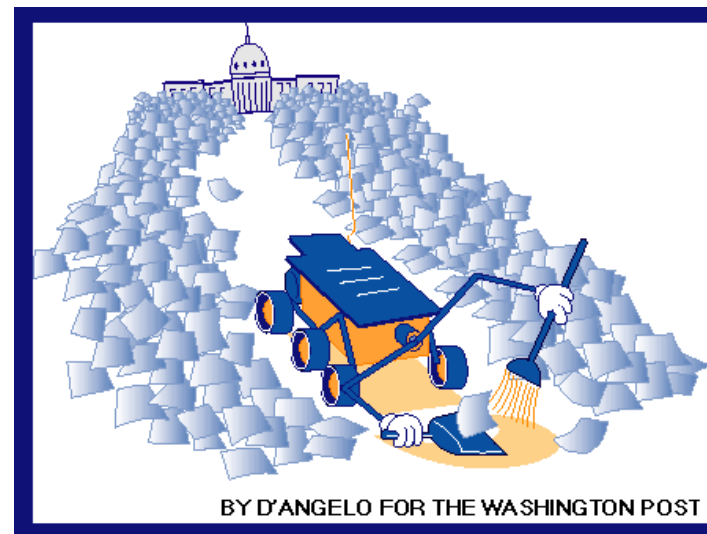


# NASA Directives Management Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)



## Demonstration



Dr. Barry E. Jacobs  
[barry.e.jacobs@comcast.net](mailto:barry.e.jacobs@comcast.net)

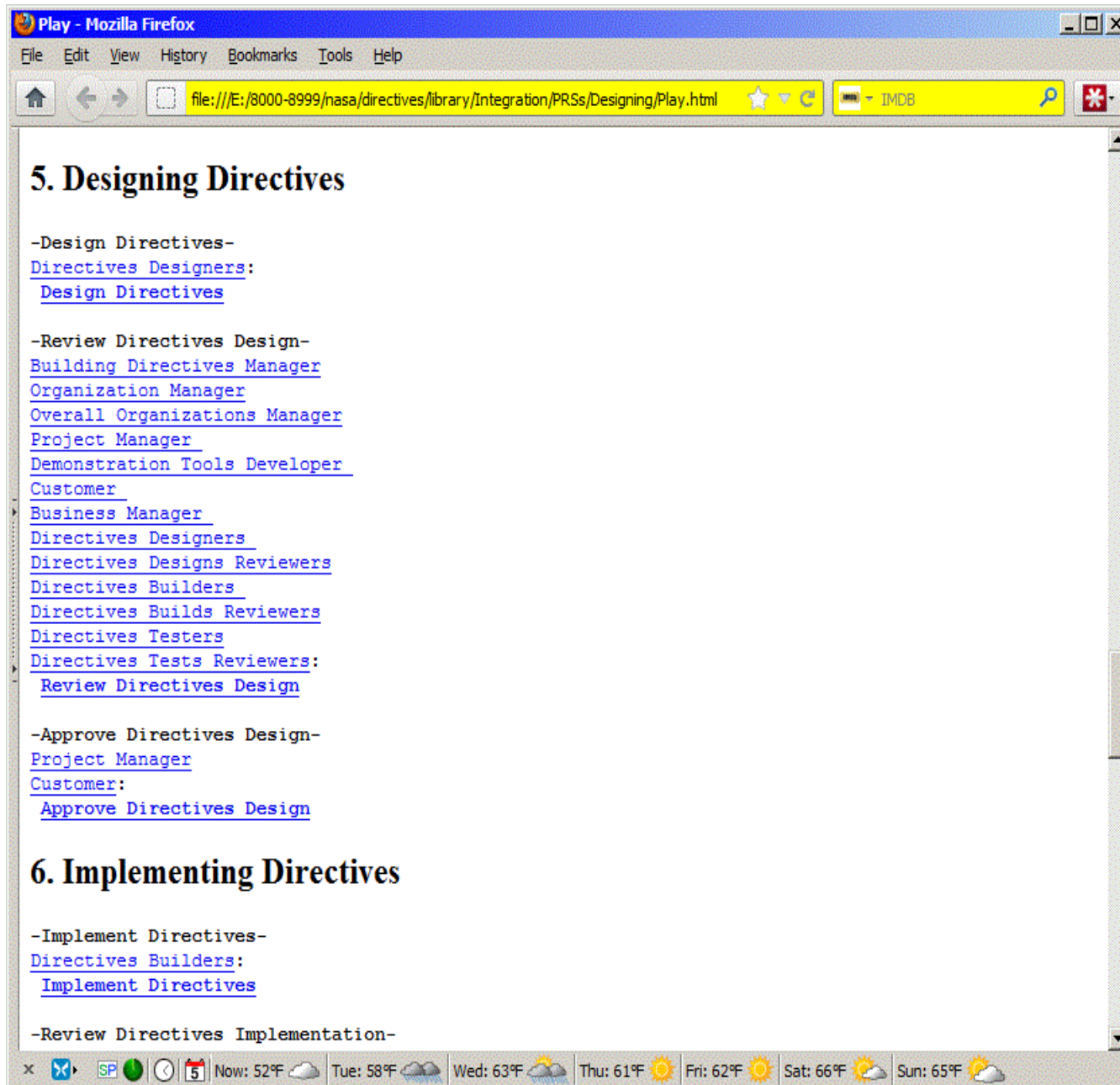
## **The Bottom Line:**

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

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

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

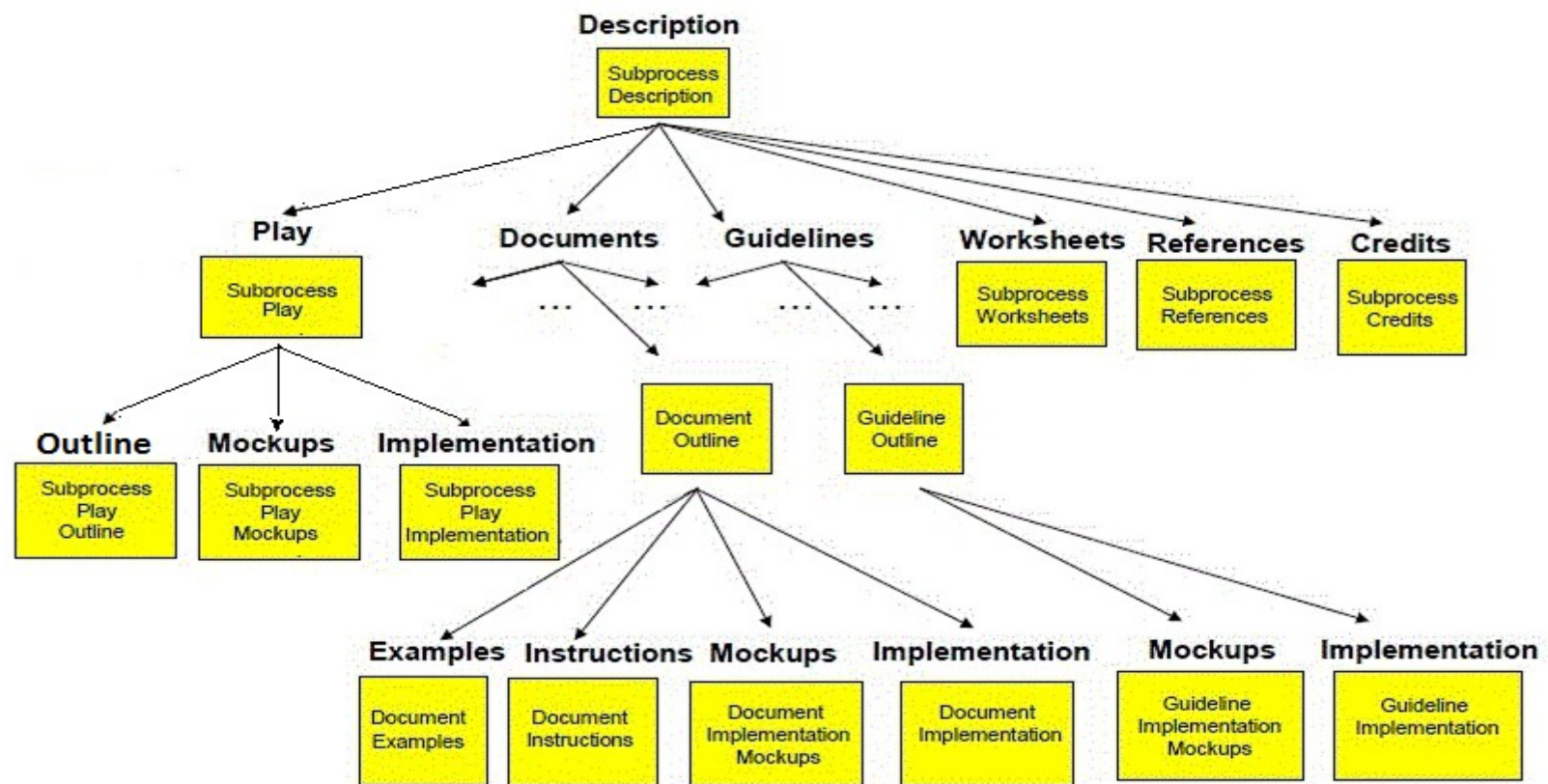
# Plays describe subprocess execution.



