

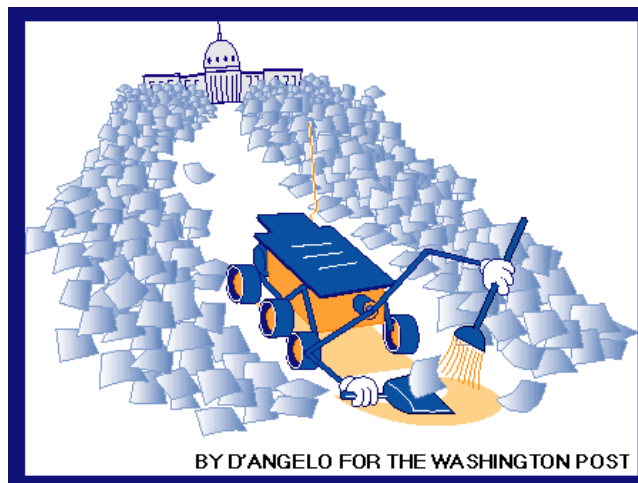
# Library of Congress Congressional Research Service (CRS) Research, Analysis, and Information Projects Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



## Summary



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

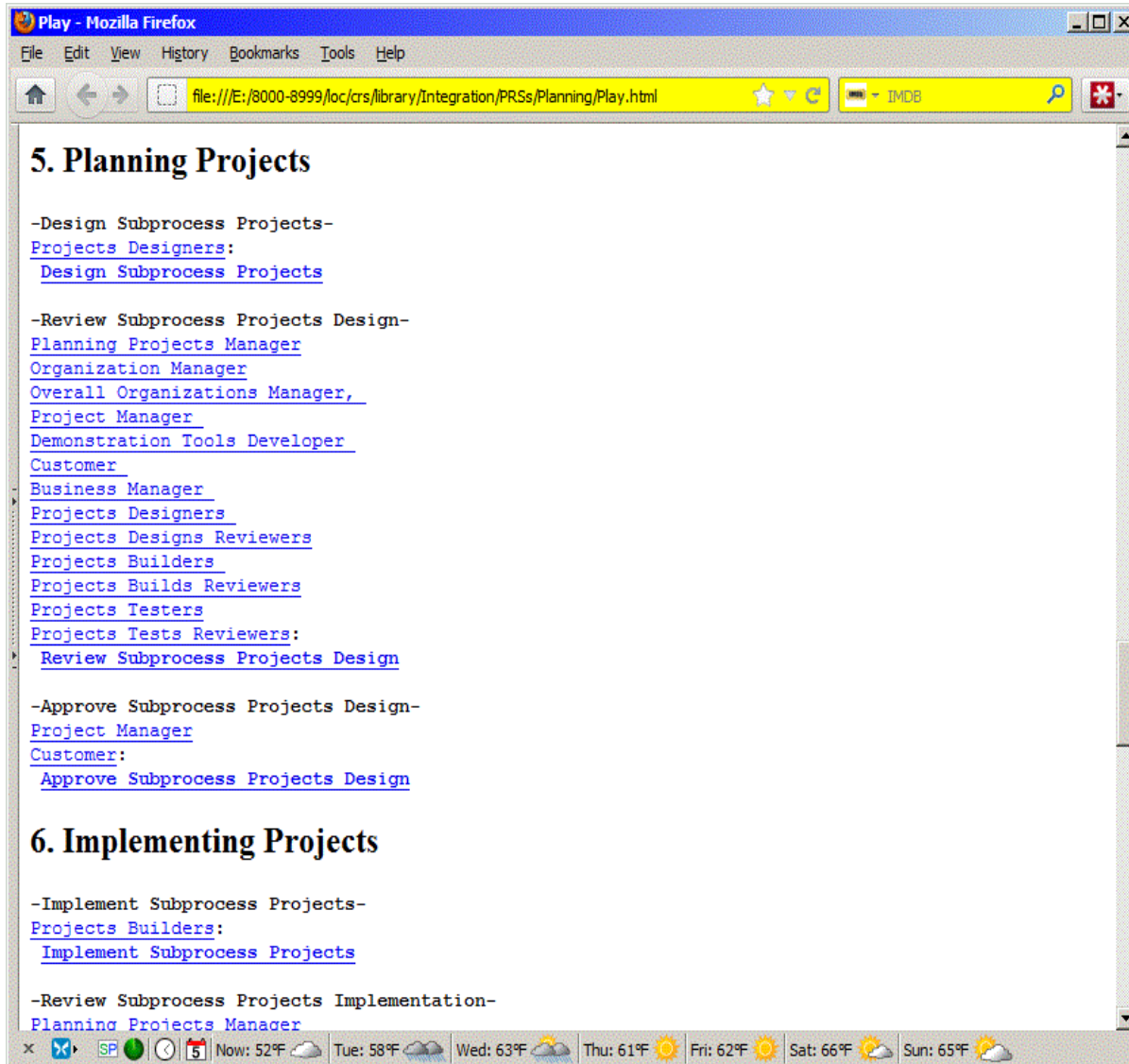
## **The Bottom Line:**

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

**To do this, we propose editable and cost-saving process documentation “plays” for process developers and participants to help them quickly and effectively learn, integrate, test, teach, and work together.**

**These “plays” may be added to new or existing systems.**

# Plays describe subprocess execution.



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**

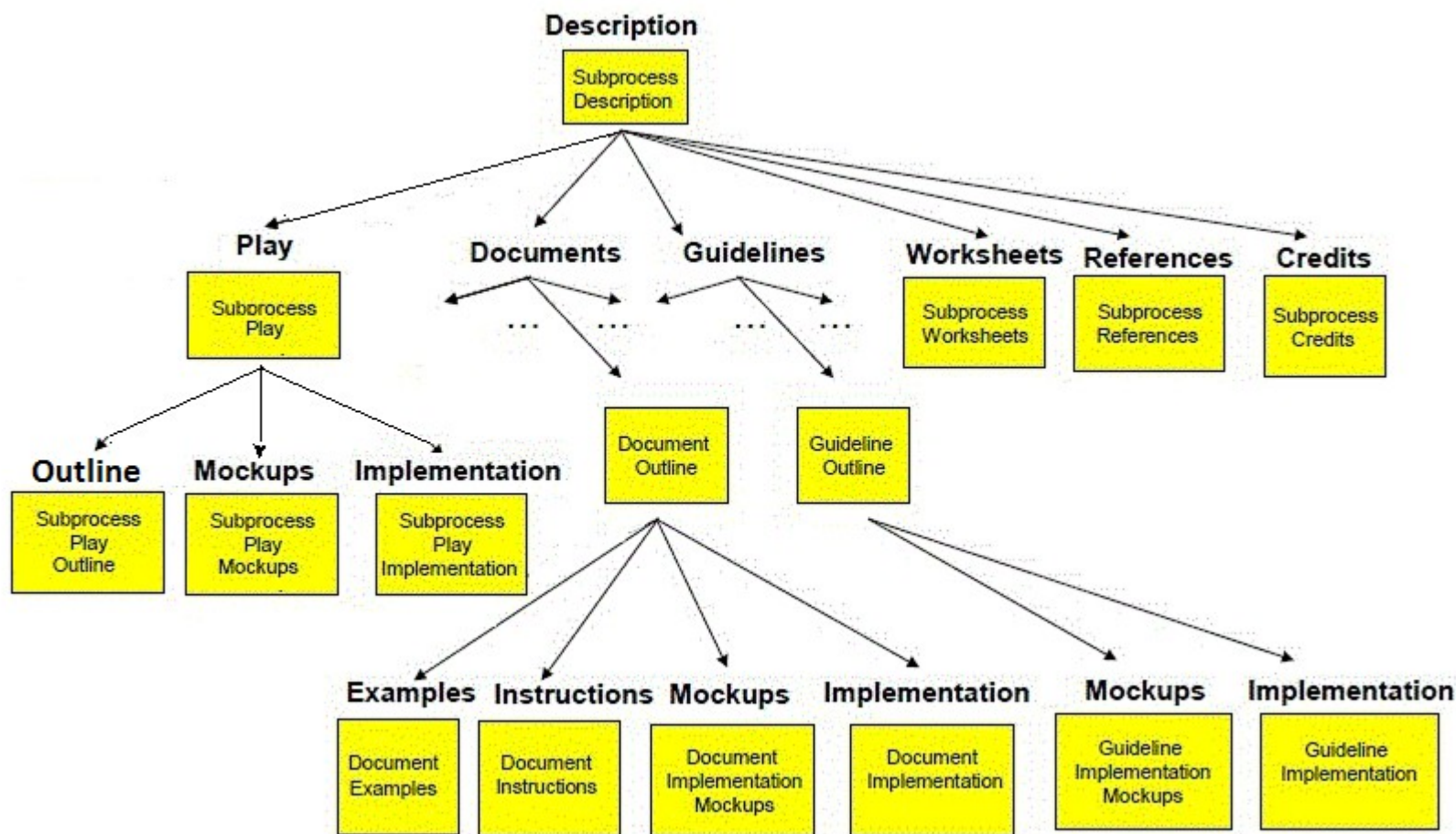
- Implement Subprocess Projects-  
[Projects Builders:](#)  
[Implement Subprocess Projects](#)
- Review Subprocess Projects Implementation-  
[Planning Projects Manager](#)

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

## **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.**

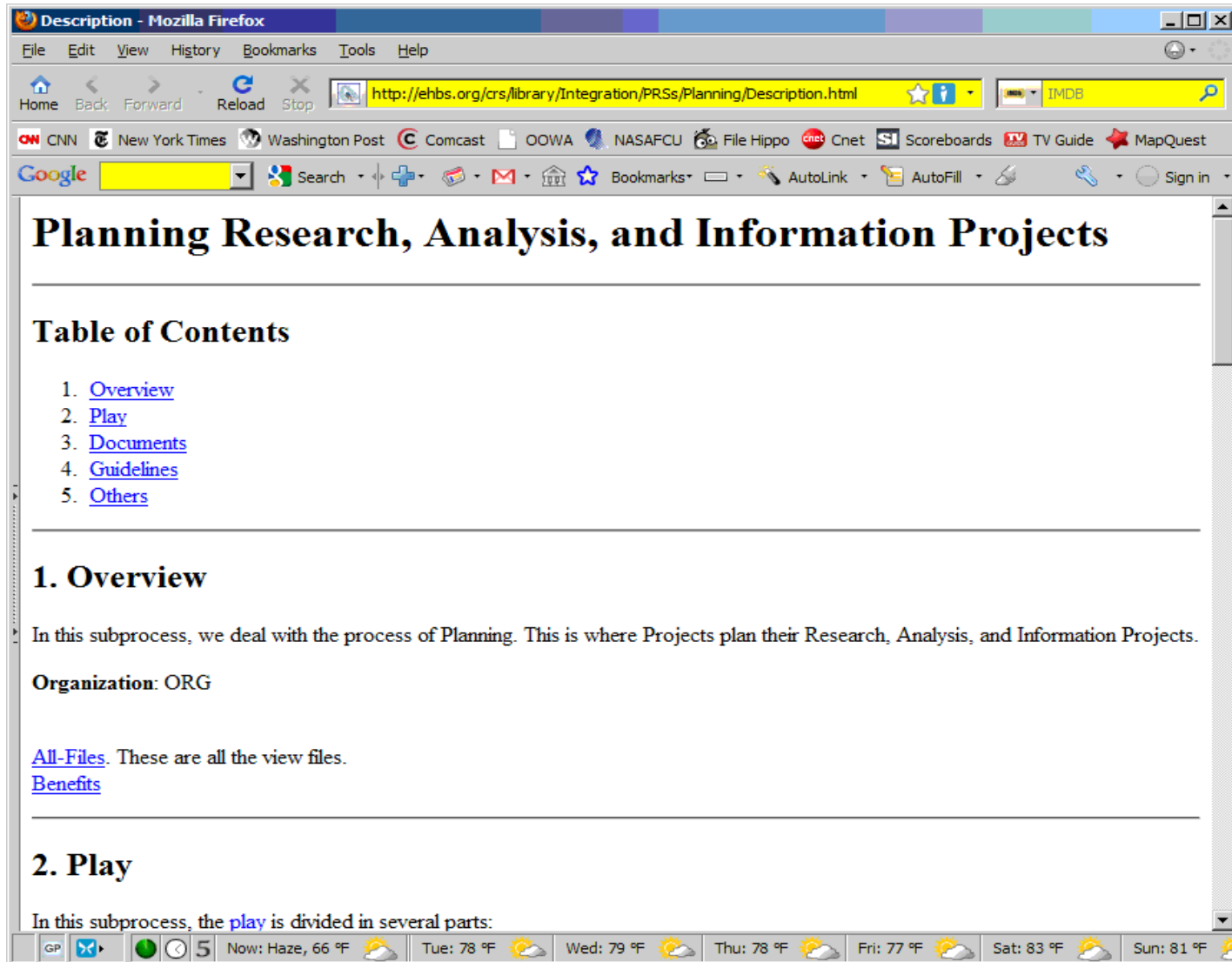
**William Shakespeare**

**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/PRSs/Planning/Description.html>. The page title is "Description - Mozilla Firefox". The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The address bar has navigation buttons for Home, Back, Forward, Reload, and Stop. The browser's toolbar includes a search engine (Google), search, and various utility icons like Bookmarks, AutoLink, and AutoFill. The page content is as follows:

