



CM Trends

News and Perspectives for CM Professionals

in this issue

<i>The Name Game</i>	2
<i>CM & the 10 O'Clock News</i>	4
<i>CM Trends Conference</i>	6
<i>PRESS RELEASE - Canada</i>	10
<i>PRESS RELEASE - Germany</i>	11
<i>What is Enterprise CM?</i>	12
<i>"As-Is" Process Modeling</i>	14
<i>CM Certification Courses</i>	16

SOFTWARE VENDORS



Check out the software tool vendor listings for information about CM tools.

ISSUE 02

May 2009

Making A Difference



A small boy was walking along a beach at low tide, where countless numbers of small sea creatures, having been washed up, were stranded and doomed to perish.

A man watched as the boy picked up individual creatures and took them back into the water. "I can see you're being very kind," said the watching man, "But there must be a million of them; it can't possibly make any difference." Returning from the water's edge, the boy said, "It will for that one."

We at CMPIC want to make a difference, too - one step at a time, one company at a time. Helping companies improve their business processes helps all of us. Call us today so that we can help you!



The Name Game

by Leo Clark

All enterprises would benefit from a standardized naming convention. Effective naming would promote re-use of existing Parts and Documents. However, some organizations carry the burden of the mechanical engineers creatively inventing peculiar nomenclature for common items, the software developers using modified Reverse Hungarian notation for variable names, and an IT department that has named all the servers in one rack after the Seven Dwarfs. Somebody please reboot Sneezzy.

A Rose is a ...

Gertrude Stein famously proclaimed, "A rose is a rose is a rose". I suppose that it needed to be said but she may have been talking about Part Names.

It is true that a common, harmonized naming convention is to an organization's advantage. The difficulty lies in defining that convention and standardizing the workflow to institutionalize behavior.



A good place to start defining the naming convention is the American Society of Mechanical Engineers (ASME) standard Y.14.100 Engineering Drawing Practices. In the standard, ASME recommends a basic item name and sufficient modifiers to differentiate items.

For example:

Bolt	Steel	3-inch	Hex head	9 pitch
Function	C++	Sort	Bubble	
Assembly	Electrical	110v AC	9v DC	850mAmp

As you can see, the number of modifiers, and their order in the description, depends on the category of part you are naming.

A Rose by any other name ...

These types of naming conventions serve the needs of engineering, logistics and inventory quite well. The



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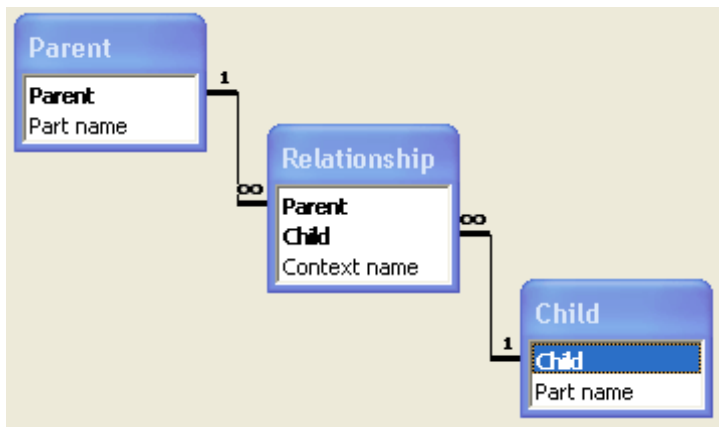
same naming convention is not suitable to serve the needs of field service, repair and maintenance.

Consider our 3 inch steel bolt. In each part of the aircraft it is Part #123 Bolt, steel, 3". But in the cockpit it is referred to as the Pilot Seat Retention Bolt (PSRB for you acronym fans). In the landing gear assembly, it is the Gear Tension Offset Bolt (GTOB). What is the best way to resolve this?

