

Project Performance Scorecard

Instructions



Introduction

The Project Performance Scorecard is a tool that can be used to communicate the status and monitor the progress of an organization's top business and IT projects. It provides a summary of key operational and financial project measurements, including investment, benefits, resources and schedule, as well as a snapshot of a company's investment and potential value realization for their key projects. The scorecard can also be used to identify areas of concern with project such as variances on investment, resources and schedule, providing focus for further exploration into root causes to address these issues.

Usage

The results of the Performance Scorecard could be presented in quarterly meetings, monthly status updates, financial reviews, etc. The intended audience as well as a suggested communication schedule for the Project Performance Scorecard would be as follows:

- Management & Executive Teams (Quarterly)
- IT Management (Monthly)
- Project Owners & Project Teams (Monthly)
- BU or Functional Leaders (As Needed)

Contents

The Project Performance Scorecard package contains three spreadsheets:

- Worksheet 1 - Introduction & Instructions: explains the scorecard and provides scorecard implementation and usage guidance
- Worksheet 2 - Project Performance Measurement Scorecard
- Worksheet 3 - Project Measurement Summary: contains details about the Scorecard measurements such as definitions, presentation, etc.

Worksheet Overview

The Project Performance Scorecard Worksheet is divided into 2 sections. The top section contains a graphic presentation that summarizes the key measurement of the top ten projects. This includes:

- Total Investment - Actual vs. Plan
- Total Projected Benefits - Detailed by Cost Savings, Cost Avoidance & Projected Revenue Growth
- Total Resources - Actual vs. Plan FTEs

The bottom section of the scorecard details by project their investment, benefits, resources & schedule information. The scorecard shows a snapshot of project progress plan by using red, yellow, green light indicators. Specific hard measures of actual vs. plan for each project is displayed for investment, benefits & resources. Schedule is displayed showing start date, planned end date & revised end date.

Instructions

Getting Started	First get organized by identifying who will be the audience for the scorecard and the cyclical update period (monthly, quarterly, yearly). With the key stakeholders, identify and get agreement on the top 10 projects to be monitored. Identify the Scorecard owner who will have the responsibility of managing the ongoing updates to the scorecard. Also identify data owners for each measure & the source of the measure (e.g. from file, excel spreadsheet, manual). These data owners will have the responsibility of providing you the data when available for timely update of scorecard. Also establish a calendar for scorecard updates & communication meetings with stakeholders.
Scorecard Updates	The first time you use the scorecard, you will need to input the top ten project names. You will also need to input plan data for each category. After that, get updates from data owners as scheduled (monthly, quarterly, yearly) and update the appropriate fields in the scorecard. There is more detail in which fields need to be updated vs. calculated in the 3rd Worksheet - Measurement Summary.
Reviews	The reviews with stakeholders should be regularly scheduled meetings. Once the scorecard has been updated, analyze the results & trends to be presented in the meeting. You may want to identify additional measurement charts to bring to the meetings that will explain the root causes of any concerns or variances from plan.
Communications	Communications of the Scorecard can be achieved several ways - scheduled meetings, email or available on a shared drive accessible by selected stakeholders.

Measurements

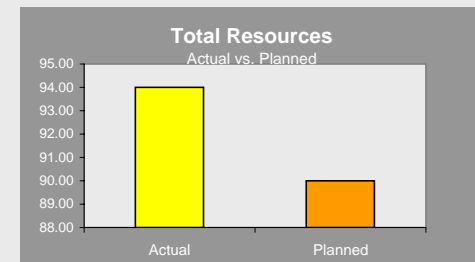
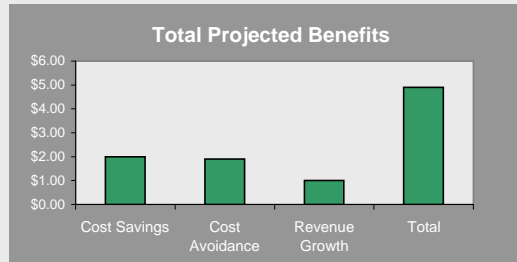
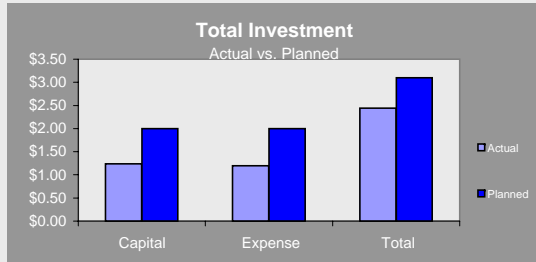
The framework of the Performance Scorecard has been designed with flexibility in mind so that it can be tailored to your organization. The measurements included have been identified to be the key measurements most frequently monitored by PMO's and should be used as a guideline. Feel free to modify and customize it with more relevant measures if applicable.

