

PROJECT KICK-OFF – ANALYSIS FORM – MAESTRO*



This document to be completed is a prerequisite to the Kick-off meeting that is held prior to the implementation of **maestro*** and/or its various modules. The purpose of this document is to specify the client's needs and, in so doing, guide the configuration, use, and definition of the processes to be implemented with the new ERP. More specifically, the answers to the questions asked will allow the implementation specialists to find out about the client's current work routines, identify elements requiring additional information, and, ultimately, ensure that **maestro*** is implemented and used as efficiently as possible.

To take full advantage of the ERP implementation, we kindly request that you complete the relevant sections of this document, providing as much detail as possible. To this end, the first box on this page has been added as an example. For each section, the questions should be answered by the employees who are directly involved in carrying out the tasks and processes indicated, hence the dedicated "Respondent identification" box. Finally, there are non-exhaustive lists of reports, tools, and files that we invite you to share with us when you return this document. These will identify the nature of the data to be incorporated into the new processes, as well as the forms and functionalities to be reproduced.

EXAMPLE

Procurement Process - Project Purchase

What are the company's processes for ordering and purchasing the following items for projects:

- ***For material*** *The superintendent makes the requisition and sends it to the project manager, who directly calls the supplier and verbally communicates the content of the purchase order, which originates from an in-house Excel file.*
- ***For subcontractors*** *The project manager sends a PDF contract to the subcontractor for signature. Once signed and returned, the contract is filed in the project's paper file in the main office.*
- ***For rental*** *N/A*

Documents to attach to the reply email

- *Purchase order – In-house Excel file*
- *PDF contract for a subcontractor*

**Examples of expected answers are listed in the right-hand column.*



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Rest assured: there is no wrong way of doing things or wrong answer! Maestro wants to know about your practices and processes so that you can make the most of the software and, by completing this document, optimize the discussions that will follow during the project Kick-off meeting. What's more, the number of characters in each box is unlimited, allowing you to describe your work methods in detail.

To complete this document and return it to Maestro Technologies:

1. Save this blank document to your desktop and open it.
2. Answer each of the applicable questions, providing as much detail as possible.
3. Save the document once each section has been completed and at the very end.
4. Rename the document by adding the name of your company.
5. Return via email the document to Maestro Technologies.
6. Also attach copies of the reports, files, and forms to the email.
Please note that if these are too numerous and/or voluminous, sending several emails will probably be necessary.

In accordance with Law 25, Maestro is committed to using the information provided in this document and in the attachments mentioned only for the purposes defined on page 1, i.e.:

- Find out about the client's current work routines.
- Identify elements requiring additional information.
- Implement and use **maestro*** as efficiently as possible.



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Table des matières

SECTION 1 – OPERATIONS DIRECTLY RELATED TO PROJECTS/CONSTRUCTION SITES	5
1. Estimating Process	5
2. Contact Management Process	7
3. Document Management Process (Paper and Digital)	9
4. Procurement Process	10
5. Contract Billing Process.....	14
6. Process for Entering Time Worked on Construction Sites (From Arrival on Site to Payroll Deposit)	17
7. Resource/Project Dispatch Process.....	19
8. Change Order Processes	21
9. Project Monitoring Process (by Project Managers)	23
SECTION 2 – OPERATIONS INDIRECTLY RELATED TO PROJECTS/CONSTRUCTION SITES.....	25
1. Purchasing Process with and without Purchase Order(s).....	25
2. Accounts Receivable Process (without Contract).....	27
3. End-of-Month Process – Administration	29
4. Payroll Process	34
5. Human Resources.....	36
6. Garage / Heavy Equipment	37
7. Warehouse	38
8. Building(s).....	39
9. Road Vehicle(s).....	40



SECTION 3 – SPECIALIZATION	41
1. Concrete Tickets	41
2. Quarry Tickets	43
3. Service Calls	45
4. Homebuilder Sales	48
5. Mobility.....	50
6. Property Management (Lease).....	53
7. Customer Orders	55
8. Counter Sales	57
SECTION 4 – MANAGEMENT COMPANIES	58
1. End-of-Month Process – Administration	58
2. Payroll Process	63
3. Human Resources.....	65
SECTION 5 – OTHER COMPANIES (APART FROM CONSTRUCTION)	66
1. Operations	66
2. End-of-Month Process – Administration	67
3. Payroll Process	72
4. Human Resources.....	74
5. Other processes.....	75



SECTION 1 – OPERATIONS DIRECTLY RELATED TO PROJECTS/CONSTRUCTION SITES

■ 1. Estimating Process

Respondent identification

Full name:

Title/Position:

1.1 How do you go about bidding for your prospects?

1.2 What forms, reports, and Excel files does your company use in the estimating process? When do you use them?



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1.3 Once an estimate has been awarded, what are the next steps?

