



Deltek

Deltek Ajera 9

Ajera Getting Started: Implementation Guide

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Overview

This chapter provides a 30,000-foot view of Ajera and the implementation process. It highlights major points such as the importance of clear implementation goals, clean data, and the beginning balance date. Make sure everyone on your implementation team understands the information.

Topics

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Ajera workflow 7

Implementation phases 8

■ Welcome to Ajera

Ajera is accounting and project management software from Axium that is designed specifically for architectural and engineering (A/E) firms. Ajera comes in two configurations:

- **ajeraCore** is a project-based accounting system that allows you to review expenses, track resources, or see a snapshot of a project in real time. You can purchase the following features as add-ons:
 - **Consultant Management**
 - **Departments**
 - **Payroll** (in-house)
- **ajeraComplete** offers all that and more — planning tools, forecasting capabilities, and customized reports. Consultant management, departments, and in-house payroll features **are** included.

Data in, data out

You are most likely the accounting manager at your A/E firm. In your role, you undoubtedly have worked with databases and know the value of good, clean data.

This is important in Ajera. Your project and financial information is stored in a Structured Query Language (SQL) database. Ajera automatically pulls data from the SQL database tables to create client invoices, generate reports, and perform other tasks for you. This affects you in two ways:

- First, transactions are recorded in real time, but your display may not automatically update in real time.
- Second, the options you choose while setting up your firm in Ajera have a **big** effect later when you perform tasks and run reports during a typical workday.

Therefore, it is important to:

- Refresh your display periodically when working in Ajera.
- Realize that **what you put into Ajera is what you get out of it.**



The *Ajera Getting Started Implementation Guide* is designed to help you select the right options for your firm so what you get out of Ajera is what you want.

Who should use this guide and how

This guide is designed for accounting managers who are responsible for the Ajera implementation process at their firms. Use this guide as a road map to this process and to ensure that your and your Axium consultant's implementation efforts are coordinated.

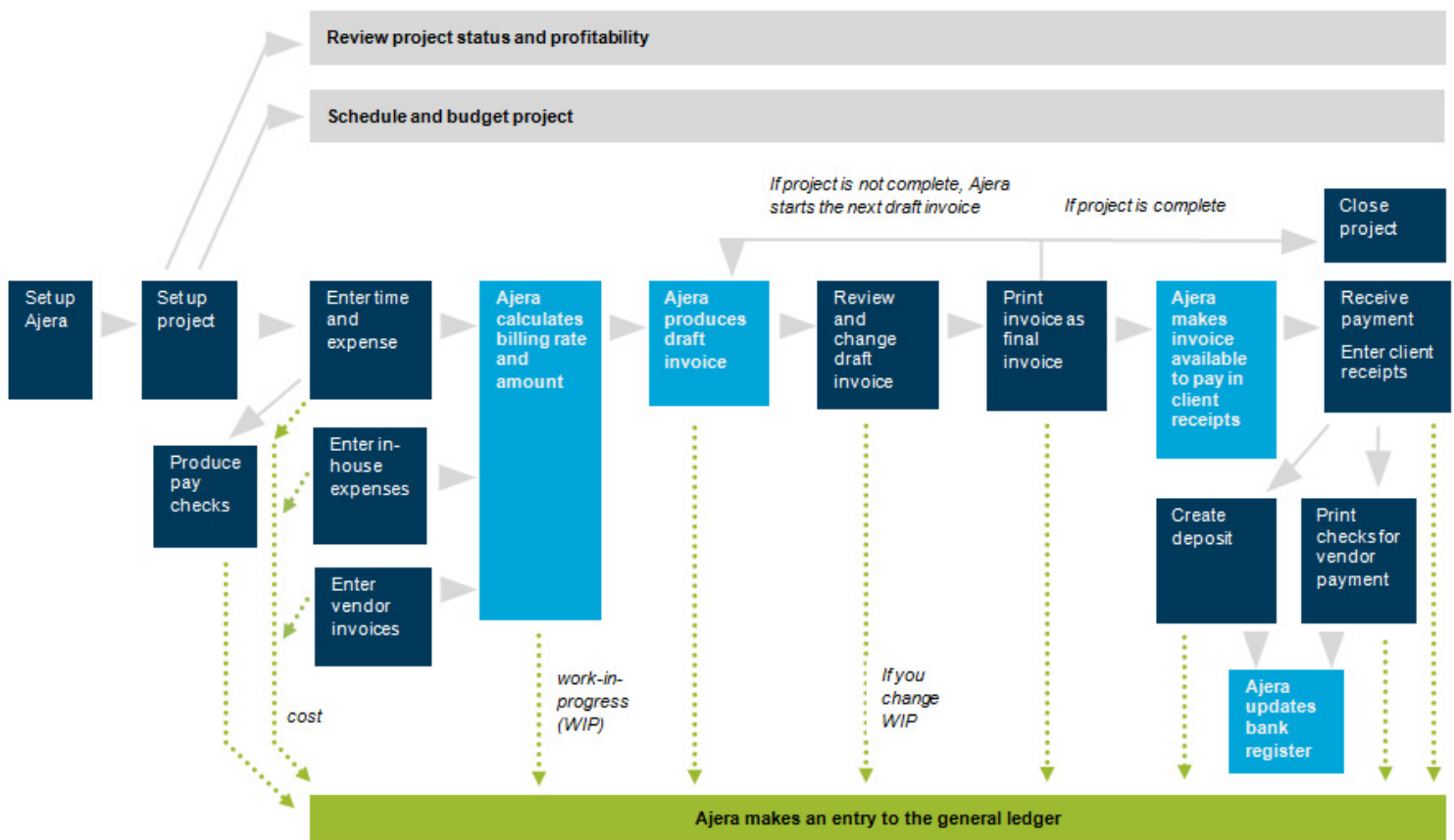
Do not use this as a quick-start guide. The guide references many topics in Ajera Help, but is not detailed enough for a self-implementation.

- Ajera workflow

For most firms, the right options are the ones that allow them to bill quickly.

Ajera is designed to do that. Its workflow is efficient, automatically capturing and converting project-related effort into client invoices:

- You start the workflow by setting up a project. Ajera automatically creates a draft invoice.
- When you enter time and expenses, in-house expenses, and vendor invoices, Ajera adds these costs to the draft client invoice.
- After the client invoice is approved and printed as final, you are ready to bill.
- All the while, reports are available to keep you up-to-date on the billing cycle.



Beginning balance date

The Ajera workflow officially begins after your **beginning balance date**. This is the date when you stop using your old system and begin using Ajera for accounting and project management. All transactions entered into Ajera are "live" and affect the general ledger.

■ Implementation phases

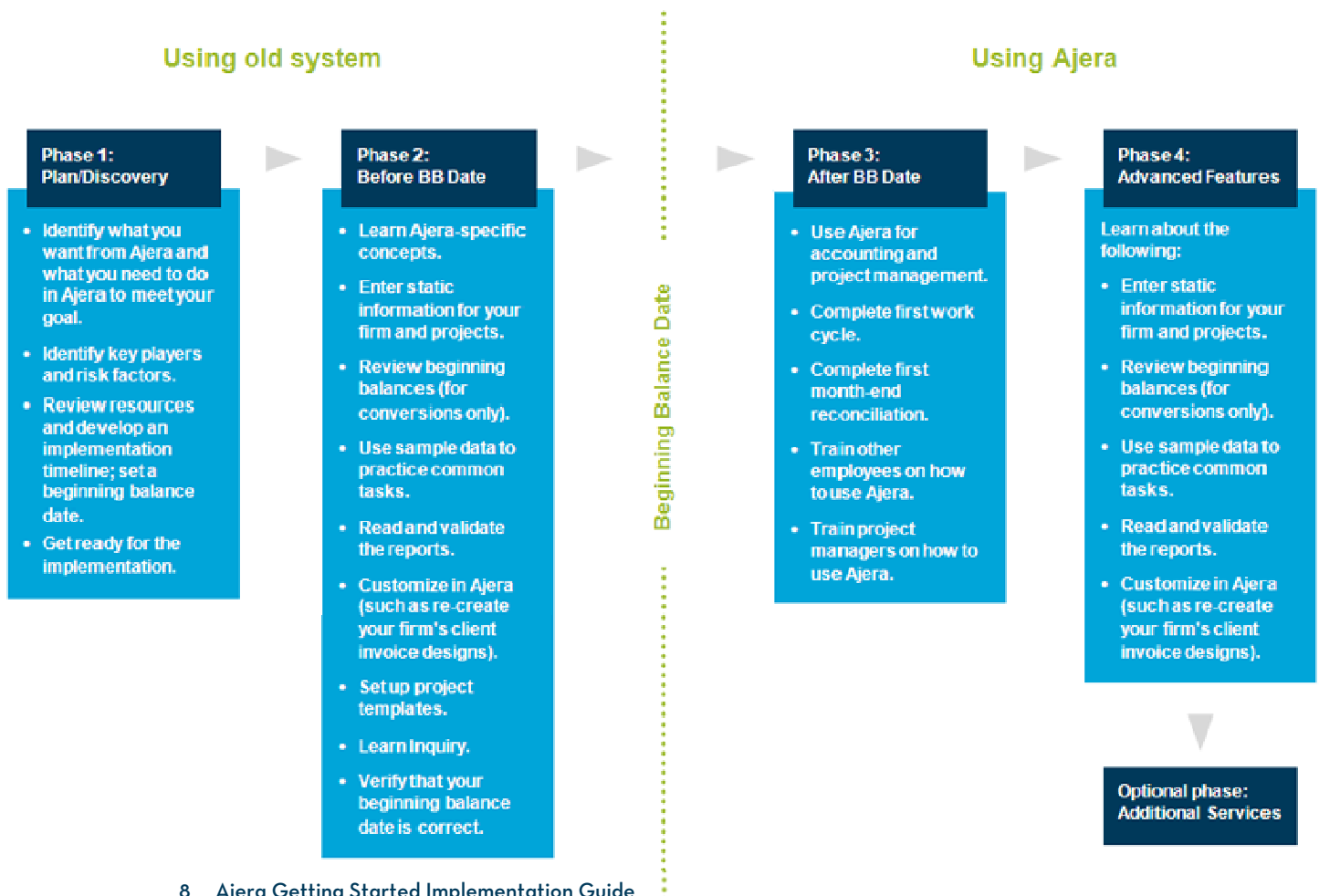
Your Axiom consultant will work closely with your firm to ensure that your implementation is successful.

Axiom offers two types of implementations: **Standard** and **Enterprise**. Both consist of these phases:

- Planning and Discovery
- Before Beginning Balance Date
- After Beginning Balance Date
- Advanced Features
- Additional Services (optional)

The implementation types differ in some specific details. For example, the Enterprise implementation is more comprehensive than the Standard and strongly emphasizes the first two implementation phases. The figure below provides a brief overview of the implementation process.

The rest of this guide addresses each phase individually. Chapter 2 provides an overview of Phase 1, Chapter 3 provides an overview of Phase 2, and so on.



2

Phase 1

Planning and discovery

This chapter gets you in the mindset for planning your implementation.

During Phase 1, you want to create a sense of teamwork and open communication. The success of your implementation will depend on both. Phase 1 usually involves the entire implementation team.

Topics

Identifying your goals for Ajera 10

Identifying key players and risk factors 11

Setting a timeline and a beginning balance date 12

Getting ready for the implementation 13

■ Identifying what you want

To ensure Ajera produces the reports and general ledger entries you want, you must set up your data in Ajera correctly for your firm.

How do you do that?

Start by thoroughly discussing with your Axium consultant where your firm wants to go with Ajera — that is, what kinds of reports, billing workflow, payroll process, and project management does your firm want?

For example:

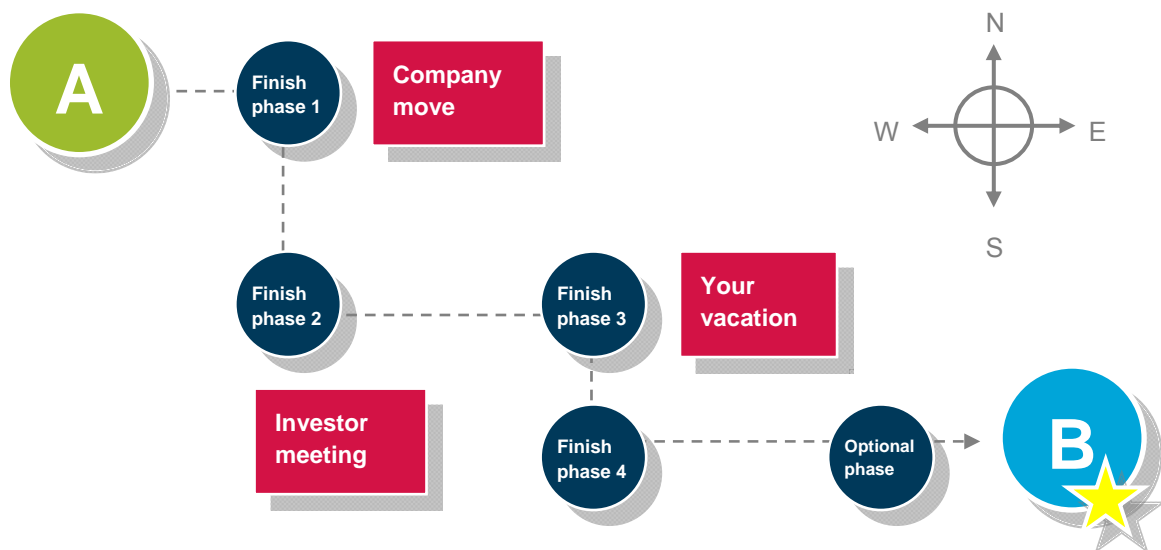
- Do you want employees to enter their own time and expenses?
- Do you have separate offices that you want to treat as individual profit centers?
- Do you want to completely restructure how your firm bills clients and manages projects?

After defining your goals, discuss where your firm is currently.

Planning how to reach your goal

Only after understanding where your firm is and where it wants to go, can your consultant help you develop a road map to success.

Your Axium consultant will work with you to develop a detailed implementation plan for your firm. The plan will be based on the resources available at your firm, the key players involved, and the amount of time and effort your firm can commit to the implementation.



■ Identifying key players



Identify the key players in your firm who will be part of your implementation team. Make sure that all team members understand their role in the process and are able to commit the necessary effort.

