

Library of Congress Congressional Research Service (CRS) Research, Analysis, and Information Projects Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



Quick Summary



Dr. Barry E. Jacobs
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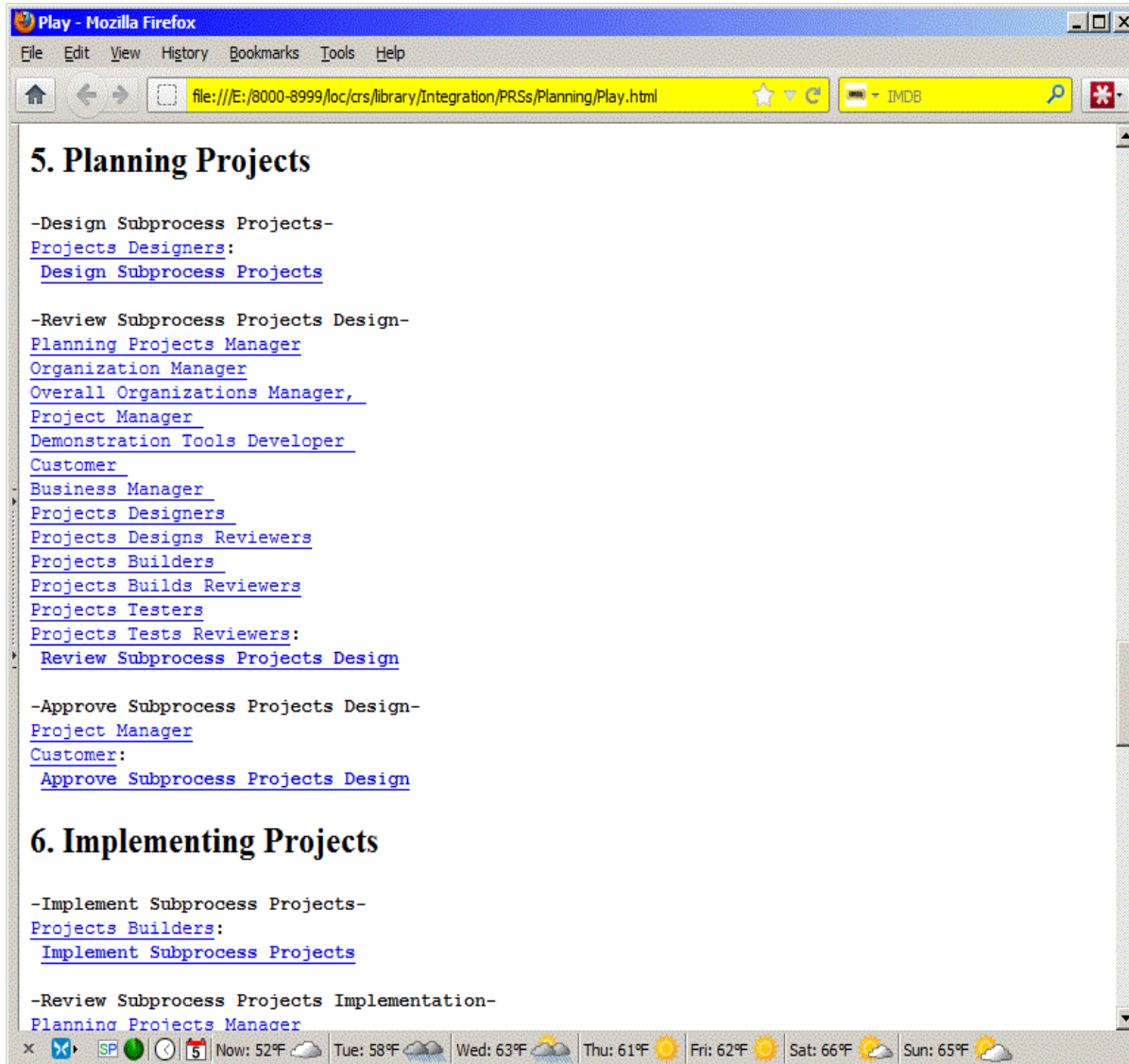
The Bottom Line:

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.



The screenshot shows a Mozilla Firefox browser window with the following content:

5. Planning Projects

- Design Subprocess Projects-
[Projects Designers:](#)
[Design Subprocess Projects](#)
- Review Subprocess Projects Design-
[Planning Projects Manager](#)
[Organization Manager](#)
[Overall Organizations Manager,](#)
[Project Manager](#)
[Demonstration Tools Developer](#)
[Customer](#)
[Business Manager](#)
[Projects Designers](#)
[Projects Designs Reviewers](#)
[Projects Builders](#)
[Projects Builds Reviewers](#)
[Projects Testers](#)
[Projects Tests Reviewers:](#)
[Review Subprocess Projects Design](#)
- Approve Subprocess Projects Design-
[Project Manager](#)
[Customer:](#)
[Approve Subprocess Projects Design](#)

