



Timesheet Deployment

An Executive Perspective

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Business moves fast. Faster than ever.

It's no longer enough to know how much time your staff are spending at work.

You need to know what they are spending their work time on.

In the following pages we'll look at how HMS Software's TimeControl® can resolve these and other business challenges:

- ❑ **Your staff must do more than one timesheet in one week (Page 4)**
- ❑ **You must become compliant with government standards such as DCAA, Sarbanes Oxley or the California Work Rules (Page 7)**
- ❑ **You must link your timesheet system with project management tools to produce actual vs. budget analysis (Page 10)**
- ❑ **You've chosen an ERP timesheet system, but it will take too long to deploy to realize an acceptable return on investment (Page 11)**
- ❑ **Your timesheet must work within SharePoint (Page 13)**
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- ❑ **You must track and manage vacation requests and other exceptions (Page 16)**
- ❑ **You do not get labor tracking information in a timely fashion enough fashion in order to make effective business decisions (Page 17)**

According to recent research by Gartner Inc., savings from an enterprise solutions that automates time and attendance as well as scheduling can reduce labor costs in enterprises with a large percentage of hourly workers by 5% or more. To illustrate, an organization with 1,000 hourly employees each being paid \$30,000 a year would recognize approximately \$1.5 million in labor cost savings annually.

The economy has dictated that both public and private organizations be as effective as possible. The systems that once served us well can be overrun quickly from a variety of sources including rapidly increasing (or decreasing) volume due to mergers or acquisitions, smaller projects with more stringent deadlines, competition that forces your business process to move faster than ever.

It's no longer enough to know how much time your staff are spending at work.

You need to know what they are spending their work time on.

The HMS Software TimeControl timesheet was designed to track not only how much time staff are working but also what projects and tasks they are working on.

Ask yourself these questions:

Do you know how much time is spent in overtime activities such as meetings, reporting on project progress, filing or searching for information?

Do you know how much time your staff spend on your top five corporate initiatives or projects?

Do you manage just by headcount and project progress or can you identify how much time is being spent on projects compared to the original plan?

Do you know how effective your staff are?

TimeControl is designed to provide you these answers.

If you can tell what your staff are working on, not just how much time they're working, then you have the opportunity to become much more effective.

With so many different kinds of timesheet on the market and so many different options for each type, choosing a timesheet package, should not be restricted to a list of software functions. At HMS Software, we believe that enterprise solutions should be evaluated based on the business challenges they can overcome. If there's no problem, then there's no need for a solution. Over the next few pages, we've highlighted a few business challenges we've encountered that TimeControl has resolved.

According to a survey done of 385 IT and Finance VPs, 82% do not possess information which is of sufficient quality, trustworthiness or usefulness to manage their operations.

COMPUTING CANADA

Computing Canada Magazine

April 7, 2006

Your staff must do more than one timesheet each week

Challenge: Your project management tool does task status but is inappropriate to use as a payroll timesheet. Your payroll timesheet doesn't do task status with your project management tool. And yet, both groups want to do their own approvals.

Response: TimeControl's "*Matrix Approval Process for Labor Actuals*"™ allows our enterprise timesheet to provide a single source for multiple purposes including: Payroll, HR, Project Management, Government Compliance, Client Billing and more.

“TimeControl made it very easy to track people's time and control the work. It easily cut the time in half compared to manually recording timesheets.”

Shannon Kelly
Project Control and
QA
CFMRS Project
CGI Group

What is it that has otherwise well-organized companies implement 2, 3 or even more timekeeping systems at the same time? What would prompt otherwise rational people to support multiple entry of such a tedious chore?

No, not all timesheets are created equal. There are many types of timesheets on the market today which fit into several categories of timesheets, each with their own purpose. Each timesheet will have its own supporters within an organization to promote its use. We've outlined some of the most common categories here.

Time and Attendance

Time and Attendance timesheets are the most common types of timesheets on the market. They are typically delivered as part of the corporate human resources (HR) system or the corporate financial or ERP system. Time and Attendance systems focus primarily on how much time you have spent working for the organization during a particular period and whether or not you should be paid for this time. Often, these systems are intimately linked with the organization's payroll or Human Resources system. They usually allow for the entry of whether or not an employee worked, whether special pay is required for example for overtime, exception days such as holidays, vacation or, sick leave.

Time and Attendance timesheets are divided into two types of entry: Positive-Entry or By-Exception. A Positive-Entry system requires each employee to complete his or her timesheet for a given period. A By-Exception-entry system requires a timesheet only for recording absences with the reason for the absence.

Time and Billing

Time and Billing systems are the next most common type of timesheet to be found in an organization. These systems are designed for professionals such as lawyers, accountants and consultants. The basic purpose of a time and billing system is to qualify any billable hours per client. The key element of each detail item is the client identifier. Most time and billing systems allow for a descriptive element. This is to ensure that there is enough information to justify an invoice for each period. Terms such as "project" and "task" are common in such systems but they are usually best thought of as qualifiers for an invoice rather than a pre-determined set of tasks each with a schedule, budget and scope.

Time and Billing systems are often driven by per-client rates rather than per-employee, or per-project rate schemes.

Project-update timesheets

These days, almost every project scheduling system includes some kind of timesheet entry. These interfaces are designed to allow end-users to enter time against any activity. The data, once entered, is used to update the activity's resource progress. There is often some level of project-manager approval commonly referred to as line-item approval.

For many project management environments, this type of timesheet is all that is required. However, these timesheets and the architecture used to produce them are rarely sufficient for financial purposes. It would be unfair to characterize this as a deficiency of these systems. The first thing to remember is that most project management systems are, by their very nature, forward-looking analytical tools. For a planner, the actual-hours per task is only interesting to the degree it reveals the future. A planner, for example, might elect to delete a task from a project. Perhaps future plans have changed and no additional work will be done on that task. Or, perhaps the task will be replaced by two or three other tasks which have been now defined in more detail. No problem for the planner, they are only interested in what will happen in the future. For anyone interested in historical data, however, there may be more of a problem. In many project-update systems, the loss or change of an activity means the automatic removal of any data linked to that task. Even if data is not deleted, the financial controls such as post-period adjustments, financial approvals, and business rules compliance are rarely managed within such systems. Even simple functions such as determining if all timesheets have been entered are often not supported in such a system.

This makes project-update timesheets best suited when only the project data must be updated.

