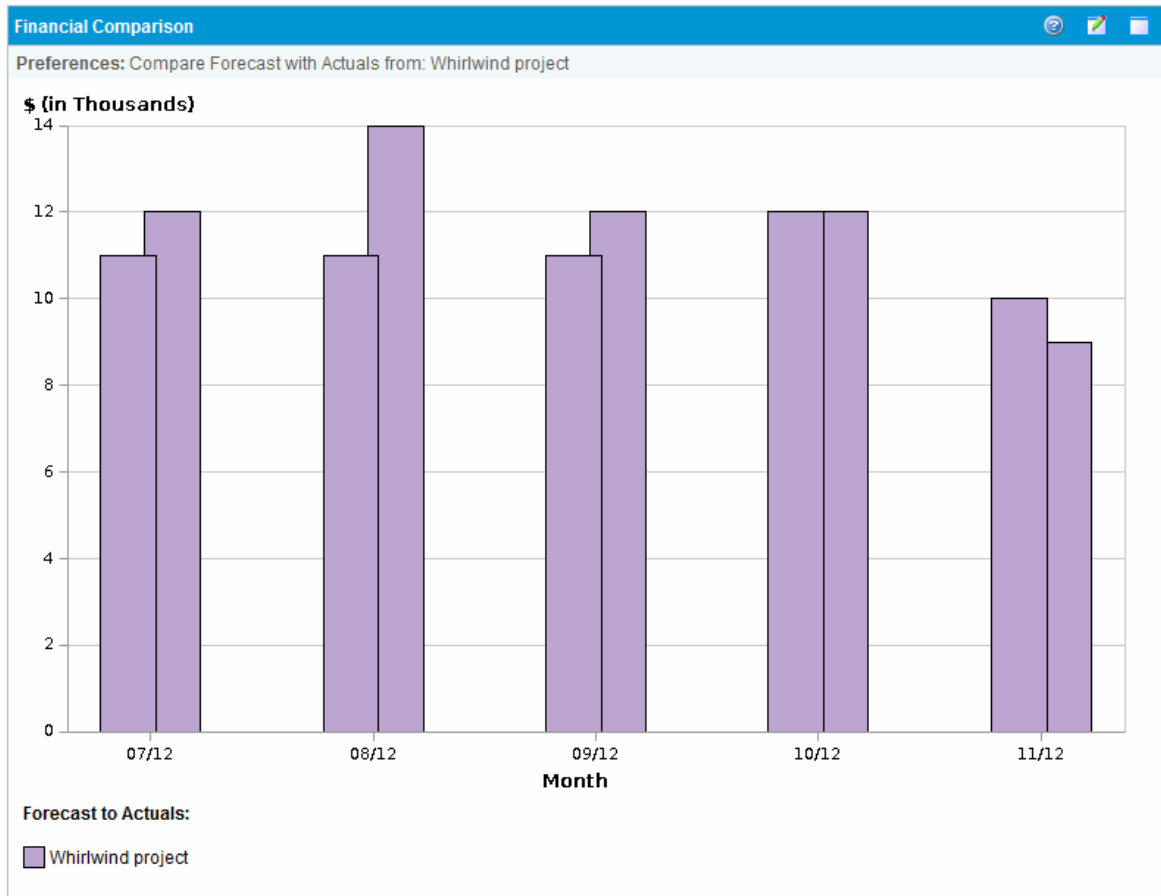
In the example shown in "Figure 4-11. Comparison of forecast and actuals for single project" above, the actual values for the first three months of the financial summary went over the forecast values while the forecast value for the last month went over the actual value.

You might also find it useful to compare forecast and actual values of more than one lifecycle entity, as shown in "Figure 4-12. Comparison of forecast and actuals for multiple projects" on the next page. On the Financial Comparison portlet's Edit Preferences page, in the **Compare financials from** section, select two lifecycle entities from the **One or more requests** field and select **Use Forecast.** In the **To financials in** section, select **Actuals for requests selected above.**

Figure 4-12. Comparison of forecast and actuals for multiple projects
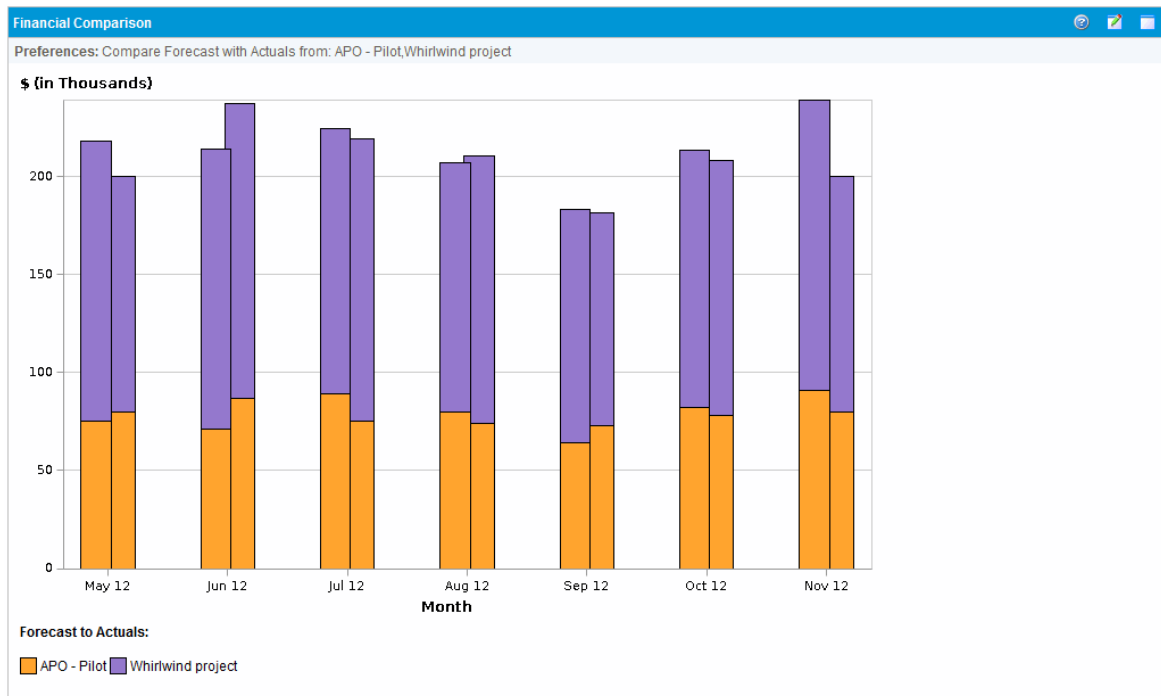
In the example shown in "Figure 4-12. Comparison of forecast and actuals for multiple projects" above, for most months the forecast values of the two projects go over the actual values, while in June and August the actual values go over the forecast values.

Comparing Forecast to Forecast

The Financial Comparison portlet can be used to compare a lifecycle entity's forecast to another lifecycle entity's forecast, as shown in "Figure 4-13. Comparison of forecasts for multiple projects" on the next page.

On the Financial Comparison portlet's Edit Preferences page, in the **Compare financials from** section, select one lifecycle entity from the **One or more requests** field and select **Use Forecast.** In the **To financials in** section, select one or more lifecycle entities from the **One or more requests** field and select **Use Forecast.**

Figure 4-13. Comparison of forecasts for multiple projects
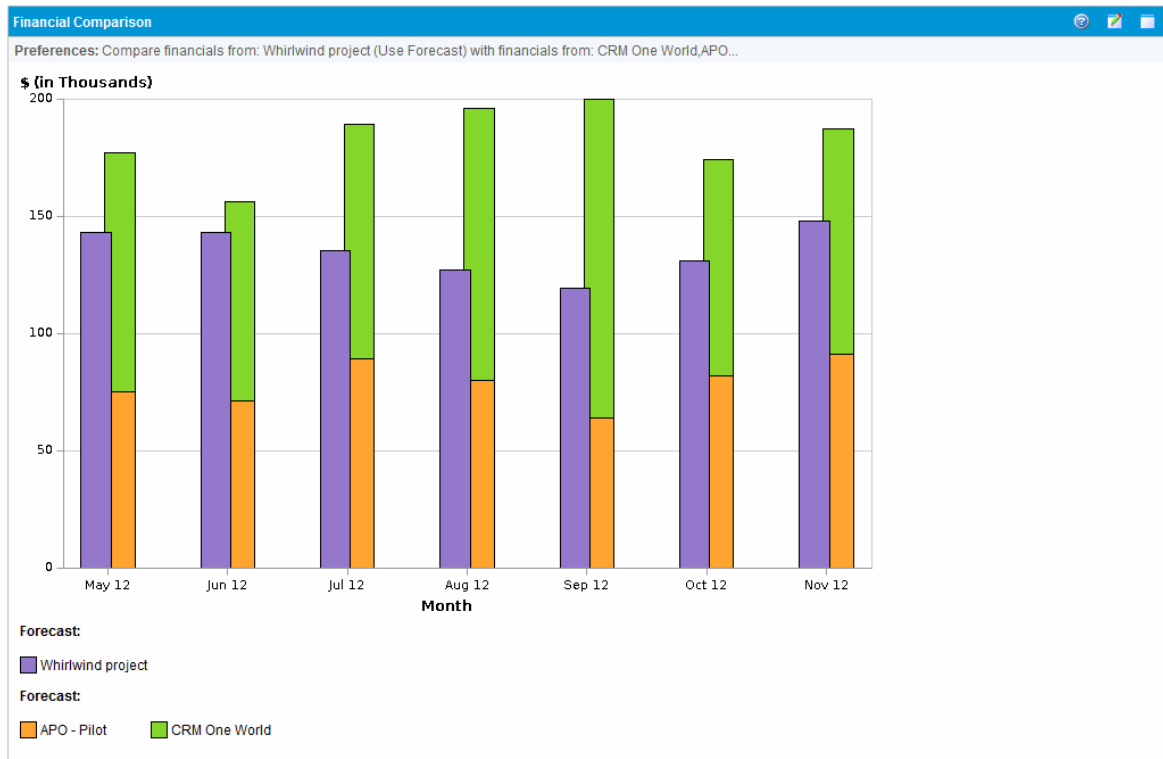
In the example shown in "Figure 4-13. Comparison of forecasts for multiple projects" above, the forecast for Whirlwind project is compared to the combined forecasts of project APO-Pilot and project CRM One World.

