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Carl Chatfield, PMP, and Timothy Johnson, MCP

Sample Chapters

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Chapter at a Glance

Create a list of resources, page 56.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar
1	Jun Cao	Work		J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
2	Sharon Salavaria	Work		S		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
3	Toby Nixon	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
5	Zac Woodall	Work		Z		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard

Change a resource's capacity to perform work, page 59.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar
1	Jun Cao	Work		J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
2	Sharon Salavaria	Work		S		50%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
3	Toby Nixon	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
5	Zac Woodall	Work		Z		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
6	Copyeditors	Work		C		400%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard

Enter resource cost rates, page 60.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar
1	Jun Cao	Work		J		100%	\$42.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	\$0.00	Prorated	Standard
3	Toby Nixon	Work		T		100%	2,700.00/wk	\$0.00/hr	\$0.00	Prorated	Standard
						100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
						100%	\$55.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
						400%	\$45.00/hr	\$0.00/hr	\$0.00	Prorated	Standard

Change a resource's working time, page 63.

Change Working Time

For calendar: **Toby Nixon** Create New Calendar ...

Base calendar: **Standard**

Legend:

- Working
- Nonworking
- Edited working hours
- Exception day
- Nondefault work week

Click on a day to see its working times:

January 2012

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 19, 2012 is nonworking.

Based on:
Exception 'Toby attending a ...' on calendar 'Toby Nixon'.

Exceptions **Work Weeks**

Name	Start	Finish
1 Toby attending a conference	1/19/2012	1/20/2012

Details...
Delete

Help Options... OK

Add notes about resources, page 68.

	Resource Name	Type	Material	Initials	Group
1	Jun Cao	Work		J	
2	Sharon Salavaria	Work		S	
3	Toby Nixon	Work		T	
4	Notes: 'Toby worked on launch campaigns for Toni Poe's previous two books.'				
5	Toni Poe	Work		T	
6	Copyeditors	Work		C	
7	Travel	Cost		T	

3 Setting Up Resources

In this chapter, you will learn how to:

- ✓ Set up basic resource information for the people who work on projects.
 - ✓ Adjust the maximum capacity of a resource to do work.
 - ✓ Set up cost information for work resources.
 - ✓ Change a resource's availability for work.
 - ✓ Enter cost resource information for financial tracking.
 - ✓ Record additional information about a resource in a note.
-

Microsoft Project 2010 supports three types of *resources*. These are work resources, as well as two special-purpose resources: cost and material. Briefly, here is how to think about the three resource types:

- *Work resources* include the people and equipment needed to complete the tasks in a project.
- *Cost resources* represent a financial cost associated with a task that you need to account for. Examples include categories of expenses like travel, entertainment, and so on.
- *Material resources* are consumables that you use up as the project proceeds. For example, a construction project might need to track steel or concrete as it is used throughout the project.

In this chapter you will set up work and cost resources. Material resources are described in Chapter 8, "Fine-Tuning Resource Details."

In this chapter, you will set up the work and cost resources that you need to complete the new book launch at Lucerne Publishing. Effective resource management is one of the most powerful advantages of using Project instead of task-focused planning tools, such as paper-based organizers. You do not need to set up resources and assign them

to tasks in Project; however, without this information, you might be less effective in managing your schedule. Setting up resource information in Project takes a little effort, but the time is well spent if your project is primarily driven by time or cost constraints (and nearly all projects are driven by one, if not both, of these factors).

Practice Files Before you can complete the exercises in this chapter, you need to copy the book's practice files to your computer. A complete list of practice files is provided in "Using the Practice Files" at the beginning of this book. For each exercise that has a practice file, simply browse to where you saved the book's practice file folder.

Important If you are running Project Professional, you may need to make a one-time setting change. This helps ensure that the practice files you work with in this chapter do not affect your Project Server data. For more information, see Appendix C, "Using the Practice Files if Connected to Project Server."

Setting Up Work Resources

Work resources are the people and equipment that do the work of the project. Project focuses on two aspects of work resources: their availability and their costs. Availability determines when specific resources can work on tasks and how much work they can perform, and costs refer to how much money will be required to pay for those resources.

Some examples of work resources are listed in this table.

