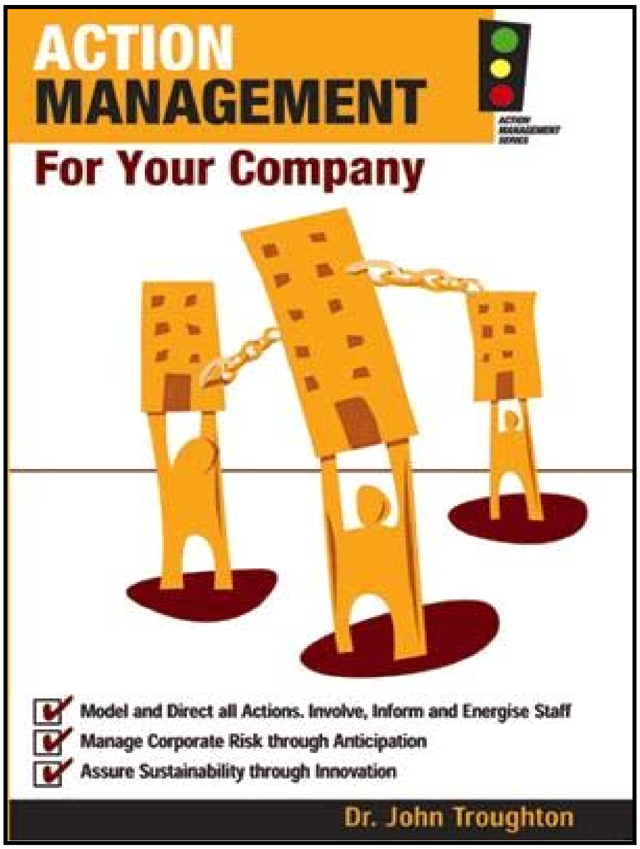
ACTION MANAGEMENT SYSTEM

A Synopsis of the AMS Methodology



"An Improvement System that fits every Business"

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The AMS Internet System

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1. Business Introduction

The Management Practice (TMP) has developed a really powerful business improvement system that helps any organisation manage the operational actions that managers and staff need to do to drive better business performance and achieve "business excellence".

In all operational areas it is management's job to remove obstacles and stimulate actions so that “the things employees do” have a positive impact on the performance of the business. So TMP developed a methodology (called the Action Management System - AMS) to improve the day-to-day operational management, efficiency and productivity of a business (any business).

Financial accounting systems are by nature historical, so if management only relies on these systems then they are normally operating in "catch up" mode. AMS introduces pro-activity and is a system for taking non-financial business initiatives, setting targets, and then tracking the improvements that result. In creating this pro-active management environment, AMS then permeates through the whole organisation. AMS focuses on the operational management elements of a business that approaches business improvement in a remarkably simple and logical way.

The AMS methodology can be applied to any size of business. Small to medium sized businesses (SME’s) will see AMS as a whole-of-business system whereas larger businesses may implement AMS with a divisional or departmentalized focus that can be later consolidated into an overall AMS covering the entire business. For example a larger business may start with the Information Technology function and create an AMS-IT that has an impact right across the business. Generic AMS Products are provided to support the major cross-functional areas of a business.

It is a strong endorsement for AMS that The National Institute of Accountants are now implementing AMS to help them run their business better, and now working with TMP to introduce their 15,000+ members to the power of AMS.

AMS is supported by implementation and coaching services that are either provided by TMP or trained and Licensed Associate who have substantial senior management experience.

The Action Management System (AMS) can be applied to any organisation where the CEO wishes to systemize and improve the operational management of the business. AMS helps the CEO better manage the critical "operational" areas of the business. AMS also helps all staff better manage and perform in their own day-to-day "actions". AMS directly aligns all staff actions with those of the business so that staff can not only get a better understanding of the business, but can also see how their own job is making a relevant contribution to the business. AMS provides staff access to all of the information and tools they need to do the best job that they can. So AMS improves business management from both the **BUSINESS perspective** and the **PEOPLE perspective**.

AMS is therefore a combination of three key components:

(a) an operational management method for better management and performance improvement;
(b) a computer system that implements the method to plan, record, track, and assess all operational "actions" performed in the business, and
(c) a repository and directory of knowledge required and immediately accessible by the people for the business to be run efficiently.

AMS can be implemented rapidly over a 3 month period, or progressively over a 12 month period. As AMS grows in content it becomes a key operational component of the continued improvement of the business over the long term. There is considerable flexibility in the sequence of AMS implementation, but irrespective of the sequence chosen, the implementation is always done in small logical and simple steps. The menu structure of the supporting software reflects the "logical steps" of the AMS implementation. Although there is a lot of flexibility in the implementation sequence, this operational overview follows a logical step-by-step sequence so that the logical approach of AMS becomes evident.
However Steps 1(a) and 1(b) are always performed first, as these steps "define the business framework" and create the essential foundation for a common management and staff understanding of the business that is necessary before improvement can be implemented.

1. (a) Defining the Business Strategies is about "Directing the Business" and creating the basic strategic structure of the business. In AMS this called the Business 5x5. The CEO then has this simple framework within which to define the strategic direction of the 25 major components of the business. This simple approach enables all staff to get a quick understanding of the business and how the CEO sees that the business should progress.

1. (b) The Business DNA is the "one-page" graphic view of the business showing the actual "operational actions" needed to run the business and it also shows the current "health" of the business where risk is visualized by colour code.

1. (c) The DNA Actions constitute the operational directory of the business actions required to run the business. These actions contain the operational characteristics of the DNA that drive the business improvements of the entire AMS.

1. (d) Assessing and Managing Risks is the identification and listing of every risk of every Operational DNA Action. Any action in the business can carry "risk" and this risk element is incorporated into colour-coding of the Business DNA and becomes a fundamental component used to highlight the "health" of the business. These risk elements are then continually assessed by management and staff who are accountable for these actions.

1. (e) Registering Improvement Ideas is where recommendations can be generated by any staff member on any action area of the business, in particular those associated with an action area that has been identified as being "at risk".

1. (f) Conducting Improvement Audits is the improvement method used by AMS to identify what needs to be done to improve the areas of the business that have been identified as "at risk". Improvement Audits are typically 90-minute sessions that are used to search out the issues and problems to establish the best way to improve.

1. (g) Improvement Projects are initiated where multiple resources are needed to address a critical action that requires a team focus to improve it.

ONLINE HELP: Most pages of the Internet-AMS have a **[?]** button at the top of each screen form that explains the operation of that particular page, but also by clicking in any field and then selecting the F1-key on the keyboard, a user can display a field-level pop-up box which gives assistance related to that particular field.

The following schematic illustrates the AMS Business Model and highlights some of the systemised AMS Implementation Steps.

(a) The "blue writing" shows WHAT ALL BUSINESSES "DO".
Follow the blue steps to see the simple logic of any business operation.

(b) The "red writing" is WHAT AMS SYSTEMISES TO IMPROVE A BUSINESS.
Follow the pink steps to see how AMS "shadows" the fundamental operational areas of any business.

AMS focuses on what businesses actually "do" from an operational perspective.

AMS "systemises" the operational improvement process using this framework.

1. (a) Defining the Business Strategies

The Business Strategy view is the start of the Business DNA creation. This is where the Business Purpose and the top-level strategic Business 5 x 5 business view is created. A "Strategy" for the business can be documented from this view using the 5 Strategic Actions (Level-1 Actions) plus the top 25 Business Actions (Level-2 Actions) that logically underpin the 5 Level-1 strategic actions. This strategic-level 5x5 view then becomes "operational" at the next level level-3 which expands into the 125 x DNA Level-3 Operational Actions that define the operation of the business. This top-down approach ensures that the strategy is then the determinant of the way that the Business is then "operationally" managed.

