

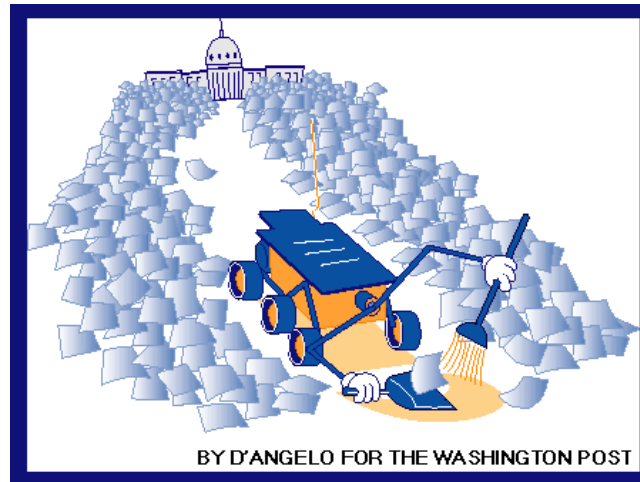
NASA Technologies Management Using Process Libraries and Electronic Handbooks



(Where Shakespeare Meets Freud)



Quick Summary



Dr. Barry E. Jacobs
Barry.E.Jacobs@comcast.net

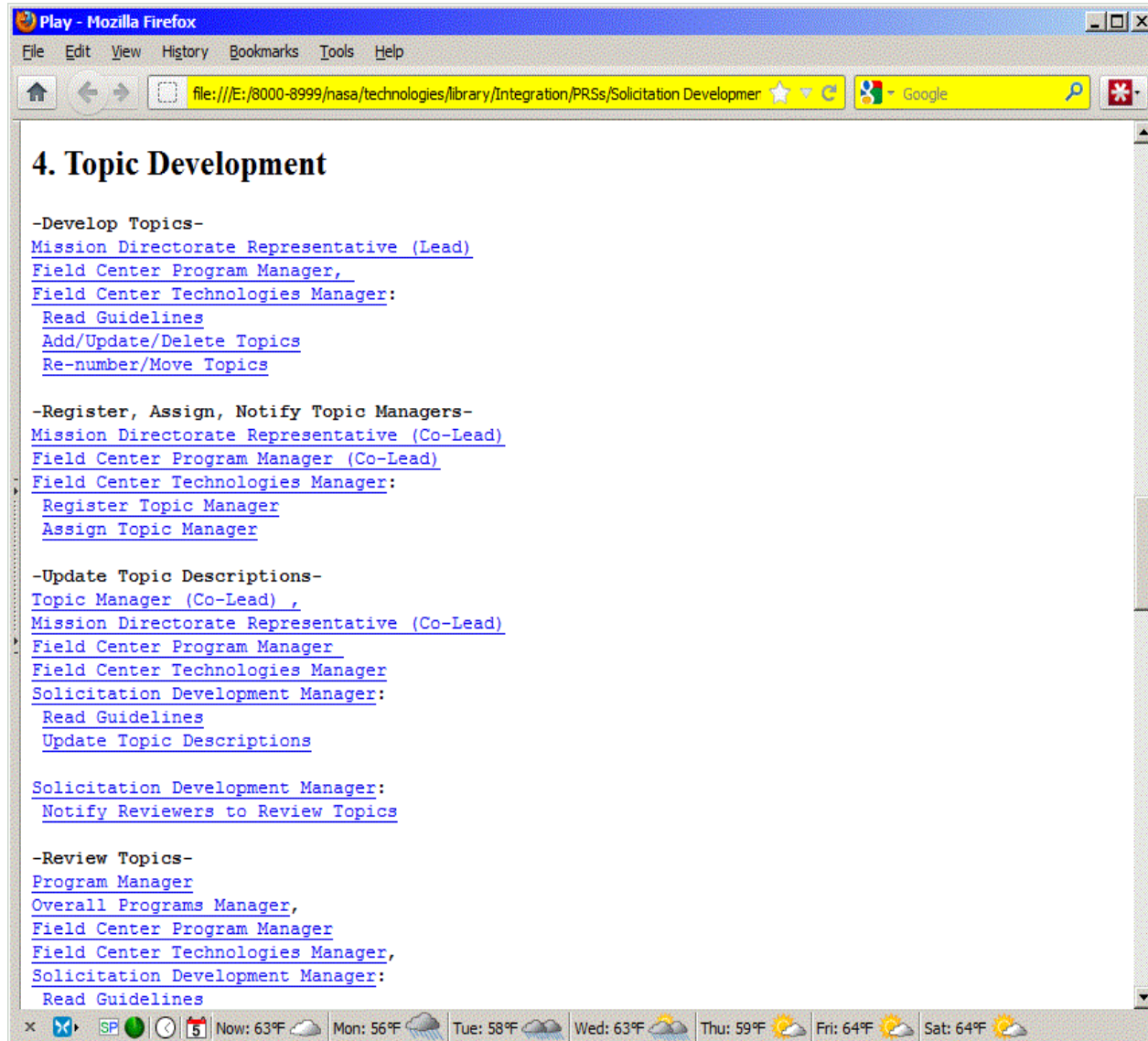
The Bottom Line:

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.



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

4. Topic Development

-Develop Topics-

- [Mission Directorate Representative \(Lead\)](#)
- [Field Center Program Manager,](#)
- [Field Center Technologies Manager:](#)
 - [Read Guidelines](#)
 - [Add/Update/Delete Topics](#)
 - [Re-number/Move Topics](#)

-Register, Assign, Notify Topic Managers-

- [Mission Directorate Representative \(Co-Lead\)](#)
- [Field Center Program Manager \(Co-Lead\)](#)
- [Field Center Technologies Manager:](#)
 - [Register Topic Manager](#)
 - [Assign Topic Manager](#)

-Update Topic Descriptions-

- [Topic Manager \(Co-Lead\) ,](#)
- [Mission Directorate Representative \(Co-Lead\)](#)
- [Field Center Program Manager](#)
- [Field Center Technologies Manager](#)
- [Solicitation Development Manager:](#)
 - [Read Guidelines](#)
 - [Update Topic Descriptions](#)

[Solicitation Development Manager:](#)
[Notify Reviewers to Review Topics](#)

