

**DR. KIMIZ (KIM) DALKIR**

**Graduate School of Library and Information Studies  
McGill University  
3459 McTavish St., Montreal  
Québec, Canada H3A 1Y1**

**Tel 514-398-3368  
Cell 514-886-0974**

**Kimiz.Dalkir@mcgill.ca**

---

**EDUCATION**

**Ph.D. Educational Technology (1997)**

“Improving User Modeling via the Integration of  
Learner Characteristics and Learner Behavior”  
Concordia University  
Montreal, Quebec Canada

**M.B.A. Management Science and  
Management Information Systems (1985)**

McGill University  
Montreal, Quebec, Canada

**B.Sc. in Biology, Human Genetics (1983)**

McGill University  
Montreal, Quebec, Canada

---

**PUBLICATIONS**

Books In preparation

- White, C. W., O’Sullivan, G. and Dalkir, K. (2002) The Group Mind. Unleashing the Power of the Corporate Mind. *To be published.*
- Diamond, E., Dalkir, K. and O’Sullivan, G. (2002) Constituent Relationship Management (CRM): How New Technologies can help Create a More Democratic e-government for Canada. *To be published.*

Chapter in Book

- Dalkir, K. (1990) Amethyst: an Integrated Multi-Expert Pay and Benefits Advisor System. In C.Y. Suen and R. Shinghal, (Eds) Operational Expert Systems in Canada. Pergamon Press.

Journal Publications

- Tremblay, A. and Dalkir K. (1999) A Model for Wireless Evolution. Economic and Technology Development Journal of Canada, February 1999.

- Pelletier, S-J., Arcand, J-F. and Dalkir, K. (1996) State of the art in Intelligent Agents: some R&D Applications at CITI. Canadian AI, Special Issue on Agents, Spring, 1996.

#### Invited Keynote Speaker

- Dalkir, K. (2002) Invited Keynote Speaker on Knowledge Management, ASTED 2002 Conference, Montreal, November, 2002.

#### Invited Speaker

- Dalkir, K. (2002) Invited Speaker on Knowledge Management, IFIP World Congress on Computers Conference, Montreal, August, 2002.
- Dalkir, K. (2002) Invited Speaker on Knowledge Management, COM2002 Mining and Metallurgy Conference, Montreal, August, 2002.
- Dalkir, K. (2001) “Knowledge Culture.” Invited Speaker, DND Symposium on Productivity. Project Management Institute of Ottawa. Ottawa, Ontario, Sept. 20, 2001.
- Dalkir, K. (1997) Improving Learning Modeling via the Integration of Learner Characteristics and Learner Behaviors. Invited Speaker, National Research Council, Information Technology Colloquim.
- Dalkir, K. (1995) Lifelong Learning: New Paradigms in Adaptivity. Invited Speaker, Professional Development Conference, Ottawa, Ontario.

#### Reviewed Journal/Conference Proceedings

- Dalkir, K. (2003) Visioning Workshops for Knowledge Management: The Role of Concept Analysis and its Contribution to Organizational Intellectual Capital, to be presented at The World Congress on Intellectual Capital Management, Hamilton, Ontario, January 2003.
- Dalkir, K. (2002) How to Stem the Loss of Intellectual Capital: A Three-Tiered Approach. Proceedings, Fifth World Congress on Intellectual Capital Management, Hamilton, Ontario, January 2002.
- Dalkir, K., Bergeron, P. and Guay, B. (2001). « La Gestion de Connaissances et la Retention du Savoir-Faire. » Quebec Colloquium on Quality and Productivity, June 2001.
- Dalkir, K., Trevail, R. and Daningburg, S. (1993) Research and Development Projects in the Performance Support Systems Group at CITI. In, Proceedings of LearnTec'93, Karlsruhe, Germany.
- Arcand, J-F. Champagne, L. and Dalkir, K. (1992) HIT : A Hybrid Intelligent Training System for Knowledge Engineers, in Proceedings of the Third Annual Symposium of the International Association of Knowledge Engineers, Washington, D.C.
- Régnier, L., Robert, J-M. and Dalkir, K. (1992) How do Knowledge Engineers work? In, Proceedings of the Third Annual Symposium of the International Association of Knowledge Engineers, Washington, D.C.
- Emerand, V., Lamarche, A. and Dalkir, K. (1992) DEVERSYS: A Practical Experiment in Intelligent System Development. In, Proceedings of the Third Annual Symposium of the International Association of Knowledge Engineers, Washington, D.C.
- Lamarche, A., Emerand, V., Dalkir, K. and Fingas, M. (1991) DEVERSYS: A Decision Support System to Help in the Choice of Shoreline Cleanup Methods in Oil Spills. In, Proceedings of the Fift Arctic and Marine Oil Spill Program, Ottawa, Ontario.
- Dalkir, K. and Hussain, T. (1991) The Schizophrenic Nature of a Good Knowledge Engineer. In, Proceedings of the Fourth UNB AI Symposium, Fredericton, NB.

