PRiSM
Projects integrating Sustainable Methods

PRiSM Practitioner

PRojects integrating Sustainable Methods

Parte I

V 5.0

About the presenter

Mónica González

✓ Industrial Engineer MBA, GPM-M, PMP with more than 25 years of experience in Electrical Companies: Telecomanded electric grid, Marketing and Communications, Corporate Social Responsibility.

✓ Implementation and improvement of Organizational Management Systems according to ISO 9001, ISO 14001, ISO 26000, OHSAS 18001 y Argentinean Resolucion ENRE 057/2003 Public Safety for Electric Power Transmission in High and Medium Voltage (Since 2000).

✓ She was part of the Communication Committee and Environmental and Sustainable Development Committee of Electricité de France (EDF) Branch America along with colleagues from France, Brazil and Mexico (2002-2004).

✓As independent contractor, she is Organizational System Manager at Baresi SRL a Polyolefin Recycling Company (since 2005); and Professor of CSR and Sustainable Development at GSPM, University for International Cooperation –UCI- Costa Rica (since 2013).

✓ Founder member and volunteer of PMI Nuevo Cuyo Argentina Chapter (2008-2013). Liaison of PMI Educational Foundation in PMINC (2010-2012).

✓ Council member in PMI Global Sustainability Community of Practice (2010-2012)

✓ Countributor member of the PC/ISO 236 Project Committee: Project Management, and then ISO/TC 258 – Technical Committee: Project, Program, Portfolio Management. (Since 2011)

✓ Member of the GPM Global Leadership Executive Team for Latin America. Main Assesor for the GPM® y GPM-m® Certifications in Latin America and Spain (Since oct2012).
✓ Co-autor: The GPM® Reference Guide to Sustainability in Project Management and The GPM Global P5 Standard for Sustainability in Project Management.

✓ Monica can be contacted at: monica.gonzalez@greenprojectmanagement.org

Course Kit

You will be provided with:

- **A One year Membership to the GPM to have access to:**
  - The GPM Reference Guide to Sustainability in Project Management eBook
  - Responsible Management Education eBooks
  - The Sustainability Calculator and other PM Templates
  - **USE CODE Agentofchange2015**
  - **Visit members.greenprojectmanagement.org and select "partner discounted membership" enter the code in the discount code section**

And at the End of this course:

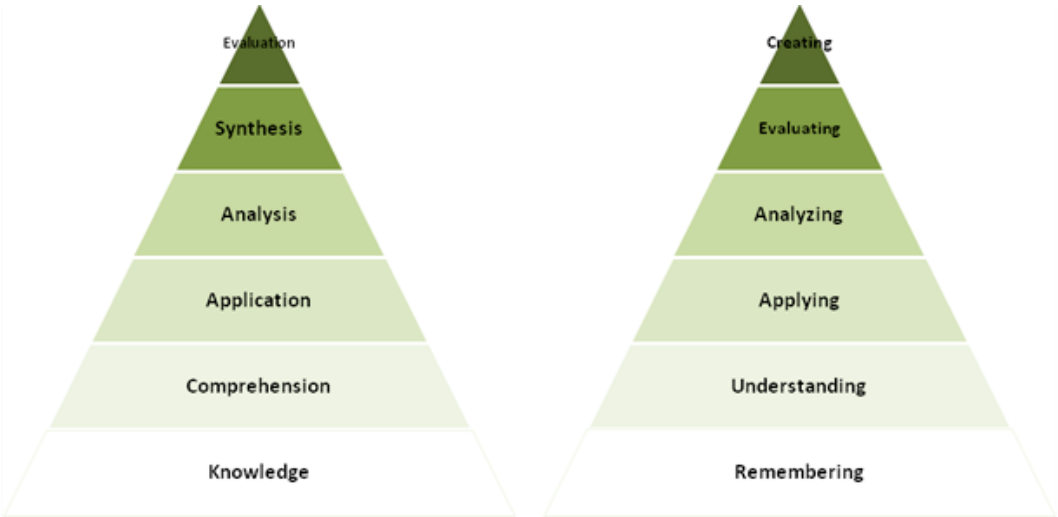
- A certificate of completion
- *PDUs or Professional Development Units are granted to the attendees completing the course.
- The GPM-b Certification for those who pass the exam.

*If Partner is a PMI REP, a code shall be provided, if not, Class B PDUs can be elected.

We will cover

This course will impart the knowledge and skills for Project management using sustainable methods.

Where many training courses focus on knowledge, or memorization, we use an andragogical approach to ensure retention with a strong emphasis on “hands on”.



Course Modules

Sustainability Drivers
Systems Thinking - ISO
Ethics Principles and Values
Governance, Portfolio and Program Management
Organizational Capacity for Change
Business Case, Benefits and Value Management
Requirements Management
Project Management
Life Cycles and PRiSM
P5
Project Controls
Issue and Risk Management
Organizational Structures and Roles
Sponsorship
Stakeholder Engagement
Performance and Quality
Information Management and Reporting
Situational Leadership and Communication
Conflict and Negotiation

Learning Objectives

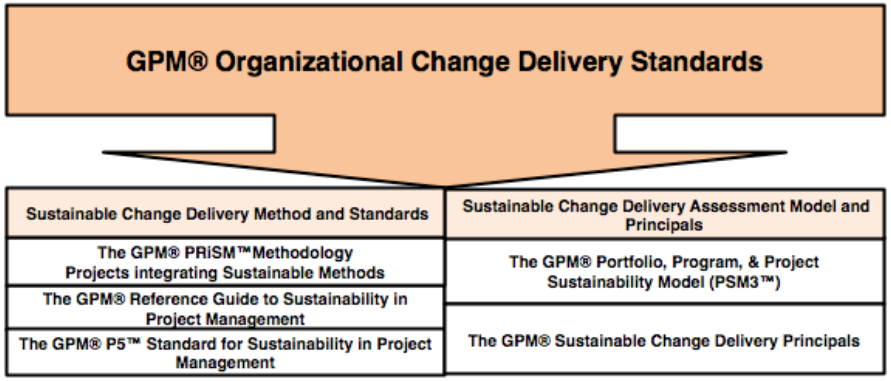
PRiSM
Projects integrating Sustainable Methods

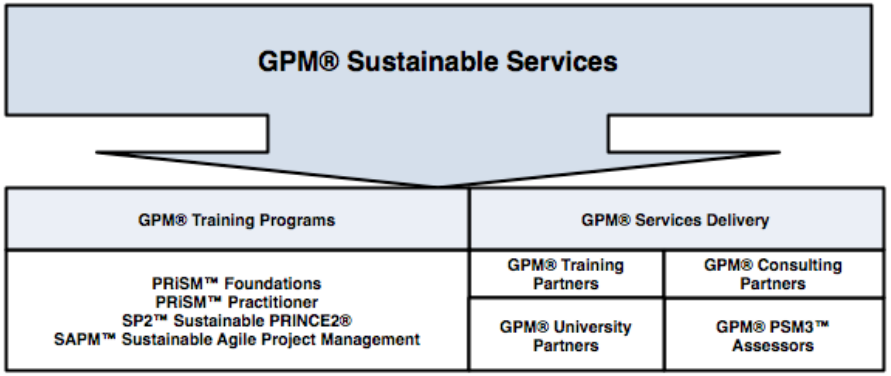
- PRiSM™ Practitioner is a project management course that incorporates best practices, sustainability principles and governance in order to maximize value. The course places an emphasis on aligning benefits with strategic objectives to ensure that each project positions the organization for long-term growth and success through positive impacts to the economic, environmental, and social bottom lines.

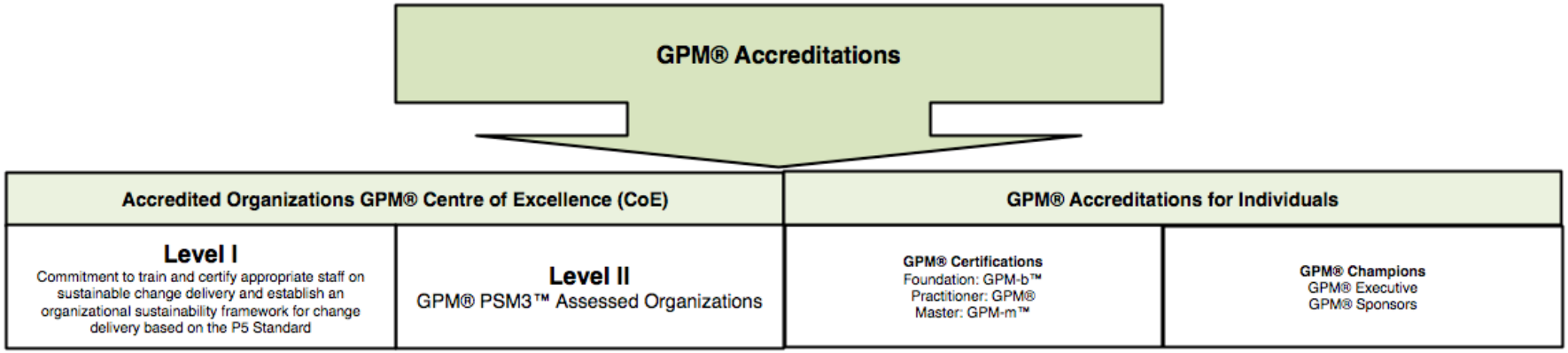
- The aim of PRiSM™ Practitioner is to train, educate, and develop individuals in project management and sustainability to improve the management and delivery of all types of projects within the set performance, time, cost and integration criteria throughout their own organization and to show how these changes can best be integrated into business as usual and become the normal embedded practices for the organization.

Introducing GPM

PRiSM
Projects integrating Sustainable Methods







Active in over 140 countries and growing

PRISM
Projects integrating Sustainable Methods

GPM is the largest sustainability training organization in the world.

(The Sustainable Project Management Organization.)

GPM® Evolving the Discipline of Project Management

Our Sustainability Affiliations

PRISM
Projects integrating Sustainable Methods

- **United Nations Global Compact**
  - First Project Management Professional Development Organization to become a signatory
- **United Nations PRME (Principles for Responsible Management Education) Supporting Organization**
  - One of only 14 worldwide
- **The Earth Charter Endorsers**
  - GPM founders have taken part since the initial 2001 Summit
- **UN Business for Peace Initiative**
  - GPM is a founding signatory

THE GLOBAL COMPACT
WE SUPPORT

PRME Principles for Responsible Management Education

Earth Charter Endorser

BUSINESS FOR PEACE

Our Focus – Change Delivery

PRiSM
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- Certification
  - GPM-b™
  - GPM®
  - GPM-m™
- Methodology
  - PRiSM™
- Assessments
  - PSM3™
- Training
  - PRiSM™ Courses
  - SP2™
  - SAPM™

GPM Certifications

PRISM
Projects integrating Sustainable Methods

The GPM-b - Knowledge based foundational Certification

The GPM® - Proficiency based Practitioner Level Certification

The GPM-m - Proficiency Based Master Level Certification

GPMG
Accreditation Board

Certification

PRiSM
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This course will prepare you for the GPM-b Certification.

- **The Certification Exam Format**
- To earn the Green Project Manager level B (GPM-b) credential, candidates must have 2,000 hours of project experience, and pass the 150 multiple choice question examination with a minimum passing score of 75%. The Exam is broken down into two primary sections as listed below.
-
  1. Project Management
- 1.1. Project Management Standards based on ISO 21500
- 1.2. Project Management Competencies
- 1.3. Project management Knowledge Areas
- 1.4. Key Terms and Concepts
-
  2. Sustainability Integration
- 2.1. Why Sustainability
- 2.2. PRiSM™
- 2.2.1. P5™
- 2.2.2. Sustainability Management Planning
- 2.2.3. Phases, inputs and outputs
- 2.3. Sustainability ISOs
- 2.3.1. The Energy Management Standard ISO 50001
- 2.3.2. The Environmental Management Standard ISO 14001
- 2.3.3. The Guidance on Social Responsibility ISO 26000
- 2.3.4. The Quality Management Standard ISO 9001

GPM-b® Certified Green Project Manager

This course will prepare you for the IPMA Level D Certification

Industry Recognition

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IPMA
international project management association

Achievement Award Winner

Community Service / Development Project

"Applying Sustainable Principles to Project Delivery"

IPMA ICB 3.0 Competence Baseline

Award Yourself and/or a Colleague!

PRiSM
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- Project of the Year
  - Gold and Silver
- Sustainability Award
- Fundamentals Award

GPM®
Annual
Project Management
Awards

The GPM® Fundamentals Award

is bestowed upon the person who submits the most thorough EnVex in a PRiSM Practitioner course in a given year.

EnVexes are in-course-virtual-projects that are taken from real life case studies. These exercises challenge course participants to apply what they learn in the course to achieve project objectives while realizing benefits from a social, environmental, and economic standpoint.

2013 Award Winner – Anna Wang – Volkswagen Financial Services

Sustainability Drivers

Module	Module Covers	Learning outcomes
# 2 Sustainability Drivers	**1. Sustainability Challenges** **2. The UN Global Compact** **3. UN PRME Initiative** **4. The Global Reporting Initiative** **5. The Post 2015 Business Engagement Architecture**	Understand current challenges with sustainability from a business perspective, the driving force for business to engage in sustainability and the organizations driving the way forward.
Language		
English		
Version		
5.0		

A Growing Problem

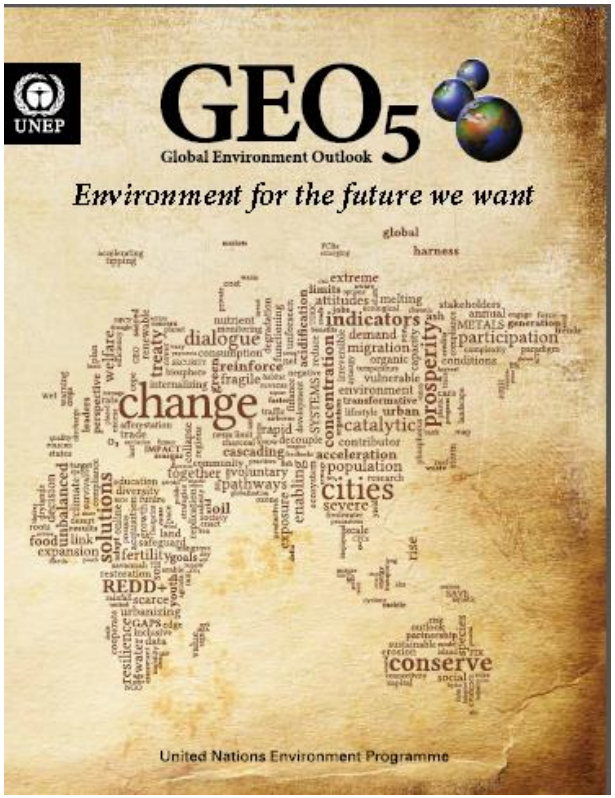
- According to Global Footprint Network's calculations, our (global) demand for renewable ecological resources and the services they provide is now equivalent to that of **more than 1.6 Earths.**

- The data shows us on track to require the resources of two planets well before mid-century.

(We don't have 1.6 Planets)

http://www.footprintnetwork.org/en/index.php/GFN/page/earth_overshoot_day/

THE EARTH SYSTEM CONTEXT



The **Earth System** provides the basis for all human societies and their economic activities. **People need clean air to breathe, safe water to drink, healthy food to eat, energy to produce and transport goods, and natural resources that provide the raw materials for all these services**

The 7 billion humans alive today are collectively exploiting the Earth's resources at accelerating rates and intensities that surpass the capacity of its systems to absorb wastes and neutralize the adverse effects on the environment.

http://www.unep.org/geo/

The Accenture – UNGC 2013 Report

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Survey result of **1,000** global CEOs, from **27** industries across **103** countries

93%

of CEOs regard **Sustainability as the new key for business success**

62%

of CEOs believe they can **not quantify the value or their sustainability intiatives**

SRC: http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture-UN-Global-Compact-Acn-CEO-Study-Sustainability-2013.PDF

Fortune 500 Companies now Publishing Sustainability/Responsibility Reports

"We are seeing clear indications over the past three years that senior corporate management understands the importance of adopting and implementing strategies that reflect the rising interest of investors and stakeholders in corporate sustainability,"

- Louis Coppola, executive vice president of G&A Institute.

http://www.complianceweek.com/blogs/the-filing-cabinet/sustainability-reporting-on-the-rise

The Cobb Salad Report

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"These are all worthwhile topics however they are operationally focused and the **emphasis needs to focus on** what the organization produces from a **product** and **service** perspective."

Timothy Hui. Head of Focal Point GRI for China

What Happens?

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50%

According to Executive Director Geog Kell, **50% of organizations that pledge to the the UN Global Compact are de-listed** due to the fact that they are unable to fulfill their committment

Is this a problem?

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97%

New report finds only 129 of 4,069 largest companies listed on the world's stock exchanges are disclosing the most basic sustainability information

Src: http://www.theguardian.com/sustainable-business/2014/oct/13/97-companies-fail-to-provide-data-key-sustainability-indicators-stocck-exchange-report

World Economic Forum

The real conflict is not between profit maximization and social responsibility, but rather between short- and long-term thinking," writes Professor Klaus Schwab.

https://agenda.weforum.org/2014/12/the-profitability-of-trust/

Example

Coca-Cola Journey™ Country (Global) Investors | The Coca-Cola Company Search

FRONT PAGE | BRANDS | VIDEOS | FOOD | HISTORY | MUSIC | UNBOTTLED

Water Replenish Report • Empowering Women • Water for Africa • Go Behind the Bottle • #cokestyle

FRONT PAGE > SUSTAINABILITY

Sustainability

More Topics: Sustainability

The Many Shapes of Sustainable Development: Lessons from 5by20

Copa Coca-Cola Prodigy from Tanzania Mirrors Africa's Hope

EKOCYCLE Inspires Millennial Trains Project to Imagine a Sustainable Future

Why Coke's Business Growth and Sustainability Strategies in India are Linked

Coke Marketing Intern Gains New Awareness of Sustainability

Special Olympics: It's a Family Affair

EKOCYCLE #StyleShowdown: LA vs. NYC

Success and Failures

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Su re

n 2013, Green Mou ed
***billion* K-Cups, eno around the**
r 10.5 times.

cent of its cu s are made
o plastic. any more
K-cup

Success and Failures

Nespr… …e Aluminum

I… …s Nestle has setup pod
…es to collect them so they can
…pods.

Success and Failures

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Success o ure

rado, USA

Work e Co fix cracks
as a proj re preserve
that was ad

the grout and
a nature reserve.

A massive fracture running up the hillside. *Photo: Darren Pateman*

Success and Failures

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Success

dynamically

Water Horizon,

0,000 USD

73

ED

Organizations Driving Sustainability

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- Hundreds of NGO's, Non-Profits and advocates promote sustainability
- Internationally (and practically) the standards drivers are largely focused on
  - ISO
  - United Nations
    - UN Global Compact
    - UN PRME
  - Global Reporting Initiative

The United Nations Global Compact

The Ten Principles

The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The Ten Principles

United Nations Global Compact

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

The Ten Principles

United Nations Global Compact

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

PRME Principles for Responsible Management Education

PRISM Projects integrating Sustainable Methods

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Global Reporting Initiative (GRI)

A pioneering nonprofit propose a framework for sustainability reporting.

Companies use this report to inform its shareholders and consumers through their performance of economic, social and environmental

Learn more at www.globalreporting.org

Global Reporting Intiative's Categories and Aspects

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Economic

- Economic Performance
- Market Presence
- Direct Economic impact

Global Reporting Initiative™

Environment

- Materials, energy, water
- biodiversity
- Emissions, waste, transport
- Products and services
- Integral sustainability

Social

- Labor practices and decent work
- Society
- Human Rights
- Product liability
- Ethics

Going Deeper into 2013 G4 GRI

PRISM ...jects integrating Sustainable Methods

TABLE 1: CATEGORIES AND ASPECTS IN THE GUIDELINES

Category	Economic	Environmental
Aspects	• Economic Performance • Market Presence • Indirect Economic Impacts • Procurement Practices	• Materials • Energy • Water • Biodiversity • Emissions • Effluents and Waste • Products and Services • Compliance • Transport • Overall • Supplier Environmental Assessment • Environmental Grievance Mechanisms

Category	Social			
Sub-Categories	Labor Practices and Decent Work	Human Rights	Society	Product Responsibility
Aspects	• Employment • Labor/Management Relations • Occupational Health and Safety • Training and Education • Diversity and Equal Opportunity • Equal Remuneration for Women and Men • Supplier Assessment for Labor Practices • Labor Practices Grievance Mechanisms	• Investment • Non-discrimination • Freedom of Association and Collective Bargaining • Child Labor • Forced or Compulsory Labor • Security Practices • Indigenous Rights • Assessment • Supplier Human Rights Assessment • Human Rights Grievance Mechanisms	• Local Communities • Anti-corruption • Public Policy • Anti-competitive Behavior • Compliance • Supplier Assessment for Impacts on Society • Grievance Mechanisms for Impacts on Society	• Customer Health and Safety • Product and Service Labeling • Marketing Communications • Customer Privacy • Compliance

Product Responsability!! (A little weak)

The UN Millenium Development Goals (MDGs)

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Progress!

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1. The world has reduced extreme poverty by half	In 1990, almost half of the population in developing regions lived on less than $1.25 a day. This rate dropped to 22 per cent by 2010, reducing the number of people living in extreme poverty by 700 million
2. 90% of children in developing regions are attending primary school	The school enrolment rate in primary education in developing regions increased from 83 per cent to 90 percent between 2000 and 2012. Most of the gains were achieved by 2007, after which progress stagnated. In 2012, 58 million children were out of school. High dropout rates remain a major impediment to universal primary education. An estimated 50 per cent of out-of-school children of primary school age live in conflict-affected areas.
3. Disparities in primary school enrolment between boys and girls are being eliminated in all developing regions	Substantial gains have been made towards reaching gender parity in school enrolment at all levels of education in all developing regions. By 2012, all developing regions have achieved, or were close to achieving, gender parity in primary education.
4. Child mortality has been almost halved	Worldwide, the mortality rate for children under age five dropped almost 50 per cent, from 90 deaths per 1,000 live births in 1990 to 48 in 2012. Preventable diseases are the main causes of under-five deaths and appropriate actions need to be taken to address them.

Progress!

5. Much more needs to be done to reduce maternal mortality	Globally, the maternal mortality ratio dropped by 45 percent between 1990 and 2013, from 380 to 210 deaths per 100,000 live births. Worldwide, almost 300,000 women died in 2013 from causes related to pregnancy and childbirth. Maternal death is mostly preventable and much more needs to be done to provide care to pregnant women.
6. Efforts in the fight against malaria and tuberculosis have shown results	Between 2000 and 2012, an estimated 3.3 million deaths from malaria were averted due to the substantial expansion of malaria interventions. About 90 percent of those averted deaths—3 million—were children under the age of five living in sub-Saharan Africa. The intensive efforts to fight tuberculosis have saved an estimated 22 million lives worldwide since 1995. If the trends continue, the world will reach the MDG targets on malaria and tuberculosis.
7. Major trends that threaten environmental sustainability continue, but examples of successful global action exist	Global emissions of carbon dioxide (CO2) continued their upward trend and those in 2011 were almost 50 percent above their 1990 level. Millions of hectares of forest are lost every year, many species are being driven closer to extinction and renewable water resources are becoming scarcer. At the same time, international action is on the verge of eliminating ozone-depleting substances and the proportion of terrestrial and coastal marine areas under protection has been increasing.

8. Last but not least… - The Global Partnership for Development (Next Slide…)

Explaining a Need for a Paradigm Shift

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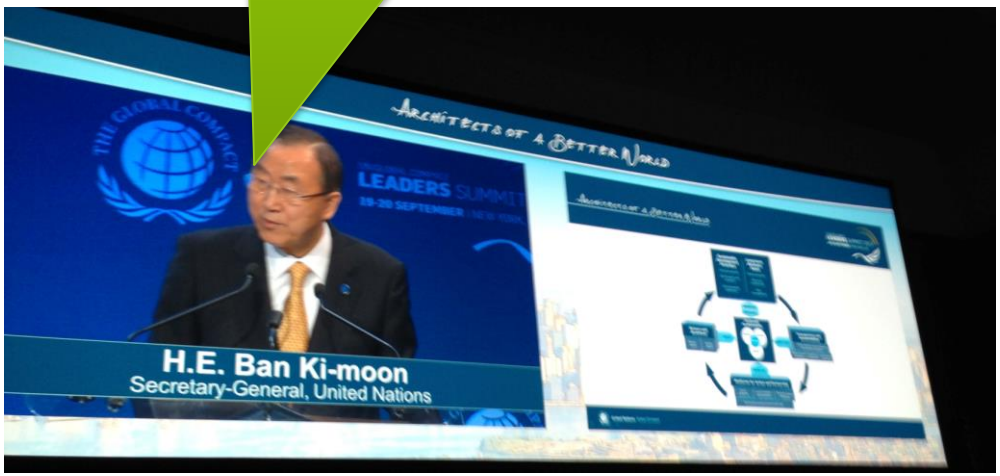
The MDGs brought together governments, the international community, civil society and the private sector to achieve concrete goals for development and poverty eradication. Much has been accomplished through the concerted and focused efforts of all, saving and improving the lives of many people, but the agenda remains unfinished. The analysis presented in this report points to the importance of intensifying efforts to meet all MDG targets.

