

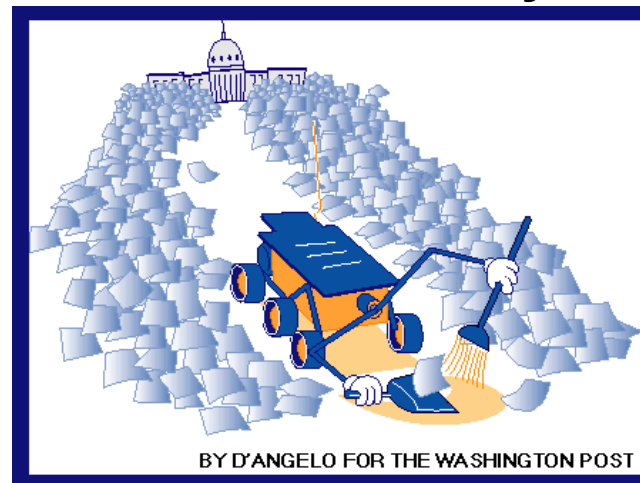
HHS's National Institutes of Health (NIH) Small Business Innovation Research (SBIR) Technologies Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



Quick Summary



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

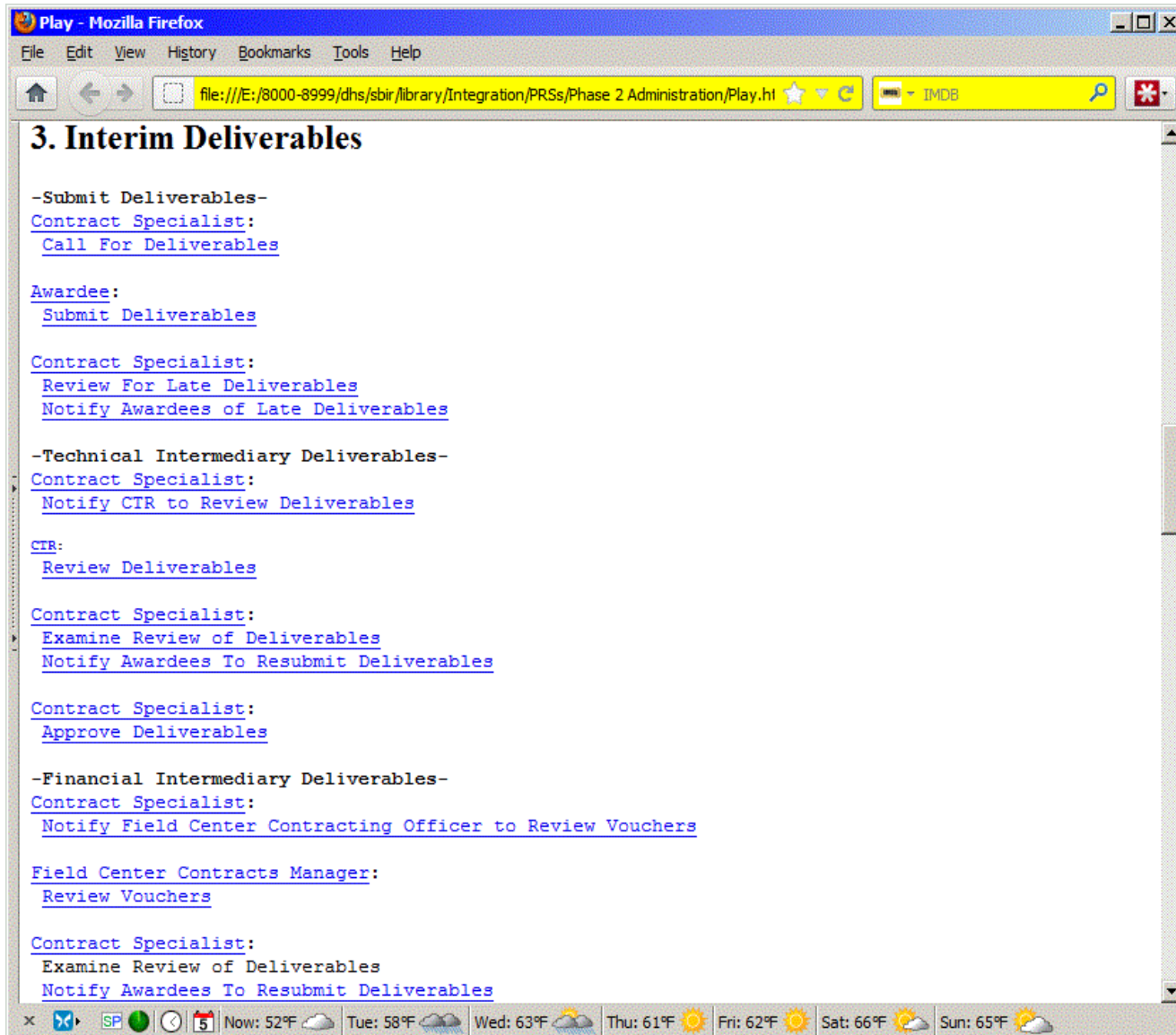
The Bottom Line:

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.