- Dalkir, K. and Banville, M. (1991) The Integration of a Forms Management System with an Expert Pay and Benefits Advisor: the Amethyst/MEMO Project. In, Proceedings of the Canadian Conference on Electrical and Computer Engineering, Quebec City, Quebec.
- Dalkir, K. (1990) Intelligent Tutoring Systems: How to Get the Biggest Bang for your Training Bucks. Invited Speaker. In, Proceedings of the Third International Congress of Informatics, Rio de Janeiro, Brazil.
- Dalkir, K. (1989) Training: the Best Investment. In, Proceedings of the Second Geomatics Conference. Montreal, Quebec.
- Dalkir, K. (1989) How to Select Artificial Intelligence Applications: a Value-Added Approach. In, Proceedings of the Canadian Conference on Electrical and Computer Engineering, Montreal, Quebec.
- Muzard, J. and Dalkir, K. (1989) The Role of the Knowledge Engineer in the Negotiation of Expert System Projects. In, Proceedings of the International Association of Knowledge Engineers Conference, Washington, D.C.
- Dalkir, K. (1989) The Usefulness of Expert Systems as Intelligent, On-the-Job Training Aids. In, Proceedings of the Sixth Canadian Conference on Instructional Technology, Halifax, Nova Scotia.
- Dalkir, K. (1989) Artificial Intelligence Applications in Office Automation. In, Proceedings of the Office Systems Research Association Conference. Dallas, Texas.
- Dalkir, K. (1988) QUARTZ: un Système Expert pour l'Evaluation des Propositions des Projets. Dans, les Actes du 56<sup>ième</sup> Congrès de l'ACFAS. Moncton, Nouveau-Brunswick.
- Dalkir, K. (1987) QUARTZ: an Intelligent Assistant for the Analysis and Evaluation of Project Proposals. In, Proceedings of IEEE Montech Compint'87 Conference, Montreal, Quebec.
- Dalkir, K. (1986) C/CASTE: a Cybernetic Approach to Computer-Aided Learning. In, Proceedings of the American Society for Cybernetics Conference, Washington, D.C.
- Dalkir, K. and Small, C. (1985) Design and Use of a Dynamic Knowledge Base System for Computer-Aided Learning. Dans, les Actes du Conférence CIPTE. Esterel, Quebec.

#### Non-Reviewed Contributions

- Dalkir, K. and Garman, T. (2001) Storytelling as a Means of Sharing Knowledge and bringing about Organizational Cultural Change. DMR Consulting, Inc.
- Dalkir, K. (2001) Knowledge Management Best Practice Leaders: A DMR Benchmarking Study. DMR Consulting, Inc.
- Dalkir, K. and Lamy, Jean-Francois (2000) Electronic Performance Support Systems: a Consulting Methodology. DMR Macroscope.
- Dalkir, K. (2000) Survey of Knowledge Mapping Techniques. DMR Consulting.
- Dalkir, K. and Lamy, Jean-Francois (1999) Electronic Performance Support Systems Technology Transfer Workshop. Fujitsu, Tokyo, Japan.
- Dalkir, K. (1999) Knowledge Management Awareness Seminar. DMR Consulting Inc.
- Dalkir, K. (1998) Knowledge Discovery in Databases and Data Mining: An Overview. Technical Report, Microcell Labs.
- Dalkir, K. (1997) State of the Art Survey: Intelligent Agents. Technical Report, Microcell Labs.
- Dalkir, K. (1994) New Learning Tools. Joint Report, Canada-European Community, DELTA Program
- Dalkir, K. (1992) A Neural Network Primer/Un Aperçu des réseaux neuronaux. Interactive Course Module, Neural Network Computing Course, Department of Information Sciences, UQAM.

