Treasury Board of Canada Secretariat
Secrétariat du Conseil du Trésor du Canada

Guide to Executive Project Dashboards

Canada

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1 Introduction

1.1 Background

In response to increased government focus on accountability, the Treasury Board of Canada Secretariat's (TBS) Management Accountability Framework (MAF) assessments of the effectiveness of information technology (IT) management and Chapter 3 of the Auditor General's November 2006 report (which examined large IT-enabled business projects), the Chief Information Officer Branch (CIOB) developed this *Guide to Executive Project Dashboards* to provide a consistent and common structure for reporting on the health of IT-enabled business projects. To further support departments in reporting, CIOB developed an executive project dashboard tool using Microsoft Excel 2003. The dashboard tool is available in the IT Project Review and Oversight section of the CIOB website at http://www.tbs-sct.gc.ca/itp-pti/pog-spg/epd-tbdp/dwnld-eng.asp.

1.2 Intended audience and use

An executive project dashboard, within the context of project management, is a business management tool used to visually represent the health and status of a project or portfolio of projects by means of key project metrics. The intended audience for executive project dashboards is departmental senior executive management, primarily at the deputy minister and assistant deputy minister (or equivalent) levels, and their intended purpose is to generate discussion at those senior levels and draw attention to project areas that might require course correction. Executive project dashboards are essential for ensuring consistency in reporting to senior management on the management of IT-enabled business projects.

The use of executive project dashboards is not intended to duplicate the detailed project tracking and reporting that various knowledge areas of project management recommend. In other words, executive project dashboards are not intended to replace the detailed status reports that are produced and used by project managers and teams for their own day-to-day project management and reporting.

The benefits of using executive project dashboards include:

- Communication of the project's health and status to project executives and stakeholders in line with proven industry best practices;
- Increased visibility of risk and issues that may impact the project's success, thus providing early opportunities for course correction; and
- Support for evidence-based governance decisions and executive accountability.

Executive project dashboards are designed to answer the following questions:

- Where did you expect to be in regard to cost, schedule and scope? Are you on budget, on time and within the original scope?
- What are the trends toward the completion of the project?
- Are there any deviations from the original plan (budget, schedule and scope)? What is the impact on the overall project?
- What corrective actions were taken?
- What are the critical risks and issues affecting the project and what is their impact?
- What actions will be taken or contingency plans put in place to mitigate these risks or to manage these issues?

1.3 Overview of executive project dashboard components

An executive project dashboard is usually presented in the form of a one-page report that uses visual, at-a-glance displays of data pulled from disparate project reporting systems to provide warnings, action notices, next steps, and summaries of project conditions. Dashboards employ graphic devices such as green/yellow/red indicator lights, dials, and charts to communicate information clearly and succinctly. Executive project dashboards are updated at regular intervals, based on the project's complexity and risk and the organization's reporting cycle. The frequency is typically monthly; however, depending on the project, updates could be produced on a biweekly or quarterly basis. A sample of a completed dashboard is available in the IT Project Review and Oversight section of the CIOB website at http://www.tbs-sct.gc.ca/itp-pti/pog-spg/epd-tbdp/dwnld-eng.asp.

At their discretion, departments may also wish to produce a brief narrative or project summary in support of the one-page executive project dashboard. The purpose of the project summary is to record and communicate detailed information that expands on the summary view presented in the dashboard. This document may include information culled from other project documents, such as the issue log, the risk log, the quality log, etc. Such a document would usually be separate from, and complementary to, the detailed project status reports produced by the project manager and team for the ongoing management of the project. A project summary template is included in the Appendix.

As stated in the preceding section, executive project dashboards are primarily designed to answer questions relating to the project's core metrics of cost, schedule and scope. Beyond those three core metrics, any constraints or issues identified should also be indicated in the executive project dashboard and assessed and monitored through proper risk and issue management. For example, any issues with the procurement strategy and procurement plan that would require senior

management intervention should be highlighted, as the nature of the government procurement process makes it a critical path activity in most cases. Consideration should also be given to project dependencies, such as the capabilities and priorities of external service providers on which the project depends. Other project-related areas to consider could include human resources, quality management, communications, senior management commitment and an in-service transition plan (maintenance and support, post-implementation).

In summary, executive project dashboards are designed to report on the following core project metrics affecting the project's overall health and benefits realization:

- Cost
- Schedule
- Scope
- Risks
- Issues

1.4 Completing the executive project dashboard template

CIOB has developed an executive project dashboard tool, which consists of a dashboard template in the form of an Excel workbook that users populate. Where possible, calculations were embedded in the workbook to facilitate the identification of a metric's status (e.g. cost).

The tool includes two worksheets: the Dashboard worksheet and the Financials worksheet.

- The Dashboard worksheet contains the executive project dashboard template. Most information is entered directly in the executive project dashboard template, except for the financial data, which are entered in a separate worksheet.
- The Financials worksheet contains tables in which to enter financial data. These tables are then used to populate the Financial Summary table located in the Dashboard worksheet.

All data requirements listed in section 2 and sections 4 through 8 of this guide should be entered directly in the Dashboard worksheet.

