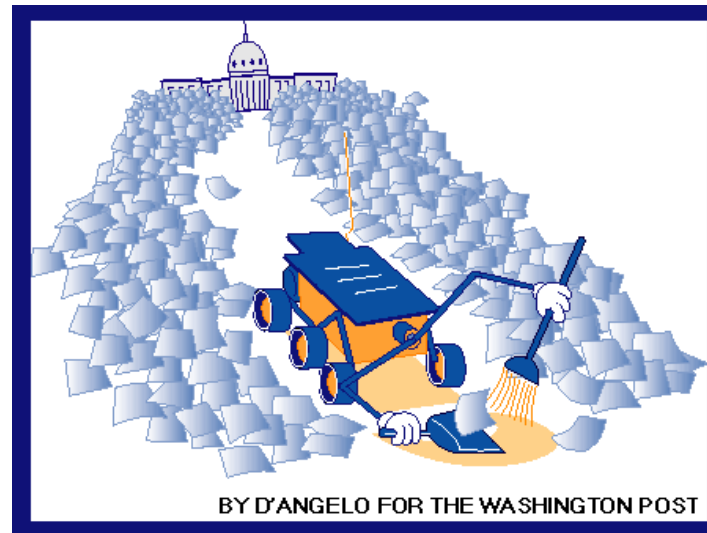


HHS's National Institutes of Health (NIH) Grants Management Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)



Demonstration



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

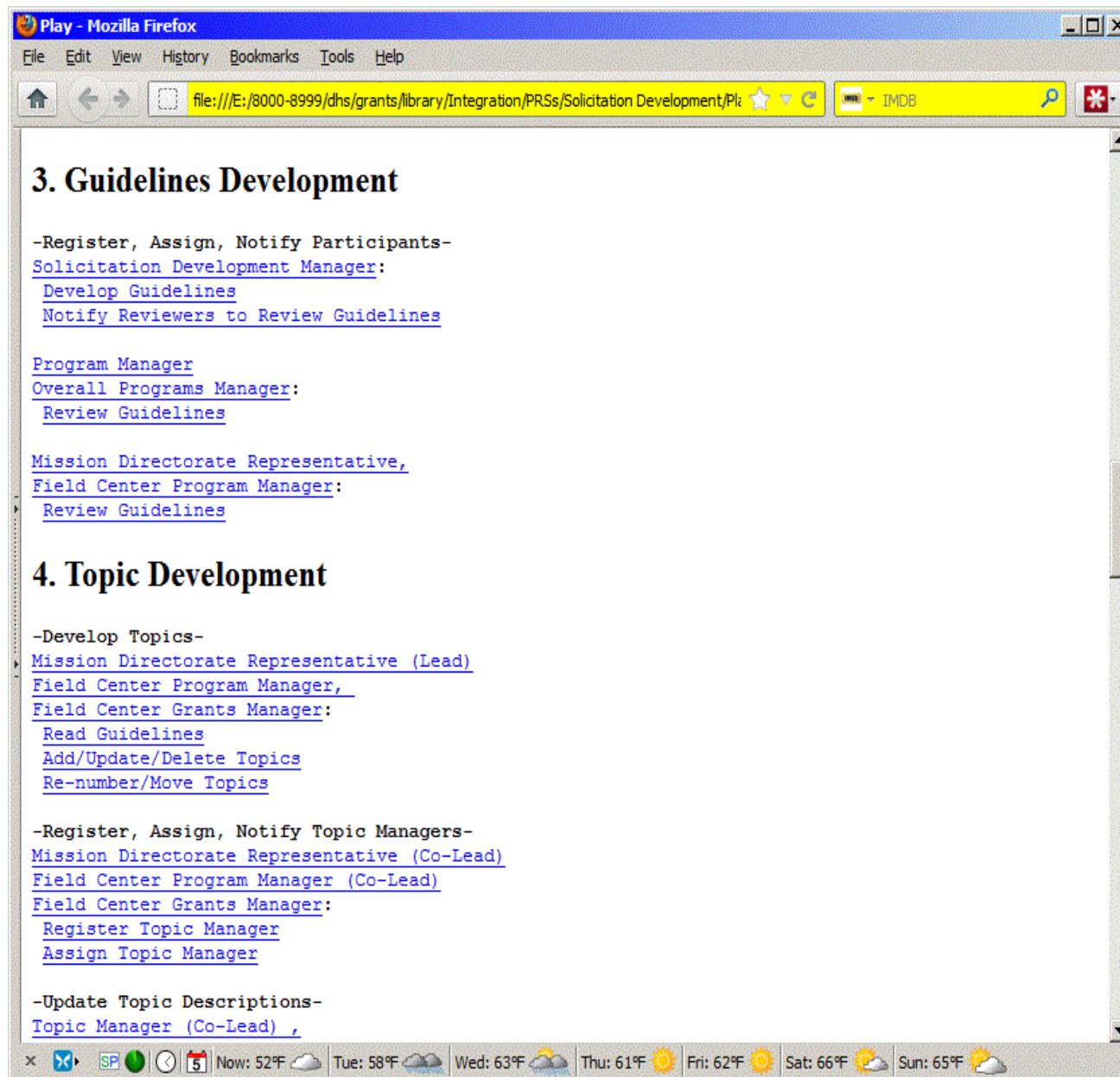
The Bottom Line:

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.

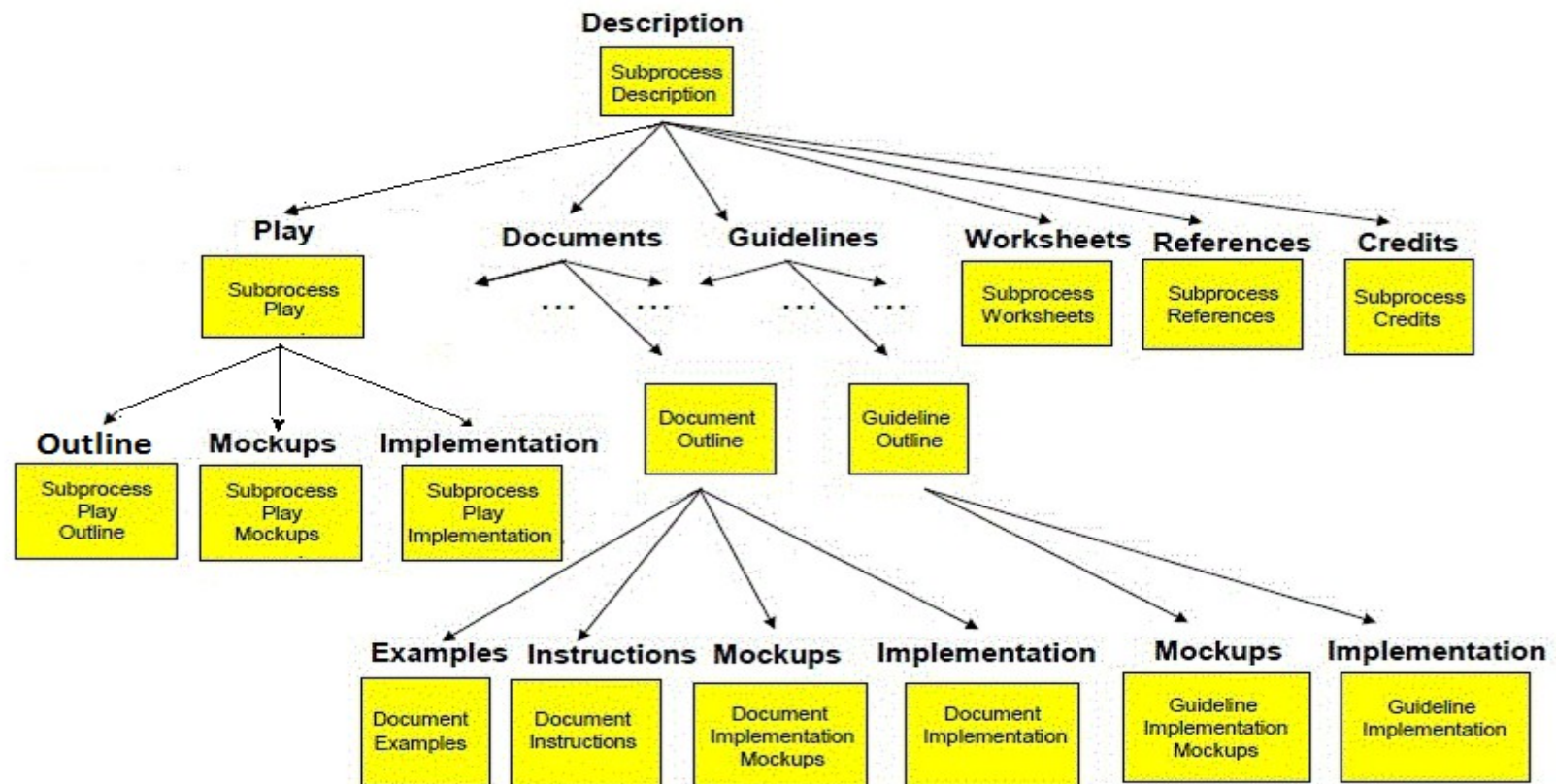
Plays describe subprocess execution.



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.**

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



Descriptions summarize subprocesses.

Description - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/hrsa/library/Integration/PRSSs/Solicitation Development/Desc> IMDB

CNN New York Times Washington Post Comcast OOWA NASAFCU File Hippo Cnet SI Scoreboards TV Guide MapQuest

