Engagement Management

User Guide

Changepoint PSA 2017

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Contents

1. Engagement Setup **7**

About engagements 7
Accessing an engagement 7
About specifying limits for amounts and effort to be invoiced 7
Creating an engagement 8
Create/Edit Engagement dialog, General tab options 9
About audit tracking 10
Defining contract information for an engagement 11
Create/Edit Engagement dialog, Contract tab options 12
About editing an engagement 12
Editing an engagement 14
Deleting an engagement 14
About copying engagements 15
Copying an engagement 15
Copy Engagement dialog, Additional information to copy options 16
About copying date-based information for engagements 18
Engagement troubleshooting 18

2. Engagement Billing Information **21**

Entering billing information for engagements 21
Create/Edit Engagement dialog, Billing information tab options 21
Setting up email recipients for batch invoicing 26
About billing types for engagements 27
About invoice formats for engagements 28
About billing addresses for engagements 28
About billing rates for engagements 28
Copying or updating billing rates from the billing office 29
Setting up a billing rate for an engagement 30
Create/Edit Engagement dialog, Billing rates tab options 31
About burden rates used in billing rates 32
Editing billing rates 32
Deleting a billing rate 33
About setting up split billing 33
Setting up split billing on an engagement 34
Editing split billing for an engagement 36
Setting up split billing for a product or a fixed fee 36

Editing split billing for a product or a fixed fee 37
About scheduling fixed fees for the engagement 37
Creating a fixed-fee schedule 38
Create/Edit Engagement dialog, Fixed-fee schedule tab options 38
Editing a fixed-fee schedule 40
Deleting a fixed-fee schedule 40
Adding recurring fixed-fee schedule items 41
Auto-Add Schedule Items dialog box options 42
Setting up split billing for recurring fixed-fee schedule items 44
Editing split billing for recurring fixed-fee schedule items 45
Adding a fixed-fee schedule item manually 45
Editing a fixed-fee schedule item 46
Deleting a fixed-fee schedule item 46
Adding a product to an engagement 47
Create/Edit Engagement dialog, Products tab options 47
Editing a product associated with an engagement 49
Deleting a product associated with an engagement 50
Setting up revenue recognition in an engagement 50
Create/Edit Engagement dialog, Revenue tab options 51
Setting up revenue recognition for a fixed-fee deliverable 52
Setting up revenue recognition for a fixed-fee schedule item 53
Setting up revenue recognition for a product 54
Adding a milestone manually for a product or fixed-fee schedule 54
Milestone options for products and fixed-fee schedules 54
Adding milestones automatically for a product or fixed-fee schedule 55
Editing a milestone for a product or fixed-fee schedule 56

3. Engagement Approvals, Access and Other Details 57

About specifying approvals for engagements 57
Specifying time and expense approvers for an engagement 57
Create/Edit Engagement dialog, Approvals tab options 58
Managing access to an engagement 59
About request processing rules 60
Setting up a request processing rule 60
Create/Edit Engagement dialog, Request processing rules tab options 61
About editing request processing rules 62
Editing a request processing rule 62
About deleting request processing rules 62
Deleting a request processing rule 63
Specifying a request SLA for an engagement 63

Create/Edit Engagement dialog, Request SLA tab options 64
About request SLA escalation 65
Editing a request SLA for an engagement 65
Deleting a request SLA for an engagement 65
Specifying default work locations and work codes for an engagement 66

Index **67**

1. Engagement Setup

About engagements

Engagements define the billing, contract information, split billing, revenue recognition and approval rules for customer projects. You can create multiple engagements for each customer, and multiple projects for each engagement. You must set up engagements before you can create projects.

Engagement icons

The following icons represent specific types of engagements and display beside the engagement names in the tree view.

Icon	Description
	Billable engagement.
	Phantom engagement. Phantom engagements are automatically created when split billing is being set up. For information, see "About setting up split billing" on page 33.
	Unbillable engagement.
	Engagement template, which can be used to create an engagement.

Accessing an engagement

1. Click **Services** > **Engagements**.

   The **Engagements** tree view displays the engagements grouped by category and then by company.

2. Expand the tree view and select the engagement.

   The engagement profile appears.

About specifying limits for amounts and effort to be invoiced

You can specify limits for billing amounts, effort, and quantities to be invoiced for an engagement. You can configure each limit to display a warning and/or to reject the invoice if

the limit is exceeded.

You can set the limits for the following items:

- Billing amounts for all items
- Billing amounts for time
- Billing amounts for request time
- Billing amounts for products
- Billing amounts for expenses
- Billing amounts for fixed fees
- Billing amounts for additional items
- Effort for time (project-related)
- Effort for request time
- Quantity of products
- Quantity of expenses

Creating an engagement

You can create an engagement by completing and saving the mandatory general information first and then adding to the engagement as required.

1. Click **New** > **Engagement**.

   The **Create Engagement** dialog box displays the **General** tab.

2. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, General tab options" on page 9.

3. Click **Save**.

4. To continue completing the engagement, see the following topics:

   - "Create/Edit Engagement dialog, Contract tab options" on page 12
   - "Create/Edit Engagement dialog, Billing information tab options" on page 21
   - "Create/Edit Engagement dialog, Approvals tab options" on page 58
   - "Managing access to an engagement" on page 59

- Projected resources topics in the *Resource Management User Guide*

Create/Edit Engagement dialog, General tab options

Option	Description
Company type-ahead field	Company for the engagement.
Main contact list	Contact from the company
Engagement name field	Name of the engagement.
Alternate name field	Alternate name for the engagement.
Description field	Description of the engagement.
Billing office type-ahead field	Billing office for the engagement, which controls the billing and cost rates and workflow information.
Engagement status list	Status of the engagement.
Engagement manager type-ahead field	Resource responsible for managing the engagement. The engagement manager is responsible for approving all invoices related to the engagement.
Staffing workgroup type-ahead field	Staffing workgroup for the engagement, which is used for resource demand calculations. By default, this is the workgroup of the engagement manager.
Engagement category list	Category of the engagement.
Engagement ID field	ID of the engagement.
Work performed for type-ahead field	Company for which the work is performed, if different from the one specified in the **Company** field.
Associated Engagement type-ahead field	The engagement associated with, or the engagement template used to create, the current engagement.
Additional contact field	Additional company contact such as a project sponsor.

Option	Description
Internal contact type-ahead field	Name of the resource from your organization who interacts with the company.
Request field	Request number of the originating request, if applicable.
Opportunity list	Updates the engagement fields with data from the selected opportunity. Used when the engagement results from an opportunity.
Enable auditing check box	When selected, additional audit requirements are enforced. For more information, see "About audit tracking" on page 10. **Note:** Once you save the engagement with auditing enabled, auditing cannot be disabled.
Template check box	When selected, identifies the engagement as a template. Engagements that are marked as templates display the template icon in the **Engagement** tree view.
Support desk list	The default support desk to handle issues for the engagement, which automatically displays on the requests created for this engagement.
Allow support desk override check box	When selected, resources can change the support desk for requests for the engagement.
Consider request time as a capital cost check box	When selected, the time entered for requests for the engagement are designated as capital costs.

About audit tracking

If you require additional audit tracking of time and expenses, and of and changes to the engagement and its projects and tasks, you can select the audit option. When you select the **Enable auditing** check box, the effective date is displayed on the engagement and the following requirements are enforced:

- Time entered for project tasks must have a description, and all changes to time entries must include a comment

- Expenses must have a description, and all changes to expense entries must include a comment
- Changes to time and expense entries are tracked in the history
- Rejected time entries, expense line items and expense reports must include a reason for the rejection, which is tracked in the history
- Changes to rates must include a comment
- Invoices must have descriptions

In addition, the following engagement fields are tracked:

- Main contact
- all fields on the **Contract** tab
- Split billing status
- Billing address
- Date to use for tax calculation.

The **Audit** check box displays if the option has been enabled on the billing office for the engagement.

Note: After the engagement has been saved with the **Enable auditing** check box selected, the audit functionality cannot be disabled.

Defining contract information for an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Contract** tab.
3. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Contract tab options" on page 12.
4. Click **Save**.

Create/Edit Engagement dialog, Contract tab options

Field	Description
Contract number field	Contract number
Contract amount field	Total monetary amount to be generated by the engagement, excluding taxes. If the **Use two-level approval on contract overage** check box is selected on the **Approvals** tab, this amount is checked against the invoiced amounts. This amount also determines when threshold warning emails and Changepoint notifications are sent.
Contract type list	Type of engagement contract.
Contract start date field	Start date.
Contract end date field	End date.
Contract limits section	Maximum amounts for billing amounts, effort, and quantities for the invoice items. For more information, see "About specifying limits for amounts and effort to be invoiced" on page 7.
Updates field	Reasons for changes made to the engagement, main contact, or billing address.
History field	Displays the changes made to several fields. For more information, see "About editing an engagement" on page 12.

