Revenue Management

User Guide

Changepoint PPM 2021

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1. Cross Charging Preparation

About cross charge and tax settings

The creation of cross charges and the calculation of the charge amounts and taxes depend on settings defined in different areas in Changepoint.

The following settings control if and how items and amounts are cross charged:

- The initiative for which you create an cross charge must be marked as chargeable.
- Charge rates used for cross charging come from the initiative or from the profile of the resources who performed the work. For more information, see "About cross charge rates used in cross charges" on page 8.
- Charge amounts that are split among multiple clients are reflected in the cross charge. For more information, see "About splitting charge amounts in cross charges" on page 7.
- Request processing rules specified in the initiative determine which request types are chargeable. For more information, see "About request processing rules" in the *Initiative Management User Guide*.
- Taxation setup for services, expenses and non-labor items ensures that taxes are calculated correctly on cross charges. The taxation setup information (work code category, work code and tax schedule) is indicated for each item included in the cross charge. If no tax schedule is displayed, the work is nontaxable, or no taxation was set up for the item.

About splitting charge amounts in cross charges

If split charging is enabled for an initiative, all chargeable items (project time and request time, expenses, fixed fees and non-labor items) are split and cross charged to the relevant clients according to the split percentage specified in the initiative. Chargeable items are split as follows:

- Project time and request time – The number of hours is split.
- Expenses and non-labor items – The quantity of each item is split.
- Fixed fees – The charge amount is split.

If additional items are added to the cross charge of a split charge initiative, the amount is only charged to the client for which the cross charge is created. The amount does not display on the cross charges created for any of the other clients specified in the initiative.

Splitting daily time

If daily charging is used, each time record is converted to days using the daily conversion setting of the cost structure. For example:

Daily conversion setting: 1 to 4 hours = 0.5 day; 4 to 8 hours = 1 day

A 6-hour record is split equally between 3 clients: 6 hours / 3 = 2 hours

The 2-hour period is then converted to 0.5 day

Each client is charged for 0.5 days, which adds up to a total of 1.5 days. If charged to a single client, the same time record would be charged at 1 day.

Allocation of split amounts

If split charges are enabled for an initiative, time, expenses, fixed fees, and non-labor items are split during the cross charging process. In some cases, the total amount cannot be evenly divided between all selected clients, and a fractional amount needs to be allocated to one client to balance the total amount (hours for time, and cross charging amounts for expenses, fixed fees and non-labor items). For example: Client 1 and Client 2 are allocated 33.33%, and Client 3 is allocated 33.34%.

The additional fractional amount is allocated as follows:

- For time (project time and request time), the client with the largest percentage in the split charges list receives the additional fractional amount (in the example above, client 3). If more than one client have the largest percentage, the first client receives the additional fractional amount.
- For expenses, non-labor items and fixed fees, the last client that is cross charged is allocated the additional fractional amount.

About cross charge rates used in cross charges

The cross charge rates applied in a cross charge are defined in the initiative or in the profile of the resource who performed the work. The cross charge process uses the cross charge rate with the effective date that is closest to, but not past, the time record date.

Cross charging updates the cross charge rate of the time record to ensure it is the same as on the cross charge. This ensures that reports that use the cross charge rate from the time record are consistent with the cross charged amount. For split cross charges, the latest cross charge for a time record updates the cross charge rate.

Changing the effective date of a cross charge rate during the cross charging of time records results in discrepancies in the cross charge. To correct these discrepancies, you must either edit the cross charge or create a credit note.

For example:

Your initiative is split between three clients. The original cross charge rate for the project manager is $300.

One client is cross charged for a portion of the time record. The cross charging process sets the cross charge rate of the time record to $300.

After this first cross charge is created, the cross charge rate for the project manager is updated to $350. A new row with the effective date is added in the cross charge rates table.

The second cross charge is created with a cross charge rate of $350. The time table is also updated to show $350.

However, since the cross charge rate was changed part-way through the cross charging process of the time record, one cross charge shows $300 and one shows $350. The rate in the cross charged time table shows $300 and $350 accordingly, if the first cross charge is not edited.

Reviewing time and expense records before cross charging

You can review the time entries and expense records that have been entered for projects and requests of initiatives that you have access to.

In the **Time and Expenses** tree view, time and expense records are grouped under the respective projects. You can do the following:

- remove nonchargeable time and expense records from the cross charging process
- designate expense records as capital costs
- view all non-project time entries regardless of access restrictions

  Note: You can transfer time and expense records using Changepoint Administration. For more information, see the Changepoint Administration online help or the *Changepoint Administration Guide*.

1. Click **Finance** > **Time and Expenses**.

   The **Time and Expenses** tree view appears.

2. Expand the tree view to locate expenses and time entries under a project, and then do one of the following:

   - To search for time records for a project, click the project.
   - To search for expense records for a project, expand the project and click the expense icon.
   - To display time records for a task, expand the project and click the task.

   The filter criteria view appears.

3. In the **Resource** list, select the resource whose records you want to review, or leave the field blank to view the records for all resources.

4. In the **Period start** and **Period end** fields, enter the date range of the records.

5. Click **Go**.

   The list of records appears.

6. To remove an nonchargeable record from cross charging, select the check box to the left of the record.

   Warning: Records that you remove are no longer available for cross charging, even if the records are later changed back to chargeable.

7. To designate an expense as a capital cost, select the check box in the **Capital** column.

8. Click **Save**.

Locking time records

You can lock time records that have been approved so that no further editing can be done to them.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **System Administration** category and select **Time Locking by Resource**.

   The filter criteria window appears.

3. Select a global workgroup, a workgroup and a resource.
4. Select a start and end date to define the date range for the report.
5. Click **Go**.

   The **Time Locking by Resource** report appears.
6. Do one of the following:
   - To lock individual time records, select the check boxes beside the time records.
   - To lock all records in the report, click **Select all**.
7. Click **Lock**.

2. Creating Cross Charges

About creating cross charges

You can create a cross charge:

- using the **New** option
- from the cross charge tree view
- from a client profile
- from an initiative profile

When you create a cross charge from the tree view, a client profile, or a cross charge profile, some of the client-related information is automatically added to the cross charge.

The cross charge is a snapshot of the information at the time that it is created. If the cross charge information is later changed, you must edit and save the cross charge to update it.

About the cross charge language

By default, the cross charge language is the preferred language that is specified on the associated initiative, but you can change the language from the default when creating or editing a cross charge. If a preferred language is not specified on the initiative, then the default cross charge language is the language from the current resource's browser settings.

You can change the cross charge language at any time during the cross charge process as required to create, view, print, save as PDF, or send cross charges by email.

> **Note:** The preferred language setting does not apply to cross charges that use the standard French invoice formats, which are always in French.

Creating a cross charge

When you create a new cross charge, you can complete the required fields only, save the cross charge as a draft and edit it later, or you can complete all fields and submit the cross charge for approval.

1. Click **New** and then select **Cross Charge** from the list.

   The **Create Cross Charge** dialog box appears.

2. In the **General** tab, complete the fields as required. For more information, see "Create/Edit Cross Charge dialog, General tab options" on page 14.

3. For information about completing the cross charge, see the following topics:
   - "Adding time records to a cross charge" on page 16
   - "Adding expenses to a cross charge" on page 18
   - "Adding fixed fees to a cross charge" on page 20
   - "Adding request time to a cross charge" on page 22
   - "Adding non-labor items to a cross charge" on page 24
   - "Adding additional items to a cross charge" on page 26
   - "About tax calculation for cross charges" on page 27
   - "Adding cross charge details" on page 29
4. Do one of the following:
   - To save the cross charge as a draft, click **Save**.
   - To submit the cross charge for approval, select the **Submit for approval** check box, then click **Save**.

Create/Edit Cross Charge dialog, General tab options

Field	Description
Submit for approval check box	When selected, submits the cross charge to the cross charge approver.
Cross charge date field	Date of the cross charge.
Display only initiatives with items to be cross charged check box	When selected, only the initiatives that have items to be cross charged are displayed.
Client type-ahead field	Name of the client.
Initiative list	Initiative that you create the cross charge for.
Cross charge percentage field	Percentage of the cross charge amount to be cross charged to the client. Available only if split cross charging is enabled on the initiative.

Field	Description
Payment terms field	Payment terms of the initiative cost structure.
Payment due date field	Date by when the payment is due.
Remit-to address list	Address that appears on the cross charge and to which the payment will be sent. The default remit-to address is specified in the initiative. If no address is specified in the initiative, the address from the cost structure is used.
Cross charge posting date field	Date that the cross charge is posted.
Start date and **End date** fields	Date range of the records to be displayed on the **Time**, **Expenses**, **Fixed fees**, **Requests** and **Non-labor items** tabs.
Project/Request table	When a project is selected, the related records for cross charging appear in the **Time** and **Expenses** tabs. When a request is selected, the related records to be cross charged.appear in the **Requests** and **Products** tabs.
Use expense report currency check box	When selected, the currency specified in the expense report is used for the expenses to be cross charged. If the expense report currency is different than the cross charge currency, the expense amount will be calculated based on the date of the exchange rate applied to expenses.
Date for exchange rates applied to expenses options	Date to use for the exchange rate applied to the expenses to be cross charged. Options are **Expense date** and **Cross charge date**.
Special instructions field	Special instructions for the cross charger that were specified on the initiative.

Adding time records to a cross charge

You can select the time records to be added to the cross charge. Only approved time records are available for cross charging.

If you select time records for a fixed-fee deliverable (denoted by), the time records are marked as cross charged, but do not appear on the cross charge.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Edit Cross charge** dialog box appears.
3. In the **General** tab, select the projects that include the items to be cross charged.
4. Click the **Time** tab.

   The table displays all approved time records for the selected projects and fixed fees. All of the time records for the fixed fees are automatically preselected.
5. Do one of the following:
   - To include individual time records, select the check box for the records to be cross charged.
   - To include all time records related to a fixed-fee deliverable, in the **Fixed fee** tab, select the fixed fees to be invoiced.
   - To include all time records, right-click in the table and then click **Select all**.
6. Click **Save**.

Create/Edit Cross Charge dialog, Time tab options

Column	Description
Overtime percentage field	Percentage of overtime to be charged to the client, as specified in the initiative.
Project column	Project that the time was entered for.
Task column	Task that the time was entered for.

Column	Description
Fixed fee column	Fixed-fee deliverable that the time record is associated with.
Resource column	Resource who worked on the task.
Description column	Description of the time entry, as entered by the resource in the time sheet. **Note:** To add or edit a description, the cross charge item description setting must be enabled for the cost structure of the initiative.
Date column	Date of the time record.
Hours column	Number of hours entered for the task.
OT hours column	Number of overtime hours.
Hours written off/up column	Number of hours that were written off or written up for the project to date.
OT hours written off/up column	Number of overtime hours that were written off or written up for the project to date.
Write-off/up description column	Description for the write-off or write-up.
Write-off/up reason column	Reason for the write-off or write-up.
Net hours column	Actual number of regular hours that are cross charged (total time plus any write-up or less any write-off).
Net OT hours column	Actual number of overtime hours that are cross charged (total overtime plus any write-up or less any write-off).
Rate column	Cross charge rate for the assigned resource.
Work location group column	Work location group that is defined in the service taxation setup.

