Cascade Implementation Guide

Created: October 2022

Owner: PMOAdmin@IRIS.co.uk

Contents

Introduction

At IRIS, we believe that a successful software implementation requires a strong commitment from both partners and the ability to supply an effective combination of services:

- Understanding our customer needs.
- Agreed implementation timescales.
- Clear communication of the deliverables and deadlines for both parties.
- Delivery of comprehensive training.
- Post implementation support.

The Professional Services department at IRIS is responsible for planning, managing, and delivering the implementation of IRIS Cascade for our customers.

This implementation guide will provide you with an overview of the implementation process, and it will provide an understanding of what can be expected at each stage of the project implementation. All details of the implementation will be discussed with your Cascade project manager at the project initiation meeting, so that all parties are fully aware of what actions need to happen by when and by whom. This ensures a successful project that delivers the key goals, on time and to budget.

Every project is unique, and the events and services detailed in this document may not be applicable to all projects but outline Cascade's standard approach.

Welcome call and project plan

You will be allocated a dedicated IRIS Cascade project manager who will be working with you throughout the project implementation. You will be contacted for a brief Introduction call, to introduce themselves, find out more about your order, any future annual leave, and staffing from your side so the project plan can be created. An initiation/kick off call will then be planned in to discuss the implementation project plan in more detail. Regular calls will also be planned in if required to discuss any questions, next steps, or issues during implementation.

You will have a set amount of project management time which will be used by your project manager when working on the IRIS Cascade implementation. The project manager will confirm how much project management time is available on the project as part of the initiation/kick off call and will provide regular updates on how much time is remaining as the project progresses. If all the time is used, or if any additional requirements or complexities arise, further project management time will be required which will incur a cost.

Project team: roles and responsibilities

The IRIS Cascade project team will work together to ensure that a successful implementation is achieved. The specific resources which will be utilised in your project are detailed in the table below. The responsibilities and skills of the project team are summarised. A pool of each resource is available and will be selected to work within the project at different points in time, as required by the scope of the project.

Role	Responsibilities/Skills
IRIS Cascade project manager	• Main point of contact between the client and IRIS Cascade • Agree scope, deliverables, and timescales with the client • Coordinate the IRIS Cascade resources to deliver the project on time • Communicate project progress and highlight any scope changes • Monitor any IRIS Cascade related risks and issues raised during the project • Oversee the project throughout the implementation life cycle
IRIS Cascade implementation consultants	• Experts on IRIS Cascade system modules • Provide training on the full Cascade suite and, where possible, will be dedicated throughout the project • Deliver tailored training on Cascade to satisfy the client's requirements • Feedback on any issues or changes to scope to the IRIS Cascade project manager • Set realistic expectations at the client user level • Provide a site attendance report following each training session to capture main points and tasks discussed with the client
IRIS Cascade data specialists	• Understand the specific data requirements for individual Clients • Provide support on queries relating to the Cascade data templates • Ensure the Client data is handled with due care and attention and realise the confidential nature of the data • Provide a seamless transfer of data from the templates into the database
IRIS Cascade technical specialists	• Ensure the Client understands hardware and software requirements for the Cascade implementation • Perform remote installations of Cascade on the client's environment (if not Cloud based) • Provide technical support, in relation to the Cascade software, to the client before and during the project lifecycle • Manage the cloud environment and maintain client databases
IRIS Cascade customer service team	• Evaluate, understand, and resolve any system issues the client is experiencing • Log support calls on the internal IRIS Cascade system and escalating issues to the relevant people • Follow the SLA agreement to ensure timely responses, excellent communication, and fast resolutions • Provide remote support and diagnostics giving efficient issue identification and resolution

Client project team

It is essential that a representative of your organisation is nominated to be your project manager. This person should have a clear understanding of the project aims, scope and benefits and have authorisation to agree changes to scope and additional spend if necessary.

The client project manager will be the key contact for the IRIS Cascade project manager and will liaise with them throughout the project life cycle, ensuring a strong relationship is built based on communication, understanding and teamwork. This person will report project progress to your organisation when necessary and be available to meet with the IRIS Cascade project manager at agreed project milestones.

The Client project manager should report project objectives and agreed timelines to your project team and ensure the resources required from your project team are available to work on project deliverables as and when required. For example, if you are due to have workflow training, the required resources from your project team should be allocated by your project manager to prepare for this training.