6. Implementing Projects

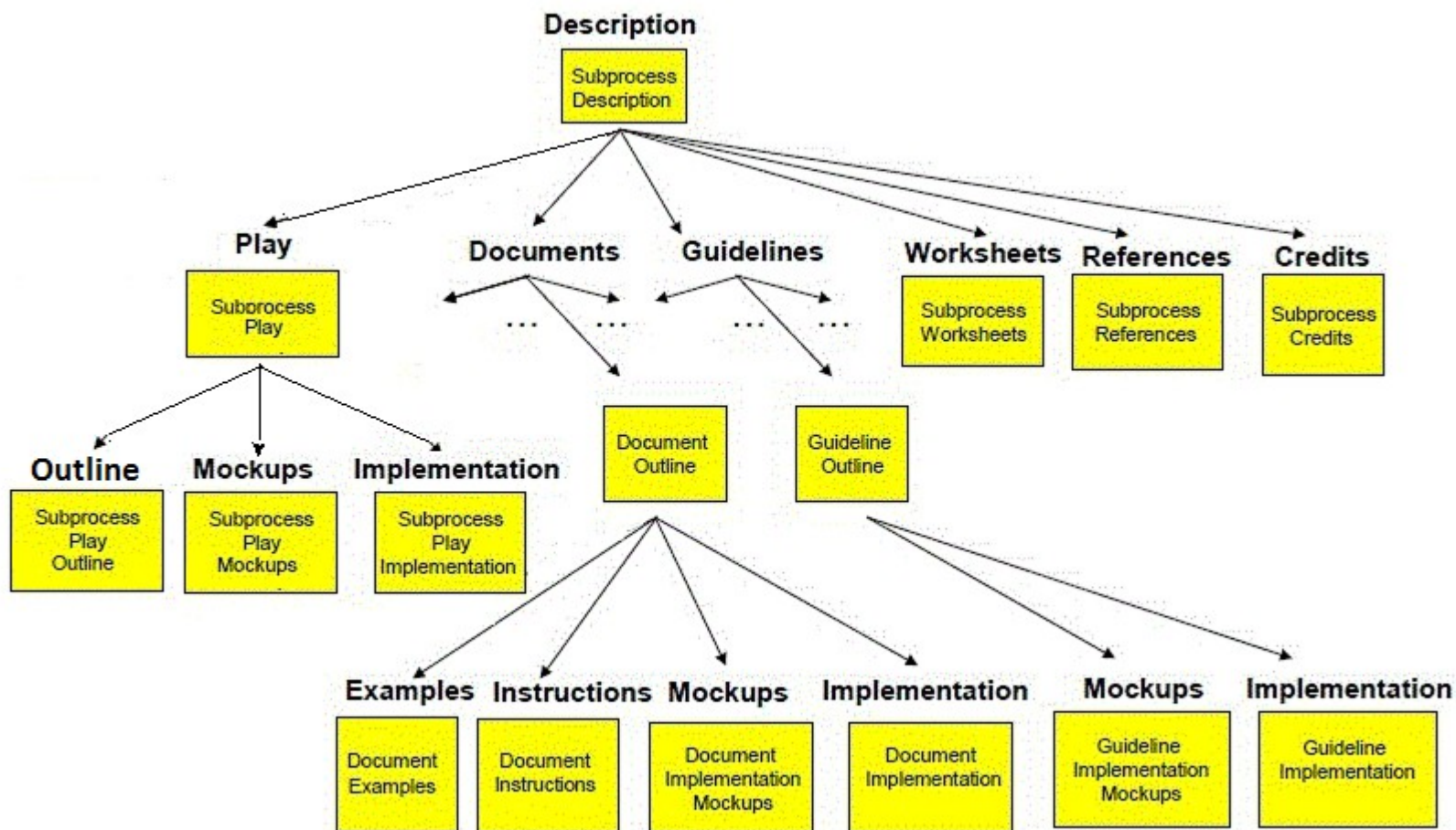
- Implement Subprocess Projects-
[Projects Builders:](#)
[Implement Subprocess Projects](#)
- Review Subprocess Projects Implementation-
[Planning Projects Manager](#)

The browser's address bar shows the file path: `file:///E:/3000-8999/oc/crs/library/Integration/PRs/Planning/Play.html`. The taskbar at the bottom displays the system tray with a date of 'Now: 52°F' and a weather forecast for the following days: Tue: 58°F, Wed: 63°F, Thu: 61°F, Fri: 62°F, Sat: 66°F, Sun: 65°F.

Benefits:

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

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



All the world's a stage ...

Jaques:

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

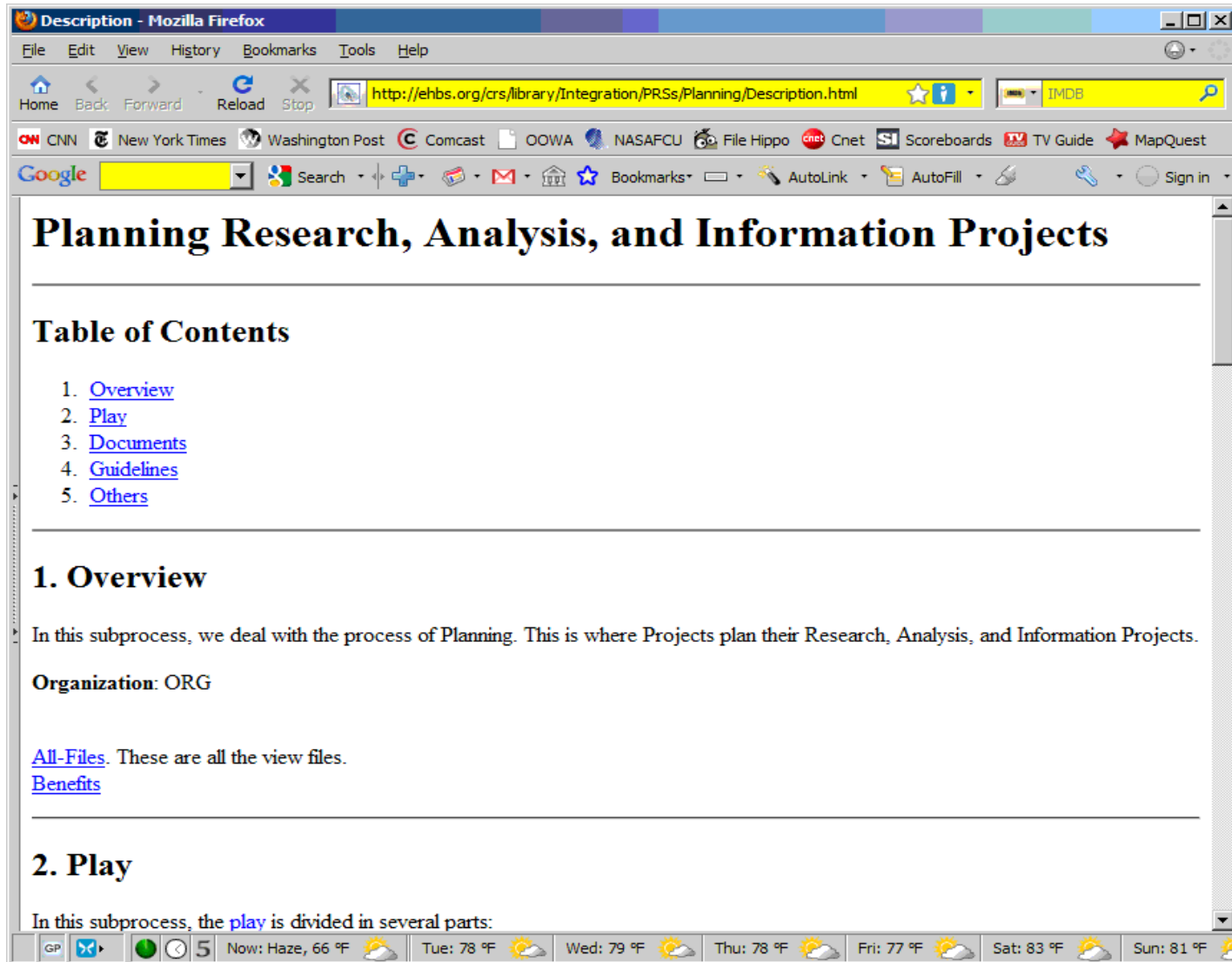
William Shakespeare

As You Like It, Act 2, Scene 7.

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



Descriptions summarize subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/crs/library/Integration/PRs/Planning/Description.html>. The page content includes a main heading, a table of contents, and the beginning of the '1. Overview' section.

Planning Research, Analysis, and Information Projects

Table of Contents

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

1. Overview

In this subprocess, we deal with the process of Planning. This is where Projects plan their Research, Analysis, and Information Projects.