Column	Description
Work location column	Work location that is defined in the service taxation setup.
Work code category column	Work code category that is defined in the service taxation setup.
Work code column	Work code that is defined in the service taxation setup.
Tax schedule column	Tax schedule that is used for tax calculation. **Note:** If the client is exempt from paying the tax, this column is not displayed.
Total time field	Total monetary amount to be cross charged for the selected records.
Total write-offs/ups field	Total monetary amount of the time that was written off or written up.
Total adjustment field	Monetary amount that is to be added to (or a negative amount to be subtracted from) the cross charge.
Total net regular hours field	Total net amount of regular hours for the selected records.
Total net overtime hours field	Total net amount of overtime hours for the selected records.

Adding expenses to a cross charge

Only approved expense records are available for cross charging.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Edit Cross charge** dialog box appears.
3. In the **General** tab, do one of the following:
   - To include individual projects, select the check box for the projects.
   - To include all projects, right-click in the table and click **Select all**.
4. Click the **Expenses** tab.

The table displays all approved expense records for the selected projects.

5. Do one of the following:
   - To include individual records, select the check box for the records to be cross charged.
   - To include all records, right-click in the table and click **Select all**.
6. Click **Save**.

Create/Edit Cross Charge dialog, Expenses tab options

Column	Description
Expense percentage field	Percentage of expenses that is to be charged to the client, as specified in the initiative.
Project column	Project that the expense was entered for.
Resource column	Resource who entered the expense.
Expense report number column	Number of the expense report.
Description column	Description of the expense.
Date column	Date when the expense was incurred.
Quantity column	Quantity of items that are expensed.
Charge per unit column	charge per unit of the expensed item.
Currency column	Currency that the expense was incurred in.
Exchange rate column	Exchange rate that is used in converting the currency in which the expense was incurred to the currency of the cross charge.
Expense total column	Total monetary amount of the expense, less any recoverable taxes that were stripped from the expense.
Recoverable tax amount column	Total recoverable tax amount that was stripped from the expense.

Column	Description
Write-off/up column	Amount written off or up.
Write-off/up description column	Description for the write-off or write-up.
Write-off/up reason column	Reason for the write-off or write-up.
Net amount column	Expense total plus any write-up or less any write-off.
Work location group column	Work location group that is defined in the expense taxation setup.
Work location column	Work location that is defined in the expense taxation setup.
Tax schedule column	Tax schedule that is used for tax calculation. **Note:** If the client is exempted from paying the tax, this column is not displayed.
Total for expenses field	Total monetary value of the selected records.
Total write-offs/ups field	Total monetary value of the expenses that were written off or written up.
Total adjustment field	Amount to be added to the cross charge (or a negative amount to be subtracted).

Adding fixed fees to a cross charge

The **Fixed fees** tab appears only if a fixed fee charge type is specified on the initiative.

When you select a fixed fee to be added to a cross charge, the related time records are automatically selected in the **Time** and **Requests** tabs, and the projects and requests related to the time records are automatically selected on the **General** tab.

> **Note:** If you select a fixed fee and then switch to a different tab or save the invoice and then later deselect the fixed fee, you must manually deselect the time records. They will not be deselected automatically.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

The **Edit Cross charge** dialog box appears.

3. Click the **Fixed fees** tab.

   The table displays all fixed fees that were set up in the initiative.

4. Do one of the following:

   - To include individual fixed fees, select the check box for the records to be cross charged.
   - To include all fixed fees, right-click in the table and click **Select all**.

5. Click **Save**.

Create/Edit Cross Charge dialog, Fixed Fees tab options

Column	Description
Cross charge date column	Date the fixed-fee deliverable is cross charged.
Cross charge amount column	Amount to be cross charged.
Deliverable column	Name of the fixed-fee deliverable.
Work location group column	Work location group that is defined in the taxation setup for the fixed fee.
Work location column	Work location that is defined in the taxation setup for the fixed fee.
Work code category column	Work code category that is defined in the taxation setup for the fixed fee.
Work code column	Work code that is defined in the taxation setup for the fixed fee.
Tax schedule column	Tax schedule that is used for tax calculation. **Note:** If the client is exempted from paying the tax, this column is not displayed.
Total for fixed fee field	Total monetary value of the selected fixed-fee records.

Adding request time to a cross charge

When an initiative is chargeable, the time that resources worked on the requests is also chargeable, depending on the request processing rules and the service level agreement (SLA). Only approved request time records are available for cross charging.

If you select request time records for a fixed fee deliverable (denoted by), the request time records are marked as cross charged, but do not appear on the cross charge.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.
3. In the **General** tab, select the requests that include the time records to be cross charged.
4. Click the **Requests** tab.
5. Do one of the following:
   - To include individual time records, select the check box of the records.
   - To include all time records related to a fixed-fee deliverable, select the deliverable in the **Fixed Fees** tab.
   - To include all time records, right-click in the table and click **Select all**.
6. Click **Save**.

Create/Edit Cross Charge dialog, Requests tab options

Column	Description
Overtime percentage field	Percentage rate that is applied to the standard cross charge rate for overtime.
Request column	Request number.
Fixed fee column	Fixed-fee deliverable that the request is associated with.
Project column	Project that the request is associated with.

Column	Description
Resource column	Resource who worked on the request.
Date column	Date that the request was worked on.
Description column	Description of the work spent on the request. **Note:** To add or edit a description, the cross charge item description setting must be enabled for the cost structure of the initiative.
Hours column	Number of regular hours that the resource worked on the request.
OT hours column	Number of overtime hours that the resource worked on the request.
Hours written off/up field	Number of regular hours written off or up for the request.
OT hours written off/up field	Number of overtime hours written off or up for the request.
Write-off/up description field	Description for the write-off or write-up.
Write-off/up reason list	Reason for the write-off or write-up.
Net regular hours column	Actual number of regular hours that are cross charged (total time plus any write-up or less any write-off).
Net overtime hours column	Actual number of overtime hours that are cross charged (total overtime plus any write-up or less any write-off).
Rate column	Cross charge rate that is specified in the initiative.
Work location group column	Work location group that is defined in the taxation setup for the time spent on the request.
Work location column	Work location of the request.

Column	Description
Work code category column	Work code category of the request.
Work code column	Work code defined in the taxation setup for the request.
Tax schedule column	Tax schedule used for tax calculation. **Note:** If the client is exempted from paying the tax, this column is not displayed.
Total time field	Total monetary amount to be cross charged for the selected records.
Total write-offs/ups field	Total monetary amount of the time that was written off or written up for the selected records.
Total adjustment field	Amount to be added to the cross charge (or a negative amount to be subtracted).
Total net regular hours field	Total net amount of regular hours for the selected records.
Total net overtime hours field	Total net amount of overtime hours for the selected records.

Adding non-labor items to a cross charge

You can include non-labor items that are specified in the initiative and chargeable non-labor items (that are associated with the initiative through work requests) in a cross charge.

Note: For non-labor items associated through work requests, the tax calculation is based on the cross charge date, even if the **Use record date for tax calculation** check box is selected in the initiative.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Edit Cross charge** dialog box appears.
3. To add a non-labor item that is associated to the initiative through a work request, select the work request in the **General** tab.

4. Click the **Non-Labor Items** tab.

   The table displays all non-labor items of the initiative.

5. Do one of the following:

   - To include individual records, select the check box for the records to be cross charged.
   - To include all records, right-click in the table and click **Select all**.

   Note: If a non-labor item is listed but is not available for selection, it means that the non-labor item does not have a price in the initiative cross charge currency.

6. If you select non-labor items that are associated to the initiative through work requests, you can click the cells in the **Ship-to location group** and **Ship-to location** columns and select a new location group or location from the list.

7. Click **Save**.

Create/Edit Cross Charge dialog, Non-Labor Items tab options

Column	Description
Request column	Work request that is associated with the non-labor item.
Project column	Project that the non-labor item is associated with.
Non-Labor Item column	Non-labor item to be cross charged.
Date column	Date when the non-labor item is planned to be cross charged, as specified in the initiative.
Description column	Description of the non-labor item. **Note:** To add or edit a description, the cross charge item description setting must be enabled for the cost structure of the initiative.
Charge per unit column	Cross charge amount of the non-labor item, as specified in the initiative. If a negotiated cross charge amount was not specified, the standard cross charge amount is used.

Column	Description
Quantity column	Number of non-labor items to be cross charged.
Amount column	Amount to be cross charged for the non-labor items.
Write-off/up column	Total amount of non-labor items written-off or up, if applicable.
Write-off/up description column	Description for the write-off or write-up.
Write-off/up reason column	Reason for the write-off or write-up.
Net amount column	Amount of the non-labor items totals plus any write-up or less any write-off.
Ship-to location group column	Shipping destination of the non-labor items. Edit the field as required.
Ship-to location column	Shipping location of the non-labor items.
Tax schedule column	Tax schedule used for tax calculation. **Note:** If the client is exempted from paying the tax, this column is not displayed.
Total non-labor itemfield	Total amount for the selected non-labor items.
Total write-offs/ups field	Total amount that was written off or written up.

Adding additional items to a cross charge

You can include additional items to the cross charge, unless this has been restricted on the cost structure of the initiative.

Note: The tax calculation for additional items is based on the cross charge date, even if the **Use record date for tax calculation** check box is selected in the initiative.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

The **Edit Cross charge** dialog box appears.

3. Click the **Additional items** tab.
4. Right-click in the table and select **Insert**.

   A new line is added to the table.
5. In the **Description** field, enter a description for the item.
6. In the **Amount** field, enter the amount of the item.
7. In the **Tax schedule** list, select the tax schedule that applies to the item.
8. In the **Total adjustment for additional items** field, enter an amount to adjust the cross charge.
9. Click **Save**.

About tax calculation for cross charges

The **Taxes and Totals** tab displays the tax and totals of all items included in the cross charge.

Taxes are applied to items on a cross charge according to the taxation rules that were set up by your organization. The date to be used for calculating taxes is defined in the initiative, and can be based on the cross charge date or the record date (for example, the date of the expense record).

> **Note:** For additional items and non-labor items associated with the initiative through work requests, the tax calculation is based on the cross charge date, even if the record date option is selected on the initiative.

If the initiative is configured to allow tax changes on cross charges, you can adjust the tax amounts. For more information, see "Adjusting amounts in a cross charge" on page 28.

Viewing tax amounts on a cross charge

By default, tax information displays by tax schedule. If the cross charge uses record dates for tax calculations, then taxes are grouped by their effective dates.

You can also view the tax information by tax rate to understand how adjustments and the various tax locations/work codes will display on the cross charge.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

The **Edit Cross charge** dialog box appears.

3. Click the **Taxes and Totals** tab.
4. To view the tax information by tax rates, right-click in the table and select **Show tax rate details**.
5. To view the tax information by tax schedule again, right-click in the table and select **Show tax schedule details**.

Create/Edit Cross Charge dialog, Taxes and Totals tab options

Option	Description
Tax schedule column	Tax schedule that applies to the cross charged items.
Tax amount column	Calculated tax amount before any adjustment was applied.
Adjustment column	Adjustment that is applied to the tax amount, if available.
Net amount column	Tax amount after the adjustment was applied.
Tax total field	Total tax amount on the cross charge.
Cross charge total field	Total cross charge amount.

Adjusting amounts in a cross charge

You can adjust the amounts for time, expenses, requests, additional items, and taxes in an cross charge. For example, you can adjust the amounts, if you want to give a client a discount or markup.

Note: Enter a negative amount for discounts and a positive amount for markups.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Edit Cross Charge** dialog box appears.

