

NASA Knowledge Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



Quick Summary



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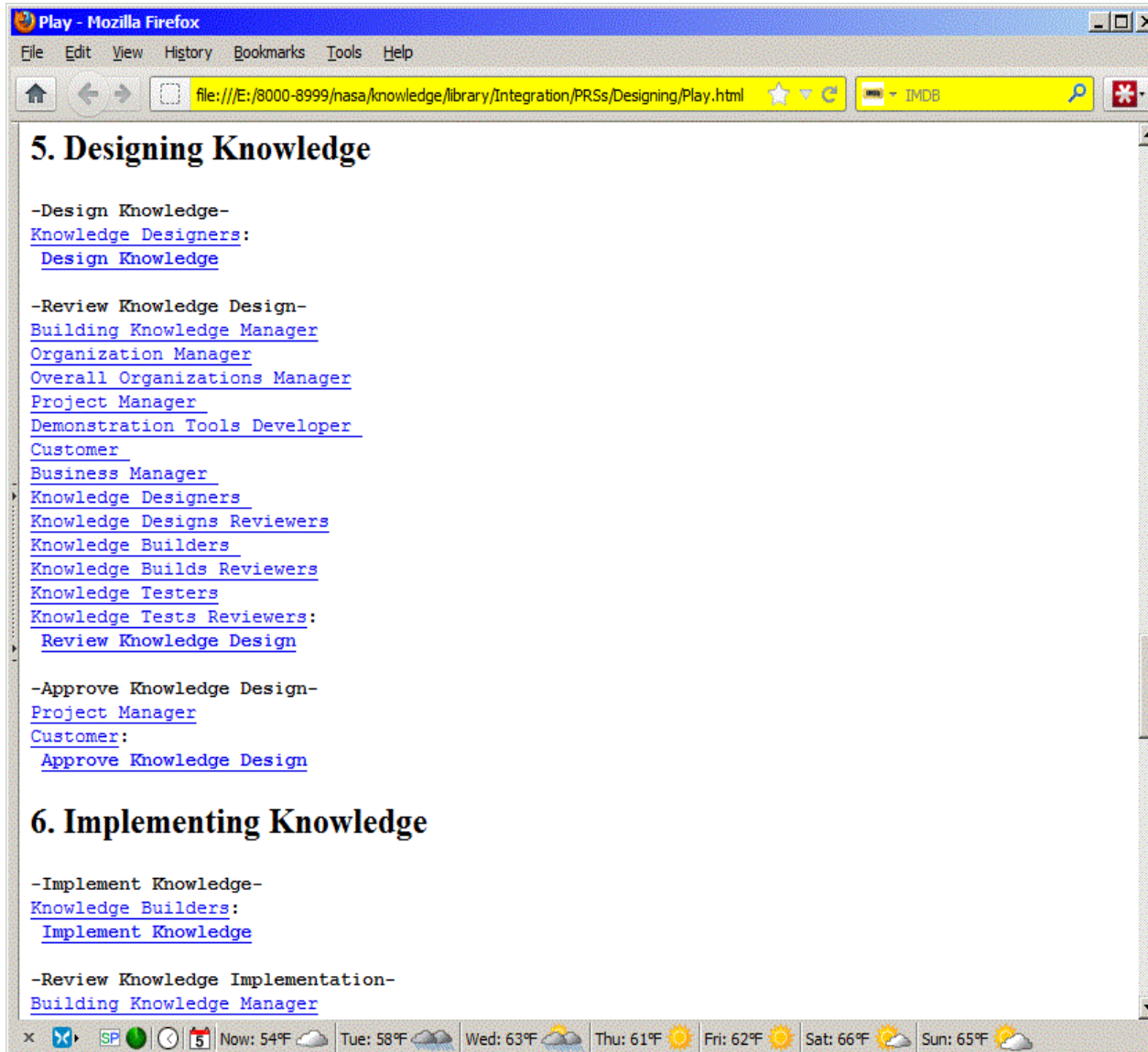
The Bottom Line:

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

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

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

Plays describe subprocess execution.



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

5. Designing Knowledge

- Design Knowledge-
[Knowledge Designers:](#)
[Design Knowledge](#)
- Review Knowledge Design-
[Building Knowledge Manager](#)
[Organization Manager](#)
[Overall Organizations Manager](#)
[Project Manager](#)
[Demonstration Tools Developer](#)
[Customer](#)
[Business Manager](#)
[Knowledge Designers](#)
[Knowledge Designs Reviewers](#)
[Knowledge Builders](#)
[Knowledge Builds Reviewers](#)
[Knowledge Testers](#)
[Knowledge Tests Reviewers:](#)
[Review Knowledge Design](#)
- Approve Knowledge Design-
[Project Manager](#)
[Customer:](#)
[Approve Knowledge Design](#)

