

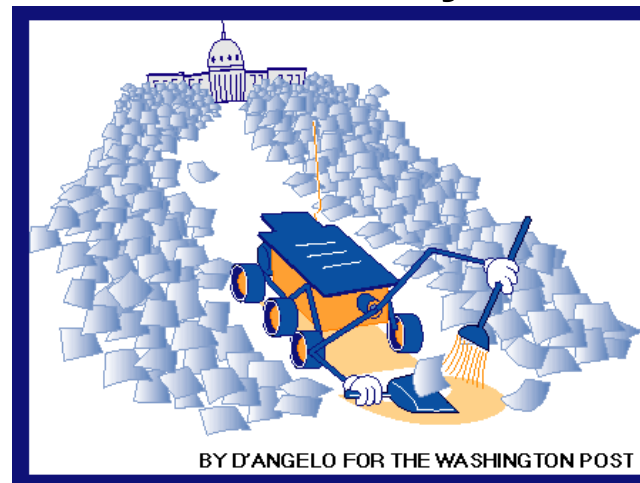
# HHS's National Institutes of Health (NIH) Small Business Innovation Research (SBIR) Technologies Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



## Summary



Dr. Barry E. Jacobs  
[barry.e.jacobs@comcast.net](mailto: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/sbir/library/Integration/PRs/Phase 2 Administration/Play.h1

IMDB

## 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

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.

**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](#)

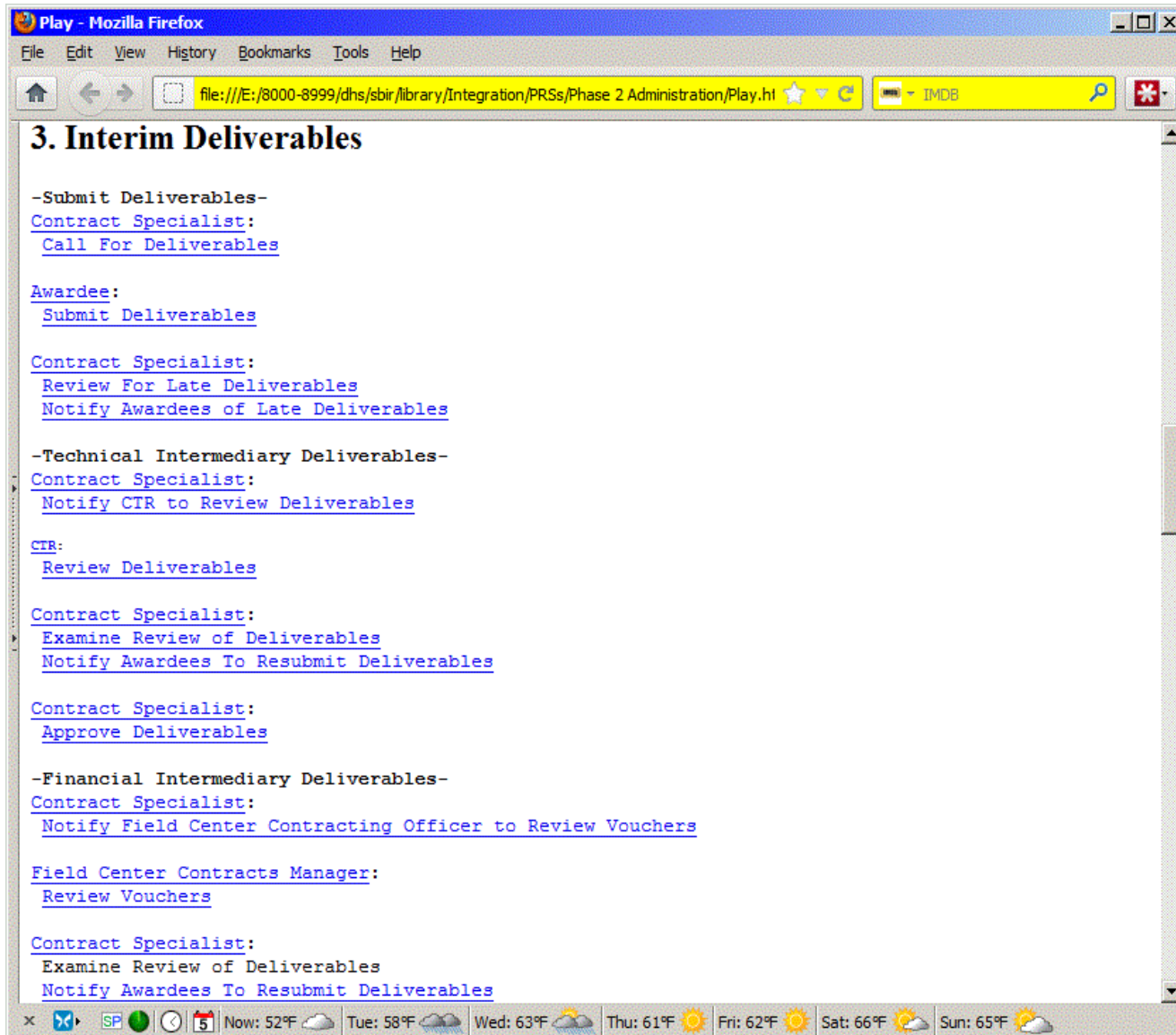
---

**2. Play**

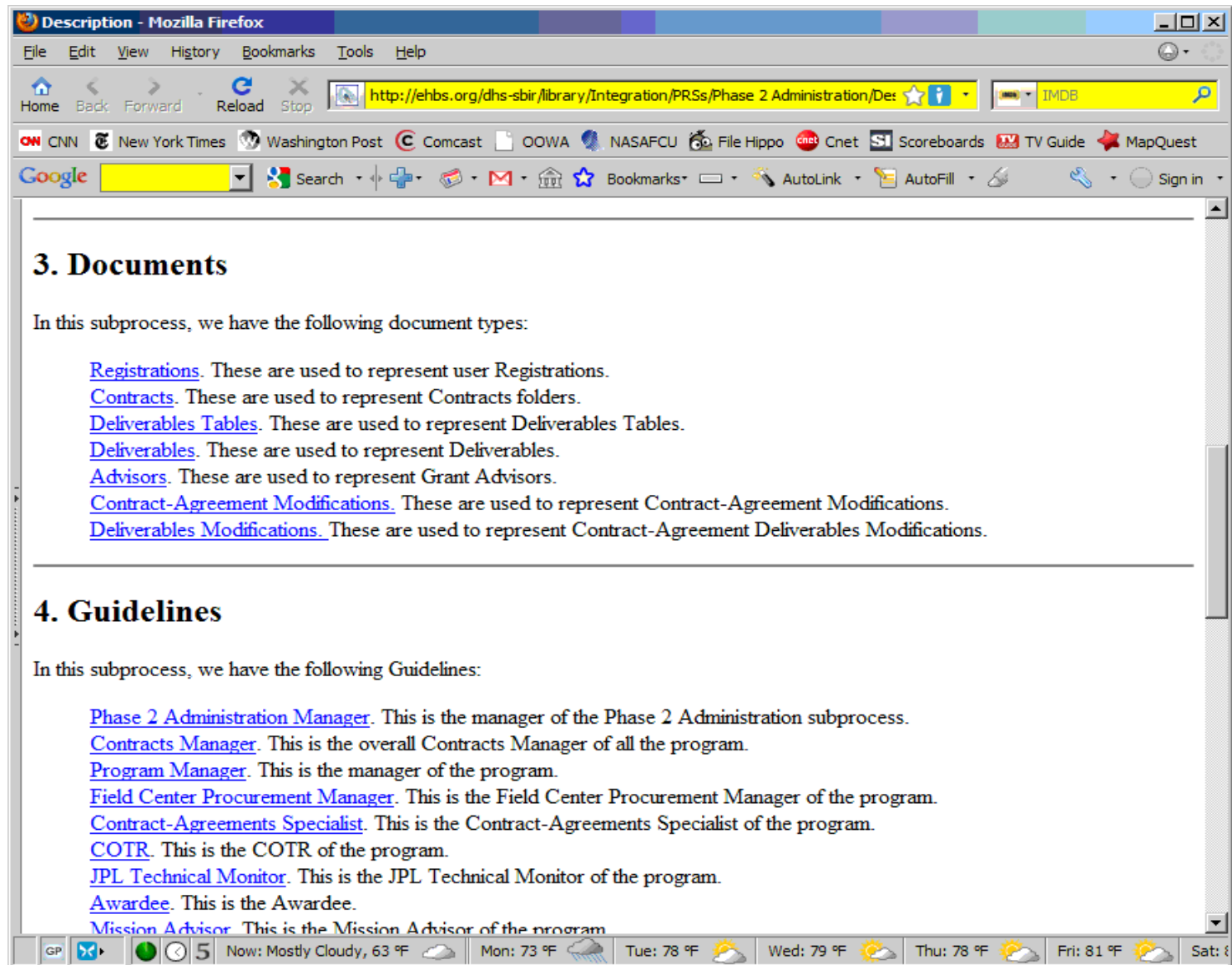
In this subprocess, the [play](#) is divided in several parts:



# 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.

---

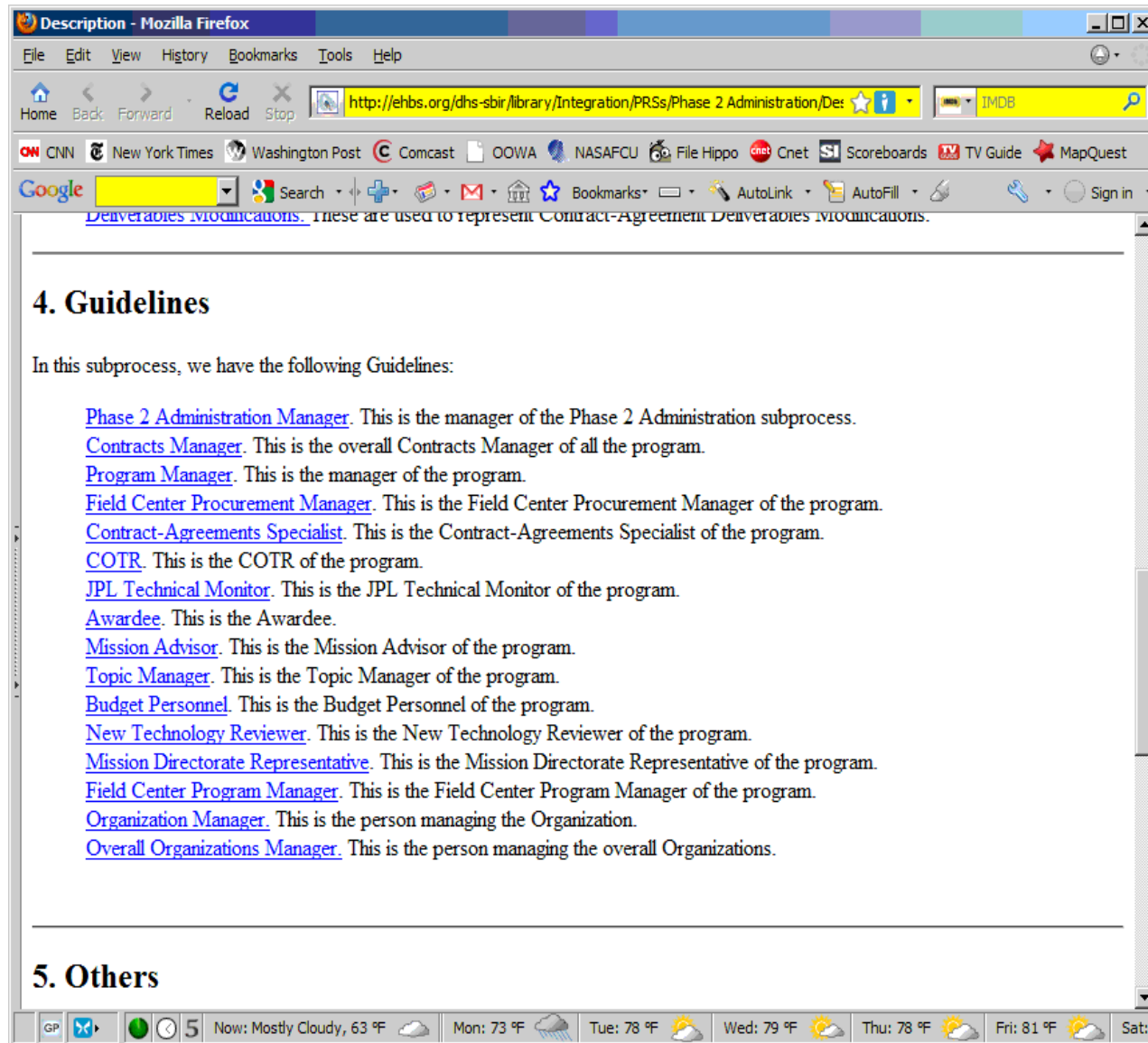
### 4. Guidelines

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	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> 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	Planning Document	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Draft Project Requirements Document	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Project Plan	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
							<a href="#">Instructions and Samples</a>	Helen			<a href="#">Library:</a>

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.

## **Outline of Presentation:**

- The Bottom Line-**
  - Objectives-**
  - Solution-**
- Where Shakespeare Meets Freud-**
  - Some Applications-**
  - Things Supported-**
  - Examples-**
  - Final Thoughts-**

# Objective:

## Develop Internet-based tools to support the paperless documentation and management of

Subprocesses - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Subprocesses

ehbs.org/nihsbir/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	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

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

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

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°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
<b>Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.</b>	<b>Editable process documentation tools can be tailored to each subprocess.</b>
<b>Organizations provide different views of the subprocesses.</b>	<b>Editable process documentation tools can be tailored to reflect different organization's views of the subprocess.</b>
<b>Organizations execute the eight "play development" stages.</b>	<b>Editable process documentation tools can be tailored to reflect the eight "play development" stages.</b>
<b>People in organizations provide different views of the subprocesses.</b>	<b>Editable process documentation tools can be tailored to communicate different people's views of the subprocess.</b>
<b>Organizations generate Subprocess Life-Cycle Views.</b>	<b>Editable process documentation tools can be tailored to reflect different Life-Cycle views of the subprocess.</b>
<b>The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".</b>	<b>Editable process documentation tools can be tailored to layer below different people's views of the subprocess.</b>