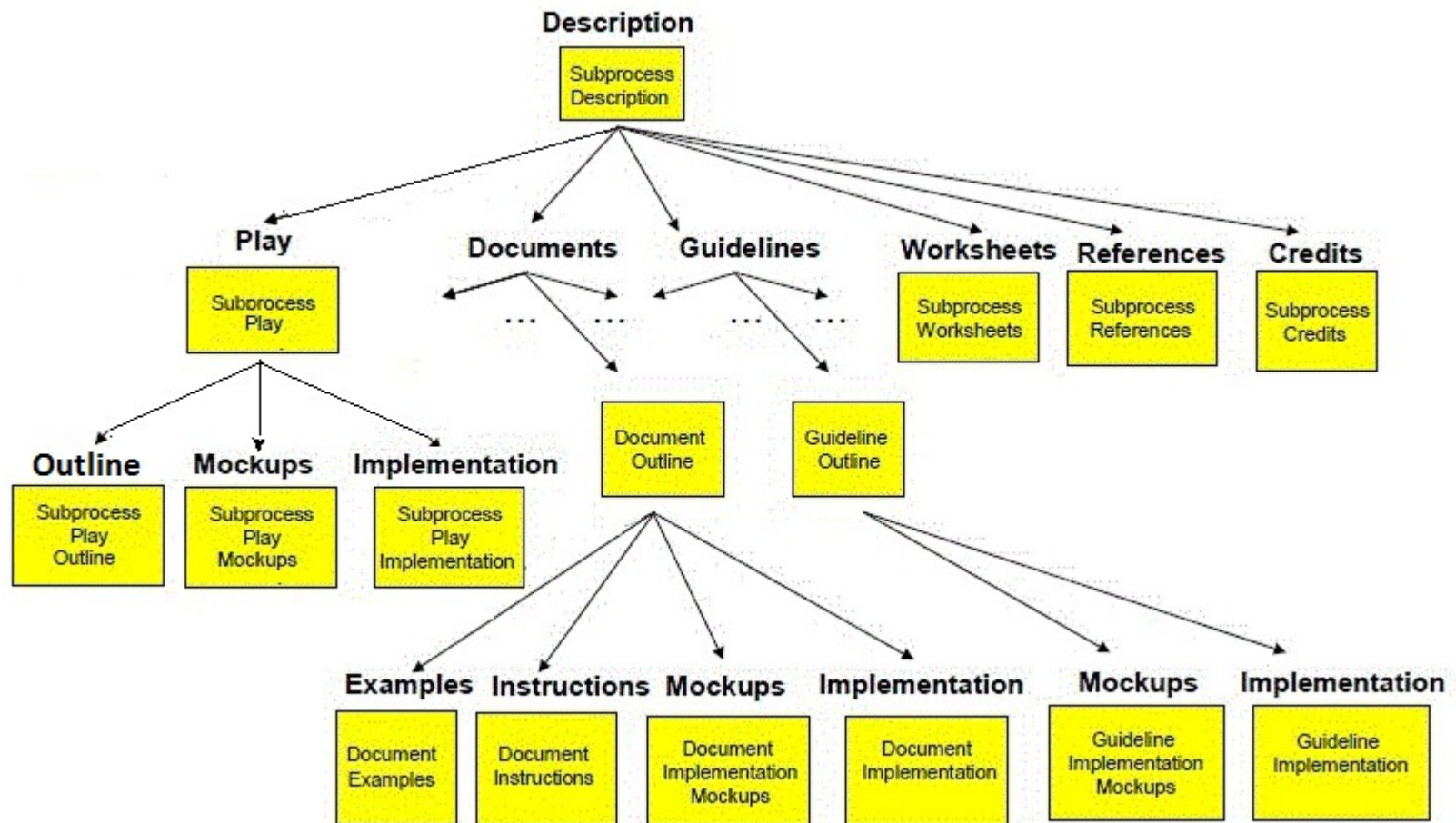
Plays describe subprocess execution.



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.

Phase 2 Administration

Table of Contents

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

1. Overview

In this subprocess, we deal with the process of Contract/Agreement Phase 2 Administration.

