

*rego*University 2017

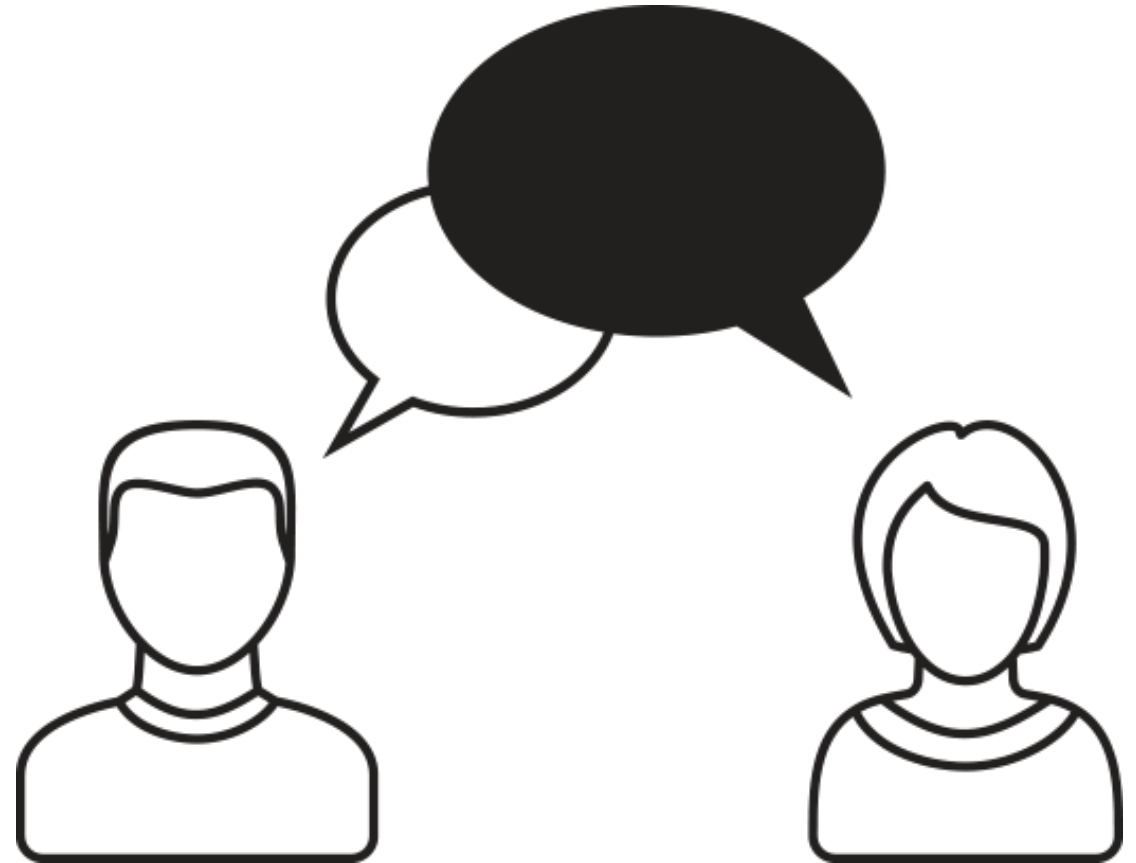
# Financial Management | Best Practices

Your Guides: Sara Garvey, Wes McCoubrie



# Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself



# Agenda

- Questions & Value of Financial Management
- Components & Best Practices
- Common Integrations
- Financial Management Outputs
- Implementation Best Practices

# Starting Questions

## Using Financials?

- How are you using?
- Why did you implement?
- What do you want out of the session?

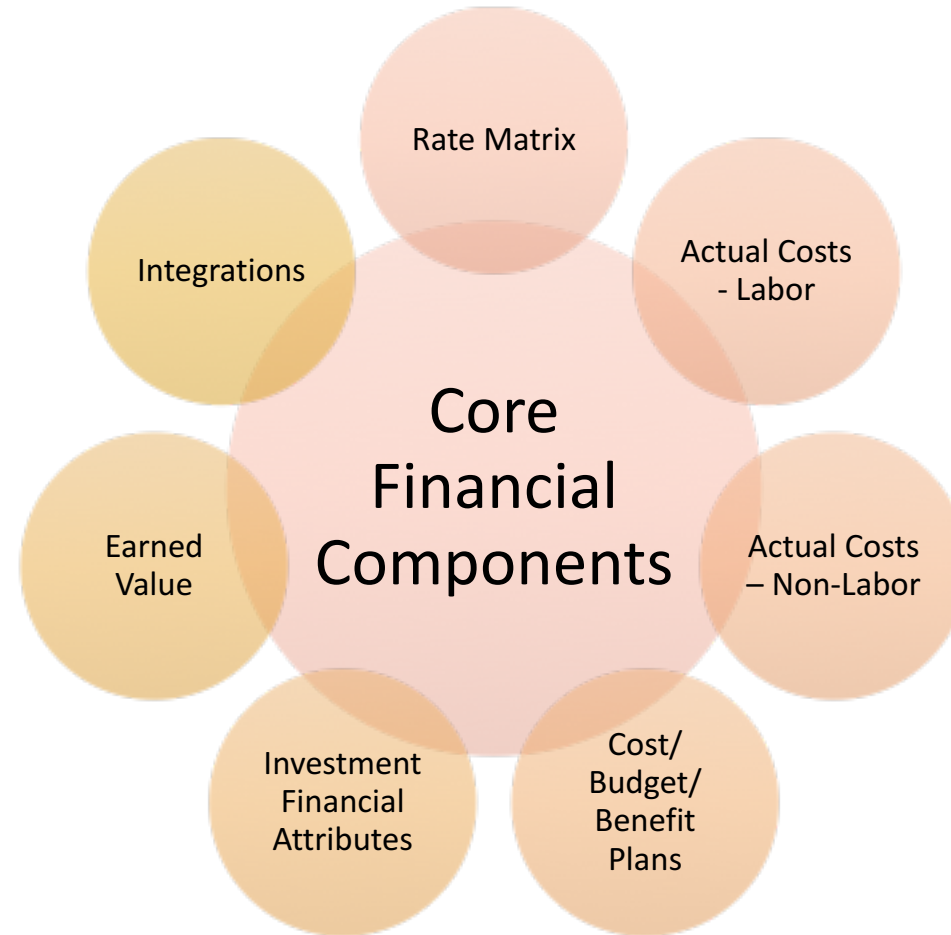
## Not Using Financials?

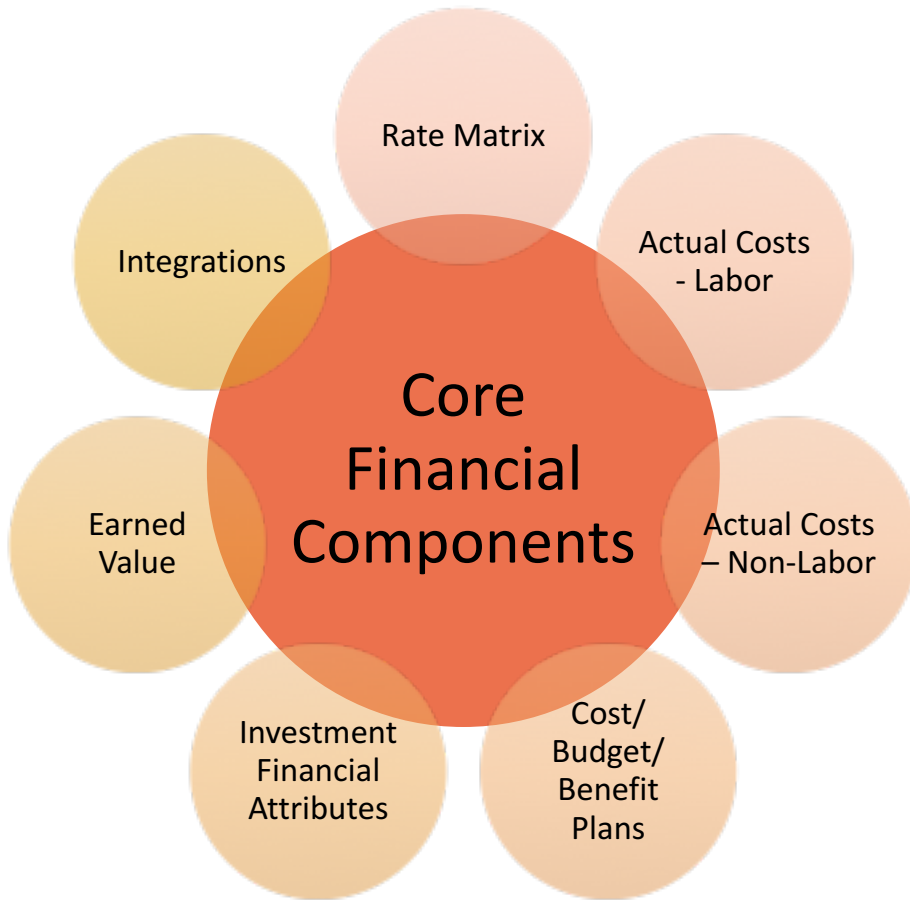
- What are your goals for implementing?
- What do you want out of the session?

# Value of Implementing Financial Management

- Financial Health is a Critical Aspect of Project Management
- Allow the Project Managers to Use One Tool, avoiding multiple Sources for Health of a Project
- Financial Forecasting allows for Robust Strategic Planning
- Financial Reporting has “Gravitas”
  - We were 200 hours under estimate vs. We were \$25,000 under estimate

# Financial Management Components





# Core Financial Components

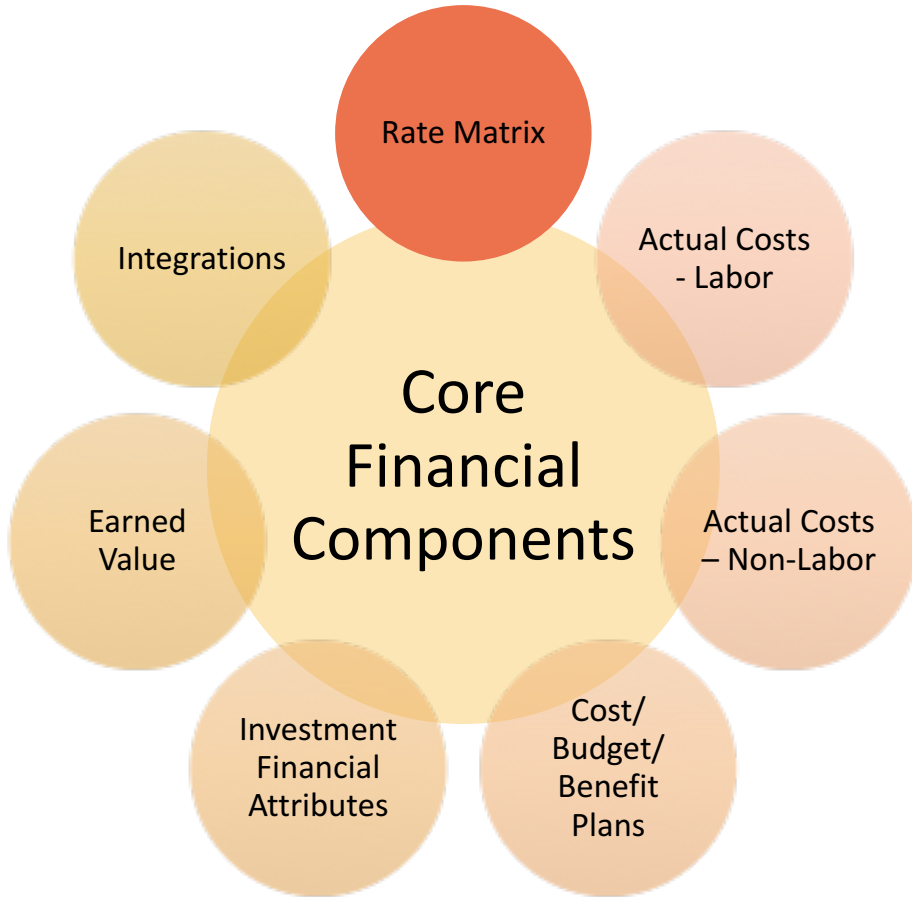
# Core Financial Components

- Financial OBS
  - Department (Object and OBS)
  - Location (Object and OBS) – Linked to a Department
- Fiscal Periods
  - Used within datamart jobs
  - Used on Financial Plans-Cost Plans and Budgets
  - Be Aware – Not in Resource Planning / Portfolios
- Currencies
  - Home & Billing Currency
  - Exchange Rates

## Best Practice

- One Entity if Possible
- Only use Department and Location if needed for rates, otherwise – just one of each





# Rate Matrix

# Overview of the Rate Matrix

### Matrix Properties: Assign Columns

Matrix Name    Default

Assign one or more columns to the matrix, arrange columns in desired order. Only 10 columns could be assigned to the matrix!