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

Views - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Views

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

Views

Total 11 Entries

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

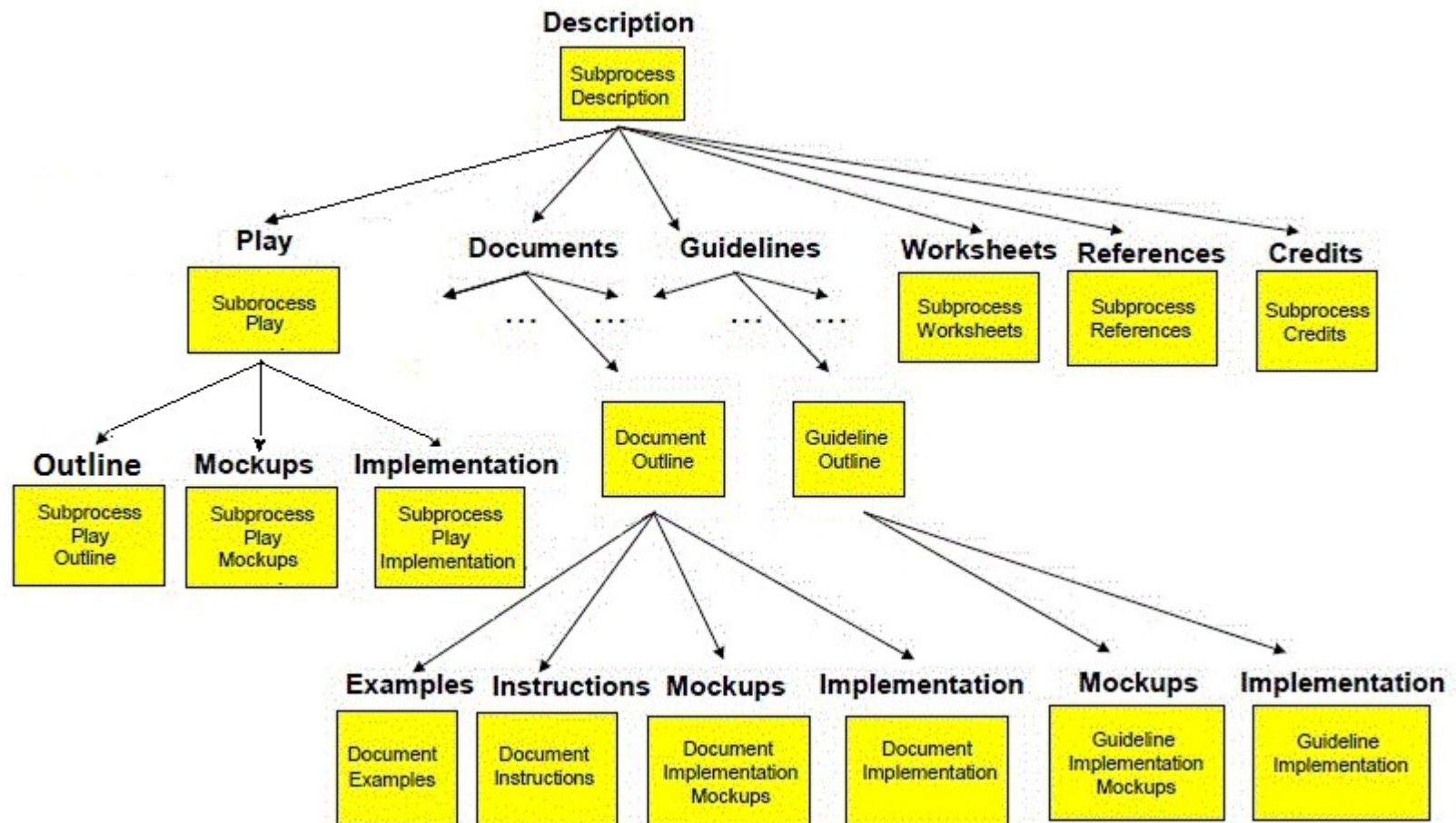
Subprocess: **Phase II Contract Administration** (T4-3-00-00)

[Create View](#)

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

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

**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.

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

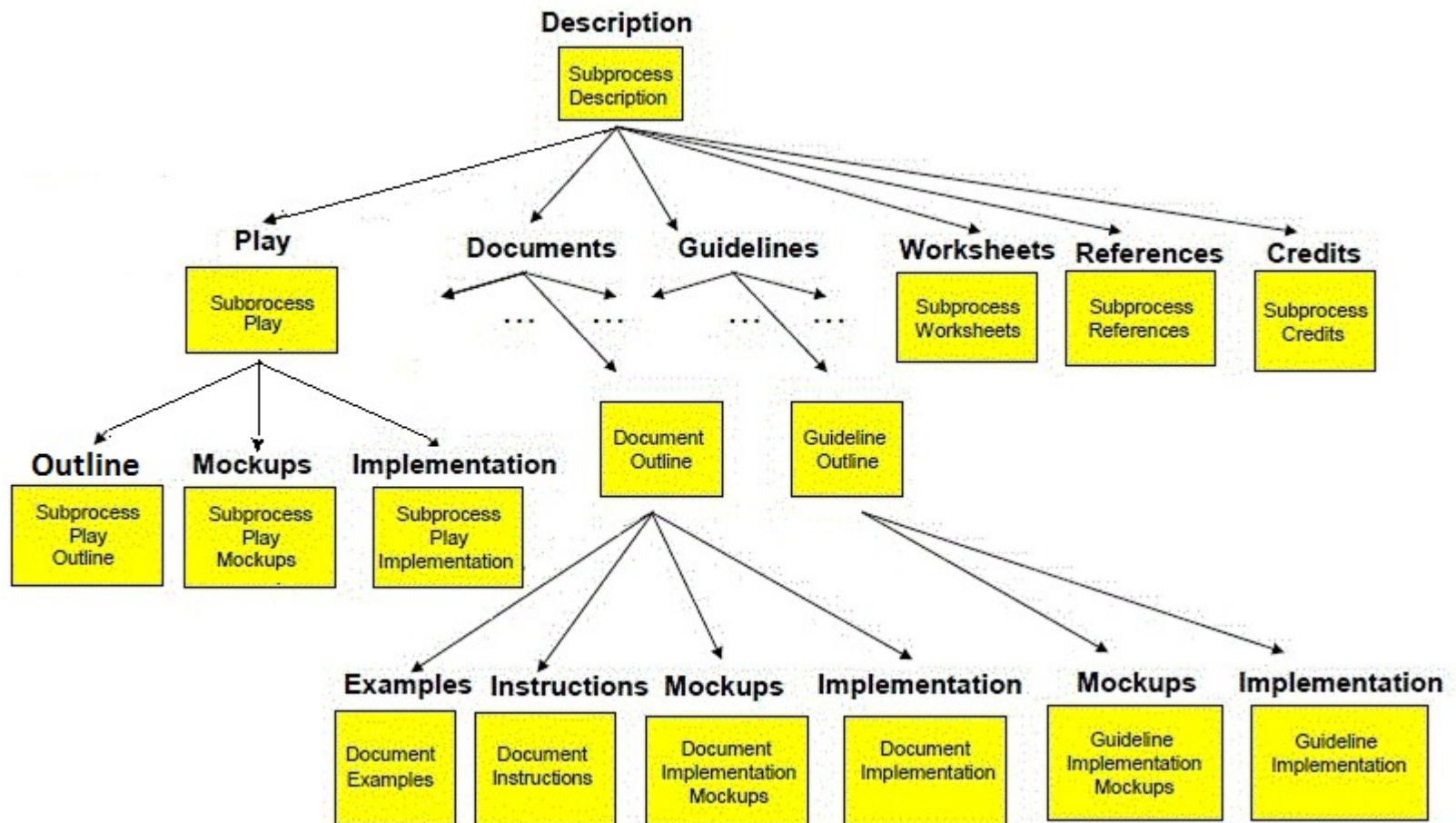
ehbs.org/intro/summary/stages2.html

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.

