



Methodology | Training | Certification

"Evolving the Discipline of Project Management"



www.greenprojectmanagement.org





What is Project Management?

More specifically, what is a project and why does it matter? It's a temporary group activity designed to produce a unique product, service or result. It can be as individual as a small wedding, as unique as half-bath remodel, or it can be as involved and difficult as getting a man to the moon and back. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. A project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. Because they are temporary endeavors, a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies. The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market — all are projects. And all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organizations need. Project management, then, is the application of knowledge, skills and techniques to execute projects effectively and efficiently. It's a strategic competency for organizations, enabling them to tie project results to business goals — and thus, better compete in their markets. It has always been practiced informally, but began to emerge as a distinct profession in the mid-20th century. The real question then becomes: How will these organizations gain skilled team members who can leverage competency in project management.

Competency and Certification

As with so many other professions, project managers require training and certification to validate and demonstrate competency. A nurse, doctor, lawyer, and engineer all require certifications and demand a rigorous course of study to obtain them. To lesser degree realtors, insurance agents, and building contractors require licenses and certifications as well and proudly include evidence of them in a professional signature. Project managers in organizations generally have been employees who have held different titles and been pressed into service on an as needed basis but recently, the value of having a specific expert whose sole job is to focus on completing projects for an organization has come into sharp focus.

The value of the role of project manager has grown so significantly that worldwide there are over 18 million project managers according to the Gartner Group in 2009. Out of that very high number, 5% take on additional training and have to demonstrate competency through a proctored exam or a series of exercises to earn a certification. The most prominent of these certifications are called the Project Management Professional® (PMP®) or the IPMA-A®. These certificate holders are in high demand and the individuals who seek them are growing as organizations are seeking to fill open positions with certified project managers. According to Salary.com, these jobs requiring a certified project manager average \$80,000/year. One of the two organizations, the Project Management Institute or PMI as they are known serves as the accrediting and standards body for the PMP® credential. The organization licenses its standards and materials to training organization, creates and proctors the exams for their certifications globally, and manages the recertification for 500,000 certificate holders around the world. Each candidate for certification must apply for a fee, complete 35 coursework hours which are structured for a fee, and then take the certification exam again, for a fee. PMI offers membership in their professional group, as do many groups for other professions and the hard earned certification must be re-certified every three years with costs associated there as well. The PMP® credential has become big business for those who seek it, those who train candidates for it, and for those who certify it.

The certification and methodology on which it is based is sound but, there are gaps and opportunities for improvement. At its core, Green Project Management® exists to address an opportunity for improvement. An opportunity for building on the already established methods created for the profession of project management by offering a new perspective, a new credential for competency, and a new opportunity to create a profitable enterprise by serving the best interests of the project management community.

What is Green Project Management?

Green Project Management® (GPM®) is the inclusion of sustainable methods to the process by which projects are defined, planned, monitored, controlled and delivered. As projects are unique, transient endeavors undertaken to achieve a desired outcome, by their nature they bring about change. As a result of over 70 years combined working in project management and working through many challenges with regard to sustainability, the founders of GPM experienced a paradigm shift of thought which defined that the existing standards for project managers could be enhanced. This paradigm shift is foundational to Green Project Management and



to the standards, methodology, and ultimately the educational product offerings and certifications that serve as the basis for this prospectus. The existing project management methodology concentrates on a triple constraint, factoring Cost, Time, and Resources.

Sustainability is not a consideration. GPM's PRISM method not only addresses these three points but does so through the lens of an additional five factors: People, Planet, Profit, Process, and Product—called the P5 methodology. The benefit and impact of the change and the adherence to P5 to determine how "green" it is.

Project Management, as a discipline has been continuously evolving since the times of early civilization. It wasn't until the mid-20th century however when Project Management as a discipline began to take on a definitive form with the Pioneering minds of Henry Gantt who developed the Gantt chart and Henri Fayol the architect of the five management functions that are the basis of today's various bodies of knowledge.

Tools, techniques, methods and standards continue to be honed and streamlined by organizations, both public and private and certifications based on a project manager's ability execute based the use of these standards give further credence to the discipline. Since the adoption of ISO 14001, which exists to help organizations minimize how their operations impact the environment and comply with applicable laws, the subject of sustainability through project management had remained nebulous at best as there had been a lack of continuity among organizations who desire to use project management as the mechanism to impart change.