Available	Selected
<ul style="list-style-type: none"> <li><b>Charge Code</b></li> <li>Client</li> <li>Client Class</li> <li>Department</li> <li>Entity</li> <li>Input Type Code</li> <li>Investment</li> <li>Investment Class</li> <li>Resource Class</li> <li>Transaction Class</li> </ul>	<ul style="list-style-type: none"> <li>Resource</li> <li>Resource Role</li> <li>Location</li> </ul>

Add →      ← Remove

	From Date -	To Date	Resource	Resource Role	Location	Rate	Standard Cost	Actual Cost
<input type="checkbox"/>	1/1/90	12/31/14	*	*	*	0.00 USD	0.00 USD	0.00 USD
<input type="checkbox"/>	1/1/90	12/31/15	*	csk.developer	India	25.00 USD	25.00 USD	25.00 USD
<input type="checkbox"/>	1/1/90	12/31/20	*	csk.developer	US	50.00 USD	50.00 USD	50.00 USD

### Matrix Row Properties

Matrix Name    Default

From Date    |1/1/1990

To Date        |12/31/2015

Resource        \*                      H

Resource Role   \*                      H

Location        \*                      H

Rate             0.00

Standard Cost   0.00

Actual Cost     0.00

Currency        USD ▼

Cost Plus Code                         H

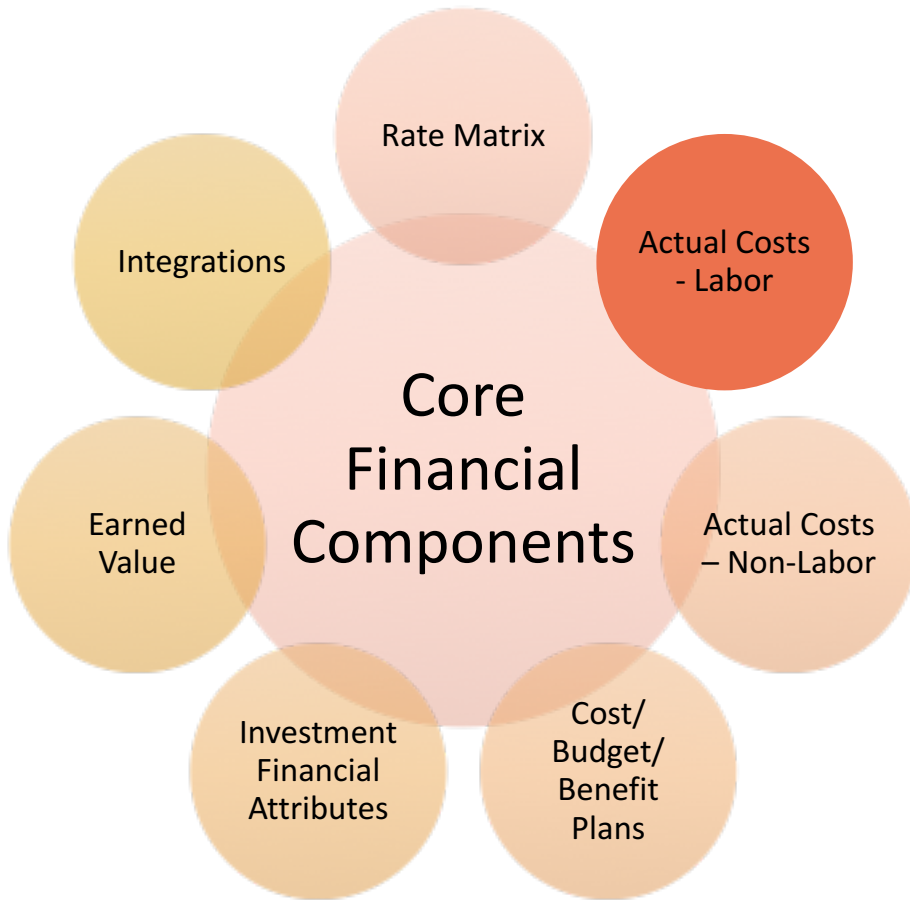
Save and Return      Return

# Calculating Rates

- Define Columns to Derive Rates
  - Exact Rates
  - Aggregate Rates
- Non-Labor
  - \$1 Defaults
- End Dating

## Best Practice

- End Dating-Minimum of current year +1
- Exact Rates for Contractors
- Aggregate Rates for Internal Resources



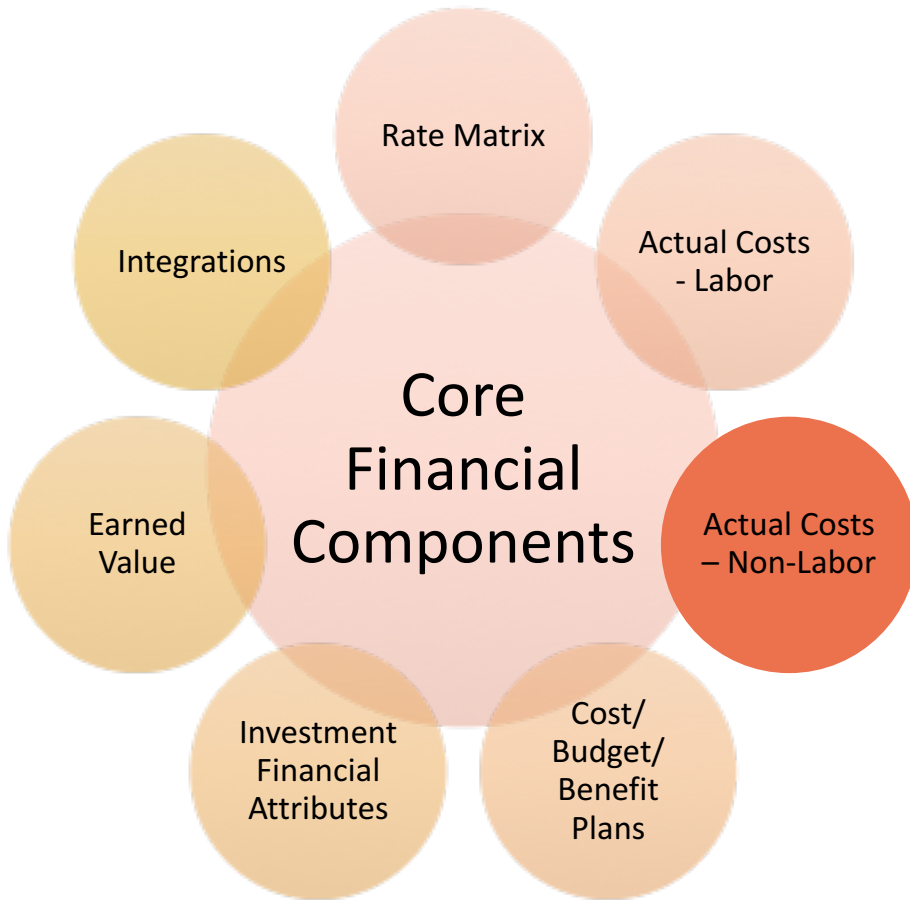
# Actual Costs – Labor

# Actual Labor Costs

- Base Setup
  - Determine Posting Cadence
  - Adjustment Postings?
- Approval Policy
  - Auto-approval? RM? PM?
- Timesheet Adjustment Policy
  - Number of Open Time Periods
- Capitalize More Than 40 Hours?
  - Timesheet smoothing

## Best Practice

- Whatever your posting cadence is, make sure it is communicated - postings modify project dates and financials
- People often rubber stamp approvals – be realistic and keep simple
- Bake overtime into the rate if possible



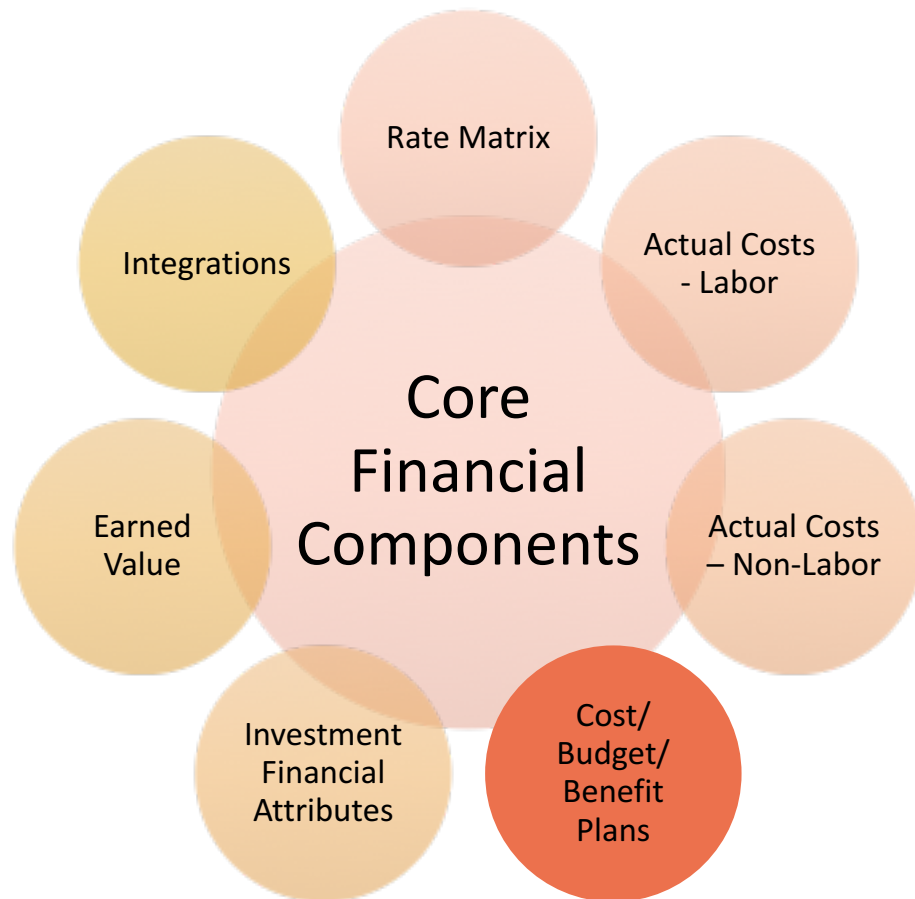
# Actual Costs – Non-Labor

# Actual Non-Labor Costs – Transactions

- In the create entry section on the application side, you:
  - Create a voucher – “expense” or “other”
  - Within the voucher, you can create multiple transactions
  - Create the transaction with date, amounts, and various financial fields
- Run the Jobs
  - Run Post Transactions to Financial, Post to WIP, and Import Fin Actuals
  - Check for invalid transactions, then fix
- Run the investment allocation job

## Best Practice

- Build a better user interface for entering these costs, or build application integration from your financial system of record.



# Cost, Budget and Benefit Plans



# Overview of Financial Plans

- Cost Plans:
  - Time scaled view of the forecasted cost of the investment, but it will also show the actual costs as they are incurred. Forecast can be grouped by financial fields like resource class, cost type, transaction class, etc.
- Budget Plans:
  - A cost plan becomes a budget plan when approved - the “baseline” for financials
- Benefit Plans:
  - Time scaled view of the forecasted and realized benefits of the investment. Benefits are listed individually, but categorized into type

# Financial Plans - Cost

- How to Create a Cost Plan
  - Manual
  - New From Investment Team
  - New from Task Assignments
- Can Choose the Classes Used For Grouping
- Actual costs will display in the cost plan

## Best Practice

- Set Cost Plan Update Policy
- Pick a method for how cost plans are to be created.
- Default Cost Plans to show key financial metrics

	Cost Type ▲	Transaction Class	Planned	Actual	Variance		◀	
							Jan 1, 2014-Jan 31, 2014	Feb 1, 2014-Feb 28, 2014
<input type="checkbox"/>	Capital	Hardware	40,000.00		40,000.00	Planned	0	40,000
						Actual		
						Variance	0	40,000
<input type="checkbox"/>	Capital	Labor	473,600.00	4,000.00	469,600.00	Planned	2,400	92,700
						Actual	0	4,000
						Variance	2,400	88,700
<input type="checkbox"/>	Capital	Software	60,000.00		60,000.00	Planned	0	60,000
						Actual		
						Variance	0	60,000
<input type="checkbox"/>	Operating	Hardware	38,000.00	28,000.00	10,000.00	Planned	0	38,000
						Actual	0	28,000
						Variance	0	10,000
<input type="checkbox"/>	Operating	Labor	2,485,600.00		2,485,600.00	Planned	9,600	204,309
						Actual		
						Variance	9,600	204,309
<input type="checkbox"/>	Operating	Software	12,000.00		12,000.00	Planned	0	12,000
						Actual		
						Variance	0	12,000
<b>Planned</b>			<b>3,109,200.00</b>				<b>12,000</b>	<b>447,009</b>
<b>Actual</b>				<b>32,000.00</b>			<b>0</b>	<b>32,000</b>
<b>Variance</b>					<b>3,077,200.00</b>		<b>12,000</b>	<b>415,009</b>

# Financial Plans - Budget

- How to Create a Budget Plan
  - Submit a Cost Plan for Approval, then Approve
- Same structure and view as a cost plan – a saved/static version = “Financial Baseline”

## Best Practice

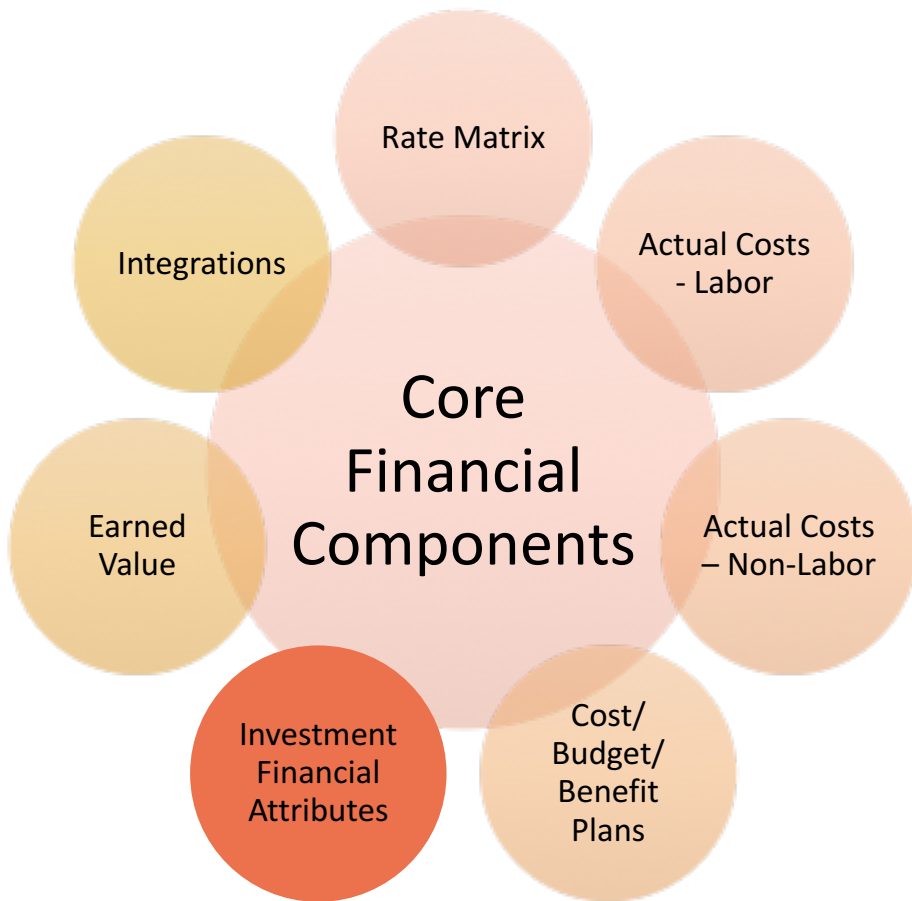
- Align Budget and Baseline processes
- Control Budget Plan rights or have an approval workflow

# Financial Plans - Benefit

- How to Create a Benefit Plan
  - Manual
  - Link to Cost Plan
- The Benefit Plan Has Type and Subtype
- The Benefit Plan Is Not an Aggregation – It Contains Detailed Lines
- The Benefit Plan Can Have Realized Benefits