Google Search + + + + + Bookmarks AutoLink AutoFill Sign in

Solicitation Development

Table of Contents

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

1. Overview

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

Organization: ORG

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

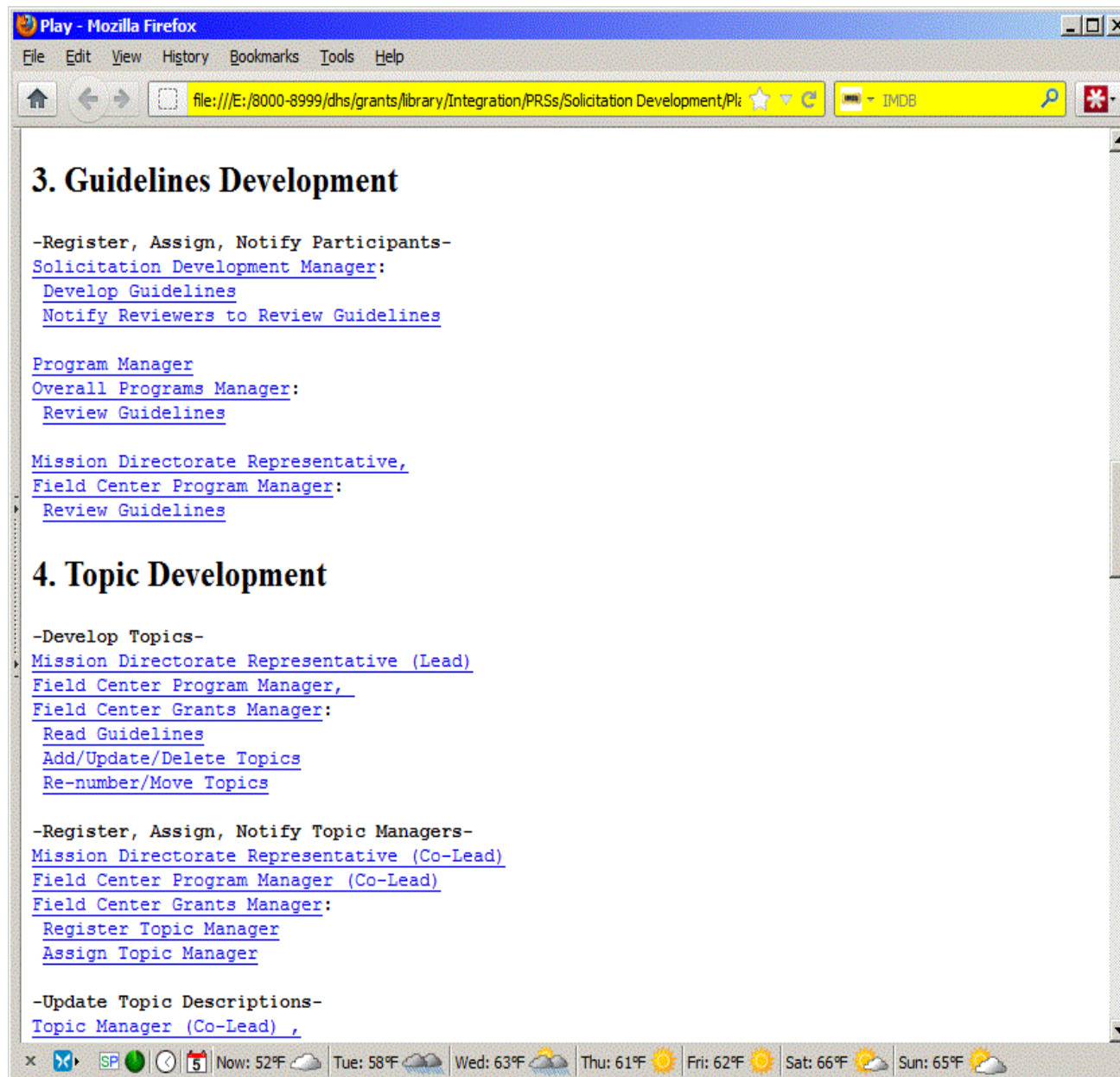
[Benefits](#)

2. Play

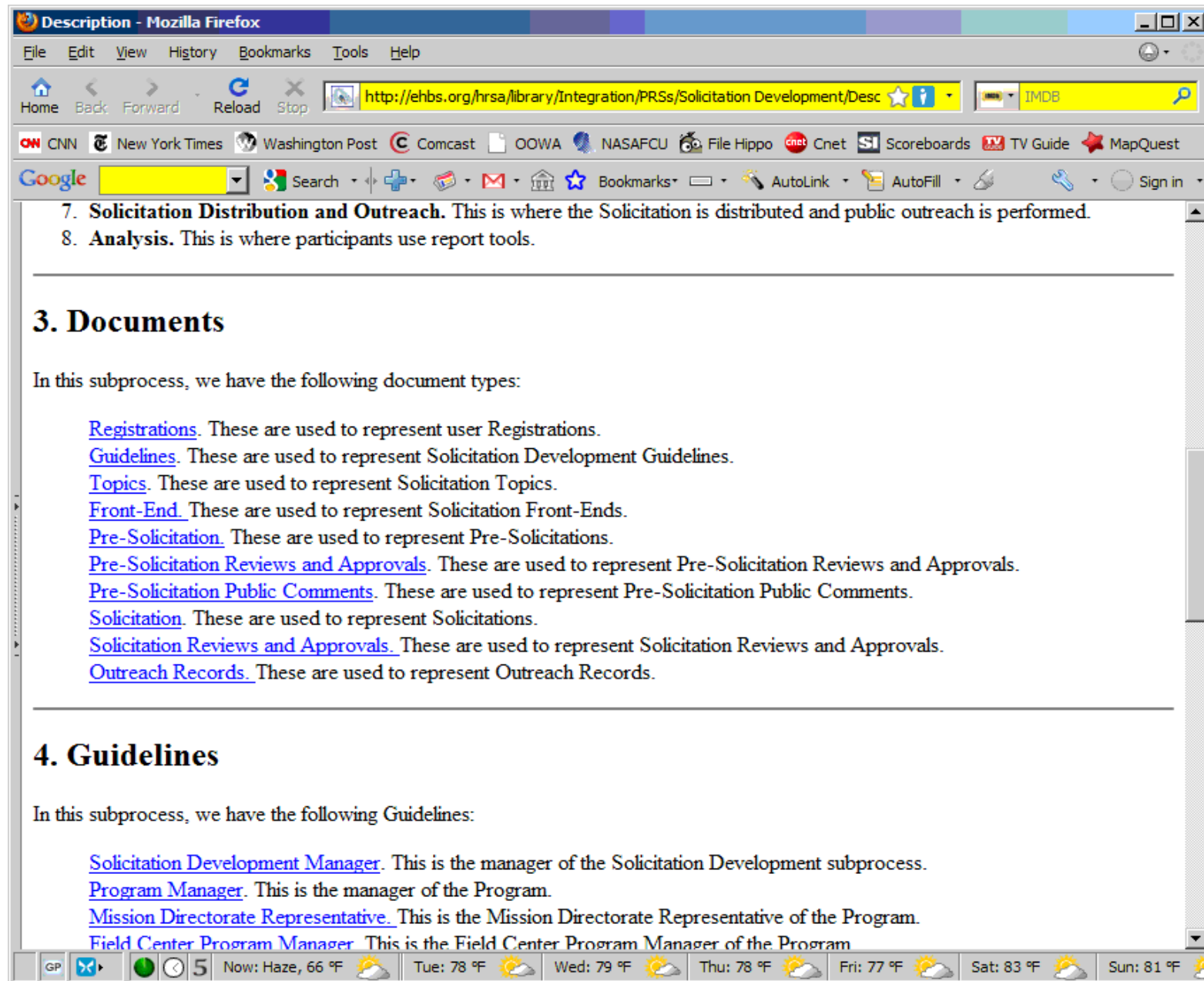
In this subprocess, the [play](#) is divided in several parts:

GP 5 Now: Haze, 66 °F Tue: 78 °F Wed: 79 °F Thu: 78 °F Fri: 77 °F Sat: 83 °F Sun: 81 °F

Plays describe subprocess execution.



Documents describe subprocess data.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/hrsa/library/Integration/PRSS/Solicitation Development/Desc>. The page content includes a list of document types and guidelines.

7. **Solicitation Distribution and Outreach.** This is where the Solicitation is distributed and public outreach is performed.

8. **Analysis.** This is where participants use report tools.

3. Documents

In this subprocess, we have the following document types:

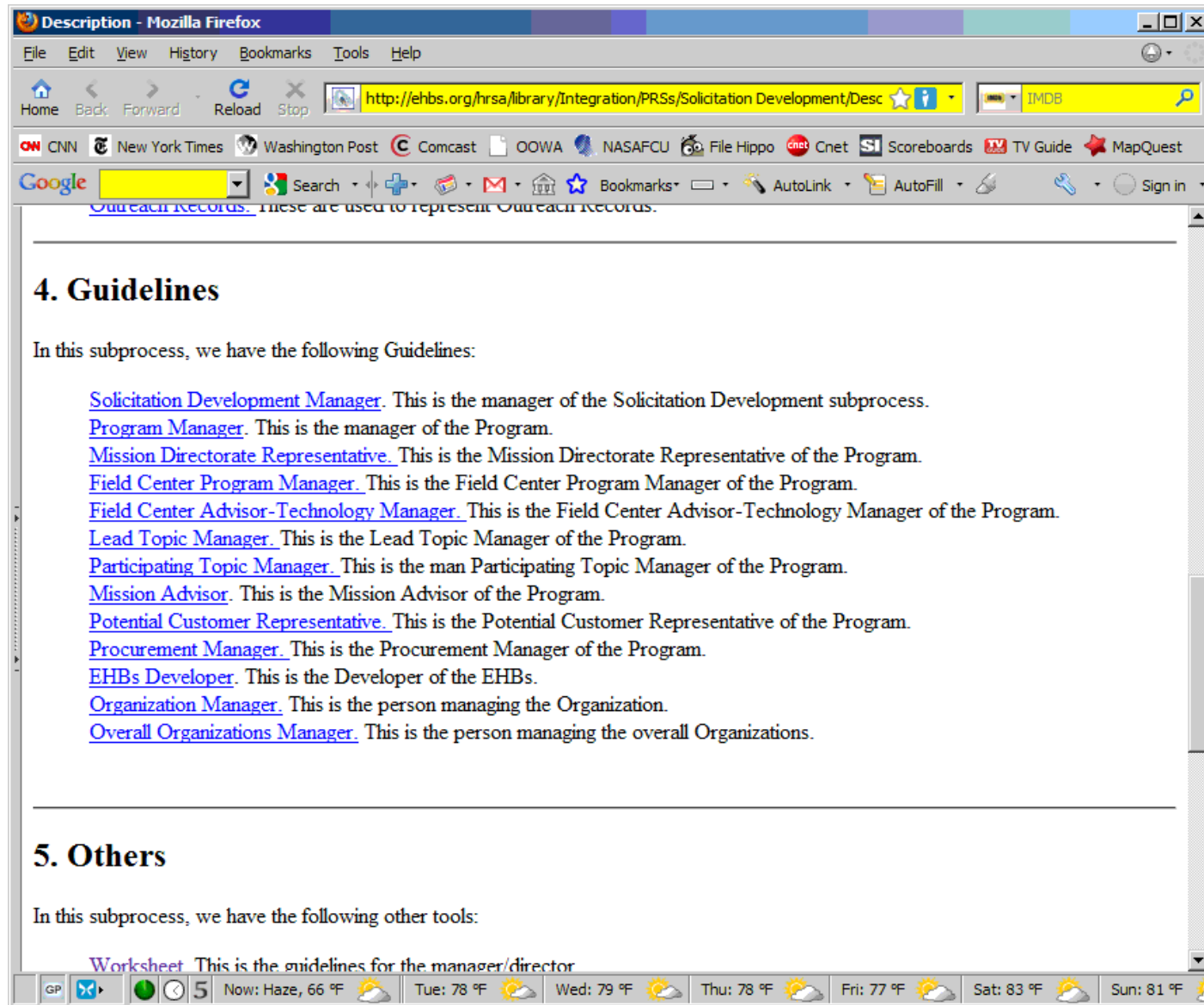
- [Registrations](#). These are used to represent user Registrations.
- [Guidelines](#). These are used to represent Solicitation Development Guidelines.
- [Topics](#). These are used to represent Solicitation Topics.
- [Front-End](#). These are used to represent Solicitation Front-Ends.
- [Pre-Solicitation](#). These are used to represent Pre-Solicitations.
- [Pre-Solicitation Reviews and Approvals](#). 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.