3. To adjust the amounts for time, expenses, requests, or additional items:

a. Click the **Time**, **Expenses**, **Requests**, or **Additional items** tab.

b. In the **Total adjustment** field, enter or edit the amount, and then click outside the field.

4. To adjust the tax amount:

   a. Click the **Taxes and Totals** tab.

   b. In the **Adjustment** column of the **Tax Schedule** table, enter or edit the tax amount, and then click outside the cell.

      The **Net amount** column, and the **Cross charge total** and **Tax total** fields are recalculated.

5. Click **Save**.

Adding cross charge details

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Edit Cross charge** dialog box appears.
3. Click the **Details** tab.
4. Make the necessary changes. For more information, see "Create/Edit Cross charge dialog, Details tab options" on page 29.
5. Click **Save**.

Create/Edit Cross charge dialog, Details tab options

Field	Description
Cross charge number field	Number of the cross charge. When the cross charge is in Draft status and this field is left empty, a cross charge number is generated automatically when the cross charge is saved.
Cross charge format list	Cross charge format that is specified in the initiative.

Field	Description
Cross charge language list	Language used for the cross charge.
Print address list	Address to be printed on the cross charge. If projects with different charge addresses have been selected for cross charging, the initiative address is displayed.
Description field	Cross charge description that is specified in the initiative. If auditing is enabled on the initiative, you cannot edit this field.
Updates field	Additional comments.
History field	Stores changes that are made to the cross charge after it is saved (date of the change, resource who made the change, and description of the change).

Saving a cross charge in PDF format

You can save a cross charge in PDF format, either by itself or with expense attachments.

1. In the **Invoice Review** page, do one of the following:
   - To save only the invoice in PDF format, click **Actions** > **Save invoice as PDF**.
   - To save the invoice and the expense attachments in PDF format, click **Actions** > **Save invoice with expense receipts as PDF**.
2. In the **Save as** dialog box, specify a location for the file and then click **Save**.

3. Accessing Cross Charges

About accessing cross charges

After a cross charge has been saved, you can view its layout in the **Cross Charge Review** page. The items and amounts to be cross charged and additional information display in the format that was selected when the cross charge was created. You can select another format, if required.

Tax rates that are configured to be shown separately on cross charges are listed separately, while remaining taxes are summed together in the **Other taxes** field.

If services or goods were provided to one client, but cross charged to another, the name of both clients display on the cross charge.

The **Cross charge process history** section on the **Cross Charge Review** page lists the successive stages the cross charge went through. The history is view-only and cannot be printed.

You can access the **Cross Charge Review** page from the following areas in Changepoint:

- main menu, **Finance** option
- client profile, **Actions** menu
- From the following portlets:
  - **Draft Cross Charges**
  - **Cross Charges Pending Approval**
  - **Approved Cross Charges**
  - **Rejected Cross Charges**

About cross charge formats

There are standard cross charge formats that group the information in different ways. The default cross charge format is specified in the initiative, but you can select different cross charge formats when viewing an cross charge. To change the format, you must edit the cross charge.

Note: The **Tax on sum - General** and the **Tax on sum - French general** formats are available only if the cross charge date is selected as the tax calculation date on the initiative.

Accessing a cross charge

You access invoices from the main menu. In the **Cross Charges** tree view, cross charges are grouped in folders according to their status under their cost structure, client, and initiative.

You can also access cross charges from the **Actions** menu of the client profile.

1. Click **Finance** > **Cross Charges**.

   The **Cross Charges** tree view appears.

2. Expand the tree view to locate the cross charge.

3. Click the cross charge.

   The **Cross Charge Review** page appears.

4. To view the invoice in a different language, select the language in the **Preferred language** list.

5. To print the invoice, click **Actions** > **Print**.

6. To view the details of all cross charged items and adjustments, click **Actions** > **Cross charge details**.

7. To view the details with additional information about write-offs and write-ups, click **Actions** > **Cross charge details with write-offs/ups**.

8. To print the details, click **Print**.

   Tip: To make the invoice details fit horizontally on the page, adjust the print settings in the **Print** dialog box by either reducing the scale or changing the layout orientation to landscape.

Accessing a cross charge from a client profile

1. Access the client profile.

2. Click **Actions** > **View** > **Cross charges**.

   All cross charges for the client display.

3. Click the cross charge number.

The **Cross Charges Review** page appears.

About editing cross charges

You can only edit a cross charge that is in **Draft** status. Cross charges in **Pending approval**, **Pending second level approval** or **Approved** status must be reverted to **Draft** status first before they can be edited. To correct an error in an cross charge that is in another status, you must create a credit note for the entire amount. For more information, see "About credit notes" on page 47.

You can write off or write up time and amounts from cross charge records. You can write off or write up individual records, or you can write off multiple records at a time. When you write off multiple records at a time, the entire amount of the selected record is written off.

Note: When you write off or write up time, the reason specified for the write-off or write-up may affect the number of utilized hours shown on utilization reports and portlets. For example, if you write off a time record and select a reason that has been flagged as affecting the calculation of resource utilization, the amount will be deducted from the user's utilized hours.

If auditing is enabled on the initiative associated with the cross charge, you must enter a comment when writing off or writing up time, expenses, or products.

Editing a cross charge

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.
3. Make the necessary changes.
4. Click **Save**.

Writing off or writing up time

You can write off or write up time for services or requests.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.

3. Click the **Time** or the **Requests** tab.
4. In the table, do one of the following:
   - Select the check box for the record.
   - If the check box is already selected, click the row.
5. In the **Hours written off/up** cell, do one of the following:
   - To write up time, enter the number of hours to be added.
   - To write off time, enter the number of hours preceded by a minus sign.
6. In the **OT hours written off/up** cell, do one of the following:
   - To write up overtime, enter the number of hours to be added.
   - To write off overtime, enter the number of hours preceded by a minus sign.
7. In the **Write-off/up reason** cell, select the reason for the change.
8. In the **Write-off/up description** cell, enter a description for the change.
9. Click **Save**.

Writing off or writing up an expense or a non-labor item

You can write off or write up cross charge amounts for expenses or non-labor items.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.
3. Click the **Expenses** or the **Non-Labor Items** tab.
4. In the table, do one of the following:
   - Select the check box for the record.
   - If the check box is already selected, click the row.
5. In the **Write-Off/Up** cell, do one of the following:
   - To write off the cross charge amount, enter the amount.
   - To write up the cross charge amount, enter the amount preceded by a minus sign.

6. In the **Write-off/up reason** cell, select the reason for the change.
7. In the **Write-off/up description** cell, enter a description for the change.
8. Click **Save** to save the changes and close the **Cross Charge** dialog box.

Writing off multiple records at a time

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.
3. Click the **Time**, **Expenses**, **Requests**, or **Non-Labor Items** tab.
4. In the table, select the check boxes for the records.
5. To select a range of consecutive rows:
   a. Click the first row that you want to select.
   b. While holding the **Shift** key, click the last row in the range.
6. To select multiple, nonconsecutive rows:
   a. Click the first row that you want to select.
   b. While holding the **Ctrl** key, click the additional rows that you want to select.
7. Right-click in the table and select **Write off**.
8. In the **Write-off reason** list, select the reason for the change.
9. In the **Write-off description** field, enter a description for the change.
10. Click **Save**.

Associating cross charged time with fixed fees

After a time record has been cross charged, you can change the fixed fee that the time record was associated with. You can change multiple time records, provided that they are from the same initiative, and you want to associate them with the same fixed fee.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and then select the **Associate Cross-charged Time with Fixed Fees** report.

   The filter criteria windows appears.

3. In the **Cost structure** list box, select one or more cost structures.

4. In the **Client** list box, select one or more clients.

5. In the **Initiative** list box, select one or more initiatives that include the time records that you want to update.

6. To specify a period for the time records to be updated, do one of the following:

   - To specify fiscal periods, select **Fiscal period.**
     - In the **Fiscal period selection** list, select the cost structure associated with the fiscal periods you want to use.
     - In the **Fiscal year** list, select the years you want to use.
     - In the **Fiscal period** list, select the fiscal periods you want to use.
   - To specify a date range, select **Date range**.
     - In the **Start date** field, select the first date in the period.
     - In the **End date** field, select the last date in the period.

7. Click **Go**.

   The time records that match the filter criteria appear.

8. Select one or more time records that you want to correct.

9. Click **Select a fixed fee**, and then select the fixed fee from the drop-down field that appears.

10. Click **Save**.

4. Processing Cross Charges

About the cross charging process

At each step in the cross charging process, cross charges are assigned a specific status. It is not necessary for a cross charge to go through each step in the process.

Status	Description
Draft	First status for a cross charge.
Pending approval	The cross charge has been submitted for approval to the designated approver.
Pending second-level approval	The cross charge is waiting for approval by the second-level cross charge approver, if the two-level approval is enabled for the associated initiative.
Approved	The cross charge has been either submitted or approved by the initiative manager and is waiting to be committed, to prevent further changes.
Committed	The cross charge has been committed by a resource with the required role and can be sent to the client.
Sent	The cross charge has been sent to the client but has not yet been paid.
Partially paid	Partial payments have been made, but the cross charge has not been paid in full.
Paid	The cross charge has been paid in full.
Archived	The cross charge has been archived after it was paid in full.
Credited	A credit note has been committed and the originating cross charge has been reversed.

The following diagram shows the cross charging process:

Submitting a cross charge for approval

When you submit an cross charge, it is routed to the initiative manager for approval. If you are the initiative manager, the cross charge is approved automatically.

1. Access the cross charge.
2. Click **Actions** > **Edit**.

   The **Cross Charge** dialog box appears.
3. Make the necessary changes.
4. On the **General** tab, select the **Submit for approval** check box.

The **Enter your comments** field appears.

5. Enter a comment.
6. Click **Save**.

   The cross charge is submitted for approval.

Approving or rejecting a cross charge

A notification appears in the **My Reminders** portlet when cross charges require your approval.

1. Access your **My Reminders** portlet.
2. Click the **You have cross charges** link.

   The **Cross Charges to Approve** view displays a list of all the cross charges to be approved.
3. Click the cross charge number.
4. Do one of the following:
   - To approve the cross charge, click **Actions** > **Approve cross charge**.
   - To reject the cross charge, click **Actions** > **Reject cross charge** and then enter a reason for the rejection in the dialog box.
5. Click **OK** to acknowledge the message.
6. To view the next item in the list, click **Actions** > **View next**.

About committing cross charges

Cross charges that have been approved must be committed before they can be sent to the client. When you commit an cross charge, the temporary cross charge number assigned to the cross charge is changed to the permanent cross charge number.

Before you can commit an cross charge, you may be required to distribute its revenue and tax amounts to the appropriate GL accounts. For more information, see "About distributing cross charge amounts" on page 40.

Committed cross charges cannot be edited. To correct a committed cross charge, you must create a credit note to reverse the cross charge.

Committing a cross charge

1. Access the cross charge.
2. Click **Actions** > **Commit**.
3. If the dialog box appears, you can overwrite the cross charge number or keep the existing number.
4. Click **Save**.

About distributing cross charge amounts

If cross charge distribution is enabled for the cost structure of the initiative, you must distribute the cross charge revenue and tax amounts to the appropriate GL accounts after the cross charge has been approved. After the distribution is completed, you can commit the cross charge.