Work Resource	Example
Individual people identified by name.	Jun Cao; Zac Woodall
Individual people identified by job title or function.	Publisher; Contract specialist
Groups of people who have common skills. (When assigning such interchangeable resources to a task, you might not be concerned about who the individual resource is so long as they have the right skills.)	Copyeditors; Typesetters
Equipment.	Offset lithography press

Equipment Resource Considerations

In Project, you set up people and equipment resources in exactly the same way; they are both examples of work resources. However, you should be aware of important differences in how you can schedule these two work resources. Most people resources have a working day of typically 8 and usually no more than 12 hours, but equipment resources might have much more varied capacities for work, ranging from short durations (followed by maintenance) to around the clock without interruption. Moreover, people resources might be flexible in the tasks they can perform, but equipment resources tend to be more specialized. For example, a content editor for a book project might also act as a copyeditor in a pinch, but a desktop copy machine cannot replace a printing press.

You do not need to track every piece of equipment that will be used in your project, but you might want to set up equipment resources when

- Multiple teams or people might need a piece of equipment to accomplish different tasks simultaneously, and the equipment might be overbooked.
- You want to plan and track costs associated with the equipment.

Consider these issues if your projects involve equipment resources.

Project can help you make smarter decisions about managing work resources and monitoring financial costs.

In this exercise, you enter the names of several people resources.



SET UP Start Project if it's not already running.

You need the **Simple Resources_Start** project plan located in your **Chapter03** practice file folder to complete this exercise. Open the **Simple Resources_Start** project plan, and then follow these steps.

1. On the **File** tab, click **Save As**.

Project displays the Save As dialog box.

2. In the **File name** box, type **Simple Resources**, and then click **Save**.

Tip You can instruct Project to automatically save the active project plan at predefined intervals, such as every 10 minutes. On the **File** tab, click **Options**. In the **Project Options** dialog box, click **Save**, select the **Auto Save Every** check box, and then specify the time interval you want.

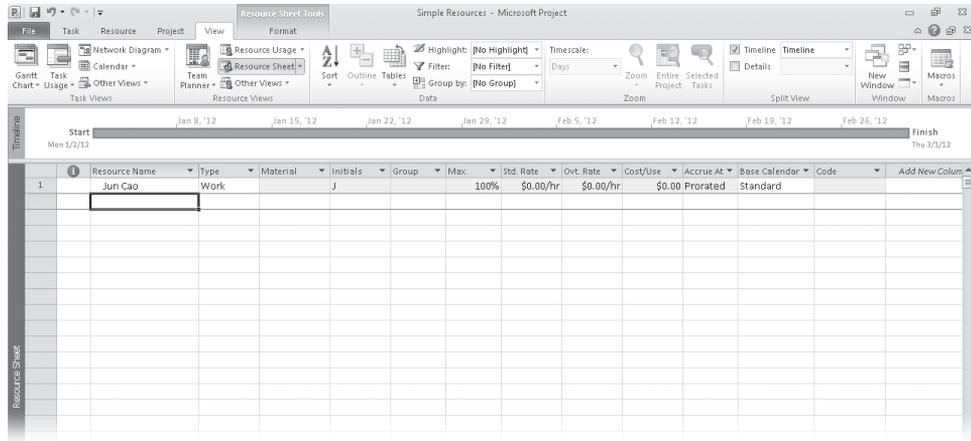
3. On the **View** tab, in the **Resource Views** group, click **Resource Sheet**.



You will use the Resource Sheet view to enter the initial list of resources for the new book launch project.

4. Click the cell directly below the **Resource Name** column heading.
5. Type **Jun Cao**, and press the Enter key.

Project creates a new resource.



6. On the next empty rows in the **Resource Name** column, enter the following names:

Sharon Salavaria

Toby Nixon

Toni Poe

Zac Woodall

When you create a new work resource, Project assigns it 100% Max. Units by default.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Code
1	Jun Cao	Work		J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
2	Sharon Salavaria	Work		S		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
3	Toby Nixon	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
5	Zac Woodall	Work		Z		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	

These are all individual people. You can also have a resource that represents multiple people. You'll enter such a resource next.

7. In the **Resource Name** field, below the last resource, type **Copyeditors**, and then press Enter.

What Is the Best Way to Enter Resource Names?