Context Names

Parts require names in context, a descriptive name for their use in the configuration. It would be difficult to list all of the context names at the part number level in a relational database. Instead, the Context Name should be an attribute for the Parent-Child relationship in the Bill of Materials.

Here is one way to think of that relationship;



The Parent-Child relationship should contain the Context name.

One parent can have many child items. One child item can exist on the Bill of Material of many parents. Each individual parent-child relationship has a unique context name for that Child on that Bill of Material.

In the example to the right:

- ◇ When Part #123 is the child on the Bill of Material of Part #651, the Context Name is Pilot Seat Retention Bolt.
- ◇ When Part #123 is the child on the Bill of Material of Part #783, the Context Name is Gear Tension Offset Bolt.

	Parent	Child	Context name
▶	651	123	Pilot Seat Retention Bolt
	783	123	Gear Tension Offset Bolt
*			

Record: 1 of 2

The database can contain the name of the part used in context.

Although the Part Name and Description of the Child item does not change, the context name is an additional modifier that helps to distinguish its use in any particular assembly.

User manuals, maintenance manuals, modification kits and instructions should all reference the Context Name, although accounting, logistics and engineering staff use the part name.

Obviously, organizations need to institutionalize creating Context names as part of the development process. The workflow should not allow any change to a Bill of Materials to “action forward” without this required deliverable.

Additionally, the change process impact analysis needs to consider maintaining those context names, even after the Child is removed from the Bill of Material. When the Bill of Material advances and Part #123 is no longer used in production, the relationship, and the Context name, must be preserved for warranty, repair and maintenance purposes.

What is a Name?

Standardized naming conventions, harmonized across all departments, will promote reuse. This helps to reduce development costs and reduce time to delivery.

Context names, referencing the Child part on the Parent’s Bill of Material, will provide a common descriptor that will serve the organization when discussing the part in context.

Leo Clark is CMPIC’s SCM Expert. Leo has 15+ years of CM and related QA experience, and has taught CM to thousands of students in over 100 companies. A Marquette University grad and former Marine, Leo has written the CMPIC Course 5, “CM for IT and Software Development” and is a CMPIC Certified instructor.

How The Ten O'clock News Can Improve CM

by Rick St. Germain



The Ten O'clock News

It had been a long day. My latest client wasn't all that different from most other companies I deal with - trying to improve their CM processes to reduce overhead costs. But getting there meant some painful changes and there were concerns. Now don't get me wrong - we were definitely making progress, but the compelling argument that would rally the troops still eluded us. I decided to sleep on it and give it a fresh look tomorrow.

It was ten o'clock, so I kicked off my shoes and turned on the television to see what was happening in the world. In case you haven't noticed, the ten o'clock news is a pretty slick production, a finely orchestrated

audio-visual story about events all around us presented in a way that you and I can readily understand.

After the main headlines, a special segment dealt with the outbreak of Swine Flu from Mexico. A very attractive and intelligent correspondent was interviewing an expert from the World Health Organization. As he and the correspondent discussed mechanisms of infection and treatment, I felt that his carefully rehearsed technical responses really didn't reassure me. Obviously, she didn't think so either. Her next question floored both of us.

She asked him, "If your little girl got sick with this flu, what would you tell her?"

A Different Perspective

I really don't remember the rest of that interview - I was lost in my thoughts. That simple question completely changed the context of the subject and brought it down to the very personal level of the audience. And in so doing, this young woman had given me the answer I'd been searching for:

CM must be designed with the user in mind.

There's an important lesson here for all of us in CM. We can get so focused on structure and change and process that, like the health expert, we forget who it's for. It's our job to ensure that we present information to users in their context - in a way that they can understand and apply it.

What Do You Mean?

So many organizations are focused on getting the information right. CM collects it, makes sure it's kept up to date and distributes it through a variety of information handling tools, treating it as if it was just one thing. But information has two components: representation

and meaning. Representation is just the format - symbols that represent the meaning. We can use words or models or drawings but, in the end, representation is just a way of getting information from one mind into another.

