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# CMTrends

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2013 S.W.A.T.

*Seminars, Workshops, And Training*

**Speaker  
Biographies  
&  
Presentation  
Abstracts**

Orlando, Florida  
5 - 7 August 2013



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2013 S.W.A.T.

## “Family Affair: Configuration Management Challenge”

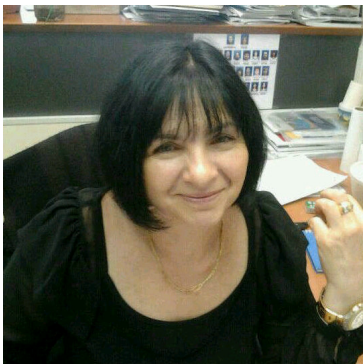
The concept of the core product is important in the marketing of the goods made by a company. The benefit received by the customer must be emphasized in any marketing campaign that is aimed at selling the flagship products. The core benefit to the customer, such as convenience, cost-effectiveness or the ability to get a job done quickly and efficiently, must be featured prominently in any advertising for the actual product. The company must convince the customer that its products can provide a better solution to his or her problem than goods made by the company's competitors.

The terms “Generic/Core product” and “Actual product” have a very slight differentiation between them but it is vital that customers understand this difference. Only by defining a core product clearly, we can achieve configuration management excellence.

by Miriam Altshuler, Elbit Systems LTD

Miriam Altshuler is the Configuration/Data Manager and Manager of the Product Engineering Department at Elbit Systems LTD. She has 30 years experience developing and implementing configuration management programs and processes in a fast-paced, high-pressure environment. Miriam has supported numerous multi-site systems projects for all ESL Programmes and has experience in the establishment and coordination of large design/modify military platforms for customers such as Lockheed Martin, Alenia Aermacchi, EMBRAER - Empresa Brasileira de Aeronáutica, KAI- Korea Aerospace Industries LTD, Dassault Aviation, Boeing Defense Australia Limited, EUROCOPTER

McDonnell Douglas Corporation, Boeing Company, BAE, Israeli Ministry of Defense. Miriam has performed Configuration Management and Data Management based on MIL-STD-973 and the requirements implementation of the ISO 10007, ANSI/EIA-649, and STANAG 4159 NATO Materiel Configuration Management Policy and Procedures for Multi-National joint Programmes or Projects.



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## “CM’s Changing Role in the Rapidly Evolving World of Social Product Development”

An era is ending in product development—the closed-door, experts-only approach to defining requirements and engineering products. It is being flattened by the new social-savvy workforce, Internet-enabled, always-on mobile connectivity, the consumerization of IT, and relentless global competition. For many, this means the way we manage product information must expand and evolve to meet the new emerging paradigm. This presentation will look at how “social” is changing product development as we have come to know it, the current state of social product development, and how CM practices, processes and practitioners must evolve to meet the challenges that lie ahead.

by Peter Bilello, CIMdata



Peter Bilello, President of the strategic management consulting and research firm CIMdata—an internationally recognized authority on Product Lifecycle Management (PLM)—has more than 24 years of experience in the development of business-enabling information technology (IT) solutions for research, engineering, and manufacturing organizations worldwide. He has participated in PLM analysis, selection, implementation, and training; CAD/CAM/CAE/CIM implementation and management; synchronous and lean manufacturing consulting; software engineering; and general data management strategy development and support. He has authored numerous papers and research reports on PLM and related topics, and his articles, commentaries, and perspectives have appeared in publications throughout the United States, Europe, and Asia.

Mr. Bilello has been directly involved with consultation on the selection, integration, and implementation of large-scale PLM solutions. He has spoken on a number of different PLM-related topics in Europe, North and South America, the Middle East, Africa, and Asia.

Mr. Bilello holds a Bachelor of Science degree in Computer Science with a minor in Physics from the California State University, Fullerton, and a Master of Science in Engineering degree, in Manufacturing Systems Engineering, from The University of Michigan.

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## “CM in the Federal Government with SOX and FISMA”

This presentation will cover why Sarbanes Oxley Act and Federal Information Security Management Act (FISMA) came into existence, the different controls used, and how they interact with Configuration Management.

by Cynthia Carr, Federal Reserve Board

Cynthia Elaine Carr, MBA, has 28 years of CM and QA experience working on products such as: Orbital Sciences Rockets, Satellites, Customs border software, Pentagon network, National Guard servers/hubs, State Department software, Library of Congress, and Federal Reserve Board. Her accreditations include: NDIA, BSI, ITIL, and CMMI.

