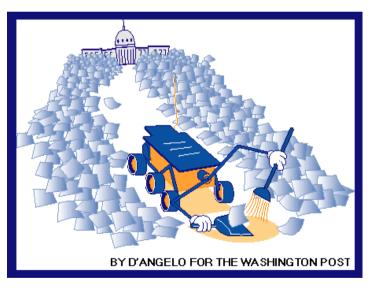
Protestantism Management Using Process Libraries and Electronic Handbooks

(Where Shakespeare Meets Freud)



Demonstration



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.

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-Review Subprocess Protestantism Congregations Design-	
Planning Congregations Manager	
Organization Manager	
Overall Organizations Manager,	
Project Manager	
Demonstration Tools Developer	
Customer	
Business Manager	
Protestantism Congregations Designers	
Protestantism Congregations Designs Reviewers	
Protestantism Congregations Builders	
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Review Subprocess Protestantism Congregations Design	1.5
-Approve Subprocess Protestantism Congregations Design-	
Project Manager	_
Customer:	
Approve Subprocess Protestantism Congregations Design	
6. Implementing Protestantism Congregations	
-Implement Subprocess Protestantism Congregations-	
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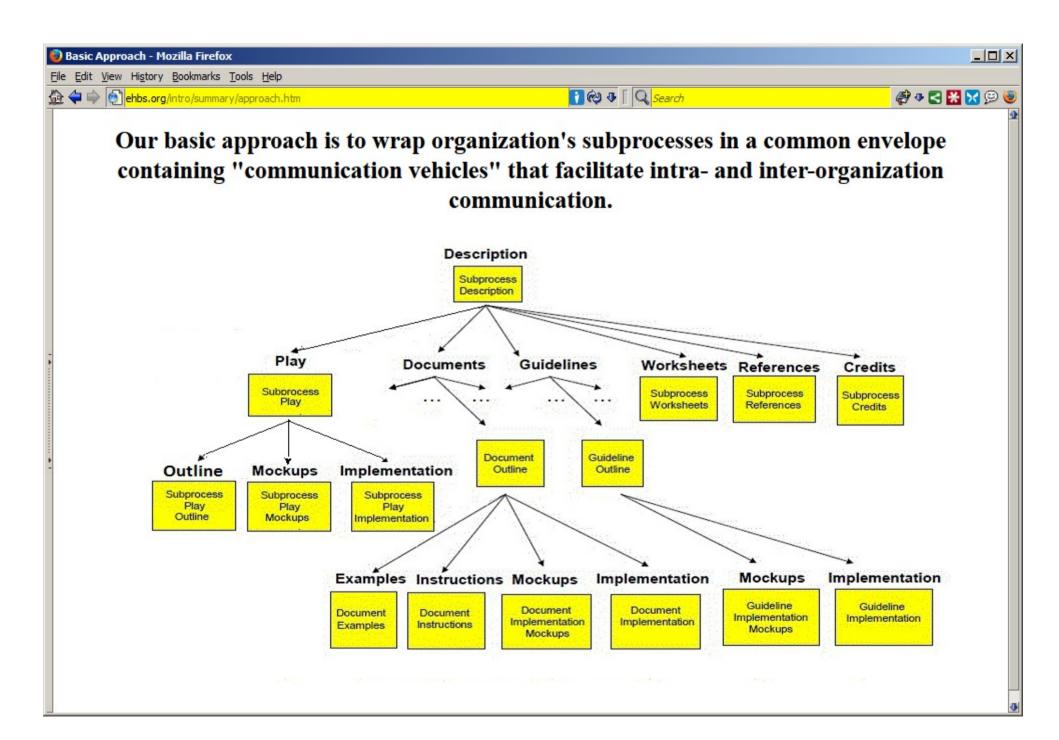
Benefits:

- 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.



Descriptions summarize subprocesses.

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Planning Congregations	
Table of Contents	
1. Overview 2. Play 3. Documents 4. Guidelines 5. Others	
1. Overview	
In this subprocess, we deal with the process of Planning. This is where Projects plan their Congregations.	
Organization: ORG	
<u>All-Files</u> . These are all the view files. <u>Benefits</u>	
2. Play	
In this subprocess, the play is divided in several parts:	
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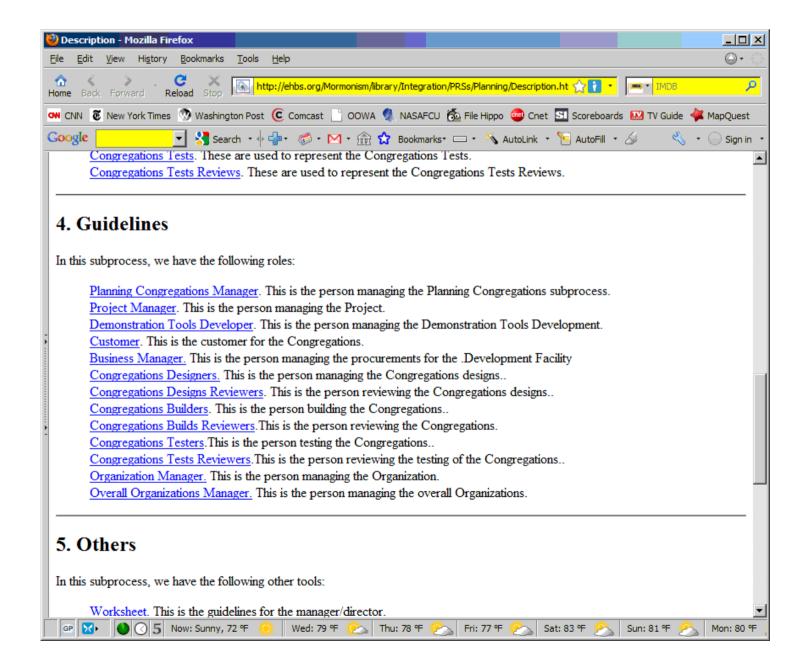
Plays describe subprocess execution.

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5. Planning Congregations	
-Design Subprocess Protestantism Congregations-	
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Design Subprocess Protestantism Congregations	
-Review Subprocess Protestantism Congregations Design-	
Planning Congregations Manager	
Organization Manager	
Overall Organizations Manager,	
Project Manager	
Demonstration Tools Developer	
Customer	
Business Manager	
Protestantism Congregations Designers	
Protestantism Congregations Designs Reviewers	
Protestantism Congregations Builders	
Protestantism Congregations Builds Reviewers	
Protestantism Congregations Testers	
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-Review Subprocess Protestantism Congregations Implementation-	-
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Documents describe subprocess data.

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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.	
Congregations Contract. These are used to represent the Congregations Contract.	
Process Library. These are used to represent the Process Library.	
Implementation Plans. These are used to represent the Implementation Plans.	
Congregations Designs. These are used to represent the Congregations Designs.	
<u>Congregations Designs Reviews</u> . These are used to represent the Congregations Designs Review. <u>Congregations Builds</u> . These are used to represent the Congregations Builds.	
Congregations Builds Reviews. These are used to represent the Congregations Builds Reviews.	
Congregations Tests. These are used to represent the Congregations Tests.	
Congregations Tests Reviews. These are used to represent the Congregations Tests Reviews.	
4. Guidelines	
In this subprocess, we have the following roles:	
Planning Congregations Manager. This is the person managing the Planning Congregations 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 Congregations.	-1
Business Manager This is the person managing the procurements for the Development Facility GP X 0 0 5 Now: Sunny, 72 F 0 Wed: 79 F 2 Thu: 78 F 2 Fri: 77 F 2 Sat: 83 F	Sun: 81 °F 🖄 Mon: 80 °F

Guidelines describe user subprocesses.



