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From Strategy to Site: BSC and OKRs in PMWEB

Three articles on how the PMO of a government entity or PIF developer reports Balanced Scorecard and OKR performance calculated from delivery data in PMWEB, rather than from a quarterly data call.

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From Strategy to Site — Building BSC and OKR Performance Reporting on PMWEB

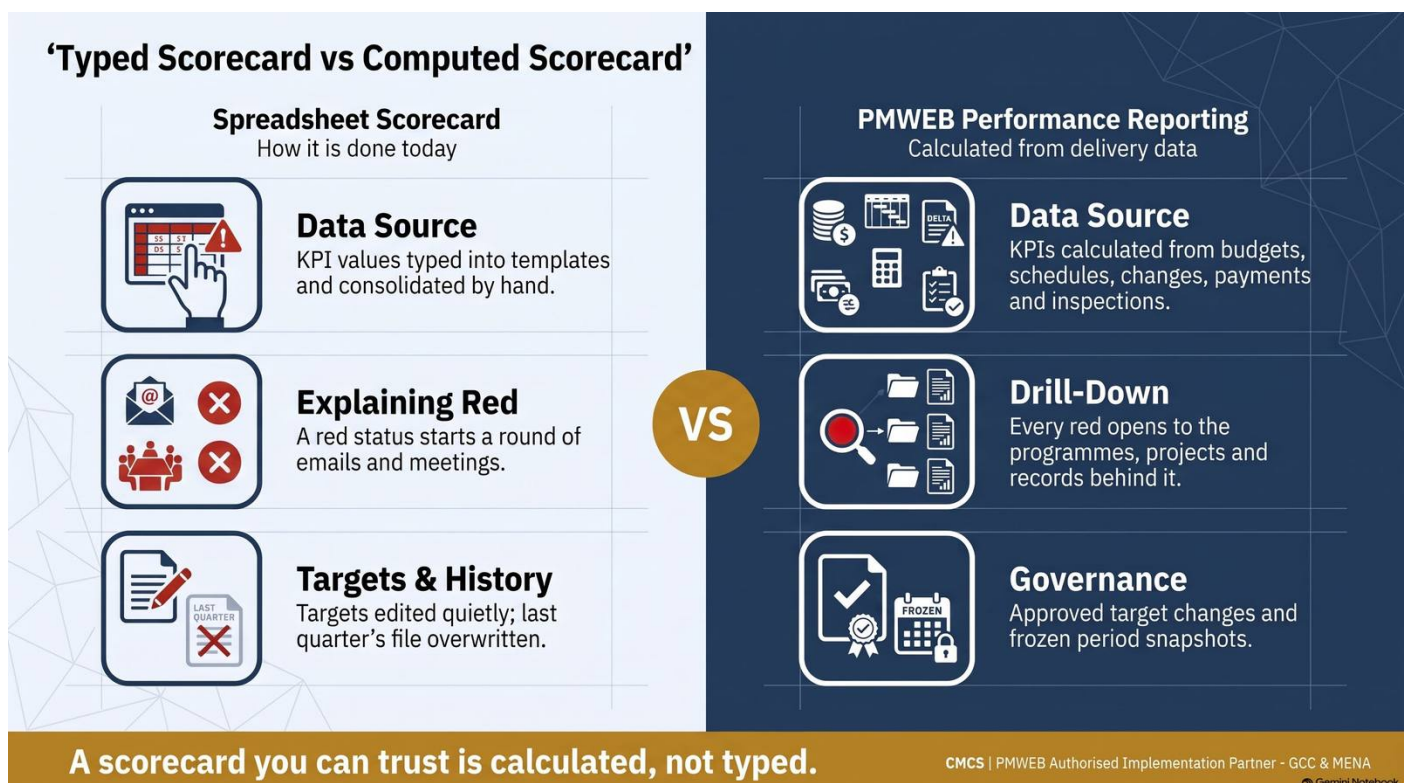
Why a PMO's scorecard should be calculated from delivery data, and the PMWEB processes that make it possible

Every government entity and giga developer has a strategy, a balanced scorecard and, increasingly, quarterly OKRs. Few can show their board how a red objective traces back to the late milestones, unapproved changes and overdue payments that turned it red. Fewer still can prove that the number on the scorecard was not typed in the week before the meeting.

Government entities delivering capital programmes, and the giga and real estate developers in the Public Investment Fund portfolio, answer to demanding stakeholders: boards, shareholders, ministries and national performance frameworks. Each expects the Project Management Office (PMO) to report progress against strategy. That usually means a Balanced Scorecard (BSC) of perspectives, objectives and KPIs, and more and more often Objectives and Key Results (OKRs) that set quarterly priorities.

In most PMOs the scorecard is assembled by hand. Project teams send figures in spreadsheets, the PMO consolidates them into a slide deck and the strategy office loads the results into a performance system. That proves reporting took place. It does not prove the numbers are right, and it cannot explain them. The data behind each KPI sits in the cost, schedule, change and quality records of each project, disconnected from the objective it is supposed to measure.

PMWEB changes where the scorecard comes from. Budgets, commitments, changes, payments, schedules, RFIs, NCRs, safety records and handovers are already captured in PMWEB as structured data, so most BSC measures and many key results can be calculated rather than reported. This three-part series explains how. Part 1 sets out the performance architecture and every PMWEB process the PMO needs. Part 2 builds the Balanced Scorecard and its dashboards. Part 3 adds OKRs, the quarterly governance cycle and PMWEB 2026 AI.



What PMO Performance Reporting Must Achieve

Whatever framework the entity has adopted, boards and shareholders expect performance reporting to deliver the same seven outcomes. Each depends on data captured during delivery, not assembled at quarter-end.

Objective	What it requires
Alignment	Every project and programme is linked to the strategic objectives it serves, and that link is used when projects are funded, not only when they are reported.
Credibility	Each KPI value is calculated from transactions using a documented formula and source, not self-assessed.
Timeliness	Values are current when the scorecard is opened, not weeks old by the time the board meets.
Drill-down	Any red status leads to the programmes, projects and records that caused it.
Accountability	Every objective, KPI and key result has a named owner, and every target change is approved.
Comparability	Measures are defined once and calculated the same way on every project, so programmes can be compared fairly.
Auditability	Reported values are frozen at period close and cannot be changed retroactively by later edits.

How PMO Performance Reporting Is Typically Done Today

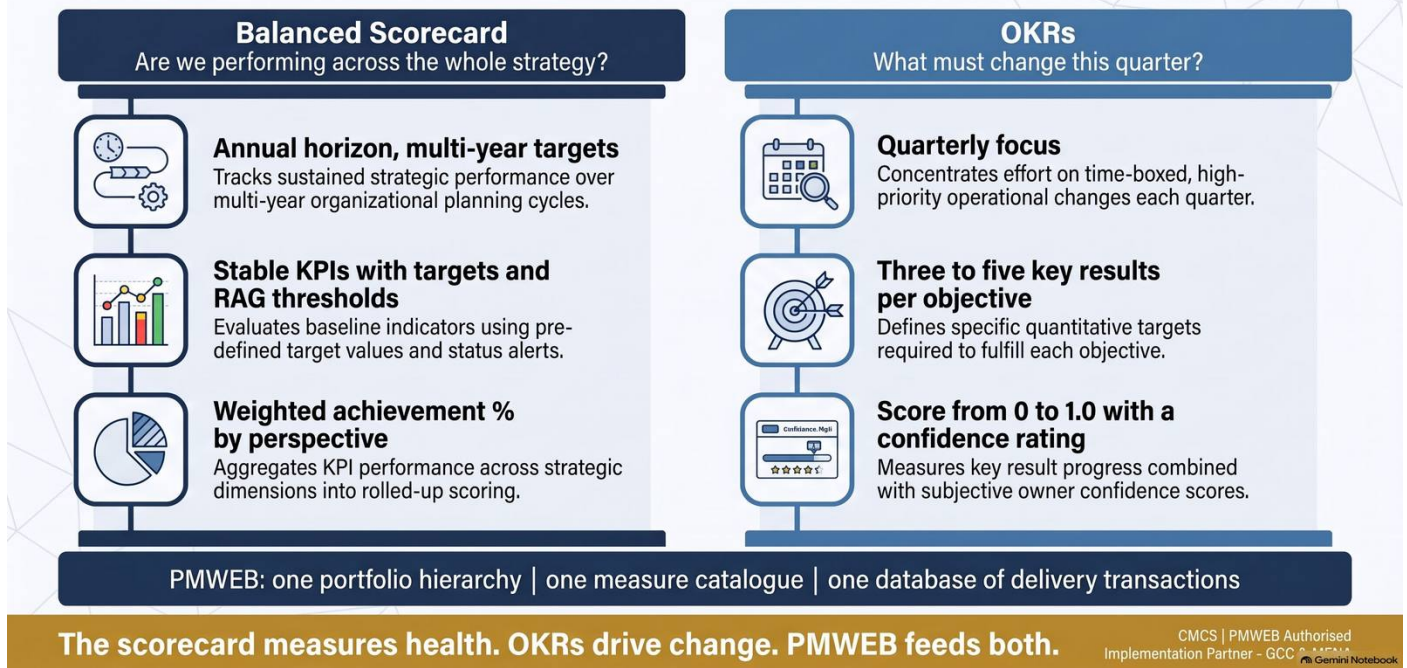
- **The scorecard is a spreadsheet.** KPI values are typed into templates by project teams and consolidated by hand, with formulas that vary from one file to the next.
- **Strategy and delivery live in different systems.** The strategy office tracks objectives in one tool. Cost, schedule and quality data sit in others, linked only by a project name.
- **Alignment is a slide, not a field.** Projects are mapped to objectives once, in the business case, and the mapping is never used again.
- **Red has no explanation.** When a KPI turns red, the PMO starts a round of emails to find out why.
- **Targets move quietly.** A missed target can be revised in the next template without approval or record.
- **OKRs float free of projects.** Quarterly key results are set in workshops and tracked in a separate sheet, with no link to the schedules and budgets that decide whether they will be met.

BSC and OKRs: Complementary, Not Competing

The two frameworks answer different questions, and a capital delivery PMO needs both. The BSC measures sustained performance across the whole strategy. OKRs focus effort on the few changes that matter this quarter. In PMWEB they share one portfolio hierarchy, one measure catalogue and one source of data.

Aspect	Balanced Scorecard	OKRs
Question answered	Are we performing across every dimension of the strategy?	What must change this quarter, and are we on track to change it?
Horizon	Annual, with multi-year strategic targets	Quarterly, sometimes half-yearly
Measures	Stable KPIs with targets and RAG thresholds	Three to five key results per objective, each time-boxed
Scoring	Weighted achievement % and RAG status	Progress from 0 to 1.0 (or 0–100%) with a confidence rating
Ownership	Objective and KPI owners across the entity	Objective owners, with key results owned by teams
In PMWEB	Strategy register, KPI definitions, computed KPIs and scorecard dashboards	OKR records, computed and check-in key results, quarterly snapshots

'Balanced Scorecard + OKRs: One Source of Truth'



How PMWEB Connects Strategy to Delivery Data

The principle is to define the strategy once, in PMWEB, and connect every measure to the transactions that produce it. Each element below is configuration within PMWEB, not custom development.

One portfolio hierarchy

PMWEB organises projects into programmes and portfolios. For a government entity the hierarchy usually mirrors sectors or directorates. For a giga developer it mirrors destinations, asset classes or delivery programmes. Each project also carries attributes such as sector, asset type, region, delivery model and phase. Every measure can then be rolled up, filtered and compared along the same lines, from a single project to the whole entity.