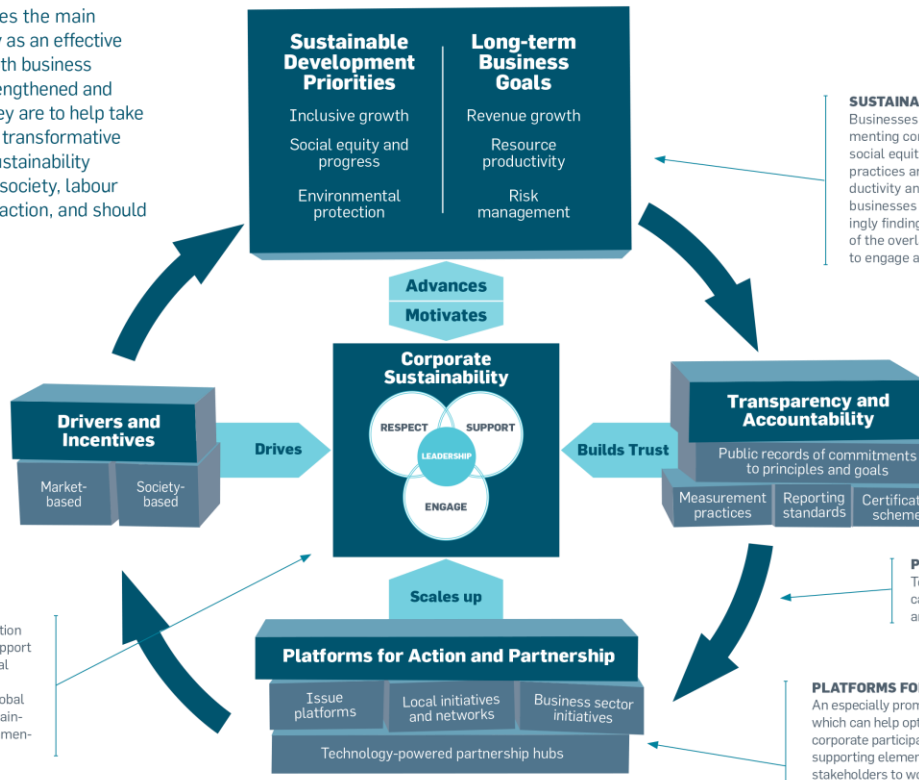
Each of these building blocks (MDG's) **must be further strengthened and connected through a comprehensive and collective effort.**



UN Secretary Ban Ki-Moon outlining the Architecture on September 19th 2003

POST-2015 BUSINESS ENGAGEMENT ARCHITECTURE

The Post-2015 Business Engagement Architecture illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. Each of these building blocks must be further strengthened and connected through a comprehensive and collective effort if they are to help take corporate sustainability to scale and turn business into a truly transformative force in the Post-2015 era. Individual companies, corporate sustainability organizations, Governments, investors, business schools, civil society, labour and consumers all have a role to play in scaling up business action, and should be able to identify those areas in which they need to do more.



SUSTAINABLE DEVELOPMENT GOALS AND LONG-TERM BUSINESS GOALS
Businesses contribute to the advancement of sustainable development goals by implementing corporate sustainability strategies that advance inclusive economic growth, social equity and progress, and environmental protection. Those same strategies and practices are increasingly understood to contribute to revenue growth, resource productivity and the mitigation of operational, legal and reputational risks. Consequently, businesses that integrate sustainability into their strategies and operations are increasingly finding themselves in positions of long-term strength. Enhancing this understanding of the overlap between public and private interests is key to motivating more companies to engage and take action.

DRIVERS AND INCENTIVES
The "business case" for corporate action on sustainability issues has been significantly strengthened over the last decade, driven by very important developments in a number of areas. These include the strengthening of society-based drivers, reflecting changing norms and expectations for responsible business transmitted through community groups, Governments and business education initiatives, for example. Similarly, market-based drivers have been strengthened as sustainability increasingly impacts a company's ability to attract and retain customers, investors, employees and business partners. A new global development agenda provides opportunities to further enhance the interplay of drivers that are fostering enlightened business leaders genuinely motivated to formulate and implement new-era corporate sustainability strategies.

TRANSPARENCY AND ACCOUNTABILITY
Building on more than a decade of experience of engaging business around UN priorities, it is clear that the Architecture must incorporate a set of robust accountability measures in order to make business commitments transparent and to ensure that progress towards them is real. The availability of public repositories for commitments, relevant standards and certification schemes, and appropriate reporting mechanisms will be important in order to transparently and accurately track progress.

CORPORATE SUSTAINABILITY
Central to the Architecture is a new corporate sustainability philosophy and orientation rooted in three dimensions – i) respecting universal principles; ii) taking action to support broader UN goals; and iii) engaging in partnerships and collective action at the global and local levels. Maximizing the business performance in these three domains will require a level of corporate leadership and governance not yet realized. This new global orientation for business also encompasses an expanded definition of corporate sustainability to mean a company's delivery of long-term value in economic, social, environmental and ethical terms.

PROGRESS REVIEW
To keep the Architecture dynamic and relevant, it will be important to periodically review the achievements made by the business community, identify gaps and redefine priorities and strategies with respect to all the main building blocks.

PLATFORMS FOR ACTION AND PARTNERSHIP
An especially promising component of the Architecture is the Platforms for Action and Partnership, which can help optimize and scale up corporate sustainability efforts as well as contribute to corporate participation in the broader multi-stakeholder efforts to achieve UN goals. These supporting elements include various forums and platforms that enable companies and other stakeholders to work together – by geography, sector and/or issue. Such initiatives are key to facilitating the type of partnerships and collective action without which systemic challenges cannot be overcome. Country-level sustainability networks and initiatives, are growing rapidly (the UN Global Compact now counts 100 such Local Networks and 65 WBCSD Regional Networks exist), offering compelling engagement opportunities and facilitating collective action at the local level where many sustainability challenges play out.

Essentially

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• Leverage channels to communicate corporate sustainability performance to investors and, where relevant, adopt a responsible investment policy for corporate pension funds;
• Undertake sustainability due-diligence and set clear expectations before signing
pa
up
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wi
ap
• E
transformative impacts – moving beyond an ad-hoc project focus.

-RUN YOUR BUSINESS
-DO NO HARM
-MAKE THE WORLD A BETTER PLACE

THE GLOBAL COMPACT

What are we up against to embed sustainability into our culture?

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- Understanding the language
- Topic legitimacy “is it our problem”
- Prevailing mindsets and attitudes.
- Eliminating the Silo mentality
- Practical Tools
- Organizational Capacity for Change
- Aligning the challenges to Strategic Business goals

We have covered

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- Sustainability Challenges
- UN Global Compact
- Global Reporting Initiative
- PRME
- Millennium Development Goals
- Post-2015 Business Engagement Architecture

Systems Thinking

Module	Module Covers	Learning outcomes

2
Systems Thinking
 	
Language
English
 	
Version
5.0
	• **What is Systems Thinking**
	• **ISO standards and how to use them.**
	• **ISO 14000 Series on Environmental Management**
	  • ISO 26000 Corporate Social Responsibility
	  • ISO 14000 Series on Environmental Management
	  • ISO 9000 Quality Management
	  • ISO 50001 Energy Management
	  • ISO 55000 Asset Management
		This module covers a critical aspect of sustainable change delivery by explaining a thinking versus the traditional “input/output” approach

The GPM Sustainability Services Focus

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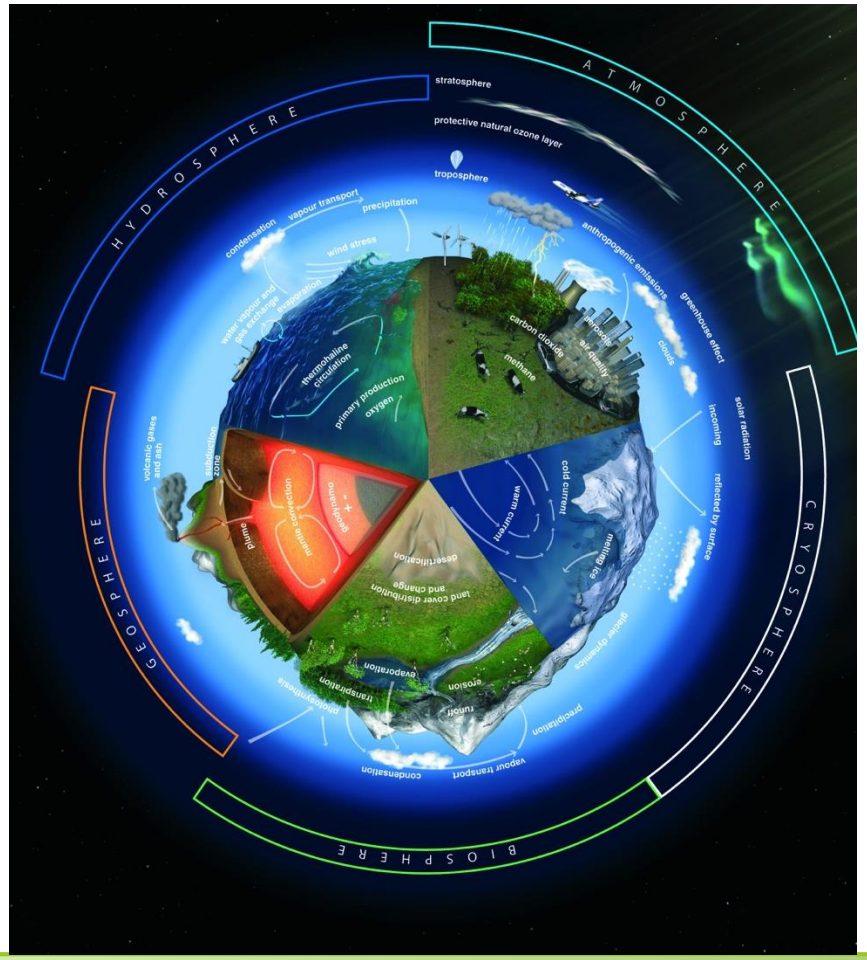
1. Organizations are locked on process and output…

2. GPM encourages PMs to focus on the overall corporate system and benefits / strategic objectives… delivering real value for the business and customers!

What is a System?

- A system is a set of parts that interact and affect each other, thereby creating a larger whole of complex thing.



What is Systems Thinking?

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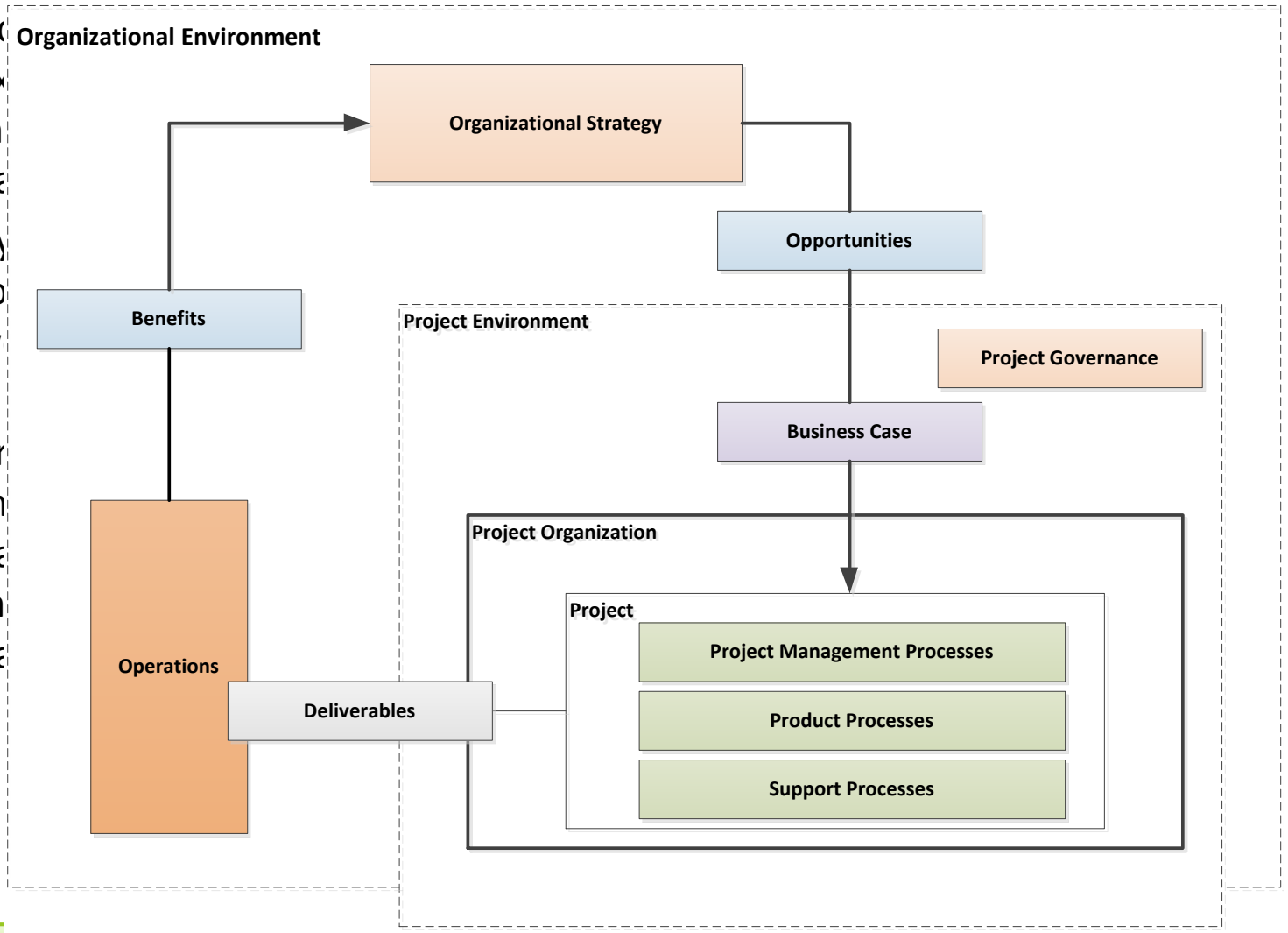

Why we encourage this?

Many Project Managers focus on project inputs and outputs rather than value and benefit to the overall system. This is the same as focusing on a single drop of water. If we pollute it, no big deal. It is only one drop…

That's a lot of water… Over 20,000,000 Project Managers globally

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Getting to Know ISO Standards

(What drives systems…)

ISO standards

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Guidelines and Standards

Guidelines

ISO 26000 - CSR

ISO 21500 – Project Management

Normative Standards

ISO 9000 – Quality Management

ISO 14000 - Environmental

ISO 50001- Energy Management

What ISO 26000 is NOT…

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- A management system standard.
- Intended or appropriate for certification purposes or regulatory or contractual use.
- Intended to provide a basis for legal actions, complaints, defenses or other claims in any international, domestic or other proceeding.
- Intended to be cited as evidence of the evolution of customary international law.
- Intended to prevent the development of national standards that are more specific, more demanding, or of a different type.

What ISO 26000 is…

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- Intended to assist organizations in contributing to Sustainable Development.
- Intended to promote common understanding in the field of Social Responsibility.
- Intended to complement other instruments & initiatives for Social Responsibility *and* not to replace them.
- Intended to provide organizations with guidance concerning Social Responsibility and can be used as part of public policy activities.

ISO 26000
Principles of Social Responsibility

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- **Accountability**
  - Businesses are expected to be accountable for its impacts on society & the environment
- **Transparency**
  - Businesses are expected to be transparent in its decisions & activities that impact on society & the environment.
- **Ethical Behavior**
  - Businesses are expected to behave ethically at all times.
- **Stakeholder Interests**
  - Businesses are expected respect, consider & respond to the interests of its stakeholders.
- **Rule of Law**
  - Businesses are expected to abide by the rule of law for that region and or country.
- **International Norms of Behavior**
  - Businesses are expected to respect international norms of behavior, while adhering to the principle of respect for the rule of law.

ISO 26000

ISO 14000 Family

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- A series of guidance documents and standards to help organizations address environmental issues.

- These ISO's below deal with Environmental Management Systems (EMS)
  - **14001: Environmental Management Systems**
  - 14004: EMS general guidelines
  - 14010: Guidelines for Environmental Auditing
  - 14011: Guidelines for Auditing of an EMS
  - 14012: Auditing - Qualification criteria
  - 14064: Greenhouse gases

What is the Environment?

- **Environment:** Surroundings in which an organization operates, including air, water, soil, natural resources, flora, fauna, humans and their interrelation. (ISO 14001:2004)

ISO 14001 Key Elements

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- Policy Statement
- Identification of Significant Environmental Impacts and Environmental Legal Requirements
- Establishing Environmental Programs, Objectives and Targets
- Emergency Plan
- Operating Control to meet the Environmental Objectives and Targets
- Human Resources roles and Responsibilities.
- Training.
- Communication
- Internal Assessments. Corrective actions.
- Management Review (by Directors)

What is an EMS?

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Deming Model - PDCA

ISO 14001

Management Review

Planning

Checking
Corrective Action

Implementation

Why Do Organizations Implement an EMS ?

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- **Helps to identify the causes of environmental problems.**
  - better to make a product right the first time
  - cheaper to prevent a spill or other accident
  - cost effective to prevent pollution
- **Trade and competitive issues**
  - Inconsistency in environmental regulation and enforcement
- **Many individual parts may already be in place – just need to unify under the EMS umbrella!**

??Why should a project manager be familiar with the EMS?

ISO 50001: 2011 Energy Management Systems

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ISO 50001 gives organizations the requirements for energy management systems (EnMS)
Benefits:

1. Improved energy performance can provide rapid benefits for an organization by maximizing the use of its energy sources and energy-related assets, thus reducing both energy cost and consumption.

2. The organization will also make positive contributions toward reducing depletion of energy resources and mitigating worldwide effects of energy use, such as global warming.

ISO 50001
ENERGY MANAGEMENT

ISO 50001: 2011 Energy Management Systems

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- **Primary Energy Sources**
  - ✓ **Renewable:** Solar, Water, Wind, Biomass
  - ✓ **Non-Renewable:** Oil, Gas, Carbon and Nuclear fusion
- **Secondary Energy**
  - ✓ Electric, mechanic, Thermic, Hot water, Compressed Air, Biodiesel and Fuel in general
- **Final Use**
  - ✓ Lighting, Refrigeration, Heating, Process,

Principles of Quality Management

These principles embodied in ISO 9001 have been developed with the intention that management can lead the organization towards improved performance.

- Customer Focus
- leadership
- Involvement of people
- Process Approach
- System approach to management
- continuous Improvement
- Factual approach to decision making
- Mutually beneficial supplier

The Current PM Challenge - Quality

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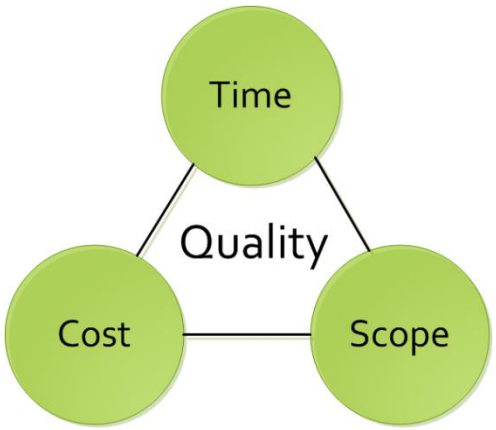
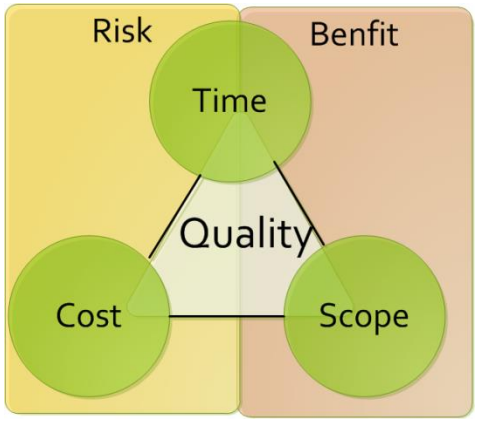
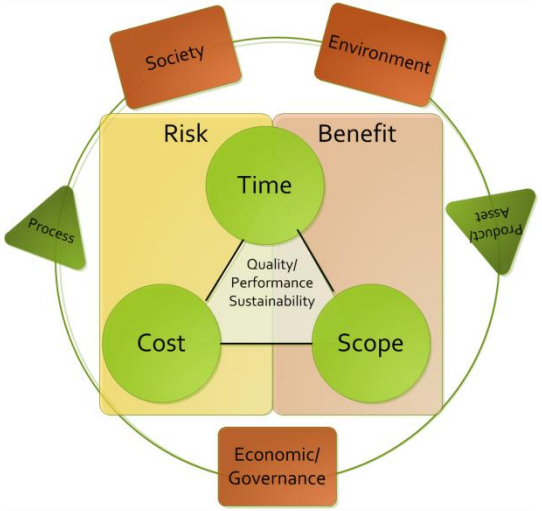
- **Many** project managers are **locked** onto focusing on the traditional Time / Cost / Scope paradigm (if lucky they take into account quality)



- **Successful** project managers focus on time, cost, quality, scope, benefits and risk



- **Exceptional** project managers also take into account the other triple constraint… Though the key questions for organizations is how to facilitate this?



Audits

- **Audit Principles**
  - Ethical conduct: trust, integrity, confidentiality, and discretion.
  - Fair Presentation: report truthfully and accurately
  - Professional Care: Application of the audit. Necessary competence.
  - Independence: the basis for the impartiality and objectivity of the conclusions.

What is ISO 55000?

- The International Standard that is used for **managing physical assets** in particular, but can also be applied to other asset types.
- Project managers must be responsible for the entire asset lifecycle and therefor understand how the asset (product) will be managed after it leaves the project lifecycle

55000

What other types of assets are there?

What is Asset Management

- The factors which influence the type of assets that an organization requires to achieve its objectives, and how the assets are managed, include the following:
  - the nature and purpose of the organization;
  - its operating context;
  - its financial constraints and regulatory requirements;
  - the needs and expectations of the organization and its stakeholders.
- These influencing factors need to be considered when establishing, implementing, maintaining and continually improving asset management.

What are the benefits of asset management?

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The benefits of asset management can include, but are not limited to the following:

- **Improved financial performance:** improving the return on investments and reducing costs can be achieved, while preserving asset value and without sacrificing the short or long-term realization of organizational objectives;
- **Informed asset investment decisions:** enabling the organization to improve its decision making and effectively balance costs, risks, opportunities and performance;
- **Managed risk:** reducing financial losses, improving health and safety, good will and reputation, minimizing environmental and social impact, can result in reduced liabilities such as insurance premiums, fines and penalties;
- **improved services and outputs:** assuring the performance of assets can lead to improved services or products that consistently meet or exceed the expectations of customers and stakeholders;
- **Demonstrated social responsibility:** improving the organization's ability to, for example, reduce emissions, conserve resources and adapt to climate change, enables it to demonstrate socially responsible and ethical business practices and stewardship;
- **Demonstrated compliance:** transparently conforming with legal, statutory and regulatory requirements, as well as adhering to asset management standards, policies and processes, can enable demonstration of compliance;
- **Enhanced reputation:** through improved customer satisfaction, stakeholder awareness and confidence;
- **Improved organizational sustainability:** effectively managing short and long-term effects, expenditures and performance, can improve the sustainability of operations and the organization;
- **Improved efficiency and effectiveness:** reviewing and improving processes, procedures and asset performance can improve efficiency and effectiveness, and the achievement of organizational objectives.

Fundamentals : Leadership

Leadership and workplace culture are determinants of realization of value.

Leadership and commitment from all managerial levels is essential for successfully establishing, operating and improving asset management within the organization.

This includes:

- clearly defined roles, responsibilities and authorities;
- ensuring that employees are aware, competent, and empowered;
- consultation with employees and stakeholders regarding asset management.

Fundamentals : Assurance

Asset management gives assurance that assets will fulfill their required purpose.

The need for assurance arises from the need to effectively govern an organization. Assurance applies to assets, asset management and the asset management system.

