

Integrated Process Excellence

International CM2 Congress

Concept of Operations



19 DECEMBER 2025

V5.1

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George Papcun (Jan 29, 2026 14:37:22 EST)

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Brandy Taylor (Jan 28, 2026 22:42:19 EST)

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Ray Wozny (Jan 29, 2026 13:26:51 MST)

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CEO, IpX

Institute of Process Excellence (IpX)

CHANGE RECORD

VERSION · REVISION NUMBER	DATE	*ACTION CODE	DESCRIPTION OF CHANGE	**CHANGE TRACKING NUMBER	CHANGE D BY
0.1	2 Jun 2017	A	Initial Draft	NR; Brief notes created by Executive Operations Officer	Crystal Reed
0.2	24 Jul 2017	C	Changed content to include topics from meeting held on 13 July 2017 and from the Operating Procedures brief. Updated logo to include new CM2 logo and approved IPE /CM2 Global Congress logo.	NR; Minutes from 13 July 2017	Crystal Reed
0.3	10 Aug 2017	C	Included statement that charter will not be used until it is released. Change the word must to shall per member input. Moved content from change page to the main document. Added decisions from meeting records 1 Aug and 8 Aug 2017.	NR; Minutes from 1 and 8 August 2017	Crystal Reed
0.4	22 Aug 2017	C	Included updates for the voting process, terms and special election requirements. Adding in decisions from 15 Aug and 22 Aug 2017 minutes. Submitted to Sub-Committee members for review and comment event.	NR; Minutes from 15 and 22 August 2017	Crystal Reed
0.5	28 Aug 2017	C	<ol style="list-style-type: none"> 1. Most all sections; format changes 2. §1 "...came together to create a cross-functional industry forum. The purpose is to benchmark CM..." was "...came together to create a cross-functional CM industry forum to benchmark CM..." 3. Table of Contents updated 4. § 4.7 "...a request for removal can be submitted." was "...a request for removal can be submitted." 5. §7.3 Logos grouped and moved to save space 	NR; from collected notes	Mike McKinney

0.6	29 Aug 2017	C	<ol style="list-style-type: none"> 1. Pg 2; Added IPX as an approver to the approver page 2. Table of Contents updated 3. Added hyperlink to CM2 Toolbox for the CR form 4. §4.1 "...utilizing CM principles fulfilling the charter." WAS "...industry utilizing CM principles fulfilling the mission and charter." 5. §5.2 "Corporate Sponsor" WAS "Stakeholder 6. §5.2 Added their right to veto IPE/CM2 decisions that could be detrimental to their company 7. "§6.1 ¶a. and b. "...a change request..." WAS "...an enterprise change request..." 8. §6.2 ¶a. Added process definition and responsibilities 9. §6.2 ¶d. "Each meeting record can be reviewed by all CM2C, CM2A, CM2S and CM2P professionals from the Congressional Record portal." WAS "Each meeting record will be reviewed by all the IPX Congress members for accuracy before being released to the portal." 	NR	Mike McKinney
0.7	1 Sep 2017	C	<ol style="list-style-type: none"> 1. Removed the word "enterprise from the (**) footnote pertaining to Action Codes." 2. "...via an email to Mike McKinney, Crystal Reed, Stephan Watts Andrew Johansing or Eddie Kolesar.A Change Request (CR) form located at: TBD." WAS "All requests for change shall be submitted to the IPX Congress via a Change Request (CR) located at: https://icmhq.com/cmii-tool-box/" 3. §5.2 "...they will have veto power..." WAS "...they have will have veto power..." 4. §6.2 Add a hyperlink to the Corporate Sponsor focal person 5. Updated TOC 	NR	Mike McKinney
0.8	9 Sep 2017	R	<ol style="list-style-type: none"> 1. Pg 4 Added "or https://icmhq.com/congress-focal-list/." 2. §5.2 §6.2¶a. Fixed the color of the CM2 logo 3. §5.2 "Corporate Sponsor in addition to the role and responsibilities listed below has a vested interest as the corporate stewards in the IPE/CM2 intellectual property about the decision-making process of the IPX Congress since they are provide the funding and infrastructure. In addition to the responsibilities below; the Corporate Sponsor provides the functional skeleton of the Website and data management warehouse; they have veto power on any decision made by IPX Congress that is deemed by the Corporate Sponsor as being potentially harmful to the Corporate Sponsor whether thru branding, release of intellectual property or exposure of liability." WAS "Corporate Sponsor in addition to the role and responsibilities listed below have a vested interest as the corporate stewards of the IPE/CM2 intellectual property in relation to, the decision-making process of the IPX Congress. In addition to the responsibilities below; as they are providing the funding and infrastructure; providing the functional skeleton of the Website and data management; they have will have veto power on any decision made by IPX Congress, that is deemed by the Corporate Sponsor as being potentially harmful to the Corporate Sponsor whether thru branding, release of intellectual property or exposure of liability." 	NR	Mike McKinney

