



Aligning GreenPM with the PMBOK Guide Knowledge Areas

By Andrea Krasnoff

We have mentioned a concept of green project management (GreenPM), another vehicle for considering the environment. Our view is that GreenPM incorporates the environment into the various aspects of project management.

The PMBOK® Guide identifies nine areas of project management which are commonly covered in a project management methodology. Here we provide examples of how “greenthink” is applicable to each of these areas. “Greenthink” can also be implemented into your organization’s methodology, thereby creating your own GreenPM.

Integration Management

Integration Management integrates all other project management processes and activities required to successfully manage the project as a whole. It focuses on the “big picture” and identifies the points of interaction between various aspects of the project. Integration management is where you understand how a change affects other aspects of the project and the trade-offs that need to be considered and decided.

The most likely part of Integration Management to incorporate “greenthink” appears to be Integrated Change Control. This is the process where all changes are evaluated and their affects on other project management processes are considered when making decisions. The environment should be an aspect that is evaluated with each change and factored into each decision making process.

Scope Management

Scope management focuses on the boundaries of the project, primarily making sure that the project activities include all of the work and only the work required to complete the project.

When scope changes arise, the environmental impact of the scope change can be assessed and factored into the decision making process in addition to schedule and budget impacts.

Time Management

Time management describes the project aspects relating to the schedule, from definition to creation to schedule change control.



If you are practicing GreenPM, the project schedule should define and incorporate any project activities performed in support of your company's environmental policy or EMS.

Cost Management

Cost management relates to the monetary aspects of the project, including estimating, budgeting, and cost control. It is focused on the costs associated with the resources needed to complete the project.

In a GreenPM project, include costs for environment-related processes or activities on the project.

Quality Management

Quality management ensures that the project's quality meets the defined quality requirements and takes a proactive approach to ensure that quality is achieved.

For green projects, you can gather requirements for green areas of interest from your stakeholders and include these in your Quality Management Plan for how you will meet the stakeholders' levels of quality. Also consider incorporating environmental quality aspects into project quality audits and project quality control activities.

Human Resource Management

Human resource management relates to the people, and all processes needed to acquire, develop, and manage a project team.

Train project team members on the organization's environmental policy and how environmental aspects will be incorporated and evaluated on a project.

Communications Management

Communication is the process by which information is exchanged. Communications management is focused on all aspects of communicating throughout the project, by collecting, storing, and sharing project information.

You can communicate project-related environmental actions in your project status reports. You may also look for ways to increase awareness of your project's attention to the environment and how this aligns with a corporate environment policy. A Communication Plan may be used to define and plan for these communications.

Risk Management

Risks management is an approach to manage uncertainty and proactively identify, analyze, plan responses, and control project risk.



Environmental impact can be used to analyze risks qualitatively and to create risk responses.

Procurement Management

Procurement management focuses on product and services purchases, and contracts needed in support of these.

Educate vendors on your company's EMS and use of GreenPM. Vendors can follow environment aspects in their work for your projects.

Summary

By adopting these environment-related considerations into project management processes and their supporting templates, we are able to make decisions with a thought to being green. Whether or not the resulting project decisions change from what may have been decided prior to incorporating "greenthink", it enables everyone to be more cognizant and better stewards of potential environmental impacts in their decision making processes.

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