Computer Mediated Social Network Approach to Software Support and Maintenance

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What we will share

- Definitions
- Background
  - Social Networks
  - Expert Service
  - Metrics
- Phenomenon
- The research
- Findings
- Next Step
hypotheses

$H_1$: The ad hoc emergent decision support system will result in faster responses to maintenance problems than the traditional maintenance processes.

$H_2$: The ad hoc emergent decision support system will result in higher (quantity) transfer of knowledge (actionable information that is accurate and has utility) than the traditional maintenance processes.

$H_3$: The ad hoc emergent decision support system and infrastructure requires less effort (more efficient) compared to published support and maintenance process.
Definitions

- Virtual organization – a group of people who interact through interdependent tasks guided by common purpose that works across space, time and organizational boundaries (Lipnack and Stamps, 1997)

- Community of Practice – groups of people who share a common concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interaction on an ongoing basis (Wenger, 1998, 2002)
Definitions cont.

• Virtual community – participation in computer-mediated social groups (Rheingold, 1994)

• Social Networks - the personal or professional set of relationships between individuals and the organizations they represent. Social networks represent both a collection of ties between people and the strength of those ties (Granovetter, 1973; 1983; Milgram, 1967; Vega-Redondo, 2007)

• Electronic Network of Practice – a self-organizing, open activity system focused on a shared practice that exists through computer-mediated communications (Wasko and Tiegland, 2004)
Social Networks

• Social
  • The personal or professional set of relationships between individuals and the organizations they represent.

• Social networks
  • The collection of ties between people and the strength of those ties
Expert Services

• An Expert -
  • Someone who has special skills, talent, knowledge or know-how in a domain

• Expert Service
  • Ability to convey the knowledge of experts to others,
  • Conveyed in a fashion that is consumable and actionable by the recipient, and
  • A mechanism for discovery.
Phenomenon

• ~ 1000 sustained members in a virtual network

• > 10 years of history

• Focus is on Army automation

• Informal correspondence

• All done by email (Listserve)
Characteristics

- Self organized (other than the technological enablers)
- Socially constructed
- Emergent roles
- Emergent behavior
Performance Metrics

- Quality of Information
  - Richness of the information
- Quality of Awareness
  - Relevance to the situation and environment
- Collaboration
  - Purpose for collaboration
- Interoperability
  - Issues related to working together
- Time
- Return on investment
The Data
Data Collection

Archival analysis
- Four months worth of dialogue were examined

<table>
<thead>
<tr>
<th>Summary of database analyzed (4 months of Data)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Threads</td>
</tr>
<tr>
<td>Response to thread</td>
</tr>
<tr>
<td>Total threads analyzed</td>
</tr>
</tbody>
</table>

Surveys
- Survey #1 Demographics
- Survey #2 Usage patterns and quality of dialogue

Discussion
- Interviews with informants
Validation

Case Studies

• Exploring the critical cases
  • The dialogue that focuses on problem and their resolution or understanding

• Exhaustive
  • Using a large enough data set to identify patterns of behavior (repeatable)

Subject matter experts in the domain

• Verify that observable behavior is consistent with data / findings
Other sources of quantified data

Service Innovation.org (Gregg Oxton)
  • Collaborative methods to resolve tier 0 and 1 problems

U.S. Army PM Command Posts (Eileen Weinstein)
  • Incident reporting procedures for large scale systems of system

Army Knowledge Online (James Lindsey)
  • Reporting statistics and procedures
Survey #1

Demographic of the community of informants

- Self reporting (and partial verification by researcher)
- Stratification of informants
- Education and training
- Role in the Software and system lifecycle
- Industry
- Position (senior executive to junior technician)
- Motivation
Survey #2

Usage patterns

• Time to read and respond
• Level of effort to respond
• Quality of information
  • Information requestors
  • Information providers
• Complexity of the problems addressed
• Satisfaction rates from responses
The Findings
Current State

• Hierarchal
  • Stepped approach
• Query a static database
• Ask an officemate
• Ask a peer
Knowledge and know how is needed outside of an organization's internal capability.
Social Network Approach

Broadcast or net-call to all subscribers
Where the Models Meet
Where the Models Meet

Organizational Support (OS)

Sw Engineering Center (SEC)

Program Manager (PM)
Where the People Overlap
Where the People Overlap
Findings

The minority members led the expert system. Less than 2% of the community submitted more than 5 threads.

Discussions with impunity

Significant amount of social activity

22% of discussions were non-IT or work related activities

Lurkers – Contribute and benefit from the group discussions
Findings

Temporal responses

- 50% response rate within 1 hour
- 99% response rate within 48 hours

Format fits well in a dynamic environment

Learning

members changed their perceptions through the interactions
The informants and the process to share knowledge and know how
Who are the informants?