			<p>4. §7.1¶e. and §7.2¶c. "Voting duration is two weeks." WAS "Voting duration is one week."</p> <p>5. §7.2¶b. "Corporate Sponsor" WAS "Stakeholder"</p>		
1.0	17 Sep 2017	R	<p>1. Add document number - GC-OP-00001</p> <p>2. Approved; Release for use.</p>	NR	Mike McKinney
1.1	23 July 2018	A; C	<p>1. §6.1¶a "This charter shall be reviewed for current and accurate information every two years to coincide with the Co-Chair...", WAS "This charter shall be reviewed for current and accurate information every two years to coincide with the Chair and Co-Chair..."</p> <p>2. §7.1¶a. NEW "By default, only Co-Chairs will be elected whom will first fulfill the Co-Chair position for one year, followed by fulfilling the Chair position for one year.</p> <p>3. §7.1¶b "Every year an official term election will be held to vote in the new Co-Chair, while the sitting Co-Chair will take up the position of Chair," WAS "Every odd-numbered year an official term election will be held to vote in the Chair and Co-Chair."</p> <p>4. §7.1¶c "The election officiant shall be the sitting Co-Chair when voting for the new Co-Chair," WAS "The election officiant shall be the Executive Operations Officer when voting for the Chair and Co-Chair."</p> <p>5. §7.1¶e "The election officiant shall be the sitting Co-Chair when voting for the Executive Operations Officer," WAS "The election officiant shall be the Co-Chair when voting for the Executive Operations Officer."</p>	16JUL2018-01	Andrew Johansing
1.2	23 July 2018	D; A	Removed Crystal Reed & Eddie Kolesar as a recipient of any IpX Global Congress change requests and added Krupal Patel, Chrystie Spaulding, or Bill Woodman.	NR	Andrew Johansing
1.3	5 Aug 2018	A	<p>Table update</p> <p>1. §6.1 Added the following member types:</p> <ul style="list-style-type: none"> a. Emeritus b. Affiliate c. Liaison <p>2. §6.1 Added the following non-member type:</p> <ul style="list-style-type: none"> a. Contributor 	29JUL2018-02	Mike McKinney
1.4	12 August 2018	A	<p>New section sections:</p> <p>1. §5.0 Structure - §5.6 Liaison</p> <p>2. §6.3 Executive Team</p>	19AUG2018-01	Mike McKinney
		C	Detailed revision history is available on request using the link below.		
2.0	16 September 2018	R	Updated release	19AUG2018-01	Mike McKinney
2.1	9 May 2019	C	<p>The mission statement was:</p> <p>To advance and promote the successful implementation of Integrated Process Excellence (IPE) and CM2 throughout all industries worldwide.</p>	09MAY2019-01	Mike McKinney
2.2	9 May 2019	C	Updated the logo and name in all points of the charter	09MAY2019-02	Mike McKinney