This includes:

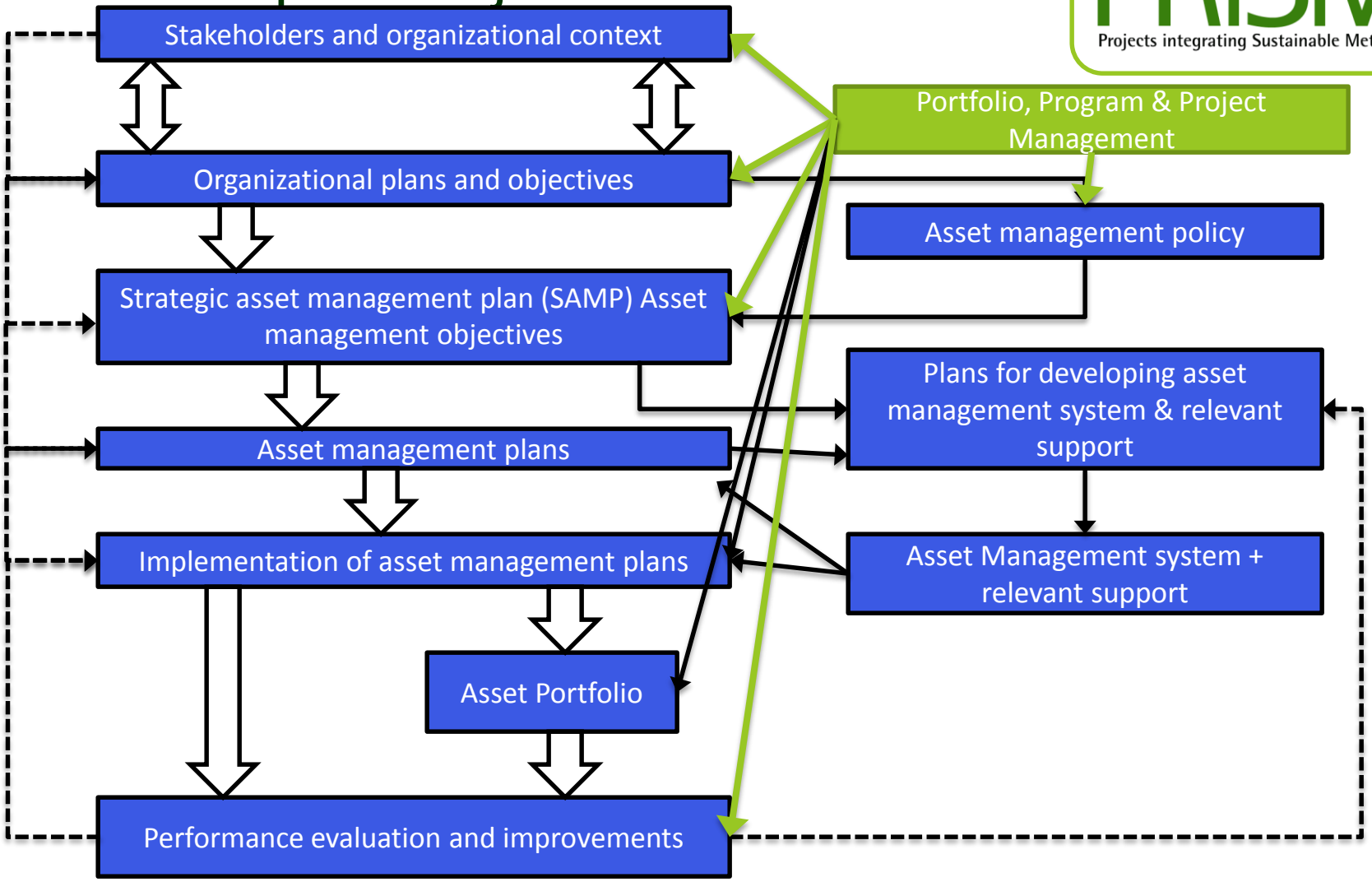
- developing and implementing processes that connect the required purposes and performance of the assets to the organizational objectives;
- implementing processes for assurance of capability across all life cycle stages;
- implementing processes for monitoring and continual improvement;
- providing the necessary resources and competent personnel for demonstration of assurance, by undertaking asset management activities and operating the asset management system.

Correlation

According to ISO relevant asset management subject areas include:

- data management;
- condition monitoring;
- risk management;
- quality management;
- environmental management;
- systems and software engineering;
- life cycle costing;
- dependability (availability, reliability, maintainability, maintenance support);
- configuration management;
- tero-technology;
- sustainable development;
- inspection;
- non-destructive testing;
- pressure equipment;
- financial management;
- value management;
- shock and vibration;
- acoustics;
- qualification and assessment of personnel;
- project management;
- property and property management;
- facilities management;
- equipment management;
- commissioning process;
- energy management.

Relationship to Projects



Based on ISO 55000, Relationship between key elements of an asset management system

We have covered

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Systems Thinking

ISO 26000

ISO 14000 Series

ISO 9000

ISO 50001

ISO 55000

Ethics Values and Principles

Module	Module Covers	Learning outcomes
4 Ethics Values and Principles	**Ethics** **Values** **Principles**	Understand the Principles, Ethics and Values behind Sustainable Change Delivery.
Language		
English		
Version		
5.0		

Business Ethics

- **Business ethics are:**
  - Rules of conduct
  - Patterns of behaviour in business
  - ‘Doing the right thing’
- **Involves responsibility to:**
  - Suppliers
  - Employees
  - Wider community
  - Even competitors…

Business Principles

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- **Shared values horizontally and vertically**
  - Shape relationships with all stakeholders
  - Affects dealings through supply **chain**
- **Key principles**
  - Respect for human rights
  - Setting appropriate conditions of employment in suppliers' factories

Costs of ethical behaviour

- Increased costs due to
  - Audits and training
  - Remedial actions
  - Employment of Ethical Trade teams
- However….. These produce
  - Improvements to a supplier mean standards improve
  - Transparency in business gives all stakeholders, including customers, confidence in the brand

Corporate Social Responsibility (Why Morally)

- Corporations cause socio-environmental issues and should therefore play a role in solving them (E.g.: pollution)
- As powerful players in society, they should use that power responsibly
- Corporations rely on the contributions of shareholders, employees, suppliers, communities and consumers and have a duty to take into account their collective needs.

Corporate Social Responsibility (Why Ethically)

PRISM
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- Expectations by society go beyond meeting legal responsibilities
  - For Example:
    - Ensuring contractors and sub-contractors pay their employees
    - Purchasing from suppliers that have good environmental practices
    - Not working with organizations the violate human rights

What are Principles and Values

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- **Principles:** Fundamental norms, rules, or values that represent what is desirable and positive for a person, group, organization, or community, and help it in determining the rightfulness or wrongfulness of its actions. Principles are more basic than policy and objectives, and are meant to govern both.

- **Values:** Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations. Some common business values are fairness, innovation and community involvement.

Communicating policies and values

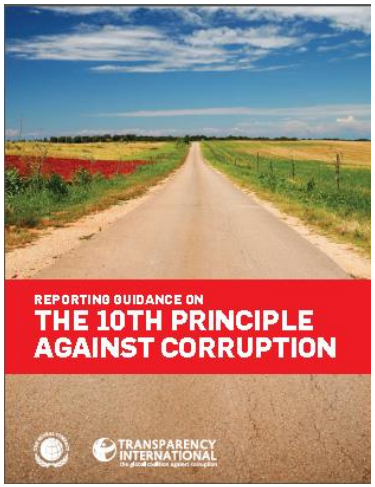
According to Huguette Labelle - Chair, Transparency International Member, UN Global Compact Board

• Through **transparency,** organizations **can communicate** to stakeholders and the public **their values and polices** and how they are being **translated into action**.

•**Transparency of commitment** to values and openness **about policies and processes** will not only **enhance a company's reputation** but act as a substantial deterrent to those wishing to act corruptly.

•**Transparency** is a first line defence **against corruption**

Reporting Guidance on the UNGC 10th Principle?



Example – Delta Airlines

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I APPLY OUR BASIC BUSINESS PRINCIPLES

A. Put safety first—always.

B. Create value through:
- great customer service
- excellent operations
- a great brand
- the best employee relations
- innovation in all aspects of our business

C. Commit to being a great place to work.
- Provide a safe work environment for all employees
- Be responsible to your colleagues and treat them with dignity and respect
- Expect the best and most ethical leadership team
- Have employees who are motivated every day to serve our customers and exceed their expectations
- Provide a highly competitive package of compensation, benefits and career growth and development
- Create an open door environment and expectation where employees actively participate, make suggestions and are free to tell leaders when they are mistaken

D. Run a financially sound business.
- Have internal, organic growth in revenue of at least 7%, and get at least 5% more Revenue per Available Seat Mile (RASM) than our competitors across the system.
- Exercise vigilant cost controls to maintain industry-leading Cost per Available Seat Mile (CASM) below all major carriers.
- Maintain a 40/60 debt to equity ratio which produces, consistently, 8-10% pre-tax returns.

E. Be good corporate citizens.
- Embrace the opportunity to give back to the places and communities where we live, work and serve.
- Carry out our responsibility to minimize our impact on the environment and to conduct our operations in an environmentally sustainable manner.

http://www.delta.com/content/dam/delta-www/pdfs/policy/delta-rules-of-the-road.pdf

GPM® Sustainable Change Delivery Principles

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1. **Commitment & Accountability** - Recognizing the essential rights of all to healthy, clean and safe environments, equal opportunity, fair remuneration, ethical procurement, and adherence to rule of law
2. **Ethics & Decision Making** - Supporting organizational ethics, decision making with respect for universal principles through identification, mitigation, and the prevention of adverse short and long-term impacts on society and the environment
3. **Integrated & Transparent -** Fostering the interdependence of economic development, social integrity, and environmental protection in all aspects of governance, practice and reporting
4. **Principal & Values Based -** Conserving and enhancing our natural resource base by improving the ways in which we develop and use technologies and resources
5. **Social & Ecological Equity -** Assessing human vulnerability in ecologically **sensitive areas and centers of population through demographic dynamics**
6. **Economic Prosperity -** Establishing fiscal strategies, objectives, and targets that balance the needs of stakeholders, including immediate needs and those of future generations

IF YOU DO NOT FACTOR THESE, YOUR PROJECT IS NOT SUSTAINABLE.

PSM3™ Levels for Sustainability (Applying Principles to PM)

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Level 5

- **PRINCIPLED**
  - Has industry leading practices and procedures with continuous improvement, quantifiable value from sustainability initiatives

Level4

- **Essential**
  - Organization demonstrates active interest, adopted policies and procedures for sustainability

Level 3

- **Foundational**
  - Organization has formal policies, has identified formal processes and procedures

PSM3™ Levels for Sustainability

PRISM
Projects integrating Sustainable Methods

Level 2

- **Provisional**
  - The organization is aware of some competency demonstrated in sustainable practice.

Level 1

- **Nonexistant**
  - The organization is unaware of any focused attention to sustainability

Level 0

- **Uncertain**
  - Organization does not know where it currently stands.

VALUES, MORALS & ETHICS

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Values are the fundamental beliefs that we hold. They are the principles that we hold regarding what is right, good, and just.

Morals are the values which are inherent in a system of beliefs – a higher authority such as a business society in which business values such as performance excellence, quality, safety, service, and accomplishing desired results are important.

Eight ethical guidelines foundation for projects.

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1. **Recognize** that managing ethics is a process. Ethics management is the process of reflection and dialog . that produces deliverables such as codes, policies and procedures.
2. **The goal** of an ethics management initiative is preferred behaviour in the project environment.
3. **The best way** to manage ethical dilemmas, like negative project risks, is to avoid their occurrence in the first place
4. **Make ethics decisions** in teams, and make decisions public, as appropriate
5. **Integrate ethics management** with other project practices. Define preferred ethical values directly in the project plan
6. **Use cross-functional teams** to develop your ethics management plan. Benefit from varied input
7. **Value forgiveness** Help project personnel recognize and address their mistakes and then support them to continue to try to operate ethically
8. **Give yourself credit for trying** Attempting to operate ethically and making a few mistakes is better than not trying at all. All projects are comprised of people and people are not perfect.

APMBoK V. 5

We have covered

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Principles For Sustainable Change Delivery

Values

Ethics

Governance and P3O

Module	Module Covers	Learning outcomes
#5 Governance, Portfolio and Program Management	**What is Project Governance** **Principles of Project Governance** **Project Governance Areas** **P3O (Portfolio, Program, Project Offices)** **Portfolio Management** **Program Management** **Benefits of Project Offices** **Types of Project Offices** **Responsibilities of Project Offices**	Gain an understanding of governance, portfolio and program management.
Language		
English		
Version		
5.0		

Project Governance

Governance is the framework by which an organization is directed and controlled. Project governance includes, but is not limited to, those areas of organizational governance that are specifically related to project activities.

Project governance may include subjects such as the following:

- defining the management structure;
- the policies, processes and methodologies to be used;
- limits of authority for decision-making;
- stakeholder responsibilities and accountabilities;
- interactions such as reporting and the escalation of issues or risks.

The responsibility for maintaining the appropriate governance of a project is usually assigned either to the project sponsor or to a project steering committee.

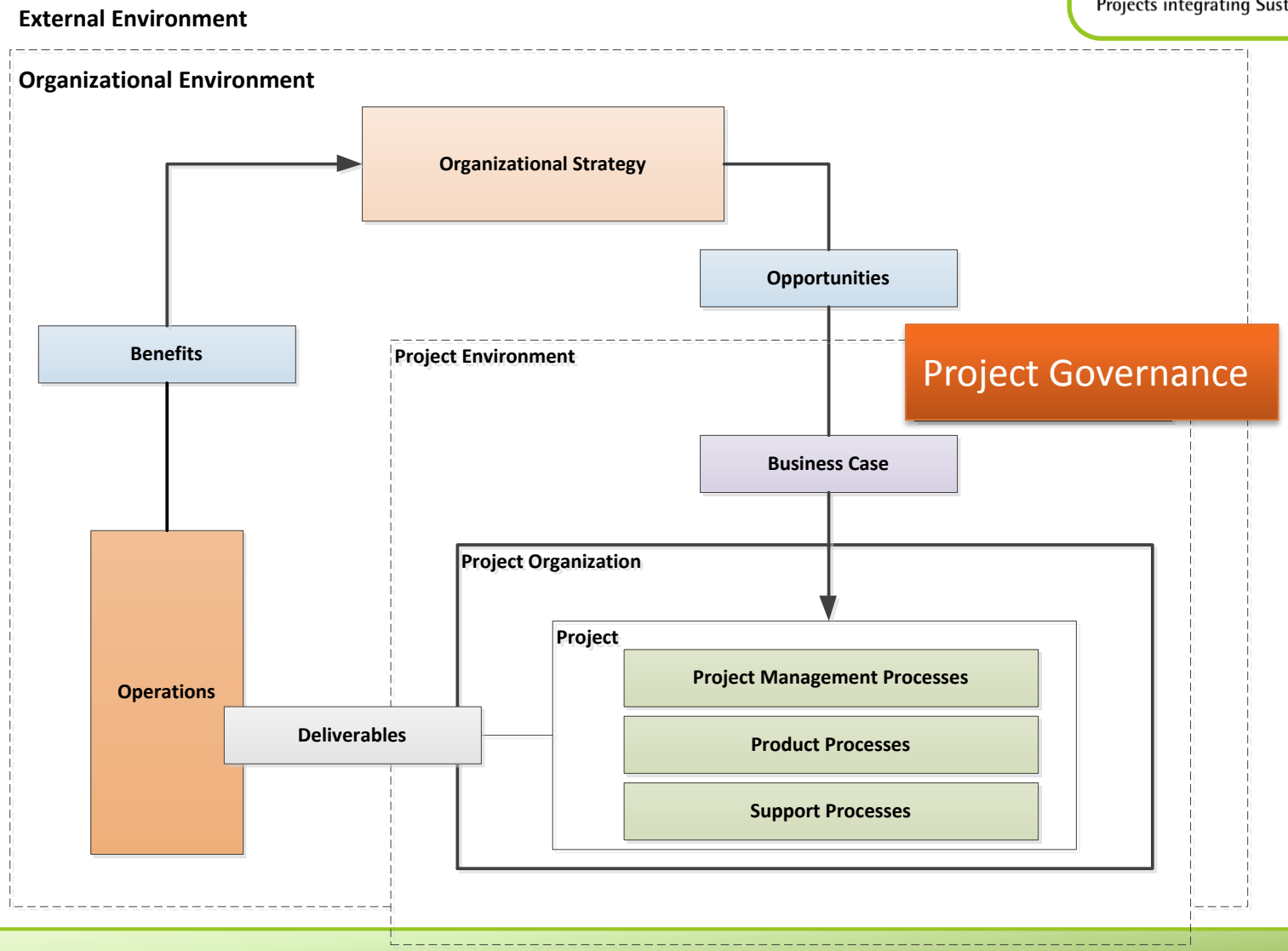
ISO 21500

Corporate Governance

The ongoing activity of maintaining a sound system of internal control by which the directors and officers of an organization ensure that effective management systems, including financial monitoring and control systems, have been put in place to protect assets, earning capacity and the reputation of the organization.

Src. GPM® PSM3™ 2014

Where Project Governance Exists



Portfolio management characteristics

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- Screening, analysis and financial appraisal of project and program characteristics (resources, schedules, cash flows, risks, benefits, etc.) in relation to overall business strategy.
- Prioritization and/or selection of projects and programs within the portfolio, given the resources available, likely returns and risks.
- Continued monitoring of the portfolio characteristics as projects and programs develop.
- Adjustment of the portfolio with regard to the constraints, risks and anticipated returns in the light of developing circumstances.

APMBoK V. 5

More on portfolio management

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- Portfolio management is needed when an organisation operates a number of projects and programs
- Normally it is part of the role of senior managers
- A central project office, or network of project offices, can assist by providing information and updates about projects and programs

Project management vs. program management

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Project	Program
Defined start and end	Ends once goal achieved
Shorter timescale	Longer timescale
May change	May evolve
Delivers products	Delivers strategic change
Benefits usually follow	Benefits usually during
Consists of activities	Consists of projects
Manages resources	Manages resource conflict

Program manager's role

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- Identify and define projects within the program
- Delegate to project managers
- Monitor the projects in terms of time, cost, quality, risks and issues
- Monitor interdependencies
- Focus on strategic benefits
- Intervene in projects when necessary
- Manage resource conflicts

Benefits of program management

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1. Closer alignment of projects with business strategy
2. Closer alignment with business priorities
3. Improved prioritisation of projects within the program
4. Improved focus on benefits
5. Improved resource management
6. Consistent management reporting within the program
7. program wide and cross-project view of risk
8. Consistent project management processes and standards within the program

Organizational Capacity for Change

Module	Module Covers	Learning outcomes
5 Organizational Capacity for Change	• **What is OCC** • **Why Change initiatives fail** • **The Eight Dimensions for OCC** • **Six Points for Innovative Cultures** • **ADKAR Model**	Understand what Organizational Capacity for Change is, why it is necessary and what the critical components for change culture are.
Language		
English		
Version		
5.0		

Organizational Capacity for Change Defined

- ***Organizational capacity for change*** (OCC) can be conceptualized as the overall capability of an organization to either effectively prepare for or respond to an increasingly unpredictable and volatile environmental context. This overall capability is multidimensional, and it comprises three ingredients:
  - (a) human skill sets and resources
  - (b) formal systems and procedures, and
  - (c) organizational culture, values, and norms.

The New Mandate for Change Leadership

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- Executive leaders must react quickly to current problems and opportunities, they must also look to and prepare for the future.
- Organizations must become more agile, flexible, and nimble.
- The new leadership mandate for the 21st century is delivering results in the short term while building change capacity for the long term.

Primary Reasons for Failure to Bring About Change

1. Organizational members operating in “departmental silos” that focus on local optimization at the expense of the entire system.
2. Organizational Change takes time, a precious commodity.
3. The traditional view of organizations is that they are hierarchies with power concentrated at the top with rational and logical employees operating throughout this hierarchy. (While it is true that all organizations are hierarchical in some form and that organizational members are rational at times, this viewpoint is limited and not terribly realistic.)

The Eight Dimensions of organizational capacity for change

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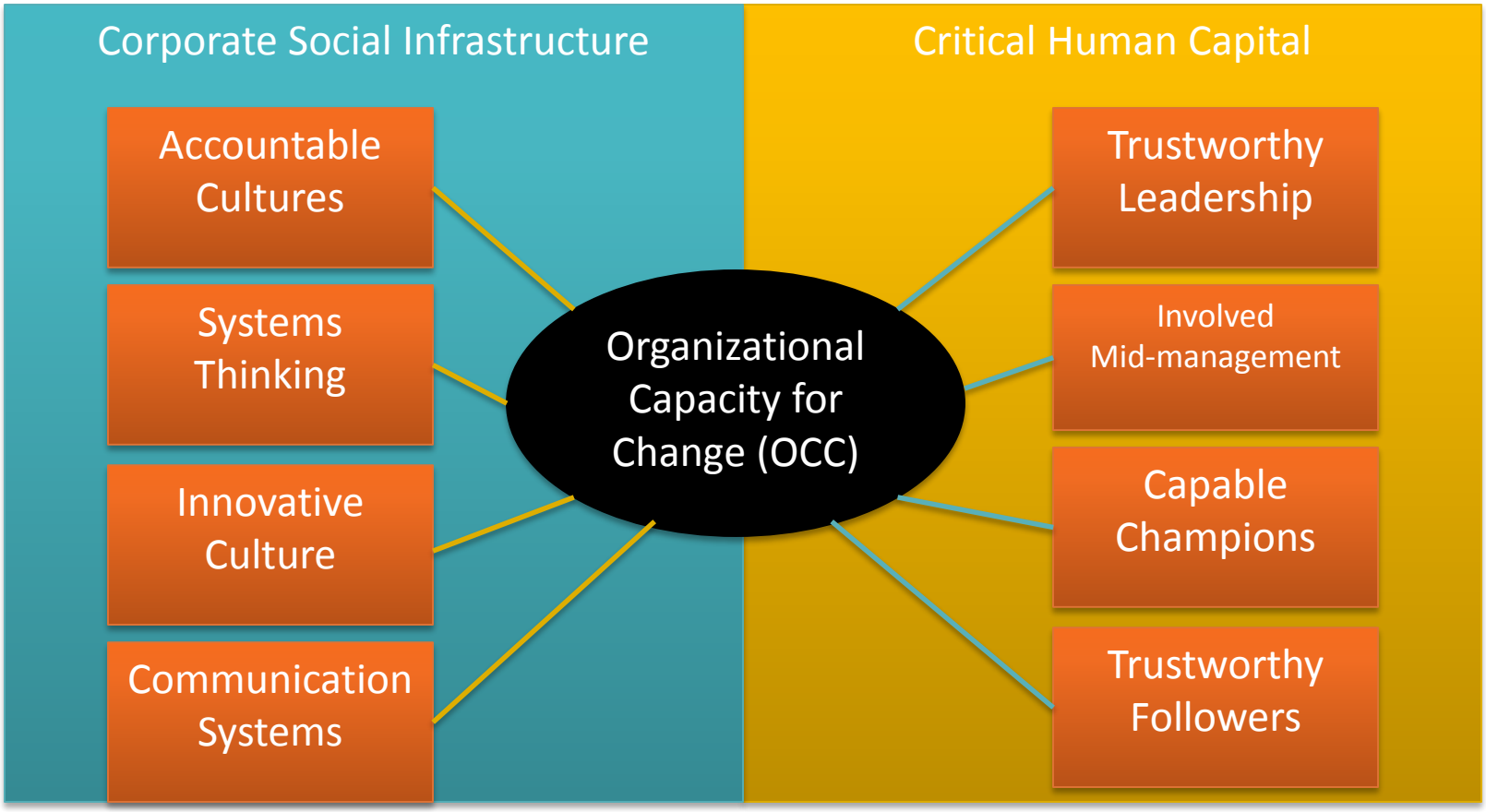

Adapted from Building Organizational Capacity for Change, Business Expert Press 2011, Pg. 8

Six points to establish Innovative Culture

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1. Make Innovation Everyone's Responsibility
2. Hire and Retain Creative Employees
3. Put as Many Promising Ideas to the Test as Possible
4. Use Your Human Resources System to Create Psychological Safety
5. Emphasize Interdisciplinary Teams Throughout the Entire Organization
6. Change Cultural Artifacts, Assumptions and Values to Signal Importance of Innovation

Business Case, Benefits and Value Management.

Module	Module Covers	Learning outcomes
6 Business Case, Benefits and Value Management. **Language** English **Version** 5.0	**1. What is the purpose of the business case.** **2. Contents of the business case** **3. Practical use of the business case** **4. Investment Appraisal techniques** **5. Calculating Valuation** **6. Understanding Benefits**	This module covers the business case, how it relates to the project, how to evaluate value and manage benefits

What is the business case?