Comparing Financial Summaries to Financial Data Tables

The Financial Summary to Financial Data Comparison portlet allows you to compare the forecast or actuals of one or more lifecycle entities to financial data tables. The lifecycle entities and financial data tables must be of the same request type.

Note: The Financial Summary to Financial Data Comparison portlet always displays the financial data in the base currency (even if you set a preferred currency) because one set of financial data could use a different local currency from another set of financial data.

The Financial Summary to Financial Data Comparison portlet's Edit Preferences page allows you to choose parameters for the portlet's filtering and display of information. These parameters are listed in "Table 4-23. Financial Summary to Financial Data Comparison portlet parameters" below.

Table 4-23. Financial Summary to Financial Data Comparison portlet parameters

Field Name	Description
*Compare Financials from Request Type	A single-select autocomplete field that allows you to select the request type of the lifecycle entities and financial data tables used in this comparison. Only lifecycle entities and financial data tables that are of the same request type can be compared.
Compare financials from	
*From Requests	A multiselect autocomplete field that allows you to select one or more active lifecycle entities. The lifecycle entities listed are those that are of the selected request type.
Use Forecast	Compares the forecast from the selected active lifecycle entities.
Use Actuals	Compares the actuals from the selected active lifecycle entities.
To financials in	
*Select Financial Data Tables	A multiselect autocomplete field that allows you to select one or more financial data tables to which to compare the financial data from the active lifecycle entities selected in the **Compare financials from** section. The financial data tables listed are those that are of the selected request type.
Use Forecast	Compares the forecast or actuals of the active lifecycle entities selected in the **Compare financials from** section to the forecast of the financial data tables selected in the **To financials in** section.
Use Actuals	Compares the forecast or actuals of the active lifecycle entities selected in the **Compare financials from** section to the actuals of the financial data tables selected in the **To financials in** section.
Time Period	
Time Period covered by Financial Summaries	Limits the portlet's display range to the time period covered by the selected financial summaries of the active lifecycle entities.
Show from ___ To ___	Allows you to select a period range to display.

Comparing Forecast to Forecast

The Financial Summaries to Financial Data Comparison portlet can be used to compare a lifecycle entity's forecast to multiple forecasts stored in financial data tables, as shown in "Figure 4-14. Comparison of forecasts" below.

On the Financial Summaries to Financial Data Comparison portlet's Edit Preferences page, in the **Compare financials from** section, select one lifecycle entity from the **From Requests** field and select **Use Forecast.** In the **To financials in** section, select one or more financial data tables from the **Select Financial Data Tables** field and select **Use Forecast.**

Figure 4-14. Comparison of forecasts

In the example shown in "Figure 4-14. Comparison of forecasts" above, the forecast for Whirlwind project is compared to the forecast of FD_whirlwind project.

Chapter 5: Tracking and Analyzing Project Costs

Overview of Tracking and Analyzing Project Costs

While you can track planning-related cost data in forecasts, you can also capture cost data during execution of projects in a variety of ways. This cost data can then be compared to data recorded in financial summaries.

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. Cost data items and associated formulas" on the next page.

Some cost data is derived from a project's active baseline work plan. For information about baselines, see the *HP Project Management User's Guide.*

Table 5-1. Cost data items and associated formulas

Item	Definition	Formula
Planned Labor Cost	Cost of a work item (typically a task), which is a measure of the amount of scheduled effort on a task. This amount is task-specific and is rolled up to the project level.	Planned Labor Cost = Sum of (Scheduled Effort * Rate determined by cost rule for each task)
Planned Non-Labor Cost	Cost of non-labor 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	Total planned cost represented by a work item.	Planned Cost = Planned Labor Cost + Planned Non-Labor Cost
Baseline Labor Cost	Labor cost for a work item in the active baseline taken of a project work plan.	Baseline Labor Cost = Planned Labor Cost at time of Baseline
Baseline Non-Labor Cost	Non-labor cost for a work item in the active baseline taken of a project work plan.	Baseline Non-Labor Cost = Planned Non-Labor Cost at time of Baseline
Baseline Cost	Total cost represented by the active baseline taken of a work item.	Baseline Cost = Baseline Labor Cost + Baseline Non-Labor Cost
Actual Labor Cost	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	Total of all non-labor costs accrued in completing a work item.	Manually entered
Actual Cost	Total cost incurred in completing a work item.	Actual Cost = Actual Labor Cost + Actual Non-Labor Cost

Table 5-1. Cost data items and associated formulas, continued

Item	Definition	Formula
Planned Value (PV)	Planned Value can be calculated one of two ways, depending on how the PV_USE_ACTIVE_BASELINE_DATES `server.conf` parameter is set. If necessary, contact your PPM Center system administrator to verify this setting.	
	By default, the PV_USE_ACTIVE_BASELINE_DATES parameter is set to `false`. Therefore, by default, Planned Value is calculated by the portion of the Baseline Cost planned to be spent between the project's start date and the current date.	PV = Baseline Cost * [(Today's Date – Start Date) / (Finish Date – Start Date)]
	If the PV_USE_ACTIVE_BASELINE_DATES parameter is set to `true`, Planned Value is calculated using a project's active baseline dates instead of its scheduled dates. **Note:** When the Project Planned Value Update service runs for the first time after PV_USE_ACTIVE_BASELINE_ DATES is enabled, projects with scheduled dates and active baseline dates that are both completely in the past are not calculated.	PV = Baseline Cost * [MIN (Today's Date, Baseline Finish Date) –Baseline Start Date] / (Baseline Finish Date – Baseline Start Date)
Earned Value (EV)	Earned Value can be calculated one of two ways, depending on how the EV_ALLOW_PRORATING `server.conf` parameter is set. If necessary, contact your PPM Center system administrator to verify this setting.	
	By default, the EV_ALLOW_PRORATING `server.conf` parameter is set to `true`. Therefore, by default, Earned Value is calculated by 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
	If the EV_ALLOW_PRORATING `server.conf` parameter is set to `false`, Earned Value is only acknowledged when a task or project is 100% complete. That is, if the task or project is less than 100% complete, the EV calculation is 0. When the task or project is 100% complete, the EV calculation is equal to the Baseline Cost of the task or project.	If % Complete < 100, EV = 0 If % Complete = 100, EV = Baseline Cost
Cost	Cost efficiency ratio of Earned Value to Actual Cost. CPI is	CPI = EV / Actual Cost

Table 5-1. Cost data items and associated formulas, continued

Item	Definition	Formula
Performance Index (CPI)	used to calculate Projected Actual Cost for a project and predict the size of possible cost overrun.	
Schedule Performance Index (SPI)	Schedule efficiency ratio of Earned Value to Planned Value. SPI describes what portion of the work plan or planned schedule has been accomplished in terms of its cost.	SPI = EV / PV
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	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
Projected Actual Cost	Ratio of total cost represented by the latest baseline taken of a work item and the cost performance index (CPI).	Projected Actual Cost = Baseline Cost/CPI
Estimation At Completion (EAC)	The estimated cost of the project at the end of the project. There are three methods to calculate EAC: Variances are Typical - This method is used when the variances at the current stage are typical and are not expected to occur in the future. Past Estimating Assumptions are not valid - This method is used when the past estimating assumptions are not valid and fresh estimates are applied to the project. Variances will be present in the future - This method is used when the assumption is that the current variances will continue to be present in the future. The calculation formulas for the three methods are as given below. You can select a desired formula in Project Settings to determine how the project calculates the EAC.	EAC = AC + (BAC − EV) / (SPI * CPI) EAC = AC + (BAC − EV) EAC = BAC / CPI
To Complete Performance Index (TCPI)	To Complete Performance Index is an index showing the efficiency at which the resources on the project should be utilized for the remainder of the project. This can be calculated using the following formula:	TCPI = (BAC − EV) / (BAC − AC)

> **Note:** Note the following:
>
> - 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 Project Settings

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

> **Note:** Project settings are determined by project policies, which are inherited from 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 to create a particular project.