3.0	25 August	R	Incorporated changes.	25AUG2019-01	Mike McKinney
4.0	21 December 2023	R	Updated the charter to reflect up-to-date structure of the IpX Global Congress and its current way of working.	NR	Bariş Kocabaşoğlu
5.0	03 May 2024	R	Updated the Charter to reflect the refreshed title, logo and mission statements approved by the 2024 Congress.	NR	Brandy Taylor
5.1	19 December 2025	R	Updated to correct minor typos and section numbering. Inclusion of new section that covers the IPX Mentoring scheme and conditions for being a mentor or mentee.	NR	George Papcun

*Action Code Legend: A – Add, C – Change, D – Delete, R – Release

**Enter “NR” (Not Required) in the Change Tracking Number column for an original initial draft document; if applicable. Otherwise, enter the change tracking number of the approved change request.

All requests for change shall be submitted to the IpX Congress Executive Operations Officer via an email to congresssec@IpXhq.com to request a change on the International CM2 Congress charter.

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1.0	Introduction	
	<p>At the 2015 CM2 symposium, CM2P Leaders from Aviation, Automotive, Healthcare, Energy, Consumer Products, and Technology came together to create a cross-functional industry forum. The purpose is to benchmark CM best practices and provide a resource to the CMII community which formed the International CM2 Congress (formerly known as the IpX CM Global Congress).</p>	
2.0	Mission Statement (Our Aim)	
	<p>To champion the evolution of enterprise-wide process excellence and elevate global organizational performance through the adoption of CM2 principles.</p>	
3.0	Purpose (Our Why)	
	<p>As a CM2 certified body, we cultivate a culture of continual improvement by exploring and enabling innovative solutions across people, processes, and tools.</p>	
4.0	Ethos (Our Vow)	
	<p>Actively inspire, connect and mentor through personal experience and diverse industry knowledge exchange.</p>	
5.0	Membership	
5.1	Qualification and Expectations	
	<p>The IpX International CM2 Congress membership shall be at the CM2P or CM2C certification level and come from an industry utilizing CM principles fulfilling the charter. The IpX International CM2 Congress membership relies on CM2P representatives from multiple industries at various roles and levels to be a part of the decision-making process with CM2C representatives supporting and participating.</p>	

Each member and officer shall be willing and able to actively participate on a variety of IPE/CM2 topics by providing input to discussions; working on sub-committees, as needed; and ensuring timely submission of proxy / electronic votes (CM2P) during elections.

5.2 Nomination

- a. Any CM2P or CM2C may be considered for IpX International CM2 Congress membership. IpX staff personnel are also eligible for membership.
- b. The newly nominated member shall be required to attend three meetings before being considered a member of the IpX International CM2 Congress.

5.3 Quorum

- a. Each meeting will include a quorum of voting members critical to the decision-making process for the respective topic or change introduced for discussion or vote. A quorum will consist of a simple majority of active voting members.
- b. A quorum can be met if the Chair agrees that a reasonable representation of voting members are present or have voted.

