

## Evolving the Discipline of Project Management

**PRiSM**  
Projects integrating Sustainable

*"PRiSM's corporate social responsibility and project management integration is key to helping us achieve our sustainability goals."*

Kathleen Wong  
Program Manager  
Supply Chain Social Responsibility  
Adobe Systems

# Sustainability in Project Management Corporate Training and Accreditation

MGO's Sustainability in Project Management consultancy is in partnership with GPM with the goal of evolving the discipline of project management to enable organizations to improve their successful delivery of products and services without compromising the ability of future generations to meet their own needs.

 **MGO** consultant

 **GPM** Evolving the Discipline of Project Management

Alianza en  
Sostenibilidad  
Sustainability  
Alliance

This evolution of project management must also incorporate environmental, social, and financial goals as a means to achieve greater profitability for the organization. Essentially this advances the role of the project manager as an innovation agent who can begin each project by incorporating sustainability at the earliest moment in the lifecycle of a product, deliverable, or service.

**“ PRiSM is practical and applicable to projects that deliver products, services, and business change making it all the more relevant to PMs of all industry types. ”**  
**Rosana Francescato, Program Manager at Adobe Systems**

As a professional development organization, we seek to create innovation agents as project managers and the same passion for innovation holds true for the methodology that validates that the knowledge has been passed from instructor to student.

**Monica Gonzalez | [www.mgoconsultant.com.ar](http://www.mgoconsultant.com.ar)**

[www.greenprojectmanagement.org](http://www.greenprojectmanagement.org)



# The Need For Evolution

In 2010, a study was conducted by the International Society of Sustainability Professionals (ISSP) that listed three 'hard skills' that are most critical to the successful performance of professionals working in the field of sustainability and one of them was project management.



Since our inception, we have worked with CSOs, environmental analysts, and sustainability coordinators to understand the challenges to sustainability management. The most common question we get in return is “how can I get project managers to speak my language?”

Up until now, sustainability and project life-cycles and processes did not have a common convergence point making it challenging to align them. This has also been a widely understood challenge in the project management profession.

In 2008, the International Project Management Association's (IPMA) Vice-President Mary McKinlay stated a keynote speech at their World Congress that “**the further development of the project management profession requires project managers to take responsibility for sustainability**”. The reason that this has not occurred is due to the fact that projects are defined within each of the books as temporary endeavors with a defined beginning and end to meet specific goals and objectives whereas sustainability has been associated with organizational culture and long range initiatives.

## The Strengths of PRISM

PRISM has several features that are new to the professional project management field which easily distinguishing it from other project management methodologies. Its true strength lies in its ease of use, and straight forward approach. PRISM's features supplement what each body of knowledge provides, through a practical, environmentally conscious, and repeatable approach.

One of the most significant of PRISM's features is the concept of the Sustainability Management Plan. This is a set of controls that govern aspects of a project to consider five measurable elements (People, Planet, Profit, Process, and Product) and how they relate to the delivery of projects. Each of these elements are measured individually and in total to give a 360 degree perspective.

## Frequently Asked Questions:

### How is your course structured?

This course is structured around an andragogical style of learning called EnVex™ which is an immersive case study driven approach that engages you with real-world tasks within a simulated environment. Through the EnVex™ methodology you gain new skills and techniques that are retainable and can be used immediately when you return to work.

### Is this similar to LEED or compliment it?

LEED or (Leadership in Energy and Environmental Design) is a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions where PRISM is a green project delivery method that can be used in a wide variety of projects and but is the flip side of the same coin as LEED as PRISM weaves a green framework into the project lifecycle and processes with a mindful eye towards the handoff to operations, end of life and beyond.

PRISM as a project delivery method ensures objectives are met in accordance with corporate sustainability goals and best practices no matter the type of project. LEED is a rating system for structures and has essentially five focus areas

- 1.Sustainable Sites
- 2.Water Efficiency
- 3.Energy and Atmosphere
- 4.Materials and Resources
- 5.Indoor Environmental Quality

Each area has subsections that are set to a point system. Under Indoor Environmental Quality for example, you will find Ventilation Effectiveness, CO2 Monitoring, and Thermal Comfort. Some are required for structure certification and some are credits.

From a project management perspective, these items would be requirements to be scoped as part of the project. In the PRISM, these items would be detailed in the planning phase under “Define Sustainable Quality Components” activity.

The GPM certification is a professional designation for project managers who are able to demonstrate competency in delivering projects with sustainable outcomes and can span from project types as diverse as Information Technology, Business Process Improvement, Product Design, to Infrastructure. LEED certification is specific to green building standards.

