Manual



Module Project

Budgeting

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To meet the diverse requirements of organizations, myPARM offers multiple budgeting options, which are often further configured to suit the specific needs of the company. This manual covers creating and maintaining a PLA budget — as a simple budget or, step by step, as an advanced budget — adjusting the fee of an existing budget, reviewing budget history, and the related Cash flow, Resource planning and Profit & Loss workflows that budgeting feeds into.

Before creating a budget, the project must first be created and approved, and the project structure should be defined at least to the extent that the PLAs are known (see the Project manual). The PLAs do not need to be open at this stage. However, once costs are incurred — hours logged, expenses recorded, or invoices issued — these are already taken into account in the budgeting process.

Each budget belongs to exactly one PLA and is kept in that PLA's currency. Every budgeting screen shows the same header line at the top: the PLA identifier followed by its currency code in square brackets, then the PLA name, the project name, and the PLA's start and end date in brackets. If a budget was sent back by an approver, a red icon is shown next to this header; hover over it to read the approver's comment, or click it to open the comment in a window.

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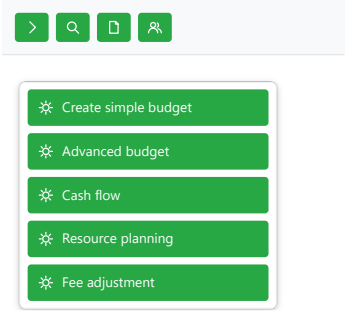
1. Budget portal

1.1 Opening the budget portal

Open the **Project** menu in the main menu bar. It contains four budgeting entries:

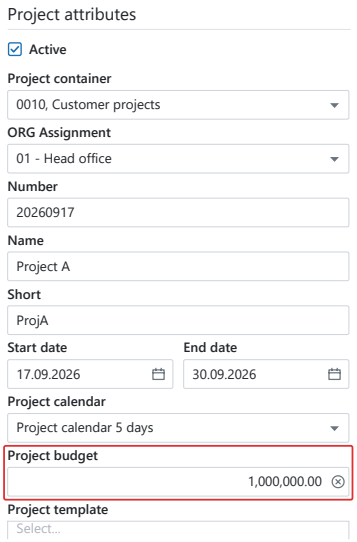
Menu entry	What it opens
Budget	The budget portal: one row per PLA, with every budgeting process available from the row.
Resource management	The Resource Management portal, see 6.3 Resource Management portal.
Simple budget	The simple budget portal, see 4. Simple budget.
Profit & loss	The Profit & Loss screen, see 7. Profit & Loss and provisions.

Opening the budget portal requires the **Budget portal** access right. Which PLAs are listed depends on the projects you may see: with the **Can see all projects** access right you see every PLA of every active project, and without it you see only the PLAs of active projects in your own tenant where you hold one of the project roles that are allowed to run budgeting processes.



Most customers use the portal in two ways: project managers create the budget promptly while the project is being set up, and PMO roles use the portal to review the budgets that exist.

If a total project budget is defined in the project attributes, myPARM checks it against the sum of the PLA budgets and warns as soon as it is exceeded — see 4.10 Budget overrun.

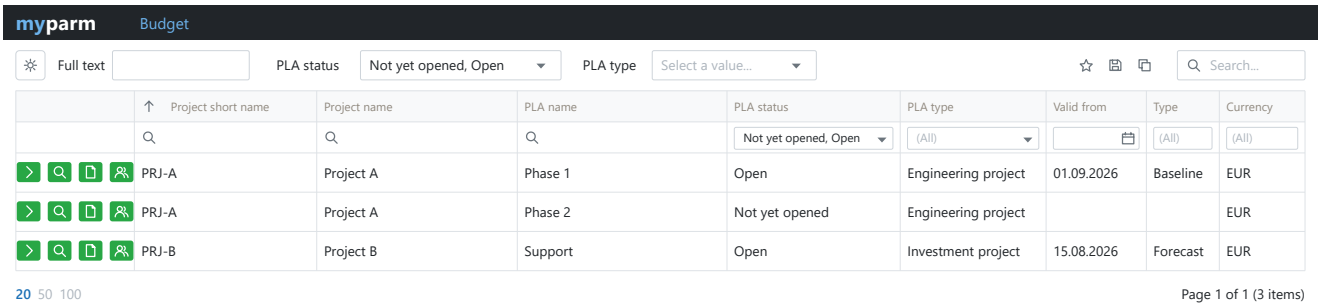


Since PLA budgeting is closely linked to revenue (cash flow) and resource planning, the totals from the budgeting process are incorporated into cash flow and resource planning if these are being used (see 6. Resource management).

How the budget is spread over time varies depending on the project or project type. myPARM customers either distribute the budget evenly over the duration of a PLA, manually allocate it to specific months, or divide it according to general patterns (for example front-loaded, mid-loaded, or back-loaded budget).

1.2 The budget list and its columns

The portal lists all PLAs that already have a budget (the **Valid from** column contains a date) and all PLAs for which a budget can still be created.



Column	Content
Project short name	Short name of the project. The list is sorted by this column first.
Project name	Full name of the project.
PLA short name	Short name of the PLA. This column is hidden on installations where PLA numbers and short names are generated automatically.
PLA name	Full name of the PLA.
PLA status	Not yet opened, Open, Temporarily closed or Closed.
PLA type	The project type of the PLA.
Valid from	The date from which the current budget version applies. Empty when no budget has been created yet.
Type	Baseline or Forecast.
Currency	The currency the PLA, and therefore its budget, is kept in.

The list behaves like every other myPARM grid: use the search box at the top right to search across all columns, the filter row under the headers to filter a single column, the column chooser to hide or show columns, and the pager at the bottom to change the page size. Columns can be pinned to the left or right edge so that they stay visible while you scroll sideways.

1.3 Filtering and saving your view

Three filter fields sit above the list on the left. They decide which rows are loaded from the server, so they work even on very large lists.

Filter	How to use it
Full text	Type any part of a project or PLA name or number. Use the small cross to clear the box.
PLA status	A drop-down with check boxes. Tick one or more statuses. **Not yet opened** and **Open** are ticked when you open the portal for the first time. At least one status must stay ticked, otherwise the field is marked as invalid and the list is not reloaded.

Filter	How to use it
PLA type	A drop-down with check boxes listing all project types. Tick the types you want to see; leave everything unticked to see all of them.

Your filter settings stay in place while you move around the application during the session.

The view itself — column order, widths, sorting, filters and which columns are visible — can be saved individually per user with the **Save view** panel on the right edge of the screen. Click the arrow on the right to slide the panel open, save the current layout under a name, and mark one of your saved views as the default view so that it is applied automatically the next time you open the portal.

1.4 The buttons on each row

The first column of every row is pinned to the left and holds the buttons for that PLA.

Button	What it does
Process button (gear icon)	Opens the menu of budgeting processes for this PLA, see 1.5.
Budget history (magnifier)	Opens the budget history of this PLA read-only, see 5. Budget history. The screen that opens matches the kind of budget: the Fee/Budget/Summary layout for a simple budget, the attributes/fee/WBS/bottom-up layout for an advanced budget.
Reports (drop-down)	Lists the project reports that can be produced for this PLA and starts the selected one. The button is disabled while the PLA has the status Not yet opened; hovering over it then explains: "Please open the PLA to create reports."
Show resource plan overview (people icon)	Opens the cash flow and resource plan of the PLA read-only. The button is only shown to users who may use resource management.

1.5 Starting a process from the PLA menu

Click the process button on the PLA row. A menu opens that lists, one below the other:

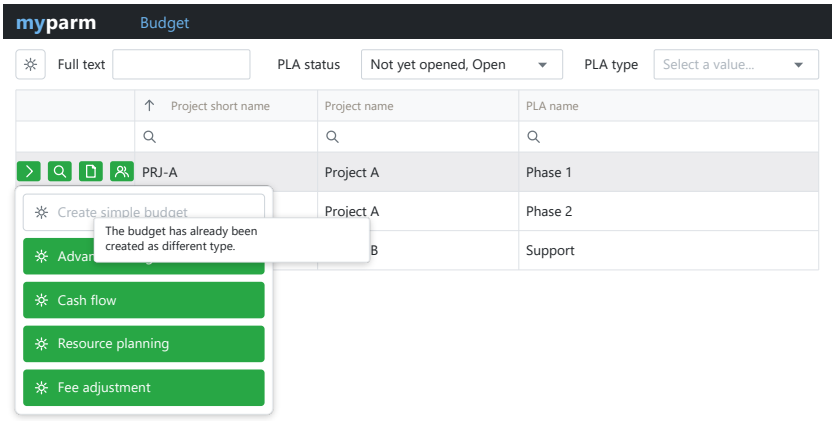
- **the processes that are already running for this PLA**, each shown as the process name followed by the step it is waiting on, for example "Advanced budget (Operational budget)". Click the entry to continue the process at exactly that step.
- **the processes that can be started now**: **Create simple budget**, **Advanced budget**, **Cash flow**, **Resource planning** and **Fee adjustment**.

Entries you may not use are shown greyed out. Clicking such an entry does not start anything; instead a window explains why, for example because another budget process is

already running for this PLA, because the PLA is closed, because the project is not active, or because you do not hold the role required to execute the process.

What happens after you click a startable entry depends on the process:

- **Advanced budget**, **Cash flow** and **Resource planning** start immediately and open their first step.
- **Create simple budget** and **Fee adjustment** first open a small window asking for a date, see 4.9 and 3.2.



In this example, **Create simple budget** is greyed out, with its explanation: a budget of a different type already exists for this PLA.

Only one budget-related process can run on a PLA at a time. While a budget process is open, the project structure of that PLA cannot be changed, and other budget processes are blocked until the open one is finished or stopped.

1.6 Starting a process from the project portal

The same five processes can be started from the project portal. Select the project, click the scales icon (**Load PLA activities**) to list the PLAs underneath it, then use the process button on the PLA row. The menu and the rules are identical to those described above. A process started this way returns you to the project portal when you close or finish it.

1.7 Open processes

The button with the sliders icon at the top left of the toolbar opens the **Open processes** window. It lists every budget in the current list that has a process waiting, with its project name, PLA name and Valid from date, and lets you jump straight into the step that is waiting. Use it to find your outstanding work without scrolling through the whole list.

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2. Advanced budget

The advanced budget is a step-by-step process that leads you through the creation of a complete operational budget. Start it with **Advanced budget** from the PLA menu described in 1.5. Unlike the simple budget, it does not ask for a date beforehand; the first step asks for all budget attributes, including the date from which the budget is valid.

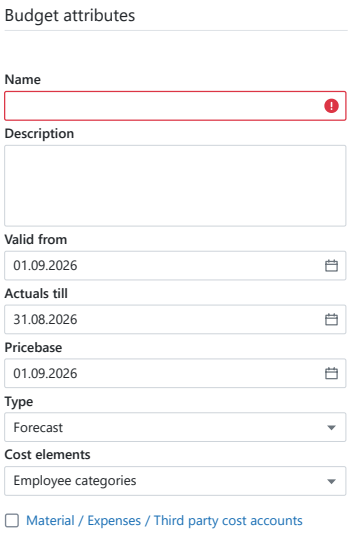
The process has five steps:

Budget attributes → Fee → Operational budget → Manual distribution → Final approval

The name of the current step is shown at the top of the screen. Depending on how your installation is configured, the Manual distribution step may be switched off; the process then leads directly from Operational budget to Final approval.