As a best practice organization, GPM® is working to streamline and promote the practical application of green project management® to not only decrease an organization's negative environmental impact but achieving business objectives in a manner that does not preclude future generations from meeting their own needs.

The GPM® Approach

Worldwide there are over (70) project management professional associations. Many of these are regional or locally based and tied to a single country or geographic area. All of these organizations focus on a narrow approach to project management that excludes considerations for sustainability. This is in direct opposition to the trending concerns of all industries, the recently concluded UN conference on sustainable development, and the majority of Fortune 500 companies and world leaders who pledged to development private and public partnerships to directly address this need. GPM's standards for project management addresses these needs and our processes, training programs, and certifications bridge the gaps created from existing project management methodology being misaligned with the shift in societal needs and business demands. With regard to green project management and sustainable applications to achieve success in this emerging discipline, GPM is uniquely positioned as the leader and the ONLY group that has offered not just theory but practical, repeatable methods and tools to aid project managers in any field worldwide.

The approach is simple and replicates many other professional associations who offer certifications, licensure, and enhancements to their membership and practitioners. First, GPM Global exists as a governing body for training standards, validation, and accreditation for certification. Our structure is in accordance with ISO 1724 which requires that organizations that certify professionals be separate from the training and facilitation bodies.

GPM® Products and Offerings

Certification

GPM Global offers four types of certifications:

- The *Green Project Manager (GPM-b)* designation which is intended for project management professionals who wish to specialize. This is the entry level knowledge-based certification and the credential that the majority of practitioners who are new to the concept of sustainability will seek to attain.
- The *Green Project Manager (GPM®)* designation which is intended for project management professionals who wish to specialize. This is the core competency based certification and is the credential that the majority of practitioners will seek to attain.
- The *Certified GPM®Trainer (GPM®Trainer)* designation which is meant for an individual which acts as a license to teach green project management courses.



- The *Certified GPM®Advisor (GPM®Advisor)* designation which is meant for an individual who already has the GPM Trainer certification and who certify and train GPM®Trainers.

Criteria to obtain the entry level GPM-b® designation

To be eligible for the GPM-b candidates must have 2,000 hours experience managing projects and the sufficient knowledge to realize sustainable outcomes. In order to qualify the candidate must have the knowledge and competency to achieve a passing score on the GPM-b examination.

The Certification Exam Format

The exam is a 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

Criteria to obtain the GPM® Certification

Experience

Applicants must hold a four-year degree (bachelor's or the global equivalent) and a minimum of 6,000 hours experience managing projects.

OR

A secondary diploma (high school or the global equivalent) with at least five years of project management experience, with 8,000 hours managing projects.

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

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

- Project Complexity - A point system based on CIFTER (www.globalpmstandards.org)
- Sustainable Methods Employed (Measurable Standards and Controls)



- Sustainable Outcomes (Project Deliverables)
- Achievement of Project Objectives (Evidence of Sustainable Organizational Process Assets)

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

GPM Training

GPM Global currently offers four training products as courses of study:

- *PRiSM Integrations*—A (3) hour online workshop that teaches practical tools such as PESTLE and sustainability management planning.
- *PRiSM Foundations*—An (8) hour course that gives an overview of sustainability in project management. This course touches on key aspects of governance and integration of green methodologies. Upon completion a Course Completion Certificate is granted.
- *PRiSM Practitioner*—A (30) hour case study driven and comprehensive course that covers all aspects of project management and sustainability. Participants gain the knowledge and competency to directly implement the PRiSM methodology to drive positive change in their work environment. Upon completion a Course Completion Certificate is granted.
- *GPM®Enterprise Customized Courses*—A GPM®Practitioner level course which is customized and specific to the students and their field of work. These are requested as on-demand and involve consultant hours for customization, onsite training, and real-world case studies that are relevant to the enterprise and students. Upon completion a Course Completion Certificate is granted.

Organizational Membership

Joining the GPM Global professional association offers many of the same advantages and perks of other similarly positioned groups such as benefits for members only and professional discounts on materials and courses.