### I use a structured methodology already, will PRISM conflict?

PRISM uses integrators that can be adapted to any structured methodology. Out of the box, it leverages competencies from the IPMA ICB 3.0, best Practices from the PMI PMBOK® Guide, and ISO:14001.



# Entry Level Certification

## GPM® Entry Level Certification | Certified Green Project Manager Level b

New for 2013, the Green Project Manager Level b (GPM-b) certification is awarded to project managers who have met prescribed standards of knowledge on core areas that pertain to sustainability and project management as defined by GPM Global, the governing board for the credential.

The prerequisite for this certification is to complete the PRISM Practitioner course, and pass the GPM-b level exam with a minimum percentage of 75% correct answers

**The Exam is 150 questions in length with the following breakdown of questions:**

- The Basics of Project Management
  - Knowledge Areas
  - Competencies
- Sustainability Knowledge
- The PRISM Methodology
- The P5 Method
- ISO 14001, 26000, and 50001

The study guide (GPM Guide to Sustainability in Project Management ) will be made available as addition to the PRISM Practitioner Course. Exams will be administered either by accredited facilitators or through GPM directly during live web based proctored sessions.



# Advanced Certification

## GPM® Advanced Certification | Certified Green Project Manager

The Green Project Manager (GPM®) certification embodies the commitment of a project management professional to act as an agent of change by managing and directing efforts to maximize sustainability within the project life cycle, improving the construct and delivery of goods and services produced as a project deliverable, and thoroughly considering and accounting for environmental impacts in the project management roles assigned using measurable standards. Green Project Manager (GPM®) certification is the first project management credential for individuals demonstrating competency in delivering projects using sustainable methods.

The Green Project Manager (GPM®) certification is awarded to project managers who have met prescribed standards of performance that includes technical competency in sustainability and project management. GPM Global, the governing board for the credential, adheres to the International Organization for Standardization (ISO) ISO/IEC 17024:2003 standards for our certification process and is a member of the American National Standards Institute.

There is no requirement for candidates to hold any other certification as a prerequisite, to be a member in any professional association or to attend any specific course in order to apply for the GPM®.

## GPM® Certification Requirements

To earn the GPM® certification, an applicant must be able to demonstrate competency in Initiating, Planning, Executing, Controlling, and Closing projects while directing outcomes in a sustainable manner (Environmental, Social, Financial, Process, and Product). The emphasis is in managing a project governed by a sustainable management plan and employing an overall methodology that is based on measurable standards and controls. All GPM® candidates must



## GPM® Advanced Certification | Certified Green Project Manager (Cont.)

submit a detailed case study as evidence of their competence in delivering projects towards a sustainable outcome. (The case study template is available at [www.greenprojectmanagement.org/certification](http://www.greenprojectmanagement.org/certification))

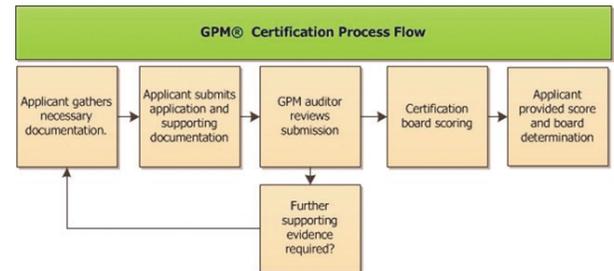
### GPM® Certification Application Process Overview

**Step 1: Evidence Submittal** - Candidates must complete the online application, which includes a complexity self-assessment score and evidence of their project work (Case Study and CV). The case study must be on a project or program that the applicant managed and outline the application of sustainable methods in the project delivery, the outcome in terms of project objectives being met, and measurable standards and controls used to achieve the project deliverables promoting sustainable outcomes.

**Step 2: Assessor and Board Review** - A GPM® Accredited Assessor will thoroughly review the evidence presented by the candidate and will be assessed against the following criteria.

- Project Complexity - A point system based on CIFTER (See chart Below)
- Sustainable Methods Employed (Measurable Standards and Controls)
- Sustainable Outcomes (Project Deliverables)
- Achievement of Project Objectives (Evidence of Sustainable Organizational Process Assets)

Each candidate's submittal is individually audited and reviewed in accordance with the prescribed board review standards and assessed completely.



**Step 3: Determination** - If the candidate scores above 21 points, they are notified of their accreditation. If further evidence is required, an interview is scheduled with the candidate one or more members of the GPM Review Board.

