

Deltek Vision®

7.x* Concepts Guide

June 27, 2013

* Deltek only updates this guide on an annual basis in the 4th quarter. The information in this guide is specific to the current release at the time that this guide was updated, which is Vision 7.0 SP1. Throughout the year, Deltek may release additional versions of Vision. Any changes in those more recent versions will not be reflected in this guide until the next annual update.

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Overview

The Deltek Vision Concepts Guide describes some of the more intricate concepts underlying Vision's business functions. Although it can be used as a reference by any Vision user, it is especially helpful to users at firms that have just purchased Vision or are considering converting to Vision, and to users who have just joined a firm that uses Vision.



The Vision Concepts Guide is not an operations guide. It does not contain procedures or field descriptions. For that information, refer to the Vision Help System.

If You Need Assistance

If you need assistance installing, implementing, or using Vision, Deltek makes a wealth of information and expertise readily available to you.

Customer Services

For over 20 years, Deltek has maintained close relationships with client firms, helping with their problems, listening to their needs, and getting to know their individual business environments. A full range of customer services has grown out of this close contact, including the following:

- Extensive self-support options through the Customer Care Connect Web portal.
- Phone and email support from Customer Care analysts
- Technical services
- Consulting services
- Custom programming
- Classroom, on-site, and Web-based training



Find out more about these and other services from the Customer Care Connect site.

Customer Care Connect Site

The Deltek Customer Care Connect site is a support Web portal for Deltek customers who purchase an Ongoing Support Plan (OSP).

The following are some of the many options you have at the Customer Care Connect site:

- Download the latest versions of your Deltek products
- Search Deltek's knowledge base
- Ask questions, exchange ideas, and share knowledge with other Deltek customers through the Deltek Connect Customer Forums
- Display or download product information, such as release notes, user guides, technical information, and white papers
- Submit a support case and check on its progress
- Transfer requested files to a Customer Care analyst
- Use Quick Chat to submit a question to a Customer Care analyst online

- Subscribe to Deltek communications about your Deltek products and services
- Receive alerts of new Deltek releases and hot fixes



If you need assistance using the Customer Care Connect site, the online help available on the site provides answers for most questions

Access Customer Care Connect

To access the Customer Care Connect site, complete the following steps:

1. Go to <http://support.deltek.com>.
2. Enter your Customer Care Connect **Username** and **Password**.
3. Click **Log In**.



If you do not have a username and password for the Customer Care Connect site, contact your firm's Vision Administrator.

If you forget your username or password, you can click the **Account Assistance** button on the login screen for help.

Additional Documentation

The following table lists the additional Deltek documentation available for this release. Except where noted, all the user guides and quick reference guides listed in this table are available for download from the Deltek Customer Care Connect site.

Vision Documentation	
Deltek Vision Getting Started and Concepts Guides	
Deltek Vision Getting Started Guide	This guide contains information about the Vision Web interface and all the Vision applications, with tips for navigating through the system, using the dashboard, and finding and opening records.
Deltek Vision Concepts Guide	This guide describes the concepts underlying the basic accounting, project control, and customer relationship management (CRM) functions of the Vision application.
Deltek Vision Installation and Implementation Guides	
Deltek Vision Technical Installation Guide	This guide contains detailed instructions for installing all the technical components of Vision, including the servers, the database, and the application itself.
Deltek Vision Advanced Technical Administration Guide	This guide provides IT staff and system administrators with instructions for installing and configuring advanced technical components of Vision.
Deploying Deltek Vision at a Hosting Provider	This guide contains instructions for deploying Deltek Vision at a hosting provider.

Vision Documentation	
Deltek Vision Implementation Guide	This guide contains information about configuring and setting up Vision applications and features.
Deltek Vision Migration Guides	
Deltek Advantage to Deltek Vision Migration Guide	This guide contains information about migrating from Advantage to Vision, including the steps in the migration process and an overview of Vision features.
Deltek FMS to Deltek Vision Migration Guide	This guide contains information about migrating from FMS to Vision, including the steps in the migration process, discussions of the key migration decisions, and procedures for verifying the converted data.
Deltek Sema4 to Deltek Vision Migration Guide	This guide contains information about migrating from Sema4 to Vision, including the steps in the migration process and an overview of Vision features.
Deltek Vision Quick Reference Cards	
Deltek Vision Quick Reference Cards	<p>Quick reference cards provide snapshots of specific business processes or Vision forms, with tips for entering data and using application toolbars. The following quick reference cards are available:</p> <ul style="list-style-type: none"> ▪ Accounts Payable (Create a Voucher from a Purchase Order) ▪ Create Client from Vendor Utility ▪ Dashboard ▪ Desktop and Microsoft Office Integration ▪ Expense Report ▪ Navigation Tree Designer ▪ Project Planning ▪ Purchasing (Create a Standard Purchase Order) ▪ Resource Management (Generic Resource Assignments and Resource Utilization) ▪ Screen Designer ▪ SF330 Proposals ▪ Template Based E-mails ▪ Timesheet ▪ User Options ▪ Visualization

Vision Documentation	
Deltek Vision Document Management Guide	
Deltek Vision Document Management Installation Guide	This guide contains detailed information on the necessary prerequisites, general configuration, and installation procedures required to use the Vision Document Management application.
Deltek Vision Interface to Microsoft Project	
Deltek Vision Interface to Microsoft Project 2010	This guide describes how the manual scheduling feature in Microsoft Project 2010 impacts the two-way interface between Deltek Vision and Microsoft Project 2010.
Deltek Vision Performance Management Guides	
Deltek Vision Installation Guide for Performance Management (Analysis Cubes and Performance Dashboards)	This guide provides instructions on how to install and configure components of the Deltek Vision Performance Management module, which includes Analysis Cubes and performance dashboards.
Deltek Vision Performance Management Content and Functionality Overview	This guide provides an overview of Vision Performance Management functionality and the pre-built visualizations that are included with it.
Deltek Vision Reporting Guides	
Deltek Vision Custom Reports and Microsoft® SQL Server Reporting Services	This guide provides instructions to create, deliver, and generate Vision custom reports with Microsoft SQL Server Reporting Services and its report writing tools.
Deltek Vision Microsoft SQL Server Reporting Services Licensing FAQ	This guide explains the Microsoft SQL Server Reporting Services licensing implications for Vision.
Deltek Vision Connect for Microsoft Outlook Guides	
Deltek Vision Connect for Microsoft Outlook Installation Guide	This guide contains an overview of Vision Connect for Microsoft Outlook, as well as technical installation, setup, and maintenance information.
Deltek Vision Customizing Configuration Settings for Connect for Microsoft Outlook	This guide describes how to create presets for Connect for Microsoft Outlook synchronization filters. This guide is intended to be used by a system administrator, IT staff, or a custom developer.
Deltek Vision Connect for Microsoft Outlook Frequently Asked Questions	This document contains frequently asked questions (FAQs) on topics regarding deployment, customization, environment, usage, and functionality.

Vision Documentation

Deltek VisionXtend Guides

Deltek VisionXtend Web Services and APIs for Deltek Vision	This guide explains how to use the Deltek VisionXtend platform to integrate Vision with other applications, access web services, implement data validation routines, and establish workflow procedures using the Microsoft .NET Framework.
Deltek VisionXtend Test Client Application for Vision Web APIs/Web Services	This guide provides information about the Web Services Test Client application that is included with the Vision Utilities software.

Chapter 1: Accounting Concepts

Accounting Overview

The Vision Accounting application allows you to manage your firm's day-to-day financial activity and generate reports that aid you in assessing project and firm-wide financial performance.

The Accounting application allows you to define a Chart of Accounts, which serves as the foundation for entering and tracking all of your accounting transactions in Vision.

The Accounting application is fully integrated with other Vision applications. This makes it easy for you to budget, manage, and monitor all of your firm's critical financial data, which includes revenue, expenses, and overhead.

In this chapter you will learn about:

- General Accounting Concepts
- Labor and Accounting
- Payroll Recording
- Overhead Allocation
- Revenue Generation
- Consultant Accruals



To learn more about all of the accounting functions discussed in this chapter, see the Accounting book in the Vision Help system.

General Accounting

The general accounting concepts described in this section include:

- Chart of Accounts
- Accounting Periods
- Accounting Transactions
- Accounts Payable
- Accounts Receivable
- Cash Basis Reporting
- Corporate Budgeting
- General Ledger Reporting
- Accounting Reports

Chart of Accounts

The basis of any accounting system is a Chart of Accounts — a list of general ledger accounts organized into categories. Vision account data is stored in the Account Info Center.

When you install Vision, you define a Chart of Accounts that can include the following account categories:

- Assets
- Liabilities
- Net Worth
- Revenue
- Reimbursable Expenses
- Direct Expenses
- Indirect Expenses
- Other Expenses



To review all the accounts in the Chart of Accounts, see Appendix A in this guide.

To meet the special accounting needs of your firm, you can modify account numbers in the Chart of Accounts and add and delete accounts. In addition, before you begin to use Vision, you must establish opening balances for all of the accounts that you use so that Vision has a starting point to track your firm's financial activity.



Before you make any adjustments to the Standard Chart of Accounts, see "Tips for Modifying the Standard Chart of Accounts" on page 270 of this guide.

As you use Vision, you enter and post transaction data that affects your account balances. Some of the transaction processing types that affect your account balances include:

- Timesheets
- Expense Reports
- Invoices
- Cash Receipts and Disbursements
- Journal Entries
- Accounts Payable Vouchers and Disbursements

You can generate reports that show your firm's financial status with the data that you enter and post in Vision. These reports include standard financial statements, such as a Balance Sheet and Income Statement, and a variety of supplemental reports and transaction logs. Some of these reports are designed to help accounting staff track the transactions you post. Other reports are designed to help senior management analyze the performance of the firm as a whole.

Account Balances

The Chart of Accounts can include asset, liability, net worth, revenue, and expense accounts. The balance in each of your accounts is determined by the transactions you process during the course of each accounting cycle, and is governed by the following accounting equation:

$$\text{Assets} = \text{Liabilities} + \text{Owner's Equity}$$

The following table outlines the expected balance (credit or debit) for each account type. It also lists the effect of posting credits and debits to each type of account.

Account Type	Balance	Post Debit	Post Credit
Assets	Debit	Increase	Decrease
Liabilities	Credit	Decrease	Increase
Net Worth	Credit	Decrease	Increase
Revenue	Credit	Decrease	Increase
Expenses	Debit	Increase	Decrease

Account Groups

Vision allows you to establish account groups so that you can lump related accounts together on your General Ledger reports. By grouping related accounts under a single account group name, you can more readily access and review account information.

You can, for example, group all of your employee benefit liability accounts under the label Employee Benefits. You then have two options for displaying employee benefit account information when you generate a report in Vision:

- You can display each benefit account separately.
- You can display a single, consolidated entry for all employee benefit accounts.

You establish account group names and account group tables in the Account Group Names Info Center and the Account Group Tables Info Center.

Account Group Name Info Center

To access the Account Group Name Info Center, select **Info Center » Accounts » Account Group Names** from the Vision Navigation menu.

Use the Account Group Name Info Center to:

- Establish names for your account groups. Account group names are the labels that will display on your reports.
- Associate each account name with one of the standard account categories, such as Assets or Liabilities.

You must establish account group names before you can set up account group tables. Vision uses this set of names for all of the account group tables that you create.

Account Group Table Info Center

To access the Account Group Table Info Center, select **Info Center » Accounts » Account Group Tables** from the Vision Navigation menu.

After you set up your account group names, use the Account Group Table Info Center to set up as many account group tables as you require. Each table provides Vision with one scheme for grouping accounts on your General Ledger reports. Because Vision does not limit the number of account group tables, you can use different tables to generate different versions of the standard financial reports.

Account group tables determine the following:

- The account or range of accounts associated with each account group.

- The order in which account groups appear on reports.



For additional information about account groups and account group tables, see the Info Center book in the Vision Help system.

Accounting Periods

The Vision Accounting application allows you to set up accounting periods based on your firm's accounting cycles and fiscal reporting requirements.

When you implement Vision, you use the Period Setup utility (**Utilities » Period Setup** on the Vision Navigation menu) to establish accounting periods for your firm. This utility allows you to:

- Close and re-open accounting periods.
- Establish the number of accounting periods per year.
- Change the start or end dates for each accounting period.

You can define between 8 and 99 accounting periods. Most firms use 12 accounting periods per year, reflecting a monthly accounting processing cycle. Use 13 accounting periods per year if your firm has four weeks in each accounting processing cycle.

Each time you log on to Vision, the Period Selection dialog box displays so you can select the processing period.

In general, you should enter and post all transaction data in the current period. However, you can set up Vision to allow multi-period processing.

Multi-period Processing

Vision allows you to process information and review reports in multiple accounting periods. For example, you may post timesheets and process payroll in a new accounting period before you have completed processing all of your financial statements for the prior month. Some firms process in multiple periods only at year-end, when they need extra time to close the prior fiscal year, but also need to keep up with current activity.

Each time you process accounting transactions, such as data entry transactions, Accounts Payable checks, revenue generation, or final bills, they are stamped with the fiscal period and year in which they were posted. This is how Vision keeps track of multiple periods and knows what information to report for which period.

Each time you log on to Vision, you can choose the accounting period in which you want to process or review data. As you work, you can change from one period to another. You can also set up Vision to open in the current period whenever you log on. Your security role settings determine whether you may open or close periods, as well as process or review information in prior or closed periods.

All posting and processing updates affect the period in which you are performing the task. The dates in the posting file or processing run do not determine the period that will be affected.

Open a New Period or Close a Period

To open a new period, select **Utilities » Open New Period** from the Vision Navigation menu. When you open a new period, the current period becomes the prior period.

Although it is not necessary to close a period in Vision, Deltek recommends that you close a period after you process all data and print all reports for the period.

To close a period, use the Period Setup utility (**Utilities » Period Setup** on the Vision Navigation menu).



To learn more about the Open New Period and Period Setup utilities, see the Utilities book in the Vision Help system.

Accounting Transactions

The Vision Transaction Center provides you with the tools and forms you need to record your day-to-day accounting activity.

Use the Transaction Center to enter and post accounting transactions. Accounting data from posted transactions displays in your project records and reports, allowing you to assess the financial impact of your transactions on project budgets and performance at any time.



For detailed information about all of the transaction processing options available in Vision, see the Transaction Center book in the Vision Help system.

Transaction Types

The following table describes the transaction processing types available in the Vision Transaction Center.

Transaction Type	Purpose	Posting Accounts
Accounts Payable Disbursements	Enter details for Accounts Payable disbursements.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Asset account associated with the bank code specified in Transaction Entry.
Accounts Payable Vouchers	Enter or edit details for Accounts Payable vouchers.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Accounts payable account associated with the vendor liability code.
Cash Disbursements	Enter the checks that you write from your cash accounts.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Asset account associated with the bank code specified in Transaction Entry.

Transaction Type	Purpose	Posting Accounts
Cash Receipts	Enter the deposits that you make to your cash accounts.	Debit (Implicit) — Asset account associated with the bank code specified in Transaction Entry. Credit (Explicit) — Accounts receivable account specified in Transaction Entry.
Employee Expenses	Enter employee travel and meal expenses, or any other expenses incurred for business purposes.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Employee expense credit (expense) account specified in Accounting Configuration.
Employee Repayments	Enter repayments that an employee makes to the firm when the employee does not use the full amount of an expense advance.	Debit (Explicit) — Asset account associated with the bank code specified in Transaction Entry. Credit (Implicit) — Employee advance account specified in Transaction Entry.
Invoices	Enter bills that you have sent to clients.	Debit (Implicit) — Accounts receivable account mapped from Invoice Mapping in Accounts Receivable Configuration. Credit (Explicit) — Revenue account mapped from Invoice Mapping in Accounts Receivable Configuration.
Journal Entries	Enter non-cash transactions and reclassify posted transaction amounts. Use journal entries to enter payroll, withholding, and benefit accrual data (if you are not using the Vision Payroll application); and to depreciate assets and redistribute expenses.	Debit (Explicit) — Account specified in Transaction Entry. Credit (Explicit) — Account specified in Transaction Entry.

Transaction Type	Purpose	Posting Accounts
Labor Adjustments	Enter corrections to labor charges that have already been posted to the database.	Debit (Implicit) — Direct expense account debited for the original transaction (direct labor) OR indirect expense account debited for the original transaction (indirect labor). Credit (Implicit) — Labor credit account (job cost variance).
Miscellaneous Expenses	Enter expenses that do not fit into another expense category, such as telephone, postage and shipping, CAD, and models. This transaction type is designed to take previously-costed overhead items and distribute their cost to revenue-producing projects.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Miscellaneous credit (expense) account specified in Accounting Configuration.
Prints and Reproductions	Enter expenses related to printing and photocopying.	Debit (Explicit) — Expense account specified in Transaction Entry. Credit (Implicit) — Reproductions credit (expense) account specified in Accounting Configuration.
Timesheets	Enter employee labor charges.	Debit (Implicit) — Direct expense account (direct labor) specified in Accounting Configuration OR indirect expense account (indirect labor) specified in Accounting Configuration. Credit (Implicit) — Labor credit account (job cost variance) specified in Accounting Configuration.
Units	Enter expense charges made using units. Units are goods or services that you cost and/or bill at a fixed rate.	Debit (Explicit) — Expense account associated with the selected unit. Credit (Implicit) — Revenue account specified in Transaction Entry.

Transaction Type Codes

When you post transaction files, Vision assigns a transaction type code to each transaction in the posted files. This code helps you identify transactions and creates a more robust audit trail.

The following list contains the standard transaction type codes available in Vision. These codes display on the Posting Log Review and Account Analysis reports.

Type	Description
AL	Indicates one of the following: a key conversion posting, the opening of a new period, the opening of a new W-2 quarter, the opening of a new benefit accrual year, or the closing of a period.
AP	Accounts Payable Voucher.
AX	Converted Accounts Payable voucher detail line with no matching Accounts Payable entry.
BA	Benefit Hours Accrual or Accrual Adjustment.
BE	Interactive Billing Expense Transfer.
BL	Interactive Billing Labor Transfer.
BU	Interactive Billing Unit Transfer.
CD	Cash Disbursement.
CE	Converted Cash Disbursement for an Existing Voucher Transaction.
CN	Converted Consultant Expense Transaction.
CP	Change Project's Profit Center.
CR	Cash Receipt.
CT	Converted transaction indicating when the conversion from a previous release was performed.
CV	Accounts Payable Disbursement.
EP	Employee Advance or Reimbursement.
ER	Employee Repayment.
EX	Employee Expense Report — Transaction Entry or Time & Expense.
HA	Account History.
HB	Employee Benefit Hours History.
HE	Project Expense History.

Type	Description
HL	Project Labor History
IH	Converted Billing Terms Billed-to-Date Amount.
IN	Invoice.
IX	Converted Invoice General Ledger Entry.
JE	Journal Entry.
LA	Labor Adjustment.
MI	Miscellaneous Expense.
PG	Purged.
PP	Accounts Payable Payment Processing.
PR	Prints and Reproduction Expense.
PX	Converted General Ledger Detail. Accounts Payable Payment Entries with no Matching Accounts Payable Entry.
PY	Payroll Processing Posting.
TS	Timesheet — Transaction Entry or Time & Expense.
UN	Unit entry.
XD	Converted Account Data, General Ledger Account Activity.
XE	Converted Expense Summary Project Expenses.

Journal Entries

Use journal entry transactions to enter payroll, withholding and benefit accrual data if you are not using the Vision Payroll application; record non-cash transactions and reclassify posted transaction amounts; depreciate assets; and redistribute expenses.



You should not use journal entry transactions to move timesheet charges from one project to another; make an entry that affects any Accounts Receivable, Accounts Payable, or current year's profit and loss account; or adjust billed revenue. If you use a journal entry for these transactions, you will create a file reconciliation issue.

When entering journal entries, remember the following:

- You must specify both the debit and the credit for the transaction. Vision does not perform automatic postings when you post journal entries.
- If you use the Cash-basis Reporting feature, you can record a journal entry as accrual, cash, or both.

- If use a journal entry to record unbilled revenue, you must make an offsetting entry to the unbilled services account.
- When referencing a Balance Sheet account in a journal entry, you must enter a project number if you are using Organization reporting and maintaining separate balance sheets for your organizations.
- If you enter a journal entry using a regular project number, you must enter a reimbursable or direct account in the **Account** field.
- If you enter a journal entry using an overhead project number, you must enter an indirect account in the **Account** field.



For more information about journal entries, see the Transaction Center book in the Vision Help system.

Units

The Unit Info Center allows you to set up units for your firm's recurring expenses. When you set up a unit, you specify its cost and billing rates. You can then use the unit in creating unit transactions.

Units are goods or services — such as lab tests or survey crews — that are billed at a flat rate per item. For example, you might charge \$90 per hour for a two-person survey crew regardless of who the two surveyors are and how much their labor costs.

Units are used to cost expenses, bill expenses, or both. They are similar to expenses posted through cash disbursements, journal entries, or accounts payable vouchers because they allow you to record and bill project expenses. They differ from these other transactions because when you bill a unit, you can show both a quantity and a rate on your invoice.

Units can be used to recover internal or overhead expenses and charge them directly to the project, whether or not the expense is reimbursable. For example, a specific lab test performed within your firm is charged to a project. The offsetting entry is a credit to an overhead account and project that will help you monitor the chargeout of lab tests. Each test would be considered one unit.

Units and Inventory

When using Vision Inventory, you designate inventory items in Configuration, Purchasing & Inventory, Items Master, and then link each inventory item to a unit table in the Units Info Center. A unit record can be linked to only one inventory item. The unit lookup list excludes unit records that are already linked to an inventory item.

Create a Unit Transaction

Once a unit exists in the Unit Info Center, you can create a unit transaction to bill labor and expense charges for recurring expenses which consist of both a quantity and a rate. In the case of inventory items, this is a quantity and a unit of measure.

Transaction Entry and Posting

Using the Vision Transaction Center, you can enter transaction data daily, weekly, or as soon as you have a reasonable number of data transactions to process. How often you enter transaction data depends on your firm's accounting and reporting requirements and procedures.

After you enter transaction data, it becomes available for posting. When you post the transaction files created during Transaction Entry, you make the file data a permanent part of your Vision

database. You can use this data for reporting and for additional processing, such as overhead allocation and revenue generation.

You do not need to post transaction files each time you enter data. You can also open unposted transaction files and enter additional data.

For example, you may want to enter Accounts Payable vouchers every day, but post them weekly or biweekly. You can create a single A/P Vouchers transaction file for the selected period and open it daily to add new data. At the end of the period you can post a single file containing all the transactions for the period.

Review Transaction Data

You can review transaction data in Vision by printing a Transaction List report, which shows all of the transactions in a transaction file.

The Transaction List report provides you with a tool by which you can check the validity of the data you entered. Data is usually validated at the time of entry; however, there can be a gap between the time transactions are entered and the time they are posted. During this time changes may be made to the database (for example, a project number that you referenced may be closed out), rendering transactions invalid. Therefore, you should print and review a Transaction List report prior to posting any transaction file to your database.

Review Posting Log Data

Vision produces a Posting Log each time you post a transaction file. The Posting Log enables you to review all information for a batch of transactions posted to your database. You may find this information useful for tracking specific groups or types of transactions. You can print a Posting Log either immediately after posting a transaction file or at a later date.

Implicit and Explicit Postings

When you post transaction files in Vision, two types of posting activities are processed:

- Explicit Postings
- Implicit Postings

Both posting types affect your General Ledger accounts.

Explicit Postings

When you create a transaction file in Vision and enter a transaction item, you must enter the General Ledger account you want to credit for the transaction amount. When you post the transaction file, Vision then credits the accounts specified for each transaction in the transaction file.

For example, when you enter an invoice, you identify the revenue account that should be credited when you post the invoice transaction file.

Generally, Vision posts one side of a General Ledger entry explicitly and the other implicitly. For journal entries, you must explicitly specify both the debit and credit entries.

Implicit postings

When you install Vision, you specify which General Ledger accounts you want to debit or credit when you post different types of transactions. When you post transaction files, Vision debits or credits the appropriate accounts automatically, based on the type of transaction you are posting.

For example, when you install Vision, you establish at least one automatic posting account for Accounts Receivable. When you post an invoice, Vision explicitly credits the revenue account that

you specified in the transaction file, and implicitly debits the Accounts Receivable automatic posting account specified in Vision Accounting Configuration.



For additional information about setting up implicit posting accounts, see the Configuration book in the Vision Help system.

Implicit Posting Accounts

You define implicit posting accounts when you configure Vision. The following table describes the types of accounts you can set up to receive implicit postings.

Implicit Posting Account	Description
Uninvoiced Revenue	<p>This account represents revenue earned, but not billed — as shown on the Income Statement.</p> <p>When you process Revenue Generation, this account receives a summary credit for the total amount of project, phase, or task revenue. When you post invoices, this account receives a summary debit for the total amount of invoices.</p> <p>You define this account on the Accounts tab of Accounting Company Settings Configuration.</p>
Unbilled Services	<p>This account represents revenue earned, but not billed — as shown on the Balance Sheet — and serves as the offset entry for Uninvoiced Revenue.</p> <p>When you process Revenue Generation, this account receives a summary debit for the total amount of project, phase, or task revenue. When you post invoices, this account receives a summary credit for the total amount of invoices.</p> <p>You define this account on the Accounts tab of Accounting Company Settings Configuration.</p>
Accounts Receivable	<p>When you post invoices, this account receives a summary debit for the total of all invoices.</p> <p>You define this account on the Accounts tab of Accounting Company Settings Configuration.</p> <p>You can set up invoice mapping accounts (described later in this table) if you are maintaining multiple accounts receivable accounts.</p>
Current Year's Profit/Loss	<p>This account does not receive postings. The balance in this account is automatically calculated each time you generate a Balance Sheet.</p> <p>You define this account on the Accounts tab of Accounting System Settings Configuration.</p>
Prior Year's Retained Earnings	<p>Vision calculates and posts earnings to this account when you initialize the Accounting application for a new processing year.</p> <p>You define this account on the Accounts tab of Accounting System Settings Configuration.</p>

Implicit Posting Account	Description
Labor Credit	<p>This account, also called the Job Cost Variance account, represents the difference between the amount of labor costed to projects and the amount paid to employees for that labor. This account can be an indirect expense account or a liability account.</p> <p>When you post timesheets, this account receives a credit for the total labor cost amount. When you post payroll, this account receives a debit for the total payroll amount.</p> <p>You define this account on the Posting tab of Accounting Company Settings Configuration.</p>
Miscellaneous Expense Credit	<p>This account receives the credit when you post a Miscellaneous Expense transaction.</p> <p>You define this account on the Posting tab of Accounting Company Settings Configuration.</p>
Reproductions Expense Credit	<p>This account receives the credit when you post a Prints and Reproduction transaction.</p> <p>You define this account on the Posting tab of Accounting Company Settings Configuration.</p>
Consultant Accrual Expense Credit	<p>This account receives the credit when you process Consultant Accruals.</p> <p>You define this account on the Posting tab of General Accounting Configuration.</p>
Employee Expense Credit	<p>This account receives the credit when you post an Employee Expense transaction.</p> <p>You define this account on the Posting tab of Accounting Company Settings Configuration.</p>
Employee Advance Credit	<p>This account receives the credit when you post an Employee Repayment transaction.</p> <p>You define this account on the Posting tab of Accounting Company Settings Configuration.</p>
Cross Charge Credit Account	<p>This account receives the credit when you process a Labor Cross Charge. The credit is received by the employee's organization.</p> <p>You must set up separate debit accounts with regular and overhead projects.</p> <p>You define these accounts on the Cross Charge tab of Accounting Company Settings Configuration.</p>

Implicit Posting Account	Description
Cross Charge Debit Account	<p>This account receives the debit when you process a Labor Cross Charge. The debit is received by the employee's organization.</p> <p>You must set up separate debit accounts with regular and overhead projects.</p> <p>You define these accounts on the Cross Charge tab of Accounting Company Settings Configuration.</p>
Employee Type — Direct Account	<p>You can set up multiple employee types in Vision. You can associate each employee type with a different direct account, as needed. This account receives the credit for total direct labor charges when you post employee timesheets.</p> <p>You define these accounts in Employee Type Configuration.</p>
Employee Type — Indirect Account	<p>You can set up multiple employee types in Vision. You can associate each employee type with a different indirect account, as needed. This account receives the credit for total indirect labor charges when you post employee timesheets.</p> <p>You define these accounts in Employee Type Configuration.</p>
Tax Code Credit Account	<p>You can set up multiple tax codes in Vision. You can associate each tax code with a different account, as needed. This account receives the credit when you process invoices, cash receipts, and journal entries using the associated tax code.</p> <p>You define these accounts in Tax Code Configuration.</p>
Tax Code Debit Account	<p>You can set up multiple tax codes in Vision. You can associate each tax code with a different account, as needed. This account receives the debit when you process accounts payable vouchers, employee repayments, and employee expenses using the associated tax code.</p> <p>You define these accounts in Tax Code Configuration.</p>
Bank Code	<p>You can set up multiple bank codes in Vision. Each bank code represents a different bank account maintained by your firm. You can associate each bank code with a different account, as needed. This account receives the credit or debit, depending on whether the transaction is a receipt or a disbursement, when you process transactions using the associated bank code.</p> <p>You define these accounts in Bank Code Configuration.</p>
Liability Code	<p>You can set up multiple liability codes in Vision and associate those codes with your vendor types. You can associate each liability code with a different account, as needed. This account receives the debit when you process AP vouchers using the associated liability code.</p> <p>You define these accounts on the Liability Codes tab of Company Accounts Payable Configuration.</p>

Implicit Posting Account	Description
Discount Code	<p>You can set up multiple discount codes in Vision and associate those codes with your vendors. You can associate each discount code with a different account, as needed. This account receives the credit (for the discounted amount) when you process AP vouchers using the associated discount code.</p> <p>You define these accounts on the Liability Codes tab of Company Accounts Payable Configuration.</p>
Invoice Mapping Accounts	<p>Vision allows you to link your invoice accounts to multiple AR accounts. When you post invoices, these accounts receive debits totaling the amounts mapped from the associated invoice accounts.</p> <p>You define these accounts on the Invoice Mapping Accounts tab of Accounts Receivable Configuration.</p>
Salaries Payable Account	<p>If you are not posting net payroll directly to a bank, this account receives the credit for the net payroll amount (gross payroll minus withholdings) when you post payroll.</p> <p>You define this account in Payroll Configuration.</p>
Payroll Credit Accounts (FICA, Bonus Cost, Other Cost)	<p>These accounts receive debits during Payroll Processing.</p> <p>FICA - This account receives the debit for your firm's portion of FICA expenses.</p> <p>Bonus Cost - This account receives the debit for bonus payroll expenses.</p> <p>Other Pay Cost - This account receives the debit for other pay costs, such as payroll adjustments.</p> <p>You define these accounts in Payroll Configuration.</p>
Withholding Codes Credit Accounts	<p>You can set up multiple withholding codes for the Vision Payroll application. You can associate each withholding code with a separate account, as needed. This account receives the credit for the amount of the withholding when you process payroll.</p> <p>You define these accounts in Payroll Configuration.</p>
Expense Categories	<p>You can set up multiple expense categories for the Vision Expense application. You can associate each expense category with a separate account, as needed. This account receives the debit for the amount charged to the expense category when you post employee expense reports.</p> <p>You define these accounts in Expense Report Configuration.</p>

Recurring Transactions

If you have transactions that occur each accounting period with little or no difference in content, such as a journal entry for depreciation, you can create recurring transaction files to streamline data entry.

To set up a transaction file as a recurring transaction, select the **Recurring** option on the New File dialog box when you create the transaction file.

Unlike other transaction files, recurring transaction files are not deleted after they are posted. After a recurring file is posted, you can reselect it in Transaction Entry, change the dates, reverse the amounts, or edit it just as you would any other unposted transaction file. You submit it and make it available again for posting.

You can create recurring transaction files for all of the available transaction types in the Transaction Center.

- Accounts Payable Disbursements
- Accounts Payable Vouchers
- Cash Disbursements
- Cash Receipts
- Employee Expenses
- Employee Repayments
- Invoices
- Journal Entries
- Labor Adjustments
- Miscellaneous Expenses
- Prints and Reproductions
- Timesheets
- Units



For additional information about transaction processing, see the following sections of this guide:

- “Transaction Processing” on page 160.
- “Transaction Posting” on page 160.

Accounts Payable

Vision Accounts Payable, part of the Vision Accounting application, allows you to enter and post Accounts Payable vouchers, process payments, produce Accounts Payable checks including Electronic Funds Transfer (EFT) direct deposits, review Accounts Payable vendor and voucher data, and process 1099 forms.

As you receive invoices from vendors, you enter and post them as Accounts Payable vouchers. Then you generate checks to pay your vendors. You can process payments either for all approved vouchers at once, or for specific vouchers that you manually select to pay. You can print a separate remittance advice to accompany each check.

The Accounts Payable application includes the following routines:

- **Transaction Entry and Posting** — You create and post A/P vouchers and A/P disbursements in the Vision Transaction Center.
- **Voucher Review** — Voucher Review lets you view and confirm vendor address and discount information, as well as voucher details. You can also confirm that a payment was issued and see the date of payment and the check number.

- **Payment Processing** — You can process your payments either automatically (as a group) or manually (one at a time). When you process a payment, Vision generates a check (or creates an EFT transaction) for the vendor and records the voucher as being paid. If you use the EFT feature, you must process your fund transfers after you process your payments.
- **Electronic Funds Transfer (EFT)** — Rather than issue a printed check, you can use the EFT feature to have payments deposited directly to your vendors' bank accounts.
- **Export to Text** — Use the Export to Text option in Accounts Payable Payment Processing to create a text (.txt) file that contains accounts payable check payment information to be processed by a third-party software application.
- **Create Voucher From PO** — You can create a voucher from a purchase order if you use the Vision Purchasing application. For details, please see the Purchasing & Inventory Concepts chapter in this guide.
- **Form 1099 Processing** — You must provide a 1099 form at year-end to each consultant to whom you paid above the amount currently specified by law. The 1099 form displays the amount paid by your firm to the consultant. Form 1099 Processing allows you to review and modify 1099 data, then generate the forms.

Accounts Payable Terms

The following terms are used throughout the Vision Accounts Payable applications:

- **Vendor Type** — A vendor is a business, consultant, or government that invoices your firm. Use vendor types to identify or group your vendors. You can then associate liability codes with your vendor types to automate transaction postings for your vouchers.
- **Liability Code** — Designed to make Transaction Entry easier, a liability code defines the implicit posting of the vouchers to an account number and to an organization (if applicable). Examples of liability codes include: Trade, Utilities, and Consultant.
- **Bank Code** — Bank codes direct the implicit posting of any cash-related transaction. Through Configuration, each bank code is linked to a General Ledger account number. Bank codes eliminate the need to type a full bank account number and organization (if you use organization reporting) each time bank information is required. During the entry of a transaction involving a bank account, you enter a bank code to tell Vision which bank account and organization combination should be debited or credited. Examples of bank codes include: First National Bank, Operating, and Payroll.
- **Discount Code** — Vision uses discount codes during A/P Payment Processing to determine the account, project, phase, and task to which to post the discounted amounts when the voucher is paid. Vision compares the check date to the voucher date to see whether or not the voucher is eligible for a discount.
- **Expense Code** — The use of accounts payable expense codes is optional. Expense codes allow for easier, more accurate data entry. Users do not need to know whether an expense is billable (reimbursable) or not billable (direct) to the client at the time of Accounts Payable voucher or Accounts Payable disbursement entry. The general ledger expense account prefills during Accounts Payable data entry based on the vendor and the project you enter for a voucher or disbursement. You set up accounts payable expense codes in System Accounts Payable Configuration.

Accounts Payable File Reconciliation

A file reconciliation issue ("file rec") is a discrepancy between the sum of the detail for an account and the same account's balance on the general ledger. To determine whether a file reconciliation

issue exists, you run and review the File Reconciliation Report. From the Vision Navigation menu, select **Utilities » Advanced Utilities » File Reconciliation**.

An Accounts Payable file reconciliation issue occurs when the sum of the general ledger accounts set up as Liability Codes on the Liability Codes tab of **Configuration » Accounting » Company AP** do not agree with the balance on the Voucher Schedule report.

If an Accounts Payable file reconciliation exists, the amount displays in the **Difference** column for Accounts Payable on the File Reconciliation report.

File Reconciliation Report			
Apple & Bartlett, PC		As of June 30, 2003	Monday, April 02, 2007 4:46:28 PM
	General Ledger	Sub Ledger	Difference
YTD Revenue	3,952,503.29	3,952,503.29	
YTD Direct & Reimb Expenses	1,826,644.69	1,826,644.69	
YTD Indirect Expenses	387,399.18	387,399.18	
Accounts Receivable	2,238,869.16	2,238,549.63	319.53
Accounts Payable	612,532.96	573,922.96	38,610.00
Unbilled Services		1,763,557.79	-1,763,557.79

File Reconciliation Report

If an Accounts Payable File Reconciliation exists

- Verify that all the balance sheet accounts that you compare are associated with a Liability Code on the Liability Codes tab of **Configuration » Accounting » Company Accounts Payable**.
- Determine the period in which the difference first appeared by going back into each prior period to compare the general ledger balances with the balances on the Voucher Schedule report.
- When you find the period in which the difference first appeared, run the Account Analysis report.
- Look for entries to your liability accounts that are not Accounts Payable Voucher (AP) or Payment Processing (PP) transactions.

Common Causes of Accounts Payable File Reconciliations

- A journal entry (JE) in Transaction Entry updates the General Ledger, but it does not update the Voucher Schedule.
- A voucher is entered in Accounts Payable History, but the voucher amount is not entered in Account Balances History.
- An amount is entered in Account Balances History for a liability account, but an offsetting voucher for it is not entered in Accounts Payable History.
- An Accounts Payable voucher (AP) that debits a liability account associated with a liability code is entered in the Transaction Center.
- An Accounts Payable disbursement (CV) that debits a liability account associated with a liability code is entered in the Transaction Center.
- An existing voucher's liability code is modified.

Accounts Receivable

The Vision Accounts Receivable application is available when your firm uses Vision's Billing application.

You create and post invoice records in the Vision Transaction Center. You can use the Invoice Review feature in Accounts Receivable to:

- Find out which of the projects for a client have outstanding invoices and display data about them, including invoice totals, aging data, interest, and retainage (if any).
- Read, add, edit, or delete comments about an outstanding invoice.
- Preview or print Accounts Receivable reports.

Invoice Mapping

Invoice mapping defines the implicit posting of invoices to the appropriate Accounts Receivable accounts and also maps your revenue account postings, entered through Invoice Transaction Entry or from Interactive Billing, to report columns on the Office Earnings report and/or Accounts Receivable Ledger.

Vision matches the revenue account (for invoices, specified in Invoice Transaction Entry) and/or the posting account (for units, specified in Unit Transaction Entry) to an entry in the list of accounts you define on the Invoice Mapping Accounts tab of Accounts Receivable Configuration.

- If it finds a match, Vision directs the Accounts Receivable posting to the correct account and also places the amount in the appropriate column on the Office Earnings report and/or Accounts Receivable Ledger.
- If it does not find a match, Vision uses the accounts receivable account specified on the Accounts tab of Accounting Company Settings Configuration and places the amount in the **Other** column of the Accounts Receivable Ledger and/or the **Other Billed** column of the Office Earnings report.



You set up invoice mapping accounts on the Invoice Mapping tab of **Configuration, Accounting, Accounts Receivable**.

Accounts Receivable Mapping

You use A/R Mapping Accounts tab of Accounts Receivable Configuration to map your Accounts Receivable accounts (for cash receipts) to the appropriate columns on the Accounts Receivable Ledger. By default, cash receipts are listed as a total on the Accounts Receivable Ledger. If you want to split the receipts across the columns of this report, you must complete the information on this tab.

It is important to map your accounts if you have multiple Accounts Receivable accounts and the same account is mapped to different columns on the Invoice Mapping Accounts tab.

Because you can split revenue accounts into different columns, you must specify default columns for the Accounts Receivable accounts in the Standard Chart of Accounts.

Accounts Receivable Aging Alerts

In Vision, you can establish alerts to inform employees of events or tasks that require attention.

You can set up AR Aging alerts that will send messages to team members when the balance for a client, project, or invoice hits an aging limit and is considered overdue. For example, an alert may go out when invoices are 30 or 60 days old.

Accounts Receivable File Reconciliation

A file reconciliation issue (file rec) is a discrepancy between the sum of the detail for an account and the same account's balance on the General Ledger. To determine if a file reconciliation issue exists, you can run the File Reconciliation Report. To do this, select **Utilities » Advanced Utilities » File Reconciliation** from the Vision Navigation menu.

An Accounts Receivable file reconciliation occurs when the sum of the Accounts Receivable invoice mapping accounts does not agree with the balance (less interest amounts) on the Accounts Receivable Aged report.

If an Accounts Receivable file reconciliation exists, the amount displays in the **Difference** column for Accounts Receivable on the File Reconciliation report.

Apple & Barnett, P.C.		AS OF JUNE 30, 2003		4:40:20 PM
	General Ledger	Sub Ledger	Difference	
YTD Revenue	3,952,503.29	3,952,503.29		
YTD Direct & Reimb Expenses	1,826,644.69	1,826,644.69		
YTD Indirect Expenses	387,399.18	387,399.18		
Accounts Receivable	2,238,869.16	2,238,549.63	319.53	
Accounts Payable	612,532.96	573,922.96	38,610.00	
Unbilled Services		1,763,557.79	-1,763,557.79	

File Reconciliation Report

If an Accounts Receivable File Reconciliation exists

- Verify that all balances in the Accounts Receivable invoice mapping accounts are being summed in the General Ledger.
- Verify that interest displays in the Accounts Receivable Ledger, but not in the General Ledger.
- Determine the period in which the difference first appeared by going back into each prior period and comparing the General Ledger account balances with the balances on the Accounts Receivable Aged report.
- When you find the period in which the difference first appeared, run the Account Analysis report.
- Look for entries to your Accounts Receivable accounts that are not Invoice (IN), Cash Receipt (CR), or Conversion (IX, XD) transactions.

Common Causes of Accounts Receivable File Reconciliation Issues

- Entering a journal entry (JE) in Transaction Entry that updates the General Ledger, but does not update the Accounts Receivable ledger.
- Entering a cash receipt (CR) in Transaction Entry without identifying an invoice or project number.
- Entering a receivable in Invoice and Receipt History without entering the receivable amount in Account Balances History.
- Entering an amount in Account Balances History for an accounts receivable account without entering the offsetting invoice and receipt history in Invoice and Receipt History.

- Changing or deleting Accounts Receivable invoice mapping accounts.

Cash-Basis Reporting

The Vision Accounting application is an accrual-based application. Revenue is recognized as it is earned (invoices) and expenses are recognized when they are incurred (Accounts Payable vouchers). Your firm may also or instead maintain its financial records on a cash basis.

Cash-basis reporting is a method of financial reporting in which revenue is not recognized until cash is received (cash receipts) and expenses are not reported until cash is disbursed (Accounts Payable or cash disbursements).

Setting up Cash-Basis Reporting

The cash-basis reporting feature in Vision allows you to set up and maintain two separate General Ledgers. You enable the cash-basis reporting feature on the General tab of Accounting System Settings Configuration. You then add cash-basis accounts to the Chart of Accounts, enter balances for the cash-basis accounts, and map the cash-basis accounts to your accrual accounts. Thereafter, Vision posts revenue and expense transactions to both your accrual-basis General Ledger and your cash-basis General Ledger. You can then generate your financial statements on both a cash basis and on an accrual basis.

Vision supports cash-basis versions of the following reports:

- Balance Sheet
- Chart of Accounts List
- Income Statement
- General Ledger Account Analysis
- Cash Journal

Considerations in Setting up Cash-Basis Reporting

- Cash-basis reporting can be set up at any time. Deltek recommends that you enable cash-basis reporting at the beginning of a fiscal year so that you need only translate the Balance Sheet (B/S) account balances from an accrual to a cash basis. Otherwise you will need to translate all account balances (both Balance Sheet and Income Statement balances) from an accrual to a cash basis.
- Vision begins to maintain cash-basis detail from the time that you enable cash-basis reporting and enter account history. For this reason, it is important to enable cash-basis reporting only when it is time to fully use the feature and a cut-off date is determined. The cut-off date is the date that cash-basis reporting is enabled, as well as the date on which cash-basis opening balances will be calculated.
- When you enable cash-basis reporting, it is turned on in all past and future periods. If you need to make entries in a prior period and you do not want those entries to affect your current cash-basis account balance, you must disable cash-basis reporting. Deltek recommends that you close all prior periods and set up security to prohibit processing in closed periods. This ensures the accuracy of your cash-basis account balances.

Cash-Basis Tax Reporting

While accrual-basis reporting is more effective for analyzing profitability and for other management purposes, many firms pay taxes on a cash basis. Taxable income is calculated as the difference between cash receipts from revenues and cash payments for expenses.

- If the cash-basis method is used, the calculation of taxes owed is based on cash that has been received.
- If the accrual method is used, the calculation of taxes owed is based on revenue earned, whether or not cash has been received.

Tax Reporting Conversion

The basic principle behind the tax reporting conversion is that Accounts Receivable, unbilled services, and Accounts Payable amounts at the beginning of the fiscal year or other accounting period will be:

- Turned into cash transactions during the year or accounting period, or
- Still reflected as Accounts Receivable, unbilled services, or Accounts Payable amounts at the end of the year or accounting period.

The changes in these accounts match the amounts needed to convert them from an accrual basis to a cash basis.

To determine the cash-basis profit and loss figure for the current year or accounting period:

1. Print a Balance Sheet at the beginning of the current year or current accounting period or at the end of the prior year or prior accounting period.
2. Print a Balance Sheet at the end of the current year or accounting period.
3. Perform the conversion steps outlined in the following table.

Conversion Step	+/-	Amount
Enter the accrual profit (loss) amount at the end of the period.		
Add the Accounts Receivable account balance(s) at the beginning of the period.	+	
Subtract the Accounts Receivable account balance(s) at the end of the period.	—	
Add the Unbilled Services account balance at the beginning of the period.	+	
Subtract the Unbilled Services account balance at the end of the period.	—	
Subtract the Accounts Payable account balance(s) at the beginning of the period.	—	
Add the Accounts Payable account balance(s) at the end of the period.	+	
Equals cash profit (loss) at the end of the period.	=	

Mapping Cash-Basis Accounts

In both accrual and cash-basis accounting, any transaction that involves cash is considered a cash-basis transaction. However, the accrual-basis and cash-basis General Ledger accounts receiving the offsetting entry for these transactions may differ. For cash-basis reporting to work properly, you must map your cash-basis accounts to your accrual accounts in the Chart of Accounts Info Center.

To map accounts, open each accrual-basis account for which you have a corresponding cash-basis account and enter the cash-basis account number in the **Cash Basis Account** field.

You must map cash-basis accounts to accrual accounts only if you want your transactions to post to different accounts for cash-basis reporting purposes. If you are using the same account for both the accrual and cash-basis postings, no mapping is necessary. For example, checking account 102.00 can be used for both accrual and cash-basis postings; there is no need to map account 102.00 to a separate cash-basis account.

Deltak recommends the following account mappings for cash-basis reporting:

Accrual Basis	Cash Basis
111.00, 112.00, 113.00 Accounts Receivable Asset Accounts	401.00 Billed Fee Revenue
210.00, 211.00, 212.00 Accounts Payable Liability Accounts	Not applicable if the Accounts Payable application is installed. The account charged when cash is disbursed is the same as the original account on the Accounts Payable vouchers. If you do not have the Accounts Payable application installed, establish a separate cash-basis expense account: 631.00.
231.00, 232.00, 233.00, 234.00, 236.00, 239.00 Payroll Liability Accounts	709.00 User-defined or Other Labor Expense Account
703.00 Job Cost Variance	709.00 User-defined or Other Labor Expense Account


Considerations in Mapping Your Accounts

- Each accrual account can be mapped to one cash-basis account.
- To use cash-basis reporting most effectively, you should install the Accounts Payable application. This allows Vision to post Accounts Payable Disbursements on both an accrual and a cash basis. In addition, when a payment is received, Vision can post the amount to the Expense account entered on the Accounts Payable Voucher. There is no need to map the Accounts Payable Liability accounts for cash-basis reporting.
- The status of the Salaries Payable cash-basis account (a liability account) depends largely on the payroll and timesheet configuration options you specify. For more information, see the tables in the following sections of this chapter: Cash-Basis Transactions and Mapping Payroll Accounts for Cash-Basis Reporting.
- You must map the Accounts Receivable account to a revenue account in order to have cash-basis reporting work properly. After you set up your mapping accounts, when a cash receipt is entered to Accounts Receivable, revenue is updated on the cash-basis General Ledger. If you use other revenue accounts for cash-basis reporting, such as Fee Revenue, Reimbursable Revenue, and Consultant Revenue, each of these must be set up as a cash-basis revenue account and then mapped to a separate Accounts Receivable account.

Cash-Basis Transactions

When you post transactions in Vision using the cash-basis reporting feature, Vision posts transactions to your accrual-basis and cash-basis General Ledger accounts, as applicable. Some transactions affect only your accrual-basis accounts, while others affect both your accrual-basis and cash-basis accounts.

The following table describes how various transactions affect accrual-basis and cash-basis General Ledger accounts.

Transaction Type	Accrual or Cash
Accounts Payable Vouchers	Accrual Only — A/P vouchers record expense accruals and do not affect cash.
Accounts Payable Vouchers — Adjustments	Accrual Only — The transaction does not affect the cash-basis General Ledger. If you have already paid the voucher, you must post a cash-basis journal entry.
Accounts Payable Payments	<p>Accrual and Cash — On the accrual side, the expense has already been recorded with an Accounts Payable voucher. When you process the payment, a liability account is debited and a cash account is credited.</p> <p>On the cash-basis side, the expense has not yet been recorded. When you process the payment, an expense account is debited and a cash account is credited.</p>
 Note	<ul style="list-style-type: none"> ▪ If the Accounts Payable application is installed, posting automatically maps to the expense account charged on the original Accounts Payable voucher. ▪ If you do not have the Accounts Payable application installed, you must establish a separate cash-basis expense account for cash-basis reporting to work properly.
Cash Disbursements	Accrual and Cash — An expense account is debited on both the accrual and cash-basis sides. This can be the same account or you can map to a different account for cash-basis reporting. Both sides receive a credit to a cash account.
Cash Receipts	<p>Accrual and Cash — A cash account is debited on both the accrual and cash-basis sides, and</p> <ul style="list-style-type: none"> ▪ The accrual side receives a debit to an Accounts Receivable account. ▪ The cash-basis side receives a debit to a revenue account. <p>Generally, you must map your Accounts Receivable accounts to revenue accounts for cash-basis reporting to work properly.</p>
Expense Reports	Accrual Only — Expense reports record expense accruals and do not affect cash.
Invoices	Accrual Only — Invoices record billed revenue. For cash-basis reporting, revenue is recorded only when cash is received.

Transaction Type	Accrual or Cash
Journal Entries	<p>Accrual and/or Cash — When entering a journal entry transaction, you can choose to post the transaction as Accrual, Cash, or Accrual and Cash.</p> <p>You can use a cash only journal entry to correct erroneous postings.</p>
Labor Adjustments	<p>Accrual Only — Cash-basis reporting will not reflect labor expenses until payroll is processed and paid, unless you have selected the option to enable cash-basis postings for labor transactions.</p> <p>To enable this option, click Configuration » Accounting » System Settings and select the Enable cash-basis postings for labor transactions option on the Timesheets tab.</p> <p>When you process labor adjustments with this option selected, a labor account is debited and the job cost variance account receives a credit on both the accrual and cash-basis sides.</p>
Miscellaneous Expenses	<p>Accrual Only — A cash-basis journal entry can also be used.</p>
Overhead Allocation	<p>None — Overhead allocation does not affect your General Ledger. Cash-basis reporting applies only to your General Ledger.</p>
Payroll	<p>Accrual Only — Unless you have selected the option to post net payroll directly to your bank.</p> <p>Vision does not make any postings to the cash-basis General Ledger when payroll is posted <i>unless</i> you have selected the option to post net payroll directly to a cash account.</p> <p>To enable this option, click Configuration » Payroll » General and select the Post net payroll directly to bank option on the General tab.</p>
Print/Reproduction Expenses	<p>Accrual Only — A cash-basis journal entry can also be used.</p>
Revenue Generation	<p>Accrual Only — Revenue Generation records the accrual of earned revenue and has no effect on cash, unless the project's revenue method is R.</p>
Timesheets	<p>Accrual Only — Unless you have selected the option to enable cash-basis postings for labor transactions.</p> <p>Cash-basis reporting will not reflect labor expenses until payroll is processed and paid, unless you select the option to enable cash-basis postings for labor transactions.</p> <p>To enable this option, click Configuration » Accounting » System Settings and select the Enable cash-basis postings for labor transactions option on the Timesheets tab.</p> <p>When you process timesheets with this option selected, a labor account is debited and the job cost variance account receives a credit on both the accrual and cash-basis sides.</p>

Transaction Type	Accrual or Cash
Units	Accrual and Cash — A cash-basis journal entry can also be used.
Void Check	<p>Accrual and Cash — Basically, voiding checks results in a posting that is the reverse of the original posting.</p> <ul style="list-style-type: none"> ▪ Void Cash Disbursement — The cash account receives a debit. The expense accounts (accrual and cash-basis) that received the original debit are credited. ▪ Void Account Payable Disbursement — The cash account receives a debit. The liability account (accrual) and the expense account (cash-basis) that received the original debit are credited. ▪ Void Accounts Payable Payment Processing — The cash account receives a debit. The liability account (accrual) and the expense account (cash-basis) that received the original debit are credited.

Cash-Basis Transaction Example

Assume you post a cash receipt file with payments totaling \$10,996.81. On the accrual side, this transaction posts as a credit to account **111.00 A/R - Clients**. For cash-basis reporting purposes, you have set up revenue account **401.00 - Billed Fee Revenue** and mapped this account to account **111.00**.

When you post the transaction, your Accrual General Ledger Posting Summary appears as follows:

Accrual General Ledger Posting Summary	Debits	Credits
BO:AR Boston Architecture		
111.00 A/R - Clients		10,996.81
Total for BO:AR		10,996.81
CO:00 Corporate Overhead		
101.00 Checking Account	10,996.81	
Total for CO:00	10,996.81	
Totals	10,996.81	10,996.81

When you post the transaction, your cash-basis General Ledger Posting Summary appears as follows:

Cash-Basis General Ledger Posting Summary	Debits	Credits
BO:AR Boston Architecture		
401.00 - Billed Fee Revenue		10,996.81
Total for BO:AR		10,996.81
CO:00 Corporate Overhead		
101.00 Checking Account	10,996.81	
Total for CO:00	10,996.81	
Totals	10,996.81	10,996.81

Using Payroll with Cash-Basis Reporting

By default, timesheet postings are accrual-based entries. To include them in your cash-basis reporting General Ledger, you must enable cash-basis reporting and then map payroll accrual accounts to your cash-basis accounts.

Why enable cash-basis posting for labor transactions:

- If you do not enable this option, the entire labor expense amount is posted to one overhead account (the cash-basis payroll expense account you have mapped to the job cost variance account).
- If you enable this option, the labor expense amount is posted to separate accounts for direct and indirect labor, and separate accounts for employee types.

Mapping Payroll Accounts for Cash-Basis Reporting

There are several options available for mapping your payroll accounts. The option you choose will depend on how you want to manage your payroll accounts within your cash-basis General Ledger. You specify how to map payroll accounts by selecting certain options during Vision Configuration.

Refer to the following table to learn more about mapping your payroll accounts for cash-basis reporting purposes.

Configuration Options and Descriptions
Post net payroll directly to bank = ON
Enable cash-basis postings for labor transactions = OFF
<ul style="list-style-type: none"> ▪ Vision posts the net payroll amount to the cash account. ▪ Map the job cost variance account 703.00 to the cash-basis labor expense account 709.00.

Configuration Options and Descriptions

- Do not map the payroll liability accounts to cash-basis accounts. The liability balances will clear as paid.

Post net payroll directly to bank = OFF

Enable cash-basis postings for labor transactions = OFF

- Vision makes no cash-basis posting for the payroll amount.
- You must enter a cash-only journal entry to record the payroll disbursement (debit labor expense account 709.00).
- Map the payroll liability accounts and the job cost variance account 703.00 to the cash-basis labor expense account 709.00.

Salaries Payable Account = Liability

Enable cash-basis postings for labor transactions = OFF

- Vision makes no cash-basis posting for the payroll amount.
- You must enter a cash-only journal entry to record the payroll disbursement (debit labor expense account 709.00).
- Map the payroll liability accounts and the job cost variance account 703.00 to the cash-basis labor expense account 709.00.

Post net payroll directly to bank = ON

Enable cash-basis postings for labor transactions = ON

- Vision posts the net payroll amount to the cash account, including the debit to the job cost variance account 703.00.
- The timesheet posting represents the labor expense as the total of the labor expense debits *and* the job cost variance amount.
- Do not map the payroll liability accounts or the job cost variance account 703.00 to cash-basis accounts. The liability balances will clear as paid.

Salaries Payable Account = Liability

Enable cash-basis postings for labor transactions = ON

- Vision makes no cash-basis posting for the payroll amount.
- You must enter a cash-only journal entry to record the payroll disbursement (debit labor expense account 709.00).
- The timesheet posting represents the labor expense as the total of the labor expense debits *and* the job cost variance amount.
- Map all payroll liability accounts to the job cost variance account 703.00. Do not map 703.00 to 709.00.

Manual journal entry to record payroll disbursement

Enable cash-basis postings for labor transactions = OFF

- The journal entry can be posted to both the accrual and cash-basis General Ledgers, or you can post cash-only amounts.

Configuration Options and Descriptions

- If you do not own the Payroll application, you need to complete a journal entry for both the accrual-basis and cash-basis General Ledger.

The journal entry debits the job cost variance account and the employer portion of the FICA expense account on the accrual side, and debits the cash-basis labor expense account.

The journal entry credits the appropriate salaries payable and payroll liability accounts on the accrual side, and credits the mapped cash-basis accounts.

Corporate Budgeting

Vision's General Ledger Budgeting feature allows you to enter and track corporate budget data. Your corporate budgets allow you to monitor the revenue and expense accounts in your General Ledger. They are particularly useful for scheduling income and expenses and for maintaining control over costs. You enter corporate budgets on a firm-wide basis and, if you are using the Organization Reporting application, you can associate each budget with a specific organization or profit center.

To enter general ledger budgets, select **Accounting » Budgeting » General Ledger** from the Vision Navigation menu.

Use the General Ledger Budgeting worksheet to enter corporate budgets. You develop budgets at the beginning of each fiscal year for all of your Income Statement accounts, then review and revise the budgets during the year as needed.

The General Ledger Budgeting worksheet allows you to:

- Create new budgets from scratch or create new budgets by copying and modifying existing budgets.
- Copy amounts and/or import amounts from the Income Statement, Balance Sheet, or another budget.
- Enter a reference budget amount, which allows you to adjust the annual amount while maintaining a record of the original annual amount.
- Distribute an annual amount evenly over a number of periods. For example, if you enter an annual amount of \$12,000 for account 810.00 Rent Income and you have specified 12 periods, Vision places \$1,000 in each period. This allows you to automatically distribute annual amounts evenly for those accounts which do not experience any period variations.
- Distribute an annual amount on a period-by-period basis. For example, your firm may experience greater vacation expenses during the summer months.

Therefore, you may choose to apportion your vacation expense budget account 712.00 Vacation on a period basis, allocating a greater portion of the annual expense to each of the summer months. This allows you to more evenly match revenue and expense figures with your budgets for those accounts for which you anticipate significant period variations.

- Compound the annual budget. This feature allows you to distribute an annual amount incrementally (by percent or amount) over each successive period specified. For example, if you enter an annual amount of \$12,000 for account 773.00 Depreciation - Automobiles and specify a compound rate of 10% over 12 periods, Vision calculates a base amount of \$561 for the first period. The second period amount of \$617 is calculated by increasing the amount in the first period by 10% ($561 + 56 = 617$). Thus, each successive period amount is increased based on the amount in the period immediately

prior. This allows you to more accurately budget accounts (such as depreciation accounts) that accrue at regular intervals each period.

- **Adjust the annual budget.** This feature allows you to adjust the period amounts by a set amount or percent for each period. For example, you may experience an increase in rental income halfway through the year. You can then select periods 6 through 12 for account 810.00 Rent Income and enter \$100 as your adjustment amount. The amounts in each of the periods 6 through 12 increases by \$100. This allows you to adjust your budget to reflect changes in your income and expenses as they occur throughout the year
- **Consolidate multiple budgets.** This feature allows you to merge budget data from several budgets into a single budget. You may find this useful if you want to track budget data by organization while still maintaining separate budgets for individual departments within each organization.
- **Print your budgets.**
- **Delete your budgets.**



To learn more about project budgeting options in Vision, see “Project Budgeting” on page 190 of this guide, or see the Accounting book in the Vision Help system.

General Ledger Reporting

The General Ledger lies at the core of Vision Accounting, serving as your firm's central books. The Vision Accounting application also includes a number of subsidiary ledgers (called subledgers) for items such as Accounts Receivable, Employee Advances and Expenses, and Accounts Payable. All the entries that are posted to these subledgers also affect the General Ledger. For example, when an invoice posted in the Accounts Receivable subledger turns into cash when it is paid, the transaction is posted to the appropriate General Ledger accounts as well as to the Accounts Receivable subledgers.

To help you manage your firm's financial information, Vision enables you to produce various reports based on the data in your General Ledger and subledger accounts. Some of these reports, such as the Balance Sheet, are standard accounting reports. Others provide Vision-specific information. For example, the Profit Planning Monitor shows actual vs. budgeted figures based on the corporate budgets you have set up in General Ledger Budgeting. Taken together, these reports can help you track and monitor your firm's financial performance for selected accounting periods and over time.



For detailed report descriptions and step-by-step instructions for creating reports, see the Reporting book in the Vision Help system.

The General Ledger reports are:

- **Account Analysis** — This report provides a detailed view of all General Ledger activity during the current accounting period. The report displays account names and numbers and provides both opening and closing balances for each account, as well as all transaction detail for each account. You can use this report to maintain an audit trail of your General Ledger activity. If the Account Analysis is detailed by organization (profit center), Vision includes an opening balance, transaction detail, and a closing balance for each organization for which there is information.
- **Balance Sheet** — This standard accounting report shows the distribution of your firm's assets, liabilities, and net worth as of the current date. The Balance Sheet includes totals for assets, liabilities, and net worth, as well as a total for liabilities plus net worth. Total

assets should equal total liabilities plus net worth. If these totals do not agree, the bottom of the report includes a tolerance line, showing the amount of the discrepancy. If you are using the Organization Reporting feature in Vision, you can maintain separate Balance Sheets by organization.

- **Income Statement** — This report provides a detailed statement of your revenue and expense account balances for the current period and year-to-date. Vision uses these balances to calculate your firm's current period and year-to-date operating profit/loss, which appear at the bottom of the report.
- **Profit Planning Monitor** — This report lets you monitor corporate budgets. It lists each of your firm's revenue and expense accounts, and for each account, it shows the budgeted and actual amounts for the current period and year-to-date. It also shows totals for actual and budgeted revenue and expense, and calculates actual and budgeted profit/loss.
- **Trial Balance** — This report shows the opening and closing balances for each of your General Ledger accounts as well as their total debits and credits. You can use this report to verify that your debits equal your credits.



You can use the Account Analysis report along with the Trial Balance report to confirm that transactions have been posted to the correct accounts, that the correct amounts were posted, and that the transaction was actually posted and recorded for the account.

Accounting Reports

Using the information you supply and the calculations it makes, Vision Accounting lets you generate a full complement of reports that show your firm's financial status. These reports include standard financial statements like the Balance Sheet and Income Statement, which are described in the previous section, and a variety of supplemental reports and logs.

Some of these reports are designed to help accounting staff track the transactions you post. Other reports are designed to help senior management analyze the performance of the firm as a whole. These reports provide a higher-level view of firm-wide financial results.

The following types of accounting reports are available in Vision:

- Accounting Reports
- Accounts Payable Reports
- Accounts Receivable Reports



For detailed report descriptions and step-by-step instructions for creating reports, see the Reporting book in the Vision Help system.

Accounting Reports

- **Cash Flow Forecast** — Generally, cash flow consists of the inflow of revenue through Accounts Receivable and other income, and the outflow of funds through Accounts Payable generated from overhead, debt, and taxes. Use this report to analyze the inflow and outflow of cash in order to explain changes in cash during a given accounting period. Also use this report to determine if sufficient funds are available from financing activities, to show funds generated from all sources, and to show how these funds are applied.
- **Cash Journal** — This report lists every cash receipt and disbursement posted during the current accounting period or year-to-date for each bank code selected.

- **Check Register** — This report lists all the checks processed during the current period. The report shows checks created through cash disbursements, payroll (if your firm is using the Vision Payroll application), employee advance and expense processing, Accounts Payable disbursements, and Accounts Payable payment processing.
- **Labor Cross Charge** — This report allows you to track labor swaps between organization, if your firm is using the Organization Reporting application. The report shows each labor transaction that results when an employee from one organization works on a project belonging to another organization.
- **Overhead Allocation** — This report shows the allocation of overhead to all regular projects as of the last time overhead allocation was run. The Year-to-Date Overhead column on this report should tie to the total indirect expenses on your Income Statement.
- **Sales List** — This report lets you review all sales and associated taxes that occurred during a specific period, a range of periods, a range of dates, or on a year-to-date basis.
- **Tax Analysis** — This report lets you review purchases, sales, and associated taxes. You can also use it to review tax-related entries for employee expenses. You can list transactions that occurred during a specific period, a range of periods, a range of dates, or thus far for the year.

Accounts Payable Reports

- **Cash Requirements** — This report shows all vouchers with balances and the amounts to be paid.
- **Cash Requirements Bank Summary** — This report shows, for each bank code that has amounts posted during the current period, a total amount for all vouchers.
- **Vendor List** — This report lists all vendors in your firm's database.
- **Vendor Summary** — This report lists detail information for all vendors in your firm's database, including name, number and address information; 1099 requirements; billed and paid amounts for the current period, year-to-date, and vendor-to-date; and accounting information such as the vendor's payment terms and discount codes.
- **Voucher Ledger** — This report provides you with historical information for all vouchers, including payments, adjustments, and voids for each voucher entered in Vision.
- **Voucher Schedule** — This report provides a projected payment schedule for outstanding vouchers. It shows each of your outstanding Accounts Payable vouchers, when the voucher is scheduled for payment, and how long it will remain unpaid. The Voucher Schedule report compares the aging date to the invoice date, payment date, or voucher date to determine the aging time frame. The amounts on this report should be equal to the amounts on your Balance Sheet (in your Liability accounts). Use this report to respond to inquiries from vendors and to monitor your firm's cash flow.



Use the [Cash Requirements](#) or [Cash Requirements Bank Summary](#) report to review cash requirements prior to Accounts Payable Payment processing to determine the amounts scheduled for payment and the effect that making these payments will have on your firm's cash accounts.

