1.	**Q: How do you define "belts" in the ITIL context?** **A:** It is a Citi-ism. Black belts are associating with Intermediate offerings; Yellow belt with the 3-day Foundation. When talking about ITIL Capability classes for example I had a director say, "Talk to me in English." Having belt colors associated with ITIL levels of education has helped communication. It works for us.
2.	**Q: When moving away from one size fits all for categorization, did you allow each organization to define or reduce their lead times?** **A:** The categorization approach was engagement with the target state definition stage of CSI in stage management. At first Minor, Medium, Major and Significant Changes were identified. Having lead times and complexity levels associated with them was a huge part of targeted state. We met with investment banking, global consumer, infrastructure, network, etc., to hammer out lead times that worked for their divisions. Since then we have added Standard Change and some Standard Changes are even real time and straight through processing. Right now we have those 5 Categories of Change. Yes, our internal community was engaged. It was challenging and we had a long string of decisions to establish lead times and the proper time to arrange changes that go across businesses.
3.	**Q: What is your primary tool for change management? Do you use a COTS (Commercial Off the Self) Change Management product? How does it integrate with incident ticketing system?** **A:** The maturity of Service Management today is to start looking at integrated Service Management tool solutions. I think the time is ripe for that to evolve. Citi's approach is to use an IBM product, InfoMan. This product has been customized through other purchases. There is not such a thing as an ITIL-compliant tool but we now have an ITIL-like replicated tool. We have stayed with this tool because of volume. Some aspects of the tool are used that affect every single global employee for example. A couple of the volume statistics are at the tip of the iceberg as far as complexity. Our maturity of Change and Incident are at a 3. We are not at the automated phase. Our tool does not track Incidents caused by a Change. That is established in different ways. For example, show me the emergency, show me Emergency 1, and we can establish if it is valid or not.
4.	**Q: What tool do they use to manage the RFCs?** **A:** RFCs are governed by one Change tool which is huge as far as governance and efficiency. Our vendor tools are customized with internal engineering and support. First, however, we got the process right, then looked at the tool. Now when we are at the time to better integrate processes, we will do that first, then we will look at process integration tools. Process before tools.
5.	**Q: Are standard changes allowed to have a planned outage?** **A:** Good question. As I interpret this question, no. A standard change should not have an outage. As discussed during the presentation we issue a license for standard changes if and only if the requester and the standard change have a good record of not causing issues or breaking process. Part of the licensing discussion clearly has business stakeholders included. For a standard change a planned outage would be outside of the SLA. The board would flag it as an interruption of service and it would suggest risk. From a Licensing aspect we look at risk/impact assessment of technical risk and business impact. It would be hard to have an absolute timeframe of a planned

	outage of a standard change. What if it goes longer than planned? We would not risk an outage outside of the "green zone." A green zone is a projected service outage within the SLA. For example online banking has a green zone Saturday night from 12 am to 2 am. Internally it has been approved and we know customers will see a note asking them to come back later. It is a planned service outage as we define it. If the outage is outside the green zone it is outside our definition. If risk characteristics are low, between the planned 12 am to 2 am timeframe, then fine. If the past shows we have problems, than we say no.
6.	**Q: How do you differentiate between application changes (dev) and infrastructure changes?** **A:** Some RFC and tenants of ITIL are transparent across the types of changes. We segment change type by network, software, application, facility, hardware. Those 5 signify different treatment of approval process. There is a variance of how a network change is managed versus an application. Work orders or activity records are used heavily in the application space. Configuration Items have a common use of activity records. We don't find this as much in the software spaces – it is more canned. The Request For Change has commonalities such as recordings and metrics; but, there is some variance based on technology.
7.	**Who/How is post implementation handled for SCL?** **A:** We look at mature post implementation items that have caused impact. This is a best practice straight out of the ITIL Service Transition book. We should be doing more Post Implementation Review (PIR) but it is difficult as we have 10,000 changes a week. We do a random sampling of all changes but always Sev 1 and Sev 2 outages are what we look at right now. Systematic process changes that can be implemented? Prioritize. PIR process. We have not had an outage associated with licenses of Standard Changes. We have a closed loop process to identify irregularities and we haven't had to use it.
8.	**Do Standard Changes allow for client testing?** **A:** Client testing is through a normal change process unless it is automated which we have seen.
9.	**Where can one find information on how best to set up a Regional CAB?** **A:** This is best answered offline. In short, we took the Service Transition book, digested it, and used it as a model. Our stakeholder model then had to be overlaid on top of it.
10.	**Where did you derive your Cost Benefits Analysis data from in slide 8, specifically the Return - financial?** **A:** Return sum cost avoidance. We had historical data as we had two outages last year that lasted 17 minutes resulting in 100 people not processing calls. The cost was $30,000. Therefore our data is based on quantified business assessment of impact. We used the validation of those instances of outages and cost over the following year.
11.	**Q: How do you benchmark and measure VOE to be up or down?** **A:** The VOE is administered every year and we use 2008 as baseline.
12.	**Q: What is 5 Sigma?**

	A: We achieved a 5.0 of 6.0 – defects per million.
13.	**Q: Don't reduced correctional auditing steps directly translate to additional cost savings and a big ROI bottom line impact? Can it be used towards financial return?** **A:** Yes but hard to measure.
14.	**Q: Is Paul able to share project budget?** **A:** Apologies no.
15.	**Q: What it the typical lead time for most normal requests? We have a tendency to receive a change request and expect a 1 day turnaround.** **A:** major 10 – significant 5- medium 3 – and minor 1.
16.	**Q: What level of Manager is approving the Standard Change implementation and how does the communication plan differ from a normal change?** **A:** we use EVP approval – multiple for the License and then RFC are processed under that EVP authorization.
17.	**Q: Do you have any guidelines around implementing changes via standard changes as opposed to a Service Request?** **A:** Working on them now.
18.	**Q: You implemented compliance and control early in the process. Other than the "licenses", can you expand on this?** **A:** The License is key as well a renewal process.
19.	**Q: What percentage of the total population of changes should be standard change models?** **A:** 10% now driving to 30%
20.	**Q. Do you have any standard checklists for process deployments into the business units?** **A:** Sorry No.