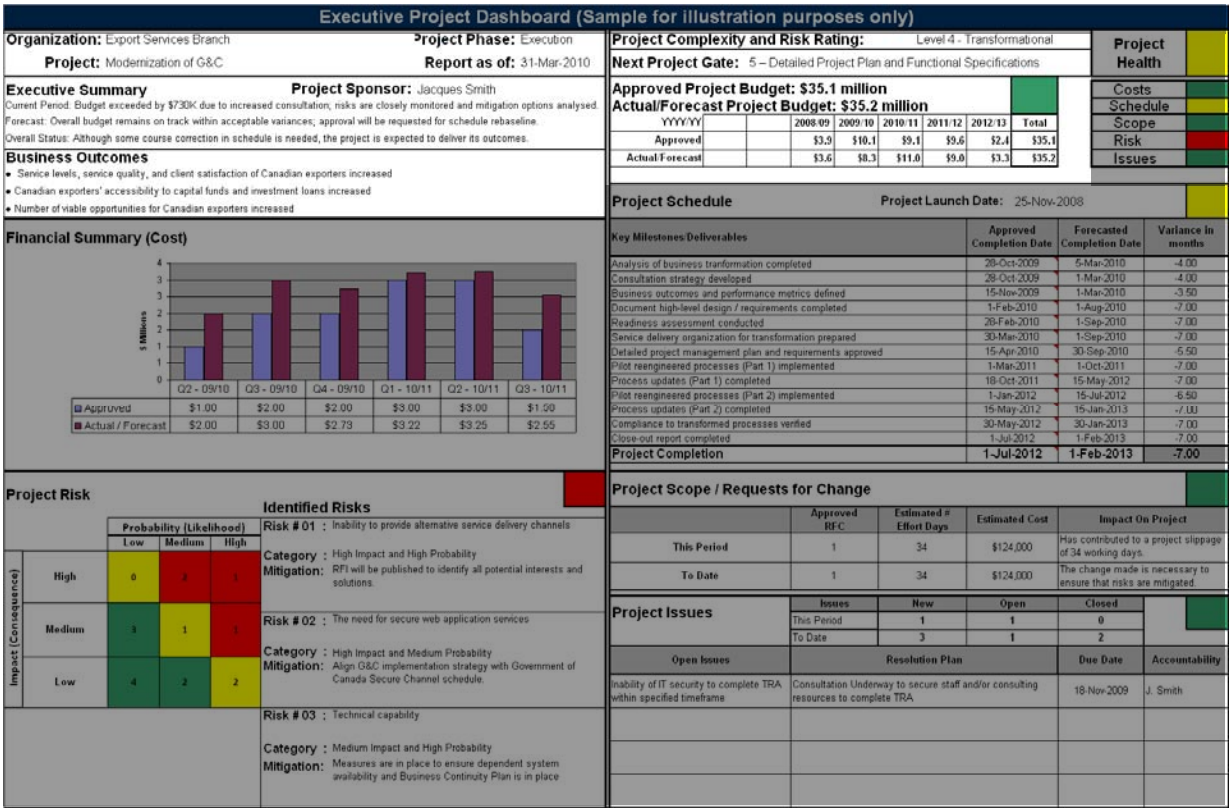
All data requirements listed in section 3 of this guide should be entered in the Financials worksheet.

1.5 Note on rebaselining project values

A project baseline consists of the planned values for each element of the project—cost, schedule and scope—against which the project will be measured for success. The practice of rebaselining can be used to bring the project's elements back under control following the occurrence of internal or external circumstances affecting the project (e.g. delays in resourcing or procurement, legislative change).

Formal approval of the rebaselined values must be obtained from the project's most senior authorities (e.g. project sponsor, steering committee, Treasury Board). Once approved, the rebaselined values become the new project values from which variances are determined.

2 Project Overview Section



2.1 Data requirements

Field	Description	Data
Organization	• Name of the department/branch/directorate/sector responsible for achieving the business outcomes	Text
Project	• Official project name (include acronym where applicable)	Text
Project Phase	• Situate the project within the project life cycle.	Project phases: • Initiation • Planning • Execution • Close-out
Report Date	• The report date should be the last day of the current period (e.g. last day of the third reported month if you are reporting monthly or last day of the third reported quarter if you are reporting quarterly). Refer to section 3 for more information.	Date (e.g. 14-Mar-2010)

Field	Description	Data
Executive Summary	• Enter the name of the project sponsor. Depending on the risk and complexity of the project, the project sponsor is the executive at the deputy minister, assistant deputy minister or director general level. The project sponsor is accountable for the realization of project outcomes and has the authority to assign resources to ensure the project's success. • Briefly (one to two sentences) describe the current status of the project and any slippage or other major changes that occurred since the last report. • Briefly explain yellow or red status indicators as well as the proposed course of action or corrective measure(s). • Present urgent issues and risks that need attention, support or decisions from senior management. • If applicable, highlight any actions taken in response to decisions made by the project's executive board or steering committee.	Text
Business Outcomes	• List business outcomes (end results) to be achieved by the project. These outcomes should have measurable objectives/targets and key performance indicators to confirm whether objectives as presented in the business case were met. Please note that the information provided in the dashboard should be consistent with the project information contained in the departmental Report on Plans and Priorities. • Identify beneficiaries or recipients. • Business outcomes should be reassessed as needed, at the same time as the business case, to assist senior management in making key decisions related to the project. The business outcomes should be identified as early as possible in the project initiation phase, substantiated during the project planning phase and tracked regularly during the project execution and close-out phases. If it is found that outcomes will not be achieved or will surpass expectations, senior management should reassess the project's viability and rebaseline outcomes if needed.	Supporting indicators or metrics
Project Complexity and Risk Rating	• Classify the project using the TBS Project Complexity and Risk Assessment (PCRA) tool.	Project Complexity and Risk Class based on score (Sustaining, Tactical, Evolutionary, Transformational)

Field	Description	Data
Next Project Gate	• Indicate the next project gate. Depending on the size and complexity of the project, these gates can be modified to reflect departmental project management guidelines or project execution stages.	Gate 1—Strategic assessment and concept Gate 2—Project approach Gate 3—Business case and general readiness Gate 4—Project charter / PMP Gate 5—Detailed project plan and functional specifications Gate 6—Construction complete and deployment readiness Gate 7—Post-implementation review
Approved and Actual/Forecast Project Budget	• The project budget reported in the dashboard may include or exclude the GST/HST depending on the original project authority. If the project authority included the tax, then the approved budget in the dashboard should also include the tax and vice versa. • Project contingency funds should be included in the approved budget table if these funds were included in the project authority and/or the project approval decision (e.g. Treasury Board decision letter). • For Treasury Board–approved projects: This statement is true whether the contingency funds were listed separately or included in the requested project budget in the Treasury Board submission. • Enter the project budget for each fiscal year. – Top row: Adjust fiscal years to reflect the project's life cycle. – Middle row: Enter approved budget by fiscal year using the most current project authority (e.g. Treasury Board). – Bottom row: Enter actual/forecast budget for the corresponding timeline.	Fiscal year format: YYYY/YY (e.g. 2010/11) The space in the table is limited. For this reason, financials should be expressed in thousands or millions of dollars, as appropriate. Use one decimal (e.g. $ 5.4).

