CM Trends

News and Perspectives for CM Professionals

in this issue

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Your Guide to the Future is a Process Guide

by Leo Clark

and dimensions sent through "tweets".
•Meeting minutes are the sole evidence of stress analysis data.
•"Prairie dogging" over cubicle walls to reinvent the correct format of a report.
The future should have been very different by now.

By now work should be well defined, organized and automated. Work should get "actioned" to my desktop, I perform all the steps necessary and when I hit the magic "GO" button, work is actioned to the next step in the process.

"The future ain't what it used to be" said philosopher Yogi Berra. He was right. The year 2010 was so full of excitement and promise 20 years ago. Looking down the broad, straight highway to better productivity and profits, the microcomputer revolution would finally be achieved. Desktops, laptops and personal devices would hum to the same sheet of music, orchestrating a crescendo of employee fulfillment and erupting in the applause of grateful, satisfied customers.

But the 2010 of yesterday is a far cry from the 2010 of today. Yesterday, today looked futuristic. Today, today looks like this:
•   Three years of emails threaded together to poorly describe the new product.
•   Last minute adjustments to tolerances

All of the data necessary for me to complete my tasks are available. The functionality that I need to perform my work is obvious and sequenced correctly. The tools, information and items that I need should be force-fed to my workstation when I need them without me having to scamper around on an Easter Egg hunt to do my job.

How can an organization achieve the potential that the software salespeople optimistically described? Who can lead us forward so that our investment in business systems pays off? We need a Guide. No, not a frontiersman in a fur hat with a flintlock, we need a Process Guide.

A process guide is one mechanism for describing and improving how the organization works. Once the process guide is fully defined, we can then

implement the business process automation functionality that has been lying dormant in our business systems for years. We pay licenses and maintenance on systems with automation capability, but the automation remains "shelfware" because we don't understand how we work around here.

Forget the flowchart. Organizations undersell the complexity of their work flow with linear development lifecycle charts or change process "loops." These maddeningly inaccurate models give people the incorrect notion that work is easy or change is simple. A couple of gates, a couple of milestones and voila!

On the other hand, the process guide decomposes work into a series of defined steps at almost unimaginable granularity. Without an appreciation, and understanding, of this granularity and every player's role in the process, automation attempts will continue to stumble.

To create a process guide, we need to define four elements in each step. Those elements are:
Actor, Activity, Artifact, and Status (or state)
- The Actor performs the work
- The Activity is the work they perform
- Artifacts are the data elements and information the Actor generates during the Activity
- Status is the current state of the Activity

Here is a small example:
Suppose we need to report a problem with some software. The problem is that when I press the F8 key, all my on-screen buttons turn orange. (This is not what is supposed to happen, by the way). I want to create a problem report and submit it to initiate the change process.

Here is how a process guide might look:

Actor	Activity	Artifact	Status
Initiator	Report problem	Problem report	initiated
Initiator	Report problem	Problem report	drafted
Initiator	Report problem	Problem report	submitted
Change analyst	Log PR	PR record	created

As you can see, our initiator might begin the report and not complete it. Or they may complete the report and not submit it. Each of these possibilities must be taken into account to define the normal process flow.

Things get even trickier when we consider off-normal flow such as when the Change Analyst returns the PR for further clarification. As you can well imagine, process guides can be enormous. I built one for a basic change process that ran 4 single-spaced pages. This did not include off-normal flow.

Of course, each artifact needs a corresponding "parking spot" in our database. It should go without saying that artifacts from previous process steps are delivered to the Actors who need them to complete their own activity. The filtering and presenting of data and information at each step is a separate analysis that we need to perform to coordinate the data model that drives our organization and the process guide that propels data through the business systems.

When we define those complex elements, we take one step closer to our potential. Begin now and define your workflow with a comprehensive process guide. The sooner the better, because, as most bad science fiction films remind us, "The future begins tomorrow."

Leo Clark is CMPIC's SCM Expert. Leo has over 15 years of CM and related QA experience and ten years with the Institute of Configuration Management. He has taught configuration management to thousands of students and consulted on CM, SCM and QA implementations for over 100 companies. Leo has consulted with PDM/PLM software tool providers to improve workflows and functionality, and taught and consulted extensively on SPC, CIM, DNCMES, ERP, preventive maintenance. He is the author of numerous articles, papers and presentations on SCM, SPC and management methodologies. Leo is a graduate of Marquette University, CMPIC Certified, CMIIC, CM Lead Assessor Certification, U.S. Marine Corps, member ACDM, and ASQ.