You cannot switch between the kinds of budget once a budget exists: if a PLA was started as a simple budget, it must be continued as a simple budget, and a PLA started as an advanced budget must be continued as an advanced budget. Trying the other kind reports "The budget has already been created as different type."

2.1 Budget attributes



Fill in the attributes of the new budget version.

Field	Description
Name	Name of the budget, up to 50 characters. Required.
Description	Free text, up to 100 characters. Optional.
Valid from	The date from which this budget version applies. Required; proposed as today.
Actuals till	Up to which date the costs already booked are treated as actuals. Required; proposed as the day before Valid from. Timesheet and expenditure entries up to this date are added to the total of the operational budget; entries after it do not influence the total.

Field	Description
Pricebase	The date whose rates are used to price the budget. Required; proposed as today.
Type	**Baseline** for the budget approved by management, which later performance is measured against, or **Forecast** for a budget that is compared with the baseline to check project performance. Required; proposed as Forecast. The first budget of a PLA is usually a Baseline, later ones are Forecasts.
Cost elements	How the budget is broken down: **Revenue types**, **Employee categories** or **Time cost accounts**. Required. The value proposed here is a system setting.
Material / Expenses / Third party cost accounts	Tick this box if material, expense and third-party cost accounts should also be available in the operational budget.

Two rules apply while you type:

- **Actuals till** must be earlier than **Valid from**. If it is not, the field is marked and the message "The actuals till must be before valid from." is shown.
- Changing one of the two dates moves the other one so that the rule is kept.

Two fields can be locked:

- **Cost elements** can no longer be changed once the budget contains records other than placeholders, because the whole breakdown depends on it.
- The **Material / Expenses / Third party cost accounts** box is locked and cleared when Cost elements is set to Revenue types, because revenue types already cover those costs.

Click **Save & Next** to store the attributes and go to the Fee step.

2.2 Fee

Record the fee agreed with the customer: for own services, third-party services and expenses or material, as far as these are known in detail. Fee entry is optional — you may leave the step empty and continue.

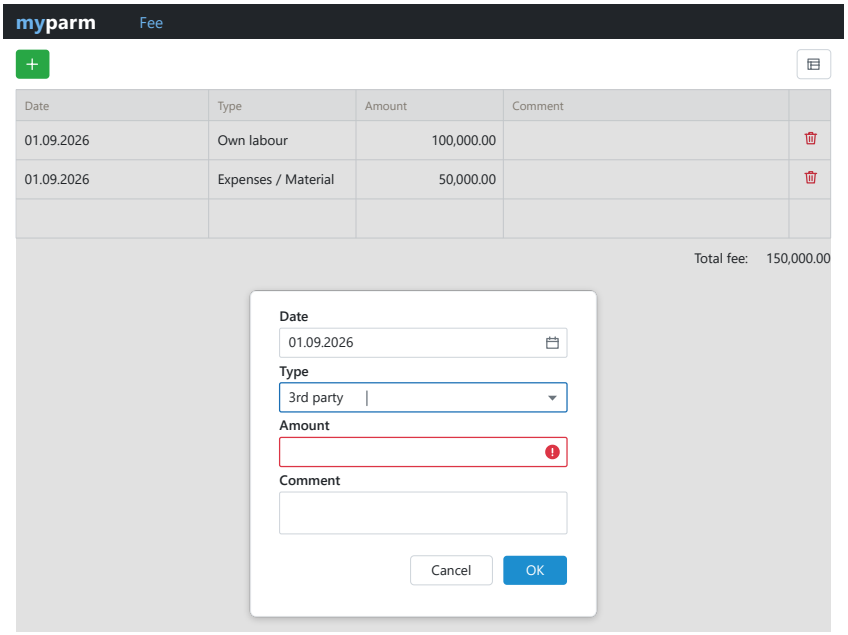
Press the green plus in the toolbar above the grid. A window opens with four fields:

Field	Description
Date	The date the fee applies from. Required, proposed as the PLA start date, and it must lie between the PLA's start and end date. If it does not, a message says that the date must be between the PLA's start and end dates.

Field	Description
Type	**Own labour**, **3rd party** or **Expenses / Material**. Required, proposed as Own labour.
Amount	The fee amount. Required.
Comment	Free text, up to 100 characters. Optional.

Confirm with **OK** or discard with **Cancel**. Repeat this for every fee type and for every later change to the fee — each change is recorded as its own line, so the grid keeps the complete history of the agreed fee.

The lines you add are listed in a grid with the same four columns, **Date**, **Type**, **Amount** and **Comment**. You can change a value directly in the grid by clicking into the cell, and delete a line with the red bin at the end of the row. A line that has already been accepted cannot be deleted; a window then explains that the entry is accepted. Under the grid, **Total fee** shows the sum of all amounts.

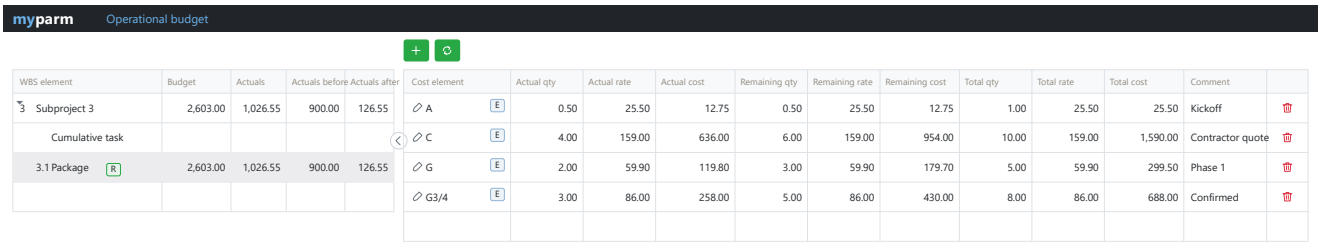


The toolbar also carries an export icon that writes the grid to an Excel file named after the project and PLA. The same export is available on the other budgeting grids described below.

Save & Next moves on to the Operational budget.

2.3 Operational budget

This step is where the budget itself is entered, per WBS element and per cost element.



The WBS tree on the left. The panel on the left lists the PLA with all its WBS elements and can be collapsed with the chevron button to give the grid on the right more room. For each element it shows the identifier and the name, the **Budget**, the **Actuals**, **Actuals before** and **Actuals after** the "Actuals till" date, the **Remaining** amount, and the **Start date** and **End date**. Two small letter badges may appear next to the element name: one marks that the element already carries budget records, the other that it already carries actuals. Hover over a badge to see what it means. A red exclamation mark marks an element whose entries are incomplete.

Under the tree, **Total budget** shows the budget of the whole PLA, together with the overrun warning described in 4.10 Budget overrun.

Clicking a WBS element loads its details into the panel on the right. What you see there depends on the element:

- If the element already has budget records, the editable **records grid** opens.
- If it is a work package without records, its **actuals** are listed read-only.
- If it is a higher-level element, the records or actuals of everything below it are listed read-only, summarised per WBS element.

Working from the actuals. The read-only actuals list shows, per cost element, the **Actual quantity**, **Actual rate** and **Actual cost**, with the total cost underneath. Two buttons sit in its toolbar:

- the green plus adds a budget record to this WBS element, see below;
- the second button, **Convert actuals into budget records**, turns everything that has already been booked on this element into budget records in one click, so that you only have to correct the figures instead of typing them again.

Both buttons are greyed out when the action is not allowed, and clicking them then explains why — for example because an element above or below in the structure already carries budget records, or because there are no actuals to convert.

Adding a budget record. Press the green plus. A window opens with the tree of cost elements available in the system:

- a **Placeholder** entry, for budgeting something that will never carry a real cost; type a name for it directly in the row, and the name must be unique within the WBS element;
- **Material / Expenses / Third party**, containing the material cost accounts;

- **Rates & Categories**, containing the employee categories;
- **Time**, containing the time cost accounts;
- when the budget uses revenue types, the three entries **Own labour**, **Expenses / Material** and **3rd party** instead.

Groups that contain nothing are not shown, and cost elements that are already used on this WBS element are left out of the list. Use the search box at the top to find an entry, and the two buttons above the tree to expand or collapse everything. Select one entry and confirm with **OK**.

A second window then asks for the figures of the new record: **Remaining quantity**, **Remaining rate** and **Remaining cost** — all three are required, and changing one recalculates the others — and an optional **Comment** of up to 100 characters. Confirm with **OK**.

The records grid. Every record you add appears as a row with these columns:

Column	Description
Cost element	The selected cost element. It cannot be typed over; click the pencil in the cell to choose a different one.
(badge)	A one-letter badge showing the kind of cost element. Hover over it for the full name, for example Employee category, Material cost account, 3rd party or Placeholder.
Actual quantity, **Actual rate**, **Actual cost**	What has already been booked. Read-only.
Remaining quantity, **Remaining rate**, **Remaining cost**	What is still to be budgeted. These are the cells you edit; all three must be filled.
Total quantity, **Total rate**, **Total cost**	Actual plus remaining. Calculated, read-only.
Comment	Free text, up to 100 characters.

Click into a cell to change it. Editing the **remaining quantity** or the **remaining rate** recalculates the remaining cost as quantity multiplied by rate; editing the **remaining cost** recalculates the rate from the cost and the quantity. All totals are recalculated immediately, and the sums of Actual cost, Remaining cost and Total cost are shown at the bottom of the grid.

The remaining amount is always what is being budgeted: for the first budget it is the whole amount, for later budgets only what is left until the end of the project.

Deleting and undoing. The red bin at the end of a row deletes that record; a record that already carries actuals cannot be deleted, and a window then explains this. The second

toolbar button, **Delete all records**, converts the whole WBS element back to actuals; it asks "Do you want to delete all the records from the WBS element?" before doing so.

What blocks the step. A record is incomplete while one of the three remaining fields is empty, and two records of the same WBS element may not use the same cost element. Both cases mark the row and the WBS element with a red exclamation mark, and **Save & Next** then shows a message about missing or wrong values instead of saving.

Once all costs have been entered, continue with **Save & Next** to distribute the remaining costs on the time axis.

2.4 Manual distribution

This step spreads the budget over the periods of the PLA.

