



UNANET GOVCON: ANALYZING PROJECT METRICS

PARTICIPANT GUIDE

Last Revised April 4, 2022

Contents

- ABOUT THIS PARTICIPANT GUIDE..... 4**
- COURSE INTRODUCTION 6**
 - Learning Objectives 6
 - Roles & Access..... 6
- Lesson 1: Roles and Functionality..... 8**
 - Learning Objectives 8
 - Project Management Roles 8
 - Tour 1.1 – Review Roles for Budgeting..... 9
 - Advanced Functionality 9
 - Property Setting for Project Cost Reporting 10
 - Tour 1.2 – Review Property Setting for Project Cost Reporting 10
 - Check your understanding 10
- Lesson 2: Project Setup 11**
 - Learning Objectives 11
 - Introduction..... 11
 - Calculating Revenue by Billing Types 11
 - Calculating Profitability by Billing Types 11
 - Tour 2.1 – Review Settings for Projects of Each Billing Type 12
 - Revenue Recognition Project Settings..... 12
 - Tour 2.2 – Review the Calculation for Revenue Reports 12
 - Demo 2.3 – Review Impact of Revenue Calculation Formula 14
 - Activity 2.4 – Review Impact of Revenue Calculation Formula 14
 - Manage and Report on Budgets..... 15
 - Project Budgets..... 15
 - Task Budgets 15
 - Tour 2.5 – Review Budget Fields 16
 - Check your understanding 16
- Lesson 3: Revenue and Profitability Reports..... 17**
 - Learning Objectives 17
 - Project Accounting Reports 17
 - Reporting Search Tips 17

Revenue & Funding Summary Report	18
Demo 3.1 – Revenue & Funding Summary Report.....	21
Activity 3.2 –Revenue Report using Time & Materials (TM) or Cost-Plus (CP) Projects	21
Project Cost Summary & Status Report	24
Demo 3.3 – Project Cost Summary & Status Report.....	27
Activity 3.4 –Project Cost Summary and Status Report using Fixed Price (FP) and Time & Material (TM) Projects.....	27
Check your understanding	29
Lesson 4: Validating Project Plans	30
Learning Objectives	30
Introduction.....	30
Validating Project Plans.....	30
Prepare for Metric Reporting on a Project’s Plans	32
Demo 4.1 – Prepare for Metric Reporting on Plans.....	32
Activity 4.2 – Prepare for Metric Reporting on Plans.....	33
Activity 4.3 – Analyze Revenue Metric on Plans	34
Activity 4.4 – Analyze Profitability Metric on Plans	35
Check your understanding	35
Lesson 5: Monitoring Project Performance.....	36
Learning Objectives	36
Introduction.....	36
Monitor & Control Phase Recommendations	36
Monitor & Control Phase Suggestions	38
Prepare for Metric Reporting on a Project’s Forecast.....	39
Activity 5.1 – Prepare for Metric Reporting on Forecast.....	40
Demo 5.2 – Configure Key Reports to Analyze Metrics on Forecast	41
Activity 5.3 – Configure Key Reports to Analyze Metrics on Forecast.....	42
Periodic Performance Reviews	44
Demo 5.4 – Analyze Key Metric Reports on Forecast.....	46
Activity 5.5 – Analyze Key Metric Reports on Forecast.....	47
Check your understanding	48
Lesson 6: Controlling Project Performance	49

Learning Objectives	49
Introduction	49
Corrective Action (Do Nothing)	49
Tour 6.1 – When and How to Do Nothing	49
Corrective Action (Rebaseline)	50
Tour 6.2 – Creating a Revised Plan (Rebaselining)	51
Corrective Action (Reforecast)	52
Demo 6.3 – Reforecasting a Project	55
Activity 6.4 – Reforecasting APF-FORECAST-TM.....	56
Check your understanding	59
APPENDIX A: Check Your Understanding Answer Key	60
APPENDIX B: Optional Unanet Tools	62
Introduction	62
Right-Side Dashboard	62
Unanet Analytics	63
Business Rule Enforcement	64
Native Unanet functionality	64
Validated Stored Procedures (VSP).....	64
Automated Analyst/Integration Management Utility (IMU).....	64
Glossary	64
NEXT STEPS	0
Completion Certificate and Course Survey	0
Self-Directed Learning (SDL) Courses	0
Certification Options	0
All-Access Learning Pass	1

ABOUT THIS PARTICIPANT GUIDE

This document serves as a supplement to the training courses offered through Unanet University. Participants should use this workbook to complete exercises in the student Unanet system while attending the course. Additionally, participants should record notes and actions for reference when working within their own Unanet system.

Symbols used in this guide



Activity



Important Note



Demo



Question



Tour

Unanet Contact Information

- VirtualUU@unanet.com

Send questions here for information about courses, course schedule, unanetuniversity.com, certifications, and enrollments. This is a mailbox that is monitored daily.

Support Portal

To improve your experience in accessing our support resources, all Knowledge Center articles and FAQs have been relocated to the Unanet Support Portal, located at support.unanet.com. You will need a Support ID to access the portal, which you can acquire using the steps below:

To obtain a login to the Unanet support portal or to create a new ticket, send an email to support@unanet.com with "Support Portal ID request" in the Subject line.

The following conditions must be met to be granted a support account:

- The "from" address must match the domain of your company.
- It must NOT be a generic email account (e.g., it cannot be from gmail.com, aol.com, or msn.com).

The company must have an active support agreement with Unanet.

Student Training Site

A Unanet training system has been specifically created to support this course. The system is configured around a fictional GovCon company named MyCo. The activities, and accompanying simulations, reference MyCo, its related internal and external organizations, and business processes.

COURSE INTRODUCTION

In this course, you will review project settings that impact project metrics for revenue and profitability. You will also perform periodic project reviews and reforecast labor and expenses to ensure scope, cost, and schedule will meet project metrics.

Learning Objectives

After this session for **Analyzing Project Metrics**, participants will be able to:

- Discuss primary project management roles and advanced functionality within the portfolio license
- Describe project setup that impacts project metrics for revenue and profitability
- Discuss reports that provide information on revenue and profitability
- Analyze project plans for revenue and profitability
- Modify the report criteria to monitor project revenue and profitability on the actuals compared to the approved project plan
- Perform periodic project performance reviews
- Determine corrective action
- Reforecast project labor or expense in future periods
- Discuss Unanet’s optional tools that increase efficiencies in the day-to-day management of projects

Roles & Access

It is helpful to be familiar with the Unanet roles and the access that comes with each unique role.

Please note, the password is case sensitive; login name is not.

	Unanet Role	Name	Unanet Login Name	Password
Project Manager	Project Lead, Billing Manager, Resource Planner, Resource Assigner, Bill Rate Manager, Manager	Gus Lead	glead	welcome
Contracts Manager	Project Manager, Billing Manager, Bill Budget Manager, Project Viewer	Fay Contracts	fcontracts	welcome

Financial Controller	System Administrator	Penny	uuadmin	welcome
-------------------------	-----------------------------	-------	----------------	----------------

LESSON 1: ROLES AND FUNCTIONALITY

Learning Objectives

Discuss primary project management roles and advanced functionality within the portfolio licenses.

Project Management Roles

Project Manager (PM)

Users with this role are typically responsible for managing many aspects of a project and possess the ability to create and maintain projects. These users can manage all project attributes with the exception of managing Labor/Expense Budget fields, Project Plans and Assignments. This role can have its visibility limited via the Organization Access screens and access to nearly all reports under the Reports > Project Reports (Time & Expense) section.

A project manager is required on all projects. This user is listed as the Project Administrator > Project Manager menu. Only users with the project role can be listed as a project manager or an alternate project manager.

Project Lead

This role is not assigned to a user via the Roles tab, but rather via the Project Profile >> Administrators screen. As such, this field will be 'grayed out', though it will contain a check mark if this user happens to be assigned as a Project Lead to any project. Project Leads have access to view the same information as a Project Manager less the following areas: Alerts tab, Left-side menus for expense types, items, labor categories, pay codes, and locations.

Project Leads also have the ability to create tasks under a project; as well, the Project Lead can assign all Project Administrator roles for a specific project with the exception of the Project Manager.

The Project Lead will be able to view existing assignments and plans for the project but will not be able to assign or plan additional resources to the project unless they are granted the Resource Assigner role.

The Project Lead has the same access to reports as the Project Manager.

Cost Rate Manager

A Project Manager cannot see bill or cost rates in Unanet unless an Administrator grants the user Bill Rate Manager and/or Cost Rate Manager roles within the PM's profile.

Bill Rate Manager

A Project Manager cannot see bill or cost rates in Unanet unless an Administrator grants the user Bill Rate Manager and/or Cost Rate Manager roles within the PM's profile.

Bill Budget Manager/Viewer

A Project Manager cannot see bill or cost rates in Unanet unless an Administrator grants the user Bill Rate Manager and/or Cost Rate Manager roles within the PM's profile.

Cost Budget Manager/Viewer

A Project Manager cannot see bill or cost rates in Unanet unless an Administrator grants the user Bill Rate Manager and/or Cost Rate Manager roles within the PM's profile.



Tour 1.1 – Review Roles for Budgeting

Instructor is logged in as a System Administrator. (uadmin / welcome)

Tour Highlights:

- Review Budget Manager/View Roles and Organization Access
- Review the Project and Task Budget fields



If your System Administrator is limiting a user's role using the organization access you will need to update the user's profile appropriately. You can locate more information on organization access in the Unanet Support Portal.

Advanced Functionality

It is common that customers give their project leaders one or more roles to allow them to manage and run reports to manage the project. While many roles are common, it is uncommon that the Cost Rate Manager role is provided to the project managers. The cost rate manager role provides access to direct cost rates of accessible users. The Cost Rate Manager role also provides access to the family of cost-based reports in the Project Accounting section. As such, a user without this role would not be able to access revenue and profitability reports.

However, if you would like Project Managers to access revenue and profitability reports with aggregated costs, but not individual costs, there is a property setting to support this configuration. Review the features of the Allow Project Cost Reporting For Non-Cost Rate Managers property setting to understand more about this advanced feature.

Property Setting for Project Cost Reporting

If project-oriented roles (specifically the Project Manager, Project Lead, and Project Viewer) need the ability to see aggregated cost but not individual cost, the Administrator may choose to enable the *Allow Project Cost Reporting For Non Cost Rate Managers* property under Admin > Properties > Unanet > Access/Permissions > Rate Permissions.



Tour 1.2 – Review Property Setting for Project Cost Reporting

Instructor is logged in as the System Administrator. Your student site has already been updated.

Tour Highlights:

- Review system property setting
 - o Project Cost Reports to Non-Cost Rate Managers

Check your understanding



The user with the Bill Budget Manager role will be able to edit the Labor Bill Budget fields on projects and associated tasks.

- a) True
- b) False



Enabling this property setting will allow a user with only the Project Lead role access to the Revenue Funding Summary Report and the Cost Summary and Status Report.

- a) Allow Cost Reporting For Non-Cost Rate Managers
- b) Allow Project Cost Reporting For Non-Cost Rate Managers
- c) Allow Project Margin Reporting For Non-Cost Rate Manager



Refer to Appendix A for answers to the Check Your Understanding questions

LESSON 2: PROJECT SETUP

Learning Objectives

Describe project setup that impacts project metrics for revenue and profitability

- Describe project setup for billing types
- Describe project setup to manage and report on budgets

Introduction

The calculations that Unanet uses to determine revenue and profitability are determined, in part, by the project's Billing Type. There are four billing types provided in the system.

Calculating Revenue by Billing Types

Revenue on a project is calculated by the billing type of the project/task. However, there is a setting on the project/task that can limit the calculated revenue by the funded value field on the project/task.

Review the information below to better understand revenue calculations by billing type

- **Time & Material (TM):** TM revenue for labor is calculated by the bill rate multiplied by the hours. TM revenue for expenses is calculated by the direct cost of the expense multiplied by any associated markup %.
- **Cost Plus (CP):** CP revenue is a calculation of the direct costs, indirect costs and any associated fees for both labor and expense.
- **Fixed Price (FP):** FP revenue is calculated strictly by the configuration of the billing schedule on the project.

Calculating Profitability by Billing Types

In general terms, profit on a project is calculated by dividing revenue into the (revenue minus burdened costs).