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The business case provides justification for undertaking a project, in terms of evaluating the benefit, cost and risk of alternative options and rationale for the preferred solution

Its purpose is to obtain management commitment and approval for investment in the project

The business case is owned by the sponsor

APM BoK, 5th edition

Why do we need a business case

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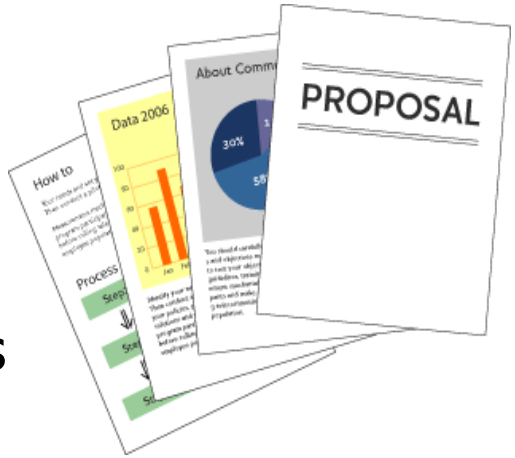
- Every project should in some way contribute to the business strategy of the organisation and deliver benefits to the organisation or its customers
- In most organisations there are usually several initiatives competing for limited funds.
- The purpose of the Business Case is to demonstrate why a particular project should be favoured over others.
- It should contain enough relevant information to enable a reasoned decision to be made

Purpose of Business Case

- Justification of the project
- To obtain authorization for the project and its funding
- Used to give direction to a project team
- Baseline document for phase and stage reviews
- Used in evaluation of change requests
- Baseline document for benefits reviews
- Used by organization to facilitate lessons learned



Contents of Business Case

- Purpose
- Project Summary
- Business Objectives
- Project Objectives
- Benefits
- Deliverables
- Performance Indicators
- Risks and Opportunities
- Market and Competition Conditions
- Organizational Constraints
- Project Sponsor
- Product Owner
- Project Control
- Resources
- Other Constraints

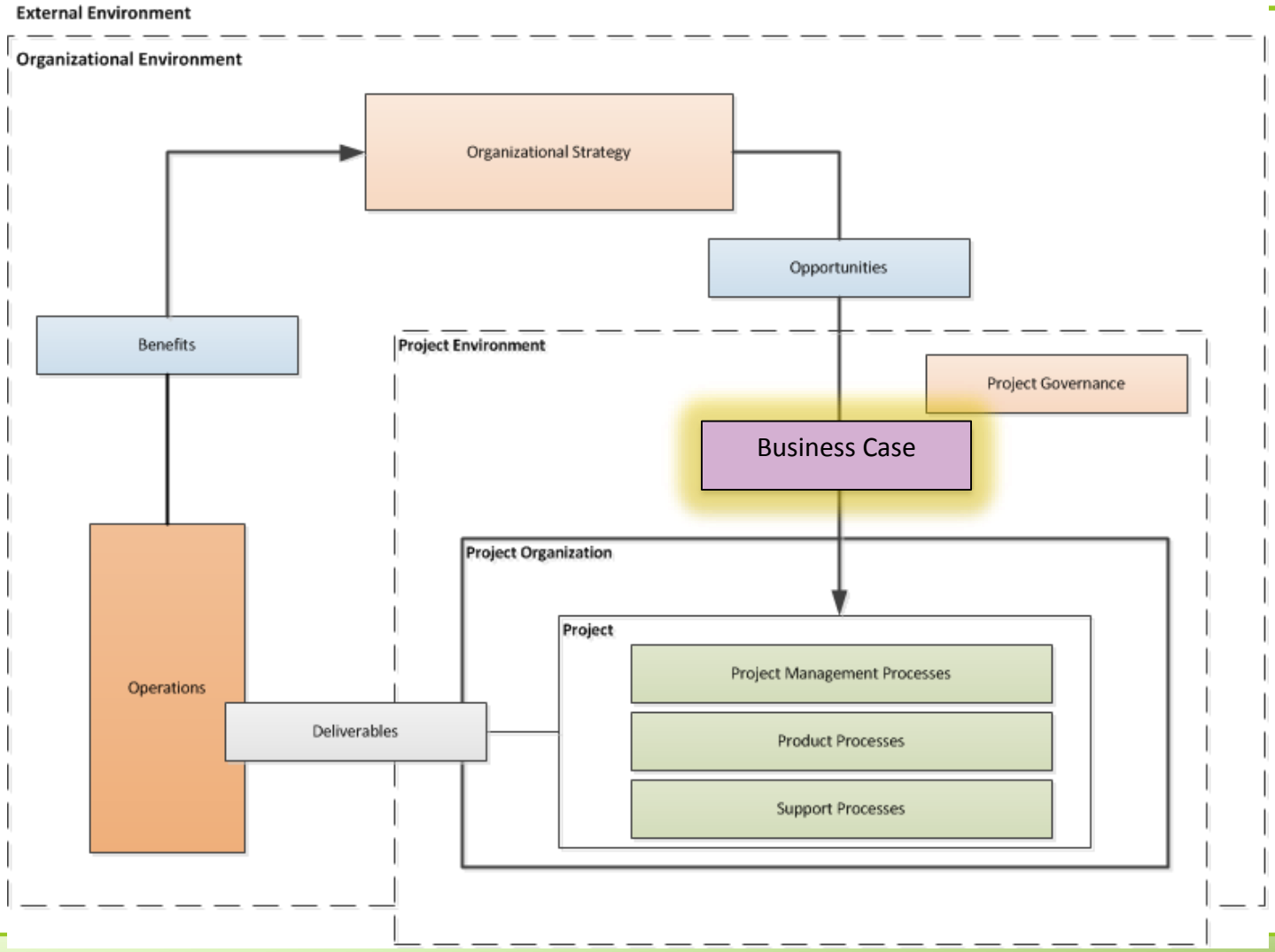
Business Case

Business Case
(Not the one we
are referring to.)

Sustainability in the Business Case

- Should include references to:
  - Corporate Sustainability Governance
  - Regulatory Compliance
  - Goals and Objectives
  - Principles and Values
  - Performance Indicators Using P5 (We will get to that)
- Project Managers should always review the Business Case or Charter from a CSR Perspective by leveling the deliverables against the EMS or with the CSR Officer.

Business case in terms of concept to relationships



Investment appraisal

- The investment appraisal enables the financial viability of projects to be measured both on a standalone basis and in comparison with other projects competing for funds
- The process should confirm why the forecast cost and time will be worth the investment and justify the project based upon the estimated costs and the value of projected benefits.

Investment analysis techniques

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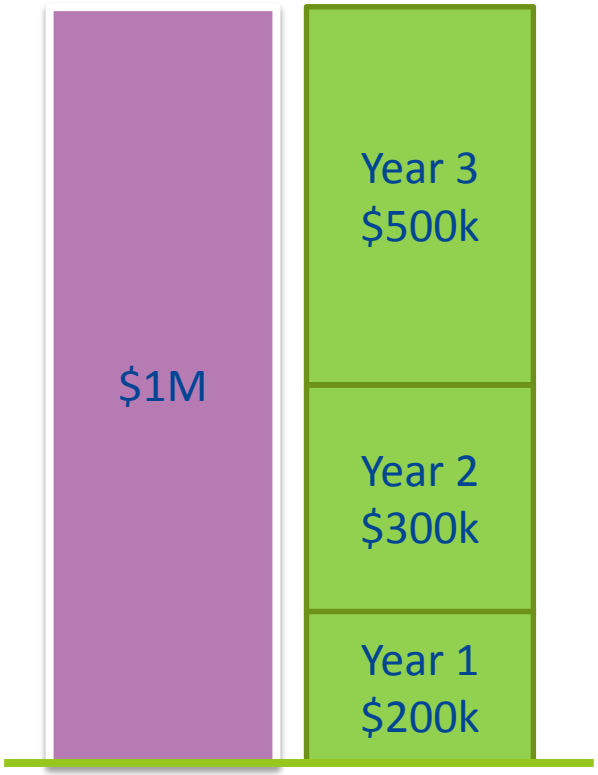
Payback Period	The time taken to pay back the project investment.
Return on Investment (RoI)	The percentage ratio of average yearly profit over the productive life of the project, divided by the original investment.
Social Return on Investment (S-RoI)	A method for measuring extra-financial value (i.e., environmental and social value not currently reflected in conventional financial accounts) relative to resources invested.
Discounted Cash Flow (DCF)	DCF uses compound interest calculation to reflect the cost of money by “discounting” future cash flows to an equivalent “present value”
Net Present Value (NPV)	The aggregate of future net cash flows discounted back to a common base date, usually the present.
Internal Rate of Return (IRR)	The discount rate at which the Net Present Value of future cash flows is zero.

Payback period

- If a project costs $1,000,000 and yields benefits as follows:

Year 1	$200,000
Year 2	$300,000
Year 3	$500,000
Year 4	$400,000
Year 5	$400,000

- The Payback Period is three years



Return on investment (ROI)

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ROI = (Average Annual Profit/Original Investment) x 100%

where Average Annual Profit = Total Profit/Years

Year	Investment	Benefits
0	$1,000,000	$0
1		$200,000
2		$300,000
3		$500,000
4		$400,000
5		$400,000
		$1,800,000

Average Annual Profit = ($1,800,000-$1,000,000)/5 = $160,000

ROI = ($160,000/$1,000,000) * 100% = 16%

Discounted cash flow

Leaving money invested in a deposit account at 10% interest would see growth based on compound interest:

Year 0	$1.00
Year 1	$1.10
Year 2	$1.21
Year 3	$1.33

If we kept the money instead of investing it, its comparative value would fall:

Year 0	$1.00
Year 1	$1.00/$1.10 = $0.91
Year 2	$1.00/$1.21 = $0.83
Year 3	$1.00/$1.33 = $0.75

Discounting is the opposite of compound interest. It recognises that the $1.33 in three years time is worth the same as $1.00 now.

Discounted cash flow example

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Year	Investment	Benefits	DCF
0	$1,000,000	$0	$0
1		$200,000 x 0.91	$182,000
2		$300,000 x 0.83	$249,000
3		$500,000 x 0.75	$375,000
4		$400,000 x 0.68	$272,000
5		$400,000 x 0.62	$248,000
		$1,800,000	**$1,326,000**

Net present value

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The net present value (NPV) is the sum of all the discounted cash flows (both investments and benefits). It is the value of the project expressed in current monetary value.

Year	Investment	Benefits	Net cash flow	Discount factor (10%)	DCF
0	$1,000,000	$0	-$1,000,000	1.00	-$1,000,000
1		$200,000	$200,000	0.91	$182,000
2		$300,000	$300,000	0.83	$249,000
3		$500,000	$500,000	0.75	$375,000
4		$400,000	$400,000	0.68	$272,000
5		$400,000	$400,000	0.62	$248,000
Total	$1,000,000	$1,800,000	$800,000		NPV $326,000

Social Return on Investment (SROI)

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1. **Establishing scope and identifying key stakeholders. Clear** boundaries about what the SROI will cover, and who the will be involved are determined in this first step.

2. **Mapping outcomes.** Through engaging with stakeholders, an impact map, or theory of change, which shows the relationship between inputs, outputs and outcomes is developed.

3. **Evidencing outcomes and giving them a value.** This step first involves finding data to show whether outcomes have happened. Then outcomes are monetized – this means putting a financial value on the outcomes, including those that don't have a price attached to them.
4. **Establishing impact.** Having collected evidence on outcomes and monetized them, those aspects of change that would not have happened anyway (deadweight) or are not as a result of other factors (attribution) are isolated.

1. **Calculating the SROI.** This step involves adding up all the benefits, subtracting any negatives and comparing them to the investment.

2. **Reporting, using and embedding.** Easily forgotten, this vital last step involves sharing findings and recommendations with stakeholders, and embedding good outcomes processes within your organization.

What is project success and benefits management?

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Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project.

Benefits management is the identification of the benefits at an organisational level and the monitoring and realisation of those benefits.

Src. APM BoK, 5th edition

What is success?

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The definition of success will vary from project to project.

- The 2016 Olympics must **open on time**.
- A new medicine must **be safe**.

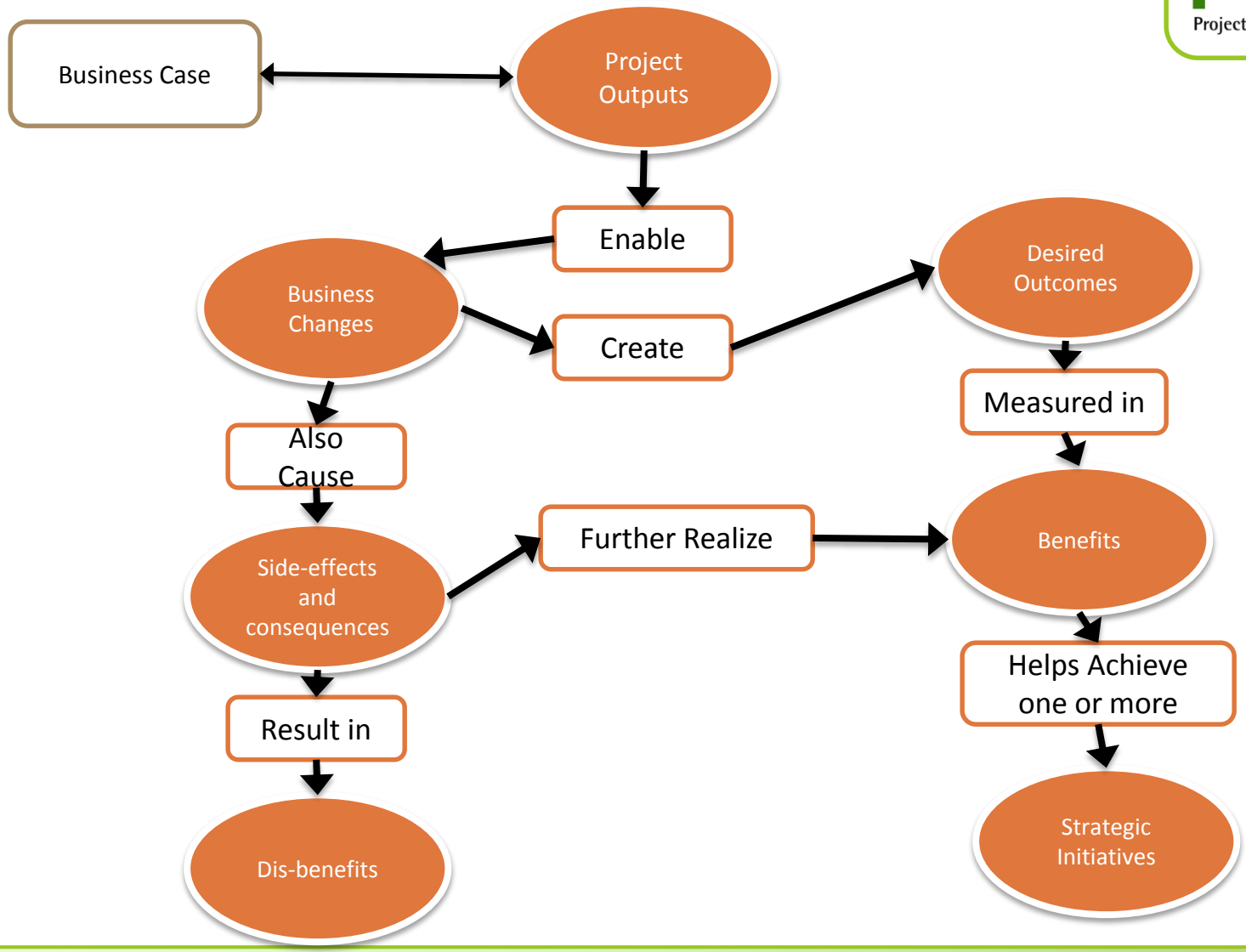
Each stakeholder will define success differently.

- The bride's father wants the wedding to come in ***on budget***.
- The bride's mother wants ***every*** relative to be invited.

When to define success

- Success should be defined and documented up front in the Concept phase of the project.
- Success should be defined as a set of success criteria.
- Once agreed and approved the success criteria should only be changed through formal change control.
- Success is measured at the end.

Focusing on Benefits



Key Principles / KPIs

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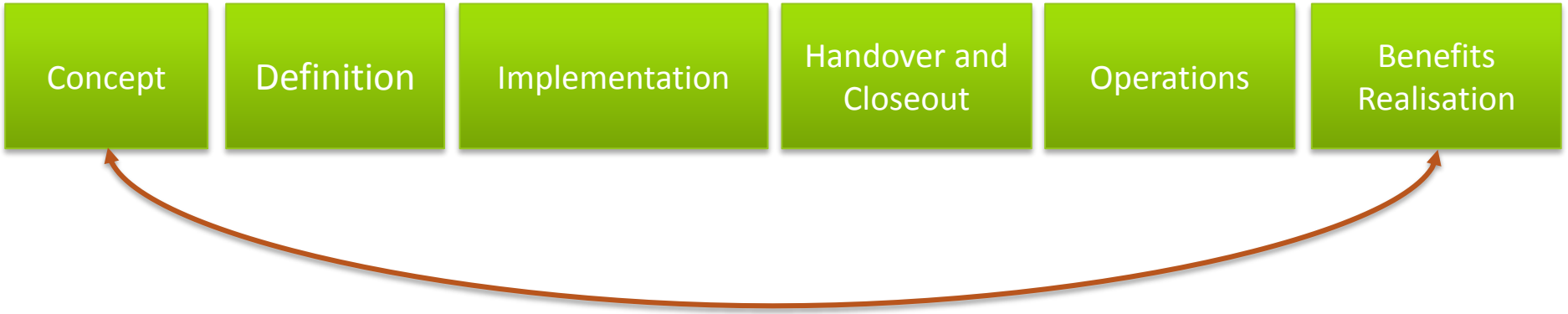
- Follow Best Practices while developing using Common Sense and Principles:
  - Aligned to Strategy, Principles, Priorities and Expectations
  - Conduct a Health Check
  - Establish Governance
  - Define the Vision
  - Establish a Transformational approach
  - Identify your Numbers
  - Establish a Support Structure
  - Don’t ignore Social and Environmental impacts

Benefits Realization

- Measures of success

Common project management practice dictates that benefits are based on business specific economic returns.



Benefits Realization

PRISM
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- Projects Infusing Sustainability

GPM's benefits extend beyond economic returns

Benefits are based on:

- Business Specific Economic Returns
- Alignment with Organizational and Government Sustainability Initiatives/Goals
- Risk Responsiveness and Aversion
- Global Reporting Initiative Reporting Standards & UN Post 2015 Engagement Architecture Reporting Capabilities
- Alignment with ISO 14001 Environmental Management
- Alignment with ISO 50001 Energy Management
- Alignment with ISO 26000 Corporate Social Responsibility
- Increased efficiency of process and increased organizational maturity in projects

Benefits Realization Plan

- Description of the benefit
- What strategic objective does it support?
- Against values will the benefits be assessed and recorded?(for example: money, number of visitors, number of jobs, CO2 reduction etc.)
- What is the current value of the benefit and what future value is anticipated?
- Outputs required for the benefit to be realized
- Dependency to other benefits
- Benefit owner (see Benefit responsibilities section)
- Which stakeholders this benefit will effect
- How the benefit will be measured

The Benefit Owner

Benefit owner

The benefit owner is an individual who is responsible for ensuring it is realized.

The benefit owner is assigned during project initiation. Benefit owners do not have to be part of the project team but do play a role which is increasingly important towards the end of the project.

Typical responsibilities of the benefit owner will be:

- Own the benefit profile
- Provide input for the benefits realization plan
- Manage benefits measurements
- Organize benefit reviews
- Report on progress of benefits realization

We have covered

- What is the purpose of the business case.
- Contents of the business case
- Practical use of the business case
- Investment Appraisal techniques
- Calculating Valuation
- Understanding Benefits

Requirements Management

Module	Module Covers	Learning outcomes
7 Requirements Management	**The importance of requirements management** **Requirements and Definition**	Understand requirements management, the dos and don'ts.
Language		
English		
Version		
5.0		

Poor Requirements = Poor Performance

Dilbert.com

What is Requirements Management?

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Requirements management is the process of capturing, analysing and testing the documented statement of stakeholder and user wants and needs.

Requirements are a statement of the need that a project has to satisfy, and should be comprehensive, clear, well structured, traceable and testable.

APM BoK 5th Edition

47%

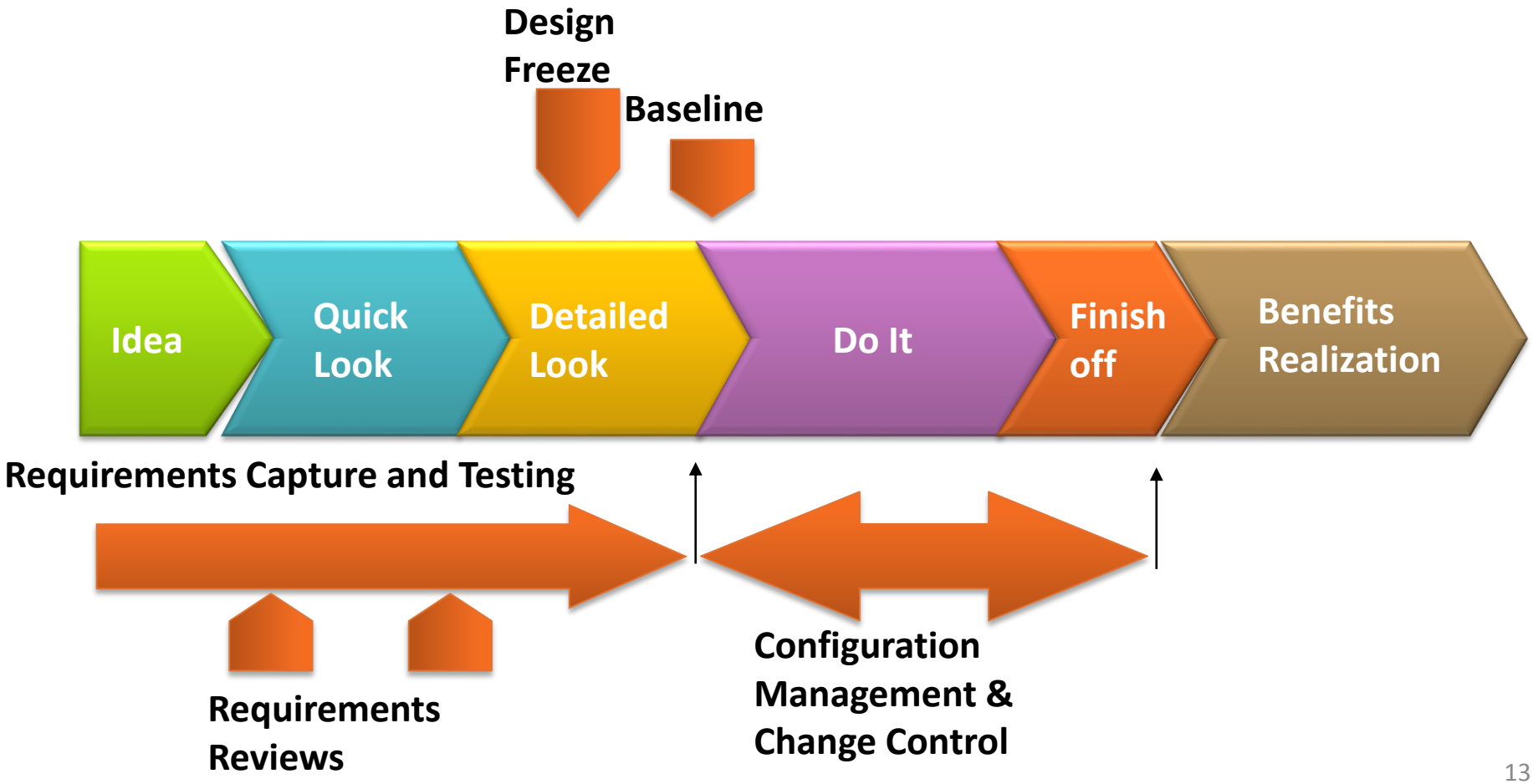
of unsuccessful projects fail to meet goals due to poor requirements management

http://www.pmi.org/~/media/PDF/Knowledge%20Center/PMI-Pulse-Requirements-Management-In-Depth-Report.ashx

What Are Requirements?

- The stakeholders' and users' wants and needs
- They state 'What' is required NOT 'How' it is to be achieved
- They contain acceptance criteria
- They provide a measure against which project success can be judged
- High-level requirements are documented during the Concept phase of the life cycle
- They are further developed and agreed during the Definition phase

Requirements Life Cycle



Requirements Structuring

Factors used to structure the construct of the requirements:

- Value
  - The size of the benefit from each requirement
- Priority
  - Stakeholders agree the priority order
- Time
  - Deadlines for each requirement
- Process
  - The way the solution is to be built, by which sub-contractors
- Impact
  - The P5* impact that the requirement has

*Sustainability Impact - People, Planet, Profit, Project Process and Resulting Product

Elements of a Requirements Management Plan

PRISM
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1. Introduction
    1. Purpose of The Requirements Management Plan
2. Requirements Management Overview
    1. Organization, Responsibilities, and Interfaces
    2. Tools, Environment, and Infrastructure
3. Requirements Management
    1. Assumptions/Constraints (Sustainability Impacts)
    2. Requirements Definition
    3. Requirements Traceability
    4. Workflows and Activities
4. Change Management
5. Key Terms
6. Requirements Management Plan Approval Page

Important Skills For Requirements Management

- Active Listening and Communication Skills
- Interpreting and articulating requirements, their alignment to organizational strategic goals and principles
- Navigating ambiguity
- Active Engagement of Stakeholders
- Understanding the Need “You gave me what I asked for but not what I needed.”
- Clearly defined and functioning change control
- Ability to articulate the business value of the requirement

The study of why things go wrong

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Projects integrating Sustainable Methods

- If you don't know what you want,
- or what you want keeps changing;
- or you can't commit the required money to the project;
- or you don't have anyone in charge of the project,
- or you keep changing the person in charge,
- or the person who
- is supposed to be in charge doesn't really call the shots;
- or the person at the top of the business doesn't care about the project;
- and you don't focus on what the actual benefit to the business is;
- and you don't regularly talk to the people who will have to use the system;
- and you don't constantly check progress;
- or you have an unrealistic timetable and try to run before you can walk;
- or you fail to test the system properly before you launch it;
- or if you don't provide enough training;
- or you don't have a Plan B in case things go wrong;
- or you try to bite off more than you can chew in one go;
- or if you don't realise that the bigger project the greater the chance of its being overtaken by events or new technology or new legislation;
- or you don't realise that you may not have the skills you need to manage the project;
- or you don't realise that some suppliers are quite capable of telling you they can deliver when they can't;

Then…..

The frequent result

Don’t be surprised if you end up with:

- a mess that is way behind schedule,
- damages your organiszation,
- traumatises your staff,
- costs much more than it is supposed to,

(and doesn’t work.)”