- Dalkir, K. (1989) Expert Systems Group at CWARC. Artificial Intelligence in Canada. NRC Report.
- Dalkir, K. (1988) Intelligent Decision Support Systems: a Practical Approach. Technical Report, CWARC.
- Dalkir, K. (1987) A Comparative Analysis of Electronic Data Processing, Decision Support and Expert Systems. Technical Report, CWARC.
- Dalkir, K. (1987) A Survey of Knowledge Representation Schemes: the state of the art. Technical Report, CWARC.
- Dalkir, K. (1987) Knowledge Engineering at CWARC. Department of Communications Bulletin, Government of Canada.
- Dalkir, K. (1986) Knowledge Acquisition Tools and Methodologies. Technical Report, CWARC.
- Mitchell, P. and Dalkir, K. (1986) C/CASTE: an Artificial Intelligence-Based Computer-Aided Learning System. In, Proceedings of the Fifth Canadian Symposium on Instructional Technology, Ottawa, Ontario.

---

#### **MEDIA INTERVIEWS**

---

- Globe and Mail, Sept. 4, 2002
- Channel News, Sept. 6, 2002
- Christian Science Monitor, Oct. 2, 2002
- CIM, Oct. 25, 2002

---

## **TEACHING/TRAINING EXPERIENCE**

---

- Lecturer, Introduction to Educational Computing, Concordia University
- Lecturer, Educational Cybernetics, Concordia University
- Invited Lecture, Knowledge Management, Université de Montréal
- Workshop on Principles of Performance Support Systems, Fujitsu, Tokyo, Japan
- Knowledge Management Seminars (Introduction to KM Concepts), DMR Clients
- Data Mining and Knowledge Discovery training course, Microcell Labs, Montreal
- Individual and Group training on Knowledge Engineering methodologies, CITI, Montreal.

---

## **UNIVERSITY COMMITTEES**

---

- GSLIS representative on the Education Faculty Council

---

## **PROFESSIONAL ASSOCIATIONS**

---

- INSNA (International Network for Social Network Analysis)
- CIPTE (Conseil Interuniversitaire des Professeurs de Technologie Educative)
- NSPI (National Society for Performance Improvement)
- SALT (Society for Applied Learning Technology)
- AAAI (American Association for Artificial Intelligence)
- IEEE (Institute of Electrical and Electronic Engineers)
- Computer Society
- International Society of Applied Intelligence
- SCOAP (Society of Canadian Office Automation Professionals)
- Member, Online KM Community of Experts

---

## **PROFESSIONAL DEVELOPMENT**

---

- Professional Certification as Knowledge Engineer, IAKE (International Association of Knowledge Engineers)
- Qualified Myers-Briggs Type Indicator instruments
- (Psychometrics Canada)

---

## **LANGUAGES**

---

Spoken: English, French, Turkish  
Written: English, French, Turkish

## **WORK EXPERIENCE SUMMARY**

---

As Director of KM Services at DMR Consulting, Dr. Dalkir has been actively involved in the transfer of knowledge management (KM) and electronic performance support systems (EPSS) to clients in Europe, Japan and North America. She has developed and delivered workshops to create client awareness and subsequent buy-in for initiatives in the financial, insurance and information technology sectors. She has played a senior consultant role in mandates ranging from intranet environments to communities of practice. More recently, she has developed new consulting services in the areas of knowledge transfer for succession planning due to employee turnover, KM strategy roadmaps, KM maturity level assessments and KM intersections with CRM, Business Intelligence and Change Adoption. Within the DMR Knowledge Management Program, she has most recently done work in the area of internal KM benchmarking, internal KM program definition and research on KM trends.

Prior to joining DMR, Dr. Dalkir was with Microcell Labs, an applied R&D organization in the field of Personal Communication Systems (PCS) or digital mobile telephony. She was Director of the Centre for Strategic Knowledge, responsible for the initiation and coordination of a number of applied research and development activities for knowledge-based customer modeling.

Before that, Dr. Dalkir was Head of the Performance Support Systems research program at CITI (Centre for Information Technology Innovation), part of Industry Canada. There she developed almost a decade of experience as she carried out a number of mandates for diverse clients including those in the aerospace, training, and environment and manufacturing sectors.

Dr. Dalkir began her career as a knowledge engineer at the Centre for System Research, affiliated with Concordia University. It was there that she gained expertise in all areas of applied epistemology, especially in the encapsulation of knowledge in 'executable' forms.

