Project Scorecard Template

1. **Identify criteria for success:** Review the objectives and deliverables in the Project Definition, as well as any other existing information that is relevant to the project. Based on this existing documentation, define what information is needed to show that the project was successful. This can be from two perspectives:

    - Internal — These characteristics indicate that the project was managed and executed effectively and efficiently. This might include having deliverables approved with no more than two review iterations, hitting major internal milestone dates on time, and having a minimum number of errors uncovered in user acceptance testing.

    - External — These characteristics indicate that your project objectives were completed successfully. Examples here include completing the project within approved budget and timeline, ensuring your deliverables meet approved quality criteria, and positive feedback on customer satisfaction surveys.

2. **Assign potential metrics:** Identify potential metrics for each success criteria that provide an indication whether or not the criteria are being achieved. These can be direct, quantifiable metrics, or indirect metrics that give a sense for the success criteria. For each metric, briefly determine how you would collect the information, what the effort and cost of collection would be, and what value would be obtained.

3. **Look for a balance:** The potential list of metrics should be placed into categories to make sure that they provide a balanced view of the project. For instance, you do not want to end up with only a set of financial metrics, even though they might be easiest to obtain. In general, look for metrics that provide information in the areas such as

    - Cost

    - Effort

    - Duration

    - Productivity

    - Quality of deliverables

    - Customer satisfaction with the deliverables produced

    - Project team performance

    - Business value delivered

4. **Prioritize the balanced list of metrics:** Depending on how many metrics you have identified, prioritize the list to include only those that have the least cost to collect and provide the most value to the project. There can certainly be as many metrics collected as make sense for the project, but there may end up being no more than one or two per category. In general, look to provide the most information with the least amount of work.

5. **Set targets:** The raw metric may be of some interest, but the measure of success comes from comparing your actuals against a predefined target. The target may be a single value you are trying to achieve, or it may be a range. For instance, you may need to complete your project by a certain fixed date, but your actual cost might need to be +/– 10% of approved budget.

6. **Add workplan detail:** For each metric that remains, determine the specific information necessary to add the appropriate activities to the project workplan. This will include

- What specific data is needed for the metrics?

- Who is responsible for collecting the metric?

- When will the metric be collected and reported?

- How will the metrics be reported (status reports, quarterly meetings, metrics reports)?

Potential Scorecard Metrics

1. **Identify criteria for success.**
2. **Assign potential metrics.**
3. **Look for a balance.**
4. **Prioritize the balanced list of metrics.**

Int / Ext	Success Criteria *(1)*	Potential Metric *(2)*	Balance Category *(3)*	Priority (H/M/L) *(4)*
Int	The project team must communicate proactively. All project status reports must be completed on time and sent to the project manager.	The percentage of status reports that are late/number of status reports due per month	Project Team Performance	M
Int	The deliverables must be correct the first time. We must establish completeness and correctness criteria for all major deliverables.	Each major deliverable must have customer-approved completeness and correctness criteria (100%)	Project Team Performance	H
Ext	We must deliver this project by year end.	The date that the project is formally approved by the sponsor	Duration	H
Ext	The application must have quick response time.	The average system response time at peak utilization, between 1:00 and 3:00 p.m.	Quality (Performance)	L (Hard to collect)
Ext	The application must have quick response time.	Survey the end users to determine their satisfaction level with overall response time.	Quality (Performance)	H (Easy to collect)

Detailed Project Scorecard

For those balanced metrics that are of the highest priority (easiest to collect/least cost)
5. **Set targets.**
6. **Add workplan detail.**

Metric *List the metrics that you are actually going to collect.*	Target *(5)* *What is the unit of measure? What is our performance target?*	Data Needed *(6)* *What data do we need?*	Metric Gathering *(6)* *Who is responsible for collecting the metric and how often?*	Metric Gathering *(6)* *How are we going to collect the data?*	Metric Sharing *(6)* *How will we share the information and how often?*
Status reports late/status reports due	No more than 5% late	# Status reports due # Status reports late	Project manager Monthly	Manually	Quarterly status reports and final status report at the end of the project
Deliverables with C & C criteria/ # Major deliverables	100%	# Deliverables with C & C criteria # major deliverables	Lead analysts Monthly	Manually	Quarterly status reports and final status report at the end of the project
Formal project approval date	December 31	Formal acceptance document signed by the sponsor	Project manager	Manually	Final status report at end of project
System response time	Satisfaction survey average 3.5 out of a 5.0 scale	Survey to end users	Implementation leader	Manually, using e-mail survey	Final status report at end of project

Sample Categories and Metrics

The following list provides ideas on the types of metrics that could be reported. This list is not exhaustive by any means, but may help provide additional ideas for your project.

Balance Category	Sample Metrics
Cost	Actual cost vs. budget (variance) for project, for phase, for activity, etc. Total support costs for x months after solution is completed Total labor costs vs. non labor (vs. budget) Total cost of employees vs. contract vs. consultant (vs. budget) Cost associated with building components for reuse Total cost per transaction Ideas for cost reductions implemented, and cost savings realized
Effort	Actual effort vs. budget (variance) Amount of project manager time vs. overall effort hours
Duration	Actual duration vs. budget (variance)
Productivity Difficult to measure accurately unless function points are counted.	Effort hours per unit of work/function point Work units/function points produced per effort hour Effort hours reduced from standard project processes Effort hours saved through reuse of previous deliverables, models, components, etc. Number of process improvement ideas implemented Number of hours/dollars saved from process improvements
Quality of Deliverables	Percentage of deliverables going through quality reviews Percentage of deliverable reviews resulting in acceptance the first time Number of defects discovered after initial acceptance Percentage of deliverables that comply 100% with organization standards Percentage of deliverables that comply with organization architectural standards Number of customer change requests to revise scope Number of hours of rework to previously completed deliverables Number of best practices identified and applied on the project Number of risks that were successfully mitigated
Customer Satisfaction with Deliverables	Overall customer satisfaction (survey) with deliverables in terms of: Reliability Minimal defects Usability Response time Ease of use Availability Flexibility Intuitiveness

	Security Meeting customer needs Easy-to-understand messages User documentation Application response time (calculated by the system) Number of approved business requirements satisfied by the project
Customer Satisfaction with Project Team	Overall customer satisfaction (survey) with the project team in terms of: Responsiveness Competence Accessible Courteous Good communication Credible Knowledge of the customer Reliable/follows through on commitments Professionalism Training provided Overall customer satisfaction Turnaround time required to respond to customer queries and problems Average time required to resolve issues Number of scope change requests satisfied within original project budget and duration
Business Value	Based on the cost/benefit analysis, or the value proposition, that was created when the project was approved and funded