-Review Topics-

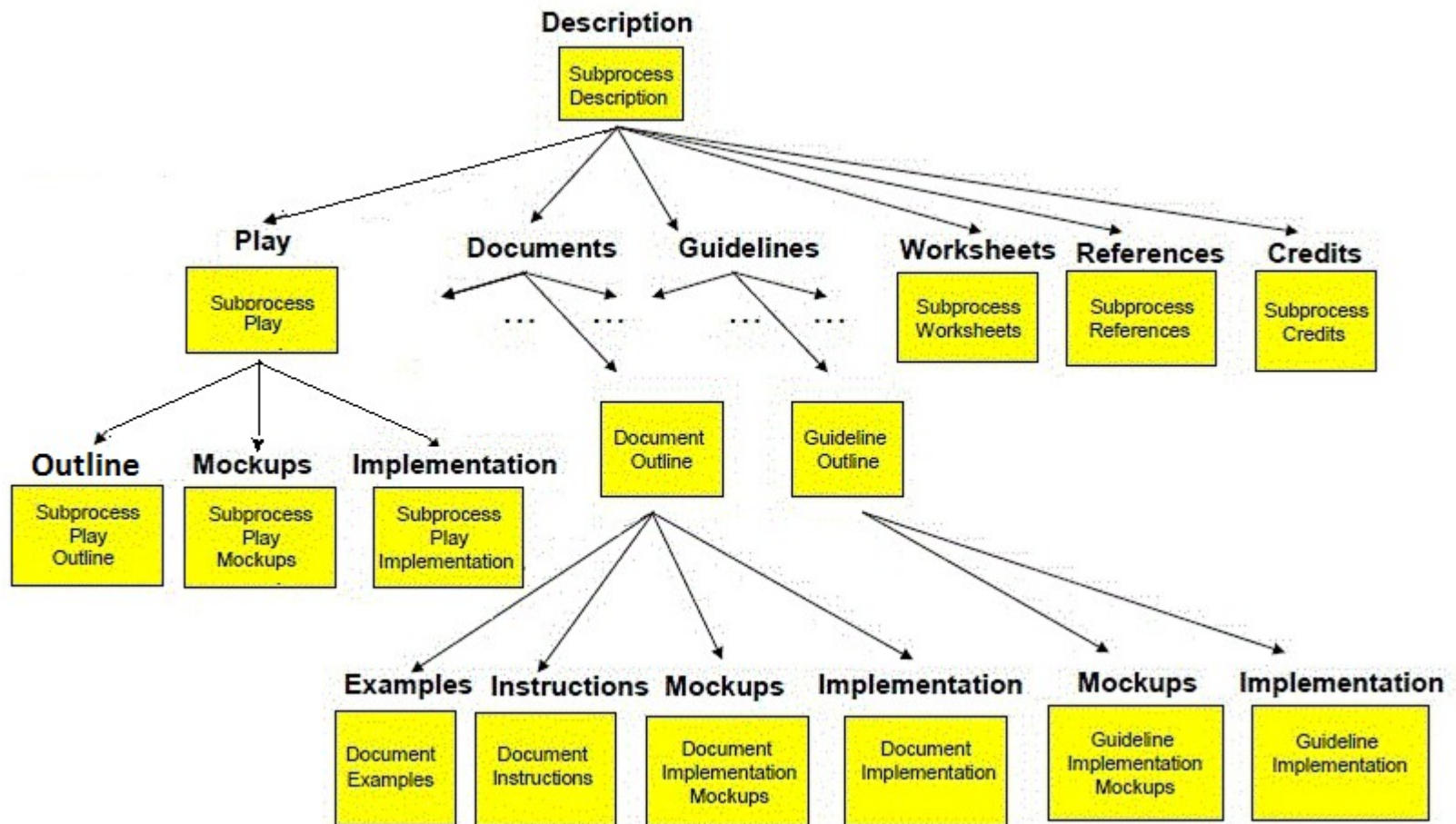
- [Program Manager](#)
- [Overall Programs Manager,](#)
- [Field Center Program Manager](#)
- [Field Center Technologies Manager,](#)
- [Solicitation Development Manager:](#)
 - [Read Guidelines](#)

The browser window includes a menu bar (File, Edit, View, History, Bookmarks, Tools, Help), a search bar with the Google logo, and a taskbar at the bottom showing system icons and weather information for the current day and the following six days.