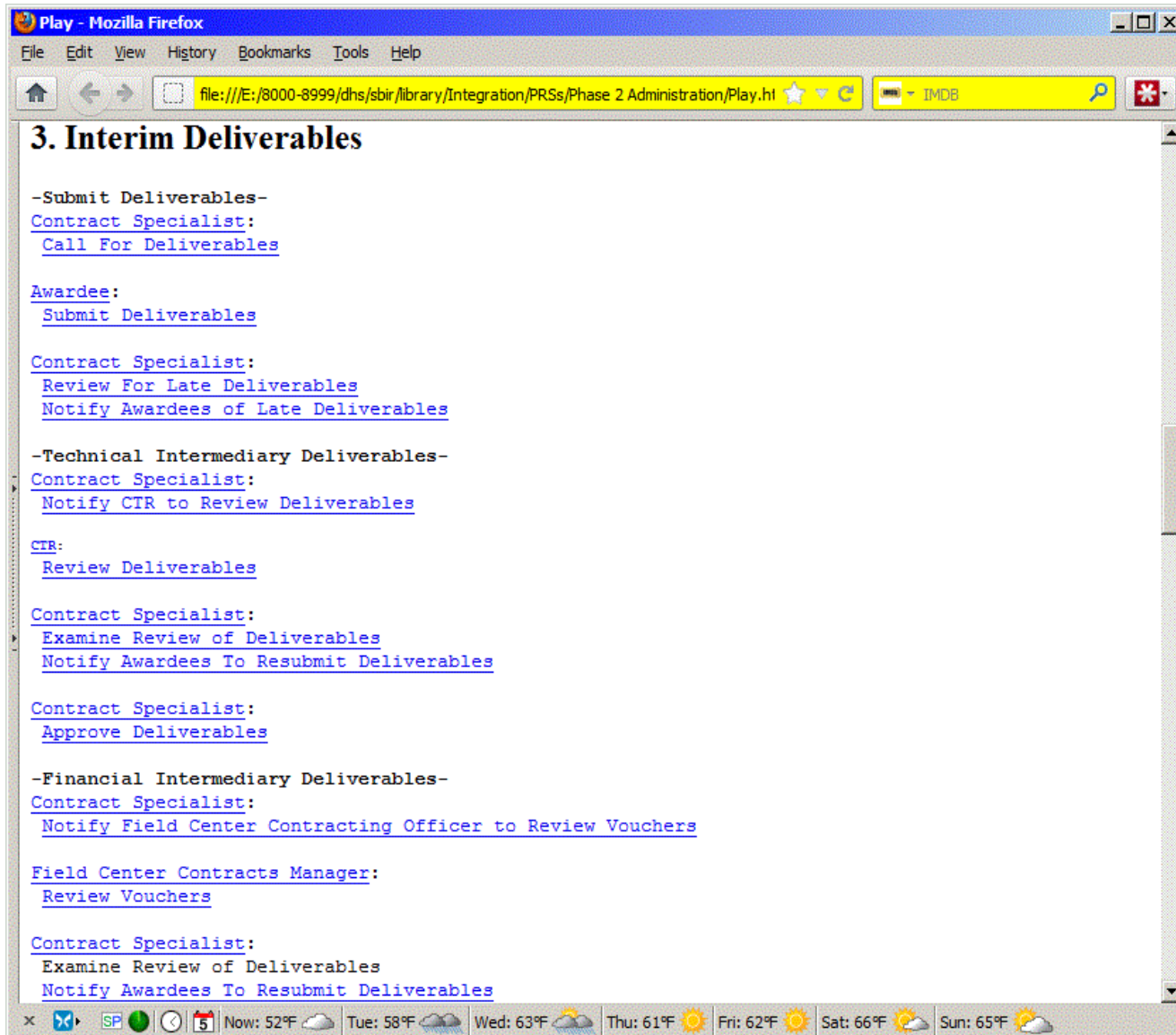
Organization: ORG

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

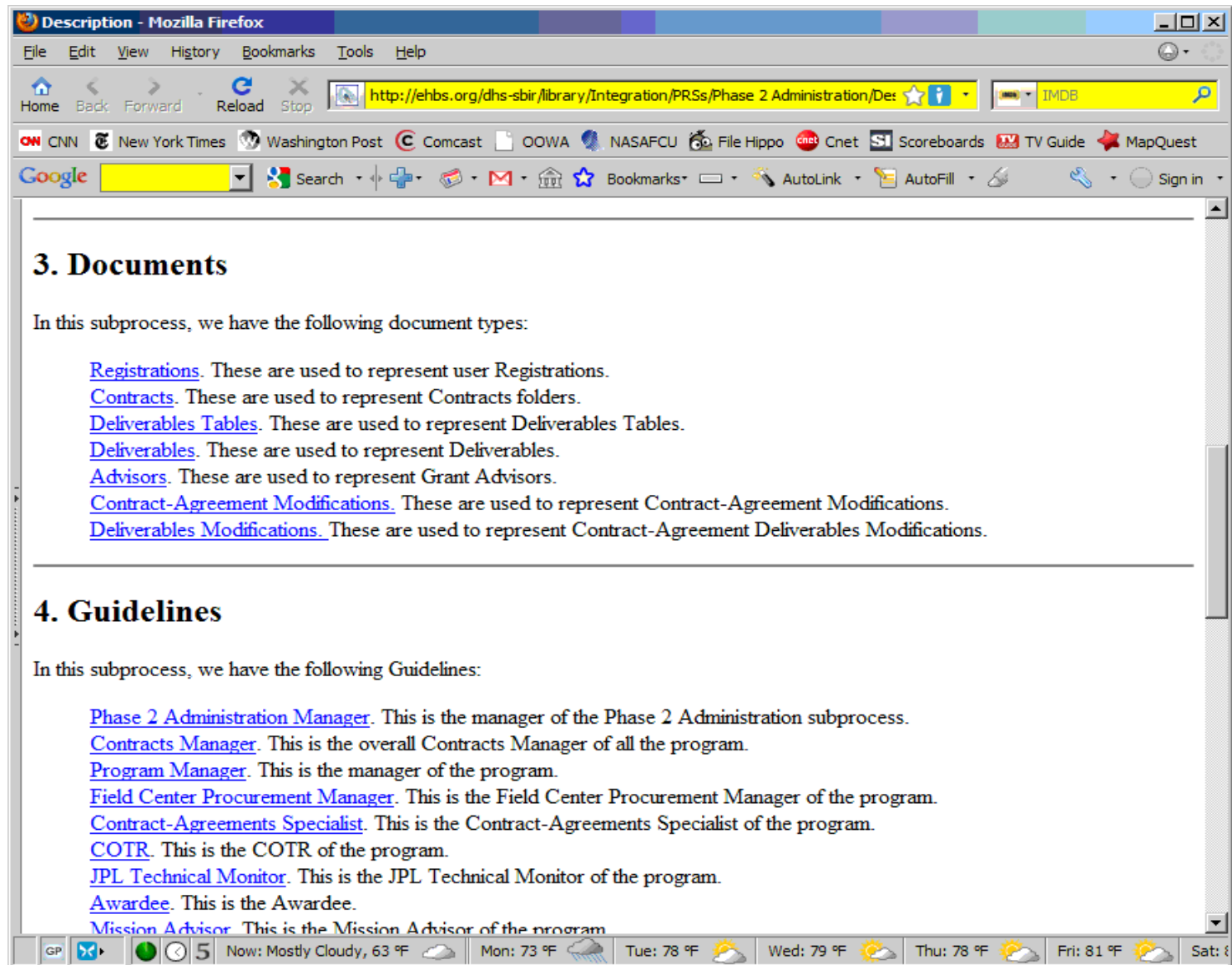
2. Play

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

Plays describe subprocess execution.



Documents describe subprocess data.



