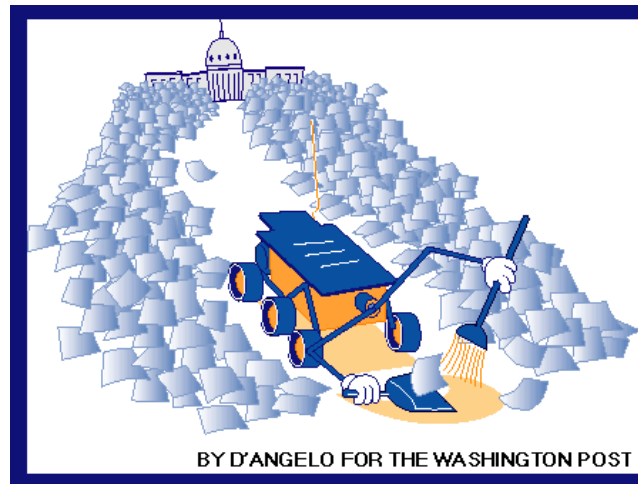


NASA Directives Management Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)



Summary



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

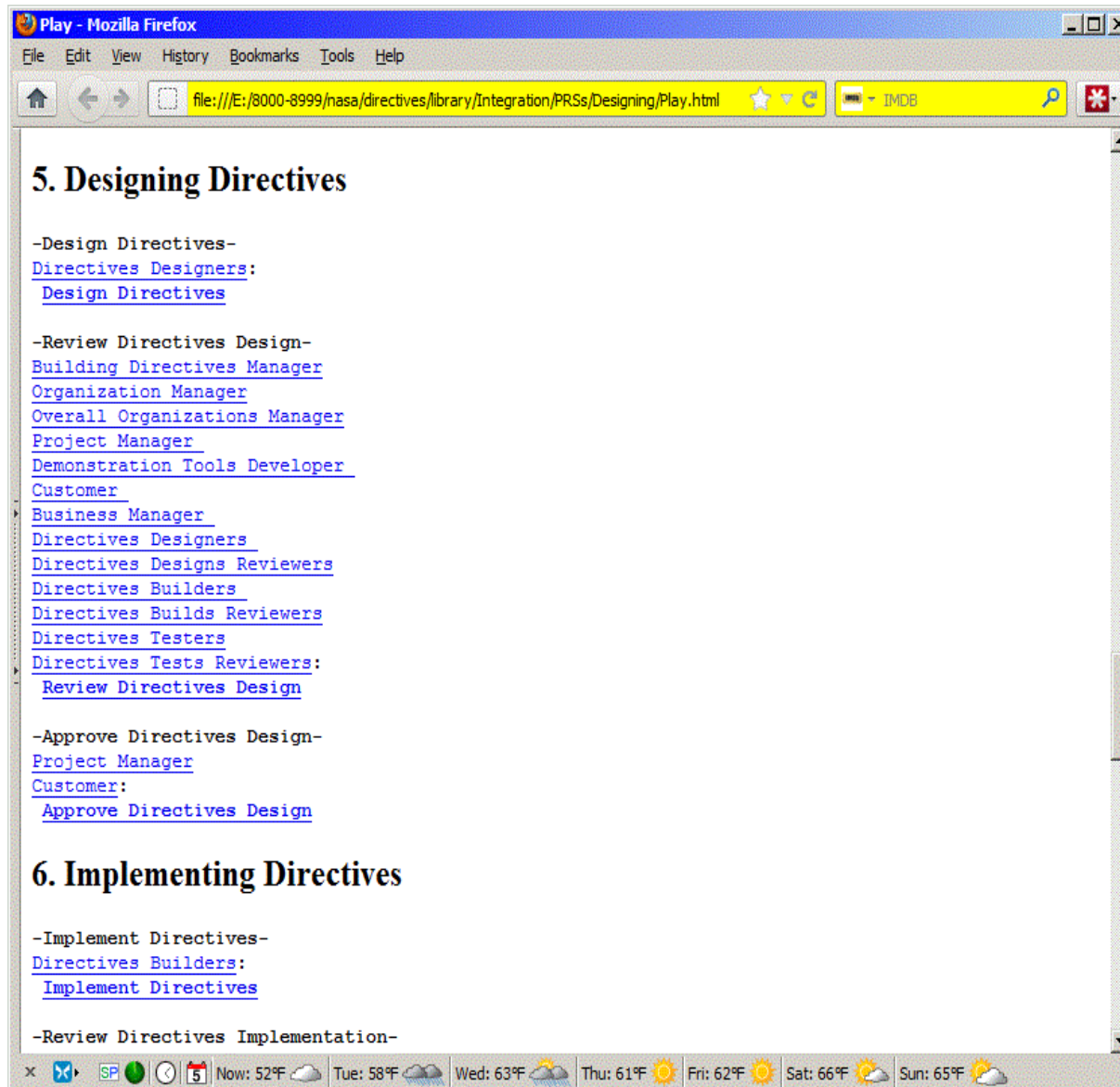
The Bottom Line:

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

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

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

Plays describe subprocess execution.



Benefits:

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

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



All the world's a stage ...

Jaques:

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

William Shakespeare

As You Like It, Act 2, Scene 7.

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



Designing Directives

Table of Contents

- [Overview](#)
- [Play](#)
- [Documents](#)
- [Guidelines](#)
- [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

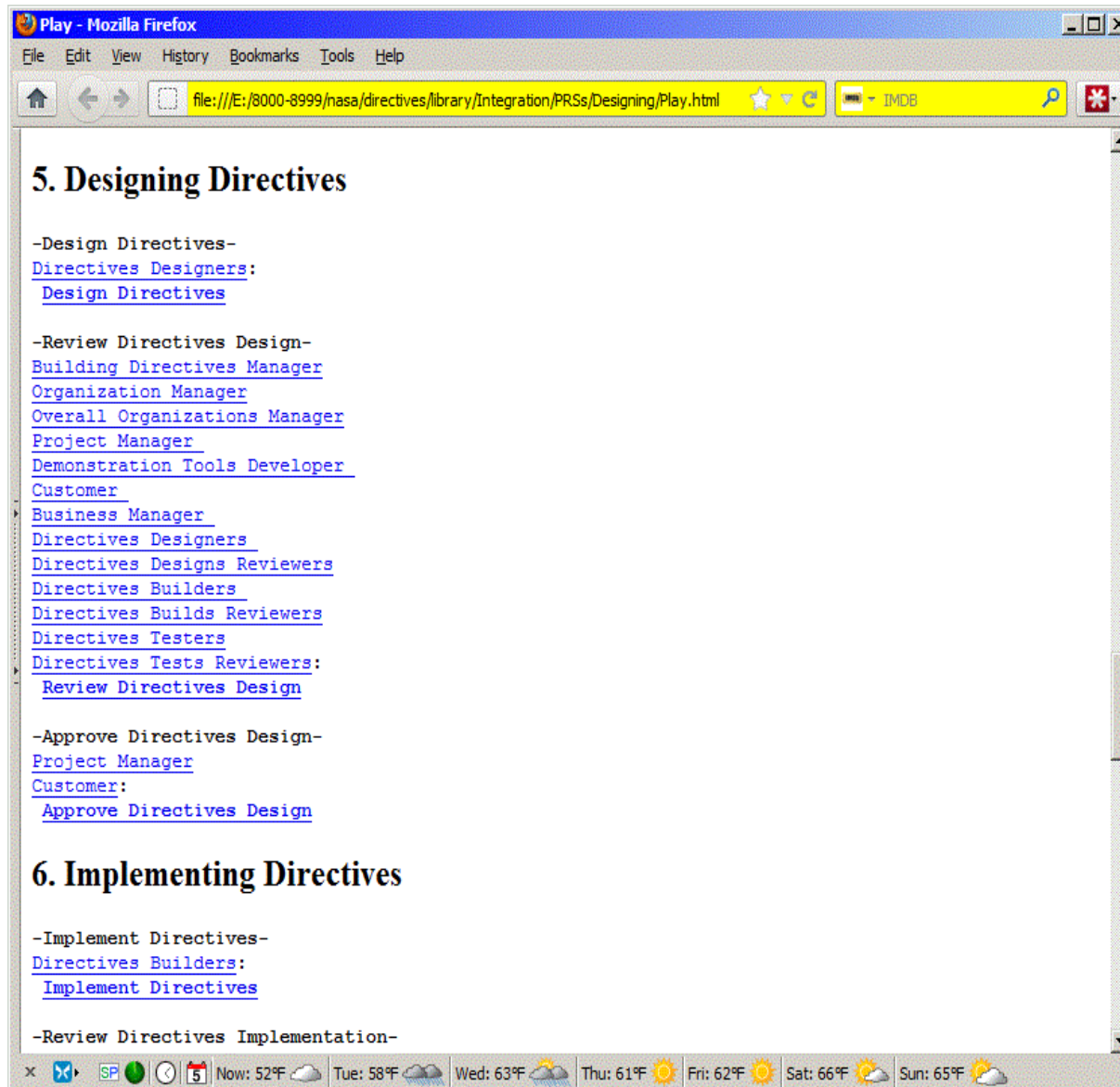
[All-Files](#). These are all the view files.