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.**

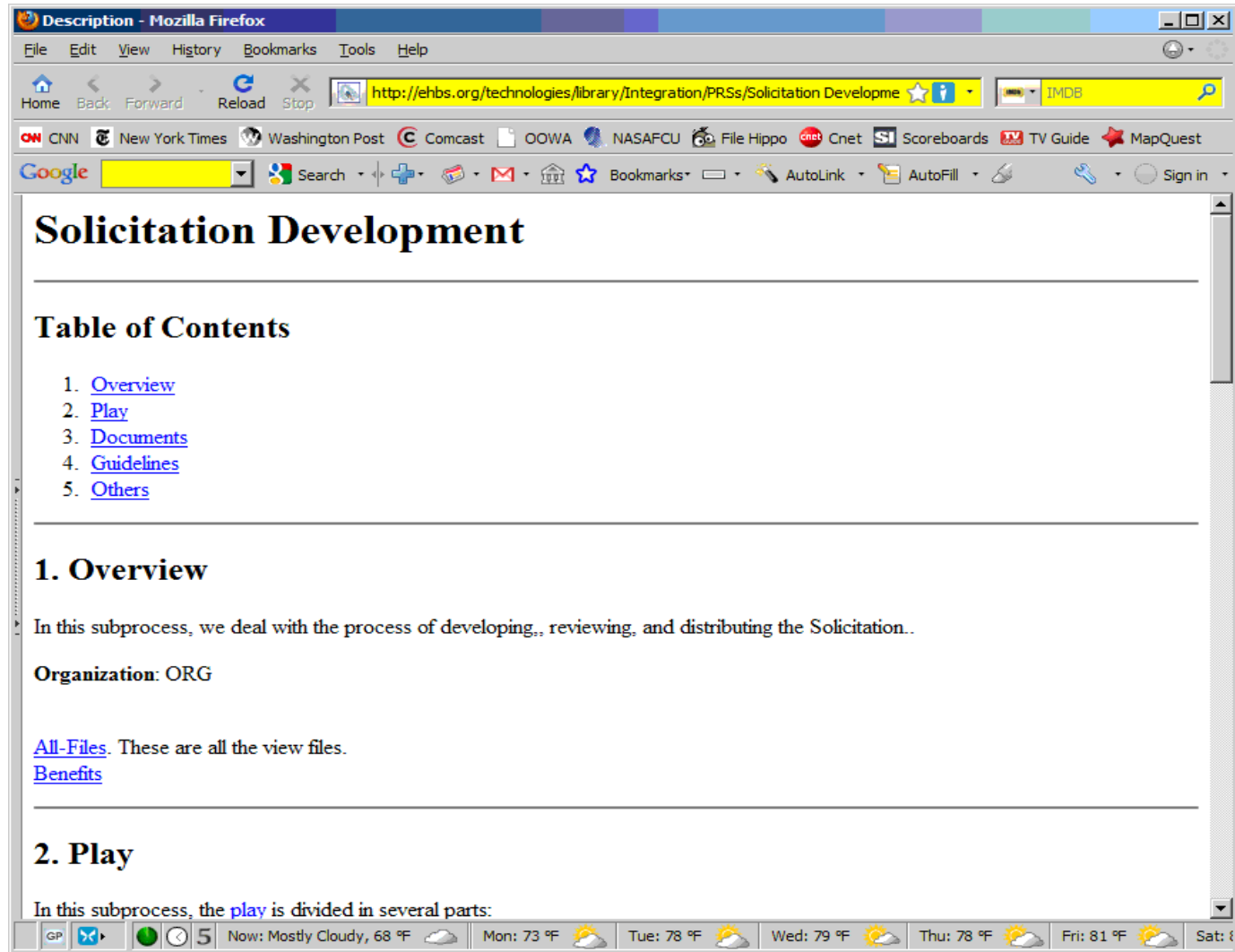
William Shakespeare

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 <http://ehbs.org/technologies/library/Integration/PRs/Solicitation Development>. The page title is "Description - Mozilla Firefox". The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The toolbar contains Home, Back, Forward, Reload, Stop, and a search box with "IMDB" entered. Below the toolbar is a row of quick launch icons for CNN, New York Times, Washington Post, Comcast, OOWA, NASAFUCU, File Hippo, Cnet, SI, Scoreboards, TV Guide, and MapQuest. The main content area features a large heading "Solicitation Development" followed by a "Table of Contents" section with five numbered links: 1. [Overview](#), 2. [Play](#), 3. [Documents](#), 4. [Guidelines](#), and 5. [Others](#). Below the table of contents, the "1. Overview" section begins with the text "In this subprocess, we deal with the process of developing,, reviewing, and distributing the Solicitation..". It then lists "Organization: ORG" and provides links for "All-Files" (with the note "These are all the view files.") and "Benefits". The "2. Play" section starts with the text "In this subprocess, the play is divided in several parts:". The browser's status bar at the bottom shows system icons, a taskbar with a clock at 5, and a weather forecast for the week: Now: Mostly Cloudy, 68 °F; Mon: 73 °F; Tue: 78 °F; Wed: 79 °F; Thu: 78 °F; Fri: 81 °F; Sat: 81 °F.

Solicitation Development

Table of Contents

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

1. Overview

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

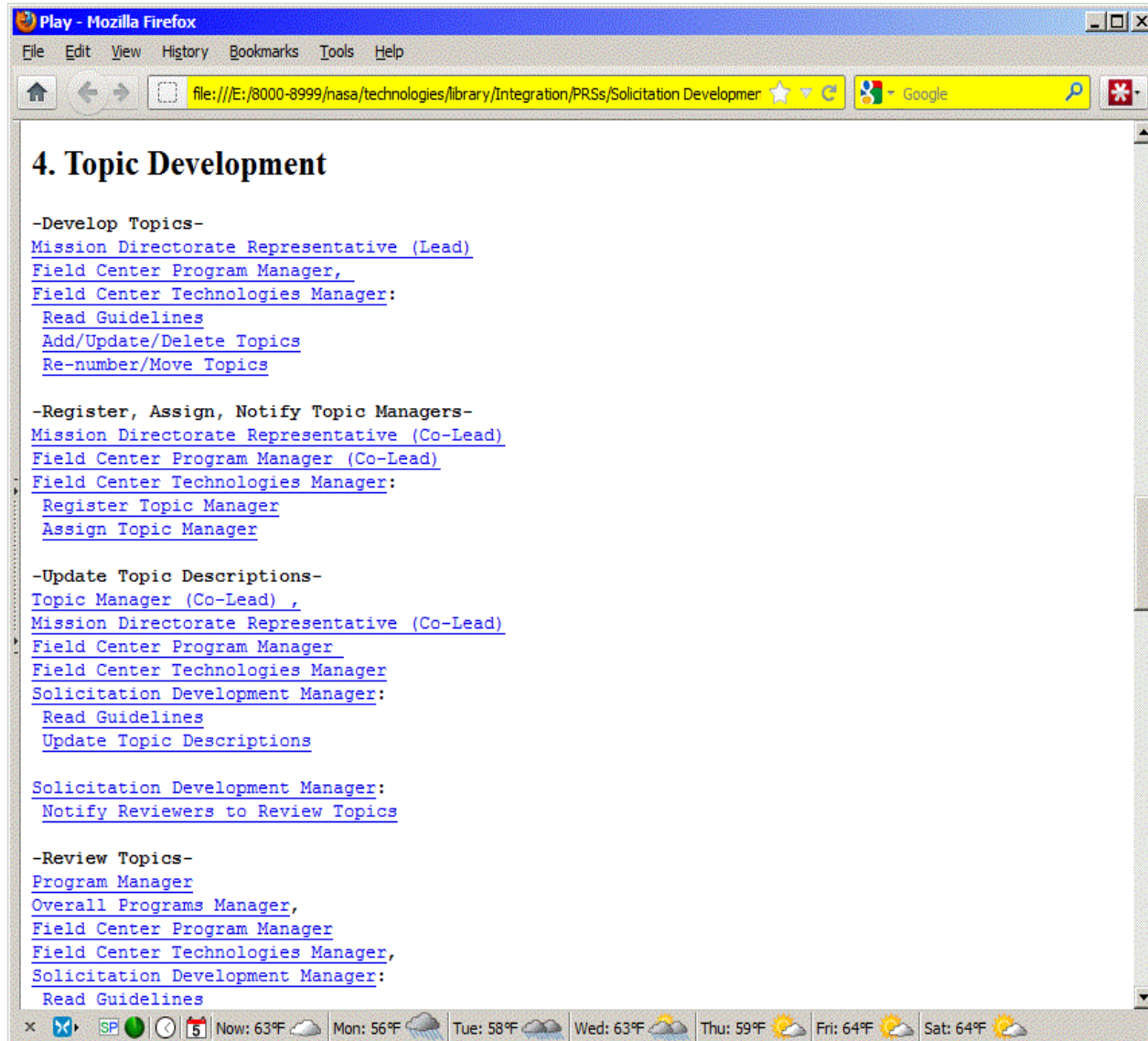
Organization: ORG

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

2. Play

In this subprocess, the play is divided in several parts:

Plays describe subprocess execution.



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-Update Topic Descriptions-

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- [Field Center Program Manager](#)
- [Field Center Technologies Manager](#)
- [Solicitation Development Manager:](#)
 - [Read Guidelines](#)
 - [Update Topic Descriptions](#)

[Solicitation Development Manager:](#)
[Notify Reviewers to Review Topics](#)

-Review Topics-

- [Program Manager](#)
- [Overall Programs Manager,](#)
- [Field Center Program Manager](#)
- [Field Center Technologies Manager,](#)
- [Solicitation Development Manager:](#)
 - [Read Guidelines](#)

The browser window includes a menu bar (File, Edit, View, History, Bookmarks, Tools, Help), a search bar with the Google logo, and a taskbar at the bottom showing the system clock and weather forecast for the week.