About editing an engagement

This topic describes the general guidelines and rules for editing engagements.

Changing the engagement status

The list of available engagement status options is determined by your organization. Changing the engagement to the following statuses affects the engagement as follows:

- **Prospect** – Work with the customer begins.
- **Probable** – The engagement negotiations begin.
- **Booked** – The engagement is signed.

- **Work in progress (WIP)** – The engagement is being worked on and billing can begin, where applicable.
- **Completed** – The engagement is completed. If there are projects under the engagement in **Draft** or **Active** status, a warning message displays. The status of the projects, however, does not automatically change. To prevent resources from entering time or expenses against completed projects and tasks, you must edit the projects and tasks manually to mark them as **Completed** or **Inactive**.
- **Inactive** – all projects with **Active** status are set to **Inactive**. The project manager for each affected project is notified of the change by email. No new projects can be created for the engagement, and the status of existing projects cannot be changed. If the engagement status is subsequently changed to an active status, you can reactivate the projects manually.
- **Closed** – all projects with **Active** status, are set to **Completed**, and tasks are marked as **Completed** and **Locked**. The project manager for each affected project is notified of the change by email. No new projects can be created for the engagement, and the status of existing projects cannot be changed. If the engagement status is subsequently changed to an active status, you can reactivate projects and tasks manually.

Locking engagements

When an engagement is being edited, and when an engagement is selected during the invoicing process, the engagement is locked to prevent problems with several resources making changes at the same time.

Changing the billing office

Only the engagement manager can change the billing office, and only when there is no billing in process. All invoices must be either committed, sent, partial paid, paid or archived, and all the time, expenses, request time, requests, engagementproducts and fixed-fee records must be fully invoiced.

When you change the billing office, you can choose to remove all existing billing rates and projected resources from the engagement, or keep the existing billing rates and projected resources.

Changing the billable status

When you change the billable status for an engagement, and the option to allow project managers to override the billable status *is not* selected, then the billable status is changed

accordingly for all of the existing projects, tasks, and request processing rules for the engagement.

If the option to allow project managers to override the billable status is selected, then the billable status for all of the existing projects, tasks, and request processing rules for the engagement remains the same.

Changing the currency or revenue recognition method

After revenue has been recognized for an engagement, no changes are allowed to the selected currency or the revenue recognition method for fixed fees or products. The billing amounts cannot be reduced to less than the revenue already recognized.

Changes to split billing

The **Split billing** option on the **Billing information** tab can be changed only if no invoices have been created or if all existing invoices have been committed.

If **Split billing** has been selected for an engagement:

- The **Billable** option cannot be changed if there are any invoices under the engagement or phantom engagement which are **Draft**, **Pending approval**, **Pending second-level approval**, and **Approved** or if all invoices are committed, but there are time, expenses, request time, requests, engagementproducts, and/or fixed fee schedules under the engagement or phantom engagement that have not been fully invoiced.
- The **Billing office** field in the **General** tab and **Billing type** field in the **Billing information** tab can be edited only when all line items for the engagement or phantom engagement are all fully invoiced.

Editing an engagement

1. Access the engagement.
2. Click **Actions** > **Edit**.
3. Make the necessary changes.
4. Click **Save**.

Deleting an engagement

It is recommended that you keep engagements for historical data purposes. However, you can delete an engagement provided that the following are true:

- the engagement status is **Closed**
- all billable items such as time and expenses have been invoiced and the invoice has been archived
- there are no projects for the engagement in **Draft** or **Active** status
- billing status of the time entered for the engagement has been resolved

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click **Delete**.
3. Click **OK** to confirm.

About copying engagements

You can create a new engagement by copying an existing engagement. You can decide which information you want to keep the same and which you want to change, with some limitations.

The following information is automatically copied to the target engagement:

- The billing office, remit-to address and expense GL account
- The **Date to use for tax calculation** setting from the **Billing information** tab.

Copying an engagement

1. Access the engagement.
2. Click **Actions** > **Copy**.

   The **Copy Engagement** dialog box appears.

3. In the **New information** tab, make the necessary changes. For more information, see "Create/Edit Engagement dialog, General tab options" on page 9.
4. By default, the new engagement is associated with the source engagement. To remove this association, clear the **Associate this engagement with the original engagement** check box.
5. Click the **Additional information to copy** tab.

6. To prevent information from being copied to the target engagement, clear the corresponding check boxes. For more information, see "Copy Engagement dialog, Additional information to copy options" on page 16.

7. Click **Save**.

   After the information is copied, you can edit the new engagement and make any required changes. For example, you can identify which users have access to the engagement, or activate revenue recognition.

Copy Engagement dialog, Additional information to copy options

Option	Copies information from
Select all/Deselect all check box	Selects all or clears all check boxes on the tab.
Engagement category check box	When selected, copies information from the field in the **General** tab.
Contract number check box	When selected, copies information from the field in the **Contract** tab.
Contract type check box	When selected, copies information from the field in the **Contract** tab.
Approved amount check box	When selected, copies information from the field in the **Contract** tab.
Two-level approval information check box	When selected, copies information from the field in the **Approvals** tab.
Allow project managers to specify the time approver check box	When selected, copies information from the field in the **Approvals** tab.
Prevent tax changes on Invoices check box	When selected, copies information from the field in the **Billing information** tab.
Engagement access check box	When selected, copies information from the **Access** tab.

Option	Copies information from
Request processing rules check box	When selected, copies the request processing rules from the **Request processing rules** tab.
Request SLA information check box	When selected, copies the request SLA information from the **Request SLA** tab.
Projected resources information check box	When selected, copies the projected resources information from the **Projected resources** tab.
Start date for projected resources field	Sets the earliest start date of resources in the projected resources. The start and end dates for the remaining resources are determined based on this date. For more information, see "About copying date-based information for engagements" on page 18.
Billing rate information check box	When selected, copies information from the **Billing rates** tab. Rates are copied for active billing roles or resources only.
Override billing office check box	When selected, copies the billing offices that are selected for billing rates on the **Billing rates** tab and are different from the engagement'sbilling office. Otherwise, only the billing offices from the engagement are copied. Either **Billing rate information** or **Projected resources information** must be selected for this option to be available.
Fixed-fee schedule information check box	When selected, copies the fixed fee schedule information from the **Fixed-fee schedule** tab.
Start date for fixed fee schedule field	Sets the earliest start date of fixed fee items. The dates of the remaining items are determined relative to this date.
Fixed-fee schedule items check box	When selected, copies the schedule items for fixed fee deliverables.
Product information check box	When selected, copies the product Information from the **Products** tab.

Option	Copies information from
Start date for products field	Sets the earliest start date of products. The dates of the remaining items are determined based on this date.
Configurable fields information of the engagement check box	When selected, copies the configurable code and text field values. If the fields are mandatory, then this check box cannot be cleared.

About copying date-based information for engagements

When date-based information is copied for an engagement, the earliest dated item on the source is copied to the target with the date that is specified on the **Additional information to copy** tab. The start dates for the remaining items are determined based on the relative period of time between their dates and the earliest dated item on the source. The end dates for target items are determined based on the relative period of time between the start and end dates for the source items.

For example, for projected resources, the resource on the source engagement that has the earliest start date will be scheduled to start on the target engagement on the date selected in the **Start date for projected resources** field. The start dates for the remaining resources on the target engagement are determined based on the relative period of time between the start date of the first resource and the start date of the remaining resources on the source engagement. The end dates for all resources are calculated by adding the scheduled days to the start dates.

Engagement troubleshooting

You cannot change a billing rate or enter a discount for a billing rate

The option to prevent resources from changing billing rates has been enabled on the billing office for the engagement.

A company is not available when you are creating an engagement

If access controls have been set for billing offices, then only the companies associated with billing offices to which you have access, and companies that do not have a billing office, are available when you are creating an engagement.

If access to the company is restricted to a selected list of resources, and you are not in the list, the company is not available for selection when you are creating an engagement.

You cannot change the options related to resource requests and task restrictions

Once an open task has been created for an engagement, then the following options related to resource requests and restrictions can no longer be changed on the engagement:

- **Enable resource requests at project level** check box
- **Enable resource requests at task level** check box
- **Override task restriction** check box

You cannot create open tasks

Before you can create open tasks for an engagement, the **Override task restriction** check box on the **Projected resources** tab must be selected.

2. Engagement Billing Information

Entering billing information for engagements

You can specify the invoice format, type, billing address, and whether invoices are split with another customer.

1. Access the engagement for editing

   The **Edit Engagement** dialog box appears.

2. Click the **Billing information** tab.

3. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Billing information tab options" on page 21.