Field	Description	Data
	Note: The budget table allows data to be entered for seven fiscal years. Beginning with the first column on the right, enter the final fiscal year for which the project has project authority (e.g. Treasury Board) in the top row, enter the approved budget in the middle row and enter the actual/forecast budget in the bottom row. Then, working from right to left, enter the data for previous years in the appropriate rows. If there is insufficient space in the table, use the left-most column to enter the total approved and actual/forecast budget for all previous years and label the column as “Prior” in the top row. The Cost indicator status is based on the information entered in the budget table and is calculated using the total approved budget for the life cycle of the project versus the total actual/forecast budget. See subsection 2.2 for more guidance.	

2.2 Interpretation

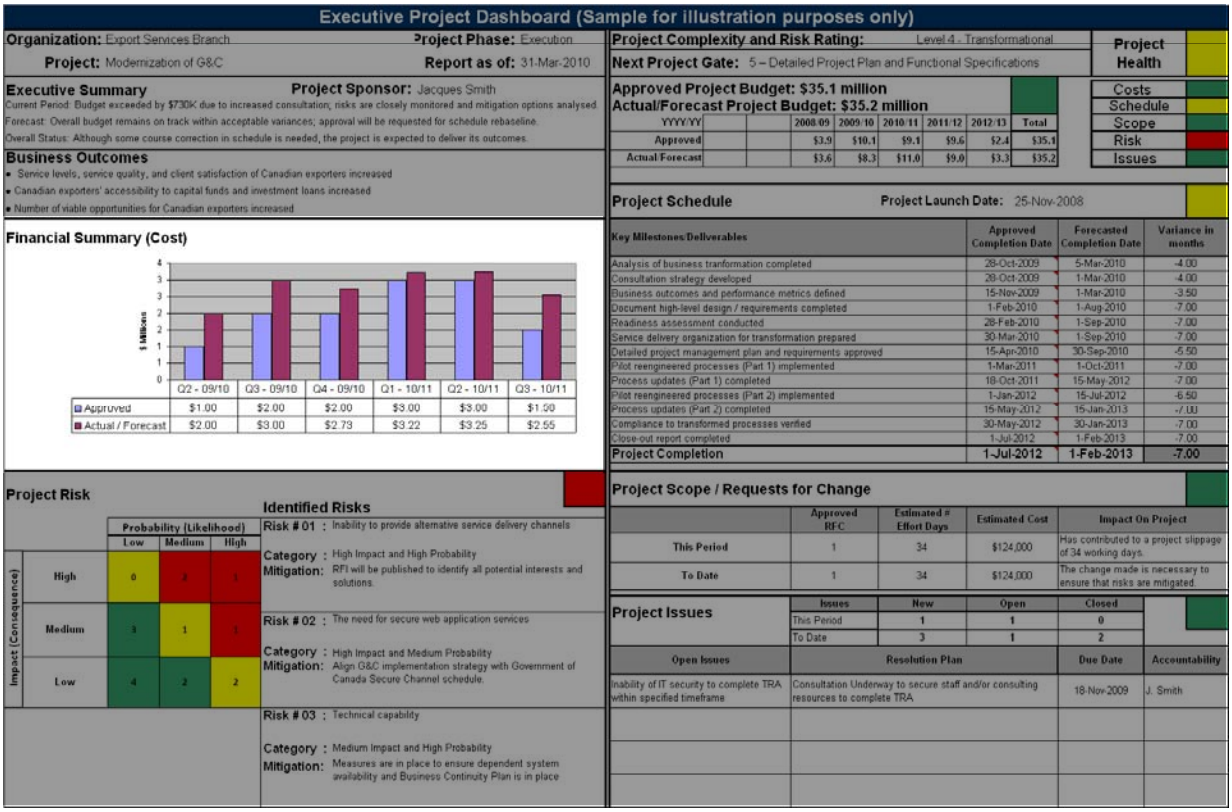
In the executive project dashboard template, overall project cost is the only metric where the green/yellow/red interpretation field is automatically populated (based on the data entered in the Approved and Actual/Forecast Budget table). Users must manually select green, yellow or red for the other metrics.

Green indicates variance of less than 10 per cent. The project is progressing on track and the intended business outcomes are expected to be achieved. Project completion is expected within budget.

Yellow indicates variance of between 10 and 20 per cent. Some course correction may be required. One or more of the intended business outcomes **may not** be achieved. Project completion may not be possible within budget. Additional funding or reprofiling may be required.

Red indicates variance of over 20 per cent. Significant course correction may be required. One or more of the intended business outcomes **may not** be achieved. Project completion may not be possible within budget. Funding decisions are required.

3 Financial Summary (Cost) Section



3.1 Data requirements

The Financial Summary (Cost) section covers six periods. The length of a period should reflect the project's reporting interval. For example, if senior management requests a biweekly or a monthly report, the periods will be shown in months; if a report is produced quarterly, the periods will be shown in quarters.

The third reporting period is defined as the current period. The current and the two previous reporting periods depict actual expenditures, while the three subsequent periods depict forecast expenditures.

