

NASA Contracts 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.

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/nasa/research/library/Integration/PRs/Solicitation Development/PI

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 Research 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 Research Grants Manager:](#)

- [Register Topic Manager](#)
- [Assign Topic Manager](#)

-Update Topic Descriptions-

[Topic Manager \(Co-Lead\) ,](#)

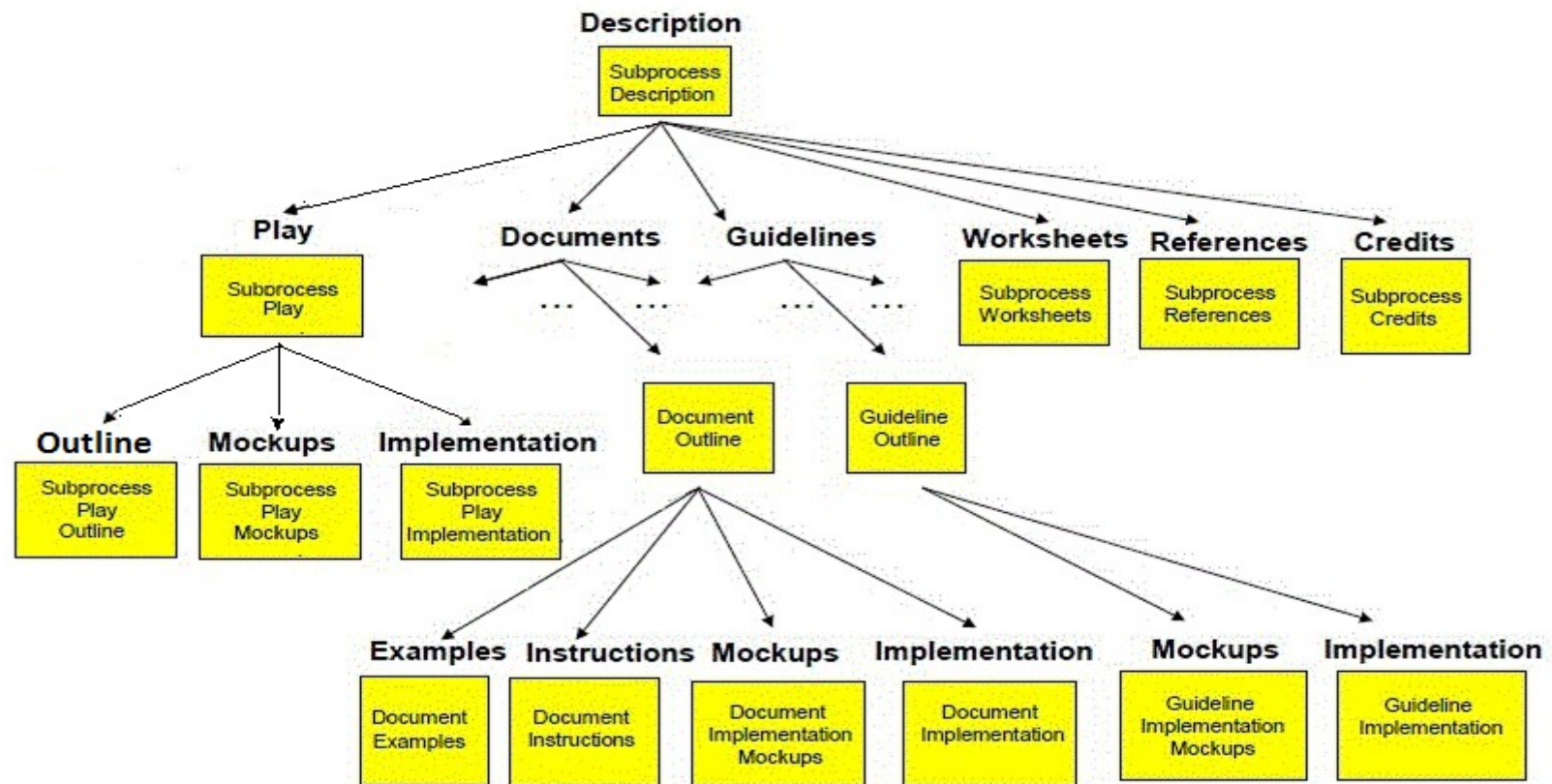
[Mission Directorate Representative \(Co-Lead\)](#)

Now: 63°F Mon: 56°F Tue: 58°F Wed: 63°F Thu: 59°F Fri: 64°F Sat: 64°F

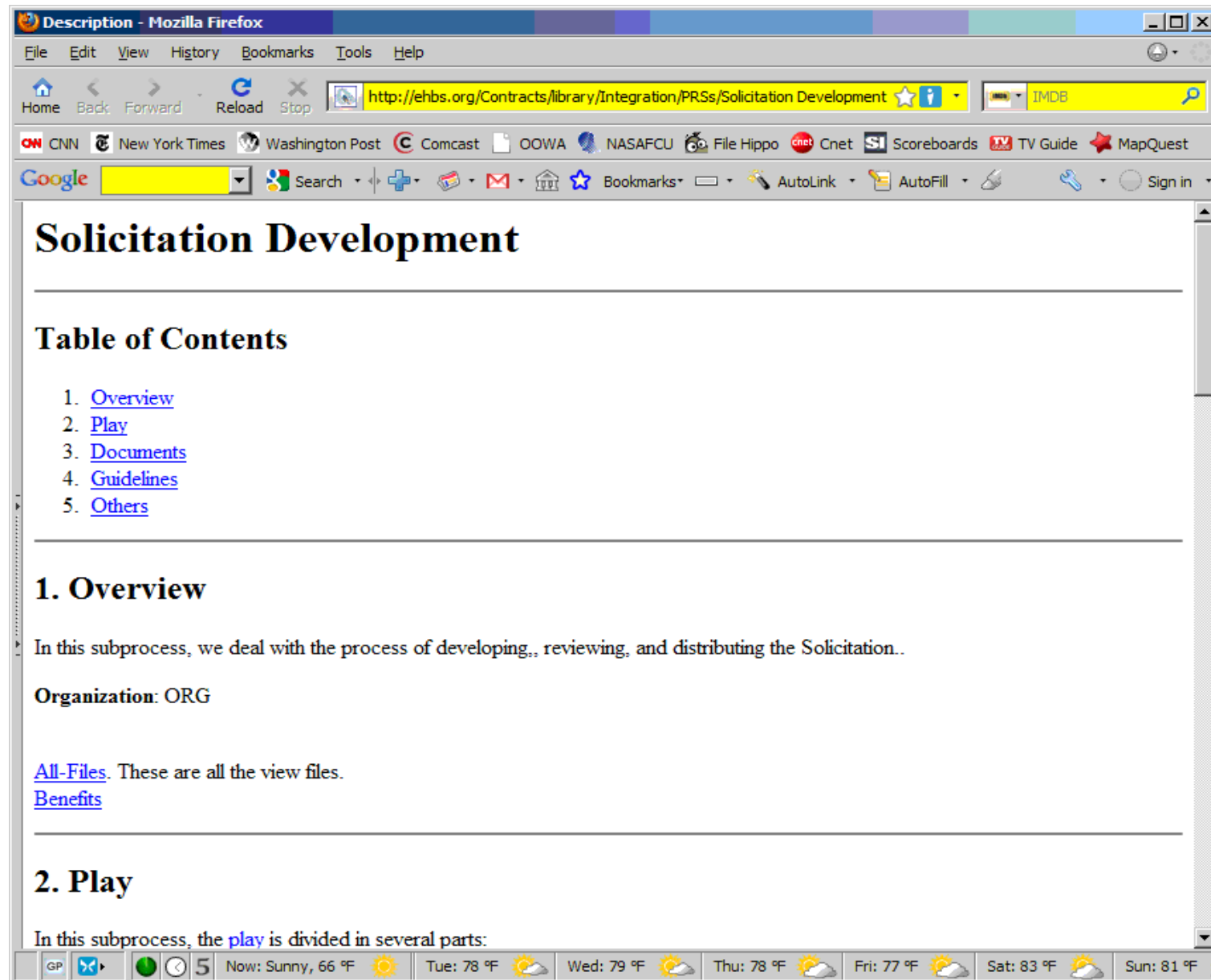
Benefits:

- 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.**

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.



Plays describe subprocess execution.

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/nasa/research/library/Integration/PRSS/Solicitation Development/PI

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Now: 63°F Mon: 56°F Tue: 58°F Wed: 63°F Thu: 59°F Fri: 64°F Sat: 64°F

Documents describe subprocess data.

The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/Contracts/library/Integration/PRSs/Solicitation Development>. The page content includes:

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.