## **WORK EXPERIENCE (DETAILED)**

---

### **McGill University, GSLIS**

**to present**

- Assistant Professor
  - GSLIS 692 Foundations of Knowledge Management
  - Three more courses to be developed in the Knowledge Management area:
    - Organizational Memory Management
    - Knowledge Codification and Taxonomies
    - Communities of Practice
- Chair, Department of National Defence Knowledge Management Symposium, Ottawa, Ontario, Sept. 2002.
  - Emcee and facilitator/moderator for a three-day conference that provides an international perspective on knowledge management
  - Workshop facilitator for work groups formed around eight key knowledge management issues

### **Fujitsu/DMR Consulting**

**to June 2002**

- Library of Parliament, Ottawa, Ontario
  - Preliminary study on profiling researchers and librarians in order to facilitate a business transformation

- Department of Defence
  - KM Visioning Workshop for Project Management group
  - KM Strategy for CBRN Research and Technology Initiative group
  - KM R&D Vision for Defence Research Group
- Media campaign to promote KM for Knowledge Continuity (launch date March 25<sup>th</sup>)
- Invited to speak on KM in the Mining industry (COM 2002, Metallurgy Conference, August 2002)
- Invited to participate on KM panel for the Technology Watch and Transfer Network, Economic and Regional Development Council (Economic Development Council)
- Invited to emcee and facilitate at the DND KM Symposium (Sept. 2002)
- Department of National Defence, Defence Research Establishment at Valcartier (DREV)
  - Article: Summary of KM R&D trends
  - Article: Recommendations for a KM R&D program for DREV
  - Article: Synthesis of results from the Army Lessons Learned KM pilots
  - Workshop facilitator and business process analyst for the second phase implementation of the Army Lessons Learned Database
- DMR Consulting, Global Operations, Washington, D.C.
  - Article: research on internal KM investments and ROI in leading KM practices
- Department of National Defence, Ottawa, Ontario.
  - Article: Project Management Certification Program – Best Practices and Lessons Learned
- INCO, Toronto
  - Intellectual capital management (ICM) expert to help the company identify and better leverage its intellectual assets in the form of techniques, specialized expertise and know-how. Preparing a series of workshops to help INCO executives become familiar with the key concepts in ICM and to prioritize their ICM initiatives. This is done in conjunction with parallel work in content management and change realization.
- Department of National Defense, Ottawa
  - Pilot project in knowledge management in conjunction with the Defense Research Centre at Valcartier, Québec. Definition and implementation of a pilot KM project to capture and leverage the accumulated lessons learned database of the Dept. of Defense.
- DMR Consulting Global Operations, Washington, D.C.
  - Benchmarking study of successful internal knowledge management implementations in consulting companies and KM leaders such as Buckman Labs and Chevron.
- Publication: **How to Stem the Loss of Intellectual Capital**, presented at the 5<sup>th</sup> World Congress on Intellectual Capital Management, January 2002.
- Wolters-Kluwer Publishing, Belgium
  - Knowledge Management specialist to help the company enter the online publishing business. Developed detailed KM strategy, prioritized recommended KM initiatives, risk assessment, KM, CRM and Change Adoption maturity level assessments and footprints.

- 
- Transport Canada, Regulatory and Safety Inspection Secretariat, Government of Canada
  - Project lead on Knowledge Transfer Project, a pilot project to field test a variety of knowledge capture, sharing and retention methods with three different target groups at Transport Canada. Conducted structured one-on-one interviews with experts due to retire within the next year. Conducted facilitated workshops with communities of practice in order to capture and model the knowledge management processes, both those existing today and those desired in the future. Assessed KM maturity of the organization as well as cultural footprint and readiness to adopt proposed changes. Prepared and presented KM strategy to senior management.
- Société d'Assurance d'automobile du Québec (SAAQ)
  - Senior KM consultant responsible for an assessment of current knowledge management maturity level of the SAAQ together with recommendations and priorities for current and planned initiatives. Conducted a series of workshops to familiarize managers with knowledge management practices and to share with them the priority KM initiatives to be implemented. Produced draft KM strategy plan for the next five years. This plan was subsequently approved and is currently being implemented.
- Fortis Banque, Brussels, Belgium.
  - Helped the bank to put into place a more effective means of internal communication of policies, following a three-way merger. An intranet environment was redesigned using a task-oriented approach. A KM awareness seminar and project definition workshop served to convey key KM concepts to participants as well as to identify priority initiatives to be addressed. Produced a high-level KM strategy for the bank.
- ◆ Amdahl Corporation (Sunnyvale, CA)
  - Helped assess KM maturity level, identify target KM initiatives and to implement a transition plan, together with change management objectives. A draft KM strategy was prepared and presented to the company president and executive committee.
- Knowledge Management Awareness Seminar (DMR)
  - Designed, developed, validated an interactive seminar which was then offered as a knowledge transfer service to clients. The seminar is modular (with multiple formats), interactive (with group activities) and customized (with relevant content from the client's context, gathered through preparatory interviews). Currently adapting content for an email KM awareness program for DMR-North America.
- Corporate Internal Knowledge Management Project (DMR)
  - KM Architect for a multidisciplinary team that is redesigning and implementing corporate knowledge management processes within DMR. Conducted KM benchmarking, KM metrics and assessed the KM maturity of DMR. Currently conducting the knowledge mapping of organizational intellectual assets.
- ◆ E-Learning System Architect/Project Manager (80%/20%), Boeing BCAG IS (Seattle, WA)
  - Designed, developed and implemented the learning and technology-based components of an accreditation program for 10 DMR-P roles for BCAG IS personnel. A total of 2000 employees are expected to pass through the accreditation system in the next four years. The infrastructure includes automated information technology elements such as test delivery, scoring as well as item analysis for the continual evaluation and improvement of accreditation materials.