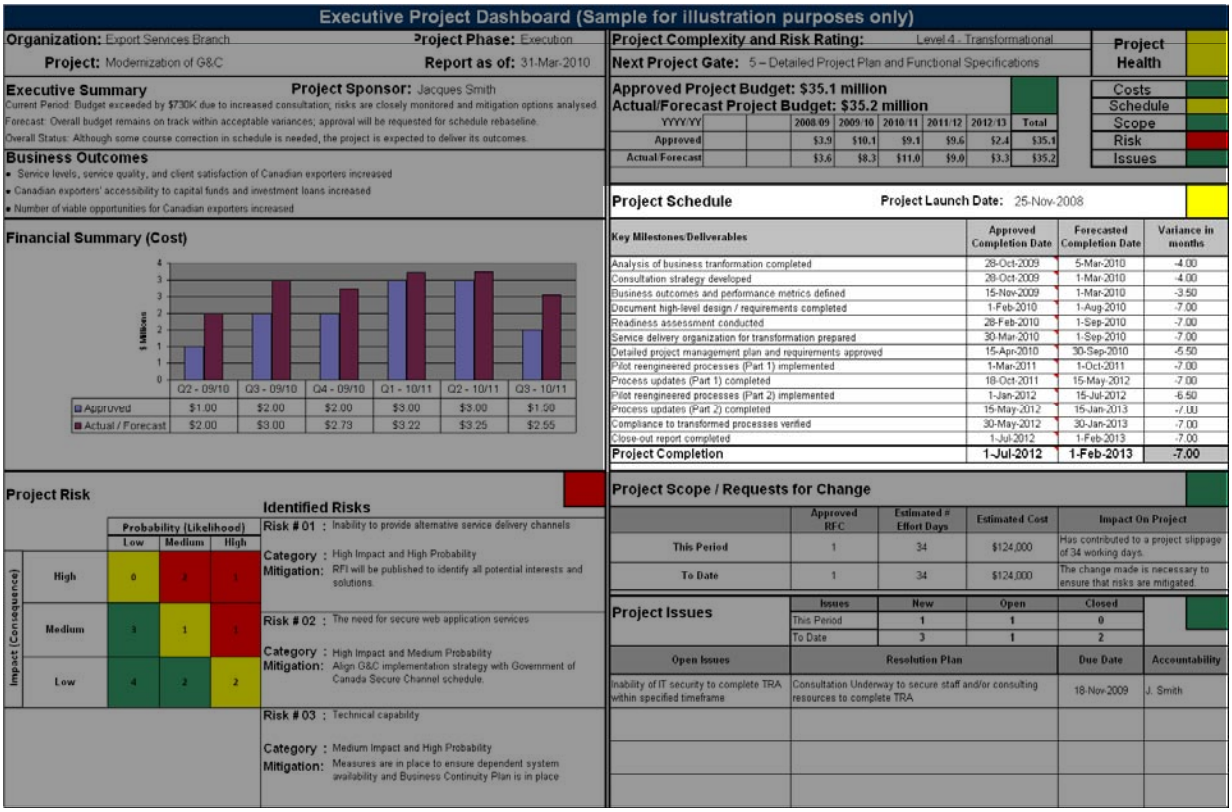
The Financial Summary (Cost) table appearing in the dashboard is automatically populated based on the data entered in the Financials worksheet. You cannot enter data directly in the Financial Summary (Cost) table.

There is no status indicator in this section. The financial status for the six periods is summarized in the bar chart showing the approved versus the actual/forecast expenditures per period.

Financials Worksheet

Field	Description	Data
Expenditure Categories	• Acceptable criteria include allocations by project stage, gate, component, deliverable or any other means by which the organization tracks the project's budget. • Define expenditure categories by overwriting the "Category" placeholders located in cells B7 to B10 and B25 to B28 of the Financials worksheet. You may add more categories if needed.	
Allocation of Approved Budget by Category	• Enter the approved budget in the table. The approved expenditures should be broken down by period, as mentioned above. Note: If the data entered in the dashboard's budget table include GST/HST, the data entered in the Financials worksheet should also include the tax and vice versa.	Approved project budget in $ (use thousands or millions of dollars, whichever was used in the budget table in the Project Overview section)
Actual/Forecast Expenditures by Category	• Enter actual expenditures for the first three periods. • Enter forecast expenditures for the three subsequent periods. The expenditures for the fourth period may be a mix of actual and forecast spending, depending on the date the report was produced. Note: If the data entered in the dashboard's budget table include GST/HST, the data entered in the Financials worksheet should also include the tax and vice versa.	Actual/forecast expenditures to date in $ (use thousands or millions of dollars, whichever was used in the budget table in the Project Overview section). You may use one or two decimals when entering data in the Financials worksheet.

4 Project Schedule Section



4.1 Data requirements

Field	Description	Data
Project Launch Date	• Enter the project's original launch or start date. Note: The project's start date should not change even if the project schedule has been adjusted/rebaselined. The project's start date should be the date of the original, formal project launch. If this date is not known, enter the preliminary project approval (PPA) date (if applicable).	Date (e.g. 14-Mar-2010) If the exact project start date is not known, please estimate. Enter either the first, mid or last day of the month.
Key Milestones and Deliverables	• List the significant events or major deliverables that are critical to achieving project outcomes during the current period through to the end of the project. Ideally, these milestones should be taken from the most recently approved project plan and reflect either meaningful project status against approved benchmarks or critical decision points affected by departmental or Treasury Board funding approvals.	Text

Field	Description	Data
	• Elaborate on the key items that were delivered during the current period and those that will be delivered in the next two periods. There is room to list up to 13 milestones in the dashboard.	
Approved Completion Date	• According to the latest schedule approved by the project authority (e.g. Treasury Board)	Date (e.g. 14-Mar-2010) If the exact approved completion date is not known, please estimate. Enter either the first, mid or last day of the month.
Forecasted Completion Date	• Completion date according to the most recent forecast	Date (e.g. 14-Mar-2010) If the exact approved completion date is not known, please estimate. Enter either the first, mid or last day of the month.
Variance	• Enter the variance (+ for ahead of schedule or – for behind schedule) between the revised completion date and the forecasted completion date (see subsections 4.2 and 4.3). The variance may be entered in days, weeks or months, whichever is most appropriate given the scale of the project. TBS recommends expressing the variance in the following time units: – In days for a project lasting less than 6 months; – In weeks for a project lasting more than 6 months but less than 18 months; and – In months for a project lasting more than 18 months.	Number of time units (days, weeks or months) using two decimals (e.g. 1.25) Note that the header of the column should indicate the time unit being used.
Status Indicator	• Select the appropriate status indicator (red, yellow or green) in the drop-down box in the upper-right corner of the section. Refer to subsection 4.3 for guidance.	Coloured indicator

4.2 Calculating slippage

For the purposes of this guide, “slippage” is defined as the variance between the baseline (most recently approved) project schedule and the forecasted project schedule. Slippage is calculated by taking the difference between the baseline project duration and the forecasted project duration (in days), dividing it by the baseline project duration and multiplying that total by 100 to obtain a percentage.

Formula for calculating slippage:

$$\frac{\textbf{(baseline project duration – forecasted project duration)}}{\textbf{baseline project duration}} \textbf{ X 100}$$

For example, a project with a baseline duration of 100 working days was recently forecasted to require 115 days.

$$\frac{(100 - 115)}{100} \text{ X } 100$$

This results in slippage of negative 15% (–15%). This project metric would therefore have a yellow indicator.

