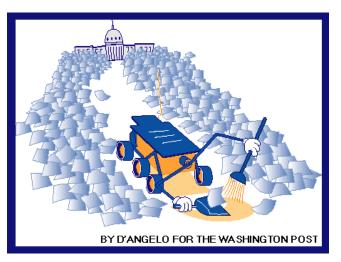
NASA/JPL Contract Task Management Using Process Libraries and Electronic Handbooks

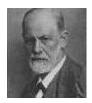
(Where Shakespeare Meets Freud)



Quick Summary



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



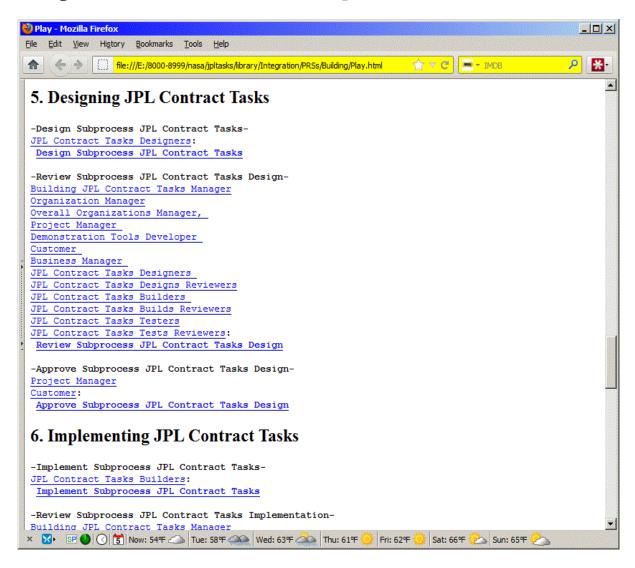
The Bottom Line:

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:

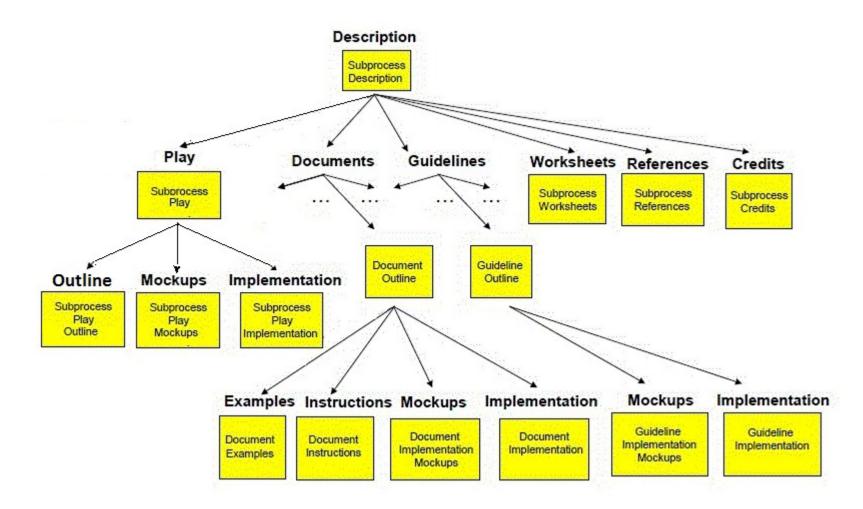
- Facilitates the collection of system and organizational requirements,

- 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,

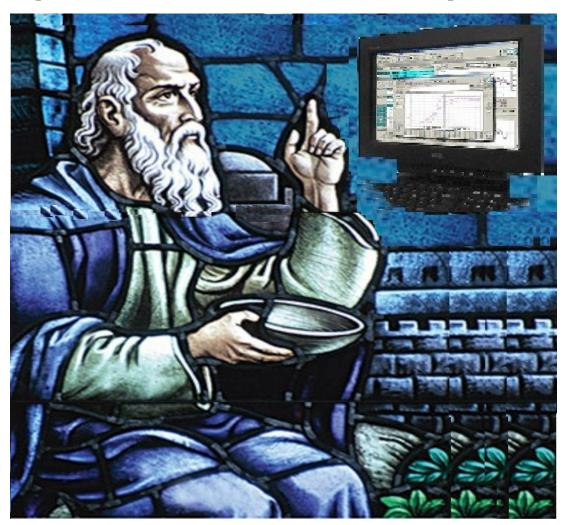
And all the men and women merely players;

They have their exits and their entrances,

And one man in his time plays many parts,

His acts being seven ages.