All costs are collected through various transactions created in the system. Depending on the criteria selected in a report that shows profit, costs may be found in one of a few locations.

- When reporting on Plans, the cost source for labor is the hours in the people plans and direct cost entries in the expense plans.

- When reporting on Assignments or Budgets, the cost source for labor is the hours in the people assignments and direct cost entries in the expense budgets.
- When reporting on Actuals, labor costs are derived from hours recorded in timesheets and non-labor costs are created through expense report entries, vendor invoice entries and/or journal entries.



Tour 2.1 – Review Settings for Projects of Each Billing Type

Instructor is logged in as the System Administrator; however, only the Project Manager Role, Billing Manager and Bill & Cost Budget Manager roles would be required to complete this tour.

Tour Highlights:

- **Part 1** Verify settings on TM Project to manage revenue and profitability
- **Part 2** Verify settings on CP Project to manage revenue and profitability
- **Part 3** Verify settings on FP Project to manage revenue and profitability

Revenue Recognition Project Settings

Many, if not most, Unanet systems are defaulted to calculate revenue on the net amount for all project financial accounting reports. While this configuration would not naturally introduce a challenge, if the Project Manager elects to also check the Project Profile setting to “Limit revenue to funded value less fixed fee”, the reports showing revenue will not reflect any overcharging or plans/assignments/budgets in excess of the funded value on the project/task’s Accounting tab. To ensure that revenue is calculated correctly on project accounting reports, the Administrator will need to confirm that the “Total Revenue” report item is included in the cost report definitions configured in Admin > Setup.

This activity helps understand how revenue is configured to calculate in your system and how this impacts the Project Accounting reports that reflect calculated revenue on a project.



Tour 2.2 – Review the Calculation for Revenue Reports

Instructor is logged in as the System Administrator.

Tour Highlights:

- Identify which Cost Report Name calculates revenue
- Show additional rows to support calculation on gross
- Show location of Limit Revenue flag on a project and task



This is the formula the system will use to calculate the revenue amount for any report that shows revenue for any project, regardless of other settings.



Demo 2.3 – Review Impact of Revenue Calculation Formula

Instructor is logged in as Fay Contracts. Relevant role is Project Manager and the system setting to allow non-cost rate managers access to Project Cost Reports.

Demo Highlights:

- Review project settings on accounting tab to limit revenue
- Review revenue and funding summary report criteria on plans



Activity 2.4 – Review Impact of Revenue Calculation Formula

A project has recently experienced a reduction in funding. Update the project and run a revenue report to view the impact of which formula is used for revenue calculations.

Log in as Fay. Her relevant role is Project Manager and the system setting to allow non-cost rate managers access to Project Cost Reports.

userid: **fcontracts** password: **welcome**

Activity Steps

1. Navigate to Home dashboard > Left-side menu
2. Under the My Reports section, run **Impact of Revenue on Net vs Gross**
3. Note the calculated revenue for this project in the TO-DATE BOT – EOT field is \$100.00.
4. Navigate to Contracts > Project > List and filter for project code **APF-LIMIT-REVENUE**
5. Edit this project and navigate to the Accounting tab
 - a. in the PROJECT VALUE section, change **Current Funded Value** to **\$1.00**
 - b. Check the flag to **Limit Revenue To Funded Value Less Fixed Fee**
6. Click **Save**
7. Navigate back to the Home dashboard > Left-side menu
8. Under the Saved Reports section, again, run **Impact of Revenue on Net vs Gross**
9. Note the calculated revenue for this project in the TO-DATE BOT – EOT field is now limited to the Funded Value of exactly \$1.00, which obviously does not reflect the true value of the revenue without that flag set



When the project setting is checked to limit revenue to the funded value it is highly recommended that the system administrator reviews and verify that the formula for **USE IN REVENUE REPORT** has been configured to report on gross revenue vice the traditional setting net revenue.

If the System Administrator elects to calculate revenue on gross, this will also impact the effort to reconcile the general ledger revenue to the project revenue on the Cost Summary Report (JSR) Report.

Manage and Report on Budgets

Budget fields are available at the project and task level for categories of hours, labor bill, labor cost, labor burdened cost, expense bill, expense cost, and expense burdened cost. The term "budget" is used throughout Unanet and based on its context can mean different things; for example, in some reports, "budget" refers to the person assignment and in other reports the term "budget" refers to these budget fields on the project or task.

The Budget tab of the Project Profile contains many fields where a user with the bill and/or cost budget manager roles to set up aspects such as dates, bill, cost, burdened cost budgets. In the Expense Plans submenu, expense plans can be made into expense budgets, which then appear in the Expense Budgets submenu for management.

Budget information is not required but is helpful to gain full use of Unanet project costing reports.

Project Budgets

- Budget fields available include bill dollar which can be evaluated against the calculated revenue value as well as the direct and burdened cost dollars.
- There are three sections on a project for budget value: Hours, Labor Budget and the Expense Budget.
 - All budget values can be used to calculate the variance between plans, assignment and/or actuals.
 - Typically, reports that show the revenue can be compared to the sum of the labor plus expense budget fields on the project or task.
 - The Expense Budget area can be used to capture the planned or budgeted amount for items, which are primarily used in purchasing and/or vendor invoicing.
- Budgets can be added at the project and/or at the task level. Reports that show the budgets can also be configured to report on project budgets or task budgets.

Task Budgets

- Budget fields can be added at the task level and these values do not roll up to the project budget fields. This allows for a variation of control at both the project and task level.
- Reports that show the budgets can also be configured to report on project budgets or task budgets.



Tour 2.5 – Review Budget Fields

Instructor is logged in as Fay Contracts. Her relevant roles required for this activity is Project Manager and the Bill Budget Manager.

Tour Highlights:

- **Part 1** Review project level budget fields and reporting
- **Part 2** Review task level budget fields and reporting

Check your understanding



Budget fields added at the task level will populate the project budget fields.

- a) True
- b) False



Labor and Expense budgets can be combined in the various reports.

- a) True
- b) False



Refer to Appendix A for answers to the Check Your Understanding questions

LESSON 3: REVENUE AND PROFITABILITY REPORTS

Learning Objectives

Discuss reports that provide information on revenue and profitability

- Discuss the Revenue & Funding Summary Report
- Discuss the Project Cost Summary & Status Report

Project Accounting Reports

In the Project Accounting section of the Reports dashboard there are two reports that we can use to help monitor and control projects. These are the same two reports that we used to validate plans in the planning phase (revenue and funding summary) and one of the many reports that manage profitability work on profitability, the Cost Summary & Status report.

Reporting Search Tips

In many Unanet screens, you can use the following features to help you refine the selection criteria in order to return the specific data you are seeking. For example,

Filter icon (🔍) -- can be clicked on many screens to allow you to narrow down (i.e., filter) a list of people, projects, managers, etc. The filter allows you to refine certain criteria before submitting the overall selection criteria page for processing.

Percent sign (%) -- can be used as a wildcard in conjunction with filters to indicate all values will be displayed. Note the results of the filters are intended to display additional specific choices that you can then further select or de-select to refine your search.

Multi-select -- can be used with most multi-select list boxes. You can select multiple individual items in a multi-select list box by holding down the **Ctrl key** and clicking on the **left mouse button**. Doing so will toggle each item on or off (i.e., selected or de-selected).

You can also block select a number of items in a multi-select list box by clicking on the first item in the list and then holding down the **Shift key** and clicking on the last item with your **left mouse button** in which case all items from the first to the last will be selected.

Revenue & Funding Summary Report

This report is useful to provide a quick look at calculated revenue on projects and provides a one-line summary analysis of a project's revenue compared to the budgeted and funded values.

Key Report Criteria Elements

REPORT ON: My Primary Projects report output will be limited to those projects to which the current user has been defined as a Project Administrator

PROJECT: this filter offers many ways to search for projects such as by owning or project org, the actual project code and options to include inactive projects that would not normally show up in the report.

PROJECT TYPE: commonly limited report on the billable projects, which are project types where the billable flag is enabled

PROJECT STATUS: commonly limited report on projects that are actively being managed

DATE RANGE: to capture all revenue, it is common to use the BOT/EOT values

FORECAST OPTION: based on the billing type (TM, FP, CP), this setting determines where the revenue calculations will be derived. Common options include:

- **Include Plans Only:** Most commonly used in the project planning phase before the project starts executing. TM, CP revenue will be calculated using the people and expense plans. FP revenue calculates from the billing schedule
- **Include Actuals and Assignments:** Most commonly used in the periodic project review process during the monitor and controlling phase. TM & CP revenue will report actuals through a defined date and use the remaining assignments for the date range.

REPORTING OPTIONS: Determines if the report uses the budget values from the project budget tab or the combined values from the task budget tab.

INCLUDE EXPENSE REPORTS: If the report uses one of the forecasting options that includes ACTUALS, this section allows the revenue from all expense reports regardless of status. Commonly, project teams need to view potential revenue on a pending expense report



It is important to remember that if you want the report to include expense reports that have not been approved yet, you will need to select the 'Using Line Item Date within range' and then check Include non-completed Expense Reports.

Key Report Result Elements

The primary area of interest for the project team is the TOTAL section, which includes the **TO-DATE**, **BUDGETED**, **BACKLOG**, **FUNDED VALUE**, and **REMAINING FUNDED**. Each is explained below:

- **TO DATE:** calculated revenue for the DATE RANGE used in the report criteria
- **BUDGETED:** as viewed in the previous activity, this value is the labor + expense bill \$ budget values from the project or the task, depending on the criteria for reporting options

TO-DATE BOT - EOT	TOTAL		FUNDED VALUE	REMAINING FUNDED
	BUDGETED	BACKLOG		
371,936.16	371,950.00	13.84	91,000.00	(280,936.16)

LABOR BUDGETS

Budgeted

Bill \$:	371950
Cost \$:	
Burdened Cost \$:	

EXPENSE BUDGETS

Budgeted

Bill \$:	0
Cost \$:	
Burdened Cost \$:	

- **BACKLOG:** calculation of BUDGETED minus TO DATE. It shows if the revenue in the report is over or under the budgeted value based on the project or tasks (determined by the reporting options criteria).
 - o A positive value indicates the budget is higher than the revenue in the report. This indicates that the project is subject to running 'under budget' if the current course continues without programmatic changes.
 - o A negative number (red with parenthesis) indicates the budget is lower than the revenue in the report. This indicates that the project is subject to running 'over budget' if the current course continues.



Backlog is a worthy metric to analyze a project plan or forecast as the budget values do not impact other areas of the system such as billing and financial reporting.

- **FUNDED VALUE:** represents the funded value field from the project > accounting tab or the cumulative task funded values

PROJECT VALUE

Current

Total Value \$:

Total Cost \$:

Total Fee \$:

Funded Value \$:

Funded Cost \$:

Funded Fee \$:

TO-DATE BOT - EOT	TOTAL			FUNDED VALUE	REMAINING FUNDED
	BUDGETED	BACKLOG			
371,936.16	371,950.00	13.84		91,000.00	(280,936.16)

- **REMAINING FUNDED:** calculation of FUNDED VALUE minus TO DATE. It shows if the revenue in the report is over or under the funded value based on the project or tasks (determined by the reporting options criteria).
 - o A positive value indicates the funding is higher than the revenue in the report, which may suggest there are funds available on the project what will be unbillable/unused unless action is taken to consume the funding.
 - o A negative number (red with parenthesis) indicates the funding is less than the revenue in the report. This suggests that the project is subject to running 'at risk' or 'out of funds' if the current course continues without programmatic changes.



Remaining Funded is a critical metric to analyze during any phase of the project lifecycle. This field quickly identifies a risk of running out of funds or possibly a missed opportunity to generate more revenue.

In the example above, the Budgeted Value is much larger than the Funded Value. This is a typical configuration for projects that have not received all of the funding for the contract. This is called incremental funding and can be easily seen on this report.

TO-DATE BOT - EOT	TOTAL			FUNDED VALUE	REMAINING FUNDED
	BUDGETED	BACKLOG			
371,936.16	371,950.00	13.84		91,000.00	(280,936.16)



Demo 3.1 – Revenue & Funding Summary Report

Instructor is logged in as Gus. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.

