



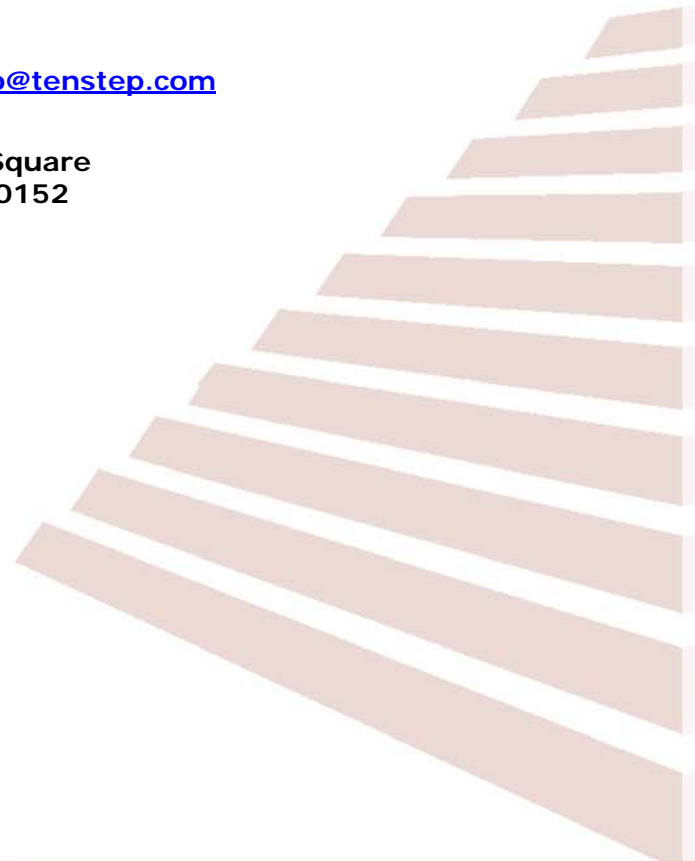
Is Your PMO Ready to Go Green?

A TenStep White Paper

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Is Your PMO Ready to Go Green?

Overview

Organizations around the world are implementing formal project management processes and disciplines to deliver their work initiatives on time, within budget and to an agreed upon level of quality. Part of the ability to execute better, faster and cheaper comes from your ability to implement common and scalable processes and practices across your entire organization. Many organizations have attempted to deploy common processes through a focused Project Management Office (PMO).

Additionally, many of these same organizations are focused on environmental conservation. One of the future roles of a Project Management Office may be to help a company implement green and environmentally friendly practices.

How Can Your PMO Apply "Greenthink"?

The PMO can apply "greenthink" by incorporating environment-related factors into the products and services that the PMO is responsible for. Let's look at some typical PMO responsibilities to see how PMOs can go green.

- **Processes and methodology.** A PMO usually owns the project management methodology, but can also have responsibility for portfolio management, business planning, development lifecycle and other organizational methodologies. These processes can be modified to determine when green thinking may be applicable. The PMO should not write processes that mandate environmental costs at the expense of providing business value. Instead, the emphasis should be placed on understanding when environmental factors should be considered.
- **Training.** Many PMOs are responsible for training the staff to build competencies and ensure good processes and techniques are understood and practiced. This training can be reviewed two ways. First, environmental awareness should be encouraged and taught to the staff. Second, the staff should be trained in how the new green practices have been integrated into existing processes.
- **Project and organizational assessments.** Many PMOs currently are responsible for assessing projects and organizations to determine how well they are adhering to standards and policies. These project audits could be expanded to also validate how well each project team is following the company's environmental standards and policies.
- **Metrics and best practices.** The PMO would be the logical place to coordinate the collection and consolidation of metrics (measures) related to green processes. The PMO can also collect green key learnings from projects to help formulate a set of green best practices that will be applicable to all projects.
- **Environmental Management System (EMS) representative.** Organizations that are serious about incorporating green practices usually have created an EMS. The EMS provides guidance for all of the departmental initiatives related to environmental policies. The EMS usually requires broad participation and buy-in across the company. A representative from the PMO would be a logical candidate for the EMS Steering Committee.

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How Can a PMO Begin to Go Green?

As the advocate for project management in organizations, PMOs already have a natural role as supporters and promoters of various standards and processes within their organizations. It seems that there is a logical next step for PMOs to advocate and align environment-related items into its project management processes. The PMO should not write processes that mandate environmental costs at the expense of providing business value. Instead, the emphasis should be placed on understanding when environmental factors should be considered.