[Benefits](#)

2. Play

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

Plays describe subprocess execution.



Documents describe subprocess data.

The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/nasaDirectives/library/Integration/PRSS/Designing Directives>. The page content includes a navigation bar with links like Home, Back, Forward, Reload, and Stop. Below the navigation bar is a search bar and a list of quick links including CNN, New York Times, Washington Post, Comcast, OOWA, NASAFCU, File Hippo, Cnet, SI, Scoreboards, TV Guide, and MapQuest. The main content area is titled "7. Analysis. This is where reports are generated." and contains a section titled "3. Documents".

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.

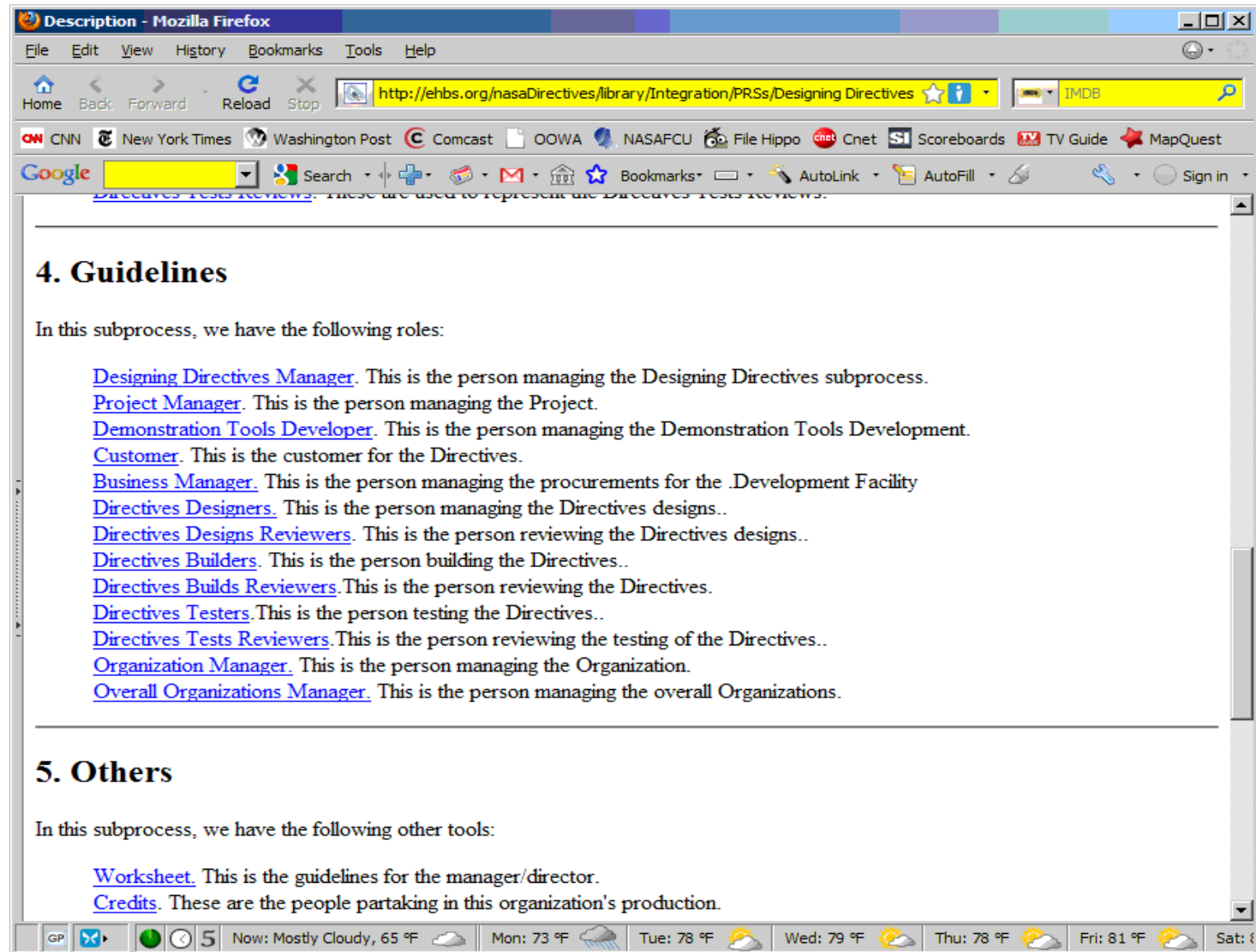
4. Guidelines

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

The browser window also shows a status bar at the bottom with weather information for various days: Now: Mostly Cloudy, 65 °F; Mon: 73 °F; Tue: 78 °F; Wed: 79 °F; Thu: 78 °F; Fri: 81 °F; Sat: 81 °F.

Guidelines describe user subprocesses.



The screenshot shows a Mozilla Firefox browser window. The address bar displays the URL <http://ehbs.org/nasaDirectives/library/Integration/PRSSs/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)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: 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)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Project Plan (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Document Library (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034

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

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
Subprocesses 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.

Outline of Presentation:

- The Bottom Line-**
- Objectives-**
- Solution-**
- Where Shakespeare Meets Freud-**
- Some Applications-**
- Things Supported-**
- Examples-**
- Final Thoughts-**

Objective:

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

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

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

Now: 82°F Sat: 88°F Sun: 78°F Mon: 76°F Tue: 80°F Wed: 81°F Thu: 80°F

Organizations execute the eight “Play Development” stages.

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

People in organizations provide different views of the subprocesses



**Subprocess
Documentor's
View**



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

Organizations generate Subprocess Life-Cycle* Views

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

*** Also, called the "Universal Subprocess".**

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



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

Problem	Solution
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.

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

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

Views

Total 11 Entries

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

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

[Create View](#)

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

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.



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.

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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
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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

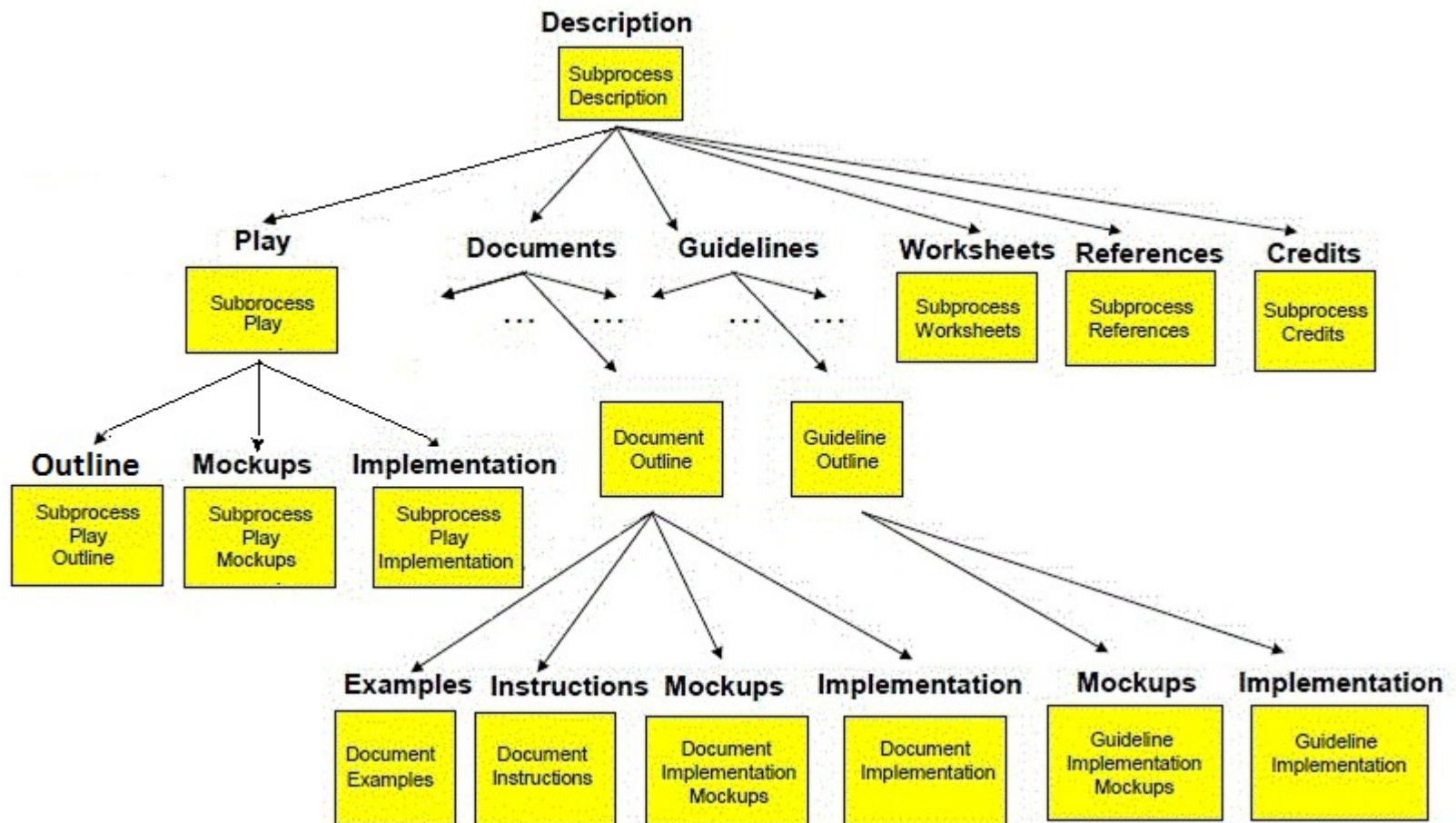
ehbs.org/intro/summary/stages2.html

Google

Tools To Focus On During Stages- By Stage.

