

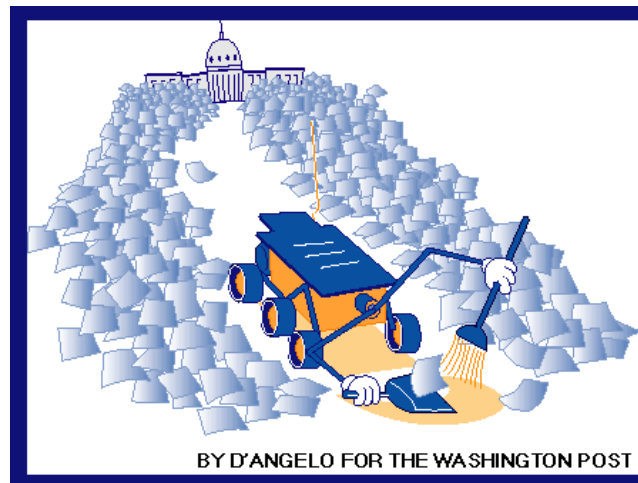
Department of Homeland Security Grants Management

Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)



Quick Summary



Dr. Barry E. Jacobs

barry.e.jacobs@comcast.net

The Bottom Line:

We believe that to truly understand one's universe, one must see it thru multiple “eyes” and also have tools to “communicate” these views.

To do this, we propose editable and cost-saving process documentation “plays” for process developers and participants to help them quickly and effectively learn, integrate, test, teach, and work together.

These “plays” may be added to new or existing systems.

Plays describe subprocess execution.

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/dhs/grants/library/Integration/PRs/Solicitation Development/Pl... IMDB

3. Guidelines Development

-Register, Assign, Notify Participants-

[Solicitation Development Manager:](#)
[Develop Guidelines](#)
[Notify Reviewers to Review Guidelines](#)

[Program Manager](#)
[Overall Programs Manager:](#)
[Review Guidelines](#)

[Mission Directorate Representative,](#)
[Field Center Program Manager:](#)
[Review Guidelines](#)

4. Topic Development

-Develop Topics-

[Mission Directorate Representative \(Lead\)](#)
[Field Center Program Manager,](#)
[Field Center Grants Manager:](#)
[Read Guidelines](#)
[Add/Update/Delete Topics](#)
[Re-number/Move Topics](#)

-Register, Assign, Notify Topic Managers-

[Mission Directorate Representative \(Co-Lead\)](#)
[Field Center Program Manager \(Co-Lead\)](#)
[Field Center Grants Manager:](#)
[Register Topic Manager](#)
[Assign Topic Manager](#)

-Update Topic Descriptions-

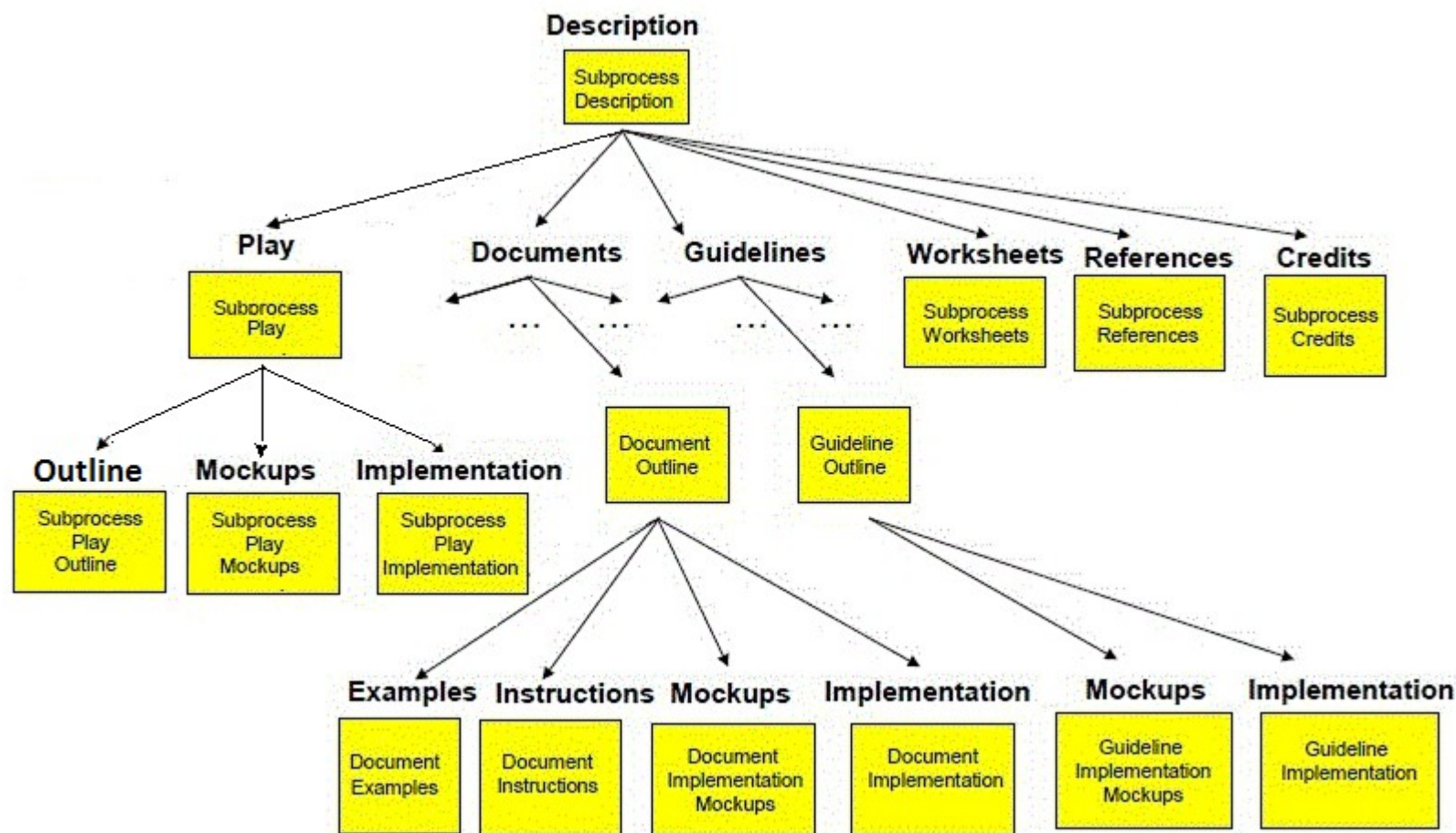
[Topic Manager \(Co-Lead\) ,](#)

Now: 52°F Tue: 58°F Wed: 63°F Thu: 61°F Fri: 62°F Sat: 66°F Sun: 65°F

Benefits:

- Facilitates the collection of system and organizational requirements,**
- Does not anger/upset people whose opinions are heard,**
and
- Increases the interaction between managers, process developers, and participants.**

For each subprocess, an “Integration View” is the integration or combination of other subprocess views. An “Integration View” facilitates intra- and inter-organization communication.



All the world's a stage ...