Organization: ORG

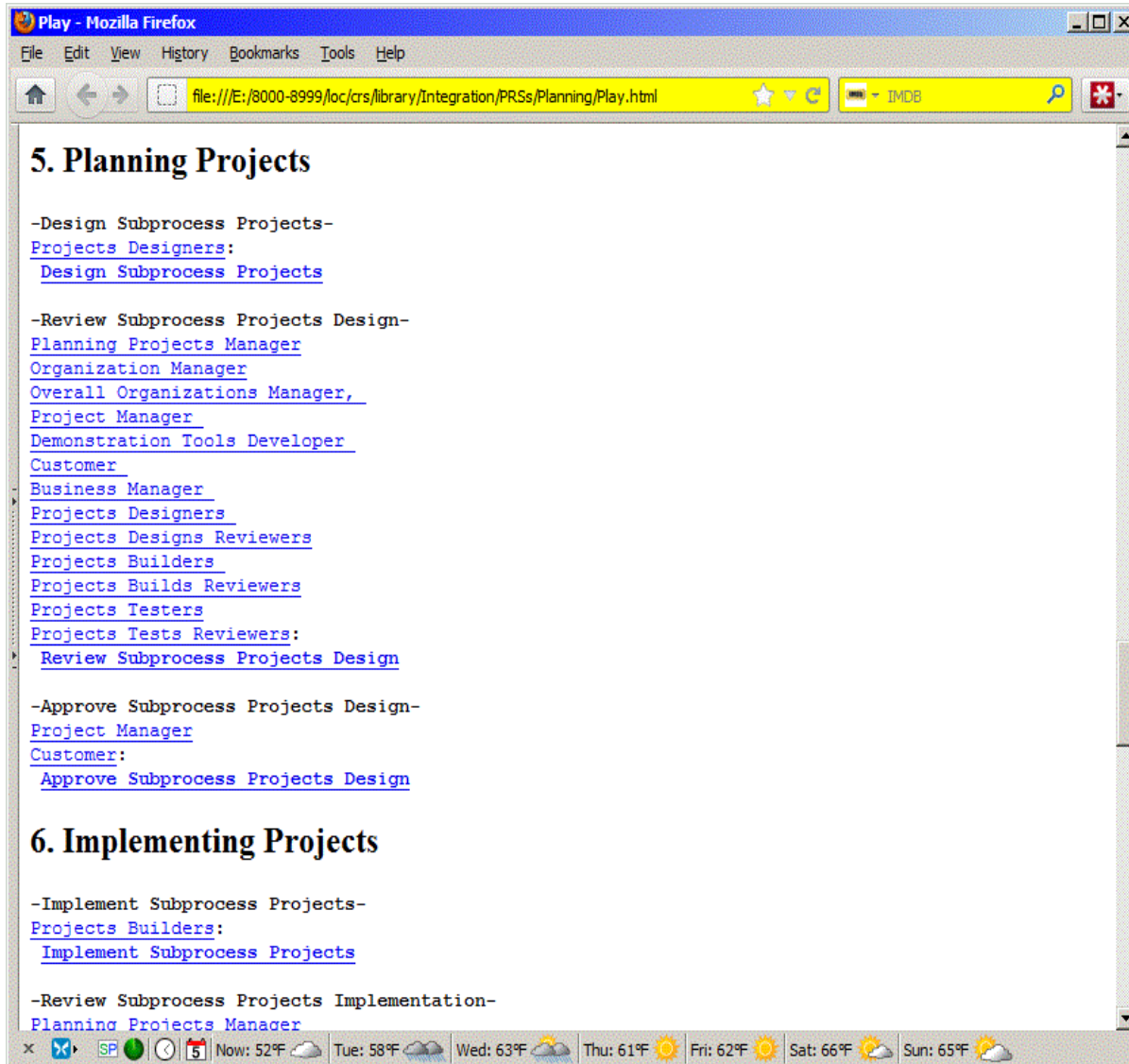
[All-Files](#). These are all the view files.
[Benefits](#)

2. Play

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

The browser's taskbar at the bottom shows the system tray with icons for GP, a clock, and weather forecasts for the next seven days: 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.



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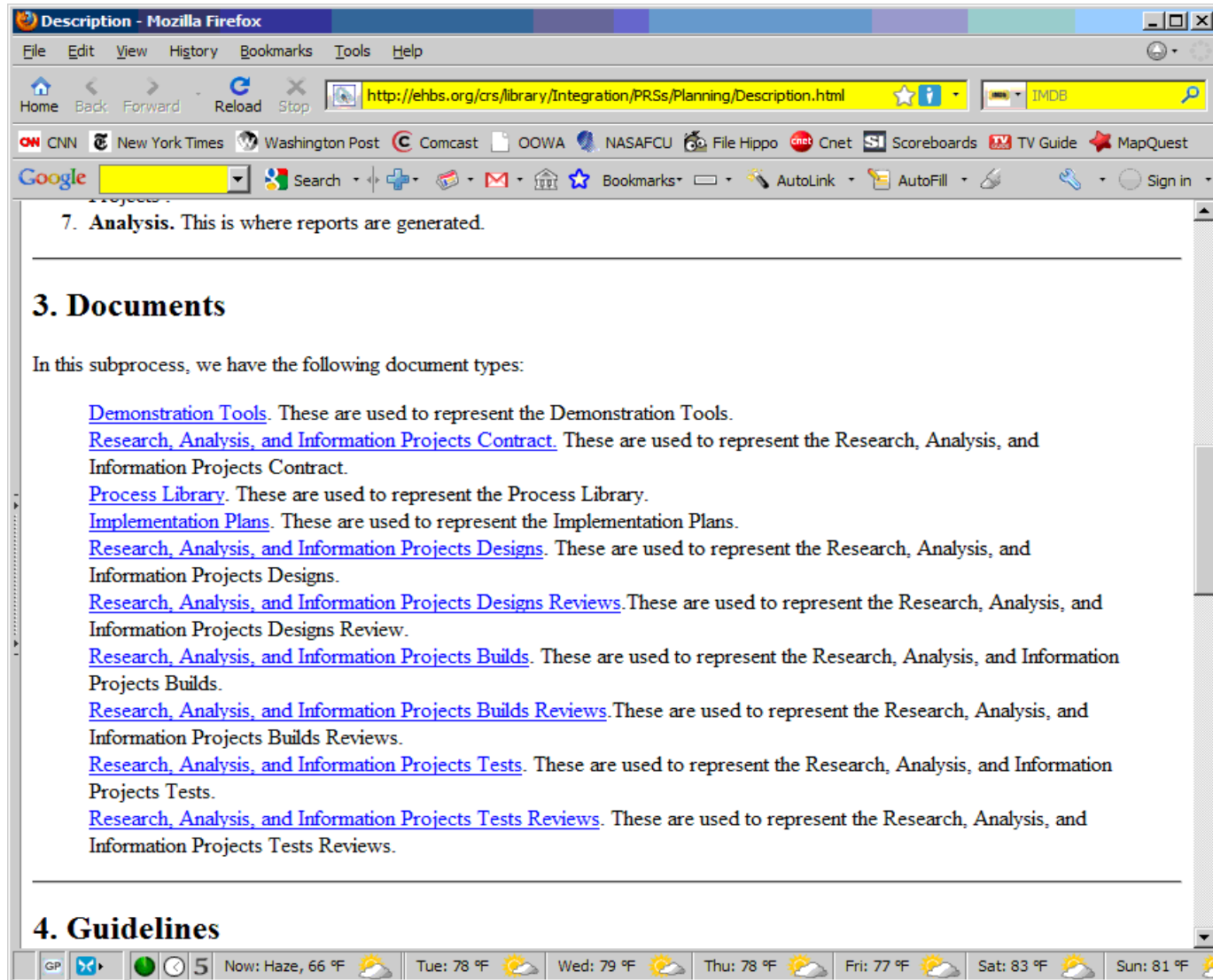
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6. Implementing Projects