Demo Highlights:

- Using Saved Reports:
 - o **APF-Demo 3.1-Reviewing Revenue (on Plans)**
 - o **APF-Demo 3.1-Reviewing Revenue (on Forecast)**
- Review key features and primary analysis tips to include:
 - o Saved Criteria Review (show different forecast options)
 - o Explain Backlog and Remaining Funded
 - o Remind about revenue sources for each billing type
 - o Highlight fully funded and incrementally funded



Activity 3.2 –Revenue Report using Time & Materials (TM) or Cost-Plus (CP) Projects

Run and analyze revenue for TM and CP projects with different forecasting options. Work to understand how the total calculated revenue for each billing type is compared to the budget and funded values from the project. Project plans, budgets and actuals have been added for you. Log in as Gus Lead. His relevant roles required for this activity is Project Lead and the property setting is enabled to allow non-cost rate managers access to project cost reports.

Log in as Gus. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.

userid: **glead** password: **welcome**

Activity Steps

PART 1: Configure a revenue report to evaluate the Backlog Field on project plans

1. Navigate to the Reports dashboard > Project Accounting Reports section > run the Project Revenue and Funding Summary Report
2. Run the saved report **APF-Activity 3.2-Reviewing Revenue for TM&CP** or use the following criteria to manually build the report:
 - a. PROJECT CODE: filter for code: **APF-REVIEWING**
 - b. BILLING TYPE: select **TM** and **CP**
 - c. DATE RANGE: **BOT – EOT**
 - d. FORECAST OPTIONS: **Include Plans Only**
 - e. REPORT OPTIONS: **Calculate from Project Budgets/Funded Value**

PART 2: Review and analyze the report results for planned revenue

1. In TOTAL section on the far-right end of the report, note the following results

- **BACKLOG:**

- if the value is **positive**, this indicates the calculated revenue is **LESS** than the total of the Bill \$ Budget fields. (labor plus expense sections)
 - This represents people and expense plans that are 'under budget' and could result in a loss of potential revenue if executed as is.

EXAMPLE: TOTAL

TO-DATE BOT - EOT	BUDGETED	BACKLOG	FUNDED VALUE	REMAINING FUNDED
254,599.98	260,000.00	5,400.02	150,000.00	(104,599.98)

- if the value is **(negative)**, this indicates the calculated revenue is **MORE** than the total of the Bill \$ Budget fields. (labor plus expense sections)
 - This represents people and expense plans that are 'over budget'

EXAMPLE: TOTAL

TO-DATE BOT - EOT	BUDGETED	BACKLOG	FUNDED VALUE	REMAINING FUNDED
292,262.38	260,000.00	(32,262.38)	150,000.00	(142,262.38)

PART 3: Configure a revenue report to evaluate the Remaining Funded Field on project forecast (actuals + future plans or actuals + future assignments)

1. Click on the Back to Criteria link to revise the filters on Project Revenue and Funding Summary Report
2. Update the report with the following criteria:
 - a. FORECAST OPTIONS: change selector to **Actuals and Assignments**
 - When the Use Actuals Through Date pops up, change the selector from Today to **5/31/2021** and choose **Remaining hours/expenses per work day**
 - b. INCLUDE EXPENSE REPORTS
 - check the box for **Using Line Item Date within range**
 - check the box for **Include non-completed Expense Reports**

PART 4: Review and analyze the report results for forecasted revenue

1. In TOTAL section on the far-right end of the report, note the following results

- **REMAINING FUNDED:**

- if the value is **positive**, this indicates the calculated revenue is **LESS** than the total of the **Funded Value** field.
 - This represents a missed opportunity to capture revenue.

TOTAL				
TO-DATE BOT - EOT	BUDGETED	BACKLOG	FUNDED VALUE	REMAINING FUNDED
107,857.68	371,950.00	264,092.32	120,000.00	12,142.32

- if the value is **(negative)**, this indicates the calculated revenue is **MORE** than the total of the **Funded Value** field.
 - This represents the potential for overspending the project and could put the project 'at-risk' if allowed to continue with this forecast.

TOTAL				
TO-DATE BOT - EOT	BUDGETED	BACKLOG	FUNDED VALUE	REMAINING FUNDED
129,627.12	371,950.00	242,322.88	120,000.00	(9,627.12)

Project Cost Summary & Status Report

This report displays true or burdened costs based on indirect rates input into Unanet on a period-by-period basis and is dependent upon the cost report setup within Unanet by the Administrator. Labor costs, other direct costs and indirect costs can be reported along with revenue and profit for all four billing types (TM, FP, CP, and NB).

For this class, we introduce this specific report to analyze profitability of a project's plans and forecast.



The advantage of this report is the ability to report on plans or budgets and show actuals to help forecast costs, revenue, and profit in future periods.

Key Report Criteria Elements

REPORT ON: My Primary Projects report output will be limited to those projects to which the current user has been defined as a Project Administrator

PROJECT: this filter offers many ways to search for projects such as by owning or project org, the actual project code and options to include inactive projects that would not normally show up in the report.

BILLING TYPE: If analyzing one project at a time, this report is useful for projects with a Fixed Price or Time & Material billing type.

PROJECT STATUS: Commonly limited report on projects that are actively being managed

COST REPORT NAME: The Cost Report Name selection criteria is required and is used to indicate which Cost Report Definition should be applied to the resulting output. The list of available options in this drop-down is managed via the Admin >> Setup >> Cost Reports screen.

REPORTING PERIOD: This section of the report that is analyzed in this course is not contingent on the reporting period; however, many times, the PM team reviews the profitability of a specific period, which can set as the increment on this filter

ROW OPTIONS: Based on the billing type this setting determines where the revenue calculations will be derived. Common options include:

- **Include Plans Only:** Most commonly used in the project planning phase before the project starts executing. TM, CP revenue will be calculated

using the people and expense plans. FP revenue calculates from the project's billing schedule.

- **Include Actuals and Assignments:** Most commonly used in the periodic project review process during the monitor and controlling phase. TM & CP revenue will report actuals (timesheets and expense reports) through a defined date and use the remaining people assignments and expense budgets for the date range.



Selecting more than one option results in multiple rows on the report. This is good way to review both planned values and forecasted values.

Configuration options for the report:

- Show Plans (Active Plan Sets)
- Show Budgets
- Show Actuals
- Show Actuals Combined with: Budgets Plans for
- Date: 5/15/2021 (Use Actuals Through Date)
- Calendar: Previous Semi-Month
- Calculate remaining plan/budget based on:
 - Original hours/expenses per work day
 - Remaining hours/expenses per work day

TOTAL			
ACTUALS & ALLOCATED*+ BOT - EOT	BUDGETED	BACKLOG	UNALLOCATED BUDGET
17.36%			
4.24%			

REPORTING OPTIONS: If your filter will include more than one project and you would like to see a combined report use the Roll up all selected projects into a single block flag to report on all projects in the filter.

INCLUDE EXPENSE REPORTS: If the report uses one of the forecasting options that includes ACTUALS, this section allows the revenue from all expense reports regardless of status.



It is important to remember that if you want the report to include expense reports that have not been approved yet, you will need to select the 'Using Line Item Date within range' and then check Include non-completed Expense Reports.

INCLUDE EXPENSE REPORTS:

- Using Line Item Date within range
- Using Expense Report Completion Date within range
- Using Posted Date within range (Extracted Expense Reports only)
- Include non-completed Expense Reports

Analyzing the Key Report Result Element

The Support Portal provides many entries about how to read and analyze the various columns on the Cost Summary and Status Report. However, this course focuses on the project management team's effort to analyze the revenue and profitability of a project or portfolio of projects. With that in mind, the primary column to understand is the **ACTUALS & ALLOCATED BOT-EOT** column in the **TOTAL** section.

ACTUALS & ALLOCATED BOT-EOT: For each row (cost report element) shown on the report, this BOT-EOT column calculates all values from the beginning of time (BOT) through the end of time (EOT) on the project being reported. For the project team, this inclusive value provides an overall result of relevant metrics such as profitability and revenue. The report criteria also offer a setting to show one set of values over another. For example, if you wanted to analyze total planned revenue or profitability compared to the forecasted (actuals+plans or actuals+budget), the criteria have check boxes to show both plans and forecast on this report.

Common Cost Report Elements

Rows on the report are determined by the Cost Report Name selected in the criteria. It is recommended that the Administrator create a cost report definition that suits the reporting and analysis needs of the project team that runs the report. Some of the more common cost report elements (rows) and formulas for this report include:

REPORT ITEM LABEL	ACTUALS FORMULA
Total Revenue (Net)	[Revenue::Total (Net)]
Total Profit % (Net)	$([Revenue::Total (Net)] - [Total Mapped::Cost]) / [Revenue::Total (Net)]$
Total Hours	[Total Mapped::Labor Hours]
Unmapped Costs	[Cost::Unmapped Labor] + [Cost::Unmapped ODC]

These formulas represent a system that calculates system wide revenue on the NET value. If your project calculates revenue on GROSS, you will want to include the following calculations in this report definition.

REPORT ITEM LABEL	ACTUALS FORMULA
Total Revenue (Gross)	[Revenue::Gross (before adjustments and write-offs)]
Adjustments and Write Offs	[Revenue::Additional Items] + [Revenue::Fee Cap Adjustments] + [Revenue::Funding Cap Adjustments] + [Revenue::Write-offs]
Total Profit % (Gross)	$([Revenue::Gross (before adjustments and write-offs)] - [Total Mapped::Cost]) / [Revenue::Gross (before adjustments and write-offs)]$



Remember, that if the project profile > accounting tab checks the 'limit revenue to funded value less fixed fee', this report will only show a value higher than funded value if the system is calculating on gross. Reference **Review Impact of Revenue Calculation Formula** section of this guide for a refresher on this topic.



Demo 3.3 – Project Cost Summary & Status Report

Instructor is logged in as Gus. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports

Demo Highlights:

- Use Saved Report **APF-Demo 3.3 Reviewing Profit for FP&TM**
- Review key features and primary analysis tips for this report to include:
 - o Saved Criteria Review
 - o Explain Actuals + Allocated BOT-EOT
 - o Consider billing type in analysis
 - o Modify criteria to show different cost report name selections
 - o Modify criteria to show plans over forecast



Activity 3.4 –Project Cost Summary and Status Report using Fixed Price (FP) and Time & Material (TM) Projects

Run and analyze a profit-type report for a FP and a TM project. Work to understand how the total calculated profit for each billing type is compared to the budget and funding values from the project.

Stay logged in as Gus. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.
userid: **glead** password: **welcome**

Activity Steps


PART 1: Review the report's Actuals & Allocated BOT-EOT column

1. Navigate to the Reports dashboard > Project Accounting Reports section > Periodic Reports > run the Cost Summary & Status Report
2. Run the saved report **APF-Activity 3.3 Reviewing Profit for FP&TM** or manually use the following criteria:
 - a. PROJECT CODE field for **APF- REVIEWING**
 - b. BILLING TYPE: choose **FP** and **TM**
 - c. COST REPORT NAME: **UU_PM Profit (Gross)**
 - d. REPORTING PERIOD:
 - CALENDAR: choose the radio button for **YEAR**

- START DATE field: click into the date to ensure a start date of **1/1/2021**
- e. NUMBER OF PERIODS: 1
- f. ROW OPTIONS: uncheck the radio button for **Show Budgets** and check **Show Actuals Combined with** and the radio button for **Plans**
 - When the actuals filter pops up, type **5/31/2021**
 - On the calculate remaining plan/budget based on: choose **Remaining hours**
- g. INCLUDE EXPENSE REPORTS
 - check the box for **Using Line Item Date within range**
 - check the box for **Include non-completed Expense Reports**
- 3. Run the report
- 4. Note that this version of the report only has one single row 'Profit % (on Gross) Actuals & Plans'
- 5. Observe the profit rate for both projects listed


Projects	Profit Results For Plans	Profit Results for Actuals Combined with Remaining Plans
APF- REVIEWING-FP		
APF-REVIEWING-TM		

PART 2: Modify the revenue source of the TM project's profit calculations and analyze the impact to the profitability

1. On a separate browser tab, navigate to Contracts > Project > List and filter for project code **APF-REVIEWING-TM**
2. Edit this project and navigate to the People Plans > List > List
3. Edit the plan for Gus UU Lead
 - a. Observe the Bill Rate selected for this plan
4. Change the labor category to **UU-APSTAR-Business Systems Analyst**
 Notes: *this change reduces the planned revenue for this project
 the cost side of the profit formula remains unchanged*
5. Click **Save**
6. Navigate back to the tab with Cost Summary and Status Report
7. Use the Refresh Report button  to view the impact of changing the revenue source for a TM project.
8. On the TM project, the profit % will significantly **LOWER**

PART 3: Modify the cost source of the FP project's profit calculations and analyze the impact to the profitability

1. On a separate browser tab, edit project **APF-REVIEWING-FP**

2. On the Left-side menu, select People Plans > List > List
3. Edit the plan in the list
4. Change Gus's **PLAN LABOR HOURS** field from **630.00** to **100.00**
*Notes: this change reduces the planned costs for this project
the revenue side of the profit formula remains unchanged*
5. Click **Save**
6. Navigate back to the tab with Cost Summary and Status Report
7. Use the Refresh Report button  to view the impact of changing one of the cost sources for a FP project.
8. On the FP project, the profit % will be significantly **HIGHER**

Check your understanding



On the Revenue & Funding Summary Report, if the REMAINING FUNDED value is **positive**, this indicates...