1.4 Are there any exceptions to the estimating process? If so, which ones and why?

Documents to attach to the reply email, related to estimating:

- Estimating form(s)
- Reports
- *Excel files*



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2. Contact Management Process

Respondent identification

Full name:

Title/Position:

2.1 Where do you currently store the names and contact details of the resource persons needed to manage your business?

2.2 How are these contacts listed/organized/classified?

2.3 Are these contacts and their details shared and accessible to all employees? Please specify.



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2.4 Are there any *Excel* files used to group and list these contacts?

Documents to attach to the reply email, related to contact management

- *Excel* files



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■ 3. Document Management Process (Paper and Digital)

Respondent identification

Full name:

Title/Position:

3.1 How and where are the documents required for project/construction site management stored?

3.2 How are these documents organized/classified?

3.3 Are these documents shared and accessible to all employees? Please specify.



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■ 4. Procurement Process

Respondent identification

Full name:

Title/Position:

4.1 What are the processes for ordering and purchasing the following items, for projects/construction sites?

4.1.1 For material

4.1.2 For subcontractors

4.1.3 For rental



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4.2 How are receipts of goods performed? By whom?

4.3 What are your lien management processes (subcontractors and materials)?



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4.4 Are purchases/disbursements made using credit cards? If so, please describe the process and specify the number of cards.

4.5 What are the processes related to these purchases and disbursements? What payment methods are used? Do payments require approval?

4.6 What are the processes related to credit and the necessary follow-ups?



4.7 What analysis reports are used?

4.8 Are there any exceptions to the procurement process?

Documents to attach to the reply email, related to procurement:

- In-house *Excel* files
- Standard contracts for subcontractors
- Report used – AP list
- Report used – AP aging
- Project costs report
- Forms



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■ 5. Contract Billing Process

Respondent identification

Full name:

Title/Position:

5.1 What are the current invoice entry processes?

5.2 What are the current receipt entry processes?



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5.3 Please describe the client lien management process in your company.

5.4 How do you manage and monitor holdbacks?



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5.5 What are your current chargeback processes?

5.6 How do you monitor credit?

Documents to attach to the reply email, related to contract billing:

- In-house *Excel* files
- Invoice templates
- Analysis reports
- Report used – AR list
- Report used – AR aging
- Account statements
- Forms



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■ 6. Process for Entering Time Worked on Construction Sites (From Arrival on Site to Payroll Deposit)

Respondent identification

Full name:

Title/Position:

6.1 What are the processes for entering time worked on projects/construction sites (daily entries/work orders/timesheets)?

6.2 How are hours approved, by whom and when?



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6.3 How are the hours worked transmitted to Payroll?

Documents to attach to the reply email, related to entering time worked:

- Form(s)
- Reports
- *Excel* files
- Timesheets
- Work orders



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7. Resource/Project Dispatch Process

Respondent identification

Full name:

Title/Position:

7.1 What are the processes for dispatching employees and subcontractors to projects/construction sites?

7.2 How are these dispatches communicated?



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7.3 What are the processes for dispatching equipment to projects/construction sites?

Documents to attach to the reply email, related to the dispatch process:

- *Excel* files
- Reports



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■ 8. Change Order Processes

Respondent identification

Full name:

Title/Position:

8.1 How are project/construction site change orders managed?



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8.2 How do these change orders affect:

8.2.1 Suppliers?

8.2.2 Subcontractors?

8.2.3 Clients?

Documents to attach to the reply email, related to change orders:

- Form(s)
- Reports
- *Excel* files



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■ 9. Project Monitoring Process (by Project Managers)

Respondent identification

Full name:

Title/Position:

9.1 What tools/reports are used by project managers to monitor projects relative to:

9.1.1 Project's progress?

9.1.2 Subcontractors' progress?



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9.1.3 Costs

9.1.4 Invoicing

9.1.5 Future costs (contingencies)

Documents to attach to the reply email, related to project monitoring:

- Form(s)
- Reports
- *Excel* files



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SECTION 2 – OPERATIONS INDIRECTLY RELATED TO PROJECTS/CONSTRUCTION SITES

■ 1. Purchasing Process with and without Purchase Order(s)

Respondent identification

Full name:

Title/Position:

1.1 What is the purchase entry process?

1.2 How are credit card purchases/disbursements made?



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1.3 What is the process for administrative purchases with purchase order(s), if required?

1.4 What is the disbursement process?

1.5 What is the credit process?

Documents to attach to the reply email, related to purchasing:

- Analysis report
 - AP list
 - AP aging
- Form
 - Cheques
- *Excel* files



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■ 2. Accounts Receivable Process (without Contract)

Respondent identification

Full name:

Title/Position:

2.1 What is the current invoice entry process?

2.2 What is the current receipt entry process?



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2.3 What are the credit management processes?