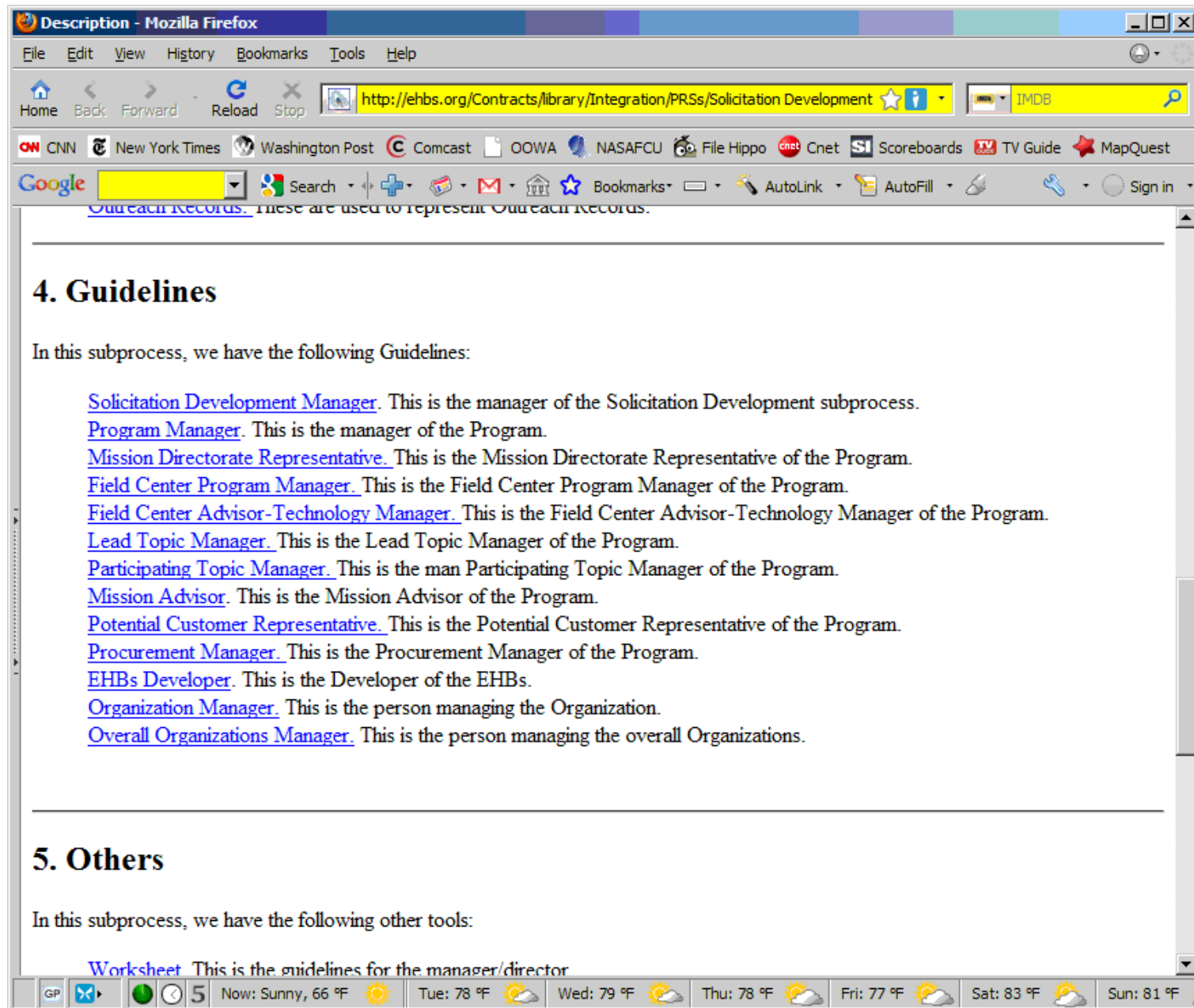
4. Guidelines

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.
- [Field Center Advisor Technology Manager](#). This is the Field Center Advisor Technology Manager of the Program.

The browser's status bar at the bottom shows the date as May 5th and the weather as 'Now: Sunny, 66 °F'.

Guidelines describe user subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/Contracts/library/Integration/PRSSs/Solicitation Development>. The page content includes a section titled "4. Guidelines" with a list of roles and their descriptions, followed by a section titled "5. Others" with a list of tools.

4. Guidelines

In this subprocess, we have the following Guidelines:

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- [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

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

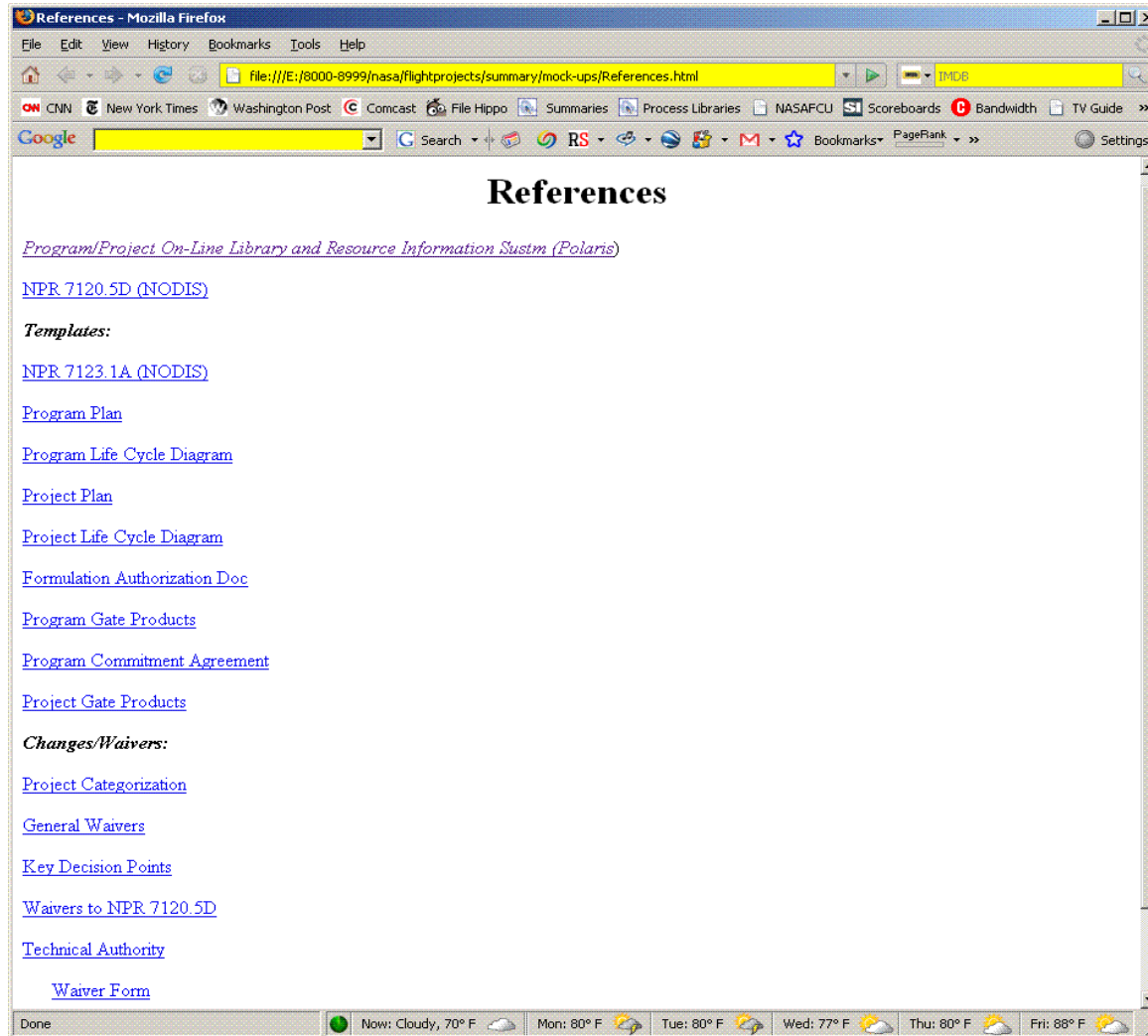
In this subprocess, we deal with the process of developing, reviewing, and distributing the Solicitation.

Organization: Division C

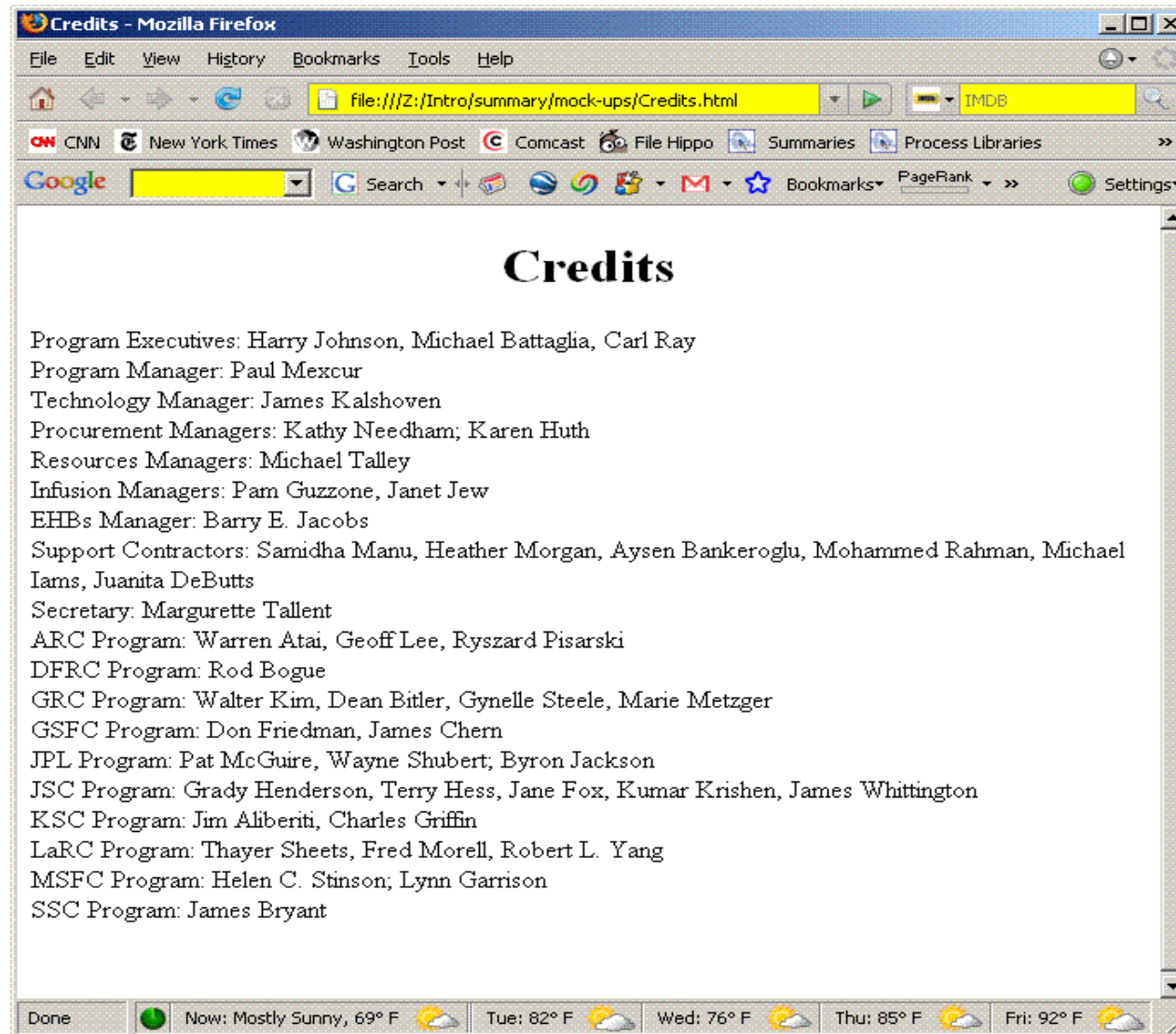
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development .	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	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