In Project, work resource names can refer to specific people (Sharon Salavaria) or to specific job titles, such as Publisher or Contract Specialist. Use whatever naming convention makes the most sense to you and to those who will see your project plan information. The important questions are: who will see these resource names, and how will they identify the resources? The resource names that you choose will appear both in Project and in any resource information shared from Project. For example, in the default Gantt Chart view, the name of the resource appears next to the bars of the tasks to which that resource is assigned.

A resource might refer to somebody who is already on staff or to a position to be filled later. If you have not yet filled all the resource positions required, you might not have real people's names to enter. In that case, use descriptive placeholder names or job titles when setting up resources in Project.

Entering Resource Capacity

The Max. Units field represents the maximum capacity of a resource to accomplish any task. Specifying that a resource has 100% *maximum units* means that 100 percent of that resource's working time is available to work on assigned tasks in the project plan. Project will alert you if you assign the resource to more tasks than they can accomplish at 100% maximum units (in other words, if the resource becomes *overallocated*). 100% is the default Max. Units value for new resources.

For a resource that represents not a specific person, but a category of interchangeable people with a common skill set, you can enter a larger Max. Units value to indicate the number of available people. Entering a Max. Units setting such as 800% for such a resource means that you can expect that eight individual people who all belong to that resource category will be available to work full time every workday.

In this exercise, you adjust the Max. Units values to indicate one resource that represents multiple people, and another resource whose capacity to work in this project plan is less than full time.

1. Click the **Max. Units** field for the *Copyeditors* resource.
2. Type or select **400%**, and then press Enter.

Tip When you click a numeric value in a field like Max. Units, up and down arrows appear. You can click these to display the number you want, or simply type the number in the field.

Next you'll update the Max. Units value for Sharon Salavaria to indicate that she works half time.

3. Click the **Max. Units** field for *Sharon Salavaria*, type or select **50%**, and then press Enter.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At.	Base Calendar
1	Jun Cao	Work		J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
2	Sharon Salavaria	Work		S		50%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
3	Toby Nixon	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
5	Zac Woodall	Work		Z		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
6	Copyeditors	Work		C		400%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard

Tip If you prefer, you can enter maximum units as partial or whole numbers (.5, 1, 4) rather than as percentages (50%, 100%, 400%). To use this format, on the File tab, click Options. In the Project Options dialog box, click the Schedule tab. In the Show assignment units as a box, click Decimal.

With these changes to Max. Units, Project will identify these resources as being overallocated when their assigned work exceeds their capacities. You will work with resource overallocation in Chapters 8 and 9.

Entering Resource Pay Rates

Almost all projects have some financial aspect, and cost limits the scope of many projects. Tracking and managing cost information allows the project manager to answer such important questions as the following:

- What is the expected total cost of the project based on our task durations and resource assignments?
- Are we using expensive resources to do work that less expensive resources could do?
- How much money will a specific type of resource or task cost over the life of the project?
- Are we spending money at a rate that we can sustain for the planned duration of the project?

You can enter standard rates and costs per use for work and material resources, as well as overtime rates for work resources. Cost resources do not use pay rates and are described later in this chapter.

When a work resource has a standard pay rate entered and is assigned to a task, Project calculates the cost of the assignment. Project does so by multiplying the assignment’s work value by the resource’s pay rate—both using a common increment of time (such as hours). You can then see cost per resource, cost per assignment, and cost per task (as well as costs rolled up to summary tasks and the entire project plan). You will assign resources to tasks in Chapter 4, “Assigning Resources to Tasks.”

Project handles overtime expenses differently. Project will apply the overtime pay rate only when you specifically record overtime hours for an assignment. You will find more information about working with overtime in Chapter 14, “Getting Your Project Back On Track.” Project does not automatically calculate overtime hours and associated costs because there’s too great a chance that it would apply overtime when you did not intend it. In the new book launch project plan, Jun Cao’s working schedule provides a good example. In the next exercise, you will set up a working schedule of 10 hours per day, four days per week for Jun. This is still a regular 40-hour workweek, even though 2 hours per day could be mistaken for overtime with the normal assumption of an 8-hour day.

