



Employee Utilization

Release 2015

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Introduction

Employee Utilization Overview

Employee Utilization provides tracking of actual and budgeted staff utilization information for consulting organizations. Since these companies generate most of their revenues by billing clients on an hourly basis for the work performed by individual employees, it is critical that they be able to track how their employees are spending their time. These firms typically are interested in knowing two things:

- Chargeability of Employees – How much of an employee’s time is spent working on projects that will generate revenue for the company. Time may be broken down between direct (chargeable) and indirect (overhead) activities. The Indirect activities may be further broken down into various overhead activities for tracking purposes.
- Amount of Revenue Generated – How much revenue did each employee generate? This information can be somewhat difficult to determine because:
 - Some projects, such as lump sum or retainer jobs, are not billed based on hours charged. As a result, revenues are rarely directly attributable to specific hours that an employee charged to a project.
 - In some cases, such as cost plus or time and materials (T&M) projects with a maximum fee, fees are related to hours charged unless the maximum fee is exceeded. In this case, it is difficult to determine which hours resulted in the overrun and should therefore not generate revenue. This would require that the system or user specifically identify which transactions caused the overrun. Many times, this is not a realistic proposition.

In order to provide this type of information, the system must be able to classify projects into the categories necessary to provide the utilization information. Employee Utilization accomplishes this by mapping projects into utilization types.

Utilization Periods

Use *Utilization Period Maintenance* (UZ.PER.00) for entering and maintaining utilization periods, which are used when defining employee goals. Since weekly utilization periods do not necessarily break around a fiscal period-ending date as timecard weeks typically do, the Weeks table (PJWEEK) used in Time and Expense for Projects might not be suitable for this purpose. You can create multiple weekly, monthly, or quarterly utilization periods for any time interval, including for future years, by clicking a button.

For more information, see the “Establishing the Utilization Calendar” on page 49 in Appendix A - Technical Details.

Utilization Types

Utilization types establish the kind of work performed on each project. Use *Utilization Type Maintenance* (UZ.TYP.00) for entering and maintaining utilization types, which you will assign to projects in a later step. Time charged to a project can then be associated with a utilization type. The time charges roll up into a reporting table by employee by utilization period by utilization type for reporting purposes.

Typical examples of utilization types are as follows:

- Chargeable time
- Bids and Proposals
- Vacation, holiday, sick, jury, etc.
- Training
- Any other type of direct (billable) or indirect (non-billable) work time

The types of information required about each utilization type are as follows:

- Does the utilization type represent direct time? Direct time is generally any time that can be billable to a client, either on an hourly basis or via some other contractual method such as a lump sum or retainer. It should be a direct revenue-producing activity. This direct time indicator controls how the utilization type appears on inquiries and reports.
- If the utilization type is not direct, should the time be included in available time? Available time consists of time that the employee actually works. Vacation, sick, holiday, and jury duty are examples of time that would usually not be included in available time. Some firms like to view their utilization figures based on available time as opposed to total time because it factors out the variations in utilization caused by employees taking time off with pay. For example, if a holiday falls during a week, the highest utilization an employee can attain while working 40 hours per week would be 80% of total hours (32 direct hours ÷ 40 hours). If you performed the same calculation based on available hours, the employee would have a utilization factor of 100% (32 direct hours ÷ 32 available hours).

You can create multiple direct and indirect types to provide a more granular classification of work being performed. For example, you might create indirect (or overhead) types for non-revenue efforts such as Sales, Marketing, Bid and Proposal, R&D, Time off, etc.

For detailed technical information, see “Assigning Utilization Types to Projects” on page 49 in Appendix A – Technical Details.

Utilization Goals

Use *Employee Goal Maintenance* (UZ.EGM.00) for entering and maintaining utilization goals, which are defined as goal billable hours and revenues by utilization period by employee. Entry and maintenance of direct hours and revenue per utilization period per employee is necessary because goal direct hours and revenues can vary widely between employees and utilization periods based on the nature of the business and seasonal factors.

Actual Utilization Information

Actual utilization information is based on time and labor-related expenses charged to projects by the employee. The Utilization Rollup table (PJUTLROL) summarizes the following by employee by utilization period by utilization type:

- Hours – Only hours for direct utilization types are analyzed, although indirect hours are also presented in some inquiries
- Cost – The amount of direct labor charges for all account categories with transaction class “Labor” and direct expenses for all account categories with transaction class “Expense”
- Revenue – The amount of revenue generated by direct labor for all account categories with transaction class “Revenue”
- Revenue adjustments – The amount of revenue adjustments attributable to direct labor for all account categories with transaction class “Adjustment”

This table is updated in conjunction with postings to the PJTRAN table, much like the project rollup tables. Only labor-related transactions (where employee ID is not blank) cause an insert/update to this table. The transaction class of a transaction’s account category (in PJTRAN.acct) determines whether the labor-related transactions should be treated as Cost, Revenue, or Revenue Adjustments. For revenue, the transaction’s source account category (in PJTRAN.data1) determines whether transactions are labor-related (the transaction class of the account category must be Labor). A flag in *Acct Category Maintenance* (PA.ACC.00) supports this determination.

Note: Since the account category of the transaction must have a transaction class of Labor, Revenue, or Adjustment *and* the source account category must have a transaction class of Labor in order to update Revenue in PJUTLROL, only transactions that have been allocated in full detail can update the table.

Inquiries

Employee Utilization includes several inquiries that provide management with utilization data. *Hours Variance Inquiry* (UZ.HVI.00) presents a comparison of direct and indirect hours worked to budgeted hours. *Revenue Variance Inquiry* (UZ.RVI.00) compares the amount of revenue generated by employees to budgeted revenue. *Project Inquiry* (UZ.UPI.00) displays all direct (billable) projects worked on by the specified employee for the specified period grouped by project. *Detail Inquiry* (UZ.UDI.00) provides a further breakdown of all direct projects worked on for the specified period by the specified employee grouped by source transaction.

Screens

Employee Utilization includes the following screens:

- Employee Goal Maintenance (UZ.EGM.00)
- Utilization Period Maintenance (UZ.PER.00)
- Utilization Type Maintenance (UZ.TYP.00)
- Detail Inquiry (UZ.UDI.00)
- Hours Variance Inquiry (UZ.HVI.00)
- Project Inquiry (UZ.UPI.00)
- Revenue Variance Inquiry (UZ.RVI.00)

Reports

Employee Utilization includes Revenue Variance Report (UZ.010.00).

User Guide Overview

This user guide provides information regarding the set up and use of the Microsoft Dynamics SL Employee Utilization module. Reviewing the user guide can help you make informed decisions regarding the implementation of Employee Utilization in your business.

What is Covered in the User Guide?

The user guide contains topics that help you become better acquainted with the capabilities of the module. Topics are arranged in a logical order that builds on information previously presented in other Microsoft Dynamics SL user guides.

Who Should Use the User Guide?

The user guide is designed for readers who are new to Microsoft Dynamics SL. The guide provides the information necessary for making decisions regarding how to use the Microsoft Dynamics SL Employee Utilization module in order to get the most from your Microsoft Dynamics SL system.

How to Use the User Guide

To assist you in locating information, the user guide contains:

- A “Table of Contents” of logically organized activities and tasks
- A section describing how to set up Employee Utilization
- A “Reference” section that contains a description of each field on all Employee Utilization screens
- An alphabetized “Index” of the information provided in the user guide

Operating Tips

The following section contains some hints and tips for operating efficiently when entering data in Microsoft Dynamics SL screens. For more detailed operating information, see the help or online manual for the Quick Reference Guide or System Manager module.

Using Password Protection

Take full advantage of the security offered by Microsoft Dynamics SL. Assign access rights to initially protect entry into the Employee Utilization module itself. Then, limit the screens users are able to view, and control the functions users can perform to update, insert, and delete information in those screens. With Customization Manager, you can also limit user access to individual fields on each screen.

Concepts: How this module works

This section includes conceptual information that will help you understand how Employee Utilization works.

Module Setup

The “Module Setup” section provides an overview explaining how to adapt Employee Utilization to meet your business needs and practices. Use the following general procedures to set up Employee Utilization. Detailed procedural instructions for each step follow this section.

1. Set up utilization types using *Utilization Type Maintenance* (UZ.TYP.00)

Utilization types establish the kind of work performed on a project. When defining types, each organization must determine the utilization types that are chargeable to clients. Employee Utilization uses the term Direct to mean a direct revenue-producing activity. Direct time is generally any time that is billable to a client, either on an hourly basis or via some other contractual method such as a lump sum or retainer. Indirect time is not billable to clients. Examples of utilization types include Billable Time, Marketing/ Sales, Bids and Proposals, Training, General Admin/ Overhead, Vacation/ Holiday/ Sick/ Jury, etc. You must create at least one direct and one indirect type initially, although you can add more utilization types later. For more information, see “Set up Employee Utilization” on page 11.
2. Activate **Employee Utilization** using *Project Controller Setup* (PA.SET.00)

On the **PC Options and Setup** tab, select **Activate Utilization Process**. The check box determines whether posting processes update the Utilization Rollup table (PJUTLROL) with the appropriate labor-related cost and revenue information. In the same frame, specify **Default Utilization Type** for new projects set up in *Project Maintenance* (PA.PRJ.00). For more information, see “Activate Employee Utilization” on page 13.
3. Specify a utilization type for each project using *Project Maintenance* (PA.PRJ.00)

The project’s utilization type determines whether labor charges that post to the project appear in *Revenue Variance Inquiry* (UZ.RVI.00), *Project Inquiry* (UZ.UPI.00), and *Detail Inquiry* (UZ.UDI.00), as only those hours worked on projects with a direct utilization type appear in these inquiries. Labor charged to projects with an indirect utilization type update PJUTLROL but only appear in *Hours Variance Inquiry* (UZ.HVI.00), even when those charges are marked up using the *Allocation Processor* (PA.PRO.00) or are billed using Flexible Billings. For detailed technical information, see “Specify a utilization type for each project” on page 14 and “Assigning Utilization Types to Projects” in Appendix A – Technical Details.
4. Set up the utilization periods for defining employee goals using *Utilization Period Maintenance* (UZ.PER.00)

Since weekly utilization periods do not necessarily break around a fiscal period-ending date as timecard weeks typically do, the Weeks table (PJWEEK) used in Time and Expense for Projects might not be suitable for this purpose. The function can set up any number of weekly, monthly, or quarterly utilization periods automatically by clicking a button. For more detailed technical information, see “Set up the utilization periods for defining employee goals” on page 15 and “Establishing the Utilization Calendar” on page 49 in Appendix A – Technical Details.
5. Set up fiscal periods using *Fiscal Period Maintenance* (PA.FPM.00) – Optional Step

Note: Fiscal periods may already be set up in Project Management and Accounting. If this is the case, you may disregard this step.
6. Typically, the utilization period of a transaction is determined by the date of the transaction. However, there may be instances where the transaction date is outside the current period. Late timecards, timecard corrections, or revenue adjustments might post to a later period. In these cases, the General Ledger post-to period determines the utilization period. The start and end dates of the posting period are needed when this occurs. Since General Ledger fiscal periods do

not define the start date, fiscal periods must also be defined in Project Management and Accounting. For detailed technical information, see “Set up fiscal periods” on page 16 and “Transaction Posting to the Utilization Rollup Table” on page 50 in Appendix A – Technical Details.

7. Set up utilization goals for each employee using *Employee Goal Maintenance* (UZ.EGM.00)

Entry and maintenance of employees’ targeted direct hours and billable revenue amounts is necessary because productivity goals can vary widely between employees and utilization periods based on the nature of the business and seasonal factors. You can access this screen from the menu or from *Employee and Resource Maintenance* (PA.EMP.00), facilitating the entry of revenue goals for new employees when they are first set up in the system. For more information, see “Set up utilization goals for each employee” on page 17.

8. Specify a transaction class for each account category using *Acct Category Maintenance* (PA.ACC.00)

An account category’s transaction class determines whether charges to the account category can update cost or revenue in the Utilization Rollup table (PJUTLROL).