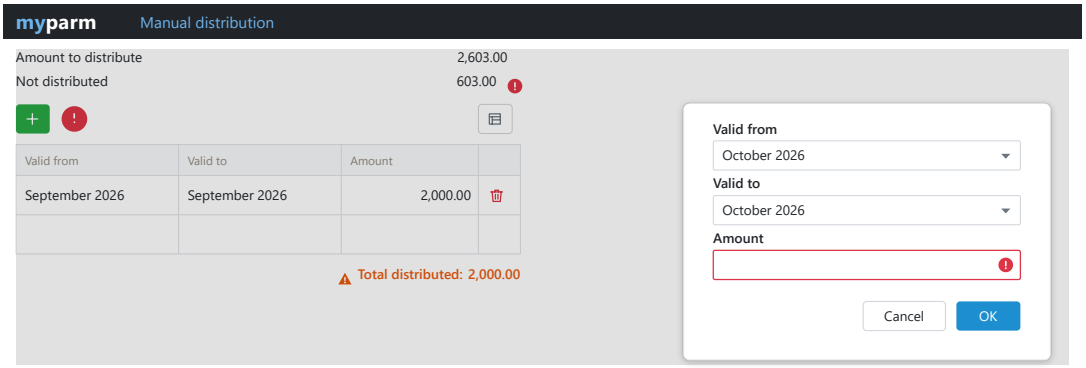
At the top, **Amount to distribute** shows the operational budget that has to be allocated, and **Not distributed** shows how much of it is still unallocated. A red exclamation mark stays next to "Not distributed" until it reaches exactly 0.00.

Press the green plus. A window opens with three fields:

Field	Description
Valid from	The first period of the allocation. Chosen from the list of defined periods, not typed as a free date.
Valid to	The last period of the allocation, chosen from the same list.
Amount	The amount allocated to that span. Required.

Both period fields are pre-filled with the next period that is still free: the first period after the last one you already used, or, for the first line, the first period on or after the budget's Valid from date. Change them if the allocation covers more than one period, enter the amount and confirm with **OK**. Press the plus again for the next span. When no period is left, the plus does nothing.

The lines are listed in a grid with the same three columns and can be changed directly in the cells. The red bin deletes a line after the question "Do you really want to delete this distribution?". Under the grid, **Total distributed** shows the sum, together with the overrun warning described in 4.10 Budget overrun.



The distribution has to obey four rules, and the messages tell you which one was broken:

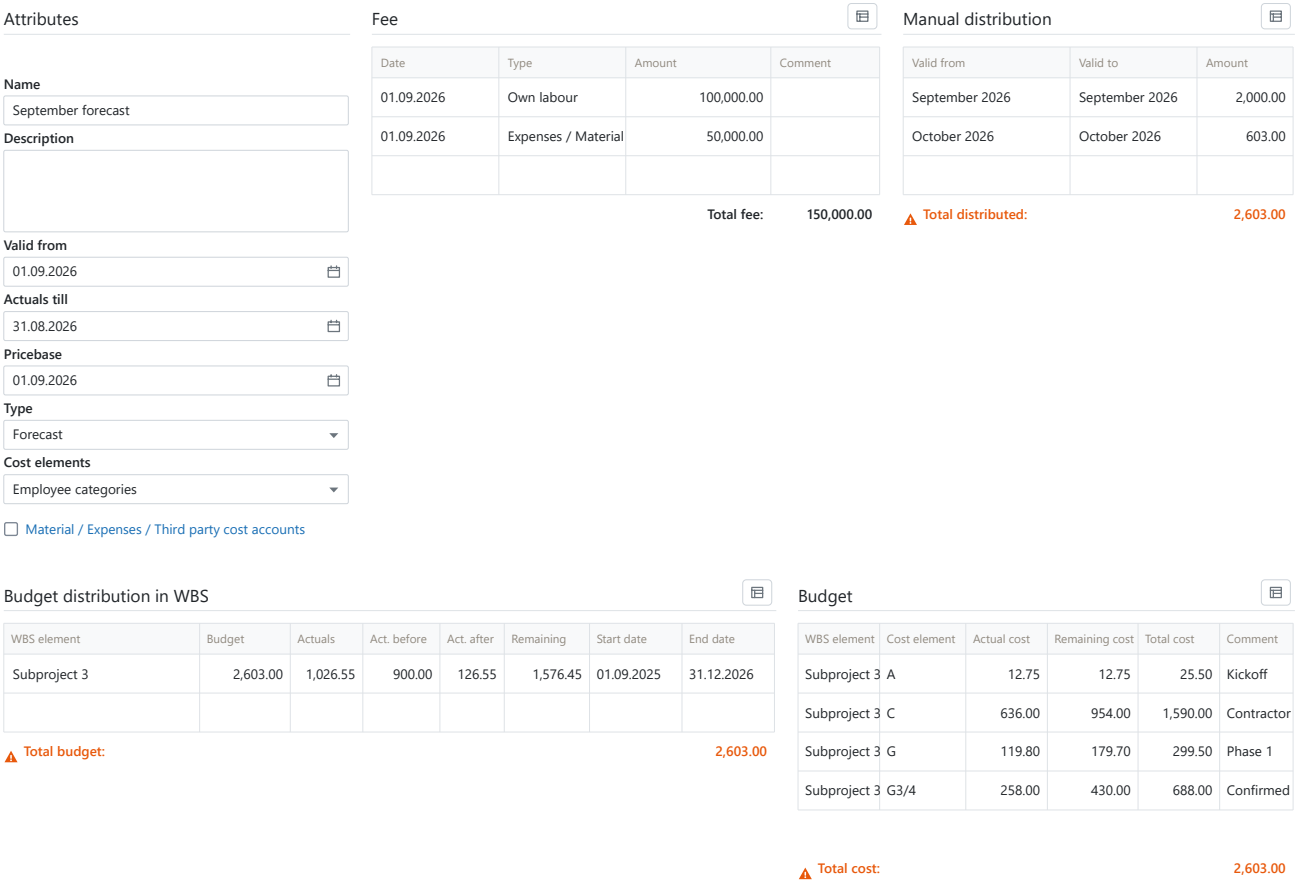
- a period must lie inside the budget window, that is between the budget's Valid from date and the PLA end date;
- the Valid from period may not end before the budget's Valid from date;
- the Valid to period may not be earlier than the Valid from period, and may not start after the PLA end date;
- the distribution must be continuous — if a period should carry nothing, enter it with the amount 0 instead of leaving a gap.

Once everything has been distributed and "Not distributed" shows 0.00, click **Save & Next** to go to the final step.

2.5 Final approval

The complete budget is now shown for review, as a set of read-only panels:

- **Attributes** — the attributes entered in the first step.
- **Fee** — the fee lines.
- **Manual distribution** — the allocation per period. This panel is only shown where the Manual distribution step is in use.
- **Budget distribution in WBS** — the WBS tree with Budget, Actuals, Actuals before, Actuals after, Remaining, Start date and End date per element, and the Total budget with the overrun warning underneath.
- **Budget** — the same costs aggregated per cost element, with WBS element, Cost element, Actual cost, Remaining cost, Total cost and Comment, and the summed total cost underneath.



Each panel can be exported to Excel with the export icon in its toolbar. The same panels are shown later when you review the budget in budget history.

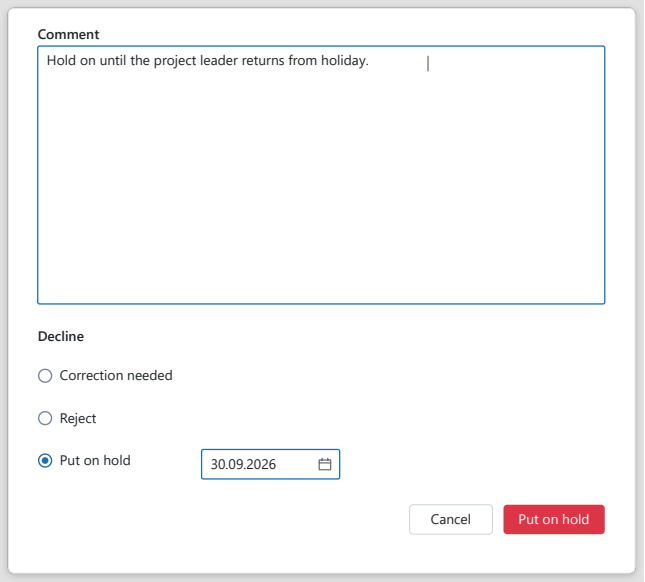
This step is carried out by the approver role. If you hold that role, you can review and approve the budget yourself straight after the previous step; otherwise the process simply waits here until the approver opens it, and it appears in their list of open processes.

Save & Approve approves the budget and makes the new version the valid one for the PLA.

Decline sends the budget back. A window opens with a mandatory **Comment** of up to 1000 characters and three choices:

Choice	What happens
Correction needed	The budget goes back to the project leader for rework.
Reject	The process is ended and the budget version that was being prepared is discarded.
Put on hold	The budget is parked. A date in the future must be entered, on which it should be taken up again.

The comment is afterwards shown to the project leader as the red icon next to the budget header.



As long as the budget is not approved, the project structure of the PLA cannot be changed either.

2.6 The buttons at the bottom of every step

Button	Available on	What it does
Reject	Budget attributes, Fee, Operational budget, Manual distribution, where the step is configured to allow it	Ends the whole process without creating a budget version, after the question "Do you want to stop process?".
Decline	Final approval only	Sends the budget back to the project leader, see 2.5.
Go to previous	Fee, Operational budget, Manual distribution, Final approval	Returns to the previous step. If you have unsaved changes it warns you first; continuing discards them.
Save	Fee, Operational budget, Manual distribution	Saves what you have entered and stays on the step.
Save & Next	Budget attributes, Fee, Operational budget, Manual distribution	Saves and goes to the next step.
Save & Finish	Replaces Save & Next on the last step of the process	Saves and completes the process.
Save & Approve	Final approval only	Approves the budget, see 2.5.
Close	Every step	Leaves the process without finishing it. The budget stays open and can be continued later from the PLA menu. If you have unsaved changes you are asked whether to leave without saving.

Save, Save & Next, Save & Finish and Save & Approve check the step before saving. If something is missing or wrong, nothing is saved and a message tells you that the form contains missing or wrong values; the fields concerned are marked on the screen.

Note that a budget process that is only closed, not finished, keeps blocking the project structure and the other budget processes of that PLA until it is continued and finished, or stopped.

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3. Fee adjustment

3.1 What Fee adjustment does

Fee adjustment is a short process for the case where only the agreed fee changes — a change order, a price adjustment, an additional order — and the operational budget stays as it is. Instead of walking through the whole advanced budget again, it creates a new budget version in which you only edit the fee, and then sends that version for approval.

Concretely, when the process starts myPARM creates a new budget version named **Fee adjustment**:

- if a budget is valid on the date you enter, the new version is a **copy of it** — all operational budget records and the distribution are carried over unchanged — and it is created as a **Forecast**;
- if no budget is valid on that date, a **blank Baseline version** is created instead.

The new version takes the date you enter as its Valid from and its Pricebase, and the end of the previous day as its Actuals till.

Because the operational budget is carried over as it stands, the process has no Operational budget and no Manual distribution step: those figures are taken over from the copied version and marked as complete automatically.

Fee adjustment therefore produces a full budget version, which appears in the budget history like any other. It becomes the valid version of the PLA at the moment it is approved. If the process is rejected or abandoned instead, the prepared version is discarded and the previous budget stays valid.

