

Pilot Project Phase I Report
Knowledge Network Mapping

*Using Visualized Network Data
for HR Decision Support*

Table of Contents

Part I:	General Overview	
	Network Mapping.....	3
	Data Gathering Process (KNETMAP)	
	Network Analysis Process (INFLOW)	
Part II:	Report on Pilot Project	
	Objectives	5
	The Use of Network Mapping for HR Planning	
	Key Expected Outcomes	
	Potential Benefits	
	Future Considerations	
	Number of Staff Queried	
	Initial Recommendations.....	8
Part III:	Knowledge Network and Analysis Maps	10
	Cross-Domain Experts.....	35
Appendices		
	Appendix A: Beta Test Checklist	
	Appendix B: Analyst Comments	

Using Visualized Network Data for HR Decision Support

Part I: General Overview

Overview of Network Mapping

The notion of networks as a dominant organizing principle to explain how organizations work is attracting significant interdisciplinary interest. Senior managers are in the vanguard of those who are turning to network maps for usable insights into the network dynamics shaping both threats and opportunities in the human resources sector.

KNETMAP is a data-gathering tool that generates network maps in real time. It provides results that are both qualitative and quantitative.

Subject matter expert networks, task networks, innovation networks, and communities of practice are examples of organizational structures that contribute directly to value creation.

Network maps, unlike the formal organization chart, can frequently reveal:

- Bottlenecks in key business processes;
- What would happen to a team when two key members retire;
- The exclusion of some employees from advice and mentoring networks;
- Employees who connect to the far reaches of the organization;
- A good candidate for managing a key department or a new department;
- Boundary spanners between contiguous network structures i.e. 'silos of expertise'

Analysis of network maps can also influence and prioritise initiatives such as leadership training, succession planning and replacement planning because they provide indicators for monitoring:

- The informal leadership of specific groups
- Influencers on products/processes/services
- Product/process experts ('hubs' and 'authorities')
- Fragmentation and 'structural holes'
- The 'reach' of people (and ultimately the organization)

General Overview of Data Gathering Process

- A query is sent by email
- Each person selects from a list of names that are recognizable as colleagues and co-workers in the organization.
- New names (such as external contacts) may be added to the list using the blank form located at the bottom.
- The Web-based knowledge network map is created in real-time after each submission.
- These maps can be archived for retrieval at any date, either for decision support, location of expertise, or to monitor changes in existing networks.

- The nodes can be labeled or anonymous. (Identification by code or by name is possible from a right click on the node.)

Based on data that each staff member voluntarily provides in response to a query, KNETMAP generates a visualization or map in real time. (Each network map depicts a particular dynamic in the organization by showing who goes to whom for specific information.) KNETMAP can show not only how the individual employee operates within their team or department, but also show how teams and departments interact with one another, and how individuals/teams interact with external stakeholders. The ability to map this in a way that is immediately shared throughout the organization is a vast step forward beyond conventional data gathering.

In order to prosper, organizations must create as much value as possible from their assets. Stakeholder relationships are important intangible assets that contribute directly to value creation; KNETMAP surfaces these relationships and therefore opens them to better management and optimization.

General Overview of the Network Analysis Process

KNETMAP™ is the Web-based data-gathering tool that builds network maps in real time based on data submitted from the organization in response to a query or question. (Question of the Day) sent via email. INFLOW™ is a Windows-based stand-alone analysis software for further analyzing the exported KNETMAP™ data. INFLOW™ is particularly useful for interpreting large maps of over 20 nodes of varying attributes.

INFLOW™ uses robust social network measures to evaluate individuals, groups and the whole network. Its metrics include: node and network Centrality, Cluster Analysis, Small-World Networks, Structural Equivalence, External / Internal Ratio, Reach-In (many steps), Reach-Out (many steps). The analysis tables included in this report are the Reach ratios. Reach is a network metric that reveals the *network horizon* of individuals—how far their awareness and influence reach into the organization. Reach is one of the most significant metrics for network maps, because it reflects not only the number of incoming links an individual/node has, but most importantly reflects whether those incoming links are coming from a 'low Reach' node or a 'high Reach' node.

Current licensees of INFLOW™ include numerous divisions of IBM professional consulting services, The Centres for Disease Control (CDC), a number of non-profit organizations and a significant number of private sector firms.

Part II:

Report on Pilot Project Phase I: Knowledge Network Mapping

Objectives of Pilot:

- Identify Subject Matter Experts (i.e. where skills and knowledge reside across a recently reorganized workplace) in key disciplines;
- Generate secondary analysis maps that indicate various attributes (e.g. eligible for retirement or consultant);
- Identify who depends on these people for expert advice;
- Study the network maps for evidence of emergent communities of practice;
- Determination of whether network maps can provide decision support for HR planning, including replacement planning;
- Evaluation of user acceptance of the data gathering required for network mapping ;
- Assessment of the software application KNETMAP™.

This pilot project was initiated to identify subject matter experts in several knowledge domains.

With the cooperation of 379 pilot participants who were requested to provide data in response to eight email queries over a period of two weeks, a series of web-based visualizations, or “knowledge network maps” (of people whose expertise was sought) were generated for each of the following domains:

Risk Management*

Requirements Analysis*

Technology

Database Issues

Desktop Tools

Document Management

Innovation*

*These three areas of expertise are considered to be reasonable indicators of leadership; the remaining areas of expertise relate to technical skills. This mix of queries (five technical and three leadership) seemed to be a reasonable approach for a pilot conducted in the WIP Branch of ABCDE.

Specific attributes were assigned to a number of participants in this pilot.

The Use of Network Mapping for HR Planning within the scope of this Phase I Pilot Project

Public service organizations function mostly on the basis of knowledge. Yet this knowledge is often not codified and frequently not valued until it begins to 'leak' through retirement or other means. Network mapping, applied conscientiously, can identify those individuals deemed by their peers to be subject matter experts in strategically important products, processes and services. In this Phase I Pilot, we did not pursue the strategic use of network mapping, but monitored user acceptance and technical performance of the data gathering process through a series of general queries.

Early results confirm that network mapping is supportive of the larger processes related to human resource management. Certainly, they show the relationships between colleagues. When specific attributes such as gender, geographic location, years of services, or years from retirement are assigned to the population being mapped, these maps have significant potential for decision support related to HR planning. Network maps can, for example, reveal emerging communities of practice. One of the best ways of ensuring the transfer of knowledge within a domain from the individuals about to retire to younger individuals in the system is to create "cross-generational" communities of practice. By virtue of tackling issues/problems in a given domain, knowledge is shared in a very effective manner. Not only can this knowledge then be codified and stored for easy access but can be passed on to the younger members of the community. They have a fuller appreciation for the knowledge they receive in this manner because it is acquired in the process of resolving an actual issue considered important by everyone concerned.

With respect to replacement planning, there are two considerations to be made: the demand side and the supply side of human resources. The challenge is to maintain an appropriate balance between these two dynamics. From the perspective of mapping our task networks, it is worth exploring whether we can determine who are the 'lynchpins' in the flows of knowledge instrumental in getting things done. These individuals are generally only manifest in informal networks because information flows do not follow managerial lines. The replacement planning process can then use the results of the mapping exercise to prioritize the management efforts required to plan the replacement of individuals about to retire. In addition to being able to prioritize the focus of replacement efforts, the data obtained can also point to individuals who should be considered as top candidates to replace the key resource about to retire. Once a plan has been put in place to match "retiring" and "replacing" candidates, development plans can be devised to accelerate the level of preparedness of the selected replacement. Various forms of mentoring as well as communities of practice can effectively be used as parts of these plans.

Such considerations are worthwhile, because when there are challenges in the workplace, it is advantageous to know who "the connectors of knowledge" are. The analysis tables (Reach lists) reveal to some extent who these individuals are, although the ranking is dependent on many factors known only to the client. While the highest ranking subject matter experts are generally known – even without an intervention such as network mapping, it is equally important to know who the up-and-coming subject matter experts are, as such data may play a role in any replacement planning exercise.

Future considerations related to the results of HR-focused network mapping might include studying the composition of the staff engaging in information exchange in a specific knowledge domain, and purposefully proportioning a generational distribution that is appropriate e.g. 25% between 25-35, 25% between 35-45 (or by level).

Network maps can contribute to intelligent human resource planning by allowing us to better understand the flows of knowledge in new organizational structures. There is no mystery to the maps generated in this pilot project – they reflect the way the way the queried population works, revealing current connections at a point in time. This tool, applied correctly, can identify the experts or 'go-to people' in specific areas of expertise. It should be noted that the tool is not intended to capture what the subject matter experts know.

Key Outcomes of the Pilot:

- Network views of the knowledge domains queried
- Confirmation of known subject matter experts in the knowledge domains queried
- Evidence of up-and-coming subject matter experts in the knowledge domains queried
- Ranked list of nodes in the knowledge domains queried

Potential Benefits

- Reduced subjectivity due to the peer evaluation approach
- Identification of individuals with deep corporate knowledge
- Disclosure of emergent communities of practice
- Exposure of vulnerabilities related to critical skills
- Decision support for targeted training
- Potential to reveal poorly integrated individuals who show up as 'isolates'
- Potential to reveal individuals with leadership potential who may not otherwise be identified

Future Considerations

- Generating and archiving knowledge network maps of subject matter experts across all of the ABCDE IM/IT community of 1500 members, and making such maps and/or lists available to all members;
- Using subject matter expert network maps as orientation tools for new staff;
- Identification of subject matter experts in strategically important knowledge domains, and formally involving these individuals as executive sponsors and/or facilitators of a community of practice in order to leverage their expertise. (One of the principal consultants involved in this pilot project, Hubert Saint-Onge, is an industry expert on the role of CoPs in mitigating the risk of expertise loss attributed to retiring senior staff. *See Hubert Saint-Onge's book "Leveraging Communities of Practice for Strategic Advantage"*).
- Launching communities of practice as part of a program of continuous learning leading to capabilities development for a new wave of managers.

Number of Staff Queried

Total number in the email distribution list: 379

Total number of externals/new names added by those participating: 183

Total number of nodes in the database tables: 562 nodes, 573 linked files

Reporting/Email Distribution List

Query #1	139/379
Query #2	121/379
Query #3	131/379
Query #4	113/379
Query #5	95/379
Query #6	72/379
Query #7	91/379
Query #8	71/379

The above numbers reflect a statistically valid set of responses to produce network maps of subject matter experts for the knowledge domains queried. (Note that participants were asked to refrain from participation if they were uncertain as to who the expert was, or if they themselves were an expert in the knowledge domain studied.)

Initial Recommendations

- Consider the use of network mapping as part of a decision support system for replacement planning by reviewing the list of individuals identified with high Reach who will retire in the near term, and identifying those who may be their replacement;
- Consider the use network mapping results as part of a decision support system for succession planning by reviewing the list of individuals identified with high Reach and determining which individuals are structurally equivalent in terms of connectedness and position;
- Consider snowball querying starting with senior management to determine the connected individuals and paths of communication flow for a specific strategic imperative;
- Based on the maps generated and results reported, determine the attributes of the participants/nodes that would add more meaning to the maps generated and/or the list of individuals reported to have high Reach in the INFLOWTM analysis list(s);
- Review whether the role-specific queries provided insights. For example, did the query and results confirm whether specific individuals were sourced according to their role, or did the query identify other individuals who were acting in unofficial capacity as support in this knowledge domain?
- Consider the use of network mapping to form cross-generational communities of practice that would be used to diffuse knowledge and reduce the current dependence on the senior resources who are about to retire.