- If an account category has a transaction class of Labor or Expense, charges to this account category qualify for treatment as labor-related transactions for utilization purposes.
- If an account category has a transaction class of Revenue, transactions that post to this account category *and* that have a source account category of Labor qualify for treatment as revenue for utilization purposes.

Note that, by definition, an account category cannot represent both labor and revenue for utilization purposes. You must define at least one account category with a transaction class of Labor and one with a transaction class of Revenue during this initial setup. A revenue adjustment category is optional but recommended for most sites, especially those that recognize revenue prior to invoicing, common for most Time and Materials (T&M) environments. For detailed technical information, see “Specify a transaction class for each account category” on page 18 and “Linking Utilization Types to Project Transactions” on page 50 in Appendix A – Technical Details.

Note: For more information about installing Employee Utilization at an existing site, see “Installing Employee Utilization at an Existing Site” on page 50 in Appendix A – Technical Details.

Processing Overview

The Utilization Rollup process summarizes data from the Project Transaction table (PJTRAN) into the Utilization Rollup table (PJUTLROL) whenever a labor-related transaction posts to PJTRAN, allowing quick reporting on actual utilization information. This process creates a record by employee, fiscal period, and utilization type that contains all of the hours, costs, and revenues associated with all qualified labor transactions in the PJTRAN table.

The utilization period for all qualified transactions updates field `tr_id26` in the Project Transaction table (PJTRAN). The system uses the transaction date to determine the utilization period.

In order for a transaction to update Cost in PJUTLROL, the account category must have a transaction class of Labor or Expense, and the transaction must contain an employee ID. The labor transaction should also contain units (hours) for the system to update Units in PJUTLROL and for the **Average Rate** calculation in *Project Inquiry* (UZ.UPI.00) and *Detail Inquiry* (UZ.UDI.00). The transaction may originate in any of the following entry screens:

- Any of the time entry screens in Time and Expense for Projects
- *Expense Report Entry* (TM.ENT.00) in Time and Expense for Projects
- *Project Charge Entry* (PA.CHG.00) in Project Controller
- The Payroll screens *Payroll Time and Dollar Entry* (02.020.00) and *Payroll Time Entry* (02.010.00)
- The General Ledger screen *Journal Transactions* (01.010.00)
- The Accounts Payable screens *Voucher and Adjustment Entry* (03.010.00), *Quick Voucher and Pre-Payment Entry* (03.020.00), *Voucher Entry – Distributed Liability* (03.025.00), and *Recurring Voucher Maintenance* (03.260.00)

Note: The transactions must first be approved, released, transferred via *Financial Transaction Transfer* (PA.TRN.00), or paid if entered into Payroll's *Time Entry* (02.010.00).

The update to Revenue in PJUTLROL is more involved. The account category must have a transaction class of Revenue *and* the account category of the source transaction must have a transaction class of Labor. The account category of the source transaction is stored in PJTRAN.data1, which is currently updated only by *Allocation Processor* (PA.PRO.00) and *Project Charge Entry* (PA.CHG.00) using **Source/Cost Category**.

To generate the entries that update Revenue in PJUTLROL using *Allocation Processor* (PA.PRO.00), you must create the allocation method in *Allocation Method Setup* (PA.MET.00) according to the following rules:

- The account category being allocated must have a transaction class of Labor
- The account category of the allocation postings (post-to or offset) must have a transaction class of Revenue
- **Full Detail** must be selected so that all available fields in the source data are written to the new transactions (i.e., no data summarization is performed)
- **Employee Detail** must be selected for the new transactions to include **Employee ID**

For an entry created in *Project Charge Entry* (PA.CHG.00) to update Revenue, the following criteria apply:

- The account category entered into **Acct Cat** must have a transaction class of Revenue
- An employee ID must be entered into **Employee**
- An account category with a transaction class of Labor must be entered into **Source/Cost Category**

Task Guidelines

This section serves as a guide to help you answer common Employee Utilization questions.

How do I ...?

Set up Employee Utilization

- Set up utilization periods – see page 15.
- Specify transaction classes – see page 18.
- Set up utilization goals – see page 17.
- Set up utilization types – see page 12.
- Specify utilization types for each project – see page 14.

Maintain Employee Utilization Information

- Change utilization goals – see page 19.
- Change a utilization period – see page 20.

View Employee Utilization Information

- Compare actual revenue generated against goal revenue – see page 21.
- Compare direct and indirect hours against goal hours – see page 22.
- View an employee's activity for a period by project – see page 23.
- View an employee's projects by source transaction – see page 24.

Setting up Employee Utilization

Set up utilization types

Use *Utilization Type Maintenance* (UZ.TYP.00) to set up utilization codes for the types of work performed by employees. For example, you may wish to set up codes that indicate the employee is charging time to direct activities such as project management, engineering, consulting, or other direct labor charges; or indirect activities such as vacation, sick time, training, etc. Since consulting organizations generate most of their revenues by billing customers on an hourly basis for the work performed by individual employees, it is critical that they be able to track the time their employees spend on various activities. In order to provide this type of information, the system must be able to classify projects into the various activity categories. Employee Utilization accomplishes this by categorizing hours into utilization types, which are stored in the Utilization Type table (PJUTTYPE) and assigned to projects. Time charged to a project can then be associated with a utilization type.

Each organization must determine the utilization types that are chargeable to customers. Employee Utilization uses the term Direct to mean a revenue-producing activity. Direct time is generally any time that is billable to a customer, either on an hourly basis or by some other contractual method, such as a lump sum or retainer. Indirect time is not billable to customers. Utilization period, employee ID, and utilization type form the primary key on the utilization rollup table.

To set up a utilization type:

1. Choose **Utilization Type Maintenance** from the Employee Utilization module menu. *Utilization Type Maintenance* (UZ.TYP.00) displays.

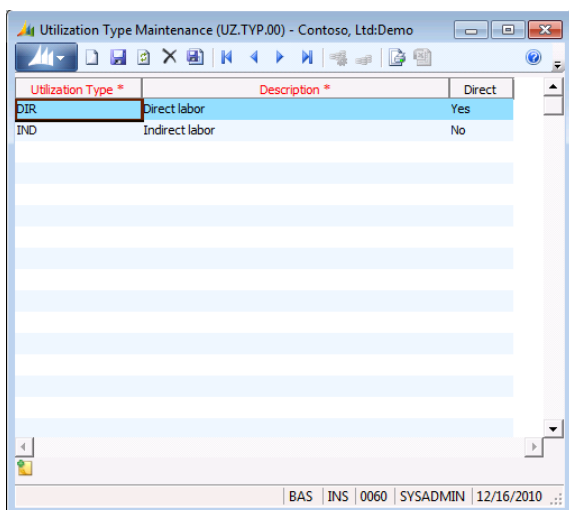


Figure 1. Utilization Type Maintenance (UZ.TYP.00)

2. Type a user-defined code representing the type of work performed by the employee in **Utilization Type**. **Utilization Type** can contain a maximum of four characters.
3. Type a meaningful explanation of the utilization code in **Description**. **Description** can contain a maximum of 30 characters.
4. Select whether hours, cost, and/or revenue associated with this utilization type should be included in direct (revenue-generating) time in **Direct**.
 - Yes indicates the utilization code is treated as chargeable to a client.
 - No indicates the utilization code cannot be included in billable time to a client.
5. Repeat steps 2 through 4 to add additional utilization types. You must create at least one direct and one indirect utilization type initially, although you can add more utilization types later.
6. Click **Save**, followed by **Close**.

Activate Employee Utilization

Employee Utilization does not display any utilization data until selected processes update the Utilization Rollup table (PJUTLROL). After installing Employee Utilization, select **Activate Utilization Process** in *Project Controller Setup* (PA.SET.00) so that postings can update the table (the check box is invisible if the module is not registered). If you do not select this check box, PJUTLROL cannot be updated properly, even if the module is registered. Selecting this check box enables you to specify whether projects are direct or indirect in *Project Maintenance* (PA.PRJ.00).

To activate Employee Utilization:

1. Choose **Project Controller Setup** from the Project Controller module menu and click the **PC Options and Setup** tab.

Project Controller Setup (PA.SET.00), PC Options and Setup tab

2. Select the **Activate Utilization Process** check box.
3. Type or select the **Default Utilization Type**. Use *Utilization Type Maintenance* (UZ.TYP.00) to add additional utilization types to the **Utilization Types List**.
4. Click **Save**, followed by **Close**.

Specify a utilization type for each project

The project's utilization type determines whether labor charges that post to the project appear in *Revenue Variance Inquiry* (UZ.RVI.00), *Project Inquiry* (UZ.UPI.00), and *Detail Inquiry* (UZ.UDI.00), as only those hours worked on projects with a direct utilization type appear in these inquiries. Labor charged to projects with an indirect utilization type update PJUTLROL but only appear in *Hours Variance Inquiry* (UZ.HVI.00), even when those charges are marked up using the *Allocation Processor* (PA.PRO.00) or are billed using Flexible Billings. For detailed technical information, see "Assigning Utilization Types to Projects" on page 49 in Appendix A - Technical Details.

To specify the utilization type for each project:

1. Choose **Project Maintenance** from the Project Controller module menu. *Project Maintenance* (PA.PRJ.00) appears.

The screenshot displays the 'Project Maintenance (PA.PRJ.00) - Contoso, Ltd:Demo' window. The 'Project' tab is active, showing details for Project EV-123003, 'Marketing Consulting'. The form is divided into several sections:

- Project Information:** Project (EV-123003), Description (Marketing Consulting).
- Company & Manager:** Company ID (0060, Contoso, Ltd:Demo), Project Manager (E01237, Scott Culp-Supervsr), Business Manager (E01229, Scott Cooper-Mgr).
- Customer & Salesperson:** Customer (C419, Fabrikam, Inc), Salesperson (BW, Bryan Walton).
- Contract & Billing:** Contract (-), PO Number, Contract Type (FPTM, Fixed Price plus T&M Tasks), Bill Currency Code (CAN, Canadian dollars), Currency Rate Type (SPOT, Spot rate), Fixed Currency Rate (0.000000000).
- Utilization & Budgeting:** Utilization Type (Direct labor), Revenue Recog Type (None), Direct or Revision Budget (Direct Budgeting), Balance (Forward at Year End, checked).
- Allocation & Labor:** Alloc Method 1 (TM, Time & Materials), Alloc Method 2 (FPTM, Fixed Price w/T&M Tasks), Rate Table ID, Labor Account (4050), Labor Rate Table ID.
- GL & Status:** GL Subaccount (EV-000-00-00-00-0, Events Division), Status Flags (AP, AR, GL, PO, LB, IN checked).

 Action buttons include Billing Information..., Project Maximums..., Revenue Recog. Setup..., Addresses..., and Project Amounts... The status bar at the bottom shows 'CAN | INS | 0060 | SYSADMIN | 12/16/2010'.

Figure 2. Project Maintenance (PA.PRJ.00), Project tab

2. Type or select the project number for the project you are specifying a utilization type in **Project**. If the project does not exist, use this screen to add the project to the system.
3. Type or select the utilization type you are associating with this project in **Utilization Type**. Use *Utilization Type Maintenance* (UZ.TYP.00) to add additional utilization types to the **Utilization Types List**.
4. Click **Save**.
5. Repeat steps 2 through 4 until all active projects are associated with the appropriate utilization type.
6. Click **Close**.

Set up the utilization periods for defining employee goals

Because utilization periods do not necessarily begin and end on the same date as timecard periods, the Weeks table (PJWEEK) is not suitable for this purpose. Therefore, *Utilization Period Maintenance* (UZ.PER.00) enables you to set up any number of weekly, monthly, or quarterly periods you can use when defining employee goals. When setting up utilization periods, give some thought to the duration of the period. If you decide to set utilization periods on a quarterly basis, it will be difficult to modify employee utilization goals for any smaller period unit. For more detailed technical information, see “Establishing the Utilization Calendar” on page 49 in Appendix A - Technical Details.

To set up utilization periods:

1. Choose **Utilization Period Maintenance** from the Employee Utilization module menu. *Utilization Period Maintenance* (UZ.PER.00) appears.