## 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](#)

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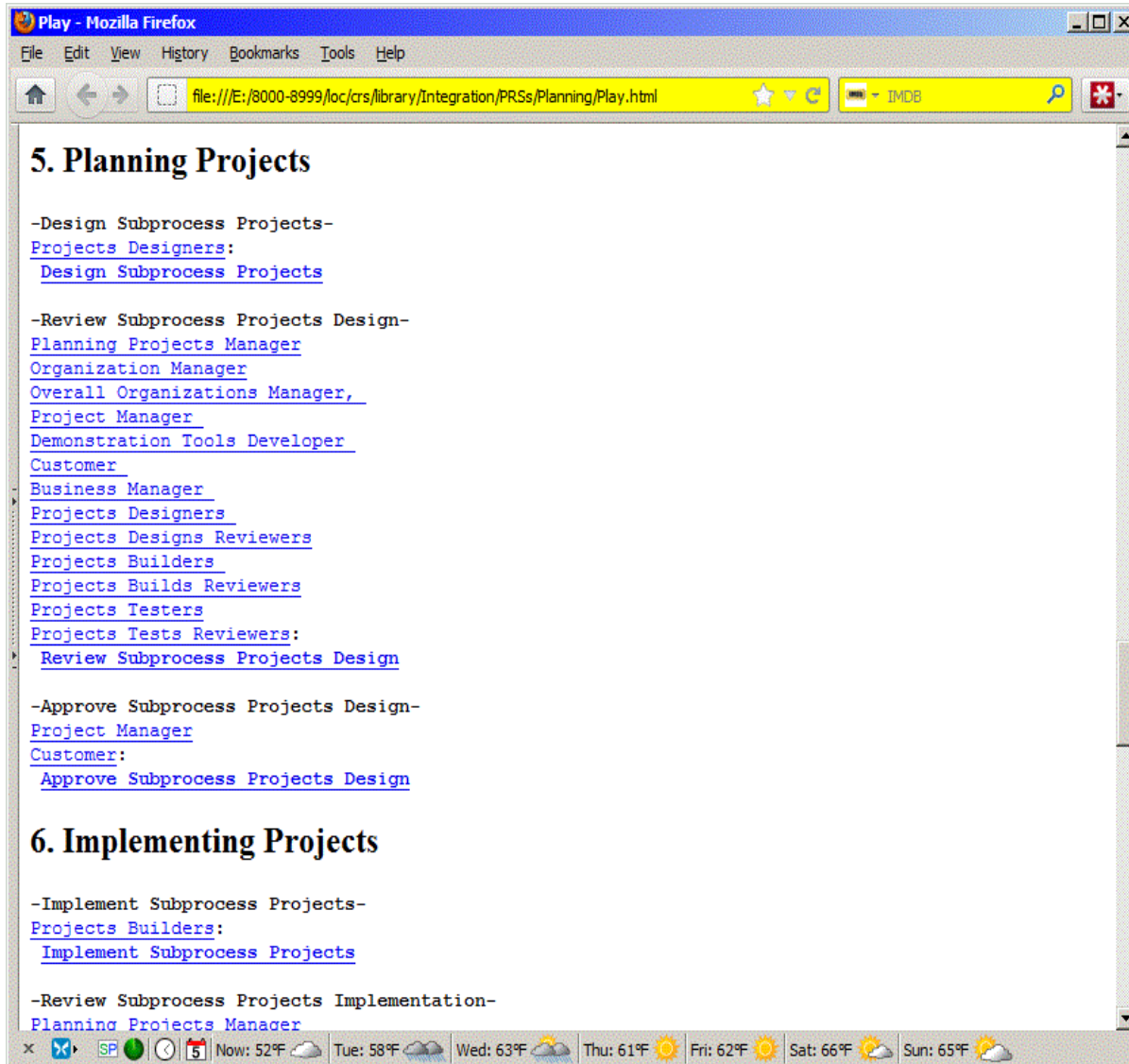
### 2. Play

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

The bottom of the browser window shows a system tray with icons for GP, a clock, and weather information for the current day and the following days.



# Plays describe subprocess execution.



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

**5. Planning Projects**

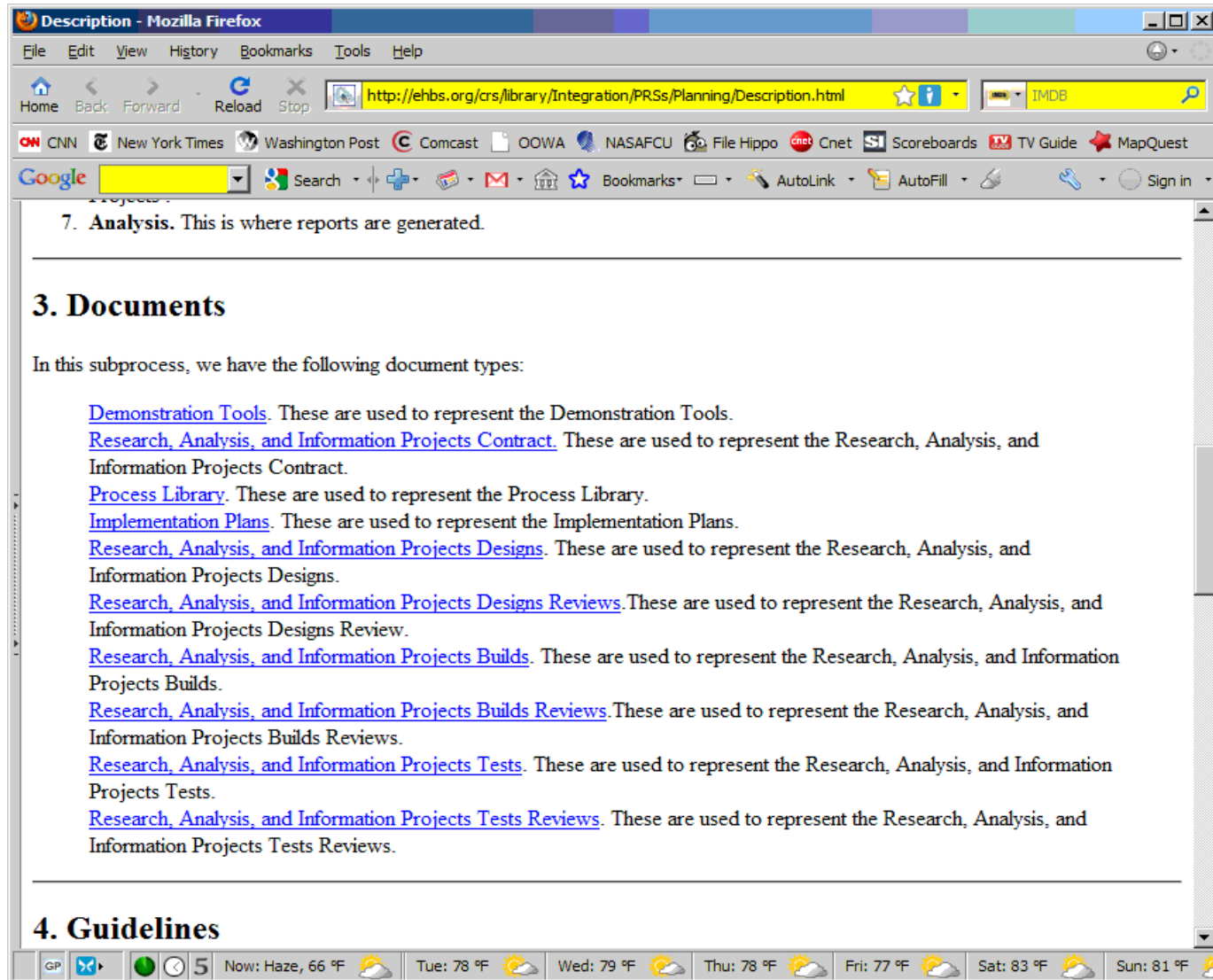
- Design Subprocess Projects-  
[Projects Designers:](#)  
[Design Subprocess Projects](#)
- Review Subprocess Projects Design-  
[Planning Projects Manager](#)  
[Organization Manager](#)  
[Overall Organizations Manager,](#)  
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[Projects Builds Reviewers](#)  
[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 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

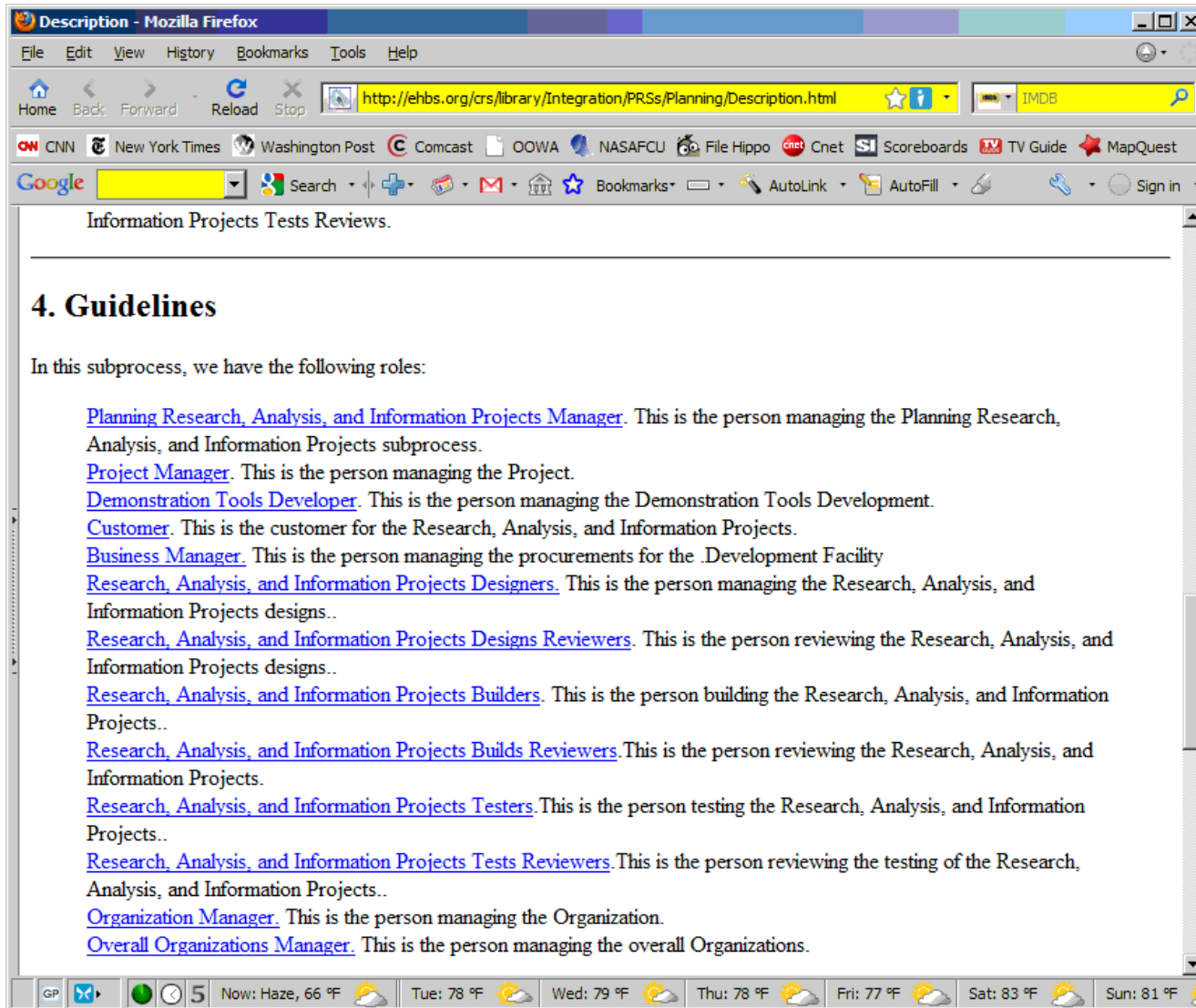
In this subprocess, we have the following document types:

- [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.