Accounts Receivable Reports

- **Accounts Receivable Aged** — This report shows, project-by-project, the total balance due, the length of time receivables have been outstanding, and the date on which the last cash receipt was posted. You also have the option of including a detail line for each invoice. Use this report to determine when clients are delinquent in paying, and to monitor your firm's cash flow.

- **Accounts Receivable Comments** — This report lists comments entered for outstanding invoices.
- **Accounts Receivable Ledger** — This report lets you review your firm's billing history. For every project, phase, or task, the report shows each invoice generated and all payments received. The report also shows the average collection period for all paid invoices.
- **Accounts Receivable Statement** — This is the statement that you send to a client. You determine the aging periods you want to appear in the statement, as well as the statement date and grace period. You can also display a comment on the statement.
- **Invoice Register** — Use this report to view the invoices posted during the current period through Invoice Transaction Entry or through the Billing system.

Labor and Accounting

Labor charges are among the most significant accounting entries that your firm makes during a typical accounting period. Vision provides you with various tools to manage labor charges to accurately reflect your firm's cost of doing business.

In this section, you learn about:

- Adjust Salaried Job Costing
- Effective Dates and Cost/Pay Rates
- Labor Cross Charges



For additional information, see "Project Control Labor and Expense Charges" on page 176 of this guide.

Adjust Salaried Job Costing

When an employee charges time to a project, Vision calculates labor costs with the job cost rate that is defined for the employee in the Employee Info Center. If the employee is paid hourly, the labor cost reflects the actual cost of the hours worked. However, if the employee is salaried, the employee may charge time for which he or she is not paid, such as overtime. In this case, the labor charged to the project exceeds the amount actually paid to the employee.

The Adjust Salaried Job Costing (ASJC) feature allows you to create an adjusted hourly job cost rate for each salaried employee based on the employee's salaried pay rate and the actual hours that the employee works each pay period. This adjusted rate reflects the actual cost of the employee's labor, and thereby provides you with more accurate payroll costing for your salaried employees.

The following table highlights the advantages and disadvantages of using the ASJC feature.

Advantages of ASJC	Disadvantages of ASJC
<ul style="list-style-type: none"> ▪ Minimizes the amount in the Job Cost Variance account. If salaried job cost rates equal pay rates each pay period, there is no variance in this account. ▪ Requires employees to enter all hours worked on a project. 	<ul style="list-style-type: none"> ▪ Causes job cost rates to fluctuate from period to period. ▪ Makes project budgeting more difficult. ▪ May lead to inaccurate reporting data. ▪ Results in revised timesheet posting logs and adjusted General Ledger balances.

Advantages of ASJC	Disadvantages of ASJC
<ul style="list-style-type: none"> Provides more accurate payroll costing. Allows all hours to be costed, which does not occur if overtime hours are entered with a zero cost rate. 	

The ASJC feature should be run to correspond with your payroll periods. If this is not possible, then the ASJC feature should be run more frequently than payroll.

When you run Adjust Salaried Job Costing, Vision does the following:

- Locates the salaried rate for each employee as defined in the **Job Cost Rate** field on the Accounting tab of each Employee Info Center record. Vision uses this rate to compute an average hourly job cost rate for the employee.
- Adjusts the average hourly job cost rate based on the actual wages paid and the amount of time charged during the payroll period.



The ASJC feature is typically used by firms who perform a lot of government work because the government requires that jobs be costed at actual rates, rather than standard rates.



For additional information about the Adjust Salaried Job Costing feature, see the Accounting book in the Vision Help system.

ASJC Calculation

Vision uses the following calculation to determine the ASJC:

$$[\text{Hours Per Day} \times 260] / \text{Job Cost Frequency} = \text{Standard Hours}$$

Hours Per Day is defined for each employee in the Employee Info Center.

260 = 52 weeks per year × 5 working days/week

Job Cost Frequency is the number of timesheet periods in a year:

Weekly — 52 timesheet periods per year.

Biweekly — 26 timesheet periods per year.

Semi-monthly — 24 timesheet periods per year.

Monthly — 12 timesheet periods per year.

When you post time for a salaried employee, Vision computes a standard hourly job cost rate for the employee based on the amount entered in the **Job Cost Rate** field of the Employee Info Center record.

ASJC Example

Assume you have the following data:	
Timesheet Hours Posted:	100.00
Job Cost Rate	\$800.00
Job Cost Frequency	Biweekly (10 days)
Hours/Day	8.00
Vision calculates the average hourly wage as follows: (Job Cost Rate / Standard Hours) or (\$800.00 / 80 = \$10.00 per hour)	
Vision then calculates the labor cost for this period as follows: (Average Hourly Wage × Timesheet Hours Posted) or (\$10.00 × 100 = \$1,000.00 for this pay period)	
When you run Adjust Salaried Job Costing, Vision divides the employee's job cost rate by the actual hours worked. It thereby reduces the hourly job cost amount to \$8.00: (\$800.00 / 100.00 hours = \$8.00)	
Vision then costs the employee's labor as follows: (Adjust Salaried Job Cost Rate × Timesheet Hours Posted) or (\$8.00 × 100 hours = \$800.00 for the period)	

Effective Dates and Cost/Pay Rates

Vision's effective dates feature allows you to specify when a change will occur in the cost or pay rate that is associated with a specified labor rate, labor category, labor code, or labor override table. The date on which a change will occur is the "effective date" of the change. The effective dates feature is available in the Accounting, Payroll, and Billing applications. It is also known as the "date-based rates" or "rate structure" feature.

When you use the effective dates feature, Vision looks at the detail date on an employee's timesheet to determine what rates to apply for labor charges. You can schedule changes to occur on any date within a timesheet period, and you can also specify changes in rates of different types to occur on different dates in the same timesheet period.

You establish effective dates in the **Effective Date** column on the following Vision rate tables:

Accounting and Payroll Cost/Pay Rate Tables in Accounting » Cost/Pay Rate Tables

- Labor Rates
- Labor Categories

- Labor Codes

Billing Rate Tables in Billing » Billing Rate Tables

- Labor Rates
- Labor Categories
- Labor Codes
- Labor Overrides



Before you establish effective dates, you must first enable cost rate tables, pay rate tables, or both on the General tab of Accounting System Settings Configuration. To use the effective dates feature in the Billing application, you must also enable the effective dates feature on the Miscellaneous tab of General Billing Configuration.

After you enable this feature and create rate tables with effective dates, you cannot disable effective dates for rate tables until you delete all effective dates from existing rate tables.

Using Effective Dates

How you use the effective dates feature depends on which applications you are using and your firm's management objectives.

Accounting and Payroll

You can use the effective dates feature with the Accounting or Payroll applications when you need to cost or pay one or more employees at a rate that differs from their usual rate, perhaps on very short notice. This may result from specific project contract stipulations or from scenarios that involve negotiated or overtime costing or pay terms. For example, you may need to use the effective dates feature:

- When a project is located in a jurisdiction with different tax laws.
- When some components of a project's work breakdown structure involve hazardous work.
- When your firm takes over a difficult project on negotiated cost or pay terms.
- When an hourly employee, not compensated for travel, requests additional pay to cover expenses to commute to a distant project location.

Effective Dates and Billing

You can use the effective dates feature with the Billing application to schedule labor rate changes on a firm-wide basis or for specific groups of employees.

For example, you can use the Labor Rates table to schedule an increase in your firm's billing rate on all projects for work performed by all senior engineers as of July 1, 2009 (effective date).



To learn how Vision applies effective dates and billing rates when you post transactions, see the Billing book in the Vision Help system.

Effective Dates Cost Rates Hierarchy

After you create cost rate tables in Vision, you can associate the tables with individual projects, employees, or both. The method that you choose when you associate a cost rate table with a project or employee determines how Vision applies cost rates for employee timesheet transactions (timesheets [TS] and billing transfers [BL] when those transactions are posted to your projects.

- **Project Info Center** — Use the **Cost Method** and **Cost Table** fields in the Cost and Pay Rates section on the Accounting tab of Project Info Center to associate cost rate tables with your projects. You can specify a different cost rate method and table at each level of a project's WBS.
- **Employee Info Center** — Use the **Cost Method** and **Cost Table** fields in the Cost and Pay Rates section on the Time tab of Employee Info Center to associate cost rate tables with employees. Your cost method and table selections on this tab override the cost rate information that is entered on the Accounting tab of the Employee Info Center record.

When you post employee timesheet transactions to a project, Vision looks first at the project record and then at the employee record to determine how to apply cost rates.

Vision uses the first setting it finds, based on the following hierarchy:

1. Project Info Center record WBS3 — **Cost Method** field on the Accounting tab.
2. Project Info Center record WBS2 — **Cost Method** field on the Accounting tab.
3. Project Info Center record WBS1 — **Cost Method** field on the Accounting tab.
4. Employee Info Center — **Cost Method** field on the Time tab.
5. Employee Info Center — **Job Cost Rate** field on the Accounting tab.

Project Cost Rate Methods (Hierarchy Levels 1 through 3)

Because Vision looks first at the project record, the options that you enter in the **Cost Method** field on the Accounting tab of the project record (at the lowest level of the WBS) determine how cost rates are applied.

The cost methods for projects that are entered on the Accounting tab in the Project Info Center are explained in the following table.

Cost Method in the Project Info Center	Description
None	When you select this option, Vision moves up the WBS and uses the first cost method that is specified for the project.
From Employee Cost Rate	When you select this option, Vision uses the cost rate that is specified for the employee in the Employee Info Center.
From Labor Rate Table From Category Rate Table From Labor Code Table	When you select one of these options, <ul style="list-style-type: none"> ▪ And the employee is not covered by the table that is selected as the Rate Table field, Vision uses the cost rate that is specified for the employee in the Employee Info Center. ▪ And the employee is covered by the table that is selected in the Rate Table field, Vision uses the employee's cost rate from the table if the timesheet detail date is on or after the effective date specified on the table. If the timesheet detail date is before the effective date specified on the table, Vision uses the cost rate specified in the Employee Info Center. ▪ And the employee is covered by the table selected in the Rate Table field, but no effective date has been specified for the employee, Vision uses the employee's cost rate from the table, regardless of the timesheet detail date.

Employee Cost Rate Methods (Hierarchy Levels 4 through 5)

Based on your selections at the project level, Vision may or may not need to look at the employee record. Vision looks at the employee record if any of the following apply:

- The **Cost Method** field for all levels of a project's WBS is set to **None**.
- The **Cost Method** field for the project is set to **From Employee Cost Rate**.
- The employee is not covered by the labor rate table, category rate table, or labor code table that is specified for the project.

If Vision does look at the employee record, the options that you select in the **Cost Method** field on the Time tab of the employee record determine how cost rates are applied.

The cost methods that are available on the Time tab in the Employee Info Center are explained in the following table.

Cost Method in the Employee Center	Description
None	This is the default option. When you select this option, Vision uses the employee's cost rate that is entered in the Job Cost Rate field on the Accounting tab of Employee Info Center.
From Labor Rate Table From Category Rate Table From Labor Code Table	When you select one of these options, <ul style="list-style-type: none"> ▪ And an effective date has been specified for the employee, Vision uses the employee's cost rate from the table, if the timesheet detail date is on or after the effective date that is specified on the table. If the timesheet detail date is before the effective date specified on the table, Vision uses the job cost rate that is specified on the Accounting tab of the Employee Info Center. ▪ And no effective date has been specified for the employee, Vision uses the employee's cost rate from the table, regardless of the timesheet detail date.

Effective Dates Pay Rates Hierarchy

After you create pay rate tables in Vision, you can associate the tables with individual projects, employees, or both. The method that you choose when you associate a pay rate table with a project or employee determines how Vision applies pay rates for employee timesheet transactions (timesheets [TS] and billing transfers [BL]) when those transactions are posted to your projects.

- **Project Info Center** — Use the **Pay Method** and **Pay Table** fields on the Accounting tab of Project Info Center to associate pay rate tables with your projects. You can specify a different pay rate method and table at each level of a project's WBS.
- **Employee Info Center** — Use the **Pay Method** and **Pay Table** fields on the Time tab of Employee Info Center to associate pay rate tables with employees. Your pay rate method and table selections on this tab override the pay rate information that is entered on the Payroll tab of the Employee Info Center record.

When you post employee timesheet transactions to a project, Vision looks first at the project record and then at the employee record to determine how to apply pay rates.

Vision uses the first setting it finds, based on the following hierarchy:

1. Project Info Center record WBS3 — **Pay Method** field on the Accounting tab.
2. Project Info Center record WBS2 — **Pay Method** field on the Accounting tab.
3. Project Info Center record WBS1 — **Pay Method** field on the Accounting tab.
4. Employee Info Center — **Pay Method** field on the Time tab.
5. Employee Info Center — **Pay Rate** field on the Payroll tab.

Project Pay Rate Methods (Hierarchy Levels 1 through 3)

Because Vision looks first at the project record, the options that you select in the **Pay Method** field on the Accounting tab of the project record (at the lowest level of the WBS) determine how pay rates are applied.

The pay methods available in the Project Info Center are explained in the following table:

Pay Method in the Project Info Center	Description
None	This is the default option. When you select this option, Vision moves up the WBS and uses the first Pay Method that is specified for the project.
From Employee Pay Rate	When you select this option, Vision uses the pay rate that is specified for the employee in the Employee Info Center.
From Labor Rate Table From Category Rate Table From Labor Code Table	When you select one of these options, <ul style="list-style-type: none"> ▪ And the employee is not covered by the table selected in the Rate Table field, Vision uses the pay rate that is specified for the employee in the Employee Info Center. ▪ And the employee is covered by the table selected in the Rate Table field, Vision uses the employee's pay rate from the table if the timesheet detail date is on or after the effective date specified on the table. If the timesheet detail date is before the effective date specified on the table, Vision uses the pay rate specified in the Employee Info Center. ▪ And the employee is covered by the table selected in the Rate Table field, but no effective date has been specified for the employee, Vision uses the employee's pay rate from the table, regardless of the timesheet detail date.

Employee Pay Rate Methods (Hierarchy Levels 4 through 5)

Based on your selections at the project level, Vision may or may not need to look at the employee record. Vision looks at the employee record if any of the following apply:

- The **Pay Method** field for all levels of a project's WBS is set to **None**.
- The **Pay Method** field for the project is set to **From Employee Pay Rate**.
- The employee is not covered by the labor rate table, category rate table, or labor code table specified for the project.

If Vision does look at the employee record, the options that you select in the **Pay Method** field on the Time tab of the employee record determine how pay rates are applied.

The pay methods available in the Employee Info Center are explained in the following table.

Pay Method in the Employee Info Center	Description
None	This is the default option. When you select this option, Vision uses the employee's pay rate that is entered in the Job Pay Rate field on the Accounting tab of Employee Info Center.
From Labor Rate Table From Category Rate Table From Labor Code Table	When you select one of these options, <ul style="list-style-type: none"> ▪ And an effective date has been specified for the employee, Vision uses the employee's pay rate from the table if the timesheet detail date is on or after the effective date specified on the table. If the timesheet detail date is before the effective date specified on the table, Vision uses the pay rate specified on the Accounting tab of the Employee Info Center. ▪ And no effective date has been specified for the employee, Vision uses the employee's pay rate from the table, regardless of the timesheet detail date.

Labor Cross Charge

Cross charging is the process of redistributing labor costs and associated revenue when an employee in one organization (the lender) works on a project for another organization (the borrower). For example, a cross charge occurs when an employee from your Northeast Office works on a project for your Southwest Office.

The transfer of costs and revenue between organizations allows each organization to match costs with revenue and more accurately assess profitability.

Transfer Price

Before you use the Labor Cross Charge feature, you must establish a transfer price, also known as an "internal transfer price." For revenue-producing projects, the transfer price determines how the profit is allocated among organizations. For overhead projects, the transfer price determines how costs are allocated among organizations.

Transfer price strategy varies greatly among firms. The following list presents some options to consider when you set your transfer price.

For transferring revenue, the transfer price might be:

- Break-even (labor plus overhead).
- The average revenue multiplier on all contracts.
- A negotiated figure between break-even and the average revenue multiplier.
- Exactly at billing rates.

For transferring overhead, the transfer price might be:

- The firm-wide overhead rate.
- Each organization's established overhead rate.

- Direct personnel expenses only.

For subletting consultant services (where the transfer price represents subletted services cost), the transfer price might be:

- Break-even (labor plus overhead).
- A negotiated figure between break-even and the average revenue multiplier.

Labor Cross Charge Approaches

Your firm can use the Labor Cross Charge feature in one of three ways:

- **Approach 1** — Firms that measure the labor charged and the revenue earned by the **employees** in an organization often move labor expense and revenue back to each employee's home organization.
- **Approach 2** — Firms that measure the labor charged and the revenue earned by the **projects** owned by each organization often transfer revenue (net of labor) back to the employee's organization—or transfer overhead to the organization the employee charged.
- **Approach 3** — Firms that view cross charging as subletting services may transfer labor expense and revenue in the form of a **consultant expense** back to the employee's organization.

In general, firms use Approach 3 less often than Approaches 1 and 2. However, whichever approach you use, you must negotiate or otherwise arrive at a transfer price. Each approach is described in detail in the following sections.



For help setting up and using the Labor Cross Charge feature, contact Deltek Customer Care.

Labor Cross Charge Approach 1

- An organization's Income Statement reflects the revenue and expenses for all the employees in that organization. This would be valuable to organizations who focus on their employee's effort, no matter which projects they charge.
- Labor "belongs" in the employee's organization, so the cross charge moves labor from the project's to the employee's organization.
- Revenue "belongs" in the employee's organization, so the cross charge moves all or a portion of revenue from the project's to the employee's organization.
- Overhead "belongs" in the employee's organization, so no entry is made by the cross charge concerning overhead.

Project Organization's Income Statement	
Project Labor Revenue (from Revenue Generation)	900.00
Intercompany Revenue Transfer Out (from Cross Charge)	(900.00)
Direct Labor (from Timesheet Posting)	300.00
Intercompany Direct Labor Transfer Out (from Cross Charge)	(300.00)

Project Organization's Income Statement	
Profit	-0-

Employee Organization's Income Statement	
Intercompany Revenue Transfer In (from Cross Charge)	900.00
Intercompany Direct Labor Transfer In (from Cross Charge)	(300.00)
Actual Overhead Costs (Employee's Organization)	(538.00)
Profit	62.00

Labor Cross Charge Approach 2

- An organization's Income Statement reflects the revenue and expenses for all of the organization's projects, regardless of which organization the employee belongs to.
- Labor "belongs" to the project's organization, so no entry is made by the cross charge for labor.
- Revenue "belongs" in the project's organization, so no entry is made by the cross charge concerning revenue.
- Overhead "belongs" in the project's organization, so the cross charge moves some amount of overhead from the employee's organization to the project's organization.

Project Organization's Income Statement	
Project Labor Revenue (from Revenue Generation)	900.00
Direct Labor (from Timesheet Posting)	(300.00)
Intercompany Overhead Transfer In (from Cross Charge)	(540.00)
Profit	60.00

Employee Organization's Income Statement	
Intercompany Overhead Transfer Out (from Cross Charge)	(540.00)
Actual Overhead Costs (Employee's organization)	538.00
Profit	2.00

Labor Cross Charge Approach 3

- Labor and revenue "belong" in the project's organization, so no entry is made by the cross charge for labor.

- Overhead "belongs" in the employee's organization, so no entry is made by the cross charge for overhead.
- The cross charge creates a journal entry moving consultant expense from the employee's organization to the project's organization.

Project Organization's Income Statement	
Project Labor Revenue (from Revenue Generation)	900.00
Direct Labor (from Timesheet Posting)	(300.00)
Intercompany Consultant Expense In (from Cross Charge)	(540.00)
Profit	60.00

Employee Organization's Income Statement	
Intercompany Consultant Expense Out (from Cross Charge)	(540.00)
Actual Overhead Costs (Employee's organization)	538.00
Profit	2.00

When to Run the Labor Cross Charge Routine

You must establish a timetable by which to run the Labor Cross Charge routine that takes into account any labor adjustments or billing labor transfers that you make after you post timesheets.

As a rule, you should run the Labor Cross Charge routine after each timesheet period. That is, if you post timesheets biweekly, you should run the Labor Cross Charge routine biweekly. If you follow this rule, your project and employee reports will always be up-to-date. The Labor Cross Charge routine should also be run after each labor adjustment or billing transfer run because these postings may also contain cross charges for your employees.

After you run the Labor Cross Charge routine, you can use the Labor Cross Charge report to verify that labor charges have been transferred correctly.



For additional information about the Labor Cross Charge feature, see the Accounting book in the Vision Help system.

Alternative to Labor Cross Charge

You can use Vision's Work Breakdown Structure (WBS) instead of the Labor Cross Charge feature to set up a labor cross charge arrangement. You define additional project tasks and phases, then assign each phase or task to one of the organizations whose employees are working on the project.

Each organization is responsible for its portion of the project's contract. They divide the project's compensation among themselves, and each organization establishes a separate budget for its work. When employees fill out their timesheets, they charge time to the phase or task assigned to their organization.

This alternative approach involves significant manual setup and you must monitor the additional phases or tasks. In addition, organizations must negotiate contract amounts and monitor projects to ensure that employees from each organization are charging their time to the correct phase or task.



For additional information about the Vision WBS, see “Chapter 12: Work Breakdown Structure (WBS) Concepts” on page 240.

Payroll Recording

Vision calculates the cost of labor as it is charged to projects. And, if you use the Vision Payroll application, Vision enters payroll data on your General Ledger when you post payroll transactions.

If you use a separate software application for your firm’s payroll processing, you must record payroll entries manually to your General Ledger. You can do this by creating a journal entry (JE) transaction in the Vision Transaction Center.

Timesheet Posting and Labor Distribution

Employees enter timesheets to charge labor to the projects on which they have worked in a given timesheet period. When you post employee timesheets, Vision automatically posts those labor charges to the General Ledger.

The following table lists the automatic postings made to your labor accounts.

Account	Debit	Credit
Direct Labor - Principals	3,000.00	
Direct Labor - Employees	3,536.00	
Indirect Labor - Principals*	706.00	
Indirect Labor - Employees*	1,390.00	
Job Cost Variance		8,632.00
Totals	8,632.00	8,632.00

The first four automatic postings (debits) in the table represent the amounts costed to projects. These amounts are based on the hours charged and your employee job cost rates. To balance these debits, Vision automatically credits an equal amount to an indirect expense account — the Job Cost Variance account. This essentially nets to zero.

To record payroll manually after posting timesheets, you can create a journal entry to distribute the amount in the Job Cost Variance account to the appropriate salary and withholding accounts.

You can post time charged to Vacation, Sick, Holiday, and other overhead projects to separate indirect expense accounts. If you prefer to use separate accounts, you must enter the accounts in Accounting Configuration, Time Analysis Setup.

Recording Payroll with a Journal Entry

After you have posted timesheets (see Labor Distribution), you can use a journal entry to distribute the amount in the Job Cost Variance account to the appropriate salary and withholding

accounts on your Balance Sheet. This effectively records your payroll so that payroll amounts will appear on your Income Statement.



For instructions on how to create a journal entry, see the Transaction Center book in the Vision Help system.

A journal entry (payroll) debits the Job Cost Variance account for the amount of your gross payroll and your (employer's) portion of FICA. It then credits either a Salaries Payable account or a Payroll Checking Account for the net payroll, and credits various withholding accounts for tax and benefit withholdings.

For example:

- Journal Entry No. 101 Date 01/16/05
- Description: RECORD PAYROLL 01/15/05
- Project 1.00 (General Overhead Project number recorded on the Posting tab of Accounting Company Settings Configuration.)

Account	Debit	Credit
703.00 - Job Cost Variance Account	8,500.00	
721.00 - Employer FICA	650.00	
231.00 - Salaries Payable		5,720.00
232.00 - FICA Withholding		1,300.00
233.00 - Federal Withholding		1,700.00
234.00 - State Withholding		330.00
235.00 - Insurance Withholding		100.00
Totals	9,150.00	9,150.00

After you post the Payroll Journal Entry, the balance remaining in the Job Cost Variance account represents the difference between the job cost amount and the amount actually paid to employees. This amount is often a credit balance, because the job cost amount is higher than the amount actually paid to employees.

Payroll Journal Entry Methods

When deciding how to record payroll with a journal entry, there are a few rules you must follow.

- You must debit the Job Cost Variance account for the gross payroll amount.
- You must credit the amounts withheld from employees' paychecks to the appropriate withholding accounts.
- You must debit the Employer's FICA Expense account for the employer's FICA withholding portion and credit the same portion to the Employer's FICA Withholding account. You can enter these debits and credits as part of the journal entry for payroll, or in a separate journal entry.

- You must credit the remaining amount — net payroll — either to a Salaries Payable liability account or directly to a Payroll Checking asset account. If you are crediting a Salaries Payable account, you must record the disbursement of cash either in the current period, or in the next fiscal period. This can be done with a cash disbursement.



For instructions on how to create a journal entry and/or a cash disbursement, see the Transaction Center book in the Vision Help system.

Payroll and Your Income Statement

You can determine your firm's gross payroll amount by reviewing your Income Statement. Add all of the amounts in the Labor and Job Cost Variance accounts on the Income Statement, as shown in the following table.

Account	Amount
Direct Labor - Principals	3,000.00
Direct Labor - Employees	3,536.00
Indirect Labor - Principals	706.00
Indirect Labor - Employees	1,390.00
Job Cost Variance	132.00
Totals	8,500.00

This calculation can be made for either the current period or for the year-to-date.

Recording Bonuses with a Journal Entry

You can use a journal entry to record employee bonuses in much the same way that you use a journal entry to record payroll. As with a journal entry for payroll, a journal entry for employee bonuses credits either a Salaries (Bonuses) Payable account or a Payroll Checking account.

The debit side of the journal entry (bonuses) can be handled using any one of the following methods.

- You can debit an indirect expense account and have bonuses allocated as overhead to all of your firm's projects. You can set up a special indirect expense account for this purpose. This approach makes sense if you are recording regular, relatively modest, employee bonuses that are considered an employee benefit.
- You can charge bonuses to an Other Revenue and Expense account (in the range 800.00 to 999.99). In effect, this produces a line item charge against operating profits, which falls below the bottom line. This approach makes sense if bonuses are based on profits, or if they are discretionary, large, and infrequent.
- You can charge a portion of bonuses to the direct labor accounts and the remaining portion to the indirect labor accounts, depending on the current direct/indirect labor proportion. This approach makes sense if bonuses are considered deferred compensation and are therefore guaranteed.

Overhead Allocation

Overhead, consisting of all indirect labor and expenses, can represent 25% to 50% of all expenses incurred by your firm. Overhead charges include the cost of accounting and administrative time, employee benefits, rent, utilities, insurance, and other expenses associated with the firm as a whole. To see a true picture of project cost, you must allocate overhead among your firm's regular, revenue-producing projects, so that each project absorbs its share of the total overhead cost.

Overhead allocation is the practice of distributing your indirect costs to revenue producing projects. After indirect costs have been distributed, the revenue from your projects supports the total cost of doing business. Overhead allocation does not impact the General Ledger. However, it is reflected on project reports run at cost.



For additional information about Overhead Allocation, see the Configuration and Accounting books in the Vision Help system.

Overhead Allocation Methods

You have two options for determining how overhead should be allocated to each of your revenue-producing projects.

- Proration
- Assignment



If your firm uses billing rates for job cost rates or if your firm generates project cost reports that only list direct project charges (gross margin reporting), you can choose not to allocate overhead. Deltek recommends against using this approach, because it limits your ability to measure actual project performance.

You can choose to allocate overhead either on a firm-wide basis or, if you use Vision's organization reporting feature, by organization.

The Proration and Assignment overhead allocation methods are explained in greater detail in the following tables.

Overhead Allocation Method — Proration

The Proration Method bases overhead allocation on your firm's actual total overhead; that is, the sum of all amounts charged to overhead projects. A project, phase, or task assumes its proportionate share of the overhead pool, based on either:

- Its share of firm-wide direct labor, or
- Its share of firm-wide revenue

If the base is defined in Overhead Allocation Setup as only direct labor or revenue, Vision uses the following formula to calculate the overhead for each project:

$$\text{Prorated Overhead Allocation \% Rate} = \text{Year-to-Date Indirect Expenses} / \text{Year-to-Date Direct Labor or Revenue}$$

The prorated year-to-date overhead amount is then distributed to all regular-type projects using the following formula:

$$\text{\% Rate} \times \text{Year-to-Date Project Direct Labor or Revenue} = \text{Overhead Allocated to Project}$$

Overhead Allocation Method — Proration

With proration, the sum of all amounts allocated in the current period is equal to your firm's actual overhead amount for the period. The benefit of this approach is that overhead allocation is based on real numbers. The problem is that your firm's actual overhead amount may vary quite a bit from period to period and season to season, making it difficult to forecast project performance. To keep seasonal fluctuations to a minimum, consider accruing large expenses, such as professional liability insurance or depreciation, over the course of the year.

Assume that you choose to prorate overhead based on firm-wide revenue. Your firm has \$100,000 in indirect expenses and \$500,000 in revenue. The City Hall project has revenue for the year that totals \$50,000.

Overhead Allocation Rate

$$\text{YTD Indirect Expenses (100,000) / YTD Revenue (500,000) = .20 (20\%)}$$

The overhead allocation rate is 20%.

Overhead Allocated to the City Hall Project

$$\% \text{ Rate (20\%) } \times \text{ YTD Project Direct Revenue (50,000) = 10,000}$$

The City Hall project is allocated \$10,000 of overhead from the total overhead expense.

Overhead Allocation Method — Assignment

The Assignment Method works differently from the Proration Method. The Assignment Method begins with a percentage that you specify. This overhead percentage is applied to each project — based on either direct labor or revenue — to determine the total amount of overhead allocated to each project.

Vision calculate a project's overhead as follows:

$$\text{Year-to-Date Project Direct Labor or Revenue} \times \text{Assigned Overhead Percentage} = \text{Overhead Allocated to Project}$$

With assignment, the sum of all allocated amounts is not necessarily equal to your firm-wide overhead amount. Vision accumulates the difference in an Overhead Variance Project. The Assignment Method is more widely used than the Proration Method, because it allows you to generate a consistent overhead amount for each project and it prevents overhead allocation from fluctuating wildly from period to period. This makes it easier to forecast project performance.

You have the option of overriding the firm-wide percentage for individual projects, so that they receive overhead at a higher or lower rate than the norm.

The assigned overhead rate can be entered in three different places in Vision. The following hierarchy determines which rate Vision uses to allocate overhead on a project-by-project basis:

- If a rate is defined in the Project Info Center for an individual project, phase, or task, Vision uses that rate.
- If no rate is defined in the Project Info Center, and the project, phase, or task is assigned to an organization, Vision uses the rate defined for the organization in Individual Organization Setup.

Overhead Allocation Method — Assignment

- If no rate is defined in the Project Info Center or Individual Organization Setup, Vision uses the firm-wide overhead rate defined in Overhead Allocation Setup.

Let's assume that you choose to allocate overhead at a rate of 10%, based on direct labor. The City Hall project has \$20,000 in year-to-date direct labor charges.

Overhead Allocation Rate

The overhead allocation rate is 10%.

Overhead Allocated to the City Hall Project

$$\text{YTD Direct Labor (20,000)} * \text{OH \% (10)} = \text{2,000}$$

The City Hall project is allocated \$2,000 of overhead.

Things to Consider When Running Overhead Allocation

Consider the following when running the Overhead Allocation routine in Vision:

- **Timing** — Because Overhead Allocation calculates overhead on a year-to-date basis, you can run the routine whenever you want (multiple times during the same accounting period, if necessary). At a minimum, Deltek recommends that you run the routine after you post all transactions for the period and before you print project reports. This ensures that your project reports contain accurate numbers.
- **Overhead Variance Project** — If you intend to use the Assignment method, you must create an Overhead Variance Project to maintain the appropriate accounting balance between the project and General Ledger sides of Vision. This project absorbs the difference between the total year-to-date overhead assigned to projects and the firm's actual total indirect expenses.

$$\text{Variance amount} = \text{Actual total indirect expenses incurred} - \text{Total year-to-date overhead assigned}$$

By looking at the variance amount that accumulates, you can judge whether the assignment percentage that you are using is appropriate. Use the Project Info Center to create a regular project called Overhead Variance.

- **Allocating by Organization** — If you are not using the Organization Reporting application, Vision automatically allocates overhead on a firm-wide basis. However, if you use the Organization Reporting application, instead of allocation overhead firm-wide, you can allocate overhead by organization. This means that you can allocate overhead in two passes: first from corporate (non-operating) organizations to operating organizations, then from operating organizations to regular projects.
- **Accounts for Overhead Allocation** — Normally, Vision allocates overhead based on a project's year-to-date direct labor or revenue. However, you can enlarge the overhead base for your firm's projects by including certain direct or reimbursable expenses in the base, along with direct labor or revenue. For example, you might want to include salaries for temporary employees or the cost of contract labor in the overhead base. To do this, simply specify the expense accounts whose charges should be included in the base.
- **Project Reports** — Overhead amounts appear on all of the major project-related reports (Project Progress, Project Detail, Project Summary, and Office Earnings). You can also print an Overhead Allocation report that provides detailed information about current period, year-to-date, and job-to-date overhead allocation.

- **Provisional Overhead Rate** — Until you run Overhead Allocation, Vision calculates current period overhead using a provisional rate:
 - If you are using the Assignment Method, the provisional rate is your current assignment percentage.
 - If you are using the Proration Method, the provisional rate for a particular project is the rate that was in effect the last time you allocated overhead.

Provisional overhead amounts appear on project reports and on screens for display only; they are not posted to the database.

Overhead Allocation Report

The Overhead Allocation report shows, for each project, how overhead was distributed the last time that Overhead Allocation was run. The report shows:

- The allocation method (assignment or proration).
- The allocation base by project. This column includes the amounts posted to accounts you chose to include in the allocation base in Overhead Allocation Setup.
- Current, year-to-date, and project-to-date overhead for each regular project.
- The budgeted overhead rate and effective overhead rate.

If you are using the Organization Reporting application, Vision sorts the report by organization. The report also contains these sections:

- **Organization Distribution Summary** — This section includes the pass on which overhead was distributed; the method, rate, basis by which to distribute overhead; and the total amount of expenses to distribute from this organization.
- **Organization Allocation Summary** — This section includes the method, rate, and basis by which to allocate overhead; the additional accounts included in the allocation base; the organization overhead; the amount allocated to the organization; and the overhead variance (if using the assignment method).



If you are using the Organization Reporting application, the total overhead for any one project may be spread over multiple organizations.

Calculating the Actual Overhead Rate

Consider the following when calculating your firm's overhead rate:

- **Estimating the Actual Overhead Rate** — For a variety of reasons (such as establishing project fees) your firm may want to estimate your actual overhead rate. Your estimate can be based on overhead rates for existing projects or previous accounting periods, and it may differ from the provisional rate, which is the rate last calculated by the Overhead Allocation application.

Firm wide Overhead Rate = Total Indirect Expenses / Total Year-to-Date Direct Labor or Revenue

Total Year-to-Date Direct Labor includes balances in accounts 601.00, 602.00, and any other user-defined labor posting accounts. Total Year-to-Date Revenue includes the total balance of your 400-level accounts.

- **Size of the Job Cost Variance** — The size of the Job Cost Variance account balance can affect the accuracy of the overhead calculation. If the Job Cost Variance account has a zero balance, or a small balance relative to the balances in the labor accounts, use the

preceding formula to calculate actual overhead. If the Job Cost Variance account balance is significant, there are consequences for overhead calculations.

If your firm has a significant Job Cost Variance account balance; that is, more than 5% of the total labor cost, the direct labor figures on your reports will not reflect actual payroll labor costs. Ignoring a large Job Cost Variance amount therefore produces an incorrect actual overhead rate.

The Numerator (Total Indirect Expenses): Total Indirect Expenses include the total balance of your 700-level accounts.

- **Types of Contracts** — The calculation of actual overhead can also depend on whether the contract is of a type that restricts allowable indirect expenses. For example, if you are audited for a government contract, certain overhead items, such as interest expense and some promotional fees, may be disallowed by outside auditors. The auditor can require you to deduct the cost of these items, if necessary, from your actual overhead cost by subtracting the amount from the total indirect expenses.

If you compare your firm's operating results with industry statistics, it is important to calculate the actual overhead rate to ensure that you compare your results with all other firms on a consistent and accurate basis.

If the labor job cost rate includes some indirect expenses, Vision credits the Job Cost Variance account, decreasing the overhead pool. The Proration Method reflects this but the Assignment Method does not. Keep this in mind when choosing the overhead percentage for the Assignment Method.

Firm wide Overhead Allocation

If you are not using the Organization Reporting application, Vision allocates overhead on a firm-wide basis. If you are using the Organization Reporting application and you choose to allocate overhead on a firm-wide basis, the entire firm is treated as one organization.

To set up firm-wide overhead allocation, you choose assignment or proration as the allocation method and labor or revenue as the allocation base, and you set up an overhead variance project number if you are using the assignment method, to store any difference between actual and applied overhead. You enter this information in Overhead Allocation Setup.

Firm wide Overhead Rate

- You define the firm-wide overhead rate when using the assignment method.
- Vision calculates the firm-wide overhead rate based on actual activity when using the proration method.

Firm wide Overhead Rate (Proration Method) = Year-to-date indirect expenses / Year-to-Date Direct Labor or Revenue

Actual Overhead

Vision calculates actual overhead by one of the formulas listed in the following table.

Overhead by Project Formula

Firm wide Overhead Rate × Year-to-Date Base by Project = Overhead Allocated to Project

Overhead from Non-operating Organizations Formula

Firm wide Overhead Rate × Year-to-Date Base for Organization = Overhead for Organization

Organization Overhead Allocation

If you use the Organization Reporting application, you can allocate overhead by organization instead of on a firm-wide basis. When you allocate overhead by organization, you treat each organization as if it is a separate entity. Your total overhead is divided into individual pools to be distributed among your organizations.

Your pools of overhead consist of the total indirect expenses posted to overhead or promotional projects for each individual organization. Each operating organization has its own aggregate of indirect expenses that must be allocated. In addition, you may have non-operating organizations that absorb expenses shared by many organizations. You can use the Overhead Allocation program to distribute this aggregate of expenses among your organizations.

Allocating overhead by organization allows you to distribute overhead in multiple passes. Here is an example of how a firm might set up overhead allocation:

Corporate Level			
Pass 1			
Boston General		Chicago General	
Pass 2			
Boston Technical	Boston Design	Chicago Technical	Chicago Design
Pass 3			
Projects	Projects	Projects	Projects

- **Pass 1** — Total overhead from the corporate level is distributed among your non-operating organizations.
- **Pass 2** — Each non-operating profit center distributes its share of corporate overhead plus its own overhead to the operating organizations.
- **Pass 3** — Each organization distributes all overhead received plus its own overhead to the regular projects owned by the organization.

History Loading for Overhead Allocation

Historical data consists of information about your projects and accounts that were incurred prior to the installation cut-off date. The cut-off date is the start date for your first set of timesheets and expenses. Project-to-date amounts must begin at the start of the project and end at this cutoff date.

- Work occurring before the cut-off date is history data.

- Work occurring after the cut-off date is transaction data.

You enter transaction data through the Transaction Center. However, you must enter historical data through special database forms. These forms are referred to as history loading forms. History loading forms let you enter information directly into your Vision database (in other words, you do not have to post this information into the database), and build the reports you'll be using to monitor your firm. See History Loading Overview for more information.

When getting started with overhead allocation, you may want to enter historical overhead for prior years and/or months passed in the current year. Overhead is a year-to-date calculation and calculates for the current year according to the method and basis.



When entering history for overhead allocation, be sure the General Ledger balances of all indirect account history agree with the sum of all indirect expense history entered to overhead projects.

Revenue Generation

Overview

To get an accurate view of a project's financial status, it is important to match revenues with amounts spent. Because Vision is an accrual-based system, you can use Vision's Revenue Generation to recognize project revenue as it is earned (rather than when payment is received) and match it to expenses as they are incurred (rather than when expenses are paid).

If you do not use the Revenue Generation feature, Vision recognizes revenue as it is billed. Job-to-date (JTD) billings may not be the best way to recognize revenue, for the following reasons:

- A project may not be billed on a monthly basis—it may be billed only when it reaches certain milestones.
- Your firm may post invoices in a different period than it posts expense accruals.
- Amounts billed on projects with "lump sum" billing terms may not match the labor expense incurred.
- Your financial statements become dependent on your firm's billing cycle.

When you use Revenue Generation, you can choose one of Vision's standard revenue methods or you can define your own methods to calculate JTD revenue for each of your projects. If you select the most appropriate revenue method for each project based on the project's contract type, you can improve the accuracy of your reports and financial statements.

When you run Revenue Generation, a project's JTD revenue is calculated as the sum of the revenue that is calculated at the project's lowest work breakdown structure (WBS) level. For example, if a project has phases and tasks, the project's revenue is calculated as the sum of the revenue that is calculated for each of its tasks.

When you use Revenue Generation, each project's unbilled services revenue is posted to the project, and you do not need to create separate journal entry transactions. Revenue Generation also updates each project's data and uses it to generate financial statements.

When you enable Revenue Generation, you choose whether or not to:

- Use revenue categories to track multiple unbilled services and uninvoiced revenue accounts.
- Set up overall revenue upset limits that restrict the JTD revenue that is recognized for a project.

- Set up an overall revenue calculation at the project level to calculate JTD revenue for a project.
- Use revenue groups to recognize revenue at the group or contract level for two or more projects in a contract or group.

Revenue Categories

You have the option to track one or multiple unbilled services, uninvoiced revenue, and fee billed revenue accounts with revenue categories.

When you track multiple unbilled services, uninvoiced revenue, and fee billed revenue accounts, you have greater flexibility for additional calculations such as net revenue for labor, net revenue for consultants, and net revenue for reimbursables on your Income Statement. You have more specific data for project reports.

You can have up to five revenue categories for each project. When you run Revenue Generation, Vision performs revenue calculations for each revenue category according to its revenue method.



See the revenue categories help topics in the Accounting » Revenue » Revenue Categories book in the Vision Help system for additional information.

Overall Revenue Upset Limits

With Vision's Revenue Generation feature, you have the option to set up an overall revenue upset limit that applies a maximum limit on the JTD revenue that can be recognized for a project when you run Revenue Generation. Any amount that exceeds the upset (maximum) amount is posted to an adjustment phase or task.



See the help topics in the Accounting » Revenue » Overall Revenue Upset Limits book in the Vision Help system for additional information.

Overall Revenue Calculations

For individual projects, you have the option to set up an additional overall revenue calculation at the project level. The sum of the revenue that is calculated at a project's lowest WBS level is then compared with the overall revenue that is calculated at the project level. The difference is posted to an adjustment phase or task.



See the help topics in the Accounting » Revenue » Overall Revenue Calculations book in the Vision Help system for additional information.

Revenue Groups

Revenue groups are an optional part of the Revenue Generation feature. For projects that are part of a group or contract, you can use revenue groups to recognize revenue at the overall group (contract) level, rather than as the sum of its lowest WBS parts. This complies with generally accepted accounting principles.

When you run Revenue Generation, revenue is calculated as follows for revenue groups:

1. Revenue is calculated for each subproject in a revenue group and summed together for a group total.

2. Revenue is calculated for the overall group of projects at the revenue group (contract) level.
3. The two revenue amounts are compared, and the difference is posted to an adjustment phase or task for the revenue group.

The adjustment ensures that the revenue that is calculated by summing revenue for the subprojects is made equal to the overall revenue amount calculated at the revenue group (contract) level.



See the help topics in the Accounting » Revenue » Revenue Groups book in the Vision Help system for additional information.

Vision Revenue Methods

Standard Revenue Methods

The standard revenue methods provided for Revenue Generation are:

- **Revenue Method B = Job-to-Date Billings** — The most commonly used of all revenue methods, Method B calculates job-to-date revenue as equal to job-to-date billings. This method makes sense if you bill clients on a monthly basis and process bills in the same month as the corresponding expenses are incurred. This is the default revenue method.
- **Revenue Method M = (Job-to-Date Direct Labor x Multiplier) + Job-to-Date Reimbursable Expenses @ Cost Rates** — With Revenue Method M, you recognize job-to-date earned revenue as equal to the project's job-to-date labor cost with a markup, plus job-to-date reimbursable expenses at cost. This method makes sense for projects or tasks that are billed on an hourly basis.
- **Revenue Method N = No revenue generation (all revenue must be posted through journal entries)** — When you use Revenue Method N, Vision does not generate any revenue for the project. If you wish to recognize revenue, you must post a journal entry. This method is appropriate for situations in which none of the standard revenue methods apply and you cannot devise a custom revenue method that works consistently.
- **Revenue Method P = (Percent Complete * Estimated Compensation) + Job-to-date Reimbursable Expenses @ Cost Rates** — With Revenue Method P, Vision calculates revenue as equal to the project's percent complete multiplied by its estimated compensation amount, plus job-to-date reimbursable expenses at cost. This method produces very accurate results if project managers keep percents complete up-to-date. If they do not, Method M makes more sense. This method is appropriate for lump sum contracts or for time-based contracts with upset limits.
- **Revenue Method R = Job-to-Date Receipts** — Revenue Method R is a cash-basis method. It calculates job-to-date revenue as equal to total cash received. This method is appropriate for speculative projects or any projects that have a high risk of non-payment.
- **Revenue Method W = Job-to-Date Billings + Work-in-Progress @ Billing Rates** — When you use Revenue Method W, Vision calculates job-to-date revenue as equal to job-to-date billings plus work in progress at billing rates. Work in progress is any labor or expense that has been posted but not yet billed. To use this method, you must use Vision Billing.

User-Defined Revenue Methods

For certain projects, you may find that none of the standard revenue methods are appropriate. If so, you can create your own formula for calculating revenue with the tools on the User Defined Revenue form in Accounting Configuration.

If you set up Revenue Generation to use revenue categories to track multiple unbilled services and uninvoiced revenue accounts, you must create user-defined revenue methods for all revenue categories that you set up in Accounting Company Settings.



See the help topics in the Configuration » Accounting Configuration » User Defined Revenue book in the Vision Help system for additional information.

Example Revenue Method B

When Revenue Generation is enabled, Vision uses revenue method B as the default revenue type for all regular projects.

When you post an invoice for a project with Revenue Type B, but do not run Revenue Generation, Vision reclassifies amounts on the Balance Sheet, but does not recognize revenue. It debits the appropriate Accounts Receivable accounts on the Balance Sheet and credits the revenue accounts specified on the invoice. The net effect on the Income Statement is zero.

The following transactions appear on the General Ledger Account Analysis report, with the label **Invoice Postings**:

Account	Debit	Credit
Accounts Receivable - 111.00	100.00	
Billed Revenue - 401.00		100.00
Unbilled Revenue - 402.00	100.00	
Unbilled Services - 121.00		100.00

To recognize revenue with the revenue method B, you must run Revenue Generation.

After you run Revenue Generation and post the Revenue Generation journal entry and Invoice transaction entry files, the following journal entries appear on the General Ledger Account Analysis.

Account	Debit	Credit
Unbilled Services - 121.00	100.00	
Unbilled Revenue - 402.00		100.00

Vision increases the project's current, year-to-date, and job-to-date billings by the total amount on the invoice.

Contract Types and Revenue Methods

A key factor in selecting the best revenue method for a project is the project's contract type. The following table shows which standard revenue methods are best suited to each of the most common contract types.

Contract Type	Revenue Methods
Time and Materials Without an Upset Limit	B, W
Time and Materials With an Upset Limit	M
Cost plus Fixed Fee	M, P
Lump Sum or Fixed Fee	M, P
Percentage Completed	M, P

If your firm has a project for which none of these standard methods is suitable, Vision can instead calculate the project's revenue using a method you define.

Prove Out a Revenue Method

After you decide on the revenue methods that you want to use, Deltek recommends that you prove out each method on a few projects before you assign the method to all of your projects.

It is easier to prove out a project's revenue if the project data is posted and you can view all elements of the formula. If you select **Post revenue as it is generated** on the Revenue Generation form, Vision posts the Revenue Generation file immediately after you run Revenue Generation.

To prove out a revenue method, you should run Revenue Generation for the selected projects, and complete all of the following:

- Post the Revenue Generation file.
- Run the appropriate report for the revenue method at the lowest level of work breakdown structure for the projects.
- Review each project's revenue amount as it appears in the appropriate report location to confirm that it is consistent with your expectations.

If a project's reported revenue does not seem accurate, complete all of the following:

- Verify that all data used by the revenue method formula has been entered and posted for the project.
- Edit the method's formula or specify a different revenue type for the project.
- Repeat the proving out process.

When you are certain that your revenue methods are accruing revenue accurately, you can assign them to all your other projects.

Example — Prove Out Revenue Method W

This example illustrates how to prove out revenue method W.

Revenue Method W = JTD Billings + WIP @ Billing

To prove out revenue method W, complete the following steps:

1. Select one or more projects to use to prove out Method W.
 - Confirm that Method **W** is the Revenue Type for each of these projects.
 - Confirm that all project data is entered and all transactions posted.

2. Run Revenue Generation with these projects selected, and post the Revenue Generation file.
3. Run the Office Earnings Report for the projects and note the JTD Billed amount for each.
For more detail, you can run the A/R Ledger Report instead and note the **Total Billed** amount. This amount will not match the JTD Billed on the Office Earnings Report if you have the **Enable option to update BTD for journal entries to revenue** selected and you have made journal entries for the project.
4. Run the Unbilled Detail Report at billing rates for the projects and note the **Work in Progress** amount for each.
Vision's calculation of WIP at Billing:
 - Excludes **Held** items. To match the WIP calculation to the amount on the Unbilled Detail Report, you must run the report without **Held** items.
 - May include a multiplier from billing terms specified as an **Add-on**. The Unbilled Detail report does not show **Add-ons**.
5. To determine each project's revenue, add the amount in Step 3 to the amount in Step 4.

Considerations When Running Revenue Generation

Consider the following when you run the Revenue Generation routine in Vision:

- **Generating Revenue** — When you run Revenue Generation, Vision calculates your firm's revenue on a project-by-project basis (or phase-by-phase, task-by-task) according to the revenue methods you assign to each project, phase, and task. Revenue Generation calculates a project's revenue on a job-to-date basis, in the following sequence:
 - Calculates job-to-date revenue for each project, phase, and task according to the revenue method specified.
 - Updates current period revenue for each project, phase, and task by subtracting the project, phase, and task's prior period job-to-date revenue from the current period's job-to-date revenue.
 - Determines unbilled amounts for each project, phase, and task by subtracting job-to-date billed revenue (recognized through bill processing) from job-to-date revenue (based on the revenue method selected).
 - Creates the Revenue Generation Journal Entry file, which contains the amounts and account to be debited and credited for the newly calculated revenue information.

If you set up Revenue Generation to use revenue categories to track multiple unbilled accounts, the same revenue calculations are done separately for each revenue category.

Revenue Generation is job-to-date and will account for any change to the revenue methods in the period Revenue Generation is rerun and posted. Revenue displays in the job-to-date, year-to-date, and current sections of the Office Earnings report and in the financial analysis section of the Project Progress report.

- **Timing** — Because Revenue Generation calculates revenue on a job-to-date basis, you can run the routine whenever you want (multiple times during the same accounting period, if necessary). To keep your project reports accurate and up-to-date, you should run Revenue Generation at least once a month or at the end of each accounting period.

To see current period revenue, run Revenue Generation and then subtract the prior job-to-date revenue from the new job-to-date revenue.

- **Relevant Transactions** — Before you run Revenue Generation, you should verify that all relevant transactions have been posted. The transactions that affect the calculation of revenue differ depending on the revenue methods that you use.

For example, you may need to post the following transactions prior to running Revenue Generation:

- Labor (Timesheets)
- Expense (Expense Reports and Repayments)
- Invoices (If you do not use Vision Billing)
- Billings (If you use Vision Billing)
- Cash Receipts

If you have any projects whose revenue accrual is affected by percents complete, you should update labor and expense percents complete before you run Revenue Generation.

If you created any custom revenue types that use total project cost as part of the calculation of revenue, you must also run Overhead Allocation.

- **Revenue Reports** — Vision provides two reports that show the results of posting revenue.
 - **Transaction List** — This report shows the effect of revenue generation on your General Ledger and can be printed before posting occurs.
 - **Revenue Generation Report** — This report shows the effect of revenue generation postings on each of your firm's projects.

You should generate these reports each time you run Revenue Generation.

Run Revenue Generation by Project

You can run Revenue Generation for all of your projects at once, or you can select specific projects and run Revenue Generation for only those projects.

You may want to run Revenue Generation on a project-by-project basis in the following situations:

- You discover and correct an error in one project's data. You want to re-run Revenue Generation to accrue revenue correctly for that project.
- You discover and correct a pattern of errors in some projects' data. You want to re-run Revenue Generation to accrue revenue correctly for those projects.
- You decide to adjust a project's revenue method formula to accrue revenue more accurately for the project. You want to re-run Revenue Generation to see the effect of your adjustment.
- Before you generate financial statements for an Organization's projects, you want to update each project's revenue.
- Before you generate financial statements for a project manager or principal, you want to update revenue for all of their projects.
- After you post timesheets, you want to re-run Revenue Generation for projects whose revenue accrual is affected by timesheet postings.
- After you update percents complete, you want to re-run Revenue Generation for projects whose revenue accrual is affected by percent completes.

- You have just posted a large expense transaction for a project, and you want its project reports to reflect this.
- You want to update revenue on all projects using a certain revenue method.

Revenue Generation and Multicompany

If you use Vision's Multicompany feature, you enable and set up Vision's Revenue Generation options individually for each company in your enterprise. For each company, you evaluate Vision's revenue methods, upset limit, revenue group, and revenue categories features and determine whether and how to set them up to most suitably recognize, track, and report project revenue for that company.

You run Revenue Generation separately for each company.



See the "Revenue Generation and Multicompany" help topic in the Concepts » Multicompany Concepts » Accounting and Multicompany book in the Vision Help system for additional information.

Revenue Generation and Multicurrency

If you use the Multicurrency part of Vision, see the Revenue Generation and Multicurrency help topic in the Concepts » Multicurrency Concepts book in the Vision Help system for additional information.

Unbilled Services and File Reconciliation

When you run Revenue Generation for projects whose revenue method is any method other than Method B (job-to-date billings), Vision tracks the difference between revenue amounts and billing amounts. The difference (unbilled services) is calculated using the following equation:

$$\text{Unbilled Services} = \text{JTD Earned Revenue} - \text{JTD Total Billings}$$

To review unbilled services (job-to-date), run the Office Earnings Report for all projects, whether or not they had activity in the current accounting period. Be sure to include the Unbilled column and Print Job-to-Date when building the report.

The Total Unbilled amount matches the balance in the Unbilled Services account on the Balance Sheet (typically, Account 121.00 in the Vision Chart of Accounts). This account holds job-to-date unbilled revenue for all projects. Firms also refer to it as work-in-progress or unearned income.

Unbilled services increases as you recognize revenue, and decreases as you post invoices. After you run Revenue Generation and post the Revenue Generation file, Vision posts unbilled revenue for the current fiscal year to the Unbilled Revenue account (typically, 402.00 in the Vision Chart of Accounts) on the Income Statement.



On projects with time and materials or labor-based contracts, unbilled services often represent the normal lag time from incurring the labor expense to posting invoices.

On projects with contracts that allow billing when you have reached a project milestone, including certain lump sum contracts that are billed by phase, invoiced amounts do not represent actual effort on the job. Unbilled services may be unusually high, representing as they do several weeks' work that you cannot bill until reaching the milestone.

On projects with contracts that allow for accelerated billing in the early phases of work; that is, billing ahead of the work effort, unbilled services may be a negative amount, indicating that prebilling has occurred.

Unbilled File Reconciliation

A file reconciliation issue (file rec) is a discrepancy between the sum of the detail for an account on a project report and the account's balance on the General Ledger.

On the File Reconciliation Report, Unbilled Services is the item that pertains to Revenue Generation and unbilled file reconciliations. If you use revenue categories to track multiple unbilled accounts, all revenue categories are included in the Unbilled Services amount.

To run the File Reconciliation Report, select **Utilities » Advanced Utilities » File Reconciliation** from the Vision Navigation menu.

	Revenue	Expenses	Difference
YTD Revenue	3,952,503.29	3,952,503.29	
YTD Direct & Reimb Expenses	1,826,644.69	1,826,644.69	
YTD Indirect Expenses	387,399.18	387,399.18	
Accounts Receivable	2,238,869.16	2,238,549.63	319.53
Accounts Payable	612,532.96	573,922.96	38,610.00
Unbilled Services		1,763,557.79	-1,763,557.79

File Reconciliation Report

If the **Difference** column contains a negative amount, this means that the balance in the General Ledger Unbilled Services account does not match the Total Unbilled amount on the Office Earnings Report (OER), when the OER is run for all projects, whether or not they had activity during the period.

The Unbilled Services account is Account 121.00 in the Standard Chart of Accounts. It contains revenue in excess of billings, or work in progress (WIP.) Firms sometimes refer to it as unearned income.

Unbilled file recs usually result from posting a cash receipt or a journal entry transaction to a revenue account, because these postings do not post an offsetting transaction to the Unbilled Services account. Without the offsetting transaction, the OER increases the revenue amount to include the cash receipt or journal entry. Because the cash receipt or journal entry is not invoice-related, the OER reports the excess revenue in the Unbilled column.

The Office Earnings Report calculates revenue by summing the detail from the revenue accounts on the Income Statement. Because the OER calculates revenue to equal JTD Billed plus Unbilled, if revenue differs from the Billed amount on the OER, the OER increases its own Unbilled amount without changing the balance in the Unbilled Services Account (121.00.) This causes an unbilled file rec — the Unbilled amount on the project reports differs from the balance in the Unbilled Services Account on the Income Statement.

Address unbilled file recs by researching them. Then, change the project's revenue method formula, the revenue method, compensation, or multiplier, and rerun Revenue Generation.

To verify that an unbilled file rec has occurred, complete the following steps:

1. Make sure your comparison uses the OER for all projects (when running the OER, leave Only Projects with Activity unselected).
2. Identify the accounting period when the unbilled file rec began.

3. In the Account Analysis for revenue accounts, for the accounting period when the unbilled file rec began, look for any entries other than Invoices and Revenue Generation journal entries.

The most common cause for a difference between the OER and the Account Analysis is an entry to a revenue account that is not offset by an entry to the Unbilled Services account (121.00). Posting cash receipts to a revenue account can also cause the OER and Account Analysis to differ.

If an unbilled file rec has occurred, the following are always true:

- At the time a cash receipt or journal entry is posted, the amount in the Balance Sheet Unbilled Services account (121.00) is correct, and the amount shown as Unbilled on the OER is adjusted (incorrect).
- After you run Revenue Generation, the amount shown as Unbilled on the OER is correct. The amount on the Balance Sheet is incorrect, because Revenue Generation has tried to correct the difference.



The balance in the Unbilled Services Account (121.00) should tie with the Unbilled amount on the OER. Be sure you are not using other reports to locate or correct an Unbilled file rec.

The balance in the Unbilled Services Account (121.00) usually does not tie with the Unbilled amount on the Unbilled Detail Report. It will tie only if all projects have a revenue method that uses WIP.

The balance in the Unbilled Services Account 121.00 on the Balance Sheet may equal the balance in Account 402.00 on the Income Statement in the first year. Thereafter, Account 402.00 is cleared at each year-end and Account 121.00 accrues from year to year.

The Unbilled Detail Report does not tie to the Project Progress or Project Detail Reports, because of write-offs and billed amounts suppressed on invoices.

Example of an Unbilled File Reconciliation on a Project with Revenue Method B

This example illustrates how an unbilled file reconciliation can occur on a project whose revenue type is Method B.

Method B = JTD Revenue = JTD Billings

If you post an adjustment to one of the project's revenue accounts without using Invoice Transaction Entry in the Vision Transaction Center, you will affect only project revenue and not project billings. When you run Revenue Generation again for this project, Vision applies revenue method B, making revenue equal to billings. It reverses adjustment amounts, except for adjustments entered through Transaction Entry.

For this example, assume you have \$1,000.00 of billed revenue for the period in which you are running Revenue Generation.

The following table shows the project accounting entries before running Revenue Generation and posting any adjustments.

Total Billed	Total Revenue	Unbilled Revenue
\$1,000.00	\$1,000.00	\$0.00

The following table shows the project accounting entries after you post a \$500.00 cash receipt directly to a revenue account, without using Transaction Entry. This adjustment affects Total Revenue only, because Vision calculates unbilled revenue as the difference between Total Billed and Total Revenue.

Total Billed	Total Revenue	Unbilled Revenue
\$1,000.00	\$1,500.00	\$500.00

The following table shows the project accounting entries after posting the above adjustment **and** running Revenue Generation again. Because the project uses revenue method B, Revenue Generation calculates revenue to equal billed amounts. This reverses the \$500.00 cash receipt. This amount now appears in the Unbilled Services account on the balance sheet, creating an unbilled file reconciliation — that is, a difference between the Balance Sheet and the Office Earnings Report.

Total Billed	Total Revenue	Unbilled Revenue
\$1,000.00	\$1,000.00	\$0.00

History Loading for Revenue Generation

All revenue has a status of either billed or unbilled in Vision. When you run Revenue Generation, Vision calculates revenue based on the revenue method you have selected. The result of this calculation is compared to the job-to-date billings amount and the unbilled revenue amount.

Revenue = Job-to-date Billings + Unbilled Revenue

The amount of history required for Revenue Generation to calculate revenue amounts correctly depends on the components used in the revenue method calculation. At a minimum, you must supply Vision with the following information:

- The starting balance of the Unbilled Services account (121.00 in the Standard Chart of Accounts). Enter this amount in Account Balance History.
- Project history to support the amount of unbilled services for each project. Enter these amounts in Invoice and Receipts History. These amounts appear on the Office Earnings report.

If you enter this data, you will avoid a file reconciliation in the Unbilled Services account (121.00). When you run Revenue Generation, Vision calculates the history entered using the revenue method you have selected, and then it compares the result to the job-to-date billings for each project and determines the amount of unbilled revenue, which equals the amount entered through in Invoice and Receipt History.

If you enter sufficient history data — that is, enough project history to support the full amount of unbilled services for the project - Vision will not find any new revenue amounts to accrue the first time you run Revenue Generation. The history for the revenue method is fully supported in the Unbilled Services amount on the Office Earnings report, so no new entry is necessary.

Additional Information by Revenue Method

The following table describes the additional historical information you need to provide for each revenue method.

Revenue Methods and Additional History Entries
<p>Revenue Method B = Job-to-Date Billings = Job-to-Date Revenue</p> <ul style="list-style-type: none"> ▪ No minimum or maximum billing history is required. Any invoice history entered will appear as job-to-date billings on the Office Earnings report.

Revenue Methods and Additional History Entries

- Zero unbilled revenue should be entered for projects using revenue method B.
- The Office Earnings report will show revenue equal to job-to-date billings plus any unbilled detail. Since the unbilled amount is zero, revenue will be equal to the job-to-date billing amount only. Regardless of the billed amount, no entry is made to record additional revenue beyond billings.

Revenue Method M = (Job-to-Date Direct Labor * Multiplier) + Job-to-Date Reimbursable Expenses

- The **Unbilled** field on the Invoice and Receipt History form for all projects ties to the amount entered in Account Balances History for the Unbilled Services account (121.00) for each project.
- Enter job-to-date labor history and job-to-date reimbursable expense history for the project.
- No minimum or maximum billing history is required. Any invoice history entered will appear as job-to-date billings on the Office Earnings report.
- Enter the multiplier in the Project Info Center.
- Enter the unbilled revenue amount in Invoice and Receipt History. Unbilled revenue is the difference between job-to-date revenue (using method M) and job-to-date billings.
- If enough history is entered, Vision should not find any new revenue amounts to accrue the first time you run Revenue Generation.
- The billing status of labor or expense charges does not affect the revenue calculation.

Revenue Method N = None

- No additional entries required.

Revenue Method P = (Percent Complete * Fee) + Job-to-Date Reimbursable Expenses

- Enter the percent complete (as of the installation cut-off date) in the Project Info Center or on the Project Budget Worksheet.
- Create a Project Budget Worksheet for the projects and update the percent completes.
- No minimum or maximum billing history is required. Any invoice history entered will appear as job-to-date billings on the Office Earnings report.
- Enter the job-to-date reimbursable expenses @ cost in Labor and Expense History.
- Enter the Compensation amount in the Project Info Center or on the Project Budget Worksheet.
- Enter the unbilled revenue amount in Invoice and Receipt History. Unbilled revenue is the difference between job-to-date revenue (using method P) and job-to-date billings.
- If enough history is entered and the Project Budget Worksheet is correctly updated, Vision should not find any new amounts to accrue the first time you

Revenue Methods and Additional History Entries

run Revenue Generation.

Revenue Method R = Job-to-Date Receipts

- No minimum or maximum billing history is required. Any invoice history entered will appear as job-to-date billings on the Office Earnings report.
- Enter job-to-date billings and job-to-date receipts for each project.
- Revenue generation will calculate revenue equal to the job-to-date receipts entered in Invoice Receipt History and compare that amount to the job-to-date billings. The difference between the two amounts is the unbilled amount.
- Revenue generation will tie the unbilled amount calculated to the unbilled amount entered in Invoice and Receipt history. No additional entry is necessary.

Revenue Method W = Job-to-Date Billings + Work-in-Progress @ Billing Rates

- The **Unbilled** field on the Invoice and Receipt History form ties to the amount entered in Account Balances History for the Unbilled Services account (121.00) for each project.
- Enter labor and expense data for items with a status of B (billable) on the Labor and Expense History form. The total amount of these items should equal the unbilled amount entered on the Invoice and Receipt History form for the project.
- No minimum or maximum billing history is required. Any invoice history entered will appear as job-to-date billings on the Office Earnings report.
- Revenue generation compares all job-to-date billings and labor and expense items with a status of B (billable) to job-to-date billings. Vision then compares any additional accrual beyond billings to the unbilled services amount. If an unbilled amount exists, no additional entry is required.
- Revenue generation and the Unbilled Detail report calculate the billing extension using the project's billing terms. These routines will accrue additional amounts if the current terms calculate work-in-progress differently than the labor and expense billing extension entered in history.

Consultant Accruals

The Consultant Accruals feature in Vision allows you to budget project expenses at the vendor/consultant level using the Project Budget Worksheet, post expenses as they accrue for vendors/consultants, and then compare accrued expenses against budgeted expenses.

The Consultant Accrual feature is similar to the Revenue Generation feature. While Revenue Generation allows you to recognize revenue when it is earned instead of when it is invoiced, Consultant Accruals allow you to recognize vendor/consultant expenses when they are incurred instead of when a bill is received. In this way, you can more accurately assess project profitability, because a project's financials will not be distorted by the varied billing practices of your vendors/consultants.

Typically, when vendors/consultants complete their work they generate and submit an invoice. However, the invoice may arrive weeks or months after the work has been completed. This can distort your project reports because the vendor/consultant expense has been budgeted and

spent, but not yet applied to the project's expense totals. The automated consultant accrual allows you to accrue a dollar amount equal to the work performed and not yet been billed by the vendor/consultant. This amount is captured in a special Consultant Accrual account that you define on the Posting tab of Accounting Company Settings Configuration.