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:/Intro/summary/mock-ups/Worksheet.htm

IMDB

Subprocess Worksheet

Subprocess: Solicitation Development

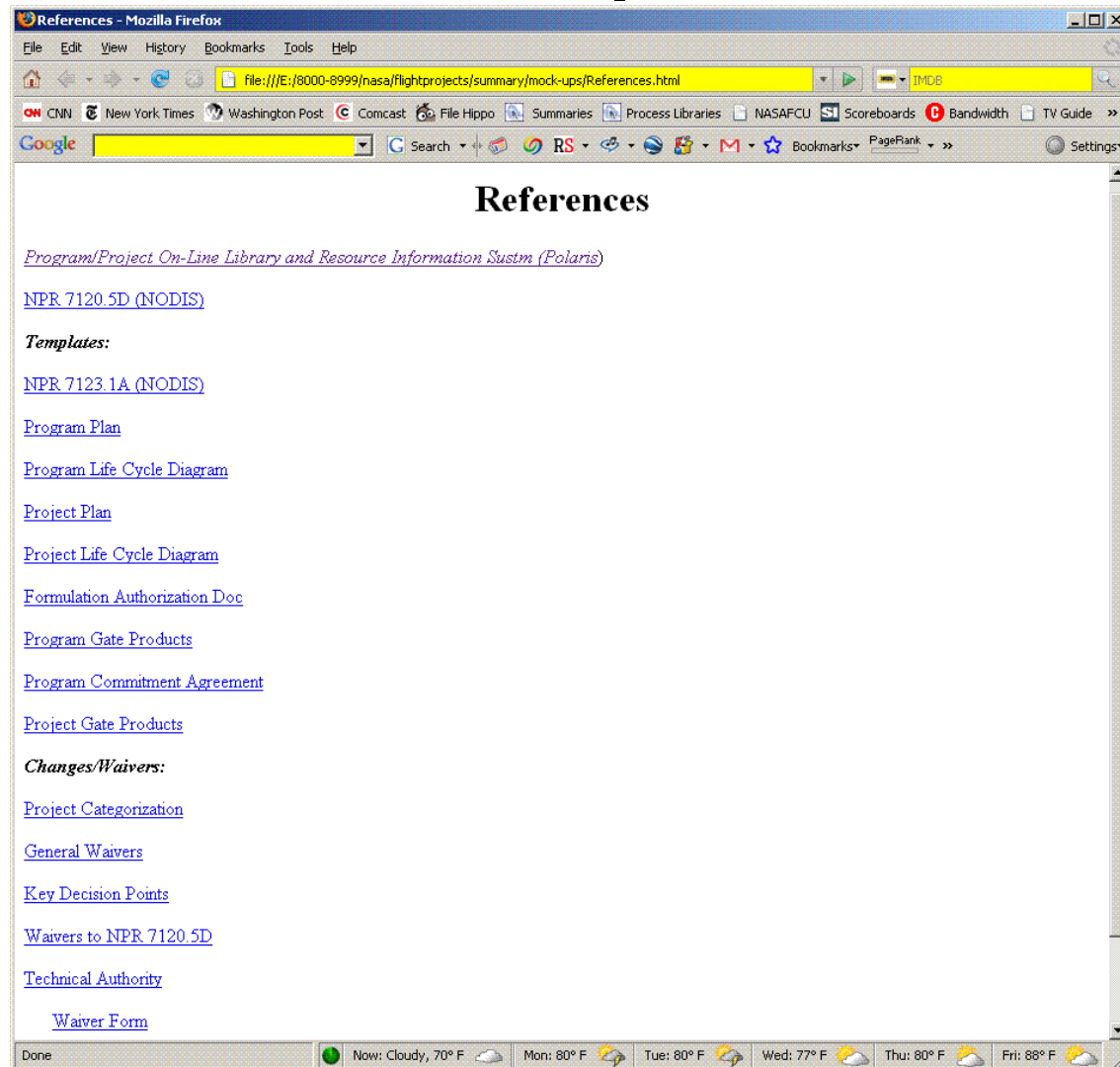
In this subprocess, we deal with the process of developing, reviewing, and distributing the Solicitation.

Organization: Division C

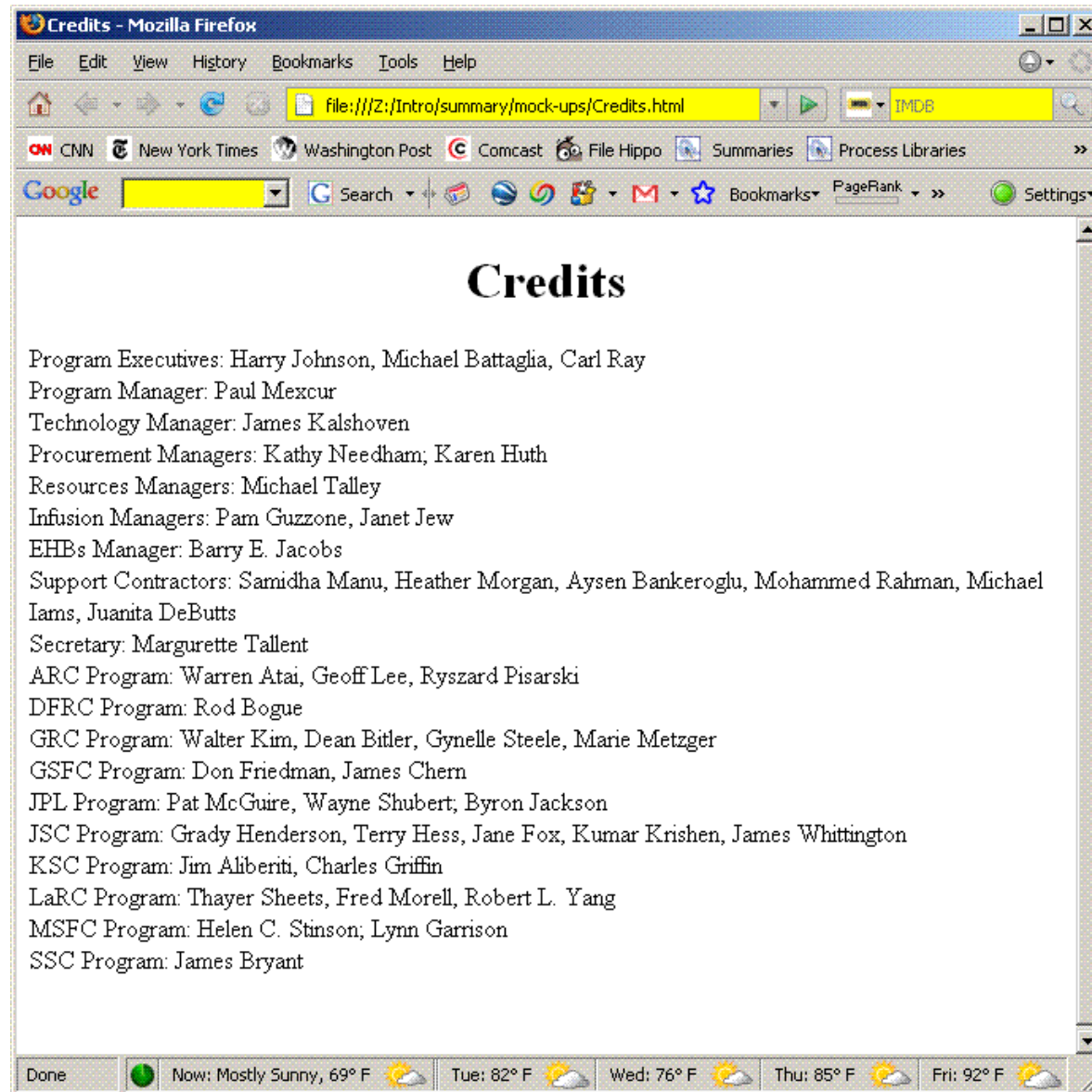
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development.	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	Library: NS2034
Critical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR).	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	06/23/07	06/23/07	Critical Design Review (CDR) Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
Resource Analysis Office	The purpose of this task is to administer Resource Analysis Office	Task Lead, Subtask Lead, Subtask Member, Reviewer,	James Green			Resource Analysis Office (RAO) Data Dump Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034

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
Subprocess 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.

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

File Edit View History Bookmarks Tools Help

Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

Overview of Department of Health and Human Services National Institutes of Health Grants Process Library

The objective of this tool is to help Department of Health and Human Services Health Resources Services Administration Grants Managers (and Staff) to *quickly learn* to build and manage Grants. We present our approach in five bullets.

- We focus on the documents that Department of Health and Human Services Health Resources Services Administration Grants Managers prepare. These documents appear within various subprocesses (e.g., [1](#)) and within multiple organizations (e.g., [2](#)).
- For each subprocess, we create a directory of documents for that subprocess. (e.g., [1](#), [2](#))
- For each document type, we create files to help prepare the document. These files include document overview, organization, related links, structure, references, organization samples, organization contacts, and *sample documents from other organizations*. (e.g., [1](#), [2](#))
- Sample documents have three levels of access: a) Unconditionally Distributable (e.g., [1](#), [2](#)), b) Maintained In Organization Libraries (e.g., [1](#), [2](#)), and c) Proprietary (e.g., [1](#), [2](#)).
- Each organization gets worksheets for its own use. These worksheets also help add to the database as Managers go thru the subprocesses. (e.g., [1](#), [2](#))

For more information on the Department of Health and Human Services Health Resources Services Administration Grants Process Library see: [paper](#), [summary](#), and [other process libraries](#).

Silver Spring, MD 20902, USA: 51°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

File Edit View History Bookmarks Tools Help

Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

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Silver Spring, MD 20902, USA: 51°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

Subprocesses - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://lincoln.gsfc.nasa.gov/hrsa/whatare/process.htm> Webster

Grants

Product Realization Subprocesses								
Integrated Problems-Solutions Database	Planning Grants	Solicitation Development	Submission	Review & Selection	Negotiation & Award	Administration	Closeout	Post-Closeout

(Potential Customers: Health Resource 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: Health Resource 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

GP 5 Now: Sunny, 82 °F Sat: 87 °F Sun: 85 °F Mon: 80 °F Tue: 85 °F Wed: 84 °F Thu: 81 °F

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

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/whatare/Organizations.htm

Google

HHS's National Institutes of Health (NIH) Grant 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)

Silver Spring, MD 20902, USA: 51°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 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Organizations Execute The Eight "Pl... X +

ehbs.org/intro/summary/Eight-Stages.html Wikipedia (en)

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.

Silver Spring, MD 20902, USA: 95°F Sun: 92°F Mon: 88°F Tue: 88°F Wed: 88°F Thu: 90°F Fri: 88°F

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 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/Important Human Factor Issues/

Google

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 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://ehbs.org/intro/summary/Telephone Game Syndrome.htm

YouTube Feedback

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

A group of nine business professionals (seven men and two women) are standing in a line. Each person has a speech bubble above their head that says "View". The speech bubbles are connected by lines to the people's heads. At the far left and far right of the group, there is a black rotary telephone on the floor. The background is white.

Silver Spring, MD 20902, USA: 54°F Tue: 61°F Wed: 58°F Thu: 51°F Fri: 47°F

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.

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

File Edit View History Bookmarks Tools Help

Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

Overview of Department of Health and Human Services National Institutes of Health Grants Process Library

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- Sample documents have three levels of access: a) Unconditionally Distributable (e.g., [1](#), [2](#)), b) Maintained In Organization Libraries (e.g., [1](#), [2](#)), and c) Proprietary (e.g., [1](#), [2](#)).
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For more information on the Department of Health and Human Services Health Resources Services Administration Grants Process Library see: [paper](#), [summary](#), and [other process libraries](#).