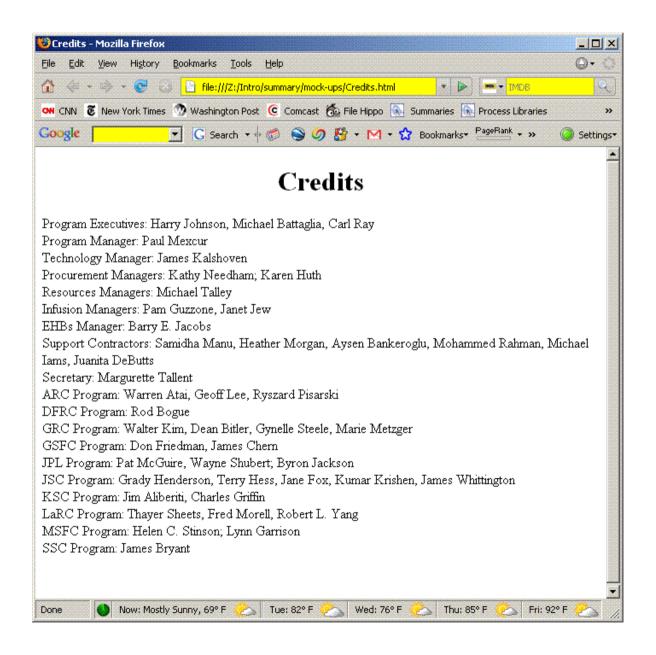
Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

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	ng Protestant Congregations e deal with the planning of Prote:		-		s Works	sheet							
				Estimated	Actual		Documents						
Task	Purpose	Suggested Roles	Task Lead(s)	Completion Date	Completion Date	Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)		
Administration	The purpose of this task is to administer Project Development .	Task Lead, Subtask Lead, Subtask Lead, Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034		
		Task Lead, Subtask Lead, Subtask Member,	Task Lead, Subtask Lead, Subtask			Critical Design Review (CDR) Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034		
tifical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR)	Reviewer, Approval Official,	Jannes Green	06/23/07	06/23/07	Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034		
		Project Manager, Documents Manager				Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034		
						Resource Analysis Office (RAO)	Instructions and	James			Library:		
		Task Lead, Subtask Lead, Subtask				Data Dump Documents	<u>Samples</u>	Green	06/23/07	07/23/07	NS2034		

References list other related resources.

References - Mozilla Firefox File Edit View History Bookmarks Tools Help		
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NPR 7123.1A (NODIS)		
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Program Commitment Agreement		
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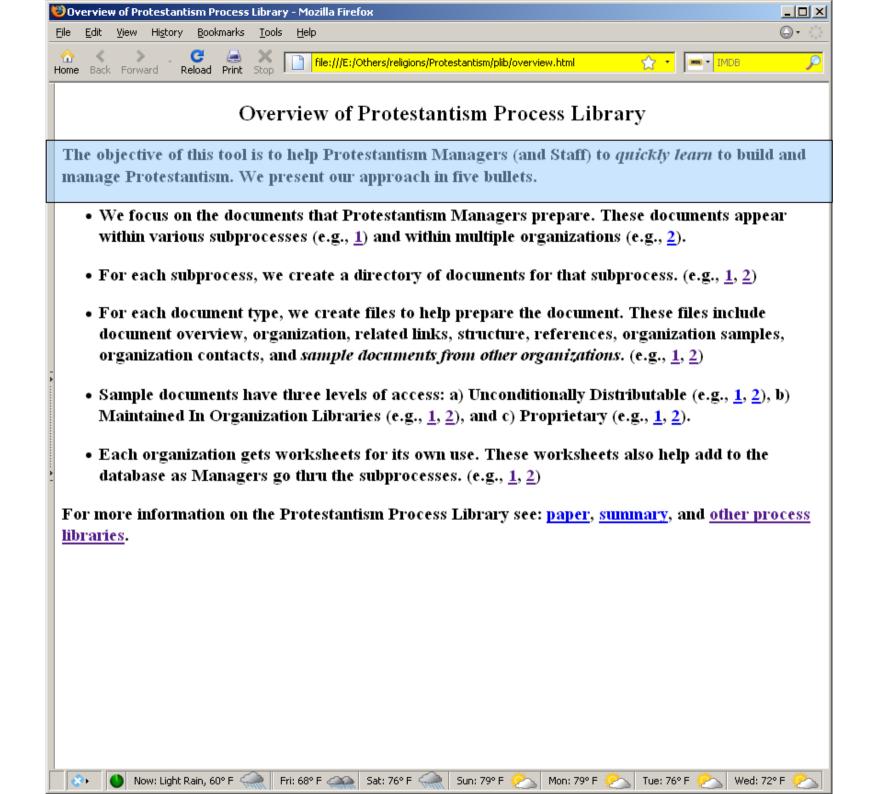


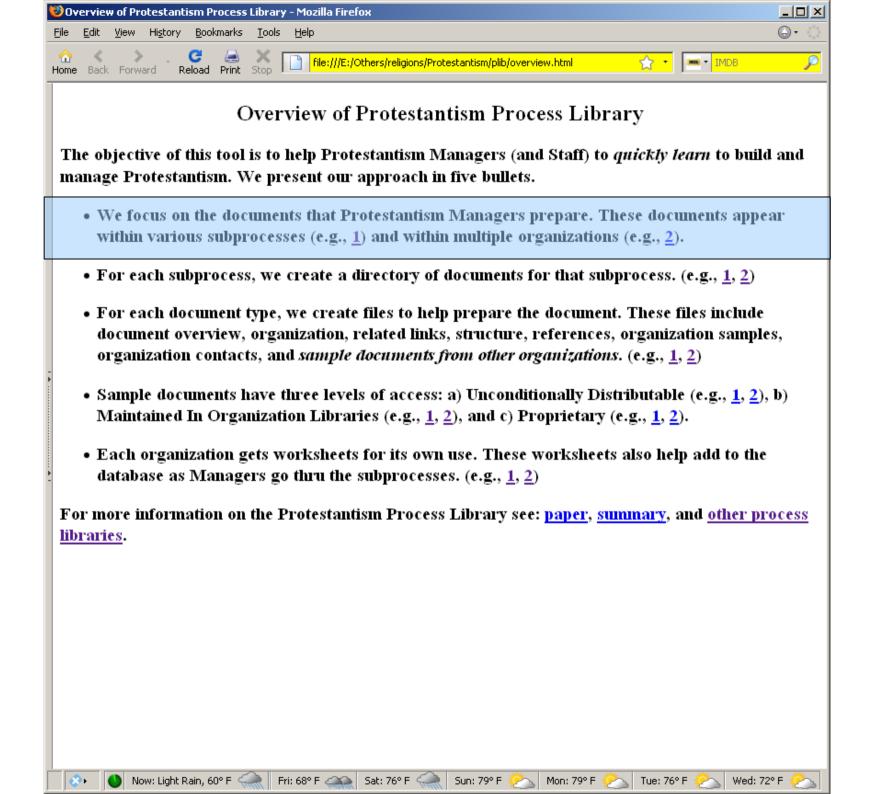
Tools that can be focused on during stagesby tool.

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	Plays	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Documents Using Role Guidelines/EHBs, Test, Tesch, Work Together				
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	Role Guidelines/EHBs	Learn, Integrate, Teat, Teach, Work Together	Learn, Integrate Document: Using Role Guidelines/EHBs, Test, Teach, Work Together				
	Subprocess Worksheets	Learn, Integrate, Teat, Teach, Work Together	Learn, Integrate Document: Using Role Guidelines/EHBs, Test, Tesch, Work Together				
	References	Learn, Integrate, Test, Teach, Work Together	Learn, Integrate Document: Using Role Guidelines/EHBs, Test, Tesch, Work Together				
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Tools that can be focused on during stagesby stage.

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1		Tools To Focus On Dur	ing Stages- By Stage.	
	Stage	Process Developer	Process Participant	
	Learn	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	
	Integrate	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksheets, References, and Credits.	Documents Using Role Guidelines/EHBs.	
	Test	Descriptions, Plays, Documents, Role Guidelines/EHBs, Subprocess Worksbeets, 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.	





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Organizations provide different views of the subprocesses, some of which may be proprietary.

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Organizations execute the eight "Play Development" stages.

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

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People in organizations provide different views of the subprocesses.