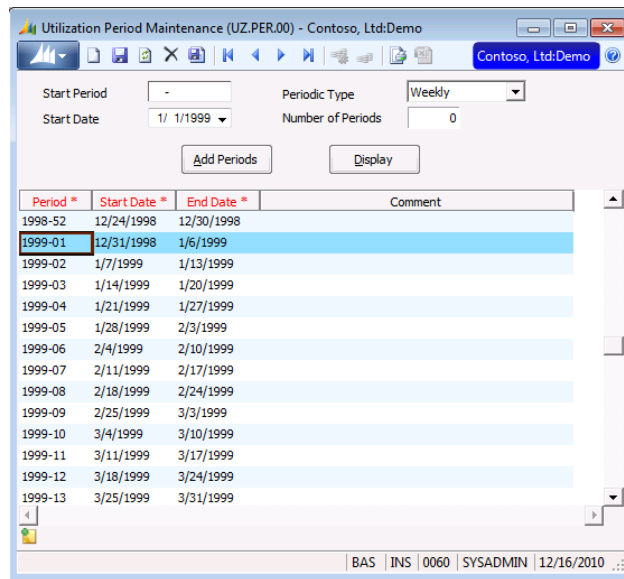


Figure 3. Utilization Period Maintenance (UZ.PER.00)

2. Type the starting utilization period for the year in **Start Period** using the format YYYYNN, where NN is a utilization period number in year YYYY.
3. Type the starting date for the period in **Start Date**.
 - If you are specifying Weekly periodic types, enter the date you want to designate as the first day of the week. For example, entering 01/01/05 indicates that the weekly periods start on Saturdays.
4. Select the interval used in the creation of automatic period setup in **Periodic Type**.
5. Type the number of periods the system should create automatically in **Number of Periods**. For example, if you want the system to create 5 years' worth of automatic periods based on a monthly interval, type 60 in **Number of Periods**.

Note: Set up all utilization periods for a year before you begin entering employee goals for the year. You will not be able to enter employee goals for utilization periods that you might add later.

6. Click **Add Periods**. The system creates utilization periods starting with the period specified in **Start Period**.
7. Type meaningful comments for periods listed in each row's **Comment** column, if desired.
8. Click **Save**, followed by **Close**.

Set up fiscal periods

Typically, the utilization period of a transaction is determined by the date of the transaction. Because the transaction date sometimes occurs outside the current period, late timecards, timecard corrections, or revenue adjustments update a different period from where they belong. In order to assure that the amounts posted to Employee Utilization can be reconciled to the General Ledger, the General Ledger post-to period determines the utilization period. The start and end dates of the posting period are needed when this occurs. Since General Ledger fiscal periods do not define the start date, fiscal periods must also be defined in Project Management and Accounting.

For detailed technical information, see “Transaction Posting to the Utilization Rollup Table” on page 50 in Appendix A - Technical Details.

Note: Fiscal periods may already be set up in Project Management and Accounting. If this is the case, you may disregard this step.

To set up fiscal periods:

1. Choose **Fiscal Period Maintenance** from the Project Controller module menu. *Fiscal Period Maintenance* (PA.FPM.00) appears.

Fiscal Period *	Start Date	End Date	Comment
11-1998	11/1/1998	11/30/1998	Nov 98
12-1998	12/1/1998	12/31/1998	Dec 98
01-1999	1/1/1999	1/31/1999	Jan 99
02-1999	2/1/1999	2/28/1999	Feb 99
03-1999	3/1/1999	3/31/1999	Mar 99
04-1999	4/1/1999	4/30/1999	Apr 99
05-1999	5/1/1999	5/31/1999	May 99
06-1999	6/1/1999	6/30/1999	Jun 99
07-1999	7/1/1999	7/31/1999	Jul 99
08-1999	8/1/1999	8/31/1999	Aug 99
09-1999	9/1/1999	9/30/1999	Sep 99
10-1999	10/1/1999	10/31/1999	Oct 99
11-1999	11/1/1999	11/30/1999	Nov 99
12-1999	12/1/1999	12/31/1999	Dec 99
01-2000	1/1/2000	1/31/2000	Jan 00

Figure 4. Fiscal Period Maintenance (PA.FPM.00)

2. In **Fiscal Period**, type the fiscal period using MMYYYY format.
3. Type the starting date for the fiscal period in **Start Date** and the ending date for the fiscal period in **End Date**.
4. Type a meaningful comment for the fiscal period in **Comment**, if desired.
5. Repeat steps 2 through 5 for the remainder of the fiscal year.
6. Click **Save**, followed by **Close**.

Set up utilization goals for each employee

Use *Employee Goal Maintenance* (UZ.EGM.00) for entering and maintaining utilization goals, which are targeted billable hours and revenue amounts by utilization period by employee. This is necessary because goal billable hours and revenue can vary widely between employees and utilization periods based on the nature of the business and seasonal factors.

To set up utilization goals for an employee:

1. Choose **Employee Goal Maintenance** from the Employee Utilization module menu. *Employee Goal Maintenance* (UZ.EGM.00) appears.

Period	Start Date	End Date	Available Hrs	Goal%	Goal Hours	Goal Bill Rate	Goal Revenue
01	12/31/1998	1/6/1999	40.00	80	32.00	15.00	480.00
02	1/7/1999	1/13/1999	40.00	80	32.00	15.00	480.00
03	1/14/1999	1/20/1999	40.00	80	32.00	15.00	480.00
04	1/21/1999	1/27/1999	40.00	80	32.00	15.00	480.00
05	1/28/1999	2/3/1999	40.00	80	32.00	15.00	480.00
06	2/4/1999	2/10/1999	40.00	80	32.00	15.00	480.00
07	2/11/1999	2/17/1999	40.00	80	32.00	15.00	480.00
08	2/18/1999	2/24/1999	40.00	80	32.00	15.00	480.00
09	2/25/1999	3/3/1999	40.00	80	32.00	15.00	480.00
10	3/4/1999	3/10/1999	40.00	80	32.00	15.00	480.00
11	3/11/1999	3/17/1999	40.00	80	32.00	15.00	480.00
12	3/18/1999	3/24/1999	40.00	80	32.00	15.00	480.00
13	3/25/1999	3/31/1999	40.00	80	32.00	15.00	480.00
14	4/1/1999	4/7/1999	40.00	80	32.00	15.00	480.00

Figure 5. *Employee Goal Maintenance* (UZ.EGM.00)

2. Type or select the employee's ID in **Employee**.
 - Clicking **Edit** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to modify information for an existing employee record.
 - Clicking **Insert** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to add a new employee to the system.
3. Type the year for which you want to enter utilization goals in **Year**.
4. Type the standard number of hours per utilization period the employee is available for work in **Available Hours**. For example, when using a weekly utilization period, you could type 40 in **Available Hours** for regular full-time employees.
5. Type the standard percentage of hours listed in **Available Hours** that you expect the employee to spend on direct (billable) projects in **Goal %**. For example, type 75 in **Goal %** if you expect the employee to spend three-quarters of his or her time on billable projects.

Note: You must enter data into either **Goal %** or **Goal Hours**.
6. Type the standard rate at which you bill the employee's direct hours to your customers in **Goal Bill Rate**.
7. Review the information you have entered on the screen for this employee.

Note: Do not save until you are satisfied with the information you have entered. Once you save the record, you cannot use the default value for the year. You must manually change any values in the grid.
8. Click **Save**, followed by **Close**.

Specify a transaction class for each account category

The transaction class of the account category determines whether charges to the account category can update Cost or Revenue in the Utilization Rollup table (PJUTLROL). If an account category has a transaction class of Labor or Expense, charges to this account category qualify for treatment as labor-related transactions for utilization purposes. If an account category has a transaction class of Revenue, transactions that post to this account category and that have a source account category with a transaction class of Labor qualify for treatment as revenue for utilization purposes.

Note that, by definition, an account category cannot represent both labor and revenue for utilization purposes. In addition, you must define at least one account category with a transaction class of Labor and one with a transaction class of Revenue during this initial setup. A revenue adjustment category is optional but recommended for most sites, especially those that recognize revenue prior to invoicing, common for many time and materials (T&M) environments.

For detailed technical information, see “Linking Utilization Types to Project Transactions” in Appendix A – Technical Details. For further information on the functions and features of *Acct Category Maintenance* (PA.ACC.00), see the Project Controller help or online manual.

To specify a transaction class for an account category:

1. Choose **Acct Category Maintenance** from the Project Controller module menu. *Acct Category Maintenance* (PA.ACC.00) appears.

The screenshot displays the 'Acct Category Maintenance (PA.ACC.00)' window. The 'Master Information' tab is active, showing the following fields and values:

- Acct Category: LABOR
- Description: Direct Labor
- Acct Group: LB Labor
- Acct Type: Expense
- Sort Number: 30
- Status: Active
- Tax Category: EXEMPT (Exempt Items)
- Microsoft Project: (empty)

The 'Acct Category Switches' section contains the following settings:

- Budgeted: Yes
- Budget Template: No
- Account Class: Labor
- Trans Class: Labor
- Schedulable: No

The status bar at the bottom shows: BAS | INS | 0060 | SYSADMIN | 12/16/2010

Figure 6. *Acct Category Maintenance* (PA.ACC.00)

2. Type or select the account category code whose transaction class you are specifying in **Acct Category**.
3. Select the type of transaction class you are associating with this account category in **Trans Class**.
4. Click **Save**.
5. Repeat Steps 2 through 4 until all relevant account categories are associated with a transaction class.
6. Click **Close**.

Maintain Employee Utilization Information

Once the initial setup of Employee Utilization is complete, you may need to change values for utilization goals, periods, and types. This section contains instructions for the following procedures:

- Changing utilization goals
- Changing a utilization period

Changing Utilization Goals

Once the goals for an employee have been set up, you can modify utilization goals individually. Use *Employee Goal Maintenance* (UZ.EGM.00) to modify an employee's utilization goals for a period.

To change an employee's utilization goal:

1. Choose **Employee Goal Maintenance** from the Employee Utilization module menu. *Employee Goal Maintenance* (UZ.EGM.00) appears.

Period	Start Date	End Date	Available Hrs	Goal%	Goal Hours	Goal Bill Rate	Goal Revenue
01	12/31/1998	1/6/1999	40.00	80	32.00	15.00	480.00
02	1/7/1999	1/13/1999	40.00	80	32.00	15.00	480.00
03	1/14/1999	1/20/1999	40.00	80	32.00	15.00	480.00
04	1/21/1999	1/27/1999	40.00	80	32.00	15.00	480.00
05	1/28/1999	2/3/1999	40.00	80	32.00	15.00	480.00
06	2/4/1999	2/10/1999	40.00	80	32.00	15.00	480.00
07	2/11/1999	2/17/1999	40.00	80	32.00	15.00	480.00
08	2/18/1999	2/24/1999	40.00	80	32.00	15.00	480.00
09	2/25/1999	3/3/1999	40.00	80	32.00	15.00	480.00
10	3/4/1999	3/10/1999	40.00	80	32.00	15.00	480.00
11	3/11/1999	3/17/1999	40.00	80	32.00	15.00	480.00
12	3/18/1999	3/24/1999	40.00	80	32.00	15.00	480.00
13	3/25/1999	3/31/1999	40.00	80	32.00	15.00	480.00
14	4/1/1999	4/7/1999	40.00	80	32.00	15.00	480.00

Figure 7. Employee Goal Maintenance (UZ.EGM.00)

2. Type or select the employee's ID in **Employee**.
 - Clicking **Edit** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to modify information for an existing employee record.
 - Clicking **Insert** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to add a new employee to the system.
3. Type the four-digit year in **Year**.
4. Click **Display**. Period information for the employee appears in grid view.
5. Click in the field whose information you want to change and overwrite the data. Notice that the program updates related fields automatically to reflect the change.
6. Click **Save**, followed by **Close**.

Changing a Utilization Period

After you create utilization periods, you can maintain them. Use *Utilization Period Maintenance* (UZ.PER.00) to modify utilization periods. For more detailed technical information, see “Establishing the Utilization Calendar” in Appendix A - Technical Details.

Note: If all utilization periods beyond a certain date require maintenance, as when a company changes its utilization periods from monthly to weekly, delete the periods that will not be used and save before setting up the new periods.