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







# 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]

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







# Subprocess Life-Cycle Views that are supported.

- **Organization subprocess teachers want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)** Organization subprocess teachers copy relevant organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrate, test, and teach their new organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess documentors want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)** Organization subprocess documentors copy relevant organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrate, test, and teach their new organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess managers want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)** Organization subprocess managers copy relevant organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrate, test, and teach their new organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess implementors want to quickly learn, integrate, test, and teach their own views of their subprocesses. (Critical)** Organization subprocess implementors copy relevant organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrate, test, and teach their new organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess participants want to quickly learn, integrate, and perform tasks that are part of their views. (Critical)** Organization subprocess participants study the steps of their organization subprocess view Guidelines.
- **Organization subprocess managers want to quickly monitor execution of tasks that are part of their views.** Organization subprocess managers monitor the execution of tasks using their organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly update, test and teach their subprocesses.** Organization subprocess teachers, documentors, managers, implementors, and participants update, test, and teach their organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly update, test, and teach using other organization's views.** Organization subprocess teachers, documentors, managers, implementors, and participants update, test, and teach using other relevant organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library.
- **Organization subprocess teachers, documentors, managers, implementors, and participants become hurt/angry when their views are not supported.** Organization subprocess teachers, documentors, managers, implementors, and participants update, test, and teach their organization subprocess Plays/Documents/Guidelines/Worksheets.
- **Organization subprocess implementors want to quickly update, test and teach tools that help facilitate execution of their subprocesses.** Organization subprocess implementors update, test, and teach tools using requirements from Plays/Documents/Guidelines/Worksheets in the Process Library.
- **Organization subprocess teachers, documentors, managers, implementors, and participants want to quickly leave when their views continue not to be supported.** Organization subprocess teachers, documentors, managers, implementors, and participants archive their organization subprocess Plays/Documents/Guidelines/Worksheets.
- **The Key Human Factor Issue: Communication Within and Across Organizations.** Organization subprocess Plays/Documents/Guidelines/Worksheets in Process Libraries facilitate intra- and inter-organization communication.

# 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 seeing their jobs differently. This is often a good thing for subprocess improvement.
- 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 quality 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.
- Tools are web-based so that all users can easily partake.** The web-based approach supports the reduced need to install special software on user's computers. This is especially important in the case where the number of participants is large.
- Everyone helps build the tools.** The approach supports joint ownership in the subprocesses and the underlying systems which is crucial for overall acceptance.

# Subprocess/Play Developments that are supported.

- Presentation & Paper/Marketing.** The approach supports presentation & paper/marketing using the contents of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- 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 Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Examples/Rehearsal.** The approach supports examples/rehearsals using the mockups of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Implementation/Staging.** The approach supports implementation/staging using the building of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Utilization/Performance.** The approach supports users utilization/performance using execution of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Revision/New Production.** The approach supports revision/new production using updates of the Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Closeout/End Production.** The approach supports closeout/ end performance using storage of the Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.

# 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 organizations in the library.
- **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 the library.
- **Organization Subprocess Closeout.** The approach supports the closeouts of organizations and their subprocesses from the library.



# Examples

# Process Libraries are organized by subprocesses.



# View Tools show how organizations view their subprocesses.

Views - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Views

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

Google

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

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

# Subprocess View Tools contain the envelope of related files.



# 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

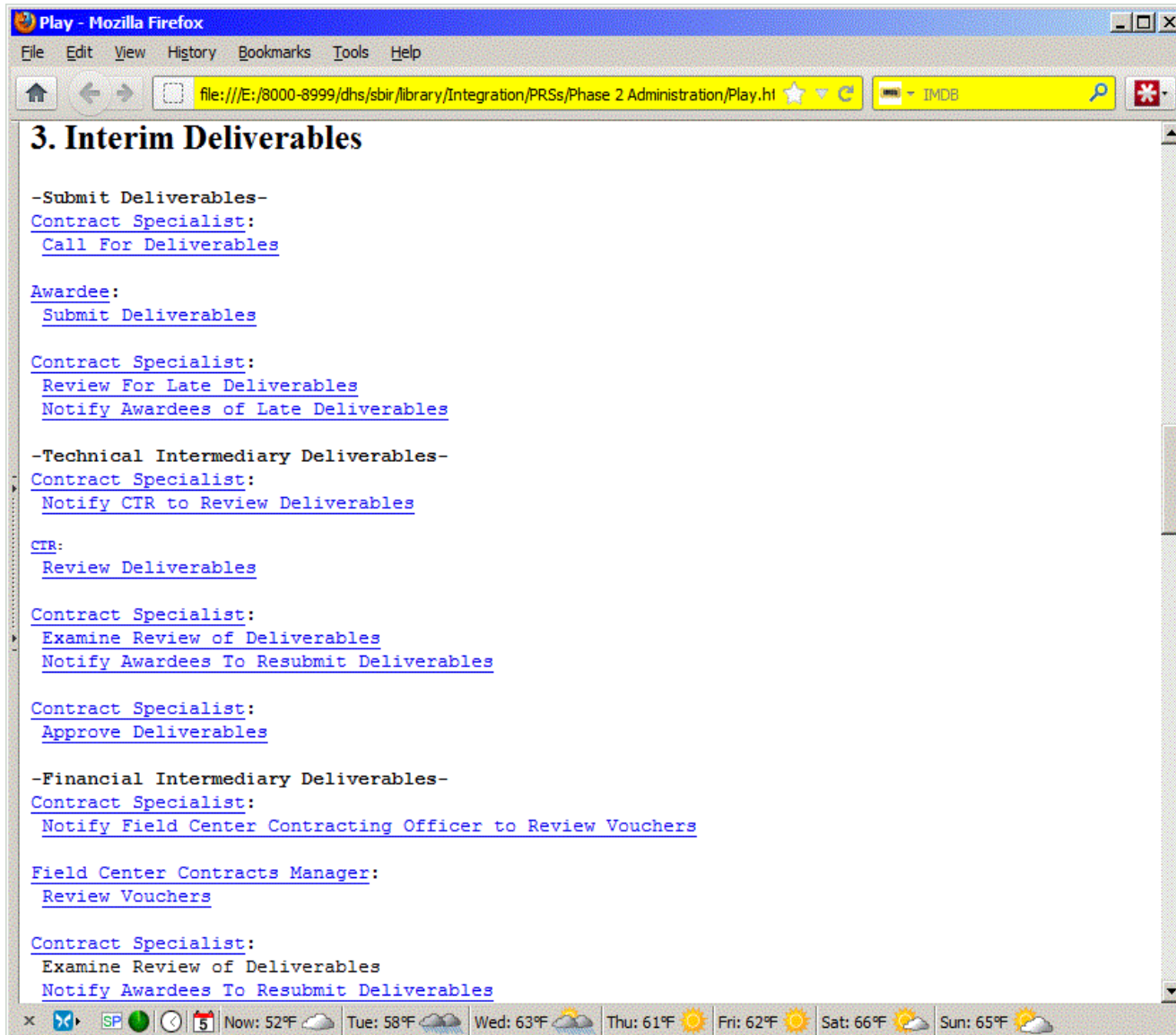
[All-Files](#). These are all the view files.  
[Benefits](#)

