Stop the madness of multiple timesheet entry

Oracle Projects, Primavera and TimeControl®

a single timecard solution

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Introduction

For many organizations, choosing a timesheet is imagined as the simplest of choices. Yet, if the organization wishes to choose a single timekeeping system to track labor for both Oracle Projects and Project Scheduling with Primavera, the choice becomes less obvious.

First, there are several timesheet to choose from. Oracle Projects has Oracle Time & Labor. Oracle-Primavera has Progress Reporter. If Oracle PeopleSoft has been deployed, there is a timesheet there. If a payroll service is in use, there's almost certainly a timesheet there. There's nothing wrong with any of these choices but each of these tools was designed from a particular perspective.

The first step to determining what timesheet is most appropriate is to determine the organization's timesheet requirements. If we look at the challenge only from what the project schedule module needs or the project accounting module or the payroll or HR we may well end up with different answers to the same question.

When an organization has decided that is will deploy both Oracle Projects and Oracle-Primavera, the worst case scenario is often the most common and that is a deployment of multiple timesheet systems. Anyone who has ever had to implement a timesheet knows it's hard enough to have employees fill in one timesheet consistently never mind two!

This paper, presented by Chris Vandersluis and Patricia Bowyer at the Oracle Application Users Group (OAUG) Collaborate 2011 conference, examines how to resolve the timesheet dilemma for organizations who have this tool selection and the challenge is not just technological.

When an organization has decided to deploy both Oracle Projects and Oracle-Primavera there are timesheet options to be decided on. A timesheet selection dilemma seems like the simplest challenge to overcome. After all, one timesheet looks pretty much like the next. There is a grid. There are things to do with your week along the left and dates you could do them across the top. In the individual cells, you can enter a value to represent hours or minutes or percent. Why then should things be so complicated?

The answer comes in the possible solutions that have each been created from a particular perspective of the business.

Human Resources timesheets

The HR perspective of time typically is time and attendance focused. In fact, many HR timesheet systems are entered for salaried staff only by exception. The HR department is often responsible for managing time off for vacation, sick leave, personal time or other entitlement categories. For salaried staff who are either at work or not at work due to some exception, it is only the exception that such departments find interesting. Human Resources timesheets may manage time off requests such as the schedule of vacation time or ensuring that employees don't take vacation that they're not entitled to. The Human Resources timesheets must, of course, be able to integrate with the HR system.

Payroll timesheets

Payroll timesheets are also heavily time and attendance focused. For salaried personnel, a simple here or not here will be sufficient to have Payroll be able to function. For wage staff or contract staff, a start of the day/end of the day time may also be important. Payroll timesheet systems typically have the ability to manage any payroll rules at the timesheet entry point. So, if an employee is not entitled to overtime, they shouldn't be able to enter overtime into their timesheet. Or perhaps they are allowed to enter extra time which would be banked to be used for time off at a future date. The closer to the data entry those errors are trapped, the better. The Payroll timesheet will need to integrate its data of course with the Payroll system.

Billing timesheets

Some organizations will bill certain time spent to a client. The timesheet must allow the selection of a client and/or the client's projects. For these organizations, the timesheet must also be able to use a rate that is appropriate to either the project, the work or the person doing the work and there must be sufficient explanation of the time to be able to justify the invoice to the client at a later date. Billing timesheets must be able to send their data to the Invoicing system.

Project Accounting timesheets

When we introduce project management and project costing, such as we do in Oracle Projects, the work that will be done is planned in advance. The Finance department may have expectations of not only costs but also income for the project and will need to track the work at a level sufficient to know if the actual progress of the project is matching the planned expenditures and revenues. Oracle Time & Labor is ideal for this as we can create project

phases and even roll up the costs against both an Organizational and Work Breakdown Structure simultaneously for higher level reporting.

Project Schedule timesheets

When we create detailed project schedules such as we might do in Oracle-Primavera, we generate a level of detail that can go all the way to an individual's work. Plans may contain thousands or even tens of thousands of tasks. These tasks will be resource leveled in a forward-looking analysis and then assigned ultimately to individuals who will do the work. For the project manager it is critical to know how much time is spent on each task and also how much time is left on each assignment so the updated project can reflect our expectations of when work will be completed. Oracle-Primavera's Progress Reporter is ideal for this.

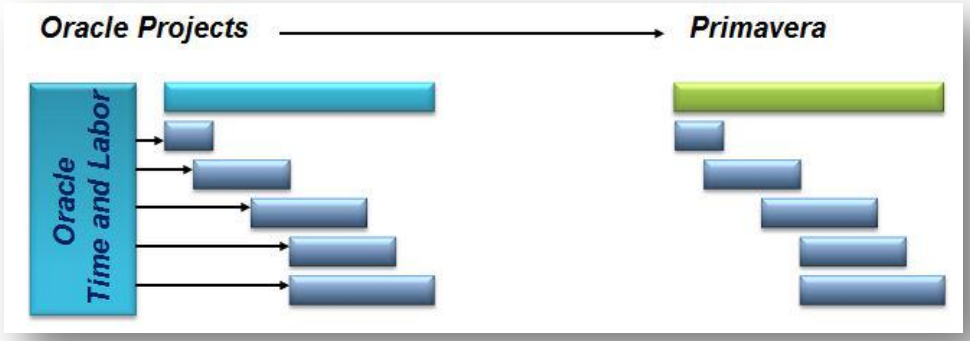
So we have a number of timesheet options within the organization each of which is potentially very different in its intent. Over the next few pages we'll look at the most obvious two choices: Oracle Time & Labor and Oracle-Primavera's Progress Reporter to see where they fit when both products are being implemented.

Oracle Time & Labor can be used with Oracle Projects and is a part of the Oracle Enterprise Business Suite (EBS). It carries all the financial controls we need to know: that data that is accepted by the timesheet will be of financial quality, follow the payroll and business rules that are defined and ultimately resolve to the appropriate area of our financial system.