Jaques:

**All the world's a stage,
And all the men and women merely players;
They have their exits and their entrances,
And one man in his time plays many parts,
His acts being seven ages.**

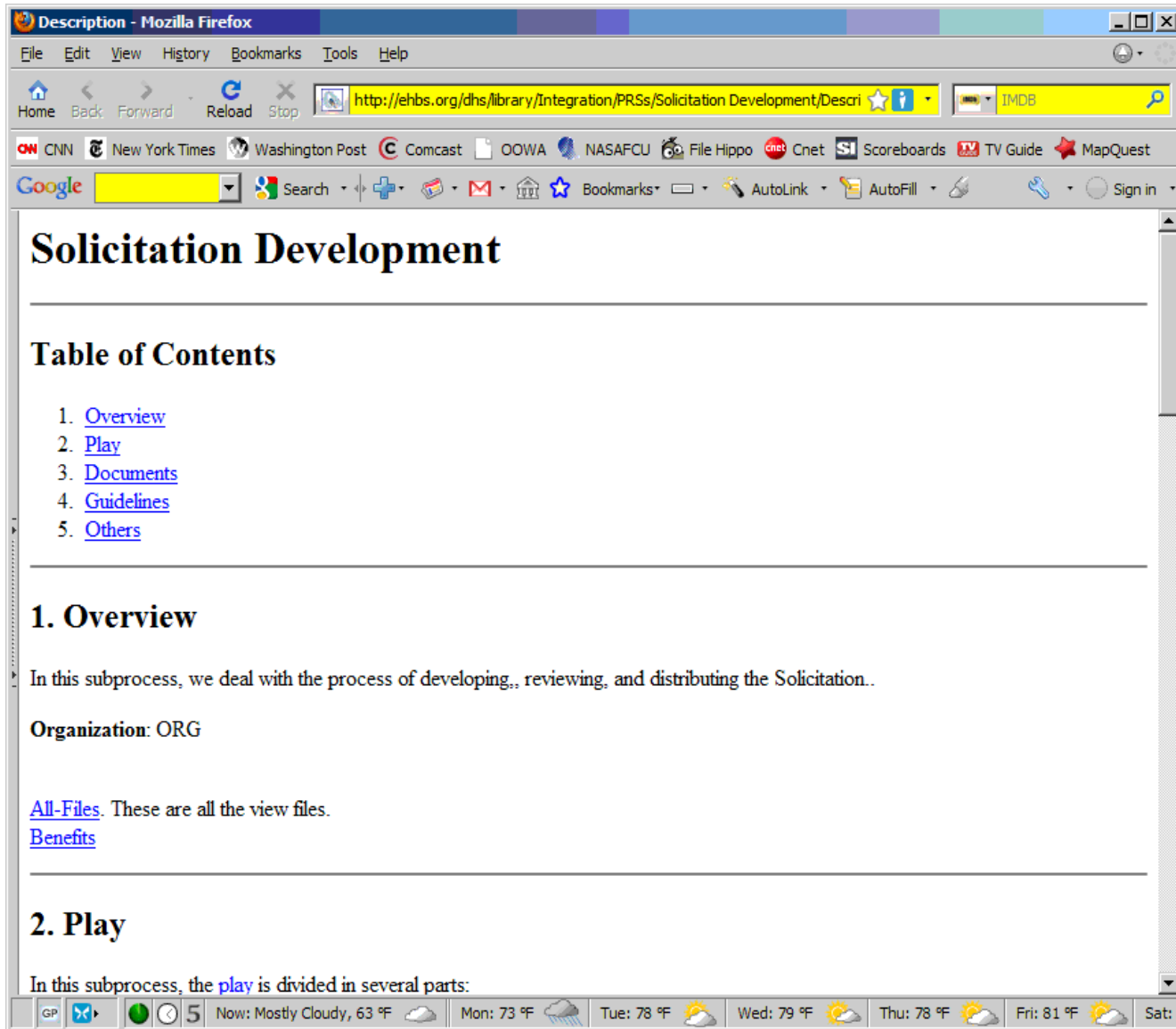
William Shakespeare

As You Like It, Act 2, Scene 7.

The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between Teachers, Documentors, Managers, Implementors, and Participants.



Descriptions summarize subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying the URL: [http://ehbs.org/dhs/library/Integration/PRs/Solicitation Development/Descri](http://ehbs.org/dhs/library/Integration/PRs/Solicitation%20Development/Descri). The page title is "Description - Mozilla Firefox". The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The address bar contains navigation buttons (Home, Back, Forward, Reload, Stop) and a search bar with "IMDB" entered. Below the address bar is a toolbar with various icons for search engines (CNN, New York Times, Washington Post, Comcast, OOWA, NASAFCU, File Hippo, Cnet, Scoreboards, TV Guide, MapQuest) and utility tools (Google, Search, Bookmarks, AutoLink, AutoFill, Sign in).

Solicitation Development

Table of Contents

- [1. Overview](#)
- [2. Play](#)
- [3. Documents](#)
- [4. Guidelines](#)
- [5. Others](#)

1. Overview

In this subprocess, we deal with the process of developing,, reviewing, and distributing the Solicitation..

Organization: ORG

[All-Files](#). These are all the view files.
[Benefits](#)

2. Play

In this subprocess, the [play](#) is divided in several parts:

The bottom of the browser window shows a system tray with icons for GP, a clock, and weather information: "Now: Mostly Cloudy, 63 °F", "Mon: 73 °F", "Tue: 78 °F", "Wed: 79 °F", "Thu: 78 °F", "Fri: 81 °F", "Sat: 63 °F".

Plays describe subprocess execution.

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/dhs/grants/library/Integration/PRs/Solicitation Development/Pl... IMDB

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-Register, Assign, Notify Topic Managers-

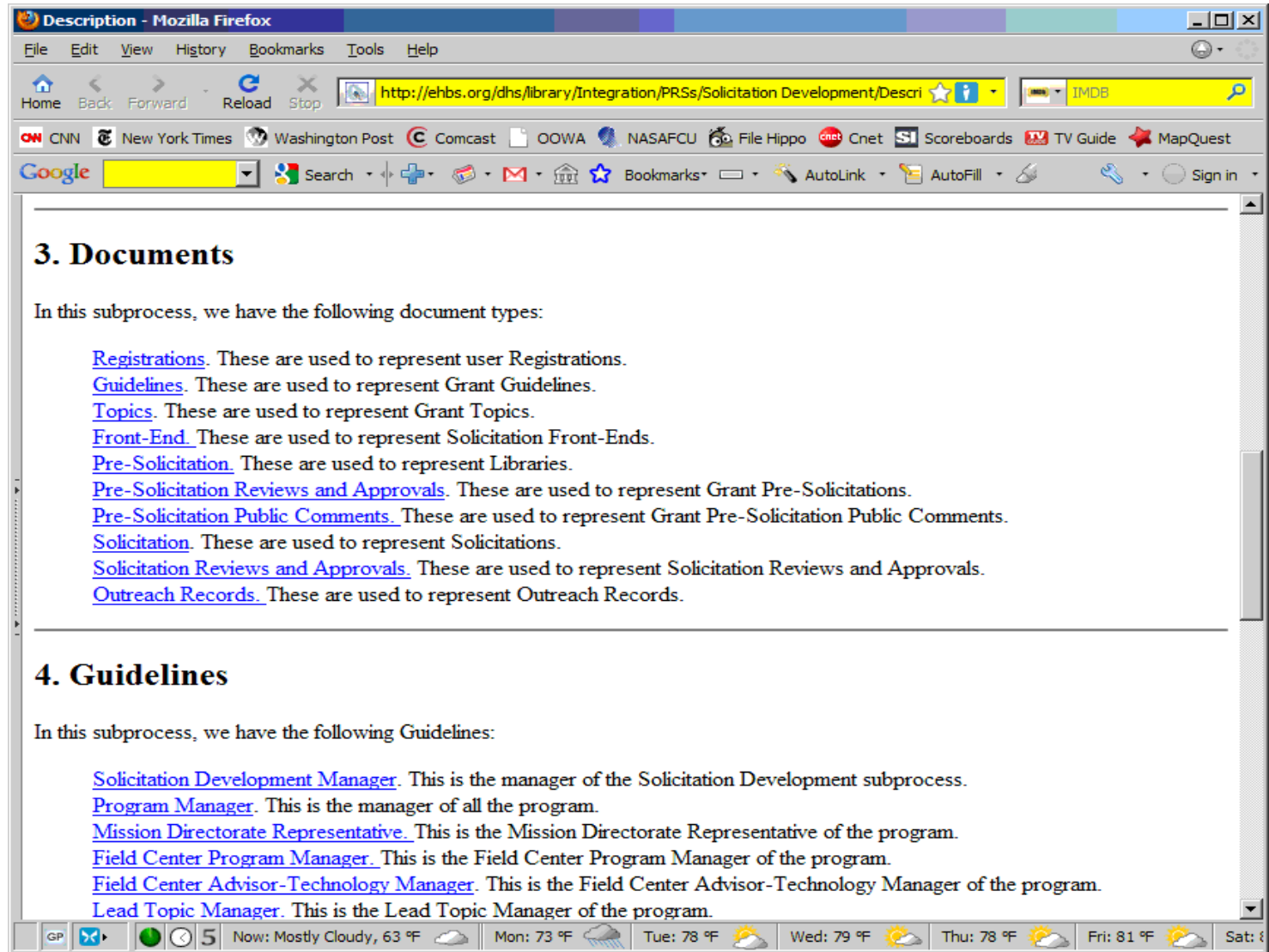
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[Assign Topic Manager](#)