For more details and definitions of the measures in the scorecard, please refer to Worksheet #3 - Measurement Summary.

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XXXXXX Company Project Performance Scorecard



Top 10 Projects	Overall Status	Investment						Projected Benefits				Resources		Schedule			Variance		
		Capital		Expense		Total		Cost Savings	Cost Avoidance	Revenue Growth	Total	FTE #		Date			INV	RES	SCH
		Actual	Planned	Actual	Planned	Actual	Planned	Planned	Planned	Planned	Planned	Actual	Planned	Start Date	Planned End Date	Revised End Date			
Project 1	G	\$0.14	\$0.20	\$0.15	\$0.20	\$0.29	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	5.00	5.00	1-Jan-07	30-Dec-07	30-Dec-07	-3%	0%	0%
Project 2	R	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	6.00	7.00	1-Jan-07	30-Dec-07	31-Dec-07	-33%	14%	0%
Project 3	Y	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	7.00	7.00	1-Jan-07	30-Dec-07	1-Feb-08	-33%	0%	9%
Project 4	R	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	8.00	8.00	1-Jan-07	30-Dec-07	2-Mar-08	-33%	0%	17%
Project 5	R	\$0.20	\$0.20	\$0.17	\$0.20	\$0.37	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	9.00	6.00	1-Jan-07	30-Dec-07	3-Oct-07	23%	-50%	-24%
Project 6	G	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	10.00	7.00	1-Jan-07	30-Dec-07	4-Dec-07	-33%	-43%	-7%
Project 7	G	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	11.00	11.00	1-Jan-07	30-Dec-07	5-Jan-08	-33%	0%	2%
Project 8	Y	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	12.00	13.00	1-Jan-07	30-Dec-07	6-Jan-08	-33%	8%	2%
Project 9	G	\$0.10	\$0.20	\$0.10	\$0.20	\$0.20	\$0.30	\$0.20	\$0.20	\$0.10	\$0.50	13.00	12.00	1-Jan-07	30-Dec-07	7-Jan-08	-33%	-8%	2%
Project 10	Y	\$0.20	\$0.20	\$0.18	\$0.20	\$0.38	\$0.40	\$0.20	\$0.10	\$0.10	\$0.40	13.00	14.00	1-Jan-07	30-Dec-07	8-Jan-08	-5%	7%	2%
TOTAL		\$1.24	\$2.00	\$1.20	\$2.00	\$2.44	\$3.10	\$2.00	\$1.90	\$1.00	\$4.90	94.00	90.00				-21%	-4%	N/A

*all numbers in millions USD

PROJECT PERFORMANCE SCORECARD MEASUREMENT SUMMARY

MEASUREMENT	DEFINITION	FORMULA	DISPLAY	FQCY	DATA OWNER	DEPT	DATA SOURCE	R/Y/G TARGETS
Msmt Name	Description of Msmt	What is being measured	How measure is displayed	Suggested frequency	Who provides data	What department "owns" data	Is the data inputted or calculated?	Guidelines for R/Y/G

GRAPHS SECTION

Total Investment Graph	Comparison of total capital, total expense & total investment (actual vs. planned) for top 10 projects	Total of 10 projects actual vs. planned investment	\$ - Graph	Monthly, Quarterly			Calculated	
Total Projected Benefits Graph	Total forecasted benefits for top 10 projects, categorized by cost savings, cost avoidance & revenue growth	Total of 10 projects projected benefits	\$ - Graph	Monthly, Quarterly			Calculated	
Total Resources Graph	Total actual resources vs. planned for top 10 projects	Total of 10 projects actual vs. planned resources	# - Graph	Monthly, Quarterly			Calculated	

SPREADSHEET SECTION (This section is specific to each of the top 10 projects selected by organization)