4. To set up email recipients for batch invoicing, see "Setting up email recipients for batch invoicing" on page 26.

5. Click **Save**.

Create/Edit Engagement dialog, Billing information tab options

Option	Description
Currency list	Currency to be used for invoices. By default, this is the currency specified for the billing office that is associated with the engagement
Billable check box	When selected, invoices can be created for the engagement.
Allow the project manager to override the [Billable] status check box	When selected, project managers can change the billable setting for their projects under the engagement. This option is available only if the **Billable** check box is selected.
Enable batch invoicing check box	When selected, batch invoicing is allowed for the engagement. This option is available only if the **Billable** check box is selected.

Option	Description
Split billing check box	When selected, indicates that billing amounts will be split among multiple customers. This option is available only if the **Billable** check box is selected.
Billing type list	Specifies the billing type, which determines how invoices are calculated. For more information, see "About billing types for engagements" on page 27.
Use daily conversion rates from the billing office check box	When selected, the daily conversion rates from the billing office are used to convert hours to days for invoicing. When cleared, the daily conversion factor of the resource is used. Available only when the daily or mixed fixed fee/daily billing type is selected. The setting can only be changed either before an invoice or credit note has been created for the engagement, or after all invoicesand credit notes for the engagement have been committed.
Group time entries by project and resource check box	When selected, the daily conversion rate applies to the total time entries with the same billing rate grouped by project and date for each resource.
Force fixed fee selection check box	When selected, resources must specify a fixed fee when creating tasks for projects under the engagement, and when creating a fixed fee request processing rule for the engagement. Available only when the fixed fee, mixed fixed fee/daily, or mixed fixed fee/hourly billing type is selected. If your organization uses the **Effort expended** method for revenue recognition, the **Force fixed fee selection** check box must be selected so that billable time on tasks can be linked to fixed-fee deliverables.

Option	Description
Expense billing list	Specifies the portion of the expenses for the engagement that will be billed to the customer. Options include: • **All expenses** • **No expenses** • **Percentage of expenses**
Expense billing (%) field	Percentage of expenses that will be billed to customers. This field is editable only if **Percentage of expenses** is selected in the **Expense billing** list.
Maximum per invoice field	Maximum amount, in the currency of the engagement and excluding taxes, for each invoice.
Enforce check box	When selected, prevents an invoice that exceeds the maximum amount from being submitted for approval. When cleared, a warning message is displayed only. The maximum amount must be specified in the **Maximum per invoice** field.
Payment terms list	Specifies the payment terms for invoices. The default payment term comes from the billing office.
Invoice format list	Specifies the format for invoice. The default format comes from the billing office.
Special instructions to invoicer field	Instructions for the resource who creates and prints the invoice. These instructions display in the **Invoice** dialog box.
Default invoice description field	Description that appears on all invoices.

Email Recipients for Batch Invoicing section

For more information, see "Setting up email recipients for batch invoicing" on page 26.

Billing Rate Information section

Option	Description
Default billing role for tasks field	Default billing role for all resources assigned to projects and tasks of the engagement. The project manager can override this default value and assign a specific billing role to each resource when creating task assignments.
Cost center type-ahead field	Cost center whose burden rates you want to use with billing rates for this engagement.
Include overtime (%) check box and field	When selected, the percentage rate specified in the field applies to the standard billing rate for overtime. For example, if the standard billing rate is 80, and the overtime rate is 120, you would enter 150 because 120 is 150% of 80. Available only for hourly billing types.
Auto-update billing rates check box	When selected, the billing rates are automatically updated whenever the billing rates are changed in Changepoint Administration.
Auto-update cost rates check box	When selected, the cost rates are automatically updated whenever the cost rates are changed in Changepoint Administration.

Address Information section

Option	Description
Remit-to address field	Address to which customers send remittances for invoices. To view the full address, point to the **Remit-to address** field.
Billing Address field	Address to which the invoice is sent.
Company address option **Main contact address** option	Specifies whether the invoice is sent to the company address or the main contact address.

Option	Description
Include contact name on the invoice check box	When selected, the main contact's name is displayed on invoices for the engagement.
Allow project managers to specify the billing contact check box	When selected, project managers can change the billing contact for their projects under the engagement.
Prevent tax changes on invoice check box	When selected, prevents changes to tax amounts on invoices.
Date to use for tax calculation options	Date to use for tax schedules and tax rates for invoices: • Invoice date – date of the invoice • Record date – date of the individual items on the invoice, for example, the date of the expense item
Method of tax calculation options	Method to use for tax schedules and tax rates for invoices: • Calculate tax on each item separately – the tax amount is calculated separately for each invoice item. • Calculate tax on total amount of items – the tax amount is calculated on the total amount for all invoice items. All items must have the same tax schedule. Depending on the selected method for tax calculation, the total may differ and an adjustment is created to balance the sum of the invoice items and the calculated amount.

Bill-to Location section

Option	Description
Work location group list	Work location group of the customer to be billed.
Work location list	Work location of the customer to be billed.

Invoice Distribution GL Accounts section

Option	Description
Project time list	GL accounts to which invoice amounts for project time will be distributed.
Request time list	GL accounts to which invoice amounts for request time will be distributed.
Expenses list	GL accounts to which invoice amounts for expenses will be distributed.
Products from requests list	GL accounts to which invoice amounts for products that are associated with requests will be distributed.
Additional items list	GL accounts to which invoice amounts for additional items will be distributed.

Setting up email recipients for batch invoicing

You can set up a list of recipients for the invoices that are created for an engagement during the batch invoicing process. You can enter email addresses manually or search for the email addresses of resources and contacts. When defining the email, the subject is required.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Billing information** tab.

3. To search for recipients:

   a. In the **Email Recipients for Batch Invoicing** section, do one of the following:

      - To search for contacts in the company of the engagement, select **<Company name > contacts**.
      - To search for recipients in the list of all contacts, select **All contacts**.
      - To search for recipients among resources in your organization, select **Resources**.

   b. In the **Recipients** field, do one of the following:

      - To view the entire list, click in the type-ahead field and then press **Enter**.

- To filter the list, enter a few characters of the recipient's name in the type-ahead field and then press **Enter**.

c. In the list, select one or more recipients and then press **Enter**.

d. To add the recipients to the email, click the **To** or **Cc** fields.

4. To enter recipients manually, enter the email addresses separated by semicolons in the **To** or **Cc** fields.
5. In the **Subject** field, enter the subject of the email.
6. In the **Comments** field, enter your comments.
7. Click **Apply**.

About billing types for engagements

The selected billing type affects the options that are available for revenue recognition and for request processing rules. Changing the billing type after saving the engagement can affect certain settings. For example, changing from **Mixed - Fixed Fee/Hourly** to **Hourly** deletes any fixed fees that have been saved.

The following billing types are available:

Billing type	Description
Daily	Time and rate calculations are based on the number of days for the engagement (originally entered as hours and converted to daily fractions as set up in the billing office.
Hourly	Time and rate calculations are based on the number of hours entered for the engagement.
Fixed Fee	Customer will be billed a set amount for a deliverable or milestone.
Mixed - Fixed Fee/Daily	Combination of daily and fixed fee billing types.
Mixed - Fixed Fee/Hourly	Combination of hourly and fixed fee billing types.

Note: When you specify a fixed-fee option, the **Fixed-fee schedule** tab is available in the **Engagement** dialog box and the **Force fixed-fee selection** check box is available in the **Billing information** tab.

About applying daily conversion rates

Engagements with the billing type **Mixed - Fixed Fee/Daily** or **Daily** use daily conversion rates from the billing office to convert hours to days for invoicing. For these engagements, the daily conversion rate from the billing office is applied by default to time entries grouped by project, task, resource, and date.

However, you can set up an engagement so that time entries are grouped by project and date for each resource. To be grouped by project and date, the time entries must have the same billing rate.

About invoice formats for engagements

The **Tax on sum - General** and the **Tax on sum - French general** formats are available only when the **Calculate tax on total amount of items** option is selected as the method of tax calculation in the engagement.

Invoice formats and Client Portal

If you use one of the standard Changepoint invoice formats, then when the invoice is approved, an HTML snapshot of the invoice is automatically saved. This HTML snapshot is displayed when users view the invoice in Client Portal. If you use a custom invoice format, then invoices are displayed in the **General invoice** format only.

About billing addresses for engagements

For the billing address of the engagement, you can use the main, billing or shipping address of either the company or company contact.

Because the different company and contact addresses can be set up with different work location groups and work locations, changing the billing address can change the work location groups and work locations for the engagement, which can affect taxation.

About billing rates for engagements

You can set up billing rates on an engagement based on any of the following:

- resources only
- billing roles only

- sets of resources and billing roles

However, as a best practice, it is recommended that you set up billing rates consistently throughout your organization to avoid any confusion.

