Cintra iQ Implementation Methodology (C.I.M)

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Document history

Version	Date	Author(s)	Change(s) made
1.0	06/07/2018	Mark Faulkner	Initial Version

Background

There are a number of industry standard methodologies in use for the project management of software implementations. At Cintra HR and Payroll Services Ltd we have specific expertise in the specialised area of the market within which we operate. This combined with the fact that we develop all of our own software, has driven us to define a methodology that we use to implement Cintra iQ and Self Service. This methodology uses some derivatives of other methodologies, such as PRINCE2 and tailors the concepts to meet the requirements of our environment and specific challenges.

Using a methodology enables us to achieve and maintain a high level of quality across a number of industry sectors and organisations. Having a standard approach enables us to control the costs for our client's and it ensures that risks are mitigated effectively, allowing us to deliver software that meets or exceeds the client's expectations. We understand that every organisation is different and this methodology has the flexibility to cope with these variances, whilst being specific enough to apply to everyday operations.

This document outlines the stages, roles, techniques and tools that we use to implement our software.

Stages

A Cintra IQ Implementation is made up of a number of Stages, following these stages ensures that the requirements are understood prior to work being carried out and that all work is sufficiently tested prior to it going live. Ultimately it ensures that the end result is a fully operational system that fulfils the requirements of the client. The completion of these stages form the lifecycle of an implementation project and provides the framework within which we operate.

It is worth noting that a Cintra iQ implementation is often phased, so certain areas of the functionality may go-live before other areas. This technique is used for a number of reasons; it will often reduce the likelihood of associated risks as well as allowing the client to adapt to the required organisational changes in a timely fashion.

This phased approach means that the implementation project may occupy multiple stages at the same time. For example, the Payroll implementation could be in the Post Implementation phase, while the Self Service implementation is in the Requirements Gathering phase. The Project Manager will be responsible for ensuring the client is fully aware of the current status and the plan going forward at any given time.

Below is a description of the Stages in a Cintra iQ implementation.

Project Initiation

The implementation project is initiated from the point the sale of Cintra iQ is completed. The Sales team then hand the client over to the Implementation team, passing all pertinent information about the client to the Project Manager. There is a handover document that outlines the products and services that have been purchased with some background information that has been gathered through the Sales process. This helps frame the initial meetings and sets the scene for defining the scope of the project.

Once the handover has been completed the Project Manager will contact the client to introduce them self with the key contact from the client. This initial introduction can be used to answer any immediate questions and also for the Project Manager to get an initial perspective on timescales and objectives of the project.

Pre Implementation & Requirements Gathering

Following the initial contact with the client a Project Meeting will be booked. This meeting is intended to define the scope and deliverables of the project.

The project deliverables that are agreed at this time are critical and provide a framework for the whole implementation. This will ensure the implementation meets the objectives of the client and that the direction of travel remains focused on achieving those deliverables. This agreement at the start of the project, prior to any other activity, ensures that the client’s business requirements are captured before some of the finer details are discussed. This ensures that the Project Manager can create a project plan, in the Planning stage that is targeted at meeting these deliverables. This will also form an endpoint for the project as once the deliverables have been achieved the project can be deemed a success.

During this stage there will also be a focus on gathering some specific information about the client’s organisation and setup. Documentation will be sent to the client for review and completion, this will include a pre-implementation questionnaire, which gives grounding for some further on-site meetings.

There will be up to 2 Pre-Implementation meetings, depending on how the organisation is structured and the scale of the project. The Payroll Pre-Implementation meeting will focus on analysing the specific setup of the Payroll functionality. This will include Pensions, Sick Pay, Data Input, P11D, Interfaces, Salary structures and any other pertinent information relating the payroll processing cycle. Following this meeting a Payroll Portfolio will be sent back to the client to ensure that we have a sound understanding of the detailed requirements.

The second Pre-Implementation meeting will be focused on the day-to-day operations of the wider HR department, looking at where our software can be used to improve workflows and increase the productivity of the organisation. Some of the subjects covered in this meeting will include Reporting, Screen Layouts, Data Migration, Workflows, Self Service, Organisation Structures and a general business analysis of the organisation. Following this meeting a Specification document will be sent back to the client, detailing what was agreed, this will then be signed off by the client before moving forward.

All of the information gathered here will lead into the Planning Stage

Planning

Once the initial requirements have been gathered we are in a position to start planning the project. The Project Manager will be responsible for producing a project plan that is achievable, has appropriate contingency and meets the requirements of the client. There are a number of factors that are considered during the planning stage, to ensure an appropriate Project Plan is created.

