# Support Subprocesses Management Using Process Libraries and Electronic Handbooks (Where Shakespeare Meets Freud)

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### Abstract

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 <u>propose</u> 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. Benefits are that it facilitates the collection of system and organizational requirements, does not anger/upset people whose opinions are heard, and it 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. We illustrate using Support Process Management. In Section 1, we examine common problems that arise in the management of complex distributed processes. In Section 2, we provide an overview of tools that are solutions to these problems. Simply speaking, we regard subprocesses as "plays" and let organizations put on productions of the "play". In Section 3, we provide examples of these tools. In Section 4, we outline some complex distributed processes in the Federal Government that are applications of the methodology. In Section 5, we conclude with some final thoughts.

### **0. Introduction**

In this paper, we deal with the important problem of managing complex distributed processes involving potentially thousands of participants. An example of such a process is the management of Support Subprocesses. Support Subprocesses is a key ingredient of NASA Flight Projects which are the heart of NASA. Managing complex distributed processes is difficult due to 1) the complexity of the subprocesses, 2) the diversity of views of different organizations, 3) the diversity of views of teachers, documentors, managers, implementors, and participants taking part in the subprocesses, 4) subprocess Live-Cycle views, and 5) the "Game of Telephone" syndrome.

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. See Figure 0 (a). Benefits are that it facilitates the collection of system and organizational requirements, does not anger/upset people whose opinions are heard, and it increases the interaction between managers, process developers, and participants. For each subprocess, an "Integration View" is the integration or combination of other subprocess views. See Figure 0 (b). An "Integration View" facilitates intra- and inter-organization communication.

An outline of the paper is as follows:

In Section 1, we examine common problems that arise in the management of complex distributed processes. In Section 2, we provide an overview of tools that are solutions to these problems. Simply

speaking, we regard subprocesses as "plays" and let organizations put on productions of the "play". In Section 3, we provide examples of these tools. In Section 4, we outline some complex distributed processes in the Federal Government that are applications of the methodology. In Section 5, we conclude with some final thoughts.

Before going through the paper, the reader may want to first quickly look at some examples in Figures 3(a)-(p).

### 1. Problems

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

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1(a) shows some of the subprocesses of Support Subprocesses.

Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. Some of these views may be proprietary. For example, Figure 1(b) shows some of the organizations participating in the Support Subprocesses. In addition, there are also organizations that distribute the products that come out of the subprocesses as well as organizations that support and improve the subprocesses.

Third, within each subprocess organization, we have eight "Play Development" stages. See Figure 1(c). These are 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.

Fourth, within each subprocess organization, we have numerous teachers, documentors, managers, implementors, and participants, each person having their own view of the subprocess. See Figure 1(d). It is very important that teachers, documentors, managers, implementors, and participants quickly learn and then establish integrated views for their roles in the subprocess.

Fifth, there are a number of subprocess Life-Cycle views that have to be dealt with in the management of subprocesses. See Figure 1(e). These factors reflect the Life-Cycle of organizations that participate in the subprocesses.

Sixth, as each person tries to pass-on their view of the subprocess, they omit details to the person(s) they are teaching. See Figure 1(f). This is called the The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".

Solutions to these problems are discussed in the next section. See Figure 1(g) for an overview of how editable and cost-saving process documentation tools can solve problems.

#### 2. Solutions

We discuss here an overview of tools that are solutions to these problems.

Process Libraries (PLs) maintain organization's views of the subprocesses. See Figure 2(a). Here we have a section of the Process Library for a particular subprocess. Notice that there is a place for different organization's views of the subprocess. These will be described below.

Our basic approach is to wrap organization's subprocesses in a common envelope containing communication vehicles that facilitate intra- and inter-organization communication. See Figure 2(b). Notice that the envelope contains a number of items. Descriptions facilitate quick learning of the subprocess. Plays document the temporal flow of the subprocess and also have Implementation Mockups and Implementation versions. Documents define the documents used in the subprocess and also have Templates, Examples, Instructions, Implementation Mockups, and Implementation versions. Guidelines or Electronic Handbooks give user roles on how to participate in the subprocess and also have Implementation Mockups and Implementation versions. Worksheets facilitate the manager's monitoring of the subprocess and also have Implementation versions. Contacts contain the names of the people who are able to answer questions about the subprocess. References provide alternative views of the subprocess. Credits provide the names of people who are part of the development of the organization's subprocess.

Some tools may be focused on during stages. See Figure 2(c).

Documents in Process Libraries have three levels of access. See Figure 2(d). Some documents are unconditionally accessible to all over the Internet via a hyperlink. Some documents need to be accessed only through an organization's library. Finally, some documents are proprietary and one needs individual permission to obtain them.

For each subprocess, an "Integration View" is the integration or combination of other subprocess views. An "Integration View" facilitates intra and inter-organization communication.. See Figure 2(e).

Process Libraries are where Shakespeare meets Freud. See Figure 2(f). In Process Libraries, 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. See Figure 2(g).

Process Libraries and Electronic Handbooks (EHBs) methodologies have been used in a number of operational applications. See Figure 2(h). Here we see a number of different projects throughout the US Federal Government.

The subprocess Live-Cycle views in Figure 1(d) are supported. See Figure 2(i).

Basic people principles are supported. See Figure 2(j). The failure of a management system to follow these basic principles will generally result in people not utilizing the system.

Subprocess/Play Developments are supported. Subprocesses are built and revised using the play development paradigm over multiple productions. See Figure 2(k). This enables one to develop the subprocesses in stages and at each stage learn and modify the subprocesses.

Process Libraries operations are supported. See Figure 2(1). This outlines the ongoing operational maintenance and responsibilities for running the Process Library. Specifically, here we deal with the steps of organization formulation, implementation, customer support, evaluation, update and closeout.

