



# Project Delivery Transformation Toolkit

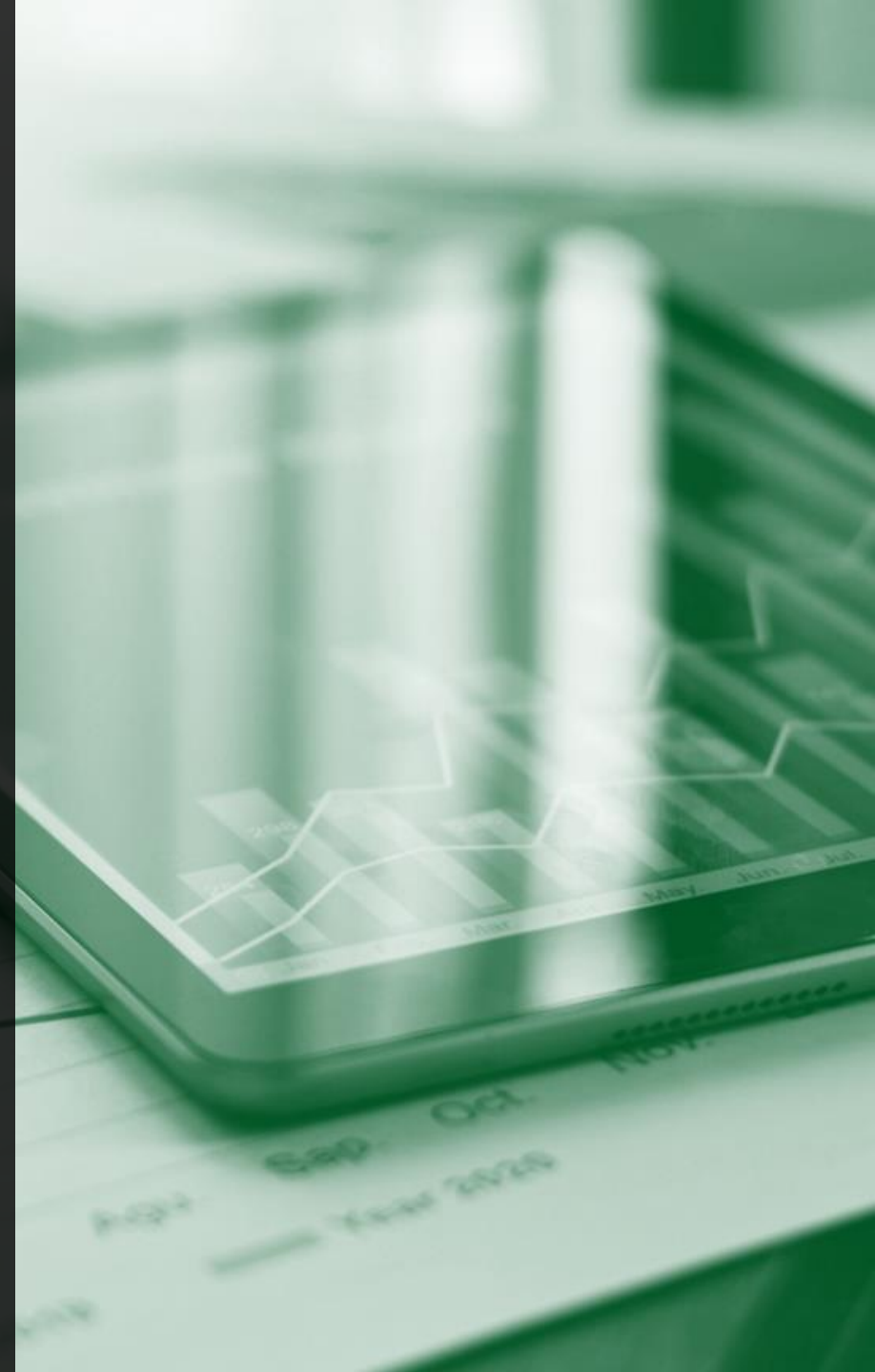
E&E-I and SS&I UK & International Business \* (excluding Australia)

Last updated: 14 August 2025

\*Please note: Some countries within our International business have nuances in particular areas.

If you have any questions. Check the [FAQ document](#) for the latest updates

Complete the [Hypercare Triage Support Form](#) or raise via your Change Agent ([iCMS link](#) | [legacy Amentum link](#)).



# Introduction

This toolkit has been created to support the transition from Oracle R12 to Costpoint as our new ERP system. As part of this transition, associated boundary applications will either be migrated or newly developed and the ways of working will undergo significant changes.

