HHS's Centers For Disease Control and Prevention (CDC) Grants Management Using Process Libraries and Electronic Handbooks (Where Shakespeare Meets Freud)

Dr. Barry E. Jacobs barry.e.jacobs@comcast.net

Abstract

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. Benefits are that it facilitates the collection of system and organizational requirements, does not anger/upset people whose opinions are heard, and it 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. We illustrate using HHS's Centers For Disease Control and Prevention (CDC) Grants Management. In Section 1, we examine common problems that arise in the management of complex distributed processes. In Section 2, we provide an overview of tools that are solutions to these problems. Simply speaking, we regard subprocesses as "plays" and let organizations put on productions of the "play". In Section 3, we provide examples of these tools. In Section 4, we outline some complex distributed processes in the Federal Government that are applications of the methodology. In Section 5, we conclude with some final thoughts.

0. Introduction

In this paper, we deal with the important problem of managing complex distributed processes involving potentially thousands of participants. An example of such a process is the management of HHS's Centers For Disease Control and Prevention (CDC) Grants.HHS's Centers For Disease Control and Prevention (CDC). Managing complex distributed processes is difficult due to 1) the complexity of the subprocesses, 2) the diversity of views of different organizations, 3) the diversity of views of teachers, documentors, managers, implementors, and participants taking part in the subprocesses, 4) subprocess Live-Cycle views, and 5) the "Game of Telephone" syndrome, and 4) subprocess Life-Cycle views.

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. See Figure 0 (a). Benefits are that it facilitates the collection of system and organizational requirements, does not anger/upset people whose opinions are heard, and it increases the interaction between managers. process developers, and participants. For each subprocess, an "Integration View" is the integration or combination of other subprocess views. See Figure 0 (b). An "Integration View" facilitates intra- and inter-organization communication.

An outline of the paper is as follows:

In Section 1, we examine common problems that arise in the management of complex distributed processes. In Section 2, we provide an overview of tools that are solutions to these problems. Simply speaking, we regard subprocesses as "plays" and let organizations put on productions of the "play". In Section 3, we provide examples of these tools. In Section 4, we outline some complex distributed processes in the Federal Government that are applications of the methodology. In Section 5, we conclude with some final thoughts.

Before going through the paper, the reader may want to first quickly look at some examples in Figures 3(a)-(p).

1. Problems

We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1(a) shows some of the subprocesses of HHS's Centers For Disease Control and Prevention (CDC) Grants Management. Notice that we organize the subprocesses into five categories: Product Realization, Product Distribution, Support, Improvement, and Common.

Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. Some of these views may be proprietary. For example, Figure 1(b) shows some of the organizations participating in the HHS's Centers For Disease Control and Prevention (CDC) Grants Management. In addition, there are also organizations that distribute the products that come out of the subprocesses as well as organizations that support and improve the subprocesses.

Third, within each subprocess organization, we have eight "Play Development" stages. See Figure 1(c). These are 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.

Fourth, within each subprocess organization, we have numerous teachers, documentors, managers, implementors, and participants, each person having their own view of the subprocess. See Figure 1(d). It is very important that teachers, documentors, managers, implementors, and participants quickly learn and then establish integrated views for their roles in the subprocess.

Fifth, there are a number of subprocess Life-Cycle views that have to be dealt with in the management of subprocesses. See Figure 1(e). These factors reflect the Life-Cycle of organizations that participate in the subprocesses.

Sixth, as each person tries to pass-on their view of the subprocess, they omit details to the person(s) they are teaching. See Figure 1(f). This is called the The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".

Solutions to these problems are discussed in the next section. See Figure 1(g) for an overview of how

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

2. Solutions

We discuss here an overview of tools that are solutions to these problems.

Process Libraries (PLs) maintain organization's views of the subprocesses. See Figure 2(a). Here we have a section of the Process Library for a particular subprocess. Notice that there is a place for different organization's views of the subprocess. These will be described below.

Our basic approach is to wrap organization's subprocesses in a common envelope containing communication vehicles that facilitate intra- and inter-organization communication. See Figure 2(b). Notice that the envelope contains a number of items. Descriptions facilitate quick learning of the subprocess. Plays document the temporal flow of the subprocess and also have Implementation Mockups and Implementation versions. Documents define the documents used in the subprocess and also have Templates, Examples, Instructions, Implementation Mockups, and Implementation versions. Guidelines or Electronic Handbooks give user roles on how to participate in the subprocess and also have Implementation Mockups and Implementation versions. Worksheets facilitate the manager's monitoring of the subprocess and also have Implementation versions. Contacts contain the names of the people who are able to answer questions about the subprocess. References provide alternative views of the subprocess. Credits provide the names of people who are part of the development of the organization's subprocess.

Some tools may be focused on during stages. See Figure 2(c).

Documents in Process Libraries have three levels of access. See Figure 2(d). Some documents are unconditionally accessible to all over the Internet via a hyperlink. Some documents need to be accessed only through an organization's library. Finally, some documents are proprietary and one needs individual permission to obtain them.

For each subprocess, an "Integration View" is the integration or combination of other subprocess views. An "Integration View" facilitates intra- and inter-organization communication.. See Figure 2(e).

Process Libraries are where Shakespeare meets Freud. See Figure 2(f). In Process Libraries, 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]. The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between teachers, documentors, managers, implementors, and participants. See Figure 2(g).

Process Libraries and Electronic Handbooks (EHBs) methodologies have been used in a number of operational applications. See Figure 2(h). Here we see a number of different projects throughout the US Federal Government.

The subprocess Life-Cycle views in Figure 1(d) are supported. See Figure 2(i).

Basic people principles are supported. See Figure 2(j). The failure of a management system to follow these basic principles will generally result in people not utilizing the system.

Subprocess/Play Developments are supported. Subprocesses are built and revised using the play development paradigm over multiple productions. See Figure 2(k). This enables one to develop the subprocesses in stages and at each stage learn and modify the subprocesses.