# 3. Some Examples

We provide some examples of tools outlined above.

Process Libraries are organized by subprocesses. See Figure 3(a). Here we show one level of the Process Library which list the subprocesses. For each subprocess, the library shows how organizations view their subprocess. See Figure 3(b). Here we have a section of the Process Library for a particular subprocess. Notice that there is a place for different organization's views of the subprocess.

For each organization, an organization's view for a subprocess is comprised of several components. See Figure 3(c). Descriptions summarize subprocesses. See Figure 3(d). Plays describe subprocess execution or temporal flow. See Figure 3(e). Documents describe subprocess data. See Figure 3(f). Guidelines/Electronic Handbooks describe user subprocesses. See Figure 3(g). Subprocess Worksheets facilitate subprocess manager communication with process developers and participants. See Figure 3(h). References list other related resources. See Figure 3(i). Credits acknowledge people's contributions. See Figure 3(j). Some tools may be focused on during stages. See Figure 3(k).

In addition, several other tools are relevant. Integration Tools allow item types to be seen across different organizations. See Figure 3(l). Electronic Handbooks (EHBs) help participants learn and execute their roles. See Figure 3(m). Demonstration Tools introduce the concepts to a community in their terms. See Figure 3(n). Requirements Capture Tools (RCTs) facilitate subprocess development. See Figure 3(o). Improvement Tools facilitate subprocess improvement. See Figure 3(p).

# 4. Other Applications

We discuss here several applications where the above methodology has been applied. See Figure 2(h).

NASA Small Business Innovation Research (SBIR) Programs (<u>http://sbir.nasa.gov</u>). This program funds hundreds of small businesses all around the United States to develop and later market technology-based products. The NASA SBIR program constitutes roughly 50% of all of NASA's new annual contracts.

Department of Justice (DOJ) Bulletproof Vests Program (<u>http://www.ojp.usdoj.gov/bvpbasi/</u>). This program co-funds purchases of Bulletproof Vests for all eligible law enforcement agencies and jurisdictions across the United States and its territories. The Bulletproof Vests system was the 1999

Gold Award Winner of the Federation of Government Information Processing Councils (FGIPC) Intergovernmental Open Systems Solutions (IOSS) Awards program.

Department of Justice (DOJ) Block Grants Program (<u>http://www.ojp.usdoj.gov/bvpbasi/</u>). This program funds all eligible law enforcement agencies and jurisdictions across the United States and its territories and is one of the largest programs in the Department of Justice's Bureau of Justice Assistance.

Department of Health and Human Services (HHS) Health Resources Services Administration (HRSA) Grants (<u>http://www.hrsa.gov/</u>). This process represents hundreds of Health Resources Services Administration's grant programs. These programs fund doctors, nurses, hospitals all across the United States and its territories.

Federal Emergency Management Administration (FEMA) Grants (<u>http://www.fema.gov/</u>). This process represents hundreds of Federal Emergency Management Administration's grant programs. These programs fund disaster assistance all across the United States and its territories.

# 5. Summary

In this paper, we dealt with the important problem of managing complex distributed processes involving potentially thousands of participants. In Section 1, we examined common problems that arise in the management of complex distributed processes. In Section 2, we provided an overview of tools that are solutions to these problems. In Section 3, we provided some examples of these tools. In Section 4, we outlined some complex distributed processes in the Federal Government that are applications of the methodology.

We conclude with some final remarks. As is seen throughout this discussion, we believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views. See Figure 4(a). As William Shakespeare said "All the world's a stage ...". See Figure 4(b). Finally, Dr. Martin Luther King Jr. described some effects of separation. See Figure 4(c)

For more information about Process Libraries and Electronic Handbooks, see <u>http://ehbs.us.</u> For more papers on other applications, see <u>http://ehbs.us/papers</u>.

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Figure 0 (a). Plays describe subprocess execution.

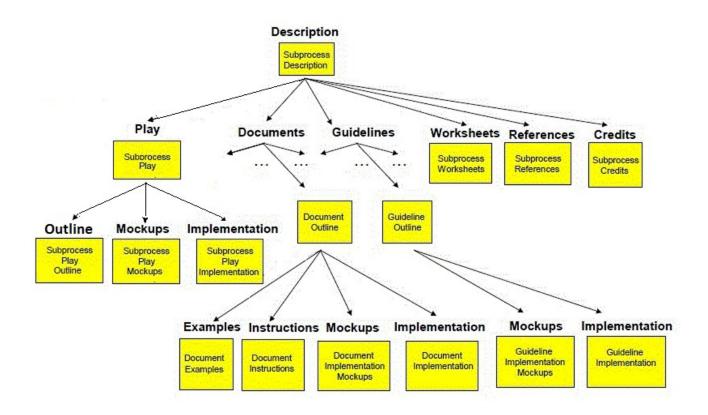


Figure 0 (b). For each subprocess, an "Integration View" is the integration or combination of other subprocess views.

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Figure 1(a). Subprocesses.