6. Implementing Knowledge

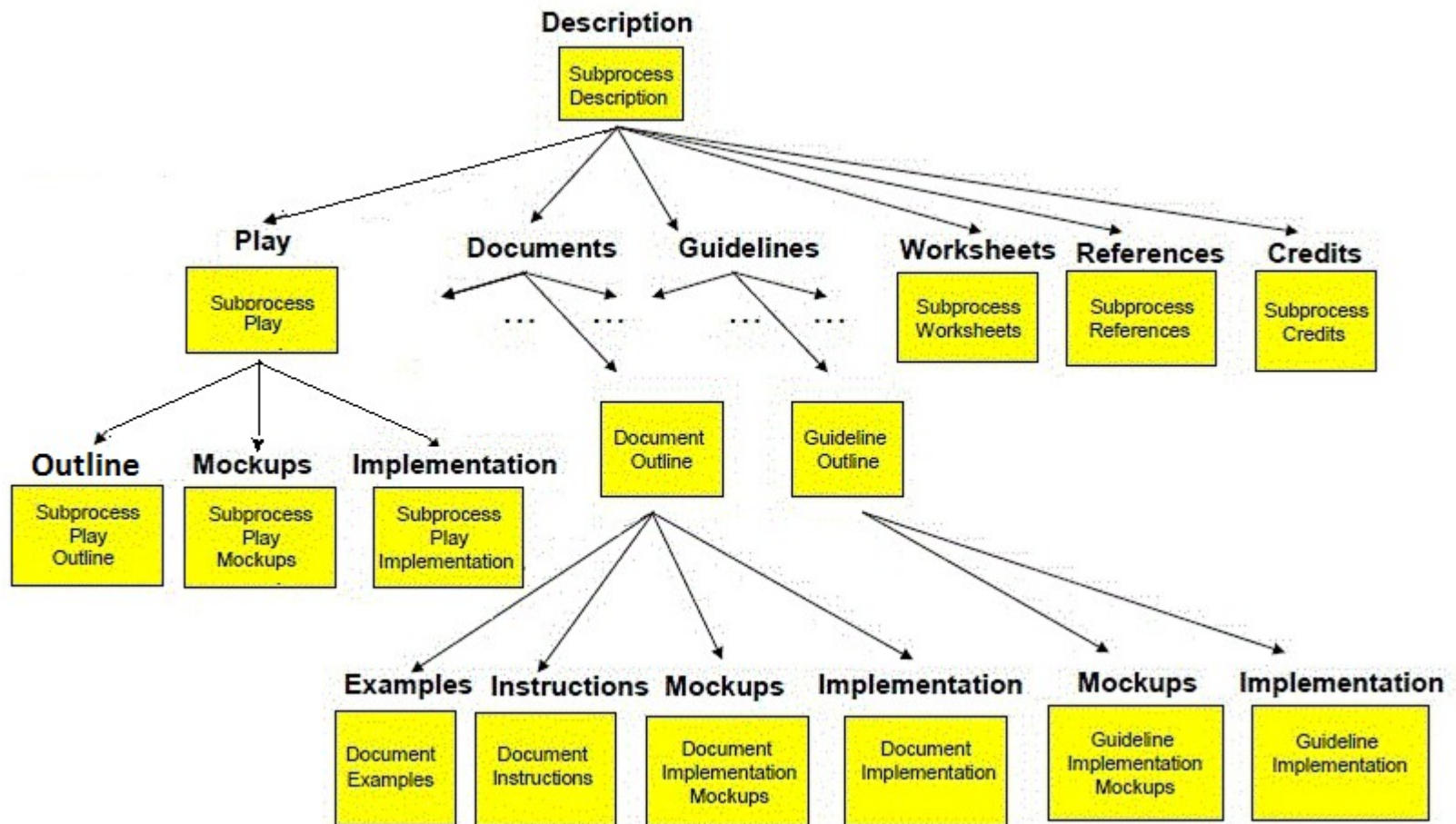
- Implement Knowledge-
[Knowledge Builders:](#)
[Implement Knowledge](#)
- Review Knowledge Implementation-
[Building Knowledge Manager](#)

The browser's address bar shows the file path: `file:///E:/8000-8999/nasa/knowledge/library/Integration/PRSS/Designing/Play.html`. The taskbar at the bottom displays the system tray with the date (5) and weather forecast for the week: Now: 54°F, Tue: 58°F, Wed: 63°F, Thu: 61°F, Fri: 62°F, Sat: 66°F, Sun: 65°F.

Benefits:

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

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



All the world's a stage ...

Jaques:

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

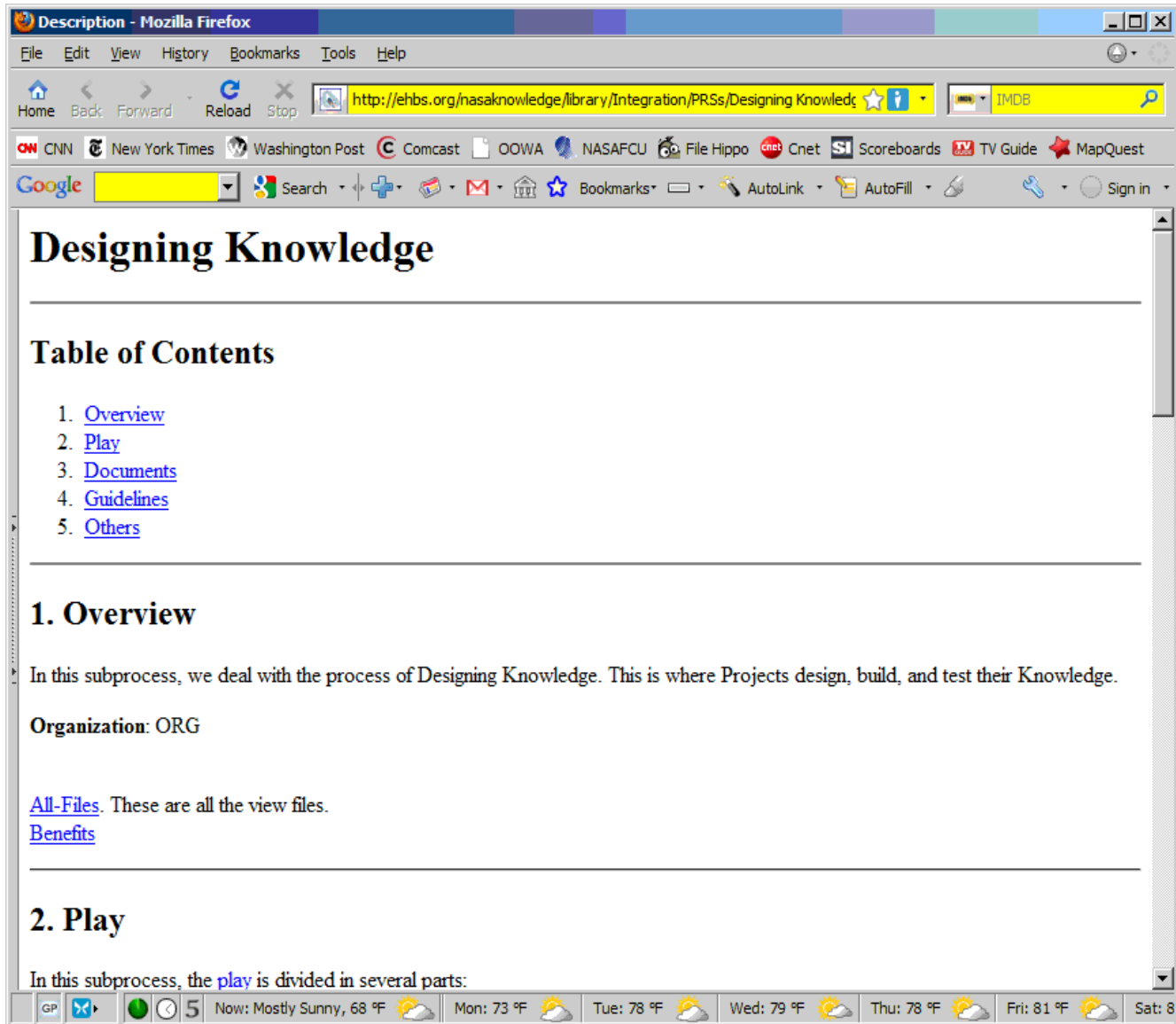
William Shakespeare

As You Like It, Act 2, Scene 7.

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



Descriptions summarize subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying the URL: <http://ehbs.org/nasaknowledge/library/Integration/PRs/Designing Knowledge>. The page title is "Designing Knowledge".

Designing Knowledge

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 Knowledge. This is where Projects design, build, and test their Knowledge.

Organization: ORG

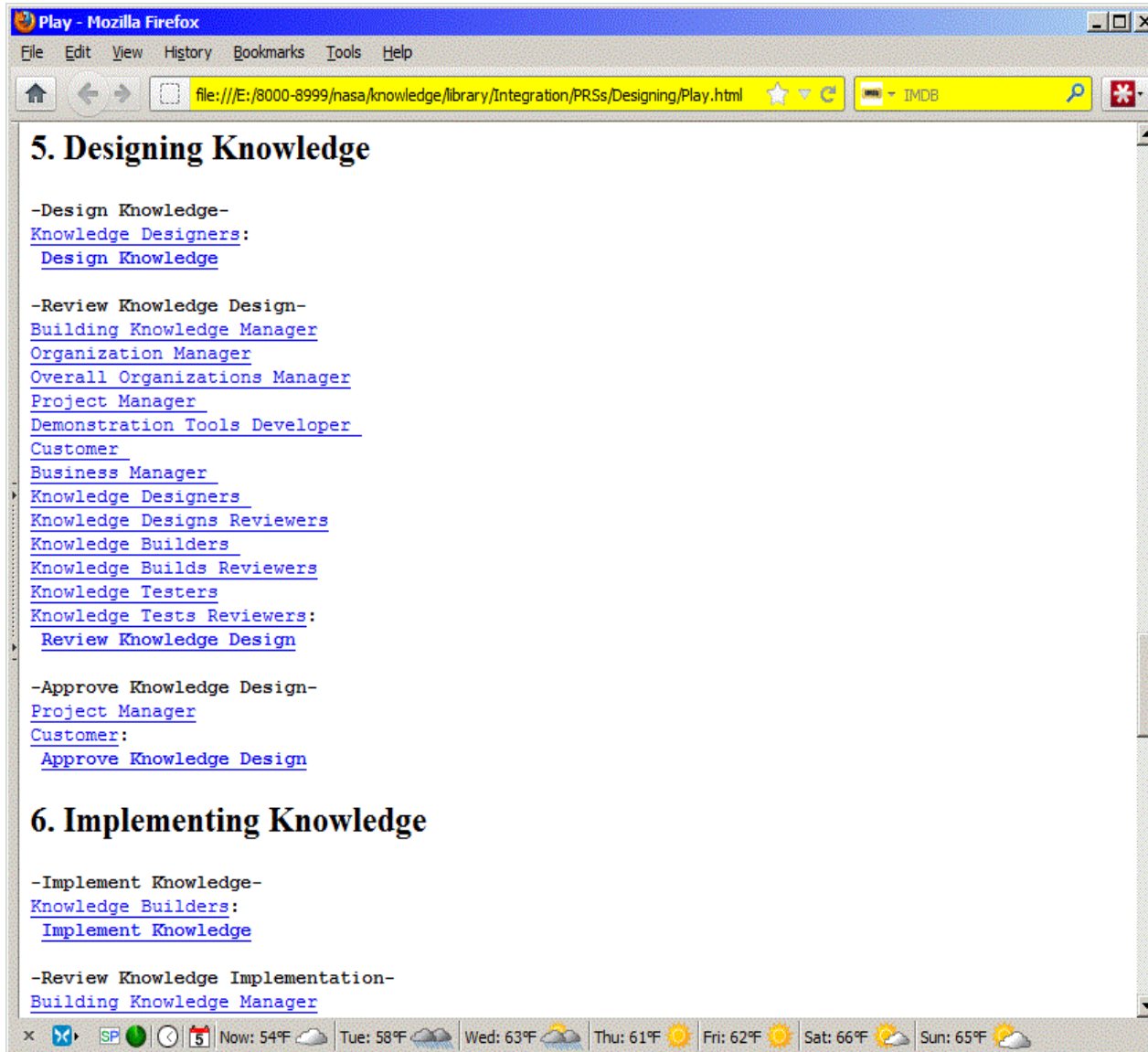
[All-Files](#). These are all the view files.
[Benefits](#)

2. Play

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

The browser's taskbar at the bottom shows the system tray with a clock and weather forecast for the week: Now: Mostly Sunny, 68 °F; Mon: 73 °F; Tue: 78 °F; Wed: 79 °F; Thu: 78 °F; Fri: 81 °F; Sat: 81 °F.

Plays describe subprocess execution.



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6. Implementing Knowledge

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[Knowledge Builders:](#)
[Implement Knowledge](#)
- Review Knowledge Implementation-
[Building Knowledge Manager](#)

The browser's address bar shows the file path: `file:///E:/8000-8999/nasa/knowledge/library/Integration/PRSS/Designing/Play.html`. The taskbar at the bottom displays the system clock and weather forecast for the week of May 5th to 11th.