The ultimate goal of any implementation is to meet the business requirements of the client. Ensuring this happens is a key part of the planning stage. This can come in many forms, it may be that the Payroll has to be live by a certain date, or a key report has to be available before a particular Board meeting. At Cintra HR and Payroll services everything we do is focused on meeting the client’s needs and this is reflected when planning the project. These requirements will be taken into account and built into the Project Plan accordingly.

Resource levels, from the both the client and supplier perspective, can determine the duration of certain tasks. This will be taken into consideration when looking at the timelines for the project. Any known holiday or other leave, such as Maternity, will be taken into consideration to ensure that plan is realistic and achievable.

As every project varies, so does the amount of risk associated with it. The Project Manager will take all of the information gathered during the Pre-Implementation phase along with learning’s from previous projects to identify and manage risks within the implementation. There are a number of methods that can be used in the planning phase to mitigate any known risks. An example of this would be to increase the number of parallel runs if the payroll configuration appears particularly complex. Or start development and testing of interface early in the project if it is a key factor for success. The identification and management of these risks at this early stage ensures the whole project team can be aware of them and ultimately the negative impact of these risks is avoided.

The project plan that is created at this point is a working document for the rest of the project. It will be version controlled and updated as and when new information arises. Appendix A illustrates the Cintra IQ Project Phases.

System Configuration

Once the project plan has been agreed the work can begin on configuring our software to meet the deliverables of the project.

This stage of the project can encompass a number of different activities, including setting up and configuring payrolls, customising screens, creating reports, importing data and any other system configuration that is required. The basis for all work that is completed during this stage is the requirements that have been defined during the Pre-Implementation and Planning stage. Everything that is carried out will all be targeted towards meeting the deliverables of the project.

During the configuration of the system there are often important decisions to be made about the minutia of how the system will operate. These decisions although small in the context of the project, can be incredibly important once the system goes live. There are a number of checks and balances in place to ensure these decisions are made with the clients requirements in mind at all times.

An on-site meeting will take place, following the initial setup of the payroll, to discuss how the system has been setup. This is to ensure that the systems operation will be in line with the client’s requirements prior to any testing or parallel runs being carried out. Having this check in place gives the client an understanding of the fundamentals of how the system will operate. It also provides an opportunity for them to make any required changes without it adversely affecting any of the live data. Following this meeting a document will be sent that outlines what was agreed and confirms the payroll configuration that has been used.

Any customisation that is being carried out, based on the HR specification document, will be verified by the customer to ensure it is working in the way that is expected too. If any of the work is a particularly complex configuration then the Project Manager will arrange for the client to see it first hand, either via an on-site visit or a remote session.

Part of the system configuration will be to load data into the product. This data will often be held in multiple systems, spreadsheets or even on paper. We will provide data templates to the client which will help in the process of collecting and sorting the data. This data will then be loaded into Cintra iQ, any errors that occur during this process will reported to the client and rectified accordingly. Cintra take a partnership approach throughout this process as our skills with data manipulation along with the clients knowledge of their data, provides the complete skill set required to complete this labour intensive process effectively.

This stage of the project can continue whilst over stages occur and may be re-visited many times. It could be that following some testing the configuration needs to be looked at again, or maybe a new reporting requirements emerge that require extra data, but each time it occurs the client will always be kept up to date.

Testing

Once the configuration of the system has been completed it is imperative that it gets fully tested to ensure it is operating as expected. This testing happens in a variety of forms. The payroll configuration is tested by doing a parallel run whereby all of the data that gets entered into the live payroll, also gets entered into the clients copy of Cintra iQ. The results of this processing are then compared to ensure there is consistency between the two systems. Once this is completed reports are sent to the client to get signed off so there can be confidence that the results are the same.

This parallel processing will often happen for more than one payroll run as certain circumstances may not occur every period. Ordinarily the client will undertake one of the parallel runs. This not only allows them to perform some user acceptance testing but also gives them some exposure to how the system operates, prior to going live. This is always done with the Project Team close to hand, so any queries can be answered in a timely fashion.

The decision about how many parallel runs to process will be made during the planning stage and will reflect the complexity and size of the payroll.

Any customisation work that gets carried out also needs to be tested, we take a two phase approach to this. Firstly we do some Unit Testing, once the work is completed by the

Technical Consultant, it will be passed to another member of the team to ensure that it is working as expected. Once the customisation has been unit tested we will deploy it to the customer site so they can perform User Acceptance Testing. If there is any feedback throughout this process that indicates additional work is required then the cycle will start again to ensure that all work is correctly tested prior to going live.