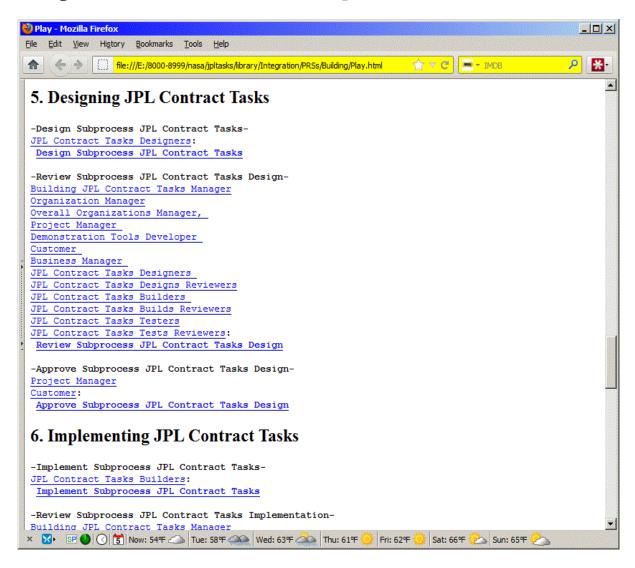
William Shakespeare As You Like It, Act 2, Scene 7. The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between Teachers, Documentors, Managers, Implementors, and Participants.



Descriptions summarize subprocesses.

| Description - Mozilla Firefox |
|---|
| Ele Edit View History Bookmarks Tools Help |
| Home Back Forward Reload Stop Imp://ehbs.org/jpltasks/library/Integration/PRSs/Building Tasks/Description.it 🕂 🚺 🔹 IMDB 🔎 |
| 애 CNN 🔞 New York Times 🚿 Washington Post 🧿 Comcast 📋 OOWA 🤹 NASAFCU 🔞 File Hippo 🤓 Cnet 🔄 Scoreboards 🔛 TV Guide 🦊 MapQuest |
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| Building Tasks |
| Dunding Tasks |
| |
| Table of Contents |
| |
| 1. <u>Overview</u> 2. Play |
| 3. Documents |
| 4. <u>Guidelines</u> |
| 5. <u>Others</u> |
| |
| 1. Overview |
| In this subprocess, we deal with the process of Building Tasks. This is where Projects design, build, and test their Tasks. |
| Organization: ORG |
| Organization. OKG |
| All-Files. These are all the view files. |
| Benefits |
| |
| 2. Play |
| 2. 1 lay |
| In this subprocess, the play is divided in several parts: |
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Plays describe subprocess execution.



Documents describe subprocess data.

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| | | - |
| | | |
| 3. Do | cuments | |
| | | |
| In this sul | process, we have the following document types: | |
| De | emonstration Tools. These are used to represent the Demonstration Tools. | |
| | sks Contract. These are used to represent the Tasks Contract. | |
| | ocess Library. These are used to represent the Process Library. | |
| | plementation Plans. These are used to represent the Implementation Plans. | |
| | sks Designs. These are used to represent the Tasks Designs. | |
| | sks Designs Reviews. These are used to represent the Tasks Designs Review. | |
| Ta | sks Builds. These are used to represent the Tasks Builds. | |
| Ta | sks Builds Reviews. These are used to represent the Tasks Builds Reviews. | |
| Ta | sks Tests. These are used to represent the Tasks Tests. | |
| Ta | sks Tests Reviews. These are used to represent the Tasks Tests Reviews. | |
| <u>Ta</u> | | |
| 1. Ou | lucinics | |
| In this sul | pprocess, we have the following roles: | |
| | | |
| Bu | ilding Tasks Manager. This is the person managing the Building Tasks subprocess. | |
| Pr | oject Manager. This is the person managing the Project. | |
| De | monstration Tools Developer. This is the person managing the Demonstration Tools Development. | |
| Cu | ustomer. This is the customer for the Tasks. | |
| Bu | siness Manager. This is the person managing the procurements for the .Development Facility | |
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| GP 🔀 | 🛛 🕒 🔿 5 Now: Mostly Sunny, 68 👎 💫 🛛 Mon: 73 👎 🔗 Tue: 78 👎 🖄 Wed: 79 👎 🐑 Thu: 78 👎 🧞 Fri: 81 | ኖ 🐑 🛛 S |

Guidelines describe user subprocesses.

