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Articles for submission and/or
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be forwarded to:

John Steele, ANS-110
(202) 646-2119

Training

Receiving proper training for an assigned task is very important. Many of us have discussed the importance of training and/or lack of training. A much larger issue is the quality of training received. This is especially important given today's funding and our rapidly changing CM environment. The Strategic Planning Committee (SPC) researched the problem and uncovered a timely article from an excellent source of CM information: Barbershop Training: No Results for Less Money, by Lorin May, Reprinted here with permission from "Crosstalk" "The Journal of Defense Software Engineering" February 98, internet address :

<http://www.stsc.hill.af.mil/CrossTalk/crostalk.html>

I've been a professional corporate trainer for nearly seven years, although I didn't realize it until recently. Technically, my title has been "singer in a semiprofessional quartet," but it turns out we've been doing exactly what trainers do all along, I'm not talking about training in programming languages or technologies -- we are best qualified to train people in your organization's next program or edict. But before our sales pitch, I'll use my own experiences to explain the importance of training.

I have no experience with software training, but I received great training when I sold home electronics for a national retailer. I realize that retail sales and software engineering are worlds apart -- in retail sales, the effectiveness of front-line workers has a huge impact on profitability -- but there are some important similarities.

For example, you may think selling TVs and stereos involves nothing more than bluffing about product features and implying that most products tend to explode into flames if you don't buy an extended service plan. However, there are many technical aspects, such as how to steal sales from co-workers and how to avoid lawsuits while insinuating to customers that the competition, for entertainment, likes to push old ladies in front of moving buses. So for this *part-time* job, the company gave me four weeks of full-time paid training in every imaginable sales technique and product feature, knowing it would pay big dividends. It matters little that I quit before they could make back their training investment, because we shouldn't carry this analogy too far -- after all, the retail industry has a big problem with employee turnover.

Yet, despite great returns such as these, many managers are tight with their training dollars, and sometimes ignore the basics. For example, I was fresh out of college when I got a job creating artsy how-to books. I realize the publishing industry is also world's apart from software programming -- publishing is a deadline-, coordination-, and process-intensive field where any oversight can become an expensive embarrassment -- but if you use your imagination, there's a lesson here. The following near-verbatim excerpt shows my former boss' mistaken attitude about training, although I'm certain software managers would never be this shortsighted:

See Barbershop on page 4 for continuation

CM Workshop 98'

Corpus Christi, Texas - April 20 - 23, 1998 at the Omni Marina Hotel

Work Group 1

Critical Power Panel Schedules

Lead: Yolanda Walker

Co-Lead: Haley Henrickson

Topic:

Standardize the format and process for approving and documenting the connection to critical power panels. This process shall be accomplished to the breaker level for ARTCCs, ATCTs/Tracons, Large Tracons, and AFSSs.

Purpose:

The availability of information concerning the connection and consumption of critical power within a specific facility is essential. Currently, there is no formal guidance concerning the depicting or reporting of critical power panelboards schedules.

Goal:

- A) Develop a standardized national methodology used to identify and baseline:
 - 1.) Critical panelboard schedules.
 - 2.) Identify connection of critical power panelboard schedules.
 - 3.) Depict facility power loading.

Product:

Provide a summary briefing of the groups accomplishments and a plan for follow-up activities to ensure completion of this task.

Workshop Follow-Up Activities:

Group members will coordinate with co-participants until the task is completed.

Work Group 2

Establish National CM Program Requirements

Lead: William Helm

Co-Lead: Ken Odsather

Topic:

Identify the Resources and Requirements in support of CM staffing activities within the Regions to conduct business operations based on true tasking levels, both current and projected.

Purpose:

Establish National CM program requirements which identify the National, Regional and Site workload from an analysis of CM activities.

Goal:

- A) Qualify CM activity levels through an analysis of job requirements, areas of responsibilities may include:
 - 1.) Number of NAS systems.
 - 2.) Number of baselined facilities.
 - 3.) Number of national changes.
 - 4.) Number of regional changes.
 - 5.) Number of resolution of comment activities.
- B) Determine levels of Site and F&E personnel involvement in support of CM activity.
- C) Re-write the CM Position Description (PD) that more accurately matches the increase in responsibilities and job requirements.

Product:

- A) Develop a report for presentation to FAA Management (National, Regional, and Site), which validates the activities and the requirements for objective CM staffing levels within the Regions. This analysis will look at the work scope of the CM Managers and contain a table/model that identifies the impact of these activities.
- B) Develop an updated CM Program Manager, PD, FG-301. This new PD will take into account the need for program management in the area of CM and describe the dynamics of this unique function.

Workshop Follow-Up Activities:

Group members will coordinate with co-participants until the task is completed.

Work Group 3

Configuration Status Accounting (CSA)

Lead: Paula McCann

Co-Lead: Mojdeh Supola

Topic:

Develop CSA requirements which can be utilized in the preparation of CSA reports focused on the implementation of modifications and facility upgrades.