The screenshot shows a Mozilla Firefox browser window. The address bar displays the URL: <http://ehbs.org/dhs-sbir/library/Integration/PRs/Phase 2 Administration/De>. The browser's toolbar includes various icons for home, back, forward, reload, stop, search, and other functions. The main content area of the browser displays a webpage with the following structure:

3. Documents

In this subprocess, we have the following document types:

- [Registrations](#). These are used to represent user Registrations.
- [Contracts](#). These are used to represent Contracts folders.
- [Deliverables Tables](#). These are used to represent Deliverables Tables.
- [Deliverables](#). These are used to represent Deliverables.
- [Advisors](#). These are used to represent Grant Advisors.
- [Contract-Agreement Modifications](#). These are used to represent Contract-Agreement Modifications.
- [Deliverables Modifications](#). These are used to represent Contract-Agreement Deliverables Modifications.

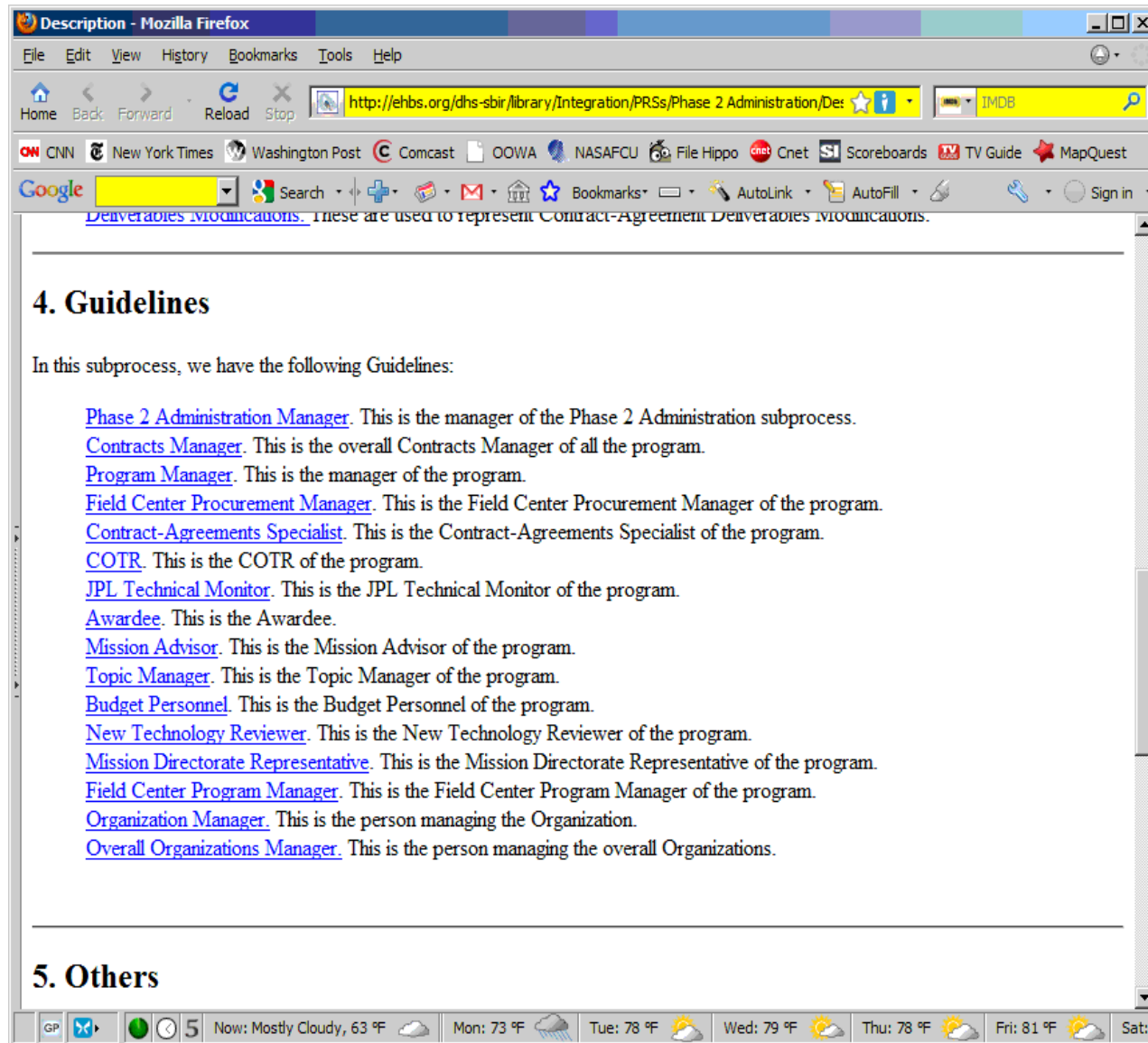
4. Guidelines

In this subprocess, we have the following Guidelines:

- [Phase 2 Administration Manager](#). This is the manager of the Phase 2 Administration subprocess.
- [Contracts Manager](#). This is the overall Contracts Manager of all the program.
- [Program Manager](#). This is the manager of the program.
- [Field Center Procurement Manager](#). This is the Field Center Procurement Manager of the program.
- [Contract-Agreements Specialist](#). This is the Contract-Agreements Specialist of the program.
- [COTR](#). This is the COTR of the program.
- [JPL Technical Monitor](#). This is the JPL Technical Monitor of the program.
- [Awardee](#). This is the Awardee.
- [Mission Advisor](#). This is the Mission Advisor of the program.

The browser's status bar at the bottom shows the system 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: 81 °F.

Guidelines describe user subprocesses.