Billing role-based rates are applied to a resource based on the billing role for the tasks that the resource is assigned during the engagement. Each billing role also has a standard billing rate and each resource has a standard billing rate. Each resource can be assigned to more than one billing role during an engagement.

The billing rates from the engagement take precedence over the resource's standard billing rate except where a task is assigned to a resource with no billing role specified, and billing rates have been set up on the engagement for billing roles only. In this case, the billing rates from the resource profiles are used.

Only the billing roles levels that have been set up with billing rates are available in task assignments.

> **Tip:** To show your customers the hours that resources have worked on their projects, but for which they are not being billed, enter a billing rate of zero. The zero rate displays as the billing rate in the **Billing rates** tab of the engagement and is used on invoices instead of the standard rate.

Copying or updating billing rates from the billing office

When you copy or update billing rates from the billing office, you are prompted for an effective date. The billing rates for the billing office that are in effect for the effective date that you specify are copied to the engagement. When you copy the billing rates the first time, the effective dates in the history will be the effective dates from the billing office. Each time you subsequently update the billing rates, the effective dates in the history will be the effective dates that you specify during the update.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Billing rates** tab.

3. Click the **Copy Standard Rates** button.

   The **Select Effective Date** dialog box appears.

4. Enter the effective date for the billing rates.

5. In the **Discount** field, specify the discount percent, if applicable, that applies to the billing rates.
6. In the **Comments** field, enter comments about the billing rates.
7. Click **OK**.

   The billing rates are added to the billing rate table.
8. Click **Save**.

Setting up a billing rate for an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Billing rates** tab.
3. Right-click in the table and then select **Insert**.

   A row is added to the table.
4. To add a billing rate from a different billing office, select the billing office in the **Billing office** field.
5. Do one or both of the following:
   - In the **Billing role** list, select the billing role.
   - In the **Resource** list, select the resource.

   Tip: To add resources to the **Resource** list, and optionally to your preferred resources, right-click and then select **Manage Resources**.
6. Specify the billing rate by doing one of the following:
   - To specify the billing rate, enter the rate in the **Billing rate** field. The discount percent is calculated automatically.
   - To apply a discount to the standard rate, enter the discount percent in the **Discount (%)** field. The billing rate is calculated automatically.
   - To apply a markup to the standard rate, enter the negative percent in the **Discount (%)**. The billing rate is calculated automatically.

7. Complete the remaining fields as required. For more information, see "Create/Edit Engagement dialog, Billing rates tab options" on page 31.
8. Click **Save**.

Create/Edit Engagement dialog, Billing rates tab options

Option	Description
Billing office type-ahead field	Billing office for the engagement.
Billing role type-ahead field	Billing role for the billing rate.
Resource list	Resource for the billing rate.
Standard rate field	Billing rate before any discount or markup, as follows: • if only a billing role is specified in this dialog, then the billing role rate is displayed • if only a resource is specified, then the resource rate is displayed • if both a billing role and resource are specified, then the resource rate is displayed
Discount (%) field	Percentage to apply to the standard rate to determine the discounted billing rate. To apply a discount of 20%, enter: 20. To apply a markup of 20%, enter: -20.
Billing rate field	Standard rate * (100-discount percentage)/100. If you enter a billing rate manually, then the discount percentage is automatically calculated based on the standard rate.
Billing currency list	Currency of the billing rate. If this currency is different than the engagement currency, the billing rate is converted to the engagement currency when work is billed to the customer.

Option	Description
Billing role cost rate field	Cost rate for the resource or billing role rate, depending on whether the engagement uses a resource-based or billing role-based billing office.
Billing role OT hourly cost rate field	Overtime cost rate for the resource or billing role rate, depending on whether the engagement uses a resource-based or billing role-based billing office.
Cost currency list	Currency of the cost rate.
Request time only check box	When selected, the billing role is used only for billing time associated with requests. This billing role is not available for selection when assigning tasks.

About burden rates used in billing rates

The burden rate for a resource comes from the resource's profile. If a burden rate is not specified on the resource profile, then the burden rate of the workgroup or global workgroup is used.

For billing roles or for resources that do not have burden rates specified on their profile, workgroup or the global workgroup, the burden rate comes from the cost center that is specified for the engagement on the **Billing information** tab.

Editing billing rates

You cannot edit billing rates. Instead, you must replace the billing rate with a new rate that has a different effective date. If you make a rate inactive, you must make sure that there is another rate that is currently active. For a given effective date, only one rate can be active at a time.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Billing rates** tab.

3. Click the row of the billing rate that you want to change.

   The **Billing Rate History** table appears.

4. Right-click in the table and then select **Insert**.

A new row is added to the table. The new row includes the currently effective billing rate information, and shows the current date as the effective date.

5. Make the necessary changes to the new row. For more information, see "Create/Edit Engagement dialog, Billing rates tab options" on page 31.
6. In the **Effective Date** field, enter the date when the changes become effective.
7. To make the billing rate inactive, clear the **Active** check box.
8. In the **Comments** field, enter comments about the rate change.
9. Click **Save**.

Deleting a billing rate

You cannot delete a billing rate that is used on a task.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Billing rates** tab.
3. Click the row of the billing rate that you want to delete.
4. Right-click in the table, and then select **Delete**.
5. Click **OK** to confirm.
6. Click **Save**.

About setting up split billing

For an engagement, you can set up billing amounts to be split between two or more customers, provided that either no invoices have been created, or all existing invoices have been committed.

You can set up split billing at the following levels:

- On the engagement – split billing rules apply to all time, fixed fees, expenses, products, and request time for the engagement. These rules are overridden by rules set at a lower level.
- On specific products and fixed fees on the engagement – split billing rules apply to specific products or fixed fees defined in the engagement.

- On fixed-fee schedule items – split billing rules apply to fixed fee schedule items defined for a fixed fee schedule in the engagement.
- On projects for the engagement – split billing rules apply specifically to time and expenses entered for the project.

About setting up split billing on an engagement

You first enable split billing on the engagement, which becomes the master engagement, and then specify the customers and the percentage to be invoiced to each customer. When you save the settings, a phantom engagement for billing purposes only is created under each customer.

After you set up split billing, all editing must be done in the master engagement. All time, fixed fees, expenses, products, and request time are applied to the master engagement and then invoiced, according to the split percentage or amount that was specified.

About phantom engagements

When the master engagement is saved, a phantom engagement is created for each company included in the split billing. Phantom engagements have the same name as the master engagement and are for billing purposes only. You cannot edit phantom engagements. You must make all changes to the master engagement.

Phantom engagements are not available for selection in the following reports:

- Budget reports
- **Engagement Financial Analysis** report
- **Work in Progress** report
- **Revenue Reconciliation** report

Setting up split billing on an engagement

You select companies and specify the percentage that each company will be invoiced. You can either specify the percentage manually as you select each company, or select all of the companies first and then select the option to automatically divide the percentage evenly between the companies.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Billing information** tab.
3. Select the **Split billing** check box, and then click **Apply**.

   The **Split billing** tab appears.
4. Click the **Split billing** tab.
5. Right-click in the table and then select **Insert**.

   An empty row is added to the table.
6. In the **Company** type-ahead field, select the company that will be added in the split billing.
7. In the **Percentage** field, enter the percentage that the company is to be billed.
8. In the **Main Contact** field, select the contact for the company.
9. Add additional companies as required.
10. Click **Save**.

To divide the billing evenly between all the customers

When you divide the billing evenly between all customers, the same percentage is applied to all customers listed for the engagement, including the customers that were added to the list when split billing rules were set up at the product or fixed fee level.

1. Right-click in the table and select **Auto-split all**.
2. Click **Save**.

To divide the billing evenly between selected customers

When you divide the billing between selected customers, the percentage is changed to 0 for all customers that are not selected.

1. Select the rows of the required customers.

   Note: Use the **Shift** and **Ctrl** keys according to the standard Windows conventions to select customers.
2. Right-click in the table and select **Auto-split selected**.
3. Click **Save**.

Editing split billing for an engagement

Once invoices have been created for an engagement, you cannot change the split billing settings until all invoices for the master and phantom engagements are in **Archived** or **Credited** status, or have been discarded or deleted.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Split billing** tab.
3. Make the necessary changes.
4. To delete one or more rows, select the rows, right-click and then select **Delete**.
5. Click **Save**.

Setting up split billing for a product or a fixed fee

You can split the billing between two or more customers by percentage or by amount.

You can automatically add the customers that have already been defined at the engagement level, and you can specify new customers. Customers added at the product or fixed fee level are also added to the split billing list at the engagement level, but the split percentage displays 0.

1. Access the engagement for editing.
2. Click the **Products** or the **Fixed fees** tab.
3. Right-click the table and select **Insert**.
4. Complete the fields as required.
5. Select the **Show split billing** check box, and then click outside the cell in the row.

