Oracle Project Portfolio Management Cloud
Using Project Performance Reporting

19C
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</table>
Preface

This preface introduces information sources that can help you use the application.

Using Oracle Applications

Using Applications Help

Use help icons 🔄 to access help in the application. If you don’t see any help icons on your page, click your user image or name in the global header and select Show Help Icons. Not all pages have help icons. You can also access Oracle Applications Help.

Watch: This video tutorial shows you how to find help and use help features.

You can also read Using Applications Help.

Additional Resources

- **Community:** Use Oracle Cloud Customer Connect to get information from experts at Oracle, the partner community, and other users.

- **Guides and Videos:** Go to the Oracle Help Center to find guides and videos.

- **Training:** Take courses on Oracle Cloud from Oracle University.

Conventions

The following table explains the text conventions used in this guide.

<table>
<thead>
<tr>
<th>Convention</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>boldface</strong></td>
<td>Boldface type indicates user interface elements, navigation paths, or values you enter or select.</td>
</tr>
<tr>
<td><strong>monospace</strong></td>
<td>Monospace type indicates file, folder, and directory names, code examples, commands, and URLs.</td>
</tr>
<tr>
<td>&gt;</td>
<td>Greater than symbol separates elements in a navigation path.</td>
</tr>
</tbody>
</table>

Documentation Accessibility

For information about Oracle’s commitment to accessibility, visit the Oracle Accessibility Program website.

Videos included in this guide are provided as a media alternative for text-based help topics also available in this guide.
Contacting Oracle

Access to Oracle Support
Oracle customers that have purchased support have access to electronic support through My Oracle Support. For information, visit My Oracle Support or visit Accessible Oracle Support if you are hearing impaired.

Comments and Suggestions
Please give us feedback about Oracle Applications Help and guides! You can send an e-mail to: oracle_fusion_applications_help_ww_grp@oracle.com.
Chapter 1

Project Performance Reporting

Tolerance Percentage

Use tolerance percentages to compare the previous key performance indicator (KPI) value with the current value. The application calculates trend indicators based on the percentage increase or decrease in a KPI value and the tolerance percentage in the KPI definition.

Example of Tolerance Percentage

When you create a KPI, you must enter a tolerance percentage that is used to determine the trend indicator for a KPI. The percentage change in KPI value is calculated using the following formula:

\[
\text{Percentage Change in KPI Value} = \frac{\text{absolute value of } (\text{Current Value} - \text{Previous Value}) \times 100}{\text{Previous Value}}
\]

This table describes how the application uses tolerance percentage to calculate the trend indicator.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Tolerance Percentage and Trend Indicator Setting</th>
<th>Current Period KPI Value and Status Indicator</th>
<th>Previous Period KPI Value and Status Indicator</th>
<th>Percentage Change Based on Previous Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>PTD Actual Invoice Amount</td>
<td>5 percent Up is Favorable</td>
<td>$3500</td>
<td>$4800</td>
<td>27 percent Down, Unfavorable</td>
</tr>
<tr>
<td>PTD Actual Spent Labor Effort Percentage</td>
<td>5 Up is Favorable</td>
<td>75</td>
<td>71</td>
<td>5.6 percent Up, Favorable</td>
</tr>
<tr>
<td>PTD Actual Margin Percentage</td>
<td>2 percent Up is Favorable</td>
<td>28.5 percent</td>
<td>30.2 percent</td>
<td>5.6 percent Down, Unfavorable</td>
</tr>
</tbody>
</table>

Summarized Financial Plan Types

Summarized financial plan types are financial plan types whose previous and current approved versions (for forecasts) or original and current baseline versions (for budgets) are used in summarization of project performance data.
Particular financial plan types are included in summarization by default, while you must manually select others.

**Default Financial Plan Types**

Approved forecast and baseline budget versions of the following financial plan types are automatically included in summarization of project performance data:

- Approved Revenue Budget
- Approved Cost Budget
- Primary Revenue Forecast
- Primary Cost Forecast

A budget or forecast financial plan type may support both cost and revenue in one version.

**User-Selected Financial Plan Types**

Apart from the default financial plan types, you can include up to four others in summarization of project performance data.

*Tip:* You can include a financial plan type before it’s used on a project for creating a version.

You can replace a user-selected financial plan type until project performance data is summarized for reporting. After that, you can only disable the financial plan type to exclude it from further summarization.

**Related Topics**

- Project Performance Data Summarization

**Performance Trend Indicators**

Project performance trend indicators show whether project performance is favorable or unfavorable. You can view the following types of trends:

- **Up, favorable:** Indicates that an increasing KPI value is favorable to the project.
- **Up, unfavorable:** Indicates that an increasing KPI value is unfavorable to the project.
- **Down, favorable:** Indicates that a decreasing KPI value is favorable to the project.
- **Down, unfavorable:** Indicates that a decreasing KPI value is unfavorable to the project.
- **Unchanged:** Indicates that there is no change to the KPI value.

You can change the default sort order of the trend indicators using the Manage Trend Indicators setup task. You can set up KPIs with the most unfavorable trend to appear first on the list in the KPI Watchlist on the Project Performance dashboard.

Run the Generate KPI Values process after updating project performance data to see the latest information in the Project Performance dashboard.

*Tip:* Enable the reporting option in the Manage Project Units page to generate KPI values automatically after updating project performance data.
Example of KPI Thresholds with Different Currencies

You can set up different threshold ranges for each currency for currency-based KPIs to ensure that the thresholds apply for a particular currency amount.

Example of Threshold Levels with Different Currencies

The following example describes setting up of different threshold levels for each currency.

Vision Corporation sells and installs human resource software. A standard KPI used for installation projects is Period-to-Date (PTD) Invoice Amount. Projects are executed in different countries having different project and ledger currencies, such as United States dollars (USD), Japanese yen (JPY), and Indian rupees (INR).

The PTD invoice amount for projects with a ledger currency of USD is critical if the value is between 0 and 3,000 USD. The PTD invoice amount for projects with a ledger currency of INR is critical if the value is between 0 and 50,000 INR. The currency thresholds are independent of currency conversion.

FAQs for Project Performance Reporting

What budgets and forecasts are included in the summarization?

Certain financial plan types are included in summarization by default, while you must manually select others. Approved forecast and baseline budget versions of the following financial plan types are automatically included in summarization of project performance data:

- Approved Revenue Budget
- Approved Cost Budget
- Primary Revenue Forecast
- Primary Cost Forecast

Apart from the default financial plan types, you can include up to four others in summarization of project performance data.

Can I replace a financial plan type on a project that is enabled for summarization?

Yes. You can change the financial plan type before project performance data is summarized for reporting.
Can I choose the regions to appear on Project Performance Reporting dashboard?

Yes. Select the Edit Current Page link in the Personalization menu to show or hide regions. You can also modify the arrangement of the region layouts using the Change Layout option.

Can I select the columns to appear in the Project Performance Reporting dashboard tables?

Yes. The View menu in the region gives you options to add or remove columns in a region.
2 Update Project Performance Data and Generate KPIs

Project Performance Data Summarization

Run the Update Project Performance Data process to summarize performance data for a project unit, business unit, a range of projects, or projects managed by a project manager. This process:

- Summarizes data for different data sources, such as actual costs, commitments, contract revenue, invoice amounts, budgets, control budgets, allocations, forecasts, and awards.
  - Summarizes data in the project currency, project ledger currency, and transaction currency.
  - Summarizes data in the accounting and project accounting calendars.
  - Summarizes only those contracts that are associated with the project.
- Generates KPI values and determines the overall project health status.
- Updates the financial project plan with summarized amounts from actual cost transactions.
- Updates Oracle Essbase cubes so that you can view the summarized data using Oracle Smart View for Office.