In addition to or instead of cost rates, a resource can include a set fee that Project accrues to each task to which the resource is assigned. This is called a cost per use. Unlike cost rates, the cost per use does not vary with the task’s duration or amount of work the resource performs on the task. You specify the cost per use in the Cost/Use field in the Resource Sheet view.

In this exercise, you enter standard and overtime pay rates for work resource.

1. In the **Resource Sheet**, click the **Std. Rate** field for *Jun Cao*.
2. Type **42** and press Enter.

Jun’s standard hourly rate of \$42 appears in the Std. Rate column. Note that the default standard rate is hourly, so you did not need to specify cost per hour.

3. In the **Std. Rate** field for *Sharon Salavaria*, type **1100/w** and press Enter.

Sharon’s weekly pay rate appears in the Std. Rate column.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Co
1	Jun Cao	Work		J		100%	\$42.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	\$0.00	Prorated	Standard	
3	Toby Nixon	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
5	Zac Woodall	Work		Z		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
6	Copyeditors	Work		C		400%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	

4. Enter the following standard pay rates for the given resources:

Resource Name	Standard Rate
Toby Nixon	2700/w
Toni Poe	Leave at 0 (Toni is the book author and you're not tracking her rate-based costs in this project plan)
Zac Woodall	55
Copyeditors	45

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar
1	Jun Cao	Work		J		100%	\$42.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	\$0.00	Prorated	Standard
3	Toby Nixon	Work		T		100%	2,700.00/wk	\$0.00/hr	\$0.00	Prorated	Standard
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
5	Zac Woodall	Work		Z		100%	\$55.00/hr	\$0.00/hr	\$0.00	Prorated	Standard
6	Copyeditors	Work		C		400%	\$45.00/hr	\$0.00/hr	\$0.00	Prorated	Standard

As you can see, you can enter pay rates with a variety of time bases—hourly (the default), daily, weekly, and so on. In fact, you can enter pay rates in all the increments of time for which you can enter task durations—from minutes to years.

Next, you will enter an overtime pay rate for one of the resources.

5. In the **Overtime Rate** field for *Jun Cao*, type **67**, and then press Enter.

Tip If you work with a large number of resources who have the same standard or overtime pay rates, you can set up Project to apply these pay rates automatically whenever you add a new resource. You do this in the Advanced tab of the Project Options dialog box, which is accessible from the File tab.

Project Management Focus: Getting Resource Cost Information

Work resources can account for the majority of costs in many projects. To take full advantage of the extensive cost management features in Project, the project manager would ideally know the costs associated with each work resource. For people resources, it might be difficult to obtain such information. In many organizations, only senior management and human resource specialists know the pay rates of all resources working on a project, and they might consider this information confidential. Depending on your organizational policies and project priorities, you might not be able to track resource pay rates. If you cannot track resource cost information and your project is constrained by cost, your effectiveness as a project manager might be reduced, and the sponsors of your projects should understand this limitation. If you do include cost details in your project plan and this is considered sensitive information, consider requiring a password to open such project plans. To set a password, click the File tab, and then click Save As. In the Save As dialog box, click Tools and then click General Options.

Adjusting Working Time for Individual Resources

Project uses different types of calendars for different purposes. In Chapter 2, “Creating a Task List,” you modified the *project calendar* to specify nonworking days for the entire project. In this exercise, you will focus on the resource calendar. A *resource calendar* controls the working and nonworking times of an individual resource. Project uses resource calendars to determine when work for a specific resource can be scheduled. Resource calendars apply only to work resources (people and equipment), not to material or cost resources.

When you initially create resources in a project plan, Project creates a resource calendar for each work resource. The initial working time settings for resource calendars exactly match those of the project calendar, which by default is the *Standard base calendar*. The Standard base calendar is built into Project and accommodates a default work schedule from 8 A.M. to 5 P.M., Monday through Friday, with an hour off for lunch each day. If all the working times of your resources match the working time of the project calendar, you do not need to edit any resource calendars. However, chances are that some of your resources will need exceptions to the working time in the project calendar—such as

- A flex-time work schedule
- Vacation time
- Other times when a resource is not available to work on the project, such as time spent training or attending a conference

Tip If you have a resource who is available to work on your project only part time, you might be tempted to set the working time of the resource in your project to reflect a part-time schedule, such as 8 A.M. to 12 P.M. daily. However, a better approach would be to adjust the availability of the resource as recorded in the Max. Units field to 50%, as you did for the previous exercise for the resource named Sharon Salavaria. Changing the unit availability of the resource keeps the focus on the capacity of the resource to work on the project rather than on the specific times of the day when that work might occur. You set the maximum units for a resource in the Resource Sheet view.