Warning: Do not modify periods that already contain data because changing utilization period dates does not modify the data in the Utilization Rollup (PJUTLROL) table.

To change utilization periods:

1. Choose **Utilization Period Maintenance** from the Employee Utilization module menu. *Utilization Period Maintenance* (UZ.PER.00) appears.

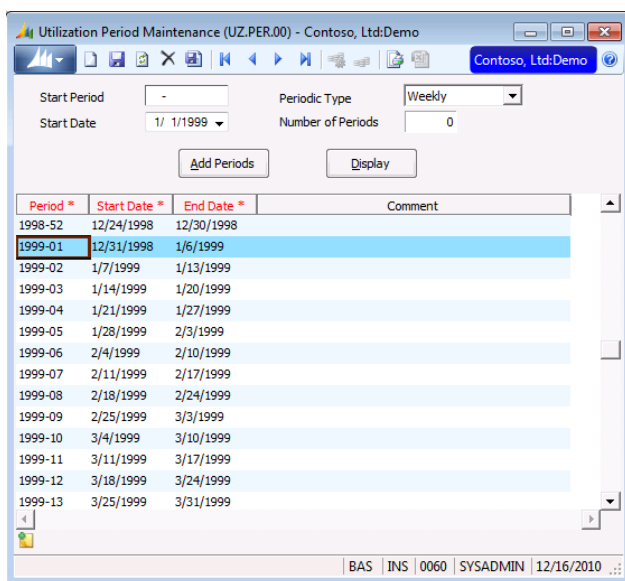


Figure 8. Utilization Period Maintenance (UZ.PER.00)

2. Delete any periods you are planning to change by clicking in the row and clicking **Delete**.
3. Click **Save**.
4. Type the starting utilization period for the year in **Start Period** using YYYYNN format, where NN is a utilization period number in the year YYYY.
5. Type the starting date for the period in **Start Date**.
 - If you are specifying Weekly periodic types, enter the date you want to designate as the first day of the week. For example, entering 01/01/01 indicates that the weekly periods start on Mondays.
6. Select the interval used in the creation of automatic period setup in **Periodic Type**.
7. Type the number of periods the system should create automatically in **Number of Periods**. For example, if you want the system to create 5 years' worth of automatic periods based on a monthly interval, type 60 in **Number of Periods**.
8. Click **Add Periods**. The system creates utilization periods starting with the period specified in **Start Period**.
9. Type meaningful comments for periods listed in each row's **Comment** column, if desired.
10. Click **Save**, followed by **Close**.

View Employee Utilization Information

You can view various types of employee utilization information using Employee Utilization. This section contains procedural instructions for the following tasks:

- Comparing actual revenue generated against goal revenue
- Comparing direct and indirect hours against goal hours
- Viewing an employee's activity by project
- Viewing an employee's projects by transaction

Comparing Actual Revenue to Goal Revenue

Use *Revenue Variance Inquiry* (UZ.RVI.00) to compare the amount of revenue generated by employees to budgeted revenue. You can elect to view data for a single employee or all employees of the company to which you logged on. Beginning and ending utilization periods allow you to view data for any time interval regardless of period or year-end boundaries.

To view actual versus goal revenue results:

1. Choose **Revenue Variance Inquiry** from the Employee Utilization module menu. *Revenue Variance Inquiry* (UZ.RVI.00) appears.

Revenue	0.00	Revenue Variance	-24960.00
Goal Revenue	24960.00	Hours Variance	-1664.00
Hours	0.00	Rate Variance	0.00
Goal Hours	1664.00	Volume Variance	-24960.00
Rate	0.00	Employee ID	E01227
Goal Rate	15.00		

Revenue	0.00	Hours	0.00	Rate	0.00	Revenue Var	-732160.00	Rate Var	0.00
Goal Revenue	732160.00	Goal Hours	16640.00	Goal Rate	44.00	Hours Var	-16640.00	Volume Var	-732160.00

Figure 9. Revenue Variance Inquiry (UZ.RVI.00)

2. Select whether you want to view variance information for a single employee, the employees of a particular supervisor or manager, or all the employees in the login company from the Header Frame option buttons.
3. Select the starting and ending dates you want to view in **From** and **Through**.
4. Click **Display** to retrieve the desired information.

Comparing Direct and Indirect Hours to Goal Hours

Use *Hours Variance Inquiry* (UZ.HVI.00) to compare direct and indirect hours worked to goal hours. Data can be selected for display using criteria as granular as for a single employee or as global as for all employees of the company to which you logged on. Beginning and ending utilization periods allow you to view data for any time interval regardless of period or year-end boundaries.

To view direct and indirect hours versus goal hours:

1. Choose **Hours Variance Inquiry** from the Employee Utilization module menu. *Hours Variance Inquiry* (UZ.HVI.00) appears.


Direct Hours	Direct %	Goal %	Variance %	Indirect Hours	Available Hours	Total Hours Reported
0.00	0	80	-80	0.00	2080.00	0.00

Figure 10. Hours Variance Inquiry (UZ.HVI.00)

2. Select whether you want to view variance information for a single employee, the employees of a particular supervisor or manager, or all the employees in the login company from the Header Frame option buttons.
3. Select the starting and ending dates you want to view in **From** and **Through**.
4. Click **Display** to retrieve the desired information.

Viewing an Employee's Activity by Project

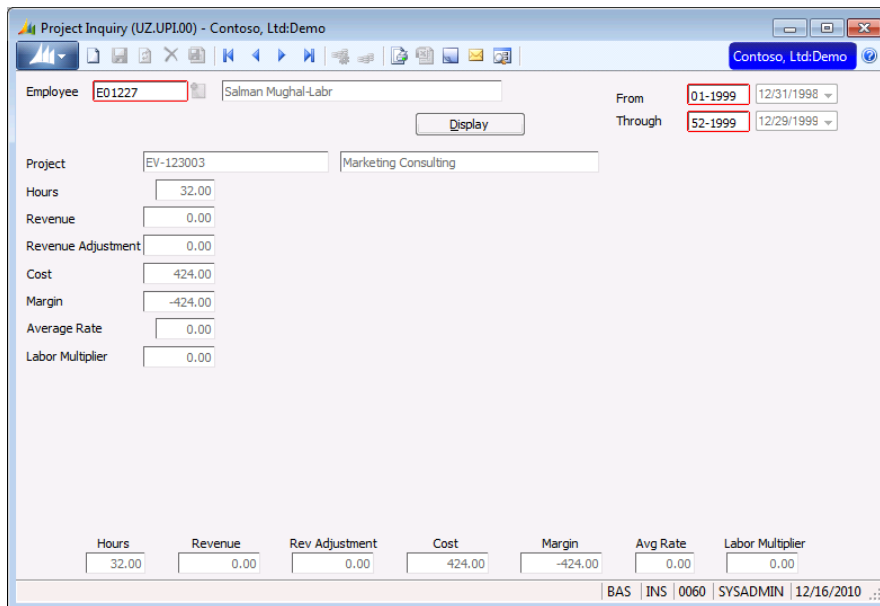
Use *Project Inquiry* (UZ.UPI.00) to display all direct (billable) projects worked on by an employee for the specified period grouped by project. The data comes from the Project Transactions table (PJTRAN) for transactions posted to account categories that have a transaction class of Labor.

If you access *Project Inquiry* (UZ.UPI.00) via the **Drill** button  in *Revenue Variance Inquiry* (UZ.RVI.00), the grid loads the data for the employee ID and utilization period interval selected on that screen.

Note: Clicking the **Drill** button from within this screen opens *Detail Inquiry* (UZ.UDI.00).

To view an employee's activity by project:

1. Choose **Project Inquiry** from the Employee Utilization module menu. *Project Inquiry* (UZ.UPI.00) appears.




Hours	Revenue	Rev Adjustment	Cost	Margin	Avg Rate	Labor Multiplier
32.00	0.00	0.00	424.00	-424.00	0.00	0.00

Figure 11. *Project Inquiry* (UZ.UPI.00)

2. Type or select the employee's ID in **Employee**.
 - Clicking **Edit** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to modify information for an existing employee record.
 - Clicking **Insert** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to add a new employee to the system.
3. Select the starting and ending dates you want to view in **From** and **Through**.
4. Click **Display** to retrieve the desired information.

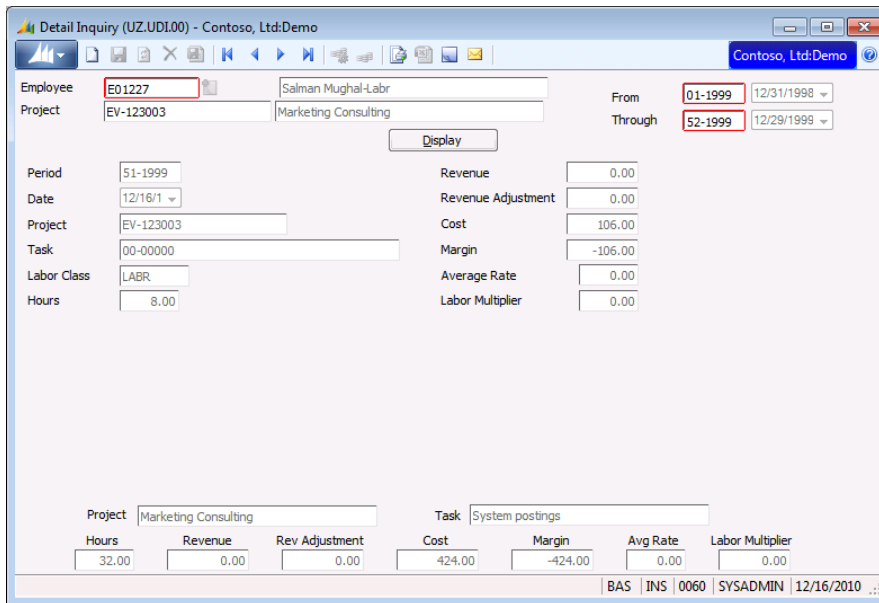
Viewing an Employee's Projects by Transaction

Use *Detail Inquiry* (UZ.UDI.00) to view labor-related cost and revenue transactions by project and employee. The data consists of those qualified transactions from the Project Transaction table (PJTRAN) posted to account categories having certain transaction classes.

If you access *Detail Inquiry* (UZ.UDI.00) via the **Drill** button  in *Project Inquiry* (UZ.UPI.00), the grid loads the data for **Employee ID**, **Project ID**, and utilization period interval selected on *Project Inquiry* (UZ.UPI.00).

To view an employee's projects by transaction:

1. Choose **Detail Inquiry** from the Employee Utilization module menu. *Detail Inquiry* (UZ.UDI.00) appears.



Project	Task	Hours	Revenue	Rev Adjustment	Cost	Margin	Avg Rate	Labor Multiplier
Marketing Consulting	System postings	32.00	0.00	0.00	424.00	-424.00	0.00	0.00

Figure 12. *Detail Inquiry* (UZ.UDI.00)

2. Type the employee's ID in **Employee**.
 - Clicking **Edit** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to modify information for an existing employee record.
 - Clicking **Insert** on the **Employee List** accesses *Employee and Resource Maintenance* (PA.EMP.00), enabling you to add a new employee to the system.
3. Select the starting and ending dates you want to view in **From** and **Through**.
4. Click **Display** to retrieve the desired information.

Reference

This section describes the screens in Employee Utilization. For each screen, a description of every field and button is included. Use the “Reference” section if you have a specific question about an element on a screen or dialog box. If you have a procedural question, consult the “Tasks” section of this manual.

Employee Goal Maintenance (UZ.EGM.00)

Use *Employee Goal Maintenance* (UZ.EGM.00) to enter and maintain employees’ targeted direct hours and billable revenue amounts for the year by utilization period. Entry and maintenance of direct hours and revenue per period per employee is necessary because productivity goals can vary widely between employees and utilization periods based on the nature of the business and seasonal factors. The screen facilitates data entry by setting up default values, which form the basis for the employee’s revenue targets for each period of the year. Once you save the system-generated entries, you can maintain them manually to account for holidays, vacations, etc.