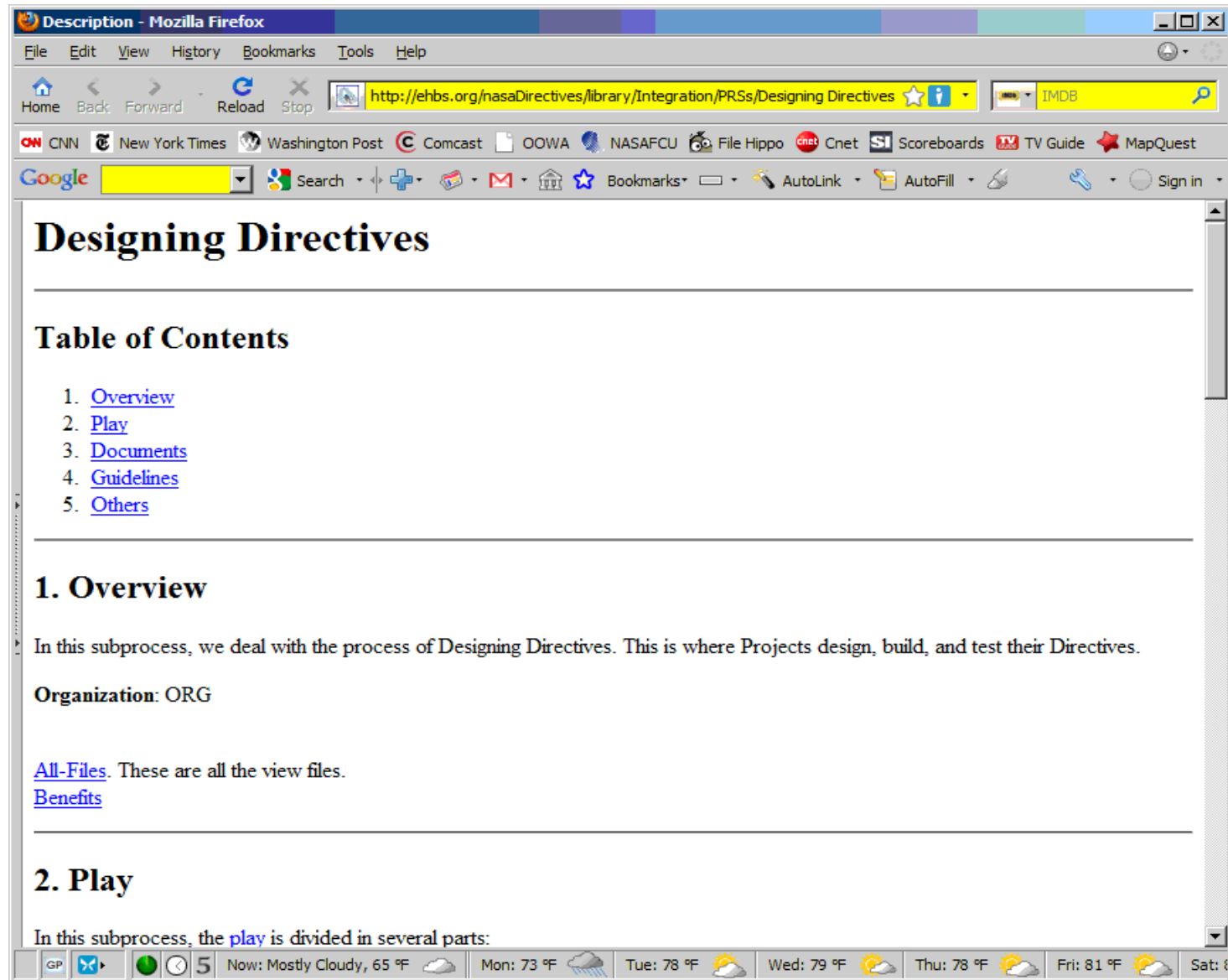
## **Benefits:**

- 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.**

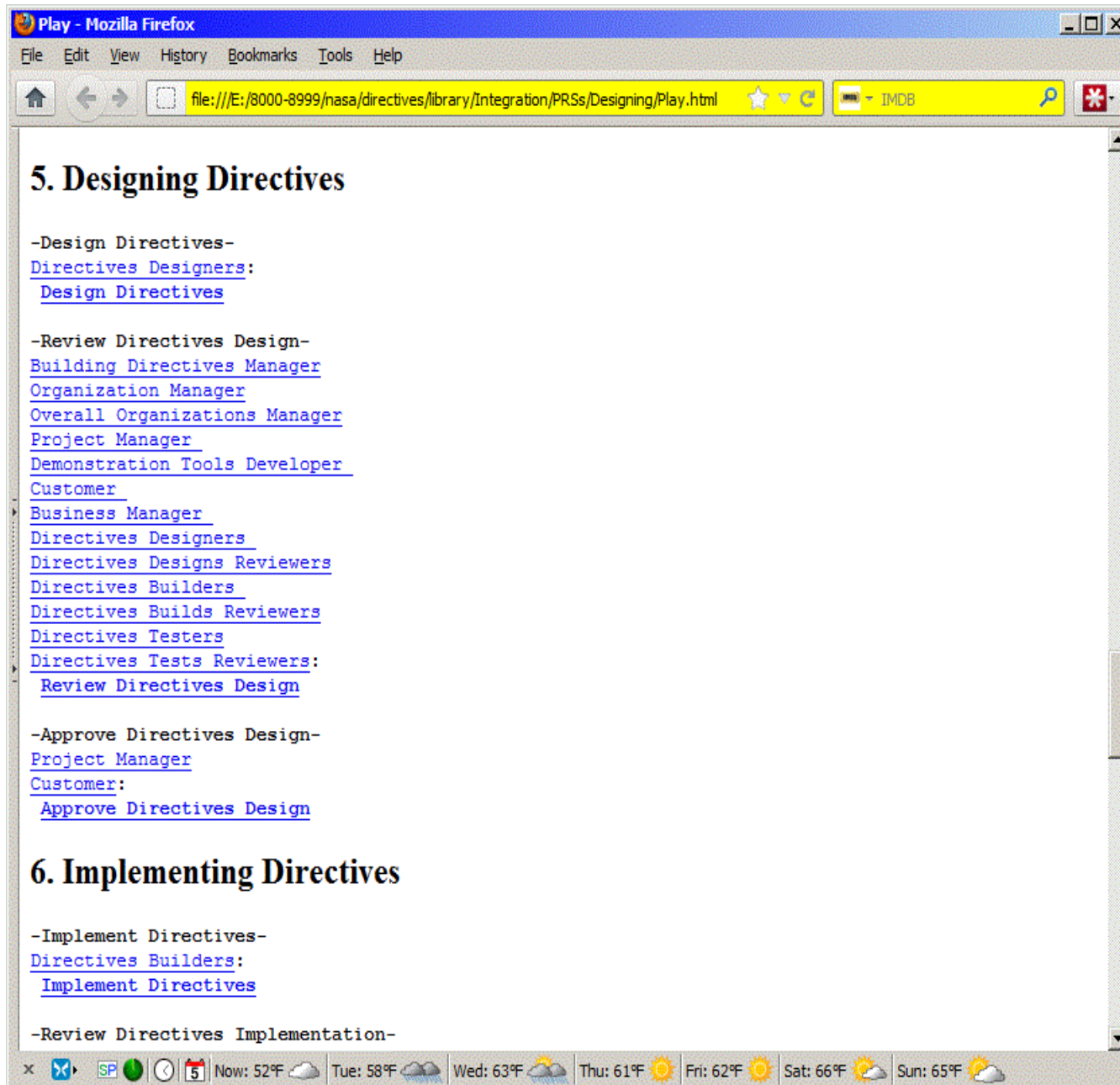
**Our basic approach is to wrap organization's subprocesses in a common envelope containing "communication vehicles" that facilitate intra- and inter-organization communication.**



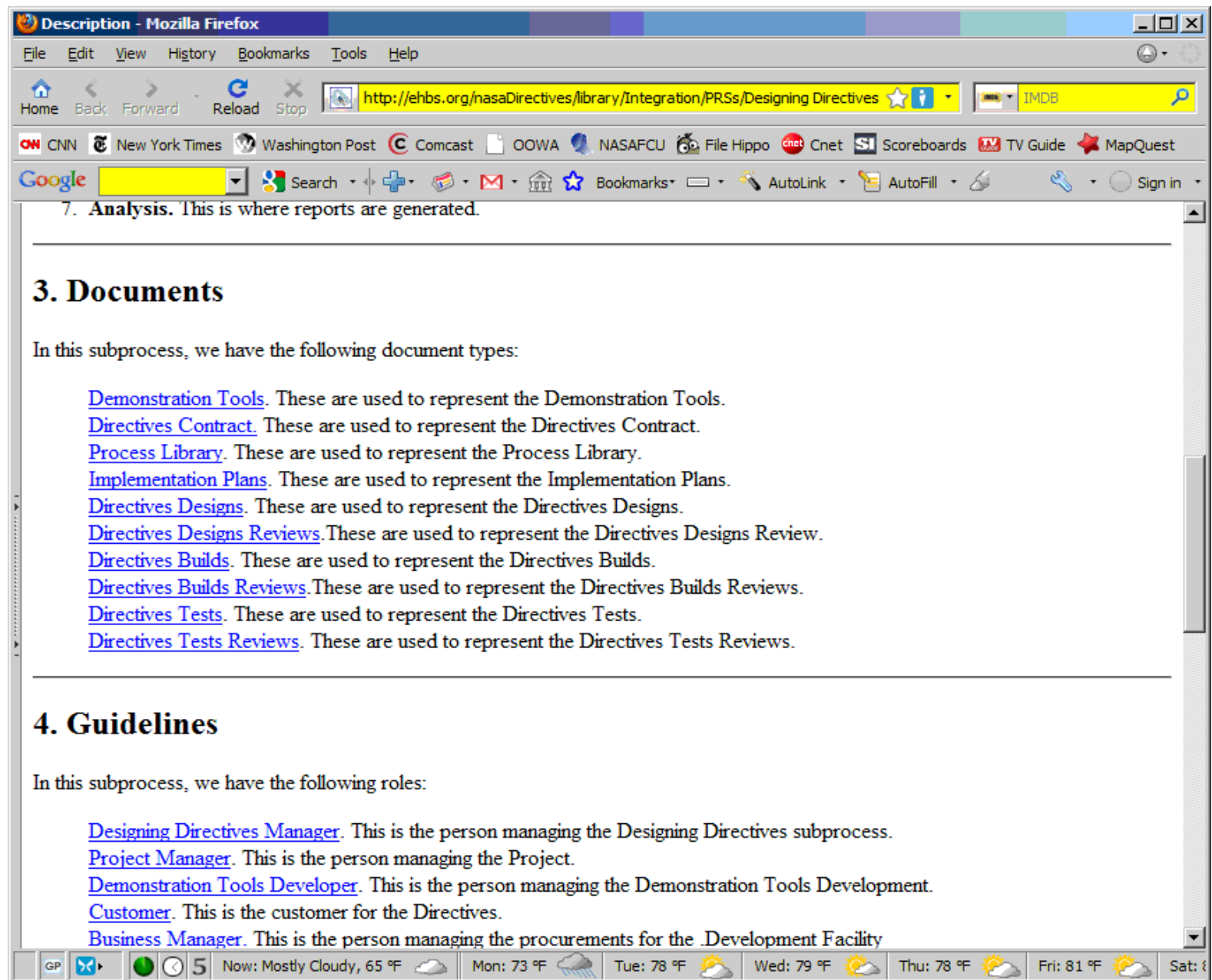
## Descriptions summarize subprocesses.



# Plays describe subprocess execution.



# 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.
- [Directives Contract.](#) These are used to represent the Directives Contract.
- [Process Library.](#) These are used to represent the Process Library.
- [Implementation Plans.](#) These are used to represent the Implementation Plans.
- [Directives Designs.](#) These are used to represent the Directives Designs.
- [Directives Designs Reviews.](#) These are used to represent the Directives Designs Review.
- [Directives Builds.](#) These are used to represent the Directives Builds.
- [Directives Builds Reviews.](#) These are used to represent the Directives Builds Reviews.
- [Directives Tests.](#) These are used to represent the Directives Tests.
- [Directives Tests Reviews.](#) These are used to represent the Directives Tests Reviews.

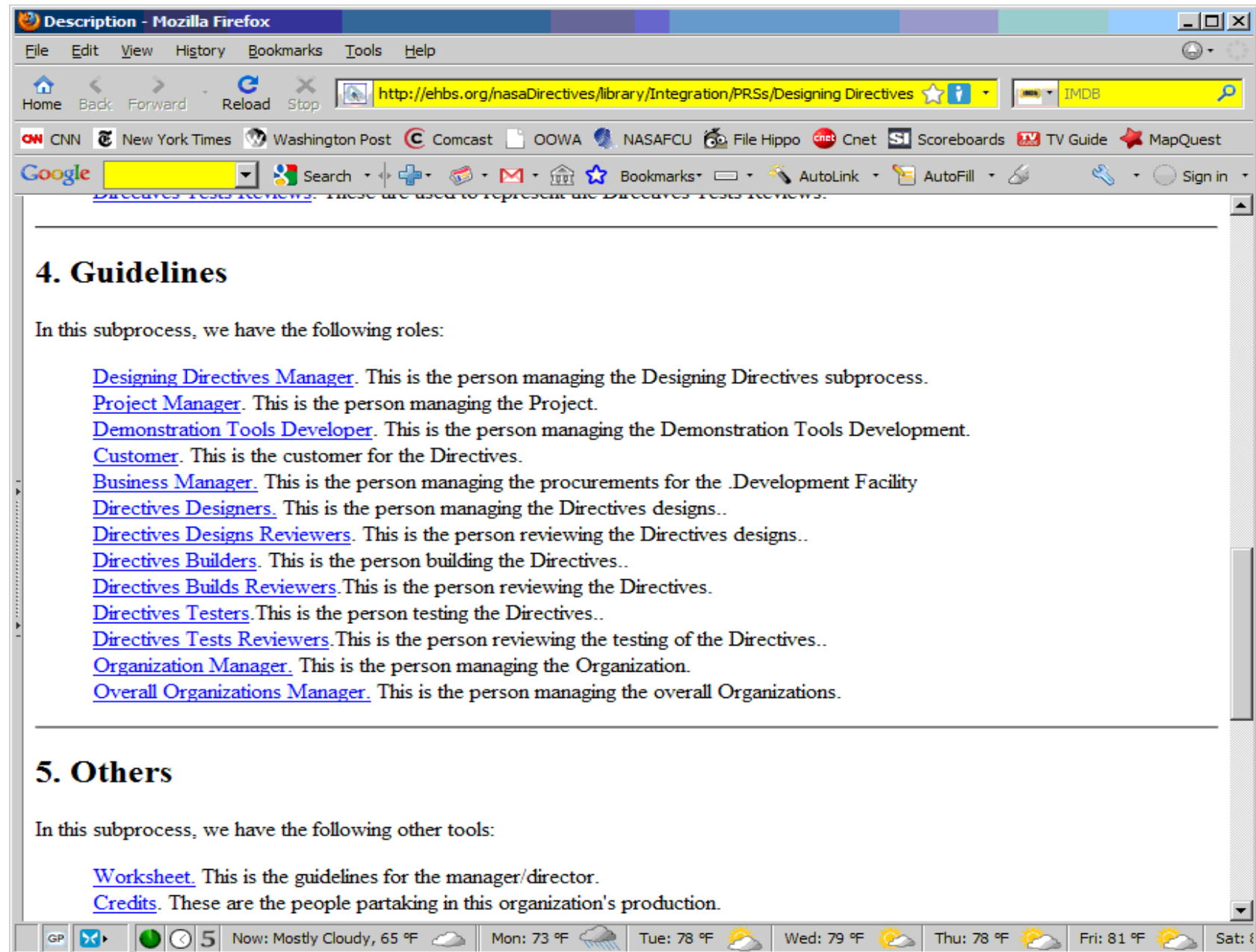
---

## 4. Guidelines

In this subprocess, we have the following roles:

- [Designing Directives Manager.](#) This is the person managing the Designing Directives 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 Directives.
- [Business Manager.](#) This is the person managing the procurements for the .Development Facility

# Guidelines describe user subprocesses.



The screenshot shows a Mozilla Firefox browser window. The address bar displays the URL <http://ehbs.org/nasaDirectives/library/Integration/PRSS/Designing Directives>. 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 and their descriptions. The browser's status bar at the bottom shows the current time and weather for various days.