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

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





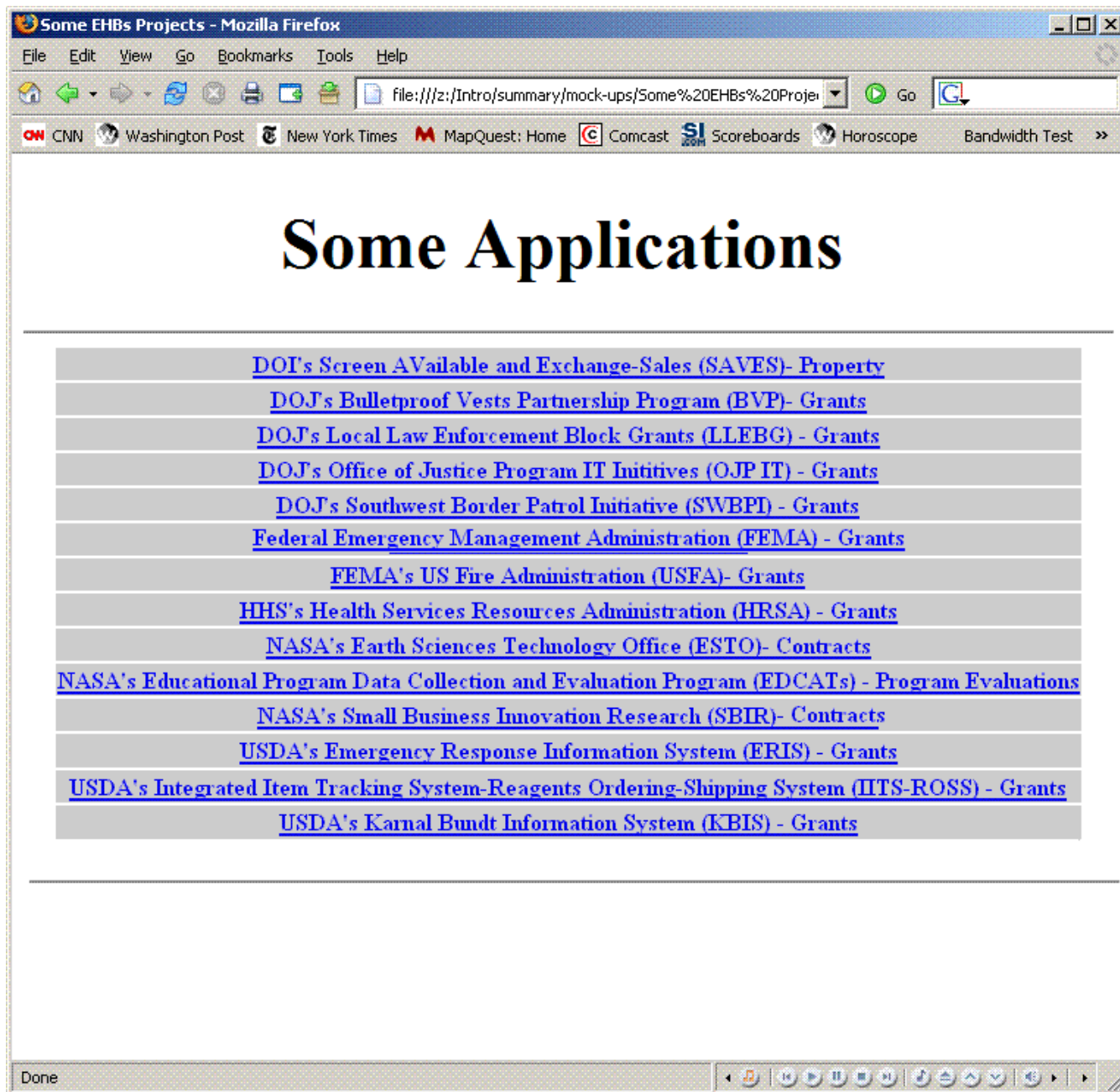
Process Libraries (PLs) and Electronic Handbooks (EHBs) are where Shakespeare meets Freud.



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

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





Subprocess Life-Cycle Views that are supported.

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

Basic People Principles that are supported.

- Subprocesses determine tools.** The approach supports people doing their jobs as they see it. Forcing additional tools on people only adds more burdens to their jobs and they will likely ignore them. Additional requirements should be integrated into existing subprocesses.
- Everyone's subprocesses should be supported as best as possible.** The approach supports people seeing their jobs differently. This is often a good thing for subprocess improvement.
- Tools are role-based so that data is collected during subprocess execution.** As people partake in the subprocesses, the approach supports data entry in the system. If data collection is done after the fact, the quality of the data generally suffers.
- Tools are people-based so that users require minimal training.** The approach helps people to determine which steps to use. For each of the substeps (i.e., forms and documents), the approach should have clear templates, instructions, and samples.
- Tools are web-based so that all users can easily partake.** The web-based approach supports the reduced need to install special software on user's computers. This is especially important in the case where the number of participants is large.
- Everyone helps build the tools.** The approach supports joint ownership in the subprocesses and the underlying systems which is crucial for overall acceptance.

Subprocess/Play Developments that are supported.

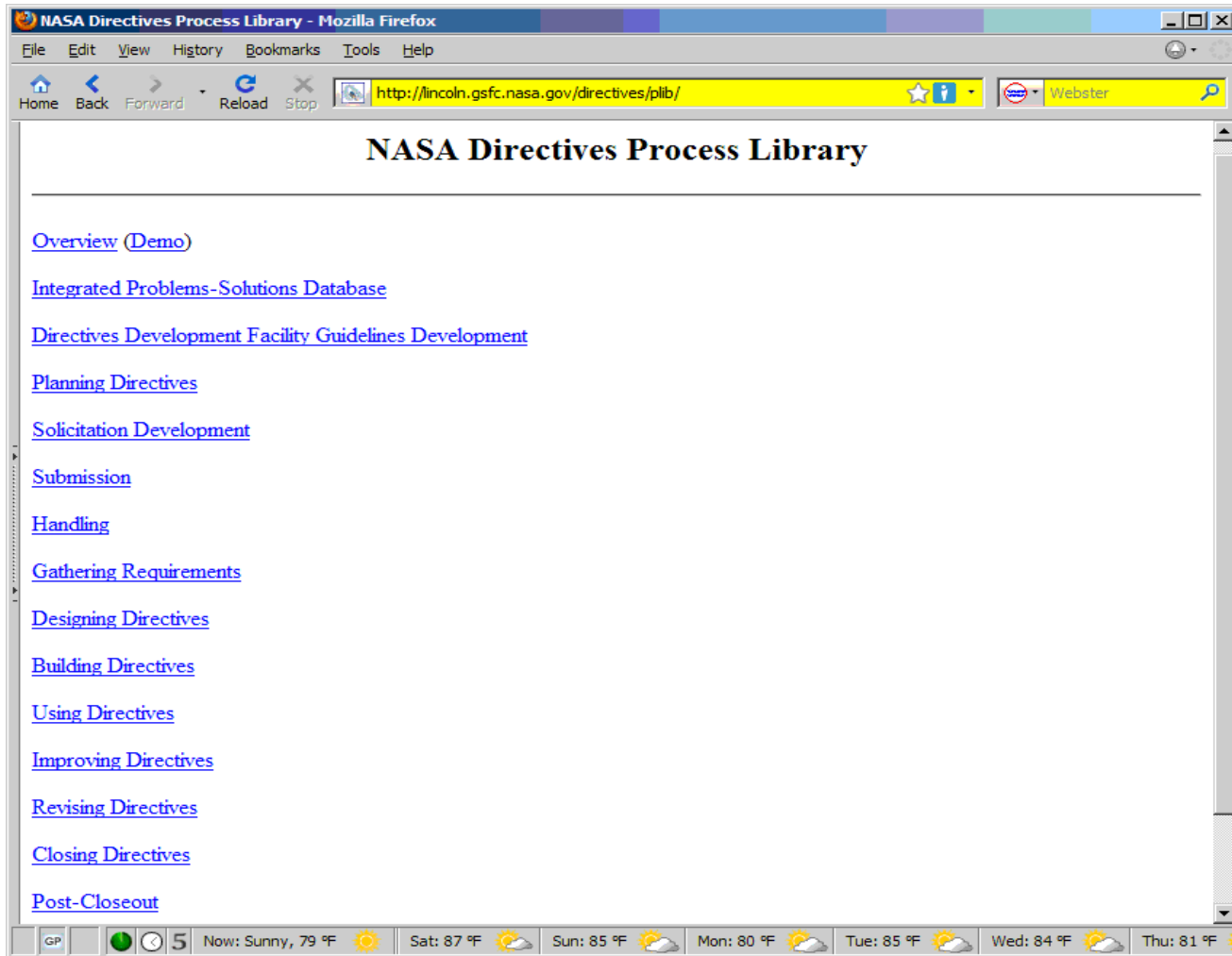
- Presentation & Paper/Marketing.** The approach supports presentation & paper/marketing using the contents of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Worksheet/Outlining.** The approach supports worksheet/outlining using the drafting of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Temporal Flow/Playwriting.** The approach supports temporal flow/playwriting using the drafting of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Examples/Rehearsal.** The approach supports examples/rehearsals using the mockups of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Implementation/Staging.** The approach supports implementation/staging using the building of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Utilization/Performance.** The approach supports users utilization/performance using execution of Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Revision/New Production.** The approach supports revision/new production using updates of the Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.
- Closeout/End Production.** The approach supports closeout/ end performance using storage of the Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.