_ 🗆 × Description - Mozilla Firefox . File Edit View History Bookmarks Tools Help C Reload 🚯 http://ehbs.org/jpltasks/library/Integration/PRSs/Building Tasks/Description.h 🟫 👔 🔹 IMDB Ø Home Back Forward 🗪 CNN 🦉 New York Times 🕅 Washington Post 🧲 Comcast 🦷 OOWA 🤹 NASAFCU 🐔 File Hippo 🤷 Cnet 😒 Scoreboards 🔛 TV Guide 🔌 MapQuest 🔽 🚼 Search 🔹 🖗 📲 🔹 🧭 🛛 🗠 🎧 🏠 Bookmarks 🖘 📼 🔹 🔦 AutoLink 🔹 📔 AutoFill 🔹 🌽 Google 🔦 🔹 🔵 Sign in . Tasks Tests Reviews. These are used to represent the Tasks Tests Reviews. 4. Guidelines In this subprocess, we have the following roles: Building Tasks Manager. This is the person managing the Building Tasks 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 Tasks. Business Manager. This is the person managing the procurements for the .Development Facility Tasks Designers. This is the person managing the Tasks designs... Tasks Designs Reviewers. This is the person reviewing the Tasks designs... Tasks Builders. This is the person building the Tasks ... Tasks Builds Reviewers. This is the person reviewing the Tasks. Tasks Testers. This is the person testing the Tasks ... Tasks Tests Reviewers. This is the person reviewing the testing of the Tasks... 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. 🛛 👩 Now: Mostly Sunny, 68 🕫 💫 Mon: 73 9F 🥂 Tue: 78 9F 🖄 Wed: 79 9F 选 Thu: 78 9F 🧞 Fri: 81 9F Sat: 8

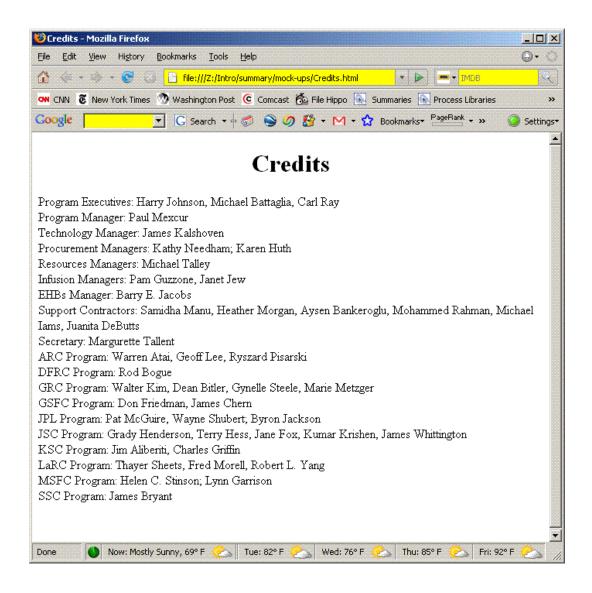
Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

| orksheet - Mozilla Firefo | ox Bookmarks <u>T</u> ools <u>H</u> elp | | | | | | | | | | - |
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| ubprocess: Building this subprocess, we d suniantion: Division C | Tasks leal with the process of Building Task | | - | | s Work m, build, and | | | | | | |
| | | | | Estimated | Actual | | Doc | uments | | | |
| Task | Purpose | Suggested Roles | Task Lead(s) | Completion Date | Completion Date | Document | Instructions and Samples | Document Lead(s) | Estimated Completion Date | Actual Completion Date | Document Location(s) |
| Administration | The purpose of this task is to administer Project Development . | Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager | James Green | 07/23/07 | 08/23/07 | Document Library | Instructions and Samples | James Green | 06/23/07 | 07/23/07 | <u>Library</u> : NS2034 |
| | | Task Lead, Subtask Lead, Subtask Member, | | | | Critical Design Review (CDR)Documents | Instructions and Samples | James Green | 06/23/07 | 07/23/07 | <u>Library</u> : NS2034 |
| rifical Design Review (CDR) | The purpose of this task is to administer Critical Design Review (CDR) | Reviewer, Approval Official, Project | James Green | 06/23/07 | 06/23/07 | Draft Project Requirements Document | Instructions and Samples | James Green | 06/23/07 | 07/23/07 | Library: NS2034 |
| | | Manager, | | | | Partice Plan | Instructions and | James | 06/23/07 | 07/23/07 | Library: NS2034 |
| | | Documents Manager | | | | Project Plan | Samples | Green | | | N52034 |
| | | Documents | | | | Project Plan Resource Analysis Office (RAO) Data Dump Documents Project Plan | Samples <u>Instructions and</u> Samples Instructions and | Green James Green James | 06/23/07 | 07/23/07 | NS2034 Library: NS2034 Library: |

References list other related resources.