Meaning, on the other hand, is the value - the concept being transported. It's what we "understand" from the representation. And that understanding comes from the relationships among concepts, not from the concepts themselves. Some of these relationships are buried in the representation - a diagram, for example, might show how one part interfaces with another.

But many relationships come from our experience. What we have "learned" about concepts

can mean different things to different people. To a farmer, a "post" is a device that holds up a fence; to a letter carrier, it's a customer mailing a letter. When a representation doesn't contain enough relationships to make the meaning clear, the user supplies his own relationships - drawing from his experience, sometimes with disastrous results.

Walk A Mile in Their Shoes

So what does this mean to us in CM? How can we improve understanding? Simply this:

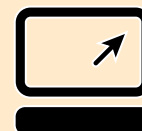
Know the User's Context

We need to understand both the information and the user's environment so we can supply

the necessary relationships for that context. That might be done through training or concurrent teaming, but CM must ensure that the needed relationships are there to deliver the intended meaning.

Like the ten o'clock news team, we're in the communications business, and CM is the anchor.

Rick St. Germain is a CM researcher, consultant, trainer, and coach with over 25 years experience in implementing military and commercial CM processes for both hardware and software. He is President and Managing Director of Nouvela Consulting Services based in Ottawa, Canada, and has been recently appointed Chief of Canadian Operations for CMPIC Canada.



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overview



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techniques. What works in the most successful companies. And trends for the future of our profession. **Learn.** **cm:trends 09** is the place to learn how to test drive new CM techniques. Learn from those who have done it. So that you can do it, too, for your company. **Do.**



agenda

MONDAY September 21, 2009

7:30 - 9:00 AM	Exhibitor Set-up
8:00 - 9:00 AM	Registration & Continental Breakfast
9:00 AM	Welcome by Craig Senior, President, CSL Consulting
9:15 AM	"The Business Case for Configuration Management" An Overview by Steven Easterbrook, President, CMPIC
9:45 AM	"Through Life CM - A Contingency Model of CM Deployment" by Callum Kidd, Programme Director, Project Management Development, University of Manchester, Manchester, UK
10:15 AM	Break
10:30 AM	KEYNOTE: "Building and Maintaining a World Class CM Process - People, Process & Tools" by Steven R. Bement, Group Program Manager, Configuration Management, E & D Division, Microsoft Corp.
11:15 AM	Q&A with Morning Speakers
11:45 AM - 1:00 PM	LUNCH - Attendees on their own
1:00 PM	Presentation by ARAS Corporation
1:30 PM	"CM and the Automotive Industry - 37 Years of Lessons Learned" by Delbert Anderson, Delphi (retired)
2:30 PM - 3:00 PM	Break and Networking
3:00 PM	"CM Challenges in Large-Scale Integration Projects" by Linda Finkle & Jerri Brezik, MRI Technologies, NASA Houston, TX
3:30 PM	Q&A with Afternoon Speakers
4:00 PM - 5:00 PM	Meet with Vendors.