The PM/PC toolkit provides a comprehensive summary of these changes, along with access links to training materials and guidance documents. By consolidating all relevant information in one place, this toolkit aims to streamline the transition process, ensuring that Project Managers, Project Controls and Designated Project Executives / Reviewers of Projects have the resources they need to adapt effectively and efficiently.

## Context of Change

We are transitioning from **Oracle R12** to **Costpoint** as our core ERP system for managing customer projects. This change is accompanied by updates to several boundary applications:

- **ERP:** Oracle R12 → **Costpoint**
- **Boundary Applications:**
  - ❖ IPCS and Polaris → **OnPoint**
  - ❖ My Payables → **OnBase**
  - ❖ Jacobs Analytics → **Cognos** and **PowerBI**
  - ❖ AutoPAP → **Costpoint Project Setup Form** and **OnPoint Project Setup**
  - ❖ CDRS and Pricing Tool → **Updated versions**
  - ❖ Primavera P6 → **No change**

**Go to the iCMS International Transformation Hub**

**Go to the legacy Amentum UK Transformation Hub**

## We Are Amentum

Advancing the future together

### Our Vision

To create a secure and vibrant future

### Our Mission

Bringing advanced engineering and technology solutions to the most significant challenges in science, security and sustainability



We Realize Breakthroughs by Continuously Reinventing

We Deliver on Missions by Meeting Every Commitment

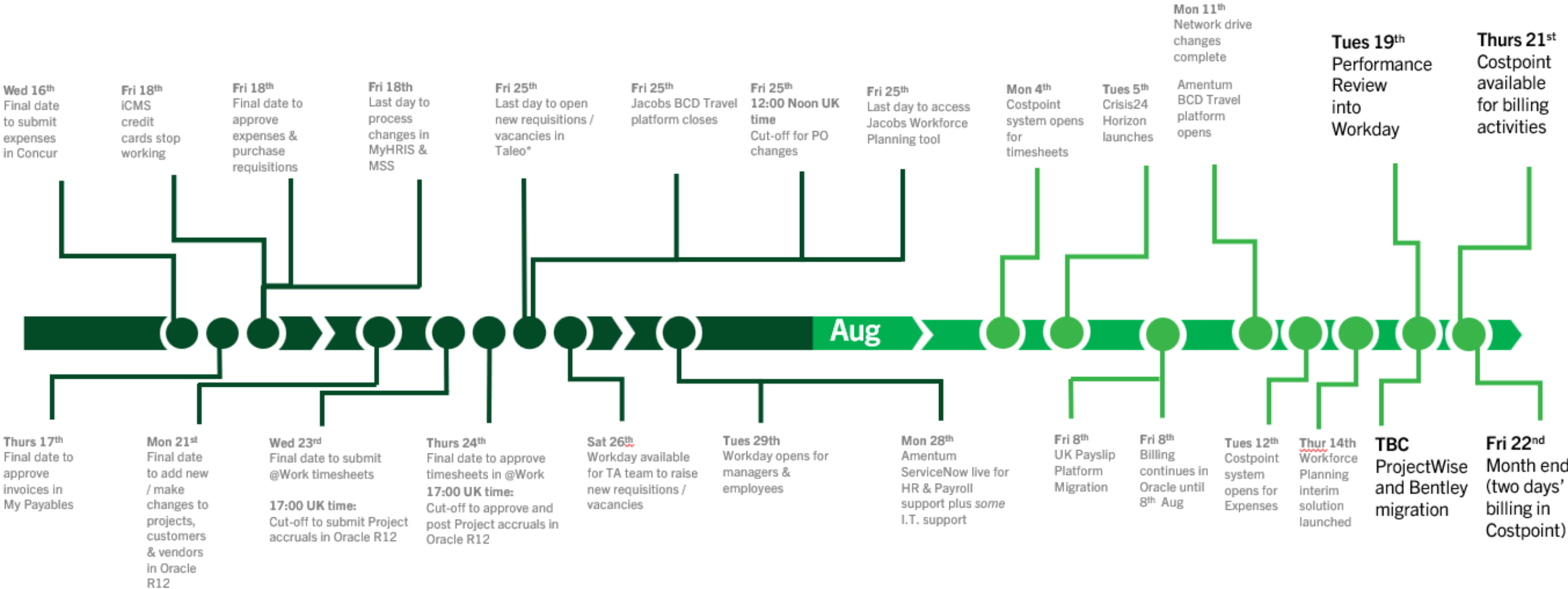
We Take On Challenges with Courage

We Embrace Collaboration & Employee Engagement

We Believe Safety and Wellbeing are Integral to Success

# Key Transition Dates

**Important:** These dates are indicative and are subject to change.



## Glossary:

- AP – Accounts Payable
- AR – Account Receivable
- BMS – Business Management System
- CLIN – Contract Line Item Number
- DOA – Delegation of Authority
- DPE – Designated Project Executive, being replaced by Reviewer of Projects (RoP)
- EAC – Estimate at Completion
- EBITA – Earnings before interest, taxes and amortisation
- ERP – Enterprise Resource Planning
- GDBO – Group Director, Business Operations
- GDO – Global Delivery Organisation
- GRN – Goods Received Note
- IMO – Integration Management Office
- IWO – Intercompany Work Orders
- OBD – Open Billing Detail
- P&L – Profit & Loss
- PMB – Performance Measurement Baseline
- RoP – Reviewer of Projects, previously known as Designated Project Executive (DPE)
- SLIN – Subcontract Line Item Number
- TSA – Transitional Services Agreement
- WIP – Work in Progress

## Terminology changes:

- There are three different **types of costs** that should be taken into account on customer projects:
  - Direct Costs (Time & Expenses)
  - Recoverable Costs (Time & Expenses), i.e. framework management costs
  - Material & Subcontract Costs
- Salary plus fringe (cost of employing a person) is sometimes called a **burdened cost**, which is different from the historic (legacy iCMS) definition of burden.
- **Indirect cost** (overheads) are allocated monthly, based on the Business Divisions, Business Line (E&I) and Business Group (E&E), and applied to all direct projects.
- **EAC forecasting** refers to business-level forecasting conducted quarterly. When carried out monthly at the project level, it is referred to as **project forecasting**.

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# Key Changes

Key changes are outlined below, and full guidance/training will be provided.

