

Primavera® Cost Manager

Reference Manual

Version 6.2

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Preface

In this preface:

[Using Documentation and Help](#)

[Where to Get Support](#)

Primavera Cost Manager enables you to develop sophisticated budgets and project cost models by transferring data from the Primavera Project Management module database to Primavera Cost Manager. In addition, you can track earned value performance metrics based on inputs from the schedule status and interface with your financial system by importing actual cost data. The software performs financial analysis based on earned value methodology.

Using Documentation and Help

This reference manual shows you how to explore the Cost Manager interface, set up enterprise organization and rate components, set up project structures and Bases, and account for actual and forecast cost. This guide also describes how to structure, manage, and report on data and explains how to interface with outside flat files. Finally, this manual provides a tutorial to assist you in learning Cost Manager.

Cost Manager is state-of-the-art, fully integrated cost and schedule software that meets and exceeds all EVMS requirements and EVMS certification standards imposed by EIA-748-A of the American National Standards Institute (ANSI).

This manual is organized as follows:

Part 1: Navigating Cost Manager Describes how to access and effectively use Cost Manager menus, icons, windows, browsers, and views.

Part 2: Creating and Importing Data Describes how to create enterprise structures and create or import project-specific data.

Part 3: Managing and Reporting Data Describes how to import alternate data from the Primavera Project Management module; create, copy, categorize, and summarize bases; define filters to create layouts; and view data graphically using OLAP View, Cost Manager Charts and Reports, and Web-based Cost Manager Web Access.

Part 4: Cost Manager Appendices Provides mapping templates.

Where to Get Support

If you have a question about using Primavera products that you or your network administrator cannot resolve with information in the documentation or Help, call Primavera Customer Support at the times and locations listed below.

Please provide your Primavera product serial number when contacting Primavera. Each interaction is logged to help Primavera resolve your questions quickly.

Office	Time Zone	Hours	Telephone	FAX	E-mail Address*
Bala Cynwyd, Pennsylvania, USA	ET	8:00–8:00 (Mon–Fri) 9:00–2:00 (Sat)	+1-610-668-3030	1-610-667-0652	support@primavera.com
London, England, UK	GMT	8:30–6:30 (Mon–Thur) 8:30–5:30 (Fri)	+44-20-8563-5555	+44-20-8563-5543	support@primavera.com
Hong Kong	GMT +8	8:00–5:00 (Mon–Fri)	+852-2111-8299	+852-2111-9477	support@primavera.com

*Primavera's Web site at <http://www.primavera.com/customer/index.asp> provides support and product information, such as knowledge bases, file downloads, user group and newsgroup information, and a product enhancement request form.



In the United States, Primavera periodically and randomly monitors technical support calls to ensure that you receive the highest quality support.

All Primavera products are backed by comprehensive support and training.

Navigating Cost Manager

In this part:

Working with Menus and Icons

Working with Windows

Working with Browsers

Working with Views

***P*art 1** describes how to access and use Cost Manager through its menus, icons, windows, browsers, and views.

Read [Working with Menus and Icons](#) for information about Cost Manager menus and icons.

Read [Working with Windows](#) for information about Cost Manager windows.

Read [Working with Browsers](#) for information about Cost Manager browsers.

Read [Working with Views](#) for information about Cost Manager views.

Working with Menus and Icons

In this chapter:

Launching Cost Manager

Menu Bar

Toolbar

Shortcut Bar

This chapter shows you how to launch Cost Manager and introduces you to the menus and icons you can use to access windows, browsers, and views.

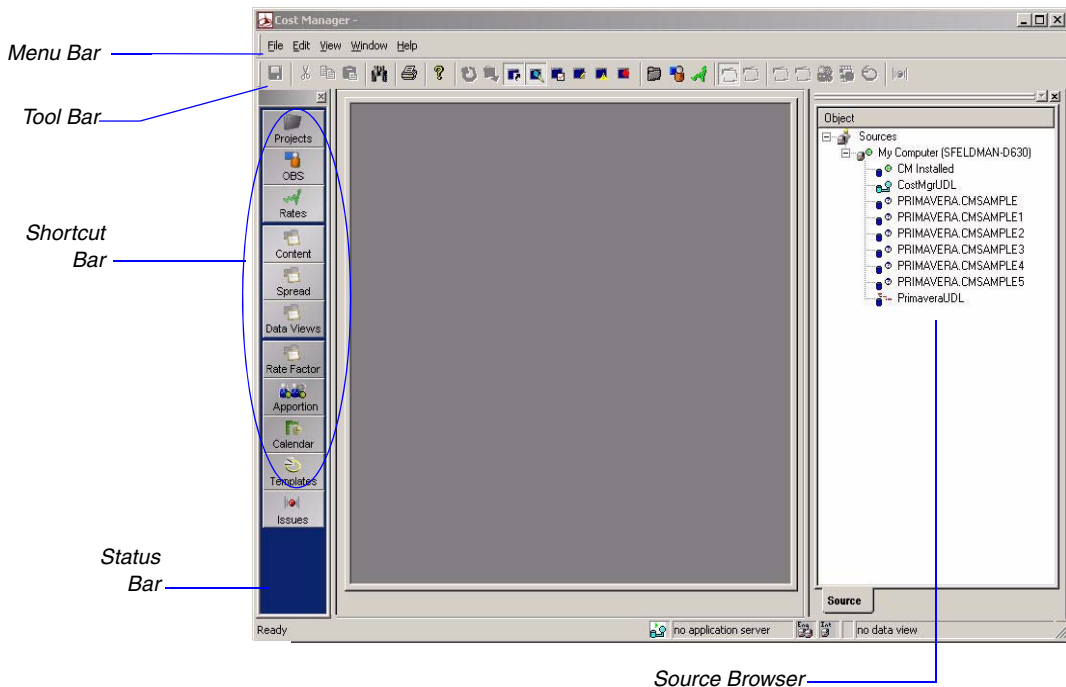
Launching Cost Manager

The Cost Manager interface has a multi-layered architecture designed to aid you in establishing how the tool functions. It provides criteria for importing and organizing data, as well as for earning and tracking performance. The interface also enables you to view errors, messages, and logs through the Output window. Use menu options, Toolbar icons, and the Shortcut Bar to quickly access windows and browsers.

Launch Cost Manager To launch the Cost Manager:

From the Start menu, select: Programs > Primavera > Cost Manager.

Cost Manager is displayed. The Source Browser is visible in the right pane of the window.



All database UDLs are listed in the Source Browser. A green light next to the UDL name indicates database connectivity. For information about establishing connections to Cost Manager and Primavera Project Management module databases, refer to the Cost Manager Administrator Guide.

Menu Bar

The Menu Bar, located along the top of the Cost Manager interface, contains the following menus you can use to select options and launch commands:

- File Menu
- Edit Menu
- View Menu
- Window Menu
- Help Menu

This section contains descriptions of each of the Menu Bar options and commands.

File Menu Use the File menu to close the active window, print the active window, and exit the program.

Edit Menu Use the Edit menu to undo, cut, copy, and paste selected spreadsheet data. Also, use it to launch the Find dialog box.

View Menu The following table describes View menu options.

Option	Description
Refresh	Refreshes the active window with new data.
Explore	Opens a new window displaying the selected object and all descendents.
Show Descendents	Shows the selected object's descendents to the specified level.
Toolbars	Displays a list of available toolbars. A checkmark indicates the bar is active.
Toolbar	Show/hide the Toolbar.
Status Bar	Show/hide the Status Bar.
Project Structure	Launches the Project Structure window. See the chapter, “Managing Work and Progress” on page 149, for information about building your projects.
Organization Structure	Launches the Organization Structure window.
Rate Structure	Launches the Rate Structure window.
Content View	Launches the Content View in the right pane of the Project, Organization, or Rate Structure windows.

Option	Description
Spread View	Launches the Spread View in the right pane. The Spread View shows user-defined periods based on the Cost Manager calendar.
Additional Information	Adds Additional Information to the spreadsheet of a user-customized Data View.
Cumulative to Date	Toggles the values in the spreadsheet of a user-customized Data View to show cumulative values through each period on the spreadsheet.

Format Menu Use the Format menu to change characters or paragraphs.

Window Menu Use the Window menu to access any Cost Manager window. You can also cascade and tile the active windows.

Help Menu Use the Help menu to access Cost Manager Help and to find general Cost Manager information such as copyright, contact information, and release version.

Toolbar

Clicking icons in the tool bar enables you to navigate the interface and access the windows and browsers you use to add, edit, and view data. Most of the windows, browsers, and options available on the Toolbar are also available in the Menu Bar.



Place the cursor over any icon to view its description in the Status Bar (located along the bottom of the interface).



Opens the About dialog box

Application icons

Shortcut icons

Data View icons

Standard Windows Icons The Save, Cut, Copy, and Paste icons are not active. Data is automatically committed to the database so you never have to save it.

Application Icons The image below describes the application icons.

Opens the selected object's structure level in a new window.

Refreshes the database with the most recent changes.

Opens/closes the Shortcut Bar.

Opens/closes the Source Browser.



Open/closes the Attribute Browser.

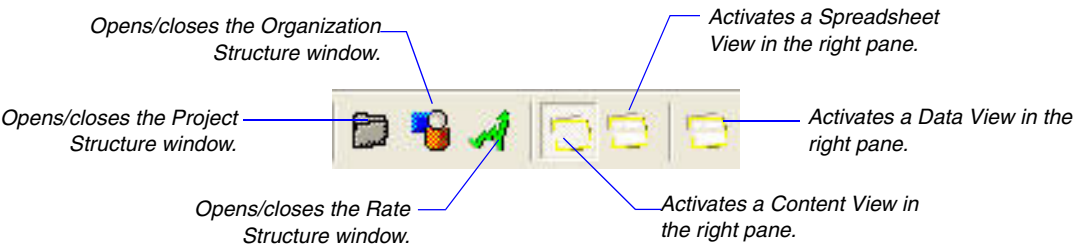
Opens/closes the Interface Mapping window.

Opens/closes the Output window.

Opens/closes the Preferences Browser.

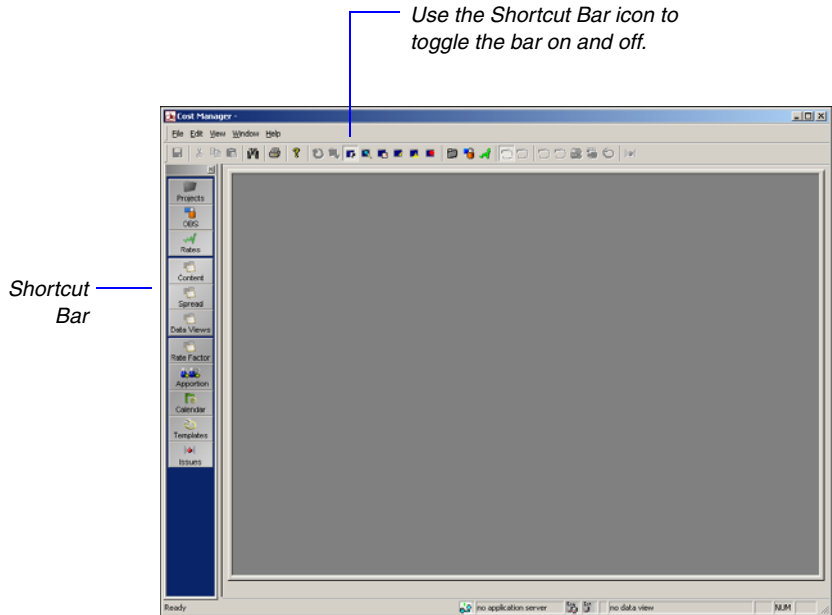
Shortcut and Data View Icons The image below describes the Shortcut and Data View icons.












 *The Shortcut icons perform the same function as the Projects, OBS, and Rates buttons in the Shortcut Bar.*



Shortcut Bar

The Shortcut Bar displays shortcut buttons you can use to open windows and views. Use the Shortcut Bar icon or Window menu option to toggle the bar on and off. When open, the bar is displayed on the left side of the interface, as shown below.



	<i>Launches the Project Structure window which lists all projects contained in the Enterprise Project Structure (EPS).</i>
	<i>Launches the Organization Structure window which lists all defined organizations.</i>
	<i>Launches the Rate Structure window listing all Element Types (cost elements), Burden Types (global indirect cost categories), resources, overheads, burdens, Burden Templates, and Rate Tables.</i>
	<i>Opens a Content View in the right pane of the Project, Organization, and Rate Structure windows that lists the contents of the selected structure tree object.</i>
	<i>Opens a Spreadsheet View in the right pane of the Project Structure and Rate Structure windows (a user-created Data View must be open).</i>
	<i>Opens the Data Views window in the right pane of the Project Structure and Rate Structure windows in which you can create a Data View. Data Views enable you to view/modify data.</i>
	<i>Opens a Rate Factoring calculator in the right pane of the Rate Structure window. Use the calculator to create escalation/de-escalation profiles for application against resource rates.</i>
	<i>Opens the Resource Apportionment Profile (RAP) in the right pane of the Rate Structure window. A RAP allows you to assign resources and define how much they support the work of direct activities.</i>
	<i>Opens a Fiscal Calendar in the right pane of the OBS window in which you can define period-end dates and available hours.</i>
	<i>Opens a Burden Template in the right pane of the Rate Structure window in which you can define the levels and types of indirect rate application and available hours.</i>
	<i>Opens a split screen in the right pane of the Project Structure window. The upper pane allows you to view the results of a threshold limit or value exceeded or not met. The lower pane provides you a text option to write your justification to the questioned threshold.</i>

Working with Windows

In this chapter:

Project Structure Window

Organization Structure Window

Rate Structure Window

Output Window

Interface Mapping Window

Explore Window

This chapter introduces you to the windows used for editing and viewing enterprise and project data, view error and system messages, and define field mappings for project imports.

Project Structure Window

The Project Structure window displays all of your defined projects in hierarchical format. You can define your organization's Enterprise Project Structure (EPS) and determine the EPS level at which information is reported. Input detailed project information at the lowest level (children) of the EPS. Use the higher level (parent) projects as reporting and roll-up levels.

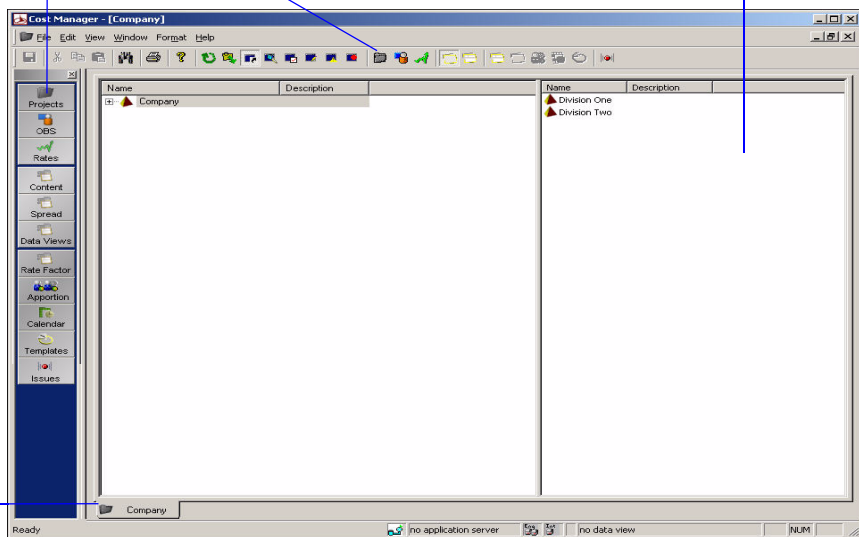
The Detail Project is the lowest-level project in the EPS and is used to calculate Earned Value. In each Detail Project, you must create an Actual, Baseline, and Forecast Basis. The Bases contain the project Work Breakdown Structure (WBS) including tasks, milestones, control accounts, charge codes, and resources. You can manually input project data in a Basis or import it from the Primavera Project Management module, MS Project, MS Excel, or CSV.

To open the Project Structure window, select View > Project Structure.

Click either button to open the Project Structure window.

Content View displays the next-level items contained in the selected summary level.

Displays the name of the selected summary level.



To Add a Project To add a project to the EPS hierarchy:

- 1 Right-click the appropriate Summary Project and select Add Project.
- 2 To name the new project: select a project, then click in the Name column to activate the text box.



You can set the Project Structure window to open automatically at startup in the Preferences Browser.

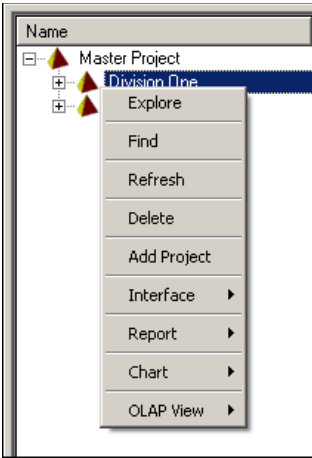
Project Structure Elements The following Project Structure elements are found in the Project Structure window:

Object Type	Description
Summary Projects	Reporting and roll-up level projects. See
Detail Projects	Projects that contain actual project data
Project Bases	Actual, Baseline, Commitment, Forecast, and Pending Bases that contain the project WBS.
Project Work Breakdown Structures	Imported from the Primavera Project Management module.
Project Tasks (Activities)	Imported from the Primavera Project Management module.
Project Assigned Organizations	Imported from the Primavera Project Management module.
Project Assigned Resources	Imported from the Primavera Project Management module.
Project Actual Organizations	Imported from a financial system via spreadsheet-type file.
Project Actual Resources	Imported from a financial system via spreadsheet-type file.
Project-specific Data Views	User-defined views associated with the detail project structure items (for example, Bases, Tasks, Assigned Organizations, Assigned Resources) and are used to view and modify project data.



Project-assigned organizations and resources can not be imported into Cost Manager from Primavera products and established in the Cost Manager Project Structure until organizations and resources have first been created in the Cost Manager OBS and Rate structures.

Project Structure Context Menus Project Structure Context Menus are right-click menus launched when you right-click an object in the Project Structure.



The following table describes Context Menu items common to many (or all) Project Structure Context Menus.

Menu item	Description
Explore	Launches separate window that displays the selected Project Structure object and all of its descendants.
Find	Locates text in the Name and Description columns.
Refresh	Refreshes the screen with new data from the database.
Delete	Deletes the selected object and all of its descendants from the database.
Select Data View >	Launches user-customized spreadsheet Data Views.

The following tables describe the Context Menu items displayed when you right-click the specified Project Structure object. The items described in these tables are specific to the structure type. Common menu items are described in the previous table.

Top-Level Summary Project

Summarize All Categories By EPS	Summarizes information for all Basis categories throughout the Enterprise Project Structure.
Summarize All Categories For Descendant Projects By All Codes	Summarizes information for all Basis categories by all global Codes, which are defined in the wInsight Export area of the Attribute Browser, for all Projects contained in the EPS.
Summarize All Categories For Descendant Projects By Code	Summarize information for all Basis categories by one Code for all Projects contained in the EPS. The Code name is displayed behind the menu option.
Add Project	Adds a subproject object to the top-level Summary Project.
Interface >	Initiates data import from an external source or XML document. Select External Source, then select the data import type. Data must be mapped via the Interface Mapping window prior to selecting this option.
Reports >	Launches system enterprise project reports. Select from the list of Government Reports, Project Status, Enterprise, and Organization reports.
Charts >	Launches system enterprise charts. Select from the list of Variance, Overview, Indices, and Usage Profile charts.
OLAP View >	Launches OLAP View that displays pivoted data specific to the Structure object level.

Summary Project (below top level)

Add Project	Adds a new subproject object to the selected Summary Project.
Interface >	Initiates data import from an external source. Select External Source, then select the data import type. Data must be mapped via the Interface Mapping window prior to selecting this option.
Report >	Launches system enterprise project reports. Select from the list of Government Reports, Project Status, Enterprise, and Organization reports.
Charts >	Launches system enterprise charts. Select from the list of Variance, Overview, Indices, and Usage Profile charts.
OLAP View >	Launches OLAP View that displays pivoted data specific to the Structure object level.

Detail Project

Baseline Adjustment >	Sets Schedule=Performance=Actual or Schedule=Performance based on selected time period.
Add Basis	Adds a new Basis object for segregating specific types of project cost and schedule data (for example, Bases are for baseline cost and schedule data, actual cost and schedule data, forecast cost and schedule data, etc.).
Set Status >	Sets the status of the Detail Project to Planned, Active, Inactive, or What If.
Interface >	Initiates data export to a wInsight XML document. Select Save As wInsight XML. Prior to exporting user should ensure that all relevant cost and performance information has been summarized.
Report >	Launches system project reports. Select from the list of Government Reports and Project Status Reports.
Charts >	Launches system enterprise charts. Select from the list of Variance, Overview, Indices, and Usage Profile charts.
OLAP View >	Launches OLAP View that displays pivoted data specific to the Structure object level.

Basis

Category	Categorizes Basis as the current Baseline, Forecast, Commitment, Actual, or Pending Basis.
Protect Direct Cost	Protects the prime cost stored in Basis from being recalculated using a Rate Table.
Include Resource Apportionment	Includes the cost of apportioned resources in the total project costs. See “To Include Apportionment Costs in the Project” on page 134.
Exclude Resource Apportionment	Excludes the cost of apportioned resources from the total project costs. See “To Exclude Apportionment Costs from the Project” on page 135.
Add Task	Adds a new top-level Summary Task object to the project.
Summarize	Summarizes Cost, Performance or Threshold data throughout the Basis.
Interface >	Initiates data import from an external source. Select External Source or XML Document, then select the data type. Data must be mapped via the Interface Mapping window prior to selecting this option.
Report >	Launches system Basis-specific reports.

Task (Summary Tasks and Detail Tasks)

Add Task	Adds a descendant Detail Task object to the project.
Add Milestone	Adds a descendant milestone object to the project.
Add Charge Code	Adds a Charge Code object to the project at the same level in WBS that the menu is launched.
Set Status >	Sets the status of the top-level Summary Task to Planned, Active, Inactive, or What If.
Reparent >	Adds a new Summary Task above a selected task object. This option is available for Detail Tasks only. See “To Reparent a Task” on page 157.
Category >	Changes a selected task object to a Control Account, Planning Package, or Work Package.
Make Protected	Protects the prime cost of the task object selected from being recalculated using a Rate Table.
Weight Milestones	Determines the weights of all milestones for the selected task object based on the relative summarized costs for the applicable fiscal periods.
Apply Rates (all periods) >	Application of rates from selected Rate Table to task object and descendants.
Apply Rates (“date range”) >	Application of rates from selected Rate Table to task object and descendants based on a date range supplied by a user-customized spreadsheet Data View. A Data View must be open for this menu item to appear.
Spread (all periods) >	Spread estimate values across applicable period of performance based on selected spread curve.
Spread (“date range”) >	Spread estimate values across a specified date range supplied by a user-customized spreadsheet Data View based on selected spread curve. A Data View must be open for this menu item to appear.

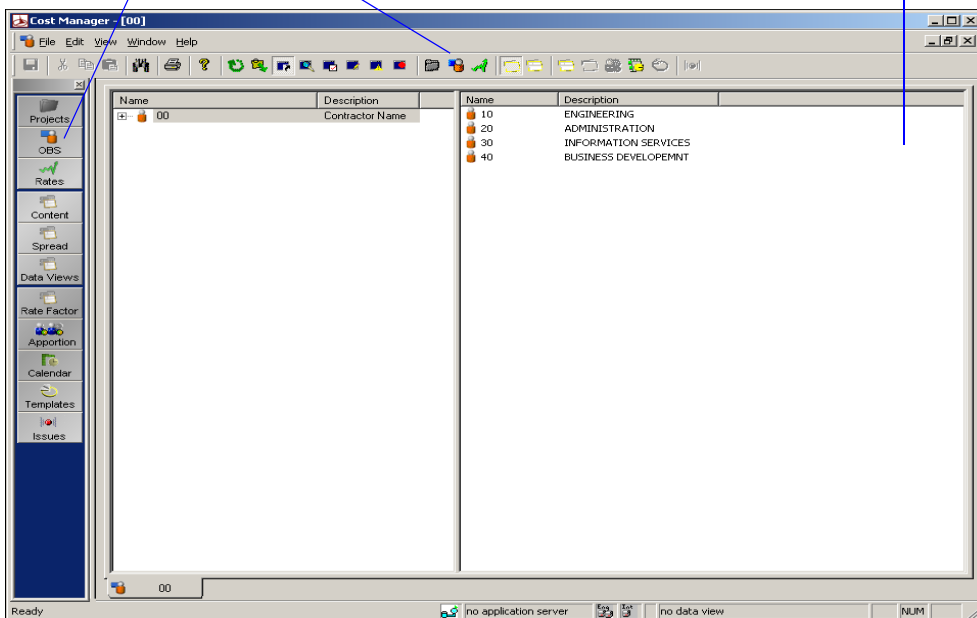
Organization Structure Window

The Organization Structure window enables you to input your Organizational Breakdown Structure (OBS) hierarchy and assign resources to organizations. You can track project work by functional organization and determine how indirect costs are pooled within those organizations. Typically, the top summary-level organization represents the whole company; sub-level organizations represent departments or divisions. You can also use this window to define the Fiscal Calendar and Work Calendar.

To open the Organization Structure window, select View > Organization Structure.

Click either button to open the Organization Structure window.

Content View displays the next-level of descendents contained in the selected OBS level.



To Add an Organization To add a sub-level (child) organization:

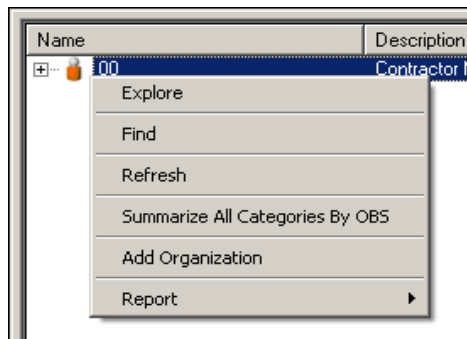
- 1 Right-click the appropriate summary-level (parent) organization and select Add Organization.
- 2 To name an organization: select the organization, press F2 or click the organization again, and enter the organization name in the text box.

To Define the Fiscal and Work Calendars Define the Fiscal Calendar and the Work Calendar at the top-level organization. In the Organization Structure window, select the top-level organization. Select View > Calendar View. The Calendar View opens in the right pane. You must define a top-level organization before you can define a calendar. For more information on the Calendar View > refer to the Calendar View section.



To cause the import to occur, organizations and resources must be present in Cost Manager when you import projects containing organization and resource assignments and names must match between both data sets.

OBS Context Menus OBS Context Menus are right-click menus launched when you right-click an object in the Organization Structure.



The following table describes the Context Menu items displayed when you right-click an Organization Structure object.

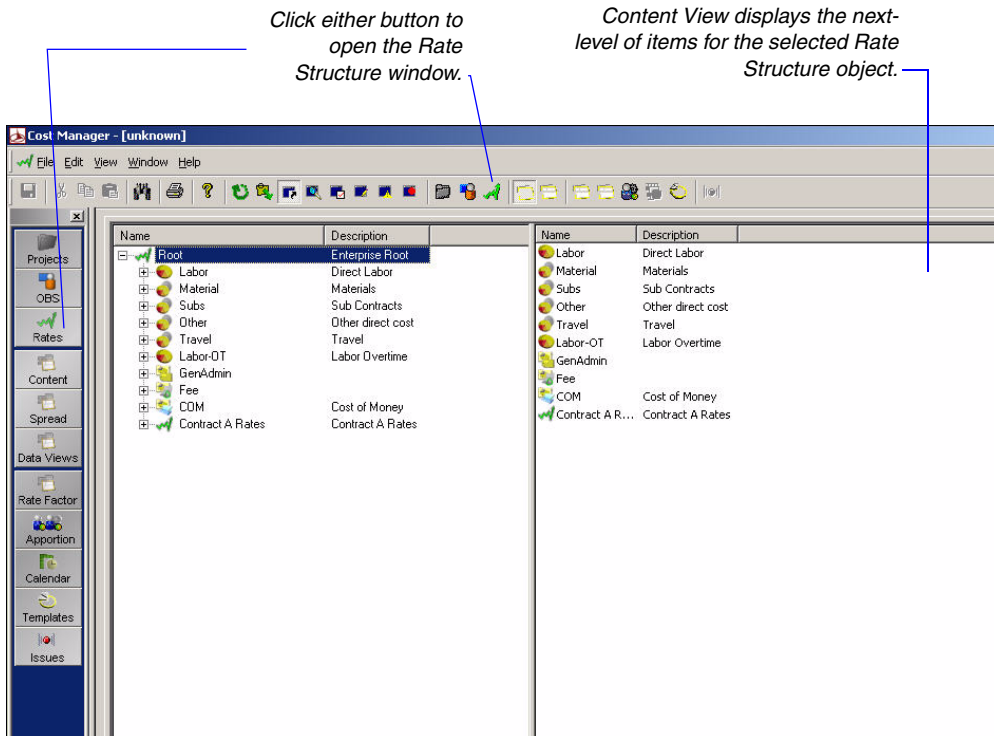
Menu Item	Description
Explore	Launches separate window that displays the OBS object level and descendants.
Refresh	Refreshes the screen with new data from the database.
Delete	Deletes the OBS object level and descendants from the database. This option is available for sub-level organizations only. You cannot delete the top-level organization.
Summarize All Categories By OBS	Summarizes information for all Basis categories throughout the Organization Structure.
Add Organization	Adds sub-organization object to the OBS object.
Report >	Launches system enterprise organization reports.

Rate Structure Window

The Rate Structure window enables you to define the hierarchy of enterprise cost elements, labor and nonlabor resources, overhead objects, Burden Templates, and indirect burden objects.

To Open the Rate Structure

Select View > Rate Structure.



To Use the Rate Structure Window Use the Rate Structure window to perform any of the following actions:

- Add Rate Tables, Element Types, and Burden Types to the Root element. Right-click the Root element and select the appropriate option.
- Add resources and overhead objects to Element Types. Right-click the Element Type and select the appropriate option.
- Designate an Element Type as Labor or Non-Labor. Right-click the Element Type and select the appropriate option. If the Element Type is currently designated as Labor, the menu option is Make Non-Labor. If the Element Type is currently designated as Non-Labor, the menu option is Make Labor.
- Add burdens to Burden Types. Right-click the Burden Type and select Add Burden.
- Run Rate Table reports. Right-click the Rate Table, select Report, then select the desired report.
- Enter resource and Indirect Rates for each Rate Table into the Base Value column of a user-customized Data View.
- Define Burden Templates using the overhead objects. Burden Templates contain the indirect rate application formula. You can then assign overhead objects to organizations in the Organization Structure window enabling budgeting from the organizations.
- To name a Rate Structure item, click the item to select, then click again on the item to edit the name.



Overhead objects must be assigned to organizations prior to importing any estimate data or actual cost data.

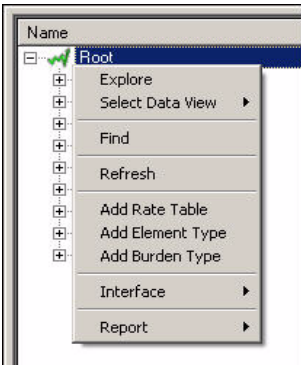
The following table describes the Rate Structure elements:

Element	Description
Root Level	Where all Rate Structure items are added/deleted.
Element Types	Resource categories used to segregate specific types of resources for pricing and reporting purposes.
Burden Types	Enterprise indirect categories used to segregate specific types of indirect burdens.
Resources	Labor and nonlabor.
Overheads	Used for three purposes-1) a placeholder for a specific overhead rate value; 2) it is where Burden Templates are defined and stored; and 3) it is used to connect the resources to the Organization Structure.
Burdens	Enterprise indirect items (for example, General & Administrative, Cost of Money, Fee, etc.)
Rate Tables	Segregate specific rate profiles and Burden Template definition.
Burden Template	A view associated with the overhead objects on the Rate Structure. When it is launched, it is a right-pane view connected to the overhead object. You must have an Overhead object selected to see the Burden Template level for defining the indirect rate application formula. Burden Template definition is Rate Table-specific.
Rate Factor	A view associated with Element Types and Burden Types on the Rate Structure, used to develop escalation/de-escalation rates for application against resources and burdens.



Resources must be created and assigned to organizations in Cost Manager prior to importing project assigned resources from Primavera products.

Rate Structure Context Menus Rate Structure Context Menus are right-click menus launched when you right-click an object in the Rate Structure.



The following table describes Context Menu items common to many (or all) Rate Structure Context Menus.

Menu Item	Description
Explore	Launches separate window that displays the Rate Structure object and all of its descendants.
Select Data View >	Launches user-customized spreadsheet Data Views.
Refresh	Refreshes the screen with new data from the database.
Delete	Deletes the selected object and all of its descendants from the database.

The following tables describe the Context Menu items displayed when you right-click the specified Rate Structure object. The items described in these tables are specific to the structure type. Common menu items are described in the previous table.

Top-Level Root

Add Rate Table	Adds a Rate Table as a sub-object of the Root Structure object.
Add Element Type	Adds an Element Type (Cost Element) as a sub-object of the Root Structure object. Element Type objects are inherited by all Rate Tables.
Add Burden Type	Adds a Burden Type (Indirect Cost Element) as a sub-object of the Root Structure object. Burden Type objects are inherited by all Rate Tables.
Interface >	Initiates data import from an external source. Select External Source or XML Document, then select the data type. Data must be mapped via the Interface Mapping window prior to selecting this option.
Report >	Launches system enterprise rate reports.

Element Type

Make <Labor/Nonlabor>	Categorizes an Element Type as one that contains Labor or Nonlabor resources.
Add Resource	Adds a resource as a sub-object of the Element Type. Resource objects are inherited by all Rate Tables.
Add Overhead	Adds an overhead as a sub-object of the Element Type. Overhead objects are inherited by all Rate Tables.

Burden Type

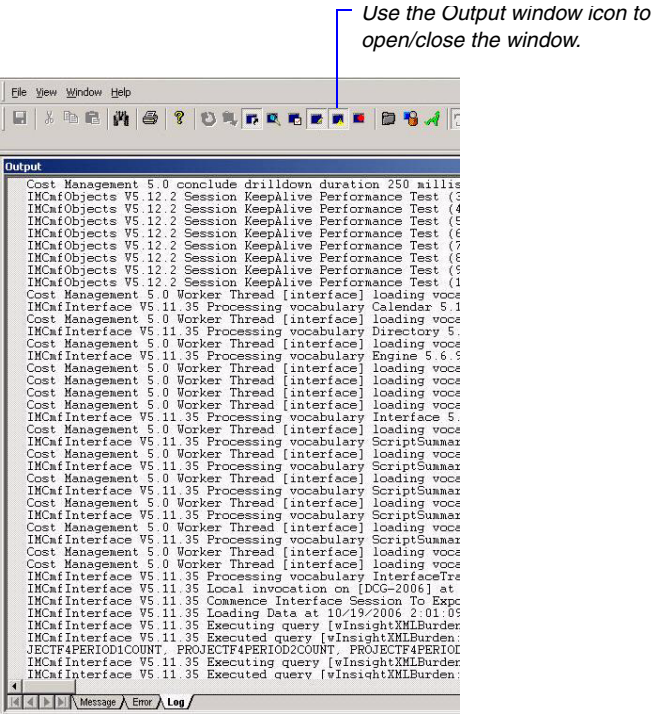
Category	Categorizes a Burden Type as one that contains General & Administrative (G&A) burdens, Cost of Money (COM) burdens, Fee burdens, or Other burdens.
Add Burden	Adds a burden as a sub-object of the Burden Type. Burden objects are inherited by all Rate Tables.

Resource

Make Apportionment <Available/Unavailable>	Categorizes a Resource as available or unavailable for a Resource Apportionment Profile.
---	--

Output Window

The Output window enables you to observe Cost Manager processes in real time. When errors occur, reference the Output window to investigate the cause. You can save the error and process logs for future reference. The Output window contains three tabs: Message, Error, and Log.



To Use the Output Window The Output window lists messages, errors, and import actions on separate tabs.

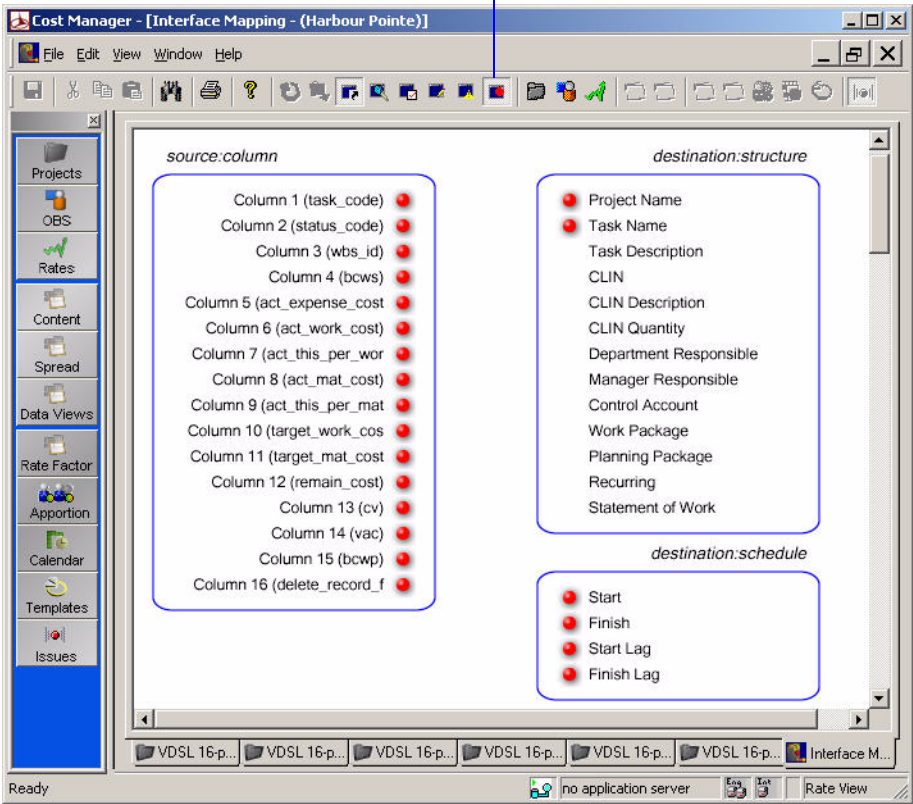
- 1 View system messages on the Message tab. Refer to the Error tab when Cost Manager notifies you of import errors.
- 2 Check the Log tab to track system processes.

Interface Mapping Window

Refer to the [Importing Project Data](#) chapter to learn how to effectively use the Interface Mapping window when importing data. Refer to [Appendix B: Using Import Templates](#) for mapping templates.

The Interface Mapping window enables you to link source and destination fields from the Cost Manager database to an external Primavera, Microsoft Project, Microsoft Excel, or Comma Separate Variable (CSV) database. When you import data from an external database, Cost Manager imports the data based on the field mappings you specify

Click the Interface Mapping window icon to open and close the window.



To Map External Source Fields to Cost Manager Destination Fields To open an external project and map source fields to destination fields, complete the following steps:

- 1 In the Interface Mapping window, select File > Open, to open a file to import.
- 2 For the **Primavera Project Management** module, select the Project Management module UDL file located in the My Documents (or equivalent) folder to connect to the Primavera database. A list of Primavera Project Management module projects appears in the Interface Mapping window. Select the desired project and click Open.

For **MS Project**, select the desired file and click Open.

For **CSV or MS Excel® Spreadsheet**, select the desired file and click Open.

Once the project is open, Source fields (from the Primavera Project Management module, MS Project or MS Excel/CSV project) are listed on the left side of the Interface Mapping window. Destination fields (from Cost Manager) are listed on the right side of the window.

- 3 Place the cursor over the red button of the desired Source field.
The red button turns green. A green button indicates it is ready for selection.
- 4 click the green button of the desired Source field and drag the cursor to the appropriate Destination red button.

This action draws a line connecting the two fields.



You can draw lines from Destination fields to Source fields as well.

To Save Field Mappings To save field mappings as mapping templates (XML files) to use for future imports:

- In the Interface Mapping window, select File > Save Mapping As.
To use a saved mapping template:

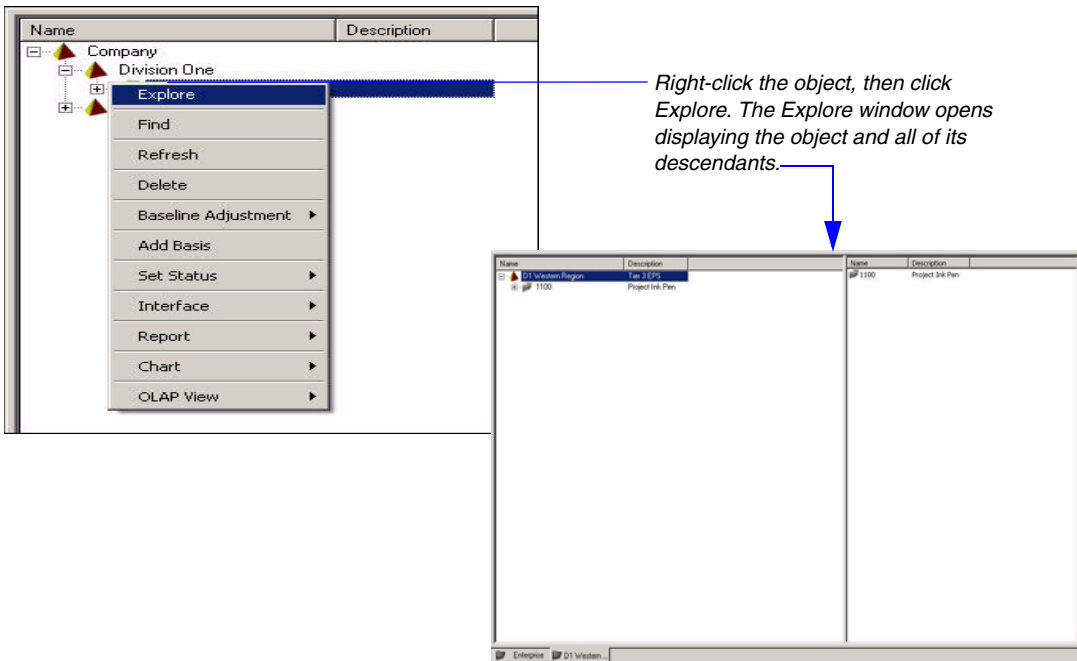
- 1 Open the project or spreadsheet you want to import.
- 2 In the Interface Mapping window, select File > Open Mapping. The mapping lines contained in the template is drawn automatically.

Explore Window

You can use the Explore function to open any Project Structure, Organization Structure, or Rate Structure object and its descendants in its own window.

To Use the Explore Window Right-click the object you want to open in a new window, then select Explore.

The Explore window displays the selected object and all descendants of that object.



Working with Browsers

In this chapter:

Source Browser

Preferences Browser

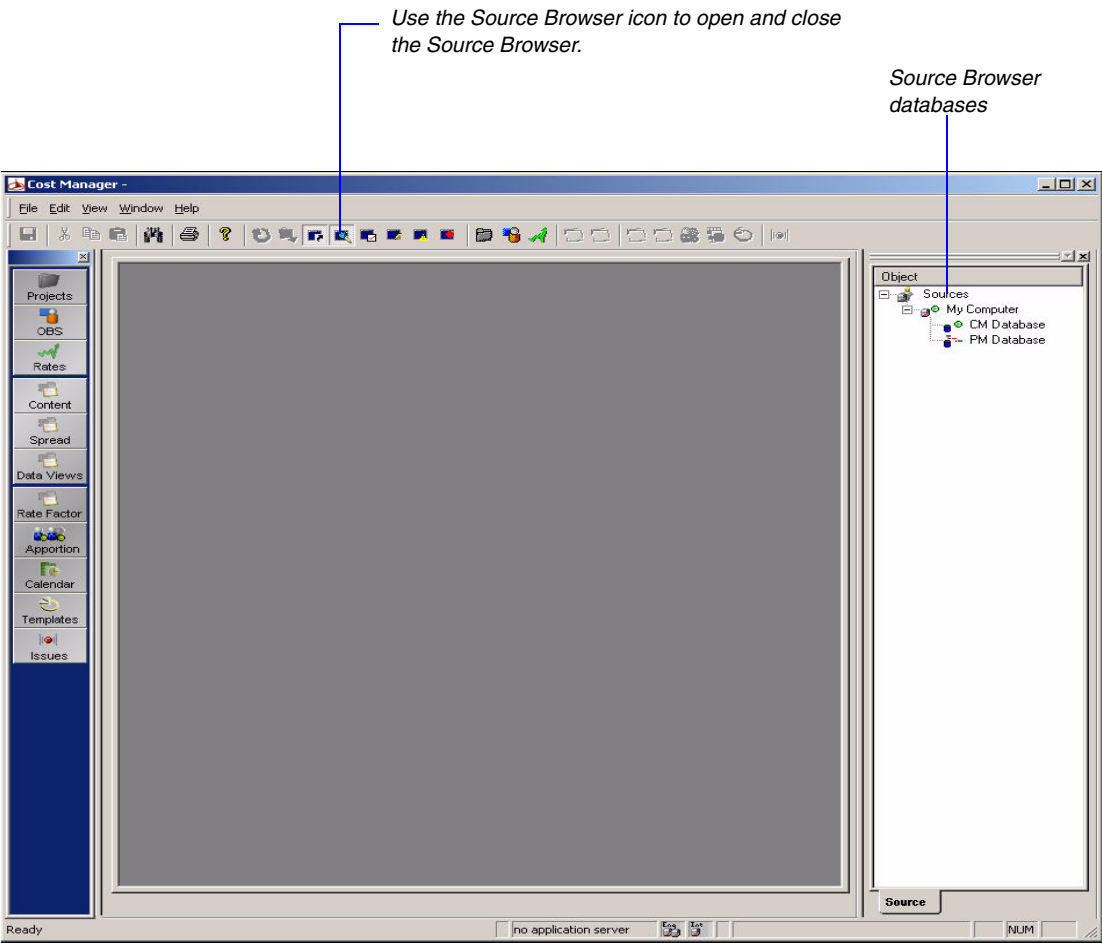
Attribute Browser

This chapter introduces you to Cost Manager browsers you can use to access databases, define preferences, and object attributes.

Source Browser

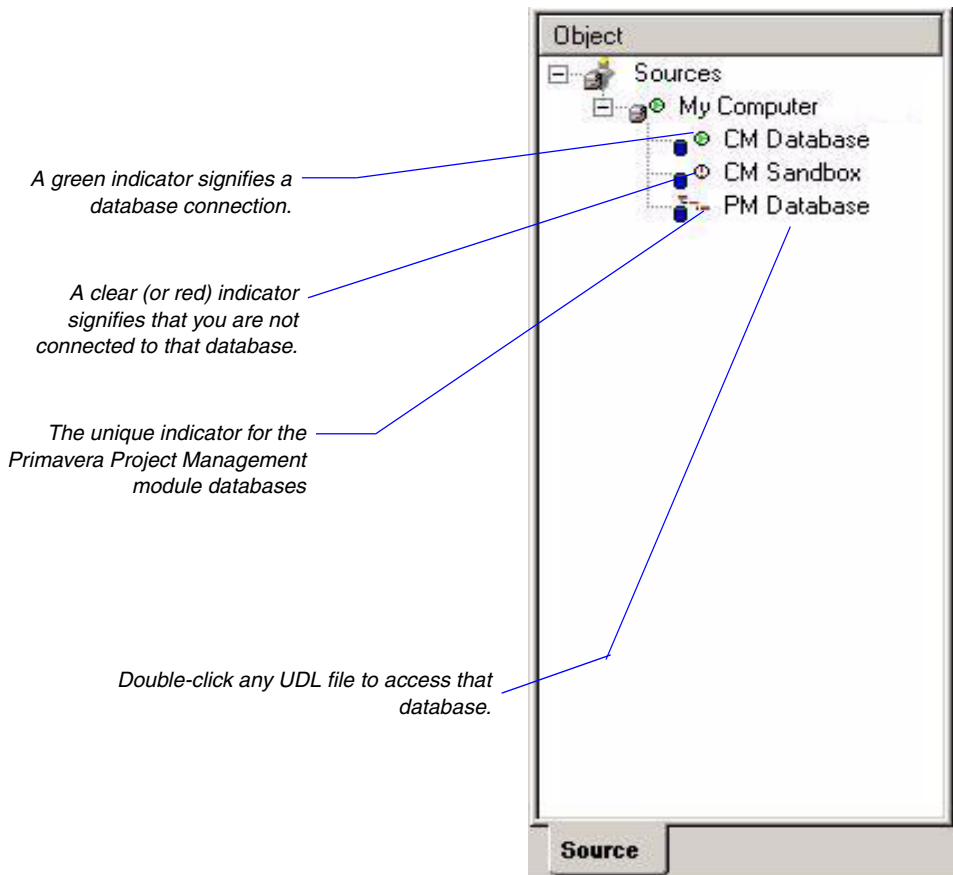
Refer to the *Cost Manager Administrator's Guide* for detailed instructions on setting up Microsoft Data Links.

The Source Browser enables you to browse the available databases that were set up utilizing Microsoft Data Links (UDLs). You can set Source Browser options in the Preferences Browser. The following image shows the Cost Manager default view with the Source Browser active.



The following are attributes of the Source Browser:

- Data sources are listed alphabetically.
- The Project Management module Data Link has a unique icon.
- Green indicator signifies a data connection (as shown in the following figure).
- Red or blue indicator signifies no connection (as shown in the following figure).

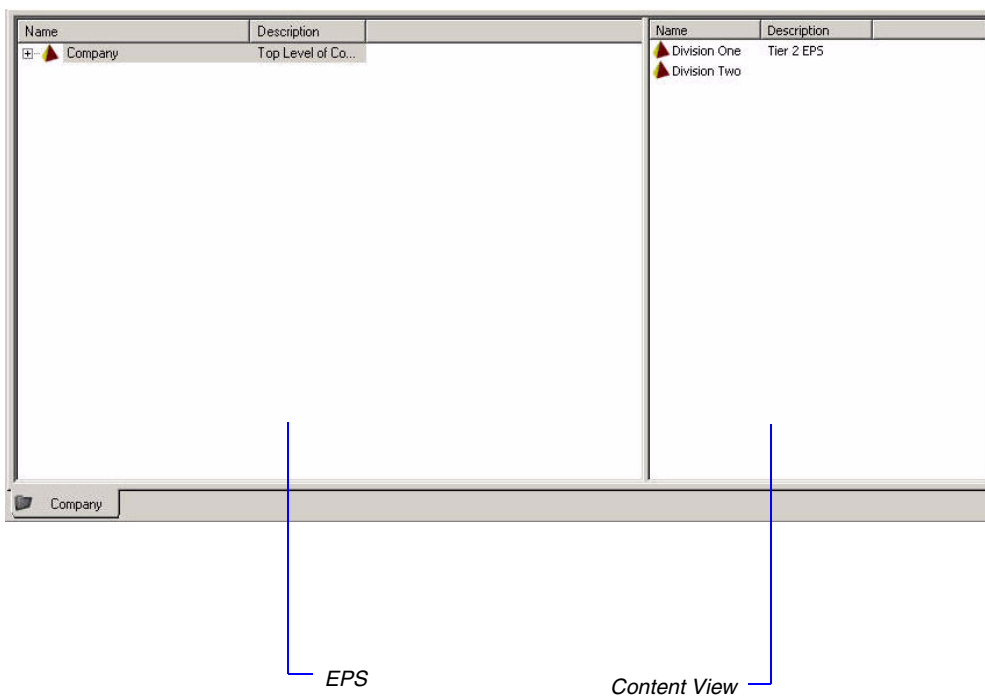


Accessing a Database Using the Source Browser You can use the Source Browser to access Cost Manager databases. You can also access the Primavera Project Management module databases to import the Primavera Project Management module project data.

To Access a Database via the Source Browser Double-click the appropriate UDL file name.

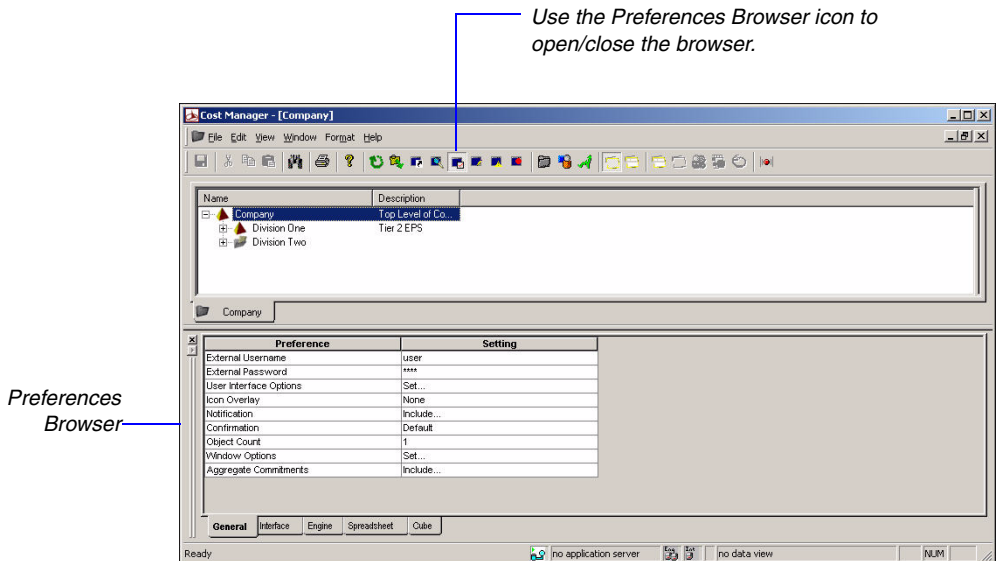
While the database opens, the icon next to the file name changes from green to a light blue pipeline, which indicates that the pipeline is open between the database and Cost Manager.

When the database is opened, Cost Manager automatically displays the Enterprise Project Structure (EPS), associated Content View, and the Shortcut Bar (as shown in the following figure). The Source Browser automatically closes.



Preferences Browser

The Preferences Browser contains individual settings which control how Cost Manager functions and generates data. Settings maintained in this browser are user specific and are saved to your computer.



General Tab Use the General tab to select general Cost Manager options. The following table describes each field in the tab:

Field	Description
External Username	Cost Manager Username
External Password	Cost Manager Password.
User Interface Options	Show or hide various objects and provides the ability to load code information from the Primavera Project Management module.
Icon Overlay	Select Threshold Issues to show that a threshold has been broken.
Notification	Set to notify user when an operation is complete and set to show warning messages.
Confirmation	Select Default to show a confirmation message upon delete action. Select Reconfirm to show reconfirmation message upon delete action.
Object Count	Enter a value from 1 to 10. You can add up to 10 structure objects at once through the Add command on Context menus.
Window Options	Set screen location and automatic launching of windows.
Aggregate Commitments	Set to combine commitment cost to actual cost during export to wInsight.

Interface Tab Use the Interface tab to select various interface and import options. The following table describes each field in the tab:

Field	Description
Import Action	Set to Apply Rates or Summarize Cost during import of actual cost data.
Structure Protection	Set to allow additions and deletions of Project Structure objects.
Default EV Techniques	Set the default EV Technique type to use when no value is found during import.
Interface Options	Select options to include the Primavera Project Management module project name as part of the WBS, consolidate activities, suppress log messages and progress updates, include baselines, milestones and use source data from the Primavera Project Management module when importing data. This setting also overrides the name created in the Project Management module and replaces it with the name created in Cost Manager.
Reconciliation	Select Clean to import clean data only (no errors in file). Select Abort to abort the import process entirely if errors are found.
Process Priority	Set priority of Cost Manager processing in the Windows Task Manager's Process tab.

Field	Description
Status Period	Select Schedule to use the Schedule Date in the schedule file to indicate the status period. Select Override to override the Schedule Date and use the Status Date for the status period.
Status Date	Set the Status Date for defining the status period when using Override in the Status Period preference and accurately calculate Level of Effort Tasks.
Copy Basis	Select the data types that may be copied from one Basis to another.
Initial EPS Level	Set the desired level to view the EPS structure in the scheduling tool.
Interface Host	Set the interface host as either Local or Remote.
Scaling Factor	Set the WBS level to which you want to include in the wInsight reports.
Export Options	Select Concatenate Codes to connect the parent activity code name along with the child activity code name for export to wInsight. An example of this feature is a parent activity code called Department. The available Departments are Engineering and Design. Selecting this option shows data in wInsight as Department > Engineering and Design.
Winsight Date Format	Select one of eight date formats that you wish to display in wInsight.

Engine Tab Use the Engine tab to select engine options. The following table describes each field in the tab.

Field	Description
Engine Options	Select automatic summarization functions to perform whenever you apply rates.
EV Support	Not currently enabled.
Engine Host	Set the engine host as either Local or Remote.

Spreadsheet Tab Use the Spreadsheet tab to select data, font, and color options for spreadsheets. The following table describes each field in the tab.

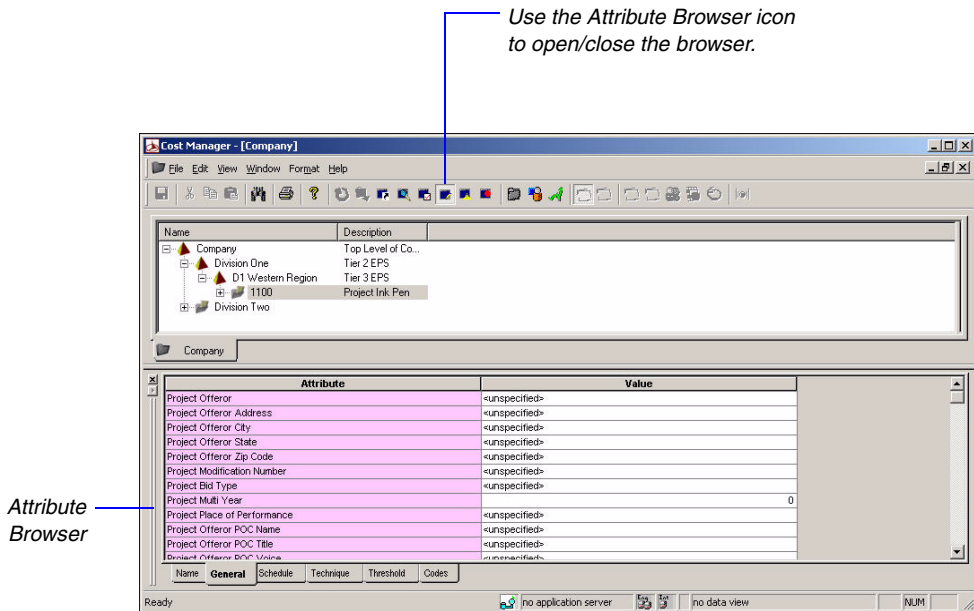
Field	Description
Load Data	Define the data types displayed in the spreadsheet portion of a user-customized Data View.
Cost Burdens	Select various direct (Prime Data) and indirect cost elements to display in the spreadsheet portion of a user-customized Data View.
Use Cell Styles	Select this option to use the spreadsheet cell style preference settings you define in this tab.
The remaining fields in the Spreadsheet tab enables you to select individual colors and alter fonts to help distinguish between types of data displayed in a Data View.	

Cube Tab The Cube tab enables you to set View (Cube) preferences. The following table contains descriptions for each field in the tab.

Field	Description
Cube Options	Setting controls the types of viewable data in the OLAP View (Cube). If selected, the Basis Dimension presents each basis within the OLAP View as opposed to having each basis as a selectable menu option in the Facts menu located within this view. Select options to display various descriptions and layout views, called Flat Style, in the OLAP View (Cube).
Cube Start	Set start date for range of data displayed in OLAP View (Cube).
Cube Finish	Set finish date for range of data displayed in OLAP View (Cube).

Attribute Browser

The Attribute Browser, shown below, displays object attributes such as schedules, thresholds, codes, and other general information. Use the Attribute Browser to add and edit the attributes of any Project Structure, Organization Structure, Rate Structure, Basis, Task, Resource, Overhead, or Burden object. Some attribute data is included in reports. You can also customize reports to include attribute data.



Defining Object Attributes The Attribute Browser contains several tabs in which you can enter or select object attributes.

To Define Attributes for an Object

- 1 Select the desired object.
- 2 Enter or select information in Attribute Browser tabs. Each tab is detailed in the following sections.

Name Tab Use the Name tab to define a name and description for the selected structure object.

General Tab Use the General tab to define general object attributes. The tab displays different fields depending on the type of selected object. When defining attributes for an Organization Structure object, you can enter an Organization Manager and up to ten user-defined attributes. You can also enter up to ten user-defined attributes for a Basis, Resource, Overhead, or Burden object.

The following table describes the fields contained in the General tab for a project object in the Project Structure window:

Project Structure Window Project Object

Field	Description
Project Offeror	(Gov't Contract Reference) Enter Project Offeror name.
Project Offeror Address	(Gov't Contract Reference) Enter Project Offeror Address.
Project Offeror City	(Gov't Contract Reference) Enter Project Offeror City.
Project Offeror State	(Gov't Contract Reference) Enter Project Offeror State.
Project Offeror Zip Code	(Gov't Contract Reference) Enter Project Offeror Zip Code.
Project Modification Number	(Gov't Contract Reference) Enter Project Modification Number.
Project Bid Type	(Gov't Contract Reference) Enter Project Bid Type.
Project Multi Year	(Gov't Contract Reference) Enter Project Multi Year.
Project Place of Performance	(Gov't Contract Reference) Enter Project Place of Performance.
Project Offeror POC Name	(Gov't Contract Reference) Enter Project Offeror POC Name.
Project Offeror POC Title	(Gov't Contract Reference) Enter Project Offeror POC Title.
Project Offeror POC Voice	(Gov't Contract Reference) Enter Project Offeror POC Voice.
Project Offeror Contract Manager Name	(Gov't Contract Reference) Enter Project Offeror Contract Manager.
Project Offeror Program Manager Name	(Gov't Contract Reference) Enter Project Offeror Program Manager Name.
Project Offeror Responsible Manager Name	(Gov't Contract Reference) Enter Project Offeror Responsible Manager Name.

Project Structure Window Project Object

Field	Description
Project Proposal Number	(Gov't Contract Reference) Enter Project Proposal Number.
Project Accounting Code	Enter Project Accounting Code for custom reporting purposes.
Project User 1-10	User definable fields.

The following table describes the fields contained in the General tab for a task object in the Project Structure window.

Project Structure Window Task Object

Field	Description
Task WBS Dictionary	Enter WBS Dictionary reference or enter pathname to external document.
Task Department Responsible	Select Task Department Responsible.
Task Manager Responsible	Enter Task Manager Responsible reference or enter pathname to external document.
Task is Recurring	Enter to indicate if the task is recurring vs. non-recurring.
Task SOW	Enter Task SOW reference or enter pathname to external document.
Task CLIN	Enter Task CLIN (Contract Line Item Number) reference or enter pathname to external document.
Task CLIN Description	Enter Task CLIN (Contract Line Item Number) Description or enter pathname to external document.
Task CLIN Quantity	Enter CLIN (Contract Line Item Number) Quantity
Task User 1-10	User-definable fields.

To provide for ease of use of the General Tab, Cost Manager offers both color coding and tool tips of the fields within the tab. To use the tool tips functionality, simply hover the mouse cursor over an attribute for additional instructions regarding the purpose of the attribute. In the example below, the mouse is positioned over the “Project Offer Zip Code” attribute field, revealing the associated tool tip.

Attribute	Value
project Offeror	<unspecified>
project Offeror Address	<unspecified>
project Offeror City	<unspecified>
project Offeror State	<unspecified>
project Offeror Zip Code	<unspecified>
project Modification Number	<unspecified>
project Bid Type	The Zip Code of the sponsor
project Multi Year	0
project Place of Performance	<unspecified>
<div> <div>Name</div> <div>General</div> <div>Schedule</div> <div>Technique</div> <div>Threshold</div> <div>Codes</div> </div>	

Similarly, the attributes are color coded to provide for ease of understanding when filling in the associated information. For example, fields relating to the wInsight XML Export functionality are colored in light red:

Attribute	Value
winsight Export End	10/24/2006
winsight Export Cutoff	10/24/2006
winsight Export Level Option	<unspecified>
winsight Export WBS Level	0
winsight Export By EOC	<unspecified>
winsight Export Roll-Up OH	<unspecified>
winsight Export Roll-Up G&A	<unspecified>
winsight Export Roll-Up COM	<unspecified>
winsight Export Show Total OH	<unspecified>
<div> <div>Name</div> <div>General</div> <div>Schedule</div> <div>Technique</div> <div>Threshold</div> <div>Codes</div> </div>	

The other color-coded attributes are:

- **Pink** — Project Structure specific Attributes used for Government Reports
- **Cyan** — User Attributes
- **Yellow** — Attributes that link to the Schedule
- **Green** — Government Report Attributes
- **Gray** — Status Date
- **Light Red** — Attributes used to link to wInsight XML export

Schedule Tab Use the Schedule tab to enter start and finish dates for the selected task object in the Project Structure. These attributes are only applicable to Project Structure task objects.

For information about setting schedules, see [“To Create the Baseline Budget”](#) on page 178 and [“To Set the Schedule and Baseline Costs for Resources”](#) on page 180.

Technique Tab Use the Technique tab to select the Earned Value (EV) Technique for the selected task object in the Project Structure. You can select from Percent/Units Complete, Level of Effort, or a standard or custom discrete EV technique ratio. These attributes are only applicable to Project Structure task objects.

For information about setting EV techniques and calculating EV, see [“Using Earned Value Techniques”](#) on page 184.

Threshold Tab Use the Thresholds tab to enter thresholds for accounting, cost, and schedule variances, budgets, cost and schedule performance index, and more. The values in these fields are user-defined between 0-XXXXX. The attributes contained in the Threshold tab are only applicable to the task object selected in the Project Structure and user-defined thresholds.

For information about setting thresholds and analyzing threshold issues, see the chapter [“Managing Thresholds and Issues”](#) on page 289.

Codes Tab The Codes tab displays imported activity code structures from the Primavera Project Management module. For information about values of imported codes from Primavera Project Manager, see the sections, Defining and Assigning Resource Codes and Values, Establishing Project Codes, and Establishing Activity Codes in the Primavera® P6™ Project Management Reference Manual.

In Cost Manager, you can define your own code structures. See the chapter [“Managing Projects, Resources, and Activities in Code Groups”](#) on page 315.

Working with Views

In this chapter:

[Content View](#)

[Spread View](#)

[Data Views Window](#)

[Calendar View](#)

[Rate Factor View](#)

[Templates View](#)

[OLAP View \(Cube\)](#)

This chapter introduces you to Cost Manager views.

Content View

The Content View (shown in the right pane) lists the contents of the selected Project, Organization, or Rate Structure object (shown in the left pane).



To open the Content View:

Select View > Content, or click the appropriate Toolbar icon or Shortcut Bar button.

The Content View is automatically launched when you open the Project Structure, Organization Structure, or Rate Structure windows.

Structure object selected

*Selected structure object's
Content View*

Name	Description	Name	Description
 D1 Western Region	Tier 3 EPS	 1100	Project Ink Pen

To Use the Content View.

Select a Project, Organization, or Rate Structure object to view its contents in the Content View.

- When the Rate Structure is displayed, use the Content View to copy Rate Tables.
- When the Organization structure is displayed, use the Content View to reorganize organizations.
- When the Project Structure is displayed, use the Content View to copy Bases.
- Perform drag-and-drop operations using the Content View.

Spread View

The Spread View (shown in the right pane) displays period data for Project, Organization, and Rate Structure objects. The displayed period data columns are determined by user-customized Data Views.

To Open the Spread View Select View > Spread, or click the appropriate Toolbar icon or Shortcut Bar button.

The Spread View is automatically launched when you open a user-defined Data View.

Select Structure object.

... to view the period spreadsheet data.