Companies that already incorporate environmental processes such as an Environmental Management System (EMS) and have established PMOs may be better positioned to incorporate the environmental discipline into their project management methodology. They already operate within established processes in both of these areas. The next step could be to determine how best to incorporate environmental aspects into their PMO governance and project management processes.

How does a PMO begin to participate in GreenPM?

PMOs often own the project management methodology and any future updates applied to the methodology. These are often packaged as a "Methodology Release" project. A PMO could apply environmental-related factors as a methodology enhancement release project and create its version of GreenPM:

- A PMO would first take an inventory of all of its project management processes, standards, and templates. This will help in assessing all parts of the

methodology and determining where environmental aspects may apply. For example, scope change requests can include an analysis of the environmental impact as well as the business value and the project impact.

- The PMO could identify the areas where project teams can evaluate their decisions based on current factors as well as environmental factors (eg, scope changes, quality requirements, etc) and incorporate these areas into their methodology.
- The PMO could obtain input from various stakeholders, including those involved in the company's environmental aspects and/or EMS. This could be one group who approves that the green aspects added in to the project management methodology align with the company's environmental policy.
- The PMO could then complete the environment customizations in its methodology, or assign a team to complete the customizations. The green methodology may be adopted more rapidly with participation from individuals who will use the methodology on their projects. This approach may reduce the learning curve and gain buy-in earlier in the deployment of the new green methodology.
- Simultaneously, the PMO could be planning and communicating the new methodology release to its various stakeholder groups.

Summary

In our everyday lives, we recognize that the environment is a shared, global responsibility. Organizations can also continue to extend their environmental responsibilities throughout their departments. PMOs

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can be one of these additional avenues for organizations to champion their environmental focus. All projects cannot achieve the same level of environmental gain but it seems that all projects can consider an environmental component.

Project management does not have to be a daunting task.

We have done it before.

Contact us for more information.

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About TenStep

TenStep, Inc. (www.TenStep.com) is headquartered in Atlanta, Georgia (USA), and specializes in developing, consulting and training in business methodologies. The company's flagship product is the TenStep Project Management Process®, which has been licensed to thousands of companies and individuals around the world. In addition, TenStep has training, consulting and business methodology products covering Project Management Offices, portfolio management, software development and application support.

The TenStep process is translated into 14 languages, allowing it to be utilized by organizations in most parts of the world.

TenStep meets the needs of local businesses with a network of offices in the USA and around the world.

Our training classes include:

- **Project Management (advanced and basic)**
- Preparing for the PMP Exam
- Earned Value Management
- Setting up and Running Project Management Offices
- Setting up and Running Portfolios
- Gathering Business Requirements
- Many, many more

Our consulting services include:

- Project management deployment and customization
- Project Quickstarts
- Setting up PMOs
- Project management coaching, auditing documentation review
- Managing your projects
- Many more

About the Authors:

Tom Mochal, PMP is the president of TenStep, Inc. (www.TenStep.com), a methodology development, consulting and training company. He is also the head of The TenStep Group, a network of TenStep offices supporting the TenStep process in numerous languages and countries around the world.

Mochal is author of a book on managing people called "Lessons in People Management" and a companion book on project management called "Lesson in Project Management". Mochal also authored all of the TenStep methodology products.

Mochal recently won the **Distinguished Contribution Award** from the Project Management Institute for his work spreading knowledge of project management around the world.

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Mochal is a speaker, lecturer, instructor and consultant to companies and organizations around the world. He is a member of the Atlanta, Georgia (USA) chapter of the Project Management Institute (PMI), the American Management Association (AMA), the American Society for the Advancement of Project Management (asapm®), and is a partner in The Management Mentors, a group dedicated to building knowledge in project management, IT management and leadership/personal development.

Andrea Krasnoff, PMP, is Director of Consulting Services of TenStep, Inc. She is a member of the Atlanta, Georgia (USA) chapter of the Project Management Institute (PMI).

Krasnoff has more than 17 years in project management, program management, and PMOs. She has managed and delivered projects of various sizes, including rescuing and successfully delivering troubled projects for several clients. Andrea has been responsible for development groups and consistently delivered business-related systems to meet strategic business needs.

In addition to the GreenPM TenStep white papers, Mochal and Krasnoff have co-authored columns on the subject of Green Project Management (GreenPM) for Tech Republic, www.techrepublic.com, The International Community for Project Managers, www.theicpm.com, and allIPM.com.

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