

Project Management Series

SPOTLIGHT ON THE ENERGY SECTOR



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Education: B.Comm.(Co-op.) '91 (Memorial University)

Experience: With over 25 years of experience in the energy industry, Janet Green has established herself as a senior business management professional. Her career journey began with early exposure to small business operations, eventually leading to high-level roles in project management for multi-million-dollar engineering, procurement and construction contracts. Janet is known for her ability to foster collaboration, anticipate challenges and implement efficient business practices.



JANET GREEN

LET'S TALK ABOUT PROJECT MANAGEMENT

What does your average day look like as the director of project services?

I spend most of my days engaging with people, which I find to be the most rewarding part of my work. A lot of my time is focused on looking ahead, anticipating what's coming in the next week, month or year. My role is to ensure that people, plans and tasks are all aligned. It's incredibly fulfilling to experience the sense of accomplishment when teamwork leads to a great result.

Can you tell us about your journey into project management?

I often say that I didn't exactly choose project management; it might have chosen me. I've always been passionate about running businesses, which includes setting up controls, improving efficiency and creating a well-functioning system. This approach helps tackle complex decisions with informed strategies. I've been fortunate to gain a wide range of experiences in Newfoundland and Labrador, working on everything from small businesses to large-scale projects. Early in my career, I got hands-on experience with small businesses

through my family, sparking my interest in business operations and project management. In 1992, after graduating, I joined one of the contractors working on the Hibernia project, PCL Aker Stord-Steen and Becker, as a project accountant. I quickly gained more accountability and progressed into more senior roles on the project. After the project activities ended, I continued representing them in Newfoundland and Labrador, handling any issues that arose and ensuring a smooth close out of joint venture activities.

The experience I gained from Hibernia was foundational in my career. It allowed me to take roles associated with subsequent projects such as Terra Nova, White Rose and Hebron. Working on Hibernia was a unique opportunity that provided invaluable experience in the industry. These early experiences laid the foundation for my career in supporting major projects.

"Understanding the big picture has been key in my project management career. I've worked with both small businesses and mega-projects, focusing on creating efficiencies and aligning technical disciplines with business goals. My experience underscores the importance of collaboration, listening and thinking outside the box to overcome challenges."

How did the work terms you took as part of the B.Comm.(Co-op.) program at the Faculty of Business Administration contribute to your career development and prepare you for the challenges in project management?

My work terms gave me valuable insight into how things function in the real world, going beyond what I learned in the classroom. I completed two work terms with Hope Brook Gold, a gold mine on Newfoundland's southwest coast owned by BP Resources. During that time, I gained hands-on experience in areas such as payroll, procurement and on-site operations. That practical exposure was incredibly beneficial and influenced my approach to project management.

I believe practical experience is crucial for getting the most out of your post-secondary education. It's only when you see how things work in practice that everything truly clicks. You don't really understand the experience until you dive in yourself.

How have you bridged the gap between business and the technical disciplines in your projects? What challenges have you faced in doing so?

It's essential for technical disciplines to understand and align with broader business objectives. There needs to be a clear understanding of why the business exists — most projects aim to be efficient, whether through cost or schedule execution and most times both. Every aspect of the project should support that goal. Effective leadership should champion both the business process and technical aspects, while acknowledging the challenges on each side.

When developing processes, it's important to make sure they're engaging and beneficial for everyone involved. If a process is well-designed and effective in achieving its objectives, people will get behind it. This approach helps close the gap between business and technical teams.

How important is networking in your career, and how can new graduates effectively build their professional networks?

Networking isn't just about attending events and meeting new people. It's about building relationships in everyday situations — whether it's with vendors, suppliers or colleagues. Every moment at work is an opportunity to network.

Finding a mentor or multiple mentors is so important. I've been fortunate to sit at boardroom tables with some of the most

senior and respected figures in the industry, and throughout my career, I've received invaluable support and mentorship.

“Hard work, resilience, and sticking to my principles helped me navigate project challenges. I also found that supporting my leadership and working hard in challenging times led to great opportunities in the future.”

What advice would you give to current students who are interested in pursuing a career in project management, especially in the oil and gas industry?

Leverage work terms; they are tremendously valuable. Set your sights on something specific and use those work experiences to enhance your learning. Work terms allow you to connect theoretical knowledge to real-world applications, giving you a more comprehensive understanding of the industry and helping you to be better prepared for your career.

Seek mentorship, listen, ask questions and always strive to learn from every opportunity. Gaining practical experience is crucial as it allows you to understand the big picture and apply what you've learned academically. This practical exposure will help you achieve the best results in your career.

“Find your passion and give yourself time to discover what that is. Once you find it, go all in and give it your best.”

Contact us

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