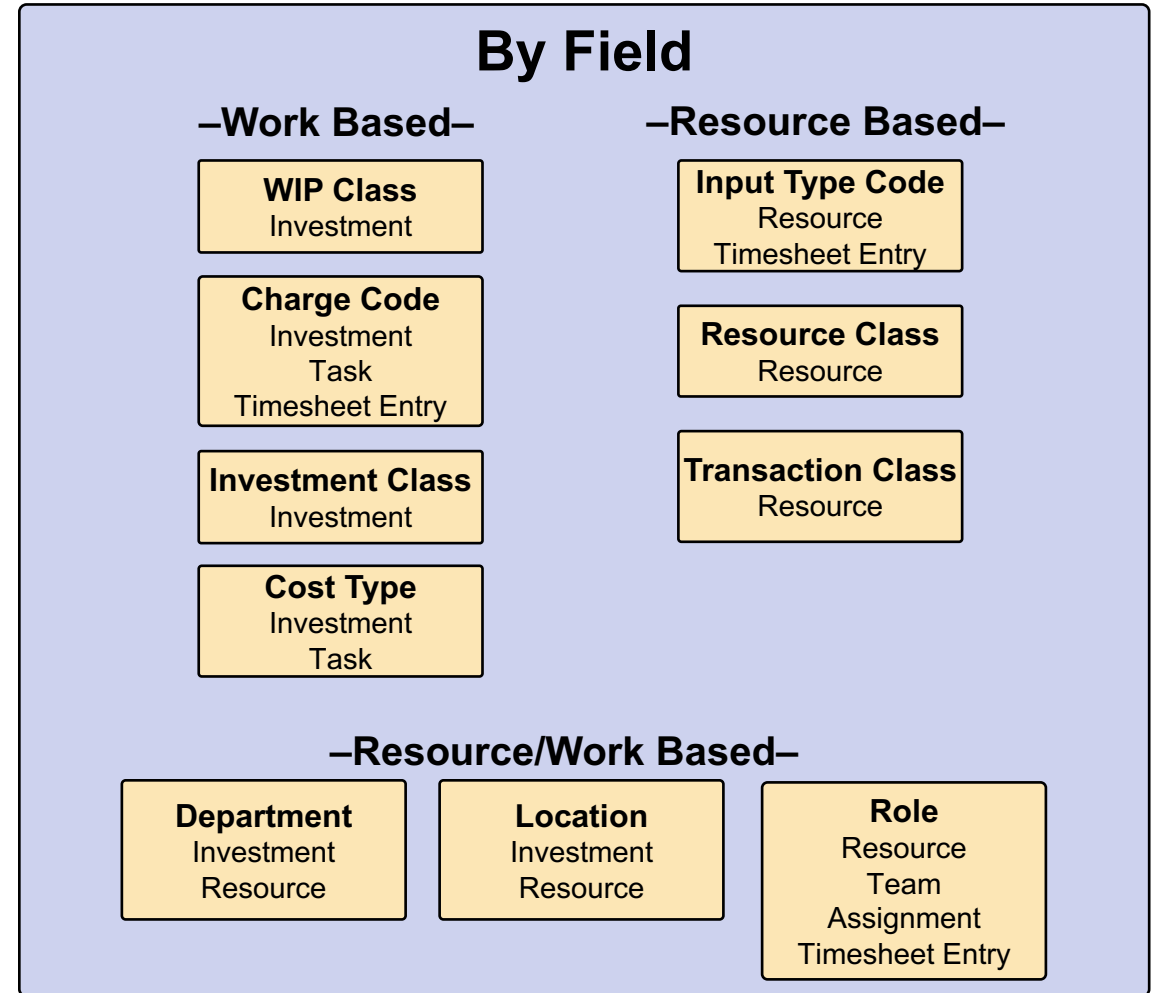
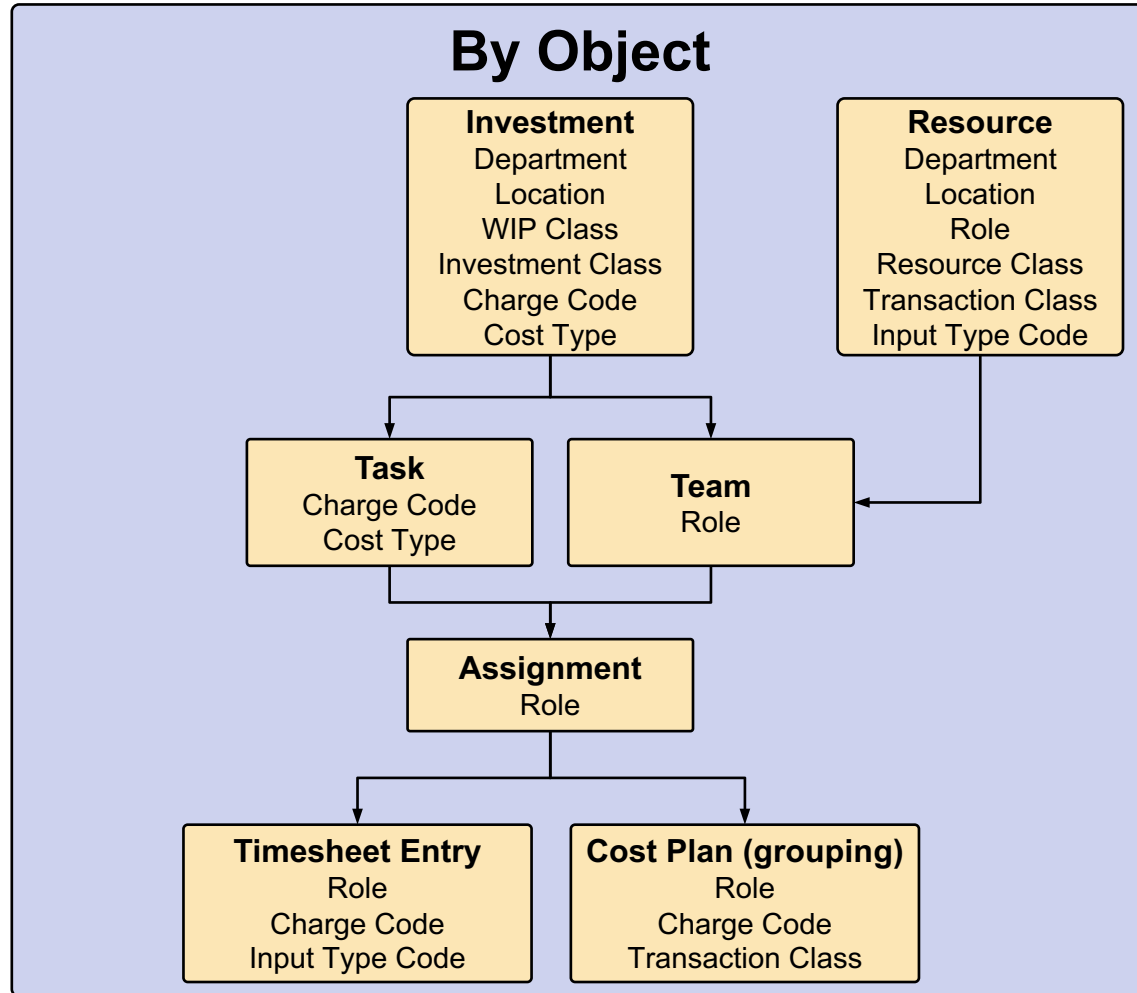
## Best Practice

- Include Hard and Soft Benefits – soft with \$0
- Only use if you are okay with system NPV, etc. – otherwise attach company business case document



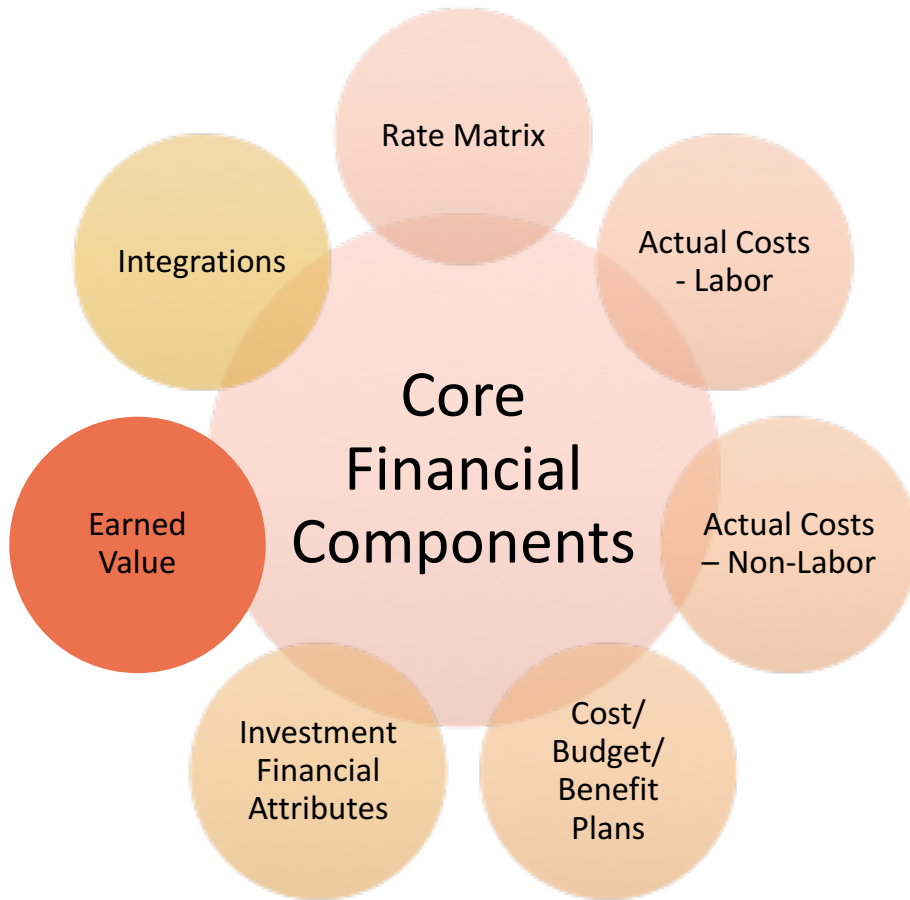
# Investment Financial Attributes

# Field Architecture

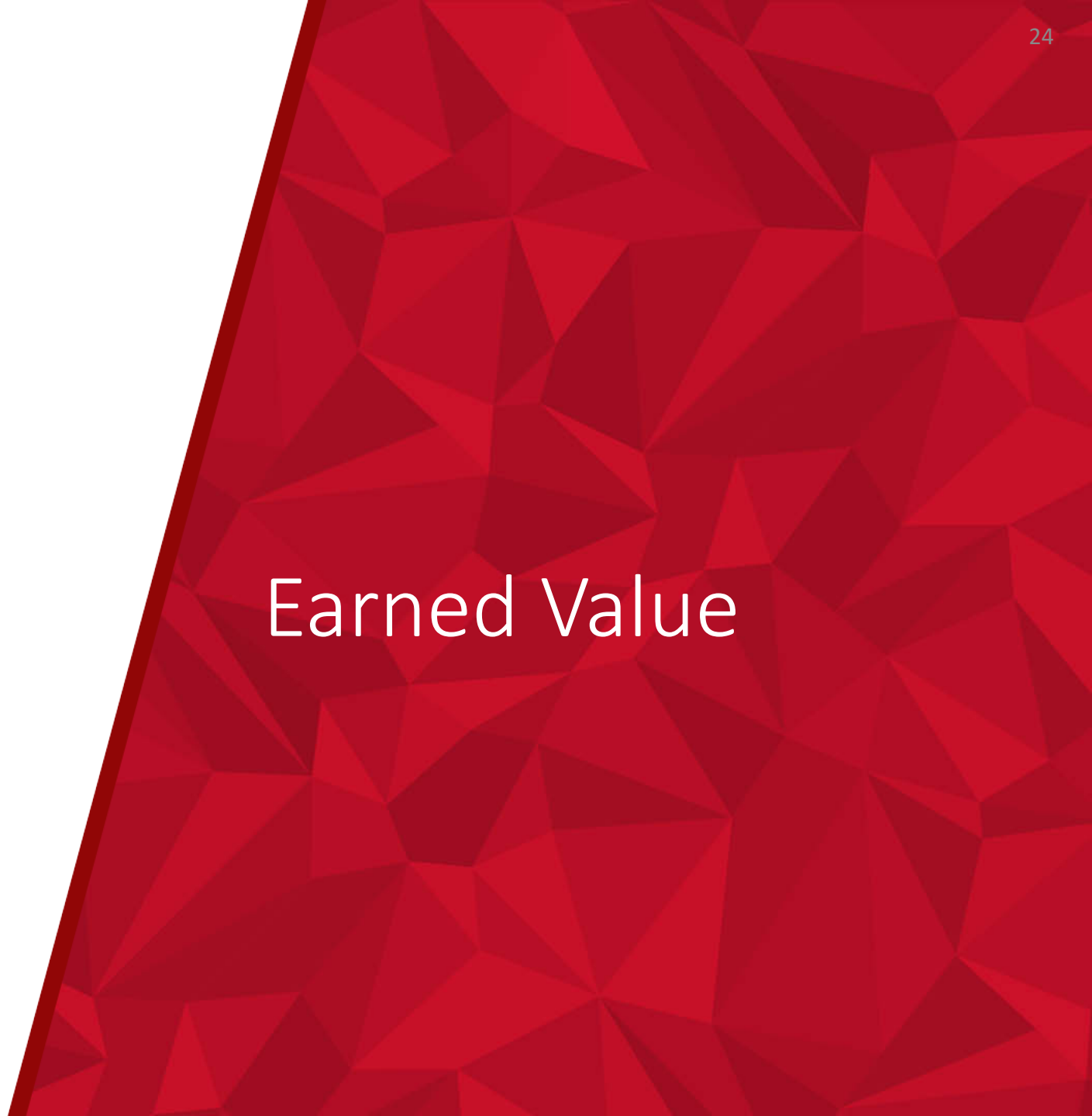


# Common Field Uses

Field	Common Uses	Common Use Area
Location	Country/Region	Rates
Department	Cost Center or Business Unit	Rates, Financial Plan Grouping
WIP Class	Rarely Used	Rates
Investment Class	Rarely Used	Rates
Charge Code	Billable/Non-Billable or Project Phase	Rates
Cost Type	Capital/Operating	Financial Plan Grouping
Role	Resource Planning Roles	Rates, Financial Plan Grouping
Resource Class	Salary Grade	Rates
Transaction Class	Cost Type – HW/SW/Labor/Consulting	Financial Plan Grouping
Input Type Code	Billable/Non-Billable or Overtime/Regular Time	Rates