Name	Description	2006 Period 3	2006 Period 4	2006 Period 5	2006 Per
Company	Top Level of Company Structure	137,104.72	117,127.71	69,256.25	3
Division One	Tier 2 EPS	137,104.72	117,127.71	69,256.25	3
Western Region	Tier 3 EPS	137,104.72	117,127.71	69,256.25	3
1100	Project Ink Pen	137,104.72	117,127.71	69,256.25	3
Actuals	Actual Cost	0.00	0.00	0.00	
Baseline	Baseline 010106	137,104.72	117,127.71	69,256.25	3
1100	Project Ink Pen - Baseline	137,104.72	117,127.71	69,256.25	3
1	Design Prototype	4,026.58	3,501.38	175.07	
1.CA1.A1000	Design Specifications (materials,	0.00	0.00	0.00	
1.CA1.A1010	Design Drawings	4,026.58	3,501.38	175.07	
2	Manufacture Prototype	107,476.89	91,364.38	40,760.73	
2.CA1.A1100	Configuration Requirements	0.00	0.00	0.00	
2.CA1.A1110	Panel	16,052.34	11,864.78	0.00	
2.CA1.A1120	Cap	10,396.16	9,040.14	1,808.03	
2.CA1.A1130	Clip	16,052.34	13,958.56	3,489.64	
2.CA1.A1140	Base	16,052.34	13,958.56	5,583.42	
2.CA1.A1150	Retractable Mechanism	16,052.34	13,958.56	7,677.21	
2.CA1.A1160	Ink Cartridge	16,052.34	13,958.56	9,770.99	
2.CA1.A1170	Ball Tip	16,819.01	14,625.23	12,431.44	
3	Assemble Prototype	0.00	0.00	2,719.20	
4	Project Oversight	25,601.25	22,261.95	25,601.25	2
Forecast	Forecast 010106	0.00	0.00	0.00	
		0.00	0.00	0.00	

To Use the Spread View.

- 1 Create a Data View containing the desired period data. See “To Create a Data View of Rates” on page 113.
- 2 In the Project, Organization, or Rate Structure window, right click the Structure object and select View > Spread. The Spread View displays the period data you specified in the Data Views window.

Data Views Window

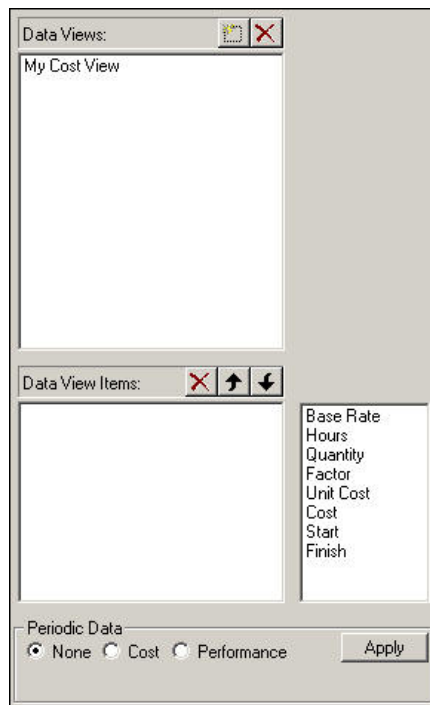
Use the Data Views window to create customized Data Views for viewing and modifying resource rate information and project data. See [“Creating Data Views for Resources and Overheads”](#) on page 111.

When you create a Data View, the selected Data View Items are displayed in the active window.

Adding periodic data to a Data View allows you to view period data as a spreadsheet in the Spread View.

To Open a Data View From the Project Structure or Rate Structure:

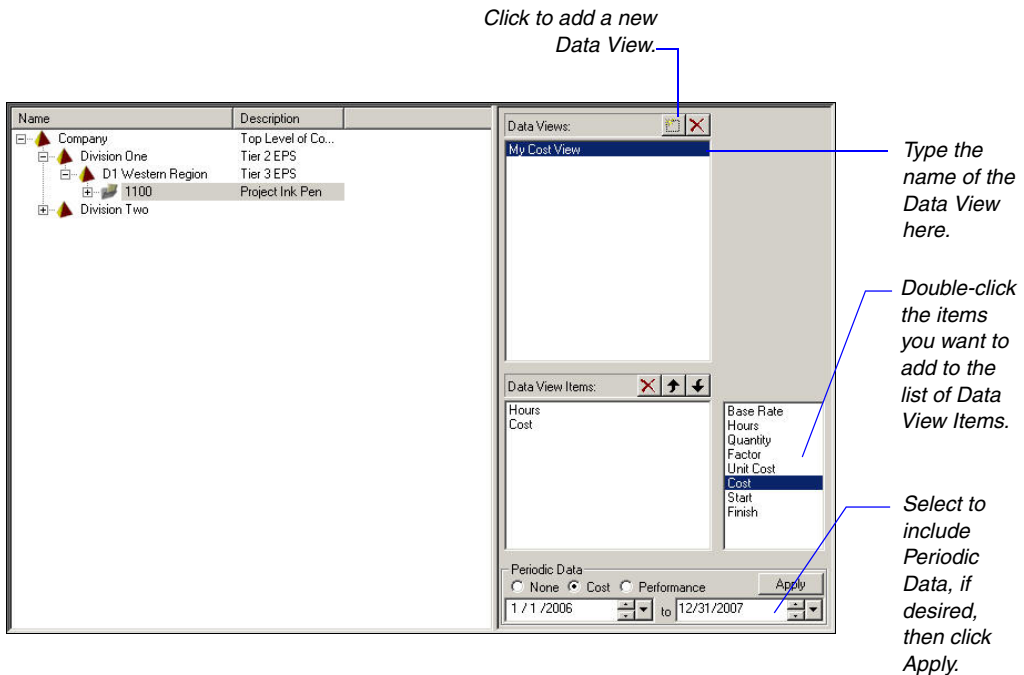
Click the Data View icon in the Toolbar or the Data View button in the Shortcut Bar.



To Create a Data View in the Project Structure Window

Complete the following steps to create a Data View for viewing and modifying project data in the Project Structure window.

- 1 Select View > Project Structure, to open the Project Structure window.
- 2 Expand the EPS and select the Detail Project where the new Data View is to be stored.
- 3 Open the Data Views window via the View Menu, Toolbar icon, or Shortcut Bar button. It is displayed in the right pane.



- 4 Click the Add New button at the top right corner of the Data Views window.

A new text box is added to the Data Views list box.

- 5 In the text box, type a name for the Data View and press the Enter key on the keyboard.

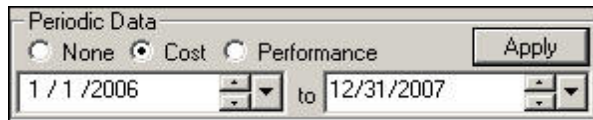
When you hit Enter, all Data Views are sorted alphabetically.

- 6 Select the new Data View in the list box.
- 7 Double-click a desired item from the list of Data View Items.

The item is added to the Data View Items list box. Add additional items if desired. When you are done adding items, use the arrows to order the items. These items are added as columns to the left portion of the new Data View. Refer to the table at the end of this section for a summary of each item.

- 8 To add Period Columns to view or modify period project resource estimate values and to view summarized project hours, select Cost in the Periodic Data section. To add Period Columns to view or modify period project status values, select Performance in the Periodic Data section.

Calendar controls appear at the bottom of the Data Views window.



- 9 Alter the “from” and “to” dates to reflect a date range that correlates with a desired project date range.
- 10 Click Apply.

Period columns are added to the Data View that correlate with the date range you specified.



The Fiscal Calendar needs to be defined prior to selecting dates.

The following table describes each Data View Item:

Item	Description
Base Rate	Column for entry of resource base rates.
Hours	Column for entry/storage of labor resource total period of performance hours estimated against a task. Cost Manager's spread curve functionality uses values in the Hours Column to time phase data (when time phasing of resource data is done directly in Cost Manager and not through data import).
Quantity	Column for entry of total amount of units to be estimated for a specific unit-unit cost estimate of a nonlabor resource. Used in conjunction with the Unit Cost column.
Factor	Column for entry of a percentage factor to apply against resource units estimated, to alter original estimated amount.
Unit Cost	Column for entry of unit cost to apply for units entered into the Quantity column for a specific unit-unit cost estimate of a nonlabor resource.
Cost	Column for entry/storage of nonlabor resource total period of performance estimated currency units against a task. Cost Manager's spread curve application functionality uses values in the Cost Column to time phase data (when time phasing of resource data is done directly in Cost Manager and not through data import).
Start	Column for entry/storage of task Start Date.
Finish	Column for entry/storage of task Finish Date.

Calendar View

Refer to the [Managing Rates and Costs](#) chapter for detailed information on configuring calendars.

The Calendar View enables you to define an enterprise fiscal calendar with rolling wave period-end dates, available hours, and holidays.

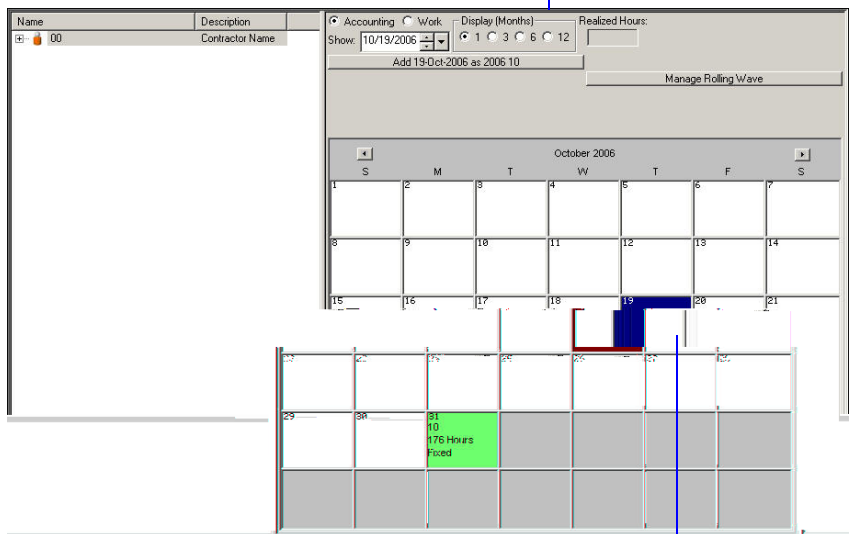
To Open the Calendar View The Calendar View can only be opened in the Organization Structure window:

- 1 In the Organization Structure window, select the top-level organization.
- 2 In the Shortcut Bar, click the Calendar button.

The Calendar is displayed in the right pane of the OBS window. By default, the Calendar displays a one-month Accounting Calendar with the current day selected.

You can change the Calendar to display a 1-Month, 3-Month, 6-Month, or 12-Month Accounting or Work Calendar under Display (Months).

You can change the Calendar's timescale.



The current date is highlighted when you open the Calendar

To Use the Calendar Use the Calendar to establish monthly, quarterly, and yearly fiscal period-end dates. Use the Calendar's Rolling Wave functionality to track smaller weekly or daily time periods for current project reporting. You can also define available hours and holidays in the Work Calendar if Cost Manager spread curves are applied to time-phase project resource assignments. Setting up period-end dates is the minimum requirement for defining the Calendar when all project resource assignment time- phasing are imported from an outside source.

The following are tips for using the Calendar:

- Change the selected date in the Show field or use the arrow controls located on the first month of the display to scroll to the desired date.
- To create a Period End date, select a date and click Add [selected date] as [sequential period].
- To remove a Period End date, select the Period End date and click Remove [selected Period End date].
- Manage rolling wave periods on the Accounting Calendar. Click Manage Rolling Wave to toggle rolling wave options.

Select the desired date.

Click to add/remove Period End dates.

Click to make Rolling Wave options available.

Scroll to the desired date.

12 month Calendar View



Establishing rolling wave periods in the Accounting Calendar divides project data into rolling wave periods for tracking and reporting. After establishing rolling wave periods, you must launch the Summarize Cost and Summarize Performance commands.

To Manage Rolling Wave Periods Use the following instructions to create and remove daily and weekly rolling wave periods in the Accounting Calendar. To view the Accounting Calendar, select the Accounting option in the top left corner of the Calendar View.

- To make weekly rolling wave periods, select the desired date on the Calendar. click the appropriate Weekly from [date] in FY [year] button. The weekly periods follow from the date selected.

*Rolling Wave Calendar
is set up weekly.*

The screenshot displays the Primavera Accounting Calendar interface. On the left, a tree view shows project hierarchy with '00' as the root, and sub-items '10 ENGINEERING', '20 ADMINISTRATI...', '30 INFORMATION ...', '40 BUSINESS DEV...', '50 QA', and '60 PROCUREMENT'. The main area shows the 'Accounting' tab selected, with a date range of '10/19/2006' to '12/12/2006'. The calendar view shows three months: October, November, and December 2006. A weekly rolling wave period is highlighted in blue, starting from October 19, 2006, and ending on October 25, 2006. The calendar also shows other dates and days of the week.

- **To remove weekly rolling wave periods**, select a rolling wave period date on the Calendar. Click the appropriate Delete [Past/Future] Weekly button.
- **To make daily rolling wave periods**, select the desired date on the Calendar. Click the appropriate Daily from [date] in FY [year] button. The daily periods follow the date selected.
- **To remove daily rolling wave periods**, select a rolling wave period date on the Calendar. Click the appropriate Delete [Past/Future] Daily button.

To Manage Available Hours Use the following instructions to manage available hours (including holidays, non-work days, and exceptions) on the Work Calendar. To view the Work Calendar, select the Work option in the top left corner of the Calendar View.



Available hours and holidays do not have to be defined in Cost Manager if time-phased data is imported from the Primavera Project Management module. Cost Manager only uses available hours and holiday information as the Basis for the calculation of Cost Manager applied spread curves.

- **To make a certain day of the week a non-work day**, select any date on which that day occurs (for example, to make Friday a non-work day, select any Friday). Click the Make [day of the week] a non-work day button.

Select the day of the week, then click Make [day of the week] a non-work day.

- **To make a non-work day a work day**, select any date on which that day occurs (for example, to make Saturday a work day, select any Saturday). Click the Make [day of the week] a work day button.

- **To change the available hours on a certain day of the week,** select any date on which that day occurs (for example, to change the available hours on Friday, select any Friday). Select the amount of available hours in the Hours field.

Select the day of the week, then select the available hours.

Accounting: ☒ Work ☐ Display (Months) Event: Friday

Show: 10/13/2006 Hours: 8

Make Friday a non-work day

Make 1/6/2006 a work exception

Make 1/6/2006 a non-work exception

January 2006							February 2006							March 2006						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
22	23	24	25	26	27	28	29	30	31					1	2	3	4	5	6	7
8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31																		

- **To make a certain date a holiday, or non-work exception,** select the desired date and click the Make [date] a non-work exception button. In the Event field, type the name of the non-work exception (for example, New Year's Day).

Select the specific date, then click Make [date] a non-work exception.

Accounting: ☒ Work ☐ Display (Months) Event: Tuesday

Show: 10/20/2006 Hours: 8

Make Tuesday a non-work day

Make 7/4/2006 a work exception

Make 7/4/2006 a non-work exception

July 2006						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- **To remove a non-work exception,** select the non-work exception date and click the Remove the [date] exception button.
- **To make a specific date a work exception,** select the desired date and click the Make [date] a work exception button. With the date selected on the Calendar, select the number of available hours in the Hours field. Type the name of the work exception in the Event field.
- **To remove a work exception,** select the work exception date and click the Remove the [date] exception button.



Fiscal year Period End dates spanning the range of dates for all project period-of-performance dates must be defined prior to importing project schedules, organizations, or resource time-phasing from Primavera products.

Rate Factor View

Refer to the [Setting Escalation and De-escalation](#) section in the [Managing Rates and Costs](#) chapter for more information on using the Rate Factor View.

The Rate Factor View enables you to define specific escalation or de-escalation factors for application against resource and burden base rate values. See [“Managing Rates and Costs”](#) on page 91.

To Launch the Rate Factor View The Rate Factor View can only be opened in the Rate Structure window.

- To open the Rate Structure window: select View > Rate Structure.
- To open the Rate Factor View: select View > Rate Factor View > or click the related Toolbar icon or Shortcut Bar button.

3 Shift-click or Ctrl-click to select the desired objects.

4 Click Apply.

1. Select the applicable Element Type.

2 Enter data in the provided table.

Apply	From	To	Factor	Comp.	Incr.	Eff.	Period	Start	Finish
	1 / 1 / 2006	12/31/2006	3.50%	<input type="checkbox"/>	0	3.50%	0.00%	2006 01	2006 12
Add Row	1 / 1 / 2007	12/31/2007	3.50%	<input checked="" type="checkbox"/>	0	7.12%	0.00%	2007 01	2007 12

Templates View

Refer to the [Creating Burden Templates](#) section in the [Managing Rates and Costs](#) chapter for information on using the Templates View to create Burden Templates.

Use the Templates View to define specific indirect rate application algorithms for each overhead object in the database. Templates are unique to each Rate Table and only apply to the resources in the Element Type in which the overhead object is located. See [“Creating Burden Templates”](#) on page 136.

To Launch the Templates View The Templates View can only be opened in the Rate Structure window.

- To open the Rate Structure window, select View > Rate Structure.
- To open the Templates View select View > Template View > or select the corresponding Toolbar icon or Shortcut Bar button.

Name	Description	Level	Burden	Type	Application
Root	Enterprise Root	Level 2	00LOH (Gen Labor Over...	simple	applied at level 1
Labor	Direct Labor	Level 3	GenAdmin (General & Ad...	compound	applied at level 2
Material	Materials	Level 4	COM1 (Cost of Money)	simple	applied at level 1
Subs	Sub Contracts	Level 5	Fee10 (Fee at 10%)	compound	applied at level 4
Other	Other	Level 6			
Travel	Travel	Level 7			
Labor-OT	Labor Overtime	Level 8			
Craft	Craft	Level 9			
GenAdmin		Level 10			
Fee		Level 11			
COM	Cost of Money	Level 12			
Contract A Rates	Contract A Rates	Level 13			
Labor	Direct Labor	Level 14			
AD1	Administrator	Level 15			
BA1	Business Analyst...	Level 16			
DS1	Designer L1				
ME1	Mechanical Engi...				
SC1	Scheduler L1				
TE1	Technician L1				
TS1	Technical Supp...				
00LOH	Gen Labor Over...				
40LOH	Bus Dev OH & T...				
Material	Materials				
Subs	Sub Contracts				
Other	Other				
Travel	Travel				
Labor-OT	Labor Overtime				

OLAP View (Cube)

Refer to the [Using the OLAP View](#) chapter for detailed information on the OLAP View.

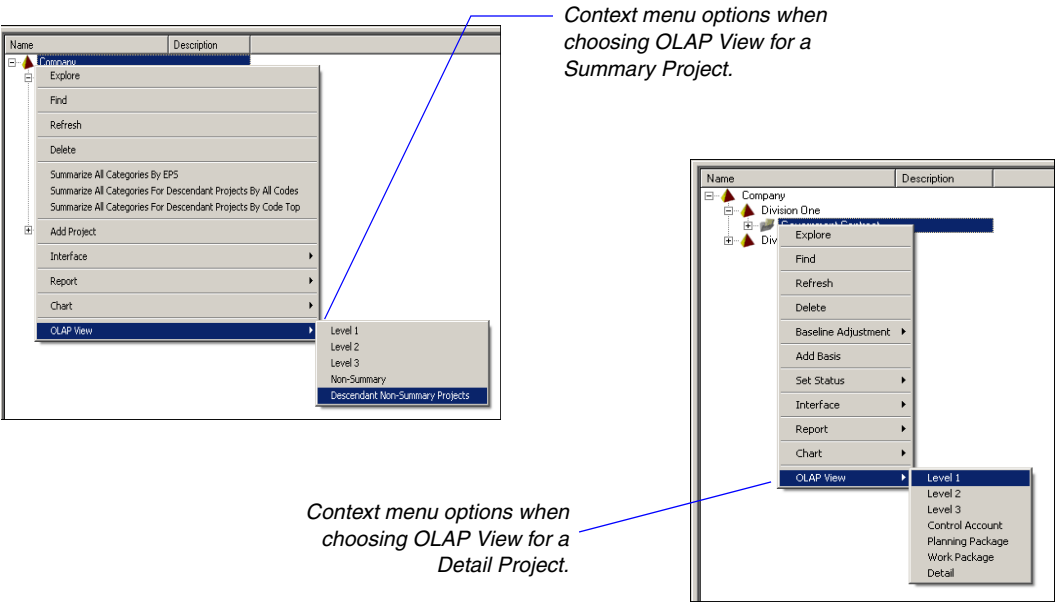
The OLAP View displays sorted summary, detailed, enterprise, and project data you can use to analyze and review data. You can define OLAP View data and display options in the Cube and Engine tabs of the Preferences Browser.

90 Facts ▾ Department ▾ Manager ▾ Organization ▾			▽ Basis ▾ Fiscal Year ▾ Fiscal Period ▾											
			- Base - 2006											
			2		3		4		5		6		7	
» Task ▾ Category ▾ Resource ▾			Hours	GT	Hours	GT	Hours	GT	Hours	GT	Hours	GT	Hours	GT
- 1.CA1.A1000 Design Specifications (materials, dimensions/tolerances, ink color/type)	- Labor	ME1	360.00	64,042.87										
- 1.CA1.A1010 Design Drawings	- Labor	DS1	85.00	7,269.82	97.75	8,360.30	85.00	7,269.82	4.25	363.49				
	- Other	PRT	0.00	2,165.63	0.00	2,490.47	0.00	2,165.63	0.00	108.28				
- 2.CA1.A1100 Configuration Requirements	- Labor	ME1	152.00	27,040.32										
		TS1	152.00	14,560.17										
- 2.CA1.A1110 Barrel	- Labor	ME1	160.00	28,463.50	184.00	32,733.02	136.00	24,193.97						
		TE1	160.00	13,684.37	184.00	15,737.03	136.00	11,631.72						
- 2.CA1.A1120 Cap	- Labor	ME1	77.72	13,825.60	119.17	21,199.25	103.62	18,434.13	20.72	3,686.83				
		TE1	77.72	6,646.92	119.17	10,191.95	103.62	8,862.56	20.72	1,772.51				
- 2.CA1.A1130 Clip	- Labor	ME1	96.00	17,078.10	184.00	32,733.02	160.00	28,463.50	40.00	7,115.87				
		TE1	96.00	8,210.62	184.00	15,737.03	160.00	13,684.37	40.00	3,421.09				
- 2.CA1.A1140 Base	- Labor	ME1	72.00	12,808.57	184.00	32,733.02	160.00	28,463.50	64.00	11,385.40				
		TE1	72.00	6,157.97	184.00	15,737.03	160.00	13,684.37	64.00	5,473.75				
- 2.CA1.A1150 Retractable Mechanism	- Labor	ME1	48.00	8,539.05	184.00	32,733.02	160.00	28,463.50	88.00	15,654.92				
		TE1	48.00	4,105.31	184.00	15,737.03	160.00	13,684.37	88.00	7,526.41				
- 2.CA1.A1160 Ink Cartridge	- Labor	ME1	24.00	4,269.52	184.00	32,733.02	160.00	28,463.50	112.00	19,924.45				
		TE1	24.00	2,052.66	184.00	15,737.03	160.00	13,684.37	112.00	9,579.06				
- 2.CA1.A1170 Ball Tip	- Labor	ME1			184.00	32,733.02	160.00	28,463.50	136.00	24,193.97				
		TE1			184.00	15,737.03	160.00	13,684.37	136.00	11,631.72				
	- Other	PRT			0.00	1,518.00	0.00	1,320.00	0.00	1,122.00				
- 3.CA1.A1180 Qualification Test	- Labor	DS1							48.00	4,105.31	176.00	15,052.81	56.00	
		TE1							48.00	4,105.31	176.00	15,052.81	56.00	
- 3.CA1.A1190 Mechanism Test	- Labor	ME1											112.00	
		TE1											112.00	

To Open the OLAP View You can launch the OLAP View from either the Summary Project level (for enterprise data) or the Detail Project level (for project-specific data) of the Project Structure. In the Project Structure, right-click the appropriate Summary Project or Detail Project, then select OLAP View and select a summary level.



The summary level options differ for the Summary Project and Detail Project levels.



Refer to the [Preferences Browser](#) section in the [Working with Browsers](#) chapter for detailed descriptions of each field in the Cube tab.

For information about customizing preferences and saving an OLAP View as a Microsoft® Excel® spreadsheet, see [“Using the OLAP View”](#) on page 339.

Creating and Importing Data

In this part:

Managing Your Organizational Structure

Managing Rates and Costs

Managing Work and Progress

Importing Project Data

***P*art 2** describes how to create, import, and structure enterprise and project data.

Read [Managing Your Organizational Structure](#) for information about creating an Organizational Breakdown Structure (OBS) to assign resources to organizations and defining organizational calendars for fiscal periods and the OBS.

Read [Managing Rates and Costs](#) for information about creating rate structures to establish resource costs.

Read [Managing Work and Progress](#) for information about creating the Enterprise Project Structure and develop the project WBS.

Read [Importing Project Data](#) for information about importing multiple data types from applications, including Primavera Project Management and wInsight, to Cost Manager using native import capabilities, XML, or Microsoft® Excel® files.

Managing Your Organizational Structure

In this chapter:

Enterprise View of Your Organization

Creating Your Enterprise Organization

Defining Calendars for Your Organization

This chapter explains how to define your organization and your projects in Cost Manager

Enterprise View of Your Organization

Cost Manager provides an enterprise-wide view of project costs generated by your organization, work performed in completing projects, and purchases of goods and services required by your organization and projects to keep productivity moving. The following sections describe how to enter a representation of your organization in the Organization Breakdown Structure (OBS) for you to view and manage through the duration of your projects.

Along with the Rate structure and the Project Structure, you can use the OBS to monitor project data related to the budget, actual costs, performance values, and estimates for the completion of work.

You can enter enterprise data manually or, in most cases, import data directly into Cost Manager from other systems, spanning multiple types of platforms.



The configuration of organizations on the Organization Structure and resources on the Rate Structure contingent upon the way your company does business. Cost Manager enterprise data is specific to your environment. Before entering enterprise data, understand and document the basic financial practices used by your company's accounting system. Such practices may include resource coding, resource rates, and how the company applies indirect rates and other burdens to the direct cost.

Creating Your Enterprise Organization

The Cost Manager OBS represents the organizational matrix or functional layout of your company. In a standalone configuration of Cost Manager, you are required to manually define the OBS, Work Breakdown Structure (WBS) defined in the Cost Manager Project Structure, Rate Structure, and Calendars.

Used with Primavera Project Management, the OBS, Project Structure, Rate Structures, and Calendars can be imported into Cost Manager. (See the chapter, [“Importing Project Data”](#) on page 205). Organizational definitions and cost account fields are required to be the same in both applications.

The Organization Structure represents the Primary Alternate Structure other than the Work Breakdown Structure, which is inherited from the Primavera Project Management project WBS. You can also define the fiscal calendar at the root organization level.

Considerations for Creating the OBS

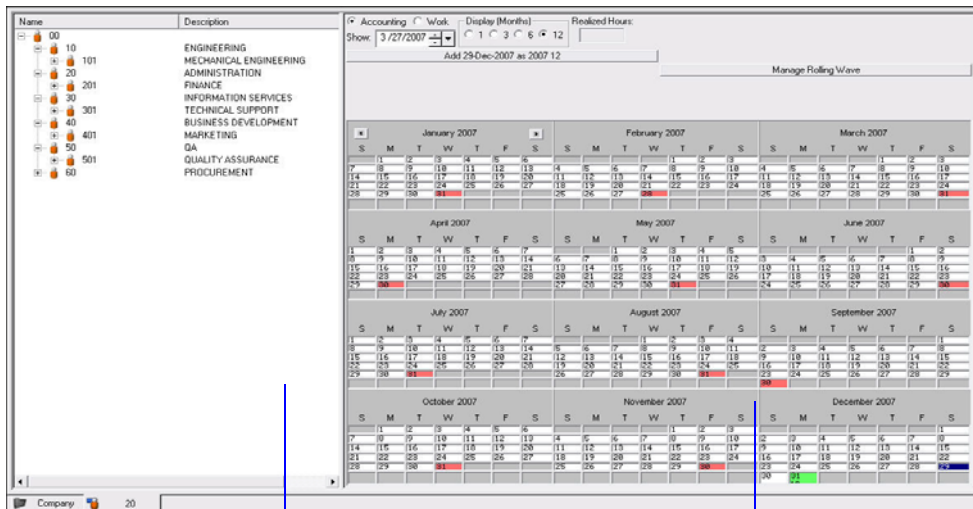
- If you plan to budget and track indirect costs separately and performing organizations have a bearing on what or how indirect costs are applied, then you should identify the performing organizations separately.
- If you do not plan to track indirect costs separately or the performing units do not have a bearing on what or how indirect costs are applied, then you should configure the OBS based on how you want project data reported.
- At least one OBS object is required for Cost Manager to perform properly.
- When creating the OBS, the Detail Organizations (lowest-level organizations containing no children) should represent the organizations where resources or expenses are budgeted and organizational and/or expense budgets are created.
- When naming an organization, use the coding conventions that represent the organization in the accounting system that tracks actual cost data.

To Configure the Organization Structure

- 1 Determine the organizational units performing the work for the enterprise projects.



The Fiscal Calendar is defined in conjunction with the OBS. It is strongly recommended that you begin defining the OBS first (before the Rate Structure) because you must define Fiscal Periods prior to establishing time-based escalation values in the Rate Structure. The OBS also contains Expense Categories for importing expenses from the Primavera Project Management module.



OBS

Fiscal Calendar

- 2 Select View > Organization Structure.
- 3 Add an Organization:
 - a) Right-click the Summary-level (parent) organization.
 - b) Select Add Organization.

4 Add a name and description for the organization:

- a) Press the F2 key on your keyboard.
- b) In the Name text box, enter the name of your organization.
- c) In the Description textboxes, enter the name of your organization.
- d) Press the Enter key on your keyboard to save your changes.

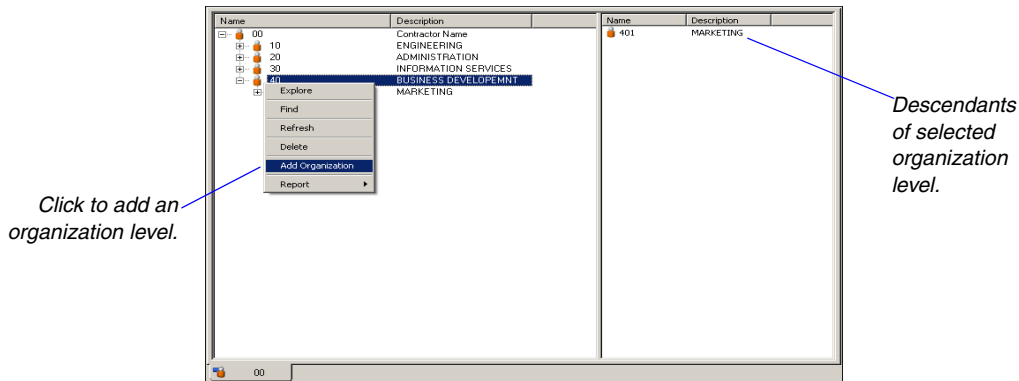
Name	Description
00	
10	ENGINEERING
101	MECHANICAL ENGINEERING
20	ADMINISTRATION
201	FINANCE
30	INFORMATION SERVICES
301	TECHNICAL SUPPORT
40	BUSINESS DEVELOPMENT
401	MARKETING
50	QA
501	QUALITY ASSURANCE
60	PROCUREMENT
New Organization CE45863F-CBC2-40A1-B166-D85ADC8F5983	

Name	Description
00	
10	ENGINEERING
101	MECHANICAL ENGINEERING
20	ADMINISTRATION
201	FINANCE
30	INFORMATION SERVICES
301	TECHNICAL SUPPORT
40	BUSINESS DEVELOPMENT
401	MARKETING
50	QA
501	QUALITY ASSURANCE
60	PROCUREMENT
601	New Organization CE45863F-CBC2-40A1-B166-D85ADC8F5983

To Add an Organization Level

- 1 In Cost Manager, click the OBS button on the Shortcut Bar or select View > Organization Structure.
- 2 In the Organization Structure, expand the organization hierarchy to the level where you want to add the new organization object or level.
- 3 Right-click the selected organization level and select Add Organization.

The new organization object is created under the selected object.



To Define the Organization Level To define the existing information for the organization:

- 1 In the OBS, select the summary-level organization for which you want to change the name or description
- 2 **Provide a Name and Description for the Organization:**
 - a) Press the F2 key on your keyboard or click in the related Name or Description column.
 - b) In the Name text box, enter the new name.
 - c) In the Description text box, enter the new description.
 - d) Press the Enter key on your keyboard to save your changes.

After you create organizations and expense categories in the OBS, define the Fiscal Calendar. [“Defining Calendars for Your Organization”](#) on page 81

Before you begin, determine the accounting periods that are utilized by your accounting system to track actual cost data and use these dates as fiscal period boundaries. Set budgeted, performed, and actual costs to contain the same amount of days per period to prevent variances across costs due to inconsistent days for the time periods.

Defining Calendars for Your Organization

For monitoring and tracking work, your company relies on calendars. Entering your company's calendars into Cost Manager provides you with a single point of access for managing calendars and schedules across the enterprise and for sharing this information with key stakeholders and contributors locally and globally.

In Cost Manager, you can set up the following calendars:

- [Accounting or Fiscal Calendar](#) — Allows you to set fiscal period ends
- [Rolling Wave Calendar](#) — Allows you to set up weekly or daily periods that act as a compressor of data as time passes along the time line
- [To Create the Work Calendar](#) — Allows you to set and monitor the daily work schedule

Accounting or Fiscal Calendar Use the Accounting Calendar, also referred to as the Fiscal Calendar, to define fiscal period ends and the [Rolling Wave Calendar](#).

Fiscal period ends are points in time that mark the conclusion of a cycle of baseline, performance, and actual cost inputs and report the results. Large corporations typically have one fiscal period per month that coincides with the defined Accounting Calendar.

In the Accounting Calendar, you can:

- Set up bi-monthly, weekly, or daily periods if your project is short term and requires a fast turn-around or has risk.
- Define up to 99 fiscal period ends per calendar year.
- Define the fiscal period ends for every year where work is associated by a project or groups of projects at the root level

By default, the lower levels of the Organization Structure inherit the same calendar as upper level organizations. For this reason, Cost Manager offers one fiscal calendar at the root level of the Organization Structure.



At the start of a project, you can move the fiscal period end dates. To do so, you must redefine the fiscal periods and import the data from Primavera Project Management. See [“To Change the Month that Starts the Fiscal Year”](#) on page 83 and [“To Create the Accounting Calendar”](#) on page 82.



When importing data into Cost Manager, the Cost Manager Organization Calendar overwrites any other application calendars.

To Create the Accounting Calendar

1 In the OBS, select the top-level organization.

2 Select View > Calendar View.

The Calendar View is displayed in the right pane.

3 Establish monthly, quarterly, and yearly fiscal period-end dates.

Setting up period-end dates is the minimum requirement for defining the Calendar when all project resource assignment time-phasing are imported from an outside source

4 If applicable, use the Calendar’s Rolling Wave functionality to track smaller weekly or daily time periods for current project reporting.

5 If applicable, define available hours and holidays in the Work Calendar.



.Cost Manager displays fiscal period ends in red in the accounting calendar with the last period end displayed in green.

- 6 Continue to define all fiscal period ends throughout the length of the project.

Set the date or click in the calendar to select the date for the fiscal period end.

Select the number of months to display in the Calendar View.

Click to add the selected date as a fiscal period end date.

To Change the Month that Starts the Fiscal Year January is always the first month in the fiscal calendar. To modify the first month:

- 1 Select the January end date and click the Remove fiscal date bar to remove January as the first Period end in the sequence. February becomes the first period end for the year.
- 2 Repeat this process until the correct starting month is selected to represent the beginning point of the fiscal calendar.



The fiscal period ends are automatically numbered in sequence by Cost Manager. If the period end counter is off count, you must remove future period ends until the counter correctly reflects the periods. This information should be correct before you import data from Primavera Project Management.



For complex projects that require many fiscal period ends, such as weekly reporting, you may want to use the rolling wave calendar and only define the monthly or quarterly fiscal period ends for future months.

Rolling Wave Calendar The Rolling Wave Calendar is an enhancement to the Fiscal Calendar.

In the Rolling Wave Calendar, you can set up weekly or daily periods that act as a compressor of data as time passes along the time line. For example, if you set up one fiscal period end at the end of a month and establish a weekly Rolling Wave Calendar, every Friday from the beginning of the month, you can report on the previous week as if it was the end of the period.

See [“To Set Up the Rolling Wave Calendar ”](#) on page 85.

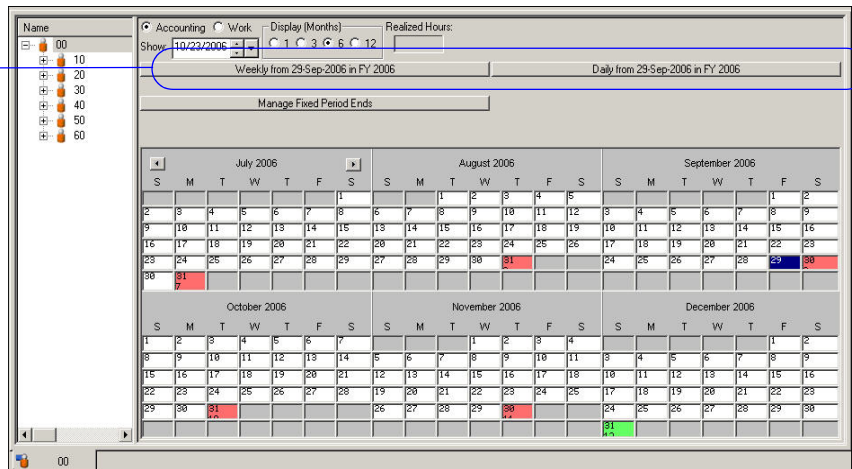
Requirements of the Rolling Wave Calendar The following conditions are required for the Rolling Wave Calendar:

- Only one level of rolling wave period ends active at any given time. *Monthly, Weekly or Daily*. They may not be used in combination.
- Adding the end of a Rolling Wave period moves periods of the desired frequency up to the next fixed period end.
- The Rolling Wave may be extended into successive periods.
- The Rolling Wave may only be collapsed within the first fixed period in which it is active.
- The Rolling Wave may only be collapsed forward, for example, by dropping earlier periods.

- 1 In the OBS, select the top-level organization.
- 2 Select View > Calendar View.
The Calendar View is displayed in the right pane.
- 3 Click the Manage Rolling Wave button. The Rolling Wave calendar is displayed.

- The Calendar View is displayed in the right pane.

- 3 Click the Manage Rolling Wave button. The Rolling Wave calendar is displayed.



To Create the Work Calendar Use the work calendar to set up the work schedule for each day.

- 1 In the OBS, select the top-level organization.
- 2 Select View > Calendar View or click the Calendar button in the Shortcut Bar.
- 3 In the Calendar view, click Work to show the work calendar.
- 4 Clicking the arrow button next to the show date of the month you want to modify.
- 5 Update the work calendar using the following options:
 - **Work and Non-Work Days** Monday through Sunday are defined as normal working days and normal non-working days throughout the entire calendar. By default, Saturdays and Sundays are defined as non-work days in Cost Manager.
 - **Work Exception** Use when work is required on a designated non-work day. Applying a work exception to a defined non-work day indicates that this day is available for work. For example, throughout the summer months, every other Saturday becomes a work day to meet schedule requirements. Work exception hours are included in the total number of available hours for the month when calculating equivalent people.
 - **Non-work Exception** Applying a non-work exception to a defined work day indicates that this day was originally scheduled for work, but is no longer available. For example, Fridays are typical work days, but for the winter months, your organization will not work every other Friday. Other examples are plant shut downs and energy conservation days. By designating a work day as a non-work exception, the total number of available hours for the fiscal period are reduced by the workday number of hours when calculating available hours and equivalent people.
 - **Non-Work Events** Use non-work exceptions to define holidays and other non-work days.
 - **Work Hours and Shifts** Use to define the available hours to be worked in a single day. This feature is valuable in managing equivalent people (EQP) for staffing requirements.

To Set Work Hours You can define the work hours per day in the Calendar View. All calendar days have a value of 8 hours which indicates that work can be performed 8 hours a day.

- 1 In the OBS, select the top-level organization.
- 2 Select View > Calendar View or click the Calendar button in the Shortcut Bar.
- 3 Select a date and click the Hours arrow.
- 4 Set the hours and minutes for the day. Minutes are defined in 5 minute increments.

Click to globally define all instances of the selected day as a work or nonwork day.

Shows the day selected. If an exception is applied, type a title for the event. The title is displayed in the calendar.

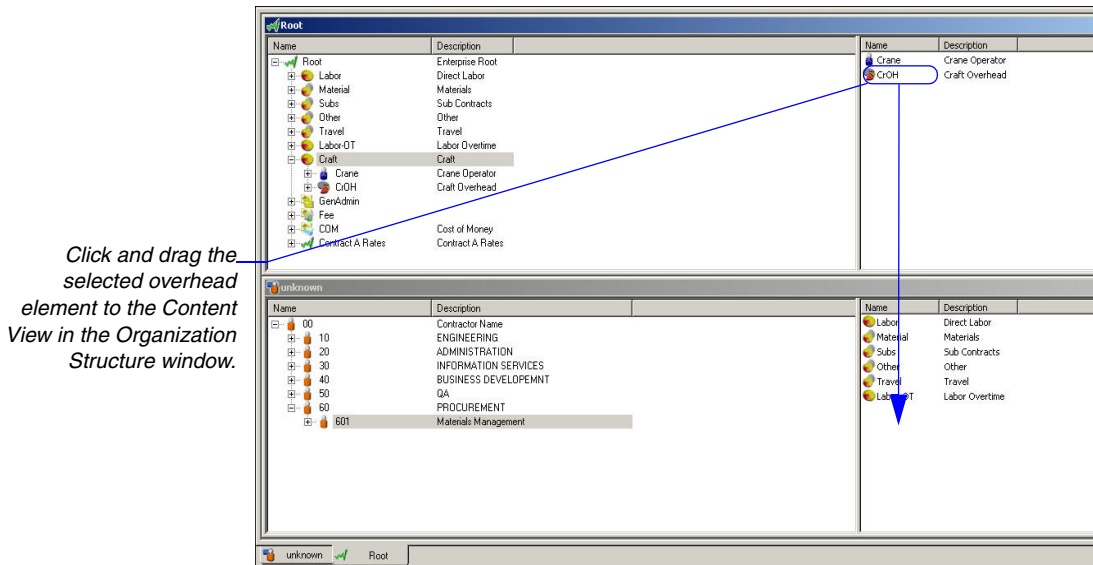
Modify the hours of work for the selected day.

click of the options to make the selected day a work or non-work exception. A day highlighted in yellow indicates that a work exception has been applied. Green indicates that a non-work exception has been applied.

A light blue column title indicates that this day is globally assigned as a nonwork day



The hours specified for each day are applied to every instance of that day of the week, except if that day has a work or non-work exception. You can define separate hours per day for exceptions.



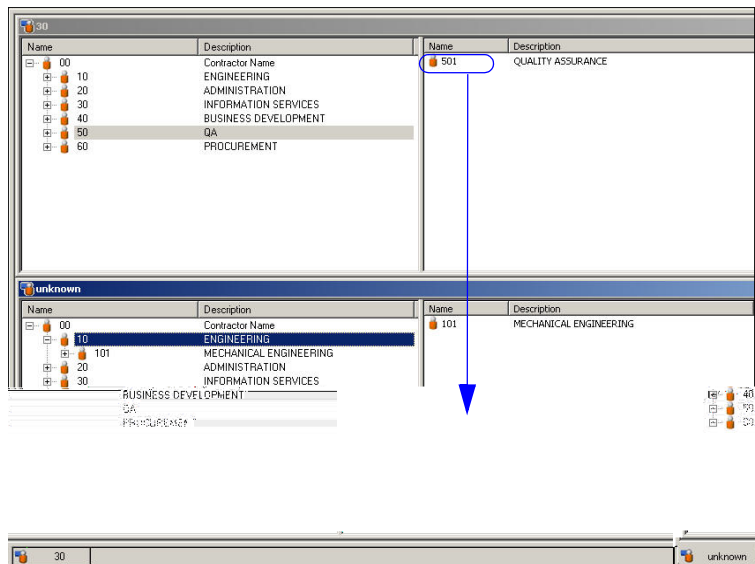
The resource element is priced according to the Burden Template formula established for that overhead.

To Re-parent an Organization

To modify the Organization hierarchy:

- 1 Open two instances of the Organization Structure from the Shortcut bar or the View menu.
- 2 Select Window > Tile to display the open windows horizontally. The Content View (right pane) must be visible in the upper and lower panes.
- 3 Expand the upper Organization Structure to display its descendants.
- 4 Select the desired level to display its elements in the Content View.
- 5 Expand the lower Organization Structure and select the level to which you want to reposition the Organization.
- 6 In the Content View, drag the Organization element (upper pane) to its new hierarchical position (lower pane).

All of the associated Resources, Overheads, and Burden Templates are followed when the Organization element is moved to its new location in the structure.



After creating the OBS and calendars of your organization in Cost Manager, you can define a structure of rates applied toward resources, non-labor services and goods used during your project, overheads, and burdens, including fees, General and Administrative (G&A) costs, and Cost of Money (COM) costs across the enterprise.

In the Cost Manager Rate Structure, you can create logical groupings of these rates, which are applied toward actual project costs. See all sections in the chapter [“Managing Rates and Costs”](#) on page 91.

Managing Rates and Costs

In this chapter:

Enterprise View of Rates

Elements of the Root Rate Structure

Creating the Rate Structure

Managing the Root Resource Library

Creating Rate Tables

Creating Data Views for Resources and Overheads

Setting Escalation and De-escalation

Building a Resource Apportionment Profile (RAP)

Creating Burden Templates

Assigning Resources to Organizations

Assigning Overheads to the Organization Structure

This chapter explains how to set rate structures and manage the accounting for your enterprise-wide group of stakeholders as well as services and materials, expended during the project.

Enterprise View of Rates

Enterprise data in Cost Manager is interrelated, enabling you to interactively map resources to organizations and price the resources by a formula assigned to a specific overhead. This formula calculates the derived indirect cost and overhead cost from the base rate, producing a full cost breakdown for the organization by resource.

Customized, Visual Display of Your Rate Structure While the formula remains transparent and calculations are automatic, Cost Manager allows you to create customized views of all project entities that require payment defined by a rate structure, within a visual rate structure of your own design. For example, within this structure, you can include representations of the following:

- Labor — Contributors to your project who are compensated with an hourly wage or annual salary, calculated as a rate
- Non-labor — Materials, supplies, parts, and services with associated costs that are required for the creation of project deliverables and ultimate completion of the project
- Overheads — Expenses generated from operating your business
- Burdens — Costs and fees including general and administrative costs, Cost of Money (COM), and miscellaneous fees



Resource rates can be defined by fiscal period and modified for future rate adjustments using escalation factors. See [“Setting Escalation and De-escalation”](#) on page 119.

Single View and Point of Access to Rates Creating a rate structure of these element types and an unlimited number of rate tables to organize their associated rates provides you with a single view and point of access to all project elements and rates. Inherently flexible, the rate structure can be updated easily to reflect changes in structures and rates through the project lifecycle.

Name	Description	Name	Description
Root		Labor	Direct labor
Labor	Direct labor	Material	Materials
Material	Materials	Subs	Sub Contracts
Subs	Sub Contracts	Other	Other
Other	Other	Travel	Travel
Travel	Travel	Labor-OT	Labor Overtime
Labor-OT	Labor Overtime	Craft	Craft Labor
Craft	Craft Labor	GenAdmin	General Admin Expenses
GenAdmin	General Admin Expenses	Fee	Fee
Fee	Fee	COM	Cost of Money
COM	Cost of Money	Contract A Rates	Contract A Rates
Contract A Rates	Contract A Rates		

Rate Structure

Content View

Non-hierarchical Structure Unlike the project structure, which shows parent-child relationships within a project, the Rate Structure is not hierarchical. In the rates structure, individual Element and Burden Types are grouped as collections of rates related to parts of a larger project. While they appear to have a parent-child relationship, the arrangements of elements serves to visually organize the information and do not serve as a roll-up or summary level item.






To function properly during import, resource and organization naming conventions of your selected scheduling tool are required to be applied in Cost Manager. Mismatches between critical data points (for example, resources and organizations), result in errors displayed in the Error Log of the Output window. Use the Error Log to assist you in correcting the naming convention errors.







Elements of the Root Rate Structure






Cost Manager displays the Rate Structure as a hierarchy. Icons in the first level of the Rate Structure hierarchy include:

- Rate Tables, which are subsets of the project’s rate, represented by the Root Rate Structure.
- Element Types, which include costs related to Labor (resources) or Non-Labor (materials, supplies, parts, and services required for the successful completion of the project). See
- Overhead Types contain information about the overhead derived from each of the Element Types. In the rate structure, they serve the following purposes:
 - Store the overhead rate factor for resources within Element Types
 - Store the burden templates that apply to Burden Types
 - Assign Element Types and associated resources to organizations
- Burden Types, which include general and administrative costs (G&A), Cost of Money (COM) costs, and fees.

The following table describes the icons used to develop the Rate Structure.

Element	Description
Rate Structure Icon, Root Element 	Represents the top level of the Rate Structure hierarchy or a new rate structure created under the top level of the Rate Structure. Rate Structures under the top-level rate structure inherit the properties of the top-level rate structure.
Labor 	Represents the resources of the project. Right-clicking the icon and selecting Make Non-Labor changes the icon to the Non-Labor icon.
Non-labor 	Represents project costs unrelated to labor, such as the cost of required materials, supplies, parts, and services. Right-clicking the icon and selecting Make Labor changes the icon to the Labor icon.

Element	Description
Unapportioned Labor 	<p>Represents a resource whose cost of labor is unavailable or unapportioned. This icon is created under the Labor icon.</p> <p>Right-clicking the icon and selecting Making Apportionment Available changes the icon to the Apportioned Labor icon.</p>
Apportioned Labor 	<p>Represents a resource whose cost of labor is covered by apportioned funds. This icon is created under the Labor icon.</p> <p>Right-clicking and selecting Making Apportionment Unavailable changes the icon to the Unapportioned Labor icon.</p>
Unapportioned Non-Labor 	<p>Represents an apportioned material, supply, part, service, or other non-labor element. This icon is created under the Non-Labor icon.</p> <p>Right-clicking and selecting Making Apportionment Unavailable changes the icon to the Apportioned Non-labor icon.</p>
Apportioned Non-Labor 	<p>Represents a material, supply, part, service, or other non-labor element that either was not previously apportioned or for which apportionment information is unavailable. This icon is created under the Non-Labor icon.</p> <p>Right-clicking and selecting Making Apportionment Available changes the icon to the Unapportioned Non-labor icon.</p>
Factor Overhead for Labor or Materials 	<p>Represents the factor, or rate applied to the direct cost of labor or non-labor. This icon is created under the Labor or Non-Labor icon, in the second tier of the Rate Structure hierarchy.</p>
Currency Overhead for Labor or Materials 	<p>Represents currency added to the direct cost of labor or non-labor. This icon is created under the Labor or Non-Labor icon, in the second tier of the Rate Structure hierarchy.</p>

Element	Description
Fee or Generic Cost 	Represents specific fees incurred toward the completion of project tasks. This icon also can represent a non-specific, generic overhead cost.
G&A 	Represents G&A costs, such as telephone and utility bills, printer paper, and other expenses incurred toward the completion of the project tasks and preparation of deliverables.
COM 	Represents the Cost of Money (COM), the availability of credit and the credit rate that can be applied toward the project.
Cost Factor 	Represents the factor, or rate applied to the direct cost of fees, general administrative costs, and COM.
Cost Currency 	Represents currency added to the direct cost of fees, general administrative costs, and COM.

Creating the Rate Structure

Rate Structure Considerations Follow these guidelines when creating the Rate Structure:

- Before configuring the Rate Structure, determine the Resource Elements to create and how to group rate data objects, such as cost elements, within Resource Elements. Each Resource Element contains individual labor or non-labor resources, labor or non-labor overheads, and expense items.
- You can include Overhead, G&A, COM, and Fee burden types in your rate structure, or you can customize unique burden types specific to your project. Burden Elements become part of the Burden Formula defined in the Burden Template and determine the final cost (fully- loaded [burdened] cost per resource).
- If you plan to budget and track indirect costs such as overhead, G&A, and COM, configure cost Element Types and indirect Burden Types in a manner that enables Cost Manager to price data accordingly.
- If you do not plan to budget and track indirect costs, use Element Types for reporting purposes only and configure them accordingly. Optionally, you can create Burden Types; they are not mandatory.
- Determine the number of Rate Tables required to address the different rating requirements for resources and burdens based on conditions that cause the rate for an item to change for a reason other than time. Reasons may include a change to resource due to contract re-negotiations or replacing a non-labor resource, such as a part or component, with one made by a different manufacturer. These changes result in different rates negotiated by contract, what-if rate scenarios, and require Cost Manager to compute actual indirect dollars using actual indirect rates.

To Create Labor and Non-Labor Resource Element Types

- 1 Select View > Rate Structure.
- 2 Create a new Element Type under the Root:
 - a) Right-click the Root rate at the top level of the hierarchy.
 - b) Select Add Element Type.

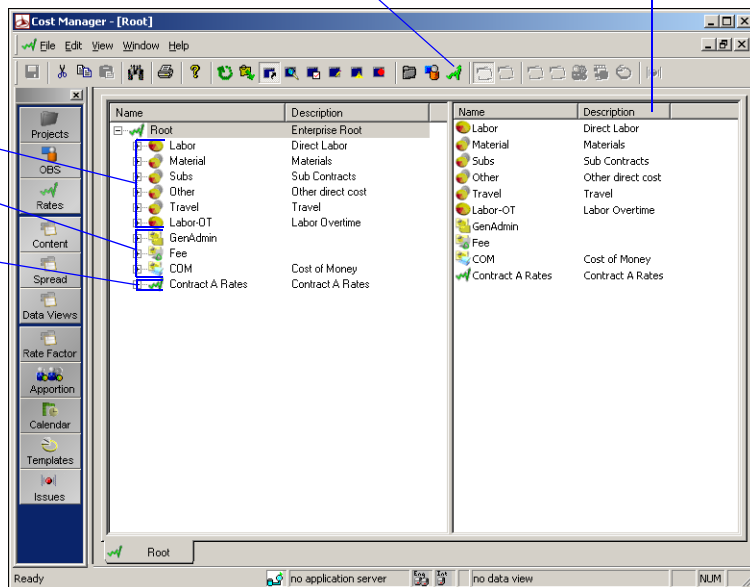
Click to open the Rate Structure window.

Content View displays the next-level of items for the selected Rate Structure object.

Resource Element Types

Burden Element Types

Rate Tables



3 Create a name and description for the Element Type:

- a) Select the new Element Type.
- b) Press the F2 key on your keyboard or click in the Name or Description field of the element.
- c) In the Name text box, enter a name for the Element type.



The name of an Element Type is not contingent upon any accounting system coding conventions.

- d) In the Description text box, enter a description for the Element type.
- e) Press the Enter key on your keyboard to keep the name and description.

The screenshot shows the Primavera Cost Manager software interface. The top window displays a list of Element Types with columns for Name and Description. The 'Labor-01' element is selected. A blue arrow points to the 'Name' column header with the text 'Click to edit the name.' Below this, the 'Preferences' browser is open, showing a table with columns for Preference and Setting. The 'Object Count' preference is highlighted, and its value is set to '1'. A blue arrow points to the 'Object Count' value with the text 'To add multiple (resource) Element Types at one time, set to a value between 1 and 10 in the Preferences Browser.'

Name	Description
Root	Enterprise Root
Labor	Direct Labor
Material	Materials
Subs	Sub Contracts
Other	Other direct cost
Travel	Travel
Labor-01	Labor Overtime
GenAdmin	
Fee	
COM	Cost of Money
Contract A Rates	Contract A Rates

Preference	Setting
External Username	user
External Password	****
User Interface Options	Set...
Icon Overlay	None
Notification	Include...
Confirmation	Default
Object Count	1
Window Options	Set...
Aggregate Commitments	Include...

4 Categorize the Element Type: Right-click the element and select one of the following:

- **Make Labor** — Categorizes elements related to labor resources. The labor resource element must contain at least one overhead. Cost Manager allows multiple overheads within an element to enable flexibility in building multiple Burden Templates within a single element. You can define an unlimited amount of labor resource elements.
- **Make Nonlabor** — Categorizes elements related to nonlabor resources. The nonlabor resource element must contain at least one overhead. Cost Manager allows multiple overheads within the element to enable flexibility in building multiple Burden Templates within a single element. You can define an unlimited amount of nonlabor resource elements.



Element Types are required to be categorized as either Labor or Non-Labor. The default categorization of an Element Type is Non-Labor.

For information about creating resources and overheads, see [“To Create Labor and Non-Labor Resource Element Types”](#) on page 98 and [“About Overheads”](#) on page 103.

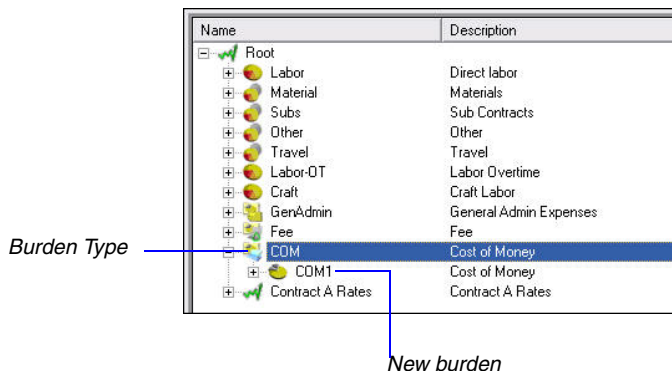
To Create Burden Element Types The Rate Structure includes Burden Types that store indirect cost elements called burden elements. Use the burden element to define how to apply indirect cost to the direct cost elements of the project. Burden elements can be applied as either a percentage or “Factor” or as a dollar amount or “Currency.” You can add up to four user-defined Burden Types to Cost Manager. Burden Types are listed in a hierarchy comprised of burdens in the Rate Structure.

- 1 Select View > Rate Structure.
- 2 **Create a new Burden Type:**
 - a) In the Rate Structure, right-click the Root element.
 - b) Select Add Burden Type.
- 3 Provide a name and description for the new Burden Type:
 - a) Select the new Burden Type.
 - b) Press the F2 key on your keyboard or click in the Name or Description field of the burden type.
 - c) In the Name text box, enter a name for the burden type.



The name of a Burden Type is not contingent upon any accounting system coding conventions

- d) In the Description text box, enter a description for the burden type.
- e) Press the Enter key on your keyboard to save the name and description.



4 Right-click the Burden Type, select Category, and select one of the following categories:

- **COM** — The pre-defined Burden Type that represents cost of money costs with your organization's cost model.
- **G&A** — The pre-defined Burden Type that represents General and Administrative costs within your organization's cost model.
- **Fee** — The pre-defined Burden Type that represents profit or margin costs within your organization's cost model.

Each COM, G&A, and Fee Burden Type stores the base rate as a factor or as currency and associated escalation or de-escalation for each defined fiscal period. The default setting for the rate type is "Factor" or percentage.

- To change the setting right-click the Root Structure, Burden Element and select "Make Currency."
- To change a Burden Element back to a "Factor," right-click the Root Structure Burden Element and select "Make Factor."



If you do not assign a category to a Burden Type, the burden elements are assigned to a burden category labeled Other. You are not required to categorize a burden type.



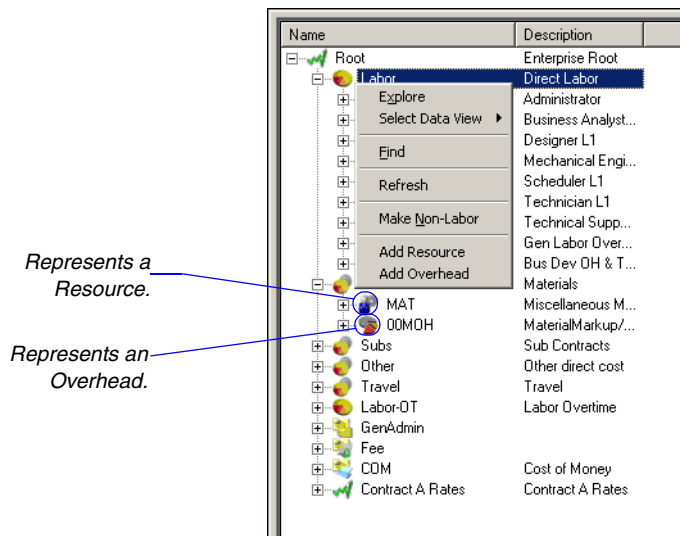
Overhead burdens are defined as a resource Element Type in Cost Manager. For more information on creating overheads, refer to the ["To Create an Overhead"](#) on page 104 section in this chapter.

About Overheads Cost Manager requires that every labor and nonlabor resource Element Type have at least one defined resource and one defined overhead.

Overheads have the following functions:

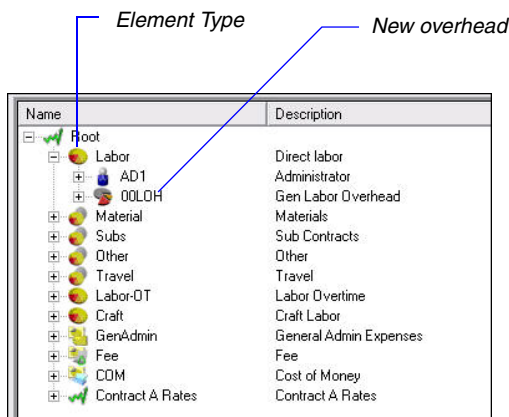
- Provide the overhead rate for the resource Element Type.
- Store the overhead Burden Template for the resource Element Type.
- Provide a way to map resources to their appropriate organizations for budgeting.

Cost Manager distinguishes between resources and overhead with different icons in the Rate Structure.



To Create an Overhead

- 1 Select View > Rate Structure.
- 2 **Create the new Overhead:**
 - a) In the Rate Structure, expand the root library.
 - b) Right-click the resource Element Type for which you want to add an overhead.
 - c) Select Add Overhead.
- 3 **Provide a name and description for the new Overhead:**
 - a) Select the Overhead.
 - b) Press the F2 key on your keyboard or click in the Name or Description field of the overhead.
 - c) In the Name text box, enter a name for the overhead.
 - d) In the Description text box, enter a description for the overhead.
 - e) Press the Enter key on your keyboard to save the name and description.



Managing the Root Resource Library

The list of resources in a resource library can become quite extensive depending on the company and the types of projects. After you define resource and burden Element Types in the Rate Structure, you can build the list of resources that correspond to these Element Types. Use the resource Element Types in the Rate Structure to organize your resources so it may be easier to manage a large resource library.

The organization or project often estimates resources using a skill code or code of skill ranges against the project baseline. Actual costs are often collected by the individual employee number or badge number rather than a skill code or group. These are two distinct resource-coding systems that Cost Manager supports. The “Root” is the library of all resources within the Cost Manager integrated system and must store resource codes for all types of data collection.



The resources defined in Cost Manager must match the resource library established in the Primavera Project Management module for the data to operate correctly.

You can add resources to labor and non-labor resource Element Types. Determine which Element Type to use for the resource. Use the labor resource Element Type for resources you want to budget by hours. Use the non-labor resource Element Type for resources you want to budget by units and dollars.

To Add a Resource to the Root Library

- 1 Select View > Rate Structure.
- 2 Expand the Rate Structure from the top of the tree.
- 3 **Create the resource to add to the root library:**
 - a) Right-click the Labor or Non-labor resource Element Type for which you want to add a resource.
 - b) Select Add Resource. Select the resource.
- 4 **Provide a name and description for the new resource:**
 - a) Press F2 on your keyboard or click in the Name or Description field of the resource.
 - b) In the Name text box, enter a name for the new resource.
 - c) In the Description text box, enter a description for the new resource.
 - d) Press the Enter key on your keyboard to save your changes.



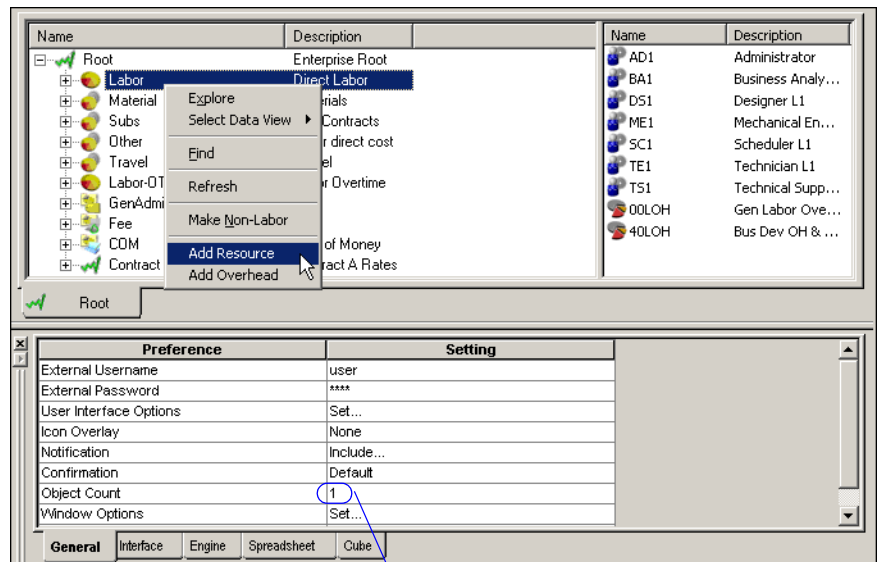
Name resources using the coding conventions that represent these items in the accounting system that tracks actual cost data.

To Set the Number of Resources and Burden Types to Add

A setting in the General Tab of the Preferences Browser allows you to create a set number of resources and burden types every time you create these elements.

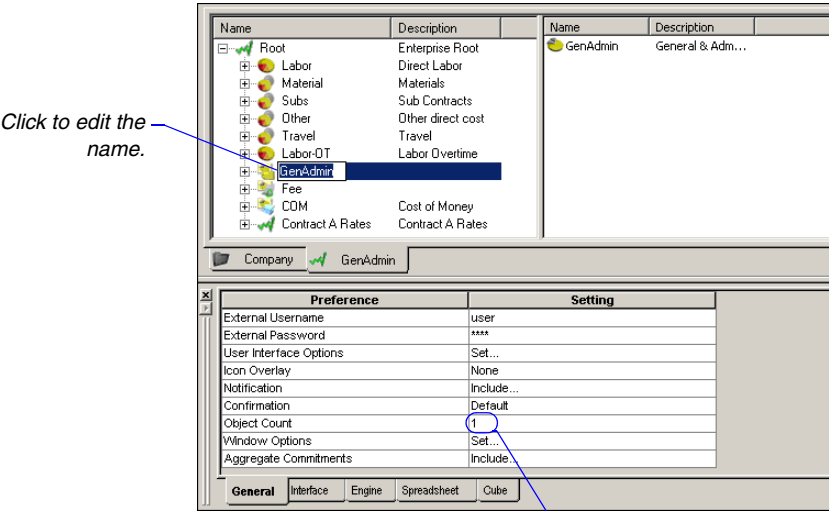
- 1 In Cost Manager, select Window > Preferences.
- 2 In the Preferences Browser, select the General tab.
- 3 In the Object Count row, click in the Setting column and click the arrow that is displayed.
- 4 In the pull-down menu, select a number from 1 to 10.

The number of resources you selected will be created the next time you add resources to the root library.



To add multiple resources at one time, set to a value between 1 and 10 in the General tab of the Preference Browser.

The number of burden types you selected will be created the next time you add burdens to the root library.



To add multiple Burden Types at one time, set to a value between 1 and 10 in the Preferences Browser.

Creating Rate Tables

Use Rate Tables to assign specific resource hours and costs to activities that exist in the project. You can define an unlimited number of Rate Tables in the root library of the Rate Structure. Rate Tables also contain the escalation and de-escalation factors and Burden Templates. Burden Templates are mathematical algorithms that determine how to apply all indirect burdens to direct cost.

