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**True Information Management: Far More Than Technical Automation Support**

**By Johnny Bee**

Across the Regular army, the term Selective information Management connotes different

substance. In a garrison environment, a unit or section selective information direction military officer is typically that computer smart individual responsible for keeping their respective automation assets properly configured and Entropy Assurance Vulnerability Alert compliant in accordance with Directorate of Info Management policy. In a tactical setting, specifically at division and higher echelons wherever command and control and C2 entropy systems are the centerpiece of trading operations, the IM mission takes on a much More encompassing and critical function.

A office that has the INTERNATIONAL MARITIME ORGANIZATION often focused solely on technical foul control and configuration of C2 systems and systems data moving across networks and throughout tactical operation centers.

Effective and true up IM, however, focuses Thomas More on tailoring, filtering and fusing C2 data for relevancy and significance to ultimately drive the commander's decision cycle. Breaking out of the technological automator mold to info analyst to achieve dead on target IM is an inherent dilemma facing many IMOs nowadays.

As the Signaling Corps postures itself towards the Future Force and Joint Operations, off-the-shelf technology is increasingly user-owned and operated and providing vast amounts of data, taking possession of, and focusing on the straight IM mission volition prove vital to keeping the Sign Regiment relevant. Continued from page 1. On larger scale the I Corps staff is acting as a JFLCC or CTF, the is caught up playing the conventional albeit misguided part of ' automator', particularly in getting center systems set-up and configured. This purpose is often extended throughout the initial phase of an operation until C2 systems and procedures are synchronized.

The IM plan and established procedures dictate flow during this early stage. Once a routine struggle rhythm is in place, the is usually afforded time to focus on real IM and deliberate tailoring of for and signification. At this point, IM is done in a deliberate, proactive manner versus a reactionary mode during initial setup at the conflict major or chief's request. During his tenure as Chief of Bespeak, MG(R) Pat Cavanaugh accurately captured the take exception still facing Data Managers and the

Betoken Regiment now: "The manager testament be faced with the daily dispute of determining just how his organization receives, manages, processes, protects and disseminates.

The manager, then, wish need to be well-versed in operating and employing systems and communications networks, and equally literate in the art and science of maneuver warfare." If you canvass possible candidates for this position, it's quite clear the Indicate Regiment is best positioned to take on the – use. Our skills, training and experience cause us to cross all lines of handling: from the backbone infrastructure itself, to the local area networks in TOCs, to the systems and databases that power our Ground forces fight-command systems.

We need step up to the plate and take responsibility for IM. As the moves from division and corps formations toward the Future Force of UEx/ UEy design, technology bequeath continually enable faster and Sir Thomas More voluminous TOC flow to commanders.

Tailoring this for and understanding to achieve on-key IM is an , training and staffing gainsay for the Point Corps, and a focal for managers of and tomorrow. far to a greater extent than automation support.

MAJ Norris is currently assigned as the I Corps G3 officeholder. His recent assignments include signal ship's officer in the Stryker Brigade Coordination Cell at Fort Lewis, Wash. and 8th G6 plans policeman at Yongsan, Korea. Norris is a 1990 graduate of Virginia Commonwealth University with a degree in journalism and 1997 graduate of Old Dominion University with a master's degree in applied linguistics.

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### **Doing Business In The Future – Business Process Management**

**By Trevor Marshall**

Business Process Management (BPM) is a set of activities performed by organizations to improve or streamline their business processes. Since software tools are usually used to aid these activities, these software tools are referred to as Business Process Management Systems.

– Business Process Management Systems

Business Process Management has been in place for some time now. Due to the introduction of software tools, however, there has been renewed interest in the body of knowledge pertaining to BPM. These software tools make design and implementation of Business Process Management easier, cheaper, and more efficient. There are three categories of Business Process Mmanagement activities – design, execution and monitoring.

1. Design

Designing BPM involves capturing the existing processes in a business environment. These processes must be modeled in a way that they can be simulated and tested. Modeling these processes usually involves graphical representation methods that document the processes and stores this data in repositories.

### 2. Execution

Traditionally, to implement automation in a business organization, developers would have to be contracted to develop applications that automate certain processes. Unfortunately, the scope of these projects was often too narrow. The result of which is that the automation is not well integrated into the business environment since the automation only deals with a particular department or function. BPMS champions a method that pushes for the development of applications that encompass the entire business process. It aims to fully automate the business environment only stopping to query the user when human intervention is absolutely necessary.

### 3. Process monitoring

Process monitoring involves observing and taking note of the performance of the individual processes so that evaluation and intervention become more straightforward for the business organization. From the information gleaned from here, the business organization's leaders can make further decisions on the direction the business process takes. The data from this activity can be used to generate different kinds of statistics that are necessary when having to make critical decisions. Business Process Management is an iterative process.

### 4. The Future

Although BPM strives to automate the mechanical processes of a business, there has been interest in developing BPMs that move into the territory of human judgment. Some of the processes involved in a business environment are not included in the automation because some sort of human decision is needed. With the growing complexity of information systems – especially studies into decision support

systems and artificial intelligence – some human decision-making processes can actually be automated. This is the future goal of BPM, to further automate previously unautomatable processes.

#### – The Business Process Management Ideals

In 1920, Frederick Taylor outlined three waves of business ideals in managing processes. These waves represented the ways of thinking business process engineers had.

#### Wave 1. Processes Set In Stone

They are secured in business policy manuals. The manual is the basis of the process, and the organization has to abide by it.

#### Wave 2. Processes Changed Once In A While

Using a one-time activity, changes can be made. This means that the business would have to build their processes around a fixed system since change can only come once in a while, and at a great cost.

### Wave 3. Processes On-The-Fly

The primary consideration in such systems is flexibility to change. Businesses that adhere to this goal create business environments that can adapt to its changing needs. This setup also allows the business to constantly fine tune its operations. This wave is not about business-process reengineering. It is about maintaining an environment that is constantly on its toes, ready to adapt to the circumstance, and maximize its strengths while downplaying its weaknesses.

Change is the only constant, they say. In this modern day and age, this could not be truer. The survival of a business could very well rely on its ability to constantly tweak its processes according to the whims of change. With the growing body of knowledge concerning Business Process Management, the path towards a sustainable market advantage based on a streamlined, flexible business organization can only get clearer.

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