Mercury IT Governance Center™

Mercury Financial Management™

User's Guide

Version: 6.0

MERCURY™

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Publication Number: ITG60FinancialMgtUG1104A

Table of Contents

List of Figures

List of Tables

Chapter 1 Introduction

In This Chapter:

About This Document

This document contains information on configuring and using Mercury Financial Management™ in conjunction with Mercury Project Management™, Mercury Program Management™, or Mercury Portfolio Management™, along with Mercury Time Management™.

This document contains the following chapters:

- Chapter 1, *Introduction*, on page 11

  Includes an overview of Mercury Financial Management and details the document's intended audience and related guides.

- Chapter 2, *Working with Budgets*, on page 15

  This chapter describes how budgets can interact with various Mercury IT Governance Center™ entities, as well as how to create, configure, and analyze them.

- Chapter 3, *Managing Financial Exchange Rates and Currencies*, on page 27

  This chapter explains how currency display and financial exchange rates are handled in Mercury Financial Management, as well as the role of regions. Creation and modification of currencies, FX rates, and regions are also explained.

- Chapter 4, *Tracking and Analyzing Financial Data*, on page 39

  This chapter discusses how cost data is captured and calculated by Mercury Financial Management, as well as analyses available for examining this data in Mercury Project Management and Mercury Program Management.

- Chapter 5, *SOP 98-1 Compliance*, on page 65

  This chapter explains how to use Mercury Financial Management's built-in capabilities for tracking capitalized costs to achieve SOP 98-1 compliance.

- Appendix A: *Financial Management Portlets* on page 89

  This appendix lists portlets that display Mercury Financial Management data.

- Appendix B: *Reports by Category* on page 93

  This appendix lists the reports delivered as part of Mercury IT Governance Center.

Who Should Read This Document

This book is for the following audience types:

- End users

For More Information

For information about audience types, see the *Guide to Documentation*.

Related Documents

Related documents for this book are:

- *Guide to Documentation*
- *Key Concepts*
- *Getting Started*
- *Mercury Project Management User's Guide*
- *Mercury Program Management User's Guide*
- *Mercury Portfolio Management User's Guide*
- *Mercury Resource Management User's Guide*
- *Mercury Time Management User's Guide*

For More Information

For information about these documents and how to access them, see the *Guide to Documentation*.

Overview of Mercury Financial Management

The Mercury IT Governance Center™ features a set of functionality collectively referred to as Mercury Financial Management. Mercury Financial Management enables you to do the following:

- Create and monitor budgets (see *Working with Budgets* for more detailed information)
  - Budgets associated with entities such as projects, project plans, programs, and organization units can be used to track financial performance
  - Budgets can be compared with each other on the project or organization unit level
- Use and display multiple currencies in one installation of the Mercury IT Governance Center (see *Managing Financial Exchange Rates and Currencies* for more detailed information)
  - Currency display can be user-based or entity-based
  - Currency values are tracked against each other using financial exchange rates
- Track actual cost data in project plans (see *Tracking and Analyzing Financial Data* for more detailed information)
  - Task cost values can be rolled up into project plans from time sheets
  - Task cost values can be rolled up into project budgets from project plans
  - Project budgets can be rolled up into program budgets from project plans or their budgets
  - EV analysis can be performed on project cost data
- Monitor SOP 98-1 compliance (see *SOP 98-1 Compliance* for more detailed information)
  - Capitalization can be tracked at the task level
  - Capital exposure can be monitored at the portfolio level
  - Capitalization can be built into process using project templates

Chapter

2

Working with Budgets

In This Chapter:

Creating Budgets

Once created, budgets can be used to track financial information for a project, project plan, program, organization unit, or other entity. Budgets can be linked to these entities with varying levels of data dependency. See *Setting Budget Associations* and *Cost Rollup in Budgets for Project Plans* on page 51 for more details.

To create a budget:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Create > Budget.**

   The Create a New Budget page opens.
3. Enter the Budget Name.
4. Enter any other desired information relating to the budget's associations.

   For more information, see *Setting Budget Associations*.
5. Select a region from the Select Region auto-complete list.

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

   The Create a New Budget: Enter Details page opens.
8. Enter any desired information in the Budget Information section.

   This includes the budget's associated entities and roll-up settings, if you did not already specify them. See *Setting Budget Associations* for more information.
9. To add lines to the budget, scroll down to the Budget Breakdown section.
   a. Click **Add Budget Lines.**

      The Add Lines to Budget page opens.
   b. Specify a Type and Category for the budget line.

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

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

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

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

Budget amounts can be entered in whole dollars as well as in thousands. To enter budget amounts in whole dollars, the parameter BUDGET_IN_WHOLE_DOLLARS should be set to **True** in the `server.conf` file.

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

12. Click **Create.**

Configuring Access to a Budget

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

Granting Access to a User

To grant a user access to a budget:

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

   The Configure Access for Budget page opens.

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

   The user is added to the View Access list.

5. Click **Save.**

   The user has been granted View access to the budget. To configure further budget security options for the user, see *Configuring Existing User Access*.

Configuring Existing User Access

User access to a budget can be further configured once the user has been added to the View Access list. The available options are listed in *Table 2-1*.

Table 2-1. Additional editing access for a budget

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

The user access described in this section is applicable to users with the View Budgets and Edit Budgets access grants. A user with either of these access grants who appears on this list can view the budget.

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

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

To configure existing user access:

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

   The Configure Access for Budget page opens.

3. Select or deselect the desired checkboxes in the Additional Editing Access section.

   See *Table 2-1* for descriptions of each category.

4. Click **Save.**

Setting Budget Associations

Budgets can be associated with projects, project plans, and programs. Data from project plans can be rolled up into these linked budgets as actual values. See *Cost Rollup in Budgets for Project Plans* on page 51 for more details.

Projects and Project Plans

You can associate a budget with an existing project plan. If this project plan is already linked to a project in your portfolio, the budget is also linked to that project.

If the project plan has its Financial Management capabilities activated from the Project Settings window, the cost data calculated in the project plan can be rolled up into the budget. For more information on linking cost data from project plans into budgets, see *Cost Rollup in Budgets for Project Plans* on page 51.

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

1. Verify that the project plan you want to associate with the budget has Financial Management turned on.

   See *Configuring Cost in the Project Settings Window* on page 42 for more information.

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

   The Change Properties for Budget page opens.

3. From the This is a __ Budget drop-down list, select **Project Plan.**

4. Select the desired project plan from the auto-complete list.

5. From the Actuals are radio buttons, select **Automatically Rolled up from project information.**
6. Click **Change.**

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

Programs

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

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

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

   The Change Association for Budget page opens.
2. From the This is a __ Budget drop down list, select **Program.**
3. Select the desired program from the auto-complete list.
4. From the Actuals are radio buttons, select **Automatically Rolled up from project information.**
5. Click **Change.**

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

Modifying Budgets

Once created, budgets can be modified. Budgets can be accessed from the standard interface from at least two locations:

- Selecting **Search > Budgets** from the menu bar, you can search for and open existing budgets to which you have access.
- Selecting **Cost > Budgets > Modify Budgets** opens a search page that can be used to locate and open existing budgets to which you have access. You can also delete budgets and create new budgets directly from this page.

To modify an existing budget:

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

Comparing Budgets

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

As with all portlets, the Budget to Budget Comparison portlet's Edit page allows you to choose parameters for the portlet's filtering and display of information. These parameters are listed in *Table 2-2*.

Table 2-2. Budget to Budget Comparison portlet parameters

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

Comparing Planned to Actual Values

The Budget to Budget Comparison portlet can be used to compare a budget's planned values to its actual values, if actual values are being captured. To see how to capture actual values for a budget, see *Creating Budgets* on page 16.

You can compare a single budget's planned and actual values, as shown in *Figure 2-1*. This is accomplished by selecting a budget from the Compare One or More Budgets field and selecting the To Actuals option on the Budget to Budget Comparison portlet's Edit page.

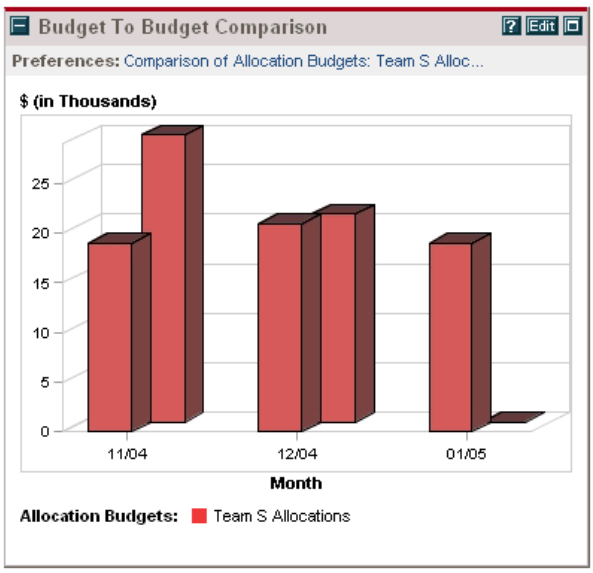


Figure 2-1. Comparison of a single budget's planned and actual values

In the example shown in *Figure 2-1*, the actual values for the first month of this budget went over its planned amounts by a fairly significant margin, while the second month stayed even, and no values have been entered for the last month.

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

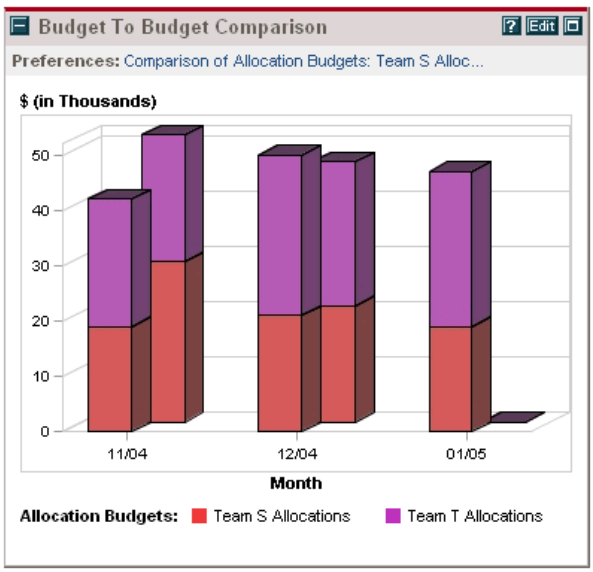


Figure 2-2. Comparison of planned and actual values for multiple budgets

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

Comparing Related Budgets

The Budget to Budget Comparison portlet can also be used to compare sets of related budgets, as shown in *Figure 2-3*. This is accomplished by selecting a budget or budgets from the Compare One or More Budgets field and the To Another Set of Budgets option and multi-select auto-complete list on the Budget to Budget Comparison portlet's Edit page.

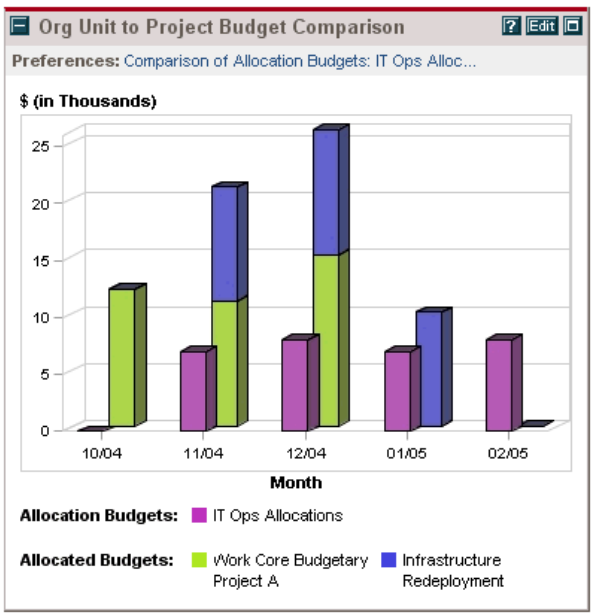


Figure 2-3. Comparing related budgets

The portlet shown in *Figure 2-3* compares the budget for an entire IT organization unit with two project budgets owned by its members. During almost every month, the combined budgets for these projects exceeds that of the organization unit, in some cases by a wide margin.