Summary

See Analyst Comments in Appendix B, page 39

The network maps generated in this pilot should be interpreted as a diagnostic, an indicator of how work is being done, as well as a preliminary look at how people are connecting. By determining where these connections take place, there is potential for significant cultural change if it is recognized that cultural change is about sharing information.

While the queries in this pilot were of a general nature, intended to evaluate the usefulness of organizational network analysis, they were deliberate in addressing important issues faced by service groups. Specifically, the identification of persons key to supporting the community in various capacities was explored and analysed (to the extent that a pilot with limited participation permits). This data, in our opinion, is relevant to succession planning, replacement planning, 'soft' reorganization and knowledge transfer initiatives such as the development of practice communities.

The Cross-Domain Experts map (page 34-35) depicts the general paths available for information exchange. These 'well-connected' people are historically good sources of information or good contact points for other sources of information. Some of these cross-domain experts may not have made the cutoff in any specific knowledge domain, but are most likely generalists that play an important role in supporting the organization. A significant number of the 'top twenty' people on the high Reach list are slated for retirement in the near or long-term future.

Part IV: Knowledge Network and Analysis Maps

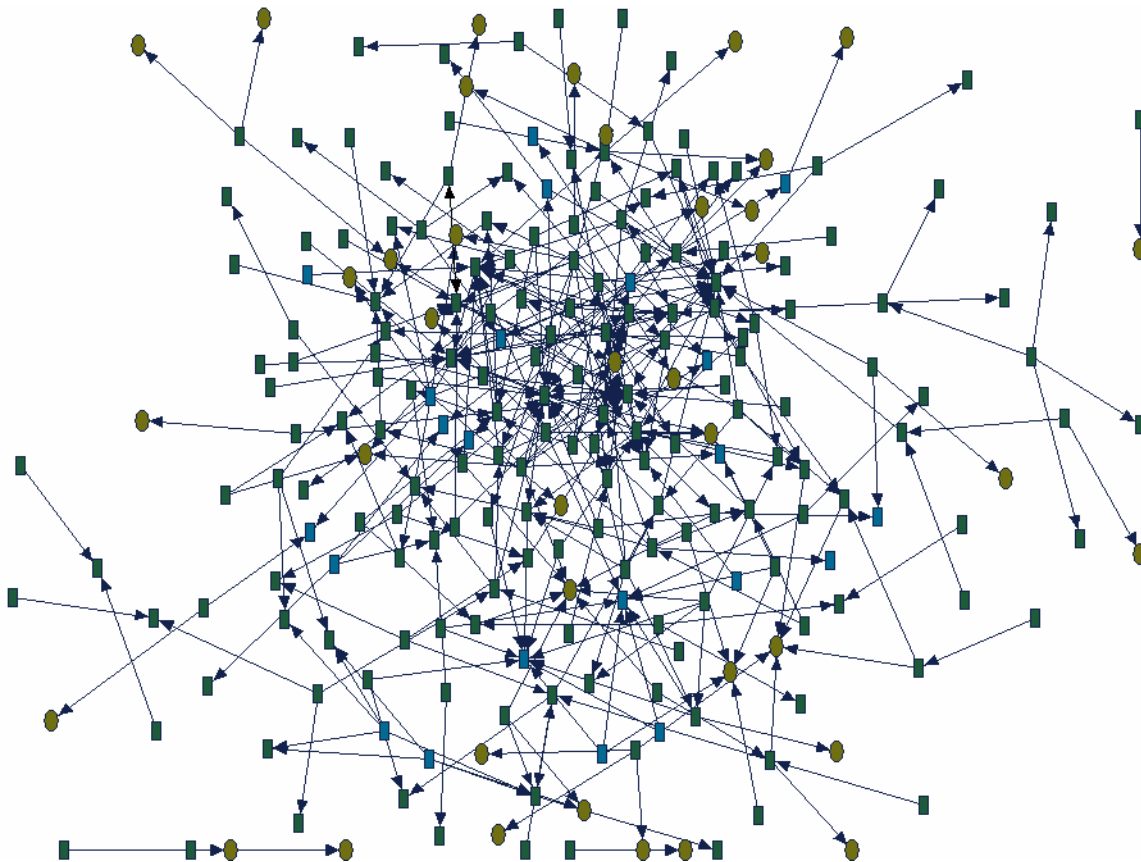
The following knowledge network maps, based on eight queries administered over a two week period, show the exchanges that take place along the formal and informal networks of communication. These maps were viewable by participants immediately after submission of their data.

Subject: Knowledge Network Mapping-Question #1-Risk Management/Gestion des Risques-Mappage du réseau du savoir

1.From whom would you seek opinions on best practices in risk analysis and conducting a risk assessment?

1. Qui iriez-vous consulter pour obtenir des conseils concernant les meilleures pratiques pour l'analyse des risques et effectuer une évaluation des risques?

(139 of 379 reporting)



INFLOW Analysis Question #1

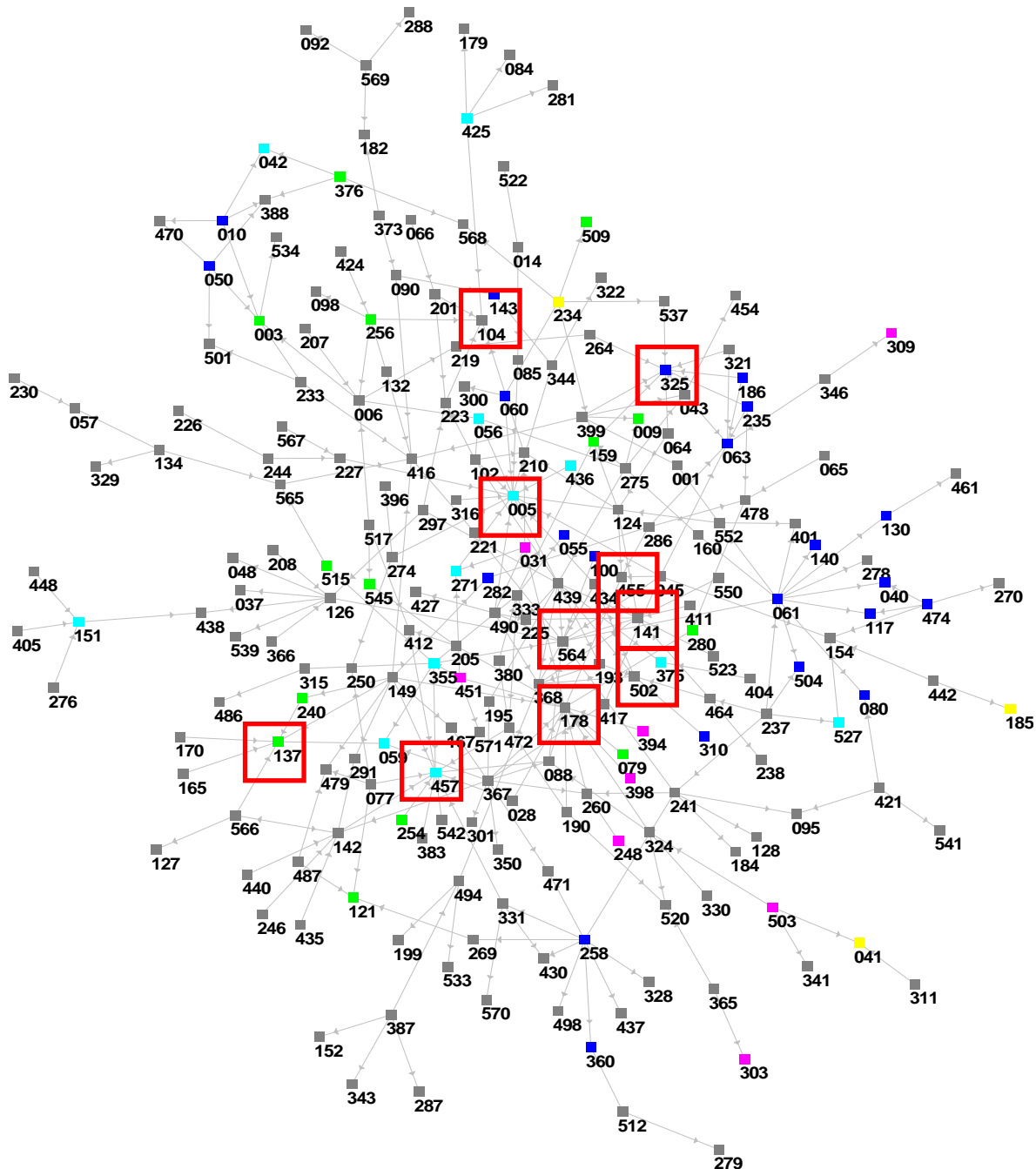
Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #1-Risk Management/Gestion des Risques-Mappage du réseau du savoir

Network Maps show only the main component – no isolated nodes or pairs of nodes are shown

Nodes are color coded by the following flags:

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X --all others |



INFLOW Analysis Question #1

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #1-Risk Management/Gestion des Risques-Mappage du réseau du savoir

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|---|---|
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*REACH	INFLOW#	Name	Code	
0.180	141	Don Topper	■	# of incoming links (10); # outgoing links (0)
0.144	005	Alan Rockford	■ S	# of incoming links (15); # outgoing links (0)
0.131	457	Rick Logan	■ S	# of incoming links (12); # outgoing links (0)
0.131	564	Chas Chelsea	■	# of incoming links (11); # outgoing links (1)
0.113	455	Rand Mercer	■	# of incoming links (4); # outgoing links (0)
0.090	178	Glen Chester	■	# of incoming links (14); # outgoing links (1)
0.072	137	Dale Hart	■ L	# of incoming links (6); # outgoing links (0)
0.072	502	Sam Bighorn	■	# of incoming links (6); # outgoing links (0)
0.068	325	Lewis Miller	■ C	# of incoming links (9); # outgoing links (0)
0.063	104	Don Belisle	■	# of incoming links (5); # outgoing links (0)

***Definition of REACH:** Reach-In measures how influential a node is. The metric looks at both direct and indirect ties. By calculating how many unique nodes seek the advice/expertise/opinion of node X, the influence of node X can be determined. The influence of node X goes up if other influential nodes seek its advice/expertise/opinion. The sphere of influence for node X can be determined by viewing both direct and indirect in/out links surrounding node X -- incoming links show who seeks out node X, while outgoing links reveal who, if anyone, node X seeks for advice/expertise/opinion.