5.4 Resignation

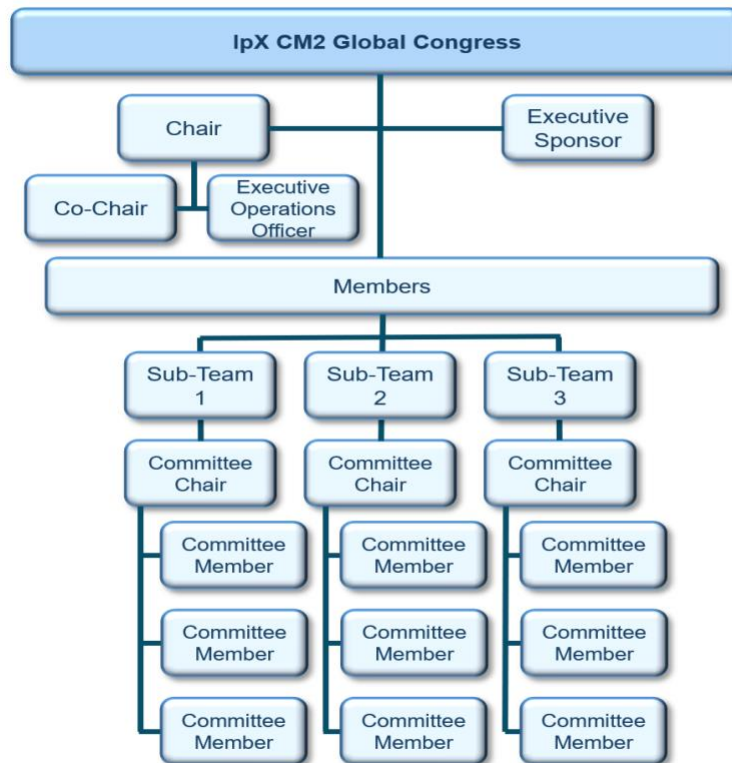
- a. If an officer resigns before an official term election is completed, the following positions shall take precedence temporarily until a special election is held:
 - 1) If [Chair](#) is vacant: Co-Chair will assume Chair position and duties
 - 2) If [Co-Chair](#) is vacant: Executive Operations Officer will assist with Co-Chair duties
 - 3) If [Executive Operations Officer](#) is vacant: Co-Chair will assist with Executive Operations Officer duties

5.5 Removal

If an officer or member is not fulfilling the mission and/or purpose of the IpX International CM2 Congress by exhibiting misconduct or reflects no confidence by failing to maintain the responsibilities as described in this section, a request for removal can be submitted. A current IpX International CM2 Congress member or residing IpX International CM2 Congress officer and an IpX executive staff (as an advisor) member may submit the party's name for removal consideration. Once the request has been submitted, the allegations of misconduct or no confidence shall be investigated and documented before removal efforts commence. Upon completion, the named officer or member will be notified by the investigating IpX International CM2 Congress officer of the initial removal submission, the investigation results and any pending decisions for a removal action.



6.0 Structure



6.1 Industry Group

- Existing industries will be accepted as is.
-

Congress Industry Groups	Congress Industry Groups
Aerospace	Heavy Industry/Agriculture
Automotive	Infrastructure/Energy
Consulting/Services	Medical/Healthcare
Consumer/Commercial/Industrial Products	Semiconductor Equipment
Defense	Telecommunications
Education	

6.2 Sub-Committee

All deliverables to share with the community are created in Committees.

Committees are always represented by cross-industry members as we want to learn from other Industry Groups to create a common understanding of what CM is about and how to implement it.

- a. A Committee Chair leads a Committee.
- b. A Committee executes the Committee Charter.
- c. Any Congress member can propose a new Committee.
- d. The Congress will vote (see [Congress Matters](#)) on new proposed Committees.
- e. A Committee must be a cross-industry collaboration (as much as possible)
- f. A Committee should consist of a minimum of 3 members (including the [Chair](#) and Liaisons).
- g. A Committee reports to the Congress on their progress.

6.3 Sub-Committee Chair

Ensures alignment within the Committee and responsible for driving the Committee Charter.

6.4 Sub-Committee Member

Contributes to activities within the Committee and has voting rights on Committee matters by a simple majority. CM2C members may participate in Committees but are not eligible to vote.

6.5 Mentor

A currently serving Congress Member who uses their experience, insight, and encouragement to help another person grow. At IpX this has been offered to foster best practices and nurture new talent in the industry.

Mentee

An individual who has approached IpX for support and mentorship regarding best practices within the domain of Configuration Management / CM2.

6.6 Non-Members

Are not IpX International CM2 Congress Members and need not be CM2 certified. Non-members could be industry or subject matter experts that have agreed to advise the Congress or a sub-Committee as needed without compensation.

7.0 Participant and Corporate Sponsor Roles and Responsibilities

7.1 Participant

The participant roles and responsibilities listed below are critical to the successful execution of the IpX International CM2 Congress.