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### 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.

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

# 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.**

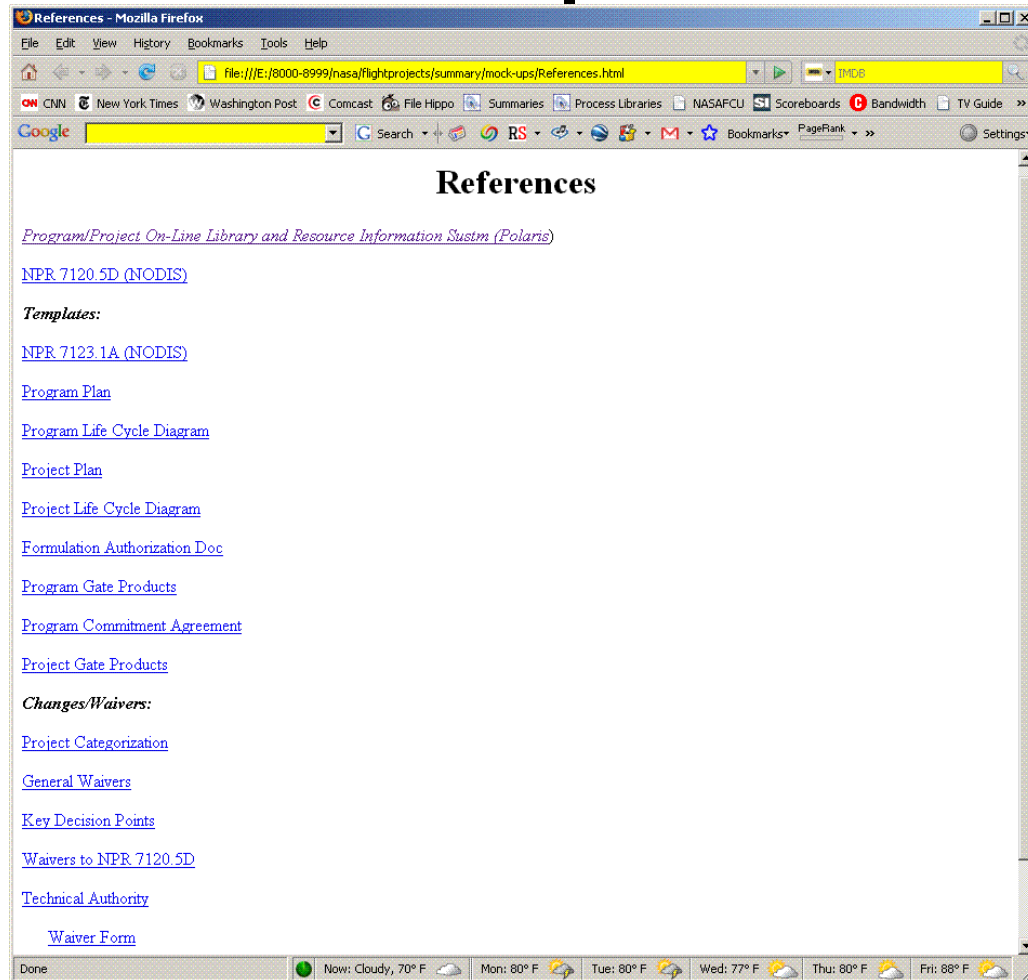
In this subprocess, we deal with the process of Planning. This is where Projects plan their Research, Analysis, and Information Projects.

**Organization:** Division C

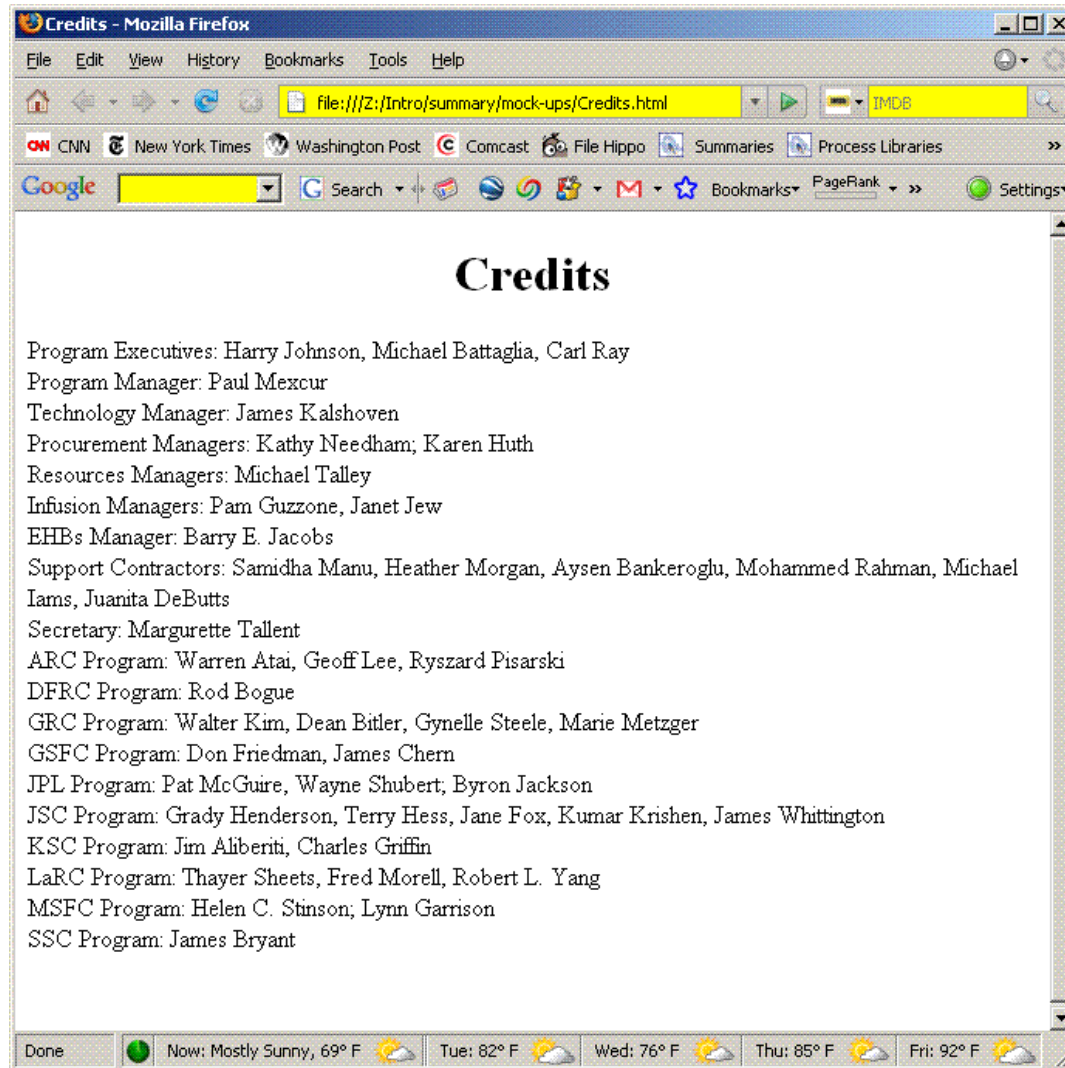
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development .	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
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	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Draft Project Requirements Document	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Project Plan	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
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	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Project Plan	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>

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.



## **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 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 the 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 the 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.**

The screenshot shows a Mozilla Firefox browser window with the address bar containing the URL <http://lincoln.gsfc.nasa.gov/crs/whatare/Organizations.htm>. The page title is "Library of Congress Congressional Research Service (CRS) Research Organizations". The content is organized into four main categories, each with a yellow header and a list of sub-offices or contractors in grey boxes:

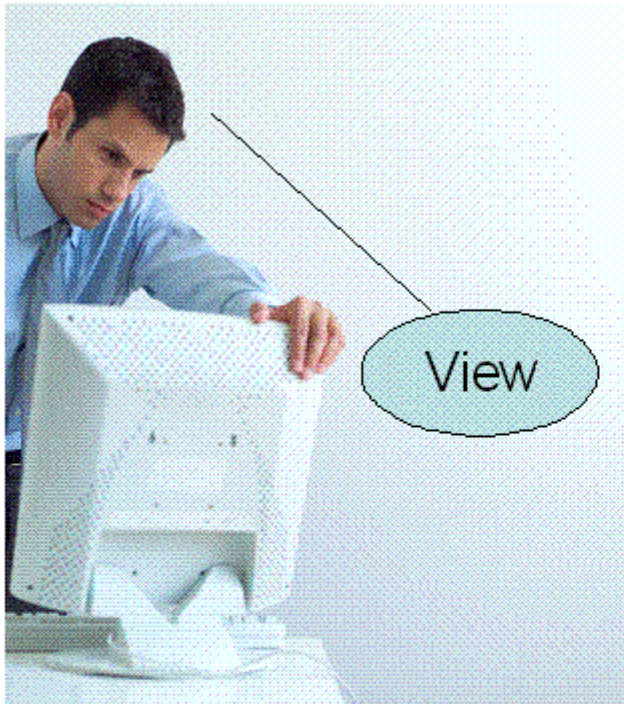
- Product Realization Subprocesses Organizations**
  - Research Office
  - Analysis Office
  - Information Office
  - Other Research Office
- Product Distribution Subprocesses Organizations**
  - Research Office
  - Analysis Office
  - Information Office
  - Other Research Office
- Support Subprocesses Organizations**
  - Support Contractor A
  - Support Contractor B
  - Support Contractor C
- Improvement Subprocesses Organizations**
  - ISO 9001: 2000 Improvements Contractor
  - CNMI- Staged Improvements Contractor
  - CNMI- Continuous Improvements Contractor

The browser's taskbar at the bottom shows the "Library of Congress - ..." window and a system tray with various icons and a weather forecast.

