RESPONSIBILITY AND SUSTAINABILITY IN PROJECTS

Peter J. A. Reusch

peter.reusch@fh-dortmund.de
University of Applied Sciences and Arts, Dortmund, Germany
Faculty of Business Administration
Emil-Figge-Str. 44, 44227 Dortmund

Keywords: Responsibility, sustainability, sustainability project management, ISO 26000, ISO 21500, ISO 20151


1. Roots and Classical Standards

Sustainability and responsibility shape human life and are strengthened by the definition of human rights, by the Global Compact and further strategies. Core issues are:

- Balance and integration of the social, economic and environmental components of a community
- Meet the needs of existing and future generations
- Respect the needs of other communities in the wider region or internationally to make their communities sustainable.

ISO 26000 on social responsibility is a lighthouse on sustainability and responsibility for all areas. With the growing importance of projects and project management these issues become more and more important in this area. Tracks on responsibility and sustainability in project management are visible in recent standards. ISO 21500 had been derived from PMBOK® of PMI and introduced a new knowledge area on stakeholder management – even before this knowledge area had been defined in the 5th edition of PMBOK®. A stronger focus on stakeholders supports responsibility and sustainability. Corporate social responsibility is by definition is a multi-stakeholder concept.

2. New Standards

ISO 20151 on sustainable event management was derived from the project management experience of the Olympic Games in London. This standard is a prototype for the integration of responsibility and sustainability in project management standards in the future and in further areas.

A new similar approach on a full integration of responsibility and sustainability in projects is offered by the International Institute of Sustainability Project Management – IISPM – [5]:

1
“Key Components of the sustainability management processes:

- Model of sustainability management processes across the project lifecycle
- Responsibilities and commitments reflecting the organization’s definition of and commitment to sustainability efforts
- Use of a Sustainability Breakdown Structure
- Definitions of sustainability risk probability and impact along with related scales and metrics
- Stakeholders’ tolerances related to sustainability risk” [5]

In the book on Social BPM [8] business processes are reshaped to integrate responsibility and sustainability.

3. **Full Integration of Responsibility and Sustainability in the Future**

The full integration of responsibility and sustainability in all knowledge areas and core processes in project management is necessary and extends the horizon as shown in the figures below.

**Figure 1: Project Management – Sustainable Project Management**

**Figure 2: Horizon and Scope of Sustainable Project Management**

There are further contributions for selected knowledge areas like [10]. The integration of responsibility and sustainability is also an issue of lean project management [9].
4. References