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

Worksheet - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop

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

IMDB

Subprocess Worksheet

Subprocess: Phase II Contract Administration

Purpose: The purpose of this subprocess is to manage SBIR/STTR Phase II Contract Administration .

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 SBIR/STTR Phase II Contract Administration.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL 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
						Draft Project Requirements 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 SBIR/STTR Phase II Contract Administration.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL 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	Project Plan	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
							Instructions and Samples	Helen			Library:
							Instructions and Samples	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

Google

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
Subprocesses Worksheets	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. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages2.html

Google

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.

Subprocesses - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Subprocesses

ehbs.org/nihs-sbir/whatare/process.htm

HHS's NIH SBIR/STTR Technologies

Product Realization Subprocesses														
Integrated Problems-Solutions Database	Planning Technologies	Solicitation Development	1 Submission	1 Review & Selection	1 Contract Negotiation	1 Contract Administration	1 Contract Closeout	2 Submission	2 Review & Selection	2 Contract Negotiation	2 Contract Administration	2 Contract Closeout	2 Contract Closeout	Post-Closeout

(Potential Customers: State and Local Organizations)

Product Distribution Subprocesses							
Integrated Problems-Solutions Database	Planning Distributions	Distribution Facility Solicitation Development	Problem Submission	Problem Handling	Agreement Administration	Agreement Closeout	Post-Agreement Closeout

(Potential Customers: State and Local Organizations)

Support Subprocesses								
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	Visualizations

Improvement Subprocesses		
ISO 9001: 2000	CMMI- Staged	CMMI- Continuous

Common Subprocesses					
Organization Subprocess Formulation	Organization Subprocess Implementation	Organization Subprocess Customer Support	Organization Subprocess Evaluation	Organization Subprocess Update	Organization Subprocess Closeout

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

Department of Homeland Security Grants Organizations - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Department of Homeland Security ... X +

file:///E:/8000-8999/hhs/nih-sbir/plib/Organizations.htm

Google

HHS's National Institutes of Health (NIH) SBIR Organizations

Product Realization Subprocesses Organizations
National Cancer Institute (NCI)
National Eye Institute (NEI)
National Heart, Lung, and Blood Institute (NHLBI)
National Human Genome Research Institute (NHGRI)
National Institute on Aging (NIA)
National Institute on Alcohol Abuse and Alcoholism (NIAAA)
National Institute of Allergy and Infectious Diseases (NIAID)
National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS)
National Institute of Biomedical Imaging and Bioengineering (NIBIB)
Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD)
National Institute on Deafness and Other Communication Disorders (NIDCD)
National Institute of Dental and Craniofacial Research (NIDCR)
National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK)
National Institute on Drug Abuse (NIDA)
National Institute of Environmental Health Sciences (NIEHS)
National Institute of General Medical Sciences (NIGMS)
National Institute of Mental Health (NIMH)
National Institute on Minority Health and Health Disparities (NIMHD)
National Institute of Neurological Disorders and Stroke (NINDS)
National Institute of Nursing Research (NINR)
National Library of Medicine (NLM)
Center for Information Technology (CIT)
Center for Scientific Review (CSR)
John E. Fogarty International Center for Advanced Study in the Health Sciences (FIC)
National Center for Complementary and Alternative Medicine (NCCAM)
National Center for Advancing Translational Sciences (NCATS)
NIH Clinical Center (CC)

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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
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.

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

Views - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Views X +

file:///E:/8000-8999/hhs/nih-sbir/summary/mock-ups/views.html

Views

Total 11 Entries

Classification: **Product Realization Subprocesses** (T4-00-00-00)

Subprocess: **Phase II Contract Administration** (T4-3-00-00)

[Create View](#)

View	Steps
National Cancer Institute (NCI) Lee, Geoff (geoff.lee@nih.gov) Fetch	Update Copy Delete
National Eye Institute (NEI) Bogue, Rodney (rod.bogue@nih.gov) Fetch	Update Copy Delete
National Heart, Lung, and Blood Institute (NHLBI) Kim, Walter S. (walter.s.kim@nih.gov) Fetch	Update Copy Delete
National Human Genome Research Institute (NHGRI) Chern, Dr. E. James (Engmin.J.Chern@nih.gov) Fetch	Update Copy Delete
National Institute on Aging (NIA) Ray, Carl G. (carl.g.ray@nih.gov) Fetch	Update Copy Delete
National Institute on Alcohol Abuse and Alcoholism (NIAAA) Schober, Wayne R. (Wayne.R.Schober@jpl.nih.gov) Fetch	Update Copy Delete
National Institute of Allergy and Infectious Diseases (NIAID) Krishen, Dr. Kumar (kumar.krishen-1@nih.gov) Fetch	Update Copy Delete
National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS) Griffin, Charles (chuck.griffin@nih.gov) Fetch	Update Copy Delete

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Plays describe subprocess execution.

3. Interim Deliverables

-Submit Deliverables-

Contract Specialist:
Call For Deliverables

Awardee:
Submit Deliverables

Contract Specialist:
Review For Late Deliverables
Notify Awardees of Late Deliverables

-Technical Intermediary Deliverables-

Contract Specialist:
Notify CTR to Review Deliverables

CTR:
Review Deliverables

Contract Specialist:
Examine Review of Deliverables
Notify Awardees To Resubmit Deliverables