Process Libraries operations are supported. See Figure 2(1). This outlines the ongoing operational maintenance and responsibilities for running the Process Library. Specifically, here we deal with the steps of organization formulation, implementation, customer support, evaluation, update and closeout.

3. Some Examples

We provide some examples of tools outlined above.

Process Libraries are organized by subprocesses. See Figure 3(a). Here we show one level of the Process Library which list the subprocesses. For each subprocess, the library shows how organizations view their subprocess. See Figure 3(b). Here we have a section of the Process Library for a particular subprocess. Notice that there is a place for different organization's views of the subprocess.

For each organization, an organization's view for a subprocess is comprised of several components. See Figure 3(c). Descriptions summarize subprocesses. See Figure 3(d). Plays describe subprocess execution or temporal flow. See Figure 3(e). Documents describe subprocess data. See Figure 3(f). Guidelines/Electronic Handbooks describe user subprocesses. See Figure 3(g). Subprocess Worksheets facilitate subprocess manager communication with process developers and participants. See Figure 3(h). References list other related resources. See Figure 3(i). Credits acknowledge people's contributions. See Figure 3(j). Some tools may be focused on during stages. See Figure 3(k).

In addition, several other tools are relevant. Integration Tools allow item types to be seen across different organizations. See Figure 3(l). Electronic Handbooks (EHBs) help participants learn and execute their roles. See Figure 3(m). Demonstration Tools introduce the concepts to a community in their terms. See Figure 3(n). Requirements Capture Tools (RCTs) facilitate subprocess development. See Figure 3(o). Improvement Tools facilitate subprocess improvement. See Figure 3(p).

4. Other Applications

We discuss here several applications where the above methodology has been applied. See Figure 2(h).

NASA Small Business Innovation Research (SBIR) Programs (<u>http://sbir.nasa.gov</u>). This program funds hundreds of small businesses all around the United States to develop and later market technology-based products. The NASA SBIR program constitutes roughly 50% of all of NASA's new annual contracts.

Department of Justice (DOJ) Bulletproof Vests Program (http://www.ojp.usdoj.gov/bvpbasi/). This

program co-funds purchases of Bulletproof Vests for all eligible law enforcement agencies and jurisdictions across the United States and its territories. The Bulletproof Vests system was the 1999 Gold Award Winner of the Federation of Government Information Processing Councils (FGIPC) Intergovernmental Open Systems Solutions (IOSS) Awards program.

Department of Justice (DOJ) Block Grants Program (<u>http://www.ojp.usdoj.gov/bvpbasi/</u>). This program funds all eligible law enforcement agencies and jurisdictions across the United States and its territories and is one of the largest programs in the Department of Justice's Bureau of Justice Assistance.

Department of Health and Human Services (HHS) Health Resources Services Administration (HRSA) Grants (<u>http://www.hrsa.gov/</u>). This process represents hundreds of Health Resources Services Administration's grant programs. These programs fund doctors, nurses, hospitals all across the United States and its territories.

Federal Emergency Management Administration (FEMA) Grants (<u>http://www.fema.gov/</u>). This process represents hundreds of Federal Emergency Management Administration's grant programs. These programs fund disaster assistance all across the United States and its territories.

5. Summary

In this paper, we dealt with the important problem of managing complex distributed processes involving potentially thousands of participants. In Section 1, we examined common problems that arise in the management of complex distributed processes. In Section 2, we provided an overview of tools that are solutions to these problems. In Section 3, we provided some examples of these tools. In Section 4, we outlined some complex distributed processes in the Federal Government that are applications of the methodology.

We conclude with some final remarks. As is seen throughout this discussion, we believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views. See Figure 4(a). As William Shakespeare said "All the world's a stage ...". See Figure 4(b). Finally, Dr. Martin Luther King Jr. described some effects of separation. See Figure 4(c)

For more information about Process Libraries and Electronic Handbooks, see <u>http://ehbs.us.</u> For more papers on other applications, see <u>http://ehbs.us/papers</u>.

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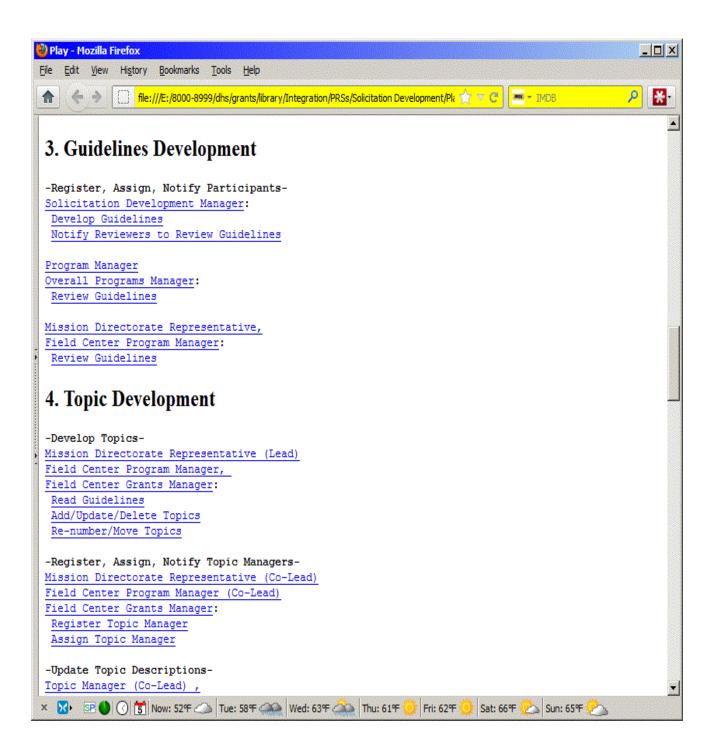


Figure 0 (a). Plays describe subprocess execution.