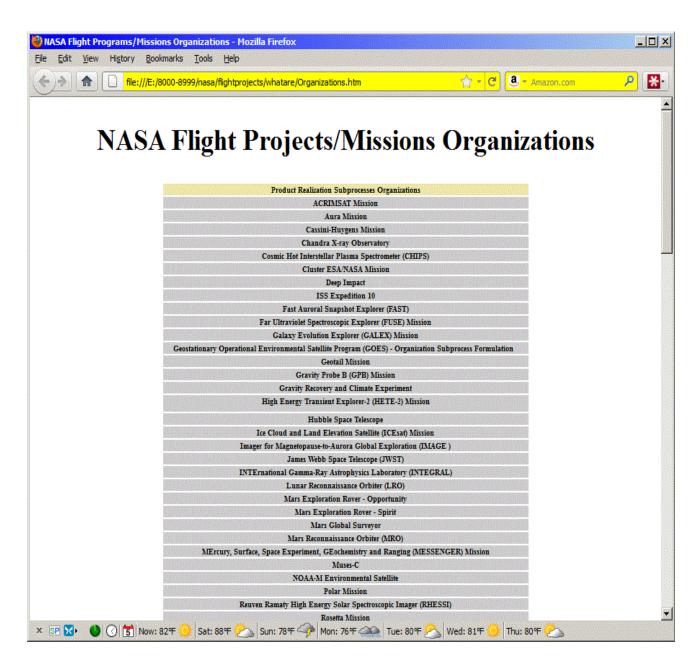


Figure 1(b). Subprocess organizations.

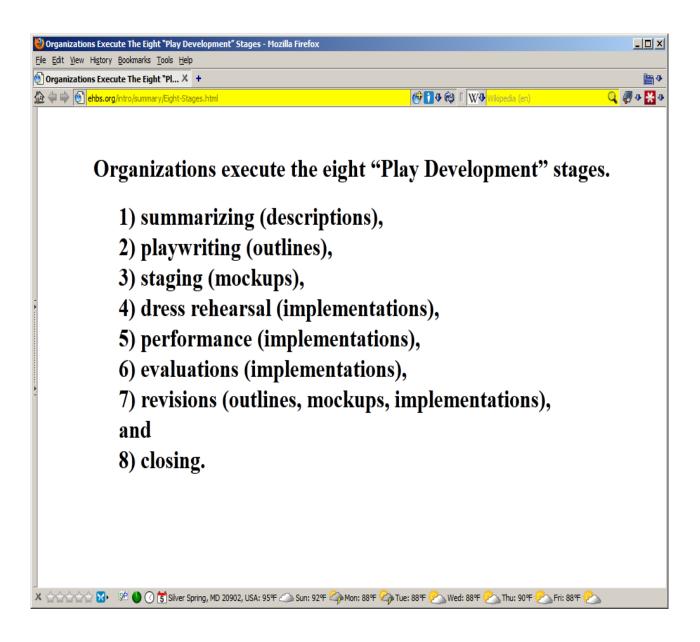


Figure 1(c). The eight "Play Development" stages.

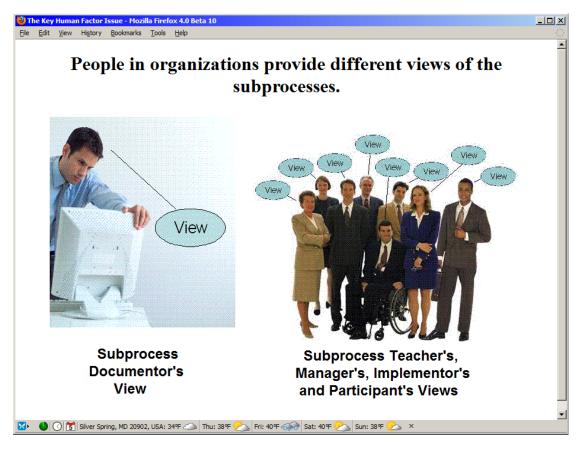


Figure 1(d). People in organizations provide different views of the subprocesses.

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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 ar 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".							

Figure 1(e). Subprocess Live-Cycle Views.

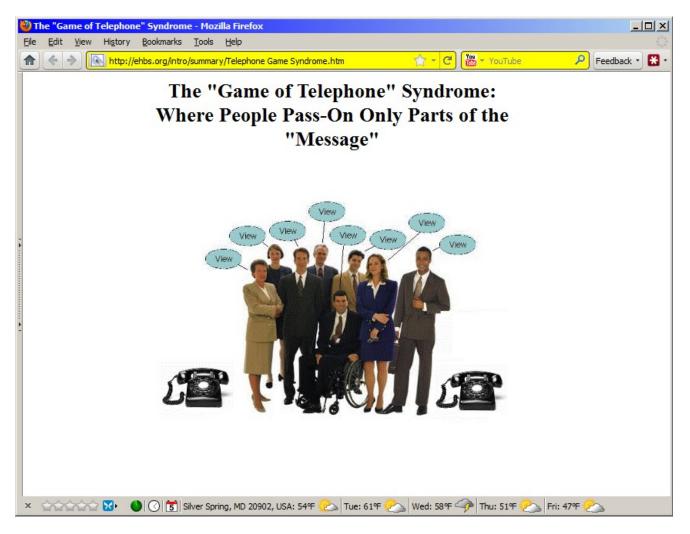


Figure 1(f). The "Game of Telephone" Syndrome: Where People Pass-On Only Parts of the "Message".

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	Overview of how	editable and	
	cost-saving process documentati	on 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.	

Figure 1(g). Overview of How Editable and Cost-Saving Process Documentation tools Can Solve Problems.

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Figure 2(a). Process Library.

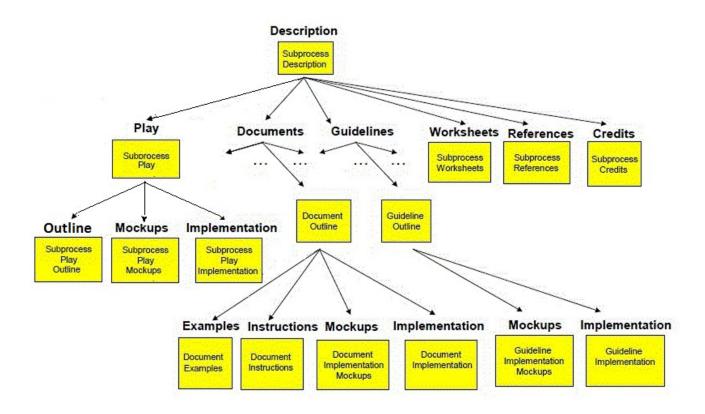


Figure 2(b). Subprocesses in a common envelope.