Chapter

3

Managing Financial Exchange Rates and Currencies

In This Chapter:

Overview of Financial Exchange Rates and Currencies

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

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

Managing Currencies and FX Rates

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

Adding a Currency

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

Table 3-1. Available currencies in Mercury IT Governance Center (page 1 of 5)

Currency Code	Currency Name
AFN	Afghani
ARS	Argentine Peso
AUD	Australian Dollar
ATS	Austrian Schilling (Euro)
AZM	Azerbaijani Manat
BSD	Bahamian Dollar
BHD	Bahraini Dinar

Table 3-1. Available currencies in Mercury IT Governance Center (page 2 of 5)

Currency Code	Currency Name
BDT	Bangladesh Taka
BEF	Belgian Franc (Euro)
BOB	Bolivian Boliviano
BAM	Bosnia-Herzegovina Convertible Marks
BWP	Botswana Pula
BRL	Brazilian Real
GBP	British Pound
BGN	Bulgarian Lev (since 1999-07-05)
XAF	Chad CFA Franc BEAC
CAD	Canadian Dollar
CLP	Chilean Peso
CNY	Chinese Renmibi Yuan
COP	Colombian Peso
HRK	Croatian Kuna
DKK	Danish Krone
DEM	Deutsche Mark (Euro)
EGP	Egyptian Pound
EEK	Estonian Kroon
EUR	Euro
FJD	Fiji Dollar
FIM	Finnish Markka (Euro)
FRF	French Franc (Euro)
GRD	Greek Drachma (Euro)
GTQ	Guatemalan Quetzal
HKD	Hong Kong Dollar
HUF	Hungarian Forint
ISK	Iceland Krona
INR	Indian Rupee

Table 3-1. Available currencies in Mercury IT Governance Center (page 3 of 5)

Currency Code	Currency Name
IDR	Indonesian Rupiah
IRR	Iranian Rial
IQD	Iraqi Dinar
IEP	Irish Pound (Euro)
ITL	Italian Lira (Euro)
JPY	Japanese Yen
JOD	Jordanian Dinar
KZT	Kazakhstan Tenge
KES	Kenyan Shilling
KWD	Kuwaiti Dinar
LAK	Lao Kip
LVL	Latvian Lats
LBP	Lebanese Pound
LTL	Lithuanian Litus
LUF	Luxembourg Franc (Euro)
MKD	Macedonian (Former Yug. Rep.) Denar
MGA	Malagasy ariary
MGF	Malagasy Franc
MYR	Malaysian Ringgit
MXN	Mexican Peso
MNT	Mongolian Tugrik
NPR	Nepalese Rupee
NLG	Netherlands Guilder (Euro)
ILS	New Israeli Shekel
TWD	New Taiwan Dollar
NZD	New Zealand Dollar
NGN	Nigerian Naira
KPW	North Korean Won

Table 3-1. Available currencies in Mercury IT Governance Center (page 4 of 5)

Currency Code	Currency Name
NOK	Norwegian Krone
OMR	Omani Rial
PKR	Pakistani Rupee
PAB	Panama Balboa
PGK	Papua New Guinea Kina
PEN	Peruvian Nuevo Sol
UYU	Peso Uruguayo
PHP	Philippine peso
PLN	Polish Zloty
PTE	Portuguese Escudo (Euro)
QAR	Qatari Rial
ROL	Romanian Leu
RUB	Russian Ruble
SAR	Saudi Riya
CSD	Serbian Dinar
SGD	Singapore Dollar
SKK	Slovak Koruna
SIT	Slovene Tolar
SOS	Somali Shilling
ZAR	South African Rand
KRW	South Korean Won
ESP	Spanish Peseta (Euro)
LKR	Sri Lanka Rupee
SEK	Swedish Krona
CHF	Swiss franc
SYP	Syrian Pound
TZS	Tanzanian Shilling
THB	Thai Baht

Table 3-1. Available currencies in Mercury IT Governance Center (page 5 of 5)

Currency Code	Currency Name
TOP	Tunisian Dinar
TRL	Turkish Lira
UAH	Ukrainian Hryvnia
AED	United Arab Emirates Dirham
USD*	United States Dollar*
VEB	Venezuelan Bolivar
VND	Viet Nam Dong
YER	Yemeni Rial
ZWD	Zimbabwe Dollar
* As all FX rates are based on United States Dollars, USD is not actually selectable.	

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.

To add a new currency:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Cost > Exchange Rates > Manage Financial Exchange Rates.**

   The Manage Financial Exchange Rates page opens.
3. Click **Add a Currency.**

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

Adding a New FX Rate

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

To add a new FX rate:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Cost > Exchange Rates > Manage Financial 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 rate for the desired currencies listed.
6. Click **Add.**

Editing Existing FX Rates

To edit existing FX rates:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Cost > Exchange Rates > Manage Financial Exchange Rates.**

   The Manage Financial Exchange Rates page opens.
3. Click the Edit Rates link under the time period you wish to edit.

   The Edit Financial Exchange Rate page opens.
4. Edit the FX rate values for the desired currencies.
5. Click **Done.**

Managing Regions (Handling Currency Display)

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

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

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

- Project plans
- Project templates
- Resources
- Organization units
- Skills
- Budgets
- Financial benefits

Creating Regions

To create a new region:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Administration > Regions > Create Region.**

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

Modifying Existing Regions

You can modify existing regions through the Modify Region page.

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

To modify existing regions:

1. Log on to the Mercury IT Governance Center.
2. From the menu bar, select **Administration > Regions > Manage Regions.**

   The Manage Regions page opens.
3. Click on the desired Region Name.

   The Modify Region page opens.
4. Make the desired changes.
5. Click **Done.**

Associating Regions with Entities

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

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

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

Entity	Location	Field
Projects and Project Templates	(Region is selected only upon creation) New Project window	Project Region
Budgets	Standard interface > Create a New Budget page	Select Region
	Standard interface > Budget page > Change Properties for Budget page	Select Region
Financial Benefits	Standard interface > Create a New Financial Benefit page	Select Region
	Standard interface > Financial Benefit page	Select Region
Resources	Standard interface > Resource page > Modify Resource page	Resource will: • Inherit Region ... • Use this Region
Organization Units	Standard interface > Create a New Organization Unit page	Parent Org Unit • Inherit Region from Parent • Use this Region
	Standard interface > Organization Unit page > Modify Organization Unit page	Parent Org Unit • Inherit Region from Parent • Use this Region
Skills	Standard interface > Create a New Skill page	Regional Cost Rate
	Standard interface > Skill page > Modify Skill page	Regional Cost Rate
Time Management Charge Code Override Rules	Workbench > Time Mgmt screen > Override Rules window	Regional Cost Rate

Viewing Regional Associations

The View Region Usage page, accessible from a region's Modify Region page, displays a list of all the entities linked to that region. Organization units and resources that specify the region directly are displayed; those that merely inherit the region are not.

To view a region's usage:

1. Log on to Mercury IT Governance Center.
2. From the menu bar, select **Administration > Regions > Manage Regions.**

   The Manage Regions page opens.
3. Click on the desired region name.

   The View or Modify Region page opens.
4. Click **View Usage.**

   The View Region Usage page opens.

Setting Your Personal Currency Display Preference

You can choose the currency to display in all of your Mercury IT Governance Dashboard™ pages and portlets.

To select your preferred currency:

1. Log onto the Mercury IT Governance Center.
2. From the menu bar, select **Settings > Edit My Profile.**

   The Edit My Profile page opens.
3. Select an option in the **Cost Display** section of the page.
4. Click **Done.**

Chapter

4

Tracking and Analyzing Financial Data

In This Chapter:

Overview of Tracking and Analyzing Financial Data

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

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

Cost Data Calculations and Formulas

Financial Management allows users to capture and track planned and actual cost information for their project plans, 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 4-1*.

Table 4-1. Cost data items and associated formulas

Item	Definition	Formula
Planned Labor Cost	The cost of a work item (typically a task) which is a measure of the amount of scheduled effort on a task. This figure is task-specific and is rolled up to the Master Project.	Planned Labor Cost = Sum of (Allocation * Resource Rate) for each resource assigned to the task
Planned Non-Labor Cost	The cost of miscellaneous items needed to complete a work item. This is not a direct measure of the effort to be spent on a work item. This figure is task-specific and is rolled up to the Master Project.	Manually entered
Planned Cost	The total planned cost represented by a work item.	Planned Cost = Planned Labor Cost + Planned Non-Labor Cost
Baseline Labor Cost	The labor cost for a work item in the active baseline taken of a project.	Baseline Labor Cost = Planned Labor Cost at time of Baseline

Table 4-1. Cost data items and associated formulas [continued]

Item	Definition	Formula
Baseline Non-Labor Cost	The non-labor cost for a work item in the latest baseline taken of a project.	Baseline Non-Labor Cost = Planned Non-Labor Cost at time of Baseline
Baseline Cost	The total cost represented by the latest baseline taken of a work item.	Baseline Cost = Baseline Labor Cost + Baseline Non-Labor Cost
Actual Labor Cost	The cost of the work performed on a work item.	Actual Labor Cost = Sum of Actual Effort * Resource Rate
Actual Non-Labor Cost	The total of all miscellaneous costs accrued in completing a work item.	Manually entered
Actual Cost	The total cost incurred in completing a work item.	Actual Labor Cost + Actual Non-Labor Cost
Skill Rate	The hourly cost associated with a particular skill. Used when a skill is assigned to a task in a project plan.	Task Cost = Skill Rate * Actual Effort
Resource Rate	The hourly cost associated with a particular resource. Used when a resource is assigned to a task in a project plan. Takes precedence over the rate of the skill assigned to a task.	Task Cost = Resource Rate * Actual Effort
Planned Value (PV)	The portion of the Baseline Cost planned to be spent between the project's start date and the current date.	Baseline Cost * ((Today's Date - Start Date) / (Finish Date - Start Date))
Earned Value (EV)	The portion of the Baseline Cost for the entire project that has theoretically been spent by the current date, measured as a function of the amount of work performed thus far.	EV = Baseline Cost * % Complete
Cost Performance Index (CPI)	The cost efficiency ratio of Earned Value to Actual Cost. CPI is used to calculate Projected Actual Cost for a project.	CPI = EV / Actual Cost

Table 4-1. Cost data items and associated formulas [continued]

Item	Definition	Formula
Schedule Performance Index (SPI)	The ratio of Earned Value to Planned Value. SPI describes what portion of the project plan has been accomplished in terms of its cost.	SPI = EV / PV

Notes:

- All cost information utilizing a formula is calculated automatically by Project Management.
- Calculations for SPI use the expected baseline cost of a project and do not involve Actual Cost.
- Order of precedence for task cost calculation is as follows: Resource Rate is used first. If there is no Resource Rate and no skill assigned to the task, the resource's Primary Skill Rate is used. If the resource has no primary skill, the Skill Rate associated with the task is used. Cost data is not automatically calculated for a task with no skill and no resource assigned.

Configuring Cost in the Project Settings Window

If you want to track financial data in a project plan, you must configure its Financial Management-related settings first in the Project Settings window.

To open the Project Settings window, select **Settings** from the **Project** menu at the top of the Mercury IT Governance Workbench.

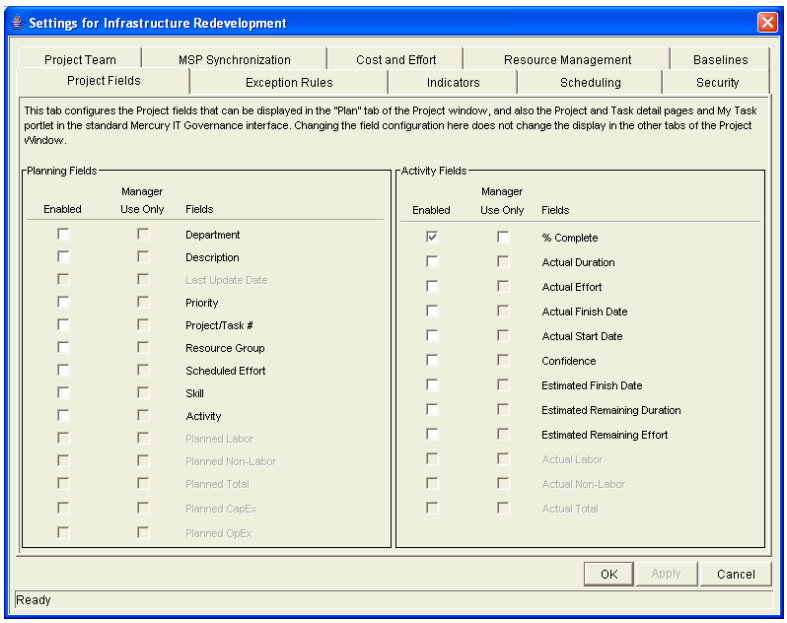


Figure 4-1. Project Fields tab of the Project Settings window

The Project Settings window contains tabs controlling various aspects of a project plan. Two tabs in particular focus on Financial Management:

- The **Cost and Effort** tab lets you configure how cost data is calculated on the project/task level, and what level of manual entry is needed.
- The **Security** tab lets you control which users can see cost data for the project.