- Annual Membership (Standard) = \$75.00/individual
- Annual Discounted Memberships
 - Partners/Affiliates = \$50.00
 - Students = \$30.00 (Note: This is a (2) year membership)
- Annual Corporate Membership (50 Named Users) = \$7,500.00
- Annual Corporate Membership (100 Named Users) = \$12,000.00
- Annual Corporate Trainer Membership (Unlimited Users) = \$20,000.00

Practitioner Certification Fees

- **The Green Project Manager (GPM®)**
 - Application fee = \$500.00 (Non-members) \$400.00 (GPM®Members)
- **The Green Project Manager (GPM-b®)**
 - Exam Fee \$199

Educator Certification Fees

- **The Certified GPM®Trainer (GPM®Trainer)**
 - Certification fee = \$300.00

Current Licensed Training Providers - Once the foundation was established, we set out to market the course and delivery method. We quickly gained interest from three organizations to become training partners and established strategic partnerships.



QA Ltd. Is Europe's largest provider of project management and IT training. They have over 1.5 million clients and were our first training provider with licenses in the UK and Republic of Ireland. They are online at www.qa.com/GPM



Avanza is a well-respected project management training and coaching organization. They are licensed for Mexico and Spain. Avanza is online at www.avanzaproyectos.com



Alert Management Consultants is a leading provider of Project Management Services, specializing in competency assessments, training and professional services. Based in Belgium, AMC supports our programs in the Benelux region and is our strategic partner for competency and self-assessments with their best of breed KOAN-PM competency scan and Alert 360° evaluation instrument. | www.alertlearning.be



CMCS is the Middle East leader in offering enterprise portfolio project and risk management value for money solutions. Our passion to help the world to get rid of failed projects and achieve what we strive for A World without Failed Projects. With 17 offices in 15 countries covering key locations in the Middle East, Africa, Europe and Asia and more than 100 staff members who have served more than 2,000 clients. www.cmcs-mena.com

Strategic Partnerships –We are affiliated and or accredited by the World's most recognized entities on Project Management and Sustainability.



The ASAPM has listed us GPM® as competence enablers, and has requested that the GPM® president serve as the director of standards on their executive board. We are presenting at their world congress in Greece this October on the topic of sustainability



All Training Providers are PMI R.E.P.S and therefore The Project Management has reviewed our material and allows Class A Professional Development units (PDUs) to be given for individuals who take our courses and want to apply the credit towards their certification renewals.



The International Society of Sustainability Professionals has added us as their subject matter experts on project management and actively promotes us and our courses.



The American Sustainable Business Council is a network of nearly 50 business associations across the United States, representing over 150,000 businesses and 300,000 business executives, owners, and investors. These associations endorse principles of sustainable and socially responsible business, and they support the development of strong local Main Street economies. Their relationship with the GPM is a new partnership to bring methods that support their ongoing efforts.



GPM is a member of the UN Global Compact whose policy framework for the development, implementation and disclosure of sustainability principles and practices, related human rights, labor, the environment and anti-corruption, our pledge advocacy to advance these principles within our sphere of Influence extends to all corners of the globe.

GPM® Global Background Information

The planet Earth is on a pace to reach a population of over nine billion by 2050 at the current rate of growth. Humanity is burning through natural resources at a pace three times more than the planet can produce. In a keynote speech at the 2008 International Project Management Association World Congress, their Vice-President Mary McKinlay stated that “the further development of the project management profession requires project managers to take responsibility for sustainability”.

In the past few years, efforts have been made to encourage the large project management organizations, such as the Project Management Institute (US), Association of Project Management (UK), and the International Project Management Association to adopt sustainability as a part of their bodies of knowledge which dictate the standards by which project managers adhere to. Currently, there are three main “Books of Knowledge” which serve as tools to support and guide project managers. These books are the PMBOK® Guide (Project Management Body of Knowledge—advocated by PMI), the APMBOK® (Association for Project Management Body of Knowledge—advocated by the APM), and the ICB (IPMA Competency Baseline—advocated by the IPMA). To date, sustainability and long term planning for “green” project management has not occurred within these books as an addition to the overall strategy. The tools that are the most respected and most utilized have not incorporated these fundamentals into the methods presented to the profession. The question is why?



