

Quarterly Project Intelligence

What's new from Oracle | Field Notes | Projects Expert Take

Oracle Fusion Project Management 26C **decoded**

For programme managers, PMOs, project finance and IT teams running Oracle PPM Cloud.

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NEW FEATURES

The full Project Management release, across agents, financial control and reporting data.

14

AI AGENTS

Programme, project and financial control agents. Every one needs setup before use.

05

EVERYTHING ELSE

Three of them live the day you take the update, whether you have prepared or not.

Oracle Fusion Cloud Project Management 26C

AI agents spanning programme, project, contract, billing, cost and capitalisation workflows, plus three features that arrive switched on whether you plan for them or not.



Yugwan Mittal
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PROJECTS EXPERT TAKE

Fourteen agents, and five you have met before

Look closely at the release notes and five of the fourteen agents are Prompt Lab capabilities from 24D, 25A and 25B, re-platformed onto AI Agent Studio. So the news is the delivery mechanism rather than the capability, which is worth knowing before you build a business case around it. And whichever way you read it, none of it works until someone designs the roles.

19 New features in Project Management

14 AI agents — all require setup

05 Non-agent features
3 live at update

THREE FOCUS AREAS

AI Agents

Guided support across programme performance, proposals and change orders, plus contract validation, reconciliation, billing, cost and capitalisation.

**14 AGENTS · NONE DELIVERED
ENABLED**

Financial Control

Configurable contract line validations, automatic rebills on invoice cancellation, and a complete milestone approval trail.

3 FEATURES · 2 LIVE AT UPDATE

Reporting & Data

Expanded OTBI labour commitment reporting, and extraction from a read-only replicated store in Autonomous Data Warehouse.

2 FEATURES · 1 LIVE AT UPDATE

The 16 that need work first: your readiness checklist

- Custom roles and business unit access defined for agent users
- AI Agent Studio agents created from the delivered templates
- Budgets, forecasts and action plans complete enough for the Performance Agents to read
- Permission groups enabled in Security Console for each role
- FSM opt-in enabled for the three Planning Agents
- Opt-in, profile option and roles set for replicated data extraction

Not sure which custom roles and business unit access your agents need? That is the work that decides whether 26C lands this quarter or next.

[ASK US](#)



WHAT IT MEANS FOR YOUR TEAM

● Contract & Billing Teams

- Validation and reconciliation assistants check contracts against customer POs and sales orders before billing.
- Cancel-and-rebill now generates a linked credit memo and rebill automatically.
- Ship-to account and site can be made optional on contract lines.

● PMOs & Governance

- Milestone approval history gives a full audit trail — status changes, initiators, approvers, timestamps.
- Read-only replicated extracts reduce load on the core application.
- Every AI assistant needs role design first. That work lands with you.

● Project Accountants

- Cost adjustment assistant handles transfers across projects, tasks, awards and funding sources.
- Cost exceptions assistant categorises unprocessed exceptions and suggests resolutions.
- Capitalisation analyst diagnoses why costs are blocked from capitalising.

● Portfolio & Programme Managers

- Program Performance Advisor analyses programme health and flags up to five critical projects needing attention.
- Program Progress Summary Generator drafts executive programme updates from current data.
- Both are opt-in, and both depend on how complete your budgets, forecasts and action plans already are.

What Changes In Oracle Fusion PPM 26C

Grouped by Oracle's own release structure. Three features are live the moment you take the update - plan for those first.

FEATURE	BUSINESS VALUE	WHO BENEFITS	AVAILABILITY
Project Performance Agents 2 agents · Setup Required	Program Performance Advisor analyses programme health and identifies up to five critical projects with recommended actions. Program Progress Summary Generator drafts executive status summaries from current data.	Programme Managers, PMOs, Executives	SETUP REQUIRED Permission groups + duty roles
Project Planning Agents 3 agents · Opt In plus Setup	Drafts full project proposals covering objectives, scope, timeline, budget and staffing; creates change orders from project issues with budget impacts extracted; summarises a change order's financial impact for approvers.	Project Managers, Sponsors	OPT IN + SETUP FSM opt-in, permission groups, duty roles
Financial Control Agents — contract readiness 3 of 9 agents	Validates external contracts and reconciles them against customer purchase orders and sales orders — signatures, currency, payment terms, service dates, addresses — before funding and invoicing.	Contract Administrators, Revenue	SETUP REQUIRED AI Agent Studio template + role assignment
Financial Control Agents — billing 3 of 9 agents	Creates recurring invoice and revenue events for fixed-price contracts; finds, reviews and summarises bill transactions; releases and cancels invoices through guided prompts.	Billing Specialists, Project Accountants	SETUP REQUIRED Custom role + business unit access
Financial Control Agents — cost 3 of 9 agents	Transfers costs across projects, tasks, awards and funding sources; categorises unprocessed cost exceptions with suggested resolutions; diagnoses blocked capitalisation costs.	Project Accountants, Finance	SETUP REQUIRED Custom role + business unit access