Node Specific Data

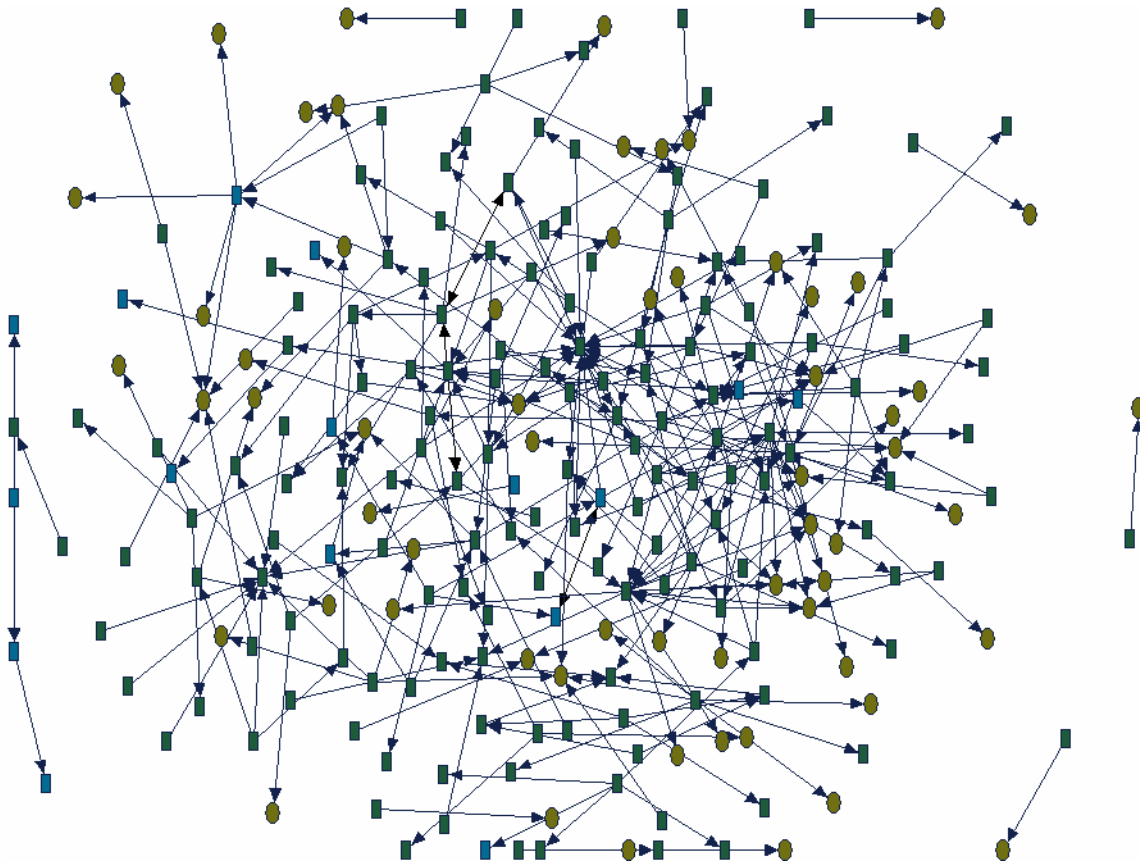
Don Topper: incoming link is Chas Chelsea
Chas Chelsea: outgoing link is Don Topper
Glen Chester: outgoing link is Rand Mercer

**Subject: Knowledge Network Mapping-Question #2-Database Issues/Matière de bases de données-
Mappage du réseau du savoir**

2. From whom would you seek advice or with whom would you brainstorm when you need technical understanding of database issues and be able to apply them to your current technical database problems?

2. Lorsque vous avez besoin de comprendre certaines questions techniques en matière de bases de données, qui allez-vous consulter pour une séance de remue-méninges ou pour obtenir des conseils qui pourront s'appliquer aux problèmes techniques actuels de votre base de données?

(121 of 379 reporting)



INFLOW Analysis Question #2

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #2-Database Issues/Matière de bases de données-Mappage du réseau du savoir

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X -- all others |

*REACH	INFLOW#	Name	Code	
0.143	142	Diane French	■	# of incoming links (17); # outgoing links (0)
0.107	020	Andrew Miller	■	# of incoming links (5); # outgoing links (0)
0.077	067	Candy Smith	■	# of incoming links (4); # outgoing links (0)
0.077	147	Margaret Viera	■	# of incoming links (4); # outgoing links (0)
0.077	550	Maxwell Henderson	■	# of incoming links (7); # outgoing links (8)
0.071	004	Genny Donaldson	■	# of incoming links (1); # outgoing links (0)
0.071	018	April Wine	■	# of incoming links (1); # outgoing links (0)
0.071	133	Randy Henderson	■	# of incoming links (4); # outgoing links (0)
0.071	302	Nancy Wong	■	# of incoming links (1); # outgoing links (0)
0.071	531	Bob Miller	■	# of incoming links (2); # outgoing links (0)
0.061	209	Help Desk	■	# of incoming links (9); # outgoing links (0)
0.061	524	Malcolm Less	■	# of incoming links (4); # outgoing links (0)
0.056	172	Frank Couperin	■	# of incoming links (4); # outgoing links (0)
0.051	055	Bob Hendrix	■ C	# of incoming links (1); # outgoing links (0)
0.051	333	Ron Mast	■	# of incoming links (6); # outgoing links (0)

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Node Specific Data

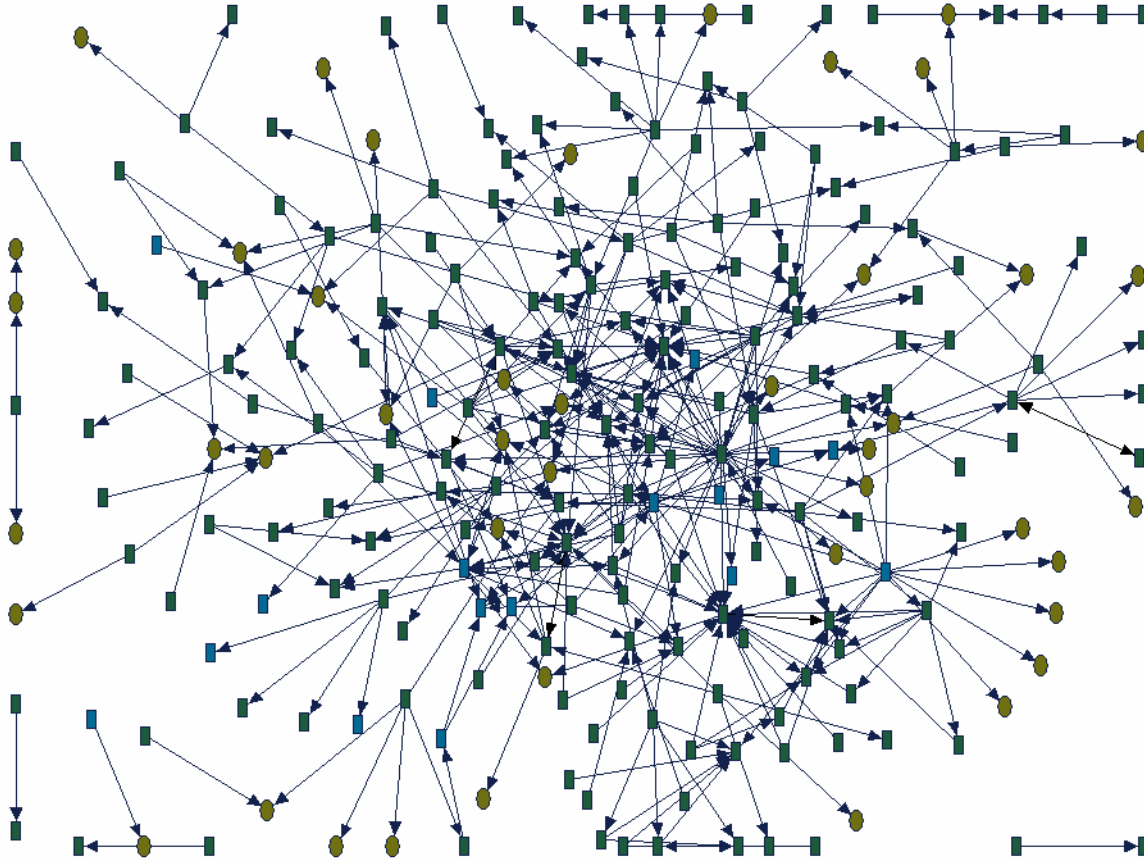
0.107	020	Andrew Miller	incoming link Maxwell Henderson
0.077	067	Candy Smith	incoming link Maxwell Henderson
0.077	147	Margaret Viera	incoming link Maxwell Henderson
0.077	550	Maxwell Henderson	
Outgoing links: Randy Henderson, Than Nguyen, Genny Donaldson, April Wine, Candy Smithilcox, Nancy Wong			
0.071	004	Genny Donaldson	incoming link Maxwell Henderson
0.071	018	April Wine	incoming link Maxwell Henderson
0.071	133	Randy Henderson	incoming link Maxwell Henderson
0.071	302	Nancy Wong	incoming link Maxwell Henderson
0.071	531	Bob Miller	incoming link Maxwell Henderson
0.051	055	Bob Hendrix	incoming link Ron Mast

Subject: Knowledge Network Mapping-Question #3-Technology/Technologie-Mappage du réseau du savoir.

3. To whom would you go to discuss current market trends in technology?

3. Qui iriez-vous consulter pour discuter des tendances actuelles du marché en technologie?

(131 of 379 reporting)