**4. Guidelines**

In this subprocess, we have the following roles:

- [Designing Directives Manager](#). This is the person managing the Designing Directives 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 Directives.
- [Business Manager](#). This is the person managing the procurements for the .Development Facility
- [Directives Designers](#). This is the person managing the Directives designs..
- [Directives Designs Reviewers](#). This is the person reviewing the Directives designs..
- [Directives Builders](#). This is the person building the Directives..
- [Directives Builds Reviewers](#). This is the person reviewing the Directives.
- [Directives Testers](#). This is the person testing the Directives..
- [Directives Tests Reviewers](#). This is the person reviewing the testing of the Directives..
- [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.
- [Credits](#). These are the people partaking in this organization's production.

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

Worksheet - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop

file:///E:/8000-8999/nasa/directives/summary/Mock-ups/Worksheet.htm

CNN New York Times Washington Post Comcast NOMAD File Hippo Summaries Papers Process Libraries NASAFCU Cnet Scoreboards TV Guide

Google

Subprocess Worksheet

Subprocess: Designing Directives

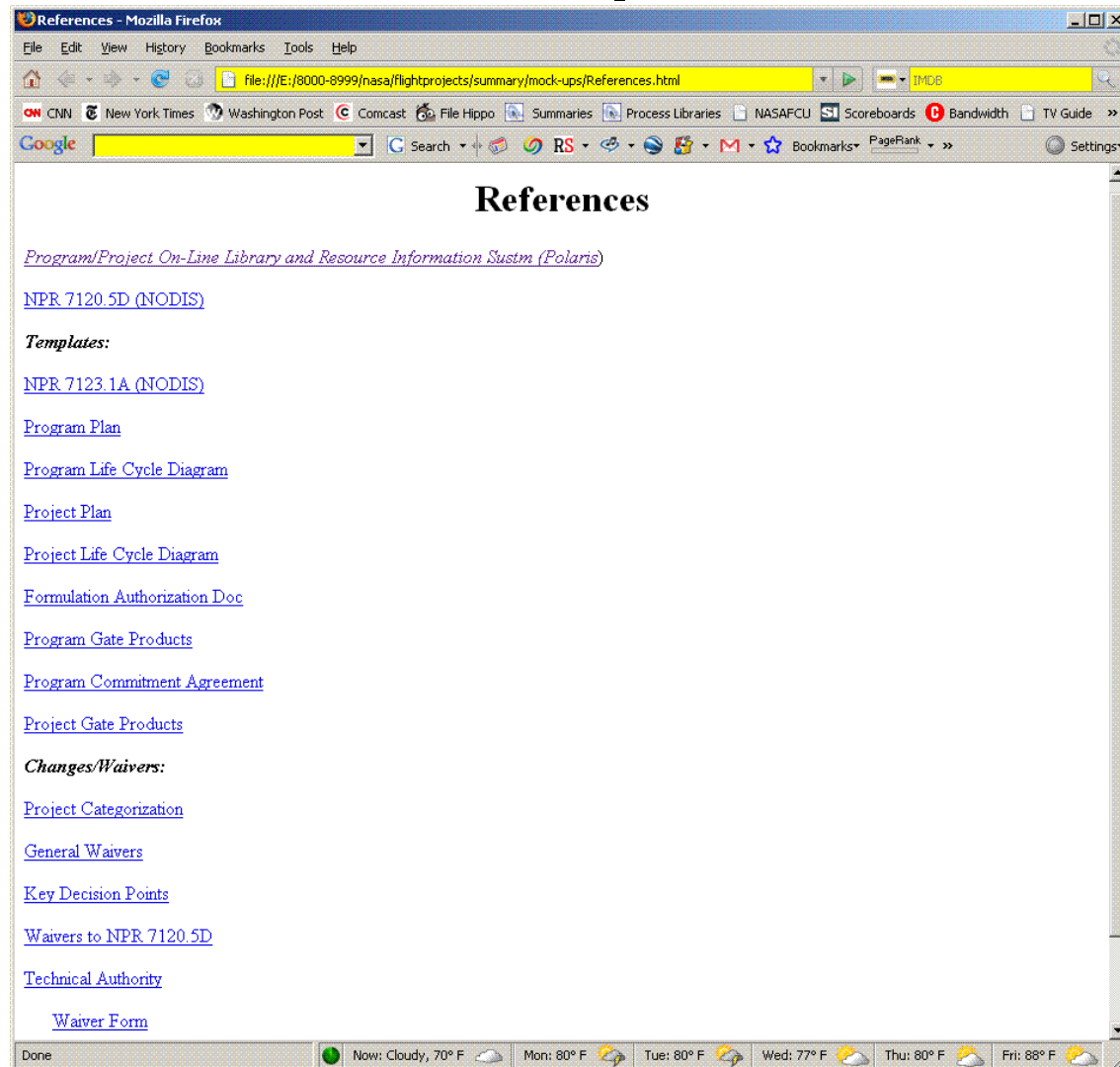
Purpose: The purpose of this subprocess is to manage Directives

Organization: MSFC Directives Office

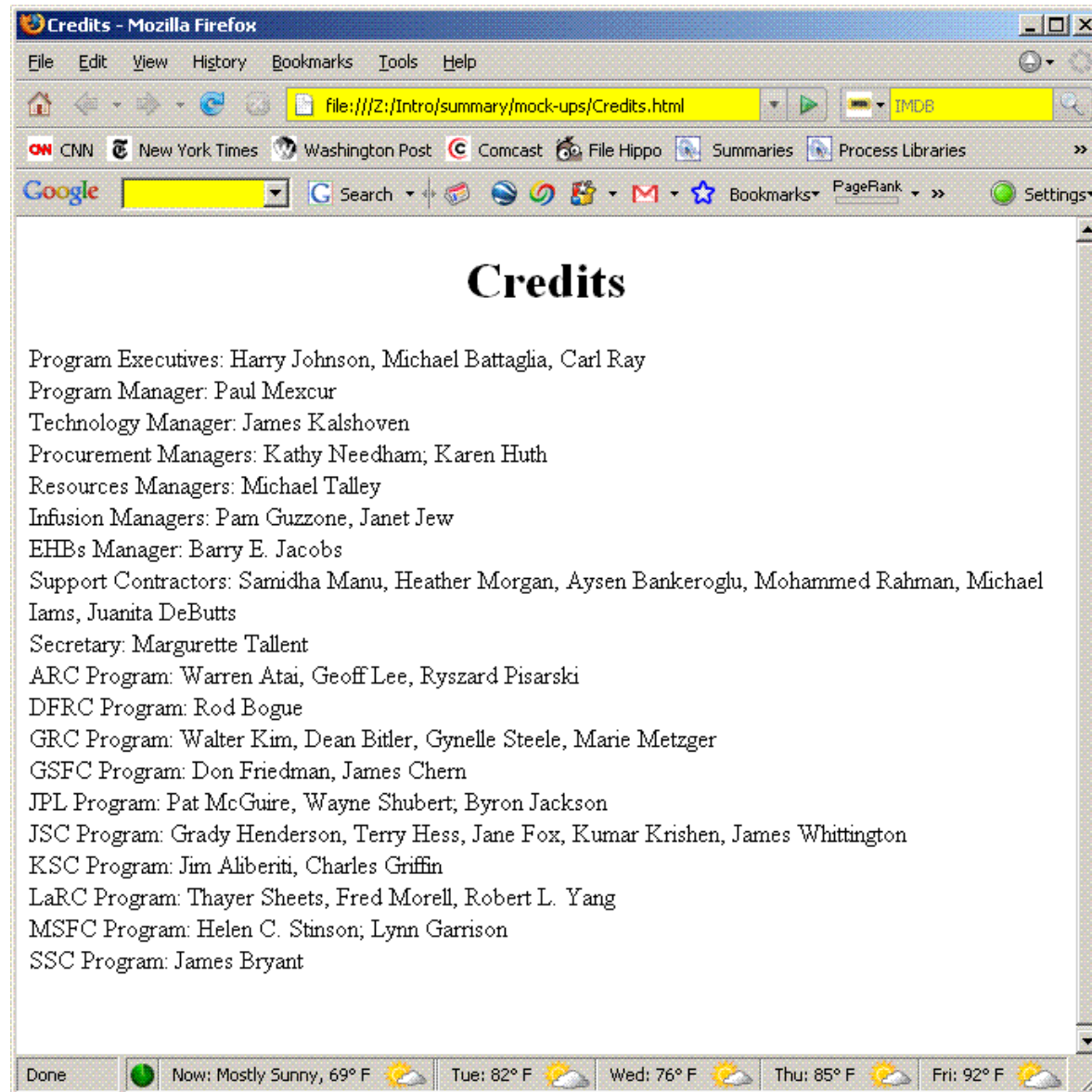
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	07/23/07	08/23/07	Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
Planning	The purpose of this task is to plan the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	06/23/07	06/23/07	Planning Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Draft Project Requirements Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Project Plan (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034

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

# 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 Directives Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

## Overview of NASA Directives Process Library

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

- We focus on the documents that NASA Directives 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 Directives 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

Overview of NASA Directives Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

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

Subprocesses - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

## Directives

Product Realization Subprocesses*												
Integrated Problems-Solutions Database	Planning Directives	Directives Development Facility Solicitation Development	Submission	Handling	Gathering Requirements	Designing Directives	Building Directives	Using Directives	Improving Directives	Revising Directives	Closing Directives	Post-Closeout

(Potential Customers: NASA)

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: NASA)

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 Directives Organizations - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

## NASA Directives Organizations

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

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

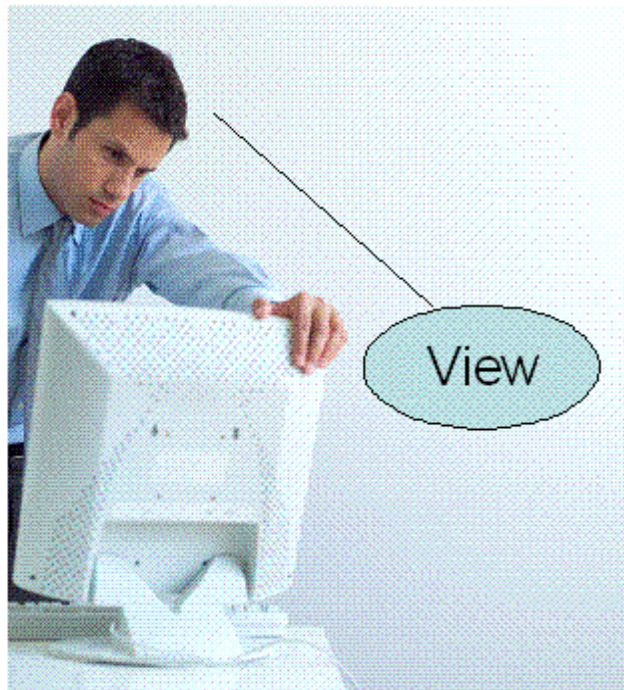
ehbs.org/intro/summary/Eight-Stages.html Wikipedia (en)

## 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"

A group of nine business professionals (seven men and two women) are standing in a line, facing forward. Each person has a speech bubble above their head, all containing the word "View". The speech bubbles are connected to the person by a thin line. At the far left and far right of the group, there is a black rotary telephone on the floor. The background is plain white.