View

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Subprocess Documentor's View

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Subprocess Teacher's, Manager's, Implementor's and Participant's Views _ D ×

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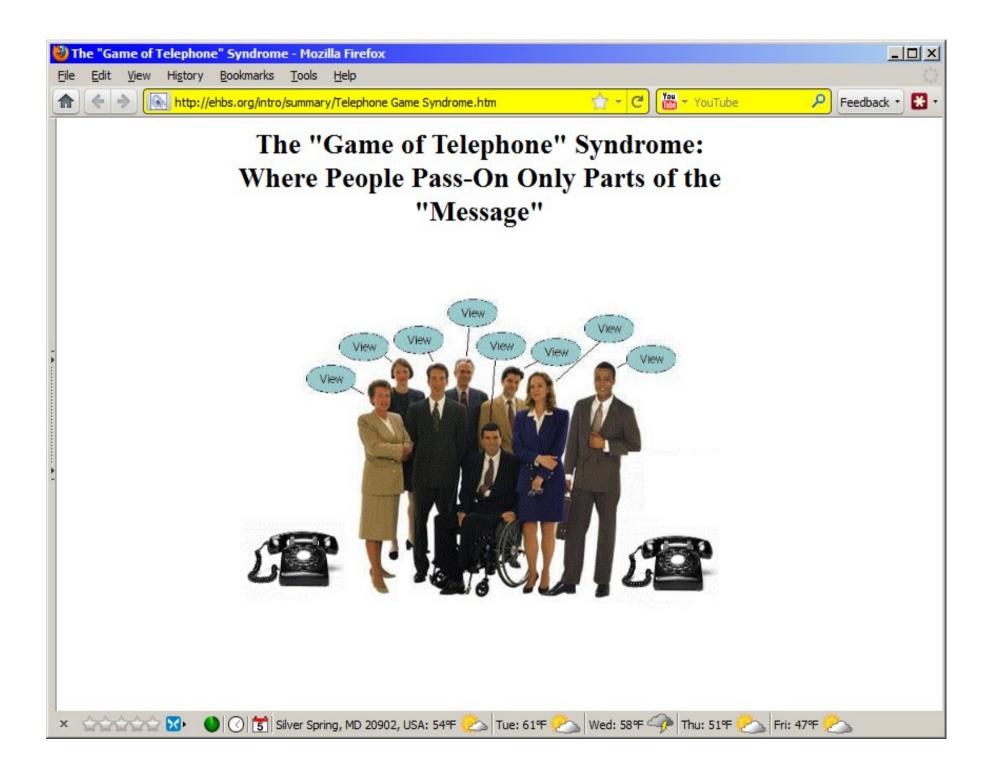
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Organizations generate Subprocess Life-Cycle* Views

- 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 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.

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^{*} Also, called the "Universal Subprocess".



🥹 Overview of how editable and cost-saving model/documentation tools can solve problems. - Mozilla Firefox

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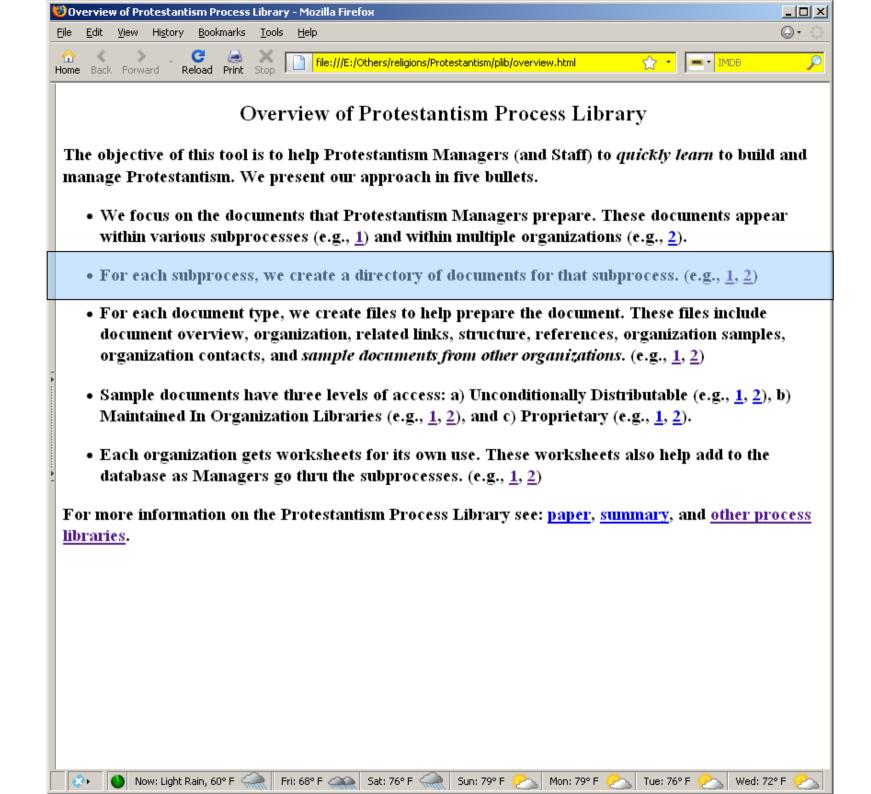
Overview of how editable and

cost-saving process documentation tools can solve problems.

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

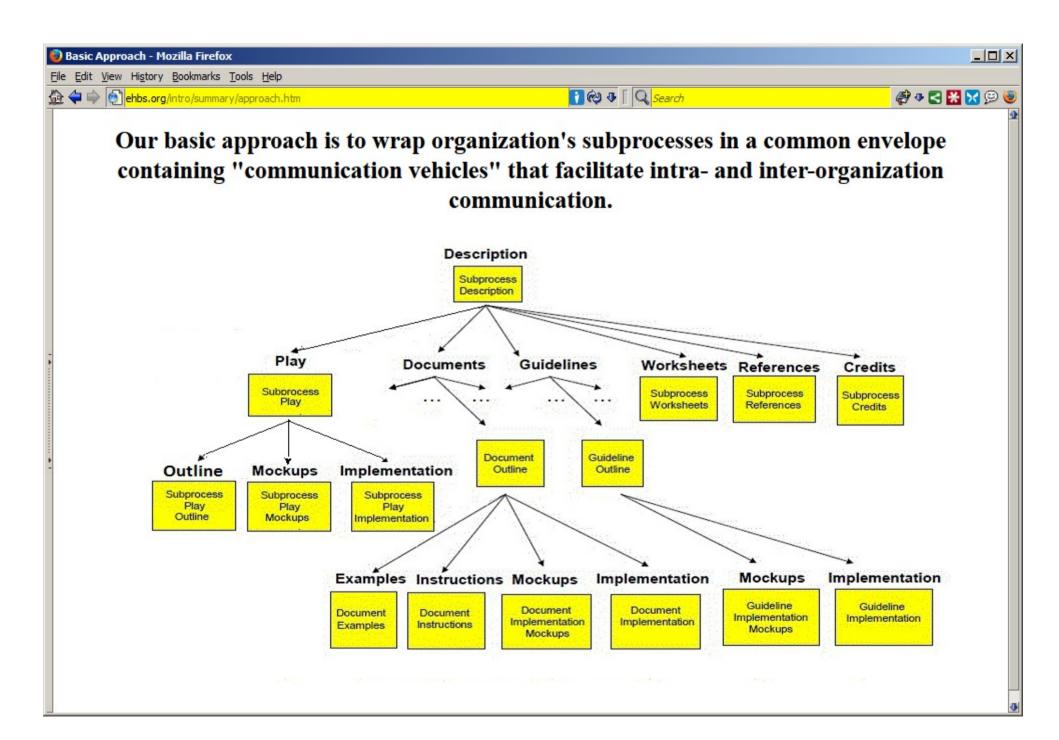
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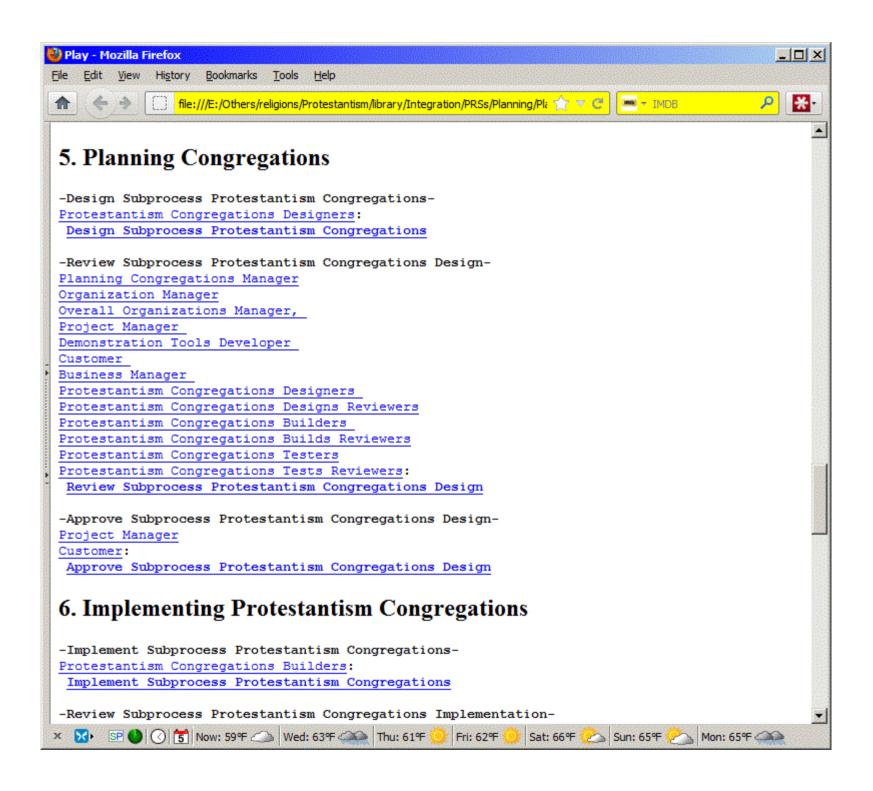