Process Library Operations that are supported.

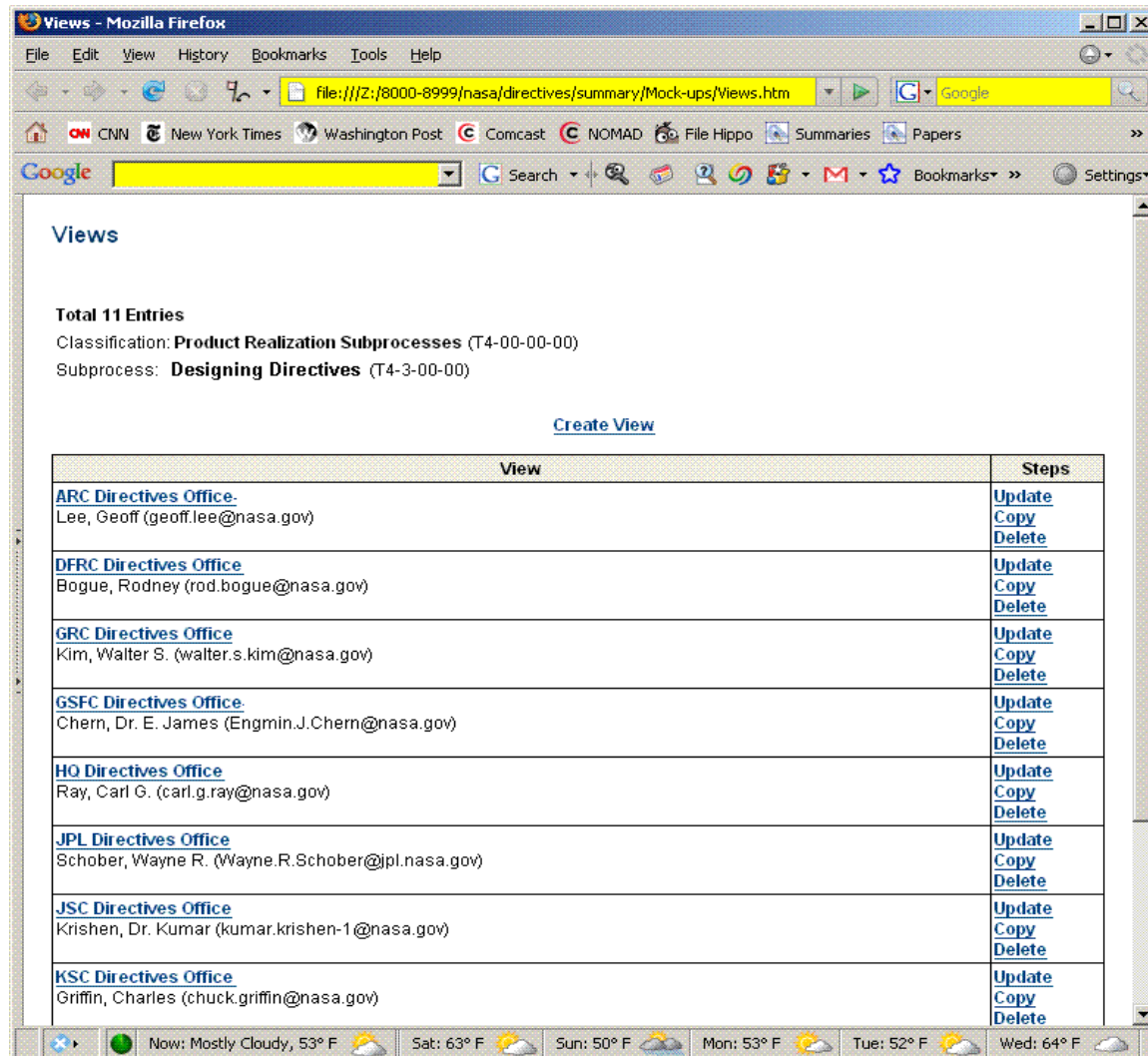
- **Organization Subprocess Formulation.** The approach supports the introduction of new organizations and their subprocesses into the library.
- **Organization Subprocess Implementation.** The approach supports implementation of common tools for organizations in the library.
- **Organization Subprocess Customer Support.** The approach supports user requests for the library.
- **Organization Subprocess Evaluation.** The approach supports organization subprocess evaluations.
- **Organization Subprocess Update.** The approach supports the updating of organizations and their subprocesses in the library.
- **Organization Subprocess Closeout.** The approach supports the closeouts of organizations and their subprocesses from the library.

Examples

Process Libraries are organized by subprocesses.



View Tools show how organizations view their subprocesses.



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

Views

Total 11 Entries

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

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

[Create View](#)

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

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

Subprocess View Tools contain the envelope of related files.



Designing Directives

Table of Contents

- [Overview](#)
- [Play](#)
- [Documents](#)
- [Guidelines](#)
- [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

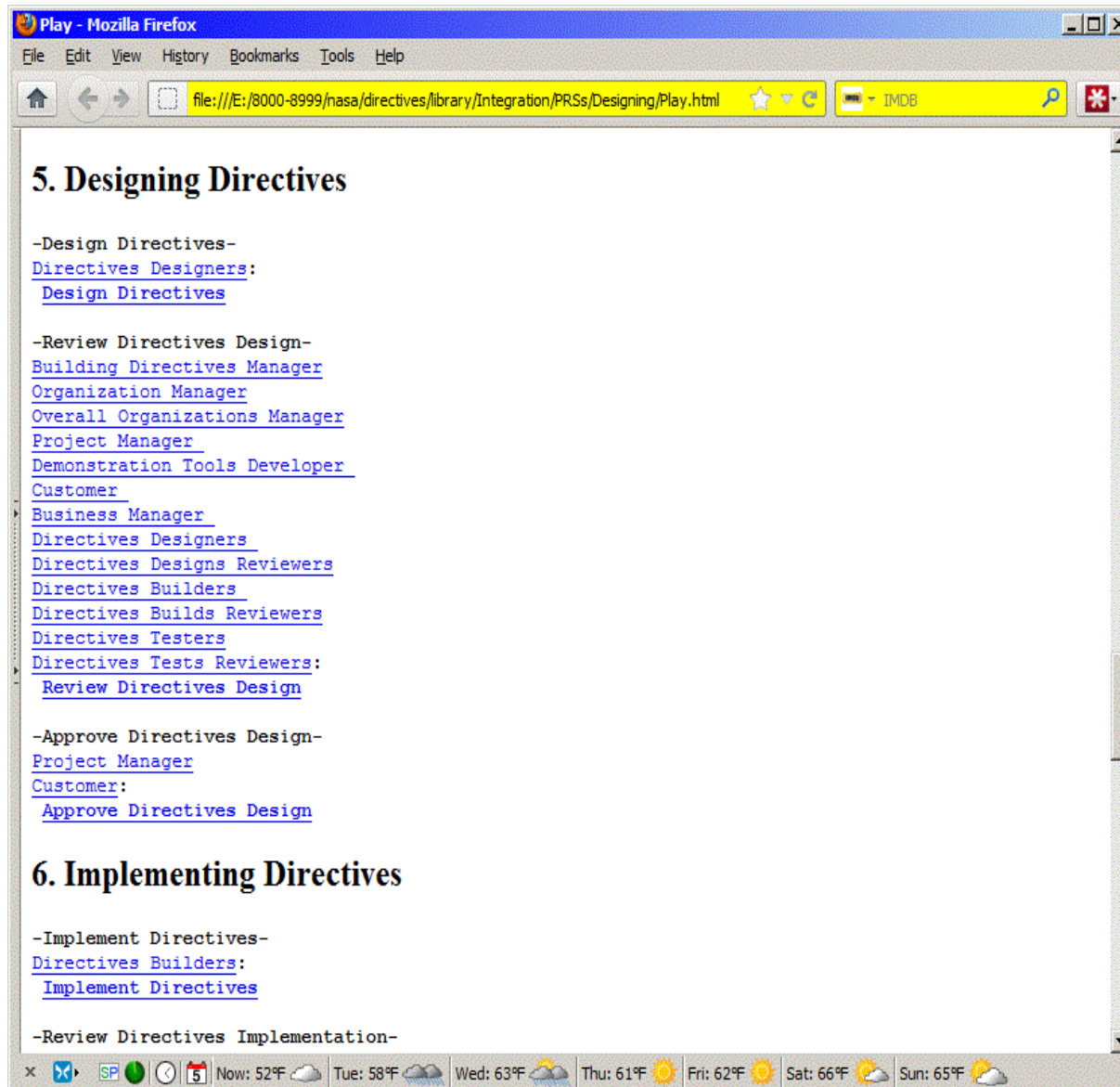
[All-Files](#). These are all the view files.