Use a single timesheet for multiple purposes

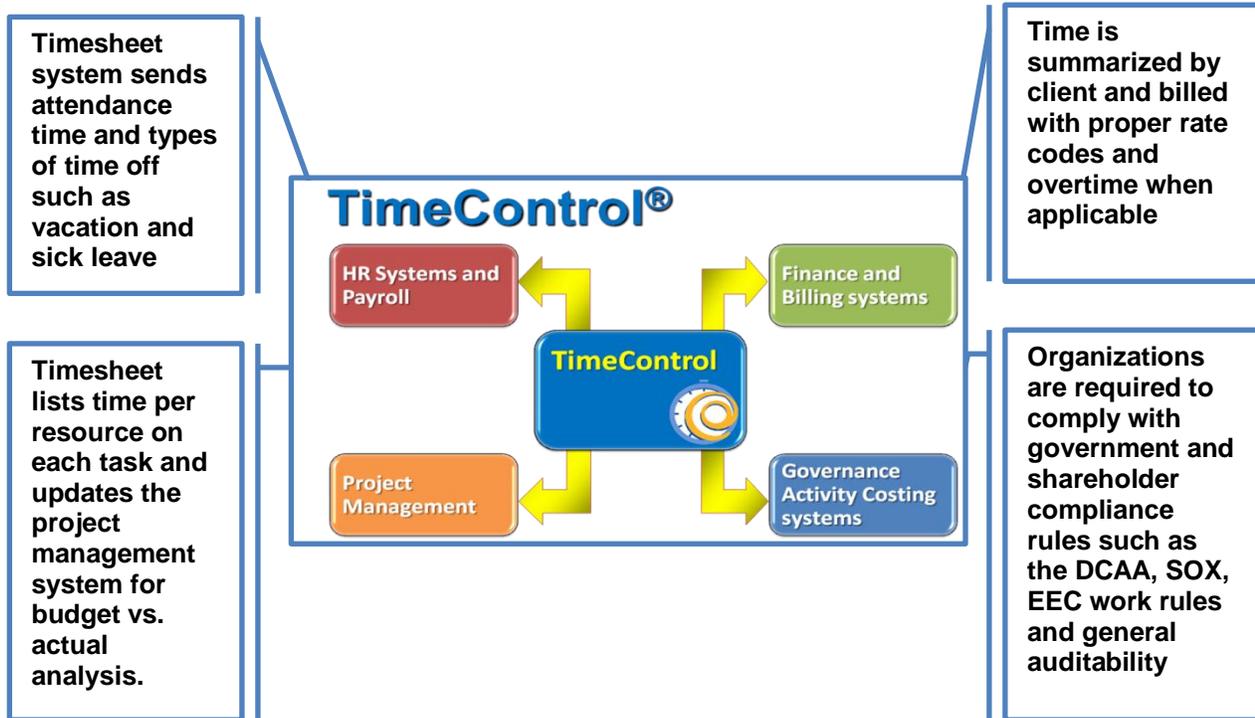
For some organizations, there is an interest in collecting time for both financial and project purposes. For this market there are a small number of timesheet systems designed to fill multiple purposes. TimeControl is such a system.

These timesheet systems are usually based on a project model, allowing data to be collected at the task level with an intent that the data will ultimately be returned to the project system as task progress. However, these systems also include the financial controls which allow their data to be accepted by the finance department and the facility to be integrated directly into the financial system. Enterprise-wide timesheets can be implemented for individual departments, for small to medium sized business or in a large-scale organization. These timesheet systems are appropriate for project-oriented businesses where there is a need to determine not only how much time has been spent but what that time was spent on.

Because TimeControl includes both the ability to link to a project-management system and the financial controls which allows the Finance system to accept their data, they can be used to fulfill the needs of time and attendance, time and billing and project-update requirements at the same time.

Summary

For organizations that only require tracking the total quantity of time spent, and an indication of why any absences occurred, time and attendance systems are the most appropriate. They will already be integrated into the ERP, HR and/or Finance systems and will be a natural extension of that functionality to all users.



You must become compliant with government timesheet practices

Challenge: Your organization must become compliant with one or more government standards such as:

- Sarbanes-Oxley
- R&D tax credits
- The Defense Contract Audit Agency (DCAA)
- Homeland Defense and the DCAA
- Family Medical Leave Act (FMLA) the EU Work Rules and other HR standards
- Many other government standards or generally accepted accounting principles

Response: TimeControl has been used numerous times in government compliance situations. TimeControl is a financial control system and includes the auditability as well as the flexibility to be used for all of these government compliance environments and many more.

Good governance is becoming a way of life for many private and public organizations. Standards which have timesheet implications are mandated in a number of situations which your organization may need to be responsible for. Here are a few of the more common standards TimeControl has been used to achieve.

Sarbanes-Oxley (SOX)

This standard applies to any organization that is traded publicly on a US Exchange but many organizations use the Sarbanes Oxley rules as an indication of acceptable accounting standards. The most common timesheet requirement relates to how costing must be done for certain balance sheet items. SOX defines certain types of activities which must be capitalized and others which must be expensed and these activities can easily be included within the same project. The most reliable method of determining the proper costs to be transferred to the balance sheet is to apply activity based costing. While that may not be a huge challenge for material purchases, tracking the labor costs by activity is a significant challenge for some organizations. TimeControl's activity-based structure and unlimited coding structure allows the actual costs of tasks to be identified as capitalizable.

Research & Development (R&D) Tax Credits

If your organization applies to the government for Research and Development tax credits then it must be prepared to document the appropriate costs and efforts done to successfully claim the credits. TimeControl is often used as a key source of documentation in R&D tax claims. The ability to code individual tasks as R&D eligible vs. non-eligible and then report on the efforts per employee of which work was included or not included in the claim enables an easy audit of such information.

“TimeControl was accepted by the Internal Revenue Service as providing excellent documentation of R&D engineering activities when applying for R&D Tax Credits”

Many jurisdictions now support crediting companies who invest in certain types of Research and Development (R&D) activities. While each country, state or provincial jurisdiction will have different rules for how such credits must be applied for and which organizations are eligible, what is common among all such

Paulette L. Bennett
Division Controller
Parker Hannifin

systems is that the applicant must be able to identify what tasks have been worked on by which workers and to flag those tasks as eligible vs. non-eligible. TimeControl's coding structure makes this very simple and insulates the end user from having to make those determinations as the coding of tasks is handled by administrators and within the configuration of the system.

The Defense Contract Audit Agency (DCAA)

The Defense Contract Audit Agency (DCAA) is a US-based government agency which carries the responsibility to ensure that government contracts for the US Defense department are properly invoiced and audited. Contracts which must be DCAA compliant have strict standards on the collection of timesheets. The DCAA does not certify timesheet products but does have a number of very specific requirements for the use of any timesheet system. The US Department of Homeland Security (DHS) has also imposed DCAA contract standards on some suppliers to the DHS. TimeControl has been used to achieve DCAA compliance standards for many years. Our design considers the DCAA requirements with each upgrade to ensure that some of these standards can be set as system settings. For example, the DCAA insists that any entries of a timesheet be done by the employee who actually does the work and that any adjustments to that timesheet be either done or be approved by the employee who did that work. TimeControl can establish this requirement as a system setting.

American Recovery and Restoration Act Audit

The US American Recovery and Restoration Act (ARRA) made large amounts of money available to organizations across the United States to help stimulate the economy. Accounting for the expenditure of these funds must be done in a manner where the recipient can show that the money was spent on the projects for which it was approved. For organizations where labor is spent partly on ARRA projects and partly on other projects, this requires deploying a timesheet that can show more than just time and attendance. Records are required that identify how many hours and the associated costs for working on both eligible and non-eligible work. This is similar to other requirements for R&D tax credits or the Defense Contract Audit Agency (DCAA). TimeControl supports tracking both for payroll and for project-oriented is a US-based government agency which carries the responsibility to ensure that government reporting requirements for ARRA audits are met and for other internal requirements such as payroll, billing and job costing. This means that TimeControl can be used as a single source for these multiple requirements and eliminates any timesheet/costing data which would need to be reconciled between systems.

