



CHECKLIST · PROFESSIONAL SERVICES

Project Accounting Setup Checklist

The structural decisions that make or break project accounting for services firms: project and task structure, cost capture, billing rules, and revenue recognition, decided in the right order.

PROFESSIONAL SERVICES · CHECKLIST

Firms rarely outgrow project accounting software. They outgrow the decisions made during setup: task structures that do not match how work is sold, cost rates that were never loaded, billing rules bolted on per client until nobody can explain an invoice.

This checklist is the decision list. Work through it in order, because the later choices depend on the earlier ones.

Structure

- ☐ Project template matches how you sell: phases and tasks mirror proposals
- ☐ Task granularity decided: fine enough to manage, coarse enough that people code time correctly
- ☐ Billable vs. non-billable defined at the task level, not left to timesheet judgment
- ☐ Internal projects exist for real overhead work, so it stops hiding in client jobs

Cost capture

- ☐ Labour cost rates loaded: salary plus burden, reviewed on a schedule
- ☐ Timesheet cadence enforced weekly at minimum, daily where possible
- ☐ Expenses coded to projects at entry, with receipts attached
- ☐ Subcontractor costs landing on the project, not in general AP

Billing rules

- ☐ Each engagement type mapped: T&M, fixed fee, milestone, retainer
- ☐ Rate cards by role, client, and project, with an override hierarchy that is documented
- ☐ Write-offs and write-downs coded with reasons, visible per project
- ☐ Invoice formats per client set up once, not rebuilt monthly

Revenue and reporting

- ☐ Revenue recognition method mapped per engagement type
- ☐ WIP and unbilled revenue visible per project at any time
- ☐ Project margin report includes cost, not just fees billed
- ☐ Utilization and realization defined, published, and reconciled to the GL



Questions about any of this?

Summit Business Systems has been implementing ERP for Ontario businesses since 1991. We are an Acumatica Gold-Certified Partner based in Barrie, working with construction, field service, distribution, and professional services companies across the province. If you want a second opinion on anything in this checklist, we give straight answers.

summitbusiness.com/contact · info@summitbusiness.com · 1-877-840-6890