   The **Split billing** section appears.

6. Select the split billing option:
   - To split billing by percentage, select **Split by percentage**.
   - To split billing by amount, select **Split by value**.
7. To specify a customers, right-click in the table and select **Insert**, and then select the customer in the **Company** type-ahead field.

8. To add the customers that have already been defined at the engagement level, right-click in the table and select **Load engagement split billing**.
9. To specify the percentage or amount for each customer, do one of the following:
   - To specify the percentage or amount manually, enter the value in the **Percentage** or **Amount** field.
   - To split the billing evenly between all customers, right-click in the table and select **Auto-split**.
10. Click **Apply**.

Editing split billing for a product or a fixed fee

Once invoices have been created for a product or a fixed fee, you cannot change the split billing settings until all invoices are in **Archived** or **Credited** status, or have been discarded or deleted.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Products** or the **Fixed fees** tab.
3. In the product or the fixed fee row, select **Show split billing**.

   The **Split billing** table appears.
4. Make the necessary changes.
5. To delete one or more rows, select the rows, right-click and then select **Delete**.
6. Click **Save**.

About scheduling fixed fees for the engagement

You can create a fixed-fee schedule only for engagements that use a fixed fee or mixed billing type. A fixed-fee schedule is a series of fixed invoices for an engagement. You create a fixed fee schedule with fixed-fee schedule items to schedule the billing for fixed-fee deliverables.

For example, a company agrees to a fixed fee contract worth $15,000, to be invoiced $5,000 on the last day of each month for the next three months. You would first create a fixed-fee schedule for the $15,000 deliverable, and then create three fixed-fee schedule items, each with the billing amount of $5,000.

You cannot create fixed fee schedule items for deliverables that have parent deliverables or committed recognized revenue, or that have been invoiced.

Creating a fixed-fee schedule

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.

3. Right-click in the table and then select **Insert**.

   A new row is added to the table.

4. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Fixed-fee schedule tab options" on page 38.

5. Click **Save**.

6. Add the fixed-fee schedule items. For more information, see "Adding recurring fixed-fee schedule items" on page 41 and "Adding a fixed-fee schedule item manually" on page 45.

Create/Edit Engagement dialog, Fixed-fee schedule tab options

The options listed here apply both to fixed-fee schedules and fixed-fee schedule items.

Option	Description
Billing date field	Date that the fixed-fee deliverable is billed.
Billing amount field	Amount that will be billed.
Deliverable field	Name of the deliverable, which displays on the invoice.
Parent deliverable field	Parent deliverable that is associated with the new deliverable, if applicable. If a parent deliverable is selected, schedule items cannot be created for this fixed deliverable. Parent fixed fee schedules or schedule items are not available for selection as a parent deliverable.

Option	Description
Do not invoice check box	When selected, indicates that invoicing will be done for the fixed-fee schedule items created for the fixed-fee deliverable instead of the fixed-fee deliverable. When cleared, the **Do not invoice** check box is selected by default on recurring schedules items created for the fixed-fee deliverable. **Note:** If the **Do not invoice** check box is selected for the fixed-fee deliverable, you can still recognize revenue against the fixed-fee deliverable and associate tasks and cost with the deliverable.
Invoice only when tasks are completed check box	When selected, if the fixed fee is associated with a task, the fixed fee or the fixed-fee item can only be invoiced when all associated tasks have been marked as completed.
Invoice distribution GL account check box	GL account to which invoice amounts for fixed fees will be distributed.
Billed check box	When selected, indicates whether the deliverable has been billed.
Fixed fee ID field	Optional field if your organization is using a custom interface or custom reports.
Work location and **Work location group** fields	Work location and work location group, which determine how the item is taxed, and can also be used for reporting purposes.
Work code category field	Work code category
Work code field	Work code
Prepaid check box	Optional field if your organization is using a custom interface or custom reports.
Capital check box	When selected, designates the item as a capital cost

Option	Description
Allow selection on tasks check box	When selected, the fixed-fee deliverable can be selected on tasks.
Show schedules check box	When selected, the schedule items table is displayed.
Revenue recognized check box	When selected, indicates that revenue has been recognized for the fixed fee.
Revenue adjustment field	Total amount of adjustments made to the revenue that was recognized for the deliverable.
Revenue recognition method option	Revenue recognition method.
Physical percent complete field	Value for the physical percent complete, if the revenue recognition method is selected.
GL credit account list	GL credit account for the deliverable.
GL debit account list	GL debit account for the deliverable.
Show split billing check box	When selected,split billing rules can be set up for fixed-fee schedules. **Note:** This check box displays only if split billing is enabled for the engagement.

Editing a fixed-fee schedule

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.

3. Make the necessary changes. For more information, see "Create/Edit Engagement dialog, Fixed-fee schedule tab options" on page 38.

4. Click **Save**.

Deleting a fixed-fee schedule

1. Access the engagement for editing.

The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.
3. Select the row of the fixed fee schedule.
4. Right-click and select **Delete**.

   The fixed fee schedule is removed from the table.
5. Click **Save**.

Adding recurring fixed-fee schedule items

You can add a set of fixed-fee schedule items that recur weekly or monthly. You can specify the number of schedule items and the amount to be billed per schedule item.

1. Do one of the following:
   - Create a fixed-fee schedule.
   - Access a fixed-fee schedule for editing.
2. Select the **Show schedules** check box of the fixed-fee schedule row.

   The fixed-fee schedule items table appears.
3. Click **Auto-add schedule items**.

   The **Auto-Add Schedule Items** dialog box appears.
4. In the **Start billing date** field, enter the start date for the schedule items.
5. To set up the schedule items to be billed weekly or every *x* weeks:
   a. In the **Billing frequency** field, select **Weekly**.
   b. In the **Recurrence Setting** section, enter the value to specify the frequency in weeks.
6. To set up the schedule items to be billed monthly, or every *x* months, on the same day of the month as the Start billing date:
   a. In the **Billing frequency** field, select **Monthly**.
   b. In the **Recurrence Setting** section, select the **Every [ ] months** option
   c. Enter the value to specify the frequency in months.

7. To set up the schedule items to be billed monthly, or every *x* months, on the first or last day of each month:
   a. In the **Billing frequency** field, select **Monthly**.
   b. In the **Recurrence Setting** section, select the **Every [First] day of every [ ] months** option
   c. If required, change **First** to **Last**.
   d. Enter the value to specify the frequency in months.
8. In the **Number of schedule items** field, enter the total number of schedule items.

   The billing amount for each schedule item that appears in the **Amount per schedule item** field is calculated by dividing the billing amount by the number of schedule items.
9. Complete the remaining fields as required. For more information, see "Create/Edit Engagement dialog, Fixed-fee schedule tab options" on page 38.
10. If the **Split Billing** section displays, you can set up split billing rules for the fixed-fee schedule items. For more information, see "Setting up split billing for recurring fixed-fee schedule items" on page 44.
11. Click **Save**.

Auto-Add Schedule Items dialog box options

Option	Description
Start billing date field	Date when the first fixed-fee schedule item is billed.
Billing frequency option	Frequency of the schedule items (Monthly or Weekly).
Recurrence Settings section	Options for setting up the recurrence of the schedule items. Options depend on the frequency of the schedule items.
Every [ ] weeks option	Frequency of weekly schedule items, for example, every [2] weeks.
Every [ ] months option	Frequency of monthly schedule items, for example, every [3] months, starting from date in the Start date field.

Option	Description
The [first or last] day of every [ ] months field	Frequency of monthly schedule items, for example, the [first] day of every [3] months.
Number of schedule items field	Total number of schedule items that will be automatically created.
Amount per schedule item field	Amount per schedule item.
Multiplier percentage field	Percentage by which the fixed-fee amounts increase. The increase amounts are compounded. For example: If you set up 12 monthly fixed-fee items with a multiplier of 10% and the first schedule item is US$1,000, the second schedule item will be US$1,100, the third schedule item will be US$1,210, the fourth schedule item will be US$1,331, and so on.
Allow selection on tasks check box	When selected, the fixed-fee deliverable can be selected on tasks.
Do not invoice check box	When selected, invoicing will be done for the fixed-fee deliverable instead of the fixed-fee schedule item.
Invoice only when tasks are completed check box	When selected, the fixed-fee schedule item can only be invoiced when its associated task (if any) has been marked as completed.
Invoice distribution GL account field	GL accounts to which invoice amounts for fixed fees will be distributed.
Prepaid check box	When selected,the fixed fee item has been prepaid.
Capital field	When selected, designates the item as a capital cost.
Work location group field **Work location** field	Work location group and work location, which determine how the item is taxed, and can also be used for reporting purposes.

Option	Description
Work code category field	Work code category.
Work code field	Work code.