Consultant Accruals allows you to:

- Calculate accrual amounts based on budget, estimate-to-complete (ETC), or estimate-at-completion (EAC) amounts.
- Post accruals as they are generated.
- Suppress billing.
- Update percent completes; you can drill down to compensation and billed detail.
- Send reports to a process server for printing.
- Save report settings.
- Select accounts singly, by account range, by account type, or by project.

Consultant Accrual Calculations

You have three predefined methods available for calculating consultant accruals. See the following table:

Method	Calculation
Budget Method	(Percent Complete × Budget) - Job-to-Date Spent
ETC (Estimate-to-Complete) Method	[(Job-to-Date Spent + Estimate-to-Complete) × Percent Complete] - Job-to-Date Spent
EAC (Estimate-at-Completion) Method	(Percent Complete × Estimate-at-Completion) - Job-to-Date Spent

When to Process Consultant Accruals

You should process Consultant Accruals when any of the following changes occur in a project's data:

- Percent Completes are updated.
- Consultant voucher or expense reports are posted.
- Budget amounts are updated.

Each time you process Consultant Accruals for a project, Vision calculates and posts a journal entry for each of the projects budgeted accounts based on the project's percent complete data and the options specified when you set up Consultant Accruals. Each entry consists of a debit to the budgeted account and a credit to the Consultant Accrual account.

Consultant Accrual Reports

When you process Consultant Accrual transactions, the accrual data appears on the following reports:

- **Income Statement** — Consultant accrual transactions appear on the Income Statement in the expense accounts for which they were budgeted.
- **Project Progress** — When run at cost rates, this report includes consultant accrual journal entry transactions in the vendor's job-to-date expenses. When run at billing rates, this report includes consultant accrual journal entry transactions with a billing extension. In either case, this report displays vendor budget and percent complete data by vendor or by expense account, depending on how you set up your vendor budgets.

Running the Project Progress report with the Consultant Breakout option enabled, displays the most detail. Use this data to tie out your consultant accrual amounts.

- **Project Detail** — When run at cost rates, this report displays the consultant accrual journal entry transactions separately (transactions are labeled CONAC). When run at billing rates, this report includes consultant accrual journal entry at billing rates.
- **Office Earnings** — This report includes Consultant Accrual journal entry transactions in the Spent column. Vision includes amount from the Spent column in calculations of Profit and Profit %.
- **Consultant Ledger** — This report allows to track consultant accruals by project and vendor. You can run the report using a vendor summary or vendor detail format. If you select the vendor summary format and you have budgeted by vendor, the report includes a budget by vendor column. The amounts in this column can be updated in the Project Budget Worksheet. If you select the voucher format, the report displays the invoice on which the consultant voucher was billed and the invoice status: PD (paid), NF (not found), or NP (not paid). It also shows the budget amount.



For detailed report descriptions and step-by-step instructions for creating reports, see the Reporting book in the Vision Help system.

Chapter 2: CRM Concepts

This chapter introduces the Vision concepts and functions relevant to customer relationship management (CRM). CRM is both a set of tools and processes you use to monitor and maintain your client relationships *and* the ways in which you leverage your client relationships to win new business.

CRM Overview

Client relationship management (CRM) refers to the set of tools and techniques you use to manage the various interactions that occur between you (your firm) and your customers (clients, contacts). Successfully managing these interactions is crucial to maintaining a loyal base of existing customers and winning new business.

The Vision CRM application is a project-based solution that provides you with a set of tools, applications, and reports to help you manage all aspects of the client/customer relationship. The CRM application allows you to gather information about your customers and then use this information to streamline various procedures, activities, and customer interactions. And because all of your CRM information is stored in one central location — the Vision Info Center — crucial data about your customers and contacts is accessible to all departments within your firm. This means that all personnel who interact with your customers, from marketing and sales to project managers and billing staff, are working with the same information. This promotes consistency in all your customer relations.

The data gathering capabilities and information processing tools provided with Vision CRM allow you to automate client and contact management, lead tracking, marketing campaign management, opportunity and pipeline tracking, and activity and time management. If you are using the Vision Document Management application, you also have the ability to share a variety of document files across your organization. This level of automation gives you more time to focus on anticipating the needs of your clients and finding new and better ways to provide them with services they desire.

In this chapter, you will learn about:

- Vision Dashboard
- Info Center Records
- Clients and Contacts
- Clients and Vendors
- Prospects and Leads
- Marketing Campaigns
- Pipeline Management
- Opportunity Tracking
- Document Management
- Calendar and Activities
- Data Synchronization
- CRM Reports

Vision Dashboard

The Dashboard is your "portal" into Deltek Vision. Dashboard functionality enables you to combine information from different areas of Vision and display it all on a single Web page. Your personalized Dashboard brings together all of the Vision information and tools that you rely on most.

To access the Dashboard, click **Dashboard** on the Vision toolbar. You can also set Vision to open your Dashboard each time you log on.



To learn more how to set Vision to open your Dashboard each time you log on, see the User Options book in the Vision Help system.

Dashparts

Your Dashboard content is easily managed because it is divided into individual sections—or blocks—on your Dashboard, called dashparts. Dashparts provide access to specific records, Web links, reports, activities, and applications. You can access any dashpart without affecting your other dashparts.

The following Dashpart types are available:

- Info Centers
- Applications
- Reports
- Activities
- Links
- Alerts
- System
- Web
- Vision Tip of the Day

You can configure your Dashboard to display only those dashparts used in your role and then arrange them on the screen to suit your preference.

For example, a Project Manager might choose to display Projects and Clients dashparts that display her current projects and clients; a Reports dashpart that includes frequently run reports; and an Activities dashpart that displays the current day's appointments and meetings.

Dashboard Functionality

Dashboard functionality lets you:

- Create multiple dashparts of the same type for your Dashboard.
- Create individual URL dashparts for your Dashboard.
- Retrieve records from a pre-selected list, or perform a query to find specific records.
- Rename your dashpart labels.
- Refresh your dashparts to save any changes.
- Drag and drop your dashparts anywhere on the Vision screen.
- Resize your dashparts.

- Select from four options to display your dashparts on the screen.
- Print most of your dashparts from the Vision screen.
- Hide, reinstate and delete dashparts.
- Change the color of dashparts.



To learn more about the Vision Dashboard, see the Dashboard book in the Vision Help system.

Info Center Records

The Vision Info Center is a collection of information centers that you use to manage all of your business-related data. From opportunities and projects, to clients, contacts, leads, marketing campaigns, employees, accounts, units, and even a text library, the Info Centers allow you to enter, view, and revise your data in one convenient location. Further, the Info Centers are fully integrated and designed to work together to make it easier for you to find and use the data you need.

Use the Info Center to:

- Add records
- Associate records
- Copy records
- Create record groups
- Delete records
- Edit records
- Link external documents to records
- Merge records
- Print records
- Schedule activities
- Search for records

Info Center Security

Your system administrator sets up security access rights to the various Info Center record types based on your role. The access rights defined for your role determine what Info Centers you have access to, the tabs you see within each Info Center, and the functions you can perform within each Info Center.

For example, if you are a Project Manager, you may be granted access only to the Project Info Center and if you are a Marketing Manager, you may be granted access to the Contact, Lead, and Marketing Campaign Info Centers. Your system administrator also determines which tabs are available.

Info Center Record Access and Update Functions

Your system administrator can set your role's ability to view, add, modify, and delete the record types to which you have access, and restrict your access to individual records. For example, if

you are a project manager, your system administrator can limit your access to only those project records for which you are the project manager.

Your system administrator can set the following access rights to Info Center records:

- **Read Only** — Users with Read Only access can view records but they cannot add new records, modify information, or delete records.
- **Modify** — Users with Modify access can view records and make modifications to information, but they cannot add new records or delete records.
- **Add/Modify** — Users with Add/Modify access can view records, modify information, and add new records, but they cannot delete records.
- **Full** — Users with Full access can view records, modify information, add new records, and delete records.

Info Center Audit Trails

The Info Center Audit Trail Reporting feature allows you to keep track of changes made to your Info Center records. Audit trails are triggered when users perform update, delete, and insert actions on your Info Center records. You can view audit trails (by record type) by selecting the appropriate audit trail report from the Vision Reporting application or by printing the report from within the Info Center.

- Audit reports display record names, actions performed, user names, and dates.
- Audit detail reports display actions performed, and old and new data values by column.

When you place your cursor over a record name (at the top of any Info Center record), Vision displays the date and time the record was last modified, and the User ID of the employee who made the modification. Vision also displays the date the record was created and the User ID of the employee who created the record. You do not have to enable Audit Trail Reporting to access this feature.

Info Center Workflows

Your system administrator can configure Vision to alert you when events occur that effect information in your database. These events can also act as triggers for other actions — specific tasks that Vision will perform automatically in response to the initial event. These events and the actions that they trigger are called "workflows" in Vision.

Your system administrator defines the parameters of a workflow process in Workflow Configuration. A workflow can be set into motion when someone adds, changes, or deletes a record — or a specific portion of a record — in any one of the Info Centers (except Units).

Based on the parameters specified by your system administrator, Vision might perform any one or more of the following actions when the specified "triggering" action occurs:

- Send an e-mail alert to designated employees.
- Send a Dashboard alert to designated employees.
- Change the value in a data column.
- Create an activity.
- Invoke a web service.

Workflows are a useful CRM tool. You can, for example, set up workflows to notify sales and marketing staff when a lead becomes an opportunity, and then notify project management staff when an opportunity becomes a project.



To learn more about the Vision Info Centers, see the Info Center book in the Vision Help system.

Client and Contact Management

The Vision CRM application is designed to help your firm build stronger customer relationships and win more business. A key element in this effort is the management of your firm's client and contact records.

Your clients include all the companies or organizations for whom you are currently working, as well as those for whom you have previously completed work and those for whom you hope to work in the future. You maintain client data in the Client Info Center.

Your contacts include all former, current, and potential points of contact you have at client and/or vendor companies and organizations. Your contacts can include the names of CEOs, project managers, colleagues, or even friends who work for your clients or vendors. You maintain contact data in the Contact Info Center.

Use the Client and Contact Info Centers to:

- Enter client and contact name, address, and phone information.
- Schedule and manage activities with clients and contacts.
- Link clients and contacts with completed or ongoing projects and opportunities.
- Define and review relationships between your employees and your clients and contacts.
- Define and review client-to-client relationships and contact-to-contact relationships.
- Access files related to your clients and contacts.

After you enter client and contact data in the Client and Contact Info Centers, this data is available to all personnel at your firm who have security access to the Info Center. You can use this data to generate various reports, schedule activities, or send broadcast e-mails.

Clients and Vendors

If you manage both client and vendor records, Vision includes a feature that enables you to share data between the Client and Vendor info centers and streamline their information into a central location. You can either use one combined info center to maintain all client and vendor information, or keep the Client and Vendor info centers separate, but link client and vendor records together to share the data.

Vision CRM Only Users

If you are a Vision CRM Only user, you can merge the Client and Vendor info centers into one central location. This single info center can track all firms or companies with which you interact, and manage the important data where there is a prime or sub relationship. With the single info center implementation, you can name the single info center "Firms," enter all client and vendor data in this one location, and eliminate the need to maintain the data in two info centers.

- New CRM users who want to take advantage of this feature can use the Vision implementation process, which includes entering firm data in the Client Info Center only. Users must use Security Configuration to disable the Vendor Info Center for all roles.
- Existing CRM users who want to combine data from the two info centers but already have records entered in both, must use the Create Client from Vendor utility to add all vendor

records into the Client Info Center, and then use Security Configuration to disable the Vendor Info Center for all roles. Vision Accounting Users, or Vision Accounting and Vision CRM Users

Vision Accounting Users, or Vision Accounting and Vision CRM Users

If you use either Vision Accounting, or Vision Accounting and Vision CRM, you must maintain separate records in both the Client and Vendor Info Centers. This gives Vision the ability to associate client records with billing and use vendor records to process checks. However, you can use the new feature to link the client and vendor records together and maintain similar information. You can also use the New » Create Vendor from Client function to quickly create a new vendor record. Vision populates the vendor record with data from the Client Info Center. This reduces the need to enter duplicate information in multiple places within the database.

Example

The following is an example of a business process for which you would link client and vendor information.

- Marketing needs to create and develop a relationship with a prospective consultant as part of a new opportunity team.
- The project is awarded.
- Accounting creates the payables vendor.

Vision Resource Planning Users

You must continue to set up clients and vendors separately. Planning utilizes the Vendor Info Center for budgeting consultants and expenses.

Combined Client and Vendor Info Center Report

If you combine your client and vendor records, Vision offers additional options when you run the Client List report.

These options allow you to specify whether you want to include project and opportunity records for which the client firm is treated as:

- A client
- A vendor
- Both client and vendor
- Neither client nor vendor (the "client" firm may be a partner or even a competitor)



For more information, see the Client List report topic in the Reporting book in the Vision Help system.

Prospects and Leads

Prospects and leads can be thought of as a unique subset of contacts, your contacts for new business. Prospects and leads are the companies and people (also called prospect contacts or unqualified contacts) who have come to your firm's attention as potential sources of future business. Essentially, prospects and leads are those contacts with whom you plan to cultivate a relationship in order to help your firm find new opportunities and ultimately win new projects.

You maintain prospect/lead data using the Lead Info Center.

The Lead Info Center allows you to:

- Enter lead name, company, address, and phone information.
- Schedule and manage activities with leads.
- Link leads with completed or ongoing marketing campaigns.
- Access files related to your leads.

After you have entered lead data in the Lead Info Center, this data is available to all personnel at your firm who have security access to the Info Center. You can use this data to generate various reports, schedule activities, or send broadcast e-mails.

Maintaining separate records for contacts (Contact Info Center) and prospect contacts (Lead Info Center) allows you to quickly identify those contacts who are associated with client companies and those contacts associated with companies to which you want to focus new business marketing efforts.

Qualify or Disqualify a Lead

Generally, your marketing and sales staff work with your leads to assess their level of interest in doing business with your firm. Through conversations, meetings, and/or marketing campaign activities, your marketing and sales staff determine whether a lead is qualified to pursue further.

- You disqualify lead that are not worth pursuing. When you disqualify a lead, their record is marked "disqualified". This allows you to quickly eliminate leads you are no longer pursuing from marketing campaign activities.
- You qualify leads that you want to pursue. When you qualify the lead you can choose to convert the lead record to a contact record, a client record, or an opportunity record. This allows you to move lead data through the pipeline. This is especially useful when you convert a lead to an opportunity, because the opportunity can later be used to create a new project.

Marketing Campaigns

A marketing campaign is any event or activity designed to reach new and existing leads, contacts, and/or clients for the purpose of generating new business for your firm.

Marketing campaigns may include:

- Attending trade shows or professional association meetings to generate new leads for your firm.
- Mailing brochures or other marketing materials to all the leads in your database to increase awareness of your firm and its services.
- Hosting seminars or meetings for leads and clients to describe the services you offer and highlight project accomplishments.

You maintain marketing campaign data using the Marketing Campaign Info Center.

The Marketing Campaign Info Center allows you to:

- Enter campaign names, types, target audiences, objectives, and descriptions.
- Track campaign budgets, costs, and revenue using labor and expense data.
- Set up, track, and summarize campaign activities.

- Track responses to the campaign, including the number of business leads, contacts, opportunities, and projects generated by the campaign.
- Access files related to your campaigns.

After you have entered lead data in the Marketing Campaign Info Center, this data is available to all personnel at your firm who have security access to the Info Center. This data can be used to generate various reports, schedule activities, and monitor campaign status.

Pipeline Management and Opportunity Tracking

Pipeline management and opportunity tracking are critical processes that your marketing and sales staff use to monitor and assess their efforts as they pursue new business for your firm.

Pipeline Management

Your sales and marketing pipeline includes all the people and activities involved in generating new business. The pipeline begins with the identification of new leads and continues as you target those leads through marketing campaigns. Because you maintain all lead and marketing campaign data in the Info Center, and because you have the ability to link and track leads and campaigns, Vision makes it very easy for your sales and marketing staff to manage the new business pipeline.

Once in the pipeline, your leads are either qualified or disqualified, depending on their level of interest in doing business with your firm. If a qualified lead has an upcoming project for which they are accepting bids, you can convert that lead to an opportunity and begin tracking opportunity activities and status.

Finally, if your opportunity results in an awarded project, you can create a new project record from the opportunity record. This allows you to begin tracking and monitoring project data while still maintaining your existing project data.

Opportunity Tracking

When you have identified an opportunity for potential future business (either from a lead or elsewhere) you can enter the opportunity data in the Opportunity Info Center.

The Opportunity Info Center allows you to:

- Enter opportunity name, address, and phone information.
- Retrieve estimated and weighted revenues.
- Review opportunity open and close dates, total days open, and current status.
- Schedule and manage opportunity activities - including marketing campaign activities.
- Identify the team members assigned to each opportunity and specify team roles.
- Link clients and contacts with opportunities and specify roles.
- Access files related to your opportunities.

After you have entered opportunity data in the Opportunity Info Center, this data is available to all personnel at your firm who have security access to the Info Center. This data can be used to generate various reports, schedule activities, and monitor opportunity status.

Opportunity Stage Change Alert

In addition to the tracking features available in the Opportunity Info Center, you can use the Opportunity Stage Change Alert feature in Vision to notify team members when the status of an

opportunity changes. This allows you to keep staff members at your firm apprised of the current status of your opportunities and to trigger appropriate team responses as an opportunity moves from one stage to another.

Document Management

If you are using the Vision Document Management application, you can store, share, and collaborate on a set of documents for every client, contact, lead, marketing campaign, and opportunity record in your Info Center (as well as employee, project, vendor, and text library records). You can link a single document to just one record, or to multiple records in multiple Info Centers.

Features

Document Management provides:

- Web-based access to all documents.
- The ability to link documents to specific Info Center records.
- The ability to organize documents into sites, libraries, and folders.
- The ability to store photos, graphics, and other digital assets.
- Check-in and check-out capabilities, so that multiple users don't attempt to update the same document at the same time.
- Document changes that are tracked and assigned different version numbers for auditing and rollback purposes (if versioning is enabled for the library).
- Cross-document text searches for various document formats, including Word, PDF, and Excel.
- Security settings to control document access and editing.
- The ability to share documents with clients, partners, and suppliers, by creating outward-facing portals.

Document Management and Microsoft® Windows® SharePoint™ Services (WSS)

Document Management employs Microsoft Windows SharePoint Services, a leading collaboration platform already used by many professional services firms. SharePoint is tightly integrated with Windows Server™ 2003, to take advantage of the performance, stability, and security features of the Microsoft .NET Framework.

Security

Document Management ensures that documents are accessible only to the appropriate people. You control which employee roles have access to which document libraries, and what document editing and management tasks each role can perform.

Calendar and Activity Management

A key component of lead follow-up, opportunity tracking, and project management is the ability to schedule activities for clients, contacts, leads, employees, opportunities, and projects. Vision provides you with a variety of options for scheduling and managing your daily activities, such as phone calls, meetings, tasks, and other important business functions.

Use one or all of the following tools to schedule and manage your activities in Vision:

- **Activity Calendar** — The Activity Calendar provides a snapshot of all your activities for a selected month, week, or day.
- **Activity Manager** — The Activity Manager is a comprehensive activity log from which you can access and review details for any completed or pending activity.
- **Info Center** — The Info Center allows you to enter and access activity information for individual clients, contacts, leads, marketing campaigns, employees, opportunities, and projects.
- **Dashboard** — You can configure your Vision Dashboard to include the My Activities dashboard, which displays a list of your scheduled activities.

When you schedule an activity, you enter activity details (such as activity type, date and time); associate the activity with a particular client, opportunity, an/or project; specify who will attend the activity (employees and contacts); specify whether the activity occurs once or if it is a recurring event; and schedule follow-ups for the activity, as needed.

Scheduled activities appear on attendees calendars and dashboards, and can be reviewed using the Activity Manager or by opening associated Info Center records. All of these features combined make it easy to review and track activities throughout the project life cycle — from lead generation and marketing campaign activity to opportunity proposal generation and project award and completion.

In addition, you can set up reminders to notify activity attendees when an activity is about to occur or when a change has been made to the activity schedule.

If you are using the Vision Synchronization application, you can also synchronize calendar events and tasks between Vision and Microsoft Exchange or Lotus Domino. For additional information, see Data Synchronization Overview.

Activity Examples

- Return from a cold call meeting with a client prospect (lead) and schedule a follow-up activity as a reminder to send the prospect a brochure and thank you letter.
- Schedule a phone call to a contact to discuss an opportunity your firm is pursuing.
- Schedule a meeting with a client contact and project team members to provide a project progress report.



To learn more about managing activities in Vision, see the [Calendar and Activities](#) book in the Vision Help system.

Data Synchronization

As you begin working in Vision, you may find that you need to coordinate or share certain types of Info Center and activity data with other software applications in use at your firm. Vision includes two data sharing tools that can help you integrate the various collections of data you have at your firm.

Data Synchronization

Deltek Vision server-to-server synchronization allows you to synchronize contacts, appointments (meetings, phone calls), and tasks between your groupware server and Deltek Vision.

Vision's Synchronization Server runs the synchronization process automatically, as a background process, based on rules established by your system administrator. Automatic synchronization ensures data is always up-to-date.

Microsoft Office Integration

The Integration utility allows you to integrate Vision information with Microsoft Word and Outlook. This includes sharing client, contact, lead, and activity information; inserting Vision opportunity record information or text library text into PowerPoint presentations; and searching text library records for data to include in Word documents. In addition, you can automatically generate Vision clients, contacts, and activities, and even search the database directly from your desktop.



To learn more about data synchronization, see the [Data Synchronization and Microsoft Integration](#) book in the Vision Help system.

CRM Reports

The Vision CRM application includes a number of reports designed to help you manage the information in your database. These reports allow you to print mailing labels for clients, contacts, and leads; review simple or detailed lists of the clients, contacts, employees, leads, marketing campaigns, opportunities, projects, and vendors stored in your database; and review probability forecasts for your opportunities. You can also print calendar and activity reports to review activities for specified periods of time or for selected clients, contact, employees, and so on.

You can generate CRM reports from within the Info Center or from the Reporting application. To generate activity reports, you must access either the Activity Calendar or the Activity Manager.



For detailed report descriptions and step-by-step instructions for creating reports, see the [Reporting](#) book in the Vision Help system.

The following table describes the CRM reports available in Vision.

Report Type	Description
CRM Client Reports	<ul style="list-style-type: none"> ▪ Client Mailing Labels — You can print client mailing labels in a variety of formats. ▪ Client List — This report shows all the clients in your Vision database. The report displays data from the General tab of the client records, based on the options you select. ▪ Client Summary — This report shows all the clients in your Vision database. The report displays data from all of the tabs and fields in the client records, based on the options you select. ▪ Client Audit — This report shows usernames and dates for each update, delete, and insert action performed on client records. ▪ Client Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on client records.

Report Type	Description
CRM Contact Reports	<ul style="list-style-type: none"> ▪ Contact Mailing Labels — You can print contact mailing labels in a variety of formats. ▪ Contact List — This report shows all the contacts in your Vision database. The report displays data from the General tab of the contact records, based on the options you select. ▪ Contact Summary — This report shows all the contacts in your Vision database. The report displays data from all of the tabs and fields in the contact records, based on the options you select. ▪ Contact Audit — This report shows usernames and dates for each update, delete, and insert action performed on contact records. ▪ Contact Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on contact records.
CRM Employee Reports	<ul style="list-style-type: none"> ▪ Employee List — This report shows all the employees in your Vision database. The report displays data from the General tab of the employee records, based on the options you select. ▪ CRM Employee Summary — This report shows all the employees in your Vision database. The report displays data from all of the tabs and fields in the employee records, based on the options you select. ▪ Employee Audit — This report shows usernames and dates for each update, delete, and insert action performed on employee records. ▪ Employee Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on employee records.
CRM Lead Reports	<ul style="list-style-type: none"> ▪ Lead Mailing Labels — You can print client mailing labels in a variety of formats. ▪ Lead List — This report shows all leads in your Vision database. The report displays data from the General tab of the lead records, based on the options you select. ▪ Lead Summary — This report shows all the leads in your Vision database. The report displays data from all of the tabs and fields in the lead records, based on the options you select. ▪ Lead Audit — This report shows usernames and dates for each update, delete, and insert action performed on lead records. ▪ Lead Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on lead records.

Report Type	Description
	insert action performed on lead records.
CRM Marketing Campaign Reports	<ul style="list-style-type: none"> ▪ Marketing Campaign List — This report shows all the marketing campaigns in your Vision database. The report displays data from the General tab of the marketing campaign records, based on the options you select. ▪ Marketing Campaign Summary — This report shows all the marketing campaigns in your Vision database. The report displays data from all of the tabs and fields in the marketing campaign records, based on the options you select. ▪ Marketing Campaign Audit — This report shows usernames and dates for each update, delete, and insert action performed on marketing campaign records. ▪ Marketing Campaign Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on marketing campaign records.
CRM Opportunity Reports	<ul style="list-style-type: none"> ▪ Opportunity Forecast — This report shows probability estimates and predicted revenue numbers for the opportunities your firm is pursuing. ▪ Opportunity List — This report shows all the opportunities in your Vision database. The report displays data from the General tab of the opportunity records, based on the options you select. ▪ Opportunity Summary — This report shows all the opportunities in your Vision database. The report displays data from all of the tabs and fields in the opportunity records, based on the options you select. ▪ Opportunity Audit — This report shows usernames and dates for each update, delete, and insert action performed on opportunity records. ▪ Opportunity Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on opportunity records.
CRM Project Reports	<ul style="list-style-type: none"> ▪ Project List — This report shows all the projects in your Vision database. The report displays data from the General tab of the project records, based on the options you select. ▪ CRM Project Summary — This report shows all the projects in your Vision database. The report displays data from all of the tabs and fields in the project records, based on the options you select. ▪ Project Audit — This report shows usernames and dates for each update, delete, and insert action performed on project records.

Report Type	Description
	<ul style="list-style-type: none"> ▪ Project Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on project records.
CRM Vendor Reports	<ul style="list-style-type: none"> ▪ Vendor List — This report shows all the vendors in your Vision database. The report displays data from the General tab of the vendor records, based on the options you select. ▪ CRM Vendor Summary — This report shows all the vendors in your Vision database. The report displays data from all of the tabs and fields in the vendor records, based on the options you select. ▪ Vendor Audit — This report shows usernames and dates for each update, delete, and insert action performed on marketing campaign records. ▪ Vendor Audit Detail — This report shows old and new values, listed by column, for each update, delete, and insert action performed on marketing campaign records.
Activity Reports	<ul style="list-style-type: none"> ▪ Activity List — This report displays all of your scheduled and/or completed activities, based on the selections you make using the Activity Manager. ▪ Activity Summary — This report displays a summary of details for selected activities that you have scheduled and/or completed, based on the selections you make using the Activity Manager. ▪ Activity Calendar — This report displays a snapshot of your phone calls, meetings, and tasks for a given month, week, or day.

Chapter 3: History Concepts

This chapter introduces you to the guidelines for using historical data in Vision. Historical data is any project and/or accounting data that you accumulated prior to your Vision installation. Before you begin processing transactions in Vision, you may need to load some or all of your historical data into the Vision database to maintain the integrity of your project and accounting data.

History Overview

When you install and begin using Vision, you already have a great deal of project and accounting data on another database system. You must supply Vision with a certain amount of this historical data (such as account balances as of the installation cutoff date) for your Vision processing and reporting to make sense.

Historical data consists of information about your projects and accounts prior to the installation cutoff date (for example, the start date for your first set of timesheets and expenses processed in Vision.) Job-to-date historical amounts must begin at the start of the project and end at this cutoff date. Work occurring before this date is history data, and work occurring after this date is transaction data.

There are three ways to load your historical data into Vision:

- **Data Migration** — Use Vision's Import Utility to convert your historical data electronically.
- **Data Conversion** — Use this process to convert data from a legacy Deltek product to Vision. Examples of legacy products are Deltek Sema4, Deltek Advantage, Deltek FMS, Deltek Award, and Deltek CRM and Proposals.
- **History Loading Utility** — Using this method, you manually enter historical data into Vision on special database forms. These history loading forms allow you to enter data directly into your Vision database rather than having to post it to the Vision database.



This chapter covers only concepts related to the History Loading utility.

If you choose to enter your historical data through the History Loading Utility, you must enter the data with special database forms. These forms are referred to as history loading forms. History loading forms allow you to enter information directly into your Vision database (in other words, you do not have to post this information into the database) and build the reports you will be using to monitor your firm.

The Vision History Loading utility allows you to enter and track data as of the end of the period prior to the installation cutoff date, which is the date you choose to start processing transactions in Vision. All data that you enter in Vision after the installation cutoff date is considered transaction data.

In this chapter, you will learn about:

- History Loading Utility
- Installation Cutoff Date
- Entering Historical Data
- Effects of History Loading

History Loading Utility

When you begin processing in Vision, you enter and post information using the data entry forms found in the Vision Transaction Center. However, for historical information, you must enter data on special history loading forms that automatically update the appropriate parts of your database. The history data you enter is immediately available on the reports you use to monitor your project's and your firm's financial performance.

The History Loading utility includes forms for entering the following types of history data:

- **Labor and Expense History** — Use the Labor and Expense History form to enter information about labor and expense charges incurred by your projects prior to the installation cutoff date.
- **Invoice and Receipt History** — Use the Invoice and Receipt History form to enter information about invoices and receipts processed prior to the installation cutoff date. The main purpose in entering invoice and receipt history is to update your AR Aging, AR Ledger, and Office Earnings reports.
- **Accounts Payable History** — Use the Accounts Payable History form to enter information about vouchers and receipts processed prior to the installation cutoff date. Historical A/P data does not update your Balance Sheet — however it does create the A/P subsidiary detail that should tie to your Balance Sheet.
- **Benefit Accrual History** — Benefit Accrual History allows you to keep track of paid time off (such as vacation and sick time) accrued for each employee prior to the installation cutoff date. You can use this feature to update your Accrued Time report.
- **Account Balances History** — Use the Account Balances History form to enter your General Ledger account balances as of the installation cutoff date. These balances are reflected on your Balance Sheet and Income Statement.
- **Payroll History** — Use the Payroll History form to enter employee payroll information processed prior to the installation cutoff date. If you are using Vision for the first time, you must set up employee payroll withholding information in Employee Info Center before you enter historical withholding information.



For more information about entering historical data, see the Utilities book in the Vision Help system.

For more information about entering transaction data, see the Transaction Center book in the Vision Help system.

Installation Cutoff Date

The installation cutoff date is the date that you plan to "go live" with Vision — that is, the date you will begin processing all of your transactions in Vision. The date you select determines the cutoff date for compiling historical data. You can use any date during the year as your installation cutoff date.

Before selecting an installation cutoff date, consider the following:

- Your target date for having Vision up and running at your firm.
- Where you are now in the current fiscal year and accounting period.

You can use either the fiscal year-end or the end of an accounting period as your installation cutoff date.



Deltek does not recommend using a date that falls in the middle of an accounting period.

Things to Consider When Choosing an Installation Cutoff Date

Although you can select a cutoff date in the past or use a date in the future, keep the following constraints in mind:

- If you select a cutoff date in the past, you must reprocess any transactions that have occurred since that date.

For example, let's say that you select December 31 as your cutoff date, but you do not begin processing with Vision until March 1. You must enter your historical balances as of December 31, then enter and post all the transactions that occurred in January and February.
- If you select a cutoff date in the future, you must enter any essential historical data before you can begin processing any new transactions.

For example, let's say you select December 31 as your cutoff date and you plan to begin processing with Vision on January 1. You must gather and enter all essential historical balances as of December 31 before you can begin processing transactions that rely on that history.

Using Fiscal Year-End

The end of a fiscal year is an ideal cutoff date for your history data. If you install Vision at the end of your firm's fiscal year, you only need to enter account balances for your balance sheet — you do not need to enter balances for your income statement.

This could save you a great deal of time and effort. However, the end of your fiscal year may already be a busy time for your staff. Before choosing a year-end cutoff date, be sure that you have the resources to handle your normal year end work plus installation.

Consider the following if you are thinking about using the end of the fiscal year as your cutoff date:

- If your fiscal year end is coming up soon, you might find it convenient to wait until year end to install Vision — this will make history loading easier.
- If you have just passed year end, you may want to install Vision now, use year end as your cutoff date, and reprocess any transactions that have occurred since year end.
- If you are not close to year end, waiting several months to install Vision or installing Vision and then reprocessing several months worth of transactions may not be worthwhile.

Using the End of an Accounting Period

Using the end of an accounting period as your cutoff date may be right for you if you are not close to year end or you do not have the resources to install Vision at year end. You can choose the end of any accounting period as your cutoff date.

Consider the following if you are thinking about using the end of an accounting period as your cutoff date:

- If you select a previous accounting period as your cutoff date, will you have the time and resources to reprocess any transactions that have occurred since the end of that accounting period?

- If you select an accounting period in the future, will you have time to enter essential history before the cutoff date occurs and you must begin processing transactions through Vision?
- Are you near enough to year end to use the fiscal year end as your cutoff date instead of the end of an accounting period?

Entering Historical Data

You can begin using Vision before you have entered all history. However, the sooner you enter historical data, the sooner you can use Vision to generate up-to-date reports.

History loading for Vision consists of several steps:

- Determine an installation cutoff date and install Vision.
- Gather project and accounting data processed prior to the date you go live on Vision.
- Enter your historical data in Vision and begin normal processing.

Some types of historical data are required to ensure your reports run properly — while other types of historical data are optional. The amount of historical data you enter will impact the relevance of your project and accounting reports.

Project History

When preparing to enter project historical data for Vision, you should consider two basic questions.

- When to enter project history?
- How much project history to enter?

You can enter project history during installation, after installation, or not at all.

Some firms find it easier to install Vision and process transactions for one or two accounting periods (typically one or two months) before they enter project history. This allows users to gain a better understanding of how Vision works and where project reporting data originates, which in turn makes it easier to determine the level of history data that must be entered to meet the firm's processing and reporting needs.



Keep in mind that your project reports may not be useful until after you have entered all of your project history.

Most firms do not maintain project files that are as detailed as the project files available in Vision. Therefore, the most difficult history decisions often involve how much project history to enter. The amount of project history that you enter effects the level of detail on your reports and your ability to process data accurately.

For example, if you do not enter labor and expense history, your project and Time Analysis reports, unbilled transactions for billing processing, and job-to-date overhead amounts will not include complete or accurate details. You may also not have sufficient data to accurately run Revenue generation.

Conversely, you may not need complete data for all projects. You may opt to supply history for only certain projects or for no projects at all. For example, you may decide not to enter history for projects that will end during the next few months, instead, entering history only for projects that will continue past a specified date in the future.

Accounting History

Unlike project history, which is optional, you must enter a certain amount of accounting history for Vision to operate correctly. For example, if you do not enter account balances, Vision cannot begin to generate a meaningful Balance Sheet or Income Statement.

At a minimum, you should enter the following accounting history before you begin processing transactions in Vision (or shortly thereafter).

- Enter account balances in Account Balances History. This will allow you to reconcile your Balance Sheet with your Accounts Receivable and Accounts Payable sub-ledgers.
- Enter Accounts Receivable history in Invoice and Receipt History. This will allow you to enter cash receipts against outstanding invoices.
- Enter Accounts Payable history in Accounts Payable History. This will allow you to pay vendors for outstanding vouchers.

When deciding how much accounting history to enter, you should also consider the following:

- If you do not enter **full** invoice and receipt history, you will not have a complete Accounts Receivable Ledger or job-to-date amounts on the Office Earnings Report, and Vision may not have sufficient data to run Revenue Generation.
- If you do not enter **full** Accounts Payable voucher history, you will not have a complete Accounts Payable Voucher Report.

History Detail

When you enter your historical data, you may decide that you want to enter the data at a level of detail that your existing records do not support.

For example, maybe your firm has always tracked reimbursable project expenses in a single General Ledger account and now you want to start tracking expenses separately in Consultant, Reproduction, Travel, and Miscellaneous categories so that you can display expense details on project reports and bills. When transferring your historical expense data to Vision, you may experience conflicts with the way the data appears on your reports.

You can approach this problem in one of three ways:

- You can enter all historical expenses in the Miscellaneous Expenses account. If you choose this approach, the individual expense account balances on your Income Statement will be incorrect for the first year, although total expenses will be correct. Expenses will not be broken out into Consultant, Reproduction, Travel, and Miscellaneous amounts on your project reports or invoices until you begin processing transactions through Vision.
- You can assign a percentage of the total historical expense to each expense category. For example, you might estimate that travel usually amounts to 10% of all project expense and assign 10% of each project's total expense to the Travel account. This method affects the meaningfulness of your account balances, because historical estimates may be out of sync with actual expenses incurred.
- You can research your project expenses to determine actual balances for each expense account. This method can improve the accuracy of your account balances, but it is a time-consuming task and the information you obtain may be incomplete.

The amount of history you enter depends on the level of detail you want to include on your reports. Reports are only as thorough as the history you provide. Depending on your reporting needs, you may decide to enter more history detail for certain projects than for others.

Verification of Historical Data

History loading has an impact on the transactions you process in Vision as well as on your project and financial reports.

The following table summarizes the processes affected by the historical data that you enter, and the reports you can run to verify the data's accuracy.

History Loading Form	Processes Affected and Reports to Run
Labor and Expense	<p>Labor Section</p> <ul style="list-style-type: none"> Job-to-Date Project Reports Time Analysis Report (if project is included) Bill Processing Overhead Allocation (if project is set up to receive overhead) Revenue Generation (if method is specified) <p>Expense Section</p> <ul style="list-style-type: none"> Job-to-Date Project Reports Bill Processing Revenue Generation (if method is specified) <p>Overhead Field</p> <ul style="list-style-type: none"> Job-to-Date Project Reports @ Cost
Invoice and Receipt	<p>Invoice Section</p> <ul style="list-style-type: none"> Accounts Receivable Reports Job-to-Date Office Earnings Report, Billed columns Unbilled field (Job-to-Date Office Earnings Report Unbilled column) <p>Receipt Section</p> <ul style="list-style-type: none"> Accounts Receivable Reports
Accounts Payable	<p>All Sections</p> <ul style="list-style-type: none"> Voucher Schedule Voucher Ledger
Benefit Accrual	<p>All Sections</p> <ul style="list-style-type: none"> Benefit Accruals Processing Accrued Time Report

History Loading Form	Processes Affected and Reports to Run
Account Balances	All Sections <ul style="list-style-type: none"> Balance Sheet Income Statement
Payroll	All Sections <ul style="list-style-type: none"> Employee Payroll List Form 940 Worksheet Form 941 Worksheet State Unemployment Insurance Worksheet State/Local Income Tax Worksheet Withholdings By Category Report

Chapter 4: Multicompany Concepts

Vision Multicompany provides you with a comprehensive view of the transactions, interactions, and activities of all the companies in your enterprise. Multicompany enables you to track data for multiple legal entities using a single database and also makes it possible for you to complete and report on intercompany transactions, including intercompany billings.

This chapter introduces concepts to help you understand the tools and processes used in the Vision Multicompany feature.

Multicompany Overview

The Vision Multicompany feature gives you a comprehensive view of transactions, interactions, and activities for all companies within your enterprise. Multicompany lets you track data for multiple legal entities, while still maintaining a single database. Multicompany also makes it easy for you to complete—and report on—intercompany transactions, including intercompany billings.

Before you enable and use the Multicompany feature, Deltek recommends familiarizing yourself with the terminology and concepts used throughout Multicompany.

The Multicompany feature makes it possible for you to:

- Track an unlimited number of separate companies within a single database.
- Operate Vision using data for one company, then switch to another company without logging off and on.
- Set up projects so that different phases and tasks are "owned" by different companies.
- Establish business rules at both the enterprise and company levels, allowing for consistent and meaningful enterprise-wide reporting, as well as flexibility at the company level:
 - In general, you establish structures-work breakdown structures, the chart of accounts structure, and the organization structure-at the enterprise level.
 - Then, on a company-by-company basis, you establish the project, account, and organization records that fulfill each company's needs.
- Set up role-based security between and within companies.
- Share resources across company boundaries, thus keeping employees well utilized and balancing competing project needs.
- Produce consolidated reports, including data from many or all of the companies in the enterprise.
- Integrate Multicompany with the Multicurrency feature, which supports the use of any number of global currencies.



For setup information and links to procedures, see these topics in the Vision Help system:

- [Multicompany Configuration Overview](#)
- [Intercompany Billing Concepts Overview](#)
- [How to Enable Multicompany \(checklist\)](#)
- [How to Set Up Each Company \(checklist\)](#)

To access these topics, select **Configuration, Organization Configuration, General, Multicompany** from the Contents pane in the Vision Help system.

Multicompany Terminology

Understanding certain Multicompany terms will help you use the feature more easily and effectively. For example, understanding the significance of "active company" and knowing how to check which company is active as you're working in Vision will help you be sure that you are creating transactions, invoices, reports, and so on for the company you intend.

This section defines and explains the following terms:

- Enterprise
- Company
- Active Company
- Home Company
- Initial Company

Enterprise

In Vision, the **enterprise** is the umbrella under which multiple companies operate. You could think of the enterprise as the "parent" company.

Settings at the enterprise level support cross-company transactions and reporting. For example, there is a single chart of accounts for the enterprise, setting forth the ranges of the accounts used by all the companies.

Even though structures are set at the enterprise level, Vision gives you the flexibility of setting many business rules on a company-specific basis, as noted in the following list.

At the enterprise level, above all the companies, you establish the following settings:

- Work breakdown structure (WBS). Phases and tasks within a project can be "owned" by different companies.
- Fiscal calendar.
- Chart of Accounts structure. Individual accounts, however, can be established by company.
- Organization structure. Individual companies might be divided further into organizations, such as branch offices, regions, or disciplines, whose revenue and expense are tracked separately.
- Employee, vendor, and client records, which you enter through the Info Center.

Company

Each **company** within the enterprise is a separate legal entity. Each company sets its own business rules.

For example, within the chart of accounts structure established at the enterprise level, each company can set up accounts specific to its needs.

The company is the highest level of the organization structure within the enterprise. Individual companies might also be divided further into organizations or profit centers (for example, branch offices, regions, or disciplines), whose revenue and expense performance is tracked separately.

See the next section on how the active company—the company currently selected, at startup or via the Change Company utility—determines the ownership of transaction and other data.

Active Company

The company you select at login, or when switching to a different company, is the **active company**. You may also hear the active company referred to as the "current" company or the "current company context."

Active Company Determines Ownership and Access

In general, records belong to the company that is active when the records are created. The active company determines:

- Which company "owns" transactions; that is, which transaction files are available for you to review, edit, and post.
- Which accounts payable vouchers you can review or submit.
- Which vendors are available for use in accounting applications.
- Which accounts are available for charging.
- Which projects are available for charging.
- The list of currencies enabled, if you are using Multicurrency.



For more information, see "Home Company" on page 96.

If you need to change companies, select **Utilities, Change Company** to open the Company Selection dialog.

Determining Which Company Is the Active Company

The name of the active company appears in the title bar, along the top of the Vision screen.

If you are working in a company-specific area of Vision, Vision also displays the name of the active company in the context area of the form.

Home Company

An employee is assigned to his/her home company via the **Organization** field on the General tab of the Employee Info Center. The **home company** is the company that manages the employee's timesheet and expense report processes, and which is responsible for paying him or her.

Default to Home Company

When you select a company at startup, or switch to a different company during a Vision session, you use the Company Selection dialog box. Select the **Automatically default to my home company at startup** option if you want Vision to open at your home company each time you start Vision.

Select **Utilities, Change Company** to open this dialog and change companies during any Vision session.

Initial Company

When you first enable Multicompany, you are simultaneously converting your existing Vision database to support multiple companies and creating the initial company in your enterprise.

- If you have a single Vision database, all data in it will belong to the initial company.

- If you have more than one Vision database, all data in the database you select as you log in to Vision before enabling Multicompany will belong to this initial company.



For more information, see the topic titled “Enable Multicompany and Create the Initial Company.” in the Vision Help system.

To access this topic, select **Configuration, Organization Configuration, General, Multicompany, Enabling Multicompany** from the Contents pane.

Security and Multicompany

Vision uses the roles you define in **Configuration, Security, Roles** to define user access when the Multicompany feature is enabled.

Security Roles and Company Access

Security roles determine an employee's access rights to the different parts of Vision, including access to companies.

You limit access to each company in your enterprise via role security. On the Access Rights tab of the Roles form, you specify whether the employees in a security role have access to just one company or to multiple companies.

An employee with access to multiple companies can select a company at login time and later switch to a different company, during any Vision session.



For the related procedures, select the following from the Contents pane in the Vision Help system:

- **Configuration, Organization Configuration, General, Multicompany, Enabling Multicompany.** Then see the topic titled “Specify Access to the Initial Company in Role Security.”
- **Configuration, Organization Configuration, General, Multicompany, Adding and Setting up Companies for Multicompany, Setting up Companies.** Then see the topic titled “Specify Company Access in Role Security.”

Access to All Companies Required to Create Accounts

An employee must belong to a security role with access to all companies in the enterprise in order to create new accounts in the Chart of Accounts Info Center.

Granting Access/Restricting Access to Projects and Accounts

You can also specify:

- Which companies can charge to a project. See the help topic Create Projects and Restrict Access.
- Which companies can charge to an account. See the help topic Create Accounts and Grant Access.

Record-level Security for Info Center Records

In the Roles form, you also specify the level of access each security role has for each type of Info Center record.

For example, you might specify that a security role has full access to client records, but read-only access to account records.



For additional information, see the topic titled “Record Access tab of Role Security” in the Vision Help system.

To access this topic, select **Configuration, Security Configuration, Roles, Tab and Field Descriptions, Roles** from the Contents pane.

Organizations and Multicompany

Similar to profit centers, organizations are business units that incur expenses and/or generate revenue. If you are unfamiliar with Vision's Organization application, Deltek recommends reviewing these organization concepts before you install or use the Multicompany feature.

- How the Initial Company Affects Organization Structure
- Limits on Organization Levels and Codes
- Assigning Projects and Employees to Organizations
- Intercompany Organization

How the Initial Company Affects Organization Structure

How you set up the initial company during enabling of the Multicompany feature affects your organization structure. You enable Multicompany through **Configuration » Organization**. When you enable Multicompany, you establish a new first-level code at the top of your organization structure. This new first-level code represents the initial company you create as part of enabling the feature.

Example

During the process of enabling Multicompany you create a new first-level code for your organization structure called DELTEK, to represent the initial company. Existing organization codes are "pushed down" a level to accommodate the company code.

Before			After		
Level	Label	Codes	Level	Label	Codes
1	office	BOS	1	company	DELTEK
		SAN			
2	discipline	ADM	2	office	BOS
		ARC			SAN
		ENG			
			3	discipline	ADM
					ARC
					ENG

After you create the initial company, you can add more companies.

Limits on Organization Levels and Codes

As you add companies, the following organization structure limits apply for the number of levels you can establish and how many characters you can designate for the full organization code in each company.

Level Limits

Only one first-level code may be in place for any company's organization structure. Vision does not allow you to create more than one first-level code per company once Multicompany is enabled.

You cannot create more than five levels in the organization structure. If you already have an organization structure with five levels defined, you must restructure your codes and subcodes before adding the company level.

Code Limits

As Vision concatenates the codes for each of the organization levels, the total length of the company's organization code has to be 14 characters or fewer. This total includes characters, digits, and delimiters.

For example, using the simple organization structure described in the following table, you would see this code for the Engineering discipline in the Boston office of the Deltek company:
DELTEK:BOS:ENG

Example

Level	Label	Codes
1	company	DELTEK
2	office	BOS SAN
3	discipline	ADM ARC ENG

Assigning Projects and Employees to Organizations

After you establish a company's organization structure, you must assign each project and employee in your database to an organization.

Assign a Project to an Organization

You must assign each project to an organization.

- When you first enable Multicompany, the organization specified on each existing project record is updated to accommodate the company code you create as part of the enabling procedure.
- Subsequently, you select each project's organization from the drop-down list provided on the General tab of the Project Info Center.

Assign an Employee to an Organization

You must also assign each employee to an organization. The organization code includes the code representing the employee's home company.

When you first enable Multicompany, the organization specified on each existing employee record is updated to accommodate the company code you create as part of the enabling procedure.

Subsequently, you select each employee's organization from the drop-down list provided on the General tab of the Employee Info Center.



For more information, see “How Does Vision Organization Reporting Work?” on page 151.

Intercompany Organization

For intercompany transactions, you typically have an explicit entry and an implicit entry.

- **Explicit** — One side of the entry, usually an explicit entry, will be made to a specific organization of the company being charged. This organization is usually the organization of the project, phase, or task receiving the charge.
- **Implicit** — The other side of the transaction is typically an automatic, or implicit, entry. This side of the entry will be made to an organization of the company that owns the transaction.

If the organization to be used for the implicit entry would normally be:

- That of the project, phase, or task being charged, or
- Based on the credit distribution setup in Individual Organization Setup,

Vision would not be able to determine which organization should receive the implicit side of the entry. Thus you must create an **intercompany organization** to support intercompany billing for labor and/or expenses.



For procedural, information, see the topic titled “Select an Organization for Intercompany Postings” in the Vision Help system.

To access this topic, select **Configuration, Organization Configuration, General, Multicompany, Adding and Setting Up Companies for Multicompany, Setting Up Companies** from the Contents pane.

Info Center and Multicompany

In general, Info Center data is tracked at the enterprise level and can be shared across all companies.

- Because the Info Center records can be shared across the enterprise, each record key must be unique across the enterprise.

For example, if you try to enter a project number already in use for another project in another company, Vision displays an error message reminding you that the project number must be unique.
- You can specify that only one company, or set of companies, in the enterprise be able to access a given account or project record. See the Account Info Center and Project Info Center sections below.
- Record-level security also affects which records each employee can see. On the Record Access tab of the Roles form, you specify the level of access each security role has for each type of Info Center record.

For example, you might specify that a security role has Full access to client records, but Read Only access to account records

Account Info Center

By default, each account you create is unavailable to any company, including the active company, until you specify access rights for it. Therefore, you need to specify company access for each account you create.

To specify company access for accounts, complete the following steps:

1. Click **Info Center, Accounts, Chart of Accounts** to display the General tab of the Account Info Center.
2. Display the account record for which you are modifying company access, or create a new account.
3. Use the Company Access grid to specify which companies in the enterprise may access the account record:
 - To make the account available globally, select the **Available to All Companies** option.
 - Use the **Insert** grid option and select from the drop-down list for the **Company** option the company that may charge to the account; repeat this step until all companies that may charge to the account are listed in the grid.

You can add new accounts only if you belong to a security role having access to **all** companies set up in Vision.

Client Info Center

Client records are available to all companies.

Contact Info Center

Contact records are available to all companies.

Employee Info Center

Within the Employee Info Center, your ability to access employee records depends upon your security settings for accessing the Accounting, Payroll, and Time & Expense tabs:

- If you do have access to one or more of these tabs, then you can only select employees and add new employees for the active company. To see records for other employees in the enterprise, use the Change Company utility (**Utilities, Change Company**) to switch to a different company.
- If you do not have access to any of these tabs, then you can select and view employees from multiple companies at the same time, no matter which company is currently active.

Employee's Organization and Active Company

For each employee, you must specify an organization in the **Organization** field on the General tab of the Employee Info Center. The active company determines which organizations are available in this field.

The active company determines which:

- Payroll withholdings are available on the Payroll tab.

- Employee groups are available on the Time tab and Expense tab.

In other areas of Vision, you can see employee records from all companies in the enterprise.

Activities and Calendars

Through the Calendar and Activity Manager applications, employees from different companies can share calendars, schedule meetings with one another, and share information about activities.

Lead Info Center

Lead records are available to all companies.

Marketing Campaign Info Center

Marketing campaign records are available to all companies.

Opportunity Info Center

Opportunity records are available to all companies.

Project Info Center

By default, project records are available to all companies. However, you can restrict, by company, the ability to charge labor and expenses to a project.

To restrict by company the ability to charge labor and expenses to a project, complete the following steps:

1. Display the project record on the Accounting tab of the Project Info Center.
2. Select the **Restrict Charge Companies** option.
3. Use the **Insert** option on the Company Access grid to specify which companies in the enterprise may charge labor and expenses to the project.

For each project, you must specify an organization in the **Organization** field on the General tab of the Project Info Center. The active company determines which organizations are available.

Text Library Info Center

Text Library records are available to all companies.

Unit Info Center

Unit records are available for the active company. To see other units, use the Change Company utility (**Utilities, Change Company**) to switch to a different company.

Vendor Info Center

Vendor records are available to all companies.

However, to see accounting data on the Accounting tab of the Vendor Info Center, the active company must be the same company that was active when the vendor record was created. If not, the vendor is not available for accounting applications, including Transaction Entry, in that company.

To see accounting data for vendor records belonging to a different company, use the Change Company utility (**Utilities, Change Company**) to switch to a different company.

Multiple companies in a single enterprise can all use the same vendors while preserving each company's ability to establish its own accounting-related settings for each of those vendors. These shared settings include:

- Default payment terms
- Default expense accounts
- Discount codes
- VAT (Value Added Tax) tax code information
- GST (Goods and Services Tax) tax code information
- Federal ID numbers
- 1099 data

Chart of Accounts and Multicompany

At the enterprise level, you establish the chart of accounts structure and a set of global accounts available to all companies.

At the company level, you establish individual accounts. You decide whether any other companies in the enterprise may use these accounts.

By default, each account you create is unavailable to any company—including the active company—until you specify access rights for it. Therefore, you need to specify company access for each account you create.

Chart of Accounts Structure

Every company in the enterprise must use the same chart of accounts structure. This means that all companies must use the same account number format, including the identifier length and delimiter positions. You establish account number formats on the Numbering tab of **Configuration, General, System Settings**.

Within each company, however, you may set up accounts that are specific to the company's needs.

Intercompany Accounts

In the Chart of Accounts Info Center, you create intercompany accounts that will be available to all companies in your enterprise. Vision uses these accounts for processing labor and expense charges for intercompany transactions.

Intercompany accounts may, but need not, be the same across the enterprise.

Foreign Employee Types

Employee types tell Vision which accounts to use in charging labor to projects, phases, and tasks:

- You create or modify employee types at the enterprise level. Use the General tab of **Configuration, Accounting, Employee Types**.
- Use the Accounting tab of **Configuration, Accounting, Employee Types** to assign employee types to direct and indirect accounts on a company-by-company basis.



Not all companies in the enterprise necessarily have the same employee types selected. To allow for the possibility that Company A may reference an employee type that Company B does not use, you must specify the direct and indirect accounts to be used if Vision processes timesheets or labor adjustments referencing such a "foreign" employee type. Vision uses the intercompany account number specified in the **Direct Account** field under **Foreign Employee Type Labor Posting Accounts** on the Accounts tab of Accounting Company Settings.

Example - Employee Type Setup

Apple and Bartlett has three employee types specified on the Accounting tab of Employee Type Setup:

- E-Employee
- M-Management
- P-Principal

Kiwi Consulting, however, has only one employee type specified on the Accounting tab of Employee Type Setup:

- E-Employee

Timesheet Entry and Foreign Employee Type Labor Posting Account

Assume that William Apple, an employee of Company A, submits a timesheet on which he charges time to Project 2009, a direct project. Project 2009, via the organization specified on its record in the Project Info Center, "belongs to" Company B.

William Apple has an employee type of P (Principal), which has not been specified for Company B. In terms of intercompany transactions, William Apple has a "foreign" employee type.

In processing William Apple's timesheet, Vision uses the intercompany account number specified in the **Foreign Employee Type Labor Posting Accounts, Direct Account** field on the Accounts tab of **Configuration, Accounting, Company Settings**.

How Vision Uses Intercompany Accounts

The following table describes how Vision uses each type of intercompany account.

When you select an Intercompany...	Vision uses the account this way
Accounts receivable/asset account	Vision debits this account when processing invoices for intercompany billing.
Accounts payable/liability account	Vision debits this account when you post vouchers for an intercompany transaction.

When you select an Intercompany...	Vision uses the account this way
Suspense/Balance sheet account	<p>When a transaction involves another company, some time will pass between the transaction posting and the settling of the transaction through Intercompany Billing. During this time companies' books could be out of balance, creating tolerances on company balance sheets.</p> <p>To avoid this, you create an intercompany suspense account. This account keeps companies' books in balance until you run Intercompany Billing, which:</p> <ul style="list-style-type: none"> ▪ Creates the appropriate accounts receivable and accounts payable entries, ▪ Clears this suspense account, and ▪ Redistributes the credit amount to the correct company.
Labor revenue account	<p>You set up this account only if the Enable detailed subledgers for intercompany billing option is selected on the General tab of Accounting System Settings (Configuration » Accounting » System Settings).</p> <p>Vision uses this account for labor revenue when generating intercompany invoice transaction files for this company.</p> <p>You must map this account to the company's intercompany A/R Account column on the Invoice Mapping Accounts tab in Accounts Receivable Configuration (Configuration » Accounting » Accounts Receivable).</p>
Expense revenue account	<p>You set up this account only if the Enable detailed subledgers for intercompany billing option is selected on the General tab of Accounting System Settings (Configuration » Accounting » System Settings).</p> <p>Vision uses this account for expense revenue when generating intercompany invoice transaction files for this company.</p> <p>You must map this account to the company's intercompany A/R Account column on the Invoice Mapping Accounts tab in Accounts Receivable Configuration (Configuration » Accounting » Accounts Receivable).</p>

When you select an Intercompany...	Vision uses the account this way
Intercompany cash-basis suspense account	<p>You set up this account only if both of the following are true:</p> <ul style="list-style-type: none"> ▪ The Enable detailed subledgers for intercompany billing option is selected on the General tab of Accounting System Settings (Configuration » Accounting » System Settings). ▪ The Allow for Reporting: Cash-basis reporting option is selected on the General tab of Accounting System Settings. <p>Vision uses the intercompany cash-basis suspense account when creating cash-basis entries for intercompany transactions. Deltek recommends that you use an indirect expense account, because, unlike the suspense account, this account is likely to retain a balance. Depending on your intercompany billing configuration, that balance represents any markups on intercompany expense transactions or the cash-basis expenses and revenue associated with intercompany entries.</p> <p>Vision makes cash-basis entries to this account when processing the following intercompany transactions:</p> <ul style="list-style-type: none"> ▪ Accounts payable payments, employee expense payments, accounts payable disbursements, and cash disbursements. ▪ Cash receipts for intercompany billing transactions ▪ Payment of intercompany vouchers
Direct/Direct expense account	Vision credits direct labor charges to this account when you post timesheets or labor adjustments that reference a "foreign" employee type.
Indirect/Indirect expense account	Vision credits indirect labor charges to this account when you post timesheets or labor adjustments that reference a "foreign" employee type.

Cash-Basis Accounts

In establishing cash-basis accounts, make sure that they are one of the following:

- Globally available
- Available to the same companies for which the corresponding "regular" account is available.

Transaction Center and Multicompany

You can process transactions within a single company or you can set up Vision to support transactions across companies. This section discusses these areas:

- Transaction Entry
- Multicompany Considerations for A/P Vouchers
- Intercompany Transactions
- Transaction Lists
- Posting Logs and Posting Log Review

Transaction Entry

Each transaction is "owned" by the company that is active when the transaction file is created.

Active Company

The company you select at login, or via the Change Company utility, is the **active company**. All transactions created while logged in to this company belong to this company.

To view, edit, or post a transaction file, you must select as the active company the same company that was active when the transaction file was created. Select **Utilities, Change Company** to switch companies if necessary.

As you are entering transactions, the active company determines which:

- Vendors you may use.
- Accounts payable accounts you may specify.
- Bank codes you may specify.

Transaction Filenames Must Be Unique

Record keys, including names for transaction files, must be unique across the enterprise. For example, if you post a transaction file called APSept06 and someone in another company attempts to post a transaction file with the same name, Vision displays an error message and requests that the user enter a unique filename.

Deltek recommends establishing an enterprise-wide naming convention for transaction files, to be used in companies throughout your enterprise.

Accounts Payable Vouchers

These are the Multicompany considerations specific to AP Voucher transaction files.

Vendor Availability

Because vendor records are available to all companies, everyone in your enterprise can use the same vendors. However, accounting data for each vendor is set on a company-by-company basis.

For example, each company determines its own:

- Default payment terms
- Default expense accounts
- Discount codes
- VAT (Value Added Tax) tax code settings

- GST (Goods and Services Tax) tax code settings
- 1099 data.

You specify these settings on the Accounting tab of **Info Center, Vendors**.

To process a transaction file referencing a vendor record, you must select as the active company the company that was active when you filled in the vendor's accounting data.

Active Company

The company you select at login, or via the Change Company utility, is the active company.

All transactions created while logged in to this company belong to this company. For example, if company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to company A to edit or post the file.

Example

Company A is the active company when you specify the accounting data for the vendor Executive Travel. You can process AP voucher transactions for Executive Travel as long as Company A is the active company.

If you switch to another company, Executive Travel would not be available for AP voucher transactions unless you specified the same accounting data for Executive Travel in the second company.

Voucher Numbers

Voucher numbers must be unique across the enterprise. If you decide to enter voucher numbers manually, rather than having Vision generate them automatically, you must require entry of voucher numbers and specify a valid range of voucher numbers for each company.

For more information, see these sections of Vision online help:

- The description of the **Require entry of voucher numbers** option on the Accounts Payable tab of **Configuration, Accounting, System AP**.
- The descriptions of the **Start Voucher** and **End Voucher** fields on the Accounts Payable tab of **Configuration, Accounting, Company AP**.

Creating Vouchers from Purchase Orders

If you choose to create a voucher from a purchase order but the default accounts for tax, shipping, or extra amounts on the Accounts tab of Purchasing & Inventory Company Settings are not valid for the project's company, Vision uses the cost distribution hierarchy to determine which account to use. See "Cost Distribution" in the Purchasing and Inventory Concepts chapter of this Guide.

Liability Codes

Liability codes define the implicit posting of vouchers to an account number and to an organization. You select liability codes on a company-by-company basis.



For additional information, see the help topic titled "Liability Codes Tab of Company AP Configuration" in the Company AP Configuration book in the Vision Help system.

Bank Codes

You set up bank codes on a company-by-company basis.



For additional information, see the help topic titled “Set Up Bank Codes” in the Accounting Configuration book in the Vision Help system.

Intercompany Transactions

You can enter a single transaction that charges labor and/or expenses to multiple projects, phases, and/or tasks.

Through organization structure, these projects, phases, or tasks may belong to different companies. If so, Vision splits the total transaction amount and debits accounts belonging to multiple companies.

To support splitting transactions in this way, you must set up an intercompany suspense account.

Example

Assume that Company A is the active company when you enter the following miscellaneous expense transaction

Project	Phase	Company	Expense Account	Amount
20010	199	Company A	511.00	10.00
20010	198	Company B	512.01	10.00

Vision debits the expense accounts listed. The \$10.00 to be charged to Company B is held in a **suspense account** until you run intercompany billing for the transaction.

Later, when you run the Intercompany Billing process, Vision:

- Balances the two debits with a single credit to Company A for \$20.00 made to the account specified in the **Miscellaneous Credit Account** field on the Auto Posting tab of Configuration Accounting General Setup.
- Clears out the suspense account

Posting Logs

Intercompany transactions are labeled as such on posting logs. See Posting Logs and Posting Log Review, below, for information and an example.

Transaction Lists

You can see transaction list reports for the active company, only. This is the company you'll see listed in the **Owner** field at the top of the report.

Active Company

The company you select at login, or via the Change Company utility, is the active company.

All transactions created while you are logged in to this company belong to this company. For example, if company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to company A to edit or post the file.

Transaction Owner

To see the owning company for a transaction, check the **Owner** column on the transaction list for the transaction type in question.

The owning company is the one that is active at the time you create the record.

Posting Logs and Posting Log Review

A posting log enables you to view information about a batch of transactions. The Posting Log Review lists all transaction entry files that were posted for a specified period.

Posting Owner

When Multicompany is enabled, Vision includes in the report headers, for both posting logs and the Posting Log Review, a **Posting Owner** field. This field contains the organization code for the company that owns the posting.

Intercompany Target

If transactions have been posted to a company other than the current company, Vision flags these transactions in the report with a label...

Intercompany Target: *company*

...where *company* is the company code for that transaction. This label appears under the transaction line.

In this way, you can see postings that affect your company's general ledger, even though the postings originated elsewhere.

Intercompany Posting Logs

If a posting log was created by a company other than the active company, and that log contains transactions posted for the active company:

- The posting log will be considered an intercompany posting log, and
- The label **Intercompany** is appended to the report name in the report's header.

Accounting and Multicompany

The Multicompany feature supports complex multicompany accounting operations by balancing your need for company-specific financial controls and processing operations with your need for easy enterprise-wide financial consolidation.

Multicompany makes it possible for you to:

- Process transactions both within individual companies and across companies.
- Maintain enterprise-wide vendor data, with accounting-related settings maintained at the company level. See Info Center and Multicompany, in this chapter, for more information.
- Create consolidated reports, merging financial data for any combination of companies you wish, with automatic intercompany elimination entries. You can configure the consolidated reporting rules to comply with Generally Accepted Accounting Principles (GAAP), International Accounting Standards (IAS), or another prevailing accounting standard. See Consolidated Reporting, in this chapter, for more information.

See the following sections for information on accounting applications and multicompany.

Revenue Generation

When you use the Multicompany feature, each WBS component for which you run Revenue Generation must have the active company specified as its **Organization** on the General tab of its Project Info Center record. The company you select at login, or via the Change Company utility, is the **active company**.

To run Revenue Generation for a project WBS component whose organization is a company other than the active company, complete the following steps:

1. Click **Utilities » Change Company**.
2. Click a company name to select it.
3. Click **OK**.

Upset Limits

The upset limits feature lets you define a project's Overall Revenue as the sum of job-to-date revenue recognized at all of its WBS levels. On the Budget & Revenue tab of the project's Info Center record, you select the **Upset Limits** option, then select from the options in the **Include in Limit** group box.

Calculation

The calculation feature lets you define a project's Overall Revenue at the project level only. On the Budget & Revenue tab of the project's Info Center record, you select the **Calculation** option and specify the **Revenue Method** to use.

Revenue Groups

If you use the Multicompany feature and you use revenue groups to track multiple unbilled accounts for Revenue Generation, you must enable the revenue groups feature and set up revenue groups as needed for each company in your enterprise.

Revenue Categories

If you use the Multicompany feature and you use revenue categories to track multiple unbilled accounts for Revenue Generation, you must enable the revenue categories feature and set up revenue categories for each company in your enterprise. Nevertheless, the revenue category labels and the user-defined revenue formulas that you set up for revenue categories apply to all companies in your enterprise.

Accounts Payable

Because multiple companies in a single enterprise often use the same vendors, all non-accounting vendor information, including vendor names and addresses, is established at the enterprise level and shared by all companies.

However, before an individual company posts transactions for a vendor, and includes that vendor in its accounts payable subledger, the company establishes its own accounting-related settings for the vendor. This means that, although vendors are set up at the enterprise level, individual companies still manage their own vendor accounting information. For example, each company can generate its own 1099 for a vendor that multiple companies use. You use the Accounting tab of the Vendor Info Center to specify these settings.