- Electronic Performance Support Systems (Fujitsu)
  - Designed and delivered a formalized method for EPSS. A three-day workshop was prepared to help the client better appropriate this approach. Participants from Fujitsu attended this session and received additional coaching to be able to market EPSS services.
- Personalization Services (DMR)
  - Responsible for the personalization services within the KM Competency Centre. Currently developing a service offering in this areas for clients wishing to dynamically customize their external web sites, their internal KM systems and others in order to better adapt to individual needs. This type of dynamic or 'real-time' profiling will go beyond what is currently available in the e-commerce market.
- Régie des Rente du Québec (RRQ)
  - Project leader for the development of an EPSS prototype for the RRQ (including authoring modules for distributed content creation and updating) together with a formal norm or guideline for the development of such systems within their department.
- Internal Knowledge Management for Benefits Realization (DMR)
  - Knowledge architect on a team that designed a community of practice in order to better promote best practices and re-use of knowledge in the Benefits Realization practice of DMR.
- Knowledge Management Environment for the ITSM community (DMR).
  - Participated in the development of a task-oriented KM environment for IT Service Management practitioners. This was done using the QuickStart EPSS prototyping tool and involved participants from Europe and North America.

### **Microcell Labs**

**September 1996 – March 1999**

Microcell Labs is part of the Microcell Telecom group of companies. Microcell received one of the four national Canadian licenses for Personal Communication Systems (digital mobile phones for voice and data services). Microcell Labs has an international mandate to carry out applied research and development in order to bring about the next generation of mobile phones.

- ◆ As Director of the Centre for Strategic Knowledge, was responsible for a multidisciplinary team to put together a toolkit, a methodology and the expertise necessary to convert raw customer data into corporative strategic knowledge. A customer modeling toolkit was assembled, consisting of statistical and data mining components. Customer models were developed in order to drive adaptive PCS network interactions. A Knowledge Management Systems was designed and a prototype implemented in order to create, store, disseminate and add value to knowledge.
- ◆ As Research Director, Design Centre Project, established a research and development team of 11 specializing in customer profiling using intelligent agents, adaptive neural networks, data warehousing and data mining technologies. A prototype data warehouse was implemented as a proof of concept and subsequently migrated out as a corporate system.
- ◆ Participated in the Jewel/Saraïde initiative: a joint venture with Nortel (and Omnipoint). The project involved device and user profiling in order to render voice and data communications device independent and user adaptive.
- ◆ Conducted feasibility analyses for project opportunities in speaker-adaptive voice recognition (Sun Labs East), seamless personal communication networks (National Research Council), Indoor Propagation Tool (Microcell Connexions – responsible for the network).

**CITI (Centre for Information Technology Innovation)****January 1987 – August 1996**

As Head, Performance Support Systems Research Program, created, validated and successfully deployed a strategic and scientific business plan for the program. Put together a 15-member multidisciplinary team and generated revenues in excess of \$400k (Cdn) with industrial partners in technology transfer joint ventures. Established strategic alliances with clients, partners and other research organizations around the world. Produced AND, a distributed neural network architecture and HIT, a hybrid knowledge-based and neural network system that dynamically creates a user profile to adapt content and format of a computerized learning environment. Responsible for a number of contracts with clients, as described below.