Key players may include:

- **Implementation point person:** The person in charge of the implementation process for your firm (most likely you). Because of the time demanded by this role, a managing principal is **not** recommended.
- **Managing principal:** The principal in your firm most closely tied to project management.
- **Information technology (IT):** The IT specialist in charge of network and server maintenance and updates for your firm. This can be in-house or outsourced.
- **Financial manager or certified public accountant:** The person in charge of financial reporting and tax preparation for your firm. This can be in-house or outsourced.
- **Lead project manager:** The project manager in your firm most closely tied to project management. This can also be the managing principal.
- **Project manager team:** The other project managers, or senior project managers, in your firm. The makeup of the team depends on the composition of your firm.

Different dynamics within your firm will affect the implementation. To ensure that the implementation remains a team effort, clearly communicate your firm's progress and the tasks remaining to the entire team during the implementation.

Identifying risk factors

Nothing is perfect. As a team, you should plan for contingencies by identifying risk factors and developing possible solutions.

Some common risk factors might include a member of the implementation team being unable to participate for the duration of the implementation or budget cuts dramatically decreasing your consulting hours midway through the implementation.

Make sure your team has possible solutions for all your firm's risk factors.

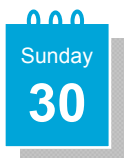


■ Developing a realistic timeline

On average, an Ajera implementation takes 12–20 weeks, from start to finish.

The size and complexity of your firm, your beginning balance date, and whether Axium converts your existing data for use in Ajera are major factors in determining how long the process will take.

Your implementation team should review the resources at your firm and develop a timeline accordingly.



Setting a beginning balance date

Implementations are based on the beginning balance date. In Ajera, you enter this date in Company > Preferences.

The beginning balance date officially marks the discontinuance of your old system. Transactions entered in Ajera are "live," and the beginning balance date is "locked down" and cannot be changed.

The goal of your implementation is to ensure that you and your firm are well prepared **before and after the beginning balance date**. If you are unsure about anything, discuss it with your Axium consultant promptly. Be sure to validate your firm's processes in Ajera and resolve any inconsistencies before "going live."

If you need more time, discuss changing the beginning balance date with your consultant so that no transactions are inadvertently recorded in Ajera.

Quick recap

What is the beginning balance date?

This is the date that you officially start using Ajera for accounting and project management. Set this date for **after** you have finished setting up and validating your firm's information and processes in Ajera.

The beginning balance date determines all live entries, such as timesheets. After you enter a transaction, you cannot change the beginning balance date.

For more information: Ajera Help > Index > dates > how assigned.

■ Getting ready for the implementation

Before beginning your training in Ajera, be sure to:

- Perform pre-implementation tasks.
- Review training and learning resources.


Performing pre-implementation tasks

To do



Task	Description
1. Order checks and forms for Ajera	<p>To pay vendors and employees in Ajera, order these items:</p> <ul style="list-style-type: none"> • Preprinted checks • 1099-MISC forms • W-2 forms <p>To order checks and forms, contact one of these suppliers (be sure to specify that your order is for Ajera):</p> <ul style="list-style-type: none"> • Nelco 800.266.4669 www.taxforms.com • CFI (Computer Forms Incorporated) 800.547.8027 www.computerforms.biz
2. Install Ajera	<p>Refer to the <i>Ajera Installation Guide</i>, which is available from the New Clients page on the Axiom website:</p> <ul style="list-style-type: none"> • http://axium.com/support/it-resource.aspx <p>To install Ajera, you need the registration codes in the <i>Ajera Registration Code</i> document emailed to you.</p> <p>Important! To receive emails about Ajera software updates, ensure that the spam or junk filter at your firm does not block email from Axiom.</p>
3. Access sample data	<p>Best Practice: Use the sample data!</p> <p>This is a sample company that Axiom has set up in Ajera. Use the sample data to familiarize yourself with the Ajera user interface and workflow. As Ajera is updated with new features, the sample data is updated as well.</p> <p>Explore and experiment. Use the sample data to:</p> <ul style="list-style-type: none"> • Learn Ajera. • Review industry standards, which are reflected in the sample company's setup. <p>To access the sample company:</p> <ol style="list-style-type: none"> 1. Launch Ajera. The Login window appears. 2. In the Login ID field, enter Sample\pdh. 3. Enter pdh as the password. The password is case-sensitive.
4. Plan to back up your data	<p>Important! Develop a plan to back up your work regularly. Make sure that your Ajera data is included in your system backups.</p> <p>For more information: Ajera Help > Contents > About Ajera > Backing up.</p>

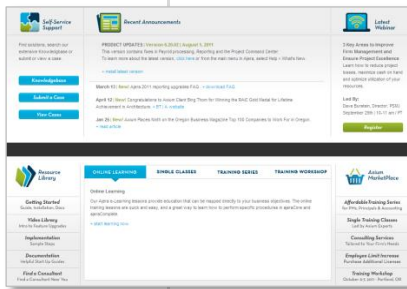
Reviewing training and learning resources

Resource	Description												
<p>Ajera Learning Center</p> 	<p>The Ajera Learning Center allows you to choose the learning material you like best. You make these selections from the main page:</p> <table> <tr> <th>Use this</th><th>If you want</th></tr> <tr> <td>By feature (Ajera Help)</td><td> <p>Step-by-step instructions for performing specific tasks in Ajera.</p> <p>Use this when you need a quick and detailed answer to your question.</p> </td></tr> <tr> <td>By course</td><td> <p>Self-paced, comprehensive courses on major concepts in Ajera.</p> <p>Use this when you need to understand the concepts underlying Ajera.</p> <p>As your schedule permits, work your way through the course lessons and take the quizzes to test what you've learned.</p> </td></tr> <tr> <td>By role</td><td> <p>Information for each major job role: Accountant, Principal, Project Manager, Marketing Specialist, and Employee.</p> <p>Use this when you want to focus on only the tasks you perform in your job.</p> </td></tr> <tr> <td>By media type</td><td> <p>Videos, quick lessons, and more.</p> <p>Use this if you are a visual learner.</p> </td></tr> </table>	Use this	If you want	By feature (Ajera Help)	<p>Step-by-step instructions for performing specific tasks in Ajera.</p> <p>Use this when you need a quick and detailed answer to your question.</p>	By course	<p>Self-paced, comprehensive courses on major concepts in Ajera.</p> <p>Use this when you need to understand the concepts underlying Ajera.</p> <p>As your schedule permits, work your way through the course lessons and take the quizzes to test what you've learned.</p>	By role	<p>Information for each major job role: Accountant, Principal, Project Manager, Marketing Specialist, and Employee.</p> <p>Use this when you want to focus on only the tasks you perform in your job.</p>	By media type	<p>Videos, quick lessons, and more.</p> <p>Use this if you are a visual learner.</p>		
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<p>You can also pinpoint specific information in the Learning Center by clicking these subtabs on the left side of the page:</p> <table> <tr> <th>Click this</th><th>If you want to</th></tr> <tr> <td>Contents</td><td>Browse by Ajera Help topic. Topics are grouped into books, which are in alphabetical order.</td></tr> <tr> <td>Index</td><td>Locate a specific Ajera Help topic by keyword.</td></tr> <tr> <td>Search</td><td>Locate a specific topic in the Learning Center by search term.</td></tr> <tr> <td>Glossary</td><td>Look up a definition for a specific term.</td></tr> <tr> <td>Favorites</td><td>Save a specific topic in the Learning Center for quick access.</td></tr> </table>		Click this	If you want to	Contents	Browse by Ajera Help topic. Topics are grouped into books, which are in alphabetical order.	Index	Locate a specific Ajera Help topic by keyword.	Search	Locate a specific topic in the Learning Center by search term.	Glossary	Look up a definition for a specific term.	Favorites	Save a specific topic in the Learning Center for quick access.
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Glossary	Look up a definition for a specific term.												
Favorites	Save a specific topic in the Learning Center for quick access.												
<p>Accessing the Ajera Learning Center:</p> <p>Do one of the following:</p> <ul style="list-style-type: none"> Click Help > Ajera Learning Center & Help. From your internet browser go to http://www.axium.com/solutioncenter, and in the Client Support Center click the Learning Center tab. 													

Hey!

There's an online version of this getting-started guide in the **By course** section!

Use the online Getting Started course in conjunction with this guide to really reinforce your learning.



Resource	Description
Client Support Center	<p>The Client Support Center on the Axiom website allows secure access for you to:</p> <ul style="list-style-type: none"> • Get product and services information. • Review your account information. • Submit questions to our Software Support team. • Search the Knowledgebase for answers to your questions. <p>Accessing the Client Support Center</p> <ol style="list-style-type: none"> 1. Click Help > Axiom Client Support Center, or from your internet browser go to http://axium.com/solutioncenter.aspx. 2. Enter your user name and password in the Login window. Note: To get a user name and password, click Request a password. A message appears asking for your email address.
Knowledgebase	<p>In the Client Support Center, you can search the Knowledgebase for answers to your questions. The Knowledgebase is constantly updated.</p> <p>Accessing the Knowledgebase:</p> <ol style="list-style-type: none"> 1. Click Help > Axiom Client Support Center, or from your internet browser go to http://axium.com/solutioncenter.aspx. 2. Click the Knowledgebase button.
Software support	<p>Our support professionals are ready to answer your questions.</p> <p>Contacting Support:</p> <p>Do one of the following:</p> <ul style="list-style-type: none"> • Click Help > Axiom Client Support Center, or from your internet browser go to http://axium.com/solutioncenter.aspx, and in the Client Support Center click the Submit a Case button. • Email support@axium.com. • Call 800.844.0769.
Paid training	<p>Get the most from your software by investing in training, such as:</p> <ul style="list-style-type: none"> • Web-based, instructor-led sessions • Personalized training from an Axiom representative or consulting partner, on-site or via the web <p>For more information, contact our Axiom Presentation Coordinator at 800.637.2727.</p>
Consulting services	<p>Our consulting partners are available to provide training and consulting services. They receive the highest level of training and, in turn, provide you with exceptional service.</p> <p>For more information, contact our Professional Services team at 800.637.2727.</p>

■ Implementation check list *(sample)*

You can print and use this check list — or your consultant's— to keep yourself on track.

BB Date: _____ Live Target Date: _____

Initial Hand-off Meeting: _____ Cash or Accrual?: _____

Fiscal Year-End: _____ Payroll In-house or Outsourced?: _____

Discussed on this date	Task	Task completed (✓)
Phase 1: Pre-implementation tasks		
	Ordering checks	
	Navigating in Ajera • Using the dashboard • Using the Refresh button	
	Backing up data • Setting security groups	
	Using the Ajera Learning Center (Ajera Help, E-learning) • Using sample data	
Phase 2: Before BB date tasks — Setting up		
	Company preferences • DPE • Billing types • Payroll variance • Activity types	
	Departments	
	Chart of accounts (account groups, default order – best to use Ajera's order)	
	Bank accounts	
	Outsourced payroll pays	
	Types (employee, project, client)	
	Vendors (account, department, type, payment days)	
	Clients	
	Overhead projects	
	Activities	
	Utilizations	
	Overhead groups	
	Payroll pays and other items, if in-house	
	Employees	
	Project Command Center (also, how to navigate in)	
	- Existing projects in the Project Command Center for billing	
	- Billing types • Project status • Invoice groups • Subphases	
	- Demo reports • Timesheets • Invoice formats	
	- Project templates	
	Time & Expense	
	- Timesheets, entering and approving	
	- Expense reports, entering and approving	
	- Time- and expense-related reports	

Discussed on this date	Task	Task completed (✓)
	In-house payroll	
	- Beginning balances for payroll	
	- Running payroll • Managing payroll • Reviewing adjustments • Printing checks • Verifying payroll reports	
	Outsourced payroll entries	
Phase 2: Before BB date tasks — Entering beginning balances		
	Unpaid client invoices	
	Unbilled work-in-progress	
	Open vendor invoices	
	Bank account	
	Client prepayments	
	Trial balance	
	Reconciliation	
	Project beginning balances	
	- Billed	
	- Cost	
	- Spent	
Phase 2: Before BB date tasks — Training on tasks and processes		
	Manage vendor invoices, payments, and reports	
	Manage in-house expenses	
	Manage client receipts, credit memos, and deposits	
	Manage client invoices	
	- Meaning of red and yellow highlighting in Client Invoice List	
	- Entering fee or percent complete amount • Entering text and adjustments	
	- Setting status of work-in-progress • Setting invoice status	
	- Using the Entries button • Using the cutoff date	
	- Moving time and expense • Recalculating billing rate	
	- Applying prepayments	
	- Printing draft and final client invoices • Using client invoice reports	
Phase 2: Before BB date tasks — Reconciling and reports		
	Bank reconciliation	
	Financial reports • Reconciliation • Don't Allow Entries Prior To field • Ask date	
	Spent value in reports	

Before your beginning balance date

This chapter describes the most time- and labor-intensive phase of the implementation. During Phase 2, you set up Ajera correctly and develop workflows for your firm. Phase 2 usually involves the implementation point person, managing principal or lead project manager, and financial manager or CPA at different stages.

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■ Learning Ajera accounting concepts

- Work-in-progress
- Direct personnel expense and overhead
- Billing types
- Activities

Work-in-progress

Quick facts

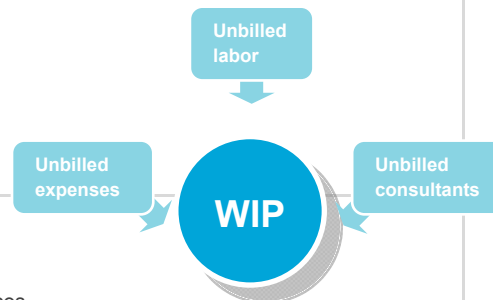
What is WIP?

Work-in-progress is billable time and expenses that have not yet been included on a final client invoice.

When does WIP get created?

When you enter:

- Timesheets
- Expense reports
- Vendor invoices
- In-house expenses
- Beginning balance unbilled work-in-progress



When does WIP get adjusted?

When you:

- Change time, expense reports, or vendor invoices.
- Adjust, move, or split WIP in Manage > Client Invoices.
- Change billing rates after WIP is created.

How does amount spent affect WIP?

Amount spent (also called *spent value*) is the cost of effort expended on a project if you are able to achieve your assigned billing rates. Amount spent is determined by the billing rate table.