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



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

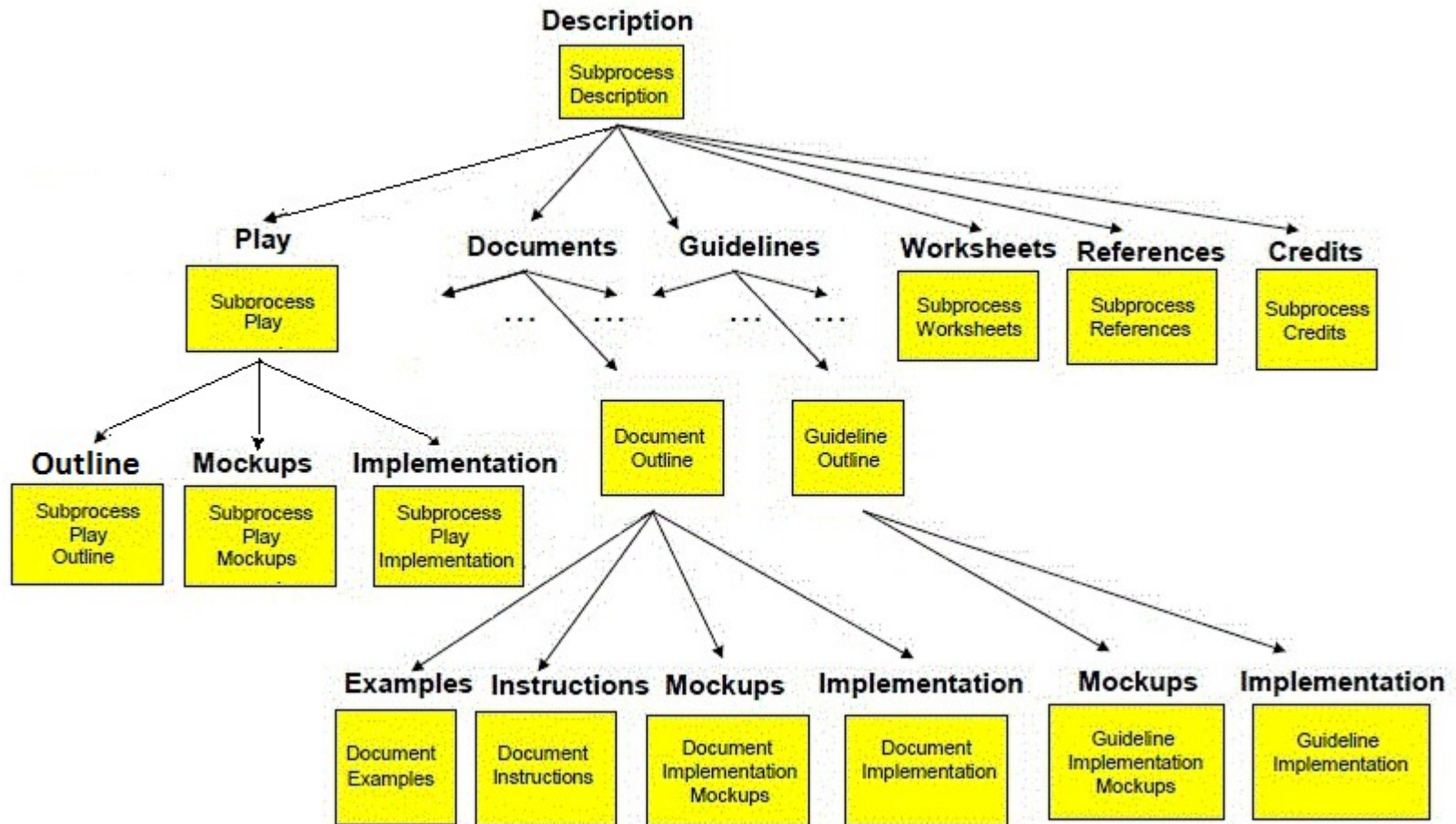
Views

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
<a href="#">Research Office</a> Lee, Geoff (geoff.lee@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">Analysis Office</a> Bogue, Rodney (rod.bogue@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">Information Office</a> Kim, Walter S. (walter.s.kim@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">Other Research Office</a> Chern, Dr. E. James (Engmin.J.Chern@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>

**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

Tools To Focus On During Stages- By Tool.

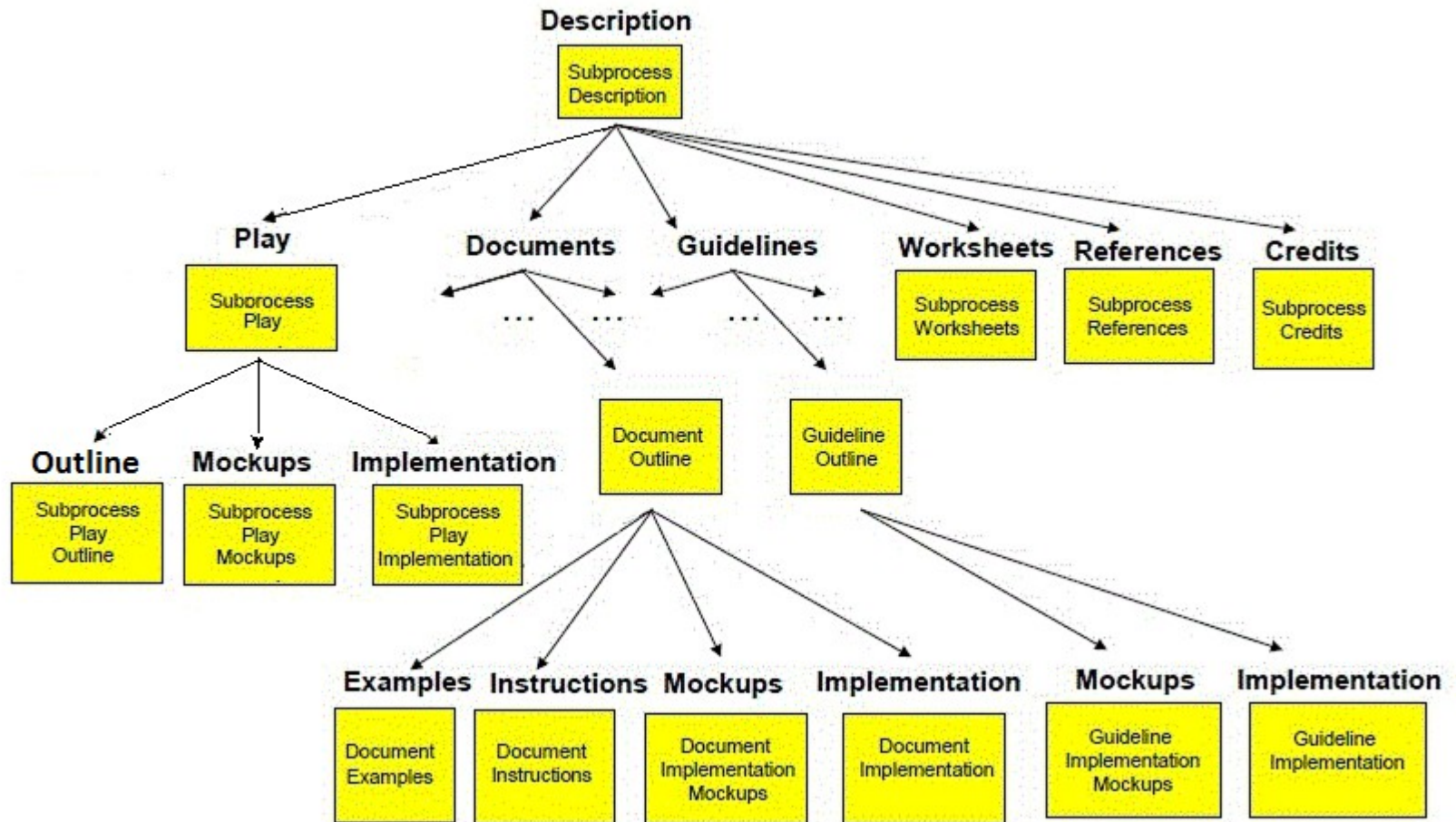
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Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using 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

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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.**



Some EHBs Projects - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

file:///z:/Intro/summary/mock-ups/Some%20EHBs%20Proje Go

CNN Washington Post New York Times MapQuest: Home Comcast Scoreboards Horoscope Bandwidth Test >>

# Some Applications

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- [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](#)

---

Done



# 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.

Library of Congress Research Projects Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://lincoln.gsfc.nasa.gov/crs/plib/> Webster

## Library of Congress Research Projects Process Library

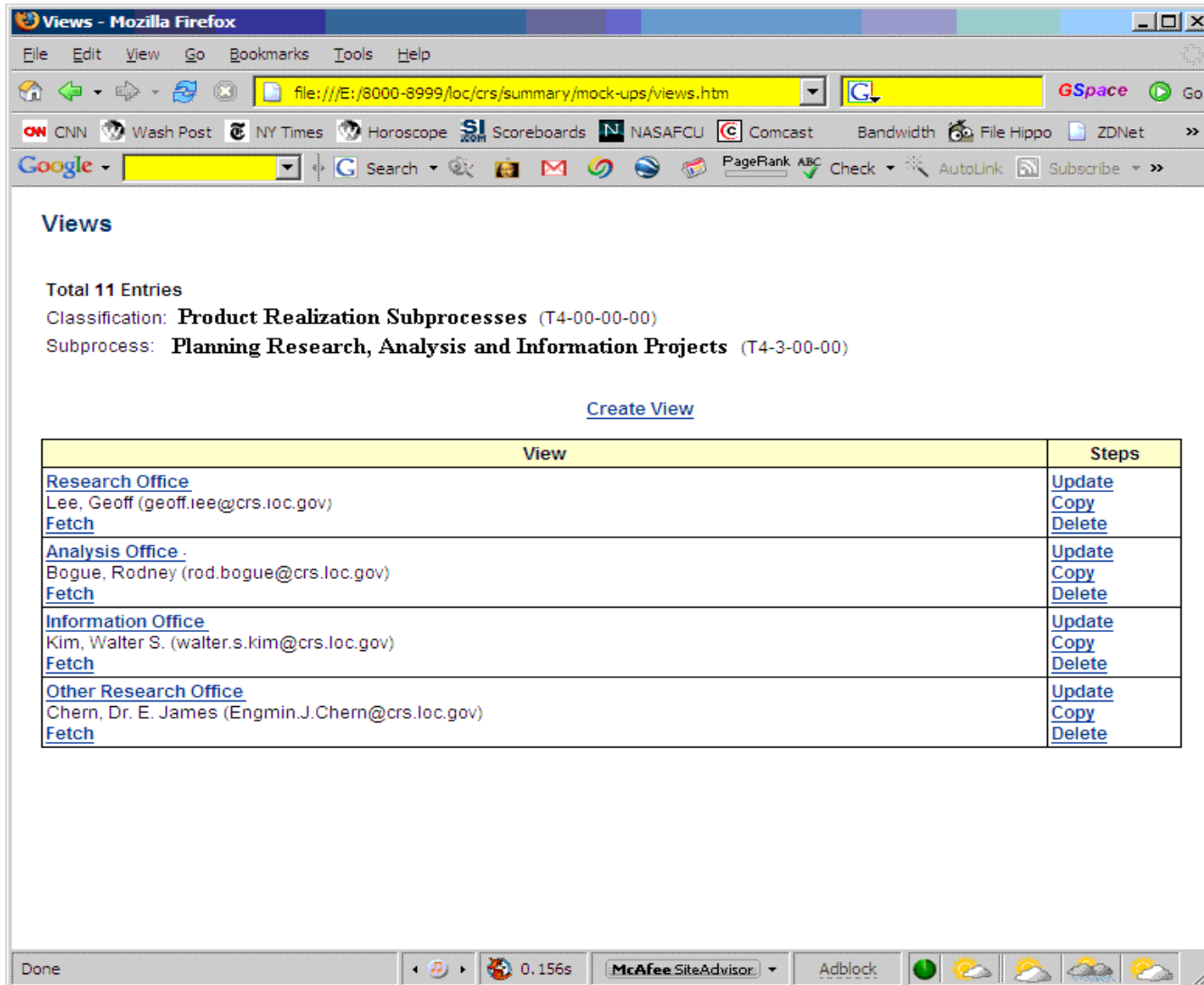
---

- [Overview \(Demo\)](#)
- [Integrated Problems-Solutions Database](#)
- [Planning Research Projects](#)
- [Solicitation Development](#)
- [Submission](#)
- [Review and Selection](#)
- [Negotiation](#)
- [Project Administration](#)
- [Closeout](#)
- [Post-Closeout](#)

---

GP 5 Now: Sunny, 79 °F Sat: 87 °F Sun: 85 °F Mon: 80 °F Tue: 85 °F Wed: 84 °F Thu: 81 °F