To Create a Rate Table

- 1 Select View > Rate Structure.



Rate Tables inherit the structure of all objects created under the Root element.

- 2 **Create the new Rate Table:**

- a) In the Rate Structure window, right-click the Root element.
- b) Select Add Rate Table.

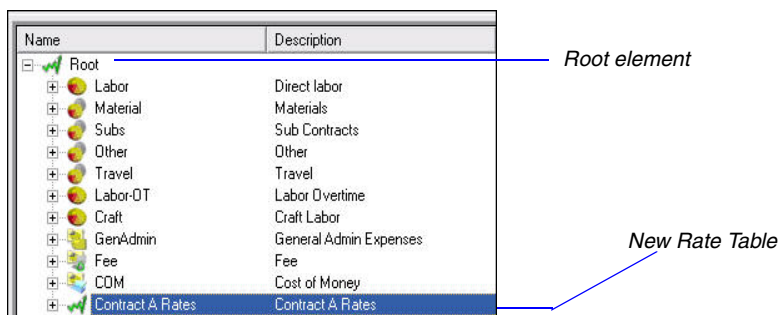
- 3 Provide a name and description for the new Rate Table:

- a) Select the new Rate Table.
- b) Press the F2 key on your keyboard or click in the Name or Description field of the Rate Table.
- c) In the Name text box, enter a name for the new Rate Table. Press the Enter key on your keyboard to save the name.



The name of a Rate Table is not contingent upon any accounting system coding conventions

- d) In the Description text box, enter a description for the new Rate Table. Press the Enter key on your keyboard to save the description.

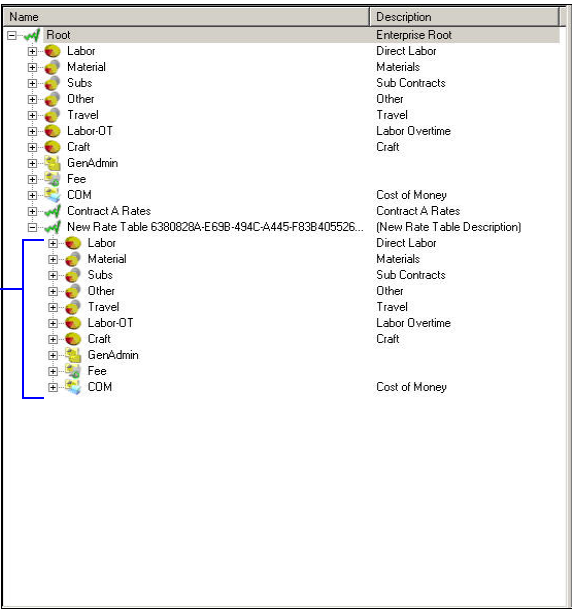


To Add a Rate Table

Each Rate Table inherits the library list from the root library, including the resource and burden Element Types.

Additionally, you can also define independent rates and Burden Templates for the Rate Table.

An inherited root library



Name	Description
[-] Root	Enterprise Root
[-] Labor	Direct Labor
[-] Material	Materials
[-] Subs	Sub Contracts
[-] Other	Other
[-] Travel	Travel
[-] Labor-OT	Labor Overtime
[-] Craft	Craft
[-] GenAdmin	
[-] Fee	
[-] CDM	Cost of Money
[-] Contract A Rates	Contract A Rates
[-] New Rate Table 6380828A-E69B-494C-A445-F83B405526...	(New Rate Table Description)
[-] Labor	Direct Labor
[-] Material	Materials
[-] Subs	Sub Contracts
[-] Other	Other
[-] Travel	Travel
[-] Labor-OT	Labor Overtime
[-] Craft	Craft
[-] GenAdmin	
[-] Fee	
[-] CDM	Cost of Money

Creating Data Views for Resources and Overheads

Rate Tables inherit the root library list in the Rate Structure. You can define independent rates and Burden Templates per Rate Table. Use the Data Views window to add base rates to a Rate Table.

To Enter Base Rates for Resources Change the actual rate of resources for pricing purposes.

- 1 In the Rate Structure, right-click an element and click Select Data View.
- 2 From the list of Data Views, select a Data View.
- 3 Expand the desired Rate Table down to the resource, overhead, and burden object level.
- 4 In the Base Rate column, enter a rate for each element based on the following guidelines:
 - For labor resources, enter the rate per hour.
 - For non-labor resources to be estimated by lump sum amounts, enter 1.
 - For non-labor standard unit rates, enter a unit rate.



For fluctuating unit/unit rates, you can also enter base rates directly by line item on the project itself. That option is covered later in this tutorial.

- For overhead and burden rates, enter a factor rate (for example, enter .9 for 90%).

Example of a rate per hour base rate entered for a labor resource:

Assign base rates to resources in this column.

Double-click to modify the base rate.

Name	Description	Base R
Root		
Labor		
AD1	Administrator	20
BA1	Business Analyst	45
DS1	Designer/Engineer	50
ME1	Mechanical Engi...	30
SC1	Scheduler	10
TE1	Technician	25
TS1	Tech Support 1	25
TS2	Tech Support 2	25

5 Enter the base rates of all resources and overheads in your rate structure.

Type values in the Base Rate column for resource, overhead, and burden objects.

Contract & Rates	Contract A Rates	Base Rate
Labor	Direct labor	
AD1	Administrator	20
00LOH	Gen Labor Overhead	1.25
Material	Materials	
Subs	Sub Contracts	
Other	Other	
Travel	Travel	
TRV	General Travel	1
00TOH	Travel OH & Template	0.3
Labor-OT	Labor Overtime	
Craft	Craft Labor	
GenAdmin	General Admin Expenses	
GenAdmin	General & Administrative	0.2
Fee	Fee	
COM	Cost of Money	

For more information on Data Views, refer to the [Data Views Window](#) section of the [Working with Views](#) chapter.

To Create a Data View of Rates

- 1 Select View > Rate Structure, to open the Rate Structure window.
- 2 Open the Data Views window via the View Menu, Toolbar icon, or Shortcut button. It is displayed in the right pane.
- 3 Click the Add New button at the top right corner of the Data Views window.
- 4 In the space that opens, enter a name for the Data View and press the Enter key on the keyboard to sort all Data Views alphabetically.

1 Click to add a new Data View.

2 Space for new Data View opens here.

3 Double-click selections to add them to the new Data View

4 Clicking the Up and Down arrows changes the order of Data View Items.

5 Select the "from" and "to" date range to define the periods to display for the selected Data View. You can also select to view Cost or Performance data.

6 Click Apply.

- 5 In the Data View Items section, double-click selections provided in the list box to the right. The selections enter the box to the left.
- 6 In the Data View Items section, click the Up and Down arrows to control the order of selected elements. Later, when you open this data view in the Rate Structure view, you will see these elements displayed in the order you have selected. You can click the Delete icon (a red X) to remove selections from the list box.
- 7 In the Periodic Data section:
 - Select the From (start) and To (end) periods for the time frame you want to display in the data view.
 - Select to Cost or Performance to apply a type to the data you will display, or select None.



The Data View period dates are based on the nearest defined fiscal period in the Accounting Calendar.

- 8 Click Apply to save the data view.

Period columns that correlate with the date range you specified are added to the Data View. Use these period columns to view or modify resource rates.

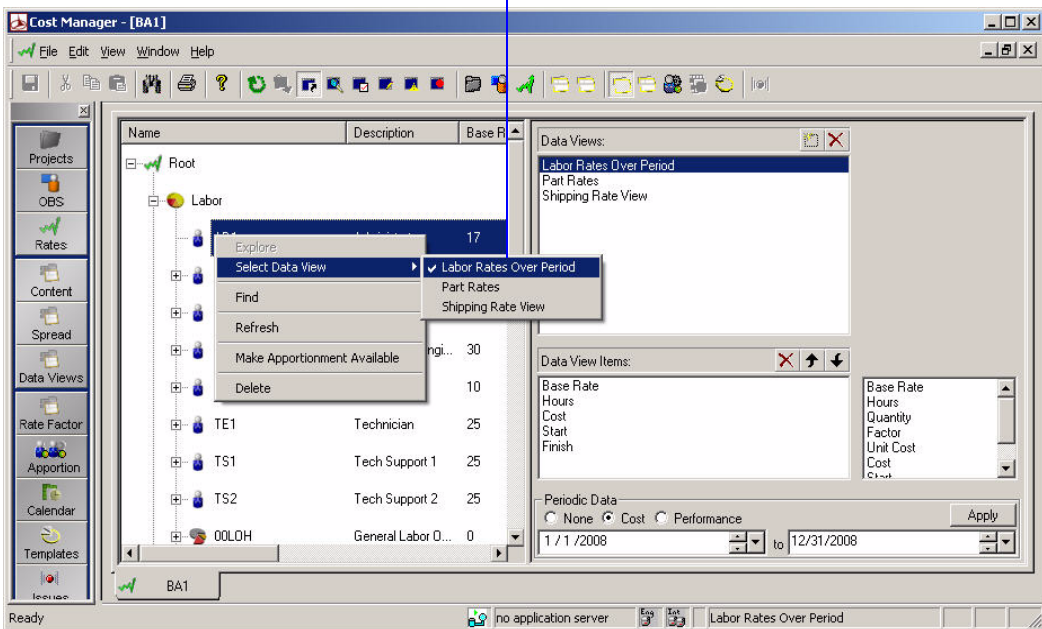


The Fiscal Calendar needs to be defined prior to selecting dates.

To View a Data View 9To view data related to a resource or an overhead:

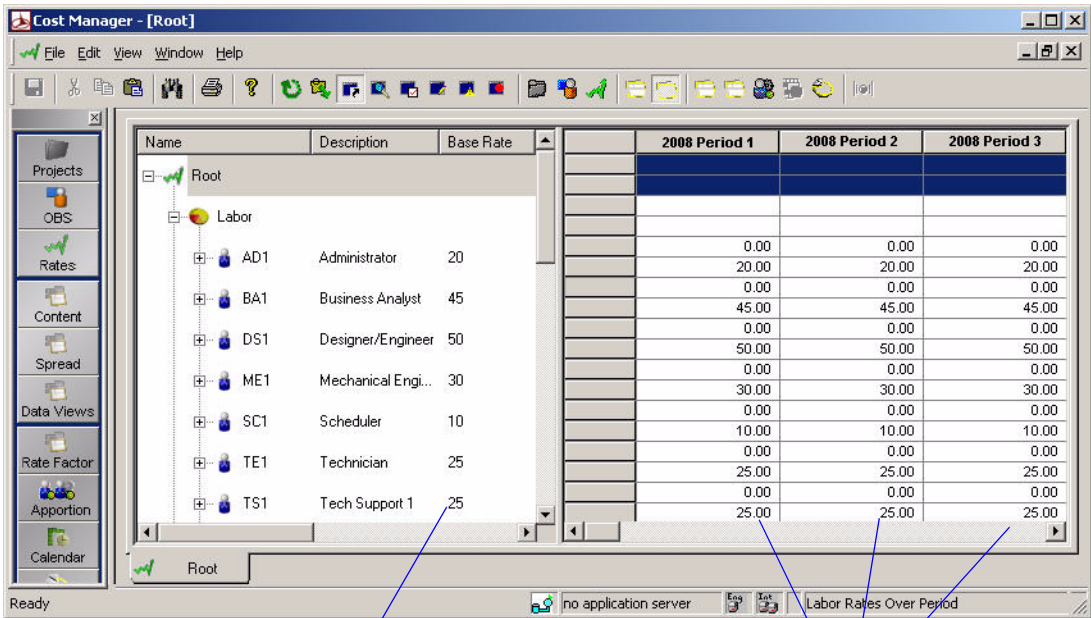
- 1 In the Rate Structure, right-click resource or overhead element for which you want to view data.
- 2 Click Select Data View and select the name of the data view you want to be displayed.

Select the data view you want to display.



The data view is displayed to the right of the Rate Structure showing a partial view of data.

- 3 Click in a cell of the new data view, then select View > Additional Information. The new data view is displayed, showing the base rates you set across all periods for the selected resource or overhead element.



Base rates for each resource are listed here. One base rate was created per resource.

The base rate of each resource is listed across the three time periods that were defined in the Data View.

See [“To Interpret the Data View”](#) on page 117 for information about assessing the data that is displayed in the new data view.

To Interpret the Data View The Data View shows the spread of base rates you entered across the duration you selected. In this view, rates are presented, not applied.

For example, the following figure shows the hourly base rates of multiple resources on a project team across three periods specified in the Data View. The Administrator's hourly rate of 20 is listed across three periods. However, it is not applied to the number of hours the Administrator worked within the three periods.

Name	Description	Base Rate	2008 Period 1	2008 Period 2	2008 Period 3
Root					
Labor					
AD1	Administrator	20	0.00	0.00	0.00
BA1	Business Analyst	45	20.00	20.00	20.00
DS1	Designer/Engineer	50	0.00	0.00	0.00
ME1	Mechanical Engineer	30	45.00	45.00	45.00
SC1	Scheduler	10	0.00	0.00	0.00
TE1	Technician	25	50.00	50.00	50.00
TS1	Tech Support 1	25	0.00	0.00	0.00
			10.00	10.00	10.00
			0.00	0.00	0.00
			25.00	25.00	25.00
			0.00	0.00	0.00
			25.00	25.00	25.00

Base rates for each resource are listed here. One base rate was created per resource.

The base rate of each resource is listed across the three time periods that were defined in the Data View.

In this figure, base rates are shown for each element in the rate tree. Above the line that contains the base rate for each element is a line that contains the figures 0.00.

The equation used in this view to determine the current rate is:

$$\text{Current Rate} = (\text{Base Rate} \times \text{Escalation Factor}) + \text{Base Rate}$$

In this case, the setting 0.00 indicates that no rate factoring has been applied to the base rate. Therefore the base rate for this period is:

$$\text{Current Rate} = (45 \times 0) + 45 = 45$$

The \$45 base rate is used to calculating the BA's earned wage for Periods 1-3.

Another way to consider the math is to add the figure from the line above the base rate to the base rate to get the result.

For information about applying escalation or de-escalation rate factoring and effects in data views, see [“Setting Escalation and De-escalation”](#) on page 119.

Setting Escalation and De-escalation

Escalation is a factor applied to the base rate of resources, overheads, and burdens for a defined period of time to account for rate increases over time. For example, escalation can be applied to increase an interest rate, wage, payment size, or other outlay of money over time to account for gradual or increased costs due to inflation or changes in the type or provider of a service.

Its counterpart, de-escalation, is the application of a negative factor to a rate to account for decreases in a rate over time.

In Cost Manager, escalation is derived using the Rate Factor Window, which allows for the creation of multiple rate factors for elements within the rate structure for estimated increases or decreases in base rates. Ranges of escalation factors are stored in the Organization Calendar for defined fiscal periods. Date ranges are determined by the defined fiscal ends in the fiscal calendar.



If no escalation factor is defined for a given period, the rate calculation process uses the base rate only.



Escalation and de-escalation rate factors and related settings are applied in the Data View to preset base rates, but are not persisted in a database.

To Set an Escalation Rate Factor

- 1 Click Rates to view the Rate Structure. Locate the highest level structure that contains the resource and overhead elements for which you can define rate factoring.
- 2 Select View > Rate Factor View to open the Rate Factor view.

4 Select Element to receive the escalation rate

1 Open the Rate Structure.

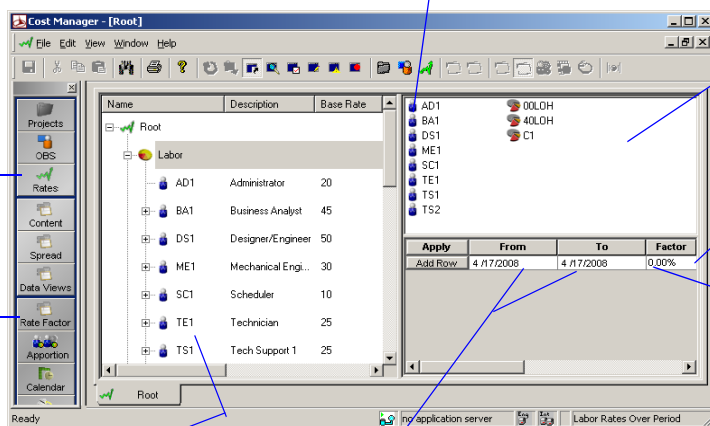
2 Open the Rate Factor View.

3 Select Resource

5 Set the start and end of the time frame for escalation to occur

Rate Factor View

6 Set the Rate Factor, as a percentage



- 3 In the top window of the Rate Factor view, select the labor, non-labor, or overhead element for which you can define an escalation rate.

To select multiple resources, press and hold down the Shift key and select the resources for which you want to apply the rate factoring

- 4 In the Rate Factor view, click in the From field, click the arrow that is displayed, and in the Calendar, set the start of the time frame for escalation to occur.
- 5 In the To column, repeat the same steps to set the end date of the time frame for escalation to occur.



The **Start** and **Finish** columns in the **Rate Factor View** are for reference only. These columns identify the actual Fiscal Calendar periods based on the date range selected in the **From** and **To** columns.

- 6 In the **Factor** column, enter the rate value as a percentage. For example, if the escalation rate factor is 3.5%, enter .035.



The **Cost Manager** rate factoring formula is based on the base rate for the first defined period: $(\text{New rate} / \text{Base rate}) - 1$.

- 7 Click **Apply** to set the rate.

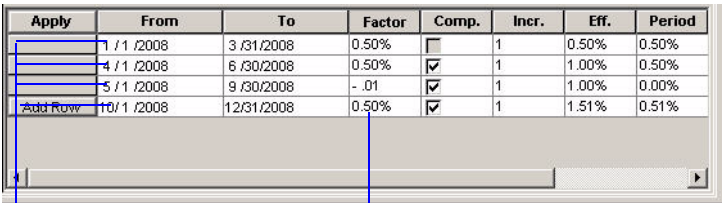
To Set a De-escalation Rate Factor Follow the steps for setting an escalation rate factor (see [“To Set an Escalation Rate Factor”](#) on page 120), but enter a negative number as the rate factor in the **Factor** column. For example, if the de-escalation rate factor is -2%, enter -.02, then click **Apply** to set the rate.

Apply	From	To	Factor	Comp.	Incr.	Eff.	Period	Start
	1 / 1 / 2008	3 / 31 / 2008	4.00%	<input type="checkbox"/>	1	4.00%	4.00%	2008 01
	4 / 1 / 2008	6 / 30 / 2008	-0.50%	<input type="checkbox"/>	1	-0.50%	-0.50%	2008 01
	7 / 1 / 2008	9 / 30 / 2008	-0.50%	<input type="checkbox"/>	1	-0.50%	-0.50%	2008 13
Add Row	10 / 1 / 2008	12 / 31 / 2008	-0.25%	<input type="checkbox"/>	1	-0.25%	-0.25%	2008 23

De-escalation for one period

With a de-escalated rate, compounding decreases the accumulation of interest applied to the principal if a high rate originally was applied to the principal. In this manner, de-escalation is used to reduce an originally high rate. De-escalation applied directly to principal results in a large reduction in the principal over time.

To Create Multiple Rate Factors Click Add Row in the Rate Factor View to add a new line of fields into which you can set properties of an escalation or de-escalation rate factor.

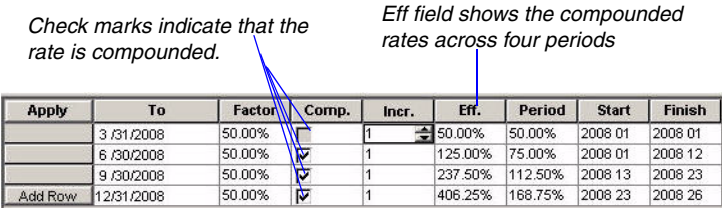


Apply	From	To	Factor	Comp.	Incr.	Eff.	Period
	1 / 1 /2008	3 /31/2008	0.50%	<input type="checkbox"/>	1	0.50%	0.50%
	4 / 1 /2008	6 /30/2008	0.50%	<input checked="" type="checkbox"/>	1	1.00%	0.50%
	5 / 1 /2008	9 /30/2008	- .01	<input checked="" type="checkbox"/>	1	1.00%	0.00%
Add Row	10 / 1 /2008	12/31/2008	0.50%	<input checked="" type="checkbox"/>	1	1.51%	0.51%

Four different rate factors are applied across four periods.

You can create an unlimited number of rows for setting multiple escalation or de-escalation rates with unique attributes for compounding or incrementing the rate factor.

To Compound a Rate Factor After setting the rate factor value for multiple escalation or de-escalation rate factors, click the check boxes in the Comp. column of rate factors for which you want to compound the rate.



Apply	To	Factor	Comp.	Incr.	Eff.	Period	Start	Finish
	3 /31/2008	50.00%	<input type="checkbox"/>	1	50.00%	50.00%	2008 01	2008 01
	6 /30/2008	50.00%	<input checked="" type="checkbox"/>	1	125.00%	75.00%	2008 01	2008 12
	9 /30/2008	50.00%	<input checked="" type="checkbox"/>	1	237.50%	112.50%	2008 13	2008 23
Add Row	12/31/2008	50.00%	<input checked="" type="checkbox"/>	1	406.25%	168.75%	2008 23	2008 26

Check marks indicate that the rate is compounded.

Eff field shows the compounded rates across four periods

Compounding the rate factor adds accumulated interest back to the principal and on subsequent principal plus interest from the date of the initial application of the rate to a point into the future, in the same manner as a bank account.

To Increment a Rate Factor After setting the time frame and rate factor value for multiple escalation or de-escalation rate factors, enter a value in the Incr. field of each rate factor for which you want to apply an incremental application of the rate over the selected time frame.

Apply	From	To	Factor	Comp.	Incr.	Eff.	Period	Start
	1 / 1 /2008	3 /31/2008	1.00%	<input type="checkbox"/>	1	1.00%	1.00%	2008 01
	4 / 1 /2008	6 /30/2008	1.00%	<input checked="" type="checkbox"/>	0	2.01%	1.00%	2008 01
	7 / 1 /2008	9 /30/2008	1.00%	<input checked="" type="checkbox"/>	1	3.03%	1.02%	2008 13
Add Row	10/ 1 /2008	12/31/2008	1.00%	<input checked="" type="checkbox"/>	0	4.06%	1.02%	2008 23

*Changes in increment over four periods.
0 indicates that the rate factor is not
applied for the period. 1 indicates that
the rate factor is applied for the period.*

Effect on the rate.

By default, the increment is set to 0, which accepts the base rate without applying a rate factor to it. However, an increment of 1 applies the positive or negative rate factor, with or without compounded interest, one time in a selected period. An increment of 2 applies one half of the rate factor to the base rate twice in one period.

To View the Effective Rate As you set increments of multiple rate factors, the effective rate changes for the time period. The effective rate accrues in the selected time frame and is applied to the principal payment.

To View the Application of Rate Factors After applying rate factors to resources and overheads, you can view the new resource information in the Base Rate Data View. To view the rate factors for resources:

- 1 In the Rate Structure hierarchy, right-click the resource or overhead element for which you previously set a rate factor.
- 2 Click Select Data View, and select the appropriate data view from the list. The Rate Table of the selected data view opens, showing all rates set for the elements in the rate tree. The time frame in the selected data view aligns with the time frame you set for rate factoring.
- 3 Click in a column of the Rate Table to set the focus there.
- 4 Select View > Additional Information to display the calculated base rate and the factor applied to the resources and overheads.



You can manually add rate factors to the individual cells in the rate factor table. Select the cell of a resource or overhead within the desired period (indicated by the column of the cell) select Make Custom Issue, and enter the rate as a percentage (for example, enter .05 for 5%).

To View Escalation or De-escalation Rate Factoring in a Data View The effects of rate escalation or de-escalation, compounded rates, and increments are displayed in the data views to which rate factoring is applied.

- 1 After setting up rate escalation or de-escalation rate factor, (see [“To Set an Escalation Rate Factor”](#) on page 120 or [“To Set a De-escalation Rate Factor”](#) on page 121), return to the Rate Structure of your project.
- 2 In the Rate Structure, right-click the resource or overhead element for which you want to view data.
- 3 Click Select Data View and select the name of the data view you created to which you previously applied rate factoring. The new data view is displayed.
- 4 Click in a cell of the new data view, then select View > Additional Information. The new Data View is displayed, showing the effect of previously applied rate factoring on the data in the view.

Example

In the following Data View, rate factoring has been applied to the rate of the Business Analyst, BA1. Above the base rate of 45 assigned to this resource is the additional factored rate of .02.

Name	Description	Base Rate	2008 Period 1	2008 Period 2	2008 Period 3	2008 Period 4
Root						
Labor						
AD1	Administrator	20	0.00	0.00	0.00	0.00
BA1	Business Analyst	45	0.02	0.02	0.02	0.02
DS1	Designer/Engineer	50	45.90	45.90	45.90	45.90
ME1	Mechanical Engi...	30	0.00	0.00	0.00	0.00
SC1	Scheduler	10	50.00	50.00	50.00	50.00
TE1	Technician	25	0.00	0.00	0.00	0.00
TS1	Tech Support 1	25	30.00	30.00	30.00	30.00
TS2	Tech Support 2	25	0.00	0.00	0.00	0.00
00LOH	General Labor O...	40	10.00	10.00	10.00	10.00
40LOH	Marketing Labor ...	80	0.00	0.00	0.00	0.00
C1	Contractor	50	25.00	25.00	25.00	25.00
			0.00	0.00	0.00	0.00
			25.00	25.00	25.00	25.00
			0.00	0.00	0.00	0.00
			25.00	25.00	25.00	25.00
			0.00	0.00	0.00	0.00
			40.00	40.00	40.00	40.00
			0.00	0.00	0.00	0.00
			80.00	80.00	80.00	80.00
			0.00	0.00	0.00	0.00
			50.00	50.00	50.00	50.00

The following close-up of the section shows the rate:

Name	Description	Base Rate	2008 Period 1
Root			
Labor			
AD1	Administrator	20	0.01
BA1	Business Analyst	45	0.02
			45.90

A compounded escalation rate was applied to the \$45 rate, increasing the rate to \$45.90 in Period 1.

The new rate for BA1 for Period 1 is calculated as:

$$\text{Current Rate} = (\text{Base Rate} \times \text{Escalation Factor}) + \text{Base Rate}$$

$$\text{Current Rate} = (45 \times .02) + 45 = 45.90$$

To Manually Update Escalation or De-escalation Factors in a Data View You can change escalation rates over time in period columns of a user-defined Data View.

To change base rate values over time in a user-defined Data View.


- 1 In the Rate Structure window, right-click any Rate Structure element and click Select Data View.
- 2 Expand the desired Rate Table down to the resource, overhead, and burden element level.
- 3 Select a Data View that contains period columns spanning the desired escalation range. (See “To Create a Data View of Rates” on page 113 for information about how to create a data view.)
- 4 Click anywhere in the spreadsheet of the Data View to position the focus to the spreadsheet. Select View > Additional Information.
- 5 Enter new escalation factor values in the Period columns of the elements.

Expand the desired Rate Table to display its resource, overhead, and burden objects.

Contract A Rates	Contract A Rates				
Labor	Direct labor				
AD1	Administrator	20		0.04	0.04
OOLOH	Gen Labor Overhead	1.25		0.03	0.03
Material	Materials				
Subs	Sub Contracts				
Other	Other				
Travel	Travel				
Labor-OT	Labor Overtime				
Craft	Craft Labor				
GenAdmin	General Admin Expenses				
Fee	Fee				
COM	Cost of Money				

Manually Enter escalation factor values in a user-defined Data View.

- 6 When you are finished, select View > Additional Information, to hide the row.

 You can also enter a new rate value instead of an escalation factor in the period columns. In doing so, the correlating escalation factor changes automatically. “To Manually Update Base Rate Values in a Data View” on page 127.

Building a Resource Apportionment Profile (RAP)

Apportioned effort is an Earned Value method used when activities with related work scope are completed to support other direct activities. The planned work, and ultimately the performance, have indirect schedule interdependencies.

Calculating the Apportionment Factor Work that is apportioned is normally planned with percentage values. In Cost Manager, the apportionment factor indicates the percentage of work of the total project to be completed by each apportioned resource. (For information, see [“To Create and Apply the RAP”](#) on page 130.)

For example, a small software project requires one quality assurance (QA) engineer for every 5 software development engineers. For a project with a staff of 10 software developers, the apportionment factor of the QA work is 20%, or .2, calculated as follows:

10 software engineers, require 2 QA testers = $2/10 = .2$

For ease in tracking project costs and calculating Earned Value within Cost Manager, the work of apportioned resources can be handled separately from that of non-apportioned resources. While tasks of non-apportioned resources contribute to the baseline of the project, and therefore, are required to be built into the project structure, tasks of apportioned resources are not required to be built into the project structure, yet the cost of apportioned resources can be included in the total project costs. (For information, see [“To Include Apportionment Costs in the Project”](#) on page 134.)

Rate Apportionment Equation The Rate Apportionment equation can be expressed as:

rate apportionment = # hours of work (base rate (percent of base rate for work completed + apportioned rate))

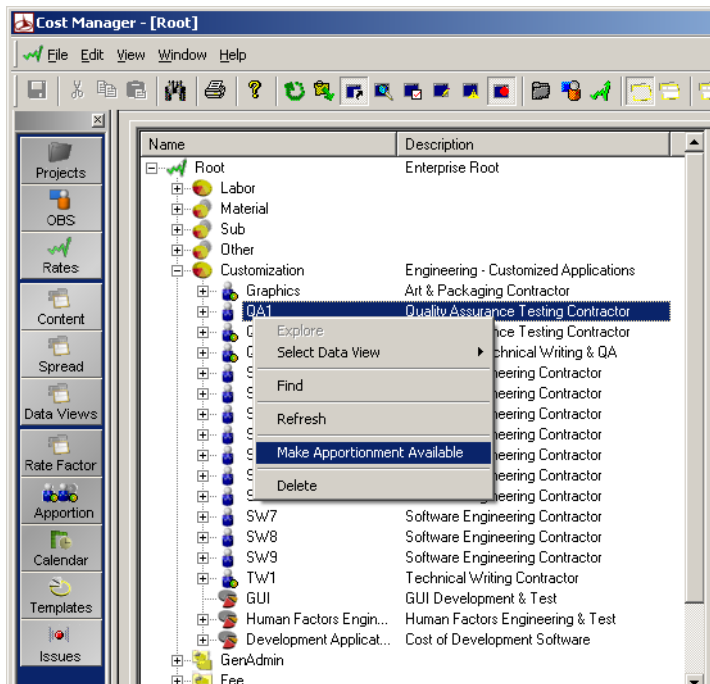
Apportioned Effort in Cost Manager The following steps are required to set apportionment for resources and apply the setting to the total project costs:

- [“To Make Apportionment Available for a Resource”](#) on page 129
- [“To Create and Apply the RAP”](#) on page 130
- [“To Include Apportionment Costs in the Project”](#) on page 134

To Make Apportionment Available for a Resource

- 1 In the Rate Structure, expand the Root Table and the Element Type that contain the resources to receive apportioned rate.
- 2 Right click the resource to activate the context menu.
- 3 Select Make Apportionment Available.

This option indicates that the resource is selected to be assigned to a Resource Apportionment Profile.

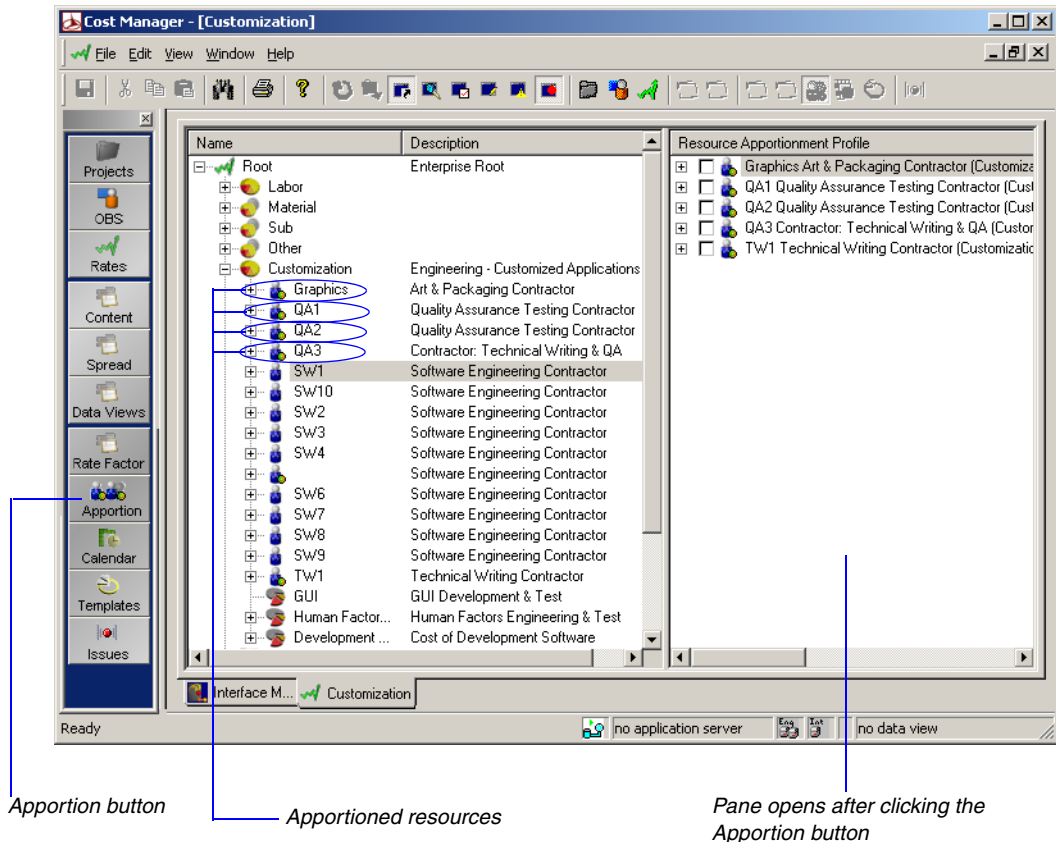


Selecting Make Apportionment Unavailable makes apportionment unavailable for the selected resource. Apportionment cannot be applied to the resource again until you right-click the resource and select Make Apportionment Available. Its icon changes in the Rate Structure.

After making apportionment available for all project resources who are identified to receive the apportioned rate, you can create the RAP for the resources. See [“To Create and Apply the RAP”](#) on page 130.

To Create and Apply the RAP

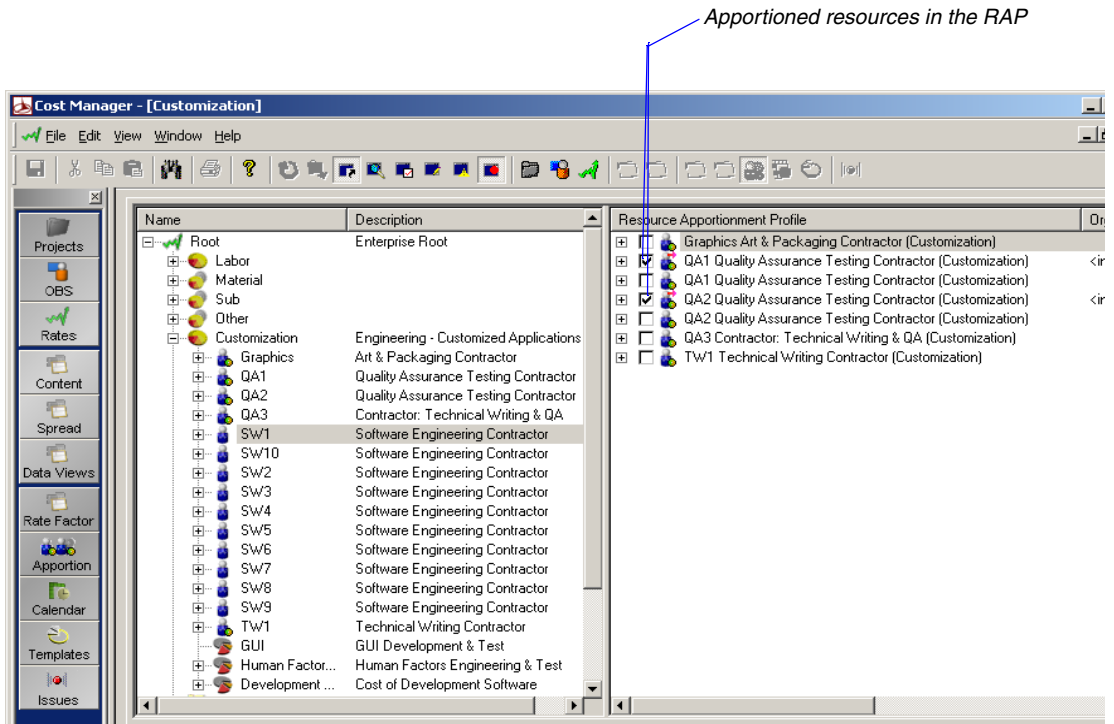
- 1 Select View > Rate Structure or click the Rates button on the Shortcut Bar to open the Rate Structure window.
- 2 Expand the Rate Structure to the Element Type that contains the apportioned resources.



- 3 Click the Apportion button on the Shortcut Bar. The Resource Apportionment Profile pane is displayed.
- 4 In the Element Type that you expanded previously, select a non-apportioned resource. All resources for whom resources were made available are displayed in the Resource Apportionment Profile.
- 5 Click the check box of an apportioned resource.



A check mark displayed in the check box indicates that the resource is selected.



6 Set the start date of the time frame for receiving the apportionment:



You can leave the From (start) and To (end) dates undefined. Cost Manager uses the earliest and latest periods.

- a) In the From column of the resource,
 - double-click the <undefined> field or
 - click the <undefined> field, then press the F2 key on your keyboard.
- b) In the text box, enter the start date of the time frame in which the resource is scheduled to receive the apportionment.
- c) Click outside the text box or press the Enter key on your keyboard to save your changes.

7 Set the end date of the time frame for receiving the apportionment:

- a) In the To column of the resource,
- double-click the <undefined> field or
 - click the <undefined> field, then press the F2 key on your keyboard
- b) In the text box, enter the end date of the time frame in which the resource is scheduled to receive the apportionment.
- c) Click outside the text box or press the Enter key on your keyboard to save your changes.

8 Set the apportionment factor:

- a) In the Factor column of the resource,
- double-click the default factor, 0.000
 - or click the default factor, 0.000, then press the F2 key on your keyboard
- b) In the text box, enter the factor for the apportionment.



The apportionment factor is the most significant step in setting apportionment. This factor is calculated with the percentage of the base rate that the resource receives.

- c) Click outside the text box or press the Enter key on your keyboard to save your changes.

Enter the apportionment time frame. Double-click in the From field and enter the start date. Double-click in the To field and enter the end date.

RAP is assigned to the selected resources

Enter the rate of the apportionment for each resource.

Name	Description	Organization	From	Start	To	Finish	Factor
Graphics Art & Packaging Co...	Art & Packaging Contractor	<inherit f...	4/1/2008	200801	10/1/2008	200801	0.2000
QA1 Quality Assurance Testi...	Quality Assurance Testing Contractor	<inherit f...	4/1/2008	200801	10/1/2008	200801	0.2
QA2 Quality Assurance Testi...	Quality Assurance Testing Contractor	<inherit f...	4/1/2008	200801	10/1/2008	200801	0.2
QA3 Contractor: Technical ...	Contractor: Technical Writing & QA	<inherit f...	4/1/2008	200801	10/1/2008	200801	0.2
TW1 Technical Writing Contr...	Technical Writing Contractor	<inherit f...	4/1/2008	200801	10/1/2008	200801	0.2

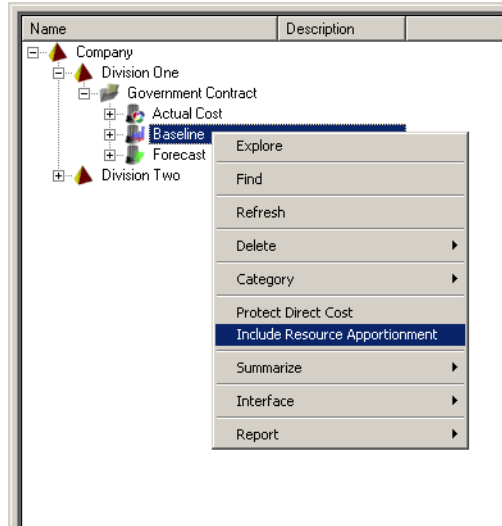
After setting apportionment for the resources who are intended to receive it, set apportionment for the project. **“To Include Apportionment Costs in the Project”** on page 134.



Setting apportionment for the project causes Cost Manager to calculate apportionment in the total project costs.

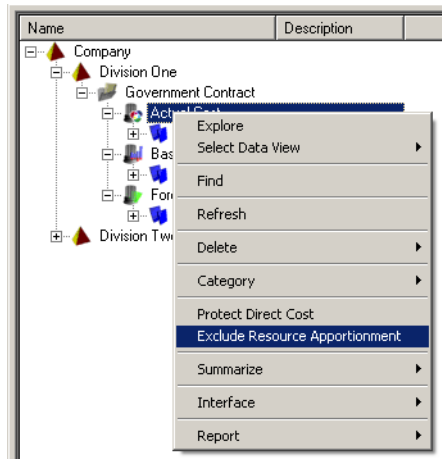
To Include Apportionment Costs in the Project

- 1 Expand the Project Structure to the project that uses the apportioned resources.
- 2 Right-click the baseline of the project and select Include Resource Apportionment.



To Exclude Apportionment Costs from the Project

- 1 Expand the Project Structure to the project that uses the apportioned resources.
- 2 Right-click the baseline of the project and select Exclude Resource Apportionment.



Creating Burden Templates

If you use indirect rates to budget and track indirect project costs separately, you are required to define Burden Templates for each overhead object for each applicable Rate Table. Burden Templates are defined within the overhead of each resource Element Type.

Define these Burden Templates and establish the indirect rate application algorithm in the Templates View.


Name	Description	Level	Burden	Type	Application
Root		Level 2	00LOH (Gen Labor Over...	simple	applied at level 1
Labor	Direct labor	Level 3	GenAdmin (General & Ad...	compound	applied at level 2
Material	Materials	Level 4	COM1 (Cost of Money)	simple	applied at level 1
Subs	Sub Contracts	Level 5	Fee10 (Fee at 10%)	compound	applied at level 4
Other	Other	Level 6			
Travel	Travel	Level 7			
Labor-OT	Labor Overtime	Level 8			
Craft	Craft Labor	Level 9			
GenAdmin	General Admin Expenses	Level 10			
Fee	Fee	Level 11			
COM	Cost of Money	Level 12			
Contract A Rates	Contract A Rates	Level 13			
Labor	Direct labor	Level 14			
AD1	Administrator	Level 15			
00LOH	Gen Labor Overhead	Level 16			
Material	Materials				
Subs	Sub Contracts				
Other	Other				
Travel	Travel				
Labor-OT	Labor Overtime				
Craft	Craft Labor				
GenAdmin	General Admin Expenses				
Fee	Fee				
COM	Cost of Money				

Burden Template

Templates View

Burden Templates assign various overheads and indirect burdens to burden levels and build up the multiplier portion of project costs. Apply the burdens based on your company’s financial burdening rules.

Cost Manager Burden Templates are user-defined algorithms used for an organization’s cost build-up formula. In Cost Manager, you can define a maximum of sixteen levels. Levels should be consistent, and can be open or unspecified.

 *Burden Templates should be consistent with your organization’s cost disclosure statements. If a reorganization occurs in the company or organization, and levels are added to the Burden Template structure, you will have to re-apply the rate calculator to correctly calculate the cost by period.*

When you are ready to create a Burden Template, map out your organization's indirect or overhead structure, also referred to as its burden, in a spreadsheet. Use the matrix to match the burdens to each defined resource Element Type and level. This process provides the necessary support to define the Rate Structures.

The following table shows an example of the matrix.

Level	Resource On-Site Labor (L)	Elements Off-Site Labor (L)	Div 2 Labor (L)	Material (NL)	Sub- contractors (NL)	Other (NL)	Travel (NL)
1	Direct	Direct	Direct	Direct	Direct	Direct	Direct
2	Fringe	Fringe	Fringe				
3		Off-Site					
4	Labor OVHD	OVHD	Labor OVHD	Mat OVHD	SUB OVHD	Other OVHD	TRAV OVHD
5							
6	IS Support OVHD	IS Support OVHD	IS Support OVHD	IS Support OVHD	IS Support OVHD	IS Support OVHD	IS Support OVHD
7							
8	G&A	G&A	G&A	G&A	G&A	G&A	G&A
9	Corp G&A	Corp G&A	Corp G&A				
10							
11	COM (1)	COM (1)	COM (1)	COM (1)	COM (1)	COM (1)	COM (1)
12							
13	COM (2)	COM (2)	COM (2)	COM (2)	COM (2)	COM (2)	COM (2)
14							
15	Fee .10	Fee .10	Fee .10				
16				Fee .03	Fee .03	Fee .03	Fee .03



The gray areas in the matrix represent "open" or "non-specified" levels in the overhead Burden Template.

To Create a Burden Template Complete the following tasks:

- Select the appropriate burden.
- Choose whether to compound the burden or leave it as a simple burden.
- If compounding, choose what burden level to apply the compound. See [“To Compound a Rate Factor”](#) on page 122.

The following rules apply when you build the Burden Template:

- Level 1 is not displayed in the Burden Template because it contains the base value, or prime, amount to apply against the burdens.
- Level 2 must keep a default burden level cost value of 1, for the selected overhead. This is also true for an overhead that may have a value of 0.
- Levels 3 through 16 can be assigned to any of the available burdens.

Name	Description	Base Rate	Level	Burden	Type	Application
Root	Enterprise Root		Level 2	00L.OH (Gen Labor Over...	single	applied at level 1
Labor	Direct Labor		Level 3	GenLdrln (General & Ad...	compound	applied at level 2
Material	Materials		Level 4	COM1 (Cost of Money)	simple	applied at level 1
Subs	Sub Contracts		Level 5	Fee10 (Fee at 10%)	compound	applied at level 4
Other	Other		Level 6			
Travel	Travel		Level 7			
Labor-OT	Labor Overtime		Level 8			
Craft	Craft		Level 9			
GenAdmin			Level 10			
Fee			Level 11			
COM	Cost of Money		Level 12			
Contract A Rates	Contract A Rates		Level 13			
Labor	Direct Labor		Level 14			
AD1	Administrator	20	Level 15			
BA1	Business Analyst...	25.2	Level 16			
DS1	Designer L1	27.5				
ME1	Mechanical Eng...	57.2				
SC1	Schedule L1	33				
TE1	Technician L1	27.5				
TS1	Technical Supp...	30.6				
00L.OH	Gen Labor Over...	1.25				
40L.OH	Bus Dev OH & T...	0.95				
Material	Materials					
Subs	Sub Contracts					
Other	Other					
Travel	Travel					
Labor-OT	Labor Overtime					
Craft	Craft					
GenAdmin						
Fee						
COM	Cost of Money					

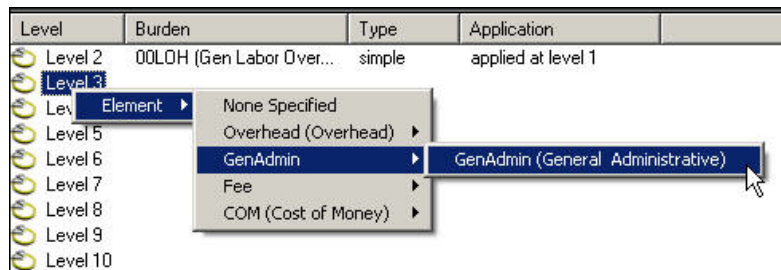
Burden Template View

To Select the Burden Element

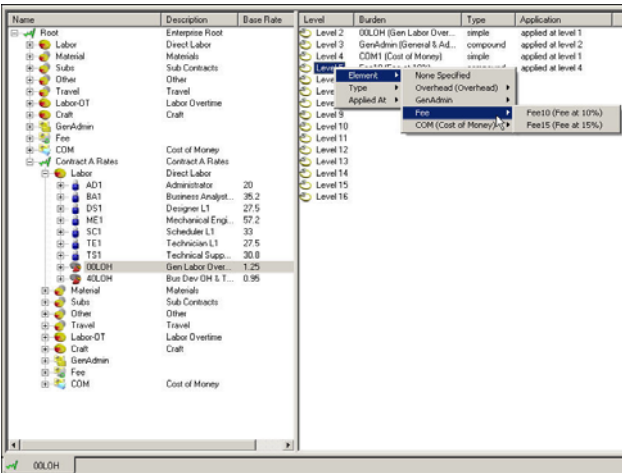
- 1 In the Rate Structure window, expand the Root structure to display the Rate Tables.
- 2 Expand the applicable Rate Table and select the Element Type that contains the appropriate overhead object, then select the overhead object.
- 3 Select View > Template View or select Template in the shortcut bar to display the Burden Template View.

The Template View opens in the right pane listing the 16 available burden levels. The overhead rate of the selected overhead object defaults to Level 2.

- 4 In the Template View, right-click a Level (beginning with Level 2) and select the appropriate burden (based on your company's indirect rate application formula) as shown in the following image.

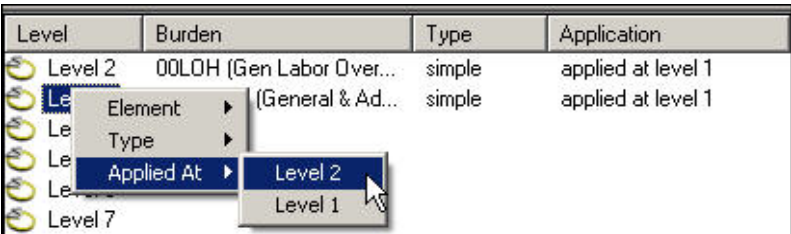


If you do not want to apply a burden element to the level, select None Specified.

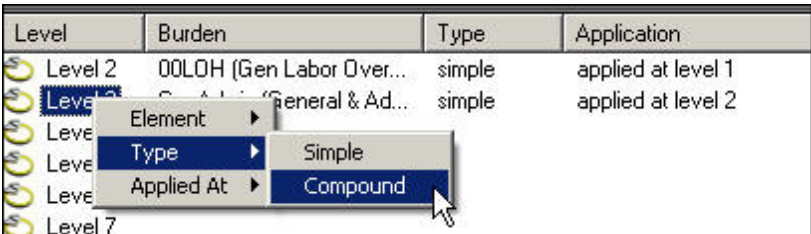


5 To apply the burden to a specific level, right-click on the burden and select Apply At > Level [number].

The Burden Type is Simple by default.



6 To compound the burden (if desired), right-click on the burden and select Type > Compound.





You can only compound burdens at or above the selected burden level. For example, compounding at Level 2 only provides the option to compound at Level 1 or Level 2. It is highly recommended you clearly understand the burdening structure before building Burden Templates.

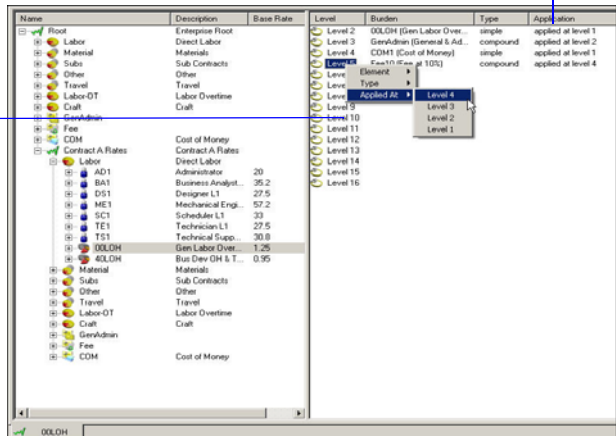
- 7 Repeat the previous steps for each Burden Level you want to add. Where applicable, this process is necessary for each overhead object in each Rate Table.

To Apply a Compound or Simple Burden

- 1 Right-click the level.
- 2 Select Type, then select one of the following options:
 - Compound — To compound cost from the previous levels up to the level selected in the Burden Template.
 - Simple — To apply the burden directly to the costs in the selected application level.

Displays the level selected to apply the burden element.

Right-click to select the level to apply the burden element.



Select None as the burden element type if no action is required at the selected level.

The following table represents a completed Burden Template and shows how Cost Manager calculates the total resource cost.

Resource AD1	Element	Type	Application	Formula	Calculated Value	Calculated Cum Sum
Level 1*	Direct			100 Hrs * Labor Rate (100 * \$20.00)	\$ 2,000	\$ 2,000
Level 2	00LOH	Simple	Level 1	Direct * Overhead Rate (\$2,000 * 1.25%)	\$ 2,500	\$ 4,500
Level 3	GenAdmin	Compound	Level 2	Cum Level 2 * GenAdmin (\$4,500 * .2%)	\$ 900	\$ 5,400
Level 4	COM1	Simple	Level 1	Direct * COM1 (\$2,000 * .0%)	-	\$ 5,400
Level 5	Fee10	Compound	Level 4	Cum Level 4 * Fee10 (\$5,400 * .10%)	\$ 540	\$ 5,940
Level 6						

Refer to the [Creating Reports](#) chapter for more information on cost breakdown reports.

To Verify Resource Costs Once the Burden Template is built, you can run a cost breakdown report and verify resource costs to see if they are consistent with the planned rate structure.

Click and drag the selected overhead element to the Content View in the Organization Structure window.

The resource element is priced according to the Burden Template formula established for that overhead.

To Copy Rate Table Rates and Burden Templates to Another Rate Table Use the Content View to drag-and-drop rates and Burden Templates from one Rate Table to another:

- 1 In the Rate Structure window, click the Root element.
- 2 The Root element's contents, including the Rate Table, are visible in the right pane of the window (the Content View).
- 3 Select View > Content View.
- 4 In the Content View, click the Rate Table to copy and drag-and-drop it onto the Rate Table to copy to.

The Progress Meter tracks progress at the bottom of the screen.

Name	Description	Name	Description
Root		Labor	Direct labor
Labor	Direct labor	Material	Materials
Material	Materials	Subs	Sub Contracts
Subs	Sub Contracts	Other	Other
Other	Other	Travel	Travel
Travel	Travel	Labor-OT	Labor Overtime
Labor-OT	Labor Overtime	Craft	Craft Labor
Craft	Craft Labor	GenAdmin	General Admin Expenses
GenAdmin	General Admin Expenses	Fee	Fee
Fee	Fee	COM	Cost of Money
COM	Cost of Money	Contract A Rates	Contract A Rates
Contract A Rates	Contract A Rates	Contract B Rates	Contract B Rates
Contract B Rates	Contract B Rates		

Root element's contents
in the Content View

In this example, Contract A Rates is
selected, then dragged-and-dropped
onto Contract B Rates.

- 5 When the Progress Meter is completed, right-click the copied-to Rate Table and select Refresh.
- 6 Open a custom Data View that contains the Base Rate column to verify that the new rates are displayed.

Assigning Resources to Organizations

The connection between resources and organizations enables Primavera Project Management to interact with Cost Manager during import. You can map specific burden structures to individual organizations by “dragging and dropping” the specific overhead icon onto its organization. This feature provides a valuable financial look at the project by pooling overheads and reporting cost by organization. Map resources to the organization levels using the Organization Structure and Rate Structure windows.

To Map Resources to Organizations

- 1 Click the OBS button on the Shortcut Bar, then click the Rate button on the Shortcut Bar to open the Organization Structure and Rate Structure windows.
- 2 Select Window > Tile to display the open windows horizontally. The Content View (right pane) must be visible in the upper and lower panes.
- 3 Expand the root structure to display its descendants, then select the resource element in the Rate Structure to display its resources and overheads in the Content View.
- 4 Expand the Organization Structure and select the organization level to which you want to assign the overhead element.
- 5 Drag the selected overhead element to map the resource element and the associated resources, overhead, and Burden Template to the organization.

Assigning Overheads to the Organization Structure

After defining the Organization Structure, Calendar, and Rate Structure, you can connect Rate Structure overhead to Detail Organizations to establish costing rules and to budget and report data by organization.



You are required to assign an overhead object to a Detail Organization when you create a new Detail Organization in the Organization Structure or when you create a new Element Type in the Rate Structure.

When you assign an overhead from an Element Type to a Detail Organization, all resources associated with that Element Type are also assigned to that organization.

When new resources are added to Element Types that have already had their overheads assigned to organizations, these new resources are automatically assigned to those organizations.

To Assign Overheads to Detail Organizations

- 1 Select View > OBS to open the OBS.
- 2 Select View > Content View if the Content View is not already displayed in the right pane of the Cost Manager window.
- 3 Select View > Rate Structure to open the Rate Structure.
- 4 Select Window > Tile to view all windows at once.
- 5 Expand the OBS to the Detail Organization level, the first level under the root Organization, with no lower-level, child organizations.
- 6 Select the desired Detail Organization so that its contents are visible in the Content View



When no connection exists between the Rate Structure and Organization Structure, the Detail Organizations are empty and the Content View is blank.

Detail Organization

Name	Description
00	
10	ENGINEERING
20	ADMINISTRATION
30	INFORMATION SERVICES
40	BUSINESS DEVELOPMENT
50	QA
60	PROCUREMENT
601	Materials Management

Content View of the OBS is empty because overhead objects have not been assigned to the selected Detail Organization.

Name	Description
------	-------------

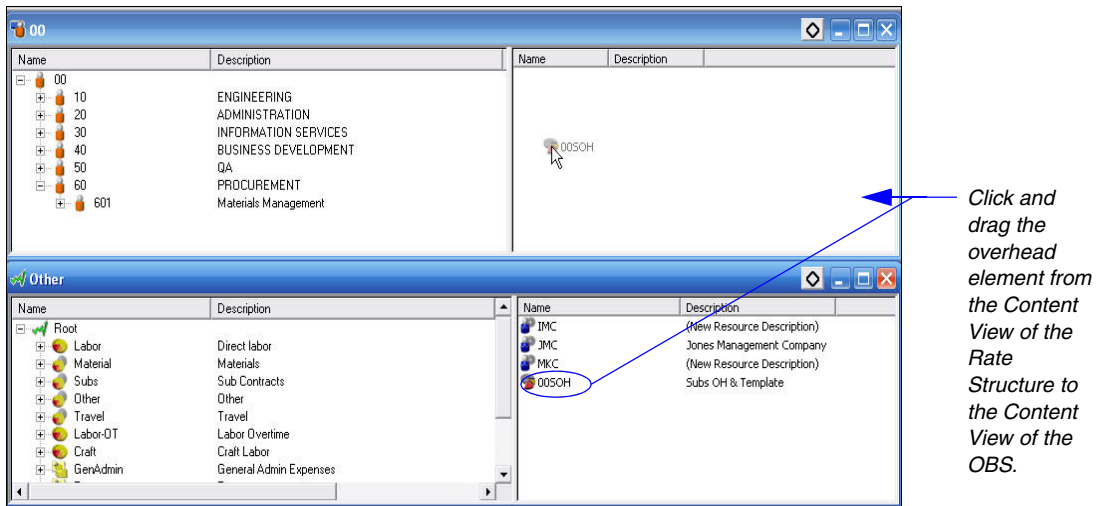
- 7 Expand the Rate Structure to show the Element Types.
- 8 Select the first Element Type so that its contents — resources and overheads — are displayed in the Content View.

Name	Description	Name	Description
Root		IMC	(New Resource Description)
Labor	Direct labor	JMC	Jones Management Company
Material	Materials	PKC	(New Resource Description)
Subs	Sub Contracts	00SOH	Subs OH & Template
Other	Other		
Travel	Travel		
Labor-OT	Labor Overtime		
Craft	Craft Labor		
GenAdmin	General Admin Expenses		
Fee	Fee		
CDM	Cost of Money		
Contract A Rates	Contract A Rates		
Contract B Rates	Contract B Rates		

Content View of the Rate Structure shows the selected Element Type's resources and overheads.

- 9 In the Content View of the Rate Structure, select the overhead that is associated with the selected element type.
- 10 Drag the overhead to the Content View of the OBS.

This action assigns the Element Type's specific overhead object, corresponding Burden Template, and resources to the selected Detail Organization.



- 11 Repeat the previous steps to assign an overhead from each Element Type to each of the Detail Organizations.



You can only assign one overhead per Element Type to a Detail Organization. If resources from a particular Element Type are never going to be budgeted from a particular organization, you do not have to assign the overhead object to an organization.



When importing assigned resources and organizations from a Primavera project, you will receive error messages stating "Invalid Organization and Resource Combination" if a resource is not connected to an organization via the overhead object in Cost Manager.

Managing Work and Progress

In this chapter:

Enterprise View of Work

Creating Your Enterprise Project Structure

Building Your WBS into the Project Structure

Setting the Baseline Budget and Schedule Dates

Using Earned Value Techniques

Setting Actual Costs

Establishing the Forecast Budget

Adjusting Baselines

Summarizing Cost and Performance

Copying a Project

Viewing Project Reports

The following sections describe how to develop your project structure, also referred to as your Work Breakdown Structure, in Cost Manager. Once the project structure is defined, you can establish the budgets, adjust baselines, and use Earned Value techniques to determine the cost and performance value of your projects.

Enterprise View of Work

Work is at the heart of every project. Your resources, including your key stakeholders, subject matter experts of multiple disciplines, and wide variety of team contributors put the project in motion, facilitating its progress. Calendars and schedules guide progress and performance, and pay rates serve as motivators toward project completion. Yet, the work to be completed and resulting customer deliverables are the entire reason for starting a project from its inception and seeing a project through to its completion.

Cost Manager provides a centralized, accessible location for tracking costs related to your Work Breakdown Structure (WBS) and evaluating cost and performance value from the start to the end of your project. You can monitor budgets, prepare forecasts, and compare actual achievements to forecasted goals. Using Earned Value techniques, you can assess progress through the duration of your project's lifecycle and beyond, and make projections to guide your future projects.

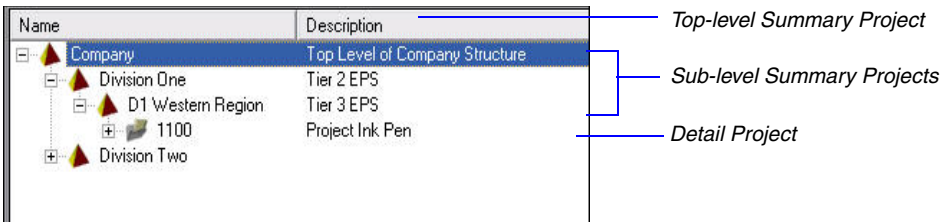
Creating Your Enterprise Project Structure


The Project Structure consists of Summary Projects for enterprise summary reporting and Detail Projects where project work breakdown structures are created, estimates are priced, actual costs are collected, and performance is earned.

Visual, Conceptual Model of Your Project Structure In Cost Manager, you are required to manually create a visual and conceptual structure that represents your enterprise project. This structure is referred to as the Enterprise Project Structure (EPS), also referred to as the Project Structure. This chapter describes how to manually create your Project Structure.

In Cost Manager, the Project Structure consists of a top-level project, referred to as a Summary Project, that represents the company or the highest roll-up level. Subsequent tiers in the Project Structure represent projects or programs used as reporting roll-up levels.

The lowest level of the Project Structure, referred to as the Detail Project, is where project data is input or imported. Detail Projects contain the Bases from which you can plan, control, and collect actual costs, as well as interface to the Primavera Project Management module or other external tools. The project WBS is contained in the Bases.



 As shown in the previous figure, the lowest level of the Project Structure is the Detail Project (1100). The Detail Project is where you add or import project-specific data. The higher-level projects should be used as reporting and roll-up levels. Keep this in mind when constructing the Project Structure.

Types of Project Data After you have created the Project Structure, you can manually enter project-specific data or import it from the Primavera Project Management module, Microsoft Project or Microsoft Excel *.csv files. For information about importing project-specific data into Cost Manager, see the chapter [“Importing Project Data”](#) on page 205







Project data consists of the following:







- Enterprise Project Structure including Summary Projects and Detail Projects
- Actual, Baseline, Commitment, Forecast and Pending Basis — The Basis is the top-level of the Detail Project’s WBS. All Bases share the information contained in the Baseline including:
 - Summary Task
 - User-defined Control Accounts
 - Detail Tasks (activities)
 - Milestones
 - Charge Codes




The following are Basis-specific data items:

- Baseline, also referred to as the Baseline — Include earning methods, period performance, resource, organization assignments, and start and finish dates.
- Actual Basis — Include actual period cost, hours, and units.
- Commitment Basis — Include commitment period cost, hours, and units
- Forecast Basis — Current plan Estimates to Complete, resource, organization assignments, and start and finish dates.

Icons of the Project Structure The following table displays the Project Structure icons and provides a brief description of each associated data element:

Icon	Description
	Summary Project icon: Summary project can have many children, but only one parent within the EPS Structure. There can only be one Root Project.
	Detail Project icon: The lowest level in the Project Structure, where the children of the Detail Projects are Bases. The Detail Project represents the control point for planning, controlling and collecting actual cost.
	Categorized Baseline icon: The Baseline Basis, also referred to as the Baseline, stores the project baseline data including the WBS structure, activities, control accounts, charge codes, resources and resource spreads, earning methods, calculated period budget and imported period performance earned.
	Categorized Actual Basis icon: The Actual Basis stores only the actual cost by period. When created, the Actual Basis inherits the contents of the Baseline down to the Detail Task level. Resource/organization hours and cost with or without burdens are imported from an external source. The actual hours and cost of the Basis can be protected when you apply the Rate Table to calculate burdens.
	Categorized Forecast Basis icon: The Forecast Basis stores the most current project information and estimate-to-complete data. When created, the Forecast Basis inherits the contents of the Project Structure down to the Detail Task level and can also store the original budget information. Modify the Forecast Basis by importing the most current schedule and resource information from the current plan in the Primavera Project Management module database.
	Summary Task icon: The Summary Task behaves as the project roll-up point. The Summary Task has many children but only one parent (the Baseline).

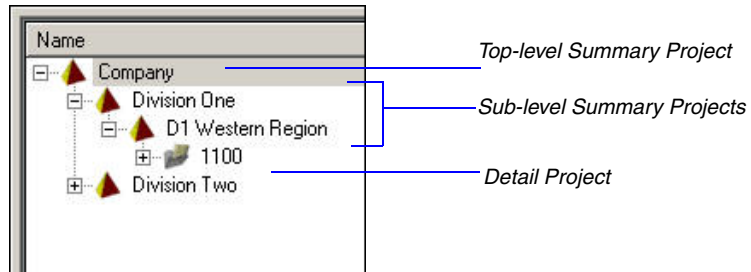
Icon	Description
	Control Account icon: Control Accounts are assigned when the WBS intersects with the Responsibility Assignment Matrix (RAM). In other words, a Control Account serves as a secondary roll-up point for a logical grouping of activities within the framework of the Project Structure. The Control account is also an established reporting level within Cost Manager. You are not required to designate a single level in the WBS to represent the Control Account. Rather, Cost Manager enables you to define the Control Account level where it is actually represented in the WBS.
	Detail Task icon: The Detail Task icon is differentiated from the Summary Task icon by the green flag in the top right corner. The Detail Task represents the activity data imported from the Primavera Project Management module project including start and finish dates, resource/organization assignments with budget hours, and dollars that have been assigned and spread within the project. The Detail Task also stores the Charge Code information and the period earned performance (status).
	Organization icon: Resources are assigned to an organization which stores the assigned overhead Burden Template so that organizational costs are calculated according to the assigned burden algorithm.
	Labor Cost Element icon: Categorizes elements related to labor resources.
	Non-Labor Cost Element icon: Categorizes elements related to non-labor resources such as material, travel, and subcontracts
	Labor Resource icon: Resources are the lowest level in the project EPS structure and store the assigned hours by period and the spread by period as defined in the Primavera Project Management module project.