Ajera assigns the amount spent when cost is incurred. For example, Ajera assigns labor an amount spent when hours are entered on a timesheet. Ajera assigns an amount spent for expenses and consultants entered in vendor invoices or in-house expenses. The amounts are reflected in your WIP and Unbilled Revenue accounts on the general ledger.

For more information:

- Ajera Help > Index > WIP.
- Ajera Help > Index > amount spent.

Direct personnel expense and overhead

Quick facts

What is DPE?

Direct personnel expense is employer-paid payroll benefits, such as insurance, taxes, and 401(k) matches. With Ajera, you can track your DPE separately from your general overhead expenses when reporting project cost.



What is overhead?

Overhead is all general operating expenses; it includes expenses such as indirect labor, rent, and utilities. You can choose to include overhead in cost amounts for your project reporting.



How does Ajera distribute DPE and overhead?

You have three options: fixed percentages, based on costs, or based on hours.

For more information: Ajera Help > Contents > DPE and overhead.

Billing types

Quick facts

What are billing types?

They are the methods you use to handle billing so that it meets the contractual agreement with the client. In Ajera, there are two main billing types: Time & Expense and fee-based (which includes Fixed Fee, Percent Complete, Percent of Construction Cost, and Unit Price).

With Time & Expense, you bill the client for actual hours worked and expenses incurred on the project. You can use this type if you bill the client with a billing rate or a markup of cost.

With fee-based, you bill the client based on the value of the work performed, not for the actual time and expenses expended.

Time & Expense

Fee-based

What do billing types do?

- Determine default accounts for cost.
- Determine if WIP is created.
- Determine how hours are treated for utilization.

What happens after you use the overhead billing type?

After you enter transactions for a project, you cannot change the overhead billing type for that project.

For more information: Ajera Help > Index > Billing type.

Activities

Quick facts

What are activities?

These are categories that you set up to identify work items and expenses for establishing billing rates, invoicing, and reporting. While setting up activities, you can create and edit activity descriptions, cost and billing rates, accounts, and so on.

You can then track each project cost, phase cost, revenue, and so forth by activity.

What kinds of activities can I create?

Ajera separates all costing and revenue activities into three types:

- Labor
- Consultants
- Expenses

Activity types

Labor

Expenses

Consultants

For more information: Ajera Help > Contents > Activities.

■ Entering static information

After experimenting with sample data to learn how to use Ajera, you are ready to enter your firm's information into your Ajera database. To set up your firm in Ajera, enter the following static information:

Company setup

- Chart of accounts
- Company preferences
- Departments (optional)
- Bank accounts (including credit card banks)
- Activities
- Projects and work breakdown structure
- Billing types and rates
- Security groups



Pay setup

- Payroll
- Overhead groups

Individual setup

- Clients
- Employees
- Vendors

Chart of accounts

During installation, Ajera also installs a predefined chart of accounts based on what you select as your type of firm:

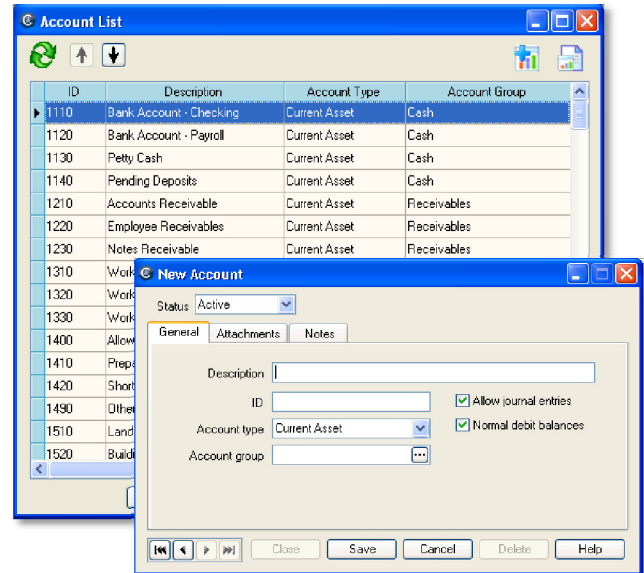
- Architectural
- Engineering
- Neither


The chart of accounts is a list of accounts grouped into assets, liabilities, equity, income, and expenses; it determines how account information appears in financial reports.

While setting up your chart of accounts, you select the following for each account:

- **Account group:** You use account groups to summarize or subtotal information on reports for a group of accounts. For example, you want to subtotal all your cash accounts (Petty Cash, Checking, and Savings) on your financial reports. You create an account group called **Cash** and select it as the account group for the Petty Cash, Checking, and Savings accounts.
- **Account type:** You use account types to group information on balance sheets and profit and loss statements by financial category (for example, Current Asset, Current Liability, Expense, and Income).

Best Practice: Start with a predefined chart of accounts, rather than starting from scratch.



Quick facts	
Do what	Click Company > Financials > Chart of Accounts .
What you will see	<p>A chart of accounts targeting an architectural or an engineering firm or neither type of firm.</p> <p>For the <i>neither</i> type, Ajera creates a chart of accounts with only the accounts required in company preferences. You can change the account descriptions and IDs.</p> <p>See Chapter 6 for a list of the predefined settings.</p>
What to do next	<ol style="list-style-type: none"> 1. Make a list of your account numbers and descriptions. 2. Review Ajera's predefined chart of accounts and change it, as needed. 3. Enter any additional accounts needed by your company. 4. Verify your information by clicking the Report  button and selecting Chart of Accounts.
For more information: Ajera Help > Contents > Chart of accounts.	

Company preferences

Ajera also installs company preferences that contain the most commonly used options for your type of firm.

With company preferences, you identify basic company information such as addresses, phone numbers, and account numbers.

You also define default options for your firm that control:

- The way you want to process invoices, payroll, timesheets, and expense reports.
- The financial accounts that are affected as you do data entry.

Best Practice: Verify that the settings you select in Company > Preferences are what you want for your firm by previewing client invoices, reviewing project setups, and reviewing various reports.

Quick facts	
Do what	Click Company > Preferences .
What you will see	Company preferences commonly used in your type of firm.
What to do next	<ol style="list-style-type: none"> 1. Review Ajera's predefined settings in Company > Preferences and change them, as needed. 2. The following pages highlight some particularly significant options. These settings affect the information and reports you will produce later, after your implementation. <p>Review these settings and make the appropriate selections for your firm.</p>
For more information: Ajera Help > Contents > Company preferences.	

Significant settings

These fields in Company > Preferences are especially important.

General tab	
For this	Do this
Beginning Balances Date	<p>Important! Enter the date you plan to start entering current project and financial data. Make sure this date is acceptable to all the key players in your firm; if you need more time, change the date.</p> <p>For example, if you want to start entering detail time and expense as of May 1, then you would specify April 30 as your beginning balance date.</p> <p>Typically, your beginning balance date is the month-end date of the last reconciled Trial Balance from your CPA.</p> <p>Why this is significant: Once you enter a transaction, you cannot change the beginning balance date; it is "locked down." If you need to change the date after you start entering data, you must contact Axiom Client Services.</p>
Use departments	<p>ajeraComplete or Departments add-on only.</p> <p>Select this check box if you plan to track project or financial information by department.</p> <p>For example, you have multiple disciplines or sites and you want to track costs and revenue.</p> <p>Why this is significant: You can always choose to use departments later, but you may have to re-enter data for accurate tracking.</p>
Don't allow entries prior to	<p>Enter a date if you want entries to be made only after that date. Otherwise, leave it blank.</p> <p>Why this is significant: This allows you to prevent users from entering information before a certain date. For example, you close the year on 12/31/09 and do not want entries made before then, so you enter 01/01/2010.</p> <p>Ajera also uses this date and the beginning balance date to determine valid dates and assign accounting dates.</p> <p>For more information: Ajera Help > Index > dates > how assigned.</p>

Address tab	
For this	Do this
Address information	<p>Enter your firm's address information.</p> <p>Why this is significant: This information can be printed on your client invoices and statements.</p>

Project tab	
<i>For this</i>	<i>Do this</i>
Warn If Over Invoiced Don't Allow Over Invoicing	ajeraComplete or Consultant Management add-on only. Select one of these options if you want to track amounts budgeted and paid to consultants for a project. For more information: Ajera Help > Contents > Projects > Consultant management.
	Why this is significant: You can always choose to track these amounts later, but you may have to re-enter data for accurate tracking.
Average Labor Budget Rates	ajeraComplete only. Enter your firm's average cost and billing rates. For more information: Ajera Help > Contents > Projects > About budgeting a project.
	Why this is significant: Ajera uses this amount to calculate cost budgets and fee budgets when you enter budgeted hours without specifying an employee or employee type.

Billing tab	
<i>For this</i>	<i>Do this</i>
Create Finance Charges	Select this check box if you plan to bill your clients for finance charges on outstanding balances. Also, enter information for how you want to process finance charges.
	Why this is significant: If you use finance charges, you want to select this option at the beginning to ensure that your clients are billed uniformly.
Apply Sales Tax	Select this check box if you want to bill your clients for sales tax.
	Why this is significant: If you bill for sales tax, you want to select this option at the beginning to ensure that your clients are billed uniformly.
Labor Markup Expense Markup Consultant Markup	Select all the check boxes that apply if you mark up your labor, expense, or consultant costs by a percent to bill your clients. Also, enter descriptions for them. For example, your markup percents for labor may include direct personnel expense, overhead, and profit. Your markup percents for expenses and consultants may include profit and General and Administrative cost.
	Why this is significant: If you mark up your costs, you want to select these options at the beginning to ensure that your clients are billed uniformly.

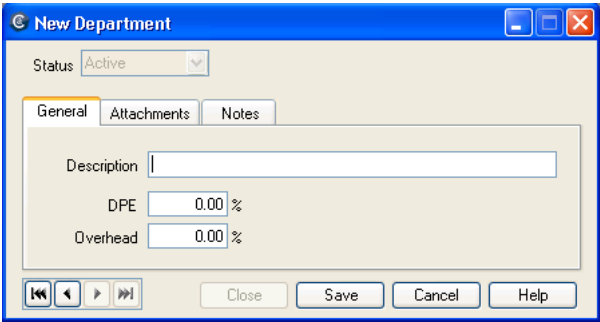
Payroll tab	
For this	Do this
Payroll Type	<p>Select:</p> <ul style="list-style-type: none"> ajeraComplete or Payroll add-on only. Process Payroll: If you plan to process your payroll in-house. Payroll Service: If you plan to outsource your payroll to a payroll service provider. None: If you plan to have no payroll processing in Ajera. <p>For more information: Ajera Help > Contents > Company preferences > Setting up payroll preferences.</p> <p>If you selected Payroll Service or None, you must ensure that your payroll information is entered in Ajera.</p> <p>For more information: Ajera Help > Index > About payroll variance and accurate financial reporting.</p>
Certified Payroll	<p>ajeraComplete or Payroll add-on only.</p> <p>Select this check box if you have any projects that require certified payroll reporting.</p> <p>For more information: Ajera Help > Contents > Company preferences > Setting up payroll preferences.</p> <p>Why this is significant: Selecting this check box now ensures that you can quickly set up a project that requires certified payroll reporting later, when needed.</p>
Use Wage Tables	<p>Select this check box if you want to use wage tables to set up different pay rates for employees based on employee type and/or type of work performed.</p> <p>For more information: Ajera Help > Contents > Company preferences > Setting up payroll preferences.</p> <p>Why this is significant: Selecting this check box now ensures that time is entered correctly for employees based on type of work later, when needed.</p>
Payroll Start Date	<p>ajeraComplete or Payroll add-on only.</p> <p>Enter the date you want to start processing your payroll by using the time entered on timesheets.</p> <p>Why this is significant: Verify that this date is correct. Any entries on timesheets dated earlier than this date are not included in a payroll.</p>
Allow state taxes from multiple states on one paycheck	<p>Select this check box if you have employees who work in more than one state and need to have withholding for each state on the same paycheck.</p> <p>Best Practice: Do not turn on withholding for multiple states if you only have employees who live and work in the same state, or live in one state and work in another.</p> <p>For more information: Ajera Help > Contents > Payroll > Processing payroll in-house > State withholding for multiple states.</p> <p>Why this is significant: If you do not select this check box, your payroll information will not be correct and you will need to perform the workaround that is described in KB #3736.</p>

Payroll tab	
For this	Do this
DPE % Overhead %	<p>Enter a percentage in all the fields that apply if you want to include direct personnel expense (DPE) and overhead in your project costs. You can distribute DPE/overhead based on fixed percentages only, costs, or hours.</p> <p>For more information: Ajera Help > Contents > DPE and overhead.</p>
	<p>Why this is significant: Including DPE and overhead in your project reports more accurately reflects project cost.</p>

Time & Expense Entry tab	
For this	Do this
Week Starts On	<p>Enter the day you want as the first day of the week on your timesheets.</p> <p>Why this is significant: Verify that this date is correct. You cannot change this once you start entering time through Manage > Time & Expense.</p>
Allow Changes to Employee Type	<p>Select this check box if your employees work as different employee types and need to change the type on the timesheet. For example, a principal may also work as a designer.</p> <p>Why this is significant: Selecting this check box now ensures that time is entered correctly for employees based on type of work later, when needed.</p>
Track Start and Stop Times	<p>Select this check box if you want start and stop times written to your employee's timesheets.</p> <p>Why this is significant: Some government agency audits require start and stop time to be recorded on timesheets.</p>
Allow Timesheet Changes By	Select this check box if you want to allow a supervisor and/or accounting manager to change an employee's timesheet.
Allow Expense Report Changes By	Select this check box if you want to allow a supervisor and/or accounting manager to change an employee's expense report.
Require Expense Report Approval	Select the appropriate check box if you want to allow a supervisor and/or accounting manager to approve an employee's expense report before it can be paid or billed to the client.


Departments

ajeraComplete or Departments add-on only.



If you select the **Use Departments** check box on the General tab of Company > Preferences, you must set up your departments.


Note: If you decide not to use departments, you can always choose to use them later.

Quick facts	
Do what	Click Company > Financials > Departments .
What to do next	<div><div>1.</div><div>Make a list of your departments, including a description for each department that you want to print on reports. Note: If you decided to include direct personnel expense (DPE) and overhead in your project cost in Company > Preferences (Payroll tab > DPE % field and Overhead % field), you can specify different percentages by department.</div><div>2.</div><div>Enter your department information. The first department automatically contains a description of Department. Change this description to reflect the name of one of your departments.</div><div>3.</div><div>Verify your information by clicking the Report  button and selecting Department List.</div></div>
For more information: Ajera Help > Contents > Departments.	