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- Review Subprocess Projects Implementation-
[Planning Projects Manager](#)

The browser window also shows a taskbar at the bottom with system icons and a weather forecast for the week.

Documents describe subprocess data.



7. **Analysis.** This is where reports are generated.

3. Documents

In this subprocess, we have the following document types:

- [Demonstration Tools](#). These are used to represent the Demonstration Tools.
- [Research, Analysis, and Information Projects Contract](#). These are used to represent the Research, Analysis, and Information Projects Contract.
- [Process Library](#). These are used to represent the Process Library.
- [Implementation Plans](#). These are used to represent the Implementation Plans.
- [Research, Analysis, and Information Projects Designs](#). These are used to represent the Research, Analysis, and Information Projects Designs.
- [Research, Analysis, and Information Projects Designs Reviews](#). These are used to represent the Research, Analysis, and Information Projects Designs Review.
- [Research, Analysis, and Information Projects Builds](#). These are used to represent the Research, Analysis, and Information Projects Builds.
- [Research, Analysis, and Information Projects Builds Reviews](#). These are used to represent the Research, Analysis, and Information Projects Builds Reviews.
- [Research, Analysis, and Information Projects Tests](#). These are used to represent the Research, Analysis, and Information Projects Tests.
- [Research, Analysis, and Information Projects Tests Reviews](#). These are used to represent the Research, Analysis, and Information Projects Tests Reviews.

4. Guidelines

Guidelines describe user subprocesses.

Information Projects Tests Reviews.

4. Guidelines

In this subprocess, we have the following roles:

- [Planning Research, Analysis, and Information Projects Manager](#). This is the person managing the Planning Research, Analysis, and Information Projects subprocess.
- [Project Manager](#). This is the person managing the Project.
- [Demonstration Tools Developer](#). This is the person managing the Demonstration Tools Development.
- [Customer](#). This is the customer for the Research, Analysis, and Information Projects.
- [Business Manager](#). This is the person managing the procurements for the .Development Facility
- [Research, Analysis, and Information Projects Designers](#). This is the person managing the Research, Analysis, and Information Projects designs..
- [Research, Analysis, and Information Projects Designs Reviewers](#). This is the person reviewing the Research, Analysis, and Information Projects designs..
- [Research, Analysis, and Information Projects Builders](#). This is the person building the Research, Analysis, and Information Projects..
- [Research, Analysis, and Information Projects Builds Reviewers](#). This is the person reviewing the Research, Analysis, and Information Projects.
- [Research, Analysis, and Information Projects Testers](#). This is the person testing the Research, Analysis, and Information Projects..
- [Research, Analysis, and Information Projects Tests Reviewers](#). This is the person reviewing the testing of the Research, Analysis, and Information Projects..
- [Organization Manager](#). This is the person managing the Organization.
- [Overall Organizations Manager](#). This is the person managing the overall Organizations.

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

Worksheet - Mozilla Firefox

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

Subprocess Worksheet

Subprocess: Planning Research, Analysis, and Information Projects.

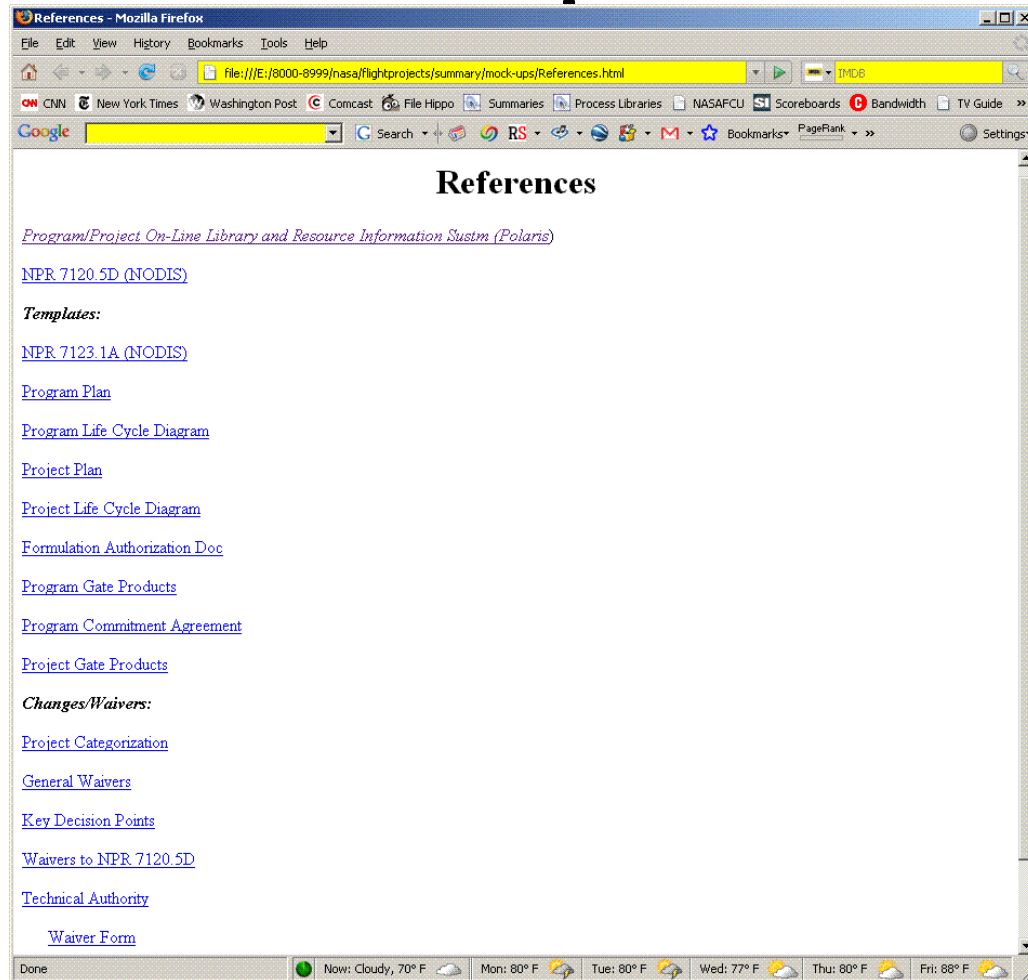
In this subprocess, we deal with the process of Planning. This is where Projects plan their Research, Analysis, and Information Projects.