Role	Participant Responsibilities
Chair	<ul style="list-style-type: none"> ➤ Serve as the IpX International CM2 Congress Leader. ➤ Chair IpX International CM2 Congress virtual/onsite meetings unless delegated to the Co-Chair. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Coordinate with the IpX Executive Staff. ➤ Vote during elections.
Co-Chair	<ul style="list-style-type: none"> ➤ Serve as the IpX International CM2 Congress Co-Leader. ➤ Chair IpX International CM2 Congress virtual/onsite meetings when delegated by the Chair. ➤ Assume Chair position if vacant. ➤ Assist with officer duties as assigned. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Coordinate with the IpX Executive Staff. ➤ Vote during elections.
Executive Operations Officer	<ul style="list-style-type: none"> ➤ Document the details of each IpX International CM2 Congress virtual/onsite meeting. ➤ Incorporate approved changes to charter and release. ➤ Assist with officer duties as assigned. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Coordinate with the IpX International CM2 Congress Members and Officers. ➤ Vote during elections.
Voting Member	<ul style="list-style-type: none"> ➤ Regularly attend IpX International CM2 Congress virtual/onsite meetings as scheduled. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Share topics and ideas with IpX Congress Members and Officers. ➤ Vote during elections. ➤ To fulfill the role of Congress Chair, Co-Chair or Executive Operations Officer; it is expected of a Member to participate in one or more Committees in one of the following capacities: <ul style="list-style-type: none"> ○ Committee Chair ○ Committee Member ➤ CM2-P

Role	Participant Responsibilities
Non-Voting Member	<ul style="list-style-type: none"> ➤ Regularly attend IpX International CM2 Congress virtual/onsite meetings as scheduled. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Share topics and ideas with IpX International CM2 Congress Members and Officers. ➤ Participate in one or more Committees as a committee member ➤ Is an Industry Group Member. ➤ May belong to only one Industry Group. ➤ CM2-C
Emeritus	<ul style="list-style-type: none"> ➤ Current members that are retired from industry but wish to remain updated and active in their industry of expertise on the IpX International CM2 Congress activities. ➤ Regularly attend IpX International CM2 Congress virtual/onsite meetings as scheduled. ➤ Provide recommendations on proposed membership, topics, action items or other business proposals. ➤ Share topics and ideas with IpX International CM2 Congress Members and Officers. ➤ Vote during elections. ➤ Is an Industry Group Member. ➤ May belong to only one Industry Group.
Non-Member	<ul style="list-style-type: none"> ➤ Individuals that contribute to various committees. ➤ Need not be CM2 certified. ➤ Attend the IpX International CM2 Congress virtual/onsite meetings when invited. ➤ Provide recommendations on topics, action items or other business proposals. ➤ Share topics and ideas with IpX International CM2 Congress Members and Officers. ➤ Does not have any voting privileges. ➤ Contribute without compensation.

7.2 Corporate Sponsor

Corporate Sponsor in addition to the role and responsibilities listed below has a vested interest as the corporate stewards in the IPE/CM2 intellectual property about the decision-making process of the IpX International CM2 Congress since they provide the funding for the infrastructure (No Congress Member is paid to participate). In addition to the responsibilities below, the Corporate Sponsor provides the functional skeleton of the Website and data management warehouse; they have veto power on any decision made by the Congress that is deemed by the Corporate Sponsor as being potentially harmful to the Corporate Sponsor whether thru branding, release of intellectual property or exposure of liability.

Corporate Sponsor	Role	Corporate Sponsor Responsibilities
IpX	Corporate Sponsor	<ul style="list-style-type: none"> ➤ Endorse the IpX International CM2 Congress operations and support virtual/onsite meetings. ➤ Provide advice on proposed membership, topics, action items or other business proposals. ➤ Coordinate with the IpX International CM2 Congress Chair. ➤ Vote during elections. ➤ Our mentoring program is designed to provide a safe, respectful, and supportive environment for all participants. To uphold this commitment, the program sponsor affirms full protection for both mentors and mentees throughout their involvement, supporting as a line of escalation to resolve any disputes.