Another area that requires testing is the data import into Cintra iQ. When a client sends through data there can often be unforeseen issues arising due to validation, field lengths or data integrity. The project team will work closely with the client to remedy any issues that arise, it is clearly vital that integrity of data isn't damaged by any required manipulation. During the process of importing data into Cintra iQ any validation errors that occur will be reported back to the client. Once the data is in the system it will be spot checked by another member of the Cintra team to ensure that there is consistency between the source of the data and the data in Cintra iQ. Following all of these checks we will ask the client to verify the data once it has been loaded into Cintra iQ to ensure its integrity is intact.

As you can see Testing is a crucial part of the implementation process and ensures that the quality of the end result is maintained at a high standard.

Training

Training is a vital stage in the Implementation process. It is quite often the first time that the end user gets to see how the system works in detail and provides the platform upon which they will utilise its functionality. Cintra provide a range of training courses and will use these to design a training programme around the specific needs of the client.

Ahead of the training being carried out the Trainer will research the client's specific requirements and setup. This will be done by reading the associated documentation, liaising with the Project Manager and assessing the configured system. This research helps set the scene for the training and will determine the areas which should be focused on during the sessions.

The training programme, or the number of training days, will have been agreed with the Project Manager during the Planning Stage. Each training session can be held either at the client's premises or at Cintra's dedicated training facilities. In the case that the training is taking place at the client's premises provisions will have to be made for access to Cintra iQ. This will be the responsibility of the relevant IT department with the assistance and direction of the Project Manager.

The training sessions themselves will follow a specific format to ensure that all the relevant topics are covered. This will include a combination of stand up instruction, working examples and collaborative discussions. There will be opportunity for all delegates to cement their learning by gaining hands on experience of the system and the scenarios that they will face in real life. The training is aimed to equip all delegates to maximise the functionality of the product and to feel confident in using the system to the best of their abilities.

We believe strongly in continuous improvement of service delivery. In order to asses this we provide a feedback form at the end of each training session. The feedback can be anonymous and will be used to improve future sessions and to ensure a high level of quality is maintained throughout.

Following the training session there is often feedback from the client that is passed back to the Project Manager for review. This is the first time that the users get a real hands on experience all of the work that has been done so far in the project and there are often some small tweaks that need to be made at this point. This feedback will be fed into the Post Implementation stage to ensure it gets actions prior to the completion of the project.

Post Implementation

Once the users have been trained any feedback from the training sessions will be addressed and any required changes will be made. This will also be an opportunity for the Project Manager to assess the current project status against the deliverables that were agreed during the Pre-Implementation Stage, it is the achievement of the agreed deliverables that will indicate completion of the project.

There is the option of having a Post Implementation review meeting. This is an opportunity to look back over the implementation process and for the client to ensure that they are satisfied with the progress that has been made. This can often be an excellent opportunity to ensure all loose ends are tied off and that the benefits of the project are being realised.

Although the deliverables of the project will be met at this stage and the project will be coming to an end, this is just the beginning for the client. We aim for this to be the start of a long term relationship where we can respond to the ever changing business requirements and we are committed to ensuring our clients continue to realise and maximise the benefits that the system can offer.

In many cases this process can start all over again with an existing client as they may wish to start utilising new areas of the system or expanding their business.

Support and Account Management

Once the project has been completed the client will be handed over to our Support desk for any day to day system queries that may arise. We believe this ongoing support is critical for our clients, we operate a policy of no answer phones within Cintra, so you can always speak to a person when you need them most. Our fully trained and experienced support desk has been described as ‘an extra member of our team’ by some clients and they are at the front line of our commitment to delivering excellent customer service. We use remote access software called Bomgar, to assist clients with any queries that they might have. This allows us to securely log on to a client’s machine and see at first-hand what the problem is, resulting in the vast majority of calls being rectified immediately.

All of our Cintra IQ customers will also be assigned a dedicated Account Manager who will pro-actively seek to ensure that our clients are satisfied with the system and service from Cintra. The Account Manager will have periodic meetings to review the operation of Cintra iQ and to ensure that all the benefits of the system are being realised. The Account Manager will also keep our clients up to date with new functionality that becomes available and can arrange for refresher training where required.