Documents to attach to the reply email, related to the accounts receivable process:

- Analysis report
 - AR list
 - AR aging
- Form
 - Invoices
 - Account statements
- *Excel* files



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■ 3. End-of-Month Process – Administration

Respondent identification

Full name:

Title/Position:

3.1 How is depreciation managed/recorded?

3.2 How is the bank reconciliation completed?



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3.3 How are advance payments recorded?

3.4 What end-of-month adjusting entries are completed?

3.5 How are loans managed/posted?



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3.6 Do inter-company entries need to be made?

3.7 Do transfers of funds and redistribution of costs need to be made?

3.8 How is work-in-progress managed?



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3.9 What recurring purchase entries need to be made?

3.10 What is the process for producing financial statements and managing the corporate budget?

3.11 What are the tax payment requirements?



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3.12 With respect to payroll, how often is the end of month carried out?

3.13 How are auxiliary accounts balanced (accounts payable, accounts receivable, inventory, accruals, etc.)?

3.14 What key business indicators are tracked and/or what dashboards are used?

Documents to attach to the reply email, related to the end-of-month process:

- Financial statements
- *Excel* files



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■ 4. Payroll Process

Respondent identification

Full name:

Title/Position:

4.1 How are the hours of the Administration staff entered?

4.2 How is payroll processed?



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4.3 How are employees paid (cheque or direct deposit)?

4.4 How are laid off employees/terminated employees processed?

4.5 What is the end-of-year process for payroll (T4, RL-1 and CNESST)?

Documents to attach to the reply email, related to the payroll process:

- Reports
- *Excel* files



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■ 5. Human Resources

Respondent identification

Full name:

Title/Position:

5.1 How are the HR documents managed?

5.2 What is the employee evaluation process?

5.3 How are certifications (CCQ and others) managed?



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■ 6. Garage / Heavy Equipment

Respondent identification

Full name:

Title/Position:

6.1 How is the maintenance of equipment managed?

6.2 Describe the purchasing and inventory management processes (spare parts, consumables, tools, etc.).

Documents to attach to the reply email, related to heavy equipment:

- Reports
- *Excel* files



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7. Warehouse

Respondent identification

Full name:

Title/Position:

7.1 What is the construction site tool monitoring process?

7.2 What are the inventory processes?

Documents to attach to the reply email, related to warehouse management:

- Reports
- *Excel* files



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■ 8. Building(s)

Respondent identification

Full name:

Title/Position:

8.1 How are costs and requests managed?

Documents to attach to the reply email, related to buildings:

- Reports
- *Excel* files



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■ 9. Road Vehicle(s)

Respondent identification

Full name:

Title/Position:

9.1 How are vehicle costs managed?

9.2 How are these charged to projects (user pays)?

Documents to attach to the reply email, related to road vehicles:

- Reports
- *Excel* files



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SECTION 3 – SPECIALIZATION

■ 1. Concrete Tickets

Respondent identification

Full name:

Title/Position:

1.1 What interfaces are used?

1.2 What processes are used related to concrete quotations?



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1.3 How is the ticket billing process (internal and external) completed?

Documents to attach to the reply email, related to concrete ticket management:

- Reports
- *Excel* files



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■ 2. Quarry Tickets

Respondent identification

Full name:

Title/Position:

2.1 What interfaces are used?

2.2 What are the quotation processes related to bulk products?



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2.3 What are the purchasing processes related to bulk products?

2.4 What are the processes for transportation payables (internal and external)?

2.5 What is the ticket billing process (internal and external)?

Documents to attach to the reply email, related to quarry ticket management:

- Reports
- *Excel* files



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■ 3. Service Calls

Respondent identification

Full name:

Title/Position:

3.1 What are the procedures related to maintenance/renewal contracts?

3.2 How is equipment managed?



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3.3 How are warranties monitored?

3.4 How are service and maintenance calls monitored?

3.5 Installations



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3.6 What are the dispatch procedures?

3.7 How are service and maintenance calls invoiced?

3.8 How are inventories and material orders managed?

Documents to attach to the reply email, related to service calls:

- Forms
- Reports
- *Excel* files



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■ 4. Homebuilder Sales

Respondent identification

Full name:

Title/Position:

4.1 What are the notarized sales processes?

4.2 What are the deposit processes?



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4.3 What interface is currently used?

4.4 What are the financing protocols?

Documents to attach to the reply email, related to homebuilder sales:

- Reports
- *Excel* files



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■ 5. Mobility

Respondent identification

Full name:

Title/Position:

5.1 What application is currently used?

5.2 For which activity sector(s) is it used (projects – service calls)?



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5.3 How are hours entered?

