VENACE.

WEEKLY PROJECT MARGIN CONTROL SCORECARD

Week ending: __________
Business / unit: __________

Purpose Review the projects that can move margin, cash, or delivery this week. Apply the same approved thresholds each week; every exception needs one owner and a dated action.

Status Green = no trigger Yellow = concern with a dated action Red = any red trigger

CONTROL AREA	WEEKLY CHECK	MARK RED WHEN...	STATUS / OWNER / DUE
1. EAC / cost to complete	Reconcile posted cost. Update commitments, remaining labor, subcontract, material, equipment, and other known cost. EAC = cost to date + remaining cost.	EAC rises >2% week over week; known cost omitted; estimate >14 days old; or weekly reconciliation incomplete.	G / Y / R Owner: __________ Due: __________
2. Change orders / scope	Separate approved and pending changes. Track quote, estimated cost, approval, spend, billing, owner, and age. Keep pending value out of contract value.	Work starts without written approval; pending >14 days; pending quotes >5% of contract; or at-risk cost >1% of contract.	G / Y / R Owner: __________ Due: __________
3. Forecast margin	Compare original, target, current, and prior-week gross margin. Explain every variance and connect recoverable items to a dated action.	Negative margin; below approved target; decline >=2 percentage points week over week; or variance lacks a cause and owner.	G / Y / R Owner: __________ Due: __________
4. Receivables / cash	Review unbilled work, invoice milestones, A/R aging, promised receipts, four-week collections, and project cash outflows.	Any A/R 61+ days past due; promise >7 days late; milestone unbilled >7 days; or projected cash gap lacks a funded plan.	G / Y / R Owner: __________ Due: __________
5. Capacity / backlog	Compare signed backlog and four-week demand with staffed hours by critical role or crew. Confirm committed start and finish dates.	Critical load >110% or <70% for two weeks; signed backlog <8 weeks of capacity; or unresolved gap threatens a committed date.	G / Y / R Owner: __________ Due: __________
6. Ownership / actions	Record issue, project, financial or schedule effect, required action, one owner, due date, blocker, escalation owner, and close date.	Material issue has no owner or due date; action overdue; decision late; or red item repeats for two weeks without an approved recovery plan.	G / Y / R Owner: __________ Due: __________

WEEKLY CLOSEOUT	**Overall: GREEN / YELLOW / RED**	Decisions required this week: ____
Top three exposures	1. ____________________ 2. ____________________ 3. ____________________	Review lead: ___________________ Date: __________