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 NASA Contracts Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop file:///E:/8000-8999/nasa/contracts/plib/overview.html ★ IMDB

Overview of NASA Contracts Process Library

The objective of this tool is to help NASA Contracts Managers (and Staff) to *quickly learn* to build and manage Contracts. We present our approach in five bullets.

- We focus on the documents that NASA Contracts 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 NASA Contracts Process Library see: [paper](#), [summary](#), and [other process libraries](#).

Now: Cloudy, 60° F Thu: 66° F Fri: 68° F Sat: 76° F Sun: 79° F Mon: 79° F Tue: 76° F

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Subprocesses - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

Contracts

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

(Potential Customers: Flight Projects)

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: Flight Projects)

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.

NASA Contracts Organizations - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop file:///E:/8000-8999/nasa/contracts/plib/Organizations.htm

NASA Contracts Organizations

Product Realization Subprocesses Organizations
ARC Contracts Office
DFRC Contracts Office
GRC Contracts Office
GSFC Contracts Office
HQ Contracts Office
JPL Contracts Office
JSC Contracts Office
KSC Contracts Office
LaRC Contracts Office
MSFC Contracts Office
Office of Exploration Systems Contracts Offices
Office of Aeronautics Research Contracts Offices
Office of Science Contracts Offices
Office of Space Operations Contracts Offices
Contracts PMO Office
SSC Contracts Office

Product Distribution Subprocesses Organizations
ARC Contracts Office
DFRC Contracts Office
GRC Contracts Office
GSFC Contracts Office
HQ Contracts Office
JPL Contracts Office
JSC Contracts Office
KSC Contracts Office
LaRC Contracts Office
MSFC Contracts Office
Office of Exploration Systems Contracts Offices
Office of Aeronautics Research Contracts Offices
Office of Science Contracts Offices
Office of Space Operations Contracts Offices
Contracts PMO Office
SSC Contracts Office

Now: Cloudy, 60° F Thu: 66° F Fri: 68° F Sat: 76° F Sun: 79° F Mon: 79° F Tue: 76° 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"



× ★★★★★ [X] [Globe] [Clock] [Calendar] Silver Spring, MD 20902, USA: 54°F [Sun] Tue: 61°F [Sun] Wed: 58°F [Cloud] Thu: 51°F [Sun] Fri: 47°F [Sun]

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.

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NASA Contracts Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

NASA Contracts Process Library

[Overview \(Demo\)](#)

[Integrated Problems-Solutions Database](#)

[Planning Contracts](#)

[Solicitation Development](#)

[Submission](#)

[Review and Selection](#)

[Negotiation and Award](#)

[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

Views - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

file:///E:/8000-8999/nasa/contracts/summary/mock-ups/Views.htm GSpace Go

CNN Wash Post NY Times Horoscope Scoreboards NASAFCU Comcast Bandwidth File Hippo ZDNet

Google Search PageRank ABC Check AutoLink Subscribe

Views

Total 11 Entries

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

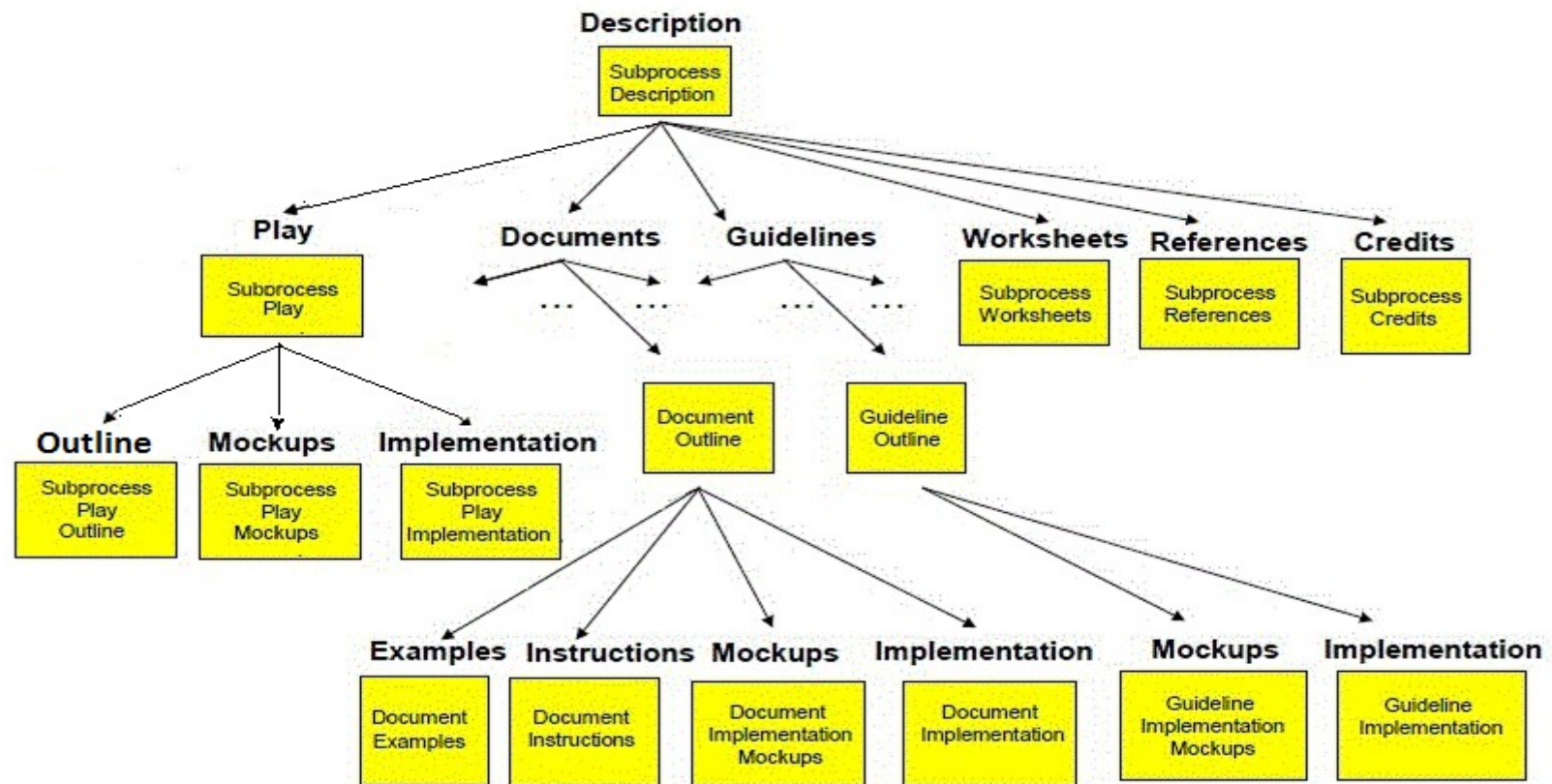
Subprocess: **Solicitation Development** (T4-3-00-00)

[Create View](#)

View	Steps
ARC Contracts Office Lee, Geoff (geoff.lee@nasa.gov) Fetch	Update Copy Delete
DFRC Contracts Office Bogue, Rodney (rod.bogue@nasa.gov) Fetch	Update Copy Delete
GRC Contracts Office Kim, Walter S. (walter.s.kim@nasa.gov) Fetch	Update Copy Delete
GSFC Contracts Office Chern, Dr. E. James (Engmin.J.Chern@nasa.gov) Fetch	Update Copy Delete
HQ Contracts Office Ray, Carl G. (carl.g.ray@nasa.gov) Fetch	Update Copy Delete
JPL Contracts Office Schober, Wayne R. (Wayne.R.Schober@jpl.nasa.gov) Fetch	Update Copy Delete
JSC Contracts Office Krishen, Dr. Kumar (kumar.krishen-1@nasa.gov) Fetch	Update Copy Delete

Done 0.234s McAfee SiteAdvisor Adblock

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/Contracts/library/Integration/PRSSs/Solicitation Development> ★ ⓘ

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: Sunny, 66 °F Wed: 79 °F Thu: 78 °F Fri: 77 °F Sat: 83 °F Sun: 81 °F

Play - Mozilla Firefox

File Edit View History Bookmarks Tools Help

file:///E:/8000-8999/nasa/research/library/Integration/PRs/Solicitation Development/PI ★ ↻

Google

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 Research 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 Research Grants Manager:

- Register Topic Manager
- Assign Topic Manager

-Update Topic Descriptions-

Topic Manager (Co-Lead) ,

Mission Directorate Representative (Co-Lead)

x SP Now: 63°F Mon: 56°F Tue: 58°F Wed: 63°F Thu: 59°F Fri: 64°F Sat: 64°F

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

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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.