We also recommend that an IT representative is nominated from your organisation. Although minimal contact will be required with IT, the IRIS Cascade technical resource will need access to your database servers to allow our implementation team to install the Cascade HR software.

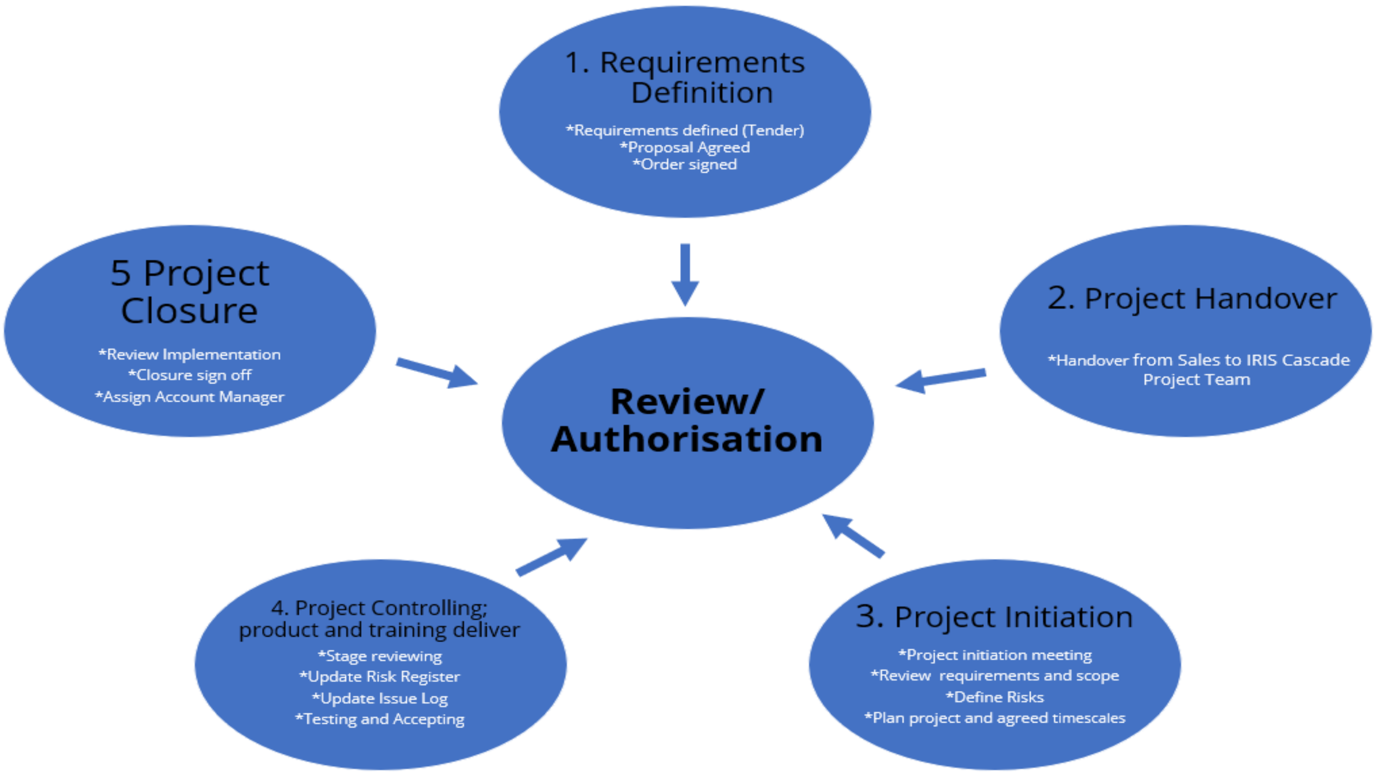
Any change to personnel within your project team should be highlighted to the IRIS Cascade project manager as soon as possible, so that new team members can be given the relevant information and be brought up to speed as soon as possible.

Project management

All projects we implement vary in type and size. The following project approach describes a typical implementation with a standard, best practice approach.

The image below provides a diagrammatic overview of the standard phases of a Cascade implementation. This standard approach will be tailored to suit your specific requirements and business drivers where necessary and where possible.