Period	Start Date	End Date	Available Hrs	Goal%	Goal Hours	Goal Bill Rate	Goal Revenue
01	12/31/1998	1/6/1999	40.00	80	32.00	15.00	480.00
02	1/7/1999	1/13/1999	40.00	80	32.00	15.00	480.00
03	1/14/1999	1/20/1999	40.00	80	32.00	15.00	480.00
04	1/21/1999	1/27/1999	40.00	80	32.00	15.00	480.00
05	1/28/1999	2/3/1999	40.00	80	32.00	15.00	480.00
06	2/4/1999	2/10/1999	40.00	80	32.00	15.00	480.00
07	2/11/1999	2/17/1999	40.00	80	32.00	15.00	480.00
08	2/18/1999	2/24/1999	40.00	80	32.00	15.00	480.00
09	2/25/1999	3/3/1999	40.00	80	32.00	15.00	480.00
10	3/4/1999	3/10/1999	40.00	80	32.00	15.00	480.00
11	3/11/1999	3/17/1999	40.00	80	32.00	15.00	480.00
12	3/18/1999	3/24/1999	40.00	80	32.00	15.00	480.00
13	3/25/1999	3/31/1999	40.00	80	32.00	15.00	480.00
14	4/1/1999	4/7/1999	40.00	80	32.00	15.00	480.00

Figure 13. Employee Goal Maintenance (UZ.EGM.00)

Entries created by this function update the Employee Utilization Goal table (PJUTGOAL) for subsequent display in *Hours Variance Inquiry* (UZ.HVI.00) and *Revenue Variance Inquiry* (UZ.RVI.00). The inquiries compare the productivity targets entered into this screen against direct hours worked and billable revenues actually generated. Once set up, the system captures actual hours and revenue amounts automatically when revenue is posted from *Allocation Processor* (PA.PRO.00) or *Project Charge Entry* (PA.CHG.00), and when labor is posted in Time and Expense for Projects, Payroll, Accounts Payable, or General Ledger.

If you have already established the employee’s utilization goals for the year, the grid automatically displays the existing data after you tab from **Year**. If you are establishing goals and you enter Default Values into the header portion of the screen, the program automatically calculates and displays standard goals for each period of the year after you tab from **Goal Bill Rate**. You can then maintain the standard goals for each period to accommodate rate changes, seasonal fluctuations, time off, etc.

Note: You can configure up to ten flexible ID fields to accept information to meet your specific needs. Therefore, additional fields that differ from the fields described in this section may appear on your screen. For more information, see “User-defined Flexible ID fields, Utilization Goal ID Fields” in Appendix A – Technical Details.

Following are the field descriptions for *Employee Goal Maintenance* (UZ.EGM.00).

Employee

Employee is a required field and contains the ID and name of the employee whose utilization goals you are entering or maintaining. The employee ID is validated in the Employee Master table (PJEMPLOY). The employee name appears in the adjacent field.

Year

Year contains the year for which you are establishing the employee's utilization goals. If goals for the year already exist, the grid displays them automatically after tabbing from this field. The default for this required entry is the current year (as defined by the system date) but you can overwrite it if necessary.

Display (button)

Clicking **Display** shows the employee's utilization goals for the selected year.

Default Values Frame

The fields in this frame (**Available Hours**, **Goal %**, **Goal Hours**, and **Goal Bill Rate**) affect only the initial setup of an employee's utilization goals for the year. Once goals for the year have been established and saved, you can no longer use these fields for maintaining existing records. You must maintain saved goals manually. If an employee's goals should be zero for some portion of the year, as when employees begin or terminate their employment with the company during the year, use copy/paste to zero **Available Hours** for those utilization periods for which the employee does not generate revenue. You can also set **Goal %** and **Goal Bill Rate** to zero, although **Goal Hours** and **Goal Revenue** automatically become zero when you set **Available Hours** to zero.

Available Hours

Available Hours contains the standard number of hours per utilization period that the employee is available for work. This entry is required for the function to calculate the remaining values automatically. The system multiplies **Available Hours** by **Goal %** to calculate **Goal Hours**, which it then multiplies by **Goal Bill Rate** to calculate **Goal Revenue**. If this field is blank, you must enter **Goal Hours** manually.

Goal %

Goal % contains the standard percentage of **Available Hours** that the employee should spend on direct (billable) projects. The system multiplies **Goal %** by **Available Hours** to calculate **Goal Hours**. Entry of a percentage is optional. If this field is blank and you enter the number of targeted direct hours into **Goal Hours**, the system automatically calculates **Goal %** as $\text{Goal Hours} \div \text{Available Hours}$.

Goal Hours

The program calculates **Goal Hours** (the number of targeted direct hours for the period) as **Available Hours** x **Goal %**. You can overwrite the calculated value but, if the revised number of goal hours represents a different goal percentage than was entered into **Goal %**, the system recalculates the goal percentage and displays the new **Goal %** rounded to the nearest whole percent. The program multiplies **Goal Hours** by **Goal Bill Rate** to calculate the revenue goal amounts in the grid.

Goal Bill Rate

Goal Bill Rate contains the standard rate at which you expect to bill the employee's direct hours to the customer. After tabbing from this field, the system loads the grid with the employee's revenue generation goals per period for the year by multiplying **Goal Hours** by **Goal Bill Rate**. If this field is blank, you must enter **Goal Revenue** manually.

Period

Period displays utilization periods that already exist for the year in *Utilization Period Maintenance* (UZ.PER.00).

Start Date

Start Date displays the beginning date of the utilization period in read-only mode.

End Date

End Date displays the ending date of the utilization period in read-only mode.

Available Hours

Available Hours displays the number of hours the employee is available (from the Default Values frame) or the number of available hours stored in the Employee Utilization Goal table (PJUTGOAL), depending on whether you are establishing the employee's utilization goals for the year or reviewing or maintaining saved goals. If the displayed number needs to be changed, simply place the cursor in the field and overwrite the current value. The system multiplies **Available Hours** by **Goal %** to calculate **Goal Hours**. If an employee's revenue goal should be zero for some portion of the year, as when employees begin or terminate their employment with the company during the year, use Copy/Paste to zero the **Available Hours** of those utilization periods for which the employee does not generate revenue. You can also set **Goal %** and **Goal Bill Rate** to zero, although **Goal Hours** and **Goal Revenue** automatically become zero when you set **Available Hours** to zero.

Goal %

Goal % displays the percentages from the Default Values frame or the goal percentage stored in the Employee Utilization Goal table (PJUTGOAL), depending on whether you are setting up the employee's utilization goals for the year or reviewing or maintaining existing goals. If the displayed percentage needs to be changed, simply place the cursor in the field and overwrite the current value. The system multiplies **Goal %** by **Available Hours** to calculate **Goal Hours**. Entry of a percentage is optional. If this field is blank and you enter **Goal Hours**, the program calculates the percentage automatically as $\text{Goal Hours} \div \text{Available Hours}$.

Goal Hours

Goal Hours displays the hours from the Default Values frame or the number of goal direct hours stored in the Employee Utilization Goal table (PJUTGOAL), depending on whether you are setting up the employee's utilization goals for the year or reviewing existing goals. If the displayed number needs to be changed, simply place the cursor in the field and overwrite the current value. The system multiplies **Available Hours** by **Goal %** to calculate **Goal Hours**. If **Goal %** is blank and you enter hours in this field, the program calculates the percentage automatically as $\text{Goal Hours} \div \text{Available Hours}$.

Goal Bill Rate

Goal Bill Rate displays the bill rates from the Default Values frame or the billing rate stored in the Employee Utilization Goal table (PJUTGOAL), depending on whether you are setting up the employee's utilization goals for the year or reviewing existing goals. If the displayed rate needs to be changed, place the cursor in **Goal Bill Rate** and overwrite the current value. The system multiplies **Goal Hours** by **Goal Bill Rate** to calculate **Goal Revenue**. Entry of a rate is optional. If this field is blank and you enter **Goal Revenue**, the program automatically calculates the rate as $\text{Goal Revenue} \div \text{Goal Hours}$.

Goal Revenue

Goal Revenue displays the revenue goals calculated from the Default Values frame (**Goal Hours x Goal Bill Rate**) or the amount of goal revenue stored in the Employee Utilization Goal table (PJUTGOAL), depending on whether you are setting up the employee's utilization goals for the year or reviewing existing goals. If the displayed rate needs to be changed, place the cursor in **Goal Revenue** and overwrite the current value. The system multiplies **Goal Hours** by **Goal Bill Rate** to calculate **Goal Revenue**. If **Goal Bill Rate** is blank and you enter the goal revenue amount in this field, the program automatically calculates the rate as **Goal Revenue ÷ Goal Hours**.

Total Available Hours

Total Available Hours contains the sum of the entries in the **Available Hours** column.

Total Goal Hours

Total Goal Hours contains the sum of the entries in the **Goal Hours** column.

Total Revenue

Total Revenue contains the sum of the entries in the **Revenue** column.

Utilization Period Maintenance (UZ.PER.00)

Use *Utilization Period Maintenance* (UZ.PER.00) to set up the valid utilization periods for an organization. Companies often use weekly, monthly, or quarterly utilization periods when defining employee goals. (Since weekly utilization periods do not necessarily break around a fiscal period-ending date as timecard weeks typically do, the Weeks table (PJWEEK) used in Time and Expense for Projects might not be suitable for this purpose.) In addition, the inquiries in Employee Utilization use Utilization Period for data selection.

The function can set up any number of utilization periods automatically using the **Add Periods** button.

Note: Utilization period, employee ID, and utilization type form the primary key on the Utilization Rollup table (PJUTLROL).

The data entered into *Utilization Period Maintenance* (UZ.PER.00) is stored in the Utilization Period table (PJUTPER). If you enter setup criteria in the header fields and click **Add Periods**, the program fills the grid automatically. If periods already exist in the table, they are displayed for maintenance (individual periods can be maintained manually if necessary).

Note: If all utilization periods beyond a certain date require maintenance, as when a company changes its utilization periods from monthly to weekly, delete the periods that will not be used and save before setting up the new periods. The program can automatically create only new utilization periods. It cannot automatically maintain existing periods. After creating utilization periods automatically, run the Rebuild UZ Summary option of *Project Accounting Integrity Check* (PA.BLD.00) to reconstruct utilization data using the new Periodic Type.

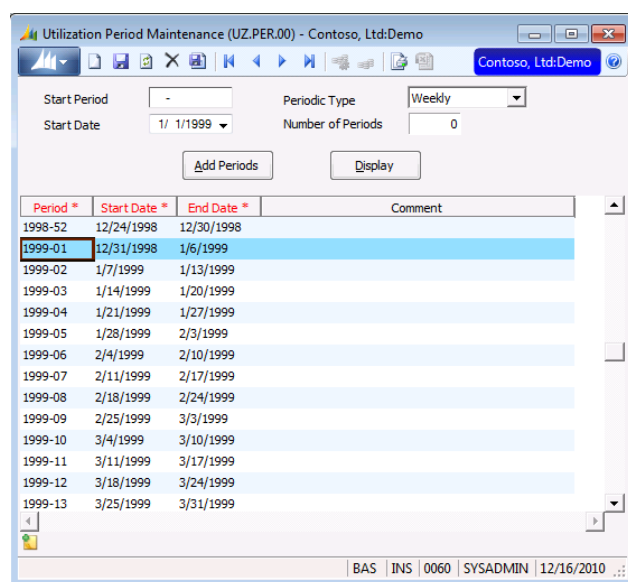


Figure 14. Utilization Period Maintenance (UZ.PER.00)

Warning: Do not modify periods that already contain data because changing utilization period dates does not modify the data in the Utilization Rollup table (PJUTLROL).

For more detailed technical information, see “Establishing the Utilization Calendar” in Appendix A - Technical Details.

Following are the field descriptions for *Utilization Period Maintenance* (UZ.PER.00).

Start Period

Start Period contains the starting utilization period number in the format YYYYNN, where NN is a utilization period in year YYYY. Utilization periods for a year often begin with 01 (for example, 200001,

which appears on screens as 2000-01). If you want the system to generate utilization periods automatically, a value in **Start Period** is required.