That sounds ideal for our purposes. How then would we integrate OTL into an Oracle Projects/Oracle-Primavera environment?

Since the data would be collected in Oracle Projects, it would need to be sent to Oracle-Primavera. To do this we'll need to have every task in Oracle-Primavera represented in Oracle Projects and then in the Oracle Time & Labor timesheet. In addition, each Oracle-Primavera individual resource will need to be represented in the OTL timesheet as assigned to the appropriate tasks so they will be able to complete the hours for those tasks in the timesheet.

Making the technical link of one task in Oracle Projects to one task in Primavera is relatively simple. OTL is already integrated to Oracle Projects. If we can adhere to these constraints, Oracle Time & Labor is ideal.

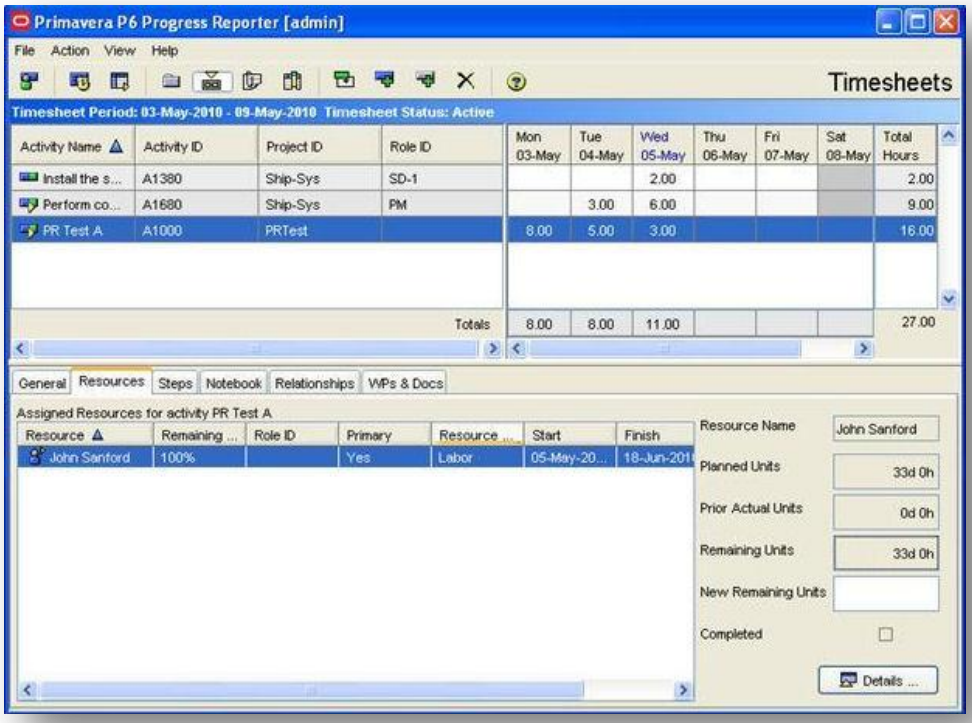


Unfortunately this is almost never the case. In almost every organization we encounter, the level of detail managed in Oracle Projects is much higher than in a project scheduling tool like Oracle-Primavera. Each task in Oracle Projects is often represented by hundreds of tasks in Primavera. If we gather the timesheet information at a more summary level, there is no way to devolve the data to the more granular level of detail in the project schedule found in Primavera.

For many organizations, this disqualifies OTL as a potential solution when Primavera data is to be integrated. It is technically capable of doing what is required but complicating the financial data in Oracle Projects, and the potential massive increase in the volume of accounting transactions, with all the extra detail found in the detailed project schedule is simply unacceptable.

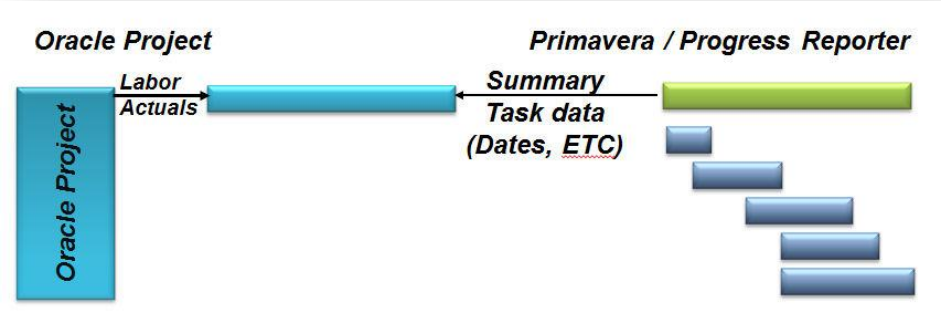
Anyone who ever started out by defining a Project segment in their Chart of Accounts structure can remember the enormous resource consumption resulting from that approach.

Primavera has had a timesheet solution for many years called Progress Reporter. It is tied into the project task definitions and allows users to update not just their hours but also progress for each task.



Since Progress Reporter works at the more detailed level, it resolves the problem we just discussed with Oracle Time & Labor. Perhaps data from Progress Reporter could update each task and then data from Primavera could be sent to OTL to update the timesheet and ultimately the financial data.

Unfortunately, the Progress Reporter timesheet was not designed with the same financial controls that we find in OTL. Multiple rates, the ability to do approvals both for the organization and the project managers, Business Validation Rules that can be different for different users. These are all possible in Oracle Projects but the Progress Reporter timesheet was designed primarily to update tasks in Primavera with progress and estimates of what's left to accomplish.