Purpose:

Presently CSA has not been implemented by the FAA. The implementation of a CSA system can provide many benefits. CSA will provide the current configuration status of FAA field facilities and the implementation of modifications.

Goal:

- A) Develop CSA requirements to include:
- 1.) Facility and equipment modification status,
 - 2.) Delivery and installation status
 - 3.) System type and serialization information (hardware and software)
 - 4.) As Designed configuration
 - 5.) As Built configuration
 - 6.) Operational baseline configuration

Product:

Draft CSA functional requirements which can be utilized in the procurement of a CSA tool and the preparation of necessary CSA reports. Provide a summary briefing of the groups accomplishments and a plan for follow-up activities to ensure completion of this task.

Workshop Follow-Up Activities:

Group members will coordinate with co-participants until the task is completed.

Work Group 4

IPT/Regional CM Interface

Lead: Bob Pfoff

Co-Lead: Kelly Chanoine

Topic:

Identify the IPT and regional process and responsibilities and validate how they interface.

Purpose:

Explore and identify the processes and interfaces between the IPT's and the Regions. Provide a standardized and universal approach to insure a clearly understood and practiced interface.

Goal:

- A) Determine the interfaces between the IPTs and the Regions. This includes:
- 1.) Information exchange.
 - 2.) IPT Responsibilities.
 - 3.) Regional Responsibilities.
 - 4.) Forms utilization.
 - 5.) Validation of an approval process.
 - 6.) Method of tracking and documenting changes in a National CM tool.

Product:

Provide a summary briefing of the groups accomplishments and a plan for follow-up activities to ensure completion of this task.

Workshop Follow-Up Activities:

Group members will coordinate with co-participants until the task is completed.

Work Group 5

CM Internet / Intranet Home Page

Lead: Darrell Wyrick

Co-Lead: Larry Wong

Topic:

Establish the requirements definition and process for creation of a FAA National Configuration Management web page. This effort includes planning for startup activities and operational support.

Purpose:

Establish the basic requirements and the functionality of a user friendly National CM web site. Currently there is no web site specifically suited to the Airway Facilities CM and information exchange.

Goal:

- A) Establish the basic requirements for establishing a standardized National CM web page.
 - 1.) Determine what type of information the page is to contain as well as anticipated users. In effect write an introduction to the site and its purpose.
 - 2.) Identify possible organizations to be tasked for point of contact, updating and maintenance of the site.
 - 3.) Provide ground rules and requirements for the construction of the home page.
 - 4.) Generate a Quality Control process for placing information on the web page.
 - 5.) Estimate possible costs as well as a plan and schedule for implementation.

Product:

Provide a summary briefing of the groups accomplishments and a plan for follow-up activities to ensure completion of this task.

Workshop Follow-Up Activities:

Group members will coordinate with co-participants until the task is completed.

Barbershop (continued from page 1)

Boss: "We need you to quickly create these five books that cover topics you know nothing about. Use these programs you've never seen and follow our strict processes, which we

Me: "...ah, all right. Who can show me how to --"

Boss: "--Oh, so we get to hold your hand", "Mr. Qualified? Let's see some initiative! Well, that does it for your training - - if you have any questions, feel free to rudely interrupt something important."

The problem? Many managers believe that if employees have skill and "initiative" (manager code for "clairvoyance") they don't need training,. But at my next publishing job, I learned that even seasoned employees need regular training. Among other duties, I had to get "old-school" people to use new software and computers. At first I thought they would resist learning new ways to do their jobs, but after a cycle of training, mentoring, and hands-on experience, within a year they were all proficient on the new system, which they subsequently ignored. And then we were all laid off.

So I can't overemphasize the long-term benefits of training -- which brings me to my sales pitch. For years, businesses and professional groups have hired my quartet to perform at banquets and parties. See if what we've been doing resembles any session where your organization has covered a company program, process, or policy.

Picture a roomful of professionals who are there only because their bosses made them go. Someone in a high position stands up and drones on for a few minutes, occasionally blurting out words like "vision" or "excellence." Eventually, the performers (read: "trainers") are introduced, who then put on a well-choreographed presentation, interspersed with corny jokes. The person who paid for this sits in rapt attention, while the rest nervously glance at their watches and try not bang their heads on the table too loudly when they fall asleep.

Sound familiar? To complete the transition from "singers" to "trainers," we'll just need to start handing out binders, which no one ever reads anyway. But our binders won't be stuffed away and forgotten -- they'll be made of chocolate. Our half-hour of "training" will provide the measurable results of many of the training sessions you've been through: the trainers get paid, your boss is satisfied, and everybody leaves the room and continues with business as usual. Except that we're quick, cheap, and sometimes we're even asked to do an encore! Hire us now, and we'll throw in a free recording of our barbershop rendition of "Stairway to Heaven."