Indicates Interactive Sessions with Audience Participation



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TUESDAY September 22, 2009

WEDNESDAY September 23, 2009

Continental Breakfast	8:00 AM - 9:00 AM	Continental Breakfast
"Next-Generation CM Processes and Tools Using Semantic Technologies" by Rick St. Germain, President, Nouvella Consulting	9:00 AM	"PLM Implementation in a Global Environment" by Mike LaFramboise, President, CMIC Services
"Configuration Management - Theory vs. Practice" A Point-Counterpoint Session with Steven Easterbrook and Leo Clark	9:30 AM	"Make Your PMO Work: The Need for CM, Requirements, Testing and QA" by Mark Hudak, ACS (Affiliated Computer Services)
"Secret Tips for Successful PLM Implementation" by Detlef Haesner, CEO, Usb GmbH	10:00 AM	"The Role of CM in Lean and Six Sigma" by Mike Rogers, US Postal Service (pending final confirmation)
"Under Utilization of PLM Tools" by Lisa Fenwick, CMstat	10:30 AM	"Configuration Management and FDA Regulations" by John Gawron, Nonin Medical
"Improving CM Performance Through Metrics" by Shelly Moore, Microsoft Corp. (pending final confirmation)	11:00 AM	"Integrating CM Process" by A. Larry Gurule, President, Imagine Technology
Q&A with Morning Speakers	11:30 AM	Q&A with Morning Speakers
LUNCH - Attendees on their own	11:45 AM - 1:00 PM	LUNCH - Attendees on their own
"Organizational Leadership and Configuration Management Implementations" by Jerry Pyka, Director of Programs, Dept. of Information and Logistics Technology, University of Houston	1:00 PM	LEARNING SESSION: "Enterprise Configuration Management - The New Reality"
"Managing Change Throughout the SDLC" by Mercedes Peters, EC2RM, PMP, CMIIC	1:30 PM	
"What's Your Process?" by Moe Parker, Senior Analyst, PSA (Professional Systems Associates)	2:00 PM	Presentation to be announced.
Break and Networking	2:30 PM - 3:00 PM	Break and Networking
"Eliminating Bottlenecks in the Change Process" by M. L. Woods, Whirlpool Corp.	3:00 PM	Open Mic: A panel of experts will be taking questions from the audience. Audience members will have the opportunity, during previous conference days, to submit written questions for this session.
Q&A with Afternoon Speakers	3:30 PM	
Meet with Vendors.	4:00 PM - 5:00 PM	Conference Summation and Close

Indicates Interactive Sessions with Audience Participation

Times listed are approximate. Agenda subject to change. See www.cmpic.com for schedule updates.



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venue

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event dates: September 21 - 23, 2009.

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registration fees:

\$875.00 per person or \$825.00 per person for 2 or more co-workers who register simultaneously.

sponsor:



hosts:



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exhibitors:



Additional Exhibitors will be announced as they confirm their participation. See www.cmpic.com for new listings.

CMPIC Establishes Operations in Canada

FOREST, Virginia (May 15, 2009) - Steven Easterbrook, President, and Kathy Easterbrook, Chief Operating Officer of the Configuration Management Process Improvement Center (CMPIC) are pleased to announce the opening of their Canadian office in Ottawa, Canada. Rick St. Germain, President and Managing Director of Nouvella Consulting, a recognized leader in CM expertise serving the Canadian market and internationally, will take on the role of Chief of Canadian Operations for CMPIC Canada, responsible for the delivery of all CMPIC services to the Canadian market.

This announcement marks a major expansion of CMPIC operations to meet the growing needs for CM-related services in Canadian companies. In keeping with its customer-oriented philosophy of providing up-to-date CM training and mentorship, CMPIC Canada will focus on the specific needs of the Canadian market for sound and relevant CM solutions in the manufacturing, IT and software domains.

CMPIC Canada's office in Ottawa, Ontario, will be the base of operations for the delivery of public and on-site training courses across Canada, as well as for consulting services. Public classes are scheduled to begin in the fall of 2009 with an inaugural CM certification series in Ottawa. Details on all course offerings and associated services can be found on CMPIC's primary web site at www.cmpic.com. A Canadian web site will follow shortly.

For inquiries or further information on CMPIC Canada, please contact Rick St. Germain via email at rick@cmpic.ca or by phone at 613-841-0246.

About CMPIC: CMPIC is the Configuration Management Process Improvement Center. The CMPIC mission is to provide high quality, cost-effective and up-to-date configuration management training, certification and consulting. Professional certification from CMPIC training is awarded and sponsored by the University of Houston and is eligible for Continuing Education Credits.

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New Partnership Between CMPIC and usb to Extend Configuration Management

FOREST, Virginia and UNTERFÖHRING, Germany (May 19, 2009) - CMPIC, the Configuration Management Process Improvement Center and usb GmbH, the specialized consulting firm for Configuration and Requirements Management in the domain of PLM, announced their new partnership. The goal of this partnership is to assure that configuration management and related professionals attain a complete understanding of the configuration landscape, from principles and processes, to effective and efficient implementation techniques.