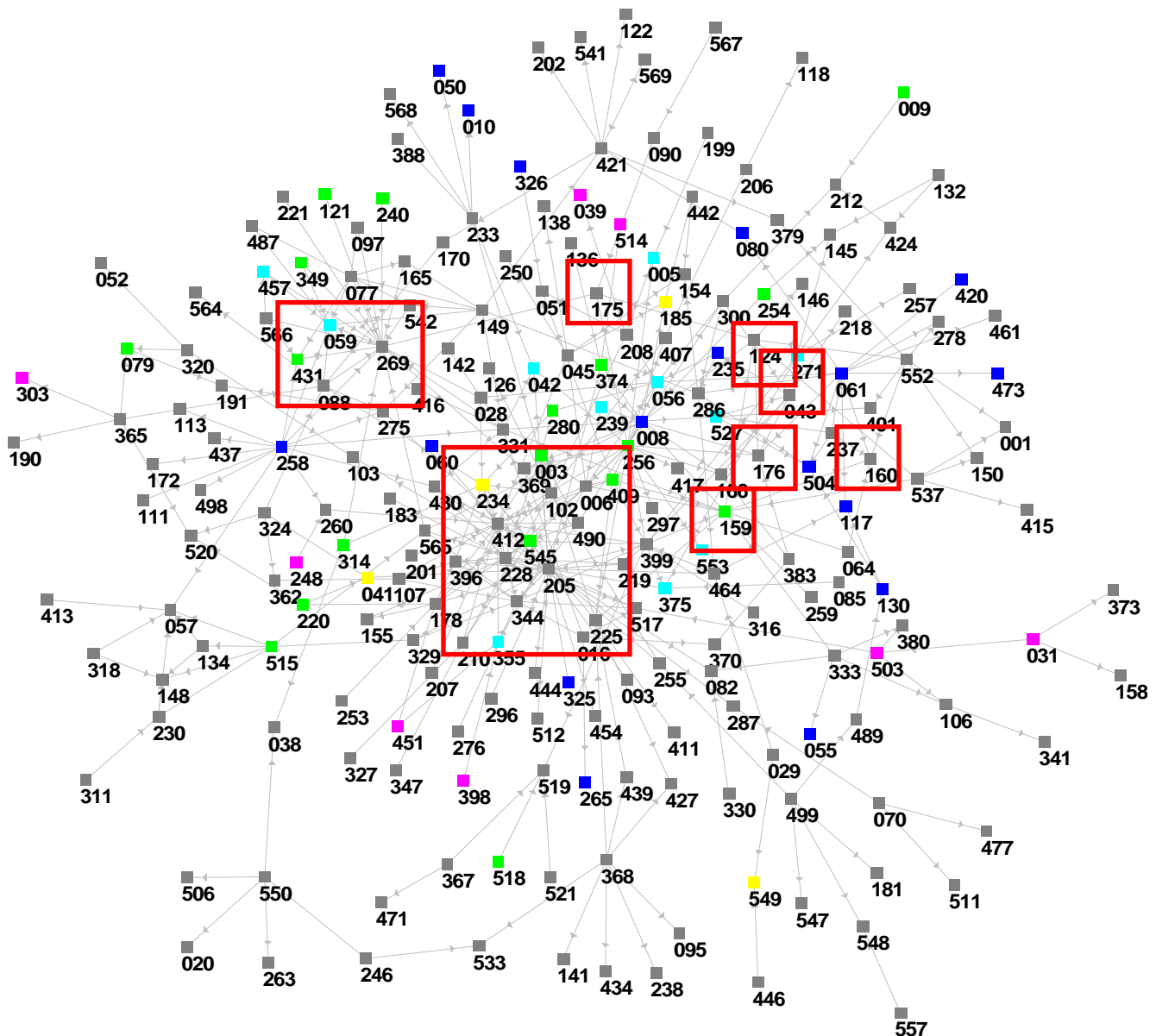
INFLOW Analysis Question #3

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #3-Technology/Technologie-Mappage du réseau du savoir.

Nodes are color coded by the following flags:

- | | |
|---|---|
| ■ S -- eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
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| ■ C -- consultant | ■ X -- all others |



INFLOW Analysis Question #3

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #3-Technology/Technologie-Mappage du réseau du savoir.

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X --all others |

*REACH	INFLOW#	Name	Code	
0.217	545	Vid Markle	■ L	# of incoming links (10); # outgoing links (0)
0.212	412	Paddy Simpson	■	# of incoming links (19); # outgoing links (1)
0.195	175	Gartner Analysts	■	# of incoming links (4); # outgoing links (0)
0.168	344	John Ford	■	# of incoming links (11); # outgoing links (1)
0.164	396	Monika Gabran	■	# of incoming links (6); # outgoing links (0)
0.150	269	Jan Caroway	■	# of incoming links (17); # outgoing links (4)
0.142	159	Eric Zelko	■ L	# of incoming links (11); # outgoing links (2)
0.142	369	META Analysts	■	# of incoming links (4); # outgoing links (0)
0.128	160	Nancy Fressen	■	# of incoming links (5); # outgoing links (0)
0.128	176	Gartner Website	■	# of incoming links (6); # outgoing links (0)
0.115	059	Bob Ort	■ S	# of incoming links (8); # outgoing links (1)
0.115	124	Don Renquist	■	# of incoming links (4); # outgoing links (4)
0.115	431	Don Rabbet	■ L	# of incoming links (4); # outgoing links (0)

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Node Specific Data

Gartner Analysts: incoming links are Jan Caroway and Don Renquist

Monika Gabran: incoming link is John Ford

Jan Caroway: incoming link is Bob Ort

Eric Zelko: incoming link is Don Renquist

META Analysts: incoming link is Jan Caroway

Nancy Fressen: incoming link is Eric Zelko

Gartner Website: incoming link is Don Renquist

Bob Ort: incoming link is Jan Caroway

Don Renquist: incoming link is Eric Zelko

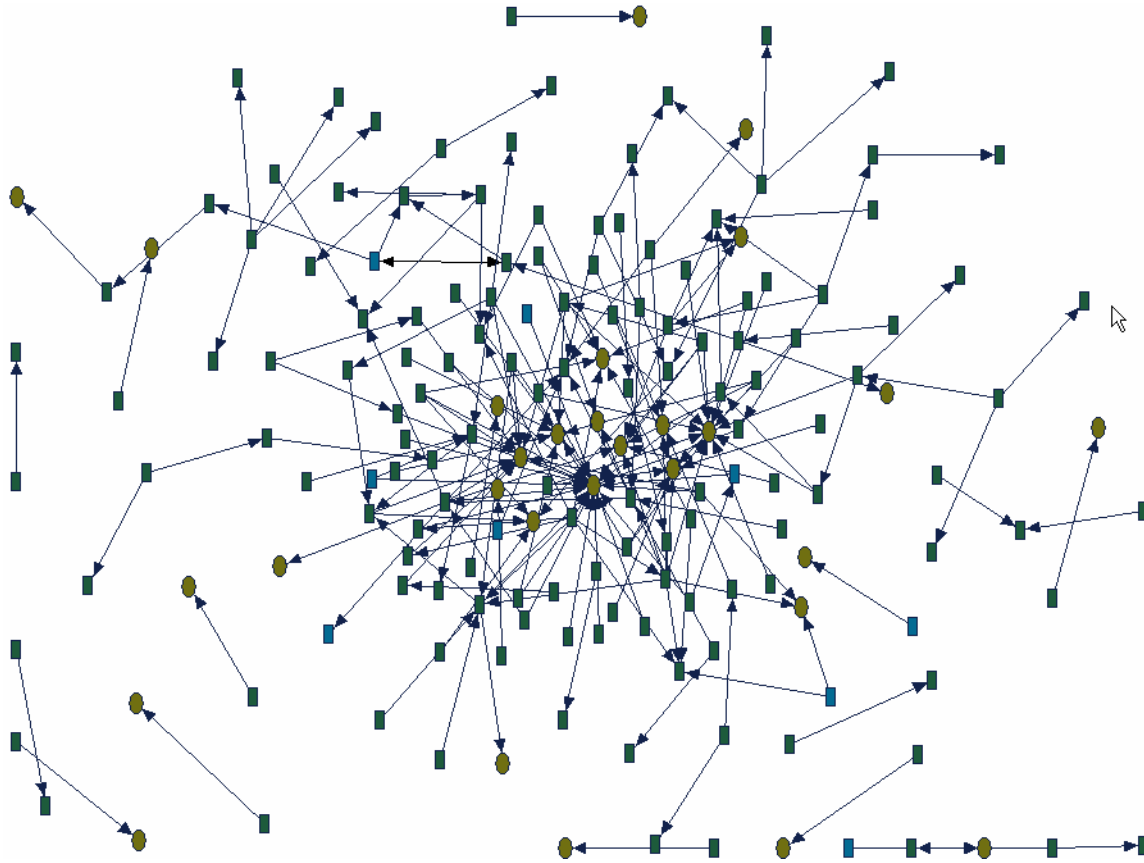
Don Rabbet: incoming link is Jan Caroway

Subject: Knowledge Network Mapping-Question #4-Document Management/Classification des documents-Mappage du réseau du savoir

4.To whom would you go for advice on where and how to file your electronic documents, presentations, etc. so that others could easily find them (without having to ask you)?

4. Qui iriez-vous consulter pour obtenir des conseils sur le moment et la manière de classer vos documents, vos exposés, etc., d'une façon qui permette aux autres de les trouver facilement et ce, sans votre aide?

(113 of 379)



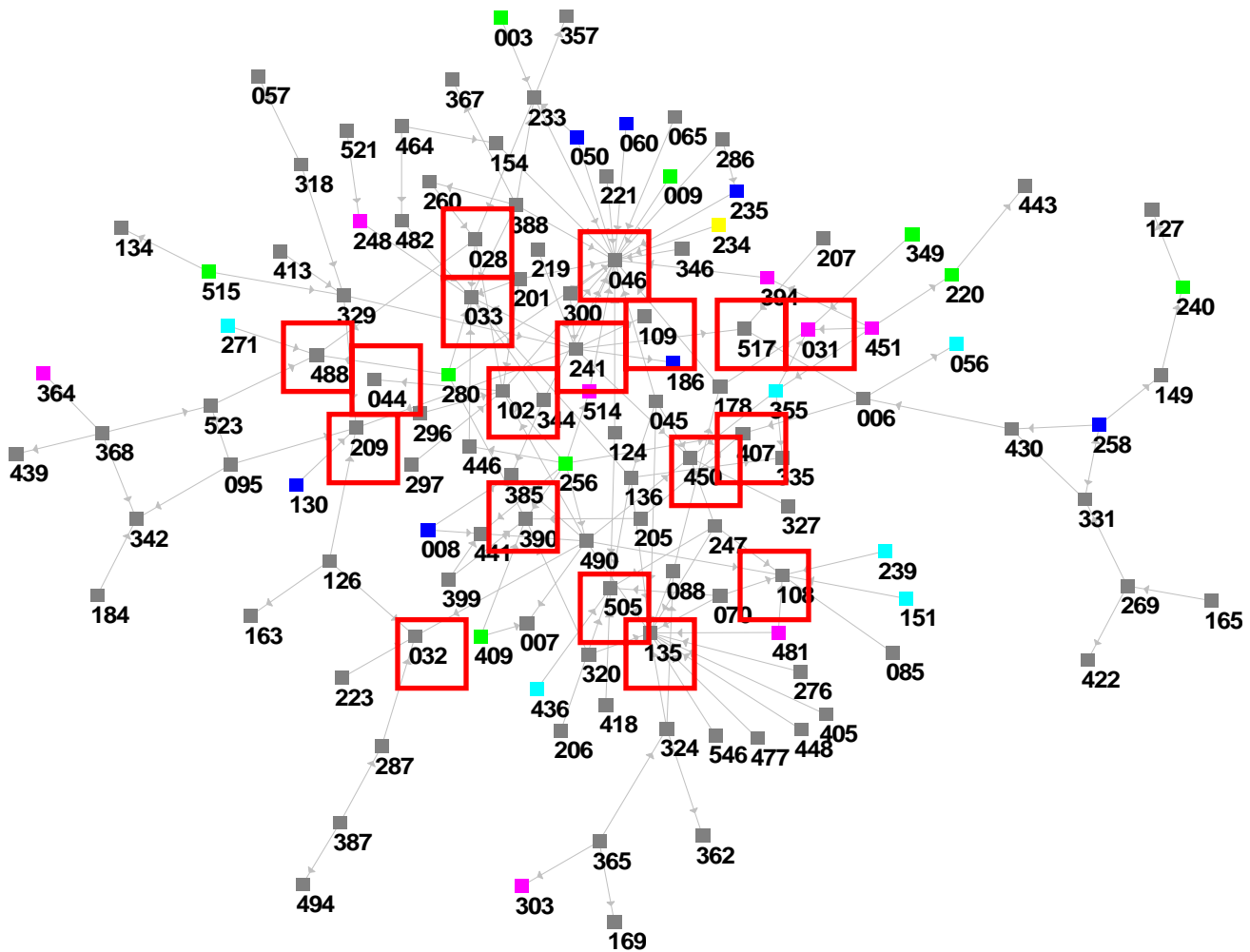
INFLOW Analysis Question #4

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #4-Document Management/Classification des documents-Mappage du réseau du savoir