Every vendor invoice belongs to company that was the active company when the invoice was entered and posted. However, a given vendor invoice might include line items expensed to

projects belonging to other companies (for example, to account for a FedEx® bill that includes mailing expenses for multiple companies' projects).

Active Company

The company you select at login, or via the Change Company utility, is the active company. All transactions created while logged in to this company belong to this company.

Example

If Company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to Company A to edit or post the file.

Vendors Available to a Company

The vendors available to a company are limited by settings on the vendor's Accounting tab in the Vendor Info Center:

- The **Approved for use in processing for <company>** option must be selected and the fields must be filled out.
- The vendor's vendor **Type** must be available to the active company.

The **Type** drop-down list on the vendor's Accounting tab lists only those vendor type available to the active company. Each vendor type and each company have accounts associated with them. The accounts which a given company and vendor type have in common determine which vendor types are available to that company.

Bank Codes Available to a Company

Accounts payable uses bank codes to identify the banks on which checks may be drawn. If a company is using the Multicurrency feature, a bank code also defines the currency in which checks must be drawn on that bank.

Liability Codes Available to a Company

Accounts payable vouchers use liability codes to define the implicit posting of the voucher amount to an account number and to a company. Accounts are assigned to a company.

Maintain Separate Balance Sheets

In **Configuration, Organization, General** the option **Maintain separate balance sheets by organization** is enabled when Multicompany is enabled.

Require Entry of Voucher Numbers

Firms select the **Require entry of voucher numbers** option on the Accounts Payable Tab of System AP Configuration when they want to control the assignment of voucher numbers for better accounting control.

- If this option is unselected, the voucher number field does not appear in the voucher data entry header. Instead, at the time of posting, Vision automatically assigns a number to the voucher.
- If this option is selected, and the Multicompany feature is enabled, the fields **Start Voucher** and **End Voucher** appear in Company AP Configuration, and must be filled in so that a range of voucher numbers is defined for that company.

Then, if a user enters a voucher number outside this range, Vision prompts them to enter a number within the range for that company.

See the next section, **Accounts Payable Vouchers**, for related information on how Multicompany affects AP vouchers.

Accounts Payable Vouchers

Vendor Availability

Because vendor records are available to all companies, everyone in your enterprise can use the same vendors.

However, accounting data for each vendor is set on a company-by-company basis. For example, each company determines its own default payment terms and expense accounts, discount codes, VAT (Value Added Tax) and GST (Goods and Services Tax) tax code settings, and 1099 data. You use the Accounting tab of the Vendor Info Center to specify these settings.

To be able to process a transaction file referencing a vendor record, you must select as the active company the same company that was active when you filled in the vendor's accounting data.

Active Company

The company you select at login, or via the Change Company utility, is the active company.

All transactions created while logged in to this company belong to this company. For example, if company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to company A to edit or post the file.

Example

Company A is the active company when you specify the accounting data for the vendor Executive Travel.

You can process A/P voucher transactions for Executive Travel as long as Company A is the active company. If you switch to another company, Executive Travel would not be available for A/P voucher transactions, unless you specified the same accounting data in the second company.

Voucher Numbers

Voucher numbers must be unique across the enterprise. If you decide to enter voucher numbers manually, rather than having Vision generate them automatically, you must specify a valid range of voucher numbers for each company in Company AP Configuration.

Creating Vouchers from Purchase Orders

If you have the Purchasing application, you can create a voucher from purchase order line items. If the default accounts for tax, shipping, or extra amounts on the Accounts tab of Company Purchasing Configuration is invalid for the project's company, Vision uses the cost distribution hierarchy to determine which account to use. See Cost Distribution in the Purchasing chapter of this Guide.

Liability Codes

Liability codes define the implicit posting of vouchers to an account number and to an organization. You select liability codes on a company-by-company basis.

Bank Codes

You set up bank codes on a company-by-company basis.

Overhead Allocation

When you run Overhead Allocation, Vision allocates overhead for the **active company**. The company you select at login, or via the Change Company utility, is the active company. All transactions created while logged in to this company belong to this company.

Example

If company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to company A to edit or post the file.

Intercompany Billing

Intercompany Billing is the process of redistributing general ledger financial information between companies that share labor or expense resources on the same project. The Intercompany Billing process allows each company to match costs with revenue, and assess profitability. This automated process also creates intercompany Accounts Receivable and intercompany Accounts Payable, keeping each company's Balance Sheets in balance.

You can share employee resources among companies while maintaining accounting for both labor and expense charges associated with shared work efforts:

- **Labor Charges** — For example, an employee from one company can charge time to another company's project, phase, or task on his or her timesheet.
- **Expense Charges** — Similarly, the employee can charge travel, meals, and other expenses to another company's project on his or her expense report.

Detailed Subledgers: Generating Intercompany Invoices and A/P Vouchers

You can generate invoices and accounts payable vouchers related to intercompany transactions. These intercompany invoices and A/P vouchers do not affect the General Ledger. They simply help you track intercompany transactions on accounts receivable reports, and track intercompany A/P vouchers on vendor (accounts payable) reports.

To generate intercompany invoices and AP vouchers, you must first set up detailed subledgers.



See "Approach for Intercompany Billing with Detailed Subledgers" in the Intercompany Billing help for an overview of the procedures.

Setup Checklists

You must configure Vision to support Intercompany Billing processes.



For setup information and links to step-by-step procedures, please see the following topics in the Vision Help system:

- [How to Set Up Intercompany Billing](#)
- [How to Set Up Detailed Subledgers](#)

To access these topics, select **Accounting, Intercompany Billing, Configuration Checklists** from the Contents pane.

Intercompany Suspense Account

When a transaction involves another company, some time will pass between the transaction posting and the point at which you actually run the Intercompany Billing process. To support the need to balance accounts in the meantime, you create an intercompany suspense account as part of configuration.

You must also specify an intercompany organization, so that Vision knows how to handle implicit entries.

Running the Intercompany Billing Process

Click **Accounting, Intercompany Billing** to display the Intercompany Billing form. This form displays only those posting logs containing intercompany labor or expense entries, and it is here that you run the process.

See “Intercompany Billing Overview” in the Vision online help for more information and links to the step-by-step procedures.

Alternative to Intercompany Billing

Instead of using the Intercompany Billing feature, you can use the Work Breakdown Structure to divide the project into phases and tasks, then assign different pieces of the project to different companies. If you do so, employees will charge the project, phase, or task component that has been assigned to their company through organization structure.

This approach holds each company tightly accountable for its portion of the contract. The project's compensation can be explicitly divided among the companies, and each company can establish a separate budget for its work.

However, significant administration is involved in setting up and monitoring the additional phases or tasks needed for this approach. The contract amounts need to be negotiated between the companies. As described in Info Center and Multicompany, in this chapter, each company controls which project components can receive intercompany charges from employees.

Approaches to Intercompany Billing

There are three basic approaches to Intercompany Billing that significantly affect the way your company income statements reflect operations. Your choice depends on the focus of your companies.

Approach 1: Emphasis on Employees

In approach 1, you transfer labor and revenue from the charged project's company to the employee's home company.

When you select approach 1:

- A company's Income Statement reflects the revenue and labor expenses for all the employees in that company. This could be valuable if the companies in your enterprise want to focus on employees' efforts, no matter which projects they charge.
- Labor belongs in the employee's company. Intercompany Billing moves labor from the project's company to the employee's home company.
- Revenue belongs in the employee's home company. Intercompany Billing moves all (or a portion of) revenue from the project's company to the employee's home company.
- Overhead belongs in the employee's home company. Intercompany Billing does not make any overhead entries.

Approach 2: Emphasis on Projects

In approach 2, you transfer overhead from the employee's home company to the company that owns the project to which the employee charged time or expenses.

When you select approach 2:

- A company's Income Statement reflects the revenue and labor expenses for all the projects owned by that company, no matter which company each employee belongs to.
- Labor belongs in the project's company. Intercompany Billing does not make any labor entries.
- Revenue belongs in the project's company. Intercompany Billing does not make any revenue entries.
- Overhead belongs in the project's company. Intercompany Billing moves some amount of overhead from the employee's home company to the company that owns the project.

Approach 3: Cost Only

In approach 3, you do not make any additional transfer of overhead or revenue to the company that owns the project to which the employee charged time or expenses.

When you select approach 3:

- A company's Income Statement reflects the revenue and labor expenses for all the projects owned by that company, regardless to which company each employee belongs.
- Labor belongs in the project's company. Intercompany Billing does not make any labor entries.
- Revenue belongs in the project's company. Intercompany Billing does not make any revenue entries.
- Actual Overhead cost stays in the employee's company. Intercompany Billing does not make any entries to either company's Income Statement.
- Intercompany Billing simply reclassifies any amounts in the Intercompany Suspense account to be an intercompany accounts receivable amount or intercompany accounts payable amount.

Different Approaches for Different Project Charge Types

You may choose to use one approach for regular (revenue-producing) projects, and a different approach for overhead and promotional projects. Sometimes firms select Approach 1 for regular projects, but select Approach 2 for overhead and promotional projects. This combination results in the company's Income Statement reflecting all of the operations of revenue-producing projects they own.

Overhead projects are typically set up so that employees charge only projects that belong to their own company, so there is no intercompany billing. But when promotional work is done for another company, the costs of labor and the associated overhead is passed to the company that benefits from the promotional effort.

Intercompany Billing Setup has six tabs to support this flexibility — Regular Labor, Overhead Labor, Promotional Labor, Regular Expenses, Overhead Expenses, and Promotional Expenses.



See the topic titled "Intercompany Billing Configuration Overview" in the Vision Help system for more information and links to the field and option descriptions for these tabs. Select **Configuration, Accounting, Intercompany Billing** from the Contents pane.

Agreeing on an Internal Transfer Price

Whether you are transferring revenue or overhead between companies, you need to establish a transfer price. For revenue-producing projects, the transfer price determines how the profit will be split between the companies. For overhead, the transfer price determines how the costs will be split between the companies.

For transferring revenue, your transfer price might be:

- Break-even, which is labor plus overhead.
- The average revenue multiplier on all your contracts.
- Established between break-even and average revenue multiplier.
- Exactly at billing rates.

For transferring overhead, your transfer price might be:

- The firm-wide overhead rate.
- Each company's established overhead rate.
- Direct personnel expenses only.

When to Run Intercompany Billing

In general, you run Intercompany Billing whenever you want to see the income statements of your companies.

For example, if division managers or office managers in your firm want to see income statements on a weekly basis, you will need to run Intercompany Billing weekly, since processing Intercompany Billing can affect profit and loss figures. If you have users accessing income statements throughout the accounting period, you would run Intercompany Billing at least after every timesheet posting, if not more often.

DelteK recommends that you run the Intercompany Billing process once a month, perhaps as part of your month-end procedures.



If you make any last-minute adjustments to labor or expenses that affect intercompany transactions, you must rerun the Intercompany Billing process to get accurate data.

Examples Illustrating Approaches

These examples illustrate the differences between the approaches:

- Income Statement Results: Labor
- Income Statement Results: Expenses
- Balance Sheet Results: Labor
- Balance Sheet Results: Expenses

Income Statement Results: Labor

These examples compare the effects of Approaches 1 and 2 on the income statement entries for labor.

Approach 1

Project Company's Income Statement		
A	Project Revenue (from Revenue Generation)	\$900.00 credit
B	Intercompany Revenue Transfer Out (from Intercompany Billing)	900.00 debit
C	Direct Labor (from Timesheet Posting)	300.00 debit
D	Intercompany Direct Labor Transfer Out (from Intercompany Billing)	300.00 credit
Profit		0.00

Employee's Home Company's Income Statement		
B	Intercompany Revenue Transfer In (from Intercompany Billing)	900.00 credit
D	Intercompany Direct Labor Transfer In (from Intercompany Billing)	300.00 debit
E	Actual Overhead Costs (employee's company)	538.00 debit
Profit		62.00

Approach 2

Project Company's Income Statement		
F	Project Revenue (from Revenue Generation)	\$900.00 credit
G	Direct Labor (from Timesheet Posting)	300.00 debit
H	Intercompany Overhead Transfer In (from Intercompany Billing)	540.00 debit
Profit		60.00

Employee's Home Company's Income Statement		
H	Intercompany Overhead Transfer Out (from Intercompany Billing)	540.00 credit
I	Actual Overhead Costs (employee's company)	538.00 debit
Profit		2.00

Income Statement Results: Expense

These examples compare Approaches 1 and 2 on the income statement entries for expense.

Approach 1

Project Company's Income Statement		
J	Project Revenue (from Revenue Generation)	\$105.00 credit
K	Travel Expense (from A/P Posting)	100.00 debit
D	Intercompany Expense Markup (from Intercompany Billing)	3.00 debit
Profit		2.00

Expense Company's Income Statement		
L	Intercompany Expense Markup Revenue (from Intercompany Billing)	3.00 debit
Profit		3.00

Approach 2

Project Company's Income Statement		
M	Project Revenue (from Revenue Generation)	\$105.00 credit
N	Travel Expense (from A/P Posting)	100.00 debit
O	Intercompany Expense Revenue Transfer Out (from Intercompany Billing)	103.00 debit
P	Intercompany Expense Transfer Out (from Intercompany Billing)	100.00 debit
Profit		2.00

Expense Company's Income Statement		
Q	Intercompany Expense Revenue Transfer In (from Intercompany Billing)	103.00 credit
P	Intercompany Expense Transfer In (from Intercompany Billing)	100.00 debit
Profit		3.00

Balance Sheet Results: Labor

These examples compare the effects of Approaches 1 and 2 on the balance sheet entries for labor.

Approach 1

Project Company's Balance Sheet		
A	Unbilled Services (from Revenue Generation)	\$900.00 debit
B	Intercompany Accounts Payable (from Intercompany Billing)	900.00 credit
Change in Equity		0.00

Employee's Home Company's Balance Sheet		
B	Intercompany Accounts Receivable (from Intercompany Billing)	900.00 debit
D	Payables for Actual Overhead Costs	538.00 credit
E	Employee's Salary Payable	300.00 credit
Change in Equity		62.00

Approach 2

Project Company's Balance Sheet		
F	Unbilled Revenue (from Revenue Generation)	\$900.00 debit
H	Intercompany Accounts Payable (from Intercompany Billing)	840.00 debit
Change in Equity		60.00

Employee's Home Company's Balance Sheet		
H	Intercompany Accounts Receivable (from Intercompany Billing)	840.00 debit
I	Payables for Actual Overhead Costs	538.00 debit
J	Employee's Salary Payable	300.00 debit
Change in Equity		2.00

Balance Sheet Results: Expense

These examples compare the effects of Approaches 1 and 2 on the balance sheet entries for expense.

Approach 1

Project Company's Balance Sheet		
J	Unbilled Revenue (from Revenue Generation)	\$105.00 debit
L	Intercompany Accounts Payable (from Intercompany Billing)	103.00 credit
Change in Equity		2.00

Expense Company's Balance Sheet		
L	Intercompany Accounts Payable (from Intercompany Billing)	103.00 debit
K	Trade Payable (from Accounts Payable posting)	100.00 credit
Change in Equity		3.00

Approach 2

Project Company's Balance Sheet		
M	Unbilled Services (from Revenue Generation)	\$105.00 debit
O	Intercompany Accounts Payable (from Intercompany Billing)	103.00 credit
Change in Equity		2.00

Expense Company's Balance Sheet		
O	Intercompany Accounts Receivable (from Intercompany Billing)	103.00 debit
N	Trade Payable (from Accounts Payable posting)	100.00 credit
Change in Equity		2.00

Billing and Multicompany

When you enable the Multicompany feature, you generally select configuration settings for the Billing application on a company-by-company basis. For example, you establish default billing terms at the company level.

During invoice processing, Vision includes for billing all projects owned by the active company. This is true even if the active company does not own all of the phases or tasks below these projects in the WBS.

The company you select at login, or via the Change Company utility, is the active company. All transactions created while logged in to this company belong to this company.

You can also generate invoices, payments, and receipts to support "arm's length" intercompany transactions and simultaneously generate a document trail for them. See Intercompany Billing in this chapter.

One Project, Multiple Companies

With Multicompany, one company can own a project, while other companies own one or more phases or tasks within that project.

Example

Each project is "owned" by the company specified via the organization code on the project record when it is created or modified in the Project Info Center.

- Company A owns the project and phase 1
- Company B owns phase 2

Billing Accounts

For each company, you select revenue accounts to use as billing accounts for fees, labor, consultant expenses, reimbursable expenses, units, and add-on fees. Vision automatically creates invoice transaction records charged to the accounts specified during final invoice processing.

When you run the final billing process for a project with phases and tasks owned by different companies:

- Vision validates the billing accounts by checking to see that they are set up in the chart of accounts for both companies.
- If the validation routine finds that the billing accounts are not set up in the chart of accounts for both companies, Vision substitutes billing accounts.
- Continuing the above example, one of two scenarios is possible:
 - The invoice override accounts selected for the project on the Misc tab of Billing Terms are not valid in Company B. Vision instead uses the default revenue accounts established for Company B in Billing Setup. Use the Accounts tab of General Billing Setup in **Configuration, Billing** to select default billing accounts.
 - There are no invoice override accounts for the project, so Vision uses the default revenue accounts from Company A's Billing Setup. Again, the accounts are not valid in Company B, so Vision instead uses the default revenue accounts established in Company B's Billing Setup. Use the Accounts tab of General Billing Setup in **Configuration, Billing** to select default billing accounts.

Add-on, Unit, and Tax Accounts

Similarly, Vision checks the add-on, unit, and tax accounts selected for the phases and tasks to make sure that these accounts are valid. Vision replaces any of these accounts that is invalid for the company owning the project with the appropriate default account for the company owning the phase or task beneath the project.

Billing Groups

You can create billing groups so that you can bill several projects together on one invoice. This is useful when you have multiple projects for the same client, and the client wants to receive one invoice for all of the projects.

Main Project

If you are billing a client for a set of projects worked on by multiple companies within your enterprise, the company that owns the main project in the billing group is the company that generates the invoice for the entire billing group.

Use the Billing Group List, if necessary, to review a billing group's settings, its main project, and a list of its sub-projects. See Print a Billing List, in the Billing online help, for instructions.

Batch Billing: Billing Terms and Default Billing Terms

For Batch Billing, you set up both billing terms and default billing terms:

- Establish default billing terms for each company in **Configuration, Billing, Default Terms**.
- Establish billing terms for each company's projects, phases, and tasks in **Billing, Billing Terms**.

Billing Terms

For each company, you establish billing terms for each project, phase, and task:

- When you add billing terms (**Billing, Billing Terms, General tab**) and you select a project, phase, or task, Vision fills in the tabs with the default billing terms established for the company that owns the project, phase, or task.
- If you select for batch billing a project, phase, or task that does not yet have any billing terms defined in **Billing, Billing Terms**, Vision uses the default billing terms set up in Billing Configuration for the company that owns the project, phase, and task.



For information about billing accounts, see "Billing Accounts" on page 125.

Refresh Billing Extensions

Billing and cost rates for project reporting are defined at the time of posting.

When you post a transaction, Vision uses the applicable billing terms to determine billing rates for project reporting purposes. If you later update the billing terms, your updates are not reflected on the project reports unless you **refresh billing extensions**.

If you refresh billing extensions with Multicompany enabled, you can select projects for multiple companies. Each project's settings determine the default billing terms Vision uses.

CRM and Proposals and Multicompany

This section explains how the Multicompany feature works with Vision CRM and with Vision Proposals.

CRM and Multicompany

Vision's Customer Relationship Management (CRM) application makes it possible for you to track client and contact information, and schedule and manage daily activities.

When you enable Multicompany, CRM data is tracked at the enterprise level, so that it is available to all companies in your enterprise.

This means that Vision CRM users can:

- See all client interactions taking place throughout the firm.
- Share calendars.
- Schedule meetings with each other.
- Share information about activities (such as phone calls and e-mail messages to clients).
- Sharing can be on a limited basis, so that, for example, all companies pool client names and addresses, but not activities.

Proposals and Multicompany

As with other CRM data, you track proposals at the enterprise level, so that all proposals data is available to all companies within the enterprise.

Therefore, if you are building a proposal, you can search Vision records across the entire enterprise for relevant project experience or employee resumes. This shared information can be particularly helpful if two of your enterprise's companies are proposing to do a project together, or demonstrating how they worked together in the past.

Time & Expense and Multicompany

An employee is assigned to his or her home company via the **Organization** field on the General tab of the Employee Info Center.

This home company is the company that manages the employee's timesheet and expense report processes, including timesheet frequency and approval settings, and which is responsible for paying him or her.

Project Planning and Multicompany

In Vision's Planning application, you plan a project's structure, schedule work on the project, and develop realistic budgets for labor, expenses, and consultants. Through the Resource Management feature, you select and assign employees to work on the project.

Vision Multicompany makes it possible for you to get an overview of your project planning and resource management efforts, enterprise-wide. When you create a project plan, Vision makes it easy to find an employee with specific skills or qualifications. Sharing resources also makes it possible to maximize employee utilization.

Consolidated Reporting and Multicompany

The Multicompany feature fully automates the generation of multicompany financial statements.

Consolidation Groups

Your enterprise determines how financial results are consolidated by setting up consolidation groups. Each consolidation group represents a combination of companies for which data is merged on reports (for example, all European companies of a global enterprise).

You can set up as many consolidation groups as you need. Most multicompany enterprises set up a consolidation group that includes all companies, so they can generate consolidated reports for the entire enterprise.

You use Consolidated Reporting Setup (**Configuration » Organization » Consolidated Reporting**) to set up consolidation groups, to specify any elimination accounts other than those Vision eliminates automatically, and if you are also using Multicurrency, to specify the translations Vision uses between currencies.

Eliminating Accounts to Produce Consolidated Reports

At the simplest level, consolidating financial results is a matter of taking balances for common accounts across companies, then adding them together to arrive at overall account totals.

However, in practice you must eliminate certain accounts to produce consolidated reports.

Vision automatically eliminates accounts used solely to manage intercompany transactions, to the extent that these transactions are between the companies being consolidated. These include intercompany accounts receivable and intercompany accounts payable accounts.

In addition, you can specify any other accounts that you want Vision to eliminate when it processes a consolidation for that group. For example, you can eliminate accounts for loans between companies in the group and equity accounts representing subsidiary holdings.

Standards Supported

Different countries have different standards governing how multicompany consolidation reporting can be performed. The Vision Multicompany feature supports Generally Accepted Accounting Principles (GAAP), International Accounting Standards (IAS), and other accounting standards used throughout the world, and complies with FASB Statement 52.

For more information about Statement 52, see this page on the Financial Accounting Standards Board web site:

<http://www.fasb.org/st/summary/stsum52.shtml>

Consolidation Process

You run the Consolidations process in Accounting (**Accounting » Consolidations**). Deltek recommends running this process monthly, immediately before you generate the consolidated GL reports. Note that if you change accounting information -- for example, you re-run Revenue Generation -- you must rerun the Consolidation process to see accurate numbers on your consolidated GL reports.

Consolidated GL Budgeting

You establish general ledger budgets for your consolidation groups using Consolidated GL Budgeting in Accounting (**Accounting » Budgeting » Consolidated G/L**).

Consolidated GL Reports

You generate consolidated financial statements in Reporting (**Reporting » Consolidated GL**).



See the help topic "Consolidated GL Reports Overview" for more information. To display that topic, click **Reporting » Report Descriptions » Consolidated GL Reports » Consolidated GL Reports Overview**.

Multicurrency

If your firm is also using Vision's Multicurrency feature, see "Consolidated Reporting and Multicurrency" on page 139.

Chapter 5: Multicurrency Concepts

The Vision Multicurrency feature makes it possible for your firm to transact business in any number of global currencies, while maintaining core financial records in a single "functional" currency. This chapter introduces concepts to help you understand the tools and processes used in the Vision Multicurrency feature.

Multicurrency Overview

With the Vision Multicurrency feature, your firm can transact business in any number of global currencies, while maintaining core financial records in a single "functional" currency.

You can also integrate multiple currencies with Vision's Multicompany feature, which supports the management of multiple legal entities in a single Vision database. Each company can have its own functional currency. See Consolidated Reporting with Multicurrency, in this chapter, for information about consolidated financial reports for companies using different currencies.

Before you enable and use the Multicurrency feature, Deltak recommends familiarizing yourself with the terminology and concepts used throughout Multicurrency.

Multicurrency makes it possible for your firm to:

- Process transactions in any currency; specifically, record vendor invoices, generate client invoices, and process both payments and receipts in any currency. You can also process employee expense reports containing expense line items in different currencies.
- Manage a project in one currency and bill for that project in a different currency.
- Use preconfigured currency settings, including the currency symbol and number of decimal places, for all ISO-recognized currencies.
- Associate a transaction with the exchange rate in effect on the date the transaction occurred. Exchange rates are stored internally by day to facilitate these associations.
- Override the exchange rate for an individual transaction.
- Obtain exchange rates via inverse exchanges or **triangulation**.

Triangulation is a currency exchange method in which one currency amount is converted to another through an intermediate, or "triangulation" currency. Vision uses the triangulation currency when no published exchange rate exists between two currencies. The triangulation currency is used to perform either a direct exchange or an inverse exchange, which would otherwise be impossible due to the lack of a published exchange rate.

- Integrate multiple currencies with Vision's Multicompany feature, which supports the management of multiple legal entities in a single Vision database. Each company can have its own **functional currency**.

A company's functional currency is the currency of the primary economic environment in which a company operates. Normally, this is the currency in which cash is generated and expended by the company. For example, a company located in France would normally use the euro as its functional or "home" currency. Amounts on General Ledger reports display using your company's functional currency.

- Generate reports with multiple currencies or, for certain reports, select a single **presentation currency**.

You use a presentation currency to generate a report with all amounts expressed in a single currency. For example, if you are generating a Project Summary report that

includes projects managed in multiple currencies, but you want all project financial data to appear in euros on the report, you would pick euros as the presentation currency.

- Revalue currency, to restate foreign currency balances as exchange rates fluctuate.
- Plan a project in any currency, and include employees from across the enterprise in a plan, regardless of their "home" currencies.



For setup information and links to step-by-step procedures, please see the topic titled "Multicurrency Overview" in the Vision Help system. This topic provides links to topics that explain the Multicompany configuration procedures.

To access this topic, select **Vision Concepts, Multicurrency Concepts** from the Contents in the Vision Help system.

Currency Types

The essence of Vision Multicurrency is its ability to store transactions and other data in multiple currencies, and to use this stored information to fulfill different business needs.

You **cannot** change a currency once related data has been posted. For example, you cannot change a project's project currency once you have posted expense charges against that project.

Vision Multicurrency tracks the following currency types:

- **Functional ("Home")** — The currency of the primary economic environment in which a company operates. Normally, this is the currency in which cash is generated and expended by the company. For example, a company located in France would normally use the euro as its functional or "home" currency.

General Ledger reports use a single currency, your company's functional currency, making it easy for you to analyze your financials.

To specify the functional currency, select the currency on the Enable Multicurrency dialog box in Currency Configuration. If your firm is also using the Multicompany feature, use the **Functional Currency** option on the Currency tab of the Add Company dialog box in Organization Configuration to select each company's functional currency.

- **Transaction** — The currency in which an individual transaction is entered into Vision, in Transaction Entry or in Purchasing. For example, if a US-based company purchases materials from Mexico and is billed in Mexican pesos, you enter the vendor invoice in the transaction currency of Mexican pesos.

To specify the transaction currency, use the **Currency** option on the New File dialog in Transaction Entry, or use the **Currency Code** option on the appropriate form in Purchasing (Purchase Requisition, Request for Price Quote, or Purchase Order).

- **Project** — The currency in which a project is managed, which may be different from the functional currency of the project's home company.

For each individual project, you define the project currency at the top level of its work breakdown structure and the project currency applies to any and all lower levels (that is, phases or tasks) of the project's WBS. When labor or expense charges are made to a project, the charges are recorded in the project currency, as well as all other appropriate currencies.

You will use the project currency for all project management purposes, including project reporting and project planning.

To specify the project currency, use the **Project Currency** option on the General tab of the Project Info Center.

- **Billing** — The currency used to generate invoices and billing reports for a specific project and all its phases and tasks.

For each individual project, you define the billing currency at the top level of its work breakdown structure and the billing currency applies to any and all lower levels (that is, phases or tasks) of the project's WBS.

To specify the billing currency, use the **Billing Currency** option on the General tab of the Project Info Center.



Project and billing currencies need not be the same. A firm can plan and manage a project in one currency and invoice the client in another currency.

- **Payment** — The currency in which payments are made, which may be different from the transaction currency of the original receivable or payable.

The way you set the payment currency varies, depending on the transaction type. Typically, the payment currency is the currency specified for an account that is subsequently referenced by a bank code. For example, on an A/P voucher, the bank code determines the currency in which the check or electronic funds payment will be made to the vendor.

You specify currencies for accounts on the General tab of Accounts Setup in the Chart of Accounts Info Center.

You specify accounts for bank codes on the Bank Codes tab of the Bank Codes form.

- **Consolidated Reporting** (Multicompany only) — A currency used to create consolidated financial statements for multiple companies using different functional currencies—used only with the Vision Multicompany feature.

You specify the currency when you create the consolidation group (also called the "reporting group") in Consolidated Reporting Setup.

- **Presentation** — You use a presentation currency to generate a report with all amounts expressed in a single currency. For example, if you are generating a Project Summary report that includes projects managed in multiple currencies, but you want all project financial data to appear in euros on the report, you would select **Euro** as the presentation currency.

You can specify a presentation currency on General Ledger reports, Executive reports, certain Project reports, Project and Opportunity Visualizations, and a few other selected reports.

You can specify as the presentation currency any currency enabled for use by your enterprise. In the report options dialog box, you select both the presentation currency and the date you want Vision to use to determine the exchange rates for converting other currencies to the presentation currency.

- **Account** — Each account set up for use as a bank account (in the Bank Codes form) must have a currency. You can also specify a currency for other accounts if the balance of the account should be maintained in a currency other than the company's functional currency (an account for a loan from a foreign bank, for example).

If you specify an account currency that is different from the company's functional currency, the account is considered a foreign-denominated account.

You specify the account currency on the General tab of the Chart of Accounts Info Center.

- **Tax** — If you enable tax auditing for a company, you must select a currency for each tax code. In most cases, this is the currency in which you report and pay the tax amounts to the taxing authority.

Vision stores tax amounts for transactions in the tax currency as well as in the transaction currency and other relevant types of currency.

You specify the currency for a tax code in the **Tax Currency** field in the Tax Codes form.

When you generate the Sales List or the Tax Analysis report, you have the option to display tax basis amounts and tax amounts in the tax currency. You also have the option, in the Invoice Template Editor, to add an informational line to invoices that shows the tax amount in the tax currency. (This is only a note. In supporting detail for the invoice amount, tax amounts are displayed in the billing currency.)

Info Center and Multicurrency

This section briefly describes how Multicurrency affects certain types of records in the Vision Info Center.



See the Info Center book in the Vision Help system for more detailed information about each Info Center.

When printing General Ledger reports, some CRM-style reports, and certain project reports, you will have the option of using the record's currency or specifying a presentation currency for all amounts on the report. For example, in generating the Opportunity Summary report, you can see amounts expressed either in the opportunity currency or a presentation currency you select (from the list of all currencies enabled for use by your company).

Account Info Center

Each account set up for use as a bank account (set up in the Bank Codes form) must have a currency. You specify the account currency on the Accounts form of the Chart of Accounts Info Center.

If you specify an account currency that is different from the company's **functional currency**, the account is considered a foreign denominated account. See Foreign Currency Denominated Accounts in this chapter for information about requiring that a given currency be used for all transactions related to an account.

Employee Info Center

Monetary amounts display in the **functional currency** of the employee's home company, as determined via organization codes. You specify the employee's organization on the General tab of the Employee Info Center

Marketing Campaign Info Center

Each marketing campaign must have a currency, which you specify on the General tab of the Marketing Campaign Info Center.

Opportunity Info Center

Each opportunity must have a currency, which you define on the General tab of the Opportunity Info Center

Project Info Center

You must specify a **project currency** on the General tab of the Project Info Center.

- All lower levels of the work breakdown structure (phases, tasks) must have the same project currency.
- If you are using Vision's Accounting application, you cannot change the project currency once charges have been made to the project.
- Optionally, you may also specify a different currency as the project's billing currency. All lower levels of the work breakdown structure (phases, tasks) must have the same billing currency.



Project and billing currencies need not be the same. A firm can plan and manage a project in one currency and invoice the client in another currency.

Unit Info Center

For each unit, you must specify both a **project currency** and a **billing currency**.



Project and billing currencies need not be the same. A firm can plan and manage a project in one currency and invoice the client in another currency.

Vendor Info Center

Monetary amounts on the Accounting tab of the Vendor Info Center are stored in the **functional currency** of the active company.

User-Defined Fields and Multicurrency

Because most Info Center records are available to everyone in your firm -- and, if you are using the Multicompany feature, to all companies in your enterprise -- the records may have different currencies.

Currency and Currency (Specific) Data Types

If you use the Fields tab of User Defined Tabs (**Configuration » General » User Defined Tabs**) to add user-defined fields to an Info Center record, consider using these data types:

- **Currency** — Use this data type if you want the field to have a monetary amount, but allow the currency to vary from one record to another. Vision displays a field called **User Defined Currency** on the General tab of the Info Center for which you're creating user-defined fields.
- **Currency (Specific)** — Use this data type to specify that the currency you select is required for this field, on each record within this Info Center.

Use the corresponding **Currency Code** field to select the currency, then use the **Label** field to enter the description that will appear on the tab you're modifying.

Project Records and Currency Data Types

For project records, you can set the user-defined data type to:

- Project Currency

- Billing Currency
- Currency (Specific)

Foreign-Denominated Accounts

In some situations, a company must manage all transactions associated with a particular account in a single currency. For example, if your firm has a Tokyo bank account, all transactions involving that bank must be recorded in yen. If your company needs to do this, you can identify the account as a foreign-denominated account, with a single currency that you specify. Vision ensures that all transactions posted to the foreign-denominated account are in the specified currency.

Tracking Currency Exchange Gains and Losses

Having foreign-denominated accounts creates the need to track gains and losses based on fluctuating exchange rates. For example, if a European company has a bank account denominated in United States dollars and the value of the euro rises against the United States dollar, the value in euros of that bank account balance drops. This results in an unrealized loss to the European company.

You can use the Gains/Losses and Revaluations process in Vision to calculate and post these types of currency exchange gains and losses, so that they appear on your financial statements according to the generally accepted accounting practices under which you operate.



For more information about currency exchange gains and losses and how to track them in Vision, see the “Currency Exchange Gains and Losses” help topic. To display that topic, click **Accounting » Gains/Losses and Revaluations » Currency Exchange Gains and Losses** in the Contents pane of Vision help.

Set Up Foreign-Denominated Accounts

To set up a foreign-denominated account, complete the following steps:

To [insert procedure], complete the following steps:

1. From the Vision Navigation menu, click **Info Center » Accounts » Chart of Accounts** to display the General tab of the Accounts form.
2. Select the account that you want to be a foreign-denominated account, or create a new account.
3. In the **Currency** field, select the currency for the account.
4. If you want Vision to post cash-basis entries for revaluation gains and losses, select **Update Cash Basis during Revaluation**. This option is only available if you are using cash-basis accounting in Vision.
5. If you want Vision to post gains that result from the Gains/Losses and Revaluations process to an account other than the default unrealized gains account in the Accounting Company Settings form, enter that account number in the **Revaluation Gain Account** field.
6. If you want Vision to posts losses that result from the Gains/Losses and Revaluations process to an account other than the default unrealized losses account in the Accounting Company Settings form, enter that account number in the **Revaluation Loss Account** field.



Multicompany

If you are also using Multicompany, you can either set up foreign-denominated accounts on a company-by-company basis, or set up a single account that is available to all companies in your enterprise.

Transaction Processing and Multicurrency

When you enter any transaction in Vision, the transaction amount is stored in multiple currencies:

- The **transaction currency**, which was specified during creation of the transaction file in Transaction Entry. Storing amounts in the transaction currency makes it easy to match up transactions with their original source documents.
- The **functional currency** of the company - the **active company**, if you are also using the Multicompany feature - that owns the project, phase, or task being charged.

If the transaction and functional currencies differ, the transaction amount is expressed as the translated value of the transaction amount. Storing amounts in the functional currency makes it possible for you to produce General Ledger reports in your company's functional currency, even if the transactions referenced in the report were originally entered in one or more other currencies.

- Other currencies, as necessary, to support billing, reporting, and other business needs. When the transaction currency differs from these other currencies, Vision calculates the appropriate amounts using currency exchanges.

Example

Assume that your U.S. company receives a vendor invoice in Canadian dollars. Vision stores the original invoice amount in:

- The company's functional currency; in this case, U.S. dollars.
- The transaction currency of the invoice; in this case, Canadian dollars.
- Other currencies, if different from the functional and transaction currencies.

Later, you can match the original vendor invoice to its transaction file, since amounts in both places are in Canadian dollars. On the Account Analysis report, all amounts display in U.S. dollars, making it easy to confirm that the transaction accounts and amounts are correct.

If Currency Translations are Necessary

In general, if Vision performs a currency translation between the transaction currency and the functional currency, Vision stores the transaction value using the daily exchange rate in effect on the date the transaction occurred, unless the person creating the transaction file in Transaction Entry deliberately overrides that rate.



For additional information, see "Currency Exchange Rates" on page 146.

Employee Labor and Expense Charges and Multicurrency

Labor Charges

All employee-related financial data is set up in the functional currency of the employee's home company, established via organization codes.

An employee can work on any project, regardless of the employee's home currency or the project currency. Vision will manage all of that project's project costing and billing issues related to using multiple currencies.

Vision uses the employee's home functional currency to calculate the cost of hours charged to a project. Vision then uses that initial calculation as the basis for other currency calculations, including translating the transaction into the project's billing currency.

Example

Assume that an employee from a Canadian company works on a project managed and billed in euros. When the employee charges labor to the project, the functional and transaction currency of the labor charge is Canadian dollars. The Canadian dollar amount is translated into euros (the project and billing currencies) for project management and billing purposes.

Expense Charges

An employee who travels internationally can submit an expense report with line items in different currencies.

Example

An employee who travels to Chile and Argentina during a single business trip may submit a single expense report for the trip, with certain line items in Chilean pesos and others in Argentine pesos.

Payment for employee expenses is always made in the functional currency of the employee's home company, established via organization codes.

Overriding Exchange Rates for Expense Charges

For any line of the expense report, the employee can override the exchange rate used to convert the expense amount to the company's functional currency.

An employee might override an exchange rate if, for example, she is working in a foreign country and exchanged cash one day at an exchange rate different from the published rate for that day. All of the employee's subsequent purchases with that cash would be at a non-published exchange rate.



For additional information, see the topic titled "Employee Expense Grid Fields" in the Transaction Center book in the Vision Help system.

Project Planning And Multicurrency

Some Vision Planning users plan their projects using cost values, some use billing values, and some use both cost and billing.

Therefore, Vision tracks project plans in both:

- **Project currency**, representing planned cost values, and
- **Billing currency**, representing planned billing values.



Project and billing currencies need not be the same. A firm can plan and manage a project in one currency and invoice the client in another currency.

Once the project is under way, actual labor and expense amounts will appear in the plan record in the same currency as the plan (either the project or billing currency), so that you can always directly compare planned and actual amounts.

When you create a project from a plan, the new project inherits the project and billing currencies of the plan. When you create a plan from a group of projects, all projects selected must have the same project currency and billing currency, respectively. When an existing plan is merged to the new plan, the existing plan must have the same project currency and billing currency.



Any employee can be included on a plan, regardless of the employee's home currency.

Purchasing and Multicurrency

When Multicurrency is enabled, the maximum purchase order amounts, buyers' purchasing limits, approvers' approval limits, and total-to-date amounts are stored in the **functional currency** of the **active company**.

Active Company

If you are using the Multicompany feature, the company you select at login, or via the Change Company utility, is the active company.

All transactions created while logged in to this company belong to this company. For example, if company A is the active company when you create a miscellaneous expenses transaction file, then you must be logged in to company A to edit or post the file.

Vendor Prices

Individual vendor item last prices are stored in the **transaction currency** specified on the last purchase order.

Purchase Orders

For any single purchase order, you can select a currency from a list of all the currencies enabled for use by your company. Multiple purchase requisitions and/or requests for price quote may be combined into one purchase order, as long as they are in the same currency.

After you final print a purchase order, Vision calculates all committed expenses and stores the amounts in these currencies:

- The **functional currency** of the company owning the project, phase, or task.
- The project's **project currency**.
- Each amount's billing extension in the currency basis (either project or billing) selected via the **Reporting at billing rates: Use billing currency not Project currency** option on the General tab of **Configuration, Accounting, System Settings**.

Reporting and Multicurrency

The Vision Multicurrency feature lets you generate reports targeted at the special business needs of a multicurrency enterprise. For example:

- An Income Statement for a London company, with all amounts shown in British pounds, the company's functional currency.
- An Aged Accounts Receivable report for the Asian region, which includes all invoices with a transaction currency of Japanese yen, Chinese yuan, or Hong Kong dollars.
- An Aged Accounts Receivable report with a presentation currency of Canadian dollars, used to report on invoices for a client for whom you do work in Canada, the US, and Mexico.
- A Project Summary report for all active hospital projects, managed in any currency.

The currency options available depend on the type of report.

Multiple Currencies on a Single Report

Certain reports display multiple currencies. For example, an Employee Expense report may contain line items in different currencies, or a project report may include projects managed in different currencies.

If a report contains a total for amounts in different currencies, the total amount displays as #####.



All affected reports give you the capability to sort/group by functional currency code, project currency code, or billing currency code.

Currency Symbols and Codes on Reports

For the reports available from Vision Reporting and for individual report columns, you can choose to display amounts with the currency symbol, with the currency code (**USD** or **EUR**, for example) instead of the symbol, or with no symbol or code.

Single Presentation Currency

You use a presentation currency to generate a report with all amounts expressed in a single currency. For example, if you are generating a Project Summary report that includes projects managed in multiple currencies, but you want all project financial data to appear in euros on the report, you would pick euros as the presentation currency.

You can specify a presentation currency on General Ledger reports, Executive reports, certain Project reports, Project and Opportunity Visualizations, and a few other selected reports. You can specify as the presentation currency any currency enabled for use by your enterprise. In the report options dialog box, you select both the presentation currency and the date you want Vision to use to determine the exchange rates for converting other currencies to the presentation currency.

Consolidated Reporting

If you are using Multicurrency with the Multicompany feature, see Consolidated Reporting with Multicurrency, in the next section of this chapter. It contains information about generating consolidated financial statements for multiple companies having different functional currencies.

Consolidated Reporting and Multicurrency

If you are using both the Multicompany and Multicurrency features, you can generate multicompany financial statements referencing different functional currencies. This section discusses using the consolidated reporting feature with Multicurrency.



For information about the basics of consolidation groups, see “Consolidated Reporting and Multicompany” on page 127.

Consolidation Groups and Currency Translation

You can generate a single set of financial statements consolidating results for all of the companies in the enterprise. You may also want to consolidate financial statements for a subset of companies.

For example, you may want consolidated financial statements for your three African companies, one in Angola, one in Namibia, and one in Zimbabwe, each using a different functional currency.

You must also decide how to translate account balances held in a currency other than the reporting currency chosen for the group (for example, how to calculate a consolidated accounts receivable balance in US dollars for companies in New York, Montreal, and Mexico City, when each company tracks receivables in a different currency). In consolidations group configuration you specify a “translation method” for an account range or an account, and this method applies to all transactions to that account.

To set up the translations, use the options on the Translations tab of Consolidated Reporting Setup. The choices for translation method are:

- Period end rate
- Period avg rate
- Historical rate

The first two settings use rates from the period exchange rates table and use rates for the “period” of the transaction. The last setting, historical rates, uses rates from the daily exchange rates table and uses the transaction date to get the rate. These translations are done when consolidating data from a company whose functional currency is different than the reporting currency for the group.



For information about how Vision handles gains and losses resulting from translations between a company's functional currency and its consolidation group's reporting currency, see “Gains and Losses Resulting from Consolidations” on page 140.

In general, while it is advantageous to maintain consistency in setting up your Daily Exchanges and Period Exchanges, it is not strictly necessary.

Example

You might expect the June 30, 2005 daily rate to be the Period End Rate, if the period ends on June 30.

However, the Period Average may or may not be exactly the average of the Daily Rates you have entered in Vision. Some firms enter daily rates on a regular basis, but others may enter the Period Average from a published source like the Wall Street Journal or the Oanda online currency exchange service.

Currency Exchange Standards

Different countries have different standards governing how multicurrency consolidation reporting can be performed. Therefore, in addition to selecting the reporting currency, you must provide Vision with information about how currency exchanges should be performed on reports. In general, you must comply with the consolidated reporting standards prescribed by GAAP (Generally Accepted Accounting Principles), IAS (International Accounting Standards), or the standard accounting principles of your country.

In the United States, you must comply with **FASB Statement 52**. For more information about Statement 52, see the following page on the Financial Accounting Standards Board web site:

<http://www.fasb.org/st/summary/stsum52.shtml>

Gains and Losses Resulting from Consolidations

When using Multicurrency, you designate a reporting currency for each consolidation group, as part of Configuration. A given company within the consolidation group may have a functional currency that is different from the consolidation group's reporting currency. In that case, Vision translates balances from the company's functional currency to the reporting currency. This translation process can result in apparent gains and losses.

Note that these gains and losses are variances that result from the currency translation process, not true gains and losses from changes in currency exchange rates. They are for consolidated reporting only and do not affect the general ledger. We recommend that you assign them to a unique account to keep them separate from your true currency exchange gains and losses.

Vision needs to know how to handle any gains and losses resulting from rate translations between the individual company's functional currency and the consolidation group's reporting currency. To set up these translations, use the options on the Translations tab of **Configuration, Organization, Consolidated Reporting**.

Example

Assume that:

1. You have a consolidation group containing two companies.
 - Company A has a functional currency of US dollars (USD)
 - Company B has a functional currency of Canadian dollars (CAD)
2. The reporting currency for the consolidation group is US dollars (USD).
3. The consolidation rules, established on the Translations tab, are:
 - Balance Sheet accounts are set to Period End Rate
 - Income Statement accounts are set to Period Avg Rate

Vision would make the following calculations:

Income Statement Accounts — The Consolidation process converts all the Income Statement accounts to the **consolidation group's reporting currency** and calculates a bottom-line profit amount:

- Company B's profit = \$1,200.00 CAD
- Period Average Rate = .83333
- Translated profit = \$1,000.00 USD

Example

Balance Sheet Accounts — However, when the Consolidation process converts all the Balance Sheet accounts to the **consolidation group's reporting currency**, it calculates the following Retained Earnings amount:

- Company B's Current Retained Earnings amount = \$1,200.00 CAD
- Period End Rate = .80000
- Translated profit = \$960.00 USD

Results — The loss on the currency translation is the difference in translated profit: \$40.00 USD.

Gains and Losses Resulting from Exchange Rate Changes

Introduction

Companies that conduct business in more than one currency can have financial gains or losses due to changes in currency exchange rates. These gains and losses commonly result from the following:

- Transactions conducted in a currency other than the principal company's functional currency.
- Revaluation of general ledger account balances denominated in a currency other than the company's functional currency.

If you are using Multicurrency, you can set up Vision to calculate and post currency exchange gains and losses in accordance with the generally accepted accounting practices that apply to your company. Vision automatically posts realized gains and losses from foreign currency transactions when you settle the transactions. You calculate and post other currency exchange gains and losses using the Gains/Losses and Revaluations process (**Accounting » Gains/Losses and Revaluations**).

Currency Exchange Gain or Loss

A currency exchange gain occurs when the settlement of a transaction or the revaluation of an account balance results in an expected or actual increase in cash flow into your company.

A currency exchange loss occurs when the settlement of a transaction or the revaluation of an account balance results in an expected or actual decrease in cash flow into your company.

These gains and losses can be either realized or unrealized.

Unrealized Gains and Losses

An unrealized currency exchange gain is an expected increase in cash resulting from a change in currency exchange rates.

An unrealized currency exchange loss is an expected decrease in cash resulting from a change in currency exchange rates.

Unrealized Gains and Losses: Example

Your company's functional currency is United States dollars. You bill a client in euros when the exchange rate is 1.5 dollars to the euro. At the end of the accounting period you have not yet

received payment. The exchange rate is now 1.6 dollars to the euro. When you revalue the unpaid balance based on the new exchange rate, the result is an unrealized gain. The change in the exchange rate results in a potential increase in cash for your company, but you have not yet actually received that cash.

Realized Gains and Losses

A realized currency exchange gain is an actual increase in cash resulting from a change in currency exchange rates.

A realized currency exchange loss is an actual decrease in cash resulting from a change in currency exchange rates.

Realized Gains and Losses: Example

Your company's functional currency is United States dollars. You bill a client in euros when the exchange rate is 1.5 United States dollars to the euro. When you post the cash receipt, the exchange rate is 1.6 dollars to the euro. The result is a realized gain. The change in the exchange rate results in an actual increase in cash for your company.

Generally Accepted Accounting Practices and Currency Gains and Losses

Compliance with generally accepted accounting practices in the United States requires you to include realized currency exchange gains and losses in net income. For unrealized gains and losses, you can either include them in, or exclude them from, net income.

Businesses located outside of the United States sometimes operate under different standards of accounting practice. They may have different guidelines for determining realized and unrealized gains and losses and for including such gains and losses in net income. For example, some generally accepted accounting practices outside of the United States do not allow you to post unrealized gains or losses to income statement accounts.

Vision provides the flexibility to handle currency exchange gains and losses in accordance with whatever generally accepted accounting practices your company operates under.



For more information about currency exchange gains and losses and how to track them in Vision, see the "Currency Exchange Gains and Losses" help topic. To display that topic, click **Accounting » Gains/Losses and Revaluations » Currency Exchange Gains and Losses** in the Contents pane of Vision help.

Intercompany Billing and Multiple Currencies

If you are using the Intercompany Billing feature of Multicompany to record expense and labor transactions between companies, all transactions are tracked in the functional currency of the company that owns the project being charged.



See "Intercompany Billing" on page 115 for related information.

Billing and Multicurrency

Every project (the top level of the Vision work breakdown structure) has a project currency and a billing currency, either of which may differ from the functional currency of the project's home company:

- The project currency is generally the currency in which the project's contract is written, and is used for budgeting, resource planning, project reporting, and other project management purposes.
- The billing currency is the currency in which invoices for the project are generated.

For each project, you specify the project and billing currencies on the General tab of the Project Info Center.

Example

Maintaining both the project and billing currencies makes it possible, for example, to track the performance of a project being performed in the US for a Japanese client. The project can be managed in US dollars, but the client can be billed in yen.

Refresh Billing Extensions

Billing extensions are calculated in either the project currency or the billing currency depending on the setting of the **Reporting at billing rates: Use billing currency not Project currency** option on the General Tab of Accounting System Settings.

Specify a Fixed Exchange Rate for a Project

Although Vision has an established hierarchy for determining exchange rates, the contract for a project may stipulate that a particular exchange rate be used for project management and billing purposes. For this reason, Vision makes it possible to fix exchange rates at the project level.

Rate Tables and Billing Terms

This section describes key considerations in using rate tables and billing terms with the Multicurrency feature.

Rate Table's Billing Currency Must Match Project's Billing Currency

In Billing Terms, when you select a rate table for a project, Vision restricts the list of available rate tables to those with the same currency as the billing currency of the project for which you are establishing billing terms.

Example

If your project's billing currency is euros, the table lookup dialog available from the Rate Table field on the Labor tab of Billing Terms lists only those labor rate tables with a billing currency of euros.

In this example, you must be sure to establish rate tables with billing currencies which will support this need. If you know that you will be billing projects in Canadian dollars, for example, you must set up billing rate tables that include Canadian dollars among their currencies.

How to Select a Rate Table's Currency

Use the **Currency** option on the following forms to select each table's currency:

- Labor Rate Tables Form
- Labor Category Tables Form
- Labor Code Tables Form
- Labor Override Tables Form

By default, Vision uses the functional currency of the active company. You can click the **Currency** option to see a list of all enabled currencies for the active company, then select the one you want to use for the rate table.



You cannot change the currency if the rate table is already being used for a project.

Labor Billing Rates

Vision rounds labor billing rates to the number of decimal places for the applicable billing currency, when either:

- The labor billing method is cost-based. Vision assumes that cost rates more precise than the billing currency are relevant to job costing only.
- Any significant multiplier; that is, a multiplier other than 1, is applied to the rate to be used for calculating the labor line item extension, which is also the rate shown on the invoice itself.

When the rate is drawn from a billing rate table, and no significant multiplier is applied to that rate for labor line item extension and display purposes, then any significant digits in the rate beyond those of the billing currency will be applied and displayed.

One Project, Multiple Companies and Currencies

If you use the Vision Multicompany feature, lower levels of the work breakdown structure may belong to different companies. Therefore, the transactions associated with a particular phase or task may be tracked in a different functional currency (the functional currency of its owning company) than those of the parent project.

Phases and tasks may also have different billing terms than the parent project.

However, all projects and their related phases and tasks must be:

- Tracked using the same project currency.
- Billed using the same billing currency.

Example

Employee Apple belongs to Company A (via organization structure). His labor cost amounts are stored in his home company's functional currency; in this example, U.S. dollars.

Employee Apple works on a project owned by Company B (the active company when the project record was created). Company B's functional currency is Canadian dollars.

When Apple's timesheet is posted, Vision:

- Converts US dollars to Canadian dollars via exchange rates set up in Currency Configuration.
- Applies the appropriate markups to calculate Apple's billing amounts.

Billing Groups

All elements of a billing group are billed in the billing currency specified for the main project.

Reporting Project Amounts in the Billing Currency

Your enterprise may find it advantageous to report project amounts in the billing currency, rather than in the project currency. For example, this may make it easier to match invoice amounts to the corresponding amounts on project reports.

To do this, select the **Reporting at billing rates: Use billing currency not Project currency** option on the General Tab of **Configuration, Accounting, System Settings**.

Billing Extensions and Multiple Currencies

Billing and cost rates for project reporting are defined at the time of posting. When you post a transaction, Vision uses the applicable billing terms to determine billing rates for project reporting. If you later update the billing terms, your updates are not reflected on the project reports unless you **refresh billing extensions**.

If you are using the Multicurrency feature, Vision performs either one or two calculations, depending on your Accounting System Settings:

- It always calculates billing extensions in the billing currency.
- If you select the **Reporting at billing rates: Use billing currency not Project currency** option on the General Tab of **Configuration, Accounting, System Settings**, Vision also calculates an extension expressing the amount in the project currency.

Therefore, if you have a transaction on a posting log where the functional currency is the same as the project currency, but the billing currency is different, you need to be aware that there is actually an extra exchange being done to calculate the billing extension.

Example

Assume that Project A belongs to Company-US, whose currencies are:

- Functional Currency: USD
- Project Currency: BHD
- Billing Currency: EUR

And assume these daily exchange rates:

- USD -> EUR 1.5 exchange rate
- USD -> BHD 4.5 exchange rate
- EUR -> BHD 3.0 exchange rate

And assume a transaction whose Billing Terms multiplier is 2.0.

When calculating the billing extension for a functional amount of US\$100.00, Vision performs these steps:

1. $100 \text{ USD} * 1.5 = 150 \text{ EUR}$ (converting the functional currency amount to the billing currency amount)
2. $150 \text{ EUR} * 2.0 \text{ multiplier from billing terms} = 300 \text{ EUR}$ (extension of billing currency amount)

Result = 300 EUR

If you select the **Reporting at billing rates: Use billing currency not Project currency** option on the General tab of **Configuration, Accounting, System Settings**, Vision calculates an extra extension after the fact to convert the amount back to the project currency. After this third step, the result is quite different:

3. $300 \text{ EUR} * 3.0 = 900 \text{ BHD}$ (billing currency amount to project currency)

Final result: 900 BHD

Currency Exchange Rates

When you post a transaction, Vision checks to see if the various currency types (transaction, functional, billing, and project) are the same.

If they are not, Vision does the following:

1. Calculates exchanges between the **transaction currency** and the **functional currency** of the company that owns, via organization structure, the project, phase, or task charged by the transaction.
2. Calculates exchanges between the **functional currency** and the **project currency** and the **billing currency**.

Daily Exchange Rates

By default, Vision uses the daily exchange rate in effect on the date you enter for the transaction. You can override an exchange rate for any transaction.

Period Exchange Rates

The period exchange rates you set up affect consolidated reporting.

Exchange Rates Hierarchy

Vision uses different bases for calculating currency conversions, following the sequence presented here:

1. An exchange rate or exchange date override, if one has been specified.
2. A direct exchange, based on the exchange rate table set up for your company.
3. An inverse exchange.
4. An exchange calculated using triangulation.

Direct Exchanges

Each time a transaction is posted, its value is stored in the transaction currency and in multiple other currencies, used for billing, reporting, and other business needs. When the transaction currency differs from these other currencies, a **direct currency exchange** must take place.

Usually, a transaction is recorded at the **daily exchange rate** in effect on the date the transaction took place, unless an **override** is specified.

Exchange Rate Setup

During Multicurrency setup, you set up an exchange rate table listing the currencies your company uses regularly.

Each table row contains:

- The "from" currency and "to" currency.
- The date to which the exchange rate applies.
- The exchange rate, to six decimal places.

Most companies update their exchange rate table at least monthly, but it can be updated as frequently as daily. See the following topics in the **Configuration, General Configuration, Exchange Rate Tables** book of the Vision online help Table of Contents for step-by-step procedures:

- Configure Daily Exchange Rates
- Configure Period Exchange Rates
- If a Direct Exchange is Not Possible

When a direct exchange is not possible, Vision either uses an **inverse exchange** or calculates the exchange using **triangulation**.

Inverse Exchange

If a direct exchange rate between two currencies is not listed in the exchange rate table, but you have specified an exchange rate for the same currencies in reverse, then Vision converts the currency based on an inverse exchange rate. When using an inverse rate to calculate exchange rates, Vision rounds the resulting rate to six decimal places.

Example

Assume your exchange rate table does contain this row:

- 1 Japanese Yen = 0.007367 Euro **This is the exchange rate.**
- 1 Euro = 135.740 Japanese Yen **This is its inverse rate.**

Triangulation Currency

When you select currencies for your company, you can choose to select a triangulation currency.

Triangulation currency is used when no published exchange rate exists between two currencies, making it impossible to perform either a direct exchange or an inverse exchange.

During triangulation currency exchange, one currency amount is converted to another through an intermediate, or **triangulation** currency. Vision uses the triangulation currency when no published exchange rate exists between two currencies and thus it is not possible to perform either a direct exchange or an inverse exchange.

Example

Assume that your company needs to translate Belarus rubles to Suriname guilders. Vision may do this by translating Belarus rubles to U.S. dollars, then U.S. dollars to Suriname guilders.



For information on selecting the triangulation currency, see the topic titled “Assign Currencies to Company(s)” in the Vision Help system.

To access this topic, select **Configuration, General Configuration, General Company Settings, General Company Settings for Multicurrency** from the Contents pane.

If You Do Not Specify a Triangulation Currency

If there is no published exchange rate between two currencies, and no triangulation currency specified, Vision displays a message telling you that the currency exchange could not be made.

Overrides on Exchange Rates and Dates

When you post a transaction, Vision uses the exchange rate in effect on the date that you enter for the transaction. However, you may want to cover situations when the published exchange rate is inapplicable to a particular transaction.

To do this, select the **Currency...** button in the menu toolbar to open the Currency Override dialog. Use the dialog to change the exchange rate assigned to the data entry file during Transaction Entry. You can override either the rate used for the full transaction, or the rate used for a single transaction line item.

In either case, you can specify either of the following:

- A different exchange date, in which case the rate in effect for the specified date is used
- A different exchange rate altogether



For step-by-step procedures, see the following topics in the Vision Help system:

- [Override the Exchange Rate for a Full Transaction](#)
- [Override the Exchange Rate for a Single Line Item](#)

To access these topics, select **Transaction Center, Transaction Entry, Procedures, Overriding Exchange Rates** from the Contents pane.

Chapter 6: Organization Reporting Concepts

This chapter introduces the concepts and processes used in the Vision Organization Reporting application. Organization Reporting allows you to break out your firm into discrete business units. You can then track, monitor, and compare the business transactions and profitability of each business unit in your firm.

Organization Reporting Overview

The Organization Reporting feature in Vision enables you to create individual “organizations” within your firm. Similar to profit centers, these separate organizations are business units that incur expenses and/or generate revenue, and can be looked at in terms of profitability. You can also specify how postings are made.

For example, if your firm is divided into regions and offices, you may create a separate organization for each region and office, and maintain information for each of these discrete portions of your firm's business.

To set up organizations, select **Configuration » Organization** on the Vision Navigation menu.

With Organization Reporting, each transaction that you enter in Vision — each labor charge, expense charge, journal entry, and so on — is linked to the organization or organizations responsible for that transaction. With transactions linked to organizations, you can generate financial statements, project reports, and other reports for a single organization, a group of organizations, or all of your firm's organizations.

In this chapter, you will learn about

- Using Organization Reporting
- Organization Structure



For additional information about Organization Reporting, see the following sections of this guide:

- For information about organizations and labor cross charge, see “Labor Cross Charge” on page 45.
- For information about organizations and overhead allocation, see “Organization Overhead Allocation” on page 57.
- For information about organizations and the Work Breakdown Structure, see “Organization Codes Guidelines” on page 264.

Using Organization Reporting

Before you begin using Organization Reporting, you should determine whether or not your firm would benefit from enabling this feature in Vision.

Consider using Organization Reporting if any of these situations exist in your firm:

- You have organized your management and work force into business entities that are responsible for their own revenue and expense, and you need to measure the performance of these entities.
- You want to print financial statements, project reports, and employee reports for an individual organization, as well as consolidated reports for the entire firm.

- Your firm includes multiple companies and you need to maintain separate Balance Sheets for those companies.
- Employees from different organizations charge their time to other organizations and you want to track the cross-charges between the organizations.
- You are currently using the user-defined fields in Vision to split your firm into different categories and you need a more sophisticated reporting system than that method provides.

How Does Vision Organization Reporting Work?

After you have established your Organization Reporting structure in Organization Configuration, each project and employee in your database must be assigned to an organization. As transactions are processed in your database, the appropriate General Ledger accounts will be updated based on the project and/or employee referenced in the transaction's detail lines. Organizations are never referenced explicitly in transaction entry, they are always implied by the project and/or employee entered in the transaction file. This means that you do not have to manually enter or select the organization during transaction entry.

All organizations within your firm use the same chart of accounts. Vision uses all transactions processed for each organization's employees and projects to create separate Balance Sheets and Income Statements for each individual organization. When you run a consolidated Income Statement or Balance sheet, transaction activity for all organizations is reflected in the totals. This makes the impact of using Organization Reporting minimal for your accounting staff. All organizations charge the same General Ledger accounts and there are no extra data entry fields created by implementing Organization Reporting.

Example of a Transaction Posting

- In the Project Info Center, Project 200BC02.00 is assigned to Organization Boston Architecture.
- In the Project Info Center, Project 200SE05.00 is assigned to Organization San Francisco Architecture.
- A voucher needs to be processed for printing and reproduction costs related to each of these projects.

Project	Account	Amount
200BC02.00	Expense Account 526.00	\$100.00
200SE05.00	Expense Account 526.00	\$225.00

After you post the transactions, your organization and corporate “T” accounts display the following data:

Boston Architecture

Expense 526.00	Accounts Payable 210.00
\$100.00	\$100.00

San Francisco Architecture

Expense 526.00	Accounts Payable 210.00
\$225.00	\$225.00

Corporate (Consolidated)

Expense 526.00	Accounts Payable 210.00
\$100.00	
\$225.00	
	\$325.00

Monitoring the Profitability of Your Business

Organization Reporting allows you to divide your firm into distinct units and then track project and accounting data separately for each unit. This enables you to monitor the profitability of your business more effectively, because you can get a financial snapshot of each organization and compare that snapshot to the performance of your firm as a whole.

One typical way to use the Organization Reporting feature (assuming that your firm has several branch offices) is to set up organizations by location.

For example:

- A firm with offices in Boston and San Francisco could set up two distinct organizations to identify the offices — Boston Office and San Francisco Office.
- A firm with clusters of offices in the northeastern and southeastern United States could set up two distinct organizations to identify the regional offices — Northeastern District and Southeastern District.

Organization Reporting is also commonly used to track business transactions by discipline or function. Thus, a firm with three disciplines — Architecture, Engineering, and Environmental Consulting — could be divided into three organizations. While a firm with a single office could also be divided into three organizations — Sales, Administration, and Support.

Multi-level Organizations

The organization structure of your firm can consist of one or more organization levels, depending on your firm's business requirements. A one level structure might be used for a firm tracking profitability and performance by region or office. However, another firm might want to track profitability and performance at more than one level, or overhead allocation distribution may necessitate the use of multiple organization levels.

For example, your firm may want to look at the profitability of individual offices and also at the profitability of the business disciplines within each of those offices. Or, you may want to look at the performance of each division, the offices in each division, and the departments in each office. To do this, you need to establish a multi-level organization structure. Setting up a multi-level organization structure allows you to track and monitor profitability at progressively more discrete levels within your firm.



For an example of a multi-level organization structure, see “Sample WBS - Complex” on page 250.

Vision can accommodate up to five levels of organization structure, although most firms need only one or two levels.

Organization Samples

The following list shows some of the ways you could divide your firm into organizations:

- Cities where offices are located (Boston, Atlanta, San Francisco).
- Regions where clusters of offices are located (Northeast, South, Midwest).
- Business disciplines or types of practice (architectural, engineering, environmental).
- Corporate structure (professional corporation, partnership, subsidiary)
- Companies (XYZ Corporation, ABC Corporation, 123 Corporation).

You can also combine any of these organizations levels to create a multi-level organization structure:

- Companies — Regions — Cities
- Corporate Structure — Regions — Business Functions

After you set up your organization structure, you can view project reports, track financial transactions, and assess profitability for each organization in your firm.

Non-Operating Organizations

All firms have some firm-wide revenue and expenses that are not associated with any organization — for example, professional liability insurance, senior management salaries, or rental income.

To accumulate and track this firm-wide data, you can establish a General or Corporate organization within your organization structure. The General or Corporate organization is considered a non-operating organization, because it is not associated with any regular, revenue-producing projects.

Setting up a Corporate or General organization can help you better track and analyze the profitability of your organizations within the firm-wide structure.

Organizations and Your Balance Sheet

If you are using the Organization Reporting feature, Vision automatically tracks and stores the financial data needed to generate a separate Income Statement for each organization, as well as the information needed to create a consolidated Income Statement for the entire firm. However, Vision does not automatically track and store the financial data needed to generate a separate Balance Sheet for each organization — instead, Vision automatically tracks and stores this data on a firm-wide basis. When you first install Vision, you must decide whether or not you want to maintain the data needed to print a separate Balance Sheet for each organization.

Maintaining a Firm wide Balance Sheet

If you *do not* want to maintain separate Balance Sheets for each organization, you must establish a default organization. Vision accumulates all explicit and implicit postings to Balance Sheet accounts in this default organization. You do not need to enter a project number when you enter a transaction that affects a Balance Sheet account.