Joel Carboni Presenting to PRISM at the International Design Expo in Dubai, UAE on September 24th 2012



Lorena Perdomo, of Avanza Spain, presenting PRISM at the Projects without Borders Conference in Sevilla Spain, October 1st, 2012

The reason that this has not occurred is due to the fact that projects are defined within each of the books as temporary endeavors with a defined beginning and end to meet specific goals and objectives whereas sustainability has been associated with organizational culture and long range initiatives.

GPM® was established as a direct response to Mary McKinlay’s challenge stated above. We are an organization dedicated to the advancement of the practical application of sustainable project management practices to decouple environmental degradation and economic growth.

Our mission is to evolve the discipline of project management to enable organizations to improve the construct and delivery goods and services without compromising the ability of future generations to meet their own needs.

GPM Training

Our training courses center on our unique EnVex methodology, an andragogical (adult learning) approach which incorporates classical instruction on core project management and sustainability methodologies and principles, with an iterative hands-on approach challenging participants in a case study driven environment to apply new techniques to real-life situations.

The EnVex approach imparts new ways in achieving business objectives while reducing waste and resource consumption spanning five measurable bottom lines which are fundamental to the curriculum. This approach imparts new ways for achieving business objectives while reducing waste and resources consumption. The business model of GPM® Global is structured so that we partner with the world’s foremost training organizations to deliver the courses while we focus on developing new and creative ways to advance the message of sustainability. Already, companies such as Adobe, SAIC, and Cushman Wakefield have taken the practitioner course in the United States and the BBC in London’s first course is scheduled for September 24th.

Our certifications, the GPM® and the GPM-b, are distinctions that represent a specialized focus and adherence to the social responsibility component of project management whereby the incorporation of sustainable methods ensures that the environmental impacts are decreased without sacrificing business objectives.

We are built on a commitment to global citizenship through helping organizations around the world build skills that enable them to participate in and contribute to a healthy economy with a commitment to environmental stewardship.

PRiSM

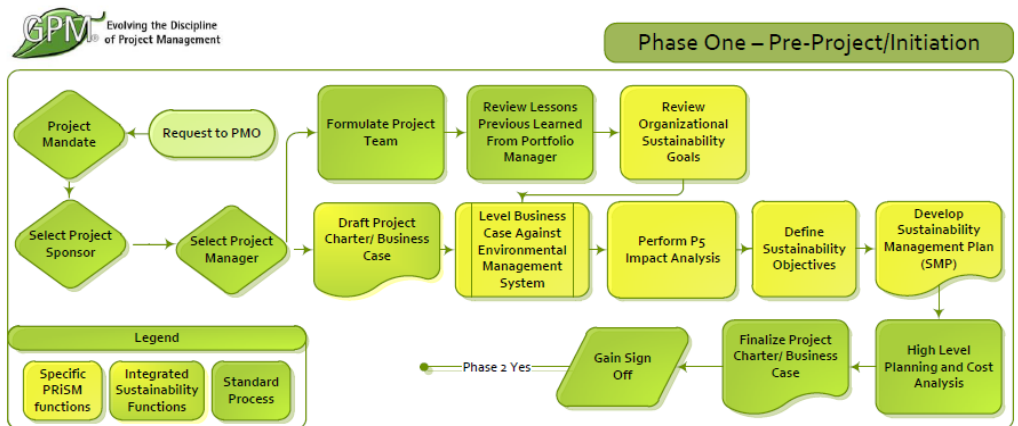
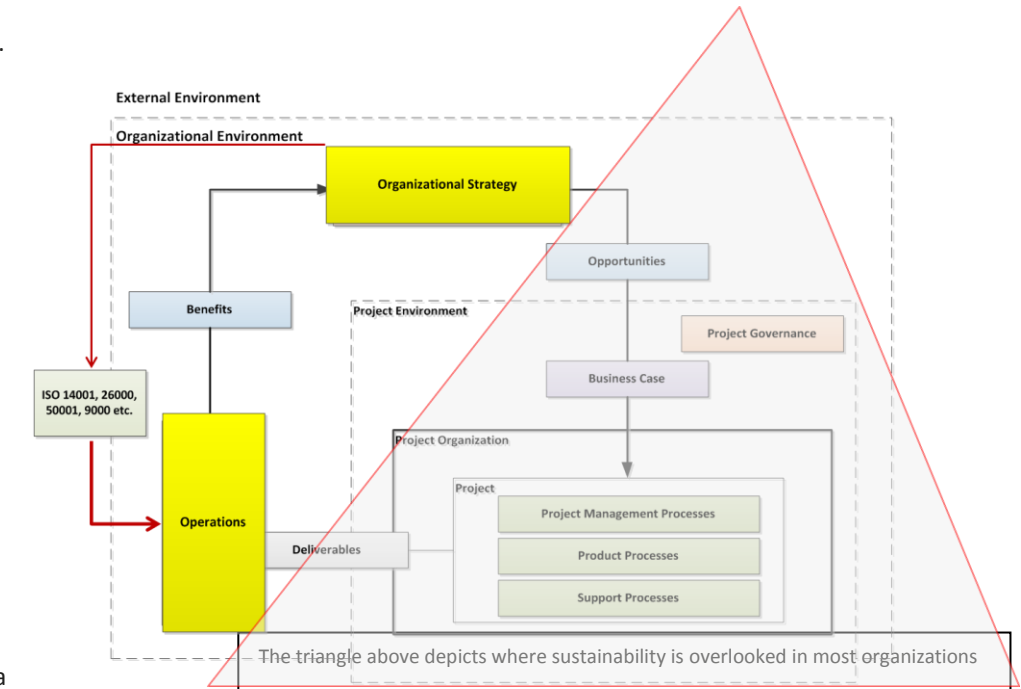
Projects integrating Sustainable Methods