### Assessment Criteria -Project Complexity

#### Why do we require a self-assessment?

In order for GPM® assessors to get a better understanding of the project, we require that applicants self-grade their project using the Crawford-Ishikura Factor Table for Evaluating Roles, or CIFTER. The tool, is named after two major contributors to GAPPS (Global Alliance for Project Performance Standards), and is used to differentiate project manager roles based on the complexity of the projects managed.

The CIFTER is a control self-assessment which identifies seven factors that affect the management complexity of a project. Each factor is rated from (1) to (4) using a point scale which places a quantitative value to a qualitative metric. These points are then totaled to produce a management complexity rating for the project. This was used as the basis for development of two levels of Project Manager Complexity Standards indicated as G1 and G2 respectively. G1 is the grade given a moderately complex project and G2 is the grade given a very complex project. Anything that scores below a G1 is considered to be a "simple" project, for purposes of differentiation this could be also codified as a G0 level project. A project classified as a "simple" project is too simple to be used as evidence of competence as a project manager against the GAPPS Project Manager Standard which is what the GPM® Assessor as prescribed by a review board uses in the determination of a suitable case study for accreditation.

See the project complexity table on page 4.

For more on GAPPS visit [www.globalpmstandards.org](http://www.globalpmstandards.org)



**Assessment Criteria -Sustainability**

**Sustainable Integration and or outcomes using the GPM® P5™ Method**

If the project that is being submitted as evidence was by definition a "sustainability project", the case study should include the category, sub categories, and elements that were the focus and the project outcomes as outlined in the P5™ Integration Matrix.

If the project that is being submitted as evidence was managed using sustainable methods for delivery, please indicate what P5 integrators were applied and the appropriate categories that were applied



TM	<b>P5 Project Integration Matrix</b>
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**a. Example:** Process Sustainability was a focus of my project. We employed project processes that incorporated Environmental and Social Sustainability such as...

**b. Example,** Product Sustainability was a focus as we broke down the project deliverables and made concerted efforts to ensure Economic, Environmental, and Social Sustainability through...

P5 Integrators		Sustainability Categories	Sub Categories	Elements
<b>Product Sustainability</b>	Objectives and Efforts >>	<b>Economic Sustainability</b>	Return on Investment	Direct financial Benefits
<b>Process Sustainability</b>	Impacts >>		Business Agility	Net Present Value
				Flexibility/ Optionality in the Project Increased business flexibility
<b>Product Sustainability</b>	Objectives and Efforts >>	<b>Environmental Sustainability</b>	Transport	Local Procurement
<b>Process Sustainability</b>	Impacts >>			Digital Communication Traveling Transport
			Energy	Energy Used Emission / Co2 from Energy Used
			Waste	Recycling Disposal Reusability Incorporated energy Waste
<b>Product Sustainability</b>	Objectives and Efforts >>	<b>Social Sustainability</b>	Labor Practices and Decent Work	Employment Labor/ Management Relations Health and Safety Training and Education Organizational Learning Diversity and Equal Opportunity
<b>Process Sustainability</b>	Impacts >>		Human Rights	Non-Discrimination Freedom of Association Child Labor Forced and Compulsory Labor
			Society and Customers	Community Support Public Policy/ Compliance Customer Health and Safety Products and Services Labeling Market Communications and Advertising Customer Privacy
			Ethical Behavior	Investment and Procurement Practices Bribery and Corruption
				Anti-Competition Behavior



# GPM® Training

**PRiSM Practitioner: Gain a working knowledge of Green Project Management® and the PRiSM project delivery method including:**

- Sustainability Integrators to Knowledge Areas and Process Groups
- PRiSM, a structured methodology that includes:
  - Sustainability Management Plan (SMP) development and implementation
  - Environmental Impact Assessments
  - Sustainable Procurement
  - P<sup>5</sup> Integration (People, Planet, Profit, Process, and Product)

**Key differentiators of PRiSM Practitioner as compared to other project management courses include:**

- Competencies and best practices derived from the PMI®PMBOK Guide, IPMA®ICB, ISO:14001, 21500, 50001,260000 and 14064
- EnVex – An approach to learning using real life projects and iterative – hands on approaches.
- Virtual project team scenarios.
- The change of standard project life-cycle approach of Initiate/mandate to close/handoff to a Cradle to Cradle mindset.