Changes that you make to the project calendar are reflected automatically in resource calendars derived from the same project calendar. For example, in Chapter 2, you specified a nonworking day for a staff morale event, and Project rescheduled all work to skip that day.

In this exercise, you specify the working and nonworking times for individual work resources.



1. On the **Project** tab, in the **Properties** group, click **Change Working Time**.

The Change Working Time dialog box appears.

2. In the **For calendar** box, click *Toby Nixon*.

Toby Nixon's resource calendar appears in the Change Working Time dialog box. Toby has told you he will not be available to work on Thursday and Friday, January 19 and 20, because he plans to attend a book industry conference.

3. On the **Exceptions** tab in the **Change Working Time** dialog box, click in the first row directly below the **Name** column heading and type **Toby attending a conference**.

The description for the calendar exception is a handy reminder for you and others who may view the project plan later.

4. Click in the **Start** field and type or select **1/19/12**.
5. Click in the **Finish** field, type or select **1/20/12**, and then press the Enter key.

Tip Alternatively, in the calendar you can first select the date or date range for which you want to create an exception, and then enter the exception name. Project will insert the Start and Finish dates automatically based on your selection, and then press the Enter key.

Every work resource calendar is based on the project calendar; the default project calendar is the Standard base calendar.

The screenshot shows the 'Change Working Time' dialog box for the resource 'Toby Nixon'. The 'Base calendar' is set to 'Standard'. A calendar for January 2012 is displayed, with days 19 and 20 highlighted in grey, indicating non-working days. A legend on the left explains the symbols: Working (white), Nonworking (grey), Edited working hours (31 in a box), Exception day (31 in a box), and Nondefault work week (31 in a box). The 'Exceptions' tab is active, showing a table with one entry: 'Toby attending a conference' from 1/19/2012 to 1/20/2012. A blue callout line points from the text above to the 'For calendar' dropdown and the calendar grid.

Change Working Time

For calendar: Toby Nixon

Base calendar: Standard

Legend:

- Working
- Nonworking
- 31 Edited working hours
- 31 Exception day
- 31 Nondefault work week

Click on a day to see its working times:

January 2012

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 19, 2012 is nonworking.

Based on:
Exception 'Toby attending a ...' on calendar 'Toby Nixon'.

Exceptions

	Name	Start	Finish
1	Toby attending a conference	1/19/2012	1/20/2012

Help Options... OK Cancel

Project will not schedule work for Toby on these dates.

Tip To set up a partial working time exception for a resource, such as a portion of a day when a resource cannot work, click **Details**. In the **Details** dialog box, you can also create recurring exceptions to the resource's availability.

To conclude this exercise, you will set up a "4 by 10" work schedule (that is, 4 days per week, 10 hours per day) for a resource.

6. In the **For** box, click *Jun Cao*.
7. When prompted to save the resource calendar changes that you made for Toby Nixon, click **Yes**.
8. Click the **Work Weeks** tab in the **Change Working Time** dialog box.
9. Click **[Default]** directly under the **Name** column heading, and then click **Details**.
Next, you will modify the default working week days and times for Jun Cao.
10. Under **Selected Day(s)**, select **Monday** through **Thursday**.

These are the weekdays Jun can normally work.

11. Click **Set day(s) to these specific working times**.

Next you'll modify Jun's regular daily schedule for the days she normally works.

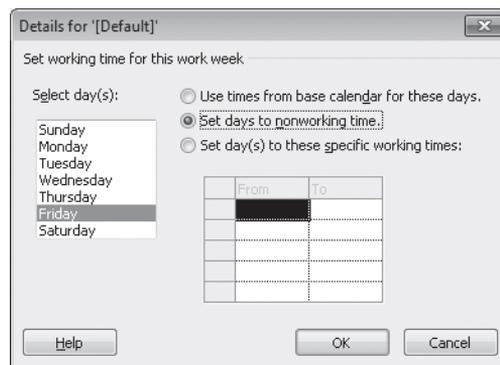
12. In row 2, click **5:00 PM** and replace it with **7:00 PM**, and then press Enter.