# Earned Value





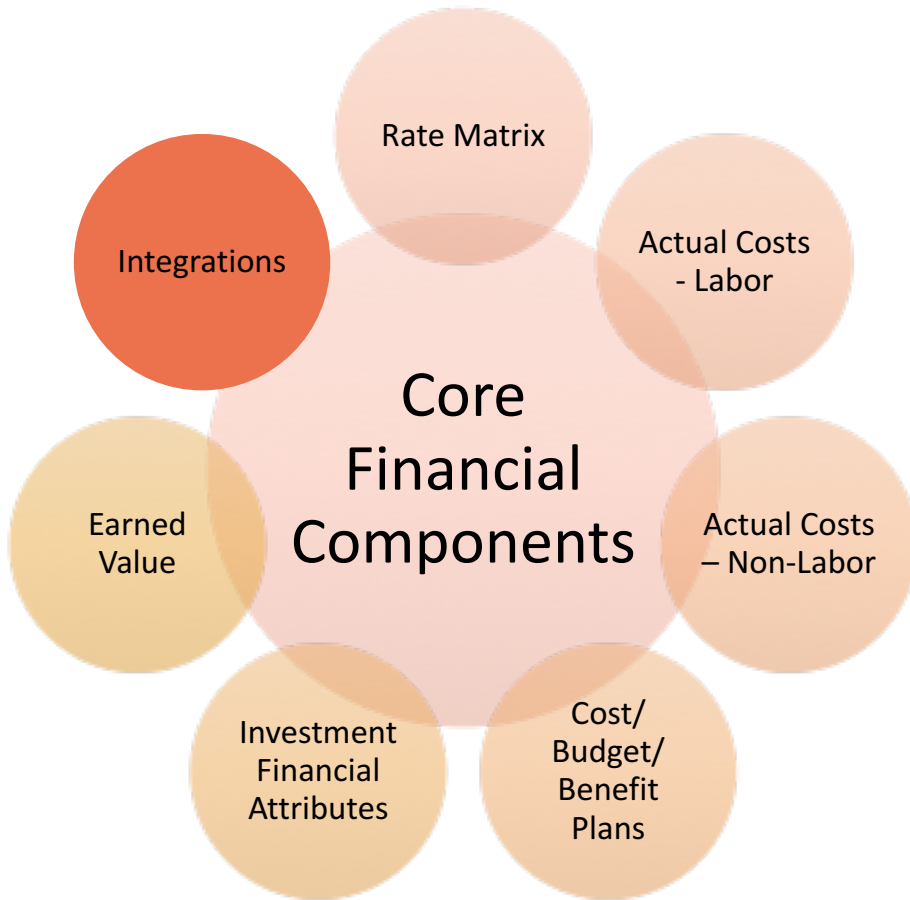
# Earned Value

- Using Earned Value

- Run jobs to populate the earned value fields on projects and tasks

- Key Metrics

- Actual Cost Of Work Performed (ACWP) = Actual costs based on posted actuals.
- Budgeted Cost of Work Performed (BCWP) or Earned Value (EV) = Baselined Costs based on the earned value calculation method
- Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) = Baselined amount to be spent on the project through a point in time
- Schedule Performance Index (SPI) =  $BCWP / BCWS$  (A value less than one indicates the work is behind schedule)
- Cost Performance Index (CPI) =  $BCWP / ACWP$  (A value greater than one indicates the costs are running over budget)
- Others: SV, CV, BAC, EAC, EAC (T), EAC (AT), ETC (Cost), ETC (T), ETC (AT)



# Integrations



# Common Integrations

In/Out-Bound	TITLE	Typical Type
Both	Create CA PPM to Financial System Connection: Link a CA PPM Project ID(s) to the Financial System ID(s)	Web Services
Inbound	Import Actuals: Send non-labor actuals from the financial system to CA PPM	Flat File
Outbound	Export Capitalization Data: Send labor capitalization figures to finance to allow them to capitalize labor based on time tracked on capital tasks on capital projects	Flat File
Outbound	Forecast Data: Send financial forecast or budget to the financial system of record for future month financial projections	Flat File
Outbound	Contractor Data: Send actual hours worked to VMS system	Flat File
Inbound	Import Rates: Pull contractor rates from the VMS system into the rate matrix	Flat File

# Portfolio Financial Analysis

- Financial constraints can be set on a portfolio, which indicate what the targeted planned costs are for the enterprise to execute the investments that are contained within it
- Investments can be measured against the portfolio's targeted costs. The costs within the waterline view are derived directly from the cost plans on an investment. This allows the investments within the portfolio to be balanced and prioritized with visibility into the cost to deliver the investments.

# Financial Portlets

# Portfolio Financial Analysis

## Cost: Portfolio Cost Totals (USD)

	Target	Distributed Target	Variance	Distributed Target (Total)	Feb 15	Mar 15	Apr 15	May 15	Jun 15
Total	40,000,000	40,000,000	0	40,000,000	3,076,923	3,406,593	3,296,703	3,406,593	3,296,703
Capital	30,000,000	30,000,000							
Operating	10,000,000	10,000,000							

## Benefit: Portfolio Benefit Totals (USD)

	Target	Distributed Target
Benefit	0	

## Portfolio: Jen Rego U Portfolio - Waterlines

Filter: None

Rank	Investment	Start	Finish	Approved	Required	Planned Cost	Planned Capital Cost	Planned Operating Cost	Role Demand	Planned ROI	Risk
1	Jen Rego U Portfolio Master Project	1/1/15	5/1/16	✓		0	0	0	8,736.00	0.00%	◆
2	Jen Rego U Idea (Manual Cost Plan)	4/20/15	4/20/15			81,000	36,000	45,000	0.00	(100.00%)	◆
3	Jen Rego U Idea (Simple Costs)	4/20/15	9/30/15			925,000	800,000	125,000	936.00	8.11%	◆
4	Jen Rego U Project 2	4/1/15	11/30/15			950,000	550,000	400,000	2,784.00	110.53%	◆
5	Jen Rego U Project 1	1/1/15	12/31/15			660,000	540,000	120,000	8,352.00	(100.00%)	◆
6	Jen Rego U Project 3	7/1/15	5/1/16			420,915	240,523	180,392	3,168.00	28.57%	◆

Displaying 6 of 6

### Planned Cost

Above Waterline:	1,956,000
Distributed Target:	2,000,000
Variance:	+44,000
Below Waterline:	1,080,915

### Planned Capital Cost

Above Waterline:	1,386,000
Distributed Target:	1,200,000
Variance:	-186,000
Below Waterline:	780,523

### Planned Operating Cost

Above Waterline:	570,000
Distributed Target:	800,000
Variance:	+230,000
Below Waterline:	300,392

### Role Demand

Above Waterline:	12,456.00
Distributed Target:	120,000.00
Variance:	+107,544.00
Below Waterline:	11,520.00

# Actuals by Transaction Type – On Project Dashboard

Actuals by Transaction Type 				
Transaction / Resource / Date		Task	Quantity	Cost
[-] Equipment			28,000	28,000
[-] Hardware-Buy			28,000	28,000
[-] 02/05/2014		Discovery	28,000	28,000
[-] Labor			40	4,000
[-] Attia, Jasmin			40	4,000
[-] 02/03/2014		Training	8	800
[-] 02/04/2014		Training	8	800
[-] 02/05/2014		Training	8	800
[-] 02/06/2014		Training	8	800
[-] 02/07/2014		Training	8	800

# Project Cost/Budget Plan View – Plan vs. Actuals


<input type="checkbox"/>	Cost Type ▲	Transaction Class	Planned	Actual	Variance		◀	
							Jan 1, 2014-Jan 31, 2014	Feb 1, 2014-Feb 28, 2014
<input type="checkbox"/>	Capital	Hardware	40,000.00		40,000.00	Planned	0	40,000
						Actual		
						Variance	0	40,000
<input type="checkbox"/>	Capital	Labor	473,600.00	4,000.00	469,600.00	Planned	2,400	92,700
						Actual	0	4,000
						Variance	2,400	88,700
<input type="checkbox"/>	Capital	Software	60,000.00		60,000.00	Planned	0	60,000
						Actual		
						Variance	0	60,000
<input type="checkbox"/>	Operating	Hardware	38,000.00	28,000.00	10,000.00	Planned	0	38,000
						Actual	0	28,000
						Variance	0	10,000
<input type="checkbox"/>	Operating	Labor	2,485,600.00		2,485,600.00	Planned	9,600	204,309
						Actual		
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<input type="checkbox"/>	Operating	Software	12,000.00		12,000.00	Planned	0	12,000
						Actual		
						Variance	0	12,000
<b>Planned</b>			<b>3,109,200.00</b>				<b>12,000</b>	<b>447,009</b>
<b>Actual</b>				<b>32,000.00</b>			<b>0</b>	<b>32,000</b>
<b>Variance</b>					<b>3,077,200.00</b>		<b>12,000</b>	<b>415,009</b>



# OOTB Hierarchy Tab

Program: Financial Test - *Hierarchy - Financial Rollup*

Select View **Basic** ▾

⊕ Filter: None ▾ 

<input type="checkbox"/>	Child ▲	Planned Cost	Actual Cost	Remaining Cost	Budgeted Cost	Budgeted Benefit	Planned Benefit	Planned NPV	Planned ROI	Planned IRR	Planned MIRR	Planned Payback Period
<input type="checkbox"/>	▣ Financial Test	5,561,200.00	32,000.00	5,529,200.00	5,561,200.000	1,670,000.000	5,670,000.00	108,800.00	1.96%	2.38%	0.94%	1.0
<input type="checkbox"/>	▣ Self	0.00	0.00	0.00	0.000	0.000	0.00					
<input type="checkbox"/>	▣ Financial 1	261,600.00	0.00	261,600.00	261,600.000	400,000.000	400,000.00	138,400.00	52.91%	19.59%	7.64%	1.0
<input type="checkbox"/>	▣ Financial 2	3,109,200.00	32,000.00	3,077,200.00	3,109,200.000	270,000.000	270,000.00	(2,839,200.00)	(91.32%)		(100.00%)	
<input type="checkbox"/>	▣ Financial 3	936,000.00	0.00	936,000.00	936,000.000	1,000,000.000	1,000,000.00	64,000.00	6.84%	4.86%	2.70%	12.0
<input type="checkbox"/>	▣ Financial 4	1,254,400.00	0.00	1,254,400.00	1,254,400.000	0.000	4,000,000.00	2,745,600.00	218.88%			1.0
<b>Total</b>		<b>5,561,200.00</b>	<b>32,000.00</b>	<b>5,529,200.00</b>			<b>5,670,000.00</b>	<b>108,800.00</b>				

# Posted Transaction Review

Transaction Date	Investment	Task	Charge Code	Resource	Transaction Class	Input Type Code	Cost Type	Investment Department	Investment Location	Resource Location	Quantity	Transaction Cost	Transaction Amount
2/3/14	Financial 2	Training	Expense	Attia, Jasmin	Labor	billable	Capital	IT	Western US	Western US	8.00	800.00	800.00
2/4/14	Financial 2	Training	Expense	Attia, Jasmin	Labor	billable	Capital	IT	Western US	Western US	8.00	800.00	800.00
2/5/14	Financial 2	Training	Expense	Attia, Jasmin	Labor	billable	Capital	IT	Western US	Western US	8.00	800.00	800.00
2/6/14	Financial 2	Training	Expense	Attia, Jasmin	Labor	billable	Capital	IT	Western US	Western US	8.00	800.00	800.00
2/7/14	Financial 2	Training	Expense	Attia, Jasmin	Labor	billable	Capital	IT	Western US	Western US	8.00	800.00	800.00
2/5/14	Financial 2	Server Purchase	Capital	Hardware-Buy	Hardware	billable	Capital	IT	Western US		28,000.00	28,000.00	28,000.00
<b>Total</b>											<b>28,040.00</b>	<b>32,000.00</b>	<b>32,000.00</b>

# Project/Program Cost Dashboard

Overview: Program Dashboard

Program Financial Test  Filter More

Program Manager Cost Dashboard

	Project	Risk	Stage	Finish	Planned ROI	Planned IRR	BAC Cost	Actual Cost (ACWP)	EAC Cost	Projected Cost Variance	Projected Cost Variance %	Cost Drill Down
	Financial 1	◇	Planning	5/31/14	0.53%	0.20%	261,600	0	261,600	0	◇	→
	Financial 2	◇	Building	12/31/14	(0.91%)	0.00%	3,109,200	32,000	3,109,200	0	◇	→
	Financial 3	◇	Planning	9/30/14	0.07%	0.05%		0	0		◇	→
	Financial 4	◇	Building	10/31/14	2.19%	0.00%		0	0		◇	→
<b>Project</b>					<b>0.47%</b>	<b>0.06%</b>	<b>3,370,800</b>	<b>32,000</b>	<b>3,370,800</b>	<b>0</b>		
<b>Program</b>									<b>0</b>			
<b>Variance</b>									<b>(3,370,800)</b>			

# Project Cost By Task / Resource

**Program Manager Cost Dashboard Drill Down: Project Costs By Task**

Project Costs by Task

Project	Phase	Task	Status	Start	Finish	BAC Cost	Actual Cost (ACWP)	ETC Cost	EAC Cost	Projected Cost Variance	Projected Cost Variance %
Financial 2	Financial 2 Project	Discovery	Started	1/31/14	12/31/14	1,748,800	28,000	1,720,800	1,748,800	0	◆
Financial 2	Financial 2 Project	Design	Not Started	1/31/14	12/31/14	764,800	0	764,800	764,800	0	◆
Financial 2	Financial 2 Project	Development	Not Started	1/31/14	12/31/14	875,000	0	875,000	875,000	0	◆
Financial 2	Financial 2 Project	Training	Started								
Financial 2	Financial 2 Project	Server Purchase	Started								
Financial 2	Financial 2 Project	Software Purchase	Not Started								
Financial 2	Financial 2 Project	Hardware Support	Not Started								
Financial 2	Financial 2 Project	Software Support	Not Started								
<b>Total</b>											

**Program Manager Cost Dashboard Drill Down: Project Costs By Resource**

Project	Team	Resource/Role	Project Role	Resource Type	Employment Type	BAC Cost	Actual Cost (ACWP)	ETC Cost	EAC Cost	Projected Cost Variance	Projected Cost Variance %
Financial 2		Hardware-Buy	Hardware-Buy	Equipment		68,000	28,000	12,000	40,000	(28,000)	◆
Financial 2		Hardware-Support	Hardware-Support	Equipment		10,000	0	10,000	10,000	0	◆
Financial 2		Hensel, Ross	Test Engineer	Labor	Employee	451,200	0	68,800	68,800	(382,400)	◆
Financial 2		Software-Buy	Software-Buy	Equipment		60,000	0	60,000	60,000	0	◆
Financial 2		Software-Support	Software-Support	Equipment		12,000	0	12,000	12,000	0	◆
Financial 2		Test Engineer	Test Engineer	Labor		191,200	0	0	0	(191,200)	◆
Financial 2		Wachsmann, David	Architect	Labor	Employee	260,000	0	68,800	68,800	(191,200)	◆
Financial 2		Wuenstel, Chris	DBA	Labor	Employee	260,000	0	68,800	68,800	(191,200)	◆
<b>Total</b>						<b>3,109,200</b>	<b>32,000</b>	<b>563,600</b>	<b>595,600</b>	<b>(2,513,600)</b>	