Contract Specialist:
Approve Deliverables

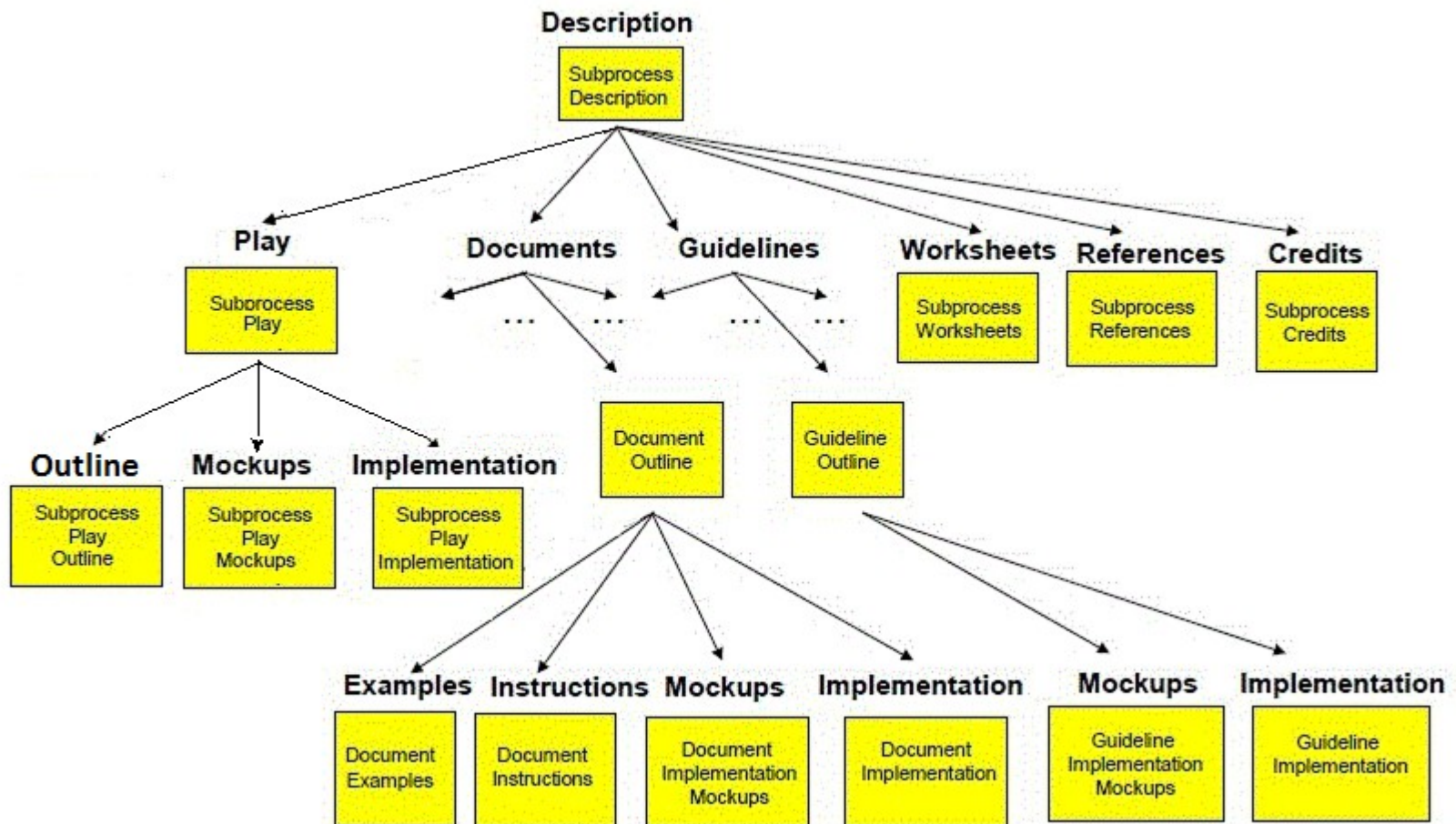
-Financial Intermediary Deliverables-

Contract Specialist:
Notify Field Center Contracting Officer to Review Vouchers

Field Center Contracts Manager:
Review Vouchers

Contract Specialist:
Examine Review of Deliverables
Notify Awardees To Resubmit Deliverables

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.

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

Google

Tools To Focus On During Stages- By Tool.

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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. - Mozilla Firefox