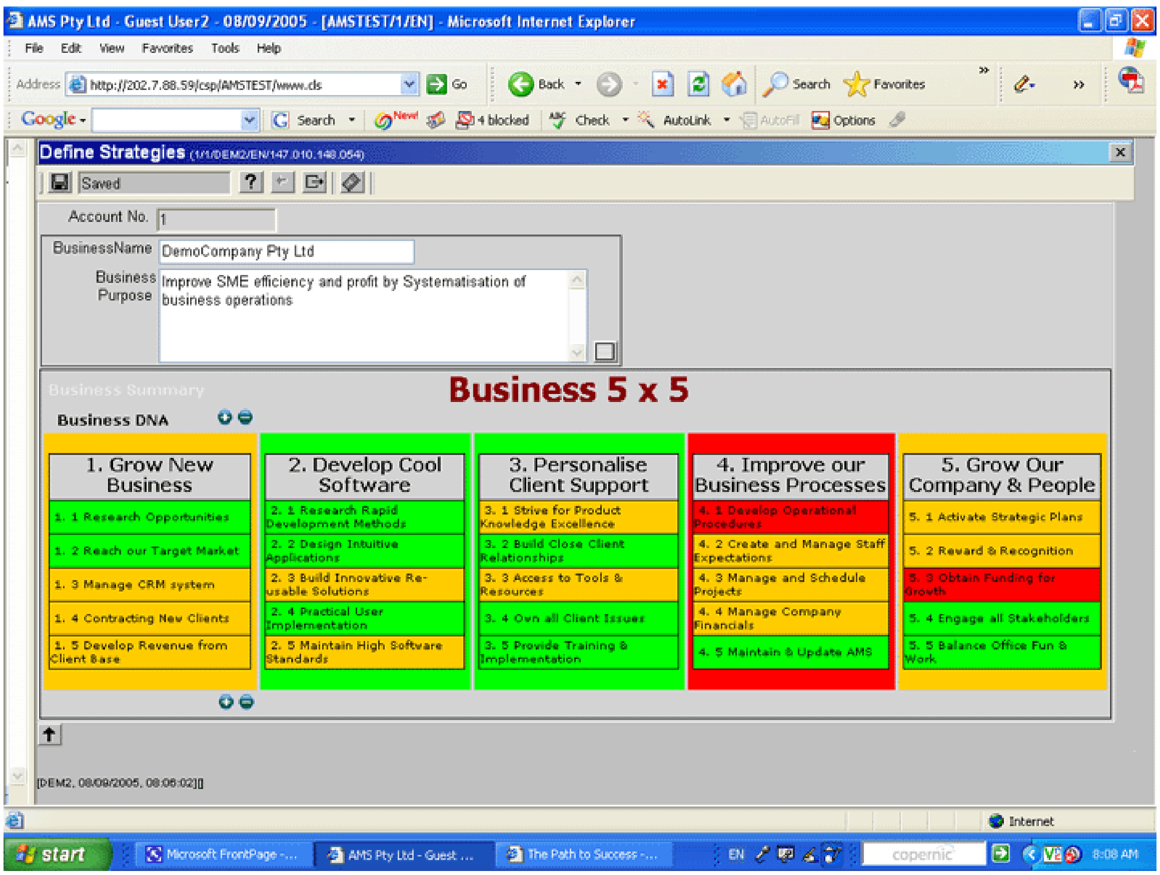


Fig. 1

Initially this screen will be empty of data, so start at the top by entering the Business Name, and then defining the Business Purpose. After saving the business purpose then you simply click on the first Strategic Action (the top row one-digit numbered actions) in the above 5 x 5 Business Summary view (Fig.1 above). This will open the selected Strategic Action (see Fig. 2 below) and will also show the five (5) Level-2 Business Actions (two-digit numbered actions) that constitutes the key actions that make up the Level-1 Strategic Action.

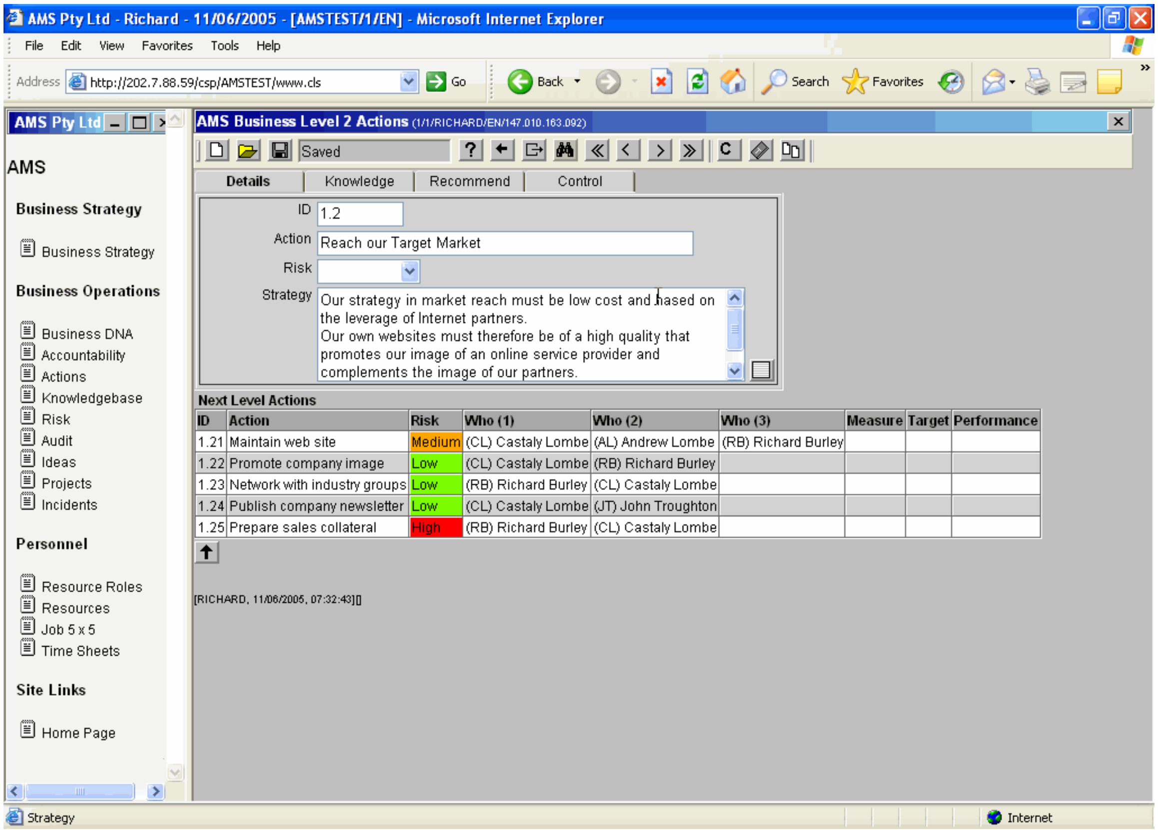


Fig. 2

Within each of the 5 x Level-1 and 25 x Level-2 actions there is an area for the senior management to document the business strategy that relates to each of these 30 areas. So after completing the Business Strategies 5 x 5 matrix then a summary report can be generated (by clicking on the [G] button) and a Summary Strategic Report can be viewed and printed. The next step is to click on any Level-3 Action (three-digit numbered actions) and drill down to the detailed Operational Action level of the **Business DNA.**

1. (b) The Business DNA

The AMS Business DNA is a graphic view of the entire business that is both a strategic and an operational "road map" that the business has chosen to follow. A Business DNA has three "Action Levels". At the higher levels (Level-1 and Level-2) the DNA identifies management's "strategic view" of the business, and at the lower level (Level-3) it identifies the operational structure and characteristics of all "processes of value" that constitute the actual running of the business. The Business DNA therefore creates a "transparent view" for all staff that shows at a glance the way that management views the business, and also the current management concerns within the business. The colour codes highlight what operational actions have been assessed as being performed well or poorly. Clicking on any DNA Operational Action (Level-3) will enable the user to view all of the Action Characteristics of the specific Operational Action. So this Business DNA page view is a "road map" of the entire business that allows the user to logically navigate to any area of business operations and to view the operational characteristics associated with this area. All operational characteristics such as measures, targets, risks, improvement audits, operational knowledge, improvement projects, and incidents that make up each operational action, are available for view by all staff to encourage and facilitate more efficient and better management by everyone in the business.