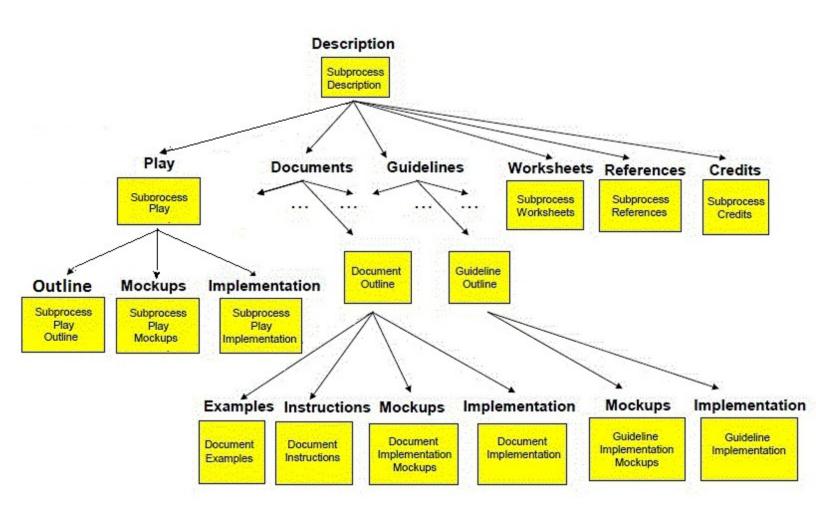


Figure 0 (b). For each subprocess, an "Integration View" is the integration or combination of other subprocess views.

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Figure 1(a). Subprocesses.

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	Training Grants Office- State and local government applicants	
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	Support Contractor B	
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Figure 1(b). Subprocess organizations.

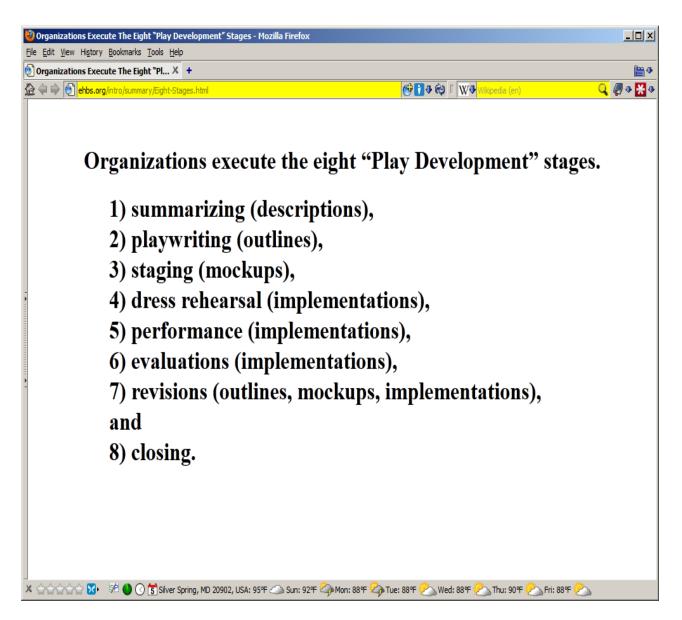


Figure 1(c). The eight "Play Development" stages.



Figure 1(d). People in organizations provide different views of the subprocesses.

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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 ar 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".

Figure 1(e). Subprocess Life-Cycle Views.

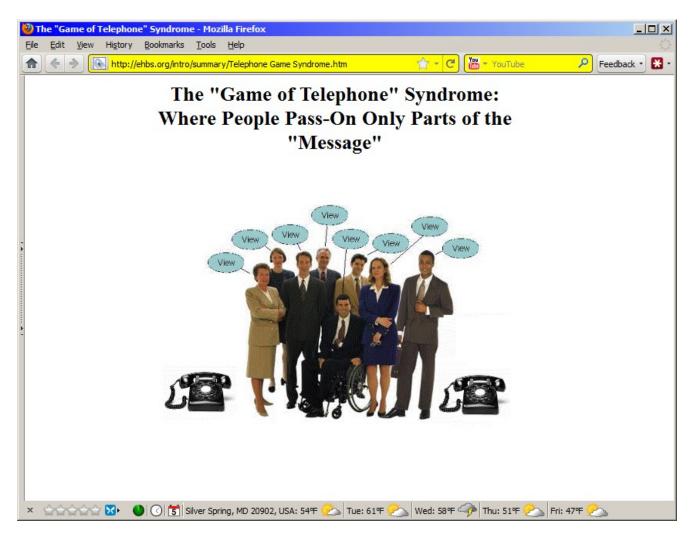


Figure 1(f). The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".

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

Figure 1(g). Overview of How Editable and Cost-Saving Process Documentation Tools Can Solve Problems.

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Figure 2(a). Process Library.

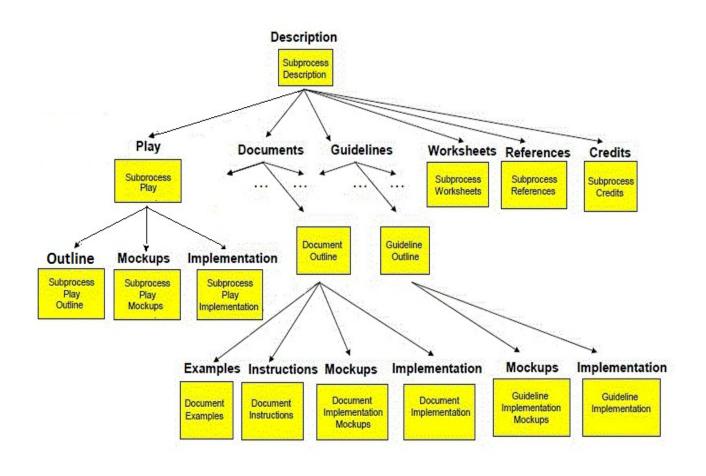


Figure 2(b). Subprocesses in a common envelope.

