

Consolidated responses to inquiry of January 13, 2007, are summarized in this document. Thanks to all who responded!

INQUIRY:

1. Do you have policies, guidelines or directives relating to the usage of software?
 - a. Does the policy define what type of usage would entitle certain licenses to be provided to employees? (e.g., full suite, single product, viewer only)
 - b. What constitutes usage? (e.g., software installation, authorization via directory, icon on desktop, application launch, keystrokes etc.)
 - c. How much usage defines an 'active' license?
2. Do you keep an inventory of unused licenses?
 - a. In what application (repository) is this information maintained?
 - b. Is that inventory used to fulfill license requests instantly? (versus waiting until purchased, then delivered) How is this done?
 - c. How many licenses are kept in the inventory? (as a percentage of total)
3. Do you monitor the usage of software via a metering application?
 - a. Which product? Strengths and weaknesses?
 - b. Do you automatically remove software if metering indicates the employee has not been using the application?
 - c. If you remove the software, do you inform the employee that the software has been removed?
 - d. Is this notification completed through an automatic message? Else how?
 - e. How often do you meter for license usage: weekly, monthly, as required?
4. Do you deliver your software licenses through a 'locked down' (NAL) type window?
5. Any suggestions re: best practice for an organization that would like to manage software usage through metering?

INDUSTRY	RESPONSES
1. Financial (approx. 60,000 desktops)	<ol style="list-style-type: none">1. SW Usage - We have standard productivity tools that all employees receive. Specific business applications are installed as per the profile of the user/desktop. Additional productivity tools are on an "as needed" basis and selected from a standard list of applications. There is no tracking of software usage at this time.2. With our new Distributed Software Asset Management (DSAM) program, we are tracking inventory of surplus licenses for specific software titles.<ol style="list-style-type: none">a. This license information and inventory is maintained in a table as part of our Peregrine Service Centre application.b. If the surplus licenses are current production titles, the licenses are available and allocated to orders at time of requisition. This is done through the Ariba procurement system.c. Currently the licenses in inventory are what we have accumulated as part of our audit and clean up. We have not had a "bulk purchase" for the purpose of "topping up" an inventory pool.3. SW Metering - this is part of our next DSAM project phase. We plan to use SMS's software metering tool.4. SW is distributed through a centralized software distribution tool on our standard desktops. When proof of license is received, a user is authorized to download the applicable software title.5. I have no experience or information to share on software metering at this time. I would be interested in the response from other organizations on this topic.

INDUSTRY	RESPONSES
<p>2. Municipal Government</p>	<p>We are implementing an enterprise technology asset management system (Maximo) to manage over 16,000 pcs, 2,000 notebooks, 500 servers, 2,000 printers/scanners/copiers, network switches and software licenses. The contract has just been signed and the software has been delivered but not installed. While the software is being installed, we are working on reviewing our processes to ensure compatibility and compliance with ITIL and Maximo for a successful implementation</p> <ol style="list-style-type: none"> 1. Our organization has an acceptable use policy for all corporate technology assets <ol style="list-style-type: none"> a. No. Most users are given the Standard MS Office Suite without MS Access unless departmental management request MS Access. b. Icon on desktop. c. After the implementation of an asset management system, we will be able to determine how frequently a software licence is used. 2. Currently, the pool is maintained at the Dept. level for MS Office Suite, and at the Corporate level for corporate apps such as Email, Novell, Oracle, SAP etc. <ol style="list-style-type: none"> a. is being done manually (by spreadsheet, Access database) pending the Maximo implementation b. Only in some cases - SAP, Oracle, Novell c. None are intentionally kept in inventory. It is only if a computer is decommissioned and not replaced/reassigned and a surplus licence is identified. 3. <ol style="list-style-type: none"> a. We use Computer Associates Unicentre suite of enterprise management tools - Asset Management Option (AMO) which collects inventory data on desktop and notebook computers connected to the network. It doesn't meter apps. b. No - but we will be able to after Maximo is implemented c. N/A d. N/A e. N/A 4. We have a base image loaded on the PC by the reseller. Other apps are 'pushed' by Computer Associates Unicentre Software Delivery Option (SDO). 5. Not at this time.
<p>3. Financial <i>(approx 2000 desktops, 75 servers)</i></p>	<ol style="list-style-type: none"> 1. The only real policy we have is that our call center reps receive viewers only unless otherwise requested. Anyone in the company can request an "accepted" software. An accepted software is something that has been tested by our desktop administrators and approved by our architecture department. These requests are validated by the person's immediate superior. Depending on the cost to purchase further approvals by senior management will be necessary. 2. An inventory of unused licenses is kept in HP AssetCenter. These licenses can be allocated instantly. Licenses are purchased on an "as needed" basis. Additional licenses are not usually acquired unless a forecasted number of installations are brought to light at the time of purchase. 3. Usage of software is something just starting to be looked into. From Tivoli scan data we are able to see a "last accessed date". Any application not used in 6 months or more is removed. The large number of software installations for us (Microsoft Office, Visio, Project, etc) are reconciled quarterly. All other software is reconciled as the maintenance comes due. As a result 80% of our software is reconciled at least yearly. 20% maintenance is not purchased with the product and is reconciled on an "as needed" basis. 4. Approximately 75% of our software is installed through Tivoli Software Distribution the other 25% is manually installed. Licenses are manually supplied through internal email directly to the installers. 5. We are also interested in best practice suggestions for software metering.