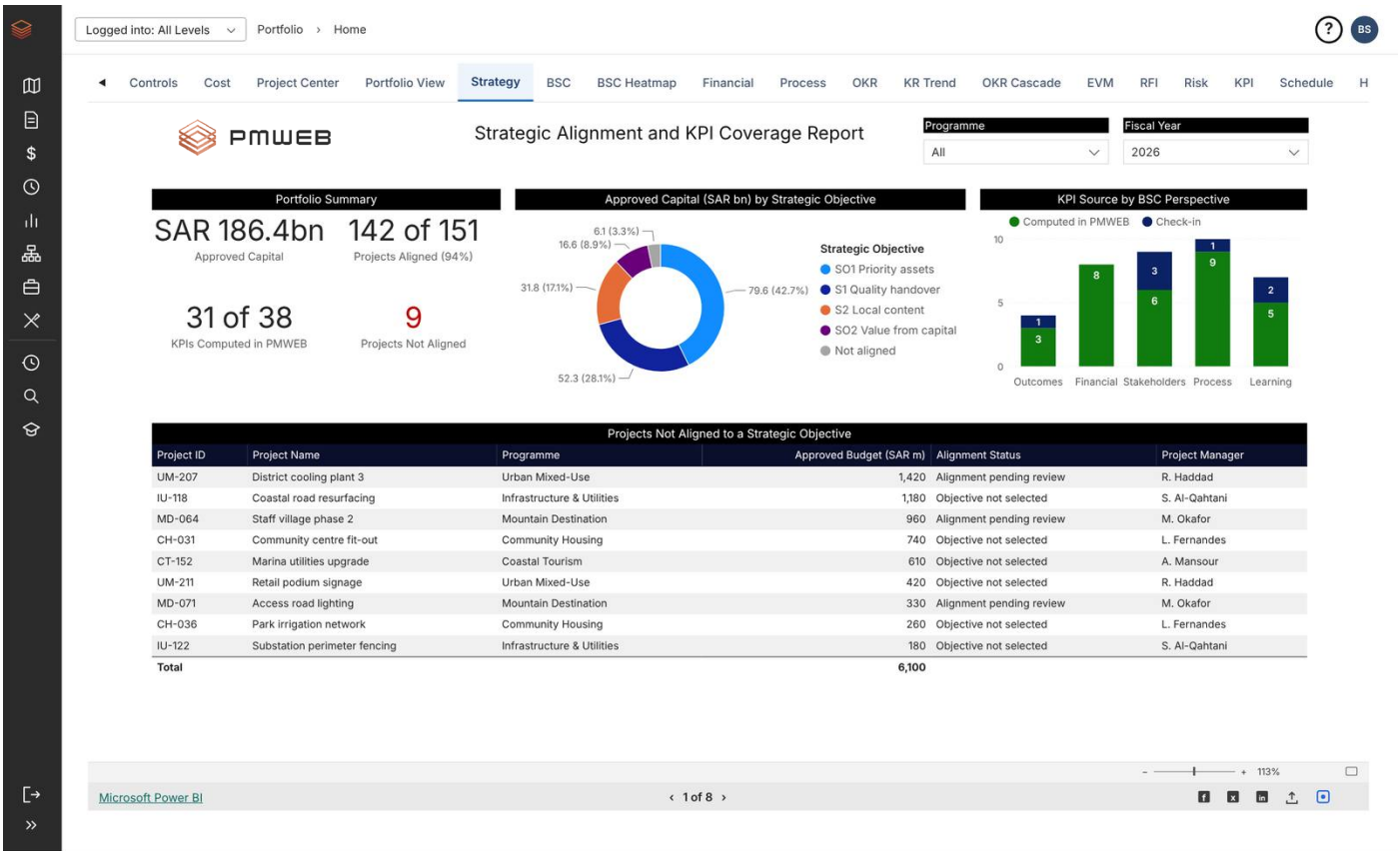
A strategy register

The entity's strategy is held in PMWEB as data. A strategy register, built from adaptive forms, records the vision, the BSC perspectives and the strategic objectives, each with its owner, weight, period and description. OKR objectives and key results sit in the same register, linked to the strategic objective they advance. Because the strategy is a record rather than a slide, every change to it is versioned and approved through workflow.

Aligning every project to the objectives it serves

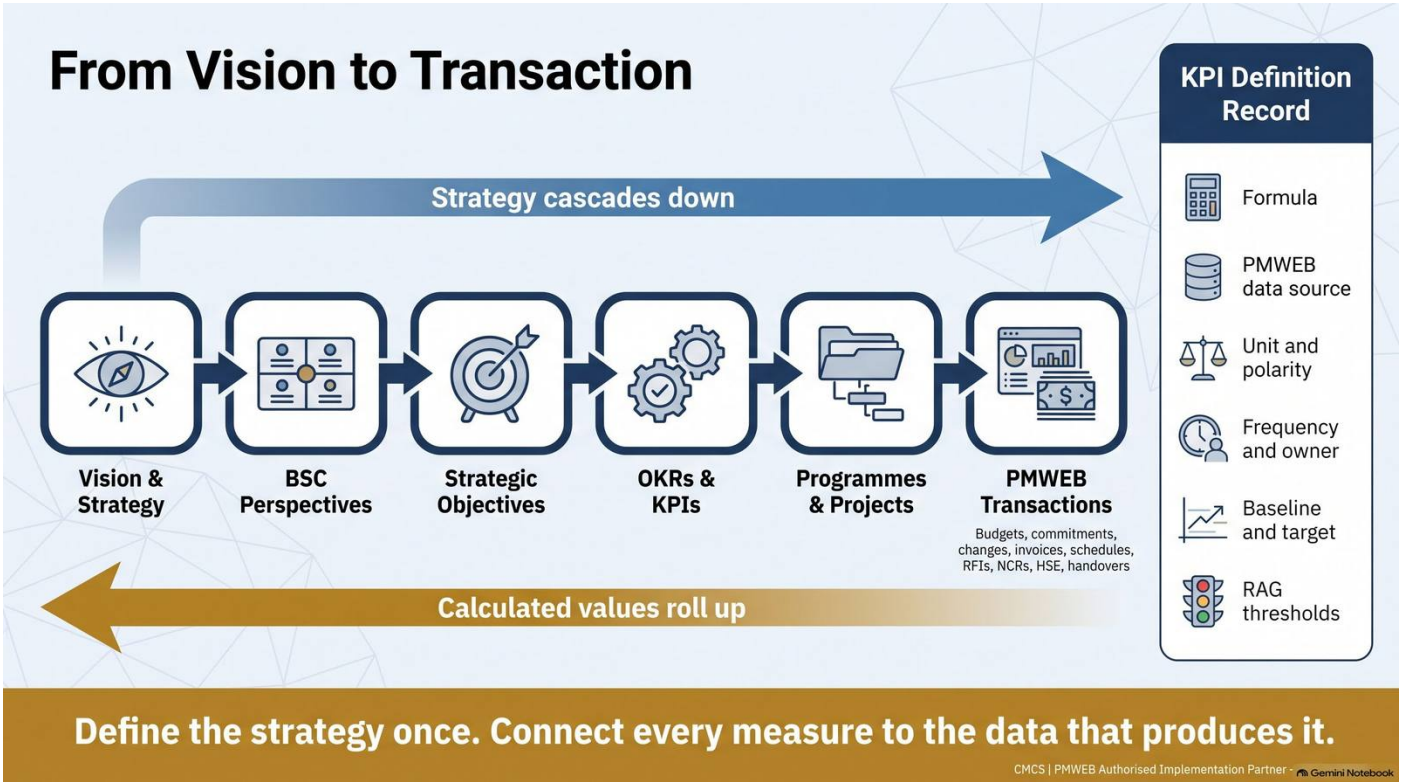
Each project and programme is linked to one or more strategic objectives through custom fields or a linked-records tab, with its expected contribution stated. PMWEB Capital Planning uses the same objectives as scoring criteria when new projects are proposed, so strategic alignment shapes which projects are funded and in what order. The link is made once and used for the life of the project.

The alignment dashboard shows how approved capital is distributed across strategic objectives, which projects are not yet aligned, and how much of the scorecard is already calculated from PMWEB data rather than reported.



A measure catalogue with one definition per KPI

Every KPI and computed key result is defined once in a KPI Definition record: name, perspective and objective, formula, PMWEB data source, unit, polarity (whether higher or lower is better), frequency, owner, baseline, target and RAG thresholds. The calculation is applied identically to every project. Two programmes reporting the same KPI are measured the same way.

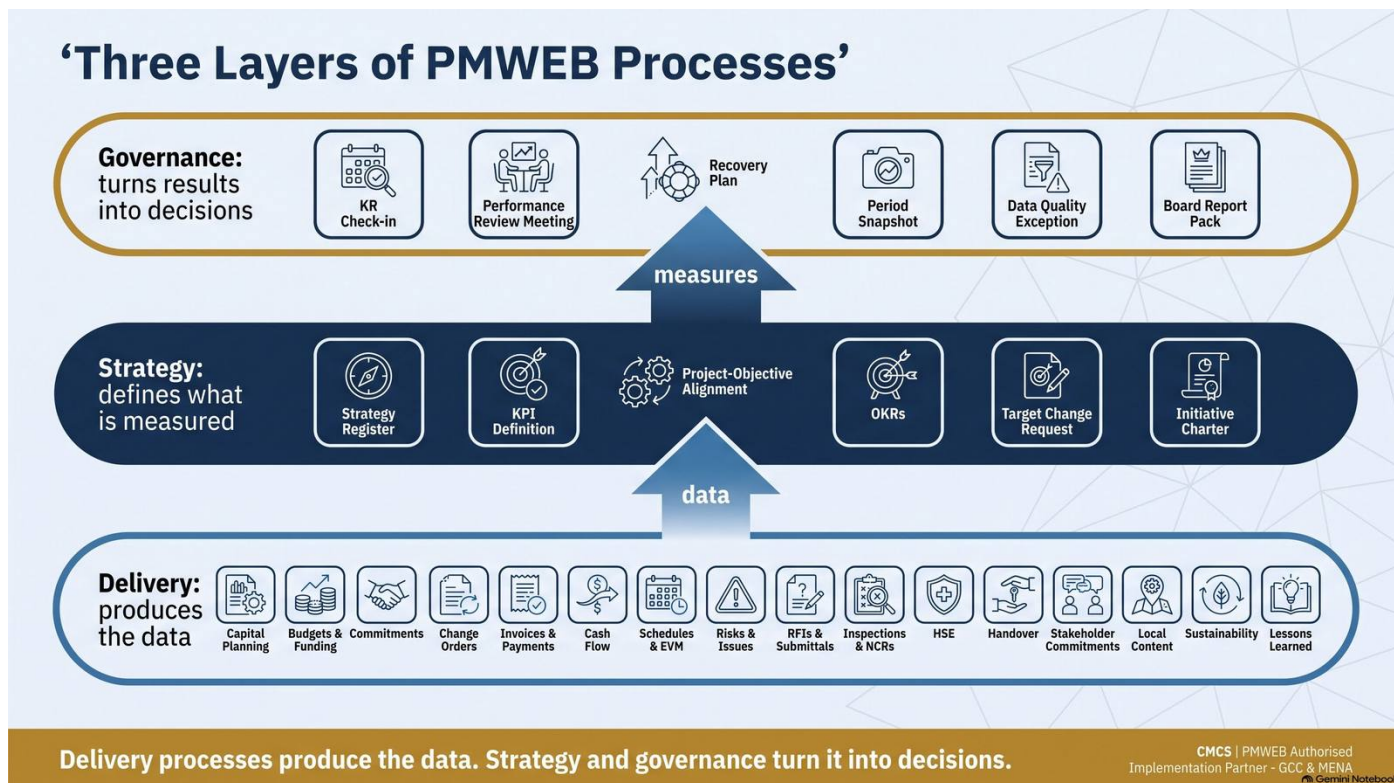


Period close and snapshots

Performance values are frozen at each period close in a performance snapshot, with the date, value, RAG status and the owner's commentary. Corrections to source data appear in the next period rather than rewriting the last one. The board pack the executive committee approved stays the board pack on record.

The PMWEB Processes the PMO Needs

Performance reporting in PMWEB rests on three layers of processes. The strategy layer defines what is measured. The delivery layer produces the data. The governance layer turns results into decisions. A mature PMWEB implementation already runs most delivery processes. The strategy and governance processes are added as adaptive forms, workflows and dashboards.