“From our point, we see the partnership as very promising because of the strong and proven expertise of usb within the field of configuration management (CM),” stated Steven Easterbrook, CMPIC President. According to Detlef Haesner, CEO of usb, “We as CM specialists know exactly about the importance of CM as the vital part in the Product Lifecycle Management. We consider our partnership with CMPIC to be an ideal complement in order to provide our customers with a better understanding of process improvement.” usb will teach the CMPIC classes from summer 2009 in its new training center in Unterföehring, near Munich.

About usb: In the area of product lifecycle management (PLM) usb, with its special focus on configuration management (CM) and requirements management (RM), is one of the most experienced consulting firms in Germany in this area. Founded in 1982, usb was initially involved in the aerospace industry. With a broad range of process and software know-how, usb is the partner of choice for Information Technology, Product Lifecycle Management and Configuration Management to ensure fast and professional project execution - from analysis to successful implementation. Based on its comprehensive knowledge and experience, usb also offers training in PLM and CM. For more information, please visit www.usb-muc.com.

CONTACT usb GmbH: Detlef Haesner Tel.: +49 89-92804-56 hsn@usb-muc.de
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Professional Systems Associates, Inc.



CMPPro

CMPPro is a COTS software solution developed by PSA with an architecture that allows rapid customer-driven development around its core CMPPro engine to meet the needs of each client's unique business process environment.

More important than any of the functionality that CMPPro provides to help you manage your organization's data and processes is PSA's partnership approach to helping you achieve success. Software is great, but it doesn't amount to much of anything without good people. People make it work.

[Learn more about CMPPro and PSA at www.psysys.com](http://www.psysys.com)

What is Enterprise Configuration Management? Part:2

by Jack Wasson

Implementing E-CM

So how do we implement Enterprise Configuration Management (E-CM)? Many organizations are already working on the concept of E-CM since the need for it is growing. By having controlled configurations (baselines), E-CM allows us to quickly react to business needs and changing goals from internal and external sources. Additionally, by having customers and stakeholders collaborating on the Configuration Control Boards (CCBs), E-CM will lead to improved customer satisfaction, benefits, cost savings, and quality, leading to ultimately safer and more efficient products.

This requires a new way of thinking in terms of configuration management. Enterprise Configuration Management is a strategic CM process for the Organization as a whole. But, conventional CM is still very valid for each current Configuration Item (CI) and many of the processes are still the same for managing changes. The E-CM baseline (configuration), however, now consists of all the CIs within the organization. Now instead of in-

dividual components within CIs being managed, senior management can make more strategic decisions for the Enterprise (Organization) by managing the CIs as a part of the whole. It allows management to view their relationships to each other, the effects of changing, adding or deleting them and also being able to drill down into each of the individual CIs as deep as necessary to make strategic decisions.

Requirements and goals must change constantly to improve configurations and every organization is in a constant state of flux with managers given less time and fewer resources to meet their goals. We cannot change the shifting nature of requirements and goals but we can manage it through the E-CM. We can accomplish this naturally with strict configuration management; controlling clearly defined requirements matched to business goals and



approved configuration management baselines for each CI. We do this by managing through strict adherence to E-CM in conjunction with Enterprise Architecture.

Enterprise Architecture typically contains two strategically dynamic states for the Enterprise, the current one and a future one. E-CM controls the current baseline of the Enterprise Architecture while managing and controlling the requirements and changes to the future baseline. The Enterprise Architecture contains all the current and future CIs within the organization as part of the business processes they support and E-CM maintains their relationships, their configuration baselines and requirements for adding or deleting CIs in the enterprise through strategic or enterprise CCBs.