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

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

References list other related resources.



Credits acknowledge people's contributions.



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

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

Tools To Focus On During Stages- By Tool.

Tool	Process Developer	Process Participant
Descriptions:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Plays:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Documents:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
References:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Credits:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together

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

Tools To Focus On During Stages- By Stage.

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

Objective:

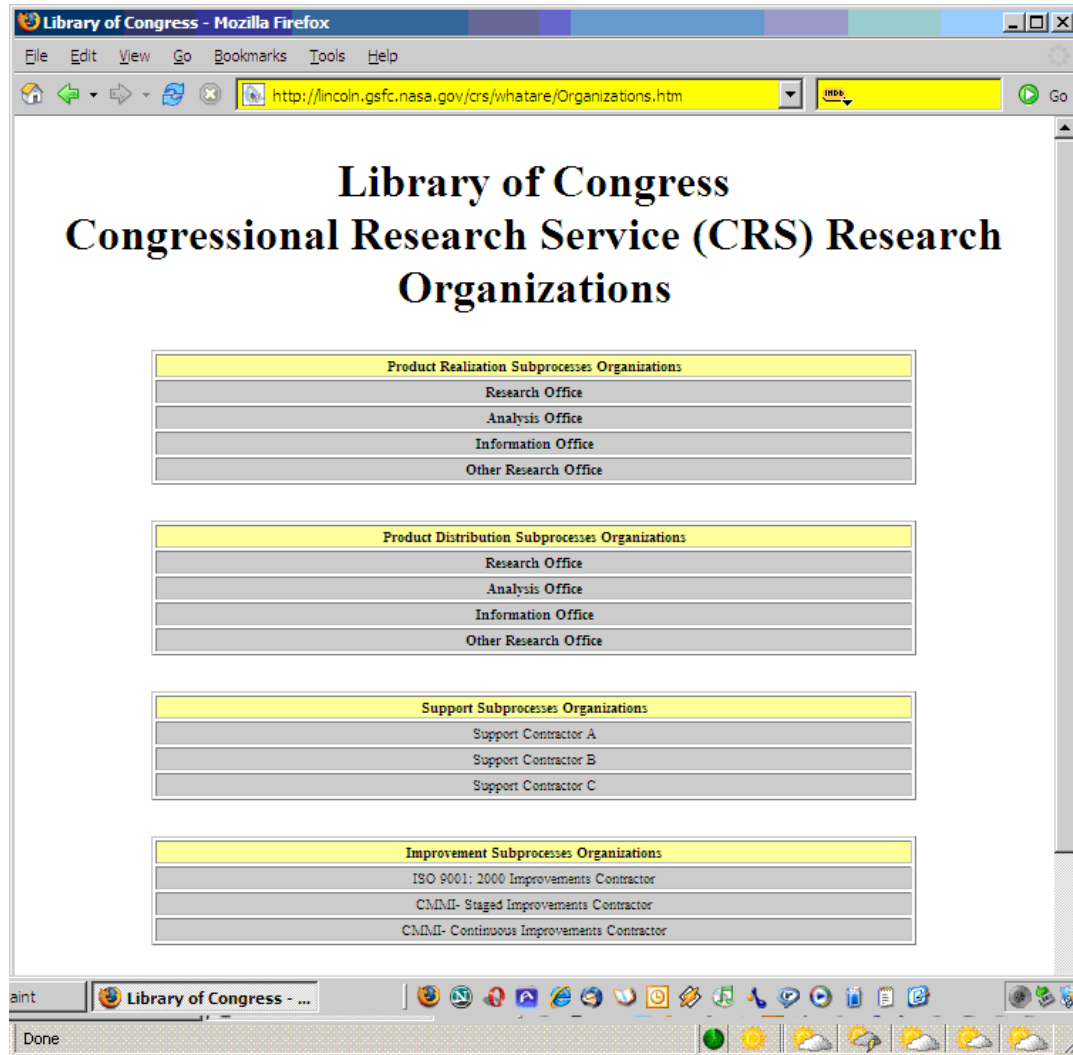
Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.

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

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

The browser's status bar at the bottom shows the system tray with weather information: "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.



Organizations execute the eight “Play Development” stages.

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

People in organizations provide different views of the subprocesses



**Subprocess
Documentor's
View**



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

Organizations generate Subprocess Life-Cycle* Views

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

* Also, called the "Universal Subprocess".