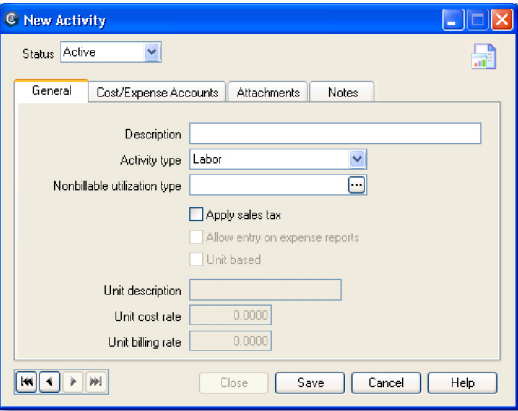
Bank accounts

Set up bank accounts for all your firm's bank accounts and credit cards, identifying general bank information such as the account number and mailing address.

Identify the chart of account numbers for entries and adjustments made to the bank register.

Quick facts	
Do what	Click Company > Bank Accounts .
What to do next	<ol style="list-style-type: none"> Make a list of your bank accounts and credit cards, including for each: <ul style="list-style-type: none"> Name of the financial institution and account number. General information, such as address, phone number, email address, and contacts. ajeraComplete or Payroll add-on only. If you are processing payroll in-house, make a list of direct deposit information. Include the routing number and account number for the bank accounts you will use to process direct deposits for your employees. Enter information for your bank accounts and credit cards. Verify your information by clicking the Report  button and selecting Bank Account Setup.
For more information: Ajera Help > Contents > Bank accounts.	


Activities



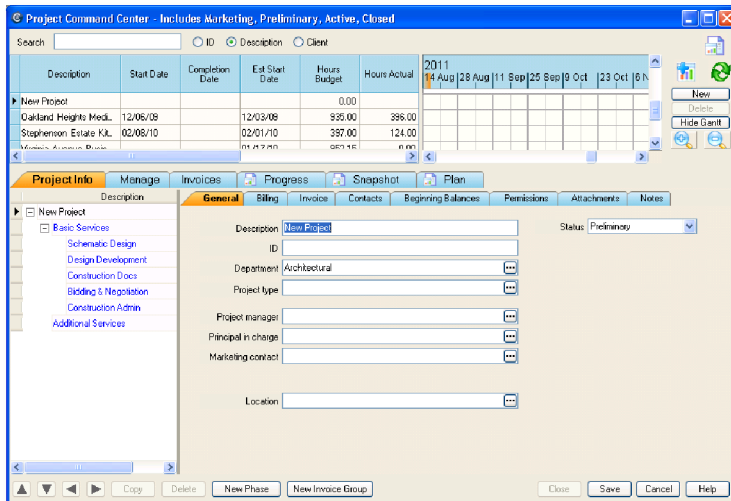
Set up activities to identify work and expense items. You can create and edit activity descriptions, cost and billing rates, accounts, and so on. You can use activities to establish billing rates, invoicing, and reporting.

Ajera separates all costing and revenue activities into these three categories:

- **Labor**, which is related to time and expense entry.
- **Consultants**, which are separated from general expenses. In A/E firms, consultants are often managed separately from contract, budget, and billing perspectives.
- **Expenses**, which include both expenses paid through vendor invoices and those expenses that have no out-of-pocket costs (in-house expenses).


Quick facts	
Do what	Click Setup > Activities .
What you will see	If you select Architectural or Engineering as your type of firm during installation, Ajera automatically sets up certain predefined types. See Chapter 6 for a list of the predefined settings.
What to do next	<ol style="list-style-type: none">1. Make a list of the activities you plan to use in Ajera.2. Review Ajera's predefined activities and change them, as needed.3. Set up any additional activities that you need.4. Verify your information by clicking the Report  button and selecting Activity.
For more information: Ajera Help > Contents > Activities.	

Projects



Set up your current projects and their phases.

Ajera's advanced project management features are discussed in Chapter 5 on page 63.

Quick facts	
Do what	Click Setup > Projects .
What you will see	Project Command Center
What to do next	<ol style="list-style-type: none"> 1. Make a list of your active projects and phases. 2. Enter general information for each project and each of its phases into the Project Command Center. For each project, on the General tab > Project Info subtab: <ul style="list-style-type: none"> • Enter the project description. • If using project IDs, enter the project ID. • If using departments, select the department from the list. For each phase, on the General tab > Project Info subtab: <ul style="list-style-type: none"> • Enter the phase description. • If using phase IDs, enter the phase ID. • If using departments, select the department from the list. 3. Build the work breakdown structure (see the next page). 4. Enter the project and phase information, including the project type, billing type, billing group, and so on (see following pages). 5. Set up an overhead project if you want to track how billable your employees are (see following pages). 6. Verify your information by clicking the Report  button and selecting Project List or Phase List.
For more information: Ajera Help > Contents > Projects.	

Work breakdown structure

You start setting up a project by building the project work breakdown structure. At its most basic level, a project consists of a project and phases. You can add phases and subphases, as needed, along with any of the other components (such as resources and tasks) you need to bill, budget, and schedule your project. The work breakdown structure is represented in the project tree on the lower left of the Project Command Center.

Component	Description
Phases	<p>Add as many phases to a project as you need.</p> <p>You can create a hierarchy of phases. If you have ajeraComplete, you can add as many as six levels of phases to a project, although it is typical to limit the number of subphases to two or three. If you have ajeraCore, you can add as many as two levels. You can use lower-level phases to define specific tasks.</p>
Invoice groups	To bill phases on separate invoices, set up invoice groups.
Billing groups	To subtotal and summarize phases on an invoice, set up a billing group.

Billing types and rates

Billing rate tables determine the billing rates and amounts for labor, expenses, and consultants. As part of setting up a project, you select the billing rate table to use.

Quick facts


What to do:

1. Make a list of the billing rates and markup percents that you plan to use for labor, expenses, and consultants on projects.
2. On the Billing subtab of the Project Info tab:

For each project

- Select a billing type.
- If billing sales tax for this project, select the **Apply sales tax** check box, and enter the tax code and tax rate.

For each phase

- If any of the following are different from that of the project, select the correct option for the phase:
 - Billing type
 - Rate table
 - Tax rate and code
- If you have not set up the rate table you want to use, click the  button in the Rate Table field and set it up.

For fee-based billing types, if the fee on the contract does not include labor, expense, or consultants, select the appropriate **Bill as Time & Expense** check boxes.

About billing rate tables

You set up a billing rate table to indicate how you want to price specific labor, expenses, and consultants for billing to a client.


With Ajera, you can set up billing rate tables for the following types of rate calculations:

- Including overhead costs and profit markup in the billing rate.
- Marking up actual cost by specified percentages.

You can set overall markups or set up billing rates by:

- Employee, employee type, and activity for labor costs.
- Activity and vendor for expenses and consultant costs.

Create as many billing rate tables as you need to reflect billing arrangements with clients on particular projects. If the rate changes mid-project, you can specify multiple date ranges for the same table.

Quick facts	
Do what	Click Setup > Billing Rate Tables .
What to do next	<ol style="list-style-type: none"> 1. Make a list of your billing rate tables with information such as name, activity, billing rate, override cost rate, maximum, direct personnel expense %, overhead %, and profit % for your labor, expenses, and consultant rates. List any mark-up % and pass-through costs. 2. Enter your billing rate information. List the dates when the rates are applicable. 3. Verify your information by clicking the Report  button and selecting Rate Table.
For more information: Ajera Help > Contents > Billing rate tables.	

More about billing rates

Rates can be calculated as a cost markup, a standard billing rate, or a pass-through cost. You can also override your actual cost rate and employee type for billing purposes, or set a maximum cost. If you bill overtime or other premium hours, you can set up a premium markup percent.

You can set up a rate table to calculate billing rates using one of the following:

- Standard markups
- A standard billing rate, also called a *flat rate*
- A combination of markups and standard billing rates

More about markups

For your company to make an overall profit, you must increase your company's various costs when you bill the client. In Ajera, you begin building your rate table by defining the general way you want to increase, or mark up, all costs on a project. For example, you may want to mark up all direct labor costs by 30% to cover direct personnel expense (DPE), 150% to cover overhead cost, and an additional 10% for profit.

In addition, you can identify exceptions to these general markups for a specific cost. For example, a principal's DPE and overhead cost may be higher than your company average so you may want to mark up those hours by 40% for DPE, 160% for overhead, and 10% for profit.

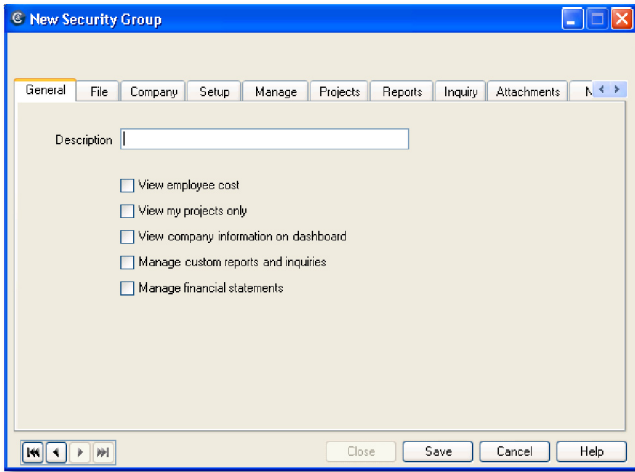
Note: You cannot delete a rate table if it is currently being used for a project, but you can choose to make the table inactive. An inactive table does not appear in the list of tables, but it is still used for existing projects.

Overhead projects

To track how billable your employees are, set up a separate project with a billing type of **Overhead**.

Quick facts	
Do what	Click Setup > Projects .
What to do next	<ol style="list-style-type: none"> 1. Make a list of the stages you want to track. For example, if you are using departments, you might want to track costs by department. 2. Enter each stage as a phase in the project into the Project Command Center. In the example, you would enter each department as a phase. 3. For each phase, select Overhead as the billing type on the Project Info tab > Billing subtab. 4. Enter any additional information as needed.

Security groups



Ajera contains default security groups, such as Employee and Administrator.

When you set up your firm, you must assign at least one employee to the Administrator group, which gives full rights to the system. The administrator has access to all options, tasks, reports, inquiries, and all employee user IDs and passwords.

Security groups have a significant effect in Ajera. You set up security groups to define the access you want to give specific employees to the various **entry**, **edit**, and **reporting functions** in Ajera.

For example, the Employee security group may need access only to the time and expense features so that members can submit timesheets and expense reports.

Project managers need more access. They must enter and manage information for their projects. When they log into Ajera, they need access to the Project Command Center and to reports and inquiries related to their projects, in addition to the time and expense features. They most likely do not need access to the Company or Setup menu or to other project managers' reports and inquiries.

Quick facts	
Do what	Click Company > Security .
What you will see	Ajera's predefined security groups See Chapter 6 for a list of the predefined groups.
What to do next	<ol style="list-style-type: none"> 1. Get started without making any changes to Ajera's predefined security groups. 2. ajeraComplete or Payroll add-on only. If you are processing payroll in-house, set up a security group for employees allowed to process payroll. 3. After you are comfortable using Ajera, review and change the groups, or add new ones to meet the access needs of your staff.
For more information: Ajera Help > Contents > Security.	

Payroll

When you set up your company preferences, you select to do one of the following:

- Process payroll in-house using Ajera. (**ajeraComplete** or **Payroll add-on** only)
- Use a payroll service (outsource payroll).
- Not process payroll information.

If you select in-house payroll or payroll service, Ajera automatically sets up several predefined pay types (called *pays*).


If you select in-house payroll, Ajera also automatically sets up federal taxes. You must specify any local or special taxes, deductions, and fringe benefits (called *fringes*).

Pay types (pays)

The list of predefined pay types is the same whether you process payroll in-house or send it to a payroll service, but what you do with them is slightly different.

In-house payroll

ajeraComplete or **Payroll add-on** only.

Quick facts	
Do what	Click Company > Payroll > Pays .
What you will see	<p>Ajera's predefined active and inactive pay types. You can activate the inactive types if you want to use them.</p> <p>See Chapter 6 for a list of the predefined payroll settings.</p>
What to do next	<ol style="list-style-type: none"> 1. Make a list of pay types you want to use in Ajera. 2. Review Ajera's predefined pay types, assign financial accounts to them, and change them, as needed. 3. Set up any additional pay types that you need, including pays you want to use to accrue hours. 4. Verify your information by clicking the Report  button and selecting Payroll Pays.
For more information: <ul style="list-style-type: none"> • Ajera Help > Contents > Payroll > Processing payroll in-house > Setting up payroll > <ul style="list-style-type: none"> ◦ Setting up pays. ◦ Setting up pays to accrue hours. ◦ Assigning GL accounts for payroll. 	

Outsourced payroll

Quick facts	
Do what	Click Company > Payroll > Pays .
What you will see	Ajera's predefined active and inactive pay types. You can activate the inactive types if you want to use them. See Chapter 6 for a list of the predefined settings.
What to do next	<ol style="list-style-type: none"> 1. Make a list of pay types you want to use to process your payroll. Include the ID that your payroll service uses for each pay. 2. Review Ajera's predefined pay types and change them, as needed. 3. Set up any additional pays needed to process payroll. 4. Verify your information by clicking the Report button and selecting Payroll Pays.
For more information: Ajera Help > Contents > Payroll > Using a payroll service > Setting up pays.	

In-house payroll items


ajeraComplete or **Payroll add-on** only.

For the Process Payroll option, Ajera also sets up these predefined payroll items: taxes, deductions, and fringes.


The predefined payroll items are automatically linked to the appropriate account in the chart of accounts.

If you create your own chart of accounts or change the chart of accounts that Ajera created for you, be sure to verify that your payroll items are linking to the correct accounts.


Taxes

Quick facts	
Do what	Click Company > Payroll > Taxes .
What you will see	Ajera's predefined federal taxes
What to do next	<ol style="list-style-type: none"> 1. Make a list of local or special taxes you want to use to process your payroll. 2. Review Ajera's federal taxes and change the descriptions and associated financial accounts, as needed. 3. Set up any state, local, special, or other taxes that you need. 4. Verify your information by clicking the Report  button and selecting Taxes.
For more information: Ajera Help > Contents > Payroll > Processing payroll in-house > Setting up payroll > Setting up taxes.	