Fee adjustment is available for advanced budgets only. It cannot be used on a PLA that is budgeted with the simple budget; the entry is then greyed out with the message "The budget has already been created as different type." On a simple budget, the fee is corrected directly in the Adjustment column of the simple budget screen, see 4.4 Fee.

3.2 Starting Fee adjustment

There are three ways in:

- **From the budget portal.** Click the process button on the PLA row and choose **Fee adjustment**, see 1.5.
- **From the project portal.** Load the PLAs of the project with the scales icon and use the same menu on the PLA row, see 1.6.
- **From Resource planning.** A button with a coins icon, **Save and update fees**, is offered at the bottom of the resource planning screen. It saves the current plan and starts Fee adjustment in one step, see 6.2 Resource planning. Started this way the process does **not** ask for a date: it silently uses the plan's start-planning date. The button is only shown for a PLA that has an advanced budget or no budget at all, and only where both the Advanced budget and the Fee adjustment process are switched on for your installation.

The process can only be started when no other budget process is running for the PLA, the project is active, the PLA is not closed, and you are a member of the project team with the role that may create advanced budgets. If one of these conditions is not met, the entry is greyed out in the menu and clicking it explains why.

When you start the process from a PLA menu, a small window opens:

Field	Description
Valid from	The date from which the adjusted fee applies. Required, proposed as today. It also decides which existing budget version is copied.

Confirm with **Create** to start the process, or leave it with **Cancel**. The window cannot be closed by clicking next to it.

3.3 The Fee step

The first step is the same Fee screen as in the advanced budget, described in 2.2 Fee: press the green plus, enter **Date**, **Type**, **Amount** and an optional **Comment**, and confirm with **OK**.

Because the new version was copied from the previous budget, the fee lines recorded so far are already in the grid. Those lines were approved with the earlier budget and can no longer be changed or deleted — trying to delete one reports that the entry is accepted. **You record the change as a new line**: a positive amount to add fee, a negative amount to reduce it. The grid therefore keeps the complete history of what was agreed and when, and **Total fee** under the grid shows the new total.

The step offers **Save**, **Save & Next**, **Close** and, where the step is configured for it, **Reject**. There is no **Go to previous** here, because Fee is the first step of this process.

Save & Next stores the fee and hands the version over for approval.

3.4 The Budget approval step

The second and last step is called **Budget approval**. It shows the same read-only panels as the final approval of the advanced budget — Attributes, Fee, Manual distribution where used, Budget distribution in WBS and Budget — so that the approver sees the adjusted fee against the unchanged operational budget.

The step is executed by the approver role. The available buttons are **Save & Approve**, **Decline**, **Go to previous** and **Close**; there is no Reject button on an approval step. They work exactly as described in 2.6.

Save & Approve approves every fee line and makes the adjusted version the valid budget of the PLA. **Decline** opens the same window as in the advanced budget, with a mandatory comment and the three choices **Correction needed**, **Reject** and **Put on hold**. Correction needed sends the process back to the Fee step, where the project leader can correct the fee and submit it again; the comment is shown there next to the budget header. Reject ends the process and the prepared version is discarded, leaving the previous budget as the valid one.

---

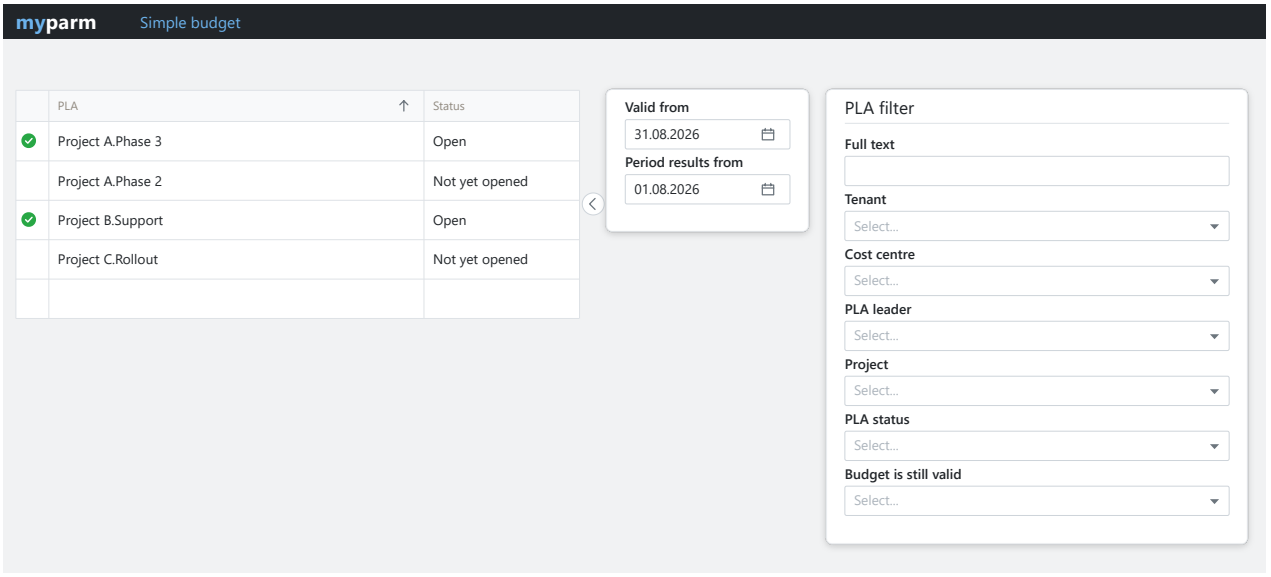
4. Simple budget

The simple budget is the short form of budgeting: no WBS breakdown, no cost elements and no wizard. Each PLA is budgeted on a single screen with three blocks — **Fee**, **Budget** and **Summary** — which is designed for working through many PLAs one after another in a monthly or quarterly review.

Using it requires the **Can perform simple budgeting** access right.

4.1 Opening the simple budget portal

Open **Project** → **Simple budget**. The screen is split: the list of PLAs on the left, which can be collapsed with the chevron button, and the entry area on the right.



Which PLAs are listed follows the same rule as the budget portal: with the **Can see all projects** access right you see every PLA that is not closed, otherwise only the PLAs of your own tenant on projects where you hold a project-leader role. PLAs that are budgeted with the advanced budget are not listed here.

4.2 The start dates and the PLA filter

Before you start, set two dates at the top left:

Field	Description
Valid from	The date from which the budgets you enter are valid. Required.
Period results from	The start date used for the period result report. Required, and it must be earlier than or equal to Valid from; otherwise the message "Period results from must be before or equal valid from." appears.

Both are proposed by myPARM from the period calendar of your installation: Valid from is proposed as the end of the last closed project-validation period, or, where such periods are not used, as the end of the last completed period; Period results from is proposed as the start of the matching period. You can overwrite both.

The **PLA filter** panel narrows the list. All fields work together, and each of them can be cleared again:

Filter	Description
Full text	Searches the PLA name, number and short name, and the project name, number and short name.
Tenant	The tenant whose PLAs are listed. Preset to your own tenant, and changeable only with the **Can see all projects** access right. Changing it also reloads the cost centre, PLA leader and project lists.
Cost centre	Shows only PLAs of the selected cost centre.
PLA leader	Shows only PLAs led by the selected person.
Project	Shows only the PLAs of the selected project.
PLA status	**Not yet opened**, **Open** or **Temporarily closed**. Closed PLAs are never listed.
Budget is still valid	**Yes** shows only the PLAs whose budget has already been confirmed as current for the chosen Valid from date, **No** only those still to be done.

Your filter settings are remembered per user and are restored the next time you open the screen.

4.3 Working through the PLA list

Each row in the list shows the **PLA** and its **Status**, plus a green check mark when the budget of that PLA is already confirmed as valid for the chosen Valid from date. Hover over the check mark to see the note "Budget is still valid".

Press the green arrow at the bottom right to start. myPARM opens the first PLA of the filtered list, or the one you selected, and shows its Fee, Budget and Summary blocks on the right. If the filter matches nothing, a message tells you that there are no PLAs matching your search criteria.

From there you move through the list with the arrow buttons; click a row in the list to jump to a particular PLA. **Your entries are saved automatically when you move to another PLA**, and if a PLA has nothing changed it is simply left as it was. If a PLA cannot be opened because somebody else is working on it, the row is marked and the message "This budget is in use by another user, please try again later." is shown instead of the entry blocks.

4.4 Fee

The Fee block records what will be invoiced. It has one row per fee type — **Own labour**, **3rd party** and **Expenses / Material** — and can be hidden entirely by a system setting.

Column	Description
Fee type	The row label.
Total fee	The current total fee for the type, including your adjustment. Read-only.
Already invoiced	Invoices issued in myPARM, or imported through an interface. Read-only.
Remaining	Total fee minus Already invoiced. You can type the new remaining amount here directly.
Adjustment	The change to the fee. A negative sign subtracts, no sign adds.
Comment	Documents the adjustment, up to 100 characters.

Remaining and **Adjustment** are two ways of entering the same thing: type the new remaining amount and myPARM works out the adjustment, or type the adjustment and myPARM works out the new remaining amount and the new total. Clearing an adjustment also clears the comment on that row.

A comment without an adjustment is not accepted: the adjustment cell is then marked with the message "Enter adjustment or remove comment."

The bottom row shows the totals of Total fee, Already invoiced, Remaining and Adjustment.

4.5 Budget

The Budget block records what the work will cost, again with one row per type.

Column	Description
Budget type	Own labour, 3rd party or Expenses / Material.
Total budget	Remaining total plus Total actuals. Read-only.
Total hours	Hours already booked plus the remaining hours. Read-only, and only shown on the Own labour row.
Total actuals	Costs already recorded for the PLA. Read-only.
Remaining hours	Hours still to be booked. Only on the Own labour row.
Remaining total	The cost still to be spent. Type the new remaining amount here directly.
Budget adjustment	The change to the budget. A negative sign subtracts, no sign adds.
Comment	Documents the adjustment, up to 100 characters.