Summarized Data

Once the Update Project Performance Data process completes, summarized data is displayed on several pages in the application for project analysis. Use the summarized data to analyze the health of projects and drill down to the causes of any deviation from set thresholds.

You can complete the following tasks using summarized data:

- Analyze project performance data.
- Analyze KPI categories and KPIs.
- Track project health and progress across different periods.
- View summaries for revenues, invoices, actual costs, budgets, allocations, forecasts, and commitments.
- Build dashboards and analyses to review project performance using the Projects - Performance Reporting Real Time subject area.

When to Run the Update Project Performance Data Process

You can run the Update Project Performance Data process for different situations. For example, run it when:

- The summarized data is out of date and you want to update it. For example, you don’t see the latest summarized data in the Project Management infolets, in the Project Performance Dashboard regions, or in the My Projects page.
- The summarized data is inaccurate and you want to delete the existing data and re-summarize.
- Large volume of data is not summarized yet, and you want to summarize the entire bulk of data in one run.
Note: If you have large volumes of data, run the Update Project Performance Data Without Producing Report process when the workload on systems is low. For example, you can run the process on a nightly basis.

You don’t need to run the following processes if you run the Update Project Performance Data process as it summarizes all the data:

- Distribute Project Resource and Task Effort by Day
- Update Project Contract Performance Data or Update Project Contract Performance Data Without Producing Report

Note: The Update Project Performance Data process summarizes only those contracts that are associated with the project. To summarize the contracts that are not associated with any project, run the Update Project Contract Performance Data process explicitly for those contracts.

- Generate KPI Values or Generate KPI Values Without Producing Report
- Update Award Project Performance Data Without Producing Report
- Update Project Plan Data or Update Project Plan Data Without Producing Report

Note: If the Enable automatic pushing actual to project plan after every online cost summarization profile option is enabled, the Update Project Plan Data process runs as part of the Update Project Performance Data process. Else, navigate to the Manage Financial Project Plan page, click Update Amounts > Update Actual Amounts from the Actions menu, and submit the Update Project Plan Data process.

Setting That Affect Performance Data Summarization

Before you run the Update Project Performance Data process from the Scheduled Processes page, select one of the following summarization methods:

<table>
<thead>
<tr>
<th>Summarization Method</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incremental</td>
<td>Summarizes new transactions that are yet to be summarized.</td>
</tr>
<tr>
<td>Delete and resummarize</td>
<td>Corrects summary data when the source system data changes outside the regular transaction flow.</td>
</tr>
<tr>
<td></td>
<td>This option is disabled by default. But, if you want to delete and resummarize performance data, ask your application administrator to set the Enable Maintain Project Performance Data job profile option to Yes. The profile option is in the Setup and Maintenance work area.</td>
</tr>
<tr>
<td>Resource breakdown structure</td>
<td>Migrates all summary data from one resource breakdown structure version to the next</td>
</tr>
<tr>
<td></td>
<td>If you select this option, you must also specify the resource breakdown structure header.</td>
</tr>
</tbody>
</table>
You must also specify the summarization parameters each time you run the summarization process manually and whether to summarize the following transactions:

<table>
<thead>
<tr>
<th>Transaction</th>
<th>Data Summarized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget and forecast</td>
<td>Approved current and previous forecasts, and current and original budgets that have a baseline version. This includes approved budgets and primary forecasts.</td>
</tr>
<tr>
<td>Commitment</td>
<td>Commitments such as supplier invoices, purchase orders, and requisitions from other Oracle Cloud applications.</td>
</tr>
<tr>
<td>Actual Costs</td>
<td>The actual costs incurred for your projects.</td>
</tr>
</tbody>
</table>

**Run the Update Project Performance Data Process**

Project application administrators can schedule the Update Project Performance Data process to run periodically by clicking [Schedule New Process](#) on the Scheduled Processes page.

Project managers can submit these processes from the Project Financial Management work area, the Project Performance Dashboard, or the Project Management work area.

Once you run the Update Project Performance Data process, you can track its progress on the Scheduled Processes page.

**KPI Components**

A key performance indicator (KPI) enables you to define thresholds of possible values for a performance measure for any project in a project unit. During KPI definition, you associate a performance status indicator with each threshold level. When you generate KPI values, the application compares the value against the thresholds defined for the KPI. If the value falls within any of the defined threshold levels, then the application associates the status indicator of that threshold with the performance measure. The following are the KPI components we will discuss:

- Performance Measure
- Performance Status Indicator
- Threshold Level
- Trend Indicator
- Tolerance Percentage
- Project Performance Data
- Project Unit

**Performance Measure**

Oracle Fusion Project Performance Reporting provides both fundamental and derived measures that present an objective insight into the performance of the project. In addition, you can create custom measures to meet the unique needs of your organization. Use any delivered or custom performance measure to create a KPI.
Performance measures are available in the areas of budgets and forecasts, billing and revenue, costs, effort, margin, capitalization, and more. Following are examples of predefined performance measures:

- EAC Budget Cost (the estimate at completion burdened cost from the current baseline budget)
- ITD Forecast Revenue Variance (the inception-to-date current baseline budget revenue - current approved forecast revenue)
- Prior Period Margin Percentage Variance (the prior period current baseline budget margin percentage - actual margin percentage)

A performance measure is associated with a time dimension. The following time dimensions are available:

- Estimate-at-completion (EAC)
- Inception-to-date (ITD)
- Prior Period
- Period-to-date (PTD)
- Quarter-to-date (QTD)
- Year-to-date (YTD)

A particular performance measure set, such as Budget Cost, can have as many as six performance measures: one for each time dimension.

A performance measure can be expressed as a currency amount, as a percentage, or in time units such as hours when effort is measured. If the KPI is used on projects that use different currencies, you can enter different thresholds levels for each currency you need.

**Performance Status Indicator**

Performance status indicators give an immediate picture of the status of a project, such as critical, at risk, and on track. Each distinct icon indicates the status and severity of performance. During KPI definition, you first associate status indicators with performance statuses:

- Critical
- Severe
- At risk
- On track
- Ahead

You then associate these statuses with threshold levels. When KPI values are generated for a project, each value is compared to the defined thresholds and the corresponding status indicator for the KPI appears on project performance reports.

A status can identify negative performance so that you can take the appropriate actions to prevent or quickly resolve problems. Conversely, a status can identify positive performance to help you track expected or excellent performance.

**Threshold Level**

During KPI definition, you define threshold levels to cover all possible values for a KPI. If a KPI value exceeds the range of values defined for the KPI threshold levels, the closest threshold is used to determine the KPI status. For example, if a KPI value falls lower than the lowest threshold level, the application assigns the status of the lowest threshold level to the KPI.

A status indicator can be associated with more than one threshold level. For example, both underutilization and overutilization of resources can indicate a critical performance status.
Trend Indicator
Performance trend indicators give an immediate picture of improving or worsening KPI value trends on the project. Each distinct icon indicates whether an increasing performance trend has a positive or negative impact. For example, an increase in nonbillable costs is considered unfavorable to organizations that are able to bill costs to their clients. In this example, the performance trend indicator will show a negative impact.

Tolerance Percentage
A tolerance percentage is used to compare the previous KPI value to the current value to show if the performance trend is increasing, decreasing, or staying the same. For example, if the tolerance percentage is 10 percent for a KPI, and the difference between the previous KPI value and current value is greater than 10 percent, then the trend is increasing. If the difference is greater than -10 percent, then the trend is decreasing. If the difference is between -10 percent and 10 percent, then the trend shows no change. A single tolerance percentage value, such as 10 percent in this example, represents both negative and positive tolerances.