CMPIC "CM Trends 2010" Conference   September 27 - 29, 2010

CMPIC welcomes you to join us in celebrating our second annual conference, "CM Trends 2010"

This will be a unique, interactive experience in which CM professionals will be given the opportunity to further their CM education, network with other CM professionals, and be a part of the exchange of ideas and information. CMPIC's mission has been to engage professionals in up-to-date practices, tools, and processes in configuration management by means of well-informed and experienced speakers. This three-day event will provide you with the information and inspiration you can bring back to the workplace, not to mention the beautiful destination of San Diego.

REGISTER NOW!
See event details in the following pages and online at www.cmpic.com.

Agenda

Monday, September 27th

7:00 AM - 8:30 AM	Exhibitor Set-up
7:30 AM - 8:30 AM	Registration, Breakfast & Networking
8:30 AM - 8:45 AM	Introduction and Opening Remarks - Emcee, Mario Vetere, Auto-trol Technology, Country Manager-Canada
8:45 AM - 9:15 AM	"The Business Case for Configuration Management" by Steven Easterbrook, President, CMPIC. Steve is CMPIC Certified, an ACDM member, and a member of the G-33 TechAmerica Committee.
9:15 AM - 9:45 AM	"Don't Mistake the Edge of your Rut for the Horizon" by Michael L. Woods-Whirlpool, Manager, Planning and Change Control. Mike is pursuing a CMPIC certification. As a top company in the electronics and electrical equipment industry Whirlpool specializes in the manufacture and marketing of major home appliances.
9:45 AM - 10:15 AM	Break, Networking and meet with Vendors
10:15 AM - 10:45 AM	"CM and Mass Customization" by Jonathan Plant, E-One. Jonathan is CMPIC certified. E-ONE is a worldwide designer, manufacturer and marketer of fire rescue vehicles.
10:45 AM - 11:30 AM	KEYNOTE (TBD)
11:30 AM - 11:45 AM	Question & Answer Session with the Presenters
11:45 AM - 1:00 PM	LUNCH - Attendees on own for lunch
1:00 PM - 1:30 PM	"Where Have All the Requirements Gone - Long Time Passing, Long Time Ago" by Craig Senior. Craig is pursuing CMPIC certification. (to be confirmed)
1:30 PM - 2:00 PM	"CMers, Don't Let Your Engineers Grow Up to be Cowboys" by Tina O' Dell. Tina is CMPIC Certified. Qinetiq North America- QinetiQ North America provides world class technology and responsive solutions to Government and industry. Our engineers and technologists work in partnership with our customers to develop innovative technology solutions for the challenges of national defense, homeland security, and information access.
2:00 PM - 2:30 PM	"CM Best Practices - The Challenges and Opportunities Ahead Applying Standards and Frameworks in the Trenches" by Bob Aiello. Bob is the Editor-in-Chief for CM Crossroads and the author of CM Best Practices published by Addison Wesley. Bob is the Executive Director of Practices and Services at Configuration Management, Inc. where he specializes in Software Process Improvement including Software Configuration and Release Management.
2:30 PM - 3:00 PM	Break, Networking and meet with Vendors
3:00 PM - 3:30 PM	"Software Reuse in the 21st Century" by Randy McCullough, Software Build Release Engineer, ITT Defense. Randy is CMPIC Certified. ITT is a top 10 defense contractor providing innovative technologies and operational services to meet the emerging requirements of military, government and commercial customers.
3:30 PM - 4:00 PM	"CM & FDA Regulations for Medical Devices" by John Gawron, CM Manager at Nonin Medical. John is CMPIC Certified. Nonin Medical is a leading provider of innovative, noninvasive physiological monitoring solutions.
4:00 PM - 4:15 PM	Question & Answer Session with the Presenters
4:15 PM- 5:00 PM	Meet with Vendors