Finally, you will mark Friday as a nonworking day for Jun.

13. Click **Friday**.

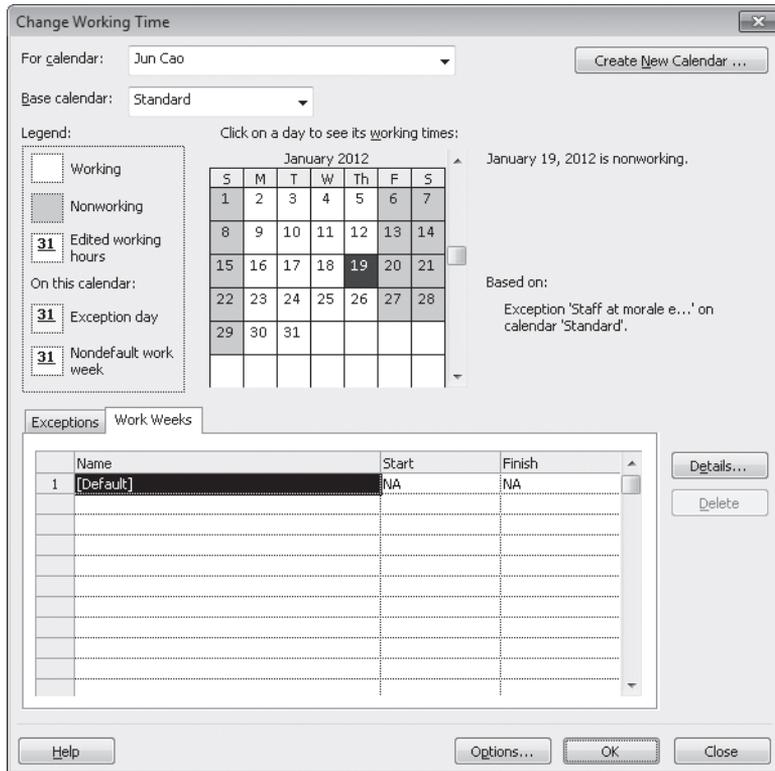
14. Click **Set days to nonworking time**.

Now Project can schedule work for Jun as late as 7 P.M. every Monday through Thursday, but it will not schedule work for her on Fridays.



15. Click **OK** to close the **Details** dialog box.

You can see in the calendar in the Change Working Time dialog box that Fridays (as well as Saturdays and Sundays) are marked as nonworking days for Jun Cao.



16. Click **OK** to close the **Change Working Time** dialog box.

Because you have not yet assigned these resources to tasks, you don't see the scheduling effect of their nonworking time settings. You will observe this in Chapter 4.

Tip If you find that you must edit several resource calendars in a similar way (to handle a night shift, for example), it may be easier to assign a different base calendar to a resource or collection of resources. This is more efficient than editing individual calendars, and it allows you to make project-wide adjustments to a single base calendar if needed. For example, if your project includes a day shift and a night shift, you can apply the Night Shift base calendar to those resources who work the night shift. You change a base calendar in the Change Working Time dialog box. For collections of resources, you can select a specific base calendar directly in the Base Calendar column on the Entry table in the Resource Sheet view.

Setting Up Cost Resources

Another type of resource that you can use in Project is the cost resource. You can use a cost resource to represent a financial cost associated with a task in a project. While work resources (people and equipment) can have associated costs (hourly rates and fixed costs per assignment), the sole purpose of a cost resource is to associate a particular type of cost with one or more tasks. Common types of cost resources might include categories of expenses you'd want to track on a project for accounting or financial reporting purposes, such as travel, entertainment, or training.

Cost resources do no work and have no effect on the scheduling of a task. The Max. Units Standard and Overtime pay rates and Cost/Use fields do not apply to cost resources. After you assign a cost resource to a task and specify the cost amount per task, you can then see the cumulative costs for that type of cost resource, such as total travel costs in a project.