Cross charge amounts are distributed as follows:

- The cross charge amount for project time worked by resources is distributed to the GL account selected on the initiative. If no GL accounts are selected on the initiative, then the time is distributed to the default GL distribution account selected on the resource's workgroup.
- Amounts for expenses, non-labor items, fixed fees, request time and additional items will be distributed to the GL account selected on the initiative for the specific item type. If no GL accounts are selected on the initiative, then these items are excluded from the distribution process and must be distributed manually in the cross charge.
- Tax amounts are distributed to tax accounts associated with the tax rate.

Distributing cross charge amounts

1. Access the cross charge.
2. Click **Actions** > **Distribute cross charge**.

   The **Cross Charge** dialog box displays the **Cross charge distribution** tab.
3. Right-click in the revenue GL account table, and then select **Insert**.
4. In the **Revenue GL account** cell, select the GL account.
5. In the **Amount** cell, enter the amount to be distributed to the selected GL account.

6. Right-click in the tax GL account table, and then select **Insert**.
7. In the **Tax GL account** cell, select a tax account.
8. In the **Amount** field, enter the amount to be distributed to the selected tax account.
9. Click **Save**.

Editing distributed cross charge amounts

1. Access the cross charge.
2. Click **Actions** > **Distribute cross charge**.

   The **Cross Charge** dialog box displays the **Cross charge distribution** tab.
3. Make the necessary changes directly in the table cells.
4. Click **Save**.

Deleting distributed cross charge amounts

1. Access the cross charge.
2. Click **Actions** > **Distribute cross charge**.

   The **Cross Charge** dialog box displays the **Cross charge distribution** tab.
3. In the tables, right-click the row that you want to delete, and then select **Delete**.
4. Click **Save**.

About sending cross charges by email

You can send a cross charge by email as an attachment in PDF or HTML file format. In the PDF file format, you have the option of including expense attachments, which are converted from their original file formats to PDF. You can also change the invoice language. By default, the email recipient is the main contact specified on the contract that is associated with the invoice.

After you send cross charges in **Committed** status, their statuses are automatically changed to **Sent**. You can manually change the status to **Sent** for cross charges in other statuses.

You can also email cross charges in batches to specific recipients. For more information, see "Emailing cross charges and credit notes in batches" on page 60.

Sending a cross charge by email

1. Access the cross charge.
2. Click **Actions** > **Send invoice by email**.

   The **Send Cross Charge by Email** view appears.
3. To specify a recipient, do one of the following in the **Recipient** field:
   - To select a recipient from the client contacts, click , and then select a contact.
   - To specify an email address, enter the email address of the recipient.
4. To send a copy of the email to other recipients, do one of the following in the **Cc** field:
   - To select a recipient from the client contacts, click , and then select a contact.
   - To specify an email address, enter the email address of the recipient.
5. In the **Subject** field, edit the subject line, if required.
6. In the **Comments** field, enter comments.
7. In the **Attachment options** section:
   a. To change the language used in the invoice, select the language in the **Preferred language** list.
   b. Select the file type (HTML or PDF) for the invoice.
   c. To include the expense receipts (PDF file type only), select the **Include expense receipts in PDF file** check box.
8. Click **Send**.

Marking a cross charge as Sent

1. Access the cross charge.
2. Click **Actions** > **Mark cross charge as Sent**.

About recording payments

You can record payments only for cross charges with the **Committed** or **Sent** status.

When you receive payments, you record the amounts on the cross charge. If the cross charge is paid in installments, the status changes to **Partially Paid** when the first payment is recorded. When the cross charge is paid in full, the cross charge status changes to **Paid**.

> **Note:** If the payment is greater than the cross charge amount, the cross charge status is set to **Paid**.

You can edit or delete recorded payments of cross charges with the **Paid** status. If you edit a payment and an outstanding balance remains, the cross charge status changes back to **Sent** or **Partially Paid**. If you delete all payments, the cross charge status changes back to **Committed** or **Sent**.

Recording a payment

1. Access the cross charge.
2. Click **Actions** > **Record payment**.

   The **Record Payment** dialog box appears.
3. Right-click in the table, and then select **Insert**.
4. In the **Date** field, enter the date the payment was received.
5. In the **Amount** field, enter the amount of the payment.
6. In the **Currency** list, select the currency in which the payment was made.
7. In the **Description** field, enter a description.
8. Click **Save**.

Editing a payment

1. Access the cross charge.
2. Click **Actions** > **Record payment**.

   The **Record Payment** dialog box appears.
3. Make the necessary changes directly in the table cells.
4. Click **Save**.

Deleting a payment

1. Access the cross charge.

2. Click **Actions** > **Record payment**.

   The **Record Payment** dialog box appears.

3. Right-click the row that you want to delete, and then select **Delete**.

4. Click **Save**.

About archiving cross charges

You can archive cross charges to prevent further changes for example, after you have sent the cross charge information to a financial system. If a credit note was created for an cross charge, the credit note is archived with that cross charge.

Archived cross charges are still displayed in Changepoint, but you can no longer edit or credit them, or change their status. You can remove cross charges from Changepoint by discarding them. For more information, see "Discarding a cross charge" on page 45.

You can archive cross charges that are in the following statuses:

- **Credited**
- **Paid**
- **Partially paid**
- **Committed**, and no credit note exists for the cross charge
- **Sent**, and no credit note exists for the cross charge

Archiving a cross charge

1. Access the cross charge.

2. Click **Actions** > **Archive cross charge**.

   The status changes to **Archived** and the cross charge is moved to the **Archived** folder in the **Cross charges** tree view.

About discarding cross charges

You can only discard cross charges that are in **Draft** or **Archived** status.

When you discard a cross charge that is in **Draft** status, all of the time records, expenses, non-labor items, and additional items included in the cross charge are released.

However, when you discard an cross charge that is in **Archived** status, the included items are not released, and the cross charge can no longer be accessed in Changepoint or through standard reports. However, the information remains in the database and can be accessed through custom reports.

Discarding a cross charge

1. Access the cross charge.
2. Click **Actions** > **Discard**.
3. To confirm that you want to discard the cross charge, click **OK**.

5. Processing Credit Notes

About credit notes

Once a cross charge has been committed, you cannot edit it. To correct an error in an cross charge, you must create a credit note for the entire amount. You cannot create a credit note for a partial amount. Credit notes are assigned the same number as the cross charge but with the suffix “CN.”

When you create a credit note, you can save it as a draft or submit it for approval. If you save the credit note as a draft, you can later edit it until it is ready to be submitted for approval.

If you submit the credit note for approval, it is routed to the initiative manager who reviews the information and either approves or rejects the credit note. If the credit note is approved, it advances in the approval process. If the credit note is rejected, it is reverted to a draft and you can make the necessary corrections.

The credit note approval process is similar to the cross charge approval process, except when a credit note has been committed, the records (time, expenses, non-labor items, and additional items) from the corresponding cross charge are released and the status of the cross charge changes to **Credited**. The released records are available to be .

The **Credit note history** section on the **Credit Note Review** view lists the successive stages that the credit note went through. The process history is view-only and cannot be printed.

The following diagram shows the credit note approval process:

About the credit note language

By default, the credit note language is the same as the language of the corresponding cross charge. If the cross charge language is not specified, then the preferred language specified on the initiative is used. If no preferred language is specified on the initiative, then the browser language is used.

You can change the credit note language at any time during the credit note process as required to create, view, print, save as PDF, or send credit notes by email.

Note: The preferred language setting does not apply to credit notes that use the standard French invoice formats, which are always in French.

Creating a credit note

You can only create credit notes for cross charges with the **Committed**, **Paid**, **Partially paid** or **Sent** status. When you create a credit note, you can save it as a draft, or you can submit it for approval.

Credit notes are saved in the same status folder as the originating cross charges, even if the status of the credit note is different from the status of the cross charge.

1. Access the cross charge.
2. Click **Actions** > **Create credit note**.

   The **Create Credit Note** dialog box appears.
3. In the **Credit note date** field, select the date the credit note was created.
4. In the **Reason** field, enter the reason for creating the credit note.
5. In the **Description** field, enter a brief description of the credit note.
6. Do one of the following:
   - To submit the credit note for approval, select the **Submit for approval** check box.
   - To save the credit note as a draft, clear the **Submit for approval** check box.
7. Click **Save**.

Accessing a credit note

Credit notes are in the same status folder (**Committed**, **Sent**, or **Credited**) as the corresponding cross charges..

1. Click **Finance** > **Cross Charges**.
2. Expand the tree view to locate, and then select the credit note.

   The **Credit Note Review** view appears.
3. To view the credit note in a different language, select the language in the **Preferred language** list.
4. To print the credit note, click **Actions** > **Print**.

Editing a credit note

You can edit a credit note that is in **Draft** status. You can revert a credit note that is in **Approved** status to **Draft** status if necessary.

To edit a draft credit note

1. Access the credit note.
2. Click **Actions** > **Edit**.

   The **Edit Credit Note** dialog box appears.
3. Make the necessary changes.
4. Click **Save**.

To edit an approved credit note

1. Access the credit note.
2. Click **Actions** > **Send to draft**.
3. Click **Actions** > **Edit**.

   The **Edit Credit Note** dialog box appears.
4. Make the necessary changes.
5. Click **Save**.

Committing a credit note

Only approved credit notes can be committed.

1. Access the credit note.
2. Click **Actions** > **Commit**.

Discarding a credit note

You can discard credit notes that you no longer need to view or report on. Although discarded credit notes are no longer available for viewing in Changepoint, they are not physically deleted from Changepoint and remain stored in the database for reference.

You can only discard credit notes that are in **Draft** status.

1. Access the credit note.

2. Click **Actions** > **Discard**.
3. Click **OK**.

Approving a credit note

1. Access your **My Reminders** portlet.
2. Click the **You have credit notes to approve** link.

   The **Credit Notes to Approve** view displays a list of all credit notes submitted to your approval.
3. Click the credit note number.

   The **Credit Note Review** page appears.
4. Do one of the following:
   - To approve the credit note, click **Actions** > **Approve credit note**
   - To reject the credit note, click **Actions** > **Reject credit note** and enter the reason for the rejection in the dialog box.
5. Click **OK**.
6. To review the next credit note, click **Actions** > **View** > **Next**.

Saving a credit note in PDF format

You can save a credit note in PDF format, either by itself or with expense attachments.

1. In the **Credit Note Review** page, do one of the following:
   - To save only the credit note in PDF format, click **Actions** > **Save credit note as PDF file** .
   - To save the credit note and the expense attachments in PDF format, click **Actions** > **Save credit note with expense receipts as PDF file**.
2. In the **Save as** dialog box, specify a location for the file and then click **Save**.

Sending a credit note by email

You can send a credit note by email as an attachment in PDF or HTML file format. In the PDF file format, you have the option of including expense attachments, which are converted from their original file formats to PDF.

By default, the email recipient is the main contact specified on the initiative that is associated with the cross charge.

1. Access the credit note.
2. Click **Actions** > **Send credit note by email**.

   The **Send Credit Note by Email** view appears.
3. To specify a recipient, do one of the following in the **Recipient** field:
   - To select a recipient from the client contacts, click , and then select a contact.
   - To specify an email address, enter the email address of the recipient.
4. To send a copy of the email to other recipients, do one of the following in the **Cc** field:
   - To select a recipient from the client contacts, click , and then select a contact.
   - To specify an email address, enter the email address of the recipient.
5. In the **Subject** field, edit the subject line, if required.
6. In the **Comments** field, enter comments.
7. In the **Attachment options** section:
   a. To change the language used in the credit note, select the language in the **Preferred language** list.
   b. Select the file type (HTML or PDF) for the invoice.
   c. To include the expense receipts (PDF file type only), select the **Include expense receipts in PDF file** check box.
8. Click **Send**.