Strategy and performance definition processes

PMWEB process	Purpose	Key fields and workflow
Strategy Register	Holds the vision, BSC perspectives and strategic objectives as data	Perspective, objective, code, owner, weight, period, description; approved by the strategy office
KPI Definition	One definition per measure, used on every project	Formula, data source, unit, polarity, frequency, baseline, target, thresholds, owner
Project-Objective Alignment	Links projects and programmes to the objectives they serve	Objective, contribution type, expected contribution, weight
OKR Objective and Key Results	Quarterly objectives, each with three to five key results	Quarter, parent objective, KR type (computed, milestone or check-in), baseline, target, owner
Target and Threshold Change Request	Controls every revision to a target or threshold	Current and proposed values, justification; approval at the level set by the DoA matrix
Strategic Initiative Charter	Defines the initiatives behind objectives and OKRs	Scope, sponsor, budget, milestones; set up as an internal PMWEB project

Delivery processes that feed the measures

PMWEB process	BSC perspective	Measures it feeds
Capital Planning and Scoring	Financial, Stakeholder	Strategic alignment score, approved capital by objective

PMWEB process	BSC perspective	Measures it feeds
Budgets, Budget Transfers and Funding	Financial	Budget execution, contingency drawdown, funding coverage
Commitments (contracts and purchase orders)	Financial, Process	Commitment rate, procurement cycle time, local content value
Change Events, PCOs and Change Orders	Financial, Process	Change as % of contract value, change approval cycle time
Progress Invoices and Payments	Financial, Stakeholder	Capex deployment, payment certificate cycle time, payments within the contractual period
Cash Flow Forecasts	Financial	Spend against plan, forecast accuracy
Schedules, Baselines and Progress Updates	Process, Stakeholder	SPI, critical milestone adherence, forecast completion drift
Earned Value	Financial, Process	CPI, SPI, variance at completion
Risk Register and Issues	Process	High risks without mitigation, issues closed within target time
RFIs and Submittals	Process	Responses within the contractual period, first-time approval rate
Inspections and NCRs	Process	First-time inspection pass rate, NCR closure time
HSE Incidents and Observations	Process	LTIFR, TRIR, observations closed on time
Handover and Close-out	Stakeholder	Assets handed over on time, defects at handover, close-out duration
Stakeholder Commitments and Complaints	Stakeholder	Commitments met on time, complaints resolved within target time
Local Content and Workforce	Stakeholder, Financial	Local content % of spend, workforce localisation %
Sustainability and ESG	Stakeholder, Process	Certification credits on track, construction waste diverted, embodied carbon
Lessons Learned	Learning and Growth	Lessons captured and applied to new projects
User Activity and Data Quality	Learning and Growth	Process adoption, record completeness, overdue workflow steps

Governance and reporting processes

PMWEB process	Purpose	Key fields and workflow
Key Result Check-in	Updates key results that cannot be calculated	Current value, confidence, narrative, evidence; owner submits, strategy office validates
Performance Review Meeting	Records monthly and quarterly performance reviews	Attendees, objectives reviewed, decisions, actions with owners and due dates
Corrective Action and Recovery Plan	Triggered when a KPI or key result stays red	Root cause, actions, revised forecast; approved by the objective owner
Performance Snapshot (Period Close)	Freezes values for the period	Period, measure, value, status, commentary, approval
Data Quality Exception	Flags missing or late source data	Measure, project, issue, responsible party, due date
Board and Shareholder Report Pack	Issues the approved quarterly pack	Version, approvals, distribution list

Every process is configurable. Fields, value lists, numbering, workflow steps and approval thresholds follow the entity's own performance management policy, and are saved in templates for reuse across programmes.

Spreadsheet Scorecards vs PMWEB: Side by Side

Spreadsheets and slide decks will always have a place in the boardroom. But a scorecard is a decision tool with consequences for funding and accountability, and it needs governed definitions, traceable values and an audit trail that a spreadsheet cannot provide.

Capability	Spreadsheet and slide-based reporting	PMWEB performance reporting
Source of KPI values	Typed in by project teams	Calculated from PMWEB transactions
KPI definitions	Vary by template and analyst	One KPI Definition record per measure
Project alignment	Stated once in the business case	Linked fields used in funding and reporting
Currency	As of the last data call	Current when the dashboard is opened
Explaining red	Emails and meetings	Drill-down to the records behind the value
Target changes	Edited in the next template	Change request with approval and audit trail
Period history	Overwritten files	Frozen snapshots for every period
OKRs	A separate sheet	Same register, linked to projects and data
AI readiness	Unstructured files	Structured data across the whole portfolio

Configuring PMWEB to the Entity's Performance Framework

Every entity defines its strategy, measures and governance differently. Those decisions become configuration in PMWEB.

What the entity decides	How it is configured in PMWEB
Strategy structure	Perspectives, objectives and weights in the strategy register
Portfolio hierarchy	Portfolios, programmes and project attributes matching sectors, destinations or directorates
Measure catalogue	KPI Definition records with formulas, sources and thresholds
Scoring rules	Normalisation, weighting and RAG thresholds for each KPI and objective
OKR cadence	Quarterly periods, check-in frequency and scoring scale
Approval authority	Workflow steps for target changes, check-in validation and report approval by DoA level
Report formats	Scorecards, dashboards and board packs in the entity's branding
Integration	ERP for actual cost and payments; Primavera P6 or Microsoft Project for schedules; the entity's corporate performance system or Power BI for enterprise reporting

Evidence That the Performance Architecture Is Working

- **Computed share.** The percentage of KPIs and key results calculated from PMWEB data rather than self-reported.
- **Alignment coverage.** Projects and approved capital linked to at least one strategic objective.
- **Definition coverage.** Scorecard KPIs backed by an approved KPI Definition record.
- **Data timeliness.** Source records updated by the reporting cut-off, by programme and project.
- **Explained red.** Red KPIs with a documented cause and an approved recovery action.
- **Target discipline.** Target changes made through approved change requests, against all target changes.
- **Reporting effort.** Working days needed to produce the quarterly board pack, before and after.

Key takeaway

A scorecard assembled from spreadsheets answers one question: what did each team report? A scorecard calculated in PMWEB answers the questions boards and shareholders actually ask. Are we delivering the strategy? Where are we off track, and why? Who owns the recovery? Can we trust the number?

The difference is architecture. A strategy register, a single measure catalogue, project-to-objective alignment and period snapshots, built on the delivery processes the PMO already runs in PMWEB, turn performance reporting from a quarterly data call into a continuous, auditable view of strategy execution.

Next in the series: *Part 2 builds the Balanced Scorecard in PMWEB: the capital delivery strategy map, the KPIs for each perspective with their formulas, scoring and roll-up, and sample scorecard dashboards.*

Talk to us: to see how PMWEB can support your PMO's BSC and OKR performance reporting, contact CMCS at info@CMCS-MENA.com.

#PMWEB #CMCS #BalancedScorecard #OKR #PMO #PerformanceManagement #StrategyExecution #CapitalProjects #GigaProjects #PMIS

About the Author

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Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With 150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support, and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

About CMCS

CMCS (Collaboration, Management and Control Solutions) is the regional PMWEB implementation partner for the GCC and MENA regions, awarded PMWEB Partner of the Year 2025. CMCS specialises in digital project management solutions for real estate developers, infrastructure owners, and construction companies across the Middle East and North Africa.

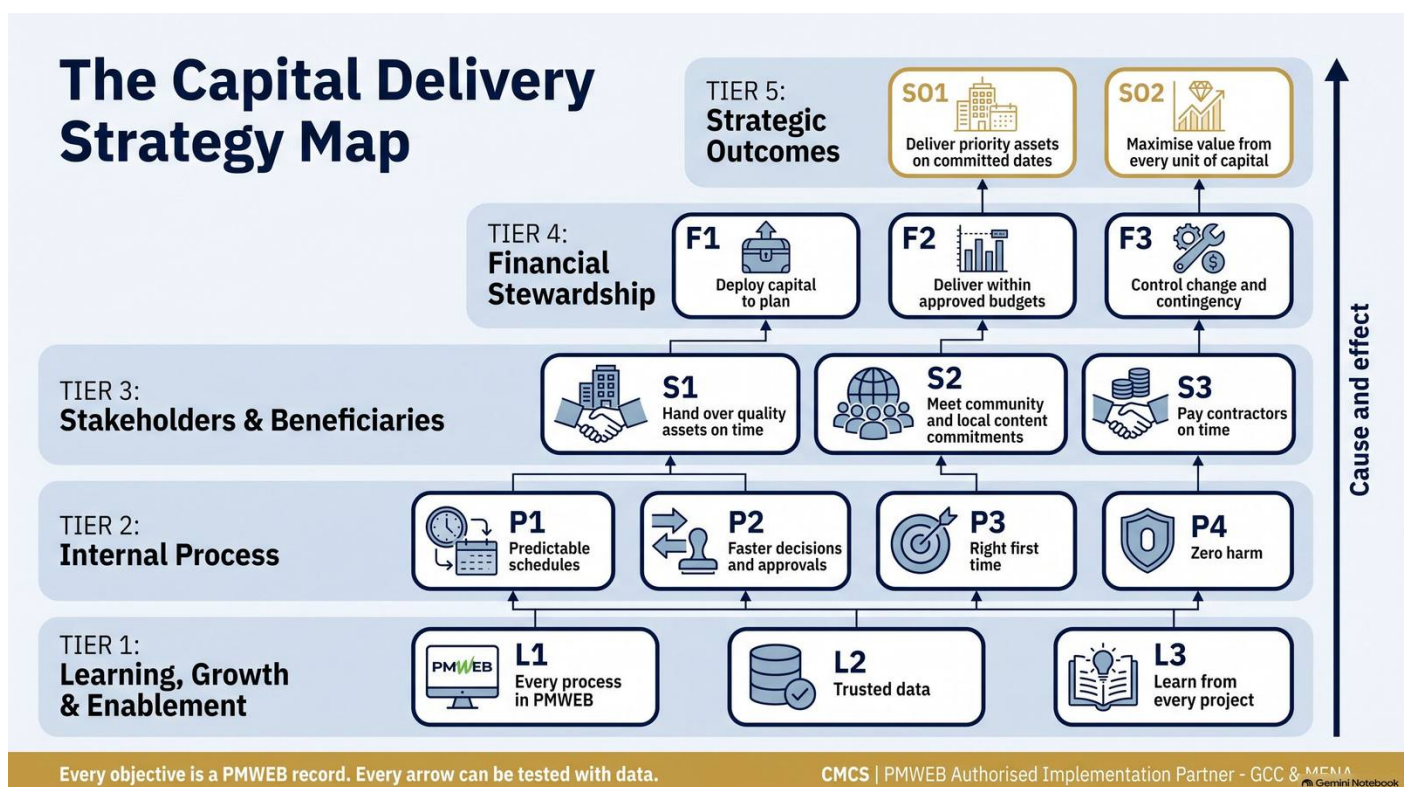
The Balanced Scorecard in PMWEB — Four Perspectives Calculated from Delivery Data

From a quarterly data call to a live scorecard that explains every red

A Balanced Scorecard is only as credible as the numbers in it. When every KPI is calculated from the budgets, schedules, changes, payments and inspections already recorded in PMWEB, the scorecard stops being a report about delivery and becomes a view of delivery itself.

The Balanced Scorecard, introduced by Robert Kaplan and David Norton, looks at performance through four perspectives: financial, customer, internal process, and learning and growth. Public bodies and giga developers adapt it to their mandate. The mission or strategic outcomes sit at the top. Financial becomes stewardship of capital. Customer becomes the stakeholders and beneficiaries the assets are built for.

For a capital delivery PMO, almost every measure in those perspectives is a by-product of running projects: capital deployed, milestones achieved, changes approved, contractors paid, defects closed, people kept safe. Part 1 of this series set out the architecture that links strategy to that data in PMWEB, and the processes the PMO needs. This article builds the scorecard itself: the strategy map, a KPI set for each perspective with formulas and PMWEB sources, the scoring and roll-up rules, sample dashboards and the drill-down from a red objective to its cause.



What a Capital Delivery Scorecard Must Show

Each perspective answers one question the board will ask. The scorecard must answer all of them, for the entity, each programme and each project, from the same data.

Perspective	The question it answers
Strategic outcomes	Are the assets the strategy depends on (homes, schools, hospitals, hotels, utilities, infrastructure) being delivered?
Financial stewardship	Is capital being deployed as planned, within approved budgets, with change and contingency under control?
Stakeholders and beneficiaries	Are end users, communities, contractors and regulators receiving what was committed, when it was committed?
Internal process	Are design, procurement, construction, quality, safety and payment processes performing to standard?
Learning, growth and enablement	Are people, data and systems improving the entity's ability to deliver?

How Scorecards Are Typically Built Today

- **Too many KPIs, too few definitions.** Scorecards carry dozens of indicators, each calculated slightly differently by each programme.
- **Lagging indicators only.** Capital spent and milestones achieved are reported. Leading indicators such as RFI backlog, NCR ageing and approval cycle times are missing.
- **Averages hide exposure.** A portfolio SPI of 0.97 can conceal one critical programme well below 0.85.
- **Weights live in a spreadsheet.** Scores are recalculated by hand, and nobody can reproduce last quarter's result.
- **Red is a dead end.** The scorecard shows the status, not the projects and records behind it.