We have covered

PRISM
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- Requirements Management
- Requirements Lifecycle
- Requirements Structuring
- Requirements Management Plan
- Important Skills For Requirements Management

Project Management

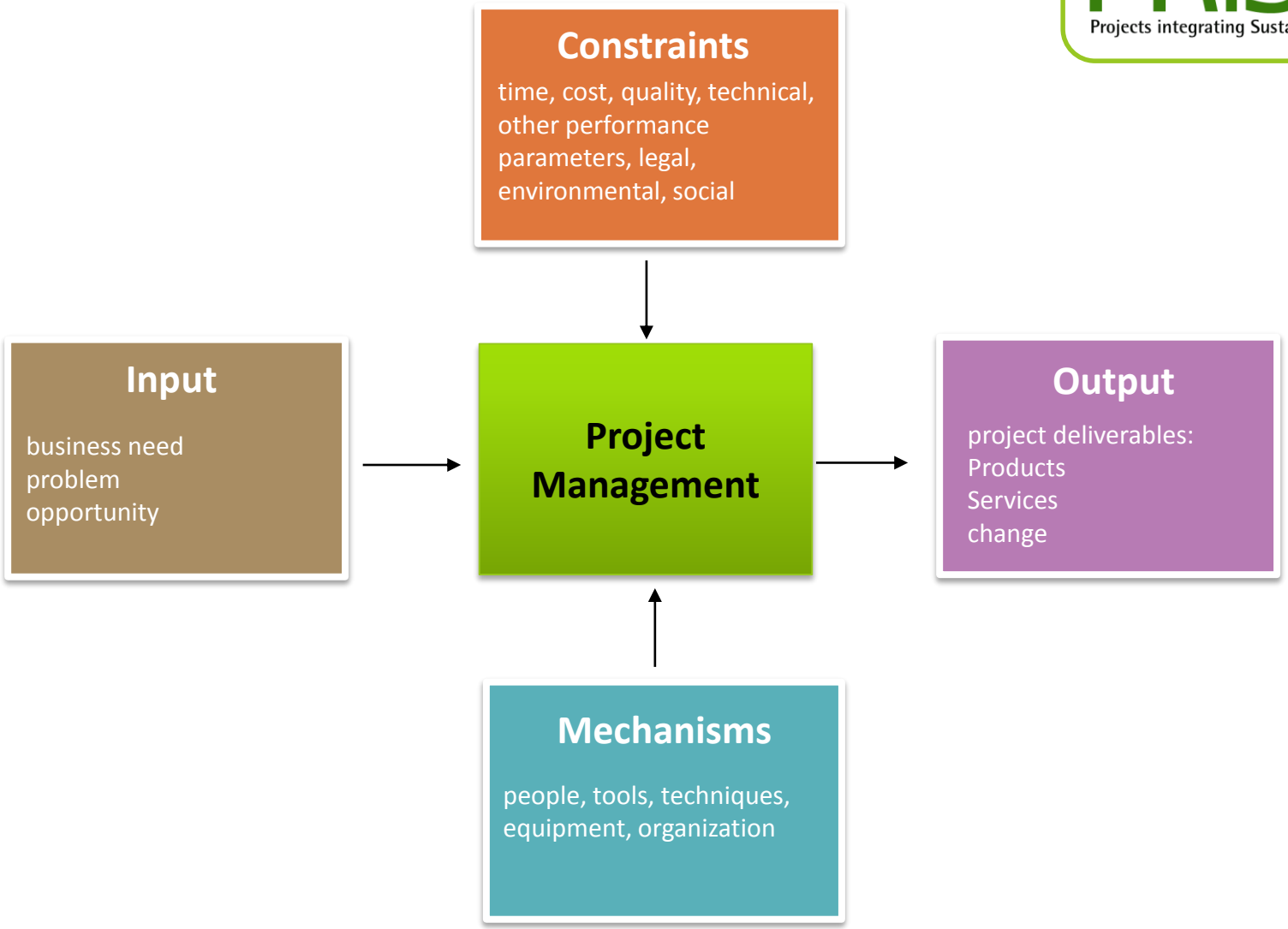
Module	Module Covers	Learning outcomes
8 Project Management	**What is a Project** **What is Project Management** **What are Process Groups and how** **What are Subject Groups** **What is the project Environment**	Understand what project management is, the ins and outs and the project environment
Language		
English		
Version		
5.0		

What is a Project?

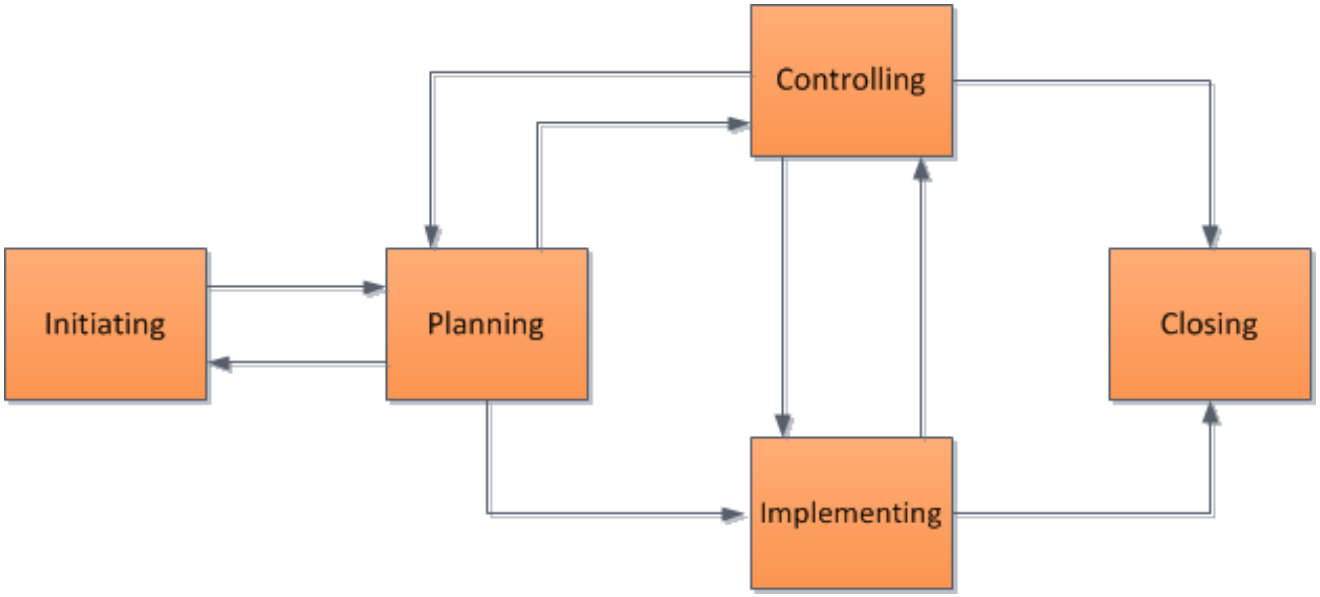
- rdinated
  achieve
- y be
- Project
- art and end, and is usually divided into phases.

Both the Burj Khalifa and the wooden step stool are results of projects.

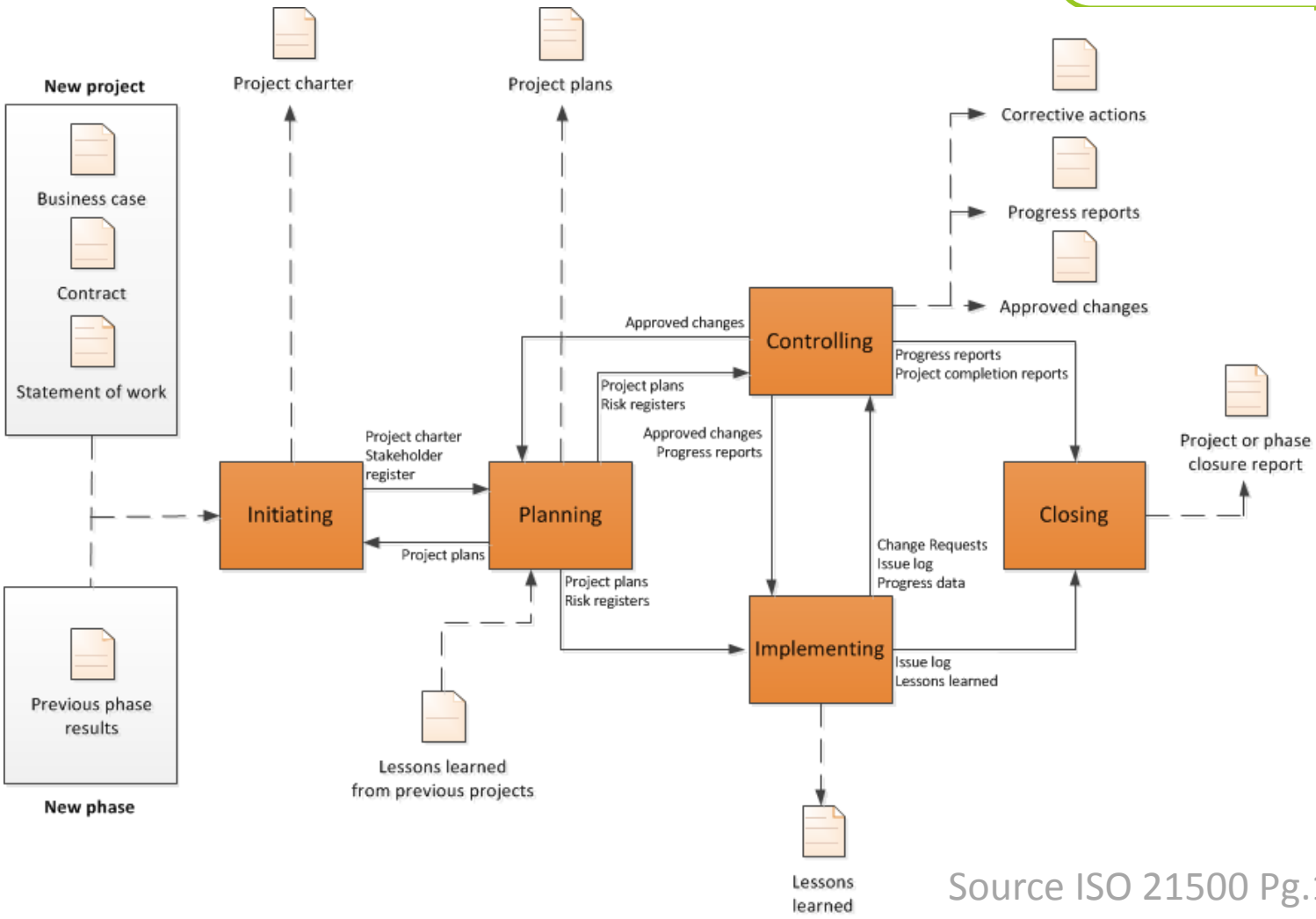
Project Management



Project Management Process Groups



Interaction Among Process Groups



Source ISO 21500 Pg.12

Subject Groups

PRISM
Projects integrating Sustainable Methods

Each subject group consists of processes applicable to any project phase or project. These processes are defined in terms of purpose, description and primary inputs and outputs in and are interdependent. Subject groups are independent of application area or industry focus.

Integration – Processes to identify, define, combine, unify, coordinate, control and close activities.

Stakeholder - the processes required to identify and engage the project sponsor, customers and other stakeholders

Scope – the processes required to identify and define the work and deliverables required

Resource – the processes required to identify and acquire adequate project resources

Time – the processes required to schedule the project activities and to monitor progress to control the schedule

Cost – the processes required to develop the budget and to monitor progress to control costs

Risk - the processes required to identify and manage threats and opportunities

Quality - the processes required to plan and establish quality assurance and control

Procurement - the processes required to plan and acquire products, services or results, and to manage supplier relationships

Communication - includes the processes required to plan, manage and distribute information relevant to the project

Derived from ISO 21500

Relationship between project management concepts and processes

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1. **Project management** is accomplished through processes utilizing the concepts [knowledge] and application [competencies.]
2. **A process** is a set of interrelated activities. Processes used in projects are generally categorized into three major types.
    1. **project management processes** -- specific to project management and determine how the activities selected for the project are managed
    2. **delivery processes** -- not unique to project management, result in the specification and
    3. **provision of a particular product, service**, or result and vary depending on the particular project
3. **Deliverable support processes** -- not unique to project management, provide relevant and valuable support to product and project management processes in such disciplines as logistics, finance, accounting and safety

True or False?

1. **A project** starts when the performing organization completes the processes required to mandate a new project.

TRUE

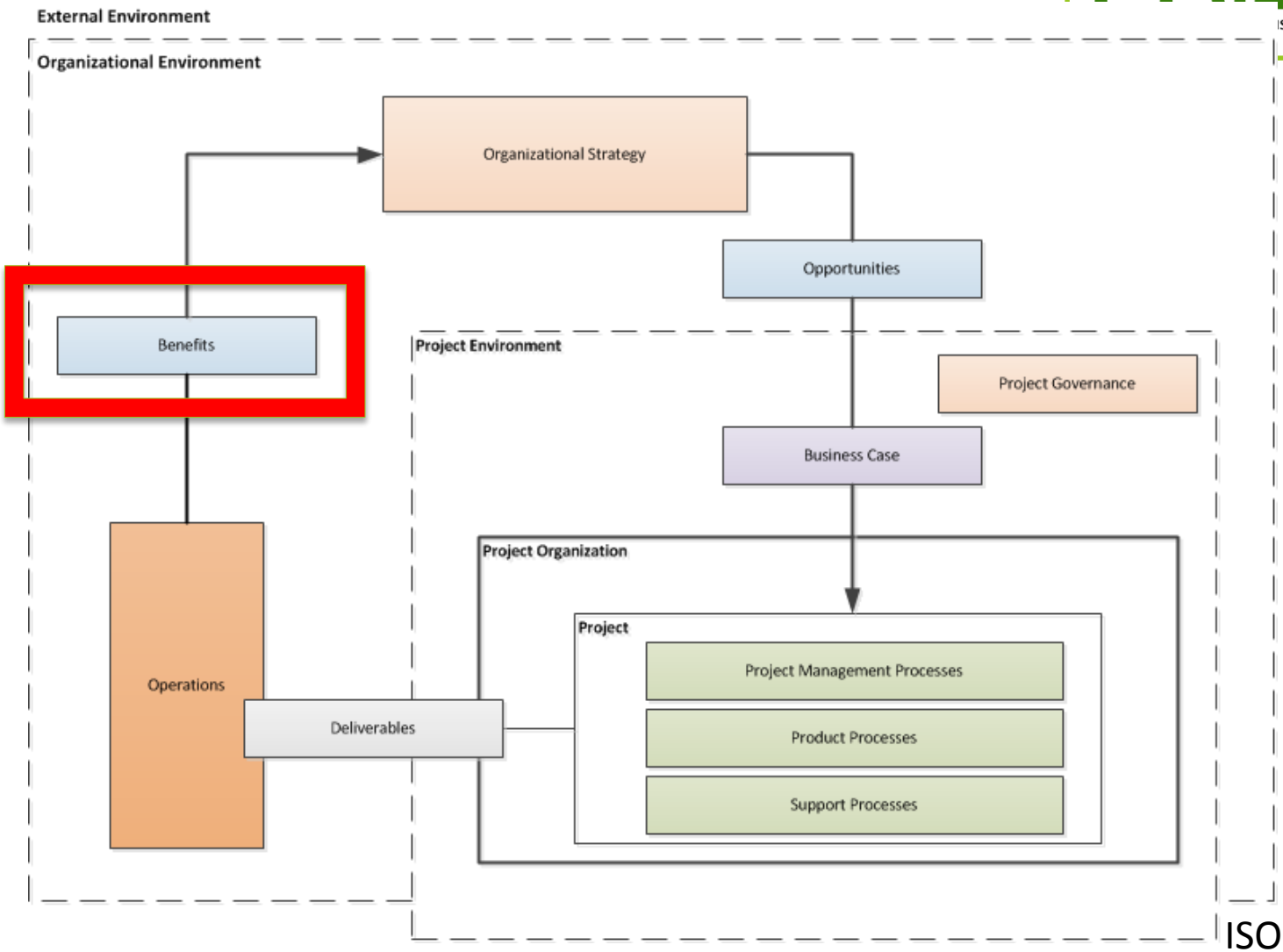
2. **A proje** been accepted ated, and when all p losure activities

TRUE

FALSE

3. **A project** manager's responsibility for a project ends when all closure activities have been completed.

The Project Environment



ISO 21500

Project Complexity

GAPPS has developed an approach to categorizing projects based on their management complexity. The GAPPS framework uses a tool called the Crawford-Ishikura Factor Table for Evaluating Roles, or CIFTER. The tool, named after two major contributors to GAPPS, is used to differentiate project manager roles based on the complexity of the projects managed.

1. Stability of the overall project context
2. Number of distinct disciplines, methods, or approaches involved in performing the project
3. Magnitude of legal, social, or environmental implications from performing the project
4. Overall expected financial impact (positive or negative) on the project's stakeholders
5. Strategic importance of the project to the organization or organizations involved
6. Stakeholder cohesion regarding the characteristics of the product of the project
7. Stakeholder cohesion regarding the characteristics of the product of the project

Great Project Managers

PRISM
Projects integrating Sustainable Methods

1. Focus on Customer Needs
2. Challenge “That’s the way we have always done it…”
3. Meet Face to Face (video conference also counts ;)
4. Understand the requirements and how they relate to organizational principles and benefit
5. Collaborate with the project team
6. Delegate Effectively
7. Are comfortable in the “C” Suite
8. Are proactive
9. Can lead under pressure

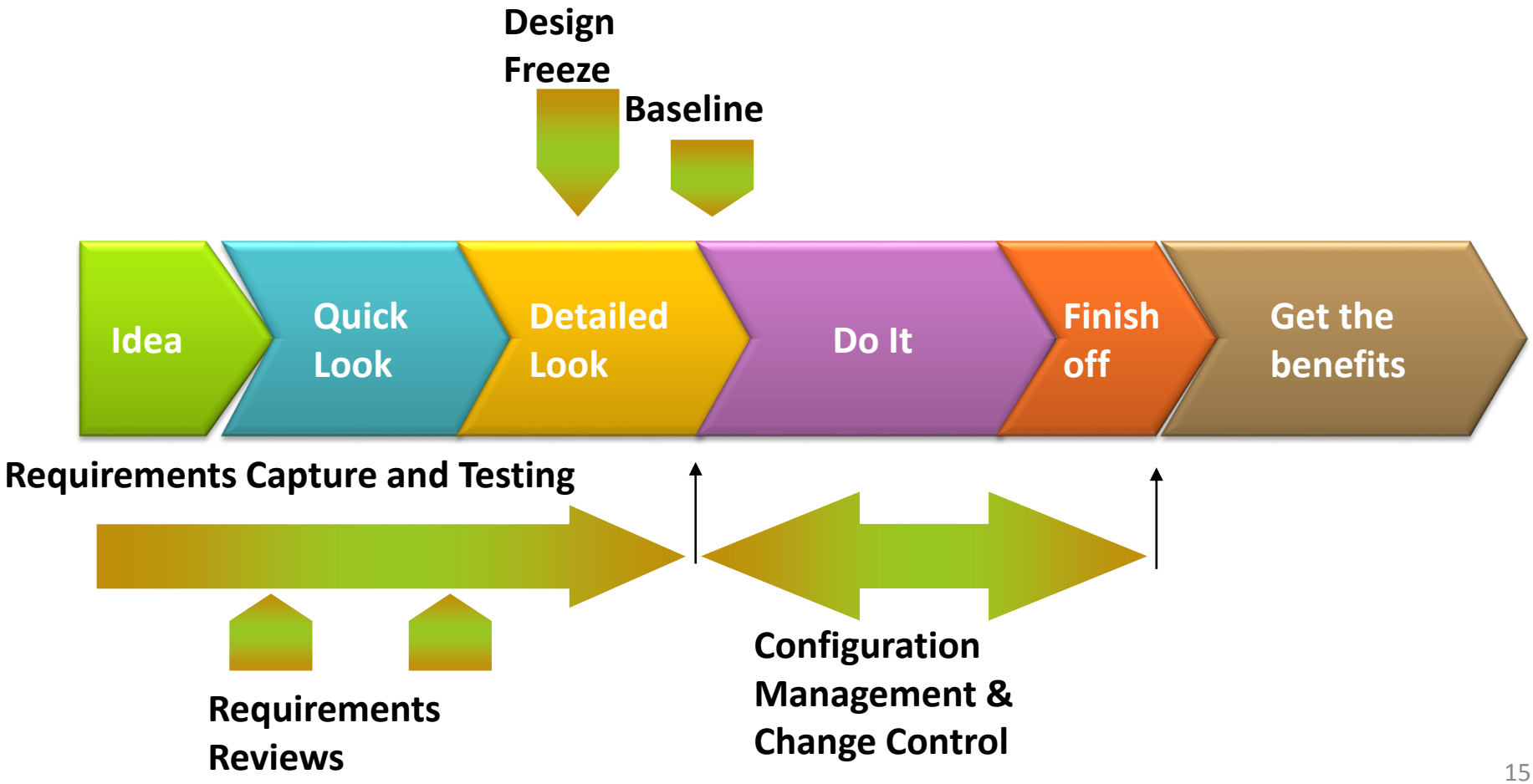
We have covered

- What is a Project
- What is Project Management
- What are Process Groups and how What are Subject Groups
- What is the project Environment

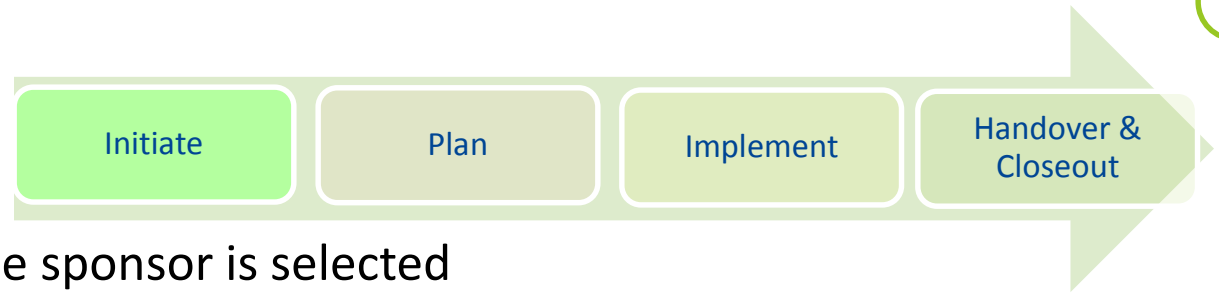
Project Lifecycles and PRiSM

Module	Module Covers	Learning outcomes
8 Project Life Cycles and PRiSM **Language** English **Version** 5.0	Project and Product life cycles. Product Lifespans Cradle to Cradle and Cradle to Grave Project phases such as Initiate, Plan Implement and Close. The relationship between phases and stages. The PRiSM Flow	Describe a project life cycle. Describe a product life cycle Understand The PRiSM Life Cycle Understand the Product LifeCycle

Requirements Life Cycle

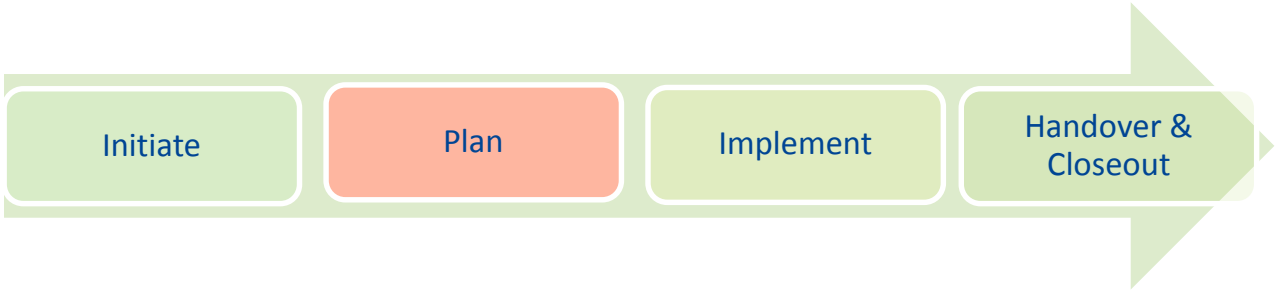


Initiation phase



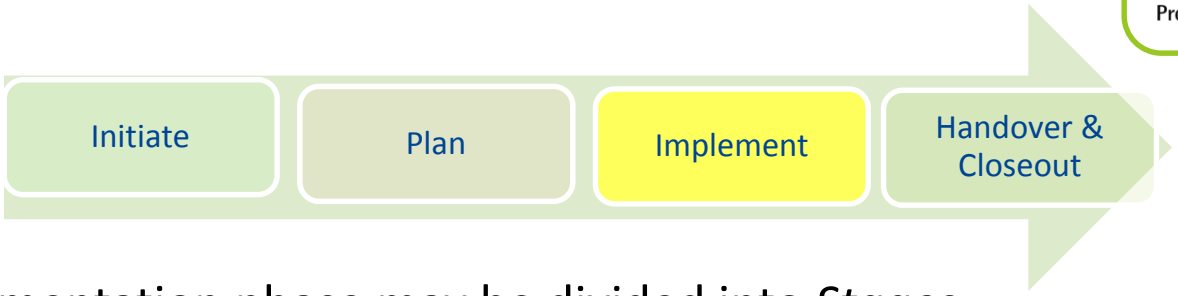
- The sponsor is selected
- The Need/Problem/Opportunity is established
- Feasibility is investigated
- Fit with strategy is checked
- High level risks are identified and assessed
- Levelling against Management Systems are completed
- P5 Impact analysis is completed and SMP is initiated
- Initial stakeholders are identified and analysed
- High level requirements are identified
- Business options (inc Do Nothing) are identified, evaluated and documented in the Business Case
- Plans for next phase (Definition) are produced.