Agenda

Tuesday, September 28th

8:00 AM - 9:00 AM	Continental Breakfast
8:30 AM - 8:45 AM	Opening Remarks - Emcee Mario Vetere, Auto-trol Technology, Country Manager-Canada
8:45 AM - 9:15 AM	"Software vs Hardware CM - Understanding the Difference" by Rick St.Germain, President, Nouvella Consulting. Rick is CMPIC Certified and is a CMPIC instructor.
9:15 AM - 9:45 AM	"The Role of CM in Operating Capital Assets" by Alan Kiraly, VP Bentley Systems. Bentley Systems develops and delivers products and services for designing and operating infrastructure assets.
9:45 AM - 10:00 AM	Break, Networking and meet with Vendors
10:00 AM - 10:30 AM	"CM in the New World" by Robert Lipscomb and David Lien, Nexteer Automotive. Nexteer Automotive brings a fresh perspective to the automotive supplier industry as a small, agile and fast company that provides the very latest in advanced steering solutions.
10:30 AM - 11:00 AM	"When Tools Lead: Through the IT Looking-Glass" by Curt Carlson, Manager, Engineering Services & Systems at Donaldson Company, Inc. Donaldson is a technology-driven company committed to satisfying customer needs for filtration solutions through innovative research and development. Donaldson serves customers in the industrial and engine markets, including dust collection, power generation, specialty filtration, compressed air purification, off-road equipment, industrial compressors, heavy trucks and light vehicles.
11:00 AM - 11:30 AM	"When Process Alone Just Isn't Enough - The Decision Making Capabilities of the Configuration Manager" by Callum Kidd, Programme Director, Project Management Development, University of Manchester, UK
11:30 AM - 11:45 AM	Question & Answer Session with the Presenters
11:45 AM - 1:00 PM	LUNCH - Attendees on own for lunch
1:00 PM - 1:30 PM	"Coordinating Configuration Management Across the Enterprise" by Marc Lind, ARAS- Aras® provides advanced PLM solutions for the entire CM lifecycle to help organizations achieve configuration & change control throughout the organization and supply chain.
1:30 PM - 2:00 PM	"Developing Better Structuring Capabilities for CM Tools" by Lisa Fenwick, CMStat. Lisa is pursuing her CMPIC certification. About CMStat- When it comes to Configuration Management, Data Management and Product Management tools, whether your organization is a start-up or a seasoned veteran, CMstat has a solution to fit your needs.
2:00 PM - 2:30 PM	Break, Networking and Time with Vendors
2:30 PM - 3:00 PM	"CM in Larger Scale Integration Projects - Trust is Not an Option" by Kristi Strother, Program CM Manager and Dianna Groce, Integration CM Manager, MRI Technologies- MRI Technologies is a successful NASA Prime Contractor with an award winning reputation for excellence.
3:00 PM - 3:30 PM	"Data Migration - Things You Need to Know" Speaker TBD, Auto-trol. Auto-trol Technology® is an international software and services company headquartered in Denver, Colorado. Auto-trol™ successfully develops and integrates robust software solutions to meet a wide variety of business needs.
3:30 PM - 4:00 PM	"TBD"- by Bill Coppedge, Nova Technologies. Bill is CMPIC Certified. Over the past 13 years, Nova Technologies has provided it's customers with unsurpassed knowledge and experience in mission planning and execution, simulation and training, and systems and software engineering.
4:00 PM - 4:15 PM	Question & Answer Session with the Presenters
4:15 PM - 5:00 PM	Meet with Vendors

Agenda

Wednesday, September 29th

7:30 AM - 8:30 AM	Continental Breakfast
8:30 AM - 8:45 AM	Opening Remarks - Emcee Mario Vetere, Auto-trol Technology, Country Manager-Canada
8:45 AM -9:15 AM	"What CM Automated Tools Can't Do" by Rob Stone,PSA Professional Systems Associates, Inc. ("PSA") builds powerful, people-oriented software solutions for commercial and government customers.
9:15 AM - 9:45 AM	"CM is in the Air!" by Tonya Santini, Northrop Grumman Corporation NGC is a Designer, systems integrator and manufacturer of military aircraft, defense electronics, precision weapons, commercial and military aerostructures.
9:45 AM - 10:15 AM	Break, Networking and meet with Vendors
10:15 AM - 10:45 AM	"Understanding ITIL and Configuration Management" by A. Larry Gurule, President, iInfusion. Larry is CMPIC certified. iInfusion fields the application, industry and operational expertise to solve the most complex business challenges.
10:45 AM - 11:15 AM	"Managing Requirements with Configuration Management" by Heidi Ann Hinrichs. Configuration Administrative Manager, Scientific Research Corporation (SRC). Heidi is CMPIC certified. SRC is nationally recognized, research and development company with more than 50 years of experience in defense, environment and intelligence.
11:15 AM - 11:45 AM	Question & Answer Session with the Presenters
11:45 AM - 12:00 PM	Conference Close
	*Agenda subject to change.