-Update Topic Descriptions-

[Topic Manager \(Co-Lead\) ,](#)

Now: 52°F Tue: 58°F Wed: 63°F Thu: 61°F Fri: 62°F Sat: 66°F Sun: 65°F

Documents describe subprocess data.



The screenshot shows a Mozilla Firefox browser window. The address bar contains the URL: <http://ehbs.org/dhs/library/Integration/PRs/Solicitation Development/Descri>. The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The toolbar shows various navigation and utility icons. The main content area displays two sections:

3. Documents

In this subprocess, we have the following document types:

- [Registrations](#). These are used to represent user Registrations.
- [Guidelines](#). These are used to represent Grant Guidelines.
- [Topics](#). These are used to represent Grant Topics.
- [Front-End](#). These are used to represent Solicitation Front-Ends.
- [Pre-Solicitation](#). These are used to represent Libraries.
- [Pre-Solicitation Reviews and Approvals](#). These are used to represent Grant Pre-Solicitations.
- [Pre-Solicitation Public Comments](#). These are used to represent Grant Pre-Solicitation Public Comments.
- [Solicitation](#). These are used to represent Solicitations.
- [Solicitation Reviews and Approvals](#). These are used to represent Solicitation Reviews and Approvals.
- [Outreach Records](#). These are used to represent Outreach Records.

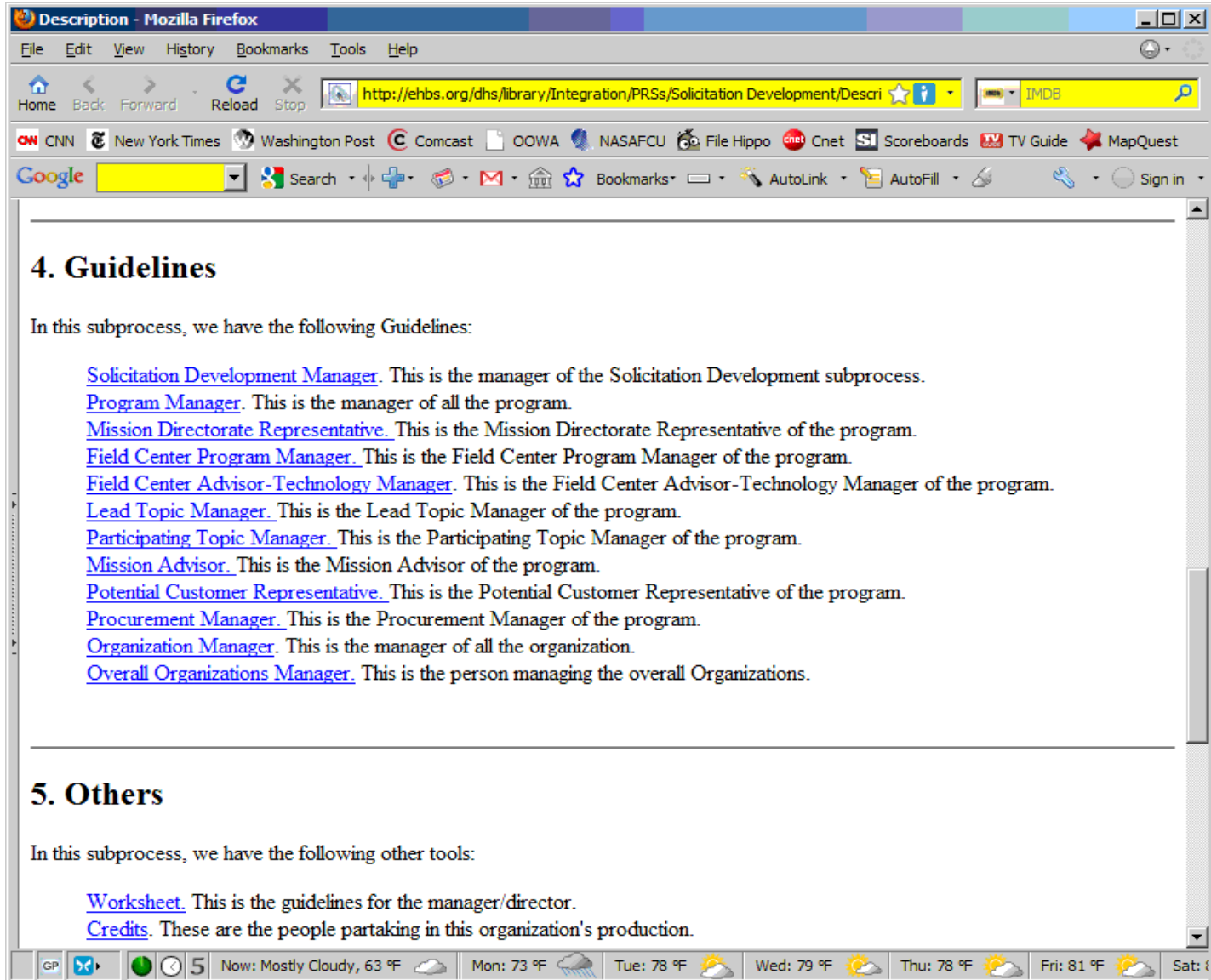
4. Guidelines

In this subprocess, we have the following Guidelines:

- [Solicitation Development Manager](#). This is the manager of the Solicitation Development subprocess.
- [Program Manager](#). This is the manager of all the program.
- [Mission Directorate Representative](#). This is the Mission Directorate Representative of the program.
- [Field Center Program Manager](#). This is the Field Center Program Manager of the program.
- [Field Center Advisor-Technology Manager](#). This is the Field Center Advisor-Technology Manager of the program.
- [Lead Topic Manager](#). This is the Lead Topic Manager of the program.

The browser's status bar at the bottom shows the system tray with icons for GP, network, volume, and clock, along with weather information for the current day and the following days.

Guidelines describe user subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/dhs/library/Integration/PRSS/Solicitation Development/Descri>. The page content is as follows:

4. Guidelines

In this subprocess, we have the following Guidelines:

- [Solicitation Development Manager](#). This is the manager of the Solicitation Development subprocess.
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- [Mission Directorate Representative](#). This is the Mission Directorate Representative of the program.
- [Field Center Program Manager](#). This is the Field Center Program Manager of the program.
- [Field Center Advisor-Technology Manager](#). This is the Field Center Advisor-Technology Manager of the program.
- [Lead Topic Manager](#). This is the Lead Topic Manager of the program.
- [Participating Topic Manager](#). This is the Participating Topic Manager of the program.
- [Mission Advisor](#). This is the Mission Advisor of the program.
- [Potential Customer Representative](#). This is the Potential Customer Representative of the program.
- [Procurement Manager](#). This is the Procurement Manager of the program.
- [Organization Manager](#). This is the manager of all the organization.
- [Overall Organizations Manager](#). This is the person managing the overall Organizations.