Project Performance Data
The application provides programs that extract and update transaction data and maintain project performance data. The process of generating KPI values uses this project performance data. Before you generate new KPI values, check the date that the project performance data was last generated to make sure that the data includes all transactions that may impact project performance results. Then decide if you must update project performance data before you generate KPI values. After you run these programs you will have a true picture of project performance.

When you generate KPI values, the period for which KPI values are being generated is determined by the KPI Period Determination Date. The data from that period is used to generate project performance data that will be populated on the project performance dashboard.

Note: KPIs that are enabled for use in the KPI definition are included when KPI values are generated.

Project Unit
KPIs are created for specific project units.

Related Topics
- How KPI Trends Are Calculated

How KPI Values Are Generated
Generate KPI values after updating project performance data to analyze the project performance. You can assign a threshold for the KPI values. The application first generates the KPI values and then assigns a status indicator to the KPI based on the threshold you define.
Settings That Affect KPI Values

You can specify the values for the parameters as listed in the following table when running the Generate KPI Values process from the Scheduled Processes page.

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI Period Determination Date</td>
<td>Set the date used to derive the project calendar and accounting calendar periods for performance measure calculations when KPI values are generated.</td>
</tr>
<tr>
<td>Replace Current KPI Values</td>
<td>Replace the existing KPI values with the values that you are generating now.</td>
</tr>
<tr>
<td>Delete Previous KPI Values</td>
<td>Delete the KPI values that were generated by prior runs of the Generate KPI Values process.</td>
</tr>
<tr>
<td>Number of Days to Retain KPI Values</td>
<td>Retain KPI values for the specified number of days starting from the current date before deleting previous KPI values.</td>
</tr>
</tbody>
</table>

This table provides examples of KPI period determination date and generation date.

<table>
<thead>
<tr>
<th>KPI Period Determination Date</th>
<th>Generation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 29, 2010</td>
<td>November 12, 2010</td>
</tr>
<tr>
<td>September 30, 2010</td>
<td>October 15, 2010</td>
</tr>
</tbody>
</table>

If you generate KPI values on November 18, 2010 and select to replace the current KPI values, the application deletes the KPI values generated on November 12, 2010 and replaces the data with KPI values generated on November 18, 2010. You must select to replace the current KPI values for a given period if you want to retain one set of KPI values and review KPI values during the period.

You can also delete KPI values that are not required for reporting. The options, Delete Previous KPI Values and Number of Days to Retain KPI Values, enable you to delete KPI values that were generated prior to a specific number of days. For example, if today is November 18, 2010 and you want to remove all KPI values generated in the previous year, you must select to delete previous KPI values, and set Number of Days to Retain KPI Values to 322. All KPI values created since January 1, 2010 are retained and KPI values generated before that period are deleted.

∗ Note: Don’t delete previous KPI values when you’re generating KPI values for the first time in a period, or if you want to see trending information for the KPIs over the life of the project.
How KPI Values are Generated

KPI values are calculated based on the value of the performance measure associated with the project. When you generate KPI values, the KPI period determination date is used to determine the period. KPI values are generated for the period based on the options in the KPI definition. Only one set of KPIs are kept for a single KPI period determination date.

For example, KPI values are generated for a KPI period determination date of August 24 at 8:15 a.m. for Projects A and B. Then KPI values are generated for a KPI period determination date of August 24 at 10:45 a.m. just for Project B. The KPI values for Project B generated at 8:15 a.m. are deleted, but KPIs belonging to Project A are retained.

Note: To keep historical information, use a unique KPI period determination date.

Generating KPI Notifications

Enable the Notify project manager option in the KPI Notifications section on the Reporting tab of the Manage Financial Project Settings page to automatically notify project managers after you generate KPI values.

Related Topics
- Examples of KPI Value Calculations

How KPI Trends Are Calculated

Trend indicators show whether the trend of a key performance indicator (KPI) is favorable or unfavorable for a project. When you define KPIs you specify a value for tolerance percentage. The tolerance percentage is taken into account while calculating trend indicators for a KPI.

Note: KPI trends may not be useful if KPI values are generated often. The reason is, if the tolerance percentage is 10 percent and KPI values are generated every day, the values decrease by 1 percent each day. In this scenario, no change is observed in the trend as the decrease is well within the tolerance. However, if you generate KPI values at the start and end of the month, a significant change is observed in the trend.

Settings That Affect KPI Trends

The trend indicator that appears for a KPI is based on the default set in the performance trend indicator setup. The different trend indicators available are:

- Up, favorable: The project performance trend is increasing in value and is desirable.
- Up, unfavorable: The project performance trend is increasing in value and is undesirable.
- Down, favorable: The project performance trend is decreasing in value and is desirable.
- Down, unfavorable: The project performance trend is decreasing in value and is undesirable.
- Unchanged: The project performance trend is unchanged.
You can change the sort order of the trend indicators based on how you want to sequence KPIs in a table based on the performance of KPIs in a project.

How KPI Trends Are Calculated

Trend Indicators are calculated based on the percentage increase or decrease in a KPI value, while taking into consideration the tolerance percentage specified while creating the KPI. The following example illustrates how trend indicators are calculated for a KPI.

Consider a scenario where KPI values are generated for the first time on January 15, 2011, and again on February 15 and April 15. KPI trends are calculated when there are at least two values that exist for a KPI.

**KPI Values Generated on January 15, 2011**

This table displays the trend when KPI values are generated the first time on January 15, 2011. All values in the following tables are percentages unless specified otherwise.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Tolerance Percentage and Trend Indicator Setting</th>
<th>Current KPI Value and Status Indicator</th>
<th>Previous KPI Value and Status Indicator</th>
<th>Trend Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>PTD Actual Spent Labor Effort Percentage</td>
<td>5 Up is Favorable</td>
<td>70 On Track</td>
<td>NA NA</td>
<td>NA</td>
</tr>
<tr>
<td>PTD Actual Spent Equipment Effort Percentage</td>
<td>5 Up is Unfavorable</td>
<td>30 On Track</td>
<td>NA NA</td>
<td>NA</td>
</tr>
<tr>
<td>PTD Actual Invoice Amount</td>
<td>5 Up is Favorable</td>
<td>$5000 Warning</td>
<td>NA NA</td>
<td>NA</td>
</tr>
<tr>
<td>Actual Billable Cost Percentage</td>
<td>2 Up is Favorable</td>
<td>90 On Track</td>
<td>NA NA</td>
<td>NA</td>
</tr>
<tr>
<td>PTD Actual Margin Percentage</td>
<td>2 Up is Favorable</td>
<td>30 On Track</td>
<td>NA NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

After generating KPI values on January 15, 2011, the most critical KPI is PTD Actual Invoice Amount. The overall project health status is Warning, because the most critical KPI, PTD Actual Invoice Amount, has a status of Warning.

**KPI Values Generated on February 15, 2011**

This table displays the trend when KPI values are generated on February 15, 2011.
Update Project Performance Data and Generate KPIs

This table shows how the trend indicator is calculated based on the previous period. Although the KPI values for the current period are different from the previous period, the difference in the values isn’t significant enough to change the trend indicator, based on the tolerance percentage defined for each KPI. For example, the PTD Actual Spent Labor Effort Percentage is 71 percent, compared to the previous period KPI value of 70 percent. If the current period KPI value is more than 73.5 percent, which is more than 5 percent higher than the previous period, then the trend indicator is Up, Favorable. If the current period KPI value is less than 66.5 percent, which is more than 5 percent lower than the previous period, then the trend indicator is Down, Unfavorable.