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Figure 2(c)(1). Some tools may be focused on during stages- by tool.

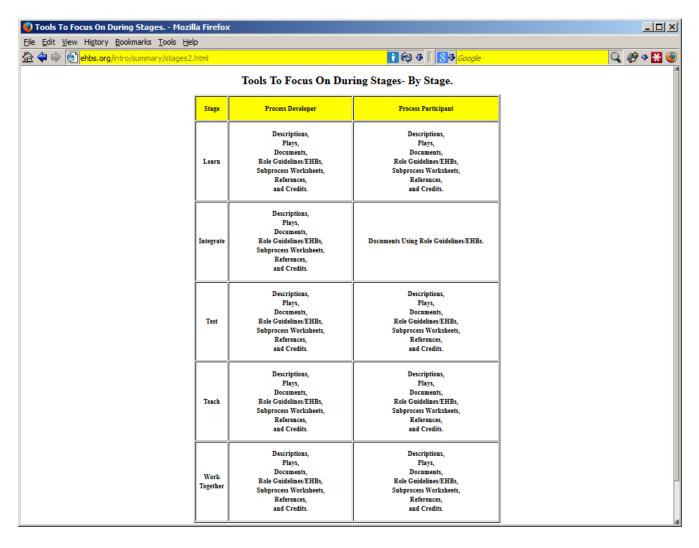


Figure 2(c)(2). Some tools may be focused on during stages- by stage.

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Figure 2(d). Documents in Process Libraries have three levels of access.

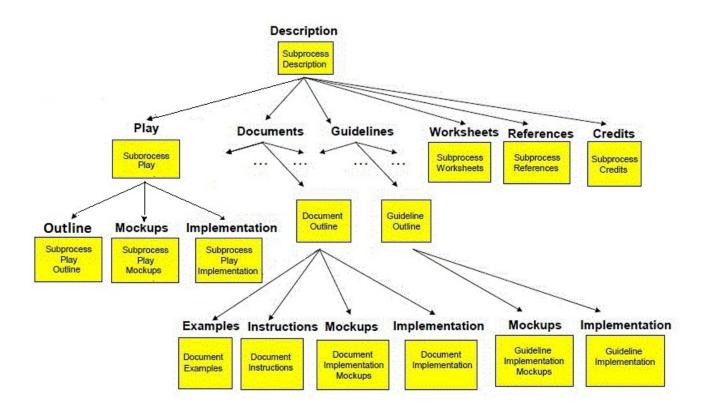


Figure 2(e). For each subprocess, an "Integration View" is the integration or combination of other subprocess views. An "Integration View" facilitates intra- and inter-organization communication.

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<ul> <li>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 "playwrigh [Shakespearean]</li> </ul>	
• 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". [Freud	
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Figure 2(f). Process Libraries (PLs) and Electronic Handbooks (EHBs) are where Shakespeare meets Freud.

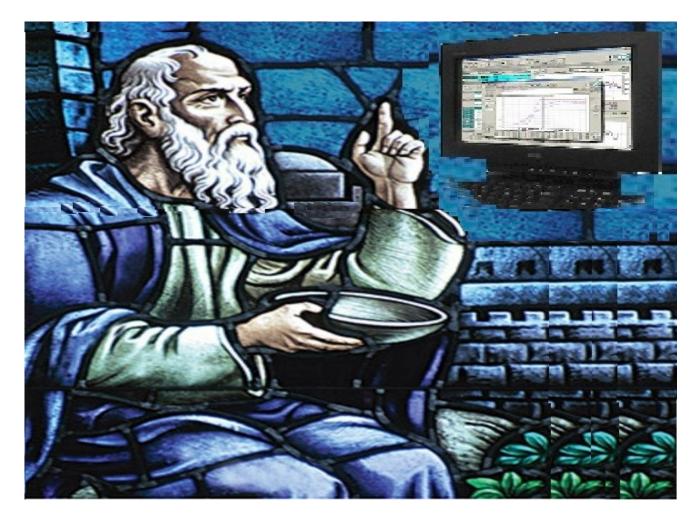


Figure 2(g). The approach uses a modernization of the Socratic Method or Dialogue to gain consensus between teachers, documentors, managers, implementors, and participants .

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DOJ's Bulletproof Vests Partnership Program (BVP)- Grants	
DOJ's Local Law Enforcement Block Grants (LLEBG) - Grants	
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DOJ's Southwest Border Patrol Initiative (SWBPI) - Grants	
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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) - Progra	am Evaluations
NASA's Small Business Innovation Research (SBIR)- Contracts	
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Figure 2(h). Some Process Libraries (PLs) and Electronic Handbooks (EHBs) projects.