~ one thousand members of a computer mediated community of practice

Which of the following best describes your role in your current position? The examples provided are approximations based on the type of responsibility, level of responsibility, and supervisory vs. non-supervisory roles. Select one.
What do they do

They mash up problems with solution
Reduce the complexity of problems

- Type III to type II or I
- Type II to type I

<table>
<thead>
<tr>
<th>Categorization of problems</th>
<th>Known Solution</th>
<th>Unknown Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Known Problem</strong></td>
<td>Type I</td>
<td>Type II</td>
</tr>
<tr>
<td><strong>Unknown Problem</strong></td>
<td>Type III</td>
<td>Type IV</td>
</tr>
</tbody>
</table>
They do it really Fast

51% of the responses are within 1 Hour
99% of the responses are within 48 Hour
Statistics on Information Requests (IR)

From a period of Jun to Sep 2009

145 New threads (IR only)

109 Received at least 1 response

36 No response

51% (53) of the 104* answered within 1 hour

* Adjusted for outliers (weekends and Listserv downtime)
They satisifice those seeking assistance

Using your most recent posting (or the one you best recollect) on the 53List as your guide, please answer the following questions. To what extent do you agree with the following statements.

- The 53List responses provided the necessary information to fully resolve my issue(s)
- I used the 53List responses to help me fully understand my issue
  
  
  . . . My issue was time sensitive
  
  
  . . . It was critical to have my issue resolved
  
  
  . . . I did not have an issue, I was sharing information

- Type II
- Type III

72% 79%
The method is very efficient

Near real time response

- Information providers spend on average 20 minutes responding
- Response is within 1 Hour the Information Request
- Time savings is measured in Hours and Days
Real time savings

Remember time savings.

• Rate of return on time invested

Question: How much time would you estimate you saved from by posting a question and receiving an answer from the 53List?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>0 (none)</th>
<th>Less than 1</th>
<th>Between 1 and 2</th>
<th>Between 2 and 4</th>
<th>Between 4 and 6</th>
<th>More than 6</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours (less than a day)</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td>13</td>
<td>4</td>
<td>6</td>
<td>38</td>
</tr>
<tr>
<td>Days (took longer than a day)</td>
<td>9</td>
<td>1</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>23</td>
</tr>
<tr>
<td>Other (please specify or add comment)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

answered question 44
## Changing knowledge search patterns

8L is the primary source for problem resolutions

<table>
<thead>
<tr>
<th>Percentage accepted as first option</th>
<th>Sources (Respondents had up to 5 choices)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>53 Lists (message threads, archives, or contacts)</td>
</tr>
<tr>
<td>1%</td>
<td>Search Engines (e.g. the Internet, Google, Bing)</td>
</tr>
<tr>
<td>8%</td>
<td>Co-worker</td>
</tr>
<tr>
<td>7%</td>
<td>Books or other printed material</td>
</tr>
<tr>
<td>6%</td>
<td>Internal organizational support (e.g. help desk)</td>
</tr>
<tr>
<td>6%</td>
<td>Vendor provided resource</td>
</tr>
<tr>
<td>6%</td>
<td>External organizational support (regional help desk, program manager)</td>
</tr>
</tbody>
</table>
**Quality of assistance**

**Information requestor report receiving expert service**

... I received expert assistance through a contact provided by the 53List. The expert was not a member of the 53List

... I received expert assistance by a 53List member

**Information providers report giving expert advice**

If you already knew the solution or partial solution to the post/question, how many other readers of the question posted on the 53List do you think or believe also knew a solution?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many, this information is common knowledge.</td>
<td>4.2%</td>
<td>4</td>
</tr>
<tr>
<td>Some, this information may be known to some people, but not most.</td>
<td>55.2%</td>
<td>53</td>
</tr>
<tr>
<td>Few, only people with good general experience in the domain.</td>
<td>17.7%</td>
<td>17</td>
</tr>
<tr>
<td>Few, only people who had encountered similar problem.</td>
<td>6.3%</td>
<td>6</td>
</tr>
<tr>
<td>Few, only experts in this domain.</td>
<td>4.2%</td>
<td>4</td>
</tr>
</tbody>
</table>
Preliminary findings validate hypotheses

$H_1$: The ad hoc emergent decision support system will result in faster responses to maintenance problems than the traditional maintenance processes.

$H_2$: The ad hoc emergent decision support system will result in higher (quantity) transfer of knowledge (actionable information that is accurate and has utility) than the traditional maintenance processes.

$H_3$: The ad hoc emergent decision support system and infrastructure requires less effort (more efficient) compared to published support and maintenance process.
Create an infostructure that is people centric. Capitalize on the knowledge base that resides in the people. The result is a faster, expert informed OODA loop with more time action and less time observing and orienting.
Discussion and Questions