6. Batch Processes and Reports

About batch processes for cross charges and credit notes

Instead of creating cross charge and credit notes one by one, you can create multiple documents at once, and approve, submit and commit selected cross charges and credit notes in batches.

Batch processes can only be performed if the batch cross charging is enabled in the initiatives.

For more information on these processes, see:

- "About the Generate Cross Charges report" on page 53
- "Submitting cross charges and credit notes in batches" on page 55
- "Approving cross charges and credit notes in batches" on page 56
- "Committing cross charges and credit notes in batches" on page 58
- "Archiving cross charges in batches" on page 59
- "Emailing cross charges and credit notes in batches" on page 60

About the Generate Cross Charges report

The **Generate Cross Charges** report allow you to create multiple cross charges and credit notes at once. The report only lists cross charges of initiatives for which batch cross charging is enabled.

Cross charges created through the batch process are subject to the same rules and restrictions as cross charges created individually.

If you want to cross charge time and expenses on separate cross charges, you can run two separate batch cross charge processes. For the first batch, select the project time and wait for the process to run. Once the first set of cross charges has been generated for project time, select expenses and wait for the process to run again.

When you run the **Generate Cross Charges** report, you select the status to be assigned to the generated cross charges.

- **Draft** – the generated cross charges remain in **Draft** status. You can access them from the **Draft Cross Charges** portlet. The cross charges can then be reviewed before being sent for approval.
- **Pending approval** – the cross charge is immediately sent to the initiative manager for approval, and it displays in the **Cross Charges pending approval** portlet.
- **Pending second-level approval** – initiative manager approval is bypassed and cross charges are sent directly to the second-level approver.

Generating cross charges in batches

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.

3. Select **Generate Cross Charges**.
4. Click **Go**.

   The filter criteria view appears.

5. In the **Cross charge cutoff date** field, enter the cross charge cutoff date. cross charges will be generated for all items with a date up to the cutoff date.
6. In the **Cross charge type** list, select the cross charge type.
7. In the **Payment terms** list, select a payment term.

   A due date will be calculated for each cross charge based on the payment terms specified in the initiative.

8. In the **Process the following items** list, select the check boxes of the items you want to cross charge.

   Note: If you select **Fixed-fee time**, all requests that have fixed fee request time are available for selection.

9. Select the exchange rate applied to expenses.
10. Click **Go**.

The second filter criteria window appears.

11. In the **Status to be applied** list, select the status to be applied to the generated cross charges.
12. In the **Cross charge date** field, enter the date to be displayed on all cross charges generated.
13. If a due date calculation has been configured for the selected payment terms, it displays in the **Payment due date** field. If required, enter another date in the field.
14. In the **Cross charge posting date** field, enter a posting date.
15. In the **Cross Charge selection** section, select the initiatives (grouped by staffing level and client) to be cross charged.
16. Click **Actions** > **Generate cross charges**.

The batch cross charging process will be executed during the next scheduled run.

Submitting cross charges and credit notes in batches

The **Submit cross charges/credit notes** report allows you to submit multiple cross charges and credit notes at the same time.

Cross charges that exceed the maximum per cross charge specified and enforced in the initiative cannot be submitted.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.

3. Select **Submit cross charges/credit notes**.
4. Click **Go**.

   The filter criteria view appears.

5. In the **Creators** section, select the resources who created the cross charges you want to submit.

6. In the **Initiative selection** section, expand the tree view to locate the initiatives for which cross charges can be submitted.

   Note: The cost structure filter appears if there are more than 20 cost structures listed.

7. Click the check box of the initiatives.

8. Click **Actions > View cross charges/credit notes**.

   The **Submit cross charges/credit notes** report displays a list of cross charges that match the filter criteria.

9. Do one of the following:

   - To select all cross charges, click the **Select all** link.
   - Select the check box of the individual cross charges.

10. Click **Submit selected** to submit the selected cross charges for approval.

Approving cross charges and credit notes in batches

The **Approve Cross Charges/Credit Notes** report allows you to approve or reject cross charges and credit notes in batches. The report lists all cross charges and credit notes with the **Pending approval** or **Pending second approval** status that require your approval.

1. Click **Report > Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.

3. Select **Approve Cross Charges/credit notes**.

4. Click **Go**.

   The filter criteria view appears.

5. In the **Approver selection** section, select the assigned approver for whom you want to approve/reject cross charges.

6. In the **Initiative selection** section, expand the tree view to locate the initiatives for which cross charges can be approved.

7. Click the check box of the initiatives.
8. Click **Actions** > **View cross charges/credit notes**.

   The **Approve Cross Charges/Credit Notes** report displays a list of cross charges that match the selection criteria.
9. To select the cross charges to be processed, do one of the following:
   - To select all cross charges, select **Actions** > **Select all**.
   - Select the check box of the individual cross charges.
10. Do one of the following:
    - To approve the selected cross charges, click **Actions** > **Approve selected**
    - To reject the selected cross charges, click **Actions** > **Reject selected** and enter a reason for the rejection in the dialog box.

Distributing cross charges in batches

You can use the **Distribute Cross Charges** report to distribute the cross charge revenue and tax amounts to the appropriate GL accounts.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.
2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.
3. Select **Distribute Cross Charges**.
4. Click **Go**.

   The filter criteria view appears.
5. In the **Creators** section, select the resources who created the cross charges you want to distribute.
6. In the **Start date** and **End date** fields, enter the date range of the cross charges to be distributed.

7. In the **Initiative selection** section, expand the tree view to locate the initiatives for which cross charges can be distributed.
8. Click the check box of the initiatives.
9. Click **Actions** > **View cross charges**.

   The **Distribute Cross Charges**report displays a list of cross charges that match the filter criteria. In the report, cross charges that contain distributed items are displayed in red.
10. Do one of the following:
    - To select all cross charges, select **Actions** > **Select all**.
    - Select the check box of the individual cross charges.
11. Click **Actions** > **Distribute selected** to distribute the selected cross charges.

Committing cross charges and credit notes in batches

The **Commit Cross Charges** report allows you to commit approved cross charges and credit notes. Once committed, all cross charges and credit notes are assigned a definitive and unique number.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.
2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.
3. Select **Commit Cross Charges/credit notes**.
4. Click **Go**.

   The filter criteria view appears.
5. In the **Cross Charge and credit note selection** section, expand the tree view to locate the initiatives for which cross charges can be committed.
6. Expand the cost structures, clients and initiatives and select the cross charge and credit notes to be committed.

   Note: Credit notes are displayed in red.

7. Click **Actions** > **Commit**.
8. Click **OK** to confirm.

Archiving cross charges in batches

The **Archive Cross Charges** report allows you to archive cross charges. Once an cross charge is archived, you can no longer edit it. For more information, see "About archiving cross charges" on page 44.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.

3. Select **Archive Cross Charges**.
4. Click **Go**.

   The filter criteria view appears.

5. In the **Creators** section, select the resources who created the cross charges you want to archive.
6. In the **Start date** and **End date** fields, enter the date range of the cross charges to be archived.
7. In the **Initiative selection** section, expand the tree view to locate the initiatives for which cross charges can be archived.
8. Click the check box of the initiatives.
9. Click **Actions** > **View cross charges**.

   The **Archive Cross Charges**report displays a list of cross charges that match the filter criteria.

10. Do one of the following:
    - To select all cross charges, select **Actions** > **Select all**.
    - Select the check box of the individual cross charges.

11. Click **Actions** > **Archive** cross charges to archive the selected cross charges.

Emailing cross charges and credit notes in batches

If cross charges batch mail settings have been defined in the initiative associated with cross charges, you can email these cross charges and credit notes in batches to the specified recipients.

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** category and select the **Batch Cross Charging Processes** report.

   The process selection window appears.

3. Select **Email Cross Charges/credit notes**.

4. Click **Go**.

   The filter criteria view appears.

5. In the **Creators** section, select the resources who created the cross charges you want to email.

6. In the **Cross Charges/Credit note status** section, select the statuses of the cross charges you want to email.

7. In the **Start date** and **End date** fields, enter the date range of the cross charges to be emailed.

8. In the **Initiative selection** section, expand the tree view to locate the initiatives for which cross charges can be emailed.

9. Click the check box of the initiatives.

10. Click **Actions** > **View cross charges/credit notes**.

    The **Email Cross Charges/Credit note** report displays a list of cross charges that match the filter criteria.

11. To select the cross charges to be emailed, do one of the following:

    - Select the check box of the individual cross charges.
    - To select all cross charges, select **Actions** > **Select all**.

12. To email the cross charges, do one of the following:
    - To send the cross charges using the email settings defined in the associated initiatives, click **Actions** > **Send using preset settings**.
    - To send the cross charges using new email settings, click **Actions** > **Override preset settings and send**.

About batch printing

You can print a batch of selected cross charges and credit notes immediately or you can set up a print schedule. For more information, see "Printing cross charges and credit notes in batches" on page 61.

Once you have selected the cross charges and credit notes to be printed, you can review the status of each print file in the **Batch Printing Cross Charges/Credit Notes** report. This section indicates if errors were encountered or if the print files were successfully created.

Printing batch cross charges locally

The local batch printing process displays all the selected cross charges on screen as a continuous HTML print file. Use the standard browser print control to select a network printer and launch the printing process. Printing locally allows you to preview all cross charges before printing them.

Printing cross charges in scheduled batches

The scheduled batch print process generates an HTML print file for each selected cross charge. These print files are saved to a batch print directory and in a format configured for each workgroup.

There can only be one queued print job per workgroup. If someone else in your workgroup has already scheduled a cross charge batch print job that is waiting to be printed, you must wait for the print job to be completed before you can launch your own batch print job.

Printing cross charges and credit notes in batches

1. Click **Report** > **Reports**.

   The **Reports** tree view appears.

2. Expand the **Cross Charges** report category and select **Batch Printing**.

   The filter criteria window appears.

3. In the **Period start** field, select the date of the earliest cross charge/credit note.
4. In the **Period end** field, select the date of the latest cross charge/credit note.
5. In the **Cross charge/Credit note status** list, select the status of the cross charges and credit notes.
6. Do one of the following:
   - To print the documents to a local printer, select **Local printing**.
   - To print the cross charges on the server at a scheduled time, select **Batch printing**.
7. To include documents that have previously been printed, select the **Include printed cross charges and credit notes** check box. In the report, the previously printed documents are displayed in red.
8. Click **Go**.

   The **Batch Printing of Cross Charges/Credit Notes** report displays the available cross charges and credit notes, grouped by cost structure, client and initiative. If cross charging is split among several clients, both the primary initiatives and the split charges initiatives are displayed.
9. Do one of the following:
   - Expand the groups and select the check marks of the documents to be printed.
   - To include all documents from a group, select the check marks of the cost structure, client or initiative.
   - To view all documents of the selected period, click **Actions** > **Expand all**. Select the check marks of the documents to be printed.
10. Click **Actions** > **Print**.

    The selected cross charges display on one screen and the **Print** dialog box appears. The top section **Processed cross charge and credit notes** indicates the print status of each cross charge and credit note.
11. Select a printer in the **Print** dialog box and click the **Print** button.

Additional cross charge reports

There are two additional reports available for batch cross charging:

- The **Batch Cross Charges Created** report lists cross charges that were created by the batch cross charging process.
- The **Batch Cross Charge Errors** report lists cross charges that could not be created in the batch process and the reason that the cross charge could not be generated.