FMLA, EU Work Rules and other HR standards

There are a range of standards which have been established by different government organizations around the world to protect employees by defining the amount of time they can work within a given period, to determine the amount of time they are entitled to for vacation or personal time within a given period or to identify any government-approved leave such as Jury Duty or Maternity leave that they have taken within a given period. TimeControl's coding structures and validation rules allows all of these types of rules to be supported. TimeControl's automated validation rules can check for virtually any business condition that must be tested

before a timesheet is accepted by the system and its extensive reporting abilities allow reports such as the EU Work Rules 13 week average hours report to be easily defined.

Other accounting and government standards

Changes in Generally Accepted Accounting Principles and government agency requirements continue to evolve. TimeControl has been designed with tremendous flexibility in order to allow users to adjust to such standards using the existing functionality without requiring an update each time some standard changes over time.

You must link to multiple project management systems

You must link to multiple project management systems or to multiple versions of a project management system from a single timesheet. It's more common than one might expect to find multiple project management systems within the same organization. Different project management tools are effective for different styles of project management and for different types of projects. This is why HMS maintains technical alliance partnerships with multiple project management vendors.

HMS is a Microsoft Gold Certified partner and carries the Microsoft Information Worker Competency and the EPM Specialization. HMS became a Microsoft Project Solution Provider in 1995, which makes HMS one of the oldest partners of the Microsoft Project team. In 2006, Microsoft named HMS a "First to Market Partner" for our efforts integrating TimeControl with Microsoft Project and Project Server. TimeControl links to both Project desktop and Project Server



For more information, visit www.timecontrol.com/solutions/microsoft.

HMS is an Oracle Gold Certified partner thanks to our work with both the Oracle database and Oracle-Primavera Technology Partner and has been since 1997. As an alliance partner, HMS has maintained a link between TimeControl and multiple versions of Primavera from P3 through P6 and is committed to keep these links up to date as new versions are released.



For more information, visit www.timecontrol.com/solutions/primavera.

HMS is a Deltek ISV (Independent Software Vendor) Partner. Deltek publishes a suite of Enterprise Project Management and Earned Value products including Open Plan and Cobra. TimeControl links to both these tools. The TimeControl link to Open Plan was our first project management link dating back to TimeControl's first release in 1994.



For more information, visit www.timecontrol.com/solutions/deltek.

TimeControl's design allows users to connect to multiple versions of these products or to multiple products simultaneously. For example, a single organization might have copies of Microsoft Project Standard 2007, Project Standard 2010, Project Server 2010, Primavera's P6 and Cobra. TimeControl would be able to support all these tools simultaneously without modification or purchase of any additional modules.

Linking to an ERP timesheet will take too long

Challenge: You're considering a timesheet supplied by your ERP vendor but the time required to customize, configure and deploy is 1 to 2 years. This has you questioning the Return on Investment in light of how long you must wait in order to see the returns.

Response: TimeControl is one of the fastest enterprise systems which can be deployed in an organization. The HMS Software QuikStart program lasts just 5 days and in most organizations, TimeControl goes from purchase decision to deployment-complete in less than 6 weeks. Moreover, TimeControl already integrates with virtually every ERP system on the market including SAP, Oracle Financials, PeopleSoft and Microsoft Dynamics.

Virtually every ERP vendor has some kind of timesheet system. Most typical is a time and attendance type of timesheet designed to provide the Payroll and HR components of the ERP system with data. While it may seem attractive to choose a timesheet from within the ERP suite, it's important to consider the return on investment of this decision. One of the most common results is that the ERP timesheet is deployed but given the complexity of having it resolve the requirements beyond the Finance department (such as project management, earned value reporting or DCAA compliance) it is not the only timesheet deployed and the organization ends up with multiple timesheets used for different purposes.

“From the beginning, TimeControl was a smashing success. It's easy to use and accurate. Our pilot group learned easily and we were quickly in a position to roll out.”

Genie Sarne
Project Controls
ElectroMotive
Lagrange, IL

If you're looking at your ERP vendor's timesheet, consider some of the following questions:

1. What customizations must be done to the ERP timesheet to accommodate all of your requirements?
2. What efforts from internal personnel will be required to fully deploy the ERP timesheet vs. an Enterprise Timesheet like TimeControl?
3. What is the total cost of the ERP timesheet vs. the enterprise timesheet when all customization, consulting, training and technical assistance efforts are included?
4. Will the ERP timesheet be able to respond to the multiple organizational requirements such as integration with project management systems or might you be ultimately be required to deploy more than one timesheet?
5. What is the opportunity cost to the organization of waiting for benefits from the ERP timesheet deployment and having to wait for any efficiency savings?

You must reconcile Payroll and HR requirements easily

Challenge: Payroll and HR require extensive functionality in a timesheet yet the end users require a timesheet which is extremely user-friendly.

Response: Let's be honest. No end user wakes up at the end of the week happy because today is the day they can do their timesheet. We've made the TimeControl interface customizable so it can be tailored to the particular user and remove the functions and questions that end-users don't need to deal with.

When a system is created for a single purpose such as HR tracking of vacation time, it can be made very simple. The result of deploying the "simple" timesheet, however, might be that multiple timesheets will ultimately be deployed in order to respond to all of the organization's requirements. There are many organizations which end up with multiple non-reconcilable timesheet systems which, in a worst-case scenario, has some employees filling in 2, 3 or even 4 timesheets in a given week.

This is clearly inefficient.

This dilemma is a common one for timesheet designers. If you look for a timesheet with sufficient functionality to resolve all the requirements of the organization, then the complexity of that system grows. Yet, this may be the most widely deployed application in the entire organization and thus it must be very simple in the functionality that end-users encounter in order to have any chance at the 100% compliance that is required for a timesheet system.

TimeControl has been designed with this in mind. First of all, all the questions which could be answered through data configuration instead of confronting the end user, have been hidden in the background. The system is designed so that data requests, work flow and even fields themselves can be hidden if they are not required. Moreover, this can be done group by group rather than globally so a project oriented department may have to choose a project and task where another non-project oriented department might not even see the project selection field.

TimeControl has also been designed to pre-populate information where required to reduce the input demanded of the end user. A timesheet can be pre-loaded with tasks from the project management system if an employee is implicated in the project schedule. Another employee might see a timesheet with generic tasks such as "meetings" or "travel" are automatically loaded onto the timesheet screen.

In the background, TimeControl's tremendous flexibility allows data grouping and coding, automatic calculations and other data manipulation that the end users need never concern themselves about but might be critical to the system integrating with different external systems such as Payroll, Invoicing, HR or Project Management with which it must integrate.

"The TimeControl system allows us to quickly compare project planning figures with actual hours and to adjust future plans accordingly. It is easy to provide reporting to show how resources are being used, and where they may be under or over-utilized."