- ◆ Electronic Meeting Facilitator: an agent-based software designed to help in the planning and the conduct of meetings of geographically dispersed participants (for CGI).
- ◆ AccessTV: An advanced user interface was developed for Televitesse (owned by Newbridge) that enables intelligent television agents to monitor real-time newscasts and alert users when items they are interested in appear.
- ◆ Intelligent Diagnostic Mechanisms: a multi-agent architecture developed for Mitel within the context of their network products. Intelligent agents were developed to help implement self-monitoring, diagnosis and troubleshooting in order to ensure intelligent network management services to Mitel clients. Consulted on the design of the next generation of integrated advance phones to be marketed by Mitel.
- ◆ CampusVideo Project: provided intelligent EPSS functions in a portable or mobile videoconferencing system marketed by Visiocom. These functions help promote collaborative work and learning at a distance.
- ◆ Remote Case-Based System: consulted on the design and development of an intelligent troubleshooting system with Atlantis Aerospace and Dupont Chemicals. The system assists maintenance personnel troubleshoot plastics extrusion machines at Dupont plants around the world.
- ◆ Department of Fisheries and Oceans: Consulted for RADIANT to adapt the Industry Canada employee orientation toolkit in order to make it internet-enabled and in order to take advantage of user modeling and adaptivity.
- ◆ PRESENS Project: consulted for ADGA in the design and development of an electronic performance support system for social service workers and others who intervene in child protection and welfare decisions. The EPSS system was implemented in 16 Youth Services centres across the Province of Quebec.
- ◆ STEALTH Project: an interactive electronic technical manual (IETM) tool for CAE Electronics. This system was designed and implemented as an electronic advisory library and training system for CAE simulator maintenance personnel. The Stealth system also supports users in the retrieval of relevant documentation based on similar cases and not based on individual simulator model manuals.
- ◆ Distance Learning Toolkit: a set of tools was developed for network-based distance teaching and learning for both industrial training and academic education. The project evaluated and integrated advanced learning systems from Canada and Europe into a pilot distance learning system. Intelligent, free-form learning software was included, with shared screen access between all participants (Condat of Germany, GEMINI and Alberta Research Council of Canada, and the European Association of Distance Training Universities in The Netherlands).
- ◆ Telecomm Multimedia: a \$28m project devoted to the design and development of tele-learning applications. Collaborated on the design of an electronic performance support system for industrial training (with BGW), the development of a new research centre (GDC) and required telecommunications infrastructure (with ABL).

- ◆ TRANSFORM: developed an intelligent workstation for trainers, to assist them in all phases of training development that makes use of case-based reasoning. With Softwords of BC.
- ◆ INTERFACE: a \$26m project to develop and use an electronic performance support system for complex real-time applications (such as hydroelectric power plant personnel). With ADGA.
- ◆ DEVERSYS: a knowledge-based system integrated with a geographical information system (GIS) to assist in interventions required during oil spills. This system was subsequently modified to serve as both a permanent and interactive exhibit at the Musée Maritime Bernier. The system was then transferred to the private sector (LGG) for commercialization.
- ◆ As Manager of the Know-How Group, was responsible for the design, development, implementation and evaluation of knowledge-based systems in a variety of application domains, including: fiscal tax planning, strategic business planning and course scheduling.
- ◆ As Senior Knowledge Engineer, carried out feasibility studies on the application of artificial intelligence techniques to management education using the case study method (Andersen Consulting). A case study tutor prototype for Rockwood Informatics. Provided scientific advice to Treasury Board and Revenue Canada Taxation initiatives in EPSS projects.
- ◆ As Knowledge Engineer, participated in the design and development of a number of knowledge-based systems, including a human resource management system for the Department of Communications and a project proposal expert system for provincial and federal analysts in the Economic Regional Development Assistance program. This system was subsequently adapted for use by Transport Canada and Telefilm Canada.

**Centre for System Research and Applied Epistemology      June 1984 to December 1986**

Affiliated with Concordia University, the Centre conducts advanced research on self-organizing systems, cybernetics and intelligent training environments.

- ◆ Participated in the development of an interactive intelligent environment for learning and teaching based on Conversation Theory (G. Pask) for the U.S. Army Research Institute. This system involved modeling of participants, of decision processes and of environmental changes in order to detect and adapt to patterns in an appropriate manner. The U.S. DND funded the work for about \$1.2m (US).