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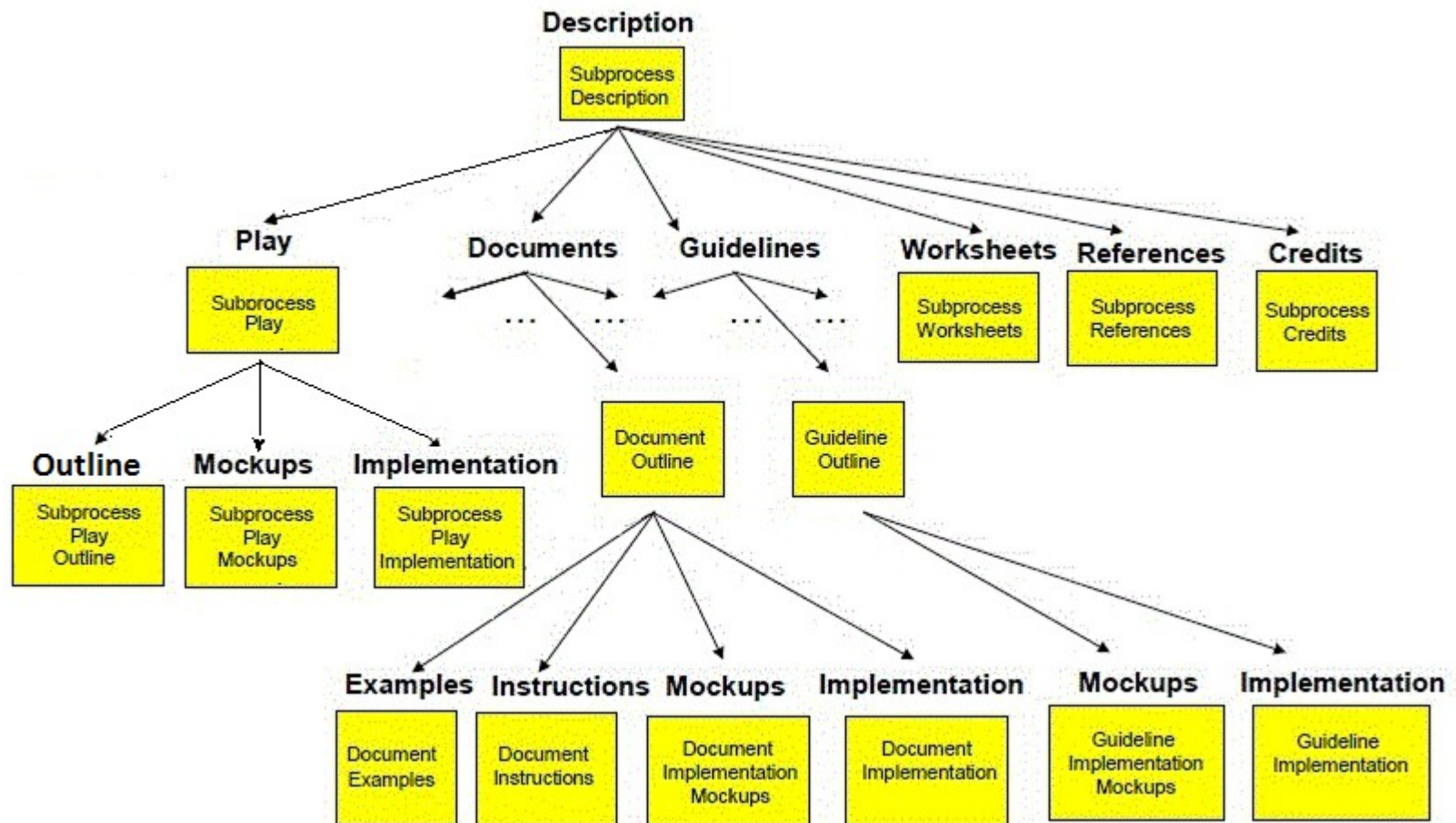
ehbs.org/intro/summary/stages2.html

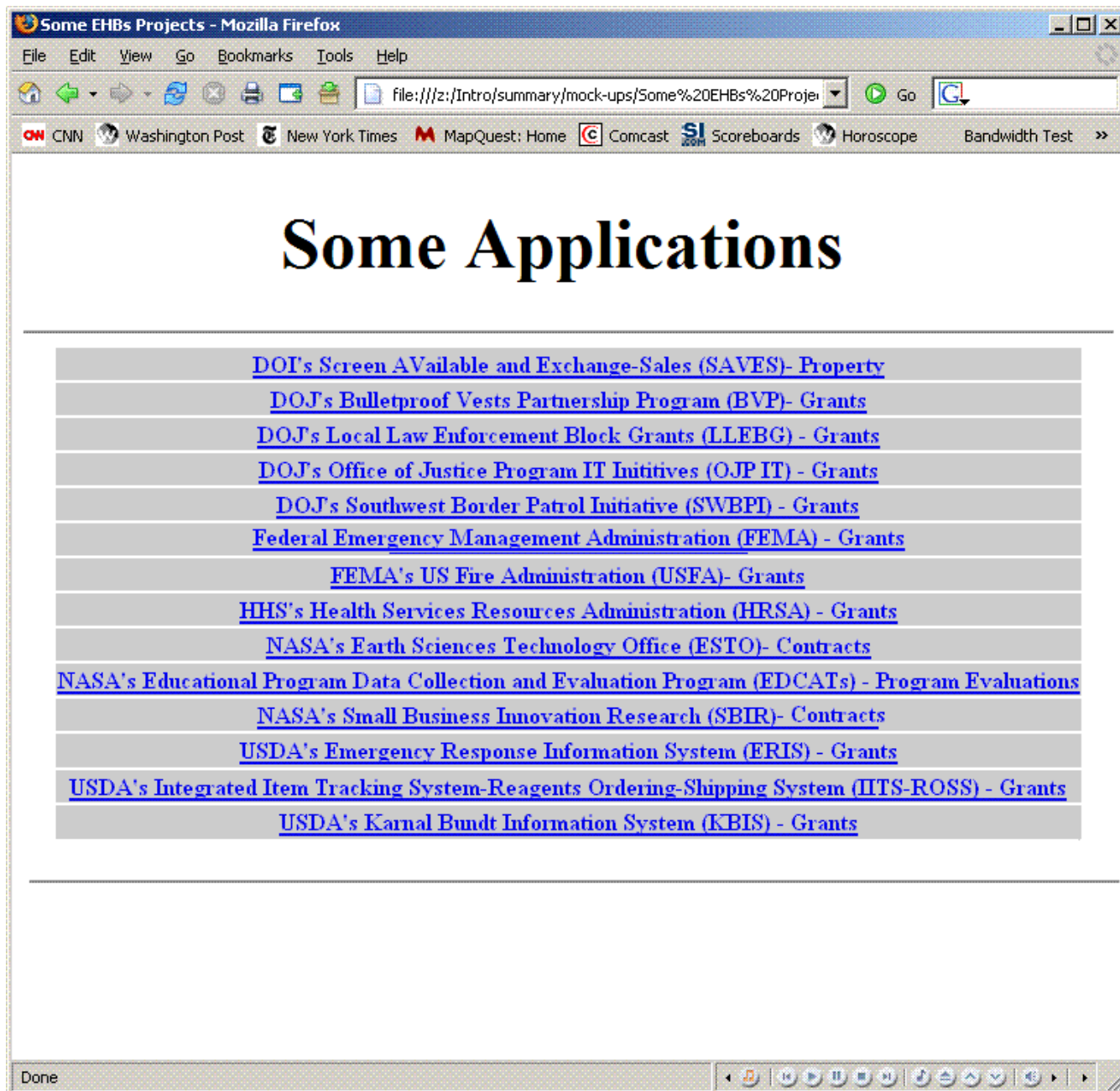
Google

Tools To Focus On During Stages- By Stage.