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| | References | | |
| | iterefences | | |
| Program/Project On-Line Libi | rary and Resource Information Sustm (Polaris) | | |
| NPR 7120.5D (NODIS) | | | |
| Templates: | | | |
| NPR 7123.1A (NODIS) | | | |
| Program Plan | | | |
| Program Life Cycle Diagram | | | |
| Project Plan | | | |
| Project Life Cycle Diagram | | | |
| Formulation Authorization Doc | | | |
| Program Gate Products | | | |
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| Program Commitment Agreeme | <u></u> | | |
| Project Gate Products | | | |
| Changes/Waivers: | | | |
| Project Categorization | | | |
| <u>General Waivers</u> | | | |
| Key Decision Points | | | |
| Waivers to NPR 7120.5D | | | |
| Fechnical Authority | | | |
| Waiver Form | | | |

Credits acknowledge people's contributions.



Tools that can be focused on during stagesby tool.

| 🥹 Tools To Focus On During Stages Mozilla f | irefox | | | |
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| | Too | ls To Focus On Duri | ıg Stages- By Tool. | 0 |
| | Tool | Process Developer | Process Participant | |
| | Descriptions | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Documents Uring Role Guidelines/ZHBs, Test, Teach, Work Together | |
| | Plays | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| - | Documents | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Document: Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| | Role Guidelines/EHBs | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Document: Using Role Guidelines/IHBs, Test, Tesch, Work Together | |
| | Subprocess Worksheets | Learn, Integrate, Test, Tesck, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Teach, Work Together | |
| | References | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Documents Uning Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| | Credits | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |

Tools that can be focused on during stagesby stage.

| dit <u>Vi</u> ew Hi <u>s</u> tory <u>B</u> ookmarks <u>T</u> ools (b ehbs.org/intro/summary/stage) | | | 🤣 🗣 🛛 🔀 🖓 Google | Q 🖗 🕫 |
|--|------------------|---|---|-------|
| | | Tools To Focus On Dur | ing Stages- By Stage. | |
| | Stage | Process Developer | Process Participant | |
| | Learn | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | |
| | Integrate | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | Documents Using Role Guidelines/EHBs. | |
| | Test | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | |
| | Teach | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | |
| | Work Together | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits. | |