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

Description - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/Contracts/library/Integration/PRSS/Solicitation Development> ★ ⓘ

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

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

[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

GP 5 Now: Sunny, 66 °F 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 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	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

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

References

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\(Federal Page\)](#)

["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](#)

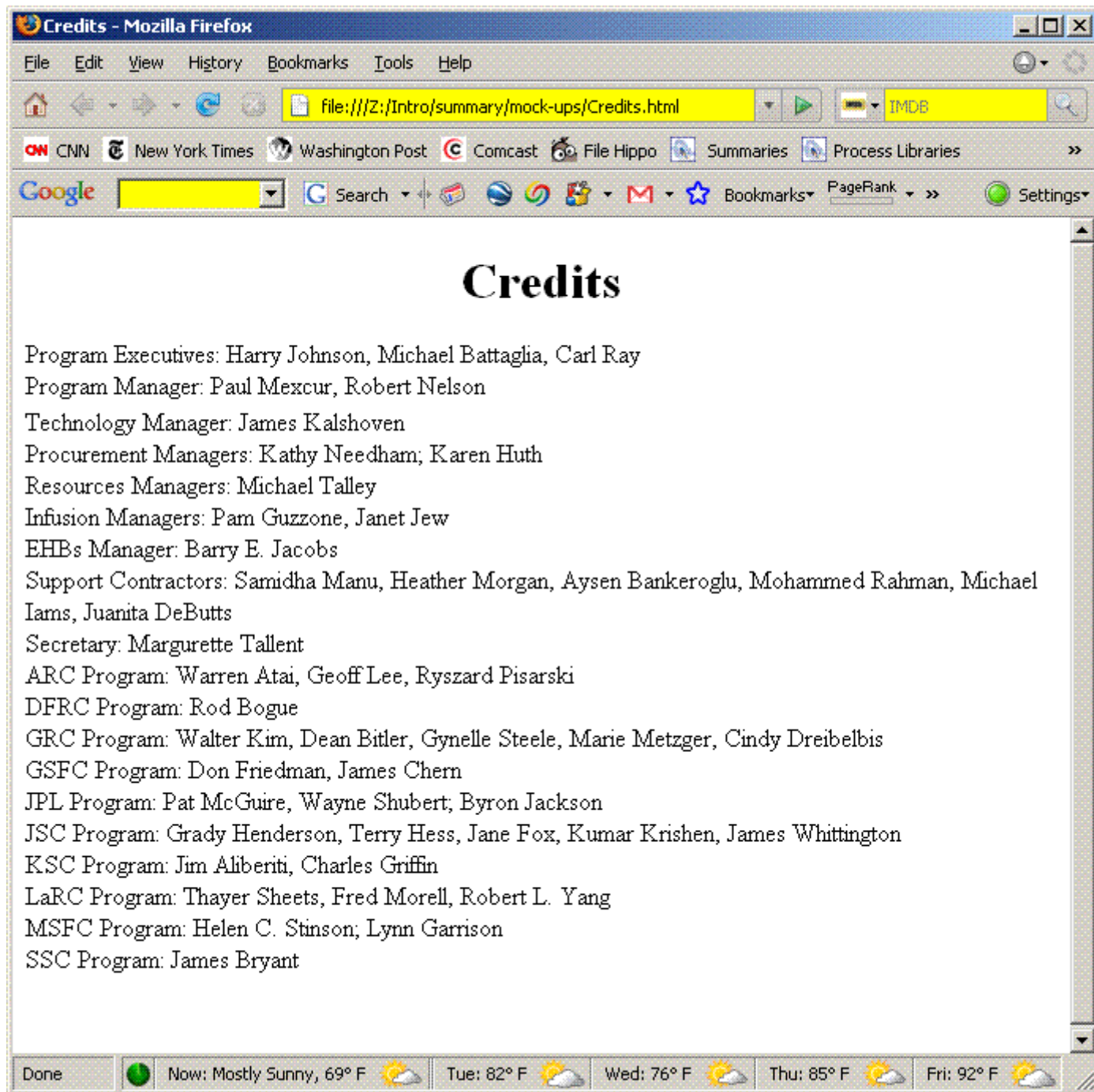
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Tools that can be focused on during stages- by tool.