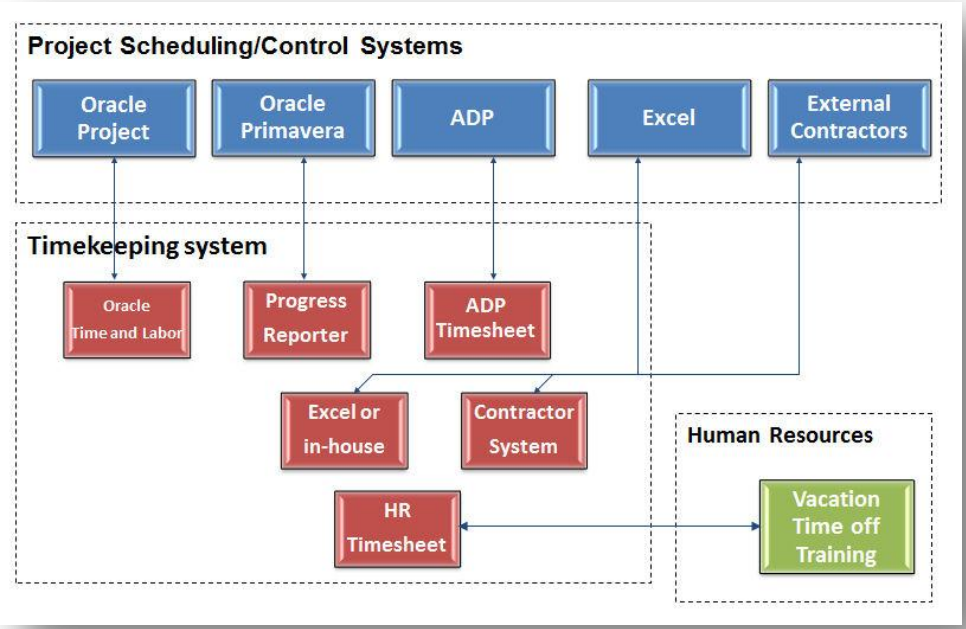


For most organizations, the type of timesheet data in Progress reporter disqualifies it as a solution when we must integrate both Primavera and Oracle Projects. The solution is excellent when only Primavera must be updated and less so when we must also update systems such as Payroll, HR and Project Accounting.

What companies try…

What do companies do? If they don't solve this dilemma, they take the only choice that solves both the Project Schedule and Project Accounting requirements.

The deploy both. Both may be deployed already. Each group deploys the tools appropriate to the primary system their using.



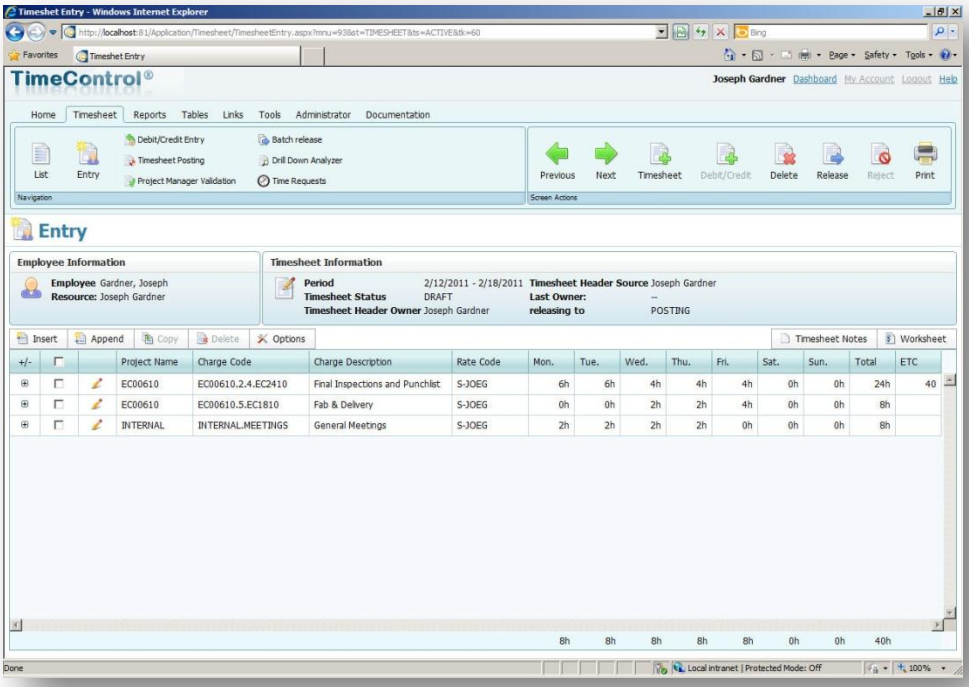
Employees will have to enter more than one timesheet in order for this to be accomplished but even more of a problem is that the hours being reported by the detailed project schedule are never going to match the hours reported by Oracle Projects simply because they are managed, approved and updated separately and distinctly. Attempts at reconciliation will be at best, expensive and at worst, fruitless.

This challenge isn't constrained to just integrating Oracle Projects and Primavera. When we look at other timesheet systems that may be deployed in the organization, it is very common to find several. No one starts with the intention of deploying many different timesheets but requirement after requirement, project after project, department after department and they appear over time.

The costs of maintaining multiple timesheets can quickly become excessive.