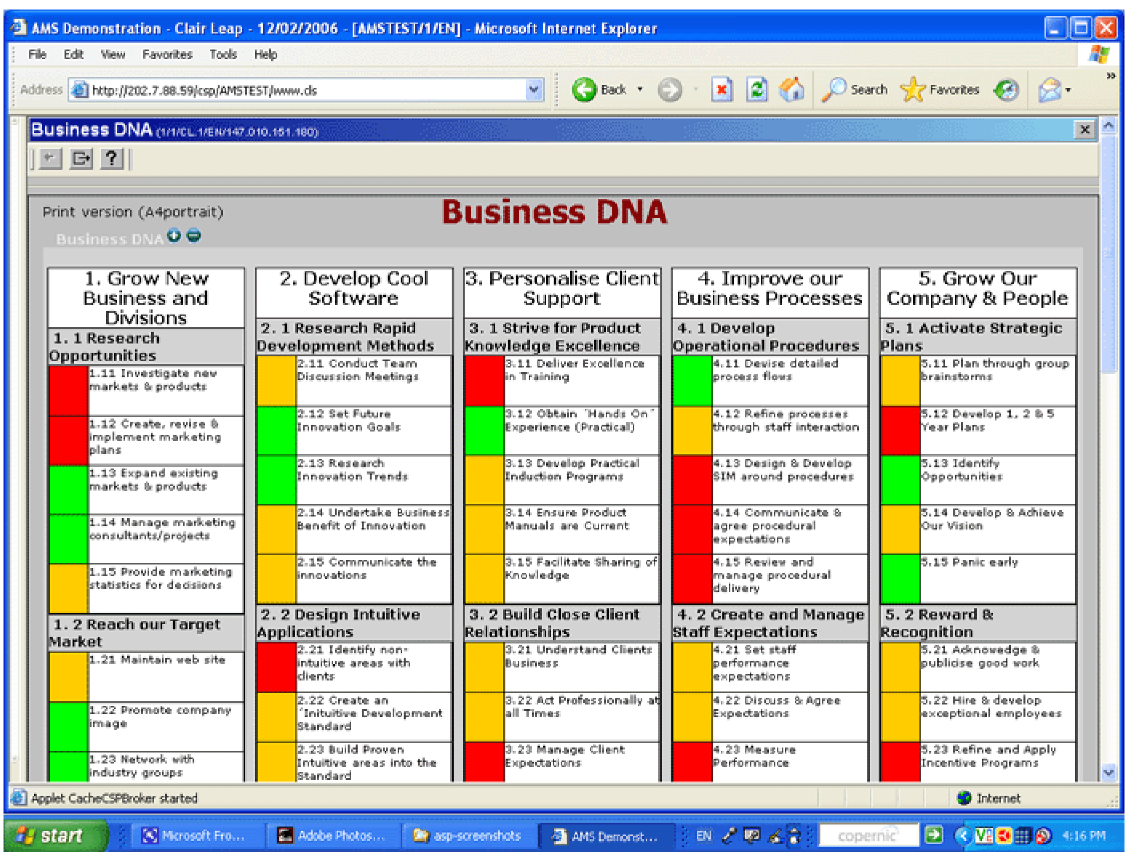


Fig.3

An alternative chronological search index of Operational Actions together with a summary of their Action Characteristics is also provided by clicking on the **"List DNA Actions"** menu item. This search index view allows key-word searching to drill-down to Operational Actions that relate to the subject area. All the Operational Actions are progressively given operational substance by building the action characteristics for each one (in the priority determined by the risk profile and relative value of each to the business).

1. (c) DNA Operational Actions

DNA "Operational Actions" (or Level-3 Actions) are the actions that drive all aspects of the business. These operational actions are the "heart" of the AMS as a management improvement system. The "characteristics" assigned to every Level-3 Operational Action are unique to each different business and are built over time to improve all aspects of operational efficiency. **Action Characteristics** include such things as accountability, risk, measurement, targets, improvement audits, ideas & recommendations, improvement projects and incident resolution. These "action characteristics" form **the essence of every operational action** within the Business DNA and focus all employees on "doing the right things that add true value" to the business.
The **List DNA Actions** menu item opens a sequential "search list" of all 125 "Operational Actions" that can then be searched by key-word or sorted by displayed components to drill-down to the required operational action.

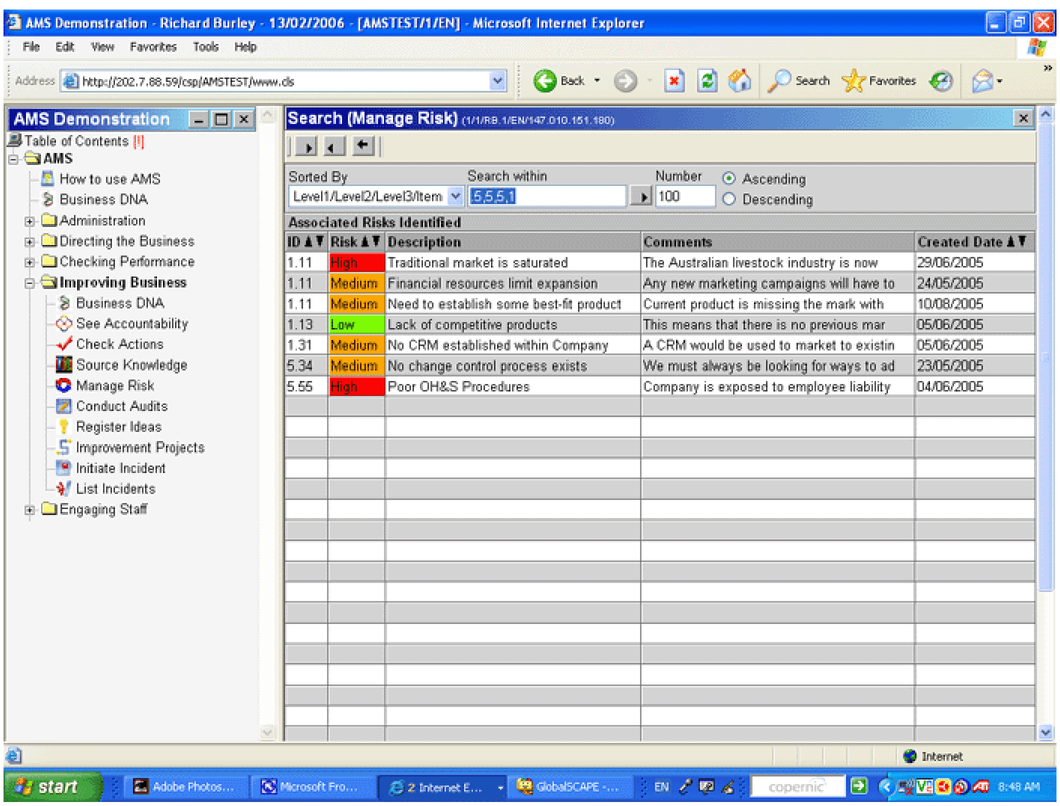


Fig. 4

The TABs across the top of the Level-3 Action form each open a sub-form to access the data that constitutes each action "characteristic".

The Action TAB defines the basic characteristics of the operational action including the staff that are accountable, what is the measure of performance, what is the business target for performance, the overall risk assessment, and the current performance assessment.

The Knowledgebase TAB gives access to create and find company knowledge relating to the operational action. Procedures, templates, forms, reports, training material, etc, can be uploaded, downloaded or viewed so that all information that contributes to the performance of that action is easily accessible from this Knowledge Source. Search functions are provided to rapidly find knowledge items.

The Risk TAB allows in-depth risk analysis of the operational action. Multiple risks can be identified and assessed for severity in the context of the action.

The Audit TAB is where an improvement audit is optionally performed and documented and where recommendations are consolidated to improve operational performance.

The Ideas TAB is where any staff member can made a suggestion for the improvement of any operational action.

The Projects TAB is where a detailed improvement project (associated with one or more operational actions) can be created and tracked. An improvement project is normally created from an improvement audit and includes the coordination of multiple resources and tasks.

The Incidents TAB is where "ad hoc" events associated with an operational action can be documented and assigned to a staff member for resolution.

The Control TAB shows the last changes made to any characteristic of an action. This is a simple change audit trail noting what was changed and who made the last change. Extensive "change tracking" is held within the Modification Log of the Internet-AMS (accessible only by the Client Administrator) that tracks all addition, changes, or deletions made by any user to any data in the AMS.

In addition to the Control TAB, all changes in any data entered into the AMS are associated with the user that made them and all changes are logged with both the before and after content so that all changes can be audited if required.