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

| Sub | proce | sses | - Mo | zilli | a Fire | fox | | | | | | | | | | | | | | |
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| | | | | | | | | | | | Pro | duct Rea | lization S | ubprocess | es | | | | | |
| | | P | utegra roblen Solutio Databa | ns- F ns | Plannin Tasks | | olicitation velopmen | | ission | Handling | Task | Admini | nsk | Task Modificat | Task | Post-Tasl Closeout | | Contract Performanc Evaluation | e Post-Closeou | ıt |
| | | | | | | | | | | | (Potent | tial Cust | omers: I | light Pro | ojects) | | | | | |
| Γ | | | | | | | | | | | Pro | duct Dist | ribution S | ubprocess | es | | | | | |
| | Integra | ted Prol Data | | olutios | 15 | | lanning tributions | | Distr | | cility Solici opment | itation | | blem únios | Problem Handling | | Agreement dministration | Agreeme Closeou | | -Agreement Closeout |
| | | | | | | | | | | (Potenti: | al Custom | ers: Flig | ht Proje | cts, NAS | A/JPL Man | agers) | | | | |
| | | | | Γ | | | | | | | | Suppo | rt Subpro | cesses | | | | | | |
| | | | | | Sur Manag | | at Devel | mputer ystems opment s volution | ad | Operation | ter Systems s and Netwo nistration | orl H | ome Page nagemen | Education and t Outreach Activities | Facilities | t Security | Small System (Mac and PC) Support | | tions | |
| | | | | | | | | | | | | - | | | | | | | | |
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| | | | | | | | | | | | | <i>C</i> | on Subpr | | | |] | | | |
| | | | | | | | | S | ganiza ubproc ormulat | ess Su | anization bprocess ementation | Organiz Subpro | ation ocess mer | ganization ubprocess Evaluation | Organizatio Subproces Update | | ocess | | | |
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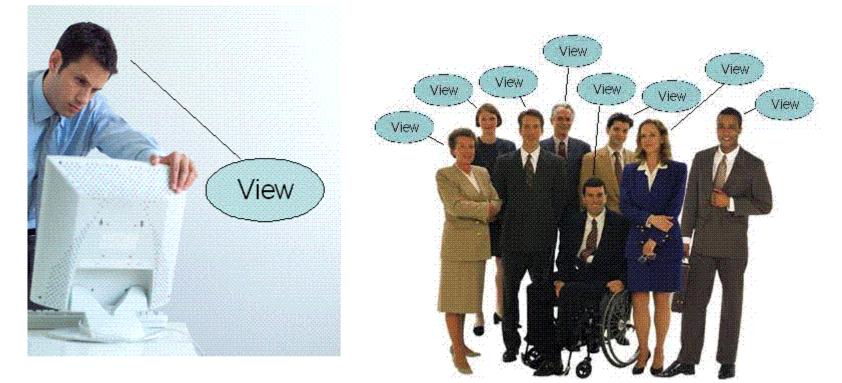
Organizations provide different views of the subprocesses, some of which may be proprietary.

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| NASA/ | JPL Contract Task Orga | anizations |
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| | Product Realization Subprocesses Organizations | |
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| | Science- Solar System | |
| | Science- Stars and Galaxies | |
| | Aeronautics Research- Technologies | |
| | Office of Chief Financial Officer | |
| | Office of Chief Information Officer | |
| | Office of Chief Engineer | |
| | Office of Equal Opportunity | |
| | Office of Institutions and Management | |
| | Office of Education | |
| | Office of Safety and Mission Assurance | |
| | Office of General Council | |
| | Office of Strategic Communications | |
| | Product Distribution Subprocesses Organizations | |
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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"





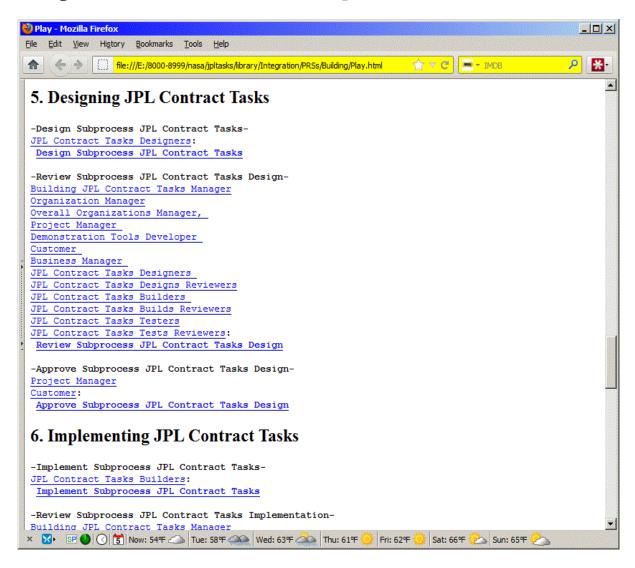
Overview of how editable and cost-saving process documentation tools can solve problems.

| 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. |

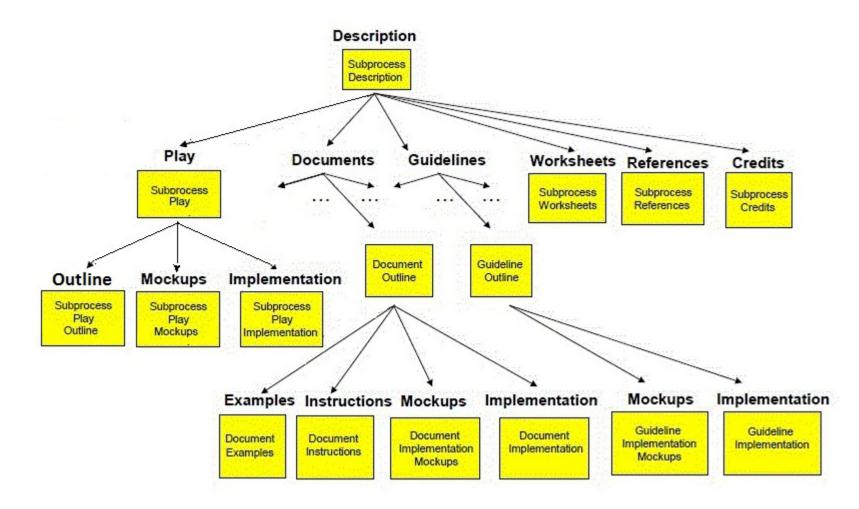
Solution: Process Libraries maintain organization's views of the subprocesses.