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## “So You Don’t Want Configuration Management”

There are people who say they don’t want CM and think CM is unnecessary. Some of them think CM is a person, or a department, whose sole job is to slow things down. Some think CM is an alien conspiracy meant to hinder the technological growth of planet Earth. Most don’t know that CM is a set of inter-related processes meant to enable people to work better.

by Leo Clark, CMPIC



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 1,000 companies. Leo has consulted with PDM/PLM software tool providers to improve workflows and functionality, and taught and consulted extensively on SPC, CIM, DNC, MES, 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.

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## WORKSHOP: “Configuration Management Metrics of Value”

Configuration management professional can provide two categories of metrics to an organization. One category, derived from CM status accounting data, can identify overall organizational strengths and weaknesses. The other category can be used to monitor the effectiveness of the CM processes themselves. In this workshop we will discuss the more important metrics from both categories and discuss how best to use them to improve operational efficiency and effectiveness.

by CMPIC Staff

CMPIC instructors have decades of CM work experience in both commercial and governmental environments. They hold multiple CM certifications, have a solid track record in CM training, and are active members in CM and related associations such as NDIA, ACDM, TechAmerica’s EIA-649 G-33 committee, ASQ, and more. Our instructors keep up-to-date on the latest in configuration management by staying active in the CM community, conducting their own independent research, and listening to student feedback. CMPIC instructors are not only well-informed, but also personable and engaging. They use modern training techniques and a fresh perspective to ensure that classes are interesting and rewarding for students.

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## “Requirements: They’re not Just for Engineering”

This presentation will describe the importance of writing procedure documents, such as desktop instructions, that meet the requirements of driving documents, such as company directives.

by Howard Dexter & John Hollabaugh, National Security Technologies

**Howard Dexter** has 8 years of experience as a Technical Illustrator for Raytheon followed by progressive experience from Mechanical Design/Drafter to Configuration Control Manager during 12 years with a CATV equipment manufacturer. For the last 10 years, his responsibilities at NSTec have included CM processes, engineering design processes, PDM application administration and filling in with mechanical CAD design work. Howard is a graduate of Fork Union Military Academy, attended US Navy Engineman “A” & “C” schools, has a community college AA in Fine Art, and various Configuration Management certifications.

**John Hollabaugh** has been in the testing field for most of his 35 years of his career, starting at NASA White Sands Test Facility for 3 years, working at EG&G in Los Alamos, NM for 15 years performing nuclear weapons tests, with a 5 year stint working in the cable television equipment manufacturing where he found his CM passion. He then returned to Los Alamos, joining NSTec where he has spent the last 12 years spreading the CM word. John has a B.S. in Electrical Engineering from New Mexico State University.

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## “Configuration Management: Determining Return on Investment”

This presentation will provide guidance on how to determine return on investment (ROI) in an environment where the benefits of CM need to be quantified.

by Steve Easterbrook, CMPIC

Steven Easterbrook is the president and lead instructor of CMPIC LLC. He has over 12 years experience as a CM manager in both government and commercial organizations, and over 19 years experience as an instructor/consultant in configuration management. He has received incredibly high reviews and recommendations.

Steve has conducted assessments for both government and commercial organizations, one of which being NASA's international space station program. He has presented at various CM & related conferences, sometimes as keynote speaker, and has had the honor of being selected to speak to the FAA as part of FAA's Distinguished Lecturer series.

Steve has a BS from Cornell University and an MBA in Management from Bryant University. He is CMPIC Certified, CMII Certified, and a member of ACDM, NDIA, and ASQ.