Documents describe subprocess data.

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

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

3. Documents

In this subprocess, we have the following document types:

- [Registrations](#). These are used to represent user Registrations.
- [Guidelines](#). These are used to represent Solicitation Development Guidelines.
- [Topics](#). These are used to represent Solicitation Topics.
- [Front-End](#). These are used to represent Solicitation Front-Ends.
- [Pre-Solicitation](#). These are used to represent Pre-Solicitations.
- [Pre-Solicitation Reviews and Approvals](#). These are used to represent Pre-Solicitation Reviews and Approvals.
- [Pre-Solicitation Public Comments](#). These are used to represent Pre-Solicitation Public Comments.
- [Solicitation](#). These are used to represent Solicitations.
- [Solicitation Reviews and Approvals](#). These are used to represent Solicitation Reviews and Approvals.
- [Outreach Records](#). These are used to represent Outreach Records.

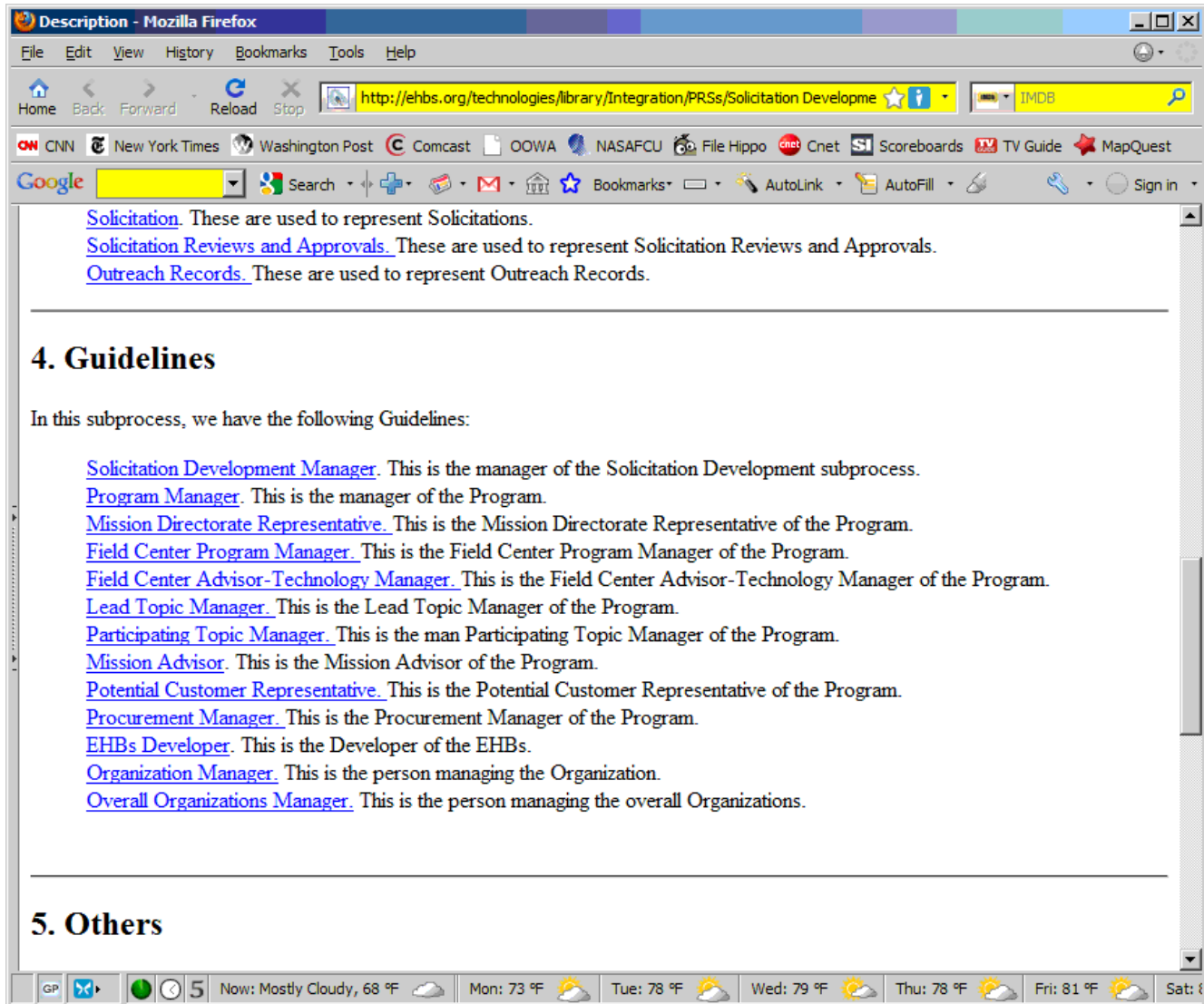
4. Guidelines

In this subprocess, we have the following Guidelines:

- [Solicitation Development Manager](#). This is the manager of the Solicitation Development subprocess.
- [Program Manager](#). This is the manager of the Program.
- [Mission Directorate Representative](#). This is the Mission Directorate Representative of the Program.
- [Field Center Program Manager](#). This is the Field Center Program Manager of the Program.
- [Field Center Advisor Technology Manager](#). This is the Field Center Advisor Technology Manager of the Program.

The browser's taskbar at the bottom shows the system tray with the date and time (5:00), weather (Now: Mostly Cloudy, 68 °F), and a forecast for the next six days.

Guidelines describe user subprocesses.



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

[Solicitation](#). These are used to represent Solicitations.
[Solicitation Reviews and Approvals](#). These are used to represent Solicitation Reviews and Approvals.
[Outreach Records](#). These are used to represent Outreach Records.

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- [Field Center Program Manager](#). This is the Field Center Program Manager of the Program.
- [Field Center Advisor-Technology Manager](#). This is the Field Center Advisor-Technology Manager of the Program.
- [Lead Topic Manager](#). This is the Lead Topic Manager of the Program.
- [Participating Topic Manager](#). This is the man Participating Topic Manager of the Program.
- [Mission Advisor](#). This is the Mission Advisor of the Program.
- [Potential Customer Representative](#). This is the Potential Customer Representative of the Program.
- [Procurement Manager](#). This is the Procurement Manager of the Program.
- [EHBs Developer](#). This is the Developer of the EHBs.
- [Organization Manager](#). This is the person managing the Organization.
- [Overall Organizations Manager](#). This is the person managing the overall Organizations.