[Benefits](#)

2. Play

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

Plays describe subprocess execution.



Documents describe subprocess data.

The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/nasaDirectives/library/Integration/PRSS/Designing Directives>. The page content includes a navigation bar with links like Home, Back, Forward, Reload, and Stop. Below the navigation bar is a search bar and a list of quick links including CNN, New York Times, Washington Post, Comcast, OOWA, NASAFCU, File Hippo, Cnet, SI, Scoreboards, TV Guide, and MapQuest. The main content area is titled "7. Analysis. This is where reports are generated." and contains a section titled "3. Documents". This section states: "In this subprocess, we have the following document types:" and lists several document types with their descriptions:

- [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.

Below this list is a section titled "4. Guidelines". This section states: "In this subprocess, we have the following roles:" and lists several roles with their descriptions:

- [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

The browser window also shows a status bar at the bottom with system icons and weather information for the current day and the following days.

7. Analysis. This is where reports are generated.

3. Documents

In this subprocess, we have the following document types:

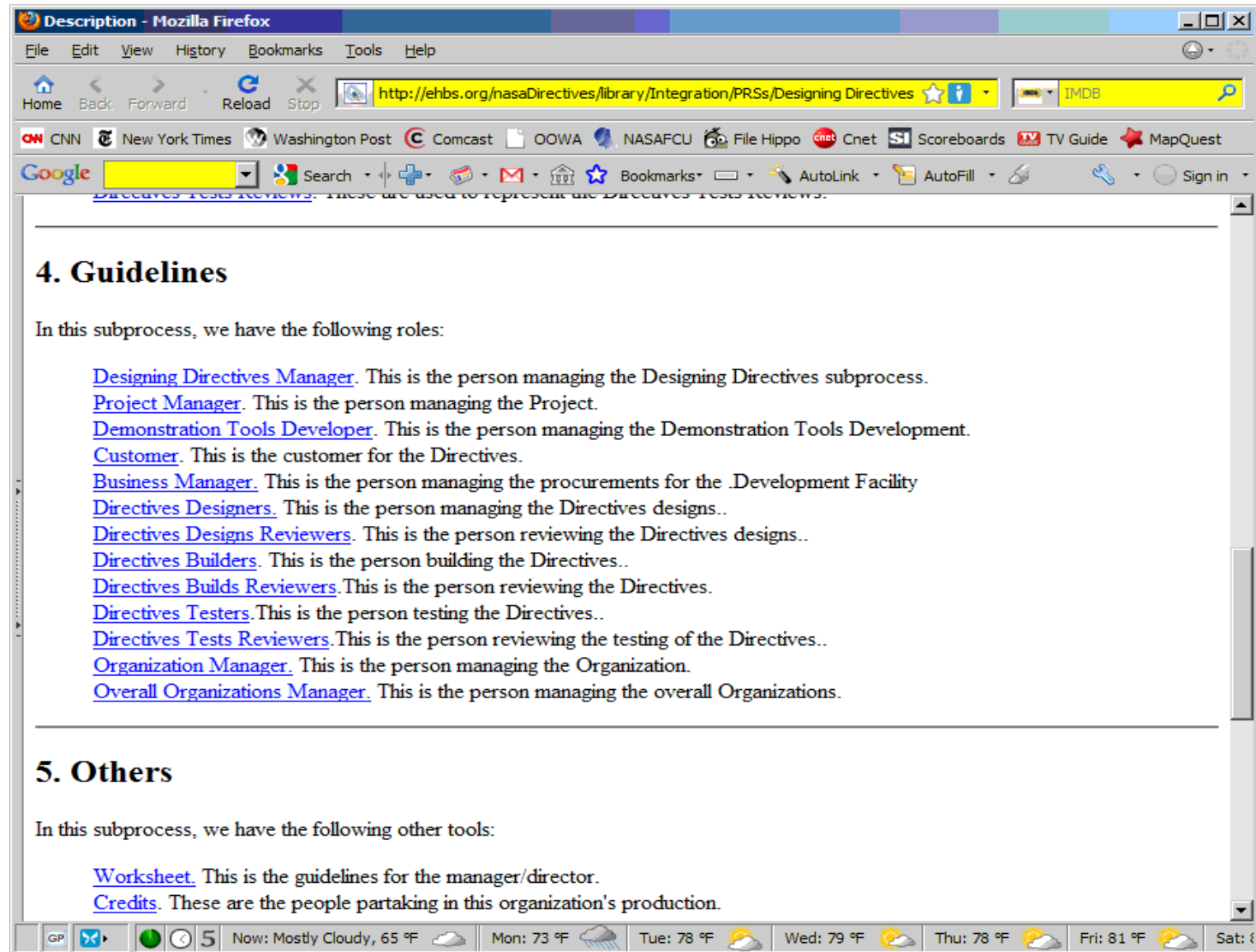
- [Demonstration Tools](#). These are used to represent the Demonstration Tools.
- [Directives Contract](#). These are used to represent the Directives Contract.
- [Process Library](#). These are used to represent the Process Library.
- [Implementation Plans](#). These are used to represent the Implementation 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/PRSSs/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

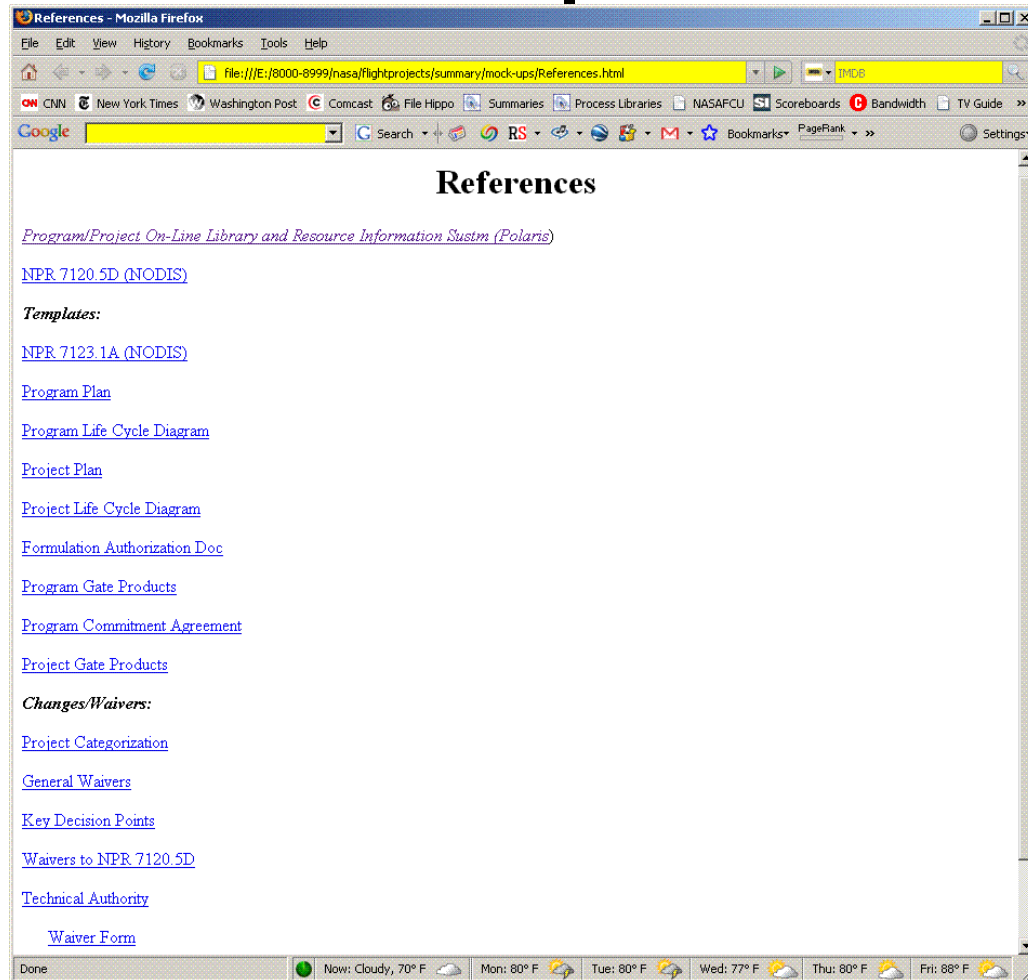
Purpose: The purpose of this subprocess is to manage Directives