5.4 How are material requisitions performed?



5.5 How are supplier orders placed?

5.6 How are receipts of goods performed?

Documents to attach to the reply email, related to mobility:

- Forms
- Reports
- Daily report
- *Excel* files



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■ 6. Property Management (Lease)

Respondent identification

Full name:

Title/Position:

6.1 What is the procedure for new leases?

6.2 How are lease renewals completed?



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6.3 What is the pay-out process?

Documents to attach to the reply email, related to property management:

- Reports
- *Excel* files



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■ 7. Customer Orders

Respondent identification

Full name:

Title/Position:

7.1 How are customer orders taken?

7.2 What are the procurement processes for customer orders?



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7.3 What are the delivery processes?

7.4 How are invoices processed?

Documents to attach to the reply email, related to customer orders:

- Reports
- *Excel* files



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8. Counter Sales

Respondent identification

Full name:

Title/Position:

8.1 How are the over-the-counter sales invoiced?

8.2 What payment methods are available?

Documents to attach to the reply email, related to counter sales:

- Reports
- *Excel* files



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SECTION 4 – MANAGEMENT COMPANIES

■ 1. End-of-Month Process – Administration

Respondent identification

Full name:

Title/Position:

1.1 How is depreciation managed/recorded?

1.2 How is the bank reconciliation completed?



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1.3 How are advance payments recorded?

1.4 What end-of-month adjusting entries are completed?

1.5 How are loans managed/posted?



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1.6 Do inter-company entries need to be made?

1.7 Do transfers of funds and redistribution of costs need to be made?

1.8 How is work-in-progress managed?



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1.9 What recurring purchase entries need to be made?

1.10 What is the process for producing financial statements and managing the corporate budget?

1.11 What are the tax payment requirements?



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1.12 With respect to payroll, how often is the end of month carried out?

1.13 How are auxiliary accounts balanced (accounts payable, accounts receivable, inventory, accruals, etc.)?

1.14 What key business indicators are tracked and/or what dashboards are used?

Documents to attach to the reply email, related to the end-of-month process:

- Financial statements
- *Excel* files



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■ 2. Payroll Process

Respondent identification

Full name:

Title/Position:

2.1 How are the hours of the Administration staff entered?

2.2 How is payroll processed?



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2.3 How are employees paid (cheque or direct deposit)?

2.4 How are laid off/terminated employees processed?

2.5 What is the end-of-year process for payroll (T4, RL-1 and CNESST)?

Documents to attach to the reply email, related to the payroll process:

- Reports
- *Excel* files



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■ 3. Human Resources

Respondent identification

Full name:

Title/Position:

3.1 How are the HR documents managed?

3.2 What is the employee evaluation process?

3.3 How are certifications (CCQ and others) managed?



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SECTION 5 – OTHER COMPANIES (APART FROM CONSTRUCTION)

■ 1. Operations

Respondent identification

Full name:

Title/Position:



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■ 2. End-of-Month Process – Administration

Respondent identification

Full name:

Title/Position:

2.1 How is depreciation managed/recorded?

2.2 How is the bank reconciliation completed?



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2.3 How are advance payments recorded?

2.4 What end-of-month adjusting entries are completed?

2.5 How are loans managed/posted?



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2.6 Do inter-company entries need to be made?

2.7 Do transfers of funds and redistribution of costs need to be made?

2.8 How is work-in-progress managed?



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2.9 What recurring purchase entries need to be made?

2.10 What is the process for producing financial statements and managing the corporate budget?

2.11 What are the tax payment requirements?



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2.12 With respect to payroll, how often is the end of month carried out?

2.13 How are auxiliary accounts balanced (accounts payable, accounts receivable, inventory, accruals, etc.)?

2.14 What key business indicators are tracked and/or dashboards are used?

Documents to attach to the reply email, related to the end-of-month process:

- Financial statements
- *Excel* files



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■ 3. Payroll Process

Respondent identification

Full name:

Title/Position:

3.1 How are the hours of the Administration staff entered?

3.2 How is payroll processed?



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3.3 How are employees paid (cheque or direct deposit)?

3.4 How are laid off/terminated employees processed?

3.5 What is the end-of-year process for payroll (T4, RL-1 and CNESST)?

Documents to attach to the reply email, related to the payroll process:

- Reports
- *Excel* files



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■ 4. Human Resources

Respondent identification

Full name:

Title/Position:

4.1 How are the HR documents managed?

4.2 What is the employee evaluation process?

4.3 How are certifications (CCQ and others) managed?



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■ 5. Other processes

Respondent identification

Full name:

Title/Position:



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