Silver Spring, MD 20902, USA: 51°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Department of Health and Human ... X +

file:///E:/8000-8999/hhs/nih/plib/index.html

Google

Department of Health and Human Services National Institutes of Health (NIH) Grants Process Library

[Overview \(Demo\)](#)

[Integrated Problems-Solutions Database](#)

[Planning Grants](#)

[Solicitation Development](#)

[Submission](#)

[Review and Selection](#)

[Negotiation and Award](#)

[Administration](#)

[Closeout](#)

[Post-Closeout](#)

Silver Spring, MD 20902, USA: 51°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F

Views - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Views X +

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)

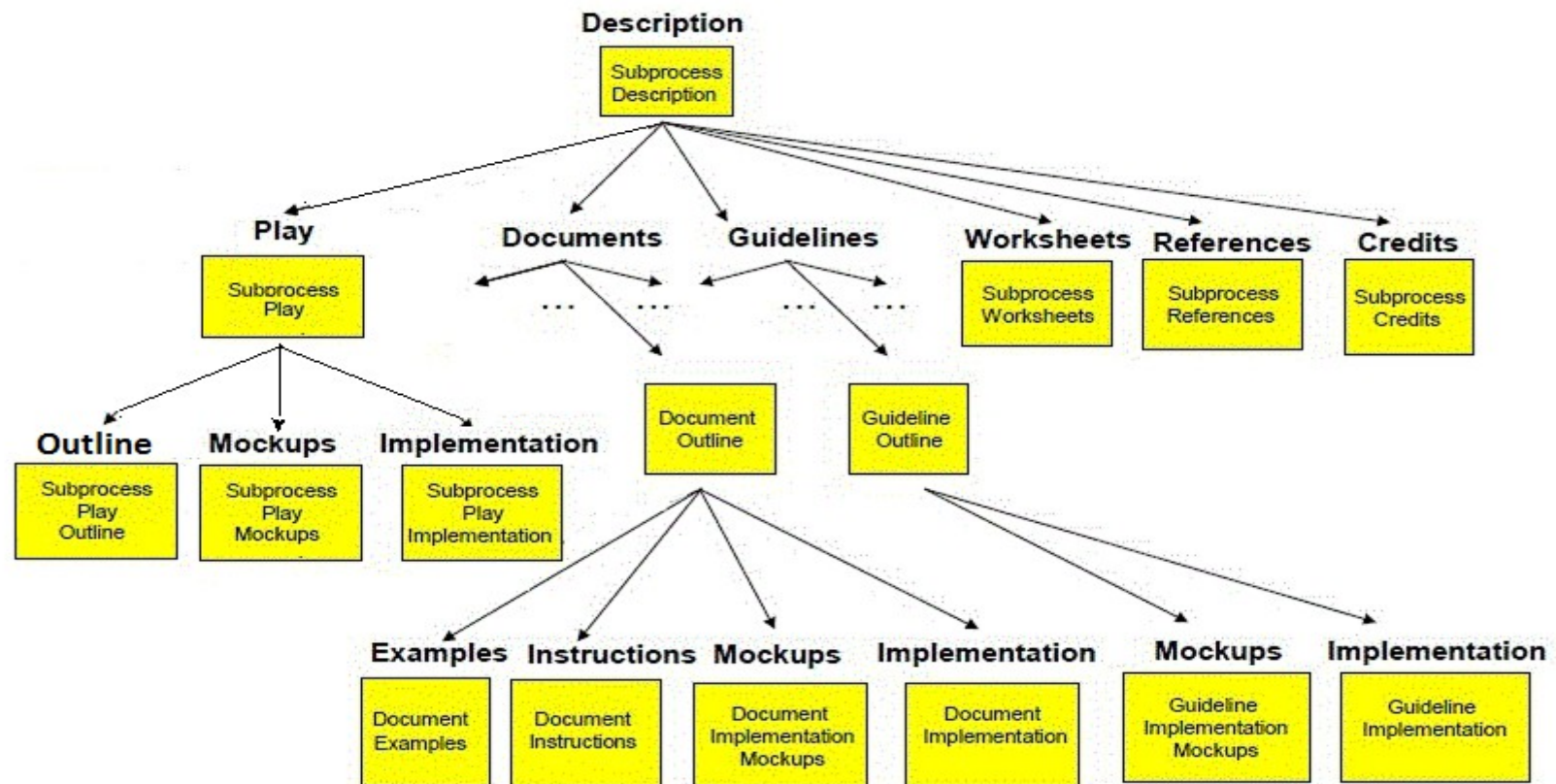
Subprocess: **Solicitation Development** (T4-3-00-00)

[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
National Institute of Biomedical Imaging and Bioengineering (NIBIB)	Update

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.



Description - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop [http://ehbs.org/dhs/library/Integration/PRSSs/Solicitation Development/Descri](http://ehbs.org/dhs/library/Integration/PRSSs/Solicitation%20Development/Descri) ★ ⓘ

CNN New York Times Washington Post Comcast OOWA NASAFCU File Hippo Cnet SI Scoreboards TV TV Guide MapQuest

Google Search + + + + + Bookmarks AutoLink AutoFill Sign in

Solicitation Development

Table of Contents

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

1. Overview

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

Organization: ORG

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

2. Play

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

GP 5 Now: Mostly Cloudy, 63 °F Mon: 73 °F Tue: 78 °F Wed: 79 °F Thu: 78 °F Fri: 81 °F Sat: 8

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

IMDB

3. Guidelines Development

-Register, Assign, Notify Participants-

Solicitation Development Manager:

- Develop Guidelines
- Notify Reviewers to Review Guidelines

Program Manager

Overall Programs Manager:

- Review Guidelines

Mission Directorate Representative,

Field Center Program Manager:

- Review Guidelines

4. Topic Development

-Develop Topics-

Mission Directorate Representative (Lead)

Field Center Program Manager,

Field Center Grants Manager:

- Read Guidelines
- Add/Update/Delete Topics
- Re-number/Move Topics

-Register, Assign, Notify Topic Managers-

Mission Directorate Representative (Co-Lead)

Field Center Program Manager (Co-Lead)

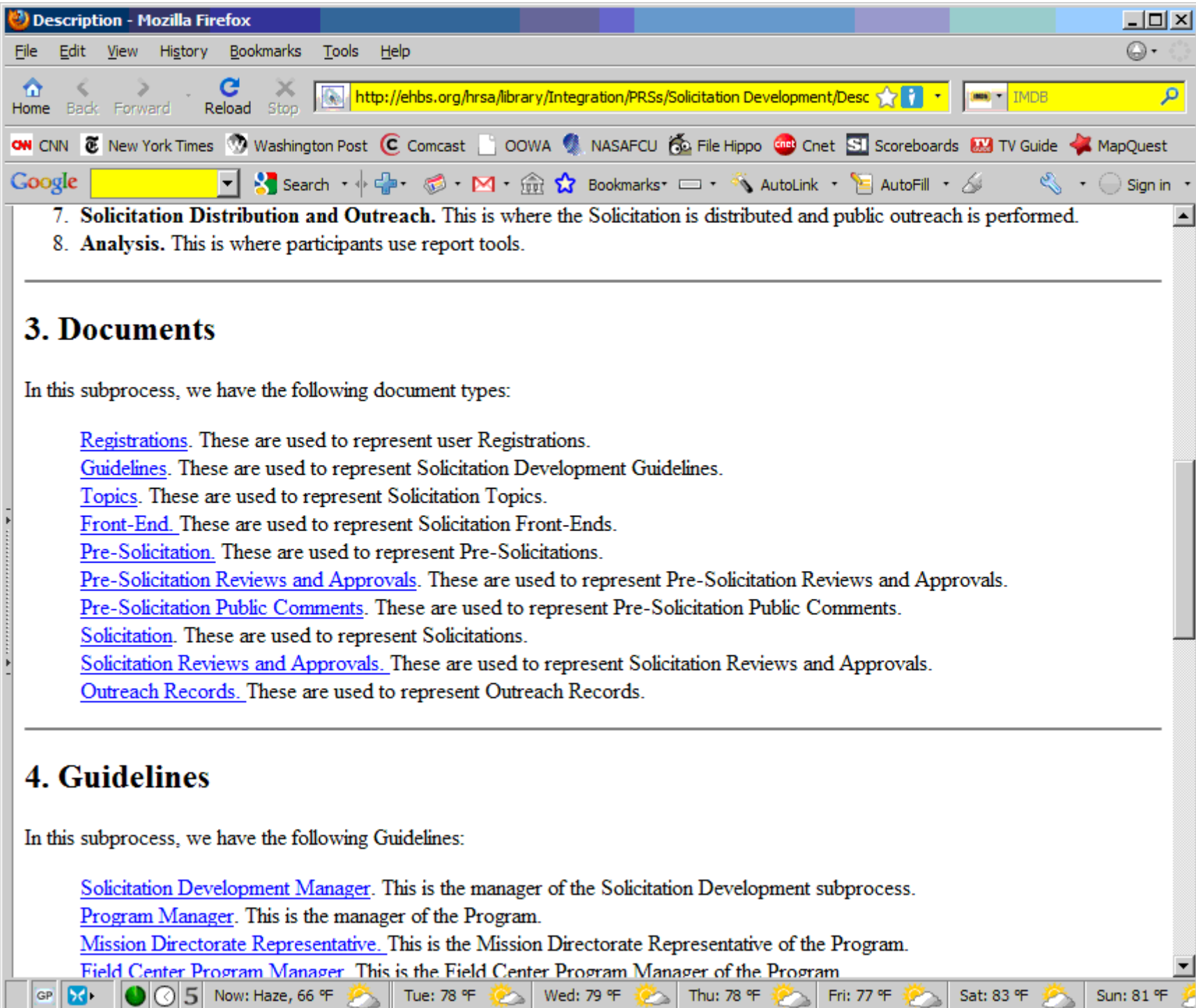
Field Center Grants Manager:

- Register Topic Manager
- Assign Topic Manager

-Update Topic Descriptions-

Topic Manager (Co-Lead) ,

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



Firefox browser window showing the URL: <http://ehbs.org/hrsa/library/Integration/PRSS/Solicitation Development/Desc>

Page content:

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.
- 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

Windows taskbar shows the date and time: 5:00 PM, and the weather forecast for the week.