1. (d) Assessing and Managing Risk

Risk Assessments can be done (and regularly re-done) on any DNA Operational Action within AMS. **This activity is fundamental to the priorities** that are then applied by the business to create improvements and to better manage the business.
Risk Assessment (when done at the overall Operational Action level) also produces the "health" visualisation of the Business DNA. When an overall action risk assessment is high then it is coloured "**RED**". This signifies that the action is critical to the business but not being performed well. An "**AMBER**" action is one that is not being performed well but is not currently critical to the business, and a "**GREEN**" action indicates that the action is being performed satisfactorily at that time.

However every operational action **can have many risks associated** with it and the AMS allows the identification of multiple risks and the **"List Risk"** menu item displays a search list directory of ALL of the risks that have been identified throughout the business, and associates them with the Operational Action to which they specifically relate. A detailed risk analysis of an operational action can be performed in preparation for an Improvement Audit. Clicking on any risk item will open up the details of that identified risk and any suggested actions that have been idenjtified to mitigate that risk.

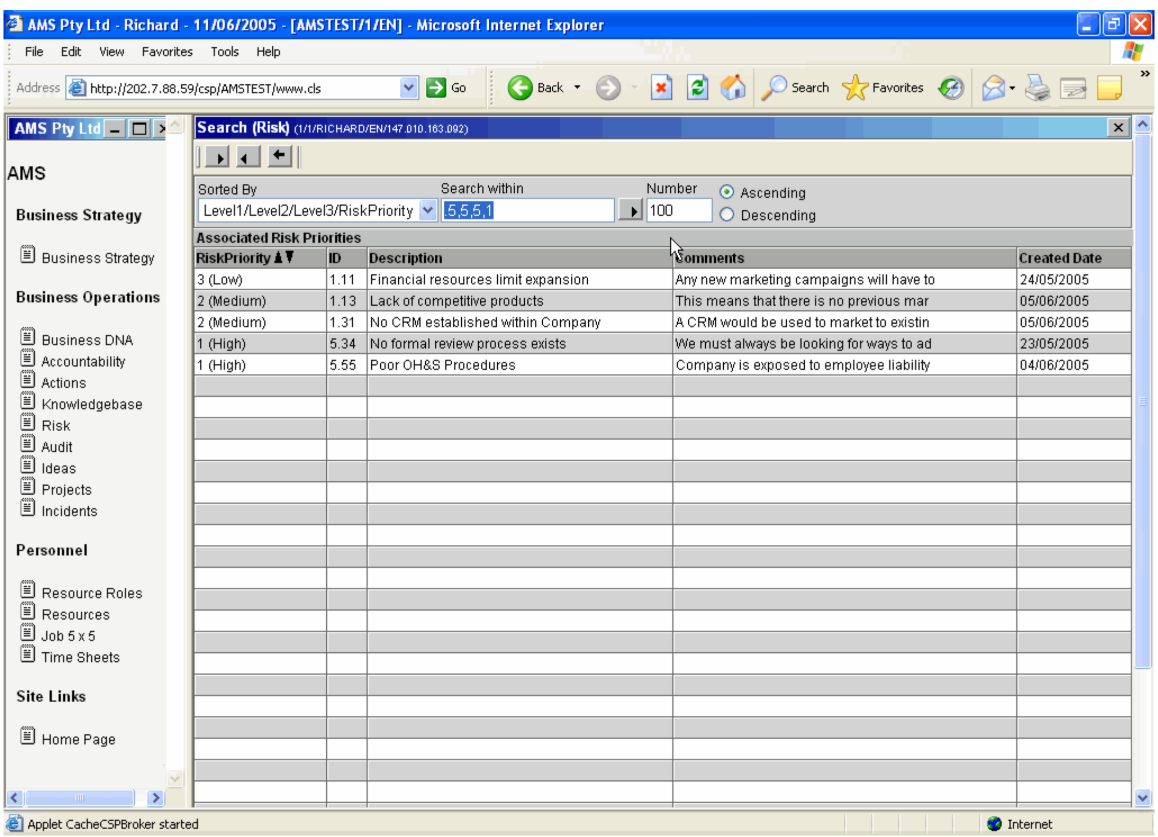


Fig. 5

1. (e) Registering Improvement Ideas

This AMS component is where new ideas for improvement from any staff member are captured for management appraisal. A history of progress is kept and "Improvement Projects" (see Fig #9 below) can be spawned from either "ideas" or "audits". Staff can input "ideas" at any time and these can be made immediately visible to management who can then comment and determine if an idea is worthy of further investigation or the creation of an improvement project.

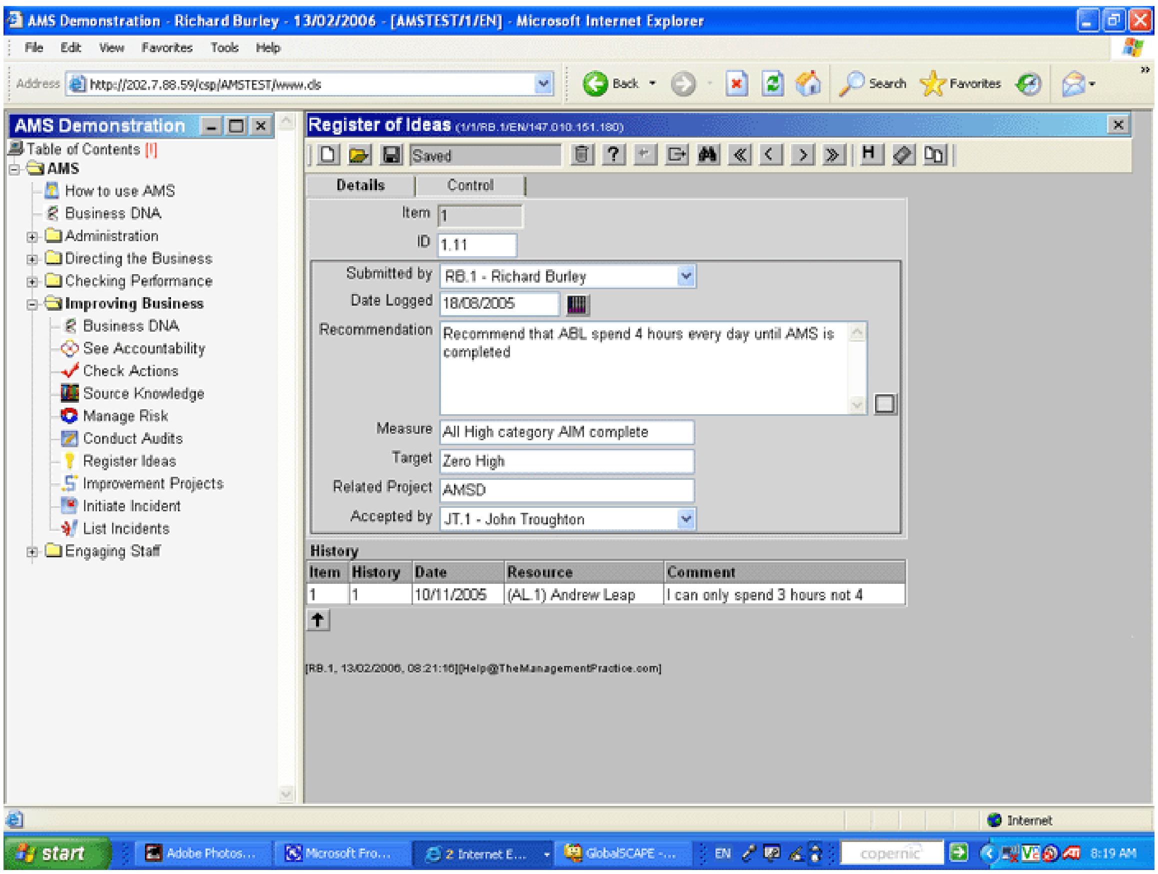


Fig #6

Any recommendation or idea should also include suggested measures and targets of how improvements can be quantified if the idea is implemented.

1. (f) Conducting Improvement Audits

An "Improvement Audit" can be performed on any DNA Operational Action that is deemed by management (or the person accountable for the action) to need improvement. The **"List Audits"** menu button displays a search list of all audits that have been undertaken. Fourteen (14) questions are asked in the context of the Operational Action being reviewed and, based on the information and the answers documented, then a recommendation is made on what needs to be done to improve the Operational Action.