Icon	Description
	Non-Labor Resource icon: Resources are the lowest level in the project EPS structure and store the assigned units and unit cost by period as defined in the Primavera Project Management module project.
	Charge Code icon: The Charge Code icon indicates that this activity is the recipient of actual charges imported from the firm's financial accounting system. A charge code must be present for actual costs to be imported.
	Milestone icon: Milestones represent an event in the schedule and typically have no duration or resources assigned to them. They can be weighted for earned value achievement against the tasks they are assigned to.

To Add Projects to the Project Structure

- 1 In the Shortcut bar, click the Projects button. The Project Structure is displayed.
- 2 **Rename the top-level project:**
 - a) Select the top-level project icon (it resembles a pyramid).
 - b) Double-click in the Name field of the Summary Project or click in the Name field, then press the F2 key on your keyboard.
 - c) In the Name text box, enter a name for the top-level Summary Project.
 - d) Double-click in the Description field of the Summary Project, or click in the Description field, then press the F2 key on your keyboard.
 - e) In the Description text box, enter a description for the Summary Project.
 - f) Press the Enter key on your keyboard to save your changes.
- 3 **Add a new project:**
 - a) Right-click the top-level Summary Project and select Add Project.
 - b) Enter a name and description for the project. (by clicking or pressing the F2 key)
- 4 Continue to add as many levels to the Project Structure as required.

When you add a project, the level to which the project was added automatically becomes a Summary Project. The added project is a Detail Project until you add a project underneath the Detail Project. The following image shows an example of the project structure:



The only available option when you right-click the top-level Summary Project (level 1) is Add Project. When you right-click a sub-level Summary Project (level 2 or lower), you can select Add Project or Add Basis. A Basis can only be added to a Detail Project.



If you import project data from the Primavera Project Management module, enter a name for the Detail Project that is exactly the same as the name of the Primavera Project Management module project from which you import data. See [“To Import Baseline Budget Data”](#) on page 210.

Additional Considerations:

- You can add as many projects as required for the Project Structure.
- When creating the Project Structure ensure that any project containing sub-projects (children) is a reporting roll-up level.
- All project data is entered in the Detail Project.
- When you add a project, the level to which the project is added automatically becomes a Summary Project.

To Reparent a Task Re-parenting a task adds a new Summary Task above a selected task object, which is useful to move one or more Detail Tasks under a different Summary Task.

- 1** In the Project Structure, right-click the task to reparent.
- 2** Select Reparent and one of the following options:
 - **This Task** — Moves the selected Detail Task under a new Summary Task.
 - **All Siblings** — Moves the selected Detail Task and all of its peer tasks under a new Summary Task.
- 3** Provide a name and description for the new Summary Task:
 - a)** Double-click in the Name field of the Summary Task or click in the Name field, then press the F2 key on your keyboard.
 - b)** In the Name text box, enter a name for the top-level Summary Task.
 - c)** Double-click in the Description field of the Summary Task, or click in the Description field, then press the F2 key on your keyboard.
 - d)** In the Description text box, enter a description for the Summary Task.
 - e)** Press the Enter key on your keyboard to save your changes.

To Add a Basis to a Detail Project

- 1 In the Project Structure, right-click the desired Detail Project and select Add Basis.
- 2 **Rename the basis:**
 - a) Double-click in the Name field of the basis or click in the Name field, then press the F2 key on your keyboard.
 - b) In the Name text box, enter a name for the basis. Name the Basis according to the Basis category (for example, Baseline1).
 - c) Double-click in the Description field of the basis, or click in the Description field, then press the F2 key on your keyboard.
 - d) In the Description text box, enter a description for the basis.
 - e) Press the Enter key on your keyboard to save your changes.
- 3 **Categorize the basis:**
 - a) Right-click the Basis.
 - b) Select Category and one of the following options:
 - Actual
 - Baseline
 - Commitment
 - Forecast
 - Pending



If desired, you can add all three Bases to a Detail Project at one time. Prior to adding the Basis, select Window > Preferences Browser. In the General tab, change the Object Count to 3. After adding the Bases, change the Object Count back to 1, and name and categorize all three Bases.

- 4 Repeat steps 1-3 for each Basis you want to add to each Detail Project.

Name	Description
Company	Top Level of Co...
Division One	Tier 2 EPS
D1 Western Region	Tier 3 EPS
1100	Project Ink Pen
Actuals	Actual Cost
Baseline	Baseline 010106
Forecast	Forecast 010106
Division Two	

The Bases are listed beneath the Detail Project in the EPS.

The following figure shows how the five types of bases are represented in the EPS:

Name	Description
Company	Top Level of Company Structure
Division One	Tier 2 EPS
D1 Western Region	Tier 3 EPS
1100	Project Ink Pen
Actual	Actual Cost
Baseline	Baseline 010106
Commitment	Commitment Cost
Forecast	Forecast 010106
Pending	Pending 020106
Division Two	

There are five categories of basis.

About Bases Bases are required for planning, controlling, and collecting budget, forecast, and actual cost information. Additional basis can be created for other purposes such as what-if planning or capturing committed cost. This section shows you how to add, categorize, name, and describe a Basis. The types of Bases are:

- **Baseline** — Stores the project baseline data including:
 - Work Breakdown Structure (WBS)
 - Activities
 - Control Accounts
 - Charge Codes
 - Resources and resource spreads
 - Earned Value techniques
 - Calculated period budget
 - Imported performance earned per period
- **Actual Basis** — Stores only the actual cost, hours and units by period. When created, the Actual Basis inherits the contents of the Baseline down to the Detail Task level. Resource/organization hours and cost with or without burdens are imported from an external source. The actual hours and cost of the Basis can be protected when you apply the Rate Table to calculate burdens.
- **Forecast Basis** — Stores the most current project information and estimate-to-complete data. When created, the Forecast Basis inherits the contents of the Baseline down to the Detail Task level and can also store the original budget information. Modify the Forecast Basis by importing the most current schedule and resource information from the current plan in the Primavera Project Management module database.
- **Commitment Basis** — Stores only committed dollars, hours and units by period. The Commitment Basis has many of the same characteristics as the Actual Basis, however, the Commitment basis is used to develop a more accurate estimate-to-complete by recognizing costs that are real, but have not accrued.

- **Pending Basis** — Stores the most current project information regarding changes for which authorization has not been received from the contracting officer. When created, the Pending Basis inherits the contents of the Baseline down to the Detail Task Level. Modify the Pending Basis by importing the schedule and resource information from the pending plan in the Primavera Project Management module database.

To Protect a Basis To protect the hours and cost of a Basis from recalculation when you apply the Rate Table to calculate burdens:

- 1 Right-click the Basis.
- 2 Select Protect Direct Cost.

Building Your WBS into the Project Structure



Consulting services are available to provide configuration management and implementation support if desired.

Your project has an assigned Work Breakdown Structure (WBS), which you enter into the Project Structure. The following elements make up your project's WBS:

- Control Account — WBS element that enables the responsible organization to intersect with the WBS.
- Task, also referred to as a Work Package — WBS element below the Control Account where resources are assigned from performing organizations, budgets are established against those resources, and performance is measured. A Work Package can be a summary level to a number of short-term tasks.
- Planning Packages — Long-term scope of work that has budget, but is future work that cannot be clearly identified as a Work Package or Task.

You can create a project WBS and activities in Cost Manager Detail Projects manually, or you can import the WBS and activities directly into a Detail Project from the Primavera Project Management module. (See [“To Import Baseline Budget Data”](#) on page 210) After creating or importing the WBS and activities, you can designate activities as Control Accounts.



WBS, Control Accounts, and activities are project-specific and appear in every Basis created for a Detail Project. If a new element is added, it is added to ALL Bases. If an element is deleted, it is deleted from ALL Bases.

After creating or importing the tasks, you can designate tasks as Control Accounts, Planning Packages or Work Packages.



The elements contained in the Detail Project are project-specific and will appear in every Basis. If a new element is added, it will be added to ALL Bases; if an element is deleted, it is deleted from ALL Bases.

Creating the WBS in the Project Structure is accomplished much in the same way as logically creating the WBS for your project. In any Basis, you create a Summary Task, then create or import several Detail Tasks that represent the project EPS.

You can add an unlimited number of Detail Tasks to a Summary Task in the EPS.

To Create the WBS in the Project Structure 1

- 1** Select View > Project Structure if the Project Structure is not already displayed.
- 2** Expand the Project Structure to the Detail Project to which you want to add data.
- 3** Right-click the Basis underneath the Detail Project and select Add Task. The new task represents the top-level of your WBS in the Cost Manager Project Structure.
- 4 Name the task:**
 - a)** Click the new task. Press the F2 key on your keyboard or click in the Name field or the Description field.
 - b)** In the Name field, enter the name of the top-level WBS Code of the project for the task.




You can have more than one Summary Task on any number of levels in a Baseline.

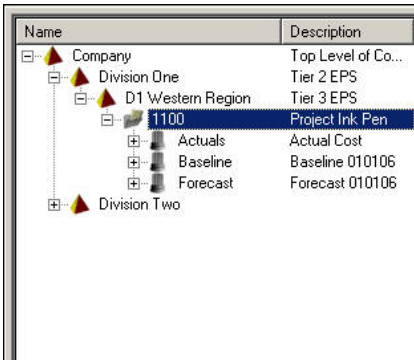
- c)** In the Description field, enter a description for the task.
- d)** Press Enter on your keyboard to save your changes.

See [“To Add Summary Tasks to the Baseline”](#) on page 165 for the next step in adding the WBS to the Project Structure.

To Create the Baseline

- 1 In the Project Structure window, right-click the desired Detail Project and select Add Basis.
- 2 **Name the basis:**
 - a) Click the new basis. Press the F2 key on your keyboard or click in the Name field or the Description field.
 - b) In the Name field, enter a name for the new basis.
 - c) In the Description field, enter a description for the new basis.
 - d) Press Enter on your keyboard to save your changes.
- 3 **Categorize the basis:**
 - a) Right-click the Basis.
 - b) Select Category > Baseline.

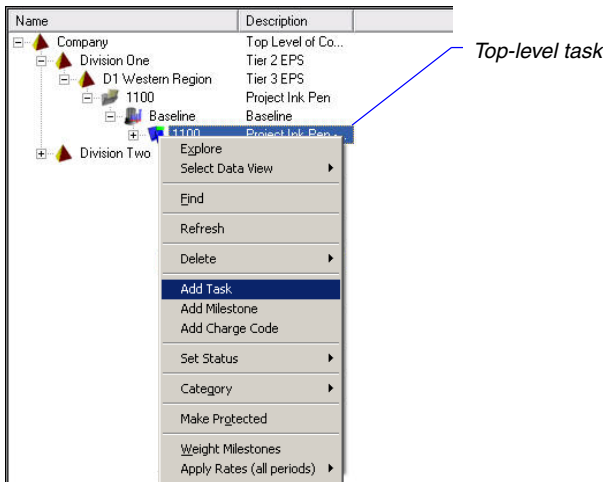
 *If desired, you can add all three Bases to a Detail Project at one time. Prior to adding the Basis, select Window > Preferences Browser. In the General tab, change the Object Count to 3. After adding the Bases, change the Object Count back to 1, and name and categorize all three Bases.*



The Bases are listed beneath the Detail Project in the EPS.

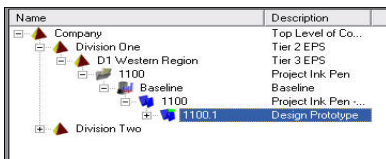
To Add Summary Tasks to the Baseline

- 1 In the Project Structure, navigate to the desired Baseline of your WBS.
- 2 Right-click the Basis and select Add Task (or Milestone) to create a second-level WBS task.



3 Name the WBS task:

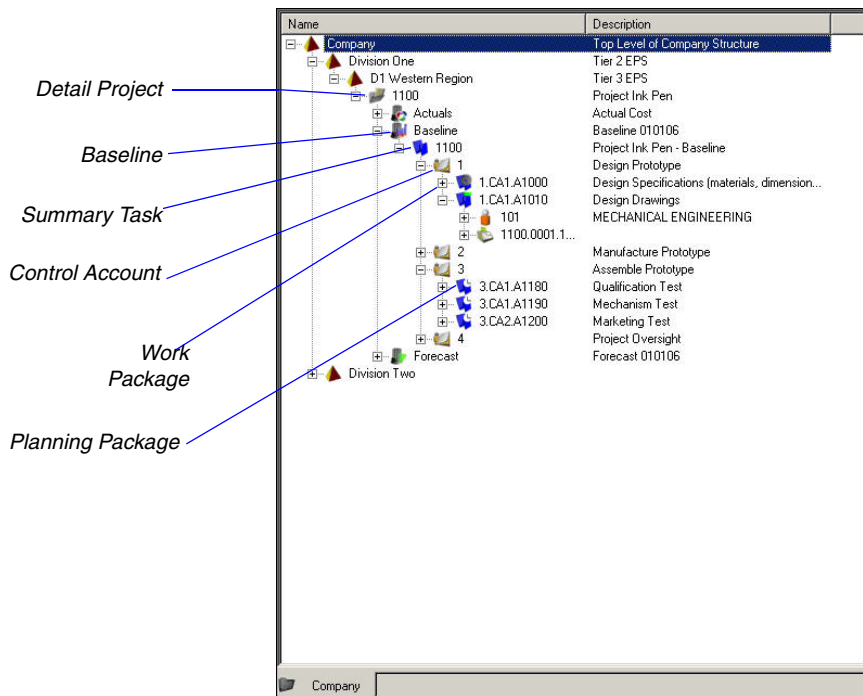
- a) Click the new WBS task. Press the F2 key on your keyboard or click in the Name field or the Description field.
 - b) In the Name field, enter the name of the top-level WBS Code of the project for the WBS task.
 - c) In the Description field, enter a description for the WBS task.
 - d) Press Enter on your keyboard to save your changes.
- 4 Continue adding tasks to create a hierarchical structure for the Detail Project (as shown in the following image).





When you import data from a Primavera project into a manually created Cost Manager WBS, then the WBS Codes in the Detail Project must match the WBS Codes used in the Primavera Project as well as conform to the WBS-Activity combination WBS Code created by Cost Manager.

The following image shows an example of a WBS in the Project Structure:



To Categorize Control Accounts, Planning Packages and Work Packages

- 1 Right-click the task and select Category.
- 2 Select one of the following four options:
 - Control Account
 - Planning Package
 - Work Package
 - None

To Remove a WBS Categorization from a Task

- 1 Right-click on the task and select Category.
- 2 Select None.

To Add Charge Codes to the WBS Charge Codes provide the connection between Cost Manager and the cost collection system. Charge Codes are shared data and should be established in the Baseline or Actual Basis used to segregate actual costs. Add Charge Codes to the Summary or Detail level objects to which you want to apply actual costs.

Charge Codes typically reside in the company's Job Cost Accounting System. The Charge Codes resident in Cost Manager should exactly match the codes in the accounting system if you plan to import actual cost data from MS Excel, CSV, MS Project or Primavera Project Management.



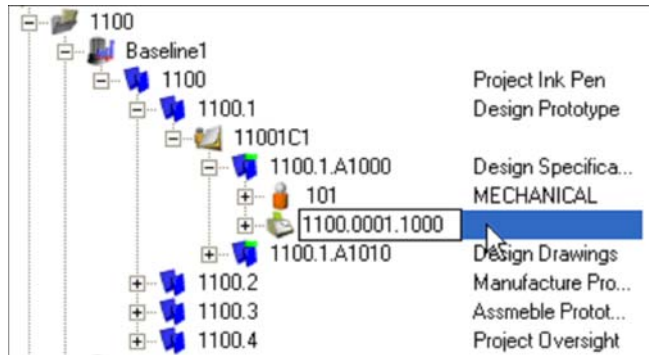
You can assign Charge Codes to any WBS level. Also, you can only assign Charge Codes to a specified leg of a WBS (for example, parent and child WBS objects in the same leg cannot both have an assigned Charge Code). You can assign multiple Charge Codes to a WBS level only when Charge Codes are divided among performing organizations for that WBS level and will be exclusively charged by those performing organizations.

To Assign a Charge Code to a Task

- 1 Expand the Project Structure to the Detail Task level.
- 2 Right-click the Detail Task to which you want to assign a Charge Code and select Add Charge Code.

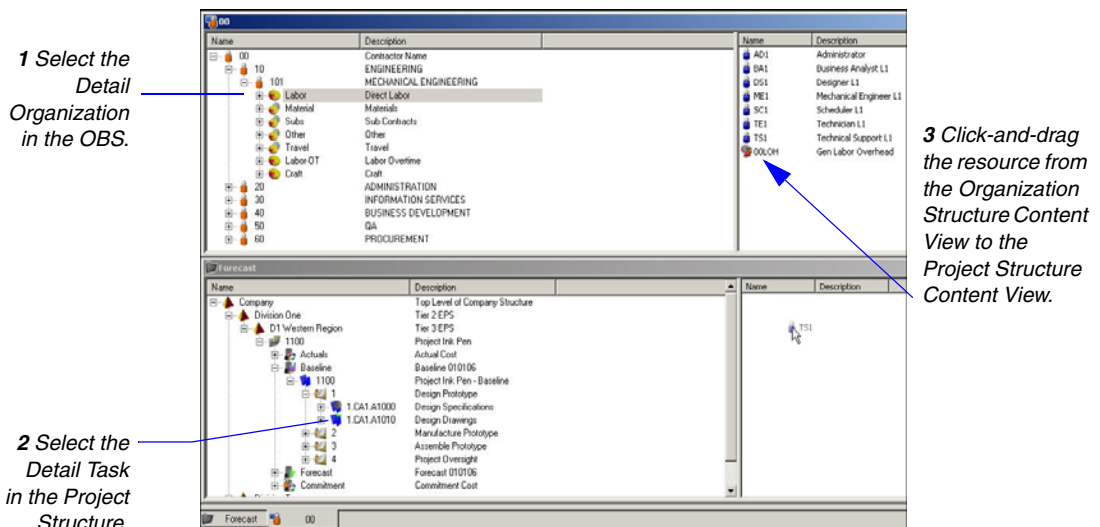
A Charge Code is added beneath the selected task.

- 3 Click on the new Charge Code to select, then click again on the Charge Code to activate the text box.
- 4 Type the applicable Charge Code number (as it appears in the financial system) and press the <Enter> key.



To Assign a Resource to a Task You can create the Baseline Budget by manually assigning resources from the Content View of the Organization Structure to Detail Tasks in the Project Structure.

- 1 Select View > Organization Structure. The organization structure is displayed.
- 2 Select View > Project Structure. The project structure is displayed.
- 3 Select Window > Tile to view both windows at the same time. The interface should appear similar to the following image.



- 4 If the Content View is not displayed, select View > Content View in each window.
- 5 In the Organization Structure, select the Detail Organization that contains the desired resource.
- 6 In the Project Structure, select the Detail Task to which you want to assign the resource.
- 7 In the Content View of the Organization Structure, click the resource and drag-and-drop it to the Content View of the Project Structure window.
- 8 Click OK when prompted.

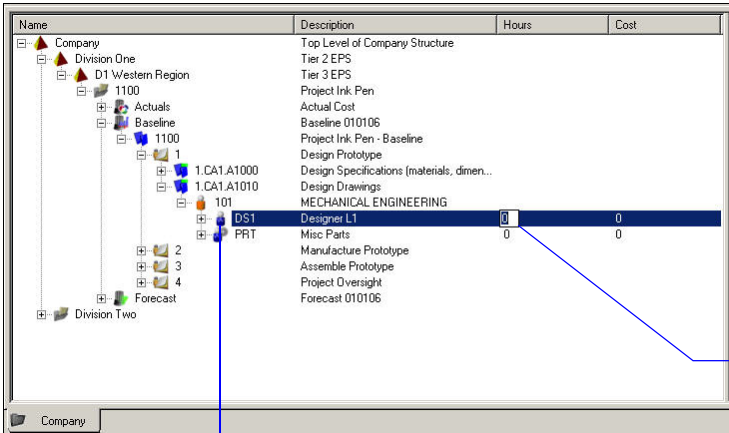


You can Shift-click and Ctrl-click to select multiple resources for assignment.

For information on creating and launching Data Views, refer to the [Data Views Window](#) section of the [Working with Views](#) chapter.

To Add Hours to a Resource You can add hours to resources in a customized cost-type Data View. After adding hours, you can apply a spread curve. Applying a spread curve spreads the hours across the task time period based on a defined spread curve from the start date to the finish date of the task.

- 1 In the Project Structure window, expand the EPS to display the resource(s) to which you want to assign hours.
- 2 Select View > Data View, then launch the desired cost-type Data View.
- 3 In the Project Structure, select the desired resource. Enter the number of worked or assigned hours in the Hours column adjacent to the selected resource.



Enter hours in the Hours column of a cost-type Data View.

Select the desired resource in the Project Structure.

To Spread Hours Across Resources You can spread hours for a single resource or for all the resources assigned to a task or project.

- 1 In the Project Structure, select the desired resource or task.
- 2 Right-click on the selected object and select Spread All Periods > Spread Curve.
- 3 After applying the spread curve, right-click on the object again and select Refresh.



To spread resource hours across an entire project, apply the spread curve from the top-level Summary Task.

Name	Description	Hours	Cost		2006 Period 2	2006 Period 3	2006 Period 4
Company	Top Level of Company Structure			Cost	0.00	0.00	0.00
Division One	Tier 2 EPS			Cost	0.00	0.00	0.00
D1 Western Region	Tier 3 EPS			Cost	0.00	0.00	0.00
1100	Project Ink Pen			Cost	0.00	0.00	0.00
Actuals	Actual Cost			Cost	0.00	0.00	0.00
Baseline	Baseline 010106			Cost	0.00	0.00	0.00
1100	Project Ink Pen - Baseline			Cost	0.00	0.00	0.00
1	Design Prototype			Cost	0.00	0.00	0.00
1.CA1.A1000	Design Specifications (materials, dimen...			Cost	0.00	0.00	0.00
1.CA1.A1010	Design Drawings			Cost	0.00	0.00	0.00
101	MECHANICAL ENGINEERING			Cost	0.00	0.00	0.00
DS1	Designer L1	272	0	Labor	85.00	97.75	85.00
PRT	Misc Parts	0	3500	NonLabor	1,093.75	1,257.81	1,093.75
1100.0001.10...							
2	Manufacture Prototype			Cost	0.00	0.00	0.00
3	Assemble Prototype			Cost	0.00	0.00	0.00
4	Project Oversight			Cost	0.00	0.00	0.00
Forecast	Forecast 010106			Cost	0.00	0.00	0.00

To Apply Rates to Resources You can apply rates from the Summary Task level to the resource level in the project WBS.



For information about defining base rates and rates factored for escalation, de-escalation, or apportionment, see the sections in the chapter [“Managing Rates and Costs”](#) on page 91.

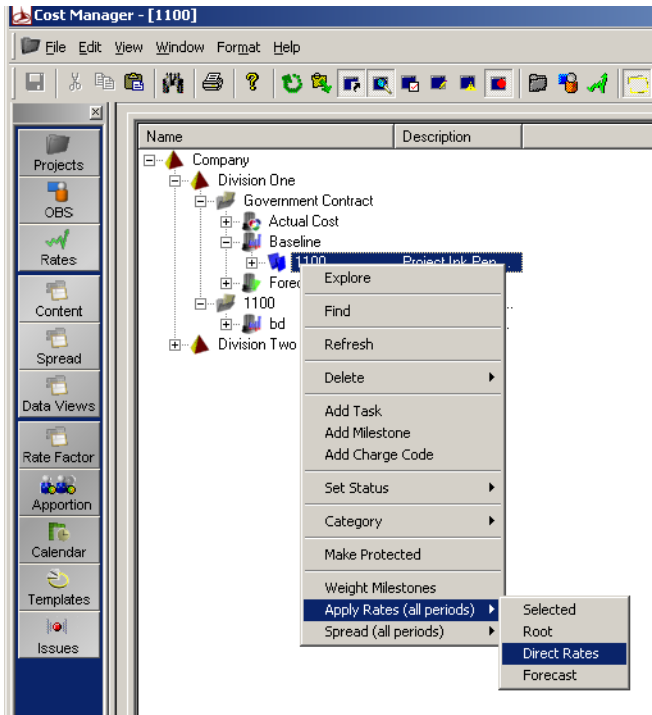
- 1 In the Project Structure, right-click the resource or task to which you want to apply rates.




To apply rates across an entire project, apply rates from the top-level Summary Task.

- 2 Select Apply Rates (for all periods) and one of the following options:
 - Selected — Applies a Rate Table that was used previously. If no previous Rate Table was applied, the Master or Root Table is applied.
 - Root — Applies a Rate Table that was created at the root of the Rate Structure.
 - A selected rate table that you created previously. For example, if you created a rate table named Direct Rates or Forecast, you can select it.

The Direct Rates option is selected in the following figure.



 *Selecting Direct Rates applies the Direct Rates Rate Table or another selected table to all resource hours and non-labor costs within the selected WBS level.*

As rates are applied, the following message is displayed to indicate progress and the number of cost records that were modified:



3 Click OK.

Use the Rate Engine to apply rates to resources after resources have been spread across the time periods. The Rate Calculator calculates the fully-burdened cost according to the defined organization/overhead Burden Template.



After applying rates, you are required to summarize costs. See “Summarizing Cost and Performance” on page 200.


After applying rates, summarize cost and refresh data from the Baseline.

Right-click the WBS level to which you want to apply rates.

Name	Description
Company	Top Level of Company Structure
Division One	Tier 2 EPS
D1 Western Region	Tier 3 EPS
1100	Project Ink Pen
+ Actuals	Actual Cost
+ Baseline	Baseline 010106
1100	Project Ink Pen - Baseline
+ 1	Design Prototype
+ 2	Manufacture Prototype
+ 3	Assemble Prototype
+ 4	Project Oversight
+ Forecast	Forecast 010106
+ Commitment	Commitment Cost
Division Two	

To Add Project Data to Tasks You can input project-specific information such as contract information and user-defined codes in the General tab of the Attribute Browser.

- 1 In the Project Structure window, select the task to which you want to add data.
- 2 Select Window > Attribute Browser.
- 3 In the General tab, enter the desired data.

 *The General tab displays different options depending on the object selected.*

Name	Description
Company	Top Level of Company Structure
Division One	Tier 2 EPS
D1 Western Region	Tier 3 EPS
1100	Project Ink Pen
Actuals	Actual Cost
Baseline	Baseline 010106
1100	Project Ink Pen - Baseline
1	Design Prototype
1.CA1.A1000	Design Specifications [materials, dimensions/tolerances, ink color/type]
1.CA1.A1010	Design Drawings
2	Manufacture Prototype

Company

Attribute	Value
Task WBS Dictionary	Prepare the Design Drawings for Project Ink Pen
Task Department Responsible	<unspecified>
Task Manager Responsible	<unspecified>
Task is Recurring	<unspecified>
Task SOW	1.1.02.112
Task CLIN	001
Task CLIN Description	<unspecified>
Task CLIN Quantity	0
Task User 1	<unspecified>
Task User 2	<unspecified>
Task User 3	<unspecified>
Task User 4	<unspecified>
Task User 5	<unspecified>
Task User 6	<unspecified>
Task User 7	<unspecified>
Task User 8	<unspecified>
Task User 9	<unspecified>
Task User 10	<unspecified>

Name

General

Schedule

Technique

Threshold

Codes

To Add Milestones to the Schedule Milestones are significant events in the project life cycle that typically have no duration or resources assigned to them. They can be weighted for Earned Value achievement against the tasks they are assigned to. You can manually input milestones or import them from MS Excel, CSV, MS Project or Primavera Project Management.

- 1** In the Project Structure window, expand the Actual or Baseline Basis that contains the Detail Task to which you want to assign a milestone.
- 2** Right-click the Detail Task.
- 3** Select Add Milestone.
- 4 Provide a name and description for the milestone:**
 - a)** Select the new milestone.
 - b)** Press the F2 key on your keyboard.
 - c)** In the Name text box, enter a name for the milestone.
 - d)** In the Description text box, enter a description of the milestone.
 - e)** Press the Enter key on your keyboard to save your changes..

Setting the Baseline Budget and Schedule Dates

You can use estimated resource amounts, performing organizations, expenses, and start and finish dates assigned to the Primavera Project Management module activities to use as the base for setting a Baseline Budget. This information generally is imported into Cost Manager from Primavera Project Manager and related applications. See the chapter [“Importing Project Data”](#) on page 205 for information about the many types of data you can import into Cost Manager.

The Resource Names configured in the Rate Structure in Cost Manager are also used in the Primavera Project Management module in one of the following fields:

- Resource Name
- Role ID
- Role Name
- Role Short Name

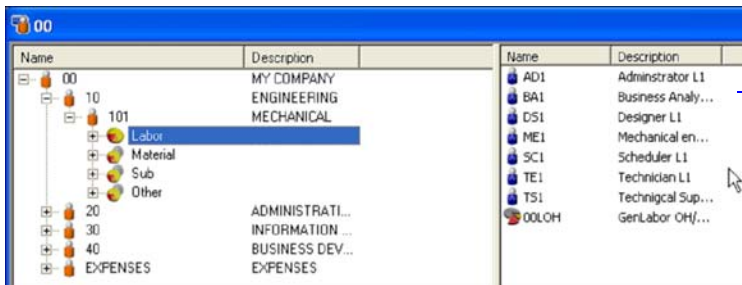
Cost Manager organization names are also used in the Primavera Project Management module and assigned per resource (for multiple performing organizations per activity) or per activity (for only one performing organization per activity) using one of the following fields:

- Cost Account ID
- Cost Account Name
- Cost Account Short Name
- Custom Activity Code (used if only one performing organization is required per activity)
- Custom Resource Code

To Create the Baseline Budget To create Baseline Budgets directly in Cost Manager, you assign resources from an organization in the Organization Structure to a Detail Task in the Project Structure.

Follow these steps to create a Baseline Budget:

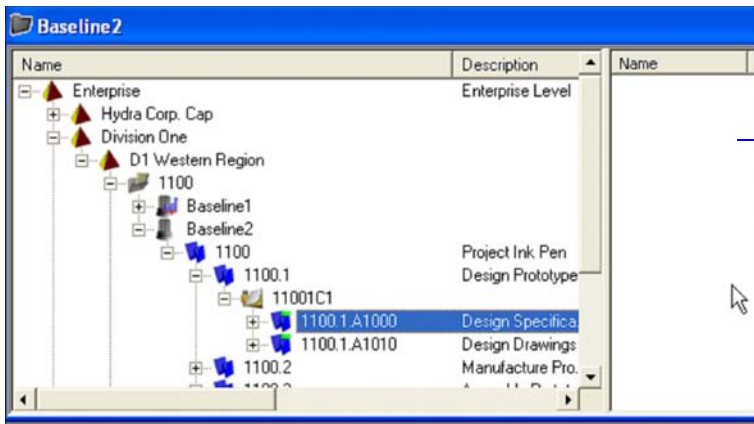
- 1 Select View > OBS.
- 2 If the Content View is not displayed in the right pane, select View > Content View.
- 3 Select View > Project Structure
- 4 If the Content View is not displayed in the right pane, select View > Content View.
- 5 Select Window > Tile, to make both windows visible.
- 6 Expand the Organization Structure to the desired Detail Organization (it has no children organizations), then expand the Detail Organization to view the assigned Element Types.
- 7 Select the desired Element Type (for example, “Labor”) so that its contents (resources and overheads) are visible in the Content View.



Content View displays the selected Element Type's resources and overheads.

- 8 Expand the Project Structure to the desired Detail Project, then expand the Detail Project to the desired Detail Task.
- 9 Select the Detail Task so that its contents are visible in the Content View.

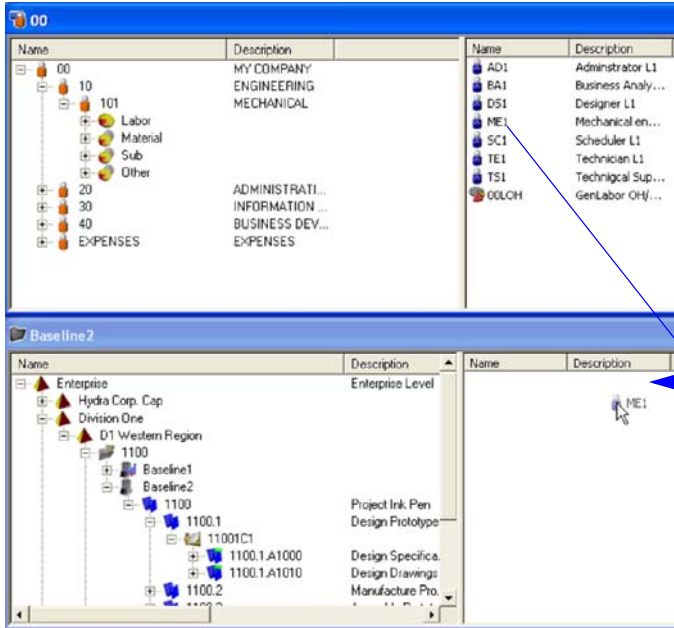
When no resources have been assigned, the Content View is empty.



Content View is empty because no resources have been assigned to the selected Detail Task.

- 10 In the Organization Structure window, click the desired resource in the Content View. Drag-and-drop the resource to the Content View in the Project Structure window.

You can Ctrl-click and Shift-click to select multiple resources. This action assigns the selected resource(s) to the Detail Task.



Click and drag the resource from the Organization Structure Content View to the Project Structure Content View.

- 11 Repeat the previous steps to assign all the resources/expenses necessary for the Baseline Budget.

To Set the Schedule and Baseline Costs for Resources

Milestones are significant events in the project life cycle that typically have no duration or resources assigned to them. They can be weighted for Earned Value achievement against the tasks to which they are assigned. You can manually input milestones or import them from MS Excel, CSV, MS Project or Primavera Project Management. See [“Importing Schedules and Milestones”](#) on page 223.

Add start and finish dates to each task or milestone in the Baseline Basis when creating the project baseline. Start and finish dates enable resources to be spread across tasks in a project. If you do not enter start and finish dates for each task or milestone, resources will not be spread properly over periods of time as defined in the accounting calendar

- 1 Select View > Project Structure (if not already open).
- 2 Expand the Project Structure to the Detail Task level and select the desired task.
- 3 **Set the schedule:**
 - a) Select Window > Attribute Browser.
 - b) In the Schedule tab, enter or select the Start and Finish dates.

*Enter Start and
Finish dates in the
Attribute Browser.*

The screenshot shows the 'Attribute Browser' window with the 'Schedule' tab selected. The window contains a table with two columns: 'Attribute' and 'Value'. The 'Start' attribute has a value of '10/1 /2002' and the 'Finish' attribute has a value of '11/17/2002'. Below the table are several tabs: 'Name', 'General', 'Schedule' (which is active), 'Technique', 'Threshold', and 'Codes'.

Attribute	Value
Start	10/1 /2002
Finish	11/17/2002

Below the table are tabs: Name, General, **Schedule**, Technique, Threshold, Codes.

or

Enter schedule dates in a customized Data View:

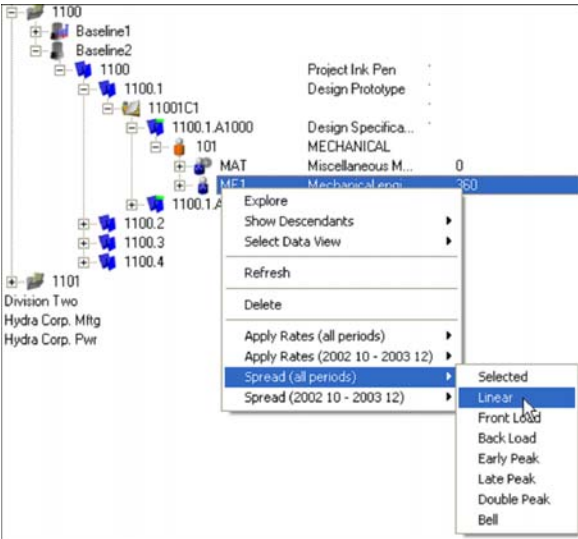
- a) Right-click a Detail Task. Click Select Data View and the name of the desired data view.
- b) In the Data View, enter the Start and Finish dates in the columns adjacent to the selected task.

The figure on the following page shows an example of changing start and finish dates in a Data View.

Name	Description	Start	Finish
Enterprise	Enterprise Level		
Hydra Corp. Cap			
Division One			
D1 Western Region			
1100			
Baseline1			
Baseline2			
1100			
1100.1	Project Ink Pen	1/1/1900	1/1/1900
1100.1C1	Design Prototype	1/1/1900	1/1/1900
1100.1A1000	Design Specifica...	10/1/2002	11/17/2002
101	MECHANICAL		
MAT	Miscellaneous M...		
ME1	Mechanical engi...		
1100.1A1010	Design Drawings	1/1/1900	1/1/1900

Enter dates in the Start and Finish columns of a customized Data View.

- 4 Enter estimate amounts.** Various methods of estimate entry and time-phasing are available, including the following example:
- a) In the Hours and Cost columns adjacent to the resource in the Data View, enter the total units — hours for labor, cost for non-labor.
 - b) Right-click the resource or task and select Spread (all periods).
 - c) Select from the list of Cost Manager spread curves to time-phase the data.



5 Time-phase the data:

Enter the units (hours for labor, cost for non-labor) directly into the period columns of a custom Data View.

	Description	Hours		2002 Period 10	2002 Period 11
Enterprise	Enterprise Level		Cost	29,891.49	11,367.10
Hydra Corp. Cap			Cost	0.00	0.00
Division One			Cost	14,945.75	5,683.55
D1 Western Region			Cost	14,945.75	5,683.55
1100			Cost	0.00	0.00
Baseline1			Cost	14,945.75	5,683.55
Baseline2			Cost	0.00	0.00
1100	Project Ink Pen		Cost	0.00	0.00
1100.1	Design Prototype		Cost	0.00	0.00
1100.1C1			Cost	0.00	0.00
1100.1.A1000	Design Specifica...		Cost	0.00	0.00
101	MECHANICAL		Cost	0.00	0.00
MAT	Miscellaneous M...	0	NonLabor	0.00	0.00
ME1	Mechanical engi...	360	Labor	270.00	0.00
1100.1.A1010	Design Drawings		Cost	0.00	0.00
1100.2	Manufacture Pro...		Cost	0.00	0.00
1100.3			Cost	0.00	0.00

6 Enter a unit-unit cost estimate for a resource:

- In the Quantity column of the Data View, enter the total units required.
- In the Unit Cost column adjacent to the resource, enter the total units required. The units are time-phased manually or using a spread curve.

	Description	Hours	Quantity	Unit Cost
Enterprise	Enterprise Level			
Hydra Corp. Cap				
Division One				
D1 Western Region				
1100				
Baseline1				
Baseline2				
1100	Project Ink Pen			
1100.1	Design Prototype			
1100.1C1				
1100.1.A1000	Design Specifica...			
101	MECHANICAL			
MAT	Miscellaneous M...	0	100	5
ME1	Mechanical engi...	360	0	0
1100.1.A1010	Design Drawings			

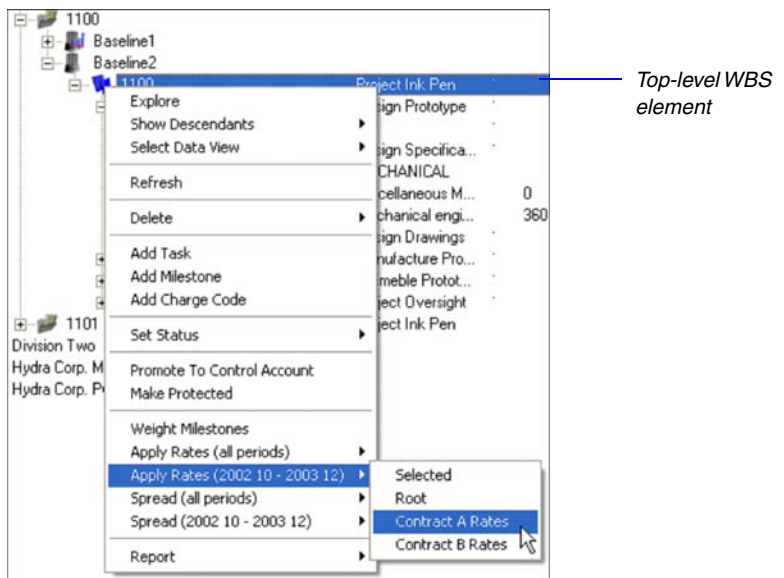
7 Apply rates:

a) In the Project Structure, right-click the appropriate WBS element in the Baseline Basis.

b) Select Apply Rates, then select the desired Rate Table.



You can apply rates at any level of the WBS. When you apply rates, it affects that WBS level and its descendants. To rate an entire Basis at once, apply rates from the top-level WBS element of the Basis (as shown in the following image).



8 Summarize costs:

a) Right-click the Baseline Basis.

b) Select Summarize > Cost.



You can set the Summarize Cost command to automatically run after you apply rates. In the Preferences Browser, Engine tab, select the Summarize Cost option in the Engine Options field.

9 Categorize the baseline as the official Baseline:

a) Right-click the Baseline Basis.

b) Select Category > Baseline.

Using Earned Value Techniques

An Earned Value Technique is the methodology used to calculate Earned Value (EV), the cost or performance benefit of work performed and completed. As an Earned Value-based project cost management system, Cost Manager integrates several formulas for calculating Earned Value (EV) for tasks, including the following:

- **Percent/Units Complete** — EV is equal to the cumulative status percent value of a task multiplied against the task Budget At Completion.
- **Level of Effort (LOE)** — EV is equal to the scheduled budget value. Tasks with an LOE technique do not show a schedule variance.
- **Discrete (Standard and Custom)** — EV is equal to the specified start percentage value (once the task is statused as started) then multiplied against the task Budget At Complete throughout the life of the task until the task is statused as complete. When the task is statused as 100 percent complete, EV is equal to the finish percentage value multiplied against the Budget at Complete (start and finish percent values should add together and equal 100 percent - 20/80, 40/60, etc.).
- **Weighted Milestone** — EV is equal to the percentage value or weight assigned to a milestone multiplied against the Budget At Completion for the task the milestone is assigned to when that milestone is statused at 100 percent complete. The percentage value or weight of milestones should add together to equal 100 percent.

When and Where to Collect EV Performance Data To properly collect performance information from status reported in a scheduled period, you can define the Earned Value Techniques for each task.

You can establish EV Techniques at the Detail Task level of a Detail Project that contains the Basis with the cost base for the Earned Value calculation.



The Baseline Cost is the standard cost base for Earned Value calculation).

Importing or Creating EV You can import EV Techniques directly from a defined MS Excel spreadsheet, MS Project or Primavera Project Management project, or you can input them manually. This section describes how to manually input the data. For information about importing EV Techniques, see [“Importing Earned Value Techniques”](#) on page 225.



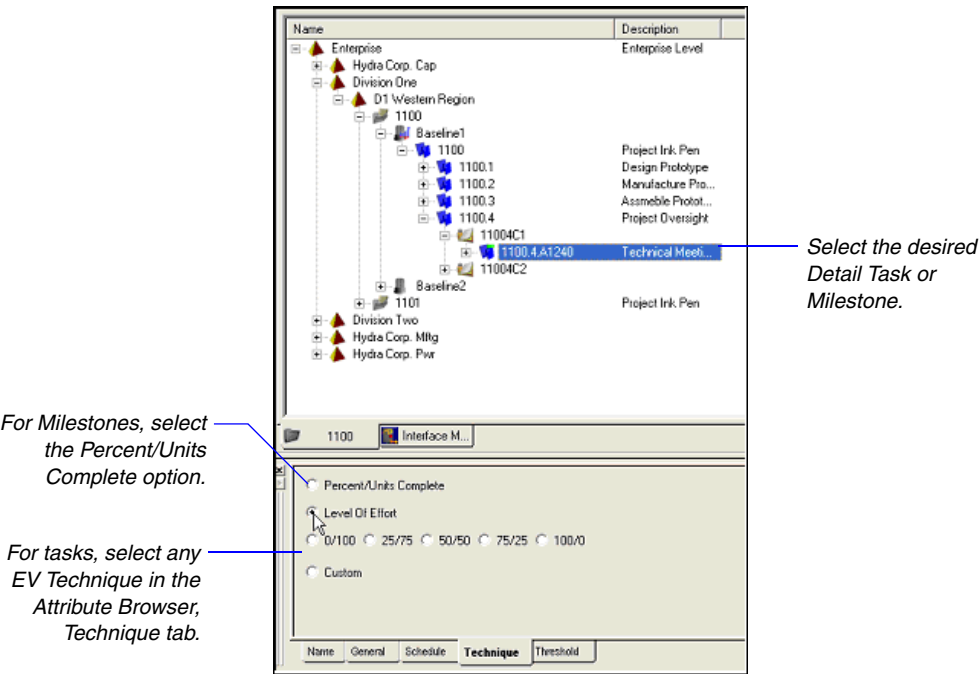
After creating or importing status and EV Techniques, you must summarize performance. Refer to the [Summarizing Cost and Performance](#) section at the end of this chapter for more information.

To Assign an EV Technique to a Detail Task

- 1 Select View > Project Structure.
- 2 In the Project Structure window, select the task to which you want to assign an EV Technique.
- 3 Select Window > Attribute Browser.
- 4 In the Technique tab, select one of the following options:
 - Percent/Units Complete
 - Level Of Effort
 - 0/100
 - 25/75
 - 50/50
 - 75/25
 - 100/0
 - Custom

Select the desired EV technique for the task in the Attribute Browser.

The following figure shows earned value applied for a task or milestone.



To Assign an EV Technique to a Weighted Milestone

- 1 Select View > Project Structure.
- 2 In the Project Structure, select the milestone to which you want to assign an EV Technique.
- 3 Select Window > Attribute Browser.
- 4 In the Technique tab, select Percent/Units Complete.
- 5 In the General tab of the Attribute Browser, enter the percentage weight factor (for example, for 50% enter .50) in the Milestone Percentage Value column.

Refer to the *Primavera Project Management Reference Manual* for more information on steps and weighted steps.



To assign EV Techniques to Weighted Milestones, you must manually add Weighted Milestones in Cost Manager (rather than import them from the Primavera Project Management module). Use the steps and step weights features in the Primavera Project Management module to simulate Weighted Milestones for import into Cost Manager.

Attribute		Value
MILESTONEPERCENTAGE		0.50


Name **General** Schedule Technique Threshold Codes

Enter the percentage weight factor.

To Enter Project Status Project status is measured by calculating the task percent complete against the cumulative budget at complete. This value comes from a calculated field in Primavera Project Management or you can enter it manually into Cost Manager through a performance-based Spreadsheet View.

- 1 Select View > Project Structure.
- 2 Expand the Project Structure to the Detail Task level.
- 3 Launch a custom performance-type Data View:
 - In the Project Structure, select the desired Detail Task.
 - Enter a periodic value in the column adjacent to the selected task on the spreadsheet.
 - To enter a cumulative value choose View > Cumulative to Date.
 - Enter a cumulative value in the appropriate column.

Name	Description	Factor	Cost	2006 Period 1	2006 Period 2	2006 Period 3
Company	Top Level of Company Structure		Cost	0.00	0.00	0.00
Division One	Tier 2 EPS		Cost	0.00	0.00	0.00
D1 Western Region	Tier 3 EPS		Cost	0.00	0.00	0.00
1100	Project Ink Pen		Cost	0.00	0.00	0.00
Actuals	Actual Cost		Cost			
Baseline	Baseline 010106		Cost			
1100	Project Ink Pen - Baseline		Status			
1	Design Prototype		Status	0.00	0.00	0.00
1.CA1.A1000	Design Specifications		Status	0.00	.10	0.00
1.CA1.A1010	Design Drawings		Status	0.00	0.00	0.00
2	Manufacture Prototype		Status	0.00	0.00	0.00
3	Assemble Prototype		Status	0.00	0.00	0.00
4	Project Oversight		Status	0.00	0.00	0.00
Forecast	Forecast 010106		Cost			
Commitment	Commitment Cost		Cost			
Division Two			Cost	0.00	0.00	0.00

 You can view cumulative performance by choosing View, Additional Information.

To Set Project Status and Calculate Earned Value Status represents the periodic completion level of a task. The Status value, along with the Earned Value Technique, is used to calculate Earned Value.

There are several formulas used for Earned Value (EV) calculation including:

- Percent/Units Complete
- Level of Effort (LOE)
- Discrete (Standard and Custom)
- Weighted Milestone

See “[To Calculate Earned Value](#)” on page 190.

To Add Status Values Complete the following steps to manually add status values to performance-type Data Views:

- 1 Select View > Project Structure (if not already open).
- 2 Expand the Project Structure to the Detail Task level.
- 3 Launch a custom performance-type Data View.
- 4 In the Project Structure, select the desired Detail Task.
- 5 Enter a periodic or cumulative status value in the column adjacent to the selected task on the spreadsheet as follows:
 - Enter a periodic value in the appropriate column.
 - To enter a cumulative value select View > Cumulative to Date. Enter a cumulative value in the appropriate column.

Name	Description	Start	Finish		2002 Period 10	
Enterprise	Enterprise Level			Cost	0.00	
Hydra Corp. Cap				Cost	0.00	
Division One				Cost	0.00	
D1 Western Region				Cost	0.00	
1100				Cost	0.00	
Baseline1				Cost		
1100	Project Ink Pen			Status		
1100.1	Design Prototype			Status	0.00	
11001C1				Status	0.00	
1100.1.A1000	Design Specifica...	10/1/2002	11/4/2002	Status	25	
1100.1.A1010	Design Drawings	11/29/2002	2/26/2003	Status	0.00	
1100.2	Manufacture Pro...			Status	0.00	
1100.3	Assemble Protol...			Status	0.00	
1100.4	Project Oversight			Status	0.00	
Baseline2				Cost		
1101	Project Ink Pen			Cost	0.00	
Division Two				Cost	0.00	
Hydra Corp. Mfg				Cost	0.00	
Hydra Corp. Pwr				Cost	0.00	

Enter period or cumulative values to the custom Data View.

To Calculate Earned Value After you have imported or created Earned Value Techniques and status values, you can calculate Earned Value. Complete the following steps:

- 1 Select View > Project Structure (if not already open).
- 2 Expand the Project Structure to the Baseline Basis for which you want to calculate Earned Value.
- 3 Right-click the Baseline Basis and select Summarize > Performance.



You can set the Summarize Performance command to automatically run after you apply rates. In the Preferences Browser, Engine tab, select the Summarize Performance option in the Engine Options field.

Setting Actual Costs

You can set actual cost data by creating and modifying an Actual Basis in Cost Manager, or you can import actual cost data from the financial system used by the organization. For information about importing actual cost data, see There are several options for the type of actual cost data imported depending on the required implementation of Cost Manager. You must create an Actual Basis before you can import actuals.



Actual cost data is Basis-specific and is stored in the Actual Basis for a Detail Project.

To Create an Actual Basis Actual costs should be established in the Actual Basis used to segregate actual costs. This Actual Basis must exist prior to import. Depending on the type of import described in this section, you may be required to protect the Actual Basis.

Complete the following steps to create an Actual Basis:

- 1 Select View > Project Structure (if not already open).
- 2 Expand the Project Structure to the Detail Project to which you want to add an Actual Basis.
- 3 Right-click the Detail Project and select Add Basis.
- 4 To name the Basis, click the Basis to select, then click the Basis again to activate the text box. Type a name that indicates this is an Actual Basis (for example, "Actuals1").
- 5 Right-click the Basis and select Category > Actual, to categorize the Basis as the current Actual Basis.

Establishing the Forecast Budget

The Forecast Basis is used to manage the current plan against the original baseline and report the difference in a calculated Estimate to Complete Cost. These costs are displayed in the Project Status Report.

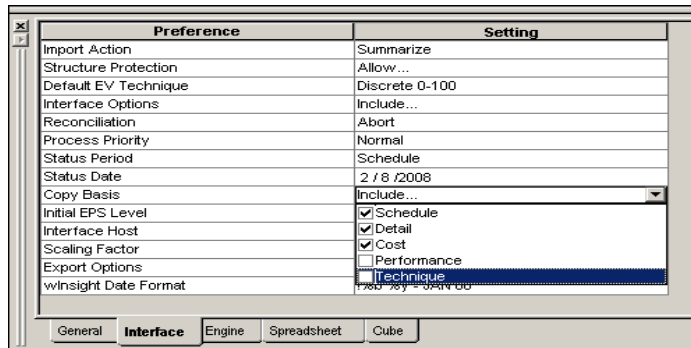
A Forecast Budget is the Estimate To Complete (ETC) and/or the Estimate At Complete (EAC) budget. In reports, the ETC can be used in conjunction with the actual costs and performance data to create an EAC or Latest Revised Estimate (LRE). Forecast schedule dates are the Estimate To Complete activity start and finish dates. Create or import Forecast Budgets and schedule dates in the Forecast Basis used to segregate Forecast Budget data. You can create multiple Forecast Bases, but only one can be categorized as the current Forecast Basis to use for reporting purposes.

You can import Forecast Budgets and schedule dates from the Primavera Project Management module or an MS Excel/CSV spreadsheet (see [“Importing Forecast Data”](#) on page 254), or you can manually input the data. Follow the instructions for the method you want to use to establish Forecast Budgets and schedule dates. You must create a Forecast Basis as described below before you import or create Forecast Budget data.

To Manually Create Forecast Budget Data and Schedule Dates You can manually create a new Forecast Budget and schedule dates, or you can establish the initial Forecast Budget and schedule dates by copying an existing Baseline Basis to the Forecast Basis.

- **Create a new Forecast Basis and schedule dates** Manually creating a new Forecast Budget and adding schedule dates is exactly the same as manually creating the Baseline Budget and adding schedule dates. In summary, to create the Forecast Budget you will assign resources from an organization in the Organization Structure to a Detail Task in the Project Structure. To add schedule dates you will enter start and finish dates in the Attribute Browser or a custom Data View containing Start and Finish columns.
- **Copy a Baseline Basis to a Forecast Basis as the initial Forecast Budget** Alternatively, you can create the initial Forecast Budget by copying the existing Baseline Basis into the Forecast Basis. The resource assignments, cost, schedule dates, Earned Value Techniques, and status (performance) values contained in the Baseline Basis can all be copied to the Forecast Basis.

You can determine the types of data to copy when you copy a Basis. In the Preferences Browser, Interface tab, select from the options in the Copy Basis field (as shown in the following image).



To Create a Forecast Basis Complete the following steps to create a Forecast Basis:

- 1 Select View > Project Structure (if not already open).
- 2 Expand the Project Structure to the Detail Project to which you want to add a Forecast Basis.
- 3 Right-click the Detail Project and select Add Basis.
- 4 To name the Basis, click the Basis to select, then click the Basis again to activate the text box. Type a name that indicates this is a Forecast Basis (for example, "Forecast1").
- 5 Categorize the Basis as the current Forecast Basis. Right-click the Basis and select Category > Forecast.

To Copy a Baseline Basis to a Forecast Basis as the Initial Forecast Budget

As an alternative to creating a forecast basis manually (see “To Create a Forecast Basis” on page 193), you can copy the existing Baseline Basis into a new Forecast Basis:



From the original Baseline Basis, the new Forecast Basis receives values for resource assignments, costs, schedule dates, Earned Value Techniques, and status (performance) values, which you can customize for the new Forecast Basis.

- 1 In the Project Structure window, select View > Content View.
- 2 In the Project Structure, click the appropriate Detail Project. Its Bases are visible in the Content View.
- 3 Create the new Forecast Basis. See “To Create a Forecast Basis” on page 193. Name it appropriately.
- 4 In the Content View, click the Baseline Basis to copy.
- 5 Click and drag the Baseline Basis to the new Forecast Basis and drop it on the Forecast Basis, as shown in the following figure:



In this example, the Baseline1 Basis is being copied into the Forecast1 Basis for the 1100 Detail Project.

A Progress Meter tracks progress at the bottom of the screen.

- 6 In the Project Structure, right-click the new Forecast Basis and select Summarize > Cost, to summarize the copied data throughout the structure tree of the Forecast Basis.

Adjusting Baselines

A Baseline Adjustment is a command that automatically adjusts baseline data utilizing Actual Cost and Performance Cost data. A Baseline Adjustment adjusts baseline data through a specified date in either of the following ways:

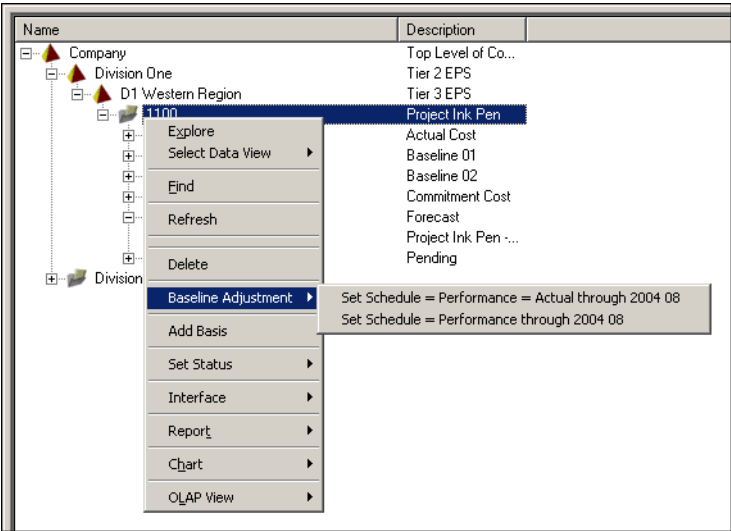
- Scheduled Budget data equals Performance Cost data equals Actual Cost data (S=P=A)
- Scheduled Budget data equals Performance Cost data (S=P)
- When you select S=P=A as the Baseline Adjustment type, all of the following occur:
 - New Detail Tasks are added to the Project Structure.
 - Actual Costs are moved to these Detail Tasks in the new Baseline Basis and represent the Budget to Date.
 - The EV Technique for the Detail Tasks is automatically set to Level of Effort (LOE), which effectively makes Earned Value equal to the budgeted amount.
- When you select S=P as the Baseline Adjustment type, only the cost elements are adjusted (not the hours). Cost Manager performs steps given the following five scenarios:
 - **Scenario 1 — Adjustment made in the first period of a task:** Cost Manager calculates a new budget for the period based on the period performance. The future periods are adjusted to maintain the BAC value. In this case, future periods may increase or decrease in value based on performance in the first period.
 - **Scenario 2 — Adjustment made ahead of first period of a task (task started ahead of schedule):** Cost Manager calculates a new budget for the period based on the period performance. The future periods are adjusted to maintain the BAC value. In this case, future periods decrease in value based on performance in the early start period.

- **Scenario 3 — Adjustment made in period “n” of a task:**
Cost Manager does not adjust the budget for periods prior to the adjustment period. Cost Manager calculates a new budget for the adjustment period based on cumulative performance to date. The future periods are adjusted to maintain the BAC value. In this case, future periods may increase or decrease in value based on performance in the adjusting period.
- **Scenario 4 — Adjustment made on last period of a task (task behind schedule):** Cost Manager does not adjust the budget for periods prior to the adjustment period. Cost Manager calculates a new budget for the adjustment period based on cumulative performance to date. This adjustment results in a negative value being calculated for the last scheduled period. An additional future period is added to maintain the BAC value. In this case, the additional period increase in value based on performance in the adjusting period.
- **Scenario 5 — Adjustment made after last period of a task (task did not finish on schedule):** Cost Manager does not adjust the budget for periods prior to the adjustment period. Cost Manager calculates a new budget for the adjustment period based on cumulative performance to date. This adjustment results in a negative value being calculated for the adjustment period. An additional future period is added to maintain the BAC value. In this case, the additional period increase in value based on performance in the adjusting period.

To Adjust Baseline Budgets Complete the following steps to adjust Baseline Budgets:

- 1 Expand the Project Structure to the Baseline Basis you want to adjust.
- 2 **Create a new basis:**
 - a) Right-click the Detail Project that contains the Baseline Basis and select Add Basis.
 - b) In the text box, enter an appropriate name for the Basis (for example, "Baseline2").
- 3 **Copy the existing Baseline Basis to the new Basis:**
 - a) Select View > Content View.
 - b) In the Project Structure, select the Detail Project that contains both Baseline Bases. All Bases of the Detail Project are visible in the Content View.
 - c) In the Content View, click the original Baseline Basis and drag-and-drop it onto the new Baseline Basis to copy it.
- 4 **Update the new Basis with the Baseline Data:**
 - a) In the Project Structure, right-click the new Baseline Basis and select Category > Baseline, to categorize it as the current Baseline Basis.
 - b) Right-click the new Baseline Basis and select Summarize > Cost.
 - c) Right-click the new Baseline Basis and select Summarize > Performance.
- 5 **Adjust scheduled dates to match the forecast period:**
 - a) Select Window > Preferences Browser.
 - b) Select the Reports tab.
 - c) In the Status Date field, Enter the date to which you want to adjust
- 6 **Adjust the baseline:**
 - a) In the Project Structure, right-click the Detail Project that contains both Baseline Bases.
 - b) Select Baseline Adjustment, then select one of the two options.

At the bottom of the screen, a Progress Meter tracks progress.



7 Summarize costs and performance for the new baseline:

- a) Right-click the new Baseline Basis and select Summarize > Cost.
- b) Right-click the new Baseline Basis and select Summarize > Performance.
- c) Right-click the new Baseline Basis and select Refresh.

For information on creating custom Data Views, refer to the [Data Views Window](#) section of the [Working with Views](#) chapter. Refer to the [Creating Reports](#) chapter for more information on reports.

You can view adjusted baseline data in a custom cost-type Data View. You can also run a specific report from the new Baseline Basis that displays adjusted baseline data.

Name	Description		2002 Period 10	2002 Period 11	2002 Period 12
Enterprise	Enterprise L	Cost	25,891.49	11,267.16	46,419.73
Hydra Corp. Cap		Cost	0.00	0.00	0.00
Division One		Cost	14,945.75	5,683.55	23,209.87
D1 Western Region		Cost	14,945.75	5,683.55	23,209.87
1100		Cost	0.00	0.00	0.00
Actuals		Cost	26,800.00	34,570.00	0.00
Baseline1		Cost	14,945.75	5,683.55	23,209.87
Baseline2		Cost	26,800.00	34,570.00	23,209.87
1100	Project Ink	Cost	26,800.00	34,570.00	23,209.87
1100.1	Design Prot	Cost	8,800.00	5,250.00	2,585.01
11001C1		Cost	8,800.00	5,250.00	2,585.01
1100.1.A1000	Design Spe	Cost	0.00	0.00	0.00
1100.1.A1000_CE39984...	Rebaseline	Cost	8,000.00	750.00	0.00
1100.1.A1010	Design Dra	Cost	0.00	0.00	2,585.01
1100.1.A1010_CE39984...	Rebaseline	Cost	600.00	4,500.00	0.00
1100.2	Manufactur	Cost	0.00	0.00	0.00
1100.3	Assemble F	Cost	0.00	0.00	0.00
1100.4	Project Ovr	Cost	20,200.00	29,320.00	20,624.86
Forecast1		Cost	14,945.75	5,683.55	23,209.87
1101	Project Ink	Cost	14,945.75	5,683.55	23,209.86
Division Two		Cost	14,945.75	5,683.55	23,209.86
Hydra Corp. Mfg		Cost	0.00	0.00	0.00
Hydra Corp. Pwr		Cost	0.00	0.00	0.00

Custom Data View displays adjusted baseline data.

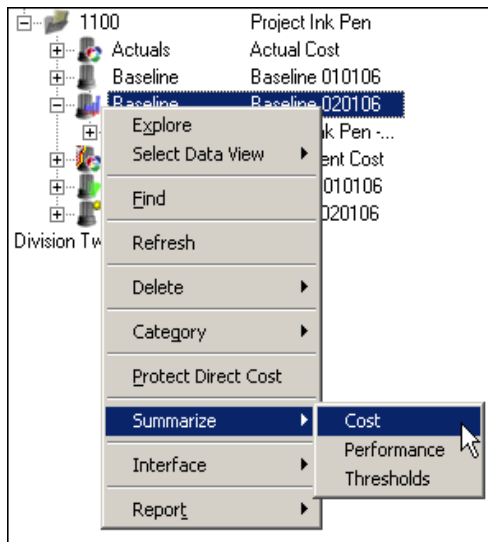
Summarizing Cost and Performance

After applying rates to resources, you must summarize cost for the Baseline Basis containing the resources. After applying rates and importing or creating status values and Earned Value Techniques, you must calculate Earned Value (summarize performance).

To Summarize Cost

- 1 In the Project Structure window, right-click the Baseline Basis for which to summarize costs.
- 2 Select Summarize > Cost. Click OK when prompted.

Cost is summarized from the bottom level of the project WBS structure to the Basis level re-summing at the roll-up levels.

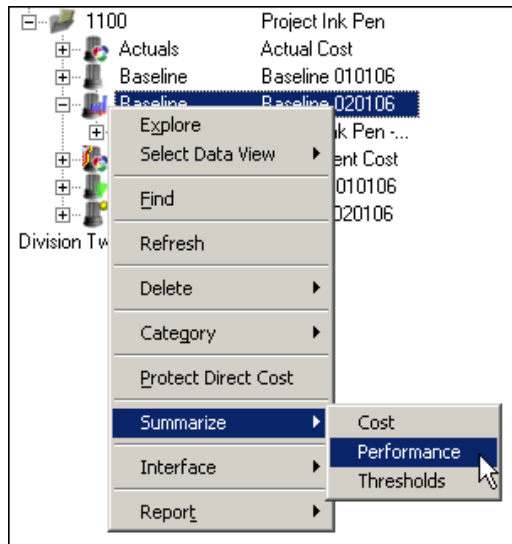


- 3 After summarizing cost, right-click the Baseline Basis again and select Refresh.

To Summarize Performance (Calculate Earned Value)

- 1 In the Project Structure window, right-click the Baseline Basis for which to summarize performance.
- 2 Select Summarize > Performance.

Performance data is summarized from the lowest level in the Project WBS structure up through the Basis level, re-summarizing at the roll-up points.



- 3 After summarizing performance, right-click the Baseline Basis again and select Refresh.



You can set the Summarize Performance and Summarize Cost commands to automatically run after you apply rates. In the Engine tab of the Preferences Browser, select the Summarize Performance and Summarize Cost options in the Engine Options field.

Copying a Project

Copying a project allows the user to replicate a project and the bases associated with that project. Once a project has been created, the project bases can be copied to a new project name under the same node or copied to a new project name under a different node.

To Copy a Project Under the Same Node

- 1 In the Project Structure window.
- 2 Right click the node containing the project to be copied and select Add Project from the context menu.
- 3 Click in the Name or Description column of the project to select it, then click again to open the text box.
- 4 With the parent node selected, select View > Content View.
- 5 In the Content View of the Project Structure, click the source Project to be copied.
- 6 Drag-and-drop the source project on newly created destination project.
- 7 Click OK when prompted. Refresh and apply rates as needed.

To Copy a Project to a Different Node

- 1 Close all tabs and open two Project Structure windows.
- 2 To make both windows visible, select Window > Tile.
- 3 In the source Project Structure window, select the Parent Node that contains the Project that you want to copy to the destination.
- 4 In the destination Project Structure, select the Parent Node that contains the new name of the project to be copied.

The interface should appear similar to the following image.

Viewing Project Reports

After you input all the required information into a Baseline Basis, you can view a report that displays the detail of a project WBS. You can view the report in Cost Manager, print it, and save it in PDF and CSV format.

Refer to the [Creating Reports](#) chapter to learn how to execute and save all Cost Manager reports.

To Run a Project Report

- 1 In the Project Structure window, right-click the desired Baseline Basis.
- 2 Select Reports > WBS Support > WBS Indented.