- a) the calculated revenue is LESS than the total of the Funded Value field.
- b) the calculated revenue is MORE than the total of the Funded Value field.



A Cost Summary and Status Report can have different rows on the reports result by changing which criteria field?

- a) Row Options
- b) Cost Report Name
- c) Forecast Options



Refer to Appendix A for answers to the Check Your Understanding questions

LESSON 4: VALIDATING PROJECT PLANS

Learning Objectives

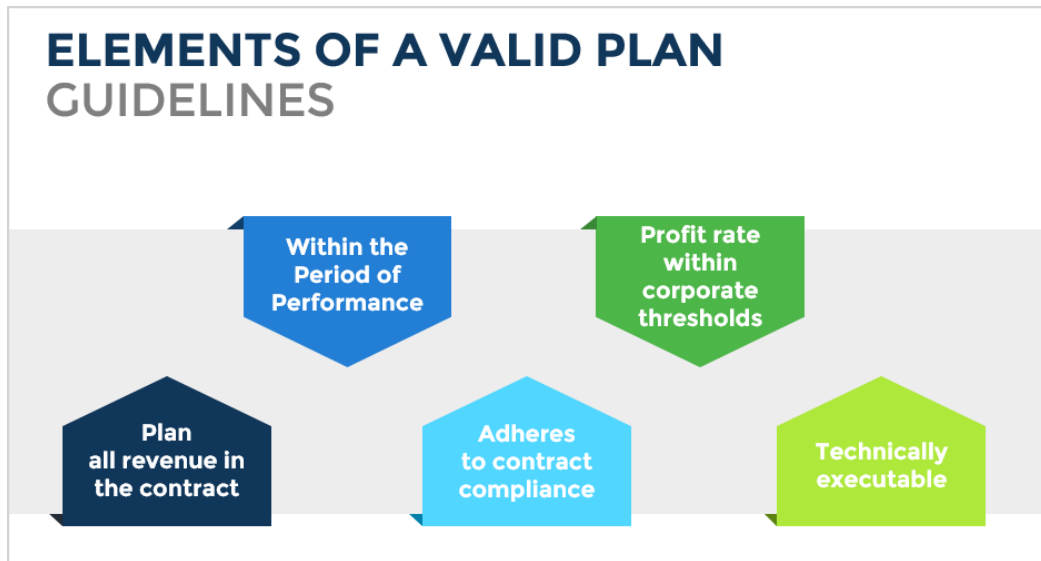
- Analyze project plans for revenue and profitability

Introduction

In the Planning phase of a project's lifecycle, the project team creates the plan for who will work on the project and what materials may be needed over the life of the project. Plans need to be validated for all key metrics and created within the approved thresholds provided by the management team.

Validating Project Plans

Organizations may have many steps, processes and reviews before a project's plan is approved as the baseline plan. Several of the elements that help validate a project plan include the following:



Plans within the Period of Performance

Unanet planning features allow for plans to be created at either the project or task level and before or after the start and end dates of the project and/or tasks. However, it is recommended to create the plans at the same level (project or task) as you intend to execute the work as well as use the boundaries of the revised start and end dates to best represent how the project will actually be executed.

Plan all the Revenue in the Contract.

It is recommended that while you will always want to plan enough revenue to consume the funded value on the project/task, you may decide to plan revenue up to the total value field, or you may determine that your plans should reflect a revenue value between the total and funded values. We recommend once you decide how much revenue you want represented in the project plan, use the BUDGET sections on the project or task for the labor bill \$ and expense bill \$. The Revenue and Funding Summary Report is the primary report that can show you how much revenue is planned on a project.

Profit Rate within Corporate Thresholds

Typically, TM and FP projects have an expected, or desired, profit rate. The Cost Summary and Status Report is the primary report that can be configured to show profit rates represented by the project's plan. Depending on the billing type, you will want to ensure that your project plans are meeting this expected metric.

Adheres to the Contract Compliance.

When it is possible, use the project settings and configuration options on a project/task to help ensure that your project will execute within the contract requirements. For example, if your contract only allows certain labor categories or expense reports, set these up on the project to ensure that timesheets and expense reports are limited by the contractually allowed entries. There are many ways to configure a project or create reports to help ensure that your project is planned with contract compliance in mind.

Technically Executable

While Unanet cannot tell you if your project's plan ***can be*** executed, this is a question that stakeholders will need assurance on before endorsing the effort. In addition to the project settings, reports, project alerts and other validation options, Unanet is poised to provide a solid base to support a project manager's effort to execute.

Prepare for Metric Reporting on a Project's Plans

It is common that the executive team of a company will have specific targets for revenue and profitability. In Unanet, the project teams can use two key reports to help validate their plans against the thresholds provided by management.

The table below helps explain a simple cross tab approach to which report and which fields are relevant based on the billing type of the project/task.

	Cost-Plus	Fixed Price	Time and Materials
Revenue Backlog (Budget Value – Plan)	Within corporate thresholds	Based on billing schedule	Exactly zero
Report: Project Revenue & Funding Summary (filter on Plans)			
Profitability (Net Revenue / Revenue of Plan)	N/A (Contract-Defined)	Within corporate thresholds	Within corporate thresholds
Report: Periodic Cost Summary & Status (filter on Plans)			



Demo 4.1 – Prepare for Metric Reporting on Plans

Instructor is logged in as Gus Lead. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.

Demo Highlights:

- **Part 1** Review criteria for Revenue Funding Summary Report
 - Use Saved Report **APF-Demo 4.1 Revenue Metric on Plans**
 - Save to Dashboard
- **Part 2** Review criteria for Cost Summary and Status Report
 - Use Saved Report **APF-Demo 4.1 Profit Metric on Plans**
 - Save to Dashboard



Activity 4.2 – Prepare for Metric Reporting on Plans

MYCO recently won a contract to build a new prototype for a government agency. The project team has entered all of the required labor and expenses to deliver the prototype over a 12-month period. The resource management team has validated all resources selected for the project plan have the knowledge and skills to meet the requirements. The project plans have been submitted for management review and approval.

Use the activities below to ensure the project plans can meet the revenue and profitability metrics provide by the MYCO management. Configure several reports that help validate ***planned*** revenue and profitability for labor and expense projects and save them to your dashboard for future use.

Stay logged in as Gus. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.
userid: **glead** password: **welcome**

Activity Steps

PART 1: Configure a Revenue Report based on Project Plans

1. Navigate to the **Reports > Dashboard** menu
2. Under the Project Accounting Section > Summary Section > click on the Revenue and Funding Summary Report
3. Manually set up the report using the following criteria settings
 - PROJECT CODE: filter for **APF-ANA**
 - DATE RANGE: **BOT – EOT**
 - FORECAST OPTIONS: **Include Plans Only**
 - REPORT OPTIONS: **Calculate from Project Budgets/Funded Value**
4. Save the report to your Reports Dashboard
 - In the Save As field, type **Use in Activity 4.3 Revenue Metric on Plans**
 - Under **MY REPORTS** window, select the checkbox for **Reports**
 - Click on Save

PART 2: Configure a Profitability Report based on Project Plans

1. Navigate to the **Reports > Dashboard** menu
2. Under the Project Accounting Section, review the Periodic section reports
3. Click on the Cost Summary & Status Report
4. Manually set up the report using the following criteria settings
 - Filter PROJECT CODE for **APF-ANA**
 - BILLING TYPE: select **FP** and **TM**
 - COST REPORT NAME: select **UU_PM Profit (Gross)**

- REPORTING PERIOD:
 - CALENDAR: choose the radio button for **YEAR**
 - START DATE field: use a start date of **1/1/2021**
- NUMBER OF PERIODS: 1
- ROW OPTIONS: uncheck the radio button for **Show Budgets** and check the radio button for **Show Plans**

Save the report to your Reports Dashboard

- Click the Save Criteria button
- In the Save As field, type **Use in Activity 4.4 Profitability Metric on Plans**
- Under **MY REPORTS** window, select the checkbox for **Reports**
- Click on Save



Activity 4.3 – Analyze Revenue Metric on Plans

Use the table below to compare the revenue planned on the projects against the Revenue KPI Metric Threshold provided by MYCO management.

Stay logged in as Gus Lead. userid: **glead** password: **welcome**

Project to be reviewed for Planned Revenue	Revenue Metric Threshold
APF- ANALYZING -CP	Plan to ± \$150
APF- ANALYZING -FP	Set Up Billing Schedule
APF-ANALYZING-TM	Plan to 0

Activity Steps

1. Run your saved Revenue and Funding Summary Report
 - Reports > Saved > **Use in Activity 4.3 Revenue Metric on Plans**
2. Based on this report, write in the results for revenue backlog for the APF-ANALYZING projects and decide if the plans can be validated based on Revenue.

Project	Backlog	Remaining Funding	Are Results within threshold? Y or N
APF- ANALYZING -CP		Not Relevant on Plans	
APF- ANALYZING -FP		Not Relevant on Plans	
APF-ANALYZING-TM		Not Relevant on Plans	



Activity 4.4 – Analyze Profitability Metric on Plans

Use the table below to compare the profit planned on the projects against the Profitability KPI Metric Threshold provided by MYCO management.

Stay logged in as Gus Lead. userid: **glead** password: **welcome**

Project to be reviewed for Planned Profitability	Profitability Metric Threshold
APF- ANALYZING -CP	N/A (CP project)
APF- ANALYZING -FP	Plan at 25% ± 2%
APF-ANALYZING-TM	Plan to 25% ± 5%

Activity Steps

- Run the Cost Summary and Status Report created in **Activity 4.2**
 - Reports > Saved > **Use in Activity 4.4 Profitability Metric on Plans**
- Based on this report, write in the results for planned profit % for the APF-ANALYZING projects and decide if the plans can be validated based on Profitability.

Project	Planned Profit %	Are Results within threshold? Y or N
APF- ANALYZING -FP		
APF-ANALYZING-TM		

Check your understanding



Common metrics for validating a plan include plans that meet which of these metrics?