7.3 Executive Team

Executive Team	Roles	Responsibilities
Members	Corporate Sponsor Chair Co-Chair Executive Operations Officer	<ul style="list-style-type: none"> ➤ Provides leadership to the International CM2 Congress as whole and guidance to Committees when asked.

8.0 Operations

8.1 Charter Review and Update

- This charter shall be reviewed for current and accurate information at least once every two years. If changes are required, a change request will be submitted by the requesting member to the [Executive Operations Officer](#) for approval by the Congress before incorporating changes.
- Any IpX International CM2 Congress member or IpX staff member can submit a change request (formal or informal) to update, change, or correct business rule information within this charter for the IpX Congress to review and approve. No change will be incorporated until it is approved. This charter shall not be used by any IpX International CM2 Congress member until it is formally released.

9.0 Communication Procedures

9.1 Term Elections

- a. By default, only [Co-Chairs](#) will be elected who will first fulfill the [Co-Chair](#) position for one year, followed by fulfilling the [Chair](#) position for one year.
- b. Every year an official term election will be held to vote in the new [Co-Chair](#) while the sitting [Co-Chair](#) will take up the position of [Chair](#).
- c. The election officiant shall be the sitting [Co-Chair](#) when voting for the new [Co-Chair](#).
- d. Every even-numbered year an official term election will be held to vote for the [Executive Operations Officer](#).
- e. The election officiant shall be the sitting [Co-Chair](#) when voting for the [Executive Operations Officer](#).
- f. Voting duration is two weeks (or longer as decided by the Chair to receive an adequate quantity of votes).
- g. Voting actions will commence in December for the following calendar year.
- h. Voting results shall be submitted by members using one or two:
 - 1) Email proxy to the election officiant
 - 2) Electronic submission
- i. All voting is confidential.
- j. Each member shall vote on every officer position during elections by selecting one of the following results:
 - 1) One person from a list of name(s) for the identified position
 - 2) Abstain (no response is equivalent to Abstain)
- k. Each member is credited with participating in elections by ensuring a timely submission. Late votes will not be counted for the election held.

9.2 Special Elections

- a. The [Executive Operations Officer](#) will officiate the vote.
- b. A special election can be requested to fill an officer vacancy if it is more than six months before the normal term election which is held in December for the following calendar year.
- c. A special election shall be requested to fill an officer position when there is a conflict of interest for the standing officer or if a standing officer becomes a Corporate Sponsor.
- d. Voting duration is two weeks (or longer as decided by the Chair to receive an adequate quantity of votes).
- e. Voting actions will commence upon approval by the standing officers and announced to the members with voting instructions.
- f. Voting results shall be submitted by members using the electronic submission.

- g. All voting is confidential.

9.3 Congress Matters

- a. Members have the right and responsibility to vote.
- b. The [Executive Operations Officer](#) will officiate the vote.
- c. Each Industry Group has one vote.
- d. To reach a quorum on Congress matters at least a simple majority of the Congress voting members must cast a ballot. If insufficient votes are received, the Chair shall decide when a quorum is reached.
- e. The amount of time to resolve shall not exceed five days (or longer as decided by the Chair to receive an adequate quantity of votes).
- f. Once a quorum is reached a simple majority applies.
- g. Voting duration is two weeks (or longer as decided by the Chair to receive an adequate quantity of votes).
- h. Voting actions will commence upon approval by the standing officers and announced to the members with voting instructions.
- i. Voting results shall be submitted by members using electronic submission.
- j. All voting is confidential.

9.4 Logo and Signature Titles

All members and officers are eligible and encouraged to use a signature title bar that includes the IpX International CM2 Congress logo with dates served for recognition of membership as per the example below.



CHAIR
2026 - PRESENT



CO-CHAIR
2026 - PRESENT



EXECUTIVE
OPERATIONS OFFICER
2026 - PRESENT



MEMBER
2026 - PRESENT












IpX-International-CM2-Congress-Charter-v5.1

Final Audit Report

2026-01-30

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By:	Susan LeCheminant (susan@ipxhq.com)
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-  Document emailed to George Papcun (george.papcun@bayer.com) for signature
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