Cost and Effort Tab

The **Cost and Effort** tab in the Project Settings window determines whether or not financial data is tracked for a project plan, and how actuals are to be calculated, if at all. The **Cost and Effort** tab also determines how Time Management is used to track effort; for more information, see the *Mercury Resource Management User's Guide*.

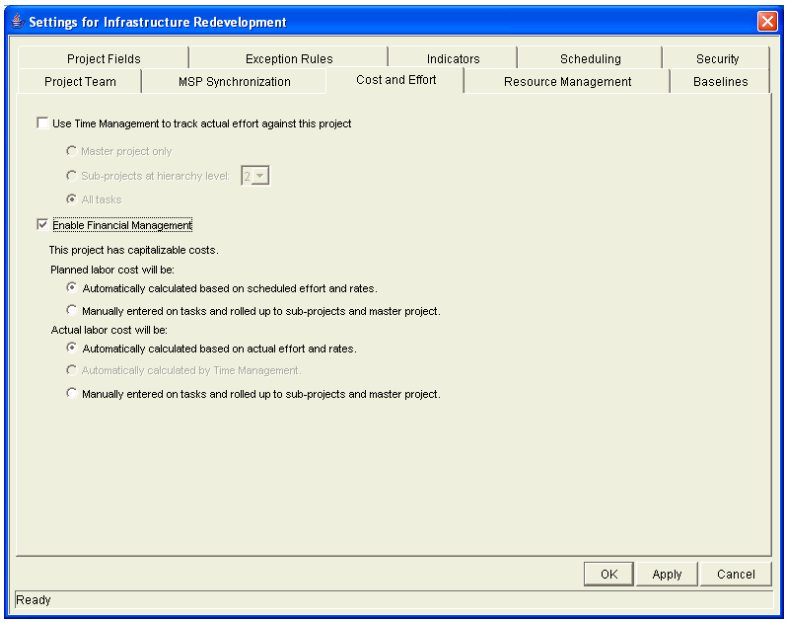


Figure 4-2. Cost and Effort tab of the Project Settings window

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

- Planned labor cost will be:
  - **Automatically calculated based on scheduled effort and rates.** Planned labor costs for tasks will be automatically calculated and rolled up to projects. These values are not calculated until a resource or skill is assigned to a task. For definitions of planned labor costs and how Project Management calculates them, see *Table 4-1* on page 40.
  - **Manually entered on tasks and rolled up to sub-projects and master project.** Planned labor costs for tasks will be entered by the Project Manager or other user with the proper level of access. These values are rolled up to projects automatically.
- Actual labor cost will be:
  - **Automatically calculated based on actual effort and rates.** Actual labor costs for tasks will be automatically calculated and rolled up to projects. These values are not calculated until a resource or skill is assigned to a task. For definitions of actual labor costs and how Project Management calculates them, see *Table 4-1* on page 40.
  - **Automatically calculated by Time Management.** Mercury Time Management must be used to track effort for this to function properly. Actual labor costs for tasks will be automatically calculated from effort tracked by time sheets entered in Time Management by users. For more information on Time Management, see the *Mercury Time Management User's Guide*.
  - **Manually entered on Tasks and rolled up to sub-projects and master project.** Actual labor costs for tasks will be entered by the Project Manager or other user with the proper level of access. These values are rolled up to projects automatically.

Security Tab

The **Security** tab in the Project Settings window provides options for determining which users are allowed to view cost data for a project.

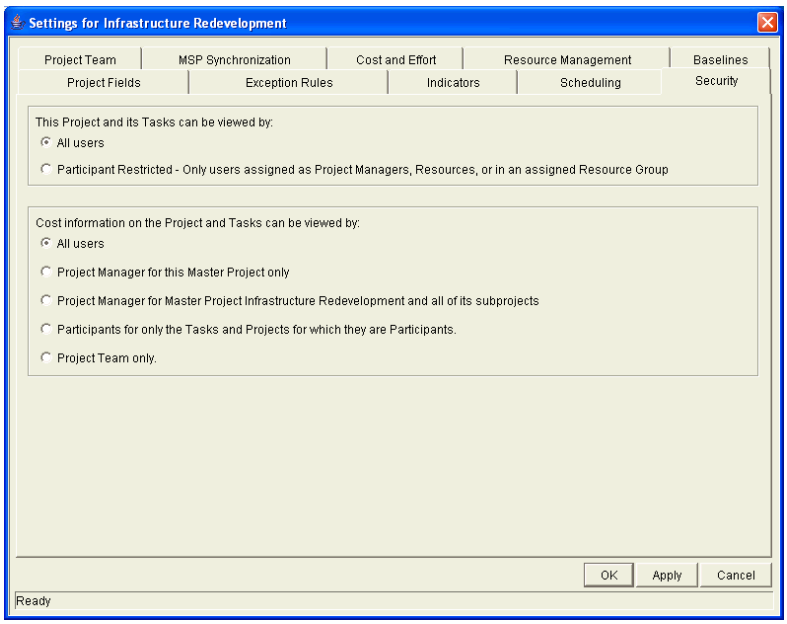


Figure 4-3. Security tab of the Project Settings window

You can choose from the following options:

- All users (default)
- Project Managers for this Master Project only
- Project Managers for this Master Project <*Project Name*> and all of its Subprojects
- Participants for only the Tasks and Projects for which they are Participants
- Project Team only

Configuring Actual Cost Data Calculation

Depending on the **Cost and Effort** tab settings in the Project Settings window, actual labor costs can be entered manually for projects or tasks, or automatically calculated. Select one of the following options:

- **Automatically calculated based on effort.** Actual labor costs for tasks will be automatically calculated and rolled up to projects. These values are not calculated until a resource or skill is assigned to a task. For definitions of actual labor costs and how Project Management calculates them, see *Table 4-1*.
- **Automatically calculated by Time Management.** Actual labor costs for tasks will be automatically calculated from time sheets entered in Time Management by users. For more details on integration with Time Management, see *Rolling Up Task Cost from Time Sheets*.
- **Manually entered on Tasks and rolled up to sub-projects and master project.** Actual labor costs for tasks will be entered by the Project Manager or other user with the proper level of access. These values are rolled up to projects automatically.

Automatically Calculating Task Cost

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

Number of hours spent * Skill/Resource rate = Task cost

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

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

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

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

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

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

Rolling Up Task Cost from Time Sheets

Actual labor cost data can be automatically updated by time sheets. This requires installing Mercury Time Management and using time sheets to track effort. For more information on Time Management, see the *Mercury Time Management User's Guide*.

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

Manually Entering Actual Labor Costs

Though actual labor costs can be calculated automatically, you may want to manually enter values for tasks or subprojects. Actual labor costs can be entered from any of the three following locations:

- Project window **Cost** tab
- Project window **Plan** tab
- Individual Project or Task Information window

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

Entering Cost Data in the Project Window - Cost Tab

Actual labor cost data can be entered in the **Cost** tab of the Project window.

Financial Management must be enabled from the Project Settings window's **Cost and Effort** tab in order for the **Cost** tab to be enabled.

To enter actual labor cost data in the **Cost** tab of the Project window:

1. Open the desired project plan in the Project Workbench.
2. Verify in the Project Settings window's **Cost and Effort** tab that you can enter actual labor cost values for tasks or projects.

The Actual labor cost will be option should be set to **Manually entered on tasks and rolled up to sub-projects and master project.**

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

3. Click the **Cost** tab.

4. Enter the actual labor cost values in the appropriate task or project lines as described in the *Table 4-2* on page 48.

5. Save the changes.

   Click **Save** to save changes to the project plan and continue editing it. Click **OK** to save changes to the project plan and close the Project window. Click **Cancel** to close the project plan without saving any changes.

Table 4-2. Project Information window - Cost tab fields and controls

Field	Description
Project Cost Health	Indicates cost health based on Cost Summary Condition settings.
Baseline Labor	Labor cost for the task or project in the latest Baseline of the project.
Baseline Non-Labor	Non-Labor cost for the task or project in the latest Baseline of the project.
Baseline Total	Total cost planned for the task or project in the latest Baseline of the project.
Planned Labor	Dollar cost planned to be spent on the amount of scheduled effort involved to complete the task or project.
Planned Non-Labor	Dollar cost planned to be spent on miscellaneous costs required to complete the task or project.
Planned Total	Total dollar cost planned to be spent on the task or project.
Actual Labor	Dollar cost of the effort performed on a task or project during a given time period.
Actual Non-Labor	Dollar cost of the miscellaneous costs acquired in completing a task or project.
Actual Total	Total dollar cost incurred in completing a task or project during a given time period.
Budget	Name of the project budget.

Entering Cost Data in the Project Window - Plan Tab

To enter actual labor cost data in the **Cost** tab of the Project window:

1. Open the desired project plan in the Workbench.
2. Open the Project Settings window.
3. In the **Project Fields** tab, enable the desired fields (Actual Labor, Actual Non-Labor, Planned Labor, Planned Non-Labor).
4. Verify in the **Cost and Effort** tab that you can enter actual labor cost values for tasks or projects.

   The Actual labor cost will be option should be set to **Manually entered on tsks and rolled up to sub-projects and master project.**

   Upon verifying, click **OK.** The Project Settings window closes, returning you to the Project window.
5. Click the **Plan** tab.
6. Enter the actual labor cost values in the appropriate task or project lines.
7. Save the changes.

   Click **Save** to save changes to the project plan and continue editing it. Click **OK** to save changes to the project plan and close the Project window. Click **Cancel** to close the project plan without saving any changes.

Entering Cost Data in the Project or Task Information Window

To enter actual labor cost data in the **Cost** tab of the Project or Task Information window:

1. Open the desired project plan in the Workbench.
2. Verify in the Project Settings window's **Financial Management** tab that you can enter actual labor cost values for tasks or projects.

   The Actual labor cost will be option should be set to **Manually entered on tsks and rolled up to sub-projects and master project.**

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

3. Double-click the project or task you want to update.

   The Project or Task Information window opens.

4. Click the **Cost** tab.

5. Enter the actual labor cost values in the appropriate task or project lines.

6. Save changes to the project or task.

   Click **Apply** to save changes to the project or task and continue editing it. Click **OK** to save changes to the project or task and close the Project or Task Information window.

7. Save changes to the project plan.

   Click **Save** to save changes to the project and continue editing it. Click **OK** to save changes to the project and close the Project window. Click **Cancel** to close the project without saving any changes.

Cost Rollup in Budgets for Project Plans

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

Cost Rollup from Tasks

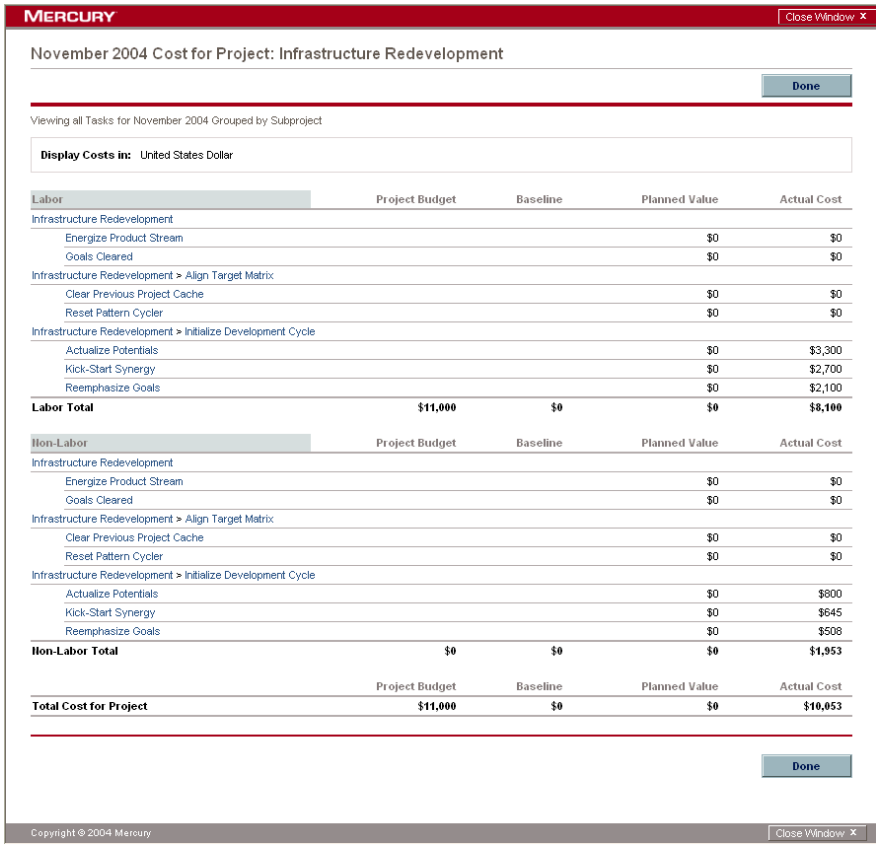
All tasks can be grouped according to the following categories:

- Labor/Non-Labor
- Capital/Operating (if capitalization tracking has been activated; see *Enabling SOP 98-1 Tracking* on page 66 for details)

Budget lines are also grouped according to the same categories. If a budget is set to automatically roll up actuals from the project plan it is associated with, the actual values appear as subtotals per category in the Actuals column for each period in the budget. These values can be automatically calculated on the project plan side, or manually entered into a project plan.