Post Conference Certification

Wednesday - Friday, September 29 to October 1, 2010

"ANSI/EIA-649 Principles & Applications Certification" will be offered at a special discounted rate immediately following the conference.

EIA-649A represents the best in configuration management. It is the latest CM standard for commercial and government configuration management whether hardware, software, facilities or IT. Virtually all current standards/industry requirements for CM, etc. including government standards, ITIL CM requirements, ISO 10007 CM guidance, AS9100 and more, share the same principles as defined within EIA-649A. Learn what the latest version of EIA-649 has to say about CM Planning (CM Plan), Identification, Change Management, Verification and Audit, and Status Accounting. Additional registration and fees apply.

Conference Venue San Diego

Join us in celebrating our second annual conference, "CM Trends 2010," at Holiday Inn on the Bay!

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San Diego on the Bay

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1355 North Harbor Drive
San Diego, CA 92101
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Conference Venue San Diego

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CMPIC GROUP ROOM RATES
Single Rate: $129.00 + tax
Double Rate: $129.00 + tax
Guaranteed Bay view rooms are $30.00 extra per night.

The group rate will expire August 27, 2010. Reservations received after that date will be on a space available basis at prevailing rates. The hotel sleeping room block for this event is limited so please make your reservations early!

Holiday Inn on the Bay: The Favorite Among Downtown San Diego Hotels. Just down the street from the airport, a quick walk to the cruise ships, only minutes to the Zoo or SeaWorld, other downtown San Diego hotels simply can't compete. Holiday Inn on the Bay has a stunning location overlooking San Diego Bay. Hop the complimentary shuttle to Seaport Village, Horton Plaza and the San Diego Zoo. Or, simply walk to the Gaslamp Quarter for a night on the town.

HOTEL SHUTTLE: This hotel has free shuttle service to/from San Diego International Airport. View hotel services and amenities.

GUEST PARKING: There will be a $22.00 parking fee per night for each vehicle parked at the facility. Valet Parking is available at $28.00 per night.

CHECK-IN/CHECK-OUT: Check-in time is 3:00 p.m.

and checkout time is 12:00 p.m. Guests arriving before 3:00 p.m. will be assigned rooms as they become available.

GROUP RESERVATIONS: Please call Holiday Inn on the Bay, 1-800-877-8920, and request rate for GROUP CODE "CMP." Or make reservations online at: https://resweb.passkey.com/go/CMP2010.

CMPIC "CM Trends 2010" Conference   September 27 - 29, 2010

Registration Fees

	Per Person Fee (USD)
Conference Registration (one person)	$875.00
Conference Registration (2+ people who register together and share the same invoice)	$845.00
SPECIAL RATE: Conference + ANSI/EIA-649A Certification Course	$1495.00
ANSI/EIA-649A Certification Course (Course only)	$995.00
Note for Exhibitors: Exhibitor Fees are the same as above.	

Conference Registration fee includes full access to all conference sessions and presentations, exhibits, breakfast each morning and AM/PM refreshments.

How to Register

Register online at www.cmpic.com, send email to Kathy@cmpic.com or call 1-434-525-8648.

Event & Class Schedule

Conference Schedule: Monday, Sept. 27th 7:30 AM - 5:00 PM
Tuesday, Sept. 28th 7:30 AM - 5:00 PM
Wednesday, Sept. 29th 7:30 AM - 12:00 PM

ANSI/EIA-649 Certification Course Schedule: Wednesday, Sept. 29th 1:00 PM - 5:00 PM
Thursday, Sept. 30th 8:00 AM - 5:00 PM
Friday, Oct. 1st 8:00 AM - 5:00 PM

Exhibitors

What Crazy CM Quotes Have You Heard?

A question on the Linkedin group, CMPIC® Configuration Management Trends, prompted some members to reply with surprising posts to, "What crazy CM quotes have you heard?" Read about some common misunderstandings surrounding configuration management.

"Our company has decided not to implement configuration management anymore because we will be focusing on the CMMI."

"The consultant's report has recommended that we eliminate CM as it is non-value-added."

"Just implement the change! We'll catch up with the documentation later."

At the CRB:
- "We can't change anything - it's already [built]!"
- "This is just for information – it's done already!"

"We never have enough time to write a requirements document."

"It takes [too] long to document the change and test it, but we can always fix it later if it does not meet the need"

"We don't need CM!!"

