1.	**Q: How does the Configuration Management System (CMS) help in determining End to End Service Levels visibility? Please give an example. Thanks!** A: The CMS helps us determine our Service Levels because the CMS provides the context we need about individual Configuration Items (CIs). We measure Availability to know how many Incidents we had associated with a piece of equipment. We record that event and the relationship to the CI. For example, if a CI has had 10 Incidents associated with it, perhaps I should create a Problem Record. If my service is Accounts Receivable, I can see which components were down that affected the service and roll up per component how many hours of down time was caused.
2.	**Q: Did the tools you mentioned before gather all this or did you have to pick the brain of many people? You had shown an application - who was using it and what value they get? How derived?** A: We have been gathering this data into our home grown application (app) for years. Our app was built in the 1990s. People are required to update the data source when changes are made. Most people try diligently to do this. For example, when a developer builds a new software app, they will record the creation of the app and we provide a template with boxes to help them categorize services and other details like services to who, who owns the service, who develops the service, who is the Project Manager, etc. All of these details help us know who to go to for answers when necessary. Again, we had this app for many years and from what I hear it is fairly unique to our environment to have all of this connecting data and detail in a tool. If we did not have this information and history, we would have to do interviews. I would start my interviews with those who use the most critical services; for example, pay roll. We all need to get paid!
3.	**Q: What tool is used to draw out the map of a service and its components?** A: BMC ITSM Suite. In the Suite, the Atrium CMDB out of the box produced the charts you saw today. No customization. We just loaded our data.
4.	**Q: How many different service ticket types do you present to your end users?** A: Not very many. At this point our automated Service Catalog only has a few services. Our semi-automated Service Catalog is a Business Service Catalog (not just IT). It details business services, like medical dispensary services, as well as how to provision IT services.
5.	**Q: The presentation described a bottom up approach to mapping a service - how do you approach mapping out a new service, e.g. decomposing the high-level idea into the related components?** A: If I am starting with a service, like medical evaluation, and want to find out what it takes to deliver this service, I would interview first those that receive the service. What software/hardware do you use to perform your service? By asking this question we get a list or most often they don't know the answer but they do know what buttons they have to push. We record this information and map it to the apps they use. Then we map the apps to support. Oftentimes there are various support groups for one service. But now that we know who supports the service, we can ask them what servers it runs on. They know. Once we know this information, there is a lot of discovery we

	can find. Our tools can tell us the hardware. Once you get that, you can discover the rest of your hardware using a myriad of tools you probably have already like Active Directory, etc. In learning more about services, we found we had numerous CMDBs and many discovery tools.
6.	**Q: Do you have a documentation system as part of the SKMS and what is it?** A: Meaning the documentation that supports business apps and services? Document Management System (DMS)? Yes, we have a home grown EDMS. It is a requirement that we record all project docs in creating an app. It ends there, however. We struggled with documenting the individual decisions in resolving a particular Incident or Problem. We can attach docs on individual ticket items. For example on version control of software. Ideally all software is linked to our EDMS system and project documentation. Then we could see what change affected this version of software, etc.
7.	**Q: What is you repository source for your Definitive Media Library (DML) and what CIs are you capturing and tracking there?** A: Today we are not doing a DML like we would like. Our data sources are various like Tortoise, eSMM, MS Team FS, Razor, spreadsheets, Unix scripts, etc. We do not have management around these various data sources. As referenced in an earlier question, we do have the documentation portion of a DML we call EDMS. Our software is set-up as valid/standard use or restricted use. We use an Enterprise Architecture repository to manage that; however, no centralized DML systems.
8.	**Q: How many employees are at the Idaho National Labs (INL)?** INL is a nuclear energy research lab for the Department of Energy. Our campus is 800 square miles containing several hundred buildings. We have 5,000 direct employees plus subcontractors on site. Altogether there are approximately 12,000 people on campus. Our IS only supports the 5,000 direct employees, primarily Energy Alliance.
9.	**Q: Can you give me an idea of the size of your environment? # servers? users? desktops?** I think 12,000 desktops and laptops. Servers, counting virtual machines, are around 600.
10.	**Q: Can you talk about config auditing and how you resolve discrepancies (CI Librarians?)** We have 18 different data sources that we bring together and their relationships. Often data conflicts, especially manually entered data. However, we have a system in the middle that does reconciliation. When you bring in the data through a reconciliation engine, you're going to trust one data source more than another. For example, do you better trust Protius that is a data source on one set or Landesk because is discovered? For us Nik is lowest, than Landesk, then Protius is higher than that, etc. For attribute by attribute basis – or Class of CI item, we pick the highest ranked tool. It is a LOT of work and our CMDB librarian does it. You can see why I stressed the importance of keeping the funding for a CMDB librarian. We do dream of when all Data Sources are reconciled. For now, when we discover this better than that – we adjust. We are still building and building which makes it hard but we hope to slow down.
11.	**Q: How did you identify and determine what components are considered CIs and must be included in you CMDB?** We consider a CI anything useful in understanding the service. We capture CIs, the service itself,