When you print a Balance Sheet, Vision prints a single firm-wide report using the data posted for the default organization.

Maintaining Separate Balance Sheets

If you *do* want to maintain separate Balance Sheets for each organization, you must enter a project number for every transaction that affects the Balance Sheet accounts. Vision uses the project number to determine what organization should receive the posted transaction. This means that Vision accumulates a different set of data for each organization's Balance Sheet accounts.

If you adopt this method, you can print a separate Balance Sheet for each organization, or combine the data to create a single firm-wide report.

What Accounts are Affected?

When determining whether you want to maintain separate Balance Sheets for each organization, remember that the only accounts affected by your decision are the traditional Balance Sheet accounts and any special revenue or expense accounts you have established to handle “below the line” financial activity.

Balance Sheet Accounts

- Assets (100.00 - 199.99)
- Liabilities (200.00 - 299.99)
- Net Worth (300.00 - 399.99)

Revenue and Expense Accounts

- Other Revenue and Expense Accounts (800.00 - 999.99)



For a detailed listing of accounts, see the Standard Chart of Accounts in Appendix A of this guide.

Bank Codes

To maintain separate Balance Sheets for each organization, you must also link each of your Bank Codes (Configuration, Accounting, Banks) and each of your A/P Liability codes (Configuration, Accounting, Accounts Payable) to a specific organization.



For more information about Bank Codes and A/P Liability Codes, see the Configuration book in the Vision Help system.

Organization Structure

Before you begin using the Organization Reporting feature in Vision, you should consider what structure will most effectively support your firm's needs. To do this, ask yourself the following questions:

- What levels of performance do you want to track?
- How will subcodes be set up to identify organizations?
- Are any label changes necessary?

Depending on the size and complexity of your firm, you can create a fairly simple or more complex organization structure. For example, a small firm may opt for a simple, one-level structure to track its two branch offices. Or, the same firm may set up a two-level organization structure to simultaneously track branch offices and disciplines. A larger firm may want to track regions, offices, and disciplines — they would need a three-level organization structure.

With a multi-level organization structure, you determine the various combinations of regions, offices, and disciplines that make up valid organizations in your firm. Vision can accommodate up to five organization levels, although most firms need only one or two levels. The number of organization levels you need will depend on your firm's structure and the level of detail you require for financial reporting.

Organization Labels

By default, Vision uses the label "organization" wherever your individual business entities appear on screens or reports. During installation, you can change the default "organization" label for your firm. For example, you might want to call your organizations: profit centers, cost centers, or business units.

If your organization structure has multiple levels, the overall label you choose for Organization Reporting will apply to the combination of levels that make up the individual organizations at your firm. In addition, each organization level has its own label, which you can also rename. By default, the individual levels of organization structure are titled Organization Level 1, Organization Level 2, and so on.

You change your organization labels on the Labels tab in **Configuration » General » System Settings**.

The following table illustrates a possible set of user-defined organization labels.

Organization Default Label	User-Defined Label
Organization	Profit Center
Organization Level 1	Region
Organization Level 2	Office
Organization Level 3	Discipline

Organization Levels

Depending on the size and complexity of your firm, you may need to create a more complex organization structure to meet your business needs. Using Organization Reporting, you can create a multi-level organization structure. A multi-level structure allows you to distinguish the combination of offices, disciplines, and/or functions that make up valid organizations in your firm.

For example, if your firm has two offices (Boston and San Francisco) and you divide those offices by discipline (Architecture, Engineering, and Environmental Consulting), you can set up a two-level organization structure to simultaneously track both your branch offices and the disciplines within each branch office. In this example, the following combinations would all be valid subcodes:

- Boston-Architecture
- Boston-Engineering
- Boston Environmental
- San Francisco-Architecture
- San Francisco-Engineering
- San Francisco-Environmental Consulting

You use subcodes to identify each organization level you set up. Vision can accommodate up to five levels of organization structure, although most firms need only one or two levels.

Organization Subcodes

When using Organization Reporting, you must set up separate subcodes for each level in your organization structure. You can then combine those subcodes to create codes to identify each of your organization entities. The subcode structure determines how Vision tracks project and accounting information in the General Ledger and how you can access and organize this information on project reports and financial statements.

Each of your subcodes can contain up to 14 letters or numbers. If your firm has a multi-level organization structure, you then combine subcodes from different levels to create valid organizations. Valid subcodes are multi-character codes — individual subcode levels are separated from one another by colons.

Example

- Assume that the first level of your organization structure represents your firm's offices. You give each office a unique two-character subcode.
- Assume that your second level of organization represents the business disciplines within each of your offices. You give each discipline a three-character subcode.
- Combine the subcodes together and you can now track two-level entities.

First Level	Second Level	Combined
CO Corporate	GEN General	CO:GEN - Corporate/General
BO Boston	ARC Architecture	BO:ARC - Boston/Architecture
CH Chicago	ENG Engineering	CH:ENG - Chicago/Engineering
LV Las Vegas	ENV Environmental	LV:ENV - Las Vegas/Environmental

Because you can have up to five organization levels, you can have up to five subcode levels — for example, **NA:CA:MO:09:04** uses five subcodes to identify one organization (North American Division, Canadian Operations, Montreal Office, Department 9, Discipline 4).

Subcode Structure

Item	Defined in Vision in...
The subcode label (such as discipline, unit, or center)	Configuration, Organization, General
The subcode's unique values	Configuration, Organization, Codes.
Subcodes (from multiple levels) combined to create an organization	Configuration, Organization, Individual.

As part of installing Vision Organization Reporting, you must complete an Individual Organization Setup form for each organization. By completing this form, you are telling Vision that a particular combination of subcodes represents a valid organization. For example, if you fill out an Individual Organization Setup form for **CH:AR:01**, Vision knows that this combination of subcodes refers to an existing organization. You can then enter this subcode anywhere organizations are referenced in Vision.

If you have not filled out a form for a particular set of subcodes, Vision will not let you enter any transactions that reference that set of subcodes.



For additional information about setting up organizations, see the Configuration book in the Vision Help system.

Chapter 7: Processing Cycle Concepts

This chapter introduces the concepts and processes applicable to a typical processing cycle. A processing cycle is a period of time during which transactions are entered, processed and posted in Vision following a regular sequence. At the end of the cycle various reports can be generated from the transaction data posted during the cycle. The duration of processing cycles, the transactions processed, and the transaction processing sequence varies from firm to firm, and depends in part on which Vision applications and features your firm is using.

Processing Cycle Overview

A processing cycle can refer to the sequence of transactions you perform to complete a specific process (timesheets) or a series of processes (timesheets, payroll, billing) over a specified period of time.

Typically, processing cycles are based on your firm's accounting periods. The order in which you process various types of data within an accounting period depends on your firm's timesheet/payroll processing periods, billing cycles, and reporting needs.

In this chapter we describe the concepts that are related to the series of transactions you perform in a typical accounting period to meet your accounting, billing, payroll, and reporting needs.

In this chapter you will learn about:

- Accounting periods
- Transaction Processing
- Transaction Posting
- Reporting and the Processing Cycle
- Processing Cycle Utilities
- Processing Cycle Workflow

Accounting Periods

An accounting period is a consistent unit of time that is used to record business activities and monitor profits. It provides a framework for measuring business activity and evaluating your firm's financial position.

To define accounting periods, you must set up a processing calendar. You can do this using the Period Setup utility (**Utilities » Period Setup**). When you set up your processing calendar, you must indicate whether your accounting periods are monthly (12 periods per fiscal year) or every four weeks (13 periods per fiscal year). By determining when new periods begin and end, Vision ensures that transactions are posted in the appropriate sequence and in the appropriate period.

Opening and Closing Accounting Periods

At the end of one accounting period and the beginning of a new accounting period, you must open a new period to begin processing in that period.

When you open a new accounting period, Vision records the opening of the period on the Posting Log Review report. The entry appears as an AL transaction type, indicating an audit log posting. The AL transaction is recorded for the period in which you perform the action.

For example, if you open a new period on June 30, 2005 for July 1, 2005, Vision displays the AL transaction on the June Posting Log Review report (because you opened the new period in June, not July).

Open a Period

To open a new period, use the Open New Period utility (**Utilities » Open New Period**). This utility lets you modify both accounting and fiscal periods. When you open a new period, the current period becomes the prior period.

Close a Period

To close a period, use the Period Setup utility (**Utilities » Period Setup**). Although it is not necessary to close a period in Vision, we suggest that you close a period after you process all data and print all reports for the period. This prevents users from accidentally processing transactions in a prior period.



To learn more about the Open New Period and Period Setup utilities, see the Utilities book in the Vision Help system.

Multi-Period Processing

Vision allows you to process transaction data and generate reports in multiple accounting periods. For example, you may need to post timesheets and process payroll in a new accounting period before you have completed processing all of your financial statements for the prior accounting period. Or, you may choose to process in multiple periods only at year-end, when you need extra time to close the prior fiscal year while keeping up with current activity.

Your security settings determine whether you can open or close periods, and whether you can process or review information in prior or closed periods.

Each time you log on to Vision, the Period Selection dialog displays.

Use the Period Selection dialog to select the accounting period in which you want to process data or generate reports. Once you have completed the work you need to perform for one period, you can switch easily to another period using the Change Period utility (**Utilities » Change Period**).

You can also use either the Period Selection dialog or the Change Period utility to set up Vision to open in the current period whenever you log on. Your security settings determine whether you may open or close periods, and whether you can process data or generate reports in prior or closed periods.

Each time you process accounting transactions in Vision (for example, data entry transactions, Accounts Payable checks, revenue generation, or final bills), your transactions are stamped with the fiscal period and year in which they were posted, regardless of the actual date the transactions are processed. This is how Vision keeps track of multiple periods and knows what information to report for which period.

For example, if you open the fiscal period 06/01/06 - 06/30/06 on July 5, 2006 and post transactions, Vision posts those transactions for the 06/01/06 - 06/30/06 fiscal period, not the 07/01/06 -07/31/06 fiscal period.



All posting and processing updates affect the period in which you are performing the task (that is, the period currently open when you process the transaction). The dates of the posting file or processing run do not determine the period that will be affected.

Transaction Processing

During the course of a typical accounting period, your firm will process a wide variety of transactions to track and bill project expenses, process timesheets and generate paychecks, pay accounts due, allocate overhead, and generate revenue.

The types of transactions you process and the order in which you process those transactions make up your processing cycle.

Vision includes various applications and tools that make it easy for you to record and monitor all of your accounting transactions:

- Vision Transaction Center allows you to record your day-to-day accounting activity, using a variety of data entry forms.
- Vision Accounting allows you to allocate overhead across the firm (and among organizations, if applicable), and to process labor cross charges, consultant accruals, and revenue.
- Vision Billing allows you to bill labor, expense, fees, and unit charges for all projects, and automatically generate invoices.
- Vision Payroll allows you to generate employee payroll checks and direct deposits.
- Vision Time and Expense allows individual users to enter and submit timesheets and expense reports.

The accounting data from all posted transactions automatically flows through to your project records and reports for each accounting period. Thus, at the end of a period you can generate various reports to assess the financial impact of your transactions on project budgets and performance, as well as on corporate and/or organizational budgets and performance.

Transaction Posting

Use the Vision Transaction Center to post transaction files to your database. When you post transaction files in Vision, two types of posting activities are processed:

- Explicit Postings
- Implicit Postings

Both posting types affect your General Ledger accounts.

Explicit Postings

When you create a transaction file in Vision and enter a transaction item, you enter the General Ledger account you want to credit for the transaction amount. When you post the transaction file, Vision credits the accounts specified for each transaction in the transaction file.

For example, when you enter an invoice, you identify the revenue account that should be credited for the invoiced amount when you post the invoice transaction file.

Implicit postings

When you install Vision, you specify which General Ledger accounts you want to debit or credit when you post different types of transactions. When you post transaction files, Vision debits or credits the appropriate accounts automatically, based on the type of transaction you are posting. You set up implicit these implicit posting accounts on the Posting tab in **Configuration, Accounting, Company Settings**.

For example, when you install Vision, you establish at least one automatic posting account for Accounts Receivable. When you post an invoice, Vision explicitly credits the revenue account that you specified in the transaction file, and implicitly debits the Accounts Payable automatic posting account specified in Vision Accounting Configuration.

Generally speaking, Vision posts one side of a General Ledger entry explicitly, and the other implicitly. An exception is journal entries, which require you to explicitly specify both the debit and credit entries.



For additional information about explicit and implicit postings, see “Implicit and Explicit Postings” on page 16.

Reporting and the Processing Cycle

Vision Reporting offers you a wide range of reports that present information about all aspects of your clients, contacts, leads, marketing campaigns, opportunities, projects, vendors, and General Ledger accounts; as well as Accounts Payable, Accounts Receivable, billing, and payroll data.

Your company can use any of the Vision reports to review and verify data during the processing cycle and to print final reports at the end of the cycle.

Typical reports run at the end of a processing cycle (month-end) include the following:

- **AR Aging** — This report allows you to analyze your firm's Accounts Receivable. Use this report to see which projects are lagging behind in payments and require more aggressive collection measures.
- **Balance Sheet** — This standard accounting report shows the distribution of your firm's assets, liabilities, and net worth as of the current date. The Balance Sheet includes totals for assets, liabilities, and net worth, as well as a total for liabilities plus net worth.
- **Income Statement** — This report provides a detailed statement of your revenue and expense account balances for the current period and year-to-date. Vision uses these balances to calculate the firm's current period and year-to-date operating profit/loss, which appear at the bottom of the report.
- **Invoice Register** — This report allows you to view the invoices posted during the current period through Invoice transaction entry or through Vision Billing.
- **Office Earnings** — Financial and project managers use this report for a high-level summary of financial activity for revenue-producing projects. The Office Earnings report includes current, year-to-date, and job-to-date totals for revenue, spent, and profit/loss, as well as key job-to-date totals, including revenue, billings, and Accounts Receivable.
- **Project Progress** — This report is one of Vision's primary project management tools, providing key data about a single project. By comparing labor and expense budgets with actual performance, this report shows you where to take action to avoid overruns.
- **Vendor Schedule** — For each vendor, the Vendor Summary provides data from the vendor; address information; billed and paid amounts for the current period, year to date, and vendor to date; and accounting information such as the vendor's payment terms and discount codes.

Reporting Features

With Vision Reporting, you can:

- Generate reports for previewing on screen or for printing. You can print the report right away or schedule it to run at a later time.

- Set report options to determine how information is displayed on the report, which columns are included, and how the data is sorted and grouped.
- Select the data to include on the reports.
- Save sets of report options, which include all settings on all options tabs. Similarly, you're able to save sets of selection criteria. Both types of named, saved sets are available in any future reporting session, making the reporting process quicker and easier.
- Create and save favorite report formats. Once you have created a favorite, it takes just one click to generate a favorite report with current data. Vision automatically applies all options settings and retrieves the appropriate records. You can even access any of your favorite reports from your dashboard.
- Drill down for detail on certain types of data.
- Export Vision data directly to an Adobe PDF file or a Microsoft Excel spreadsheet through the Data Export reports.
- E-mail reports to other members of your staff.

Types of Reports

The Vision Reporting application provides an extensive range of reports, including:

- Accounting Reports
- Accounts Receivable Reports
- Billing Reports
- Client Reports
- Contact Reports
- Data Export Reports
- Employee Reports
- General Ledger Reports
- Opportunity Reports
- Payroll Reports
- Project Reports
- Project Planning Reports
- Vendor Reports



For a complete list of all the reports available to you, detailed report descriptions, and step-by-step instructions for creating reports, see the Reporting book in the Vision Help system.

Processing Cycle Utilities

There are several types of processing cycle transactions that you must perform only a few times per year — in some cases, only once per year.

These transactions are:

- Completing Year-end 1099 Initialization
- Opening New Benefit Accrual Year

- Opening New W-2 Quarter (Payroll only)

In addition, Deltek recommends that you perform a database backup as a regular part of your regular processing cycle.



Vision includes additional utilities to help you manage transaction files and postings. For more information about these utilities, see the Utilities book in the Vision Help system.

Year-end 1099 Initialization

Form 1099 is a tax form used to record your payments to vendors over the course of the year (that is, all vendor payments recorded during each accounting period for the specified year). This information is used by your vendors for tax reporting purposes. Vision stores 1099 payments by vendor for both the current 1099 year and the prior 1099 year. Before you begin processing vendor payments for a new 1099 year, you must perform a 1099 initialization .

To do that, select **Utilities, 1099 Initialization** from the Vision Navigation menu.

When you initialize, Vision performs the following:

- Clears out data from the previous year so you can start accumulating data for the new year.
- Stores the previous year's activity for 1099 processing.

You should perform this type of initialization regardless of whether you intend to produce 1099 forms.

Open New Benefit Accrual Year

Open a new benefit year whenever you need to start tracking employee time earned and taken for a new benefit year. You must open a new benefit accrual year to properly track employee benefit data.

You can have only one active benefit accrual year—you cannot have different active benefit years for different employees.

Opening a new benefit accrual year zeroes out all employees' year-to-date accrual totals, including year-to-date hours earned and taken. The current year's ending balance for a benefit plan becomes the starting balance for the new year.

To open a new benefit year, select **Utilities, Open New Benefit Year** from the Vision Navigation menu.

When you open a new benefit accrual year, Vision records the activity on the Posting Log Review report. The entry appears as an AL transaction type, indicating an audit log posting.

This procedure affects benefit accrual data only; it does not affect any other Vision data.

Open New W-2 Quarter

If you are using the Vision Payroll application, your processing cycle will include opening new W-2 quarters four times each year. You must complete this procedure to properly track employee payroll information.

You perform quarterly W-2 initialization at the end of each calendar quarter. You can print a 940 Worksheet (if necessary), 941 Worksheet, State Unemployment Worksheet, and Quarterly State Income Tax Worksheet at any time for any quarter. You must, however, open a new W-2 quarter prior to processing the first payroll in that quarter.

To open a new W-2 quarter, select **Utilities, Open New W-2 Quarter** from the Vision Navigation menu.

When you open a new W-2 quarter, Vision records the activity on the Posting Log Review report. The entry appears as an AL transaction type, indicating an audit log posting.

This procedure affects payroll data only; it does not affect any other Vision data.

Back Up Your Database

Backing up your database may be the most important maintenance task you can perform during a normal processing cycle. Maintaining a routine of daily (or even more frequent) database backups can minimize the need to re-enter data lost due to unforeseen database corruption.

DelteK also recommends that you back up your database prior to processing certain types of transactions in Vision, specifically Transaction Postings and Key Conversions (because these transactions update your database).

The actual procedure you follow to back up your Vision database depends on the Microsoft database your firm is using.

Processing Cycle Workflow

The table below describes the transactions and processes that make up a typical monthly processing cycle in Vision. Many of the tasks described in the table can be performed at any time during the processing cycle and in any order (such as entering new employees, entering timesheets, and entering new clients). However, there are several tasks that you need to perform at certain points in the processing cycle:

- **Open a new period** — This is the first action you need to perform in the monthly cycle.
- **Back up your database** — Deltek strongly recommends that you back up your database before posting transaction files and processing key conversions.
- **Process payroll** — You must post timesheets must before you process payroll.
- **Run overhead allocation** — You must post all transaction files for the month before allocating overhead.
- **Close the period** — This is the last action you need to performs in the monthly cycle.

Process/Procedure	Description
Open a new period	Use the Open New Period utility to open a new accounting period. This utility also allows you to modify both accounting and fiscal periods.
Enter new employees	Use the Employee Info Center to maintain all employee information, including personal and accounting data, general descriptions of employee skills and experience, details about the customers and contacts with whom they are working, the opportunities and projects they are working on, and related activities.

Process/Procedure	Description
Enter new clients	Use the Client Info Center to maintain all client information, including addresses, phone numbers, contact names, related activities, clients, and files, associations with employees, links to ongoing and completed projects, and details about future opportunities.
Enter new projects	Use the Project Info Center to maintain all project information, including project names and locations, project costs, estimated and actual completion dates, clients, contacts, consultants, accounting information, details about the team members working on a project, project activity details, and related files and graphics.
Maintain unit information, if applicable	<p>Use the Unit Info Center to maintain all unit information, such as mileage, survey crew, and lab tests. Units are used to reclassify overhead expenses, reimburse expenses to bill items without a cost value, or to present information directly on an invoice.</p> <p>The Unit Info Center works directly with the accounting and billing systems to set up cost and billing rates for non-labor expenses.</p>
Enter project budgets	You can set up budgets for individual labor codes and expense accounts, at both cost and billing rates. We further recommend that you periodically enter percent completes to reflect each project's current level of completion. That way you can monitor each project's cost in relation to its overall progress.
Enter/Update percent completes	Update percent completes to ensure that they are accurate for revenue calculations.
Enter billing terms, if applicable	If you created new projects, you need to enter the billing terms for those projects.
Enter timesheets	<p>Vision timesheets are the basis for all labor costing and billing in Vision.</p> <p>Usually, timesheets are entered at the same frequency as payroll (weekly, biweekly, semi-monthly, or monthly). However, to receive accurate and up-to-date costing reports, you may want to enter timesheets more often, especially if employees are paid monthly.</p> <p>If your company uses Vision Time & Expense, employees should be encouraged to update and save timesheet data on a daily basis.</p>

Process/Procedure	Description
Run the Unposted Labor report	<p>Use the Unposted Labor report to review:</p> <ul style="list-style-type: none"> All timesheet data in unposted transaction entry files. Vision displays the code DE beside this data on the report. All Time & Expense timesheets that are in progress or submitted, but not posted. Vision displays the code TK beside this data on the report. About the Unposted Labor Report
Post timesheets	<p>After you verify that your timesheet transaction file is in balance, you can post the file.</p>
Process payroll	<p>Use Vision Payroll to process and post employee payroll. Or, export employee payroll data to ADP PC/Payroll for Windows for processing.</p>
Enter other costs	<p>Use the Vision Transaction Center to enter and maintain data for various types of transactions, including:</p> <ul style="list-style-type: none"> AP Vouchers AP Disbursements Cash Disbursements Cash Receipts Employee Repayments Employee Expenses Invoices Journal Entries Labor Adjustments Miscellaneous Expenses Prints and Reproductions Units <p>Other Transactions</p> <ul style="list-style-type: none"> Use Vision Billing to create bills. Use the Adjust Salaried Job Cost feature to adjust hourly job cost rates for salaried employees to provide a more accurate data for payroll costing. Use the Labor Cross Charge feature to transfer labor charges between organizations.

Process/Procedure	Description
Run Transaction List reports	<p>Transaction reports summarize information about the transaction files you create through data entry. Transaction reports enable you to check the validity of the data you entered.</p> <p>Data is usually valid at the time of entry; however, there can be a gap in time between when the file is entered and when it is posted. In this period of time, another employee may have changed the database, creating invalid data in that file. You can identify this incorrect data by using transaction reports to review the content of your transaction files.</p>
Post other costs	<p>When you post transaction files in Vision, you are making the data a permanent part of your database. Posting updates your General Ledger, subsidiary ledgers, and project files, and also allows you to generate up-to-date reports.</p> <p>After you verify that your transaction files are in balance, you can post the files. You can post costs individually or all at once.</p>
Run Overhead Allocation	<p>Run Overhead Allocation to disperse year-to-date indirect expenses evenly to all regular revenue-producing projects, based on direct labor or revenue.</p>
Review/generate reports for project managers	<p>The appropriate employees should review and print Project Summary reports, Project Progress reports, draft invoices, and so on.</p>
Run Revenue Generation	<p>Revenue Generation lets you use Vision Accounting on an accrual basis, recognizing project revenue as it is earned, and matching revenue with expenses incurred to date.</p> <p>Without Revenue Generation, Vision recognizes revenue as it is billed.</p>
Print preview the Posting Log Review report	<p>The Posting Log Review Report provides a list of all posting logs for the specified period. When you choose to generate a Posting Log Review report, Vision produces a report listing all of the posting logs generated during the current period, regardless of the transaction type.</p>

Process/Procedure	Description
Review/generate month-end reports	<p>The appropriate employees should review reports online, ensure that the information is correct, then print them out as necessary.</p> <p>Typically, the following reports are generated at month-end:</p> <ul style="list-style-type: none"> ▪ AR Aging Report ▪ Balance Sheet ▪ Income Statement ▪ Invoice Register ▪ Office Earnings ▪ Project Progress ▪ Vendor Schedule
Reconcile financial statements	<p>After running financial statements, you must reconcile them before closing the accounting period.</p>
Close the period	<p>By closing a period when you have finished processing all transactions for the period, you ensure that new charges are not posted to that period by mistake.</p>

Chapter 8: Project Control Concepts

Your projects and project data are at the heart of your firm's daily business activities. Vision Project Control provides you with all the tools you need to handle this data and keep your projects organized and on track. This chapter introduces you to the key concepts related to project control and management.

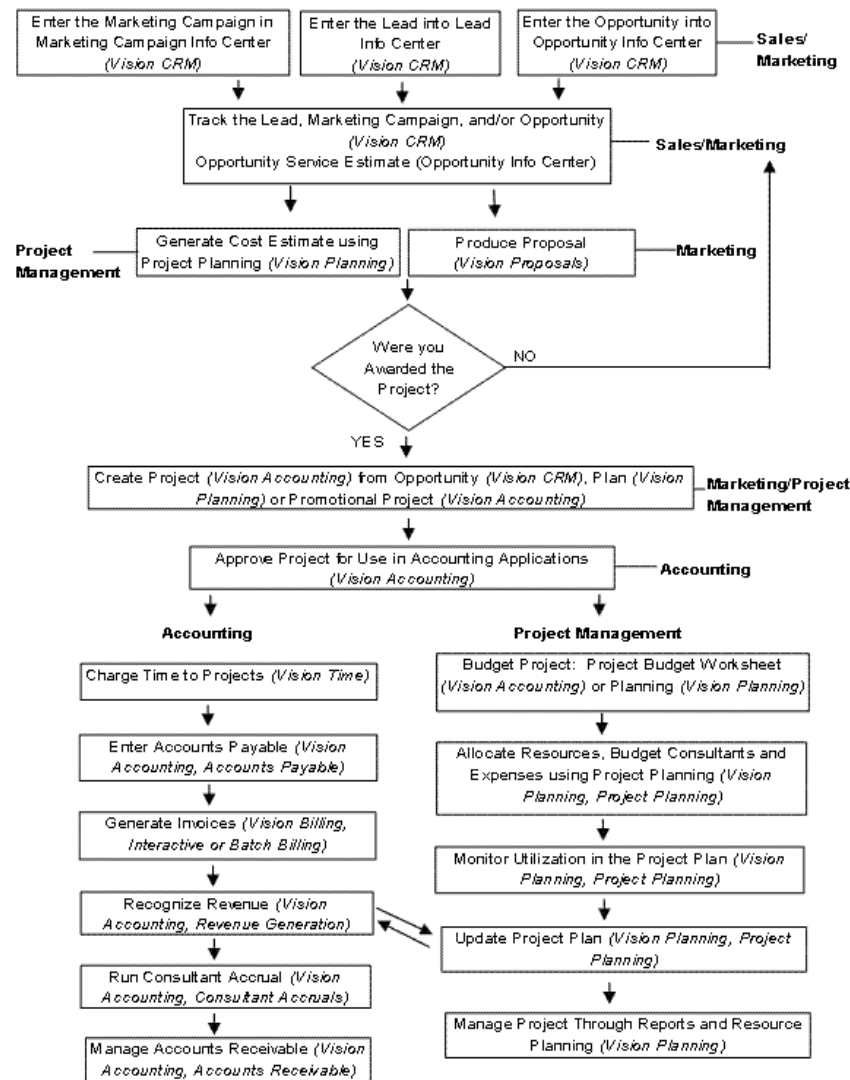
Project Control Overview

Project Control is the core of Deltek Vision. Use Vision's Project Control tools and applications to record and manage each of your firm's projects; coordinate project activities and monitor project progress; process labor and expense transactions; charge direct and overhead costs to projects; track employee time; generate project reports for principals, project managers, and others; and maintain project budgets.

In this chapter you will learn about:

- Project Control Workflow
- Project Control and Project Records
- Project Control Labor and Expense Charges
- Project Planning
- Project Budgeting
- Project Control Reports

Project Control Workflow



Project Control and Project Records

Vision's Project Control tools and applications focus on the performance of your projects and the people who work on them.

The purpose of Vision Project Control is to help you keep your projects running smoothly. It provides you with all the tools you need to manage project activities, monitor project progress, and track project expenses and revenue. While you can use Vision Project Control by itself, it is designed to integrate with other Vision applications—such as Billing, CRM, Proposals, Resource Planning, and Time and Expense—to provide you with a complete financial and project management system.

In this section, you will learn about:

- Vision Project Control
- Vision Project Records

- Projects, Phases, and Tasks
- Project Charge Types

Using Vision Project Control

Before you begin using Vision Project Control, you must enter basic information about each of your projects, including phases and tasks, if applicable. You must also enter basic information about clients, employees, and units (if you are using units to charge any expenses to your projects). Then, on a regular basis, you supply Vision with project-related information.

For example, on a regular basis you might use Vision to:

- Establish budgets for projects.
- Process timesheets, which Vision uses to cost and distribute labor to projects.
- Process expense charges to projects.
- Process invoices for projects.
- Update percent completes for projects.

As you process transactions and update project budgets and percent completes, Vision uses this information to calculate:

- The overhead allocated to each project.
- The direct expenses charged to each project.
- The revenue earned by each project.

Using the information you supply and the calculations Vision makes, you can then generate various reports that show the financial status of your projects. Some common project reports include:

- Project Progress Report
- Project Detail Report
- Project Summary Report
- Office Earnings Report
- Project List Report
- Unposted Labor Report

Some project reports are designed to help project managers monitor the performance of their own projects. These reports include detailed information about the labor, expense, and revenue postings to individual projects.

Other project reports are designed to help principals analyze the performance of the firm as a whole. These reports provide a more summarized view of all of the firm's projects.

Vision project reports are discussed in greater detail under “Project Control Reports” later in this chapter.

Vision Project Records

Project records are the primary tool of the Vision Project Control application. You manage your project records in Vision using the Project Info Center. The Project Info Center allows you to enter and store a variety of information about each of your projects. Your Project Info Center records allow you to monitor and manage your projects from start to finish.

Use the Project Info Center to manage the following types of information:

General Project Data

- Project name and number
- Project type (Regular, Overhead, or Promotional)
- Project manager, principal, supervisor
- Project team members
- Client and contact name and address
- Expected compensation, consultant fee, reimbursable allowance, and budgeted overhead rate
- Revenue recognition method
- Project start and completion dates

Project Operating Data

- Activities and project progress
- Labor and expense budgets
- Labor and expense charges
- Billed amounts
- Accounts receivable information
- Profit information
- Percent completes

In addition to the information you enter in the Project Info Center, the Vision Project Control tools and applications may use information from one or more of the following Info Center records, depending on the transactions you are processing:

- Account Info Center
- Employee Info Center
- Client Info Center
- Contact Info Center
- Marketing Campaign Info Center
- Opportunity Info Center
- Unit Info Center
- Vendor Info Center



For additional information about the Vision Info Centers, see the Info Center book in the Vision Help system.

Projects, Phases, and Tasks

When you create a project record, Vision lets you divide the project into phases and tasks. Phases and tasks allow you to identify and track individual segments of a project by type or duration, by independently managed components of the project, or by any other discrete project elements that exist within the larger project.

As a simple example, the ABC Building project has two phases—Design and Construction. The Design phase has two tasks— Preliminary Design and Final Design. The Construction phase has three tasks—Structural, Mechanical, and Electrical.

Typically, firms use phases and tasks to accommodate internal reporting practices — for example, when different departments are responsible for different parts of a project.

See the following table for a description of projects, phases, and tasks.

Project Element	Description
Project	<p>A project is one of your firm's individual jobs.</p> <ul style="list-style-type: none"> Each labor and expense transaction in Vision is associated with a project. Projects can be subdivided into phases and tasks.
Phase	<p>A phase is an explicitly defined sub-project or independently managed component of a project.</p> <ul style="list-style-type: none"> Phases group labor and expense activity within a project. A phase is usually an element of work performed during the course of a project with an expected duration, an expected cost, and expected resource requirements. Typically, each project has its own set of phases. Phases can be further divided into tasks.
Task	<p>A task is an explicitly defined sub-phase or independently managed component of a phase.</p> <ul style="list-style-type: none"> Tasks group labor and expense activity within a phase. A task is usually an element of work performed during the course of a phase with an expected duration, an expected cost, and expected resource requirements. Typically each phase has its own set of tasks. You must have a phase to set up a task.

You can decide on a project-by-project basis whether to use phases and tasks. If you decide to use phases and tasks, you must supply a phase and task number with every labor and expense transaction you post to the project. If you use Vision Billing, you can also establish separate billing terms for each phase and task, and show phases and tasks separately on invoices.



For additional information about using phases and tasks, see “Use Phases and Tasks” on page 254.

Project Charge Types

When you create a project record, you assign a project charge type to determine how labor and expense costs are charged to the project.

Vision has three project charge types:

- Regular
- Overhead
- Promotional

You select the charge type on the Accounting tab of the Project Info Center.

Project Charge Type	Description
Regular	<p>A regular project is a project that produces revenue.</p> <ul style="list-style-type: none"> ▪ Typically, each of the projects for which your firm is receiving compensation is a regular project. Costs charged to regular projects include direct labor, direct expenses, and reimbursable expenses. ▪ Regular projects accumulate transactions for the life of the project.
Overhead	<p>An overhead project is a project that does not produce revenue.</p> <ul style="list-style-type: none"> ▪ Typical overhead projects include Marketing, Administration, and Professional Development. You charge all indirect labor (for example, accounting and administrative time) and all indirect expenses (for example, rent and utilities) to overhead projects. You can then distribute these costs to your regular projects. ▪ Overhead projects accumulate transactions for the current year only. At year-end, Vision zeroes-out overhead projects so that they can begin accumulating transactions for the new year.
Promotional	<p>A promotional project is a type of overhead project that overlaps fiscal years.</p> <ul style="list-style-type: none"> ▪ Promotional projects accumulate costs associated with projects that have not yet reached the contract stage. ▪ Do not confuse promotional projects with opportunities. You cannot charge expenses to an opportunity. You set up a promotional project when you want to begin charging expenses to an opportunity — for example, when you start developing a project proposal or after you win a project and begin negotiating contract terms with the client. ▪ Unlike other overhead projects, Vision does not zero-out promotional projects at year-end. Promotional projects accumulate transactions for the life of the project.

Project Control and Accounting

Vision Project Control and Vision Accounting form the core of the Vision management information system. Whenever you process a transaction in the Vision Transaction Center, you must supply Vision with a project number, a phase number, and a task number (if you are using phases and tasks), and an account number. The project, phase, and task numbers tell Vision where to post the transaction data on the project side of your database. The account number tells Vision where to post the transaction data on the accounting side.

Example

To record a reimbursable expense on an expense report, you must enter a regular project number and a reimbursable account number.

When you post the transaction, the expense amount appears on project reports associated with the project number you entered. The expense amount also appears as part of the total reimbursable expense amount on your Income Statement (as part of the account balance for the account number you entered).

Because you enter transactions only once, the Project Control and Accounting sides of your database remain in balance. As a result, the year-to-date revenue, expense, and profit totals on your project reports always tie to the same totals on your General Ledger reports.

Project Types and Account Numbers

You must follow certain rules when entering accounts, depending on the type of project associated with the transaction.

- When you enter a transaction associated with a regular, revenue-producing project, you must use a reimbursable or direct expense account number.
- When you enter a transaction associated with an overhead project, you must use an indirect expense account number.

Other Transaction Types

In addition to the transactions you process through the Vision Transaction Center, there are certain other Vision transactions that can also affect your project and accounting reports.

These transactions include:

- Adjust Salaried Job Costing
- Labor Cross Charges
- Overhead Allocation
- Revenue Generation
- Consultant Accruals

These are all optional processing features that your firm is not required to use. However, you may find it useful to implement these features to achieve greater accuracy in your project and financial reports.



For additional information about adjust salaried job costing, labor cross charges, overhead allocation, revenue generation, and consultant accruals see Chapter 1 of this guide.

Project Control Labor and Expense Charges

When you use Vision Project Control, all of the work your firm does, and all of the money it spends and receives, is associated with a project. Every labor and expense transaction must have an associated project number.

- In some cases, your project numbers are projects in the traditional sense — that is, regular, revenue-producing jobs.

For example, when a survey crew goes to a construction site, the crew charges its labor to the construction project.

- In other cases, your project numbers are projects in a different sense — that is, they are repositories for overhead information.

For example, when a member of your Accounting staff spends the day processing vendor checks, that employee charges labor to an overhead project.

- In addition, if you use Organization Reporting, your project numbers have a third use — that is, they steer project-related transactions to the appropriate organization's Balance Sheet accounts.

For example, you may have one office in Boston and another in Atlanta. When work is performed on a job owned by the Boston office, the labor charge is applied to the Boston office's Balance Sheet.



For additional information about Organization Reporting, see “Chapter 6: Organization Reporting Concepts” beginning on page 150.

Processing Labor and Expense Charges

After you have created project and employee records in the Vision Info Center, you can begin processing transactions in Vision.

When you use Project Control by itself — without other Vision applications — you can process the following transactions:

- **Timesheets** — Use to record employee labor charges.
- **Labor Adjustments** — Use to record corrections to labor charges that have already been posted to the Vision database.
- **Employee Expenses** — Designed to record employee travel and automobile expenses, but suitable for all expense reporting purposes.
- **Employee Repayments** — Use to record repayments that an employee makes to the firm when the employee does not use the full amount of an expense advance.
- **Units** — Use to record expense charges using units. Units are goods or services that you cost and bill at a fixed rate.
- **Miscellaneous Expenses** — Use to record expenses that do not fit into another expense category, including telephone charges, postage and shipping, models, and photography. This transaction type is designed to take previously costed overhead items and distribute their cost to revenue producing projects.
- **Prints and Reproductions** — Use to record expenses related to printing and photocopying.
- **Invoices** — Use to record bills that you have sent to clients. If you use Vision Billing, the Billing application creates these transactions automatically when you create invoices.

These transactions update the project and employee data in your Vision database and affect your project-related reports. If you use the Vision Accounting application, you can also enter cash receipts and disbursements, journal entries, and other transactions that update the General Ledger.

Effect of Posting Timesheets

When you post employee timesheets, Vision:

Debits	Credits
Debits your labor expense accounts (Direct Labor, Indirect Labor, Vacation, Sick, and so on) for the amounts entered on the timesheets	Credits an indirect expense account (Job Cost Variance account) for the total labor cost.

The Job Cost Variance account (703.00 in the Vision Standard Chart of Accounts) holds the labor cost credit balance until you pay your employees. When you pay your employees, Vision debits the Job Cost Variance account for the total payroll amount. What remains in the account is the difference between the amount of labor costed to projects and the amount that you paid employees for that labor. Because Job Cost Variance is an indirect expense account, this difference becomes part of your firm-wide overhead and therefore it is distributed among all of your firm's revenue-producing projects when you allocate overhead.

Effect of Posting Employee Expenses and Advances

When you post employee expenses and advances, Vision:

Debits	Credits
Debits the appropriate expense accounts (Reimbursable Expenses, Direct Expenses, Indirect Expenses, Other Expenses) for the amounts entered on employee expense reports.	Credits an asset or receivable account for the amount of the expense or advance.

All of the labor and expense transactions you process and associate with projects ultimately appear on your project reports, allowing you to review and track current, year-to-date, and/or total labor and expense costs for each of your project.

Direct and Reimbursable Expense Accounts

Vision allows you to record two types of expenses related to revenue-producing activities — direct expenses and reimbursable expenses. Direct expenses are revenue-generating expenses associated with regular, revenue-producing projects. They must be recovered or absorbed by labor or fee billings.

Reimbursable expenses are also associated with regular, revenue-producing projects; but they are billed as line items over and above your labor or fee billing. You differentiate these two types of revenue-producing project expenses by creating two ranges of account numbers in your chart of accounts, one for reimbursable expense accounts and one for direct expense accounts.

Most firms who have a mix of contract types (in which expenses can be part of the fee or billed to the client as line items) set up both ranges, using identical account numbers except for the first digits, as in the following example:

Expense Accounts Example

519.99 Reimbursable Consultant Budgets
599.99 Reimbursable Expense Budgets
619.99 Direct Consultant Budgets
699.99 Direct Expense Budgets



Indirect expenses (accounts 700.00 through 799.99 in the Standard Chart of Accounts) are expenses that are associated with overhead or promotional type projects.

Examples of indirect expenses include electricity, office supplies, payroll benefits, and vacation time. These expenses are not directly associated with any one project; rather they are the general operating costs of your firm.

To distribute these types of expenses among your revenue-producing projects, use the Overhead Allocation feature.

Costing Labor to Projects

Labor is both the greatest single expense incurred during the course of a project and the expense that is most within the control of your project managers. By carefully monitoring project reports, your project managers can make sure that labor hours and dollars are being used effectively. One of the keys to producing useful project reports is to choose an appropriate method for costing labor to projects. This section describes the labor costing process and guides you through choosing an appropriate labor costing method.

When you set up employee records in the Employee Info Center, you must enter the following information for each employee:

- Job Cost Rate (the monetary amount at which the employee's regular labor hours are charged to projects)
- Overtime Percentage
- Hours Per Day

Vision uses all of this information to distribute an employee's labor costs to the projects on which the employee works.

You enter an employee's job cost rate, overtime percentage, and hours per day on the Accounting tab (job cost rate and overtime percentage) and Personal tab (hours per day) of the Employee Info Center.

The following table contains descriptions of the employee **Job Cost Rate**, **Ovt Pct**, and **Hours/Day** fields in the Employee Info Center.

Field	Description
Job Cost Rate	The employee's job cost rate is the monetary amount at which the employee's regular labor hours are charged to projects.

Field	Description
	This amount can be a fixed amount per hour that Vision applies directly to the number of hours charged. Or, it can be a variable amount based on the employee's salary divided by the number of regular hours worked in a payroll period (Hourly Rate = Salary / Number of Regular Hours Worked).
Ovt Pct	<p>The employee's overtime percentage is applied to the employee's job cost rate to calculate the rate at which the employee's overtime hours are charged to projects.</p> <p>This percentage can be entered as 0% if no overtime is paid, 100% if overtime is paid at the same rate as regular time, 150% if overtime is paid at time-and-a-half, or another percentage if overtime is paid at a different rate.</p> <p>You can enter two different percentages for each employee (Ovt Pct and Ovt Pct-2), if necessary.</p>
Hours/Day	<p>The hours per day represent the amount of time you expect the employee to work each day.</p> <p>Actual hours worked are entered by the employee on his/her timesheet.</p>

Regular and Overtime Costs

During normal operations, all hours an employee works are recorded on a timesheet. Generally, an employee's regular hours are the total hours an employee is expected to work in a timesheet period — for example, 40 hours per week. An employee's overtime hours are any hours worked in excess of the regular hours for the period. You can record regular hours and overtime hours separately. Vision uses both regular and overtime hours entered on employees' timesheets to compute labor charges for the projects to which time is charged.

Vision computes the amount of labor dollars costed to all projects, phases, and tasks worked on by an employee as follows:

$$\text{Labor Dollars} = (\text{Job Cost Rate} * \text{Reg Hours}) + (\text{Job Cost Rate} * \text{Ovt Percent} * \text{Ovt Hours})$$



The job cost rate in the above equation is the hourly job cost rate entered for the employee in the Employee Info Center, or the employee's salaried rate divided by the number of hours charged in the current payroll period.

Calculating Regular Costs

Vision calculates labor costs for regular hours by multiplying the number of regular hours on an employee's timesheet by the employee's job cost rate (as defined in the Employee Info Center).

If you enter a salaried job cost rate for an employee, Vision calculates labor costs for regular hours by dividing the salaried amount per timesheet period by the number of regular hours the employee reports for the current payroll period.

Calculating Overtime Costs

You may want to pass on the added cost of overtime hours to your projects. Vision calculates overtime job cost rates based on the information you enter for each employee in the Employee Info Center. Vision calculates overtime costs for an employee with an hourly job cost rate differently than it does for an employee with a salaried job cost rate.

- **Employees with an Hourly Rate** — If you enter an hourly rate as the job cost rate for an employee, Vision calculates the overtime job cost for the employee using the following formula:

$$\text{Overtime Job Cost} = \text{Ovt Hours} * \text{Job Cost Rate} * \text{Ovt Percentage}$$

- **Employees with a Salaried Rate** — If you enter a salaried amount per timesheet period as the job cost rate for an employee, Vision begins calculating the overtime job cost for the employee by calculating the employee's annualized hourly rate. Vision calculates the annualized hourly rate using the following formula:

$$\text{Annualized Hourly Rate} = \text{Annual Salary} / \text{Estimated Annual Regular Hours}$$

(In the above calculation: Estimated Annual Regular Hours = Hours per Day * 5 Days * 52 Weeks)

Vision then uses this annualized hourly rate as the hourly job cost rate when it calculates the employee's overtime costs. Vision calculates the employee's overtime job cost using the following formula:

$$\text{Overtime Job Cost} = \text{Annualized Hourly Rate} * \text{Ovt Percentage}$$



If you use both a standard overtime rate (**Ovt 1**) and a secondary overtime rate (**Ovt 2**), Vision calculates each overtime rate separately.

Secondary overtime is overtime that is costed and paid at a different rate than standard overtime. Typically, standard overtime is costed and paid at 150% (time-and-a-half) of regular pay. Secondary overtime is used for special circumstances that require overtime to be costed and paid at a rate other than 150%.

Choosing a Job Cost Rate

An employee's job cost rate is the rate at which you want to cost the employee's labor to the projects on which he/she works. An employee's job cost rate may or may not be the same as his or her pay rate.

You must define a job cost rate for each employee in the Employee Info Center. You can choose one of three methods to calculate the job cost rate for an employee:

- Fixed Hourly Rate
- Payrate
- Direct Personnel Rate



The Fixed Hourly Rate method is the most commonly used job cost rate method.

The Payrate method is often required for government contracts. If you use this method, you must also use the Adjust Salaried Job Cost feature. To learn more about this feature, see Chapter 1 of this guide.

Each of the job cost rate methods is described in the following table.

Job Cost Rate Method
<p>Fixed Hourly Rate</p> <p>The most common method for calculating a job cost rate is to apply a fixed hourly rate to all regular hours an employee works. A fixed hourly rate can be established for all employees, no matter how they are paid (hourly or salaried). A fixed hourly rate might be an average rate for each level or pay grade. This camouflages rates, because an employee's actual pay rate is not shown on cost reports. An employee's job cost rate does not need to change when the employee gets a pay raise, but instead, only if the employee moves to a new level or the average for the level is changed.</p> <p>Alternatively, the fixed hourly rate could match the hourly pay for an hourly employee. While the rate for salaried employees would be calculated by Vision using the following formula:</p> <p style="text-align: center;">Job Cost Rate = Annual Salary / Estimated Annual Regular Hours</p> <p>(In the above calculation: Estimated Annual Regular Hours = Hours per Day × 5 Days × 52 Weeks)</p> <p>Firms that use a fixed hourly rate usually do not cost overtime hours at a different rate from regular hours; they either enter the overtime percentage for all employees as 100% (which means overtime hours are not marked up) or they have employees record all hours as regular hours. If you want to cost overtime at a different rate than regular time, you can modify this method by costing hourly employees at the premium rate (usually 150% of his or her regular pay rate).</p> <p>Note that projects with significant amounts of unpaid overtime incur higher labor costs under the Fixed Hourly Rate method, because every hour of labor is costed, even though it is not paid.</p>
<p>Payrate</p> <p>Another method for calculating a job cost rate is to use an employee's pay rate as the job cost rate. This method provides a more accurate picture of the cost of salaried labor, because it is based on the actual amounts paid to employees, not on a fixed hourly rate. Some government contracts require that you use this method. If you use this method, you must also use the Adjust Salaried Job Cost feature. For an hourly employee, the employee's job cost rate is his or her hourly pay rate. Vision applies this rate to all regular hours worked. You can then use an overtime percentage to mark up overtime hours to reflect any extra amount paid to the employee for overtime work. For a salaried employee, Vision calculates an hourly rate using the following formula:</p> <p style="text-align: center;">Job Cost Rate = Salary for the Timesheet Period / Total Hours Worked for the Timesheet Period</p> <p>If you want to see the number of overtime hours that salaried employees work, even though the employees are not paid for these hours, enter the overtime percentage for salaried employees as 000% and have those employees record regular and overtime hours separately on their timesheets. This allows you to track overtime hours without applying any additional costs to your projects.</p> <p>Note that projects with significant amounts of unpaid overtime do not incur as much labor cost under this method (when compared with the Fixed Hourly Rate</p>

Job Cost Rate Method

method). However, the job cost rate can fluctuate significantly from timesheet period to timesheet period — the more hours an employee works in a timesheet period, the lower the employee's job cost rate. This fluctuation can make it difficult for project managers to budget labor costs.

Direct Personnel Expense Rate

If you use direct personnel expense as your job cost rate, you include employee benefits in the labor amounts you cost to projects. Employee benefits then appear as part of direct labor cost on project reports.

To use the direct personnel expense rate as your job cost rate, you must use a fixed hourly rate as the job cost rate for regular hours worked. You can then either cost overtime hours at the same rate as regular hours by using an overtime markup of 100% for all employees, or use an overtime markup of 000% for salaried employees and 150% for hourly employees who are paid time-and-a-half for overtime.

For both salaried and hourly employees, Vision calculates the job cost rate using the following formula:

$$\text{Job Cost Rate} = (\text{Annual Salary} + \text{Benefits}) / (\text{Total Hours Worked Per Year} - \text{Annual Benefit Hours})$$

Note that the Direct Personnel Expense Rate method creates an artificially low overhead rate for your firm, because it removes all employee benefit costs from the overhead pool.

Project Planning

You can think of Project Planning as a laboratory. Here you can develop full plans for opportunities or projects, create new plans or clone and modify existing plans, and run hypothetical project scenarios.



For additional information about project plans and resource planning, see the Planning book in the Vision Help system.

What is a Plan?

A Plan is an outline for organizing work and associated costs. Typically, you use a plan to map out a project, but Vision planning is flexible enough to support a wide range of plans for varying purposes.

One of the key pieces of your plan is the work breakdown structure. A work breakdown structure (WBS) is an organization and numbering tool, a "skeleton" structure or framework. Vision has two different types of work breakdown structures:

- The Project Info Center WBS
- An individual plan's WBS

Plan Contents

Your plans may include:

- **Work breakdown structure elements** — You can set up whatever elements you need to plan your work. These elements may be projects, phases, and tasks, but need not be.
- **Schedule** — You can establish the anticipated life cycle for the plan, from start date to end date.
- **Resource assignments and budgeted costs** — You can use Resource Management to assign resources to the various work elements for your plan.
- **Financial analysis and forecasts** — You can view a summary of the plan's financial performance.
- **Gantt Charts** — You can refer to these simple, time-based bar charts to view the time frame of effort of the corresponding project, phase, task, or resource assignment.

Plan Workflow

Each organization within your firm may use a different process for tracking an opportunity from its earliest stages until it becomes a completed project. However, the actual steps for developing a project plan within this process are consistent, and are listed as follows:

- Create a plan record.
- Create the WBS for the plan.
- Schedule the plan.
- Budget the plan by assigning resources, expenses, and/or consultants.
- Map the plan to Info Center records. (Optional)
- Save the baseline version of the plan when the client signs the contract.

Planning Considerations

When setting up your project plans, there are a number of factors you should consider.

- Reporting Actuals — Mapping to the Project Info Center
- Mapping Options
- Mapping and the WBS

These factors are discussed in more detail in the sections that follow.

Reporting Actuals — Mapping to the Project Info Center WBS

Vision gives you the choice of deciding if your plan's data is going to "map" to the Vision Accounting and Info Center applications. In mapping a plan, you integrate its elements with your Project Info WBS project, phase, and task records, to support reporting actual hours and actual costs in your plan.

Mapping Options

There are two options for Vision plans mapping to existing project records, or mapping to new project records. When you map a plan to an existing project, you simply map parts of the plan to specific parts of the project. However, when you map a plan to a new (not yet created) project record in the Project Info Center, you can copy the plan's existing mapped Work Breakdown Structure (WBS) into a project record.

You can also decide whether or not your plan's data is going to "map" to the Vision Accounting and Info Center applications. In mapping a plan, you integrate its elements with your Project Info WBS project, phase, and task records, to support reporting actual hours and actual costs in your plan.

Mapping and WBS

The Project Info Center supports work breakdown structures of up to three levels, for project, phases, and tasks. Planning does not limit the number of WBS levels, as the Project Info Center does. However, if you are intending to map a plan's WBS elements to the Project Info Center WBS, you must follow the Project Info Center WBS guidelines and use no more than three levels. Vision will not support the reporting of actual hours and costs for any elements below the third level of the WBS in a mapped plan.

If you decide not to map a plan's WBS elements to the Info Center records, you can create any number of levels in your plan's WBS.



Before mapping a plan, review the mapping rules in the Planning book in the Vision Help system.

Cost Rates and Billing Rates

You can use cost rates, billing rates, or both in your plans:

- Cost amounts, whether budgeted or actual, refer to your firm's cost to produce a service. The cost rates are the rates at which you want to distribute those costs, such as the cost of employee labor hours, to projects.
- Billing rates are the rates at which you bill services to your clients. Typically, billing rates are based upon cost rates but also include markups to cover overhead costs.
- You may find that including both cost and billing budgets with certain plans is a good approach, since doing so makes it possible to use the budgets for different purposes, some internal to your firm and some specific to client presentations or communications.



For additional information about cost rates and billing rates, see the Project Planning book in the Vision Help system.

Resource Management

Vision's Resource Management application gives you control over resource utilization, budgeting, and planning in a dynamic business environment. Designed to work directly with Project Planning, as changes and updates are made to plans, Resource Management provides immediate feedback on impacted resources, allowing for reevaluation of utilization and budgets.

For example, project managers are responsible for updating their plans on a monthly basis. This consists of looking at the planned assignments and determining if the future use of resources is correct. If not, the project managers either make changes

to the future planned hours or adjust the current resource assignments. As these changes are made, Resource Management provides the project managers with feedback on how the project estimates at completion compare to the project budgets. The project managers are then able to evaluate what work remains, regardless of what has been spent, and identify the true future resource requirements for their projects.

And, because the project managers can view resources from a resource-centric view that shows all of their future assignments, they can identify over- and under-utilized employees, which may

cause the project estimate at completion (EAC) to exceed its budget. The system administrator may set up alerts that display whenever EAC exceeds the plan's budget.

Vision's Resource Management application was developed using Microsoft's Winforms technology. When you launch Resource Management, Vision opens a separate browser window that utilizes up-to-date data from the Vision database.

Resource Management Considerations

When assigning resources, there are a number of factors you should consider.

- Is the hard or soft booking designation important to you?
- How will you use Generic Resources?
- How do you define a resource as over- or under-utilized? Are you focused on percent scheduled, percent billable, or both? Do your employees currently have utilization goals in Vision?
- Who will be making resource decisions and changes — Project Managers, Resource Managers, or both?
- Who will be responsible for defining and setting up saved searches and favorite reports for the users of the Resource Management screens?
- Is the new Resource Search capability relevant to your firm?
- Which new alerts will you take advantage of?
- Which options will you use to update hours and swap resources?
- What will your preferences be for viewing the new Resource Utilization By Organization report?
- Do you need to predict the future outcome of a project?

These factors are discussed in more detail in the sections that follow.

Hard Booking vs. Soft Booking

Resource Management allows you to use hard booked hours, soft booked hours, or a blend of hard and soft booking for resource assignments.

- **Hard booked** — An employee's assignment to a plan is scheduled and approved.
- **Soft booked** — An employee is tentatively scheduled on a plan but the assignment has not yet been approved.
- **Blend** — Resource assignments include a mixture of hard and soft booked resources.

To use hard and soft booking, you must turn on the hard or soft booking options in Planning Configuration.



For more information, see the Resource Management book in the Vision Help system.

Generic Resources

Generic Resources allow you to specify generic labor category or labor code placeholders that represent resource assignments in a plan. After the plan is awarded and work begins, you may change the generic resources to actual employees who are responsible for the tasks.

Example

You need to assign two engineers to one plan, but one is only utilized for 25 hours while the other is utilized for 40 hours. Because named resources are not yet assigned, it is necessary to use generic resources for the engineering positions.

To correctly populate the plan, you must add the generic engineer resource twice to the plan and assign the appropriate time period and hours for each (in this case, 25 hours for one and 40 hours for the other). Later, when it is time to assign a named resource to the plan, you can assign an employee to replace each generic resource.

While using the Generic Resource Assignments screen, your search results may include color coded graphical cues that help you quickly identify billable and non-billable projects, as well as hard and soft booked assignments.

You establish generic resources as labor categories in the Billing application.



For additional information, see “Labor Category Tables Overview” in the Billing, Billing Rate Tables, Labor Categories book in the Vision Help system.

Resource Utilization Rates

Use the Options tab for Resource Utilization to determine what information you want to display in your resource search. This includes a broad spectrum of detail, such as billable and/or non-billable projects, and over-, under-, and/or properly utilized employees, as well as specific detail including the individual columns of information you want to display.

Your system administrator defines the calculations for determining when Vision should consider the employee over and under-utilized and scheduled. These ratios ensure your business is able to calculate utilization to match your working requirements.



For more information, see the Resource Management book in the Vision Help system.

Resource Decisions and Changes

In an effort to support each firm's unique resource management process, Vision allows you to tailor your application and specify the level of access each role (or user) has to the Resource Management screens. Your system administrator establishes these rights in Vision Security.

Each role may have full, read-only, or no access to Resource Management, and you must decide the level of access that is appropriate for each individual role. It is critical to note that access rights that you specify on the Resource Utilization screen override the access rights for a project plan. So, in theory, a project manager could use Resource Utilization to change many plans at one time, even though that role does not have access to some of those plans. To prevent such situations, it is useful to provide read-only access to these screens in Vision Security.

Defining and Setting Up Saved Searches and Favorite Reports

The resource manager or workload coordinator will use Resource Management to view the assignments for each employee and ensure that no one employee is overloaded while another has no assignments. Because Resource Management highlights over- and under-utilization, users can quickly adjust workloads and balance assignments as needed.

Depending on your firm's resource management processes, specific employees may require the ability to create and save searches and favorite reports. Using Security Configuration, your system administrator determines which roles (users) have the ability to create and save favorites and/or searches. Roles with full-access may use the Advanced Search feature to create and save favorite reports and searches, which are useful for generating reports or conducting searches that yield the results your organization requires.

Resource Search Capability

When using the Resource Management search, you can create specific search criteria to find the exact resources you need. While using Resource Utilization, you can search planned hours to determine how resources are utilized. And with Generic Assignments, you can search for an established "generic" category of employee that has scheduled, planned hours and replace the generic resource with one or more named employees.



The Resource Management search is in no way related to the Project Planning Resource Search feature. Data in the Resource Management search does not apply to the Project Planning Resource Search.

When using the Project Planning Resource Search, you can use the Labor tab to actually assign resources at any level of the plan's WBS.

In both applications, when you assign an employee to a plan element, Vision automatically creates a corresponding activity of type "Task" in the Calendar/Activities application. The activity's subject then corresponds to the parent task information. For example, if the task structure is:

Construction (Project)

— Design Meeting (Phase)

The task subject in Vision Calendar/Activities will follow the same structure and display as: Construction/ Design Meeting.

In addition, you can assign named resources or generic resources to any plan element.

Resource Planning Alerts

You can set up alerts for the following Resource Planning features:

- **Resource utilization percentages** are exceeding, or falling short of, percentage thresholds that you specify for a plan. In the alert configuration, if Include Utilization is selected for the plan, only plans where the **Include in Utilization and Project Reports** option (located on the Plan's General tab) is selected will be included in the alert. If the **Include Utilization** option is not selected, then changes made to any plan will be included in the alert.
- **Resource assignments** for a plan have been made by someone other than the original author of that plan. You can configure this alert to be sent to the assigned resource as well as the assigned resource's supervisor (referenced in Employee Info Center). When the supervisor is selected to receive the alert it will be sent, except when the user making the assignment within the plan is the assignee/employee's supervisor.
- **Budget milestone** amounts or percentages have been reached. You can also monitor specific accounts and/or vendors within a plan, notify users when a plan is first associated with (mapped to) a project, or when a plan's baseline has changed.
- **A new plan is created**, an existing plan is modified or deleted, or a new project is created from a plan.
- A work breakdown structure (WBS) level is added or deleted from a plan.

- **There is a change to the baseline** after you save the current version of the plan as the baseline version. This is useful for comparing baseline labor costs to actual labor costs onscreen or in a report.
- **EAC Exceeds Baseline** — The estimate-at-completion hours or amount exceeds the established baseline for the plan.

If you want the alert to be sent only to a small subset of the employees in the database, you can select specific employees using the employee lookup in the alert configuration. When specific employees are selected, the individual employee(s) will receive an alert with all of resources assigned or updated when the changes are saved.



For additional information, see the “Alerts Configuration Overview” topic in the Configuration » General Configuration » Alerts book in the Vision Help system.

Update Hours and Swap Resources

You may use the Resource Search dialog to select multiple criteria for limiting your search and, once the appropriate resource is found, assigning the resource.

For example, you may search for a resource based on:

- Organization
- Labor Category
- Skills
- Availability
- Provisional Rates
- Advanced Search Criteria

You can save these searches for future use, and select each item for inclusion or exclusion as criteria for finding the appropriate resource match.

After assigning a resource, you can use the following options to assign hours to the resource:

- **Copy Hours** — Adds the same hours to the specified resource within the respective time frame in the dialog.
- **Move Hours** — Removes hours from the existing resource and adds them to the specified resource within the respective time frame in the dialog.

Resource Utilization By Organization Report

Use the Resource Utilization by Organization report to review employee utilization data entered through Planning's Resource Management feature.



Only the planned values assigned to an employee or a generic resource will be on this report. If you have a plan that is planned just to the phase level, and have not assigned any employees or generic resources, that plan will not be on this report.

You can:

- Identify which employees are under- or over- utilized.
- Analyze resource assignments by organization, with or without Full-Time Equivalent (FTE) values included.
- Identify resource assignments for certain types of plans.

- See all soft booked and hard booked hours for a period of time. Soft booked hours are those entered on plans but not yet approved. Hard booked hours are those for assignments that have already been approved. Your plans may include both types of hours.

Predicting Future Outcome of a Project

Vision Resource Planning's Earned Value Management (EVM) feature allows you to manage the future outcome of a project without the effort of analyzing the remaining work [estimate-to-completion (ETC) hours] for each resource on the project. Vision's output is a graphical report that plots job-to-date (JTD) effort expended, budget data, and earned value across time. This is commonly referred to as a "three line graph."

The earned value component is determined by a percent complete input from within Deltek Vision Resource Planning for the entire project or WBS levels within a project. The intersection points and trends of the lines identify which projects need attention.

For example, if 50% of the budget has been spent but the project manager reports that the project is only 40% complete, the project is underperforming. In this case, the earned value line would appear below the JTD spent line. If the project were being managed only by comparing JTD spent to what was budgeted, it would not be known that the project was underperforming. Perhaps the opportunity to take corrective action would be missed, resulting in a project budget overrun.

Implementing a process to update percent complete data and review project three lined graphs on a regular basis can reduce project overruns. The only disadvantage to this approach is that resource management output is less valuable if project plans are being updated only for EVM purposes. Your firm's operational needs and business processes should drive the choice of approach: updating ETC hours at the resource level or updating percent complete at a WBS level.

Planning Reports

Vision's planning reports offer multiple views of data contained primarily within your project plans or employee assignments. Project managers, team leaders, and other managers in your firm may want to review historical, forecast, and performance data by project plan and/or by resource.

Project Planning Reports

- **Labor Plan Charts** — Use this report to compare planned and baseline estimates against actual results, to identify areas of the plan that may require extra effort or more money. This report can also help you to analyze the accuracy of plan forecasts to improve future planning efforts.
- **Labor Plan EVT Charts** — Use this report to compare planned, compensation, baseline, and estimate-at-completion (EAC) amounts against earned value amounts, based on a formula that you select. This report can help you to analyze the accuracy of plan forecasts to improve future planning efforts.
- **Labor Plan Summary** — Use this report to compare planned and baseline hours against estimate-at-completion (EAC) hours, to analyze the plan's percent complete status.
- **Labor Resource Actuals** — Use this report to review actual labor hours for projects. You might do this to analyze past performance, develop more accurate estimates for upcoming plans/opportunities, or improve performance on similar projects in the future.
- **Labor Resource Forecast** — Use this report to review forecasted hours, costs, and billing amounts by project plan, employee and labor category. You can use this report to

review project assignments and determine if you need to make any adjustments in resource utilization.

- **Labor Resource Planned/Actuals** — Use this report to review both planned and actual labor hours for project. You might do this to determine if the project is on target, to understand the reasons why or why not, and to improve performance on similar projects in the future.
- **Labor Resource Requirements** — Use this report to review the hours and costs required to meet the resource assignments specified in current plans, to balance staffing requirements across project plans, and to verify reasonable resource utilization.
- **Project Planning Analysis** — Use this report to compare job-to-date actuals (hours and amounts) with planned and estimate-to-complete (ETC) hours and amounts.
- **Project Planning List** — Use this report to see a list of all your project plans.
- **Project Planning Performance** — Use this report to review project plan schedules and all aspects of plan performance, including history, forecasts, hours, costs, and profitability.
- **Project Planning Schedule** — Use this report to review project plan schedules. The schedules are presented in Gantt Chart format and display by the task levels set up for the plan.
- **Resource Utilization by Organization** — Use this report to review employee utilization data entered through Planning's Resource Management feature.



For detailed report descriptions and step-by-step instructions for creating reports, see the [Reporting book in the Vision Help system.](#)

Project Budgeting

To get the most out of Vision Project Control, you should establish budgets for your projects' key components — including labor, expense, and overhead — and then periodically enter percent completes to reflect the projects' current level of completion. In this way, you can monitor each project's cost in relation to its overall progress. You can compare actual vs. budgeted amounts on the Project Progress Report, not only to determine whether or not a project is on target, but to understand the reasons why or why not.

Unless you are using Vision's Resource Planning application, the tool that you use to enter all budgets and percent completes is the Project Budget Worksheet. If you are using Resource Planning, you should know that your project plans will take precedence over any Project Budget Worksheets for the same project. Once you establish a plan for any project in your database, Vision makes your Project Budget Worksheet for that project read-only.

In this section, you will learn about the following:

- Project Budget Worksheet
- Budgeting and Contract Types
- Labor Budgets
- Expense Budgets
- Cost Rates and Billing Rates
- Budget Summary
- Estimates

- Percent Completes

Project Budget Worksheet

In Vision, project budgeting is done using the Project Budget Worksheet, unless you are using the Vision Planning application. To display the Project Budget Worksheet, select **Accounting » Budgeting » Project Budgeting** from the Vision Navigation menu.

The Project Budget Worksheet lets you experiment with different budgets before posting them to your database. Vision calculates new totals, percentages, and so on, based on the most recent data entered. The Project Budget Worksheet is both a budgeting tool and a modeling tool.

Deltek recommends that all project managers have access to the Project Budget Worksheet, so that they can review and update budgets for their own projects.