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



## Overview of NASA Directives Process Library

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

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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 Directives Process Library see: [paper](#), [summary](#), and [other process libraries](#).

NASA Directives Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

## NASA Directives Process Library

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- [Overview \(Demo\)](#)
- [Integrated Problems-Solutions Database](#)
- [Directives Development Facility Guidelines Development](#)
- [Planning Directives](#)
- [Solicitation Development](#)
- [Submission](#)
- [Handling](#)
- [Gathering Requirements](#)
- [Designing Directives](#)
- [Building Directives](#)
- [Using Directives](#)
- [Improving Directives](#)
- [Revising Directives](#)
- [Closing Directives](#)
- [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 History Bookmarks Tools Help

file:///Z:/8000-8999/nasa/directives/summary/Mock-ups/Views.htm Google

CNN New York Times Washington Post Comcast NOMAD File Hippo Summaries Papers

Google Search Bookmarks Settings

## Views

**Total 11 Entries**

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

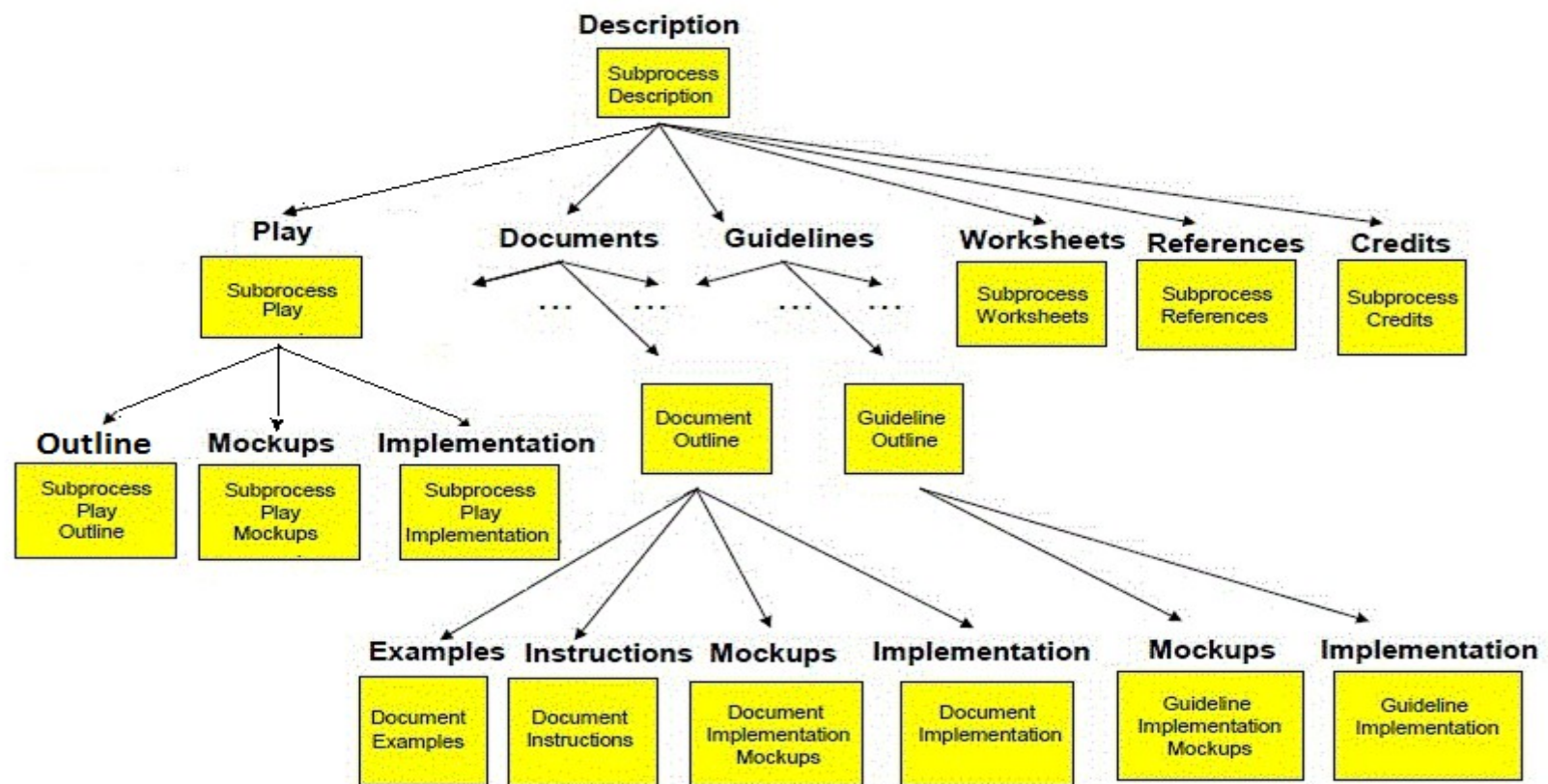
Subprocess: **Designing Directives** (T4-3-00-00)

[Create View](#)

View	Steps
<a href="#">ARC Directives Office</a> Lee, Geoff (geoff.lee@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">DFRC Directives Office</a> Bogue, Rodney (rod.bogue@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">GRC Directives Office</a> Kim, Walter S. (walter.s.kim@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">GSFC Directives Office</a> Chern, Dr. E. James (Engmin.J.Chern@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">HQ Directives Office</a> Ray, Carl G. (carl.g.ray@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">JPL Directives Office</a> Schober, Wayne R. (Wayne.R.Schober@jpl.nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">JSC Directives Office</a> Krishen, Dr. Kumar (kumar.krishen-1@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>
<a href="#">KSC Directives Office</a> Griffin, Charles (chuck.griffin@nasa.gov)	<a href="#">Update</a> <a href="#">Copy</a> <a href="#">Delete</a>

Now: Mostly Cloudy, 53° F Sat: 63° F Sun: 50° F Mon: 53° F Tue: 52° F Wed: 64° F

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



Description - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Stop <http://ehbs.org/nasaDirectives/library/Integration/PRSS/Designing Directives> ★ ⓘ

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

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

# Designing Directives

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## Table of Contents

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

---

## 1. Overview

In this subprocess, we deal with the process of Designing Directives. This is where Projects design, build, and test their Directives.

**Organization:** ORG

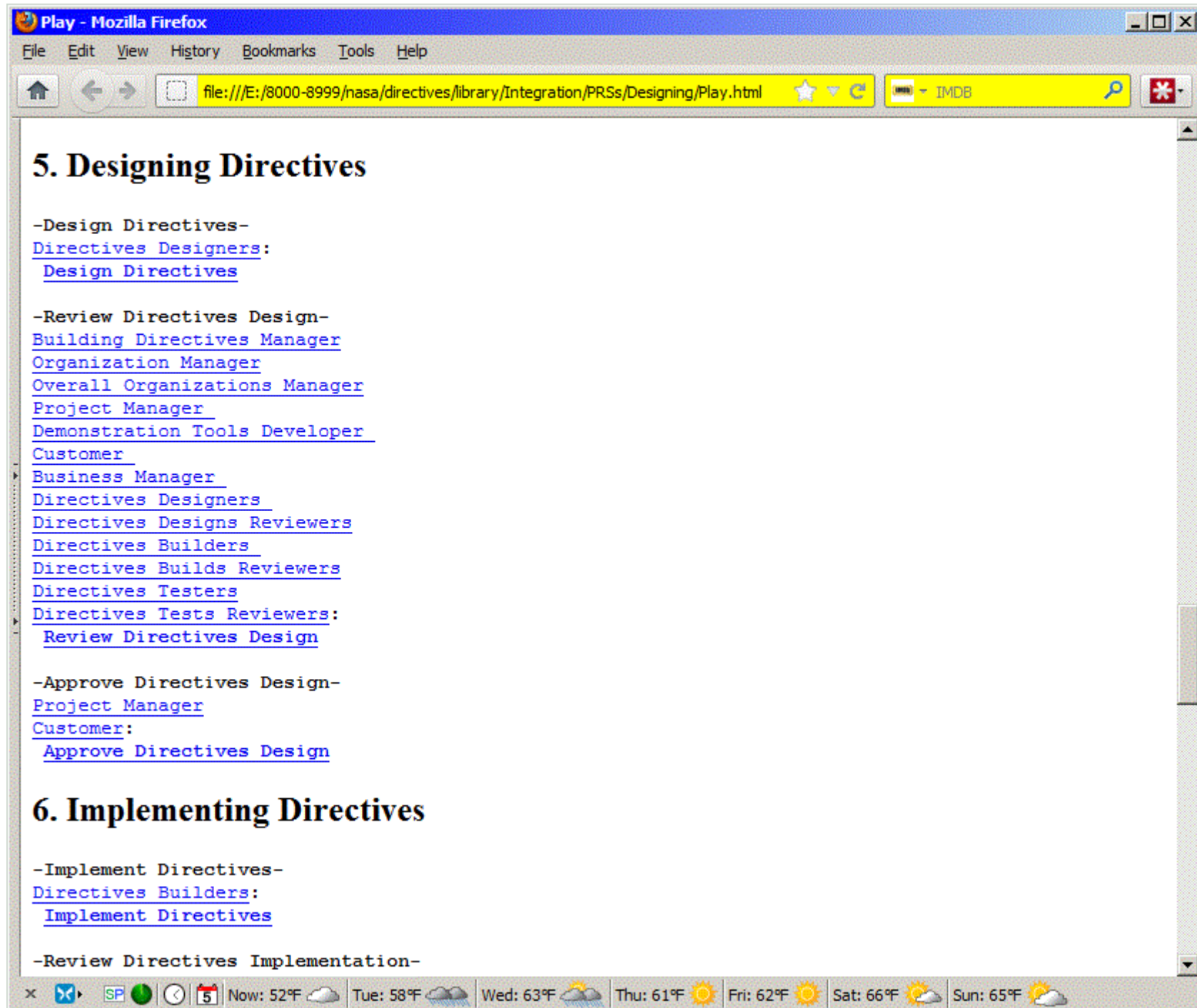
[All-Files](#). These are all the view files.  
[Benefits](#)

---

## 2. Play

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

GP 5 Now: Mostly Cloudy, 65 °F Mon: 73 °F Tue: 78 °F Wed: 79 °F Thu: 78 °F Fri: 81 °F Sat: 8