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Planning Congregations	
Table of Contents	
1. <u>Overview</u>	
2. <u>Play</u> 3. Documents	
4. Guidelines	
5. Others	
1. Overview	
In this subprocess, we deal with the process of Planning. This is where Projects plan their Congregations.	
Organization: ORG	
<u>All-Files</u> . These are all the view files. <u>Benefits</u>	
2. Play	
In this subprocess, the play is divided in several parts:	Mon: 80 °F



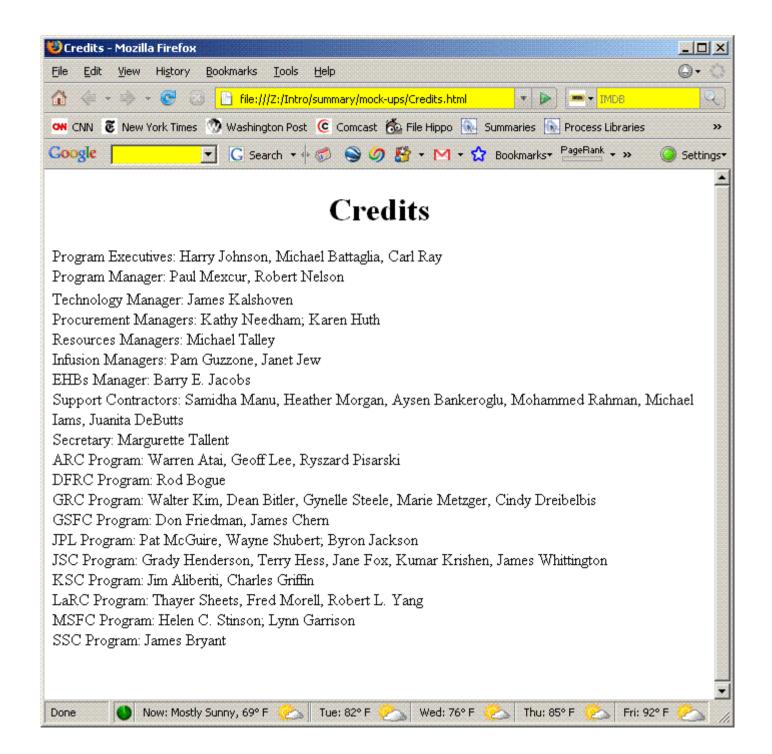
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5. Implementing Congregations. This is where participants implement Congregations .	
Testing Congregations. This is where participants test Congregations.	
Analysis. This is where reports are generated.	
	-
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3. Documents	
In this subprocess, we have the following document types:	
Demonstration Tools. These are used to represent the Demonstration Tools.	
Congregations Contract. These are used to represent the Congregations Contract.	
Process Library. These are used to represent the Process Library.	
Implementation Plans. These are used to represent the Implementation Plans.	
Congregations Designs. These are used to represent the Congregations Designs.	
Congregations Designs Reviews. These are used to represent the Congregations Designs Review.	
Congregations Builds. These are used to represent the Congregations Builds.	
Congregations Builds Reviews. These are used to represent the Congregations Builds Reviews.	
Congregations Tests. These are used to represent the Congregations Tests.	
Congregations Tests Reviews. These are used to represent the Congregations Tests Reviews.	
	_
4. Guidelines	
In this subprocess, we have the following roles:	
Planning Congregations Manager. This is the person managing the Planning Congregations subprocess.	
Project Manager. This is the person managing the Project.	-
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Congregations Tests. These are used to represent the Congregations Tests.	
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4. Cuidalin a	
4. Guidelines	
To this submasses and have the following astern	
In this subprocess, we have the following roles:	
Planning Congregations Manager. This is the person managing the Planning Congregations subprocess.	
Project Manager. This is the person managing the Project.	
Demonstration Tools Developer. This is the person managing the Demonstration Tools Development.	
<u>Customer</u> . This is the customer for the Congregations.	
Business Manager. This is the person managing the procurements for the .Development Facility	
Congregations Designers. This is the person managing the Congregations designs	
Congregations Designs Reviewers. This is the person reviewing the Congregations designs	
Congregations Builders. This is the person building the Congregations	
Congregations Builds Reviewers. This is the person reviewing the Congregations.	
Congregations Testers. This is the person testing the Congregations	
<u>Congregations Tests Reviewers</u> . This is the person reviewing the testing of the Congregations <u>Organization Manager</u> . This is the person managing the Organization.	
Overall Organizations Manager. This is the person managing the overall Organizations.	
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5. Others	
In this subprocess, we have the following other tools:	
Worksheet. This is the guidelines for the manager/director.	_
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Subprocess Worksheets facilitate subprocess manager communication with process developers and participants.

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		Task Lead, Subtask Lead, Subtask Member,				Critical Design Review (CDR) Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
ifical Design Review (CDR)	The purpose of this task is to administer Critical Design Review (CDR)	Reviewer, Approval Official,	Jannes Green	06/23/07	06/23/07	Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
		Project Manager, Documents Manager				Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034
						Resource Analysis Office (RAO)	Instructions and	James			Library:
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"Over 19,500 Applications Received For Firefighters Grant Program" - USI	A Press Release
"Contract Cybernauts"- Government Executive	
"NASA's Electronic Handbooks Offer Paper-Free Management"- Federal O	omputer Week
"Bulletproof Vests System Wins FGIPC's 1999 GOLD IOSS AWARD"- FGI	<u>PC's Press Release</u>
"NASA E-Commerce Solution Gains Attention"- Washington Technology	
"Department of Justice Invests In Goddard Technology"- Goddard News	
"Utilizing NASA Electronic Handbooks" - NASA Science Information Syste	ms Newsletter
"NASA Tames a Paper Beast" - NASA Tech Briefs	
"Time and Cost Savings Result From Internet Software Tool Developed For	Electronic Process Management" - NASA/GSFC Press Release
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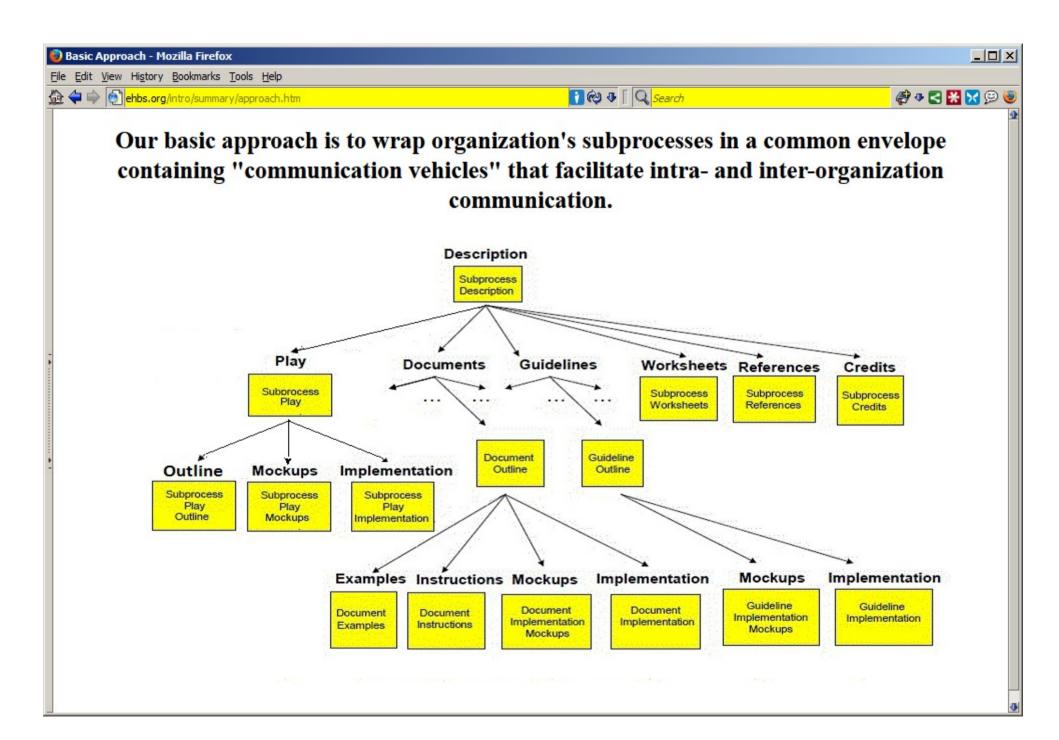


Tools that can be focused on during stagesby tool.