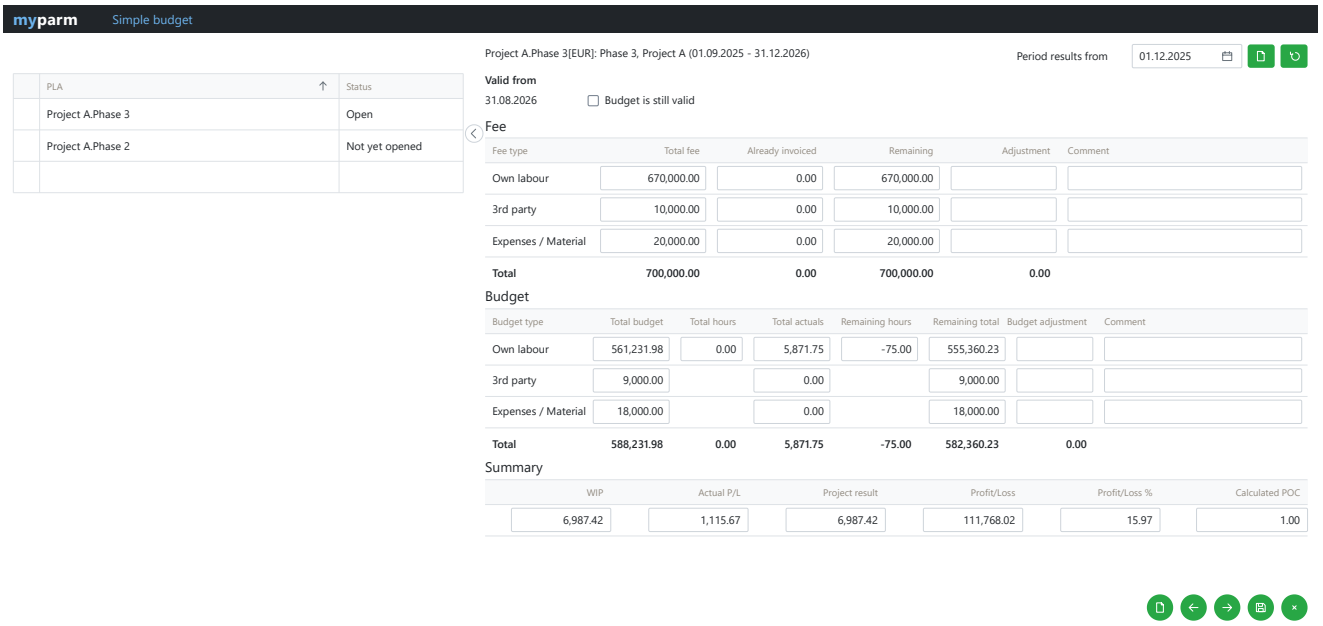
Remaining total and **Budget adjustment** work as a pair in the same way as in the Fee block, and clearing the adjustment clears the comment. The same rule about comments applies: a comment without an adjustment is marked with "Enter adjustment or remove comment."

The bottom row shows the totals, and the Total budget total carries the overrun warning described in 4.10.

4.6 Summary

The Summary block is calculated from the two blocks above and cannot be edited. It is recalculated after every change you make.

Field	Formula
Profit/Loss	Total fee − Total budget. A loss shows with a negative sign.
Profit/Loss %	Profit/Loss divided by the total fee when the result is positive, or by the total budget when it is a loss, times 100.
Calculated POC	Total actuals ÷ Total budget × 100.
Actual P/L	If Profit/Loss is negative: Profit/Loss. Otherwise: Profit/Loss × POC ÷ 100.
Project result	Total actuals + Actual P/L, when Profit/Loss is zero or positive. Total actuals + Profit/Loss, when Profit/Loss is negative.
WIP	Total actuals + Actual P/L − Already invoiced.



4.7 Budget is still valid

Above the entry blocks, next to the Valid from date, sits the check box **Budget is still valid**. It is the confirmation, for everybody who later looks at this PLA, that the figures were checked and are current as of that date.

It is ticked automatically as soon as you change anything on the screen, so in normal use you do not have to think about it. You can also tick or untick it by hand; once you have done that, myPARM stops setting it for you on that PLA. When the budget is saved, ticking the box marks the budget as valid on the chosen date and the green check mark appears in the PLA list; unticking it removes that mark again.

4.8 Period results, Undo and the process buttons

Two buttons sit at the top right, next to the **Period results from** date used for the report.



Button	What it does
Period results (book icon)	Produces the period result report for the period between "Period results from" and "Valid from" and downloads it as a file. The report covers all PLAs matching your filter, regardless of the PLA status filter. Unsaved changes on the current PLA are saved first. If the date is empty or later than Valid from, a message says so and no report is produced.
Undo (arrow icon)	Discards everything you have changed on the current PLA since it was opened. It asks "Do you want to undo all changes?" first and confirms afterwards with "Your changes have been undone." If there is nothing to undo, it says so.

Five buttons sit at the bottom right:

Button	What it does
History	Switches the right-hand side between the budget entry and the budget history of this PLA, see 5. Budget history.
Previous PLA / Next PLA	Move to the previous or next PLA in the filtered list, wrapping around at the ends. Entries are saved automatically.
Save & Finish	Saves the current PLA, even if nothing was changed, finishes its process and returns you to the list.
Close	Leaves the current PLA without saving. If you have unsaved changes it asks whether to continue; confirming discards them and returns you to the list.

4.9 Starting a simple budget from the budget portal

A simple budget can also be started from the budget portal or the project portal, for a single PLA. Click the process button on the PLA row and choose **Create simple budget**. A small window opens:

Field	Description
Valid from	The date from which the budget is valid. Required, proposed from the period calendar in the same way as on the simple budget portal.

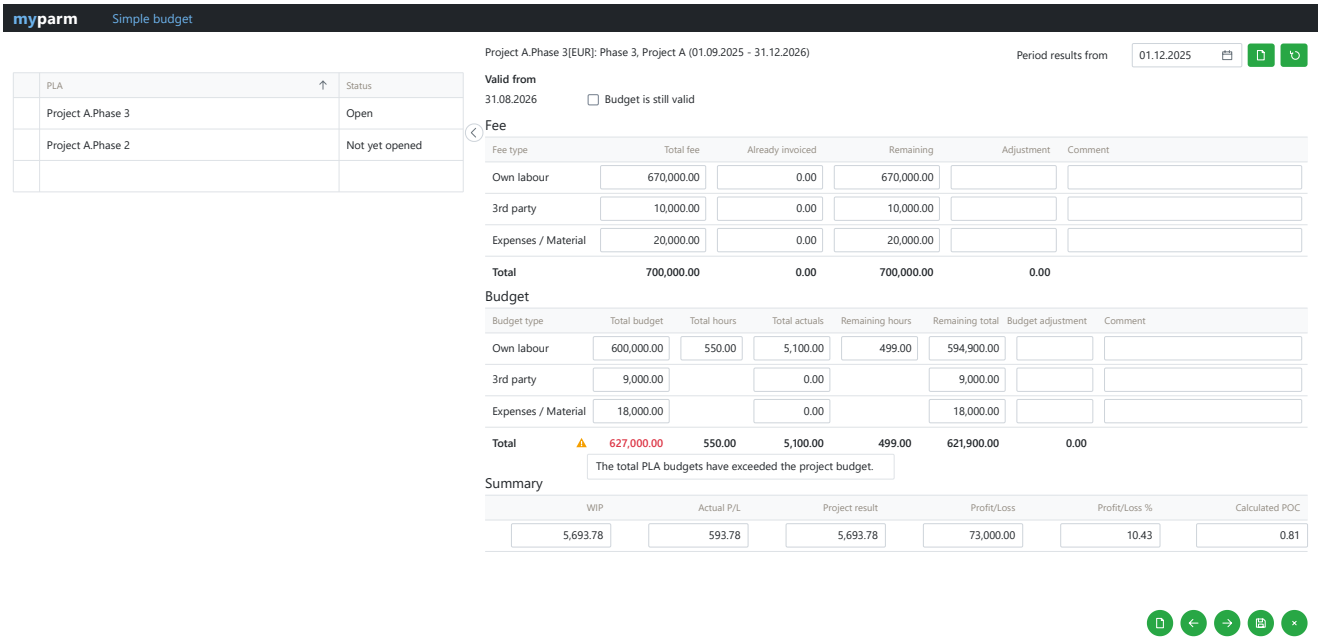
Confirm with **Create**, or leave it with **Cancel**. The same Fee, Budget and Summary screen then opens for that one PLA, with the **Period results**, **Undo** and **History** buttons, a save button that stores the entries and completes the process, and **Close**. There are no arrows here, because the process runs on that one PLA only. Continuing a simple budget that is already running does not ask for the date again.

4.10 Budget overrun

If a total project budget is defined in the project attributes (see 1. Budget portal), myPARM compares it against the combined budget of every PLA in the project, regardless of PLA status. For each PLA, the comparison uses its last approved budget that was valid on the edited budget's "Valid from" date; a PLA that already has actuals but no budget of its own is left out of the total, and so are future budgets already accounted for in Resource Management. Every PLA's budget is converted to a common currency using the exchange rate for that same "Valid from" date — if no rate is available for a PLA's currency, that PLA simply counts as 0 rather than blocking the comparison.

As soon as the combined PLA budget exceeds the project budget, the Budget total is shown in red with an orange exclamation icon in front of it, and hovering over it shows the tooltip

"The total PLA budgets have exceeded the project budget." A brief busy indicator appears while the comparison is being calculated. The check runs automatically as soon as the view is opened, so an existing overrun is flagged right away, and again whenever a value affecting the remaining budget is changed and the field loses focus — changing the fee alone does not trigger it. The warning is informational only and never blocks saving.



The same warning is shown under the WBS tree and the distribution of the advanced budget, on the Total budget of the simple budget, and in budget history — see 5. Budget history.

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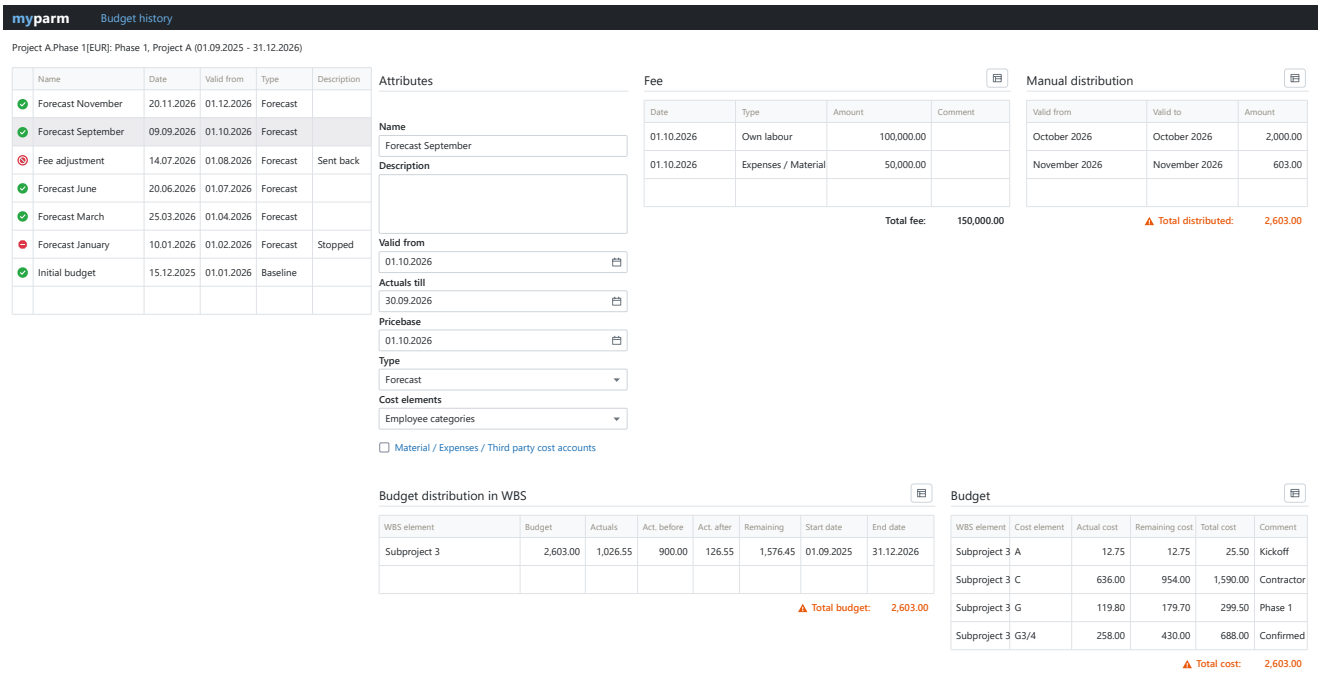
5. Budget history

The history button lists every budget previously created for the PLA, for both simple and advanced budgets. It is reached from the magnifier on the budget portal row and from the history button on the simple budget screen.