Documents describe subprocess data.

The screenshot shows a Mozilla Firefox browser window. The address bar contains the URL <http://ehbs.org/nasaknowledge/library/Integration/PRs/Designing Knowledge>. The page content includes:

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

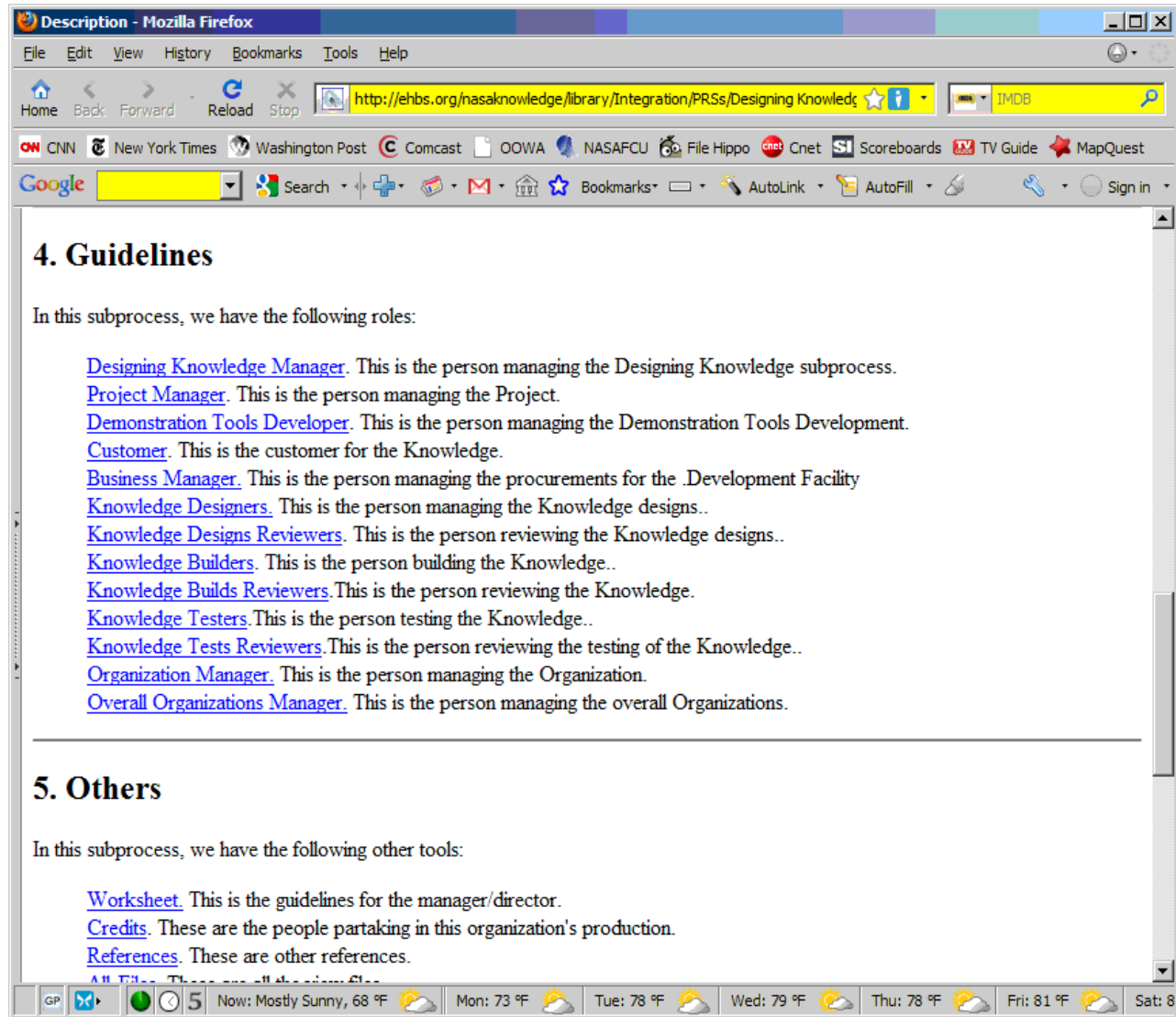
4. Guidelines

In this subprocess, we have the following roles:

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

The browser's status bar at the bottom shows the system clock and weather information: Now: Mostly Sunny, 68 °F, Mon: 73 °F, Tue: 78 °F, Wed: 79 °F, Thu: 78 °F, Fri: 81 °F, Sat: 8

Guidelines describe user subprocesses.



The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://ehbs.org/hasaknowledge/library/Integration/PRs/Designing Knowledge>. The page content is as follows:

4. Guidelines

In this subprocess, we have the following roles:

- [Designing Knowledge Manager](#). This is the person managing the Designing Knowledge 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 Knowledge.
- [Business Manager](#). This is the person managing the procurements for the .Development Facility
- [Knowledge Designers](#). This is the person managing the Knowledge designs..
- [Knowledge Designs Reviewers](#). This is the person reviewing the Knowledge designs..
- [Knowledge Builders](#). This is the person building the Knowledge..
- [Knowledge Builds Reviewers](#). This is the person reviewing the Knowledge.
- [Knowledge Testers](#). This is the person testing the Knowledge..
- [Knowledge Tests Reviewers](#). This is the person reviewing the testing of the Knowledge..
- [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.
- [References](#). These are other references.
- [All Files](#). These are all the system files.

The browser's status bar at the bottom shows the system tray with the date and time (5:05), weather (Now: Mostly Sunny, 68 °F), and a forecast for the next six days: Mon: 73 °F, Tue: 78 °F, Wed: 79 °F, Thu: 78 °F, Fri: 81 °F, Sat: 81 °F.