The overall project health status is Warning, based on the most critical of all KPI statuses. After generating KPI values on February 15, 2011, the most critical KPI is PTD Actual Invoice Amount.

KPI Values Generated on April 15, 2011

This table displays the trend when KPI values are generated the on April 15, 2011.
<table>
<thead>
<tr>
<th>KPI</th>
<th>Tolerance Percentage</th>
<th>Current Quarter KPI Value and Status Indicator</th>
<th>Previous Quarter KPI Value and Status Indicator</th>
<th>Trend Indicator Based on Previous Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Billable Cost Percentage</td>
<td>2</td>
<td>91</td>
<td>91</td>
<td>Unchanged</td>
</tr>
<tr>
<td></td>
<td>Up is Favorable</td>
<td>On Track</td>
<td>On Track</td>
<td></td>
</tr>
<tr>
<td>PTD Actual Margin Percentage</td>
<td>2</td>
<td>28.5</td>
<td>30.2</td>
<td>Down, Unfavorable</td>
</tr>
<tr>
<td></td>
<td>Up is Favorable</td>
<td>Warning</td>
<td>On Track</td>
<td></td>
</tr>
</tbody>
</table>

This table shows how the trend indicator is calculated based on the previous quarter. The current KPI values are compared to the latest generation date of KPIs for the previous quarter.

It is possible that the previous period trend and the previous quarter trend are calculated based on KPI values from the same generation date. This occurs when the previous period generation date is the same as the latest generation date in the previous quarter.

The first three KPI values changed enough since the previous quarter to change the trend calculator. For example, the current quarter value of PTD Actual Invoice Amount is $3,500, which exceeds the threshold tolerance of 5 percent from the previous quarter KPI value of $4,800. Therefore the KPI is in a Critical status, and the trend indicator is Down, Unfavorable. If the current quarter value is greater than $5,040, which is more than 5 percent higher than the previous quarter, then the trend indicator is Up, Favorable.

A project manager might review the KPI values, statuses, and trends shown in this table and determine that a transaction was not billed, because the KPIs that are based on revenue and invoice amounts have both dropped.

The overall project health is critical because of the status of the PTD Actual Invoice Amount.

**Related Topics**
- Performance Trend Indicators
- Tolerance Percentage

**Examples of KPI Value Calculations**

A key performance indicator (KPI), if enabled for use, can be defined against one of two calendars: accounting calendar or project accounting calendar.

To generate KPI values, you enter a KPI period determination date for the application to determine the accounting calendar period and project accounting calendar period. This example shows you how current period, prior period, and prior quarter KPI values are calculated.

**Scenario**

Vision Corporation designs and implements heavy engineering projects for government and private customers. The Finance department is interested in measuring revenue and margin on the accounting calendar, and budget to actual variance of
labor effort on the project accounting calendar. The KPIs defined for this purpose are Period-to-Date (PTD) Revenue VariancePercentage on the accounting calendar and PTD Labor Effort Variance Percentage on the project accounting calendar.

The following table shows the accounting calendar used by InFusion Corporation.

<table>
<thead>
<tr>
<th>Period Name</th>
<th>Period Start Date</th>
<th>Period End Date</th>
<th>Quarter Name</th>
<th>Quarter Start Date</th>
<th>Quarter End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun-09</td>
<td>1-Jun-09</td>
<td>30-Jun-09</td>
<td>Q2</td>
<td>1-Apr-09</td>
<td>30-Jun-09</td>
</tr>
<tr>
<td>Jul-09</td>
<td>1-Jul-09</td>
<td>31-Jul-09</td>
<td>Q3</td>
<td>1-Jul-09</td>
<td>30-Sep-09</td>
</tr>
<tr>
<td>Aug-09</td>
<td>1-Aug-09</td>
<td>31-Aug-09</td>
<td>Q3</td>
<td>1-Jul-09</td>
<td>30-Sep-09</td>
</tr>
<tr>
<td>Sep-09</td>
<td>1-Sep-09</td>
<td>30-Sep-09</td>
<td>Q3</td>
<td>1-Jul-09</td>
<td>30-Sep-09</td>
</tr>
<tr>
<td>Oct-09</td>
<td>1-Oct-09</td>
<td>31-Oct-09</td>
<td>Q4</td>
<td>1-Oct-09</td>
<td>31-Dec-09</td>
</tr>
<tr>
<td>Nov-09</td>
<td>1-Nov-09</td>
<td>30-Nov-09</td>
<td>Q4</td>
<td>1-Oct-09</td>
<td>31-Dec-09</td>
</tr>
</tbody>
</table>

The following table shows the project accounting calendar used by InFusion Corporation.

<table>
<thead>
<tr>
<th>Period Name</th>
<th>Period Start Date</th>
<th>Period End Date</th>
<th>Quarter Name</th>
<th>Quarter Start Date</th>
<th>Quarter End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>W1-Apr-09</td>
<td>4-Apr-09</td>
<td>10-Apr-09</td>
<td>Q2</td>
<td>4-April-09</td>
<td>3-Jul-09</td>
</tr>
<tr>
<td>W1-Sep-09</td>
<td>2-Sep-09</td>
<td>9-Sep-09</td>
<td>Q3</td>
<td>4-Jul-09</td>
<td>3-Oct-09</td>
</tr>
<tr>
<td>W2-Sep-09</td>
<td>10-Sep-09</td>
<td>17-Sep-09</td>
<td>Q3</td>
<td>4-Jul-09</td>
<td>3-Oct-09</td>
</tr>
<tr>
<td>W3-Sep-09</td>
<td>18-Sep-09</td>
<td>25-Sep-09</td>
<td>Q3</td>
<td>4-Jul-09</td>
<td>3-Oct-09</td>
</tr>
<tr>
<td>W4-Sep-09</td>
<td>26-Sep-09</td>
<td>3-Oct-09</td>
<td>Q3</td>
<td>4-Jul-09</td>
<td>3-Oct-09</td>
</tr>
<tr>
<td>W1-Oct-09</td>
<td>4-Oct-09</td>
<td>10-Oct-09</td>
<td>Q4</td>
<td>4-Oct-09</td>
<td>3-Jan-10</td>
</tr>
<tr>
<td>W2-Oct-09</td>
<td>11-Oct-09</td>
<td>18-Oct-09</td>
<td>Q4</td>
<td>4-Oct-09</td>
<td>3-Jan-10</td>
</tr>
<tr>
<td>W3-Oct-09</td>
<td>19-Oct-09</td>
<td>26-Oct-09</td>
<td>Q4</td>
<td>4-Oct-09</td>
<td>3-Jan-10</td>
</tr>
<tr>
<td>W4-Oct-09</td>
<td>27-Oct-09</td>
<td>3-Nov-09</td>
<td>Q4</td>
<td>4-Oct-09</td>
<td>3-Jan-10</td>
</tr>
</tbody>
</table>

Assume the KPI period determination date is October 2, 2009. In the calendar shown, October 2, 2009, occurs in the period OCT-09 on the accounting calendar, but in the W4-SEP-09 period on the project accounting calendar.

The following scenario describes how the current period, prior period, and prior quarter KPI values are calculated based on different KPI period determination dates.
KPI Values Generated on October 3, 2009

The first generation of KPI values occurs on October 3, 2009. On the KPI watchlist, the key performance indicator PTD Labor Effort Variance Percentage shows the current period as W4-Sep-09, prior period as W3-Sep-09, and prior quarter as Q2. The key performance indicator PTD Revenue Variance Percentage shows the current period as Oct-09, prior period as Sep-09, and prior quarter as Q2.