- Plans within the period of performance
- Plans that comply with the contract
- Plans that are technically executable
- Plans that are within the revenue thresholds
- Plans that are within the profitability thresholds
- All the above



Refer to Appendix A for answers to the Check Your Understanding questions

LESSON 5: MONITORING PROJECT PERFORMANCE

Learning Objectives

- Modify the report criteria to monitor project revenue and profitability on the actuals compared to the approved project plan
- Perform periodic project performance reviews

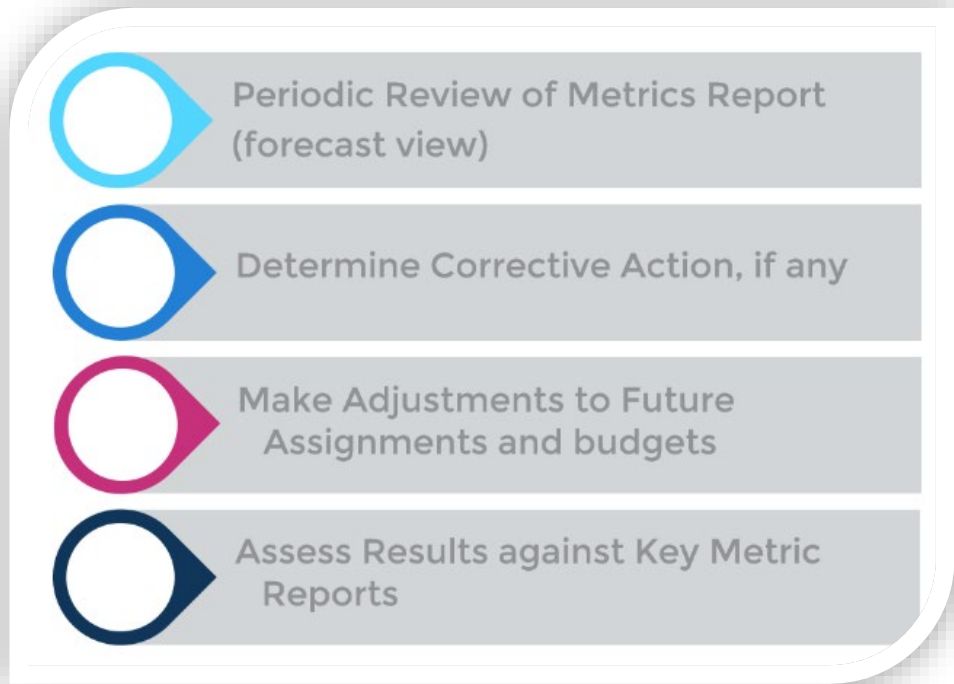
Introduction

In the project life cycle, the project monitoring and control phase happens in tandem with the execution phase. This phase involves actively reviewing the status of your project as it proceeds, evaluating potential obstacles, and implementing necessary changes.

During this phase, organizations need to juggle several responsibilities, including keeping to the schedule, staying within budget, avoiding scope creep, and managing risk. Below are a few recommendations and suggestions for using Unanet in this phase

Monitor & Control Phase Recommendations

Below are a few strong recommendations that have helped many customers keep their projects in Unanet on track for delivering on time, budget and within scope.



Perform Periodic Project Reviews

Run reports using a 'forecasted' view of the data on a regularly scheduled review cycle. A **forecasted** view includes actuals through the prior approval period, say timesheet period, and remaining assignments.



While you can run the forecasted view with actuals and remaining plans, be active about how to update assignment budget hours to ensure you are controlling allowable charges on timesheets.

Determine Corrective Action

As you analyze the reports, project managers/leads will need to decide if they should make changes to the project's trajectory to ensure they complete the project on time, budget and within scope. Possible actions to take are explained in the next lesson.

Make Adjustments, when needed

If you decide to make corrective action, it is recommended that you only change the future people assignments and expense budgets.



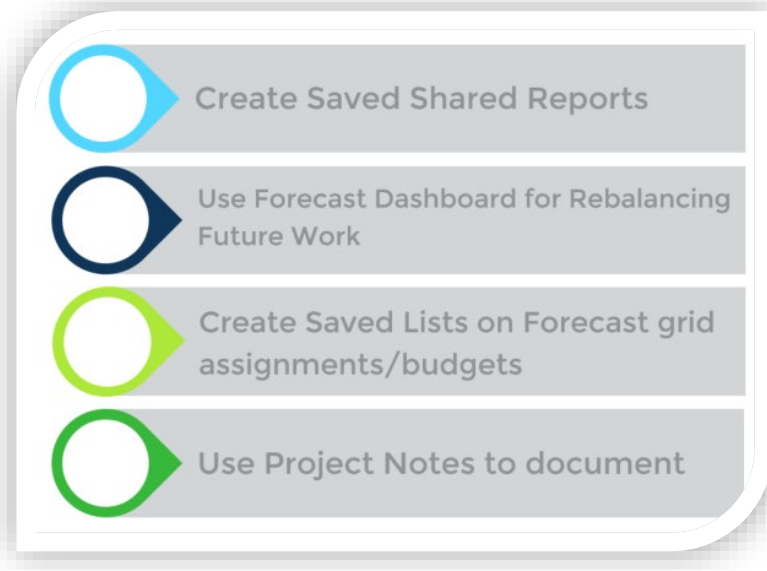
If your team chooses to make changes to future plans vice the recommended future assignments, please consider researching the Unanet Customer Support Portal on Multiple Plan Sets to do this type of reforecasting properly.

Assess Results against Key Metrics

It is prudent to rerun the same key metric reports after you make any changes to the project's future assignments/budgets to ensure that your changes bring your project back into alignment for a successful finish.

Monitor & Control Phase Suggestions

Below are a few suggestions that other customers have found useful in adoption efforts and expediting project review time.



Create Saved shared reports

This is a function required by a system or a P&R administrator; however, once created, other users can benefit from using the shared criteria settings on key metric reports. Running a shared report vice recreating all of the correct criteria can ease the challenge of running metric reports, increase program adoption and support high quality reporting for periodic reviews.

Utilized the Forecast Dashboard

Reforecasting a project can easily be completed on a single project, however, the Forecast menu offers a more robust set of options for managing a reforecast. The Forecast menu allows a user to plan/assign/budget many projects for many users at the same time.

Saved Lists for Quick Access

Forecast saved lists can also be reused regardless of the projects being selected. Once your team determines the increment to use for all projects, a saved list makes it easier to set up the grid and spend less time correcting a gray grid.

Project Notes

Documenting the periodic review, analysis performed, changes made and adding suspense dates and/or assigning notes to other users is a great way to record key events on a project.

Prepare for Metric Reporting on a Project's Forecast

Many reports used in other phases that were configured on either plans, assignments or actuals can be configured on actuals plus remaining plans or assignments. Unanet refers to 'actuals plus remaining plans or actuals plus remaining assignments' as a **forecasted** view of the report. Below are a few of the more common reports that can be configured to review the projects actuals and future (forecasted) plans or budgets.

Project Accounting Reports

- Cost Summary & Status
- Project Summary by Cost Element
- Project Revenue & Funding Summary

Project Reports (Time & Expense Only)

- Periodic Forecast
- Periodic Forecast Summary

Including Actuals:

When configuring one of these reports, the criteria options appear with the options to choose if actuals should be calculated, which date to start through, possibly the option to use future plans or assignments/budgets after the through date and an option for how to calculate the remaining budget/plans for the reporting period.

The image shows two overlapping screenshots of a software configuration interface. The left screenshot shows a configuration window with the following options:
- Show Actuals Combined with
- Report on Budgets Report on Plans
- Date: 7/15/2021
- Use Actuals Through Date: 12
- Calendar: Previous Semi-Month
- Calculate remaining plan/budget based on:
- Original hours/expenses per work day
- Remaining hours/expenses per work day
The right screenshot shows a similar configuration window:
- Include Actuals and Assignments
- Date: 6/30/2021
- Use Actuals Through Date: 12
- Calendar: Previous Month
- Calculate remaining plan/budget based on:
- Original hours/expenses per work day
- Remaining hours/expenses per work day

Calculate remaining plan/budget based on -- When using an option that combines Actuals with either Plans or Assignments, this control is used to determine how the system will calculate the remaining amounts from the plan/budgets to be allocated to the remaining days (that is, the days beyond the Use Actuals Through Date to the end of the plan/budget entry).

The choices can be stated as; do we expect future work days (M-F) to reflect the **original** daily allocated amount (regardless of the number of actuals you've already charged), or do we intend to use up the entire plan/budget amount and thus allocate the **remaining** unused portion evenly across the remaining days in the plan/budget.



If you intend to review your project actuals and future plans/assignments in the middle of the timesheet period, it is recommended to use the Remaining hours/expenses per workday setting to ensure that you are able to see any over/under values based on actuals.

Include Expense Reports: Use the settings in the Include Expense Report section when you need the report to include expenses. This section is in addition to the Include Actuals setting, mentioned above.

If you want to include expense reports that have not been completed yet; such that they may still be IN USE or in the approving process, use the configuration shown below.

INCLUDE EXPENSE REPORTS: <ul style="list-style-type: none"> <input checked="" type="radio"/> Using Line Item Date within range <input type="radio"/> Using Expense Report Completion Date within range <input type="radio"/> Using Posted Date within range (Extracted Expense Reports only) <input checked="" type="checkbox"/> Include non-completed Expense Reports
--



Activity 5.1 – Prepare for Metric Reporting on Forecast

Assume that the projects below started about six months ago, each was planned appropriately to the corporate thresholds and that prior periodic reviews have been performed, on schedule.

It is time to perform your next project review. Your projects include:

Project	Billing Type	Effort Includes
APF-FORECAST-CP	Cost Plus (CP)	Labor and Expense
APF-FORECAST-FP	Fixed Price (FP)	Labor
APF-FORECAST-TM	Time & Material (TM)	Labor

Activity Steps

1. Read through the technical and management report summary below: This review will use Actuals through **May 31, 2021**).
 - **APF-FORECAST-CP** The materials needed for the prototype will need an additional 10,000 and need to be budgeted for next period.
 - **APF-FORECAST-FP** The Subject Matter Expert (SME) will move to the new project next period. Use a TBD User to sustain the forecast.
 - **APF-FORECAST-TM** The team uncovered an issue that will require the following:

- 1) A Senior Design Engineer is needed to replace the current Design Engineer
 - 2) The system engineer helped resolve the design issues; however, had to work more hours than assigned. He also needs another 20 hours to complete his effort on this project.
2. Using PM insight and the information above, write in your assumptions for the profit and revenue metrics on each project. You can use terms such as *higher than budgeted*, *lower than budgeted*, or *not applicable*.

Project	Expected Revenue	Expected Profitability
APF-FORECAST-CP		
APF-FORECAST-FP		
APF-FORECAST-TM		



Demo 5.2 – Configure Key Reports to Analyze Metrics on Forecast

Instructor is logged in as Gus Lead. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports

Demo Highlights:

Step through the criteria for the two primary reports used for the revenue and profitability metrics based on the forecasted values.

- **Part 1** Review criteria for Revenue Funding Summary Report
 - Use Saved Report: **APF-Demo 5.2 Revenue on Forecast**
- **Part 2** Review criteria for Cost Summary and Status Report
 - Use Saved Report: **APF-Demo 5.2 Profitability on Forecast**



Activity 5.3 – Configure Key Reports to Analyze Metrics on Forecast

Configure several reports that help validate the **forecasted** revenue and profitability for labor and expense projects. In this activity, configure reports to review a forecasted view of actuals and future assignments.

Stay logged in as Gus Lead. userid: **glead** password: **welcome**



Note: the reports created in this Activity are used in follow-on activities.

Activity Steps

PART 1 Create report to monitor Revenue on the Forecast View

1. Navigate to the **Reports > Dashboard** menu
2. Under the Project Accounting Reports > Summary Section
3. Click on the Revenue and Funding Summary Report
4. Modify the report criteria as follows:
 - a. REPORT ON: change selector to **All Projects I can see**
 - b. PROJECT: filter for project code **APF-FORECAST%**
 - c. BILLING TYPE: select **CP** and **TM**
 - d. DATE RANGE: select **BOT to EOT**
 - e. FORECAST OPTIONS: change selector to **Actuals and Assignments**
 - When the Use Actuals Through Date pops up, change the selector to **May 31, 2021**, and choose **Remaining hours/expenses per work day** for the 'Calculate remaining plan/budget based on:' option
 - f. REPORTING OPTIONS: choose **Calculate from Project Budgets/Funded Value**
 - g. INCLUDE EXPENSE REPORTS
 - check the box for **Using Line Item Date within range**
 - check the box for **Include non-completed Expense Reports**
5. Save the report to your Home and Reports Dashboard
 - Click the Save Criteria button
 - In the Save As field, type **Use in Activity 5.5 Revenue Metric on Forecast**
 - Under the Add to My Dashboards > **choose Home and Reports**
 - Click on Save

PART 2: Create report to monitor Profitability on the Forecast View

6. Navigate to the **Reports > Dashboard** menu
7. Under the Project Accounting Reports > Periodic Section
8. Click on the Cost Summary & Status Report
9. Modify the report criteria as follows:
 - a. REPORT ON: change selector to **All Projects I can see**
 - b. PROJECT: filter for project code **APF-FORECAST%**
 - c. BILLING TYPE: select **FP** and **TM**
 - d. COST REPORT NAME: change to **UU_PM Profit (Gross)**
 - e. REPORTING PERIOD:
 - CALENDAR: choose **Semi-Month**
 - START DATE: type **May 16, 2021**
 - f. NUMBER OF PERIODS: change to **1**
 - g. ROW OPTIONS: check '**Show Plans**' and '**Show Actuals Combined with Report on Budgets**'
 - When the Use Actuals Through Date pops up, change the selector to **May 31, 2021**, and choose **Remaining hours/expenses per work day** for the 'Calculate remaining plan/budget based on:' option
 - h. INCLUDE EXPENSE REPORTS
 - check the box for **Using Line Item Date within range**
 - check the box for **Include non-completed Expense Reports**
10. Save the report to your Home and Reports Dashboard
 - Click the Save Criteria button
 - In the Save As field, type **Use in Activity 5.5 Profit Metric on Forecast**
 - Under the Add to My Dashboards > **choose Home and Reports**
 - Click on Save

Periodic Performance Reviews

As mentioned in the Planning Phase, it is common that the executive team of a company will have specific targets for revenue and profitability for all phases of the project's lifecycle. In Unanet, the project teams can use the same key reports to analyze the project's ongoing performance as we used for planning the projects by simply changing a few of the criteria settings.