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



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

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

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

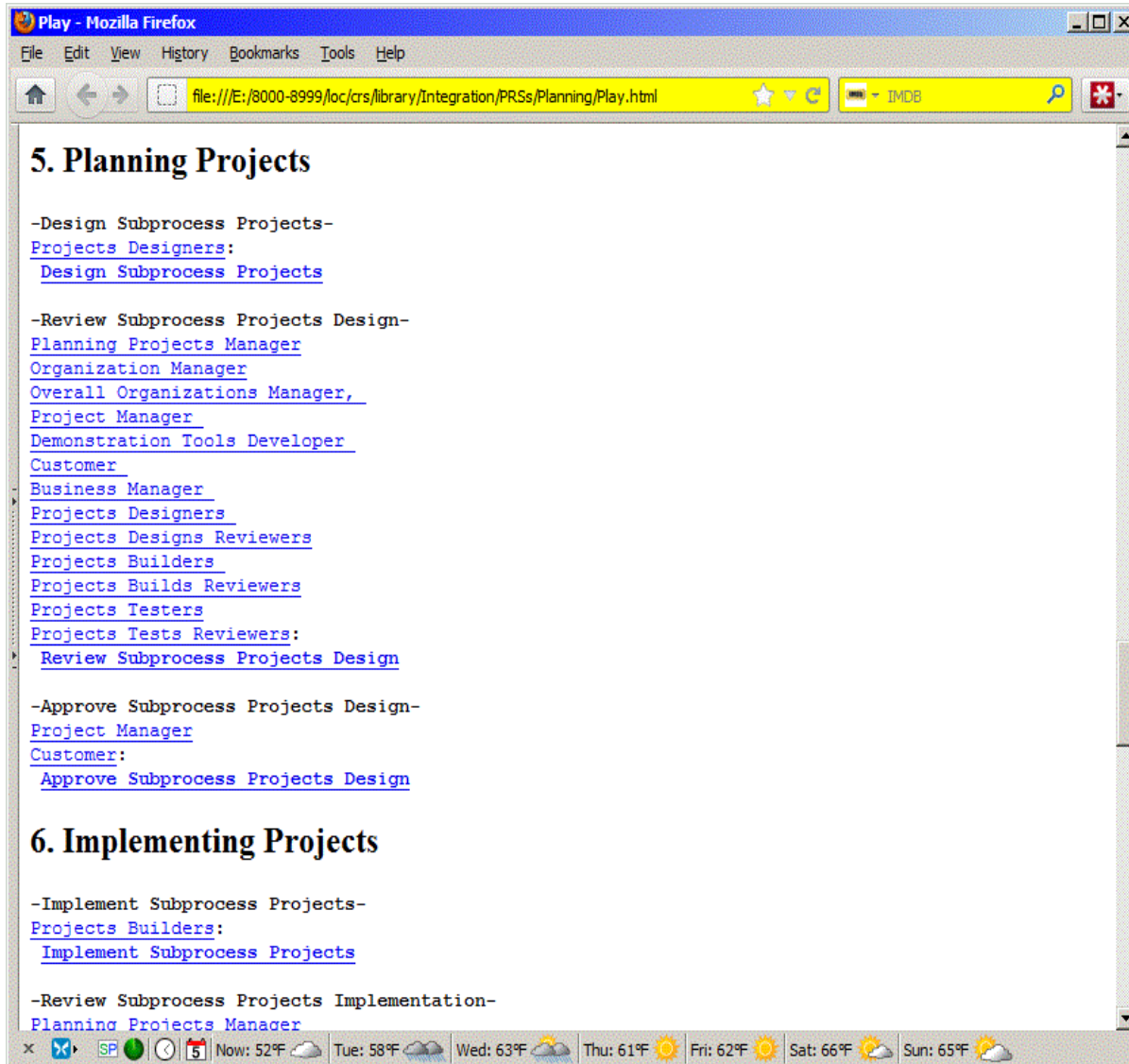
Views

Total 11 Entries
Classification: **Product Realization Subprocesses** (T4-00-00-00)
Subprocess: **Planning Research, Analysis and Information Projects** (T4-3-00-00)

[Create View](#)

View	Steps
Research Office Lee, Geoff (geoff.lee@crs.loc.gov) Fetch	Update Copy Delete
Analysis Office Bogue, Rodney (rod.bogue@crs.loc.gov) Fetch	Update Copy Delete
Information Office Kim, Walter S. (walter.s.kim@crs.loc.gov) Fetch	Update Copy Delete
Other Research Office Chern, Dr. E. James (Engmin.J.Chern@crs.loc.gov) Fetch	Update Copy Delete

Plays describe subprocess execution.



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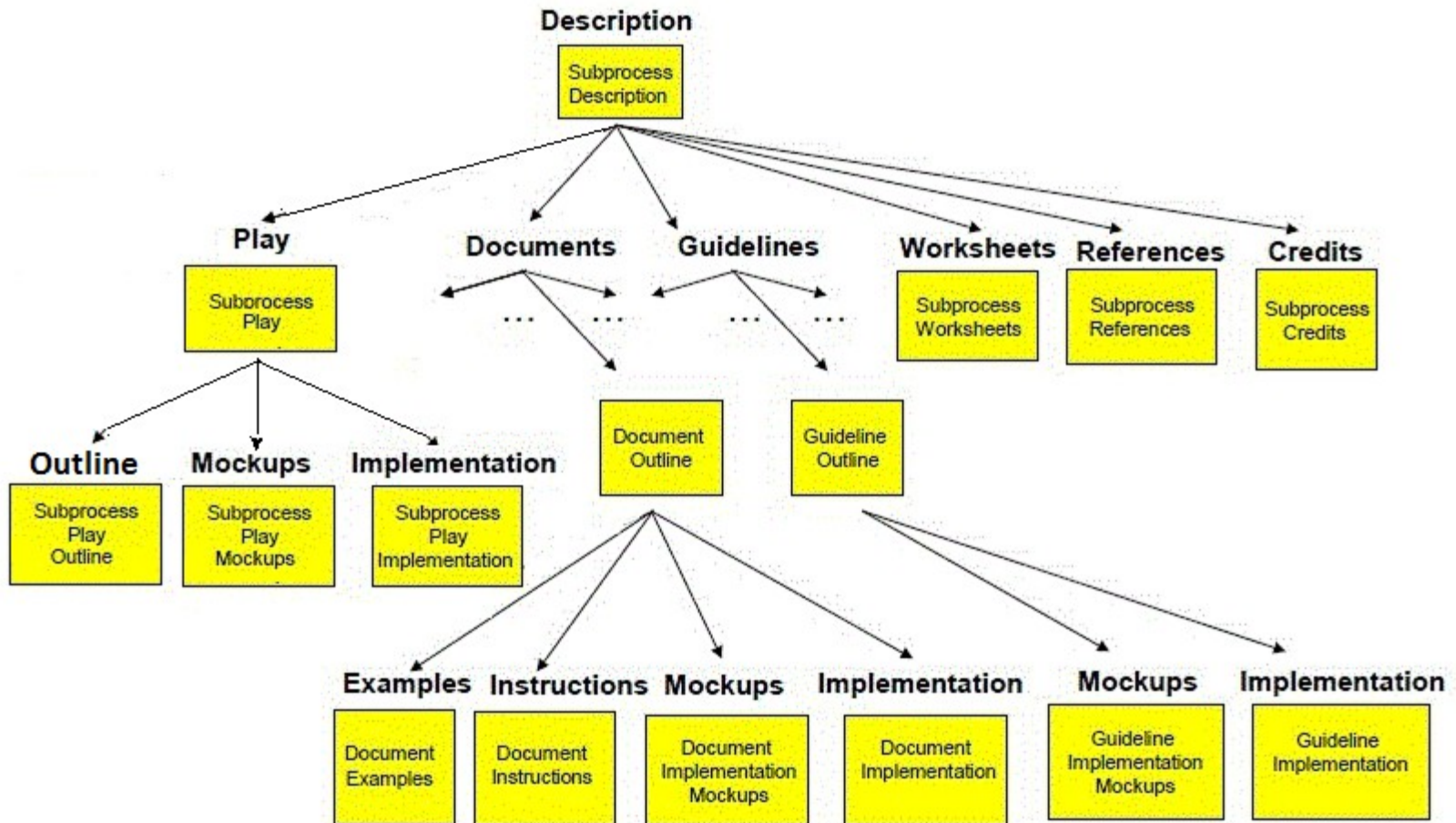
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[Planning Projects Manager](#)

The browser window also shows a taskbar at the bottom with system icons and a weather forecast for the week.

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.