- All task costs classed as Labor are grouped and reported as a subtotal in the budget's Labor category.
- All task costs classed as Non-Labor are grouped and reported as a subtotal in the budget's Non-Labor category.

Clicking on a subtotal value for a category opens a drilldown page that shows how the rolled-up data was calculated from the project plan, as shown in *Figure 4-4*.



MERCURY Close Window

November 2004 Cost for Project: Infrastructure Redevelopment

Done

Viewing all Tasks for November 2004 Grouped by Subproject

Display Costs in: United States Dollar

Labor	Project Budget	Baseline	Planned Value	Actual Cost
Infrastructure Redevelopment				
Energize Product Stream			$0	$0
Goals Cleared			$0	$0
Infrastructure Redevelopment > Align Target Matrix				
Clear Previous Project Cache			$0	$0
Reset Pattern Cycler			$0	$0
Infrastructure Redevelopment > Initialize Development Cycle				
Actualize Potentials			$0	$3,300
Kick-Start Synergy			$0	$2,700
Reemphasize Goals			$0	$2,100
Labor Total	**$11,000**	**$0**	**$0**	**$8,100**

Non-Labor	Project Budget	Baseline	Planned Value	Actual Cost
Infrastructure Redevelopment				
Energize Product Stream			$0	$0
Goals Cleared			$0	$0
Infrastructure Redevelopment > Align Target Matrix				
Clear Previous Project Cache			$0	$0
Reset Pattern Cycler			$0	$0
Infrastructure Redevelopment > Initialize Development Cycle				
Actualize Potentials			$0	$800
Kick-Start Synergy			$0	$645
Reemphasize Goals			$0	$508
Non-Labor Total	**$0**	**$0**	**$0**	**$1,953**

	Project Budget	Baseline	Planned Value	Actual Cost
Total Cost for Project	**$11,000**	**$0**	**$0**	**$10,053**

Done

Copyright © 2004 Mercury Close Window

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

Note

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

Table 4-3 lists the fields that need to be set in order for a project plan budget to roll up values from the project plan.

Table 4-3. Settings required for project plan budget rollup

Location	Field	Setting
Workbench > Project Mgmt screen > Project window > Project Settings window > **Cost and Effort** tab	Enable Financial Management	Selected
Workbench > Project Mgmt screen > Project window > Project Settings window > **Cost and Effort** tab	Actual labor cost will be	Either: **Automatically calculated based on effort** **Manually entered on tasks and rolled up to sub-projects and master project**
Workbench > Project Mgmt screen > Project window > Project Settings window > **Project Fields** tab	Actual Effort	Selected
Standard interface > Budget page > Change Association for Budget page	This is a (drop-down list)	**Project**
Standard interface > Budget page > Change Association for Budget page	Budget for (auto-complete)	<*Name of the project*>
Standard interface > Budget page > Change Association for Budget page	Actuals are	**Rolled up from Project information**

Cost Rollup from Time Management

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

Table 4-4 lists the fields that need to be set in order for a project plan budget to roll up values from time sheets logged against the project plan.

Table 4-4. Settings required for project plan budget rollup with Time Management

Location	Field	Setting
Workbench > Project window > Project Settings window > **Cost and Effort** tab	Enable Financial Management	Selected
Workbench > Project window > Project Settings window > **Cost and Effort** tab	Actual labor cost will be	**Automatically calculated by Time Management**
Standard interface > Budget page > Change Association for Budget page	This is a (drop-down list)	**Project**
Standard interface > Budget page > Change Association for Budget page	Budget for (auto-complete)	<*Name of the project*>
Standard interface > Budget page > Change Association for Budget page	Actuals are	**Rolled up from Project information**

Cost Rollup in Budgets for Programs

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

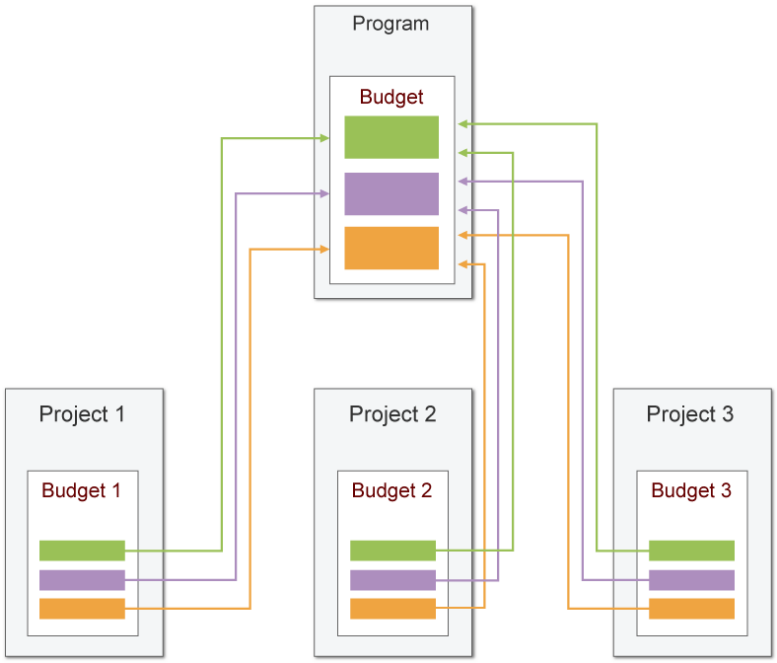


Figure 4-5. Project plan budget lines rolled up to program budget lines

Actual values rolled up from project budgets appear as subtotals in the program budget's Actuals columns. Clicking on a subtotal value for a category opens a drill down page that shows how the rolled-up data was calculated from the projects, as shown in *Figure 4-6*.

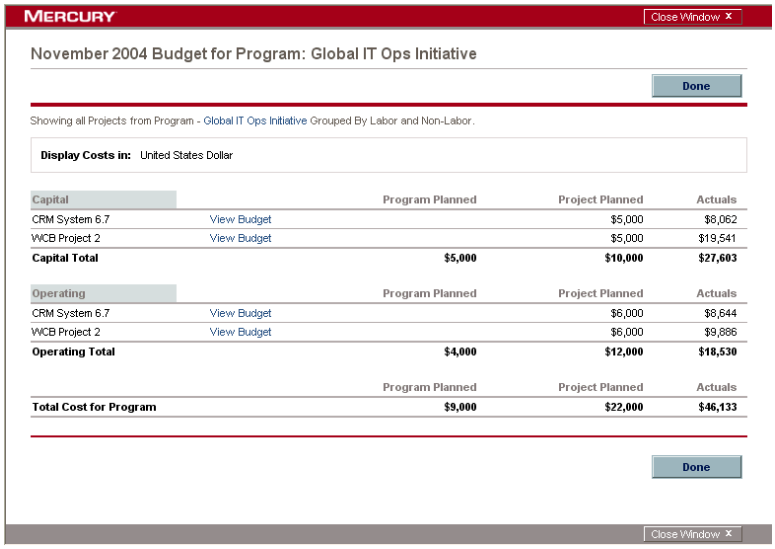


Figure 4-6. Automatically calculated program actuals rolled up from project plan budgets

Note

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

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

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

Table 4-5. Settings required for program budget rollup

Location	Field	Setting
Standard interface > Budget page > Change Properties for Budget page	This is a (drop-down list)	**Program**
Standard interface > Budget page > Change Properties for Budget page	Budget for (auto-complete)	*<Name of the program>*
Standard interface > Budget page > Change Properties for Budget page	Actuals are	**Automatically Rolled up from project information**

Analyzing Project Costs

The Mercury IT Governance Center's Financial Management capabilities provide useful interfaces for visualizing project cost data. The primary visualization tools are discussed below.

Project Cumulative Cost Metrics

The Analyze Cumulative Cost Metrics page can be reached by selecting **Analyze > Projects > Cumulative Cost Metrics** from the **Cost** menu group in the menu bar.

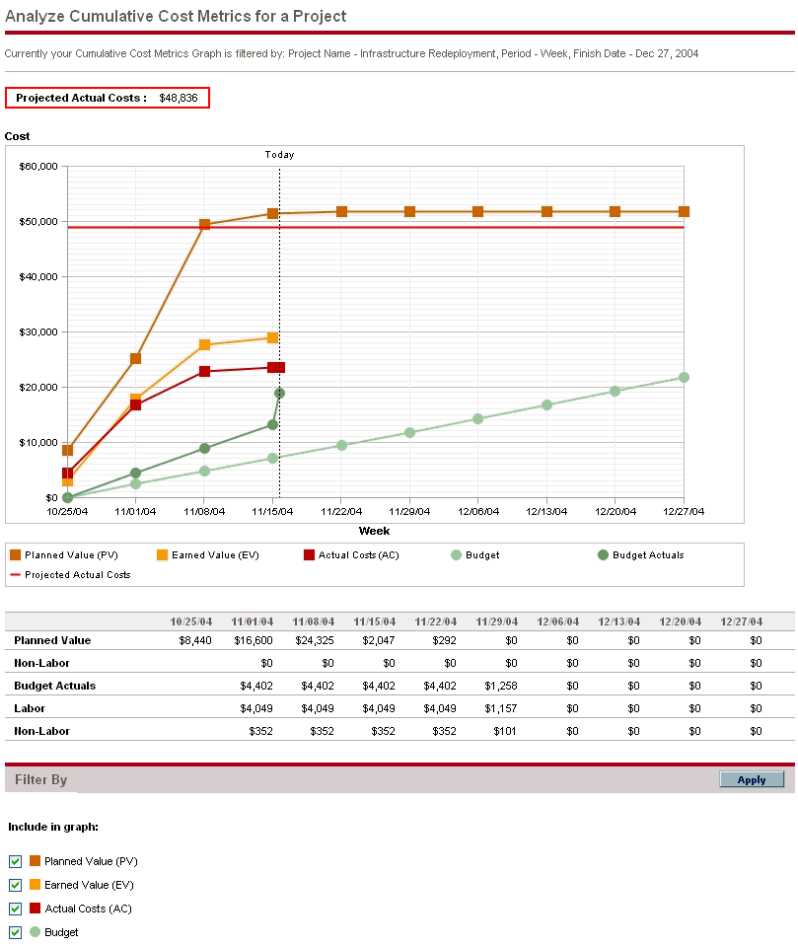


Figure 4-7. Analyze Cumulative Cost Metrics page

The Analyze Cumulative Cost Metrics page can be filtered according to the criteria described in *Table 4-6*.

Table 4-6. Analyze Cumulative Cost Metrics page parameters

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

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

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

Project Current Cost Metrics

The Analyze Current Cost Metrics page can be reached by selecting **Analyze > Projects > Current Cost Metrics** from the **Cost** menu group in the menu bar.