Setting up split billing for recurring fixed-fee schedule items

1. Access a fixed-fee schedule.
2. Select the **Show schedules** check box of the fixed-fee schedule row.

   The fixed-fee schedule items table appears.
3. Click **Auto-add schedule items**.

   The **Auto-Add Schedule Items** dialog box appears.
4. Add fixed-fee schedule items. For more information, see "Adding recurring fixed-fee schedule items" on page 41.
5. Select the **Show split billing** check box of a fixed-fee schedule item, and then click outside the cell.

   The **Split Billing** section appears.
6. Select the split billing option:
   - To split billing by percentage, select **Split by percentage**.
   - To split billing by amount, select **Split by amount**.
7. To add a customers, right-click in the table and select **Insert**, and then select the customer in the **Company** type-ahead field.
8. To add split billing customers from the engagement, right-click in the table and select **Load engagement split billing**.
9. To specify the percentage or amount for each customer, do one of the following:
   - To specify the percentage or amount manually, enter the value in the **Percentage** or **Amount** field.
   - To split the billing evenly between all customers, right-click in the table and select **Auto-split**.

10. Click **Save**.

Editing split billing for recurring fixed-fee schedule items

Once invoices have been created for an engagement, you cannot change the split billing settings until all invoices for the master and phantom engagements are in **Archived** or **Credited** status, or have been discarded or deleted.

1. Access the fixed-fee schedule.
2. Click the fixed-fee schedule row.

   The fixed-fee schedule items table appears.
3. In the row of the fixed-fee schedule item, select the **Show split billing** check box, and then click outside the cell.

   The **Split billing** section appears.
4. Make the necessary changes.
5. To delete one or more rows, select the rows, right-click and then select **Delete**.
6. Click **Save**.

Adding a fixed-fee schedule item manually

1. Do one of the following:
   - Create a fixed-fee schedule.
   - Access a fixed-fee schedule for editing.
2. Select the **Show schedules** check box of the fixed-fee schedule row.

   The fixed-fee schedule items table appears.
3. Right-click in table and then select **Insert**.

   A new row is added to the table.
4. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Fixed-fee schedule tab options" on page 38.
5. Click **Save**.

Editing a fixed-fee schedule item

If the parent deliverable has been invoiced, you cannot change the billing amount of the schedule items. If revenue has been recognized for the parent deliverable, changes to the billing amount must not affect the total amount and must balance with the milestones.

If a revenue recognition method has been selected for the parent fixed fee deliverable, the revenue recognition fields do not display in the schedule item table.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.

3. Click the fixed-fee schedule row.

   The fixed-fee schedule items table appears.

4. Make the necessary changes. For more information, see "Adding a fixed-fee schedule item manually" on page 45.

5. Click **Save**.

Deleting a fixed-fee schedule item

You cannot delete a fixed-fee schedule item if one or more of the following conditions apply:

- revenue has been recognized for the item
- the item is associated with a task
- the item is associated with a request processing rule
- the item has been invoiced

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.

3. Click the fixed-fee schedule row.

   The fixed-fee schedule items table appears.

4. Select the fixed-fee schedule item that you want to delete.

5. Right-click and select **Delete**.

   The fixed-fee schedule item is removed from the table.

6. Click **Save**.

Adding a product to an engagement

You can set up products such as hardware, applications or systems that are required for the engagement, including the billing information and revenue recognition information for these items.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Products** tab.

3. Right-click in the table and select **Insert**.

   An empty row is added to the table.

4. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Products tab options" on page 47.

5. If the revenue recognition fields are available, you can set up revenue recognition for the product. For more information, see "Setting up revenue recognition for a product" on page 54.

6. Click **Save**.

Create/Edit Engagement dialog, Products tab options

Field	Description
Product field	Product
Description field	Description of the product
Billing date field	Date the product will be invoiced.
Parent product field	Parent product, if applicable

Field	Description
Do not invoice check box	When selected, the product is not invoiced.
Invoice distribution GL account check box	GL account to which the invoice amounts for products will be distributed.
Invoiced check box	Automatically selected if the product has already been invoiced.
Allow selection on task check box	When selected, the product is available to be associated with a task and invoiced based on the status of the task.
Available for billing list	Specifies when a product that is associated with a task can be invoiced. Options are: • **On completion of task** – the product becomes available for invoicing when all tasks that are associated with the product are completed. • **On ready to invoice on task** – the product is available for invoicing when the **Engagement product ready to invoice** check box is selected on the task.
Capital check box	When selected, designates the item as a capital cost.
Quantity field	Units of the product to be delivered to the customer.
Standard price field	Standard price per unit of the product.
Negotiated price field	Price that has been negotiated for the engagement
Total price field	Total price amount for the engagement
Standard cost field	Standard cost of the product.
Negotiated cost field	Cost that has been negotiated for this engagement
Standard cost currency field	If the currency for the product currency is different from the currency specified in the engagement, the currency of the engagement is used for billing.

Field	Description
Total cost field	Total cost.
Work location group list **Work location** list	Location where the product is being shipped. The location determines how the item is taxed, and is used for reporting purposes.
Project field	Project associated with the product.
Resource field	Resource for which the product costs that do not go through the expense reporting process can be tracked through custom reports.
Revenue recognition options	
Revenue recognized check box	Automatically selected if revenue has already been recognized and committed for the product
Revenue recognition method field	Revenue recognition method to apply to the product. Options are: • **Amount recognized** • **Percent of total deliverable** • **Physical percent complete**
Physical percent complete field	Percentage that the product is complete. Available only if **Physical percent complete** is selected as the revenue recognition method. If you do not want to specify a value, enter zero (0). You can update this percentage in the pre-run report during the revenue recognition process.
GL credit account list	GL credit account for the product
GL debit account list	GL debit account for the product
Revenue adjustment field	Total amount of adjustments made to the revenue recognized for the product

Editing a product associated with an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Products** tab.
3. To edit a value, click the cell and then select a new value. For more information, see "Create/Edit Engagement dialog, Products tab options" on page 47.
4. Click **Save**.

Deleting a product associated with an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Products** tab.
3. Right-click the product and then click **Delete**.
4. Click **Save**.

Setting up revenue recognition in an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Revenue** tab.
3. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Revenue tab options" on page 51.
4. Click **Save**.

Create/Edit Engagement dialog, Revenue tab options

Field	Description
Enable revenue recognition check box	When selected, revenue recognition is enabled.
Transactions after this date field	Date after which revenue will be recognized for the engagement. Use this option to allow resources to enter time without it being considered as potential revenue. For example, your organization may have spent more time preparing a prototype than the amount of time that can be billed to the customer.
Maximum recognizable revenue field	Maximum revenue that can be recognized. Default value is the contract amount specified for the engagement.
Maximum recognizable revenue for time and expenses field	Contract amount, less the fixed fee and product amounts. If time and expense maximums are enabled, revenue recognition for time and expenses stops once it reaches the maximum amount. If the field displays zero, the fixed fee and product amounts exceed the contract amount, and no revenue will be recognized for time and expenses.
Labor multiplier field	Percent value to enable revenue recognition for time based on the cost rate rather than the billing rate. The amount is calculated as follows: Resource or billing role cost rate * Labor multiplier * Revenue recognition adjustment factor
Revenue recognition adjustment factor field	Percent value to reduce the recognized revenue amount to a more conservative amount. The adjustment factor applies to time, expenses, fixed-fee deliverables, products, and milestones.
Cost center type list	Depending on the option selected, during the revenue transfer process, the cost center of the engagement manager or billing office is compared to the cost center of the resource who entered the time

Field	Description
Revenue Recognition Option section	
Deliverable or milestone-based check box	When selected, revenue recognition is based on deliverables/milestones.
Time and expense-based options	When selected, revenue recognition is based on the selected option (both time and expenses, time only, or expenses only, or disabled).
Revenue Accounts section	
Revenue credit account for time list	Credit account for revenue realized on billable time. This field is available only if you select a revenue recognition method for time.
Revenue debit account for time list	Debit account for revenue realized on billable time. This field is available only if you select a revenue recognition method for time.
Lock desubmit time check box	When selected, time for the engagement cannot be desubmitted. Automatically selected when the tentative revenue recognition is in progress and automatically cleared once the recognized revenue has been committed.
Lock time and expense transfer check box	When selected, time and expenses for the engagement cannot be transferred. Automatically selected when the tentative revenue recognition is in progress and automatically cleared once the recognized revenue has been committed.

Setting up revenue recognition for a fixed-fee deliverable

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Fixed-fee schedule** tab.

3. In the **Revenue recognition method** field, select the revenue recognition method to apply to the deliverable.

- If you select **Amount recognized** or **Percent of total deliverable**, you must set up milestones.
- If you select **Physical percent complete** or **Physical percent complete - Cost**, do one of the following:
  - Enter a percent value in the **Physical percent complete** field.
  - Enter zero if you do not want to specify a value yet. This percentage can be updated in the pre-run report during the revenue recognition process.