OVERALL STATUS

PROJECT PERFORMANCE SCORECARD MEASUREMENT SUMMARY

MEASUREMENT	DEFINITION	FORMULA	DISPLAY	FQCY	DATA OWNER	DEPT	DATA SOURCE	R/Y/G TARGETS
Msmt Name	Description of Msmt	What is being measured	How measure is displayed	Suggested frequency	Who provides data	What department "owns" data	Is the data inputted or calculated?	Guidelines for R/Y/G
Overall Status	Overall assessment of project status based on variance results of actual vs. forecast for project's investment, resources & schedule	Each projects actual vs. planned overall status	R/Y/G	Monthly, Quarterly			Calculated	*Green if investment, resources & schedule all green *Yellow if one measure is yellow *Red if one measure is red
INVESTMENT								
Capital - Actual	Project capital spent as of the time checkpoint for the scorecard	Project capital actual	\$	Monthly, Quarterly			User Input	
Capital - Planned	Project capital planned as of the time checkpoint for the scorecard	Project capital planned to date	\$	Monthly, Quarterly			User Input	
Expense - Actual	Project expense spent as of the time checkpoint for the scorecard	Project expense actual	\$	Monthly, Quarterly			User Input	
Expense - Planned	Project expense planned as of the time checkpoint for the scorecard	Project expense forecast	\$	Monthly, Quarterly			User Input	
Investment - Actual	Project capital + expense spent as of the time checkpoint for the scorecard	Project investment actual	\$	Monthly, Quarterly			Calculated	

PROJECT PERFORMANCE SCORECARD MEASUREMENT SUMMARY

MEASUREMENT	DEFINITION	FORMULA	DISPLAY	FQCY	DATA OWNER	DEPT	DATA SOURCE	R/Y/G TARGETS
Msmt Name	Description of Msmt	What is being measured	How measure is displayed	Suggested frequency	Who provides data	What department "owns" data	Is the data inputted or calculated?	Guidelines for R/Y/G
Investment - Planned	Project capital + expense planned as of the time checkpoint for the scorecard	Project investment actual	\$	Monthly, Quarterly			Calculated	
PROJECTED BENEFITS								
Cost Savings	Total forecasted cost savings - "hard" \$, e.g. headcount reduction	Total Forecast	\$	Monthly, Quarterly			User Input	
Cost Avoidance	Forecasted cost avoidance savings - "soft" \$, e.g. scaling current staff to meet demand instead of hiring additional FTE's	Total Forecast	\$	Monthly, Quarterly			User Input	
Revenue Growth	Forecasted revenue growth generated as result of project implementation	Total Forecast	\$	Monthly, Quarterly			User Input	
Total Benefits	Total cost savings + cost avoidance + revenue growth	Total Forecast	\$	Monthly, Quarterly			Calculated	

PROJECT PERFORMANCE SCORECARD MEASUREMENT SUMMARY

MEASUREMENT	DEFINITION	FORMULA	DISPLAY	FQCY	DATA OWNER	DEPT	DATA SOURCE	R/Y/G TARGETS
Msmt Name	Description of Msmt	What is being measured	How measure is displayed	Suggested frequency	Who provides data	What department "owns" data	Is the data inputted or calculated?	Guidelines for R/Y/G

RESOURCES - FTEs

Actual Resources	Actual # FTEs for project to date	Project to Date Actual	#	Monthly, Quarterly			User Input	
Planned Resources	Planned # FTEs for project to date	Project to Date Forecast	#	Monthly, Quarterly			User Input	

SCHEDULE

Start Date	Actual start date of the project	mm/dd/yy		Monthly, Quarterly			User Input	
Planned End Date	Date at which project is planned to end	mm/dd/yy		Monthly, Quarterly			User Input	
Revised End Date	Date at which project will actually end	mm/dd/yy		Monthly, Quarterly			User Input	

VARIANCE (This section summarizes variances from spreadsheet by R/Y/G)

Investment (INV)	Variance % between planned total investment & actual total investment to date	(Planned investment-actual investment)/ planned investment	R/Y/G	Monthly, Quarterly			Calculated	Green = < 5% (<i>includes under plan</i>) Yellow = 5-10% overage Red= > 10% overage
Resources (RES)	Variance % between planned FTEs & actual FTEs	(Planned resources - actual resources)/ planned resources	R/Y/G	Monthly, Quarterly			Calculated	Green = < 5% (<i>includes under plan</i>) Yellow = 5-10% overage Red= > 10% overage

PROJECT PERFORMANCE SCORECARD MEASUREMENT SUMMARY

MEASUREMENT	DEFINITION	FORMULA	DISPLAY	FQCY	DATA OWNER	DEPT	DATA SOURCE	R/Y/G TARGETS
Msmt Name	Description of Msmt	What is being measured	How measure is displayed	Suggested frequency	Who provides data	What department "owns" data	Is the data inputted or calculated?	Guidelines for R/Y/G
Schedule (SCH)	Variance % between planned end date and revised end date	(revised end date-planned end date)/ (planned end date -schedule start date)	R/Y/G	Monthly, Quarterly			Calculated	Green = < 5% (<i>includes under plan</i>) Yellow = 5-10% overage Red= > 10% overage