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

Worksheet - Mozilla Firefox

file:///E:/Intro/summary/mock-ups/Worksheet.htm

Subprocess Worksheet

Subprocess: Designing Knowledge

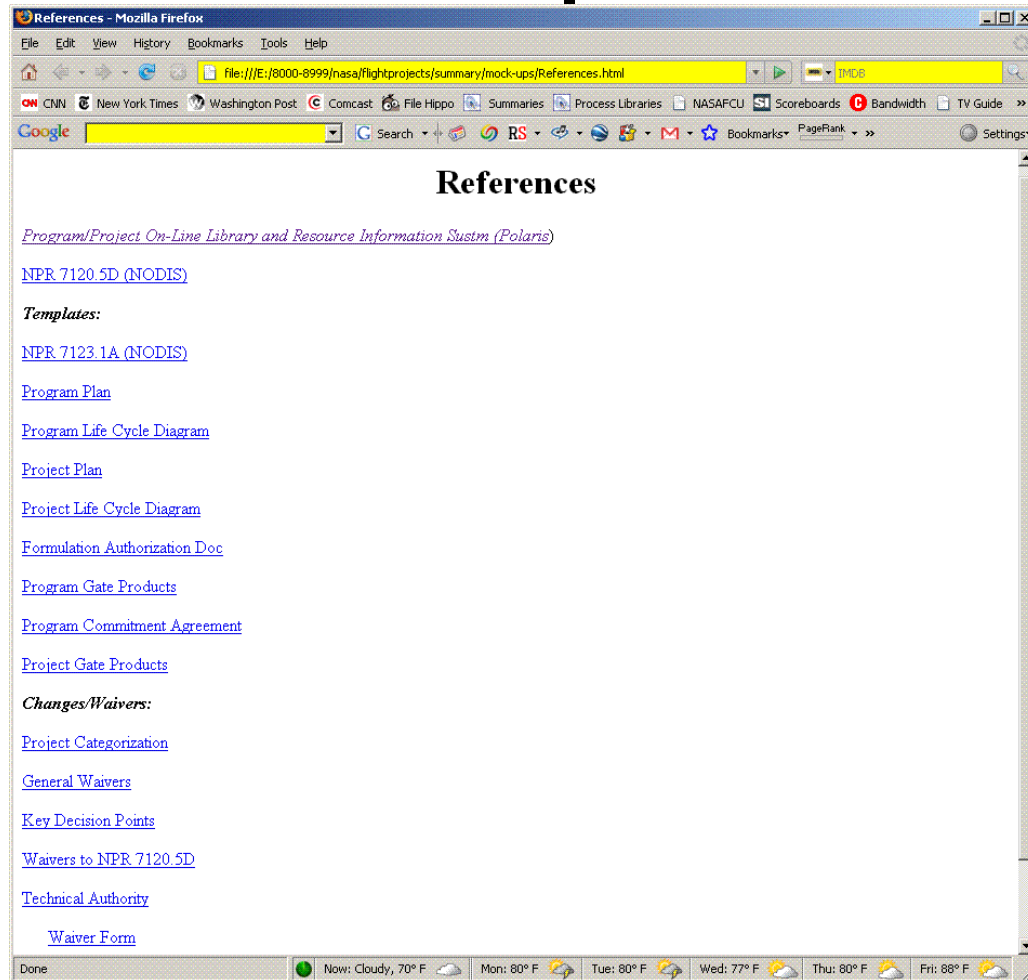
In this subprocess, we deal with the process of Designing Knowledge. This is where Projects design, build, and test their Knowledge.

Organization: Division C

Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development .	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
Critical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR)..	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	06/23/07	06/23/07	Critical Design Review (CDR) Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
Resource Analysis Office	The purpose of this task is to administer Resource	Task Lead, Subtask Lead, Subtask Member, Reviewer,	James			Resource Analysis Office (RAO) Data Dump Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034

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

References list other related resources.



Credits acknowledge people's contributions.



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

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

Tools To Focus On During Stages- By Tool.

Tool	Process Developer	Process Participant
Descriptions:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Plays:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Documents:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
References:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Credits:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together

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

Tools To Focus On During Stages- By Stage.

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

Objective:

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

The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://lincoln.gsfc.nasa.gov/knowledge/whatare/process.htm>. The page content is organized into several hierarchical sections:

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

(Potential Customers: Flight Projects)
- Product Distribution Subprocesses**
 - Integrated Problems-Solutions Database
 - Planning Distributions
 - Distribution Facility Solicitation Development
 - Problem Submission
 - Problem Handling
 - Agreement Administration
 - Agreement Closeout
 - Post-Agreement Closeout

(Potential Customers: Flight Projects, Non-NASA Customers)
- 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

The browser's status bar at the bottom shows the system clock and weather forecast: 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 Knowledge Management Organizations

Product Realization Subprocesses Organizations

- ARC Knowledge Management Office
- DFRC Knowledge Management Office
- GRC Knowledge Management Office
- GSFC Knowledge Management Office
- HQ Knowledge Management Office
- JPL Knowledge Management Office
- JSC Knowledge Management Office
- KSC Knowledge Management Office
- LaRC Knowledge Management Office
- MSFC Knowledge Management Office
- Office of Exploration Systems Knowledge Management Offices
- Office of Aeronautics Research Knowledge Management Offices
- Office of Science Knowledge Management Offices
- Office of Space Operations Knowledge Management Offices
- Knowledge Management PMO Office
- SSC Knowledge Management Office

Product Distribution Subprocesses Organizations

- ARC Knowledge Management Office
- DFRC Knowledge Management Office
- GRC Knowledge Management Office
- GSFC Knowledge Management Office
- HQ Knowledge Management Office
- JPL Knowledge Management Office
- JSC Knowledge Management Office
- KSC Knowledge Management Office
- LaRC Knowledge Management Office

Organizations execute the eight “Play Development” stages.

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

People in organizations provide different views of the subprocesses



**Subprocess
Documentor's
View**



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

Organizations generate Subprocess Life-Cycle* Views

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

* Also, called the "Universal Subprocess".