Deductions

Quick facts	
Do what	Click Company > Payroll > Deductions .
What you will see	Ajera's predefined deductions See Chapter 6 for a list of the predefined deductions.
What to do next	<ol style="list-style-type: none"> 1. Make a list of the types of deductions you use to process your payroll. 2. Review Ajera's predefined deductions and change them, as needed. 3. Set up any additional deductions that you need. 4. Verify your information by clicking the Report  button and selecting Deductions.
For more information: Ajera Help > Contents > Payroll > Processing payroll in-house > Setting up payroll > Setting up deductions.	

Fringes (fringe benefits)

Quick facts	
Do what	Click Company > Payroll > Fringes .
What you will see	Ajera's predefined fringe benefits See Chapter 6 for a list of the predefined fringes.
What to do next	<ol style="list-style-type: none"> 1. Make a list of the types of fringe benefits you use to process your payroll. 2. Review Ajera's predefined fringes and change them, as needed. 3. Set up any additional fringes that you need. 4. Verify your information by clicking the Report  button and selecting Fringes.
For more information: Ajera Help > Contents > Payroll > Processing payroll in-house > Setting up payroll > Setting up fringes.	


Overhead groups

You use overhead groups to set up specific overhead project, phase, activity, or account information so it defaults onto employee timesheets, simplifying timesheet entry.

In addition, if you want to track indirect time on employee utilization time reports, you must use overhead groups.

You can set up multiple overhead groups. For example, if you are using departments, you may want an overhead group for each department so you can use different expense accounts.

Quick facts

Do what	Click Setup > Overhead Groups .
What you will see	If you select Architectural or Engineering as your type of firm during installation, Ajera automatically sets up a predefined overhead group. See Chapter 6 for a list of the items in the predefined overhead group.
What to do next	<ol style="list-style-type: none"> 1. Make a list of overhead items you want to appear on timesheets. Include the overhead project, phase, and activity if you want to use an overhead project to track indirect cost and to report employee utilization. 2. Review Ajera's predefined overhead groups and change them, as needed. 3. Set up any additional overhead groups that you need. 4. Verify your information by clicking the Report  button and selecting Overhead Group.
For more information: Ajera Help > Contents > Overhead groups.	

More about overhead groups

When you set up an overhead group, you create overhead group items. These items appear in the Overhead area of an employee's timesheet. When you create an overhead group item, you link a pay to it. The pay determines the way Ajera reports the time on an employee's paycheck stub (or if using a payroll service, in the payroll file).



You choose which items appear on an employee's timesheet by assigning the employee to an overhead group.

Clients

When you set up clients, you make all the related information available whenever you need to reference it or use it. This includes client names, addresses, contact and phone information, and client types.

You can use client types to group similar clients together for reporting. They can also help you find client information more easily for marketing purposes.



Quick facts

Do what: Set up client types	Click Setup > Client Types .
What you will see	If you select Architectural or Engineering as your type of firm during installation, Ajera automatically sets up certain predefined types. See Chapter 6 for a list of the predefined client types.
What to do next	<ol style="list-style-type: none"> 1. Make a list of your client types and descriptions. 2. Review Ajera's predefined client types and change them, as needed. 3. Enter any additional client types needed by your firm. 4. Verify your information by clicking the Report  button and selecting Client Type.
Now do what: Set up clients	Click Setup > Clients .
	<ol style="list-style-type: none"> 1. Make a list of your clients, and include general information (such as address, phone number, email address, and contacts), client types, and any notes about the clients. 2. Set up your clients, selecting a client type for each client. 3. Verify your information by clicking the Report  button and selecting Client List.
For more information: <ul style="list-style-type: none"> • Ajera Help > Contents > Types. • Ajera Help > Contents > Clients. 	

Employees

When you set up employees, you make all the related information available whenever you need to use it. This includes employee names, addresses, contact and phone information, payroll options, and employee types

You use employee types to group employees for billing and reporting. For example, you might choose to bill out all employees with an employee type of Drafter at a certain hourly rate.

Quick facts	
Do what: Set up employee types	Click Setup > Employee Types .
What you will see	If you select Architectural or Engineering as your type of firm during installation, Ajera automatically sets up certain predefined types. See Chapter 6 for a list of the predefined employee types.
What to do next	<ol style="list-style-type: none"> 1. Make a list of your employee types and descriptions. 2. Review Ajera's predefined types and change them, as needed. 3. Enter any additional employee types needed by your firm. 4. Verify your information by clicking the Report  button and selecting Employee Type.
Now do what: Set up employees	Click Setup > Employees .
	<ol style="list-style-type: none"> 1. Make a list of your employees with their pay information. 2. Enter your employee information. The following pages highlight some significant employee options. Review the options and make the appropriate selections for your firm. 3. Verify your information by clicking the Report  button and selecting Employee Setup.
For more information: <ul style="list-style-type: none"> • Ajera Help > Contents > Types. • Ajera Help > Contents > Employees. 	

Significant settings

These fields in Setup > Employees are especially important.

General tab	
<i>For this</i>	<i>Do this</i>
Name	Enter the employee's name.
	Why this is significant: The employee name appears in all employee-related reports.
Supervisor	If the employee's supervisor will be changing or approving the employee's timesheet, select the employee's supervisor.
	Why this is significant: The person selected here will be able to change or approve the timesheet in the Timesheet by Employee window.
Employee Type	Select the employee's type from the Employee Type list. (For example: principal, admin, or designer). It can be changed when entering timesheets.
	Why this is significant: This determines billing rates and can be printed on client invoices.
Department	ajeraComplete or Departments add-on only. If using departments, select the employee's department from the list.
	Why this is significant: This ensures that all employee-related information is tracked to the correct department.
Manager Type	Select the appropriate Manager Type check boxes.
	Why this is significant: This determines the employee's access to their and other employees' projects, reports, timesheets, expense reports, tasks and which account Ajera uses for the employee's entered time.

Time & Expense Entry tab	
<i>For this</i>	<i>Do this</i>
Overhead Group	Select the appropriate overhead group for the employee.
	Why this is significant: This determines which overhead categories appear on the employee's timesheet.
Use Expense Reports	Select this check box and complete the other fields as needed, if you want the employee to enter expense reports.
	Why this is significant: If not selected, tabs for entering expense reports do not appear on the Time & Expense List window for the employee.

Pay Information tab	
For this	Do this
Security	<p>If the employee will be accessing Ajera, enter the employee's Login ID, Password, and Security Group in these fields.</p> <p>Note: Select the Administrator security group for at least one employee who will be responsible for maintaining your system. This person has access to all options, tasks, reports, employee user IDs, and passwords.</p> <p>If you want your employees to enter their own timesheets, be sure to select the security group of Employee; this security group allows them access to Ajera.</p> <p>Why this is significant: This determines the employee's access to specific parts of Ajera, such as timesheets, expense reports, and so on.</p>
Pay Rates table	
Pay Period	Select the frequency that this employee will be paid.
Hourly check box Pay Rate	If the employee is paid based on the hours worked, select the Hourly check box and enter the hourly pay rate in the Regular Pay Rate field.
Salary	Enter the amount paid each pay period if the employee is paid a salary.
Overtime markup	<p>Enter the appropriate percent if the employee will be paid overtime for any hours worked over the employee's normal hours. For example, enter 50% if the employee is paid time and a half.</p> <p>Why this is significant: This ensures that overtime is paid correctly when you run payroll for this employee.</p>
Additional Pays table	
	<p>ajeraComplete or Payroll add-on only.</p> <p>Set up additional pays for the employee as needed if you are processing payroll in-house.</p> <p>Why this is significant: This ensures that employee pay is tracked the way your firm wants.</p>

Payroll Taxes tab ajeraComplete or Payroll add-on only.	
For this	Do this
Payroll taxes fields and check boxes	Based on the employee's W-4, set up taxes for the employee.



Deductions/Fringes tab ajeraComplete or Payroll add-on only.	
For this	Do this
Deductions/fringes fields and check boxes	<p>Obtain information about any deductions or fringe benefits for employees. Also gather any direct deposit information for employees, such as banks, account numbers, and routing numbers.</p> <p>Based on this information, set up deductions, direct deposits, and fringe benefits for the employee.</p>

Vendors

When you set up vendors, you also make all the related information available whenever you need to use it. This includes vendor names, addresses, contact and phone information, and vendor types.

You can use vendor types to group vendors together for reporting. For example, vendors with a type of **Consultant** appear on the Consultant Pay When Paid report.

Quick facts

Do what: Set up vendor types	Click Setup > Vendor Types .
What you will see	If you select Architectural or Engineering as your type of firm during installation, Ajera automatically sets up certain predefined types. See Chapter 6 for a list of the predefined vendor types.
What to do next	<ol style="list-style-type: none"> 1. Make a list of your vendor types and descriptions. 2. Review Ajera's predefined vendor types and change them, as needed. 3. Enter any additional vendor types needed by your firm. 4. Verify your information by clicking the Report  button and selecting Vendor Type.
Now do what: Set up vendors	Click Setup > Vendors .
	<ol style="list-style-type: none"> 1. Make a list of your vendors, including general information (such as address, phone number, email address, and contacts), vendor types, and any notes. 2. Set up your vendors. ajeraComplete or Consultant Management add-on only. If tracking consultant budgets, be sure to set up vendors with a vendor type used for consultants. (In Setup > Vendor Types, verify that the Consultant check box is selected for the vendor type). 3. Verify your information by clicking the Report  button and selecting Vendor List.
For more information: <ul style="list-style-type: none"> • Ajera Help > Contents > Types. • Ajera Help > Contents > Vendors. 	

■ Entering beginning balances

You must complete and reconcile all transactions **through your beginning balance date** in your old system before you enter your beginning balances in Ajera.

You enter beginning balances to reflect your financial position at the time you will start using Ajera. This is defined by the beginning balance date you enter in Company > Preferences. There are nine different beginning balances in Ajera.

If you will start using Ajera at the beginning of the year, you should have no beginning balances to enter because you will have reconciled your accounts at year end.

During this phase of your implementation, before your beginning balance date, enter the beginning balances that support in-house payroll and billing:

- Payroll (**ajeraComplete** or **Payroll add-on** only)
- Unpaid client invoices
- Unbilled work-in-progress (WIP)
- Client prepayments
- Projects (billed amount information only)

If you want, you can enter these beginning balances during the next phase of your implementation, after your beginning balance date:

- Trial balance
- Bank balances
- Vendor year-to-date paid amounts for 1099s
- Open vendor invoices

Entering beginning balances is a process that you do not have to complete before your beginning balance date. To complete the beginning balance process, you reconcile and then finalize your beginning balances.

If Axium Data Services converted your data from your old system to Ajera, the Axium data specialist entered your beginning balances for you. Review the beginning balances in Ajera and verify that they are correct.



Entering payroll and billing-related balances

Quick facts

Payroll (ajeraComplete or Payroll add-on only)

If you are starting mid-year, you must enter the year-to-date payroll amounts for each employee. This ensures that pays, taxes, deductions, and fringes calculate correctly going forward. This information is also needed for year-end reports and W-2 forms.

Do what

Click **Company > Beginning Balances > Payroll**.

What to do next

1. Get payroll totals for each quarter occurring in the current year before the date you plan to begin processing in-house payroll in Ajera. If you are not starting at the beginning of a quarter, you will also need to gather monthly payroll totals for the current quarter.
2. For each quarter, enter a paycheck for each employee.
3. If not starting at the beginning of a quarter, also enter a paycheck for each employee for each month of the current quarter.

For more information: Ajera Help > Contents > Beginning balances > Entering for in-house payroll.


Unpaid client invoices

If you enter an amount for your Accounts Receivable account in your trial balance, you need to enter the client invoices that make up that amount.

Do what

Click **Company > Beginning Balances > Unpaid Client Invoices**.

What to do next

1. Get the client invoices that make up the balance you entered for Accounts Receivable on your trial balance.
2. Enter all open client invoices **through your beginning balance date**.
3. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Unpaid Client Invoices**.

For more information: Ajera Help > Contents > Beginning balances > Entering for unpaid client invoices.


Unbilled work-in-progress

If you enter an amount for WIP accounts in your beginning balance trial balance or have items prior to the beginning balance date that you want to include on invoices, you must enter any labor, expense, and consultant items that make up that amount.

Do what

Click **Company > Beginning Balances > Unbilled work-in-progress**.

What to do next

1. Get a list of the items that make up the balance you entered for work-in-progress on your trial balance.
2. Enter amounts for any work-in-progress **through your beginning balance date**.
3. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Unbilled Work-in-progress**.

For more information: Ajera Help > Contents > Beginning balances > Entering for unbilled WIP.


Quick facts (cont.)**Client prepayments**

If you receive prepayments (*retainers*) from clients **prior to your beginning balance date**, enter the outstanding balance per client. Amounts entered here should equal the amount entered to the client prepayments account in your trial balance.

Do what

Click **Setup > Clients**.

What to do next

1. Enter the prepayment beginning balance on the General tab of the Client window.
2. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Client Prepayments**.

For more information: Ajera Help > Contents > Beginning balances > Entering for client prepayments.


Projects

You can enter project-to-date totals now or at a later time. These totals affect project reports and invoices but do not affect account balances. You enter totals for each phase, and Ajera produces project totals by calculating the phase totals.

Do what

Click **Setup > Projects**.

What to do next

1. Make a list of the totals for hours, cost, earned, and billed for all your active projects **through your beginning balance date**.
2. Enter this information on the Beginning Balances subtab in the Project Command Center for each project and phase.
3. When you entered unpaid client invoices earlier, that increased the billed amounts for your projects and phases. On the Beginning Balances subtab, reduce the billed amounts by the amount of any client invoices that are unpaid **as of your beginning balance date** for each project and phase.
4. When you entered unbilled WIP earlier, that increased the earned amounts for your projects and phases. On the Beginning Balances subtab, reduce the earned amounts by the amount of any unbilled WIP **as of your beginning balance date** for each project and phase.
5. Verify your information by clicking the **Report**  button and selecting **Project List**.

For more information: Ajera Help > Contents > Beginning balances > Entering for projects.

Entering the other balances

Quick facts


Trial balance

A trial balance is a listing of the balances for each account in your financial reports.

Do what

Click **Company > Beginning Balances > Trial Balances**.