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	Subprocess Worksheets	Learn, Integrate, Test, Tesch, Work Together	Learn, Integrate Document: Using Role Guidelines/EHBs, Test, Teach, Work Together	
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Tools that can be focused on during stagesby stage.

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	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.				
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	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.				



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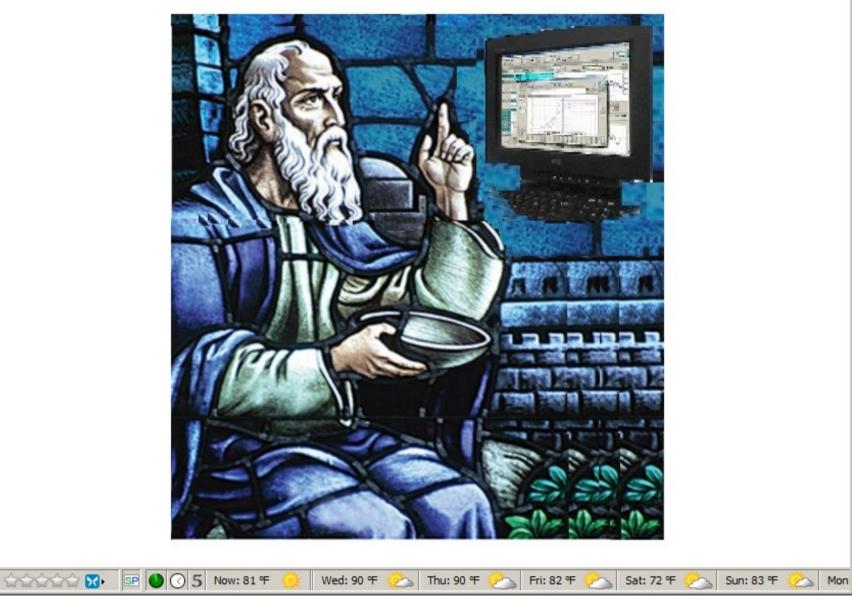
Process Libraries (PLs) and Electronic Handbooks (EHBs) are where Shakespeare meets Freud

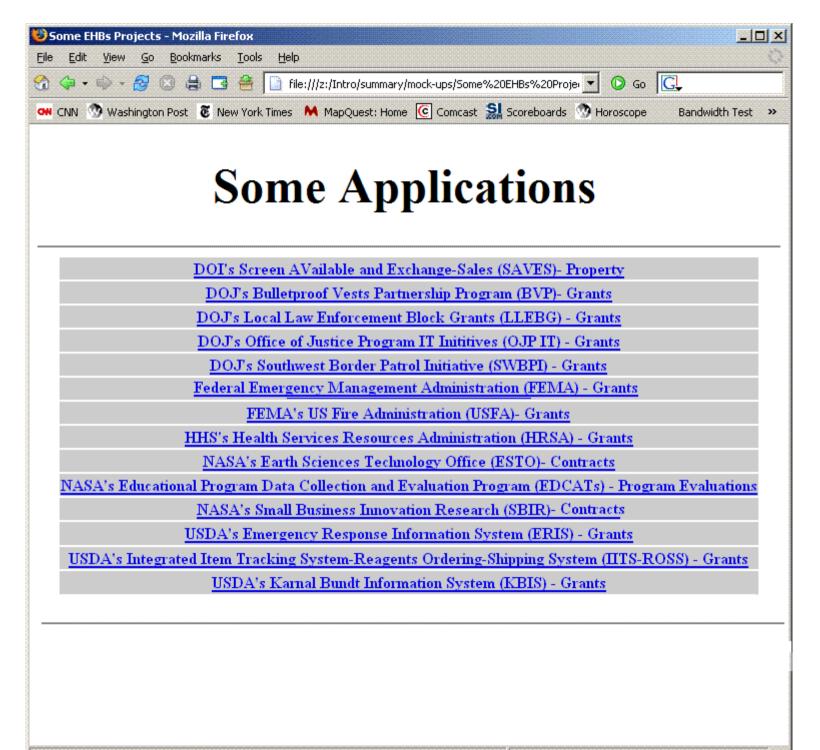


- In Process Libraries (PLs), subprocesses are represented as "plays" where "actors" communicate thru the Internet. Each organization puts on its own "productions". For each role, Electronic Handbooks (EHBs) (also called Guidelines) guide "actors" thru their parts. Managers are "directors" using Worksheets 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]