Organization: MSFC Directives Office

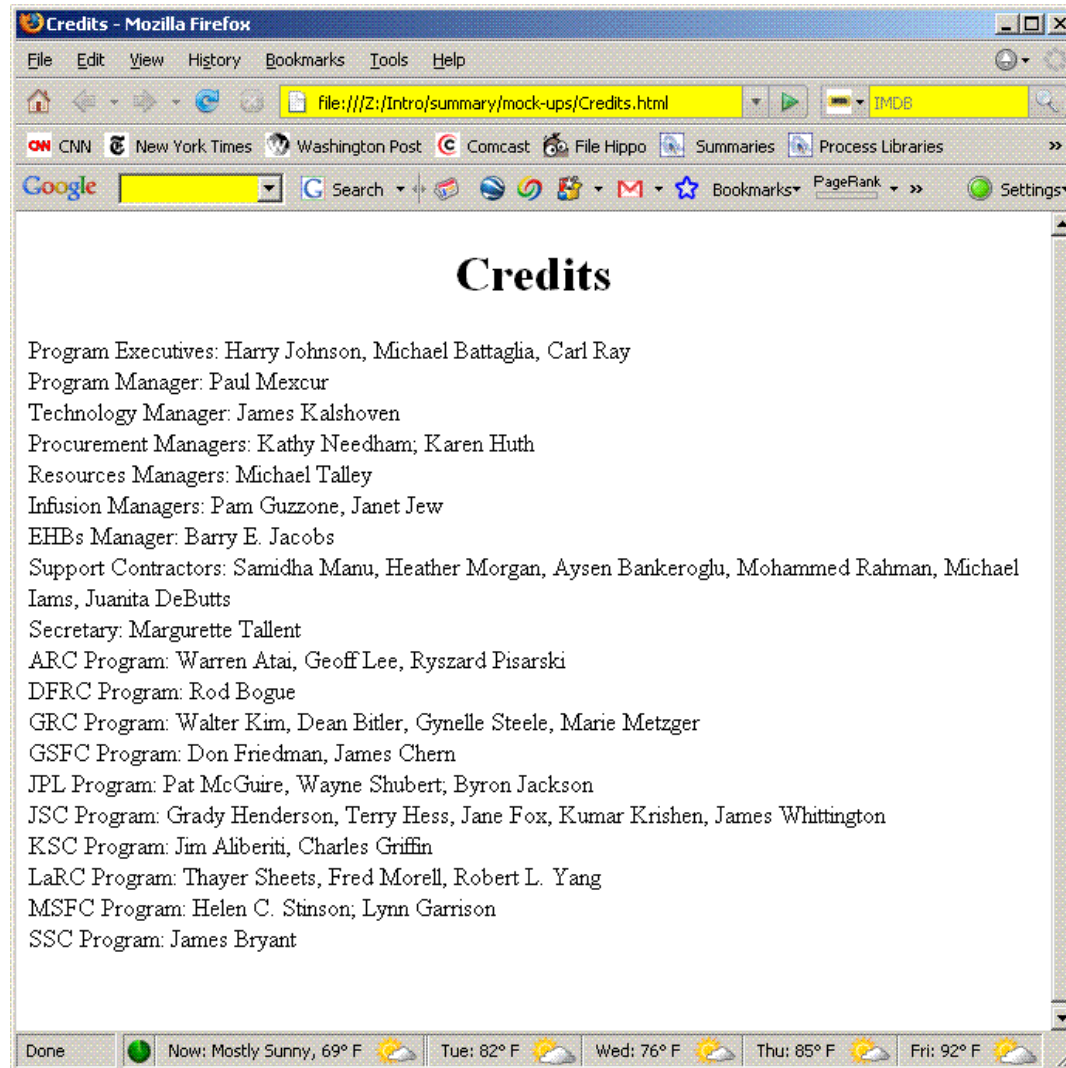
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer the design 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)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: 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)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Project Plan (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034
						Document Library (Engineering)	Instructions and Samples	Helen Stinson	06/23/07	07/23/07	Library: NS2034

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

References list other related resources.



Credits acknowledge people's contributions.



Integration Tools facilitate subprocess integration.

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

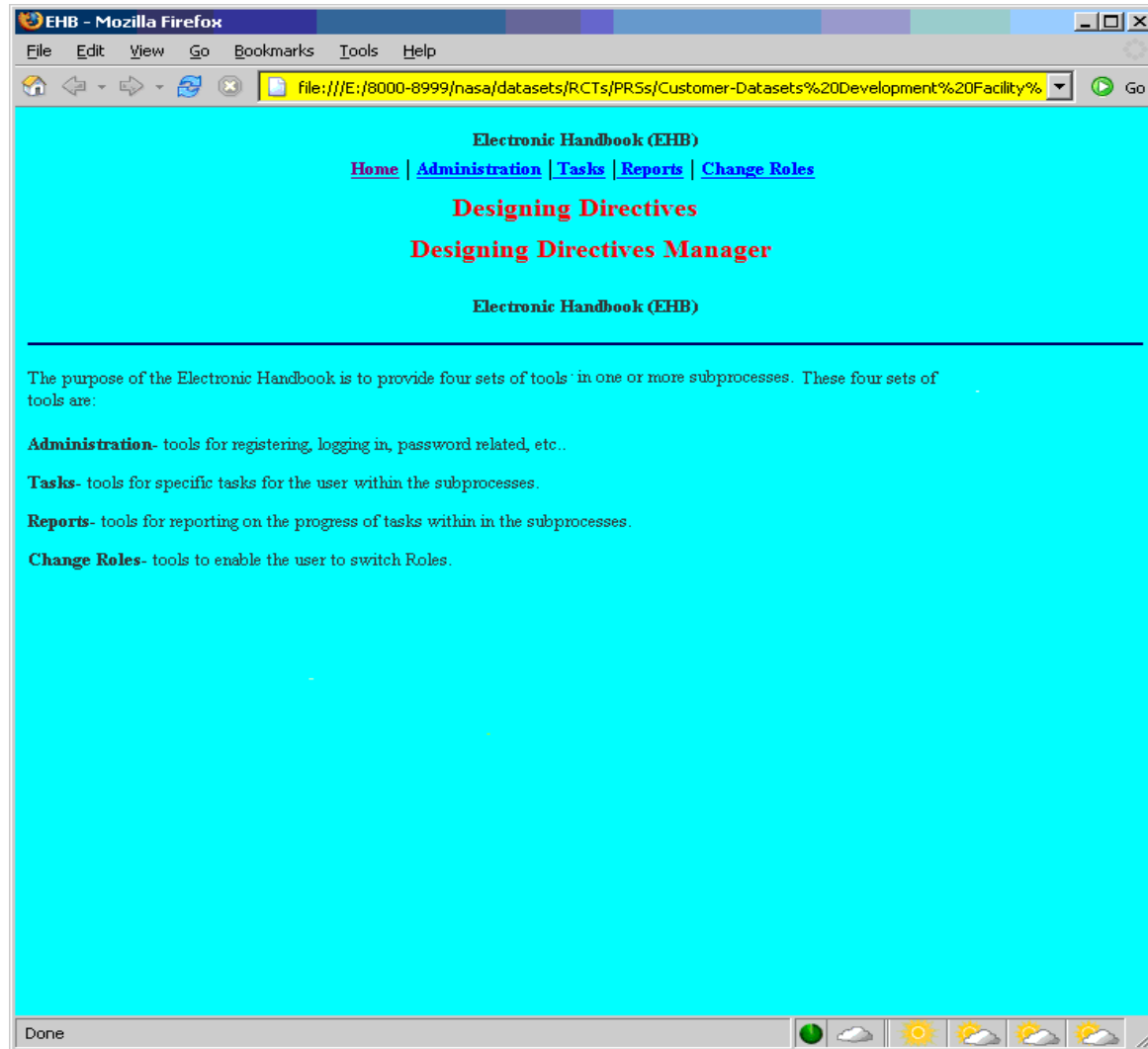
Fetch Integration

Read Integration	
Classification	Product Realization Subprocesses
Subprocess	Designing Directives
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 Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
DFRC Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
GRC Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
GSFC Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
HQ Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
JPL Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
JSC Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005
KSC Directives Office Fetch - (Size: 10 KB)	Date Created: 23-Jun-2005 Date Updated: 23-Jun-2005

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Electronic Handbooks (EHBs) facilitate the execution of subprocesses.