Figure 1: Project phases



Requirements definition

The requirements phase is completed when the contract has been signed. Any non-standard elements will be clearly defined in the final version of the contract. The contract outlines the agreed scope of the project and is what the IRIS Cascade project manager will base the project plan on. You have agreed to IRIS Cascade's terms and conditions, as detailed on your signed order form and this is now non-negotiable.

Project handover

Project handover is the process whereby the requirements and expectations of the customer, agreed by the IRIS Cascade sales executive and the client, are passed to the IRIS Cascade project manager. A project handover document is completed by the IRIS Cascade sales executive to ensure audit ability at this stage.

The order is picked up by the senior project manager and assigned to an appropriate project manager. The project manager is selected through standard project team selection techniques.

The IRIS Cascade project manager will contact you to introduce themselves and agree an appropriate date for the project initiation meeting. Project timescales are often discussed between the IRIS Cascade project manager and the customer at this stage but won't be confirmed until after the project initiation meeting has taken place.

The client project manager should assemble their project team and ensure that the appropriate members attend the project initiation meeting.

Project initiation/kick off

Deliverables of the project initiation stage include.

- The project initiation meeting.
- The project initiation document (PID) is signed off and becomes a reference document to show the scope of the project.
- A Project plan is agreed.

A project-specific technical pre-requisite document will be created and sent for completion by the client IT team

The purpose of the project initiation meeting is to ensure.

- The IRIS Cascade project manager meets the client project team and understands the roles and responsibilities of the individuals who will be assigned to the project.
- The IRIS Cascade project manager and client project team fully understand the project deliverables and agree on scope.
- The client gains insight into what will be expected from their resources throughout the project.
- Overall project stages, timescales and milestones are discussed and agreed.
- Any major project issues and risks are highlighted and documented.
- The IRIS Cascade project team and client project team resources are assigned to the project.

Following the meeting, the IRIS Cascade project manager will create the project initiation document, action any relevant project items and produce a project plan. Your project manager will indicate within your project initiation document which implementation tasks have been purchased as part of your order. The project initiation document and project plan will need to be signed off by the client, once sign off is achieved the project will be considered 'baselined' and will enter the next phase of the delivery.

Any requests to change the agreed items on the signed Cascade proposal document, which arise from this meeting, will be managed using the standard Cascade change control process.

Project controlling: product and training delivery

This refers to the ongoing management of the implementation, ensuring that all actions are completed. The IRIS Cascade project manager will monitor the progress of the project and maintain risk and issue logs where necessary.

All training will be formally signed off by the client project manager at the end of each session and before the next session begins. Clients are asked to sign off the course outline and the site attendance report for every session, in order that all training is continuously monitored by the Cascade project manager, Cascade delivery manager and Cascade implementation manager.

Any issues that arise during training sessions, should be raised to your Cascade project manager at that point in time so they can be effectively managed. Never delay in raising an issue, as doing so may have an impact on further implementation actions and can be difficult to manage retrospectively.

Project closure

At the end of the project implementation, when all scope has been delivered, a project closure meeting will take place to ensure the project has a clearly defined end, with an organised hand-over of responsibility to a Cascade account manager. As standard, this meeting will take place via conference call.

The client's original deliverables and benefits (detailed in the PID) are reviewed and the client is now operating Cascade in 'business as usual' mode. Should there be any outstanding issues at the point of the project closure meeting, the Cascade project manager will continue to deal with them if they relate to the original implementation of the project. If any issues relate to standard system functionality, the handover to account manager will still take place as this is deemed something ongoing which is out of the remit of the project manager's responsibility.

Following the project closure meeting the Cascade account manager, they will become the Clients new main contact and the Cascade project manager will step down. Any further requirements will be managed by the Cascade account manager. The Cascade project manager will send email confirmation of the project closure, along with a project closure report.

Project controls

Change control

A shared understanding of the project constraints of scope, cost and schedule is critical to project success. This document defines the scope, delivery effort and associated cost, and is backed up by a contract and terms and conditions and forms the initial project baseline.

There may be situations where the scope or cost needs to change, for example:

- The client's business changes, and the solution needs to reflect that change.
- The client would like changes to the agreed scope.
- The client would like to include new scope additionally.
- The time and materials estimate for tasks to be performed are not sufficient to complete the task, often due to assumptions being incorrect, and dependencies not being met.

If a change is required to the scope, the change control process indicated in your statement of works will be followed.