Planning phase



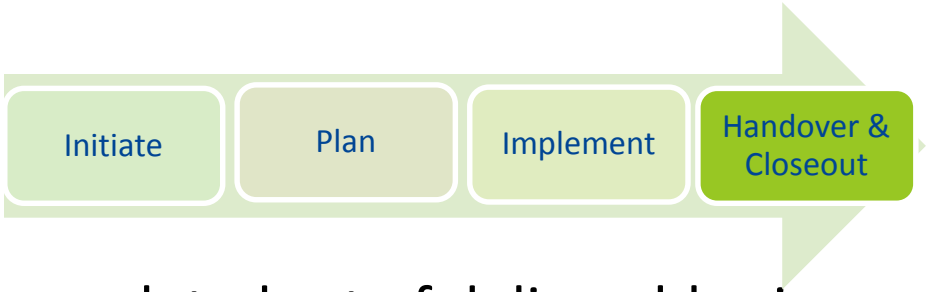
- Project Manager is appointed (if not already in place)
- The preferred solution is checked against high level requirements
- Alternative designs are considered
- The approach is agreed with the Sponsor
- Detailed requirements are gathered and refined
- The Project Management Plan (PMP) is prepared
- Estimates of time, resources and costs are produced
- The Business Case is updated to reflect plans and estimates
- Detailed plans for next phase (Implementation) are prepared

Implementation phase



- Implementation phase may be divided into *Stages*:
  - Design
    - Design optimised and completed
    - Design documentation produced
    - Design approved
  - Build
    - Actual products are now produced
    - Components tested against acceptance criteria
- Project Manager:
  - Controls and monitors the delivery
  - Manages risks, issues and changes
  - Communicates progress with stakeholders

Handover & closeout phase



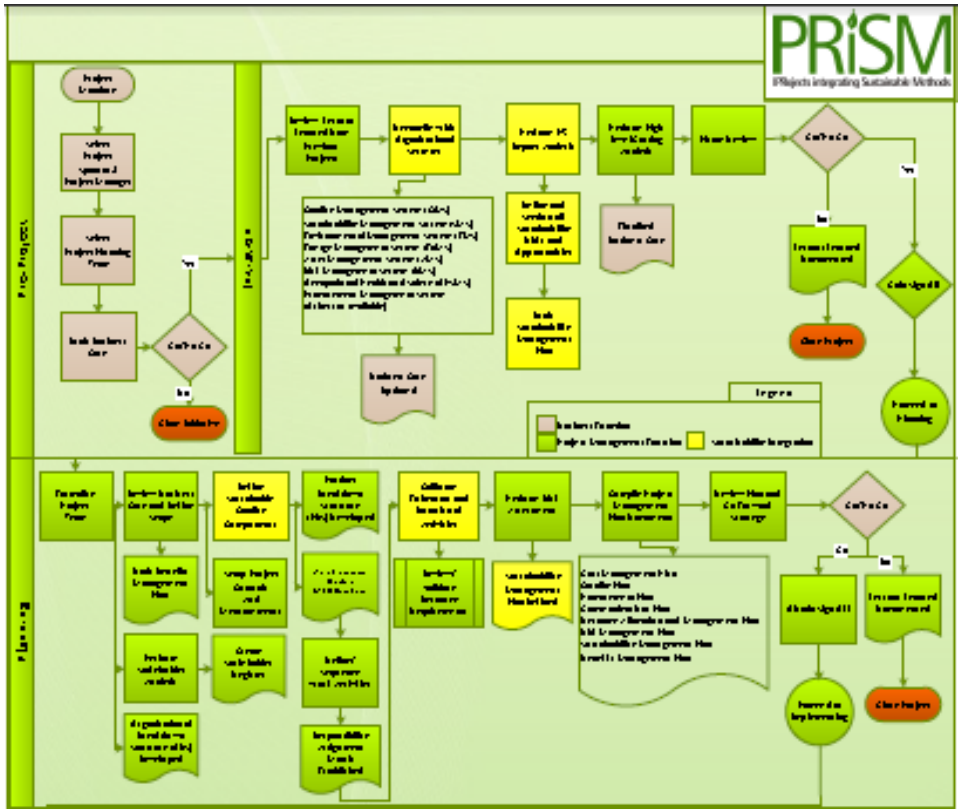
- Test the completed set of deliverables in operational mode
- Sponsor and users accept products
- Transfer ownership
- Complete all project documentation
- Review project performance (Post Project Review)
- Capture and disseminate lessons (Lessons Learned)
- Close the project

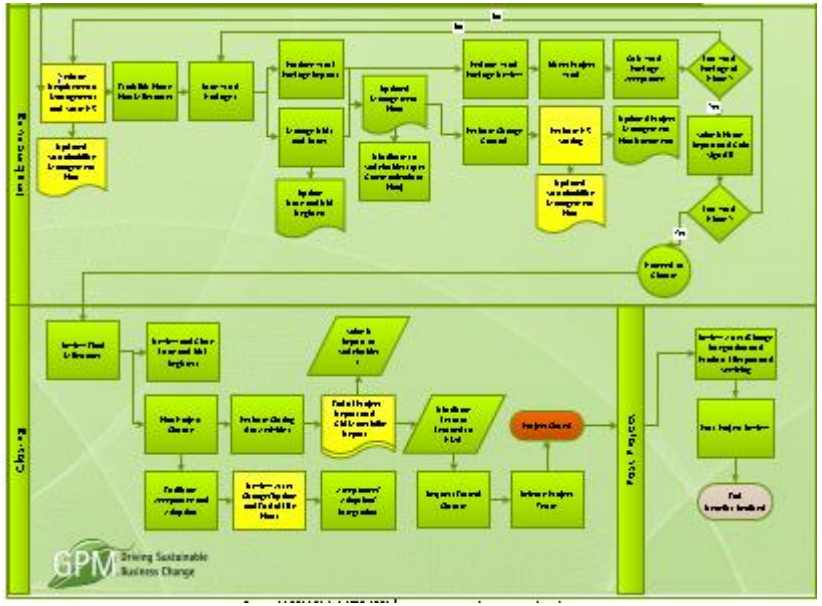
PRiSM
Projects integrating Sustainable Methods

The Strength of PRiSM

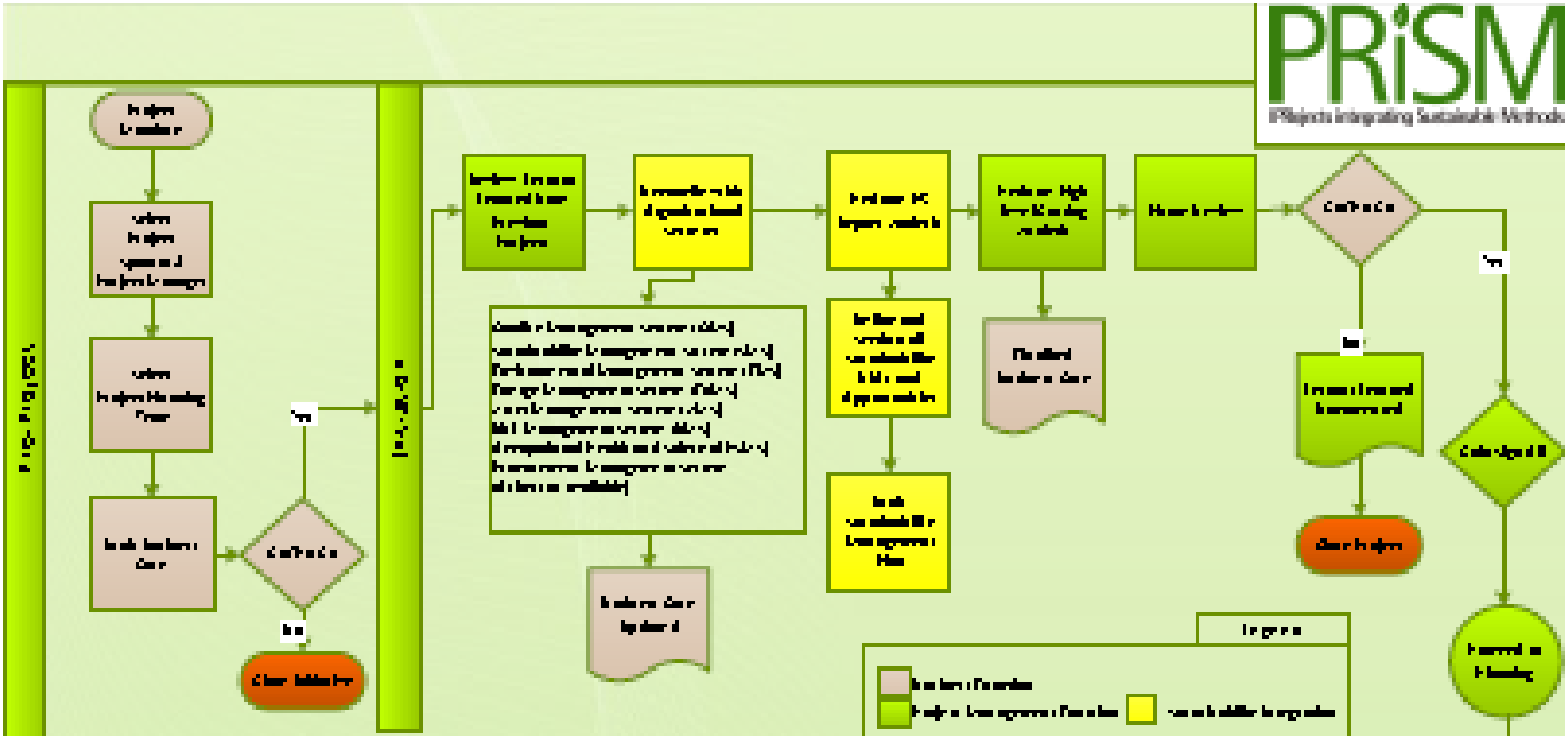
The only project methodology that aligns with ISO 26000, 21500, 14001, 9000, 50001,55000 the UNGC Ten Principles, and The GRI G4 Framework for Sustainability Reporting and the Earth Charter.

The Full PRiSM Process Flow



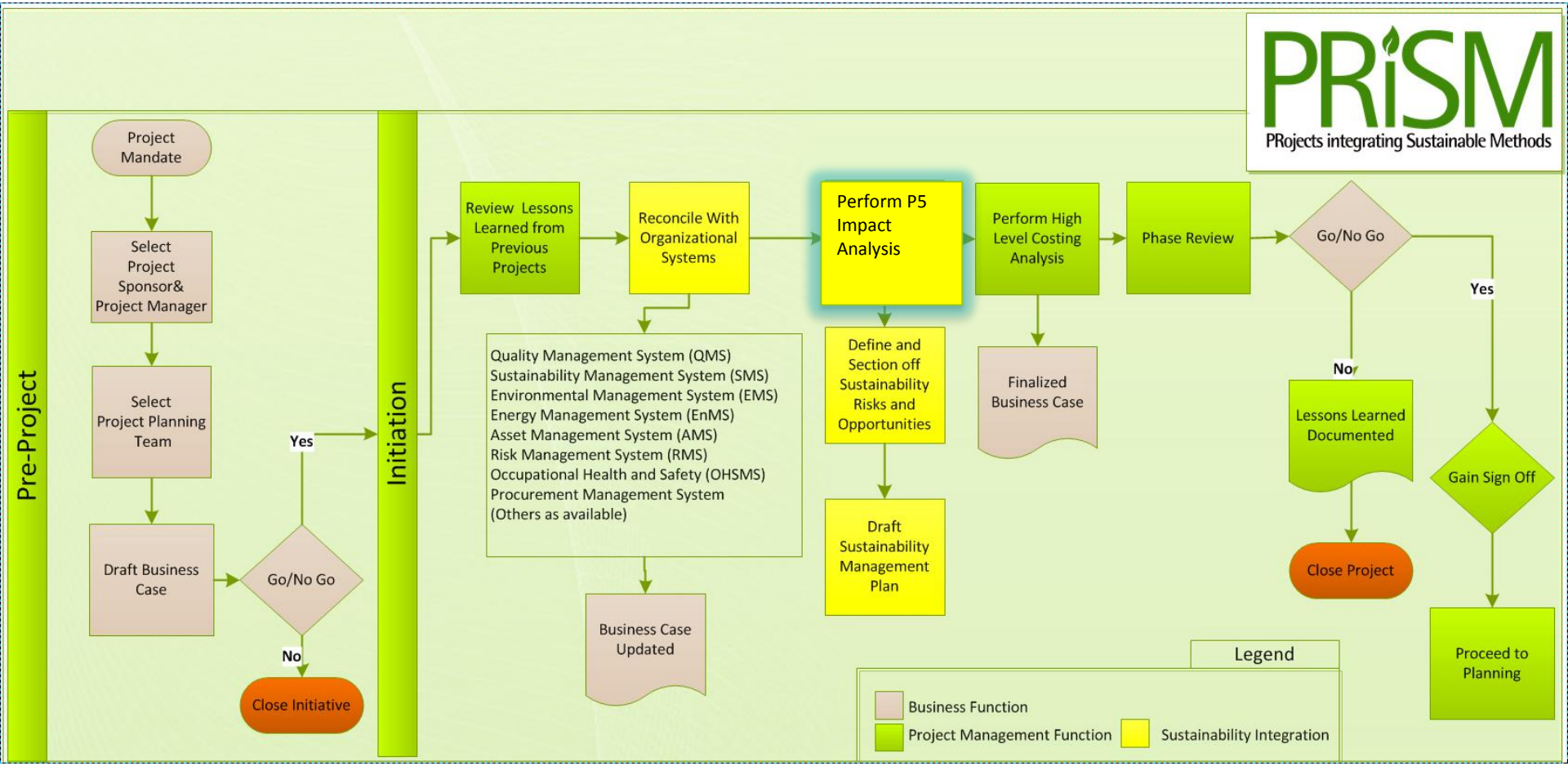


The PRiSM Pre Project/Initiation Phase

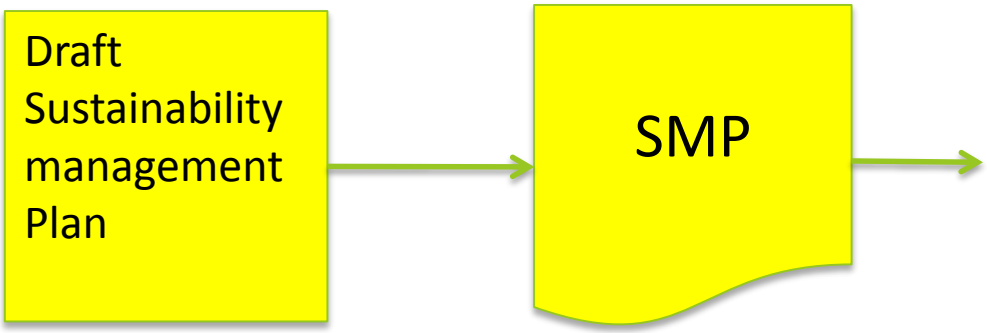


IPMA Registered Training Course SP
Registro No. SP.13.RTC.001

Project Sustainability Impact Analysis

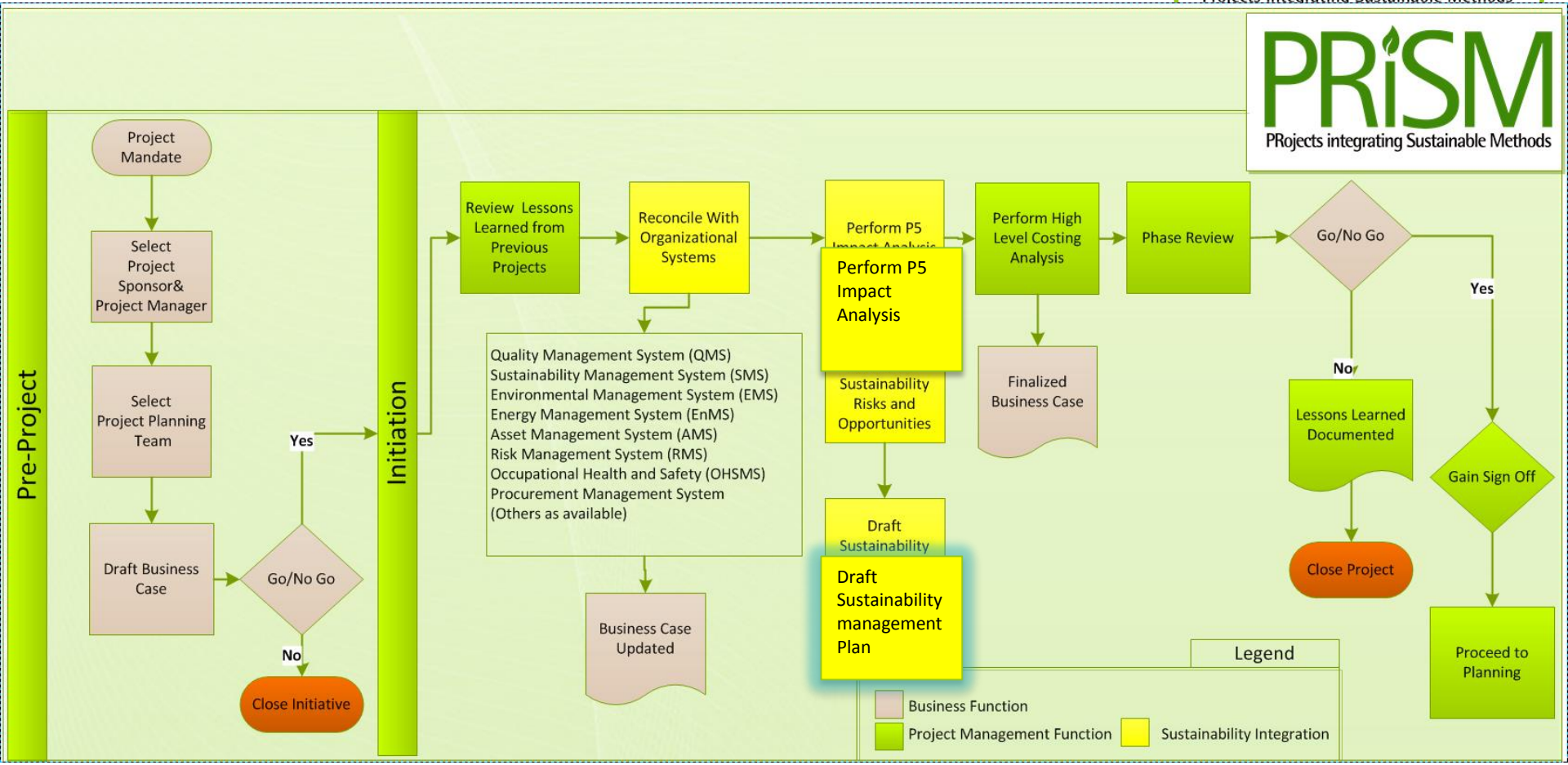


P5 provides the basis by which sustainability can be evaluated for projects and programs.



- Focused on Benefits and Total Asset Lifecycle
- Mitigates Social and Environmental Risk
- Mitigates Risk to Brand and the Business

Developing the SMP



The SMP ties corporate sustainability goals and objectives to the project plan and identifies impacts from an Environmental, Social, and Economic standpoints.

Tools to Integrate Sustainability and Project Management

PRISM
Projects integrating Sustainable Methods

Develop Sustainability Management Plan (SMP)

The SMP Ties corporate CSR goals and objectives to the project plan and identifies project impacts from an Environmental, Social, and Economic standpoint

What is included in an SMP

PRISM
Projects integrating Sustainable Methods

- Table of Contents
- Document Control
  - Version History and recipients list
- Purpose
  - A brief on what the document is
- Executive Summary or Brief
  - An outline of the sustainability factors in the project
- List Project Sustainability Objectives
  - Derived from the P5 Impact Analysis
- Outline Key Measures and Performance Indicators (Qualitative and Quantitative)
- The P5 Impact Assessment Score (and updates)
- Scope Exclusions
- Sustainability Reviews and Reporting
- Checklist

What is included in an SMP

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- Sustainability Reviews and Reporting
- Checklist

Version Control and Distribution

1. Document Control

1.1. Revision History

Version	Author	Reason For Issue	Date

1.2. Document Distribution

Number	Owner	Location
Master		
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		

Key Performance Measures (Qualitative and Quantitative)

PRISM
Projects integrating Sustainable Methods

Example:

Key Performance Indicators Environmental

- Energy: Number of green Buildings in the city
- Waste: Amount of dangerous waste treated
- Transport: Number of electric public transport
- Water Usage: Amount of building with water recycled system
- Materials and Resources: amount of promotional benefits to acquire local materials and their impacts in the local industries. ie. Construction

Key Performance Indicators Financial

- Return on Investment: ROI
- Business Agility: number of days to resolve upcoming squatting, weeds, pests, unsafe buildings, graffiti

Key Performance Indicators Products

- Servicing of Product: Satisfaction Survey Results (surveys carried out be independent agency)
- Lifespan of Product: The Enforcement Agency should have 60% Community Satisfaction

Key Performance Indicators Processes

- Maturity of process: Maturity of the EMS: Plan-Do-check-Act
- Maturity Efficiency and fairness of process: number of corrective actions and its financial impact

Key Performance Indicators Personal

- Labour Practices and Decent Work: Number of labor accidents and amount of money incurred
- Society and Customers: Number of children received training course regarding Sustainability.
- Ethical Behaviour: implement “Sustainability Awards” at school, restaurants, event organizer, etc.

P5 Impact Assessment

PRISM
Projects integrating Sustainable Methods

A summary of the planned environmental impact and steps that will be taken to decrease the effects or increase the opportunities identified

P5 Category	P5 Sub Category	P5 Element	Reasoning	Score	Legal Regulation	Proposed Action
Social	Labor Practices and Decent Work	Employment	Hiring Practices do not meet the needs of the project.	+2	None	Propose a competency/skills assessment as part of the interview process
Environmental	Transport	Local Procurement	Components are being shipped from 8,000 Miles away	+2	Out of Compliance	Recommend local suppliers and cost benefits analysis.

The final pieces

Scope Exclusions

None.

Sustainability Risk Management

For the Sustainability Risk Management the agency will apply the PMBOK® Guide. The Sustainability Risk Plan should include the above environmental aspects and impacts and the response for each of one.

Reviews and Reporting

The Enforcement Agency members monthly will review and make a Sustainability Report that will be published at website of Enforcement Agency; and maintain periodically meeting with representatives of local community groups, and State and local officials.

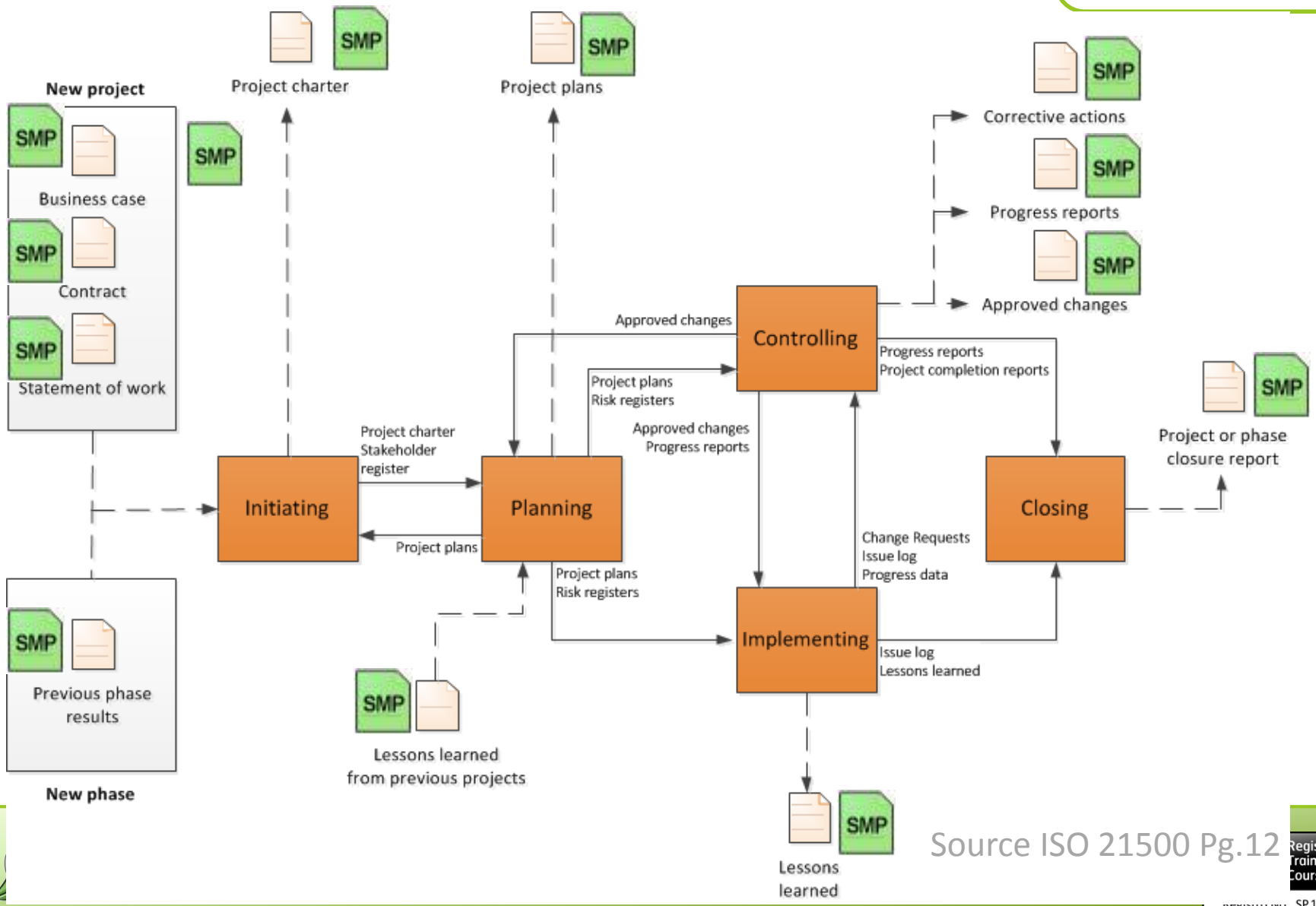
Current Sustainability (P5) Score

+2.03

Checklist

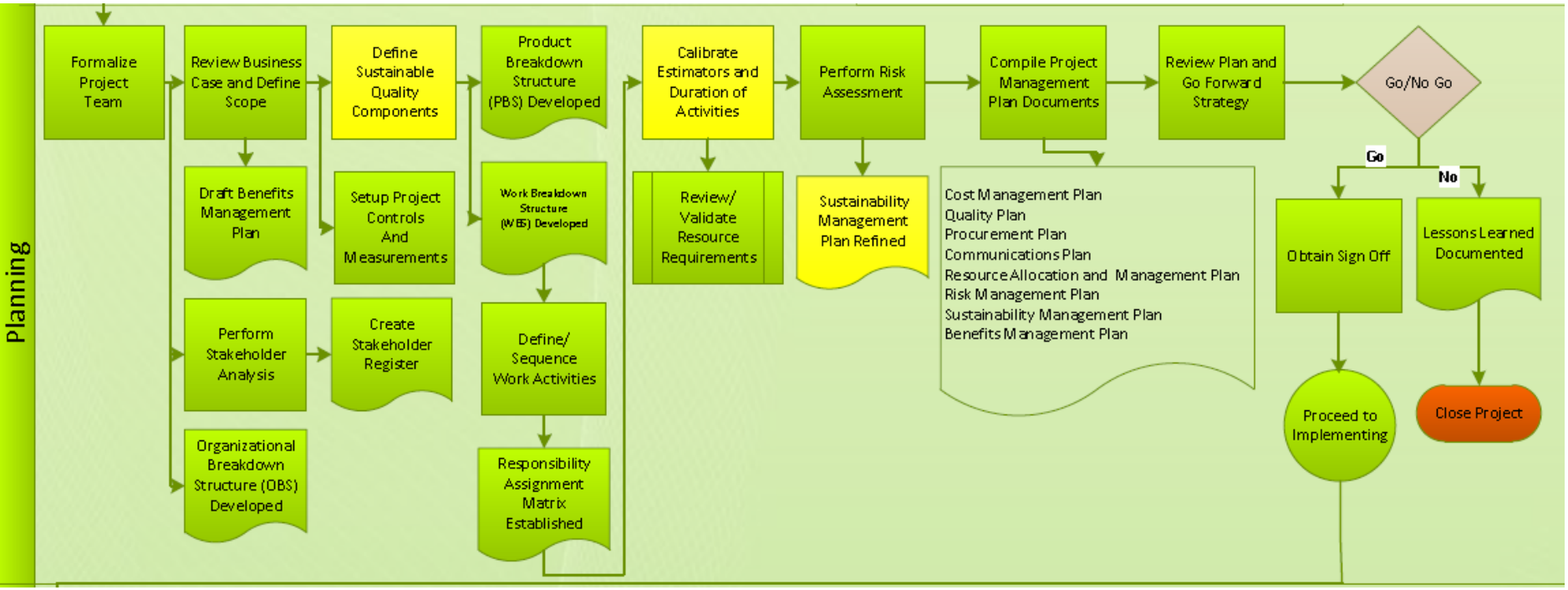
- The Following Assessments are considered in this Sustainability Management Plan:
- Financial Assessment
- Process Assessment
- Product Assessment
- Environmental Assessment
- Social and Corporate Assessment

Where does the SMP Interface with the Project?