On the worksheet, you can:

- Develop and manage both labor budgets and expense budgets for your projects. You can set up budgets for individual labor codes and expense accounts, at both cost and billing rates.
- Run hypothetical budgeting scenarios. The worksheet lets you view the effect on the total budget and budgeted profit as you enter the budget or percent complete for each labor code and expense account. Analyzing the results of a “what-if” scenario lets you see if the project is meeting profit goals, before it is too late to make changes.

Budgets remain in effect until you enter new amounts that overwrite them.



For additional information about the Project Budget Worksheet, see the Accounting book in the Vision Help system.

Budgeting and Contract Types

The importance of budgeting depends on the project's contract type.

- **Fixed-Fee Contract** — Budgeting is very important because cost overruns cannot be recovered. Examples include contracts based on a lump sum or a percentage of construction cost.
- **Hourly Contract with Maximum** — Budgeting is important because you will benefit if the final cost falls short of the maximum. Examples include contracts based on a multiple of direct personnel expense.
- **Hourly Contract without Maximum** — Budgeting is less important because you have no ceiling on costs. Nevertheless, the client will expect you to control costs to the best of your ability.

Labor Budgets

Labor is the most significant cost on any project, and, as such, the most important element to budget and track. On the Project Budget Worksheet, you can budget:

- Labor hours
- Labor cost
- Both labor hours and labor cost

Because a project can be under budget in hours, yet over budget in cost, Deltek recommends that you budget both hours and cost.

Use the Labor Billing tab and/or the Labor Costs tab on the Project Budget Worksheet to budget labor for your project.

Budgeting by Labor Code

You budget labor by labor code, at the labor code level most appropriate to the size and complexity of the project. For example, your firm may have a three-level labor code, representing department, phase, and staff levels.

Summary-Level Labor Budgets

For most projects, you may find it unnecessary and too time-consuming to create budgets to the third level of detail. Instead of entering budgets for staff levels, you can use a general code (for example **00**) in place of the third labor code level. Deltek recommends that you include a general code for each labor code level when you create your labor code structure.

Another option is to create a multi-level labor code solely for budgeting (for example, **BU000**) and enter entire project labor budgets using that code.

Overrides

You can override the percent completes entered on any of the Project Budget Worksheet tabs. For example, you can specify an overall percent complete for the entire project.

Expense Budgets

Direct and reimbursable expenses — particularly consultant expenses — represent a significant project cost.

On the Project Budget Worksheet, you can enter a budgeted amount for each direct and reimbursable account that will receive postings from a project.

Use the Expense Billing tab and/or the Expense Costs tab on the Project Budget Worksheet to budget expenses for your project.

Summary-level Budgets

Some firms build summary-level expense budgets by using budget accounts. They create a budgeting account for each category of expenses.

For example:

- 519.99 Reimbursable Consultant Budgets
- 599.99 Reimbursable Expense Budgets
- 619.99 Direct Consultant Budgets
- 699.99 Direct Expense Budgets

You can then enter budgets for just these accounts.

Setting Up Expense Accounts

You establish expense accounts in the Vision Account Info Center.

Overrides

You can override the percent completes entered on any of the Project Budget Worksheet tabs. For example, you can specify an overall percent complete for the entire project.

Cost Rates and Billing Rates

You can work with cost rates, billing rates, or both on the Project Budget Worksheet.

Billing Rates

If you enter budgets at billing rates, all labor and expense amounts are the amounts that you actually bill to the client. The billing-based budget shows the planned expenditures for labor, direct, and reimbursable expenses at their billing value. The contract value is often equal to the sum of all billing budgets.

Use the Labor Billing tab and/or the Expense Billing tab to enter billing-based amounts on the Project Budget Worksheet.

Cost Rates

If you enter budgets at cost rates, you use amounts that reflect the planned costs of a project, including labor, direct and reimbursable expenses, and overhead. The difference between the contract value and budgeted cost is the budgeted profit.

Cost-based budgets also include a profit percentage, which is calculated by dividing profit on services by the sum of compensation and consultant fees for the project.

Use the Labor Billing tab and/or the Expense Billing tab to enter cost-based amounts on the Project Budget Worksheet.

Budget Summary

After you enter a project budget, Vision automatically calculates budget summary information. You can view this information using the Budget Summary dialog.

The Budget Summary dialog consists of two tabs:

- Burden (Cost) Summary
- Billing Summary

Use these tabs to view summary information for budgets with billing-based rates (Billing Summary tab) or cost-based rates (Cost Summary tab).

The **Compensation**, **Consultant fee**, and **Reimb. allowances** fields on the Budget Summary dialog contain the same information as they do on the Accounting tab of the corresponding Project Info Center record. When you update these fields on either form, Vision automatically updates them on the other form.

Estimating EAC and ETC Values

You can enter various estimates of labor time and costs on the Project Budget Worksheet. These estimates fall into two categories.

- Estimate at Completion (EAC)
- Estimate to Complete (ETC)

The following table explains the estimates you can enter on the Project Budget Worksheet.

Column	Description
EAC Hours	<p>Estimate at Completion Hours</p> <p>Your estimate of the total number of hours expended at the completion of the task or project.</p>
EAC Amount	<p>Estimate at Completion Amount</p> <p>Your estimate of the total cost at completion of the task or project.</p> <p>You can enter EAC Amounts on the Project Budget Worksheet by:</p> <ul style="list-style-type: none"> Project, phase, task, and labor code for labor entries. Project, phase, task, and account for expense entries.
ETC Hours	<p>Estimate to Complete Hours</p> <p>Your estimate of the total additional hours required to complete the task or project.</p>
ETC Amount	<p>Estimate to Complete Amount</p> <p>Your estimate of the total additional cost required to complete the task or project.</p> <p>You can enter ETC Amounts on the Project Budget Worksheet by:</p> <ul style="list-style-type: none"> Project, phase, task, and labor code for labor entries. Project, phase, task, and account for expense entries.



Your ability to work with EAC and ETC values depends on your Vision Configuration settings. Contact your system administrator if you need assistance.

Percent Completes

The percent completes that you enter for a project should be the project manager's estimate of how far a labor or expense component has actually progressed.

Percent complete values should not represent progress that should have taken place nor the percentage of budgeted labor and expense amounts actually spent. In other words, if your firm has already used 75% of its travel budget for a project, but has only completed 50% of expected travel, the percent complete for travel expenses should be 50%, not 75%.

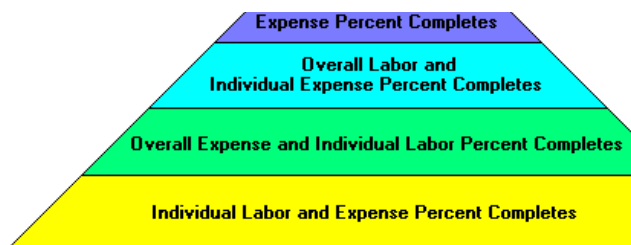
You have the following options for entering percent completes on the Project Budget Worksheet:

- You can enter percent completes for individual labor codes and expense accounts. This approach is useful if individual components are at very different stages of progress.

- You can enter a labor percent complete and/or expense percent complete that represents the total progress of all labor and expense components. This approach is useful if all labor components or all expense components are progressing at roughly the same pace.
- You can enter an overall percent complete for the entire project. This percentage overrides the overall percent complete that Vision calculates automatically and displays on the Budget Summary dialog.

Hierarchy of Percent Complete Overrides

The following diagram is a graphical summary of the percent complete hierarchy.



Hierarchy of Percent Complete Overrides

See the following table for an explanation of how Vision decides the percent complete value to use for your project when more than one percent complete value has been defined within the project.

Hierarchy Level	Description
Overall Percent Complete	<p>The overall percent complete for the entire project overrides all other percent complete values.</p> <p>You enter the overall percent complete for the entire project in the Overall % Complt field on one of the four tabs of the Project Budget Worksheet (Labor Billing, Expense Billing, Labor Costs, or Expense Costs).</p>
Overall Labor and Expense Percent Completes	<p>If you define both an overall labor percent complete and an overall expense percent complete, Vision uses these values together to compute the overall percent complete for the project. In this case, Vision ignores individual percent completes for labor and expense budgets.</p> <ul style="list-style-type: none"> ▪ Define the overall labor percent complete in the Lab % Complt field on the Labor Billing tab or Labor Costs tab of the Project Budget Worksheet. ▪ Define the overall expense percent complete in the Exp % Complt field on the Expense Billing

Hierarchy Level	Description
	tab or Expense Costs tab of the Project Budget Worksheet.
Overall Labor and Individual Expense Percent Completes	<p>If you define an overall labor percent complete, Vision uses this value for your labor budget and it uses the individual expense percent completes defined for your expense budget.</p> <p>You define the overall labor percent complete in the Lab % Complt field on the Labor Billing tab or Labor Costs tab of the Project Budget Worksheet.</p>
Overall Expense and Individual Labor Percent Completes	<p>If you define an overall expense percent complete, Vision uses this value for your expense budget and it uses the individual labor percent completes defined for your labor budget.</p> <p>You define the overall expense percent complete in the Exp % Complt field on the Expense Billing tab or Expense Costs tab of the Project Budget Worksheet.</p>
Individual Labor and Expense Percent Completes (No Overall Percent Completes Defined)	If you have not defined an overall percent complete, an overall labor percent complete, or an overall expense percent complete, Vision uses the individual labor and expense percent completes defined for your labor and expense budgets.

Individual Labor Code and Expense Account Percent Completes

You can enter percent completes at the individual labor code and expense account level. Use this method when labor codes or expense accounts have different percentages of completion.

You enter individual percent completes in the appropriate **% Complete** field on the following Project Budget Worksheet tabs, as needed:

- Labor Billing
- Expense Billing
- Labor Costs
- Billing Costs.

Example

If you enter individual labor and expense percent completes for each of your labor codes and account numbers, Vision calculates the project's overall percent complete as follows.

Labor Budget

Labor Code	Labor Budget		Percent Complete		Earned Labor		Budgeted Overhead %	Earned Overhead
A0000	\$2,500	x	20%	=	\$500	x	210%	\$1,050
A1000	<u>\$4,000</u>	x	30%	=	<u>\$1,200</u>	x	210%	<u>\$2,520</u>

Labor Code	Labor Budget		Percent Complete	Earned Labor		Budgeted Overhead %	Earned Overhead
	\$6,500			\$1,700			\$3,570

Expense Budget

Account Number	Expense Budget		Percent Complete	Earned Expenses
511.00	\$1,000	x	45% =	\$ 450
512.00	<u>\$2,000</u>	x	40% =	<u>\$ 800</u>
	\$3,000			\$1,250

Calculations

Calculation	Amount
Total Earned Labor	\$1,700
+ Total Earned Overhead	\$3,570
<u>+ Total Earned Expenses</u>	<u>\$1,250</u>
Total Project Earned	\$6,520
Total Labor Budget	\$ 6,500
+ Total Overhead Budget	\$13,650*
<u>+ Total Expense Budget</u>	<u>\$ 3,000</u>
Total Project Budget	\$23,150**
Total Project Earned/Total Project Budget = Overall Percent Complete	\$6,520/\$23,150 = 28.16%

* The Total Overhead Budget is determined by multiplying the Total Labor Budget (\$6,500) by the Budgeted Overhead Rate (210%). The Total Overhead Budget in the above example is equal to \$13,650.

** The Total Project Budget is the sum of the budgeted amounts in the **Labor, Overhead, Direct Consult, Other Direct Exp, Reimb Consult, and Other Reimb** fields.

Which Overhead Percentage Does Vision Use?

- Vision uses the overhead percentage specified for the project record in the Project Info Center.
- If no percentage is entered in the Project Info Center, Vision uses the overhead rate specified for the project's organization.
- If Vision does not find a percentage for either of these options, it uses the firm-wide rate specified in Configuration » General System Setup.

Overall Labor Percent Completes or Overall Expense Percent Completes

For each of your projects, you can define an overall labor percent complete, an overall expense percent complete, or both an overall labor percent complete and an overall expense percent complete.

- You define the overall labor percent complete in the **Lab % Complt** field on the Labor Billing tab or Labor Costs tab of the Project Budget Worksheet.
- You define the overall expense percent complete in the **Exp % Complt** field on the Expense Billing tab or Expense Costs tab of the Project Budget Worksheet.

Delttek recommends using this approach when a project's percent complete is the same percentage for all of the labor code records.

Example

Assume you enter an overall labor percent complete of 50% and an overall expense percent complete of 60% on the Project Budget Worksheet. Vision calculates the overall percent complete for the project as follows.

Labor Budget

Labor Code	Labor Budget		Percent Complete	Earned Labor		Budgeted Overhead %	Earned Overhead
A0000	\$2,500	x	50% =	\$1,250	x	210%	\$2,625
A1000	<u>\$4,000</u>	x	50% =	<u>\$2,000</u>	x	210%	<u>\$4,200</u>
	\$6,500			\$3,250			\$6,825

Expense Budget

Account Number	Expense Budget		Percent Complete	Earned Expenses
511.00	\$1,000	x	60% =	\$ 600
512.00	<u>\$2,000</u>	x	60% =	<u>\$1,200</u>
	\$3,000			\$1,800

Calculations

Calculation	Amount
Total Earned Labor	\$ 3,250
+ Total Earned Overhead	\$ 6,825
<u>+ Total Earned Expenses</u>	<u>\$ 1,800</u>
Total Project Earned	\$11,875
Total Labor Budget	\$ 6,500
+ Total Overhead Budget	\$13,650*
<u>+ Total Expense Budget</u>	<u>\$ 3,000</u>
Total Project Budget	\$23,150**
Total Project Earned/Total Project Budget = Overall Percent Complete	\$11,875/\$23,150 = 51.30%

* The Total Overhead Budget is determined by multiplying the Total Labor Budget (\$6,500) by the Budgeted Overhead Rate (210%). The Total Overhead Budget in the above example is equal to \$13,650.

** The Total Project Budget is the sum of the budgeted amounts in the **Labor, Overhead, Direct Consult, Other Direct Exp, Reimb Consult**, and **Other Reimb** fields.

Which Overhead Percentage Does Vision Use?

- Vision uses the overhead percentage specified for the project record in the Project Info Center.
- If no percentage is entered in the Project Info Center, Vision uses the overhead rate specified for the project's organization.
- If Vision does not find a percentage for either of these options, it uses the firm-wide rate specified in Configuration, General System Setup.

Overall Percent Complete

You can enter an overall percent complete for each of your entire projects in Vision. If you do this, the percentage you specify overrides the overall percent complete that Vision calculates.

To specify an overall percent complete that overrides all other percent complete calculations, enter a number in the **Overall % Cmplt** field on one of these following project Budget Worksheet tabs:

- Labor Billing
- Expense Billing

- Labor Costs
- Expense Costs.

How Vision Calculates Overall Percent Completes

When calculating the overall percent complete for a project, Vision uses all the record-level percent complete figures — unless you specify overrides for labor percent completes and/or expense percent completes.

Vision displays the overall percent complete on the Budget Summary dialog. This figure is a weighted average percent complete, calculated as follows:

$$\text{(All Percent Completes * Their Budgets) / Total Project Budget}$$

All percent completes also include a percent complete for overhead, which is equal to the weighted average percent complete for labor.

Project Control Reports

Every company shares and uses information in its own way. As you use Vision and become accustomed to the information it makes available to you, you can choose to print and distribute the reports that are most appropriate to your firm.

Vision offers a variety of summary and detailed reports designed specifically for project management.

The following project reports are used most often:

- Project Progress Report
- Project Detail Report
- Project Summary Report
- Office Earnings Report
- Project List Report
- Unposted Labor Report
- Labor Detail Report
- Labor Summary Report
- Expense Detail Report
- Expense Summary Report

Keep in mind that you can sort any of these reports or select projects to be included on these reports based on any static project, phase, or task information, including Project Manager, Principal, or Organization name. You can also choose to run your reports (except for the Project List and Unposted Labor reports) at cost rates or billing rates, if you are using the Vision Billing application. If you do not use Vision Billing, all reports print at cost rates.

Project Progress Report

The Project Progress report compares your labor and expense budgets with your projects' actual performance on a current and job-to-date basis. The Project Progress report lets you monitor and analyze project, phase, and task status by providing you with the most current information for the project.

Use the Project Progress report to:

- Verify that a project is on target and within budget.

- Pinpoint any trouble areas.
- Diagnose situations that are preventing the project from proceeding according to budget.
- Confirm the accuracy and completeness of current period labor and expense charges.

Project Detail Report

The Project Detail report displays current period or job-to-date labor and expense transaction detail for each project, phase, and task. Typically, this transaction-based report is used to view a project's detail for a specific period of time.

The Project Detail report provides you with the following:

- **Labor Distribution Information** — The report shows which employees have charged time to a given project, phase, or task in the current accounting period (or job-to-date). Time can be broken out into regular and overtime hours.
- **Billing Assistance** — The report contains a complete record of hours worked by each employee on each project, phase, and task, along with the resulting amounts charged to each project, phase, and task. The report also provides you with a complete record of all project expenses by account number. You can use this report as the billing backup for an invoice if a particular client requires detail.
- **Project Cost Record** — The report shows all project labor charges and expenses in detail, thereby providing you with a complete record of current or job-to-date project costs (unless you are using Vision Billing and choose to print the report at billing rates). Printing the report at billing rates shows the billing potential of all labor and expenses charged to the project.

Project Summary Report

The Project Summary report provides you with a comparison of job-to-date spent and budgeted amounts for all the regular projects, phases, and tasks in your firm. The report shows the total labor, overhead, direct expenses, indirect expenses, and reimbursable expenses charged to each regular project, phase, and task. The report allows you to see how these amounts compare to your project budgets.

Use the Project Summary report to

- Monitor project percent completes.
- Ensure that you are not exceeding project budgets.

Office Earnings Report

The Office Earnings report is a high-level summary of financial activity for all regular projects, phases, and tasks. It includes current, year-to-date, and job-to-date totals for billed and spent amounts, revenue, and profit/loss amounts.

Use the Office Earnings report to determine:

- Which project managers are earning the most on their projects.
- What types of work are most profitable for your firm.
- The profitability of each organization in your firm.

Project List Report

The Project List report shows all of the data currently entered in the Project Info Center. Use this information to review and verify the data entered in your Info Center records.

Unposted Labor Report

The Unposted Labor report shows all timesheet data in unposted transaction entry files and all Timesheet timesheets that are in progress, submitted, or approved, but not yet posted. The report allows you to keep track of time that has been charged to projects, but not yet posted to the projects.

Labor Detail Report

The Labor Detail report shows all labor charges posted to your projects, including the regular, overtime, and total number of hours worked for each employee, labor code, project, phase, and task.

Labor Summary Report

The Labor Summary report shows summary labor data from the Project Summary report, broken out by labor code. You can use the report to compare actuals to budget amounts, by labor code.

If you are using the Vision Planning application, you can specify whether Vision draws budget data from plans or from projects when you generate this report.

Expense Detail Report

The Expense Detail report shows all expense charges posted to your projects, phases, and tasks. The report includes both billed and unbilled expenses.

Expense Summary Report

The Expense Summary report shows summary expense data from the Project Summary report, broken out by account number. You can use the report to compare actuals to budgeted amounts, by account number.

If you are using the Vision Planning application, you can specify whether Vision draws budget data from plans or from projects when you generate this report.

Reporting at Billing Rates

If you use the Vision Billing application, you can use billing rates instead of cost rates when you print many project reports. These reports include:

- Project Progress Report
- Project Detail Report
- Project Summary Report
- Office Earnings Report

When you print a report at billing rates, all of the labor and expense amounts appear as they are actually billed to the client, not as they are costed to the project.



For detailed report descriptions and step-by-step instructions for creating reports, see the Reporting book in the Vision Help system.

Chapter 9: Proposals Concepts

This chapter introduces the concepts and tools applicable to the Proposals application. Vision Proposals automates the process of producing SF254, SF255, SF330, and custom proposals, saving you time by helping you to create more effective project proposals and win more business.

Proposals Overview

Project proposals are the principal tools you use to sell your firm's services and win new business. Project proposals contain all the information about your firm, your employees, and your previous work that prospective clients want to know before they award you a project contract.

The Vision Proposals application streamlines the proposal production process, allowing you to create and track effective and winning proposals. You can choose to use standard SF254, SF255, or SF330 proposal formats for government contracts, or use the Custom Proposals tool to create proposals tailored specifically to individual clients and opportunities.

With Vision Proposals:

- You can give proposal team members access to all relevant records in the Vision Info Center, thereby making it easier for the proposal team to locate and retrieve employee and consultant resumes, project experience data, graphics, firm profiles, and narrative text.
- You can use simple query features to locate the appropriate employees and projects to include in each proposal.
- You can use sample merge templates shipped with Vision, or modify these templates to create new merge templates with specific formats and layouts.
- You can centralize and catalogue your firm's proposals and merge templates, thereby making it easy for proposal team members to retrieve and re-use existing proposal data and merge templates.

In this chapter, you will learn about:

- Data Entry Standards for Proposals
- Proposal Firms and Vision Organizations
- Primary Disciplines
- Project Codes
- Proposal Logs
- Merge Codes
- Merge Templates

Data Entry Standards for Proposals

The Vision Proposals application automates many steps in the proposal preparation process, because proposal data is pulled directly from the Vision Info Centers and inserted directly into the proposal form.

When creating proposals, it is important to remember that information pulled from the database will be inserted into the proposal exactly as it appears in your Vision Info Center records. This means that the way in which you enter data in the Vision Info Center directly impacts the way in which that data appears in your proposals.



Changing or manipulating data once it has been inserted into the proposal form does not update or reformat data in the Vision Info Center.

By developing and adhering to a set of data entry standards, you can ensure that all of your Info Center data meets the criteria you require for your proposal text, and you can eliminate the need to modify data after you have inserted it into a proposal.

Data Entry Guidelines

To ensure that your company's Vision data is suitable for use in a proposal, follow these guidelines:

- Because proposal data is pulled directly from your Info Center records, establish a company-wide style for each data type. This will ensure that all staff members entering data do it in the same manner. For example, you might instruct employees to enter telephone numbers as **XXX.XXX.XXXX** or **(XXX) XXX-XXXX** (or some other uniform format) and you might request that employees always spell out addresses and company names (no abbreviations) if you want complete names and addresses to display on proposals.
- Up-to-date information is crucial to proposal production. Therefore, it is important to establish a company-wide process for keeping data current. If you must manually correct or update data when preparing a proposal, note the changes and be sure to correct or update the data in the appropriate Info Center record.
- If your firm uses the 254/255/330 Proposal module, you must set up Proposal Firms beforehand. Be sure to set standards for setting up Proposal Firms so that the data in these records is consistent.
- When you receive a Request for Proposal (RFP), review it immediately to verify that you have all the data, templates, graphics, narratives, and resume information you need. If the RFP states that responses must follow a specified format, review your company's merge templates to determine whether you must modify them.
- Whether you plan to use existing or modified merge templates, test them before you use them.
- Resumes focus on the person's job experience. Be sure each employee is listed on the Team tab in the Project Info Center for each project you want to include on his or her resume. If you are creating resumes by category, verify that each employee's category narratives are complete and current.
- Vision's SF254/SF255 and Custom Proposals modules draw your company's project experience data from the Project Info Center, not the Opportunity Info Center. Look at the Project Info Center record for each project you want to use to confirm that it contains the information requested and that all data is accurate. Review project descriptions and other narratives.
- If you are creating an SF330 proposal from an opportunity, Vision populates the proposal form with data from the selected opportunity record. Review and modify your opportunity records before you use them to create SF 330 proposals. In the Projects Info Center, only the Primary Client can be marked Confidential. If another Client is listed as the Owner on the Clients/Contacts tab, they appear as the Owner in Blocks 8 and 9 of a 255 Proposal.
- If you are creating or modifying sample merge templates for custom proposals, you can reformat some types of data, as described on page Merge Templates for Custom Proposals of this chapter.



For more information on how the SF330 Proposals module pulls information from the Info Center, see the Proposals book in the Vision Help system.

Proposal Firms and Vision Organizations

If your company uses the Organization Reporting feature in Vision, you configure your company's organizations as part of Vision setup and configuration. Similar to profit centers, these separate organizations are business units that incur expenses and/or generate revenue, and can be looked at in terms of profitability.

For example, if your firm is divided into regions and offices, you can create a separate organization for each region and office, and then maintain and track information separately for each of these discrete portions of your firm's business.

254/255/330 Proposals and Organization Reporting

The 254/255/330 Proposals modules use the federal government's "office location" model of companies, which refers to each office location as a "proposal firm."

Whether or not your company uses the Organization Reporting feature, and whether or not, if used, your organizations correspond to your company's office locations, you must set up a proposal firm for each office location whose personnel and other data you plan to use in proposals.

Set up your proposal firms in Configuration, Organization, Firm Setup - Proposals.

If your company does use the Organization Reporting feature, your company data is maintained by organization. For the 254/255/330 Proposals modules to retrieve this organization data for 254, 255 and 330 proposals, you must add each organization (whose data will be needed for 254, 255 and 330 proposal generation) to the Associated Organizations tab in Firm Setup - Proposals Configuration (**Configuration, Organization, Firm Setup – Proposals**).

Custom Proposals and Organization Reporting

The Custom Proposals module retrieves your company's data by organization. You need not set up proposal firms in Firm Setup - Proposals Configuration. However, if your custom proposals use any merge codes requiring company wide data, you must set up a proposal firm to enter your company-wide data for use in your proposals.

For example, your company's full name and complete address may not appear in any individual organization record. In this case, you need to set up a proposal firm so that this data can be included in your proposals.

Primary Disciplines

A primary discipline is an employee's main area of expertise or skill. Maintaining an accurate list of disciplines and employee skills can help streamline the proposal process and ensure you have the expertise needed to bid on opportunities and win contracts.

Sample Primary Disciplines (Skills)

- Architect
- Accountant
- Civil Engineer
- Project Manager
- Systems Analyst

The Vision Proposals application uses primary disciplines as follows:

- For SF254 Proposals (Block 8) and SF255 Proposals (Block 4), Vision enters the skill marked **Primary** in the Skills grid on the Experience tab of the Employee Info Center as the employee's primary discipline.
- For SF330 Proposals, you select the disciplines you will need to complete a project, and then enter these disciplines on your proposal. Vision searches the Employee Info Center looking for employees whose primary discipline/skill (as selected in the Skills grid on the Experience tab of the Employee Info Center) matches the disciplines required for the proposal.



You can associate as many skills as you want with each employee using the Skills grid, but only one skill can be marked **Primary**.

Project Codes

Vision comes installed with a pre-defined set of project codes that identify the types of work your firm may perform on a given opportunity or project. Project codes allow you to categorize the types of work you do and then assign fees to each work segment. You can use project codes in the Project Info Center and the Opportunity Info Center, as well as Blocks 10 and 11 of 254 Proposals.

In addition to the project codes that come with Vision, you can enter your own project codes, as needed. To view or configure your company's project code table, select **Configuration, General, Code Tables** from the Vision Navigation menu and select **Project Codes** from the Code Tables grid.

Sample Project Codes

- Construction Management
- Graphic Design
- Land Surveying
- Risk Analysis
- Testing and Inspection Services

Note the following about the use of project codes in Vision:

- If you have a license for the SF330 Proposals module, each project code is associated with an SF330 code.

- Project codes are the same as the profile codes available in Deltek CRM and Proposals. Vision comes installed with the 117 profile codes recognized by the federal government for use in 254 Proposals.
- If you added custom profile codes in Deltek CRM and Proposals, and converted your CRM database for use in Vision, your custom profile codes are still available.



For more information about the relationship between project codes and SF330 codes, see the Proposals book in the Vision Help system.

Proposal Logs

The Proposal Log feature in Vision allows you to associate a Custom, 255 or 330 Proposal record with an opportunity record in the Opportunity Info Center. When you create a Proposal Log entry, Vision adds data regarding the selected proposal to the Proposals tab of the associated opportunity record. Data is pulled from the fields on the Proposal Log dialog.

For any one opportunity, you may be required to submit more than one proposal. For example, a client may initially request a Statement of Qualification, followed by a Technical and Cost Proposal, and then a Best and Final Offer. Using the Proposal Log feature makes it easy for you to keep track of all the proposals associated with each opportunity.

You can access the Proposal Log dialog from a proposal record or an opportunity record.

Merge Codes

Vision Proposals comes installed with a set of merge templates for Custom, SF254 and SF255 proposals. A merge template is a Rich Text File (.rtf) document containing merge codes. The merge codes in each template specify the data to be retrieved when a template is merged into a proposal. The merge codes also control the placement of the data on the page, and if formatted, the font appearance for the merged data.

To modify any merge template, export it to Microsoft Word and open it from there. When modifying an installed merge template, you can insert merge codes as follows:

- The Custom Proposals module has a set of standard merge codes for each Info Center. Each modified merge template can use merge codes from only one Info Center. This can include the Info Center's directly relational information from linked info center records. These merge codes can be inserted in the sample merge templates installed with Custom Proposals.
- The 254/255 Proposals module has a set of non-standard merge codes, for the Project, Employee, and Vendor pages of the 255 form and the Project section of the 254 form. Of these, only the Project merge codes can be used in SF254 modified merge templates.
- To insert merge codes in a new or modified custom proposal sample merge template, you can either type in the codes or use the button provided on the Merge Code Toolbar.
- To insert merge codes in a modified SF254 or SF255 proposal merge template, you must type in the codes.

The following merge codes are available in Vision:

- Project merge codes for Custom Proposals
- Project merge codes for SF254/255 Proposals
- Employee merge codes for Custom Proposals

- Employee merge codes for SF255 Proposals
- Vendor merge codes for Custom Proposals
- Vendor merge codes for SF255 Proposals
- Opportunity merge codes for Custom Proposals
- Contact merge codes for Custom Proposals.
- Client merge codes for Custom Proposals
- Text Library merge codes for Custom Proposals
- Lead merge codes for Custom Proposals
- Marketing Campaign merge codes for Custom Proposals



For detailed descriptions of all the merge codes in Vision, see the Proposals book in the Vision Help system

Custom Proposal Merge Codes

When you create custom proposal merge templates and you select merge codes, you will notice that many codes can be placed in the template without additional formatting. For most merge codes, Vision merges data in the format in which the data was entered into the database (for example, **First Name** and **Last Name** with no comma separator).

The Custom Proposals application provides additional formatting options for certain types of merge codes. When you select these types of merge codes, Vision Custom Proposals displays a formatting dialog that allows you to specify certain formatting options for the merged data.

See the following table for descriptions of the merge codes for which you can apply special formatting.

Merge Code Formats	Description
Standard/Preceding Formats	Some employees may have suffixes at the end of their names (such as Sr., PhD, or AIA), which are preceded by a comma. For employees who do not have suffixes, you can format the merge to prevent a blank space or a comma from appearing after these employees' names in the final merged proposal.
Date Formats	You can specify the date format you want to appear in the final merged proposal (for example MM/DD/YY or DD/MM/YYYY). This format can differ from the date format of the data in your database.
State Formats	You can specify the format in which you want state information to appear in the final merged proposal. This allows you to format proposal data appropriately for countries with no state information.
Currency Formats	You can specify the currency format you want to appear in the final merged proposal. This allows you to select the appropriate preceding title, and comma/decimal placement for currency formats.

Merge Templates

Vision gives you the option to use customized merge templates that integrate your proposal text into any format desired. After adding templates to the database, you can assign specific templates to each role, so users only have access to the templates they need to use.

Vision comes installed with a set of sample and default merge templates for the following proposal types:

- Custom Proposals
- SF254 Proposals
- SF255 Proposals

To create or modify merge templates in Vision, you need access to the list of supported merge codes. The macro **VisionWordMacro.Dot** contains ready access to the supported merge codes along with formatting options for the merge codes.

To install the Vision Word Macro, select **Utilities, Download Macro** from the Vision Navigation menu. When installed in Microsoft Word, this macro creates a toolbar, which also contains the Graphics-Expand-Macro to extract linked-graphics into your merged documents.

This Vision Word Macro only runs on versions of Microsoft Word 2000 or higher.

Merge Templates for Custom Proposals

Vision Proposals comes installed with a set of sample merge templates for Custom Proposals. Each merge template is a Rich Text File (.rtf) document containing merge codes designed to retrieve data from the Vision Info Centers. When you configure a custom proposal section, you specify the Info Center on which it is based and the merge template to be used in creating that section of the finished proposal.



Although you can use them as models for modifying sample merge templates, Deltek CRM and Proposals style sheets cannot be used in Vision Proposals.

You can modify the sample templates in Microsoft Word and you can insert merge codes using the Merge Code Toolbar (which is available in Microsoft Word after you download the Vision Word Macro). The Custom Proposals module has a set of merge codes for each Info Center; these merge codes cannot be used in SF254 or SF255 Proposals.

Whether you use the sample merge templates as is, modify them, or create your own, they are a vital part of the custom proposal creation process and allow you to create a variety of proposal documents. For example, you can create employee resumes by creating a merge template based on the Employee Info Center. The template includes codes such as the employee's name, title, and address.

You can develop your merge templates either before or after creating the custom proposal in the Vision Custom Proposal module. Because the template must be attached to the proposal section with which it will be merged—before Vision can generate a merged custom proposal for use in Microsoft Word—you may find it more efficient to create templates before creating custom proposals in Vision.

The following are the reasons to use merge codes for custom proposals:

- Merge templates contain the merge codes that represent the data elements you want to include in your proposal.

- Merge templates allow you to specify the appearance of the finished proposal. You can apply formatting such as font type, size, and style to your data elements; and you can include graphic elements, such as your firm's logo.

To view the merge templates currently available for Custom Proposals, select **Configuration, General, Merge Templates** from the Vision Navigation menu. On the Merge Templates form, select the appropriate Info Center Area. A list of available merge templates for the selected Info Center displays in the grid on the Merge Templates form.

Merge Templates for SF254 Proposals

Vision Proposals comes installed with a set of default merge templates for 254 Proposals. Each merge template is a Rich Text File (.rtf) document corresponding to a page of the SF254 form and containing merge codes designed to retrieve data from the Vision Info Centers.

You can export the SF254 merge templates to Microsoft Word, modify them and save them with new names. You can insert project merge codes by typing them directly into the Word document.

You cannot delete the default merge template set for SF254 Proposals. When you modify an SF254 merge template, save it with a new name and import it into Vision, it appears in the list of available merge templates along with the original default templates.

Merge Templates for SF255 Proposals

Vision Proposals comes installed with a set of default merge templates for 255 Proposals. Each merge template is a Rich Text File (.rtf) document corresponding to a page of the SF255 form and containing merge codes designed to retrieve data from a Vision Info Center.

You can export the SF255 merge templates to Microsoft Word, modify them and then save them with new names. You can insert project, employee, and consultant merge codes by typing them directly into the Word document.

You cannot delete the default merge template set for SF255 Proposals. When you modify an SF255 merge template, save it with a new name and import it into Vision, it appears in the list of available merge templates along with the original default templates.

Preceding Separator Statements

A preceding separator statement in a merge template eliminates any characters or text preceding a field, if the selected field is empty in the database.

When building a resume by query statement, you can include preceding separator statements in query fields that contain functions (also known as formula function fields), such as date formats, currency formats, or the full name state format. Preceding separator statements must always be typed in manually.

Preceding Separator Example

If you create a resume by query that includes **[Project Long Name]**, **[Project City]**, **[Project State]** and the **Project State** field on the Project Info Center Location tab is formatted as Full Name, the merged proposal will read:

Adelphi Medical Research Facility, Adelphi, Maryland

But, if the **Project State** field is blank on the Project Info Center Location tab, the merged proposals would read:

Adelphi Medical Research Facility, Adelphi,

To prevent the comma and space following the city field from appearing in the

Preceding Separator Example

merged proposal, you must manually type the full name state field in a preceding separator statement.

To build a preceding separator statement, select all the fields in the statement, and type the separators between fields that *do* contain data, but not in front of the field that *does not* contain data.



The acute symbol (`) is the lower character on the key with the tilde ~ character. Characters typed between two acute symbols do not appear in the merged proposal if the field within the preceding statement is blank in the database.

[LongName], [City][!FullStateName(State)]

Notice the full name state field was selected right after the city field. No comma and space was typed. Place your cursor inside the opening bracket and type an opening brace {, an acute symbol (`), the separator (**comma space**), another acute symbol `, and a closing brace } after the state field's close parentheses.

[Long Name], [City][{, `!FullStateName(State)]

Example of Preceding Separators in Date functions

```
[{^ Actual Completion: `!Date(`yyyy`,Actual Completion Date)]
```

Example of Preceding Separators in Currency Functions

```
[{^ Actual Completion: `!Date(`yyyy`,Actual Completion Date)]
```

Chapter 10: Purchasing and Inventory Concepts

This chapter introduces concepts that will help you understand the tools and processes utilized by the Vision Purchasing and Vision Inventory applications. The Purchasing application is an automated procurement and requisition application that can help your firm streamline the acquisition of services and supplies. The Inventory application is an automated inventory order and tracking system that can help your firm manage inventory items across your organization.

Purchasing Overview

Vision Purchasing allows your firm to automate record keeping for both internal and project-related procurement and receiving of services, materials, supplies, and capital items. The application is designed for use in any firm, whether the purchasing function is centralized or decentralized.

In this section you will learn about:

- Committed Expenses
- Cost Distribution
- Purchasing Template
- Requisitions and Requests for Price Quotes
- Purchase Order Types
- Purchase Order Status Codes
- Requisition and Price Quote Request Status Codes
- Create a Voucher from a Purchase Order



To learn more about the Purchasing application, see the Purchasing and Inventory book in the Vision Help system.

Committed Expenses

The cost of a purchased item, service, or capital expenditure does not appear on a project's financial statements until the voucher payment file is posted. Vision Purchasing's committed expense feature lets you view these costs before they are vouchered and paid.

When you final print a purchase order, Vision creates a committed expense for each of the items on the purchase order. You can view a project's committed expenses on project reports at cost or billing rates.

Committed Expenses and Multicurrency

If you are using the Multicurrency feature, Vision calculates and stores the committed expense amount in:

- The functional currency of the company owning the project, phase, and/or task,
- The project currency of the project, and

- The project or billing currency for the committed expense billing extension, depending on whether the **Enable reporting at billing rates** option is set to **Report amounts in billing currency, rather than project currency** on the General tab of Accounting System Settings Configuration.

Your selections on the General tab of Configuration, Accounting System Settings also determine whether a project's committed expenses appear at cost or billing rates on project reports.

Project Reports

When you final print a standard or service purchase order, Vision updates each item's or service's project record with the item's or service's committed expenses, using the cost data from:

- The purchase order's Default Distribution tab, or
- If specified differently for this item or service, the Cost Distribution tab of the item's Line Detail dialog.

You must choose to display committed expenses on project reports when you run the reports—they do not display automatically.

All of a purchase order's committed expenses are created at the time the purchase order is final printed, regardless of the purchase order's date to order (as specified on the General tab of the Purchase Order form), so you can display committed expenses at any time after the purchase order is final printed.

Example

If your office creates a six-month series of purchase orders for supplies, after you final print those purchase orders, all six months' worth of committed expenses appear on the Office Earnings and Project Detail reports the next time you run them.

Project Planning

If your firm has the Purchasing application activated, the **Show Committed PO Expenses** option appears on the General tab of Project Planning. Select this option to display a project's committed expenses on the plan's Expenses and Consultants tabs.

Committed expenses display in dark cyan on the plan tabs as soon as a purchase order is final printed. When the voucher file is posted (Accounting, Accounts Payable, Create Voucher from PO), the committed expenses display the same as any other planning expenses.

Billing Extensions

When a purchase order is final printed, its committed expenses can be displayed at cost or billing rates on project reports.

The Purchasing Commitments section on the Time & Expense tab of Project Info Center contains two fields that are used to display committed expenses at billing rates:

- Consultant Multiplier
- Reimbursable Multiplier.

These fields contain estimated multipliers (that you enter) for calculating the committed expense for each item chargeable to the project, and marked as **Billable** on the purchase order's Default Distribution tab.

When you choose to show committed expenses at billing rates, the committed expenses for items marked as **Billable** are calculated using the following formula:

$$\text{Committed Expense} = \text{Committed Cost} \times \text{Multiplier}$$

Reversing a Committed Expense

Closing or canceling a purchase order reverses the committed expenses for all items contained in the purchase order. If you accidentally final print a purchase order, use a change order to reverse unwanted committed expenses.

Creating an Expense Transaction for the Income Statement

To display committed expenses on a project's Income Statement, you must create a voucher using the Create Voucher from PO form. This action replaces the committed expense with an actual expense transaction. See Create Voucher from PO on Create Voucher from Purchase Order.

When you post the voucher payment file, Vision:

- Reverses each item's committed expense,
- Creates an expense transaction in Accounting, and
- Posts the expense to the appropriate income statement account.

To access the Create Voucher from PO form, select **Accounting, Accounts Payable, Create Voucher from PO** from the Vision Navigation menu.

Cost Distribution

The cost distribution feature in the Vision Purchasing application allows you to specify the project, phase, or task to which a purchased item's tax, shipping, and extra amounts are charged when the line item's voucher is posted. If any extra amounts are applicable to the line item, they appear as well.

- If a line item's cost distribution has not been specified at the time it is vouchered, the administrator must specify it using the Cost Distribution grid option in the Open to Voucher grid. The total cost distribution must equal the total voucher amount (the total Open Amount) in the Open to Voucher grid.
- Vision uses a line item's cost distribution to calculate the item's committed expense and to determine whether the item cost is billable. If it is, you can view the committed expense at billing rates.

Requiring Cost Distribution

You can require users to specify at least one project to which to distribute cost when creating purchase orders, and when creating purchase requisitions and requests for price quotes. You do this by selecting the appropriate options in the **Required Data** section on the General Tab of Purchasing Company Settings Configuration.

Global Cost Distribution

Global cost distribution means that cost distribution is specified on the main Cost Distribution tab of the purchasing transaction for each line item in that purchasing transaction:

- Purchasing, Purchase Orders, Default Distribution Tab

Vision uses the information specified here to determine a line item's cost distribution. To override the information on this tab for a specific line item, enter the item's information on the item's Cost Distribution tab in its Line Item Detail dialog.

If this is a blanket purchase order, use this tab to specify the cost distribution for release orders.

- **Purchasing, Purchase Requisitions, Cost Distribution Tab**

Vision uses the information specified here to determine a line item's cost distribution. To override the information on this tab for a specific line item, enter the item's information on the item's Cost Distribution tab in its Line Item Detail dialog.

Line Item Cost Distribution

Each line item has a Line Item Detail dialog with a Cost Distribution tab. If you specify a cost distribution here for a line item, it overrides the global cost distribution for that line item. The dialog is accessible from any purchasing transaction in which the line item appears.

- **Cost Distribution Tab of Purchase Order Line Detail Dialog**

Use the Cost Distribution grid tab of the Purchase Order Line Detail dialog to specify the project, at its lowest level of work breakdown structure, to which you want to charge the cost of the item currently selected on the Line Items grid on the Line Items tab of Purchase Orders.

You can also use this grid to specify whether the item cost is billable. If it is, you can view the item's committed expense at billing rates. The cost distribution you specify here overrides the global cost distribution specified on the purchase order's Default Distribution tab.

- **Cost Distribution Tab of Purchase Requisition Line Detail Dialog**

Use the Cost Distribution grid tab of the Purchase Requisition Line Detail dialog to specify the project, at its lowest level of work breakdown structure, to which you want to charge tax, shipping, and other costs for the item currently selected on the Items grid of the General tab of the Purchase Requisition form.

You can also use this grid to specify whether the item cost is billable. If it is, you can view the committed expense at billing rates. The cost distribution you specify here overrides the global cost distribution specified on the purchase requisition's Cost Distribution tab.

- **Cost Distribution Tab in Line Item Detail Dialog on the Open to Voucher Grid**

You can view a line item's current cost distribution in its Line Item detail dialog. Select the item row and clicking on the View Detail grid option. In the Line Item detail dialog, click on the Cost Distribution tab.

- **Cost Distribution Option on the Open to Voucher grid**

Click this button to display the cost distribution details for the selected line item. You can edit the voucher amount for any item line, but the total cost distribution must equal the total voucher amount (Open Amount column) in the Open to Voucher grid. Vision uses the cost distribution displayed here for a line item, as the line item's tax, shipping, and extra items amounts for the voucher.



Cost Distribution and Multicompany

If you are using the Vision Multicompany feature and the default account for tax, shipping, or extra amounts is invalid for the project's company—as specified on the Accounts tab Purchasing Company Settings Configuration—Vision uses the account from the Cost Distribution hierarchy instead.

Purchasing Template

Vision Purchasing comes installed with a default purchasing template, which is used to generate external purchasing documents (such as purchase orders and requests for price quotes). This default template does not appear in the drop-down lists on either the Buyers grid in Purchasing Configuration or the Accounting tab of the Vendor Info Center.

Vision Purchasing also features a Purchase Template Editor that you can use to create your own purchasing templates. You do not have to create any purchasing templates to use Vision Purchasing. However, you can use the Purchase Template Editor if the default template does not generate purchase orders or requests for price quotes with the data fields and layout you want.

Template Naming Conventions

When you create a new purchasing template using the Purchase Template Editor, you must specify a name for the template. To make the template easier to identify in lookups and drop-down lists, consider the following naming conventions:

- If the template will be used only for purchase orders or only for requests for price quotes, consider including "PO" or "RFQ" in the template's name.
- If the template will be used only for a certain vendor, consider a template name that somehow identifies this vendor.
- If the template will be made available for use only to certain buyers, consider a template name that somehow identifies the buyers.

After you create a template, it appears in the drop-down lists on the Buyers grid in Purchasing Configuration and on the Accounting tab of the Vendor Info Center. You assign the template to the buyers who should have access to it and to the vendors whose external purchasing documents you want to generate using the template.

Requisitions and Requests for Price Quotes

The Vision Purchasing Application includes tools for generating purchasing requisitions and requests for price quotes. Use of these forms is optional, and they are not required for generating purchase orders. However, you can create a purchase order from an approved requisition or an approved request for price quote.

- **Purchasing Requisition** — This is a form that an employee submits to an approver to request permission to purchase an item or service. This form is intended for internal use at your firm.
- **Request for Price Quote (RFQ)** — This is a form that you send to a vendor (or multiple vendors) asking for an estimated price on a specific item or service. Sending an RFQ to multiple vendors gives you the opportunity to compare estimated prices before making a purchase decision.

Using these forms can help you better manage the purchasing process by allowing you to evaluate the need for, and cost of, items and services prior to submitting a purchase order for those items or services.



Vision's requisition and request for price quote status codes (In Progress, Submitted, Approved, and so on) apply to all requisitions and requests for price quotes. For details on how the codes apply to each of these forms, see the status code descriptions beginning on 225.

Purchase Order Types

You can create one of three types of purchase orders using the Vision Purchasing application.

The three purchase order types are:

- Standard
- Service
- Blanket

You specify the purchase order type in the **Type** field on the General tab of the Purchase Order form. After you save a completed purchase order, the purchase order's type appears after its number at the upper left corner of the Purchase Order form.

The purchase order number and type also display in Purchase Order lookup lists.

Creating a Purchase Order

To create a purchase order, select **Purchasing, Purchase Orders** from the Vision Navigation menu.

Vision gives you several options for creating a purchase order. You can create a purchase order of any type from:

- Any other purchase order in your Vision database, regardless of its type or status.
- An approved requisition, if you are using this optional feature.
- An approved request for price quote, if you are using this optional feature.



To learn more about creating purchase orders, see the Purchasing book in the Vision Help system.

Purchase Order Status Codes

Vision's purchase order status codes apply to standard, service, blanket, change, and release orders.

Modifying an Approved or Final Printed Purchase Order

You can make changes directly to a purchase order record at any time prior to submitting it. However, if you need to modify an approved or final printed purchase order, you must use a change order or a release order.

- **Change Order** — Use this form to modify a standard or service purchase order after it has been approved or final printed.
- **Release Order** — Use this form to modify a blanket purchase order after it has been approved or final printed.



Vision's purchase order status codes (In Progress, Submitted, Approved, and so on) apply to standard, service, blanket, change, and release orders. For details on how the codes apply to each type of purchase order, please see the status code descriptions beginning on 220.

Purchase Order Descriptions

Each of the Vision purchase order types, including change orders and release orders, is described in the following table.

Purchase Order Type	Description
Standard	<p>A standard purchase order is a contract to purchase specified items in specified quantities, at specified prices, under specified delivery terms.</p> <p>To make changes to a standard purchase order that has been approved or final printed, you must use a change order.</p>
Service	<p>A service purchase order is a contract to purchase services defined in the service agreement.</p> <p>To order services, you enter hours and rates on the Line Items tab, instead of quantities and amounts.</p> <p>Service purchase orders include start and end dates, which set the time period during which services can be ordered; and "not to exceed" amounts, which set the maximum aggregate cost allowed for the services.</p> <p>To make changes to a service purchase order that has been approved or final printed, you must use a change order.</p>
Blanket	<p>Blanket purchase orders authorize as many purchases from a single vendor as necessary, up to a stated dollar amount and within a specific time frame. A blanket purchase order is a contract defined by the terms in the blanket agreement.</p> <p>You can use a blanket purchase order to purchase items or services in separate lots over a period of time (usually one year) or for a large job that needs to be divided into smaller jobs.</p> <p>You might create a blanket purchase order if you know in advance that you will purchase a large number of items or services from a single vendor over the next year (although not in one lump sum) and you want to negotiate a lower contract price based on your promise of high volume purchasing.</p> <p>As soon as a blanket purchase order is created, approved, printed, and signed by the vendor, you can generate release orders based on it.</p> <p>To make changes to a blanket purchase order that has been approved or final printed, you must use a release order.</p>

Purchase Order Type	Description
	<p>Committed Expenses</p> <p>A blanket order generates no committed expenses.</p> <p>Remaining Balance on a Blanket Order</p> <p>You cannot receive against a blanket order.</p> <p>To see the balance remaining on a blanket order, you must run the Blanket Purchase Orders report.</p>
Change	<p>After you issue a standard or service purchase order to a vendor and create the associated committed expenses, you must create a change order to make any change to the purchase order.</p> <p>After a purchase order is approved or final printed, it cannot be changed or cancelled without using a change order.</p> <p>You can use a change order to:</p> <ul style="list-style-type: none"> ▪ Increase or decrease an item's quantity. ▪ Substitute an item for the item currently on the purchase order. ▪ Adjust an item price to conform to the vendor's invoice. ▪ Reverse an unwanted committed expense created by accidentally final printing a purchase order. <p>To make a change to a blanket purchase order that has been approved or final printed, use a release order instead.</p> <p>Change Order Numbers</p> <p>Change order numbers are read-only and auto-assigned by Vision.</p> <p>Approval</p> <p>A change order is subject to all the same approval requirements as the purchase order it is changing.</p> <p>If a change order increases the purchase order's total amount beyond the buyer's purchase limit, the change order also requires a separate approval.</p> <p>Permitted Actions</p> <p>To ensure a complete audit trail, Vision retains all change orders. To reverse or revise a change order you must enter a new change order.</p> <p>When you print a purchase order, you can choose to print the most recent change only, or the entire change order history for the purchase order.</p>

Purchase Order Type	Description
Release	<p>After printing a blanket purchase order, you use release orders:</p> <ul style="list-style-type: none"> To specify item quantities and delivery dates. If the blanket order was created without line items, to specify the items you are purchasing in the release, subject to the “not to exceed” amount specified in the blanket order. As change orders for blanket orders. <p>Releases resemble standard purchase orders, except that they are created from a blanket order. A release order is subject to the same approval requirements as the corresponding blanket order.</p> <p>A release specifies the item quantities to be delivered and delivery dates. If the blanket order did not list items, the release will specify the items.</p> <p>A release order contains only those items and quantities selected for that release.</p> <p>Release Order Numbers</p> <p>Release order numbers are read-only and auto-assigned by Vision.</p> <p>After you save a release order, the release order number appears in the Release Number field on the General tab of the Purchase Order form, and to the right of the purchase order number at the upper left corner of the form.</p> <p>In Purchase Order lookup lists, release orders are listed by their release number, with Standard in the P.O. Type column.</p>

Purchase Order Status Codes

Status codes allow you to track purchase orders and manage the purchasing process. Vision Purchasing uses purchase order status codes to:

- Indicate where the purchase order, release order, or change order is within the purchasing process, and
- Enforce the business rules for processing purchase orders, release orders, and change orders.

As key events occur, Vision updates the record’s status code, which defines the next actions permitted for that record. Key events include: changing information in a record, submitting or approving a purchasing document, and recording receipt of a delivery.

The purchase order status codes are:

- N** - In Progress
- S** - Submitted

- **A** - Approved
- **J** - Rejected
- **P** - Printed
- **R** - Released (Blanket Orders only)
- **G** - Changed
- **C** – Cancelled



When you close a purchase order, Vision populates the purchase order's **Closed** checkbox with a **Y**.

In addition, Vision uses a separate set of status codes for purchase order line item receiving. All of the status codes associated with purchase orders are explained in greater detail in the following sections

Purchase Order Status Code N - In Progress

When a purchase order is **In Progress**, it indicates that:

- A user is in the process of completing a form or dialog for the purchase order, or
- The purchase order has been modified and the modifications have not yet been submitted for approval.

An In Progress purchase order can be...	By these employees
Copied, modified, submitted, and deleted.	Creator or buyer, with proper security access.
Opened, modified, and submitted.	Approvers, for whom the Edit P.O. option is selected in Company Purchasing Configuration.

Purchase Order Status Code S - Submitted

When a purchase order is **Submitted**, it indicates that a buyer has submitted a completed purchase order for approval.

If the purchase order amount is within the scope of the buyer's approval authority, the buyer's submission of the purchase order changes its status to **Approved**.

A Submitted purchase order can be...	By these employees
Opened, copied, modified, and deleted.	Creator or buyer, with proper security access.
Opened and modified — Modifying a Submitted purchase order changes its status back to In Progress .	Approvers, for whom the Edit P.O. option is selected in Company Purchasing Configuration.

A Submitted purchase order can be...	By these employees
Approved — this changes the status of the purchase order to Approved .	Approvers.
Rejected — this changes the status of the purchase order to Rejected .	Approvers.

Purchase Order Status Code A - Approved

When a purchase order is **Approved**, it indicates that:

- An approver has approved the purchase order and it is now ready for final printing, or
- A buyer has submitted the purchase order and its amount is within the scope of the buyer's approval authority.

After a purchase order is approved, the following conditions apply:

- The approver's name appears in the **Authorized By** field on the General tab of the Purchase Order form.
- The purchase order is read-only and cannot be edited.
- The purchase order cannot be deleted.

An Approved purchase order can be...	By these employees
Copied.	Creator, buyer, and approvers.
Printed in draft or final form.	Creator, buyer, and approvers.
Rejected, if the purchase order is not Closed .	Approvers.

Purchase Order Status Code J - Rejected

When a purchase order is **Rejected**, it indicates that an approver has refused to approve it in its current form.

After a purchase order is rejected, the **Authorized By** label on the General tab of the Purchase Order form changes to **Rejected By**, and the field displays the name of the user who rejected the purchase order.

A Rejected purchase order can be...	By these employees
Modified — this changes the status of the purchase order back to In Progress .	Creator or buyer. Approvers, for whom the Edit P.O. option is selected in Company Purchasing Configuration.
Copied.	Creator, buyer, or approver.

A Rejected purchase order can be...	By these employees
Deleted.	Creator or buyer.
Approved — this changes the status of the purchase order to Approved .	Approvers.

Purchase Order Status Code P - Printed

When a purchase order is **Printed**, it indicates that:

- The purchase order is final printed and complete. This means that the purchase order has been printed from the Purchase Order form rather than from the Reporting application. The "final print" option is not available from the Reporting application.
- The purchase order's line items are ready to be accepted, upon receipt of delivery.

After a purchase order is final printed, the following conditions apply:

- The purchase order cannot be modified, except by a change order, cancelled order, or for a blanket purchase order, a release order.
- The purchase order cannot be deleted.
- A standard order, service order, or any line items on a standard or service order can be vouchered in Accounts Payable, Create Voucher from PO.

A Printed purchase order can be...	By these employees
Opened, copied, and viewed.	Creator, buyer, and approvers.
Modified by a change order.	Creator, buyer, and approvers.
Cancelled.	Creator, buyer, and approvers.

Purchase Order Status Code R - Released (Blanket Orders Only)

When a blanket purchase order is **Released**, it cannot be deleted.

A Released purchase order can be...	By these employees
Modified through another release order.	Creator, buyer, and approvers.
Copied.	Creator, buyer, and approvers.

Purchase Order Status Code G - Changed

When a purchase order is **Changed**, it indicates that a change order has been submitted for approval.

A change order cannot be changed, deleted, modified, or cancelled.

A Changed purchase order can be...	By these employees
Accessed and copied.	Creator, approvers, and all buyers.

A Changed purchase order can be...	By these employees
Approved.	Approvers.

Purchase Order Status Code C - Cancelled

You cannot delete a printed or posted purchase order. You must cancel it.

When a purchase order is **Cancelled**:

- You can no longer create change orders or releases for the purchase order.
- The purchase order cannot be modified or deleted.

A Cancelled purchase order can be...	By these employees
Opened, copied, and viewed.	Creator, approvers, and all buyers.

Purchase Order Status Code Y - Closed

A purchase order:

- Can be closed by the creator, and by buyers and approvers with proper security access, at any time.
- Can be selected to close automatically after it has been vouchered and the voucher has been posted.

If a purchase order:

- Is **Approved** but has not yet been sent to the vendor, you can close it to stop the purchasing process.
- Is **Printed**, you can close it to stop the purchasing process, but it will not be available in Receiving.
- Includes any items that have been selected to voucher, you cannot close it without deselecting the items in Accounting, Accounts Payable, Create Voucher From PO.

When a purchase order is **Closed**, Vision populates the purchase order's **Closed** checkbox with a **Y** and:

- The purchase order cannot be modified, even by a change order or a release.
- The purchase order cannot be cancelled.
- You cannot receive against the purchase order.

Purchase Order Line Item Receiving Status Codes

Vision Purchasing uses purchase order line item receiving status codes to:

- Indicate where a line item is in the receiving process, and
- Enforce the business rules applicable to the receiving process.

There are three purchase order line item status codes, each of which is described in the following table.

Status Code	Description
R - Fully Received	Items or services on the purchase order have been received or completed.
P - Partially Received	Items or services on the purchase order have been partially received or completed.
B - Back Ordered	The remainder of the line item is back ordered.

Requisition, Item Request and Price Quote Request Status Codes

Status codes allow you to track requisitions, item requests, and requests for price quotes, and manage the purchasing process.

The Vision Purchasing and Inventory applications use requisition, item request and request for price quote status codes to:

- Indicate where the requisition or request for price quote is within the purchasing process, and
- Enforce the business rules for processing requisitions and requests for price quotes.

When a key event occurs, Vision updates the record's status code, which in turn defines next actions permitted for that record. Key events include changing information in a record, submitting or approving a requisition, item request, or price quote request, or recording receipt of a delivery.

Below is a list of status codes for requisitions, item requests, and requests for price quote.

- **N** - In Progress
- **S** - Submitted
- **A** - Approved
- **J** - Rejected
- **X** - Closed

In addition, Vision uses a separate set of status codes for requisition and price quote request line items.

All of the status codes associated with requisitions and price quote requests are explained in greater detail in the following sections.

Requisition, Item Request and Price Quote Request Status Code N - In Progress

When a requisition, item request or request for price quote is **In Progress**, it indicates that:

- A user is in the process of completing a form or dialog for the requisition, item request or request for price quote, or
- The requisition, item request or request for price quote has been modified and the modifications have not yet been submitted for approval.

An In Progress requisition, item request or price quote request can be...	By these employees
Opened, copied, modified, or deleted.	Creator and requester.
Opened, copied, or modified.	Approvers, for whom the Edit PR/RFQ option is selected in Company Purchasing Configuration.

Requisition, Item Request and Price Quote Request Status Code S - Submitted

When a requisition, item request or request for price quote is **Submitted**, it indicates that a buyer has submitted a completed requisition or request, item request for price quote for approval.

If the requisition, item request or request for price quote is within the scope of the buyer's approval authority, the buyer's submission of the requisition or request for price quote changes its status to **Approved**.

A Submitted requisition, item request or price quote request can be...	By these employees
Opened, copied, or printed.	Creator and approvers.
Opened, copied, or modified.	Approvers, for whom the Edit PR/RFQ option is selected in Company Purchasing Configuration.

Requisition, Item Request and Price Quote Request Status Code A - Approved

When a requisition, item request or request for price quote is **Approved**, it indicates that;

- An approver has approved the requisition, item request or request and it is now ready for final printing, or
- A requester has submitted a requisition, item request or request for price quote and the amount is within the scope of the buyer's approval authority.

After a requisition, item request or request for price quote is approved, the following conditions apply

- The requisition, item request or request for price quote cannot be modified or deleted.
- The requisition or request for price quote can be used to create a purchase order.
- The item request can be used to create purchase requisitions.
- The item request can be used to create inventory issues.

Requisition, Item Request and Price Quote Request Status Code J - Rejected

When a requisition, item request or request for price quote is **Rejected**, it indicates that an approver has refused to approve it in its current form.

A requisition, item request or request for price quote that has been rejected cannot be used to create a purchase order.

A Rejected requisition, item request or price quote request can be...	By these employees
Copied.	Creator and approvers.
Modified — this changes the status of the requisition or request for price quote back to In Progress . Once an item request is rejected it cannot be modified.	Creator and approvers.
Approved — this changes the status of the requisition or request for price quote to Approved . Once an item request is rejected, it cannot be approved.	Approvers.

Requisition, Item Request and Price Quote Request Status Code X - Closed

You can close a requisition, item request or request for price quote in any status.

When a requisition, item request or request for price quote is **Closed**,

- Vision populates the requisition's, item request's or price quote's **Closed** checkbox with a **Y**.
- The requisition, item request or request for price quote cannot be modified or deleted.

A Closed requisition, item request or price quote request can be...	By these employees
Opened, copied, viewed, and printed.	Creator, requester, and approvers.

Requisition and Price Quote Request Line Item Order Status Codes

Vision Purchasing uses requisition, item request and request for price quote line item order status codes to:

- Indicate where a line item is in the ordering process, and
- Enforce the business rules applicable to the ordering process.

There are two requisition and request for price quote line item status codes, each of which is described in the following table.

Status Code	Description
T - Transferred to P.O.	The detail line item has been transferred to the purchase order and the purchase order has not been printed. The item has not yet been ordered. When an item's status changes to Transferred to P. O. , it cannot be transferred to another purchase order.

Status Code	Description
O - Ordered	The detail line item has been ordered. The purchase order's status is Printed .

Create Voucher from Purchase Order

If you ordered goods, equipment or services using a purchase order created in Vision's Purchasing application, and you have received the vendor's invoice, you can create and post one or more vouchers in a batch file, then print one posting log report listing the batch file's contents, using the Create Voucher from PO feature in Accounts Payable.



Deltek recommends using the Create Voucher from Purchase Order feature if you want the voucher process to also reverse the committed expense created by a purchase order. If you use the Transaction Center to create the voucher, you must close the purchase order entirely to reverse the committed expense associated with it.

Security

Although security for the Purchasing application is menu-level only, security for the Create Voucher from PO feature is role-based. To create vouchers from purchase orders, you must have a security role with access to **Accounting, Accounts Payable, Create Voucher from PO** on the General tab of **Configuration, Security, Roles**.

Accessing the Form

From the Vision Navigation menu, select **Accounting, Accounts Payable, Create Voucher from PO**. From the Select Posting Run dialog, select or create a posting run.

To enable the Vendor Review tab, click the binoculars icon in the **Find** field and select the vendor whose purchase orders you want to retrieve. In the tab's header, select the **Selected for this run** option.

Locating Purchase Order Items Available to Voucher

In the header of the Vendor Review tab, you specify either two-way or three-way matching to locate all open line items, including change orders and releases, available to voucher.

For either match method, Vision also retrieves all service orders for the selected vendor.

- **Two-way matching** — Vision locates item detail lines from the vendor's purchase orders available to voucher.
- **Three-way matching** — Vision locates item detail lines from the vendor's receipts available to voucher. The match method for inventory items is always three-way matching.

The Open to Voucher grid lists the purchase order line items available to voucher. You must manually review the items on the list to identify the ones from which you want to create a voucher.

- You can edit voucher line items to revise cost distribution and taxes among items if, for example, you have agreed with the vendor on an adjustment of these amounts.

- When you enable the inventory feature, the **Shipping Amount**, **Tax**, and **Extra Amount** (if configured) fields are active for inventory items. Click the **Default Estimated Costs** grid option to:
 - Populate these fields from the General tab of the Purchase Order Line Detail dialog.
 - Include amounts in these fields in calculating the item's average actual cost.
- You can edit the **Invoice Amount** in the header of the Vendor Review tab. Before you can post the voucher, the **Invoice Amount** must match the **Total** from the **Open Amount** column, plus shipping, taxes, and any extra amount.

This does not affect the item's cost distribution in the purchase order.



For more information, see “Cost Distribution” on page 214.

Creating an Expense Transaction for the Income Statement

When you final print a purchase order, Vision creates a committed expense for the cost of each item on the purchase order. You can view a project's committed expenses on the project's Office Earnings or Project Summary report, at cost or at billing rates.

When you post the voucher file, Vision:

- Reverses each item's committed expense,
- Creates an expense transaction in Accounting, and
- Posts it to the appropriate income statement account.



Multicompany

If you are using the Multicompany feature, the vendors available to a company are limited by the settings on the vendor record's Accounting tab in the Vendor Info Center:

- The **Approved for use in processing for company “xx”** option must be selected.
- The vendor's vendor **Type** must be available to the active company.

The **Type** drop-down list on the vendor's Accounting tab lists only those vendor types available to company xx. Each vendor type and each company has accounts associated with them. The accounts which a given company and vendor type have in common determine which vendor types are available to that company.

Multicurrency

If you are using the Multicurrency feature, the Open to Voucher grid enables only those purchase orders or line items whose amounts are in the voucher's transaction currency, as specified in the **Currency Code** field in the Vendor Review tab header.

To modify different rows in the list, click the **Currency Code** drop-down arrow and select the currency of the line items you want to modify. You can select only one currency code per voucher.

Inventory Overview

Vision's Inventory feature allows your firm to manage and track all items designated as inventory items. You can use **Inventory**, **Item Requests** rather than **Purchasing**, **Purchase Requisitions** to order both inventory and non-inventory items in the same item request.

In this section you will learn about:

- Inventory Items
- Inventory Location
- Average Actual Cost
- Inventory Common Project
- Inventory Process Flow



To learn more about the Inventory application, see the Purchasing and Inventory book in the Vision Help system.

Inventory Items

Whether an item is an inventory item determines how Vision displays and handles it.

When an item is an inventory item:

- It has the **Inventory Item** option selected on the Inventory tab of **Configuration, Purchasing & Inventory, Items Master**. This indicates that its quantity should be tracked and that it can be linked to a Unit Info Center record for billing purposes.
- It appears in Vision's Purchasing screens with the **Inventory Item** checkbox selected.
- The project, phase and task to be charged for the item's quantity request must be specified.
- Vision tracks its quantity for approvers and displays a recap of all of the item's quantities on an Inventory tab. This tab is in the Line Detail dialog in Inventory, Item Requests and in the Item Review feature in Purchasing.
- It displays a **Y** in the **Is Inventory** column of the Items Lookup list launched from the **Item** field in all Purchasing and Inventory transaction screens.
- Its cost is initially charged to the Inventory Common Project. To enforce this business rule, its grid row on the Cost Distribution tab of its Line Item Detail dialog for purchase orders, purchase requisitions, and requests for price quote is read-only, with the Inventory Common Project populating the project fields.