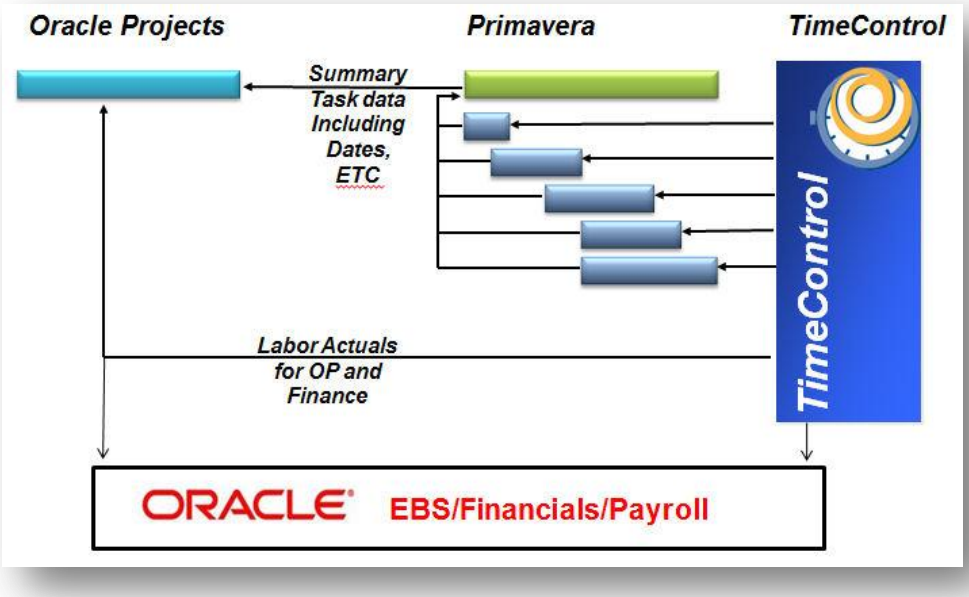
Organizations attempting to deploy both Primavera and Oracle Projects must resolve this challenge. Even waiting for a version of Oracle Time & Labor which has a link to Primavera won't solve the problem completely. We still would require a timesheet which can work at the detailed level for those who work on projects and yet contain financial capabilities.

One such solution is available from TimeControl. TimeControl is a flexible financial timesheet designed for project scheduling purposes. The original intent of TimeControl was to be used for both Payroll and project scheduling to take information from the same source and serve both purposes.



The hybrid timesheet is, be necessity, extremely flexible. It must be different things to different users and its data will be used in different ways by different systems.

TimeControl already contains links to Primavera. In fact, it has had a link to every Primavera version since 1997.

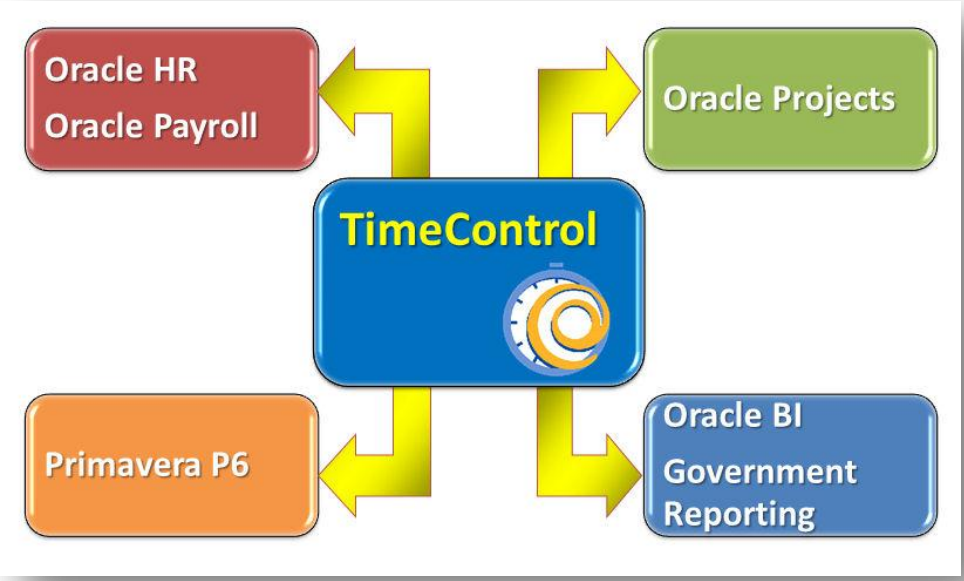


At its core however, TimeControl's data is financial quality data. It has passed rigorous auditing challenges for environments such as Research and Development tax credits, the Defense Contract Audit Agency and, the most rigorous test of all, Payroll.

With TimeControl integrated at the task level to the Primavera activities, information including actual hours, actual costs and even estimate-to-complete effort can be entered into the timesheet and sent back to Primavera to update the schedule.

At the same time, information can be summarized by TimeControl to any level of detail required to match task information in Oracle EBS to update project data there. Non project information can be included with employee summaries when sent to Oracle Payroll.

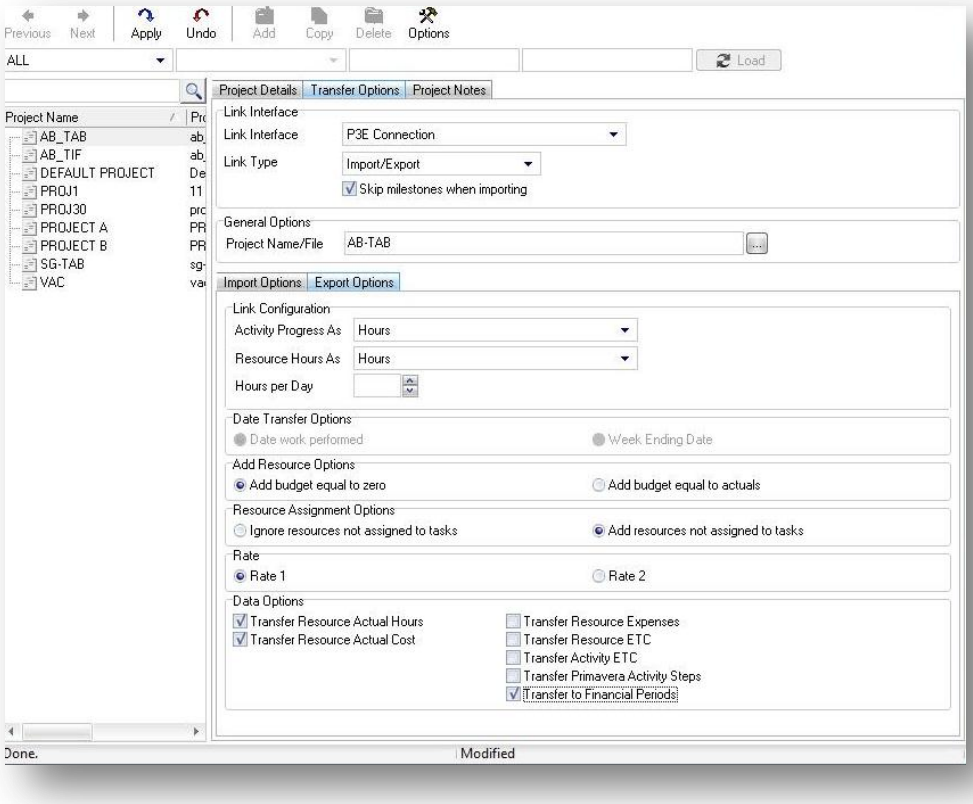
Using this solution allows a timesheet to be deployed now. No waiting for a future version and no writing a new in-house timesheet. Moreover, even if there was a direct link available right now to move Oracle Time & Labor timesheet data back to Primavera, we've already determined that the context of the information won't be appropriate for most organizations. Using TimeControl at the Primavera level yet having all the financial controls in the timesheet solves that dilemma for us also.