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

NASA Directives - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/nasadirectives/

 [National Aeronautics and Space Administration \(NASA\) - Directives](#) 

Process Libraries (PLs) and Electronic Handbooks (EHBs)
[Where Shakespeare Meets Freud]

1. [What Are PLs and EHBs?](#)
2. [Summary](#)
3. [Some Applications](#)
4. [In The Press](#)
5. [Experiences](#)
6. [Some Demonstration Tools](#)
7. [Some Subprocesses and Their Documentations](#)
8. [Assembly Line Processes](#)
9. [Benefits](#)

[White Paper](#)
[Book](#)

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

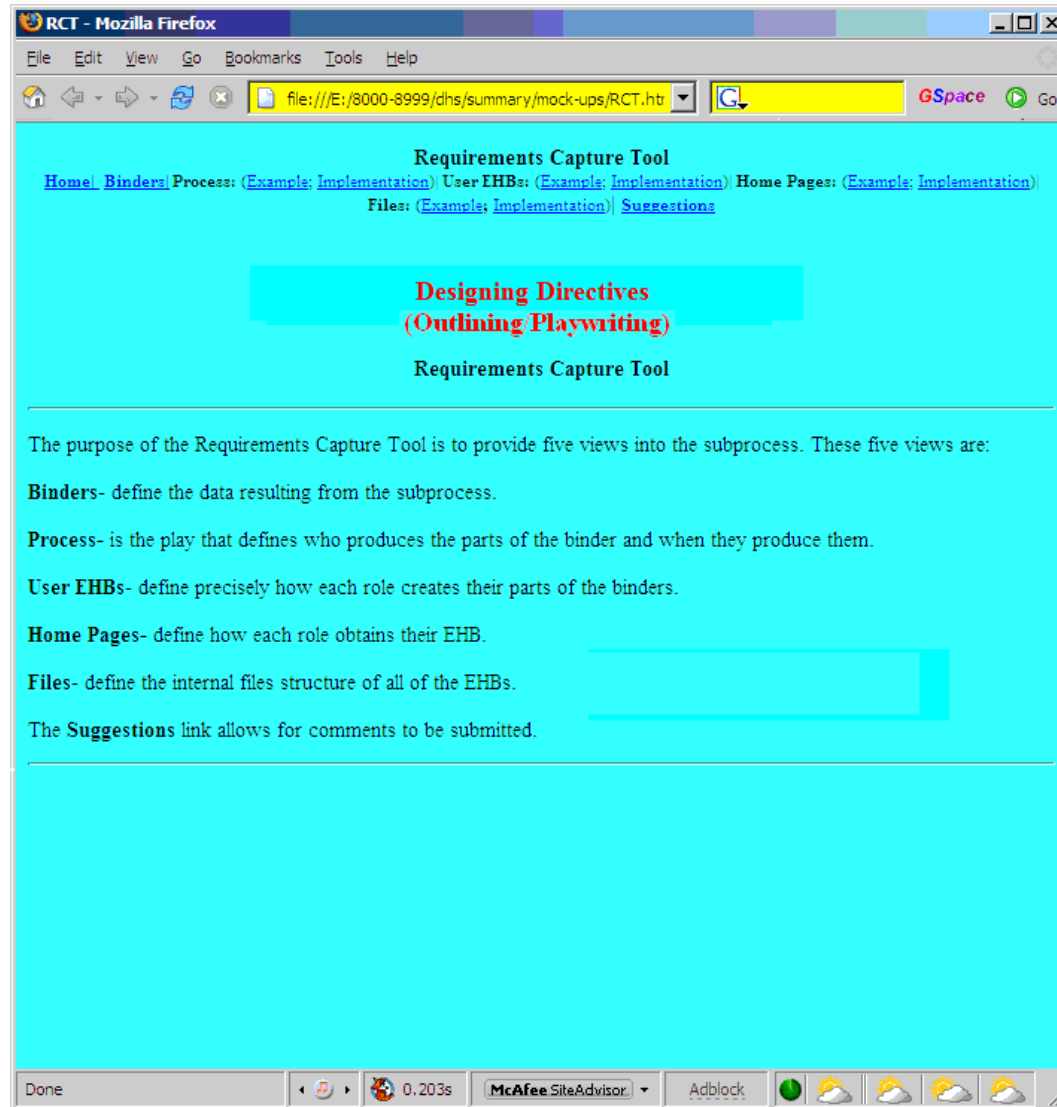
YOU SHOULD HAVE NO EXPECTATION OF PRIVACY
By continuing, you consent to your keystrokes and data content being monitored.

[NASA Privacy, Security Notices](#)

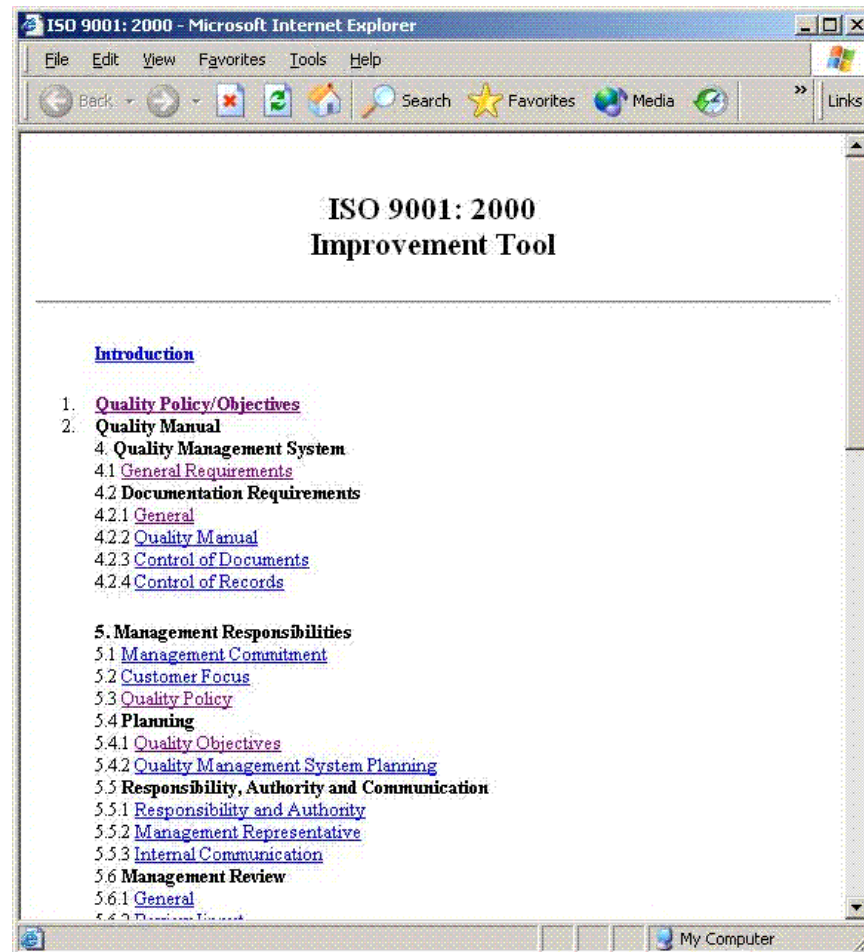
Last Modified: June 23, 2005
Curator: [Dr. Barry E. Jacobs](#)
NASA Official: [Dr. Barry E. Jacobs](#)

Now: 44°F Wed: 45°F Thu: 59°F Fri: 41°F Sat: 38°F Sun: 38°F Mon: 36°F

Requirements Capture Tools (RCTs) facilitate subprocess development.