It should be noted that if a positive number is obtained, it represents “positive slippage” and is equivalent to green status.

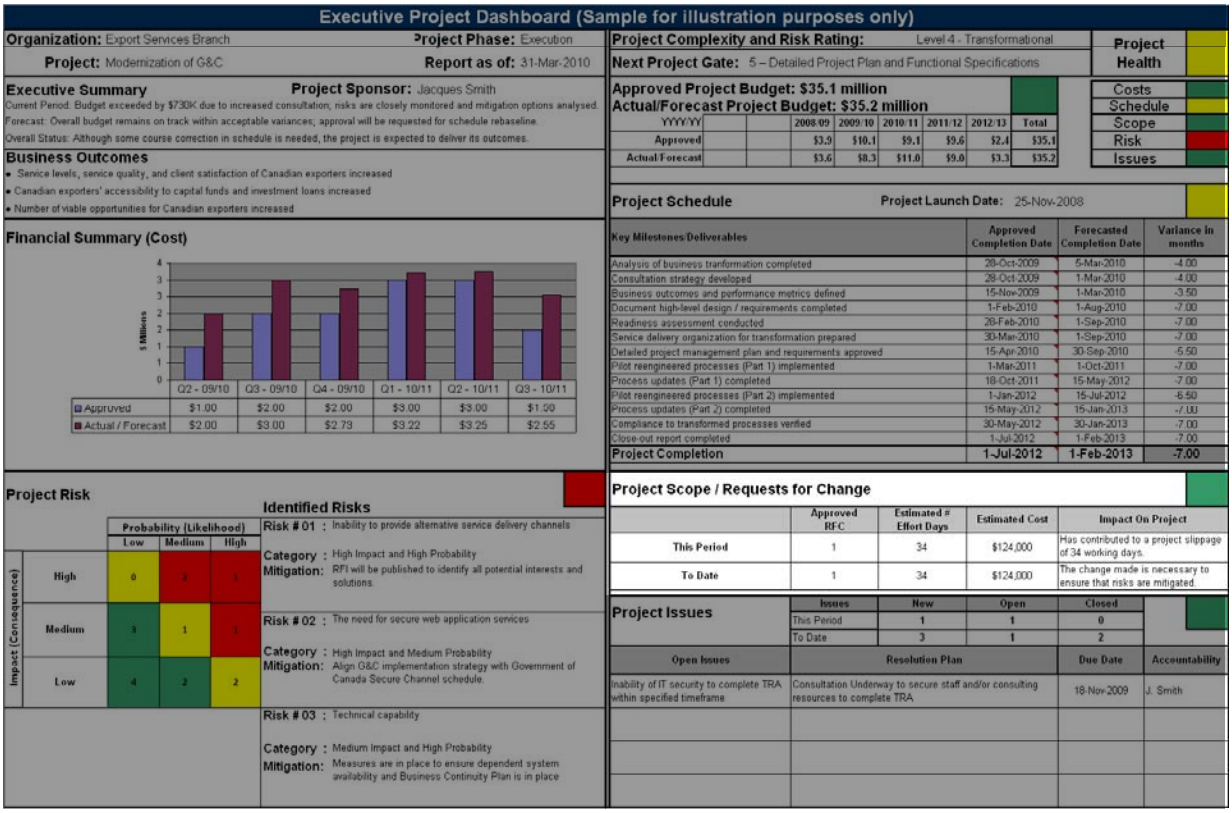
4.3 Interpretation

Green indicates variance of less than 10 per cent. The project is progressing on track and the intended business outcomes are expected to be achieved. Project completion is expected within the planned schedule.

Yellow indicates variance of between 10 and 20 per cent. Some course correction may be required. One or more of the intended business outcomes **may not** be achieved. Project completion **may not** be possible within the planned schedule.

Red indicates variance of over 20 per cent. Significant course correction may be required. One or more of the intended business outcomes **may not** be achieved. Project completion **may not** be possible within the planned schedule. Scheduling decisions are required.

5 Project Scope / Requests for Change Section



Requests for change, for the purposes of this guidance, are defined as proposals for changes to a project's scope. This can include changes to the total number of project deliverables or changes to the business requirements of one or more project deliverables.

5.1 Data requirements

Field	Description	Data
Number of Approved Requests for Change (RFC) for this Period	• Number of approved RFCs during the current reporting period	Number
Total Number of Approved RFCs to Date	• Total number of approved RFCs from the project's start to the end of the current reporting period, including those RFCs that have been closed	Number

Field	Description	Data
Level of Effort / Cost to Implement	• Level of effort and cost expressed in person effort days and in dollars, respectively	Number of days and value of effort required
Impact on Project	• Narrative assessment of the impact on the project's scope, schedule, cost, risk and business outcomes	Text
Status Indicator	• Select the appropriate status indicator (red, yellow or green) in the drop-down box in the upper-right corner of the section. Refer to subsection 5.2 for guidance.	Coloured indicator