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.
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- [Process Library](#). These are used to represent the Process Library.
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- [Directives Designs](#). These are used to represent the Directives Designs.
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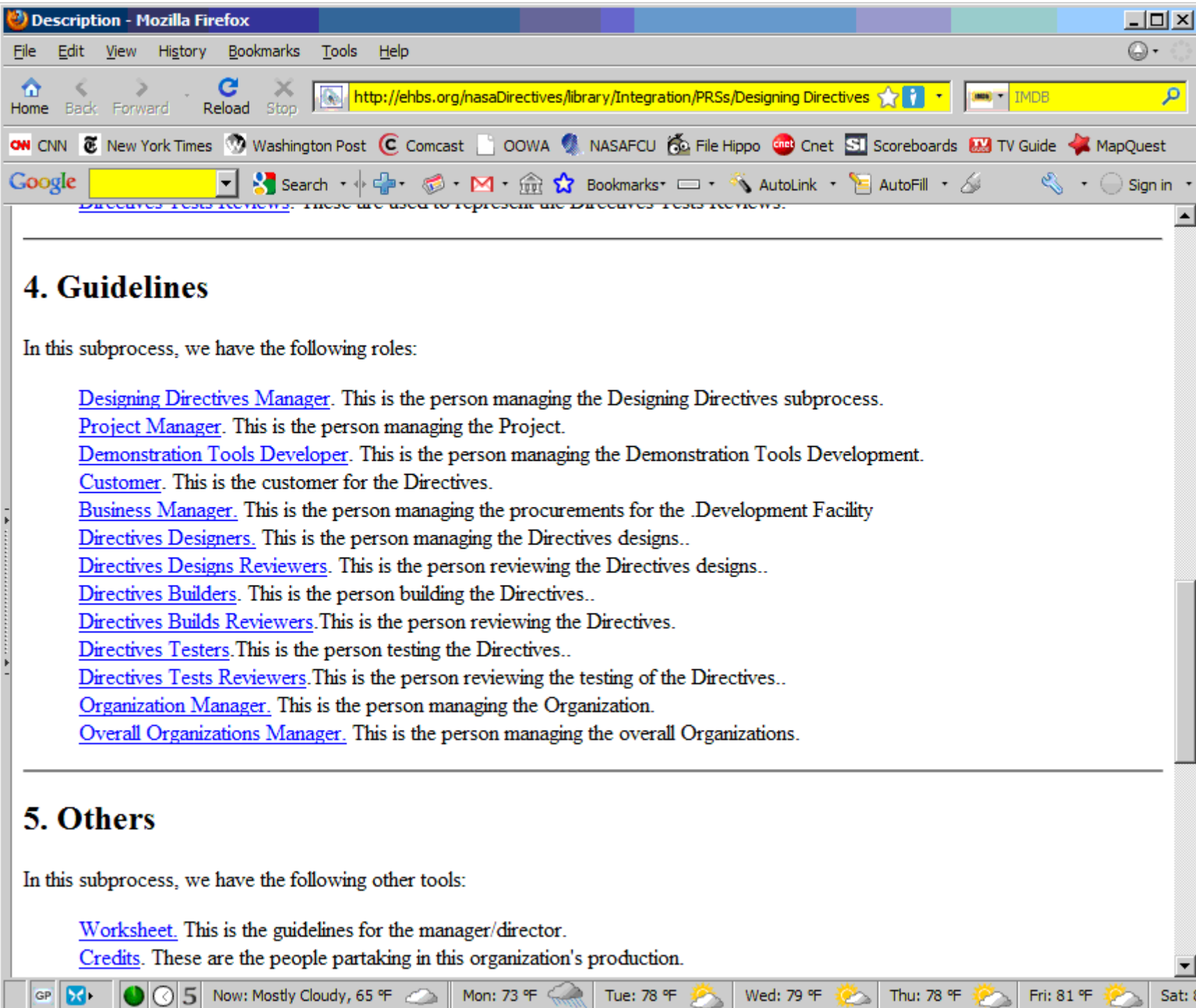
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### 4. Guidelines

In this subprocess, we have the following roles:

- [Designing Directives Manager](#). This is the person managing the Designing Directives subprocess.
- [Project Manager](#). This is the person managing the Project.
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GP [Icons] 5 Now: Mostly Cloudy, 65 °F Mon: 73 °F Tue: 78 °F Wed: 79 °F Thu: 78 °F Fri: 81 °F Sat: 8



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

Worksheet - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Home Back Forward Reload Print Stop

file:///E:/8000-8999/nasa/directives/summary/Mock-ups/Worksheet.htm

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Subprocess Worksheet

Subprocess: Designing Directives

Purpose: The purpose of this subprocess is to manage Directives

Organization: MSFC Directives Office

Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	07/23/07	08/23/07	Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
Planning	The purpose of this task is to plan the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	06/23/07	06/23/07	Planning Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Draft Project Requirements Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Project Plan (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library: NS2034</a>
						Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	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°

# References

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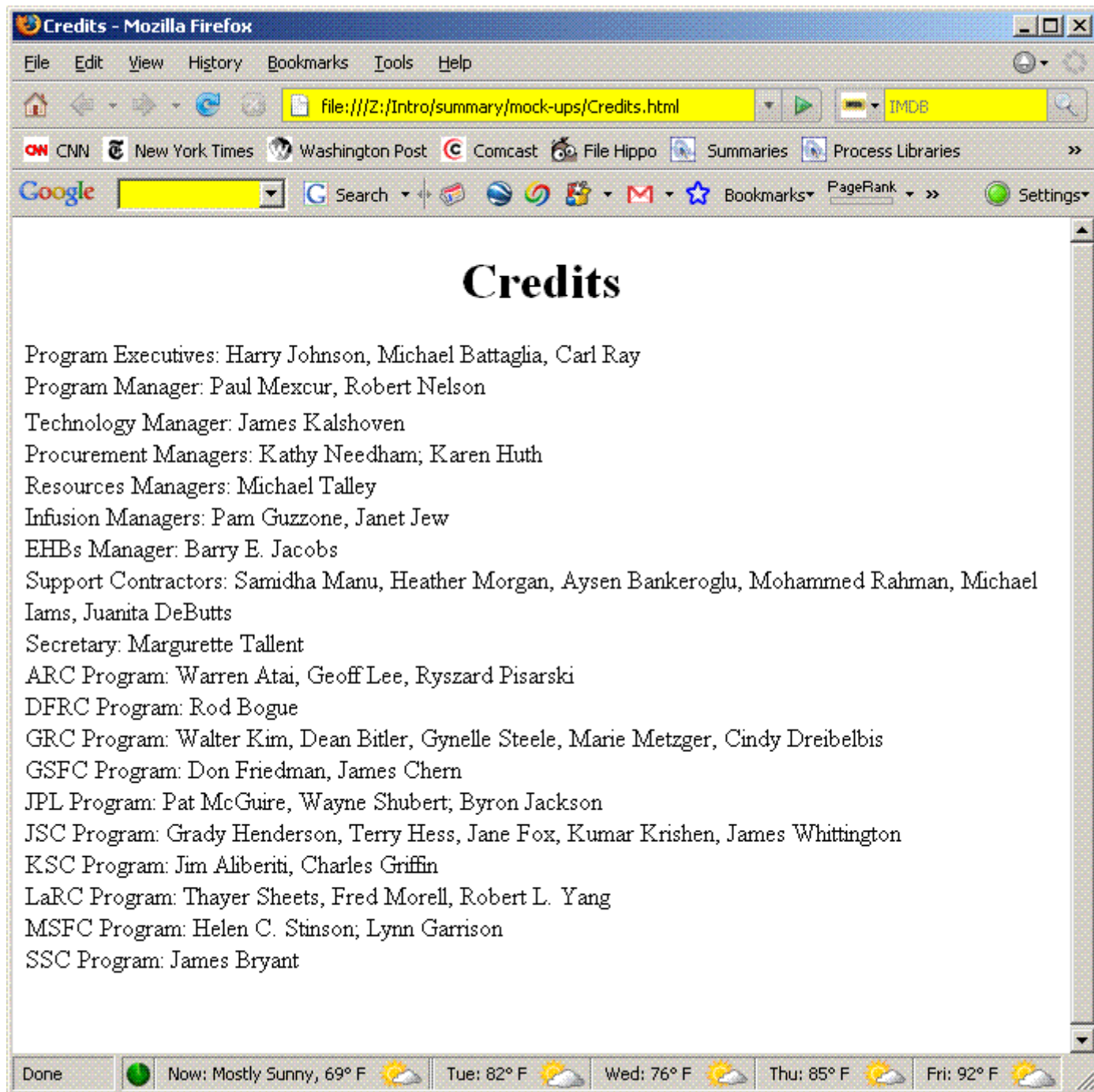
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["NASA Tames a Paper Beast"- NASA Tech Briefs](#)

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



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

Tools To Focus On During Stages. - Mozilla Firefox

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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

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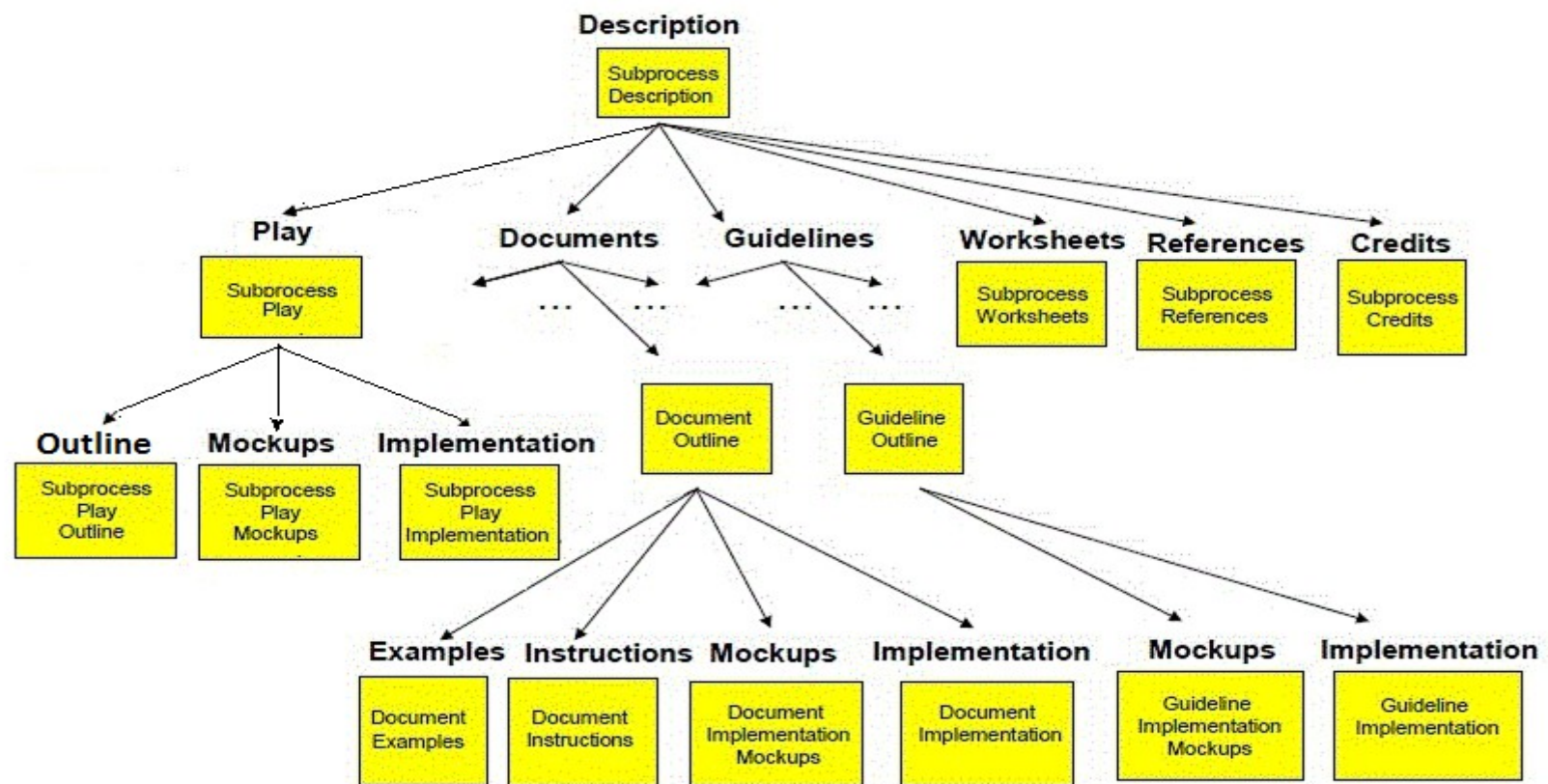
ehbs.org/intro/summary/stages2.html