This table displays how the current period, prior period, and prior quarter KPI values are calculated for the date October 3, 2009 on the accounting and project accounting calendars.

<table>
<thead>
<tr>
<th>KPI Period Determination Date</th>
<th>Generation Date</th>
<th>Period Name for Generation Date</th>
<th>KPI Name</th>
<th>Is KPI Value Current?</th>
<th>Current Period</th>
<th>Prior Period</th>
<th>Prior Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>W4-Sep-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>Yes</td>
<td>W4-Sep-09</td>
<td>W3-Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>Oct-09</td>
<td>PTD Revenue Variance Percentage</td>
<td>Yes</td>
<td>Oct-09</td>
<td>Sep-09</td>
<td>Q2</td>
</tr>
</tbody>
</table>

KPI Values Generated on October 4, 2009

KPI values are generated again on October 4, with a KPI period determination date of September 25, 2009. Even though the KPI period determination date is prior to the previous generation date, the KPI values generated on October 4 for September 25, 2009 are marked as current.

This table displays how the current period, prior period, and prior quarter KPI values are calculated for the date October 4, 2009 on the accounting and project accounting calendars.

<table>
<thead>
<tr>
<th>KPI Period Determination Date</th>
<th>Generation Date</th>
<th>Period Name for Generation Date</th>
<th>KPI Name</th>
<th>Is KPI Value Current?</th>
<th>Current Period</th>
<th>Prior Period</th>
<th>Prior Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>W4-Sep-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>No</td>
<td>W4-Sep-09</td>
<td>W3-Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>Oct-09</td>
<td>PTD Revenue Variance Percentage</td>
<td>No</td>
<td>Oct-09</td>
<td>Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>25-Sep-09</td>
<td>October 4</td>
<td>W3-Sep-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>Yes</td>
<td>W3-Sep-09</td>
<td>W2-Sep-09</td>
<td>Q2</td>
</tr>
</tbody>
</table>
KPI Values Generated on October 10, 2009

KPI values are again generated on October 10, 2009 with a KPI period determination date of October 10, 2009. These KPI values are now used for the current period, prior period, and prior quarter.

This table displays how the current period, prior period, and prior quarter KPI values are calculated for the period October 10, 2009 on the accounting and project accounting calendars.

<table>
<thead>
<tr>
<th>KPI Period Determination Date</th>
<th>Generation Date</th>
<th>Period Name for Generation Date</th>
<th>KPI Name</th>
<th>Is KPI Value Current?</th>
<th>Current Period</th>
<th>Prior Period</th>
<th>Prior Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>W4-Sep-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>No</td>
<td>W4-Sep-09</td>
<td>W3-Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>3-Oct-09</td>
<td>October 3</td>
<td>Oct-09</td>
<td>PTD Revenue Variance Percentage</td>
<td>No</td>
<td>Oct-09</td>
<td>Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>25-Sep-09</td>
<td>October 4</td>
<td>W3-Sep-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>No</td>
<td>W3-Sep-09</td>
<td>W2-Sep-09</td>
<td>Q2</td>
</tr>
<tr>
<td>25-Sep-09</td>
<td>October 4</td>
<td>Sep-09</td>
<td>PTD Revenue Variance Percentage</td>
<td>No</td>
<td>Sep-09</td>
<td>Aug-09</td>
<td>Q2</td>
</tr>
<tr>
<td>10-Oct-09</td>
<td>October 10</td>
<td>W1-Oct-09</td>
<td>PTD Labor Effort Variance Percentage</td>
<td>Yes</td>
<td>W1-Oct-09</td>
<td>W4-Sep-09</td>
<td>Q3</td>
</tr>
<tr>
<td>10-Oct-09</td>
<td>October 10</td>
<td>Oct-09</td>
<td>PTD Revenue Variance Percentage</td>
<td>Yes</td>
<td>Oct-09</td>
<td>Sep-09</td>
<td>Q3</td>
</tr>
</tbody>
</table>
FAQs for Update Project Performance Data and Generate KPIs

How can I view projects on the Project Performance Dashboard?

If you're a project manager, you can view your projects on the Project Performance Dashboard.

If you aren’t a project manager, you can access the Project Performance Dashboard and view projects using a custom role that includes the functional security privilege Manage Project Performance (PJS_MANAGE_PROJECT_PERFORMANCE_PRIV). For example, if you’re an administrator at the project, organization, or business unit level, you can access the Project Performance Dashboard to view the projects that you administer, or those that belong to the organizations or business units that you administer, or the ones to which you have access. You can also navigate to the Project Overview page in context of the Project Financial Management work area.

Additionally, if the following data security privileges are granted to custom roles, you can navigate to the Review Project Performance and Analyze KPI Categories pages from the Project Performance Dashboard:

- **PJS_REVIEW_PROJECT_PERFORMANCE_DATA** to access the Review Project Performance page
- **PJS_REVIEW_PROJECT_PERFORMANCE_HEALTH_DATA** to access the Analyze KPI Categories page

What's a key performance indicator?

The result of a business measure, for example product sales or operational costs, evaluated against a target for that measure. You use KPIs to assess the performance of the strategic objectives and initiatives that are part of your organizational strategy.

When you define KPIs you should ensure they have these characteristics:

- Have measurable objectives that may vary over time.
- Can be evaluated using targets to determine performance status.
- Can be compared over time for trending purposes.

What's the difference between key performance indicator and KPI category?

Key performance indicators (KPIs) measure how well an organization or individual performs an operational, tactical, or strategic activity that is critical for the current and future success of the organization. Examples are: Period-to-Date (PTD) Actual Spent Labor Effort Percentage, PTD Actual Spent Equipment Effort Percentage, and PTD Actual Margin Percentage.

A KPI category is a group of KPIs that belong to a specific performance area. Examples are: cost, profitability, financial, and schedule.

As the examples suggest, PTD Actual Margin Percentage must be in the KPI category of profitability.
What actions trigger performance data summarization?

The following actions can trigger performance data summarization:

- Running the Update Project Performance Data process from the Project Performance Dashboard or the Project Financial Management work area.
- Running or scheduling the Update Project Performance Data process from the process scheduler.
- Creating revenue and invoice transactions.
- Creating actual cost transactions.
- Setting a baseline for an approved cost budget.

How can I update project performance data and generate KPI values?

Project managers, project application administrators, and project administrators can run the **Update Project Performance Data** and **Generate KPI Values** processes from the Project Performance Dashboard. Alternatively, they can run both processes for the projects that they manage from the Scheduled Processes page. To update performance data for all projects in a project owning organization or business unit, project administrators must run the **Update Project Performance Data** process from the Scheduled Processes page.

Project managers must ensure that they run the **Update Project Performance Data** process so that all the infolets on the Project Management dashboard are up-to-date.

**Related Topics**

- Considerations When Analyzing Project Performance Using the Project Management Dashboard
3 Project Performance Analysis

Considerations When Analyzing Project Performance Using the Project Management Dashboard

Project managers can use the Project Management dashboard to review the overall health, progress, and financial status of projects, and resolve issues. The dashboard consists of a group of infolets that displays critical information about your projects. Project managers can use this information for planning work and managing financial projects.

Project managers and project application administrators must run the Update Project Performance Data process from the Scheduled Processes page to refresh the data on the Project Management dashboard. To view information in the Health infolet, they must also run the Generate KPI Values process.