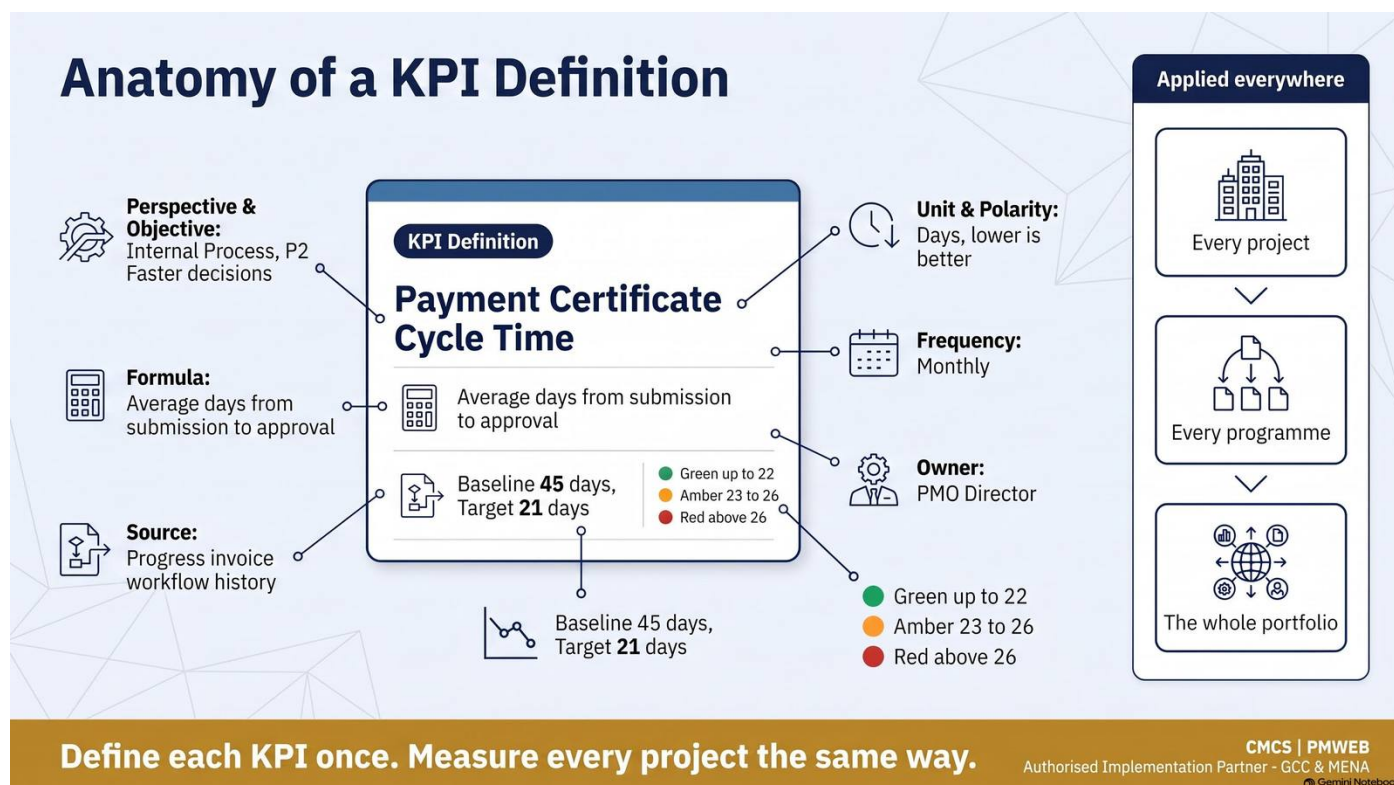
The Capital Delivery Strategy Map

A strategy map shows cause and effect. Learning and enablement improve internal processes. Better processes deliver stakeholder commitments and financial stewardship. Together they deliver the strategic outcomes. In PMWEB each objective on the map is a record in the strategy register, and each arrow is a relationship the PMO can test with data.

Perspective	Sample strategic objectives
Strategic outcomes	SO1 Deliver priority assets on the committed dates SO2 Maximise the value delivered from every unit of capital
Financial stewardship	F1 Deploy capital to plan F2 Deliver within approved budgets F3 Keep change and contingency under control
Stakeholders and beneficiaries	S1 Hand over quality assets on time S2 Meet community, regulatory and local content commitments S3 Pay contractors on time
Internal process	P1 Deliver schedules predictably P2 Accelerate decisions and approvals P3 Build right first time P4 Zero harm on site
Learning, growth and enablement	L1 Run every delivery process in PMWEB L2 Trust the data L3 Learn from every project

KPIs for Each Perspective, Calculated in PMWEB

The tables below show a sample KPI set. Each KPI has a KPI Definition record in PMWEB. The formula is applied identically to every project, then rolled up by programme and portfolio.



Financial stewardship

KPI	Formula	PMWEB source
Capex deployment	Actual cost to date ÷ planned cost to date in the cash flow baseline	Progress invoices, actual cost, cash flow
Budget execution	(Actual + committed cost) ÷ approved budget for the year	Budgets, commitments, actual cost
Cost Performance Index (CPI)	Earned value ÷ actual cost	Earned value, actual cost
Variance at completion	(Approved budget – estimate at completion) ÷ approved budget	Budgets, forecasts
Change ratio	Approved change orders ÷ original contract value	Change orders, commitments
Contingency health	Contingency remaining % ÷ work remaining %	Budget, contingency transfers, progress

Stakeholders and beneficiaries

KPI	Formula	PMWEB source
On-time handover	Assets handed over by baseline date ÷ assets due	Milestones, handover records
Defects at handover	Open snags per asset handed over	Punch lists, handover records
Contractor payment timeliness	Payments made within the contractual period ÷ payments due	Progress invoices, payments
Local content	Local content spend ÷ total spend	Commitments, invoices, local content fields
Stakeholder commitments met	Commitments closed on time ÷ commitments due	Stakeholder commitment register
Complaints resolved on time	Complaints resolved within target time ÷ complaints received	Complaints and issues log

Internal process

KPI	Formula	PMWEB source
Schedule Performance Index (SPI)	Earned value ÷ planned value	Schedules, earned value
Critical milestone adherence	Critical milestones achieved by baseline date ÷ critical milestones due	Schedule milestones
Payment certificate cycle time	Average days from invoice submission to approval	Progress invoice workflow history
Change approval cycle time	Average days from PCO to approved or rejected change order	Change workflow history
RFI responses on time	RFIs answered within the contractual period ÷ RFIs answered	RFIs
NCR closure within 30 days	NCRs closed within 30 days ÷ NCRs closed	Non-conformance reports
Lost Time Injury Frequency Rate	Lost time injuries × 1,000,000 ÷ man-hours worked	HSE incidents, daily reports

Learning, growth and enablement

KPI	Formula	PMWEB source
Process adoption	Delivery processes run in PMWEB ÷ processes in scope	Process configuration, user activity
Data completeness	Mandatory fields completed ÷ mandatory fields required	Record completeness queries
Overdue workflow steps	Workflow steps past due ÷ open workflow steps	Workflow inbox
Lessons applied	Lessons referenced in new project plans ÷ lessons captured	Lessons learned
Training completion	Users trained ÷ users assigned	Training records (adaptive form)

Scoring and Roll-up

KPIs with different units can only be combined once each value is converted to an achievement score against its target. PMWEB applies the rules stored in each KPI Definition record, so the same calculation runs every period and any past score can be reproduced.

- **Normalise.** Achievement % = actual ÷ target where higher is better, or target ÷ actual where lower is better, capped (for example at 120%).
- **Classify.** Each KPI carries its own RAG thresholds, for example green at 95% of target or above, amber from 85% to 95%, red below 85%.
- **Weight.** KPI scores roll up to objectives, objectives to perspectives and perspectives to the entity score, using the weights in the strategy register.
- **Aggregate values, not indices.** Programme and portfolio values are recalculated from the underlying data (portfolio CPI = total earned value ÷ total actual cost), never by averaging project ratios.

A worked example for objective P1, Deliver schedules predictably:

KPI	Target	Actual	Achievement	Weight	Weighted score
SPI	1.00	0.93	93%	50%	46.5
Critical milestone adherence	90%	78%	87%	30%	26.0
Forecast completion drift (days, lower is better)	30	45	67%	20%	13.3
Objective P1 score				100%	85.8 — Amber

'How a KPI Becomes an Entity Score'



Objective P1: Deliver schedules predictably

SPI	0.93 vs 1.00	= 93% x 50% =	46.5
Critical Milestones	78% vs 90%	= 87% x 30% =	26.0
Completion Drift	45 vs 30 days	= 67% x 20% =	13.3

Objective score 85.8% **Amber**

Same rules every period, so any past score can be reproduced.

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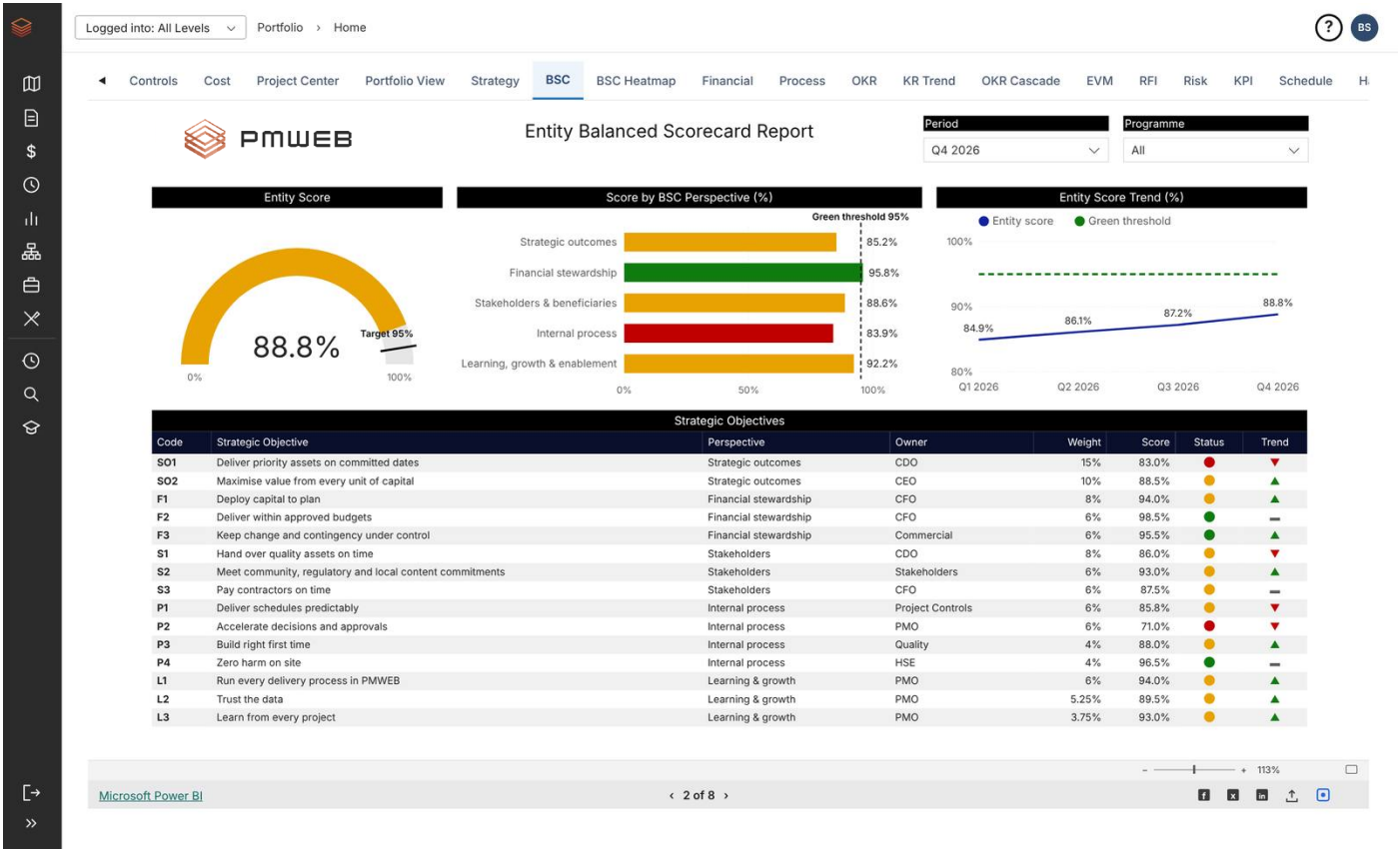
Gemini Notebook

Scorecard Dashboards

The same data supports dashboards at every level of the hierarchy. The dashboards below are shown with illustrative data for a sample giga-developer portfolio of five programmes. Each is a Power BI report built on the PMWEB database and embedded in PMWEB, so users open it inside the system with the same security and drill-down to records.