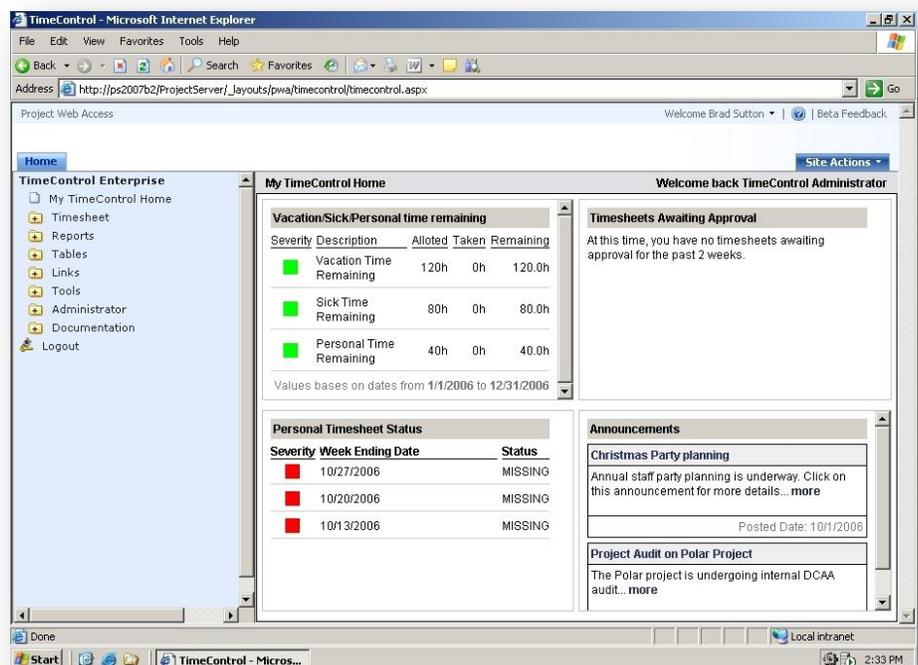
Chris Pearce
Engineering Manager
Wagner Spray Tech,
Minneapolis, MN

Your organization has embraced SharePoint and your timesheet must too

Challenge: You have chosen Microsoft's SharePoint collaboration software to use for your organization's Intranet. You might have Microsoft SharePoint Services or Microsoft Office SharePoint Portal Server and you have committed to deploy applications to the maximum extent possible to deploy applications which will reside within the SharePoint interface.

Response: TimeControl includes a SharePoint Integrator which allows TimeControl to be deployed directly within the SharePoint Interface. It takes less than five minutes to deploy TimeControl as a SharePoint Application this way.

SharePoint has become a very popular collaboration tool and is the fastest growing product ever deployed by Microsoft. Whether you are using the free Windows SharePoint Services, or the purchased Microsoft Office SharePoint Server (MOSS), TimeControl can be deployed directly within this architecture. The advantage to end users is to eliminate the visual shock of moving from one type of interface to another. Many organizations who have embraced the SharePoint environment are making a conscious decision to try to move as many applications as possible into that type of interface.



For TimeControl, this is welcome news. Users who are already familiar with SharePoint are presented with TimeControl directly within an easily understood SharePoint worksite such as the one displayed here. This provides an uninterrupted user experience as they go from TimeControl, back to other SharePoint sites and back to TimeControl as they require. The biggest challenge for an Enterprise Timesheet is compliance and a familiar user interface aids the speed at which an organization's employees will adopt the new timesheet tool.

If not all of the organization is using SharePoint, there's no need to worry. The native TimeControl web-based interface is always still available for those users.

For more information, visit www.timecontrol.com/solutions/sharepoint.

You need to collect timesheets on a construction or industrial site

Challenge: Not all of your users have access to a computer terminal because they are not desk-based users. You may have a mix of back office personnel and field personnel who work in a construction, industrial plant or offshore type of environment. How do you enter information for field crews into a timesheet that is integrated into the rest of the organization?

Response: TimeControl is available as an Industrial version. TimeControl Industrial™ is a version of TimeControl which includes all the features of the classic system and a number of modules which are specific to industrial situations such as plant shutdown maintenance, heavy construction projects or offshore environments.

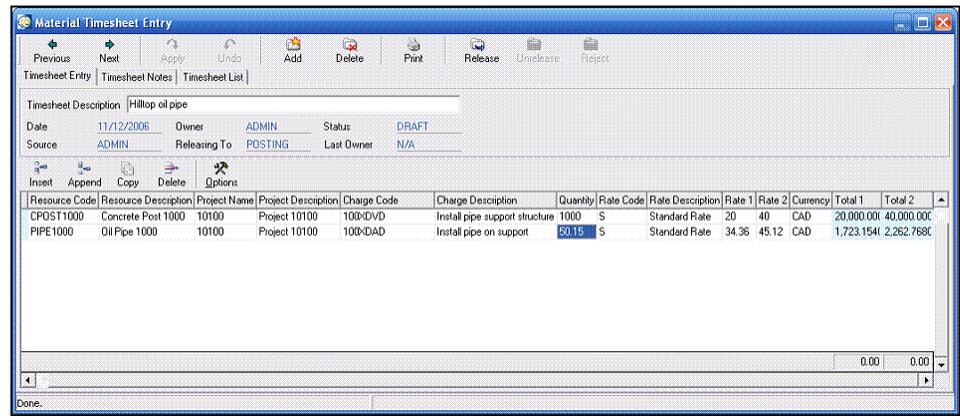
When not all employees are desk-based and tracking the labor costs of both back-office personnel and field-level personnel is critical to the business,

TimeControl Industrial may be able to help.

TimeControl Industrial includes modules for **Crew Entry** (shown here) which presumes that data will be

collected manually in the field and then rapidly

keypunched in the field office, **Materials Entry** which allows information on materials used in the field to be entered for both Finance and Project Management and **Complex Rates** which allows highly complex rate structures as are often part of union-based employees. Also satellite TimeControl sites (such as at each construction site or each offshore platform) can be established and then integrated into the central TimeControl database through the TimeControl Integrator.



TimeControl's existing features and flexibility allow back office personnel to enter their own timesheets and for each group to have business rules which are applicable to them.

Owners benefit from TimeControl Industrial when they request timesheets to be done by Contractors as the reconciliation of timesheet data to Contractor invoices becomes extremely easy. Contractors benefit from TimeControl Industrial by reducing the wait for payment while the Owner tries to match timesheet records in a myriad of formats to invoices and to internal control documents.

Collecting timesheet data currently requires too much effort

Challenge: Your current timesheet system is manual or requires a significant manual effort to approve, reconcile and retransmit to various internal systems

Response: Automating your timesheet collection with a system such as TimeControl can represent enormous savings. According to the American Payroll association, organizations can realize payroll efficiencies of on average over 10% on managing unearned or unauthorized time!

For something that seems so simple at the outset, it's amazing how much effort can ultimately go into the timesheet process. Even when systems appear automated, they can include an enormous hidden cost of personnel and costly hours spent transferring, reconciling and reporting on the data.

Most people only consider the timesheet from the data entry perspective. If it looks easy to enter, then there is little thought given to what will be done with the data once it has been forwarded to wherever it goes.

Manual timesheet systems seem to be not that common but if your timesheet is being entered into Excel, what effort is then being applied to translate that Excel spreadsheet into data that will be ultimately sent to Payroll, then separately to Invoicing, separately again to Job Costing in Payroll and perhaps even to Project Management. And that's just a single timesheet system! If there are multiple timesheets in the organization, then there is also the cost of trying to reconcile data from multiple unrelated sources into a single report or analysis.

“TimeControl helped us reduce the number of administrative staff needed to manage the system. We were especially pleased because we thought that this would have taken at least three months. In reality, it only took one month.”

Julie Hatfield
Koch Industries

It is very common to find several employees manually re-keying summary data or even re-entering timesheets in their entirety into Payroll systems or services into intermediate internal software designed to massage the data prior to sending it to other internal applications or databases.