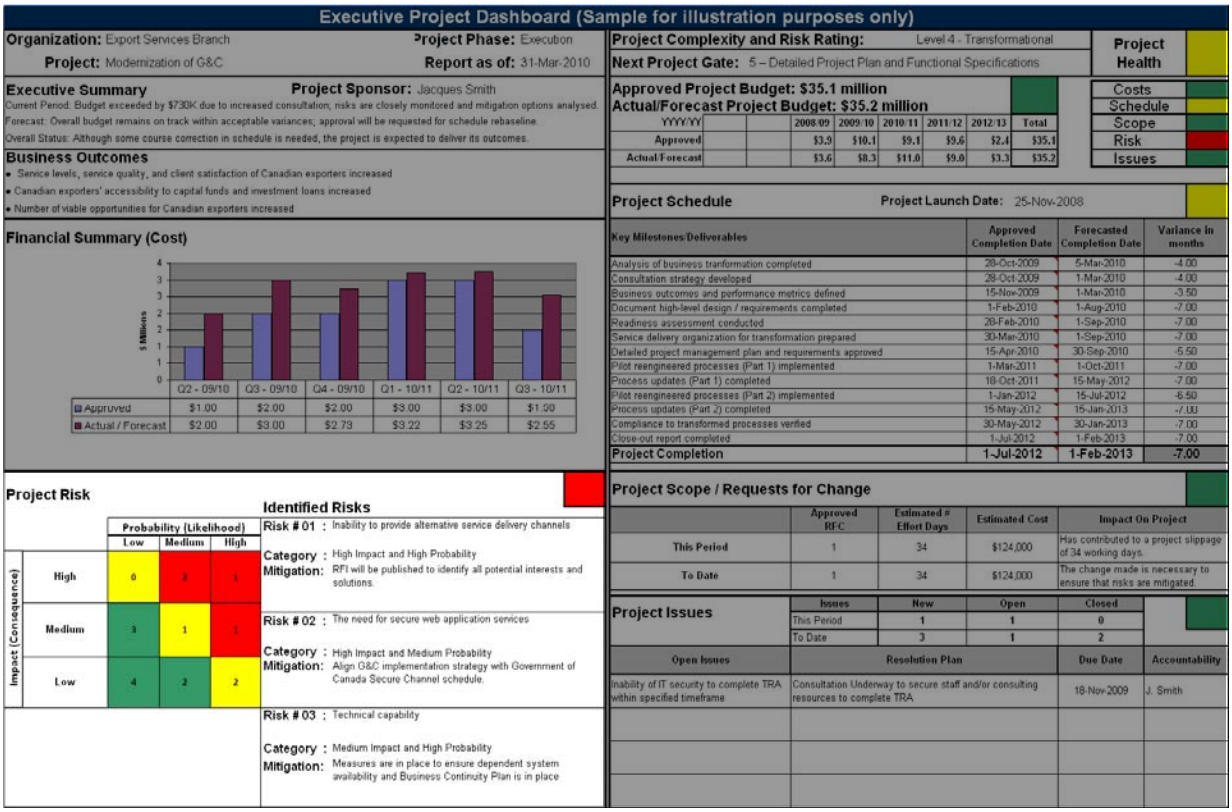
5.2 Interpretation

Green indicates that the project is on track. The intended business outcomes are expected to be achieved. Identified changes are **not** expected to negatively impact the project's scope, cost or schedule.

Yellow indicates that some course correction may be required. One or more of the intended business outcomes **may not** be achieved. Identified changes **may** negatively impact the project's scope, cost or schedule and some course correction may be required.

Red indicates that significant course correction may be required. One or more of the intended business outcomes **may not** be achieved. Identified changes **may** negatively impact the project's scope, cost or schedule and significant course correction may be required.

6 Project Risk Section



6.1 Identifying risk

Risk refers to the uncertainty that surrounds future events and outcomes and their potential for jeopardizing the project's ability to achieve objectives related to deliverables, schedule or budget. This section identifies the number of risks, the likelihood that they will materialize and their anticipated impact on intended project outcomes.

In the Project Risk section of the executive project dashboard, an area has been provided next to the risk matrix to briefly elaborate on the three highest project risks. Additional risks may be outlined in the project summary (see Appendix).

Overall project risks are calculated using two elements: **probability** and **impact**.

The **probability** of a risk occurring is expressed as High (Very likely), Medium (Likely) or Low (Unlikely) according to the following ranges:

- High indicates a 65 per cent or higher chance that the risk will occur.
- Medium indicates a 35 to 65 per cent chance that the risk will occur.
- Low indicates a 1 to 35 per cent chance that the risk will occur.

The potential **impact** of a risk is designated as High (Major), Medium (Moderate) or Low (Minor) according to the degree to which the project's schedule, cost, solution quality, service to the user community or credibility could slip beyond planned levels.

High—Important impact likely to affect many aspects of the project's schedule, cost, scope or quality or likely to create a situation where the project's credibility could be seriously undermined. May include schedule slippage of over 20 per cent or a greater than 7 per cent cost overrun.

Medium—Impact likely to affect some aspects of the project's schedule, cost, scope or quality, though possible to work around it, or likely to create a situation where the project's credibility could be somewhat undermined. May include schedule slippage of 10 to 20 per cent or a 4 to 7 per cent cost overrun.

Low—Some limited impact, though without adverse effect on the project's schedule, cost, scope, quality or credibility, or no significant impact on overall project delivery. May include schedule slippage of less than 10 per cent or a 1 to 4 per cent cost overrun.

Each risk is assigned an overall colour (red, yellow or green) based on the combination of its assessed probability and impact. The following table presents the overall categorization of a risk once its impact and probability are assessed.

Impact	Probability	Risk Level
High	High	**Red**
High	Medium	**Red**
Medium	High	**Red**
High	Low	**Yellow**
Medium	Medium	**Yellow**
Low	High	**Yellow**
Medium	Low	**Green**
Low	Medium	**Green**
Low	Low	**Green**

6.2 Data requirements

Once all the risks are categorized, the total number of risks for a particular category would be identified in each box (e.g. total number of risks with high impact and high probability). The following risk matrix is for illustrative purposes only and does not contain actual data.

		Probability (Likelihood)		
		Low	Medium	High
Impact (Consequence)	High	0	2	1
	Medium	3	1	1
	Low	4	2	2

Elaborate on any high-level yellow or red risk in the text block found to the right of the executive project dashboard's risk matrix.