TimeControl's design was deliberately flexible. HMS knew that end users would want to use the single, simple interface to gather timesheet data for a number of purposes. Using TimeControl can help us solve those problems also. Not only can things like banked time be managed, there are numerous tools within TimeControl to take care of Human Resources needs including a vacation approval module. TimeControl can quickly manage the meta data attached to the employees, rates, projects and charges to ensure that whatever external system requires access, it has the data elements required to be successfully integrated.

The key benefit is a single source of timesheet data, a single 'version of the truth' for labor actuals that is used by numerous end-points. One source of timesheet data means only one timesheet to enter for end users, one timesheet to support for IT and no timesheet data to reconcile for Finance.

TimeControl has had a link to each Primavera version from P3 through the current P6. Linking to a project scheduling system like Primavera requires more than just exporting records from one system and importing them into the other. TimeControl has numerous options for moving not only actual hours but also non-labor expenses and progress information. Information on task and assignment progress can be transferred distinctly as can updates to Primavera 'Steps'; elements of progress that are defined below the activity level. TimeControl can update just the total actuals to date or, if financial periods are being used, it can move the timesheet data directly into the appropriate pre-defined financial period.



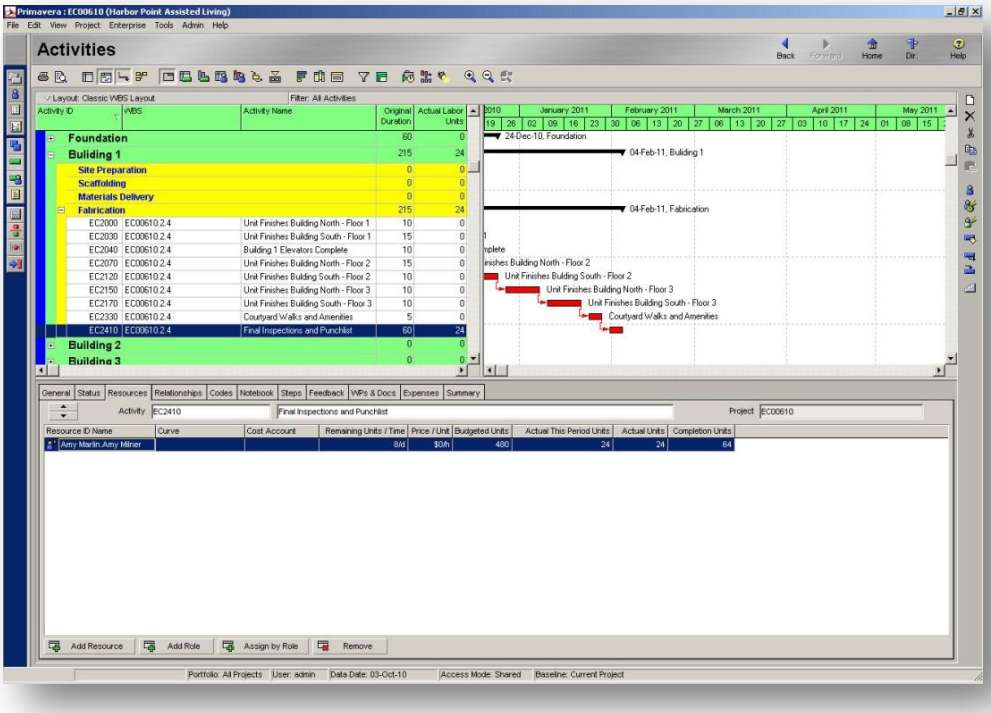
The link with Primavera is and always has been bi-directional. On either a scheduled or on-demand basis, project and activity information can be transferred from the Primavera schedule to the timesheets. This includes any range of information including activity details of course but also resource assignment and progress information. This allows TimeControl to optionally pre-populate timesheets with projects and charges that were expected for a particular employee for this period.

Once approved, information can be updated in the Primavera schedule on a scheduled basis but typically project managers update their schedules with progress on-demand. TimeControl updates information appropriately, checking, when appropriate, what is in a field in the Primavera system before adding the TimeControl data in addition to it.

TimeControl also handles exceptions such as labor actuals for an activity that did not have an assignment for that employee. TimeControl's extensive rate tables can cost these activities at the timesheet level or optionally send just the hours and let Primavera re-cost using average planning rate values.

TimeControl's unique *Matrix Approval Process for Labor Actuals*™ ensures that both the supervisor and the project manager have had an opportunity to review the timesheet data. Project managers have been able to review and, if required, adjust or redistribute hours prior to updating the schedule. One schedule or many schedules can be updated at once.

One the timesheet information is back in Primavera, planners can use the wide range of reports, analyses and tools to see the updated schedule and report on it to management and other project stakeholders.