If you don’t see updated information on certain or all infolets, it could be because:

- You haven’t implemented either Project Execution Management or Project Financial Management.
- You don’t have transactions yet.
- You haven’t run the Update Project Performance Data and the Generate KPI Values processes if you’re using Project Financial Management.

Infolet Data Sources

Depending on the offering that you implemented, Project Financial Management or Project Execution Management, only the corresponding infolets display data on the Project Management dashboard. You can also implement both offerings simultaneously. You can hide the infolets that display no data. Use the Infolet Repository to enable or disable infolets on the Project Management dashboard.

The Project Management dashboard comprises the following infolets that project managers can use to review project performance:

<table>
<thead>
<tr>
<th>Infolet</th>
<th>Data Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Projects</td>
<td>All the projects that you manage</td>
<td>Get a total count of the projects that you manage. Quickly navigate to the My Projects page to analyze details about each project. Analyze the overall progress of projects and take appropriate action.</td>
</tr>
<tr>
<td>Health</td>
<td>Project health based on KPI thresholds</td>
<td>View information about project health in the order of severity. The project that’s most severe appears first. Run the Generate KPIs process so that this infolet displays up-to-date information. You can perform the following actions:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• View the health of your projects that are enabled for financial management in the order of health status. For example, Critical projects are listed</td>
</tr>
</tbody>
</table>
## Infolet Data Source Description

<table>
<thead>
<tr>
<th>Infolet</th>
<th>Data Source</th>
<th>Description</th>
</tr>
</thead>
</table>
| topmost, At Risk projects follow next, and On Track projects follow thereafter. | Data Source | • Post messages on the project wall from the infolet to draw attention to the project health status.  
• Manage project costs and budgets, and analyze KPIs that contribute to the current project health status.  
• Run the Generate KPIs process so that the infolet displays latest information. |
| Time Cards               | Missing or partially reported time cards | View missing or partial time cards for the previous five weeks, including the current reporting period week. After you review the time cards, you can post messages:  
• On the project wall for time cards that aren’t accurately submitted.  
• To the project team members who haven’t submitted accurate time cards. |
| Invoices                 | Invoices pending approval       | Review invoices to determine which invoices are pending approval. After reviewing, you can approve or reject the invoices if they are assigned to you for approval. |
| Uninvoiced Cost          | Billable cost transactions that are uninvoiced or partially invoiced | Review the projects that have the highest number of uninvoiced costs. Drill down to view the project cost transactions that contribute to the uninvoiced amount. |
| Cost Budget              | Comparison of project cost to project budget | Compare project cost to project budget. Create a budget or navigate to the Manage Project Budgets and Manage Project Costs page to review budget and cost information. |

You can perform the following actions using this infolet:

• Review the cost budget for the project. The infolet displays only the current baseline approved cost budget.  
• Determine the variance between the Spent and the Budget to Date amounts for over budget projects as displayed in the donuts.  
• Ensure that the Spent amount includes both project costs and commitments from start of the project to the current reporting period.  
• Drill down to the Manage Project Costs page. The default view displays project costs incurred within the last
<table>
<thead>
<tr>
<th>Infolet</th>
<th>Data Source</th>
<th>Description</th>
</tr>
</thead>
</table>
| Team Allocation     | Number of over or underallocated resources      | You must change the filter to view data further in the past. Review over and under allocated team members on projects. Review resource allocations over weekly periods. Take appropriate action when:  
- Resources are over or under allocated on the project.  
- Under allocated resources on one project can be used on another project.  
- Under allocated resources cause delays in projects. |
| Assignments         | Assignments ending within two weeks and reserved assignments | Monitor resource assignments for which the assignment end date is within two weeks. Navigate to the Manage Project Resources page to review resource details and take appropriate action by:  
- Viewing the assignment details.  
- Adjusting the resource assignment.  
- Confirming or canceling the assignment. |
| Milestones          | Milestones past due, at risk, or due soon       | Milestones past due, at risk, or due soon. Navigate to the expanded view for additional details of project milestones in a timeline view. From this detailed view, take appropriate action when project milestones are Past Due, Due Soon, or At Risk. |
| Change Order        | Change orders summarized by additional labor hours and cost impact | Review the change orders. From the expanded view, quickly navigate to the details for a change order and take appropriate action by:  
- Creating or accessing the impact of the change order.  
- Approving or rejecting the change order. |
| Progress            | Project progress with respect to planned dates  | Review the target and actual percentage of work completed on projects. If exceptions exist, navigate to the Manage Task Exceptions page to resolve the exceptions. Take appropriate action by:  
- Analyzing the list of projects that aren’t performing well and require immediate action.  
- Performing the next steps to improve the progress of projects. |
Related Topics

- Project Performance Data Summarization
- How can I update project performance data and generate KPI values

Project Management Analysis

Draw Insight on Project Health and Progress

Watch: This video tutorial shows you how to use the Project Management Dashboard to monitor the overall health, progress, and status of your project finances so you can take action to resolve issues. The content of this video is also covered in text topics.

Draw Insight on Project Health and Progress

Watch video

This example demonstrates how to use project management infolets to monitor the overall health, progress, and status of your project finances so you can take action to resolve issues.

Use the infolets to glance at your project statuses, quickly identify areas that require attention, and take the necessary actions to keep your projects on track.

The following table summarizes the types of data and their related infolets that are described in this example.

<table>
<thead>
<tr>
<th>Decision To Consider</th>
<th>In This Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where do I analyze transactions for a critical project?</td>
<td>Health Infolet</td>
</tr>
<tr>
<td>Where do I view task exceptions?</td>
<td>Progress Infolet</td>
</tr>
</tbody>
</table>

Navigate to the project management infolet page, review a critical project in the health infolet, and review task exceptions in the Progress infolet.

Prerequisites

1. Run the Update Project Performance Data process to refresh data in the project management infolets.
2. Personalize the dashboard by selecting the Health and Progress infolets from the infolet repository.

Navigate to the Project Management Infolet Page

1. From the Home page, swipe to open the Project Management Infolets page.
Review a Critical Project in the Health Infolet

Use the Health infolet to review project health based on the status of key performance indicators (KPIs). This example examines a project that is in critical status.

1. Click the Expand icon on the Health infolet.
2. Click the Actions menu for a project that is in Critical status.
3. Click View KPI Watchlist.

Note: Instead of using the Actions menu, you can click the name the project to open the KPI Watchlist.

4. On the KPI Watchlist page, place your mouse over various points in the charts and graphs to display values and generation dates.
5. Click the Actions menu for the ITD Actual Nonbillable Cost (%) KPI, then click View Costs.
6. On the Manage Project Costs page, locate an unbilled transaction.
7. Enable the check box for the transaction.
8. Click Set to Billable.
9. Click Done.

Review Task Exceptions in the Progress Infolet

Use the Progress infolet to review the target and actual percentage of work completed on your projects, and to identify task exceptions. This example analyzes a task with exceptions.

1. On the Progress infolet, locate a project that is behind schedule and has at least one exception.

Tip: Projects that are behind schedule appear at the beginning of the infolet.

2. Click the Exceptions number for the project.
3. On the Manage Task Exceptions page, click the Preview Total Impact button.
4. On the Preview Total Impact page, review the impact of the exceptions on the project schedule, and compare the current and proposed task values.
5. Click Accept All to update the project plan with the proposed values.

Note: If you’re not OK with the impact of accepting the changes, then you can decline the changes or discuss them with the project team.