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	Tool	Process Developer	Process Participant	
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	Plays	Learn, Adapt, Test, Tesch, Work Together	Learn, Adapt Documents Using Role Guidelines/IHBs, Test, Tesch, Work Together	
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Figure 2(c)(1). Some tools may be focused on during stages- by tool.

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	Documents	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines: ZHBs, Test, Tesch, Work Together	
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	Subprocess Worksheets	Learn, Integrate, Teat, Teach, Work Together	Learn, Integrate Document: Uing Role Guidelines ZHBs, Test, Tesch, Work Together	
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Figure 2(c)(2). Some tools may be focused on during stages- by stage.

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• Proprietary Documents. Here the document's hyperlink will point to the organization's person/persons responsible for the document from whom permission must be obtained.	;
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Figure 2(d). Documents in Process Libraries have three levels of access.

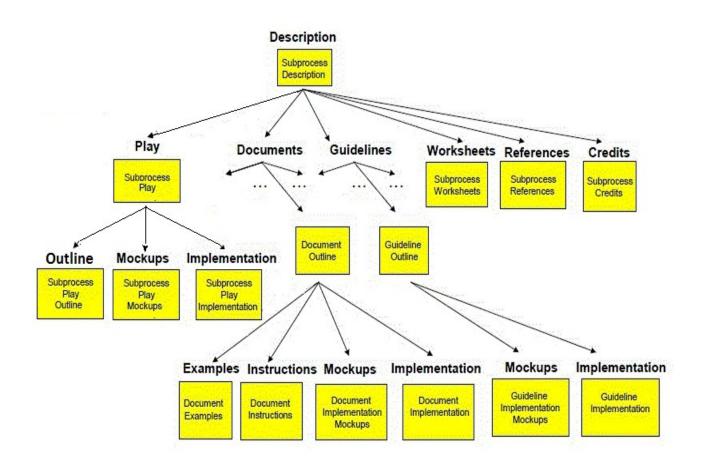


Figure 2(e). For each subprocess, an "Integration View" is the integration or combination of other subprocess views. An "Integration View" facilitates intra- and inter-organization communication.

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 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 "playwrigh [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". [Freue) 	
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Figure 2(f). Process Libraries (PLs) and Electronic Handbooks (EHBs) are where Shakespeare meets Freud.

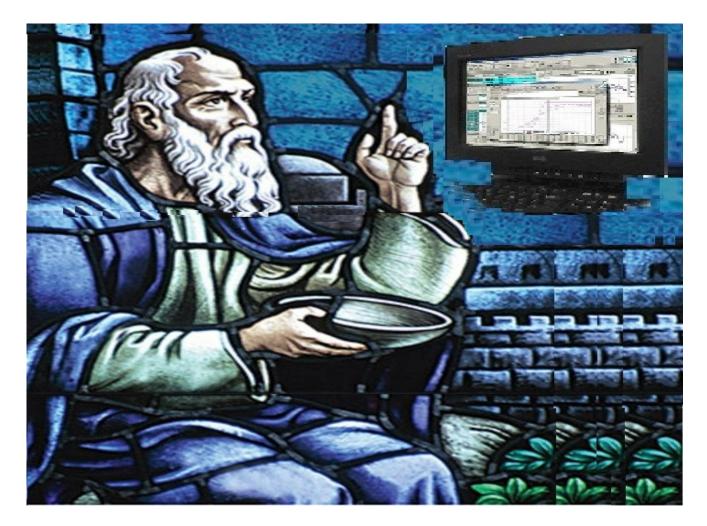


Figure 2(g). The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between teachers, documentors, managers, implementors, and participants.

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DOJ's Local Law Enforcement Block Grants (LLEBG) - G	Frants
DOJ's Office of Justice Program IT Inititives (OJP IT) - G	frants
DOJ's Southwest Border Patrol Initiative (SWBPI) - Gra	ants
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)- Contr	racts
NASA's Educational Program Data Collection and Evaluation Program (EDCA	Ts) - Program Evaluations
NASA's Small Business Innovation Research (SBIR)- Cor	ntracts
USDA's Emergency Response Information System (ERIS) -	Grants
USDA's Integrated Item Tracking System-Reagents Ordering-Shipping Syste	em (IITS-ROSS) - Grants
USDA's Karnal Bundt Information System (KBIS) - Gra	
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Figure 2(h). Some Process Libraries (PLs) and Electronic Handbooks (EHBs) projects.

Subprocess Life-Cycle Views that are supported. * - Mozilla Firefox		
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Subprocess Life-Cycle	e Views that are supported.	
 Organization subprocess teachers want to quickly learn, integrate, test, and teach their subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, in 		
 Organization subprocess documentors want to quickly learn, integrate, test, and teach subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, in 		
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 Organization subprocess implementors want to quickly learn, integrate, test, and teach organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and 		
 Organization subprocess participants want to quickly learn, integrate, and perform tas subprocess view Guidelines. 	sks that are part of their views. (Critical) Organization subprocess parti	cipants study the steps of their organization
 Organization subprocess managers want to quickly monitor execution of tasks that are subprocess Plays/Documents/Guidelines/Worksheets. 	part of their views. Organization subprocess managers monitor the exec	ution of tasks using their organization
 Organization subprocess teachers, documentors, managers, implementors, and particip managers, implementors, and participants update, test, and teach their organization subproce 		nization subprocess teachers, documentors,
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 Organization subprocess implementors want to quickly update, test and teach tools tha tools using requirements from Plays/Documents/Guidelines/Worksheets in the Process Libra 		ess implementors update, test, and teach
 Organization subprocess teachers, documentors, managers, implementors, and particip documentors, managers, implementors, and participants archive their organization subprocess 		orted. Organization subprocess teachers,
 The Key Human Factor Issue: Communication Within and Across Organizations. Organization communication. 	anization subprocess Plays/Documents/Guidelines/Worksheets in Process	Libraries facilitate intra- and inter-

Figure 2(i). The Subprocess Life-Cycle Views are supported.