Risk & issue management process

Project risks and issues will be highlighted at the project initiation meeting by both the client and the Cascade project manager.

Identified risks and Issues will be logged in the Cascade issues & risks document which will be sent via email and all items should be tracked by both parties. It's imperative that the client discusses and monitors the logged items with their internal project team to monitor issues and reduce risks.

For each risk, a contingency should be put in place that will be implemented if the risk occurs. This document will be shared between the Cascade project manager and client project manager every time an update is made.

Any issue identified by the client during implementation should be raised to the Cascade project manager as soon as it arises, in order that it can be addressed immediately to reduce any impact on project timescales.

There is a change control tab within the document which should be completed when either party makes an addition to either the risk register or Issue Log to easily track any updates.

Figure 3: Extract from Cascade risk register

RISK #	AREA	RISK	RISK REDUCTION STRATEGY	PROBABILITY SCORE 1= Low 2 = Medium 3 =	IMPACT SCORE 1= Low 2 = Medium 3 = High	RISK SCORE	CONTINGINCEY IF RISK OCCURS?	IMPACT OF IMPLEMENTING THIS RISK	OWNER
1	Data	Data not received by deadline (applies for data review and data transfer)	Ensure all your project team members are aware of agreed deadlines. Manage your internal resource and workload to ensure project tasks are	1	3	4	1. Data review\transfer will not take place as scheduled 2. Additional data review\transfer will need to be re-scheduled	1. An additional cost will be incurred to the customer to re-book another data review\transfer 2. Project timescales will be impacted	Customer Contact Name
2	Data	Data not received in Cascade data template format (applies for data review and transfer)	Check ahead of data review that your data is populated using the Cascade standard data template	1	3	4	1. Data review\transfer will not take place as scheduled 2. Additional data review\transfer will need to be re-scheduled and will only go ahead when data is received in correct format	1. An additional cost will be incurred to the customer to re-book another data review\transfer 2. Project timescales will be impacted	Customer Contact Name
3	Data	Data not sent via Cascade data migration policy (encrypted with 7zip and uploaded via the portal)	Ahead of deadline for sending data to Cascade, ask your IT team to install 7zip and test encryption of your template	1	2	3	Data sent by email will be destroyed as not a secure method of retaining data. Customer will need to re-upload the data via the secure data upload area of the portal	If not re-uploaded in correct format in time; 1. An additional cost will be incurred to the customer to re-book another data review\transfer 2. Project timescales will be impacted	Customer Contact Name

Figure 4: Extract from Cascade issue log

ISSUE #	TYPE	ISSUE	ACTION REQUIRED	Last Update	PRIORITY Low / Medium / High	RAISED ON	OPENED BY	ISSUE OWNER	CLOSED BY
1	Data	Windows User Name not supplied on data template (only applicable for ADSSO)	Windows User Names must be supplied or input manually into Cascade prior to rolling out Self Service to the business	01/01/2017	Low	01/01/2017	Bridget Casement	Client issue owner	DD/MM/YYYY
2	Area of Project	Description	Description	Description	Medium	DD/MM/YYYY	Name	Client issue owner	DD/MM/YYYY
3	Area of Project	Description	Description	Description	High	DD/MM/YYYY	Name	Client issue owner	DD/MM/YYYY

Figure 5: Example change control

	A	B	C	D	E
1	Any changes made to the Risk Register or Issue Log should be tracked below:				
2					
3	Change #	Change to Risks or Issues?	Who made the change?	Date of change	What is the change?
4					
5					
6					

Cascade project managers time

Your project Initiation document will display a number of project management hours deemed suitable for the delivery of a project of your size and nature with our standard implementation approach. The time purchased is to deliver the scope of the original order. If additional requirements are raised which alter the original scope of the project, this is likely to require additional project management time.

Each project and/or client may have different issues and require differing levels of support, and this usually comes to light once the project is underway. The time on your order may therefore not be enough to deliver your project. Should this be the case, your Cascade project manager will discuss this with you.

Timesheets are used to capture the actual time spent on implementing projects and this data is used to analyse over-run of time purchased versus time spent. Should a project require additional project management time to oversee and manage the remaining deliverables, the Client will be required to purchase the suggested amount of additional resource time.