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Subprocess Life-Cycle Vi	iews that are supported.	
<ul> <li>Organization subprocess teachers want to quickly learn, integrate, test, and teach their own subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrated and the subprocess the subprocess of the subproces of the subprocess of the subproces of the subprocess of the subprocess of the subproces of the sub</li></ul>		
• Organization subprocess documentors want to quickly learn, integrate, test, and teach their subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integra		
<ul> <li>Organization subprocess managers want to quickly learn, integrate, test, and teach their own subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then learn, integrated and the subprocess Library and t</li></ul>		
Organization subprocess implementors want to quickly learn, integrate, test, and teach their organization subprocess Plays/Documents/Guidelines/Worksheets in the Process Library and then		
<ul> <li>Organization subprocess participants want to quickly learn, integrate, and perform tasks the subprocess view Guidelines.</li> </ul>	at are part of their views. (Critical) Organization subprocess partici	ipants study the steps of their organization
<ul> <li>Organization subprocess managers want to quickly monitor execution of tasks that are part subprocess Plays/Documents/Guidelines/Worksheets.</li> </ul>	of their views. Organization subprocess managers monitor the execu	tion of tasks using their organization
<ul> <li>Organization subprocess teachers, documentors, managers, implementors, and participants managers, implementors, and participants update, test, and teach their organization subprocess Play</li> </ul>		zation subprocess teachers, documentors,
Organization subprocess teachers, documentors, managers, implementors, and participants     documentors, managers, implementors, and participants update, test, and teach using other relevant		
<ul> <li>Organization subprocess teachers, documentors, managers, implementors, and participants managers, implementors, and participants update, test, and teach their organization subprocess Pla</li> </ul>		tion subprocess teachers, documentors,
<ul> <li>Organization subprocess implementors want to quickly update, test and teach tools that help tools using requirements from Plays/Documents/Guidelines/Worksheets in the Process Library.</li> </ul>	facilitate execution of their subprocesses. Organization subprocess	s implementors update, test, and teach
Organization subprocess teachers, documentors, managers, implementors, and participants     documentors, managers, implementors, and participants archive their organization subprocess Play		ted. Organization subprocess teachers,
<ul> <li>The Key Human Factor Issue: Communication Within and Across Organizations. Organizatio organization communication.</li> </ul>	on subprocess Plays/Documents/Guidelines/Worksheets in Process L	ibraries facilitate intra- and inter-

Figure 2(i). The Subprocess Live-Cycle Views that are supported.

🕙 Basic People Principles that are supported - Mozilla Firefox	
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<b>Basic People Principles that are supported.</b>	<u>•</u>
• 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 se their jobs differently. This is often a good thing for subprocess improvement.	eing
<ul> <li>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 qu of the data generally suffers.</li> </ul>	
• 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.	ine
<ul> <li>Tools are web-based so that users can easily partake. The web-based approach supports the reduced to install special software on user's computers. This is especially important in the case where the number of participants is large.</li> </ul>	i need
<ul> <li>Everyone helps build the tools. The approach supports joint ownership in the subprocesses and the under systems which is crucial for overall acceptance.</li> </ul>	erlying
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Figure 2(j). Basic People Principles that are supported.

🕙 Subprocess/Play Developments that are supported - Mozilla Firefox	
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Subprocess/Play Developments that are supporte	d.
<ul> <li>Presentation &amp; Paper/Marketing. The approach supports presentation &amp; paper/marketing using the cont Descriptions, Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	ents of
<ul> <li>Worksheet/Outlining. The approach supports worksheet/outlining using the drafting of Descriptions, Plays Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	
<ul> <li>Temporal Flow/Playwriting. The approach supports temporal flow/playwriting using the drafting of Descrip Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	ptions,
<ul> <li>Examples/Rehearsal. The approach supports examples/rehearsals using the mockups of Descriptions, Pla Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	ys,
<ul> <li>Implementation/Staging. The approach supports implementation/staging using the building of Descriptions, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	Plays,
<ul> <li>Utilization/Performance. The approach supports users utilization/performance using execution of Description Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	ons,
<ul> <li>Revision/New Production. The approach supports revision/new production using updates of the Description Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	ons,
<ul> <li>Closeout/End Production. The approach supports closeout/ end performance using storage of the Descrip Plays, Documents, Guidelines, Worksheets, Contacts, References, and Credits.</li> </ul>	tions,
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Figure 2(k). Subprocess/Play Developments that are supported.

🕙 Process Library Operations that are supported - Mozilla Firefox	
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Process Library Operations that are supported.	
<ul> <li>Organization Subprocess Formulation. The approach supports the introduction of new organizations and their subprocesses into the library.</li> </ul>	
<ul> <li>Organization Subprocess Implementation. The approach supports implementation of common tools for organization the library.</li> </ul>	ations in
• 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 library.	in the
<ul> <li>Organization Subprocess Closeout. The approach supports the closeouts of organizations and their subprocess the library.</li> </ul>	es from
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Figure 2(1). Process Libraries Operations that are supported.

🔮 Support Subprocesses Process Library - Mozilla Firefox
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Support Subprocesses Process Library
Overview (Demo)
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Computer Systems Development and Evolution
Computer Systems Operations and Network Administration
Home Page Management
Education and Outreach Activities
Facilities Management
Security
Small Systems Support
Visualizations
Program Support and Reporting
Standards
Quality Assurance (QA)
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Figure 3(a). Process Libraries are organized by subprocesses.

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Subprocess Type: Computer Systems Development and Evolution (T5-3-00-00)		
Create View		
View	Steps	
ASTRO-E2	Update	
Don Margolies (Don. Margolies@nasa.gov)	Copy	
	Delete	
	Update	
Dave Pierce (Dave.Pierce@nasa.gov )	Copy	
	Delete	
	Update	
Jim Byrd (Jim Byrd@nasa.gov )	Copy	
	Delete	
Constellation-X	Update	
Liz Citri (Liz. Citrin@nasa.gov)	Copy	
	Delete	
ESDIS	Update	
MaryAnn Esfandiari (MaryAnn Esfandiari@nasa.gov )	Copy	
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Bryant Cramer (Bryant. Cramer@nasa.gov )	Copy	
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Richard A. Pickering (Richard A. Pickering@nasa.gov)	Copy	
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Figure 3(b). For each subprocess, the library shows how organizations view the subprocess.