6. Click Done.

How Project Progress is Calculated

Watch video

Project managers use the Progress infolet from the Project Management Dashboard to review the target and actual percentage of work completed on the projects they own. Projects with maximum variance between actual and target percent complete appear topmost. Projects with same variance between actual and target percent complete are sorted in the reverse order of number of exceptions. If no effort is planned for a project then the infolet displays zero percent complete. As soon as the team members start entering progress for tasks the actual percent is calculated. You can drill down to the Manage Project Plan page and Manage Task Exceptions page from the infolet to view the details.
Settings That Affect Project Progress

Values in the Progress infolet come from the Manage Project Plan page. The project progress depends on the following values of a project.

- Current date
- Planned start date
- Planned finish date
- Planned effort in hours
- Current effort in hours
- Actual hours

How Project Progress Is Calculated

Review project progress by comparing the target and actual percent complete values of a project. The following formulas calculate the target and actual percent complete of a project.

- target percent complete = (expected hours / planned effort in hours) * 100
  - expected hours = (expected duration * planned effort in hours) / planned duration
  - expected duration = current date - planned start date + 1
  - planned duration = planned finish date - planned start date + 1
- actual percent complete = (actual hours / current effort in hours) * 100. The actual percent complete is the rolled up percent complete of the project.

The following example shows the values used to calculate target and actual percent complete for Project 1. Assume the current date is 2-Jun-2017, the calendar is 5 days a week with no holidays, and a workday contains 8 hours.

<table>
<thead>
<tr>
<th>Name</th>
<th>Planned Effort in Days</th>
<th>Planned Start Date</th>
<th>Planned Finish Date</th>
<th>Planned Effort in Hours</th>
<th>Actual Hours</th>
<th>Remaining Hours</th>
<th>Current Effort in Hours</th>
<th>Expected Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1</td>
<td>57</td>
<td>22-May-2017</td>
<td>30-Jun-2017</td>
<td>456</td>
<td>120</td>
<td>336</td>
<td>456</td>
<td>160</td>
</tr>
<tr>
<td>Task 1</td>
<td>10</td>
<td>22-May-2017</td>
<td>02-Jun-2017</td>
<td>80</td>
<td>40</td>
<td>40</td>
<td>80</td>
<td>(10 * 80) / 10 = 80</td>
</tr>
<tr>
<td>Task 2</td>
<td>7</td>
<td>01-Jun-2017</td>
<td>09-Jun-2017</td>
<td>56</td>
<td>16</td>
<td>40</td>
<td>56</td>
<td>(2 * 56) / 7 = 16</td>
</tr>
<tr>
<td>Task 3</td>
<td>20</td>
<td>05-Jun-2017</td>
<td>30-Jun-2017</td>
<td>160</td>
<td>0</td>
<td>160</td>
<td>160</td>
<td>0</td>
</tr>
<tr>
<td>Task 4</td>
<td>20</td>
<td>24-May-2017</td>
<td>20-Jun-2017</td>
<td>160</td>
<td>64</td>
<td>96</td>
<td>160</td>
<td>(8 * 160) / 20 = 64</td>
</tr>
</tbody>
</table>

The following example shows the values used to calculate target and actual percent complete for Project 2. Assume the current date is 2-Jun-2017, the calendar is 5 days a week with no holidays, and a workday contains 8 hours.
The project progress is determined as follows:

- If target percent complete is greater than actual percent complete then your project is behind schedule.
- If target percent complete is less than actual percent complete then your project is ahead of schedule.
- If target percent complete is equal to actual percent complete then your project is on schedule.

The following table shows the calculation of target percent complete and actual percent complete for Project 1 and Project 2 and their progress results. For Project 1, the planned and current effort are same. For Project 2, the current effort is less than the planned effort.

<table>
<thead>
<tr>
<th>Project</th>
<th>Expected Hours</th>
<th>Actual Hours</th>
<th>Target Percent Complete</th>
<th>Actual Percent Complete</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1</td>
<td>160</td>
<td>120</td>
<td>(160 / 456) * 100 = 35</td>
<td>(120 / 456) * 100 = 26</td>
<td>9 percent behind schedule</td>
</tr>
<tr>
<td>Project 2</td>
<td>48</td>
<td>48</td>
<td>(48 / 128) * 100 = 37.5</td>
<td>(48 / 128) * 100 = 37.5</td>
<td>On schedule</td>
</tr>
</tbody>
</table>

### How Performance Status For Tasks And Resources Is Calculated

The application calculates performance status for individual tasks and resources for percentage-based key performance indicator (KPI) values.
Settings That Affect Performance Status for Tasks and Resources

When you enable the Track by Task and Track by Resource options on the project definition, a status indicator appears for the task and resource on project performance reports when the individual KPI value is not on track. Enabling this option helps you easily identify the troubled tasks and resources in a hierarchical task and resource structure in a project.

Note: You can track performance by task and resource only for KPI values that are expressed as a percentage.

How Performance Status for Tasks and Resources Are Calculated

Performance status is individually calculated for all levels of the task and resource hierarchy based on the KPI threshold definition. KPI threshold values are defined when KPIs are created. Based on the threshold values defined, the status for tasks and resources are calculated for the KPI values that are based on a percentage.

This table shows how the application calculates the status of tasks and resources. Also assume that the KPI named ITD Nonbillable Cost as a Percentage of Total Cost has the threshold definition as listed in the table.

<table>
<thead>
<tr>
<th>Threshold Level</th>
<th>Threshold Range From</th>
<th>Threshold Range To</th>
<th>Status Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>-99.00%</td>
<td>-12.00%</td>
<td>Critical</td>
</tr>
<tr>
<td>2</td>
<td>-11.99%</td>
<td>-5.00%</td>
<td>At Risk</td>
</tr>
<tr>
<td>3</td>
<td>-4.99%</td>
<td>4.99%</td>
<td>On Track</td>
</tr>
<tr>
<td>4</td>
<td>5.00%</td>
<td>11.9%</td>
<td>At Risk</td>
</tr>
<tr>
<td>5</td>
<td>12.00%</td>
<td>99%</td>
<td>Critical</td>
</tr>
</tbody>
</table>

Example of System Implementation Task

This table demonstrates a System Implementation task that contains six subtasks and the corresponding costs for each subtask. The ITD nonbillable cost is represented as a percentage of total cost. The sum of the cost of each subtask rolls up to the main task.

<table>
<thead>
<tr>
<th>Task Hierarchy</th>
<th>Task</th>
<th>ITD Nonbillable Cost</th>
<th>ITD Billable Cost</th>
<th>ITD Total Cost</th>
<th>ITD Nonbillable Cost as a Percentage of Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>System Implementation</td>
<td>21,000</td>
<td>105,000</td>
<td>126,000</td>
<td>16.66%</td>
</tr>
<tr>
<td>1.1</td>
<td>Planning</td>
<td>0</td>
<td>21,000</td>
<td>21,000</td>
<td>0%</td>
</tr>
</tbody>
</table>
The ITD Nonbillable Cost as a Percentage of Total Cost KPI value for the Definition task is 10.53% (6,000/57,000). Based on the threshold levels defined for this KPI, the Definition task shows the At Risk status indicator.

Example of a Consulting Resource Breakdown Structure

In another example, the Consulting resource breakdown structure contains a Labor resource. Labor is a parent to the Project Manager resource, which is a parent to resources Maxwell Martin, Robert Altima, and Fred Jones. The ITD Nonbillable Cost as a Percentage of Total Cost KPI value for Labor is 12.97% (15,700.00/121,015.00). The ITD Nonbillable Cost as a Percentage of Total Cost KPI value for Fred Jones is 0%. Because the KPI value for each row in the hierarchical structure is calculated separately, Labor has a status indicator of Critical and Fred Jones does not have a status indicator.