HR data review

IRIS Cascade follow a strict process which details that clients must upload their data to Cascade via IRIS OpenSpace. The Cascade HR data template must be received by Cascade, no later than the deadline date specified in your project plan.

The IRIS Cascade data specialist will perform the Data Review and feedback any issues they have found with it via a report sent by email. This report contains no sensitive data.

You will need to schedule some time to work through the report and make any required changes to the Cascade HR data template before uploading it again for data transfer.

There are major implications for not sending your data on time. An IRIS Cascade resource has been scheduled to complete the data review in a defined period. Failure to send your data on time will mean your data is not reviewed but you will still be charged for the time that was booked.

The dates will be rebooked for the data review, but the project will be significantly delayed, and penalty charges will be incurred.

Please note that if you are adding new UD (user defined) fields to the template, you must have added the fields by data review stage, otherwise these fields may not be transferred into your database and will have to be manually added to the system by yourself at a later date.

HR data transfer

Your data will be run through electronic scripts which transfer the data into the Cascade system, and this will take place just before you receive any training from Cascade. You will only gain access to the Cascade database on the first day of training. Cascade are not responsible for data changes occurring, or database misuse if client access is provided before this time.

Payroll data transfer

Data transfer is the process of transferring your data from the standard Cascade payroll data template into the Cascade database. The client is responsible for populating the Cascade payroll data template(s) with their company's data and it must follow the formatting explained within the template and user guide.

Data should be provided twice as standard. Once for data Review and again for a final time for data transfer.

Payroll data review

IRIS Cascade follow a strict process which details that clients must upload their data to Cascade via IRIS OpenSpace. The Cascade payroll data template(s) must be received by Cascade, no later than the deadline date specified in your project plan.

It will be previously agreed and noted on your project plan which year to date figures you should be entering on the template(s).

The Cascade data specialist will perform the data review and feedback any issues they have found with it via a report sent by email. This report contains no sensitive data.

You will need to schedule some time to work through the report and make any required changes to the Cascade payroll data template before uploading it again for data transfer.

Payroll data transfer

Your data will be run through electronic scripts which transfer the data into the Cascade system, and this will take place just before you receive payroll training from Cascade.

There are major implications for not sending your data on time. A Cascade resource has been scheduled to complete the data transfer in a defined period. Failure to send your data on time will mean your data is not transferred into the Cascade database but you will still be charged for the time that was booked.

The dates will be rebooked for the data transfer, but the project will be significantly delayed, and penalty charges will be incurred.

Payroll data transfer (CPMS clients)

For the Cascade CPMS payroll data transfer, your CPMS implementation consultant will assist you in the build of the Cascade payroll data template and submit the final data to a Cascade data specialist on your behalf.

All data and reports required to complete this task must be available to the Cascade CPMS implementation consultant by the date specified in the project plan supplied by the Cascade project manager. The Cascade payroll data template must be completed, no later than the deadline date specified in your project plan and there are major implications for not supplying the required information to the Cascade CPMS implementation consultant on time.

A Cascade resource has been scheduled to complete the data template in a defined period. Failure to provide them with the required reports may mean your data is not transferred into the Cascade database but you will still be charged for the time that was booked.

Dates will be rebooked but the project will be significantly delayed, and penalty charges will be incurred.

Data transfer and handling

Never send sensitive data by email. Cascade operate a strict Data Handling policy to ensure Client data is transferred and handled in an appropriate fashion, to mitigate the risks of data loss, corruption and misuse and adhere to GDPR policies.

Once you complete the Cascade Data Template(s), you will be required to upload your data to Cascade using IRIS OpenSpace

To upload your data, log into the portal (login credentials will be sent to you around the time of the project initiation meeting), navigate to the secure data upload heading in the left-hand menu, and follow the instructions, which explain the appropriate steps to ensure data is transferred to Cascade securely.

Please note: that any data which arrives at Cascade and does not conform to the Cascade policy will be destroyed upon receipt, and the client will be notified and instructed to follow the correct upload method. This could result in project delays and penalty fees – see the Cascade risk register for further details.

Implementation tasks

There are a series of implementation tasks that are delivered as part of your Cascade project. These tasks will be confirmed within your Project initiation document and will also appear in your project plan. The project initiation document will provide a summary of these tasks along with the standard implementation time for each task.

Pre-implementation preparation

There are a variety of activities that must take place when preparing for a Cascade implementation.