# Financial Capitalization by Investment

Financial Capitalization (USD)												
Investment	Start Date	Finish Date	Planned	Capital Planned	Capital Actual	Capital Planned Remaining	Capital % Spent	Operating Planned	Operating Actual	Operating Planned Remaining	Operating % Spent	
<b>Quinn, Randy</b>												
Client Services Datamart	3/1/15	7/13/15	218,800.00	121,600.00	0.00	121,600.00	0.00	97,200.00	0.00	97,200.00	0.00	
eCommerce Portal	12/1/14	8/13/15	402,200.00	279,800.00	34,900.00	244,900.00	12.47	122,400.00	135,987.00	-13,587.00	111.10	
Global HR Application Maintenance	2/2/15	3/31/15	11,776.00	0.00	0.00	0.00	0.00	11,776.00	4,270.00	7,506.00	36.26	
Security Compliance	3/1/15	3/31/15	349,200.00	349,200.00	360,188.00	-10,988.00	103.15	0.00	0.00	0.00	0.00	
<b>Total (Quinn, Randy)</b>			<b>981,976.00</b>	<b>750,600.00</b>	<b>395,088.00</b>	<b>355,512.00</b>	<b>52.63</b>	<b>231,376.00</b>	<b>140,257.00</b>	<b>91,119.00</b>	<b>60.62</b>	
<b>Roberts, Beth</b>												
4G Upgrade Readiness	4/1/15	7/14/15	179,960.00	0.00	0.00	0.00	0.00	179,960.00	0.00	179,960.00	0.00	
Automated Security Enhancements	4/1/15	7/16/15	294,400.00	197,200.00	0.00	197,200.00	0.00	97,200.00	0.00	97,200.00	0.00	
Credit Card Security Improvements	4/1/15	7/23/15	267,500.00	193,000.00	0.00	193,000.00	0.00	74,500.00	0.00	74,500.00	0.00	
CRM Contact Center Development	12/1/14	4/26/15	347,600.00	339,600.00	223,659.00	115,941.00	65.86	8,000.00	1,023.00	6,977.00	12.79	
CRM Enhancements	11/24/14	7/14/15	495,100.00	423,100.00	128,923.00	294,177.00	30.47	72,000.00	78,100.00	-6,100.00	108.47	
eBusiness Mobile Network	11/3/14	2/4/16	467,520.00	467,520.00	275,300.00	192,220.00	58.89	0.00	0.00	0.00	0.00	
Email SAN Storage Implementation	4/1/15	7/23/15	168,400.00	96,800.00	0.00	96,800.00	0.00	71,600.00	0.00	71,600.00	0.00	
HR Online Benefits Security Upgrade	4/1/15	11/30/15	584,800.00	342,000.00	0.00	342,000.00	0.00	242,800.00	0.00	242,800.00	0.00	
Mobile Advertising	3/1/15	3/16/16	264,400.00	167,200.00	3,950.00	163,250.00	2.36	97,200.00	6,458.00	90,742.00	6.64	
Online Order Entry	4/1/15	10/29/15	397,500.00	246,900.00	0.00	246,900.00	0.00	150,600.00	0.00	150,600.00	0.00	
XPL Translations	6/2/14	11/30/15	2,474,260.00	49,000.00	22,784.00	26,216.00	46.50	2,425,260.00	171,768.00	2,253,492.00	7.08	
<b>Total (Roberts, Beth)</b>			<b>5,941,440.00</b>	<b>2,522,320.00</b>	<b>654,616.00</b>	<b>1,867,704.00</b>	<b>25.95</b>	<b>3,419,120.00</b>	<b>257,349.00</b>	<b>3,161,771.00</b>	<b>7.53</b>	
<b>Tanner, Paul</b>												
Altus Online Order Application	8/1/14	7/31/16	210,992.00	140,000.00	44,772.00	95,228.00	31.98	70,992.00	14,688.00	56,304.00	20.69	
BrightStor Storage Resource Manager for MS Exchange	10/1/14	9/30/16	62,270.00	44,000.00	0.00	44,000.00	0.00	18,270.00	0.00	18,270.00	0.00	
Regulatory Compliance Service	10/1/14	9/30/16	200,000.00	0.00	0.00	0.00	0.00	200,000.00	0.00	200,000.00	0.00	
SAP R/3 Financial Accounting	9/1/14	8/30/16	217,584.00	180,000.00	23,820.00	156,180.00	13.23	37,584.00	41,910.00	-4,326.00	111.51	
Supply Chain Datamart Application	12/1/14	11/30/16	114,564.00	30,000.00	0.00	30,000.00	0.00	84,564.00	0.00	84,564.00	0.00	
<b>Total (Tanner, Paul)</b>			<b>805,410.00</b>	<b>394,000.00</b>	<b>68,592.00</b>	<b>325,408.00</b>	<b>17.41</b>	<b>411,410.00</b>	<b>56,598.00</b>	<b>354,812.00</b>	<b>13.76</b>	
<b>Grand Total</b>			<b>7,728,826.00</b>	<b>3,666,920.00</b>	<b>1,118,296.00</b>	<b>2,548,624.00</b>	<b>30.50</b>	<b>4,061,906.00</b>	<b>454,204.00</b>	<b>3,607,702.00</b>	<b>11.18</b>	

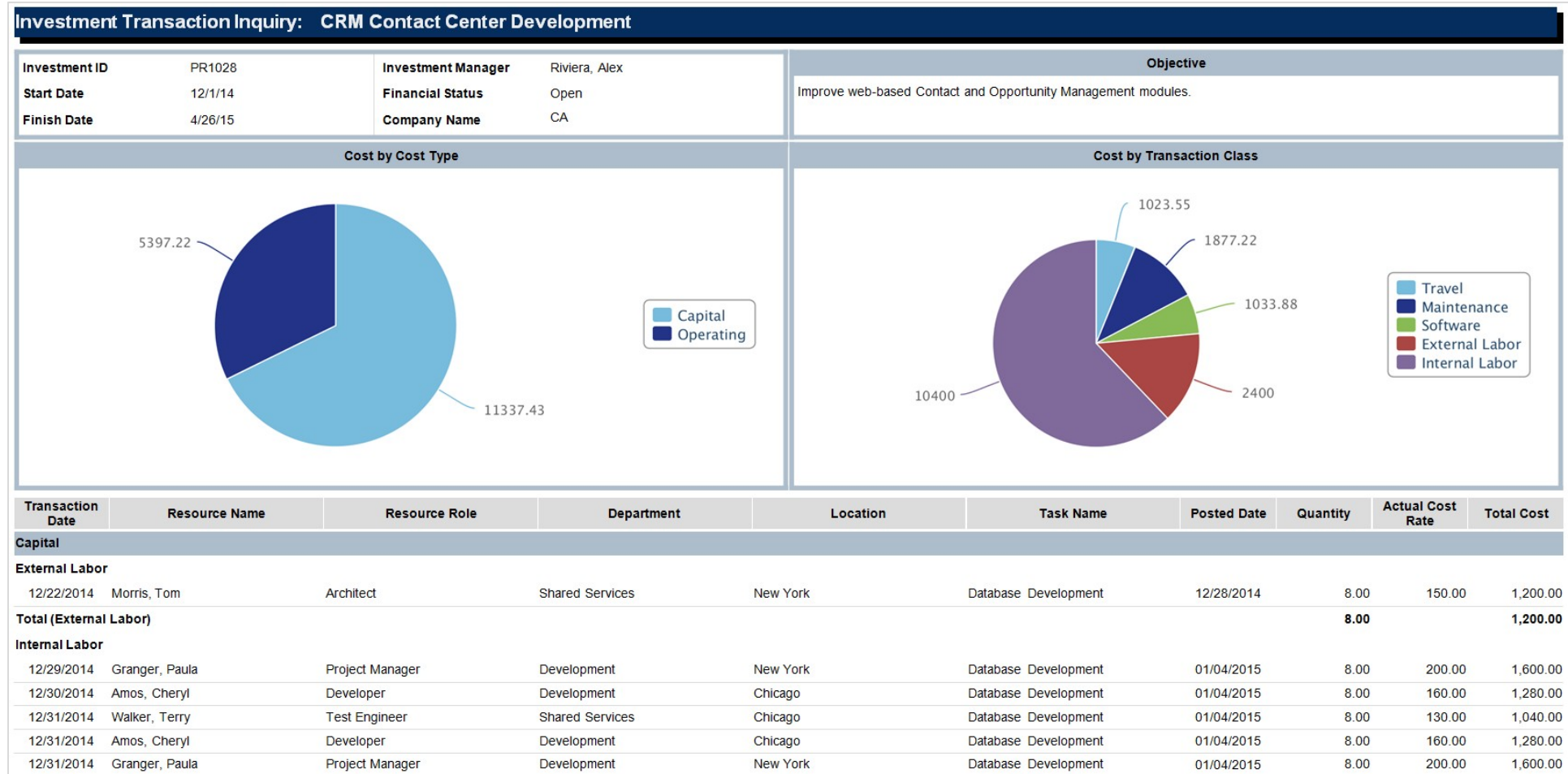
# Financial Capitalization Detail

Financial Capitalization Detail (USD)													
Transaction Type	2015-01	2015-02	2015-03	2015-04	2015-05	2015-06	2015-07	2015-08	2015-09	2015-10	2015-11	2015-12	Total
<b>4G Upgrade Readiness</b>													
<b>Operating</b>													
Planned	0.00	0.00	0.00	33,480.00	65,360.00	60,800.00	20,320.00	0.00	0.00	0.00	0.00	0.00	179,960.00
Actual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Remaining	0.00	0.00	0.00	33,480.00	65,360.00	60,800.00	20,320.00	0.00	0.00	0.00	0.00	0.00	179,960.00
<b>Labor</b>													
Planned	0.00	0.00	0.00	33,480.00	65,360.00	60,800.00	20,320.00	0.00	0.00	0.00	0.00	0.00	179,960.00
Actual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Remaining	0.00	0.00	0.00	33,480.00	65,360.00	60,800.00	20,320.00	0.00	0.00	0.00	0.00	0.00	179,960.00
<b>Altus Online Order Application</b>													
<b>Capital</b>													
Planned	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00	0.00	0.00	0.00	140,000.00
Actual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Remaining	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00	0.00	0.00	0.00	140,000.00
<b>Labor</b>													
Planned	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00	0.00	0.00	0.00	140,000.00
Actual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Remaining	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00	0.00	0.00	0.00	140,000.00
<b>Operating</b>													
Planned	4,107.00	11,687.00	12,499.00	15,842.00	9,920.00	8,454.00	8,483.00	0.00	0.00	0.00	0.00	0.00	70,992.00
Actual	5,984.00	5,440.00	3,264.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,688.00
Remaining	-1,877.00	6,247.00	9,235.00	15,842.00	9,920.00	8,454.00	8,483.00	0.00	0.00	0.00	0.00	0.00	56,304.00
<b>Labor</b>													
Planned	4,107.00	11,687.00	12,499.00	15,842.00	9,920.00	8,454.00	8,483.00	0.00	0.00	0.00	0.00	0.00	70,992.00
Actual	5,984.00	5,440.00	3,264.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,688.00
Remaining	-1,877.00	6,247.00	9,235.00	15,842.00	9,920.00	8,454.00	8,483.00	0.00	0.00	0.00	0.00	0.00	56,304.00
Sauer, Jason	2,904.00	2,640.00	1,584.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,128.00
Stewart, Diane	3,080.00	2,800.00	1,680.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,560.00
<b>Total</b>	<b>5,984.00</b>	<b>5,440.00</b>	<b>3,264.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14,688.00</b>

# Financial Forecast Review by Investment

Financial Forecast Review by Investment (USD)											
Investment	Start Date	Finish Date	Budget	Actual To Date	Budget Remaining	% Spent	Forecast (Calculated)	Forecast Remaining	Budget To Forecast Variance	% of Budget	
<b>Quinn, Randy</b>											
Client Services Datamart	3/1/15	7/13/15	218,800.00	0.00	218,800.00	0.00	128,560.00	128,560.00	90,240.00	58.76	
eCommerce Portal	12/1/14	8/13/15	414,200.00	125,987.00	288,213.00	30.42	511,031.14	385,044.14	-96,831.14	123.38	
Global HR Application Maintenance	2/2/15	3/31/15	11,776.00	0.00	11,776.00	0.00	11,776.00	11,776.00	0.00	100.00	
Online Order Performance Improvements	12/1/14	7/13/15	236,400.00	19,700.00	216,700.00	8.33	132,160.00	112,460.00	104,240.00	55.91	
Security Compliance	1/1/15	3/31/15	349,200.00	126,780.00	222,420.00	36.31	349,010.00	222,230.00	190.00	99.95	
<b>Total (Quinn, Randy)</b>			<b>1,230,376.00</b>	<b>272,467.00</b>	<b>957,909.00</b>	<b>22.15</b>	<b>1,132,537.14</b>	<b>860,070.14</b>	<b>97,838.86</b>	<b>92.05</b>	
<b>Roberts, Beth</b>											
4G Upgrade Readiness	4/1/15	7/14/15	179,960.00	0.00	179,960.00	0.00	149,960.00	149,960.00	30,000.00	83.33	
Automated Security Enhancements	4/1/15	7/16/15	294,400.00	0.00	294,400.00	0.00	294,400.00	294,400.00	0.00	100.00	
CRM Contact Center Development	12/1/14	4/26/15	347,600.00	223,659.00	123,941.00	64.34	377,558.00	153,899.00	-29,958.00	108.62	
CRM Enhancements	12/29/14	7/13/15	495,100.00	256,923.00	238,177.00	51.89	621,266.00	364,343.00	-126,166.00	125.48	
Mobile Commerce	5/1/15	8/20/15	264,400.00	0.00	264,400.00	0.00	264,400.00	264,400.00	0.00	100.00	
MyLearning Mobile Pilot	5/1/15	11/5/15	343,020.00	0.00	343,020.00	0.00	343,020.00	343,020.00	0.00	100.00	
Office Upgrade	12/15/14	12/14/15	625,460.00	52,121.00	573,339.00	8.33	468,560.00	416,439.00	156,900.00	74.91	
Online Order Entry	4/1/15	10/29/15	397,500.00	0.00	397,500.00	0.00	372,140.00	372,140.00	25,360.00	93.62	
Social Networking Security Upgrade	2/1/15	9/4/15	134,040.00	19,148.10	114,891.90	14.29	124,040.00	104,891.90	10,000.00	92.54	
XPL Translations	6/2/14	11/30/15	2,474,260.00	71,768.00	2,402,492.00	2.90	2,498,996.00	2,427,228.00	-24,736.00	101.00	
<b>Total (Roberts, Beth)</b>			<b>5,555,740.00</b>	<b>623,619.10</b>	<b>4,932,120.90</b>	<b>11.22</b>	<b>5,514,340.00</b>	<b>4,890,720.90</b>	<b>41,400.00</b>	<b>99.25</b>	
<b>Tanner, Paul</b>											
Altus Online Order Application	8/1/14	7/31/16	210,992.00	14,688.80	196,303.20	6.96	162,416.00	147,727.20	48,576.00	76.98	
BrightStor Storage Resource Manager for MS Exchange	10/1/14	9/30/16	62,270.00	3,420.00	58,850.00	5.49	65,650.00	62,230.00	-3,380.00	105.43	
Regulatory Compliance Service	10/1/15	9/30/16	200,000.00	0.00	200,000.00	0.00	110,000.00	110,000.00	90,000.00	55.00	
Security Infrastructure Service	11/1/14	10/31/16	50,000.00	2,083.00	47,917.00	4.17	20,000.00	17,917.00	30,000.00	40.00	
Supply Chain Datamart Application	12/1/15	11/30/16	114,564.00	0.00	114,564.00	0.00	88,180.00	88,180.00	26,384.00	76.97	
<b>Total (Tanner, Paul)</b>			<b>637,826.00</b>	<b>20,191.80</b>	<b>617,634.20</b>	<b>3.17</b>	<b>446,246.00</b>	<b>426,054.20</b>	<b>191,580.00</b>	<b>69.96</b>	
<b>Grand Total</b>			<b>7,423,942.00</b>	<b>916,277.90</b>	<b>6,507,664.10</b>	<b>12.34</b>	<b>7,093,123.14</b>	<b>6,176,845.24</b>	<b>330,818.86</b>	<b>95.54</b>	