---

**2. Play**

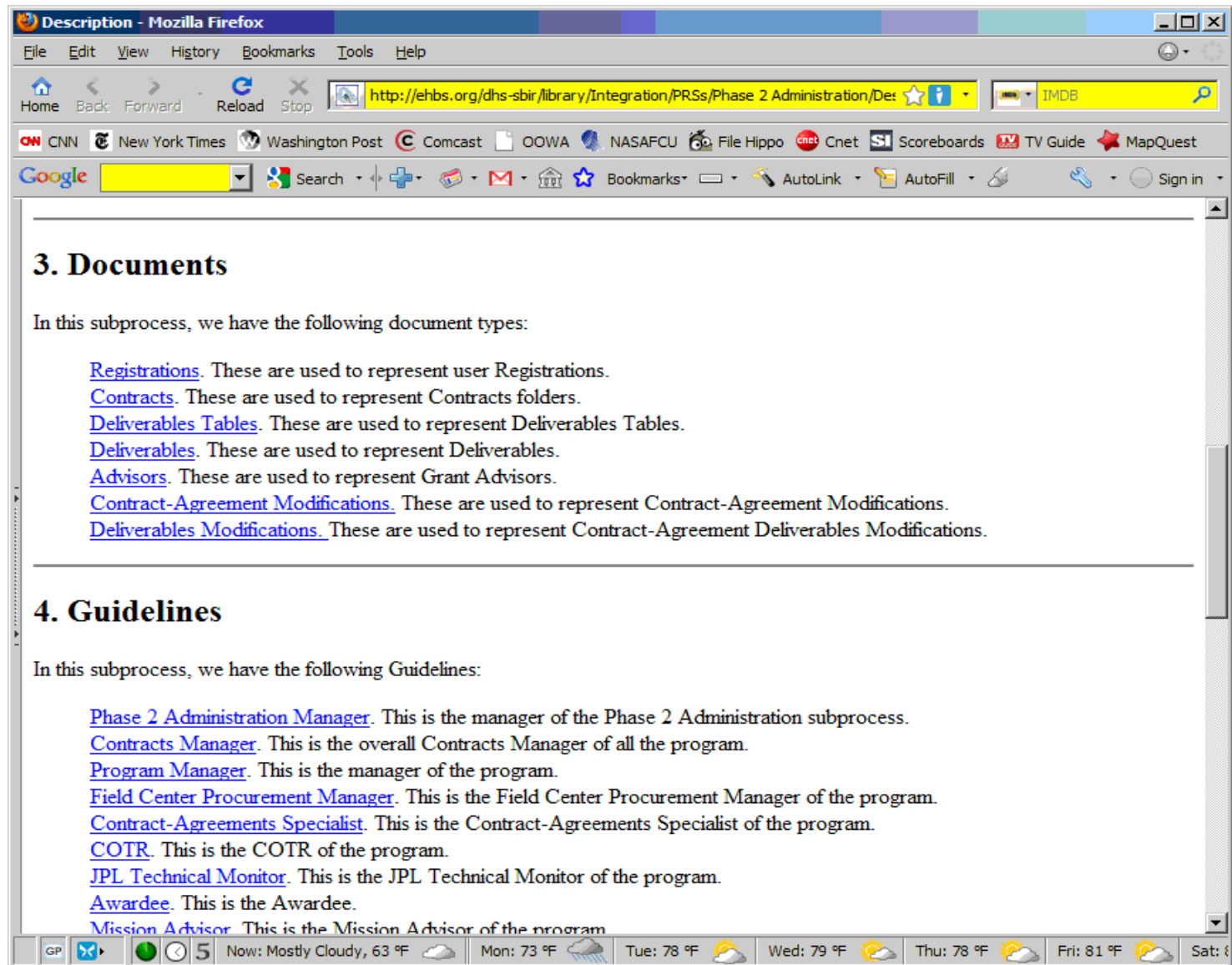
In this subprocess, the [play](#) is divided in several parts:

# 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 page content is organized into two main sections:

### 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.

---

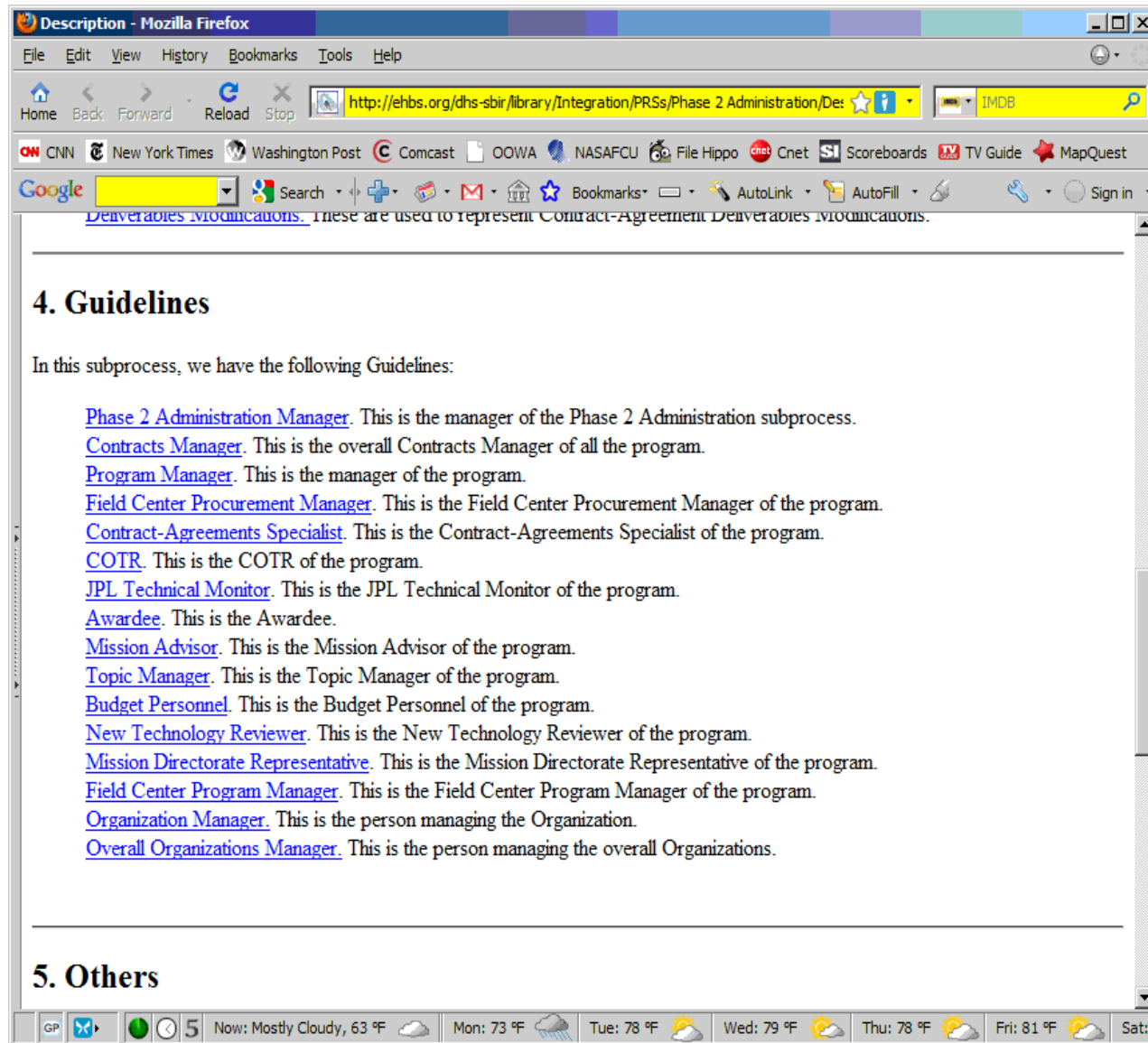
### 4. Guidelines

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 current time as 5:00 and the weather as 'Now: Mostly Cloudy, 63 °F'. It also displays a forecast for the following days: Mon: 73 °F, Tue: 78 °F, Wed: 79 °F, Thu: 78 °F, Fri: 81 °F, and 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