4. In the **GL credit account** and **GL debit account** lists, select the GL accounts for the deliverable.
5. Click **Save**.

Setting up revenue recognition for a fixed-fee schedule item

You can break down the billing amount of a deliverable included in a fixed-fee schedule into smaller amounts, according to a schedule that is specific to the deliverable. You can then set up revenue recognition for these schedule items rather than for the deliverable.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.
2. Click the **Fixed-fee schedule** tab.
3. Click the row of a fixed-fee deliverable for which schedule items have been set up.

   The fixed-fee schedule items table appears.
4. In the **Revenue recognition** method field for the schedule item, select the revenue recognition method:
   - If you select **Amount recognized** or **Percent of total deliverable**, you must set up milestones.
   - If you select **Physical percent complete**, you must enter a percent value in the **Physical percent complete** field.
5. Complete the remaining fields as required. For more information, see "Create/Edit Engagement dialog, Fixed-fee schedule tab options" on page 38
6. Click **Save**.

Setting up revenue recognition for a product

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Products** tab.

3. In the **Revenue recognition** method field, select the revenue recognition method:

   - If you select **Amount recognized** or **Percent of total deliverable**, you must set up milestones.
   - If you select **Physical percent complete**, you must enter a percent value in the **Physical percent complete** field.

4. Complete the remaining fields as required. For more information, see "Create/Edit Engagement dialog, Products tab options" on page 47

5. Click **Save**.

Adding a milestone manually for a product or fixed-fee schedule

If you select **Amount recognized** or **Percent of total deliverable** in the **Revenue recognition** method field, you must set up milestones.

1. Access the engagement for editing.

2. Click the **Products** tab or **Fixed-fee schedule** tab.

3. Click the product row or at the fixed-fee schedule row.

   The milestones table appears.

4. Right-click in the milestones table and select **Insert**.

   A new row is added to the table.

5. In the **Milestone** field, type the name of the milestone.

6. Complete the fields as required. For more information, see "Milestone options for products and fixed-fee schedules" on page 54.

7. Click **Save**.

Milestone options for products and fixed-fee schedules

The fields that appear depend on the revenue recognition method you choose.

Field	Description
Milestone field	Name of the milestone.
Amount field	Portion of the total billing amount of the fixed-fee deliverable or the total price of the product.
Percent field	Percentage of the total billing amount of the fixed-fee deliverable, or the total price of the product, calculated as follows: Total billing amount / Number of milestones
Date field	Date when the revenue recognition for the milestone can start.
GL credit account list	Credit account for the selected milestone.
GL debit account list	Debit account for the selected milestone.
Revenue recognized check box	Indicates if revenue has already been recognized and committed for the deliverable or the product.
Revenue adjustment field	Total amount of adjustments made to the revenue recognized for the deliverable or the product.

Adding milestones automatically for a product or fixed-fee schedule

If you select **Amount recognized** or **Percent of total deliverable** in the **Revenue recognition** method field, you must set up milestones.

1. Access the engagement for editing.
2. Click the **Products** tab or **Fixed-fee schedule** tab.
3. Click the product row or at the fixed-fee schedule row.

   The milestones table appears.
4. If the milestones table is empty, click **Auto-add milestones**.

   The **Auto-Add Milestones** dialog box appears.
5. In the **Start date** field, enter the start date of the revenue recognition.
6. In the **Number of milestones**, enter the number of milestones to be created.

7. In the **Frequency** field, select **Weekly** or **Monthly**.
8. In the **GL credit account** field, select a credit account.
9. In the **GL debit account** field, select a debit account.
10. Click **Save**.

Editing a milestone for a product or fixed-fee schedule

When editing the billing percentage of each milestone, you must ensure that the total of all percentages equals 100.

1. Access the engagement for editing.
2. Click the **Products** tab or **Fixed-fee schedule** tab.
3. Click the product row or at the fixed-fee schedule row.

   The milestones table appears.
4. Make the necessary changes.
5. Click **OK**.

3. Engagement Approvals, Access and Other Details

About specifying approvals for engagements

Time and expense approvals

You can specify time and expense approvers for engagements, which override the default time and expense approvers set up for each resource.

Time and expense approvers review, and either approve or reject, time and expenses that are submitted by resources for the engagement. Secondary approvers approve the time and expenses of primary approvers. After time and expenses are approved, they become available for invoicing.

If a time approver is not specified on the engagement, time is approved at the project or resource level. In this case, you must set up the engagement to allow project managers to specify time approvers for their projects that are under the engagement.

You can also specify which expense general ledger (GL) accounts are available to be used for expenses associated with this engagement.

Invoice approvals

You can specify that two levels of approvals are required for invoices. You can also specify whether the approvals are required based on invoices being over a certain amount or containing write-offs/ups.

Specifying time and expense approvers for an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Approvals** tab.

3. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Approvals tab options" on page 58.

4. To enable two levels of approvals for invoices:

   a. In the **Invoice Approvals** section, select one of the following check boxes:

      - **Enable two-level approval**
      - **Enable two-level approval on contract overage**
      - **Enable two-level approval for write-offs/ups**

b. In the **Second-level approver** list, select the resource responsible for the second approvals.

5. Click **Save**.

Create/Edit Engagement dialog, Approvals tab options

Field	Description
Primary time approver type-ahead field	Resource who approves the time submitted for the engagement.
Secondary time approver type-ahead field	Resource who approves the time that the primary time approver submits.
Primary expense approver type-ahead field	Resource who approves the expenses for the engagement.
Secondary expense approver type-ahead field	Resource who approves the expenses entered by the primary expense approver.
Allow project managers to specify the time approver check box	When selected, project managers can specify the time approver for their projects under the engagement.
Expense approval limit field	When an amount is specified, expenses that are over the amount are sent to the engagement expense approver.
Expense GL account list	Resource whose workgroup GL account is to be used for the expenses associated with the engagement.
Enable two-level approval check box	When selected, a second level of approval after the engagement manager is required for all invoices for the engagement.
Enable two-level approval on contract overage check box	When selected, the second-level approval is required only for invoices that exceed the approved amount that is specified in the **Contract** tab.

Field	Description
Enable two-level approval for write-offs/ups check box	When selected, the second-level approval is required only for invoices that contain write-offs/ups.
Second-level approver type-ahead field	Resource who approves invoices after the engagement manager approves them.

Managing access to an engagement

You can restrict view access to an engagement to specific resources. You can also do one of the following:

- You can restrict edit access to specific resources only. The resources must already have edit access to engagements.
- You can grant edit access to specific resources that have access to create engagements. The resources who have edit access can still edit the engagement.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Access** tab.

   Note: Only the resources who have view, edit or create access for engagements are available for selection in the **Select Preferred Resources** dialog box.

3. To restrict view access to specific resources:

   a. Select the **Restrict view access to the following resources** check box.

   b. In the **Preferred resources** list, select one or more resources.

   c. Click the up arrow that is above the **Preferred resources** list.

4. To select other resources and optionally add them to your preferred resources list, click the **Manage resources** link.

5. To grant edit access to resources who already have create access to engagements:

   a. Select the **Grant edit access the following resources that can create engagements** option.

   b. In the **Preferred resources** list, select one or more resources.

   c. Click the down arrow that is below the **Preferred resources** list.

6. To restrict edit access to specific resources who have edit access:

   a. Select the **Restrict edit access to the following resources that can edit engagements** option.

   b. Click the down arrow that is below the **Preferred resources** list.

7. Click **Save**.

About request processing rules

You must set up a request processing rule for a request type before resources can create requests of that request type for the engagement. The request processing rule is also where you can set up the request type so that an SLA can be created for it. You can apply the request SLA to invoicing and escalations for the request type, or to escalations only.

Different request types can require different processing rules. For example, support requests, are often unbillable, while change requests are billable.

However, it is not necessary to set up processing rules for each request type. You can set up a generic processing rule to be used for most request types, and then set up processing rules for one or more specific request types as exceptions to the generic rule.

Setting up a request processing rule

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click **Request processing rules** tab.

3. Right-click in the table and select **Insert**.

   An empty row is added to the table.

4. In the **Request type** list, do one of the following:

   - To set up a generic processing rule, leave the field blank.

   - To set up a processing rule for a specific request type, select the request type.

5. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Request processing rules tab options" on page 61.

