

Industry Spotlight—Distribution Supply Chain

Contributed by Scott Casstevens, PMP, M.S.

This is the first in a series of articles that focus on Project Management in different industries. This month's spotlight is on wholesale distribution supply chain in the grocery industry. Scott Casstevens, Business Analysis Group Manager, provides us with a vignette of the Project Manager/Business Analysis role at Associated Grocers of New England.

Because grocery distribution is a low profit margin industry, the roles of Business Analysis (BA) and Project Management (PM) are tightly integrated. The BA requires fluency in both disciplines and methodologies. BAs at Associated Grocers research solutions to problems and technology options for the senior team, then lead the implementation using Agile or Waterfall processes. BAs architect the project in every detail, making implementation easier and risks easily identifiable.

Scott is involved in all phases of Project Management. He manages the Business Analysts and develops the workflow for the development team. His group is involved in a variety of project types, including technology implementations, process improvement, business systems improvements and upgrades, and business analytics for all cross functional groups. From a management perspective, one significant challenge is controlling priorities within the workflow from project definition to implementation to the development team or contractor.

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So, What Changed in PMBOK 6?

Join us on February 21 at the Portsmouth Country Club, Greenland, to find out what changed in PMBOK 6. Nora Collition, PMP and President-Elect of the PMI New Hampshire Chapter will discuss changes that will be reflected in upcoming certification exams. If you are already certified, you will also need to understand PMBOK 6 changes as a practicing project manager.

The updated Project Management Body of Knowledge (PMBOK) fills many gaps and introduces new processes and concepts. Processes are now organized around process groups, as opposed to knowledge areas. It maps the PM role to the talent triangle to emphasize the need for process, business alignment, and technical skills needed by PMs. And, it introduces Agile in Project Management.

For more information, visit www.pmi-nh.org and click the link in Upcoming Events. For more information, visit www.pmi-nh.org and click the [February 21 Chapter Meeting](#) link in the Upcoming Events sidebar.



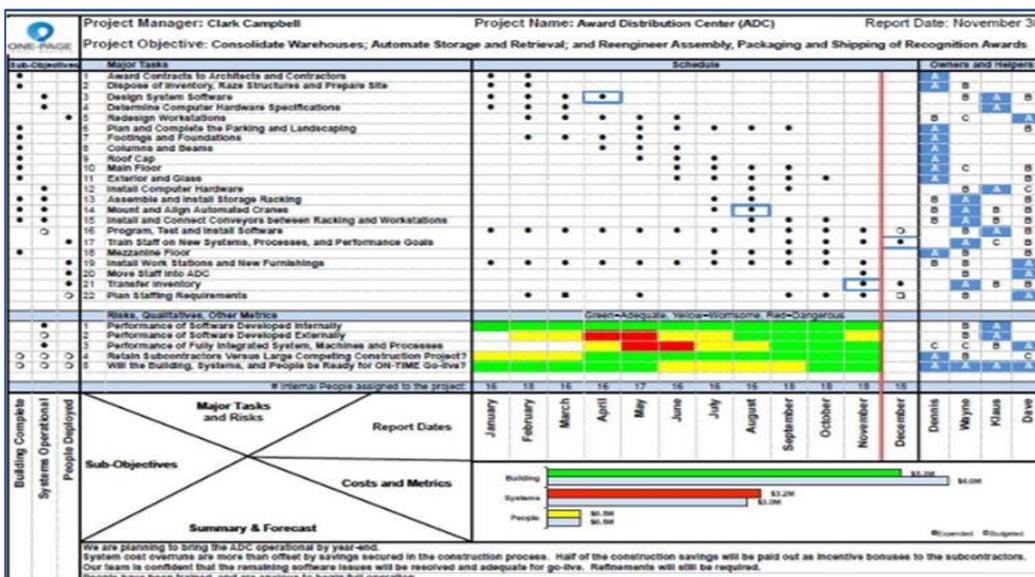
The One Page Project Manager

Book review by Bernadette Donnelly, PMP, M.S.

If you are searching for a concise, visual, and inclusive project management, tracking, and reporting tool, you may want to consider the One Page Project Manager (OPPM). This is an Excel-based tool that was developed for a \$10 Million construction and computer system project for O.C. Tanner in the early 1990s. Since then, it has been used in all industries and for projects of all sizes and types, including waterfall and agile.

When understood and completed, the OPPM visually communicates the entire project to all project stakeholders, including upper management. This tool enables busy executives to make strategic decisions and solve business problems with key project data at their fingertips. At the same time, it supports execution by the project team by visually communicating the right information to the right people at the right time to get the job done.

The One-Page Project Manager graphically and visually displays **Tasks**: the how, **Objectives**: the what and the why, **Timeline**: the when, **Cost**: the budget, and **Owners**: the who. Multiple books by Clark Campbell describe how to create OPPMs.



Here is a quick synopsis of the twelve steps to constructing the OPPM:

- The **Project Header** is a high-level project description that follows the project throughout its lifecycle. It includes the project name, project manager, the overall objective, and the report date.
- **Owners** are the DRIs (designated responsible individuals) who are accountable for tasks. As the OPPM is built, each owners is linked to at least one task.
- The **Matrix** (the X, lower left) visually shows the intersection of the OPPM elements of tasks, risks, qualitative metrics, reporting intervals, cost metrics, summary and forecast.
- **Sub-Objectives** are business objectives subordinate to the overall objective in the Project Header. As the OPPM is built, sub-objectives are tied to tasks.