The way in which cost resources generate cost values differs from that of work resources. When you assign a work resource to a task, the work resource can generate a cost based on a pay rate (such as \$40 per hour for the length of the assignment), a flat per-use cost (such as \$100 per assignment), or both. You set up such pay rates and cost per use amounts once for the work resource, as you did in the section "Entering Resource Pay Rates" earlier in this chapter. However, you enter the cost value of a cost resource only when you assign it to a task. You can do so in the Cost field of the Assign Resources dialog box or in the Cost field of the Task Form with the Cost detail shown.

Lucerne Publishing maintains a profit and loss (P&L) sheet for every book it publishes. Travel is a major expense incurred in a book launch.

In this exercise, you'll set up a cost resource.

1. In the **Resource Sheet**, click the next empty cell in the **Resource Name** column.
2. Type **Travel** and press the Tab key.
3. In the **Type** field, click **Cost**.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Cost
1	Jun Cao	Work		J		100%	\$42.00/hr	\$67.00/hr	\$0.00	Prorated	Standard	
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	\$0.00	Prorated	Standard	
3	Toby Nixon	Work		T		100%	2,700.00/wk	\$0.00/hr	\$0.00	Prorated	Standard	
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
5	Zac Woodall	Work		Z		100%	\$55.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
6	Copyeditors	Work		C		400%	\$45.00/hr	\$0.00/hr	\$0.00	Prorated	Standard	
7	Travel	Cost		T						Prorated		

You will assign a cost resource in Chapter 4.

In this type of split view, details about the selected item in the upper view (a resource, in this case) appear in the lower view. You can quickly change the selected resource name in the upper view by clicking directly on a name, using the up arrow or down arrow keys, or by clicking Previous or Next in the Resource Form.

The Resource Form can display one of several details; initially it displays the Schedule details. Next you'll switch it to display the Notes details.

3. Click anywhere in the **Resource Form**.
4. On the **Format** tab, in the **Details** group, click **Notes**.

Tip You can also right-click in the gray background area of the Resource Form and, in the shortcut menu that appears, click **Notes**.

The Notes details appear in the Resource Form.

5. In the **Notes** box, type **Toby worked on launch campaigns for Toni Poe's previous two books**.

The screenshot shows the Microsoft Project interface. The top ribbon is set to 'Resource Form Tools' with the 'Format' tab selected. The 'Details' group contains buttons for 'Resource Form', 'Resource Name Form', 'Schedule', 'Work', 'Cost', 'Notes', and 'Objects'. The 'Notes' button is highlighted. Below the ribbon is the 'Resource Sheet' table:

Type	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost
2	Jun Cao	Work		J		100%	\$42.00/hr	\$67.00/hr	
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	
3	Toby Nixon	Work		T		100%	2,700.00/wk	\$0.00/hr	
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	
5	Zac Woodall	Work		Z		100%	\$55.00/hr	\$0.00/hr	
6	Copyeditors	Work		C		400%	\$45.00/hr	\$0.00/hr	
7	Travel	Cost		T					

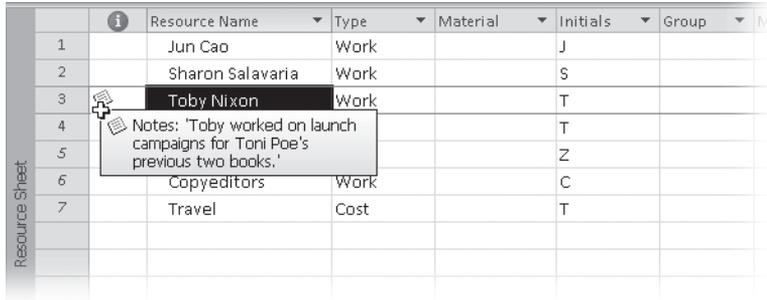
Below the Resource Sheet is the 'Resource Form' for Toby Nixon. The 'Name' field contains 'Toby Nixon', 'Initials' is 'T', and 'Max. units' is '100%'. The 'Costs' section shows 'Std. rate' as '\$2,700.00/w', 'Per use' as '\$0.00', and 'Ovt. rate' as '\$0.00/h'. The 'Notes' field contains the text: 'Toby worked on launch campaigns for Toni Poe's previous two books'. The 'Previous' and 'Next' buttons have been replaced by 'OK' and 'Cancel' buttons.