7. Revenue Recognition Setup

About revenue recognition

The revenue recognition process allows you to identify and record revenue generated from work done for a client. The work can include projects and tasks still in progress as well as completed projects and initiatives. Revenue recognition may be used by IT departments that charge clients (internal and/or external) for their services, especially those IT departments that are set up as profit centers. The revenue recognition process is separate from the cross charge process, although the data from both processes should reconcile.

The default settings for revenue recognition are defined in Changepoint Administration. At this level, an organization can implement decisions such as the following:

- Enable or disable revenue recognition for cost structures
- Allow or prevent revenue transfers between workgroups
- Allow or prevent overrides of the default general ledger accounts

The detailed decisions about how to recognize revenue are set up in initiatives. For more information, see the *Initiative Management User Guide*.

For accounting purposes, there may be cutoff dates set up that prevent you from performing actions on revenue recognition past a certain date, for example, committing or adjusting the revenue amounts.

Revenue recognition methods

This topic describes the revenue recognition methods that are defined in the initiative.

Time and expense-based

- **Time and expenses**: Revenue for time is calculated as the number of approved hours multiplied by the charge or cost rate. Revenue for expenses is calculated as approved expenses multiplied by the percent of expenses considered chargeable.
- **Time**: Revenue for time is calculated as the approved number of hours multiplied by the cross charge or cost rate.
- **Expenses**: Revenue for expenses is calculated as approved expenses multiplied by the percent of expenses considered chargeable. This method is usually combined with a fixed-fee initiative where expenses are considered as revenue.

Fixed-fee deliverables

- **Physical Percent Complete (PPC)**: Method based on an estimate of the actual amount of work completed. This value can reflect a higher or lower percentage than the actual number of approved work hours would suggest. A separate percentage is applied to each deliverable within the initiative, based on the system-generated calculation of total actual hours divided by the total planned total hours for all associated tasks, (which can be overridden, if necessary) and a recognition amount is calculated by multiplying that percentage by the charge amount for the deliverable. The **01- Pre-Run** report will show the calculated percentages for each deliverable.

  Note: The Physical Percent Complete (PPC) calculation includes actual hours for all tasks, but only includes the planned hours for subtasks (not summary tasks). Therefore, if you use the PPC calculation, you must ensure that planned hours are specified on the subtasks in projects and not just on the summary tasks.

- **Physical Percent Complete (PPC) - Cost**: Method calculating the revenue recognition amount on fixed fees using actual cost divided by total budgeted cost of all items associated with the fixed fee. The revenue recognition Pre-Run report would calculate the percent complete as actual cost (actual cost would include the cost of time and expense records associated with the fixed fee, at the time control status, up to the cutoff date specified when the report is run) divided by total budgeted cost (which would include both budgeted services and budgeted expenses if they are associated with the fixed fee). Services and expenses associated with either the parent fixed fee or its children (that is, the payment schedules created for the fixed fee) will be included in the calculation.

  Selections in Changepoint Administration determine which budget to use in the calculation:

  - Revision type to use (optional, single select of a budget revision type).
  - Revision choice (optional, select one):
    - use the latest revision
    - use the latest frozen revision.

  If a revision type is selected, then the budget with that revision type is used, and will either be the latest revision for that revision type, or the latest frozen revision for that revision type, depending on the choice of revision.

If a revision type is not selected, then only the chosen revision (latest revision or latest frozen revision) will be checked. Based on the selection, either the latest budget revision or the latest frozen budget revision will be used.

- **Effort Expended**: Method based on the monetary value of the actual number of approved hours of chargeable work. The value is derived by applying the charge or cost rate to those hours. This method is similar to time and expense-based time, except that the client is charged a fixed amount regardless of the actual time spent on the work. If the value of the chargeable hours exceeds the fixed amount, the hours that exceed the amount are not recognized. For this method to work, the tasks must be associated with a fixed-fee deliverable.
- **Percent of total deliverable (Milestones - scheduled percent)**: Method based on the percentage of the work for a deliverable that is expected to be completed by a specific date. A monetary value is calculated by applying that percentage to the charge amount for the deliverable. Revenue is recognized as each milestone date passes.
- **Amount recognized (Milestones - scheduled dollars)**: Method based on an estimate of the portion of the total charge amount earned by a specific date. The charge amount can be divided evenly over a range of dates, or adjusted to reflect different levels of work completed at different stages of the deliverable. Revenue is recognized as each milestone date passes.

Non-Labor Item (or service) Deliverable

- **Physical Percent Complete (PPC)**: Method based on an estimate of the actual amount of the non-labor item (or service) delivered. A separate percentage is applied to each non-labor item (or service) within the initiative and a monetary value is calculated by applying that percentage to the extended charge (standard or negotiated) of the non-labor item.
- **Percent of total deliverable (Milestones - scheduled percent)**: Method based on the percentage of the non-labor item (or service) that is expected to be delivered by a specific date. A monetary value is calculated by applying that percentage to the charge (standard or negotiated) of the non-labor item (or service). Revenue is recognized as each milestone date passes.
- **Amount recognized (Milestones- scheduled dollars)**: Method based on an estimate of the portion of the total non-labor item (or service) charge (standard or negotiated) earned by a specific date. The charge can be divided evenly over a range of dates, or adjusted to reflect

different levels of non-labor item (or service) delivery during the project. Revenue is recognized as each milestone date passes.

You can further control the revenue recognition methods by using the **Revenue recognition adjustment factor**. This factor, which is always less than 100, is applied to all revenue from time and expenses, fixed-fee deliverables and milestones, and non-labor items, to reduce the amount of revenue recognized. The factor is set in the initiative profile. Use this factor to be as conservative as desired when recognizing revenue.

Calculating negative revenue amounts for PPC-based methods

You have the option to have the system calculate negative revenue amounts for PPC-based revenue recognition methods. Negative revenue amounts would typically occur when the percent complete drops, due to either inaccurate project plans or an increase in scope that necessitates an increase in planned effort.

The basic calculation for revenue recognition is:

Charge amount * PPC * Revenue adjustment factor – Revenue recognized to date – Revenue adjustments to date

If the **Allow revenue recognition to calculate negative amounts for PPC-based items** option is enabled in Changepoint Administration, negative revenue amounts can be calculated for fixed-fee deliverables (PPC or PPC-cost methods) and non-labor items (PPC method).

Example 1: PPC is reduced

Last month, a $1000 fixed fee (or non-labor item) deliverable had 50% PPC stored against it when the revenue recognition process was run, and the revenue recognized was:

$1000 * 50% = $500 (assuming there is no revenue adjustment factor or adjustments)

This month, the PPC is 40%. If the option to calculate negative revenue amounts is selected, the revenue recognized would be:

$1000 * 40% = $400, $400 – $500 = – $100
Charge amount * PPC – revenue recognized to date

If the option to calculate negative revenue amounts was not selected, the revenue recognized would be $0.

Example 2: Revenue is reduced, but the PPC is not reduced

Last month, a $1000 fixed fee (or non-labor item) deliverable had 50% PPC stored against it when the revenue calculation process was run, and the revenue recognized was 1000 * 50% = $500 (assuming there is no adjustment factor or revenue adjustments).

A negative revenue adjustment was made for –$100 because the finance person was told that the PPC was too high. The PPC is not adjusted.

This month, the PPC is still 50% (PPC was not changed, and no more work was done on this item). The revenue recognized would be:

$1000 * 50% = $500, $500 – $500 – (–$100) = $100
Charge amount * PPC – revenue recognized to date – revenue adjustments to date

In this example, the adjustment "comes back" because the PPC did not change. If you make revenue adjustments, ensure that you also adjust the PPC to reflect the net revenue calculation (revenue and adjustments). If no progress was made on this fixed fee, the PPC should have been reduced to 40%. That way, no additional revenue would have been recognized.

Example 3: Charge amount is reduced

Last month, a fixed fee of $1000 had a PPC of 30%, and the revenue recognized was $300.

The Fixed fee amount is changed to $500 (and the PPC does not change) and revenue recognition is run again. The revenue recognized is as follows:

$500 * 30% = $150, $150 – $300= –$150.
Charge amount * PPC – revenue recognized to date

Example 4: Charge amount is negative

In this example, the charge amount is -$2000, PPC is 20%, and revenue recognized is –400.

If the PPC is changed to 10% and revenue recognition is run again, the revenue recognized is now:

–$2000 * 10% = –$200, –$200 – (–$400) = 200
Charge amount * percent complete – revenue recognized to date

In this example, recognition would actually be a positive amount, but the calculation formula is the same.

Example 5: Fixed fee is recognized completely and needs to be reversed

In this example, the revenue recognized equals the full amount of the fixed fee deliverable and you want to reverse it. This situation could occur because revenue was entered against the wrong deliverable, or for some reason the client does not want to pay for the deliverable.

To reverse the revenue, enter a negative revenue adjustment for the full amount, and change the PPC to 0. The system will not recognize any revenue amounts for this item until the PPC is increased again.

8. Revenue Recognition Reporting

About the revenue recognition process

At a high-level, the revenue recognition process is as follows:

1. Run the pre-run report to determine the revenue that is ready to be recognized and make adjustments, if required. For more information, see "Running the pre-run report" on page 72.
2. After you have completed the pre-run report, view the resulting tentative revenue amounts. For more information, see "About the tentative revenue recognition process" on page 74.
3. If you agree with the tentative revenue amounts, run the tentative report and commit the revenue. For more information, see "About committing the final revenue " on page 81
4. If required, make adjustments to the committed revenue amounts. For more information, see "About revenue adjustments" on page 85.
5. Run the reconciliation report to reconcile the recognized the revenue amounts and the actually cross charged amounts. For more information, see "About the Revenue Reconciliation report" on page 88.

Accessing the revenue recognition reports

1. Click **Finance** > **Revenue Recognition**.

   The **Revenue Recognition** tree view appears.

2. The following reports are available:
   - 01 - Pre-Run
   - 02 - Tentative Process
   - 03 - Tentative Report
   - 04 - Tentative Unrecognized
   - 05 - Unrecognized Completed
   - 06 - Revenue Transfer
   - 07 - Recognition Detail
   - 08 - Recognition Adjustment

- 09 - Recognition Summary
- 10 - Revenue Reconciliation
- 11 - Recognition Adjustment Summary

Running the pre-run report

The pre-run report allows you to display the revenue that is ready to be recognized within the specified time interval after the cutoff date, and to make the necessary adjustments.

1. Access the **Revenue Recognition** tree view. For more information, see "Accessing the revenue recognition reports" on page 71.
2. Click **01 - Pre-Run**.

   The filter criteria window appears.
3. In the **Cutoff date** field, enter the cutoff date.
4. In the **Days after cutoff date** field, enter the number of days after the cutoff date for which revenue can be recognized.
5. In the **Cost structure** list, select a cost structure.
6. Click **Go**.

   The **Revenue Recognition Pre-Run** report appears.

Revenue Recognition Pre-Run report data

Reviewing revenue from deliverables

Deliverables (PPC method) – This section displays all fixed-fee deliverables and non-labor items for which the **Physical percent complete** or **Physical percent complete - Cost** revenue recognition method has been defined.

- **Current PPC** – Current value of the deliverable in the initiative, either entered or updated from the last pre-run.
- **Calculated PPC** – Total actual hours divided by the total planned hours for all associated tasks. The total actual hours are the hours recorded before or up to the cutoff date specified in the filter criteria for the report.