🕙 Basic People Principles that are supported - Mozilla Firefox	_ D X
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Basic People Principles that are supported.	▲
• Subprocesses determine tools. The approach supports people doing their jobs as they see it. Forcing additional tools on people only adds more burdens to their jobs and they will likely ignore them. Additional requirements should be integrated into existing subprocesses.	
• Everyone's subprocesses should be supported as best as possible. The approach supports people se their jobs differently. This is often a good thing for subprocess improvement.	eing
 Tools are role-based so that data is collected during subprocess execution. As people partake in the subprocesses, the approach supports data entry in the system. If data collection is done after the fact, the qu of the data generally suffers. 	
 Tools are people-based so that users require minimal training. The approach helps people to determine which steps to use. For each of the substeps (i.e., forms and documents), the approach should have clear templates, instructions, and samples. 	ne
• Tools are web-based so that users can easily partake. The web-based approach supports the reduced to install special software on user's computers. This is especially important in the case where the number of participants is large.	i need
 Everyone helps build the tools. The approach supports joint ownership in the subprocesses and the under systems which is crucial for overall acceptance. 	rlying
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Figure 2(j). Basic People Principles that are supported.

🕙 Subprocess/Play Developments that are supported - Mozilla Firefox	- D ×
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Subprocess/Play Developments that are supporte	d.
 Presentation & Paper/Marketing. The approach supports presentation & paper/marketing using the cont Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	ents of
 Worksheet/Outlining. The approach supports worksheet/outlining using the drafting of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	,
 Temporal Flow/Playwriting. The approach supports temporal flow/playwriting using the drafting of Descrip Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	ptions,
• Examples/Rehearsal. The approach supports examples/rehearsals using the mockups of Descriptions, Play Documents, Guidelines, Worksheets, Contacts, References, and Credits.	ys,
• Implementation/Staging. The approach supports implementation/staging using the building of Descriptions, Documents, Guidelines, Worksheets, Contacts, References, and Credits.	, Plays,
 Utilization/Performance. The approach supports users utilization/performance using execution of Description Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	ons,
 Revision/New Production. The approach supports revision/new production using updates of the Description Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	ons,
 Closeout/End Production. The approach supports closeout/ end performance using storage of the Descript Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits. 	tions,
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Figure 2(k). Subprocess/Play Developments that are supported.

🕙 Process Library Operations that are supported - Mozilla Firefox	<u> </u>
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Process Library Operations that are supported.	
 Organization Subprocess Formulation. The approach supports the introduction of new organizations and their subprocesses into the library. 	
 Organization Subprocess Implementation. The approach supports implementation of common tools for organization the library. 	ons in
• Organization Subprocess Customer Support. The approach supports user requests for the library.	
Organization Subprocess Evaluation. The approach supports organization subprocess evaluations.	
 Organization Subprocess Update. The approach supports the updating of organizations and their subprocesses in library. 	the
• Organization Subprocess Closeout. The approach supports the closeouts of organizations and their subprocesses the library.	from
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Figure 2(1). Process Libraries Operations that are supported.

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Department of Health and Human Services Centers for Disease Control a Prevention Grants Process Library	nd
Overview (Demo) Integrated Problems-Solutions Database	
Planning Grants	
Solicitation Development Submission	
Review and Selection Negotiation and Award	
Administration Closeout	
Post-Closeout	
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Figure 3(a). Process Libraries are organized by subprocesses.

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Views Total 11 Entries Classification: Product Realization Subprocesses (T4-00-00-00) Subprocess: Solicitation Development (T4-3-00-00)	
-	
<u>Create View</u>	
View	Steps
Block Grants Office- State and local government applicants Lee, Geoff (geoff.lee@doj.gov) Fetch	Update Copy Delete
Formula Grants Office- State and local government applicants Bogue, Rodney (rod.bogue@doj.gov) Fetch	Update Copy Delete
Discretionary Grants Office- State and local government applicants - Kim, Walter S. (walter.s.kim@doj.gov) Fetch	Update Copy Delete
Training Grants Office- State and local government applicants Chern, Dr. E. James (Engmin.J.Chern@doj.gov) Fetch	Update Copy Delete
Discretionary Grants Office- Non-government applicants Ray, Carl G. (carl.g.ray@doj.gov) Fetch	Update Copy Delete
Training Grants Office- Non-government applicants Schober, Wayne R. (Wayne.R.Schober@jpl.doj.gov) Fetch	Update Copy Delete
Done	

Figure 3(b). For each subprocess, the library shows how organizations view the subprocess.

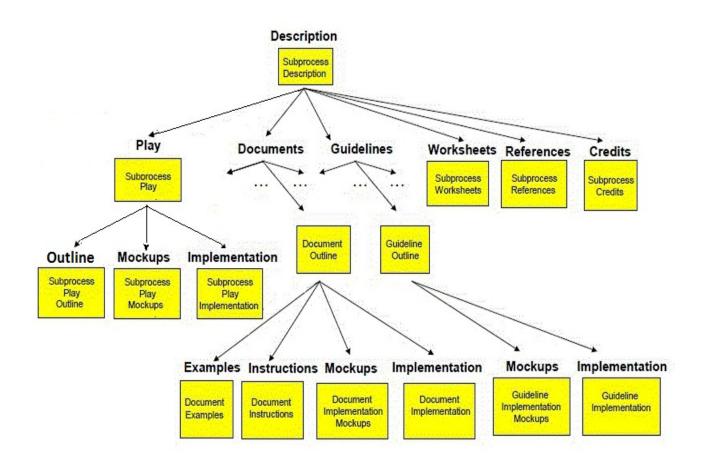


Figure 3(c). Components of an Organization's view .