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## WORKSHOP: “Enterprise CDM: Eating the Elephant One Bite at a Time”

Identification is the first step in managing any product, process, data, or information. For the Enterprise, the first step is to identify what you have. Agreeing on the identifiers, names, terminology and relationships between elements is the first step to defining a common process. This workshop will explore what an Enterprise CDM structure might look like and what steps should be taken to take your CDM to the Enterprise level. It will lead the audience through the process of defining CM on an Enterprise level using Systems Engineering approach and will conclude by having someone build the product structure in our tool as we go along so they can see the final result.

by Lisa Fenwick, CMstat & Tara Swoboda, ManTech



**Lisa Fenwick** is VP Product Development at CMstat ([lifenwick@cmstat.com](mailto:lifenwick@cmstat.com)). Ms. Fenwick has been employed by CMstat - a leading provider of COTS Configuration Management and Contract Deliverables Management software – in a number of roles for the past 17 years. With a degree in Engineering from the University of Maryland and a background in Mechanical Engineering and Configuration Management, she has provided support to various departments including Sales/Marketing, Training, Customer Support, Implementation, and Consulting and is currently the Vice President of Product Development. In the past twelve years, Ms. Fenwick has become very involved with new product development and standards compliance. She is a member of the Association of Configuration and Data

Managers (ACDM), certified in Configuration Management (CMII) by the Institute of Configuration Management, holds CMPIC CMAssessor Certification and is a member of Tech America serving as a reviewer for both Configuration and Data Management standards.

**Tara Swoboda** is currently employed by ManTech International Corp. – supporting multiple acquisition programs for the Department of Homeland Security (DHS). She has performed in both Configuration Management and Systems Engineering roles, increasing in management responsibility, for over 16 years supporting various programs and products including: The Expeditionary Fighting Vehicle (EFV), the Joint Strike Fighter (F-35), Ground Penetrating Radar (IED detection) products, Biometrics and Facial Recognition products, and integrated systems for use by U.S. Customs and Border Protection (CBP). With a degree in Computer Information Systems and an extensive background in Configuration Management, Systems Engineering and Software, she has provided support during all acquisition life cycle phases, performing on behalf of both the contractor and Government. She holds CICM Level I, CISCN Level II, and CCMP Level III CM Certifications, and is a member of the International Society of Configuration Management.

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## “Orpheus Orchestra: Providing Quality Without a Conductor”

How does an orchestra without a conductor still provide a “world class” performance? How does this relate to today’s public and private organizations? What would it take for your organization to succeed with no or very little Leadership? These questions as well as many others will be answered as Larry Gurule shows you what it would take to reach this level of organizational performance.



by Larry Gurule, i-Infusion/Imagine Technology, Inc.

A. Larry Gurule is President of Imagine Technology, Inc., a CMPIC Associate and an active participant on the TechAmerica G33Committee which is responsible for ANSI/EIA 649, The Standard for Configuration Management and its Handbook. Mr. Gurule has over 25 years of hands-on and leadership experience for a successful list of clients he has helped become more operational efficient and effective. Larry has also owned and/or held senior level positions in manufacturing, software and service based businesses. Larry has lectured to and/or consulted with hundreds of individuals from Fortune 500 companies on process improvement and enterprise technology implementation initiatives, as well as taught hundreds the principles of CM. Larry holds a Mechanical Engineering degree from the University of Colorado and is a CMPIC SME and CMII Certified Professional.

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# CM Trends

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## “Building a CM Community: Culture Change or Culture Shock? You Decide”

The full scope of Configuration Management has drastically changed over the past 20 years. Unfortunately, in many large corporations the discipline is still considered clerical. This presentation will provide a step by step guide on how to change corporate perception, culture, and how you can incorporate your newly learned CM training into existing processes. At the conclusion, you will understand the best ways to build an effective CM community without causing dissention within the troops.

by Carolyn Johnson, Protingent Inc

Carolyn Johnson is currently on assignment as a PLM subject matter expert and release specialist at Microsoft.

Over 20 years direct CM experience in both government and commercial organizations supporting medical device, data collection, telecommunications and aerospace industries.

Carolyn spent the past 12 years supporting various space programs and managing the document control, configuration management and data management departments at Aerojet. In 2012 Carolyn led Aerojet Redmond to a successful deployment of a major PLM tool.

When not engaged in CM activities, Carolyn enjoys gardening, horseback riding and singing.