Nodes are color coded by the following flags:

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INFLOW Analysis Question #4

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #4-Document Management/Classification des documents-Mappage du réseau du savoir

■ S --eligible to retire in short-term	■ O -- eligible to retire in short-term / odd situation
■ L -- eligible to retire in long-term	■ N -- not permanent employee
■ C -- consultant	■ X --all others

*REACH INFLOW# Name Code

0.303	046	Bob Lippert	■	# of incoming links (23); # outgoing links (0)
0.230	033	Benny Richardson	■	# of incoming links (10); # outgoing links (0)
0.139	488	Warren Whipple	■	# of incoming links (4); # outgoing links (0)
0.131	135	Don Varaleau	■	# of incoming links (14); # outgoing links (0)
0.115	450	Sandy Stapleton	■	# of incoming links (6); # outgoing links (0)
0.098	517	Sylvia Beeton	■	# of incoming links (3); # outgoing links (0)
0.090	028	Andrea Abozzo	■	# of incoming links (3); # outgoing links (2)
0.082	209	Help Desk	■	# of incoming links (5); # outgoing links (0)
0.066	108	Danny Chapman	■	# of incoming links (7); # outgoing links (0)
0.066	505	Stephen Weiss	■	# of incoming links (7); # outgoing links (0)
0.057	109	Danelle Gordon	■	# of incoming links (1); # outgoing links (0)
0.057	186	Jennifer Flanders	■ C	# of incoming links (1); # outgoing links (0)
0.049	031	Bobbie Thompson	■ N	# of incoming links (4); # outgoing links (0)
0.049	032	Belinda Conway	■	# of incoming links (4); # outgoing links (0)
0.049	044	Petula Sampson	■	# of incoming links (1); # outgoing links (0)
0.049	241	Jean Wright	■	# of incoming links (3); # outgoing links (7)
0.049	390	Bobby Nixon	■	# of incoming links (6); # outgoing links (0)
0.049	407	Niall Murphy	■	# of incoming links (3); # outgoing links (0)
0.041	102	Cathy Wright.	■	# of incoming links (5); # outgoing links (3)

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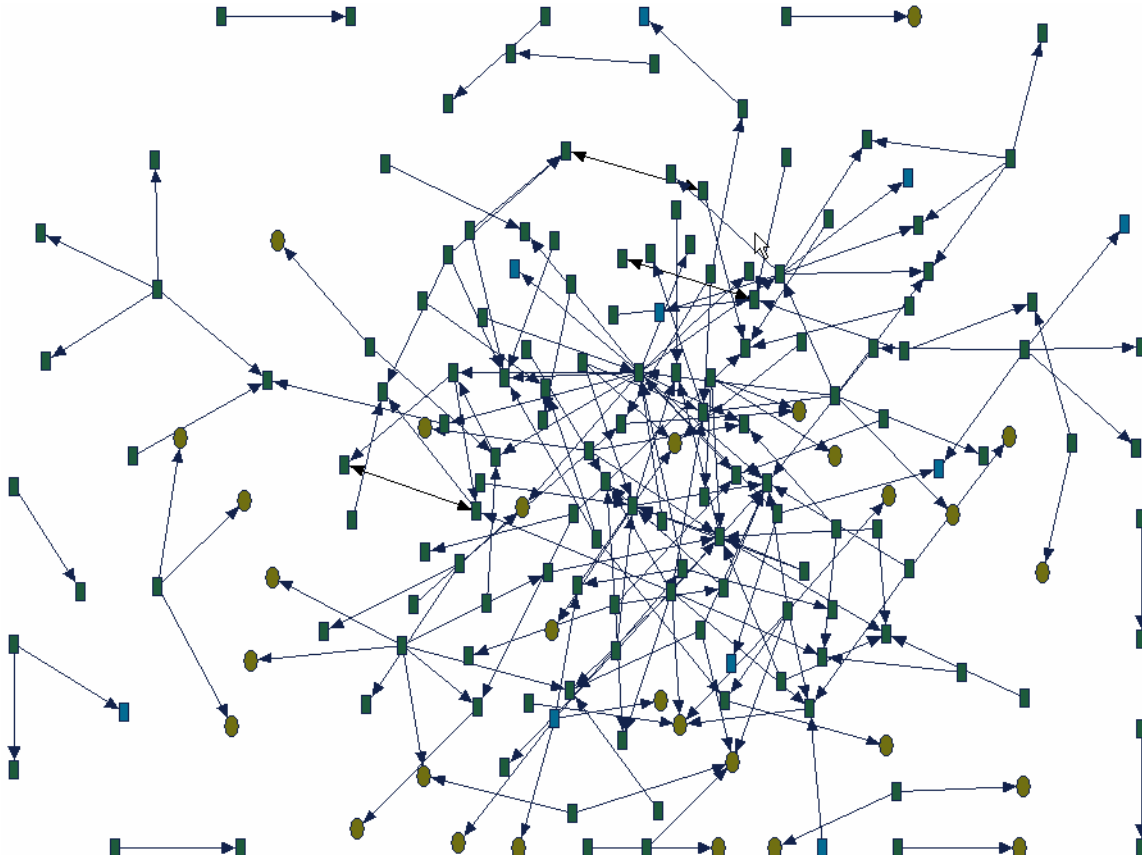
Node Specific Data

Bob Lippert: incoming links are Cathy Wrihtrant, Jean Wright
Benny Richardson: incoming links are Andrea Abozzo, Jean Wright
Warren Whipple: incoming link is Andrea Abozzo
Sandy Stapleton: incoming link is Jean Wright
Sylvia Beeton: incoming link is Jean Wright
Andrea Abozzo: incoming link is Cathy Wrihtrant
Help Desk: incoming link is Jean Wright
Danelle Gordon: incoming link is Jean Wright
Jennifer Flanders: incoming link is Jean Wright
Petula Sampson: incoming link is Cathy Wrihtrant

Subject: Knowledge Network Mapping-Question #5-Innovation-Mappage du réseau du savoir

5. If you are convinced that a new off-the-shelf software product would solve a certain business problem, from whom would you seek advice to get support for your idea (assuming your manager has approved your idea)?
5. Si vous êtes persuadé qu'un logiciel commercial pourrait servir à régler un problème opérationnel particulier, qui allez-vous consulter pour appuyer votre idée (dans l'hypothèse que votre gestionnaire a déjà approuvé votre idée)?

(95 of 379)



INFLOW Analysis Question #5

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #5-Innovation-Mappage du réseau du savoir

■ S --eligible to retire in short-term	■ O -- eligible to retire in short-term / odd situation
■ L -- eligible to retire in long-term	■ N -- not permanent employee
■ C -- consultant	■ X --all others

*REACH INFLOW# Name Code

0.187	056	Bob Bailey	■ S	# of incoming links (9); # outgoing links (0)
0.108	059	Bob Ort	■ S	# of incoming links (3); # outgoing links (0)
0.094	027	Arch&Eng Committee	■	# of incoming links (1); # outgoing links (0)
0.094	269	Jan Caroway	■	# of incoming links (6); # outgoing links (3)
0.086	329	Louise Nettleton	■	# of incoming links (2); # outgoing links (1)
0.086	399	Desiree Nance	■	# of incoming links (5); # outgoing links (0)
0.086	517	Sylvia Beeton	■	# of incoming links (6); # outgoing links (0)
0.086	565	Sherry Gerston	■	# of incoming links (3); # outgoing links (2)
0.072	205	Art Jelineko	■	# of incoming links (2); # outgoing links (2)
0.072	431	Don Rabbet	■ L	# of incoming links (4); # outgoing links (0)
0.065	003	Jim Darling	■ L	# of incoming links (3); # outgoing links (1)
0.065	036	Bernard Raxlen	■	# of incoming links (3); # outgoing links (0)
0.065	160	Nancy Fressen	■	# of incoming links (3); # outgoing links (0)
0.065	424	Paul Varaleau	■	# of incoming links (3); # outgoing links (0)

***Definition of REACH:** Reach-In measures how influential a node is. The metric looks at both direct and indirect ties. By calculating how many unique nodes seek the advice/expertise/opinion of node X, the influence of node X can be determined. The influence of node X goes up if other influential nodes seek its advice/expertise/opinion. The sphere of influence for node X can be determined by viewing both direct and indirect in/out links surrounding node X -- incoming links show who seeks out node X, while outgoing links reveal who, if anyone, node X seeks for advice/expertise/opinion.

Node Specific Data

Bob Bailey: incoming link is Jan Caroway

Bob Ort: incoming link is Jan Caroway

Arch&Eng Committee: incoming link is Jan Caroway

Louise Laros: incoming links are Art Jelineko and Sharron E. Curley

Sherry Gerston: incoming links are Louise Nettleton and Art Jelineko

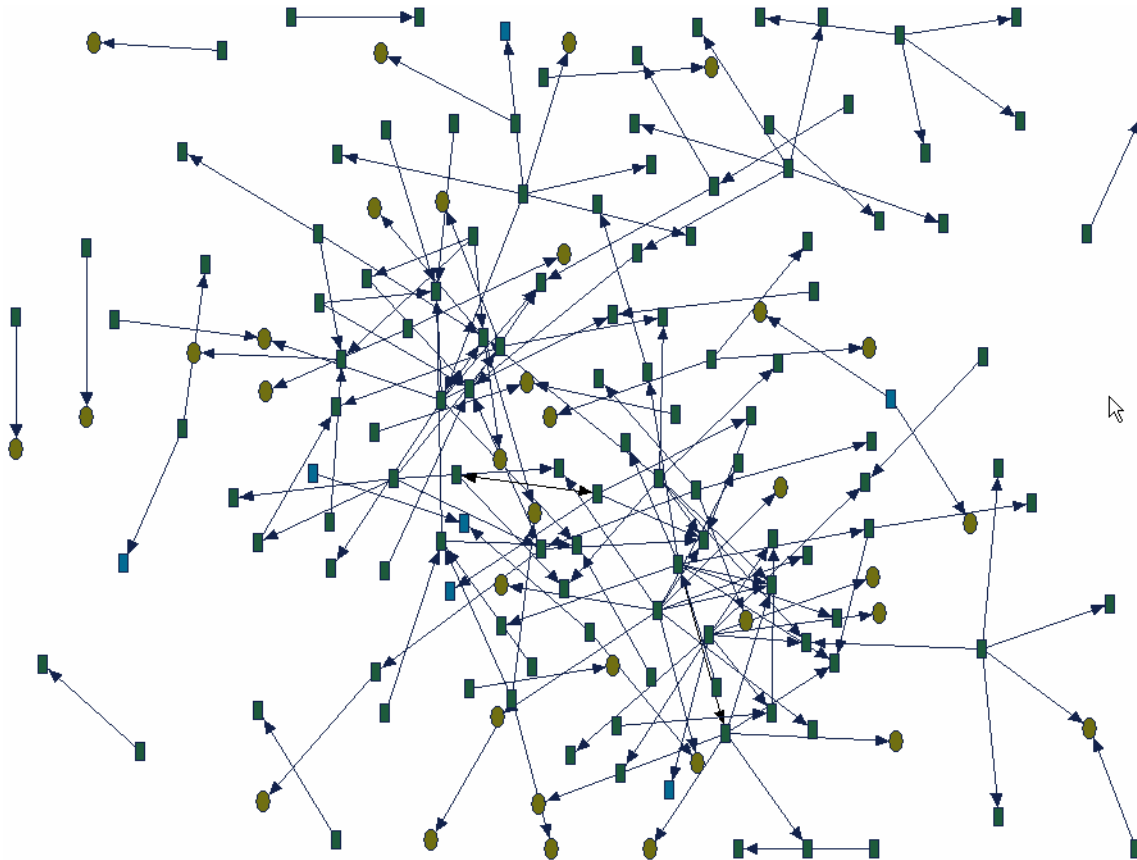
Art Jelineko: incoming link is Jim Darling

**Subject: Knowledge Network Mapping-Question #6-Requirements Analysis/L'analyse des besoins-
Mappage du réseau du savoir**

6. From whom would you seek opinions on best practices in requirements analysis and writing requirement specifications?

6. Qui iriez-vous consulter pour obtenir des conseils concernant les meilleures pratiques pour l'analyse des besoins et la rédaction de la spécification des besoins?