The table below helps explain a simple cross tab approach to which report and which fields are relevant based on the billing type of the project/task. This table represents evaluation of the reports by using a 'forecasted' set of criteria. Forecasted, in Unanet terms, is the total sum of project actuals plus the remaining people assignments and/or expense budgets.

	Cost-Plus	Fixed Price	Time and Materials
Revenue Remaining Funded Funded Value – (Actuals + Future Assignments)	Within corporate thresholds	Depends on Billing schedule	Exactly zero
Report: Project Revenue & Funding Summary <i>(filtered on Actuals + Future People Assignments or Expense Budgets)</i>			
Profitability (Net Revenue / (Net Revenue / (Revenue of Actuals + Future Assignments)	N/A (Contract-defined)	Within corporate thresholds	Within corporate thresholds
Report: Periodic Cost Summary & Status <i>(filtered on Actuals + Future People Assignments or Expense Budgets)</i>			

This upcoming section will highlight report criteria to prepare for the monitor and control phase. Specifically, this version of each report will focus on a 'forecasted' view of the underlying data. A forecasted view of the revenue includes the actuals through some period of time, typically, prior timesheet, billing, or closing period, and future assignments/budgets. This view reflects what charges are expected in the future periods.



While a forecasted view could include actuals through a particular date plus future plans, such configuration will require you separately control the people assignments because the assignments are the only area that you can control number of hours charged on a project or task.

Key Report Criteria Elements

The criteria below reflect the forecasted view mentioned above. All other criteria are the same as learned in Lesson 3.

FORECAST OPTION:

- **Include Actuals and Assignments:** Most commonly used in the periodic project review process during the monitor and controlling phase. TM & CP revenue will report actuals through a defined date and use the remaining assignments for the date range.

INCLUDE EXPENSE REPORTS: If you want the report to include expense reports that have not been approved yet, you will need to select the 'Using Line Item Date within range' and then check Include non-completed Expense Reports.

Project Revenue & Funding Summary (forecast view)

As mentioned before, this report is specifically helpful for TM and CP projects because the revenue calculation is based on the project plans/assignments/budgets and actuals. For a project with a FP billing type, this report will reflect the status of the billing schedule.

Key Report Elements

Recall from Lesson 3 this report has two unique columns that tell you a lot about the status of the underlying revenue on the projects. The REMAINING FUNDING value becomes most important when analyzing this report forecasted with actuals through the prior period plus remaining people assignments and expense budgets.

- **REMAINING FUNDED:** calculations of FUNDED VALUE minus TO DATE. It shows if the revenue in the report is over or under the funded value based on the project or tasks (determined by the reporting options criteria).
 - o A positive value indicates the funded value is higher than the revenue in the report, which may suggest that there are funds available on the project what will be unbillable/unused unless action is taken to consume the funding.
 - o A negative number (red with parenthesis) indicates the revenue in the report is more than the funded value, which may suggest that the project is subject to running 'at risk' or 'out of funds' if the current course continues without programmatic changes.

Cost Summary and Status Report

Also reviewed in Lesson 3, this report helps you analyze the profitability of a project as it can be configured in an unlimited set of rows that display the true or burdened costs based on indirect rates input into Unanet on a period-by-period basis.

Key Report Criteria Elements

In Monitor and Control Phase, this will provide a realistic view of how your project's end state will look for a myriad of key metrics. Two quick reminders include

COST REPORT NAME: select a Cost Report Name that includes the key metrics as a row

ROW OPTIONS: Include Actuals and Assignments to reflect a forecasted view of the underlying data. Typically configured to show actuals through a specified date, say prior period, and the future assignments/budgets.



A quick tip to analyze the original planned profit over forecasted profit is to check the 'show plans' flag in the row options. This easily shows planned profit over forecast, provided that is a row in your report.

Analyzing the Key Report Result Element

Similar to using this report to analyze project plans, the small change to view actuals and assignments provides an end state view of the project. With that view of the data in mind, the primary column to understand is still the **ACTUALS & ALLOCATED BOT-EOT** column in the **TOTAL** section.

ACTUALS & ALLOCATED BOT-EOT: Includes all actuals through the specified date on the criteria plus all remaining assignments, in this lesson's example. Based on the billing type for the effort and the rows in the cost report name will provide you a one field view of key metrics such as overall profit.



Demo 5.4 – Analyze Key Metric Reports on Forecast

Instructor is logged in as Gus Lead. His relevant role is Project Lead and the system setting to allow non-cost rate managers access to Project Cost Reports.

Demo Highlights:

Analyze the Revenue Funding Summary Report (forecast view)

- Use Saved Report: **Demo 5.2 Revenue on Forecast**
- Discuss **remaining funded** field based on **billing type**

Analyze the Cost Summary and Status Report (forecast view)

- Use Saved Report: **Demo 5.2 Profitability on Forecast**
- Discuss **Actuals + Allocated BOT-EOT** values based on **billing type**
- Modify to '**show plans**' over forecast



Ensure that you have completed **Activity 5.3 – Configure Key Reports to Analyze Metrics on Forecast** prior to attempting this next activity.



Activity 5.5 – Analyze Key Metric Reports on Forecast

Use the table below to compare the forecasted revenue and profitability based on the Metric Thresholds provided by MYCO management. Stay logged in as Gus Lead. userid: **glead** password: **welcome**

Projects	Revenue Metric Threshold	Profitability Metric Threshold
APF-FORECAST-CP	Execute ± \$150	N/A <i>(CP Defined by Contract)</i>
APF-FORECAST-FP	N/A <i>(FP Depends on Billing)</i>	Execute ± 2%
APF-FORECAST-TM	Execute ± 300.00	Execute ± 2%

Activity Steps

1. Run the Revenue and Funding Summary Report created in **Activity 5.3**.
2. Based on this report, write in the results for Remaining Funded for these projects.

Project	Revenue Backlog	Remaining Funding	Are Results within threshold? Y or N
APF-FORECAST-CP	Not Relevant on forecast views		
APF-FORECAST-TM	Not Relevant on forecast views		

3. Run the Cost Summary and Status Report created in **Activity 5.3**.
4. Based on this report, write in the results for Forecasted Profit for these projects.

Project	Planned Profit %	Forecasted Profit %	Within threshold? Y or N
APF-FORECAST-FP			
APF-FORECAST-TM			

Check your understanding



Analyzing the Forecasted Revenue for a TM project includes which types of data?

- a) Plans
- b) Actuals
- c) Assignments and Budgets
- d) Actuals plus remaining Assignments and Budgets



Analyzing the Forecasted Profitability for any project's billing type can be completed with which of the following reports?

- a) Cost Summary and Status Report
- b) Cost Summary Report (JSR)
- c) Revenue and Funding Summary Report
- d) Project Performance Report



Refer to Appendix A for answers to the Check Your Understanding questions

LESSON 6: CONTROLLING PROJECT PERFORMANCE

Learning Objectives

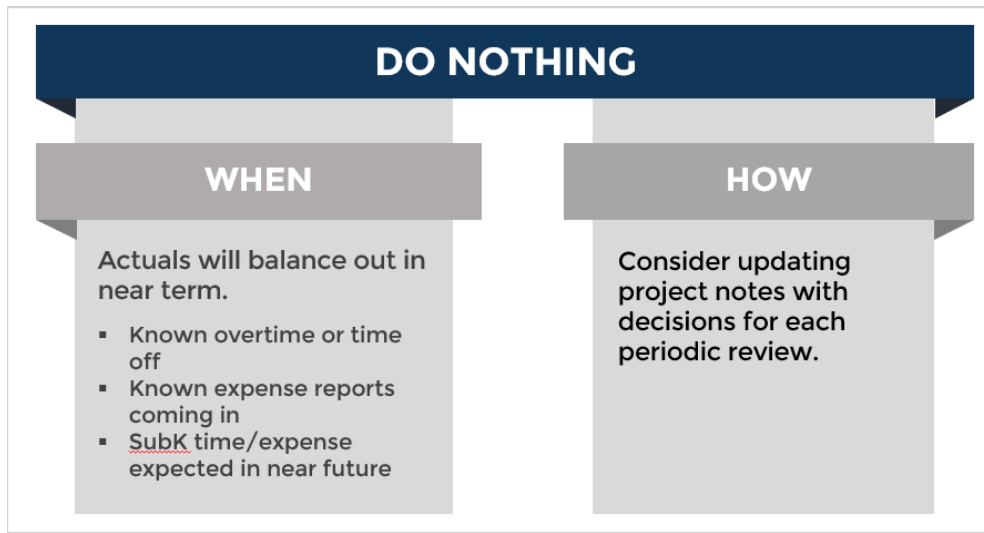
- Determine corrective action
- Reforecast project labor or expense in future periods
 - Confirm adjustments meet approved revenue and profitability metrics

Introduction

One of the recommendations to help monitor a project's progress is to determine any corrective actions. Three viable options to correct a project that is not meeting the metric thresholds are explained in more detail below.

Corrective Action (Do Nothing)

There are a few common reasons to ***do nothing*** despite a particular project or task exceeding the monitoring thresholds for one or more of the corporate KPIs.



Tour 6.1 – When and How to Do Nothing

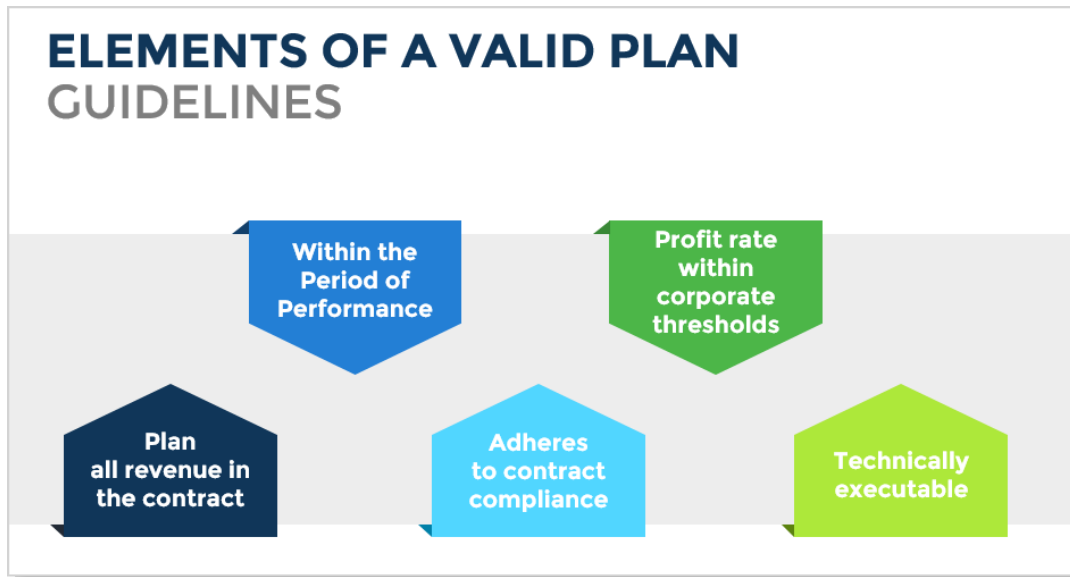
Instructor is logged in as Gus Lead. His relevant role is Project Lead. A Project Manager can also perform these recommended steps.

Tour Highlights

- Review how to add a project note and emphasis use of relevant note types.