5. Others

The browser's status bar at the bottom shows the current time as 5:00 and weather for the week: Now: Mostly Cloudy, 68 °F; 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: Solicitation Development

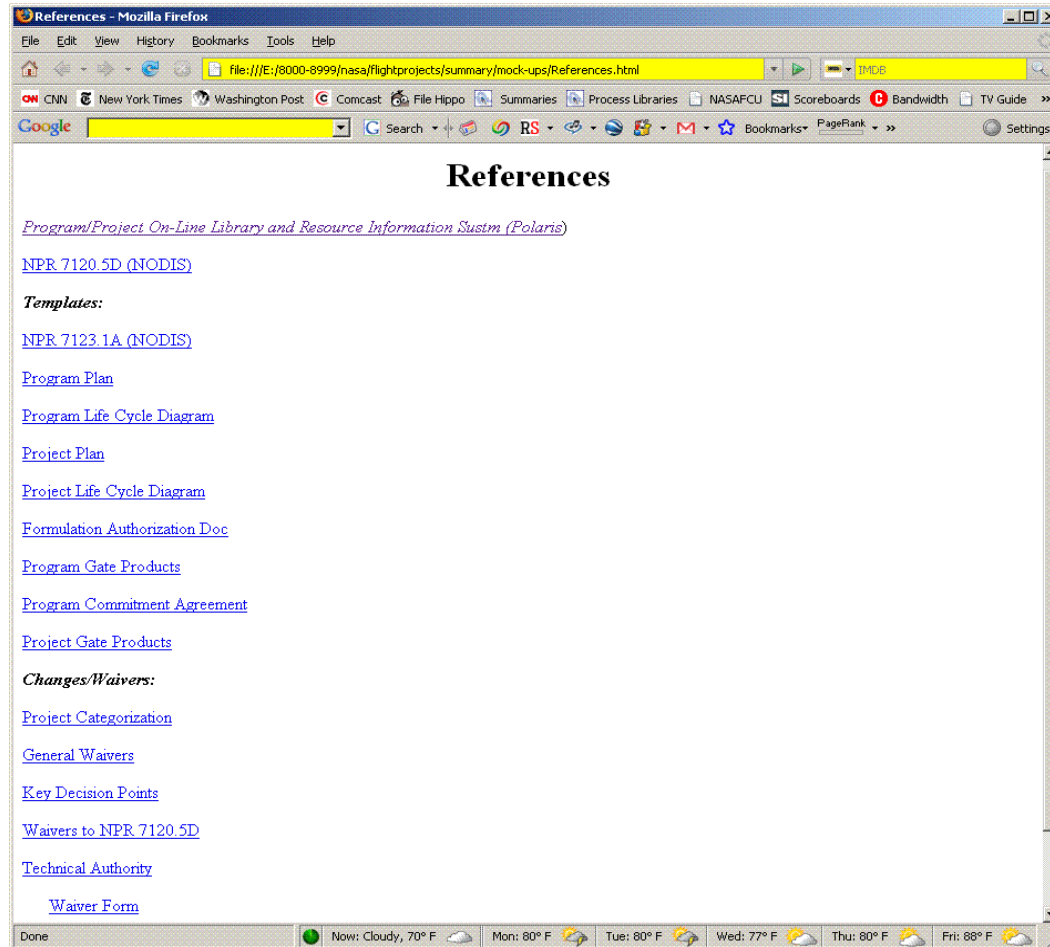
In this subprocess, we deal with the process of developing, reviewing, and distributing the Solicitation.

Organization: Division C

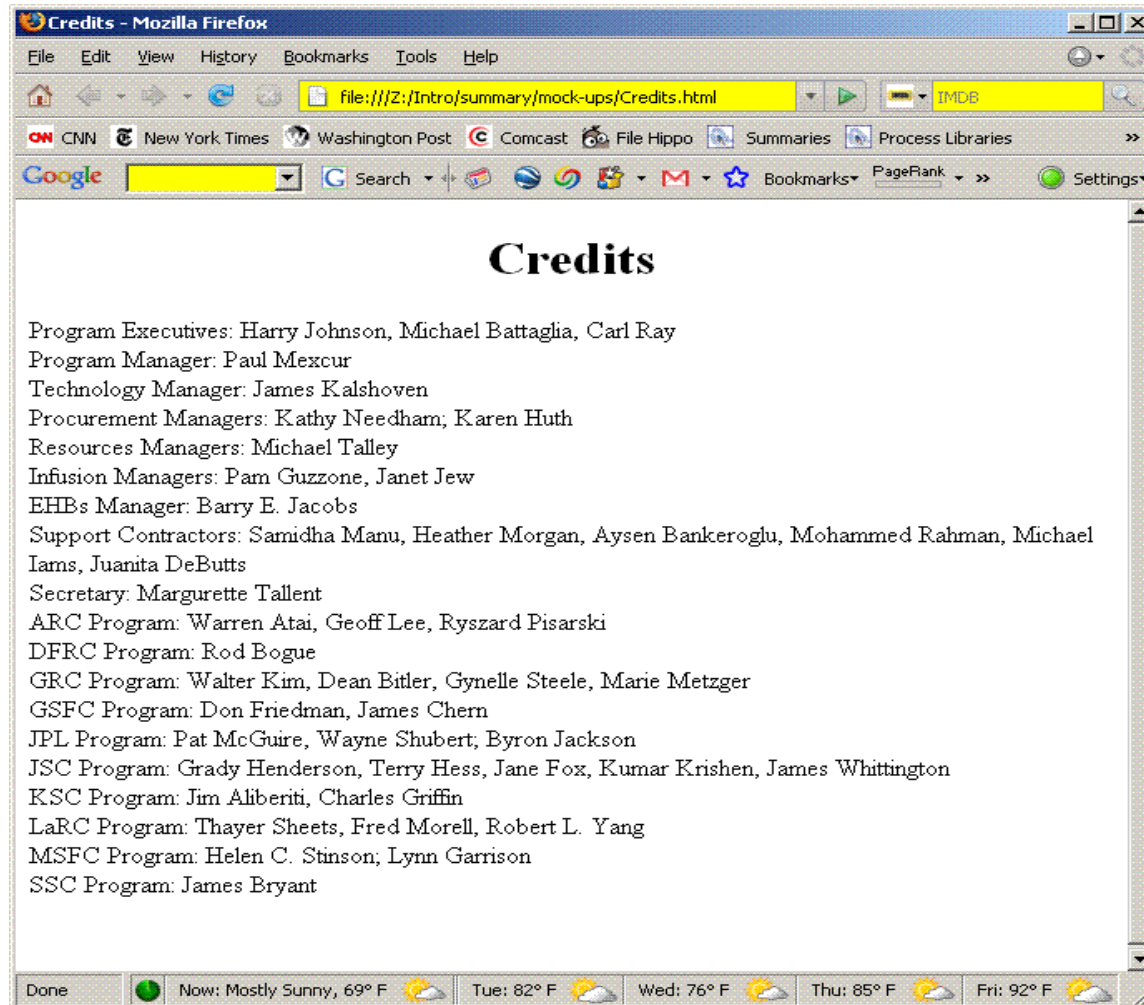
Task	Purpose	Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Documents					
						Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)
Administration	The purpose of this task is to administer Project Development.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

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

References list other related resources.