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

The Project Settings page contains policies controlling various aspects of a project. Among other settings, the **Cost and Effort** policy lets you configure the following:

- How labor costs are calculated on the project/task level

- Where users enter data

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

> **Note:** Actual *non-labor* costs are not calculated automatically but can be entered manually at any time.

shows the **Financial Management** section of the **Cost and Effort** policy.

Figure 5-1. Financial Management section of the Cost and Effort policy

In the **Financial Management** section of the **Cost and Effort** policy, selecting the **Enable Financial Management for work plan** checkbox enables HP Financial Management to be used with the project by enabling the subordinate options.

The following options are associated with the project financial summary and are described in "Project Financial Summary Settings" on page 78:

- **Allow capitalized costs on this project.** (See also "SOP 98-1 Compliance" on page 172 for information about tracking capitalized costs for SOP 98-1 compliance.)

- **Enable Financial Management for work plan.**

- **Calculate the forecasted labor costs from the staffing profile.**

- **Calculate the actual labor costs from the work plan and time sheets. (Note: Financial Management for the work plan must be enabled.)**

- **Allow manual adjustment on the actual labor cost**

- **Calculate the actual non-labor costs from the work plan. (Note: Financial Management for the work plan must be enabled.)**

- **Allow manual adjustment on actual non-labor cost**

Note: Actual values that appear in work plans may not appear in the project financial summary immediately. Cost roll-ups are performed by HP Financial Management at an interval that applies system-wide. For more information, see "Configuring Cost Calculation Intervals" on page 186.

In the **Financial Management** section of the **Cost and Effort** policy, the options not related to financial summary settings must be specified if the **Enable Financial Management for work plan** checkbox is selected. These options are used to specify automatic calculation or manual entry of planned and actual labor costs on the work plan, described as follows:

- **Planned labor costs on the work plan will be:**

  - **Automatically calculated based on scheduled effort and rates.** Planned labor costs for tasks will be automatically calculated from scheduled effort entered on the work plan and from labor cost rates. For examples of how HP Project Management calculates these costs, see "Cost Rule Example" on page 21.

    For this automatic calculation of planned labor costs to work, the **Use Scheduled Effort during planning** option in the **Resource Load Settings** section, **Scheduled Effort in the Work Plan** subsection of the **Cost and Effort** policy must also be selected.

  - **Manually entered on tasks and rolled up to summary tasks.** Planned labor costs for tasks will be entered on the work plan by the project manager or other user with the proper level of access.

  For either option, planned labor costs in the work plan are automatically rolled up from tasks to summary tasks and from summary tasks to the project.

- **Actual labor costs on the work plan will be:**

  - **Automatically calculated based on actual effort and rates.** Actual labor costs for tasks will be automatically calculated from actual effort entered on the work plan for the tasks and from labor cost rates. For examples of how HP Project Management calculates these costs, see "Cost Rule Example" on page 21.

    For this automatic calculation of actual labor costs to work, the **Track Actual Effort per resource assignment** option in the **Resource Load Settings** section, **Actual Effort in the Work Plan** subsection of the **Cost and Effort** policy must also be selected.

    Actual labor costs for tasks can also be automatically calculated from time sheets that users log in HP Time Management. For more details, see "Rolling Up Actual Labor Costs from Time Sheets" on the next page.

  - **Manually entered on tasks and rolled up to summary tasks.** Actual labor costs for tasks will be entered on the work plan by the project manager or other user with the proper level of access. For more information, see "Manually Entering Actual Labor Costs on the Work Plan " on the next page.

For either option, actual labor costs in the work plan are automatically rolled up from tasks to summary tasks and from summary tasks to the project.

Manually Entering Actual Labor Costs on the Work Plan

To manually enter actual labor costs for tasks or summary tasks, select the option **Manually entered on tasks and rolled up to summary tasks.** Actual labor costs can be entered in the Task Details page.

To enter actual labor cost data on a task:

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 costs on the work plan will be:** option should be set to **Manually entered on tasks and rolled up to summary tasks.**

3. Click **Done.** The Project Settings page closes, returning you to the Project Overview page.

4. Click **Edit Work Plan.**

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

    The Task Details page opens.

6. Click the **Cost** tab.

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

8. Save changes to the task.

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

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

Rolling Up Actual Labor Costs from Time Sheets

If HP Time Management is installed, you can integrate it with HP Project Management, track effort using time sheets, and configure Financial Management on the **Cost and Effort** policy to roll up actual labor

costs from those time sheets to the project work plan. These values can in turn be rolled up to the project financial summary if desired.

The following options in the **Cost and Effort** policy must be selected to enable labor cost roll-up from time sheets:

- **Track Actual Effort per resource assignment,** in the **Resource Load Settings** section, **Actual Effort in the Work Plan** subsection

- **Use Time Management to track actuals against this project,** in the **Time Management** section

- **Enable Financial Management for work plan,** in the **Financial Management** section

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

Cost Roll-Up to Project Financial Summaries

Planned and actual labor and non-labor costs can be rolled up to a project financial summary from the sources described in the following sections. For more information about each of these roll-up options, see "Project Financial Summary Settings" on page 78.

Roll-Up of Planned Labor Costs from Staffing Profiles

To automatically calculate planned labor costs from the staffing profile, select the **Calculate the forecasted labor costs from the staffing profile** checkbox in the **Costs on the Financial Summary** section of the **Cost and Effort** policy on the Project Settings page. A staffing profile must exist for this project in order for the calculations to occur. For more information, see "Project Financial Summary Settings" on page 78.

Roll-Up of Actual Labor and Non-Labor Costs

All tasks can be grouped according to the following categories:

- Labor or Non-Labor

- Capital or Operating (if capitalization tracking has been activated, as described in "Enabling SOP 98-1 Tracking" on page 173)

Cost lines in a financial summary are also grouped by these categories. Options in the **Costs on the Financial Summary** section in the **Cost and Effort** policy on the Project Settings page govern the following:

- Whether actual labor costs are rolled up to the financial summary from the work plan and time sheets

- Whether actual non-labor costs are rolled up from the work plan

For more information, see "Project Financial Summary Settings" on page 78.

Cost Roll-Up to Program Financial Summaries

Cost (and benefit) data from the financial summaries for all the content (proposals, projects, and assets) in a program is rolled up to the program financial summary, if the **Enable Financial Management for this Program** option is selected on the Program Settings page, accessed from the Program Overview page. For more information, see "Financial Summaries of Programs" on page 92.

Analyzing Project Costs

HP Financial Management capabilities provide useful interfaces for visualizing project cost data. The primary visualization tools are discussed in the following sections.

- "Project Cumulative Cost Metrics" below

- "Project Current Cost Metrics" on page 167

- "Viewing the Earned Value Analysis for a Project" on page 169

Project Cumulative Cost Metrics

To view the Analyze Cumulative Cost Metrics page for a project, do one of the following:

- In the menu bar, select **Open > Financial Management > Analyze Costs > Project Cumulative Cost Metrics** and select a project using the filter criteria.

- If the project is open and has been baselined, on the **Project Summary** tab, in the **EV Summary** section, click **Analyze.**