It is important that all clients read this section and plan resources to complete the required activities, prior to and during the implementation.

The Client is responsible for ensuring they plan their resources and time in order to ensure that all actions are completed on time.

Data

The IRIS Cascade project manager will provide you with a video link and instructions on how to complete the Cascade data template correctly and the responsibility is then on the Client to complete the template with their data. If sufficient time isn't spent on completing this activity effectively, it could impact on project timescales, costs and ultimately affect system use.

It's recommended that Clients undertake a data cleanse process before or during the population of the data template(s) to ensure the best possible quality data is transferred into the Cascade system.

Decisions such as how much historical job and salary data should be brought should be made following the Project initiation meeting so it's clear to the person working on the data template(s) what needs to be included and how long this may take them. These decisions will influence the project timescales and could impact on costs if not addressed ahead of the data transfer taking place.

As standard, only one HR data transfer will take place for a Cascade implementation (and one payroll data transfer if payroll module is purchased), unless specifically detailed in the Cascade proposal document. Additional data transfers can be delivered if required but additional resource from Cascade is required and therefore there will be associated costs.

Please note: HR data must be maintained in Cascade by the client from the point of the HR data transfer. Resource for this must be allocated within the Client project team. Failure to maintain the HR data to the appropriate level could result in significant project delays.

Populating the data template

The data transfer process is the **most important** pre-implementation activity. Please ensure you refer to the IRIS Cascade data template user guide(s) whilst populating the Cascade data template(s) to reduce as many errors as possible.

Regardless of what your current data source is, it's almost guaranteed that there will still be an element of manual input required and not just a case of 'copy and paste' from a spreadsheet, therefore clients should recognise this and plan resources accordingly.

All clients should review the Cascade data template(s) and determine the data you wish to transfer into Cascade. You need to identify all the sources of your data, e.g., you may be extracting salary data from your payroll database and have spreadsheets which capture home address and next of kin details.

Your IRIS Cascade project manager will provide you with specific timescales for when you need to upload the data for both review and transfer. You will be required to upload your data to Cascade twice, once for review and once for transfer.

Training

Cascade will adopt a 'train the trainer' approach to training and train a maximum of 6 users on each training session delivered.

Your consultant will send out a course outline ahead of any training session. It details what can be expected during training and how to prepare for it. You should be issued with this at the project initiation meeting, or shortly after.

Your Cascade project plan will illustrate the agreed dates for your training sessions. Please keep this plan to hand throughout your implementation and stay on top of upcoming dates and deadlines.

Your Cascade project manager will, where possible, keep the same consultant on your project throughout your training, although circumstances such as client availability/holiday and/or absences may prevent this from happening. If more than one consultant is involved in your implementation, please be assured that a handover will be performed between the product consultants involved.

Whilst with reasonable notice we can move training dates, please be aware this is not always possible as we are restricted by the availability of resources already booked on other implementations. We have a short notice cancellations policy in place and will enforce this if we are given less than 10 working days' notice of the request to change dates.

Course outlines for all standard training sessions are available and will be provided to the Client by the IRIS Cascade product consultants prior to each session.

Please refer to your project plan for confirmation of which sessions will be delivered to you and on what dates.

Payroll and integration

Cascade HR integrates seamlessly with the Cascade payroll module. If you are only using Cascade HR and haven't purchased the Cascade payroll module, you can export data from Cascade HR to import into third-party payroll systems but there will be no seamless integration between the two.

The key to success is careful planning during the transitional process from a manual or computerised system to another computerised system. The following details, along with the relevant sections in the Training handbook, should help to achieve a smooth changeover to Cascade payroll from your current provider.

During the project initiation meeting, or shortly after, you'll be issued with a payroll scoping document. We need this document completing and returning for us to accurately plan your payroll implementation.

With regards to extracting data from your current payroll provider in preparation for the payroll data review and transfer, the client is responsible for arranging this and Cascade cannot assist in extracting any data or communicating with the third-party. Cascade can only help by advising on what data is required for our standard payroll data template.

During the payroll parallel runs, you will find errors in the system. Don't be alarmed by this – parallel runs are by nature designed to flag up issues and we will work with you to understand what those issues are and how they can be fixed so that ahead of go live, the system is correctly configured and producing accurate data.