(72 of 379 reporting)



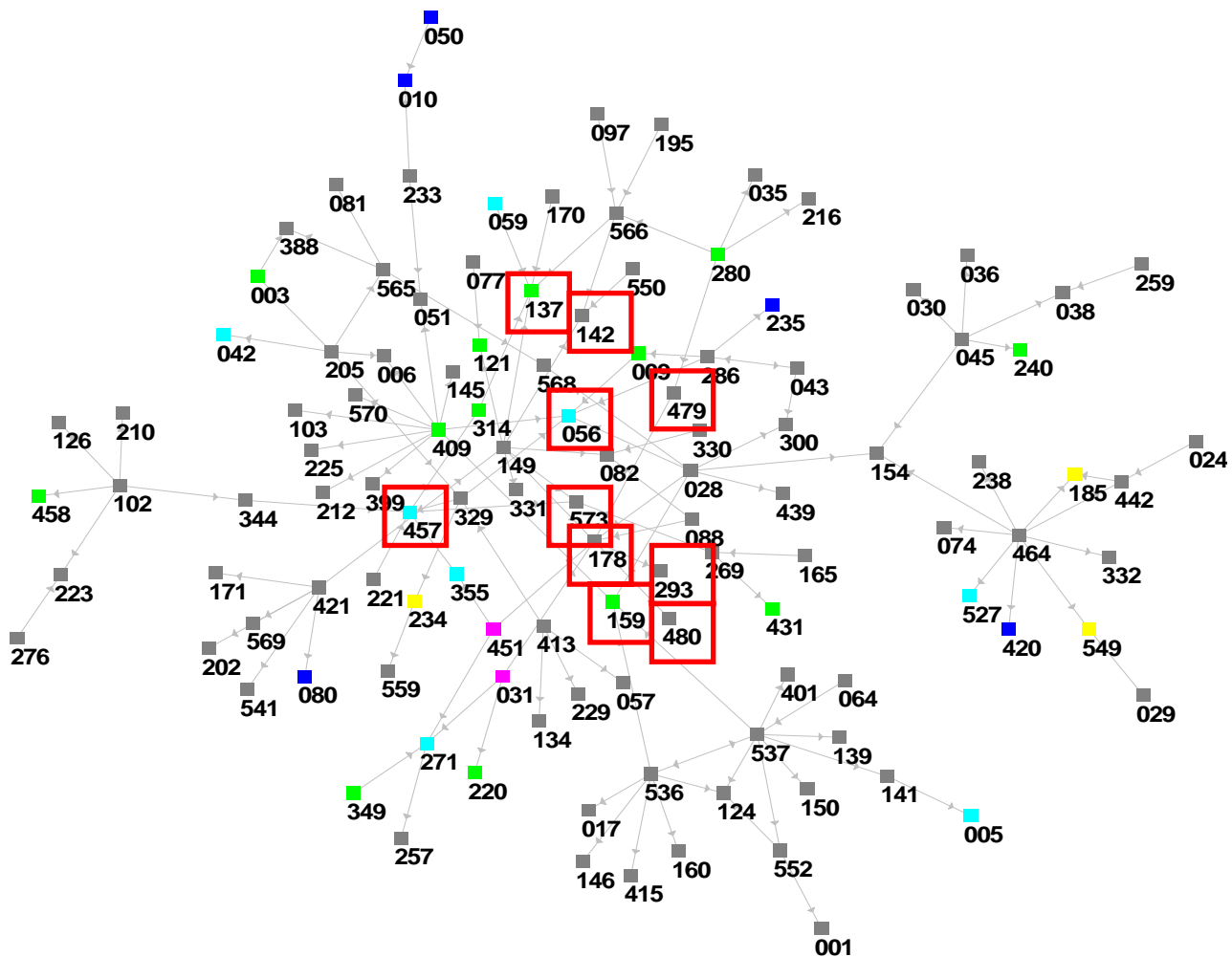
INFLOW Analysis Question #6

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #6-Requirements Analysis/L'analyse des besoins- Mappage du réseau du savoir

Nodes are color coded by the following flags:

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X --all others |



INFLOW Analysis Question #6

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #6-Requirements Analysis/L'analyse des besoins-Mappage du réseau du savoir

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X --all others |

*REACH INFLOW# Name Code

0.121	573	Ross Morris	■	# of incoming links (3); # outgoing links (0)
0.078	137	Dale Hart	■ L	# of incoming links (5); # outgoing links (0)
0.078	457	Rick Logan	■ S	# of incoming links (5); # outgoing links (1)
0.069	056	Bob Bailey	■ S	# of incoming links (5); # outgoing links (0)
0.069	479	Peter Munsch	■	# of incoming links (2); # outgoing links (0)
0.060	142	Diane French	■	# of incoming links (3); # outgoing links (0)
0.060	293	Cathy Parker	■	# of incoming links (1); # outgoing links (0)
0.060	480	Renata Moran	■	# of incoming links (1); # outgoing links (0)
0.052	178	Glen Chester	■	# of incoming links (5); # outgoing links (3)
0.043	159	Eric Zelko	■ L	# of incoming links (4); # outgoing links (0)

***Definition of REACH:** Reach-In measures how influential a node is. The metric looks at both direct and indirect ties. By calculating how many unique nodes seek the advice/expertise/opinion of node X, the influence of node X can be determined. The influence of node X goes up if other influential nodes seek its advice/expertise/opinion. The sphere of influence for node X can be determined by viewing both direct and indirect in/out links surrounding node X -- incoming links show who seeks out node X, while outgoing links reveal who, if anyone, node X seeks for advice/expertise/opinion.

Node Specific Data

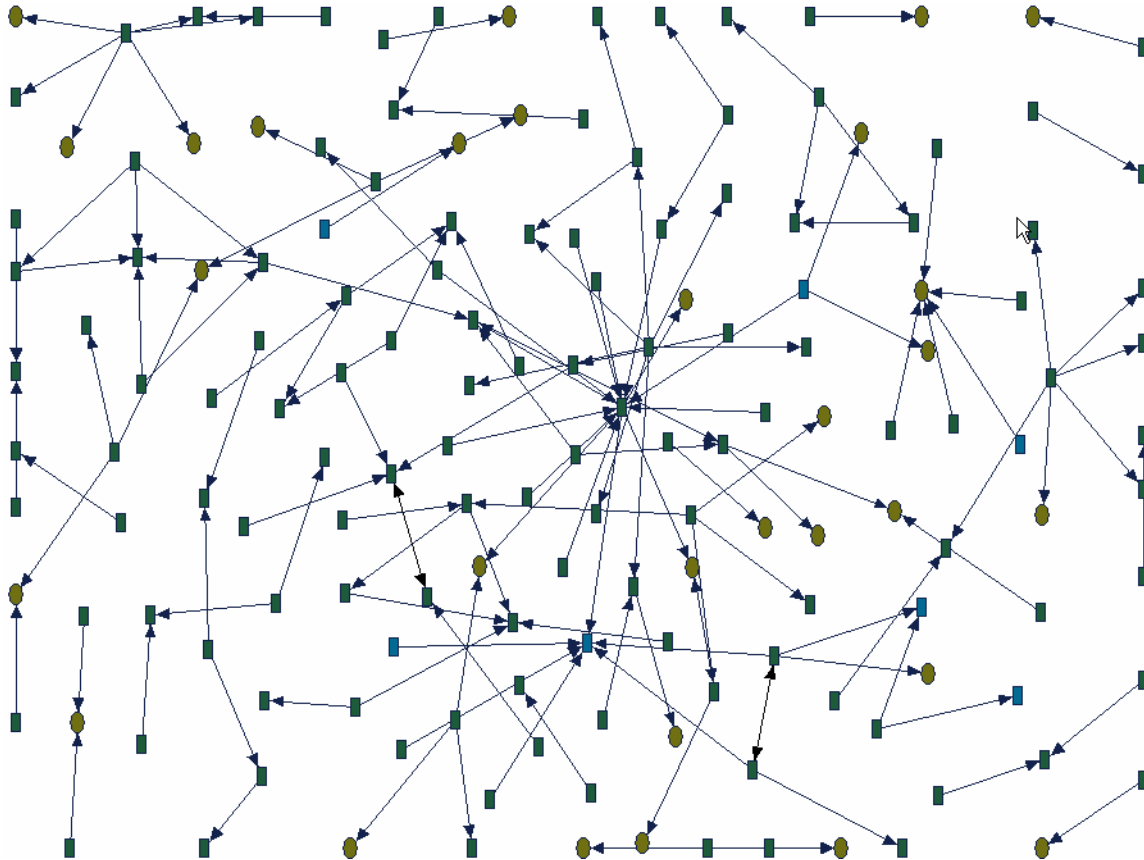
Ross Morris: incoming link is Rick Logan
Peter Munsch: incoming link is Glen Chester
Cathy Parker: incoming link is Glen Chester
Renata Moran: incoming link is Glen Chester

Subject: Knowledge Network Mapping-Question #7-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

7. Other than the ABCDE helpdesk, whom do you contact if you encounter problems using your desktop tools?

7. Si vous avez des problèmes avec vos outils de bureautique, avec qui communiqueriez-vous à part le service de dépannage de TPSGC?

(91 of 379 reporting)



INFLOW Analysis Question #7

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #7-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

■ S --eligible to retire in short-term	■ O -- eligible to retire in short-term / odd situation
■ L -- eligible to retire in long-term	■ N -- not permanent employee
■ C -- consultant	■ X --all others

*REACH INFLOW# Name Code

0.316	344	John Ford	■	# of incoming links (2); # outgoing links (2)
0.316	517	Sylvia Beeton	■	# of incoming links (5); # outgoing links (1)
0.298	186	Jennifer Flanders	■ C	# of incoming links (7); # outgoing links (0)
0.246	046	Bob Lippert	■	# of incoming links (2); # outgoing links (0)
0.228	015	Andrea Moorehead	■	# of incoming links (2); # outgoing links (0)
0.211	345	Jan Sidney	■	# of incoming links (1); # outgoing links (0)
0.193	241	Jean Wright	■	# of incoming links (10); # outgoing links (5)
0.140	081	Richard Lion	■	# of incoming links (2); # outgoing links (0)
0.123	426	Kelly Winter	■	# of incoming links (1); # outgoing links (0)
0.105	394	Macy Trust	■ N	# of incoming links (4); # outgoing links (0)
0.088	380	Michael Shuster	■	# of incoming links (5); # outgoing links (0)

***Definition of REACH:** Reach-In measures how influential a node is. The metric looks at both direct and indirect ties. By calculating how many unique nodes seek the advice/expertise/opinion of node X, the influence of node X can be determined. The influence of node X goes up if other influential nodes seek its advice/expertise/opinion. The sphere of influence for node X can be determined by viewing both direct and indirect in/out links surrounding node X -- incoming links show who seeks out node X, while outgoing links reveal who, if anyone, node X seeks for advice/expertise/opinion.