If you try to add a utilization period number that already exists in the Utilization Period table (PJUTPER), System Message 10 (Item exists, please re-enter) appears.

If **Start Period** is blank, the program cannot create utilization periods automatically.

Start Date

Start Date contains the starting date for utilization period setup. When setting up weekly utilization periods, this date must correspond to the day of the week when all periods will begin. For example, to set up all the weekly (Sun-Sat) periods for 2000, **Start Date** would be 1/2/00.

Periodic Type

Periodic Type contains the interval at which you want the program to create utilization periods automatically. Valid selections are Weekly, Monthly, and Quarterly.

Number of Periods

Number of Periods contains the number of periods that the program will create. The system supports establishing utilization periods for future years. For example, if you select **Quarterly Periodic Type**, enter 20 in **Number of Periods**, and click **Add Periods**, the program will create utilization periods for the next 5 years.

Note: Set up all utilization periods for a year before you begin entering employee goals for the year. You will not be able to enter employee goals for utilization periods that you might add later.

Add Periods (button)

Clicking **Add Periods** allows the system to create utilization periods beginning with the period number specified in **Start Period**. The first period created begins on the date specified in **Start Date**. The program creates subsequent periods at the interval specified in **Periodic Type**. The system creates the number of periods specified in **Number of Periods**. You can maintain all system-created utilization periods manually.

Display (button)

Clicking **Display** loads the grid with data from the Utilization Period table (PJUTPER).

Period

Period is the user- or system-assigned utilization period number. If entering periods manually, input this required entry using the format YYYYMM. The data appears on the screen as YYYY-MM. The inquiries in Employee Utilization use Utilization Period for data selection.

Start Date

Start Date contains the starting date of the utilization period. Records in the Project Transaction table (PJTRAN) that have a transaction date between **Start Date** and **End Date** are eligible to post to this utilization period. For exceptions to this rule, see "Module Setup" on page 7.

End Date

End Date contains the ending date of the utilization period. Records in the Project Transaction table (PJTRAN) that have a transaction date between **Start Date** and **End Date** are eligible to post to this utilization period. For exceptions to this rule, see "Set up Employee Utilization" on page 11.

Comment

Comment contains an optional user-defined explanation or description for the utilization period.

Utilization Type Maintenance (UZ.TYP.00)

Use *Utilization Type Maintenance* (UZ.TYP.00) to set up the valid utilization types for an organization. Examples of utilization types include Billable Time, Marketing/Sales, Bids and Proposals, Training, General Admin/Overhead, Vacation/Holiday/Sick/Jury, etc. Since consulting organizations generate most of their revenues by billing clients on an hourly basis for the work performed by individual employees, it is critical that they be able to track the time their employees spend on various activities. In order to provide this type of information, the system must be able to classify projects into the various activity categories. Employee Utilization accomplishes this by categorizing hours into utilization types, which are stored in the Utilization Type table (PJUTTYPE) and assigned to projects. Time charged to a project can then be associated with a utilization type.

Each organization must determine the utilization types that are chargeable to clients. Employee Utilization uses the term Direct to mean a revenue-producing activity. Direct time generally any time that is billable to a client, either on an hourly basis or via some other contractual method such as a lump sum or retainer. Indirect time is not billable to clients.

Note: Utilization period, employee ID, and utilization type form the primary key on the utilization rollup table.

Utilization Type *	Description *	Direct
DIR	Direct labor	Yes
IND	Indirect labor	No

Figure 15. Utilization Type Maintenance (UZ.TYP.00)

Note: You can configure up to ten flexible ID fields to store information to meet your specific needs. Therefore, additional fields that differ from the fields described in this section may appear on your screen. For more information, see “User-Defined Flexible ID fields, Utilization Type ID Fields” in Appendix A – Technical Details

Following are the field descriptions for *Utilization Type Maintenance* (UZ.TYP.00).

Utilization Type

Utilization Type contains a user-defined code of up to four characters. You assign a utilization type to each project using *Project Maintenance* (PA.PRJ.00).

Description


Description contains a user-defined explanation of the utilization type code.

Direct

Direct specifies that the information associated with the utilization type is billable. Both direct and indirect hours appear on *Hours Variance Inquiry* (UZ.HVI.00).

- Yes indicates that the hours, cost, and revenue that are associated with this utilization type should be treated as direct (client-chargeable) time.
- No indicates that the hours spent on this utilization type are not billable to clients.

Detail Inquiry (UZ.UDI.00)

Use *Detail Inquiry* (UZ.UDI.00) to view labor-related cost and revenue transactions by project and employee. The data consists of those qualified transactions from the Project Transaction table (PJTRAN) posted to account categories having certain transaction classes. When accessed from *Project Inquiry* (UZ.UPI.00) via the **Drill** button , the grid loads the data for **Employee ID**, **Project ID**, and utilization period interval selected on the previous screen.

Note: You can view indirect project data in this screen only by using the **Drill** button in *Hours Variance Inquiry* (UZ.HVI.00).

Figure 16. *Detail Inquiry* (UZ.UDI.00)

Following are the field descriptions for *Detail Inquiry* (UZ.UDI.00).

Employee

Employee contains the employee ID of the employee whose data you want to view. This entry is validated in the Employee Master table (PJEMPLOY). The employee name appears in the adjacent field.

Project

Project contains the ID of the direct project whose data you want to view. This entry is validated in the Project Master table (PJPROJ). The project description appears in the adjacent field.

From / Through Utilization Periods

From / Through Utilization Periods contain the starting and ending utilization periods for the data you want to view. You create utilization periods in *Utilization Period Maintenance* (UZ.PER.00). They are stored in the Utilization Periods table (PJUTPER).

Display (button)

Clicking **Display** loads the grid with the requested information.

Period

Period displays utilization periods assigned to the line items. You create utilization periods in *Utilization Period Maintenance* (UZ.PER.00). They are stored in the Utilization Periods table (PJUTPER).

Date

Date displays the transaction date of the line item.

Project

Project contains the ID of the project whose data you want to view.

Task

Task contains the ID of the task whose data you want to view. A task is a breakdown of activities for a project.

Labor Class

Labor Class contains the ID of the labor class of the employee for the displayed data. **Labor Class** serves as a breakdown of the types of work performed.

Hours

Hours contains the number of hours (units) posted to the Project Transaction table (PJTRAN) for all account categories having a transaction class of Labor for the specified employee, project, and utilization periods.

Revenue

Revenue contains the amount of revenue posted to the Project Transaction table (PJTRAN) for all account categories with a transaction class of Revenue for the specified employee, project, and utilization periods.

Revenue Adjustment

Revenue Adjustment contains the amount of revenue adjustments posted to the Project Transaction table (PJTRAN) for all account categories with a transaction class of Adjustment for the specified employee, project, and utilization period.

Cost

Cost contains the amount of labor-related charges posted to the Project Transaction table (PJTRAN) for all account categories with a transaction class of Labor or Expense for the specified employee, project, and utilization periods.

Margin

Margin contains the results of the calculation **Revenue + Revenue Adjustment - Cost**.

Average Rate

Average Rate contains the results of the calculation **(Revenue + Revenue Adjustment) ÷ Hours**.

Labor Multiplier

Labor Multiplier contains the results of the calculation **(Revenue + Revenue Adjustment) ÷ Cost**.

Project

Project contains the description of the project in the currently selected row of data.

Task

Task contains the description of the task in the selected row.

Hours

Hours contains the sum of the entries in the **Hours** column.

Revenue

Revenue contains the sum of the entries in the **Revenue** column.

Rev Adjustment

Rev Adjustment contains the sum of the entries in the **Rev Adjustment** column.

Cost

Cost contains the sum of the entries in the **Cost** column.

Margin

Margin contains the results of the calculation **Rev + Rev Adjustment - Cost**.

Avg Rate

Avg Rate contains the results of the calculation $(\text{Revenue} + \text{Rev Adjustment}) \div \text{Hours}$.

Labor Multiplier


Labor Multiplier contains the results of the calculation $(\text{Revenue} + \text{Rev Adjustment}) \div \text{Cost}$.

Hours Variance Inquiry (UZ.HVI.00)

Use *Hours Variance Inquiry* (UZ.HVI.00) to compare direct and indirect hours worked to goal hours. You can select data for display using criteria as granular as for a single employee or as global as for all employees of the company to which you logged on. Beginning and ending utilization periods allow you to view data for any time interval regardless of fiscal period-end or year-end. The program facilitates analysis of employee productivity by displaying the **Variance %** as the **Direct % (Direct Hours ÷ Available Hours)** minus the **Goal %** entered in *Employee Goal Maintenance* (UZ.EGM.00). The number of indirect hours worked also appears.

Figure 17. Hours Variance Inquiry (UZ.HVI.00)

The data comes from the Employee Utilization Goal table (PJUTGOAL), which stores data from *Employee Goal Maintenance* (UZ.EGM.00), and from the Utilization Rollup table (PJUTLROL), which stores data from *Allocation Processor* (PA.PRO.00) and *Project Charge Entry* (PA.CHG.00). Original data sources include *Voucher and Adjustment Entry* (03.010.00), *Journal Transactions* (01.010.00), *Invoice & Adjustment Posting* (BI.REG.00), *Timecard Entry* (TM.TCE.00), and the other labor capture screens in Time and Expense for Projects.

The **Drill** button  provides drill-down to *Project Inquiry* (UZ.UPI.00) for viewing a breakdown of data for an employee by project. If you select a cell in the **Indirect Hrs** column, the program displays indirect projects where the employee charged time. If you select a cell in any other column and then click the **Drill** button, the program displays direct projects where the employee charged time. You can view direct project detail in *Project Inquiry* (UZ.UPI.00) and *Detail Inquiry* (UZ.UDI.00) without using the drill-down, but you can see the breakdown of data for indirect projects only by using the **Drill** button.

Following are the field descriptions for *Hours Variance Inquiry* (UZ.HVI.00).

“Select by” option buttons

Select the scope of the data you want to view. You can select data for a single employee, the employees of a particular supervisor or manager, employees belonging to an organizational entity within the company (subaccount), a user-defined employee type, or all employees of the company to which you logged on. The default setting is selection by employee.

Depending on the option button you select, the screen prompts you to enter one of the following values.

- The employee ID whose data you want to view
- The ID of the supervisor of the employees you want to view

- The ID of the manager of the employees you want to view
- The home subaccount of the employees you want to view
- The employee type of the employees you want to view.

Note: You can change the captions for **Supervisor** and **Manager** in *Project Controller Setup* (PA.SET.00). To override the Supervisor caption in various screens and reports, enter the custom caption in **Employee Manager1**. To override the Manager caption in screens and reports, enter the custom caption in **Employee Manager2**. For example, you could change the Supervisor caption to **Lead**.

If the entered key value is password-protected, enter the password at the prompt and click **OK**. Employee IDs, subaccounts, and company IDs can be password-protected using Project Controller's *Password Maintenance* (PA.PWD.00).

The following option buttons are available.

- **Employee** – If selecting data for a specific employee, enter the employee ID. The employee name appears in the adjacent field.
- **Supervisor** – If selecting records by **Supervisor**, enter the employee ID designated as the supervisor of the employees whose data you want to view. You maintain the Supervisor designation in *Employee and Resource Maintenance* (PA.EMP.00) and store it in the Employee Master table (PJEMPLOY.manager1). The supervisor's name appears in the adjacent field.
- **Manager** – If selecting records by **Manager**, enter the employee ID designated as the manager of the employees whose data you want to view. You maintain this designation in *Employee and Resource Maintenance* (PA.EMP.00) and store it in the Employee Master table (PJEMPLOY.manager2). The manager's name appears in the adjacent field.
- **Subaccount** – If selecting records by **Subaccount**, enter the home subaccount of the employees whose data you want to view. The program compares the selected value to the employees' home subaccount, which is stored in the Employee Master table (PJEMPLOY), not the subaccounts recorded in individual transactions.