The list on the left shows one row per budget version, with a status icon, the **Name**, the **Date** of the last approval, the **Valid from** date, the **Type** and the **Description**. The icon tells you what happened to the version: a check mark for an accepted budget, or for the version that is still valid in the case of a simple budget; a ban sign for a version that was sent back for correction; a stop sign for a process that was stopped.

Click a row to open that version read-only, in the layout it had when it was created: the Fee, Budget and Summary blocks for a simple budget, and the Attributes, Fee, Manual distribution, Budget distribution in WBS and Budget panels for an advanced budget. This makes it possible to compare how the budget changed from one version to the next. If the PLA has no budget version yet, a message says so.



The budget overrun warning is shown here too, by default for the currently valid budget version, which is selected automatically when the view is opened. If a PLA only has a future budget, the warning is shown for that budget instead, compared against today's date.

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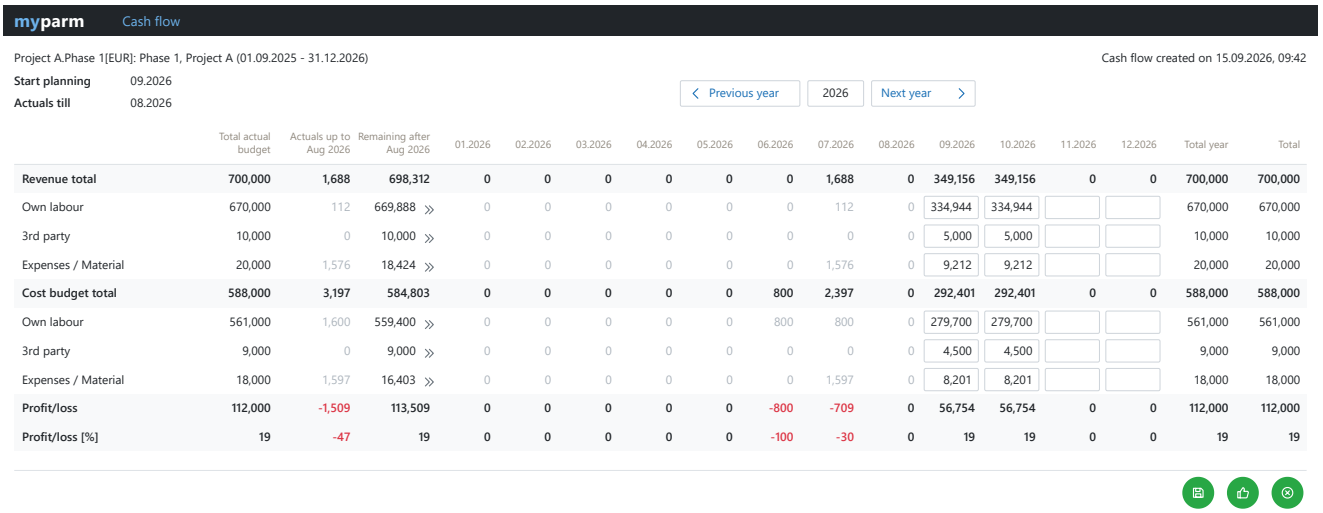
6. Resource management

Once a budget exists, its totals can be tracked over time and against actual staffing. Cash flow lays a PLA's revenue and cost out month by month; Resource planning adds hour-by-hour staffing on top of it; and the Resource Management portal gathers every PLA a resource planner is responsible for into one filterable list.

6.1 Cash flow

Cash flow lays out a PLA's revenue and cost for a full year, month by month — or week by week, depending on the granularity configured for the instance — combining actuals already booked with a budget that can still be planned and adjusted period by period. It is reached from the PLA menu described in 1.5, or from within Resource planning (see 6.2), and requires its own Resource Management access right.



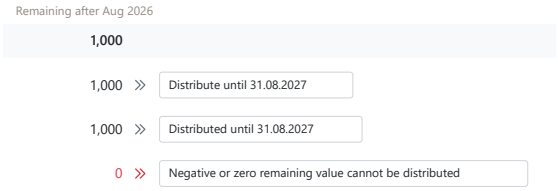
	Total actual budget	Actuals up to Aug 2026	Remaining after Aug 2026	01.2026	02.2026	03.2026	04.2026	05.2026	06.2026	07.2026	08.2026	09.2026	10.2026	11.2026	12.2026	Total year	Total
Revenue total	**700,000**	**1,688**	**698,312**	**0**	**0**	**0**	**0**	**0**	**0**	**1,688**	**0**	**349,156**	**349,156**	**0**	**0**	**700,000**	**700,000**
Own labour	670,000	112	669,888 »	0	0	0	0	0	0	112	0	334,944	334,944			670,000	670,000
3rd party	10,000	0	10,000 »	0	0	0	0	0	0	0	0	5,000	5,000			10,000	10,000
Expenses / Material	20,000	1,576	18,424 »	0	0	0	0	0	0	1,576	0	9,212	9,212			20,000	20,000
Cost budget total	**588,000**	**3,197**	**584,803**	**0**	**0**	**0**	**0**	**0**	**800**	**2,397**	**0**	**292,401**	**292,401**	**0**	**0**	**588,000**	**588,000**
Own labour	561,000	1,600	559,400 »	0	0	0	0	0	800	800	0	279,700	279,700			561,000	561,000
3rd party	9,000	0	9,000 »	0	0	0	0	0	0	0	0	4,500	4,500			9,000	9,000
Expenses / Material	18,000	1,597	16,403 »	0	0	0	0	0	0	1,597	0	8,201	8,201			18,000	18,000
Profit/loss	**112,000**	**-1,509**	**113,509**	**0**	**0**	**0**	**0**	**0**	**-800**	**-709**	**0**	**56,754**	**56,754**	**0**	**0**	**112,000**	**112,000**
Profit/loss [%]	**19**	**-47**	**19**	**0**	**0**	**0**	**0**	**0**	**-100**	**-30**	**0**	**19**	**19**	**0**	**0**	**19**	**19**

The view opens on an **Actuals till** date, configured per instance as the end of the last finished calendar month, the last closed period, or the last temporarily closed period, with planning starting the month or week right after it. The **Input for Year** defaults to the current year and can be stepped backward or forward with the previous/next buttons. Every month or week up to and including Actuals till is shown grayed out with the historical figures for that period; everything after it is open for planning.

The revenue side — **Own labour**, **3rd party**, **Expenses / Material** and their **Total** — shows the fee actually invoiced up to Actuals till; the cost side shows the same breakdown for actual hours and expenses booked on the PLA, taken from the last budget approved on or before that date, or zero if none exists yet. **Total Year** sums the visible year, and **Total** sums distributed and actual values across the PLA's whole lifetime. **Profit/Loss (cash flow)** is Revenue total minus Cost budget total, shown as an amount and as a percentage of the cost budget; either figure turns red when negative, as does a total row that no longer matches the actual budget, or any remaining value that has gone negative.

Distributing and editing

A chevron button on each row spreads its remaining value evenly across every open month or week, from the start of planning to the end of the PLA; its tooltip reads "Distribute until [end date]" beforehand and "Distributed until [end date]" once used, and the button itself turns red instead when there is nothing left to distribute. Any individual cell in the open period can also be typed into directly — only positive values are accepted — which cancels the "distributed" marking for that row; changing a value updates every total and the Profit/Loss figures immediately. Values are shown rounded; clicking a cell reveals the exact two-decimal amount underneath for editing, and hovering over any read-only or total field always shows the precise figure in a tooltip. Everything on the screen is saved together in one step, and a **Cash Flow Created On** field records when the process was last approved.



6.2 Resource planning

Resource planning combines Cash flow (above) with hour-by-hour planning of who is doing the work: it is the same process, with an added view for planning employees' — and, depending on configuration, cost centres' — time; editing cash flow from inside Resource planning works exactly as described in 6.1. It runs on a single PLA and can be started from the Budget portal, the project portal, or the Resource Management portal; it is available to project leaders and PLA leaders, cannot be started on a closed PLA, and blocks — and is blocked by — the PLA's budget and cash flow processes while it is open.

myparm Resource planning

Project A.Phase 1[EUR]: Phase 1, Project A (01.09.2025 - 31.12.2026)
Start planning 09.2026
Actuals till 08.2026

Cash flow created on 15.09.2026, 09:42
Resource plan created on 15.09.2026, 10:15

Previous year | 2026 | Next year

	Total actual budget	Actuals up to Aug 2026	Remaining after Aug 2026	01.2026	02.2026	03.2026	04.2026	05.2026	06.2026	07.2026	08.2026	09.2026	10.2026	11.2026	12.2026	Total year	Total
Revenue total	**700,000**	**1,688**	**698,312**	**0**	**0**	**0**	**0**	**0**	**0**	**1,688**	**0**	**349,156**	**349,156**	**0**	**0**	**700,000**	**700,000**
Own labour	670,000	112	669,888 »	0	0	0	0	0	0	112	0	334,944	334,944			670,000	670,000
3rd party	10,000	0	10,000 »	0	0	0	0	0	0	0	0	5,000	5,000			10,000	10,000
Expenses / Material	20,000	1,576	18,424 »	0	0	0	0	0	0	1,576	0	9,212	9,212			20,000	20,000
Cost budget total	**588,000**	**3,197**	**584,803**	**0**	**0**	**0**	**0**	**0**	**800**	**2,397**	**0**	**292,401**	**292,401**	**0**	**0**	**588,000**	**588,000**
Own labour	561,000	1,600	559,400 »	0	0	0	0	0	800	800	0	279,700	279,700			561,000	561,000
3rd party	9,000	0	9,000 »	0	0	0	0	0	0	0	0	4,500	4,500			9,000	9,000
Expenses / Material	18,000	1,597	16,403 »	0	0	0	0	0	0	1,597	0	8,201	8,201			18,000	18,000
Profit/loss	**112,000**	**-1,509**	**113,509**	**0**	**0**	**0**	**0**	**0**	**-800**	**-709**	**0**	**56,754**	**56,754**	**0**	**0**	**112,000**	**112,000**
Profit/loss [%]	**19**	**-47**	**19**	**0**	**0**	**0**	**0**	**0**	**-100**	**-30**	**0**	**19**	**19**	**0**	**0**	**19**	**19**
Result	**556,223**	**0**	**556,223**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**279,151**	**279,151**	**0**	**0**	**558,303**	**558,303**
Result in %	**95**	**0**	**95**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**95**	**95**	**0**	**0**	**95**	**95**
Planning resources and other costs																	
Total cost planning	**31,777**	**3,197**	**28,580**	**0**	**0**	**0**	**0**	**0**	**2,397**	**800**	**0**	**13,250**	**13,250**	**0**	**0**	**29,697**	**29,697**