Enterprise CM Database

On an Enterprise level, the Enterprise CM database should be dimensional in nature. “Dimensional” extends the relational database views into multidimensional views. The dimensional database allows data to be modeled similar, if not the same, as the Enterprise Architectural data.

A dimensional database is one that represents key data entities as different dimensions, as opposed to representing data in multiple relations (as a relational database does). It offers an extension to the relational database system to provide a multi-dimensional view of the data over time. For example, in a multi-dimensional analysis, data entities such as CIs, Service Areas, customers, dates, etc. may all be represented different dimensions. The relational database uses a structure of attributes within relations to represent data. The Enterprise configuration management database (E-CM DB) will be a repository for the Enterprise CIs, their specific functionality, technical specifications, requirements, documentation, etc. The CIs are generally categorized by function (i.e. communications, IT, human resources, etc), relationship (used with) and ownership (HR, Engineering, logistics, finance, etc). The primary role of the E-CM DB is to assist the configuration managers to record and track changes within CIs and changing relationships of CIs within or to the Enterprise as a whole. An E-CM Change Control Board is responsible for approving changes and authorizing changes with resources and funding. The Configuration Management systems

oversee the life-cycle of the CIs and may contain information on hardware, software, documentation, and personnel.

Enterprise Configuration Management Goals

E-CM are the Configuration Management Activities of interrelated Enterprise Baselines for all CIs within the Organization. The goals of using E-CM are to ensure the integrity of an Organization and to make its evolution more manageable.

Enterprise Configuration Management Responsibilities

The typical responsibilities of Enterprise Configuration Management are:

- Controlling changes to configuration items and configurations to minimize enterprise disruption.
- Ensuring stakeholders know the major components of the enterprise.
- Minimizing disruption due to uncontrolled changes to major components of the enterprise.
- Providing a clear audit trail on why, when, and by whom CIs configuration are changed.
- Identifying configuration items and baselines to enable the retrieval of specific versions

continued on pg 14

of products and baselines for disaster recovery or re-baselining.

- Reporting the status of changes to configuration items and baselines to all relevant stakeholders.
- Auditing baselines to ensure that they maintain the correct versions of the correct configuration items.

Phases for Enterprise Configuration Management

Enterprise Configuration Management is performed in all phases of strategic planning and development.

Conclusion

Without current and valid information, the complexities and costs to manage the enterprise can escalate uncontrollably through re-work or re-inventing the wheel so often. Most organizations recognize the use of conventional Configuration Management (CM) but they still struggle with how to effectively use and implement it seamlessly organization wide; hence, the need for Enterprise Configuration Management for the Enterprise (Organization as a whole).

Mr. Jack Wasson, CM certified and a PMPTM, is a Computer Specialist with the Enterprise Configuration Management Program office in the Federal Aviation Administration in Washington DC. Mr. Wasson has over 25 years experience in Configuration Management and Project / Program Management in government and private industry.

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“What is Enterprise Configuration Management: Part 1” can be found in CM Trends Issue 01 2009 available at www.cmpic.com.



The Configuration Management Company



CMstat has been supporting the Aerospace & Defense industry worldwide for over twenty years as a leading supplier of comprehensive Configuration Management and Data Management (CDRL) solutions.

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The Value of “As-Is” Process Modeling

by A. Larry Gurule

Not long ago I began working as a business analyst in an industry with which I was completely unfamiliar. But like a lot of people out there dealing with today's economy, this was something I had to do in order to provide for myself and my family. There was very little I could draw on from my past experiences regarding the nature of this company's activities, but one thing was familiar: their desire to install a new fully integrated system of record while maintaining their ability to support a 24/7 365 operation. So I rolled up my

sleeves and took on the challenge of providing value to this organization and the project they were undertaking.

As a Business Analyst you are tasked with:

- The methodical investigation, analysis, review and documentation of all or part of a business in terms of business functions and processes; the information used; and the data on which the information is based.
- The definition of requirements for improving any aspect of the processes and systems

and quantification of potential business benefits.