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:/Intro/summary/mock-ups/Worksheet.htm

IMDB

Subprocess Worksheet

Subprocess: Solicitation Development

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

Organization: Division C

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 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	Library: NS2034
Critical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR).	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	06/23/07	06/23/07	Critical Design Review (CDR) Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
Resource Analysis Office	The purpose of this task is to administer Resource Analysis Office.	Task Lead, Subtask Lead, Subtask Member, Reviewer,	James Green			Resource Analysis Office (RAO) Data Dump Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034

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

References

["NASA Sets Sights on a 'Paperless' Planet"- Washington Post
\(Federal Page\)](#)

["Justice Department to Use Internet to Help Protect Officers"- USDOJ Press Release
\(Photograph\)](#)

["Over 19,500 Applications Received For Firefighters Grant Program"- USFA Press Release](#)

["Contract Cybernauts"- Government Executive](#)

["NASA's Electronic Handbooks Offer Paper-Free Management"- Federal Computer Week](#)

["Bulletproof Vests System Wins FGIPC's 1999 GOLD IOSS AWARD"- FGIPC's Press Release](#)

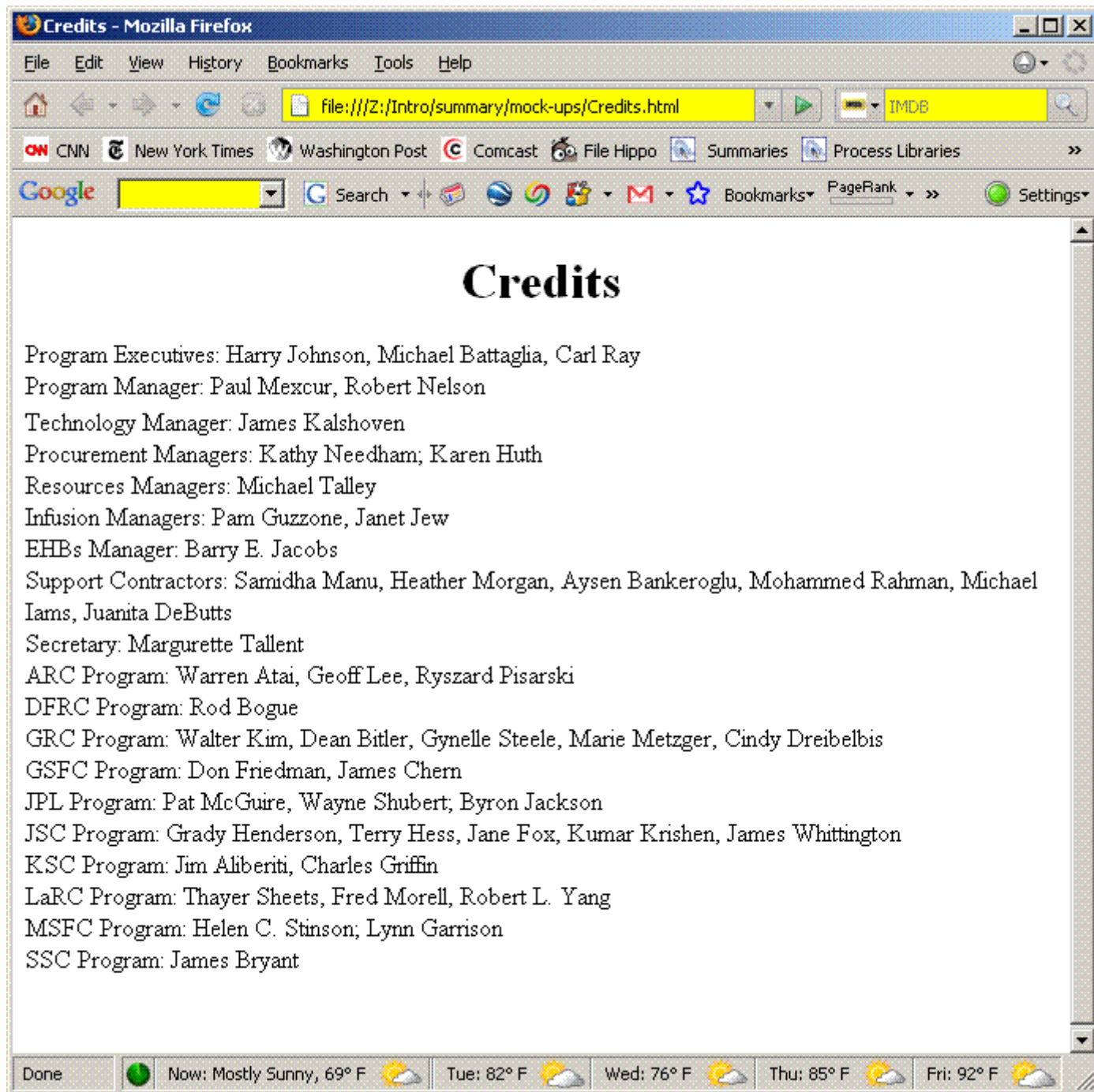
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["NASA Tames a Paper Beast"- NASA Tech Briefs](#)

["Time and Cost Savings Result From Internet Software Tool Developed For Electronic Process Management"- NASA/GSFC Press Release](#)



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
Subprocess 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

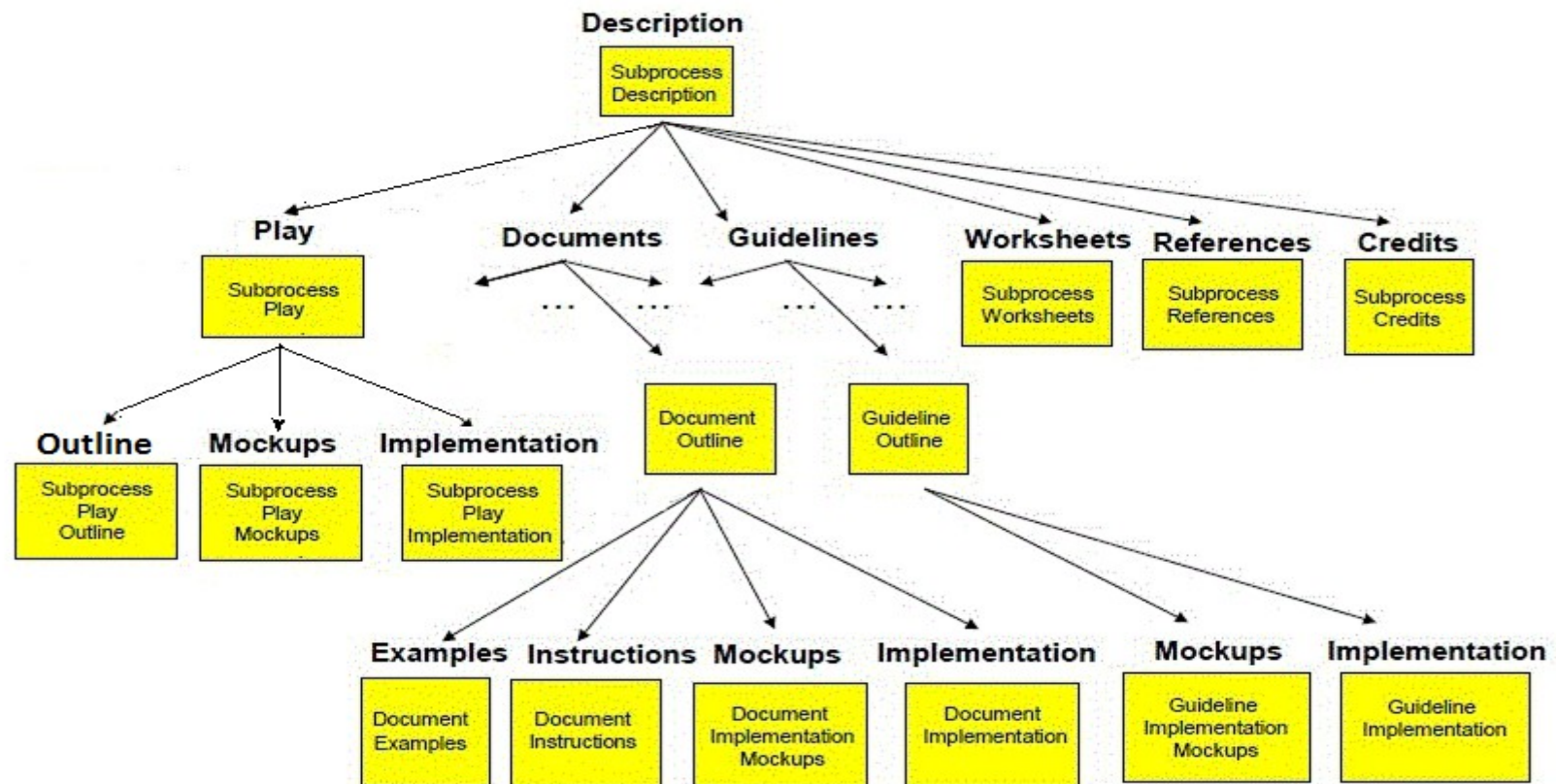
ehbs.org/intro/summary/stages2.html

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.

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



Shakespeare Meets Freud - Mozilla Firefox 4.0 Beta 3

File Edit View History Bookmarks Tools Help

Shakespeare Meets Freud



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

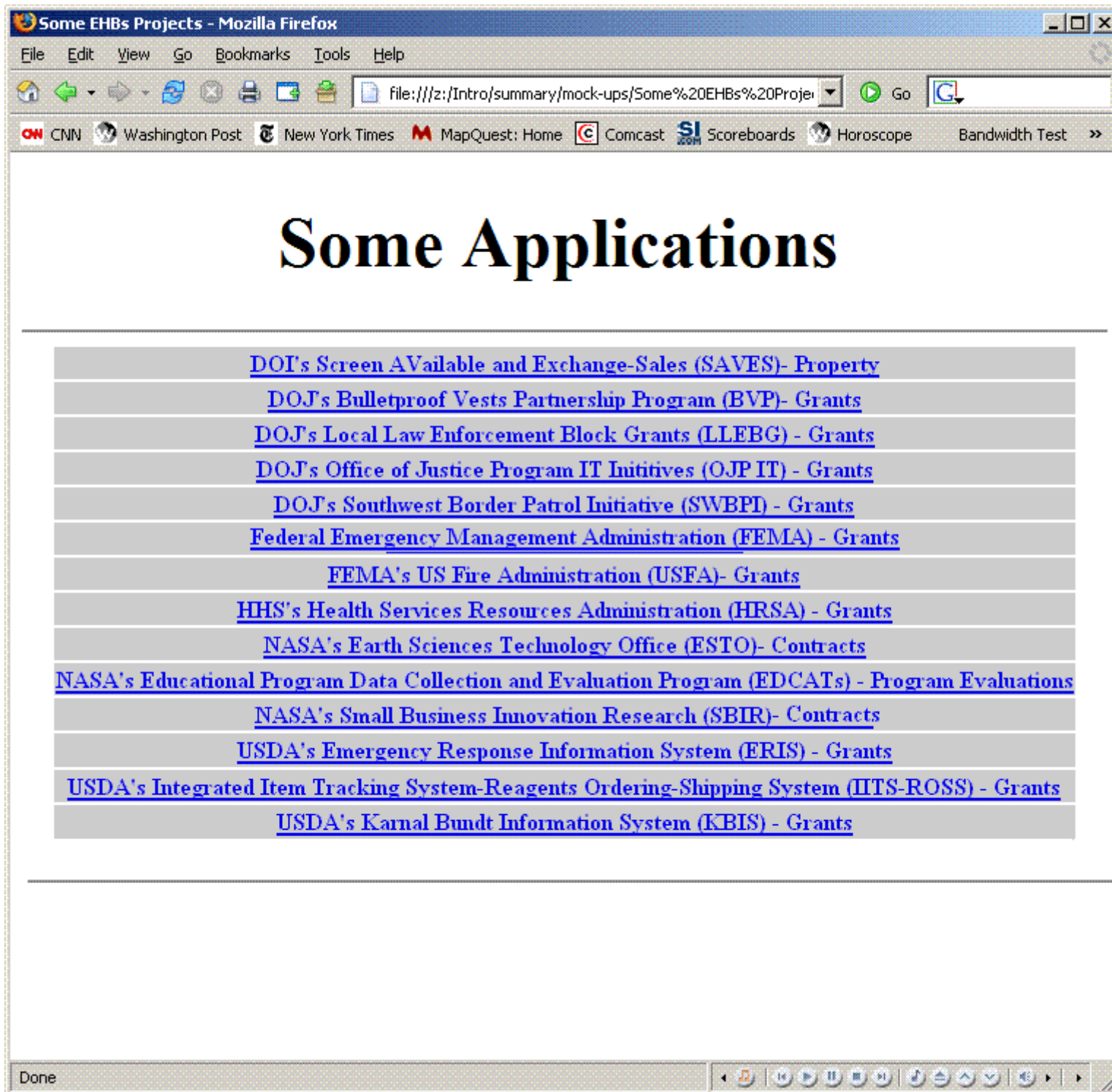


- **In Process Libraries (PLs), subprocesses are represented as "plays" where "actors" communicate thru the Internet. Each organization puts on its own "productions". For each role, Electronic Handbooks (EHBs) (also called Guidelines) guide "actors" thru their parts. Managers are "directors" using Worksheets 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]**

Done

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 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/intro/summary/Basic Principles.htm> ★ ⓘ IMDB 🔍

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 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.