6. Click **Save**.

Create/Edit Engagement dialog, Request processing rules tab options

Field	Description
Request type list	Request type that the processing rule applies to. Use the blank value to specify all request types.
Request billing type list	Type that indicates how the request time is processed: • **Billable** – Request time is billable. • **Unbillable** – Request time is unbillable. • **SLA-based** – Applies the request SLA to invoicing. Request time that is within the SLA is unbillable, and request time that is outside of the SLA is billable. • **Effort and product** – If the product has a fixed unit cost and the request processing rule is **Effort and product**, the product is billable but time is not billable. If the product does not have a fixed unit cost and the request processing rule is **Effort and product**, then both the time and product are billable. • **Fixed Fee** – Indicates that the request time is billed within a fixed fee. The **Fixed Fee** option is available only when the engagement has a fixed fee billing type.
Billing role list	Billing role.
Track SLA check box	When selected, the request type can be set up with an SLA for escalation and reporting purposes. If the request billing type is not SLA-based, then the request SLA applies to request escalation only.
Fixed fee field	Fixed-fee deliverable for which the request processing rules apply. Available only when the **Fixed Fee** request billing type is selected.
View in Client Portal check box	When selected, Client Portal users can create requests of the selected request type for the engagement.
SLA required in Client Portal check box	When selected, Client Portal users must have a valid SLA to create requests of the selected request type.

Field	Description
Available to Changepoint users check box	When selected, resources can create requests of the selected type for the engagement.
SLA required in Changepoint check box	When selected, there must be a valid SLA for the engagement before resources can create requests of the selected request type.

About editing request processing rules

You can edit a request processing rule provided that time for requests for the request type has not been invoiced. However, if time for the requests has been invoiced, then the following rules apply:

- If the engagement does not use split billing, then you cannot edit the request processing rule until the invoices have been committed.
- If the engagement uses split billing, then you cannot edit the request processing rule until all invoices for the request type have been processed and archived.

Editing a request processing rule

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Request processing rules** tab.
3. Make the necessary changes. For more information, see "Setting up a request processing rule" on page 60.
4. Click **Save**.

About deleting request processing rules

You can delete a request processing rule if it is available for editing. For more information, see "About editing request processing rules" on page 62.

However, if the request processing rule is a *default* rule that has been set up to apply to all request types, you must first create a new rule for request type that has invoices in process. The new rule must use the same billing type. For example, if an invoice is in process for a

change request type that is billable, you must create a new billable rule for change requests before you can delete the rule for all request types.

Deleting a request processing rule

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Request processing rules** tab.

3. Right-click the request processing rule and then click **Delete**.

4. Click **Save**.

Specifying a request SLA for an engagement

You can set up an SLA for a request type provided that there is a request processing rule for the same request type that has the track SLA option selected.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Request SLA** tab.

3. Right-click in the table and then select **Insert**.

   An empty row is added to the table.

4. Complete the fields as required. For more information, see "Create/Edit Engagement dialog, Request SLA tab options" on page 64.

5. To specify 24-hour support, select the **24x7** check box.

6. To specify specific support hours:

   a. Clear the **24x7** check box.

   b. In the **Time zone** field, select the time zone.

   c. In the **Start day** and **Start time** fields, enter the start day and time.

   d. In the **End day** and **End Time** fields, enter the end day and time.

7. Click **Save**.

Create/Edit Engagement dialog, Request SLA tab options

Field	Description
Request type list	Request type for which the SLA is being set up.
Product type-ahead field	Product.
Effective date field	Date when the SLA begins.
Expiry date field	Date when the SLA ends.
Priority list	Priority level for the request.
Response (hours) field	Number of hours within which the support desk must send a response for the request.
Resolution (hours) field	Number of hours within which the support desk must resolve the request.
Escalation (hours) field	Number of hours before the end of the response time (if there is no response) and again before the end of the resolution time (if there is no resolution) at which the request will be escalated. For more information, see "About request SLA escalation" on page 65.
On-site check box	When selected, indicates that on-site support is provided.
License field	License number for the product.
24x7 support check box	When selected, the SLA includes 24-hour support.
Time zone field	Time zone for the support.
Start day field	Day of the week that support begins.
Start time field	Time that support begins each day.
End day field	Day of the week that support ends.
End time field	Time that support ends each day.

About request SLA escalation

You can set up requests to be escalated both when the remaining time for the response to the request and the remaining time for the resolution of the request falls below a specified value. For example, you set the following values:

- Response hours = 8
- Resolution hours = 24
- Escalation hours = 3

If there is no response to the request after five hours (8 – 3) the request is escalated. If the request is still open after 21 hours (24 – 3) then the request is escalated again. Escalated requests are assigned to the support desk manager, and a history entry is recorded.

Editing a request SLA for an engagement

You can edit a request SLA only if all invoiced time for the request has been committed.

In all cases, if there is a specific request SLA for a product that cannot be edited, then all generic request SLAs for the same product that do not specify a request type or priority cannot be edited either.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Request SLA** tab.
3. To edit a value, click the cell and then enter or select a new value.
4. Click **Save**.

Deleting a request SLA for an engagement

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Request SLA** tab.
3. Right-click the request SLA and then click **Delete**.
4. Click **Save**.

Specifying default work locations and work codes for an engagement

You can specify additional work locations and work codes that will be available when resources create projects, tasks or expenses for the engagement. You can also specify the default work location and work code for the engagement.

1. Access the engagement for editing.

   The **Edit Engagement** dialog box appears.

2. Click the **Work locations/work codes** tab.

   The default work location is set on the **Billing information** tab.

3. In the **Select work locations** list, expand the tree view and select the work locations.

4. To change the default work location:

   a. Right-click a work location.

   b. Select **Set as default**.

5. To allow resources to select a different work location when they are entering time for a request, select the **Allow work location override for request time** check box.

6. In the **Select work codes** list, expand the tree view and select the work codes.

7. To change the default work code:

   a. Right-click a work code.

   b. Select **Set as default**.

8. To allow resources to select a different work code when they are entering time for a request, select the **Allow work code override for request time** check box.

9. Click **Save**.

   Tip: To select (or clear) all check boxes, right-click in the **Select work locations** list or the **Select work codes** list and select **Select all** (or **Clear all**).

Index

A

audit tracking
about 10

Auto-Add Schedule Items dialog box options 42

B

billable status
changing 13

billing addresses
about 28

billing offices
changing 13

billing rates
about 28
copying from the billing office 29
deleting 33
editing 32

billing types
about 27

burden rates
about 32

C

contracts
about limiting amounts for invoicing 7

Copy Engagement, Additional information to copy options 16

Create/Edit Engagement dialog, Contract tab options 12

Create/Edit Engagement dialog, Fixed-fee schedule tab options 38

Create/Edit Engagement dialog, Request processing rules tab options 61

Create/Edit Engagement dialog, Revenue tab options 51

Create/Edit Engagement, Approvals tab options 58

Create/Edit Engagement, Billing information tab options 21

Create/Edit Engagement, Billing rates tab options 31

Create/Edit Engagement, General tab options 9

Create/Edit Engagement, Products tab options 47

Create/Edit Engagement, Request SLA tab options 64

currencies
changing 14

E

engagements
about 7
accessing 7, 59
approvals, defining 57
billing addresses, about 28
billing information, entering 21
billing rates from the billing office, copying 29
billing rates, about 28
billing rates, deleting 33
billing rates, editing 32
billing rates, setting up 30
billing types, about 27
changing statuses 12
contract information, defining 11

copying 15
copying date-based information, about 18
copying, about 15
creating 8
default work locations and work codes, specifying 66
deleting 14
editing 14
editing, about 12
fixed-fee schedules, about 37
icons 7
invoice approval, about 57
invoice formats, about 28
locking 13
products, adding 47
products, deleting 50
products, editing 49
request SLAs, specifying 63
revenue recognition, setting up 50
time and expense approval, about 57
troubleshooting 18

F

fixed-fee schedule items
adding 45
auto-adding 41
deleting 46
editing 46
setting up revenue recognition 53

fixed-fee schedules
about 37
auto-adding schedule items 41
automatically adding milestones 55
creating 38
deleting 40
editing 40
editing milestones 56
manually adding milestones 54
setting up revenue recognition 52

I

invoice approval
defining in engagements 57

invoice formats
about 28

M

Milestone options for fixed fee schedules 54

Milestone options for products 54

P

phantom engagements
about 33

products
adding in engagements 47
automatically adding milestones 55
editing milestones 56
manually adding milestones 54
setting up revenue recognition 54

R

request processing rule
editing 62
setting up 60

request processing rules
about 60
deleting 63
deleting, about 62
editing, about 62

request SLA
deleting 65
editing 65

request SLAs 63
about escalation 65

revenue recognition
setting up in engagements 50

revenue recognition methods
for engagements 14

S

split billing
about 33
changing 14
editing for engagements 36
fixed-fee schdule items, editing 45
setting up at fixed fee level 36-37
setting up at product level 36-37
setting up for fixed-fee items 44
setting up on engagements 34

T

time and expense approval
defining in engagements 57

W

work locations and work codes
specifying defaults for engagements 66