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# CM Trends

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## “Can We Collaborate? What the US and NATO are Doing for CM Requirements Setting”

This presentation provides the latest information on a collaboration effort presently taking place among US Industry and NATO Configuration Management (CM) representatives. The effort is aimed at assisting future project and program leaders know which CM requirements might best be appropriate for their situation. The approach will lead a decision maker through a series of tiered, scoping-type questions related to CM, with the outcome being a CM requirements set for the project or program. The collaboration is on-going and shows a lot of promise in helping both US and NATO organizations understand how the other establishes CM requirements. This in turn should help each be in a better position to contract for CM with Suppliers from either side of the Atlantic. The audience will benefit from this exposure when doing CM business with US or NATO Suppliers.

by Mitch Kaarlela, Lockheed Martin



Mitch Kaarlela is a 30 year employee with Lockheed Martin Aeronautics (heritage General Dynamics & Lockheed). He has Configuration Management and Contracts experience on several major domestic and international military aircraft programs. Mr. Kaarlela is a LM Corporate resource for programs needing specialized Configuration Management trouble-shooting and assistance. He presently provides Systems Engineering/Configuration Management expertise to the F-35 program and coaches others regarding CM within LM Aero. Mr. Kaarlela holds a Bachelor's Degree from the University of Texas and a Master's Degree from Texas Christian University. He is a TechAmerica CM Technical Fellow, and is an officer with TechAmerica's Systems, Standards and Technology Committee (SSTC). Mr. Kaarlela is a

member of the prime authoring team for EIA-649, the US Industry Standard for Configuration Management, and presently holds a CMPIC Masters certification. He is passionate about CM! Mr. Kaarlela is married and has three children.

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## “Secure Social in Configuration Management”

Social computing has proven powerful around the world, and as it enters the workplace it brings along a series of justified concerns about security. The ability to maintain need-to-know levels of access on critical information while achieving greater collaboration with social capabilities for improved communication and productivity is a real challenge. This session will explore the implications of social computing as it relates to configuration & change management, how security can be enforced and what this trend will mean for the future of product development and systems engineering.

by Marc Lind, Aras Corporation



Marc Lind is a Sr. Vice President at Aras Corporation with over 17 years in configuration management, product development, manufacturing, and supply chain operations. At Aras Mr. Lind is responsible for the enterprise-wide CM strategy, global marketing and strategic alliances along with corporate responsibilities. Prior to joining Aras, Mr. Lind was an executive with PartsDriver, an automotive industry supply chain provider for inventory reduction and forecast improvement. Previously at Analog Devices, a leading global provider of semiconductors and electronics, he was responsible for configuration & data management and quality systems. Earlier in his career, Mr. Lind was a

consultant on the Toyota Production System, Lean methodologies, and quality standards. Mr. Lind holds a BBA in Operations Management from the University of Massachusetts at Amherst Massachusetts, is a member of APICS, AME and the PDMA, and is a frequent presenter on Configuration Management practices.

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## “Pranayama: Learning to Breathe in the Chaos”

In a world of continual flux and dynamic responsibility shifts, it is important as CM leaders we learn to focus on key points of leadership and focus energy inwardly ensuring we do not lose sight of our teams, our goals, and most importantly ourselves. Ms. O’Dell will explore the virtues of leadership throughout various industries and identify interrelationships of leadership and how they tie each leader in a single thread.



by Tina O’Dell, QinetiQ North America

Tina O’Dell is a 13 year veteran of the United States Marine Corps. During her service in the United States Marine Corps, Ms. O’Dell was responsible for managing Marines and maintaining the United States Presidential Helicopter fleet. Since leaving the United States Marine Corps in 1996, she has supported several United States Department of Defense Acquisition Programs as a Senior Systems Engineer. Ms. O’Dell’s responsibilities have included Test & Evaluation, Requirements Management, International Program Management, and Configuration Management. Ms. O’Dell is currently the Configuration Management Technical Director for QinetiQ North America, Systems Engineering Group, Defense Solutions. In addition to her Technical Director duties, she is also the Lead Engineer in support of the United States Marine Corps development and procurement activities for Logistics Modernization. Ms. O’Dell has completed her certifications as a CMPIC Certified CM Professional and CM Assessor from CMPIC and the University of Houston.

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## “The Virtual Landfill: Disposing of Software in DoD”

An increasingly important aspect of software acquisition is the secure disposal of software on hard disks, optical disks, solid state devices, and in cloud storage. Disposal techniques range from physical destruction to degaussing, but the choice of method varies depending on the storage media type. DoD and NIST guidance exists for software disposal, but neither is universally practiced nor adaptable to cloud storage. The speaker will offer best practices for the secure disposition of software and related-materials such as documentation, data and licenses.

by John Rice, The Defense Acquisition University

John Rice is currently a Professor of Information Technology at The Defense Acquisition University (DAU) - South Region, in Huntsville, AL. Mr. Rice's subject matter knowledge was developed through twenty-five years of systems engineering, project management and business development experience. He holds a BS in Mechanical Engineering from Auburn University and a MBA from The University of Alabama in Huntsville. His related work has been published in IEEE Software magazine, Information Display magazine, through the 2009 Army Operations Research Symposium (AORS), through the 2010 American Institute of Aeronautics and Astronautics annual conference, in the Defense Acquisition Research Journal (ARJ) and within DAU's Communities of Practice (<https://acc.dau.mil/CommunityBrowser.aspx>). He can be reached at [john.rice@dau.mil](mailto:john.rice@dau.mil) or 256-922-8020.