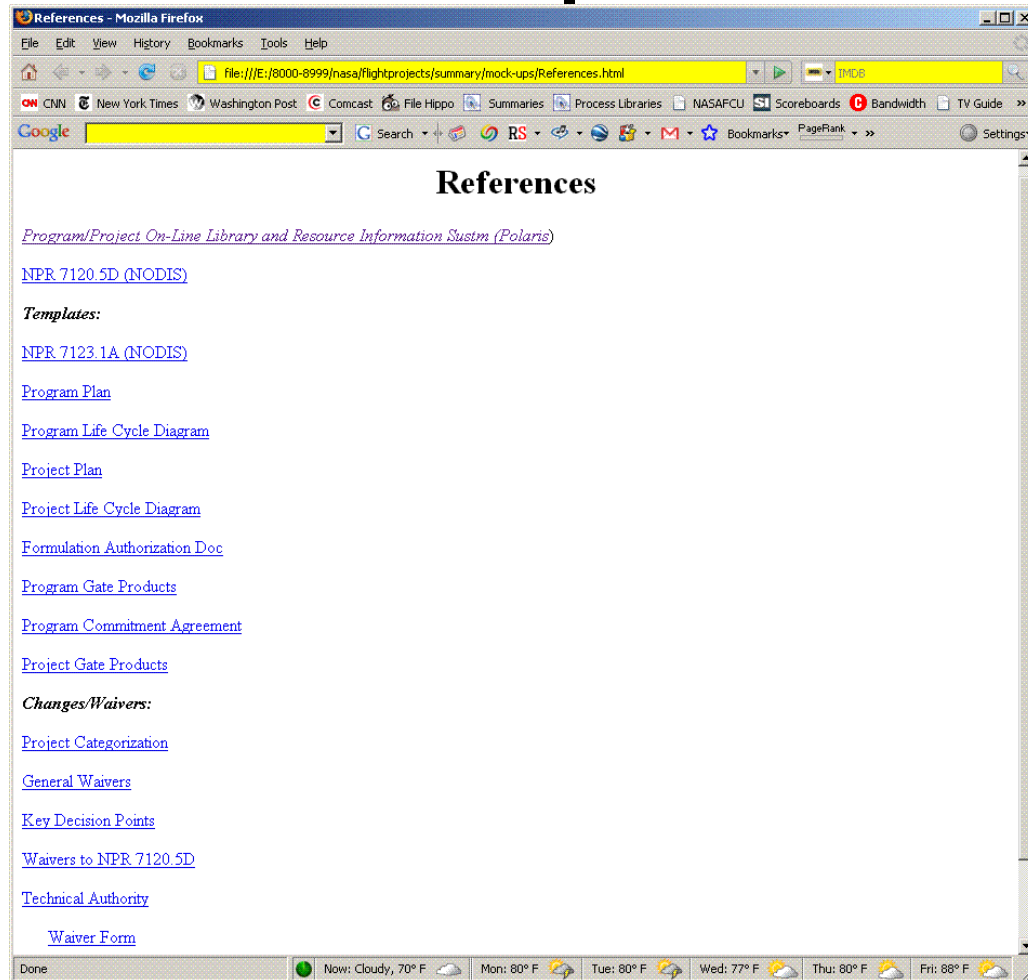
**Purpose:** The purpose of this subprocess is to manage SBIR/STTR Phase II Contract Administration .

**Organization:** U.S. Coast Guard

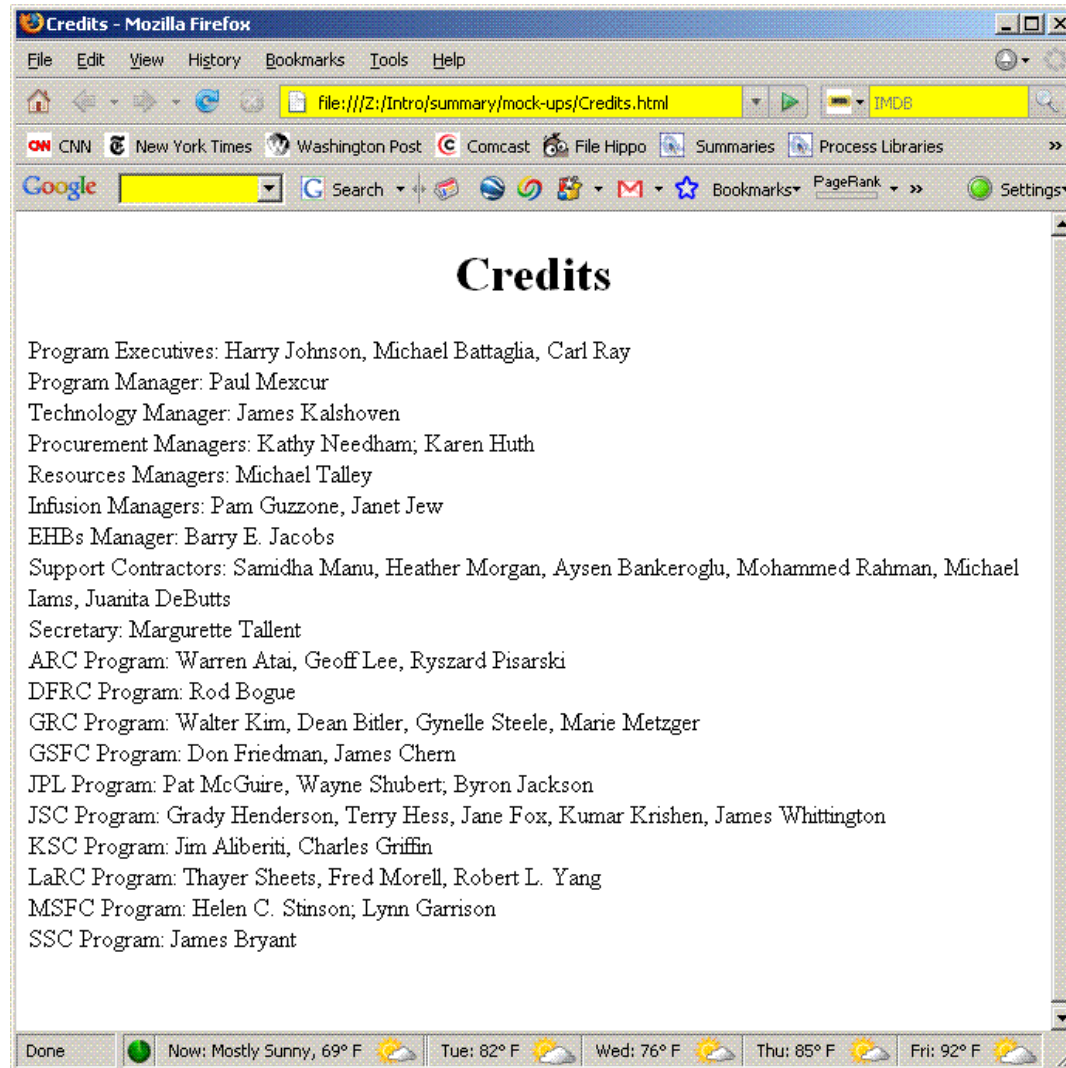
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design 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	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Planning Document	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Draft Project Requirements Document	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
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	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
							<a href="#">Instructions and Samples</a>	Helen			<a href="#">Library:</a>
							<a href="#">Instructions and Samples</a>	Helen			<a href="#">Library:</a>

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.