**Upon completion of training participants will be able to:**

- Integrate Sustainability with Project Management
- Explain the differences between a green project and sustainability based project management
- Demonstrate working knowledge of the practical application of skills and techniques of PRiSM
- Manage to the P<sup>5</sup> concept and to ensure the checklist of sustainability is managed throughout a business change or project
- Explain the benefits of added value through introducing sustainability processes
- How to develop and use a Project Sustainability Management Plan and other project specific tools
- Describe the basic principles of the sustainability project management processes and life-cycle phases
- Use the tools and techniques to earn for the GPM® certification.

**Course Length:** 4 Days, totaling 30 hours

**Additional Training:**

**PRiSM Foundations**— A one day course that covers the basics of sustainability in project management.

**PRiSM Integrations**—A three hour course, offered online that covers the sustainability integrators to project management.

**Visit [www.greenprojectmanagement.org](http://www.greenprojectmanagement.org) to learn more!**

# PRiSM

Projects integrating Sustainable Methods

**GPM® training courses focus on demonstrating competence and mastering concepts.**

Through leveraging our unique EnVex methodology, an instructional design tool which incorporates classical instruction on core project management methodologies and principles and builds on them with an iterative hands-on approach to learning, participants are challenged in a case study driven environment to apply new techniques to real-life situations and foster collaborative learning.

Our approach imparts new ways to achieve business objectives while reducing waste and better managing the consumption of finite resources. We partner with the world's foremost training organizations to deliver our courses allowing us to focus on developing new and creative ways to advance the message of sustainability management.

“GPM’s PRiSM course was an eye opener in terms of how to effectively integrate sustainable practices into my projects. Their tools are easy to use and bridge the gap between our green initiatives and our project delivery.”

*-Lincoln Kirsten, Director, SAP Consulting Services at Hitachi Consulting*

“Prior to PRiSM we had held 7 seminars on Green Project Management. GPM’s P5 based PRiSM methodology is the most tangible and practical solution that we have seen to date. The focus on processes and products directly links projects to the triple bottom line”.

*- Pete Marsh, Program Manager Booz Allen Hamilton*



# GPM Overview

GPM® Global is a sustainability based project management organization that accredits professionals and programs. We adhere to the highest management standards and support courses and certifications based on industry specific competencies. Our accreditation board that oversees the GPM® certification adheres to a strict assessment process based on GAPPS standards (globalpmstandards.com) to ensure that credential holders can have pride and confidence in their accomplishments and recognize that the certification is relevant and valuable. Green Project Management provides innovation to the project management profession by enhancing the already established project management framework defined by the five major process groups and nine primary knowledge areas.



Green Project Management presents as a foundational enhancement through the concept of PRiSM: "Projects integrating Sustainable Methods" which is a green project management delivery method and conceptual curriculum basis. It leverages the wisdom and standards set forth in the established "Books of Knowledge" utilized by project managers throughout the world and integrates an applicable framework of sustainability derived from ISO: 14001.

PRiSM Courses are developed to the standards set forth in the International competency baseline v3.0 of the International Project Management Association and are administered by regional zones that work directly with training providers to ensure quality and consistency throughout our global network and operate independent of GPM® Global, thus ensuring a clear separation of the instructional and accrediting bodies.

GPM® Global is comprised of subject matter experts in Project Management, academia, and environmental management. Our consortium is actively advancing the practical application of sustainable methods and is committed to aligning with organizations that share the same values. It is with great pride and excitement that we have found that our organization has grown rapidly over the past few years, but this growth has not come without some growing pains and difficulty. Serving the project management community as an accrediting body and with the intent to act as a governing body for green project management enhancements to already established project management credentials and the defined body of knowledge for the profession, GPM® Global is a non-profit entity and seeks to remain so. In order to remain a governing body and act to serve the project management community as efficiently as possible, we seek as an organization long term investment from individuals who share the same vision that we do, and the same commitment to advancing the profession of project management through the leverage of 21<sup>st</sup> century methodological enhancements.

As a primary mission goal, GPM® Global seeks to maximize value in the long term for the project management profession. Our team, training partners, and strategic alliances have demonstrated an extraordinary commitment to our long term success. With continued hard work, passion, commitment to the profession, and good fortune it is our most ardent hope that this effort will be as sustainable as the methodological enhancements that we teach to project managers everywhere.

Due to our passion to help organizations as well as individual project managers in their efforts to decouple environmental degradation from economic vitality, we hoped, but did not expect, that the GPM® would reach its current level of support and overall influence as quickly as we have.

With a strong commitment to our discipline, the environment, each other, and our partners. We will make the world a better place one project at a time.



Joel B. Carboni  
GPM President and CSO