Name	Description	Start	Finish
Company	Top Level of Company Structure		
Division One	Tier 2 EPS		
D1 Western Region	Tier 3 EPS		
1100	Project Ink Pen		
Actuals	Actual Cost		
Baseline	Baseline 010106		
1100	Project Ink Pen - Baseline		
1	Design Prototype		
1.CA1.A1000	Design Specifications	2/1/2006	2/1/2006
1.CA1.A1010	Design Drawings	2/1/2006	5/1/2006
2	Manufacture Prototype		
2.CA1.A1100	Configuration Requirements	2/1/2006	2/27/2006
2.CA1.A1110	Barrel	2/1/2006	4/25/2006
2.CA1.A1120	Cap	2/8/2006	5/4/2006
2.CA1.A1130	Clip	2/13/2006	5/5/2006
2.CA1.A1140	Base	2/16/2006	5/10/2006
2.CA1.A1150	Retractable Mechanism	2/21/2006	5/15/2006
2.CA1.A1160	Ink Cartridge	2/24/2006	5/18/2006
2.CA1.A1170	Ball Tip	3/1/2006	5/23/2006
3	Assemble Prototype		
3.CA1.A1180	Qualification Test	5/24/2006	7/11/2006
3.CA1.A1190	Mechanism Test	7/12/2006	8/8/2006
3.CA2.A1200	Marketing Test	8/9/2006	10/24/2006
4	Project Oversight		
4.CA1.A1240	Technical Meetings and Documents	2/1/2006	1/29/2007
4.CA2.A1250	Financial Status Documents	2/1/2006	1/29/2007
Forecast	Forecast 010106		
Commitment	Commitment Cost		
Division Two			

Importing Project Data

In this chapter:

[Overview](#)

[Importing User Defined Fields](#)

[Importing Baseline Data from the Primavera Project Management Module](#)

[Importing Schedules and Milestones](#)

[Importing Earned Value Techniques](#)

[Importing Actual Cost](#)

[Importing Commitment Cost](#)

[Importing Forecast Data](#)

[Importing Pending Data](#)

[Importing Resources](#)

[Importing Rate Structures](#)

[Importing Charge Codes](#)

[Importing Codes](#)

This section describes the process of importing project data from the Primavera Project Management module and Microsoft® Excel®.

For information about using Cost Manager import templates for ease in importing content from a spreadsheet file, see [Appendix B: Using Import Templates](#).

Overview

Cost Manager enables you to map Primavera Project Management source data fields to Cost Manager destination fields in an XML file that you can save, use as a backup, and reuse for future projects.

When importing the data, you can decide to import all project data at once or import project data in parts. For instance, for larger projects it is recommended that you setup the Project Structure before importing resource information.

Project Structure information consists of the following elements:

- Project WBS
- Control Accounts
- Work Package
- Planning Package
- Tasks or Activities
- Start and Finish Dates
- Milestones
- Charge Codes
- Earning Methods (Earned Value Techniques)

Resource Information consists of the following elements:

- Resource Names
- Resource Organization
- Detail Hours / Cost
- Period Hours / Cost
- Detail Expenses
- Period Expenses

Importing User Defined Fields

Primavera Cost Manager allows for the mapping and importing of Primavera Project Management user defined fields (UDFs) to several fields within its own database. Specifically, Primavera Cost Manager allows for the importing of user defined fields for items created within the Work Breakdown Structure (WBS) and Activities inside of Project Management.

Not all data types are importable into Cost Manager. The following Data Types are importable from Project Management:

- Text
- Number
- Start Date
- End Date

The mappings shown are split into four blocks, corresponding to the supported Data Types:

- source:custom text
- source:custom number
- source:custom start
- source:custom end

Before Importing a User Defined Field (UDF) Prior to importing a UDF, the following prerequisites must be met:

- You require access to the Project Management database from which to export the fields.
- You require a Microsoft Data Link (UDL) file associated with the database.



For information about creating and configuring UDLs to assist with importing data from Primavera Project Management, and related applications into Cost Manager, see [“Creating Microsoft Data Links”](#) on page 38 and [“Configure the Project Management Module Data Link”](#) on page 47 of the Cost Manager Administrator’s Guide.

- The user defined fields are required to be created in Project Management and have values inserted into them. For more information on creating a UDF, open Project Management Help and search for "User-defined fields."

Once these prerequisites have been met, you can begin mapping and importing the data.

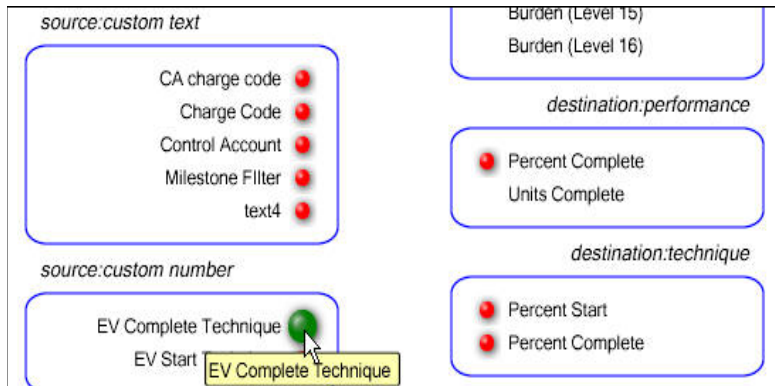
To Setup the Interface Mapping Process

- 1 Select Window > Interface Mapping from the Task Bar menu.
- 2 Select File > Open.
- 3 Select the Primavera Project Management Data Link or connect through the UDL listed in the Source Browser.

If using Primavera Project Management, Cost Manager provides a list of all Project Management projects that have assigned activities.
- 4 Select the project to import into Cost Manager.

After you select a project, the interface mapping screen is displayed.
- 5 Left-click on one of the user-defined fields listed in any of the four source fields listed above.

- 6 A line extending from the UDF is displayed. Drag the line to the destination field that you want to import.



- 7 Switch to the Project Window by selecting the Project Tab in the lower left portion of the window.
- 8 Right-click on the appropriate Project Basis and activate the context menu.
- 9 Depending on the type of imported data, select:
Interface > External Source (Project Name) > Update
or
Interface > External Source (Project Name) > Update (all periods).

Importing Baseline Data from the Primavera Project Management Module

The Baseline Budget is the budget against which performance is measured. Baseline schedule dates are the baseline activity start and finish dates. Baseline Budgets and schedule dates are established in the Baseline Basis of a Detail Project.

You can create the Baseline Budget and schedule dates manually, or you can import the data from the Primavera Project Management module or MS Excel.

For information about creating budget and schedule dates manually, see [“To Create the Baseline Budget”](#) on page 178 and [“To Set the Schedule and Baseline Costs for Resources”](#) on page 180.



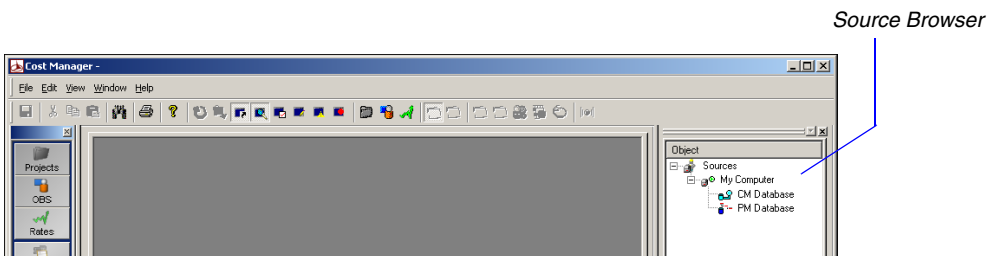
Budget (or cost) data and schedule dates are Basis-specific. A Basis is used in Cost Manager to segregate the various cost and schedule data against the project WBS.

For instructions on how to setup the database link to Primavera Project Management, refer to the *Primavera Cost Manager Administrator's Guide*.

To Import Baseline Budget Data

1 Connect to the Cost Manager UDL:

- a) In Cost Manager, select Window > Source Browser if the Source Browser is not already displayed.



- b) In the Source Browser, click the icon that represents the Cost Manager UDL.

Cost Manager connects to the Primavera Project Management module database, and displays the defined EPS nodes within the Project Management module.

- 2 Select the desired project:** Expand and collapse EPS nodes by clicking the pyramid icons.

Or,

Import project baselines from the Primavera Project Management module:

- a) Select Windows > Preferences Browser.
 - b) Select the Interface tab.
 - c) For each field listed in the Preference column, click its attribute in the Setting column and select your preferences from the pull-down menus.
- 3 Click the desired project.**

Cost Manager displays all available source and destination fields from the selected project in the Interface Mapping window.

You can map the following source and destination fields.

Project Management Module's Source Fields	Cost Manager Destination Fields
--	--

WBS Activity	Task Name
WBS/Activity Name	Task Description
Start	Start
Finish	Finish
Cost Account ID	Organization Name
Resource Name	Resource Name
Budgeted Units	Hours
Budgeted Units	Period Hours
Budgeted Cost	Prime Cost
Budgeted Cost	Period Prime Cost
Budgeted Expense	Expense
Budgeted Expense	Period Expense
Activity Code: Text 2	Filter (filters out milestones)
Activity Code: Text 3	Charge Code Name 1
Codes	Codes

Project Management Module's Source Fields

Cost Manager Destination Fields

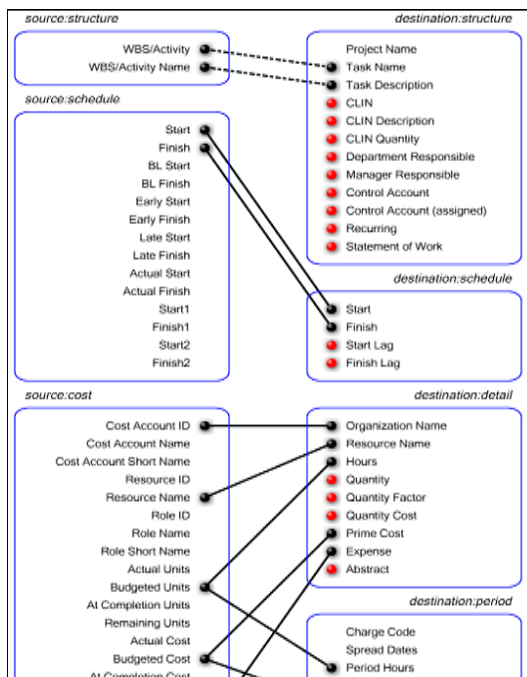
Activity Code: Number 1	Percent Start [Technique]
Activity Code: Number 2	Percent Complete [Technique]
Control Account Code	Control Account (Assigned)

4 Map source fields from Primavera Project Manager to destination fields in Cost Manager:



If you have not connected to the Cost Manager UDL and opened the Interface Mapping window prior to this step, see [“To Import Baseline Budget Data”](#) on page 210.

- In the Cost Manager toolbar, click the Interface Mapping icon.
- In the Interface Mapping window, click a red circle to select a source field.
- Connect the selected source field to its destination field.



- d) Double-click the dashed line connecting the Source field WBS/Activity to the Destination field Task Name to make it a solid line.

The dashed line connecting the Source field WBS/Activity Name to the Destination field Task Description will become solid.



The lines connecting these fields will always be dashed until you make them solid. The dashed lines indicate that all fields being imported are using the WBS elements for data assignment (the WBS elements will not be imported). Solid lines indicate that the WBS elements will actually be imported into Cost Manager.

- e) Continue connecting the dots until all source and destination data have been mapped together.

- f) Select File > Save Mapping As to save the mapping template for future use.

5 Import data into Cost Manager with your selected settings.



Prior to completing the following procedure, see “[To Import Baseline Budget Data](#)” on page 210. and “[Importing User Defined Fields](#)” on page 207.

- a) Click the Project Structure tab.
- b) In the project structure, right-click the desired Basis.
- c) Select Interface > External Source > Update.

Or, save project data to an XML file for review before importing it into Cost Manager:

- a) In the project structure, right-click the desired Basis.
- b) Select Interface > XML Document > Save As.

Then, import the saved XML file after review:

- a) In the project structure, right-click the desired Basis.
- b) Select Interface > XML Document > Update From.
- c) Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.



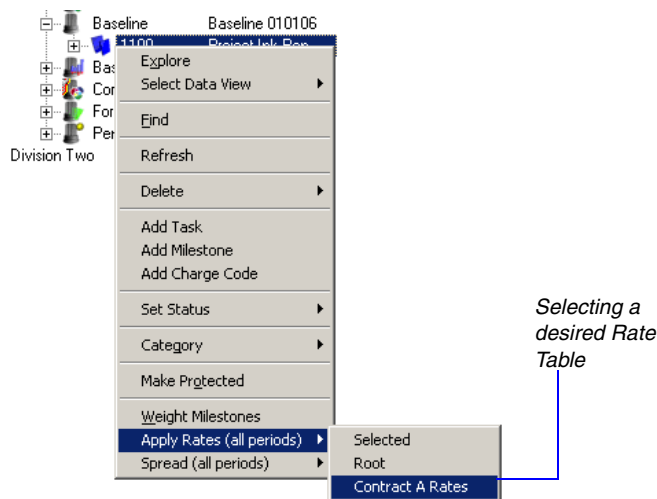
Cost Manager appends the Activity ID to the WBS code imported from Primavera Project Management to establish the Cost Manager Task Name (e.g., 1.1.1.A1000).

6 Right-click the Baseline Basis and select Refresh.

After completing this task, you can apply the rate engine to baselines (see “[Apply the Rate Engine:](#)” on page 214) before summarizing costs “[Summarize costs:](#)” on page 215).

7 Apply the Rate Engine:

- a) Expand the project WBS to the desired Summary Task.
- b) Expand the Project Structure until the appropriate Baseline Basis is visible.
- c) In the Baseline Basis, right-click the top-level WBS element and select Apply Rates, then select the desired Rate Table.



You can apply rates at any level of the WBS. When you apply rates, it affects that WBS level and its descendants. To rate an entire Basis at once, apply rates from the top-level WBS element of the Basis (as shown in the following image).

- d) Click OK when prompted.

Cost Manager first queries the Burden Templates, and applies the direct rates, the applicable escalation, and the burden algorithm.

Then, it applies the indirect percentages to the direct cost, calculating a fully burdened cost per resource or organization for every task.

The process is finished when a message is displayed to indicate the number of records that have been modified in the database.

e) Click OK to clear message.

When the rate engine is finished processing, you can summarize cost from the Baseline Basis.

8 Summarize costs:

a) Right-click the Baseline Basis and select Summarize Cost.



You can set the Summarize Cost command to automatically run after you apply rates. In the Preferences Browser, Engine tab, select the Summarize Cost option in the Engine Options field.

b) Right-click the Baseline Basis and select Category > Baseline, to categorize the Baseline Basis as the current official Baseline.

c) When the processing has completed, right-click the Baseline Basis and select Refresh.

Cost Manager refreshes the database and displays the current data on screen.

After the process has completed, you can activate a cost-type Data View to view period budget data on screen or run a cost breakdown report to view the data in report format.

The following image shows imported baseline data in a cost-type Data View. Alternatively, you can run a specific report from the Baseline Basis.

Enterprise

Hydra Corp. Cap

Division One

D1 Western Region

1100

Baseline1

1100

1100.1

1100.1C1

1100.1A1000

101

ME1

1100.1A1010

101

D51

MAT

1100.2

1100.2C1

1100.2A1100

101

ME1

301

TS1

1100.2A1110

101

ME1

TE1

EXPENSES

MAT-E

1100.2A1120

1100.2A1130

1100.2A1140

1100.2A1150

1100.2A1160

1100.2A1170

1100.3

1100.3C1

Enterprise Level

Project Ink Pen

Design Prototype

Design Specifics..

MECHANICAL

Mechanical engi..

Design Drawings

MECHANICAL

Designer L1

Miscellaneous M..

Manufacture Pro..

Configuration Re..

MECHANICAL

Mechanical engi..

TECHNICAL SU..

Technical Sup..

Barrel

MECHANICAL

Mechanical engi..

Technician L1

EXPENSES

Expense Materials

Cap

Clp

Base

Retractable Mec..

Ink Cartridge

Ball Tip

Assemble Protol..

10/1/2002

11/29/2002

1/6/2003

User-defined
Data View
displaying
Baseline
Budget data

To Import Baseline Budget Data Using MS Excel/CSV You can import Baseline Budget data from Excel/CSV into a time-phased spreadsheet or a spreadsheet with a spread curve designation.



CSV files do not require column headings.

- 1 For time-phased estimate data, create a spreadsheet in Excel with the following columns of data:

Column Heading	Data in Column
Task Name	WBS code of Detail Task in Cost Manager
Organization Name	Performing Organization Name (matches Organization Name in Cost Manager)
Resource Name	Resource Name (matches Resource Name in Cost Manager)
Period	The period number of the first period of the estimate
Year	The year of the first period of the estimate
Period Base Value	The per period resource unit amount estimate (hours for labor; currency for non labor)
Rate Table Name	The Cost Manager Rate Table Name that has the desired rates and Burden Template configuration

2 For estimate data with a spread curve designation, create a spreadsheet in Excel with the following columns of data:

Task Name	WBS code of Detail Task in Cost Manager
Organization Name	Performing Organization Name (matches Organization Name in Cost Manager)
Resource Name	Resource Name (matches Resource Name in Cost Manager)
Hours	The total resource unit amount estimate (hours for labor, currency for non-labor)
Prime Cost	
Spread Curve	Spread Curve designation (Linear, Front Load, Back Load, Early Peak, Late Peak, Double Peak, Bell, Milestone)
Rate Table Name	The Cost Manager Rate Table Name that has the desired rates and Burden Template configuration

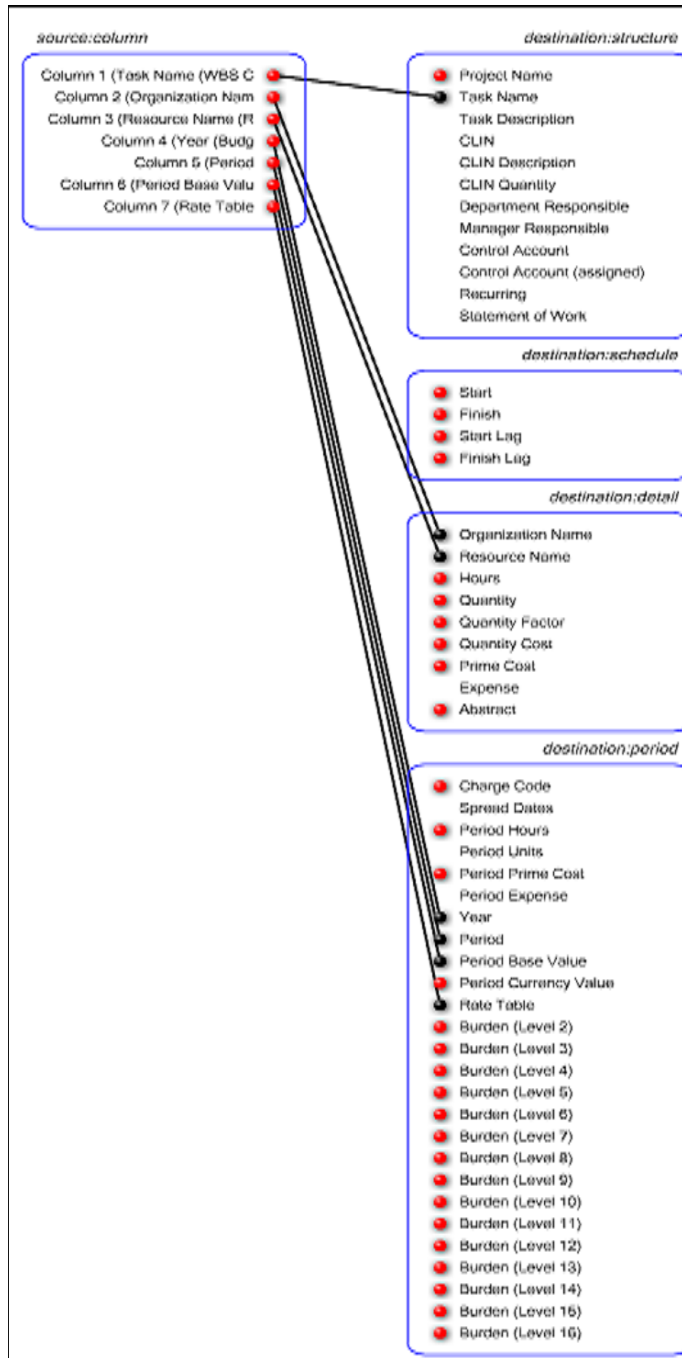
3 Select Window > Interface Mapping if the Interface Mapping window is not already open.

4 Select File > Open. Select the desired Excel/CSV spreadsheet containing the budget data.

5 If you used time-phased estimates, map the following fields in the Interface Mapping window:

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *Interface Mapping Window* section of the *Working with Windows* chapter.

Source Fields	Destination Fields
Task Name	Structure: Task Name
Organization Name	Detail: Organization Name
Resource Name	Detail: Resource Name
Period	Period: Period
Year	Period: Year
Period Base Value	Period: Period Base Value
Rate Table	Period: Rate Table

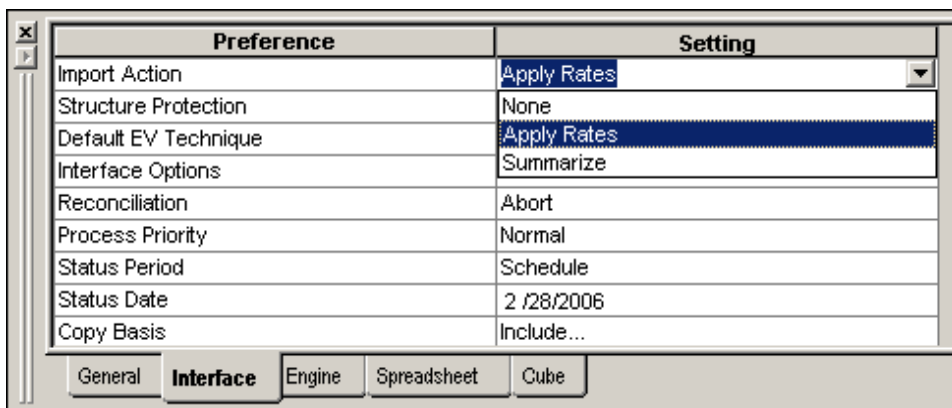


If you used spread curve designation estimates, map the following fields in the Interface Mapping window:

Source Fields	Destination Fields
Task Name	Structure: Task Name
Organization Name	Detail: Organization Name
Resource Name	Detail: Resource Name
Hours	Detail: Hours
Prime Cost	Detail: Prime Cost
Spread Curve	Period: Spread Curve
Rate Table	Period: Rate Table

6 Select Window > Preferences Browser.

7 **Set automatic rate calculation:** In the Interface tab, select the Apply Rates option in the Import Action field.



This action enables automatic rate calculation during import.

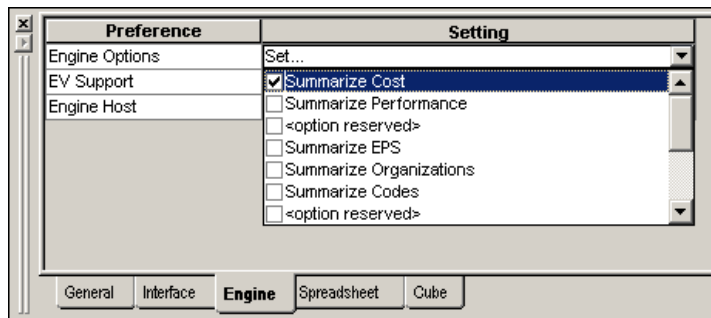
If you do not set this preference, complete the following tasks after import:

- Expand the Project Structure to locate the WBS task that has the Baseline Basis you want to import into Cost Manager.
- Right-click the appropriate WBS task in the Baseline Basis.
- Select Apply Rates, then select the desired Rate Table.

- 8 Set cost summarization to occur during import:** In the Engine tab, select the Summarize Cost option in the Engine Options field. This action enables cost summarization during import.

If you do not set this preference, complete the following tasks after import:

- a) Right-click the Baseline Basis.
- b) Select Summarize > Cost.



- 9 Select View > Project Structure (if not already open).
- 10 Expand the Project Structure to the Baseline Basis you created for the Detail Project.
- 11 **Import the data directly into Cost Manager:**

a) Expand the Project Structure and locate the Summary or Detail task that has the Baseline Basis you want to import into Cost Manager.

b) Right-click the Baseline Basis.

c) Select Interface > External Source-(CSV Source) > Update (all periods).

Or, save the data to an XML file to review and validate before importing the data into Cost Manager:

a) Right-click the Baseline Basis.

b) Select Interface > XML Document > Save (all Periods) As.

Then, import the saved XML file:

- a) Right-click the Baseline Basis.
- b) Select Interface > XML Document > Update (all periods) From.
- c) Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

12 Categorize the Baseline Basis as the current official Baseline:

- a) Right-click the Baseline Basis
- b) Select Category > Baseline

13 Refresh the Baseline: Right-click the Baseline Basis and select Refresh.

Refer to the [Creating Reports](#) chapter for further instruction on running and creating reports. See [To Create a Data View in the Project Structure Window](#) for information about working with Data Views.

You can view imported baseline data in cost-type Data Views, or you can run a specific report from the Baseline Basis.

Importing Schedules and Milestones

For every project, the schedule is valuable for tracking progress against commitments.

You can create the schedule and milestones manually, or you can import the data from the Primavera Project Management module or MS Excel.

For information about creating the schedule and milestones manually, see [“To Add Milestones to the Schedule”](#) on page 176

To Import Schedule Data from Primavera Project Management

- 1 Select Window > Interface Mapping.
- 2 Select File > Open from the Task Bar Menu.
- 3 Select the Primavera Project Management UDL.

In the Source Structure field of the Interface Mapping window:

- WBS/Activity is connected by a dotted line to the Destination Structure field: Task Name
- Source Structure field: WBS/Activity Name is connected by a dotted line to Destination Structure field: Task Description

The dotted lines indicate that these elements are to be used as reference links only and not imported into Cost Manager.

- 4 Double-click each of the dotted lines.

The lines become solid, indicating that the linked structures will be imported.

- 5 Selecting the Project Tab in the lower left portion of the window
or

Select Window > Tile to view the Project Structure and the Information Mapping window at the same time.

- 6 Right-click the project basis for which you import the schedule data, and select Interface > External Source > (Project Name).
- 7 Select Update.

To View Imported Data

- 1 Expand the Project Structure to locate the project you have updated with newly imported data.
- 2 Right-click the project.
- 3 Select Refresh.

Importing Earned Value Techniques

You can import Earned Value Techniques from the Primavera Project Management module or CSV/MS Excel spreadsheet, or you can manually input Earned Value Techniques in Cost Manager. Follow the instructions for the method you want to use to establish Earned Value.

For information about Earned Value techniques, see [“Using Earned Value Techniques”](#) on page 184.

To Import Earned Value Techniques from the Primavera Project Management Module Import Earned Value Technique field designations from the Primavera Project Management module using two of the Number fields (columns) available in the Primavera Project Management module project. These designations indicate the type of EV Technique to apply in Cost Manager.

- 1 Establish the desired Earned Value Technique designations in the Primavera Project Management module Number fields.

The designations are listed in the following table:

CM EV Technique	PM Percent Start Designation	PM Percent Complete Designation
Percent/Units Complete	1	1
Level of Effort (LOE)	0	0
Discrete	Percentage Start Factor	Percentage Finish Factor



Weighted Milestones must be set directly in Cost Manager.

- 2 Select Window > Interface Mapping.
- 3 Select File > Open. Navigate to the My Documents (or equivalent) folder and connect to the Primavera Project Management module database UDL.

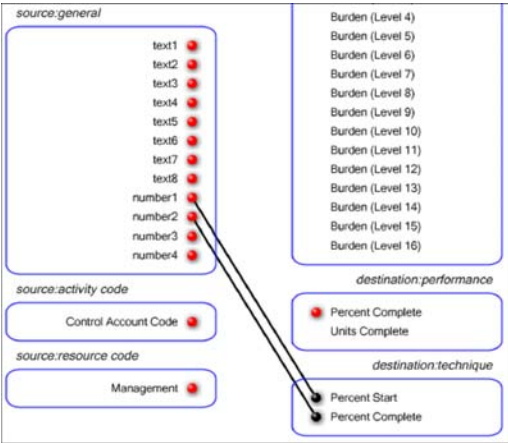


You can also access the Primavera Project Management module database UDL in the Source Browser. Select Window > Source Browser, then double-click the Project Management module database UDL.

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *Interface Mapping Window* section of the *Working with Windows* chapter.

- 4 In the Interface Mapping window, select the Primavera Project Management module project from the list of projects.
- 5 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table:

Source Fields	Destination Fields
General: Number Field (1)	Technique: Percent Start
General: Number Field (2)	Technique: Percent Complete



- 6 Select View > Project Structure (if not already open).
 - 7 Expand the Project Structure to the Baseline Basis you created that contains the baseline data.
 - 8 **Import the data directly into Cost Manager:**
 - a) Right-click the Baseline Basis.
 - b) Select Interface > External Source-(Primavera Project) >Update.
- Or, save the data to an XML file for review before importing it into Cost Manager:**
- a) Right-click the Baseline Basis.
 - b) Select Interface > XML Document > Save As.

Then, import the saved XML file:

- a) Right-click the Baseline Basis.
- b) Select Interface > XML Document > Update From.
- c) Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages are displayed to indicate Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

9 Validate that the Earned Value Techniques were correctly imported:

- a) Right-click the Baseline Basis and select Refresh.
- b) Select the desired task in the Project Structure.
- c) Select Window > Attribute Browser.
- d) In the Technique tab, verify the Earned Value Technique.


10 If desired, run an Earned Value Method report to view Earned Value Techniques for the Baseline Basis:

- a) Right-click the Baseline Basis.
- b) Select Report > WBS Support > Earned Value Method.

To Import Earned Value Techniques from MS Excel/CSV

Complete the following steps to import Earned Value Techniques from an MS Excel spreadsheet or CSV file:

- 1 For Earned Value Technique designations, create a spreadsheet in MS Excel with the following columns of data:

 *CSV files do not require column headings.*


Column Heading	Data in Column
Project Name	Project name of the Detail Project in Cost Manager
Task Name	WBS code of the Detail Task in Cost Manager
Percent Start	Earned Value Technique Start designation (0, 1, or %)
Percent Complete	Earned Value Technique Complete designation (0, 1, or %)

The Percent Start and the Percent Complete data fields listed in the previous table indicate which Earned Value Technique to apply in Cost Manager.

In the data column next to the Percent Start and Percent Complete fields, enter the value listed in the table below that corresponds to the Earned Value Technique you want to use.

For example, if you want to use Percent/Units Complete, enter 1 in the data column next to Percent Start and Percent Complete:

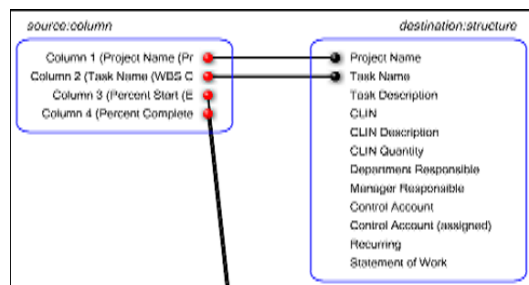
CM EV Technique	PM Percent Start Designation	PM Percent Complete Designation
Percent/Units Complete	1	1
Level of Effort (LOE)	0	0
Discrete	Percentage Start Factor	Percentage Finish Factor

 *Weighted Milestones must be set directly in Cost Manager.*

For detailed instructions on mapping fields in the Interface Mapping window, refer to the [Interface Mapping Window](#) section of the [Working with Windows](#) chapter.

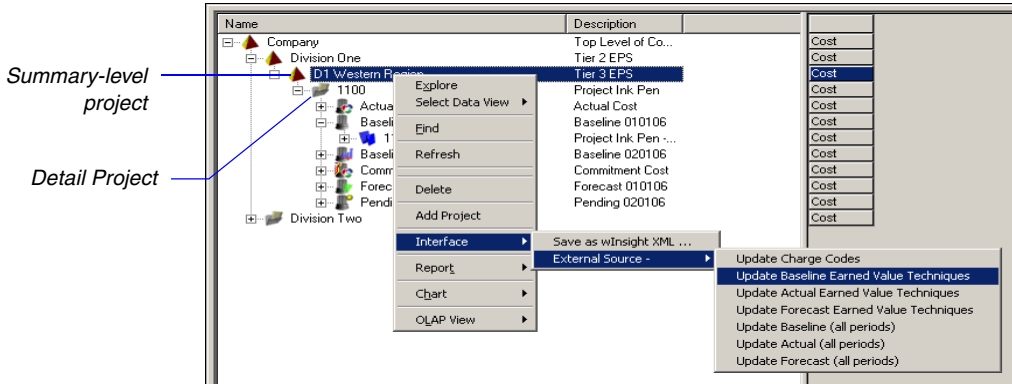
- 2 Select Window > Interface Mapping if the Interface Mapping window is not already open.
- 3 Select File > Open. Open the MS Excel spreadsheet you just created.
- 4 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table:

Source Fields	Destination Fields
Project Name	Project Name
Task Name	Task Name
Percent Start	Technique: Percent Start
Percent Complete	Technique: Percent Complete



- 5 Select View > Project Structure if the Project Structure is not already open.
- 6 Expand the Project Structure to the appropriate Detail Project.
- 7 Right-click the Summary-level project directly above the Detail Project.
- 8 Select Interface > External Source - (CSV Source) > Update Baseline EV Techniques.

This action imports the data directly into Cost Manager. The Baseline of the Detail Project is required to be categorized as the current baseline for the import to work properly.



A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

9 Validate that the Earned Value Techniques were correctly imported:

- Right-click the Baseline and select Refresh.
- Select the desired task in the Project Structure.
- Select Window > Attribute Browser.
- In the Technique tab, verify the Earned Value Technique.

10 If desired, run an Earned Value Method report to view Earned Value Techniques for the Baseline:

- Right-click the Baseline.
- Select Report > WBS Support > Earned Value Method.

Importing Project Status

You can import status from the Primavera Project Management module or CSV/MS Excel spreadsheet, or you can manually enter status in Cost Manager. For detailed information about project status and its relationship with Earned Value, see [“To Set Project Status and Calculate Earned Value”](#) on page 189.

To Import Status from the Primavera Project Management Module

- 1 In the Primavera Project Management module, update the status of the project schedule. Refer to the *Primavera Project Management Reference Manual* for instructions on updating the schedule.



Cost Manager uses the schedule data date designated in the Primavera Project Management module project by default.

or

Override the Primavera Project Management module in Cost Manager by scheduling a different status period of data:

- a) Select Window > Preferences Browser.
- b) Select the Interface tab. In the Status Period field, change the preference to Override.
- c) In the Status Date preference field, enter the desired schedule start and end dates.

To override the Primavera Project Management module data date, select Override in the Status Period field and enter the new Status Date.

Preference	Setting
Import Action	Apply Rates
Structure Protection	Allow...
Default EV Technique	Discrete 0-100
Interface Options	Include...
Reconciliation	Abort
Process Priority	Normal
Status Period	Override
Status Date	7 /31/2004
Copy Basis	Include...
Initial EPS Level	1

General Interface Engine Spreadsheet Cube

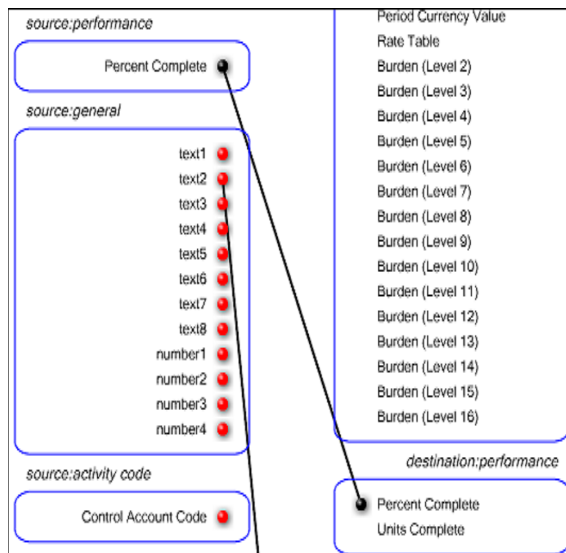
- 2 Select Window > Interface Mapping.

- 3 Select File > Open. Navigate to the My Documents (or equivalent) folder and connect to the Primavera Project Management module database UDL.



You can also access the Primavera Project Management module database UDL in the Source Browser. Select Window > Source Browser, then double-click the Project Management module database UDL.

- 4 In the Interface Mapping window, select the Primavera Project Management module project from the list of projects.
- 5 In the Interface Mapping window, map the Source field Performance: Percent Complete to the Destination field Performance: Percent Complete.



- 6 In Cost Manager, select View > Project Structure.
- 7 Expand the Project Structure to the appropriate Detail Project.
- 8 Select the Baseline in the Detail Project.

9 Import the data directly into Cost Manager:

- Right-click the Baseline.
- Select Interface > External Source - (Primavera Project) > Update (all periods)

Or, save the data to an XML file to review and validate:

- Right-click the Baseline.
- Select Interface > XML Document > Save (all periods) As.

Then, import the saved XML file:

- Right-click the Baseline.
- Select Interface > XML Document > Update (all periods) From
- Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages are displayed to indicate Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

10 View the imported status values:

- In the Project Structure, right-click the Baseline and select Refresh.
- Launch a custom performance-type Data View.
- Select the desired Detail Task under the Baseline. The Detail Task's status values are displayed as period columns in the spreadsheet.

11 View status values as cumulative amounts: select View > Cumulative to Date.

Refer to the [Data Views Window](#) section in the [Working with Views](#) chapter for more information on creating Data Views.


Name	Description	Start	Finish		2002 Period 10
Enterprise	Enterprise Level			Cost	8.00
Hydra Corp. Cap				Cost	8.00
Division One				Cost	8.00
D1 Western Region				Cost	8.00
1100				Cost	8.00
Baseline1				Cost	
1100	Project Ink Pen			Status	
1100.1	Design Prototype			Status	0.00
1100.1C1				Status	0.00
1100.1A1000	Design Specifica...	10/1/2002	11/4/2002	Status	0.75
1100.1A1010	Design Drawings	11/29/2002	2/26/2003	Status	0.00
1100.2	Manufacture Pro...			Status	0.00
1100.3	Assemble Protot...			Status	0.00
1100.4	Project Oversight			Status	0.00
Baseline2				Cost	
1101	Project Ink Pen			Cost	8.00
Division Two				Cost	8.00
Hydra Corp. Mltg				Cost	8.00
Hydra Corp. Pwr				Cost	8.00

To Import Project Status from MS Excel (or CSV File)

Complete the following steps to import status from a CSV/MS Excel spreadsheet:

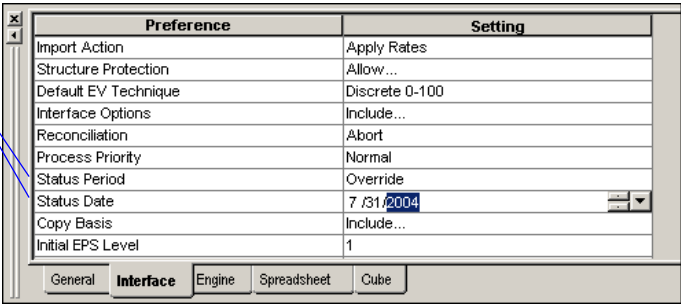
- 1 In MS Excel, create a spreadsheet with the following columns of data:

Column Heading	Data in Column
Task Name	WBS code of Detail Task in Cost Manager
Percent Complete	Cumulative Status Value

 *CSV files do not require column headings.*

- 2 In Cost Manager select Window > Preferences Browser.
- 3 In the Interface tab, change the Status Period preference to Override, and then enter the desired schedule date in the Status Date field.

*To override the Primavera
Project Management
module data date, select
Override in the Status
Period field and enter the
new Status Date.*



- 4 Select Window > Interface Mapping if the Interface Mapping window is not already open.
- 5 Select File > Open. Open the MS Excel spreadsheet/CSV file you just created.

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *Interface Mapping Window* section of the *Working with Windows* chapter.

- 6 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table:

Source Fields	Destination Fields
Task Name	Structure: Task Name
Percent Complete	Performance: Percent Complete

- 7 Select View > Project Structure (if not already open).
- 8 Expand the Project Structure to the Baseline that contains the appropriate baseline data.

9 Import the data directly into Cost Manager:

- a) Right-click the Baseline.
- b) Select Interface > External Source - (Primavera Project) > Update (all periods)

Or, save the data to an XML file to review and validate:

- a) Right-click the Baseline.
- b) Select Interface > XML Document > Save (all periods) As.

Then, import the saved XML file:

- a) Right-click the Baseline.
- b) Select Interface > XML Document > Update (all periods) From
- c) Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages are displayed to indicate Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

10 View the imported status values:

a) In the Project Structure, right-click the Baseline and select Refresh.

Refer to the *Data Views Window* section of the *Working with Views* chapter for more information on creating Data Views

b) Launch a custom performance-type Data View.

c) Select the desired Detail Task under the Baseline.

The Detail Task's status values are displayed as period columns in the spreadsheet.

d) Select View > Cumulative to Date to view status values as cumulative amounts.

Name	Description	Start	Finish		2002 Period 10
Enterprise	Enterprise Level			Cost	8.00
Hydra Corp. Cap				Cost	8.00
Division One				Cost	8.00
D1 Western Region				Cost	8.00
1100				Cost	8.00
Baseline1				Cost	
1100	Project Int. Pen			Status	
1100.1	Design Prototype			Status	0.00
1100.1C1				Status	0.00
1100.1.A1000	Design Specifica...	10/1/2002	11/4/2002	Status	0.75
1100.1.A1010	Design Drawings	11/29/2002	2/26/2003	Status	0.00
1100.2	Manufacture Pro...			Status	0.00
1100.3	Assemble Protot...			Status	0.00
1100.4	Project Oversight			Status	0.00
Baseline2				Cost	
1101	Project Int. Pen			Cost	8.00
Division Two				Cost	8.00
Hydra Corp. Mfg				Cost	8.00
Hydra Corp. Pwr				Cost	8.00

Importing Actual Cost

In Cost Manager, all Bases within a project inherit the WBS of all other Bases in a project WBS. When you create a new Basis and refresh the data, the project WBS is displayed when you expand the Basis. The purpose of the Actual Basis is to store the actual cost by period for the project.

You can import actual cost data in many ways and for several levels of detail, for example, you can:

- Create a spreadsheet formatted with headings that match your Cost Manager data fields, and import the data directly into Cost Manager. This method is most commonly used. [“To Create MS Excel or CSV File Import Template”](#) on page 239
- Import actual cost fully burdened and not track the individual burden elements against the actual hours.
- Import actual cost with all burden and indirect costs directed into their individual elements within the task summary table.
- Import hours from the Primavera Project Management schedule and apply a Rate Table to the hours to calculate the actual cost of the hours to the program.
- Create a script to extract data from the source financial data and enter it into an XML file that you can import directly into Cost Manager. This approach is the most complex option for importing actual cost data.



Cost Manager provides a “Protect” feature for the Actual Basis. This protection feature allows you to import hours and actual direct dollars first. Then, you can apply the rate engine to calculate the burdens and indirect cost without recalculating the direct cost or hours that have been imported. The burden percentage is applied to the actual direct cost that was imported from the external source. To protect an Actual Basis, right-click on the Basis in the Project Structure window and choose Protect Direct Cost.



Cost Manager enterprise architecture supports batch processing of multiple projects within an EPS node. Since the import file template tries to match the first column to a Project Name, the import must be launched from at least one level above the Project Level in the EPS structure. Also, if the Actual Basis is not properly categorized, Cost Manager will not be able to locate the proper Basis to receive the data and you will encounter an error during the import.



Actual cost data is Basis-specific and is stored in the Actual Basis for a Detail Project.

Steps for Importing Actual Cost Data Complete the following tasks to import actual cost data:

- Create an Actual Basis — see [“To Create an Actual Basis”](#) on page 239
- Create a file import template — see [“To Create MS Excel or CSV File Import Template”](#) on page 239
- Define Preference Browser settings — see [“Preferences Browser Settings Certain settings on the Preferences Browser can affect the import of actual costs.”](#) on page 243
- Import actual costs — see [“To Import Actual Costs from MS Excel or CSV File”](#) on page 244

To Create an Actual Basis Prior to importing data, enter actual costs in the Actual Basis used to segregate actual costs.

1 Create the new basis:

- a) In the Project Structure window, right-click the desired Detail Project.
- b) Select Add Basis.

2 Provide a name for the Basis:

- a) Select the Basis.
- b) Press F2 or click in the Name or Description column to activate the text box.
- c) Enter the name or description of the basis in the text box.

3 Right-click the Basis and select Category > Actual to categorize the Basis as the current Actual Basis.

To Create MS Excel or CSV File Import Template Three different MS Excel/CSV templates can be designed to download actual costs into a spreadsheet file from your financial system. Based on the type of actual costs required, select from the following templates.



CSV files do not require column headings.

- **Type 1 Actual Cost Requirement** – Import separately each of the following: actual hours, actual cost, actual indirect cost.

For the Type 1 import, create a spreadsheet template with the following columns of data:

Excel Column Heading	Data in Column
Project Name	Project name of the Detail Project in Cost Manager
Charge Code	Actual Charge Code used to collect actuals
Period	Actual Period
Year	Actual Year
Actual Hours	Actual hours charged against Charge Code
Actual Costs	Actual costs charged against Charge Code
Burden 1 - 16	Separate column for each indirect cost amount. Levels are based on the Burden Template definition in the designated Rate Table.
Rate Table	The Cost Manager Rate Table name that contains the appropriate Burden Template definition of actual indirect cost application levels.

- **Type 2 Actual Cost Requirement** – Import each of the following: actual hours and actual cost. Have Cost Manager calculate actual indirect cost amounts.

For the Type 2 import, create a spreadsheet template with the following columns:

Excel Column Heading Data in Column

Project Name	Project name of the Detail Project in Cost Manager
Charge Code	Actual Charge Code used to collect actuals
Period	Actual Period
Year	Actual Year
Actual Hours	Actual hours charged against Charge Code
Actual Costs	Actual costs charged against Charge Code
Rate Table	The Cost Manager Rate Table name that contains the appropriate Burden Template definition of actual indirect cost rates and application levels.



Important! For a Type 2 import, you are required to prevent the actual prime cost from being recalculated from rates in the designated Rate Table. To protect the Actual Basis from recalculation, right-click on the Actual Basis and choose *Protect Direct Cost*.

- **Type 3 Actual Cost Requirement** – Import actual hours. Have Cost Manager calculate actual prime cost and indirect cost amounts.

For the Type 3 import, create a spreadsheet template with the following columns:

Excel Column Heading	Data in Column
----------------------	----------------

Project Name	Project name of the Detail Project in Cost Manager
Charge Code	Actual Charge Code used to collect actuals
Period	Actual Period
Year	Actual Year
Actual Hours	Actual hours charged against Charge Code
Rate Table	The Cost Manager Rate Table name that contains the appropriate Burden Template definition of actual indirect cost application levels and the appropriate actual prime cost and indirect cost rates.



Important! For a Type 3 import, the Actual Basis must NOT be protected. By default, a Basis is not protected. If the Basis is protected, right-click on the Actual Basis and choose UnProtect Direct Cost.

- **Preferences Browser Settings** Certain settings on the Preferences Browser can affect the import of actual costs.

Use the following settings on the Preferences Browser based on the type of import results required:

Tab	Preference	Setting
Interface	Import Action	<u>None</u> – No action is taken <u>Apply Rates</u> – Applies rates from Rate Table designation listed in import file during import (used for Type 2 or 3 import) <u>Summarize</u> – Summarizes costs during import (used for Type 1 import)
Interface	Reconciliation	<u>Abort</u> – Aborts entire import if errors are encountered and lists the errors <u>Clean</u> – Imports only clean or correct data and only lists errors that are encountered
Engine	Engine Options	<u>Summarize Cost</u> – Will summarize costs after an Apply Rates command is performed during import (used for Type 2 or 3 import) (Other Summarization settings can be set to summarize specific item listed after an Apply Rates command is launched whether done manually or during import)

To Import Actual Costs from MS Excel or CSV File

- 1 Select Window > Interface Mapping if the Interface Mapping window is not already open.
- 2 Select File > Open. Open the MS Excel spreadsheet/CSV file that contains the actual cost data.
- 3 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table. Only map the fields appropriate to the type of actual cost import you are using (Type 1, 2, or 3)

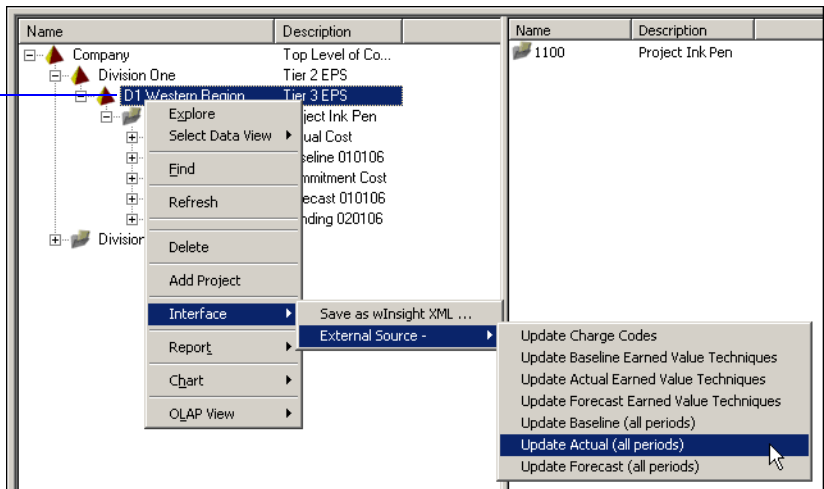
For detailed instructions on mapping fields in the Interface Mapping window, refer to the [Interface Mapping Window](#) section of the [Working with Windows](#) chapter.

Source Fields	Destination Fields
Project Name	Structure: Project Name
Charge Code	Period: Charge Code
Period	Detail: Period
Year	Detail: Year
Actual Hours	Detail: Period Base Value
Actual Cost	Detail: Period Currency Value
Burden 1 - 16	Detail: Burden 1 - 16
Rate Table	Detail: Rate Table

- 4 Expand the Project Structure to the appropriate Detail Project.
- 5 Right-click on the Summary-level project that contains the Actual Basis and select Interface > External Source > Update Actual (all periods)

The Actual Basis must be categorized as the official Actual Basis for this import to work properly.

Summary Project that
contains the Actual
Basis



A Progress Meter tracks import progress at the bottom of the screen. Messages may be displayed indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

6 Right-click the Actual Basis and select Refresh.

You can view the imported actual costs by launching a custom cost-type Data View.

You can also right-click the Actual Basis or a task within the Actual Basis and select Report, then select from the list of reports.

Name	Description		2002 Period 10	2002 Period 11	2
Enterprise	Enterprise Level	Cost	29,891.49	11,347.10	
Hydra Corp. Cap		Cost	0.00	0.00	
Division One		Cost	11,945.75	5,683.55	
D1 Western Region		Cost	11,945.75	5,683.55	
1100		Cost	0.00	0.00	
Baseline1		Cost	14,945.75	5,683.55	
Baseline2		Cost	0.00	0.00	
Actuals		Cost	26,800.00	34,570.00	
1100	Project Ink Pen	Cost	26,800.00	34,570.00	
1100.1	Design Prototype	Cost	6,600.00	5,250.00	
1100.1C1		Cost	6,600.00	5,250.00	
1100.1A1000	Design Specifica...	Cost	6,000.00	750.00	
101	MECHANICAL	Cost	6,000.00	750.00	

Refer to the [Creating Reports](#) chapter for more information on reports.

Actual cost data
in a customized
Data View.

You can view the imported actual costs by launching a custom cost-type Data View.

You can also right-click the Actual Basis or a task within the Actual Basis and select Report, then select from the list of reports.

Importing Commitment Cost

The Commitment Basis is used to manage costs that are real, but have not been accrued. Committed costs are the costs for a service, material, or equipment that has been approved, but the billing for the items has not been received.

As with actual costs, you can import commitment cost data in many ways and for several levels of detail, for example, you can:

- Create a spreadsheet formatted with headings that match your Cost Manager data fields, and import the data directly into Cost Manager. This method is most commonly used. [“To Create MS Excel or CSV File Import Template”](#) on page 247.
- Import commitment cost fully burdened and not track the individual burden elements against the actual hours.
- Import commitment cost with all burden and indirect costs directed into their individual elements within the task summary table.
- Import hours from the Primavera Project Management schedule and apply a Rate Table to the hours to calculate the actual cost of the hours to the program.
- Create a script to extract data from the source financial data and enter it into an XML file that you can import directly into Cost Manager. This approach is the most complex option for importing commitment cost data.

Steps for Importing Commitment Cost Data Complete the following tasks to import commitment cost data:

- Create a Commitment Basis — see [“To Add a Commitment Basis for the Import”](#) on page 247
- Create a file import template — see [“To Create MS Excel or CSV File Import Template”](#) on page 247
- Define Preference Browser settings — see [“Preferences Browser Settings — Certain settings on the Preferences Browser can affect the import of commitment costs. Use the following settings on the Preferences Browser based on the type of import results required:”](#) on page 251
- Import commitment costs — see [“To Import Commitment Costs from MS Excel or CSV File”](#) on page 252

To Add a Commitment Basis for the Import Prior to importing, create a Commitment Basis to contain committed costs:

- 1 In the Project Structure window, right-click the desired Detail Project and select Add Basis.
- 2 Provide a name for the Basis:
 - a) Select the Basis.
 - b) Press F2 or click in the Name or Description column to activate the text box.
 - c) Enter the name or description of the basis in the text box.
- 3 Right-click the Basis and select Category > Commitment to categorize the Basis as the current Commitment Basis.

To Create MS Excel or CSV File Import Template The options to import commitment costs via MS Excel/CSV are identical to the options for Actual costs, described in the section [“To Create MS Excel or CSV File Import Template”](#) on page 239. However, commitment data includes subtle differences in the columns of data to be imported. See the following sections for information about the types of data to import into each template.



CSV files do not require column headings.

■ **Type 1 Requirement** – Import each of the following separately:

- Commitment hours
- Commitment cost
- Commitment indirect cost

For the Type 1 import, create a spreadsheet template with the following columns of data:

Excel Column Heading	Data in Column
WBS/Activity Name	Task Description
Cost Account ID	Organization Name
Resource Name	Resource Name
Period	Commitment Period
Year	Commitment Year
Commitment Hours	Commitment hours charged against Charge Code or Task
Commitment Costs	Commitment costs charged against Charge Code or Task
Burden 1 - 16	Separate column for each indirect cost amount. Levels are based on the Burden Template definition in the Rate Table designated.
Rate Table	Cost Manager Rate Table name of the Rate Table that contains the appropriate Burden Template definition of actual indirect cost application levels.

- **Type 2 Requirement** – Import each of the following: commitment hours and commitment cost. Have Cost Manager calculate commitment indirect cost amounts.

For the Type 2 import, create a spreadsheet template with the following columns:

Excel Column Heading	Data in Column
WBS/Activity Name	Task Description
Cost Account ID	Organization Name
Resource Name	Resource Name
Period	Commitment Period
Year	Commitment Year
Commitment Hours	Commitment hours charged against Charge Code or Task
Commitment Costs	Commitment costs charged against Charge Code or Task
Rate Table	Cost Manager Rate Table name of the Rate Table that contains the appropriate Burden Template definition of actual indirect cost application levels and the appropriate actual indirect cost rates.



Important! For a Type 2 import, you must protect the commitment prime cost from being recalculated from rates in the designated Rate Table by protecting the Commitment Basis. To do this, right-click on the Commitment Basis and choose Protect Direct Cost.

- **Type 3 Requirement** – Import the following: commitment hours. Have Cost Manager calculate commitment prime cost and indirect cost amounts.

For the Type 3 import, create a spreadsheet template with the following columns:

Excel Column Heading	Data in Column
WBS/Activity Name	Task Description
Cost Account ID	Organization Name
Resource Name	Resource Name
Period	Commitment Period
Year	Commitment Year
Commitment Hours	Commitment hours charged against Charge Code
Rate Table	Cost Manager Rate Table name of the Rate Table that contains the appropriate Burden Template definition of commitment indirect cost application levels and the appropriate commitment prime cost and indirect cost rates.



Important! For a Type 3 import, the Commitment Basis must NOT be protected. By default, a Basis is not protected. If the Basis is protected, right-click on the Commitment Basis and choose UnProtect Direct Cost.

- **Preferences Browser Settings** — Certain settings on the Preferences Browser can affect the import of commitment costs. Use the following settings on the Preferences Browser based on the type of import results required:

Tab	Preference	Setting
Interface	Import Action	<u>None</u> – No action is taken <u>Apply Rates</u> – Applies rates from Rate Table designation listed in import file during import (used for Type 2 or 3 import) <u>Summarize</u> – Summarizes costs during import (used for Type 1 import)
Interface	Reconciliation	<u>Abort</u> – Aborts entire import if errors are encountered and lists the errors <u>Clean</u> – Imports only clean or correct data and only lists errors that are encountered
Engine	Engine Options	<u>Summarize Cost</u> – Will summarize costs after an Apply Rates command is performed during import (used for Type 2 or 3 import) (Other Summarization settings can be set to summarize specific item listed after an Apply Rates command is launched whether done manually or during import)

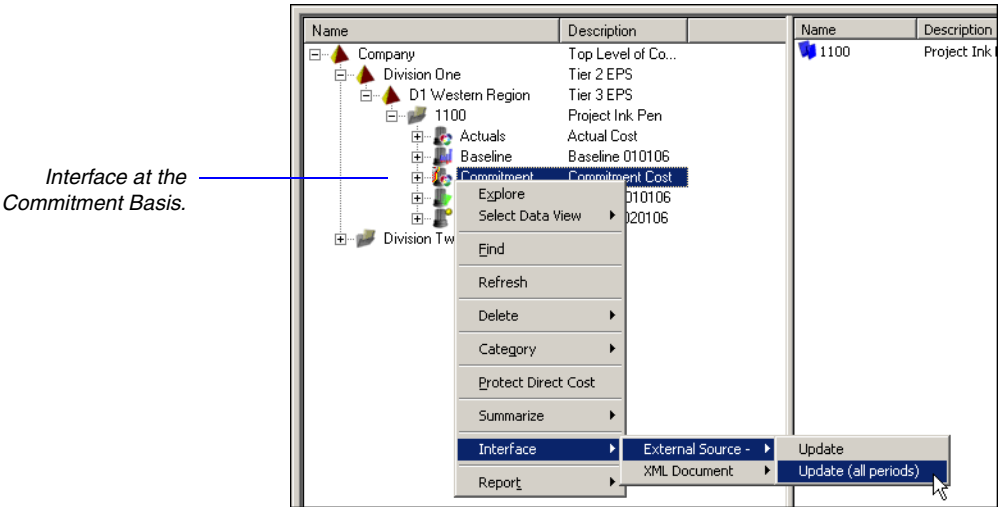
To Import Commitment Costs from MS Excel or CSV File

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *Interface Mapping Window* section of the *Working with Windows* chapter.

- 1 Select Window > Interface Mapping if the Interface Mapping window is not already open.
- 2 Select File > Open. Open the MS Excel spreadsheet/CSV file that contains the commitment cost data.
- 3 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table. Only map the fields appropriate to the type of commitment cost import you are using (Type 1, 2, or 3)


Source Fields	Destination Fields
WBS/Activity Name	Structure: Task Name
Cost Account ID	Detail: Organizaiton Name
Resource Name	Detail: Resource Name
Period	Period: Period
Year	Period: Year
Commitment Hours	Period: Period Base Value
Commitment Cost	Period: Period Currency Value
Burden 1 - 16	Period: Burden 1 - 16
Rate Table	Period: Rate Table

- 4 Expand the Project Structure to the appropriate Detail Project.
- 5 Right-click the Commitment Basis.
- 6 Select Interface > External Source > Update (all periods).



A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

7 Right-click the Commitment Basis and select Refresh.

 You can view the imported commitment costs by launching a custom cost-type Data View. You can also right-click on the Commitment Basis or a task within the Commitment Basis and choose Report, then select from the list of reports.

Name	Description		2006 Period 1	2006 Period 2	2006 Period 3	2006 Period 4
Company	Top Level of Company St...	Cost	0.00	102,426.87	137,104.72	117,127.71
Division One	Tier 2 EPS	Cost	0.00	102,426.87	137,104.72	117,127.71
D1 Western Region	Tier 3 EPS	Cost	0.00	102,426.87	137,104.72	117,127.71
1100	Project Ink Pen	Cost	0.00	102,426.87	137,104.72	117,127.71
Actuals	Actual Cost	Cost	0.00	60,744.00	70,595.00	0.00
Baseline	Baseline 010106	Cost	0.00	102,426.87	137,104.72	117,127.71
Commitment	Commitment Cost	Cost	0.00	30,372.00	35,297.50	0.00
1100	Project Ink Pen - Baseline	Cost	0.00	30,372.00	35,297.50	0.00
1	Design Prototype	Cost	0.00	9,522.00	2,950.00	0.00
2	Manufacture Prototype	Cost	0.00	10,750.00	21,167.50	0.00
3	Assemble Prototype	Cost	0.00	0.00	0.00	0.00
4	Project Oversight	Cost	0.00	10,100.00	11,160.00	0.00
Forecast	Forecast 010106	Cost	0.00	102,426.87	137,104.72	117,127.71

Commitment cost data in a customized Data View.

Importing Forecast Data

The Forecast Basis is used to manage the current plan against the original baseline and report the difference in a calculated Estimate to Complete Cost. These costs are displayed in the Project Status Report. The Forecast Basis provides a projected view of planned project costs beyond the current project baseline. Once the baseline is in place, you can drag the baseline to the forecast to provide Day “0” equivalency at any time.

Create the Forecast Basis as soon as the project baseline is in place. At Day “0” of the project, ensure that the Forecast Basis and the Baseline are equal. Thereafter, manage changes to the project, such as additional resources required, additional tasks, activities or other changes in schedule duration, from the Forecast Basis.

To Import the Forecast Budget and Schedule Dates from Primavera Project Management Import updated estimated resource amounts, performing organizations, expenses, and start/finish dates from Primavera Project Management to use as the basis for a Forecast Budget. The resource names configured in the Cost Manager Rate Structure are also used in one of the following fields in Primavera Project Management:

- Resource Name
- Role ID
- Role Name
- Role Short Name

Cost Manager Organization Names are used and assigned per resource, for multiple performing organizations per activity, or per activity, for only one performing organization per activity, using one of the following fields in Primavera Project Management:

- Cost Account ID
- Cost Account Name
- Cost Account Short Name
- Custom Activity Code (used if only one performing organization is required per activity)
- Custom Resource Code

To import the Forecast Budget and schedule dates from Primavera Project Management:

1 Open Interface Mapping:

- From Cost Manager, select Window > Interface Mapping, or
- Click the Interface Mapping icon in the Cost Manager toolbar.

2 Select File > Open.

3 Navigate to the folder that contains the Primavera Project Management database UDL. During installation, the UDL generally is created in the My Documents folder.

4 Select the Primavera Project Management database UDL to connect to it.



You can also access the Primavera Project Management database UDL in the Source Browser. Select Window > Source Browser, then double-click the Primavera Project Management database UDL.

5 In the Interface Mapping window, select the Primavera Project Management project from the list of projects.

6 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table to import Forecast Budget data:

For detailed instructions on mapping fields in the Interface Mapping window, refer to the [Interface Mapping Window](#) section of the [Working with Windows](#) chapter.

Source Fields	Destination Fields
Schedule: Start	Schedule: Start
Schedule: Finish	Schedule: Finish
Cost: Resource or Role field containing matching CM Resource Name	Detail: Resource Name
Cost: Cost Account or Activity Code field containing matching CM Organization Name	Detail: Organization Name
Cost: Remaining Units	Detail: Hours Period: Period Hours
Cost: Remaining Cost	Detail: Prime Cost Period: Period Prime Cost
Cost: Remaining Expense	Detail: Expense Period: Period Expense
General: Text Field containing “Yes” designation	Control: Filter

- 7 Import new tasks and activities to the Project Structure along with the Forecast Budget data. In the Interface Mapping window, map the Source and Destination fields as listed in the following table:

Source Fields	Destination Fields
Structure: WBS/Activity	Structure: Task Name
Structure: WBS/Activity Name	Structure: Task Description
Activity Code: Activity Code created to represent the Control Account (if one is used)	Structure: Control Account (assigned)
General: Text Field containing “Yes” designation	Control: Filter

- 8 In the Interface Mapping window, double-click the dashed line that connects the Source WBS/Activity to the Destination Task Name to make it a solid line.

The dashed line that connects the Source WBS/Activity Name to the Destination Task Description also becomes solid.



The lines connecting these two fields are always dashed until you make them solid. A dashed line indicates that all fields being imported are using the WBS elements to assign data, but the WBS elements are not imported. A solid line indicates that the WBS elements are going to be imported into Cost Manager.

- 9 In the Project Structure window, expand the Project Structure to the Detail Project containing the Forecast Basis you created previously.

10 Import the data directly into Cost Manager:

a) Right-click the Forecast Basis.

b) Select Interface > External Source - (Primavera Project) > Update (all periods).

Or, save the data to an XML file to review and validate before importing the data into Cost Manager:

a) Right-click the Forecast Basis.

b) Select Interface > XML Document > Save (all periods) As.

Then, import the saved XML file:

- a) Right-click the Forecast Basis.
- b) Select Interface > XML Document > Update (all periods) From.
- c) Select the saved XML file.

At the bottom of the screen, a Progress Meter tracks import progress. Messages are displayed indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

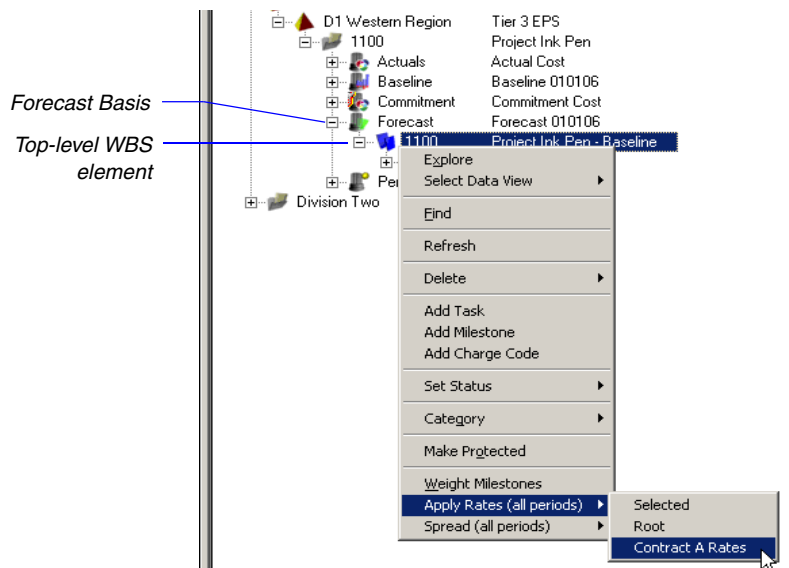
- 11 When the import is complete, right-click the top-level WBS element in the Forecast Basis.

- 12 Select Apply Rates, then select the desired Rate Table.

This action applies rates from the selected Rate Table to the entire Forecast Basis.



Rates can be applied at any level of the WBS. Selecting Apply Rates causes rates to be applied at the selected WBS level and all of its descendants. To apply a rate to an entire Basis at once, apply rates from the top-level WBS element in the Basis.



- 13 Right-click the Forecast Basis and select Summarize > Cost.



You can set the Summarize Cost command to run automatically after you apply rates. Select Window > Preferences Browser. In the Engine tab, select the Summarize Cost option in the Engine Options field.

- 14 Categorize the Basis as the Forecast (if you did not already do so when you created the Basis):

- Right-click the Forecast Basis.
- Select Category > Forecast.

For information on creating custom Data Views, refer to the [Data Views Window](#) section of the [Working with Views](#) chapter. Refer to the [Creating Reports](#) chapter for more information on reports.

- 15 Right-click the Forecast Basis and select Refresh.

You can view imported forecast data in a custom cost-type Data View. You can also run a report from the Forecast Basis that displays forecast data.