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





😓 Subprocess Life-Cycle Views that are supported. * - Mozilla Firefox

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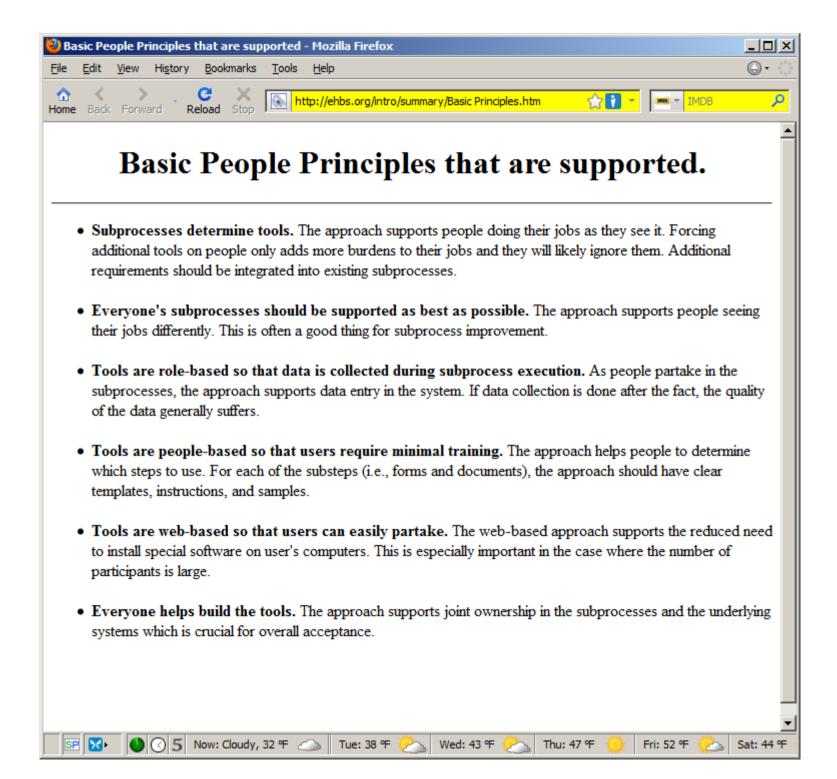
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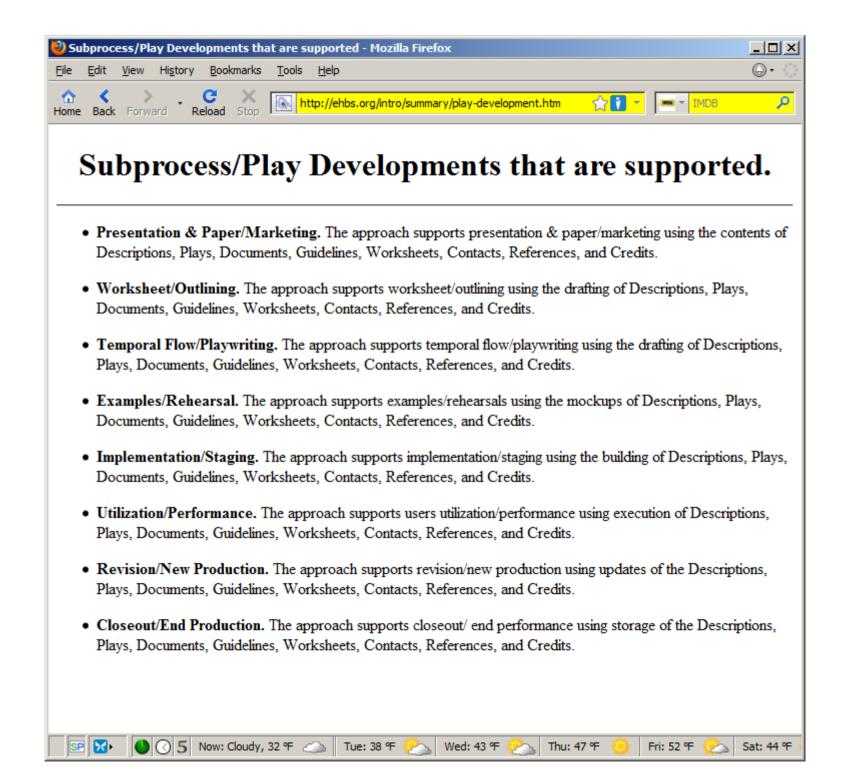
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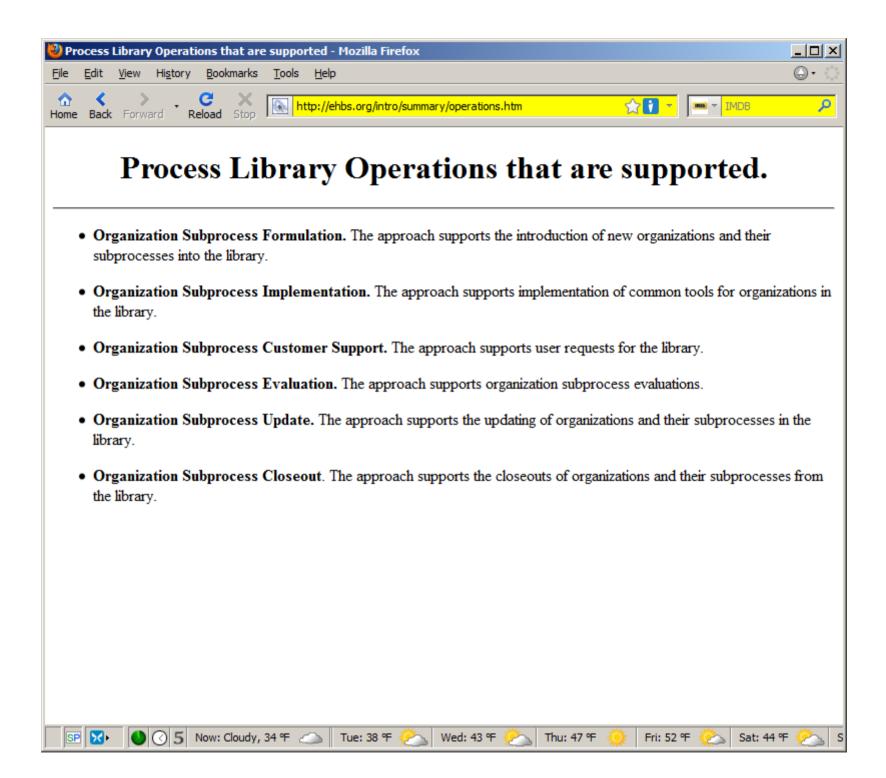
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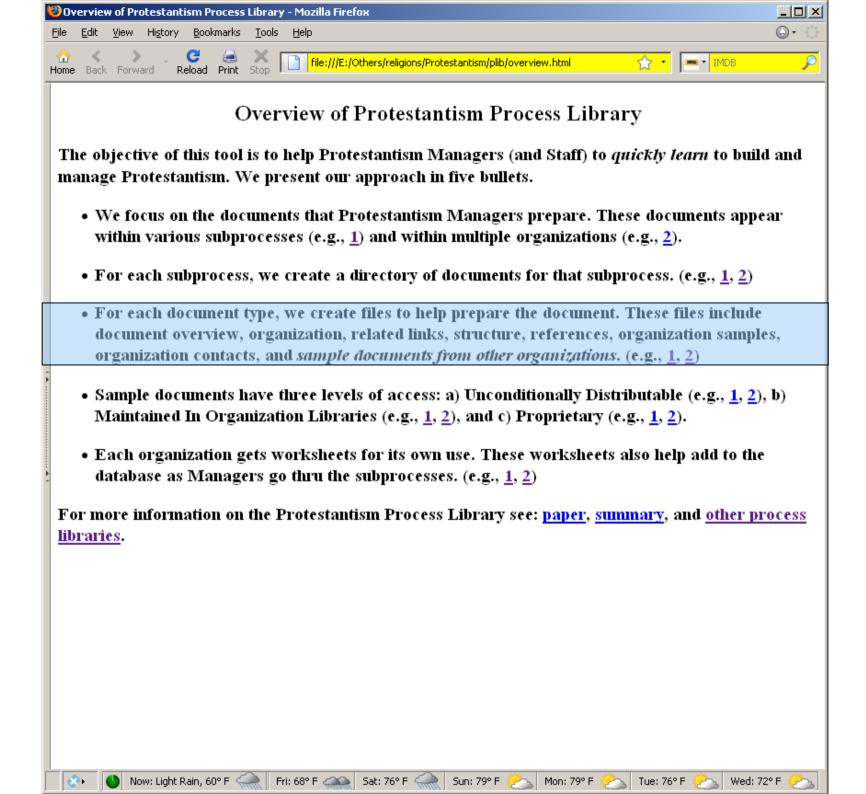
Subprocess Life-Cycle Views that are supported.

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





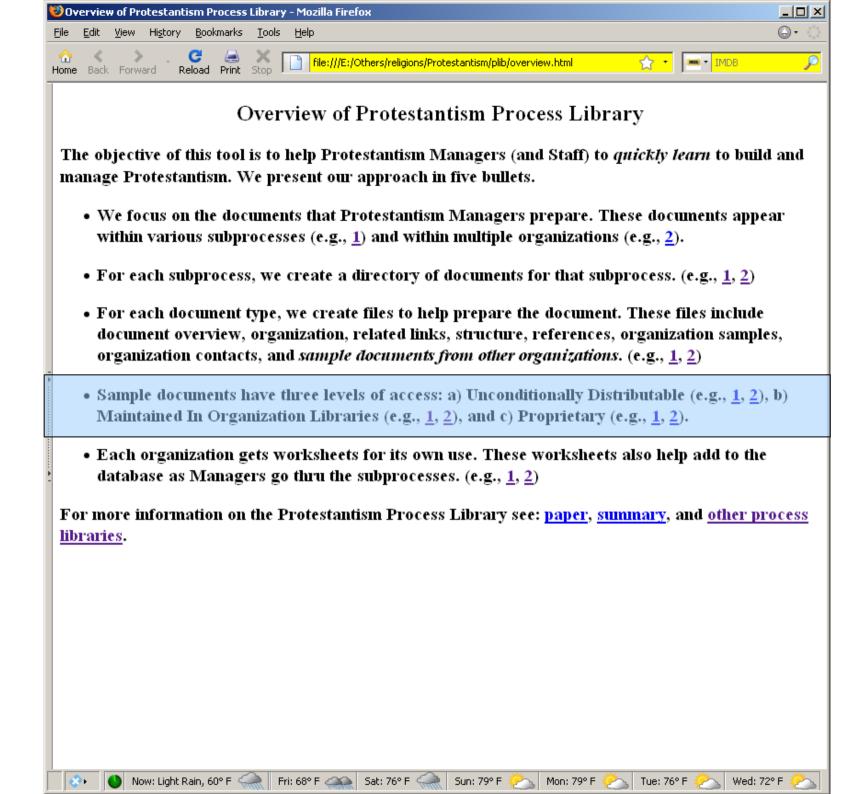




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Documents in Process Libraries have three levels of access.

- Unconditionally Distributable Documents. Here the document's hyperlink will point directly to the organization's document.
- Documents (On-Line/Off-Line) Maintained In Organization Libraries. Here the document's hyperlink will point into the organization's library maintaining the document.
- **Proprietary Documents.** Here the document's hyperlink will point to the organization's person/persons responsible for the document from whom permission must be obtained.

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Protestantism Management Using Process Libraries and Electronic Handbooks (Where Shakespeare Meets Freud)

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Dr. Barry E. Jacobs Code 690.1 NASA Goddard Space Flight Center Greenbelt, MD 20771, USA barry.e.jacobs@nasa.gov

0. Introduction

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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 Protestantism. Protestantism is a key world-wide religion. Managing complex distributed processes is difficult due to the complexity of the subprocesses, the diversity of views of different organizations, and the diversity of views of managers and participants taking part in the subprocesses.

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. 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.