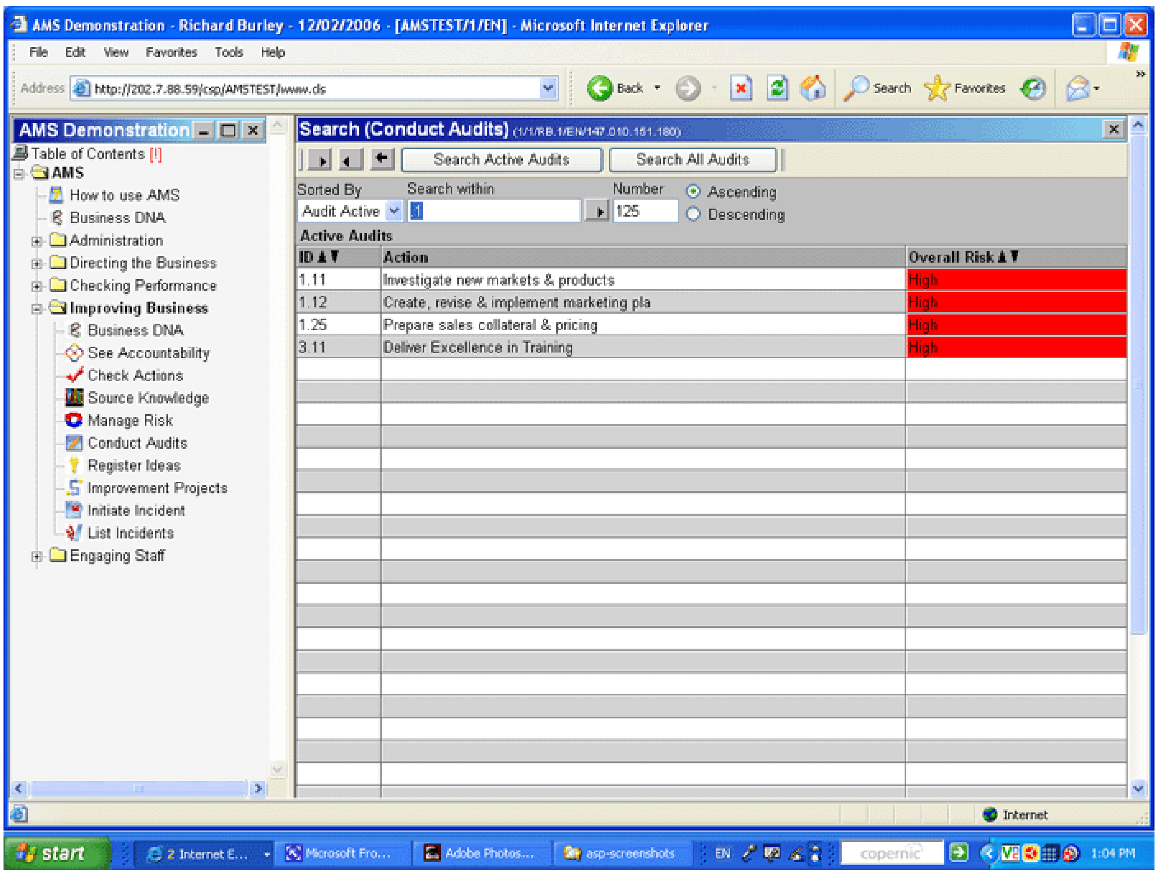


Fig. #7

Standard questions are provided within the AMS that are "generic" in nature (see Fig #8 below), however any question can be modified and tailored to the context of each specific action being audited and then both the question and the answer saved within that action. The generic questions are only provided as a suggestion and provide a "trigger" to uncover the problems and issues related to the operational action so that a recommendation is then properly drafted to address the issue.

The final Question 15 is "What are the Recommendations?".

When this question is answered then the answer is transferred to the top of the form for quick viewing and browsing.

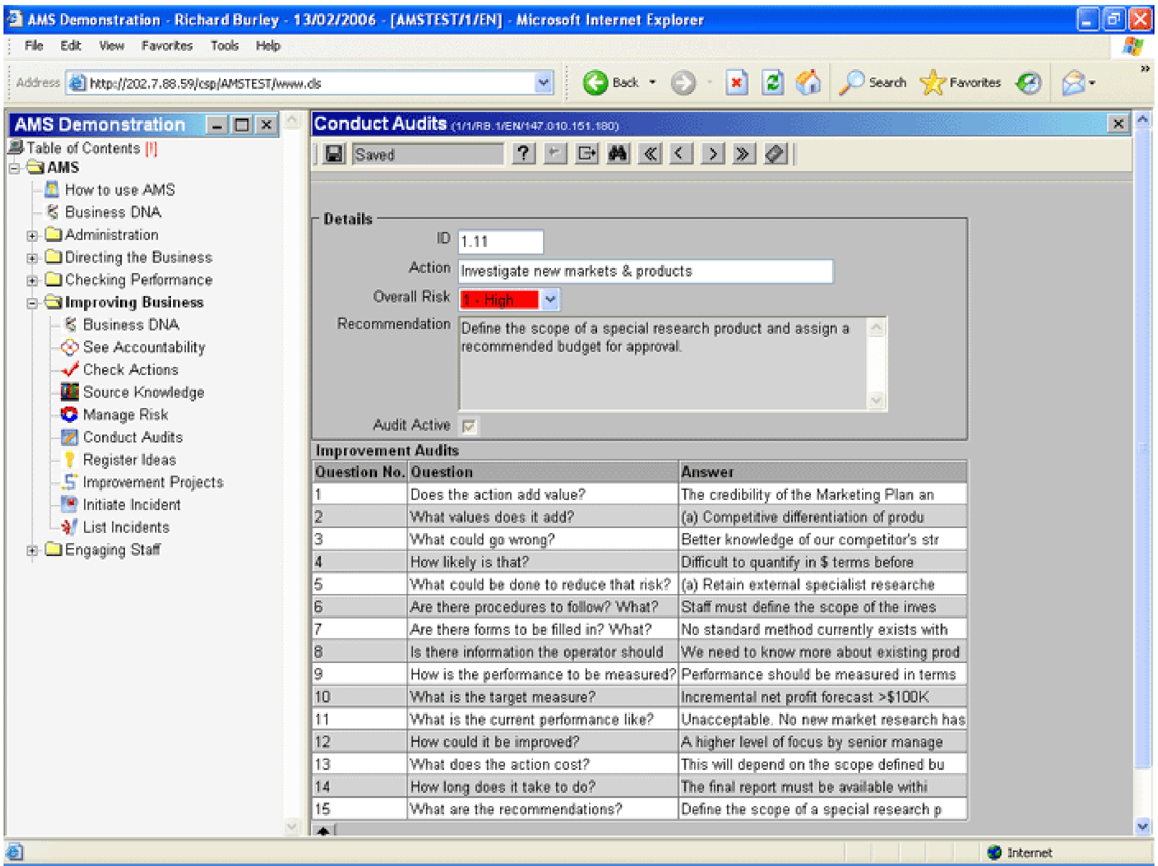


Fig #8

1. (g) Making Change through Improvement Projects

A major component of the AMS management improvement process is the activation of "Improvement Projects" and the subsequent control and tracking of these projects. This AMS capability is a **fast and simple way to create and manage projects** without the complexities of sophisticated project management software.

The **"List Projects"** menu item displays a search list directory of currently active Improvement Projects. These Projects are **always** associated with at least one DNA Operational Action and are normally the result of an Improvement Audit (see Fig #8).

Within AMS these projects are set-up and managed to their conclusion (normally by the individual who has primary "accountability" for the Operational Action that generated the project.

Project Actions are the list of actions required to deliver the entire project. These are assigned by the project manager (or person accountable) to people that have been “drafted” onto the project team and each person is automatically advised by email and Action Reminders of what and when their project actions are expected to be completed.