Credits acknowledge people's contributions.



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

Tools To Focus On During Stages. - Mozilla Firefox

File Edit View History Bookmarks Tools Help

ehbs.org/intro/summary/stages1.html

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/technologies/whatare/process.htm>. The page content is organized into several sections:

Technologies

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

(Potential Customers: Flight Projects)

Product Distribution Subprocesses							
Integrated Problems-Solutions Database	Planning Distributions	Distribution Facility Solicitation Development	Problem Submission	Problem Handling	Agreement Administration	Agreement Closeout	Post-Agreement Closeout

(Potential Customers: Flight Projects, 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 current date and time as 'Now: Sunny, 83 °F' and a weather forecast for the following days: 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 Technology Organizations

Product Realization Subprocesses Organizations
AST Aeronautics Technology
Rad Planet Technologies
BPR Bio and Phys. Research
BPR Space Station
CDDF Center Directors Discretionary Fund
ES Earth Science
Agency Health and Medical Care
SR&QA
Academic Programs
SBIR
SF Space Communications
SF Space Shuttle
SF Missions Communications
SF Payload Util & Ops
SF Investments and Support
SS Space Science
STTR

Product Distribution Subprocesses Organizations
ARC TCO
DFRC TCO
Far West-RTTC
GRC TCO
GSFC TCO
ITTP
JPL TCO
JSCTCO
KSC TCO
LaRC TCO
Mid-Atlantic RTTC
Mid-Continent-RTTC
N. Atlantic RTTC

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
<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

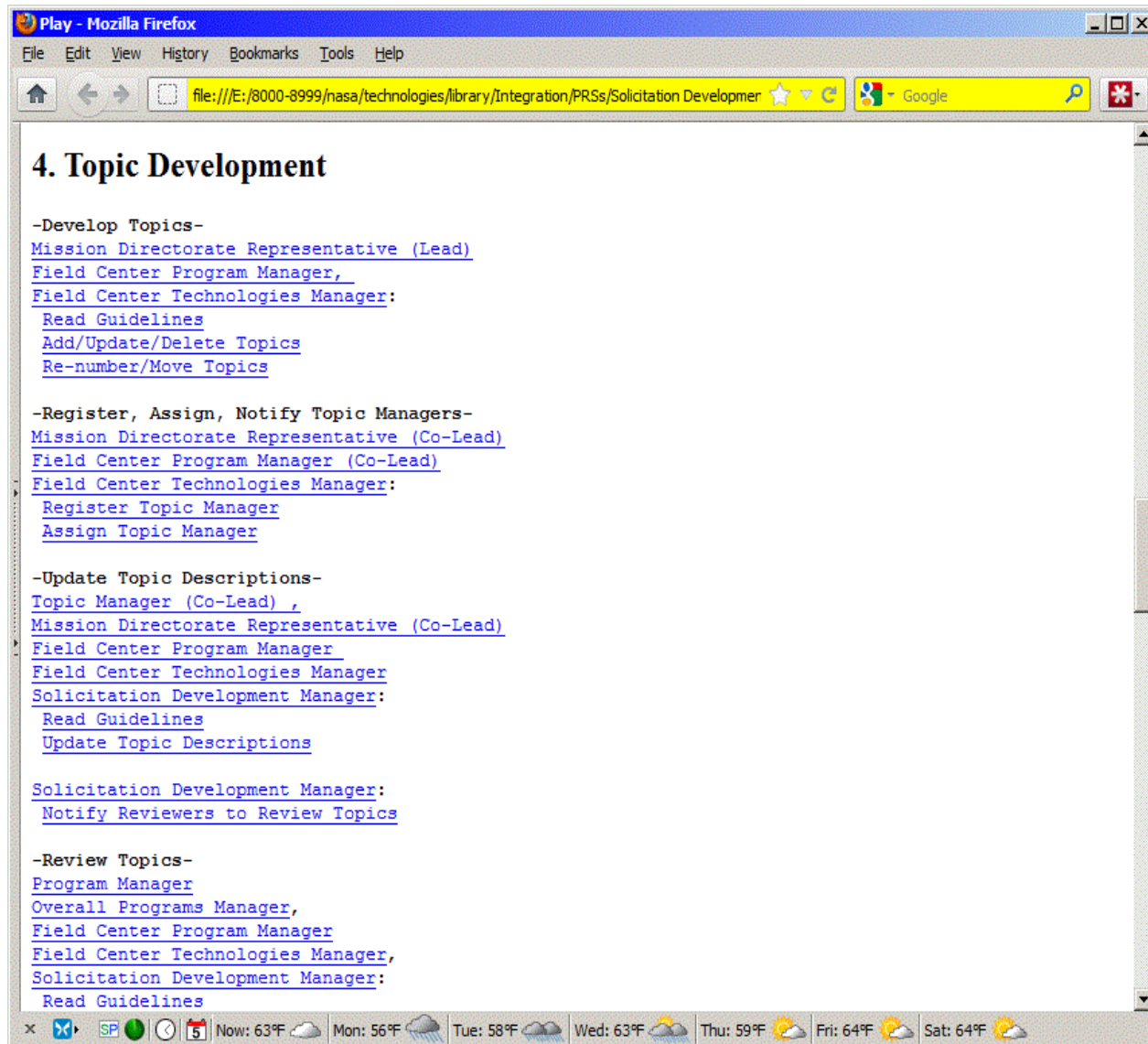
Total 30 Entries
Classification: **Product Realization Subprocesses** (T4-00-00-00)
Subprocess: **Solicitation Development** (T4-08-00-00)

[Create View](#)

View	Steps
Integration	Update Copy Delete
CHIPS Dave Pierce (Dave.Pierce@nasa.gov)	Update Copy Delete
CINDI/TWINS Jim Byrd (Jim.Byrd@nasa.gov)	Update Copy Delete
Constellation-X Liz Citri (Liz.Citri@nasa.gov)	Update Copy Delete
ESDIS MaryAnn Esfandiari (MaryAnn.Esfandiari@nasa.gov)	Update Copy Delete
EO-1 Bryant Cramer (Bryant.Cramer@nasa.gov)	Update Copy Delete
EOS AURA Richard A. Pickering (Richard.A.Pickering@nasa.gov)	Update Copy Delete
ESMO Paul Ondrus (Paul.Ondrus@nasa.gov)	Update Copy Delete

Done Fasterfox McAfee SiteAdvisor Now: Partly Sunny, 63° F Sat: 62° F Sun: 63° F Mon: 67° F Tue: 61° F

Plays describe subprocess execution.