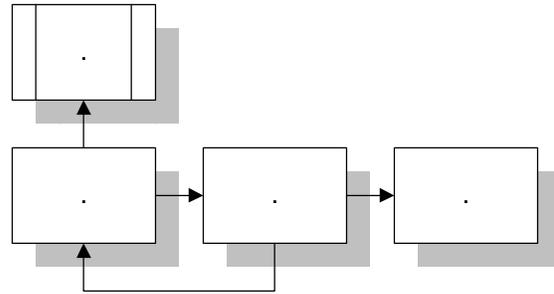
Conclusion: Quality training is necessary and vital to the success of CM implementation of the NAS.

Highlights

The individuals identified below attended the Configuration Management Training Foundation (CMTF) courses in Configuration Management and Advanced Configuration Management taught by John Roberts. The courses were taught at the FAA Academy. Upon the successful completion of the courses and certification examination these individuals will become certified as International Configuration Managers.

David R. Brown AMA-450	Pat Conner AOS-530
Heather Cooley AOS-200	James Evans AML-448
John Fesler AML-630	Pamela Helbig AOS-630
Don Lombard ANS-110	Paula McCann AML-110
Venessa S. Lovelace AOS-300	Frank Kulesa AOS-100
Dana Moffatt AMC-4	James Nelson ASO-471
Cynthia Noble AOS-100	Joe Oswald AOS-100
Louis Pelish AIT-500	Bob Pfoff AUA-200
Mike Robinson AML-631	James Sanzone AOS-510
Carlos Rodriguez, AND-420	Luke Schaefer AML-500
Carl Sensi AUATAC	Robert Shields AML-200
Rose H. Smith AOS-300	Kelley Stevens AML-400
Julian Vinck AOS-100	Connie Vinck, AFZ-500
Walter Watham AML-444	Richard Wu AOS-100
Georgia Van Pelt ANM-471	Ray Weimer AND-407
Yolanda Walker ASO471/NISC	Tena Woods AOS-203

National Standard CM Process



Participants

Claire Bentley, ANE-471	Kelly Chanoine, ASW-472
Tracy Chamberlain, GTW SMO	Kelley Faison, ASD-220
John Fredenberg, ANI-870	Guy Hawkes, AOS-100
William Helm, AGL-471	Brooke Lanham, AND-400
Ken McCall, AML-400	Ken Odsather, ANI-790
Bob Pfoff AUA-200	Denver Ritchey, AOS-200
John Steele, ANS-110	Cecil West, ASO-471

The initial CM Process was put together by the Airway Facilities CM Strategic Planning Committee (SPC) (see highlighted names above) at an offsite meeting held in Ft Lauderdale, FL. A CM Process Team was then established by Don Lombard, ANS-110, utilizing the SPC and adding additional membership giving the team a good cross section of FAA background and expertise. A subsequent meeting was held in Longmont, CO whereby the full CM Process Team added many additional activities and definitions to the process in developing the Draft National Standard CM Process.

Throughout February and March the Process Team massaged the flow diagrams and definitions with a series of weekly telephone calls and the untiring effort of **Kelley Faison**.

On April 1, 1998 John Steele and Kelley Faison briefed the Core Team on the results of the CM Process Team effort and outlined the steps necessary to bring the process to fruition.

SPECIAL THANKS

Configuration Management is vital to the successful implementation of the NAS. Through the efforts of several individuals the program is making great strides toward fulfilling established goals. The CM Program would like to thank those individuals whose assistance has been invaluable during the past months.

Thanks for a job well done.

Tony Eaton, ASD-220
 Marsha Gregg - ANI-500
 Andy McMurry - ACE-471
 John Murmello, ZNY
 Russ Swiowski, Pittsburgh SMO
 Jeff Novak, ZAU-ARTCC
 Claude Pine, AGL-420S
 Howard Kehlenbeck, ZMP-ARTCC-NCO
 Terry Ashbaugh, AGL-473
 Curtis Troy, ANS-700
 Lewis Curtis, ANI-306
 Arthur Wilson, ANI-306
 Chris Cundiff Lone Star SMO
 Terry Schomburg, AWP-510.1
 Bob Sinz, MTS at GGA SMO AWP

Regional CM Representatives

ANS HQ	John Steele	(202) 646-2119
AAL	Nelson Gnrirke	(907) 271-5364
ACE	Vera Shinn	(816) 426-3820
AEA	Larry Wong	(718) 712-5697
AGL	William Helm	(847) 294-8487
ANE	Claire Bentley	(781) 238-7479
ANM	Georgia Van Pelt	(425) 227-2519
ASO	Cecil West	(404) 305-6563
ASW	Kelly Chanoine	(817) 222-4726
AWP	Helen Harris	(310) 725-7446
Academy	Harry Grindstaff	(405) 954-8607
AOS-210	Heather Cooley	(405) 954-1019
Tech Center	Pat Conner	(609) 485-6908