The calculated PPC for fixed fees with the **Physical percent complete - Cost** revenue recognition method is derived from the percent complete as actual cost (including expenses

and actual time, up to the cutoff date specified in the filter criteria), divided by the total budgeted cost for services and expenses of the initiative and project that are associated with a fixed fee. If a fixed-fee deliverable is associated with services or expenses in both the initiative and the project budgets, the budgeted cost will be doubled for that deliverable.

If no tasks are associated with the fixed-fee deliverable, or if no time has been reported, the **Calculated PPC** field displays **Not available**. Non-labor items always display **Not available** and must be updated manually.

Unless the initiative specifies that charge rates include overtime, only regular hours are included in the total.

Do one of the following:

- To transfer all the calculated PPC values into the **New PPC** fields, click the **Update** button and click **Save**.
- To revise the PPC of a deliverable, enter the new PPC value in the **New PPC** column and click **Save**.

The values in the **New PPC** fields are used to determine if additional revenue will be recognized. It is the change in the percentage that triggers additional revenue recognition.

Reviewing revenue from milestones

Milestones on or before the cutoff date – This section displays the milestones with revenue that is ready to be recognized up to the specified cutoff date.

Milestones after the cutoff date – This section displays the milestones with revenue that is ready to be recognized within the time interval after the cutoff date.

To include these milestones in the recognition period (or exclude them), you must change the milestone dates. On the report, click the initiative name to access its profile and make the necessary changes to the milestone dates.

Reviewing revenue from additional items

Additional Items – This section displays the additional items included in cross charges. When you run the revenue recognition process, all selected transactions are based on the specified cutoff date. Therefore, some additional items may appear in a different revenue recognition batch, even though you defined the GL credit and debit accounts in the pre-run process.

Verify the GL debit and credit accounts of the additional items and make the necessary changes, if needed.

Reviewing changed initiatives

This section displays the following deliverables:

- deliverables that have been edited by a resource since the tentative revenue recognition process was run
- deliverables that were locked by another resource when the revenue was being committed. To commit the revenue for these deliverables, you must first release the locks and then run the tentative process again.

If you have the required revenue recognition features, you must review and save each of the listed deliverables to validate their amount. Click the initiative name to access its profile and make the necessary changes to the deliverables.

You must clear all the items from this section before running the **Process Tentative Revenue Recognition** report. Initiatives of the items remaining in this list will not be processed.

Selecting GL accounts for additional items

1. Run the **Revenue Recognition Pre-Run** report.
2. In the **Additional Items** section, click the description of an additional item.

   The **GL Account** dialog box appears.
3. In the **GL credit account** and **GL debit account** lists, select the revenue accounts for the additional item.
4. Click **Save**.

About the tentative revenue recognition process

After you have reviewed and validated all the data in the **Revenue Recognition Pre-Run** report, you can run the tentative revenue recognition process.

During the tentative revenue recognition, the processed initiatives, as well as the time and expense transfer and the time desubmission functionalities are locked until the final revenue recognition is committed.

Note: The lock can be manually overridden in the initiative.

The process generates tentative revenue recognition entries. These entries become final only when the revenue is committed.

Revenue generated by resource work is distributed to the GL accounts specified in the initiatives. If revenue transfer is enabled in Changepoint Administration, revenue transfers may occur. For more information, see "About revenue transfer" on page 79.

If split charge is enabled for an initiative, then additional items are recognized under the primary initiative. Therefore, even if an additional item is specified in a cross charge for a split charges initiative and for another client, it is included in the revenue amount of the primary initiative and displayed under the primary initiative in the **Tentative Revenue Recognition** report.

Running the Tentative Process report

1. Click **Finance** > **Revenue Recognition**.
2. Click **02 - Tentative Process**.

   The **Tentative Revenue Recognition** report appears.
3. In the **Cutoff date** field, specify the cutoff date.
4. Select the cost structures to be processed by selecting the check boxes.

   Tip: To view the clients and initiatives, expand the cost structures. To expand all, click **Actions** > **Expand all**.
5. Do one of the following:

   a. To run the process immediately, click **Actions** > **Start**. A message confirms when the process is completed.

   b. To run the process on the predefined schedule, click **Actions** > **Start on schedule**.
6. Review the data in the **Tentative Report** and the **Revenue Transfer** reports before committing the revenue.
7. If the report displays clients or initiatives for which revenue recognition should not be processed, clear the check boxes and restart the process.

About the tentative revenue recognition data

The information displayed in the tentative reports is based on the data generated by the most recent **Tentative Process** report.

You must select an exchange rate to run the revenue tentative reports. The exchange rate is used to derive client and cost structure totals when more than one currency is used for an initiative or a client, or within one cost structure.

If the revenue amounts require adjustments, edit the relevant initiatives, or re-run the pre-run report and make the changes from there. After all the necessary changes have been done, re-run the revenue recognition reports from the start.

Running the Tentative Revenue Recognition report

The **Tentative Revenue Recognition** report is view-only and cannot be modified. You can view the data in a basic initial report or in a detailed report, and you can also display a list of items that cannot be committed.

1. Access the **Revenue Recognition** tree view.
2. Click **03 - Tentative Report**.

   The **Tentative Revenue Recognition** report appears.
3. The **Exchange rates as of** field displays by default the current date. Select another date, if required.
4. Do one of the following:
   - To expand all records, click **Actions** > **Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the icon.
5. Select the check box of the records you want to view.
6. Do one of the following:
   - To view items that cannot be committed, click **Actions** > **Noncommitable items**.
   - To view the initial report, click **Actions** > **Initial report**.
   - To view the detailed report, click **Actions** > **Detailed report**.

   The selected report opens. For more information, see "Tentative revenue recognition data" on page 77.

Tentative revenue recognition data

Noncommitable items

The window displays all the items that cannot be committed because they changed since the revenue tentative process was run. To recognize the revenue for the initiatives that include these items, you must run the tentative process again.

Initial report

The report displays the total revenue to be recognized (in the default currency) for the selected cost structure, clients and initiatives.

Detailed report

The report displays the total revenue to be recognized (in the default currency) for the selected cost structure, clients and initiatives. For each initiative, the report displays detailed information for all items from which revenue was generated.

- Additional adjustments for the initiative
- Time and/or expense-based revenue
  - Chargeable time (by project, task, resource and date)
  - Chargeable expenses (by project, date and expense report number)
  - Request time (by request number, resource and date)
- Deliverables with the **Physical percent complete** revenue recognition method
- Deliverables with the **Effort expended** revenue recognition method
- Milestones with the **Percent recognized** revenue recognition method
- Milestones with the **Amount recognized** revenue recognition method

If a deliverable with the **Physical percent complete** revenue recognition method displays zero in the **Revenue** column, the percent complete has not changed since the last revenue recognition process was run. This indicates that no progress has been made on the deliverable since the last process was run, or that the PPC values must be updated in the pre-run report.

About the Unrecognized Revenue report

The **Unrecognized Revenue** report displays the total revenue that has not been recognized because the deliverables of the selected initiatives have reached their recognizable amounts.

For each initiative, the report displays detailed information for all items from which revenue was generated.

- Time and/or expense-based revenue
  - Chargeable time (by project, task, resource and date)
  - Chargeable expenses (by project, date and expense report number)
- Deliverables with the **Effort expended** revenue recognition method

If a cross charge rate cannot be found due to an incorrect setup in the initiative or the task, the records also display on this report. To verify if this is the case, try to create a cross charge for the records to determine if cross charging was successful.

Running the Unrecognized Revenue report

1. Access the **Revenue Recognition** tree view.
2. Click **04 - Tentative Unrecognized**.

   The **Tentative Revenue - Unrecognized Revenue** report appears.
3. The **Exchange rate as of** field displays by default the current date. Select another date, if required.
4. Do one of the following:
   - To expand all records, click **Actions > Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the ▷ icon.
5. Select the check box of the records you want to view.
6. Click **Actions > Detailed report**.

   The report opens.

About the Unrecognized Revenue on Completed Deliverables report

The **Unrecognized Revenue on Completed Deliverables** report displays unrecognized revenue for completed fixed-fee deliverables with the **Effort expended** revenue recognition method.

Since revenue is recognized based on time entered for the fixed-fee deliverable, the report only displays fixed-fee deliverables associated with tasks that are marked as completed, and for which the recognized revenue amount is less than the chargeable amount of the deliverable.

To recognize the excess revenue for a deliverable, you can perform a revenue adjustment. For example: the cross charge amount of a deliverable is $50,000. The revenue recognized for the cross charge value of time entered for the task is $40,000. All tasks are now marked as completed, so no more time is available to recognize the additional $10,000.

Running the Unrecognized Revenue on Completed Deliverables report

1. Access the **Revenue Recognition** tree view.
2. Click **05 - Unrecognized Completed**.

   The **Tentative Revenue - Unrecognized Revenue on Completed Deliverables** report appears.
3. The **Exchange rate as of** field displays by default the current date. Select another date, if required.
4. Do one of the following:
   - To expand all records, click **Actions > Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the icon.
5. Select the check box of the records you want to view.
6. Click **Actions > Report**.

   The report opens.

About revenue transfer

The information displayed in the **Revenue Transfer** report is based on the data generated by the most recent **Tentative Process** report. This report is view-only and allows you to assess the transfer of revenue between cost centers that was performed during the revenue recognition process.

If revenue transfer is enabled in Changepoint Administration, the revenue generated by resources working outside of their workgroup is transferred at the defined rates to the cost center of their own workgroup.

Typically, the revenue transfer is based on regions or on department:

- For region-based transfers, select the cost structure cost center, and have each cost structure represent a region. If a resource work in another region, the cost center is different, and a transfer occurs.
- For department-based transfers, the cost center of the initiative manager is generally used. If a resource belongs to a workgroup that has a different cost center than the workgroup of the initiative manager, a transfer occurs.

You can run the **Revenue Transfer** report after the tentative recognition, and again after the revenue has been committed. If the report indicates that further corrections and adjustments are needed to the revenue amounts, open the relevant initiative profiles to make the changes, or re-run the **Revenue Recognition Pre-Run** report and make the changes from there.

After making all the necessary changes, you must re-run the **Tentative Process** to regenerate the **Revenue Transfer** report.

Running the Revenue Transfer report

1. Access the **Revenue Recognition** tree view.
2. Click **06 - Revenue Transfer**.

   The filter criteria window appears.
3. Do one of the following:
   - To view transfers from tentative revenue processes, select **Show tentative data**.
   - To view transfers from committed revenue batches, select **Show committed data**.
4. Select one or several batches in the list.
5. Click **Go**.
6. On the next screen, do one of the following:
   - To expand all records, click **Actions** > **Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the ▷ icon.
7. Select the check box of the records you want to view.
8. Do one of the following:
   - To view the initial report, click **Actions** > **Initial report**.
   - To view the detailed report, click **Actions** > **Detail report**.

- To view the summary report, click **Actions** > **Summary report**.

The selected report opens.

Revenue Transfer report data

Initial report

This report displays revenue transfers by cost structure, client, and initiative, and the total amount and currency for each group.

Detail report

This report displays revenue transfer details for all chargeable items (expenses, time and deliverables), grouped by client and initiative. The total for each initiative follows the tables.

Summary report

This report displays GL credit and debit account information of the revenue transfers. It can be used to create journal entries.

About committing the final revenue

After you have reviewed the **Tentative Revenue** and **Revenue Transfer** reports and decided that the information is correct, you can commit the revenue using the **Tentative Revenue Recognition** report.