6.3 Interpretation (overall risk rating)

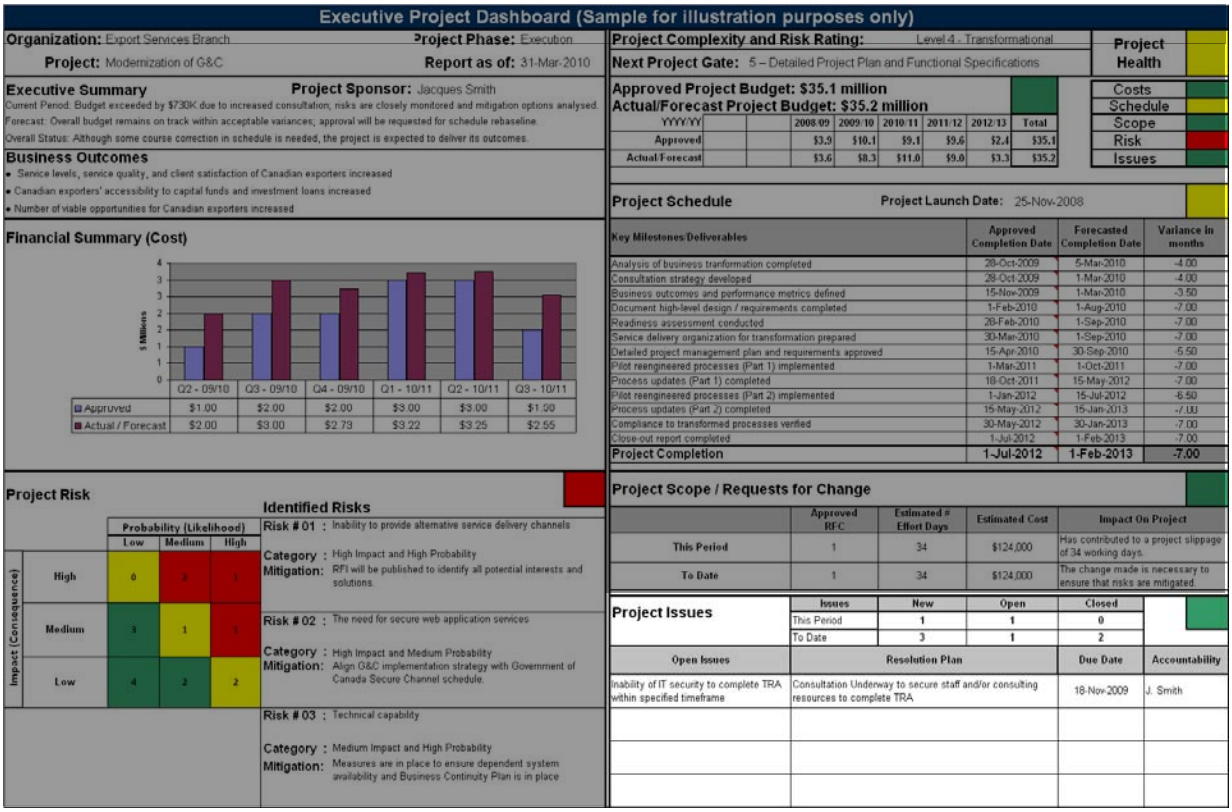
Once individual risks are identified in the risk matrix, they are to be rolled up into an overall risk rating indicator. The indicator, located in the upper-right corner of the Project Risk section, is to be interpreted as follows:

Green indicates that the project is on track. The identified risks are **not** expected to impact the other project metrics or overall business outcomes.

Yellow indicates that some course correction may be required. One or more identified risks may impact the other project metrics or overall business outcomes and some course correction may be required.

Red indicates that significant course correction may be required. One or more identified risks may impact the other project metrics or overall business outcomes and significant course correction may be required.

7 Project Issues Section



This section presents the critical, unplanned events or issues that have manifested themselves over the course of the project and may negatively affect the intended business outcomes if not addressed or resolved by management. An issue may be a risk that has materialized, a request for change, or something that should be provided by the project but currently is not or is not forecasted to be (e.g. a missing deliverable or a deliverable not meeting its specifications).

7.1 Data requirements

Field	Description	Data
Current Period	• New Issues: Total number of new issues raised during the current period. • Open Issues: Total number of issues left open or unresolved during the current period. • Closed Issues: Total number of issues closed or resolved during the current period.	Number

Field	Description	Data
To Date	• Total number of issues left open or unresolved since the beginning of the project. • Total number of issues closed or resolved since the beginning of the project.	Number
Open Issues	• Short description of **critical** issues or problems	Text
Resolution Plan	• Actions taken or proposed course of action	Text
Due Date	• Target date for issue's anticipated resolution	Text
Accountability	• Identify the organization, group or individual responsible for resolving the issue.	Text
Status Indicator	• Select the appropriate status indicator (red, yellow or green) in the drop-down box in the upper-right corner of the section. Refer to subsection 7.2 for guidance.	Coloured indicator

7.2 Interpretation

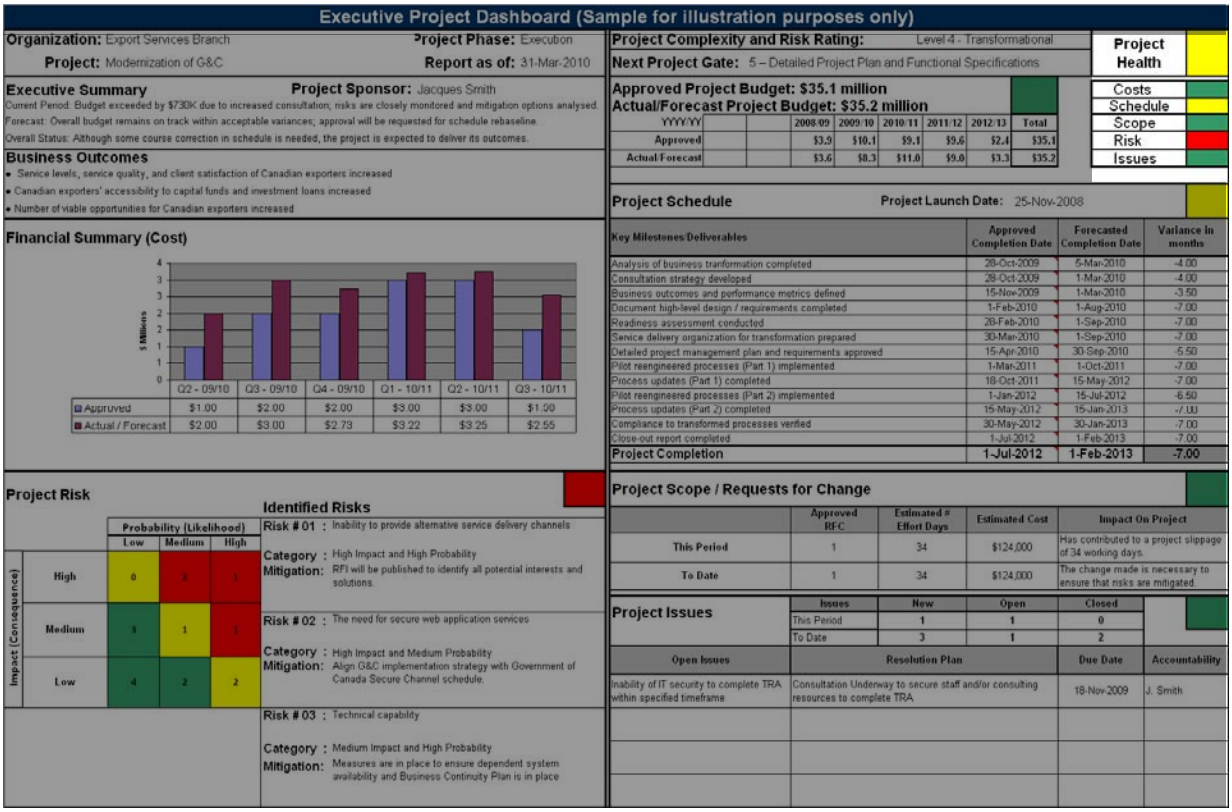
The project issues indicator identifies the degree to which the issues are being effectively resolved or acted upon.