Google

### Tools To Focus On During Stages- By Stage.

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


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




Shakespeare Meets Freud - Mozilla Firefox 4.0 Beta 3

File Edit View History Bookmarks Tools Help

Shakespeare Meets Freud



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

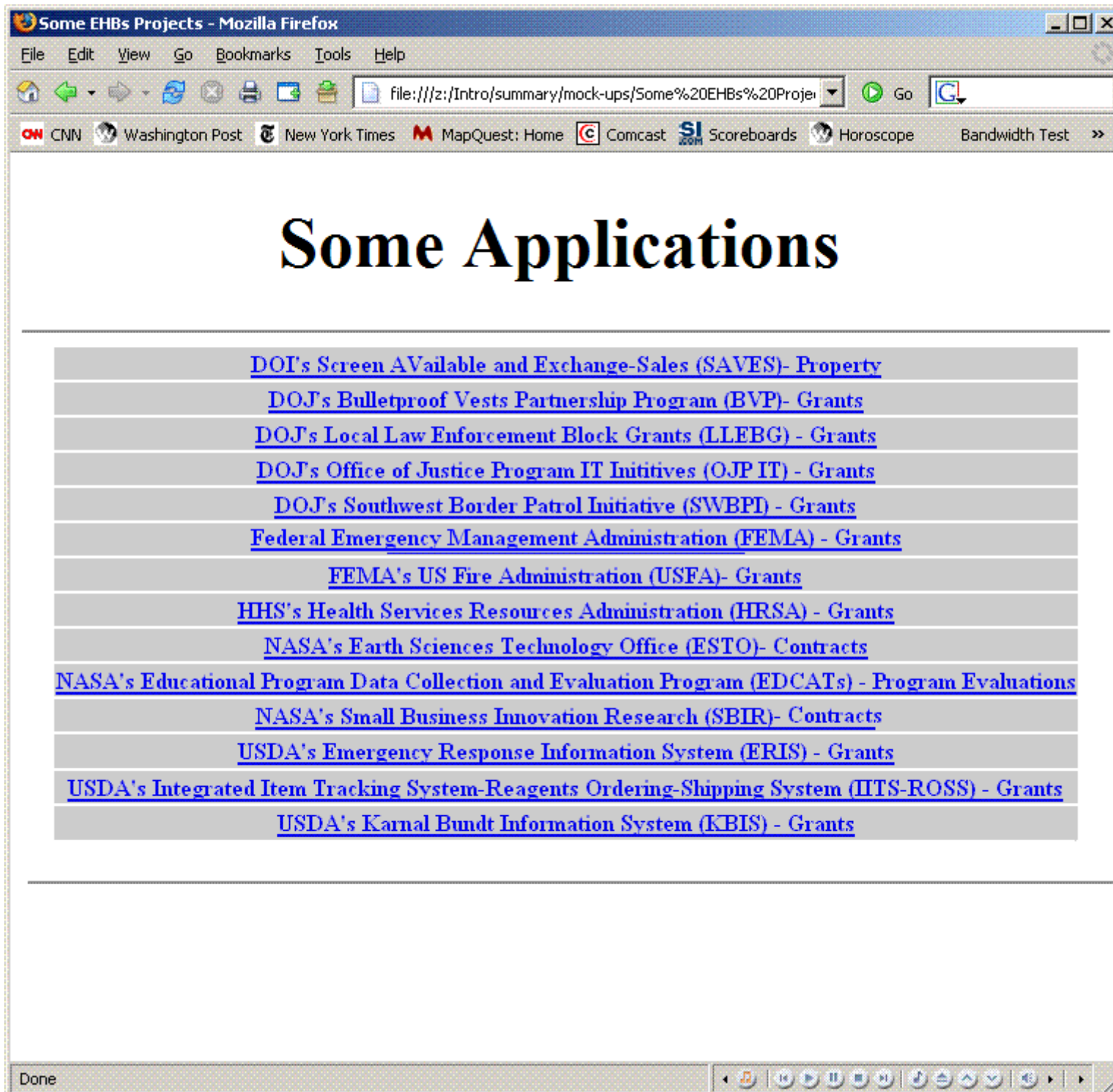


- **In Process Libraries (PLs), subprocesses are represented as "plays" where "actors" communicate thru the Internet. Each organization puts on its own "productions". For each role, Electronic Handbooks (EHBs) (also called Guidelines) guide "actors" thru their parts. Managers are "directors" using Worksheets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

Done

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





## Subprocess Life-Cycle Views that are supported.

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

Basic People Principles that are supported - Mozilla Firefox

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

## Basic People Principles that are supported.

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- **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.

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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.

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- **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.

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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.

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- **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.

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Overview of NASA Directives Process Library - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

## Overview of NASA Directives Process Library

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

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

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Document - Mozilla Firefox

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Home Back Forward Reload Stop <http://ehbs.org/nasaDirectives/library/Integration/PRSs/Designing Direct> Webster

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## Designing Directives

# Directives Designs

### Document

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## Overview

The purpose of Directives Designs is to provide Directives Designs documents for the Designing Directives subprocess.

**Organization:** ORG

---

## Document

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

---

## Implementation:

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

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## Contacts:

GP 5 Now: Cloudy, 65 °F Sat: 76 °F Sun: 83 °F Mon: 84 °F Tue: 83 °F Wed: 76 °F Thu: 7

Document - Mozilla Firefox

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Home Back Forward Reload Stop <http://ehbs.org/nasaDirectives/library/Integration/PRSS/Designing Direct> Webster

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The purpose of Directives Designs is to provide Directives Designs documents for the Designing Directives subprocess.

**Organization:** ORG

---

**Document**

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

---

**Implementation:**

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

---

**Contacts:**

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

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**References:**

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

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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 History Bookmarks Tools Help

file:///Z:/8000-8999/nasa/directives/summary/Mock-ups/Integrations. Google

CNN New York Times Washington Post Comcast NOMAD File Hippo Summaries Papers

Google Search Settings

## Fetch Integration

Read Integration	
Classification	Product Realization Subprocesses
Subprocess	Designing Directives
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	
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<a href="#">DFRC Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">GRC Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">GSFC Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">HQ Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">JPL Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">JSC Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
<a href="#">KSC Directives Office Fetch</a> - ( Size: 10 KB )	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005

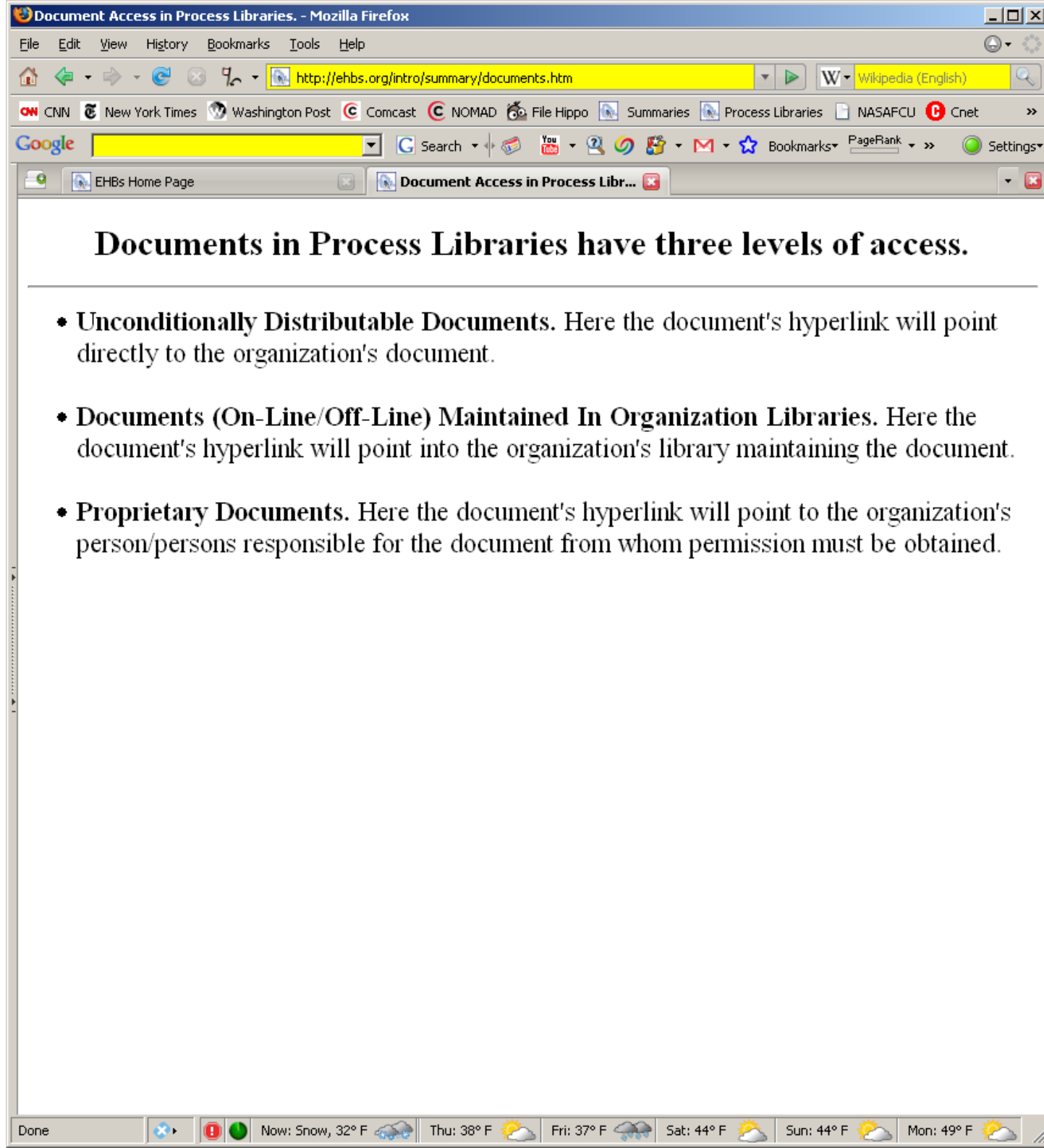
Now: Mostly Cloudy, 53° F Sat: 63° F Sun: 50° F Mon: 53° F Tue: 52° F Wed: 64° F

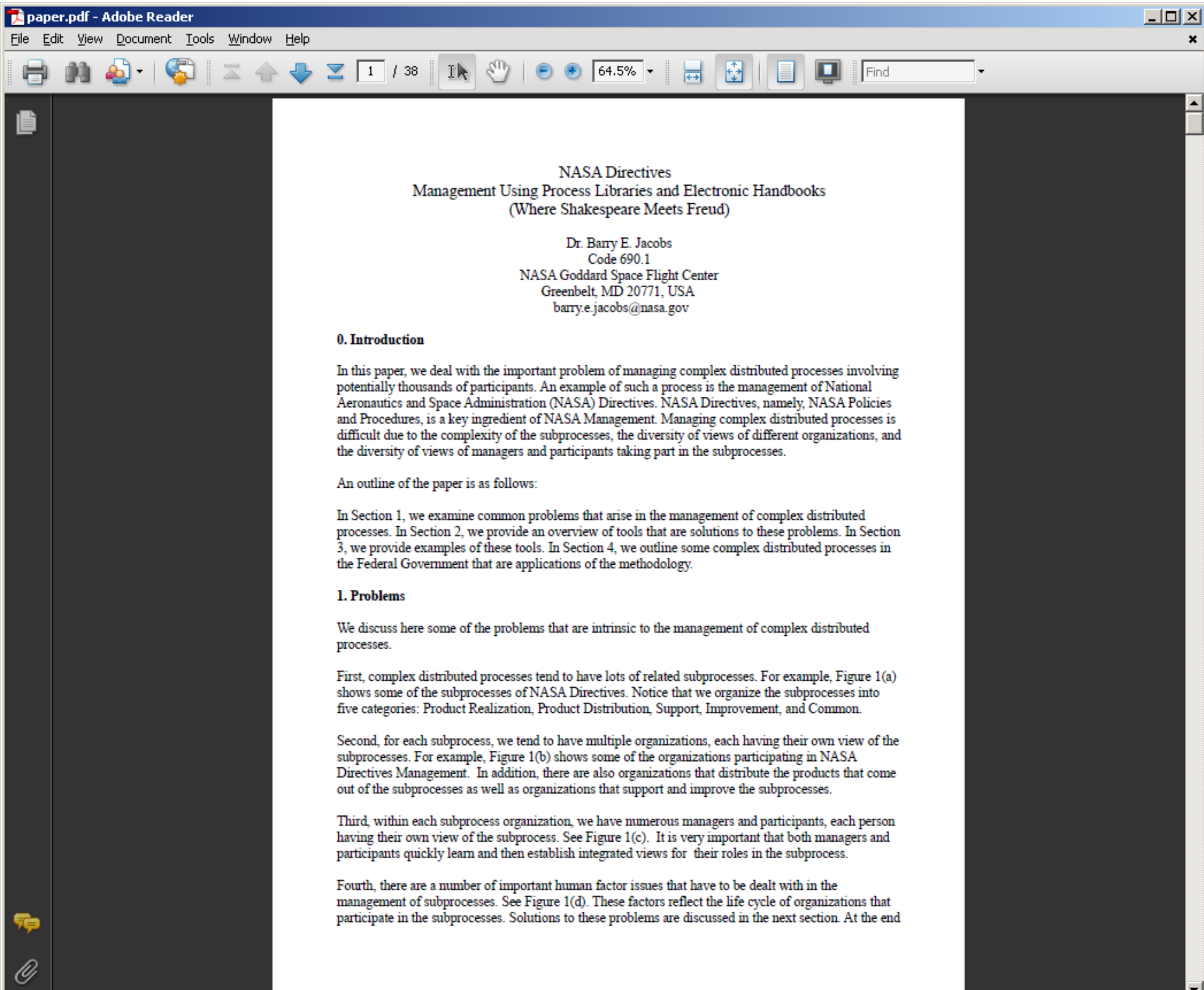
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For more information on the NASA Directives Process Library see: [paper](#), [summary](#), and [other process libraries](#).