Corrective Action (Rebaseline)

The concept of rebaselining a project includes a conscious rework of the project plan because the current plan is **no longer valid**. Recall, a valid plan requires that the active plan meets the following elements:



The project team may evaluate the project's current and forecasted performance and determine that the existing plan is no longer valid. Under this circumstance, they may decide to rebaseline, Unanet offers a feature called **Multiple Plan Sets** that easily supports this decision.

Multiple Plans Sets

Unanet supports the use of multiple Plan Sets for the purpose of more complex planning of labor and expenses. Examples of using Plan Sets include Reforecasting, Corporate Budgeting and Scenario Planning.



There is a property setting than can provide a Project Lead access to the plan set functionality and several reports that use multiple plan sets

Considerations for People Assignments

If new plans are created, be aware that people assignments may need to be updated to ensure the intended team is assigned to work with the new planned hours, labor categories, locations, etc. Other considerations include:

- Determine whether the “Allow to exceed” flag should be used
- Leaving past assignments that may have been used on a timesheet or expense report intact.
- Only create future assignments with the newly approved plans



If the setting “Allow budget to be exceeded” has been enabled on a People Assignment, a tilde (~) will appear in front of the Budget Hours value in the People Assignment List.

Considerations for Expense Budgets

The logic for expense budgets is similar to the that of people assignments. While expense budgets do not impact a user’s ability to charge expenses on a project (the people assignment controls charging), revised expense budgets based on the new plans will support the reporting process on future project reviews.

- Leaving past assignments that may have been used on a timesheet or expense report intact.
- Delete future expense budgets and replace them with future expense plans



Tour 6.2 – Creating a Revised Plan (Rebaselining)

Instructor is logged in as the System Administrator.

Tour Highlights:

- **Part 1** Review system property setting
 - o Enabling multiple plan sets
 - o Allow Project Leads to access plan sets
- **Part 2** Run Plan set comparison reports
 - o Lock a project’s baseline plan, review options
 - o Make modifications to new version then import a staged file
 - o Delete future assignments; push new plans from current date forward



If your team will use plan sets or update people plans after the project has started, ensure extra consideration is given to the people assignments. Updating a plan does not automatically update the assignment. As well, assignments can control the charges applied to a project, where plans do not have any control over timesheets or expense reports.

Corrective Action (Reforecast)

The concept of reforecasting a project's future efforts includes adjusting the upcoming people assignments and expense budgets. In this example, the plan has been determined to remain valid. Thus, this corrective action of adjusting the future hours, staff, and expense budgets is a common practice.

Reasons to reforecast include the result of key metrics (hours, revenue, profitability) are outside of the approved thresholds or the team is aware of future changes to resources and or requirements.

The process of reforecasting includes the following recommended steps.

1. Decide on your reforecasting method
2. Update people assignments and expense budgets
3. Analyze updates using metric reports
4. Documenting the actions



This 'reforecasting' method to control the project works well when project teams perform regularly scheduled reviews and then makes required adjustments during the project review.

TIP: Configure a People Assignment Grid and/or the Expense Budgeter Grid to include the remaining periods for the project and use the Forecast Dashboard to update to multiple projects at the same time.

Reforecasting Methods

There are likely other ways to determine who and what you want to reforecast to get your project back into alignment. Below are two options that have been used by many customers and included in the course material for you to practice.

Adjustments based on PM Insight

Project team leads/managers may already know what changes the project needs such as updates to users, hours, expenses, etc. In this case, the outcome of the changes may result in the project's key metrics being outside of the accepted threshold.

Adjustments based on Performance Reports

There are several useful reports that provide a forecast of cost or revenue information in a Daily, Weekly, Monthly, Semi-Monthly, Quarterly, or Yearly layout. Once the Project Manager determines whether the team charged more or fewer hours than their assignments or the project's expense budget for the period being reviewed, the PM can adjust the future assignments or budgets.

Key reports that analyze performance include:

Project Reports (Time & Expense Only)

- Project Periodic Performance:
- Project Periodic Performance Line & Bar Chart

People Reports (Time & Expense Only)

- People Periodic Performance
- People Periodic Performance Line & Bar Chart

Update People Assignments and Expense Budgets

Making updates to assignments will help control what type of hours users can charge to the project in the upcoming periods. As mentioned earlier, expense budgets do not control the expenses charged to a project, however, they can be used to forecast, compare, and analyze on reports. For simplicity reasons, the training material below will only refer to people assignments. However, be aware that similar logic is true for expense budgets as it relates to setting up the grid and validation rules.

There is one hard requirement to reforecast: the assignment must be edited in the same increment that it was created. Such that, if you used a weekly increment to create the assignment, the grid will need to be step up in weekly periods.

NOTE: Recommended practice is to choose an assignment increment using the same time period as you plan to review the performance of the assignment against the actuals.



Not adhering to this requirement will result in a gray grid. A gray grid reflects read only cells that cannot be edited. As with plans, assignments can only be edited in the same increment as created.

There are two recommendations for this step. First is to use the Forecast Dashboard and second is to only update future periods.

Forecast Dashboard

This dashboard is unique in that it can create a grid for many people and many projects on one screen. This type of grid provides increased visibility not typically available on one project.

Future Periods

Running a report using a forecasted view (actuals and future assignments) will naturally replace any past assignments with the actuals for that period. This is the primary logic behind only updating the future assignments. This option is a powerful way for the project manager to control the end status of the project.

Rerun Metric Reports to Validate Adjustments

Part of updating the forecast is to evaluate the results against the same metric thresholds used to complete the project review. A quick reference to the table that can be used is here for your convenience.

	Cost-Plus	Fixed Price	Time and Materials
Revenue Remaining Funded Funded Value – (Actuals + Future Assignments)	Within corporate thresholds	Depends on Billing schedule	Exactly zero
Report: Project Revenue & Funding Summary <i>(filtered on Actuals + Future People Assignments or Expense Budgets)</i>			
Profitability (Net Revenue / (Net Revenue / (Revenue of Actuals + Future Assignments))	N/A (Contract-defined)	Within corporate thresholds	Within corporate thresholds
Report: Periodic Cost Summary & Status <i>(filtered on Actuals + Future People Assignments or Expense Budgets)</i>			



TIP: consider using multiple browser tabs. One tab on the Assigner or Budgeter Grid, and one for each report used to monitor the metric of interest.



Demo 6.3 – Reforecasting a Project

Instructor is logged in as Gus. His relevant role is Project Lead, Manager and Resource Assigner and the system setting to allow non-cost rate managers access to Project Cost Reports. The demo will explore several features to help reforecast projects.

Demo Highlights:

- **Part 1 Reforecast APF-FORECAST-CP**
 - Issue to solve:** The materials needed for the prototype will need an additional 10,000 and need to be budgeted for next period.
 - Use Saved Reports **APF-Demo 5.2 Revenue on Forecast** to note current remaining funds available
 - Use Project Expense Budgeter to add \$10K
 - Refresh report to analyze impact
- **Part 2 Reforecast APF-FORECAST-FP**
 - Issue to solve:** The Subject Matter Expert (SME) will move to the new project next period. Use a TBD User to sustain the plan/budget
 - Use Saved Reports **APF-Demo 5.2 Profit on Forecast** to note current forecasted profit
 - Use Forecast People Assigner List to Identify the SME (result: Henry)
 - Saved List: **APF-Demo 6.3 – Forecast People Assigner**
 - Swap Henry's future assignments to TBD System Engineer User
 - Remember, Gus does not have access to the cost rates; this change to the assignments may impact profit if the TBD cost rate is higher than Henry's rate*
 - Refresh the report to analyze impact of profitability
- Demonstrate adding a project notes and key documentation/workflow features



Activity 6.4 – Reforecasting APF-FORECAST-TM

Read through the metric and technical reviews, the results of his research in Unanet and the corrective actions he will perform in the next activity.

If you want, you can run the saved reports that Gus would have run to increase your awareness of using system reports to prepare for a project reforecast.

Use the Activity Steps to reforecast a project and then reevaluate the key metrics.

Stay logged in as Gus Lead. userid: **glead** password: **welcome**

METRIC REVIEW:

- The corporate thresholds for this project:

Project to be reviewed for Forecasted Revenue	Revenue Metric Threshold
APF-FORECAST-TM	Execute ± 300.00

Project to be reviewed for Forecasted Profitability	Profitability Metric Threshold
APF-FORECAST-TM	Execute ± 2%

- Report results revealed the following:
 - **Revenue & Funding Summary Report** on forecast of actual + remaining assignments shows remaining funded is negative more than the \$300 corporate threshold

*Saved Report: **Activity 6.4-Revenue Metric APF-FORECAST-TM***

- **Cost Summary & Status Report** on forecast of actuals + remaining assignments shows that Forecasted Profit is within the 2% threshold

*Saved Report: **Activity 6.4-Profit Metric APF-FORECAST-TM***

TECHNICAL REVIEW: Gus reviewed the project notes and held a meeting with the team. He decides to make the following changes.

1. Replace the current Design Engineer (Harriette) with someone more experienced in solving the design issues identified by the team.
2. Due to the technical issues, several team members worked some overtime. The Sys Engineer needs 20 more hours next month to help resolve the issues.

RESEARCH COMPLETED:

- **Performance Reports:** The Project Lead, Gus, ran Performance Reports for the last month (5/1 – 5/31). The reports showed that the current Design Engineer is Harriette, the System Engineer is Henry, and showed the variance between assignments and actuals.

*Saved Report: **APF-Activity 6.4-Person Performance Report** or
APF-Activity 6.4-Project Performance Report*

- **Skills Reports:** Gus also ran a Person Skills Report and found that Hercules has the same types of skills as Harriette; however, his skills proficiency is significantly higher than Harriette. The project team assumes Hercules may have a higher salary than Harriette.

*Saved Report: **APF-Activity 6.4-Skill Profile-Harriette's Skills**
APF-Activity 6.4-Skill Profile-Harriette's Replacement*

- **Resource Allocation Reports:** Gus then runs People Resource Allocation Report to find that Hercules is not currently assigned to a Billable project

*Saved Report: **APF-Activity 6.4-Resource Allocation (on Assignments)***

He also ran a modified version of the report to see if Hercules is planned on an effort to find that he is planned on a proposal project.

*Saved Report: **APF-Activity 6.4-Resource Allocation (on Plans)***

CORRECTIVE ACTIONS DETERMINED:

COA 1. Move Harriette's remaining assignments to Hercules starting June 16th

COA 2. Increase Henry's project assignments by 20 hours for July

COA 3. Run metric reports to evaluate impact to profitability and remaining revenue

COA 4. Prepare a project note and assign it to Fay Contracts

Activity Steps

PART 1. Update the People Assignments

1. Navigate to the **Contracts > Project > List**
2. Filter for project code **APF-FORECAST-TM**
3. Edit the project and navigate to the **People Assignments > Assign with Grid**
4. Use the Saved List “**APF-Activity 6.4 Reforecast Assignments**” and review the settings to become familiar with the grid setup and run the grid
OR
 - Create a new grid using the following criteria
 - ASSIGN VIEW: select **Project**
 - ASSIGNING PERIODS:
 - Period Type: **Calendar – Semi-Month**
 - Number: **14**
 - Start Date: **June 16th, 2021**
 - BUDGET IN: **Hours**
 - PEOPLE TO ASSIGN: filter for ORG CODE: **%Cyber** and select **Harriette, Henry, and Hercules**
5. Click the Assign tab to open the assignment grid
6. Move Harriette’s remaining assignments to Hercules starting June 16th
 - a) Double click on **Harriette’s** name to open the edit screen for all her assignments
 - b) In the Person Selector, choose **UU User 33, Hercules** to move her assignments to this new user. No other edits are needed.
 - c) Click **Save** to close the assignment edit window
7. Increase Henry’s project assignments by 20 hours for July
 - a) In the grid, change the **Jul-16** assignment from 40 to 60
 - b) Click **Save**

PART 2. Run the Metric reports to review the impact of the changes

1. Run the Saved Report: **APF-Activity 6.4-Revenue Metric for APF-FORECAST-TM** to see how the changes have impacted remaining funds on the project.
2. Run the Saved Report: **APF-Activity 6.4-Profit Metric for APF-FORECAST-TM** to see how the changes have impacted remaining funds on the project.

PART 3. Create a Project Note to document the project review.