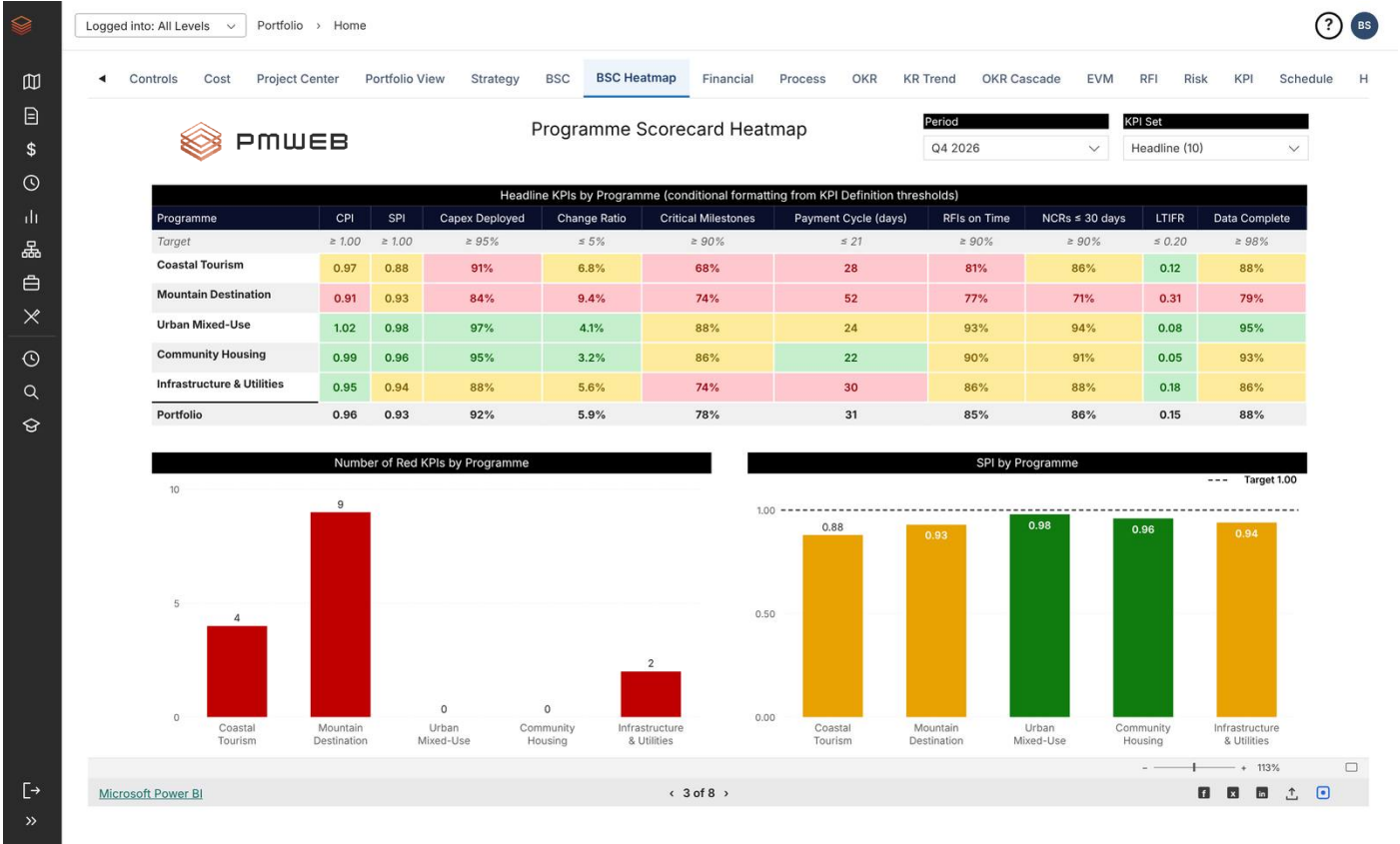
The entity scorecard

The executive view: the overall score, each perspective with its trend, and every strategic objective with its owner, score and RAG status. Each objective opens to its KPIs.



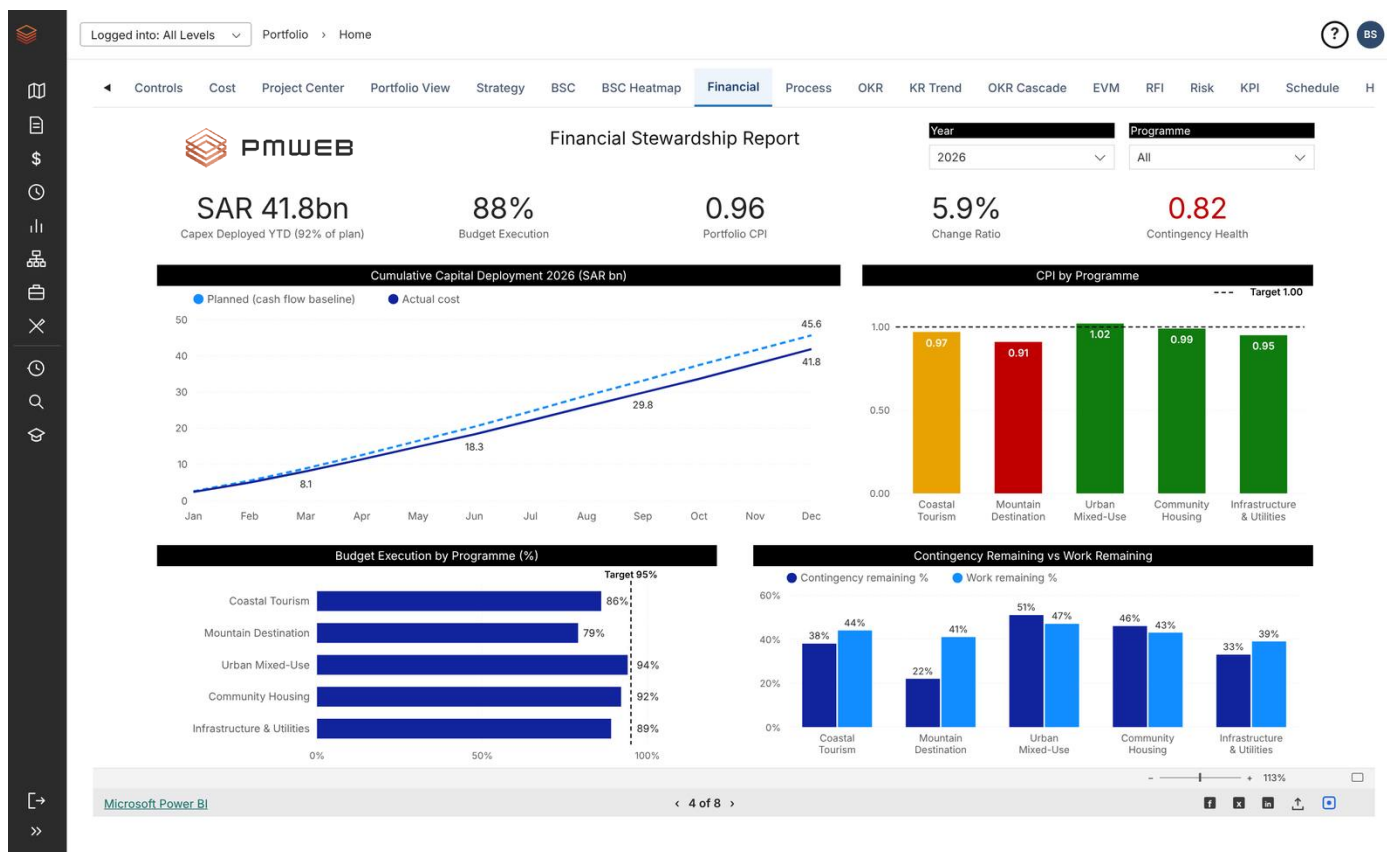
Programme scorecard heatmap

One row per programme, one column per headline KPI. The heatmap shows at a glance where an amber portfolio result is really one red programme, and which programmes carry which risks.



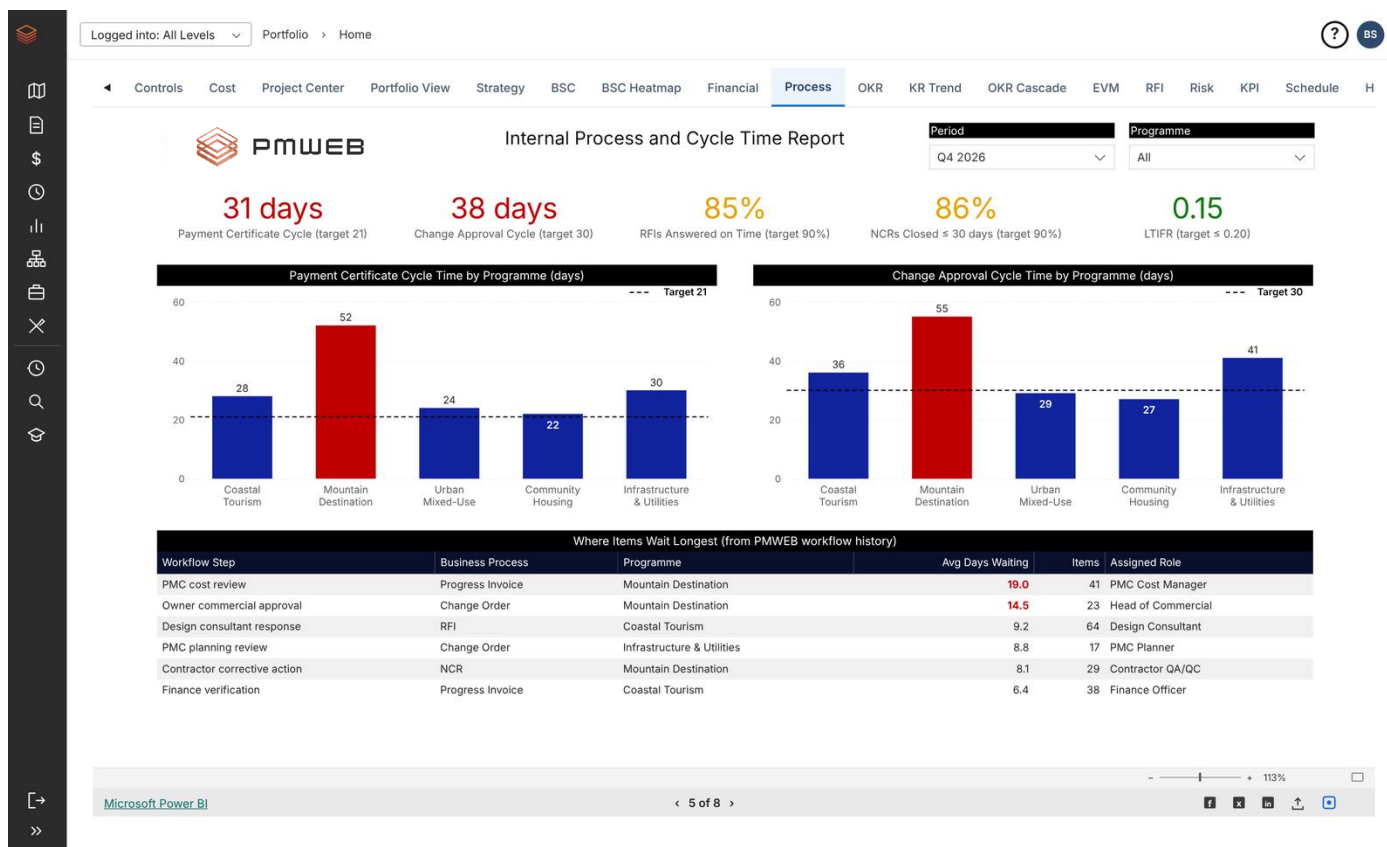
Financial stewardship

Capital deployed against the cash flow baseline, CPI and budget execution by programme, and contingency remaining set against work remaining, the ratio that warns of a future overrun while there is still time to act.