Notice that as soon as you started typing the note, the Previous and Next buttons changed to OK and Cancel.

6. Click **OK**.

In the Resource Sheet view, a note icon appears in the Indicators column.

7. Point to the note icon that appears next to Toby's name in the Resource Sheet.



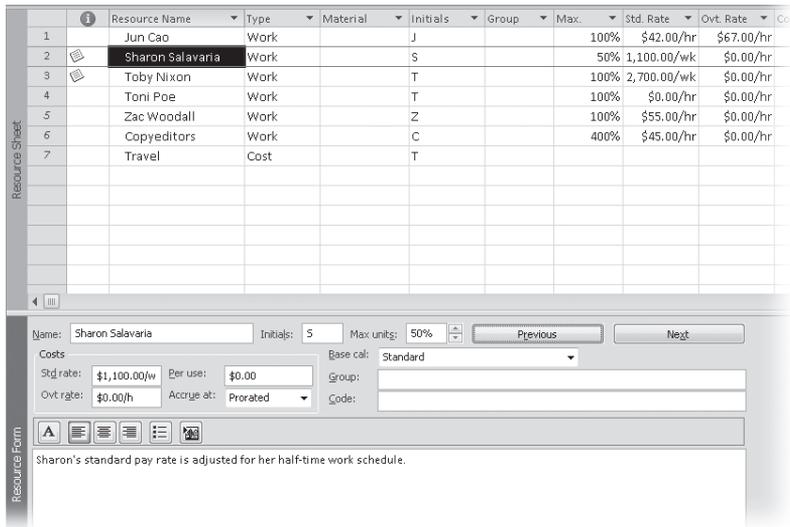
	Resource Name	Type	Material	Initials	Group	Max	Std. Rate	Ovt. Rate	Cost
1	Jun Cao	Work		J					
2	Sharon Salavaria	Work		S					
3	Toby Nixon	Work		T					
4	Toni Poe	Work		T					
5	Zac Woodall	Work		Z					
6	Copyeditors	Work		C					
7	Travel	Cost		T					

The note appears in a ScreenTip. For notes that are too long to appear in a ScreenTip, you can double-click the note icon to display the full text of the note. You can also see more of long notes in the Resource Form or in the Resource Information dialog box.

To conclude this exercise, you'll add a note for one more resource.

8. In the **Resource Form**, click **Previous** to shift the focus to Sharon Salavaria and display her details.

Tip You can also click on Sharon's name in the Resource Sheet view above the Resource Form.

9. In the **Notes** box, type **Sharon's standard pay rate is adjusted for her half-time work schedule.** Then click **OK**.


	Resource Name	Type	Material	Initials	Group	Max	Std. Rate	Ovt. Rate	Cost
1	Jun Cao	Work		J		100%	\$42.00/hr	\$67.00/hr	
2	Sharon Salavaria	Work		S		50%	1,100.00/wk	\$0.00/hr	
3	Toby Nixon	Work		T		100%	2,700.00/wk	\$0.00/hr	
4	Toni Poe	Work		T		100%	\$0.00/hr	\$0.00/hr	
5	Zac Woodall	Work		Z		100%	\$55.00/hr	\$0.00/hr	
6	Copyeditors	Work		C		400%	\$45.00/hr	\$0.00/hr	
7	Travel	Cost		T					

Name: Sharon Salavaria Initials: S Max units: 50% Previous Next

Costs

Std rate: \$1,100.00/wk Per use: \$0.00 Base cal: Standard

Ovt rate: \$0.00/h Accrue at: Prorated Group: Code:

Sharon's standard pay rate is adjusted for her half-time work schedule.

Finally, you'll close the Resource Form.

10. On the **Resource** tab, in the **Properties** group, click the **Details** button.

The Resource Form is closed, leaving the Resource Sheet displayed.

In this exercise, you've entered notes for some resources. This information is unique to those resources.

 **CLEAN UP** Close the Simple Resources file.

Key Points

- Recording resource information in your project plans helps you better control who does what work when and at what costs.
- Work resources (people and equipment) perform the work in a project.
- Cost resources account for the types of expenses that you may wish to track across a project.