# View Tools show how organizations view their subprocesses.



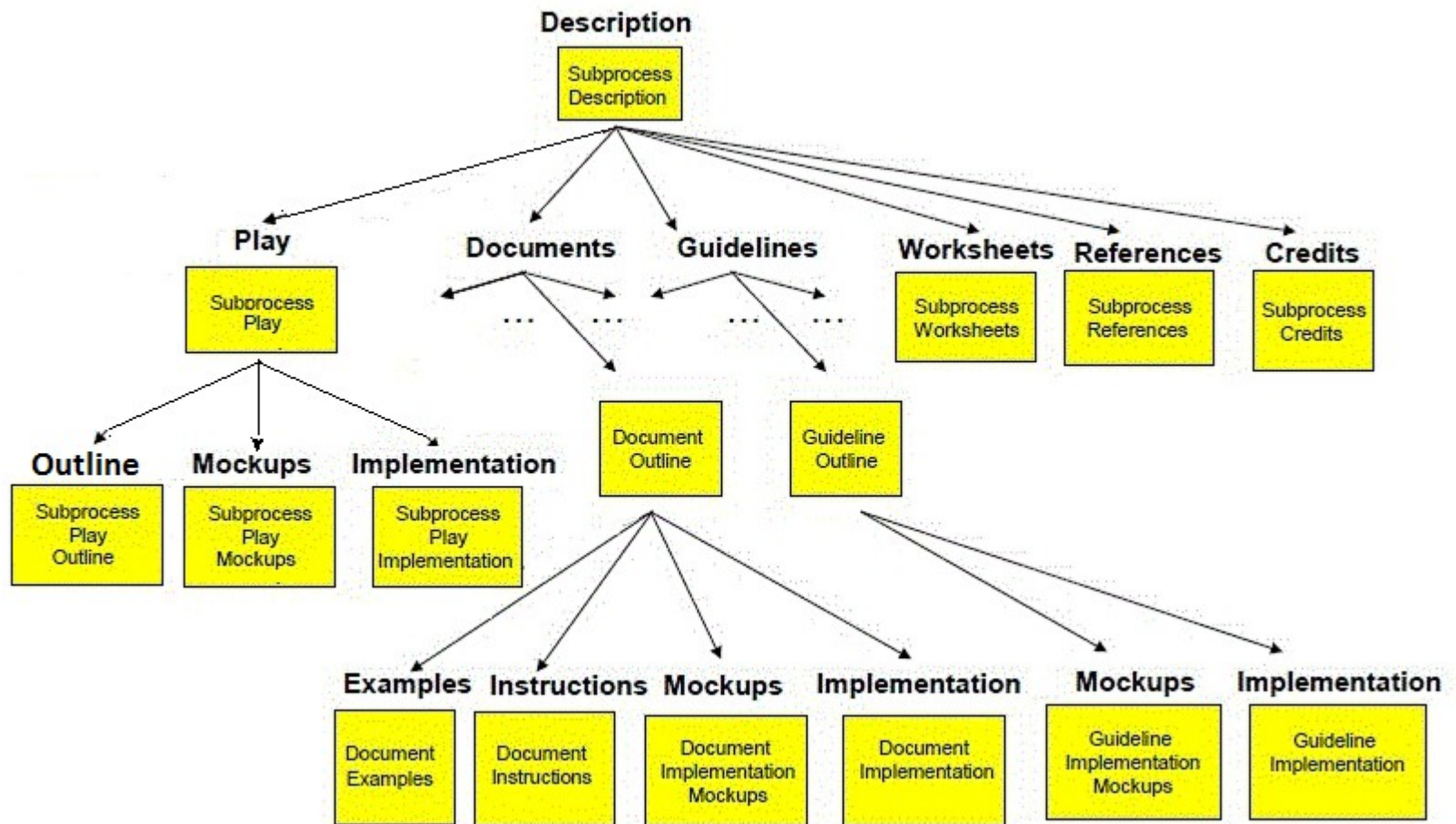
**Views**

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

[Create View](#)

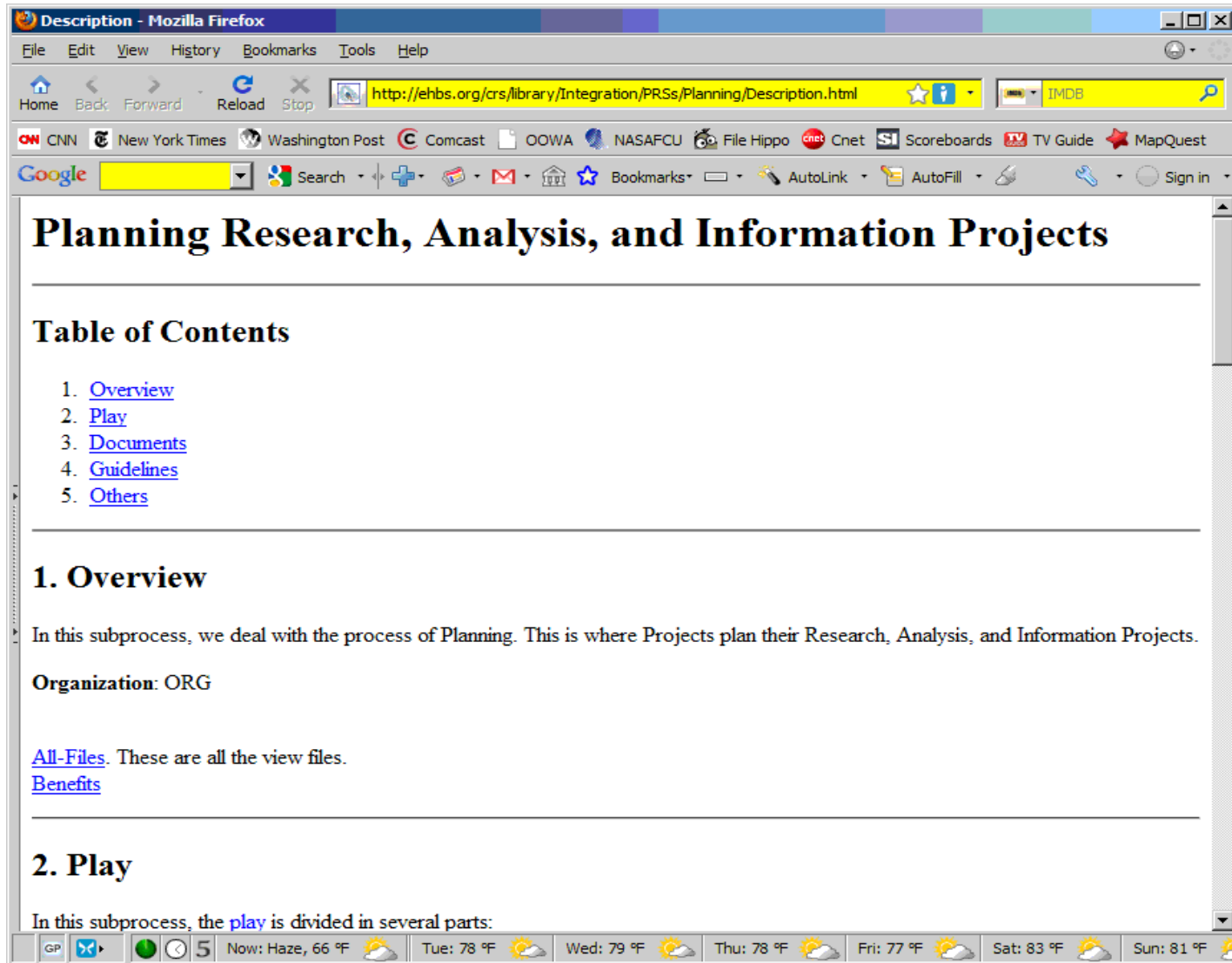
View	Steps
<a href="#">Research Office</a> Lee, Geoff (geoff.lee@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">Analysis Office</a> Bogue, Rodney (rod.bogue@crs.loc.gov) <a href="#">Fetch</a>	<a href="#">Update</a> <a href="#">Copy</a>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

# Subprocess View Tools contain the envelope of related files.





# Descriptions summarize subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/crs/library/Integration/PRSs/Planning/Description.html>. The page title is "Description - Mozilla Firefox". The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The address bar has navigation buttons for Home, Back, Forward, Reload, and Stop. The browser's toolbar includes a search engine (Google), search, and various utility icons like Bookmarks, AutoLink, and AutoFill. The page content is as follows:

## 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](#)

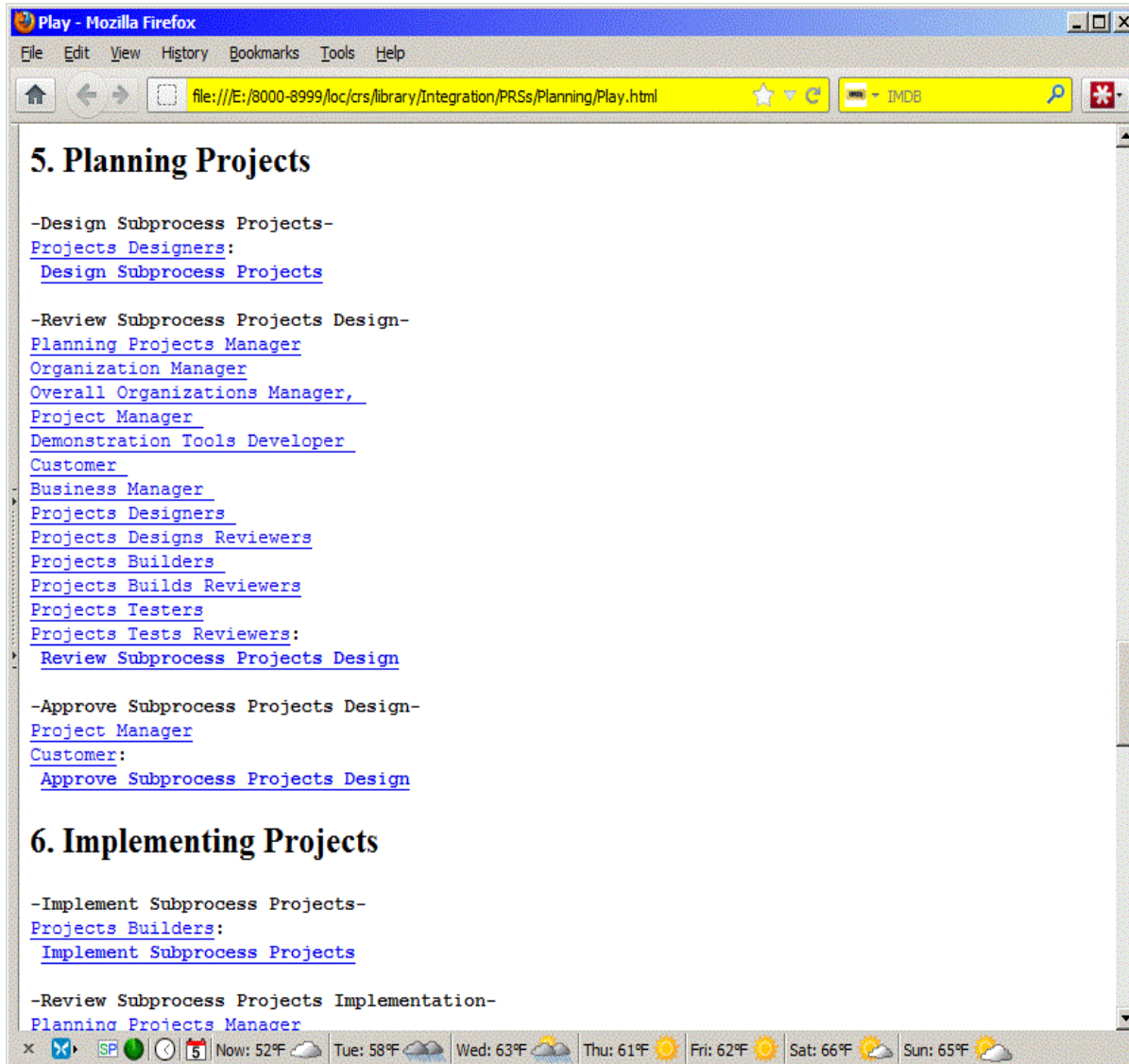
---

### 2. Play

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

The Windows taskbar at the bottom shows the system tray with icons for GP, a clock, and weather information: 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.