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

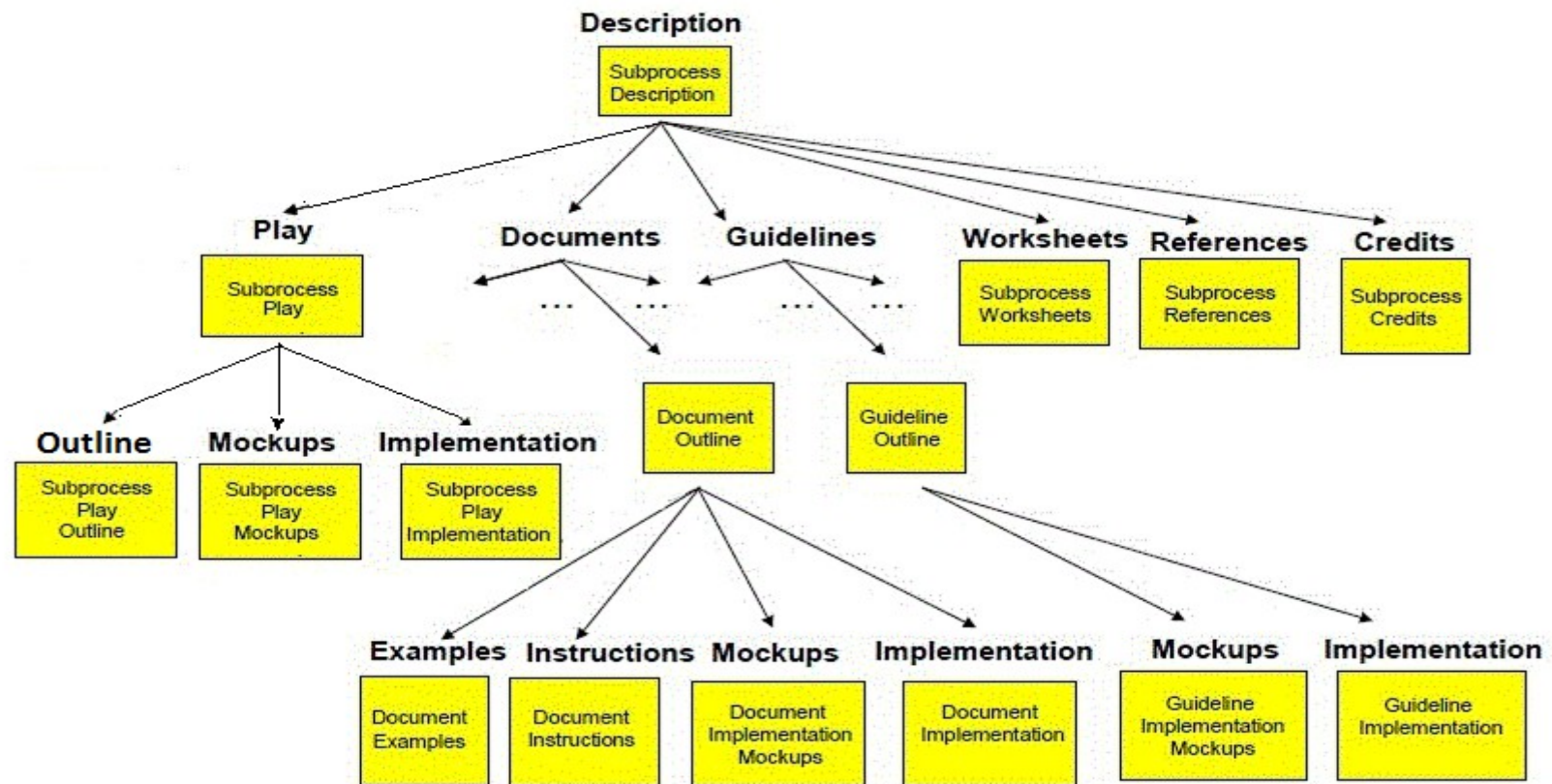
ehbs.org/intro/summary/stages2.html

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

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Shakespeare Meets Freud



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

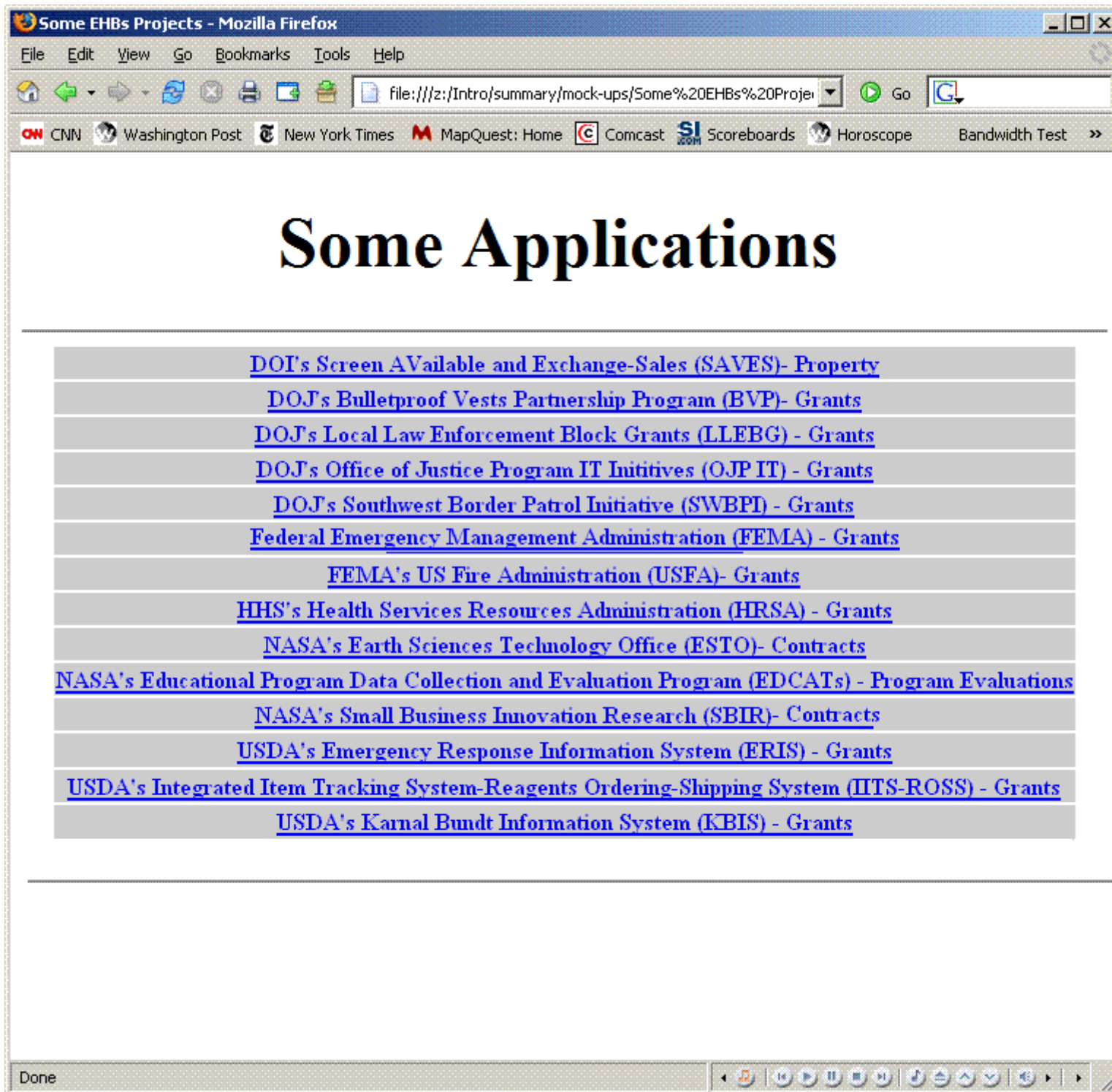


- **In Process Libraries (PLs), subprocesses are represented as "plays" where "actors" communicate thru the Internet. Each organization puts on its own "productions". For each role, Electronic Handbooks (EHBs) (also called Guidelines) guide "actors" thru their parts. Managers are "directors" using Worksheets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





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](#)

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

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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 NASA Contracts Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop file:///E:/8000-8999/nasa/contracts/plib/overview.html ☆ IMDB

Overview of NASA Contracts Process Library

The objective of this tool is to help NASA Contracts Managers (and Staff) to *quickly learn* to build and manage Contracts. We present our approach in five bullets.

- We focus on the documents that NASA Contracts 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 NASA Contracts Process Library see: [paper](#), [summary](#), and [other process libraries](#).

Now: Cloudy, 60° F Thu: 66° F Fri: 68° F Sat: 76° F Sun: 79° F Mon: 79° F Tue: 76° F

Document - Mozilla Firefox

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

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

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, 65 °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 Go Bookmarks Tools Help

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Fetch Integration

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

Samples From Views	
ARC Contracts Office	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
Fetch	
DFRC Contracts Office	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
Fetch	
GRC Contracts Office	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
Fetch	
GSFC Contracts Office	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
Fetch	
HQ Contracts Office	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
Fetch	

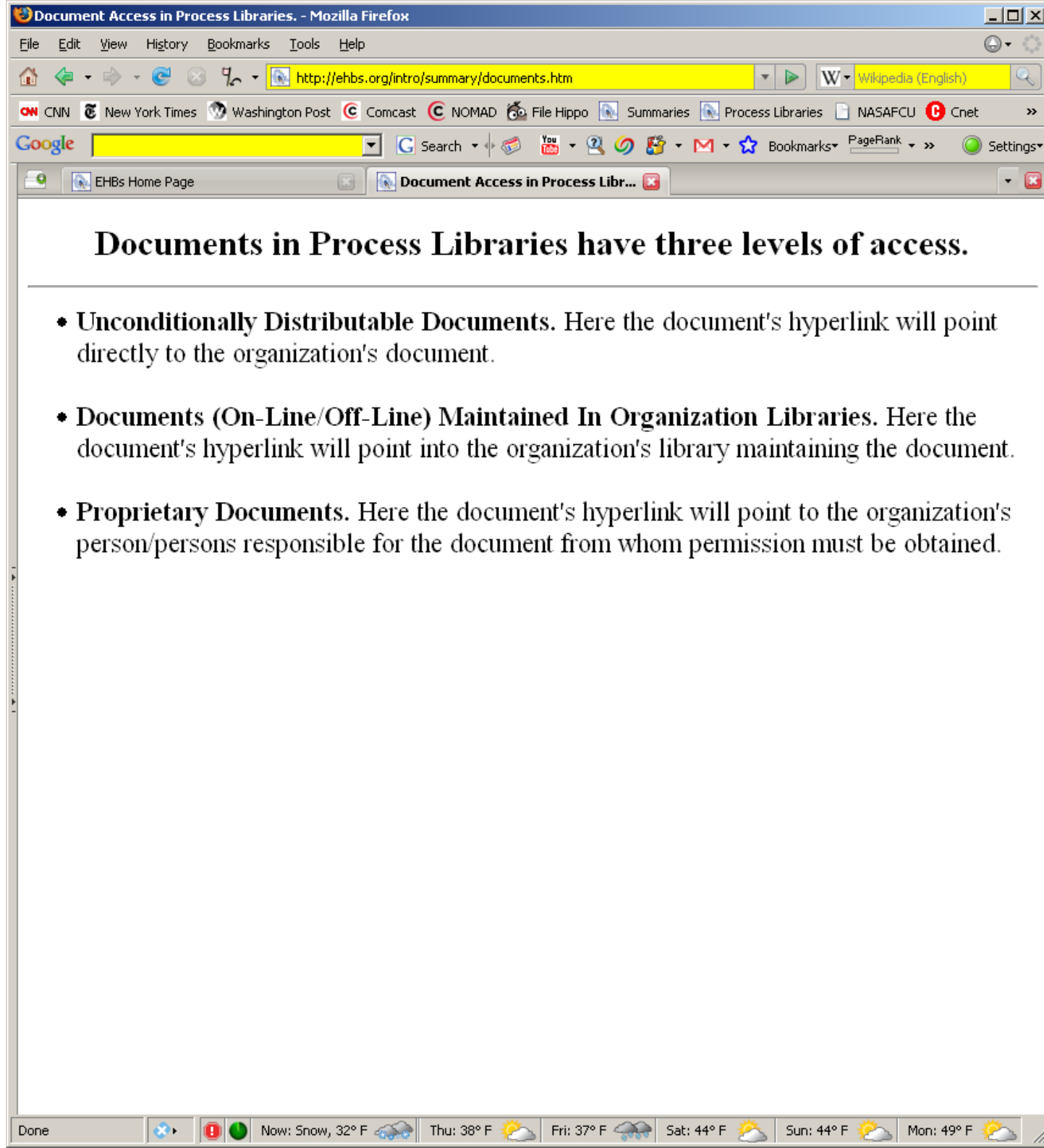
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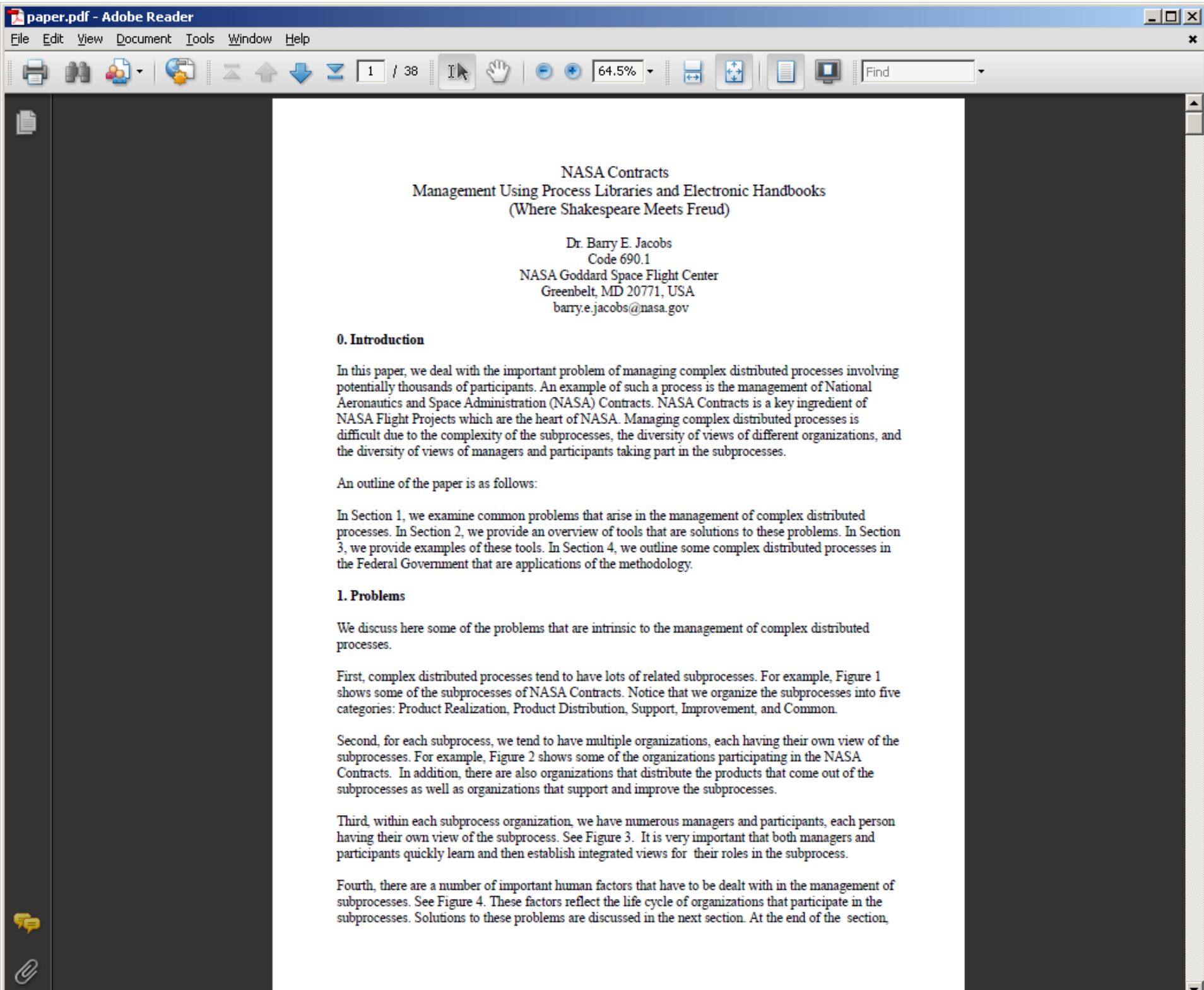
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- Sample documents have three levels of access: a) Unconditionally Distributable (e.g., [1](#), [2](#)), b) Maintained In Organization Libraries (e.g., [1](#), [2](#)), and c) Proprietary (e.g., [1](#), [2](#)).
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For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