Figure 5-2. Analyze Cumulative Cost Metrics page
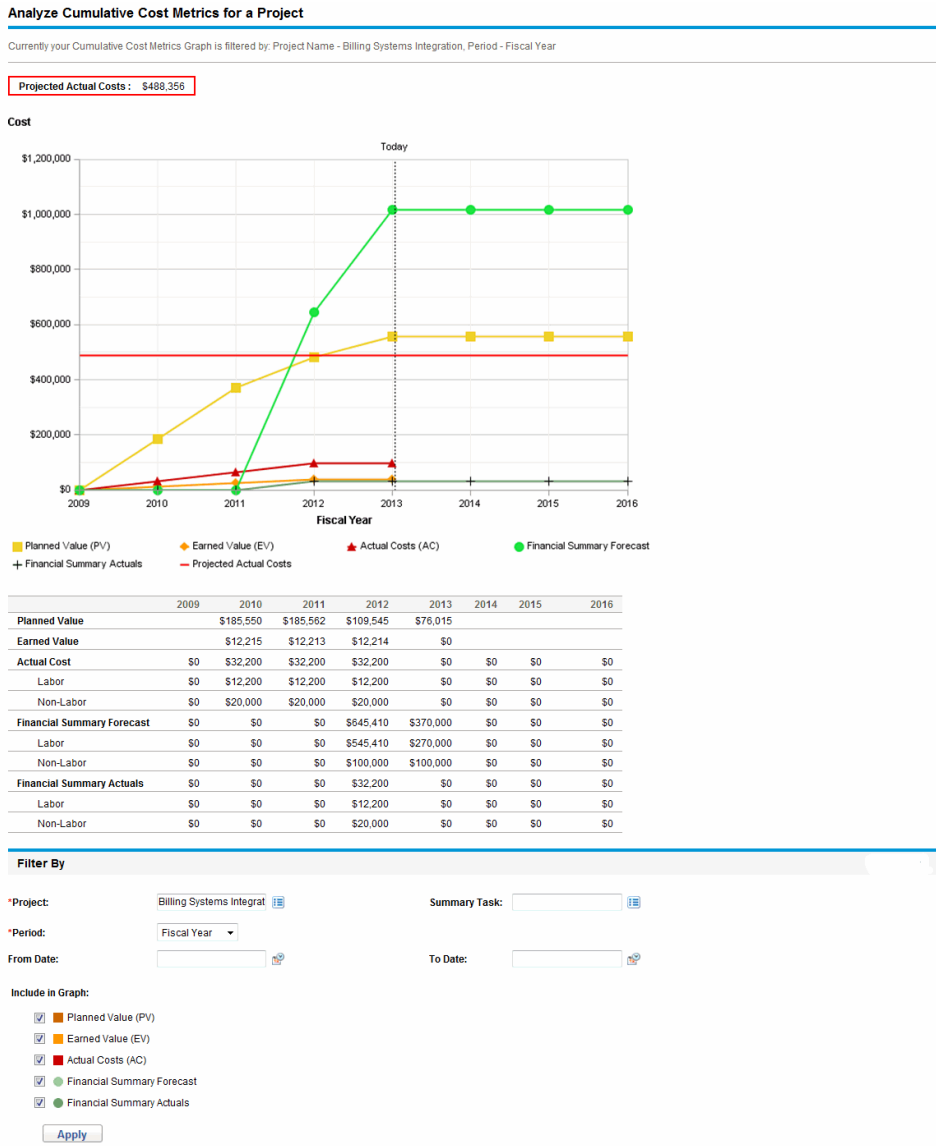
The Analyze Cumulative Cost Metrics page can be filtered according to the criteria described in "Table 5-2. Analyze Cumulative Cost Metrics page parameters" below.

Table 5-2. Analyze Cumulative Cost Metrics page parameters

Field Name	Description
Project	Project to be analyzed.
Summary Task	Summary tasks to be analyzed.

Table 5-2. Analyze Cumulative Cost Metrics page parameters, continued

Field Name	Description
Period	Period to be used in the graph's time axis. Possible values: **Fiscal Week, Fiscal Month,** or **Fiscal Year.**
From Date	Date at which to start the graph.
To Date	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. See "Table 5-1. Cost data items and associated formulas" on page 156 for the applicable formula.
Actual Costs (AC)	Graphs the total dollar cost (Actual Labor Cost + Actual Non-Labor Cost) for the project.
Financial Summary Forecast	Graphs the financial summary forecast values for the project at each data point.
Financial Summary Actuals	Graphs the financial summary actual values, if any have been entered, at each data point.

Use the Analyze Cumulative Cost Metrics page to evaluate a project's performance in terms of different cost variables over time. HP Project Management calculates the **Projected Actual Cost** field for the project as baseline cost / CPI, and the value is displayed above the graph.

The Pending Cost EV Update Service must be enabled for the data in the Analyze Cumulative Cost Metrics page to be made current and kept current. Administrators who have the Sys Admin: Edit Services Schedules access grant can modify services.

To modify a service:

1. From the menu bar in the standard interface, select **Open > Administration > Schedule Services.**

2. Click on the row for the service you want to modify.

3. Edit the **Status** (**Enabled** or **Disabled**), **Schedule Type,** and **Schedule** as needed. See the online help

for more information about the **Schedule Type.**

4. Click **Save.**

Project Current Cost Metrics

To view the Analyze Current Cost Metrics page for projects, in the menu bar, select **Open > Financial Management > Analyze Costs > Project Current Cost Metrics.**

Figure 5-3. Analyze Current Cost Metrics page
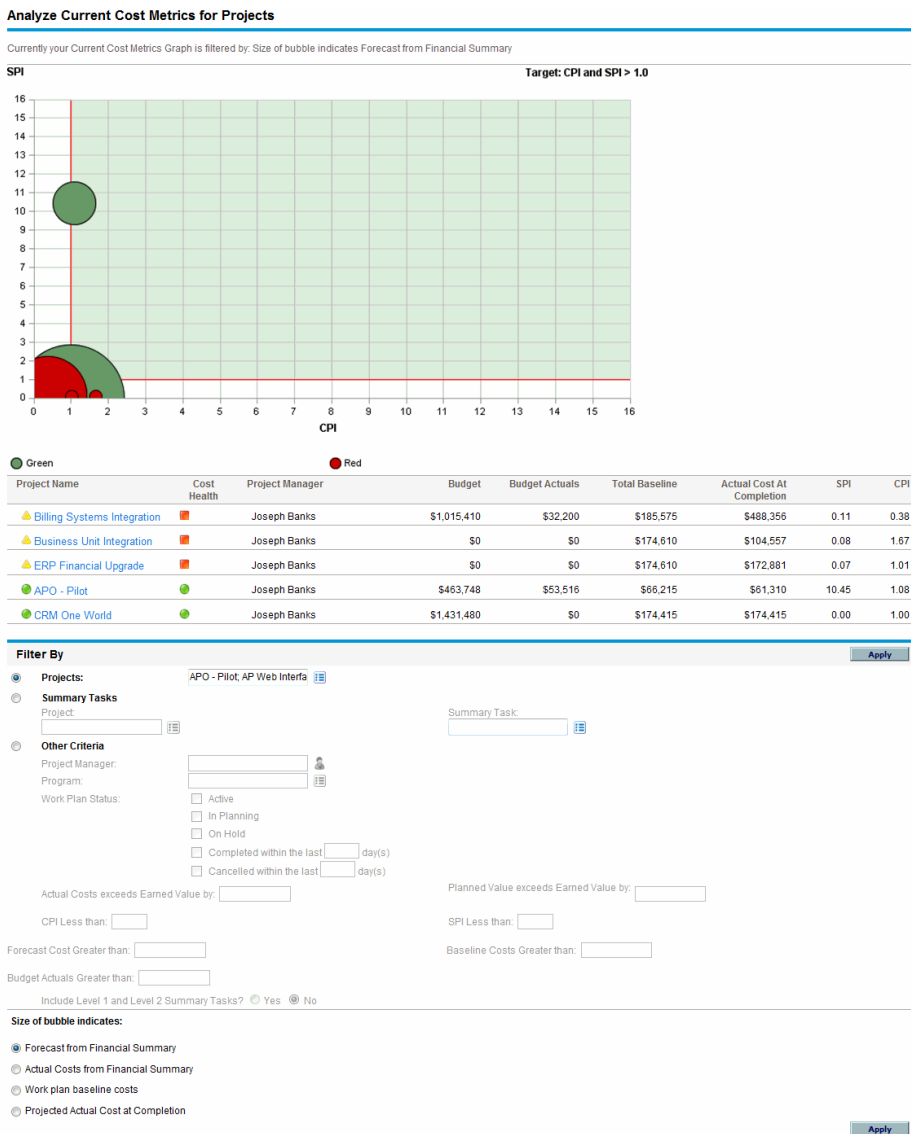
The Analyze Current Cost Metrics page can be filtered according to the criteria described in "Table 5-3. Analyze Current Cost Metrics page parameters" below.

Table 5-3. Analyze Current Cost Metrics page parameters

Field Name	Description
Projects	
Projects	Projects to be included on the page
Summary Tasks	
Project	Project to be included on the page
Summary Task	Summary task within the project you specified
Other Criteria	
Project Manager	Project managers whose projects are to be included
Program	Programs from which projects are to be included
Work Plan Status	Projects with work plans having the statuses you specify
Actual Costs exceed Earned Value by	Projects with a cost variance greater than the amount you specify
Planned Value exceeds Earned Value by	Projects with a schedule variance greater than the amount you specify
CPI Less Than	Projects with a CPI less than the value you specify
SPI Less Than	Projects with an SPI less than the value you specify
Forecast Cost Greater Than	Projects with a forecast cost greater than the amount you specify
Baseline Costs Greater Than	Projects with baseline costs greater than the amount you specify
Budget Actuals Greater Than	Projects with actual costs (from the financial summaries) greater than the amount you specify
Include Level 1 and Level 2 Summary Tasks?	Option to include summary tasks of level 1 or 2 within the work plan hierarchy
Size of bubble indicates	
Forecast from	Option for bubbles representing projects to vary in size based on the size of

Table 5-3. Analyze Current Cost Metrics page parameters, continued

Field Name	Description
Financial Summary	their associated forecasts from the financial summary
Actual Costs from Financial Summary	Option for bubbles representing projects to vary in size based on the size of their actual costs from the financial summary, if any have been entered
Work plan baseline costs	Option for bubbles representing projects to vary in size based on the size of their last work plan baseline costs
Projected Actual Cost at Completion	Option for bubbles representing projects to vary in size based on the size of their projected actual cost (baseline cost / CPI) 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 the Project Current Cost Metrics 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 5-4. Earned Value view fields" below defines the fields on this tab.