Roles and Responsibilities

The definition of Roles within the Project Team ensures that everyone is aware of their responsibilities throughout the project and that tasks can be completed effectively, using the best of everyone skills. Below is a breakdown of the roles within the Project Team. In some cases there may be more than one person filling a particular role or conversely one person may fill more than one of these roles. However this gives an outline of the responsibilities that comes with each role.

Project Manager

The Project Manager has overall responsibility for the completion of the project. They are the key contact for the client and they are on hand for any queries relating to the project as a whole. They are responsible for creating and maintaining the Project Plan as well as keeping the client up to date with any potential conflicts. The Project Manager is also responsible for identifying and managing any risks associated with the project

The deliverables of the project will be identified by the Project Manager in liaison with the client and together they are responsible for identifying when these deliverables have been met and the project is complete.

Implementation Consultant

The Implementation Consultant is responsible for leading the Pre-Implementation meetings and for gathering the specific requirements of the client. Following the Pre-Implementation meetings they will complete all the necessary documentation and agree the configuration of the system with the clients. Any potential issues that are identified throughout the project will be raised with the Project Manager.

The Implementation Consultant is also responsible for some of the testing of the system, including the payroll parallel runs. They will liaise with the Technical Consultant to ensure any customisation meets the stated requirement of the client.

Technical Consultant

The Technical Consultant is responsible for carrying out all complex customisation and system development. They will take receipt of the Specification document and customise screens and behaviour to meet the needs of the client. They will also be responsible for creating specifications and developing any ad-hoc work, such as system interfaces or Management reports.

The Technical Consultant will also receive feedback from testing and are responsible for fixing any errors that are identified. They will also report to the Project Manager any technical difficulties that may arise.

Trainer

The trainer is responsible for delivering the training programme to the client. Prior to delivering the training they will research the background of the project and gain an understanding of the system configuration and working practices that are in use. They will liaise with the Project Manager to understand the areas of the system that need to covered and adapt their training plan accordingly.

Following the training the Trainer will report back to the Project Manager any feedback that has been gleaned from the Client side team. This feedback will then be fed back into the implementation team to ensure any required changes are carried out.

Techniques and Tools

Microsoft Project

Microsoft Project will be used to create and maintain the Project Plan. This will be version controlled so the client can see a history of any changes throughout the lifecycle of the project. Cintra also use Resource Pools to identify and rectify any bottlenecks that may occur across projects.

GoTo Meeting

Communication is a key factor for success in any project. We use GoTo Meeting to facilitate regular conference call with our clients. In many cases the key stakeholders can be spread out in disparate locations. Using this software allows us to bring all these people together and use toll such as screen sharing and online presentations to communicate, what can often be complex scenarios effectively.

Data Security

Data Security is of upmost importance in our industry, we deal with huge quantities of client data and have taken a number of measures to ensure it is kept secure. We use a secure portal, rather than email, to transfer any data between Cintra and our clients. This is a bespoke piece of software that uses the latest encryption techniques to ensure that all data is held securely and there is a log of what has been sent for auditing purposes.

SQL Server Reporting Services

Cintra iQ comes with its own built in report writer that can be used for multitude of day to day reporting requirements. Alongside this report writer we have integrated our Self Service module with SSRS, one of the industry leading reporting tools, to produce complex and powerful management reports. These reports, designed and delivered by the Project Team, allow striking data visualisations and dashboards to be created. This powerful tool can really make the vast quantities of data that is held in Cintra iQ come to life, enabling you to drive your decision making based on quality Management Information.

Cintra iQ Toolkit

There is a toolkit that comes with Cintra iQ, which is used to customise the system to the requirements of the client. Cintra IQ has a flexible database model and the screen layouts can be changed to accommodate new fields and tables. This means that the client can receive a highly bespoke setup, tailoring the software around the precise needs of the client. This approach means nothing is off limits in terms of hold and reporting on the exactly the data that is required. The real strength of this toolkit is that it is upgrade proof, so a standard release won't affect any of the customisation, allowing our clients to have up-to-date software and carry on their normal tasks unaffected.

Appendix A – Cintra IQ Project Phases

Cintra iQ Project Phases

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HR & Payroll Services

1. Project Initiation

We will schedule a project meeting to get your project started, information gathered during the Project Meeting will be filtered to our HR and Payroll specialists to assist them in tailoring the forth-coming Pre-Implementation meetings to your business.

Project Kick Off Meeting

During the project kick off meeting we will cover the following:

- Important Dates.
- Current HR Payroll system.
- Timescales and Implementation Approach.
- Task Allocation and Security Setup.
- Hardware Requirements.
- General HR Requirements Overview.
- Self Service Requirements Overview.
- How data will be transferred to/from Cintra.