5. Others

In this subprocess, we have the following other tools:

- [Worksheet](#). This is the guidelines for the manager/director.
- [Credits](#). These are the people partaking in this organization's production.

The browser's status bar at the bottom shows the current time as 5:00 and the weather as 'Now: Mostly Cloudy, 63 °F'. The system tray includes icons for GP, a clock, and a weather forecast for the week: Mon: 73 °F, Tue: 78 °F, Wed: 79 °F, Thu: 78 °F, Fri: 81 °F, Sat: 81 °F.

Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

Worksheet - Mozilla Firefox

file:///E:/8000-8999/nasa/sbir/summary/mock-ups/Worksheet.htm

Subprocess Worksheet

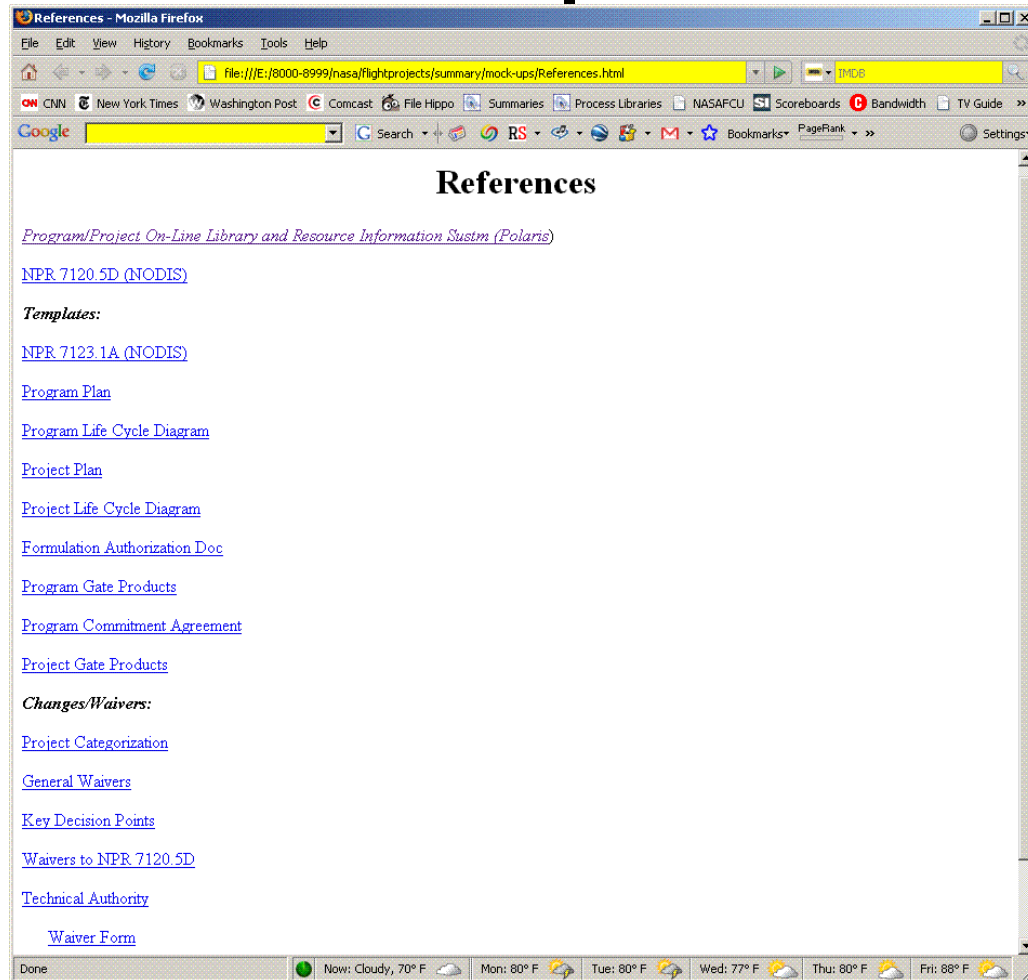
Subprocess: Solicitation Development
 In this subprocess, we deal with the process of developing,, reviewing, and distributing the Solicitation..

Organization: U.S. Coast Guard

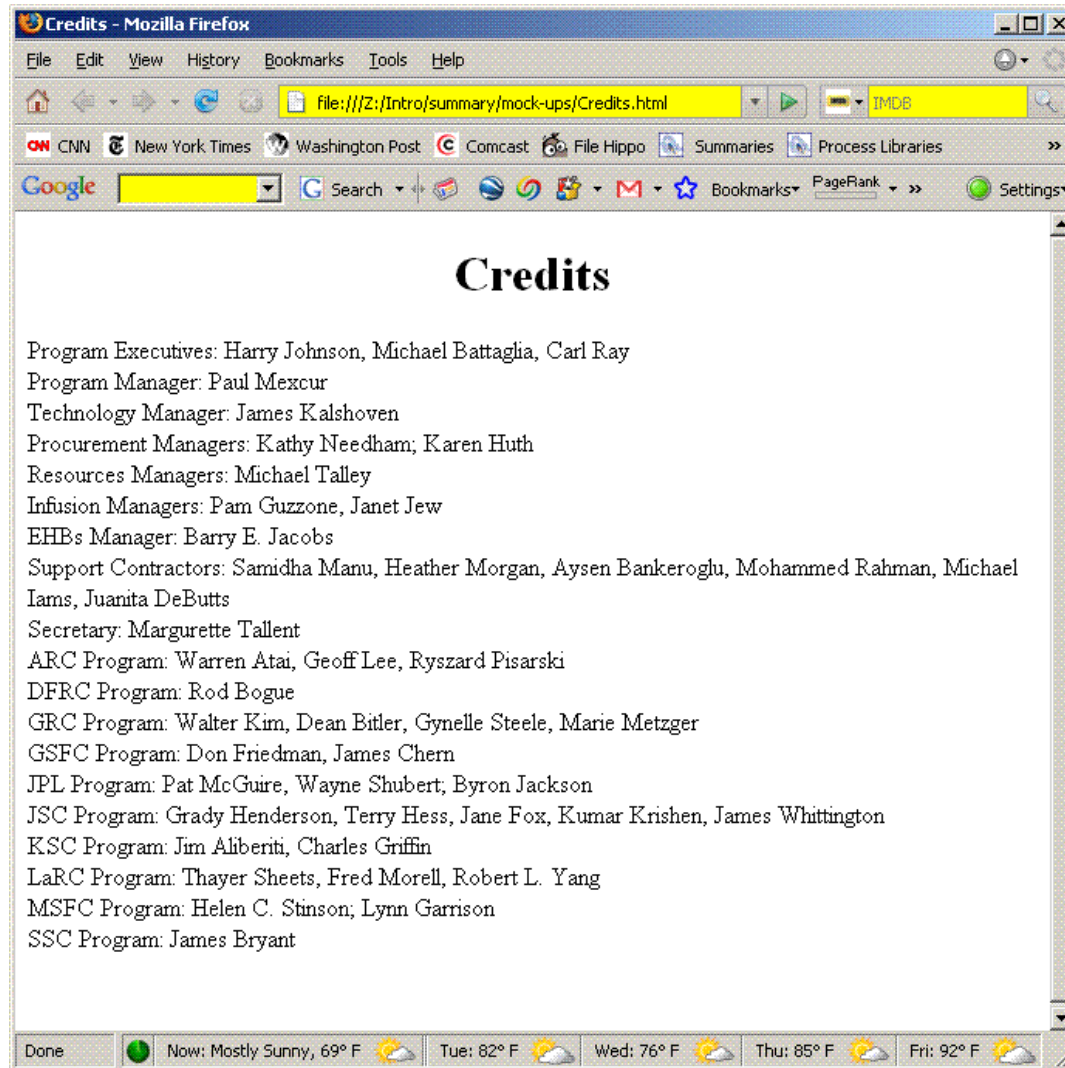
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design of Administration.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	07/23/07	08/23/07	Document Library	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Planning Document	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
Planning	The purpose of this task is to plan the design of Administration.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	06/23/07	06/23/07	Draft Project Requirements Document	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Instructions and	Helen				Library:

Do... Now: Sunny, 75° F Tue: 87° F Wed: 85° F Thu: 85° F Fri: 85° F Sat: 87° F Sun: 84° F

References list other related resources.