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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
<u>All-Files</u> . These are all the view files. <u>Benefits</u>
2. Play
In this subprocess, the play is divided in several parts:
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Figure 3(d). Descriptions summarize subprocesses.

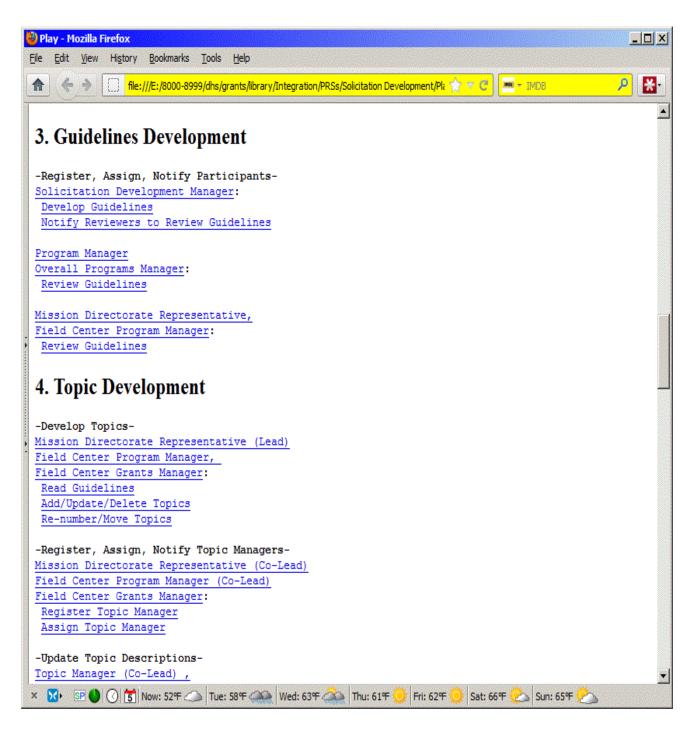


Figure 3(e). Plays describe subprocess execution.

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0. Analysis. This is where participants use report tools.	•
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 Solicitation Development Guidelines.	
Topics. These are used to represent Solicitation Topics.	
<u>Front-End.</u> These are used to represent Solicitation Front-Ends. <u>Pre-Solicitation</u> . These are used to represent Pre-Solicitations.	
<u>Pre-Solicitation</u> These are used to represent Pre-Solicitations. <u>Pre-Solicitation Reviews and Approvals</u> . These are used to represent Pre-Solicitation Reviews and Approvals.	
Pre-Solicitation Public Comments. These are used to represent 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 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.	
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Figure 3(f). Documents describe subprocess data.

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4. Guidelines
1. Suldelikes
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 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.
Participating Topic Manager. This is the man 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.
EHBs Developer. This is the Developer of the EHBs.
Organization Manager. This is the person managing 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.
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Figure 3(g). Guidelines/Electronic Handbooks describe user subprocesses.

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bprocess: Solicitat his subprocess, we a minim : Division C	ion Development deal with the process of developing,, 1	reviewing, a	-		s Work							
					Documents							
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date		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 Project Development .	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library:</u> NS2034	
	Task Lead, Subtask Lead, Subtask	L,			Critical Design Review (CDR)Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034		
ical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR)	Member, Reviewer, Approval Official,	James Green	06/23/07	06/23/07	Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034	
		Project Manager, Documents Manager				Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034	
						Resource Analysis Office (RAO)	Instructions and	James	06/23/07	07/23/07	Library:	
		Task Lead, Subtask Lead, Subtask				Data Dump Documents	Samples	Green		01125101	NS2034	

Figure 3(h). Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

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	References		
Program/Project On-Line Li	brary and Resource Information Sustm (Polaris)		
<u>NPR 7120.5D (NODIS)</u>			
Templates:			
<u>NPR 7123.1A (NODIS)</u>			
<u>Program Plan</u>			
Program Life Cycle Diagram			
Project Plan			
Project Life Cycle Diagram			
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Program Gate Products			
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Project Gate Products			
Changes/Waivers:			
Project Categorization			
General Waivers			
Key Decision Points			
Waivers to NPR 7120.5D			
Technical Authority			
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Figure 3(i). References list other related resources.

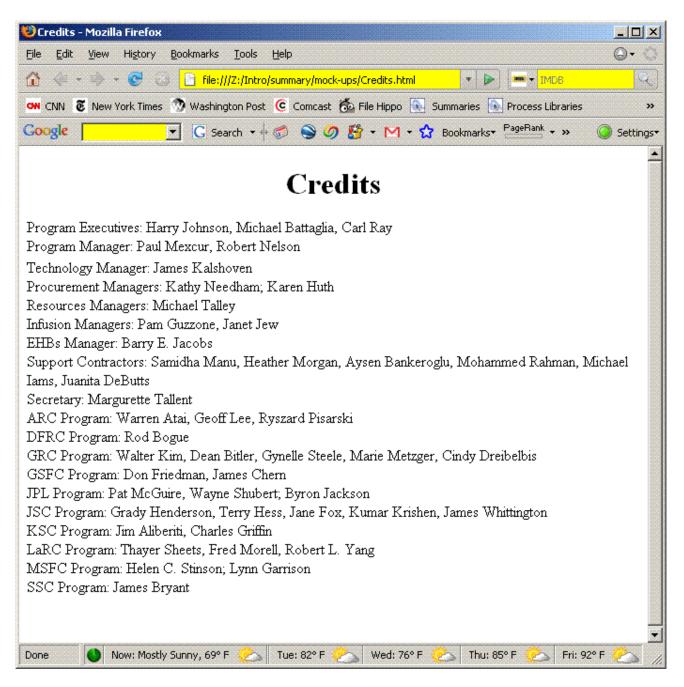


Figure 3(j). Credits acknowledge people's contributions.