Name	Description	2006 Period 1	2006 Period 2
Company	Top Level of Company Structure	Cost 0.00	102,426.87
Division One	Tier 2 EPS	Cost 0.00	102,426.87
D1 Western Region	Tier 3 EPS	Cost 0.00	102,426.87
1100	Project Ink Pen	Cost 0.00	102,426.87
Actuals	Actual Cost	Cost 0.00	60,744.00
Baseline	Baseline 010106	Cost 0.00	102,426.87
Commitment	Commitment Cost	Cost 0.00	30,372.00
Forecast	Forecast 010106	Cost 0.00	102,426.87
1100	Project Ink Pen - Baseline	Cost 0.00	102,426.87
1	Design Prototype	Cost 0.00	24,711.14
1.CA1.A1000	Design Specifications	Cost 0.00	21,209.76
101	MECHANICAL ENGINEERING	Cost 0.00	21,209.76
ME1	Mechanical Engineer L1	Labor 0.00	360.00
1100.0001.1000			
101	Design Drawings	Cost 0.00	3,501.38
1.CA1.A1010	MECHANICAL ENGINEERING	Cost 0.00	3,501.38
DS1	Designer L1	Labor 0.00	85.00
PRT	Misc Parts	NonLabor 0.00	1,093.75
1100.0001.1010			
2	Manufacture Prototype	Cost 0.00	55,453.78
3	Assemble Prototype	Cost 0.00	0.00
4	Project Oversight	Cost 0.00	22,261.95
Division Two		Cost 0.00	0.00

Custom Data View showing imported forecast data

To Import Forecast Budget Data from MS Excel The process for importing Forecast Budget data from MS Excel is exactly the same as the process for importing Baseline Budget data from MS Excel. See [“To Import Baseline Budget Data”](#) on page 210.

When completing the steps, import data into the Forecast Basis rather than the Baseline.

After importing the data, run a Cost Manager Project Status Report to verify that the forecast data and the baseline data are resident in Cost Manager.

Refer to [Managing and Reporting Data](#) for instructions on initiating the reports, charts, and graphs of Cost Manager.

To Update the Forecast Basis for Import Periodically, update the Forecast Basis with the most current project information. The process is similar to bringing in the original Baseline: set options in the Preferences Browser to allow for additions, but not deletions:

- 1 In the Project Structure, select Window > Preferences Browser.
- 2 Select the Interface tab.
- 3 In the Protection field, select:
 - On for Allow Additions
 - Off for All Deletions.

Since the structure is shared by all Bases within a project, deleting a WBS element or activity affects all Bases including earned performance and actual cost. By not allowing deletions, the project plan correctly reflects the current plan in the cost/schedule integration process.

To Import Current Plan Information into Cost Manager:

- 1** Select Window > Source Browser.
- 2** Click on the Project Management UDL from Source Browser to open the Interface Mapping window.
- 3** Select the currently planned project.
- 4** Map Source data fields to Destination data fields.
- 5** Right-click the Forecast Basis. Select Interface > External Source > Update > Select Periods.
- 6** Click OK to all processing and interfacing messages.
- 7** Refresh data.
- 8** Expand the Project Structure to the Summary Task.
- 9** Right-click the Summary Task and select Apply Rate Table > Select Table > Select Periods.
- 10** Right-click on the Forecast Basis and choose Summarize > Cost.
- 11** Refresh data. Cost Manager updates the Forecast Basis without changing the history of the forecast and the Baseline.

Importing Pending Data

The Pending Basis is used to capture and estimate the impact of potential and/or pending changes to the Baseline. By importing the Pending schedule into Cost Manager, and using the rate application engine, a modified budget will give you the ability to compare both the approved and unapproved Baselines through a Format 3 Government Report.

To Import the Sum of Pending Changes and Schedule Dates from Primavera Project Management Import the Pending Budget containing the sum of the changes as reflected in the estimated resource amounts, performing organizations, expenses, and start and finish dates from Primavera Project Management.

Complete the following steps to import the Pending Budget and schedule dates from Primavera Project Management:

- 1 Select Window > Interface Mapping.
- 2 Select File > Open.
- 3 Navigate to the My Documents (or equivalent) folder and connect to the Primavera Project Management database UDL.



You can also access the Primavera Project Management database UDL in the Source Browser. Choose Window, Source Browser, then double-click the Primavera Project Management database UDL.

- 4 In the Interface Mapping window, select the Primavera Project Management project from the list of projects.

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *Interface Mapping Window* section of the *Working with Windows* chapter.

- 5 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table to import Pending Budget data:

Source Fields	Destination Fields
Schedule: Start	Schedule: Start
Schedule: Finish	Schedule: Finish
Cost: Resource or Role field containing matching CM Resource Name	Detail: Resource Name
Cost: Cost Account or Activity Code field containing matching CM Organization Name	Detail: Organization Name
Cost: Budgeted Units	Detail: Hours Period: Period Hours
Cost: Budgeted Cost	Detail: Prime Cost Period: Period Prime Cost
Cost: Budgeted Expense	Detail: Expense Period: Period Expense
General: Text Field containing “Yes” designation	Control: Filter

- 6 To also import new tasks/activities to the Project Structure along with the Pending Budget data, in the Interface Mapping window map the Source and Destination fields as listed in the following table:

Source Fields	Destination Fields
Structure: WBS/Activity	Structure: Task Name
Structure: WBS/Activity Name	Structure: Task Description
Activity Code: Activity Code created to represent the Control Account (if one is used)	Structure: Control Account (assigned)
General: Text Field containing “Yes” designation	Control: Filter

- 7 In the Interface Mapping window, double-click the dashed line connecting the Source WBS/Activity to the Destination Task Name to make it a solid line.

The dashed line connecting the Source WBS/Activity Name to the Destination Task Description will also become solid.

- 8 In the Project Structure window, expand the Project Structure to the Detail Project containing the Pending Basis you previously created.

9 Import the data directly into Cost Manager:

a) Right-click the Pending Basis.

b) Select Interface > External Source - (Primavera Project) > Update (all periods).

Or, save the data to an XML file to review and validate before importing it into Cost Manager:

a) Right-click the Pending Basis.

b) Select Interface > XML Document > Save As (all periods).

Then, import the saved XML file:

a) Right-click the Pending Basis.

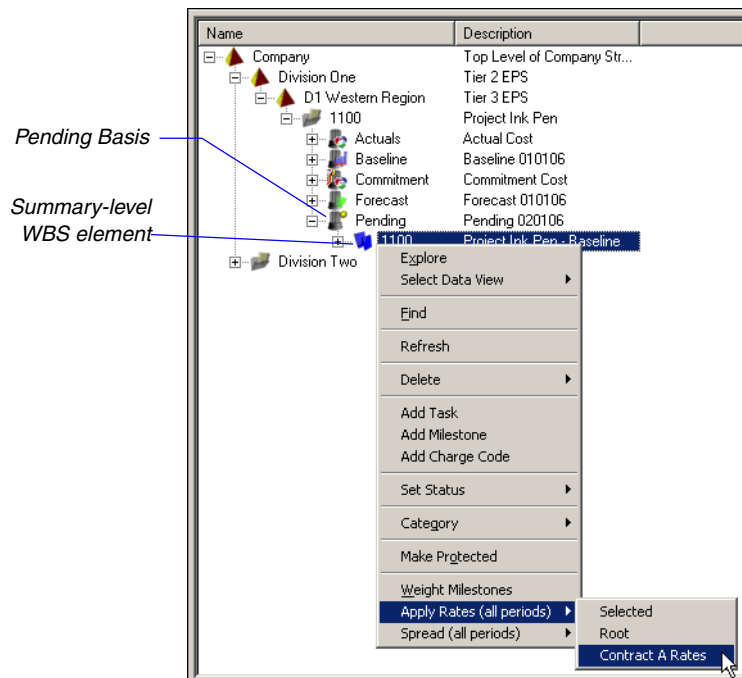
b) Select Interface > XML Document > Update (all periods) From,.

c) Select the saved XML file.

A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

- 10 When the import is complete, right-click the top-level WBS element in the Pending Basis. Select Apply Rates, then select the desired Rate Table.

This action applies rates from the selected Rate Table to the entire Pending Basis.



11 Right-click the Pending Basis and select Summarize > Cost.



You can set the Summarize Cost command to run automatically after you apply rates. Choose Window > Preferences Browser. In the Engine tab, select the Summarize Cost option in the Engine Options field.

12 Categorize the basis: (if you did not categorize the Basis as Pending when you created the Basis)

- Right-click the Pending Basis.
- Select Category> Pending.

13 Right-click the Pending Basis and select Refresh.

For information on creating custom Data Views, refer to the [Data Views Window](#) section of the [Working with Views](#) chapter. Refer to the [Creating Reports](#) chapter for more information on reports.

You can view imported pending data in a custom cost-type Data View. You can also run a report from the Pending Basis that displays pending budget data.

Name	Description	Hours		2006 Period 2
Company	Top Level of Co...		Cost	102,426.87
Division One	Tier 2 EPS		Cost	102,426.87
D1 Western Region	Tier 3 EPS		Cost	102,426.87
1100	Project Ink Pen		Cost	102,426.87
Actuals	Actual Cost		Cost	60,744.00
Baseline	Baseline 010106		Cost	102,426.87
Commitment	Commitment Cost		Cost	30,372.00
Forecast	Forecast 010106		Cost	102,426.87
Pending	Pending 020106		Cost	102,426.87
1100	Project Ink Pen -...		Cost	102,426.87
1	Design Prototype		Cost	24,711.14
2	Manufacture Pro...		Cost	55,453.78
3	Assemble Protot...		Cost	0.00
4	Project Oversight		Cost	22,261.95

Custom Data View showing imported Pending changes

To Import Pending Budget Data from MS Excel The process for importing Pending Budget data from MS Excel is exactly the same as the process for importing Baseline Budget and Forecast data from MS Excel (see [“Importing Forecast Data”](#) on page 254). When completing the steps, ensure that you import data into the Pending Basis rather than the Baseline.

After importing the data, run a Cost Manager Project Status Report to verify that the Pending data and the baseline data are resident in Cost Manager.

Refer to Part 3, [Managing and Reporting Data](#) for instructions on initiating the reports, charts, and graphs of Cost Manager.

To Update the Pending Basis for Import Update the Pending Basis whenever a pending or potential change is present. The process is similar to bringing in the original Baseline and the Forecast Basis. In the Interface tab of the Preferences Browser, set Structure Protection to Allow Additions and not Allow Deletions.

To Import Current Pending Plan Information into Cost Manager

Before completing the following steps, set up the Project Management UDL. See [“Importing Resources”](#) on page 267.

- 1** Select Window > Source Browser.
- 2** In the Source Browser, select the Project Management UDL.
- 3** Click the Interface Mapping button in the toolbar.
- 4** Select current plan project.
- 5** Map Source data fields to Destination data fields.
- 6** From Pending Basis, right-click to select Interface> External Source > Update > All Periods.
- 7** Click OK to all processing and interfacing messages.
- 8** Refresh data.
- 9** Expand the Project Structure to the Summary Task.
- 10** Right-click the Summary Task and select Apply Rate Table > Select Table > Select Periods.
- 11** Right-click on the Pending Basis and select Summarize > Cost.
- 12** Refresh data. Cost Manager updates the Pending Basis leaving the history of the Pending Basis alone and leaving the Baseline and Forecast intact.

Importing Resources

Importing resources requires you to first have a defined Elements of Cost within Cost Manager.

To Import Base Rate Data

- 1 Open the Rate Explorer by selecting the Rate Structure icon.
- 2 Select Window > Interface Mapping from the Task Bar Menu to access the Interface Mapping Screen.
- 3 Select File > Open from the Task Bar Menu.
- 4 Select the appropriate source Excel or .CSV file. Please note that .CSV files must not contain header row information.
- 5 Options to populate the interface mapping will appear. Map the appropriate fields or use a previously saved mapping template.

Source Fields	Destination Fields
Rate Table	Rate: Rate Table
Rated Item	Rate: Rated Item
Rate	Rate: Rate
Description (Not Required)	Rate: Description
Burden Type	Rate: Burden Type
Element Type	Rate: Element Type

- 6 Switch to the Rate Window by selecting the Rate Tab in the lower left portion of the window.
- 7 Activate the context menu by right-clicking on the Root of the Rate Structure.
- 8 Select Interface > External Source (CSV Source) > Update (all periods).

To View the Imported Data

- 1 Select the Rate Table name.
- 2 Right-click and select Refresh from the context menu.

If errors occur during the import transfer process, Cost Manager posts an error message to the screen and stores the error data in the Output Window.



The Preferences Browser setting called Notification, located on the General Tab, controls which types of messages are displayed when importing data.

Importing Rate Structures

To Import Rate Structure Data from a Previously Saved XML File

- 1 Open the Rate Structure.
- 2 Right-click the top-level or lower-level Root object for which you want to import data.
- 3 Select one of the following options: Interface > XML Document > Save Application Data As
- 4 Select the desired XML file.


For information about exporting rate structures from Cost Manager to an XML file, see [“To Export Rate Structure and Rate Period Data”](#) on page 335.

Importing Charge Codes

Charge Codes are the code numbers assigned to a project WBS used to collect actual cost in the organization’s financial system. Charge Codes are established in the Actual Basis used to segregate actual costs. You can assign Charge Codes to any WBS level; however, you can only assign one Charge Code per WBS level. You can only assign one Charge Code per leg of a WBS (for example, parent and child WBS objects in the same leg cannot both have an assigned Charge Code). You can assign multiple Charge Codes to a WBS level only when Charge Codes are divided among performing organizations for that WBS level and are charged exclusively by those performing organizations.


You can import Charge Codes from an MS Excel spreadsheet or CSV file, or you can manually input Charge Codes in Cost Manager.

For information about manually inputting Charge Codes in Cost Manager, see [“To Add Charge Codes to the WBS”](#) on page 167 and [“To Assign a Charge Code to a Task”](#) on page 168.

 *Charge Code assignment is not Basis-specific and is considered part of the Detail Project.*

To Import Charge Codes Using a Microsoft Excel (or CSV File)

- 1 In MS Excel, create a spreadsheet with the following columns of data:

 *CSV files do not require column headings.*

Excel Column Heading	Data in Column
Project Name	Project name of the Detail Project in Cost Manager
Task Name	WBS code of the Detail Task in Cost Manager for Charge Code assignment
Charge Code	Charge Code used in financial system to collect actual costs

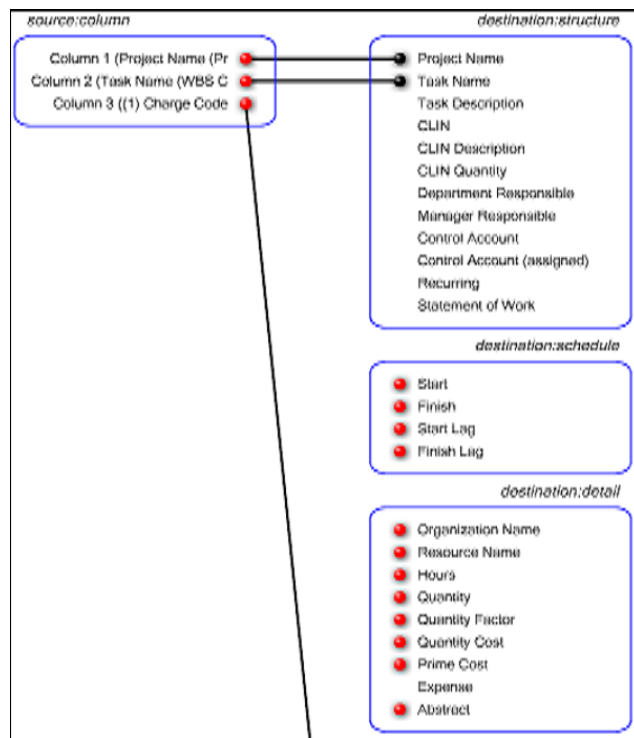
- 2 If the Information Mapping window is not displayed, select Window > Interface Mapping.

- 3 Select File > Open. Open the MS Excel spreadsheet/CSV file you created.

For detailed instructions on mapping fields in the Interface Mapping window, refer to the *“Interface Mapping Window”* on page 38 .

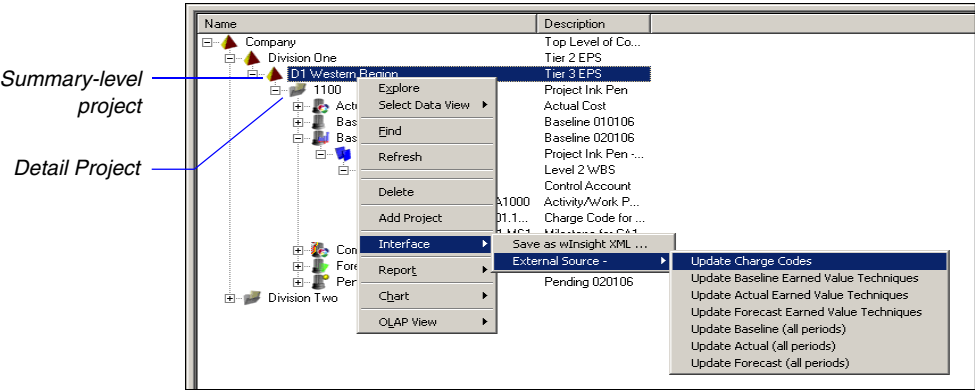
- 4 In the Interface Mapping window, map the Source fields to the Destination fields as listed in the following table:

Source Fields	Destination Fields
Project Name	Structure: Project Name
Task Name	Structure: Task Name
Charge Code:	Charge Code: Charge Code Name



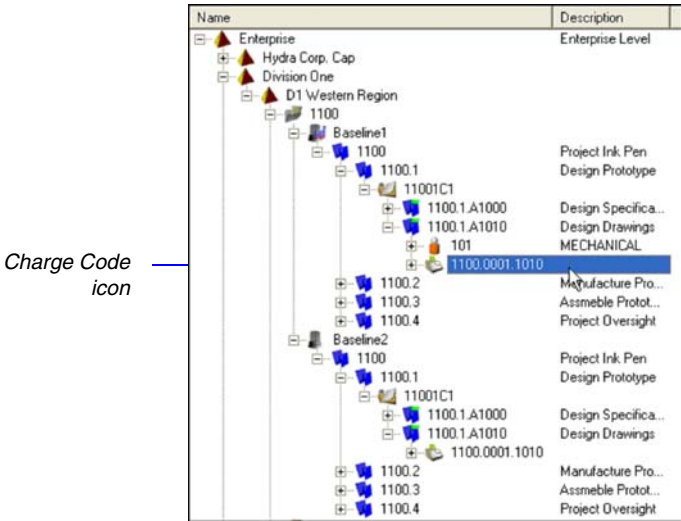
- 5 Select the project structure by selecting View > Project Structure.
- 6 Expand the Project Structure to the appropriate Detail Project.

- 7 Right-click the Summary-level project directly above the Detail Project and select Interface > External Source - (CSV Source) > Update Charge Codes.



A Progress Meter tracks import progress at the bottom of the screen. Messages may appear indicating Preferences Browser settings or data errors. Specific errors are listed in the Error tab of the Output window.

After the import is complete, Charge Codes appear in the Project Structure below the task level. Charge Codes are indicated by a unique icon, as shown in the following image.



Importing Codes

In Primavera Project Management and Cost Manager, you can create enterprise-level groupings of projects and resources and project-level groupings of activities. These groupings are referred to as codes. For information about codes, see [“Managing Projects, Resources, and Activities in Code Groups”](#) on page 315.



For information about creating and assigning codes in Primavera Project Management, see the sections [Establishing Project Codes](#) and [Establishing Activity Codes](#) in the Primavera Project Management Reference Manual. For information about creating and assigning codes in Cost Manager, see [“Managing Projects, Resources, and Activities in Code Groups”](#) on page 315.

Using the Interface Mapping window, you can import enterprise level project codes and project level activity codes from Primavera Project Management into Cost Manager.

Requirements for Importing Codes from Primavera Project Manager Before setting up the import of codes, verify the following requirements in Primavera Project Manager:

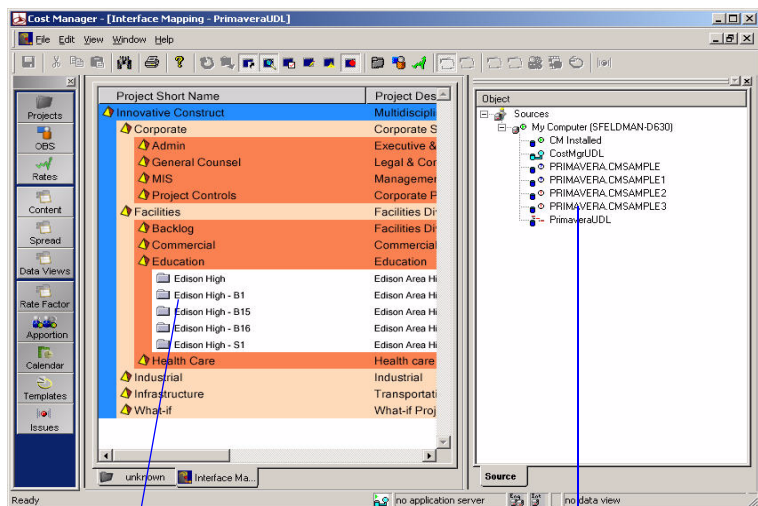
- Project-level codes exist in the Activity Code fields
- Codes are defined in a hierarchical code structure
- Codes have been allocated to proper activities or tasks
- At least one code must be assigned to a task or project before you can bring in the code structure from the Primavera Project Management module

To Import Project, Resource, and Activity Codes from Primavera Project Management



Prior to importing project, resource, and activity codes from Primavera Project Manager into Cost Manager, ensure that you have created a UDL file in your My Documents folder to contain data from Primavera Project Manager. For more information, see [“To Setup the Interface Mapping Process”](#) on page 208. Also, export to XML your Primavera Project Management code data to an XML mapping file or to a Microsoft Excel file or CSV before importing them into Cost Manager. For information, see the chapter, “Importing and Exporting Data” in the Primavera Project Management Reference Manual.

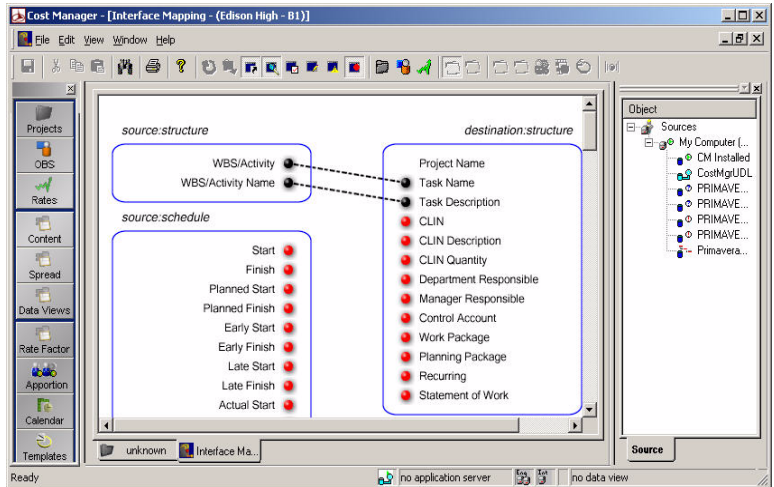
- 1 With the Project Structure open in the Cost Manager window, select Window > Source Browser.
- 2 In the Source Browser, double-click the Primavera UDL you created.
- 3 Expand the project structure displayed by the UDL to the detail task for which you set codes in Primavera Project Management.



Expand the project structure and double-click the detail task.

Double-click the Primavera UDL

- 4 Double-click the detail task. The Interface Mapping window is displayed.



- 5 Open the XML mapping file into which you previously saved exported code data:
- Click File > Open Mapping.
 - In the Local File from Mapping dialog box, select the file and click OK.
- 6 In the Interface Mapping window, link source codes to destination codes:
- Locate the source:codes box on the side of the Interface Mapping window that shows source fields.
 - In the Select Codes field, click the Codes button.

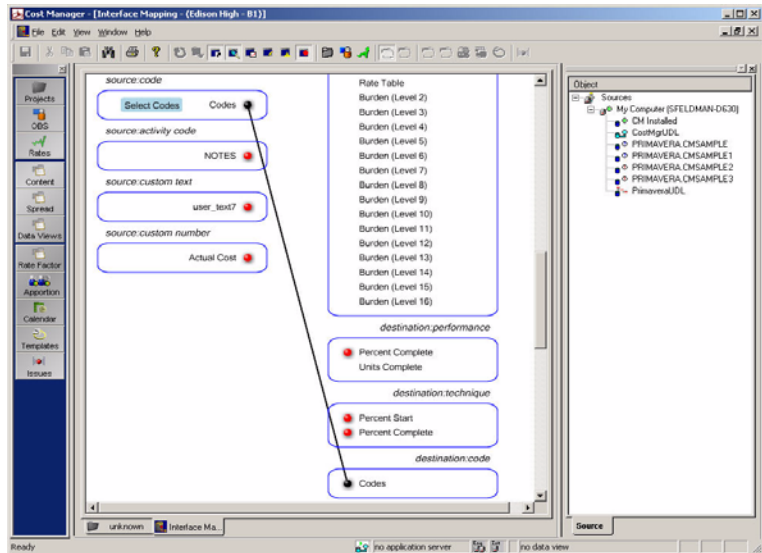
The red codes button expands and turns green, then a new view of the Interface Mapping window is displayed in which the source Codes can be mapped directly to the destination Codes.



- Drag the black line from the Codes button in the source:code field to the codes button in the destination:code field.

d) Click the destination Codes button, which expands and turns green as the link between the Primavera Project Management source and the Cost Manager destination is created.

After the Primavera Project Management to Cost Manager link is created, the source and destinations Codes buttons are displayed as black with a solid black connecting line, as in the following figure.



- 7 Close the Interface Mapping window and return to the Project Structure.
- 8 Expand the project structure to locate:
 - Project for which you created enterprise-level project codes in Primavera Project Management to view in Cost Manager after import
 - Basis for which you created project-level activity codes in Primavera Project Management to view in Cost Manager after import
- 9 Select Window > Attribute Browser.
- 10 Select the Codes tab. The codes you created in Primavera Project Manager and imported into Cost Manager are displayed.

Managing and Reporting Data

In this part:

Managing Multiple Baselines and Projects

Managing Thresholds and Issues

Exporting Data to XML

Using the OLAP View

Creating Reports

Creating Charts

Part 3 describes how to control, manage, and monitor enterprise and project level data.

Read [Managing Multiple Baselines and Projects](#) for information copying, categorizing, adjusting, and summarizing multiple baselines in Cost Manager.

Read [Managing Thresholds and Issues](#) for information about setting thresholds on Cost Manager elements and receiving notifications if thresholds are exceeded or not met.

Read [Managing Projects, Resources, and Activities in Code Groups](#) for information about using enterprise-level and project codes to group project and organizational elements.

Read [Exporting Data to XML](#) for exporting project, rate, and organizational data to XML or Microsoft® Excel® files for use in other applications.

Read [Using the OLAP View](#) for information about viewing your data from multiple perspectives for analysis and interpretation.

Read [Creating Charts](#) and [Creating Reports](#) for information about organizing project data into charts and reports for distribution, sharing, and reporting to key stakeholders per project or across the enterprise.

Managing Multiple Baselines and Projects

In this chapter:

Creating Multiple Baselines and Projects

Maintaining Baselines

This chapter describes how to manage multiple baselines (bases) and projects in Cost Manager, including how to copy, categorize, adjust, and summarize multiple baselines.

Creating Multiple Baselines and Projects

Cost Manager allows you to create and store multiple Bases. When you create a Basis and import task data to the new Basis, all other Bases inherit the new tasks. Any new budget information is stored in the new Basis.

Using the same method repeatedly, you can create multiple projects within a project to calculate and create what-if scenarios, or scenarios that represent planned but not contracted projects. From the context menu at the project level, you can set the project status to active, what-if, inactive, or planned to determine what information is to be rolled up within the enterprise cost summarization process.

To Determine the Status of a Project

- 1** In the Project Structure, right-click the Detail Project Level and select Set Status.
- 2** Select Current Status Mode and one of the following options:
 - Planned
 - Active
 - Inactive
 - What-If

An enterprise-wide roll-up cost summarization is created for the active projects. Only the active projects are rolled up in the summarization process.

Maintaining Baselines

Managers may want to adjust the EVMS baseline from time to time. Baseline adjustment is needed for example in the following cases:

- Contract modifications
- Cost/Schedule synchronization issues
- Management decision

The following instructions guide you in adjusting the baseline using the S=P=A or S=P methodology. When initiated, the command adjusts the baseline, utilizing actual and performance data in the Cost Manager tables.

A baseline adjustment performs of the following actions:

- Setting Scheduled Budget data equal to Performance Cost data equal to Actual Cost data (S=P=A)
- Setting Scheduled Budget data equal to Performance Cost data (S=P), through a specified date

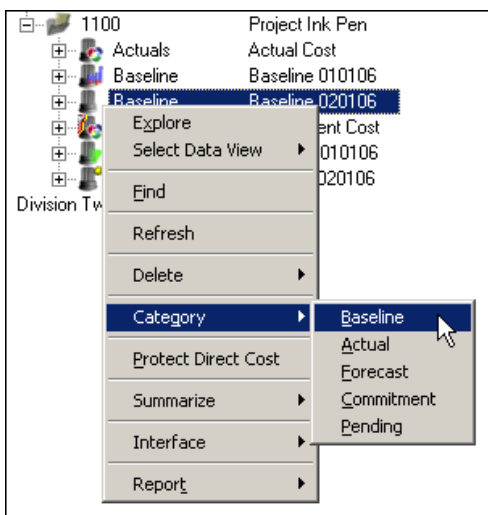
To Set Up a Baseline Adjustment Creating a baseline that performs baseline adjustments requires completing the following tasks:

- [“To Create and Categorize a New Basis”](#) on page 282
- [“To Copy a Basis”](#) on page 283
- [“To Summarize Cost”](#) on page 200
- [“To Summarize Performance \(Calculate Earned Value\)”](#) on page 201

To Create and Categorize a New Basis Baseline budgets can be adjusted automatically using the Baseline Adjustment command.

- 1 In the Project Structure, right-click the Detail Project and select Add Basis.
- 2 Select the Basis, then click in the Name or Description column or press the F2 key on your keyboard to open a text box.
- 3 Enter a name and description for the basis.
- 4 Right-click the new Basis select Category > Baseline.

Without changing the original baseline, the new Basis can automatically adjust the baseline based on cost and performance data.



To Copy a Basis Copy the new Basis after creating and categorizing it. (See [“To Create and Categorize a New Basis”](#) on page 282.)

- 1 In the Project Structure, select the Basis to be copied.
- 2 Select Window > Preferences Browser and select the Interface tab.
- 3 In Preference column, locate the Copy Basis field.
- 4 In the Setting column, click in the cell to the right of the Copy Basis field. Click the arrow of the pull-down menu that is displayed.
- 5 Select all options presented in the menu. A check mark in the check box indicates that elements are selected.
- 6 Close the Preferences Browser.
- 7 In the Project Structure, select the project that contains the Bases you want to modify. The Bases are displayed in the view to the right of the Project Structure.
- 8 Select and drag the basis you modified previously onto another basis.
- 9 When prompted, click OK.

The previous baseline and its related information is copied into the new baseline. You can use this new Basis to perform the baseline adjustment.

To Summarize Cost and Performance Data After you copy the Basis, you can summarize costs and performance of either basis, then refresh data. Both bases are updated.

For information, see [“To Summarize Cost”](#) on page 200 and [“To Summarize Performance \(Calculate Earned Value\)”](#) on page 201.



The task of summarizing cost data is referred to as completing a cost summarization. The task of summarizing performance data is referred to as completing a performance summarization.

You can set Cost Manager to send you automatic notifications of changes to cost or summary data. See [“To Automatically Generate Issues”](#) on page 298.

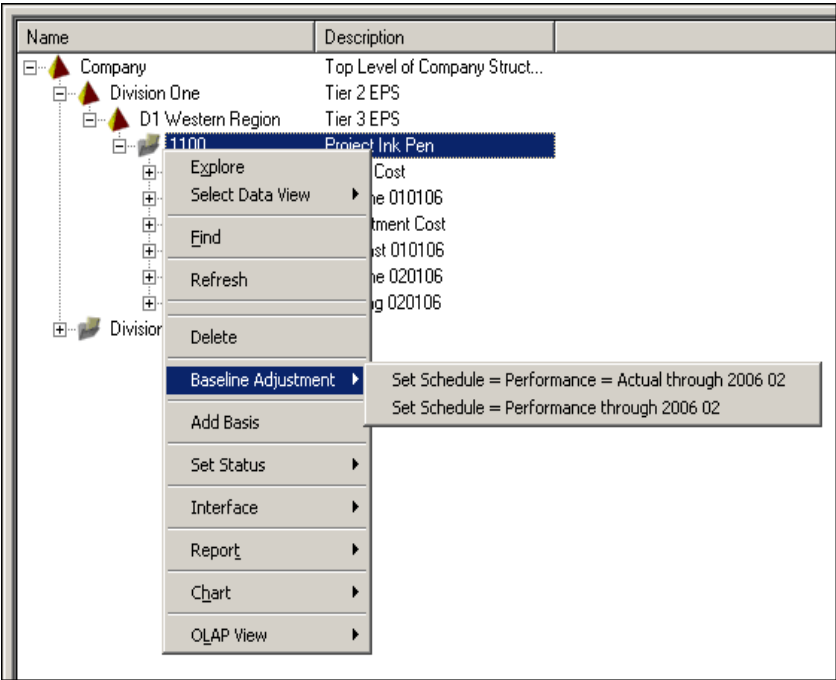
To Adjust Baselines After summarizing cost and performance data, you can adjust the baseline:

- 1 Right-click the project that contain the bases you modified previously.
- 2 Select Baseline Adjustment > Set Schedule = Performance

The date is set automatically from the Status Date setting on the Interface tab of the Preferences Browser.



By copying the original Baseline to a new one, and performing these steps, you can maintain a copy of the original baseline.



Cost Manager Actions During Baseline Adjustments Cost Manager performs the following actions during baseline adjustments:

■ **Set Schedule = Performance = Actual Cost through “date” (S = P = A)**

1 Match Structure.

New detail tasks are added to the project structure.

2 Move Actual Cost to Baseline by Task.

Actual costs and hours are moved from the Actual Basis to all represented tasks in the Baseline. These costs represent the budget to date.

3 Reset EV to LOE.

The EV Technique for the new tasks are automatically set to an LOE type of technique, which effectively makes Earned Value equal to the Budgeted amount.

■ **To Set Schedule = Performance through “date” (S = P)**

1 Set Value for Performance equal to Baseline for each Period Task Performed on time.

Adjustment done in the first period of a Task, the system calculates a new budget for the period based on the performance for the period. The future periods are adjusted to maintain the BAC value. In this case, the future periods may increase or decrease in value based on the performance in the first period.

2 Set Value for Performance equal to Baseline for each Period Task Performed ahead of schedule.

Adjustment taken ahead of first period of a Task (Task started ahead of schedule), the system calculates a new budget for the period based on the performance for the period. The future periods are adjusted to maintain the BAC value. In this case the future periods decrease in value based on the performance in the early start period.

- 3 Set Value for Performance equal to Baseline for each Period Task Performed ahead of schedule mid project.

Adjustment taken in period “n” of a Task, the budget for periods prior to the adjustment period are not adjusted. The system calculates a new budget for the adjustment period based on cum performance to date. The future periods are adjusted to maintain the BAC value. In this case the future periods may increase or decrease in value based on the performance in the adjusting period.

- 4 Set Value for Performance equal to Baseline on last period of task and adjust all future periods remaining BCWS.

For an adjustment taken on the last period of a Task (which indicates that the Task is behind schedule), the budget for periods prior to the adjustment period is not adjusted. The system calculates a new budget for the adjustment period based on cum performance to date. This adjustment results in a negative value being calculated for the last scheduled period. An additional future period is added to maintain the BAC value. In this case, the additional period increases in value based on the performance of the adjusting period.

- 5 Set Value for Performance equal to Baseline after last period of task and adjust all future periods remaining BCWS.

Adjustment taken after last period of a Task (Task did not finish on schedule), the budget for periods prior to the adjustment period are not adjusted. The system calculates a new budget for the adjustment period based on cum performance to date. This adjustment results in a negative value being calculated for the adjustment period. An additional future period is added to maintain the BAC value. In this case, the additional period increases in value based on the performance of the adjusting period.

After you have initiated the baseline adjustment command, a progress meter starts at the bottom of the screen monitoring the progress of the process. When finished, you have to summarize cost, summarize performance, and finally, refresh the data again.

You can view adjusted baseline data either on screen, using a custom cost-type Data View or running a specific report from the new Baseline.

Name	Description		2006 Period 1	2006 Period 2	2006 Period 3
Company	Top Level of Company Structure	Cost	0.00	102,426.87	137,104.72
Division One	Tier 2 EPS	Cost	0.00	102,426.87	137,104.72
D1 Western Region	Tier 3 EPS	Cost	0.00	102,426.87	137,104.72
1100	Project Ink Pen	Cost	0.00	60,744.00	137,104.72
Actuals	Actual Cost	Cost	0.00	60,744.00	70,595.00
Baseline	Baseline 010106	Cost	0.00	102,426.87	137,104.72
Baseline	Baseline 020106	Cost	0.00	60,744.00	137,104.72
1100	Project Ink Pen - Baseline	Cost	0.00	60,744.00	137,104.72
1	Design Prototype	Cost	0.00	19,044.00	4,026.58
2	Manufacture Prototype	Cost	0.00	21,500.00	107,476.89
3	Assemble Prototype	Cost	0.00	0.00	0.00
4	Project Oversight	Cost	0.00	20,200.00	25,601.25
Commitment	Commitment Cost	Cost	0.00	30,372.00	35,297.50
Forecast	Forecast 010106	Cost	0.00	102,426.87	137,104.72
Pending	Pending 020106	Cost	0.00	102,426.87	137,104.72

Managing Thresholds and Issues

In this chapter:

Setting Thresholds

Generating Issues

Viewing Issues

Managing Issues

Suppressing Thresholds

Deleting Thresholds

This chapter describes how you can define, monitor, and delete thresholds in Cost Manager. It also explains how you can view and resolve issues raised by thresholds.

Setting Thresholds

Thresholds define a parameter or measure of interest to be monitored along with boundary values for that parameter. You define a time window in which the threshold applies.

Cost Manager Threshold Parameters Currently, Cost Manager supports the following parameters to which you can apply thresholds for monitoring:

No.	Parameter	Criteria
1	Accounting Variance (Cumulative)	$BCWS_c - ACWP_c$
2	Accounting Variance (Periodic)	$BCWS - ACWP$
3	Cost % of Budget (Cumulative)	$(ACWP_c / BCWS_c) * 100\%$
4	Cost % of Budget (Periodic)	$(ACWP / BCWS) * 100\%$
5	Cost Performance Index (CPI) (Cumulative)	$BCWP_c / ACWP_c$
6	Cost Performance Index (CPI) (Periodic)	$BCWP / ACWP$
7	Cost Variance (Cumulative)	$BCWP_c - ACWP_c$
8	Cost Variance (Periodic)	$BCWP - ACWP$
9	Cost Variance Index (Cumulative)	$(BCWP_c - ACWP_c) / BCWP_c$
10	Cost Variance Index (Periodic)	$(BCWP - ACWP) / BCWP$
11	Schedule Performance Index (SPI) (Cumulative)	$BCWP_c / BCWS_c$
12	Schedule Performance Index (SPI) (Periodic)	$BCWP / BCWS$
13	Schedule Variance (Cumulative)	$BCWP_c - BCWS_c$
14	Schedule Variance (Periodic)	$BCWP - BCWS$
15	Schedule Variance Index (Cumulative)	$(BCWP_c - BCWS_c) / BCWS_c$
16	Schedule Variance Index (Periodic)	$(BCWP - BCWS) / BCWS$
17	Variance at Completion	$BAC - EAC$
18	Variance at Completion Index	$(BAC - EAC) / BAC$

Thresholds at Project and Enterprise Levels Although thresholds generally are defined within the Project Structure for tasks within projects, they can also be defined at the enterprise-level, top-level root project in the Project Structure and at the enterprise-level, top-level root organization in the Organization Breakdown Structure (OBS) to set broad constraints across the entire project portfolio.

See [“To Set a Threshold”](#) on page 292 for information about setting task-level or enterprise-level thresholds.



Enterprise-level thresholds are subject to the same termination conditions for hierarchical inheritance as task-level thresholds. When a specific threshold for a parameter is defined at the task level, it overrides an ancestor threshold for the same parameter, even an enterprise-level threshold.

Issues When a threshold exceeds or does not meet the value you set for it within a specified fiscal period, the threshold generates an issue. You can select to receive notifications of issues to investigate possible causes and provide comments for your team. See all sections within [“Generating Issues”](#) on page 298 for more information.

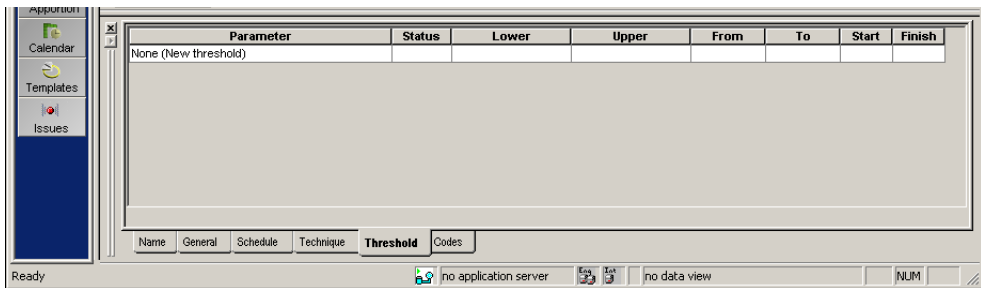


Until the parameter is defined, the threshold is not persisted to the underlying database in the threshold table. The current version of Cost Manager supports eighteen parameters (see [“Currently, Cost Manager supports the following parameters to which you can apply thresholds for monitoring:”](#) on page 290), which are available to you from the pull-down menu that is displayed when you click the Parameter field.

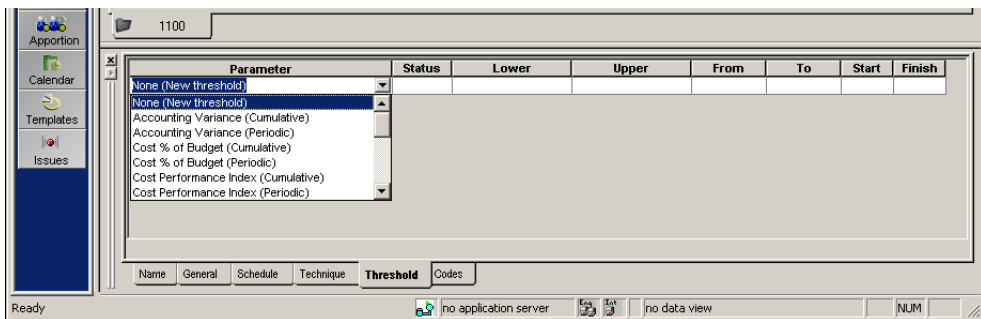
To Set a Threshold

- 1 In the Project Structure or OBS, select the Summary Task for which you want to set a threshold.
- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Threshold tab.

The following figure shows an example of the Threshold tab before setting a threshold.

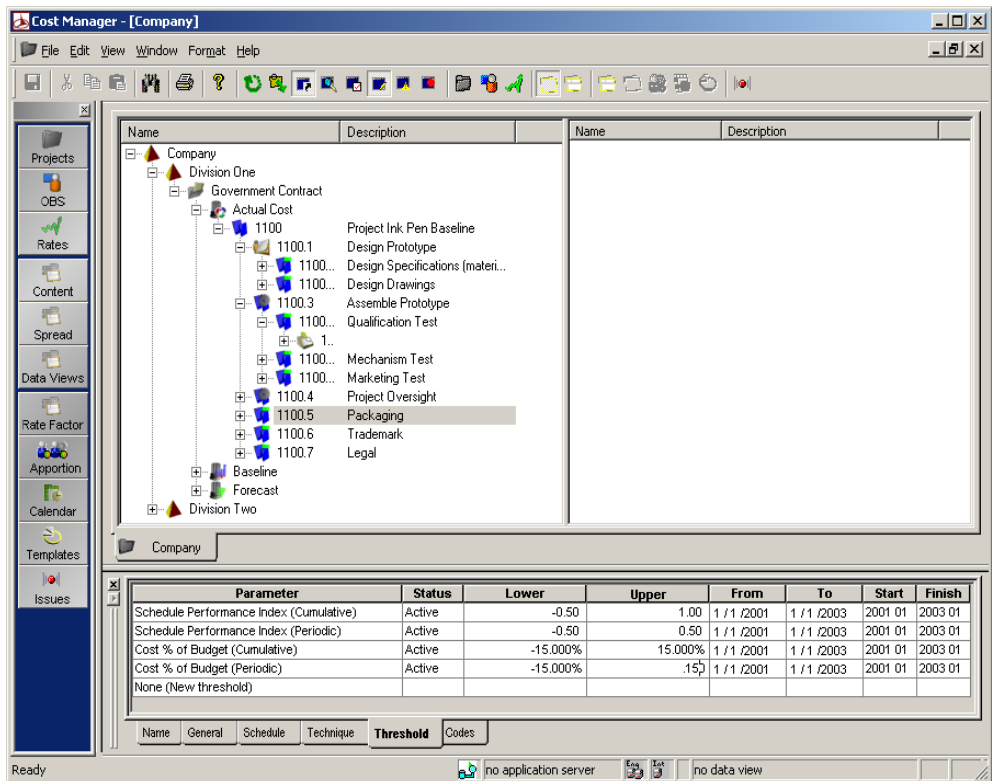


- 4 In the Threshold tab, click in the Parameter cell and click the arrow on the pull-down menu.



- 5 From the parameter list, select a parameter. For information about the parameters you can select, see [“Cost Manager Threshold Parameters”](#) on page 290.

The following figure shows new parameters being set for a threshold.

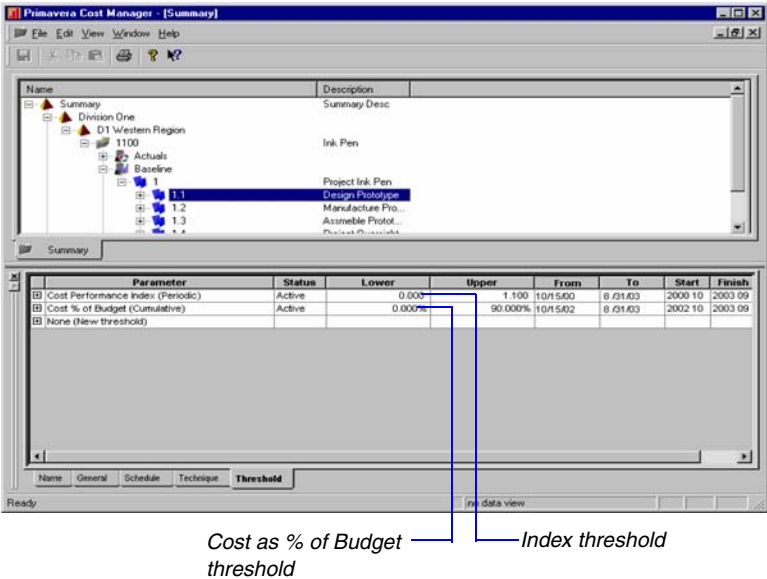


To Set Percentage Thresholds Most thresholds have boundary values defined as costs. Cost as % of Budget thresholds require boundary values entered as decimal values that are automatically converted to percentages. For example, entering 0.9 results in a value of 90%. Entering 90% results in a displayed boundary value of 9000%.

To Set Index Thresholds Widely used index thresholds are required to be entered as decimal values. These indexes include:

- Cost Performance Index (CPI)
- Schedule Performance Index (SPI)
- Cost Variance Index (CVI)
- Schedule Variance Index (SVI)

The following figure shows examples of both:



To Set Variance at Completion Thresholds Variance at Completion is calculated as baseline Budget At Completion minus the Estimate At Completion (BAC – EAC).

The current version of Cost Manager supports the nine standard EAC expressions used by NASA and $ACWP_c + ETC$, where ETC is the Estimate To Complete calculated as the remaining costs from the specified fiscal period in the Forecast Basis.

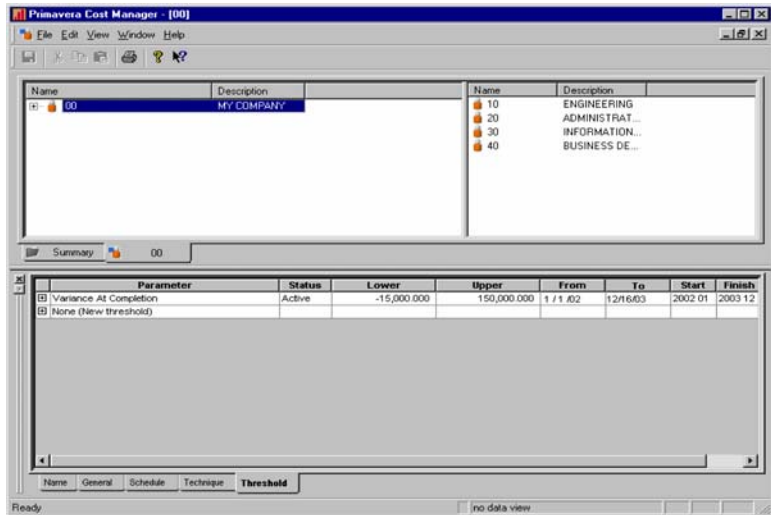
The nine standard calculations are shown in the list below:

VAC Expressions

1	BAC / CPI_c
2	BAC / CPI_3
3	BAC / CPI_6
4	$ACWP_c + (BAC - BCWP_c) / [(CPI_c) (SPI_c)]$
5	$ACWP_c + (BAC - BCWP_c) / (CPI_c)$
6	$ACWP_c + (BAC - BCWP_c) / [(CPI_c) (.8) (SPI_c) (.2)]$
7	$ACWP_c + (BAC - BCWP_c) / (CPI)$
8	$ACWP_c + (BAC - BCWP_c) / (CPI_3)$
9	$ACWP_c + (BAC - BCWP_c) / (CPI_6)$

CPI3 and CPI6 are the 3-month and 6-month moving averages for CPI.

The following figure shows the definition of a variance at completion threshold across all projects, using the Threshold tab of the Attribute Browser with the root organization selected in the Organization Structure.



Results of Setting Thresholds

- Selecting parameters in the Threshold tab causes the new threshold record to be persisted to the database.
- The Status column indicates that the new thresholds automatically are made active. You can enter the remaining values in any order.
- The start and finish date are automatically translated to read-only fiscal from and to periods.



Cost Manager issues a warning if the selected start or finish calendar dates are beyond the range of the underlying accounting calendar for the selected data source.

- Immediately after the threshold record is persisted, another new Threshold row appears in the Attribute Browser grid.
- You can define an unlimited number of thresholds for any task object.

To Set Icon Overlay to Identify When a Threshold Generates an Issue

As threshold summarization can generate numerous issues for a project, Cost Manager provides ways to quickly identify and navigate to tasks with thresholds that generate issues.

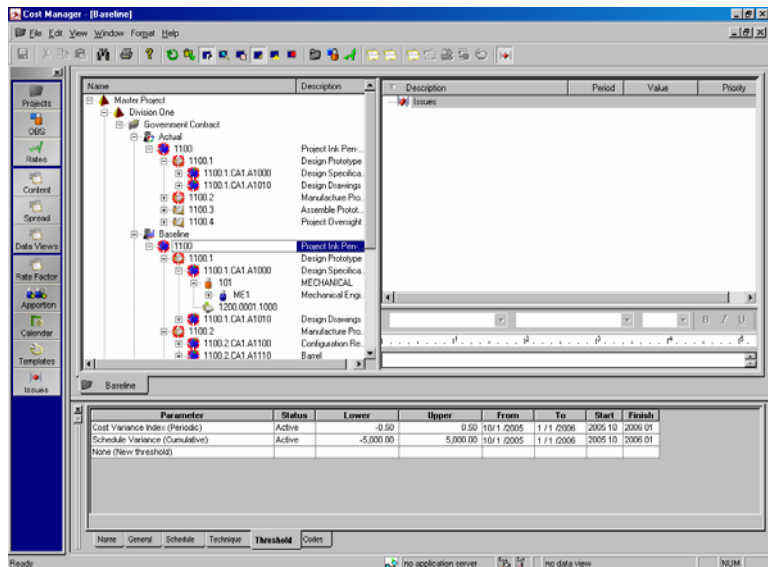
Setting the Overlay Icon preference causes a task that generates issues for a relevant threshold to be overlaid with a red target icon for a quick visual identification within the Project Structure:

- 1 Select Window > Preference Browser.
- 2 In the Preference Browser, select the General tab.
- 3 In the General tab, locate Icon Overlay in the Preferences column.
- 4 In the Setting column for the Icon Overlay field, select Threshold Issues from the pull-down menu.



Leaving this preference set can slow down the perceived response of the Cost Manager client.

The following figure shows how icon overlay visually indicates tasks with thresholds that have been exceeded or missed. The indicators serve as a visual reminder to view the generated issues.



Generating Issues

To Automatically Generate Issues Setting Engine Options in the Preference Browser allows you to automatically generate costs, performance, thresholds, and other settings. This option is useful when you continuously import data from Primavera Project Management or another application, and you require immediate, automatic updates.

- 1 Select Window > Preferences Browser.
- 2 In the Preferences Browser, select the Engine tab.
- 3 In the Setting column for the Engine Options preference, click Set.
- 4 In the pull-down menu, select any of the following options for which you want to receive automatic notifications of changes:
 - Summarize Cost
 - Summarize Performance
 - Summarize Thresholds
 - Summarize EPS
 - Summarize Organizations
 - Summarize Codes
- 5 Right-click the level of the Project Structure that contains the relevant data, and click Refresh.

For example, if you import updates to cost summary data from another application into Cost Manager, and the previous set of Engine Options are selected, Cost Manager automatically summarizes Thresholds and generates issues. You can view the new issues by refreshing the Project Structure and opening the Issues window.



A check mark in the check box indicates that the field is selected.

After setting thresholds, summarize thresholds and refresh your project data in the Project Structure. See [“To Manually Generate Issues”](#) on page 299.

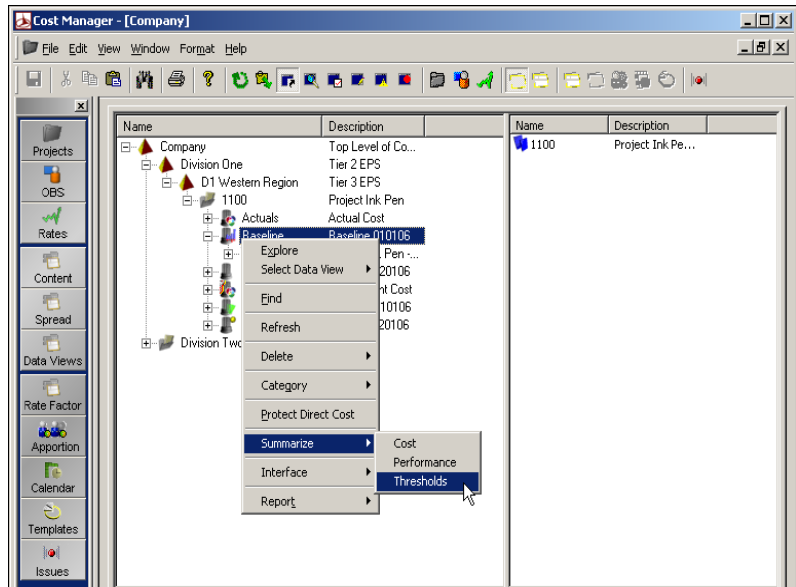
To Manually Generate Issues After setting thresholds, summarize cost and performance data before summarizing thresholds to generate issues. Refresh the Project Structure to view generated issues.

- 1 In the Project Structure, right-click the Basis for which you want to receive threshold issue notifications.



For the eighteen available threshold parameters, it does not matter which Basis object within the project is selected. Only the categorized Bases are used, not data from a specific Basis. Changing a threshold with one of these parameters in one Basis changes it for all.

- 2 Select Summarize > Cost. Most thresholds you set are related to project costs.
- 3 Right-click the Basis again and select Summarize > Performance if thresholds you set are related to performance.
- 4 Right-click the Basis again and select Summarize > Thresholds. This step generates issues based on a comparison of threshold settings to cost and performance data.



- 5 Right-click the Basis again. Select Refresh.

Viewing Issues

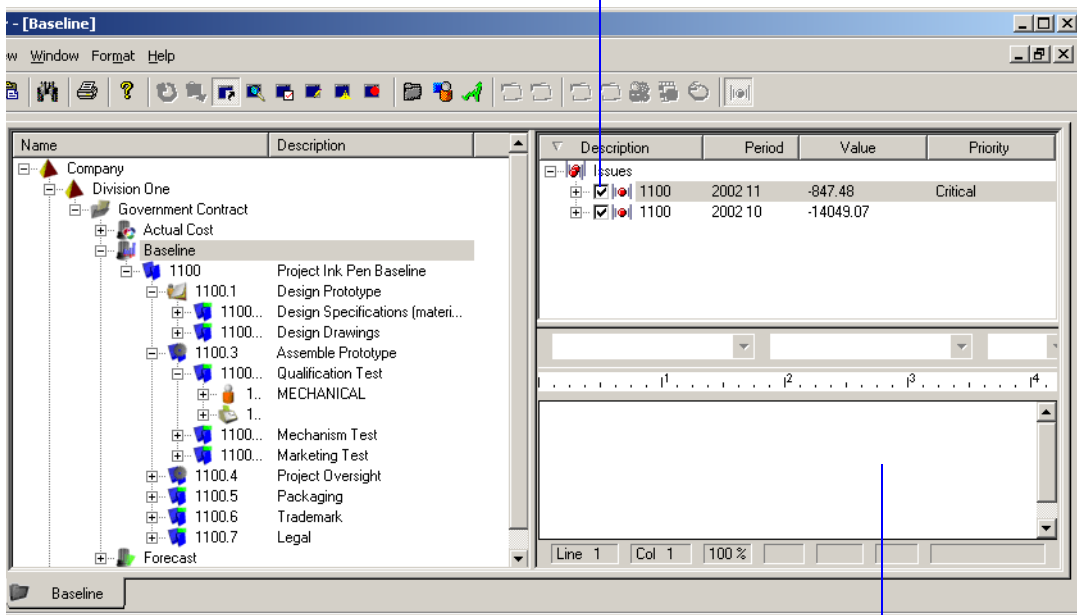
To View an Issue After performing a threshold summarization, click the plus sign of each descendant task to view issues generated when the threshold of the task was exceeded or missed. The amount by which the threshold was exceeded or missed in each period is displayed in the Value field of the issue.

- 1 In the Project Structure, select the categorized Baseline Basis.
- 2 Click the Issues button in the tool bar or shortcut bar.

The right pane of the Project Structure window is divided into a split screen with the following attributes:

- The upper pane shows thresholds that have exceeded or not met their set limits.
- The lower pane provides a text box in which you can write comments and notes about a selected threshold that was exceeded or not met

1 Select a threshold issue in the upper pane.

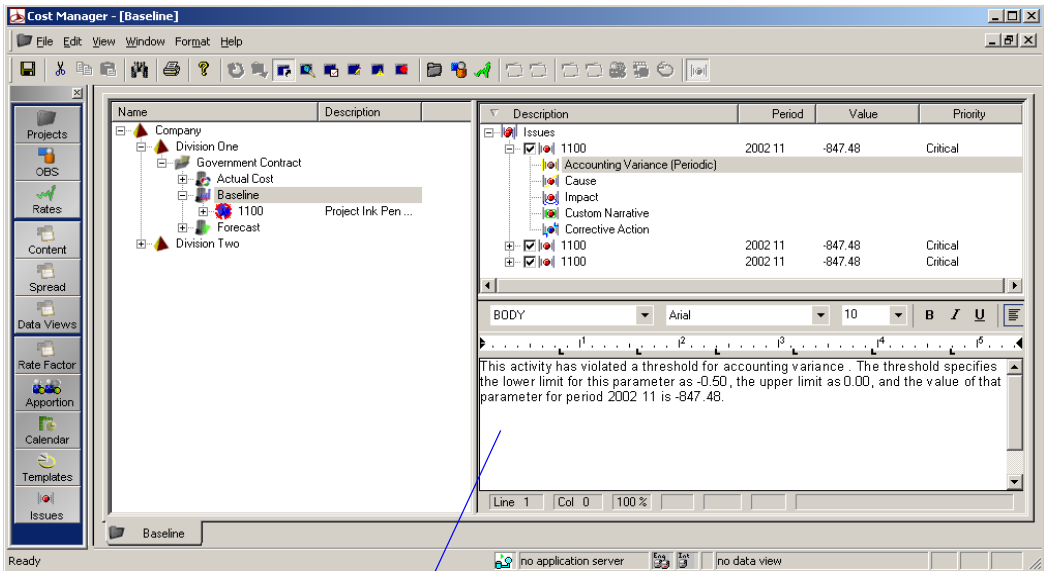


2 Enter a comment about the threshold issue in the lower pane.

Within the issues window, issues are displayed in the order in which they were generated, along with:

- the period in which it was generated
- its value over or under the set threshold
- its priority level

Clicking the plus sign next to an issue expands the tree of related information it contains.

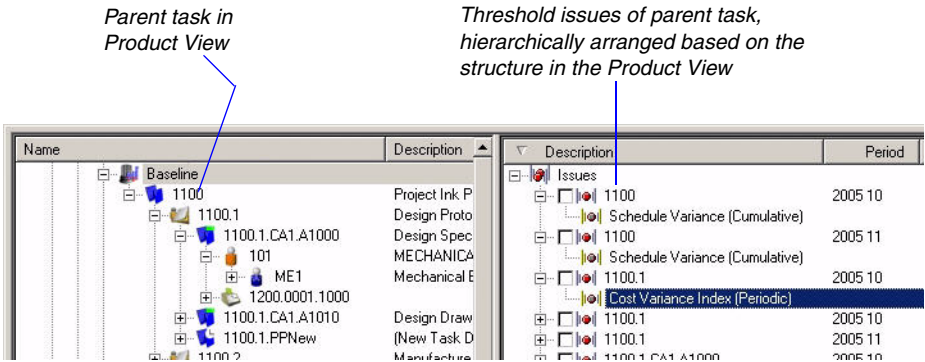


The lower pane shows the default message that accompanies the accounting variance threshold presented in the upper pane.

The font and layout of this default text can be persisted in the database (see ["To Make an Issue Permanent"](#) on page 303). The font and layout of this text cannot be changed.

Overrides of Hierarchically-Inherited Thresholds Thresholds are set at the task level. Therefore, although a child task inherits its threshold parameter and time frame from its parent, all new values set for the child task automatically override and terminate all hierarchical inheritance for the same threshold parameter at the level.

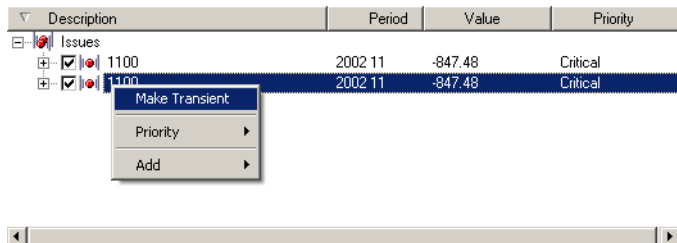
For example, you create a child threshold for a task, using the same parameters as the parent threshold. Later, you change the time frame of the child threshold to a time frame that is smaller than the one inherited from the parent threshold. After threshold summarization, the child threshold generates issues before the parent threshold, and the child threshold’s issues visually override the parent threshold’s details in the Attribute Browser.



Managing Issues

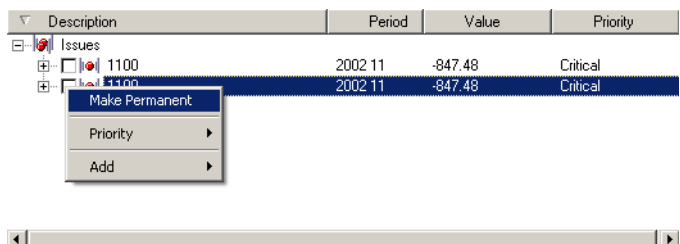
To Make an Issue Transient When the check box of an issue is empty, or unchecked, the issue can be viewed but is not persisted in the Cost Manager database. In this state, the issue is referred to as transient. To make an issue transient:

- Click the check box of the issue to remove the check mark.
- Or, right-click the issue and select Make Transient.




To Make an Issue Permanent When the check box of an issue is checked, the issue is persisted in the Cost Manager database. In this state, the issue is referred to as permanent. To make an issue permanent:

- Click the check box of the issue to display a check mark.
- Or, right-click the issue and select Make Permanent.

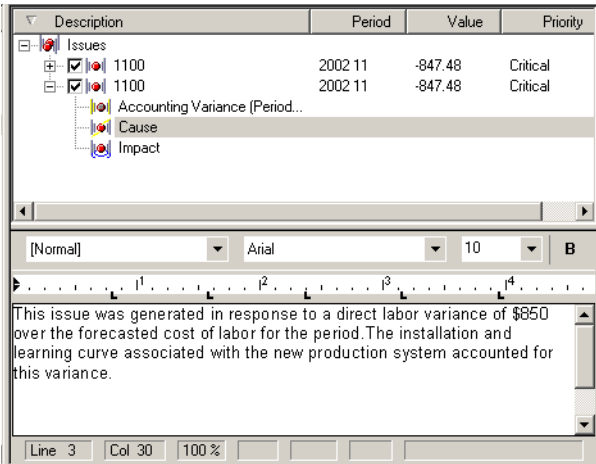



To Add a Cause Add a statement that describes the cause of the issue.

- 1 Click the plus sign of a permanent issue to expand its structure.


 *For information about identifying a permanent issue or making an issue permanent, see “[To Make an Issue Permanent](#)” on page 303.*

- 2 In the structure of the issue, select Cause.
- 3 In the text pane, enter a statement that describes the Cause of the issue.



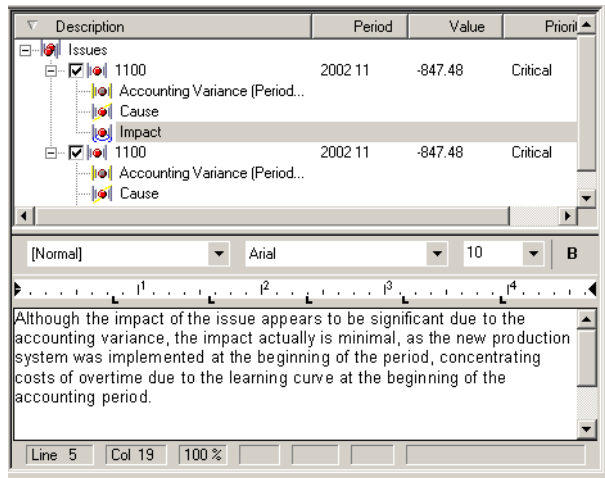
 *To change the appearance or layout of text in the text frame, select options from the format bar of the text pane, or format the text in the Font dialog box, available by selecting Format > Character, or the Paragraph dialog box, available by selecting Format > Paragraph. See “[To Format Issue Text](#)” on page 309.*

- 4 From the Cost Manager task bar, select File > Save.

 *To remove a Cause from an issue, right-click the Cause and select Delete.*

To Add an Impact Statement Add a statement that describes the impact of the issue on the project.

- 1 Click the plus sign of an issue to expand its structure.
- 2 In the tree structure of the issue, select Impact.
- 3 In the text pane, enter a statement that describes the Impact of the issue.



To change the appearance or layout of text in the text frame, select options from the format bar of the text pane, or format the text in the Font dialog box, available by selecting Format > Character, or the Paragraph dialog box, available by selecting Format > Paragraph. See ["To Format Issue Text"](#) on page 309.