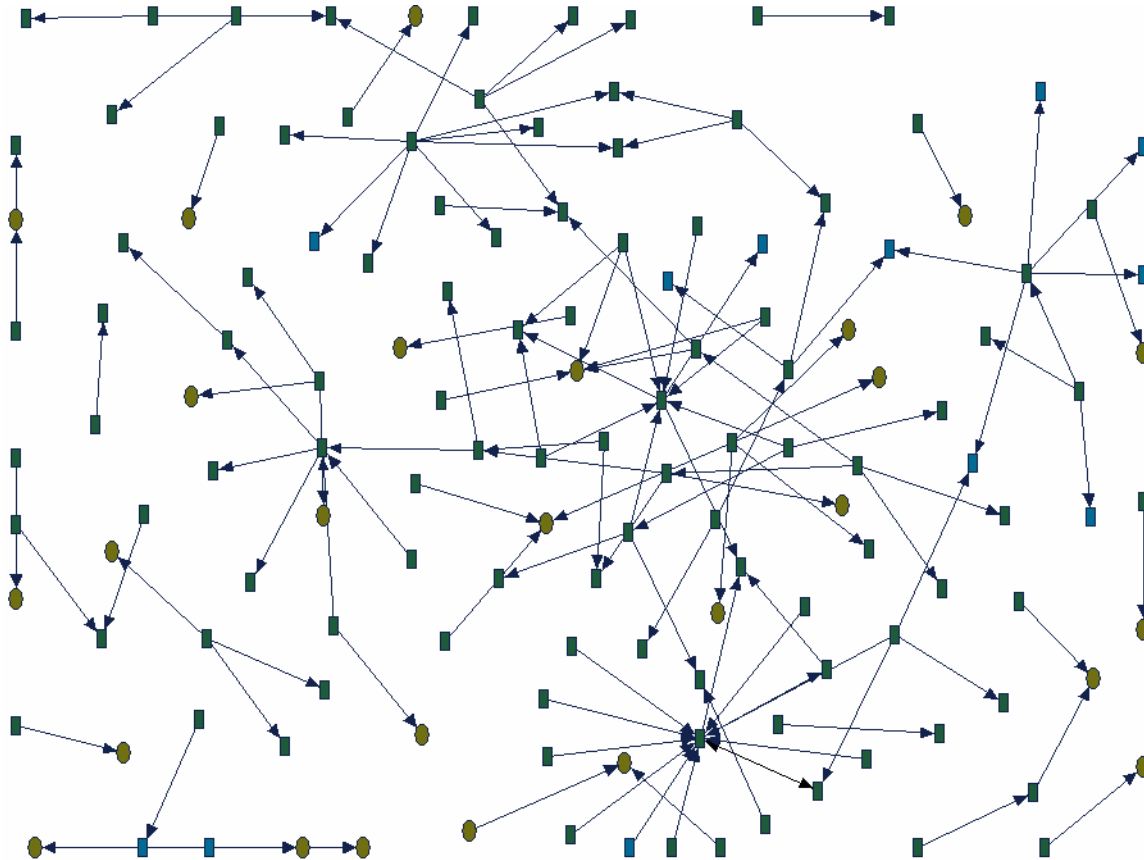
Node Specific Data

John Ford: incoming link is Sylvia Beeton
Sylvia Beeton: incoming link is Jean Wright
Jennifer Flanders: incoming link is Jean Wright
Bob Lippert: incoming link is Jean Wright
Andrea Moorehead: incoming link is Jean Wright
Jan Sidney: incoming link is Jean Wright
Richard Lion: incoming link is John Ford
Kelly Winter: incoming link is John Ford

Subject: Knowledge Network Mapping-Question #8-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

8. Other than the ABCDE helpdesk, whom do you contact if you encounter problems using your development tools, and you suspect it is a problem with the installation of the tool itself (such as Java, C++, Dreamweaver, Coldfusion, etc.)?

(71 of 379 reporting)



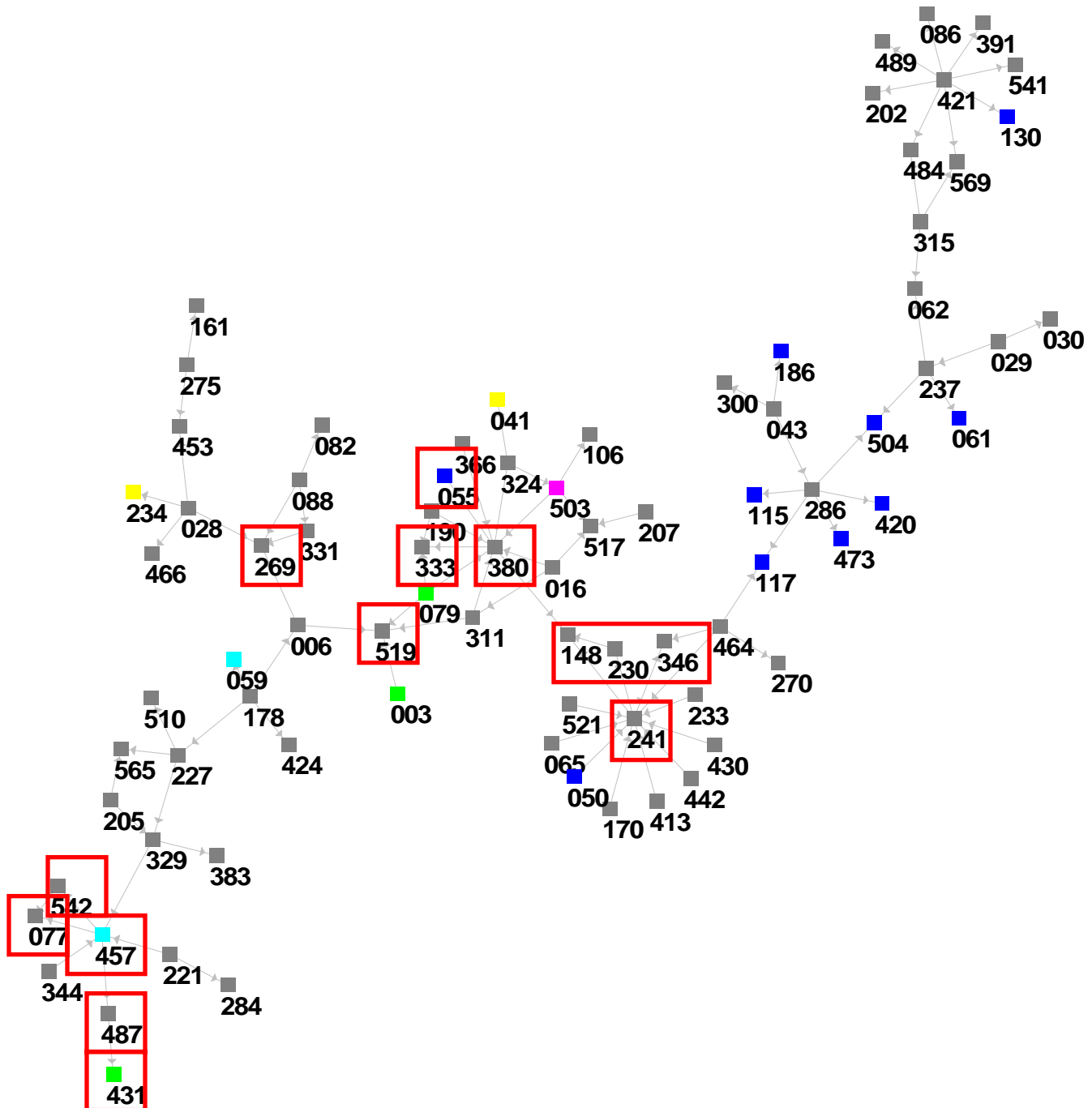
INFLOW Analysis Question #8

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #8-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

Nodes are color coded by the following flags:

- | | |
|---|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
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| ■ C -- consultant | ■ X --all others |



INFLOW Analysis Question #8

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #8-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

■ S --eligible to retire in short-term	■ O -- eligible to retire in short-term / odd situation
■ L -- eligible to retire in long-term	■ N -- not permanent employee
■ C -- consultant	■ X --all others

*REACH INFLOW# Name Code

0.247	148	Andrew Foster	■	# of incoming links (3); # outgoing links (0)
0.136	230	Zahava Shore	■	# of incoming links (1); # outgoing links (1)
0.123	241	Jean Wright	■	# of incoming links (10); # outgoing links (3)
0.123	346	Matthew Peters	■	# of incoming links (2); # outgoing links (1)
0.099	055	Bob Hendrix	■ C	# of incoming links (1); # outgoing links (0)
0.099	333	Ron Mast	■	# of incoming links (3); # outgoing links (0)
0.086	077	Allen Armstrong	■	# of incoming links (2); # outgoing links (0)
0.086	380	Michael Shuster	■	# of incoming links (7); # outgoing links (3)
0.074	457	Rick Logan	■ S	# of incoming links (3); # outgoing links (3)
0.074	487	Scott Thompson	■	# of incoming links (1); # outgoing links (1)
0.074	519	Sylvian Beauvais	■	# of incoming links (4); # outgoing links (0)
0.062	269	Jan Caroway	■	# of incoming links (4); # outgoing links (0)
0.062	431	Don Rabbet	■ L	# of incoming links (1); # outgoing links (0)

***Definition of REACH:** Reach-In measures how influential a node is. The metric looks at both direct and indirect ties. By calculating how many unique nodes seek the advice/expertise/opinion of node X, the influence of node X can be determined. The influence of node X goes up if other influential nodes seek its advice/expertise/opinion. The sphere of influence for node X can be determined by viewing both direct and indirect in/out links surrounding node X -- incoming links show who seeks out node X, while outgoing links reveal who, if anyone, node X seeks for advice/expertise/opinion.