# Investment Transaction Inquiry





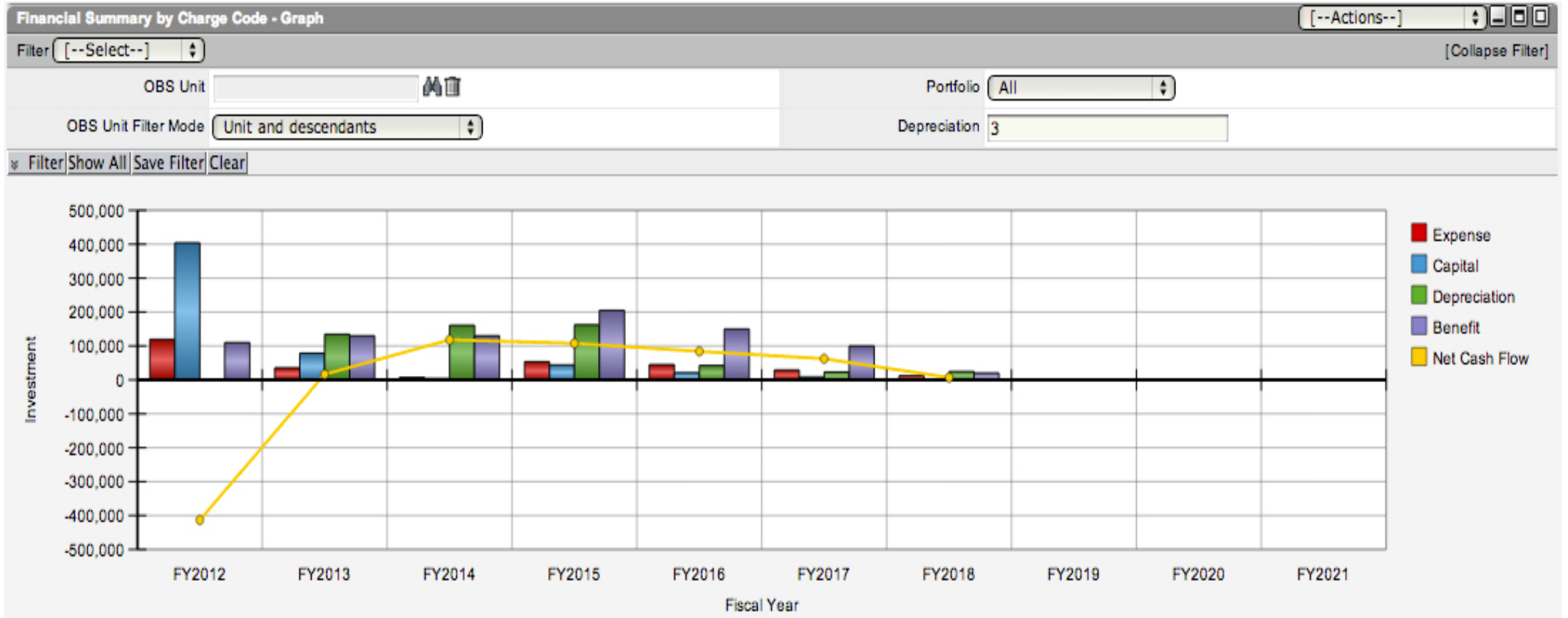
# Financial Budget vs. Forecast by Period

Financial Budget vs. Forecast by Period													
Cost Type / Transaction Class	Total	2015-01	2015-02	2015-03	2015-04	2015-05	2015-06	2015-07	2015-08	2015-09	2015-10	2015-11	2015-12
<b>Capital</b>													
<b>External Labor</b>													
Budget	1,215,139	3,644	20,800	19,245	17,990	21,340	13,200	20,800	40,000	151,960	194,320	296,520	415,320
Forecast	1,190,339	3,644	20,800	19,245	17,990	21,340	1,200	15,300	32,700	151,960	194,320	296,520	415,320
Variance	24,800	0	0	0	0	0	12,000	5,500	7,300	0	0	0	0
<b>Internal Labor</b>													
Budget	2,932,000	201,099	188,302	168,260	172,448	197,771	157,200	105,920	154,000	444,680	297,800	467,080	377,440
Forecast	2,933,787	201,099	188,302	199,260	196,435	197,771	155,200	82,300	126,420	444,680	297,800	467,080	377,440
Variance	-1,787	0	0	-31,000	-23,987	0	2,000	23,620	27,580	0	0	0	0
<b>Budget</b>	<b>4,147,139</b>	<b>204,743</b>	<b>209,102</b>	<b>187,505</b>	<b>190,438</b>	<b>219,111</b>	<b>170,400</b>	<b>126,720</b>	<b>194,000</b>	<b>596,640</b>	<b>492,120</b>	<b>763,600</b>	<b>792,760</b>
<b>Forecast</b>	<b>4,124,126</b>	<b>204,743</b>	<b>209,102</b>	<b>218,505</b>	<b>214,425</b>	<b>219,111</b>	<b>156,400</b>	<b>97,600</b>	<b>159,120</b>	<b>596,640</b>	<b>492,120</b>	<b>763,600</b>	<b>792,760</b>
<b>Variance</b>	<b>23,013</b>	<b>0</b>	<b>0</b>	<b>-31,000</b>	<b>-23,987</b>	<b>0</b>	<b>14,000</b>	<b>29,120</b>	<b>34,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating</b>													
<b>External Labor</b>													
Budget	326,280	1,940	9,022	8,753	6,465	11,180	2,400	12,800	0	13,600	65,600	112,600	81,920
Forecast	351,096	1,940	9,022	8,753	6,465	11,180	14,400	19,216	6,400	13,600	65,600	112,600	81,920
Variance	-24,816	0	0	0	0	0	-12,000	-6,416	-6,400	0	0	0	0
<b>Internal Labor</b>													
Budget	2,743,611	156,720	110,833	98,431	106,500	77,927	31,200	134,400	94,480	471,660	586,220	482,480	392,760
Forecast	2,646,302	156,720	110,833	98,431	106,500	77,927	62,400	75,291	25,080	471,660	586,220	482,480	392,760
Variance	97,309	0	0	0	0	0	-31,200	59,109	69,400	0	0	0	0
<b>Budget</b>	<b>2,482,120</b>	<b>158,660</b>	<b>119,855</b>	<b>107,184</b>	<b>112,965</b>	<b>89,107</b>	<b>33,600</b>	<b>147,200</b>	<b>94,480</b>	<b>485,260</b>	<b>651,820</b>	<b>595,080</b>	<b>474,680</b>
<b>Forecast</b>	<b>2,409,627</b>	<b>158,660</b>	<b>119,855</b>	<b>107,184</b>	<b>112,965</b>	<b>89,107</b>	<b>76,800</b>	<b>94,507</b>	<b>31,480</b>	<b>485,260</b>	<b>651,820</b>	<b>595,080</b>	<b>474,680</b>
<b>Variance</b>	<b>72,493</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,200</b>	<b>52,693</b>	<b>63,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>													
<b>Budget</b>	<b>7,217,030</b>	<b>363,403</b>	<b>328,957</b>	<b>294,689</b>	<b>303,403</b>	<b>308,218</b>	<b>204,000</b>	<b>273,920</b>	<b>288,480</b>	<b>1,081,900</b>	<b>1,143,940</b>	<b>1,358,680</b>	<b>1,267,440</b>
<b>Forecast</b>	<b>7,121,524</b>	<b>363,403</b>	<b>328,957</b>	<b>325,689</b>	<b>327,390</b>	<b>308,218</b>	<b>233,200</b>	<b>192,107</b>	<b>190,600</b>	<b>1,081,900</b>	<b>1,143,940</b>	<b>1,358,680</b>	<b>1,267,440</b>
<b>Variance</b>	<b>95,506</b>	<b>0</b>	<b>0</b>	<b>-31,000</b>	<b>-23,987</b>	<b>0</b>	<b>-29,200</b>	<b>81,813</b>	<b>97,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Financial Summary by Charge Code



# Costs by Transaction Class



# Project Financial Health

**Project Status and Cost**

Project OBS

Active **All**

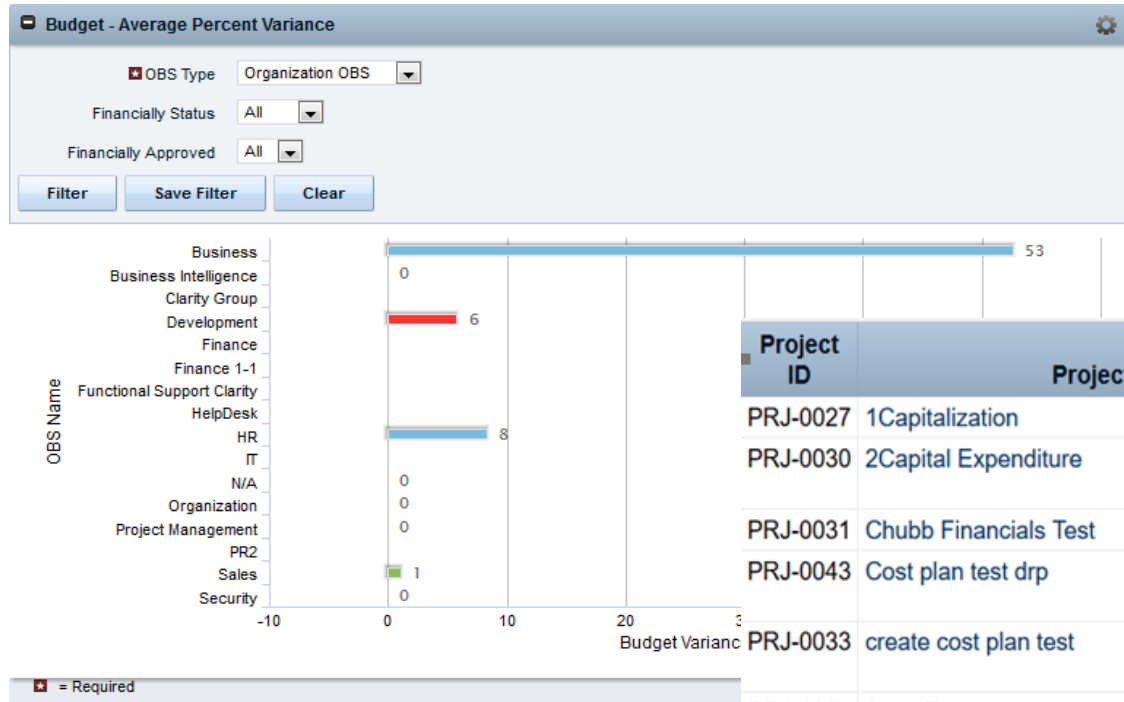
Project(s)

Project Manager(s)

**Filter** **Show All** **Save Filter** **Clear**

Project	Project Manager	Start	Finish	Active	Overall Status	Budget Status	Capital Budget	Operating Budget	Total Budget	Capital Planned	Operating Planned	Total Planned	Capital Actuals	Operating Actuals	Total Actuals	Budget Variance (\$)	Budget Variance (%)
Search for Nemesis	Mary, Aunt	7/30/12	3/2/15	✓	✖	◆	0	0	1,287,000	0	0	1,577,000	0	52,401	52,401	(290,000.00)	(22.533022533%)
Cure the Hulk	Kent, Clark	7/30/12	2/16/15	✓	⚠	◆	0	0	596,600	0	0	786,400				(189,800.00)	(31.813610459%)
Ironman Wonder Woman Wedding	America, Captain	4/18/12	7/20/13	✓	✖	✖	0	0	715,000	0	0	840,000	0	43,002	43,002	(125,000.00)	(17.482517483%)
Develop Transporters	Admin, Rego	10/29/12	9/2/13	✓	⚠	⚠	0	0	460,500	0	0	570,500	0	40,250	40,250	(110,000.00)	(23.887079262%)
Big Bang Theory Superhero Contest	Spiderman, Spidy	10/29/12	10/5/15	✓	◆	◆	0	0	135,000	0	0	240,000				(105,000.00)	(77.777777778%)
BMI - Introduction To Clarity	Dolak, Jerry	2/19/15	10/5/15	✓			0	0	75,000	0	0	79,000				(4,000.00)	(5.333333333%)

# Budget Variance With Drill



Project ID	Project Name	Cost Plan	Budget Plan	Planned Cost	Budgeted Cost	Variance
PRJ-0027	1Capitalization	Plan of Record		1,922,401.00	0.00	1,922,401
PRJ-0030	2Capital Expenditure	Cost Plan created on: 2015-04-04T08:24:21.	Cost Plan created on: 2015-04-04T08:24:21.	50,000.00	50,000.00	0
PRJ-0031	Chubb Financials Test	Test		137,600.00	0.00	137,600
PRJ-0043	Cost plan test drp	Cost Plan created on: 2015-06-27T10:15:46.		0.00	0.00	0
PRJ-0033	create cost plan test	Cost Plan created on: 2015-06-24T11:37:30.			0.00	
PRJ-0050	Dave Test	CP from Assignments		760.00	0.00	760
PRJ-0038	Deanna's Training Project	Test Plan		20,000.00	0.00	20,000
PRJ-0040	ec-Test Project	Initial Plan -- Assignments	Initial Plan -- Team-- Budget submission	60,000.00	128,000.00	(68,000)

# Resources Without Rate Matrix Entry

Resources with No Basic Matrix Entry

Project(s)


Resource(s)