Green indicates that the project is on track. The project is progressing on track and the intended business outcomes are expected to be achieved. All identified issues are manageable within the project's scope, cost and schedule.

Yellow indicates that some course correction may be required. One or more of the intended business outcomes may not be achieved. One or more of the identified issues are potentially unmanageable within the project's scope, cost or schedule.

Red indicates that significant course correction may be required. One or more of the intended business outcomes may not be achieved. One or more of the identified issues are unmanageable within the project's scope, cost or schedule or the activities undertaken to date to resolve the issue(s) have not been effective.

8 Project Health Section



8.1 Data requirements

Field	Description	Data
Project Health	This indicator shows the overall status of the project. Select the appropriate status indicator according to the Overall Project Health table shown in subsection 8.2. All other summary fields in this section are automatically populated based on the data and selections in each of the corresponding sections of the dashboard.	Red, yellow or green indicator
Cost	The overall status of the project budget, as determined in the Financial Summary (Cost) section	Red, yellow or green indicator (automatically populated)
Schedule	The overall status of the project schedule, as determined in the Project Schedule section	Red, yellow or green indicator (automatically populated)

Field	Description	Data
Scope	The overall status of the project scope, as determined in the Project Scope / Requests for Change section	Red, yellow or green indicator (automatically populated)
Risk	The overall status of project risk, as determined in the Project Risk section	Red, yellow or green indicator (automatically populated)
Issues	The overall status of project issues, as determined in the Project Issues section	Red, yellow or green indicator (automatically populated)

8.2 Overall Project Health

Two components help determine overall Project Health: an aggregate of the indicators (use the table below as a guide) as well as judgment. Judgment plays an important role in determining overall health because the five core project metrics may be weighted differently depending on the specific circumstances of a project. For instance, a project related to the Olympics may place a stronger emphasis on the schedule metric.

To determine overall Project Health, add up the red and yellow indicators that were attributed to project cost, schedule, scope, risk and issues and, in accordance with the table below, assign an overall Project Health indicator. Then, applying judgment, adjust the overall Project Health indicator up or down to reflect the realities of the project.

Aggregate Indicators	Overall Project Health
2 of the 5 indicators are **red**	
1 of the 5 indicators is **red**	
2 of the 5 indicators are **yellow**	
3 of the 5 indicators are **yellow**	
1 yellow indicator plus 1 **red** indicator	
2 yellow indicators plus 1 **red** indicator	
Most other scenarios	

8.3 Interpretation

Green indicates that the project is on track.

Yellow indicates that some course correction may be required.

Red indicates that significant course correction may be required.

9 Related Policies and Publications

Treasury Board Policies and Policy Instruments

- *Management of Major Crown Projects* (to be rescinded April 1, 2012)
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12040
- *Policy on Investment Planning – Assets and Acquired Services*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18225
- *Policy on Management of Information Technology*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12755
- *Policy on Management, Resources, and Results Structures*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18218
- *Policy on the Management of Projects*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229
- *Project Management Policy* (to be rescinded April 1, 2012)
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12077
- *Risk Management Policy*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12253
- *Standard for Organizational Project Management Capacity*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12078
- *Standard for Project Complexity and Risk*
  http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12079

Other Resources of Interest

- The UK Office of Government Commerce
  http://www.ogc.gov.uk/
- US IT Dashboard
  http://it.usaspending.gov/
- Government of California IT Project Tracking Reports
  http://www.cio.ca.gov/Government/IT_Policy/IT_Projects/
- Michigan Government Dashboard Reporting User Guide
  http://www.michigan.gov/documents/Dashboard_Users_Guide_60672_7.pdf

Appendix: Project Summary Template

PROJECT SUMMARY: Project Name

Project Organization: *Organization Name* **Project Sponsor:** *Sponsor Name*	**Overall Project Health** 

Project Description

Provide 2-3 sentences describing the purposed of the project and its key deliverable(s) or output(s). [Suggested limit of 300 characters.]

Business Outcomes

List the business outcomes of the project. Business outcomes are the measurable results expected at the end of the project and contribute to the sustainment or improvement of one of the activities in an organizational Program Activity Architecture. [Suggested limit of 300 characters.]

Executive Summary

Summarize the overall project status, linking progress to the business outcomes. [Suggested limit of 300 characters.]

Project Details (by Project Metric)

Cost: 
Explain the reasons why the project is reporting any yellow or red status in this section, as well as any major changes that have taken place since the last reporting period. Include any corrective actions taken to mitigate or correct problems. ***It is suggested that the report not exceed two pages****.*
Schedule: 
Explain the reasons why the project is reporting any yellow or red status in this section, as well as any major changes that have taken place since the last reporting period. Include any corrective actions taken to mitigate or correct problems. ***It is suggested that the report not exceed two pages.***
Scope: 
Explain the reasons why the project is reporting any yellow or red status in this section, as well as any major changes that have taken place since the last reporting period. Include any corrective actions taken to mitigate or correct problems. ***It is suggested that the report not exceed two pages.***
Risk: 
Explain the reasons why the project is reporting any yellow or red status in this section, as well as any major changes that have taken place since the last reporting period. Include any corrective actions taken to mitigate or correct problems. ***It is suggested that the report not exceed two pages.***
Issues: 
Explain the reasons why the project is reporting any yellow or red status in this section, as well as any major changes that have taken place since the last reporting period. Include any corrective actions taken to mitigate or correct problems. ***It is suggested that the report not exceed two pages.***