Credits acknowledge people's contributions.



Tools that can be focused on during stages- by tool.

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

Tools To Focus On During Stages- By Tool.

Tool	Process Developer	Process Participant
Descriptions:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Plays:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Documents:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
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References:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
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Tools that can be focused on during stages- by stage.

Tools To Focus On During Stages- By Stage.

Stage	Process Developer	Process Participant
Learn	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.
Integrate	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Documents Using Role Guidelines/EHBs.
Test	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.
Teach	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.
Work Together	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.

Objective:

Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.

The screenshot shows a Mozilla Firefox browser window displaying a website titled "Subprocesses - Mozilla Firefox". The address bar shows the URL "http://lincoln.gsfc.nasa.gov/dhs/whatare/process.htm". The page content is organized into several sections, each with a yellow header:

- Product Realization Subprocesses:** A table with 9 columns: Integrated Problems-Solutions Database, Planning Grants, Solicitation Development, Submission, Review & Selection, Negotiation & Award, Administration, Closeout, and Post-Closeout. Below the table is the text "(Potential Customers: State and Local Organizations)".
- Product Distribution Subprocesses:** A table with 8 columns: Integrated Problems-Solutions Database, Planning Distributions, Distribution Facility Solicitation Development, Problem Submission, Problem Handling, Agreement Administration, Agreement Closeout, and Post-Agreement Closeout. Below the table is the text "(Potential Customers: State and Local Organizations)".
- Support Subprocesses:** A table with 9 columns: Survey Management, Computer Systems Development and Evolution, Computer Systems Operations and Network Administration, Home Page Management, Education and Outreach Activities, Facilities Management, Security, Small Systems (Mac and PC) Support, and Visualizations.
- Improvement Subprocesses:** A table with 3 columns: ISO 9001: 2000, CMMI- Staged, and CMMI- Continuous.
- Common Subprocesses:** A table with 6 columns: Organization Subprocess Formulation, Organization Subprocess Implementation, Organization Subprocess Customer Support, Organization Subprocess Evaluation, Organization Subprocess Update, and Organization Subprocess Closeout.

The Windows taskbar at the bottom shows the system tray with a clock displaying 5:00, weather information for the current day (Sunny, 82°F) and the following days (Sat: 87°F, Sun: 85°F, Mon: 80°F, Tue: 85°F, Wed: 84°F, Thu: 81°F).

Organizations provide different views of the subprocesses, some of which may be proprietary.

The screenshot shows a Mozilla Firefox browser window with the title "Department of Homeland Security Grants Organizations - Mozilla Firefox". The address bar contains the file path "file:///E:/8000-8999/dhs/grants/whatare/Organizations.htm". The main content area displays the heading "Department of Homeland Security Grants Organizations" and a table of organizations.

Product Realization Subprocesses Organizations
U.S. Coast Guard
U.S. Transportation Security Administration
U.S. Customs and Border Protection
Federal Emergency Management Agency
U.S. Citizenship and Immigration Services
U.S. Immigration and Customs Enforcement
U.S. Secret Service
First Responders

The Windows taskbar at the bottom shows the system tray with weather information: "Now: Partly Sunny, 73° F", "Sat: 78° F", "Sun: 75° F", "Mon: 81° F", "Tue: 76° F", "Wed: 81° F", "Thu: 73° F".

Organizations execute the eight “Play Development” stages.

- 1) summarizing (descriptions),**
- 2) playwriting (outlines),**
- 3) staging (mockups),**
- 4) dress rehearsal (implementations),**
- 5) performance (implementations),**
- 6) evaluations (implementations),**
- 7) revisions (outlines, mockups, implementations),**
- and**
- 8) closing.**

People in organizations provide different views of the subprocesses



**Subprocess
Documentor's
View**



**Subprocess Teacher's,
Manager's, Implementor's
and Participant's Views**

Organizations generate Subprocess Life-Cycle* Views

- Organization subprocess teachers want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)
- Organization subprocess documentors want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)
- Organization subprocess managers want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)
- Organization subprocess implementors want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)
- Organization subprocess participants want to quickly learn, integrate, and perform tasks that are part of their views. (Critical)
- Organization subprocess managers want to quickly monitor execution of tasks that are part of their views.
- Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly improve, test, and teach their subprocesses.
- Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly improve, test, and teach using other organization's views.
- Organization subprocess teachers, documentors, managers, implementors, and participants become hurt/angry when their views are not supported.
- Organization subprocess implementors want to quickly update, test, and teach tools that help facilitate execution of their subprocesses.
- Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly leave when their views continue not to be supported.

* Also, called the "Universal Subprocess".

The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message"



Overview of how editable and cost-saving process documentation tools can solve problems.

Problem	Solution
<p>Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.</p>	<p>Editable process documentation tools can be tailored to each subprocess.</p>
<p>Organizations provide different views of the subprocesses.</p>	<p>Editable process documentation tools can be tailored to reflect different organization's views of the subprocess.</p>
<p>Organizations execute the eight "play development" stages.</p>	<p>Editable process documentation tools can be tailored to reflect the eight "play development" stages.</p>
<p>People in organizations provide different views of the subprocesses.</p>	<p>Editable process documentation tools can be tailored to communicate different people's views of the subprocess.</p>
<p>Organizations generate Subprocess Life-Cycle Views.</p>	<p>Editable process documentation tools can be tailored to reflect different Life-Cycle views of the subprocess.</p>
<p>The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".</p>	<p>Editable process documentation tools can be tailored to layer below different people's views of the subprocess.</p>

Solution: Process Libraries maintain organization's views of the subprocesses.

Views

Total 11 Entries
Classification: **Product Realization Subprocesses** (T4-00-00-00)
Subprocess: **Solicitation Development** (T4-3-00-00)

[Create View](#)

View	Steps
U.S. Coast Guard	Update Copy Delete
U.S. Transportation Security Administration	Update Copy Delete
U.S. Customs and Border Protection	Update Copy Delete
Federal Emergency Management Agency	Update Copy Delete
U.S. Citizenship and Immigration Services	Update Copy Delete
U.S. Immigration and Customs Enforcement	Update Copy Delete
U.S. Secret Service	Update Copy Delete

Plays describe subprocess execution.