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



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

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

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

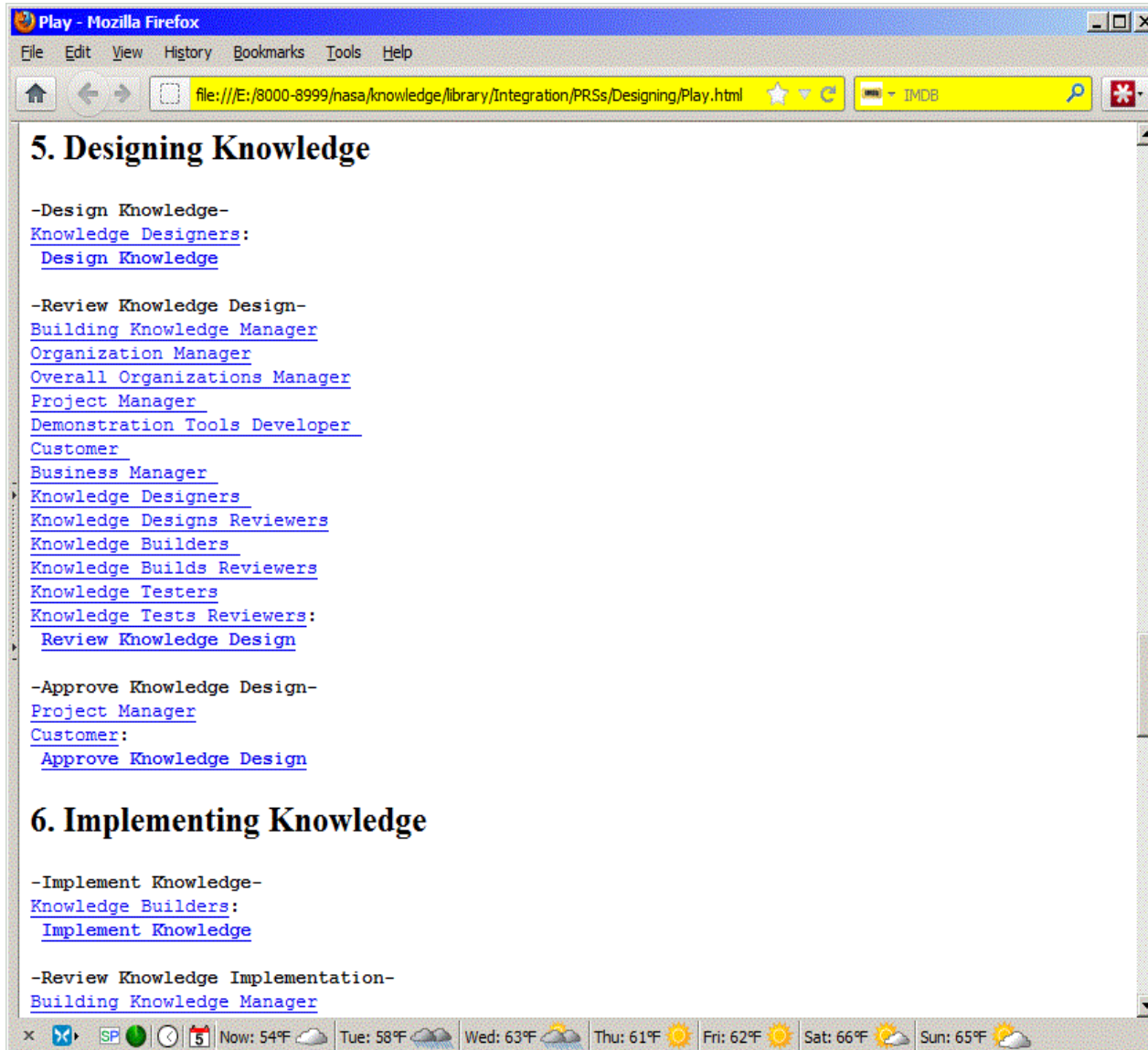
Views

Total 11 Entries
Classification: **Product Realization Subprocesses** (T4-00-00-00)
Subprocess: **Designing Knowledge** (T4-3-00-00)

[Create View](#)

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

Plays describe subprocess execution.



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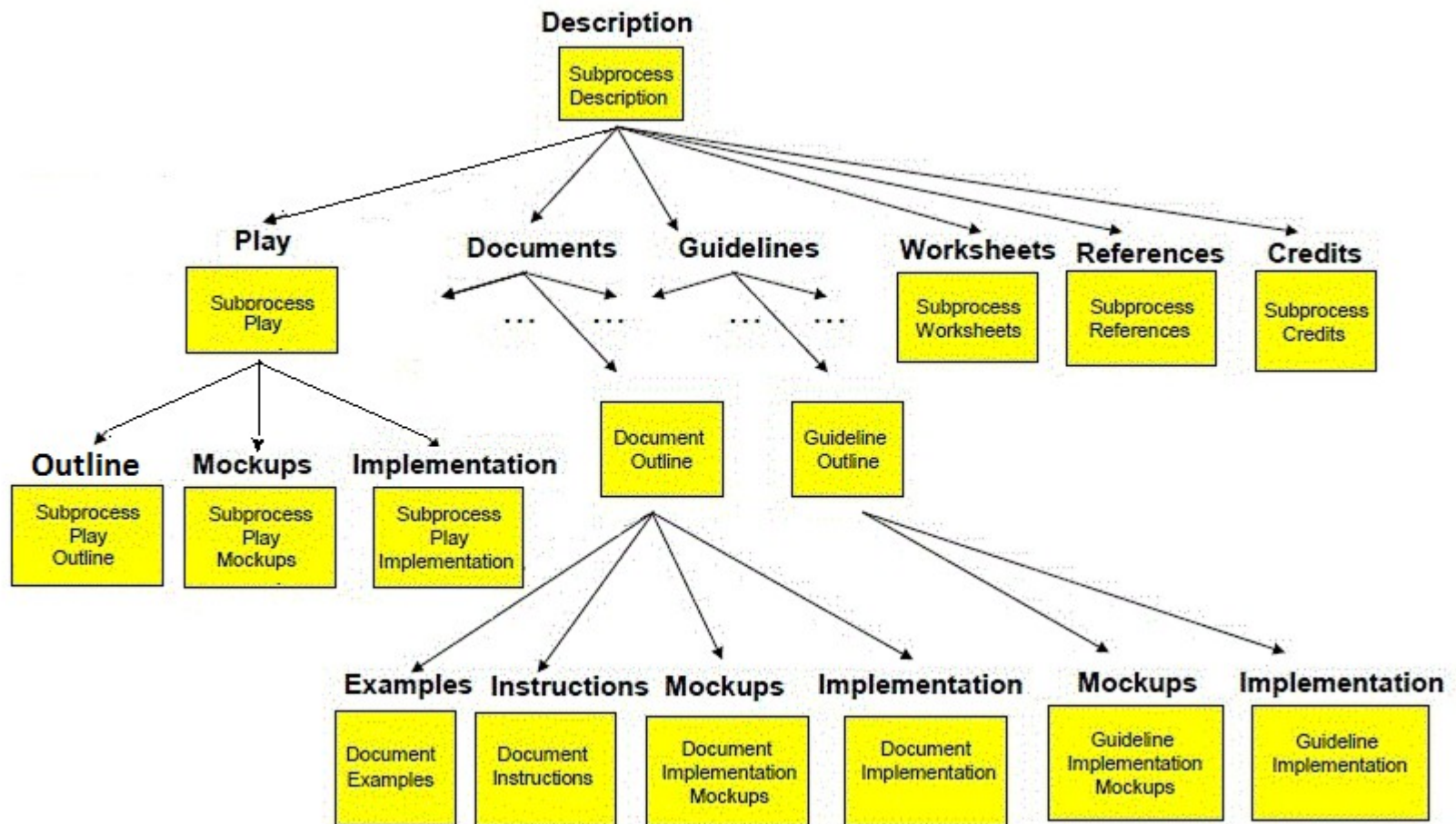
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Our basic approach is to wrap organization's subprocesses in a common envelope containing “communication vehicles” that facilitate intra- and inter-organization communication.