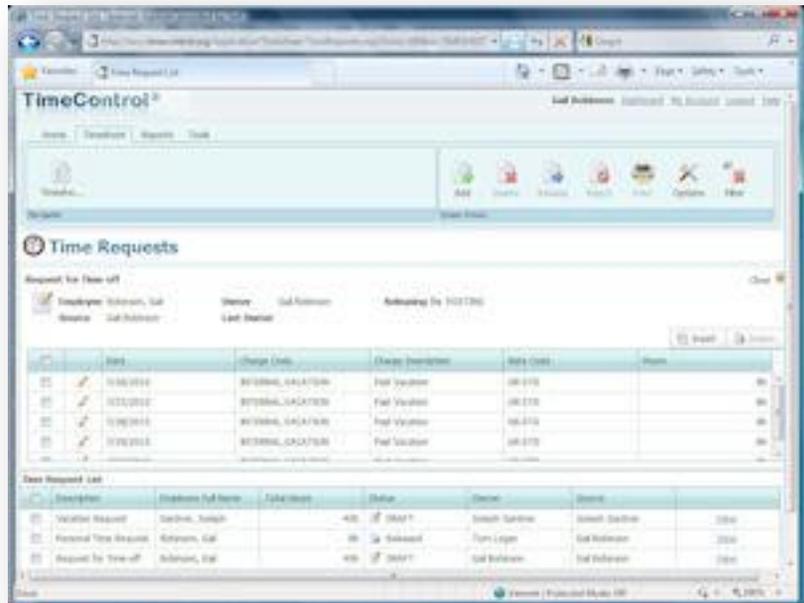
As an automated Enterprise Timesheet system, TimeControl can alleviate a tremendous level of effort and as an extra bonus, dramatically reduce the cycle time of gathering, approving and reporting on timesheet data. It is not uncommon in these situation to see the total timesheet cycle time reduce from 2 weeks to 2 or 3 hours. All that saved efficiency can be better spent on more important contributions to the organization.

You must track and control vacation requests and other time off

Challenge: Your staff use manual systems to track time off resulting in conflicting schedules, staff taking more or less time than they are allocated and excessive effort to approve and manage vacation, sick leave, personal time off and other exceptions to the regular workweek.

Response: TimeControl includes the TimeRequest™ module which allows employees to request time in to be approved for a future timesheet. This can be used for vacation time or other exceptions as the Administrator defines. TimeControl manages up to 9 banks of time such as Vacation, Sick Leave and Personal Time-off and this information can be displayed on the dashboard of the individual user. So they know exactly how much time is available for a particular category.

Once the request is entered, it is approved just like a regular timesheet. The supervisor can see the request in comparison to banked time that may be available and see any other requests for similar periods. If the TimeRequest is approved, it will then appear automatically in the future timesheet(s) for which it was entered.



You can't get the data you need when you need it

Challenge: Your existing timesheet environment is unable to provide the accurate, complete and timely timesheet data required to make critical business decisions

Response: We talk to senior executives on a regular basis who ask if we can help them just answer how they're doing. TimeControl is flexible enough to be used for multiple purposes and bring all that timesheet data into one place at one time.

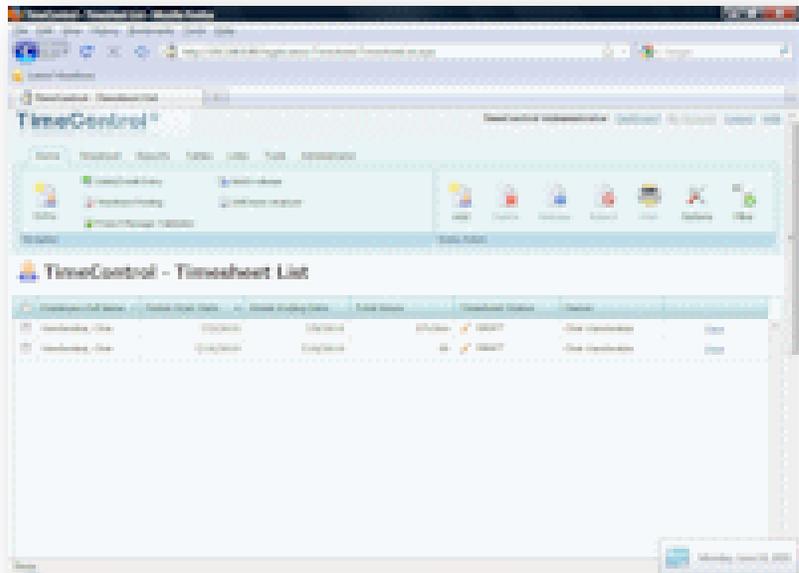
Timesheet data is one of the most critical elements of data with which executives can make key organizational decisions. Yet, in some organizations it is the hardest data to get to those decision makers in a format that allows them to make decisions. This is due largely to timesheets being deployed for a single purpose. By the time Finance has collected, checked and approved the data for Payroll, the link to project oriented data is often no longer apparent.

TimeControl was designed to serve multiple purposes and to have the source information meet the needs of various systems at the same time. While this makes for a very much more efficient time collecting process, a much bigger impact on an organization is to start seeing not just how much time is being spent but also answering: **What is that effort being spent on?** Because data can be coded however you require, an Enterprise Timesheet like TimeControl immediately becomes a source of key reporting data.

TimeControl includes extensive report capabilities, drill down analysis and exports or access to external Business Intelligence tools. Dashboards can even be created like the one shown here to give instant feedback on data of particular interest to the executives who must make critical business decisions. The examples of how TimeControl has been used to help decision makers are numerous. For example, TimeControl has helped identify how much time could be saved in excessive overhead such as redundant project meetings, in excessive inter-office travel time for non-co-located project team members and in the savings possible by early contractor payment for excessive time spent reconciling contractor timesheets and invoices.

“Timesheet entries which were not valid would go into a suspense account and we wanted to eliminate the hours in suspense. The impact of this alone was justification enough to attempt to integrate the diverse systems into one.”

Herlander Vaz
Bombardier DSD
Canadair



The Matrix organization timesheet challenge

Challenge: Timesheet data must be approved by both the organizational element of the organization and the project or account element. This is most typical in a matrix organization where staff are managed by their department leaders and project managers must use staff from across multiple departments to accomplish their projects.

Response: TimeControl's *Matrix Approval Process for Labor Actuals*™ is designed to allow both Departmental and Project leaders to approve the timesheet data that is critical to them.

A matrix organization is set up in two dimensions. On one axis there is the organizational structure. This structure is sometimes the traditional hierarchical structure of an organization with supervisors reporting to department heads who report to a more centralized authority. At other times it is a more autonomous Resource Management structure where someone is responsible for the training and availability of a certain category of resource.

"It helps us identify our costs. Especially because we can see who's working on what projects, and how much time it's taking each individual to do a specific task."

On the second axis is a work breakdown structure. This can be imagined as the top level being all work the organization does, the second level being, perhaps a project level with one entry per project and a third level being the tasks within that project. Obviously for more complicated projects, additional levels could be generated. This work will be managed by project managers who report to a more central authority and are responsible for the results of the project.

Rafael Silva,
ACR Systems

The matrix occurs where the project managers make requests of the resource managers for the resources required to accomplish the project. The project manager must contend with resources which come from a variety of sources. The resource manager must contend with their resources being used (sometime simultaneously) on a variety of projects.