1. Problems

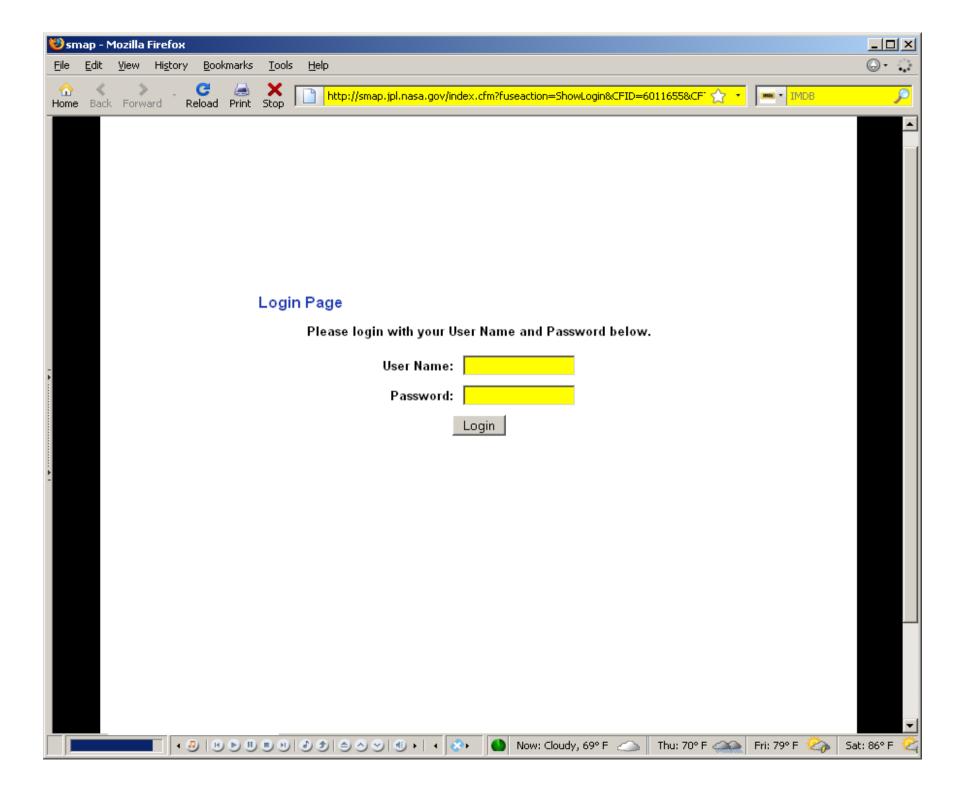
We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1(a) shows some of the subprocesses of Protestantism. Notice that we organize the subprocesses into five categories: Product Realization, Product Distribution, Support, Improvement, and Common.

Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. For example, Figure 1(b) shows some of the organizations participating in Protestantism. 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 numerous managers and participants, each person having their own view of the subprocess. See Figure 1(c). It is very important that both managers and participants quickly learn and then establish integrated views for their roles in the subprocess.

Fourth, there are a number of important human factor issues that have to be dealt with in the management of subprocesses. See Figure 1(d). These factors reflect the life cycle of organizations that participate in the subprocesses. Solutions to these problems are discussed in the next section. At the end of that section, we discuss how the proposed solutions facilitate in dealing with these important human - 🗆 ×



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From: Barry E. Jacobs <barry.e.jacobs@nasa.gov> - BEJ@nasa</barry.e.jacobs@nasa.gov>	•
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Thanks, Barry	
 Dr. Barry E. Jacobs Code 690.1 NASA Goddard Space Flight Center Greenbelt, MD 20771 barry.e.jacobs@nasa.gov	_
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Т	Overview of Protestantism Process Library The objective of this tool is to help Protestantism Managers (and Staff) to <i>quickly learn</i> to build and
	nanage Protestantism. We present our approach in five bullets.
	 We focus on the documents that Protestantism Managers prepare. These documents appear within various subprocesses (e.g., <u>1</u>) and within multiple organizations (e.g., <u>2</u>).
	• For each subprocess, we create a directory of documents for that subprocess. (e.g., $\underline{1}, \underline{2}$)
	 For each document type, we create files to help prepare the document. These files include document overview, organization, related links, structure, references, organization samples, organization contacts, and sample documents from other organizations. (e.g., <u>1</u>, <u>2</u>)
	 Sample documents have three levels of access: a) Unconditionally Distributable (e.g., <u>1</u>, <u>2</u>), b) Maintained In Organization Libraries (e.g., <u>1</u>, <u>2</u>), and c) Proprietary (e.g., <u>1</u>, <u>2</u>).
	• Each organization gets worksheets for its own use. These worksheets also help add to the database as Managers go thru the subprocesses. (e.g., <u>1</u> , <u>2</u>)
	'or more information on the Protestantism Process Library see: <u>paper</u> , <u>summary</u> , and <u>other process</u> <u>braries</u> .
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Subprocess Worksheet

Subprocess: Planning Protestant Congregations

In this subprocess, we deal with the planning of Protestant Congregations

					Estimated	Actual	Documents						
1 +	Task	Ршрозе	Suggested Roles	Task Lead(s)	Completion Date	Completion Date	Document	Instructions and Samples	Document Lead(s)	Estimated Completion Date	Actual Completion Date	Document Location(s)	
	Administration	The purpose of this task is to administer Project Development .	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official, Project Manager, Documents Manager	James Green	07/23/07	08/23/07	Document Library	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034	
		The purpose of this task is to administer Critical Design Review (CDR)	Task Lead, Subtask Lead, Subtask Member, Reviewer, Approval Official,	James Green	06/23/07	06/23/07	Critical Design Review (CDR)Documents	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034	
	Critical Design Review (CDR)						Draft Project Requirements Document	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034	
			Project Manager, Documents Manager				Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034	
			Task Lead, Subtask Lead, Subtask				Resource Analysis Office (RAO) Data Dump Documents	Instructions and Samples	James Green	06/23/07	07/23/07	Library: NS2034	
	Recourse ánalusic Office	The rearrises of this task is to administer Recourse	Member, Reviewer,	Tomas			Project Plan	Instructions and Samples	James Green	06/23/07	07/23/07	<u>Library</u> : NS2034	
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	 For each document type, we create files to help prepare the document document overview, organization, related links, structure, references, organization contacts, and <i>sample documents from other organizations</i> 	organiz	zation sa	
*	 Sample documents have three levels of access: a) Unconditionally Dist Maintained In Organization Libraries (e.g., <u>1</u>, <u>2</u>), and c) Proprietary (e.g., <u>1</u>, <u>2</u>). 			<u>1, 2</u>), b)
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Protestantism Management Using Process Libraries and Electronic Handbooks (Where Shakespeare Meets Freud)

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Find

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0. Introduction

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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 Protestantism. Protestantism is a key world-wide religion. Managing complex distributed processes is difficult due to the complexity of the subprocesses, the diversity of views of different organizations, and the diversity of views of managers and participants taking part in the subprocesses.

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. 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.

1. Problems

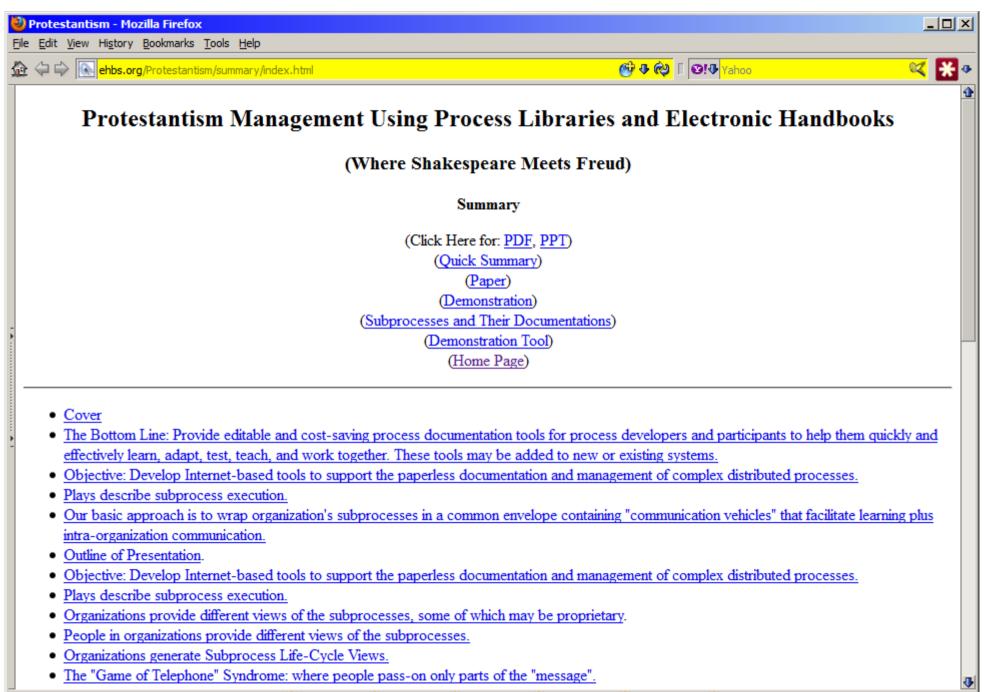
We discuss here some of the problems that are intrinsic to the management of complex distributed processes.