The OPPM visually provides key information for executive business decisions on one sheet of paper

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Claim Your PDUs



When you attend a PMI New Hampshire Chapter event, you can claim your PDUs on the [PMI website's](#) Continuing Certification Requirements System page, [Report PDUs](#). After attending the event, you will receive several emails that contain your PDU information. One is a survey for the event and another contains your certificate of attendance. You can also find the PDU information on www.pmi-nh.org under Events >> Previous Events PDUs.

PMI recently changed Continuing Certification Requirements System (CCRS) to include more emphasis on skills outlined in the [PMI Talent Triangle](#). Based on your certification, you are required to complete 30 or 60 PDUs every three years in subcategories of Education and Giving Back, as described on the PMI certification page, [Ways to Earn PDUs](#). Education categories include courses or training, organizational meetings, online or digital media, reading, and informal learning. Giving Back categories include working as a practitioner, creating content, giving presentations, sharing knowledge, and volunteering.

You can find more information about the CCRS program and requirements on the PMI CCRS [Handbook & Guides](#) page.

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People liked moving sticky notes across the Kanban board when they accomplished their tasks.

Scott has improved project management execution by implementing a visual Kanban board to track projects through to completion. Here is his description on moving from traditional to Agile-based tools.

With Agile and Waterfall projects occurring at the same time, Scott needed a way to visually share project information across the BA/PM and Development teams. He wanted everyone involved to understand project priority and the status of each in the project lifecycle.

Initially, he chose MS Project but quickly moved to MS Excel because of the teams' lack of familiarity with Project. Using Excel, he found that he was the only one reviewing and updating project information. Eventually, he built a Kanban, or Process Flow, board and set it up in the common area of the workspace. He labeled the columns Pending, Selected, Ready, Development, Test & Done. During project implementation, sticky notes are moved from left to right, visually showing current status. This approach is working well. Scott says that people like moving the sticky notes when they accomplish something.

If Scott could have given himself advice five years ago, he would have said, "get out in front of things and anticipate the organization." Future challenges are learning the skills needed to make accurate business assessments.

What advice does Scott have for other Project Managers/Business Analysts in this industry? He says, "embrace the BA/PM role as an integrated tool. In medium to smaller organizations this person is more valuable than a PM."

To spotlight your industry, please send email to publications@pmi-nh.org. Bernadette will send you a list of questions to help you get started.



Who Will Lead in 2018?

Every year, the New Hampshire Chapter holds elections in May to comply with our bylaws. Leadership roles provide members with the opportunity to grow their project management, management, and leadership skills. If you are interested, contact President-Elect, Nora Colliton at president-elect@pmi-nh.org or complete the volunteer form on the [Get Involved-Volunteer](#) page of our website.

This year, the following positions will be staffed with new leaders. Are you one of them?

- President-Elect
- Vice President of Finance
- Vice President of Membership
- Vice President of Community Relations
- Vice President of Professional Development

See the [Position Description](#) page for details of these positions. Details about the 2018 election and other volunteer positions are on the [Volunteer page of the PM NH website](#).



Recognize PM Excellence in New Hampshire

We need your candidates for the 2017 PMI New Hampshire Chapter Awards. This program recognizes outstanding efforts of members, people who support them and who they support. It also increases the visibility of the New Hampshire Chapter in the state and in our local communities.

Please submit your nominations for:

- Individual PM of the Year
- Project of the Year
- Company of the Year

For more information visit the [Awards and Recognition](#) page of the PMI New Hampshire website. Use the forms at the bottom of the page to submit your candidates. The 2017 award winners will be announced at the June Chapter Meeting.

Remember the Food Bank

Winter is a tough time for people who need help. PMI New Hampshire Chapter is a sponsor of the New Hampshire Food Bank.

Remember to bring non-perishable food products with you to every Chapter meeting you attend. Or, if you can't attend in person, you can send a check. Make it payable to NH Food Bank and mail it to 700 E Industrial Park Drive, Manchester, NH 03109.



Chapter Meeting Ticket Change

When you attend chapter meetings, if you plan to have dinner, you must register and pay online by the posted deadline, typically the Saturday before the meeting date. If you attend to listen to the speaker, only, you will now pay at the door. This change allows our meeting planners to provide an accurate dinner count to the restaurant and it reduces fees for transaction processing and no-shows.

OPPM from page 1.

The OPPM is an easy-to apply organization tool summarizes complex projects on a single, information-rich page.

- **Major Tasks** identifies project tasks. They are clear, distinct and manageable by one primary owner who is accountable for its completion.
- **Aligning Tasks with Sub-Objectives.** In this step of construction, each is matched to at least one sub-objective.
- **Report Dates** are the project meeting and status reporting intervals. They form the project timeline to manage task completion and project burn rates.
- **Aligning Tasks to Report Dates.** This OPPM construction step links tasks to report dates. As a task is completed during execution, a circle or checkmark will be placed in the intersecting cell.
- **Aligning Tasks and Schedules to Owners.** Each owner is assigned to a task. There must be at least one primary owner for each task.
- **Risks, Qualitatives, and Other Metrics.** This section lists subjective metrics that are tracked through the project timeline with colors: red, yellow, and green.
- **Costs and Metrics.** Once costs are determined, this section shows the burn rate using a bar chart.
- **Summary and Forecast.** This section is a clear, concise statement representing the current health of the project. The forecast identifies next steps and future forecast based on the project status. It can be used to explain time, budget and overages.

After using the OPPM for multiple projects of varying types and sizes, I found that it is only effective if the project team keeps it current and if project stakeholders understand how to interpret it for the project status.

For more information and other books about the One-Page Project Manager, see www.oppmi.com.

JANUARY NEWSLETTER CONTRIBUTIONS

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