Project ID

Missing Rate

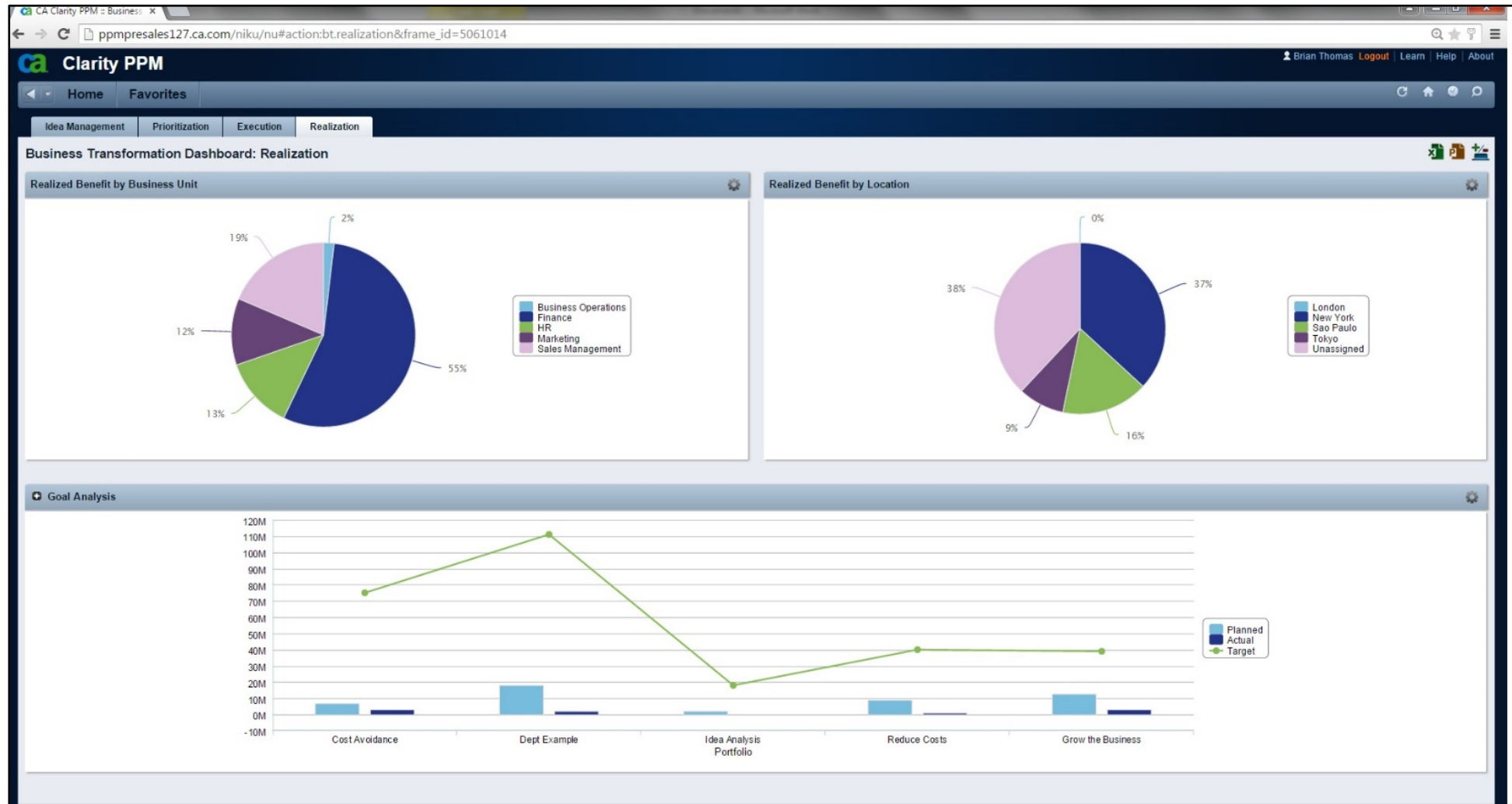
Investment	Investment ID	Resource	Rate Setup?
Build a Software Solution	PRJ0140	Agrawal, Rahul	✓
Bat Phone	PROD01	Agrawal, Rahul	✓
RA Test Project	PRJ0250	Agrawal, Rahul	✗
Bat Signal	APP01	Alfred, AI	✓
Invisible Forcefield Upgrade	PRJ0014	Alfred, AI	✓
FindYourHero.com	APP14	Alfred, AI	✓
Search for the Riddler	PRJ0016	Alfred, AI	✓
Bat Phone	PROD01	Alfred, AI	✓
Upgrade Justice League Lounge Security	PRJ0031	Alfred, AI	✓
Jasmin Attia_Test Project	PRJ0051	Alfred, AI	✓
Big Project Multiple Year [JS]	PRJ0059	Alfred, AI	✓
ABC E-Commerce (1.1)	PRJ0090	Alfred, AI	✓
Test Idea with Team and Tsk	PRJ0118	Alfred, AI	✓
Test Idea for WR0039	IDEA0008	Alfred, AI	✓
Test Idea with Team and Tsk	PRJ0123	Alfred, AI	✓
Test Idea 1234	IDEA0010	Alfred, AI	✗
Project for Test Idea 1234	PRJ0127	Alfred, AI	✓
Open super market	PRJ0144	Alfred, AI	✓
Test Project	PRJ0149	Alfred, AI	✓
Infrastructure Deployment Project	PRJ0150	Alfred, AI	✗
Test	PRJ0166	Alfred, AI	✓

# Planned Benefits by Project Status

Planned Revenue 						
Project Manager	Count	Critical	At Risk	On Track	Total	
Granger, Paula	1			1,120,000	1,120,000	
Martin, Paul	2		1,620,000	500,000	2,120,000	
McCarthy, John	2	450,000		600,000	1,050,000	
Reed, Henry	2			3,412,000	3,412,000	
Riviera, Alex	3			2,300,000	2,300,000	
Sutherland, Joy	3			2,790,000	2,790,000	
Tanner, Paul	4		500,000	2,050,000	2,550,000	
Berks, Paul	3			6,620,000	6,620,000	
Paxton, Robyn	4		300,000	2,403,000	2,703,000	
Thomas, Brian	1		4,500,000		4,500,000	
Alvarez, Corine	1	2,100,000			2,100,000	
Beck, Jackson	1			4,500,000	4,500,000	
Brooks, Emma	1			1,200,000	1,200,000	
DeCeglia, Virginia	1			600,000	600,000	
<b>Total</b>	<b>29</b>	<b>2,550,000</b>	<b>6,920,000</b>	<b>28,095,000</b>	<b>37,565,000</b>	

Displaying 1 - 14 of 14

# Benefits Realization

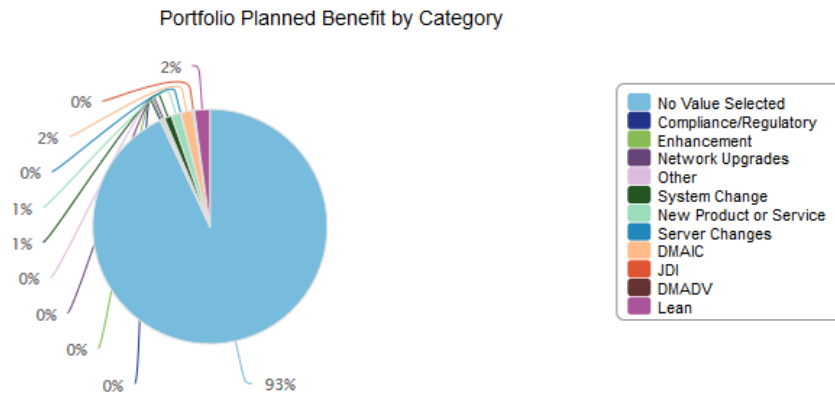




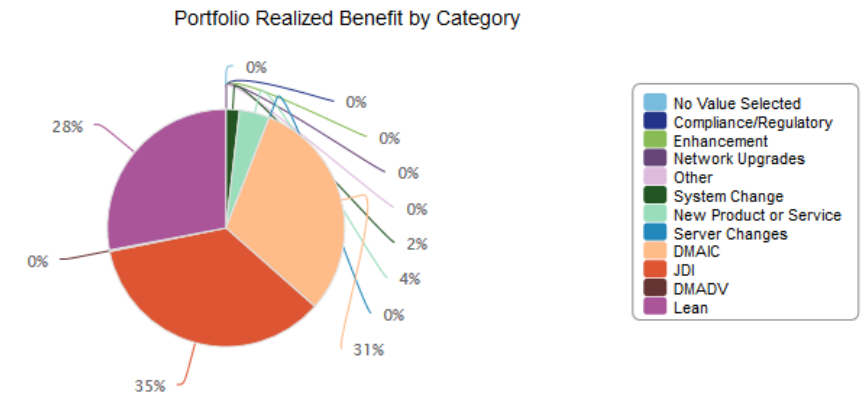
# Benefits Realization

## Overview: Benefits Pie Charts

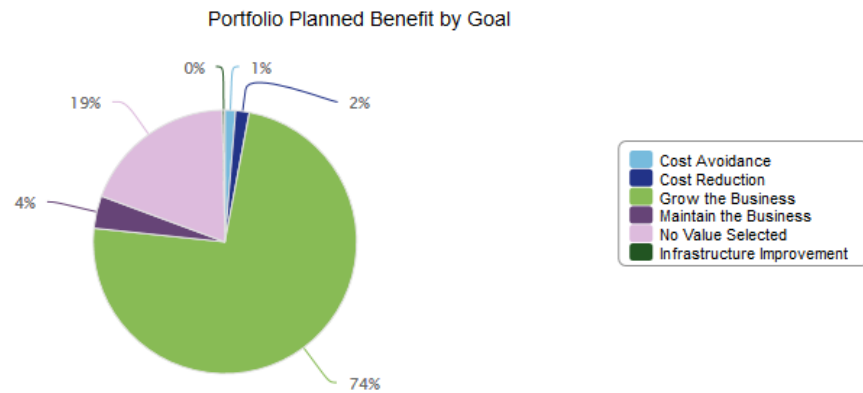
### Portfolio Planned Benefit by Category



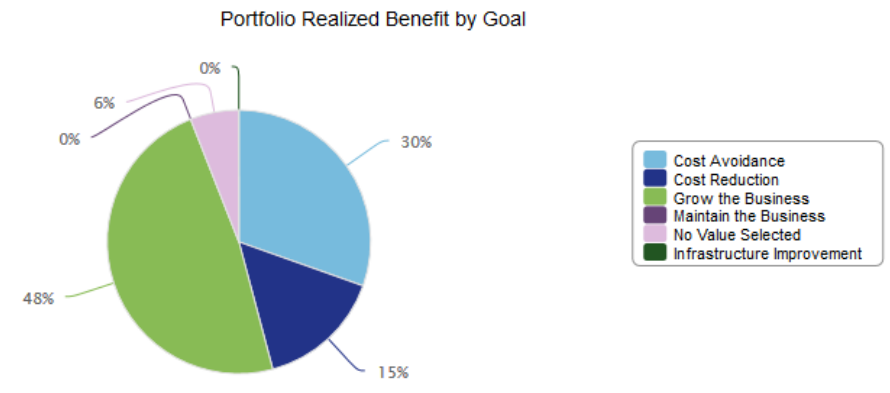
### Portfolio Realized Benefit by Category



