PSM³

Portfolio, Program & Project Sustainability Model ™

The GPM Global Organizational
Assessment Model for Sustainable
Change Delivery

GPM
Evolving the Discipline
of Project Management

www.greenprojectmanagement.org/psm3

PSM3™

Sustainability is a critical component of how organizations view their overall performance. The UN Global Compact reports that 93% of CEO's worldwide see sustainability as the key driver for business success, risk mitigation and defending / enhancing brand image.

The ability to successfully deliver on strategy, or the execution imperative, has become a major focus with executives. Organizations need to quantifiably demonstrate the value / worth and expected benefits of change delivery around projects and programs supporting strategic goals. The importance of leveraging organizational capability, individual skill sets and change delivery governance is critical in order to achieve the required level of quality, adaptability and performance on a consistent and reliable basis.

The PSM3™ assessment model is designed to assist your organization in determining where you are now and validate where you want to be in order to prepare a sound investment plan to improve your organization's sustainability benefits maturity and realization.

PSM3™ is part of the GPM integrated framework to evaluate and improve organization's sustainability maturity around organizational change.

The PSM3™ assessment model is designed to run independently, or as a supplement to other global project, program, portfolio management maturity models (PMI's OPM3™, Axelos's P3M3™, and IPMA's Delta™).

Leveraging PSM3™ will support your organization's continuous improvement and maturity of integrated sustainable processes and systems for organizational change that directly aligns with your mission critical organizational strategies around environmental and social responsibility in alignment with the UN Global Compact's Ten Principles, 2015-Business Post Engagement Architecture and Global Reporting Initiative's G4 Reporting Framework.

- Reduce uncertainty around your organizations capability and capacity to delivery strategic goals & objectives
- Increase abilities in making more informed organizational investment decisions
- Improved management of the contribution that organizational changes add to your organization's strategy
- Better understanding what your most important change initiatives are
- Improve understanding of the overall social and economic return on investment that your portfolio

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Current Portfolio, Program, and Project Management Practices, higher maturity yields **higher performance and a higher maturity level is linked to sustainable project delivery.**
- Price Waterhouse Coopers

How Does PSM3™ Work?

PSM3 is a value based, principle-focused process that assesses organizational capacity, culture and competence for integrated green and sustainable change delivery. The model is designed to enhance factors that drive business performance while meeting the needs of consumers, investors, stakeholders, and the natural environment.

PSM3™ differs from other types of assessments by focusing on the systems and governance principles that drive change delivery from a sustainability (social, environmental, and fiscal) point of view.

Organizations are continually adapting to the ever changing global market in order to thrive, perform and in some cases survive.

Level 5	Principled	Based on Value Creation to improve society and the environment through their products and services.
Level 4	Optimized	Aligns with corporate principles and values towards a sustainable model. Seeks out opportunities to improve products and services.
Level 3	Essential	Makes proactive efforts to improve profitability by becoming eco-friendly.
Level 2	Foundational	Manages liability and adheres to all labor, health & safety, and environmental regulations.
Level 1	Provisional	Has Ad-hoc sustainability policies and practices in place that are inconsistent.
Level 0	Undefined	Zero sustainability practices in place and is at high risk. Ignores environmental and social regulations.

The GPM sustainability scale for organizational assessment.

Success hinges on the ability to deliver change while making the most of finite resources and operating as efficiently as possible. In order to achieve performance objectives, organizations must first have a clear and accurate understanding of where they are in contrast to where they think they are, where they want to be and what it will take to get them there.

A PSM3™ assessment takes into account social, environmental, economic and other values as they pertain to organizational culture and decision-making processes for change delivery and provides a clear and concise outcome to support your organization's goals for advancement from a sustainable perspective.

PSM3™ operates in accordance with the United Nations Post-2015 Business Engagement Architecture which illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development

1. **Sustainable Development Priorities / Long Term Business Goals** - the opportunity to advance sustainable development goals is strong motivation for business to integrate sustainability into strategies and operations. These motivators drive long-term business strategy as the understanding of the growing convergence of public and private interests.

2. **Transparency and Accountability** – as more companies increase their sustainability reporting efforts, the need to compile thorough and legible records becomes critical.

3. **Platforms for Action and Partnership** – In order for corporate sustainability to have the impacts on a global scale that is necessary, collaborative platforms such as the UN Global Compact, Global Reporting Initiative, World Business Council for Sustainable Development, World Economic Forum, and Business for Social Responsibility must be supported and work in collaboration with a shard objective.