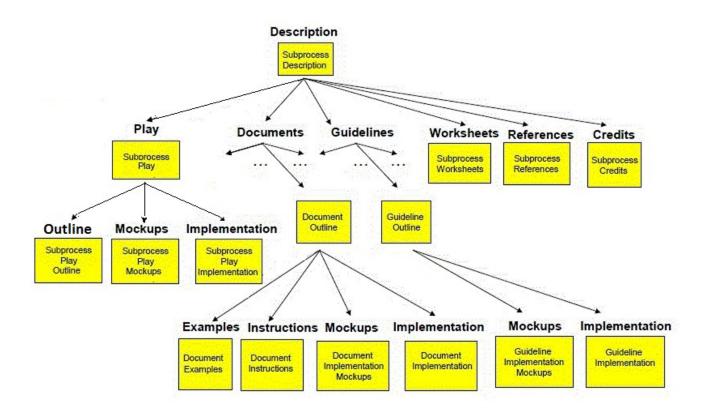


Figure 3(c). Components of an Organization's view .

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Computer Systems Development and Evolution
Table of Contents
1. <u>Overview</u> 2. <u>Play</u> 3. <u>Documents</u>
4. <u>Guidelines</u> 5. <u>Others</u>
1. Overview
In this subprocess, we deal with the process of Computer Systems Development and Evolution. This is where we support Computer Systems Development and Evolution.
Organization: ORG
<u>All-Files</u> . These are all the view files. Benefits
2. Play
In this subprocess, the play is divided in several parts:
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Figure 3(d). Descriptions summarize subprocesses.



Figure 3(e). Plays describe subprocess execution.

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7. Analysis. This is where participants use report tools.
7. Analysis. This is where participants use report tools.
3. Documents
In this subprocess, we have the following document types:
Computer Systems Development and Evolution Guidelines. These are used to represent the Computer Systems
Development and Evolution Guidelines.
Task Records. These are used to represent the tasks.
·
4. Guidelines
In this subprocess, we have the following Guidelines:
Computer Systems Development and Evolution Manager. This is the person responsible for the Computer Systems
Development and Evolution subprocess.
Initiator. This is the person responsible for initiating the task.
Executor. This is the person responsible for executing the task.
Overall Organizations Manager. This is the person managing all the organizations.
Organization Manager. This is the person managing an organization.
<u>Subprocess Manager</u> . This is the person managing a subprocess.
5. Others
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Figure 3(f). Documents describe subprocess data.

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	<b>_</b>
4. Guidelines	
4. Guidennes	
In this subprocess, we have the following Guidelines:	
Commuter Sectors Development and Exclusion Manager. This is the neuron mean with far the Commuter Sector	
<u>Computer Systems Development and Evolution Manager</u> . This is the person responsible for the Computer Syste Development and Evolution subprocess.	ms
Initiator. This is the person responsible for initiating the task.	
Executor. This is the person responsible for executing the task.	
Overall Organizations Manager. This is the person managing all the organizations.	
Organization Manager. This is the person managing an organization.	
Subprocess Manager. This is the person managing a subprocess.	
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.	
<u>All-Files</u> . These are all the view files.	
Related Links <sup>.</sup>	
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Figure 3(g). Guidelines/Electronic Handbooks describe user subprocesses.

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Task		Suggested Roles	Task Lead(s)	Estimated Completion Date	Actual Completion Date	Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)										
Administration	The purpose of this tack is to administer Phase D: Project Development .	Task Lead, Subtask Lead, Subtask Lead, Monber, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Libraty	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034										
		Phase D Manager, Project				Missile System Pre-Launch Safety Package (Update)	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034										
		Manager, Program	bianager,	ts James Oreen	fames	06/72/07			As-built Hardware and Software Documentation (Baseline)	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034							
roject Technical Products	The purpose of this task is to provide Technical	Organization Manager, Overall Projects											285	James	040300	060302	06/23/07	Verification and Validation Report (Baseline)	Instructions and Samples	Jumes Green	06/23/07
Project Technical Products	products for the Flight Project.	Manager, Task Lead, Subtask Lead,			Oreen	Orean							Operations Handbook (Baseline)	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034			
		Reviewer, Approval					Reviews	Instructions and Samples	Jumes Green	06/23/07	07/23/07	Library: NS2034									
		Official, Documents Manager				Approvals	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034										
		Phase D Manager, Project Manager, Program Manager,				Work Agreement for Next Phase (Baseline)	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034										
oject Planning, Cost, and Schedule Products	The purpose of this task is to provide Planning, Cost, and Schedule products for the Flight Project.	Organization Manager, James	James Green	07/23/07	078/23/07	Reviews	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034										

Figure 3(h). Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

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References		
Program/Project On-Line Library and Resource Information Sustm (Polaris)		
<u>NPR 7120.5D (NODIS)</u>		
Templates:		
<u>NPR 7123.1A (NODIS)</u>		
Program Plan		
Program Life Cycle Diagram		
Project Plan		
Project Life Cycle Diagram		
Formulation Authorization Doc		
Program Gate Products		
Program Commitment Agreement		
Project Gate Products		
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Project Categorization		
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Key Decision Points		
Waivers to NPR 7120.5D		
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Figure 3(i). References list other related resources.