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

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

Tools To Focus On During Stages- By Tool.

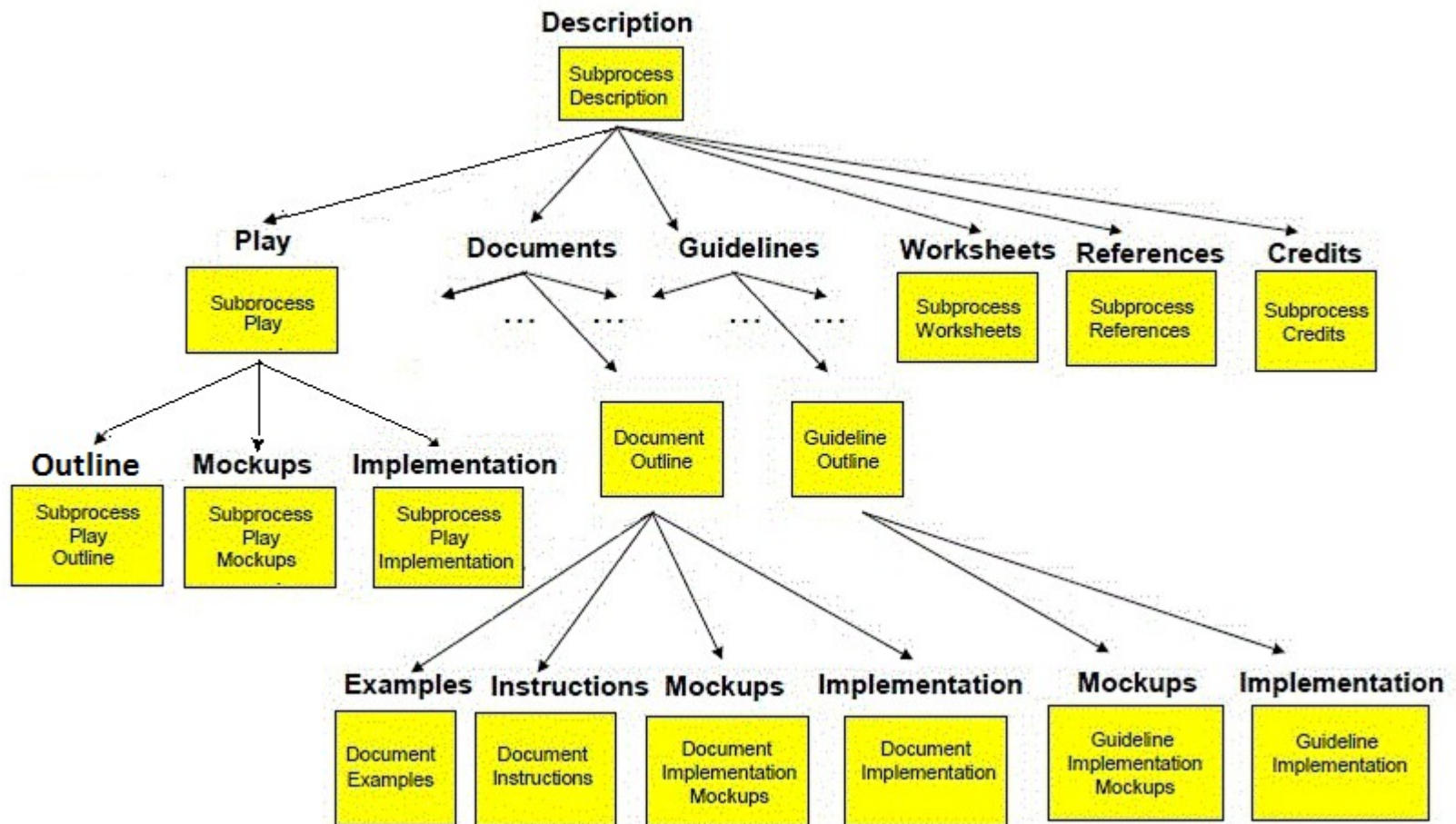
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Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
References:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
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Tools that can be focused on during stages- by stage.

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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.