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

Table 5-4. Earned Value view fields

Field Name	Description
Seq	Number of a task in the hierarchy.
Cost Health	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. See "Table 5-1. Cost data items and associated formulas" on page 156 for the applicable formula.

Table 5-4. Earned Value view fields, continued

Field Name	Description
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 enabling cost tracking.

To analyze cost data for a program, do one of the following:

- In the menu bar, select **Open > Financial Management > Analyze Costs > Project Current Cost Metrics** and use the **Other Criteria** option to filter on the program of interest.

- Click the **EV Analysis** tab in the Program Overview page.

These analyses are identical to cost data analyses for projects. See "Analyzing Project Costs" on page 164 for more information on cost visibility.

In addition, on the Program Overview page, the **Program Costs** section displays the program's planned and actual total expenses, broken down by labor and non-labor, and the **Content** section displays cost information, for proposals, projects, and assets contained in the program.

You can access the Program Overview page for a program by searching for a program or by drilling down from a portlet in HP Program Management.

Chapter 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 (expenses) incurred during these phases can be accounted as capital costs as opposed to operating costs. This distinction is also available for project templates, so that you can create projects with capitalization consistently available.

- Capital and operating expenses can be viewed at the project, program, or portfolio level, and analyzed accordingly.

Note: SOP 98-1 tracking must enabled as described in "Enabling SOP 98-1 Tracking" on the next page for cost data to be split into Capital and Operating categories.

Enabling SOP 98-1 Tracking

In order to track capitalized expense information for a project, SOP 98-1 tracking must be activated, first at the PPM Center system administration level, then for the project.

In PPM Center, capitalization is also available for proposals and assets, although for SOP 98-1 tracking purposes, it is primarily applicable to projects.

Enabling SOP 98-1 Tracking at the System Administration Level

After installing PPM Center, decide whether or not to enable SOP 98-1 tracking. SOP 98-1 tracking is enabled by setting the
COST_CAPITALIZATION_ENABLED parameter in the server.conf file to true.

> **Note:** Usually, only PPM Center system administrators have access to the server.conf configuration file. Contact your system administrator with any questions about enabling SOP 98-1 tracking.
>
> This parameter is set by the administrator at installation. Do not change this parameter after PPM Center has been put into use.

Enabling SOP 98-1 Tracking for Projects

SOP 98-1 tracking for a project is enabled in the **Cost and Effort** policy in the Project Settings page.

> **Note:** Project settings are determined by project policies, which are inherited from 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 to create the project.

For the procedures to view and specify SOP 98-1 (capitalization) tracking, as well as other financial summary settings for a project, see "Project Financial Summary Settings" on page 78.

> **Note:** You can track capitalization for a proposal as described in "Proposal Financial Summary Settings" on page 77.

> You can track capitalization for an asset as described in "Asset Financial Summary Settings" on page 82.

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. Even when SOP 98-1 tracking is not enabled, activities can be used but they cannot be marked as capitalized, and projects or tasks associated with any activities will not track capitalization data. (Requests and packages cannot be capitalized, but they can have associated activities.)

Configuring Activities

Activities are created and edited (managed) from the menu bar.

- "Access Grants for Activities" below

- "Creating Activities" below

- "Modifying Existing Activities" on page 176

- "Disabling Activities" on page 177

Access Grants for Activities

"Table 6-1. Access grants needed to configure activities" below lists the access grants needed to view or configure activities; both are in the Config category.

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.

Creating Activities

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

1. From the menu bar in the standard interface, select **Create > Administrative > Activity.**

   The Create Activity page opens.

2. Complete the fields in the Create Activity page as described in the following table:

Field Name	Description
Name	Name of the activity (appears in field selections).
Description	Description for the activity.
Used For	Indicates the entities the activity can be associated with. In HP Time Management, all activities enabled for an entity are available to categorize time sheet lines for that type of entity (work item). See the *HP Time Management User's Guide* for more details on time sheets and work items.
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 **Used For** options, and SOP 98-1 tracking has been enabled system-wide.
Can be capitalized?	Option to allow the activity to be capitalized. This field is only active when tasks or projects have been selected in the **Used For** options, and SOP 98-1 tracking has been enabled system-wide.
Enabled	Option to enable the activity. Disabled activities do not appear as selections in the task.

   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 173.

3. Click **Create.**

   Note: The definition language of the activity is set to your session language. The activity can

only be modified in its definition language. See the *Multilingual User Interface Guide* for more information.

Modifying Existing Activities

To edit an existing activity:

1. From the menu bar in the standard interface, select **Search > Administrative > 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 21 of 21
Activity Name	**Description**	**Capitalized**	**Enabled**	**SOP 98-1 Category**	
Admin	Admin	No	Yes		
Analysis	Analysis	No	Yes		
Business Case Development	Business Case Development	No	Yes	Specification of Alternatives	
Coding	Coding	Yes	Yes	Coding	
Data Conversion	Data Conversion	No	Yes	Data Conversion	
Design	Design of Chosen Option	Yes	Yes	Design of Chosen Option	
Development	Development	Yes	Yes	Coding	
Evaluation	Evaluation of Alternatives	No	Yes	Evaluation of Alternatives	
Implementation	Implementation	Yes	Yes	Installation	
Installation	Installation	Yes	Yes	Installation	
Maintenance	Application Maintenance	No	Yes		
Project Management	Project Management	No	Yes		
Purchases - Capitalized	Purchases - Capitalized	Yes	Yes		
Purchases - Expensed	Purchases - Expensed	No	Yes		
Rework	Rework	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	
wangfang-activity	wangfang-activity	No	Yes		
					Showing 1 to 21 of 21

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.

Edit Activity: Business Case Development

*Name:	Business Case Development
*Description:	Business Case Development

Used For: ☑ Requests ☑ Projects ☑ Tasks ☐ Assets ☐ Packages ☑ Misc
SOP 98-1 Category: Specification of Alternatives ▼
Can be Capitalized: ○ Yes ● No

○ Enabled   Note: Disabling this activity will not affect time sheets and tasks that are currently using it. However, it will no longer be available for use on new time sheets and tasks.

○ Disabled for future use

[Save] [Cancel]

> **Note:** If the activity's definition language differs from your session language, you cannot modify the activity. Click **Why?** in the header and see the *Multilingual User Interface Guide* for more information.

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 are not affected, but it is no longer available for use on new tasks and time sheets.

To disable an activity for future use:

1. From the menu bar in the standard interface, select **Search > Administrative > 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 21 of 21
Activity Name	**Description**	**Capitalized**	**Enabled**	**SOP 98-1 Category**
Admin	Admin	No	Yes	
Analysis	Analysis	No	Yes	
Business Case Development	Business Case Development	No	Yes	Specification of Alternatives
Coding	Coding	Yes	Yes	Coding
Data Conversion	Data Conversion	No	Yes	Data Conversion
Design	Design of Chosen Option	Yes	Yes	Design of Chosen Option
Development	Development	Yes	Yes	Coding
Evaluation	Evaluation of Alternatives	No	Yes	Evaluation of Alternatives
Implementation	Implementation	Yes	Yes	Installation
Installation	Installation	Yes	Yes	Installation
Maintenance	Application Maintenance	No	Yes	
Project Management	Project Management	No	Yes	
Purchases - Capitalized	Purchases - Capitalized	Yes	Yes	
Purchases - Expensed	Purchases - Expensed	No	Yes	
Rework	Rework	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
wangfang-activity	wangfang-activity	No	Yes	
				Showing 1 to 21 of 21

Create Activity

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

   The Edit Activity page opens.

   > **Note:** If the activity's definition language differs from the session language, you cannot edit the activity. Click **Why?** in the header for information about how to edit the activity and refer to the *Multilingual User Interface Guide* for more information.

3. Select the **Disabled for future use** option.

4. Click **Save.**

   The activity is disabled for future use.

Associating Activities with Tasks

You can assign an activity to a task in the Task Details page, opened from the **Define Work Plan** view.

To associate an activity with a 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 Details** icon.

   The Task Details page opens.

4. In the Task Details page, select an **Activity.**

5. Click **Save.**

> **Note:** If HP Time Management is being used, after a task with an activity is added to a time sheet and the time sheet is saved, the activity for that task cannot be changed.

Activity Inheritance Behavior

Tasks and summary tasks can inherit activities from their parent projects, making it unnecessary to manually set the activity for every task and summary task within a project. Activity inheritance adheres to the following series of rules:

- When an activity is set on a project or summary task, the same activity cascades down to all its children. These children continue to inherit their parent's activity. If one of these children is moved to a different parent who has a different activity, the child acquires the new parent's activity.

- When a child with an activity different than its parent's activity is found, the cascade of the parent activity stops and that child's activity is preserved, even if the child is later indented, outdented, or cut-and-pasted under a different parent.