NASA Contracts
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

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 National Aeronautics and Space Administration (NASA) Contracts. NASA Contracts is a key ingredient of NASA Flight Projects which are the heart of NASA. Managing complex distributed processes is difficult due to the complexity of the subprocesses, the diversity of views of different organizations, and the diversity of views of managers and participants taking part in the subprocesses.

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. 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.

1. Problems

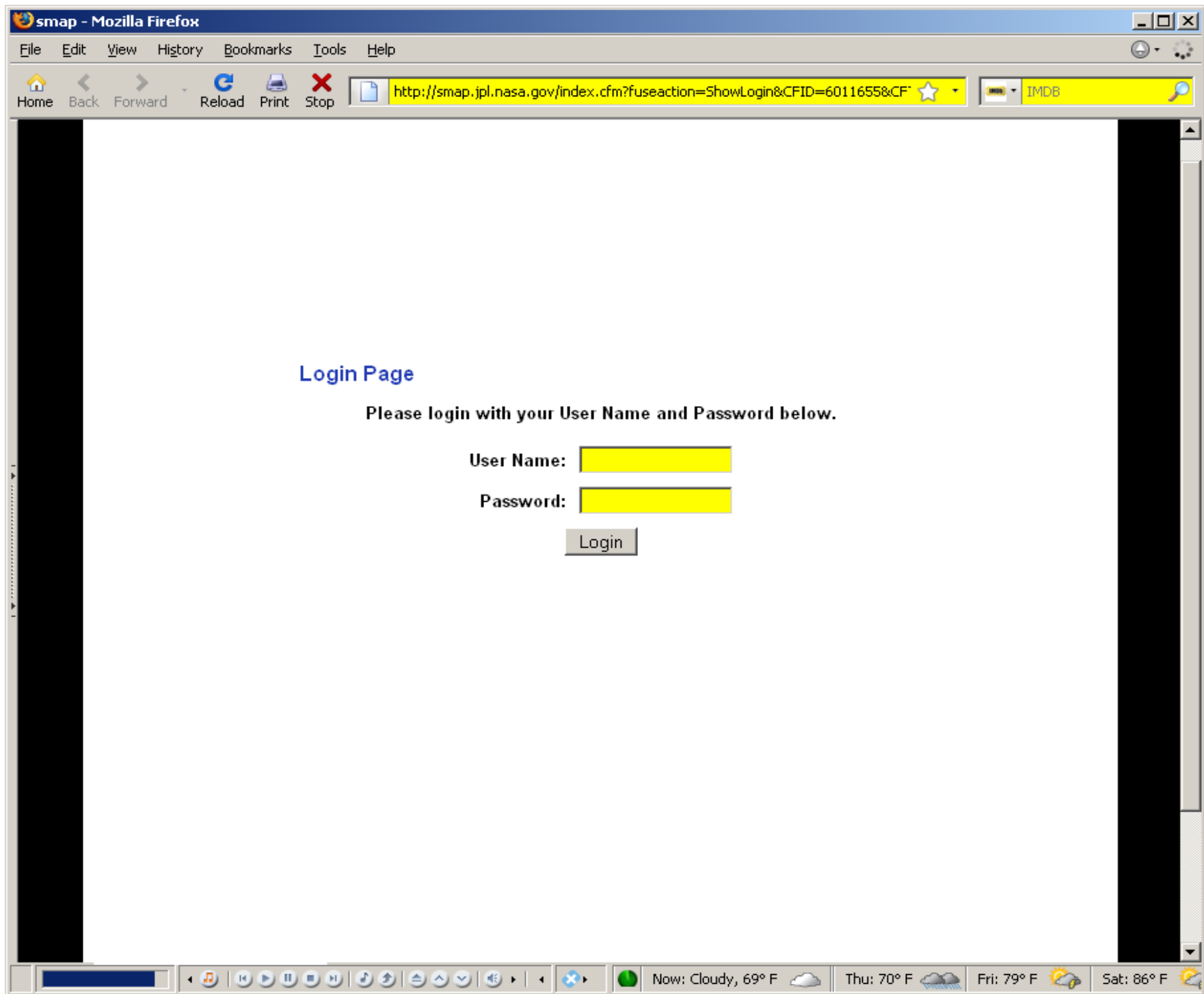
We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1 shows some of the subprocesses of NASA Contracts. Notice that we organize the subprocesses into five categories: Product Realization, Product Distribution, Support, Improvement, and Common.

Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. For example, Figure 2 shows some of the organizations participating in the NASA Contracts. In addition, there are also organizations that distribute the products that come out of the subprocesses as well as organizations that support and improve the subprocesses.

Third, within each subprocess organization, we have numerous managers and participants, each person having their own view of the subprocess. See Figure 3. It is very important that both managers and participants quickly learn and then establish integrated views for their roles in the subprocess.

Fourth, there are a number of important human factors that have to be dealt with in the management of subprocesses. See Figure 4. These factors reflect the life cycle of organizations that participate in the subprocesses. Solutions to these problems are discussed in the next section. At the end of the section,



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

File Edit View Insert Format Options Tools Help

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



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For more information on the NASA Contracts Process Library see: [paper](#), [summary](#), and [other process libraries](#).