Committed recognized amounts can no longer be edited. To correct errors on committed revenue, use the **Revenue Adjustments** report. For more information, see "About revenue adjustments" on page 85.

Once the revenue has been committed:

- The tentative revenue is transferred to a permanent record, dated, and assigned a unique batch number for auditing purposes. The recognized items (time, expense, milestone) are marked with the same date and batch number.
- The **Desubmit Time** and **Transfer Time and Expenses** functionalities, that were locked at the start of the revenue recognition process, are unlocked and can again be used. If recognized time is desubmitted and revised or deleted, the original record is stored for auditing and reporting purposes.

Note: If some time has passed since the last tentative revenue recognition process was run, the current reports may miss revenue that have since become ready to be recognized. In this case, it is advisable to re-run the process before committing the current revenue.

Committing the revenue

1. Run the **Tentative Revenue Recognition** report. For more information, see "Running the Tentative Revenue Recognition report" on page 76.
2. Select the check box of the records you want to commit.
   - Click **Actions** > **Initial report**.
   - To view the details of the revenue for all items in the selected records, click **Actions** > **Detailed report**.

   The selected report opens.
3. Click **Actions** > **Commit**.

   Note: Once the process is finished, review the posting date to ensure that it reflects your accounting period. If a change is required, click **Cancel**, correct the posting date, and click **Commit** again.

About the revenue recognition details and summary reports

After the revenue has been committed, you can review the data in the following reports:

- **Revenue Recognition Details** – This report lists all revenue recognized and, if selected, revenue adjustments made during the time covered by the report, sorted by cost structure, client, and initiative.

  If you chose to include adjustments in the report, all adjustments in the specified date range or associated with the selected batch number are included, regardless of whether revenue was recognized for the related initiative in that date range or for the batch number. For example, you may choose to create an adjustment with a different posting date or batch number than the original revenue it was recognized against.
- **Revenue Recognition Summary** – This report lists the same revenue as the **Revenue Recognition Details** report, but it is sorted by GL account, cost center, debit account, and credit account. This report is used primarily for posting entries to the general ledger. As with the **Revenue Recognition Details** report, you can select to include adjustments on the report.

To reduce the cross charge amount for a fixed-fee deliverable, non-labor item, project, or initiative to less than the revenue that was already recognized, you must make an adjustment and reduce the amount of recognized revenue first. For more information, see "About revenue adjustments" on page 85.

Running the Revenue Recognition Details report

1. Access the **Revenue Recognition** tree view.
2. Click **07 - Recognition Details**.

   The filter criteria window appears.
3. Select a start and end date to define the reporting period.
4. To include adjustments in the report, select the **Include adjustments** check box.
5. Click **Go**.
6. In the next screen, select a revenue batch number or select **All**.
7. Select one of the following report options:
   - **Cost structure/Client/Initiative** to validate the data per initiative.
   - **Cost structure/GL account** to validate the data per cost structure.
   - **GL account** to reconcile GL account entries and verify the source of the revenue.

   For more information, see "Revenue Recognition Details report data" on page 84.
8. Select an **Exchange rates as of date**.
9. Do one of the following:
   - To view the detailed report, click **Actions > Details**.
   - To view the summary report, click **Actions > Summary**.
   - To view the details of a specific initiative, click **Actions > Selected Initiative**. For more information, see "Running the Selected Initiative report" on page 84.

   The selected report opens.

Revenue Recognition Details report data

Cost structure/Client/Initiative report

The report displays detailed revenue information for project and deliverable of an initiative, grouped by cost structure and client.

If adjustments are included in the report, each client section displays the list of adjustments made to revenue amounts, grouped by initiative.

You can view this report in a detailed format or as a summary. In the summary report, information is broken down by initiative, but no project or task details are included.

Cost structure/GL account report

This report is particularly useful for major organizations, where each division have a separate cost structure. It displays revenue information for each cost structure, grouped by GL accounts.

If adjustments are included in the report, each cost structure section displays the list of adjustments made to revenue amounts, grouped by GL accounts.

You can view this report in a detailed format or as a summary. In the summary report, information is broken down by GL account only. No client details are included.

GL account report

This report displays revenue information grouped by GL accounts.

If adjustments are included in the report, each section also displays the list of adjustments made to revenue amounts, grouped by GL credit and debit accounts.

You can view this report in a detailed format or as a summary. In the summary report, information is broken down by GL account only. No client details are included.

Running the Selected Initiative report

The **Selected Initiative** report displays revenue details for a specific initiative.

1. Run the **Revenue Recognition Details** report. For more information, see "Running the Revenue Recognition Details report" on page 83.
2. Select **Actions** > **Selected initiative**.
3. Select a **client** and **an initiative** and click **Go**.

   The **Selected initiative** report opens.

Running the Revenue Recognition Summary report

This **Revenue Recognition Summary** report is primarily used for posting entries to the general ledger. Information displays by revenue batch number.

1. Access the **Revenue Recognition** tree view.
2. Click **09 - Recognition Summary**.

   The filter criteria window appears.
3. Select a start and an end date to define the reporting period.
4. Click **Go**.
5. In the next screen, select a revenue batch number or select **All**.
6. Click **Go**.

   The **Revenue Recognition Summary** report opens.

About revenue adjustments

Once the revenue has been committed, you can no longer change the source records. If changes were made that affect the revenue generated from an initiative, you can perform adjustments to the revenue amounts. You can enter positive adjustment amounts to increase the revenue amount, or negative adjustment amounts to decrease it.

Each adjustment displays as a separate entry for the general ledger.

After you have adjustments, run the **07 - Recognition Details** report to verify the changes. Adjustments are incorporated into the recognized revenue without re-running the **Tentative** report.

The following reports allow you to perform adjustments:

- **08 - Recognition Adjustment**: For more information, see "Running the Revenue Recognition Adjustments report" on page 85.
- **11 - Recognition Adjustment Summary**: This report displays a consolidated view of revenue adjustments. For more information, see "Running the Recognition Adjustment Summary report" on page 88.

Running the Revenue Recognition Adjustments report

1. Access the **Revenue Recognition** tree view.

2. Click **08 - Recognition Adjustment**.

   The filter criteria window appears.

3. In the **Client** type-ahead field, type the first few characters of the client name, press the **Enter** key, and select the client.

4. In the **Initiative** list, select an initiative.

5. Click **Go**.

   The **Revenue Recognition Adjustments** report opens.

6. Click the link of a fixed fee, milestone, project or deliverable.

   The **Adjustment** dialog box opens.

7. Complete all required fields. For more information, see "Adjustment dialog box options" on page 87.

8. Click **Save**.

Projects (for Time and Expenses)

The GL accounts are those specified in the initiative for time, or the default GL accounts set up in Changepoint Administration if no GL accounts are defined in the initiative. These can be overridden in the **Adjustment** dialog box and only affects the total amount recognized if maximums and cutoffs are in place.

Deliverable (PPC)

This uses the GL accounts specified for the deliverable, if not overridden in the **Adjustment** dialog box. This will affect the next period's recognition, since adjustment amounts are taken into consideration. The calculation is:

> Charge amount x Percent Complete x Revenue adjustment factor – Revenue recognized to date – Revenue adjustments.

For example: Last month a $10,000 deliverable was 50% complete ($5,000 recognized) and you performed an adjustment of –2,000. If the percent complete does not change, the next month's calculation will be 10,000 x 50% -5000 –(-2000) for a recognized amount of $2,000.

Deliverable (Effort expended)

This uses the GL accounts specified for the deliverable, if not overridden in the **Adjustment** dialog box. It will only affect the recognition amounts if the charge amount is reached.

Milestone – dollars or percent

This uses the GL accounts specified for the deliverable, unless overridden in the dialog box. This has no effect on recognition, since a milestone is either recognized or not. You can put in additional adjustments in future periods to compensate for adjustments made, if necessary.

Adjustment dialog box options

Field	Description
Fixed fee, **Initiative non-labor item (or service)**, **Project**, or **Milestone** fields	Name of the record for which the adjustment was made.
Posting date field	Date the transaction is posted to the general ledger.
Amount field	Displays: • the charge amount for fixed-fee deliverables and milestones, • the charge amount for non-labor items, or • no data for projects.
Revenue amount field	Displays the amount of revenue recognized to date.
Tentative amount field	Displays the revenue included in the last tentative process report, but not yet committed.
Adjustment amount field	Amount of the adjustment.
Revenue credit account list	GL credit account for the adjustment.
Revenue debit account list	GL debit account for the adjustment.
Reason list	reason for the adjustment.

Field	Description
Batch number list	Batch number associated with the adjustment.
Short description field	Brief description for the adjustment.

Running the Recognition Adjustment Summary report

1. Access the **Revenue Recognition** tree view.
2. Click **11 - Recognition Adjustment Summary**.

   The filter criteria window appears.
3. Select a start and end date to define the time period for the report.
4. Click **Go**.
5. Do one of the following:
   - To view all records, click **Actions** > **Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the icon.
6. Select the check box of the records you want to view.
7. Click **Actions** > **Details**.

   The report opens.
8. Make the necessary changes to the batch number or posting date.

About the Revenue Reconciliation report

The **Revenue Reconciliation** report allows you to compare the amounts that have been cross charged to a client with the revenue amounts that have been recognized. The report also displays the variance (Total revenue - Total chargeable).

If any variances are found, make a revenue adjustment to correct the revenue recognition amounts.

The GL account and cost center are shown in the report. GL accounts are specified for fixed fees, non-labor items and time per initiative, and are associated with expense categories. Cost centers are associated with workgroups and cost structures. The cost center is the cost center

associated with the initiative manager's workgroup or the cost center associated with the cost structure, as specified in the initiative.

Running the Revenue Reconciliation report

1. Access the **Revenue Recognition** tree view.
2. Click **10 - Revenue Reconciliation**.

   The **Revenue Reconciliation** report appears.
3. Do one of the following:
   - To view all records, click **Actions** > **Expand all**.
   - To expand individual cost structures, clients, and initiatives, click the icon.
4. Select the check box of the records you want to view.
5. Do one of the following:
   - To view the detailed report, click **Actions** > **Details**.
   - To view the summary report, click **Actions** > **Summary**.

   The selected report opens.

Revenue Reconciliation Summary report data

Column	Description
Client	Name of the client.
Initiative	Name of the initiative.
Revenue recognized	Sum of all committed revenue for the selected initiative.
Adjustments	Sum of all revenue adjustments for the selected initiative.
Total revenue	Recognized revenue + Adjustments.

Column	Description
Cross charged amount	Amount of all cross charged (at any cross charge status) for the initiative, excluding taxes. If split charging is enabled for the initiative, the report includes cross charged amounts for the phantom initiative and the main initiative.
Uncharged amount	Sum of uncharged time (Hours * Revenue rate, if updated by the revenue recognition process, otherwise zero) + Sum of uncharged expenses, fixed fees, and non-labor items for the initiative
Total chargeable	Cross charged amount + Uncharged amount
Variance	Total revenue - Total chargeable

Revenue Reconciliation Details report data

The **Revenue Reconciliation Details** report displays revenue information by client and initiative. Under each initiative, the details are sorted under the following headings:

- Time and expense-based revenue: Chargeable time
- Time and expense-based revenue: Chargeable Expenses
- Fixed-Fee deliverables: Physical Percent Complete
- Fixed-Fee deliverables: Effort Expended
- Milestones: Amount Recognized
- Milestones: Percent Recognized
- Adjustments and Other Items

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