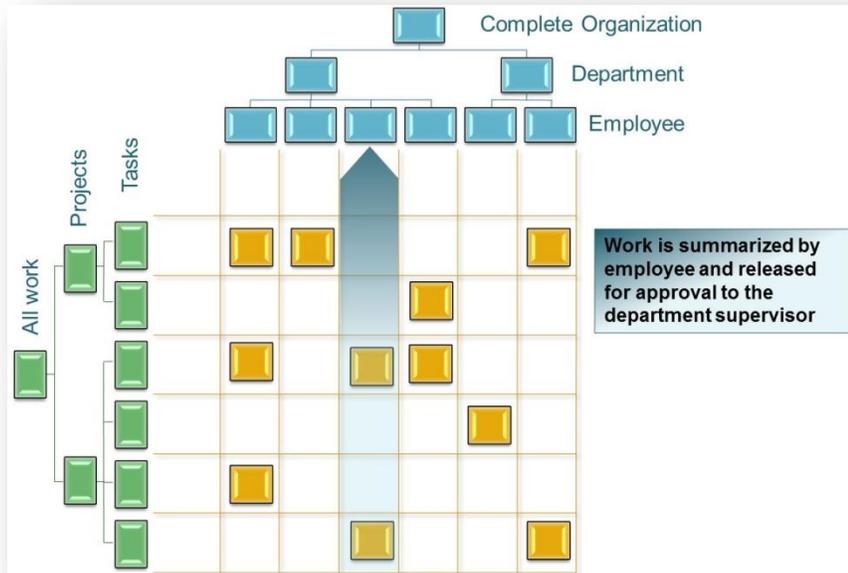
The problem with this environment is that the hierarchical or organization breakdown structure typically collects time for reasons of "time and attendance" for payroll purposes and sometimes for purposes of "time and billing" for either internal and/or external invoicing. The requirement for such a system is generally payroll oriented. The requirements are usually quite simple. For salaried staff the only thing the payroll system requires is the number of days worked. If there was time not worked, the payroll system might also track such items as holidays, vacations and, paid or unpaid sick leave. For staff who are paid hourly, there is a further requirement for the number of hours worked and the rate at which work was performed such as standard or overtime.

For better or worse, most timesheet systems in use today have been established by the finance department for time and attendance purposes.

If billing is also automated, then there is an additional requirement put on the timesheet environment. In this case the timesheet system may also be required to provide more description to the invoice such as the project name being worked on and perhaps the category

of work being done. Such billing is often done monthly and is often a part of the month-ending process by Finance.

All of these finance-oriented functions are generally historical in perspective. The furthest forward a financial system will look is the status date of currently collected data.



The authorization process for this level of functionality is from the employee to their supervisor from there to the department level then on to the payroll department.

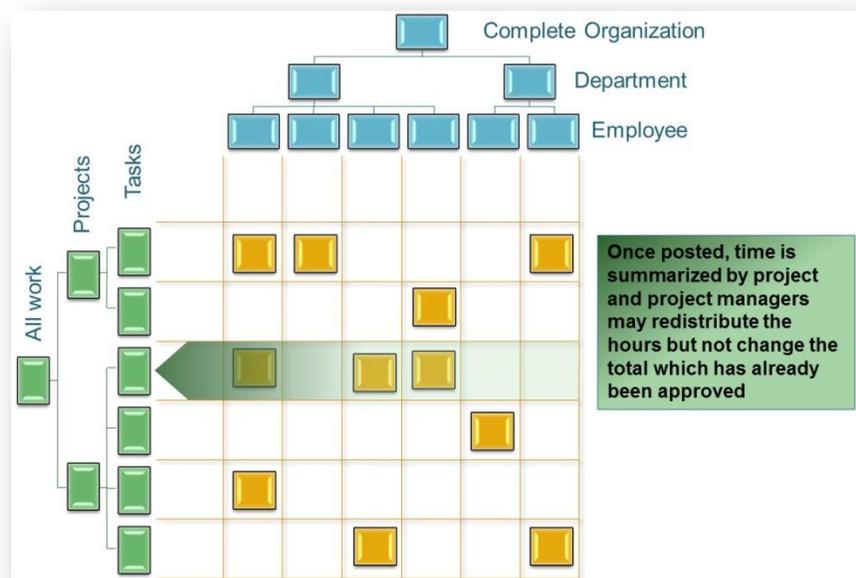
Unfortunately for the project managers of the organization, their requirements for time collection are quite different. A project manager needs to know what hours have been spent on which tasks.

This will enable them to

produce a budget vs. actual analysis and forms the basis of forward forecasting. The project manager also needs to know what progress has been made on a particular task or, more exactly, what the Estimate to Complete is.

The project manager has virtually no interest in which employee actually did the work or in how many hours a particular employee may have worked in the past week.

Unlike Finance, Project Management is future-oriented. The project manager's job is to consistently look for what is left to do. While the project is in progress, the oldest data of interest to the project manager is the current reporting period (e.g. the past week or past month).



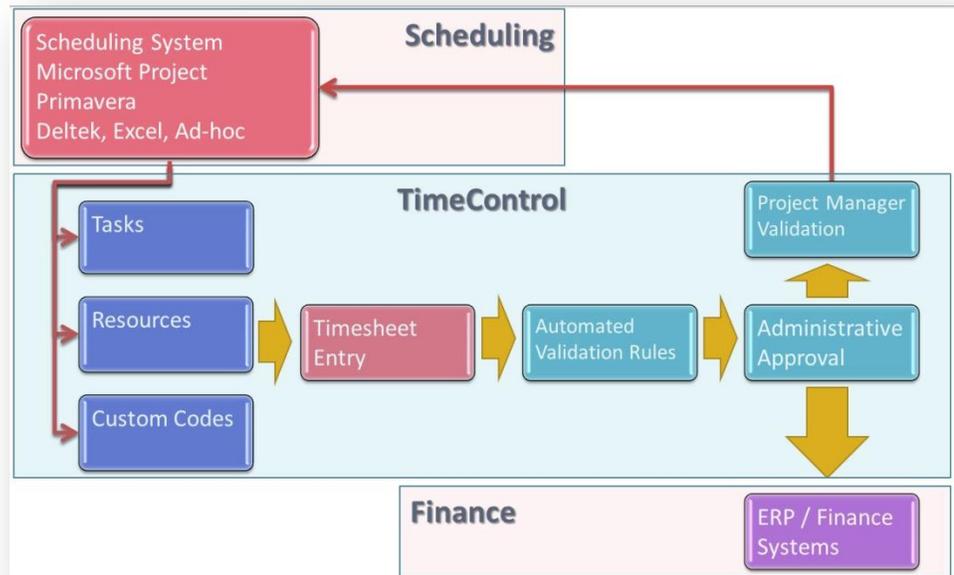
The authorization for project data is done by

task and aggregated to the project level. Each project manager must approve of all charges against the project for each period.

Yet another issue to further complicate an already unworkable situation is the conflicting requirement for the timeliness of the data.

Payroll must have the timekeeping data quickly in order to produce the payroll. Yet, returning timesheet data to other systems usually has to wait until the current financial cycle is complete. This often means that project managers often cannot see the timesheet data for as long as 6 weeks after it is spent. Why? For example: If an employee enters his timesheet on the first day of the month, it will not be summarized by Finance for redistribution to other systems until month's end. By the time the month is "closed" it could easily be the middle of the month following.