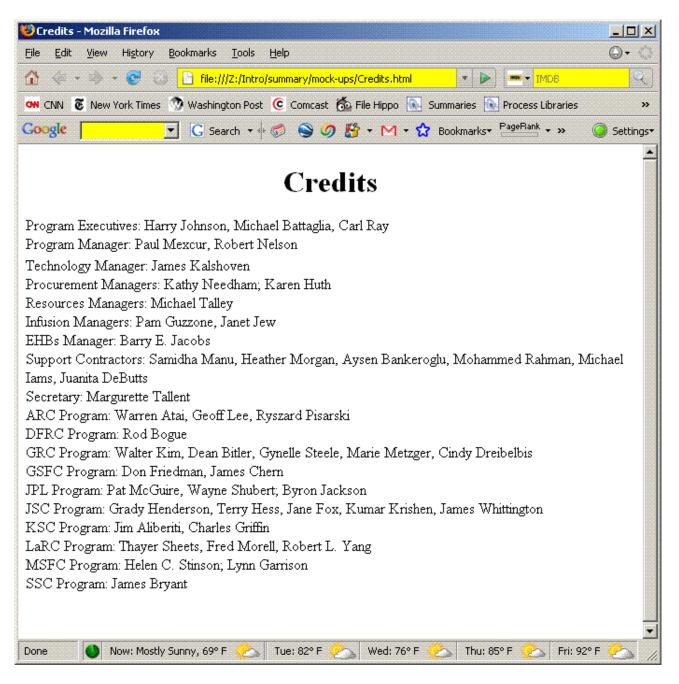


Figure 3(j). Credits acknowledge people's contributions.

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	Plays	Learn, Integrate, Test, Teach, Work: Together	Learn, Integrate Document: Using Role Guidelines ZHBs, Test, Tesch, Work Together	
•	Documents	Learn, Integrate, Test, Tesch, Work Together	Lesrn, Integrate Document: Uing Role Guidelines: ZHBs, Test, Tesch, Work Together	
	Role Guidelines/EHBs	Learn, Integrate, Test, Tesch, Work: Together	Learn, Integrate Document: Uing Role Guidelines ZHBs, Test, Tesch, Work Together	
	Subprocess Worksheets	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines: ZHBs, Test, Tesch, Work Together	
	References	Learn, Integrate, Test, Tesck, Work: Together	Learn, Integrate Document: Using Role Guidelines ZHBs, Test, Tesch, Work Together	
	Credits	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines/IHBs, Test, Tesch, Work Together	

Figure 3(k)(1). Some tools may be focused on during stages- by tool.

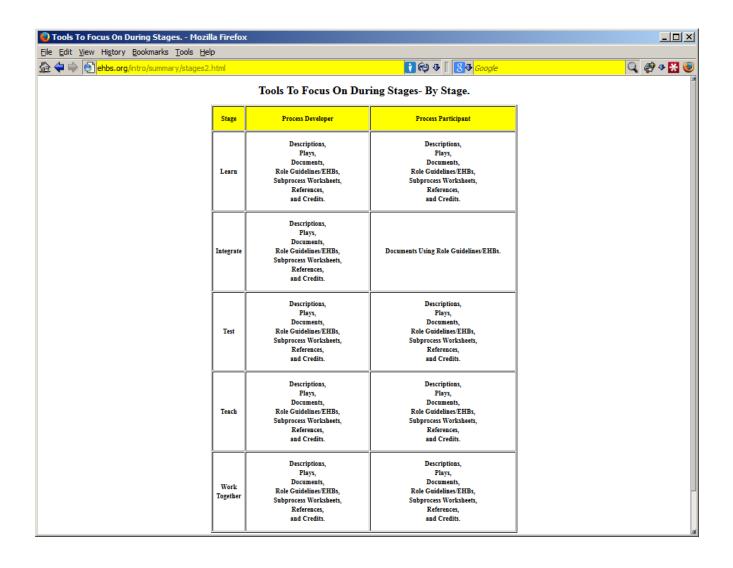


Figure 3(k)(2). Some tools may be focused on during stages- by stage.

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Figure 3(1). Integration Tools allow item types to be seen across different organizations.

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Electronic Handbook (EHB)											
Home   Administration   Tasks   Reports   Change Roles											
Computer Systems Development and Evolution											
Computer Systems Development and Evolution Manag	er										
Electronic Handbook (EHB)											
The purpose of the Electronic Handbook is to provide four sets of tools in one or more subprocesses. These four sets o tools are:	f										
Administration- tools for registering, logging in, password related, etc											
Tasks- tools for specific tasks for the user within the subprocesses.											
Reports- tools for reporting on the progress of tasks within in the subprocesses.											
Change Roles- tools to enable the user to switch Roles.											
Done											

Figure 3(m). Electronic Handbooks (EHBs) help participants learn and execute their roles.



Figure 3(n). Demonstration Tools introduce the concepts to a community in their terms.

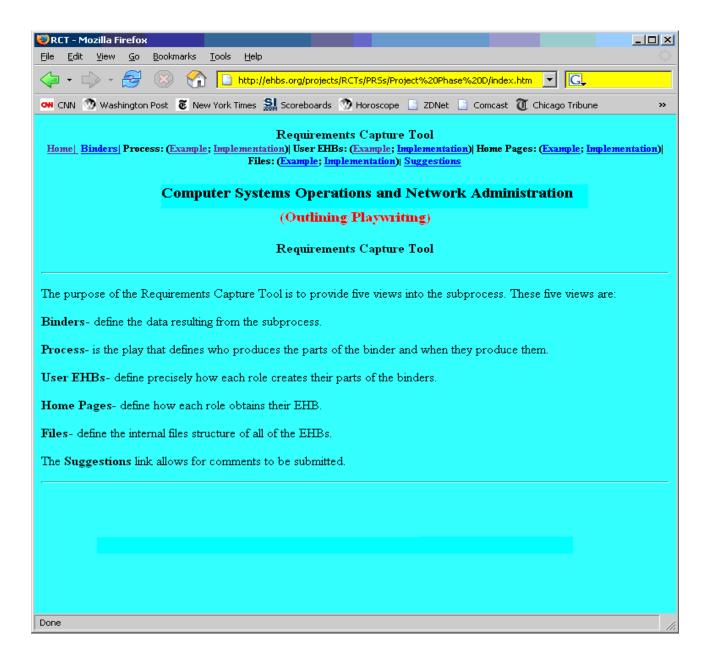


Figure 3(o). Requirements Capture Tools (RCTs) facilitate subprocess development.