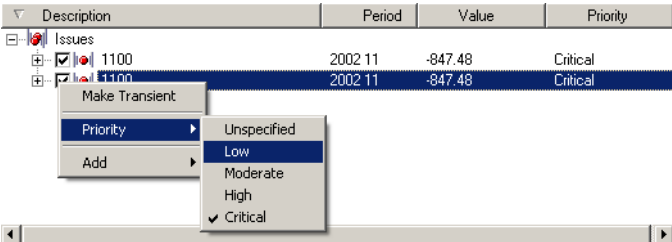
- 4 From the Cost Manager task bar, select File > Save.



To remove an Impact from an issue, right-click the Impact and select Delete.

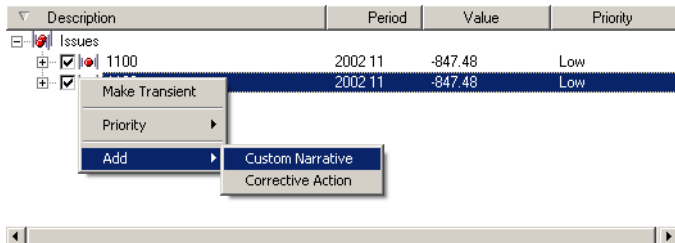
To Reset the Priority of an Issue By default, an issue is displayed with a priority that indicates its severity and the order in which it can be handled among other issues. You can reset the priority of an issue as an indicator of how to handle it.

- 1 Right-click an issue.
- 2 Select Priority and one of the following options:
 - Unspecified
 - Low
 - Moderate
 - High
 - Critical

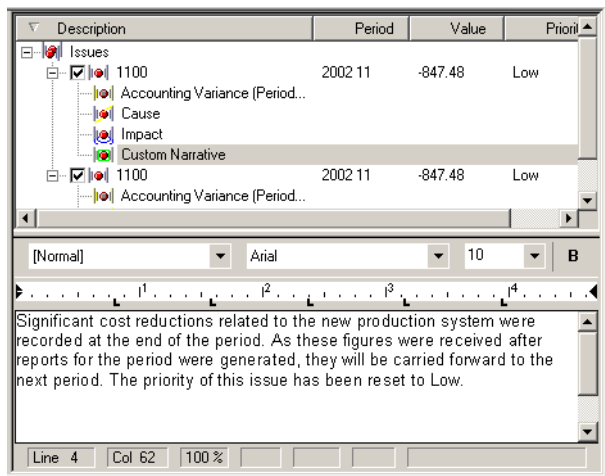


To Add a Custom Narrative Adding a custom narrative allows you to annotate an issue with information to assist with diagnosing the cause of an issue.

- 1 Right-click an issue.
- 2 Select Add > Custom Narrative.



- 3 In the tree structure of the issue, click the Custom Narrative icon.
- 4 In the text pane under the issue tree, enter information about the issue.



To change the appearance or layout of text in the text frame, select options from the format bar of the text pane, or format the text in the Font dialog box, available by selecting Format > Character, or the Paragraph dialog box, available by selecting Format > Paragraph. See ["To Format Issue Text"](#) on page 309.

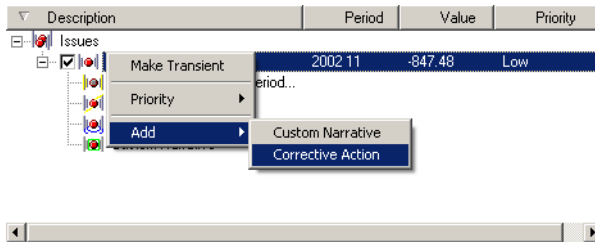
- 5 From the Cost Manager task bar, select File > Save.



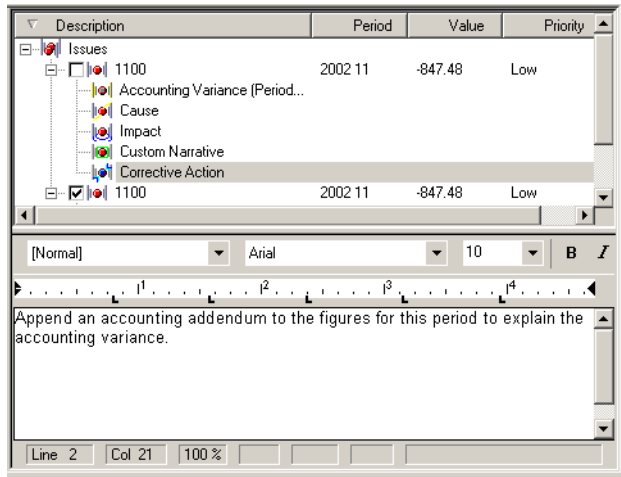
To remove a Custom Narrative from an issue, right-click the Custom Narrative and select Delete.

To Add a Corrective Action Adding a corrective action allows you to document a recommendation for correcting the issue. If a similar issue is generated at a later date, you can view your notes to recall and implement the previous fix for the issue.

- 1 Right-click an issue.
- 2 Select Add > Corrective Action.



- 3 In the tree structure of the issue, click the Corrective Action icon.
- 4 In the text pane under the issue tree, enter information about the issue.



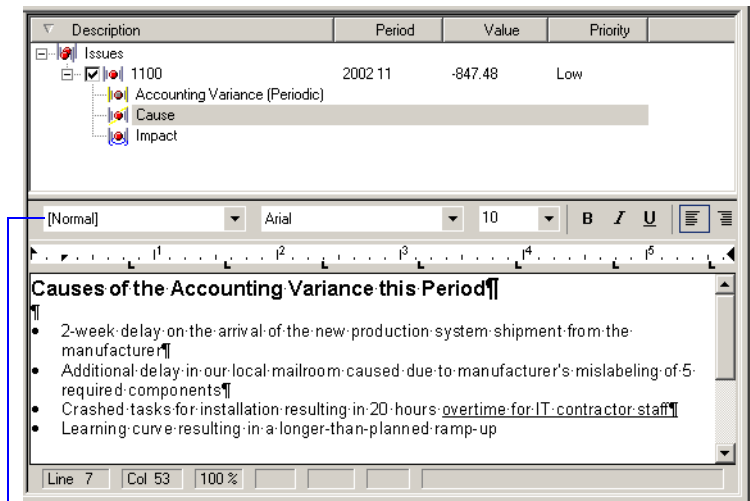
To change the appearance or layout of text in the text frame, select options from the format bar of the text pane, or format the text in the Font dialog box, available by selecting Format > Character, or the Paragraph dialog box, available by selecting Format > Paragraph. See ["To Format Issue Text"](#) on page 309.

- 5 From the Cost Manager task bar, select File > Save.



To remove a Corrective Action from an issue, right-click the Corrective Action and select Delete.

To Format Issue Text The format bar of the text pane provides options for changing the font and layout of the text you enter to document Cause, Impact, Custom Narrative, and Corrective Action statements for an issue.

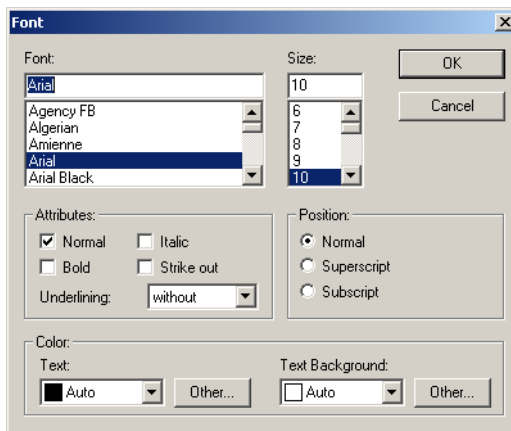


Formatting options in the format bar of the text pane.

Located in the Cost Manager task bar, the Format menu provides additional options for changing the font and layout of the text you enter in Cause, Impact, Custom Narrative, and Corrective Action statements.

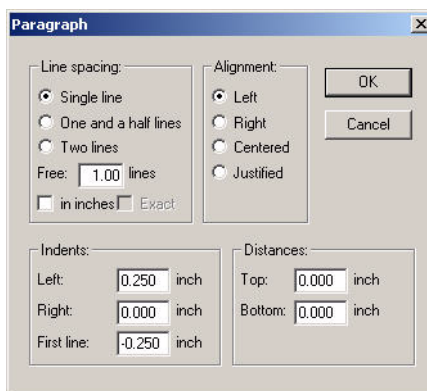
To Format the Font

- 1 Select Format > Character.
- 2 Select options in the Font dialog box and apply them to the text you create in the Text pane.



To Format the Layout

- 1 Select Format > Paragraph.
- 2 Select options in the Paragraph dialog box and apply them to the text you create in the Text pane.



To Delete an Issue Issues cannot be deleted directly. The total amount of content in a project's issue table is regenerated each time you complete a threshold summarization.



When you no longer require it, you can delete the threshold or task for which issues are generated. Deleting a threshold removes its related issues. Similarly, deleting a task removes its related thresholds and issues.

To Report on Issues The Format 5 Government Report contains fields in which you can report on issues. The Evaluation field provides an area for documenting information about an issue. Fields are also provided for the Cause, Impact, Custom Narrative, and Corrective Actions associated with an issue. For more information, see [“Format 5 - Explanations and Problem Analysis”](#) on page 370.

Suppressing Thresholds

Issues are generated for all thresholds when the Summarize Thresholds action is performed. Occasionally, you may wish to temporarily suppress issue generation for specific combinations of threshold and task, without the need to delete the threshold and later recreate it.

To Suppress a Threshold

- 1 In the Project Structure, select the task for which to suppress a threshold you set previously.



To suppress a threshold enterprise-wide, select the top level of the OBS.

- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Threshold tab.
- 4 In the Status column, click the pull-down menu and select Inactive.

The threshold is suppressed for this task and its hierarchical descendants. Issues no longer are generated for combinations of thresholds and tasks during a threshold summarization.

To Suppress Thresholds Based on the Status of a Task

- 1 In the Project Structure, select the Include Task for which you want to suppress thresholds.
- 2 Select Window > Preferences Browser.
- 3 In the Preferences Browser, select the Engine tab.
- 4 In the Set column pull-down menu, de-select any of the following:
 - Include Planned Objects
 - Include Active Objects
 - Include Inactive Objects
 - Include What-if Objects



De-selecting an option removes the check mark from the check box of the option. For example, if the checkbox is empty for Include Planned Objects, issue generation is suppressed for all thresholds with tasks that have a status of Planned.

Deleting Thresholds

Thresholds can only be deleted at the task object, or organization object for enterprise thresholds, for which they were originally defined. If a task object is deleted from the database, any associated thresholds are also deleted.

A threshold is deleted by selecting the None (Delete threshold) option (at the top of the list) for the threshold parameter. The corresponding record will be removed from the threshold table and the row removed from the grid.

When a task object is deleted from the database, all associated thresholds are also deleted. However, you can remove a threshold from a task without deleting the task.

To Delete a Threshold

- 1** In the Project Structure, select the task associated with the threshold that you want to delete.

Or, select the OBS structure associated with the threshold that you want to delete.
- 2** Select Window > Attribute Browser.
- 3** In the Attribute Browser, select the Threshold tab.
- 4** In the Parameter column, locate the row of the threshold parameter.
- 5** In the Parameter pull-menu of the threshold parameter, select None (Delete threshold).

The record of the threshold parameter is removed from the database, and the row for the threshold parameter is removed from the table in the Attribute Browser.

Managing Projects, Resources, and Activities in Code Groups

In this chapter:

Categorizing Projects, Resources, and Rates

Setting Cost Manager to Display Codes

Creating Codes in the Rate Structure

Creating Codes in the Project Structure

Defining an Enterprise Code as Primary

Concatenating Code Names for Export

Summarizing Codes

This chapter describes how you can use codes to categorize activities, projects, resources, and rates in Cost Manager.

Categorizing Projects, Resources, and Rates

As an extension of functionality originally provided in Primavera Project Management, Cost Manager allows you to create codes, which are logical groupings of resources or projects at the enterprise level, or project-level groupings of tasks.

In Cost Manager, you can set codes for the following elements of your projects:

In the Project Structure:

- Projects — Set for root-level projects in the Project Structure.
- Tasks — Set for tasks in the Project Structure.

In the Rate Structure:

- Rate Tables
- Elements
- Burdens
- Burden types
- Overheads
- Resources

How and When to Use Codes: Examples The following sections provide examples of the situations in which you can use codes to create conceptual groupings of project elements:

Example 1: Code Set for Rate Tables Within the Rate Structure, you create a code named Local Engineering Rates to group the rates all engineers from a local consulting firm who work on multiple projects of yours for a pre-defined rate.

For more information, see [“Creating Codes in the Rate Structure”](#) on page 320.

Example 2: Enterprise-level Activity Code You manage multiple projects in which teams are dispersed globally with the following parameters:

- For three of your projects, development and quality assurance testing of one product component is completed by a team based in India.
- For two of your projects, development and quality assurance testing of another project component is completed by a team in China.

To group the three projects based in India, you create a code named India-based Development, which you then assign to the three projects in the Project Structure.

To group the two projects based in China, you create a code named China-based Development, which you then assign to the two projects in the Project Structure.

With these code groupings at the enterprise level, you can differentiate these projects to view their progress as a group.

Example 3: Project Code After creating several Detail Tasks to represent the tasks involved in preparing a contract, you can create a project code named Contract and assign multiple Detail Level tasks to the project code.

Example 4: Project-level Activity Code Within the Contract project, many activities are required, including:

- Reviews from different people
- Collections of bids from multiple contracting firms
- Approvals within your company and the selected contracting firm

Within your Project Structure, these tasks are displayed as Detail Tasks.

To group each of these tasks, you view the code structure, which is located in the Codes tab of the Attributes browser, and under the Contracts project code, you create the following activity codes:

- Edits, which you assign to all Detail Tasks that involve edits and reviews.
- Bid Collection, which you assign to all Detail Tasks that are related to bid collections.
- Approvals, which you assign to all Detail Tasks that are related to approvals.

For more information, see [“Creating Codes in the Project Structure”](#) on page 322.

Importing Codes The following sections describe how to manually create enterprise-level resource and project codes and project-level activity codes. However, you can also import codes from any of the following applications:

- Primavera Project Management — For more information, see [“Importing Codes”](#) on page 273.
- wInsight — For more information, see the product documentation that accompanied your wInsight product.
- Any business application from which you can export to an Excel, CSV or XML file and input into Cost Manager — For more information, see the chapter [“Exporting Data to XML”](#) on page 333, which covers how to export data to XML for import into Cost Manager.

Setting Cost Manager to Display Codes

Prior to defining enterprise-level project or resource codes, or project-level activity codes, set Cost Manager to display the codes you create.

To Set the Display of Codes

- 1 Select Window > Preferences Browser.
- 2 In the Preferences Browser, select the General tab.
- 3 In the User Interface Options row of the General tab, click in the Setting field. Click the arrow that is displayed.
- 4 In the pull-down menu, select Load Code Information.



A check mark displayed in the check box indicates that the option is selected.

- 5 Close the Preferences Browser.

Creating Codes in the Rate Structure

At the enterprise level, resource codes define groups of project resources for use in applying rates to specific groups, comparing the performance of one group over another, and for reporting.



In the Rate Structure, codes can be created by selecting a Rate Table, also referred to as a root rate structure. Codes can be assigned to Elements, Burdens, Burden Types, Overheads, and Resources. In the OBS, codes can be created for Resources. Codes defined for Resources propagate to the same resources in the OBS. All codes created in the Rate Structure and OBS are enterprise-level codes; they cannot be assigned at the project level.

To Create a Code in the Rate Structure



Codes created in the Rate Structure are shared across all available Rate Tables; they are not unique to a selected Rate Table.

- 1 In the Rate Structure, select the Rate Table for which to create a code.
- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Codes tab.
- 4 Create the new project code:

If no codes were created previously:

- a) Click the Add button.
- b) In the Name field, enter a name for the code.
- c) In the Description field, enter a description of the code.
- d) Click Apply.

Or, if codes were created previously:

- a) Expand the code structure.
- b) Select the code above which to create a new code.
- c) Click Add. The new code is created above the selected code.
- d) In the Name field, enter a name for the code.
- e) In the Description field, enter a description of the code.
- f) Click Apply.

Or, create a child project code:

- a) Expand the code structure:
- b) Select the code under which to create a child code.
- c) Click Child. The child code is created under the selected parent code. This code inherits all characteristics of its parent.
- d) In the Name field, enter a name for the code.
- e) In the Description field, enter a description of the code.
- f) Click Apply.

- 5 Repeat the previous procedure for as many resource codes as you want to create.

To Assign a Resource Code

- 1 Expand the Rate Structure, and select the Element, Burden, Burden Type, Overhead, or Resource to which to assign a resource code.



Enterprise resource codes can be applied in any Rate Table. For information about rates and Rate Tables, see sections in the chapter, "[Managing Rates and Costs](#)" on page 91.

- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Codes tab.
- 4 Expand the code structure and select the code you want to assign to a resource in the Rate Structure.

A check mark in the check box indicates that the code is selected.
- 5 Repeat the previous procedure until you have assigned codes to selected resource elements.

Creating Codes in the Project Structure

At the enterprise or project levels, codes define multiple Detail Tasks from the Project Structure into a single, manageable grouping.

To Create a Code in the Project Structure



The only distinction made in creating an enterprise-level or project level code in the Project Structure is whether the Detail Task for which it is created is applied within one project or across the enterprise. To be considered a project-level code, the code is assigned to project-level Detail Tasks. To be considered an enterprise-level code, the code is assigned to an enterprise-level Detail Task. For information, see [“To Assign the Code to a Project or Task”](#) on page 323.

- 1 In the Project Structure, expand to the root project for which you want to create an activity code.



Ensure that you select a project, not a basis. Codes can be created at the root project only.

- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Codes tab.
- 4 Create the new code:

If no codes were created previously:

- a) Click the Add button.
- b) In the Name field, enter a name for the code.
- c) In the Description field, enter a description of the code.
- d) Click Apply.

Or, if codes were created previously:

- a) Expand the code structure.
- b) Select the code above which to create a new code.
- c) Click Add. The new code is created above the selected code.
- d) In the Name field, enter a name for the code.
- e) In the Description field, enter a description of the code.
- f) Click Apply.

Or, create a child code for projects or tasks:

- a) Expand the code structure:
 - b) Select the code under which to create a child code.
 - c) Click Child. The child code is created under the selected parent code. This code inherits all characteristics of its parent.
 - d) In the Name field, enter a name for the code.
 - e) In the Description field, enter a description of the code.
 - f) Click Apply.
- 5 Repeat the previous procedure for as many codes as you want to create.

To Assign the Code to a Project or Task

- 1 In the Project Structure, select the project or task to which you want to assign a code.
- 2 Select Window > Attribute Browser.
- 3 In the Attribute Browser, select the Codes tab.
- 4 Expand the code structure to the activity code that you want to assign to a selected Detail Task in the Project Structure.
- 5 Repeat the previous procedure for as many codes as you want to assign to elements in the Project Structure.

Defining an Enterprise Code as Primary

In a group of codes assigned to a resource, you can mark a code as Primary to indicate that it is the most important code within the group. Only one primary code can be defined within a group of codes assigned to a resource.

For example, an Accounting resource can have two assigned codes: Budget and Payroll, of which Budget is selected as the Primary code.

To Set a Code as Primary

- 1 In the Cost Manager shortcut bar or tool bar, click the Rates button.
- 2 Expand the Rate Structure to the Rate Table, Element, Burden, Burden Type, Overhead, or Resource for which the code to set as primary previously was defined.
- 3 In the Code tab of the Attributes Browser, select the code to define as Primary.
- 4 Click the Primary button.

The button becomes filled, to show that the Primary option is selected. The check box of the new primary code is surrounded by red brackets



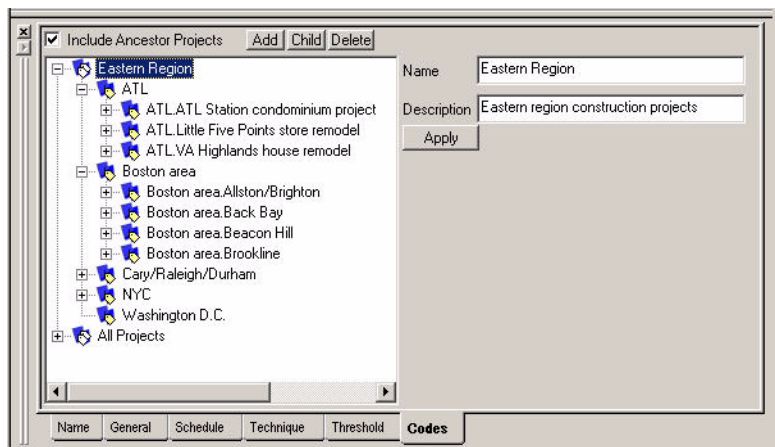
Users of wInsight™ software by DelTek® can set an enterprise-level resource or project code as a Primary Code, then export this information from Cost Manager for use in wInsight. For information about exporting codes, see [“Exporting to wInsight via XML”](#) on page 338.

Concatenating Code Names for Export

Building many levels of codes in the code structure of the Attributes Browser can make finding and remembering the names of specific codes tricky, particularly once the codes are exported from Cost Manager and brought into another application, such as DelTek® wInsight™.

By concatenating codes, Cost Manager creates a text string that organizes the codes you create by level, maintaining the desired hierarchical structure upon export from and use in wInsight or another compatible application.

Example The following code structure shows an organization of enterprise-level project codes for construction projects in the East Coast region of the United States:



From the highest to the lowest structure in one branch of the hierarchy, the order is: Eastern Region > ATL > ATL Station condominium project.

With concatenation of codes set off, codes are exported out of Cost Manager and imported into another application individually. While they may retain the structure you set, they may need to be reformatted into a new structure. Consequently, the order of Eastern Region > ATL > ATL Station condominium project could enter another application as three codes of the same level: Eastern Region, ATL, and ATL Station.



Setting concatenation on preserves all branches of the code structure and WBS assignments during export.

To Set Code Concatenation

- 1 Select Window > Preferences Browser.
- 2 Select the Interface tab.
- 3 In the Preference column of the table, locate the Export Options field.
- 4 Click in the Settings column for Export Options.
- 5 Click the arrow, and in the pull-down menu, ensure that the Concatenated Codes check box is selected.

If the check box is empty, click in it. A check mark is displayed.



A check mark in the check box indicates that the option is selected. By default, this option is selected.

When you have completed code concatenation and code summarization (see “[Summarizing Codes](#)” on page 327), you can export your code structure to an XML file for import into wInsight or another application.

See “[Exporting to wInsight via XML](#)” on page 338 for information about how to export your Cost Manager data to wInsight.

To Reset, or Deselect, Code Concatenation

- 1 Select Window > Preferences Browser.
- 2 Select the Interface tab.
- 3 In the Preference column of the table, locate the Export Options field.
- 4 Click in the Settings column for Export Options.
- 5 Click the arrow, and in the pull-down menu, ensure that the Concatenated Codes check box is empty.

Or, if the option is selected, click in the check box to remove the check mark.



An empty check box indicates that the option is selected.

Summarizing Codes

To collect data related to project and activity codes for use in the wInsight application by DelTek, Cost Manager applies summarization, which refers to the retrieval of data for a selected object for viewing and use within Cost Manager structures and views or within other applications.

Preservation of Code Structure and Data Values Between Applications To support the preservation of the code structure between applications, for example, between Cost Manager and Primavera Project Management or between Cost Manager and Deltek wInsight, Cost Manager uses a default set of general attributes that denote levels of the code structure.

You can view and customize the character strings of the attributes to match the codes structures you build, and you can provide values for each attribute you modify.

Upon exporting your code structures out of Cost Manager, you preserve the code structure and values for re-used in the other application.

Upon importing the same data into Cost Manager after using it in another application, the code structure and related values also remain preserved.

The Code Summarization Structure Cost Manager provides the code summarization structure in the General tab of the Attribute browser. The following table describes the elements of the code summarization structure for a project in which four top-level codes are defined and four second-level codes are defined:

Attribute	Description
wInsight Export User Code Structure 1	<p>Replace the wInsight Export User Code Structure 1 character string with the name of your first, top-level code structure in the code hierarchy.</p> <p>For example, in the hierarchical structure: All Projects > Eastern Region Projects > New York City Projects, substitute the character string, All Projects in place of wInsight Export User Code Structure 1. After clicking in the Value column of this attribute, select All Projects from the pull-down menu.</p> <p>This option is recommended for use when only one code structure exists. Child codes under this top-level code structure can be assigned in the wInsight Export User Code Name 1-4 attribute fields.</p>
wInsight Export User Code Structure 2	<p>Replace the wInsight Export User Code Structure 2 with the name of the second top-level code in the code structure, for example, Eastern Region Projects.</p> <p>After clicking in the Value column of the attribute, select Eastern Region Projects from the pull-down menu.</p>
wInsight Export User Code Structure 3	<p>Replace the wInsight Export User Code Structure 3 character string with the name of the third top-level code in the code structure, for example, New York City projects.</p> <p>After clicking in the Value column of the attribute, select New York City Projects from the pull-down menu.</p>

Attribute	Description
wInsight Export User Code Structure 4	<p>The name of a code to use in generating the fourth top-level code in the code structure.</p> <p>In the previous example, this structure is not used, as the code structure is only three levels deep.</p>
wInsight Export User Code Name 1	<p>Replace the wInsight Export User Code Name 1 character string with the name of the first child code of the first top-level in the code structure.</p> <p>The name is required to be a maximum of 10 characters in length to comply with wInsight.</p>
wInsight Export User Code Name 2	<p>Replace the wInsight Export User Code Name 2 character string with the name of the first child code of the first top-level in the code structure.</p> <p>The name is required to be a maximum of 10 characters in length to comply with wInsight.</p>
wInsight Export User Code Name 3	<p>Replace the wInsight Export User Code Name 3 character string with the name of the first child code of the first top-level in the code structure.</p> <p>The name is required to be a maximum of 10 characters in length to comply with wInsight.</p>
wInsight Export User Code Name 4	<p>Replace the wInsight Export User Code Name 4 character string with the name of the first child code of the first top-level in the code structure.</p> <p>The name is required to be a maximum of 10 characters in length to comply with wInsight.</p>



Although you can create an unlimited number of codes and hierarchical levels within the Cost Manager code structure provided in the Codes tab of the Attributes Browser, you are required to adhere to the requirements of other applications, such as wInsight, when exporting to them.

To Create the Code Summarization Structure After developing a code structure assigned to tasks in the Project Structure (see [“Creating Codes in the Project Structure”](#) on page 322), complete the following steps:

- 1** With the Project Structure displayed, select Window > Attribute Browser.
- 2** Select the General tab.
- 3** Scroll through the General tab until you find the wInsight Export attributes.

These attributes are highlighted in a light reddish orange. The number of attributes displayed correlates with the number and hierarchical organization of codes that you created previously in the code structure.

- 4** Click in the wInsight Export User Code Structure 1, select and delete or backspace over the wInsight Export User Code Structure 1 character string, and enter the name of your first top level code structure.
- 5** Click in the Value field of the code structure.
- 6** Click the arrow, and from the pull-down menu, assign the top-level code structure to the new character string.
- 7** To assist you in developing the code structure for export to wInsight, click the Codes tab to review the codes, and click the General tab to return to the wInsight export values.
- 8** Continue until you have set wInsight Export attributes and values for up to four levels of the code structure.

After creating the code summarization structure, summarize the data. See the following section, [“To Summarize Data by Codes”](#) on page 331.

To Summarize Data by Codes



Before completing the following steps, ensure that you have set at least one of the wInsight Export User Code Structures and wInsight Export User Code Name fields in the General tab of Attribute Browser for a project. For information, see [“To Create the Code Summarization Structure”](#) on page 330.

- 1 In the Project Structure, right-click the project to which you previously assigned codes.
- 2 Select Summarize > All Categories By All Codes.

Or, to summarize data by one selected code, select: Summarize > All Categories By Code Name

When you have completed code summarization and code concatenation (see [“Concatenating Code Names for Export”](#) on page 325), you can export your code structure to an XML file for import into wInsight or another application.

See [“Exporting to wInsight via XML”](#) on page 338 for information about how to export your Cost Manager data to wInsight.

Exporting Data to XML

In this chapter:

[Working with XML Files for Export or Import](#)

[Exporting Rate and Project Data from Cost Manager](#)

[Importing a Previously-Exported XML File](#)

[Exporting to wInsight via XML](#)

This chapter describes how Cost Manager uses XML documents, how you can store and restore data in XML, and how to export data to XML format for use with the Deltek® wInsight™ product.

Working with XML Files for Export or Import

XML (Extensible Markup Language) is a flexible text format derived from SGML (ISO 8879) software coding. Cost Manager uses XML to store and exchange a wide variety of data within and between source applications including:

- Cost Manager Mapping Templates
- Layout views
- Source data to be imported

Ubiquitous Sharing of Data Using XML, you can import large projects of multiple source formats into Cost Manager and export the resulting XML files to your company's other systems where the data can be shared and used.

To maintain versions of data and assist you in tracking down information by a specific file name, you can create a shared folder to serve as a backup location for your XML files, which you can save with the creation and modification dates of the files in the file name. See the sections in [“Exporting Rate and Project Data from Cost Manager”](#) on page 335.

Exporting Structural Data Using XML, you can export rate or project Basis structures with or without corresponding data. See [“Exporting Rate and Project Data from Cost Manager”](#) on page 335.

After exporting the Basis structures, you can import them into Cost Manager from the exported XML file. See [“Importing a Previously-Exported XML File”](#) on page 337.

Exporting wInsight Data Cost Manager provides the ability to export data into an XML format for use with wInsight software from Deltek®. wInsight™ is a third-party tool for analyzing, sharing, consolidating, and reporting earned value management data. [“Exporting to wInsight via XML”](#) on page 338.

Exporting Rate and Project Data from Cost Manager

To Export Rate Structure and Rate Period Data

- 1 Open the Rate Structure.
- 2 Select the Root object at the top of the Rate Structure hierarchy, or select a lower-level root rate.
- 3 Right-click, and select Interface > XML Document > Save Application Data As.
- 4 Name and save the XML document file.

To Export Data of the Project Basis Structure

- 1 In the Project Structure, right-click the project Basis to export.
- 2 Select Interface and one of the following options:
 - External Source > Update
 - XML Document > Save Application Data As
- 3 Name and save the XML document file.

To Export Data of Project Basis Structure and Basis Period

- 1 In the Project Structure, right-click the project Basis to export.
- 2 Select Interface > XML Document > Save Application Data (all periods) As.
- 3 Name and save the XML document file.

Refer to the mapping requirements listed in [Appendix B: Using Import Templates](#) for more information on field mappings.

To Export Data of the Project Basis as an XML File Using an Import Source

- 1 Use the Interface Mapping window to map desired fields for import.
- 2 Right-click the desired project Basis object on the structure tree.
- 3 Select one of the following options:
 - **To export structure data only:** Interface > XML Document > Save Application Data As
 - **To export structure and period data:** Interface > XML Document > Save Application Data (all period) As.
- 4 Name and save the XML file.

Importing a Previously-Exported XML File

To Import Project Basis Data from a Previously Exported XML File

For a file exported previously from Cost Manager or an import source:

- 1 Open the Project Structure, and select the desired project Basis object on the structure tree.
- 2 Right-click the desired project Basis object on the structure tree.
- 3 Select one of the two options:
 - **To export structure data only:** Interface > XML Document > Update From
 - **To export structure and period data:** Interface > XML Document > Update (all periods) From
- 4 Select the desired XML file.



For detailed information about importing different types of data, including basis data, actual and commitment codes, forecasts, resource data, and charge codes into Cost Manager, see [“Importing Project Data”](#) on page 205.

Exporting to wInsight via XML

The Cost Manager (CM) wInsight XML feature allows you to create a wInsight XML file to share data between both systems.

To Create a wInsight XML Data File

- 1 In the Cost Manager Project Structure, right-click the project you want to share between the Cost Manager and wInsight systems.
- 2 Select Interface > Save as wInsight XML.
- 3 In the Save Interface Data as XML dialog box, select a folder on your local hard drive or on a remote system where you can save the wInsight XML file.
- 4 In the File Name field, enter a descriptive file name for the XML file.
- 5 Click Save.

To Change wInsight XML File Attributes Many of the fields used in the wInsight XML file can be customized in the Cost Manager Attribute Browser. To change an attribute:

- 1 Open the Project Structure and select the project folder.
- 2 Open the Attribute Browser and select the General tab.
- 3 Scroll through the list of attributes, which are listed alphabetically.
- 4 Double-click into the Value field to change the value of an attribute.
- 5 Click elsewhere in the attribute window to confirm the change.

Using the OLAP View

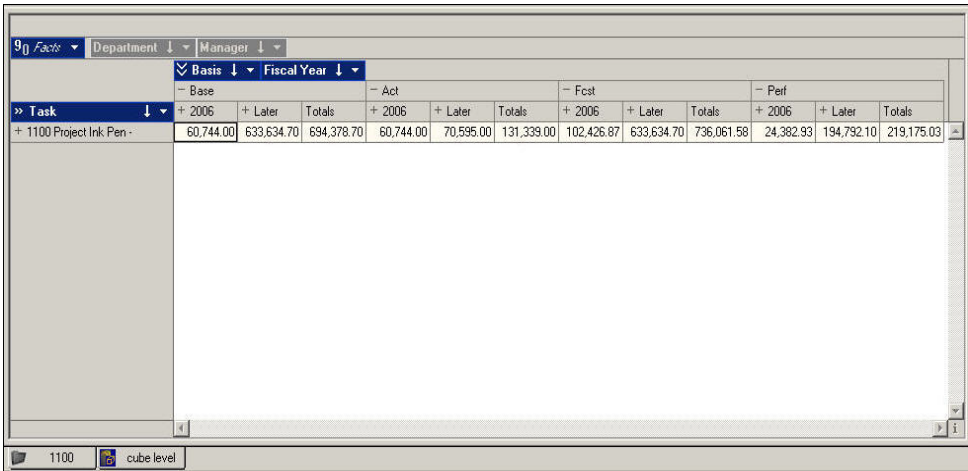
In this chapter:

- [Configuring the OLAP View](#)
- [Creating an OLAP View](#)
- [Customizing the OLAP View](#)
- [Saving an OLAP View](#)

This chapter describes how to set up and customize the OLAP View to analyze period or structure data from multiple perspectives.

Configuring the OLAP View

The On-line Analytical Processor (OLAP) View provides a pivoted look at data and the ability to view and manipulate millions of records for analysis. Most commonly referred to as the OLAP, this view is available from the Project Structure, at the task level and the enterprise level. As with many options in Cost Manager, the OLAP can be accessed through the context menu. Your preferences for the OLAP View can be changed from the OBS.




90 Facts ▾ Department ▾ Manager ▾												
Basis ▾ Fiscal Year ▾												
- Base												
- Act												
- Fcst												
- Perf												
Task	+ 2006	+ Later	Totals	+ 2006	+ Later	Totals	+ 2006	+ Later	Totals	+ 2006	+ Later	Totals
+ 1100 Project Ink Pen -	60,744.00	633,634.70	694,378.70	60,744.00	70,595.00	131,339.00	102,426.87	633,634.70	736,061.58	24,382.93	194,792.10	219,175.03

For more information on Project Structure context menus, refer to the [Project Structure Window](#) section in the [Working with Windows](#) chapter.

To Define OLAP View Preferences Before launching the OLAP View, define your preferences for the view:

- 1 In the OBS, select Window > Preferences Browser.
- 2 In the Preferences Browser, select the Cube tab.

 While the Preferences Browser can be opened from the Project Structure and the OBS, the Cube tab is displayed in the Preferences Browser only when it is opened from the OBS.

The table presented in the Cube tab shows preference types in the Preferences column and settings to control preferences in the Setting column.

- 3 Click in the Setting column for Cube Options, and click the arrow.

4 In the pull-down menu, select any of the following options:

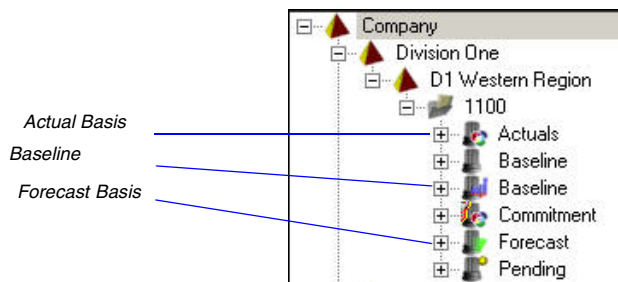
- Basis Descriptions
- Flat Style
- Show Task Description
- Show Organization Description
- Show Resource Description
- Show Project Description
- Show Code Description



By default, the first time you select Cube Options, all options are selected, and you can de-select options you do not want to keep. An option is selected if a check mark is displayed in its related check box. An option is de-selected if its related check box is empty.

To Set up the OLAP View Before running the OLAP View, categorize the Baseline, Actual, and Forecast Bases. See sections of the chapter, “[Managing Work and Progress](#)” on page 149 for information about setting baselines and budgets.

In the Project Structure, the icon before a Basis shows its current category.



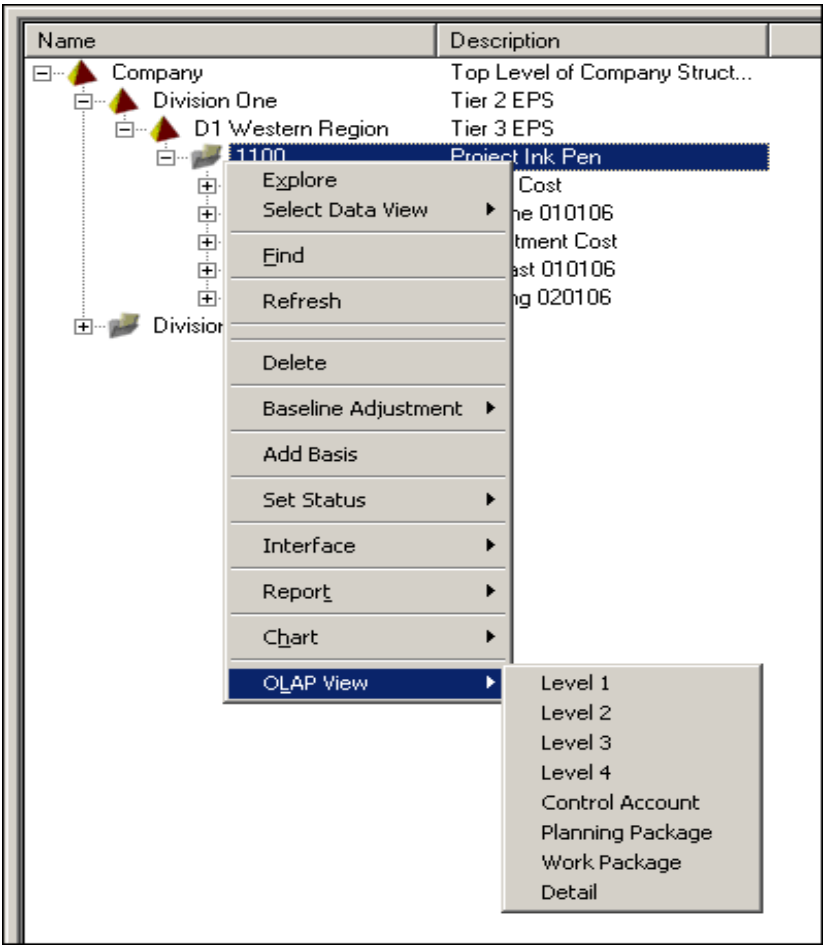
Creating an OLAP View

The following example shows an OLAP View generated at the project level. The OLAP view is also available at the highest level of the Enterprise Project Structure (EPS).

To Create an OLAP View at the Project Level

- 1 Expand the Project Structure. Right-click the desired project.
- 2 Select OLAP View.

You can run the OLAP View at various levels or from the Control Account, Planning Package, Work Package, or the lowest level in the structure, the Detail level.



Customizing the OLAP View

The Facts pull down menu located in the upper-left hand corner of the OLAP View contains data items that allow you to analyze additional information either on a periodic or Cumulative To Date (CTD) basis. The default presents direct cost until you change your options. Available Facts include:

- Hours
- Cost
- Overhead
- GA (General and Administrative Expenses)
- COM (Cost of Money)
- Fee
- GT (Grand Total)
- Other



. To add or remove a data item, left click the down arrow next to the menu titled Facts. When the drop-down menu appears, select or de-select the available cost elements. Click the check mark located on the bottom of the menu or hit enter on your keyboard to activate your selection.

The OLAP View presents the following types of data:

- Basis — Shows Baseline, Actual, Forecast and Performance Basis as defined in the Project Structure.
- Task — Project or specific WBS information as defined in the Baseline in the Project Structure.
- Organization — The Organizational elements defined in the Organization Breakdown Structure.
- Category — The Cost Elements defined in the Rate Structure.
- Resource — The Resource or Roles defined in the Rate Structure.
- Fiscal Year — The Fiscal Year as defined in the Calendar.
- Fiscal Period — The Fiscal Period as defined in the Calendar.
- Department — Responsible Department as defined in the Attributes Browser.

To Filter Data in the OLAP View

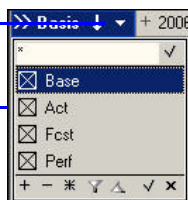
- 1 Click the Facts arrow.
- 2 In the menu, select the field you want to add or remove.

A check mark in the check box of the field indicates that it is selected. An empty check box of the field indicates that it is not selected.
- 3 Click within the OLAP view to adjust the focus away from the menu. Cost Manager adjusts the view and automatically adds the field.

In the following figure, the Basis heading is added to the OLAP View for filtering.

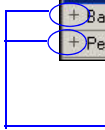
*Click the upside down triangle
to open the menu.*

*Click the check box to add or
remove data to the OLAP View.*



- 4 Press enter on your keyboard to activate your selection.

To View Descendants objects within an OLAP View may have descendants, also referred to as child objects, that can be added or removed. A plus sign is displayed next to the objects that contain descendants, as in the following figure.



90 Facts ▾		Department ▾		Manager ▾		Fiscal Year ▾		Fiscal Period ▾	
- 2006									
>> Basis ▾	2	3	4	5	6	7	8	9	10
+ Base	60,744.00	137,104.72	117,127.71	69,256.25	34,458.55	36,318.44	57,579.55	57,704.78	52,278.88
+ Perf	24,382.93	25,601.25	22,261.95	25,601.25	24,488.15	23,375.05	25,601.25	23,375.05	24,488.15

Plus signs indicate that each basis has at least one descendant

- Click the plus sign to display descendants of the basis.

The lowest level of the structure is reached when plus signs are no longer available and minus signs are displayed, as in the following figure.

90 Facts ▾		Basis ▾		Fiscal Year ▾													
		- Base		+ 2006		+ Later		Totals		- Act		+ 2006		Totals		- Fcst	
		+ 2006		+ Later		Totals		+ 2006		+ Later		Totals		+ 2006		+ Later	
Company	101	- Labor	DS1	15,177.79				15,177.79		4,350.00			4,350.00	15,635.40			15,635.40
			ME1	306,184.17				316,323.21		68,750.00			68,750.00	340,425.45			340,425.45
			SC1	65,679.56				71,560.19		12,800.00			12,800.00	64,716.96			64,716.96
			TE1	93,231.51				93,231.51		17,750.00			17,750.00	103,137.04			103,137.04
			TS1	4,375.00				4,375.00		4,375.00			4,375.00				
			PR1	5,500.25				5,500.25		2,594.00			2,594.00	5,500.00			5,500.00
			BA1	15,952.64				15,952.64						15,952.64			15,952.64
		- Subs	IMC	16,833.98			1,621.62	18,455.60					18,378.38	1,621.62		20,000.00	15,057.92
		- Travel	TRV	8,416.99			810.81	9,227.80					9,189.19	810.81		10,000.00	7,528.96
		- Labor	TS1	72,085.22			5,489.52	77,574.74		8,120.00			79,183.10	5,489.52		84,672.62	49,489.44
		- Labor	BA1	7,000.00				7,000.00		12,800.00							
		- Subs	MKC	50,000.00				50,000.00					50,000.00			50,000.00	
		- Travel	TRV	10,000.00				10,000.00					10,000.00			10,000.00	

- Click the minus sign next to close descendants of a selected basis. Closing a top level object removes all lower level objects from view.

Saving an OLAP View

After defining preferences and launching the OLAP View you can save the OLAP View data as an MS Excel spreadsheet. Before saving the OLAP View, expand and display all items within the OLAP View.

Save an OLAP View

- 1 From the OLAP View > select File > Save As.
- 2 Enter a name for the file.
- 3 Save the file to your hard drive.

Creating Reports

In this chapter:

[Using Reports](#)

[Setting Up Reports](#)

[Sample Report](#)

[Government Reports](#)

[Sample Government Reports](#)

This chapter describes how to use predefined Reports in Cost Manager. These reports allow you to quickly and efficiently view Cost Manager data at different project levels.

Using Reports

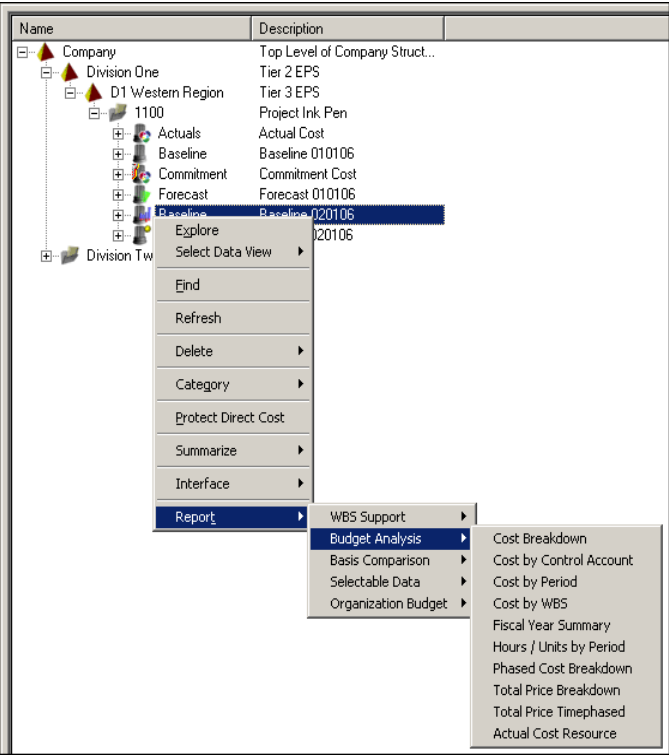
A variety of Reports exist at different levels of all of the Structure trees in Cost Manager. Reporting periods and Report information outlined in this chapter are maintained in the Attribute Browser.

Summary of Report Types

Cost Manager reports are built on open architecture format. You can modify the provided pre-formatted reports, or create new ones. Keep in mind that if a report is modified outside of the application, the changes are not embedded within the next version release of Cost Manager.

The following types of pre-formatted reports are available:

- Project
- Project Status
- Enterprise
- Organization
- Organization budget
- Basis
- Basis Comparison
- Budget Analysis
- WBS Support
- Selectable Data



Setting Up Reports

Pre-formatted reports that are based on periods require you to define date periods. Use the Project Status Date to define a current period for reports that have current period data, or to set the beginning period for reports with multiple period data. You can set the Project Status Date in the Attribute Browser.

To Set the Status Date Select the Project level, activate the Attribute Browser, and click the General Tab:

Attribute	Value
Project Contract Name	<unspecified>
Project Contract Number	<unspecified>
Project Contract Type	<unspecified>
Project Contract Share Ratio 1 Denom	<unspecified>
Project Contract Share Ratio 2 Denom	<unspecified>
Project Phase	<unspecified>
Project Status Date	2 /28/2006
Project Contract Original (Negotiated) Cost	<unspecified>
Project Contract Negotiated Cost Changes	<unspecified>
Project Cost Est Auth Unpriced	<unspecified>

Name

General

Schedule

Technique

Threshold

Codes

- 1 Pull down or update the Project Status Date in the Value field.
- 2 Select the desired level for reporting.
- 3 Close the Attribute Browser.

To Populate the Task Summary Tables in the Database for Reporting Purposes

- 1 Select View > Project Structure.
- 2 Right-click the top-level project and select Summarize All Categories by EPS.
- 3 Select View > Organization Structure.
- 4 Right-click the top-level organization and select Summarize All Categories by OBS.



On the Engine tab of the Preferences Browser there is an Engine Options preference setting to automatically launch different types of summarization after an Apply Rates action is launched .

To Run a Summary or Detail Project Report

- 1 Select the Summary Project level in the Project Structure.
- 2 Right-click to activate the context menu.
- 3 Select Report > Type of Report > Report Title.

To Navigate through Report Pages Click the left and right arrows in the main view to navigate through the report pages. Single arrows turn pages one by one where the arrow with a bar navigates you to the first or last page of the report.



Report Toolbar The Reporting Toolbar provides several options to manipulate and extract information from Cost Manager.



Report Toolbar Descriptions



Save — Allows the user to Save the current view for future uses.



Print Options — Provides various layout and printing options such as Fit to Page, Page Layout, and Print.



Export to File — Launches a Save As prompt to export Reports or Charts to various file formats: JPEG (*.jpg), Enhanced Windows Meta File (*.emf), TIFF Format (*.tif), Windows Bitmap Format (*.bmp), PNG Format (*.png), Comma Separated Value (*.csv), and Excel (*.xls).



Select Filters — Allows user to Filter by Projects and Detail Tasks.



Modify Report Parameters — Allows the user to modify Report Parameters. Parameters vary from report to report. The most common include:

- Dollar Scale Factor - Scales dollar amounts by Ones, Thousands, or Millions.
- Indent Amount - Select to indent the hierarchical levels from Zero to Fifty.
- Level - Control the depth of tasks in a report (2 -200 levels).
- Task Name Display - Configure to display Task Names and/or Descriptions.
- Unit - Display reports with respect to hours or currency (Dollars, Hours, EQP).
- Date Format - Change Date Format (CCYYMMDD, MMDDCCYY, DDM MCCYY)



Modify Display Parameters — Allows the user to Edit Options regarding appearance and size for various display items.



Zoom In — Magnify screen view.



Zoom Out — Reduce screen view.



About — About Report/Charts menu.

Sample Report

The sample report below is the first page of a phased cost breakdown report.

Phased Cost Breakdown Report															
Project Name	1100														
Basis Name	Baseline														
Cost Scale Factor: Ones															
YEAR 2006													YEAR 2007		
EOC	2	3	4	5	6	7	8	9	10	11	12	1	Grand Total		
Period of Performance: -															
WBS Description: 1															
WBS Reference: Design Prototype															
Resource															
Labor															
DS1	Designer LI	65	98	85	4	0	0	0	0	0	0	0	0	7,247	
ME1	Mechanical Engineer LI	320	0	0	0	0	0	0	0	0	0	0	0	16,000	
Total		385	98	85	4	0	0	0	0	0	0	0	0	572	
Resource															
Other															
PRT	Misc Parts	0	1,298	1,093	55	0	0	0	0	0	0	0	0	3,500	
Total		0	1,298	1,094	55	0	0	0	0	0	0	0	0	2,406	
Prime		19,044	3,946	3,431	172	0	0	0	0	0	0	0	0	26,593	
Escalation		0	81	70	4	0	0	0	0	0	0	0	0	154	
Prime + Escalation		19,044	4,027	3,501	175	0	0	0	0	0	0	0	0	26,747	
Overhead		20,598	4,194	3,647	182	0	0	0	0	0	0	0	0	28,590	
Subtotal		39,642	8,220	7,148	357	0	0	0	0	0	0	0	0	55,337	
General & Admin		-3	-2	-2	-2	0	0	0	0	0	0	0	0	-9	
Total Cost		39,609	8,218	7,146	355	0	0	0	0	0	0	0	0	55,328	
Fee		-3	-2	-2	-2	0	0	0	0	0	0	0	0	-9	
Sell		39,606	8,216	7,144	353	0	0	0	0	0	0	0	0	55,319	
Cost Of Money		-3	-2	-2	-2	0	0	0	0	0	0	0	0	-9	
GrandTotal		39,603	8,214	7,142	351	0	0	0	0	0	0	0	0	55,310	

Government Reports

Cost Manager offers several preconfigured Government Reports available at both the Project level and Summary levels of the EPS. The following formats are available in Cost Manager:

- **“Format 1 (Work Breakdown Structure)”** on page 355 — Work Breakdown Structure (Dollars, Hours, and EQP)
- **“Format 2 (Organizational Categories)”** on page 359 — Organizational Categories (Dollars, Hours, and EQP)
- **“Format 3 (Baseline)”** on page 362 — Baseline
- **“Format 4 (Staffing)”** on page 366 — Staffing (BAC and EAC)
- **“Format 5 Explanations and Problem Analysis”** on page 370 — Explanations and Problem Analysis
- **“Cost/Schedule Status Report”** on page 373 (Dollars, Hours and EQP)

The data contained in these reports comes from a variety of sources. Some of the data is generated automatically from existing data within the project, while others require additional input from the end-user.



Most Government report field values can be changed in the General tab of the Attribute Browser.

The following sections describe each of these formats and provide information about where to locate field values to change them.

Format 1 (Work Breakdown Structure)

1. Contractor Information

NAME — The Root Organization name. This field is derived automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Type.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over/under the negotiated contract cost. In the General tab of the Attribute Browser, this field is titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the Contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — Current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods, in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods, in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

5. Contract Data

QUANTITY (PROD/R&D) — Number of Production or R&D items to be procured on this contract. In the General tab of the Attribute Browser, this field is titled Project Quantity or Project R&D Quantity.

NEGOTIATED COST — Sum of the dollar values, excluding fee or profit, for which the contractual agreement has been reached by the report cutoff date. In the General tab of the Attribute Browser, this field is the sum of two project attributes: Project Contract Original (Negotiated) Cost and Project Contract Negotiated Cost Changes.

EST COST AUTH UNPRICED WORK — Estimated cost of authorized, unpriced work. Excluding fee and profit, enter the amount estimated for work which has written authorization and no established contract price. In the General tab of the Attribute Browser, this field is titled Project Cost Est Auth Unpriced.

TARGET PROFIT FEE — Fee or profit percentage to be applied if the negotiated cost of the contract is met. In the General tab of the Attribute Browser, these fields are titled Project Contract Target Profit for the profit target and Project Contract Target Fee for the fee percentage.

TARGET PRICE — Target price, the contract cost plus profit or fees, agreed to for contract work. In the General tab of the Attribute Browser, this field is titled Project Contract Target Price Current.

ESTIMATED PRICE — Estimated price of all authorized contract work, based on the latest estimate cost at completion and all appropriate contract profits, fees, incentive, or cost-sharing provisions. In the General tab of the Attribute Browser, this field is titled Project Contract Target Price Est field.

CONTRACT CEILING — Contract ceiling price applicable to the definitive effort. In the General tab of the Attribute Browser, this field is titled Project Contract Price Ceiling.

ESTIMATED CONTRACT CEILING — Estimated ceiling price applicable to the contract effort. In the General tab of the Attribute Browser, this field is titled Project Contract Estimated Ceiling.

6. Estimated Cost At Completion

BEST CASE — Best Case Estimate at Completion. In the General tab of the Attribute Browser, this field is titled Project Best Case.

WORST CASE — Worst Case Estimate at Completion. In the General tab of the Attribute Browser, this field is titled Project Contract Worst Case.

MOST LIKELY — Most Likely Estimate at Completion. In the General tab of the Attribute Browser, this field is titled Project Contract Most Likely.

CONTRACT BUDGET BASE — Sum of Negotiated Cost + Estimated Cost Authorized Unpriced Work. This field is calculated automatically.

VARIANCE — Difference between Contract Budget Base and Most Likely. This field is calculated automatically.

7. Authorized Contract Representative

NAME — Name of the authorized contract representative. In the General tab of the Attribute Browser, this field is titled Project Auth Rep Name.

TITLE — Title of the authorized contract representative. In the General tab of the Attribute Browser, this field is titled Project Auth Rep Title.

SIGNATURE — Intentionally left blank, this field is intended for the signature of the authorized contract representative.

DATE (CCYYMMDD) — Date that the report was generated, in the format CCYYMMDD. (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Submission Date.

8. Performance Data

WBS ELEMENT — WBS element fields are generated automatically based on values defined in the rate tables.

COST OF MONEY — COM fields are generated automatically based on values defined in the rate tables.

GENERAL AND ADMINISTRATIVE — G&A fields are generated automatically based on values defined in the rate tables.

UNDISTRIBUTED BUDGET — Budget estimate applicable to a contract effort that cannot be planned in sufficient detail. These fields are titled Project Undistributed (Budgeted) for column 14 (Budgeted) and the Project Undistributed Budget (Estimated) field for column 15 (Estimated). Both fields are located in the General tab of the Attribute Browser.

SUBTOTAL — These fields are generated automatically for the sum of A+B+C+D (where applicable).

MANAGEMENT RESERVE — Budgeted and estimated amounts identified as the management reserve. In the General tab of the Attribute Browser, this field is titled Project Management Reserve.

TOTAL — Sums of A+B+C+D (where applicable) + F (where applicable), generated automatically.

9. Reconciliation to Contract Budget Base

VARIANCE ADJUSTMENT — Two variance fields for Scheduled and Cost Variance Adjustments. In the General tab of the Attribute browser, these fields are titled Project Schedule, Variance Adjustment, and Project Cost Variance Adjustment.

TOTAL CONTRACT VARIANCE — These fields are generated automatically.



The data displayed in Section (8) column (15) - At Completion Estimate - is based on the Latest Revised Estimate (LRE) option. This field is titled Project LRE Option and is located on the General tab of the Attribute Browser.

Format 2 (Organizational Categories)

1. Contractor Information

NAME — Root Organization name which is derived automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Type.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over or under the negotiated contract cost. In the General tab of the Attribute Browser, this field is titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the Contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — Current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically generated when the Project Status Date is set.

5. Performance Data

ORGANIZATIONAL CATEGORY — These fields are generated automatically.

COST OF MONEY — COM fields are generated automatically based on values defined in the rate tables.

GENERAL & ADMINISTRATIVE — G&A fields are generated automatically based on values defined in the rate tables.

UNDISTRIBUTED BUDGET — Budget estimates that cannot be planned for in sufficient detail and are applicable to the contract effort. In the General tab of the Attribute Browser, these fields are titled Project Undistributed (Budgeted) for column 14 (Budgeted) and the Project Undistributed Budget (Estimated) field for column 15 (Estimated).

SUBTOTAL — Sum of A+B+C+D (where applicable), generated automatically.

MANAGEMENT RESERVE — Budgeted and estimated amount identified as the management reserve. In the General tab of the Attribute Browser, this field is titled Project Management Reserve.

TOTAL — Sum of A+B+C+D (where applicable) + F (where applicable), generated automatically.



The data displayed in Section (8) column (15) - At Completion Estimate - is based on the Latest Revised Estimate (LRE) option. In the General tab of the Attribute Browser, this field is titled Project LRE Option.

Format 3 (Baseline)

1. Contractor Information

NAME — Root Organization name which generated automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Type.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over or under the negotiated contract cost. In the General tab of the Attribute Browser, this field is titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the Contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — Current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

5. Contract Data

ORIGINAL NEGOTIATED COST — Dollar value, excluding fees or profits, negotiated in the original contract. In the General tab of the Attribute Browser, this field is titled Project Contract Original (Negotiated) Cost.

NEGOTIATED CONTRACT CHANGES — Cumulative cost, excluding fees or profits, applicable to defined contract changes which have occurred since the beginning of the project. In the General tab of the Attribute Browser, this field is titled Project Contract Negotiated Cost Changes.

CURRENT NEGOTIATED COST — Sum of blocks a. and b. Generated automatically.

ESTIMATED COST OF AUTHORIZED UNPRICED WORK — Estimated cost, excluding fees or profits, for which written authorization has been received, but for which contract prices have not been negotiated. In the General tab of the Attribute Browser, this field is titled Project Cost Est Auth Unpriced.

CONTRACT BUDGET BASE — Sum of blocks c. and d. Generated automatically.

TOTAL ALLOCATED BUDGET — Sum of all budgets allocated to the performance measurement baseline plus the management reserve of the contractual effort. This field is generated automatically.

DIFFERENCE — Difference of blocks e. and f. Generated automatically.

CONTRACT START DATE (CCYYMMDD) — Date representing the start of the contract in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Contract Start.

CONTRACT DEFINITIZATION DATE (CCYYMMDD) — Date representing the definitization of the contract in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Contract Definitization Date.

PLANNED COMPLETION DATE (CCYYMMDD) — Date representing when the last equipment is scheduled to be delivered. Uses the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Planned Completion Date.



To correctly generate future period data in the wInsight XML, this attribute should be set to a date (including the period end) in the last period for which there is periodic data for the project

CONTRACT COMPLETION DATE (CCYYMMDD) — Date representing the scheduled date to complete the contract based on the latest contract modification. Uses the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Contract Completion Date.

ESTIMATED COMPLETION DATE (CCYYMMDD) — Date representing the latest revised estimate of the date to complete the contract. Uses the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Estimated Completion Date.

6. Performance Data

Performance Data of the Baseline report allows for the addition of four specified periods of data to be displayed within the report. For purposes of this report, a unit of performance data is equivalent to a month of data.

For example, select 3 months of data if the desired period is a quarter of one year. Manually enter periods in the General tab of the Attribute Browser.

To Change Performance Data Fields

- 1 Open the Attribute Browser.
- 2 Select the General tab.
- 3 Scroll through the list of attributes until the Project Format 3 Period Count 1 (2, 3, or 4) field.
- 4 Enter the number of months that you want to sum from Cost Manager.

For example, for a full year of data, enter 12 into the field.

- 5 Add a title for the specified period. Directly below the Period Count field is the corresponding Project Format 3 Title 1 (2, 3, or 4) field.
- 6 Enter a brief descriptive title for the specified period. When the report is generated, the data you set is displayed in fields 10 to 13 of the BCWS.



To correctly generate future period data in the wlnsight XML and for wlnsight to display future periods correctly, set the 'period count' attributes with the final future period occurring on or before the end of the period that includes the Project Planned Completion Date.

The information that makes up the remainder of data is as follows:

- 1 PERFORMANCE MEASUREMENT BREAKDOWN — These fields are generated automatically.
- 2 BASELINE CHANGES AUTHORIZED DURING REPORT PERIOD — These fields are generated automatically.
- 3 PERFORMANCE MEASUREMENT BASELINE — These fields are generated automatically, and represent the sum of the data within a particular column.
- 4 MANAGEMENT RESERVE — In the General tab of the Attribute Browser, change the Project MR attribute.
- 5 TOTAL — This field represents the sum of Performance Measurement Baseline and Management Reserve.

Format 4 (Staffing)

1. Contractor Information

NAME — Root Organization name which is generated automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. This field is titled Project Contract Type and is located in the General tab of the Attribute Browser.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over or under the negotiated contract cost. In the General tab of the Attribute Browser, this field is titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the Contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — The current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

5. Performance Data

Performance data is broken down into Organizational Categories which correspond to the organizations under the root OBS level. Each organizational category is broken down to report on Current Period data (actual or planned), End of Current Period data (actual or planned), as well as a six-month, non-cumulative forecast. The following list details the data reported in these fields:

- **Organizational Categories** — Names of the organizational categories that reflect the contractor's internal management structure in accordance with the Contractor/Government agreement.
- **Current Period (Actual or Planned)** — Man-months incurred during the current reporting period based on realized hours for a financial period entered in the Cost Manager calendar.
- **End of Current Period (Actual or Planned)**— Man-months incurred to date (cumulative) as of the end of the report period. This is based on realized hours for a financial period entered in the Cost Manager calendar.
- **Six Month Forecast**— Man-months necessary for a six-month period. This is based on realized hours for a financial period entered in the Cost Manager calendar.



NOTE: This assumes that the accounting calendar is set up with monthly period ends.

Performance Data of staffing reports allow for the addition of four specified periods of data to be displayed within the report. For purposes of this report, a unit of performance data is equivalent to a period in the accounting calendar.

For example, to obtain data for one quarter of the fiscal year, select three periods of data, assuming that the accounting calendar is set up to end each month.

To Obtain Performance Data

- 1 Open the Attribute Browser and select the General tab.
- 2 Scroll through the list of attributes to locate the Project Format 4 Period Count 1 (2, 3, or 4) field.
- 3 Enter the number of months to sum from Cost Manager.
- 4 For example, for a full year of data, you enter 12 into the field.
- 5 In the Period Count field, enter in a brief descriptive title for the specified period.

When the report is generated, this data is displayed in fields 10 to 13 of the Staffing reports.



NOTE: To correctly generate future period data in the wlnsight XML and for wlnsight to display future periods correctly, the 'period count' attributes should be set such that the final future period occurs on or before the end of the period that includes the Project Planned Completion Date.

At Completion — Estimate of equivalent man-months necessary for the total contract.

6. Total Direct

The Total Direct field is the sum of all direct man-months for the organization in column one of the Performance Data.

Format 5 Explanations and Problem Analysis

1. Contractor Information

NAME — Root Organization name which is generated automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Type.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over/under the negotiated contract cost. In the General tab of the Attribute Browser, these fields are titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the Contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — Current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods in the format CCYYMMDD (For example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

5. Evaluation

The information in this section is derived from the WBS element which has caused a break in a threshold. The columns represent the thresholds contained within the task. The rows displayed include:

- Period Hours
- Cum Hours
- Period \$
- Hours
- Total \$

The final three elements of Report 5, section 5, are text fields which are required to be completed manually. The three text fields that can be modified are:

- Cause — Account Val (Per)
- Impact — Account Val (Per)
- Corrective Action — Account Val (Per)

To fill in these text fields:

- 1 Expand the Project Structure to the WBS element for which you require a report.
- 2 Select the Baseline.
- 3 Click the Issues button in the shortcut bar.
- 4 In the Issues window, expand the issue structure by clicking the plus next to the listed Issues.
- 5 Select the WBS element within the reporting period.
- 6 Select the one of the following fields among the available fields for the issue:
 - Cause
 - Impact
 - Custom Narrative
 - Corrective Action



By default, all issues have a Cause and an Impact. Custom Narratives and Corrective Actions are available if they were previously created for an issue. For information, see [“Managing Issues”](#) on page 303.

- 7 In the text window beneath the Issues window, type the information you want to appear in the report.
- 8 Save the information: click File > Save or click the Save icon from the icon tool bar.
- 9 Generate the report.

Cost/Schedule Status Report

1. Contractor Information

NAME — Root Organization name which is generated automatically from the Organization Structure.

LOCATION — Organizational Attribute of the Root Organization.

To Change Organizational Attributes

- 1 In the Organization Structure, select the Root Organization.
- 2 Select Window > Attribute Browser.
- 3 Select the General tab.
- 4 Change any of the following attributes:
 - Organization Address 1 — Street Address of the Organization.
 - Organization Address 2 — Street Address Line 2 (Optional).
 - Organization Address 3 — City
 - Organization Address 4 — State (or Province)
 - Organization Address 5 — Postal Code
 - Organization Address 6 — Country

2. Contract Information

NAME — Name of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Name.

NUMBER — Number of the contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Number.

TYPE — Type of contract for which the report is generated. In the General tab of the Attribute Browser, this field is titled Project Contract Type.

SHARE RATIO — Cost sharing ratio(s) applicable to costs over or under the negotiated contract cost. In the General tab of the Attribute Browser, this field is titled Project Contract Share Ratio 1 Denom and Project Contract Share Ratio 2 Denom.

3. Program Information

NAME — Name of the program associated with the contract. Because this field corresponds with the name of the project, changing this field requires renaming the project.

PHASE — Current phase of the project. In the General tab of the Attribute Browser, this field is titled Project Phase.

4. Report Period

FROM (CCYYMMDD) — Start of the reporting and fiscal periods in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is generated automatically when the Project Status Date is set.

TO (CCYYMMDD) — End of the reporting and fiscal periods in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this date is generated automatically when the Project Status Date is set.

5. Authorized Contract Representative

NAME — Name of the authorized contract representative. This field is titled Project Auth Rep Name and is located in the General tab of the Attribute Browser.

TITLE — Title of the authorized contract representative. In the General tab of the Attribute Browser, this field is titled Project Auth Rep Title.