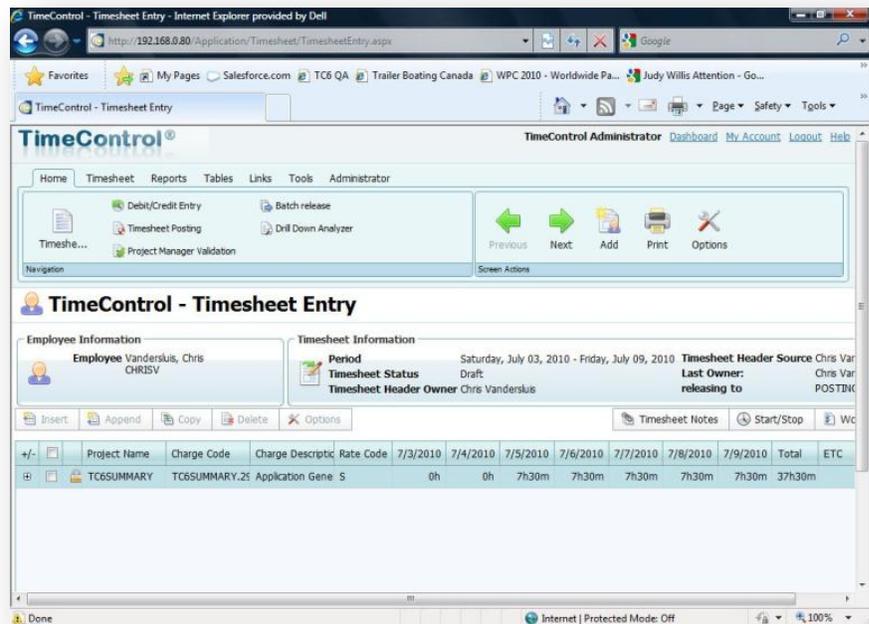
This is, of course absolutely unacceptable to Project Management. By the time this data can deliver a useful variance report, whatever opportunity existed to make an impact on the project has been lost. Most project managers need to know the actual labor costs within a few days of when they were spent not a few weeks.



TimeControl's Matrix Approval process is designed to first approve the total hours and any payroll or HR oriented information such as vacation, sick leave, personal time off etc. This information is then locked by TimeControl and the timesheet information is made available to Project or Account Managers to look at the data not employee-by-employee but project-by-project. First of all, Project and Account Managers are assured that they are looking at 100% of the week's labor for that project. This is very important to ensuring that any adjustments are done in context of the overall charges to the project. Project Managers are given the ability to redistribute the hours through a Debit/Credit function but not to change the total. All changes are distinct and are audited. In this manner both Finance and Project Management can deal with the information required for their purposes without interrupting, delaying or interfering with the other.

The TimeControl multi-purpose timesheet

In today's challenging economy, tracking productivity is more important than ever. It is no longer enough to know only how much time has been spent. Now management demands that you know what was done with the time. Many organizations are turning to project and task based management as a way of being more effective. One of the most difficult aspects of implementing project control is the capture and approval of labor actuals. *TimeControl* provides an electronic timesheet system designed to serve both Finance and Project Management



Install On-premises or subscribe in the Cloud Online

TimeControl is available both as a purchasable license to be installed on your premises or in a subscription model with our Timesheet as a Service *TimeControlOnline*. You can find out more about our online subscription at www.timecontrol.net.

Open Architecture

TimeControl is an open architecture system which supports a variety of databases including Microsoft SQL Server, Oracle, Sybase and MySQL. Customizable user profiles allow the *TimeControl* interface to be tailored to each user's requirements.

Easy to use web interface

TimeControl's interface is browser-based and user-intuitive. User Profiles determines what the user will be presented with and the user can define where *TimeControl* should start and what defaults they wish. End users can use a variety of browsers such as Internet Explorer, Firefox, Chrome, Safari, Mozilla or even an iPad. (Administrators must use Internet Explorer.)

TimeControl Mobile included

TimeControl includes *both* a browser-based web interface *and* a mobile interface that can be used from your Smartphone. Whether you use an iPhone, Blackberry, Android or Windows Mobile7 device, you can access your *TimeControl* from wherever you are.



Multi-lingual

We know that not every user speaks English as their first language. TimeControl comes with a number of languages already in the system but every label and every message is open to the TimeControl Manage Languages module so you can change the existing translations or even add your own. This is a great feature for adjusting terminology in the system to match your organization's (The only word you can't change is: "TimeControl").

Timesheet Approvals

TimeControl supports HMS Software's unique Matrix Approval Process for Labor Actuals which allows for quick authorization of project data. This process resolves the inherent conflict that is found when both the financial and project management hierarchies must approve timesheet data simultaneously. Automated validation of timesheet data is handled by TimeControl's remarkable Validation Rules . Additional approvals can be done manually with a simple Approve/Reject or Approve/Update process. The Project Manager Validation screen displays an easy-to-view hierarchical interface for managing project approvals.

Total Flexibility with User Profiles

TimeControl's User Profiles allows the Administrator to determine which menu choices, reports and fields are accessible by each user. The entire interface can be tailored to the user's individual needs. No other system on the market today offers this much flexibility.

Field level security ensures that only the information which is important to each user, is displayed. Fields can be made read-only or invisible, removing them from view entirely. This makes *TimeControl* at once a secure, deployable system and an easy-to-use one as well.

Links to Project Management Systems

TimeControl includes direct links to project management systems including Oracle-Primavera versions P3 through the most current P6, Deltek's Open Plan and Cobra and Microsoft's Project, and Project Server. In fact, multiple products and versions can be supported simultaneously.

Integrating with a project management system drastically reduces timesheet errors as only valid tasks will be available in which to charge time. Hours entered in *TimeControl* are returned directly to the project management system as activity and resource progress.

TimeControl also supports customizable export formats for integration with virtually any financial or HR system.

Vacation Approvals with TimeRequest™

The TimeRequest module allows users to make a request for certain types of times to be approved for entry in future timesheets. The most common application of this module may be for requesting Vacation time off. Once approved, the time is then automatically entered by *TimeControl* into the appropriate future timesheet.

The TimeRequest module is, however, not restricted to just Vacation requests. Any category of time can be exposed to the module. This allows an infinite number of applications such as for

travel time, training time, offsite or onsite time or any other type of time category where the organization wishes it to be approved in advance.

E-mail Enabled

TimeControl allows email notifications to be sent for various events such as missing timesheets, incomplete or non-approved timesheets as well as timesheets that were rejected or re-released for approval.

Expense Reports

TimeControl includes extensive expense report functionality. Users can enter an unlimited number of expense report items for each timesheet line.

Links to Payroll, HR and ERP/Finance

TimeControl is designed with a Links module that lets you define links to corporate systems and software including Payroll software or online services, Human Resources systems and ERP/Finance systems.

Using TimeControl to fulfill the requirements of not only project management but also Finance, HR and Payroll means you can eliminate the costs and inefficiency of multiple timesheets.

Reporting

TimeControl's reporting engine looks just like Excel™. Reports can even be saved in Excel or HTML format.

TimeControl's Reporting Wizards make report generation easy. *TimeControl's* field-level security is always active so only the fields which a user has permission for will be shown.