# Integration Tools facilitate subprocess integration.

Fetch Integration - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Fetch Integration

file:///E:/8000-8999/nhs/nih-sbir/summary/mock-ups/Integrations.htm

Fetch Integration

Read Integration	
Classification	Product Realization Subprocesses
Subprocess	Phase 2 Contract Administration
Type	Guidelines
Title	Solicitation Development Manager
Id	T4-4-3-00
Integration Uri	<a href="#">Fetch</a>
Ordinal	33
Date Created	03-MAY-2005
Date Updated	18-MAY-2005

Samples From Views	
<a href="#">National Cancer Institute (NCI)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Eye Institute (NEI)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Heart, Lung, and Blood Institute (NHLBI)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Human Genome Research Institute (NHGRI)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Institute on Aging (NIA)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Institute on Alcohol Abuse and Alcoholism (NIAAA)</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">National Institute of Allergy and Infectious Diseases (NIAID)</a>	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F



# Electronic Handbooks (EHBs) facilitate the execution of subprocesses.

The screenshot shows a web browser window titled "SBIR/STTR Electronic Handbooks Logon - Mozilla Firefox". The address bar displays the URL "https://shc10.gsfc.nasa.gov/sso/jsp/login.jsp?site2scoreto=en-v1.4-FI". The browser's toolbar includes standard navigation buttons (Home, Back, Forward, Reload, Print, Stop) and a search bar with "Google" as the engine. The page content features a blue header with the text "SBIR / STTR ELECTRONIC HANDBOOKS" in red. Below the header, a paragraph explains that Electronic Handbooks (EHBs) are Internet-based tools for managing complex distributed processes. A note specifies that the website is best viewed using Internet Explorer 6.0, Firefox 2, or Netscape 6.2 and above, with JavaScript and cookies enabled. A login form is centered on the page, titled "Enter your User ID and Password to Login:". It contains two input fields: "User ID:" with the text "tjacobs" and "Password:" with masked characters "\*\*\*\*\*". A blue "LOG IN" button is positioned below the password field. A link "Forgot Your Password?" is located at the bottom of the login form. At the bottom of the page, a "NOTE" states that the site is for authorized users only, providing the URL "https://ehb8.gsfc.nasa.gov/sbir/login.jsp" and contact information for technical support: "Phone: (301) 937-0888". The browser's status bar at the bottom shows the current page, a weather widget for "now Cloudy, 70°", and other system icons.

**SBIR / STTR  
ELECTRONIC HANDBOOKS**

Electronic Handbooks (EHBs) are Internet-based tools to support the end-to-end paperless management of complex distributed processes, such as review and selection of proposals.

This website is best viewed using Internet Explorer 6.0, Firefox 2, Netscape 6.2 and above versions. You must enable JavaScript and cookies in your browser to use this website effectively.

Enter your User ID and Password to Login:

User ID:

Password:

**LOG IN**

[Forgot Your Password?](#)

**NOTE: This site is for AUTHORIZED USERS ONLY.**  
URL: <https://ehb8.gsfc.nasa.gov/sbir/login.jsp>  
If you are having problems viewing this page with adaptive technology or if you require further assistance, contact

**Technical Support**  
Phone: (301) 937-0888

# Demonstration Tools introduce the concepts to a community in their terms.

HHS's National Institutes of Health (NIH) SBIR - Mozilla Firefox

File Edit View History Bookmarks Tools Help

HHS's National Institutes of Health ... X +



file:///E:/8000-8999/hhs/nihs-sbir/index.html

Google

## HHS's National Institutes of Health (NIH) Small Business Innovation Research (SBIR)-Technologies

Process Libraries (PLs) and Electronic Handbooks (EHBs)

[Where Shakespeare Meets Freud]



---

1. [What Are PLs and EHBs?](#)
2. [Summary](#)
3. [Some Applications](#)
4. [In The Press](#)
5. [Experiences](#)
6. [Some Demonstration Tools](#)
7. [Some Subprocesses and Their Documentations](#)
8. [Assembly Line Processes](#)
9. [Benefits](#)

[White Paper](#)  
[Book](#)

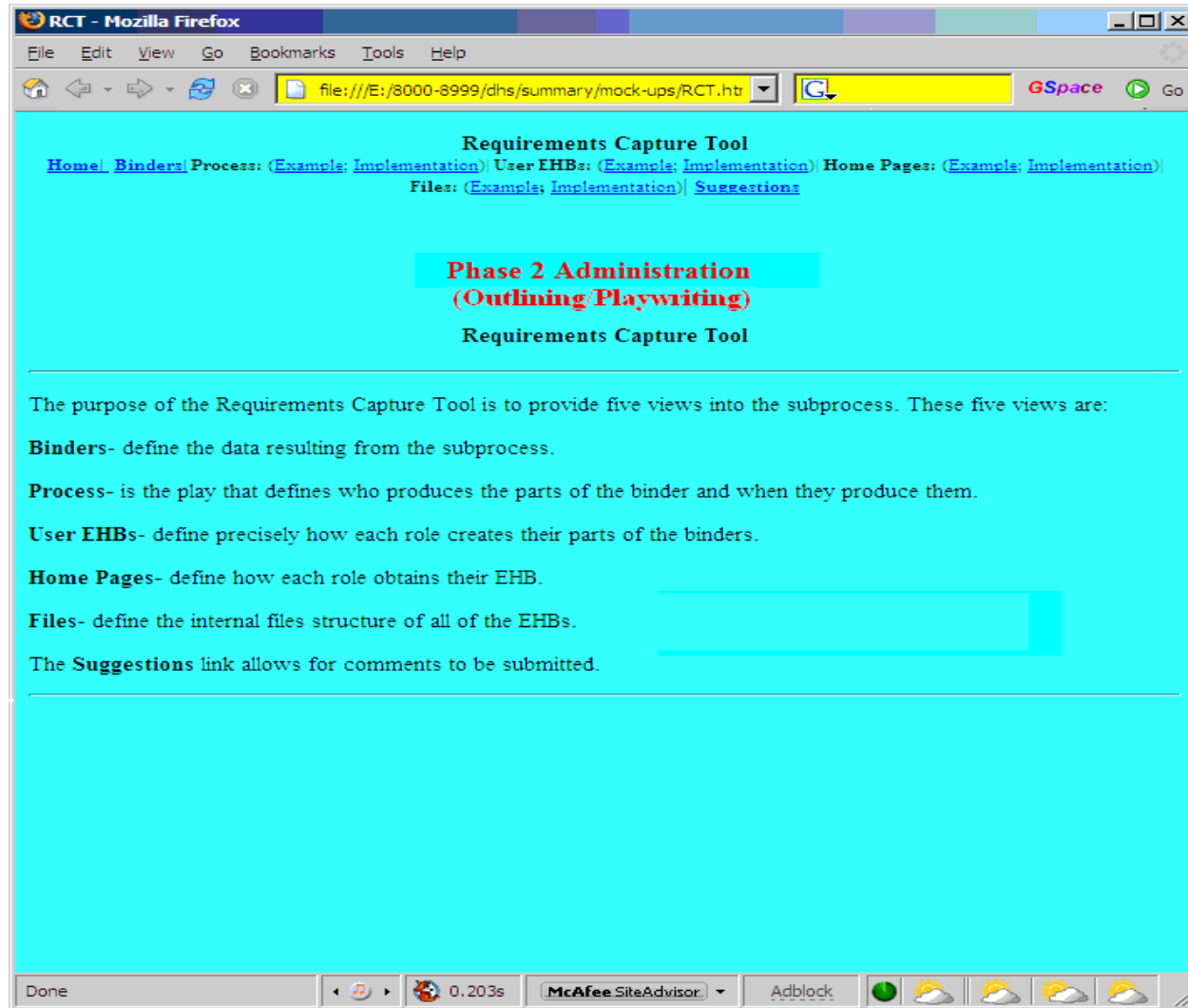
**U.S. GOVERNMENT COMPUTER**  
If not authorized to access this system, disconnect now.