1. Navigate back to the project **APF-FORECAST-TM**
2. Edit the project
3. On the left side menu, click on the Notes menu
4. Click the Add button and use the following information:
 - **ADD NOTE:**
 - **Note Title:** June’21 Project Review
 - **Note Description:** completed review; swapped design engineer for a more senior engineer to solve ongoing design issues;

increased hours needed for system engineer. Impact to revenue has created a greater negative funding situation; need to review ways to complete project within available funding or request more funding. As well, new engineer added to the project has reduced profit by a significant amount.

- **NOTE DETAILS:**
 - o **Note Type:** choose **REVIEW (Project Review)**
 - o **Note Status:** choose **SUBMITTED**
 - o **Due Date:** type **6/15/2021**
- **PERSON ASSIGNED TO THE NOTE:**
 - o **Assignee:** filter for last name of **%CONT** > select **Fay Contracts**
- **NOTE ACCESS:**
 - o Check the box for Allow Access by Role
 - o Uncheck the box for Select All
 - o Check the box for Project Lead
- Click the **Save** Button

Check your understanding



Reasons to do nothing despite a particular project or task exceeding the monitoring thresholds for one or more of the corporate KPIs include:

- a) Expected Overtime
- b) Expected Expenses from Subcontractors, Vendors and/or Expense Users
- c) Matrixed staff that ebb and flow between projects/tasks
- d) All the above



Refer to Appendix A for answers to the Check Your Understanding questions

APPENDIX A: CHECK YOUR UNDERSTANDING ANSWER KEY

Lesson 1: Roles & Functionality



The user with the Bill Budget Manager role will be able to edit the Labor Bill Budget fields on projects and associated tasks.

- a) **True**
- b) False



Enabling this property setting will allow a user with only the Project Lead role access to the Revenue & Funding Summary Report and the Cost Summary and Status Report.

- a) Allow Cost Reporting For Non-Cost Rate Managers
- b) **Allow Project Cost Reporting For Non-Cost Rate Managers**
- c) Allow Project Margin Reporting For Non-Cost Rate Manager

Lesson 2: Project Setup



Budget fields added at the task level will populate the project budget fields.

- a) True
- b) **False**



Labor and Expense budgets can be combined in the various reports.

- a) **True**
- b) False

Lesson 3: Revenue & Profitability Reports



On the Revenue & Funding Summary Report, if the REMAINING FUNDED value is **positive**, this indicates...

- a) **the calculated revenue is LESS than the total of the Funded Value field.**
- b) the calculated revenue is MORE than the total of the Funded Value field.



A Cost Summary and Status Report can have different rows on the reports result by changing which criteria field?

- a) Row Options
- b) **Cost Report Name**
- c) Forecast Options

Lesson 4: Validating Project Plans



Common metrics for validating a plan include plans that meet which of these metrics?

- a) Plans within the period of performance
- b) Plans that comply with the contract
- c) Plans that are technically executable
- d) Plans that are within the revenue thresholds
- e) Plans that are within the profitability thresholds
- f) **All the above**

Lesson 5: Monitoring Project Performance



Analyzing the Forecasted Revenue for a TM project includes which types of data?

- a) Plans
- b) Actuals
- c) Assignments and Budgets
- d) **Actuals plus remaining Assignments and Budgets**



Analyzing the Forecasted Profitability for any project's billing type can be completed with which of the following reports?

- a) **Cost Summary and Status Report**
- b) Cost Summary Report (JSR)
- c) Revenue and Funding Summary Report
- d) Project Performance Report

Lesson 6: Controlling Project Performance



Reasons to do nothing despite a particular project or task exceeding the monitoring thresholds for one or more of the corporate KPIs include:

- a) Expected overtime
- b) Expected expenses from subcontractors, vendors and/or expense users
- c) Matrixed staff that ebb and flow between projects/tasks
- d) **All the above**

APPENDIX B: OPTIONAL UNANET TOOLS

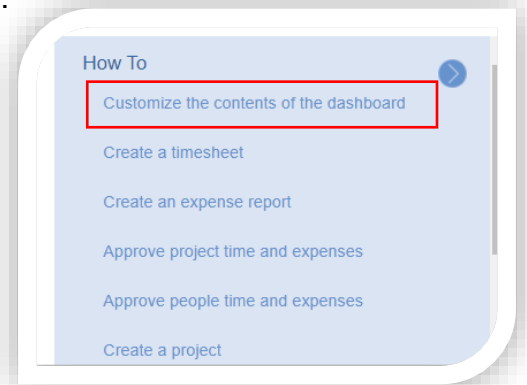
Introduction

Unanet has developed several tools to make it easier for Project Managers and Project Leads to identify any changes in the project metrics that require attention, and to increase the validation on timesheets and expense reports to help ensure proper charging is taking place during the execution of the project.

These custom tools are optional; they are developed for your company as an additional service and tailored to your specific business processes.

Right-Side Dashboard

This is a custom menu that contains links to either a shared report or other resolvable website links such as your payroll system. This hidden treasure provides a user with quicker navigation to key reports in the system that execute to a pre-configured set of criteria.

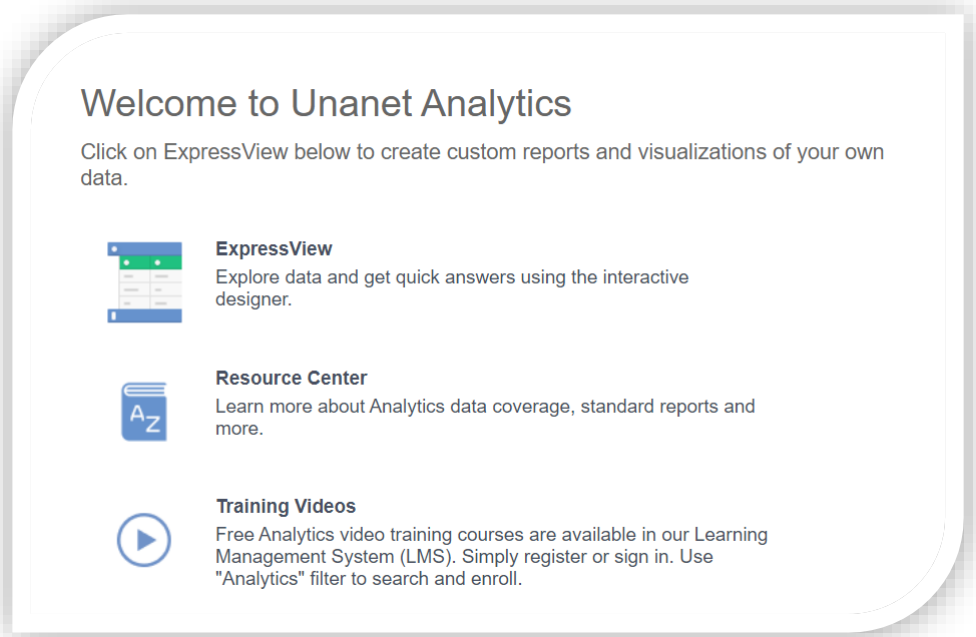


The dashboard is configured through the LINK.XML file that resides in the system configuration folder structure. It is not visible or accessible through the UI. Cloud customers can request a copy of their link.xml file and on-premise customers should work with their system administrator to access the file. Updating the file is relatively simple and there are examples in the file to assist with the HTML code. Each menu in Unanet can have a custom right-side dashboard with links to shared reports, ad hoc reports or external websites.

Unanet Analytics

Analytics+ is an advanced reporting tool that is included for all Unanet cloud subscriptions. This analysis and reporting capability builds upon the software's real-time data visualization features that enable the aggregation of data from multiple sources across finance, accounting, and project management for automatically generated reports.

Analytics Studio is an add-on capability, allowing customers that require advanced analytics and custom reporting to further mine their data for real-time insight. Analytics Studio offers customers a deeper level of analysis and drill-down capabilities so they can interact dynamically with their data.



Business Rule Enforcement

Business Rules Enforcement refers to custom notifications and validations in the Unanet system. This may include things such as timesheets, expense reports, manager approval screens, budgets, and more. Technically, Business Rules Enforcement is the definition of what the rules are and how you want to enforce them, while Validation Stored Procedures (VSPs) and the Automated Analyst/Integration Management Utility (IMU) are the technical methods for enforcing these rules. Three solutions offer controls in how you run your business:

Native Unanet functionality

Native Unanet functionality includes features that limit hours or funding that may be charged. For example, assignments can cap hours by person, and you can also limit billing and revenue to be the funded value less fee. These examples are found in the Project profile.

Validated Stored Procedures (VSP)

Custom controls are available so that you can define custom rules around timesheets, expense reports, manager approval screens, and financial documents. For example, in the timesheet you can control that overtime charges are made appropriately, or that there is a minimum number of hours in the timesheet per period. Examples of VSPs on financial documents include enforcing that at least one document is attached when submitting a financial document or requiring that the proper account type is used.

Automated Analyst/Integration Management Utility (IMU)

This custom tool allows you to focus on data awareness, analysis, and integrity. The 'automated analyst' is a set of queries that run against your database. Typically, the analyst is configured to run through Unanet's IMU; however, it could be configured in a variety of ways. The queries can be customized to your specific business needs and the IMU will either send an email with the information about what data was found or it can update the database with the correct information.

Glossary

Unanet GovCon Glossary of Terms

NEXT STEPS

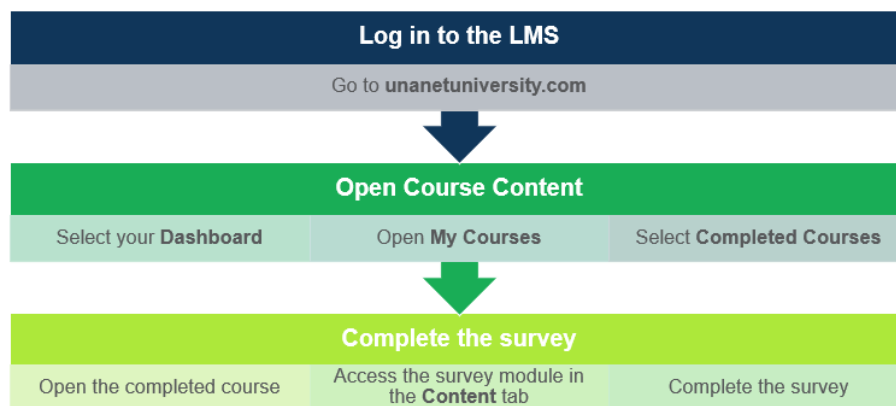
Completion Certificate and Course Survey

When the course has finished, Unanet University staff will mark the attendance in the Learning Management System (LMS.) This marking is percentage based and may be prorated if a participant was absent for any period of time during the course.

The LMS will generate a completion certificate (including **CPE credits**, where applicable) which will be available to the participant under their Transcript section of the LMS.

We appreciate your feedback on our courses and encourage you to complete the course survey.

A completed survey is REQUIRED to receive a certificate of completion and CPE credits.



Self-Directed Learning (SDL) Courses

In addition to eLearning and instructor-led training, Unanet University also offers self-directed learning options that enable learners to complete courses at their own pace. Completion of SDL courses can prepare you to successfully attain Unanet accreditations and certifications. Available SDL courses can be located in the LMS Store by selecting the “_Self-Directed Learning” filter.

Certification Options

Unanet University offers a growing catalog of certification options ranging from end user accreditations to manager and administrator certifications. Each certification option

requires a passing score on an assessment, which can be accessed once with or without completion of its prerequisite course(s). Learners may complete a single assessment to earn a single certification or complete multiple assessments to earn a comprehensive certification. The assessments are timed, “open book” exams and include a guide to the topics that will be assessed. For each assessment, learners will be given one free opportunity to pass; if unable to pass the first attempt, learners will need to complete the prerequisite ILT or SDL course(s) before attempting the assessment again.



All-Access Learning Pass

The All-Access Learning Pass provides customers and partners FREE unlimited access to live or self-paced training. The annual subscription includes:

- Unlimited access for all employees of the company
- Enrollment in all Unanet University instructor-led or self-directed courses*
- CPE credits for all instructor-led courses
- Access to all new courses without an additional fee
- Immediate access to all updated courses to include new features and functionality
- 24x7 access to on-demand microlearning online training content

*Private training events are 50% off the regular price