Predefined reports are available in a variety of formats which include posted timesheet data, table lists, printouts of the timesheets themselves and missing timesheet reports.

For more information

For a more complete description of TimeControl and its features, visit www.timecontrol.com. To try the timesheet system for free, visit freetrial.timecontrol.com.

Easy to use Interface

- Full web-based browser interface with multiple browsers supported
- TimeControl can be implemented within a SharePoint interface or a Microsoft Project Web Access interface
- Scalable user profiles facilitates use for data entry users yet provides full functionality for administrators
- Multilingual with multiple languages included
- Unlimited charge codes displayed in simple, hierarchical drop-down lists
- Unlimited free-form notes for each line item and each timesheet
- E-mail-enabled. E-mail messages sent for system notices such as rejected timesheets or missing timesheets
- Scheduleable E-mail notification for missing or unapproved timesheets.
- Predefined timesheets based on resource assignments from the project management system or by user input

Robust Architecture

- Open database architecture; support for Oracle, Microsoft SQL Server, Sybase and MySQL datazbases
- N-tier architecture makes system scalable for 10 to 100,000 users
- Unlimited rate codes per employee
- Field-level security. Make any field visible, value read-only, or invisible
- Complete redefinition of every field label
- Complete auditability of timesheet data
- User-defined fields on every table
- Add pop-up data validation for each user-defined field
- Allows charges to be linked to a specific project or project-independent
- Multiple overhead charge types
- Filter charge codes, projects and rates visible to any employee

Web Interface

- MyTimeControl™ home page dashboard gives extensive and customizable dashboard information to employees

Approval Process

- HMS's unique *Matrix Approval Process for Labor Actuals™*
- Unlimited automatic Validation Rules are user defineable, flexible and can be applied globally or to any group or even an individual
- Unlimited manual validation levels in which each employee can have a unique approval routing
- Project Managers or Account Managers can preview and redistribute hours prior to linking with a project management system or exporting to Finance

Links to Project Management

- Direct integration with popular project management systems such as Microsoft Project and Project Server, Primavera and Deltek's Open Plan and Cobra
- Supports multiple project management systems and multiple versions simultaneously
- Customizable import/export function to interface with virtually any finance or ERP system including SAP, Oracle, PeopleSoft and Microsoft Dynamics
- Interface can be integrated directly into SharePoint, Microsoft Project Web Access or stand alone

Time-off Request

- **TimeRequest™** module allows vacation, personal or other leave time to be requested
- TimeRequest allows multiple levels of approval
- TimeRequest automatically populates future timesheets with approved time off

Flexible Reporting

- Excel-like reporting format allows output to any Windows-compliant printer or reports can be saved as Excel, XML or HTML files
- Reporting Wizards allow an unlimited number of reports to be created and saved for later use
- Unlimited levels of data selection, filtering and sorting
- Drill Down Analyzer provides instant ad-hoc analysis of data at any level

Expense Reports

- Users can enter non-labor costs on their timesheet
- Unlimited number of expense items per timesheet line item
- Expenses can be tracked back to a project management and/or finance system

Government Compliance

- Complies with requirements for DCAA, European Time Directives, FMLA, the California Wage Laws and Sarbanes-Oxley

Hardware Requirements

- Server:
 - Windows Server 32 or 64 bit
 - .Net 3.5
 - Internet Information Services
 - MS SQL Server, Oracle, Sybase or MySQL database
- End-user Workstation
 - Web browsers: Internet Explorer, Safari, FireFox, Mozilla
- Administrator Workstation
 - Web browsers: Internet Explorer

HMS Software Partial Client List

Engineering/Construction

Aecon Construction
AeroInfo
Koch Business Solutions
Kongsberg Devotek
Thompson Beta

Gas / Utilities

Gulf South Pipeline
Acergy
Petrocon
VenCorp
Foster Wheeler

Manufacturing

Alcan
Parker Hannifin
Georgia Pacific
Ultra Electronics
Tennant
Wagner Spray Tech
Vision Systems
Electro Motive
GE Sensing
Tommy Hilfiger

Defense / Aerospace

Bombardier Inc.
CAE Electronics
Lockheed Martin
Rolls Royce
SAAB
Army Corps of Engineers

Government

Amsterdam Port Authorities
Atlanta Airport
Dutch Railway
Government of Saskatchewan
Railway Procurement Agency (UK)
Ville de Montreal
City of Winnipeg

Technology

Arivia
CSI Piemonte
EDS
Face Technology
Fuel Plus Software
GE Access
Microsoft
Positron
Psion Teklogix
Inventure
Fujitsu

Telecommunications

Cable & Wireless Bartel
Ericsson
EXFO
Motorola
Philips Semiconductors
SARA Amsterdam
Stratos Global

Financial

Standard Life
Development Bank of Canada
Alliance One
Centre de Recherche Informatique de Montréal

Health/Pharmaceutical

Boehringer Ingelheim
National Health Service (UK)
Azko Nobel (Organon)
RTS Thurnall
Canadian Institute for Health Info
logen
Registat

Education

Johnson and Wales University
Eastern Michigan University
Queens University
McGill University

HMS Software, a division of Montreal, Canada-based Heuristic Management Systems Inc., is a leading provider of enterprise timesheet and project management systems.



Founded in 1984, HMS Software's expertise in implementing enterprise project-management and enterprise timesheet systems is recognized worldwide by some of the world's best known organizations. HMS's signature product, TimeControl, an enterprise timekeeping system designed to serve the needs of both Finance and Project Management, is distributed worldwide through an extensive list of distributors and dealers located on every continent with representatives in the US, the UK, Australia, Mexico, Europe, Asia, South Africa and the Middle East.

HMS Software's client list includes some of the world's leading corporations in the telecommunications, IT, finance, engineering, defense/aerospace and government sectors including such organizations as Acergy, Aecon Construction, Alcan, the Atlanta Airport, Akzo Nobel, The Canadian Business Development Bank, The City of Montreal, EDS, Ericsson, General Motors, the Government of Saskatchewan, John Deere, Kelly Services, The UK's National Health Service, Standard Life, UPS, Volvo Novabus and hundreds of others. HMS maintains offices in Montreal, Quebec and Toronto, Ontario.

For more information about HMS, please visit www.hmssoftware.ca.

TimeControl

First published by HMS in 1994, TimeControl has been adopted hundreds of clients and over 150,000 users around the world. TimeControl is designed to serve the needs of both project and finance simultaneously. It allows an organization to use a single timesheet for project tracking, time and attendance, time and billing, HR tracking, R&D Tax Credits, DCAA and project costing instead of having to deploy many timesheets to serve these needs.

TimeControl is available for purchase for an on-premises implementation or as a subscription as service. TimeControl's architecture is flexible and extensive supporting numerous databases such as Oracle, Microsoft SQL Server and MySQL, multiple browsers such as Internet Explorer, Firefox, Safari and Chrome and even includes a mobile interface for Smartphones

For more information about TimeControl please visit: www.timecontrol.com.

Strategic Services

In addition to being a publisher of one of the world's best known timesheet systems, HMS provides a full range of support services including technical support, training and consulting tailored to meet clients' specific needs. HMS Software consultants are skilled in activity-based-costing, timekeeping methodology, project management techniques, cost and earned-value management as well, of course, in the HMS-supplied products.

For more information about HMS Software services, please visit www.hms.ca.