This selection field allows a partial value to be input. Selection occurs based on the partial value, which is read from left to right. For example, if you enter CO, the program selects all employees whose home subaccount begins with CO. Since the subaccount usually represents a financial organization, entry into **Subaccount** provides the ability to select information for a group of employees, such as those in division CO. Selection cannot occur on middle or end of field values. If you enter a valid subaccount, it is validated in the SUBACCT table. If you enter a partial value, subaccount validation cannot occur.
- **Employee Type** – If selecting records by **Employee Type**, enter the code for the employee type that you want to view. You define employee types in *Code File Maintenance* (PA.CFM.00) using code type EMPT and assign them to employees in *Employee and Resource Maintenance* (PA.EMP.00). The description of the employee type appears in the adjacent field.

From / Through Utilization Periods

From / Through Utilization Periods contain the starting and ending utilization periods for the data you want to view. You create utilization periods in *Utilization Period Maintenance* (UZ.PER.00) and store them in the Utilization Periods table (PJUTPER).

Display (button)

Clicking **Display** loads the grid with the requested information.

Employee Name

Employee Name contains the name of the employee whose data you want to view.

Direct Hours

Direct Hours contains the number of hours worked for all utilization types designated as Direct in Utilization Type Maintenance (UZ.TYP.00) for the specified employee(s) and utilization periods. This data is stored in the Utilization Rollup table (PJUTLROL).

Direct %

Direct % contains the results of the calculation **Direct Hours** ÷ **Available Hours** for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Goal %

Goal % contains the expected percentage for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Variance %

Variance % contains the results of the calculation **Direct % - Goal %**.

Indirect Hours

Indirect Hours contains the number of hours worked for all utilization types designated as Indirect in Utilization Type Maintenance (UZ.TYP.00) for the specified employee(s) and utilization periods. This data is stored in the Utilization Rollup table (PJUTLROL).

Available Hours

Available Hours contains the number of available hours for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Total Hours Reported

Total Hours Reported contains the results of the calculation **Direct Hours** + **Indirect Hours** for the specified employee(s) and utilization periods. This data is stored in the Utilization Rollup table (PJUTLROL).

Employee ID

Employee ID contains the identifier code for the employee associated with the row currently selected of data.

Direct Hours

Direct Hours contains the sum of the hours in the **Direct Hours** column.

Direct %

Direct % contains the sum of **Direct Hours** ÷ the sum of **Available Hours**.

Goal %

Goal % contains the average of the entries in the **Goal %** column.

Variance %

Variance % contains the results of the calculation **Direct % - Goal %**.

Indirect Hours

Indirect Hours contains the sum of the hours in the **Indirect Hours** column.


Available Hours

Available Hours contains the sum of the hours in the **Available Hours** column.

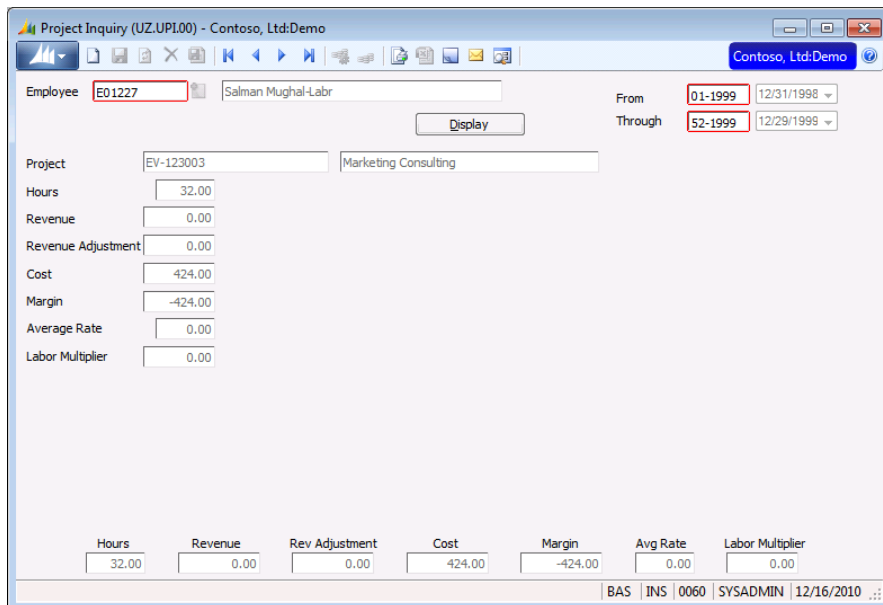
Total Hours Reported

Total Hours Reported contains the sum of the hours in the **Total Hours Reported** column.

Project Inquiry (UZ.UPI.00)

Project Inquiry (UZ.UPI.00) displays all direct projects worked on by an employee for the specified period grouped by project. The data comes from the Project Transactions table (PJTRAN) for transactions posted to account categories that have a transaction class of Labor. When accessed from *Revenue Variance Inquiry* (UZ.RVI.00) via the **Drill** button , the grid loads the data for the employee ID and utilization period interval selected on that screen. Clicking the **Drill** button opens *Detail Inquiry* (UZ.UDI.00).

Note: You can view indirect project data in this screen only by using the **Drill** button in *Hours Variance Inquiry* (UZ.HVI.00).



Hours	Revenue	Rev Adjustment	Cost	Margin	Avg Rate	Labor Multiplier
32.00	0.00	0.00	424.00	-424.00	0.00	0.00

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Figure 18. *Project Inquiry* (UZ.UPI.00)

Following are the field descriptions for *Project Inquiry* (UZ.UPI.00).

Employee

Employee contains the Employee ID for the employee whose data you want to view. This entry is validated in the Employee Master table (PJEMPLOY). The employee name appears in the adjacent field.

From / Through Utilization Periods

From / Through Utilization Periods contain the starting and ending utilization periods for the data you want to view. You create utilization periods in *Utilization Period Maintenance* (UZ.PER.00) and store them in the Utilization Periods table (PJUTPER).

Display (button)

Clicking **Display** loads the grid with the requested information.

Project

Project contains the ID of the project whose data you want to view.

Description

Description contains the project name.

Hours

Hours contains the number of hours (units) posted to the Project Transaction table (PJTRAN) for all account categories having a transaction class of Labor for the specified employee and utilization periods.

Revenue

Revenue contains the amount of revenue posted to the Project Transaction table (PJTRAN) for all account categories having a transaction class of Revenue for the specified employee and utilization periods.

Revenue Adjustment

Revenue Adjustment contains the amount of revenue adjustments posted to the Project Transaction table (PJTRAN) for all account categories having a transaction class of Adjustment for the specified employee and utilization periods.

Cost

Cost contains the amount of labor-related charges posted to the Project Transaction table (PJTRAN) for all account categories having a transaction class of Labor or Expense for the specified employee and utilization periods.

Margin

Margin contains the results of the calculation **Revenue + Revenue Adjustment - Cost**.

Average Rate

Average Rate contains the results of the calculation $(\text{Revenue} + \text{Revenue Adjustment}) \div \text{Hours}$.

Labor Multiplier

Labor Multiplier contains the results of the calculation $(\text{Revenue} + \text{Revenue Adjustment}) \div \text{Cost}$.

Hours

Hours contains the sum of the entries in the **Hours** column.

Revenue

Revenue contains the sum of the entries in the **Revenue** column.

Rev Adjustment

Rev Adjustment contains the sum of the entries in the **Revenue Adjustment** column.

Cost

Cost contains the sum of the entries in the **Cost** column.

Margin

Margin contains the results of the calculation **Rev + Revenue Adjustment - Cost**.

Avg Rate

Avg Rate contains the results of the calculation $(\text{Rev} + \text{Revenue Adjustment}) \div \text{Hours}$.

Labor Multiplier


Labor Multiplier contains the results of the calculation $(\text{Revenue} + \text{Rev Adjustment}) \div \text{Cost}$.

Revenue Variance Inquiry (UZ.RVI.00)

Use *Revenue Variance Inquiry* (UZ.RVI.00) to compare the amount of revenue generated by employees to goal revenue. You can select data for display using criteria as granular as for a single employee or as global as for all employees of the company to which you logged on. Beginning and ending utilization periods allow you to view data for any time interval regardless of fiscal period-end or year-end. The program facilitates analysis of employee productivity by displaying **Revenue Variance** as **Revenue** generated less **Goal Revenue** entered into *Employee Goal Maintenance* (UZ.EGM.00). **Hours Variance** also appears on this screen.

Figure 19. Revenue Variance Inquiry (UZ.RVI.00)

The data comes from the Employee Utilization Goal table (PJUTGOAL), which stores data from *Employee Goal Maintenance* (UZ.EGM.00), and from the Utilization Rollup table (PJUTLROL), which stores data from *Allocation Processor* (PA.PRO.00) and *Project Charge Entry* (PA.CHG.00). Original data sources include *Voucher and Adjustment Entry* (03.010.00), *Journal Transactions* (01.010.00), *Invoice & Adjustment Posting* (BI.REG.00), *Timecard Entry* (TM.TCE.00), and other time entry screens.

The **Drill** button  provides drill-down to *Project Inquiry* (UZ.UPI.00), enabling you to view a breakdown of data for an employee by project.

Following are the field descriptions for *Revenue Variance Inquiry* (UZ.RVI.00).

“Select by” option buttons

Select the scope of the data you want to view. You can select data for a single employee, the employees of a particular supervisor or manager, employees belonging to an organizational entity within the company (subaccount), a user-defined employee type, or all employees of the company to which you logged on. The default setting is selection by employee.

Depending on the option button you select, the screen prompts you to enter one of the following values.

- The employee ID whose data you want to view
- The ID of the supervisor of the employees you want to view
- The ID of the manager of the employees you want to view
- The home subaccount of the employees you want to view
- The employee type of the employees you want to view.

Note: You can change the captions for **Supervisor** and **Manager** in *Project Controller Setup* (PA.SET.00). To override the Supervisor caption in various screens and reports, enter the custom caption in the **Employee Manager1** field of the Flexible Manager Captions frame. To override the Manager caption in screens and reports, enter the custom caption in the **Employee Manager2** field. For example, you could change the Supervisor caption to **Lead**.

The following option buttons are available:

- **Employee** – If selecting data for a specific employee, enter the employee ID. The employee name appears in the adjacent field.
- **Supervisor** – If selecting records by **Supervisor**, enter the employee ID designated as the supervisor of the employees whose data you want to view. You maintain the Supervisor designation in *Employee and Resource Maintenance* (PA.EMP.00) and store it in the Employee Master table (PJEMPLOY.manager1). The supervisor's name appears in the adjacent field.

Note: You can change the caption of this field in *Project Controller Setup* (PA.SET.00). To override the Supervisor caption in various screens and reports, enter the custom caption in **Employee Manager1**.

- **Manager** – If selecting records by **Manager**, enter the employee ID designated as the manager of the employees whose data you want to view. You maintain this designation in *Employee and Resource Maintenance* (PA.EMP.00) and store it in the Employee Master table (PJEMPLOY.manager2). The manager's name appears in the adjacent field.

Note: You can change the caption of this field in *Project Controller Setup* (PA.SET.00). To override the Manager caption in various screens and reports, enter the custom caption in **Employee Manager2**.

- **Subaccount** – If selecting records by **Subaccount**, enter the home subaccount of the employees whose data you want to view. The program compares the selected value to the employees' home subaccount, which is stored in the Employee Master table (PJEMPLOY), not the subaccounts recorded in individual transactions.

This selection field allows a partial value to be input. Selection occurs based on the partial value, which is read from left to right. For example, if you enter CO, the program selects all employees whose home subaccount begins with CO. Since the subaccount usually represents a financial organization, entry into **Subaccount** provides the ability to select information for a group of employees, such as those in division CO. Selection cannot occur on middle or end of field values. If you enter a valid subaccount, it is validated in the SUBACCT table. If you enter a partial value, subaccount validation cannot occur.

- **Employee Type** – If selecting records by **Employee Type**, enter the code for the employee type that you want to view. You define employee types in *Code File Maintenance* (PA.CFM.00) using code type EMPT and assign them to employees in *Employee and Resource Maintenance* (PA.EMP.00). The description of the employee type appears in the adjacent field.

From / Through Utilization Periods

From / Through Utilization Periods contain the starting and ending utilization periods for the data you want to view. You create utilization periods in *Utilization Period Maintenance* (UZ.PER.00) and store them in the Utilization Periods table (PJUTPER).