INDUSTRY	RESPONSES
4. Financial (5500 desktops globally, 300+ servers)	<ol style="list-style-type: none">1. Yes<ol style="list-style-type: none">a. Yesb. Active usage; We use metering tools to determine if the apps are being used.c. More than once a week.2. Yes.<ol style="list-style-type: none">a. In house developed repository.b. The spare pool fulfills requests instantly. If the spare pool is depleted we use metering tools to determine if we can revoke licenses and re-assign. If all deployed licenses are in use and the requestor has a valid business case for the software we will purchase a license.c. n/a.3. Yes.<ol style="list-style-type: none">a. SMS; sometimes inaccurate.b. Yes, after notifying the user.c. Yes.d. Manual message.e. As required.4. Yes.5. For high demand software, metering should be done every 30 days, 60 days and 90 days....

INDUSTRY	RESPONSES
5. Financial	<ol style="list-style-type: none"> 1. Yes, we have an Architectural library that contains all compliant software that can be purchased and placed on the desktop. It also contains software in various other status categories that require the engagement of the contact person (Architect/ product steward) to proceed with purchase or installation. We also have various security policy and control mechanisms that restrict software usage to business purposes, internet download restrictions. Employees also sign an annual security and employment policy which restated some to the restrictions. We also control deployment of software via our Helpdesk - they use a Helpdesk solution database for all requests to assess and determine restriction on usage etc to guide a client to correct contact people. As to who gets a certain piece of software and how they are going to use it - we really on a central contact in each unit to approve software deployment and/or purchase based on the specific of there divisional needs. <ol style="list-style-type: none"> a. We do not get this specific in any policy - the type of software and or usage it typically guided by the product steward and/or a central IT contact for each unit they assess and determine best product to meet the need and recommend alternatives. b. It depends on the licensing agreement and grant what constitutes usage. For software over and above the standard desktop it is the install base and for standard desktop it is per machine as software is installed on all machines c. Depends on software - for software over and above the desktop it is the installed software 2. Yes for certain units / divisions only <ol style="list-style-type: none"> a. Home grown lotus notes b. We fulfill immediately from inventory where the license grant allows. If purchase is required we wait till PO is cut. IF purchase and media and or key is required we wait until receipt of media and other information required to complete the install. c. Currently 6,800 license records - as a percentage of total desktop software over and above the standard desktop this might represent 70% of our desktop licenses (this is a guess) 3. Only for MS project and Visio - due to our master agreement and ability to True-up we attempt to keep our numbers down through usage monitoring <ol style="list-style-type: none"> a. MS project, Visio - usage reporting through SMS can bogged down the environment so we need to be selective, need to allow the metering to gather data for a 6 month time frame before it is useful, data is open to interpretation – reports user who has not 'launched' executable in a certain time frame we typically report on 3 mths and 6 mths. We recently went through an XP upgrade of our desktop operating system and it completely invalidated the usage reporting and we now need to wait an additional 6 months to obtain accurate data. b. No we provide reporting to central IT contacts for the unit and it is there accountability to cleanse and request deinstallation and reclaiming of licenses - this is more of a financial consideration - under utilization of a company asset. c. This again is up to the central contact to confirm usage with the client based on circumstance and then arrange for the Helpdesk to deinstall - License Management is then copied on this request and we update our data to reclaim the license. d. Manual email notification e. The metering is continual based on specified software – we typically send out reporting annually a few months prior to the Microsoft annual renewal/trueup date. 4. Through SMS package to the desktop 5. We minimally use this function as it is open to data interpretation it does impact the performance of the environment you do want to be selective and only utilize for software where there is a high volume, materiality and/or value in reclaiming I would not recommend automatic deinstallation - unless you have clear policy in place stating after X days of non usage of this software if will be removed - we have users who, based on job level and function - only use a product twice a year BUT they ABSOLUTELY need it immediately when the need arises. auditing the data is a large task and should be done by some who understands the business needs and divisional use of the product