**Margin Follows the Project** | Projects will be managed to as-sold profit margin, which will be retained by the project.

**Project Structure** | Projects and people will be grouped by Business Divisions in Costpoint.

**Currency** | Costpoint will operate in GBP. All non-GBP transactions will have foreign exchange rates applied. Business reporting will be available in all currencies that we operate in.

**Approval Process** | Approvals for new work will take place within Costpoint. We are making sure that the appropriate individuals are set up as approvers in the system.

**Expanded Access** | Costpoint will provide broader view-only access to key stakeholders, including Project Controllers, Project Managers, Operations Managers and Wider Leadership. This will enable multiple users to access the same projects, ensuring continuity during team absences.

**Programme Management** | Methodology of cost capture for framework management changes.

**Reporting** | The formatting and structure of project reports will change, however the same level of detail will be available

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## Costpoint System Structure Overview: Level 1

Each Level 1 Costpoint programme has four alphanumeric characters.

- All E&E-I Level 1 programmes will start with 5.
- Standalone programmes will fall within the 5000-series, while multi-customer programmes will have an '5M' prefix.
- New Level 1 programme numbers will be assigned centrally by approval of VPs and based on materiality to our business.

## Costpoint System Structure Overview: Level 2

Level 2 has two alphanumeric characters in Costpoint and is where the Oracle R12 project number has been mapped to.

- New Level 2 numbers will be assigned centrally and based on Costpoint ‘programme’ rules. Separate communications will follow in due course.
- Once this Level 2 code has been assigned, the 5XXX.XX number will be used where the Oracle R12 number was previously utilised (e.g. CDRS, Pricing Tool and Document Management).

## Costpoint System Structure Overview: Level 3

Level 3 will start at 00 and is for use when annual renewal of work is contracted (i.e. FY24, FY25 etc)

- New Level 3 numbers will be assigned centrally.

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## Costpoint System Structure Overview: Level 4

**Level 4** is a single character representing the contract type:

- C = Cost Plus
- F = Firm Fixed Price
- T = Time and Material
- Contract type will also be determined at lower levels (5, 6 & 7) and therefore the ‘dominant’ type should be used at Level 4.

## Costpoint System Structure Overview: Level 5

**Level 5 and below** is where the work breakdown structure from Oracle R12 has been migrated to.

### Summary Table:

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6+	
	Programme	Project			Contract / Task / Work Order		
Characters	4	2	2	1	4 or 6		30 Total
	5000 series 5M00 series	R12 Project Number	00	T	Charge Level		

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## Migration Strategy:

**Total Projects in Scope:** Approx. 1,200 projects are in Oracle R12 at the point of migration.

### What will be migrated:

- Customer projects that are either active or pending close
- All approved purchase orders
- Customer and vendor records
- Complete Work Breakdown Structure (WBS) for each customer project

### What will not be migrated:

- Closed projects
- Overhead projects

### System of Record:

Oracle R12 remains the system of record for projects until cutover date at the end of July. Afterwards, Costpoint becomes the system of record to avoid inaccuracies in the project ledger.