This table lists the ITD nonbillable cost as a percentage of total cost for labor resources in the Consulting resource breakdown structure.

If you track tasks and resources for a project, each task and resource with a KPI value that is not on track is designated as an exception. The KPI value for the project does not impact the exception designation for individual tasks and resources. For example, if a task has a Critical status indicator based on the KPI value and threshold definition, it is designated as an exception even if the project has an On Track status indicator.
FAQs for Project Performance Analysis

Why did the overall health indicator not appear for the project?

The overall health indicator is visible after the overall health is calculated. The overall health is calculated for a project if key performance indicators (KPIs) are associated to the project and are enabled, and KPI values and summarized performance data are generated for the project.

Why is the overall health for the project at risk when most of the KPI statuses are on track?

The key performance indicator (KPI) with the most severe status determines the overall health of the project. For example, if three out of four KPIs on a project are on track, and one is at risk, then the overall health of the project is at risk. You can also configure the overall health calculation during implementation.

Can a time card be reported as missing and also be included as an unprocessed transaction?

No, both these situations can't coexist. Time cards that haven't been entered are considered missing. A time card is an unprocessed transaction after it's entered into the application and before it's included in the Update Project Performance Data process.

How can I evaluate project performance if KPIs are not tracked?

You must use the Review Project Performance page to perform more detailed financial performance analysis for a project than is possible on the Project Performance Dashboard. You can review amounts at the task or resource level, and drill down to individual expenditure items.

What happens if KPIs aren't tracked?

You can view your projects in the project list and evaluate the financial performance of your projects. All project comparison graphs are available except for the KPI analysis graph. However, you can't generate KPI values and analyze KPI categories and hence the overall project health status indicator isn't available. The KPI watchlist and notes are also unavailable.
Why can't I view the KPI category analysis?
You cannot view the key performance indicator (KPI) category analysis due to the following reasons:

- The project unit does not track KPIs.
- No KPIs are associated with the project.
- KPI values are not generated.

FAQs for Project Comparison Graphs

Which currency is used on a project comparison graph?
The ledger currency is used if all projects in the project list have the same ledger currency. However, if the projects in the project list are represented in more than one ledger currency, the user-preferred currency is used to bring all projects into the same currency.

Why can't I see all the KPIs for my project on the project comparison graph?
KPI values that are generated for the project appear on the KPI analysis project comparison graphs. The remaining KPIs are excluded.

When does a project appear in the Time Card Exceptions graph?
A time card has an error, is pending, or is missing for a project.

What's the difference between time card exceptions that are missing, pending, or in error on the Time Card Exceptions graph?
Time transactions that are in error were received from the transaction source but failed the posting process.
Pending time transactions were received from the transaction source but have not completed the posting process.
Time transactions are missing if an expenditure item for a team member does not exist for any transaction source and document for the previous five weeks.
How many periods can be viewed on the Percent Complete Analysis graph?
The Percent Complete Analysis graph displays data for the last 90 days with a maximum of 13 periods.

FAQs for KPI Watchlist

What happens if I use period-to-date amount-based measures for large projects?
Period-to-date amount-based measures use the same threshold values for all phases of the project. This may result in a spike in the key performance indicator (KPI) values if the amounts used to calculate the KPI values vary widely throughout the project. To avoid this problem, consider using different sets of threshold values for amount-based KPIs defined in small and large projects.

Why did a performance measure that compares the current and prior approved forecast show an unfavorable result when there is only one approved forecast?
If you generate key performance indicator (KPI) values when no previous approved forecast exists, a zero value is used to generate KPI values. Therefore, the trend appears unfavorable because the difference between the current and prior forecast is the same as the current forecast. The results will be accurate once a new forecast is approved, project performance data is summarized, and KPI values are generated.

Can I change the default sort order of KPIs listed in the KPI watchlist?
Yes. You can change the default sort order in the KPI watchlist by modifying the sort order of performance status indicators. By default, KPIs are sorted based on the current period status, with the least favorable status appearing topmost in the list, and the most favorable status appearing last in the list. If there is no current period status, the KPIs are sorted by name.

Related Topics

- Performance Trend Indicators
Why are the KPIs visible on the Analyze KPI Categories page after I disable them?

Inactive KPIs, disabled KPIs, or KPIs for which future references are deleted continue to appear until you regenerate KPI values. Determine if a KPI is enabled or active in the Reporting tab of the project definition.

Why can't I see my KPI in regions on the Analyze KPI Categories page?

Inactive KPIs, disabled KPIs, or KPIs for which future references are deleted continue to appear until you regenerate KPI values. Determine if a KPI is enabled or active in the Reporting tab of the project definition.

FAQs for KPI Historical Trending

What happens if a KPI value exceeds the threshold limits defined for the KPI?

An up or down arrow appears in the Exceeds Threshold column of the KPI History table, and the closest threshold is used to determine the key performance indicators (KPIs) status. If KPI values fall outside the threshold ranges, consider increasing the upper and lower threshold ranges.

Why did the trend indicator show a downward trend when KPI performance is improving?

While defining key performance indicators (KPIs), you can determine if a positive increase between the current and previous KPI value is a favorable or unfavorable trend. Therefore, an upward trend may not necessarily indicate that KPI performance is improving.

For example, for a KPI based on a non-billable percentage of total costs, a low value for non-billable costs is preferred. Hence, a downward trend is favorable.

FAQs for Project Financial Performance
Why does the Financial Performance region show only the cost budget and forecast effort?

When the cost and revenue budgets are contained in different budget versions, the effort represented in project performance reporting is only for the cost budget. The same principle applies to cost and revenue forecasts. When the cost and revenue forecasts are contained in different forecast versions, the effort represented in project performance reporting is only for the cost forecast.

Which budget and forecast are the numbers in the Financial Performance region based on?

The Financial Performance region displays summarized financial data. The summarization process always includes the original and current baseline budget, and current and previous forecasts for the financial plan types that are designated as approved cost or revenue budgets and forecasts.

Additionally, any other financial plan types enabled for use on the project on the Summarization tab, and KPIs based on custom measures, are included when the summarization process is run.

Why can't I see all the revenue for my project on the Financial Performance region?

The revenue amount in the Financial Performance region includes only external and interproject contracts. It does not include any intercompany revenue associated with the project.

FAQs for Task and Resource Level Analysis

What happens if I update project performance without generating KPI values?

The KPI values don't reflect the latest summarized data. You can view the last time each process was submitted in the Important Dates window.

You can update project performance and generate KPI values independently to satisfy your business needs. For example, you may update project performance frequently to ensure you have the latest information available. You may also generate KPIs periodically after confirming that all transactions are entered and processed to ensure the KPIs are complete, consistent, and comparable over time.
What's the relationship between task structure and resource structure?

The task and resource structure regions share a master-detail relationship. The Analyze KPI page lets you select which structure appears in the master and detail regions. Depending on your selection the detail structure region automatically displays the other structure. For example, if you select the task structure to appear in the master region, the detail region displays the resource structure. Selecting a row in the Task Structure region displays the assigned resource for that task in the Resource Structure region.
Glossary

financial plan type
Category or collection of either project budgets or project forecasts.

KPI
Abbreviation for key performance indicator. Key performance indicators (KPIs) measure how well an organization or individual project meets an operational, tactical, or strategic objective that is critical for the current and future success of the organization. Examples are: Period-to-Date (PTD) Actual Spent Labor Effort Percentage, PTD Actual Spent Equipment Effort Percentage, and PTD Actual Margin Percentage.

KPI period determination date
Date used to determine the accounting calendar and project accounting calendar periods for performance measure calculations during key performance indicator (KPI) value generation.