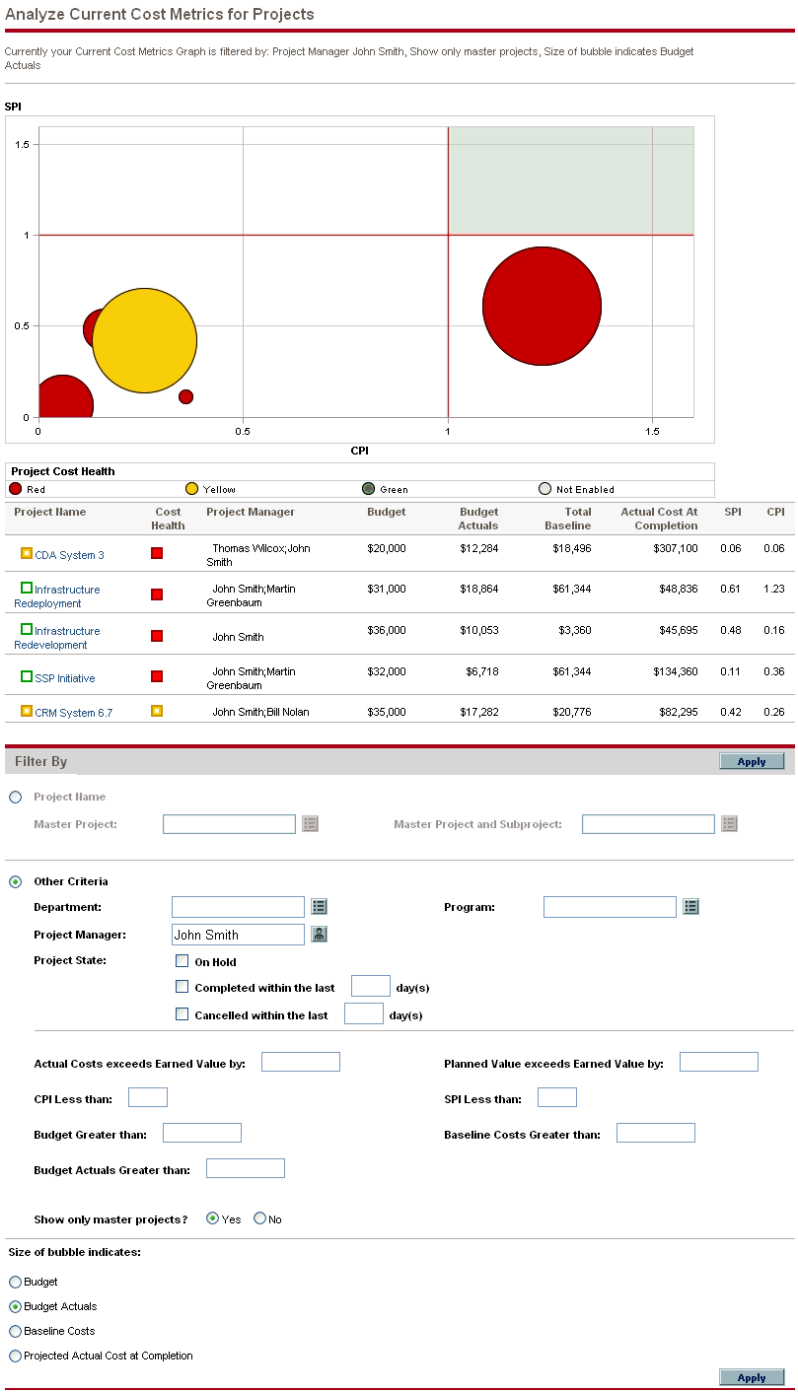


Figure 4-8. Analyze Current Cost Metrics page

The Analyze Current Cost Metrics page can be filtered according to the criteria described in *Table 4-7*.

Table 4-7. Analyze Current Cost Metrics page parameters

Field	Description
Project Name	
Project Name	Select a project to be displayed.
Master Project and Subproject	Select a Master Project and/or subproject to be displayed.
Other Criteria	
Department	Select projects from a certain department to be displayed.
Project Manager	Select projects with a certain manager to be displayed.
Project State	Select projects of a certain state to be displayed.
Actual Costs exceed Earned Value by	Select projects with a cost variance greater than a certain amount to be displayed.
Planned Value exceeds Earned Value by	Select projects with a schedule variance greater than a certain amount to be displayed.
CPI Less Than	Select projects with a CPI under a certain value to be displayed.
SPI Less Than	Select projects with an SPI under a certain value to be displayed.
Budget Greater Than	Select projects with a budget greater than a certain amount to be displayed.
Baseline Costs Greater Than	Select projects with baseline costs greater than a certain amount to be displayed.
Budget Actuals Greater Than	Select projects with budget actual values greater than a certain amount to be displayed.
Show only master projects?	Select only Master Projects to be displayed.
Size of bubble indicates	
Budget	Bubbles representing projects will vary in size based on the size of their associated budgets.
Budget Actuals	Bubbles representing projects will vary in size based on the size of their actual budget values, if any have been entered.

Table 4-7. Analyze Current Cost Metrics page parameters [continued]

Field	Description
Baseline Costs	Bubbles representing projects will vary in size based on the size of their last baseline costs.
Projected Actual Cost at Completion	Bubbles representing projects will vary in size based on the size of their projected actual cost at completion.

Use the Analyze Current Cost Metrics page to compare the sizes and cost health of one or more projects.

Viewing the Earned Value Analysis for a Project

Use the **EV Analysis** tab in the Project window to view EV Analysis data for the of the project. *Table 4-8* defines the fields on this tab.

Note

All fields within the **EV Analysis** tab are read-only and cannot be edited. Values within these fields are not propagated dynamically.

Plan | Cost | EV Analysis | Baselines

Seq	Name	Cost Health	Actual Cost (AC)	Planned Value (PV)	Earned Value (EV)	Cost Variance	Schedule Variance	CPI	SPI
1	CDA System 3		$19,555.00	$10,472.00	$1,749.36	($10,534.64)	($8,722.64)	0.14	0.17
2	Inject Marketing Strategy		$3,210.00	$552.00	$414.00	($1,416.00)	($138.00)	0.23	0.75
3	Maintain Corporate Accounts		$2,520.00	$1,560.00	$0.00	($2,520.00)	($1,560.00)	0	0
4	Stabilize Market Pipeline		$7,434.00	$1,440.00	$624.00	($3,810.00)	($816.00)	0.14	0.43
5	Recalculate Sales Vector		$2,244.00	$480.00	$144.00	($1,260.00)	($336.00)	0.1	0.3
6	Competitor Compensation		$2,646.00	$480.00	$192.00	($1,254.00)	($288.00)	0.13	0.4
7	PR Containment		$2,544.00	$480.00	$288.00	($1,296.00)	($192.00)	0.18	0.6
8	Engage Customer Satisfaction		$6,391.00	$2,096.00	$711.36	($2,788.64)	($1,384.64)	0.2	0.34
9	Redeploy Recruiting Assocs		$1,996.00	$584.00	$210.24	($909.76)	($373.76)	0.19	0.36
10	Separate Testing Groups		$1,680.00	$592.00	$213.12	($726.88)	($378.88)	0.23	0.36
11	Adjust PR Modulation		$2,715.00	$600.00	$288.00	($1,152.00)	($312.00)	0.2	0.48
12	Engagement Complete		$0.00	$320.00	$0.00	$0.00	($320.00)	1	0
13	Initiate Reminders		$0.00	$1,088.00	$0.00	$0.00	($1,088.00)	1	0
14	Secure Management Funds		$0.00	$1,608.00	$0.00	$0.00	($1,608.00)	1	0
15	Unliquidate Holdings		$0.00	$1,608.00	$0.00	$0.00	($1,608.00)	1	0
16	Project Maintenance		$0.00	$2,128.00	$0.00	$0.00	($2,128.00)	1	0
17	Strengthen Assets		$0.00	$1,040.00	$0.00	$0.00	($1,040.00)	1	0
18	Template Reformulation		$0.00	$1,088.00	$0.00	$0.00	($1,088.00)	1	0
19	Product Instatiation Complete		$0.00	$0.00	$0.00	$0.00	$0.00	1	1

Figure 4-9. EV Analysis tab of the Project window

Table 4-8. EV Analysis tab fields

Field	Description
Seq	Number of a subproject or task in the hierarchy.
Name	Name of a task or project.
Cost Health	Indicates cost health based on Cost Summary Condition settings.
Actual Cost (AC)	Total dollar cost incurred in completing a task or project during a given time period.
Planned Value (PV)	Portion of the Baseline Cost, in the latest Baseline of the project plan, that is planned to be spent on the project or task between the start and status dates.
Earned Value (EV)	Portion of the Baseline Cost planned for the entire project or task that should have been spent on the status date for the current percentage of work completed. This value is calculated by multiplying Baseline Cost by % Complete (EV = BC * % Complete).
Cost Variance (CV)	Difference between the estimated cost and the actual cost for the project or task during a given time period. This value is calculated by subtracting Actual Cost from Earned Value (CV = EV - AC).
Schedule Variance (SV)	Difference between the scheduled completion and the actual completion of the project or task. This value is calculated by subtracting Planned Value from Earned Value (SV = EV - PV).
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).

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 *Mercury Program Management User's Guide* for more detailed information on turning on cost tracking.

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

- Clicking the **Cost** tab in the Manage Programs page and clicking **Analyze** for either Current or Cumulative Cost Metrics.
- Clicking the **EV Analysis** tab in the Manage Programs page.
- Selecting **Cost > Programs > Current** or **Cumulative Cost Metrics** from the menu bar.

These analyses are identical to cost data analyses for projects. See *Analyzing Project Costs* on page 57 for more information on cost visibility.

Chapter

5

SOP 98-1 Compliance

In This Chapter:

Overview of SOP 98-1 and 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. The Mercury IT Governance Center's Financial Management capabilities can help optimize project planning and execution for SOP 98-1 compliance in the following ways:

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

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

Enabling SOP 98-1 Tracking

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

- At the Mercury IT Governance system administration level
- On a particular project or project template
- On a budget

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

Enabling SOP 98-1 at the System Administration Level

When installing or upgrading to Release 6.0 of the Mercury IT Governance Center, you can decide whether or not to turn on SOP 98-1 tracking. SOP 98-1 tracking is enabled by setting the `COST_CAPITALIZATION_ENABLED` parameter in the `server.conf` file to **True.**

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

Enabling SOP 98-1 on Projects

SOP 98-1 tracking is set when you create or copy a project.

To enable SOP 98-1 tracking for a project:

1. Log on to Mercury IT Governance Center and open the Workbench.
2. From the shortcut bar, select **Project Mgmt > Projects.**
3. In the Project Workbench window, click **New Project.**
4. Enter the Master Project Name and Project Manager.
5. For the Project has capitalized costs? option, select **Yes.**
6. Click **OK.**

   A new project is created that will be able to track capitalizable expenses.

If it is not already enabled, SOP 98-1 tracking cannot be activated for an existing project.

Enabling SOP 98-1 on Project Templates

SOP 98-1 tracking is set when you create a project template.

To enable SOP 98-1 tracking for a project template:

1. Log on to Mercury IT Governance Center and open the Workbench.
2. From the shortcut bar, select **Project Mgmt > Project Templates** screen group.
3. In the Project Template Workbench window, click **New Project Template.**
4. Enter the Project Template Name.
5. For the Project has capitalized costs? option, select **Yes.**
6. Click **OK.**

   A new project template is created that will be able to track capitalizable expenses.

If it is not already enabled, SOP 98-1 tracking cannot be activated for an existing project template.

Enabling SOP 98-1 on Budgets

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

For more detailed information on creating a budget, see *Creating Budgets* on page 16.

You can enable or disable SOP 98-1 tracking for a budget at any time through the Change Properties for Budget page. For information on the Change Properties for Budget page, see *Setting Budget Associations* on page 19.

Using Activities to Track Capitalized Costs

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

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

Configuring Activities

Activities are created, edited, and deleted in the Activities screen, accessible from the **Configuration** screen group in the Workbench. *Table 5-1* lists the access grants needed to view or configure activities.

Table 5-1. Access grants needed to configure activities

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

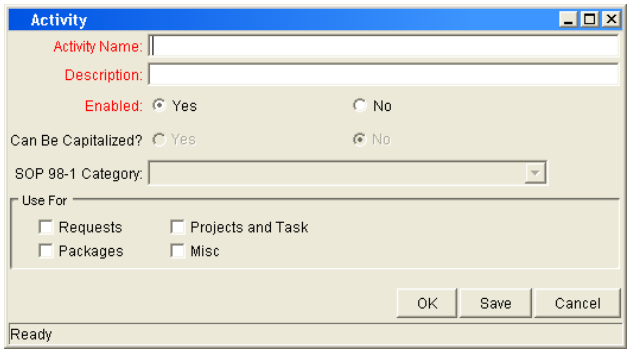


Figure 5-1. Activity window

Table 5-2. Activity window fields and descriptions

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

Creating Activities

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

1. Log on to Mercury IT Governance Center and open the Workbench.
2. From the shortcut bar, select **Configuration > Activities.**

   The Activity Workbench opens.
3. In the Activity Workbench, click **New Activity.**

   The Activity window opens.
4. Enter an Activity Name and, optionally, a Description.
5. For the Enabled option, select **Yes.**

6. For the Can Be Capitalized? option, select **Yes** or **No.**

   If **Yes,** choose an SOP 98-1 Category from the drop-down list.