Internal process and cycle times

Leading indicators taken from workflow history: payment certificate, change approval, RFI and NCR cycle times by programme against target, with the workflow steps where items wait longest.

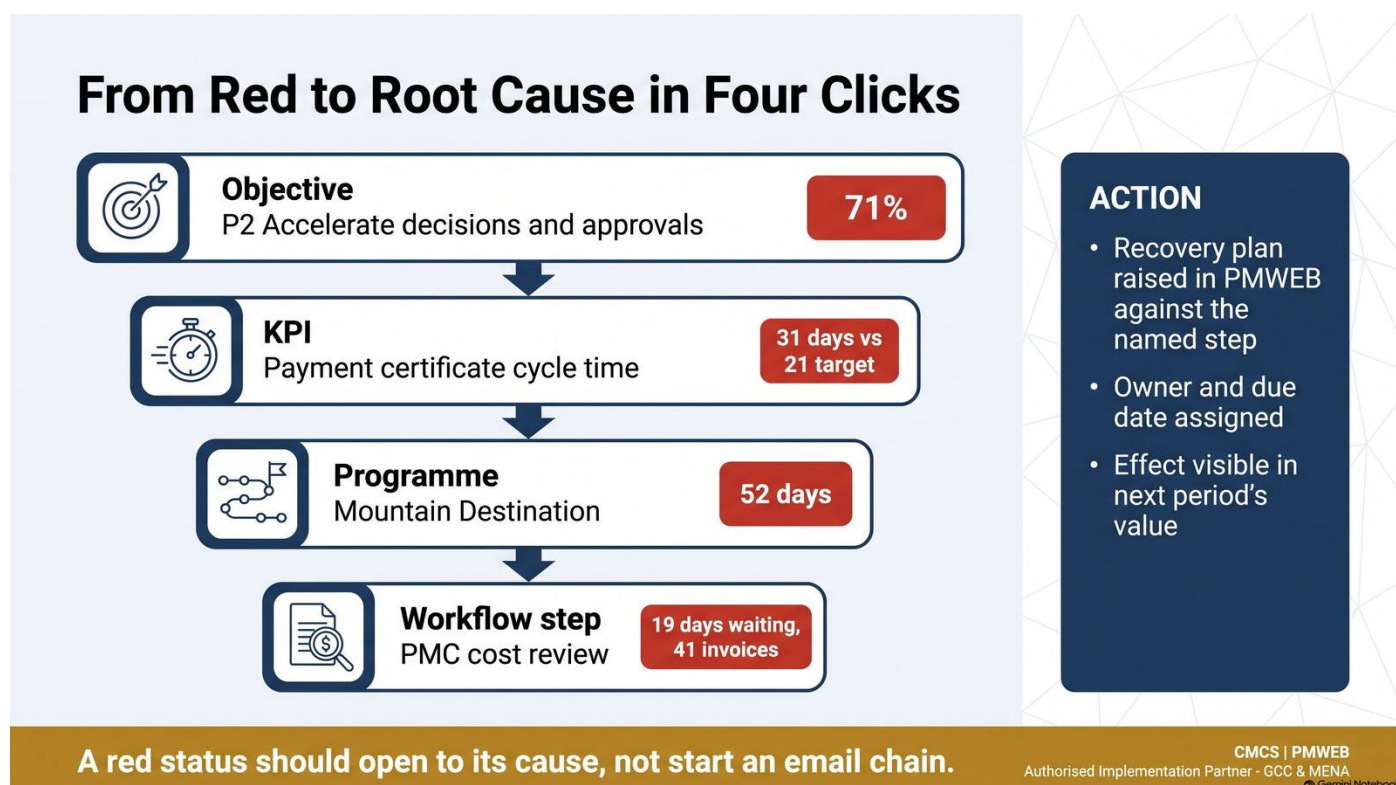


From Red to Root Cause

The value of the scorecard is in the drill-down. In PMWEB a red objective opens to its KPIs, each KPI to the programmes and projects below target, and each project to the records behind the value.

- **Objective.** P2 Accelerate decisions and approvals is red.
- **KPI.** Payment certificate cycle time averages 31 days against a target of 21.
- **Programme.** The Mountain Destination programme averages 52 days; the other four programmes average between 22 and 30.
- **Records.** Workflow history shows certificates waiting an average of 19 days at the PMC cost review step on two contracts.

The cause is a named workflow step with a named role and a measurable delay, not a general complaint. The recovery action is raised against it in PMWEB, and its effect is visible in the next period's value.



Spreadsheet Scorecards vs PMWEB: Side by Side

Capability	Spreadsheet scorecard	PMWEB scorecard
KPI values	Reported by each programme	Calculated from PMWEB records
Formulas	Embedded in files, varying by author	Held once in KPI Definition records
Leading indicators	Rarely available	Cycle times and backlogs from workflow history
Roll-up	Averages of reported ratios	Recalculated from underlying values
Weights and thresholds	Edited in the spreadsheet	Controlled in the strategy register
Red status	A colour on a slide	A drill-down to programmes, projects and records
Reproducibility	Last quarter cannot be regenerated	Every period held as a snapshot

Configuring PMWEB to the Entity's Scorecard

What the entity decides	How it is configured in PMWEB
Perspectives and naming	Public-sector or corporate naming, with strategic outcomes at the top
Objectives and weights	Strategy register records with owners, weights and periods
KPI set	KPI Definition records with formula, source, polarity, frequency and owner
Thresholds	RAG bands and caps for each KPI
Roll-up rules	Value-based aggregation for each KPI, from project to programme to portfolio
Dashboards	Entity, perspective, programme and project scorecards
Filters	Sector, destination, asset type, delivery model, contractor and consultant
Report pack	Quarterly scorecard report in the entity's format, generated from the period snapshot
External feeds	KPI values supplied to the corporate performance system or national reporting platform

Evidence That the Scorecard Is Working

- **Reproducibility.** Any past quarter's scores can be regenerated from the snapshot.
- **Leading-indicator share.** The proportion of KPIs that warn before an outcome is missed.
- **Time to explain.** Days from a KPI turning red to a documented root cause.
- **Recovery effectiveness.** Red KPIs that return to amber or green within two periods of a recovery action.
- **Programme spread.** The gap between the best and worst programme on each headline KPI, narrowing over time.
- **Decision follow-through.** Actions from performance reviews closed by their due date.

Key takeaway

A scorecard built from reported figures shows the board where the PMO says it stands. A scorecard calculated in PMWEB shows where it actually stands, and why. Every value has a formula, a source and an owner. Every red opens to the programmes, projects and workflow steps behind it.

The difference is that the measures and the work share one database. Capital, schedule, change, payment, quality, safety and handover records feed the four perspectives directly, so the scorecard is current every time it is opened and can be trusted when it matters most.

Next in the series: *Part 3 adds OKRs: computed and check-in key results, the quarterly governance cycle, OKR dashboards and how PMWEB 2026 AI learns from every quarter of performance data.*

Talk to us: *to see how a Balanced Scorecard and its dashboards can be configured in PMWEB for your portfolio, contact CMCS at info@CMCS-MENA.com.*

#PMWEB #CMCS #BalancedScorecard #KPI #PMO #PerformanceManagement #ProjectControls #CapitalProjects #GigaProjects #PMIS

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Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George

Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With 150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support, and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

About CMCS

CMCS (Collaboration, Management and Control Solutions) is the regional PMWEB implementation partner for the GCC and MENA regions, awarded PMWEB Partner of the Year 2025. CMCS specialises in digital project management solutions for real estate developers, infrastructure owners, and construction companies across the Middle East and North Africa.

OKRs in PMWEB — Quarterly Focus Built on Delivery Data

Computed key results, governed check-ins and AI that learns from every quarter

OKRs promise focus: a few ambitious objectives, a handful of measurable key results and a quarterly rhythm. In most PMOs they end up as another spreadsheet, scored by the people they measure. PMWEB anchors each key result to the schedules, budgets and workflows that decide whether it will be met.

Objectives and Key Results began at Intel and were popularised by Google. Government entities and giga developers now use them to turn long-term strategies into quarterly priorities. The distinction from KPIs matters. KPIs measure the ongoing health of delivery. OKRs drive a change: open a hotel cluster on time, halve payment cycle times, bring change under control.

Because a capital delivery PMO's priorities are about delivery, most of its key results can be measured from delivery data. Part 1 of this series set out the performance architecture and the PMWEB processes behind it. Part 2 built the Balanced Scorecard. This article adds OKRs: how they are structured in PMWEB, a sample OKR set for a giga-developer PMO, the quarterly governance cycle, OKR dashboards and how PMWEB 2026 AI can learn from every quarter.

'Self-Scored OKRs vs Computed Key Results'

Spreadsheet OKRs



Key results written as activities



Owners score themselves at quarter-end



Targets edited silently mid-quarter



History archived and lost

VS

PMWEB OKRs



Key results calculated from schedules, budgets and workflows



Check-ins validated with evidence



Target changes approved by delegation of authority



Every quarter kept as a snapshot

Measure what was achieved, not what was reported.

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What a PMO's OKR Process Must Achieve

Objective	What it requires
Focus	Three to five objectives per level each quarter, each tied to a strategic objective on the scorecard.
Measurability	Every key result has a baseline, a target and a defined way to measure it.
Evidence	Progress is calculated from data or supported by attached evidence, never simply asserted.
Alignment	Directorate and programme OKRs visibly contribute to the entity OKRs above them.
Rhythm	Check-ins happen on a fixed cadence, so slippage is visible weeks before the quarter ends.
Learning	Each quarter's results and retrospective shape the next quarter's OKRs.

Why OKRs Struggle in PMOs

- **Key results are activities.** "Launch the new payment process" is a task. "Cut payment certificate cycle time from 45 to 21 days" is a result.
- **Owners score themselves.** Key results are graded at quarter-end by the people accountable for them, often generously.
- **No link to delivery data.** A key result about milestones is tracked in a sheet while the milestones live in the schedule.
- **Targets change silently.** Key results are edited mid-quarter, leaving no record of what was originally committed.
- **OKRs sit apart from the scorecard.** The board cannot see how this quarter's push moves the strategy.
- **History is lost.** When the quarter closes, the sheet is archived and the lessons go with it.

Anatomy of an OKR in PMWEB

An OKR objective is a record in the strategy register, linked to its parent strategic objective and, where it applies, to the OKR one level above it. Each key result is a child record whose type decides how its progress is measured.

Key result type	How progress is measured	Example
Computed	Calculated from PMWEB transactions using a KPI Definition and a scope filter (programme, project, contractor)	Cut average payment certificate cycle time on the Coastal programme from 45 to 21 days
Milestone-based	Share of linked schedule milestones achieved by their baseline dates	Achieve 95% of Q1 critical milestones on the hospitality programme by baseline date
Check-in	Value and evidence submitted by the owner, validated by the strategy office	Sign framework agreements with three MEP contractors

The aim is to make computed and milestone-based key results the rule and check-in key results the exception. Every key result that PMWEB calculates is one less self-assessed number in front of the board.

'Three Ways PMWEB Measures a Key Result'



Computed

Calculated from PMWEB transactions using a KPI Definition

**Payment cycle time
45 to 21 days**



Milestone-based

Share of linked schedule milestones achieved by baseline date

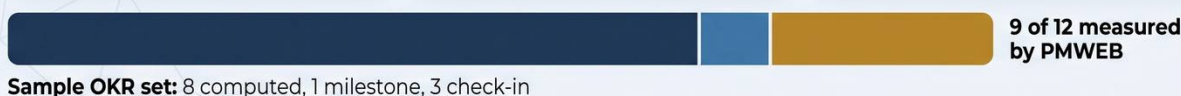
**95% of Q1 critical
milestones**



Check-in

Value and evidence submitted by the owner, validated by the strategy office

**3 framework
agreements signed**



Make computed key results the rule and check-ins the exception.

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Gemini Notebook

Initiatives behind the key results

The work needed to move a key result, such as a process redesign, a procurement framework or a contractor recovery plan, is set up as a strategic initiative: an internal PMWEB project with its own schedule, budget and owner. Initiative progress sits next to the key result it serves, so the PMO can see whether the effort matches the ambition.

Scoring and confidence

Each key result scores from 0 to 1.0 against its target, and the objective scores as the average of its key results. Many organisations treat 0.7 as success for a stretch key result. Alongside the score, each check-in records the owner's confidence of meeting the target by quarter-end: on track, at risk or off track. Confidence is the early warning; the score is the outcome.