Subprocess Worksheet

Subprocess: Solicitation Development

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

Organization: Division C

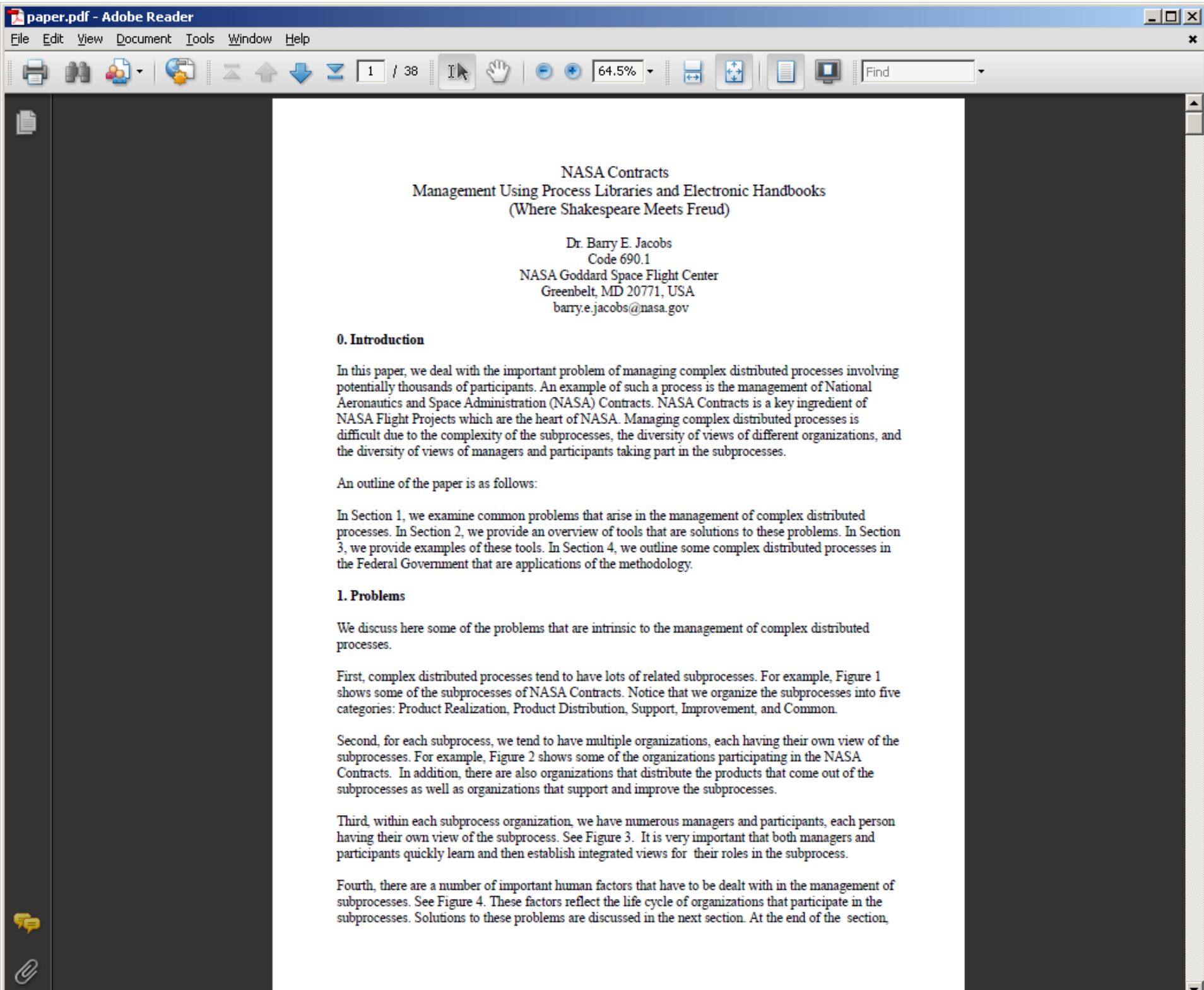
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development .	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

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- **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 NASA Contracts Process Library see: [paper](#), [summary](#), and [other process libraries](#).



NASA Contracts
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

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 National Aeronautics and Space Administration (NASA) Contracts. NASA Contracts is a key ingredient of NASA Flight Projects which are the heart of NASA. Managing complex distributed processes is difficult due to the complexity of the subprocesses, the diversity of views of different organizations, and the diversity of views of managers and participants taking part in the subprocesses.

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. 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.

1. Problems

We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1 shows some of the subprocesses of NASA Contracts. Notice that we organize the subprocesses into five categories: Product Realization, Product Distribution, Support, Improvement, and Common.

Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. For example, Figure 2 shows some of the organizations participating in the NASA Contracts. In addition, there are also organizations that distribute the products that come out of the subprocesses as well as organizations that support and improve the subprocesses.

Third, within each subprocess organization, we have numerous managers and participants, each person having their own view of the subprocess. See Figure 3. It is very important that both managers and participants quickly learn and then establish integrated views for their roles in the subprocess.

Fourth, there are a number of important human factors that have to be dealt with in the management of subprocesses. See Figure 4. These factors reflect the life cycle of organizations that participate in the subprocesses. Solutions to these problems are discussed in the next section. At the end of the section,