SF 5 Now: Cloudy, 32 °F Tue: 38 °F Wed: 43 °F Thu: 47 °F Fri: 52 °F Sat: 44 °F

Subprocess/Play Developments that are supported - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/intro/summary/play-development.htm> ★ ⓘ IMDB 🔍

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.

SF 5 Now: Cloudy, 32 °F Tue: 38 °F Wed: 43 °F Thu: 47 °F Fri: 52 °F Sat: 44 °F

Process Library Operations that are supported - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/intro/summary/operations.htm> ★ ⓘ IMDB

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.

SP X Now: Cloudy, 34 °F Tue: 38 °F Wed: 43 °F Thu: 47 °F Fri: 52 °F Sat: 44 °F S

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

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Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

Overview of Department of Health and Human Services National Institutes of Health Grants Process Library

The objective of this tool is to help Department of Health and Human Services Health Resources Services Administration Grants Managers (and Staff) to *quickly learn* to build and manage Grants. We present our approach in five bullets.

- We focus on the documents that Department of Health and Human Services Health Resources Services Administration Grants Managers prepare. These documents appear within various subprocesses (e.g., [1](#)) and within multiple organizations (e.g., [2](#)).
- For each subprocess, we create a directory of documents for that subprocess. (e.g., [1](#), [2](#))
- For each document type, we create files to help prepare the document. These files include document overview, organization, related links, structure, references, organization samples, organization contacts, and *sample documents from other organizations*. (e.g., [1](#), [2](#))
- Sample documents have three levels of access: a) Unconditionally Distributable (e.g., [1](#), [2](#)), b) Maintained In Organization Libraries (e.g., [1](#), [2](#)), and c) Proprietary (e.g., [1](#), [2](#)).
- Each organization gets worksheets for its own use. These worksheets also help add to the database as Managers go thru the subprocesses. (e.g., [1](#), [2](#))

For more information on the Department of Health and Human Services Health Resources Services Administration Grants Process Library see: [paper](#), [summary](#), and [other process libraries](#).

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Document - Mozilla Firefox

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Home Back Forward Reload Stop <http://ehbs.org/hrsa/library/Integration/PRSSs/Solicitation Development/> Webster

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Google Search Bookmarks AutoLink Sign in

Solicitation Development

Solicitation

Document

Overview

The purpose of Solicitation is to provide Solicitation documents for the Solicitation Development subprocess.

Organization: ORG

Document

[Template \(doc\)](#)
[Example\(s\) \(html\)](#)
[Instructions \(html\)](#)

Implementation:

[Mockup \(html\)](#)
[Implementation \(html\)](#)

Contacts:

GP 5 Now: Cloudy, 64 °F Sat: 76 °F Sun: 83 °F Mon: 84 °F Tue: 83 °F Wed: 76 °F Thu: 7

Document - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop [http://ehbs.org/hrsa/library/Integration/PRSs/Solicitation Development/L](http://ehbs.org/hrsa/library/Integration/PRSs/Solicitation%20Development/L) Webster

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Organization: ORG

Document

[Template \(doc\)](#)
[Example\(s\) \(html\)](#)
[Instructions \(html\)](#)

Implementation:

[Mockup \(html\)](#)
[Implementation \(html\)](#)

Contacts:

[Name- Phone-Email \(mailto-hyperlink\)](#)

References:

[Title- Author- Library \(html\)](#)

GP 5 Now: Cloudy, 64 °F Sat: 76 °F Sun: 83 °F Mon: 84 °F Tue: 83 °F Wed: 76 °F Thu: 7

Fetch Integration - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Fetch Integration

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

Google

Fetch Integration

Read Integration	
Classification	Product Realization Subprocesses
Subprocess	Solicitation Development
Type	Guidelines
Title	Solicitation Development Manager
Id	T4-4-3-00
Integration Url	Fetch
Ordinal	33
Date Created	03-MAY-2005
Date Updated	18-MAY-2005

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

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Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

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Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

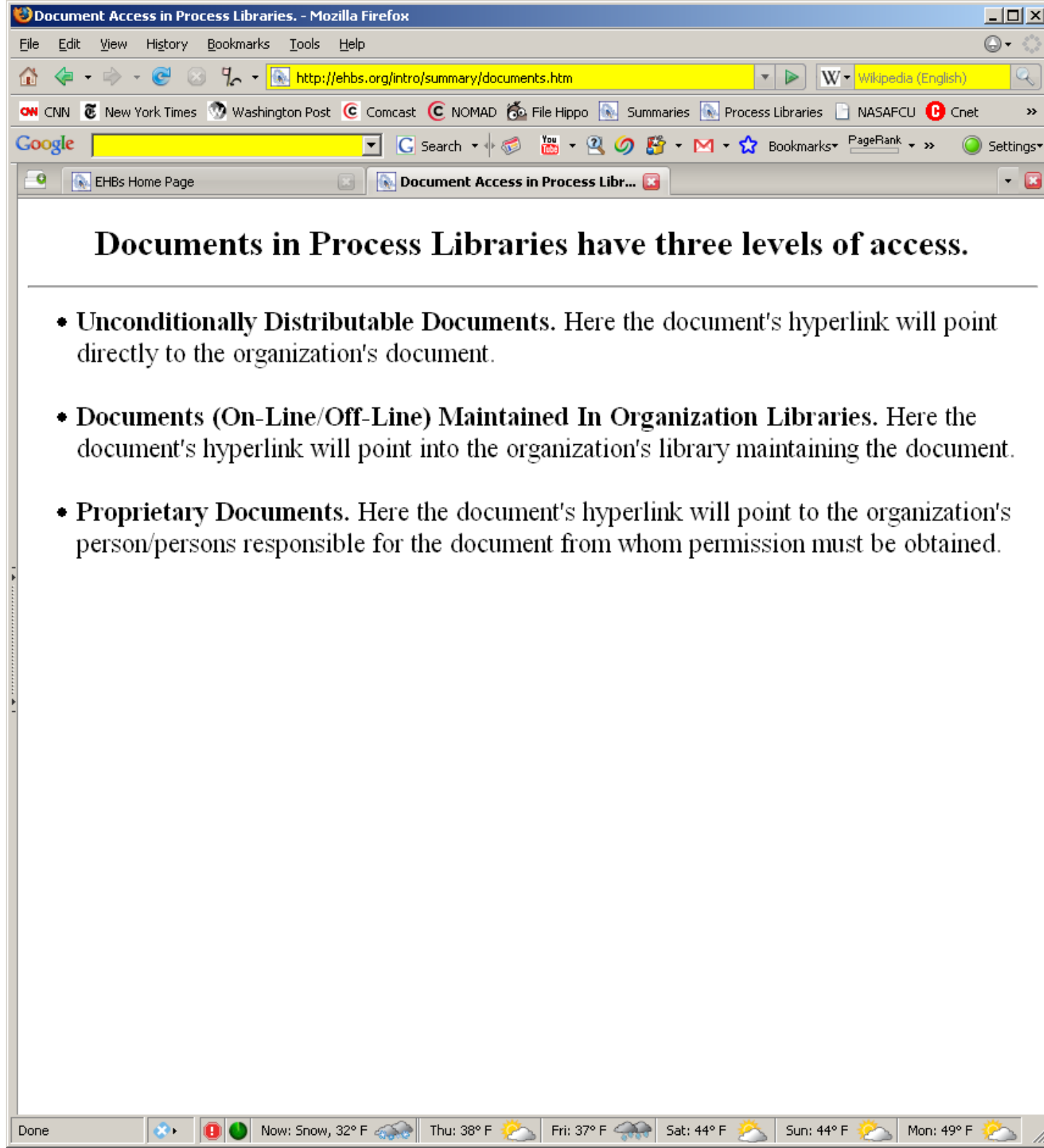
Overview of Department of Health and Human Services National Institutes of Health Grants Process Library

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For more information on the Department of Health and Human Services Health Resources Services Administration Grants Process Library see: [paper](#), [summary](#), and [other process libraries](#).

Silver Spring, MD 20902, USA: 51°F Sun: 50°F Mon: 53°F Tue: 59°F Wed: 67°F Thu: 71°F Fri: 58°F



**HHS's National Institutes of Health (NIH) Grants
Management Using Process Libraries and Electronic Handbooks
(Where Shakespeare Meets Freud)**

Dr. Barry E. Jacobs
Code 690.1
NASA Goddard Space Flight Center
Greenbelt, MD 20771, USA
barry.e.jacobs@nasa.gov

Abstract

In this paper, we show how to provide editable and cost-saving process documentation tools for process developers and participants to help them quickly and effectively learn, adapt, test, teach, and work together. These tools may be added to new or existing systems. We illustrate using HHS's National Institutes of Health (NIH) 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.