What to do next

1. From your current system or from your CPA, obtain a trial balance **as of your beginning balance date** (for both a cash and accrual accounting basis).
2. Enter the beginning balances for your company's chart of accounts. You can enter both cash and accrual.
3. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Trial Balance**.


For more information: Ajera Help > Contents > Beginning balances > Entering a trial balance for accrual basis or Entering a trial balance for cash basis.

Bank account

Do what

Click **Company > Beginning Balances > Bank Account**.

What to do next

1. Get your last reconciled bank statement **prior to your beginning balance date**.
2. Enter the ending balance of your last bank statement.
Note: This amount is used to determine the current balance that appears on your bank register. If the bank account does not yet have a beginning balance, enter zero here.
3. Enter all outstanding items since your last bank statement **through your beginning balance date**.
4. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Bank Account**.

For more information: Ajera Help > Contents > Beginning balances > Entering for bank accounts.

Quick facts (cont.)

Vendor 1099 paid

If you are required to send 1099s to any of your vendors, you need to enter the amount you have paid year-to-date in Ajera.


Do what

Click **Company > Beginning Balances > Vendor 1099 Paid**.

What to do next

1. Get a list with the amount you have paid, **from the beginning of the year through your beginning balance date**, to each vendor that requires 1099s.

Note: Do not include amounts that you entered as uncleared items when entering beginning bank account balances.

2. Enter year-to-date paid amounts for each 1099 vendor.
3. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Vendor 1099**.

For more information: Ajera Help > Contents > Beginning balances > Entering for vendors 1099 paid.


Open vendor invoices

If you enter an amount for your Accounts Payable account in your trial balance, you need to enter the vendor invoices that make up that amount.

Do what

Click **Company > Beginning Balances > Open Vendor Invoices**.

What to do next

1. Get the vendor invoices that make up the balance you entered for Accounts Payable on your trial balance.
2. Enter all open vendor invoices **through your beginning balance date**.
3. Verify your information by clicking the **Report**  button and selecting **Beginning Balance Open Vendor Invoices**.

For more information: Ajera Help > Contents > Beginning balances > Entering for open vendor invoices.

Reconciling beginning balances

Quick facts

What to do

To reconcile beginning balances, follow these steps:

1. Reconcile the trial balance
2. Reconcile bank accounts
3. Reconcile vendors 1099 paid
4. Reconcile open vendor invoices
5. Reconcile unpaid client invoices and prepayments
6. Reconcile unbilled WIP

For more information: Ajera Help > Contents > Reconciliation.

Verifying control account balances


Control accounts are cash, receivables, WIP, payable, and client prepayment accounts. You already entered these totals in your trial balance and the detail in the other beginning balances tasks. You must verify that the total of the detail you entered is the same as the amount you entered in your trial balance.

Quick facts

Do what

Click **Company > Beginning Balances > Trial Balance**.

What to do next

Verify your information by clicking the **Report**  button and selecting **Beginning Balance Control Account Verification**. The Difference column on the report should be all zeros.

For more information: Ajera Help > Contents > Beginning balances > Verifying control account balances.

Finalizing beginning balances

Important! Before performing this step, make sure that you have verified your balances and have printed financial reports for your CPA or accountant to review.

After you finalize your beginning balances, Ajera removes the Beginning Balances option from your Company menu.

Quick facts

Do what

Click **Company > Preferences**.

What to do next

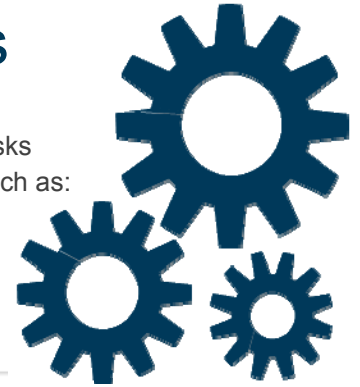
1. On the **General** tab, select the **Beginning Balances Complete** check box.
 2. Click the **Save** button.
- Note:** If you need to change any beginning balance entries, clear the **Beginning Balances Complete** check box, and you will have access to the beginning balances tasks.

For more information: Ajera Help > Contents > Beginning balances > Finalizing beginning balances.

■ Training on tasks and processes

Throughout your implementation, use the sample data to train on common tasks you plan to perform in Ajera. Develop workflows for your firm's processes, such as:

- Time and expense
- Billing, accounts receivable, and accounts payable
- Payroll
- Reconciliation



Entering time

Ajera's timesheets can be accessed by all employees without exposing your financial data.

Quick facts	
Do what	Click Manage > Time & Expense .
What to do next	<ol style="list-style-type: none"> 1. Verify that employees can enter their own timesheets by making sure that you selected the Employee security group on Setup > Employees > Pay Info tab for each employee. This security group allows them access to Ajera. 2. On the My Timesheets tab, employees enter time for work on active projects and submit timesheets for approval. 3. Supervisors and managers review and approve time online. 4. Ajera automatically enters the information so it is ready when you process payroll in-house or send a payroll file to a payroll service.
For more information: Ajera Help > Contents > Time.	

Entering expenses

Employees can quickly enter expense reports with all the detail needed for Ajera to apply those expenses to projects and phases.

Quick facts	
Do what	Click Manage > Time & Expense .
What to do next	<ol style="list-style-type: none"> 1. Verify that employees can enter their own expenses by making sure that you selected the Use expense reports check box on Setup > Employees > Time & Expense Entry tab for each employee. 2. On the My Expenses tab, employees enter expenses for work on active projects and submit expense reports for approval. 3. Supervisors and managers review and approve expenses online. 4. Ajera automatically creates a vendor invoice for each expense report, which you pay just as you would any other vendor invoice.
For more information: Ajera Help > Contents > Expense reports.	

Managing vendor invoices and payments

When you receive invoices from your vendor, enter them into Ajera to reflect these costs in your financial reports and to bill your projects. You can choose to pay the invoices as you enter them or at a later date. In addition, Ajera automatically creates vendor invoices for expense reports, which you can pay as you would any other vendor invoice.

Vendor invoices

Quick facts	
Do what	Select Manage > Vendor Invoices .
What to do next	<ol style="list-style-type: none"> 1. Enter vendor invoices. 2. If needed, create recurring vendor invoices in Manage > Recurring > Vendor Invoices. The invoices appear in the Manage > Vendor Invoices or Vendor Payments window. 3. ajeraComplete or Consultant Management add-on only. If your Ajera setup allows, you can better manage your consultant and expense commitments and prevent overpayment by specifying the commitment budget item being invoiced. <p>If you use commitment management, you must enter open invoices that are dated before your beginning balance date in the Beginning Balances task.</p>
For more information: Ajera Help > Contents > Vendor invoices or Ajera Help > Contents > Projects > Consultant management.	

Vendor payments

Quick facts	
Do what	Select Manage > Vendor payments .
What to do next	Select vendor invoices to pay.
For more information: Ajera Help > Contents > Vendor payments:	

Managing in-house expenses

In Ajera, you enter in-house costs, such as mileage, to a project so that you can bill them.

Quick facts	
Do what	Select Manage > In-house Expenses .
What to do next	Enter in-house expenses.
For more information: Ajera Help > Contents > In-house expenses.	

Managing client receipts and related items

You can manage client receipts, miscellaneous receipts, credit memos, deposits, and prepayments from the Manage > Client Receipts window.

Quick facts	
Do what	Select Manage > Client Receipts .
What to do next	<ol style="list-style-type: none">1. Apply payment from a client to one or more outstanding invoices.2. You can also record prepayments or retainers and apply them to invoices at a later date.3. You can enter credit memos if you are unable to collect the entire amount of the invoice.
For more information: Ajera Help > Contents > Client receipts.	

Managing client invoices

As you enter project time and expenses, Ajera automatically tracks them to a client invoice.

Quick facts	
Do what	Select Manage > Client Invoices .
What to do next	<ol style="list-style-type: none"> 1. When you are ready to invoice the client, you can review and make changes to the invoice entries or hold them to bill later. To review invoices, you may want to use billing review stages (see Ajera Help > Contents > Billing review). 2. For fee-type projects, such as percent complete or fixed fee, you can also specify the amount or percent to bill for each phase of the project. 3. Preview the invoices before printing them. You can print one invoice at a time, or select multiple invoices to print all at once. Note: If you have invoices that you billed before starting Ajera that have not been paid, you need to enter them in the Beginning Balances task.
For more information: Ajera Help > Contents > Client invoices .	

Managing the bank register

As you enter your client receipts and vendor payments, Ajera enters these items in the bank register. In addition, Ajera automatically creates credit card items from items entered on expense reports.

Quick facts	
Do what	Select Manage > Bank Register .
What to do next	<ol style="list-style-type: none"> 1. On the Register tab: <ul style="list-style-type: none"> • Enter miscellaneous bank adjustments, such as interest and service charges, and record transfers between your bank accounts. • Enter credit card entries. 2. On the Reconcile tab: <ul style="list-style-type: none"> • View and change your bank entries as needed. • View and change your credit card entries as needed. 3. On the Reconcile tab, enter your ending balance and date. 4. Ajera marks all items through the statement ending date as reconciled. 5. Indicate which items are still outstanding.
For more information: Ajera Help > Contents > Bank register or Ajera Help > Contents > Credit cards .	

Running payroll

Depending on the option you selected to meet your payroll needs, you can do one of the following:

- Process payroll in-house (**ajeraComplete** or **Payroll add-on** only)
- Outsource to a payroll service

In-house payroll

ajeraComplete or **Payroll add-on** only.

Quick facts	
Do what	Select Manage > Payroll .
What to do next	Create a payroll.
For more information: Ajera Help > Contents > Payroll > Processing payroll in-house> Running payroll.	

Outsourced payroll

Quick facts	
Do what	Select Manage > Payroll .
What to do next	<ol style="list-style-type: none"> 1. Create a payroll file. 2. Send the file to your payroll service.
For more information: Ajera Help > Contents > Payroll > Using a payroll service.	

Reconciling month-end

Developing precise procedures for reconciliation should be a top priority for you. It guarantees that your reports are accurate and your data is in balance.

Quick facts

What to do

Best Practice: We recommend that you reconcile monthly.

1. Determine if your Trial Balance report is in balance and then balance each of the control accounts to your Trial Balance report.
2. To reconcile Ajera, follow these steps:
 - Step 1: Reconcile the Trial Balance
 - Step 2: Reconcile cash accounts
 - Step 3: Reconcile accounts receivable
 - Step 4: Reconcile prepayments
 - Step 5: Reconcile work-in-progress accounts
 - Step 6: Reconcile accounts payable
 - Step 7: Reconcile salaries payable
 - Step 8: Reconcile gross wages for accrual accounting

For more information: Ajera Help > Contents > Reconciliation.

More about reconciliation

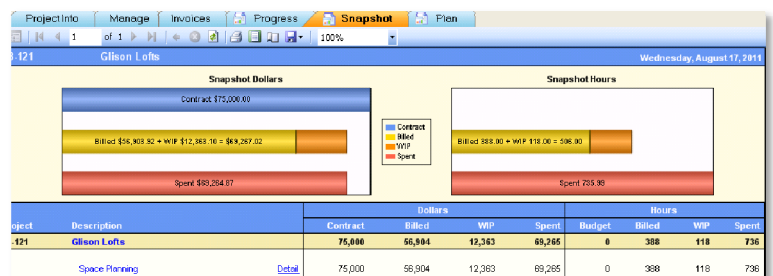
Through normal workflow, Ajera keeps the subsidiary ledgers and control accounts in balance. For example, when you print vendor checks, an entry is made to the Accounts Payable control account to reduce the balance by the total of the check.

However, if you entered the amount of the check as a debit to the Accounts Payable account in Manage > Journal Entries, then your Accounts Payable subsidiary ledger (Vendor Invoice Aging) would no longer be in balance with your Accounts Payable account on your Trial Balance report.

■ Reading and validating reports

Read and validate the information in Ajera's reports, such as Snapshot and Project Earnings.

If the data in the reports is not what you expect, work with your Axium consultant to determine the cause (for example, a setting in Company > Preferences).



Now is the time to ensure that the settings you select during your implementation will produce the results you want in Ajera.

■ Customizing Ajera for your firm's needs

Make a list of all your tasks and ensure they are set up in Ajera. For example, you may need to:

- Create custom fields, if needed (see Ajera Help > Contents > Custom fields).
- Set up recurring journal entries or recurring vendor invoices, if needed (see Ajera Help > Contents > Journal entries > Recurring journal entries or Ajera Help > Contents > Vendor invoices > Recurring vendor invoices).
- Re-create your firm's client invoice designs using the invoice formats (see Ajera Help > Contents > Invoice formats).
- Re-create your firm's financial statement designs (see Ajera Help > Contents > Financial Statement Designer).
- **ajeraComplete or Consultant Management add-on only.** Set up consultant and expense commitments (see Ajera Help > Contents > Projects > Consultant management).

■ Training on Inquiry

Inquiry accesses and retrieves information from the Ajera database and displays it in a tabular format.

Ajera contains a set of standard inquiries, each one targeting information that is most commonly needed by architectural and engineering firms. In addition, inquiries contain links to other inquiries so that you can see supporting information or drill down to more detail with just one click.

However, a standard inquiry is just the beginning. You use each standard inquiry as a starting point for creating an inquiry that includes the exact information you want to see, in the way you want to see it.


Use the sample data to learn how to interpret and change the information in inquiries.

Quick facts	
Do what	<ol style="list-style-type: none"> 1. Click Inquiry > <i><standard inquiry name></i>. 2. Review the standard inquiries and become acquainted with their contents.
For more information: Ajera Help > Contents > Inquiries.	

■ Training on project templates

ajeraComplete only.

If you have **ajeraComplete**, you can set up a project from a project template. A template gives you a head start, allowing you to avoid any redundant data entry. It also helps to set standards for budgeting, naming conventions, and work breakdown structure.

Quick facts	
Do what	Select Setup > Projects .
What you will see	<p>Project Command Center (PCC)</p> <p>If you select Architectural or Engineering as your type of firm, Ajera automatically sets up predefined templates:</p> <ul style="list-style-type: none"> • Top-down • Bottom-up • Quick project • Top-down with Business Development • Bottom-up with Business Development
What to do next	<ol style="list-style-type: none"> 1. Make a list of project templates you want to use in Ajera. Include the phases, budgeting, invoice groups, and billing groups you want to use to track and manage your project and the project type. 2. Review the templates and change them, as needed. 3. Set up any additional project templates that you need. 4. Verify your information by clicking the Report  button and selecting Project List or Phase List.
<p>For more information: Ajera Help > Contents > Projects > Setting up projects > Setting up a project or template.</p>	

■ Confirming beginning balance date

Discuss with your Axium consultant whether your beginning balance date is fine or whether you should change it.