7. For the Use For option, select **Projects and Task** at a minimum.

8. Click **OK.**

Modifying Existing Activities

To modify an existing activity:

1. Log on to Mercury IT Governance Center and open the Workbench.

2. From the shortcut bar, select **Configuration > Activities.**

   The Activity Workbench opens.

3. In the Activity Workbench, click **New Activity.**

   The Activity window opens.

4. In the Activity Workbench's **Query** tab, enter search criteria for the desired activity and click **List.**

   The Activity Workbench's **Results** tab opens, displaying the results of your search.

5. Double-click the desired activity.

   The Activity window opens.

6. Make the desired changes to the activity and click **OK.**

Deleting Activities

To delete an activity:

1. Log on to Mercury IT Governance Center and open the Workbench.
2. From the shortcut bar, select **Configuration > Activities.**

   The Activity Workbench opens.
3. In the Activity Workbench, click **New Activity.**

   The Activity window opens.
4. In the Activity Workbench's **Query** tab, enter search criteria for the desired activity and click **List.**

   The Activity Workbench's **Results** tab opens, displaying the results of your search.
5. Select the desired activity and click **Delete.**

   A confirmation dialog box appears, asking if you are sure you want to delete the activity.
6. Click **OK.**

Only activities that are not in use can be deleted.

Associating Activities with Projects and Tasks

Assigning an activity to a project or task is done in the Project or Task Information window, opened from the Project Plan Panel in the Workbench.

To associate an activity with a project or task:

1. Log on to Mercury IT Governance Center and open the Workbench.
2. From the shortcut bar, select **Project Mgmt > Projects.**
3. Open the desired project plan.
4. In the **Plan** tab, double-click the desired project or task.

   The Project or Task Information window opens.
5. In the Project or Task Information window's **Details** tab, select an Activity from the auto-complete list.
6. Click **OK.**

Activity Inheritance Behavior

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

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

Viewing Capital and Operating Expense Data in Projects

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

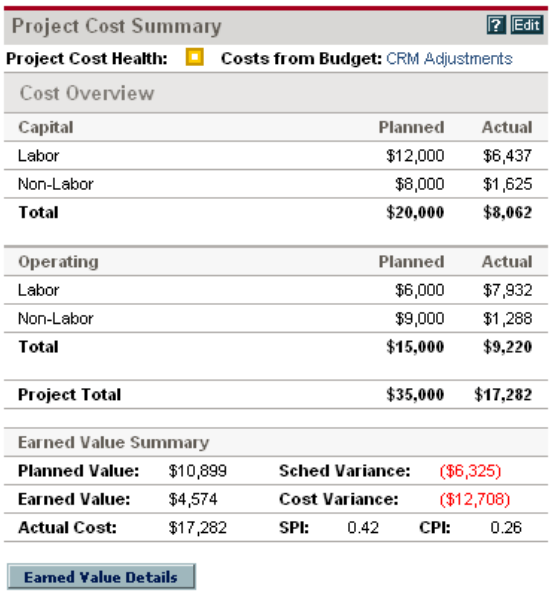
Viewing Cost Data in the Dashboard

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

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

Project Cost Summary Section

The Project Cost Summary section is found on a project's Project Overview page. It displays cost data in Capital and Operating categories. Each category is then broken down into Labor and Non-Labor.



Project Cost Summary

Edit

Project Cost Health: **Costs from Budget:** CRM Adjustments

Cost Overview

Capital	Planned	Actual
Labor	$12,000	$6,437
Non-Labor	$8,000	$1,625
Total	**$20,000**	**$8,062**

Operating	Planned	Actual
Labor	$6,000	$7,932
Non-Labor	$9,000	$1,288
Total	**$15,000**	**$9,220**

Project Total	**$35,000**	**$17,282**

Earned Value Summary

Planned Value:	$10,899	**Sched Variance:**	($6,325)		
Earned Value:	$4,574	**Cost Variance:**	($12,708)		
Actual Cost:	$17,282	**SPI:**	0.42	**CPI:**	0.26

Earned Value Details

Figure 5-2. Project Cost Summary section

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

Task Detail Page

A task's Task Detail page contains a **Cost Details** section that displays the task's cost data and breaks the task cost into Labor and Non-Labor. The top of the **Task Detail** page indicates the task's Activity.

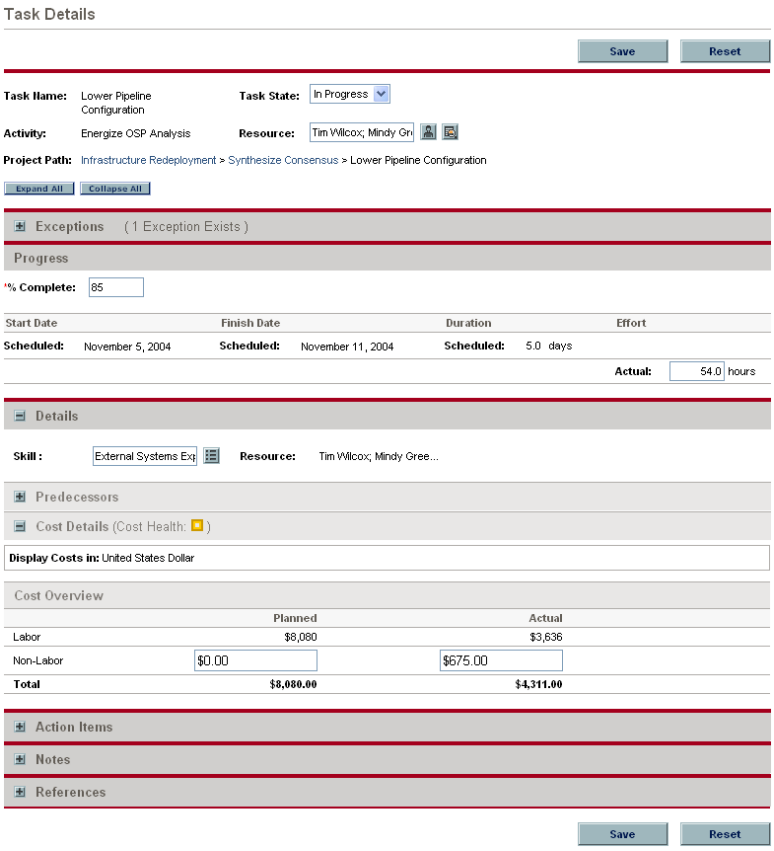


Figure 5-3. Task Detail page

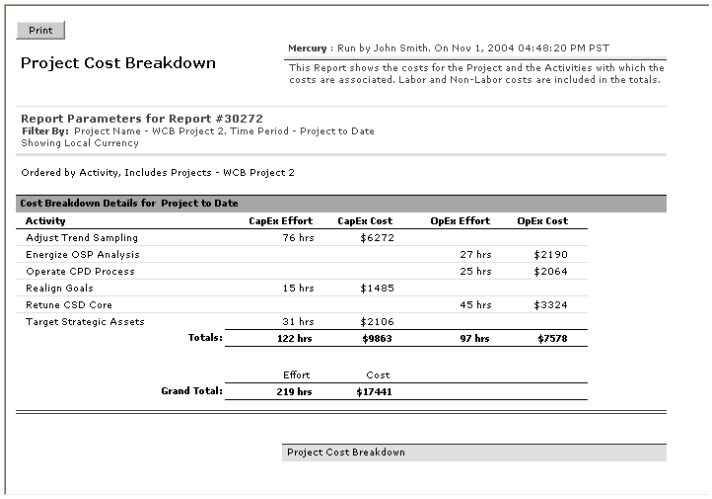
The Task Detail page for any task can be reached through the My Tasks portlet, searching for a task, or drilling down from the Project Hierarchy portlet or page.

Viewing Cost Data with Reports

There are two Project Management reports that present cost information for projects in a clean and easy-to-read format for personal perusal or presentation.

Project Cost Breakdown Report

The Project Cost Breakdown report displays a breakdown of total Capital and Operating expenses for a given project during a particular time period.



Print

Project Cost Breakdown

Mercury : Run by John Smith. On Nov 1, 2004 04:48:20 PM PST

This Report shows the costs for the Project and the Activities with which the costs are associated. Labor and Non-Labor costs are included in the totals.

Report Parameters for Report #30272
Filter By: Project Name - WCB Project 2, Time Period - Project to Date
Showing Local Currency

Ordered by Activity, Includes Projects - WCB Project 2

Cost Breakdown Details for Project to Date

Activity	CapEx Effort	CapEx Cost	OpEx Effort	OpEx Cost
Adjust Trend Sampling	76 hrs	$6272		
Energize OSP Analysis			27 hrs	$2190
Operate CPD Process			25 hrs	$2064
Realign Goals	15 hrs	$1485		
Retune CSD Core			45 hrs	$3324
Target Strategic Assets	31 hrs	$2106		
Totals:	**122 hrs**	**$9863**	**97 hrs**	**$7578**

	Effort	Cost
Grand Total:	**219 hrs**	**$17441**

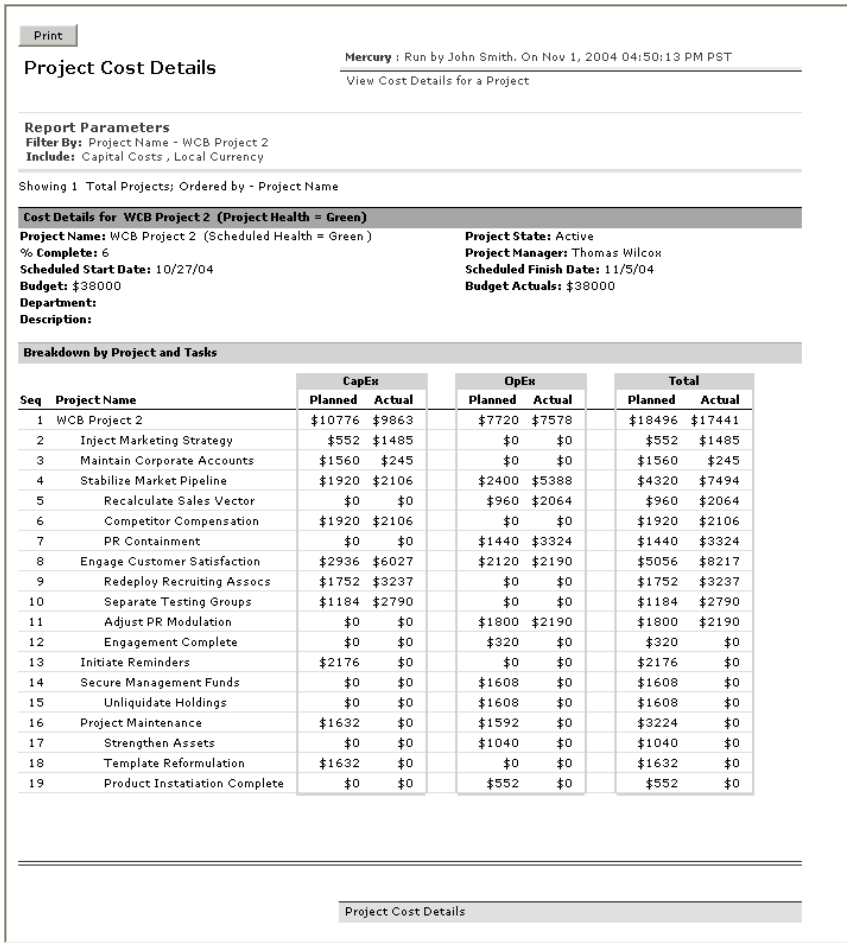
Project Cost Breakdown

Figure 5-4. Project Cost Breakdown report

See the *Reports Guide and Reference* for information on running reports in Mercury Project Management.

Project Cost Details Report

The Project Cost Details report displays the cost data for a given project or set of projects, viewed by project hierarchy and broken down into Capital and Operating expenses. Cost data is further broken down into Planned and Actual columns. You can choose not to view Capital/Operating, and see Labor/ Non-Labor values instead.