| Views - Mozilla Firefox | | |
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| 🛚 CNN 💿 Washington Post 🛛 🖲 New York Times 🔝 Scoreboards 💿 Horoscope 📄 ZDNet 📄 Comcast 🛈 Ch | icago Tribune | » |
| Views | | |
| Total 30 Entries | | |
| Classification: Product Realization Subprocesses (T4-00-00-00) | | |
| Subprocess: Building Tasks (T4-08-00-00) | | |
| | | |
| Create View | | |
| View | Steps | |
| Administration | Update | |
| Alison McNally (Alison.McNally@nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Exploration Systems | Update | |
| J. Nehman (J.Nehman @nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Space Operations | Update | |
| J. Freik (J. Freik @nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Science-Earth Science | <u>Update</u> | |
| M. Luther (M. Luther @nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Science-Solar System | <u>Update</u> | |
| O. Figueroa (O. Figueroa @nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Science-Stars and Galaxies | Update | |
| Anne. Kinney (Anne. Kinney @nasa.gov) | Copy | |
| | <u>Delete</u> | |
| Aeronautics Research- Technologies | Update | |
| J. Nehman (J. Nehman @nasa.gov) | Copy | |
| ne | | |

Plays describe subprocess execution.



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



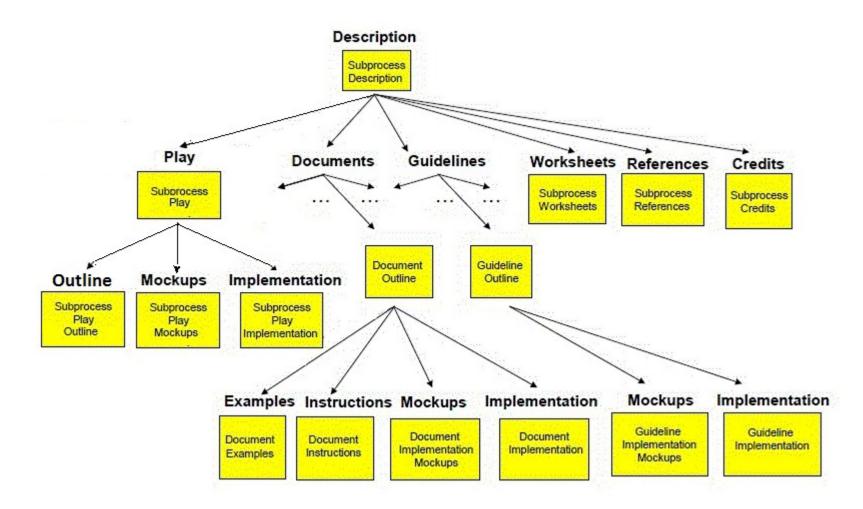
Tools that can be focused on during stagesby tool.

