

Taken from *Becoming a Sustainable Organization: A Project and Portfolio Management Approach*, by Kristina Kohl, MBA, PMP. © 2016 CRC Press.

**Table 6.3 Project Checklist to Promote a Sustainable Culture**

	Yes	No
<b>Project Charter</b>		
Is the project in alignment with both business and sustainability goals?		
Is the project cross-functional in scope?		
Are sustainability goals part of the project?		
Are goals SMART-Specific, Measurable, Achievable, Relevant, Timebound?		
Has the project sponsor included performance metrics for sustainability goals?		
Is the project owned by a business function(s)?		
Is the project initiation global?		
Is the project execution local?		
Was the project selected based on sustainability portfolio standards?		
<b>Stakeholder Engagement</b>		
Have both internal and external stakeholders been identified?		
Have external stakeholders been included in the requirements gathering process?		
How will stakeholder concerns be addressed in the project?		
Are there opportunities for stakeholder partnerships?		
Are volunteer and community outreach programs in place?		
<b>Human Capital</b>		
Has diversity been addressed in the composition of the project team?		
Has cultural diversity been considered in scheduling and communication?		
Is sustainability part of all team members responsibilities?		
Are members of the project team familiar with organization's sustainability goals?		
Do they understand their role relative to project goals and metrics?		
Have incentives been developed to support project sustainability metrics?		
Is the compensation structure in line with living wage standards?		
Is the working environment safe?		
Are employees empowered to identify opportunities to enhance sustainability performance?		
Does the project address issues identified by sustainability value mapping?		
<b>Communication</b>		
Is a reporting structure in place for sponsor and or steering committee?		
Has a communication plan been created for external stakeholders?		
Has a communication plan been developed for internal stakeholders?		
Has the organizational communication style been considered in the plan?		
Has the use of acronyms and company terms been considered?		
Is internal and external messaging consistent?		
<b>Monitor and Control</b>		
Are ESG metrics incorporated into projects?		
Are ESG metrics part of tollgate reviews?		
Is the project team educated on the code of conduct?		
Is a code of ethics in place? Is the project plan in compliance?		
Is technology or an information management system being used to track data?		
Is a recognized reporting standard being used?		
Do PMO standards include sustainability criteria, templates, lessons learned, best practices?		
<b>Vendor Management</b>		
Is there a supplier code of conduct?		
Are vendors chosen that meet this code?		
Is there an evaluation and remediation process for vendors?		
<b>Risk Management</b>		
Has the risk tolerance of the organization been considered?		
Has climate change risk been incorporated into the project?		
Has brand and reputational risk been considered?		
Has country compliance risk been considered?		
Has existing and pending regulatory risk been considered?		

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**Table 6.3 Project Checklist to Promote a Sustainable Culture (Continued)**

**Customers**

- Does this project open new markets?
- Does this project address a customer sustainability opportunity?
- Does the project address a customer compliance requirement?
- Does the project improve our competitive ranking?

**Operations**

- Does the project help to meet environmental, social, or governance goals?
- Does the project reduce resource requirements?
- Does the project impact product/service life cycle?
- Does the project promote employee education on sustainability?