Print

Project Cost Details

Mercury : Run by John Smith. On Nov 1, 2004 04:50:13 PM PST

View Cost Details for a Project

Report Parameters
Filter By: Project Name - WCB Project 2
Include: Capital Costs , Local Currency

Showing 1 Total Projects; Ordered by - Project Name

Cost Details for WCB Project 2 (Project Health = Green)

Project Name: WCB Project 2 (Scheduled Health = Green)
% Complete: 6
Scheduled Start Date: 10/27/04
Budget: $38000
Department:
Description:

Project State: Active
Project Manager: Thomas Wilcox
Scheduled Finish Date: 11/5/04
Budget Actuals: $38000

Breakdown by Project and Tasks

		CapEx		OpEx		Total	
Seq	Project Name	Planned	Actual	Planned	Actual	Planned	Actual
1	WCB Project 2	$10776	$9863	$7720	$7578	$18496	$17441
2	Inject Marketing Strategy	$552	$1485	$0	$0	$552	$1485
3	Maintain Corporate Accounts	$1560	$245	$0	$0	$1560	$245
4	Stabilize Market Pipeline	$1920	$2106	$2400	$5388	$4320	$7494
5	Recalculate Sales Vector	$0	$0	$960	$2064	$960	$2064
6	Competitor Compensation	$1920	$2106	$0	$0	$1920	$2106
7	PR Containment	$0	$0	$1440	$3324	$1440	$3324
8	Engage Customer Satisfaction	$2936	$6027	$2120	$2190	$5056	$8217
9	Redeploy Recruiting Assocs	$1752	$3237	$0	$0	$1752	$3237
10	Separate Testing Groups	$1184	$2790	$0	$0	$1184	$2790
11	Adjust PR Modulation	$0	$0	$1800	$2190	$1800	$2190
12	Engagement Complete	$0	$0	$320	$0	$320	$0
13	Initiate Reminders	$2176	$0	$0	$0	$2176	$0
14	Secure Management Funds	$0	$0	$1608	$0	$1608	$0
15	Unliquidate Holdings	$0	$0	$1608	$0	$1608	$0
16	Project Maintenance	$1632	$0	$1592	$0	$3224	$0
17	Strengthen Assets	$0	$0	$1040	$0	$1040	$0
18	Template Reformulation	$1632	$0	$0	$0	$1632	$0
19	Product Instatiation Complete	$0	$0	$552	$0	$552	$0

Project Cost Details

Figure 5-5. Project Cost Details report

See the *Reports Guide and Reference* for information on running reports in Mercury Project Management.

Viewing Capital and Operating Expense Data in Programs

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

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

Program Cost Summary Portlet

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

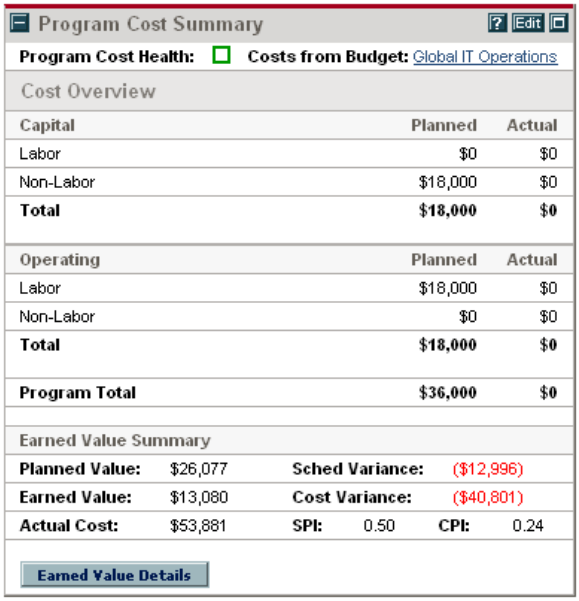
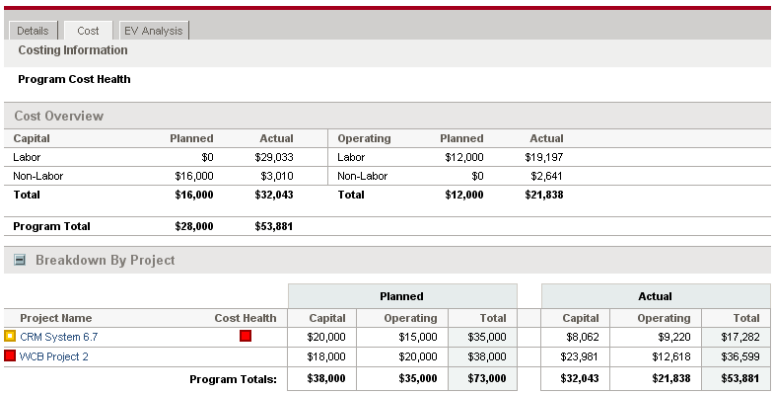


Figure 5-6. Program Cost Summary portlet

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

Manage Program Page

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



Details | Cost | EV Analysis

Costing Information

Program Cost Health

Cost Overview

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

Breakdown By Project

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

Figure 5-7. Manage Program page Cost tab

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

Viewing Capital and Operating Expense Data in Your Portfolio

Users of Mercury 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 the Capital Exposure Dashboard page. The Capital Exposure Dashboard page is pre-configured Dashboard content delivered with Mercury Portfolio Management that becomes available for use once SOP 98-1 tracking has been enabled.

The Capital Exposure Dashboard page may need to be distributed before it can be added to your Dashboard. See the *Configuring the Standard Interface* document for more detailed information.

For more information on pre-configured Dashboard content and how to add it to your Dashboard, see the *Getting Started* guide.

The Capital Exposure Dashboard page features four portlets designed to display and highlight capital exposure information for your portfolio.

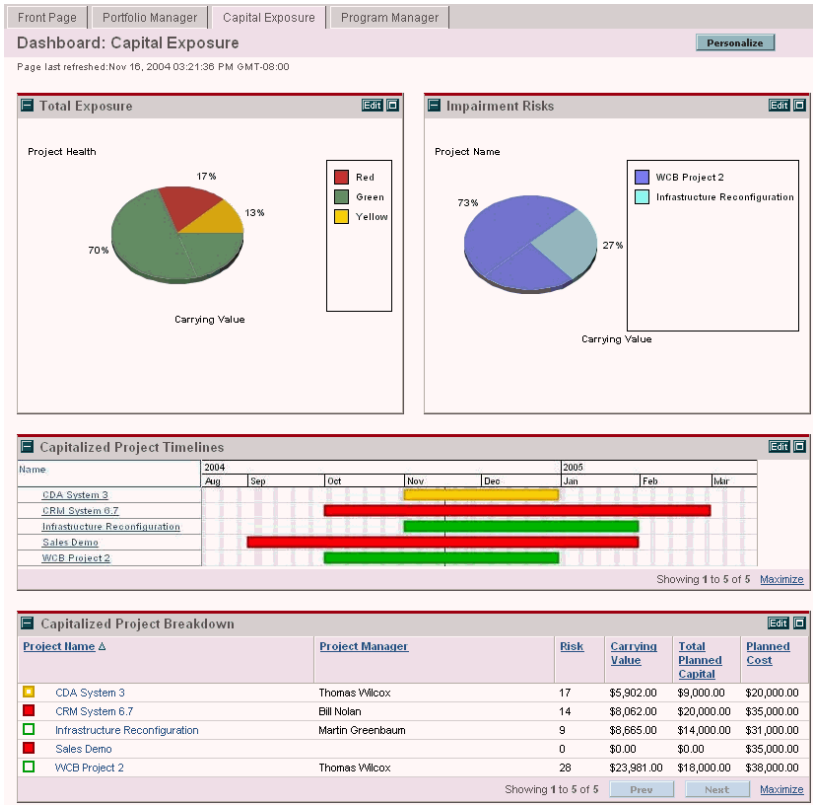


Figure 5-8. Capital Exposure Dashboard Page

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.

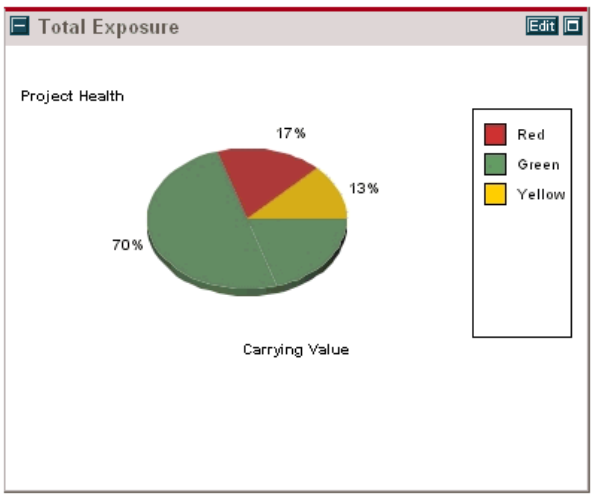


Figure 5-9. Total Exposure portlet

This portlet can be filtered according to the criteria described in *Table 5-3*.

Table 5-3. Total Exposure portlet filter fields

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

Impairment Risks Portlet

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

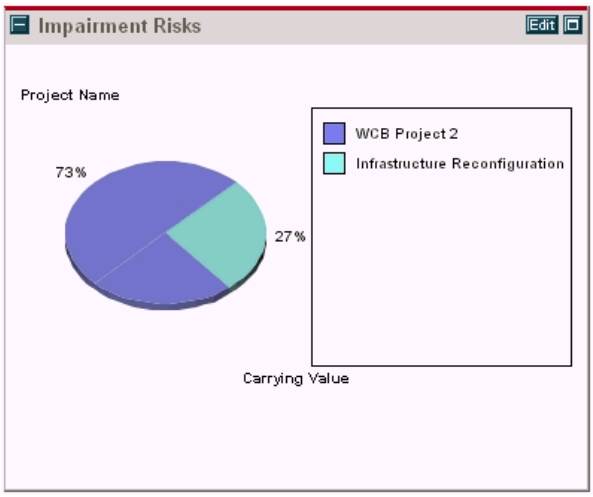


Figure 5-10. Impairment Risks portlet

This portlet can be filtered according to the criteria described in *Table 5-4*.

Table 5-4. Impairment Risks portlet filter fields

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

Table 5-4. Impairment Risks portlet filter fields [continued]

Field	Description
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Capitalized Project Timelines Portlet

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

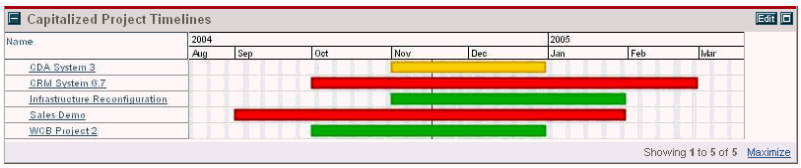


Figure 5-11. Capitalized Project Timelines portlet

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

Table 5-5. Capitalized Project Timelines portlet filter fields

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

Table 5-5. Capitalized Project Timelines portlet filter fields [continued]

Field	Description
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Capitalized Project Breakdown

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

Planned Capital Expenses - Carrying Value = Remaining Capital Expenses

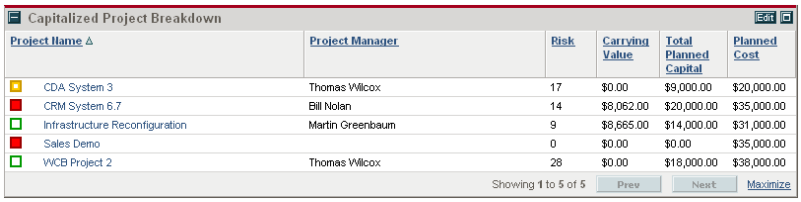


Figure 5-12. Capitalized Project Breakdown portlet

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

Table 5-6. Capitalized Project Breakdown portlet filter fields

Field	Description
Project Name	Filters for the specified project(s).
Project Manager	Filters for projects with the specified manager(s).
Business Objective	Filters for projects with the specified business objective(s).
Project Status	Filters for projects with the specified status(es).
Project Health	Filters for projects with the specified health(s).
Start Date From	Filters for projects starting after the specified date.
Start Date To	Filters for projects starting before the specified date.
Complete Date From	Filters for projects finishing after the specified date.

Table 5-6. Capitalized Project Breakdown portlet filter fields [continued]

Field	Description
Complete Date To	Filters for projects finishing before the specified date.
Min Planned Capital	Filters for projects with at least the specified minimum planned capital expenses.
Min Carrying Value	Filters for projects with at least the specified minimum actual capital expenses.
Min Planned Cost	Filters for projects with at least the specified minimum planned cost.
Min Actual Cost	Filters for projects with at least the specified minimum actual cost.

Appendix

A

Financial Management Portlets

Information regarding Financial Management data can be organized and presented using the Mercury Financial Management portlets. Mercury does not supply a preconfigured Financial Management Dashboard page, except for the Capital Exposure Dashboard page described in *Viewing Capital and Operating Expense Data in Your Portfolio* on page 81. See *Table A-1* for a complete list of the Financial Management portlets.

