



HUMAN HABITATS

Monthly Commercial Process

Administrative Policy

August 2025

Process Summary

Process Name: Monthly Commercial Process – Operations Workflow

Attributable to: Job Managers, Client Managers, Client Partners, Operations, CEO

Purpose to: ensure timely, accurate, and accountable commercial operations across the business including invoicing, cost finalisation, performance reporting, and leadership review — with key responsibilities coordinated by the Operations team.

1st-2nd of the Month (or closest working day)

Invoicing Preparation

Job Managers to prepare draft invoices for the previous month's work.

Job Managers:

- Ensure WFM is up to date with correct job structures.
- Review WIP reports (WFM Reports: JM/CM/CP WIP Report)
- Identify projects that can be invoiced (previous month)
- Generate draft invoices and communicate to Client Managers.

Operations:

- Send monthly billing reminder to all Job Managers
 - Continually review WIP reports to ensure up to date.
 - Provide support with time entry queries or system issues.
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Milestone-Based Invoicing

For projects with defined contractual or deliverable milestones (e.g. council lodgement, stage submission):

- Invoices must be prepared, approved, and issued within five (5) working days of the milestone being reached
 - Job Managers are responsible for monitoring milestones, creating draft invoices, and flagging them to the Client Manager/Client Partner
 - Late milestone billing should be escalated if not resolved within the window
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3rd-5th of the Month

Draft Invoice Review

Client Managers:

- Client Managers to review and finalise invoices for approval (WFM Reports: Invoice Draft – By CM).



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- Client Managers to alert Client Partners once invoices are ready for approval.
 - Any invoices that are not drafted to the correct standard CM's must report back to JMs to resolve any issues
 - Review WIP reports (WFM Reports: JM/CM/CP WIP Report) for any missed billing opportunities
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7th of the Month by COB (or previous working day)

Invoice Approval

Client Partners/Directors

- Client Partners to approve invoices (WFM Reports: Invoice Draft – By CP).
- Client Partners to communicate to Client Managers once invoices are ready to be issued to clients.
- Any invoices that are not drafted to the HH standard, then CP's must report back to CMs and JMs to resolve any issues
- Review WIP reports (WFM Reports: JM/CM/CP WIP Report) for any missed billing opportunities

Operations:

- Monitor WFM for unapproved invoices
 - Prompt Directors to meet approval deadline
 - Track return of approved invoices from Directors
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8th–9th of the Month

WIP Review

CEO and Client Partners to coordinate WIP sessions to resolve outstanding billing or project issues:

- CEO & Client Partners to Review WIP reports in detail and identify any missed invoicing or unclaimed time from the previous month
- Flag any billing issues or escalation items requiring resolution prior to book closure
- Client Partners to provide relevant insights or blockers to the CEO and Finance
- Ensure follow-up actions from prior WIP sessions are tracked and closed out
- CEO to schedule WIP meetings with Client Partners if required.

Operations:

- Monitor WFM WIP reports and issue to Client Partners and Client Managers
 - Send email to all staff to review their personal WIP report (WFM Report: Staff WIP Report) and if time not billed ownership is on the staff to follow up with the JM for clarity.
 - All Admin/BD jobs to be written off for month.
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10th of the Month (or previous working day)

Costs Finalisation & Book Closure

Accounts finalise all operational costs close the monthly books.

Operations Role:

- Finalise invoice registers



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- Report to accountants that WFM billing data can be locked
 - Confirm book closure with Finance
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11th of the Month (or closest working day)

PMG Report Preparation & Circulation

Accounts prepare Performance Management Group (PMG) reports to initiate the review process.

Accounts:

- Finalise PMG performance reports (Team results spreadsheet in PMG SharePoint folder)
 - Send reports to CEO for review noting any discrepancies for staff performance.
 - Upon finalisation, CEO to circulate to PMG Leaders.
 - CEO to follow up with each PMG Leader to discuss KPI discrepancies or incorrect time allocations.
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Wednesday following the 11th of the Month (or closest working day)

PMG Leader Review

PMG Leaders Role:

- To review and understand the performance of their teams based on commercial requirements.
 - To forward billing reports to their team.
 - To engage with their team as required.
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CEO Review of PMG Leaders & Director Performance

CEO holds one-on-one meetings with each PMG Leader and Directors to review performance as required.

Operations Role:

- Schedule 1:1 meetings between CEO and each Director

PMG Leader:

- Record outcomes or agreed actions if required for follow-up.
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3rd Friday of each Month

CFO Meeting

CEO to ready Preparation & Reporting for the monthly CFO meeting. Operations support may be required for financial reporting and documentation.

Operations Role:

- Prepare and distribute final reporting to CEO and CFO
 - Circulate CFO meeting agenda, minutes, and any referral documents to the Board
 - Ensure all XERO records are filed and locked post-meeting
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Last working day of each Month

Preparation for Monthly Invoicing



Operations to input job costs ready for invoicing the next month. These costs include but are not limited to:

- Council receipts
- Other Application fees such as VCAT, ASIC etc
- Landata searches
- Travel Costs – Uber, GoGet, Flexicar etc
- Admin fee – to be added for any jobs that have had time input by staff in the last month

Administration/Business Development WFM Account Audit

Operations:

- All Admin Jobs are audited to ensure appropriate use and timesheet entry
 - Any anomalies communicated to PMG Leaders for timesheet amendments or staff management.
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