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/dhs/grants/library/Integration/PRs/Solicitation Development/Pl... IMDB

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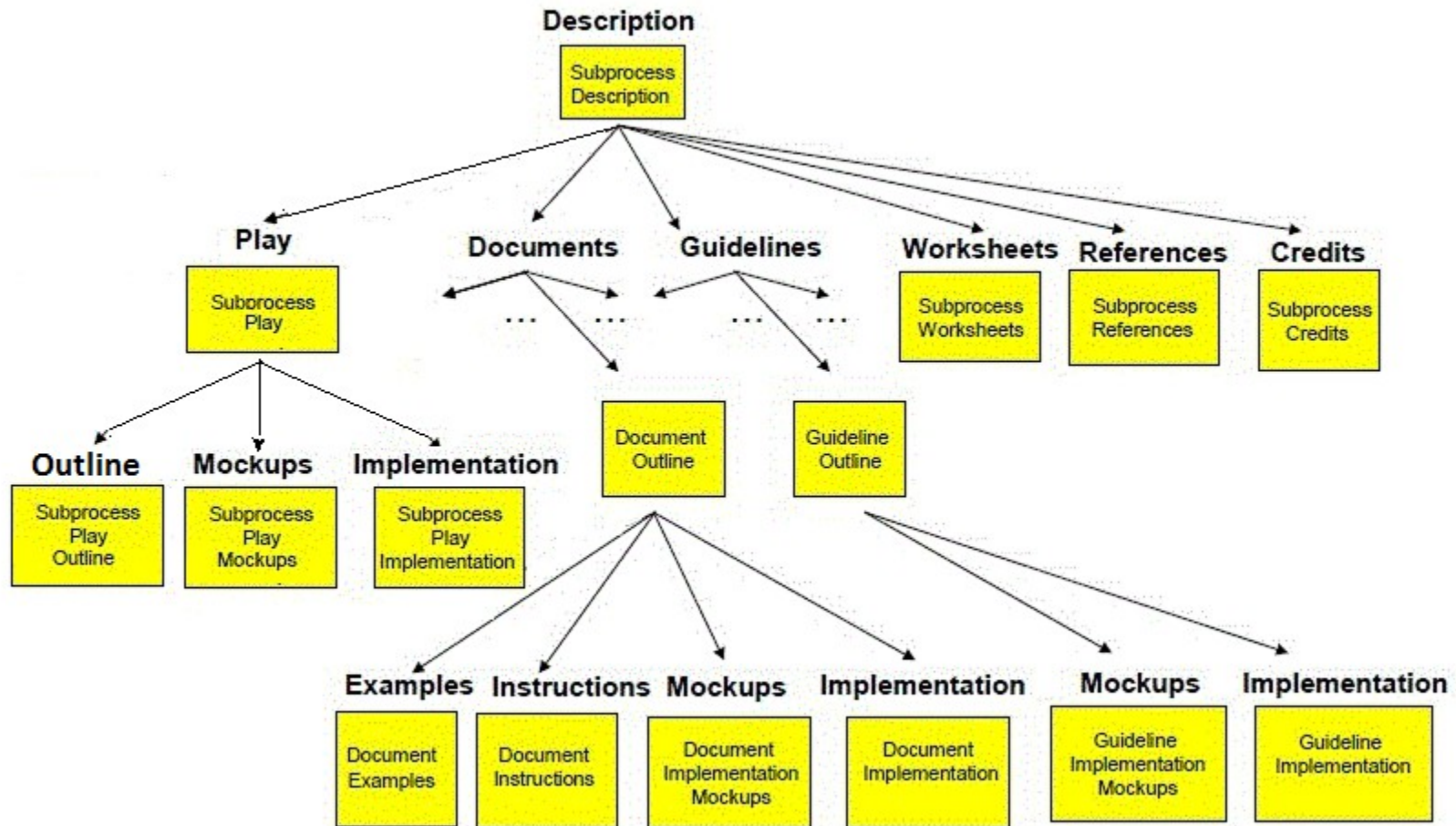
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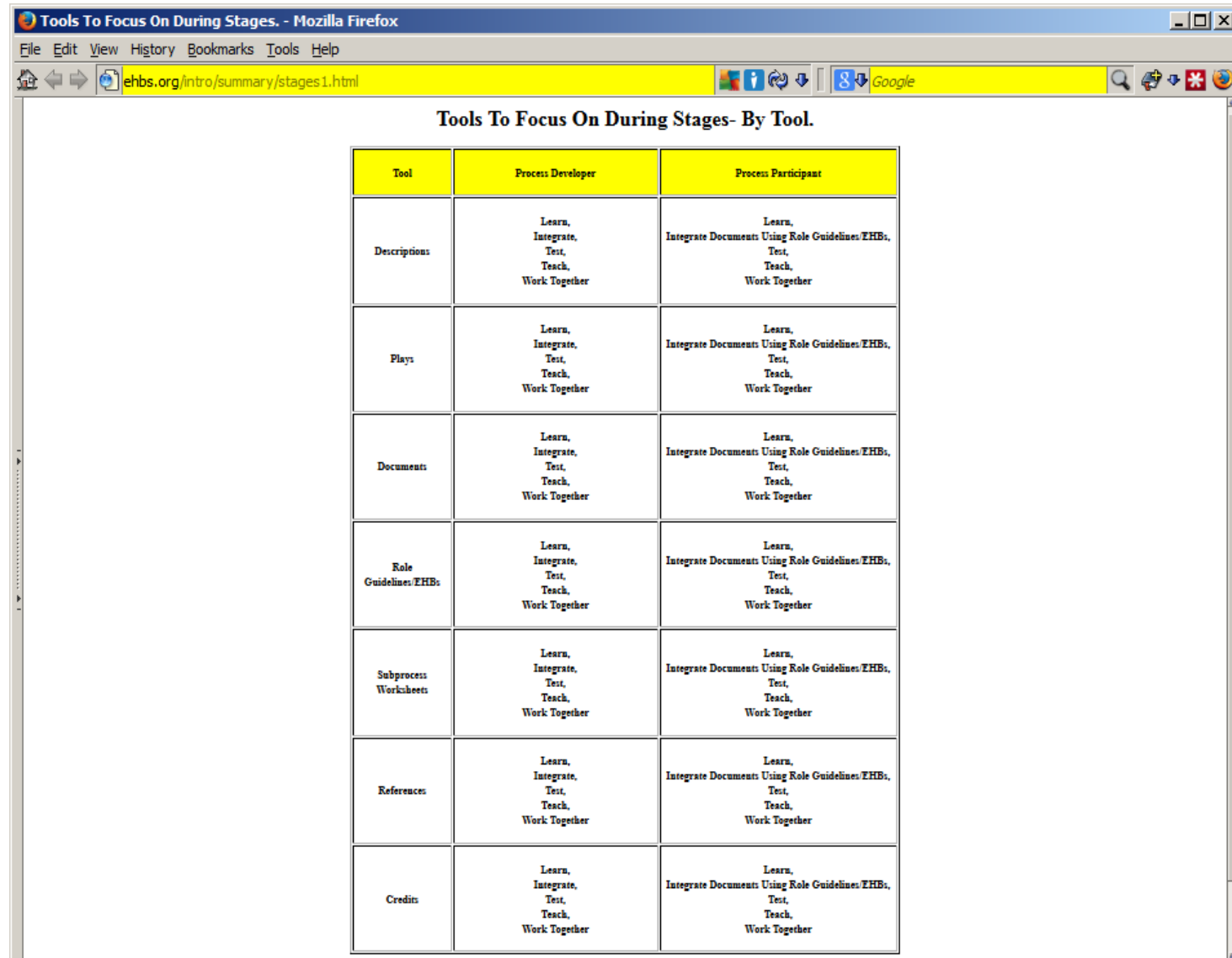
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Our basic approach is to wrap organization's subprocesses in a common envelope containing “communication vehicles” that facilitate intra- and inter-organization communication.