PRiSM is not a replacement for any of the bodies of knowledge. Rather, it is a project management method that encompasses all the essentials for running a successful project based on sustainable principles. The method ensures delivery of business objectives while reducing negative environmental impact.

One of the ways it works is through a project sustainability management plan or "SMP". The sustainability management plan is a document that outlines how the project will be governed from a sustainable standpoint and is a subsidiary to the project management plan that ties project objectives to organizational goals and standards.

The SMP's core purpose is to allow an "in principle" decision to be made of those projects which fit strategically within the aims and priorities of the organization with regards to its policies and guidance on environmental and sustainability governance. It adds value to what is already provided (whether this is via partners or suppliers) and the investment is likely to offer financial value.

When using the PRiSM method, the SMP provides sufficient information to allow for an assessment of the investment proposal's viability and support before committing resources and approving the development of the project. Information included in the SMP is used to support the preparation of the organization's Full Business Case, governance throughout the project lifecycle, tie-ins to standards as well as short and long term organizational goals across five bottom lines or P5 (People, Planet, Profit, Process, and Product).



The first of the four phases of PRiSM outlining the sustainability governance integrators

Green Project Management-Global—an Overview

GPM® Global is a sustainability based project management organization that accredits professionals and programs. We adhere to the highest management standards and support courses and certifications based on industry specific competencies. Our accreditation board that oversees the GPM® certification adheres to a strict assessment process based on GAPPS standards (globalpmstandards.com) to ensure that credential holders can have pride and confidence in their accomplishments and recognize that the certification is relevant and valuable. Green Project Management provides innovation to the project management profession by enhancing the already established project management framework defined by the five major process groups and nine primary knowledge areas. Green Project Management presents as a foundational enhancement the concept of PRISM: **"Projects integrating Sustainable Methods"** which is a green project management delivery method and conceptual curriculum basis. It leverages the wisdom and standards set forth in the established "Books of Knowledge" utilized by project managers throughout the world and integrates an applicable framework of sustainability derived from ISO: 14001.

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

GPM® Global is comprised of subject matter experts in Project Management, academia, and environmental management. Our consortium is actively advancing the practical application of sustainable methods and is committed to aligning with organizations that share the same values. As a primary mission goal, GPM® Global seeks to maximize value in the long term for the project management profession. Our team, training partners, and strategic alliances have demonstrated an extraordinary commitment to our long term success. With continued hard work, passion, commitment to the profession, and good fortune it is our most ardent hope that this effort will be as sustainable as the methodological enhancements that we teach to project managers everywhere.

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

With a strong commitment to our discipline, the environment and society. We WILL make the world a better place one project at a time.

A handwritten signature in black ink that reads "Joel Carboni".

Joel B. Carboni
President and CSO
GPM Global