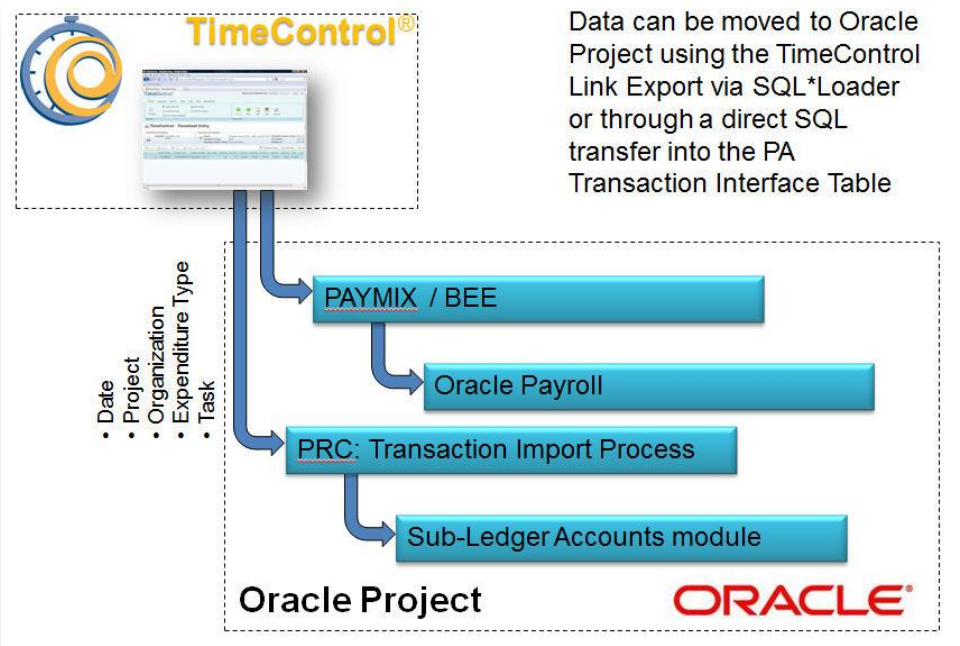
TimeControl has the capacity to manage huge volumes of activity and projects that often number in the hundreds of thousands or even millions of possible chargeable activities. This information must be filtered and displayed carefully so that users can quickly enter the timesheet, update the appropriate records and release the timesheet for approval. In fact, TimeControl is considered so simple that end-user training is rarely required.

The TimeControl / Primavera link is most often managed in a server-to-server mode but in instances where the TimeControl server and the Primavera server are separated, TimeControl also includes a server–to-client module which allows an authorized user to make the link directly to Primavera from any TimeControl workstation.

The vast majority of TimeControl clients link the timesheet system to their ERP/Finance environment in some way. The intervention of external technical services is rarely required for such a link. The application was designed with the expectation that it would need to be integrated sight-unseen to financial tools like Oracle Projects by the client.

TimeControl includes a module for generating a special transaction file for just this purpose. The transaction file uses our 'batch management' which ensures that a timesheet record is never transferred to the same system more than once. This is particularly important when adjustments are done for a previous period and we wish only the new or the delta of the changes to be transferred.

In Oracle Projects, there is also an expectation that the system will need to be integrated to external data sources like a timesheet.
We upload timesheets into the Oracle Projects Transaction Interface Table, using the PRC: Transaction Import Process to move timesheet expenditures into Oracle Projects.

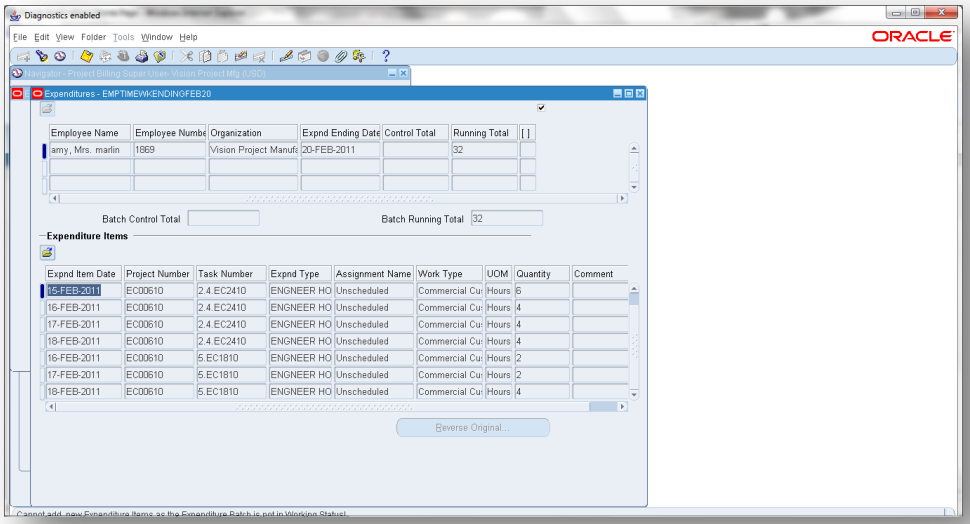


A mnemonic coined by the founder of the PAR Group many years ago is well known in Oracle Projects circles today, of the minimum data required when it arrives into the Transaction Interface Table. It comes from the phrase "Every girl wants to **Date** a **POET**".