Tools that can be focused on during stages- by tool.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying ehbs.org/intro/summary/stages1.html. The page content features a table with the following structure:

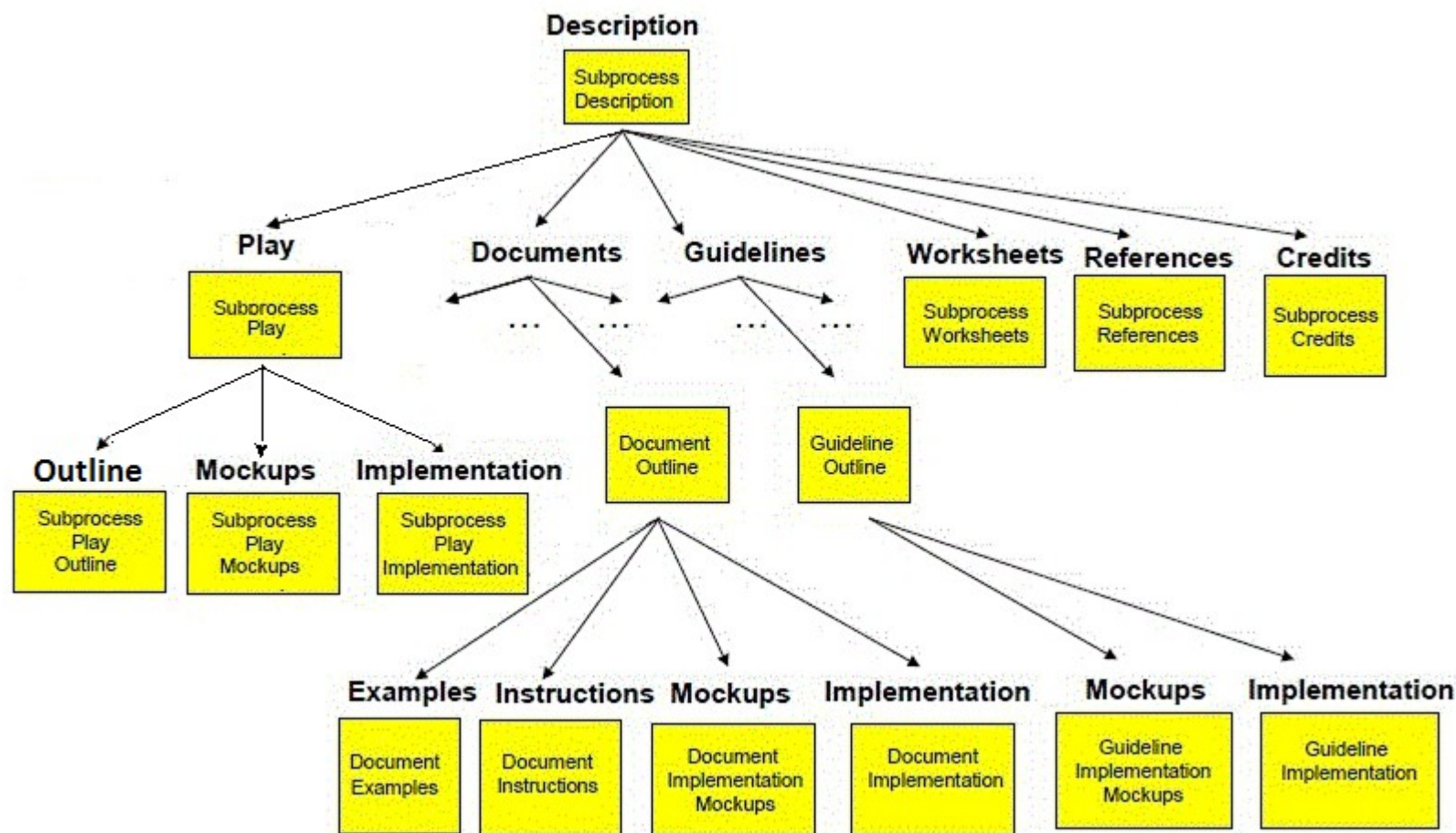
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Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
References:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Credits:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together

Tools that can be focused on during stages- by stage.

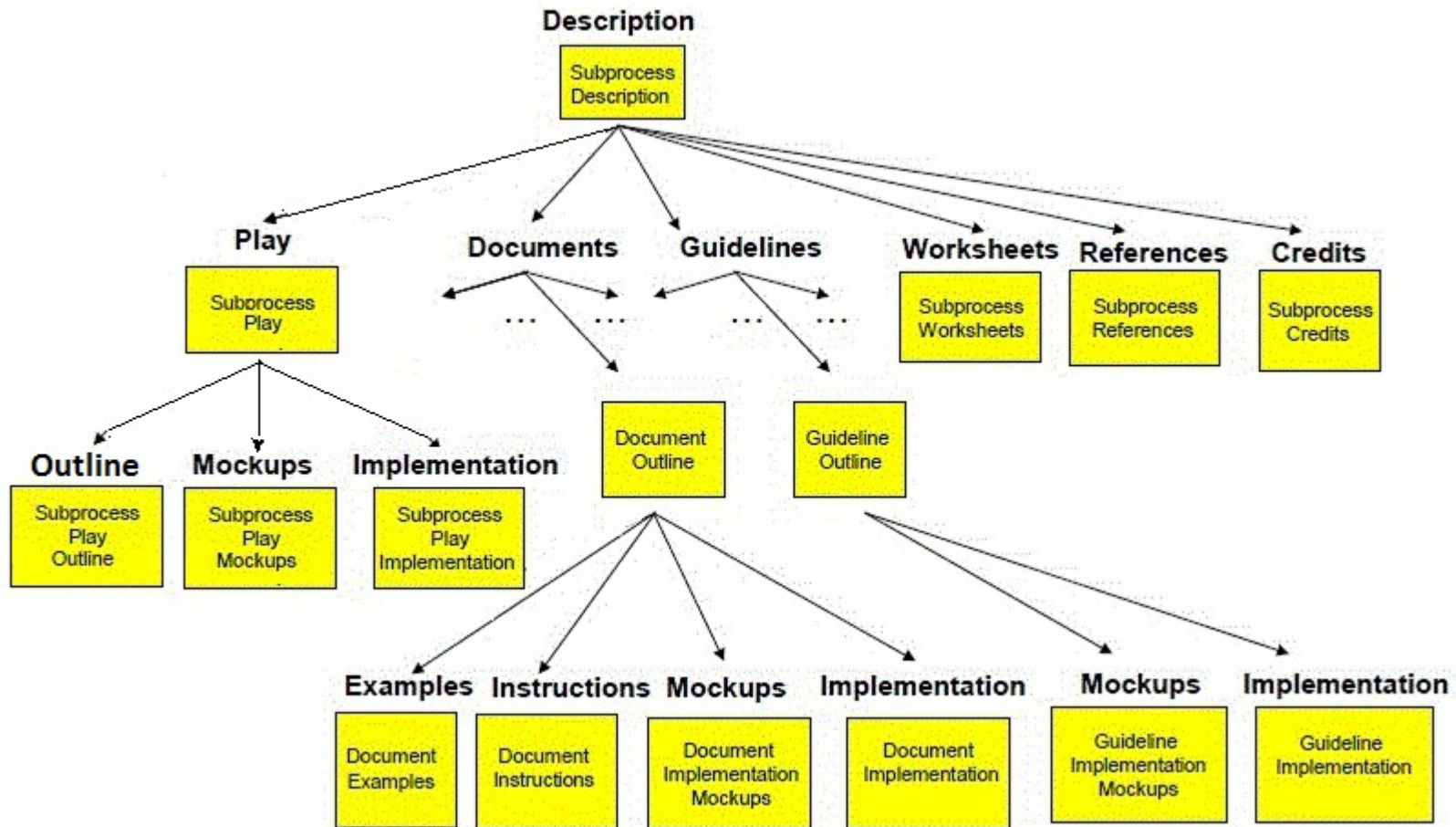
Tools To Focus On During Stages- By Stage.