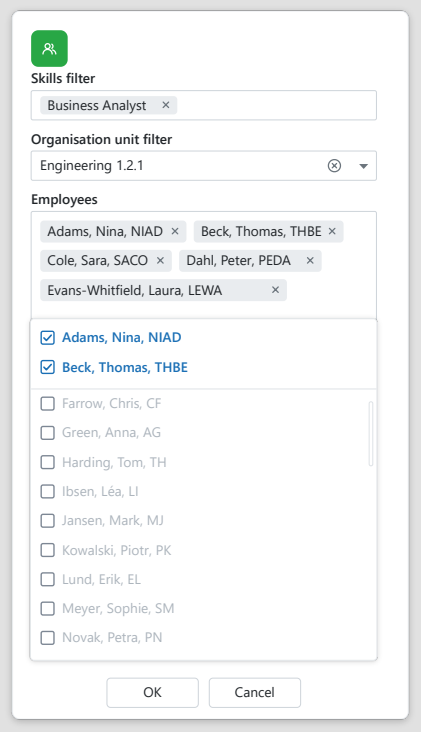
Resources	Estimated effort workpackage	Actuals up to Aug 2026	Remaining after Aug 2026	01.2026	02.2026	03.2026	04.2026	05.2026	06.2026	07.2026	08.2026	09.2026	10.2026	11.2026	12.2026	Total year	Total
Total [EUR]	**29,180**	**1,600**	**27,580**	**0**	**0**	**0**	**0**	**0**	**800**	**800**	**0**	**13,250**	**13,250**	**0**	**0**	**28,100**	**28,100**
Total hours [h]	**556.00**	**16.00**	**540.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**8.00**	**8.00**	**0.00**	**225.00**	**225.00**	**0.00**	**0.00**	**466.00**	**466.00**
Adams, Nina, NIAD	100.00	0.00	100.00 »	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00			100.00	100.00
Beck, Thomas, THBE	100.00	0.00	100.00 »	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00			100.00	100.00
Cole, Sara, SACO		16.00	-16.00 »	0.00	0.00	0.00	0.00	0.00	8.00	8.00	0.00					16.00	16.00
Dahl, Peter, PEDA	120.00	0.00	120.00 »	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35.00	35.00			70.00	70.00
Other costs [EUR]																	
3rd party	1,000.00	0.00	1,000.00 »	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00					0.00	0.00
Expenses / Material	1,000.00	1,597.00	-597.00 »	0.00	0.00	0.00	0.00	0.00	0.00	1,597.00	0.00					1,597.00	1,597.00

Employee hours

Every employee who has already booked time on the PLA is listed automatically, in alphabetical order, with their hours up to Actuals till summed per month or week; **Expenses / Material** and **3rd party** costs booked on their entries are shown the same way. A project leader plans further hours by entering an estimated effort for the whole work package; the remaining amount recalculates automatically and can be spread across the open months with the same chevron-based distribution described for cash flow, or edited cell by cell —

whole hours only, or up to two decimal places, depending on configuration. The work package's **Total** row is shown in red whenever it no longer matches its estimated effort.

To add employees, the green **Add** button — greyed out once the PLA is closed, or once it ends before planning would start — opens a picker listing every active employee relevant for resource management; several can be selected at once, and the whole PLA team can be added in a single click regardless of any filter in use. The picker can be narrowed by one or more skills — employees who have all of them are listed first, the rest grayed out — and, depending on configuration, by organisation unit as well. An employee left with no estimated effort after saving is dropped from the list automatically; one who is no longer active or no longer relevant for resource management is locked instead, with a tooltip explaining whether they can still be deleted (if they have no actuals yet) or not (if they do). An employee can only be removed manually — with the delete icon shown on hover — while they have no actuals recorded; a relevant, active employee removed this way can always be added back later.

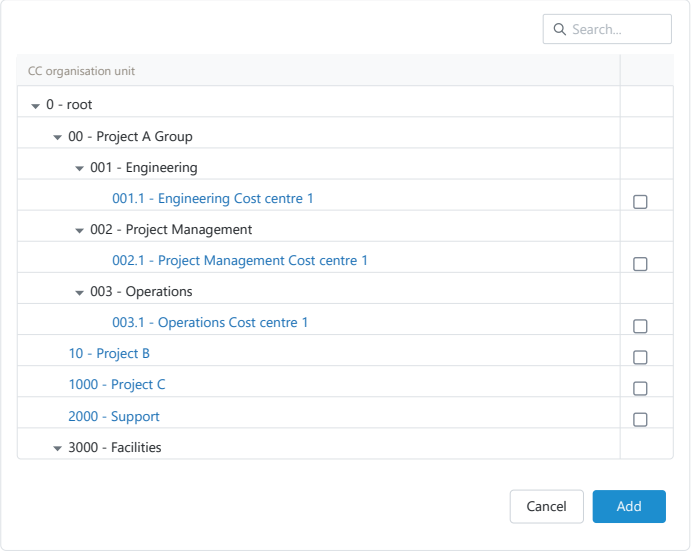


Planning is only possible for the months or weeks an employee is actually employed: months outside their employment period are locked for input, and automatic distribution only ever spreads hours across the periods where they are available. Depending on configuration, each employee's available capacity for the visible weeks or months can also be checked on demand — a week or month where they are overloaded is shown in red, with their exact capacity given in a tooltip on hover — and a yearly capacity figure, covering the full year even for a PLA that only runs part of it, can be shown next to their name.

Cost centre planning

Where an organisation plans some of its resourcing before individual employees are assigned, hours can instead be booked directly against a cost centre — alongside or instead

of named employees — depending on configuration. An **Add cost centres** button opens a similar picker listing the active cost centres as a tree. A cost centre row behaves like an employee row for planning, distributing and clearing hours, but never shows actuals, and its planning rate is the average of the planning rates of every active, relevant employee currently assigned to it (zero if none are). If a PLA's dates are shortened later, any cost-centre hours that fall outside the new range are removed automatically.



Where cost centre planning is used, the same view can also show each cost centre's free capacity: its assigned employees' combined capacity minus everything already planned against it on every PLA, not just the current one, refreshed on demand so it reflects changes made elsewhere in the meantime.

Total cost planning and result

Alongside the hour planning, a **Total cost planning** figure combines the employees' and cost centres' actual-plus-remaining cost — remaining hours priced at each one's current planning rate — with an **Other costs** row for 3rd party and Expenses / Material; a negative remaining value on any row is left out of that row's total, since it reflects hours already over-consumed rather than a genuine saving still to come. **Result** is the cash flow's Cost budget total minus this Total cost planning figure, shown alongside a **Result %**; both turn red when negative, and Total cost planning itself turns red once it exceeds the cash flow budget.

Finishing the process

Save & Finish behaves according to what changed: with nothing to save it simply cancels the process, and with changes it saves them, closes the process, and returns to wherever it was started from. **Close** always asks for confirmation before discarding unsaved changes. Depending on configuration, an additional button with a euro sign, **Save and create budget**, saves the current plan and creates a budget from it directly — a baseline budget for a new PLA, or a forecast if one already exists — using the plan's start-planning date as the budget's Valid from and the distributed remaining hours as its entries; a button with a coins icon, **Save and update fees**, instead launches the Fee adjustment process directly from here, with the plan's start-planning date as the date of the adjustment. Moving to another PLA with the left

or right navigation arrows, which wrap around at the ends of the list, saves and finishes the current one automatically if anything changed, or simply discards it if nothing did.

Snapshots

Resource plans can also be preserved as snapshots: point-in-time copies of a PLA's planned hours and cash flow, kept for later comparison. An "ordinary" snapshot is created automatically for every PLA with an active resource plan, closed ones included, as of the current planning start date; an "approved" snapshot instead lets the date be chosen directly. Once created, snapshots become selectable comparison points in the resource and budget dashboards, letting a plan be compared against how it looked on an earlier date.

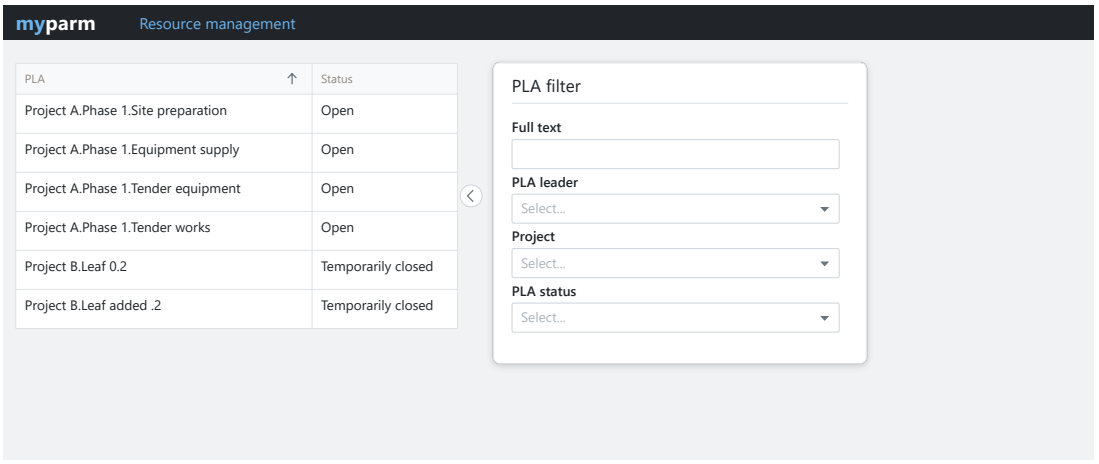
Two buttons in the project portal create a snapshot directly, without opening resource planning: **Create snapshot of cashflows and resource plans**, and, marked with a check, **Create approved snapshot of cashflows and resource plans**. Both are shown only to users who hold the **Can create RM snapshots** access right.



6.3 Resource Management portal

The Resource Management portal (**Project → Resource management**) gives resource planners a single list of every PLA they may plan resources for, instead of opening each one from its own project. Reaching it requires the general Resource Management access right described above, plus its own dedicated access right; the project leader role is granted the latter by default.

Which PLAs appear depends on the user's access: someone with the "All Projects" access right sees every PLA in the system that is not closed, while everyone else sees only the PLAs of projects where they are project leader or deputy project leader, plus any PLA where they are PLA leader or deputy PLA leader — checked against today's date. Closed PLAs are never listed, for anyone. Each row shows the PLA and its current status.