4. **Drivers and Incentives** – a growing driver for corporate sustainability can be found within each market the company operates. Stakeholder, investors, employees and consumers are demanding more sustainable solutions.
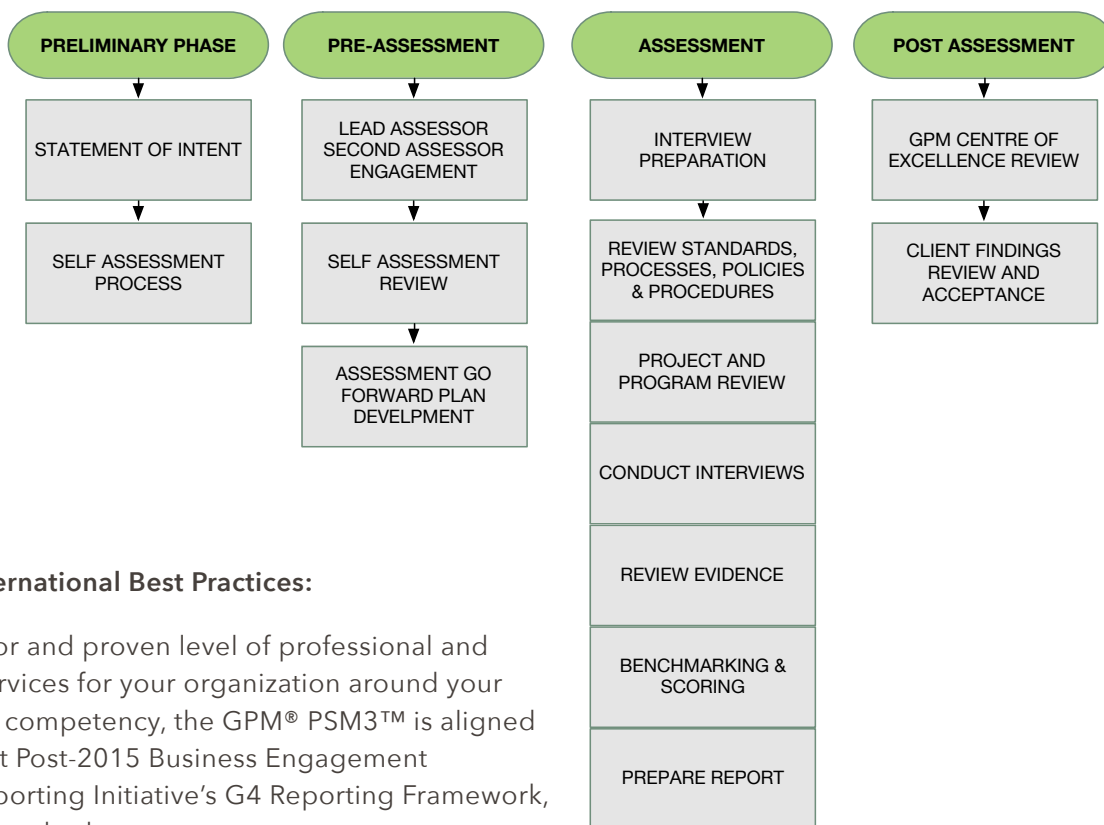

THE GLOBAL COMPACT

WE SUPPORT

GPM Global is the first Project Management Organization to Pledge Support for the UN Global Compact and is a founding signatory of the UN Business for Peace Initiative.

The PSM3™ Assessment Process

The PSM3™ assessment process aligns with international best practices in order to provide a superior and proven level of professional and independent assessment services around your sustainable change delivery competency. The engagement process is a four phase approach.

PSM3™ Alignment with International Best Practices:

In order to provide a superior and proven level of professional and independent assessment services for your organization around your sustainable change delivery competency, the GPM® PSM3™ is aligned with the UN Global Compact Post-2015 Business Engagement Architecture, The Global Reporting Initiative's G4 Reporting Framework, and the following ISO/IEC standards:

PRELIMINARY PHASE
- STATEMENT OF INTENT
- SELF ASSESSMENT PROCESS

PRE-ASSESSMENT
- LEAD ASSESSOR SECOND ASSESSOR ENGAGEMENT
- SELF ASSESSMENT REVIEW
- ASSESSMENT GO FORWARD PLAN DEVELPMENT

ASSESSMENT
- INTERVIEW PREPARATION
- REVIEW STANDARDS, PROCESSES, POLICIES & PROCEDURES
- PROJECT AND PROGRAM REVIEW
- CONDUCT INTERVIEWS
- REVIEW EVIDENCE
- BENCHMARKING & SCORING
- PREPARE REPORT

POST ASSESSMENT
- GPM CENTRE OF EXCELLENCE REVIEW
- CLIENT FINDINGS REVIEW AND ACCEPTANCE

ISO Standard	Title/Description
BS ISO/IEC 15504	The concepts of process assessment and its use in process improvement and process capability determination.
ISO/IEC TS 17021-4:2013	Conformity assessment - Requirements for bodies providing audit and certification of management systems
ISO 19011:2011	Guidelines for auditing management systems
ISO/IEC 17065	Conformity assessment — Requirements for bodies certifying products, processes and services
ISO 14000 Series	14001: Environmental Management Systems 14004: EMS General Guidelines 14010: Guidelines for Auditing of an EMS 14012: Auditing - Qualification Criteria
ISO 20121:2012	Event Sustainability Management Systems - Requirements with guidance for use
ISO 21500	Guidance on Project Management
ISO 9000 Series	The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best known standards for organizations who require that their products and services consistently meet customer requirements and that quality is consistently improved.
ISO 10006	Guidance on the application of quality management systems.

Starting the Process

GPM PSM3 assessments are coordinated through the GPM Centre of Excellence Director Peter Milsom. Contact Peter at: peter.milsom@greenprojectmanagement.org or at +1 (800) 580-3719