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Summary

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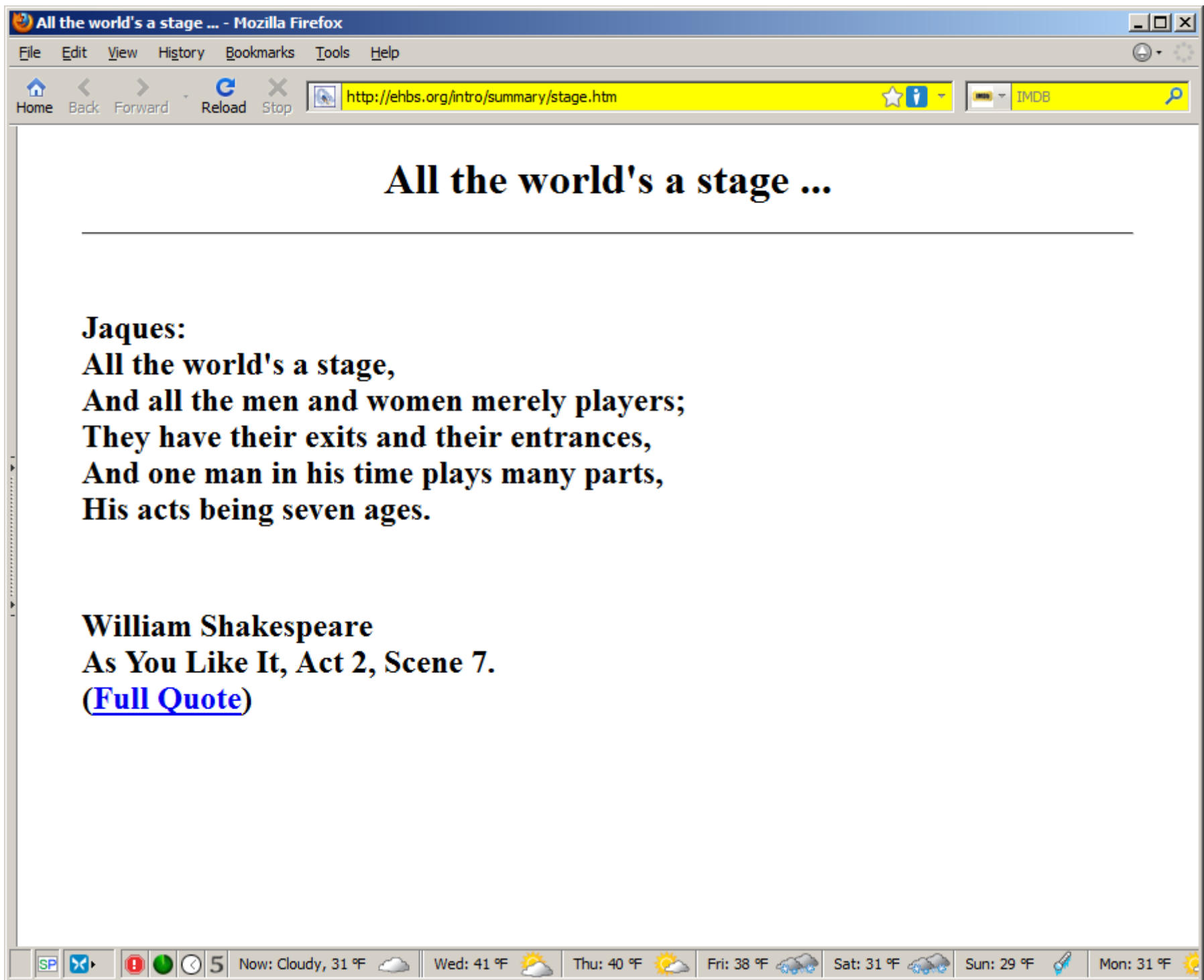
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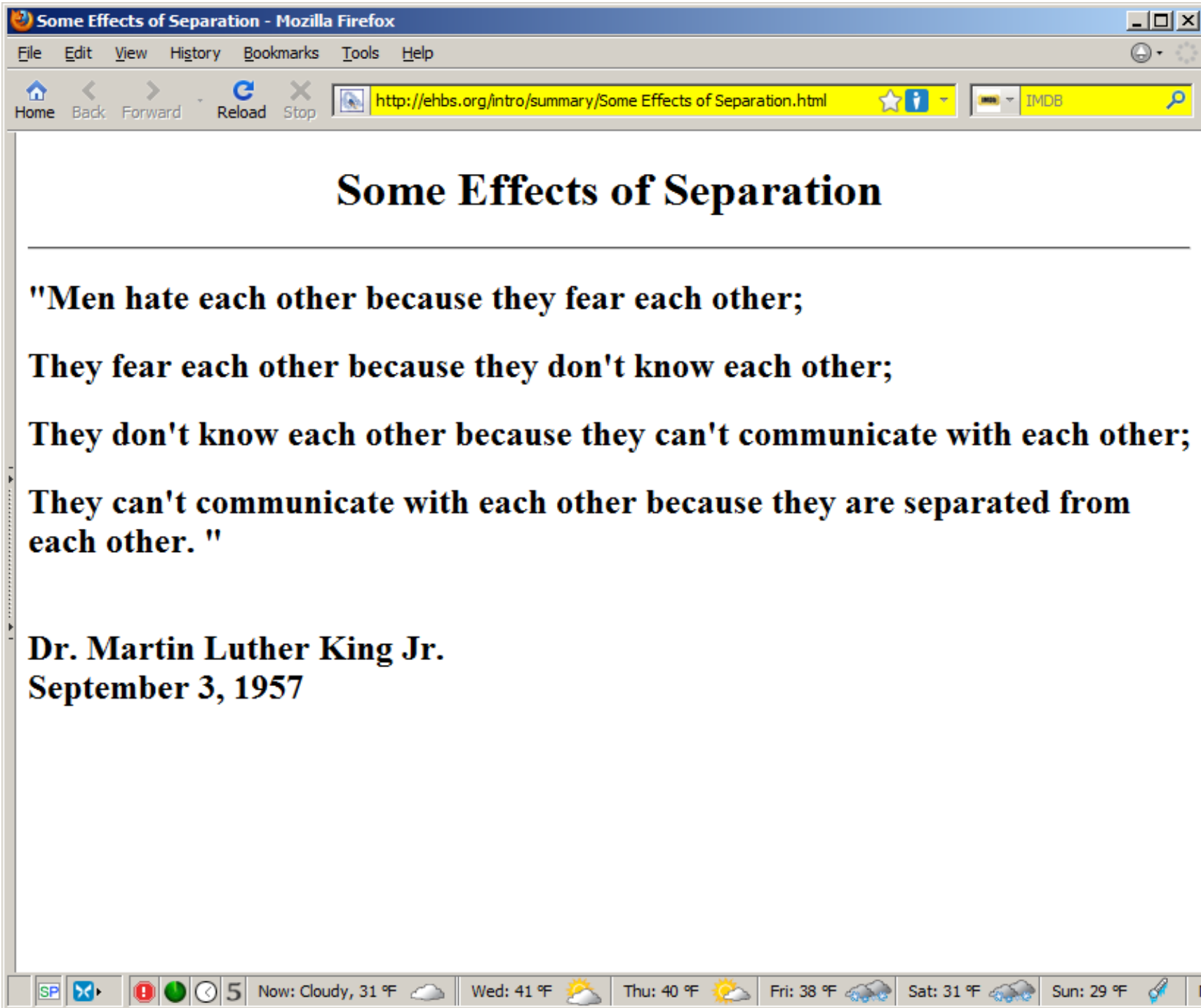
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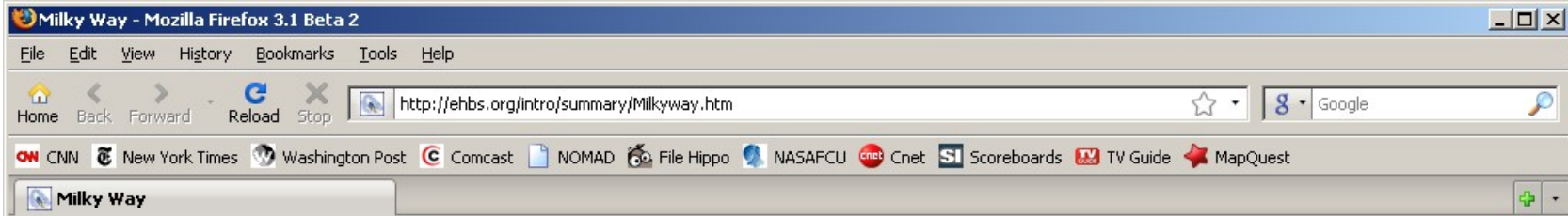
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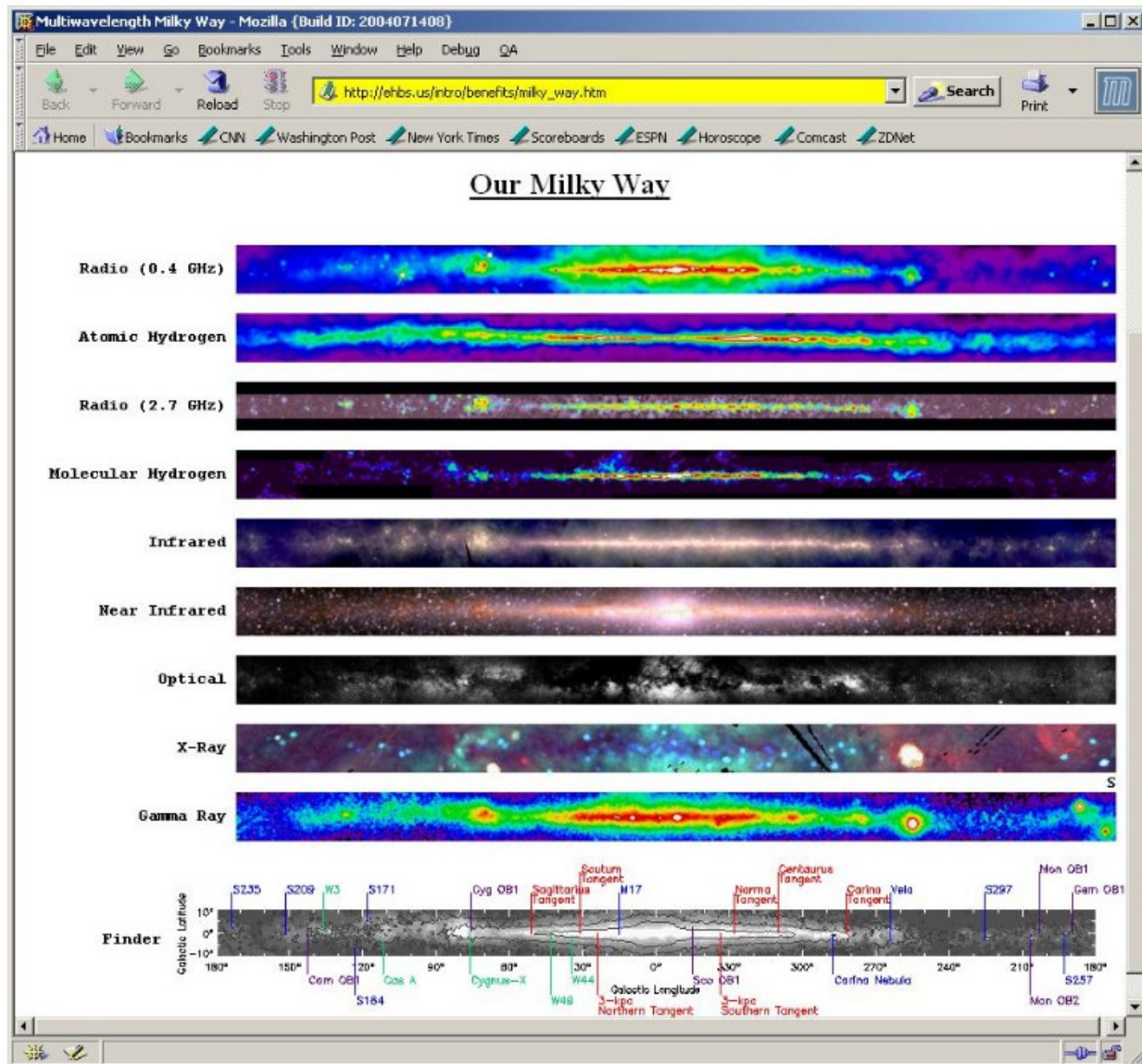
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- [The Bottom Line: Provide editable and cost-saving process documentation tools for process developers and participants to help them quickly and effectively learn, adapt, test, teach, and work together. These tools may be added to new or existing systems.](#)
- [Objective: Develop Internet-based tools to support the paperless documentation and management of complex distributed processes.](#)
- [Plays describe subprocess execution.](#)
- [Our basic approach is to wrap organization's subprocesses in a common envelope containing "communication vehicles" that facilitate learning plus intra-organization communication.](#)
- [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.](#)







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



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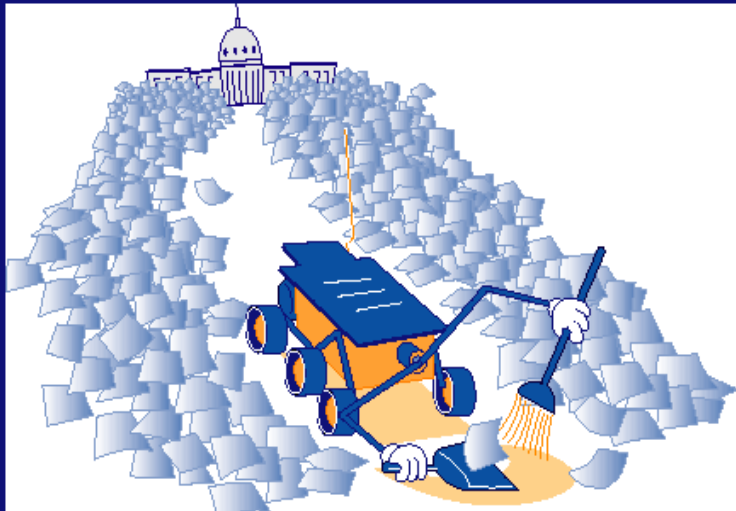
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Dr. Barry E. Jacobs
barry.e.jacobs@comcast.net
(301) 681-7816
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