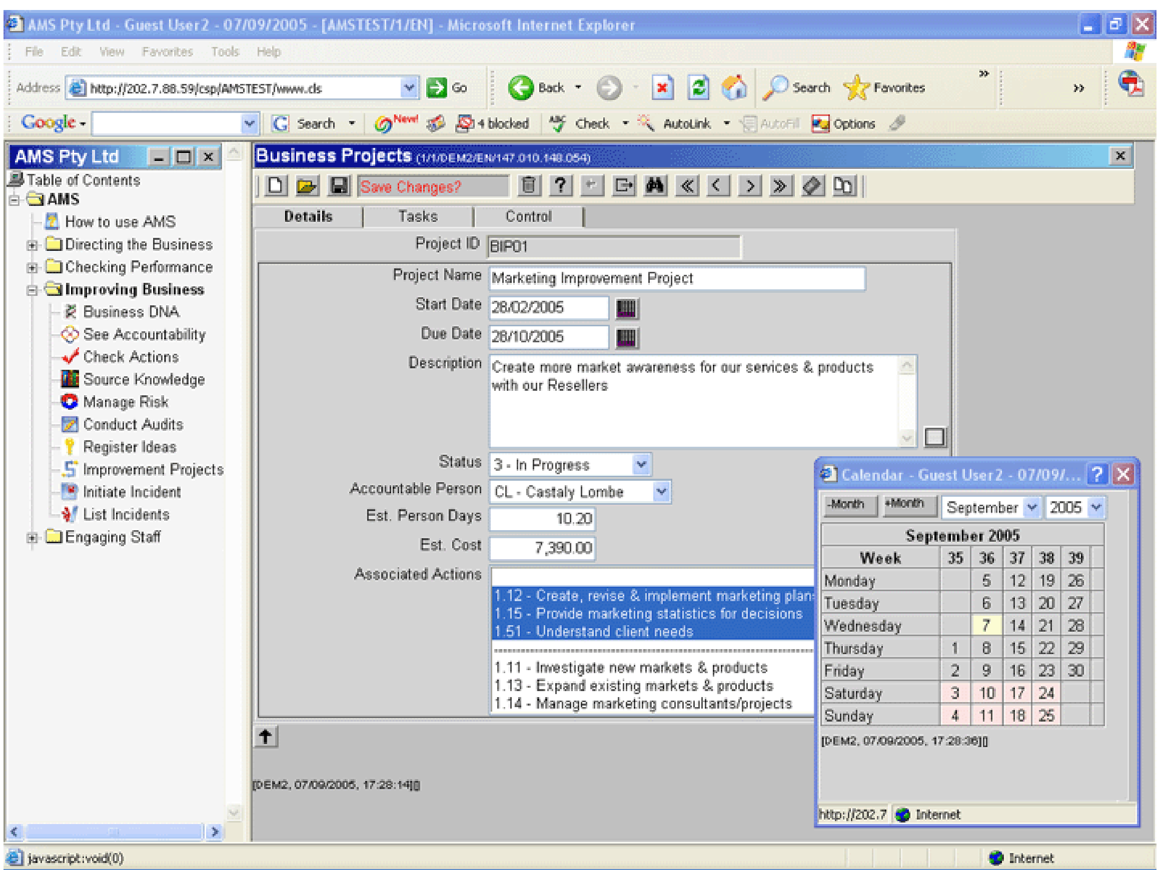


Fig #9

The AMS Business Projects form has four (4) TABs.

The Details TAB contains the basic information about the project including the project manager or person accountable for the whole project, and a total of the estimated person-hours, start date, the date due, description of the project, a project cost summary accumulated from the project actions identified (see project Actions TAB), the current project status, and a list of the DNA Operational Actions to which this project is linked and targeted for improvements.

The Actions TAB provides a list of the "Project Actions" that comprise the total project and by clicking on any project action then the information on each is accessed.

The Knowledge TAB provides a sub-directory of all of the knowledge that is already associated with the linked DNA Operational Actions, on the assumption that some of this knowledge will be logically be required in the execution of the project.

The Control TAB provides access to the last changes made to the project together with by whom and when these changes were made.

2. People Introduction

"People" are the most important non-financial asset of any business. It is therefore critical that this resource be properly managed. AMS helps the CEO and the senior team understands what all people should to be doing to help them add maximum value to the business. AMS also helps all staff better manage their own day-to-day "actions" and gets everyone striving to improve their efficiency and productivity. AMS directly aligns all staff actions with those of the business so everyone can see how their job makes a relevant contribution to the business.

AMS automatically documents actions allocated to individuals to remind them of their commitments. AMS generates emails and Action Reminders on due dates for Project Actions, Incident Resolution, and Performance Reviews.

The **“Involve Staff”** menu item contains the AMS "people" steps. Start at the top of the menu and work downwards to see the logic of these implementation steps.

2. (a) Defining Business Roles is required as the first step in the AMS "people process" because everyone must have a “Role” within AMS.
2. (b) Staff Resources (the people) are then added and each person is assigned a roles. Obviously many people can have the same role (e.g. a sales person) but their individual job may have different elements and measures.
2. (c) Establishing Accountability requires that Business Step 1(c), "action definition" has been completed as a prerequisite, because the next "people" step 2(d) below, requires that people know what they are accountable for so that their actual job can be properly defined.
2. (d) Creating a Job 5x5 is the most critical step in the people process. This is where the jobs of all people are created and the definition of how their success will be measured is specified.
2. (e) Sourcing Knowledge is the linking of essential knowledge (as both a repository and directory) to both the business and personal actions so that people can most efficiently perform the actions of their jobs.
2. (f) Managing Time allows people to record the time they spend on any aspects of their job or of a special Improvement Project. This allows AMS to record the "real" focus that is being made on the most important projects, jobs, and DNA actions.
2. (g) Resolving Incidents is where either "random or planned actions" can be logged for resolution. An incident always requires action by a person allocated to resolve it. Therefore if an incident is created then it is not forgotten by anyone and is logged by AMS and given a priority to resolve track to completion.

2. (a) Defining Business Roles

Within AMS all staff Roles required to run the business are defined. An employee is then assigned one of these roles (multiple people can perform the same role) and their specific implementation of this role becomes their Job 5x5.

So in setting up the people-related components of AMS we start by defining the basic roles required (these can be changed or added later), then we create the human "resources" directory (see Fig #9 for Staff Resources), and finally we create a specific "Job 5x5" for each person in the business (see Fig #13 below).