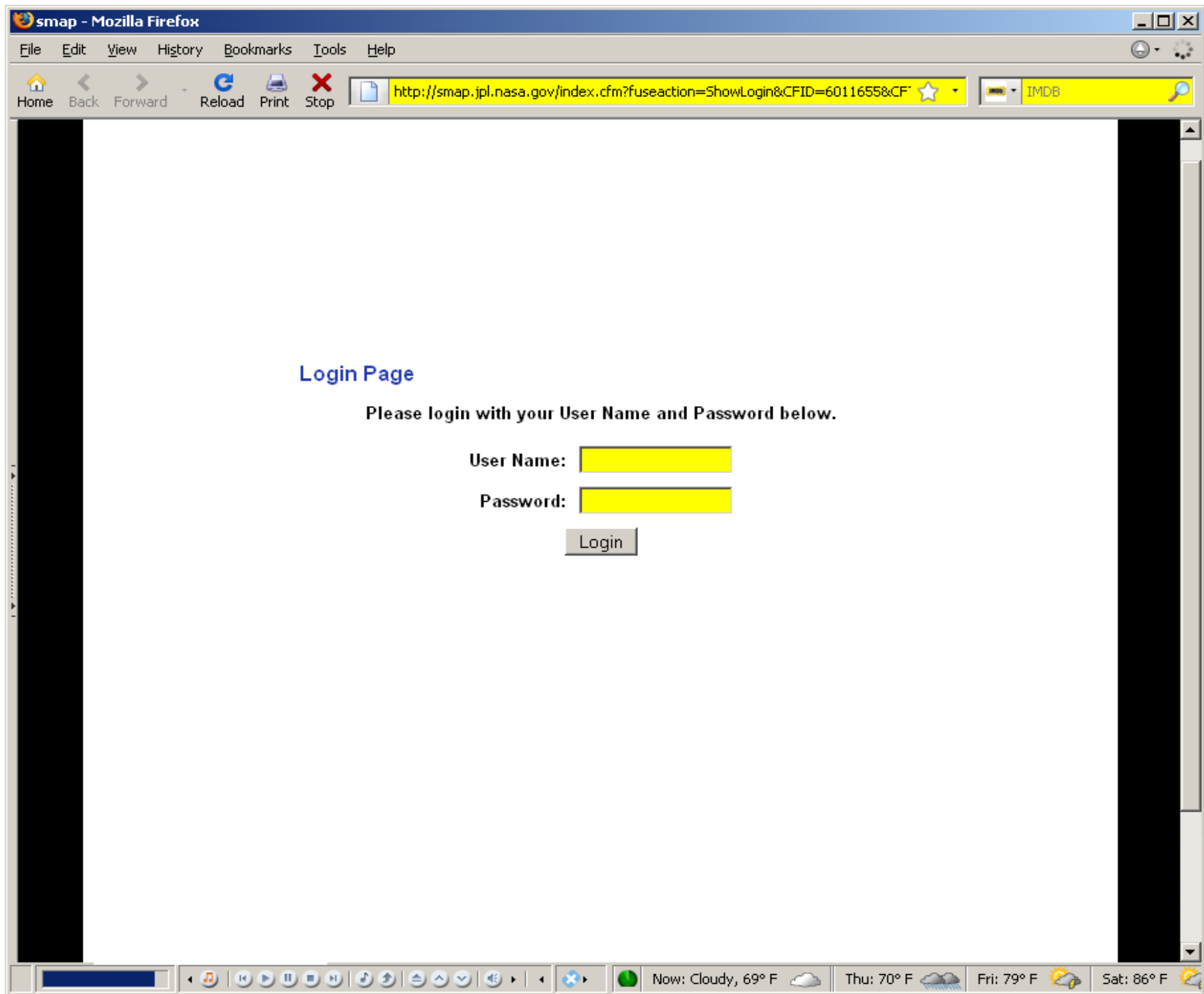
0. Introduction

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 National Institutes of Health (NIH) Grants. HHS's National Institutes of Health (NIH) Grants is a key ingredient of the HHS's National Institutes of Health (NIH). 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.

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).



Compose: Please send me a copy of your project's proprietary MDR Package

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Send Contacts Spell Attach Security Save

From: Barry E. Jacobs <barry.e.jacobs@nasa.gov> - BEJ@nasa

To: Mary.T.Smith@jpl.nasa.gov

To:

Subject: Please send me a copy of your project's proprietary MDR Package

Preformat Variable Width

Please send me a copy of your project's proprietary:

Package

Thanks,

Barry

--
Dr. Barry E. Jacobs
Code 690.1
NASA Goddard Space Flight Center
Greenbelt, MD 20771
barry.e.jacobs@nasa.gov

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

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Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

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Subprocess Worksheet

Subprocess: Solicitation Development

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

Organization: Division C

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 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	Library: NS2034
Critical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR)..	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	06/23/07	06/23/07	Critical Design Review (CDR)Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
Resource Analysis Office	The purpose of this task is to administer Resource	Task Lead, Subtask Lead, Subtask Member, Reviewer,	James			Resource Analysis Office (RAO) Data Dump Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034

Benefits: Process Library Worksheets/Views facilitate complex process management in several ways.

Important Human Factor Issues	Process Library Worksheets/Views Solution*
Organization subprocess managers want to quickly learn how to manage their subprocesses. (Critical)	Organization subprocess managers study relevant organization subprocess Worksheets/Views in the Process Library.
Organization subprocess managers want to quickly establish their own views of their subprocesses, which may differ from other organization subprocess manager's views.	Organization subprocess managers copy relevant organization subprocess Worksheets/Views in the Process Library and then update their new organization subprocess Worksheets/Views.
Organization subprocess participants want to quickly learn how to participate in their subprocesses. (Critical)	Organization subprocess participants study the steps of their organization subprocess view Guidelines/Handbooks.
Organization subprocess participants want to quickly perform tasks that are part of their views.	Organization subprocess participants execute the steps of their organization subprocess view Guidelines/Handbooks.
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 Worksheets/Views.
Organization subprocess managers and participants want to quickly improve their subprocesses.	Organization subprocess managers and participants study, integrate, and update their organization subprocess Worksheets/Views.
Organization subprocess managers and participants want to quickly learn from other organization's views.	Organization subprocess managers and participants study other relevant organization subprocess Worksheets/Views in the Process Library.
Organization subprocess managers and participants become hurt/angry when their views are not supported.	Organization subprocess managers and participants study, integrate, and update their organization subprocess Worksheets/Views.
Organization subprocess managers and participants want to quickly leave when their views continue not to be supported.	Organization subprocess managers and participants archive their organization subprocess Worksheets/Views.
The Key Human Factor Issue: Communication Within and Across Organizations	Organization subprocess Worksheets/Views in Process Libraries facilitate intra- and inter- organization communication.

*Note: Any of these solutions may also result in the expansion of user's Worksheets/Views.

Overview of Department of Health and Human Services Health Resources Services Administration Grants Process Library - Mozilla Firef...

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Overview of Department of Health ... X +

file:///E:/8000-8999/hhs/nih/plib/overview.html

Google

Overview of Department of Health and Human Services National Institutes of Health Grants Process Library

The objective of this tool is to help Department of Health and Human Services Health Resources Services Administration Grants Managers (and Staff) to *quickly learn* to build and manage Grants. We present our approach in five bullets.

- We focus on the documents that Department of Health and Human Services Health Resources Services Administration Grants Managers prepare. These documents appear within various subprocesses (e.g., [1](#)) and within multiple organizations (e.g., [2](#)).
- For each subprocess, we create a directory of documents for that subprocess. (e.g., [1](#), [2](#))
- For each document type, we create files to help prepare the document. These files include document overview, organization, related links, structure, references, organization samples, organization contacts, and *sample documents from other organizations*. (e.g., [1](#), [2](#))
- Sample documents have three levels of access: a) Unconditionally Distributable (e.g., [1](#), [2](#)), b) Maintained In Organization Libraries (e.g., [1](#), [2](#)), and c) Proprietary (e.g., [1](#), [2](#)).
- Each organization gets worksheets for its own use. These worksheets also help add to the database as Managers go thru the subprocesses. (e.g., [1](#), [2](#))

For more information on the Department of Health and Human Services Health Resources Services Administration Grants Process Library see: [paper](#), [summary](#), and [other process libraries](#).

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**HHS's National Institutes of Health (NIH) Grants
Management Using Process Libraries and Electronic Handbooks
(Where Shakespeare Meets Freud)**

Dr. Barry E. Jacobs
Code 690.1
NASA Goddard Space Flight Center
Greenbelt, MD 20771, USA
barry.e.jacobs@nasa.gov

Abstract

In this paper, we show how to provide editable and cost-saving process documentation tools for process developers and participants to help them quickly and effectively learn, adapt, test, teach, and work together. These tools may be added to new or existing systems. We illustrate using HHS's National Institutes of Health (NIH) 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 National Institutes of Health (NIH) Grants. HHS's National Institutes of Health (NIH) Grants is a key ingredient of the HHS's National Institutes of Health (NIH). 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.

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).

HHS's National Institutes of Health (NIH) Grants Management \ - Mozilla Firefox

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ehbs.org/nih/summary/index.html

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HHS's National Institutes of Health (NIH) Grants Management Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)

Summary

(Click Here for: [PDF](#), [PPT](#))

([Quick Summary](#))

([Paper](#))

([Demonstration](#))

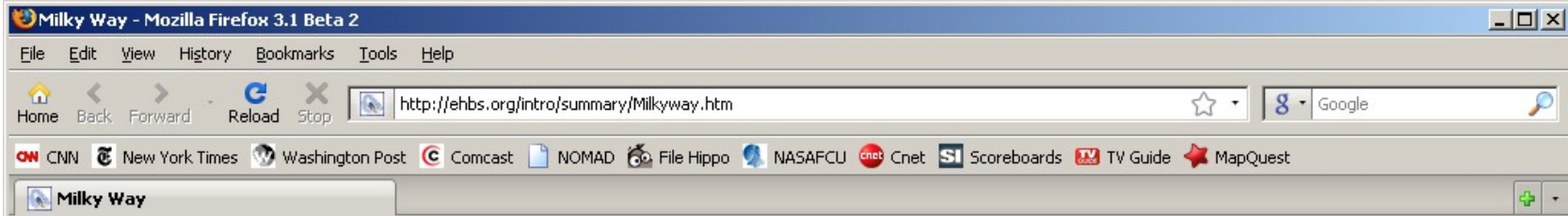
([Subprocesses and Their Documentations](#))

([Demonstration Tool](#))