First, complex distributed processes tend to have lots of related subprocesses. For example, Figure 1(a) shows some of the subprocesses of Protestantism. Notice that we organize the subprocesses into five categories: Product Realization, Product Distribution, Support, Improvement, and Common.

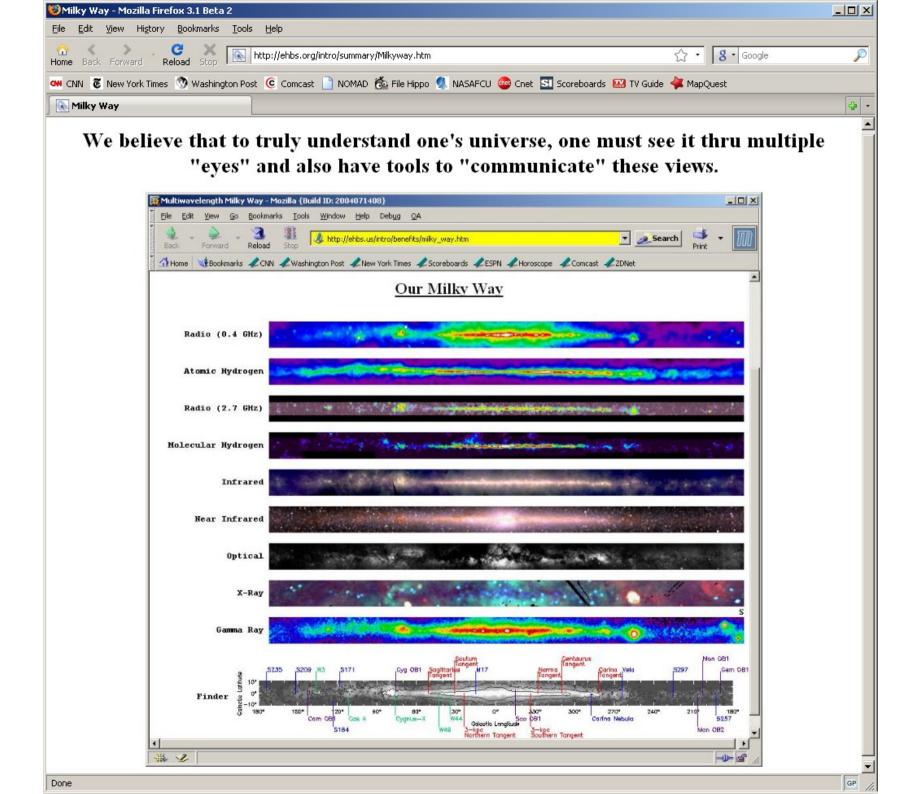
Second, for each subprocess, we tend to have multiple organizations, each having their own view of the subprocesses. For example, Figure 1(b) shows some of the organizations participating in Protestantism. In addition, there are also organizations that distribute the products that come out of the subprocesses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

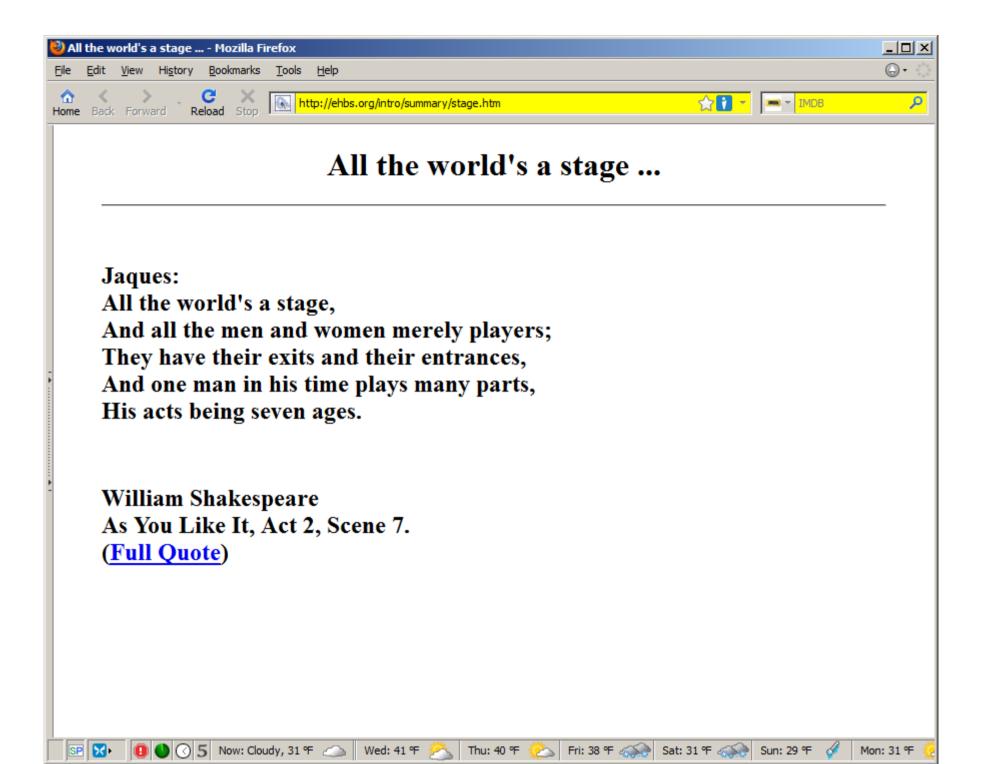
Third, within each subprocess organization, we have numerous managers and participants, each person having their own view of the subprocess. See Figure 1(c). It is very important that both managers and participants quickly learn and then establish integrated views for their roles in the subprocess.

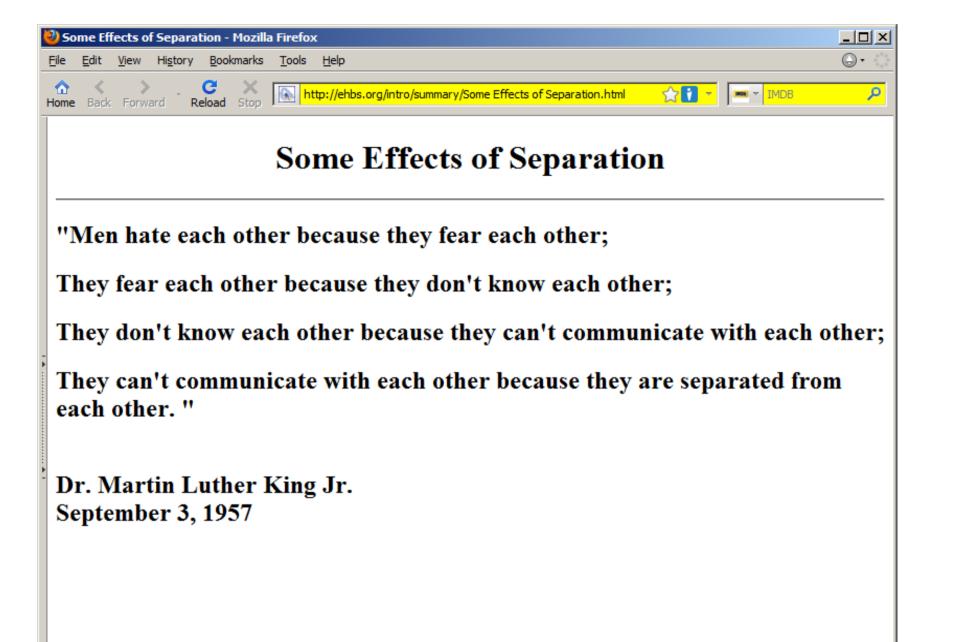
Fourth, there are a number of important human factor issues that have to be dealt with in the management of subprocesses. See Figure 1(d). These factors reflect the life cycle of organizations that participate in the subprocesses. Solutions to these problems are discussed in the next section. At the end of that section, we discuss how the proposed solutions facilitate in dealing with these important human - 🗆 ×



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