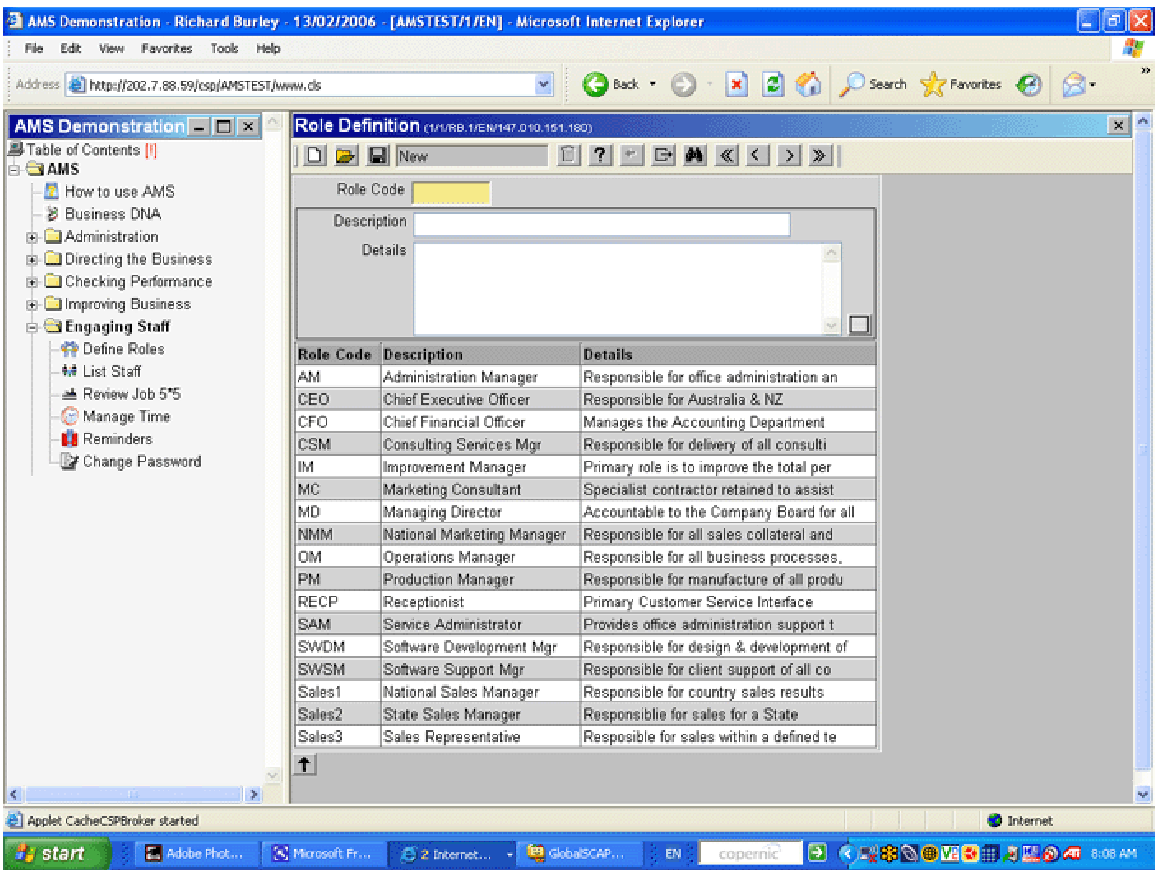


Fig #10

A Role is very simple to create. By selecting the "New Roles" menu item, a list of the existing defined Roles is displayed. A new role can be created, or an existing one selected and modified. Each role starts with a unique Role-ID, followed by the Role Name, and finally a general summary of the Role.

2. (b) Staff Resources

The Menu item **"List Employees"** is the search directory of all staff and contractor resources currently employed in the business. Clicking on any listed person will open up the directory details of the person. These staff details do not contain any confidential information and are available to all staff. No personal information is available in this directory. Emails can be sent directly from this search directory to anyone on the list simply by clicking the email icon next to their email address. All current staff and contractors should be recorded within the AMS. Staff members are never deleted from the database, so viewing details of a ex-staff member (no longer employed) can be done by clicking on the "Search all Staff" button at the top of this search list which will then display a search list that includes all ex-staff members.

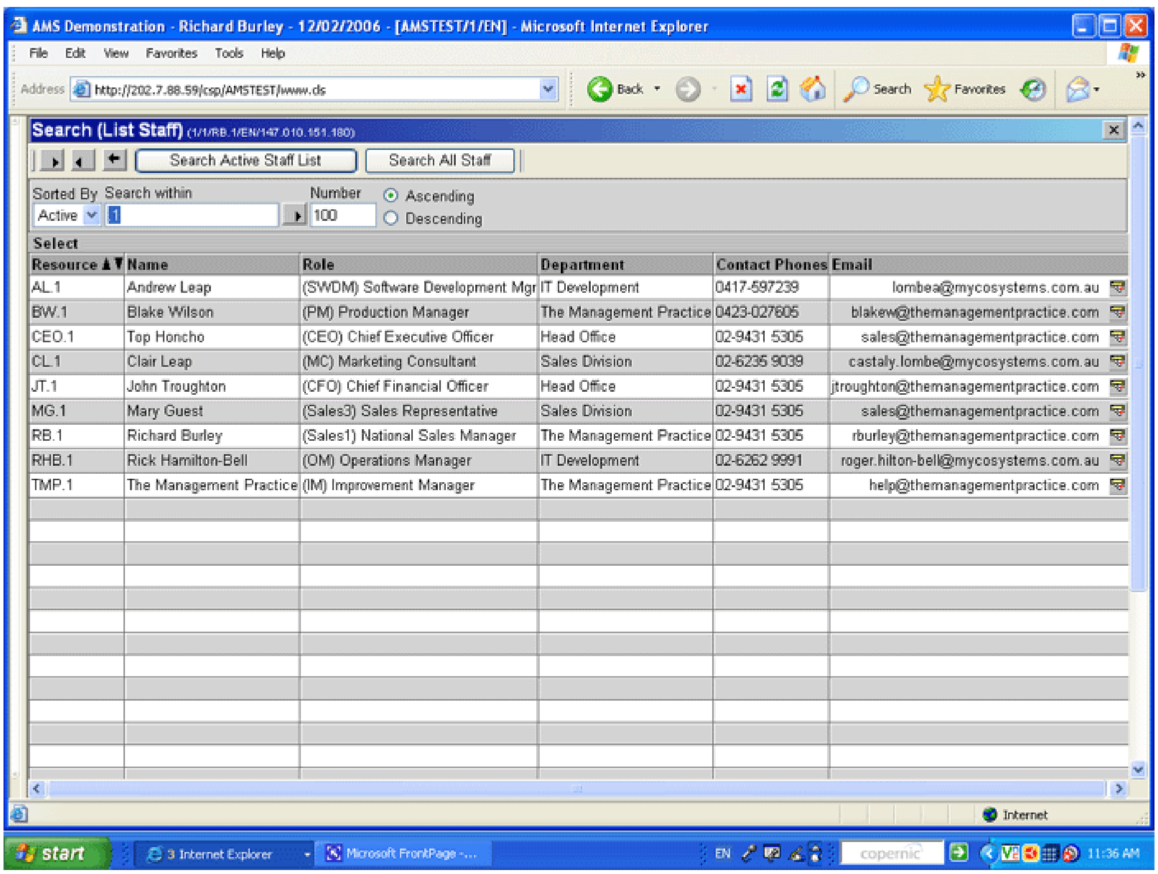
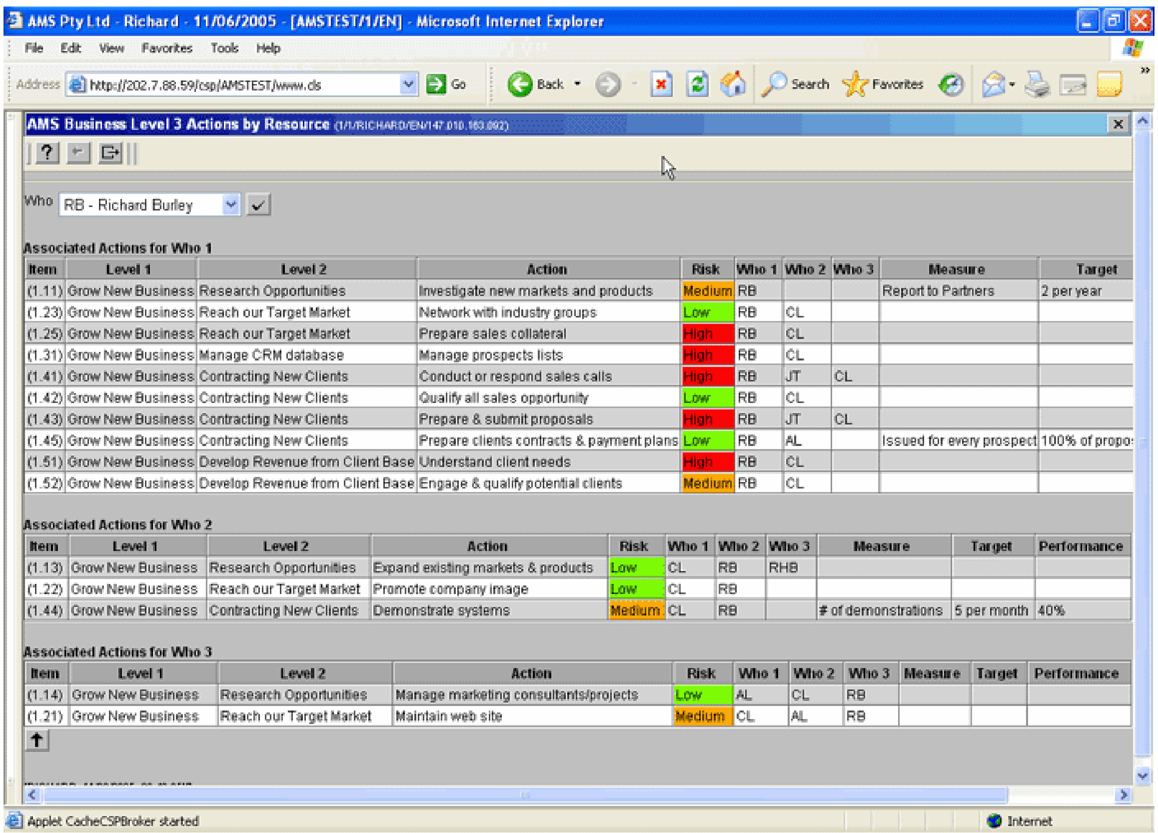


Fig #11

Clicking on any item opens a summary of basic staff member details including who they report to, their business contact phone number, their department, their physical location, and any general information that an individual person may optionally wish to provide to all other staff members (e.g. their mobile phone number, their business address, their home address, or a list of any staff who report to them, etc, etc).