Financial Management Portlets

Table A-1. Financial Management portlets

Financial Management Portlets	Description
Capitalized Project Breakdown	Lists relevant information about capitalized projects. Can be filtered so show the same projects as the following portlets: • Total Exposure • Impairment Risks • Capitalized Project Timelines
Capitalized Project Timelines	Graphical display of projects with capitalized costs showing: • Start date • End date • Health
Impairment Risks	Graphical display of active projects having capitalized costs, chosen by project health and broken out by project.
Project Cost Summary	Lists cost information for a program.
Program Cumulative Cost Metrics	Trend chart analyzing the cumulative cost metrics for a program. Line graphs indicate historical values of important cost parameters. Budget actuals include the total baseline planned cost and the estimated actual cost at completion.
Program Current Cost Metrics	Bubble chart analysis of the current cost metrics for a program. Analyzes the current cost metrics for a program. Shows current cost status of a project or current cost status of a program.

Table A-1. Financial Management portlets [continued]

Financial Management Portlets	Description
Project Budget and Staffing Profile vs. Actuals	Compares budget and staffing profile plans to the actual cost and resource usage of running projects. Values are for the entire project to date. Provides Dashboard-level oversight into the status of a group of projects. Intended users are PMO staff or external stakeholders. Budgeted values for cost and hours are drawn from a budget, not from a project baseline. Actuals for costs are gathered from the budget. Actuals for hours are aggregate from tasks assignments and tasks actuals on the project linked to the budget. Percent complete is also drawn from the project actuals.
Project Cost Summary	List of cost information for a project.
Project Cumulative Cost Metrics	Trend chart analyzing the cumulative cost metrics for a project. The trend chart contains line graphs indicating historical values of important cost parameters. Budget actuals include the total baseline planned cost and the estimated actual cost at completion.
Project Current Cost Metrics	Bubble chart analysis of the current cost metrics for a project. Can be used to show current cost status of a project or current cost status of a program.
Total Exposure	Graphical view of active projects that have capitalized costs grouped by the health of the project.

Appendix B
Reports by Category

In This Appendix:

Overview of Report Categories

Reports available through the Mercury IT Governance Center standard interface are listed (by category) and described in the following sections.

Another type of report in Mercury IT Governance Center (not discussed in this document) are server reports, which are submitted and viewed from the Workbench interface, For information about server reports, see the *System Administration Guide and Reference*.

Administrative Reports

The administrative reports (listed in *Table B-1*) are available to users with an administration license.

Table B-1. Administrative reports

Report	Definition
Contact Synchronization	Provides an interface for checking whether Mercury Demand Management contacts are properly defined. This report is also in the Resource category.
Environment Comparison	Helps audit environment definitions when different environments (for example, development and production) are similar to each other.
Environment Detail	Lists the detailed definitions of a given environment or group of environments, the major attributes of the environments, and the attributes of applications tied to the environments.
Environment Group Detail	Contains detailed information about specified environment groups.
Import Requests	Imports requests into Demand Management request tables, moves the requests to the appropriate status, and reports on the results of the execution. For more information about this report, see the *Open Interface Guide and Reference*.

Table B-1. Administrative reports [continued]

Report	Definition
Import Users	Imports data from the user interface tables or an LDAP server. For more information about this report, see the *Open Interface Guide and Reference*.
Lookup Types	Provides information about one or more lookups.
Notification History	Provides information about notifications that have been sent or are pending.
Object Type Detail	Lists all parameters and commands associated with a given object type.
Portlet Detail	Provides information about a portlet or range of portlets.
RCS Check In	Template of a report used to check files into the RCS repository (if the RCS file management system is being used).
RCS Check Out	Template of a report used to check files out of the RCS repository (if the RCS file management system is being used).
Report Type Detail	Provides information about report type definitions.
Request Header Type Detail	Lists detailed definitional information for request header types.
Request Type Detail	Lists detailed definitional information for request types.
Run Field Security Denormalization	Runs field level security-related denormalization tasks for particular entities.
Run ITG Organization Unit Interface	Imports data from the organization unit interface tables or an LDAP server. For more information about this report, see the *Open Interface Guide and Reference*.
Run ITG Package Interface	Validates and loads package data from the package open interface tables into the standard Mercury Change Management data model. For more information about this report, see the *Open Interface Guide and Reference*.
Run Workflow Transaction Interface	Validates and runs workflow transactions based on data in the workflow open interface tables. For more information about this report, see the *Open Interface Guide and Reference*.
Security Group Detail	Lists definitional information for one or more security groups.

Table B-1. Administrative reports [continued]

Report	Definition
Special Command Detail	Provides details for a command (special command) or a range of commands.
Synchronize Meta Layer	Assesses or synchronizes the RML (Reporting Meta Layer).
User Data Detail	Displays the definition of custom user data field (for example, fields on entities like packages, requests, workflows, and security groups).
User Detail	Lists the users who have been defined in the Mercury IT Governance system, as well as the security groups attached to each user. This report is also in the Resource category.
Validations	Provides information about the various custom validations that have been entered into the system as well as those that are standard with Mercury IT Governance Center products.
Workflow Detail	Provides detailed definitional information about specific workflows or sets of workflows.
Workflow Statistics	Given a date range and a workflow (or a range of workflows), this report provides statistical information regarding workflow usage.

For More Information

Unless otherwise indicated in *Table B-1*, see the *Reports Guide and Reference* for more information about Administrative reports.

Change Management Reports

The Change Management reports (listed in *Table B-2*) are available to users with a Mercury Change Management application license.

Table B-2. Change Management reports

Report	Definition
Compare Custom Database Setup	Runs custom database comparisons.
Compare Filesystem Environment	Compares the files and file structures of two machines.
Compare MS SQL Server 7 Environments	Compares the data model of two SQL Server Version 7 databases.
Compare Oracle Environments	Compares the data model of two Oracle schemas.
Distribution Detail	Lists the contents and results of a distribution.
Environment Comparison by Objects Migrated	Given two environments, this report looks at the history of all the objects migrated into each environment (using Mercury Change Management) and lists any differences.
Environments/Objects Detail	Lists objects that have been migrated into a given environment or set of environments.
Object History	Provides a workflow step transaction history for packages.
Objects/Environments Detail	Lists objects that have been migrated into a given environment or a set of environments.
Package Details	Returns details about a given package.
Package History	Lists the complete workflow history of a given package.
Package Impact Analysis	Lists three separate sections for analysis: • Other packages that contain common objects with a given package • Objects that have migrated alongside one or more of the objects being migrated on the given package but are not included in the given package • Recent migrations for each object in the package, showing where changes to the given objects have recently been deployed
Packages Pending	Lists: • Open packages with pending activity • Details about each package • Pending work for a group of users

Table B-2. Change Management reports [continued]

Report	Definition
Release Detail	Lists requests, packages and distributions associated with a release.
Release Notes	Shows all of the requests and packages in a release as well as their associations.

For More Information

For more information about Change Management reports, see the *Reports Guide and Reference*.

Demand Management Reports

The Demand Management reports (listed in *Table B-3*) are available to users with a Mercury Demand Management™ application license.

Table B-3. Demand Management reports

Report	Definition
Contact Detail	Queries the contacts already entered in the Demand Management system that are available for entering and updating requests.
DEM Demand Creation History	Shows the history of demand creation for a specified demand set.
DEM Historical SLA Violation	Shown the history of SLA violations for a specified demand set.
DEM Satisfied Demand History	Shows the history of demand that has been satisfied for a specified demand set.
Request Detail	Provides information about requests using a number of selection criteria.
Request Detail (Filter by Custom Fields)	Similar to the Request Detail report except that requests can be filtered by values in custom fields.
Request History	Lists the complete workflow and field change history for each selected request.
Request Quick View	Lists a quick summary of open and closed requests, breaking down the requests by priority.
Request Summary	Displays the total counts for groups of requests matching the selection criteria.
Request Summary (Filter by Custom Fields)	Similar to the Request Summary report except that requests can be filtered by values in custom fields.
Resource Load by Priority	Lists all open requests assigned to different users. This report is also in the Resource category.

For More Information

For more information about Demand Management reports, see the *Reports Guide and Reference*.

Financial Management Reports

The Financial Management reports (listed in *Table B-4*) are available to users with a Mercury Time Management application license.

Table B-4. Financial Management reports

Report	Definition
Actual Time/Cost Summary	Summarizes actual time information entered in non-cancelled time sheets and the calculated charge dollar totals for each grouping. This report is also in the Time Management category.
Project Cost Breakdown	Shows the costs for a project, and the activities with which the costs are associated. This report is also in the Project Management category.
Project Cost Details	Shows the cost details for select projects, grouped by labor/non-labor or operating categorizations. This report is also in the Project Management category.

For More Information

For more information about Financial Management reports, see the *Reports Guide and Reference*.

Portfolio Management Reports

The Portfolio Management reports are available to users with a Mercury Portfolio Management application license.

There are currently no Mercury-supplied reports in this category, but you can create your own custom reports, if you like.

Program Management Reports

The Program Management reports are available to users with a Mercury Program Management application license.

There are currently no Mercury-supplied reports in this category, but you can create your own custom reports, if you like.

Project Management Reports

The Project Management reports (listed in *Table B-5*) are available to users with a Mercury Project Management application license.

Table B-5. Project Management reports

Report	Definition
Project Cost Breakdown	Shows the costs for a project, and the activities with which the costs are associated. Totals include both labor and non-labor costs. This report is also in the Financial Management category.
Project Cost Details	Shows the cost details for select projects, grouped by labor/non-labor or operating categorizations. This report is also in the Financial Management category.
Project Critical Path	Displays the tasks that are on a project's critical path.
Project Custom Detail	Generated in HTML table format, showing only the columns that are selected from the header fields and custom fields based on the selected project.
Project Detail	Queries projects by their header fields.
Project Detail (Filter by Custom Fields)	Queries projects by their header fields. You can filter the query using the project's custom fields.
Project Exception Detail	Lists task details for tasks that have violated user-defined exception rules.
Project Resource	Lists all resources working on a given project and the tasks on which they are working. This report is also in the Resource category.
Project Schedule Change	Compares a project plan with a baseline, or a baseline to another baseline.
Project Status Detail	Summarizes project statuses of selected projects and tasks.
Project Summary	Displays all projects that meet the criteria selected in the header fields.
Project Task Assignment	Shows assignment information for a user or a group of users. This report is also in the Resource category.
Project Template Detail	Lists the parameters and parameter details for project templates.

For More Information

For more information about Project Management reports, see the *Reports Guide and Reference*.

Resource Management Reports

The Mercury Resource Management™ reports (listed in *Table B-6*) are available to users with the licenses indicated in the definition column in the table.

Table B-6. Resource Management reports

Report	Definition
Contact Synchronization	Provides an interface for checking whether Mercury Demand Management contacts are properly defined. Available to users with an administration license. This report is also in the Administrative category.
Project Resource	Lists all resources working on a given project and the tasks on which they are working. Available to users with a Mercury Project Management license.
Project Task Assignment	Shows assignment information for a user or a group of users. Available to users with a Mercury Project Management license.
Resource Load by Priority	Lists open requests assigned to different users. Available to users with a Mercury Demand Management license.
User Detail	Lists the users who have been defined in the Mercury IT Governance system, as well as the security groups attached to each user. This report is available to users with any application license. This report is also in the Administration category.
Work Allocation Details	Shows much of the same information shown on the Work Allocation definition page—for example, allocation work item information, budget and actuals to date, charge code allocations, and resource restrictions. Available to users with a Mercury Time Management application license. This report is also in the Time Management category.

For More Information

For more information about Resource Management reports, see the *Reports Guide and Reference*.

Time Management Reports

The Time Management reports (listed in *Table B-7*) are available to users with a Mercury Time Management application license.

Table B-7. Time Management reports

Report	Definition
Actual Time/Cost Summary	Summarizes actual time information entered in non-cancelled time sheets and the calculated charge dollar totals for each grouping.
Actual Time Summary	Summarizes actual time information entered in non-cancelled time sheets.
Time Sheet Details	Summarizes multiple time sheets displays their details.
Time Sheet Summary	Summarizes time information entered in non-cancelled time sheets.
Work Allocation Details	Shows much of the same information shown on the Work Allocation definition page—for example, allocation work item information, budget and actuals to date, charge code allocations, and resource restrictions. This report is also in the Resource category.

For More Information

For more information about Time Management reports, see the *Reports Guide and Reference*.

Index

R

S

T

U

V

W