The mnemonic reminds us of the following minimum data elements for transferring into Oracle Projects:

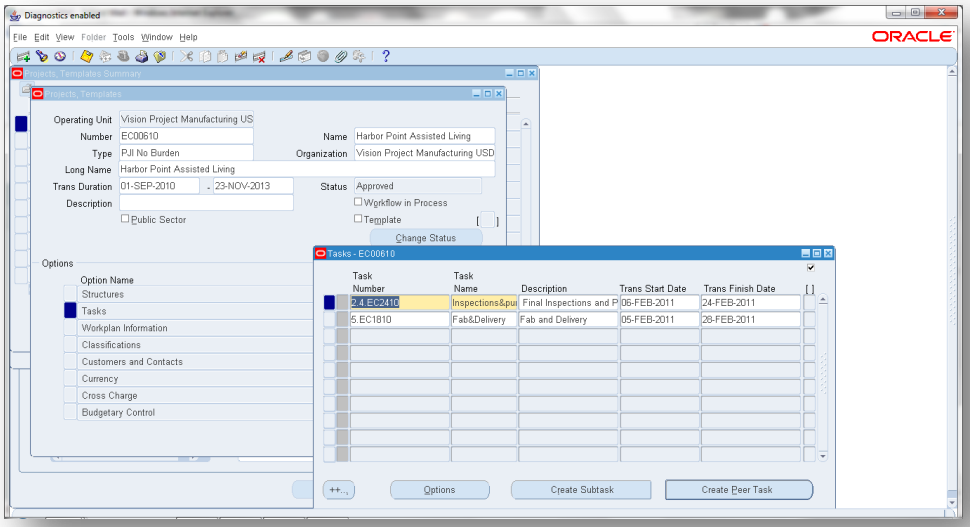
Date
Project
Organization
Expenditure type
Task

We bring the key information that Oracle Projects requires when it transfers information from TimeControl into Oracle Projects. Other modules of the financial process may require additional links from TimeControl which are typically established with little effort. The Oracle Projects link however, is not only well understood; it is well suited to the data that is generated by TimeControl.



There is still some homework to do before linking all three systems together. First, there must be some decisions made about the level of resolution of activities, WBS and resources that will be tracked in each system.

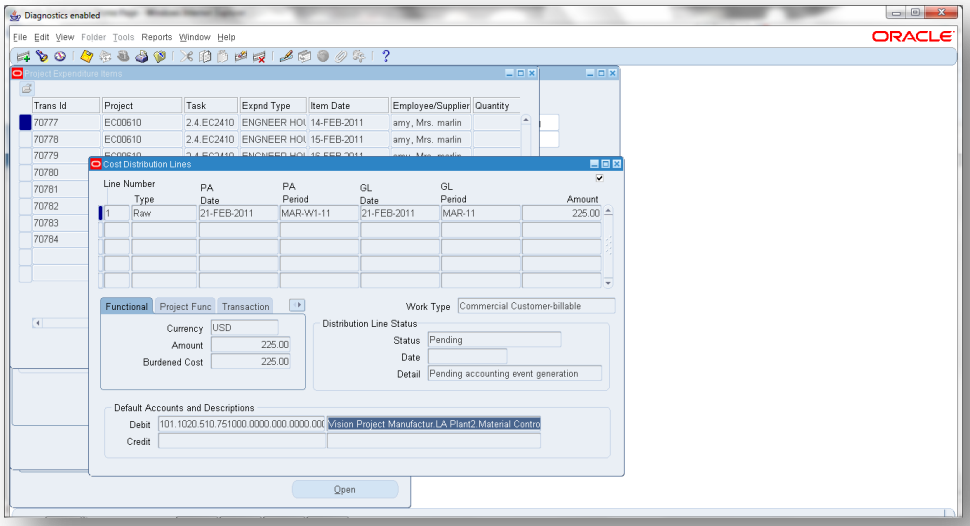
Additionally, we must decide on the level of 'sharing' between Oracle Projects Financial Work Breakdown Structure and the Workplan WBS. The timesheet of course, will need to work at an employee level but this restriction does not exist when we move data to either Primavera or Oracle Projects. This allows timesheet data to be grouped at a generic or skill resource for Primavera to update the project schedule and for the activity information to by summarized to an Oracle Projects activity prior to moving data into the Transaction Interface Table



In an ideal situation, the roll-up activities in Oracle Projects would be coded into <u>both</u> TimeControl and Primavera. This might be done only once when creating the detailed schedule in Primavera since TimeControl could migrate this information to the timesheet automatically. Having the roll-up activity definition in both products would allow TimeControl to summarize all timesheets to the appropriate activity in Oracle Projects but would also allow a potential link from Primavera itself back to Oracle Projects to update projected dates based on schedule progress.

There also has to be a decision on costing the timesheet data. Should it be costed by the extensive rate tables in TimeControl where multiple values can be stored and calculated for any hour worked? This allows TimeControl to track internal costs and external prices at the timesheet capture level. Or, should just the hours and expenditure type be transferred, allowing Oracle Projects to re-cost the hours based on internal rules in Oracle Projects? Either method can work so long as it is consistent.

Also, what will happen to the hours and costs once they arrive in the Transaction Interface Table has to be defined within Oracle Projects and potentially within other modules of the ERP. Should timesheets be used only for cost? Should they be used for invoicing with prices? Might information for payroll be required separately in Oracle Payroll or in an external payroll service? The flow of the source timesheet information must be plotted before the first transfer to Oracle Projects is complete.



If these terms are already defined in Oracle Projects, then integrating TimeControl is done extremely quickly. Typical deployments of the timesheet are measured in days or a few short weeks, not months. The benefits of being able to link data directly into the project scheduling system in Oracle-Primavera makes the return on any efforts almost instant.

Matrix Approvals

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.

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.

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.