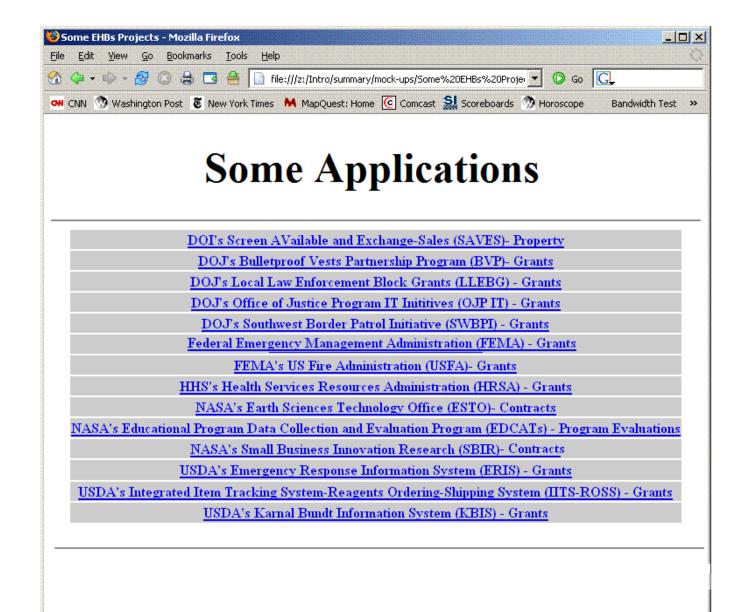
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| | Too | ls To Focus On Duri | ıg Stages- By Tool. | 0 |
| | Tool | Process Developer | Process Participant | |
| | Descriptions | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Documents Uring Role Guidelines/ZHBs, Test, Teach, Work Together | |
| | Plays | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| - | Documents | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Document: Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| | Role Guidelines/EHBs | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Document: Using Role Guidelines/IHBs, Test, Tesch, Work Together | |
| | Subprocess Worksheets | Learn, Integrate, Test, Teack, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Teach, Work Together | |
| | References | Learn, Integrate, Test, Tesch, Work Together | Learn, Integrate Documents Uning Role Guidelines/ZHBs, Test, Tesch, Work Together | |
| | Credits | Learn, Integrate, Test, Teach, Work Together | Learn, Integrate Documents Using Role Guidelines/ZHBs, Test, Tesch, Work Together | |

Tools that can be focused on during stagesby stage.

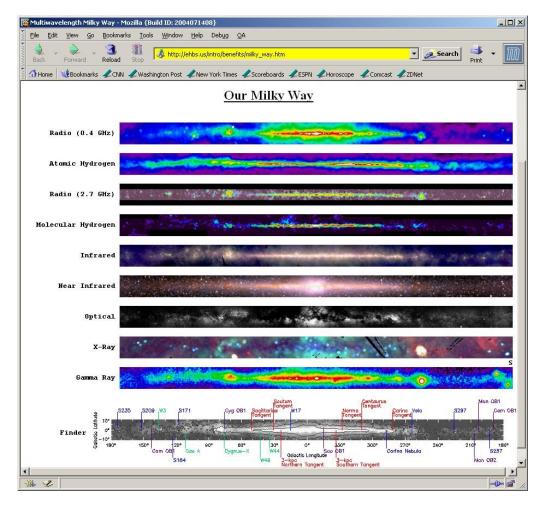
| dit <u>Vi</u> ew Hi <u>s</u> tory <u>B</u> ookmarks <u>T</u> ools (b ehbs.org/intro/summary/stage) | | | 🤣 🗣 🛛 🔀 🖓 Google | Q 🖗 🕫 |
|--|------------------|---|---|-------|
| | | Tools To Focus On Dur | ing Stages- By Stage. | |
| | Stage | Process Developer | Process Participant | |
| | Learn | Descriptions, 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. | |

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.





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



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

All the world's a stage ...

Jaques:

All the world's a stage,

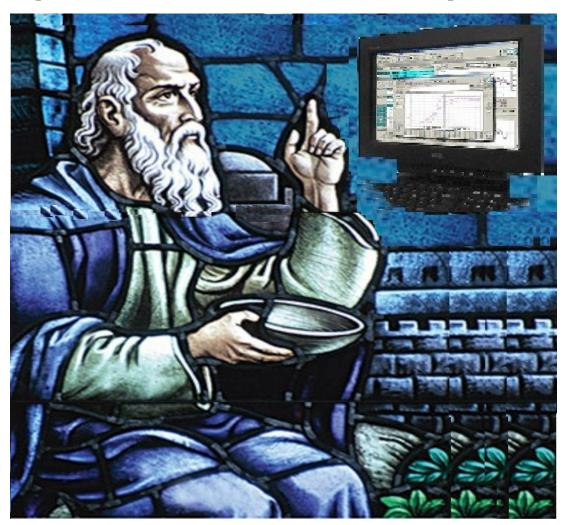
And all the men and women merely players;

They have their exits and their entrances,

And one man in his time plays many parts,

His acts being seven ages.

William Shakespeare As You Like It, Act 2, Scene 7. The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between Teachers, Documentors, Managers, Implementors, and Participants.



Theatre of Dionysus- Athens, Greece



For More Details