NASA Directives  
Management Using Process Libraries and Electronic Handbooks  
(Where Shakespeare Meets Freud)

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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) Directives. NASA Directives, namely, NASA Policies and Procedures, is a key ingredient of NASA Management. 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

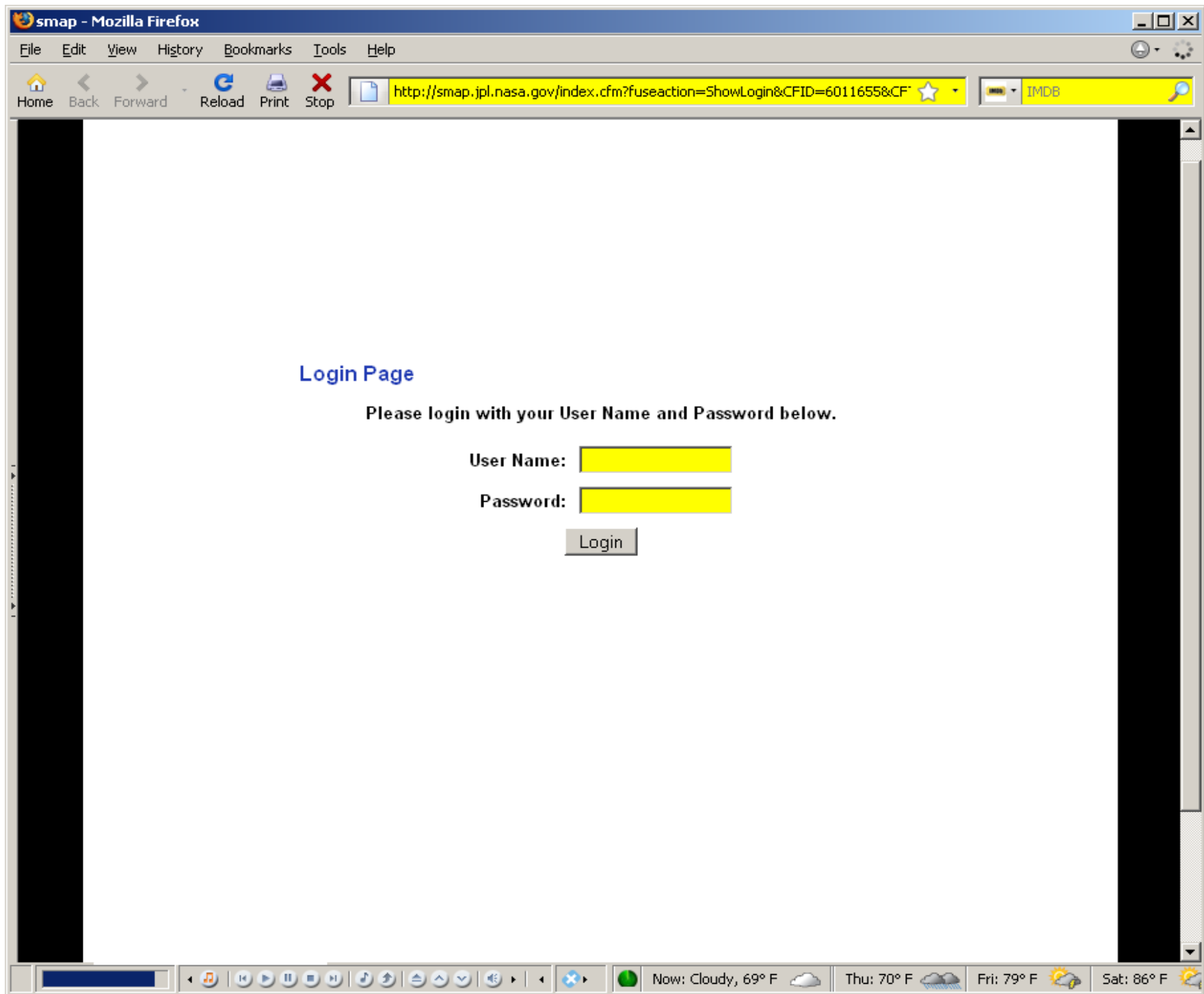
We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1(a) shows some of the subprocesses of NASA Directives. 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 1(b) shows some of the organizations participating in NASA Directives Management. 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 1(c). 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 factor issues that have to be dealt with in the management of subprocesses. See Figure 1(d). 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



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Send Contacts Spell Attach Security Save

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

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

To:

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

Preformat Variable Width

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

Package

Thanks,

Barry

|

--

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## Subprocess Worksheet

### Subprocess: Designing Directives

**Purpose:** The purpose of this subprocess is to manage Directives

**Organization:** MSFC Directives Office

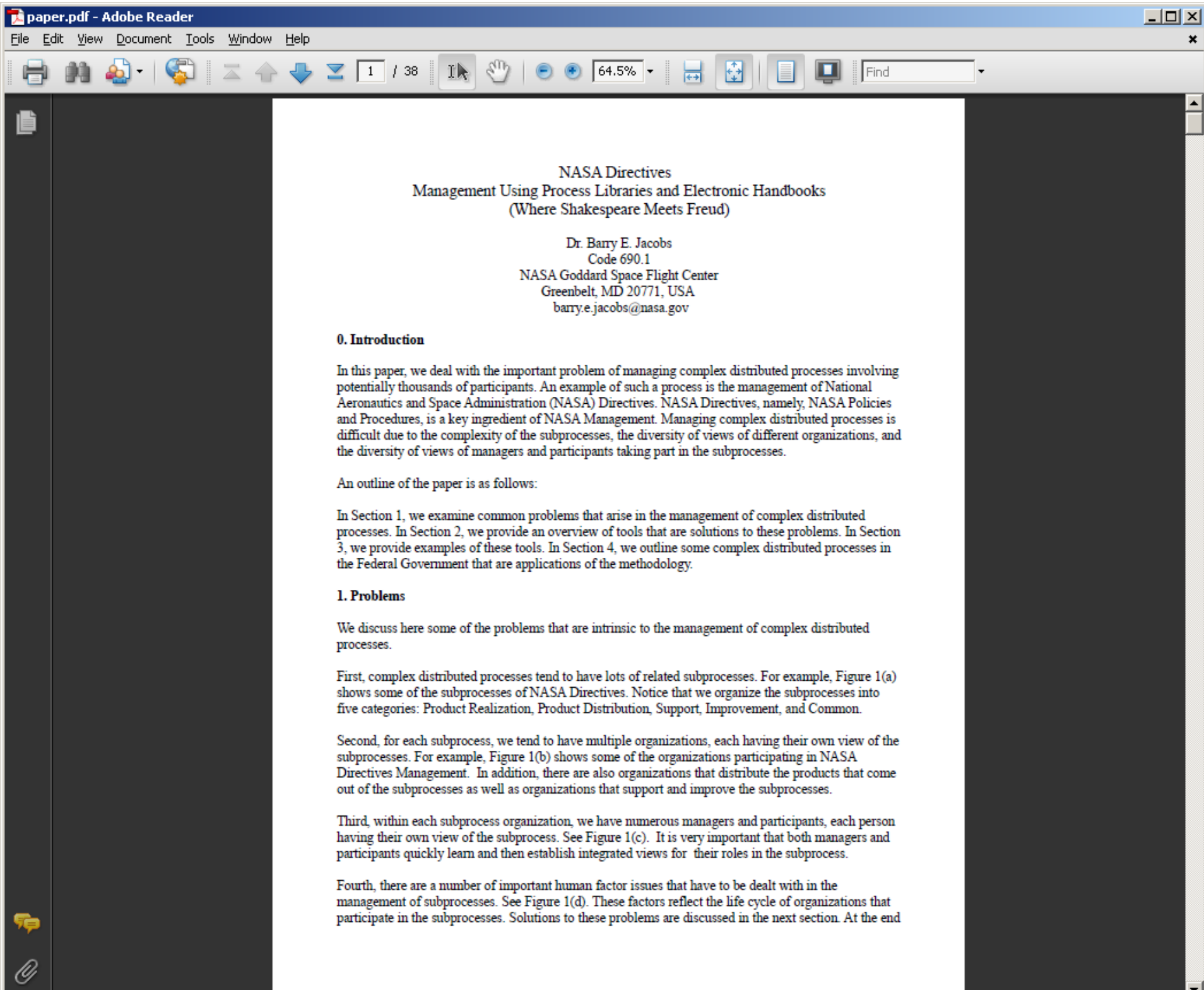
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	07/23/07	08/23/07	Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
Planning	The purpose of this task is to plan the design of Integrated Problems and Solutions Database.	Procurement Manager, Contracting Officer, Contract Specialist, Procurement Reviewer, COTR, JPL Technical Monitor, Awardee, Advisor, Program Manager/Program Executive, Mission Directorate Representative, Topic Manager, Subtopic Manager, Field Center Program Manager, Technology Infusion Manager, Budget Personnel	Helen Stinson	06/23/07	06/23/07	Planning Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Draft Project Requirements Document (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Project Plan (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034
						Document Library (Engineering)	<a href="#">Instructions and Samples</a>	Helen Stinson	06/23/07	07/23/07	<a href="#">Library:</a> NS2034

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



National Aeronautics and Space Administration (NASA) Space Sciences Directives Management - Mozilla Firefox

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ehbs.org/nasadirectives/summary/index.html

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# National Aeronautics and Space Administration (NASA) Directives Management Using Process Libraries and Electronic Handbooks

## (Where Shakespeare Meets Freud)

### Summary

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

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[\(Paper\)](#)

[\(Demonstration\)](#)

[\(Subprocesses and Their Documentations\)](#)

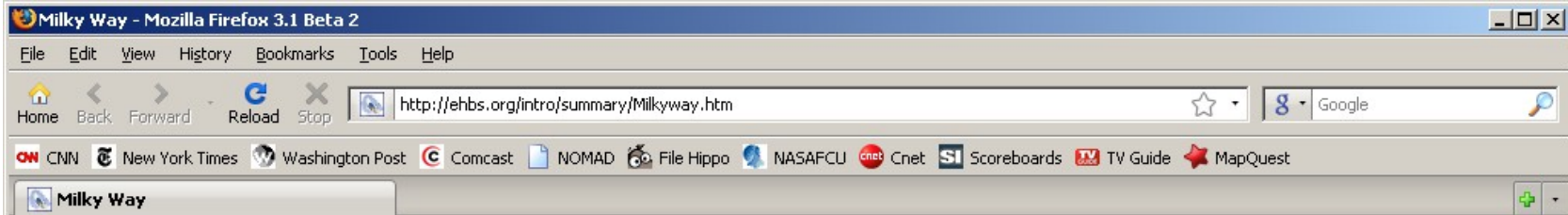
[\(Demonstration Tool\)](#)