A filter panel beside the list narrows it down using, together, a full-text search (matching the project's name, short name and number, or the PLA's name, short name and number), a **PLA**

Leader dropdown (deputies excluded), a **Project** dropdown, and a **PLA Status** dropdown; all four combine, and each can be cleared independently. None of the dropdowns narrows the others — picking a project still lists every leader in the PLA Leader dropdown, not just that project's leaders.

A button on the portal starts Resource planning (see 6.2) for the selected PLA, or for the first PLA in the list if none is selected; if another user is already editing that PLA's resource plan, a message says so instead of opening it. While working through the process from here, moving between PLAs with the navigation arrows is limited to the filtered list, and the filter selections stay in place for the rest of the session.

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7. Profit & Loss and provisions

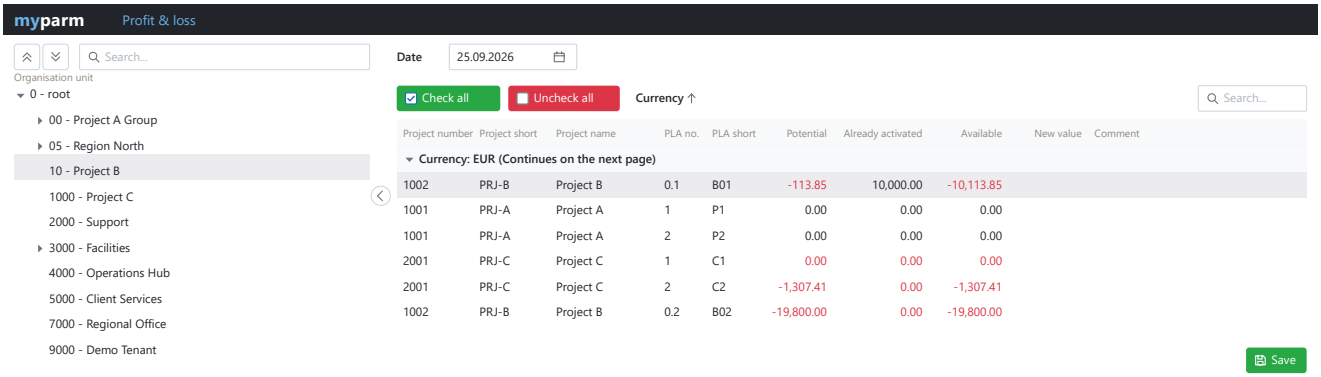
A provision records that part of a PLA's profit is recognised at a given date. myPARM works out how much of the expected profit the PLA has earned so far, subtracts what has already been recognised, and offers the difference for activation. You decide how much of it is actually activated, document it with a comment, and myPARM keeps each activation as a dated provision line.

The screen works on many PLAs at once, which makes it suited to a monthly or quarterly closing run: pick the organisation unit and the closing date, check the proposed amounts, correct the ones that need correcting, tick them and save.

7.1 Opening the screen

Open **Project** → **Profit & loss**. The screen requires the **Can maintain profit & loss** access right.

The screen is split. On the left is the organisation structure, on the right the date, the list of PLAs, the provisions of the PLA you clicked, and the save button.



7.2 Choosing the organisation unit and the date

The tree on the left lists the organisation structure down to cost centre level, in one column headed **Organisation unit**, showing the number, name and short name of each unit. The

topmost node is expanded when you open the screen. Use the two buttons above the tree to collapse or expand everything, the search box to find a unit, and the chevron button on the edge of the panel to slide the panel away once you have chosen.

Click a unit to load its PLAs. If the unit you click is a cost centre, you get its own PLAs; if it is higher up the structure, you get the PLAs of every cost centre underneath it. Nothing is listed until you have selected a unit.

The **Date** field at the top of the right-hand side is the date the provisions will be booked on. It is required, defaults to today, and cannot lie in the future; a later date is rejected with "The date cannot be in the future." Changing it reloads all the figures, because everything on the screen is calculated as at that date.

If you have unsaved changes when you click another organisation unit or change the date, myPARM asks whether to continue. Confirming discards the changes and loads the new selection.

7.3 The PLA list and its columns

The list shows one row per PLA, grouped by **Currency** so that amounts are never mixed, and sorted by project number and then PLA number. Each currency group carries its own totals for Potential, Already activated and Available.

Column	Content
Project number, **Project short**, **Project name**	Identify the project.
PLA number, **PLA short**, **PLA name**	Identify the PLA.
Status	The PLA status.
Project leader, **PLA leader**	Shown by their short name.
Organisation unit	The cost centre the PLA belongs to.
Calculated POC	How far the PLA has progressed: the costs actually used against the budgeted total cost, as a whole percentage.
Potential	The profit or loss of the PLA multiplied by that degree of completion, so only the share earned so far. A PLA that is more than fully consumed counts as 100 per cent, never more.
Already activated	The sum of the provisions recorded for this PLA up to the selected date.
Available	Potential minus Already activated: what can still be activated on this date.
New value	The amount you want to activate. Editable.

Column	Content
Comment	Documents the activation, up to 1000 characters. Editable.
Approve	The tick that marks this row for saving.

Two things are shown in red so that they catch the eye:

- **Potential**, **Already activated** and **Available** turn red on a PLA that has no budget. Without a budget there is nothing to measure the progress against, so the figures cannot be relied on.
- **New value** turns red as soon as it differs from **Available**, that is whenever you activate more or less than myPARM proposes.

The list behaves like the other myPARM grids: search box, filter row, column filters, a group panel you can drag columns onto, and a pager. The last columns, from Potential to Approve, are pinned to the right edge so that they stay visible while you scroll through the descriptive columns.

7.4 Activating an amount

A row can only be edited when both of these are true:

- the selected date lies in a period that is not yet closed;
- the selected date lies within the PLA's own start and end dates.

Every other row is read-only, which is what you want when you look back at an already closed month.

Click an editable row. **New value** is already filled with **Available**, so activating exactly what myPARM proposes needs no typing at all. To activate a different amount, click into **New value** and type it. Add a **Comment** where the amount deviates or where your organisation requires one.

Typing into either **New value** or **Comment** ticks **Approve** on that row automatically. Clearing the tick again resets the row: the comment is removed and New value goes back to Available.

Clicking a row also loads its provisions underneath the list, see 7.6.

7.5 Check all and Uncheck all

Two buttons sit in the toolbar above the list.

Button	What it does
Check all	Ticks Approve on every editable row that is currently visible, that is after your filters have been applied. Use it to accept all the proposed amounts of a cost

Button	What it does
	centre in one go.
Uncheck all	Clears the ticks again and resets those rows to the proposed values. If any of the ticked rows carries a comment or a changed amount, it first asks "All not saved changes will be lost, do you want to continue?"

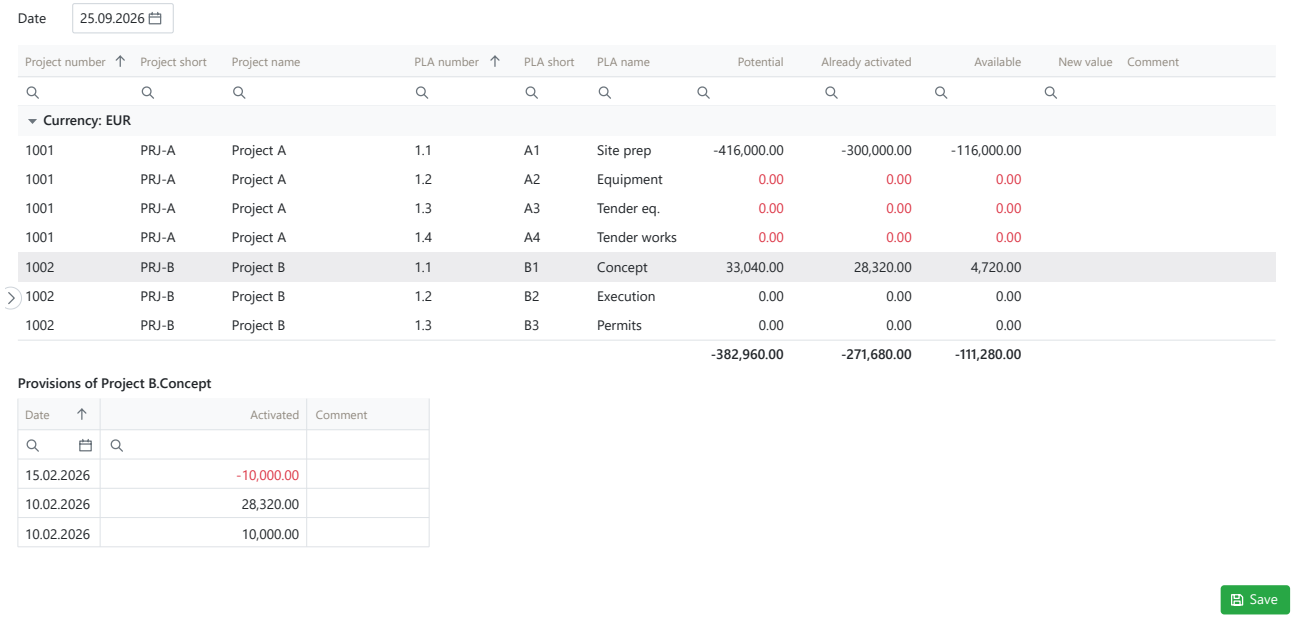
Both buttons respect the filter, so you can narrow the list to one project or one leader first and then approve only that part.

7.6 The provisions of the selected PLA

When you click a row, a second list appears under the main one, headed **Provisions of** followed by the name of that PLA. It shows what has already been recognised for the PLA up to the selected date:

Column	Content
Date	The date the provision was booked on. The newest entry is listed first.
Activated	The amount that was activated.
Comment	The comment recorded with it.

This list explains the **Already activated** figure in the row above, and it is the place to look when the available amount is not what somebody expected. It has its own filter row and cannot be edited; a provision is corrected by activating a further amount, positive or negative, on a later date.



7.7 Saving

The save button at the bottom right shows the number of ticked rows in brackets, so you can see at a glance how much you are about to book. It stays grey while nothing is ticked.

Saving writes one provision per ticked row, with the date chosen at the top, the amount from New value, the comment and the PLA's currency. Rows that are not ticked are left alone, whatever you typed into them. Afterwards the figures are recalculated and the provisions list is reloaded, so Already activated and Available immediately show the new situation.

Three things can change under you while you work, and each is reported when you save, with the data on screen reset to the current situation:

Message	What happened
"A data conflict occurred due to changed period status. Your data has been reset."	The period containing your date was closed in the meantime. Provisions cannot be booked into a closed period.
"A data conflict occurred due to changed PLA start/end dates. Your data has been reset."	A PLA's dates were changed so that your date now falls outside its runtime.
"A data conflict occurred due to changed PLA status. Your data has been reset."	A PLA was closed in the meantime.

Leaving the screen with unsaved changes asks for confirmation first.

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