After your beginning balance date

This chapter describes working in Ajera after successfully setting it up before the beginning balance date. All transactions are now "live," and you can now roll out Ajera to the rest of your firm. Phase 3 usually involves the implementation point person, managing principal or lead project manager, and financial manager or CPA at different stages.

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Rolling out Ajera to employees 62

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■ Using Ajera

Your Axium consultant will work with you as you perform your first month of accounting and project management in Ajera.

During the previous phase, before your beginning balance date, you used sample data to train and validate all your tasks and processes in Ajera.

During this phase, after your beginning balance date, you will perform the same tasks and processes, but this time using your firm's data.

The validation and testing you performed in the previous phase should have troubleshoot any problems. If you have any questions, discuss them with your Axium consultant promptly.

■ Completing your first work cycle

During your first work cycle, you will perform all the tasks and processes you trained on such as:

- Entering time
- Entering expenses
- Managing vendor invoices and payments
- Managing in-house expenses
- Manage client receipts and related items
- Managing client invoices
- Managing the bank register
- Running first payroll
- Reconciling first month-end

See the previous chapter for general guidelines on how to complete these tasks and processes. For questions about your specific implementation and workflows, refer to your Axium consultant.

■ Entering remaining beginning balances

During the previous phase, you entered beginning balances for in-house payroll, unpaid client invoices, unbilled WIP, client prepayments, and projects (billed amount only).

During this phase, you can finish entering your beginning balances, if you were not able to do so in the previous phase. These balances include:

- Trial balance
- Bank balances
- Vendor year-to-date paid amounts for 1099s
- Open vendor invoices

To complete the beginning balance process, you reconcile and then finalize your beginning balances.

See the previous chapter for guidelines on how to enter the remaining beginning balances, and reconcile and finalize the beginning balances. For questions about your specific implementation and workflows, refer to your Axium consultant.

■ Rolling out Ajera to employees

After performing your first month of accounting and project management, make sure the employees in your firm have the appropriate access in Ajera and then train them on the processes.

For example, many employees may have access only to time and expenses so that they can enter submit their own timesheets and expense reports. Project managers may have access to the Project Command Center and reports related to their own projects.

Accountants may have access to all of Ajera.

Work with your implementation team members to determine the access of each security group in Ajera.

■ Rolling out Ajera to project managers

Project managers may need special focused training in the Project Command Center to learn how to enter their project data and read their project reports correctly.

Work with your project managers to determine the information and tasks they can access and to develop workflows in Ajera for them.

Advanced features

Ajera contains many features that can help you manage your financials and projects more efficiently. This chapter highlights these features, some of which you will want to incorporate into your own workflow. Phase 4 usually involves the implementation point person and the lead project manager or the project manager team.

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■ Learning about multilevel time review

If you are a manager and your security group has access, you can use Ajera for multilevel time review. For example, you can view:

- Detailed time by employee for your projects
- Hours by date for each employee working on your projects
- Timesheet of each employee working on your projects

For more information: Ajera Help > Contents > Time > Viewing project time.

■ Training your PMs on report reading

Ensure that your project managers' security settings give them access to the reports they need. Some of these reports include:

- Snapshot
- Hours Distribution by Project
- Executive Summary
- Project Earnings
- Project Profit

For more information: Ajera Help > Contents > Reports > Report descriptions.

■ Using billing review

ajeraComplete only.

Billing review is the approval process that occurs before a client invoice is billed.

In Ajera, you can create billing review stages to mirror the ones used at your firm. You use billing review stages to indicate where an invoice is in the review. You can set up billing review stages to notify the next reviewer that an invoice is ready. In this way, a client invoice can be passed from reviewer to reviewer within Ajera, with all the review notes and attachments linked to the invoice.

Learn how to set up and use billing review in Ajera and train your project managers in how to use it from the Project Command Center.

For more information: Ajera Help > Contents > Billing review.

■ Using earned value analysis

Earned value, also called *spent*, can be viewed as the cost of effort expended on a project if you are able to achieve your assigned billing rates.

Ajera uses the rate table to determine the earned value. In this way, the earned value can be unique to a project, phase, activity, employee, and employee type.

How does earned value affect the general ledger?

Ajera assigns the earned value when cost is incurred. For example, Ajera assigns labor an earned value when hours are entered on a timesheet. Ajera assigns an earned value for expenses and consultants entered in vendor invoices or in-house expenses. The amounts are reflected in your WIP and Unbilled Revenue accounts on the general ledger.

How is earned value reflected on accrual-basis financial reports?

When billable cost is entered in Ajera using Manage Time, In-house Expenses, or Vendor Invoices, the earned amount is posted to your income accounts of Unbilled Labor, Expense, or Consultant Revenue. It is reflected on your Profit & Loss report as revenue and on your Balance Sheet as an asset.

When the cost is included on a final invoice, the earned amount is reversed from these accounts. This is true whether the cost is invoiced as Time & Expense or as part of a fee. And the billed amount is posted to Accounts Receivable and to your income accounts of Billed Labor, Expense, or Consultant Revenue.

What about earned value and cash basis?

With the cash accounting basis, revenue is not reported until you receive payment from the client for the work performed. When you enter the cash receipt, entries are made to the Cash and Revenue accounts. No accounting entries are made to the WIP, Unbilled Revenue (Earned), or Accounts Receivable account.

How is earned value reflected on project management reports?

The earned value, as it appears on project management reports, represents the total effort of time and expense at your billing rates. It accumulates to show you the potential revenue for the project. The earned value from project management reports does not tie out to the financial reports because the project value does not get relieved when invoiced.

■ Estimating projects

ajeraComplete only.

You can quickly produce accurate estimates and complete projects on time and within budget.

You can quickly estimate projects for proposals, and later refine the estimates to working budgets and schedules once the contract is won. In addition, you have instant access to project-specific reports.

Here are some typical tasks that you may perform to guide your project from a proposal to a completed job.

- Set up the project
- Begin the budget
- Win the job
- Manage the project
- Review the client invoice
- Close the project

For more information: Ajera Help > Contents > Projects > About estimating and managing projects with ajeraComplete.

■ Planning resources

ajeraComplete only.

You can specify the resources that are required for a project in several ways. You can start scheduling a project with unspecified resources or resources specified only by employee type. As the project progresses, you can change the resources to specify the exact names of employees with their hours or percentage of the workload. You do not need to fully schedule all work, so you can assign and manage only critical resources, if you want.

For more information: Ajera Help > Contents > Projects > Adding a resource.

■ Scheduling employees

ajeraComplete only.

In Ajera, you can use the Schedule Manager to schedule employees on projects, manage schedules, and analyze project performance and employee workload.

As a best practice, add employees to your projects in the Project Command Center, and then schedule those employees in the Schedule Manager. That way, budgeted hours and dollars from the Project Command Center are available to guide you.

However, you can also add employees to projects in the Schedule Manager, but budgeted hours or dollars may not be available. In that case, you can go to the Project Command Center and enter the budgeted hours or dollars there.

As you schedule, and as time is entered to the project, Ajera updates the actual hours and dollars. This makes it easy to tell which projects are going over budget and which employees are underutilized or overutilized.

Because the scheduling does not affect billing, accounting, or contracts, you can easily change schedules as needed.

For more information: Ajera Help > Contents > Projects > Scheduling Manager > About scheduling employees on projects.

■ Managing tasks

ajeraComplete only.

You can also add tasks when you want to track the individual to-do items that comprise the work needed to complete a phase or project.

When working with the project, the project manager can review the percent complete of each task, as reported by the employee assigned to the task. In this way, it is possible to arrive at a more accurate percent complete for the entire phase or project. It provides more meaningful information to manage projects as reflected by earned value analysis on the Project Progress report.

Because you use tasks to track the progress and scope of a project, you budget hours for a task but **not** cost amounts or rates. When using tasks, you continue to track project costs through resources and phases. However, you can choose to roll up task hours to resources or phases, which then updates cost amounts.

For more information: Ajera Help > Contents > Tasks.

■ Using Business Development

ajeraComplete only.

You can use Business Development (BD) to help you plan and manage potential new business. With Business Development:

- It's all in one centralized location, the Project Command Center, where you can give your staff the level of access that's right for them.
- You enter all the information you need for a potential project one time, and should you win the work, that information is ready for you to begin working on and billing the project.
- You can easily track the progress of a potential project every step of the way – from the lead to the final disposition.
- Your BD efforts become part of Ajera's dynamic data engine, where reports and inquiries give you instant access to the analytics you need.

For more information: Ajera Help > Contents > Business Development.

■ Optional phase: Additional services

The following services are optional for both Standard and Enterprise implementation plans:

- Advanced Inquiry, Financial Statement Designer, Client Invoice Designer
- Data validation
- Peripheral system integration (for example, New Forma, SharePoint, Microsoft Project)
- Multiple consultants

These services are included in Enterprise implementation plans but optional for Standard implementation plans:

- Onsite consulting
- Business process restructuring
- Data cleansing in old system
- Government compliance consulting

Refer to your Axium consultant if you have questions about any of these services.

Reference: predefined settings

When you install Ajera, it installs predefined settings on the basis of whether you indicate that your firm is Architectural, Engineering, or Neither. This chapter lists these predefined settings.

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■ About predefined settings

When you install Ajera, you indicate your type of firm: **Architectural**, **Engineering**, or **Neither**.

Based on what you select, Ajera installs predefined industry-standard settings so you do not have to set up Ajera from scratch.

To help you determine your firm type, review this chapter for detailed lists of these predefined settings:

- Chart of accounts
- Types
- Activities

Ajera also installs a predefined overhead group and a security group that are standard for architectural and engineering firms. If you have **ajeraComplete**, project templates and business development items are also installed.

In addition, based on what you select as your payroll type in Company > Preferences, Ajera installs predefined payroll items, which are also described in this chapter:

- Pays
- Taxes
- Deductions
- Fringes

■ Chart of accounts

Ajera installs a predefined chart of accounts for these types of firms:

- **Architectural or Engineering**
- **Neither** (architectural nor engineering)

Both sets of predefined charts are structured so that:

This series of account IDs	Is used for
5000 and 6000	Direct project cost accounts, and some gross margin accounts (for financial statements)
7000 and 8000	Expense types for capturing overhead; 8600 series captures marketing costs based on billing type

Both charts also include account types, which Ajera uses as categories to group information on financial statements such as balance sheets and profit and loss statements.

Architectural or Engineering

Ajera installs a predefined chart of accounts specific to the A/E industry if you select this option. You can add, change, or delete accounts, as needed.

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
1110	Bank Account - Checking	Current Asset
1120	Bank Account - Payroll	Current Asset
1130	Petty Cash	Current Asset
1140	Pending Deposits	Current Asset
1210	Accounts Receivable	Current Asset
1220	Employee Receivables	Current Asset
1230	Notes Receivable	Current Asset
1310	Work In Progress - Labor	Current Asset
1320	Work In Progress - Expenses	Current Asset
1330	Work In Progress - Consultants	Current Asset
1400	Allowance for Bad Debt	Current Asset
1410	Prepaid Expenses	Current Asset
1420	Short Term Investments	Current Asset
1490	Other Current Assets	Current Asset

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
1510	Land & Improvements	Non-current Asset
1520	Building & Improvements	Non-current Asset
1530	Vehicles	Non-current Asset
1540	Furniture & Fixtures	Non-current Asset
1550	Office Equipment	Non-current Asset
1560	Technical Equipment	Non-current Asset
1570	Software	Non-current Asset
1580	Leasehold Improvements	Non-current Asset
1620	Accumulated Depreciation - Building	Non-current Asset
1630	Accumulated Depreciation - Vehicles	Non-current Asset
1640	Accumulated Depreciation - Furniture & Fixtures	Non-current Asset
1650	Accumulated Depreciation - Office Equipment	Non-current Asset
1660	Accumulated Depreciation - Technical Equipment	Non-current Asset
1670	Accumulated Depreciation - Software	Non-current Asset
1680	Accumulated Amortization - Leasehold Improvement	Non-current Asset
1690	Accumulated Amortization - Goodwill	Non-current Asset
1710	Notes Receivable - Long Term	Non-current Asset
1810	Goodwill	Non-current Asset
1820	Deposits	Non-current Asset
1830	Life Insurance - Net Cash	Non-current Asset
1840	Long Term Investments	Non-current Asset
1890	Other Non-current Assets	Non-current Asset
2110	Notes Payable - Short Term	Current Liability
2120	Current Portion - Long Term Debt	Current Liability
2210	Accounts Payable	Current Liability
2220	Sales Tax Payable	Current Liability
2230	Credit Card Payable	Current Liability
2310	Salaries Payable	Current Liability
2320	Accrued Bonus & Incentives	Current Liability
2410	Federal Income Tax Withholding	Current Liability
2412	Federal Social Security Tax	Current Liability
2414	Federal Unemployment Insurance	Current Liability
2420	State Income Tax Withholding	Current Liability
2422	State Disability Insurance	Current Liability
2424	State Unemployment Insurance	Current Liability
2430	Workers' Compensation Insurance	Current Liability

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
2432	Employee Group Insurance	Current Liability
2434	Employee Loan Payable	Current Liability
2436	Cafeteria Plan Payable	Current Liability
2440	Employee Pension Plan	Current Liability
2442	Employees Education	Current Liability
2444	Other Employer Contributions	Current Liability
2450	Other Payroll Deductions	Current Liability
2510	Accrued Business Taxes Payable	Current Liability
2610	Interest Payable	Current Liability
2710	Client Prepayments	Current Liability
2790	Other Current Liabilities	Current Liability
2810	Notes Payable - Long Term	Non-current Liability
2820	Mortgage Payable	Non-current Liability
2990	Other Non-current Liabilities	Non-current Liability
3110	Capital	Equity
3210	Stock	Equity
3220	Capital in Excess of Par	Equity
3230	Dividends Paid	Equity
3240	Treasury Stock	Equity
3810	Retained Earnings	Retained Earnings
4110	Professional Fees Billed	Income
4120	Expenses Billed	Income
4130	Consultants Billed	Income
4140	Finance Charges Billed	Income
4210	Unbilled Professional Fees	Income
4220	Unbilled Expenses	Income
4230	Unbilled Consultants Fees	Income
4310	Miscellaneous Revenue	Income
4410	Professional Fees Write-off	Income
4420	Expenses Write-off	Income
4430	Consultants Write-off	Income
5110	Billable Salaries - Principal	Billable Cost
5120	Billable Salaries - Employee	Billable Cost
5210	Billable Reimbursable Expenses	Billable Cost
5220	Billable Travel	Billable Cost
5230	Billable Reproduction & Printing	Billable Cost