"We're too busy for that stuff."

"Everyone has their own way of doing things. You have your way [configuration management] and we have ours."

"That's [CM is] taking things a bit too far. We don't need that formality here. Our people know what to do."

"Configuration management? That's something you do for computers, isn't it? That's just a technical thing. I don't do

techy stuff, so I don't need configuration management."

"Configuration management? I've never seen much need for that sort of thing."

"Overall we do CM pretty well. We don't do it at all in the Bid and Concept phase, we do it real well in the Design phase, and then not so well in Build and Support phases. So, overall, we do it pretty well".

"CM? We have a content management system. Is that the same thing?"

"Don't worry about the documentation package, we are never going to build this hardware again."

"[You're] basically just a librarian..."

"CM? We have software to take care of that."

"We only need two CM procedures; One for Change Control, and another for Change Management."

"Engineering knows how to build these, we don't need documentation."

"Right now, we are working on implementing our Help Desk application. That will enable us to track our problems better. Then we will add the knowledgebase for our problems. Then we will add change and release management. Finally, we will do configuration management."

New: Course 7 "CM Assessor Certification"

CMPIC's latest course, "Configuration Management Assessor Certification," is being offered in both Virginia and Florida this year.

The CM Assessor Certification is designed to teach Configuration Management professionals beneficial techniques that will help them better identify areas of improvement and deficiencies within their existing processes.

Being well-equipped to produce assessment reports and plans for improvement is a valuable skill to have. This 3-day course will enable students to improve upon this skill, helping them

move forward with their future CM process improvements.

The CM Assessor Certification will cover all the major elements of CM, defined by standards such as: ANSI/EIA-649A, CMMI, ITIL, MIL-HDBK-61, and more. CMPIC believes that industry standards form a solid foundation for configuration management process implementation, which is why they are used to identify the major elements of CM.

This course is intended for CM professionals responsible for CM process improvements within their organization, individuals who want to move their organization towards the best CM practices, and individuals who need their current CM processes to meet related industry standards.

For further information on these courses or others, visit http://www.cmpic.com/schedules.htm

New: CMPIC Preferred Vendor Status

What is a CMPIC Preferred Vendor?

CMPIC is issuing a seal of approval to organizations that meet all of the following requirements:

1. Vendor personnel understand CM requirements and guidelines of various industry approved CM Standards.
2. Vendor has CMPIC trained individuals active in defining and developing the software solution.
3. The software product has the capability to enable efficient identification, change management and status

accounting [recording and reporting information] in the environment(s) in which the tool was designed to be used.
4. The vendor is active in the CM Professional community, e.g: CM conferences, online CM discussion groups, membership in various CM and related associations. supports CM education providers, etc.

For a list of CMPIC Preferred Vendors, visit www.cmpic.com. If your organization meets these standards, and you would like to be a CMPIC Preferred Vendor, please contact Steve Easterbrook at steve@cmpic.com.

Code of Federal Regulations (CFR) and Configuration Management

by Steve Easterbrook

The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the Federal Government. It is divided into 50 titles that represent broad areas subject to Federal regulation. Each volume of the CFR is updated once each calendar year and is issued on a quarterly basis.

CFR regulations apply to many industries, government agencies and various environments. Many CFR Regulations are ISO 9001 based. The CFR never mentions Configuration Management (CM) directly but does address the need to manage requirements, documentation, change, product structure, and other CM type requirements and activities.

All CM professionals need to be aware of the CFR Requirements that may apply to their business or organization.

Here are some examples (there are more, and not all are included here):

- **CFR Title 14, Aeronautics and Space Section 820.40**

"Document changes

Changes to documents shall be reviewed and approved...

Approved changes shall be communicated to the appropriate personnel in a timely manner. Each manufacturer shall maintain records of changes to documents. Change records shall include a description of the change, identification of the affected documents, the signature of the approving individual(s), the approval date, and when the change becomes effective."

- **CFR Title 10 Subpart G Energy Quality Assurance Requirement**

"Sec. 72.152 Document control.
The licensee, applicant for a license, certificate holder... shall establish measures to control the issuance of documents... including changes...

These measures must assure that documents, including changes, are reviewed for adequacy, approved for release by authorized personnel, and distributed...

These measures must ensure that changes to documents are reviewed and approved."

- **CFR Title 14, Aeronautics and Space Section 820.40**

"Document changes

Changes to documents shall be reviewed and approved...