- Whenever a parent and its child have the same activity, if the parent's activity changes, the child's activity changes to the parent's new activity.

- Manually setting a child's activity to an empty value makes it empty, but it will not stay empty if the child is moved to a parent with a specified activity.

Viewing Capital and Operating Expense Data in Projects

You can view the breakdown between capital and operating expenses for a project in the PPM Dashboard through the project's financial summary, the **EV Summary** section on the Project Overview page, or particular portlets and pages, or by running reports.

You can view the breakdown between capital and operating expenses for a task in the Task Details page.

The cost data displayed can come from one of the following sources:

- The project financial summary

- Cost data calculated from the work plan

Project Financial Summary and EV Summary Sections

The **Project Cost** section on a project's Project Overview page has a button to view the project financial summary. Depending on a project's financial summary settings, the financial summary can display cost data in Capital and Operating categories. Each category can then be broken down into Labor and Non-Labor. The financial summary includes forecast and actual costs.

A project's Project Overview page has an **EV Summary** section if at least one baseline of the project work plan has been taken. The **EV Summary** section displays earned value analysis data for the project.

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

Task Details Page

The top of the Task Details page indicates the task's **Activity** (see).

Figure 6-1. Top of Task Details page

The **Cost** tab of the Task Details page displays the task's cost data and breaks down the task cost into **Labor** and **Non-Labor.**

The Task Details page for any task can be accessed from the My Tasks portlet, by searching for a task, or by selecting the task on the project work plan and clicking the **Task Details** icon.

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 Program Cost Summary portlet on the PPM Dashboard. The displayed cost data comes from the program roll-up financial summary.

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 portlet can be added to your PPM Dashboard as described in the *Getting Started* guide.

> **Note:** HP Financial Management must be enabled in order for this portlet to display data. If a project's financial summary is not used, cost information from that project's work plan is used.

Viewing Capital 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" below

- "Impairment Risks Portlet" on the next page

- "Capitalized Project Timelines Portlet" on page 184

- "Capitalized Project Breakdown" on page 184

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 6-2. Total Exposure portlet filter fields" below.

Table 6-2. Total Exposure portlet filter fields

Field Name	Description
Project Name	Filters for the projects you specify
Project Manager	Filters for projects with the managers you specify
Business Objective	Filters for projects with the business objectives you specify
Project Status	Filters for projects with the statuses you specify
Project Health	Filters for projects with the healths you specify
Start Date From	Filters for projects starting after the date you specify
Start Date To	Filters for projects starting before the date you specify
Complete Date From	Filters for projects finishing after the date you specify
Complete Date To	Filters for projects finishing before the date you specify
Min Planned Capital	Filters for projects with at least the minimum planned capital expenses you specify
Min Carrying Value	Filters for projects with at least the minimum actual capital expenses you specify

Table 6-2. Total Exposure portlet filter fields, continued

Field Name	Description
Min Planned Cost	Filters for projects with at least the minimum planned cost you specify
Min Actual Cost	Filters for projects with at least the minimum actual cost you specify

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 6-3. Impairment Risks portlet filter fields" below.

Table 6-3. Impairment Risks portlet filter fields

Field Name	Description
Project Name	Filters for the projects you specify
Project Manager	Filters for projects with the managers you specify
Business Objective	Filters for projects with the business objectives you specify
Project Status	Filters for projects with the statuses you specify
Project Health	Filters for projects with the healths you specify
Start Date From	Filters for projects starting after the date you specify
Start Date To	Filters for projects starting before the date you specify
Complete Date From	Filters for projects finishing after the date you specify
Complete Date To	Filters for projects finishing before the date you specify
Min Planned Capital	Filters for projects with at least the minimum planned capital expenses you specify
Min Carrying Value	Filters for projects with at least the minimum actual capital expenses you specify
Min Planned Cost	Filters for projects with at least the minimum planned cost you specify
Min Actual Cost	Filters for projects with at least the minimum actual cost you specify

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 6-4. Capitalized project Timelines portlet filter fields" below.

Table 6-4. Capitalized project Timelines portlet filter fields

Field Name	Description
Project Name	Filters for the projects you specify
Project Manager	Filters for projects with the managers you specify
Business Objective	Filters for projects with the business objectives you specify
Project Status	Filters for projects with the statuses you specify
Project Health	Filters for projects with the healths you specify
Start Date From	Filters for projects starting after the date you specify
Start Date To	Filters for projects starting before the date you specify
Complete Date From	Filters for projects finishing after the date you specify
Complete Date To	Filters for projects finishing before the date you specify
Min Planned Capital	Filters for projects with at least the minimum planned capital expenses you specify
Min Carrying Value	Filters for projects with at least the minimum actual capital expenses you specify
Min Planned Cost	Filters for projects with at least the minimum planned cost you specify
Min Actual Cost	Filters for projects with at least the minimum actual cost you specify

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 6-5. Capitalized Project Breakdown portlet filter fields" below.

Table 6-5. Capitalized Project Breakdown portlet filter fields

Field Name	Description
Project Name	Filters for the projects you specify
Project Manager	Filters for projects with the managers you specify
Business Objective	Filters for projects with the business objectives you specify
Project Status	Filters for projects with the statuses you specify
Project Health	Filters for projects with the healths you specify
Start Date From	Filters for projects starting after the date you specify
Start Date To	Filters for projects starting before the date you specify
Complete Date From	Filters for projects finishing after the date you specify
Complete Date To	Filters for projects finishing before the date you specify
Min Planned Capital	Filters for projects with at least the minimum planned capital expenses you specify
Min Carrying Value	Filters for projects with at least the minimum actual capital expenses you specify
Min Planned Cost	Filters for projects with at least the minimum planned cost you specify
Min Actual Cost	Filters for projects with at least the minimum actual cost you specify

Appendix A: Configuring Cost Calculation Intervals

- "Overview of Cost Calculation Intervals" below

- "Cost Calculation Services" below

Overview of Cost Calculation Intervals

Cost data that involves the following roll-ups is recalculated system-wide on a periodic basis using services:

- Roll-up of work plan task actual cost data to summary tasks uses the Cost Rollup Service.

- Roll-up of work plan and time sheet actual cost data to the project financial summary uses the Cost Rollup Service.

- Roll-up of time sheet actuals for proposals and assets to the financial summary uses the Cost Rollup Service.

- Roll-up of lifecycle entity forecast and actual costs and financial benefits to the program financial summary uses the Financial Summary Rollup Service.

- Changes made to cost rules uses the FX Rate Update Service.

- Changes made to financial exchange rates uses the Cost Rate Rule Update Service.

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

For more information about these services, see "Cost Calculation Services" below.

Cost Calculation Services

Periodic cost roll-up is performed system-wide and is governed by several services on the PPM Server. "Table A-1. Services for periodic cost calculations" on the next page describes these services.

Table A-1. Services for periodic cost calculations

Service	Description	Default Values
Cost Rate Rule Update Service	Determines if costs are recalculated after updates are made to cost rules, and the frequency with which cost rules are checked for updates and costs recalculated.	Status: Enabled Schedule Type: Simple Schedule: Every hour
Cost Rollup Service	Determines if periodic cost roll-up calculations are performed and their frequency. By default, cost roll-up calculations are not performed on projects longer than 3650 days (10 years). To increase or decrease this threshold, set the PROJ_COST_ROLL_UP_DURATION_IN_DAYS parameter. **Note:** As an administrator, you can determine the batch size of Cost Rollup Service by setting a value for the COST_ ROWS_BATCH_SIZE parameter in Administration Console. By default, the value is set to 1000. You can select a smaller value if you find Cost Rollup Service is consuming too much memory. **Note:** The service was enhanced in version 9.30 to improve cost calculation accuracy and system performance. For details, see "Revamped Cost Rollup Service" on the next page.	Status: Enabled Schedule Type: Simple Schedule: Every hour
Financial Summary Rollup Service	Determines if forecast and actual costs and financial benefits of a program are recalculated and the frequency. The service is run only for programs with Financial Management enabled and for programs that have been marked for processing. A program is marked for processing if any of its content is changed (such as a change to a lifecycle entity's forecast and actual costs, a change to a lifecycle entity's financial benefits, or the removal of a lifecycle entity).	Status: Enabled Schedule Type: Heavy Schedule: Every 3 hours

Table A-1. Services for periodic cost calculations, continued

Service	Description	Default Values
FX Rate Update Service	Determines if financial exchange rates are recalculated after they are updated, and the frequency with which financial exchange rate rules are checked for updates and costs are recalculated.	Status: Enabled Schedule Type: Simple Schedule: Every 2 hours

If data has been updated but the roll-up service has not yet run, a message is displayed about the rolled up data not being up-to-date and the estimated time at which the roll-up service will run.

Administrators who have the Sys Admin: Edit Services Schedules access grant can modify services.