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

**5. Planning Projects**

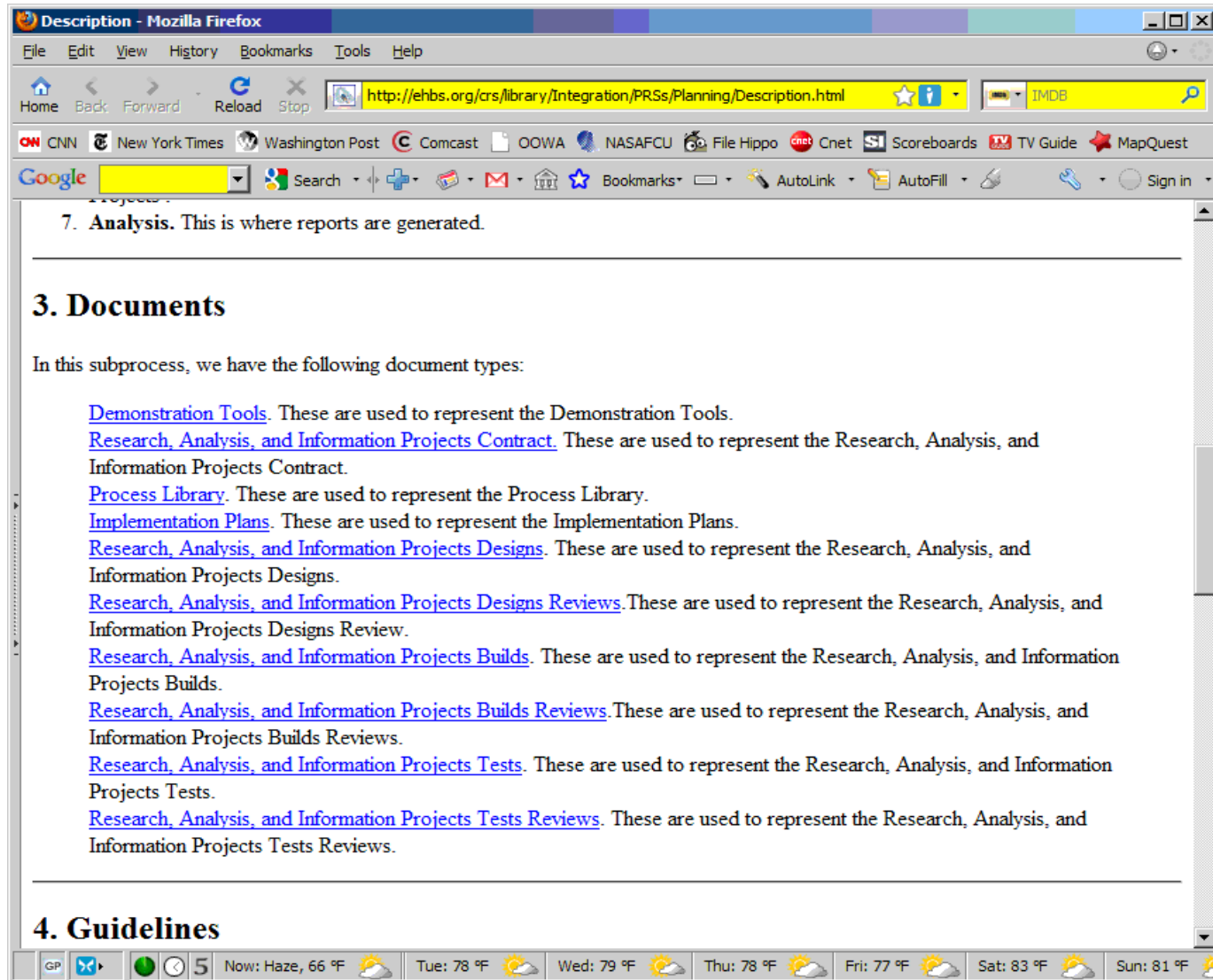
- Design Subprocess Projects-  
[Projects Designers:](#)  
[Design Subprocess Projects](#)
- Review Subprocess Projects Design-  
[Planning Projects Manager](#)  
[Organization Manager](#)  
[Overall Organizations Manager,](#)  
[Project Manager](#)  
[Demonstration Tools Developer](#)  
[Customer](#)  
[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 window also shows a taskbar at the bottom with system icons and a weather forecast for the week of November 1st to 7th.

# Documents describe subprocess data.



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

---

### 3. Documents

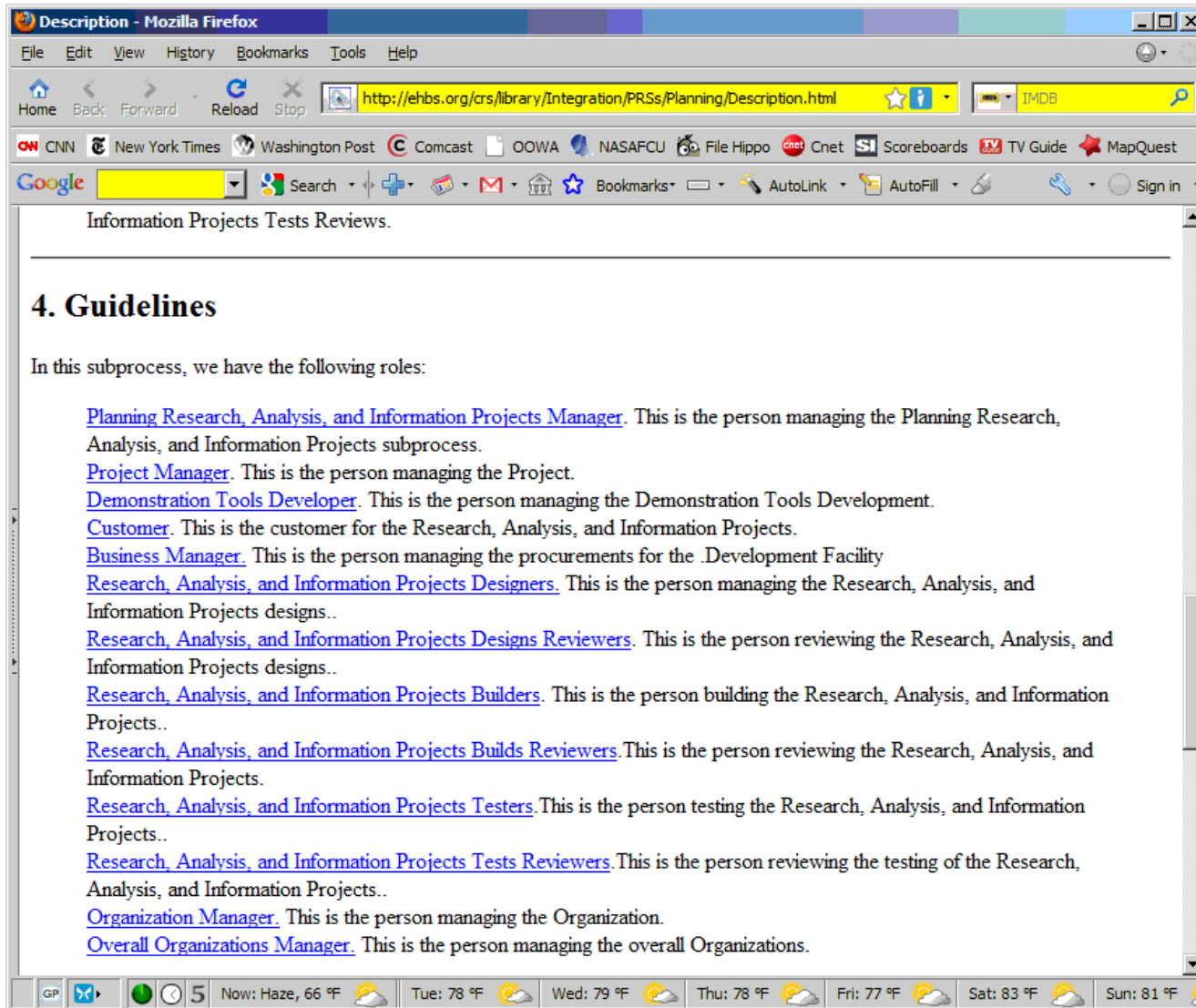
In this subprocess, we have the following document types:

- [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.

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

# 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.**

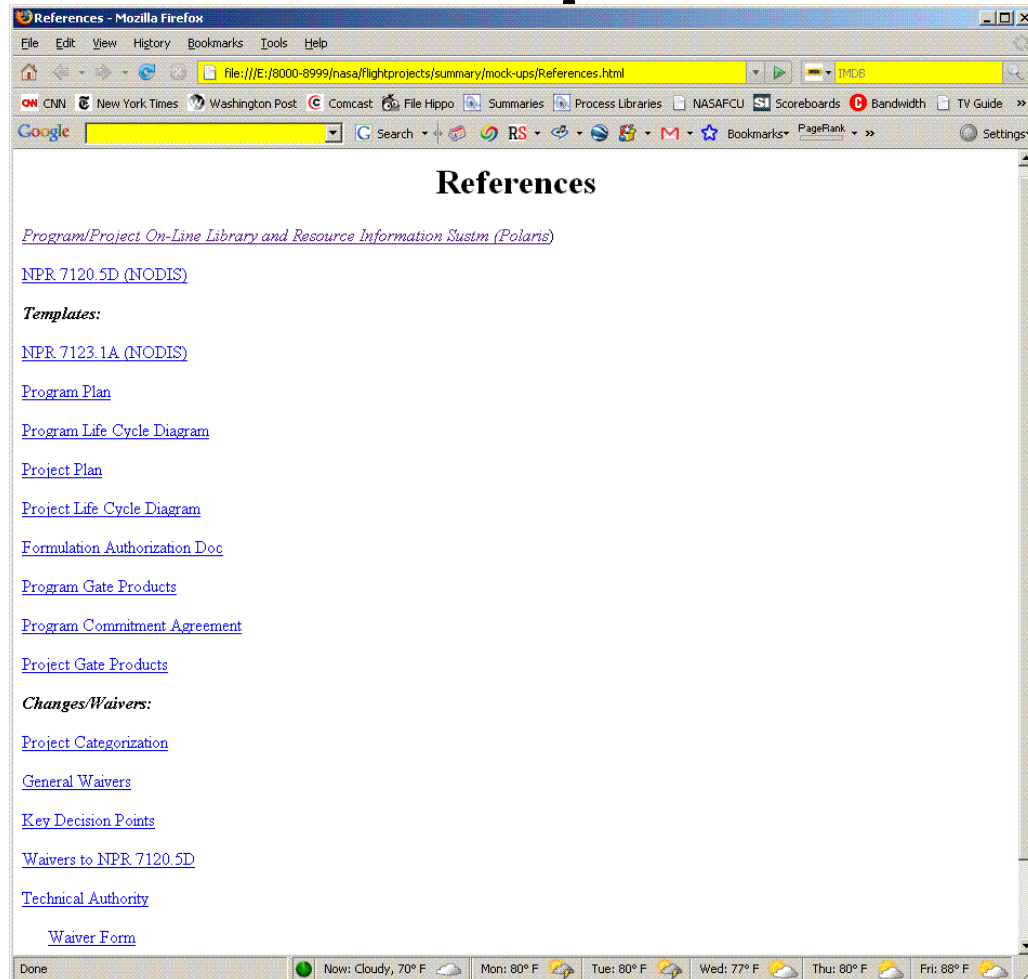
In this subprocess, we deal with the process of Planning. This is where Projects plan their Research, Analysis, and Information Projects.