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2013 S.W.A.T.

## “Sustaining Transportation Infrastructure: A Configuration Management Approach”

The combination of aging infrastructure assets, diminishing sources of funding, and “once-in-a-century” extreme weather events happening every two years, is forcing the transportation sector to evolve its thinking from capacity planning to new ways of optimizing, preserving and extending asset value. Indeed, a risk-based approach to transportation asset management is now enshrined in the MAP-21 legislation which is driving fundamental change in U.S. departments of transportation and transit agencies and focusing the attention of transportation planners worldwide on performance requirements for safety, reliability, recoverability and sustainability. As transportation asset management grows in scope and complexity, configuration management processes and practices have emerged as a strategic approach to sustaining transportation infrastructure. In this presentation, Mr. Shaffer will describe information management strategies for configuration management across the asset lifecycle that have helped transportation agencies achieve gains in productivity and reliability.



by Jeremy Shaffer, Ph. D., Bentley Systems

Jeremy is the Director of Transportation Asset Management for Bentley. Dr. Shaffer has written over 40 papers on the topic of improving infrastructure inspection and management via software. He has spent the past 12 years working on advanced inspection and management software for key transportation infrastructure assets. Jeremy is a frequent speaker at conferences and actively serves on a number of industry groups including the FHWA’s Bridge Preservation Expert Task Group; International Bridge Conference Executive Committee; Transportation Research Board Committees for Bridge Management and Structures Maintenance; and the Southeast Bridge Preservation Board. Jeremy has Bachelor’s degrees from Tulane University in Computer Science and Engineering along with a Masters and Ph.D. from Carnegie Mellon University. He lives in Pittsburgh, PA with his wife and four kids.



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## “Faraday’s Paradox: Making Sense of Identity and Change”

Many of the CM challenges we face have their roots in the paradoxical relationship between Identity and Change. In this presentation, Rick guides us through this paradox and offers some practical insights in how to detect and address the issues.

by Rick St. Germain, CMPIC Canada

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 based in Ottawa, Canada, where he is President and Managing Director of Nouvella Consulting Services and CMPIC Canada. He can be reached at [rstgermain@rogers.com](mailto:rstgermain@rogers.com)



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## “MIL-STD-3046: Overview and Update”



In the late 1990's, the US Dept of Defense (DOD) went thru a period of reform of acquisition and procurement policies, the goal of which was to improve the speed and cost effectiveness of DOD's acquisition of weapons systems. A large part of this process was the elimination of military unique specifications and standards in order to bring the DOD more in line with commercial best practices and to reduce cost thought to be inherent in the imposition of military unique requirements. The DOD standard on configuration management, MIL-STD-973, was one of the standards cancelled in February of 2000. In its place, EIA-649 was adopted.

There has been a growing cacophony from CM professionals that use of EIA-649 alone is insufficient to ensure a sound, standardized and contractually implementable CM process. In fact, despite the cancellation of -973, almost every organization in DOD still uses it in one form or another, hence earning it the nickname of the “zombie” standard.

An effort was initiated by the Army and joined by other services and industry participants to re-issue an updated Military Standard on Configuration Management. This standard, now released as MIL-STD-3046 is the result of that effort.

This brief will provide an overview of MIL-STD-3046, what it does and does not contain, and some of the rationale behind the requirements in this new Military Standard.

by Jeff Windham, US Army

Jeff Windham has over 25 years experience as a systems engineer and configuration manager for the US Army, Armament Research Development and Engineering Center (ARDEC) at Rock Island Arsenal, Illinois. He is currently the chief of the Small Caliber Systems Configuration Management Branch. He is NDIA certified in Configuration and Data Management and teaches configuration management throughout the Army. He holds a BS in Aerospace Engineering from Mississippi State University and an MS in Business Administration from East Texas State University.