To modify a service:

1. From the menu bar in the standard interface, select **Open > Administration > Schedule Services.**

2. Click on the row for the service you want to modify.

3. Edit the **Status** (**Enabled** or **Disabled**), **Schedule Type,** and **Schedule** as needed. See the online help for more information about the **Schedule Type.**

4. Click **Save.**

Revamped Cost Rollup Service

PPM Center version 9.30 revamped the Cost Rollup Service to improve project cost calculation mechanism for cost rollups.

The following scenarios are covered:

- **Schedule / actual effort changes**

  Behavioral changes of the Cost Rollup Service are described in the table below:

Project Effort Control	Actual cost calculation	Cost Rollup Service
Work plan manual input	The actual cost and schedule cost is calculated and saved immediately on the tasks when a	○ Sums up all the cost of leaf tasks and rolls up to

Project Effort Control	Actual cost calculation	Cost Rollup Service
	leaf task is saved or a work plan is saved. A record will be inserted into the ITG_PENDING_ ROLLUPS table.	summary tasks at each level ○ Recalculates the earned value
Time sheet input	The actual cost will be calculated and saved immediately on the timesheet when the time sheet is saved. A record will be inserted into the ITG_PENDING_ROLLUPS table.	○ Fetches cost from all related time sheets and sums them up at the task level ○ Rolls up to the summary task level ○ Recalculates the earned value

- **Cost rate changes**

    Behavioral changes of the Cost Rollup Service are described in the table below:

Cost Rate change actions	Trigger (CostRateUpdateService)	Cost Rollup Service
○ Add a cost rate ○ Modify the finish date for a cost rate	a. Finds impacted projects b. Inserts a record into the ITG_ PENDING_ROLLUPS table for the projects to calculate the planned cost only	○ Recalculates the planned cost of the specific project ○ Sums up the cost for each summary task ○ Recalculates the earned value
○ Modify an existing cost rate ○ Delete a cost rule ○ Modify cost factors	a. Finds impacted projects b. If the project is using Time Management, recalculates all the related time sheets based on the updated cost rate. (Closed and frozen timesheets will not be recalculated.)	○ If the project is using Time Management, the Cost Rollup Service fetches actual cost directly from time sheets and sum them up at all task levels ○ If the project is not using

Cost Rate change actions	Trigger (CostRateUpdateService)	Cost Rollup Service
	c. Inserts into the ITG_PENDING_ROLLUPS table for the projects to calculate actual and planned cost	Time Management, recalculates the actual cost at all task levels and sum them up. ○ Recalculates the planned cost at all task levels and sum them up. ○ Recalculates the earned value.

- **Baseline changes**

  Behavioral changes of the Cost Rollup Service are described in the table below:

Baseline changes	System behavior	Cost Rollup Service
○ Activate a baseline ○ Add a baseline	Adds a record in the ITG_ PENDING_ROLLUPS table to sum the planned cost up to baseline summary task level.	○ Sum the baseline planned cost to baseline summary task level ○ Insert a record into the ITG_ PENDING_ROLLUPS table to calculate the earned value for the project.
Delete an active baseline (there are several baselines left)	Randomly finds another baseline to activate. The behavior will follow the behavior when activate a baseline.	N/A
Delete an active baseline (there is only one baseline)	Adds a record in the ITG_ PENDING_ROLLUPS table to recalculate the earned value for the specific project	Recalculate the earned value for the project.

- **Other changes**

  Behavioral changes of the Cost Rollup Service are described in the table below:

Other changes	System behavior	Cost Rollup Service
Modify the project setting	Add a record in the ITG_ PENDING_ROLLUPS table to recalculate everything for the project.	Calculate the project according to the project setting.
MSP import	Add a record in the ITG_ PENDING_ROLLUPS table to recalculate everything for the project.	Calculate the project according to the project setting.
Agile Manager/Agile tools/Subproject import	Add a record in the ITG_ PENDING_ROLLUPS table to recalculate everything for the project.	Calculate the project according to the project setting.

Appendix B: Tracing PPM Center Data

This section describes:

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Calculating Unmet Demand

For information about calculating unmet demand, see "Analyzing Resource Pools" under Chapter 4 and Appendix B of *HP Resource Management User's Guide*.

Calculating Estimated Remaining Effort

This section describes how PPM Center calculates the Estimated Remaining Effort (ERE) of a task.

ERE is an estimated value derived from actuals, which means that having actuals is key to reflecting changes in ERE. If there are no actuals, PPM Center resets ERE to zero.

If actuals have been logged against a task, the ERE value gets updated whenever the **% Complete** field on the Task Details page is modified. This means that ERE is not reset to zero and stays in sync with changes in the **% Complete** field.

If you manually input ERE, % Complete is calculated as Actual Effort / (Actual Effort + ERE)

If you manually input % Complete, ERE is calculated as one of the following:

- ERE = Scheduled Effort (SE) - Actual Effort (AE)

- ERE = (Last ERE + Last AE) - AE

Configuring Project Health

This section includes additional information about configuring schedule health and cost health of a project. For more information about configuring project health, see "Schedule Health", "Cost and Earned Value Health", "Project Health", and "Issue Health" under Chapter 3 of *HP Project Management User's Guide*.

Configuring Schedule Health

On the project settings page, the Schedule Health policy controls the project's schedule health indicator, as well as determines the active exception rules for a project.

In the **Health** section, you can specify the following two rules:

- Percent of tasks that have Exceptions to turn the Schedule Health Red

- Percent of tasks that have Exceptions to turn the Schedule Health Yellow

For example, you set the first rule to 60 and the second to 30. If the percent of tasks that have exceptions is less than 30%, the schedule health indicator is green. If the percent of tasks that have exceptions is more than 30% but less than 60%, the indicator is yellow. Otherwise, the indicator is red. The percent of tasks that have exceptions is calculated as Count of Exceptional Tasks / Count of Total Tasks.

> **Note:** When calculating the count of total tasks, PPM Center does not include the summary task or tasks whose status is either "Completed" or "Cancelled".

Configuring Cost and Earned Value Health

The Cost and Earned Value Health policy controls whether or not to track the cost health for a project, and if so, which metrics will be evaluated to determine health. It is used to indicate the health of a project in terms of its cost.

If you do not select the **For prior months, if actual costs exceed the plan of record by** checkbox when defining the Cost and Earned Value Health policy, the cost health of a project is that of its root task. If you select the **For prior months, if actual costs exceed the plan of record by** checkbox, the cost health of a project represents the factor in the worst condition. The cost health of a project turns red,

when either the cost health of the root task or the indicator for the **For prior months, if actual costs exceed the plan of record by** checkbox is red.

The indicator for the **For prior months, if actual costs exceed the plan of record by** checkbox is determined by the value of BudgetOverrun which is calculated as follows:

- If either pastActualTotal or ForecastTotal is null, BudgetOverrun = 0

- If pastForecastTotal > 0, BudgetOverrun = (pastActualTotal - pastForecastTotal) * 100 / pastForecastTotal

- If pastForecastTotal = 0 and pastActualTotal > 0, BudgetOverrun = 100

- If both pastForecastTotal and pastActualTotal is zero, BudgetOverrun = 0

Values of pastActualTotal and pastForecastTotal are loaded according to the following queries:

For pastActualTotal,

```
select sum(s.actual_total_lcl)
from fm_forecast_actual_period_sum s, ppm_fiscal_periods_nls p
where s.PERIOD_ID = p.FISCAL_PERIOD_ID and p.period_type = 4
and s.FORECAST_ACTUAL_ID = {finacial summary.Forecast().Id()}
and p.seq >= {startPeriod.getSequence()} and p.seq < (select p1.seq from ppm_
fiscal_periods_nls p1
where p1.start_date <= sysdate and p1.end_date>= sysdate and p1.period_type = 4)
```

For pastForecastTotal,

```
select sum(s.plan_total_lcl)
from fm_forecast_actual_period_sum s, ppm_fiscal_periods_nls p, fm_financial_
summary ffs
where ffs.active_fs_id = {finacial summary.Id()} and ffs.plan_of_record_flag = 'Y'
and s.PERIOD_ID = p.FISCAL_PERIOD_ID and p.period_type = 4
and s.FORECAST_ACTUAL_ID = ffs.forecast_actual_id
and p.seq >= {startPeriod.getSequence()} and p.seq < (select p1.seq from ppm_
fiscal_periods_nls p1
where p1.start_date <= sysdate and p1.end_date>= sysdate and p1.period_type = 4)
```

Calculating HP Financial Management Data

This section describes additional information about calculating HP Financial Management data items.

For more information about calculating HP Financial Management data, see "Tracking and Analyzing Project Costs" on page 155.

Cost Performance Index (CPI)

CPI is calculated as follows:

- If EV is null, CPI is null

- If Actual Cost != 0, CPI = EV / Actual Cost

- If Actual Cost = 0, and

    - If EV = 0, CPI = 1

    - If EV != 0, CPI = 0

Schedule Performance Index (SPI)

SPI is calculated as follows:

- If EV is null, SPI is null

- If PV != 0, SPI = EV / PV

- If PV = 0, and

    - If EV = 0, SPI = 1

    - If EV != 0, SPI = 0

Earned Value (EV)

If a task is the summary task, its EV is calculated as Sum (EV of all its child tasks).