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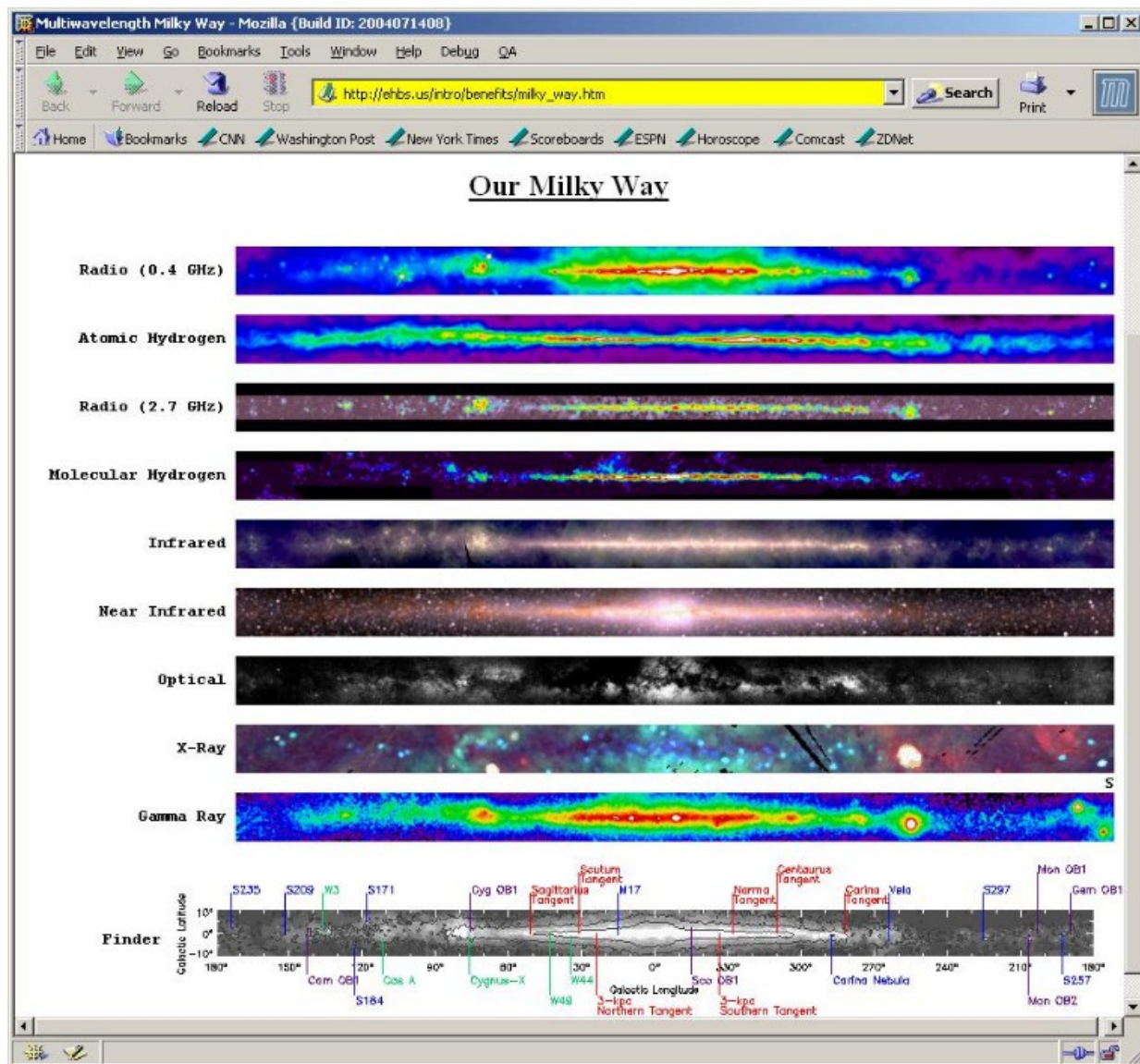
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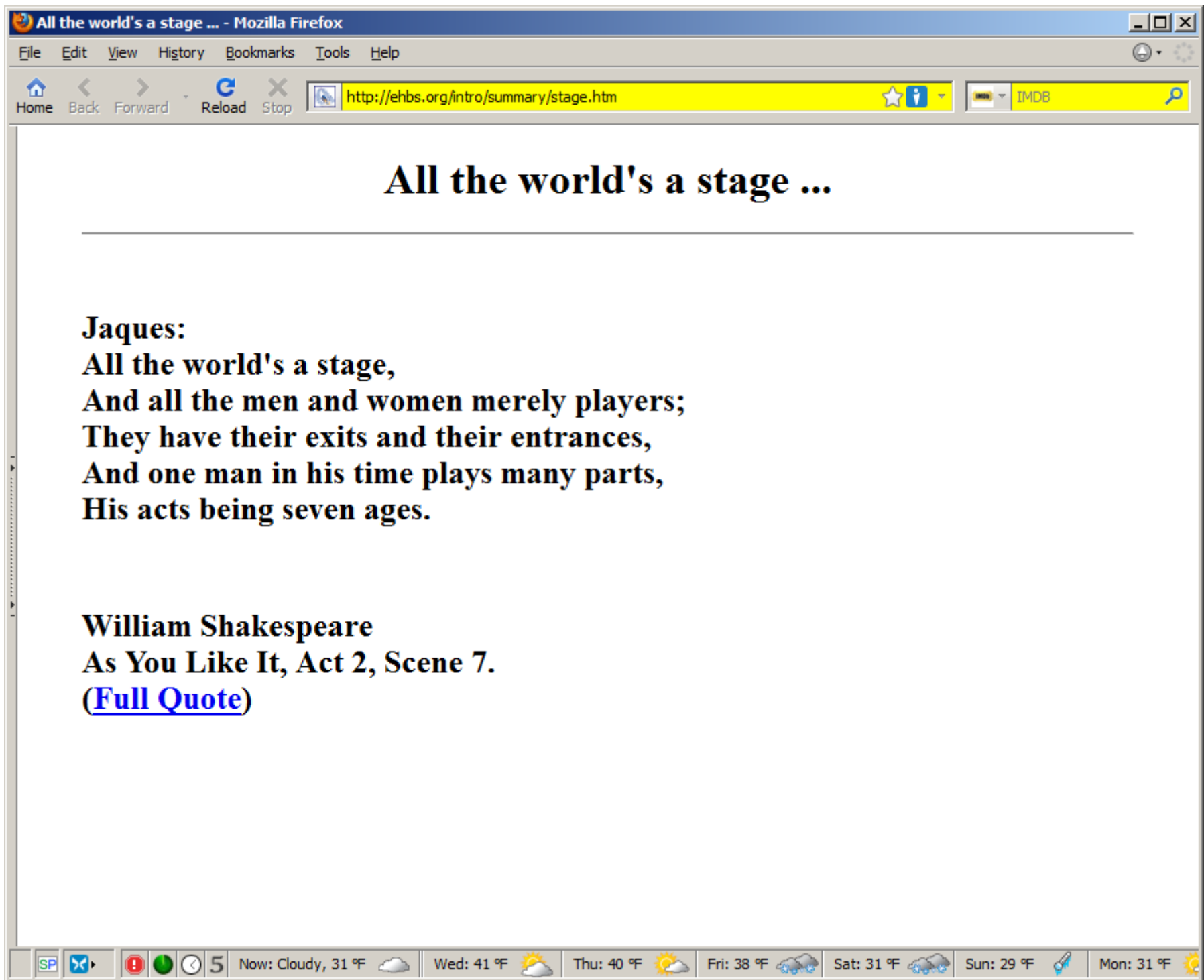
- [Cover](#)
- [The Bottom Line: Provide editable and cost-saving process documentation tools for process developers and participants to help them quickly and effectively learn, adapt, test, teach, and work together. These tools may be added to new or existing systems.](#)
- [Objective: Develop Internet-based 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.](#)
- [Organizations generate Subprocess Life-Cycle Views.](#)

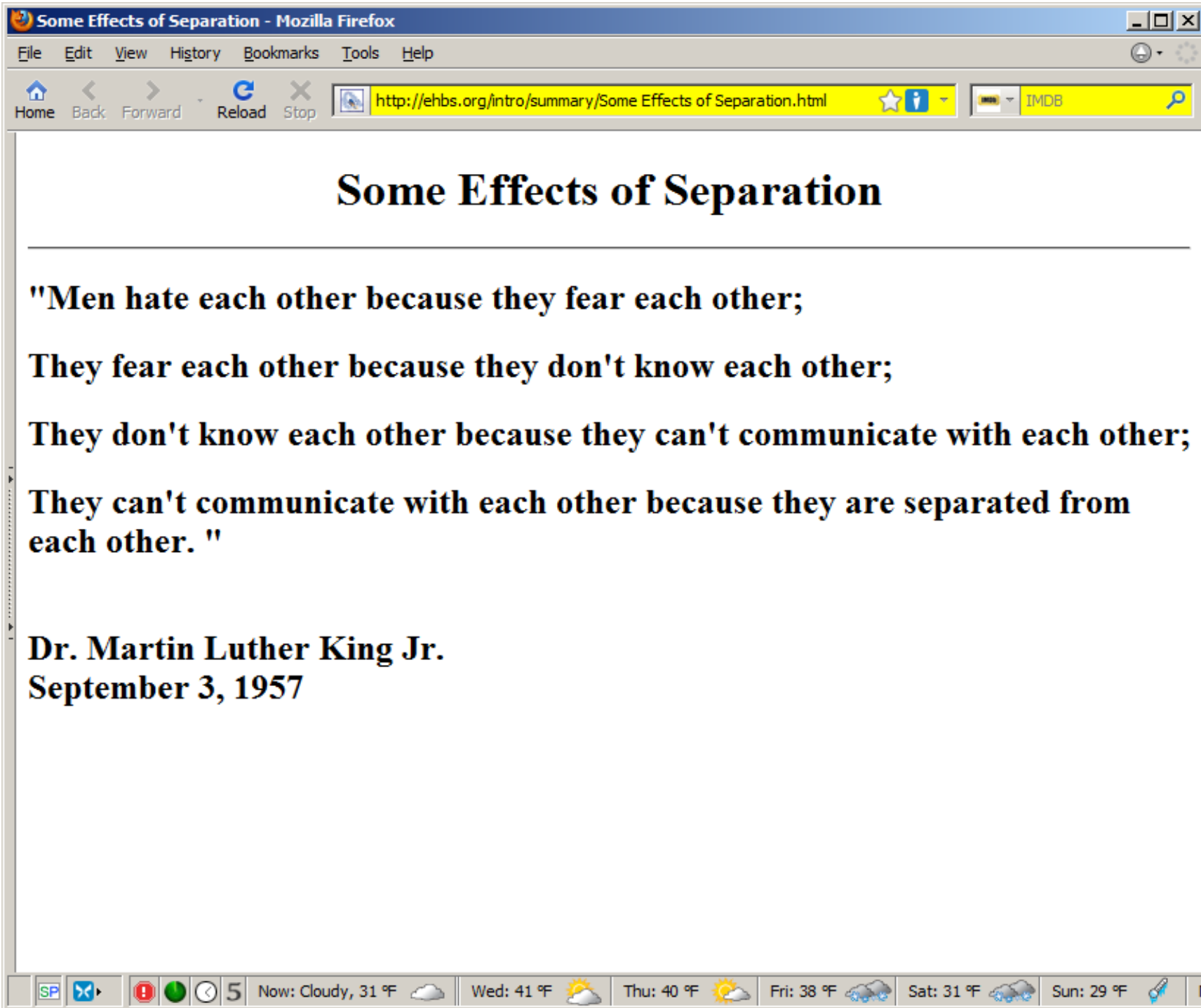
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**We believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views.**







# Theatre of Dionysus- Athens, Greece



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