Some EHBs Projects - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

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

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

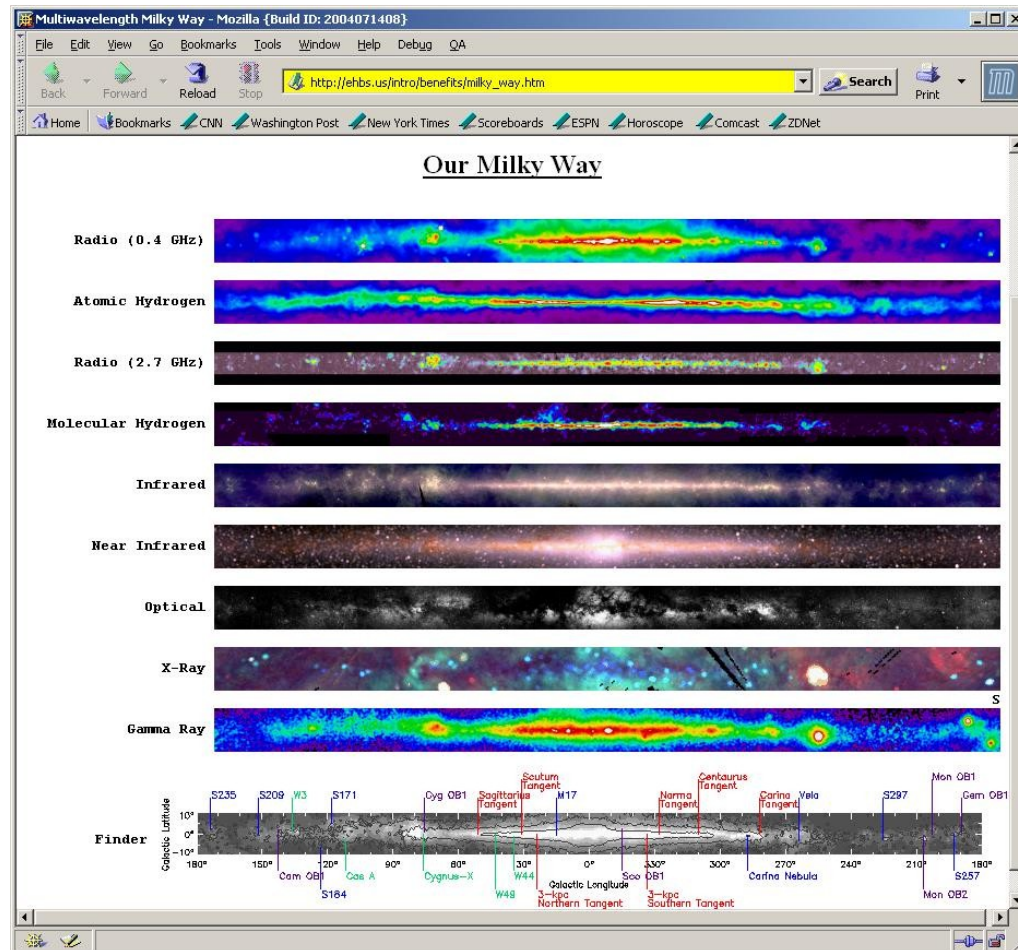
Some Applications

- [DOI's Screen Available and Exchange-Sales \(SAVES\)- Property](#)
- [DOJ's Bulletproof Vests Partnership Program \(BVP\)- Grants](#)
- [DOJ's Local Law Enforcement Block Grants \(LLEBG\) - Grants](#)
- [DOJ's Office of Justice Program IT Initiatives \(OJP IT\) - Grants](#)
- [DOJ's Southwest Border Patrol Initiative \(SWBPI\) - Grants](#)
- [Federal Emergency Management Administration \(FEMA\) - Grants](#)
- [FEMA's US Fire Administration \(USFA\)- Grants](#)
- [HHS's Health Services Resources Administration \(HRSA\) - Grants](#)
- [NASA's Earth Sciences Technology Office \(ESTO\)- Contracts](#)
- [NASA's Educational Program Data Collection and Evaluation Program \(EDCATs\) - Program Evaluations](#)
- [NASA's Small Business Innovation Research \(SBIR\)- Contracts](#)
- [USDA's Emergency Response Information System \(ERIS\) - Grants](#)
- [USDA's Integrated Item Tracking System-Reagents Ordering-Shipping System \(IITS-ROSS\) - Grants](#)
- [USDA's Karnal Bundt Information System \(KBIS\) - Grants](#)

Done

Navigation icons: Back, Forward, Home, Stop, Reload, Print, Find, Zoom In, Zoom Out, Full Screen, Close

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



File Edit View History Bookmarks Tools Help

EHBs Home Page

ehbs.us

Search

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



Complex Process Management Using Process Libraries and Electronic Handbooks

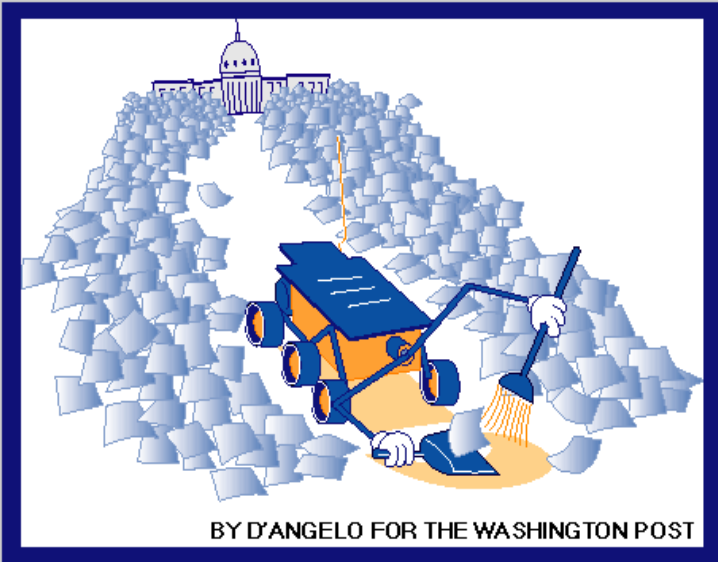
[Where Shakespeare Meets Freud]

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