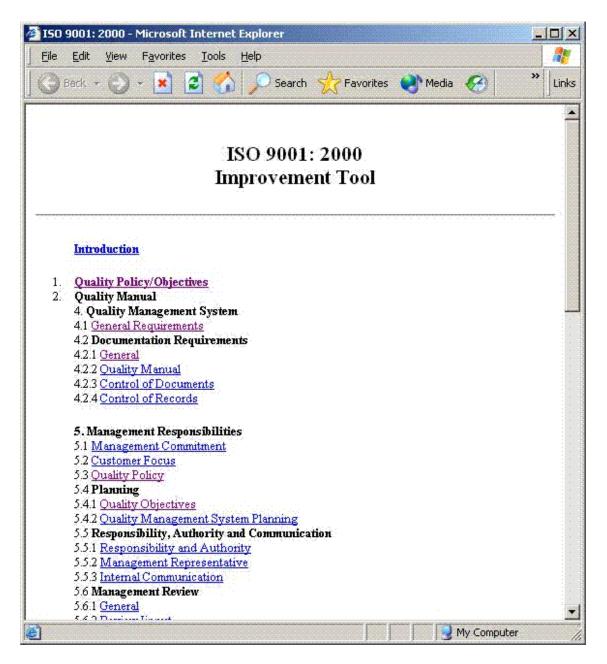


Figure 3(p). Improvement Tools facilitate subprocess improvement.

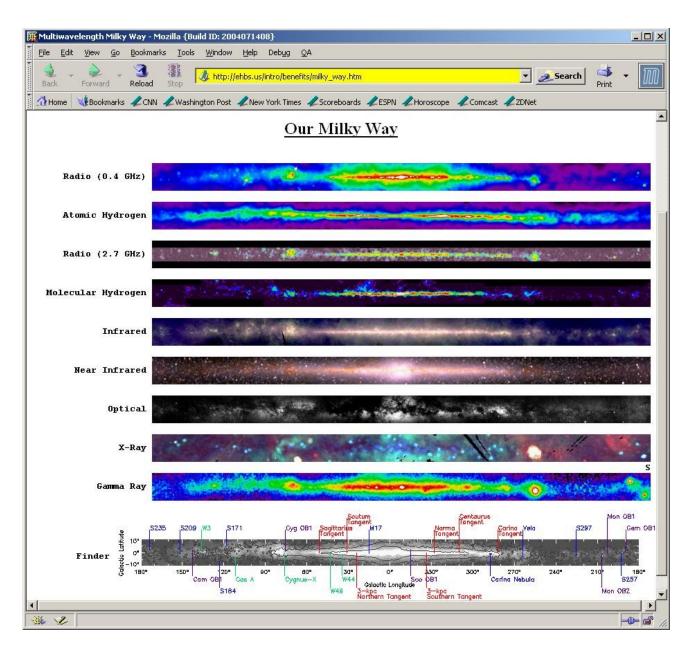


Figure 4(a). We believe that to truly understand one's universe, one must see it thru multiple "eyes" and also have tools to "communicate" these views.

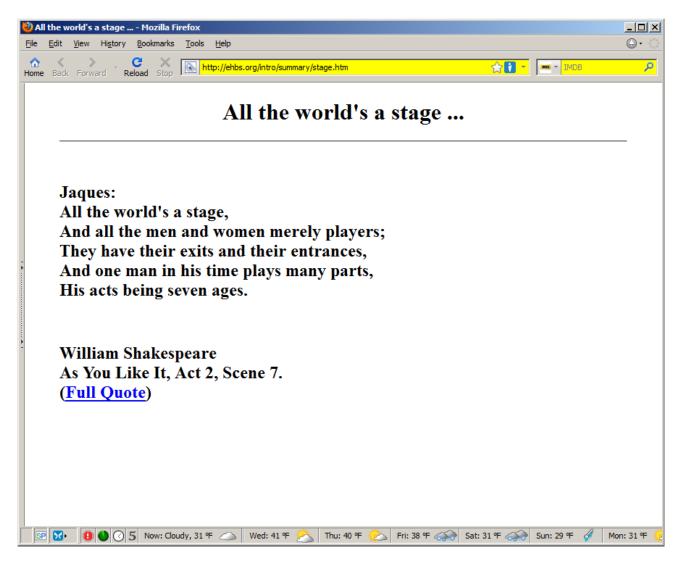


Figure 4(b). All the world's a stage ...

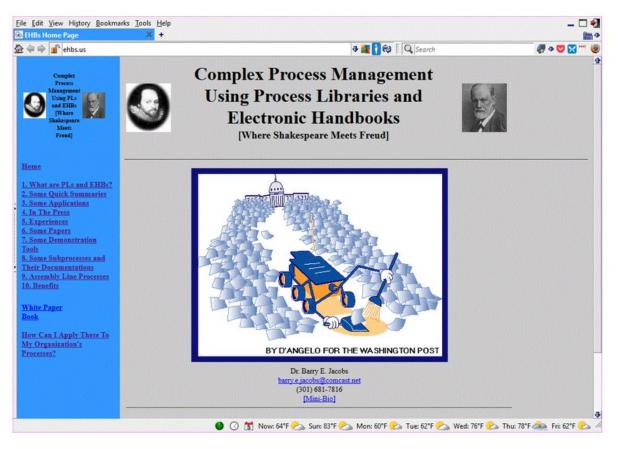
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Figure 4(c). Some effects of separation.

Theatre of Dionysus- Athens, Greece



## **For More Details**



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.