Node Specific Data

Andrew Foster: incoming links are Zahava Shore, Michael Shuster, and Jean Wright

Zahava Shore: incoming link is Jean Wright

Jean Wright: incoming link is Matthew Peters

Matthew Peters: incoming link is Jean Wright

Bob Hendrix: incoming link is Michael Shuster

Ron Mast: incoming link is Michael Shuster

Allen Armstrong: incoming link is Rick Logan

Scott Thompson: incoming link is Rick Logan

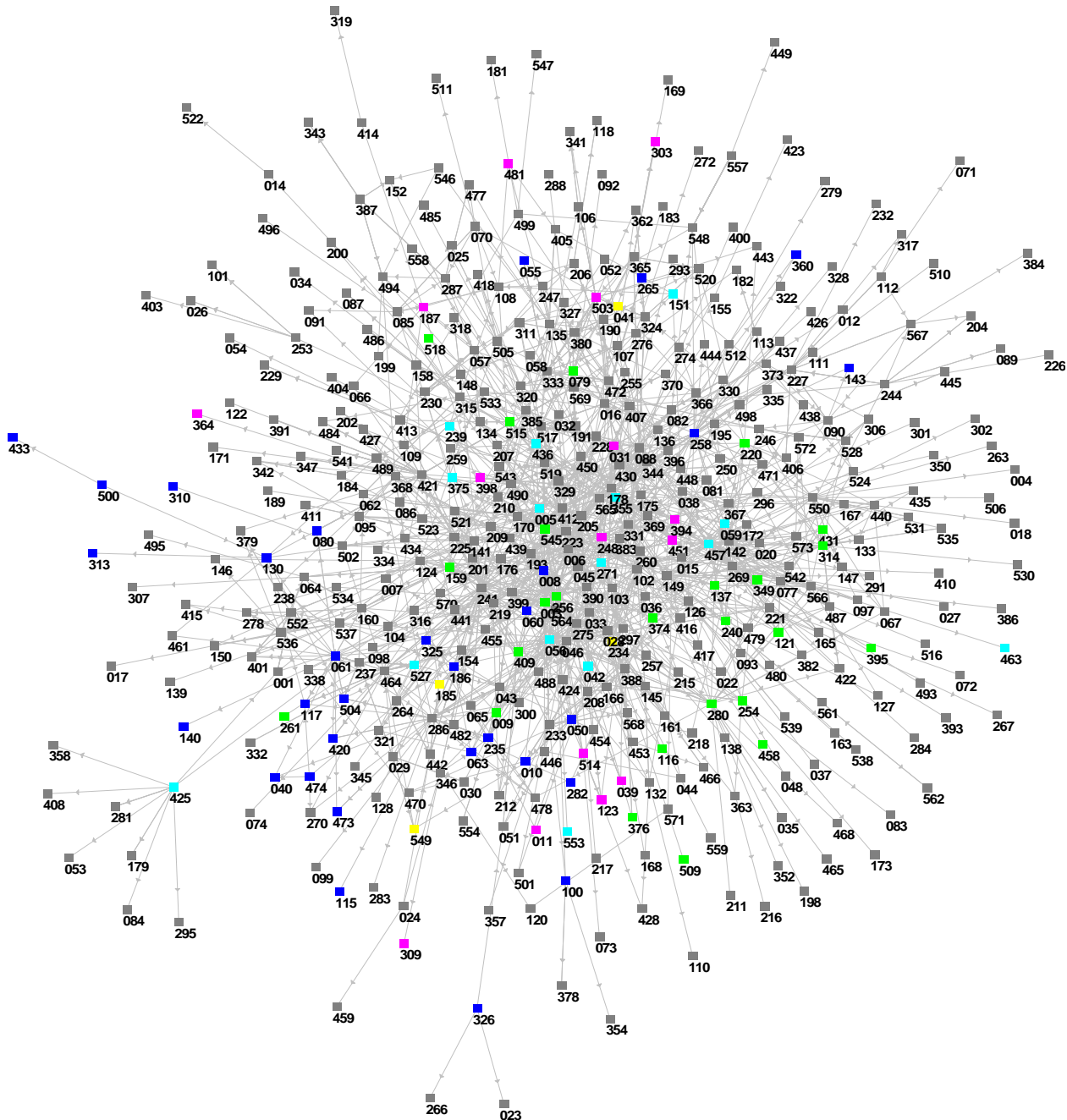
Don Rabbet: incoming link is Scott Thompson

INFLOW Analysis : Cross-Domain Experts

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #8-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

- S --eligible to retire in short-term
- L -- eligible to retire in long-term
- C -- consultant
- O -- eligible to retire in short-term / odd situation
- N -- not permanent employee
- X --all others



INFLOW Analysis : Cross-Domain Experts

Note: INFLOW Analysis was not made available to pilot participants

Subject: Knowledge Network Mapping-Question #8-Desktop Tools /Outils de bureautique-Mappage du réseau du savoir

- | | |
|--|---|
| ■ S --eligible to retire in short-term | ■ O -- eligible to retire in short-term / odd situation |
| ■ L -- eligible to retire in long-term | ■ N -- not permanent employee |
| ■ C -- consultant | ■ X -- all others |

0.338	005 Alan Rockford	■ S --eligible to retire in short-term
0.292	457 Rick Logan	■ S --eligible to retire in short-term
0.288	056 Bob Bailey	■ S --eligible to retire in short-term
0.271	159 Eric Zelko	■ L -- eligible to retire in long-term
0.266	046 Bob Lippert	■ (External/New Name)
0.253	269 Jan Caroway	■
0.251	344 John Ford	■
0.249	412 Paddy Simpson	■
0.249	545 Vid Markle	■ L -- eligible to retire in long-term
0.236	142 Diane French	■
0.234	141 Don Topper	■
0.225	059 Bob Ort	■ S --eligible to retire in short-term
0.225	209 Help Desk	■
0.225	396 Monika Gabran	■
0.223	517 Sylvia Beeton	■ (External/New Name)
0.216	241 Jean Wright	■
0.214	003 Jim Darling	■
0.208	416 Paul Mailer	■ (External/New Name)
0.206	172 Frank Couperin	■ (External/New Name)
0.206	564 Chas Chelsea	■
0.206	565 Sherry Gerston	■

Note: The top REACH people on this combination view represent the key experts in the overall knowledge environment studied in this pilot -- a summation of each individual query.

Appendix A

Beta Test Checklist	
Participant Name:	<enter name>
Project Name:	<enter project/company name>
Test Date:	<enter test date>

ENGLISH VERSION									
Email Carrier message:	Q1	Q2	Q3	Q4	Q4	Q5	Q6	Q7	Q8
1. Subject Line (matches question)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. English Text is correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. English Question is correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Ability to link from question to selection screen (English)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. English & French Text translation matches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. English & French Question translation matches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. All hyperlinks in email are functioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. All mailto: links are correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection Screen:									
9. Question displayed is same as question from email (English)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Names from distribution lists are correct (<i>on the most part-as new ones can be added</i>) and capitalized consistently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Ability to select from pick list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Ability to add names to list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Ability to remove names off the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Ability to get an alert message preventing you to add your own name to the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Ability to get an alert message preventing you to add an existing name to the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Ability to get an alert message by entering "SUBMIT" and not using the "ADD" button after adding a new name.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Ability to submit and advance to applet screen (English)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applet Screen:									
18. Ability to open applet screen to view results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The question displayed at bottom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

of page is the same as email carrier and selection screen (English)									
20. Ability to manually move nodes on screen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Start/Stop Button Functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Show All Links/Hide All Links Button Functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Show Hidden Nodes/ Hide Unlinked Nodes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FRENCH VERSION									
Email Carrier message:	Q1	Q2	Q3	Q4	Q4	Q5	Q6	Q7	Q8
24. Subject Line (matches question)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. French Text is correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. French Question is correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Ability to link from question to selection screen (French)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. English & French Text translation matches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. English & French Question translation matches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. All hyperlinks in email are functioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. All mailto: links are correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection Screen:									
32. Question displayed is same as question from email (French)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Names from distribution lists are correct (<i>on the most part-as new ones can be added</i>) and capitalized consistently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Ability to select from pick list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Ability to add names to list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Ability to remove names off the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Ability to get an alert message preventing you to add your own name to the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Ability to get an alert message preventing you to add an existing name to the list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Ability to get an alert message by entering "SUBMIT" and not using the "ADD" button after adding a new name.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Ability to submit and advance to applet screen (French)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applet Screen:									
41. Ability to open applet screen to view results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. The question displayed at bottom of page is the same as email carrier and selection screen (French)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Ability to manually move nodes on screen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Start/Stop Button Functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Show All Links/Hide All Links Button Functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Show Hidden Nodes/ Hide Unlinked Nodes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix B: Analyst Comments

Query #1:

This is a well distributed network, and does not indicate a significant dependence on any individual node. There is evidence of redundancy so that if some key nodes were to be removed (retirement, transfer etc.) the network would not be adversely affected.

Query #2:

Node 550 and Node 142 show up as significant resources to the organization. Node # 550 exhibits “betweenness” i.e. this node accesses a significant number of the high Reach nodes. This means this node may not be a primary source of information, but knows the subject matter experts and accesses them.

Query #3:

Node 269 and Node 545 show up as significant resources to the organization. There are several very active hubs, indicative of sought-after expertise. While it is advantageous to have high profile SMEs in an organization, there is significant impact when they leave the organization. Furthermore, these active nodes may be a bottleneck at times when they are not available to others.

Related HR Impact: If certain SMEs are acting as key resources to others, their own performance may be impacted because they are unable to attend to their own tasks. Balancing the informal role (helping others plus regular duties) versus the formal role (based on the job description) may need attention. Managers may need to consider redefining people’s jobs, and distributing some of their tasks, or rate performance on how their direct reports help others in addition to fulfilling their regular tasks.

Query #4:

Node 046 has many connections but otherwise the network is well distributed. The group on the right side (nodes 430, 258 etc.) is removed from the centre of activity. The people in the outer group may need to be introduced to the people clustered in the middle. This may be a call for ‘soft reorganization’. There are ways that management can influence relationships. If you have three organizational clusters, or three decentralized units that you feel should be in better communication... take the best connected individuals out of each cluster, send them to the same conference, on the same flight, booked in to the same hotel etc. Or put them in the same Community of Practice, or the same task force etc.

Query #5:

This is a well distributed network where the expertise is not concentrated on a few individuals.

Query #6:

This network exhibits two dominant groups linked by a boundary spanner (Node 154). This node may be a bottleneck. On the other hand, nodes may be connected in more ways than one. Organizations will often self-organize if provided information like this. Once people see the need to be better connected to the network, they change their behaviour.

Query #7:

This network reveals a number of small hubs (low Reach) as well as some dominant hubs of expertise (high Reach). If these hubs were connected through a community of practice or some other 'soft reorganization' some interesting new dynamics may be fostered.

Query #8:

This snake network reveals that there is no significant dependence on any individual node. Note the node 457 is coded S (short term retirement). Node 148 is high Reach with two obvious dependencies. If Node 148 were removed, this network might fragment. (While hypotheses like this are interesting, another snapshot of this network in six months time might produce a different network map.)

Cross-Domain Experts Map

The coloured nodes concentrated in the centre of the map indicate potential risk for loss of knowledge due to retirement and other situations. A map like this depicts the general paths available for information exchange. There are some well-travelled paths evident. These paths hold true for all question, not just questions specific to this person's expertise. These 'well-connected' people are historically good as sources of information or contact points for other sources of information. Some of these cross-domain experts may not have made the cutoff in any single individual domain, but are most likely generalists that play an important role in supporting the organization. The majority of the top ten people on the high Reach list are slated for retirement in the near or long-term future.