🕹 Tools To Focus On During Stages Mozilla F	ïrefox			
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Tools To Focus On During Stages- By Tool.				
	Tool	Process Developer	Process Participant	
	Descriptions	Learn, Integrate, Teat, Teach, Work Together	Learn, Integrate Document: Using Role Guidelines/ZHBt, Test, Tesch, Work Together	
	Plays	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines/ZHBs, Test, Tesch, Work Together	
-	Documents	Leara, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Uing Role Guidelines IIHBs, Test, Tesch, Work Together	
	Role Guideline:/EHB:	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Uning Role Guidelines IIHBs, Test, Tesch, Work Together	
	Subprocess Worksheets	Learn, Integrate, Teat, Teach, Work Together	Learn, Integrate Document: Uning Role Guidelines/ZHBs, Test, Tesch, Work Together	
	References	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines/IHBs, Test, Tesch, Work Together	
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Figure 3(k)(1). Some tools may be focused on during stages- by tool.

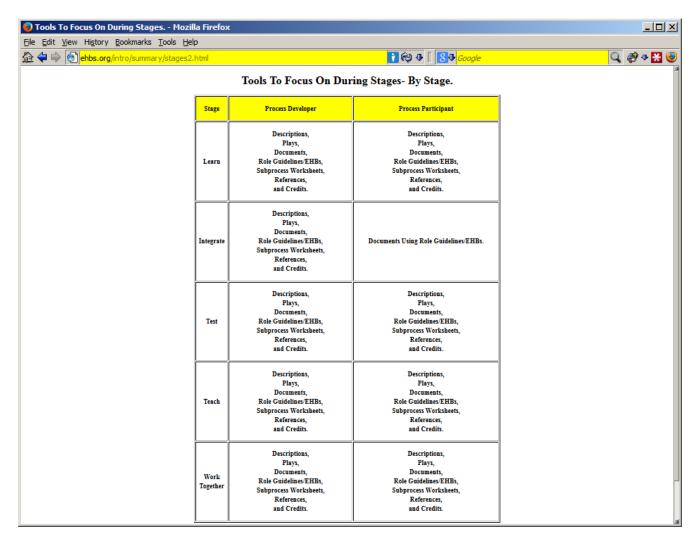


Figure 3(k)(2). Some tools may be focused on during stages- by stage.

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Date Updated	18-MAY-2005	18-MAY-2005		
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government applicants Fetch - (Size: 10 KB)		Date Updated: 23-Jun-2005		
Formula Grants Office- State and local		Date Created: 23-Jun-2005		
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Figure 3(1). Integration Tools allow item types to be seen across different organizations.

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Electronic Handbook (EHB)						
Home Administration Tasks Reports Change Roles						
Solicitation Development						
Solicitation Development Manager						
Electronic Handbook (EHB)						
The purpose of the Electronic Handbook is to provide four sets of tools in one or more subprocesses. These four sets of tools are:						
Administration- tools for registering, logging in, password related, etc						
Tasks- tools for specific tasks for the user within the subprocesses.						
Reports- tools for reporting on the progress of tasks within in the subprocesses.						
Change Roles- tools to enable the user to switch Roles.						
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Figure 3(m). Electronic Handbooks (EHBs) help participants learn and execute their roles.

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HHS's Centers for Disease Control and Prevention (CDC) - Grants Process Libraries (PLs) and Electronic Handbooks (EHBs) [Where Shakespeare Meets Freud]	
 <u>What Are PLs and EHBs?</u> <u>Summary</u> <u>Some Applications</u> <u>In The Press</u> <u>Experiences</u> <u>Some Demonstration Tools</u> <u>Some Subprocesses and Their Documentations</u> <u>Assembly Line Processes</u> <u>Benefits</u> White Paper 	
White Paper Book U.S. GOVERNMENT COMPUTER If not authorized to access this system, disconnect now. YOU SHOULD HAVE NO EXPECTATION OF PRIVACY By continuing, you consent to your keystrokes and data content being monitored. NASA Privacy. Security Notices	
Last Modified: June 23, 2005 Curator: Dr. Barry E. Jacobs X Mon: 39°F (Now: 47°F (Now: 4	3

Figure 3(n). Demonstration Tools introduce the concepts to a community in their terms.

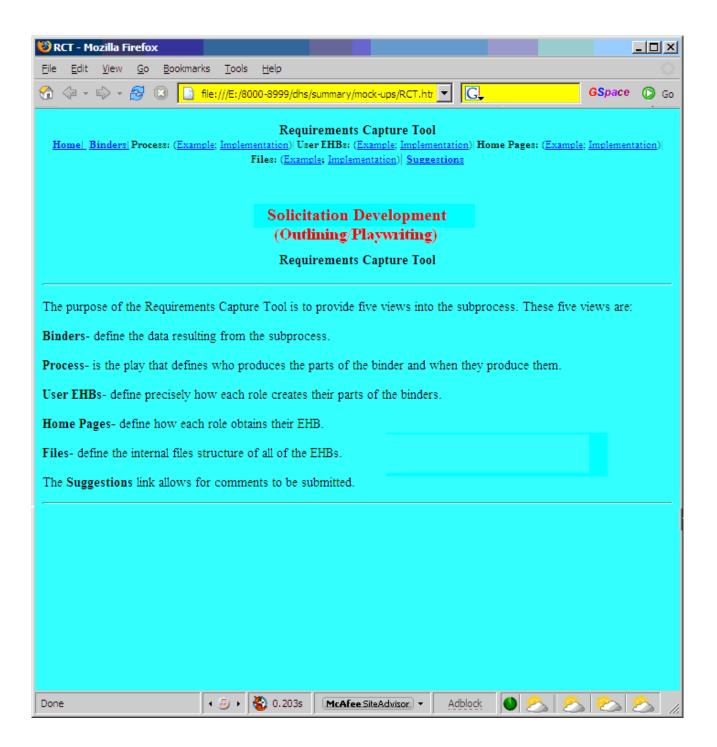


Figure 3(o). Requirements Capture Tools (RCTs) facilitate subprocess development.