When an item is not an inventory item:

- It has the **Inventory Item** option cleared on the Inventory tab of **Configuration, Purchasing & Inventory, Items Master**. It cannot be linked to a Unit Info Center record.
- It appears in Vision's Item screens with the **Inventory Item** checkbox cleared.
- It can still be included in an item request containing inventory items.
- The project, phase and task to be charged for the item's cost need not be specified, unless the **Require Cost Distribution** option is selected on the General tab of **Configuration, Purchasing & Inventory, Company Settings**.
- Vision does not track its quantity in the Inventory feature.

- It displays an **N** in the **Is Inventory** column of the Items Lookup list launched from the **Item** field in all Purchasing and Inventory transaction screens.

Changing a Non-Inventory Item to an Inventory Item

If you select **Configuration, Purchasing & Inventory, Items Master** from the Vision Navigation menu, and try to change a non-inventory item to an inventory item, Vision will not allow you to save your change if the non-inventory item is listed on any open purchase orders or purchase requisitions. You must wait until all pending purchasing transactions are concluded before making the change.

Loading Historical Data

Select **Inventory, Transactions, Quantity Adjustments** from the Vision Navigation menu to load an inventory item's Quantity on Hand and Average Actual Cost data.

Inventory Transaction Numbers

Inventory transactions of all types share one numbering system. Vision assigns a new inventory transaction the number shown in the **Next Number/Inventory Transaction** field on the **Inventory tab of Configuration, Purchasing & Inventory, Company Settings**.

The Inventory transaction types are:

- Inventory Issues
- Quantity Adjustments
- Location Moves
- Cost Adjustments

How Units Work with the Inventory Feature

As part of the setup and configuration of Vision Inventory, you add or designate inventory items in **Configuration, Purchasing & Inventory, Items Master**.

Then you link each inventory item to a unit table in **Info Center, Units**:

- You can create a unit from an inventory item. From the menu toolbar, select **New, Create Unit** from Item to open a Unit dialog whose fields are prepopulated for the item's unit of measure.
- You can link an inventory item to an existing unit record. Select the record, then click the **Edit** grid option to open the Unit dialog. Click the **Binoculars** icon in the **Item** field and select the inventory item.

Each unit record can be linked to only one inventory item. When selecting a unit record, you must select a unit whose quantity matches the item's quantity in the item's unit of measure. It is easier to modify the unit table's unit of measure and billing rate than to change the inventory item's unit of measure, quantity, and cost.

Inventory Locations

Vision Inventory includes an optional Locations feature. Use this feature to track inventory stored at different locations in your firm.

If you use this feature, the types of locations you define will depend on how formally your firm designates and refers to the places where it keeps its inventory items.

Examples of location types include:

- Office locations
- Company locations
- Closets
- Shelves
- Warehouses
- Bins
- Aisles

To enable the Locations feature, selecting the **Allow Modify of Locations** option on the Inventory tab of **Configuration, Purchasing & Inventory, Company Settings**.

- If you do not select the **Allow Modify of Locations** option, you must still set up one default Location on the Inventory tab of **Configuration, Purchasing & Inventory, Company Settings**.
- If you do select the **Allow Modify of Locations** option, this enables the **Default in Location for Inv Transactions** sub-option. Select this option to have Vision populate the Location field with the item's Default Location.

Vision's hierarchy for determining a company's default location is:

- The item's **Default Location**, if any, on the Inventory tab of **Configuration, Purchasing & Inventory, Items Master**.
- The **Defaults/Location** on the Inventory tab of **Configuration, Purchasing & Inventory, Company Settings**.

Average Actual Cost

Vision maintains an inventory item's average actual cost by updating it each time an inventory item's quantity on hand or cost amount changes as the result of an inventory transaction posting.

Vision updates the item's average actual cost using the following formula:

$$\text{New Average Actual Cost} = [(\text{Current Qty on Hand} \times \text{Current Avg Actual Cost}) + (\text{New Qty on Hand} \times \text{New Unit Cost})] / \text{Total Qty on Hand}$$

Tax, Shipping and Extra Amounts

When the Inventory feature is enabled, the Line Items tab of **Purchasing, Purchase Orders** includes **Tax**, **Shipping**, and any Extra Amount.



The **Extra Amounts** column displays only if extra amounts are specified in **Configuration, Purchasing & Inventory, Company Settings**.

Vision uses any amounts you enter in these columns in updating its calculation of the item's average actual cost. If you click the **Default Estimated Costs** grid option in the Open to Voucher grid, Vision also populates the **Tax** and **Shipping** amounts in the Open to Voucher grid in **Accounting, Accounts Payable, Create Voucher from PO**, for that line item.

Inventory Common Project

An inventory item cannot be purchased directly for a project. It must first be costed to the inventory common project. The Inventory Common project is a memo job used by the Inventory application to manage inventory accounting transactions. When the inventory item is issued in an inventory issue transaction, the charge is reclassified to the charge project.

As part of Inventory setup, you must create an Inventory Common project for use with the Inventory application and select it from the lookup in the **Inventory Common** field in **Configuration, Purchasing & Inventory, Company Settings**. Each inventory common project is a "memo job" whose use is dedicated to Inventory.

- Quantity Adjustments and Cost Adjustments transactions create journal entries using the Inventory Common project to direct accounting entries to your General Ledger, when the **Skip GL** option is cleared for that line in the Items grid.
- Inventory Issue transactions create unit transactions using the Inventory Common project to direct accounting entries to your General Ledger.

An inventory item's grid row on the Cost Distribution tab of its Line Item Detail dialog for purchase orders, purchase requisitions, and requests for price quote is read-only, with the Inventory Common project populating the project fields.

When you create the new Project Info Center record for the Inventory Common project, you need to complete only the required (yellow) fields. You can specify a descriptive Project Name, or a name beginning with zzz, to make it easier for you to identify the project in lookup lists.

When you set up the Inventory Common project record, you must:

- Select the **Available to Accounting users** option on the General tab for each company for which the project will be used in Inventory.
- Specify a **Charge Type** of **Overhead** on the Accounting tab.
- Enter a **Billing Currency** and a **Project Currency** on the Accounting tab (Multicurrency, only).

If your Vision database is set up to create phases and tasks, your Inventory Common project can also have a phase and a task.

Inventory Process Flow

The following table describes two typical Vision Inventory process flow scenarios.

Step	Description
1	The item's record either already exists or you create it in Configuration, Purchasing & Inventory, Items Master .
2	Decide which items should be designated as inventory items, and set up each one as an inventory item by filling out its Inventory tab.
3	<p>An inventory item is needed for a project (the "charge project").</p> <ul style="list-style-type: none"> ▪ Create an item request. <p>Depending on whether the inventory item is available in sufficient quantity, one of the following scenarios could occur:</p>

Step	Description
	<p>Scenario A: Sufficient quantity is available.</p> <p>Submit the item request for approval.</p> <ul style="list-style-type: none"> ▪ An alert is sent to an authorized employee. ▪ Upon approval of the item request, Vision reserves the item quantity against the charge project. ▪ The inventory manager runs the Reservation Pick List report for the stock clerk or materials handler. ▪ If the quantity is available, the inventory manager creates an inventory issue transaction. <p>Scenario B: Sufficient quantity is not on hand and unavailable.</p> <p>Submit the item request for approval. Upon submission of the item request, Vision:</p> <ul style="list-style-type: none"> ▪ Calculates the Purchase Quantity and enters it in the Item Request grid. ▪ Reserves the quantity against the charge project, regardless of how much is currently available. ▪ Creates a purchase requisition for the purchase quantity and sends an alert to a Purchasing approver. ▪ When the item is received from the vendor, the receiving clerk creates a receipt. ▪ Vision updates the item's Quantity on Hand. ▪ If the quantity is available, the inventory manager creates an inventory issue transaction.

Chapter 11: Security Concepts

Vision Security is a role-based systems that allows you to grant access to the Vision application based on a user's role within your firm. This chapter introduces concepts to help you understand how Vision's role-based security features work.

Vision Security Overview

Vision's security features enable the Vision System Administrator to grant or restrict a user's access to modules and forms within Vision, based on the user's role.

In this chapter, you will learn about

- Setting Up Security
- Role Types
- Assigning Access Rights to Menu Items
- Record Level Security



For additional information, see the [Security Configuration](#) book in the Vision Help system.

Setting Up Security

Vision's security features enable you to grant or restrict a user's access to modules and forms within Vision. To define each user's rights to Vision, you first creates user roles that reflect your organization's business rules. For example, a marketing role would enable a user to view only those portions of Vision that relate to marketing.

After you create roles, you can assign each user or a group of users to a role. Because every user must have a role, this "role-based" security system provides tremendous flexibility and ensures users have access to the specific information they need, down to the record level. Record level security further defines a user's security rights by assigning access to specific rows of data based on certain criteria.

Create Roles

In order to define each user's rights to Vision, the System Administrator first creates user roles that reflect your organization's business rules. For example, a marketing role may enable a user to only view those portions of Vision that relate to marketing.

After you create roles, you can assign each user or a group of users to a role. Because every user must have a role, this role-based security system provides tremendous flexibility and ensures users have access to the specific information they need, down to the record level. Record level security further defines a user's security rights by assigning access to specific rows of data based on certain criteria.

Create Users

Users are individuals who use the Vision application. While implementing Vision security, the System Administrator must create user records for every individual who will use Vision. Users are created from scratch or from existing Employee Info Center records, and are then assigned to a role. Upon log in, Vision identifies the user and their role. Because of this role, Vision only lets the user perform actions where his or her security role has appropriate access.

Assign Passwords

Passwords are necessary to verify users when they log into Vision. When the System Administrator establishes password policies for Vision, they determine the username and password for each Vision user. The user may not change their username, but may change their password after the initial log in. See the Password Policies tab for more information.

Windows Integrated Security

Delte Vision includes an option for Windows Integrated Security, which allows users to log in one time for both Windows and the Vision application. Integrated Security is configured to use each user's Windows NT/2000 Domain network login, which automatically logs them into the Vision application. If the user is not properly logged into their network, they will be prompted for their network identification and password before they can log in to Vision.

Security Role Types

The Vision role type options, Accounting, Administrator, and CRM, are useful for managing the flow of information throughout Vision. These options give different Vision users access to the exact information they need.

Example

This scenario indicates how a firm might use Vision Role Types to manage a project's work flow.

- A marketing user whose role type is CRM sets up a new project called XYZ. After a period of time, the XYZ Project progresses to the point where it is necessary to enter accounting information for the project. The CRM user selects the Available to Accounting Users checkbox on the General Tab of Project Info Center.
- A person in the accounting department, whose role is type Accounting, now sees the XYZ Project in her list of projects. She goes to the Accounting Tab of Project Info Center and enters the relevant accounting information. XYZ Project is now ready for accounting processing, so the user selects the Available for Use in Accounting Applications option on the General Tab of Project Info Center (this option is not available for a CRM user). Now, there are additional required fields on the Accounting Tab of Project Info Center that must be completed.
- After the Accounting user enters all required information on the Accounting Tab of Project Info Center, the XYZ Project becomes available for processing in Vision Timesheet. After the project is approved and posted, it cannot be modified.

The Role Type is selected on the General Tab of Role Security. Select **Configuration » Security » Roles » General** from the Vision Navigation menu to display the General tab form.

Accounting User

This option is available in the following circumstances:

- **When Vision Accounting and Vision CRM are installed.** The Type of Role can be set to Accounting User, which will enable the Select Period dialog box within Vision.

- **When only Vision Accounting is installed.** The Type of Role can be set to either Accounting or Admin, which allows firms with non-accounting users to enter new projects and associated information, without the ability to approve them for use in accounting applications (for example, Timesheet).

When a role is an Accounting User, it has the ability to approve Projects, Vendors, and Employees for use in accounting applications after completing the required fields for the accounting application.

The Administrator may designate certain Info Center fields as **Required** for an Accounting User. Fields that are marked required for Accounting Users must contain data in order to save the respective Info Center record.

CRM User

This option is available when Vision Accounting *and* Vision CRM are installed. It gives users access to Employee, Project, and Vendor records marked as **Available to CRM users**. If the user is not also marked as an Accounting User, they are allowed to enter new Employee, Project, and Vendor records without completing fields required for Accounting Users. In addition, they cannot approve records for use in accounting applications.

The Administrator may designate certain Info Center fields as **Required** for a CRM User. Fields that are marked required for CRM Users must contain data in order to save the respective Info Center record.

Administrator User

Select this option to give the role Administrative privileges for the following:

- **Dashboard** — The role can save the dashboard layout for other users.
- **Process Queues** — The role can stop and start process queues and see jobs submitted by other users in the process queue manager.
- **Lookups** — The role can access all records in lookups.
- **Info Center** — The role can use the Tab Designer to customize Info Center labels.
- **Login** — The role can retain log in privileges even if all users are disabled in the "user activity" application.

Assign Access Rights to Menu Items

Use the General Tab of Role Security to assign access rights to menu items within the Vision application. Select **Configuration » Security » Roles » General** to display the General tab form.

Full Access to all Menu Items

Select the **Full access to all menu items** option to assign FULL access rights to all menu items automatically. Vision selects every option on this form. For planning purposes, it is important to note that selecting this option means that all menus added in future versions of Vision will be available automatically. To keep this from happening, manually select all boxes in the tree instead of using the **Full access to all menu items** option.



This list of menu items reflects the Vision navigation tree. Therefore, if you customize your navigation tree, this list will reflect those changes.

Access to Specific Menu Items

If you do not wish to assign full access to all menu items, select the menu items for which you will establish rights. A checkmark indicates a selected menu item, and you can click on the menu item's arrow to expand the tree and view the forms contained within each menu. You can also enable all or disable all menu options at one time.

- Info Center
- Calendar/Activities
- Proposals
- Planning
- Billing
- Transaction Center
- Accounting
- Human Resources
- Time and Expense
- Purchasing
- Inventory
- Reporting
- Utilities
- Configuration
- Deltek Support

Record Level Security

Use the Record Access tab of Role Security to determine a role's access rights and record level security for various Vision applications. This is useful for creating roles that specifically address your organization's requirements. For example, a project manager might have full access to the Employee Info Center and Project Info Center, while a Project Consultant might only need read only access to the Project Info Center.

Select **Configuration » Security » Roles » Record Access** to display the Record Access tab form.

What Is Record Level Security?

Record level security further defines a user's security rights by assigning access to specific rows of data based on certain criteria. You define record level security through the Vision lookups. Once you create specific queries that address the role's access to records, the lookup results list will only show records to which the role has access rights. The users that are assigned to that role will only be able to navigate the Vision records where they are granted access.

In addition to granting or restricting access to individual records, Record Level Security also supports granting or restricting access to hierarchical record structures. One such hierarchical structure is the Project (Level 1), Phase (Level 2), and Task (Level 3) structure related to work breakdown. For example, if a role has access rights to a Project, then that role will also have access to all Phases and Tasks within that Project. However, if a role only has access to a specific Phase within a Project, the role can only access Tasks within that particular Phase - the role cannot access other Phases or Tasks within the same Project or in other Projects.

Record Level View

Use the **Record Level View** field to access the lookup that enables you to select criteria for each Vision application. You may grant or restrict different levels of access for each individual application.

For example, if you set the Read Level for the Opportunities Info Center WHERE Project Manager (the role) EQUALS John James AND state EQUALS Missouri, then the project manager named John James will only have read level access to the Opportunity Info Center records for the state of Missouri.

Record Level Update

Use the **Record Level Update** field to access the lookup that enables you to select criteria for each Vision application. You may grant or restrict different levels of access for each individual application.

For example, if you set the Update Level for the Opportunities Info Center WHERE Project Manager (the role) EQUALS John James AND state EQUALS Missouri, then the project manager named John James will have update level access to the Opportunity Info Center records for the state of Missouri.

Chapter 12: Work Breakdown Structure (WBS) Concepts

A work breakdown structure (WBS) divides each of your projects into distinct, manageable work elements in a way that balances management needs with the need to collect an appropriate and effective level of project data. A WBS is used by various groups in a company, such as marketing, business development, project management, and accounting. A well-planned WBS is integral to successful project proposals, planning, scheduling, budgeting, and reporting.

WBS Overview

The Vision work breakdown structure reflects how your firm chooses to structure project data within Vision.



The Vision default term for work done by your firm is project. The term project is used throughout this chapter. You may refer to a project using another term, such as case or job. You can tailor this and other labels throughout Vision to meet your firm's needs using the Labels tab of Configuration, General, System Settings and/or the Info Center Designer.

Your Vision work breakdown structure impacts the:

- Value you get from the data you store.
- Ability to leverage past work to generate new business.
- Ability to improve job performance based on past experience.
- Ease and quality of knowledge sharing among groups in your company.
- Quality of service and level of reporting and billing customization that you can provide to your clients.

Vision WBS Components

There are four key components to the Vision WBS, which work together to provide a comprehensive tracking and reporting system for cost and revenue information. Before you begin to set up your firm's work breakdown structure within Vision, your firm must understand how each of the four components work together to provide a structure that gathers and reports information to meet your firm's internal and external reporting needs.

The four components are:

- The organizational (or profit center) structure.
- The WBS or project structure.
- The labor code structure for labor cost.
- The Chart of Accounts structure for expenses.

In addition to the four key components of the WBS, Vision includes other codes, such as client numbers, whose structure you must plan before beginning to use Vision. Although these numbers do not directly relate to the WBS, because Vision is an integrated system, you may want to consider your WBS structure when structuring other Vision numbers.



For an overview of each number type, see "Other Vision Numbers" on page 271.

Vision Plans

Vision Plans can also have a WBS. Since plans can be converted to projects, it is important to understand how the planning WBS and the project WBS relate.



For more information on Vision Plans, see “Project Planning “ on page 182.

Reporting Needs and the Vision WBS

The four Vision WBS components work together to provide a structure that gathers and reports information to meet your firm's internal and external reporting needs.

Below are lists of commonly required internal and external reporting needs, which your firm can meet using Vision and a well-planned Vision WBS.

Internal Reporting Needs

- Project report and budgeting data
- Marketing and other indirect cost data
- Information on employee utilization
- General ledger report data, firm-wide and by organization (profit center)

External Reporting Needs

- Billing
- Progress reports for clients
- Data to manage consultant payments

Who Plans the Work Breakdown Structure?

The WBS is an important tool for many people throughout your firm, from the marketing professional trying to win a new job, to the project manager planning a project, to the accounting professional making sure the client is properly billed for the work done. Because of this, it may be helpful to involve the various groups that will use the Vision work breakdown structure when deciding how to structure your firm-wide WBS and determining guidelines for tailoring the WBS on a project-by-project basis.

Whom you decide to involve in the decision-making process depends on your company's situation and needs. Deltek recommends you at least include someone responsible for project management and someone responsible for accounting when deciding on your WBS firm-wide settings. You may also want a marketing perspective represented.

WBS Planning Considerations

There are four key considerations when planning your work breakdown structure (WBS):

- **Contract stipulations** — You should consider your firm's contractual obligations for billing and reporting when planning your WBS. For example, if the contract requires that you create separate invoices for expense and labor, or that you bill labor and expense at separate times (monthly for labor, weekly for expense), then you must use project delimiters in your WBS structure to track a project's expense and labor separately.



A delimiter is any special character (usually a period) used as a separator. Firms often use a delimiter to separate a project number into a main number and a sub-number. They use the sub-number for additional work orders, representing costs beyond the scope of basic services.

- **Organization structure of your company** — Your company structure and the way different departments or offices work together contributes to the WBS. For example, if your firm has multiple business units that must track costs and expenses individually, and that will collaborate on the same project, you could configure organization codes to represent each office, and then associate the appropriate WBS levels with the appropriate office for costing and revenue purposes.
- **Vision applications you use** — Depending on which Vision applications you use, your information needs may change.
- **Needs of various roles within your company** — Different groups within your company, such as marketing, project management and project planning, and accounting and finance, have different needs for project information. You should consider the information each group needs when planning your WBS.

Accounting and the WBS

If your firm uses the Vision Accounting or Time and Expense applications, a well-planned WBS can help ensure that proper pieces of the project, such as what portion of a project an employee worked on, and for how long, are tracked and measured for the purposes of:

- Assigning expenses and costs to a project.
- Accurate and tailored client billing.
- Assigning labor costs to the right employees and the right projects.

Even if your firm does not use the Vision Accounting or Time and Expense applications, Deltek recommends that you consider the needs of your accounting department for project billing and assigning expense and cost to a project when creating your firm-wide work breakdown structure.

Because the needs of the accounting professional are often precise and dependent on the data collected and managed by the project manager, it is important that an accounting representative and a project management representative are involved when planning your firm-wide work breakdown structure.

Considerations

Accounting wants:

- To meet contractual billing needs, such as whom should be billed, what billing methods and terms to use based on the type of work and who performed the work, and when clients should be billed.
- Detailed expense and cost information, including how expenses and costs should be applied to the project as a whole or to its individual components.
- Detailed labor information, such as who worked on a project, how long each person worked, and what to pay the individual.
- An easy, efficient, accurate way to get this data from the project manager.
- To balance the need to record information for General Ledger purposes with project managements need to manage the project.
- To create a structure that is manageable. Can employees reasonably track their time at the levels you're defining?

- A flexible structure to accommodate most of your billing requirements.

Accounting doesn't want:

- A structure too simple to capture the data they need.
- A structure so complex that it becomes too hard to extract and manipulate the data they need.
- The project manager to be a bottleneck for important information.

Marketing and the WBS

Marketing professionals can automatically generate proposals leveraging data from past projects, such as project descriptions and the credentials of people who worked on the account or project.

To do this, marketing professionals can:

- Create new promotional projects for use by marketing only. They may want to do this by:
 - Creating a simple one-level work breakdown structure for every project, or every marketable piece of work.
 - Breaking a large project down into smaller components (or phases and tasks), creating multiple levels of work breakdown structure to market the work done on each component, while still maintaining the relationship of the separate components. For example, if your firm built the entire John Hancock Center, but you want to market the gift shop inside as a separate project, you can create a work breakdown structure that allows you to save the entire project as the John Hancock Center, and save one of the components (or phases) as the Gift Shop.
- Use existing project data stored for project management or accounting purposes. In this scenario, the marketing professional must work with an established work breakdown structure that may hold more detail than needed. It's important for the marketer to understand how to extract the data needed from the existing structure.

If your firm uses only the Vision Client Relationship Management (CRM) and Proposals application, Deltek recommends you consider your internal accounting needs when creating your work breakdown structure.

Considerations

Marketing wants:

- Summarized data that highlights the most successful and most attractive aspects of past projects, including descriptions and lists of experienced personnel who worked on projects.
- Easy creation of proposals from stored data.
- To easily retrieve and report on information at a detail or summary level of the WBS (for projects that both accounting and marketing use).

Marketing doesn't want:

- The level of detail required by project management and accounting.
- The constraints of a complex or detailed work breakdown structure that requires a high learning curve and time-consuming data entry.

Planning and the WBS

The Planning WBS is used in Planning when you create project plans. You do not specify firm-wide planning WBS criteria. You create a planning WBS for each particular project plan.

Vision's Planning application does not place restrictions on the number of WBS levels, as the Project Info Center does. However, if you plan to convert your project plan into a project for use in the CRM and Proposals, Accounting, or Time & Expense applications, or if you plan to view plan budgets in Vision project reports, you need to map the planning structure to the project structure.



For more information about mapping plans, see the Planning book in the Vision Help system.

If your firm uses the Vision Planning application, a well-planned WBS can help the project manager:

- Plan and schedule the work and resources required to complete quality projects on time and within budget.
- Organize project work into segments (phases or phases and tasks) that result in deliverables.
- Assign and track accountability for project work.
- Track and measure resource assignments to avoid resource shortages.

If your firm also uses the Vision Accounting application, a well-planned WBS can help the project manager:

- Track and budget a project's costs, using the Project Budget Worksheet or the Project Progress report.
- Track percent of the project completed.
- Track employee performance for future reference.
- Forecast revenues and profits that will be generated by the project.
- Track and measure project expenses for stakeholder reporting.
- Report project progress to internal and external stakeholders.

If your firm also uses the CRM and Proposals application, a well-planned WBS allows the project manager to leverage data saved by sales or marketing professionals while pursuing a project.

Considerations

Project Management wants:

- Ability to plan the project from beginning to end, leveraging existing client or project data, and leveraging information about available resources.
- Robust storage of detailed information about the project for the purposes of reporting progress internally and to interested external parties, such as clients or vendors.
- To improve future performance based on data collected from past work on similar projects.
- Easy and flexible data manipulation and analysis.
- Accurate and timely data storage, retrieval, and manipulation to keep projects on schedule and on time.
- To compare actual costs with plans in Planning.

Project Management doesn't want:

- A structure too simple to capture the detail he or she needs.
- A structure so complex that it requires an unnecessarily high learning curve or time-consuming data entry.
- To be slowed down by the details of billing, expensing, or costing a project.
- To be slowed down by tracking labor for payroll purposes.

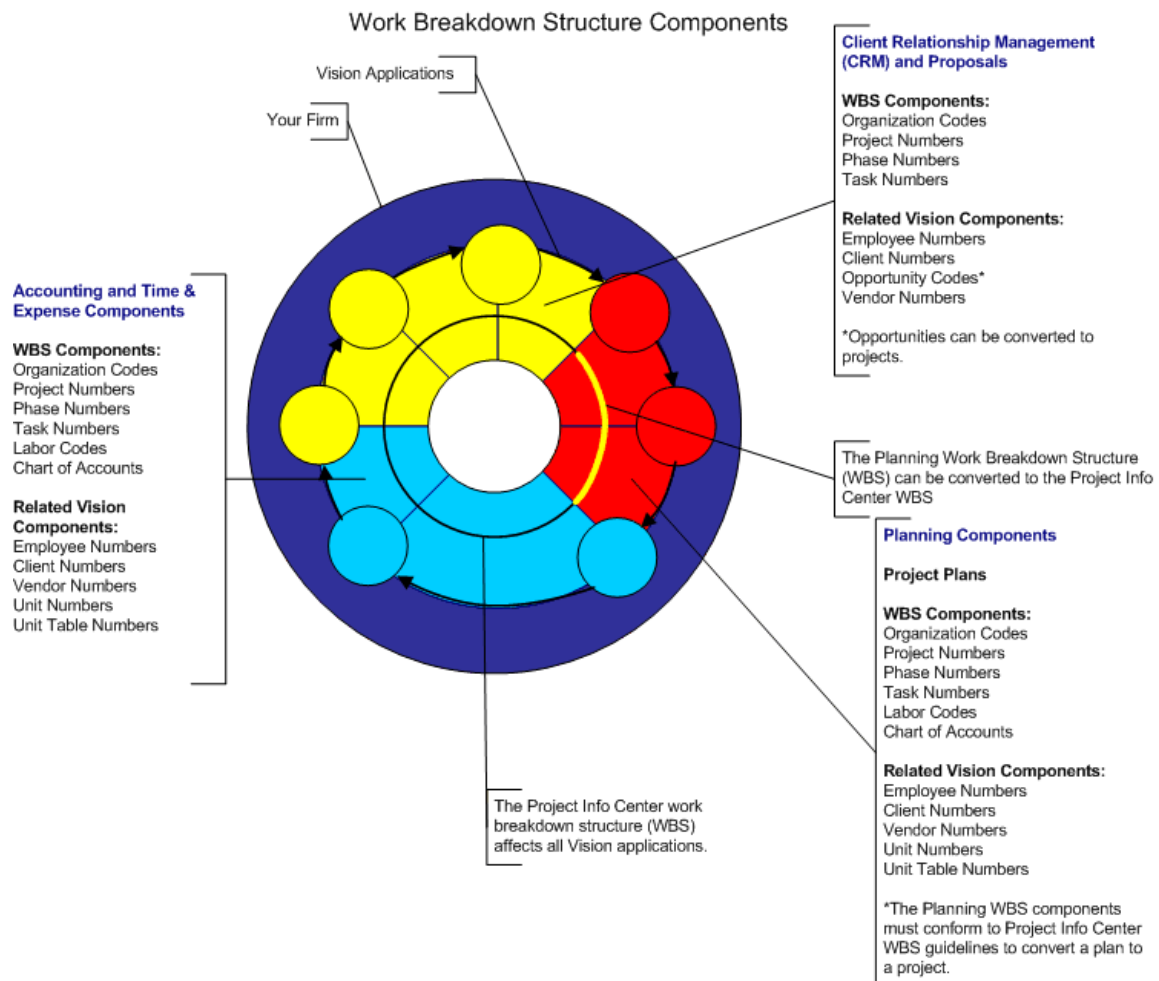
WBS Project Templates

After your firm decides how you want to structure your WBS, project templates are an efficient way to ensure that projects created by users at your firm conform to this structure. You create project templates from the Vision Configuration application (Configuration, General, Project Templates).



For additional information about project templates, see the Configuration book in the Vision Help system.

Diagram of WBS Components



Work Breakdown Structure of Components

Plan Your Work Breakdown Structure

There are several main components you use to create your work breakdown structure. This section briefly describes each component. For details about the structure of each component, see Structure of WBS Components.

Although the components listed below are the key WBS components, there are also other Vision numbers whose structure must be configured, such as client numbers. These components are discussed on Other Vision Numbers of this guide.

Work Breakdown Structure Components

The four main WBS components include:

- Organization
- WBS Level
- Labor Codes
- Accounts

Organization

Organizations are companies, divisions, departments, or business units, in one or more locations, practicing one or more disciplines, that incur expenses or generate revenue for a larger company.

WBS Level

A project may be configured with up to three levels of detail, each with its own numbering structure, and its own attributes. These levels are called WBS Levels. Each of these levels may be further divided using delimiters.

In addition to understanding the purpose and structure of each level, it is important to understand how Vision works with the WBS levels to record transactions, run reports, and create bills.



For additional information, see “How Vision Works with WBS Levels” on page 247.

The following is a list of default Vision labels for WBS levels, as well as alternate examples, which your firm may use:

Level	Default Label	Other Examples
One	Project	Client, Matter
Two	Phase	Engagement, Task
Three	Task	Event, Deliverable

Project Numbers

Projects are your firm's individual jobs. When you use the Vision Accounting application, Billing application, or Time and Expense application, all the work your firm does and all the money it spends and receives is associated with various projects.



You can further divide, organize, and track a project's work using delimiters and/or using phases and tasks.

Phases and Tasks

Phases and tasks let you break out the individual segments of a project and track financial reports and the project's profitability by each individual segment. Phases and tasks are used typically for internal purposes. You cannot bill phases and tasks individually.

Project, Phase, and Task Delimiters

A delimiter is a divider, such as a period or colon, that separates one segment of a number from another. You can use delimiters in your project numbers, phase numbers, and/or task numbers. Valid delimiters in Vision are period (.), colon (:), and dash (-).

- **Project delimiters.** Used to create up to two additional levels of structure for your project, which you can bill individually. Also used to track financial reports and the project's profitability. The sub-projects you create with delimiters are similar to phases and tasks, except you can bill delimiter sub-projects individually.
- **Phase or task delimiters.** Used to create structure below the phase and task to capture more detail. You cannot bill phases or tasks individually.

Labor Codes

Labor codes let you categorize labor for budgeting and reporting purposes. They allow you to track, in more detail, what your employees are doing.

Accounts

Your General Ledger accounts track the expenses incurred by the projects in your firm. Whenever you post data in Vision, the accounts in the General Ledger are affected.

How Vision Works with WBS Levels

A project may be configured with up to three levels of detail, each with its own numbering structure, and its own attributes. Each WBS level can have the following attributes:

- Contract value
- Organization
- Project manager and principal
- Revenue method
- Start and end dates
- User-defined field values

By default, the WBS levels in Vision are project, phase, and task.

Transaction Recording and WBS Levels

All transactions are recorded at the lowest level available for an individual WBS. For example, transactions are recorded at the task level for a project with three levels of WBS (project, phase, and task).

Reporting and WBS Levels

You can run reports on any level of the WBS. For example, you can run a report at the phase level for a project with three levels of WBS.

Billing and WBS Levels

The most important distinction to make about WBS levels is in billing:

- All levels of the WBS must be billed to the same client on the same invoice.
- Elements may have the same billing terms or different billing terms.
- Multiple work breakdown structures may also be billed together on the same invoice using the Billing Group feature.

Choose a Simple, Intermediate, or Complex Structure

After you understand how your firm will use the work breakdown structure and the components that make up a WBS, the next step is to choose the complexity of your WBS.

You use organization codes, phases and tasks, project, phase, and task delimiters, and labor codes as components to build your work breakdown structure. The more components you use, the more complex your WBS.



All charges, such as labor, expenses, or revenue, are forced to the lowest WBS level in use by a particular project.

How complex you make your work breakdown structure depends on your firm's needs, such as what type of information you want to capture, what types of information you need to report on, and contractual obligations for billing clients. As part of developing a work breakdown structure, you may want to look at mock-ups of key Vision reports, created using different numbering schemes. Our Vision Support group can create these for you, or you can build a small dummy database and generate your own samples.

On the following pages, you will find three sample WBS structures that you can use as guidelines for setting up your WBS.

The three sample structures are:

- Simple
- Intermediate
- Complex

For administrative purposes, we recommend you choose the simplest structure that meets your needs.

Sample WBS - Simple

Below is an example of a simple work breakdown structure for a single scope of service job, the design of a bank building, for which the structural and engineering pieces are being outsourced.

Project Name: Bank Building

Project Number: 100

- For this project, no icon displays to the left of the project name because there is only one level of WBS for the project.
- The project number is the minimum length -- three digits.

- There is no organization structure associated with this firm.

In this situation, the WBS uses only the WBS 1 or project number, only the base project number (no delimiters), and the minimum length requirement of three characters. There are also no labor codes used. This type of simple structure may be acceptable for small firms or small jobs that require basic tracking or billing.

Sample WBS - Intermediate

This structure is for the same bank building used in the sample simple work breakdown structure. However, in this example, your firm wants to track labor and expense for three separate parts of the same building: the main building, a plaza, and a parking garage.

You complete the following:

- Create two levels of work breakdown structure to track at this level of detail.
- Because your firm wants to track labor to a more granular level, you include labor codes as part of the work breakdown structure. The labor code is also one-level, and includes five codes for an employee to choose from when billing time to a project.
- An icon displays to the left of the project name to indicate that there are two levels of WBS. When you click this icon, the top level displays 0001000.00 Bank Building and the second level displays the phases.
- The project's number is nine characters in length (000100.00). In this situation, Vision is configured to use leading zeros and one delimiter. The original project number was 100.00, and Vision padded the number with three leading zeros to meet the nine-character firm-wide requirement.
- The labor code is also one-level, and includes five codes for an employee to choose from when billing time to a project.

Component	Name	Number
WBS 1 (Main Project)	Bank Building	000100.00
WBS 2 (Phase 1)	Main Building	000
WBS 2 (Phase 2)	Plaza	001
WBS 2 (Phase 3)	Parking Garage	002

Component	Name	Number
Labor Codes (One-level structure) Labor codes are firm-wide, not project specific.		
Labor Code 1	Pre-design	1 Labor codes are implicitly part of the full "project" number, but do not actually appear anywhere in Vision screens or reports appended to the project number. The implications of using labor codes in your WBS structure are most evident in Timesheet processing. If Vision has two levels of WBS enabled and labor codes, then the timesheet user must complete fields for WBS1 (Project), WBS2 (Phase), as well as labor code.
Labor Code 2	Site Analysis	2
Labor Code 3	Schematic Design	3
Labor Code 4	Design Development	4
Labor Code 5	Construction Documents	5

Sample WBS - Complex

This structure is based on work for the same bank building used for the sample intermediate work breakdown structure. However, in this example, in addition to breaking the building work into three pieces (main building, plaza, and parking garage), your firm wants to track design and engineering work separately, and attribute the labor and expense to two different offices and departments of your organization.

In this example you configure a two-level organization structure: Office and Department (Boston: Architecture; Engineering and New York: Architecture; Engineering). You then create three levels of work breakdown structure to track detail, and associate each level with the appropriate organization.

Also, in this example your firm wants to track labor based on standard design phases (pre-design, site analysis, and so on). To do this, labor codes are included as part of the work breakdown structure.

Component	Name	Number
Organization Level 1	Boston	BO
Organization Level 1	New York	NY
Organization Level 2	Architecture	AR
Organization Level 2	Engineering	EN
Potential Org combinations: BO.AR, BO.EN, NY.AR, NY.EN		
WBS 1 (Main Project)	Bank Building	000100.00 (BO.AR)
WBS 2 (Phase 1)	Main Building	000 (BO.AR)
WBS 3 (Task 1)	Design	01
WBS 3 (Task 2)	Structural	02
WBS 2 (Phase 2)	Plaza	001 (BO.AR)
WBS 3 (Task 1)	Design	01
WBS 3 (Task 2)	Structural	02
WBS 2 (Phase 3)	Parking Garage	002 (BO.AR)
WBS 3 (Task 1)	Design	01

Component	Name	Number
Labor Codes (One-level structure) Labor codes are firm-wide, not project specific.		
Labor Code 1'	Pre-design	1 Labor codes are implicitly part of the full "project" number, but do not actually appear anywhere in Vision screens or reports appended to the project number. The implications of using labor codes in your WBS structure are most evident in Timesheet processing. If Vision has all three levels of WBS enabled and labor codes, then the timesheet user must complete fields for WBS1 (Project), WBS2 (Phase), WBS3 (Task) as well as labor code.
Labor Code 2	Site Analysis	2
Labor Code 3	Schematic Design	3
Labor Code 4	Design Development	4
Labor Code 5	Construction Documents	5

Deciding Which Components to Use

Before you decide whether or not your firm should use phases, phases and tasks, delimiters, labor codes, or some combination of the three, you should understand the differences between these components.

Refer to the following table to compare the various WBS components:

WBS Component	Used for Billing	Used for Cost, Expense, Reporting	Used for Labor Budgeting	Set Firm-Wide
Project Numbers	Yes	Yes	Yes	No. Set at the project level.

WBS Component	Used for Billing	Used for Cost, Expense, Reporting	Used for Labor Budgeting	Set Firm-Wide
Project Delimiters	Yes. Project delimiters let you break project work into sub-projects, similar to phases or tasks. The key difference is that you can bill work on an individual sub-project, but you cannot bill work on an individual phase or task.	Yes	Yes	No
Phases and tasks	No. You cannot bill phases or tasks individually, but you can show them separately on the project invoice.	Yes	Yes	No. Set at the project level.
Phase or task delimiters	No. You cannot bill sub-phases or sub-tasks, but you can show them separately on the project invoice.	Yes	Yes	No.
Labor Codes	Yes. Labor codes are typically used only for internal budgeting or planning purposes. However, some firms chose to base labor billing amounts on labor codes. If you bill labor based on activity rather than based on employee or employee level, you may want to use labor codes.	No	Yes. Labor codes are often used for budgeting. You cannot track expenses or costs, or attribute work to a particular project manager using labor codes.	Yes. Labor codes are set on a firm-wide basis. You select from the same set of labor codes for each project. Phases and tasks, however, are set on a project-by-project basis.

Use Delimiters

When you plan your work breakdown structure, you can specify that WBS level numbers include delimiters. The project number can have up to two delimiters, and phase or task numbers can have up to one delimiter.

See the following examples of when you may want to use delimiters in your project, phase, or task numbers.

- Distinguish one piece of work from another, maintain the relationship, and bill each piece separately.

Firms often use a delimiter to separate a project number into a main number and a subnumber. They use the subnumber for:

- Additional work orders.
- Representing costs beyond the scope of basic services.

A firm may, for example, have a project 97014.00, with sub-projects 97014.01 and 97014.02.

When you use delimiters, you have the option of printing a separate invoice for each sub-project, and running reports separately for each sub-project, or rolled up into one report based on the base number. For example, you can run a Project Summary report that includes all projects with the beginning digits 97014.

Note that if you do not need to bill the work done on each individual sub-project, you can also use phases and tasks to break down the work. The distinction between projects with sub-projects and projects with phases and tasks is that you cannot bill an individual phase or task.

- Track work on one phase of a project completed by different organizations, and bill each organization separately.

Different roles within your firm often require different project data. For example, a project manager wants to break down her John Hancock project into three phases: parking garage, shopping level, and observation deck. This is adequate for the project manager, but the accountant knows that both the Mississippi and Massachusetts offices are going to work on the shopping level, and she wants to apply costs and expenses to the appropriate organization.

To solve both needs, you can structure your phase number with a dash as a delimiter. A number, for example, 101, represents the phase "shopping level." 101-A represents the Mississippi office, and 101-B represents the Massachusetts office. By using a delimiter in the phase number, the project manager can manage the phase, "shopping level," as one component, and the accountant can treat it as two components.

Projects are usually created for external reporting purposes (for example, to generate bills). If you have no internal need to divide a project into parts, but do have an external need, you should consider using project sub-numbers to divide the project. For example, if you want to divide project 99056.00 into parts on your invoices, you can create the sub-projects 99056.01, 99056.02, and so on, instead of using phases or phases and tasks.

- Break a project into more than three levels of detail.

For very large projects, a project manager may need all the detail that Vision allows to control costs. Using delimiters offers two more levels of breakdown.

- Quickly and easily group similar projects by project number on reports.

If you create a project with several sub-projects using delimiters, you can specify the base project number and run a report that will include all the sub-projects.

For example, if you have a project 90012, and two sub-projects 90012.001, and 90012.002, you can run a report that includes all projects with the base number 90012.

Use Phases and Tasks

A phase is an explicitly defined and independently managed segment of a project. A task is an explicitly defined and independently managed segment of a phase.

When a project has phases or phases and tasks, and you enter expenses or labor for a project, you must specify the phase or task that should receive the labor or expense charge. When you decide how many levels to include in your WBS, keep in mind that all measurable project data is always tracked at the lowest level of the work breakdown structure levels.

Phases and tasks are defined on a project-by-project basis and not on a firm-wide basis. You do not have to create a balanced WBS tree of projects, phases, and tasks for any given project.

For example, you can have a project with five phases broken down as follows:

1999014.00 South Shore Industrial Park

001 Feasibility Study 00 TASK1	Phase 001 has one task: Task 00
002 Environmental Audit	
003 Facility Design 00 TASK3 01 TASK4	Phase 003 has two tasks: Task 00 Task 01
004 Construction Administration	
005 Facility Operation	Phase 005 has no tasks

Depending on your business goals, you may want to subdivide a project using delimiters, in addition to using phases or phases and tasks, or instead of using multiple WBS levels. If you want to track labor costs, you can also use labor codes (Use Labor Codes).

Business Uses for a Two or Three Level Work Breakdown Structure

See the following examples of business uses for a two or three level work breakdown structure.

- Project manager wants two levels of detail.
If a project manager wants to see two levels of detail for labor and expenses within a contract, you can use phases and tasks. The main segments would be represented by phases. Tasks would represent the specific services within each segment.
- Marketing professional wants to market a segment of a project.
If a marketing professional wants to market a segment of a project, such as the parking garage of a larger building, you can set up phases to represent parts of the building. This then allows the marketing professional to create proposals using the information on the specific segment he or she wants to showcase.
- Track project data for internal reporting only.
Projects are usually created for external reporting purposes (for example, to generate bills). If you have a need for internal reporting in addition to external reporting, you could create phases, or phases and tasks.

For example, if you want to track how much work a particular organization does on a project, but you don't want this information to appear on the client's invoice, you can create phases to represent organizations. Vision Billing Terms allow you to display all project detail under the heading of the main project, thereby hiding the phases from the client.

If you have no internal need to divide a project into parts, but do have an external need, you should consider using delimiters to divide the project into sub-projects because you can create individual invoices for sub-projects — you cannot do this for phases and tasks.

- Budget a component of a project separately.
If you set up multiple levels of WBS, you can budget components separately using the Project Budget Worksheet.
- Present a component of a project separately on a bill.
Although all project expenses or fees are billed to the lowest level of WBS, if you set up multiple levels of WBS, you can establish billing terms to generate invoices that will display detail at all WBS levels, or only the levels you want to display.
- Flexible reporting.
Vision's project-related reports can show each project broken out by phase or phase and task.
 - **Phase number** — The phase number fits between the project number and the task number in the standard sorting hierarchy of Vision reports.
 - **Task number** — The task number fits between the phase number and the labor code in the standard sorting hierarchy of Vision reports

Use Labor Codes

Labor codes classify the work that your employees do. You do not have to use labor codes. Your WBS may contain enough information without labor codes to meet your administrative needs for tracking work on a project.

If you decide to use labor codes to categorize labor charges, whenever an employee enters time for a specific project, they must charge the time to a specific labor code. This labor code specifies the type of work the employee performed on a specific project, phase, or task.

Why Use Labor Codes?

- Typically you would use labor codes for internal budgeting and labor tracking by department, service, or staff level, or any combination of these. If you structure your project numbers, phases, and tasks to represent departments, services, or staff levels, you may not need to use labor codes.
- If you use the Project Budget Worksheet, you must budget labor by at least one labor code.
- Labor codes are reflected on the Project Progress report, which is the key project management report in Vision.
- On all project-related reports, labor detail is sorted in labor code order.
- You can use labor codes for generic resources in Vision Resource Management.
- You can use labor codes as a level in a Project Plan.
- You can base labor billing amounts on labor codes. Although labor codes are typically used internally, if you bill labor based on activity rather than based on employee or employee level, you may want to use labor codes. Here are some points to keep in mind:
 - If your firm bills labor based on the employee's billing category or staff level and for a given job an employee can wear multiple hats and be billed at multiple rates, you can establish a labor code for staff level. You can say, for example, that all labor charged to code E09, Engineering Department/Principal, is billed at \$90/hour. Although uncommon,

this billing technique can be useful for small firms, where one employee wears several hats. It allows a single employee to be billed at multiple rates, based on the work he or she is currently doing.

- Some firms devote a labor code level to marking labor charges as billable or non-billable, so that rework or ineffective time can be charged to a project but not billed to the client. These firms may, for example, use 0 as the final character of the labor code if labor is billable and 1 if it is not billable. This approach makes sense if a firm has non-billable functions that employees are aware of when they enter their timesheets. If you don't follow this approach, you can still choose not to bill certain labor charges when you prepare your invoices.

Organizations

Organization is the default name for companies, divisions, departments, or business units, in one or more locations, practicing one or more disciplines, that incur expenses or generate revenue for a larger organization.

Your firm may have configured Vision to use a different term for organization, such as business unit. Contact your system administrator for further information about how your firm uses labels.

Vision Organization Reporting allows management to define and closely monitor each individual organization, or business unit.

Using Vision organizations you can:

- Create a separate General Ledger for each organization.
- Create separate financial statements for each organization.
- Create separate accounting and project reports for each organization.
- Distribute corporate overhead to individual organizations on an assignment or proration basis.

Projects

Project is the default name for level one of the Vision work breakdown structure. Your firm may have configured Vision to use a different term for project, such as engagement, job, or matter. Projects can be configured with two sub-levels, by default called Phase and Task.

Projects are your firm's individual jobs. You set up projects from the Project Info Center.



For more information about the Project Info Center, see the Info Center book in the Vision Help system.

Project Structure Overview

A project may be broken into segments using delimiters, or phases and tasks. You may have three major levels. Level two (phase) and level three (task) are optional.

The project number component is the backbone of Vision and the basis on which project progress, financial, and profitability data is tracked.

A project can be any of the following:

- A regular, revenue-producing job.
- A way to collect overhead information. For example, when your payables clerk spends the day cutting checks to vendors, the clerk charges that labor to an overhead project.

Other overhead collection projects may include a Vacation project, a Sick project, or a General Overhead project.

- A way to collect and track information and resources associated with a marketing campaign.
- If using Organization Reporting, a project can be a way to steer non-project-related transactions to the appropriate organization's Balance Sheet accounts.

Projects, Opportunities, and Plans

In addition to tracking current project data, your firm may want to plan project resources, or gather information to create project proposals. Rather than creating projects for these purposes, you can create project plans, or opportunities. You must have the Vision Planning application to create project plans.

Depending on which Vision applications you use, project numbering may or may not be closely related to opportunity numbering and plan numbering, because you can create projects from both opportunities and plans.

- When you use the Vision Accounting application or Time and Expense application, all the work your firm does and all the money it spends and receives is associated with various projects. Every transaction must have an associated project number.
- When you use the Vision Client Relationship Management (CRM) and Proposals application, all the client and contact management work you do is associated with various projects or opportunities. SF330 Proposals are automatically populated with information from Project and Opportunity Info Centers.
- When you use the Vision Planning application, your plans may or may not be associated with projects established in the Project Info Center.

However, if you want to convert a project plan or an opportunity to a project in the Project Info Center, then you must construct the opportunity or plan numbers to coordinate with the structure you establish for the project number portion of the WBS components.

Phases

Phase is the default name for level two of the work breakdown structure. Your firm may have configured Vision to use a different term for phase, such as task or engagement.

A phase is an explicitly defined sub-project or independently managed component of a project. Phases group labor and expense activity within a project. Unlike labor codes, which are defined on a firm-wide basis, phases are defined on a project-by-project basis.

If you choose to use phases, each project typically has its own set of phases. A phase is usually work performed during its project, with an expected duration, an expected cost, and expected resource requirements. Phases can be subdivided into tasks.

There are many uses for phases. You can set up Vision to use phases or phases and tasks for all projects, only your more complex projects, or no projects at all. Many firms, who have smaller and less complicated contracts, do not need to define or use phases or tasks.

Tasks

Task is the default name for level three of the work breakdown structure. Your firm may have configured Vision to use a different term for a task, such as matter or deliverable. A task is an explicitly defined sub-phase or independently managed component of a phase. You should know the following about tasks:

- You must have a phase to set up a task.

- Tasks group labor and expense activity within a phase.
- Unlike labor codes, which are defined on a firm-wide basis, tasks, like phases, are defined on a project-by-project basis.

If you use tasks, typically each phase has its own set of tasks. A task is usually an element of work performed during the course of a phase with an expected duration, an expected cost, and expected resource requirements. Tasks can be further subdivided into activities, or actions not directly related to the work breakdown structure.

There are many uses for tasks. You can set up Vision to use phases and tasks for all projects, only your more complex projects, or no projects at all. Many firms, who have smaller and less complicated contracts, do not need to define or use phases or tasks.

Labor Codes

Labor code is the default name for a code that classifies the work that your employees do. Your firm may have configured Vision to use a different term for labor code, such as work code.

Project managers typically use labor codes to track the hours and dollars both spent and budgeted on a contract. You do not have to use labor codes. Without labor codes your work breakdown structure may still contain enough information to meet your administrative needs for tracking work on a project. If you do decide to use labor codes, they are required with all timesheet transactions, to identify each hour of labor.

Labor codes can have multiple levels. They can classify work on a project, phase, or task in categories, or levels, that you define, such as department, progress, service, or staff level.

Sample Labor Code Usage

For example, you may use a two level code, in which the first character represents department, and the second and third represent activity. In this example, your department codes are A-Architectural and E-Engineering. Your activity codes include 04-Design Development and 09-Survey. By putting these codes together, you can identify a labor charge by department and activity:

Code	Meaning
A04	Architectural Department / Design Development
E09	Engineering Department / Survey
E04	Engineering Department / Design Development

Vision lets you establish a labor code structure that is configured for your firm. You may decide to have a simple one-level labor code representing activity. Or, you can create a more complex structure, with up to a five-level labor code.

Whatever you decide, you can create as many labor codes as you want. Since labor codes are firm-specific, no labor codes are pre-defined within Vision.

You can use labor codes to identify:

- The department associated with a labor charge.
- The project phase or segment associated with a labor charge, if you only want to budget labor for a particular aspect of a project, and therefore don't need to set up a WBS phase.
- The service provided by the employee.

- The staff level of the employee.

Important Information about Labor Codes

- You do not need to use labor codes. By setting the firm-wide default labor code length to zero (0) during installation, you can turn off labor codes. You may decide not to use labor codes if the information you need to capture to track labor is contained in your project, phase, or task numbers.
- Unlike a set of phases or phases and tasks, which apply to only one project, the labor codes you use are established on a firm-wide basis. The same set of labor codes applies to all of your firm's projects.
- You can change a labor code label for an existing labor code level from the Labor Code form in Accounting Configuration, or change definitions and rates for labor codes under any given label from the Billing Labor Code Table form
- You can change definitions and cost or pay rates for labor codes under any given label from the Cost/Pay Labor Code Tables form.



To see sample labor codes for Architectural, Engineering, and Environmental firms, see "Appendix B: Labor Code Examples" on page 286.

Chart of Accounts

Account is the default name for a Vision General Ledger account. Your firm may have configured Vision to use a different term for an account.

Your General Ledger accounts track the expenses incurred by the projects in your firm. Whenever your firm posts labor or expense transactions in Vision, the accounts in the General Ledger are affected by the posting.



For a complete list of the accounts in the Vision Standard Chart of Accounts, see "Appendix A: Standard Chart of Accounts" on page 279.

Before you begin posting labor or expenses using Vision, your firm should:

- Print an Account List from the Chart of Accounts Info Center to review the standard account ranges and Chart of Accounts included with Vision.
- Add or modify accounts as needed, within account ranges, from the Chart of Accounts Info Center.
- Map employee types to expense accounts from the Employee Types form in Accounting Configuration.

Structure of WBS Components

After you understand the Vision Work Breakdown Structure (WBS), how your firm will use it, and how complex it should be, it is time to decide how you will structure the WBS components.

Delte Vision allows you to create a firm-wide WBS with up to three major levels of detail if you use phases and tasks, and with up to seven levels of detail if you use delimiters. You can break down your projects further using labor codes.

Firm-wide Installation and Setup Settings

At the firm-wide level, you specify the following during installation and setup:

- Maximum number of WBS levels that can be used for any project (up to three).

When you install Vision, the default WBS has only one level: Project. Use the Key Formats utilities (**Utility » Key Formats**) for phases, or phases and tasks, to activate one or both of those levels by specifying the lengths of the phase and task numbers. If you do not want one or both of those levels to be available for your projects, do not use the Key Formats utilities to specify settings for those levels.



Refer to the Vision Online Help system for information on how to use the Key Formats utilities.

- Labels to use for each level.
- Format of the values for each level, including maximum lengths and number of delimiters.
- Whether or not to use leading zeros to force the uniformity of project number length. When you configure various project-related numbers used by Vision, such as project numbers and client numbers, you can specify whether or not to use a uniform format for each type of number, or an undefined format by selecting or not selecting the **Display Leading Zeros** options in the Key Formats utility for that number.

If you select the **Leading Zeros** option, the length of the type of number you are formatting is uniform for all projects. Leading zeros are added to each entered number if necessary. The position of the delimiter you specify (for example, the sixth position 00123.56) is also uniform for all projects.

If you do not select the **Leading Zeros** option, the length of the type of number you are formatting has no pre-defined structure, except that it cannot exceed the total characters and number of delimiters specified for the type of number (for example, 20 characters maximum, including one delimiter for a client number).

The firm-wide standards you establish apply only to projects created in the Project Info Center. If you use the Vision Planning application, you can create a work breakdown structure that does not conform to the firm-wide standards. However, if you plan to create projects from plans, you must use the same WBS structure for projects and map your plan WBS to your project WBS.



For more information about mapping, see the Project Planning section of the Planning book in the Vision Help system.

At the project level, you can choose to use less than the maximum number of WBS levels allowed, but you must conform to the format for length and delimiters specified at the firm-wide level. If your firm chooses to use leading zeros, all project number lengths will be made uniform by Vision.

Details About Structuring WBS Components

You use delimiters, work breakdown structure levels, and labor codes to construct your firm-wide work breakdown structure. Be aware that all measurable project detail is tracked at the lowest level of the Work Breakdown Structure, whether that be project, phase, task, or labor code.

In addition to the WBS components, other Vision components, such as account numbers, are closely tied to the work breakdown structure because they affect project control, customer relationship management, accounting, and client control operations in Vision. Because of this it is

important to consider the structure of these related Vision components, as well as the three WBS components.

Organization Codes

An organization code is a code that represents a business unit or division of your firm that incurs expenses and/or generates revenue.

You can have up to a five-level organization code structure. The total length is up to 14 characters, including a user-defined delimiter to separate each level for entry and reporting purposes.

Delimiters

A delimiter is any special character (usually a period) used as a separator. Valid delimiters are:

tab
. (period)
: (colon)
- (dash)



For more information about using delimiters, see “Use Delimiters” on page 253.

WBS Levels

WBS levels are the backbone of your work breakdown structure. Refer to this table for information about default, maximum, and minimum lengths to consider when defining your firm-wide lengths for each level:

Level	Default Label	Max. Length	Min. Length
One	Project	30 characters, including two delimiters	3 characters
Two	Phase	7 characters, including one delimiter	1 character (if you use this level)
Three	Task	7 characters, including one delimiter	1 character (if you use this level)

When you click on the Level icon, the WBS tree displays. This tree lists links for the additional WBS levels.

WBS Level values are hierarchical, meaning the level two (phase) number is one delimiter greater than the level one (project) number, and the level three (task) number is one delimiter greater than the level two (phase) number.

For example:

Project Number	9300
Phase Number	9300.01
Task Number	9300.01.01

Because of this hierarchy, you can have the same WBS level value for multiple projects, or the same WBS level value for multiple phases, yet each phase is associated only with the appropriate project, and each task is associated only with the appropriate phase.

The WBS level three (task) number is the most minute level of detail for any WBS. Several tasks can make up one phase, and several phases can make up one project. You must have a project number to have a phase number, and a phase number to have a task number.

Don't confuse project, phase, task hierarchy with using delimiters. If you use project, phase, and/or task delimiters as well as phases and tasks, you can have up to six delimiters and seven segments in your WBS number.

For example:

2002.	001.	01.	A01.	001.	01.	00
Main project	Sub-project using delimiters	Sub-project 2 using delimiters	Phase	Sub-phase	Task	Sub-task

Labor Codes

Labor codes classify the work that your employees do. Labor codes are typically used on timesheets. See the following table for default, maximum, and minimum lengths to consider when defining your firm-wide labor code lengths.

Default Label	Maximum Length	Minimum Length
Labor Codes	Up to five levels - 14 characters total.	0 (zero) characters Set to 0 if you do not want to use labor codes.

Unlike a set of phases or phases and tasks, for which you establish firm-wide defaults, but which you define on a project-by-project basis, your labor code defaults and the structure itself are established on a firm-wide basis.

You do not need to use labor codes. By setting the firm-wide default length to zero (0) during installation, you can turn off labor codes. You may want to turn off labor codes if using WBS levels and/or delimiters meets your firm's needs.

Account Numbers

Accounts track the revenue and expense generated by a project. The length of your account numbers can be up to 11 characters, including one delimiter. The minimum length is three characters. The default is five positions with a period (.) as a delimiter in the fourth position (for example, 123.45).



A Standard Chart of Accounts is included with Vision. See "Appendix A: Standard Chart of Accounts" on page 279.

Organization Codes Guidelines

You establish the number of levels your firm will use in all organization codes, the delimiter to use between levels, and the length of each level during installation.

You can have up to a five-level organization code structure, with a total length of 14 characters, including a user-defined delimiter to separate each level for entry and reporting purposes. The values at a lower level are not specific to the parent value. For example, if Level 1 represents Office and Level 2 represents Department, then Department R&D can exist for multiple offices.

At any time after installation, you can do the following from Organization Configuration:

- From Organization General Setup, establish the general organization settings for your firm, specify whether automatic postings should be made, and change level or organization labels. General settings must be established before you can enter subcode and individual organization information.
- Add subcodes. Subcodes are the basis for organization reporting. Also, if you are converting from another product, subcodes aid in the process of converting your database to use Organizations in Vision.
- Use Individual Organization Setup to create new organizations and make modifications to existing organizations.
- If you are using Vision Proposals, you may also use Firm Setup - Proposals.

Key Conversions and Key Formats Utilities

Your system administrator can change the organization code using the Key Conversions utility or the number of levels, length of each level, and the delimiter using the Key Formats utility.



For more information about the Key Conversions and Key Formats utilities, see the Utilities book in the Vision Help system.

Project Numbers Guidelines

You establish your project number structure during implementation.

A project number, or the first level of your work breakdown structure, can be a total of 30 characters long, including two delimiters. The minimum length is three characters. You can also choose to have Vision supply leading zeros for all project numbers, which would pad numbers to the firm-wide length you establish during implementation.

For example, the project number, 12345.78, consists of five characters, followed by a period (.) delimiter in the sixth position, and ending with a two-character sub-number. This project number is a total of 8 characters long.

Overhead projects typically have numbers between 00001.00 and 00099.00 so they are grouped together and thus identified easily.

Depending on how you establish your firm-wide work breakdown structure, you may be able to further segment your project by adding phases, or phases and tasks.

Tips for Structuring Project Numbers

If you do not currently have a project numbering system that works with Vision, we recommend developing one in which regular projects can be distinguished easily from overhead projects.

- For regular projects, one possibility is to embed the year of the project's inception into the project number (for example, 2002014.00 for the fourteenth project in 2002). Another possibility is to include an office code as part of the project number (for example, 10-0004.00 in which 10 represents a particular office).
- For overhead projects, many firms set up a project for General Overhead and a series of projects for Vacation, Sick, Holiday, etc. Often they number them 1 to 99 (for example, 00001.00 for General Overhead, 00002.00 for Vacation, 00003.00 for Sick, and so on). This means that overhead projects always appear first on project-related reports, which are generally sorted in project number order.

Key Conversions and Key Formats Utilities

Your system administrator can change a project number using the Key Conversions utility or change the length of project numbers, delimiters used, or the delimiters' positions using the Key Formats utility.



For more information about the Key Conversions utility and the Key Formats utilities, see the Utilities book in the Vision Help system.

Phase Number Guidelines

You establish your phase number structure during implementation, if you want to use phases.

Phase numbers can be up to seven characters, including one user-defined delimiter. Most firms are satisfied with a simple three-character code. As long as you use the same number of characters from project to project, your phase numbers do not need to be consistent. For example, one project can have phase numbers 100, 200, and 300, while another has phases 001, 002, and 003. However, it may be helpful to determine a numbering method before you begin to create phases.



You activate the phase level as an option for projects by using the Key Formats utility to specify the length of phase numbers. If you do not use the Key Formats utility to specify a length for phase numbers, that WBS level is not activated and is not available to use for any projects.



Don't confuse phases with tasks, labor codes, or sub-projects created by using project delimiters. Compare WBS components to understand the differences between components.

Key Conversions and Key Formats Utilities

Your system administrator can use the Key Formats utilities to establish a multi-level WBS (using phases or phases and tasks). They can also use that utility to change the length of phase numbers, delimiters used, and the delimiters' positions.

They can use the Key Conversions utility to change phase numbers or combine phases.



For more information about the Key Conversions and Key Formats utilities, see the Utilities book in the Vision Help system.

Task Number Guidelines

You establish your task number structure during installation.

Task numbers can be up to seven characters, including one user-defined delimiter. Most firms are satisfied with a simple three-character code. As long as you use the same number of characters from project to project and phase to phase, your task numbers do not need to be consistent. For example, one phase can have task numbers 001, 002, and 003, while another has tasks A01, A02, and A03. However, it may be helpful to determine a numbering method before you begin to create tasks.

You activate the task level as an option for projects by using the Key Formats utility to specify the length of task numbers. If you do not use the Key Formats utility to specify a length for task numbers, that WBS level is not activated and is not available to use for any projects.



Don't confuse tasks with phases, labor codes, or sub-projects created by using project delimiters. Compare WBS components to understand the differences between each component.

Key Conversions and Key Formats Utilities

Your system administrator can use the Key Formats utilities to establish a multi-level WBS (using phases or phases and tasks). They can also use that utility to change the length of task numbers, delimiters used, and the delimiters' positions.

They can use the Key Conversions utility to change task numbers or combine tasks.



For more information about the Key Conversions and Key Formats utilities, see the Utilities book in the Vision Help system.

Determine the Phase or Task Numbering Method

After you decide to use phases, or phases and tasks, you need to decide the phase and task number structure.

Basically, the phase structure or the task structure is the way you identify (or number) the individual phases or tasks within your project.

Here are three common ways to structure your phases or tasks:

- Segmentation
- Sequencing
- Disciplines

Remember that phases, or phases and tasks, and their structure can differ from project to project. Even if you decide to use segmentation as the main phase or task structuring method, there may be instances where you would want to use one of the other methods.

Segmentation

Project segmentation allows different components of the project to be separated on project reports. This is useful if each segment involves more than one discipline, or if the segments have different project managers. Segmentation is also appropriate if contract amounts have been defined for each segment.

Segmentation Example

100 High-rise Block
200 Parking Structure
300 Shopping Level
400 Forecourt and Plaza

Sequencing

Project sequencing is helpful for projects that benefit from being budgeted in separate stages, or are going to have different billing terms for each stage.

Sequencing Example

010 Feasibility Study
020 Site Analysis
030 Design Services
040 Construction Documents
050 Construction Administration
060 Additional Services

Disciplines

Dividing a project by discipline is appropriate if there is a different manager responsible for the work in each department. It is also useful for seeing profitability for each discipline.

Labor Code Guidelines

You establish your labor code structure during installation.

You can set up labor codes with a maximum of five levels. You specify each level's character length, up to a total labor code length (all levels) of 14 characters. If you do not want to use labor codes, set your firm-wide length to 0 (zero) during installation or from the Key Format utility.

Labor codes should be as detailed as necessary to obtain meaningful information on project management reports. At the same time, you should keep labor codes as simple as possible so employees will fill out timesheets accurately and on time.

You enter the following information about your labor code structure during Labor Code installation.

- **Total number of labor code levels** — Enter the total number of labor code levels for your firm. This number must be between zero and five with the total labor code length not exceeding 14 characters. If you do not want to use labor codes, you can do so by specifying 0 as the number of levels.
- **Number of characters in each labor code level** — Enter the number of characters in each labor code level. You cannot exceed 14 characters in the total labor code length.
- **Label for each labor code level** — As part of setting up your labor codes, you must tell Vision how many levels you plan to use and provide a label for each level (for example, Department or Staff Level). The label will appear as an identifier on some reports.



For examples of typical labor code structures, see “Sample Labor Code Levels” on page 269 and “Appendix B: Labor Code Examples” on page 286.

Tips about Structuring Labor Codes

- The labor code structure you set up applies to all projects, and cannot be changed on a per-project basis.
- If you set up multiple labor code levels, the value of each lower level is independent and can be used with other higher level labor code values. For example, if you set up a level one Department and a level two Activity, and then set up a value for the Activity level of General Activity, the level two Activity value, General Activity, can apply to multiple level one departments.
- You may want to use letters in your labor codes to indicate broader groups (for example, departments) and numbers for more narrow groups (for example, services).
- You can keep the concept of labor codes separate from phases and tasks by remembering that labor codes are available on a global basis in the system. Phases and tasks are project-specific.
- It is helpful to include a general category for each level of your labor codes. This catchall category is especially useful for charging time to overhead projects and also can be used for budgeting and historical purposes.