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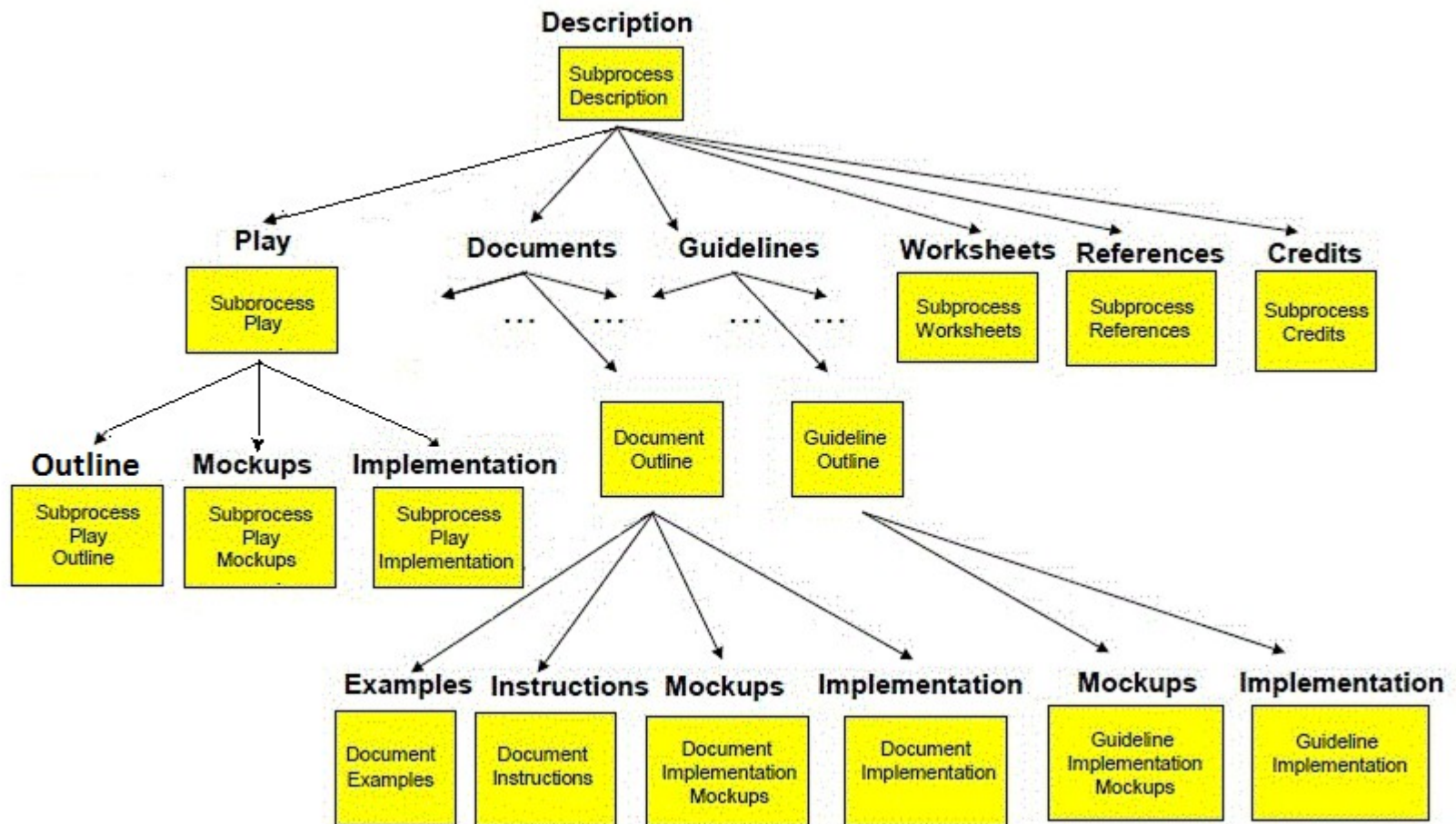
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The browser window includes a menu bar (File, Edit, View, History, Bookmarks, Tools, Help), a search bar with the Google logo, and a taskbar at the bottom showing the system clock and weather forecast for the next seven days.

For each subprocess, an “Integration View” is the integration or combination of other subprocess views. An “Integration View” facilitates 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.

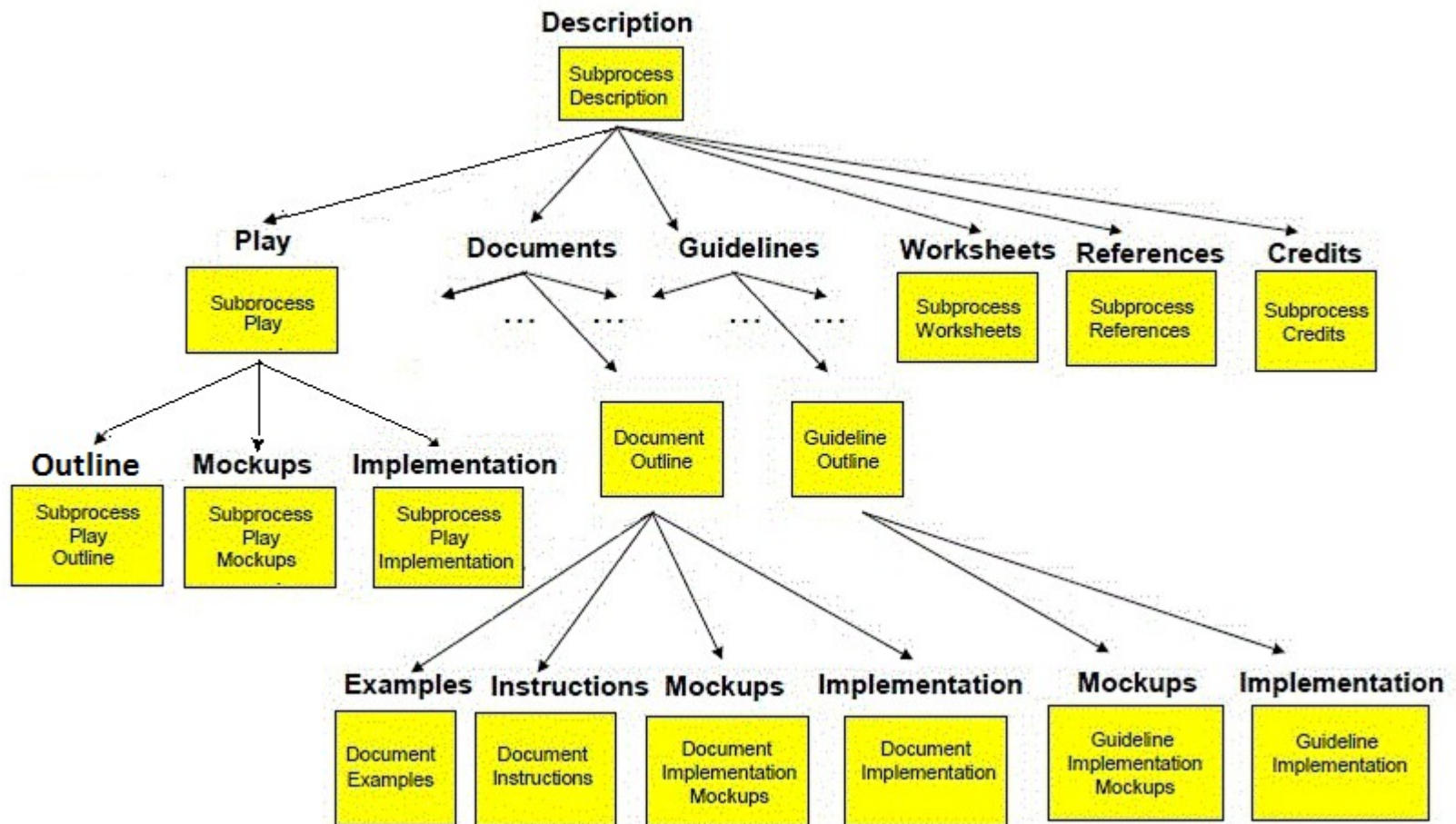
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Role Guidelines/EHBs:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Teach, Work Together
Subprocesses Workbooks:	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using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