A Sample OKR Set for a Giga-Developer PMO

The illustrative OKR set below is for one quarter. Each objective is linked to the strategic objectives from Part 2.

Objective	Key results (type)
O1 Open the first hotel cluster on schedule (SO1, P1)	KR1.1 Achieve 95% of Q1 critical milestones on the hospitality programme by baseline date (milestone) KR1.2 Answer every RFI on a critical-path activity within 7 days (computed) KR1.3 Raise hospitality programme SPI from 0.88 to 0.95 (computed)
O2 Pay contractors faster and predictably (S3, P2)	KR2.1 Cut average payment certificate cycle time from 45 to 21 days (computed) KR2.2 Pay 95% of certified invoices within the contractual period (computed) KR2.3 Run the digital progress invoice workflow on all five programmes (check-in)
O3 Bring change under control (F3)	KR3.1 Decide 90% of PCOs within 30 days (computed) KR3.2 Reduce the value of open PCOs by 40% (computed) KR3.3 Link every change order to its originating change event (computed)
O4 Run the PMO on trusted data (L1, L2)	KR4.1 Raise mandatory-field completeness from 82% to 98% (computed) KR4.2 Move NCRs and HSE observations into PMWEB on all programmes (check-in) KR4.3 Produce the quarterly board pack in 3 working days instead of 15 (check-in)

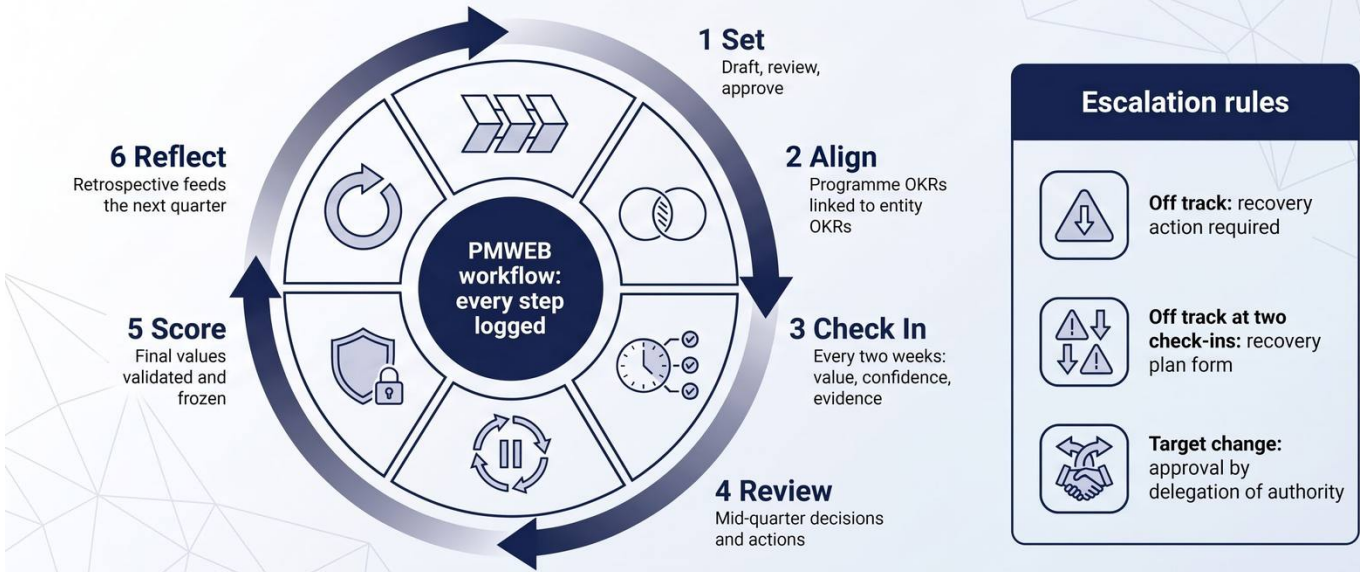
Of twelve key results, nine are calculated by PMWEB. Only three depend on an owner's check-in, and each of those requires evidence before the strategy office accepts it.

The Quarterly OKR Cycle in PMWEB

The cycle is a sequence of PMWEB workflows with defined owners, steps and due dates.

- **Set.** In the two weeks before the quarter, objective owners draft OKRs, the strategy office reviews alignment and measurability, and the executive committee approves.
- **Align.** Programme and directorate OKRs are linked to entity OKRs, so gaps and overlaps are visible before the quarter starts.
- **Check in.** Every two weeks, computed key results update automatically and owners submit check-ins for the rest, with value, confidence and evidence.
- **Review.** The mid-quarter performance review records decisions and actions. Key results at low confidence trigger recovery actions.
- **Score.** At quarter-end, final values are calculated, validated and frozen in the performance snapshot.
- **Reflect.** A retrospective records what worked and what did not. It feeds the next quarter's OKRs and the lessons learned register.

‘The Quarterly OKR Cycle in PMWEB’



A fixed rhythm shows slippage at week four, not week thirteen.

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Governance built into workflow

Event	Workflow path
Check-in submitted	Owner submits value, confidence and evidence; strategy office validates; value accepted or returned.
Confidence falls to off track	Objective owner notified; recovery action required within the period set by the PMO.
Key result off track at two consecutive check-ins	Recovery plan form raised; approved by the objective owner; flagged on the executive dashboard.
Target change requested	Change request with justification; strategy office review; approval at the level set by the DoA matrix.
Quarter close	Final scores calculated; owners add commentary; executive endorsement; snapshot locked.

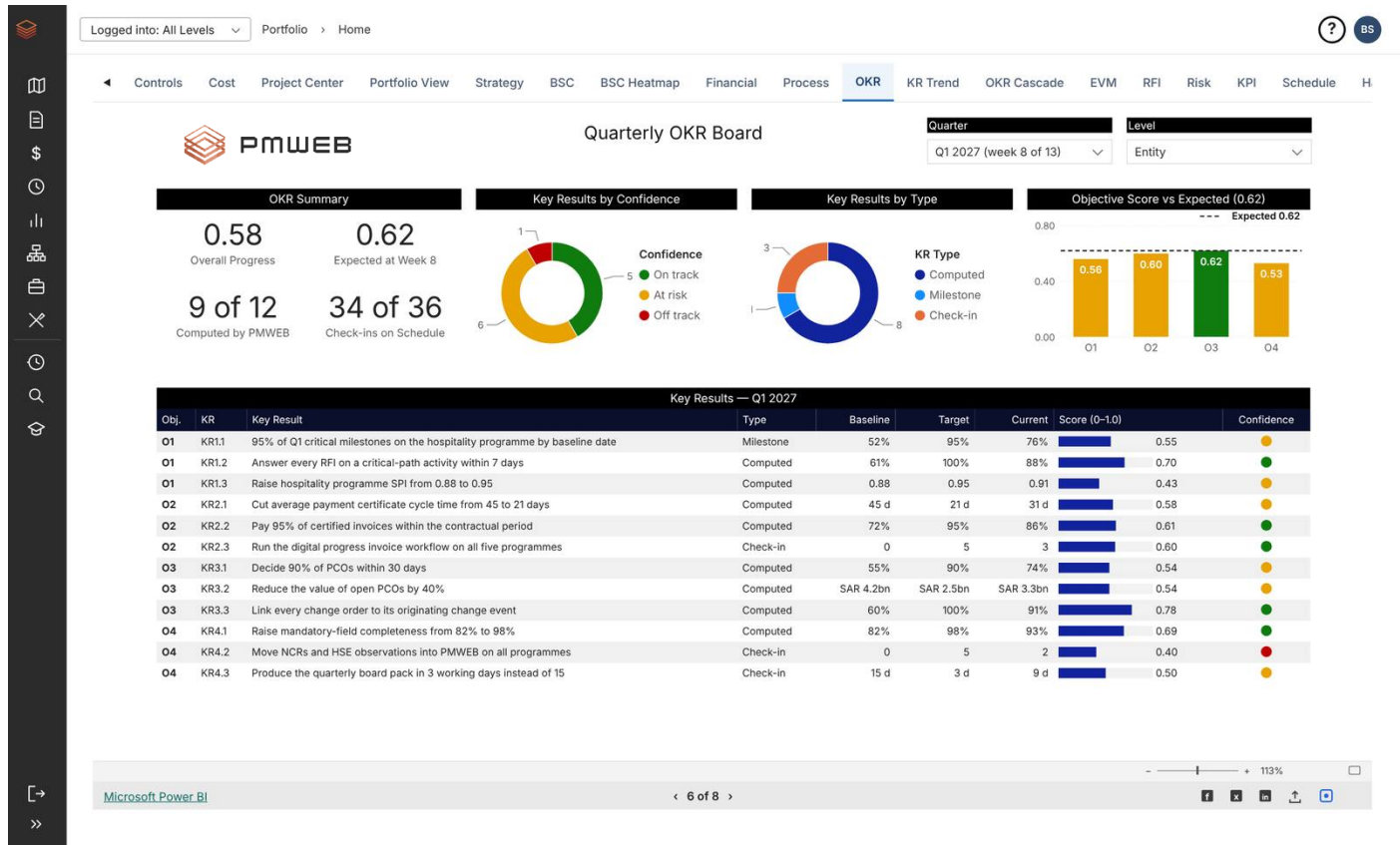
Every step is logged automatically: who acted, when, the action taken and the comments made. Overdue check-ins and approvals trigger notifications, and the workflow inbox shows every pending item by owner and due date.

OKR Dashboards

As in Part 2, the dashboards below use illustrative data for a sample giga-developer portfolio.

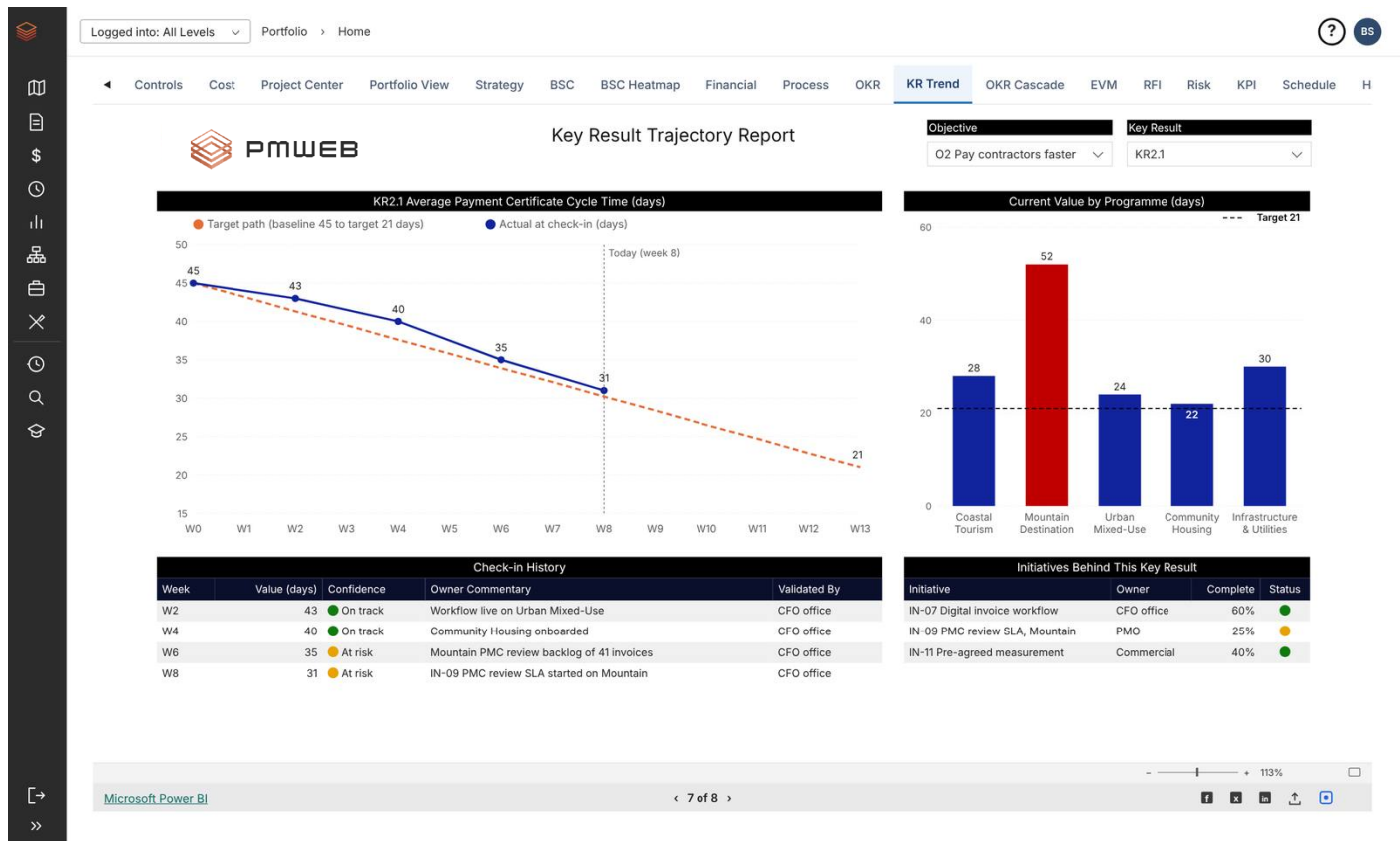
The quarterly OKR board

Every objective with its key results, progress against target, the expected progress for this point in the quarter, the owner's confidence and whether the value is computed or checked in.