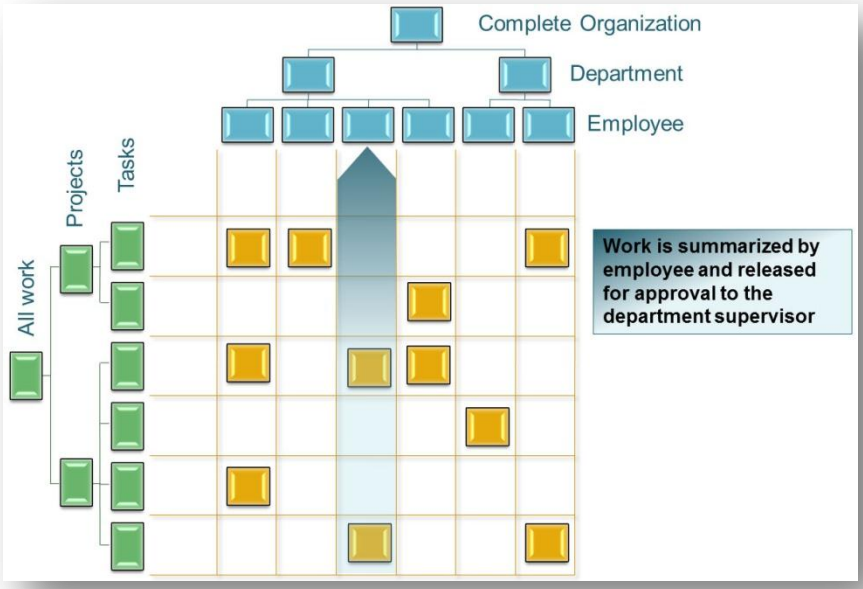
The problem with this environment is that the hierarchical or organization breakdown structure typically collects time for reasons of “time and attendance” for payroll purposes and sometimes for purposes of “time and billing” for either internal and/or external invoicing. The requirement for such a system 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.

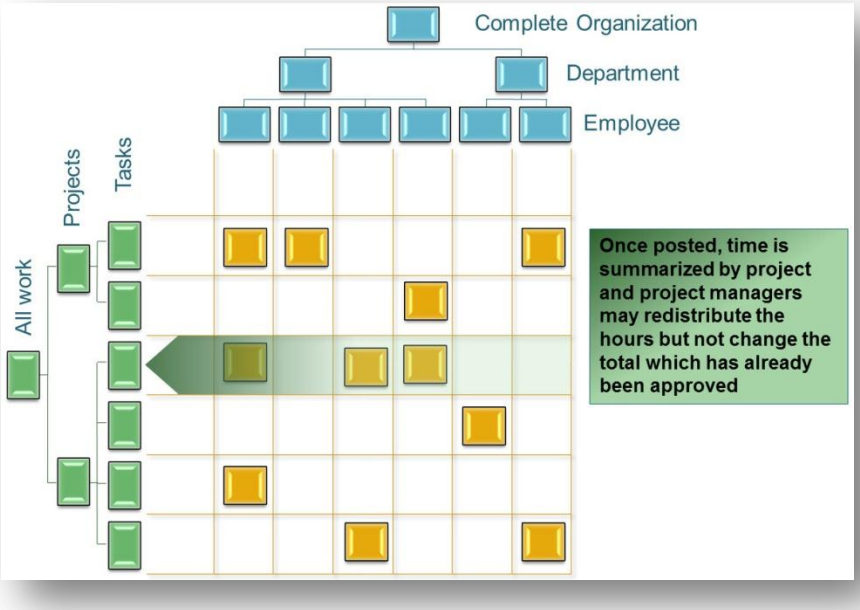


The project manager has virtually no interest in which employee actually did the work or in how many hours a particular employee may have worked in the past week.

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.



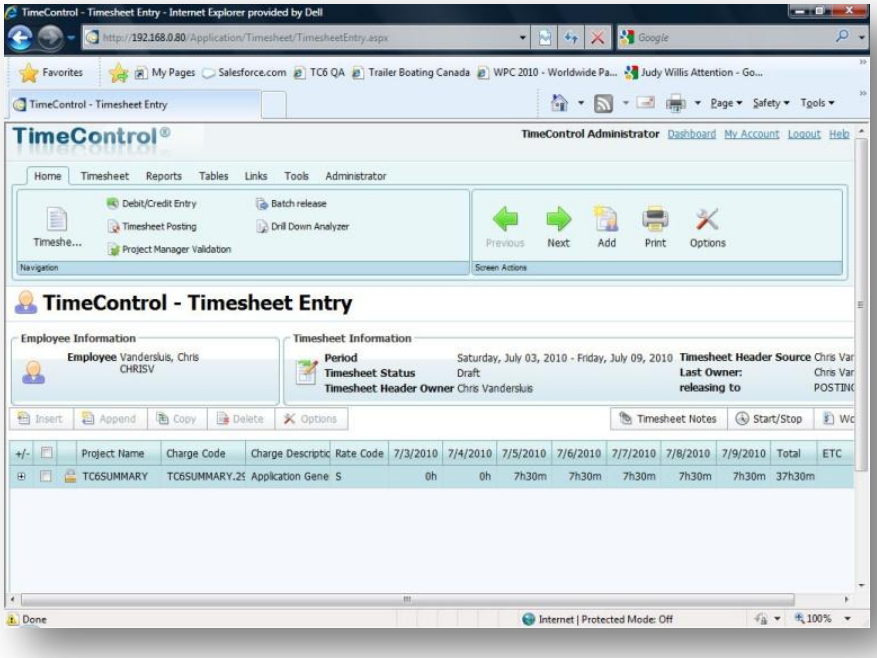
Payroll must have the timekeeping data quickly in order to produce the payroll. Yet, returning timesheet data to other systems usually has to wait until the current financial cycle is complete. This often means that project managers often cannot see the timesheet data for as long as 6 weeks after it 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.

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



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.)

Multi-lingual

We know that not ever 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 timesheet in the future when that timesheet is created.

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 notification 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.

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.

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.

About HMS Software

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

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.

About PARGroup

Patricia Bowyer, founder of the Projects/Applications Resources Group (PAR Group), worked for Oracle for over 11 years as an Oracle Projects consultant, instructor and Subject Matter Expert, working closely with both the product and curriculum development teams.

PAR Group was established in 2002, with a dynamic group of Oracle consulting experts, specializing in Oracle Projects and Financials implementations.

Many of PAR Group's clients are recognized around the world including: GE Aeroderivative, Subaru of America, Merrill Lynch, CCN, RecruitUSA, and ongoing projects for the US government, the US Army Corps of Engineers and Gulf Region Division.

For more information on PAR Group, visit their website at www.pargroupinc.com