What Changes In Oracle Fusion PPM 26C

FEATURE	BUSINESS VALUE	WHO BENEFITS	AVAILABILITY
Optional Ship-To Account and Site	Relax or disable ship-to validations so invoice lines can be created without ship-to detail and completed later while the invoice is in draft.	Contract Administrators	SETUP REQUIRED Contract validation setup
Automatic Rebills When Cancelling Invoices	Generates a linked credit memo and rebill invoice, preserving original transactions or incorporating adjustments, and recording cancellation detail for compliance.	Project Billing Specialists	DELIVERED ENABLED
Milestone Approval History	Complete milestone audit trail — status changes, initiators, approvers and timestamps — supporting audit, regulatory and operational compliance.	Project Managers, PMOs	DELIVERED ENABLED Oracle flags potential setup
Labour Commitment Reporting in OTBI	Expanded labour commitment and distribution attributes for analysing future commitments, monitoring liquidation and managing labour-related project cost.	Project Managers, Grants Administrators, Financial Analysts	DELIVERED ENABLED
Data Extraction Using Read-Only Replicated Data	Full or incremental extracts, on-demand or scheduled, with status monitoring — from a dedicated read-only store in Autonomous Data Warehouse, with less impact on core performance.	Reporting, Data & IT Teams	SETUP REQUIRED Opt-in, profile option, roles

Nineteen features in total, fourteen of them AI agents. Five — the Performance and Planning agents — were previously available in Prompt Lab and are now migrated to Fusion AI Agent Studio. Source: Oracle Fusion Cloud Project Management 26C What's New, Feature Summary.

LIVE THE DAY YOU TAKE THE UPDATE

Three features are delivered enabled. They appear whether or not anyone has been briefed. Oracle names the roles affected — these are the conversations to have first.

Automatic rebills on cancellation

Project Billing Specialists

- Validate invoice cancellation scenarios
- Confirm how rebills are created
- Update internal billing guidance

Labour commitment reporting (OTBI)

Project Managers · Grants Administrators · Financial Analysts

- Review existing dashboards and reports
- Add the new commitment attributes
- Communicate reporting changes

Milestone approval history

Project Managers

- Review how history appears in milestone flows
- Confirm access for reviewers
- Update approval process guidance

From the Field

Three problems we worked on this quarter, anonymised and drawn from live engagements across banking, life sciences and hospitality.

No line of sight from capital intent to governance

Oracle PPM has no continuous thread from the capital intent set at planning through to how the spend is governed and capitalised. Intent lives in planning decks, execution lives in the project, capitalisation lives in accounting — and nothing joins them.

SO WHAT

Decide where capital intent is recorded and carried, before the first asset line is generated.

Accruals that cannot survive an audit

Purchase order accrual review is still a manual, month-end reconciliation in most Oracle estates. When the control is a spreadsheet and a reviewer, the SOX evidence is the reviewer's memory.

SO WHAT

Put the accrual review inside the system, with the approval trail attached to the transaction.

Planning tools that never meet the ledger

Long range plans and portfolio scenarios are built outside Oracle, then reconciled back by hand. The forecast the board sees and the forecast the ledger supports diverge quietly across the year.

SO WHAT

Close the loop between planning and actuals before adding more forecast detail.

About Projects Expert

An Oracle Partner working with project-driven businesses — where projects carry the capital, the revenue and the regulatory exposure.

Advisory & Implementation

Tailored to your operating model, not a method applied twice.

- Project-centric ERP specialists, not generalists
- Practitioners with 20+ years across industries
- Solution-led delivery, people-focused outcomes

Managed Services

Your Oracle platform, owned after go-live. Not just supported.

- Fixed-fee retainer, no hourly surprises
- Release testing before the update, not after
- Enhancements delivered, not just tickets closed

SaaS Solutions

Built to supercharge Oracle PPM Cloud. Listed on Oracle Marketplace.

- No changes to your Fusion instance
- Off the shelf, live in weeks
- See it on your own data first

Is your Oracle investment working as hard as it should?

From planning and portfolio through to capitalisation, procurement and data. Bring us the part that is not working. First conversation, no charge.

[Book a discussion](#) 

Product Spotlight

MDx

MASS DATA EXCHANGE

Fast. Controlled. Simple.

Bulk data updates in Oracle Fusion Projects, run by the people who own the data — without IT tickets, spreadsheet templates or workarounds that nobody can audit six months later.

- **Update thousands of records at once**

Project, task, budget and resource data, with validation before commit.

- **Built natively on Oracle**

No custom code in your instance. Your security model, your audit trail.

- **Designed for business users**

If they can use a spreadsheet, they can use MDx. No training programme required.

MDx is one of nine modules

Available individually or as a suite · Oracle Marketplace listed

- **Strategic Planning**

Business case, objectives and investment alignment

- **Portfolio Management**

Prioritisation, scenario modelling and constraints

- **Long Range Planning**

Multi-year LRP, capex vs opex and P&L modelling

- **Capital Governance**

Capitalisation controls, CIP asset shells and audit trail

- **Advanced Planning**

Co-authoring, milestone-based planning, smart UI

- **Mass Data Exchange**

Bulk data updates with precision and control

- **Ideation & Demand**

Demand intake, RAID management and triage

- **Contract Connect**

DocuSign to Oracle purchase agreement automation

- **PO Governance**

Purchase order compliance and accrual control

PROJECTS EXPERT NEWS

LATEST BLOG

From insight to action: what agentic AI could mean for project-driven enterprises

[Read the article](#)

NEW MODULE

Contract Connect

Purchase agreements flow from DocuSign straight into Oracle Fusion — signature to blanket purchase agreement, without rekeying. Now in early adopter release.

EVENTS & WEBINARS

Project Management in Financial Services & Budget Planning

Practitioner session on budget architecture and capital control in regulated environments. Coming soon.

COMING NEXT QUARTER

Oracle Fusion Project Management 26D

We will cover the enhancements to planning, forecasting and portfolio management, and whether Oracle extends the 26C assistant pattern beyond project financials. Same format: what is real, what needs setup, and what you should do about it.

STAY CONNECTED

A topic you want covered, or a 26C question we have not answered? Tell us and it goes in the next issue.

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