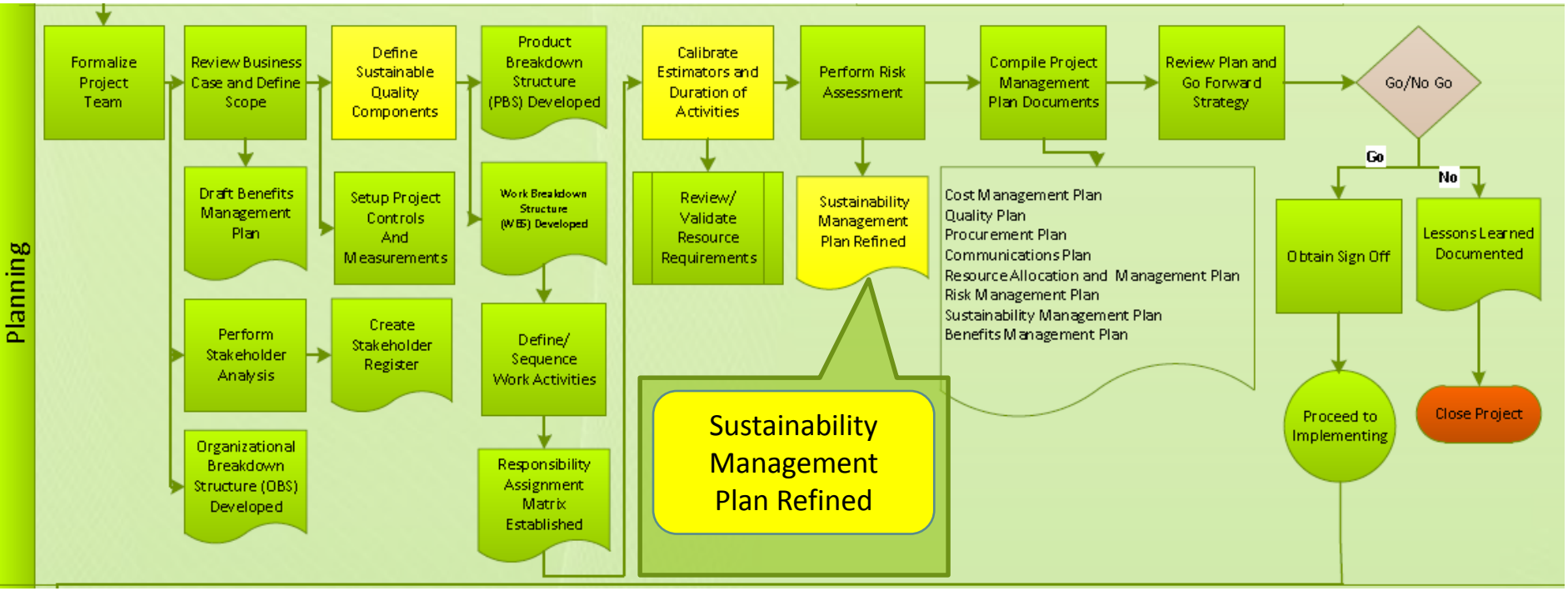


Source ISO 21500 Pg.12

The Planning Phase



Refining an SMP



Refining the SMP

- The Refinement of the SMP should include:
  - Scope Changes
  - Sustainability Quality Components
  - Changes to the P5 Score +/-
  - Sustainability Risks Identified

The Planning Phase

Define Sustainability Quality Components

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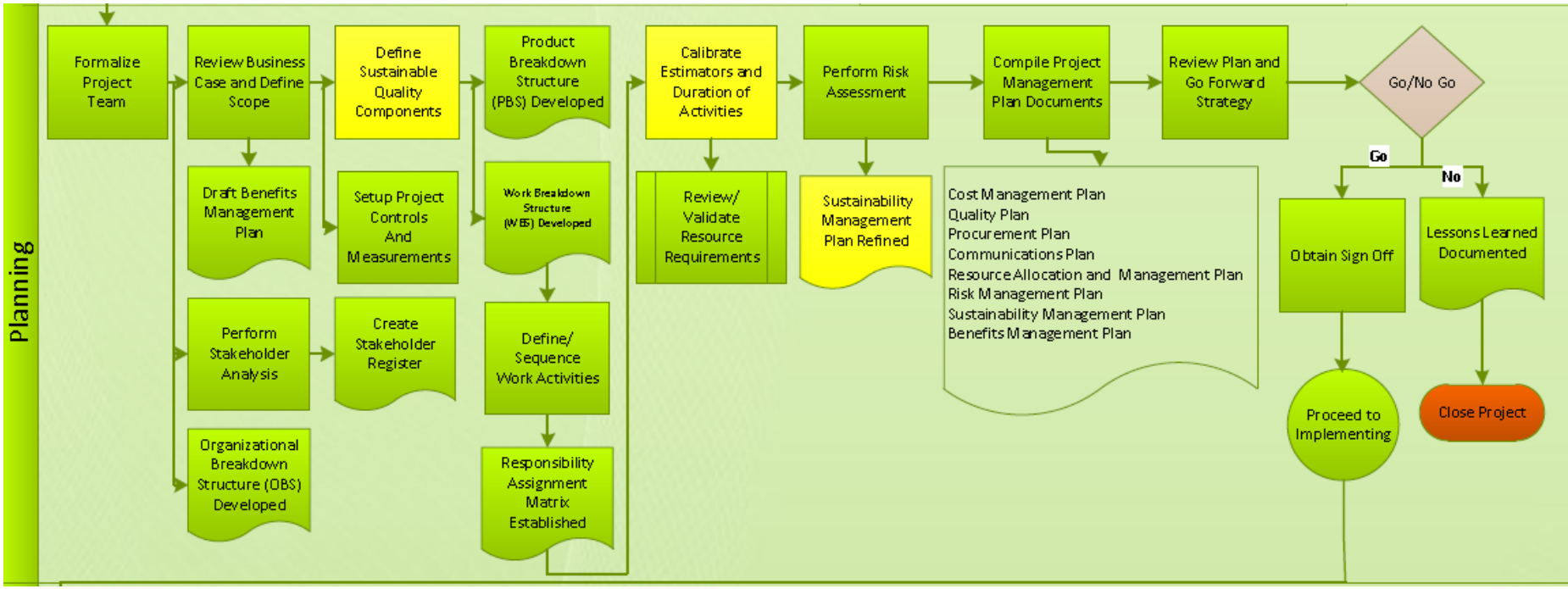


PRiSM
Projects integrating Sustainable Methods

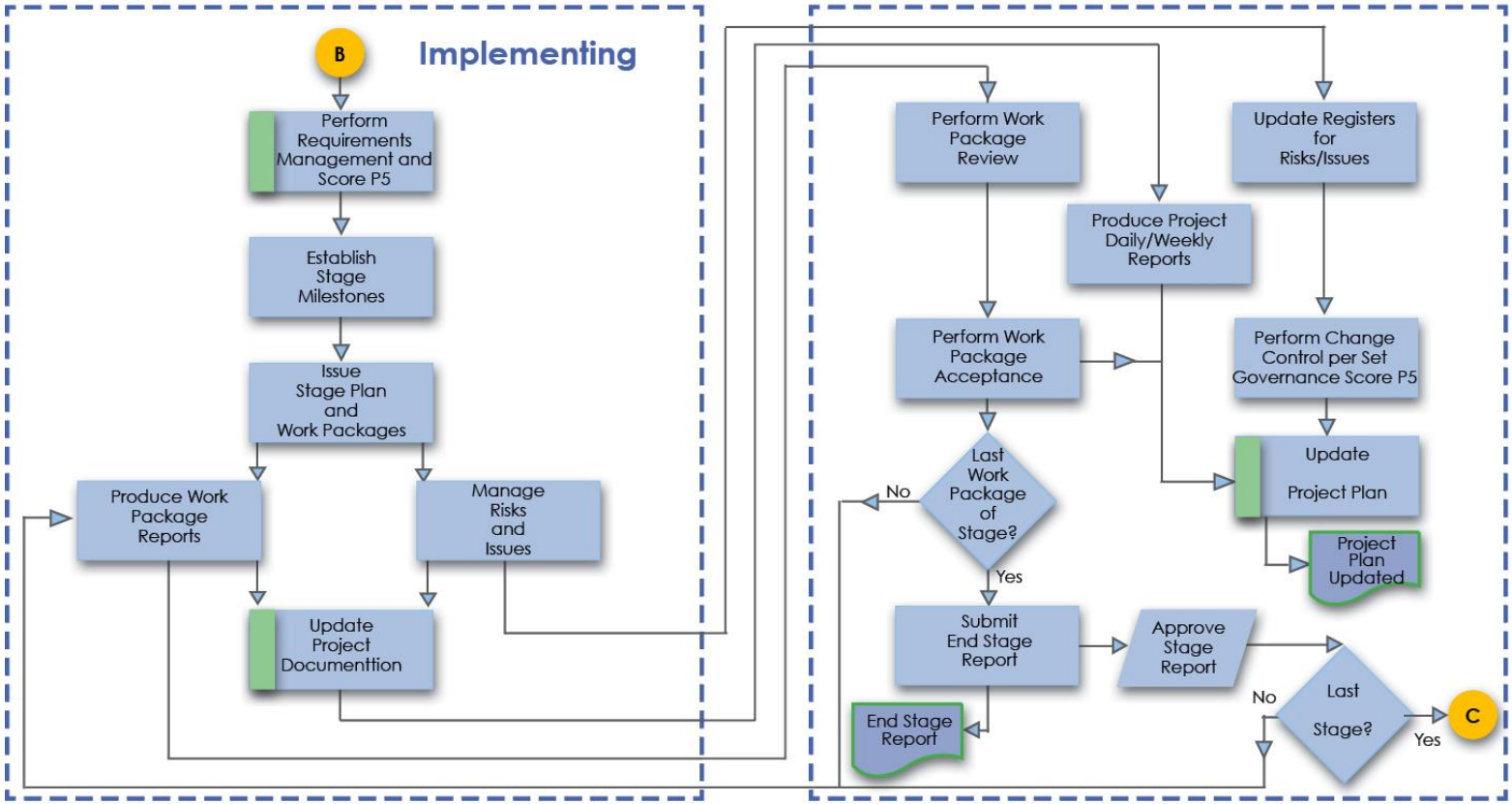
PRiSM Practitioner

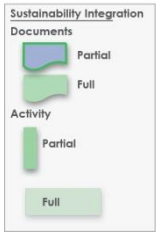
PRojects integrating Sustainable Methods

Part II

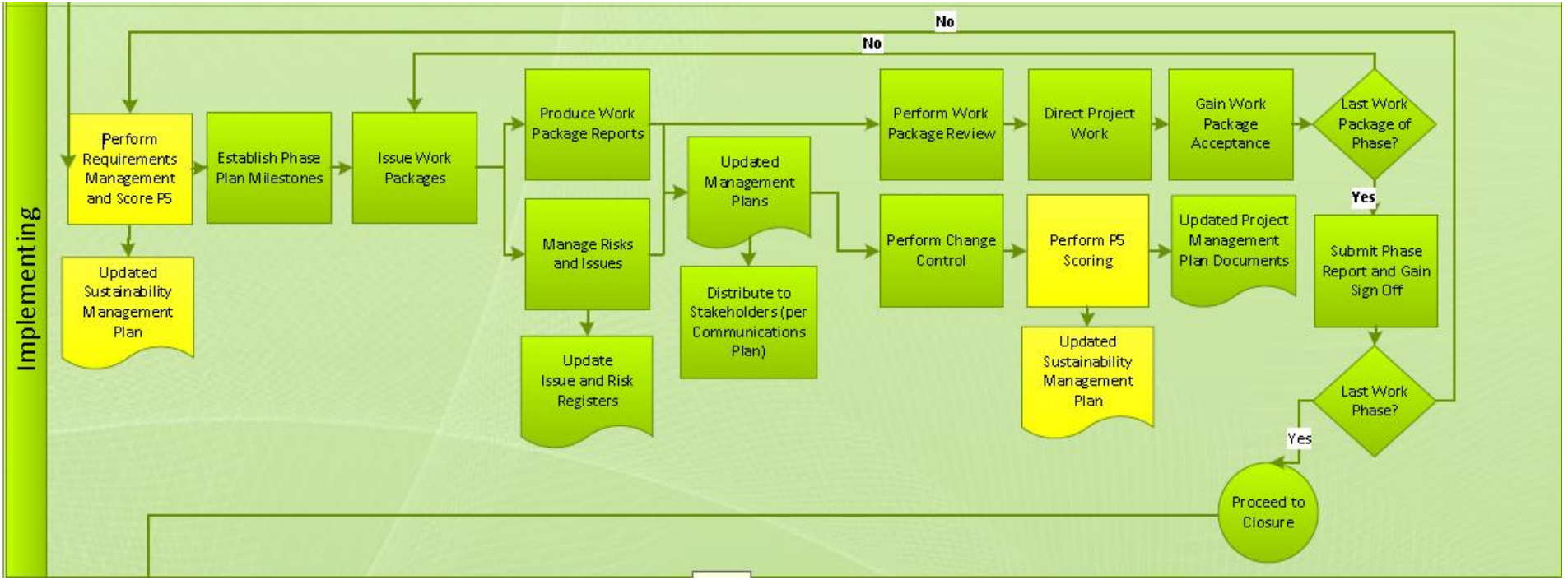
V 5.0

The Implementing Phase

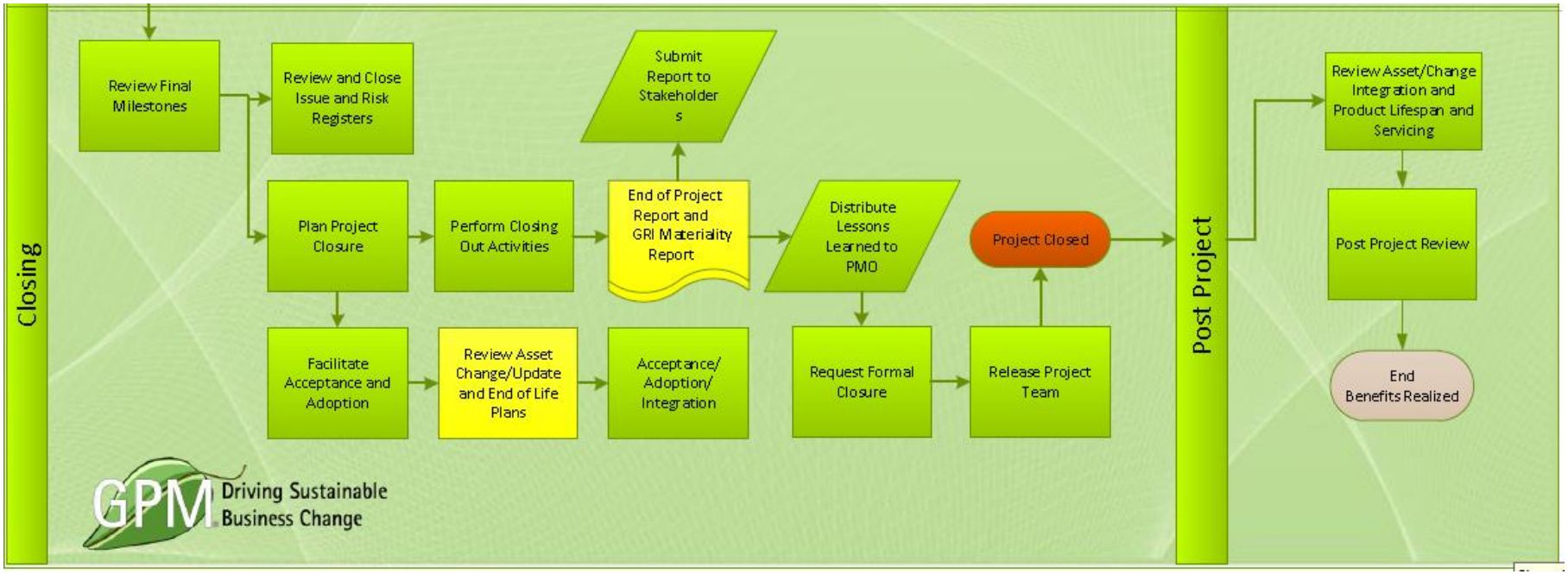




The Implementing Phase

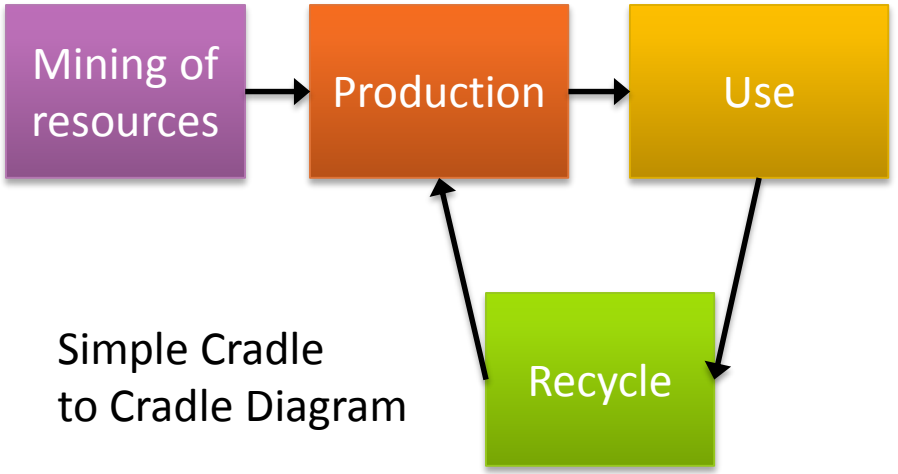


Closure Phase and Reviews



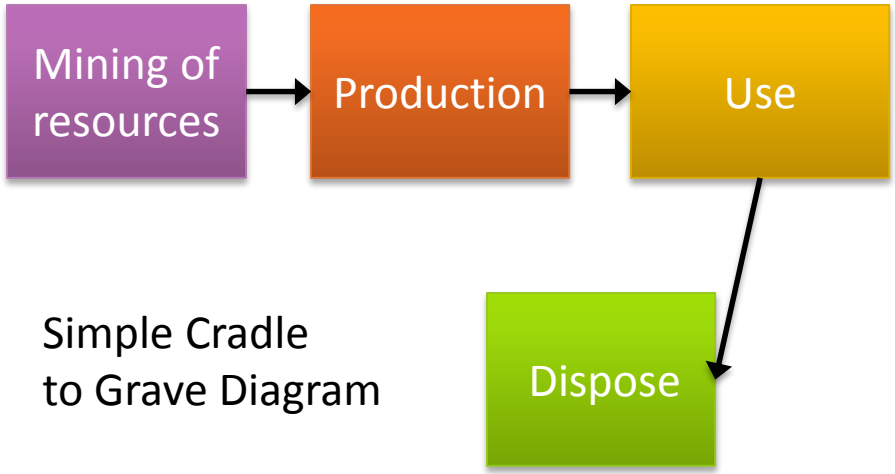
Cradle to….