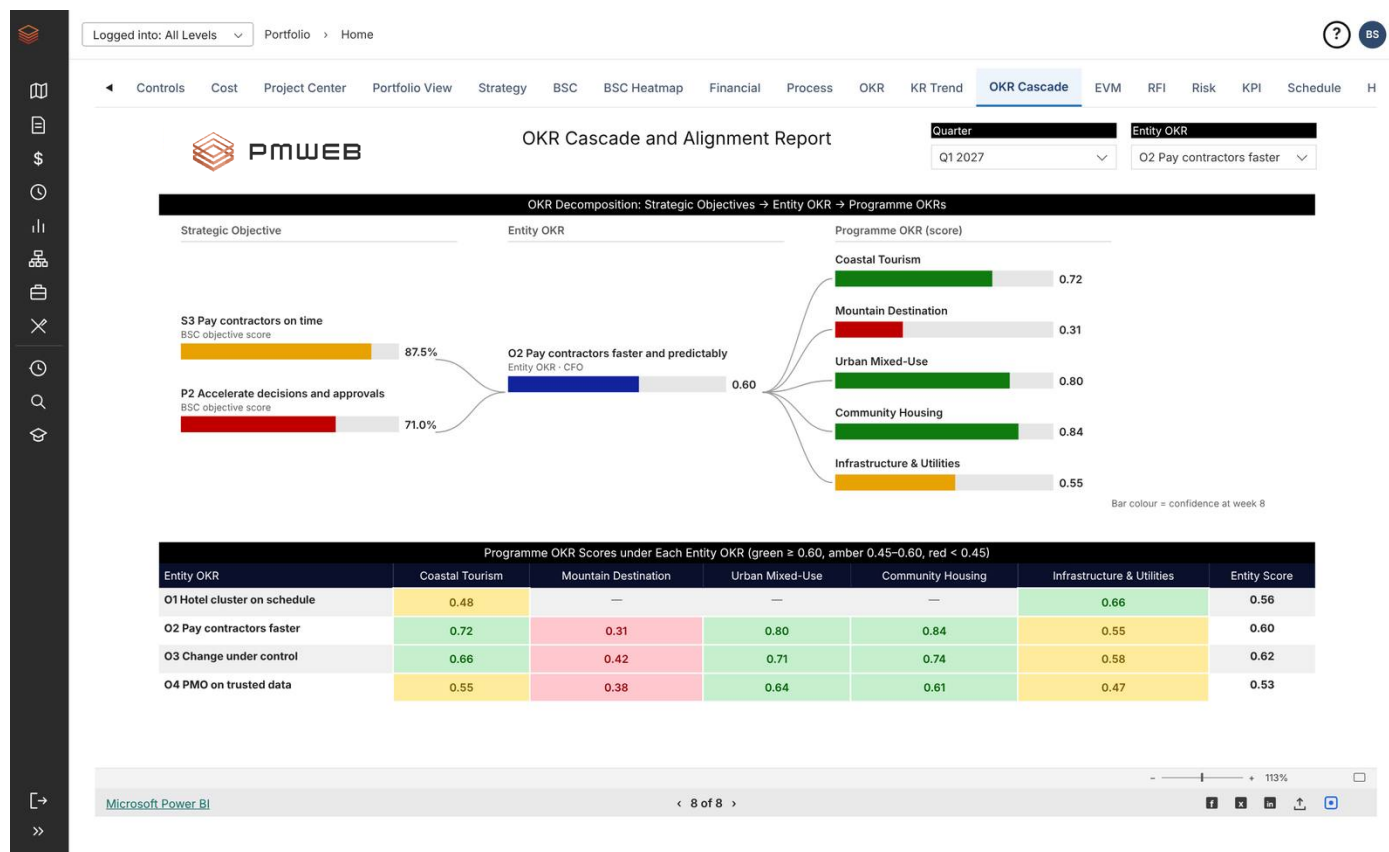
Key result trajectory

For a computed key result, the actual value at each check-in is plotted against the path from baseline to target, so a key result drifting off course is visible at week four, not week thirteen. The programmes behind the value sit alongside it.



Cascade and alignment

Entity OKRs, the programme OKRs that contribute to them and the strategic objectives they serve, with the score of each. The cascade shows which programmes are carrying an entity objective and which are holding it back.



PMWEB 2026 AI: Learning from Every Quarter

AI is only as useful as the data it reasons over. Applied to a folder of OKR spreadsheets, AI has to guess what each key result meant, how it was measured and whether the reported number was real. Applied to PMWEB, it starts from key results already linked to strategic objectives, KPI definitions, projects, schedules and the transactions that produced each value. No data, no AI. And without structured data, no reliable AI.

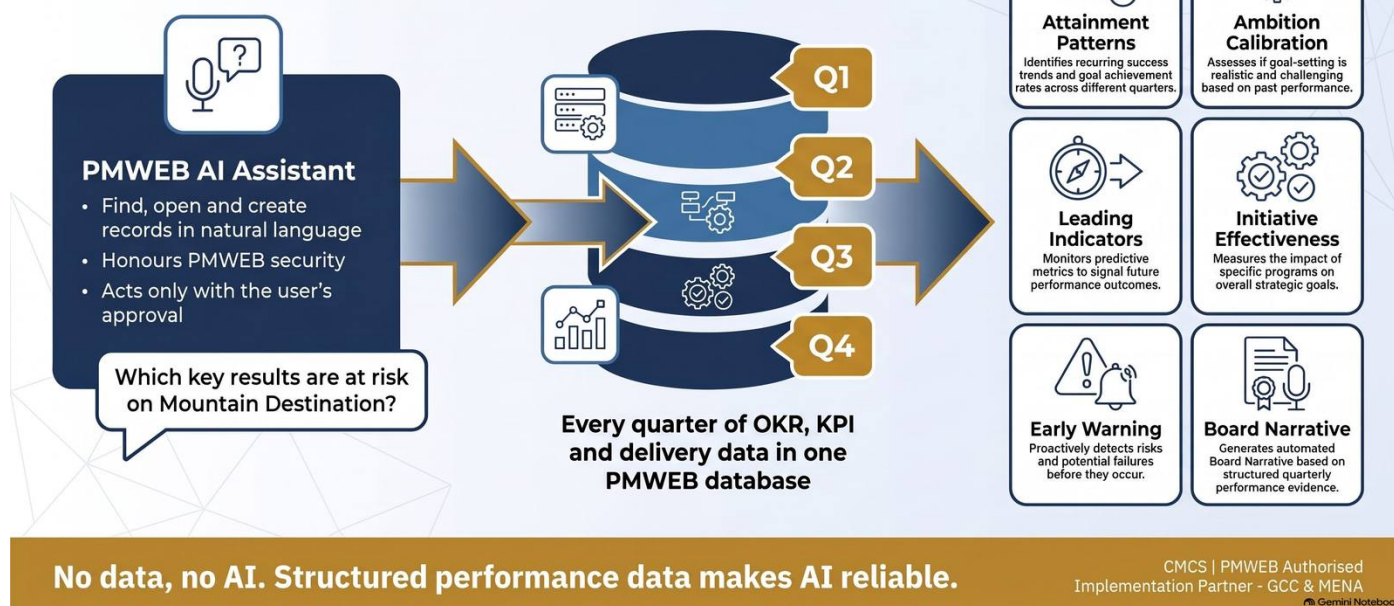
The PMWEB 2026 release introduces the PMWEB AI Assistant, which helps users find, open and create records and get help on the system. It honours PMWEB security settings and acts only with the user's approval. An objective owner can ask for the key results at risk on a programme, open one, or start a new check-in in natural language, within the access already defined for their role.

The larger prize is the history an entity accumulates: quarter after quarter of OKR and KPI results across every programme, held in one PMWEB database. That history can be analysed by PMWEB AI in this and future releases, and by AI solutions that integrate with PMWEB, to answer questions such as:

- **Attainment patterns:** which kinds of key results are routinely missed, and on which programmes?
- **Ambition calibration:** are targets too safe (always 1.0) or out of reach (always below 0.4)?
- **Leading indicators:** which process measures, such as RFI backlog, NCR ageing or approval cycle times, predict a missed milestone or cost overrun a quarter later?
- **Initiative effectiveness:** which initiatives actually moved their key results, and which consumed effort without effect?
- **Early warning:** given the first check-ins of a quarter, which key results are likely to finish below 0.7?
- **Board narrative:** which objectives moved most, and which check-in comments explain why, as a first draft for the owner to review?

Lessons learned stop being a slide at the quarterly retrospective and become evidence the PMO applies when it sets the next quarter's OKRs.

'PMWEB 2026 AI: Learning from Every Quarter'



Spreadsheet OKRs vs PMWEB: Side by Side

Capability	Spreadsheet OKRs	PMWEB OKRs
Key result values	Typed in by owners	Computed from PMWEB records, or checked in with evidence
Link to strategy	A column with the objective name	Linked record to the strategic objective and parent OKR
Link to delivery	None	Scope filters on programmes, projects, milestones and workflows
Check-ins	Email reminders	Scheduled workflow with validation and escalation
Target changes	Overwritten	Change request with approval and audit trail
Confidence tracking	Rarely recorded	Recorded at every check-in, trended across the quarter
History	Archived files	Snapshots for every quarter, ready for analysis
AI	Text in spreadsheets	Structured OKR, KPI and delivery data across the portfolio

Configuring PMWEB to the Entity's OKR Practice

What the entity decides	How it is configured in PMWEB
Cadence	Quarterly or half-yearly periods and check-in frequency
Levels	Entity, sector or directorate, programme and team OKRs
Key result types	Computed, milestone-based and check-in key results, with the KPI Definition behind each computed one
Scoring	0–1.0 or percentage scale, stretch expectation and objective roll-up rule
Confidence scale	On track, at risk and off track, or a numeric scale
Approvals	OKR approval, check-in validation and target change routes by DoA level
Dashboards and pack	OKR board, trajectories, cascade and quarterly pack in the entity's format
Integration	Corporate performance system, Power BI and ERP, as in Parts 1 and 2

Evidence That OKRs Are Working

- **Computed share.** The proportion of key results calculated by PMWEB rather than checked in.
- **Check-in discipline.** Check-ins submitted and validated on schedule.
- **Confidence accuracy.** How well mid-quarter confidence predicted the final score.
- **Stretch balance.** Average objective score close to the entity's target range, typically 0.6 to 0.8.
- **Target stability.** Key results changed mid-quarter, all through approved change requests.
- **Strategy movement.** Scorecard KPIs that improved in the quarter after a related OKR was achieved.

Key takeaway

OKRs managed in spreadsheets tell the board what owners believe they achieved. OKRs managed in PMWEB show what was achieved, measured from the same schedules, budgets and workflows that delivered it, with every check-in validated and every target change approved.

Combined with the Balanced Scorecard in Part 2 and the architecture in Part 1, PMWEB gives a government entity or giga developer one system that connects strategy, quarterly priorities and project delivery, and keeps every quarter as evidence for the next.

The series: Part 1 set out the performance architecture and the PMWEB processes behind it. Part 2 built the Balanced Scorecard and its dashboards. Part 3 added OKRs, quarterly governance and AI.

Talk to us: to see how OKRs, check-in workflows and OKR dashboards can be configured in PMWEB for your PMO, contact CMCS at info@CMCS-MENA.com.

#PMWEB #CMCS #OKR #ObjectivesAndKeyResults #PMO #StrategyExecution #PerformanceManagement
#CapitalProjects #GigaProjects #AlinConstruction

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