Payroll contingency

It is the Client's responsibility to ensure that any provisions are in place to ensure a method of paying employees should the Cascade payment method not be suitable, or is deemed unusable for payment purposes, whether that be the fault of the client or Cascade.

Should this be the case, we advise that the client ensures a backup payment method, either through their existing system or an alternative, for the official Payroll go-live date and for the following three months also.

When moving from any payroll system to a new payroll system you are required by law to retain payroll history as advised by the HMRC. It is the client's responsibility to ensure hard copies are obtained from your existing Payroll System before it is turned off.

Reporting

The Cascade system has a powerful reporting tool which enables the client to create both simple and complex reports.

During training, you will be shown how to use the query builder function in Cascade. This tool is the functionality which allows clients to build their own queries and reports within Cascade. There is also a standard advanced reports training session which can be which explains how to build more complex reports and how to template and schedule them within Cascade.

On occasion, clients may request that Cascade build a report for them, in which case we must follow the Cascade reports process (see reporting process document). All work to be delivered must be scoped out and signed off and there will be additional costs for the resource required to deliver the requested report(s).

Once the report work is complete, any additional work requested to enhance or amend the report will need to go back through the process again following the change control process.

Implementation complete

Once the project scope has been delivered a date for a call to carry out the project closure meeting will be arranged by the IRIS Cascade project manager. For the client this may not be the end of implementing Cascade into the business, for example, you may still have teams to roll out to, however the responsibilities of the IRIS Cascade project manager in the project have come to an end and the project will reach the closure phase.

At this point, you will be handed over to an Account Manager, who will become your main Cascade contact, outside of the service desk. There will be a full handover from your Cascade project manager to account manager to ensure a smooth transition.

You will be contacted by your allocated account manager, and they will arrange a meeting with you. Although your IRIS Cascade project manager will no longer be a point of contact for you, the account manager is able to converse with the project manager internally if there is anything they feel needs to be discussed.

Project governance

Cancellations policy

All scheduled work for an implementation is booked in our diaries against specific resources. We generally have long lead times and if a booked project date needs to be rearranged, we cannot always re-schedule work the following week(s) or on a preferred or requested date. Therefore, if a client cancels a booked project date at short notice **(within 2 weeks/10 business days)** then the day(s) will be lost to the project and the client will need to purchase an additional day(s) before we can re-schedule the work.

Where possible, please give us as much notice as you can if you need to cancel or rearrange an agreed project date. We will always do our best to be flexible and accommodate your requirements but due to the limitations of availability of resource, this is not always possible.

Project delays

It is important to note that if there are delays in responses to requests made by IRIS, this may have an adverse effect on the project timescales and may incur an additional cost if the delay results in a cancellation of the allocated time on this project. Such requests include, but are not limited to:

- Providing data within the agreed timescales.
- Providing pre-requisite documents within the agreed timeframes.
- Attending training sessions.

Expiration Dates

You have 12 Months from the to use the Professional services from the date of Purchase.

Terms and conditions

Professional Services T&C's (Section 7) can be found here: https://www.iris.co.uk/general-terms-and-conditions/

Service Desk

If you have any queries you would like to raise this can be done via the IRIS service desk.

Escalation Contact

In the event you cannot contact your Project Manager, please contact Cascade, and ask for a member of the Project Team. If you have an issue you wish to escalate within Cascade, you may contact the below, having spoken to your project manager if they are available in the first instance.

Role	Escalation	Responsibilities
Project Manager Team Leader	1st escalation point	Supports the Cascade Project Managers and oversees all project issues
Project Delivery Manager	2nd escalation point	Manages the HCM Professional Services teams
Head of Professional Services	3rd escalation point	Manages all Iris Professional Services teams and operations

Feedback

Cascade will give you opportunity throughout the project via project meetings to give feedback on all elements of the implementation. Please give details of any feedback you wish to provide, either when prompted by Cascade or at the point in time when you believe there to be an issue worth raising.

Positive feedback is always welcome and encouraged but we do also welcome constructive criticism where appropriate. All feedback will be taken on board and discussed internally and if we believe it can improve the service, we offer we will alter processes to cater for the changes.

Please note that we will struggle to address and resolve any issues retrospectively, towards the end of an implementation if feedback wasn't given at the time. If an issue is deemed important, it should be raised to the relevant person at the time it occurs so it can be dealt with effectively.