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File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

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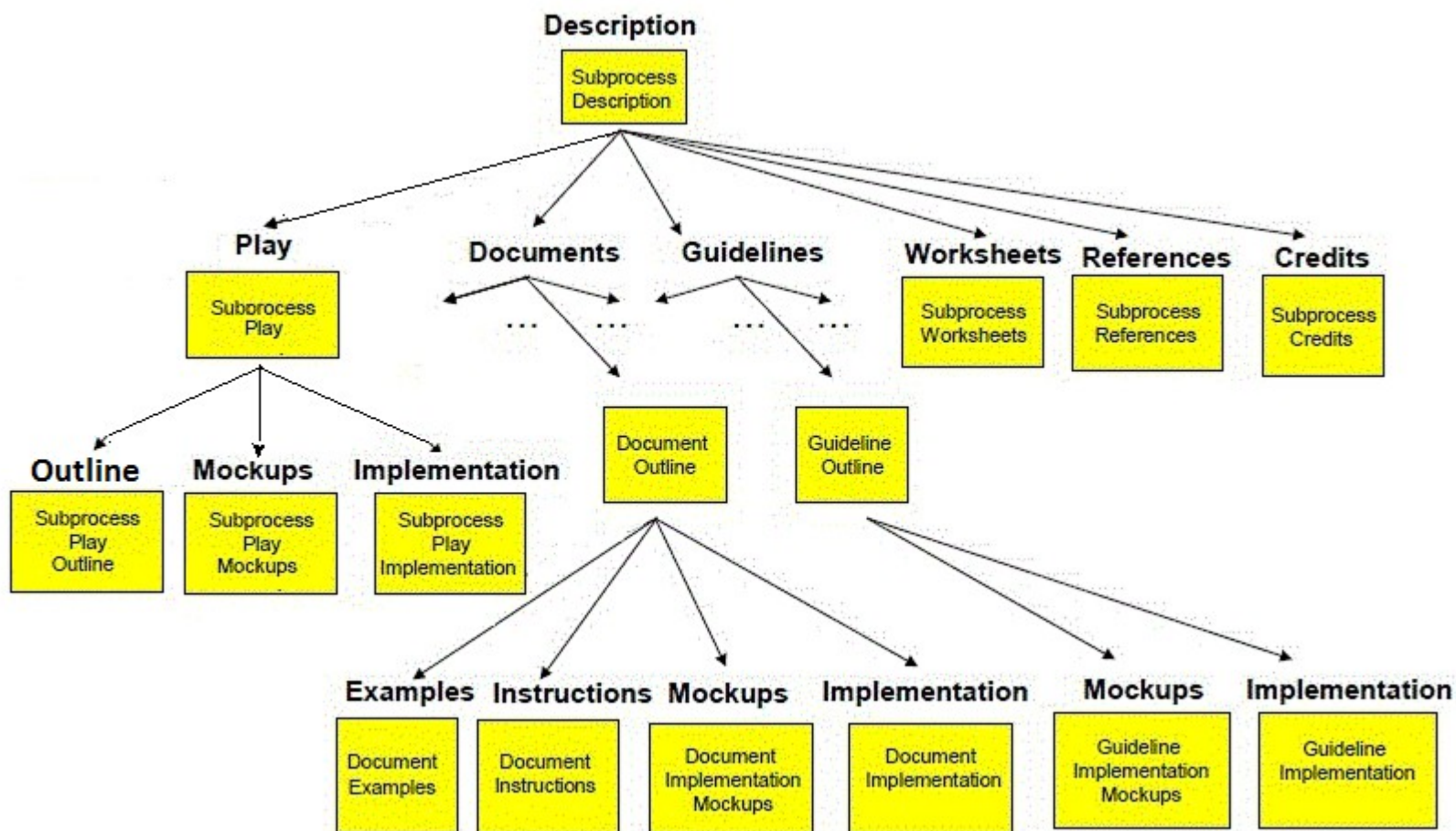
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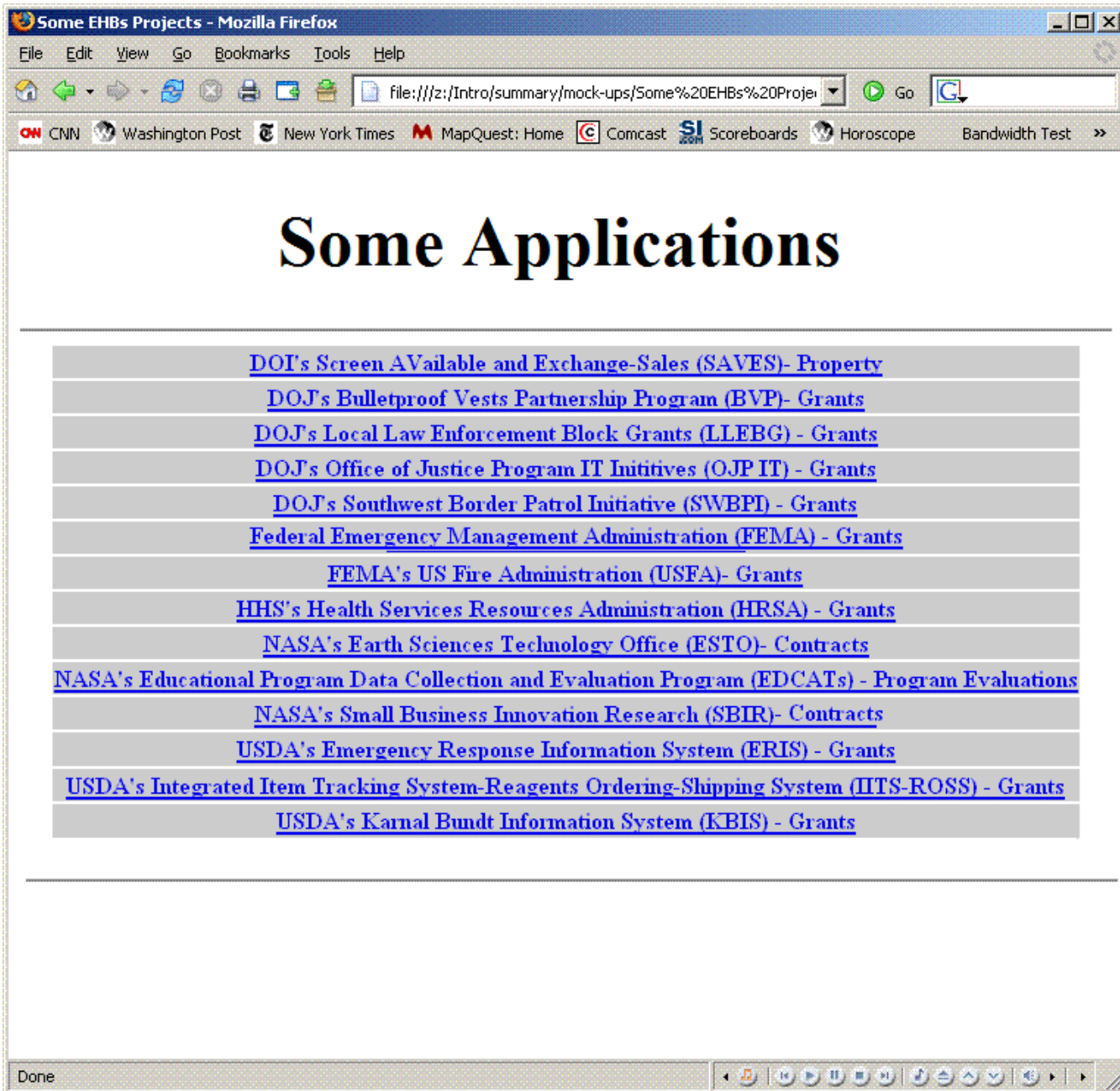
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Some Applications