If a task is the leaf task, its EV is calculated as follows:

- If there is no task baseline, EV is null

- If the `EV_ALLOW_PRORATING` server configuration parameter is set to `true`, EV = Baseline Cost * % Complete

- If the `EV_ALLOW_PRORATING` server configuration parameter is set to `false`, and

- If % Complete = 100, EV = Baseline Cost

- If % Complete < 100, EV = 0

Planned Value (PV)

Calculating Schedule Start and Schedule Finish Dates

If the PV_USE_ACTIVE_BASELINE_DATES server configuration parameter is set to true and task baseline exists,

- Schedule start is the schedule start date of the task baseline

- Schedule finish is the schedule finish date of the task baseline

Otherwise,

- Schedule start is the schedule start date of the task

- Schedule finish is the schedule finish date of the task

Calculating PV

For all tasks,

- If there is no task baseline, PV is null.

- If task baseline exists, in one of the following cases, PV = 0:

  - The task status is cancelled, or

  - The schedule start date of the task is null, or

  - Schedule start is later than the current system date

If a task is the summary task, its PV is calculated as Sum (PV of all its child tasks).

For leaf tasks, if task baseline exists and

- If schedule end is earlier than the current system date, PV = Baseline Cost

- Otherwise, PV = Baseline Cost * (passed days / total days)

  In this formula, passed days is calculated as follows:

- If schedule start is the current system date, passed days = 1.

- If the `PV_USE_ACTIVE_BASELINE_DATES` server configuration parameter is set to `true`, passed days = Today's Date - Baseline Start Date]

- Otherwise, passed days = Today's Date - Start Date

Total days is calculated as follows:

- If the `PV_USE_ACTIVE_BASELINE_DATES` server configuration parameter is set to `true`, total days = Baseline Finish Date - Baseline Start Date

- Otherwise, total days = Finish Date - Start Date

Calculating Data in Financial Summary

This section describes how PPM Center calculates data in a financial summary.

Calculating Forecasted Labor Costs From Staffing Profile

You can specify whether forecasted labor costs on the financial summary are to be calculated (rolled up) from the staffing profile. If this option is selected, separate, non-editable forecast lines are automatically created in the financial summary to reflect the staffing profile estimates, including the percentage split between capital and operating costs.

The forecast labor cost of a staffing profile equals to the total sum of forecast labor costs of all positions in this staffing profile. The forecast labor cost of a particular position is calculated as follows:

Forecast Labor Cost of a Position = Sum (Forecast Labor Cost of Assignment/Promise of the position) + (Unmet Demand * Cost rate of the position)

where,

- Forecast Labor Cost of Assignment = Total committed effort of the assigned resource * Cost rate of the resource/position

> **Note:** Starting from version 9.31, you can decide to use the cost rate of the resource role or the position role to calculate the forecast labor cost of assignment. If you set the `SP_RESOURCE_ROLE_RATE_ENABLE` parameter to `true`, the forecast labor cost of assignment is calculated by

the cost rate of the resource role. If you set this parameter to `false`, the forecast labor cost of assignment is calculated by the cost rate of the position role. By default, this parameter is set to `true`. When the resource has no role defined, and you set the parameter to `true`, the cost rate of the position role is used.

- Forecast Labor Cost of Promise = Total promised effort of the assignment * Cost rate of the position

The cost rate of a position/resource is determined by the cost rule described in "Best Matching Strategy" on the next page.

Note: If there is over allocation on assignments, the unmet demand becomes negative. To include cost of over allocation, the calculation of forecast labor cost ignores the negative unmet demand.

The following table describes cost factors used for calculating the forecast labor cost.

Table 4-2. Cost factors and entities to which they apply

Entity	Relevant Cost Factors
Forecast labor cost of a position	**Role:** Role of the position. **Region:** Region of the staffing profile where the position belongs. **Resource Type:** Resource type of the position. **Project:** If the parent entity of the staffing profile where the position belongs is a project, the project is included as a cost factor. **Org Unit:** If the default resource pool of the position is defined, the default org unit of the resource pool is included as a cost factor.
Forecast labor cost of an assignment	**Role**: If the role of the assigned resource is defined, use it. Otherwise, use the role of the position to which the resource is assigned. **Region**: If the region of the assigned resource is defined, use it. Otherwise, use the region of the staffing profile where the resource belongs. **Resource Type**: If the resource type of the assigned resource is defined, use it. Otherwise, use the resource type of the position to which the resource is assigned. **Resource**: Resource assigned to the position. **Department**: If the department of the assigned resource is defined, it is included as a cost factor. **Project**: If the parent entity of the staffing profile where the assigned resource

Table 4-2. Cost factors and entities to which they apply, continued

Entity	Relevant Cost Factors
	belongs is a project, the project is included as a cost factor.
	Org Unit: If the primary Org Unit of the assigned resource is defined, it is included as a cost factor.

The forecast labor cost is not updated immediately when you change cost factors described in "Table 4-2. Cost factors and entities to which they apply" on the previous page. Instead, it is recalculated base on the latest cost factors when the SP-FS sync service is triggered by effort or status change of the position or assignment. PPM Center does not keep or consider historic cost rates after you change cost factors.

> **Note:** If you change the cost rate by clicking the Add New Rate button on the Edit Cost Rule page and specify a effective start date in the pop-up window, PPM Center keeps and considers historic cost rates when calculating the forecast and actual labor costs for periods earlier than the effective start date.

For more information about calculating forecast labor cost, see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76.

Best Matching Strategy

PPM Center calculates a score for each cost rule and considers the rule with the highest score as the best matching one. Cost rate of a position/resource used in the calculation of forecast labor cost is the one defined in the best matching rule.

Before calculating a score for a cost rule, PPM Center checks whether the cost rule and the position/resource contain the same cost factor and whether values of the factor are the same. If yes, the cost factor is considered matching. Then, scores of cost rules are calculated as follows:

- If a cost rule contains no matching cost factors, it is considered not applicable and gets -1 point.

- If a cost rule contains one or more matching cost factors, PPM Center assigns 2^n points to each matching factor according to its priority. Priorities of cost factors are configured on the Change Cost Factors page (**Open** > **Administration** > **Financials** > **Change Cost Factors**). In the **Selected Columns** field, all cost factors are listed according to their priorities from top to bottom.

  For example, if a cost rule contains four cost factors and they are all matching factors, the factor of top priority gets 2^4 = 16 points; the one of second priority gets 2^3 = 8 points; the one of third priority

gets 2^2 = 4 points; and the last one gets 2^1 = 2 points. The score of this cost rule is the sum of all points its factors get. In this example, it is 16 + 8 + 4 + 2 = 30 points.

- If a cost factor contains no value, it is considered as a wildcard factor. PPM Center assigns one point to each wildcard factor.

- Besides matching and wildcard factors, all other cost factors get no point.

- If a cost rule is not the default one, add one point to its score. Therefore, if a cost rule contains the same cost factors with the default cost rule, it gets a higher score than the default one.

> **Note:** There is at least one matching rule, that is, the default rule which cannot be deleted and whose cost factors are all wildcard factors.

Actual Labor Cost Period Break Down

The actual efforts you log in time sheets and work plans are in a continuous range. However, when rolling up the actual labor cost to the financial summary, PPM Center breaks it down into periods. The cost of each month is calculated as follows:

Actual Labor Cost of month n = Total Actual Cost * Working days in month n / Total working days during the period when actual efforts are logged

For example, a resource has been working on a task from July 17th to August 20th, 2013 and costs USD $10000. Data used when calculating the actual labor cost of this resource is as follows:

- Total actual cost is USD $10000.

- Total working days from July 17th to August 20th is 25 days.

- Working days in July is 11 days.

- Working days in August is 14 days.

> **Note:** Working days are calculated according to the calendar of the resource.

Therefore, actual labor cost of this resource in July is USD $10000*11/25 = USD $4400, while that in August is USD $10000*14/25 = USD $5600.

The calculation of actual labor cost is the same for part time and full time resources.

For more information about calculating forecast labor cost, see "Configuring a Lifecycle Entity Financial Summary for Capitalization and Roll-Ups " on page 76.

Net Present Value and Total Nominal Return

For information about net present value and total nominal return, see Appendix A of *HP Portfolio Management User's Guide*.

Calculating Data in Scenario Comparison

Data on the **Role Availability** tab of the Scenario Details page are calculated as follows:

- **Total FTE Required** comes from all the staffing profiles attached to the lifecycle entities included in the scenario comparison.

  Note: Total FTE Required does not reflect the real-time data. Instead, it is aggregated by the Staffing Profile Period Sum Update Service configured on the Schedule Services page.

- **Total FTE Available** comes from the resource pool defined in the **Calculate Total Available Resources for comparison from the following Resource Pools** field on the Scenario Comparison page.

- **Resource Difference** is calculated as Total FTE Available - Total FTE Required.

For more information about calculating data in the scenario comparison, see Chapter 5 of *HP Portfolio Management User's Guide*.

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