Display (button)

Clicking **Display** loads the grid with the requested information.

Employee Name

Employee Name contains the name of the employee whose data you want to view.

Revenue

Revenue contains the amount of actual revenue generated for the specified employee in the selected utilization period. This data is stored in the Utilization Rollup table (PJUTLROL).

Goal Revenue

Goal Revenue contains the goal revenue for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Hours

Hours contains the number of hours worked for all utilization types designated as Direct in Utilization Type Maintenance (UZ.TYP.00) for the specified employee(s) and utilization periods. This data is stored in the Utilization Rollup table (PJUTLROL).

Goal Hours

Goal Hours contains the number of goal hours for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Rate

Rate contains the results of the calculation **Revenue** ÷ **Hours**.

Goal Rate

Goal Rate contains the targeted billing rate for the specified employee(s) and utilization periods. This data is stored in the Employee Utilization Goal table (PJUTGOAL).

Revenue Variance

Revenue Variance contains the results of the calculation **Revenue** - **Goal Revenue**.

Hours Variance

Hours Variance contains the results of the calculation **Hours** - **Goal Hours**.

Rate Variance

Rate Variance contains the results of the calculation **Revenue Variance** - **Volume Variance**.

Volume Variance

Volume Variance contains the results of the calculation **Hours Variance** x **Goal Rate**.

Employee ID

Employee ID contains the ID of the employee whose data you want to view.

Revenue

Revenue contains the sum of the entries in the **Revenue** column.

Goal Revenue

Goal Revenue contains the sum of the entries in the **Goal Revenue** column.

Hours

Hours contains the sum of the entries in the **Hours** column.

Goal Hours

Goal Hours contains the sum of the entries in the **Goal Hours** column.

Rate

Rate contains the results of the calculation $\text{Revenue} \div \text{Hours}$.

Goal Rate

Goal Rate contains the results of the calculation $\text{Goal Revenue} \div \text{Goal Hours}$.

Revenue Var

Revenue Var contains the results of the calculation $\text{Revenue} - \text{Goal Revenue}$.

Hours Var

Hours Var contains the results of the calculation $\text{Hours} - \text{Goal Hours}$.

Rate Var

Rate Var contains the results of the calculation $\text{Revenue Var} - \text{Volume Var}$.

Volume Var

Volume Var contains the results of the calculation $\text{Hours Var} \times \text{Goal Rate}$.

Reports

This section contains information about the following report:

- Revenue Variance Report (UZ.010.00)

Revenue Variance Report (UZ.010.00)

The *Revenue Variance Report* (UZ.010.00) reports actual hours, revenue adjustments, and gross/net rates against goal hours, rates, and revenue by employee. The difference between these two metrics appears in the variance columns by hours, volume, and bill rates.

Date: Friday, December 22, 2000		Hi-Tech Headquarters						Page: 1 of 1			
Time: 10:00:06AM		Revenue Variance Report						Report: UZ010.rpt			
User: SYSDADMIN		Selected Period: 12/17/00 - 12/23/00						Company: 0060			
		Actual				Goal			Variance		
Employee Name & Number	Hours	Revenue	Adjustments	Gross	NetRate	Hours	Rate	Revenue	Hours	Volume	Bill
Total											
Burgess - Labr, Richard C. - E01185											
Selected Period	0	0.00	0.00	0.00	0.00	10	38.00	380.00	-10	-380	0.00
-380											
Year-To-Date	38	1,493.29	-1,258.71	39.30	6.17	250	38.00	9,500.00	-212	-8,056	-1,209.42
-9,265											
Decker, Howard O. - E01240											
Selected Period	0	0.00	0.00	0.00	0.00	32	125.00	4,000.00	-32	-4,000	0.00
-4,000											
Year-To-Date	0	0.00	0.00	0.00	0.00	832	125.00	104,000.00	-832	-104,000	0.00
104,000											
Mosinger-Supvr, Karolyn V. - E01181											
Selected Period	40	3,200.00	0.00	80.00	80.00	32	100.00	3,200.00	8	800	-800.00
0											
Year-To-Date	16	3,200.00	0.00	200.00	200.00	478	100.00	47,800.00	-462	-46,200	-800.00
-44,600											
Sally Smith - E9876											
Selected Period	0	0.00	0.00	0.00	0.00	25	165.00	4,125.00	-25	-4,125	0.00
-4,125											
Year-To-Date	136	22,440.00	-1,320.00	165.00	155.29	625	165.00	103,125.00	-489	-80,685	-1,320.00
-82,005											
Grand Total											
Selected Period	40	3,200.00	0.00	80.00	80.00	99	118.23	11,705.00	-59	-6,975.57	-800.00
-8,505											
Year-To-Date	190	27,133.29	-2,578.71	142.81	129.23	2,185	121.00	264,425.00	-1,995	-241,395	-3,329.42
239,870											

Figure 20. Revenue Variance Report (UZ.010.00)

For an explanation of the report option fields used to generate this report, please see "Reports" in the System Manager online manual or help system.

Appendix A – Technical Details

This section contains implementation-specific information to enable you to program and use the flexibility of Employee Utilization. Items in this section appear in alphabetical order. This section contains information about the following features:

- Assigning Utilization Types to Projects
- Establishing the Utilization Calendar
- Installing Employee Utilization at an Existing Site
- Linking Utilization Types to Project Transactions
- Transaction Posting to the Utilization Rollup Table
- Utilization Goal ID fields
- Utilization Type ID fields

Assigning Utilization Types to Projects

At the project master level, you must identify a default utilization type for each project. Once you activate Employee Utilization, **Utilization Type** appears on *Project Maintenance* (PA.PRJ.00). Entry of a valid value is required for each new project. Sites that upgrade to the Employee Utilization module will see a number of existing projects where this value is blank. For active projects, you must add one of the valid values you established in *Utilization Type Maintenance* (UZ.TYP.00) in **Utilization Type**.

Tip: The field in the Project Master Table (PJPROJ) that stores the project's Utilization Type is PM_id37. Using SQL Server Management Studio, the most common value can be loaded into this field using the following update statement, substituting the desired type code for the "abcd" shown in the following example.

```
Update PJProj Set pm_id37 = "abcd" where pm_id37 = ""
```

Establishing the Utilization Calendar

One of the first steps in implementing Employee Utilization is to define utilization periods. Utilization periods are used for budgeting employee chargeable time and revenue, summarizing actuals as recorded, and providing the basic (smallest) interval for inquiry and reporting.

Utilization Period Maintenance (UZ.PER.00) makes the setup and maintenance of periods easy. You can automatically set up an entire new year using this screen. Automatic setup requires a starting date and a period length (for example, weekly, monthly, or quarterly) and it creates the entire calendar assigning a utilization period number in the format YYYYNN where NN is a utilization period number in year YYYY. For weekly periods in the year 2000, the values can range from 2000-01 through 2000-52 with each period having associated start and end dates.

Note: Although you enter periods in *Utilization Period Maintenance* (UZ.PER.00) using the format YYYYNN, the periods appear throughout the rest of the Employee Utilization module as NN-YYYY.

Tip: Often, for conversion to Employee Utilization, a client starts with a short period at the beginning of their use of the module. For example, they may wish the first period to span 1/1/00 to 1/5/00, at which point they desire their utilization periods to be full weeks, linked to their timecard reporting periods (weeks). If this occurs, manually enter the first short period, assigning it period 01 (2000-01). Then use the automatic feature starting with 1/6/00 to assign weekly periods. Because you have already used 01-2000, the automatic process will begin numbering at 2000-02 and finish out the year.

Employee Utilization data capture, budgeting, and reporting are linked and limited by the frequency and level of detail each site uses for entry of labor. The most common scenario uses utilization periods

that match timecard periods; weekly budgets and actuals are the most widely used. However, Employee Utilization supports longer periods and, in some implementations, periods that can split a week.

If a site elects to split timecards at month-end into periods to post labor expenses into a calendar month (for example, one timecard period from 9/28-9/30 and another from 10/1-10/4), weekly utilization periods are still an available option. The labor from both 'short' timecards can post to the single utilization period (from 9/28-10/4).

For sites that post timecard labor to the Project Transaction table (PJTRAN) using daily transactions, any utilization periods are possible. Utilization is updated using transaction dates so sites using daily posting can define any utilization periods they wish. For example, semi-monthly utilization periods from the 1st to the 15th and the 15th to the end of month are possible even though the labor cutoff dates fell in the middle of timecard periods. (You can create daily labor postings from weekly timecards in two ways. The staff member can input a transaction date in the timecard grid (and hours only in that day's cell) or by using *Time Detail* (TM.DLY.00) to enter time charges).

Installing Employee Utilization at an Existing Site

If you are installing Employee Utilization at an existing site, complete the posting of all timecards through the last period prior to "going live." Close the period and then select the **Activate Utilization Process** check box on the **PC Options and Setup** tab of *Project Controller Setup* (PA.SET.00). At this point, complete the steps in "Setting up Employee Utilization," making sure that you complete the Assigning utilization types to projects as part of Step 2. Reference them to assigning utilization types to projects in the appendix.

After completing all the steps in "Setting up Employee Utilization," you may proceed with posting labor in the new period.

Linking Utilization Types to Project Transactions

In order to update the utilization summary table with labor, revenue and revenue adjustment data, the posting processes must know which transactions qualify as utilization data. The system makes this determination using *Acct Category Maintenance* (PA.ACC.00), which now contains **Trans Class** to identify the utilization information represented in each transaction. **Trans Class** allows each site to identify each account category as utilization Labor, Revenue, Adjustments to Revenue or 'None of these'. It is required to have at least one account category with a transaction class of Labor and one with a transaction class of Revenue. A revenue adjustment category is optional but recommended for most sites, especially those that recognize revenue prior to invoicing, common for time and materials (T&M) environments.

Transaction Posting to the Utilization Rollup Table

The project transaction posting logic updates the Utilization Rollup table (PJUTLROL) automatically if the following statements are true:

- Employee Utilization is installed
- The charged account category uses a transaction class of Labor, Expense, Revenue, or Revenue Adjustments
- The transaction has an employee number

The program assigns a utilization period to each applicable transaction based on a combination of the transaction's posting period and transaction date. To insure that the amounts posted to utilization can be reconciled to the project and to General Ledger, Employee Utilization uses the following logic to determine the utilization period for every applicable transaction:

- The utilization period is determined by using the transaction date to lookup the period in the Utilization Period table (PJUTPER) with two exceptions:
 - If the transaction date is before the start date of the posting period of the transaction, the fiscal period's start date is used to lookup the utilization period.

- If the transaction date occurs after the fiscal period end date, the program uses the fiscal period end date to determine the utilization period.

The resulting utilization period updates field tr_id26 in the transaction table (PJTRAN).

Utilization Goal ID Fields

The Employee Utilization Goal table (PJUTGOAL) contains ten flexibly defined identification (ID) fields (UG01 through UG10) that you can use for attaching additional site-specific reference data to each utilization type record. You can configure the caption, length, mask, and type of validation for the available ID fields using *ID Maintenance* (PA.IDM.00). Fields explicitly defined in the database as DATE, FLOAT, or INTEGER fields have fixed attributes and cannot have their validation, mask, or length modified by flexible field parameters (these options are only available to CHAR (string) fields). You cannot change the attributes of reserved ID fields. Currently ID fields UG02, UG04, and UG06 are reserved for system use. As the use of these fields may change, please see the online schema for current field attributes and reserved status.

Utilization Type ID Fields

The Utilization Types table (PJUTTYPE) contains ten flexibly defined identification (ID) fields (UT01 through UT10) that you can use for attaching additional site-specific reference data to each utilization type record. You can configure the caption, length, mask, and type of validation for the available ID fields using *ID Maintenance* (PA.IDM.00). Fields explicitly defined in the database as DATE, FLOAT, or INTEGER fields have fixed attributes and cannot have their validation, mask, or length modified by flexible field parameters; these options are only available to CHAR (string) fields. You cannot change the attributes of reserved ID fields. Currently ID fields UT02, UT04, and UT06 are reserved for system use. As the use of these fields may change, see the online schema for current field attributes and reserved status.

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