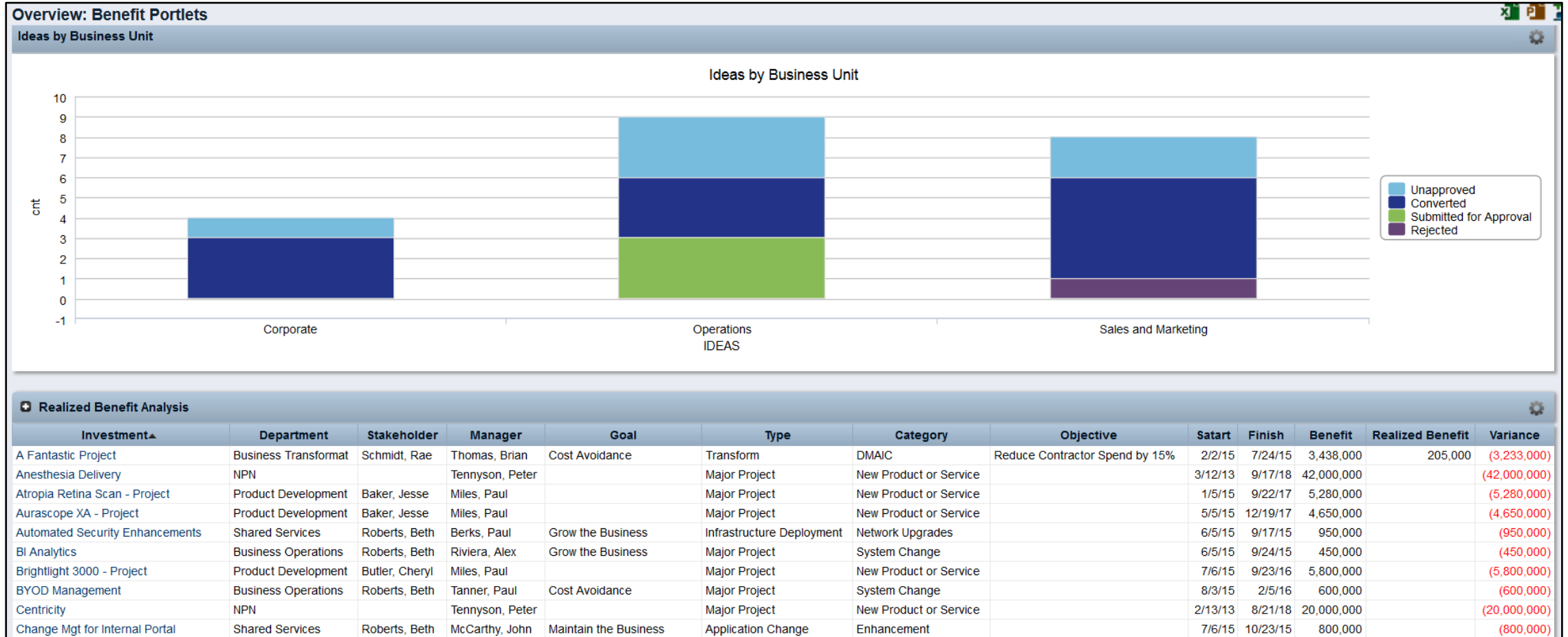
### Portfolio Planned Benefit by Goal



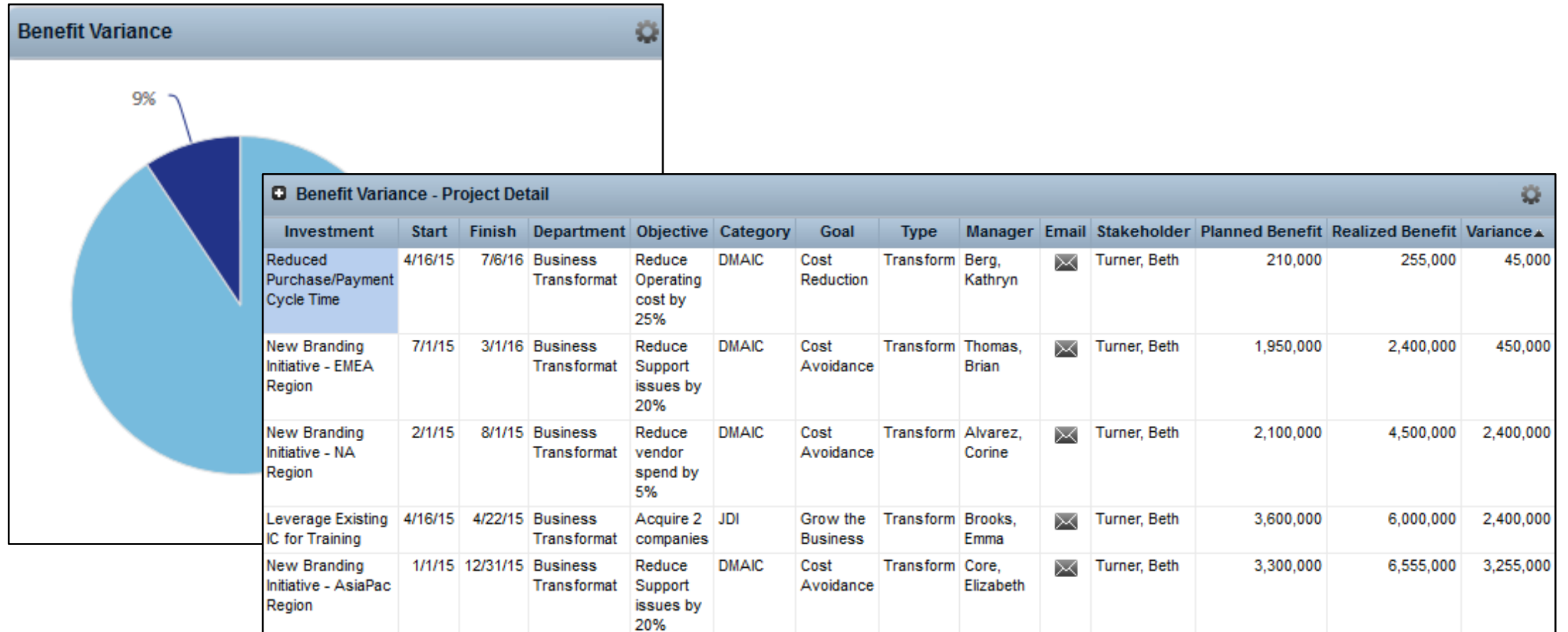
### Portfolio Realized Benefit by Goal



# Benefits Realization



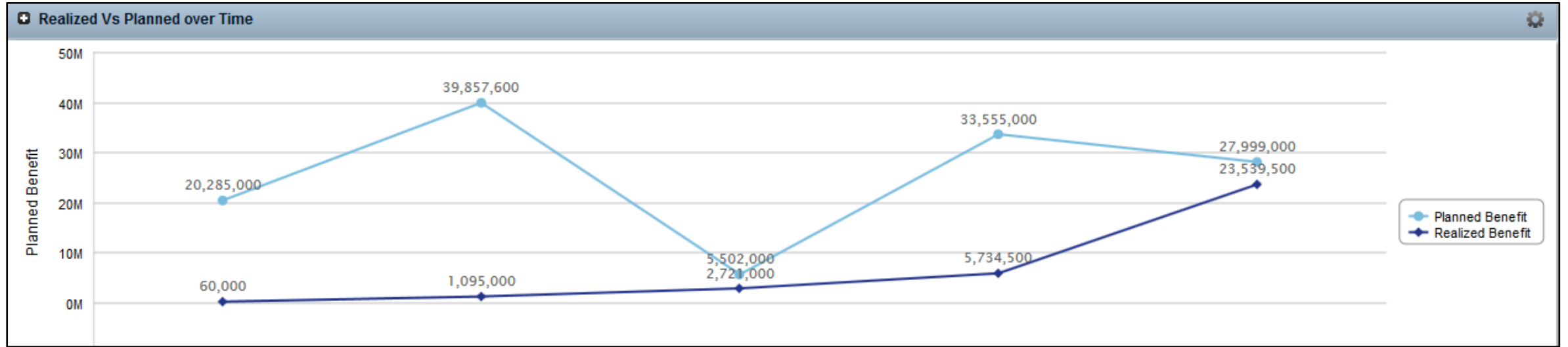
# Benefits Realization



# Benefits Realization

Benefit Forecast Review by Investment								
Project Name	Status	Work Status	Alignment	Risk	Planned Benefit	Actual Benefit	Variance	% Variance
<b>Improve Business Outcomes</b>								
A Fantastic Initiative	Unapproved	Requested	◆	◆	3,920,000.00	170,000.00	3,750,000.00	4.34
A Process Improvement Project	Unapproved	Requested	◆	◆	3,050,000.00	2,150,000.00	900,000.00	70.49
Business Unit C Initiative	Approved	Requested	◆	◆	50,000,000.00	10,000,000.00	40,000,000.00	20.00
Business Unit D Initiative	Approved	Requested	◆	◆	3,675,000.00	2,000,000.00	1,675,000.00	54.42
Department B Initiative	Approved	Requested	◆	◆	5,280,000.00	3,500,000.00	1,780,000.00	66.29
Department D Initiative	Approved	Requested	◆	◆	74,400,000.00	102,000,000.00	-27,600,000.00	137.10
DOM Process Change	Unapproved	Requested	◆	◆	3,050,000.00	4,607,000.00	-1,557,000.00	151.05
Mobile App Enhancement	Approved	Requested	◆	◆	1,825,000.00	6,000,000.00	-4,175,000.00	328.77
Project XYZ	Approved	Requested	◆	◆	1,330,000.00	2,350,000.00	-1,020,000.00	176.69
Reorganize File Cabinets	Unapproved	Requested	◆	◆	3,050,000.00	2,608,000.00	442,000.00	85.51
<b>Total</b>					<b>149,580,000.00</b>	<b>135,385,000.00</b>	<b>14,195,000.00</b>	<b>90.51</b>
<b>CEO Goal</b>								
BRAVO Initiative	Approved	Active	◆	◆	51,100,000.00	0.00	51,100,000.00	0.00
Department A Initiative	Unapproved	Active	◆	◆	42,000,000.00	0.00	42,000,000.00	0.00
IRIS Initiative	Unapproved	Requested	◆	◆	264,570,000.00	0.00	264,570,000.00	0.00
Process Enhancement	Approved	Requested	◆	◆	3,300,000.00	0.00	3,300,000.00	0.00
<b>Total</b>					<b>360,970,000.00</b>	<b>0.00</b>	<b>360,970,000.00</b>	<b>0.00</b>
<b>Cost Avoidance and Reduction</b>								
A Brilliant Project	Unapproved	Requested	◆	◆	0.00	0.00	0.00	0.00
A New Initiative	Unapproved	Requested	◆	◆	0.00	0.00	0.00	0.00
Order Approval Process	Approved	Requested	◆	◆	1,750,000.00	0.00	1,750,000.00	0.00
RQS Enhancement	Approved	Requested	◆	◆	1,950,000.00	0.00	1,950,000.00	0.00
Time Approval Process	Approved	Requested	◆	◆	2,200,000.00	0.00	2,200,000.00	0.00
Workstation Consolidation	Approved	Requested	◆	◆	1,230,000.00	0.00	1,230,000.00	0.00
WPG Enhancement	Approved	Requested	◆	◆	3,900,000.00	0.00	3,900,000.00	0.00
<b>Total</b>					<b>11,030,000.00</b>	<b>0.00</b>	<b>11,030,000.00</b>	<b>0.00</b>
<b>Increase Customer Value</b>								

# Benefits Realization



# Cost/Benefit Excel Upload

Benefit Plan Name	Benefit Plan ID	Description	Benefit Class	Benefit Subclass	2013	2014	2015	2016
Benefit Plan 1		Line Item 1	Increase Revenue	Headcount	10	20	30	40
Benefit Plan 1		Line Item 2	Reduce Cost	Infrastructure	15	25	35	45

	Resource Role	Cost Total	Actual Cost	Cost Variance		Amounts By Period											
						2015-01	2015-02	2015-03	2015-04	2015-05	2015-06	2015-07	2015-08	2015-09	2015-10	2015-11	2015-12
<input type="checkbox"/>	Champion	58,576.00		58,576.00	Cost	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
					Actual Cost												
					Cost Variance	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
<input type="checkbox"/>	Coach	58,576.00		58,576.00	Cost	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
					Actual Cost												
					Cost Variance		2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
<input type="checkbox"/>	Finance	58,576.00		58,576.00	Cost	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
					Actual Cost												
					Cost Variance	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
<input type="checkbox"/>	Program Manager	58,576.00		58,576.00	Cost	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
					Actual Cost												
					Cost Variance	2,464	2,240	2,464	2,464	2,352	2,464	2,576	2,352	2,464	2,464	2,352	2,576
<input type="checkbox"/>	Project Manager BT	175,728.00		175,728.00	Cost	7,392	6,720	7,392	7,392	7,056	7,392	7,728	7,056	7,392	7,392	7,056	7,728
					Actual Cost												
					Cost Variance	7,392	6,720	7,392	7,392	7,056	7,392	7,728	7,056	7,392	7,392	7,056	7,728
<input type="checkbox"/>	SME	175,728.00		175,728.00	Cost	7,392	6,720	7,392	7,392	7,056	7,392	7,728	7,056	7,392	7,392	7,056	7,728
					Actual Cost												
					Cost Variance	7,392	6,720	7,392	7,392	7,056	7,392	7,728	7,056	7,392	7,392	7,056	7,728
<input type="checkbox"/>	Team Lead	117,152.00		117,152.00	Cost	4,928	4,480	4,928	4,928	4,704	4,928	5,152	4,704	4,928	4,928	4,704	5,152
					Actual Cost												
					Cost Variance	4,928	4,480	4,928	4,928	4,704	4,928	5,152	4,704	4,928	4,928	4,704	5,152
<b>Cost</b>		<b>702,912.00</b>				<b>29,568</b>	<b>26,880</b>	<b>29,568</b>	<b>29,568</b>	<b>28,224</b>	<b>29,568</b>	<b>30,912</b>	<b>28,224</b>	<b>29,568</b>	<b>29,568</b>	<b>28,224</b>	<b>30,912</b>
<b>Actual Cost</b>																	
<b>Cost Variance</b>				<b>702,912.00</b>		<b>29,568</b>	<b>26,880</b>	<b>29,568</b>	<b>29,568</b>	<b>28,224</b>	<b>29,568</b>	<b>30,912</b>	<b>28,224</b>	<b>29,568</b>	<b>29,568</b>	<b>28,224</b>	<b>30,912</b>

# Timesheet Smoothing

- Split Timesheet rows to billable and non-billable input type codes – so only the standard weekly hours (40) are billable

**Timesheet**

Time Period: 1/4/16 - 1/10/16

Resource Name: Jon Hoaldridge  
Modified by: Jon Hoaldridge

Timesheet Status: Returned  
Last Modified: 2/7/16 2:34 PM

Investment	Description	Input Type Code	Mon 1/4	Tue 1/5	Wed 1/6	Thu 1/7	Fri 1/8	Sat 1/9	Sun 1/10	Total
JH Test Timesheet Splits	Task 1	bill	5.00	4.00	5.00		5.00			19.00
JH Test Timesheet Splits	task 2	bill	4.00	5.00		5.00				14.00
JH Test WBS Levels	Level 7	bill	3.00		4.00	4.00	4.00			15.00
<b>Total</b>			12.00	9.00	9.00	9.00	9.00	0.00	0.00	48.00

**Timesheet**

Time Period: 1/4/16 - 1/10/16

Resource Name: Jon Hoaldridge  
Submitted by: Jon Hoaldridge

Timesheet Status: Submitted  
Last Modified: 2/7/16 2:37 PM

Investment	Description	Input Type Code	Mon 1/4	Tue 1/5	Wed 1/6	Thu 1/7	Fri 1/8	Sat 1/9	Sun 1/10	Total
<b>Tasks</b>										
JH Test Timesheet Splits	Task 1	bill		4.17	3.33	4.17		4.17		15.83
JH Test Timesheet Splits	Task 1(split)	nonbill		0.83	0.67	0.83		0.83		3.17
JH Test Timesheet Splits	task 2	bill		3.33	4.17		4.17			11.67
JH Test Timesheet Splits	task 2(split)	nonbill		0.67	0.83		0.83			2.33
JH Test WBS Levels	Level 7	bill		2.50		3.33	3.33	3.33		12.50
JH Test WBS Levels	Level 7(split)	nonbill		0.50		0.67	0.67	0.67		2.50
<b>Total</b>			12.00	9.00	9.00	9.00	9.00	0.00	0.00	48.00

# Timesheet WIP Adjustments

- Create WIP adjustments so only the standard weekly hours (40) have costs

Posted Transaction Review

Filter Save Filter Clear

Transaction Date	Investment	Task	Charge Code	Cost Type	Resource	Transaction Class	Input Type Code	Quantity	Transaction Cost	Transaction Amount	Transaction Currency	Converted Cost	Converted Amount	Converted Currency
11/17/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/18/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/18/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	(1.50)	(92.37)	(92.37)	USD	(92.37)	(92.37)	USD
11/18/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/19/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/19/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/19/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	(1.50)	(92.37)	(92.37)	USD	(92.37)	(92.37)	USD
11/20/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/20/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/20/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Discovery / Defintion Activities (for Time Charging)	Operating	Operating	Borzi, Lisa	Direct FTE (EIT)	billable	(1.50)	(92.37)	(92.37)	USD	(92.37)	(92.37)	USD
11/9/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/9/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/9/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	(1.50)	(92.37)	(92.37)	USD	(92.37)	(92.37)	USD
11/10/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD
11/10/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/10/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	(1.50)	(92.37)	(92.37)	USD	(92.37)	(92.37)	USD
11/11/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	5.00	307.90	307.90	USD	307.90	307.90	USD
11/11/15 12:00 AM	JF Adjust Test 2	CNN-NNNB Project Name - Design Activities (for Time Charging)	Capital	Capital	Borzi, Lisa	Direct FTE (EIT)	billable	1.50	0.00	0.00	USD	0.00	0.00	USD



# Timesheet Smoothing – Portlet View for Finance

- Create a portlet that does not adjust the CA PPM financials, but displays normalized hours for finance

## Financial Views: Finance Extract - Details

Finance Extract Emp - Details																		
Month	Year	From Date	To Date	Project ID	Project	Employment Type	Input Type Code	Phase	Task	Cost Type	Actuals Task (Hrs)	Total Actuals Hrs (Life of Project)	Total ETC & Actuals Hrs (Life of Project)	Cost \$\$	Available Hours in Month	Total Hrs worked by resource in month	Normalized Hours (OT removed)	Normalized Cost (OT removed)
September	2016	9/1/16	9/30/16	PRJ-00010853		Employee	IT Employee			Capital	17	449	449	986	176	179	16.72	969.47
September	2016	9/1/16	9/30/16	PRJ-00010216		Employee	IT Employee			Capital	80.5	2,069.5	2,069.5	4,669	176	141.5	80.5	4,669
September	2016	9/1/16	9/30/16	PRJ-001069		Employee	IT Employee			Capital	65.5	573	573	3,799	176	176	65.5	3,799
September	2016	9/1/16	9/30/16	PRJ-00010526		Employee	IT Employee			Operating	6	61.5	61.5	348	176	173.5	6	348
September	2016	9/1/16	9/30/16	PRJ-00010526		Employee	IT Employee			Capital	3.5	44	44	203	176	190	3.24	188.04
September	2016	9/1/16	9/30/16	PRJ-00010526		Employee	IT Employee			Capital	1	9	35.2	58	176	176	1	58
September	2016	9/1/16	9/30/16	PRJ-00010526		Employee	IT Employee			Capital	1	1	1	58	176	176	1	58

# Implementation Best Practices

- Keep Things as Simple as Possible
- Spend Time on the Full Architecture – Now and Future
- CA PPM is Not the Company Financial System of Record – it is a Management System
  - CA PPM may never match general ledger 100%
- Start With Required Outputs and Work Backward
- Involve the Finance Team
- Integrate to Avoid Duplicate Entry

Questions?



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- Enter Activity- **Enter Name of Course**
- Enter **Description**
- Enter **Date Started**
- Enter **Date Completed**
- Provide Contact Person **Name of Person to Contact**
- Provide Contact E-Mail **E-Mail of Person to Contact**
- Enter Number of **PDU's Claimed** (1 PDU per course hour)
- Click on the **I agree this claim is accurate box**
- Click **Submit** button



Let us know how we can improve!  
Don't forget to fill out the class survey.



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