	management of the service providers, apps, software, hardware, support, etc. We also consider Owners and certain PEOPLE as important CIs because when a service is in question, we want to go to the guy who knows how to do it right. After we get down to the individual computer system is gets fuzzy. Do I care about the hard drive? Do I care about the network card? I depends if it is important to me in my supplier contract database. If I do care and capture that as a CI it is because I want to know who is providing the best hard drives. Some information we capture as CIs because LANDesk makes it easy to do but we don't do much with the data. We capture things we see as failure points like a switch and services affected if goes down. However, we may not care about individual components that may not bring down a service.
12.	**Q: You refer to multiple CMDBs. Is it your goal to have just one? Explain why.** No. I referenced the book, The CMDB Imperative. In it there is lots of talk about this question. The ITIL v2 books talked about a centralized CMDB; however, there is new thinking in ITIL v3 in having many CMDBs. I referenced our many data sources like Protius and our Enterprise Architecture repository is like a CMDB. But if I tried to bring all our data sources into one it would be overwhelming to manage. I think it is important to have a central source where everything is related. Just have it federate out to describe attributes to service or people. For example, I won't bring in all HR information like people but just identifying information. All of the documentation in that Enterprise Architecture repository has the identifying information and points to where you can find the rest of the information should you need it. So I recommend and have a central CMDB with relationships. It is Federated with individual CIs.
13.	**Q: Did you look into free, open source, or low-cost CMDB and CMS applications when analyzing products that would fit your business needs? If so, what did you find?** No, because we already owned a tool so we didn't have that type of discussion at the time. We made a decision to go with a Remedy product for Service Desk. We had been using it for 8 years and it was highly customized. When I became involved, I needed to know what was failing. The tool had a hard time providing that information. So we reinvented the product to do that. If you already own a tool, you need to ask can it do what we need? It could. We simply needed to augment it with some commercial products. For us it was a reasonable decision but not a full out and out purchase.
14.	**Q: How much customization was done to your BMC ITSM suite?** Originally it was highly customized; we learned from that – primarily that it was too much work. When we purchased v7, we did not need to customize hardly at all. If something is really unique – like a charge number – the BMC product had a way to do that but it was cumbersome so we created a custom fix. Aside from that, only minor modifications were made in order to meet business needs. We are firm in not customizing. If a customizing request comes in, the Change board has to vet it first because of cost, etc.
15.	**Q: When you expanded into other business services (travel) how did you secure buy-in form multiple departments, align and assign ownership?** We expanded into other business services like Service Catalogs and involved the business in listing their services in our catalog. It was and is a challenge. We struggle. Initially, buy-in for Service Catalog came from knowing we had a problem. For example, researchers could not get started in their projects that we were paying them a lot of money to do. There was an e-concierge system and lots of other things being built. We brought people together to ask: why are you doing this? Can we work together? Do you see the value in working together? Do you see a central Service Catalog as a good idea? With their collective feedback, we marched down this path to an initial Service Catalog. We started with phone numbers of who to call, assigned ownership and listed those responsible for your services and services listed. We are not yet mature

	in this area; however, we have some buy-in. We also have a High Performance Work Place Initiative to drive behavior that we cannot do one-off work anymore. Work together.
16.	**Q: Can you explain how you determine how to measure accuracy or share your metrics?** In our CMDB? Data in CMDB is not being measured. We only do reconciliations. That is an area where many of our IT partners are asking for metrics, like drift management. Show me where something existed in one place and the next day it moved. What has moved without us knowing about it? Other metrics asked for is a count of what is on the data source. Show me discrepancies between the data source and target. We do have a view into this with our reconciliation engine and can see where discrepancies are in the source systems. We have not created these reports yet but when we do we hope it can help in areas like Availability Management.
17.	**Q: Can you explain the roles of Config within your organization?** We have no single plan of Configuration Management rules but many exist for the most part in performance reviews and documented procedures. For example, we expect anything that changes has a Change Request. In their Performance Reviews, all software developers have entries that say you must maintain configuration information in these areas, comply with Change Management, record Incidents and Problems accurately, report time, solve or remediate, etc. We do have a Configuration Management plan for software applications that is generically used. We are more stringent on service around a nuclear reactor versus "fixing a light bulb."
18.	**Q: What is the priority - the cmdb/cms process, or the tool used??** Gathering data or getting context or the tool used to get there? Great question because you can get too wrapped up in the tool. We have to be careful. At the end of the day, we care about Knowledge. Process rules. We care about the business, research, and strategy accomplished.
19.	**Q: How did you get your rule of no changes without an RFC disseminated, .e.g., was it from the top down? And how are you ensuring compliance with your rule?** There is no complete compliance. There is always a renegade. We got agreement at a grass roots level by the people affected and the business. You claim you need a stable environment. Understand then why RFCs are important. Compliance is enforced primarily through the annual review process. If you are evaluated annually and are measured by the amount of change people do, we can start to see data. Does it indicate you are sleeping on the job or doing work and not recording it? We believe capturing data on Drift Management will soon help. Compliance is not perfect right now but patience is important. I believe you can't come down with a too heavy hand because it will affect culture. Explain your reasons, expectations, and give examples behind compliance. Drive the message from a grass roots level to get people on board.