**YOU SHOULD HAVE NO EXPECTATION OF PRIVACY**  
By continuing, you consent to your keystrokes and data content being monitored.

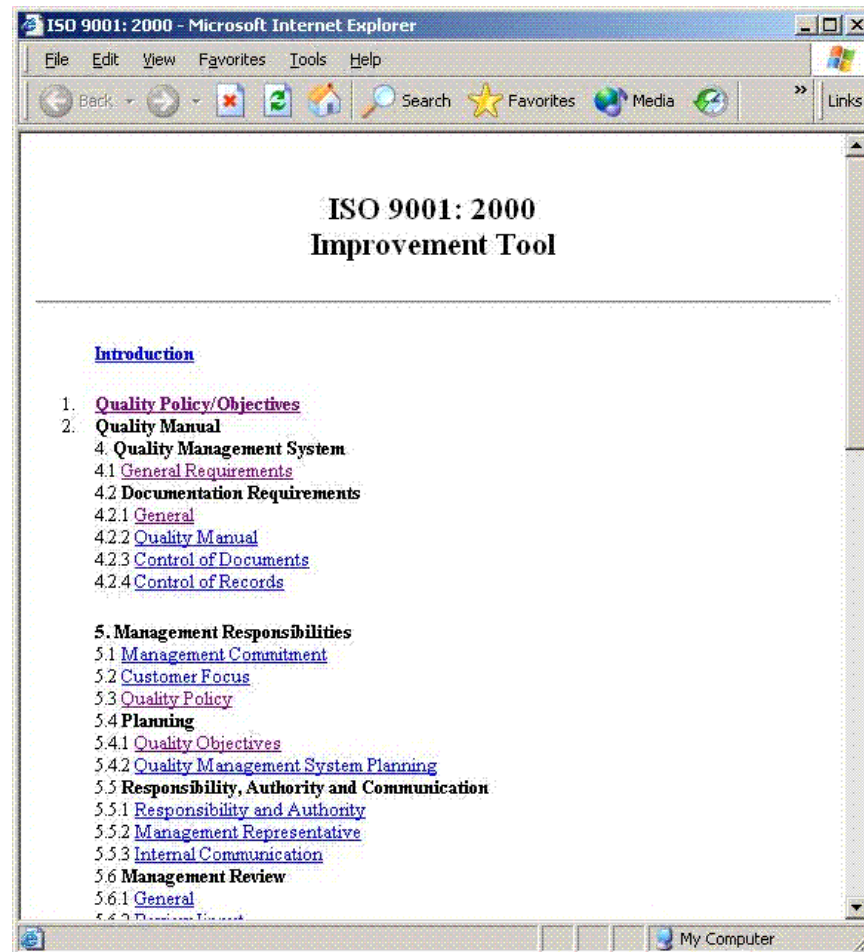
[NASA Privacy, Security Notices](#)

Silver Spring, MD 20902, USA: 49°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

# Requirements Capture Tools (RCTs) facilitate subprocess development.

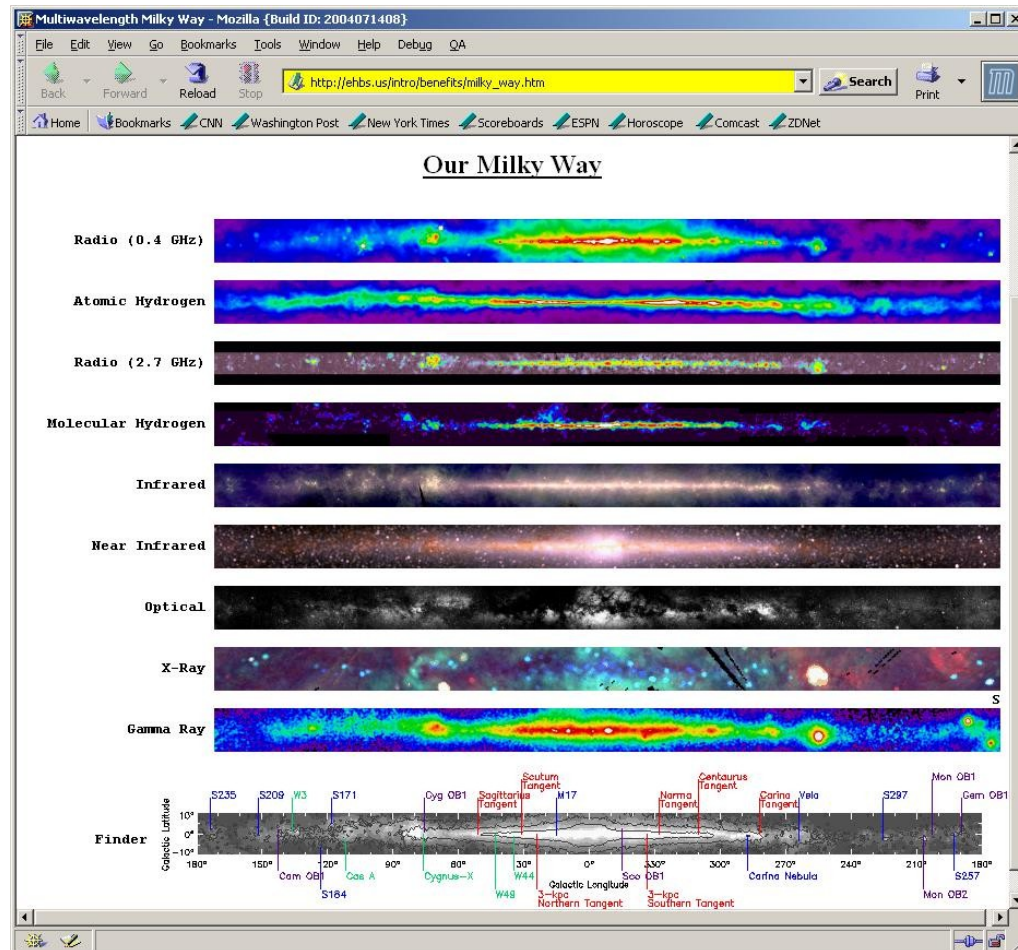


# Improvement Tools facilitate subprocess improvement.



# **Final Thoughts**

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





# **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.**

# **Some Effects of Separation**

**"Men hate each other because they fear each other;  
They fear each other because they don't know each other;  
They don't know each other because they can't communicate with each other;  
They can't communicate with each other because they are separated from each other. "**

**Dr. Martin Luther King Jr.**

**September 3, 1957**

# Theatre of Dionysus- Athens, Greece



# For More Details



File Edit View History Bookmarks Tools Help

EHBs Home Page X +

ehbs.us

Search


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



[Home](#)  
[1. What are PLs and EHBs?](#)  
[2. Some Quick Summaries](#)  
[3. Some Applications](#)  
[4. In The Press](#)  
[5. Experiences](#)  
[6. Some Papers](#)  
[7. Some Demonstration Tools](#)  
[8. Some Subprocesses and Their Documentations](#)  
[9. Assembly Line Processes](#)  
[10. Benefits](#)  
[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

Dr. Barry E. Jacobs  
[barry.e.jacobs@comcast.net](mailto:barry.e.jacobs@comcast.net)  
(301) 681-7816  
[\[Mini-Bio\]](#)

Now: 64°F Sun: 83°F Mon: 60°F Tue: 62°F Wed: 76°F Thu: 78°F Fri: 62°F