**Organization:** Division C

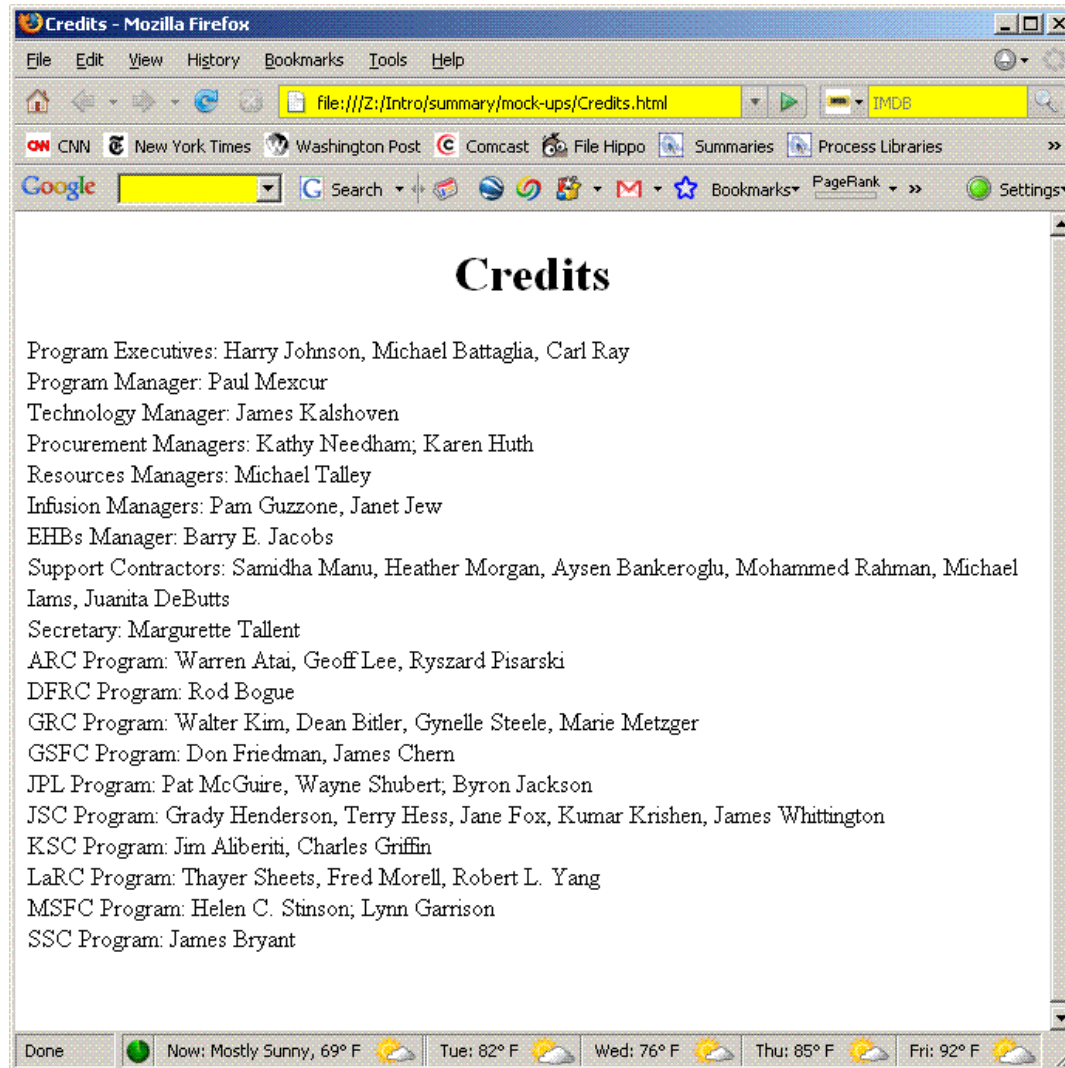
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development .	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
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	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Draft Project Requirements Document	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Project Plan	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
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	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Project Plan	<a href="#">Instructions and Samples</a>	James Green	06/23/07	07/23/07	<a href="#">Library: NS2034</a>

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.

The screenshot shows a Mozilla Firefox browser window with the title 'Fetch Integration - Mozilla Firefox'. The address bar contains the file path: file:///E:/3000-8999/oc/crs/summary/mock-ups/Integrations.htm. The browser's toolbar includes various icons and a search bar with 'GSpace' and 'Go' buttons. Below the browser window, the main content area displays the following information:

### Fetch Integration

Read Integration	
Classification	Product Realization Subprocesses
Subprocess	Planning Research, Analysis, and Information Projects
Type	Guidelines
Title	Subprocess Manager
Id	T4-4-3-00
Integration Url	<a href="#">Fetch</a>
Ordinal	33
Date Created	03-MAY-2005
Date Updated	18-MAY-2005

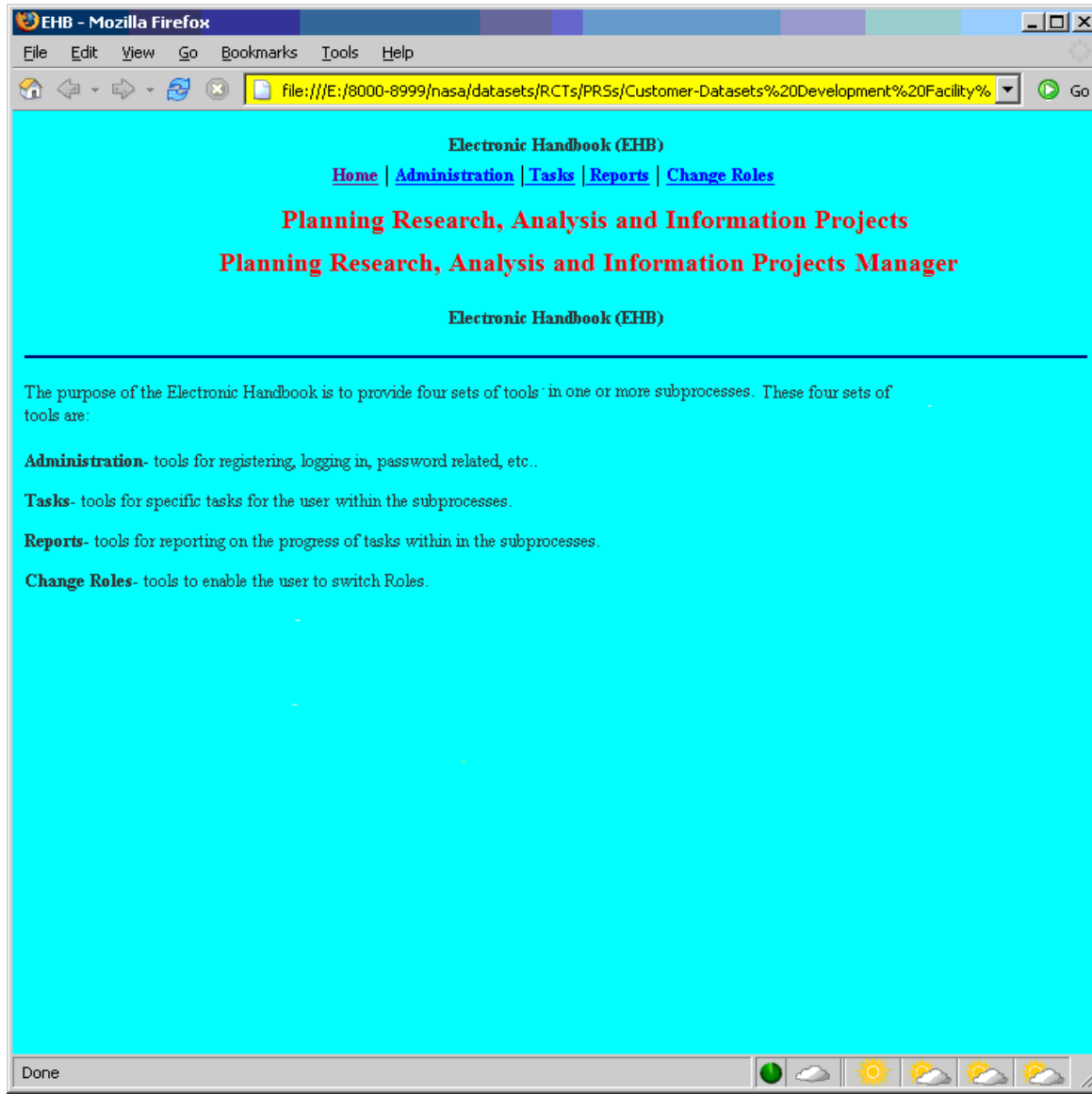
Samples From Views	
<a href="#">Research Office</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">Analysis Office</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">Information Office</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">Other Research Office</a> <a href="#">Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005

Go to [Process Libraries](#) page.  
Report Generated on: 06/07/2005 10:38:10

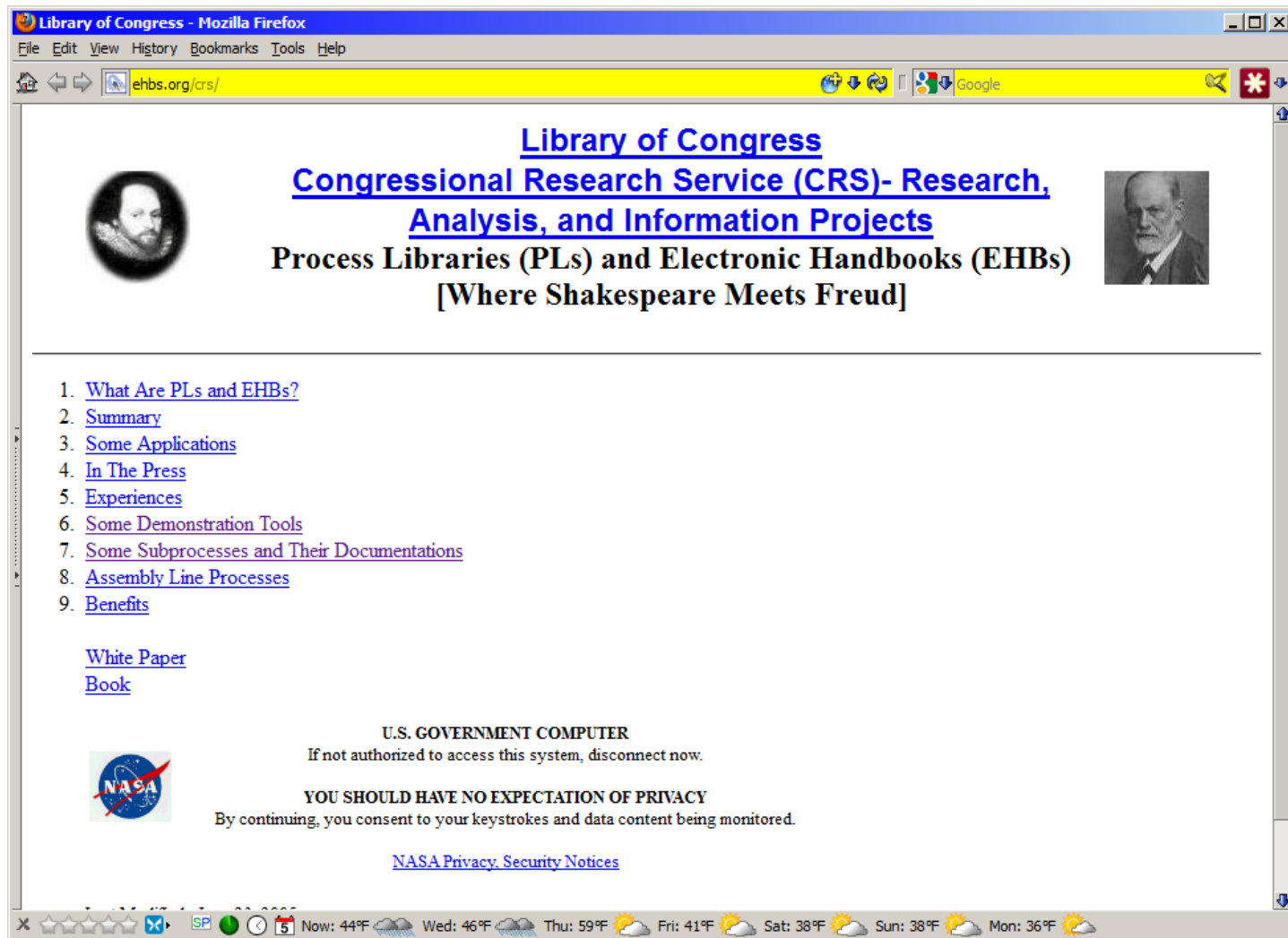
The browser's status bar at the bottom shows 'Done', navigation buttons, a loading indicator at 0.500s, and several utility icons including McAfee SiteAdvisor and Adblock.