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.



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 >>

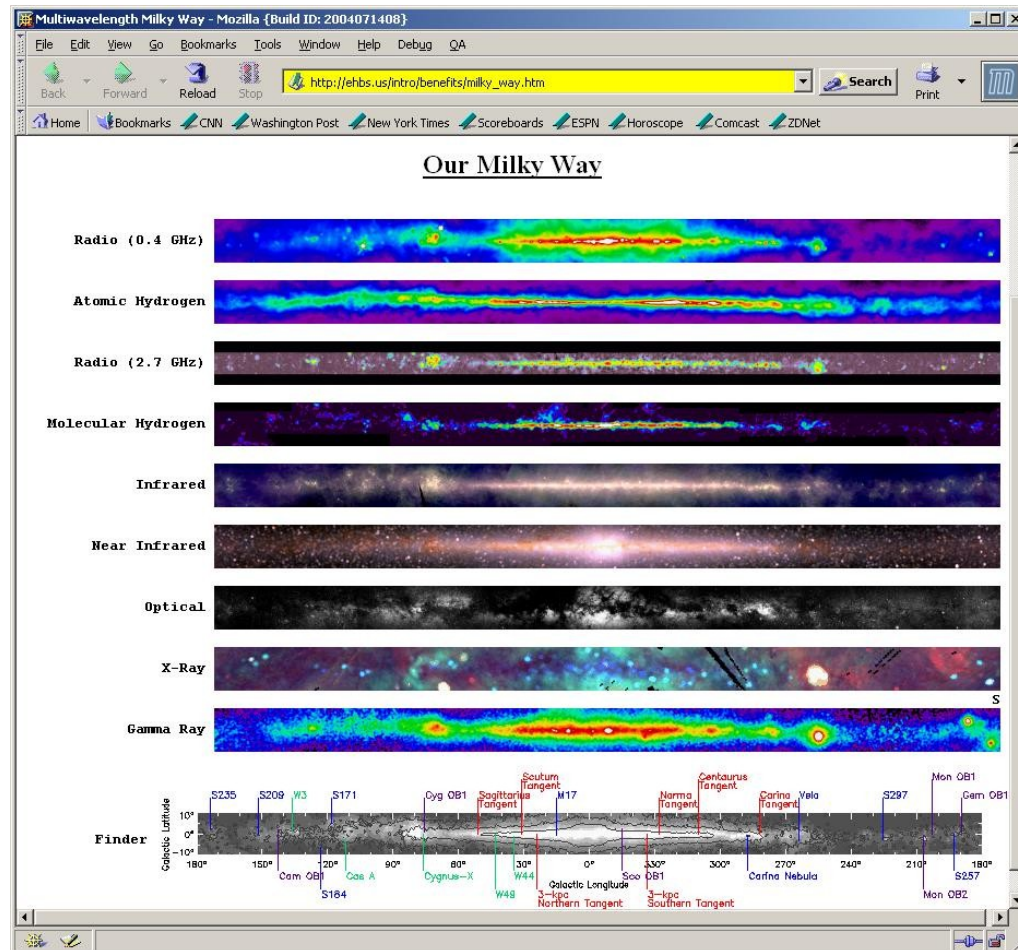
Some Applications

- [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](#)
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- [USDA's Emergency Response Information System \(ERIS\) - Grants](#)
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Done

Navigation icons: Back, Forward, Home, Stop, Reload, Print, Find, etc.

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



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File Edit View History Bookmarks Tools Help

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



Complex Process Management Using Process Libraries and Electronic Handbooks

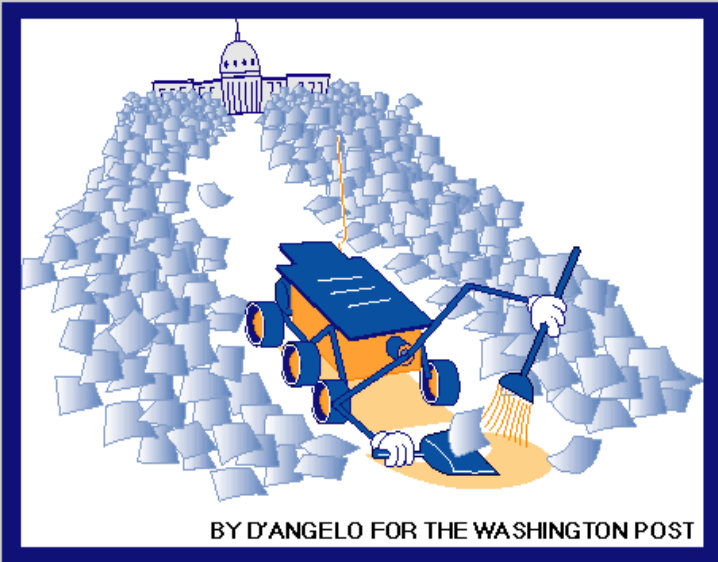
[Where Shakespeare Meets Freud]

[Home](#)

- [1. What are PLs and EHBs?](#)
- [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?](#)



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