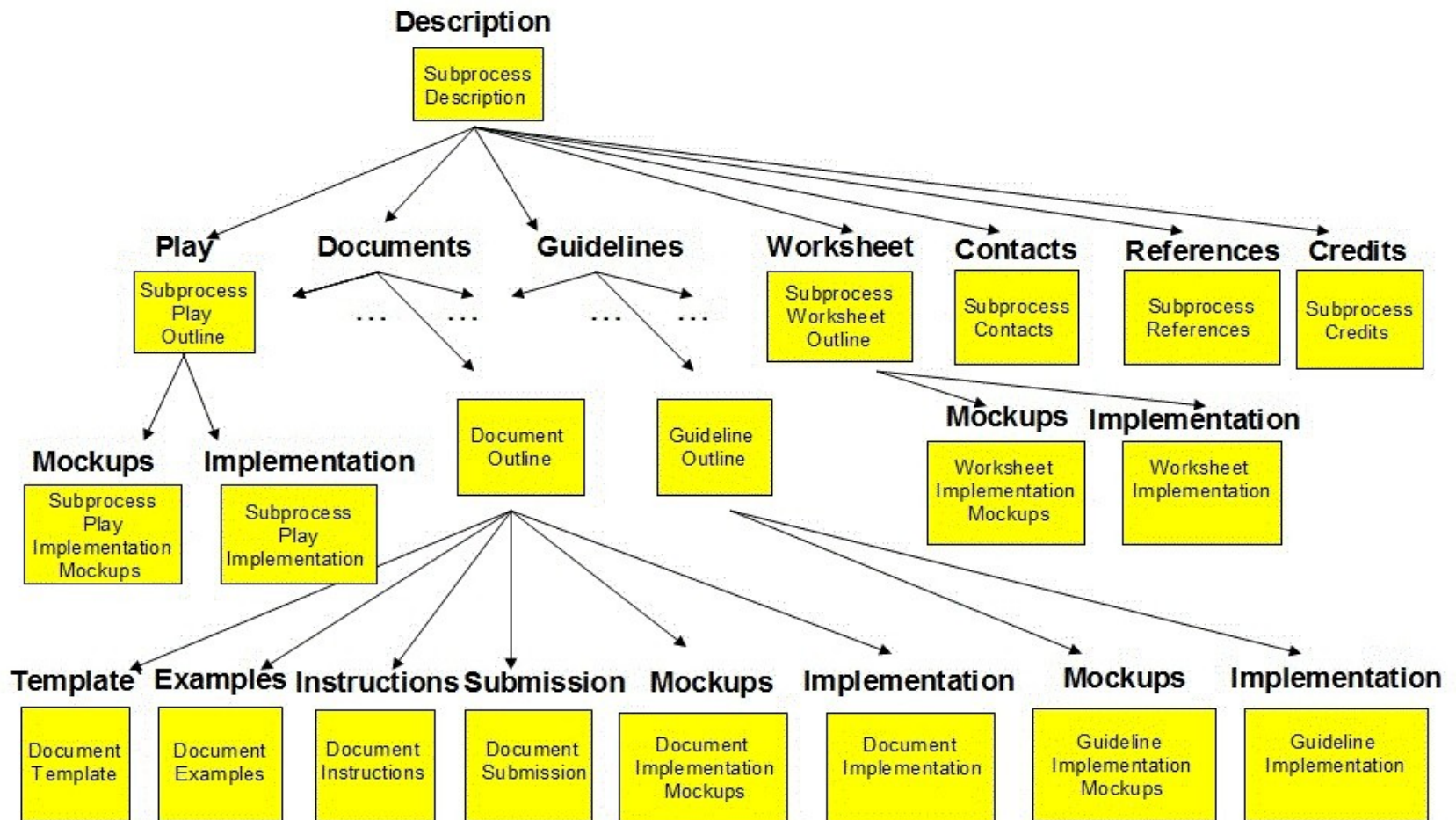


Improvement Tools facilitate subprocess improvement.

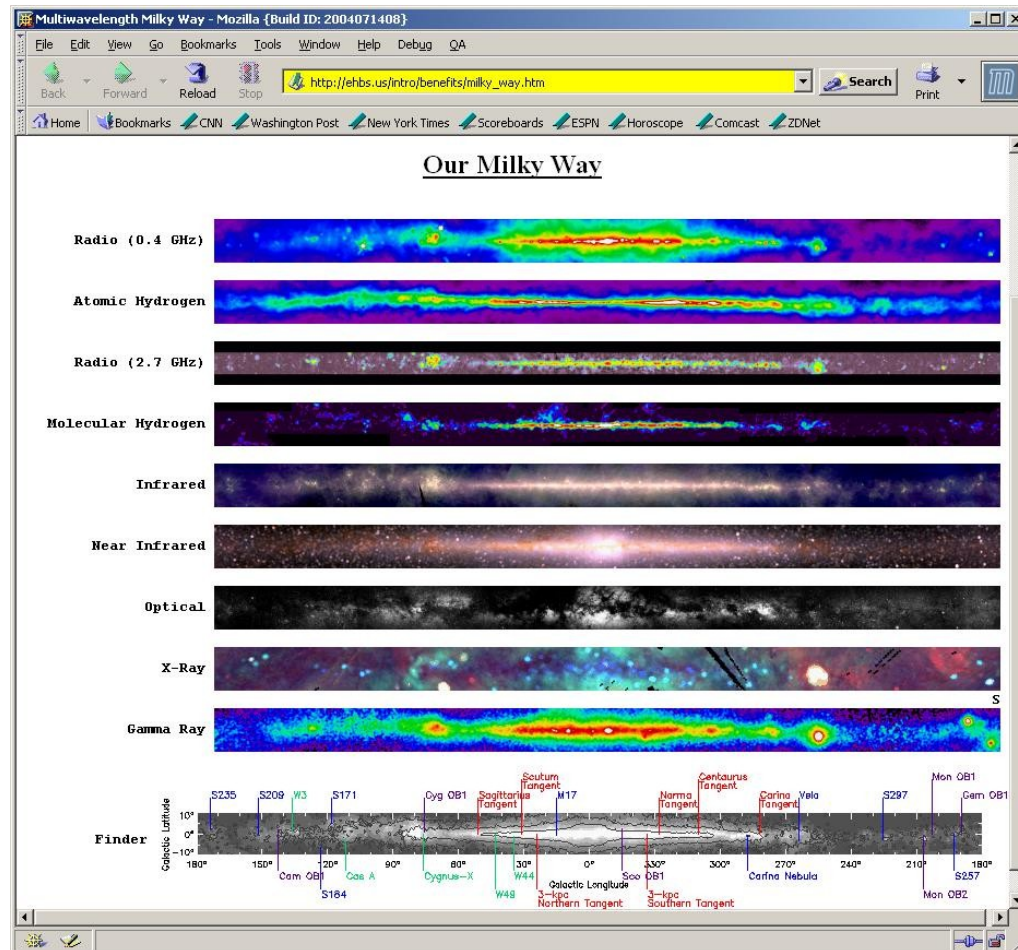


Final Thoughts

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



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



All the world's a stage ...

Jaques:

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

William Shakespeare

As You Like It, Act 2, Scene 7.

Some Effects of Separation

**"Men hate each other because they fear each other;
They fear each other because they don't know each other;
They don't know each other because they can't communicate with each other;
They can't communicate with each other because they are separated from each other. "**

Dr. Martin Luther King Jr.

September 3, 1957

Theatre of Dionysus- Athens, Greece



For More Details



File Edit View History Bookmarks Tools Help

EHBs Home Page

ehbs.us

Search

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

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[2. Some Quick Summaries](#)

[3. Some Applications](#)

[4. In The Press](#)

[5. Experiences](#)

[6. Some Papers](#)

[7. Some Demonstration Tools](#)

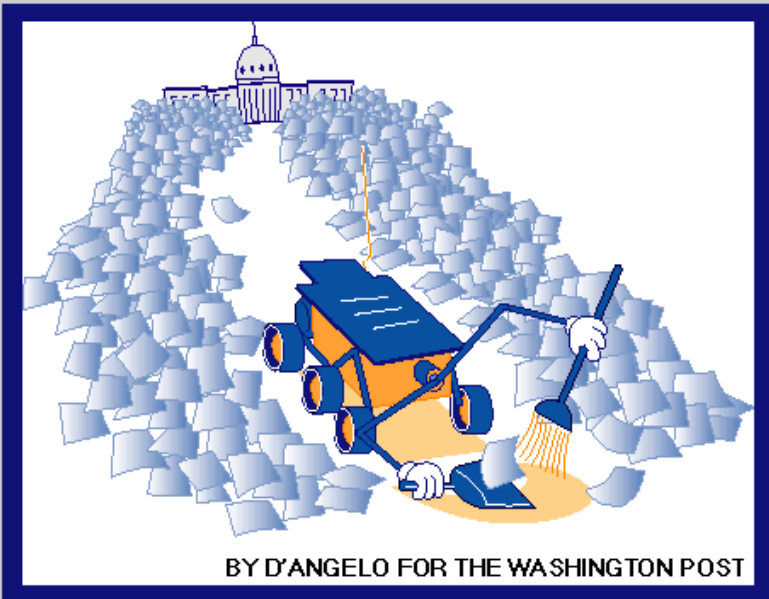
[8. Some Subprocesses and Their Documentations](#)

[9. Assembly Line Processes](#)

[10. Benefits](#)

[White Paper Book](#)

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



BY D'ANGELO FOR THE WASHINGTON POST

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(301) 681-7816
[\[Mini-Bio\]](#)

Now: 64°F Sun: 83°F Mon: 60°F Tue: 62°F Wed: 76°F Thu: 78°F Fri: 62°F