

1.	<p><b>Q: What are the characteristics of a system of record (e.g. change control required)? We need to identify the sources of data. If three files have the same data, what characteristics of the file determine which file should be considered the trusted source?</b></p> <p>A: There is a technical side of the normalization of data and file lay-outs. There are tools that look at the data in each associated record and pull the info into fields. Of course, the key is to figure out which one of the records has the right and accurate data if information can be pulled into the same field. Your questions points out the great risk in Knowledge Management: overlapping and accuracy of data. One of the biggest risks to successful Knowledge Management is a database filled with duplicate records.</p>
2.	<p><b>Q: Where does the concept of a Knowledge Base and Knowledge Articles fit into the SKMS (Service Knowledge Management System)?</b></p> <p>A: Great question. Knowledge Bases have been viewed primarily as sitting within Incident Management. Knowledge therefore only comes from prior failures. True Knowledge Management first seeks to avoid failure by capturing and resusing knowledge throughout the entire lifecycle. Above and beyond Incident Management, all records that are tagged as Knowledge in the Knowledge Base should be related and viewable in the SKMS and CMS (Configuration Management System) layers.</p> <p>Knowledge Articles should be attached to the appropriate configuration item (CI) or Service CI record.</p>
3.	<p><b>Q: I think the concept of a Knowledge Base is common in the Incident Management Process. Would you recommend other process owners (Problem, Change, Release) take the same approach to put data into a SKMS?</b></p> <p>A: Yes. One of the benefits and flaws with Knowledge Management is the belief that the only people that need knowledge is the Service Desk and the only knowledge they need is from prior incidents. That information is necessary to resolving recurring incidents and gives us ability to trend problems, etc. What's usually missing is knowledge of how a service is designed and built – information or documentation that would be captured in a Service Design Package (SDP). Knowledge is needed in all process areas like the knowledge of known errors before implementation that affect both Problem and Change Management. We need to look at Knowledge Management in a bigger way and I think that is why in ITIL V3, Knowledge Management is in the Service Transition lifecycle phase.</p>
4.	<p><b>Q: What are examples of commercial CMS (Configuration Management System) products? I'm familiar with CMDBs (Configuration Management Databases) like BMC Atrium and HP Universal CMDB and I'm familiar with Knowledge Mgt systems but I don't know of any CMS products.</b></p> <p>A: Most of the tools that used to be known as CMDB products have converted into CMS products. The good news is that you can have multiple CMDBs or have multiple data sources.</p>

5.	<p><b>Q: Are you familiar with the KCS (Knowledge Centred Support) knowledge management process and if so what are your thoughts about it?</b></p> <p>A: KCS is something that grew out of HDI. I think it's great and there is a lot of good guidance in KCS. It looks at being able to use Knowledge based on the support you provide. However, KCS implies that most of the Knowledge Management process is the responsibility of the Service Desk. This is true on a day-to-day basis when a service goes into production. But what about all the Knowledge that occurred BEFORE production?</p>
6.	<p><b>Q: One thing that is often missed and can cause employee frustration is a Knowledge Base for ideas. An idea one year can apply three years down the road. How would you tackle this issue?"</b></p> <p>A: Use social networking to log ideas. Create some type of internal website or forum. Call it an Idea Bucket. Leverage and internally replicate the capabilities of social media sites like Facebook or simply create a shared page for ideas.</p>
7.	<p><b>Q: How do you sort through all the social network information and identify the gold nuggets?</b></p> <p>A: That is difficult because there is little current control in social networking. There are lots of bits and pieces of information – but how do you separate fact from fiction? Right now, there is no magic answer. Organizations looking to creating internal social networking are establishing filtering, moderation and control committees.</p>
8.	<p><b>Q: Doesn't something like Twitter just complicate the process of trying to organize the information? How do you tag/categorize something like a tweet so it can be searchable and associated with the appropriate process(es)?</b></p> <p>A: I think that is coming as techniques like Twitter are integrated into ITSM tools. Right now a tweet can be added to a record through a cut and paste. For example, a tech could tweet the Service Desk that they are on their way to fix a user. Take baby steps now to prepare yourself for the social networking revolution that's sure to come.</p>
9.	<p><b>Q: What could be the best approach to share part of the information to final users (not IT)?</b></p> <p>A: In a Known Error Data Base (KEDB) you can create a view that shows the fields a user is permitted to see but hides all of the other fields. This is often the foundation of self-help tools. Other confidential or proprietary information is captured in the record, just not visible to the user.</p>
10.	<p><b>Q: Every two days now we create as much information as we did from the dawn of civilization up until 2003, according to Goggle's CEO Eric Schmidt. That's something like five Exabyte's of data, he says.</b></p> <p>A: This is a common IT problem – we can collect mountains of data, but how much of that is actually meaningful?! Here come the clichés..."Don't boil the ocean." "Eat the elephant one bite at a time." Don't measure what you CAN, measure what you SHOULD.</p>

11.	<p><b>Q: How important is a definitive media library as it relates to CMS (Configuration Management System)/SKMS (Service Knowledge Management System)?</b></p> <p>A: It is critical to all processes and should be documented as part of the service. You may have lots of variations of a service in production – most of which are unauthorized and some of which may be unauthorized. Validating the data sources, CMS and SKMS layers may help you identify unapproved changes.</p>
12.	<p><b>Q: Are the Knowledge Mgmt records tracked at the Service Program (BU) and Enterprise level (IT) to determine Service vs. Enterprise activity as input to Total Cost of Ownership (TCO)?</b></p> <p>A: Either or both – depending on your purpose. What is important is that you create a record for the Service that relates (or joins) to all of appropriate configuration item records for that service. That allows you to query a whole service or just parts of the service. The best example is with email –there is no product actually called “email”. In order to tie all of the knowledge of email and its components together, it would be useful to create a record called “email” and join it to all of the technologies, incident, problems, changes, etc. related to “email”.</p>
13.	<p><b>Q: Thanks for this valuable information. We are a Service Provider company. We host Service Desk solutions for our customers. How can Social Networking in Knowledge Management help us?</b></p> <p>A: From a service you could offer your clients, look at ways of integrating social networking capabilities with the control and security of your services in small step stages. Look at ways to populate tweets. Or look at how you manage your own knowledge to be a better service provider. Leverage the social media phenomenon and bring its benefits to the business level in a controlled and beneficial way.</p>