Project Kick Off Review Document

Following on from the Project Kick Off meeting we will put together a 'Project Kick Off Review Document' which will aid the Pre-Implementation meetings.

Copy sent to client to review and provide feedback where required.

2. Pre-Implementation , Planning and Requirements Gathering

The purpose of Pre-Implementation is to establish your requirements and organisational characteristics, so that the Cintra IQ can be setup to complement your working practices and preferences, reflect your pay structures and processes, your organisational and reporting requirements and help to ensure that the software helps rather than hinders the workflow of your staff.

HR Pre Implementation Meeting

In-depth questions surrounding your HR setup and how you would like it to work moving forward.

HR Specification Document

Specification document created following on from HR Pre-Implementation meeting. Document will contain detailed information on screens and how the client would like the HR system to work.

Copy sent to client to review and provide feedback where required.

Payroll Pre Implementation Meeting

In-depth questions surrounding your payroll setup and how you would like it to work moving forward.

Customer Implementation Portfolio

Specification document created following on from Payroll Pre-Implementation meeting.

Copy sent to client to review and provide feedback where required.

Templates and Interfaces

To import data from your existing HR and Payroll systems we have a series of templates that we will provide you with to assist with transferring data to Cintra IQ.

You may also have or would like to create a link with other systems you use. For example Time and Attendance systems.

How will I know what stage we are at in the project?

Throughout the life of your project you will be kept up to date through your Cintra Project Leader. We will ensure frequent contact is made and updates are provided on a regular bases. If you have any questions about your implementation feel free to contract your Project Leader at any time.

Other members of the Cintra Implementation team will also be involved in the project, to keep consistency your project team will contain the same individuals throughout the life of the project. This means we will get to know you and your business and be able to respond quickly to any questions you may have regarding your implementation.

All members of the Cintra Implementation Team will feedback to your Project Leader enabling them to keep you updated on all areas of your implementation project.

Your Project Leader will introduce you to a project plan during the 'Project Kick Off Meeting', this document will become a living document and will be updated throughout the project. Each time the project plan is updated you will be provided with a copy.

Project Plan

Based on information gathered from the customer, resources and time scales. A project plan will be put together and continuously updated throughout the life of a project.

Copy sent to client to review and provide feedback where required.

3. , Configuration and Testing

Your dedicated implementation team will now consult to finalise timescales and begin building your system. During this process there will be at least one parallel run of your Payroll(s) to ensure Cintra IQ can balance with your existing provider. Once this has been completed you will have the option to complete a further parallel your-selves or go live with the payroll.

In conjunction with this process we will begin customising Cintra IQ to ensure the layout and database fields are as per your specification. You will be responsible for sourcing any data that needs to be in the system and we will work together to format and sort the data so that it best reflects your reporting and operational requirements. These stages of the implementation will often be phased to ensure that the transition is smooth and manageable. This approach also allows us to identify and handle any problems early without affecting the overall schedule.

a. Install and Configure Cintra IQ

Cintra will setup your Cintra IQ system based on the information gathered during the pre-implementation meetings, specification documents and other correspondence.

b. Setup Review Meeting

Meetings will be scheduled to review how Cintra IQ has been setup. These meetings can be conducted via an online conference call or onsite meetings can be arranged.

c. Tweaks and Amendments

We will make tweaks and amendments to your Cintra IQ system following on from the setup review meeting.

d. Parallel Runs

We will carry out a parallel run to confirm Cintra IQ's output matches your previous payroll run. Once you are happy the figures match we will ask you to sign off the parallel run.

At this point you can carry out further parallel runs or we can go live.

When you are happy with the setup we will progress to the next step.

4. Training , Post Implementation and Support

Once the system has been built and installed, we deliver a series of training courses during which there are chances to give us feedback on the customised features and the data, so that we can make further adjustments if needed.

Quite often the Payroll training will be on your live data and will follow your normal input procedures, thus ensuring that you are fully equipped to run live with your new system.

GO LIVE

We are there, you are now live with Cintra IQ, however your support doesn't stop here. If you have any problems we will still be here to look after you well into the future.

Project Review Meeting

Following your implementation there is an optional project review meeting with your Project Leader. This will ensure any loose ends are tied up and any outstanding queries are dealt with to ensure you get the most out of Cintra IQ within your organization.

5. On-going Support

You will have access to your implementation team who will support you during the first few months you are live. When you feel confident with the system and there are no further implementation related issues you will be passed across to the Cintra IQ Support Team.