- The creation of viable specifications and acceptance criteria in preparation for the construction of information and communication systems.¹

Over the course of my consulting career I have had to learn to communicate with all levels of individuals and business functional areas. My primary tool for communication has become relatively complex operational process flow diagrams that contain as much information as I can reasonably put into them and is generally presented on D, E or larger size drawing sheets (size adds impact and readability). This information includes a relatively detailed description of the overall process, including step and/or sub-process specific information and details shown in context to the process including input, output, control and resource information. I also attempt to include requirements, metrics and KPI's where they are available, as well as issues

¹ BA tasks courtesy of the SFIA Foundation, www.sfia.org.uk



that are all modeled in context to the process.

I always begin my analysis work by modeling the “As-Is” (current) operational (cross-functional) processes being executed by the business relating to the project. This act accomplishes two of my primary goals: (1) learning the business as quickly as possible and (2) allowing the people responsible for executing the process to see and validate, often for the first time, the complete process(es) they have been executing tribally. Often, as is the case currently, there is previously authored process documentation that can be used to accelerate your modeling and coming up to speed,

helping to shorten this primary step. My third primary goal is to establish baselines by which to evaluate improvements and to make sure that there is no question regarding their validity. As we all should have learned by now, it is impossible to calibrate success if you don’t remember where you started from.

Now enabled with factual evidence regarding the company’s current operational processes, I can assist those individuals tasked with developing and implementing the new system, as well as the company hoping to realize its benefits, to understand and internalize what is capable and how to achieve it.

Process leads, technology follows.

Larry Gurule, President of Imagine Technology, has more than 30 years of hands-on and industry consulting experience in data driven environments including retail, distribution, supply chain, manufacturing and service/process. Larry has successfully deployed processes and technology for Product Lifecycle Management (PLM), Order Management, Project Collaboration, Enterprise Resource Planning (ERP) and numerous other Enterprise Software Systems essential to the local and global operations of the world’s largest companies. With over 15 years of hands-on CM experience, Larry has lectured to, and/or consulted with, hundreds of commercial and governmental organizations on the subject of CM process improvement.



Enterprise Informatics



Creating Enterprise Information Management (EIM) solutions through the use of configuration management best practices

eB ensures the integrity of controlled information by employing CM best practices in its core embedded technology to provide powerful requirements modeling, physical hierarchies baselines, advanced records management capabilities, and closed-loop change management. eB is used in a wide variety of environments - from the nuclear industry to city government. Customer embracing CM principles can easily deploy

eB to manage the connectivity of all relevant information such as documents, records, assets, people, processes and projects - enabling them to reduce the cost of meeting compliance requirements, minimize business risk and optimize process efficiency.

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Use eB to not only leverage Microsoft SharePoint as a delivery method for your CM information and processes, but also to manage the information within SharePoint as part of your CM Plan.

For more information, visit www.enterpriseinformatics.com

Upcoming CM Certification Courses



- **CMPIC Certification Series Courses 1 - 4**

Upcoming Series:

- Stafford, VA starting July 13, 2009
- Huntsville, AL area starting July 20, 2009
- Dayton, OH starting September 8, 2009
- Ottawa, Ontario, Canada starting September 28, 2009

- **Software CM Certification**

CMPIC Course 5 Configuration Management for IT and Software Development Certification will be offered in the following locations:
Andover, MA starting June 15, 2009
Colorado Springs, CO starting September 28, 2009

- **EIA-649**

CMPIC Course 6 Configuration Management Industry Standard ANSI/EIA-649A Principles and Applications will be offered in the following locations:
Seattle, WA area starting June 8, 2009
Stafford, VA starting August 31, 2009
Huntsville, AL area starting October 26, 2009

- **CM Trends 2009 Conference**

This event will be held in Las Vegas, NV from September 21 to 23, 2009. See pages 6 - 9 of this newsletter for more information.

- **Go to www.cmpic.com for more information about these courses and events.**

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