[DOI's Screen Available and Exchange-Sales \(SAVES\)- Property](#)

[DOJ's Bulletproof Vests Partnership Program \(BVP\)- Grants](#)

[DOJ's Local Law Enforcement Block Grants \(LLEBG\) - Grants](#)

[DOJ's Office of Justice Program IT Initiatives \(OJP IT\) - Grants](#)

[DOJ's Southwest Border Patrol Initiative \(SWBPI\) - Grants](#)

[Federal Emergency Management Administration \(FEMA\) - Grants](#)

[FEMA's US Fire Administration \(USFA\)- Grants](#)

[HHS's Health Services Resources Administration \(HRSA\) - Grants](#)

[NASA's Earth Sciences Technology Office \(ESTO\)- Contracts](#)

[NASA's Educational Program Data Collection and Evaluation Program \(EDCATs\) - Program Evaluations](#)

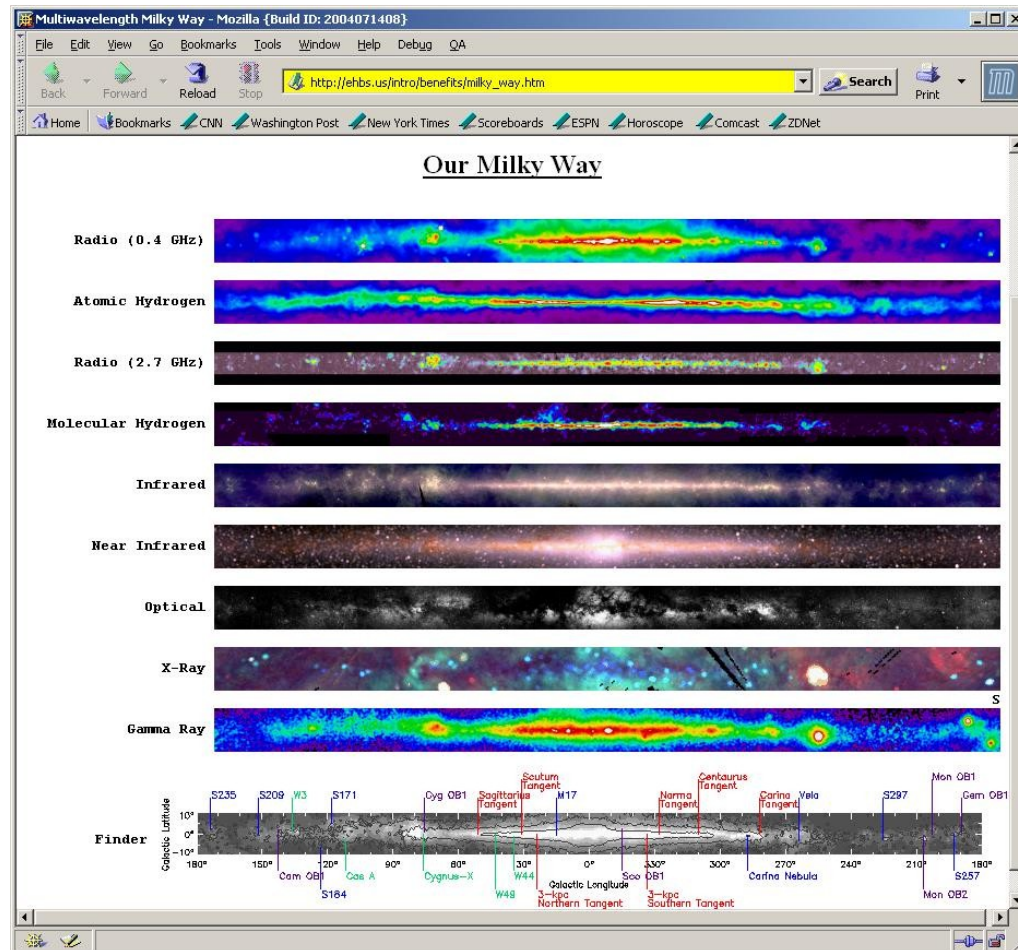
[NASA's Small Business Innovation Research \(SBIR\)- Contracts](#)

[USDA's Emergency Response Information System \(ERIS\) - Grants](#)

[USDA's Integrated Item Tracking System-Reagents Ordering-Shipping System \(IITS-ROSS\) - Grants](#)

[USDA's Karnal Bundt Information System \(KBIS\) - Grants](#)

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





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



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

All the world's a stage ...

Jaques:

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

William Shakespeare

As You Like It, Act 2, Scene 7.

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



Theatre of Dionysus- Athens, Greece



For More Details



File Edit View History Bookmarks Tools Help

EHBs Home Page

ehbs.us

Search

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



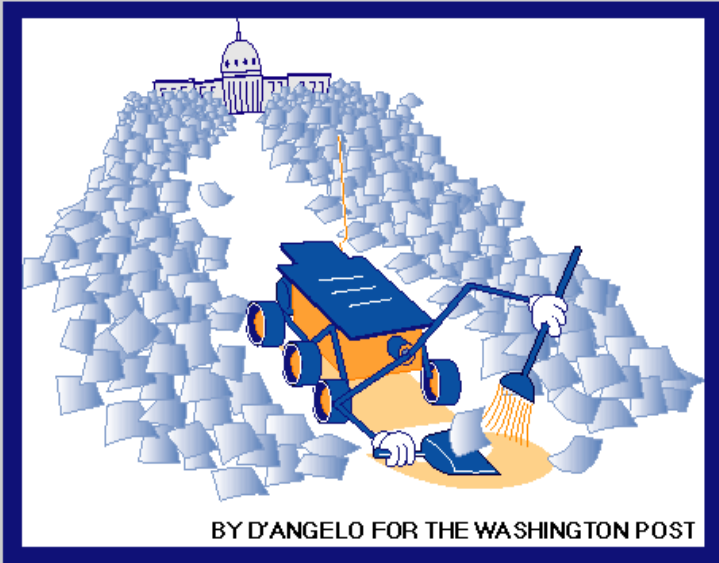
Complex Process Management Using PLs and EHBs [Where Shakespeare Meets Freud]

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- [8. Some Subprocesses and Their Documentations](#)
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- [10. Benefits](#)

[White Paper Book](#)

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



BY D'ANGELO FOR THE WASHINGTON POST

Dr. Barry E. Jacobs
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