Cradle to Cradle



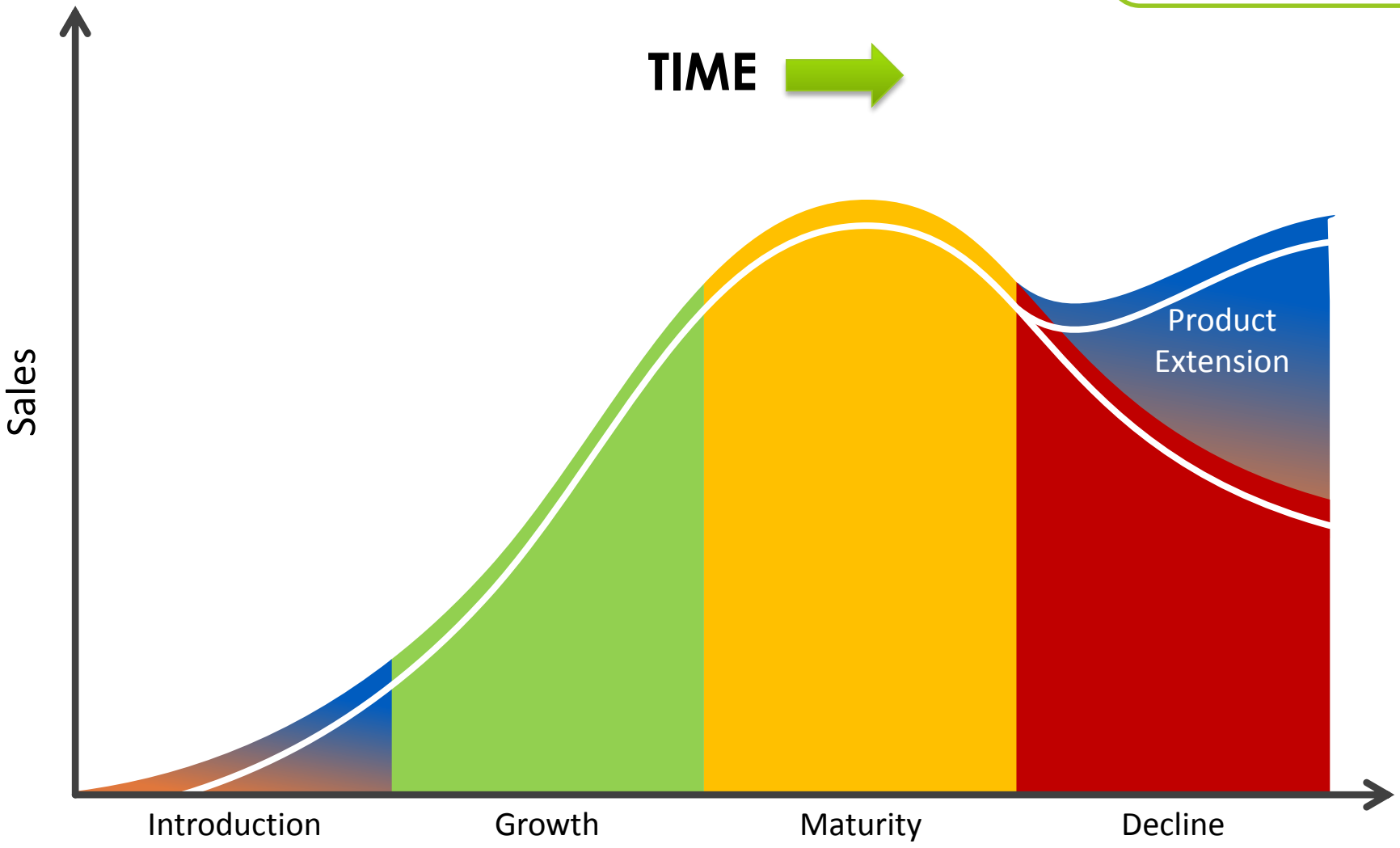
Simple Cradle to Cradle Diagram

Cradle to Grave



Simple Cradle to Grave Diagram

Product Life Cycle



Stakeholder Management and Organization Roles

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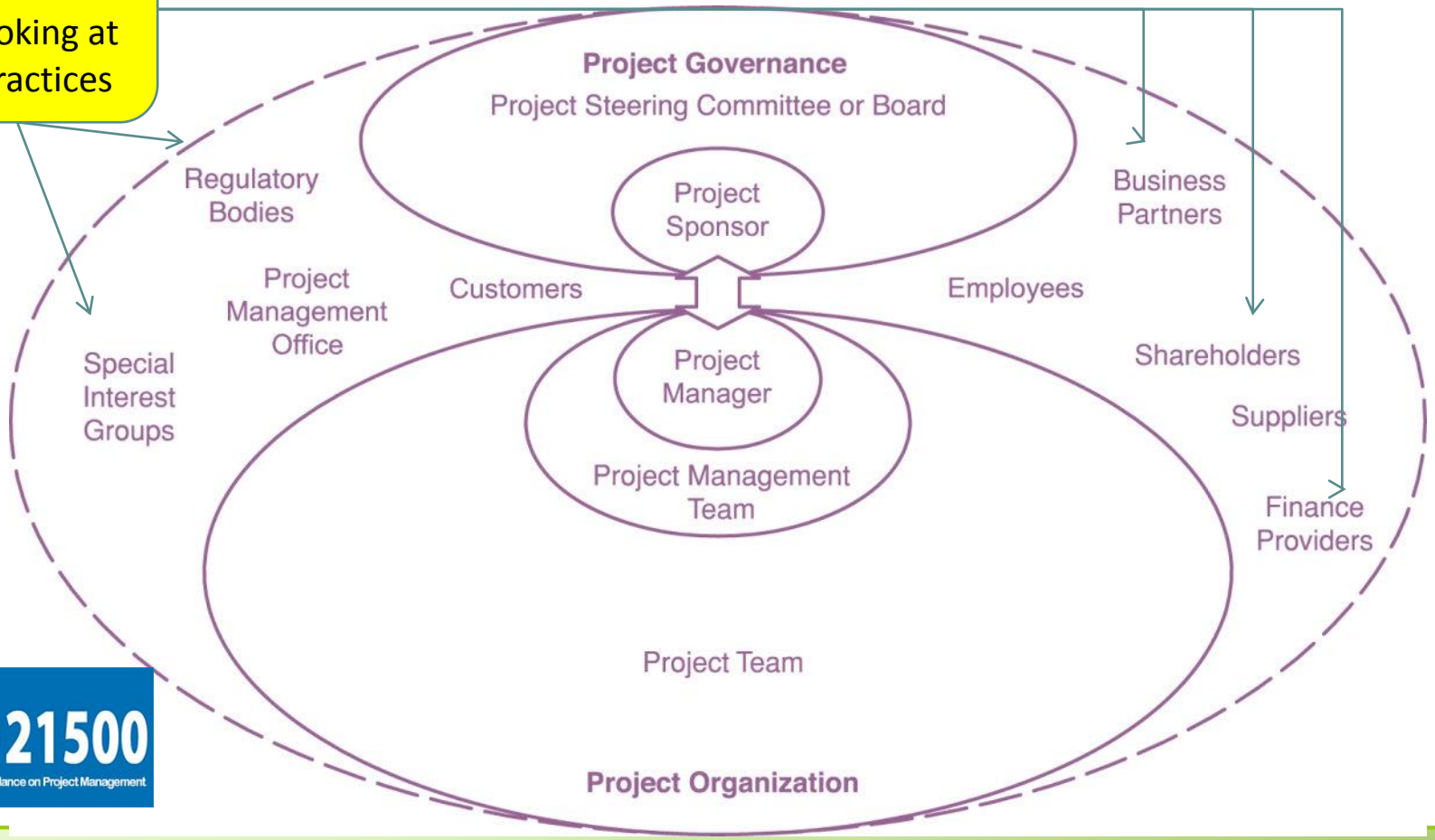
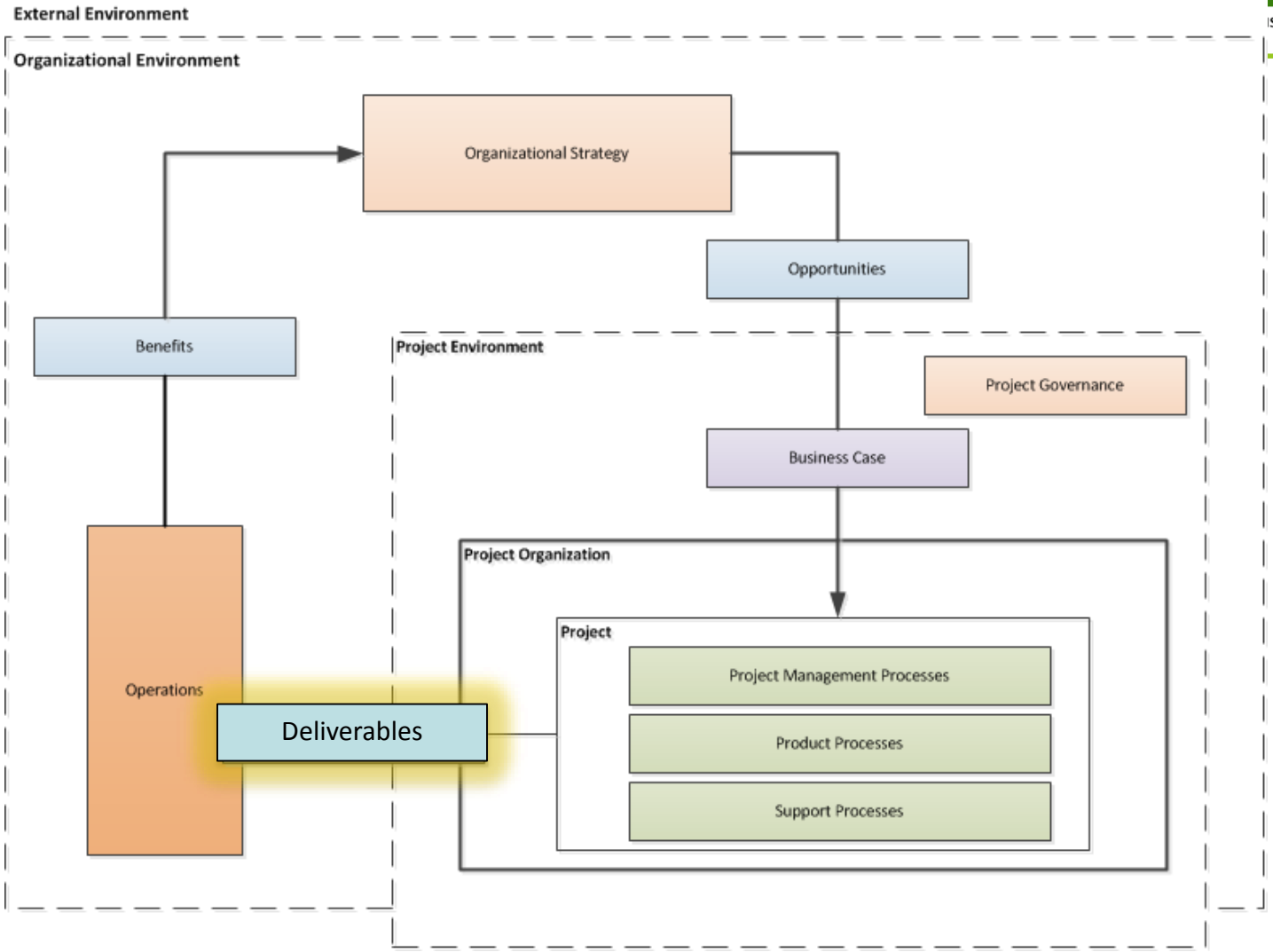
These Stakeholders are looking at CSR Practices



ISO 21500 Guidance on Project Management

Deliverables from a concept to relationships perspective



Handover

- Product Delivery (Deliverables)
- Acceptance Criteria
- Punch List
- Transfer of Ownership
- Handover and Acceptance Process
- Key Stakeholders present
- Start Up requirements and knowledge transfer
- Review of risks and issues to be transferred into operations phase with deliverable

Closure

- Closure Report
  - Compared to Success Criteria and reviewed against each milestone
  - Transfer/close outstanding Risks and Issues
- Carry out audits, close documentation
- Contract review and closure
- Asset lifecycle review and team redeployment
- Carry out Post Project Review
- Project Sponsor Formal Sign Off

We have covered

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- Project and Product life cycles.
- Product Lifespans Cradle to Cradle and Cradle to Grave
- Project phases such as Initiate, Plan Implement and Close.
- The relationship between phases and stages.
- The PRiSM Flow
- The Product Life Cycle

The P5 Standard

Module	Module Covers	Learning outcomes
10 The P5™ Standard	**The P5™ Standard**	Be able to use the P5 standard for project selection, risk management, and sustainability governance.
Language		
English		
Version		
5.0		

Introducing the GPM® P5™ Standard for Sustainability and Project Management

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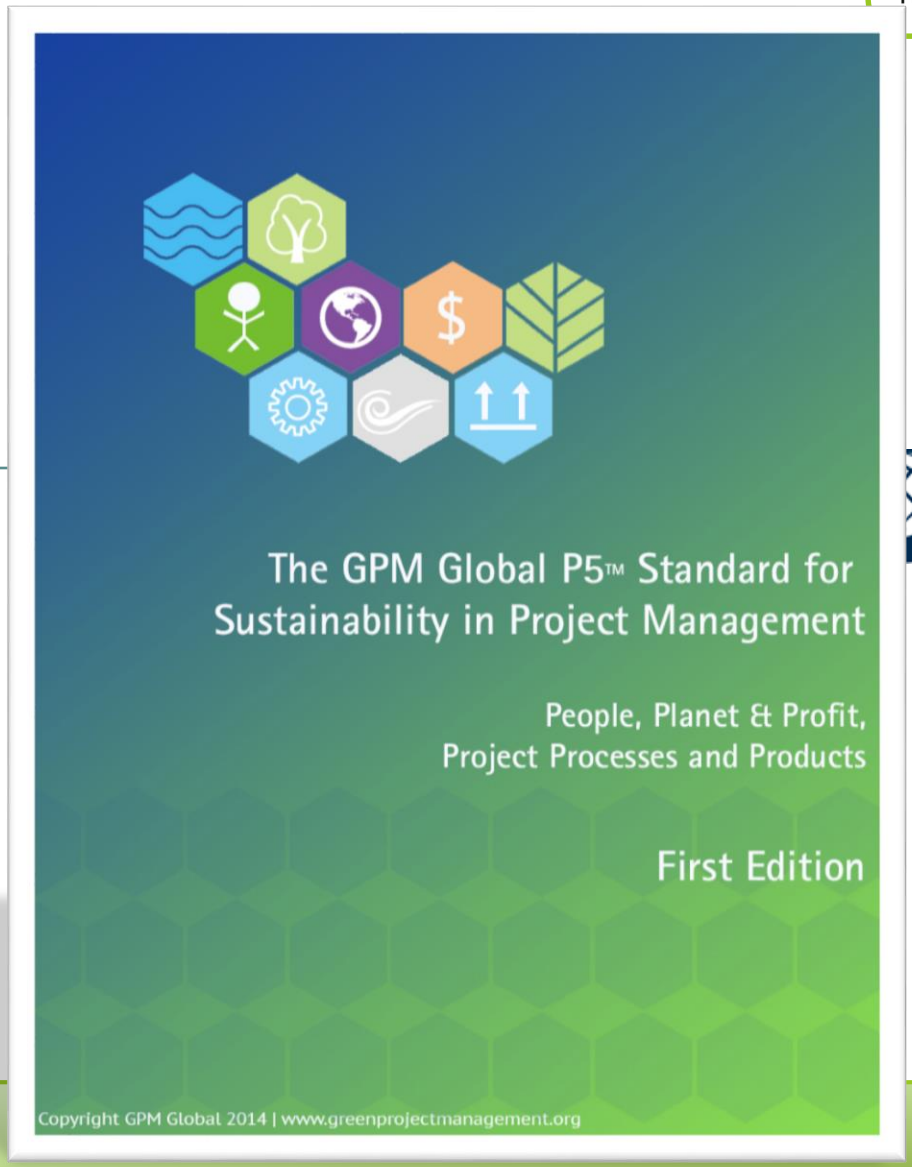

THE GLOBAL COMPACT

Global Reporting Initiative™ G4

P5 Overview

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- Five measureable elements to sustainability
- Each measured individually and through Mutual Possession
  - Planet (Environmental aspect)
  - People (Social aspect)
  - Profit (Financial aspect)
  - Process (Governance aspect)
  - Product (Technical aspect)

The P5 Chart

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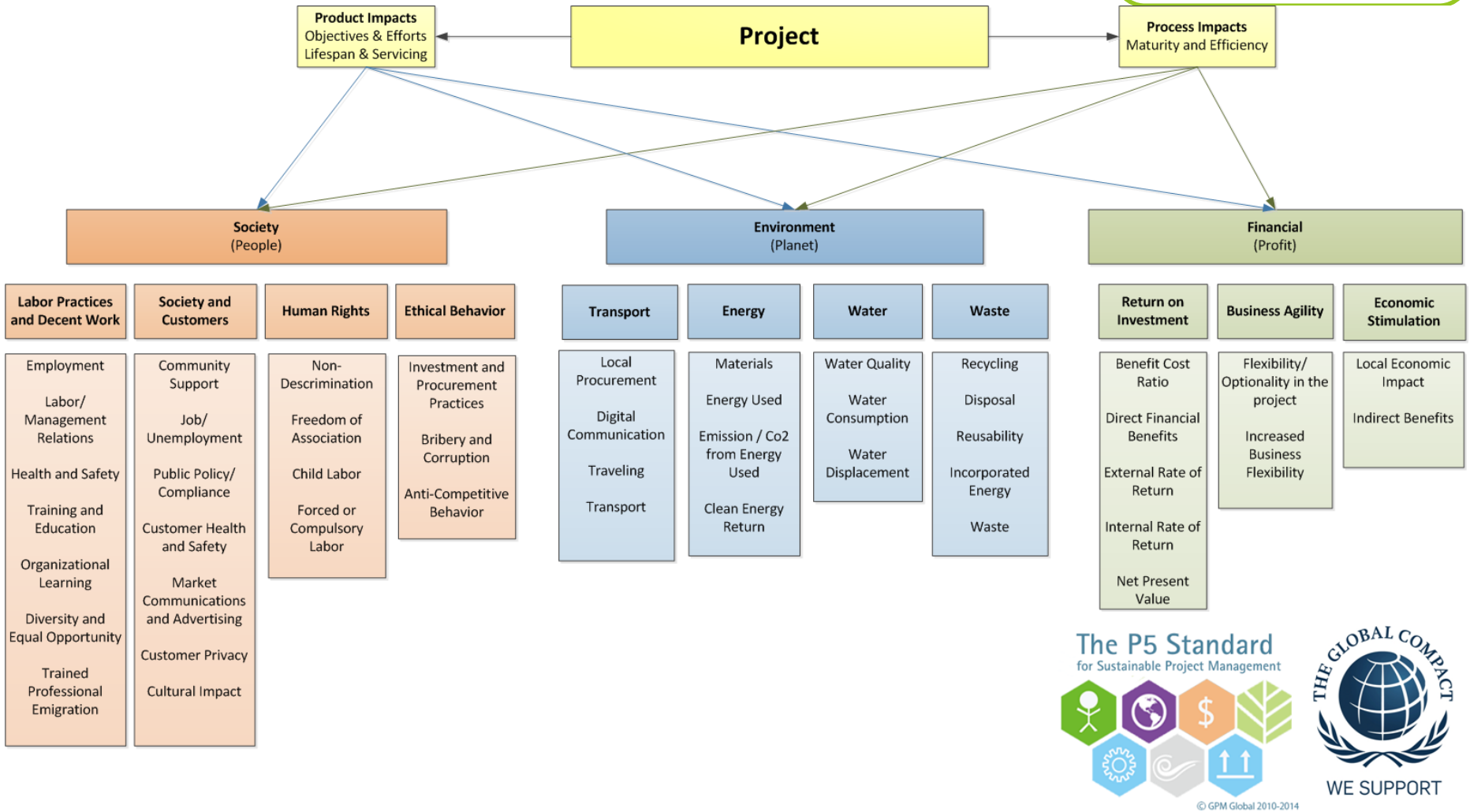

The P5 Standard
for Sustainable Project Management

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THE GLOBAL COMPACT
WE SUPPORT

What is a product?

A "product" defined to be any tangible or intangible service, good(s), change, resource, business result or outcome undertaken by an organization using the project management processes as the method to create, update, expand, maintain and eventually dispose of the products, with the objective to use the "product" to provide future benefit to the organization. "

Products commonly follow four stages

- **Introduction** – A product is introduced to the market
- **Growth** – the product starts to grow in the market
- **Maturity** – the product is established, sales increase and eventually stabilize
- **Decline** – the stage where the product begins to decline and either the market for the product is no longer there.

What is a Project Process?

According to ISO 21500, A process is a set of interrelated activities. Processes used in projects are generally categorized into three major types:

- Project management processes, which are specific to project management and determine how the activities selected for the project are managed;
- Delivery processes, which are not unique to project management, which result in the specification and provision of a particular product, service or result, and which vary depending on the particular project deliverable;
- Support processes, which are not unique to project management and which provide relevant and valuable support to product and project management processes in such disciplines as logistics, finance, accounting and safety.

How to Perform the Analysis

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1. There are several ways to perform a P5 impact analysis. Developing a risk register using each element, as a category is the simplest.
2. The most effective way is to use a scoring system.

The P5 Standard
for Sustainable Project Management

Example

- When using a scoring system, each product deliverable and project process will be scored against each element of P5 based on a positive/neutral/negative scale ranging from a neutral (0) high (+ or -3), medium (+ or -2), and

	Deliverable 1	Deliverable 2	Deliverable 3	Score
Carbon Emissions	+3 (high /negative)	+1 (low negative)	-2 (medium positive)	+2

- This method is a simplified Analytic Hierarchy Process, one of the most popular analytical techniques for complex decision-making problems.
  - *Note: An AHP hierarchy can have as many levels as needed to fully characterize a particular decision situation.*

Why do this?

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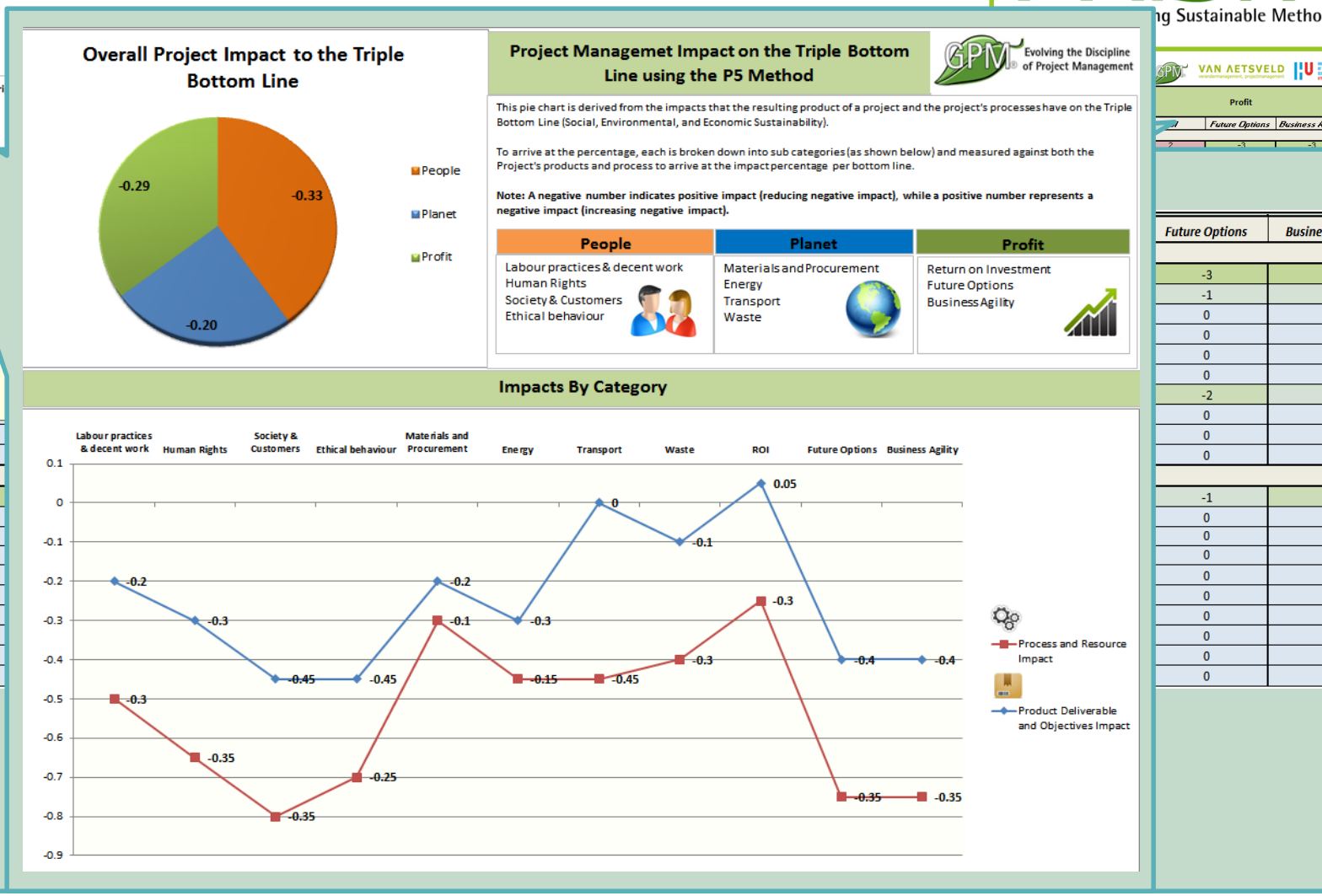
- The P5 impact analysis will provide key insight on where the problem areas are from a sustainability perspective.
- Once the analysis is completed, the items that pose a risk (anything with a + score) should be sectioned off and reviewed, and mapped to into a Sustainability Management Plan (SMP)

A lot of good info…



Project Product and Process Impacts	Categories, Sub Categories and Elements			GRI G4 Element Alignment	UN Global Compact Ten Principles
	Economic Sustainability	Return on Investment	Direct financial Benefits	Economic Performance	
			Net Present Value		
		Business Agility	Flexibility/ Optionality in the Project		
			Increased business flexibility	Market Presence	
			Local Economic Impact		
			Indirect Benefits	Indirect Economic Impacts	
	Environmental Sustainability	Transport	Local Procurement	Procurement Practices	Businesses Should Encourage the development and diffusion of environmentally friendly technologies
			Digital Communication		
			Traveling		
			Transport	Transport	
		Water	Water Consumption	Water	Businesses should undertake initiatives to promote greater environmental responsibility
			Water Table impact (Quality/Quantity)		
		Energy	Energy Used	Energy	Businesses should support a precautionary approach to environmental challenges
			Clean Energy Return		
			Emission / Co2 from Energy Used	Emissions	
		Waste	Recycling		Undertake initiatives to promote greater environmental responsibility
			Disposal		
			Reusability		
			Incorporated energy		
			Waste		
	Social Sustainability	Labor Practices	Employment	Employment	Businesses should uphold the elimination of all forms of forced and compulsory labour
			Labor/ Management Relations	Labor / Management Relations	
			Health and Safety	Occupational Health and Safety	
			Training and Education	Training and Education	
			Organizational Learning		
			Diversity and Equal Opportunity	Diversity and Equal Opportunity	
		Human Rights	Non-Discrimination	Equal Remuneration for Men and Women	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. Businesses should uphold the elimination of discrimination in respect of employment and occupation
			Freedom of Association	Freedom of Association and Collective Bargaining	
			Child Labor	Child Labor	Businesses should uphold the effective abolition of child labour
			Forced and Compulsory Labor	Forced and Compulsory Labor	Businesses should make sure they are not complicit in human rights abuses
		Society and Customers	Community Support	Local Communities	
			Public Policy/ Compliance	Compliance	
			Customer Health and Safety	Customer Health and Safety	
			Products and Services Labeling	Products and Services Labeling	
			Market Communications and Advertising	Market Communications	
			Customer Privacy	Customer Privacy	
		Ethical Behavior	Investment and Procurement Practices	Supplier Environmental Assessments	Businesses should support and respect the protection of internationally proclaimed human rights. Businesses should work against corruption in all its forms, including extortion and bribery.
			Bribery and Corruption	Anti-Corruption	
			Anti-Competition Behavior	Anti-Competition Behavior	

Group Exercise
Learning How to use P5

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You are a project manager for ABC Beverage Company who just Came up with a new idea "bottled water".

With your project management hat on, what are some examples of projects that would be associated with bottled water?

The P5 Standard
for Sustainable Project Management

P5 and…

- Project Governance – How could it be used?
- Risk Management – How could it be used?
- Project Selection – How could it be used?

We have covered

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The P5™ Standard