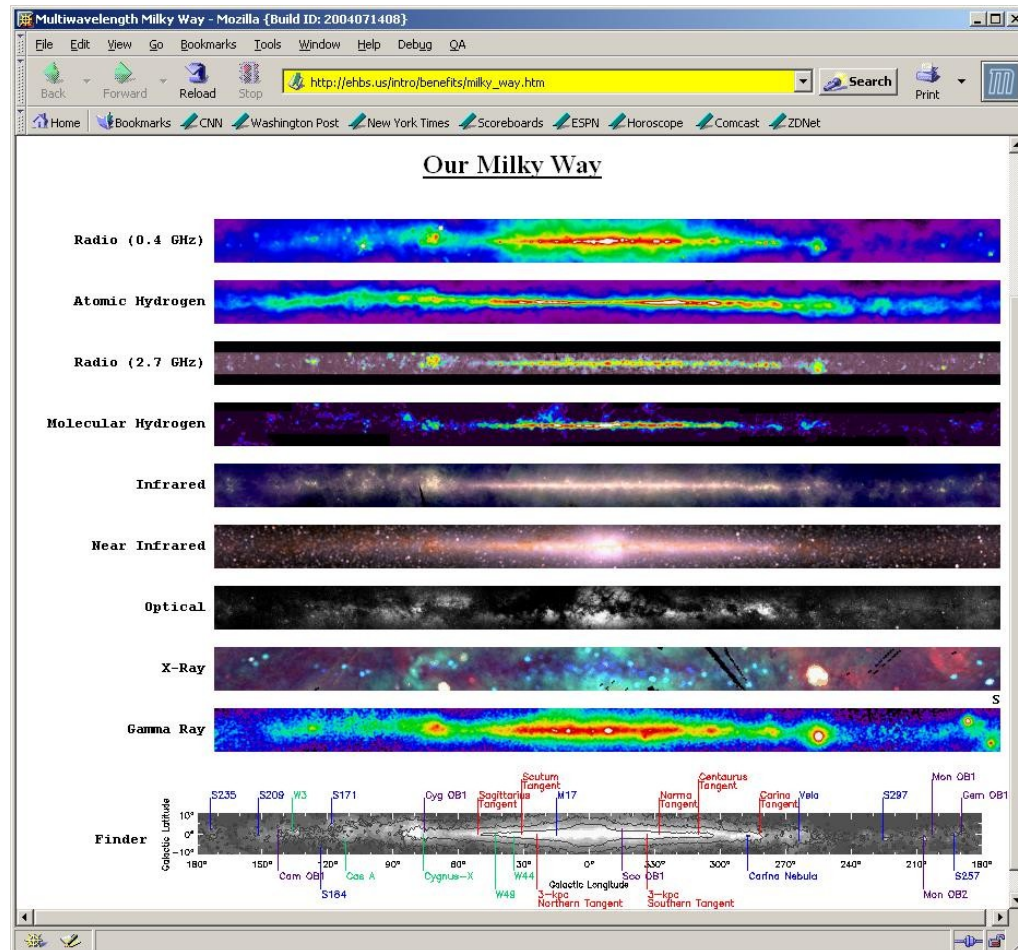
Stage	Process Developer	Process Participant
Learn	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.
Integrate	Descriptions, Plays, Documents, Role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

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 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]

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Jaques:

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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



For More Details

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EHBs Home Page

ehbs.us

Search

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

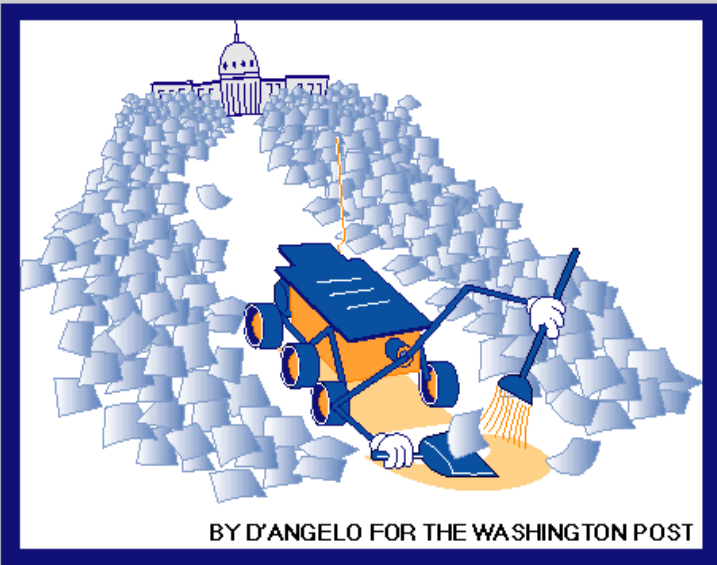
Home

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- [2. Some Quick Summaries](#)
- [3. Some Applications](#)
- [4. In The Press](#)
- [5. Experiences](#)
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- [7. Some Demonstration Tools](#)
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[White Paper Book](#)

[How Can I Apply These To My Organization's Processes?](#)

Complex Process Management Using Process Libraries and Electronic Handbooks
[Where Shakespeare Meets Freud]



BY D'ANGELO FOR THE WASHINGTON POST

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[\[Mini-Bio\]](#)

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