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
5240	Billable Models, Renderings, Photos	Billable Cost
5250	Billable Telephone	Billable Cost
5260	Billable Postage, Shipping, Delivery	Billable Cost
5310	Billable Consultant Expenses	Billable Cost
6110	Marketing Salaries - Principal	Nonbillable Cost
6120	Marketing Salaries - Employee	Nonbillable Cost
6130	Nonbillable Salaries - Principal	Nonbillable Cost
6140	Nonbillable Salaries - Employee	Nonbillable Cost
6210	Nonbillable Reimbursable Expenses	Nonbillable Cost
6220	Nonbillable Travel	Nonbillable Cost
6230	Nonbillable Reproduction & Printing	Nonbillable Cost
6240	Nonbillable Models, Renderings, Photos	Nonbillable Cost
6250	Nonbillable Telephone	Nonbillable Cost
6260	Nonbillable Postage, Shipping, Delivery	Nonbillable Cost
6310	Nonbillable Consultant Expenses	Nonbillable Cost
7110	Indirect Salaries - Principal	Expense
7120	Indirect Salaries - Employee	Expense
7130	Bonuses & Incentive Payments	Expense
7140	Payroll Variance	Expense
7150	Vacation and Sick	Expense
7160	Holiday	Expense
7170	Paid Medical Leave	Expense
7210	Employer's FICA Tax	Expense
7220	Federal Unemployment	Expense
7230	State Unemployment	Expense
7310	Workers' Compensation	Expense
7320	Health Care Insurance	Expense
7330	Life Insurance	Expense
7340	Disability Income Protection	Expense
7350	Other Insurance	Expense
7410	Pension Contribution	Expense
7420	Profit Sharing Contribution	Expense
7510	Professional Development	Expense
7520	Professional Registration & Dues	Expense
7530	Miscellaneous Payroll Benefits	Expense
7540	Employee Welfare	Expense

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
7610	Recruitment	Expense
7620	Outside Services	Expense
8110	Rent	Expense
8120	Utilities	Expense
8130	Janitorial Services	Expense
8140	Repairs & Maintenance	Expense
8210	Office Supplies	Expense
8220	Copier Supplies	Expense
8230	Design Supplies	Expense
8240	Computer Supplies	Expense
8250	Miscellaneous Software	Expense
8260	Miscellaneous Hardware	Expense
8270	Printing & Reproduction	Expense
8280	Periodicals & Books	Expense
8310	Accounting	Expense
8320	Legal	Expense
8330	Bank Charges	Expense
8335	Late Charges	Expense
8336	Interest Charges	Expense
8340	Telephone	Expense
8350	Cellular Telephones	Expense
8360	Fax	Expense
8370	Internet Access	Expense
8380	Postage, Shipping, Delivery	Expense
8410	Fuel & Maintenance	Expense
8420	Vehicle Insurance & Registration	Expense
8430	Parking & Tolls	Expense
8440	Firm Related Travel - Air & Hotels	Expense
8450	Meals	Expense
8460	Mileage	Expense
8470	Auto Lease & Rentals	Expense
8510	Business Insurance	Expense
8520	Professional Liability Insurance	Expense
8530	Interest Expense	Expense
8540	Business Taxes & Fines	Expense
8550	Federal & State Income Tax	Expense

Predefined settings for the Architectural or Engineering option

ID (optional)	Description	Account type
8560	Penalties & Fines	Expense
8610	Advertising	Expense
8620	Marketing Supplies	Expense
8630	Specific Client Presentations	Expense
8640	Website Development & Maintenance	Expense
8650	Marketing Reproductions	Expense
8660	Conventions	Expense
8670	Public Relations	Expense
8680	Business Entertainment	Expense
8690	Marketing Travel	Expense
8695	Marketing Meals	Expense
8720	Depreciation - Building	Expense
8730	Depreciation - Automobiles	Expense
8740	Depreciation - Furniture & Fixtures	Expense
8750	Depreciation - Office Equipment	Expense
8760	Depreciation - Technical Equipment	Expense
8770	Depreciation - Software	Expense
8780	Amortization - Leasehold Improvements	Expense
8810	Political Contributions	Expense
8820	Charitable Donations	Expense
8840	Bad Debt	Expense
8850	Equipment Rental	Expense
9110	Interest Income	Other Income
9120	Vendor Write-off	Other Income
9210	Gain/loss Sale of Asset	Other Income
9310	Other Non-operating Income	Other Income
9410	Other Non-operating Expenses	Other Income
	Intercompany Due From	Current Asset
	Intercompany Due To	Current Liability
	Intercompany Other Income	Other Income

Neither (architectural nor engineering)

Ajera installs a basic chart of accounts if you select this option. This chart contains only the accounts that are required for the company preferences information in Ajera. You can change the account descriptions and IDs and add accounts, as needed.

Predefined settings for the Neither option

ID (optional)	Description	Account type
1210	Accounts Receivable	Current Asset
1220	Employee Receivables	Current Asset
1310	Work In Progress - Labor	Current Asset
1320	Work In Progress - Expenses	Current Asset
1330	Work In Progress - Consultants	Current Asset
2210	Accounts Payable	Current Liability
2220	Sales Tax Payable	Current Liability
2310	Payroll Payables	Current Liability
2410	Federal Income Tax Withholding	Current Liability
2412	Federal Social Security Tax	Current Liability
2414	Federal Unemployment Insurance	Current Liability
2420	State Income Tax Withholding	Current Liability
2422	State Disability Insurance	Current Liability
2424	State Unemployment Insurance	Current Liability
2430	Workers' Compensation Insurance	Current Liability
2432	Employee Group Insurance	Current Liability
2434	Employee Loan Payable	Current Liability
2436	Cafeteria Plan Payable	Current Liability
2440	Employee Pension Plan	Current Liability
2442	Employees Education	Current Liability
2444	Other Employer Contributions	Current Liability
2450	Other Payroll Deductions	Current Liability
2710	Client Prepayments	Current Liability
3810	Retained Earnings	Retained Earnings
4110	Professional Fees Billed	Income
4120	Expenses Billed	Income
4130	Consultants Billed	Income
4140	Finance Charges Billed	Income
4210	Unbilled Professional Fees	Income
4220	Unbilled Expenses	Income

Predefined settings for the Neither option

ID (optional)	Description	Account type
4230	Unbilled Consultants Fees	Income
4310	Miscellaneous Revenue	Income
4410	Professional Fees Write-off	Income
4420	Expenses Write-off	Income
4430	Consultants Write-off	Income
5110	Billable Salaries - Principal	Billable Cost
5120	Billable Salaries - Employee	Billable Cost
6110	Marketing Salaries - Principal	Nonbillable Cost
6120	Marketing Salaries - Employee	Nonbillable Cost
6130	Nonbillable Salaries - Principal	Nonbillable Cost
6140	Nonbillable Salaries - Employee	Nonbillable Cost
7110	Indirect Salaries - Principal	Expense
7120	Indirect Salaries - Employee	Expense
7140	Payroll Variance	Expense
7150	Vacation and Sick	Expense
7210	Employer's FICA Tax	Expense
7220	Federal Unemployment	Expense
7230	State Unemployment	Expense
7320	Health Care Insurance	Expense
7410	Pension Contribution	Expense
9120	Vendor Write-off	Other Income

■ Types

For **Architectural**, **Engineering**, or **Neither** category of firm, Ajera installs these predefined types:

- Project types
- Client types
- Vendor types
- Contact types
- Employee types
- Utilization types

You use these predefined types to sort information on lists and reports in ways that make sense to you. You can change these types, as needed.

Project types

Predefined settings

Architectural
Commercial
Educational Facilities
Environmental Planning
Interiors
Medical Facilities
Rapid Transit
Residential
Overhead

Engineering
Commercial
Educational Facilities
Land Development
Medical Facilities
Rapid Transit
Surveying
Wastewater Management
Overhead

Client types

Predefined settings

Architectural or Engineering	
Architect	Municipality
Builder	Private
Engineer	Prospect
Government	School District
Hospital	

Vendor types

Predefined settings

Architectural or Engineering	
Communications	General Office
Consultant	Government
Credit Card	Insurance
Employee	Professional Services

Contact types

Predefined settings

Architectural or Engineering	
Accountant	Client
Attorney	Employee
Banking	Vendor
Builder	

Employee types

Predefined settings

Architectural	Engineering
Principal	Principal
Project Manager	Project Manager
Senior Architect	Senior Engineer
Architect	Engineer
Drafter	Drafter
Technician	Intern Engineer
Project Administration	Project Administration
Marketing	Marketing
Administration	Administration

Utilization types

Predefined settings

Architectural, Engineering, or Neither
Billable
Marketing
Meetings
Vacation
Holiday
Sick
Continuing Education
Admin
Other

■ Activities

Ajera installs predefined activities for these types of firms:

- **Architectural**
- **Engineering**

You use activities to identify the type of work or expense billed to a project. You can specify cost and billing rate by activity. You can also summarize or subtotal reports and client invoices by activity.

Activities consist of descriptions, cost and billing rates, accounts, and so on. You can create and change activities, as needed.

Architectural activities

Predefined settings for Architectural activities

Activity	Type
Project Management	Labor
Billable Time	Labor
Meetings	Labor
Marketing	Labor
Vacation	Labor
Holiday	Labor
Sick	Labor
Paid Medical Leave	Labor
Continuing Education	Labor
Administration	Labor
Reproduction	Expense
Blueprints	Expense
Travel	Expense
Mileage	Expense
Telephone	Expense
Postage	Expense
Shipping & Delivery	Expense
Photos	Expense
Models	Expense
Photocopies	Expense
Fees & Permits	Expense

Predefined settings for Architectural activities

Activity	Type
Electrical Consultant	Consultant
Mechanical Consultant	Consultant
Structural Consultant	Consultant
Other Consultant	Consultant

Engineering activities

Predefined settings for Engineering activities

Activity	Type
Project Management	Labor
Billable Time	Labor
Meetings	Labor
Marketing	Labor
Vacation	Labor
Holiday	Labor
Sick	Labor
Paid Medical Leave	Labor
Continuing Education	Labor
Administration	Labor
Reproduction	Expense
Blueprints	Expense
Travel	Expense
Mileage	Expense
Telephone	Expense
Postage	Expense
Shipping & Delivery	Expense
Photos	Expense
Models	Expense
Photocopies	Expense
Fees & Permits	Expense
Architectural Consultant	Consultant
Geotechnical Consultant	Consultant
Mechanical Consultant	Consultant
Electrical Consultant	Consultant

■ Overhead group

Ajera installs the same predefined overhead group for **Architectural** and **Engineering** firms.

You use an overhead group to set up specific overhead project, phase, activity, or account information so it automatically appears on employee timesheets, simplifying timesheet entry. If you want to track indirect time on employee utilization reports, you need to use an overhead group.

Overhead group items

Predefined settings

Item
Vacation
Holiday
Sick
General
Marketing
Meetings
Continuing Education
Paid Medical Leave

■ Security groups

Ajera installs the same predefined security group settings for **Architectural**, **Engineering**, and **Neither** firms.


The security options determine the tasks and reports in Ajera that are available to each group of employees.

We recommend that you get started with the predefined security group settings without making any changes to these groups.

After you are comfortable using Ajera, review and modify the groups, or add new ones to meet the access needs of your staff.

Note: If you are processing payroll in-house, due to the sensitive nature of payroll information, you will want to set up a security group for employees allowed to process payroll.

Predefined settings

Security group	
Employee	Note: The Administrator security group is available when you set up an employee (Setup > Employees). When you click the  button in the Security Group field on the Pay Information tab, a security group list that includes Administrator appears.
Entry Clerks	
Marketing	
Principal	
Project Managers	

■ Project items

ajeraComplete only.

If you have **ajeraComplete**, the architectural and engineering predefined settings contain project templates you can use to set up new projects:

- Top-down
- Bottom-up
- Quick project

In addition, Ajera automatically sets up the following items:

- Marketing stages
- Marketing final dispositions

Marketing stages

Predefined settings

Marketing stage	Long description
NBD	New Business Development
Lead	Lead
RFQ	Request for Qualification
RFP	Request for Proposal
Proposal	Proposal
Interview	Interview
Final Disposition	Final Disposition

Marketing final dispositions

Predefined settings

Marketing final disposition	
Fee	Design Concept
Qualifications/Experience	Existing Client Relationship
Project Team	Other – See Notes
Project Approach/Schedule	

■ Payroll items

Ajera installs several predefined types of pay for these payroll options, which you can select in Company > Preferences:

- **Process Payroll** (**ajeraComplete** or **Payroll add-on only**)
- **Payroll Service**

In addition, for the Process Payroll option, Ajera installs predefined taxes, deductions, and fringes.

Ajera automatically links these predefined payroll items to the appropriate account in the chart of accounts. If you decide to create your own chart of accounts or to change a predefined chart of accounts, *be sure to verify that your payroll items are linked to the correct accounts.*

Pay types

Predefined settings

(for both **process payroll** and **payroll service**)

Active pay	Inactive pay
Regular	Double time
Vacation	Other time
Sick	Other 1
Vacation and Sick Accrual	Other 2
Holiday	Other 3
Continuing Education	
Paid Medical Leave	
Automobile (with a pay type of in/out other pay)	
Overtime	

Taxes

ajeraComplete or **Payroll add-on only**.

For **process payroll** only, Ajera automatically sets up federal taxes for you. You can change the descriptions and accounts for the taxes, as needed.

Deductions

ajeraComplete or **Payroll add-on** only.

Predefined settings

(for ***process payroll*** only)

Deduction
401k
Section 125
Insurance
Automobile

Fringes

ajeraComplete or **Payroll add-on** only.

Predefined settings

(for ***process payroll*** only)

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401k Matching
Insurance

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