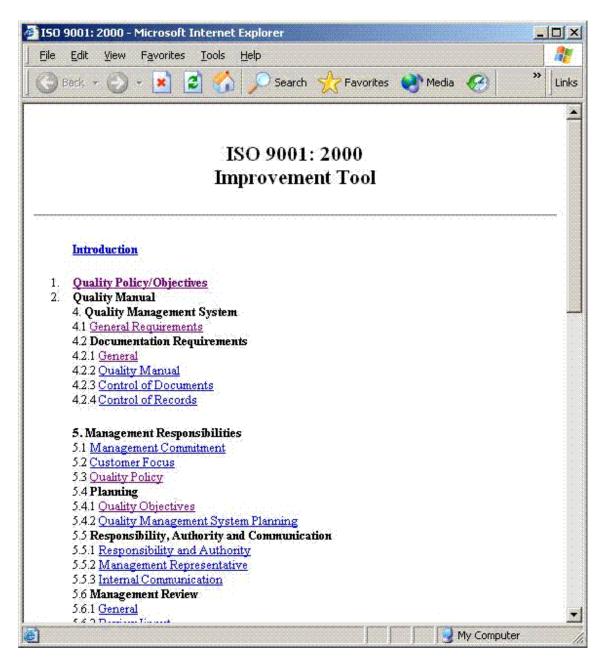


Figure 3(p). Improvement Tools facilitate subprocess improvement.

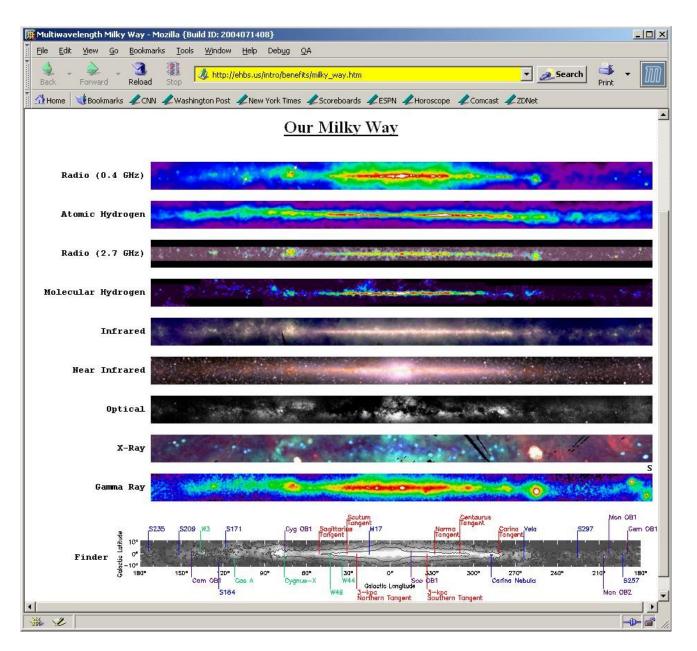


Figure 4(a). We believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views.

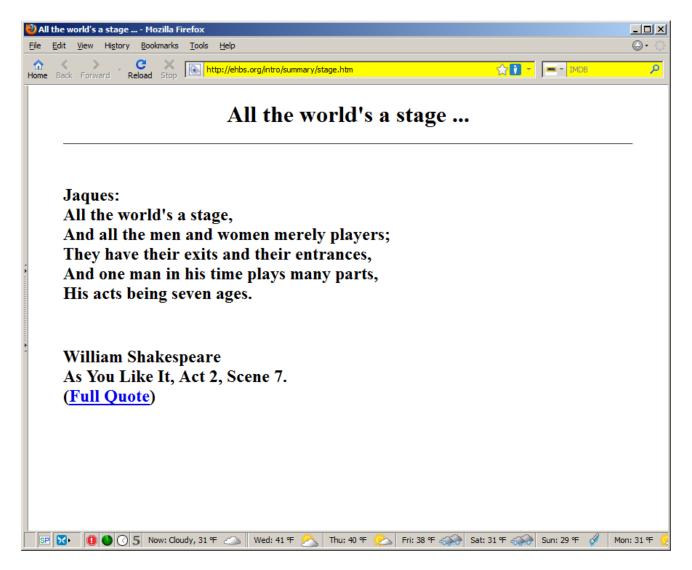


Figure 4(b). All the world's a stage ...

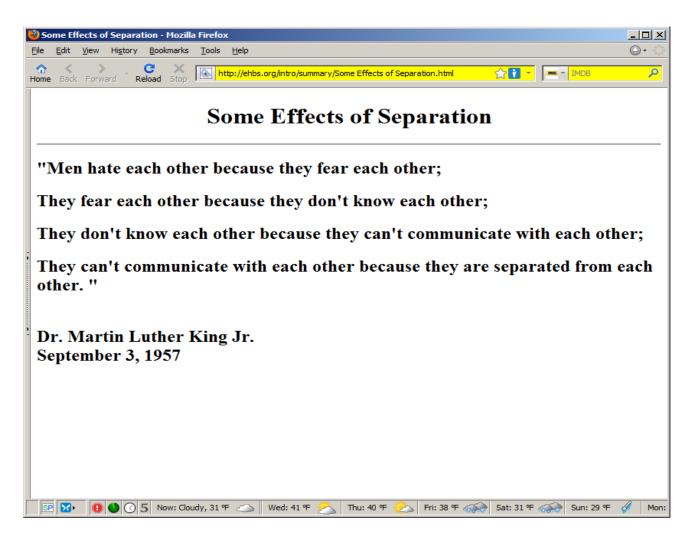


Figure 4(c). Some effects of separation.

Theatre of Dionysus- Athens, Greece



For More Details