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Teach	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.
Work Together	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.

For each subprocess, an “Integration View” is the integration or combination of other subprocess views. An “Integration View” facilitates intra- and inter-organization communication.



For each subprocess, an “Integration View” is the integration or combination of other subprocess views. An “Integration View” facilitates intra- and inter-organization communication.



Some EHBs Projects - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

file:///z:/Intro/summary/mock-ups/Some%20EHBs%20Proje Go

CNN Washington Post New York Times MapQuest: Home Comcast Scoreboards Horoscope Bandwidth Test >>

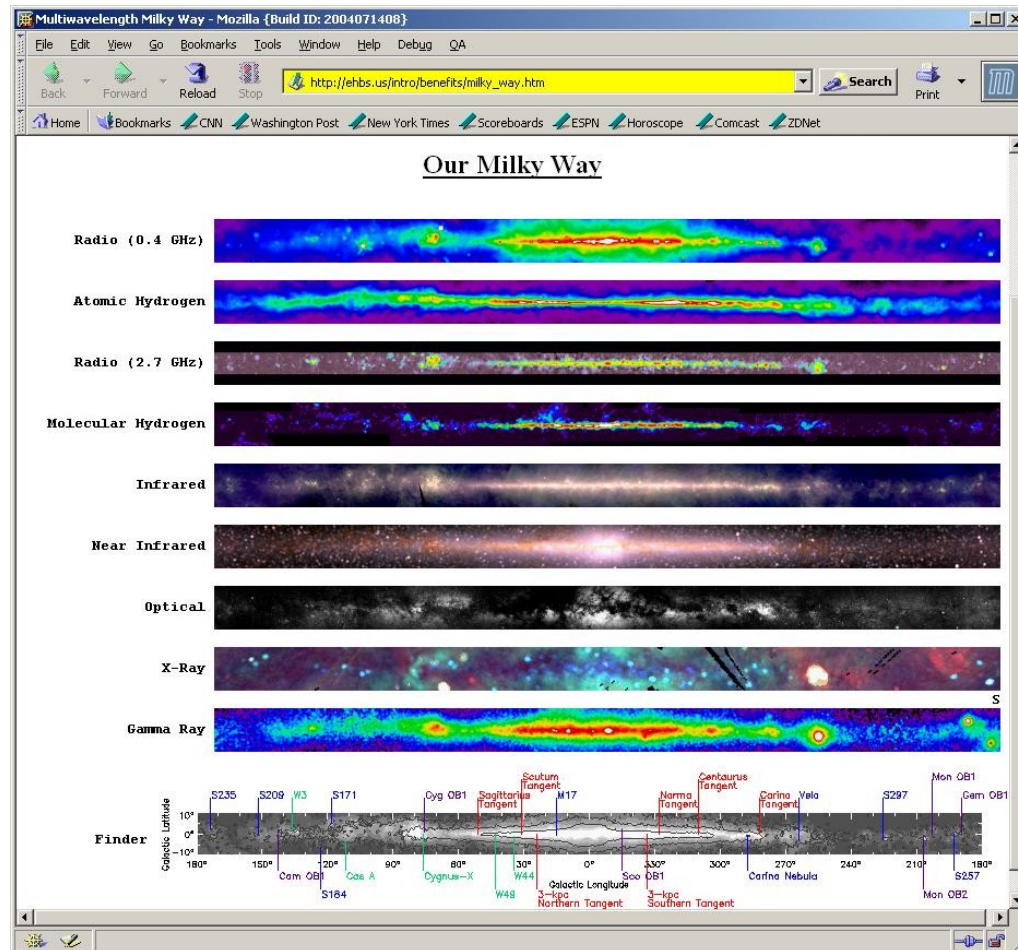
Some Applications

- [DOI's Screen Available and Exchange-Sales \(SAVES\)- Property](#)
- [DOJ's Bulletproof Vests Partnership Program \(BVP\)- Grants](#)
- [DOJ's Local Law Enforcement Block Grants \(LLEBG\) - Grants](#)
- [DOJ's Office of Justice Program IT Initiatives \(OJP IT\) - Grants](#)
- [DOJ's Southwest Border Patrol Initiative \(SWBPI\) - Grants](#)
- [Federal Emergency Management Administration \(FEMA\) - Grants](#)
- [FEMA's US Fire Administration \(USFA\)- Grants](#)
- [HHS's Health Services Resources Administration \(HRSA\) - Grants](#)
- [NASA's Earth Sciences Technology Office \(ESTO\)- Contracts](#)
- [NASA's Educational Program Data Collection and Evaluation Program \(EDCATs\) - Program Evaluations](#)
- [NASA's Small Business Innovation Research \(SBIR\)- Contracts](#)
- [USDA's Emergency Response Information System \(ERIS\) - Grants](#)
- [USDA's Integrated Item Tracking System-Reagents Ordering-Shipping System \(IITS-ROSS\) - Grants](#)
- [USDA's Karnal Bundt Information System \(KBIS\) - Grants](#)

Done

Navigation icons: Back, Forward, Home, Stop, Reload, Print, Find, Zoom In, Zoom Out, Full Screen, Close

We believe that to truly understand one's universe, one must see it thru multiple “eyes” and also have tools to “communicate” these views.





Process Libraries (PLs) and Electronic Handbooks (EHBs) are where Shakespeare meets Freud.



- In Process Libraries (PLs), subprocesses are represented as "plays" where "actors" communicate thru the Internet. Each organization puts on its own "productions". For each role, Electronic Handbooks (EHBs) (also called Guidelines) guide "actors" thru their parts. Managers are "directors" using Worksheets as learning/management tools. Documentors serve as "playwrights". [Shakespearean]
- Organizations are represented as "families" having "multiple personalities". Subprocess "plays" and its "components" provide communication vehicles between members of the same family, different families, and families from different subprocesses. Documentors also serve as "family therapists". [Freudian]

All the world's a stage ...

Jaques:

**All the world's a stage,
And all the men and women merely players;
They have their exits and their entrances,
And one man in his time plays many parts,
His acts being seven ages.**

William Shakespeare

As You Like It, Act 2, Scene 7.

The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between Teachers, Documentors, Managers, Implementors, and Participants.



Theatre of Dionysus- Athens, Greece





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Complex Process Management Using PLs and EHBs [Where Shakespeare Meets Freud]



Complex Process Management Using Process Libraries and Electronic Handbooks

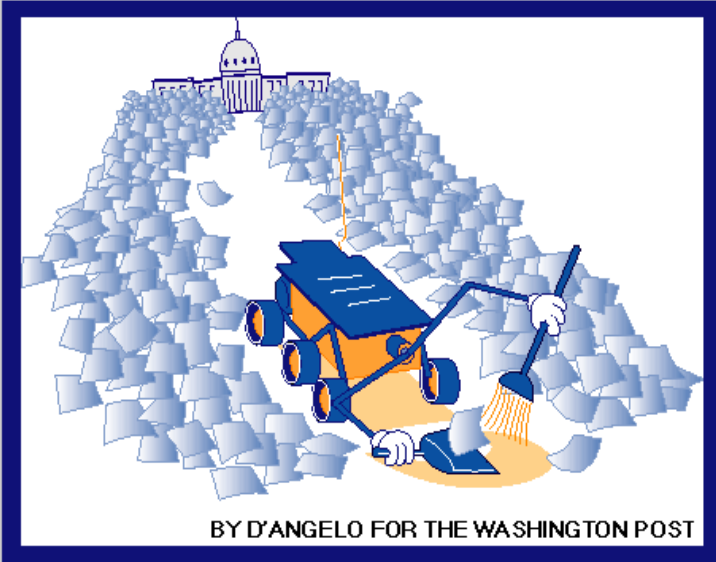
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