Key Conversions and Key Formats Utilities

Your System Administrator can change a labor code using the Key Conversions utility or number of levels, length of each level and the delimiter from the Key Formats utility.

Multiple Levels of Labor Codes

Because labor codes can have multiple levels, a single combination of codes can identify a labor charge in multiple ways.

For example, you may use a two level code, in which the first character represents department, and the second and third characters (2nd level) represent activity. In this example, your department codes are A-Architecture and E-Engineering. Your activity codes include 04-Design Development and 09-Survey. By putting these codes together, you can identify a labor charge by department and activity.

Code	Meaning
A04	Architectural Department / Design Development
E09	Engineering Department / Survey
E04	Engineering Department/Design Development

Sample Labor Code Levels

Labor codes are structured by levels. Vision can be configured with a labor code structure of up to five levels, however, most firms need only one, two, or three levels.

Here are some typical labor code levels:

- **Departments**, such as Architectural and Environmental. This is usually a one-digit level.
- **Phases**, such as Pre-Design and Survey. This is usually a one-digit level.
- **Services**, such as Marketing Studies and Field Survey. This is usually a two-digit level.
- **Staff Level**, such as Principal, Non-Technical, Senior Engineer, Engineer. This is usually a one-digit level.
- **Non-billable** labor code. Some firms designate a level to distinguish billable from non-billable labor. This would only be necessary if you bill for time and materials contracts and typically do not bill for most of your labor. You can always choose not to bill labor during the Interactive Billing cycle. This is usually a one-digit level.



As part of the implementation process, you determine the number of levels, the names of the levels, the number of positions within each level, and the codes and their meanings for each position. You can also change this information later from the Key Conversions utility or the Key Formats utility.

Labor Code Example

You can choose to assign A as the labor code for Architecture, and S as the labor code for Survey. If you have a long list of items that you want to code, you can assign numbers; for example, 63 could represent Model Construction and 58 could represent Hydrogeologic Survey.

Here are two examples of a three-level labor code structure, with a total character length of five.

Label	Number of Digits	Example 1	Example 2
Department	1	A Architectural	E Environmental
Staff	2	01 Principal	04 Technical
Service	2	63 Model Construction	58 Hydrogeologic Survey
Total labor code	5	A0163 Architectural/Principal/Model Construction	E0458 Environmental/Technical/Hydrogeologic Survey



For additional labor code examples, see “Appendix B: Labor Code Examples” on page 286

Chart of Accounts Guidelines

During installation of the Vision Accounting application, you establish an account number structure. The length of your account numbers can be up to 11 characters, including one delimiter. The minimum length is three characters. The default is five positions with a period (.) as a delimiter in the fourth position (for example, 123.45).

Tips about Grouping Account Numbers

When deciding whether or not to modify your Chart of Accounts, keep in mind that you can create Account Group tables to group any number of accounts on reports, regardless of whether they appear sequentially in the Chart of Accounts.

Key Conversion Utility

Your system administrator can change account numbers using the Key Conversions utility.



For more information about the Key Conversions utility, see the Utilities book in the Vision Help system.

Tips for Modifying the Standard Chart of Accounts

The Standard Chart of Accounts is the recommended account numbering method for your firm. If you choose not to follow the structure provided to you in the Standard Chart of Accounts, you can modify account numbers for account classes, such as Assets or Liabilities using the Account Key Conversion utility. However, certain tips have been established so that Vision continues to function properly.

- **Account Group Tables** — When deciding whether or not to modify your chart of accounts, keep in mind that you can reorganize your chart of accounts for the purpose of general ledger reporting using Account Group tables. Using Account Group tables, you can group any number of accounts on general ledger reports, regardless of whether they are part of the same account range in the chart of accounts.
- **Bad Debt Expense** — You may want to alter your standard chart of accounts by creating a Bad Debt direct expense account (by default in the range 600.00 - 699.99). Using a Bad Debt account, you can associate write-offs, such as credit invoices, to a project without affecting cash. The Bad Debt expense account affects only the project responsible for the write-off, and only this project's expenses, rather than the projects' earned revenue and billings.

For example, if you want to write off the amount due for one invoice, you can in effect simulate a payment by charging the total amount of the invoice to the Bad Debt expense account. The advantage of this method is that Vision preserves the total amount of billings for the project. You can see how much the project would have earned if the client had paid the outstanding invoice, and you can view (by project) the amount of the bad debt expense.

- **Below the Line Items** — You can use Other Miscellaneous Revenue and Expenses to track revenue and expense that is unrelated to the firm's normal operations (for example,

interest income, or a provision for income tax expense). Amounts in these accounts will appear below the operating profit/loss on the Income Statement.

- **Net Worth** — The Net Worth account applies to a proprietorship. If your firm is a partnership or corporation, you must add the accounts shown in the following table, although you can use different account numbers. Be aware that the 301.00 account already exists; you simply change its name.

Partnership	Corporation
301.00 Capital, Partner A	301.00 Common Stock
302.00 Capital, Partner B	302.00 Paid-in Capital
303.00 Capital, Partner C	303.00 Preferred Stock (when applicable)

- **Account Numbering Logic** — Many firms find it helpful to use the same second and third digits for parallel accounts. In the Standard Chart of Accounts, for example, the Reimbursable Structural Consultant account is 511.00 and the Direct Structural Consultant account is 611.00.
- **Budgeting Accounts** — You may not want to enter budgets or history for every single account in a particular category. You may, for example, want to budget all reimbursable consultants together, rather than budgeting structural, mechanical, electrical, and so forth, separately. For this reason, consider setting up a general account (for example, 510.00, General Reimbursable Consultants) for some of your account categories.
- **Account Number Format** — If you use the default account number format, each account number will end with a two-digit sub-project following the decimal point. For the most part, firms use 00 as the number for the sub-project. However, you can use other numbers if you need to fit more than 10 accounts in a group. For example, if you want all of your benefit accounts to be in the range 730.00 to 739.00, but you have more than 10 benefit accounts, you can use numbers such as 730.01.

Other Vision Numbers

In addition to the main components you use to create your work breakdown structure, you must establish a structure for other numbers or codes used throughout Vision. Your firm's requirements for structuring these additional numbers and codes, such as account numbers or organization codes, may impact decisions you make about your work breakdown structure.

The other Vision numbers and codes you must consider when creating your WBS are:

- Clients
- Opportunities
- Employees
- Units
- Unit Tables
- Vendors
- Plans

Each of these elements is discussed in greater detail in the following sections.



This guide refers to default labels, such as client. Some of the labels in your application may have been changed or added to meet your company's business requirements. Contact your system administrator for further information.

Clients

Client is the default term for a firm for which you complete your projects. Your firm may have configured Vision to use a different term for client, such as customer.

Client numbers are numbers associated with clients in Vision. Using client numbers is optional. Before you begin to use Vision, you should decide whether or not you want to establish a pool of information about your clients. Client data includes the client's name and address, your contact at the client office, and an unlimited number of internal notes about the client. If you choose to store client data, you may establish a client numbering system.

Using client numbers is common for firms that do repeat work for a client or for firms that have several jobs for a given client.

If you choose to enter client information, you can associate clients with particular projects and tasks in the Project Info Center. Then you can:

- Sort reports by client, meaning that you see the client name and, below that, all the projects and tasks associated with the client.
- Generate reports for selected clients, subtotal reports by client, and display the client name on project reports. View the sample Aged Accounts Receivable Report, sorted by client name and client number, as well as by project number.
- Generate one invoice that includes all of the projects for a particular client.

If you use Vision Billing, client numbers make it easier to enter project billing terms. Instead of entering client name and address information for each project, you can simply enter the client number. Vision looks up the client's name and address, adds this information to the project's billing terms, and prints the name and address on the project's invoices.

Consider using this feature if you frequently:

- Do repeat work for your clients.
- Do several jobs at once for your clients.

Opportunities

Opportunity is the default term for a potential project your firm is interested in pursuing. Your firm may have configured Vision to use a different term for opportunity, such as prospect.

You use opportunities with the Vision Client Relationship Management (CRM) and Proposals application. An opportunity record stores information, including names, addresses, phone numbers, related activities and files, current opportunity status, opportunity team members, project codes, and opportunity contacts. You enter opportunities in the Opportunity Info Center.

You establish opportunity numbers for each opportunity you create. An opportunity number is not required in the Opportunity Info Center.

Employees

Employee is the default term for a person at your firm who completes the work on a project. Your firm may have configured Vision to use a different term for employee, such as staff.

As part of installation, you must assign an employee number to each of your firm's employees. This number is used throughout Vision to track the employee's labor charges, expense charges, payroll information, billing rates, and more.

Units

Unit is the default term for discrete goods or services that your firm costs or expenses. Your firm may have configured Vision to use a different term for unit.

Unit are goods or services that are billed at the same rate for most or all of your projects. For example, lab tests are always billed at \$60.00 per test, regardless of who performs the test. Each test would be considered one unit. Units are used only with the Vision Accounting application.

Units are used to cost expenses to projects, bill expenses to projects, or both cost and bill expenses to projects. They are similar to expenses posted through cash disbursements, journal entries, or Accounts Payable vouchers in that they can record expenses on projects and can be billed. They are different from these other transaction types in that they can be invoiced showing both a quantity and a rate on the invoice. Units are also used to bill labor for multiple people as a group/unit (for example, 3-person field crew or survey crew).

You can also use units to recover overhead expenses. For example, you may use units to recover the cost of copying, charging projects \$.10 per copy.

Units and Unit Tables

To use the unit feature, you must first create unit tables in the Unit Info Center, and then add individual units (with cost and billing rates) to the tables. Using unit tables enables you to efficiently organize and maintain your unit information. You can create separate unit tables to group unit records by project, project type, unit type, and so on. This makes it easier for you to find and use unit records when processing accounting and billing transactions.

Unit Tables

Unit table is the default term for a group of units with various rates assigned that apply to a specific project or group of projects. Unit tables are used only with the Vision Accounting application. Your firm may have configured Vision to use a different term for unit table, such as unit group. It is likely that if your firm changed the label for unit in Vision, they similarly changed the unit table label.

Delttek Vision stores units in unit tables. Vision uses two types of unit tables:

- **Reference** — These are unit tables with unique names, typically created to be used by a group of projects. For example, you might create a unit table for all projects that you do for the City of Boston, charging the city \$60 for a soil sample, and \$120/hour for a survey crew. You might create a different table for the City of Providence, charging them \$45 for a soil sample and \$135/hour for a survey crew.
- **Project-Specific** — These unit tables are tied to a specific project.

Vendors

Vendor is the default term for a person or business from whom your company acquires the materials and services needed to complete your projects. If you use vendors with the Client Relationship Management (CRM) and Proposals application, a vendor record may be used to represent someone who does work for you, such as a contractor or consultant. Your firm may have configured Vision to use a different term for a vendor, such as consultant.

Vendor records store information about vendors, including addresses, phone numbers, contact names, accounting information, related files, links to ongoing and completed projects, and other details.

Plans

A project plan is the backbone of the Vision Planning application. Each plan includes a Planning WBS, which must match the project WBS if you want to create projects from plans. Your firm may use plans to help create project details, such as schedule and budget, or as a template to create various types of projects.

You create plans from the Planning option of the Vision Navigation menu. You must have the Planning application to create plans.

You do not establish firm-wide guidelines for plan numbers. You establish plan numbers individually for each plan you create. However, if you want to convert a project plan to a project, you must associate the plan with WBS components whose structure conforms with firm-wide guidelines established for the project WBS, as explained in the topic titled Structure of WBS Components.

Structure of Other Vision Numbers

The following Vision number structures must be determined before you begin to use Vision. You should understand these components, in addition to the main WBS components before establishing the structure of your firm-wide WBS during installation and setup.

Determine the Structure of Your Client Numbers

During installation, you establish a client number structure. The length of a client numbers can be up to 20 characters, including one user-defined delimiter, such as a period.

Most firms use the client's name as the client number, abbreviated if necessary. For example, CITYOFBOS.

You do not have to set up client numbers if you prefer to always reference your clients by name.

Key Conversions and Key Formats Utilities

Your system administrator can merge existing duplicate client records using the Key Conversions utility, and change the length of each level and the delimiters using the Key Formats utility.

The Client Key Conversion differs from other key conversions since it only merges existing records; it doesn't change the key number of a record to a new number. If you want to change the client number, you can do so in Client Info Center. Note that duplicate client addresses are retained.

Determine the Structure of Your Employee Numbers

During installation, you establish an employee number structure. The length of an employee number can be up to 20 characters, including a user-defined delimiter, such as a period. The minimum length is one character. Typical employee numbers can be the employee's Social Security number, the employee's last name, or a simple sequential numbering system. Based on the method you choose, you can determine your employee number length.

Key Conversions and Key Formats Utilities

Your system administrator can change employee numbers using the Key Conversions utility, and or change the length, delimiters used, and the delimiters' positions using the Key Formats utility.

Determine the Structure of Your Unit Numbers

During installation, you establish a unit number structure. The length of your unit numbers can be up to 11 characters, including a user-defined delimiter, such as a period. The minimum length is three characters.

Many firms use meaningful words or phrases, such as COPIES, for their unit numbers. Because units are firm-wide, to associate units with rates and with projects, you create unit tables.

Key Conversions and Key Formats Utilities

Your system administrator can change unit numbers using the Key Conversions utility, and change the length, delimiters used, and the delimiters' positions using the Key Formats utility.

Determine the Structure of Your Unit Tables

During installation, you establish a unit table number structure. The length of your unit table numbers can be up to 20 characters, including two user-defined delimiters, such as periods. The minimum length is three characters.

Units are used firm-wide, so they typically represent goods or services that can apply to many projects, such as copies. Unit tables let you assign different rates to units for specific projects, or groups of projects, so unit tables tend to be named based on the project or group of projects. For example, you may have two unit tables, one called City of Boston and one City of Providence, with each table specifying different rates for the same unit, COPIES.

Individual unit tables are assigned to projects in the Project Info Center.

Changing the existing number structure

You cannot change the unit table structure you establish during installation after installing Deltek Vision.

Determine the Structure of Your Vendor Numbers

During installation, you establish a vendor number structure. The length of your vendor numbers can be up to 20 characters, including one user-defined delimiter, such as a period. The minimum length is one character.

Key Conversions and Key Format Utilities

Your system administrator can change vendor numbers using the Key Conversions utility, and change the length, delimiters used, or the delimiters' positions using the Key Formats utility.

Chapter 13: Multiple Language Concepts

Multiple Languages in Vision

Because Vision supports multiple languages, the database and screen labels can be customized to correspond to the language in use.

How to Select a Language

There are several ways to select the language used with the Vision application. After you select a language, the entire Vision application, including the login screen, displays in the selected language. For example, if you select Deutsch on the Vision Login Screen, all standard Vision screens and field labels display in German.

The system administrator enables the ability to use multiple languages in the license key in Module Activation.

If you use Windows Integrated Security and multiple languages, a **Default Language** drop-down list displays on the Startup tab of User Options. The options that display on this list are based on the supported and enabled languages for Vision. If this field is blank, Vision prompts you to select a language from the Login Screen.

The system administrator enables multiple languages, so you select the desired language on the Login Screen.

What screens include a language selection option?

There are several locations where a list of languages is included, either as a Web link or as a drop-down list box.

Standard and Custom Field Labels and Codes

When you select a language, only the standard Vision field labels or codes translate and display in that same language. If you define custom labels or codes, you must change each custom label or code to match the selected language. For example, you add a custom **Sales Rep** field to the General tab of the Contact Info Center. When you change the Vision database language from English to Spanish, you can then change the **Sales Rep** field label to **Representante** to accurately reflect the selected language.

Articles and Genders

Nouns in some languages use gender-specific articles. For example, the Spanish language uses “el” to support the masculine gender nouns, and “la” to support the feminine gender nouns. To accommodate this, you can use the Labels tab of General System Settings to select a gender for your language. Options include **Feminine**, **Masculine**, or **Neutral**. When you select a gender, Vision applies the respective article as needed.

Some languages use a different article for words that start with a vowel versus those that start with a consonant. For example, in English, a noun that starts with a vowel is preceded by the word an while words that start with a consonant are preceded by a. The Labels tab of General System Settings includes the ability to define a leading vowel, if necessary.

When you use custom labels, the gender-specific articles are not dynamic and may not match the updated custom labels.

Languages and Reporting

You can create a favorite report or a set of saved options in any of the languages you have available. You can then generate the favorite report in that language at any time without being logged in to Vision for that language. The presentation currency (if the report has that option) and data formatting that you select when you create the favorite are also preserved, so you can generate reports completely tailored for a different culture than the one on which your settings in Regional and Language Options in Windows Control Panel are based.

Standard Vision reports, in contrast to favorites, are always generated in the language you specified when you logged in for your current session, unless you generate the report using a saved set of options created for a different language.

To create a report that you always generate in a specific language, complete the following steps:

1. When you log in to Vision and are asked to select the language for the session, select the language in which you want to generate the report.
2. Set up the report options the way you want them.
3. Save the report as a favorite. Vision saves the language for your current session as part of the favorite settings.

You can then generate the report in that language regardless of the active language for your current Vision session.

If you prefer, you can save the report options, including the language, as a saved set of options rather than creating a favorite report.

Languages and Billing

You can create invoice templates for any of the languages you have available. You can then generate invoices in that language at any time without being logged in to Vision for that language.

To create an invoice template for generating invoices in a specific language, complete the following steps:

To [insert procedure], complete the following steps:

1. When you log in to Vision and are asked to select the language for the session, select the language in which you want to generate invoices.
2. Create the invoice template in the Invoice Template Editor. Vision saves the language for your current session as part of the template.
3. Assign the invoice template to the appropriate projects through their billing terms.

You can then generate invoices in that language regardless of the active language for your current Vision session.

Languages and Workflows and Alerts

The **Actions** grid of Workflow Configuration includes a **Languages** field that enables the system administrator to enter a custom message for the related action. This is available for Email Alerts, Dashboard Alerts, Validate Errors, and Validate Warnings.

The message for the action is available for employees who have that language selected in the **Languages** field on the General tab of the Employee Info Center.

For example, if the system administrator creates an email alert for **English US** and **English UK**, then only employees that have **English US** or **English UK** selected in the **Languages** field on the General tab of the Employee Info Center will receive that message. The system administrator must set up a separate alert for Spanish employees if they should receive a message in Spanish.

Languages and Weblink

When using the Vision Weblink Utility, you can select a default language for the utility. The System Settings tab of Weblink Utility includes a **Default Languages** grid. This grid lists all of the enabled languages in all databases in Vision, and includes a **Default** option where you can specify the default language.

Reports

The Translation Analysis report displays all customizable labels, grouped by area (for example, System Labels, User Defined Tabs, and Labor Codes). The title, headings, and date are in the language of the user currently logged in.

You can export this report to Excel, so that it can be sent to a translation company or another person for translation purposes.

This appendix contains a list of all the accounts included in the Vision Standard Chart of Accounts and an explanation of the expense account ranges in the Standard Chart of Accounts.

Appendix A: Standard Chart of Accounts

Standard Chart of Accounts

The Vision Standard Chart of Accounts is designed to meet most firm's accounting needs. You can use this chart of accounts as is or modify it to meet your needs.

The Standard Chart of Accounts includes the following account categories:

- Assets
- Liabilities
- Net Worth
- Revenue
- Reimbursable Expenses
- Reimbursable Consultant Expenses
- Direct Expenses
- Direct Consultant Expenses
- Indirect Expenses
- Other Miscellaneous Revenue and Expenses

Deltek recommends that you use the numbering system established in the Standard Chart of Accounts. However, you can modify the account numbers for your account categories. If you modify the Standard Chart of Accounts, Deltek recommends printing an Account List of the accounts in your database.

The maximum allowable length for an account number is established during installation. You can change the account number length using the Account Key Format utility accessible from **Utilities » Key Formats » Account Format** on the Vision Navigation menu.



To learn more about the Key Format utility, see the Utilities book in the Vision Help system.

The following table lists the account categories, account ranges, and accounts included in the Standard Chart of Accounts.

Assets (100.00-199.99)	
Current Assets	101.00 Checking Account 102.00 Savings Account 103.00 Savings Account 104.00 Payroll Checking Account 105.00 Deposits 106.00 Investments

Receivables	111.00 Accounts Receivable - Clients 114.00 Notes Receivable 115.00 Travel Advances
Unbilled Services	121.00 Unbilled Services
Fixed Assets	151.00 Furniture and Fixtures 152.00 Accumulated Depreciation - F&F 153.00 Leasehold Improvements 154.00 Accumulated Amortization - Leasehold Improvements 155.00 Automobiles 156.00 Accumulated Depreciation - Auto
Liabilities (200.00-299.99)	
Payables - Short Term	201.00 Notes Payable Short Term
Accounts Payable	210.00 Accounts Payable - Trade 211.00 Accounts Payable - Consultants 212.00 Accounts Payable - Other
Deposits	221.00 Deposits on Documents
Salaries and Deductions	231.00 Salaries Payable 232.00 FICA Payable 233.00 Federal Withholding 234.00 State Withholding 236.00 Health Care Insurance Withholding 239.00 Other Withholding
Payables - Long Term	251.00 Notes Payable - Long Term

Net Worth (300.00-399.99)	
Net Worth	301.00 Capital 311.00 Previous Years' Retained Earnings 312.00 Current Year's Profit and Loss
Revenue (400.00-499.99)	
Revenue	401.00 Billed Fee Revenue 402.00 Unbilled Revenue 421.00 Reimbursable Consultant Revenue 422.00 Reimbursable Expense Revenue
Reimbursable Expenses (500.00-599.99)	
Outside Services Expenses (500.00-519.99)	511.00 Structural Consultant 512.00 Mechanical Consultant 513.00 Electrical Consultant 514.00 Civil & Landscape Consultant 515.00 Other Consultants
Other Reimbursable Expenses (520.00-599.99)	521.00 Travel, Meals, and Lodging 522.00 Reproductions 523.00 Models/Renderings/Photos 524.00 Long Distance Telephone 529.00 Miscellaneous Reimbursable Expenses

Direct Expenses (600.00-699.99)	
Direct Labor	601.00 Direct Labor - Principals 602.00 Direct Labor - Employees Accounts 601.00 and 602.00 capture expenses for labor performed by principals and employees. When you assign an employee to one of the Employee Types (from Configuration » Accounting » Employee Types), the employee's labor is charged to the corresponding labor account, 601.00 or 602.00.
Direct Consultants (600.00-619.99)	611.00 Structural Consultant 612.00 Mechanical Consultant 613.00 Electrical Consultant 614.00 Civil & Landscape Consultants 615.00 Other Consultants
Other Direct Expense (620.00-699.99)	621.00 Travel, Meals, and Lodging 622.00 Reproductions 623.00 Models/Renderings/Photos 624.00 Long Distance Telephone 625.00 Miscellaneous Direct Expenses
Indirect Expenses (700.00-799.99)	
Administrative Labor	701.00 Indirect Labor - Principals 702.00 Indirect Labor - Employees 703.00 Job Cost Variance 704.00 Temporary Help 749.00 Other Office Expense

Payroll Benefits	721.00 Employer's FICA Tax 722.00 Federal Unemployment 723.00 State Unemployment 724.00 Worker's Compensation 729.00 Miscellaneous Payroll Expenses
Other Benefits	731.00 Health Care Insurance 732.00 Life Insurance 733.00 Disability Income Insurance 734.00 Other Insurance 735.00 Pension/Profit Sharing 736.00 Education and Seminars 737.00 Professional Registration and Dues
Office Expenses	741.00 Rent 742.00 Utilities 743.00 Office Supplies/Periodicals 744.00 Telephone 745.00 Posting/Shipping/Delivery 746.00 Equipment Rental 747.00 Repairs and Maintenance 748.00 Printing and Reproduction 749.00 Other Office Expenses
Legal and Financial Expenses	751.00 Legal 752.00 Accounting/Audit/Tax 753.00 Data Processing 754.00 Interest Expense 755.00 Professional Liability Insurance 756.00 Other Insurance

Automobile Expenses	761.00 Auto Gas and Oil 762.00 Auto Repairs 763.00 Auto Registration/Insurance 764.00 Travel 765.00 Hotels and Meals
Depreciation and Amortization	771.00 Depreciation - F&F 772.00 Amortization - Leasehold 773.00 Depreciation - Automobiles
Expense Recovery	791.00 Printing/Reproduction Recovery 792.00 Miscellaneous Expense Recovery
Other Miscellaneous Revenue and Expenses (800.00-999.99)	
Other Miscellaneous Revenue and Expenses	No accounts defined in the Standard Chart of Accounts. Use for "below the line" revenue and expenses, such as rental income.

Expense Account Ranges

Vision's Standard Chart of Accounts divides expense accounts into these categories:

- Reimbursable
- Reimbursable Consultant
- Direct
- Direct Consultant
- Indirect Expenses



Your account ranges and categories may differ depending on your account setup as defined in the Account Info Center.

Reimbursable Expenses

These are the expenses that you expect to be reimbursed for by the client. They are associated with a revenue-producing regular type of project.

Here is an example of a reimbursable expense: your firm must hire an outside consultant to work on a project. You will pay the consultant for their services performed and in turn bill the client for the consultant's fees. Another example of a reimbursable expense would be transportation or meal charges associated with a project, when the client is responsible for paying these.

Direct Expenses

These are the expenses that you do not expect to be reimbursed for by the client. These expenses may be part of a negotiated fee or may be beyond the scope of the contract and not reimbursable. They are associated with a revenue-producing regular type project.

Examples of direct expenses may be unexpected travel, phone charges, or charges that were not specified as part of the fee.

Indirect Expenses

These are the expenses that are associated with overhead or promotional type projects.

Examples of indirect expenses include electricity, office supplies, payroll benefits, and vacation time. These expenses are not directly associated with any one project; rather they are the general operating costs of your firm.

This appendix contains examples of labor codes for architectural, engineering, and environmental firms. These examples are taken from *Compensation Guidelines for Architectural and Engineering Services*, published by the American Institute of Architects and recommendations set by the Liaison Committee of the National Society of Professional Engineers/Professional Engineers in Private Practice (NSPE/PEPP).

Appendix B: Labor Code Examples

Labor Code Examples for Architectural Firms

Departments

A	Architectural
B	Budgeting and Estimating
C	Civil
E	Electrical
G	Graphics
H	General and Overhead
I	Interiors
L	Landscape
M	Mechanical
P	Planning
S	Structural
U	Urban Design
X	Specifications
Y	Construction Administration
Z	Special

Phases

0	General
1	Predesign
2	Site Analysis
3	Schematic Design
4	Design Development
5	Construction Documents
5	Bid/Negotiate
7	Construction Administration
8	Post-Construction
9	Supplemental Services

Services

00	General
01	Project administration
02	Disciplines coordination/document checking
03	Agency consulting/review/approval
04	Owner-supplied data coordination
05	Programming
06	Space schematics/flow diagram

07	Existing facilities surveys
08	Marketing studies
09	Economic feasibility studies
10	Project financing
13	Site analysis and selection
14	Site development planning
15	Detailed site utilization studies
16	On-site utility studies
17	Off-site utility studies
18	Environmental studies/reports
19	Zoning processing assistance
21	Architectural design/documentation
22	Structural design/documentation
23	Mechanical design/documentation
24	Electrical design/documentation
25	Civil design/documentation
26	Landscape design/documentation
27	Interior design/documentation
28	Materials research/specifications
29	Project development scheduling
30	Special bidding docs./scheduling
31	Project budgeting
32	Statement of probable const. costs
33	Presentations
34	Bidding materials
36	Addenda
37	Anal. of alternatives/substitutions
38	Special bidding services
39	Bid evaluation
40	Construction contract agreements
41	Office construction administration
42	Construction field observation
43	Project representation
44	Inspection coordination
45	Supplemental documents
46	Quotation requests/change orders
47	Project schedule monitoring
48	Construction cost accounting
49	Project closeout
50	Maintenance and operational programming
51	Start-up assistance

52	Record drawings
53	Warranty review
54	Post-construction evaluation
61	Special studies

Labor Code Examples for Engineering Firms

Departments

A	Architectural
B	Estimating
C	Civil
E	Environmental
G	General
I	Instrumental
L	Electrical
M	Mechanical
N	Miscellaneous
P	Planning
S	Structural
W	Sanitary
X	Specifications
Y	Construction Administration
Z	Survey

Phases

0	General
1	Study/Report
2	Survey
3	Preliminary Services
4	Design/Plan/Specs
5	Bid/Negotiate
6	Construction Administration
7	Additional Services

Services

00	General
01	Client contact
02	Project authorization
03	Survey coordination
04	Research
05	Scope determination
06	Design

07	Drafting
08	Opinion of probable const. cost
09	Report
10	Project budget
11	Agency approval/coordination
12	Project scheduling
13	Specifications
14	Plan in hand and quality assurance
15	Measure existing conditions
16	Bid advertisement and receipt
17	Prebid conference
18	Contract preparation
19	Contract compliance review
20	Shop drawings and submittals
21	Construction administration office
22	Change orders
23	Preconstruction conference
24	Final inspection
25	Addenda preparation
26	Construction period review – field
27	Internal project coordination
28	Nonbillable
29	On approval equal
30	Payment certificates
31	Project administration
32	Abstract work
33	Access authorization
34	Additional prime contract
35	Archaeological survey
36	Change orders/scope change
37	Change of scope
38	Construction field layout
39	Control survey
40	Coordinating consulting services
41	Cross sections
42	Documents – alternate bids
43	Easement acquisition and recording
44	Easement location staking
45	Easement preparation
46	Energy studies
47	Engineering studies

48	Environmental assessment
49	Expert witness
50	Extended service
51	Feasibility studies
52	Field survey
53	Field testing
54	Financial studies
55	Furnishing consultant services
56	Grant administration
57	Grant applications
58	Hydrogeological survey
59	Industrial pretreatment programs
60	Intergovernmental agreement
61	Legal and recording
62	Level control
63	Litigation arbitration
64	Miscellaneous
65	Models
66	NPDES permit
67	O and M manual
68	Obtaining permits
69	Out of town travel
70	Owners' administrative services
71	PERM (Prog. Effec. Resid. Mgmt.)
72	Permit preparation
73	Photogrammetry
74	Planning commission approval
75	Project representative
76	Rate studies
77	Rebidding
78	Record drawings
79	Review and approve subdivisions
80	Revise previously approved work
81	Special assessments
82	Start up
83	Subdivision planning
84	Survey stakeout
85	Surveying calculations
86	Topography
87	Toxic substance monitoring prog.
88	Utility and building relocation

- 89 Utility easement coordination
- 90 Utility location
- 91 Value engineering
- 92 Warranty items
- 93 Witnesses

Labor Code Examples for Environmental Firms

Departments

- 1 Consulting
- 2 Engineering

Activities

- 1 General Activities
- 2 Modeling
- 3 Risk Assessment
- 4 Communications

Services

- 000 General
- 100 History
- 101 Health and Safety
- 102 Legal Activities
- 103 Permitting Activities
- 200 Aquifer Testing
- 201 Soil Gas
- 202 Computer Modeling
- 203 Hydrocarbon Remediation

This glossary contains definitions of accounting, CRM, history loading, organization reporting, Multicompany, Multicurrency, processing cycle, project control, proposals, purchasing, work breakdown structure, and other terms—as they are used in Deltek Vision.

Glossary of Vision Terms

.NET

A set of software technologies developed by Microsoft, to connect information, people, systems, and devices. .NET-based applications are easier to build, deploy, and integrate with outside systems than earlier Web-based applications.

account group

Allows you to arrange related accounts together on your General Ledger reports by name. By grouping related accounts together under a single account group name, you can more readily access and review account information. You can, for example, group all of your employee benefit liability accounts together under the label Employee Benefits.

account type

When you set up an account in the Chart of Accounts Info Center, you define the account type (asset, liability, revenue, and so on) for each account. Vision uses account types for report sorting and organization.

accounting period

A consistent unit of time that is used to record business activities and monitor profits. It provides a framework for measuring business activity and evaluating the firm's financial position. Accounting periods are defined in Vision when you set up the processing calendar for your firm. For example, you must specify if a new accounting period starts each month or every four weeks. Most firms use 12 or 13 accounting periods in their fiscal year.

active company

The company you select at login, or via the Change Company utility. All transactions created while logged in to this company belong to this company. The name of the active company displays in the title bar at the top of each Vision form. The active company may also be referred to as the "current" company or the "current company context."

Adjust Salaried Job Costing (ASJC)

A feature in Vision that allows you to create an adjusted hourly job cost rate for each salaried employee based on the employee's salaried pay rate and the actual hours the employee works each pay period. This adjusted rate reflects the employee's salary for the period divided by the number of hours worked for the selected timeframe, and thereby provides you with true pay rate costing for your salaried employees.

alert

A workflow function designed to remind you of calendar events, project tasks to be assigned or approved, and the need to submit timesheets, expenses, and project budgets. How you utilize alerts depends on your role within the team structure (such as project management or accounting). Depending on the type of alert, you can configure when alerts are sent, how they are sent (email or Dashboard), under what conditions they are sent (time sheet overdue, due in x days), and the contents of email (subject and message body) when alerts are sent via email.

approver

Employees can be selected as "approvers" in the Purchasing & Inventory Company Settings form. Depending on the particular settings you choose, approvers are permitted to edit and approve purchase requisitions, edit and approve purchase orders up to a specified limit, and/or approve capital expenditures within the Purchasing application.

arrow buttons

Arrow buttons appear when more than one info center record is selected at the same time. Use them to scroll through the multiple open records. They are located to the left of the **Find** field. The far-left arrow button brings you to the first selected record, and the far-right arrow button brings you to the last record. Use the left and right arrow buttons to search the open records (record by record) in the order they were selected.

ASJC

See Adjust Salaried Job Costing (ASJC).

asset

A thing of value owned by your firm. Asset accounts include checking and savings account, accounts receivable, and fixed assets.

bank code

Direct the implicit posting of any cash-related transaction. In the Bank Codes form, each bank code is linked to a general ledger account number. Bank codes eliminate the need to type a full bank account number and organization (if you are using organization reporting) each time bank information is required. During the entry of a transaction involving a bank account, you enter a bank code to tell Vision which bank account/organization combination should be debited or credited.

billing currency

The currency used to generate invoices and billing reports for a specific project and all its phases and tasks. The billing currency can be different from the project currency.

billing phase

User-defined billing component, defined on the Fees tab of the Billing Terms form. Rather than billing the fee in a lump sum, the fee can be broken down into phases to subdivide the

project's fee for invoicing purposes. You use billing phases to subdivide a project for billing purposes only. Billing phases may represent stages of the project or components of the contract with specific fee amount or assigned percentage of an overall fee. A project WBS level 2 might be set up as a phase when labor, expense, and revenue need to be tracked separately for cost and billing purposes. When using a project's WBS level as a phase, billing phases can be used so a consolidated fee schedule can be presented on the invoice by mapping each billing phase to a project's WBS 2 or WBS 3.

billing rate

The rate at which to bill each individual unit (that is, the amount that should be charged to the client for each unit).

blanket purchase order

A written authorization for as many purchases from a single vendor as necessary, up to a stated dollar amount and within a stated time frame. A blanket purchase order is a contract defined by the terms in the blanket agreement. Once a blanket purchase order is created, approved, printed, and signed by the vendor, you may generate release orders based on it.

budget year

The Budget Year, as defined on the Budget tab of General Ledger Budgeting, has two purposes. First, it serves as a reminder of the year to which the budget applies. Secondly, it is used by General Ledger reports to select budgets by year. Keep in mind, however, that using this field does not make it possible to reuse a budget name. For example, you cannot have a budget named CORPORATE with a budget year of 2009 and another named CORPORATE with a budget year of 2010.

buyer

Employees can be selected as "buyers" in Purchasing & Inventory Company Settings form. Buyers are permitted to create purchase orders up to their individual purchase limits in the Purchasing application.

cash-basis reporting

A method of financial reporting in which revenue is not recognized until cash is received, and expenses are not incurred until cash is disbursed. In Vision, you can, in essence, maintain two sets of books - one accrual-based and one cash-based.

change order

Once a purchase order is marked as final or "printed," it cannot be changed or cancelled without creating a change order. Change orders apply only to standard and service purchase orders; releases are used to change blanket purchase orders. A change order is required to increase or decrease the quantity of items, substitute items for those on the original purchase order, and adjust the purchase order price to conform to the vendor's invoice. You can apply an unlimited number of change orders to a single purchase order.

checkbox

A field in which you click inside a box to select it, producing a checkmark. Or, you can click again to deselect it and remove the checkmark.

client

A firm for which you complete a project.

code table

A drop-down list incorporated in Vision to streamline your Info Center entries. They allow you to set up standard values for many of Vision's Info Center fields. The values can be used to save time during routine data entry or to enforce uniformity in Vision's data fields. You can add new entries, edit descriptions, or delete entries. Code tables may have an unlimited number of entries.

committed expense

An expense contained in a purchase order, but not yet included in an accounts payable voucher. The cost of this purchase item, service, or capital expenditure does not appear on financial statements until the voucher payment file is posted. Once you final print a purchase order, Vision creates a committed expense from each of its items' cost. You can view a project's committed expenses on the project's Office Earnings or Project Summary report, at cost or billing rates.

company

A single legal business entity. It is the highest level of the organization structure within the enterprise. Individual companies might also be divided further into organizations or profit centers (for example, branch offices, regions, or disciplines), whose revenue and expense-and therefore, performance-is tracked separately.

comparative operator

Used to select records based on a numeric or character value. For example, >, <, =.

cost rate

The rate at which to cost each individual unit (that is, the amount that is costed to the project).

CRM

Customer Relationship Management (CRM) refers to the set of tools and techniques you use to manage and monitor the various interactions that occur between you (your firm) and your customers (clients, contacts). Successfully managing these interactions is crucial to maintaining a loyal base of existing clients and winning new business.

current company

See active company.

custom proposal

Used to create any submission requested by a private or public entity, other than a 254/255/330 proposal. A custom proposal can contain data from any of Vision's Info Centers. You can search the Info Center for appropriate employee, project, consultant, text, graphics, and client reference records to insert into private- and public-sector proposals. The data selected for proposals can then be tailored to meet your clients' specifications. Once you have selected the appropriate records, you merge them with a merge template and work with the final document in Microsoft Word.

Dashboard

Your "portal" into Deltek Vision, allowing you to create a personalized view of your business world. By combining information drawn from different areas of Deltek Vision, you can design a single Web page that brings together all of the information and tools that you rely on most. Because dashboard content is delivered based on role-based security, administrators can easily manage the content for individuals or groups of users.

dashpart

The individual sections (or blocks) on your dashboard. Dashparts provide access to specific records, Web links, reports, activities, and applications. There are sixteen dashpart types, as well as individual Web dashparts and a Vision Tip of the Day.

data synchronization

Vision server-to-server synchronization allows you to synchronize contacts, appointments (meetings, phone calls), and tasks between your groupware server and Deltek Vision. Vision's Synchronization Server runs the synchronization process automatically, as a background process, based on rules established by the system administrator. Automatic synchronization ensures data is always up-to-date.

delimiter

Any special character (usually a period) used as a separator. During initial Vision setup, you can configure Vision to use delimiters in most numbers, including account numbers, employee numbers, client numbers, vendor numbers, project numbers, phase numbers, task numbers, unit numbers, and unit table numbers. Firms often use a delimiter to separate a project number into a main number and a sub-number. They use the sub-number for additional work orders, representing costs beyond the scope of basic services. Valid delimiters are a period (.), a colon (:), and a dash (-).

design mode

A way in which Info Center and Project Planning tabs can be opened so that they may be customized. To open a tab in "design mode" you must first open an Info Center record. Then, click the Screen Designer icon on the bottom-right corner of the form. Vision opens the form in the Screen Designer.

Designated Roth Account

A designated Roth account is a separate account under a 401(k) or 403(b) plan to which designated Roth contributions are made, and for which separate accounting of contributions,

gains, and losses is maintained. Designated Roth contributions are treated the same as pre-tax elective contributions for most purposes.

Desktop Integration

Allows you to perform certain Vision tasks right from your desktop. Click on the Vision icon in your system tray to: search Vision, create an activity, create a client, create a contact, and launch Deltek Vision.

direct expense

An expense for which you do not expect to be reimbursed by the client. These expenses may be part of a negotiated fee or may be beyond the scope of the contract and not reimbursable. They are associated with a revenue-producing regular type project. Direct expenses include direct labor, consultant expenses, and travel expenses.

disassociate

In Document Management, it is when you remove the link from a document to the selected info center record. The document is not deleted, just the link from the document to the info center record.

discount code

Used during accounts payable payment processing to determine the account, project, phase, and/or task to which to post the discounted amounts when the voucher is paid. Vision compares the check date to the voucher date to see if the voucher is eligible for a discount.

document library

A grouping of folders and documents in the Document Management application. Think of a document library as a filing cabinet in a room (site) in which many folders are stored. You set security access by document library.

Document Management module

A Vision application that allows for the linking of documents to info center records. Documents are stored and managed in collaboration with Microsoft® Windows® SharePoint™ Services (WSS).

document map

Used in Reporting to locate a record and simultaneously change the report display to the page containing data from that record.

drill down

To click on a piece of data to obtain more detailed data. This option is only available where noted.

drop-down field

A field in which you can select from a predetermined list of choices.

drop-down hotspot

A documentation convention used in the Vision Help system. Drop-down hotspot text, when clicked, displays additional text on the screen. When clicked again, this additional text disappears. Hotspot text appears teal blue and underlined.

Electronic Funds Transfer (EFT)

In Vision, you have the option to issue payments to vendors and employees (payroll and expense direct deposits) electronically instead of by paper checks.

employee job cost rate

The rate at which you want to cost the employee's labor to the projects on which he/she works. An employee's job cost rate may or may not be the same as his or her pay rate. You must define a job cost rate for each employee in the Employee Info Center.

enterprise

The umbrella in Vision under which all companies operate.

expense codes

Accounts payable expense codes are an optional feature that allows for easier, more accurate data entry by eliminating the need to know whether an expense is billable (reimbursable) or not billable (direct) to the client at the time of AP voucher or AP disbursement entry. The general ledger expense account pre-fills during AP data entry based on the vendor and project you enter for a voucher or disbursement. You set up accounts payable expense codes in System AP Configuration.

explicit posting

A posting for which you identify the account to which Vision should post the transaction amount. For example, when you enter an invoice, you identify the revenue account that should be credited for the invoiced amount.

favorite

A saved report format, consisting of the report name, a set of saved report options, and a set of saved selection criteria. Once a favorite is created, it takes just a click to generate the report with current data.

file reconciliation

A file reconciliation issue ("file rec") occurs when the sum of the detail for an account does not match the general ledger balance for that account. You can run the File Reconciliation report to correct the error.

finish-to-start association

Vision uses task dependencies to define the relationships between WBS elements that are dependent on each other. Elements, or tasks, that are "dependent" are those whose start or

completion is based on another task's start or completion. In other words, when one task ends, another task may begin.

folder

A grouping of subfolders and documents in the Document Management application. Within your document libraries (filing cabinets), you can have limitless numbers of documents stored in limitless numbers of folders and subfolders.

functional currency

The currency of the primary economic environment in which a company operates. Normally, this is the currency in which cash is generated and expended by the company. For example, a company located in France would normally use the euro as its functional or "home" currency.

generic resource

Allows you to specify generic labor category placeholders that represent resource assignments in a plan in the Planning application. After the plan is awarded and work begins, you may change the generic resources to actual employees who are responsible for the tasks. Generic resources are established as labor categories in the Billing application.

group box

A group of fields with a box around it on a Vision form. This box often has a label as well. For example, you may have a group box labeled **Address**, which surrounds **Street Address**, **City**, **State**, and **Zip** fields.

heat map

See visualization map.

help icon

The Screen Designer allows you to easily create user-defined help for your Info Center tabs. You can add a help icon to a tab. Then enter help text which will appear when the user clicks the help icon. Unlike tool tips, help text entered here can be formatted using the Text Editor. You can also insert links to other help areas in this help text.

hidden field

A field that cannot be seen by the user. All screen elements can be hidden, except for individual column headings within grids.

history data

Historical data consists of information about your projects and accounts prior to the installation cutoff date (for example, the start date for your first set of timesheets and expenses processed in Vision). Job-to-date historical amounts must begin at the start of the project and end at this cutoff date. Work occurring before this date is history data, and work occurring after this date is transaction data. You enter transaction data through transaction entry. You must, however, enter historical data through special database forms. These forms

are referred to as history loading forms. History loading forms allow you to enter information directly into your Vision database. In other words, you do not have to post this information into your database. Once the data is in the database, you can build the reports you will be using to monitor your firm.

home company

The default company for the user.

implicit posting

A posting which Vision makes automatically, using automatic posting accounts that you set up when you install the software. Vision knows which automatic posting account to use based on the type of transaction you are posting. For example, when you install Vision, you establish at least one automatic posting account for accounts receivable. When you post an invoice, Vision explicitly credits the revenue account that you specified, and implicitly debits the accounts payable automatic posting account.

indirect expense

An expense associated with the operating cost of your firm. It is associated with overhead or promotional type projects. Indirect expense accounts include indirect labor, employee benefits, marketing, and rent.

Info Center Audit Trail Reporting

A feature allows you to keep track of changes made to your Info Center records. Audit trails are triggered when users perform update, delete, and insert actions on your Info Center records. You can view audit trails (by record type) by selecting the appropriate audit trail report from the Vision Reporting application or by printing the report from within the Info Center.

initial company

When you first enable Multicompany, you are simultaneously converting your existing Vision database to support multiple companies and creating the initial company in your enterprise. If you have a single Vision database, all data in it will belong to the initial company. If you have more than one Vision database, all data in the database you select as you log on to Vision before enabling Multicompany will belong to this initial company.

initialization

In this process, Vision clears out data from the previous year so you can start accumulating data for the new year and stores the previous year's activity for 1099 processing.

inverse exchange rate

In a scenario where a direct exchange rate between two currencies is not entered in the exchange rate table (for example, British pounds to Canadian dollars), but its inverse is entered (Canadian dollars to British pounds), Vision will convert the currency based on an inverse exchange rate. If the exchange rate for Canadian dollars to British pounds is .415953, meaning that each Canadian dollar is worth .415953 pounds, then the inverse rate would be 2.404118, meaning that one pound is worth 2.404118 Canadian dollars.

invoice mapping

Defines the implicit posting of invoices to the appropriate Accounts Receivable accounts and also maps your revenue account postings (entered through Invoice Transaction Entry or from Interactive Billing) to report columns on the Office Earnings report and/or Accounts Receivable Ledger.

invoice template

A set of saved formatting and preference settings created within Vision from the Invoice Template Editor.

journal entry

A manual entry to the General Ledger. Use a journal entry to enter payroll, withholding and benefit accrual data (if you are not using the Vision Payroll application); record non-cash transactions and reclassify posted transaction amounts; depreciate assets; and redistribute expenses.

key conversion

Allows you to change certain Vision numbers/codes in your database to either new or existing numbers/codes. The changes made with Key Conversions apply to all of the data in your database and should be used infrequently.

labor cross charge

The transfer of labor expense and associated revenue between different organizations within your firm. The need for a labor cross charge arises when an employee from one organization works on a project for another organization. The cross charge, or transfer, allows each organization to match cost with revenue and fairly assess profitability.

lead

Used in Vision to refer to prospect contacts or unqualified contacts who may lead to future business. Your firm may use a different term to describe these people and companies. If so, consider changing the term "lead" to your firm-specific term throughout Vision.

liability

An amount owed by your firm. Liability accounts include accounts payable, salaries payable, and income taxes payable.

liability code

Defines the implicit posting of the vouchers to an account number and to an organization (if applicable). Examples of liability codes include: Trade, Utilities, and Consultant. Liability codes were designed to make transaction entry easier.

link

A documentation convention used in the Vision Help System. Click on link (hyperlink) text to jump to a related topic. The topic just displayed disappears and the new topic appears. Click the Back button to return to the original topic. Link text appears blue and underlined.

locked field

A field that can still be seen by the user, but no action can be taken. All screen elements can be locked, including input fields, grids, and column headings within grids.

marketing campaign

Any event or activity designed to reach new and existing leads, contacts, and/or clients for the purpose of generating new business for your firm.

merge code

Found in merge templates, they specify the data to be retrieved when a template is merged into a proposal. The merge codes also control the placement of the data on the page, and if formatted, the font appearance for the merged data.

merge template

A merge templates is a Rich Text File (.rtf) document whose merge codes are specifically designed to retrieve data from the Vision database and insert it in a proposal. Each default merge template is designed for a page of a proposal. Merge templates contain data merge codes as well as your company's style specifications for proposals: page layouts, font settings, graphics locations, and other details.

Microsoft Office Integration

Allows you to integrate Vision information with Microsoft Word and Outlook. This includes sharing client, contact, and activity information, as well as searching the Vision Text Library for data for your Word documents. In addition, you can automatically generate Vision clients, contacts, and activities, and even search the database directly from your desktop.

Microsoft Outlook Integration

See Outlook Integration.

Microsoft Word Integration

See Word Integration.

Multicompany module

Using a single, enterprise-wide database, Deltek Vision's Multicompany module lets you manage and report on separate business entities and their transactions and interactions.

Multicurrency module

The Vision Multicurrency module allows a firm to transact business in any global currency, while maintaining its core financial records in a single "functional currency."

named resource

An existing employee who already works for your firm — used to enter the criteria for a resource search in the Planning application. Criteria can include the employee's availability (involvement), skills, particular start and end dates, and even the calendar options for which you wish to search.

net worth

The total value of your ownership rights to your firm's assets after deducting your firm's total liabilities. Net worth accounts include capital, retained earnings, and current year profit and loss.

non-negotiable check

In Vision, when you make electronic funds transfer (EFT) payments (payroll direct deposits, employee expense direct deposits, and Accounts Payable EFT vendor payments) a physical check is printed with a "NON-NEGOTIABLE" label on it. The recipient cannot cash the printed check because the payment is being made electronically, directly from bank to bank. The printed check serves as a record that the EFT payment occurred.

opportunity

A potential project. You can store information about each potential project, such as names, addresses, phone numbers, related activities and files, current status, team members, project codes, and contacts.

option

A selection or choice which appears on a menu or form. Options usually appear in drop-down list form. Options allow the user to select the item or response desired.

organization

A business unit that incurs expenses and/or generates revenue, and can be looked at in terms of profitability. Also called profit centers.

OSP (Ongoing Support Plan)

A subscription support service provided by Deltek that gives you access to a wide range of phone and Web-based support options. Our experienced, well-trained support analysts are available via the Web, telephone, and e-mail to answer your questions relating to the application and technical operation of your Deltek software. Your firm's OSP also entitles you to receive valuable information and materials, including software updates, payroll tax updates, priority service, a quarterly Newsletter, results of Deltek's annual Operating Statistics Survey, unlimited access to our Customer Care Connect site, and discounts on other Deltek products.

Outlook Integration

The sharing of data between Vision and Microsoft Outlook. Data which can be shared includes contacts (clients and companies) and e-mails (become activities in Vision).

overhead allocation

The practice of distributing indirect costs to revenue producing projects. Overhead allocation impacts project reports only, and does not impact the general ledger. Overhead allocation can be viewed on project reports run at cost value. Once indirect costs have been distributed through overhead allocation, project profitability can be analyzed since project revenue is less the total cost of doing business.

owning company

When you enable Multicompany, this is the company that is active at the time you create the transaction, project, employee, bank code, or other record. The owning company must be the active company in order for you to review or work with certain types of data, such as transaction files.

Pay When Paid (PWP)

A payment term in Accounts Payable in which a payment for any outstanding vouchers will be processed with the check processing run immediately following your company's full receipt of payment (from the client) for the jobs associated with the vouchers.

payment currency

The currency of cash received or paid.

period average exchange rate

Average exchange rate for all the days in the accounting period.

period end exchange rate

Exchange rate on the last day of the accounting period.

phase

A phase is an explicitly defined and independently managed segment of a project.

plan

An outline for organizing work and associated costs. Typically, you use a plan to map out a project, but Vision Planning is flexible enough to support a wide range of plans, for varying purposes.

pop-up

A documentation convention used in the Vision Help system. When the pop-up text is clicked, additional information "pops up" in a separate window on the current screen. Click anywhere again to have the pop-up text disappear. Pop-up text appears blue and underlined.

PowerPoint Integration

The sharing of data between Vision and Microsoft PowerPoint. Vision data can be imported as field codes onto templates. Slide shows then contain Vision data.

predecessor

Vision uses the terms predecessor and successor to define tasks. The predecessor is the task the successor depends on, and the successor's dates are based on the predecessor's dates.

presentation currency

A currency used solely to generate a report. You might pick a presentation currency of euros if, for example, you are generating a Project Summary report that includes projects managed in multiple currencies, but you want all the projects to appear on the report in euros.

process server

A Vision feature separate from the main application. It is used to run Vision jobs containing large amounts of data. The purpose of the process server is to off load lengthy jobs for background processing, while the user continues to use the Vision application for other tasks. The process server runs on the Vision application server. You may have as many of these as your firm requires.

processing cycle

A regular sequence in which users enter transactions into Vision, process and post the transactions to the Vision database, and then generate reports.

profile editor

Allows you to create a group of jobs that can be organized and submitted as a single job to a process queue. These jobs are likely to be jobs that you run repeatedly or on a regular basis, such as month-end closings and weekly report distributions. Profiles save time and allow you to quickly submit a series of tasks without having to manually select each separate process. Access the Profile Editor through **Utilities » Process Server » Profile Editor** and use it to create, modify, delete, and submit profiles.

profit center

See organization.

project currency

The currency associated with a particular project, defined at the top level of the work breakdown structure (in other words, at the project level, as opposed to the phase or task level). When labor or expense charges are made to a project, the charges are recorded in both the functional and project currencies for project reporting purposes.

project planning

You can think of Vision Planning as a laboratory. This is the place where you can develop full plans for opportunities or projects, create new plans or clone and modify existing plans, and run hypothetical project scenarios.

promotional project

A type of overhead project. It is used to collect project related costs prior to award of the contract, such as during the contract proposal process. Vision distributes costs charged to promotional projects among all regular projects in the same way that it distributes other overhead costs. If necessary, you can transfer some or all of a promotional project's costs to a regular project number using labor adjustments and journal entries.

prospect

A unique subset of contacts. Prospects and leads are the companies and people (also called prospect contacts or unqualified contacts) who have come to your firm's attention as potential sources of future business. Essentially, prospects and leads are those contacts with whom you plan to cultivate a relationship in order to help your firm find new opportunities and ultimately win new projects.

PWP

See Pay When Paid.

record

A collection of data pertaining to an individual item (such as a project, employee, or client). Information about the record is collected using various tabs. For example, each project is a record, containing data from the General, Accounting, and Team tabs. An existing record can be modified, deleted, and copied at any time. Also, new records can be added at any time.

record level security

Defines a user's security rights by assigning access to records based on certain criteria. You define record level security based on the available search fields in the Vision lookups. You create specific queries by role. Then, the lookup displays only those records to which the role has access rights. Users assigned to that role will only be able to navigate through the records to which they have access. For example, a role may have access to see all records, but then only rights to update records where the organization matches that of the security role.

recurring transaction

Transaction files that do not get deleted after they are posted. After a recurring file is posted, you can select the file again in Transaction Entry, change the dates, reverse the amounts, or edit it just like any other transaction file. You can then resubmit it and make it available again for posting. Recurring transactions are good for those transactions that occur each accounting period with little or no difference in content (such as a journal entry for depreciation). Recurring transaction files help speed data entry.

reimbursable expense

An expense that you expect to be reimbursed for by the client. This type of expense is associated with a revenue-producing regular type of project. Reimbursable expense accounts include consultant expenses, travel expense, and reproduction expenses.

release

Authorizes the purchase of specific items and services, and provides details such as items ordered, quantities, and delivery dates for a blanket purchase order. Each release is identified by the blanket purchase order's PO number, plus a subnumber. Releases must be approved in the same way as other purchase orders. You can create an unlimited number of releases against a blanket purchase order.

report grid

Your working area within the Reporting application. It is from this grid that you select reports, set options, select data, create favorites, preview reports, and print reports.

report option

Report settings that determine how information is displayed on a report, which columns are included, and how the data is sorted and grouped.

reporting currency

A currency used to create consolidated financial statements for multiple companies using different currencies (used only when the Multicompany and Multicurrency modules are used together).

Request for Quote (RFQ)

Used to get price quotes or estimates from a vendor or consultant. RFQs are similar to purchase requisitions, but are meant for external use, not internal use. They are documents sent by e-mail, fax, or mail to the vendors you choose. The RFQ screen provides a place for you to record price quotes as they come in, so that you have an online record of vendor prices for future reference. You can also create a purchase order from an approved request for price quote. The use of RFQs is entirely optional and can be decided on a purchase-by-purchase basis.

resource management

A component of the Planning application that helps you plan and manage employee resources and labor functions. Employee forecasts from all project plans are consolidated to determine current and potential utilization of each employee in the database. Non-project time is also assimilated using the General, non-project calendar that is synchronized with MS Outlook. With data pulling from both the Project and General calendars, you are able to view a realistic future schedule and availability for each employee.

retainage

An amount you withhold from billing a client, as a good faith measure to build trust in your firm, or to entice the client to hire your firm. Typically your firm would withhold billing a percentage of the amount for an entire invoice. (For example 10% of the total invoice amount.) However, you can also choose to base retainage on individual sections of the invoice, such as unit billing, or add-on fee billing amounts. For example you can choose to bill the labor and expense billing amounts in full, and then withhold 10% of the billing charges for the remaining sections until the project is complete. Retainage may be confused with

retainers, which are advance amounts required from a client before beginning work on a project.

retainer

An advance amount collected from a client prior to work beginning on a project. The amount of the retainer is typically stipulated in the client's contract, and may be required for a variety of reasons. For example, you may want to require a retainer payment as a safeguard if the client is a new client to your firm. The amount of the retainer is subtracted from the contractually agreed total project billing amount when the project is billed. Retainers may be confused with retainage, which is an amount you withhold from billing a client, as a good faith measure to build trust in your firm, or to entice the client to hire your firm.

revenue

The flow of cash into your firm. Revenue accounts include billed and unbilled fees, reimbursable consultant revenue, and reimbursable expense revenue.

revenue categories

For the Revenue Generation feature, you have the option to track multiple unbilled revenue accounts. When you select this option on the General tab in Accounting Company Settings, you can have up to five unbilled revenue accounts (revenue categories). This allows you greater flexibility for additional calculations, such as net labor revenue, net consultant revenue, and net reimbursable revenue on the Income Statement. When you run Revenue Generation using revenue categories, it does the calculations separately for each revenue category.

revenue generation

If enabled, Vision recognizes project revenue when Revenue Generation is run. If Revenue Generation is not enabled, Vision recognizes project revenue when invoices are posted. Revenue Generation calculates revenue on a project-by-project basis (or phase-by-phase, task-by-task) according to the revenue methods you assign to each project, phase, and task.

revenue recognition

To get an accurate view of a project's financial status, it is important to match revenues with amounts spent. Because Vision is an accrual-based system. Therefore, you can recognize revenue when it is earned (rather than when payment is received) and recognize expenses when they are incurred (rather than when they are paid). This system of revenue recognition allows you to increase the accuracy and timeliness of project reports and financial statements. Vision recognizes revenue when you run Revenue Generation.

RFQ

See Request for Quote.

role

Determines a user's access rights to the different parts of Vision. For this reason, each user must have one, and only one, assigned role. When you create a role in Vision, you can select various levels of access for the role.

saved set

A saved selection of report options, which includes all settings on all options tabs. You can also save sets of selection criteria. Both types of saved sets can be named and used during any reporting session to quickly generate a report.

Screen Designer

A feature in Vision that allows you to design your own tabs in any of the Info Centers and in Planning. To do this, you open up the Info Center or Project Planning tab in "design mode" to perform a variety of actions, including resizing and move existing fields and labels; changing existing field labels and adding new ones; determining whether fields should be hidden or locked, based on security role; and determining whether fields are required for CRM and Accounting. These design options allow your company to tailor its information to meet the security and data requirements of each user.

service purchase order

A written authorization for the purchase of services from a single provider, up to a stated dollar amount and within a stated timeframe (for example, 60 hours of IT consulting at \$180/hour between October 1 and October 31, 2009, for an amount not to exceed \$12,000). The line items on a service purchase order are hours and rates rather than quantities and prices.

SharePoint

See WSS.

site

A grouping of document libraries, folders, and documents in the Document Management application. Sites are the top level of document storage. Think of a site as the room in which your libraries and folders are stored.

spot rates

The exchange rate that was in effect on the date the transaction took place.

standard purchase order

A written authorization of a purchase, with one or more individual line items, from a single vendor, with a stated quantity, terms of delivery, and purchase price.

successor

Vision uses the terms predecessor and successor to define tasks. The predecessor is the task the successor depends on, and the successor's dates are based on the predecessor's dates.

synchronization

A bidirectional, meaning information is both uploaded from the device to Vision and downloaded from Vision to the device, matching of data.

system administrator

The individual assigned access to the Security Roles menu and responsible for establishing security rights for all Vision users.

tab sequencing

The order in which fields on a tab are accessed by pressing the Tab key. When you are designing your tabs, you may want to take tab sequencing into consideration when positioning your fields.

task

An explicitly defined and independently managed segment of a phase.

task dependency

Vision uses task dependencies to define the relationships between WBS elements that are dependent on each other. Elements, or tasks, that are "dependent" are those whose start or completion is based on another task's start or completion. In other words, when one task ends, another task may begin. This is called a "Finish-to-Start" association.

tax reporting conversion

The conversion of the current year's profit and loss amount from accrual-basis accounting to cash-basis accounting for the purposes of tax reporting. A worksheet is provided in the Online Help to assist with this conversion.

Text Editor

A word processor that provides the tools necessary for creating and editing simple text documents within the Vision application. These documents can be included in various Memo, Comment, Note, Description, and Proposal fields that display throughout Vision.

text library

Stores commonly used text passages for insertion into custom proposals, employee resumes, or project reports. You can store text items directly in the Text Library or save links to external documents and graphic files.

tolerance

A discrepancy which can occur when using Organization Reporting and maintaining separate Balance Sheets. Debits and credits may post to separate organizations, causing tolerances. Run the Tolerance report to identify tolerances.

tool tip

The Screen Designer allows you to easily create field-level user-defined help for your Info Center tabs. This field help is referred to as a tool tip. You can create tool tips for most tab fields including input, drop-down, and check box fields. Once you have created a tool tip for a field, a user can view the tip by hovering the mouse pointer over the field.

transaction currency

The currency in which an individual transaction is entered and posted. For example, if a US-based company purchases materials from Mexico and is billed in Mexican pesos, the accounts payable voucher is entered in the transaction currency of Mexican pesos.

transaction data

Data entered through Transaction Entry. It is the work occurring after the installation cut-off date.

tree map

See visualization map.

triangulation

A method of currency exchange in which one currency amount is converted to another by using an intermediate currency.

unit

Goods or services that are billed at a flat rate per item (for example, lab tests or survey crews). For example, you might charge \$90 per hour for a two-person survey crew, regardless of who the two surveyors might be and how much their labor costs. Units are used to cost expenses, bill expenses, or both. They are similar to expenses posted through cash disbursements, journal entries, or accounts payable vouchers in that they can record expenses on projects and can be billed. They are different from these other transactions in that, when you bill for a unit, you can show both a quantity and a rate on the invoice.

unit table

Groupings of units that apply to specific projects. Unit tables are established on a project-by-project basis, and are used by the Accounting and Billing applications.

user-defined label

A label which can be changed in Vision. You can change several of the major system labels used in Vision, including the labels (names) for all the Info Centers. For example, if your firm refers to "Projects" as "Engagements," you can change the "Project" label (singular and plural forms) so that "Engagement" displays instead. The label change is then applied automatically throughout the Info Center and all other Vision applications used.

user-defined tab

A tab which can be added by users to each Info Center (with the exception of the Unit Info Center). You can then create data fields and data grids on each of the tabs you add.

vendor

The person or business from whom your company acquires the materials and services needed to complete your projects. If you use vendors with the Client Relationship

Management (CRM) and Proposals applications, the term "vendor" may be used to represent someone who does work for you, such as a contractor or consultant.

vendor type

Used to identify or group your vendors. You can then associate liability codes with your vendor types to automate transaction postings for your vouchers.

versioning

In Document Management, the assignment of version numbers to documents. You can select whether or not to have versioning by document library. With versioning, each time a document is checked back in, it is given a new version number. This allows for greater control and a better audit trail since different copies (versions) of the document are retained at check-out and at check-in.

Virtual Private Network (VPN)

A network constructed using public wires to connect nodes. For example, a number of systems enable you to create networks using the Internet as the medium for transporting data. These systems then use encryption and other security mechanisms to ensure that only authorized users can access the network and that the data cannot be intercepted.

Vision Desktop Integration

See Desktop Integration.

VisionWordMacro.dot macro

To create merge templates you need access to the list of supported merge codes. The VisionWordMacro.dot macro contains ready access to the merge codes, along with merge code formatting options. When installed in Microsoft Word, this macro creates a toolbar, which also contains the Graphics-Expand-Macro to extract linked-graphics into your merged documents.

VisionXtend

A platform, based on Microsoft®.NET architecture, that gives users the power to extend Vision's reach-by developing applications that integrate with Vision, calling Web services from within Vision, and communicating with Vision through mobile devices.

visualization

A revolutionary performance management tool that provides executives and managers with immediate insight into their entire project portfolio. By providing quick visual analysis of large amounts of project-related information, visualization helps business owners discover otherwise invisible business patterns and risks.

visualization map

Visualization uses an innovative technology that combines graphics and colors to immediately identify risks and trends. This display is referred to as a visualization map (also referred to as a tree map or a heat map). Using a unique combination of shape, size, and

color, visualization replaces pages of cumbersome data with a single interactive and graphical view of your firm's project health. Trends and risks are immediately apparent and can be quickly analyzed to determine the actions necessary to drive greater performance. The larger the squares and "hotter" the color, the larger the risk or performance problem.

void check

In Vision, when you void a check in the Void Check Processing form, you are not expecting the check to be cashed. Payment is not being made.

VPN

See Virtual Private Network (VPN).

Word Integration

Allows you to copy information from the Vision Text Library into your Microsoft Word documents. To locate the desired text, use the Search function to search the Vision Text Library. After locating the data, you can paste the desired information into your Word documents.

Work Breakdown Structure (WBS)


Divides each of your projects into distinct, manageable work elements in a way that balances management needs with the need to collect an appropriate and effective level of project data. When you create a project in Vision, you may also create a WBS for that project. A WBS is used by various groups in a company, such as marketing, business development, project management, and accounting. A well-planned WBS is integral to successful project proposals, planning, scheduling, budgeting, and reporting.

workflow

Your system administrator can configure Vision to alert you when events occur that effect information in your database. These events can also act as triggers for other actions - specific tasks that Vision will perform automatically in response to the initial event. These events and the actions that they trigger are called "workflows" in Vision.

WSS

Microsoft® Windows® SharePoint™ Services. A leading collaboration platform already used by many professional services firms. SharePoint is tightly integrated with Windows Server™ 2003, to take advantage of the performance, stability, and security features of the Microsoft .NET Framework. The Vision Document Management Application collaborates with SharePoint for our document management and storage needs.

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