Approved changes shall be communicated to the appropriate personnel in a timely manner. Each manufacturer shall maintain records of changes to documents. Change records shall include a description of the change, identification of the affected documents, the signature of the approving individual(s), the approval date, and when the change becomes effective."

"Document approval and distribution
Each manufacturer shall designate an individual(s) to review for adequacy and approve prior to issuance all documents... The approval, including the date and signature of the individual(s) approving the document, shall be documented.

Documents ...shall be available at all locations for which they are designated, used, or otherwise necessary, ... all obsolete documents shall be promptly removed from all points of use or otherwise prevented from unintended use."

- **CFR Title 21 Part 820 FDA Quality System Regulation**

"(i) Design changes. Each manufacturer shall establish and maintain procedures for the identification, documentation, validation or where appropriate verification, review, and approval of design changes before their implementation.

(j) Design history file. Each manufacturer shall establish and maintain a DHF for each type of device. The DHF shall contain or reference the records necessary to demonstrate that the design was developed in accordance with the approved design plan and the requirements of this part.

Each manufacturer shall establish and maintain procedures to control all documents that are required by this part. The procedures shall provide for the following:

(a) Document approval and distribution. Each manufacturer shall designate an individual(s) to review for adequacy and approve prior to issuance all documents established to meet the requirements of this part. The approval, including the date and signature of the individual(s) approving the document, shall be documented. Documents established to meet

the requirements of this part shall be available at all locations for which they are designated, used, or otherwise necessary, and all obsolete documents shall be promptly removed from all points of use or otherwise prevented from unintended use.

(b) Document changes. Changes to documents shall be reviewed and approved by an individual(s) in the same function or organization that performed the original review and approval, unless specifically designated otherwise. Approved changes shall be communicated to the appropriate personnel in a timely manner. Each manufacturer shall maintain records of changes to documents. Change records shall include a description of the change, identification of the affected documents, the signature of the approving individual(s), the approval date, and when the change becomes effective."

- **OSHA 1910.119(l) Management of change.**

"... The employer shall establish and implement written procedures to manage changes (except for "replacements in kind") to process chemicals, technology, equipment, and procedures; and, changes to facilities that affect a covered process... The procedures shall assure that the following considerations are addressed prior to any change:

The technical basis for the proposed change;

Impact of change on safety and health;

Modifications to operating procedures;

Necessary time period for the change; and,

Authorization requirements for the proposed change."

There are more. So if the CFR applies to your business, then do your homework!

Steve is President of the Configuration Management Process Improvement Center (CMPIC). Steve is also a former President of the Association of Configuration and Data Management (ACDM) and is currently on ACDM's Board of Governors. Steve has been working in configuration management for over 28 years. He has twelve years experience as a Configuration Management manager in government and commercial organizations and another sixteen years as a CM educator, lead assessor and consultant. Steve has taught, lectured to, and/or consulted with, thousands of individuals from hundreds of commercial and government organizations on the subject of CM process improvement.

Upcoming CM Certification Courses

• CMPIC Certification Series Courses 1 - 4

Upcoming Series:

Dayton, OH starting August 16, 2010

Waterloo, ON Canada starting September 13, 2010

8 consecutive week-day Certification: Orlando, FL October 18 - 27, 2010

Charleston, SC (hosted by Life Cycle Institute) starting Oct. 18, 2010

Lynchburg, VA starting November 1, 2010

San Diego, CA starting November 30, 2010

• Software CM Certification

The next CMPIC Course 5 "Configuration Management for IT and Software Development Certification" will be offered in the following location: San Diego, CA December 6 - 9, 2010

• EIA-649

The next CMPIC Course 6 "Configuration Management Industry Standard ANSI/EIA-649A Principles and Applications" will be offered in the following locations: Bellevue, WA June 28 - 30, 2010 and San Diego, CA September 29 - October 1, 2010

• NEW! CM Assessor Certification

The next CMPIC Course 7 "CM Assessor Certification" will be offered in the following locations: Stafford, VA August 23 - 25, 2010 and Jacksonville, FL October 4 - 6, 2010.

• Go to www.cmpic.com for more information about these courses.

CMPIC Onsite Certification

Did you know that CMPIC offers onsite certification and training for as few as five attendees? This is a great way to train your staff and eliminate the need for a large travel expenditure. Call us to find out more, or visit www.cmpic.com.

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CMPIC, LLC
P.O. Box 2131
Forest, VA 24551
434.525.8648 ph
www.cmpic.com