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## Available Data in Costpoint:

At end of July, following the ERP migration, the business will have access to the following information in Costpoint:

- Project Leader / Sub-ledger / General Ledger
- Total costs to date
- Total revenue to date
- Billing history

## The following information will NOT be available in Costpoint:

- Work in Progress (WIP) reports
- Aged debt
- Historic utilisation reports
- Historic margin
- Change management reports
- Portfolio history
- Actual backup information for invoices
- Historic purchase orders

*As this second set of data is accessed through Jacobs Analytics, a separate solution is being developed. Further details will be shared in due course*

## Rules of Costpoint Level 1 Programme:

### 1. Stand alone

- One to one mapping of large R12 Projects into one CP Level 1
- Many to one mapping of Framework (with tasks) into one CP Level 1
- Many to one mapping of single customers into one CP Level 1

### 2. Rules of CP Level 1

- Allocated to 1 Business Division (Power, TC&I, DAS, Environment, Aero, Cyber)
  - Allocated to 1 country
- Rules for Multi Customer CP Level 1
    - Customer/Contract will be at L2
    - Billing Currency is the same
    - Under \$3M total annual revenue

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## Project Setup:

A new Project Setup Form (PSF) will be completed by Project Controllers to enable Project Accountants to set up contracts in Costpoint. Once this has been done, Project Managers (PMs) and Project Controllers (PCs) will complete the OnPoint's project setup section to input E&E-I specific information, such as:

- CDRS Record Number/Name
- Enterprise Risk Category
- Research and Development Tax Credit
- Export Control
- Technology Control Plan
- Conflict of Interest
- Tax Information
- Social Value
- Sustainability

## Approval Workflow:

1. Project Managers (PMs) will be required to access **Costpoint** in order to approve the project setup.
2. In **OnPoint**, PMs will select DPEs/RoPs from a pre-approved list, enabling them to carry out the approval process.

Should the usual Designated Project Executives (DPEs) / Reviewers of Projects (RoPs) be unavailable to approve the workflow, PMs will have the option in OnPoint to temporarily assign an alternative from the approved list to ensure the approval process can continue without delay.

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## Rules of new Costpoint Level 1 Programmes / Level 2 Projects

- New Costpoint Level 1 Programme
  - a. New work that has been won and is material to the E&EI Business Line will have a new programme number (5XXX series)
  - b. Materiality is determined based on an annual revenue forecast exceeding £1M per annum; or where there is significant potential for future growth with the initial work being embryonic
- New Costpoint Level 2 Project
  - a. New work that has been won, that is associated with an already existing programme, an already existing framework or an already existing customer will be set up with a new Level 2 Costpoint project number
  - b. New work that is not material and not with a customer that already has a Costpoint Level 1 Programme, will be set up as a Costpoint Level 2 under the Business Division “multi-other” Costpoint Level 1 Programme

Please refer to Rules of Costpoint Level 1 Programmes in the [previous section](#) for more information.

Although these rules are intended to be generic, it remains essential to engage in business-level discussions to ensure they are applied in a pragmatic and context-sensitive manner.

For full guidance, please refer to the Project Setup Training available via the link below.

### [01. Project Setup](#)

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## Project Execution:

The role of Project Managers (PMs) and Project Controls (PC) professionals does not change as part of ERP migration. There will be some system changes associated with Change Management, Project Reviews and Project Execution Plans.

For full guidance, please refer to the Project Execution available via the link below.

[02. Project Execution](#)

## Procurement:

As part of ERP migration, how we raise a requisitions and how we approve supplier invoices will change.

For full guidance, please refer to the Procurement Training available via the link below.

[01. Costpoint Purchase Requisition](#)

[03. Costpoint Receiving](#)

[04. Costpoint Approvals](#)

[04. OnBase Training](#)

## Project Closeout:

For full guidance, please refer to the Project Closeout Training available via the link below.

[03. Project Closeout](#)

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## Useful Links

Further information is available via our Transformation Hubs, including:

- Latest updates
- Transformation bulletin archive
- E&E-I transformation roadmap
- Useful links e.g. document templates

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