Ten Environment Considerations for Project Integration Management

Integration Management is the project management knowledge area in the PMBOK® Guide that provides the opportunity to look at the "big picture" of the project. Changes are not made in a vacuum. This is the area emphasizing the need to look at all aspects of a project and how change can affect other project management areas in a project.

If you practice green project management (GreenPM) and are taking the environment into account in your project decisions, Integration Management is a likely project management candidate for considering environmental aspects in your decision making process. The various project management processes are coordinated within this area. A change is evaluated to determine its affect on all of the project management processes, the trade-offs are evaluated, and the resulting decision is integrated into all aspects of the project.

We can seek out our company's environmental policy or Environmental Management System and use this understanding as a basis for how we should consider our organization's environmental policy on any project. Here we focus on Integration Management. Other project management knowledge areas can also take advantage of GreenPM. You can probably begin to think of many ways to apply "greenthink" throughout the project management processes and even within Integration Management. Here are ten Integration Management examples.

#1 - Determine project-related environment objectives and targets, which may align with your company's Environment Management System (EMS)
When you define your project, understand your company's environmental policy or EMS in addition to the business need that initiated this project. Your Project Charter can document any objectives pertaining to your project and your company's environmental approach.
#2 - Describe how project deliverables affect the environment
Your project may or may not have an impact on the environment. This is an opportunity to think about it, and share it within your Project Charter. The purpose of GreenPM is to get us to think about the environment in all aspects of our project and this will enable us to do so while planning and gaining project approval with our Sponsor. In the Charter, we can identify any deliverables that now become applicable if we are focused on the environment.
#3 – Monitor and control your project with the environment in mind
When we monitor and control the project, we are analyzing and measuring the project, recommending any corrective or preventive actions needed. Applying

"greenthink" will consider environmental factors in any of these actions. For example, if your project is behind schedule you may consider working on the weekend. With "greenthink", you may evaluate the electricity, heating, and other needs prior to deciding if this is still a valid approach to get your project back on schedule.

#4 - Describe how risks, assumptions, and constraints affect the environment positively or negatively

During your initial Project Charter creation and approval as well as any updates throughout the project lifecycle, the project manager, team members, and key stakeholders identify risks, assumptions, and constraints. With "greenthink", you may evaluate your risks and assumptions differently. For example, something that was an assumption previously may now be considered a risk if we consider environmental factors that had never been applied. You may also find new constraints based on environmental needs.

#5 - Include environmental performance goals that may relate to the project

Any project should be able to state whether it is related to some aspect of the environment and if so, how the project aligns with the company's EMS. Your project may or may not be related to the environment, but the consideration here is metrics management. Determine what project scorecard metrics are applicable to your project and whether to include any related to the environment. Plan the activities into your project to capture, measure, report, and improve on your findings.

#6 - Define environmental-related stakeholders

As we think about the environmental aspects of our project, we may identify a new set of stakeholders to be informed and/or participating in our projects. These may be internal such as those responsible for a company's EMS or maintaining its ISO 14001:2004 standard. It may also be external stakeholders, such as those involved in supply chain integration projects or NGOs. Include these stakeholders and their communication needs in your Communication Plan.

#7 - Include a section when closing projects for environment-related lessons learned

Formal project closure is an area often overlooked for many projects. With GreenPM, evaluate environmental learnings. Ultimately, there could be a process improvement loop based on these findings.

#8 – Factor environmental approaches into your Project Management Plan

The Project Management Plan is the "how" – how the project will be executed, monitored, controlled, and closed. Taking the time during planning to include how environmental aspects will be incorporated and supported throughout the project management processes may help to align a company's projects to its EMS standards through its understanding of the EMS and its planning of how environment-related decisions will be addressed.

#9 – Ask about the environment in any integrated change control activity
The point about green project management is <u>not</u> that we make every decision in favor of the one that is most environmentally friendly. The point is that we start to take the environment into account instead of ignoring it. Integration change control is one of the places where GreenPM can occur since the environment can be factored into every change discussed in integration change control.

#10 – Consider the influence of the environment in your preliminary scope
When applying "greenthink" your initial scope definition could include environment characteristics related to your project's deliverables, environment-related acceptance criteria, and/or environment requirements that may not have been considered previously.

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