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



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



Library of Congress - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/crs/ Google

**Library of Congress**  
**Congressional Research Service (CRS)- Research, Analysis, and Information Projects**  
**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](#)

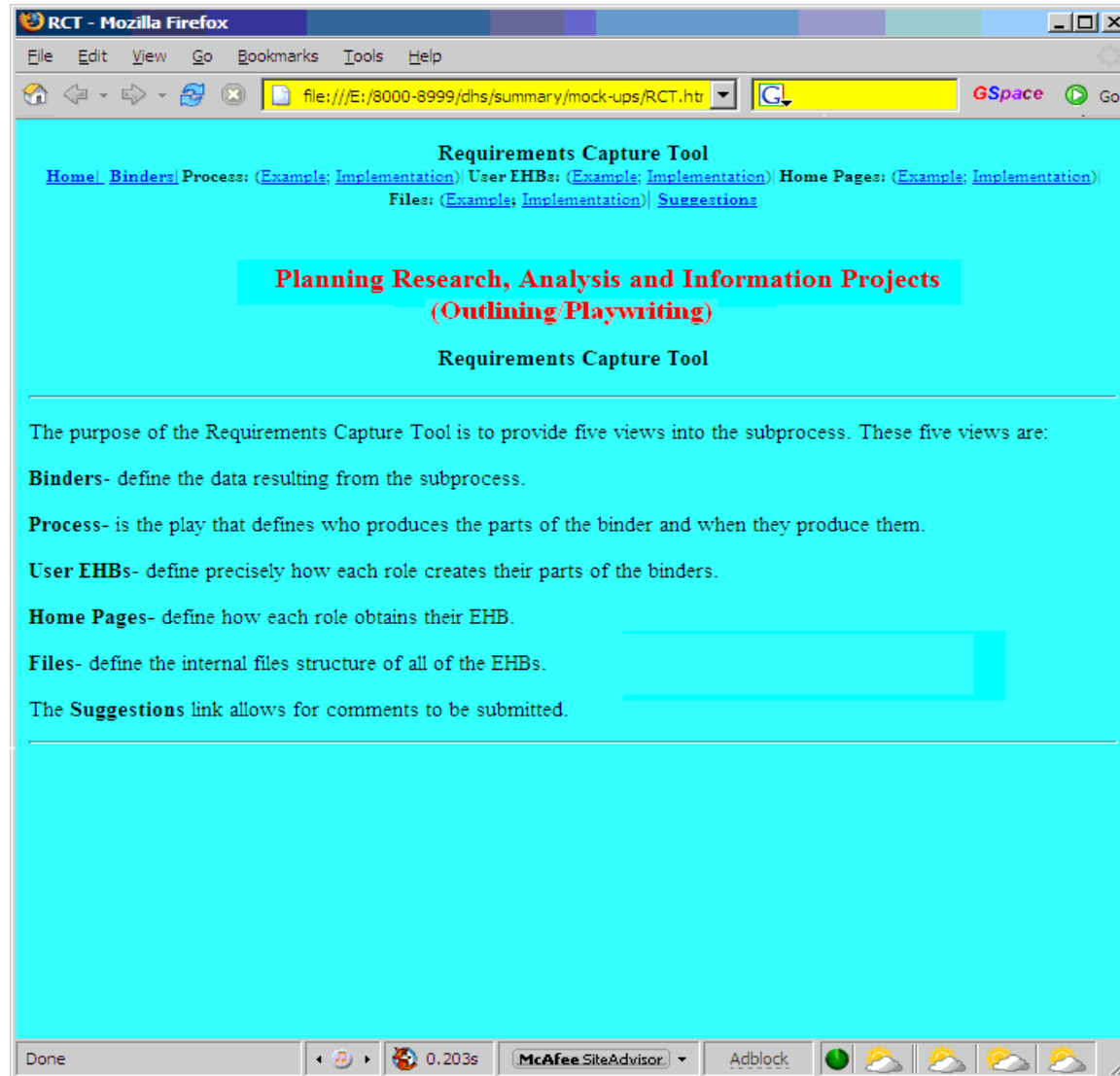
**U.S. GOVERNMENT COMPUTER**  
If not authorized to access this system, disconnect now.

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

[NASA Privacy, Security Notices](#)

Now: 44°F Wed: 46°F Thu: 59°F Fri: 41°F Sat: 38°F Sun: 38°F Mon: 36°F

# Requirements Capture Tools (RCTs) facilitate subprocess development.



The screenshot shows a Mozilla Firefox browser window with the title "RCT - Mozilla Firefox". The address bar displays the file path: "file:///E:/8000-8999/dhs/summary/mock-ups/RCT.htm". The page content is as follows:

**Requirements Capture Tool**  
[Home](#) | [Binders](#) | [Process](#): ([Example](#); [Implementation](#)) | [User EHBs](#): ([Example](#); [Implementation](#)) | [Home Pages](#): ([Example](#); [Implementation](#)) | [Files](#): ([Example](#); [Implementation](#)) | [Suggestions](#)

**Planning Research, Analysis and Information Projects  
(Outlining Playwriting)**

**Requirements Capture Tool**

---

The purpose of the Requirements Capture Tool is to provide five views into the subprocess. These five views are:

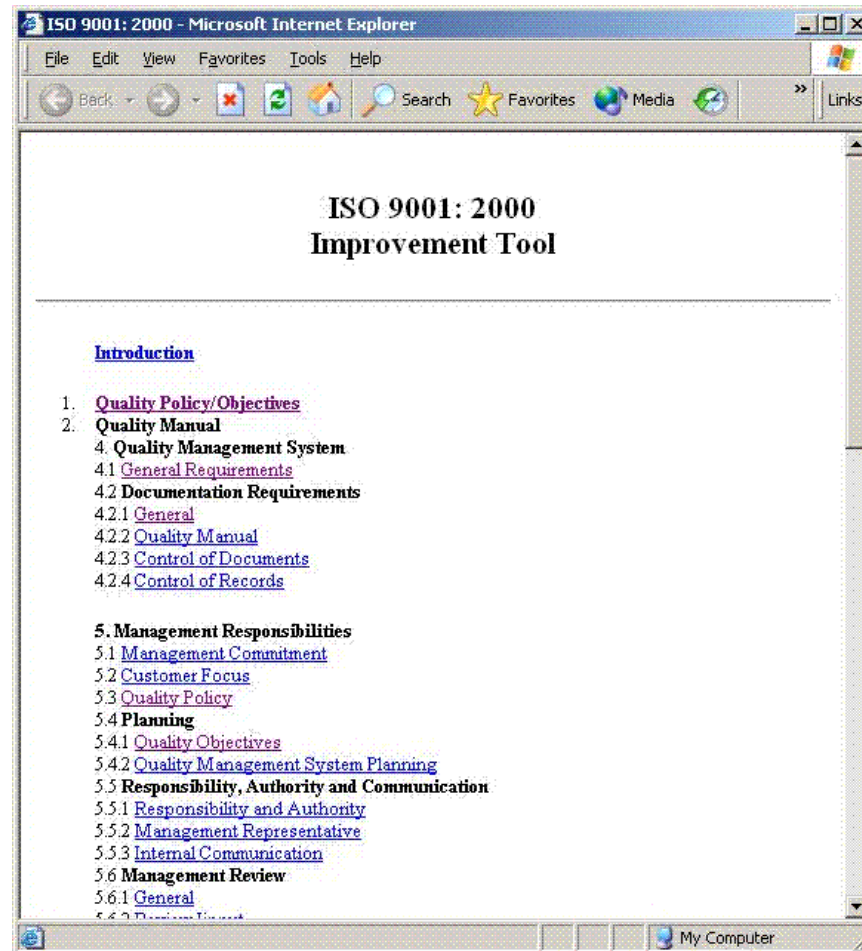
- Binders**- define the data resulting from the subprocess.
- Process**- is the play that defines who produces the parts of the binder and when they produce them.
- User EHBs**- define precisely how each role creates their parts of the binders.
- Home Pages**- define how each role obtains their EHB.
- Files**- define the internal files structure of all of the EHBs.

The **Suggestions** link allows for comments to be submitted.

---

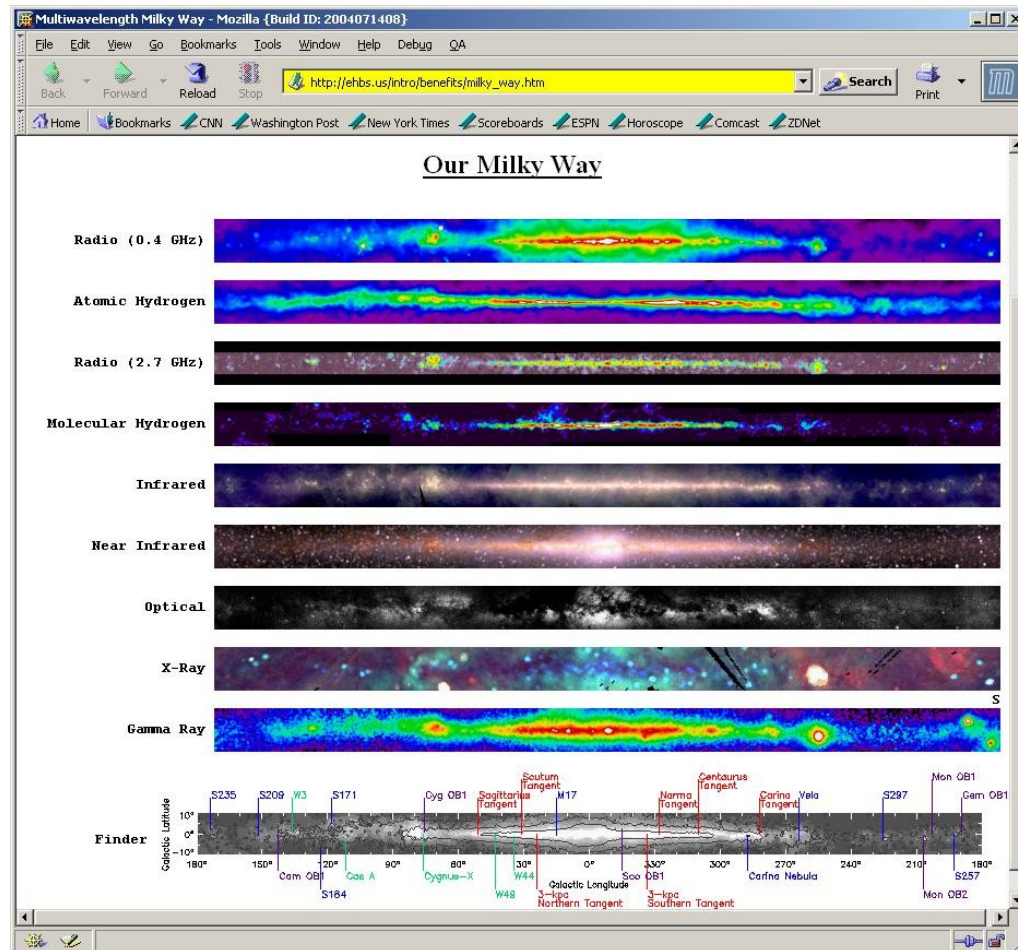
The browser's status bar at the bottom shows "Done", a refresh button, a timer at "0.203s", "McAfee SiteAdvisor", "Adblock", and several system icons including a green light, weather icons, and a clock.

# 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

ehbs.us

Search

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

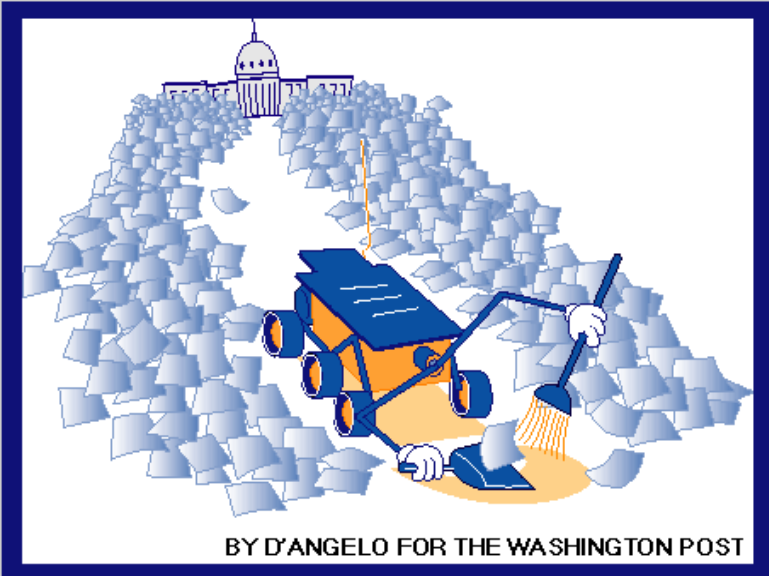


[Home](#)

- [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?](#)



BY D'ANGELO FOR THE WASHINGTON POST

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(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