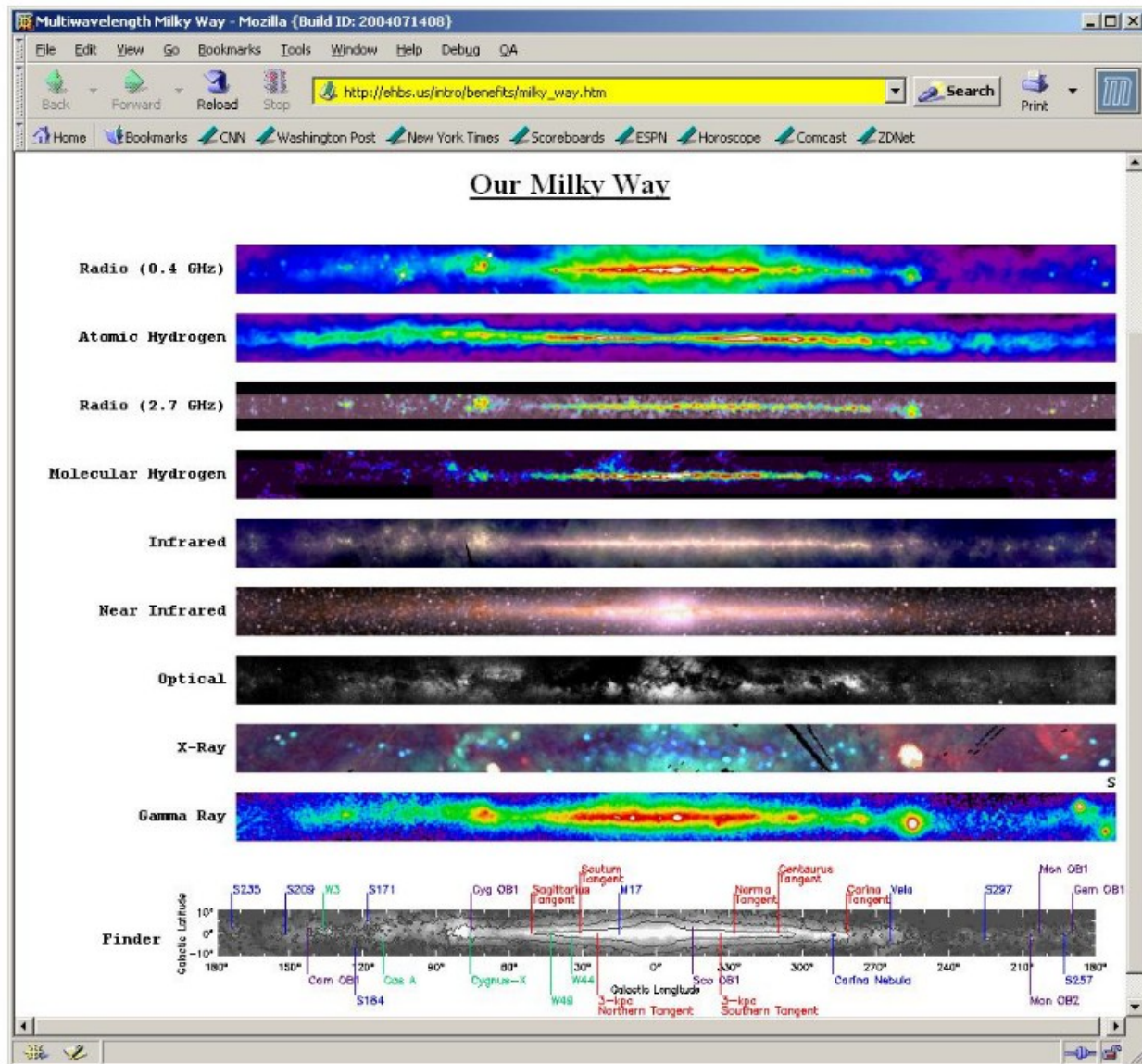
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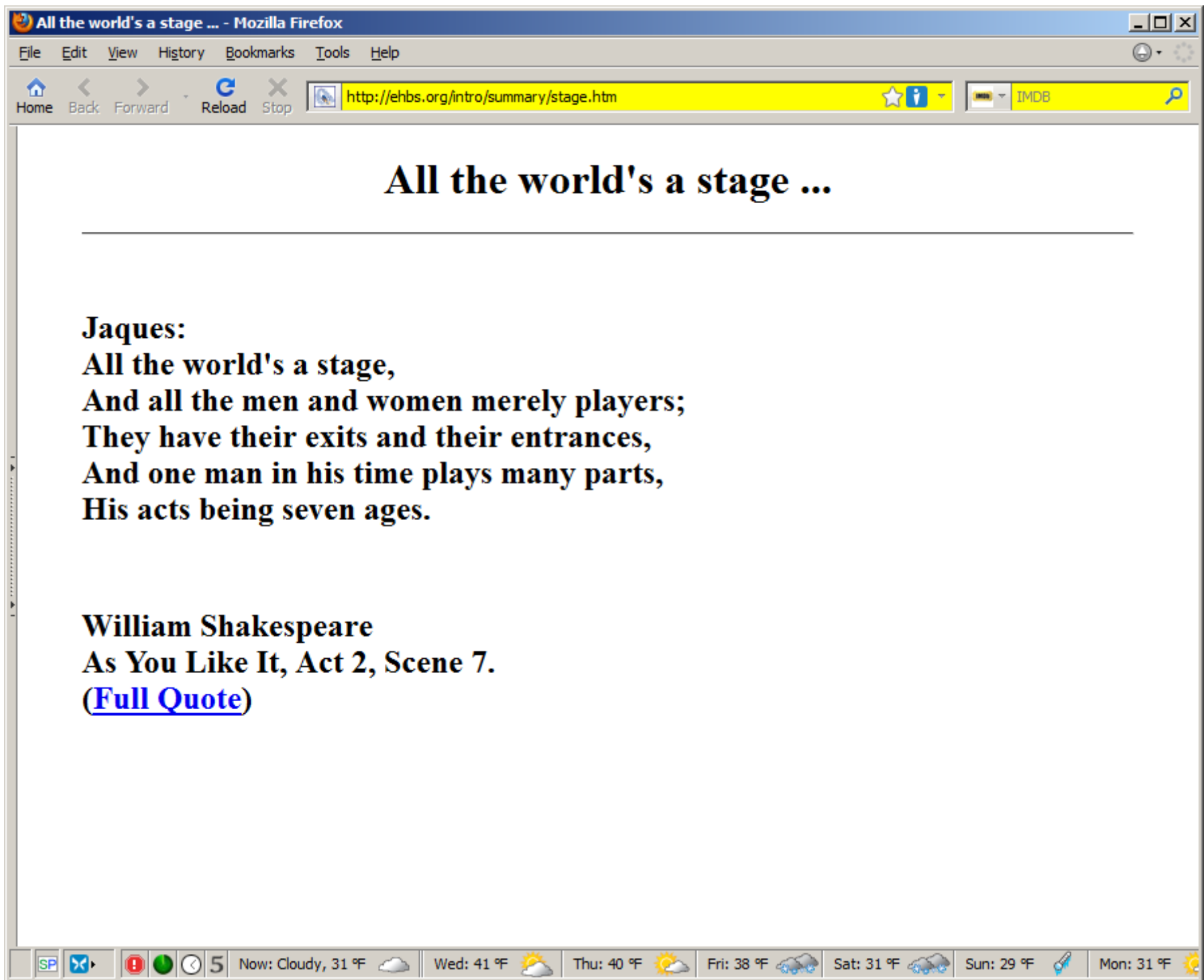
- [Cover](#)
- [The Bottom Line: Provide editable and cost-saving process documentation tools for process developers and participants to help them quickly and effectively learn, adapt, test, teach, and work together. These tools may be added to new or existing systems. See \[Quick Summary\]\(#\).](#)
- [Outline of Presentation.](#)
- [Objective: Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.](#)
- [Plays describe subprocess execution.](#)
- [Organizations provide different views of the subprocesses, some of which may be proprietary.](#)
- [People in organizations provide different views of the subprocesses.](#)
- [Organizations generate Subprocess Life-Cycle Views.](#)
- [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.](#)
- [Solution: Process Libraries maintain organization's views of the subprocesses.](#)

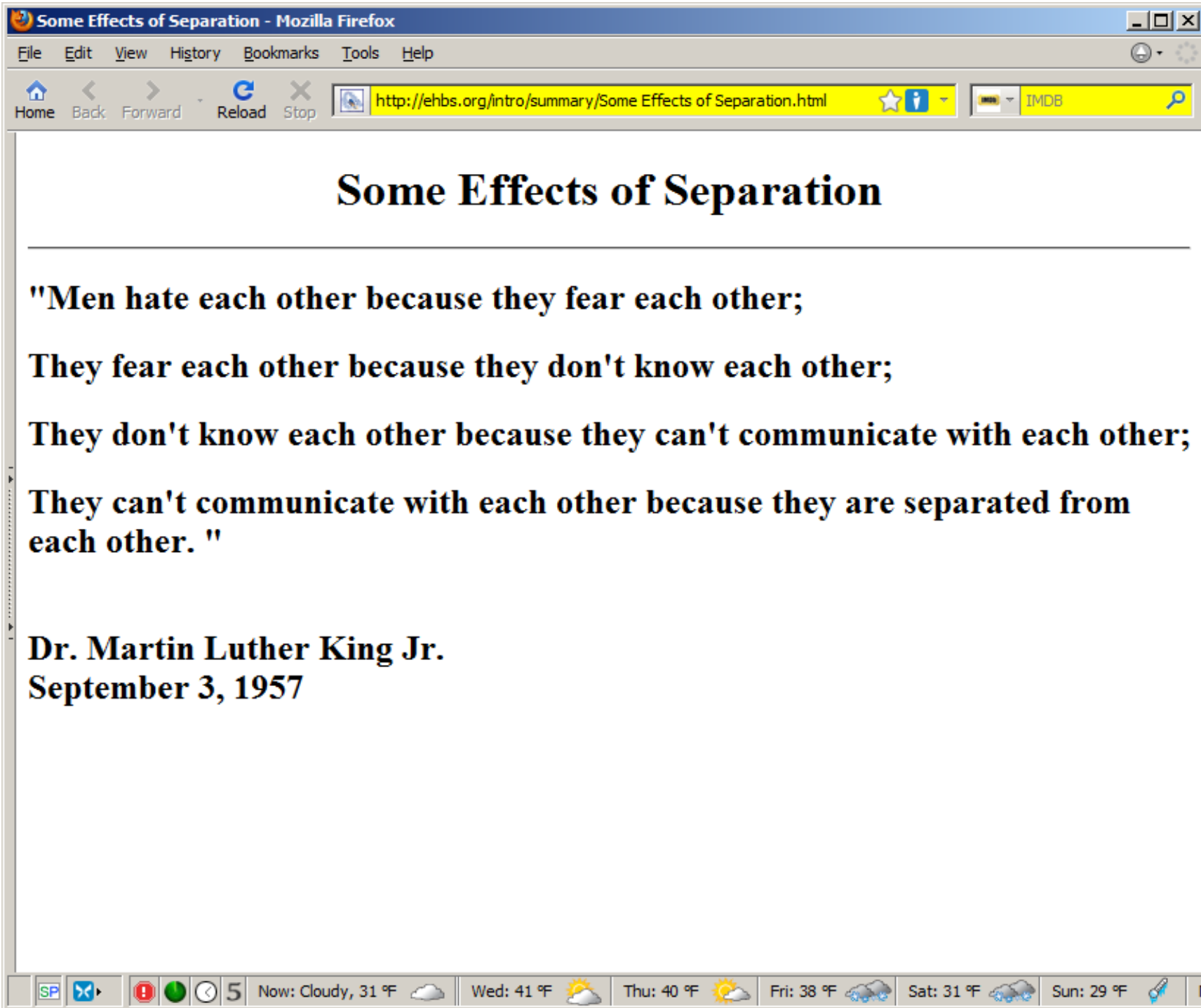
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We believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views.







Theatre of Dionysus- Athens, Greece



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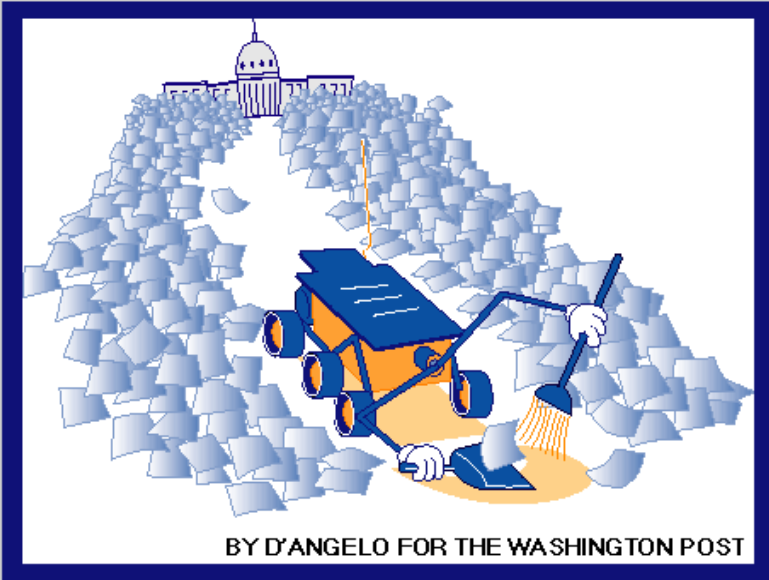
1. What are PLs and EHBs?
2. Some Quick Summaries
3. Some Applications
4. In The Press
5. Experiences
6. Some Papers
7. Some Demonstration Tools
8. Some Subprocesses and Their Documentations
9. Assembly Line Processes
10. Benefits

White Paper Book

How Can I Apply These To My Organization's Processes?

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BY D'ANGELO FOR THE WASHINGTON POST

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

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