SIGNATURE — This field is left blank for the signature of the authorized contract representative.

DATE (CCYYMMDD) — Date that the report was generated, in the format CCYYMMDD (for example, 10-MAR-2006 is 20060310). In the General tab of the Attribute Browser, this field is titled Project Submission Date.

6. Contract Data

ORIGINAL CONTRACT TARGET COST — Dollar value, excluding fees or profits, negotiated in the original contract. In the General tab of the Attribute Browser, this field is titled Project Contract Original (Negotiated) Cost.

NEGOTIATED CONTRACT CHANGES — Cumulative cost, excluding fees or profits, applicable to defined contract changes to the contract that occurred since the beginning of the project. In the General tab of the Attribute Browser, this field is titled Project Contract Negotiated Cost Changes.

CURRENT TARGET COST — Sum of blocks a. and b. Generated automatically.

ESTIMATED COST OF AUTHORIZED UNPRICED WORK — Estimated cost, excluding fees and profits, for which written authorization has been received, but contract prices have not been negotiated. In the General tab of the Attribute Browser, this field is titled Project Cost Est Auth Unpriced.

CONTRACT BUDGET BASE — Sum of blocks c. and d. Generated automatically.

MANAGEMENT ESTIMATE AT COMPLETION — In the General tab of the Attribute Browser, this field is titled Project Contract Most Likely.

VARIANCE AT COMPLETION — This is a calculated field which represents the difference between Contract Budget Base and Management Estimate at Completion.

OVER TARGET BASELINE DATE — In the General tab of the Attribute Browser, this field is titled Project Over Target Baseline Date.

7. Performance Data

WBS ELEMENT — Based on values defined in the rate tables, these fields are generated automatically.

COST OF MONEY — Based on values defined in the rate tables, these fields are generated automatically.

GENERAL AND ADMINISTRATIVE — Based on values defined in the rate tables, these fields are generated automatically.

UNDISTRIBUTED BUDGET — Budget estimate which cannot be planned for in sufficient detail but applies to the contract effort. In the General tab of the Attribute Browser, these fields are titled Project Undistributed (Budgeted) for column 14 (Budgeted) and the Project Undistributed Budget (Estimated) field for column 15 (Estimated).

SUBTOTAL — Sum of A+B+C+D (where applicable). Generated automatically.

MANAGEMENT RESERVE — Budgeted and estimated amount identified as Management Reserve. This field is titled Project Management Reserve field and is located in the General tab of the Attribute Browser.

TOTAL — Sums of A+B+C+D (where applicable) + F (where applicable). Generated automatically.

Sample Government Reports

Format 1

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE												DOLLARS IN: 0000		Page 1 of 1				
1. CONTRACTOR				2. CONTRACT				3. PROGRAM				4. REPORT PERIOD						
a. NAME 00				a. NAME Program XYZ				a. NAME 1100				a. FROM (MMDDCCYY) 001/2005						
b. LOCATION 299 West Hillcrest Dr. Suite 210 Tucson, AZ 85705 California 91300 USA				b. NUMBER AF-123-XYZ-345				b. PHASE <input checked="" type="checkbox"/> RDT&E <input checked="" type="checkbox"/> PRODUCTION				d. TO (MMDDCCYY) 02282006						
c. TYPE FFP				d. SHARE RATIO 0/100 0/100				e. EVMS Acceptance No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> (MMDDCCYY)										
5. CONTRACT DATA																		
a. QUANTITY Prod: 0 R&D: 0		b. NEGOTIATED COST \$0		c. EST COST AUTH UNPRICED WORK \$0		d. TARGET PROFIT FEE \$0/0.00%		e. TARGET PRICE \$0		f. ESTIMATED PRICE \$0		g. CONTRACT CEILING \$0		h. ESTIMATED CONTRACT CEILING \$0		i. DATE OF CYBOTS (MMDDCCYY) 11042006		
6. ESTIMATED COST AT COMPLETION																		
a. BEST CASE \$0		MANAGEMENT ESTIMATE AT COMPLETION (1) \$0		CONTRACT BUDGET BASE (2) \$0		Variance (3) \$0		7. AUTHORIZED CONTRACTOR REPRESENTATIVE										
b. WORST CASE \$0								a. NAME Mr. Smith										
c. MOST LIKELY \$0								c. SIGNATURE										
								d. TITLE Vice President										
								d. DATE (MMDDCCYY) 11042006										
8. PERFORMANCE DATA																		
ITEM	UNIT	CURRENT PERIOD						CUMULATIVE TO DATE						REPROGRAM		AT COMPLETION		
		BUDGETED COST			VARIANCE			BUDGETED COST			VARIANCE			VARIANCE		VARIANCE		
		WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	WORK SCHEDULED	WORK PERFORMED	BUDGETED	ACTUAL	VARIANCE
VIDEO ELEMENT	2	19,044	20,585	19,044	1,541	1,541	19,044	20,585	19,044	1,541	1,541					26,737	26,737	0
Manufacture Prototype	2	21,500	60,645	21,500	39,145	39,145	21,500	60,645	21,500	39,145	39,145					264,102	264,102	0
Assemble Prototype	2	0	0	0	0	0	0	0	0	0	0					119,732	119,732	0
Production Insight	2	20,200	20,200	20,200	0	0	20,200	20,200	20,200	0	0					796,136	796,136	0
9. OVERHEAD																		
COST OF MONEY																		
GENERAL & ADMINISTRATIVE																		
UNDISTRIBUTED BUDGET																		
OVERHEAD Performance Management																		
MANAGEMENT RESERVE																		
TOTAL																		
RECONCILIATION TO CONTRACT BUDGET BASE																		
VARIANCE ADJUSTMENT																		
TOTAL CONTRACT VARIANCE																		

Creating Charts

In this chapter:

[Creating Charts](#)

[Cost Manager Charts Descriptions](#)

[Customizing Charts](#)

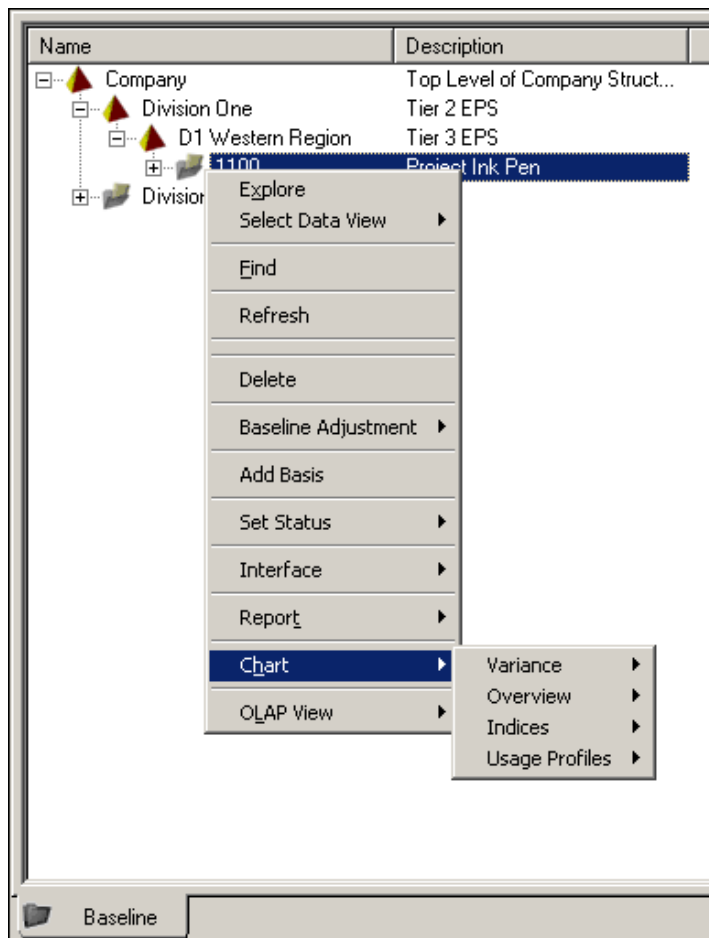
This chapter describes how to create Charts to view selected data through charts and graphs in Cost Manager. It also provides the list of predefined charts and graphs.

Creating Charts

The Charts application allows you to graphically display selected data from the database. Cost Manager provides you pre-defined charts and graphs, which you can modify and customize.

To Start Charts

- 1 In the Project Structure, right-click the Detail Project or Enterprise Summary level.
- 2 Select Charts. Select the desired chart type and name. For detailed instructions on using Charts, refer to the Cost Manager Online Help.



Cost Manager Charts Descriptions










Cost Manager provides the following predefined charts and graphs:

Chart Type	Chart Name	Description
Variance	Bullseye	Displays time phased CV and SV variance information in a matrix graph. Period based CV/SV points are connected using lines.
Variance	CV SV Cumulative	Displays the cumulative cost variance and schedule variance information for each period.
Variance	CV SV Periodic	Displays period based cost variance and schedule variance information for each period.
Variance	CV SV Percent Cumulative	Displays the cumulative CV and SV information as a percent.
Variance	CV SV Percent Periodic	Displays the current CV and SV information as a percent.
Overview	Dashboard	Displays four graphs summarizing project information: CPI/ SPI, SPA, CV/SV (periods), CV/SV (matrix).
Overview	EAC	Displays Estimate At Complete information for each period.
Overview	BAC	Displays budget, performance and actual information for each period.
Overview	Earned Value	Displays Earned Value information for each period.
Overview	EV Periodic Cumulative	Displays cumulative Earned Value information by period.
Indices	CPI SPI Cumulative	Displays the CPI and SPI information for each period.
Indices	CPI SPI Periodic	Displays the CPI and SPI information for each period.
Indices	CPI SPI by WBS	Displays CPI and SPI information for each selected WBS.
Usage Profiles	Head Count Fiscal	Displays the staffing head count for each period based on fiscal hours represented in the calendar.
Usage Profiles	Head Count Realized	Displays the staffing head count for each period based on realized hours as defined in the calendar.
Usage Profiles	Labor	Displays the labor cost for each period.
Usage Profiles	Labor and Non-Labor	Displays the labor and nonlabor cost for each period.
Usage Profiles	Non-Labor	Displays the nonlabor cost for each period.

Customizing Charts

The Reporting Toolbar provides several options to manipulate and extract information from Cost Manager.

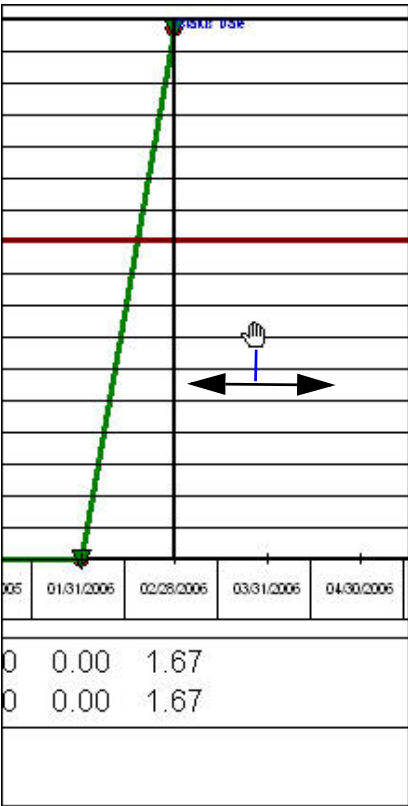
Report Toolbar Descriptions

	Save — Allows the user to Save the current view for future uses.
	Print Options — Provides various layout and printing options such as Fit to Page, Page Layout, and Print.
	Export to File — Launches a Save As prompt to export Reports or Charts to various file formats: JPeg (*.jpg), Enhanced Windows Meta File (*.emf), TIFF Format (*.tif), Windows Bitmap Format (*.bmp), PNG Format (*.png), Comma Separated Value (*.csv), and Excel (*.xls).
	Select Filters — Allows user to Filter by Projects and Detail Tasks.
	Modify Report Parameters — Allows the user to modify Report Parameters. User can select to include or exclude Prime, Overhead, G&a, COM, Fee, or Other Burden Cost Values.
	Modify Display Parameters — Allows the user to Edit Options regarding appearance and size for various display items.
	Zoom In — Magnify screen view.
	Zoom Out — Reduce screen view.
	About — About Report/Charts menu.

To Select a Date Range Most charts display information over time. The x-axis or horizontal axis displays the day, week, month and year information. The y-axis or vertical axis displays the quantity, such as hours or dollars, for a given time period.

To Move the Dates by Scrolling

- 1 The cursor is displayed as a hand.
- 2 Press the left mouse button and drag either right or left until you arrive to the desired display date.



Creating Web-based Reports and Charts

In this chapter:

[Cost Manager Web Access](#)

[Starting Cost Manager Web Access](#)

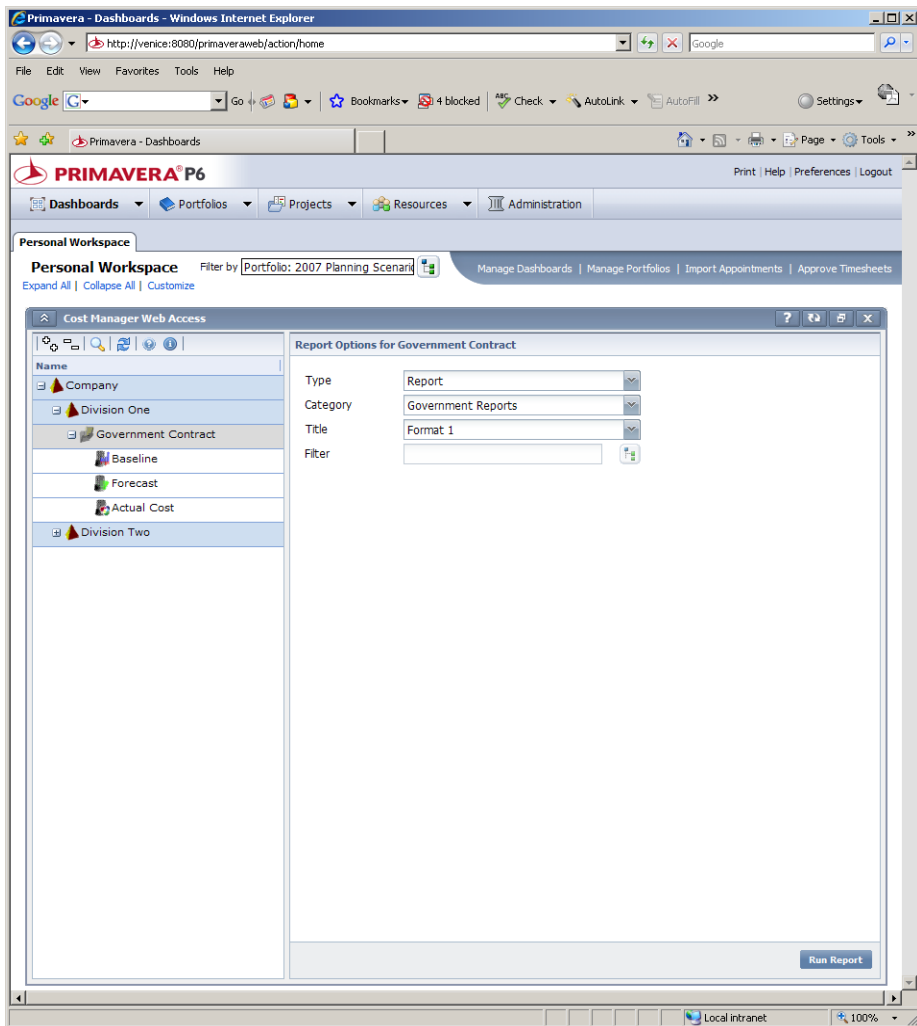
[Generating Web-based Charts and Reports](#)

This chapter describes how to use Cost Manager Web Access to generate Web-based reports and charts.

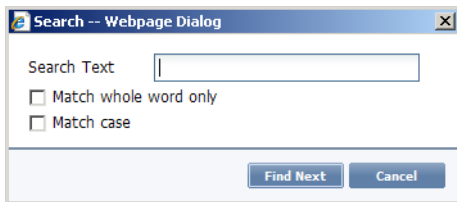
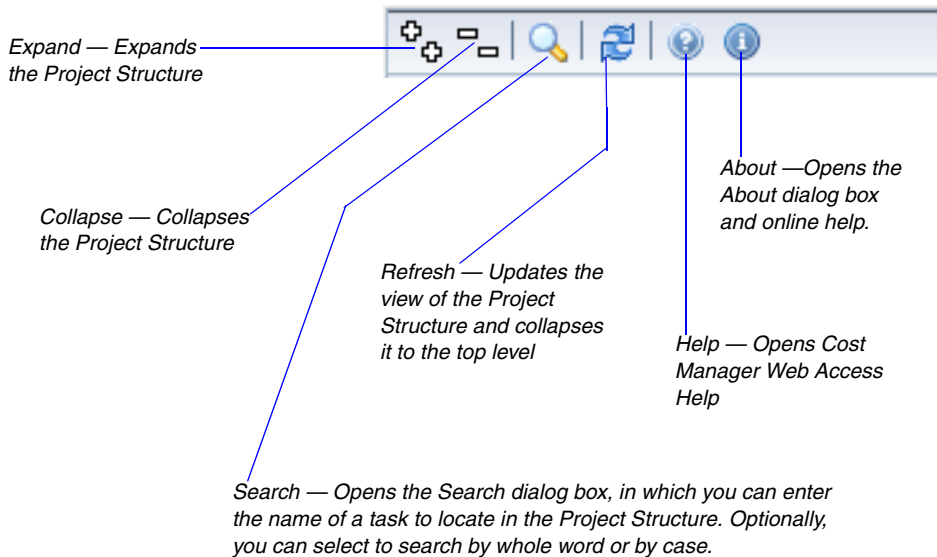
Cost Manager Web Access

Cost Manager Web Access provides the Web-based generation of reports and charts to share with and present to your local and remote teams over the Web, or to print and distribute. Using Cost Manager Web Access you can generate:

- Reports and charts for enterprise level tasks in your Project Structure
- Reports for project bases
- Charts for selected tasks in your Work Breakdown Structure (WBS)



Cost Manager Web Access Toolbar Icons in the Cost Manager Web Access tool bar provide a means for navigating the Project Structure.



Starting Cost Manager Web Access

Cost Manager Web Access is available for use within a Primavera P6 Web Access custom portlet or as a standalone application.

To Start Cost Manager Web Access from a Custom Portlet

You can start Cost Manager Web Access from a Primavera P6 Web Access custom portlet, which is configured for you by your system administrator of your Primavera and Cost Manager installations.

For information about accessing your Cost Manager Web Access custom portlet, refer to the Primavera P6 Web Access help topic, *Custom Portlet*.

To Start Cost Manager Web Access as a Standalone Application From Microsoft Office:

In your Web browser, enter the URL of your Cost Manager application, for example:

`http://localhost/CostManagerWebAccess`

Generating Web-based Charts and Reports

To Generate a Web-based Report for an Enterprise-Level Task

- 1 Expand the Project Structure to the enterprise-level task for which to generate a report.
Or, in the toolbar:
 - a) Click Search.
 - b) In the Text field of the Search box, enter the name of the task to find.
 - c) Press OK. The task is selected in the Project Structure.
- 2 In the Type field, select Report.
The Report option generates a report, a collection of data organized into fields related to the selected task.
- 3 In the Category field, select the category of the report.
- 4 In the Title field, select the title of the report.
- 5 Click Run Report. The report is displayed in a separate browser window.

To Generate a Web-based Chart for an Enterprise-Level Task

- 1 Expand the Project Structure to the enterprise-level task for which to generate a chart.
Or, in the toolbar:
 - a) Click Search.
 - b) In the Text field of the Search box, enter the name of the task to find.
 - c) Press OK. The task is selected in the Project Structure.
- 2 In the Type field, select Chart.
The Chart option generates a pie, bar, Gantt or other type of chart or a graph of data related to the selected task.
- 3 In the Category field, select the category of the chart.
- 4 In the Title field, select the title of the chart.
- 5 Click Run Report. The chart is displayed in a separate browser.

To Generate a Report for a Project Basis

- 1 Expand the Project Structure to the basis for which to generate a report.

Or, in the toolbar:

- a) Click Search.
 - b) In the Text field of the Search dialog box, enter the name of the basis to find.
 - c) Press OK. The basis is selected in the Project Structure.
- 2 In the Type field, select Report.


The Report option generates a report, a collection of data organized into fields related to the selected basis.
 - 3 In the Title field, select the title of the report.
 - 4 Click Run Report. The report is displayed in a separate browser.

To Generate Charts of Project-Level Data for WBS Tasks You can filter the WBS to generate charts that present the data of specific tasks.

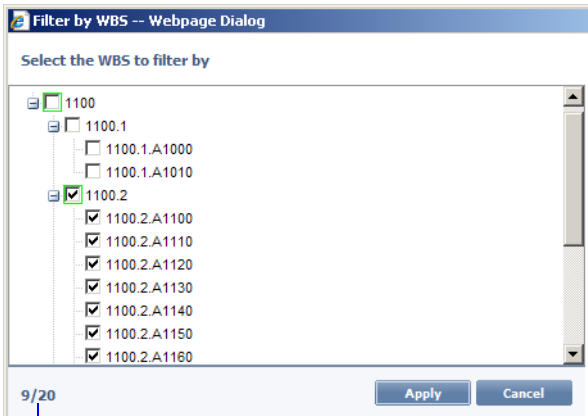
1 Select the type of chart to generate:

- a) In the Type field, select Chart.
- b) In the Category field, select the category of chart to generate.
- c) In the Title field, select the title of the chart.

2 Filter the WBS task for which to generate the chart:

- a) Click the Select WBS button.  The WBS is displayed.
- b) In the Filter dialog box, select the WBS tasks from which to derive data for the chart.

Selected tasks display a check mark in the check box. Check boxes of tasks selected supply data for the reports are highlighted in green.



The numeric indicator shows that out of a total of 20 objects in the project structure, 9 are selected to provide data for the chart.

c) Click Apply.

- 3 Click Run Report. The baseline report is displayed in a separate browser.



The time it takes to process and display the WBS correlates with the number of levels and objects in the WBS hierarchy.

Report Options Field Definitions

Field	Description
Type	Provides options for selecting a chart or a report. Only reports can be created for a selected basis.
Category	Provides options for different categories of reports. The selections that are displayed in the pull-down menu vary depending on the part of the Project Structure you select. Category options vary for the level you select in the Project Structure.
Title	Provides titles for the categories of charts you can create. The selections that are displayed in the pull-down menu vary depending on the part of the Project Structure you select.
Filter	Allows you to filter and generate charts for specific WBS tasks.

Cost Manager Appendices

In this part:

Appendix A: Workflows for Using Cost Manager

Appendix B: Using Import Templates

***P*art 4** provides an appendix of information for reference purposes.

Read [Appendix A: Workflows for Using Cost Manager](#) for examples of possible high-level workflows using Cost Manager.

Read [Appendix B: Using Import Templates](#) for information about suggested spreadsheet formats from which you can develop customized templates for ease in importing data into Cost Manager.

Appendix A: Workflows for Using Cost Manager

In this appendix:

Example: Defining the Fiscal Calendar and Rate Structures

Example: Setting an Escalation Factor for a Rate

Example: Setting Rates for Apportioned Resources

Example: Building the WBS in the Enterprise Project Structure

Example: Setting the Baseline Budget

Example: Adjusting Forecast and Baseline Bases

Example: Weekly Earned Value Management Process

Example: Managing Multiple Baselines

Example: Monitoring with Thresholds and Issues

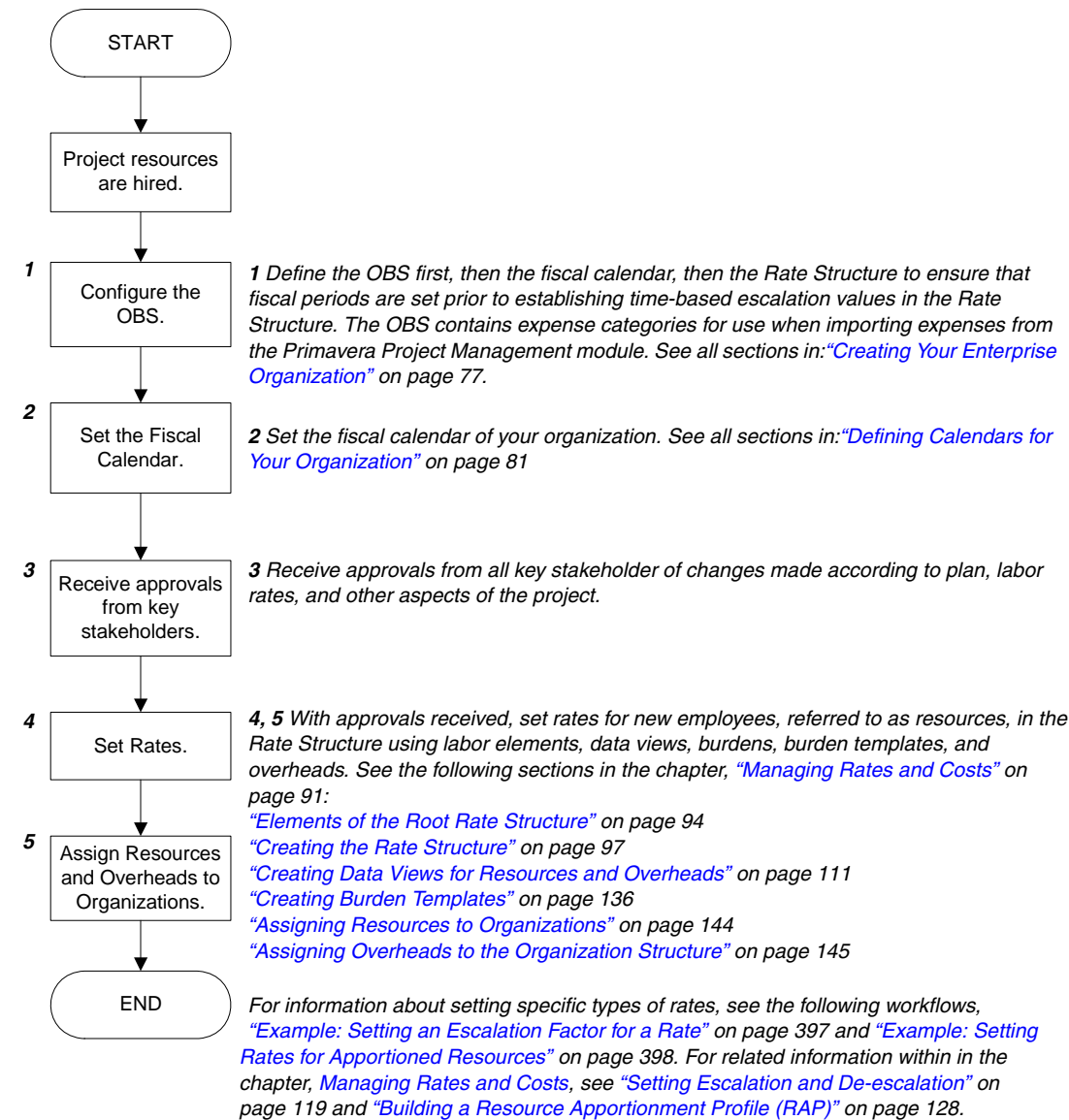
Example: Grouping Objects with Codes

Example: Using Pivoted Views of Data

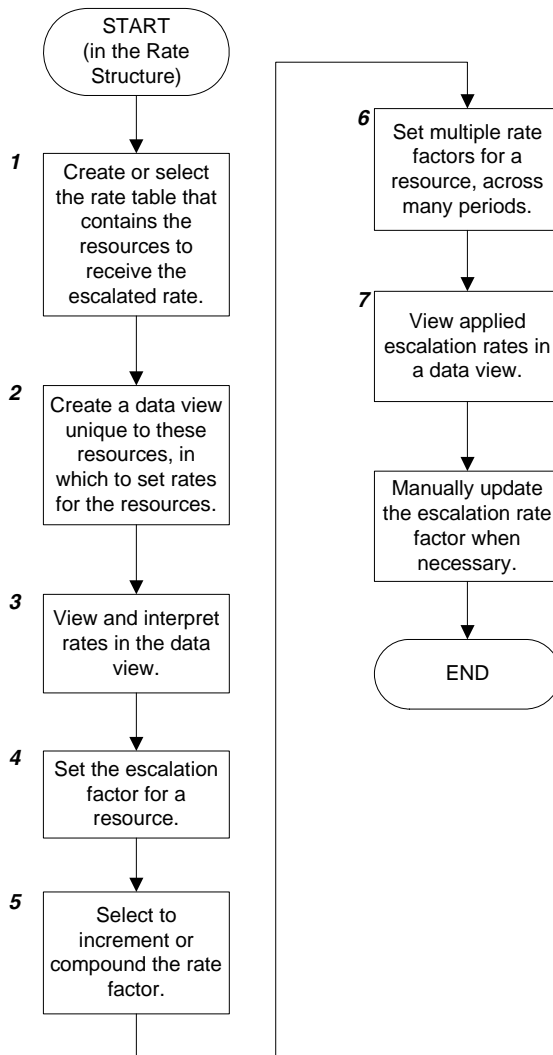
Example: Charting and Reporting

The following workflows provide an example of the tasks you can complete with Cost Manager during different phases of the project lifecycle.

Example: Defining the Fiscal Calendar and Rate Structures



Example: Setting an Escalation Factor for a Rate



1 For information, see [“To Create a Rate Table”](#) on page 109 or [“To Add a Rate Table”](#) on page 110.

2 See [“To Create a Data View of Rates”](#) on page 113.

3 See [“To View a Data View”](#) on page 115 and [“To Interpret the Data View”](#) on page 117.

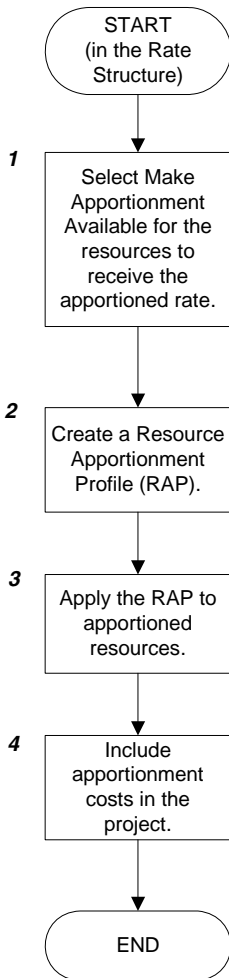
4 See [“To Set an Escalation Rate Factor”](#) on page 120.

5 See [“To Compound a Rate Factor”](#) on page 122 and [“To Increment a Rate Factor”](#) on page 123.

6 See [“To Create Multiple Rate Factors”](#) on page 122.

7 See [“To Manually Update Escalation or De-escalation Factors in a Data View”](#) on page 126 and [“To Manually Update Base Rate Values in a Data View”](#) on page 127.

Example: Setting Rates for Apportioned Resources

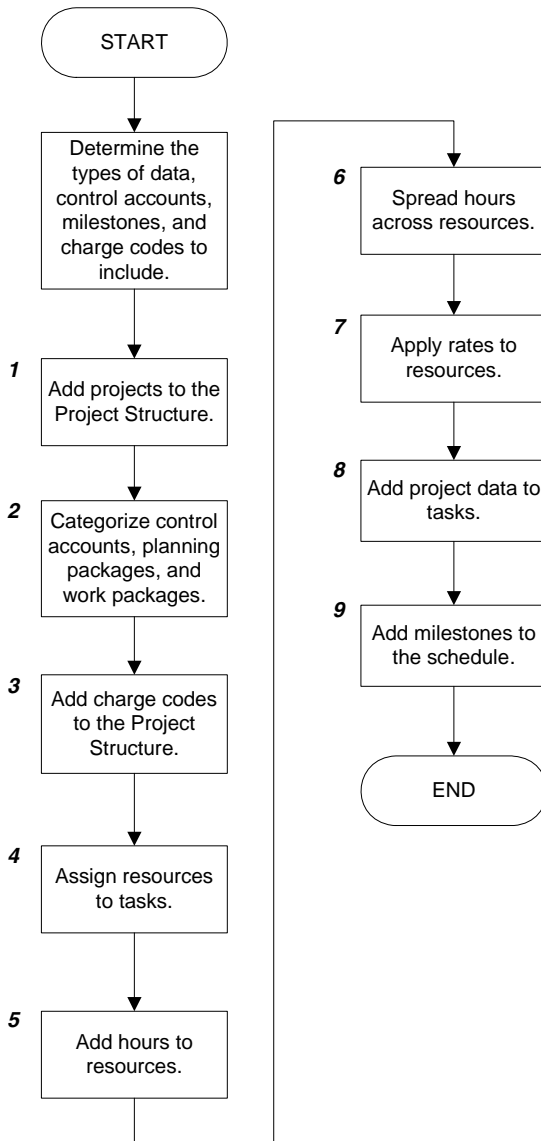


1 For information, see *"To Make Apportionment Available for a Resource"* on page 129.

2, 3 See *"To Create and Apply the RAP"* on page 130.

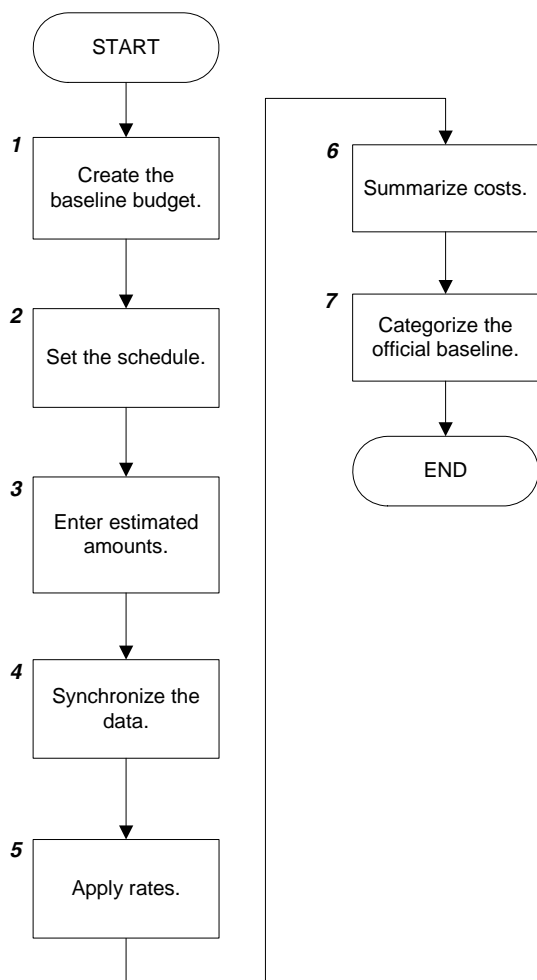
4 See *"To Include Apportionment Costs in the Project"* on page 134.

Example: Building the WBS in the Enterprise Project Structure



- 1 For information, see ["To Create the WBS in the Project Structure"](#) on page 163, ["To Create the Baseline"](#) on page 164, and ["To Add Summary Tasks to the Baseline"](#) on page 165.
- 2 See ["To Categorize Control Accounts, Planning Packages and Work Packages"](#) on page 166.
- 3 See ["To Add Charge Codes to the WBS"](#) on page 167 and ["To Assign a Charge Code to a Task"](#) on page 168.
- 4 See ["To Assign a Resource to a Task"](#) on page 169.
- 5 See ["To Add Hours to a Resource"](#) on page 170.
- 6 See ["To Spread Hours Across Resources"](#) on page 171.
- 7 See ["To Apply Rates to Resources"](#) on page 172.
- 8 See ["To Add Project Data to Tasks"](#) on page 175.
- 9 See ["To Add Milestones to the Schedule"](#) on page 176.

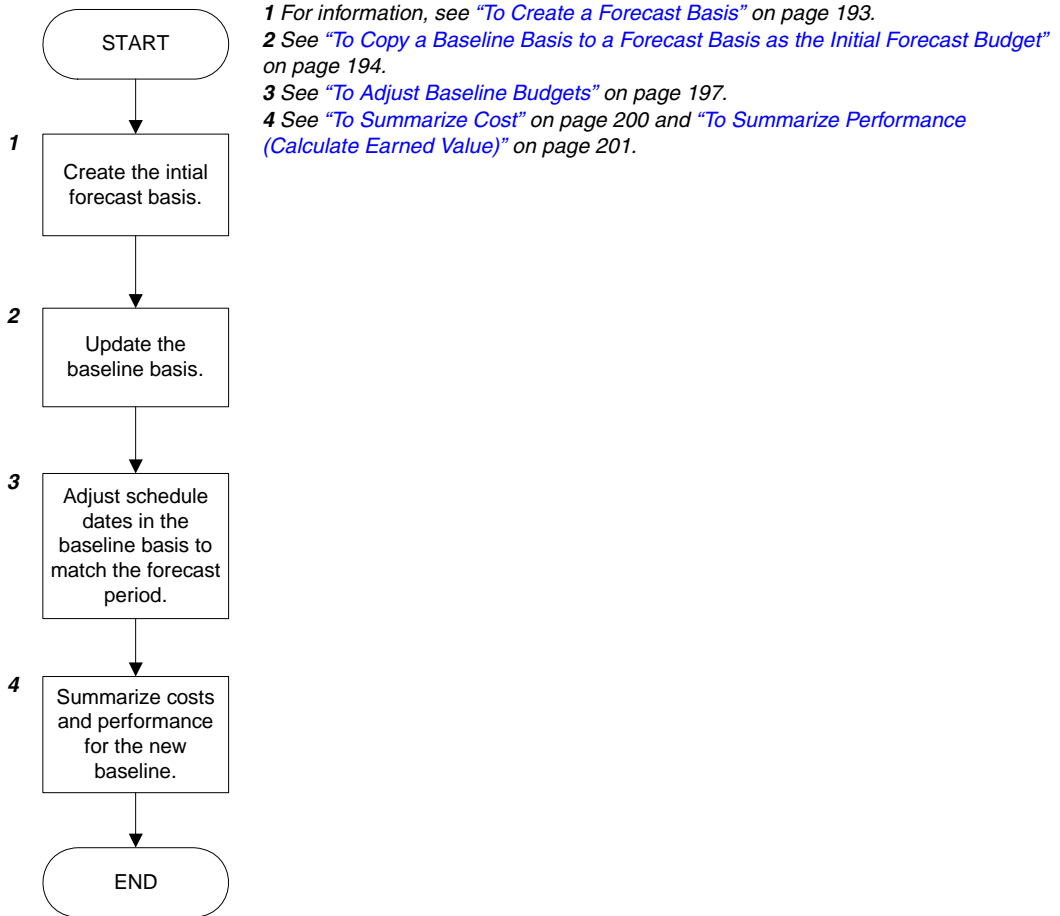
Example: Setting the Baseline Budget



1 For information, see [“To Create the Baseline Budget”](#) on page 178.

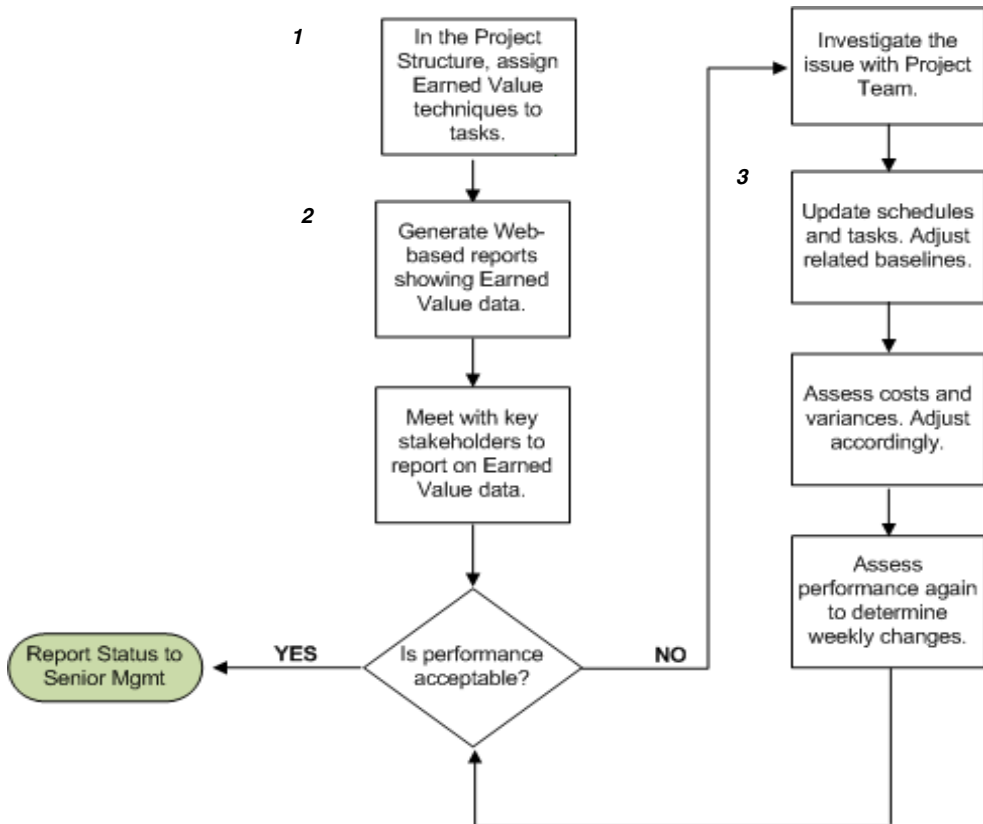
2-7 See [“To Set the Schedule and Baseline Costs for Resources”](#) on page 180.

Example: Adjusting Forecast and Baseline Bases



Example: Weekly Earned Value Management Process

On a weekly basis, calculate the earned value of your projects to determine schedule and cost performance. Coordinate with your Project Team to determine changes to improve schedule performance. Coordinate with your key stakeholders to determine changes to improve cost performance.



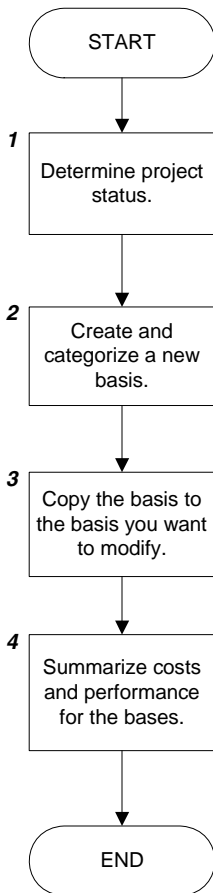
1 For information about assigning earned value techniques, see [“Using Earned Value Techniques”](#) on page 184.

2 For information about generating Web-based reports, see [“Generating Web-based Charts and Reports”](#) on page 389.

3 For information about updating schedules, see [“Setting the Baseline Budget and Schedule Dates”](#) on page 177.

For information about adjusting baselines, see [“Adjusting Baselines”](#) on page 195. Also, see [“Summarizing Cost and Performance”](#) on page 200.

Example: Managing Multiple Baselines



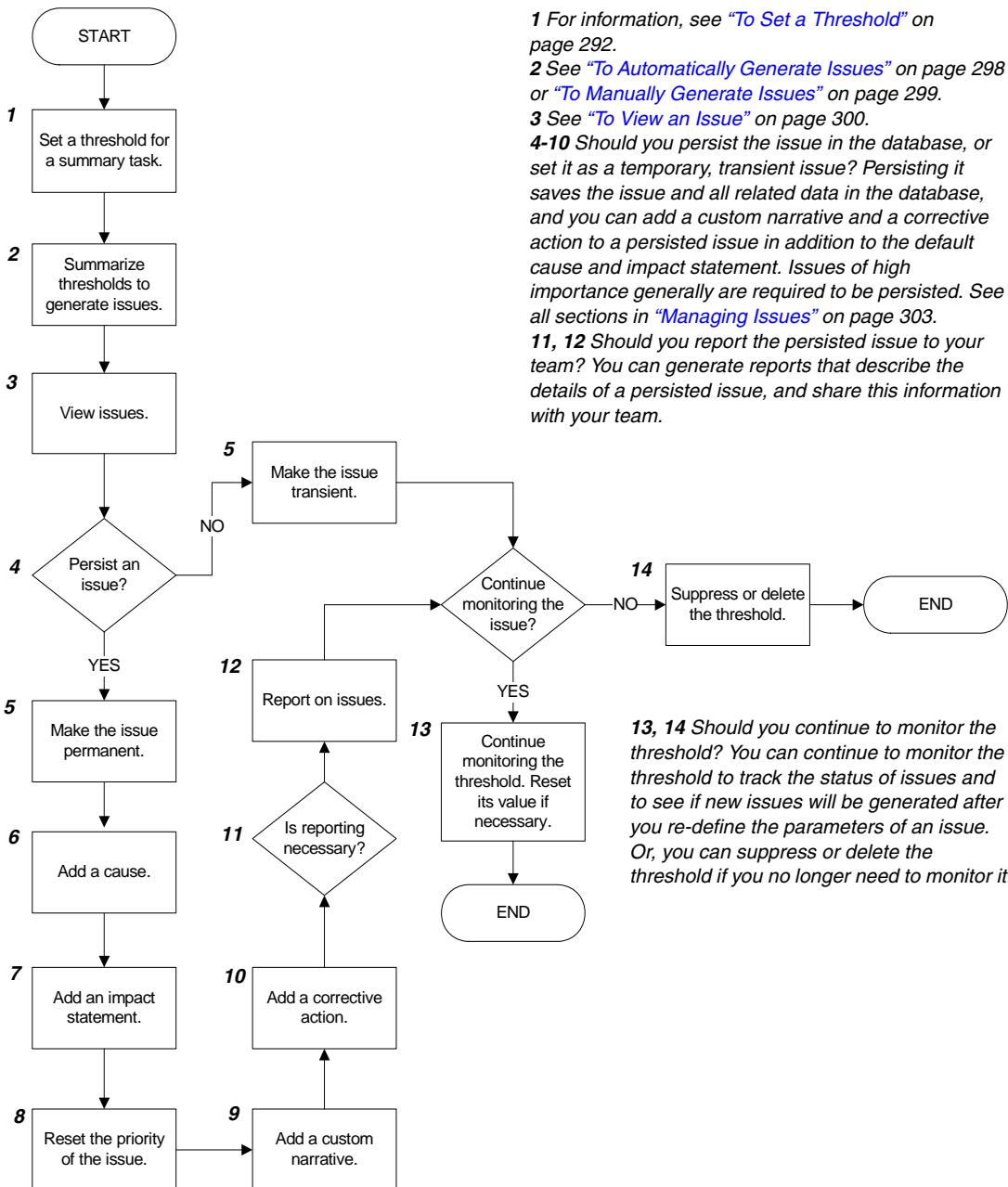
1 For information, see *"To Determine the Status of a Project"* on page 280 and *"To Set Up a Baseline Adjustment"* on page 281.

2 See *"To Create and Categorize a New Basis"* on page 282.

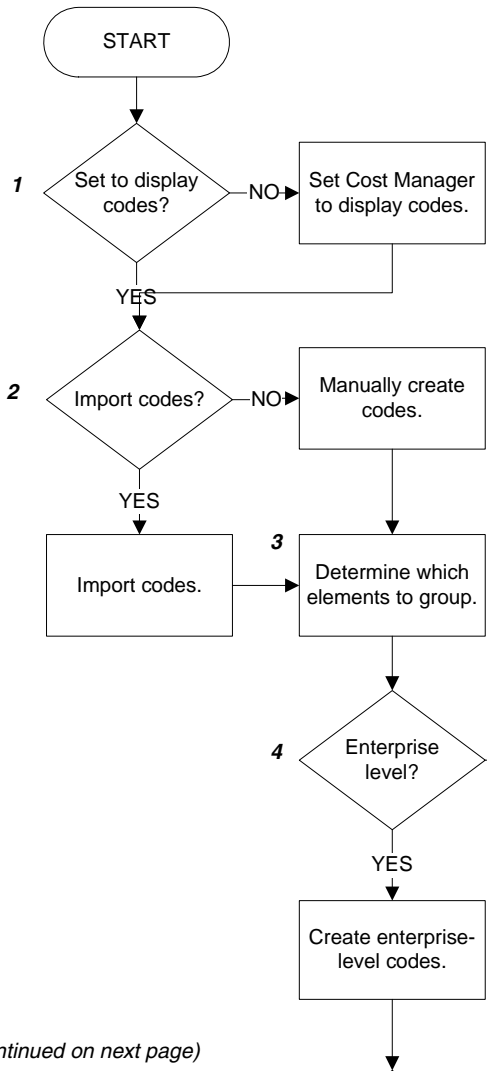
3 See *"To Copy a Basis"* on page 283.

4 See *"To Summarize Cost"* on page 200 and *"To Summarize Performance (Calculate Earned Value)"* on page 201.

Example: Monitoring with Thresholds and Issues



Example: Grouping Objects with Codes



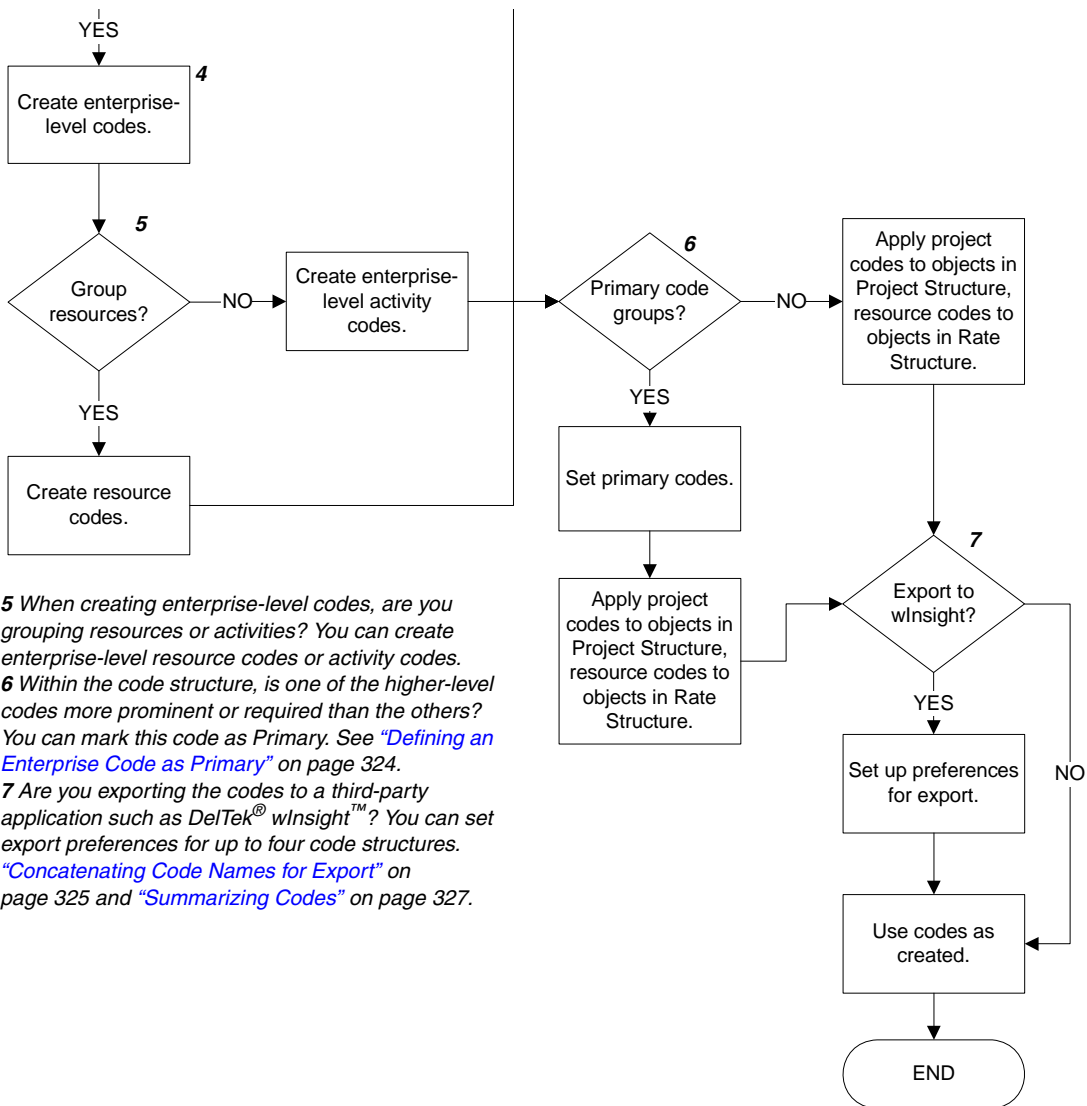
1 Is Cost Manager set to display codes? The setting for displaying codes is located in the General tab of the Preferences Browser. For information, see [“Setting Cost Manager to Display Codes”](#) on page 319.

2 Do you import codes from Primavera Project Management? If so, you can import codes. See [“Importing Codes”](#) on page 318. Otherwise, you can create codes manually.

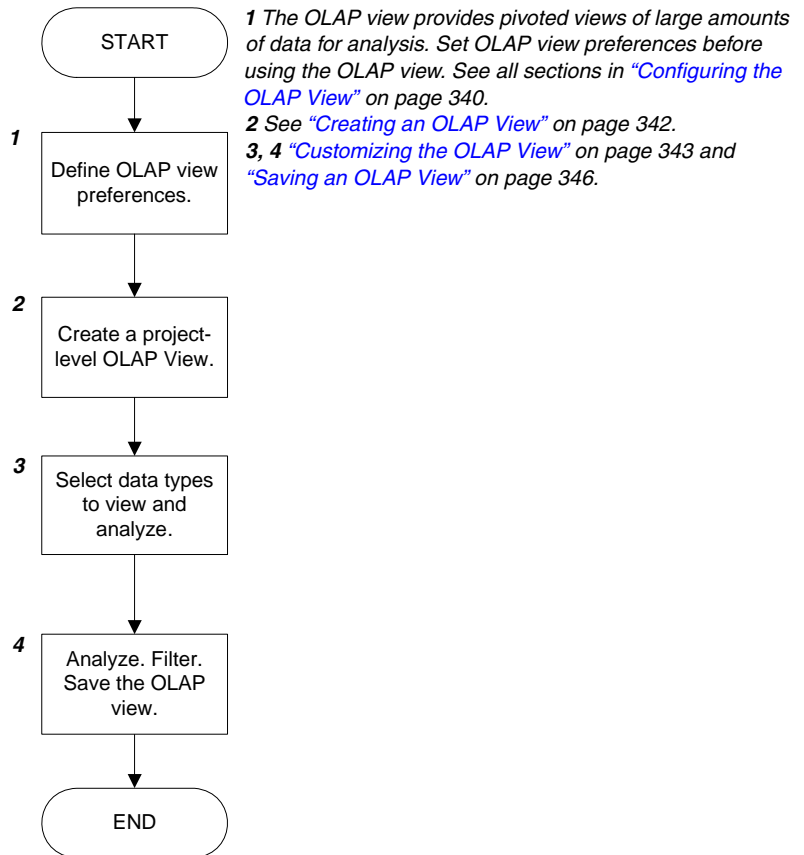
3 Viewing your current projects, determine which objects to group, for example, group sub-tasks of a higher-level activity, or group resources who work on the same project in different locations. For information, see all sections in [“Categorizing Projects, Resources, and Rates”](#) on page 316.

4 Do the objects you want to group apply to the highest view of your project or multiple projects across the enterprise? For example, a compliance activity may be required across many projects, and can be represented by an enterprise project code, or you can group a set of apportioned resources with an enterprise resource code. See [“Creating Codes in the Rate Structure”](#) on page 320 and [“Creating Codes in the Project Structure”](#) on page 322.

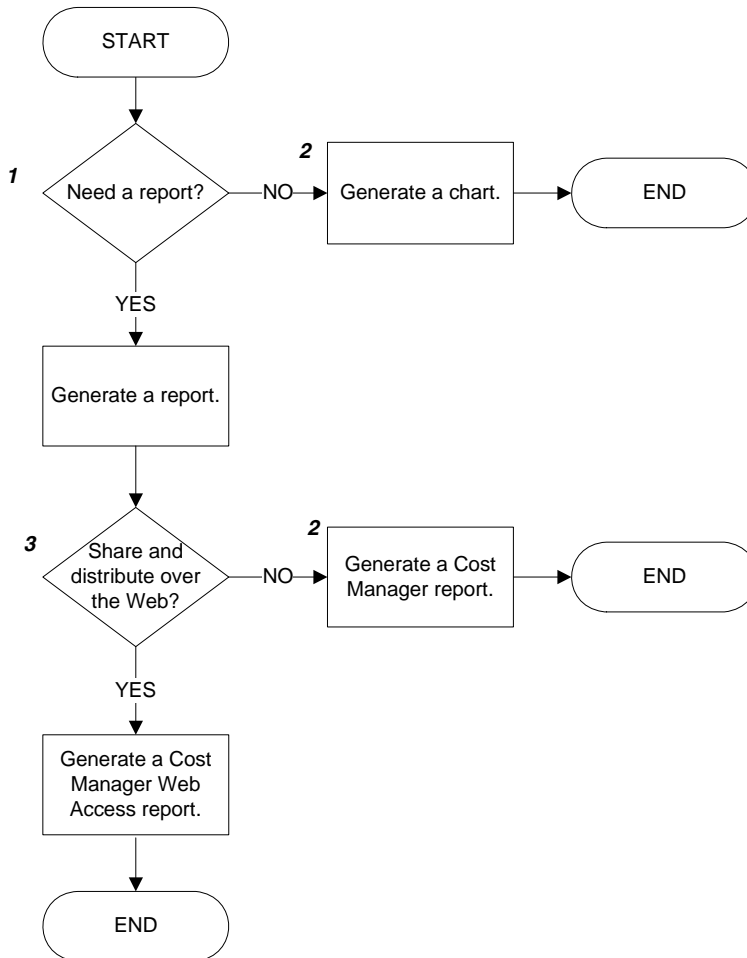
(Continued on next page)



Example: Using Pivoted Views of Data



Example: Charting and Reporting



1, 2 Do you want to create a chart or a report? Cost Manager provides separate charting and reporting capabilities.

For information about creating charts, see the chapter, [“Creating Charts”](#) on page 379.

For information about creating reports, see the chapter, [“Creating Reports”](#) on page 347.

3 Do you want to create a Web-based report to share over the Web? Use Cost Manager Web Access to create a Web-based report to share and distribute over the Internet, or use a Cost Manager report to print and distribute in email. For information about creating Web-based reports, see the chapter [“Creating Web-based Reports and Charts”](#) on page 385.

Appendix B: Using Import Templates

In this appendix:

[Resource with Base Rates](#)
[Resource Escalation by Period](#)
[Project Charge Codes \(by Control Account\)](#)
[Project Charge Codes \(by Detail Task\)](#)
[Project Earned Value Methods](#)
[Budget by Resource](#)
[Project Actual or Commitment Cost](#)

Cost Manager provides Import Templates that allow you to import spreadsheet data from external sources. The first row in the spreadsheet is the column heading. The titles of these column headings should be easily mappable by matching source to destination nomenclature. Import Templates are available both for Rate Structure and Project Structure objects.

Import Templates are available with mapping instructions for the following data elements:

- Resource with Base Rates
- Resource Escalation by Period
- Project Charge Codes by Control Account
- Project Charge Codes by Detail Task
- Project Earned Value Methods
- Project Budget by Resource
- Actual or Commitment Cost by Project

Resource with Base Rates

Resource import spreadsheet format – sample data

Rate Table	Rated Item	Rate	Description	Element Type	Burden Type
Contract A Rates	BA1	35.2	Business Analyst	Labor	
	40LOH	.095	Bus Dev OH	Labor	
	MAT	1	General Materials	Material	
	00MOH	.3	Material OH	Material	
	JMC	1	Jones Management Company	Subs	
	00SOH	.3	Subs Overhead	Subs	
	PRT	1	Misc Parts	Other	
	00OtOH	.5	Other OH	Other	
	GenAdmin	.2	General & Admin		G&A
	Fee10	.10	Fee at 10%		Fee
	Fee15	.15	Fee at 15%		Fee

Mapping instructions for resource import with rates

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Rate Table	Rate Table	Name of Rate Table to Import Into
Rated Item	Rated Item	Resource, Overhead or Burden Name
Rate	Rate	Resource, Overhead or Burden Rate
Description	Description	Resource, Overhead or Burden Description
Element Type	Element Type	Resource or Overhead Category
Burden Type	Burden Type	Burden Category

Resource Escalation by Period

Resource escalation import format - sample data

Rate Table	Rated Item	Rate	Period	Year	Element Type	Burden Type
Contract A Rates	AD1	20.00			Labor	Resource
Contract A Rates	AD1	20.80	1	2006	Labor	Resource
Contract A Rates	AD1	20.80	2	2006	Labor	Resource
Contract A Rates	AD1	20.80	3	2006	Labor	Resource
Contract A Rates	AD1	20.80	4	2006	Labor	Resource
Contract A Rates	AD1	20.80	5	2006	Labor	Resource
Contract A Rates	AD1	20.80	6	2006	Labor	Resource
Contract A Rates	AD1	20.80	7	2006	Labor	Resource
Contract A Rates	AD1	20.80	8	2006	Labor	Resource
Contract A Rates	AD1	20.80	9	2006	Labor	Resource
Contract A Rates	AD1	20.80	10	2006	Labor	Resource
Contract A Rates	AD1	20.80	11	2006	Labor	Resource
Contract A Rates	AD1	20.80	12	2006	Labor	Resource

Mapping instructions for resource escalation import

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Rate Table	Rate Table	Name of Rate Table to Import Into
Rated Item	Rated Item	Resource, Overhead or Burden Name
Rate	Rate	Escalation Factor
Period	Period	Fiscal Period
Year	Year	Fiscal Year
Element Type	Element Type	Resource or Overhead Category
Burden Type	Burden Type	Burden Category

Project Charge Codes (by Control Account)

Charge Code import (by Control Account) spreadsheet format – sample data

Project Name	Task Name	Charge Code Name	Charge Code Description
1100	1100.1	1100.0001.1000	User Description
1100	1100.1	1100.0001.1001	User Description
1100	1100.2	1100.0002.1100	User Description
1100	1100.2	1100.0002.1110	User Description
1100	1100.3	1100.0003.1800	User Description
1100	1100.3	1100.0003.1900	User Description

Mapping instructions for Charge Code import at the Control Account level

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Project	Project Code	Name of Project
Task Name	WBS/CA Code	Detail Task or Control Account ID
Charge Code	Charge Code Name 1	Charge Code ID for Task or Control Account
Description	Charge Code Description 1	User Defined Charge Code ID Description

Project Charge Codes (by Detail Task)

Charge Code import (by Detail Task) spreadsheet format – sample data

Project Name	Task Name	Charge Code Name	Charge Code Description
1200	1200.1.A1000	1100.001.1000	User Description
1200	1200.1.A1010	1100.002.1000	User Description
1200	1200.2.A1100	1100.003.1000	User Description
1200	1200.3.A1200	1100.004.1000	User Description
1200	1200.4.A1300	1100.005.1000	User Description
1200	1200.5.A1400	1100.006.1000	User Description

Mapping instructions for Charge Code import at the Detail Task level

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Project	Project Code	Name of Project
Task Name	WBS/CA Code	Detail Task or Control Account ID
Charge Code	Charge Code Name 1	Charge Code ID for Task or Control Account
Description	Charge Code Description 1	User Defined Charge Code ID Description

Project Earned Value Methods

Earned Value method import spreadsheet format – sample data

Project Name	Task Name	Percent Start Technique	Percent Complete Technique
1100	1100.1.A1010	1	1
1100	1100.2.A1100	.2	.8
1100	1100.2.A1110	.2	.8
1100	1100.2.A1120	.25	.75
1100	1100.2.A1130	.2	.8
1100	1100.2.A1140	.5	.5
1100	1100.2.A1150	0	1
1100	1100.2.A1160	.40	.60
1100	1100.2.A1170	.2	.8
1100	1100.4.A1250	0	0

Mapping instructions for Earned Value methods import

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Project Name	Project Name	Project ID
Task Name	Task Name	Task ID
Percent Start Technique	Percent Start Technique	This is the earning method assigned to the task at the start of activity
Percent Complete Technique	Percent Complete Technique	This is the earning method assigned to the task at the end of the activity

Cost Manager Earned Value Techniques Coding Schema

Technique	Code (Start)	Code (Complete)
Level of Effort	0	0
Percent Complete	1	1
User Defined Percent = 100	xx	xx

Budget by Resource

Project budget data import format – sample data

Task Name	Organization Code	Resource Name	Year	Period	Period Base Value	Rate Table
1100.1.A1010	101	AD1	2005	10	184	Contract A Rates
1100.1.A1010	101	AD1	2005	11	168	Contract A Rates
1100.1.A1010	101	AD1	2005	12	176	Contract A Rates
1100.1.A1010	101	AD1	2006	1	184	Contract A Rates
1100.1.A1010	101	AD1	2006	2	160	Contract A Rates
1100.1.A1010	101	AD1	2006	3	168	Contract A Rates
1100.1.A1010	101	AD1	2006	4	176	Contract A Rates
1100.1.A1010	101	AD1	2006	5	176	Contract A Rates
1100.1.A1010	101	AD1	2006	6	168	Contract A Rates
1100.1.A1010	101	AD1	2003	7	184	Contract A Rates
1100.1.A1010	101	AD1	2006	8	168	Contract A Rates
1100.1.A1010	101	AD1	2006	9	176	Contract A Rates
1100.1.A1010	101	AD1	2006	10	184	Contract A Rates
1100.1.A1010	101	AD1	2006	11	160	Contract A Rates
1100.1.A1010	101	AD1	2006	12	184	Contract A Rates
1100.1.A1010	101	AD1	2007	1	176	Contract A Rates

1100.1.A1010	101	AD1	2007	2	88	Contract A Rates
1100.1.A1010	101	AD1	2007	3	40	Contract A Rates
1110.1.A1010	201	MAT	2007	12	20000	Contract A Rates
1100.1.A1010	201	TRV	2007	12	10000	Contract A Rates

Mapping instructions for project budget data import

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Task Name	WBS Code	Name or ID of Detail Task
Org Name	Org Code	Name or ID of Organization
Resource Name	Resource Code	Name of ID of Resource
Year	Year	Fiscal Year
Period	Period	Fiscal Period
Period Base Value	Period Base Value	Period Budget Hrs/Units
Rate Table	Rate Table	Valid Rate Table Name

Project Actual or Commitment Cost

Project actual or commitment cost data import spreadsheet
format – sample data

Project Name	Charge Code	Org Code	Res Name	Year	Period	Period Base Value	Period Currency Value	Burden Lvl 2	Burden Lvl 3	Rate Table
1100	1100.001.1000	101	AD1	2002	10	160	8000	8640	3328	Contra ct A Rates
1100	1100.001.1000	101	DS1	2002	10	20	600	648	249.6	Contra ct A Rates
1100	1100.004.1000	101	ME1	2002	11	80	4000	4320	1664	Contra ct A Rates
1100	1100.004.1000	101	SC1	2002	11	160	6400	6912	2662.4	Contra ct A Rates
1100	1100.004.1000	101	SC1	2002	12	160	6400	6784	2636.8	Contra ct A Rates
1100	1100.004.1000	301	TS1	2002	12	152	5320	5639.2	2191.84	Contra ct A Rates
1100	1100.004.3000	101	SC1	2002	12	20	800	848	329.6	Contra ct A Rates

Mapping instructions for actual or commitment data import

Spreadsheet Source Field	Cost Manager Destination Field	Description of Data
Project Name	Project Code	Name or ID of Project
Charge Code	Actual Job Code	Name or ID of Charge Code
Organization Name	Organization Code	Name or ID of Organization
Resource Name	Resource Code	Name or ID of Resource
Period	Period	Fiscal Period of Charge
Year	Year	Fiscal Year of Charge
Period Base Value	Period Base Value	Hours for Period
Period Currency Value	Period Currency Value	Direct Dollars for Period
Burden Level 2	Burden Level 2	Overhead for Direct Charge
Burden Level 3	Burden Level 3	G&A for Direct Charge
Additional Burden level 4-16	Map to appropriate level	Other defined Burdens in Burden Template
Rate Table	Rate Table	Valid Rate Table Name

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