2. (c) Establishing Accountability

An important element of the AMS is the assignment of "accountability" of all of the 125 DNA Operational Actions to individuals within the organisation (i.e. both managers and staff). This allocation of accountability can only be done after the Business DNA is created. The **See Accountability** menu item creates a display report of the accountability of the individual selected. This report is an essential prerequisite before the creation of the Job 5 x 5 of any person. By assigning every Operational Action to individuals (or roles) then every Job Action within a Job 5 x5 is therefore linked back to a business Operational Action. So everything that the staff does then become directly associated with adding value to the business. Every employee can see at a glance which business actions they are accountable for and which are currently "at risk". All people throughout the business can then see at a glance who has the primary role (or a supporting role) in obtaining optimal performance in any action area.



Associated Actions for Who 1

Item	Level 1	Level 2	Action	Risk	Who 1	Who 2	Who 3	Measure	Target
(1.11)	Grow New Business	Research Opportunities	Investigate new markets and products	Medium	RB			Report to Partners	2 per year
(1.23)	Grow New Business	Reach our Target Market	Network with industry groups	Low	RB	CL			
(1.25)	Grow New Business	Reach our Target Market	Prepare sales collateral	High	RB	CL			
(1.31)	Grow New Business	Manage CRM database	Manage prospects lists	High	RB	CL			
(1.41)	Grow New Business	Contracting New Clients	Conduct or respond sales calls	High	RB	JT	CL		
(1.42)	Grow New Business	Contracting New Clients	Qualify all sales opportunity	Low	RB	CL			
(1.43)	Grow New Business	Contracting New Clients	Prepare & submit proposals	High	RB	JT	CL		
(1.45)	Grow New Business	Contracting New Clients	Prepare clients contracts & payment plans	Low	RB	AL		Issued for every prospect	100% of propo:
(1.51)	Grow New Business	Develop Revenue from Client Base	Understand client needs	High	RB	CL			
(1.52)	Grow New Business	Develop Revenue from Client Base	Engage & qualify potential clients	Medium	RB	CL			

Associated Actions for Who 2

Item	Level 1	Level 2	Action	Risk	Who 1	Who 2	Who 3	Measure	Target	Performance
(1.13)	Grow New Business	Research Opportunities	Expand existing markets & products	Low	CL	RB	RHB			
(1.22)	Grow New Business	Reach our Target Market	Promote company image	Low	CL	RB				
(1.44)	Grow New Business	Contracting New Clients	Demonstrate systems	Medium	CL	RB		# of demonstrations	5 per month	40%

Associated Actions for Who 3

Item	Level 1	Level 2	Action	Risk	Who 1	Who 2	Who 3	Measure	Target	Performance
(1.14)	Grow New Business	Research Opportunities	Manage marketing consultants/projects	Low	AL	CL	RB			
(1.21)	Grow New Business	Reach our Target Market	Maintain web site	Medium	CL	AL	RB			

Fig #12

The "accountability" page should be printed out for the person (and their immediate superiors) as the first step in the preparation of a person's Job 5x5 so that all of the person's Job 5x5 Actions can be cross-referenced to a DNA Operational Action and therefore become a set of personal actions that address the operational DNA actions for which they or their manger has accountability.

2. (d) Creating & Reviewing a Job 5x5

Under the AMS management environment, each employee has a Job 5 x 5 (summarised in a one-page view that defines their job). The **"List Job5*5"** menu item displays a search list directory of all current employees. Clicking on any item takes the user to the Job 5x5 of the selected employee. However not all employees can see all of the job details of everyone else. **Security access** is such that an employee can only see the full details of their own Job 5x5 and those of the staff who report to them. Only the Summary Job 5x5 (colour matrix – see Fig #13) is available for viewing by other staff. So all drill-down access is prevented unless it is the current user's Job 5x5 or someone that reports to them.

A Job 5x5 is made up of a maximum of 25 Job Actions segmented into 5 areas of responsibility that define the job expectation of an individual. A Job 5x5 is directly derived from the "business accountability" that has been assigned to an individual or their manager/supervisor (See Fig #12). After a job review is completed, a colour scheme then puts a visualisation to the current priorities of this job (see Fig #13 below).

A **PINK** rating reflects an area requiring a "monthly" review. This may be related to performance, priority, or importance.

A **BLUE** rating reflects an area that requires a "quarterly" review, and

a **GREEN** rating indicates an area that should be reviewed "annually".

All staff can view the Summary Job 5x5 of all other staff so that everyone knows what everyone's job is, however they cannot see their measures, targets, performance or any review details unless permitted by secure access.

If permitted by security, then clicking on any Job Action item opens up the detailed Action Characteristics of the selected Job Action. These details show the way in which each job action is measured, targeted and reviewed.

Review dates for each job action are also included and these dates generate Action Reminders to both the individual and immediate supervisor for the due dates of each review. There are also links to the Source Knowledge required by the individual to perform each job action (see Fig. #14 below).

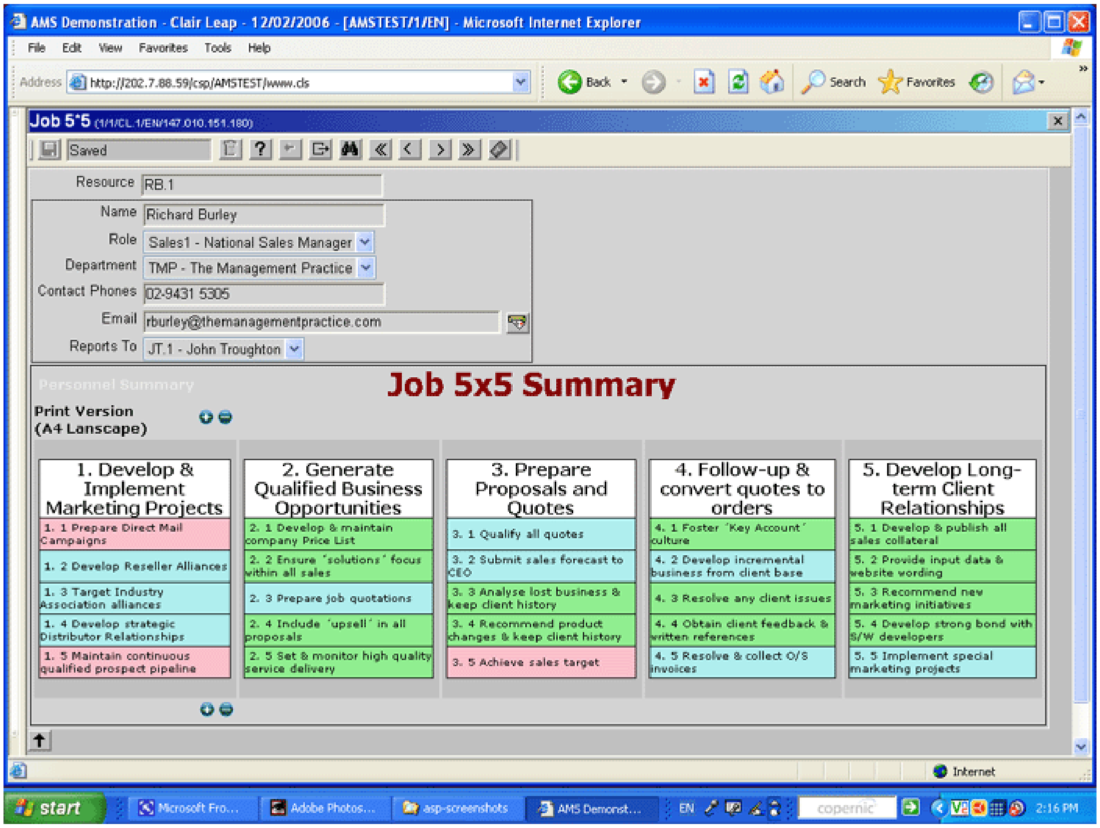


Fig #13

The following figure shows the structure of a single Job Action.

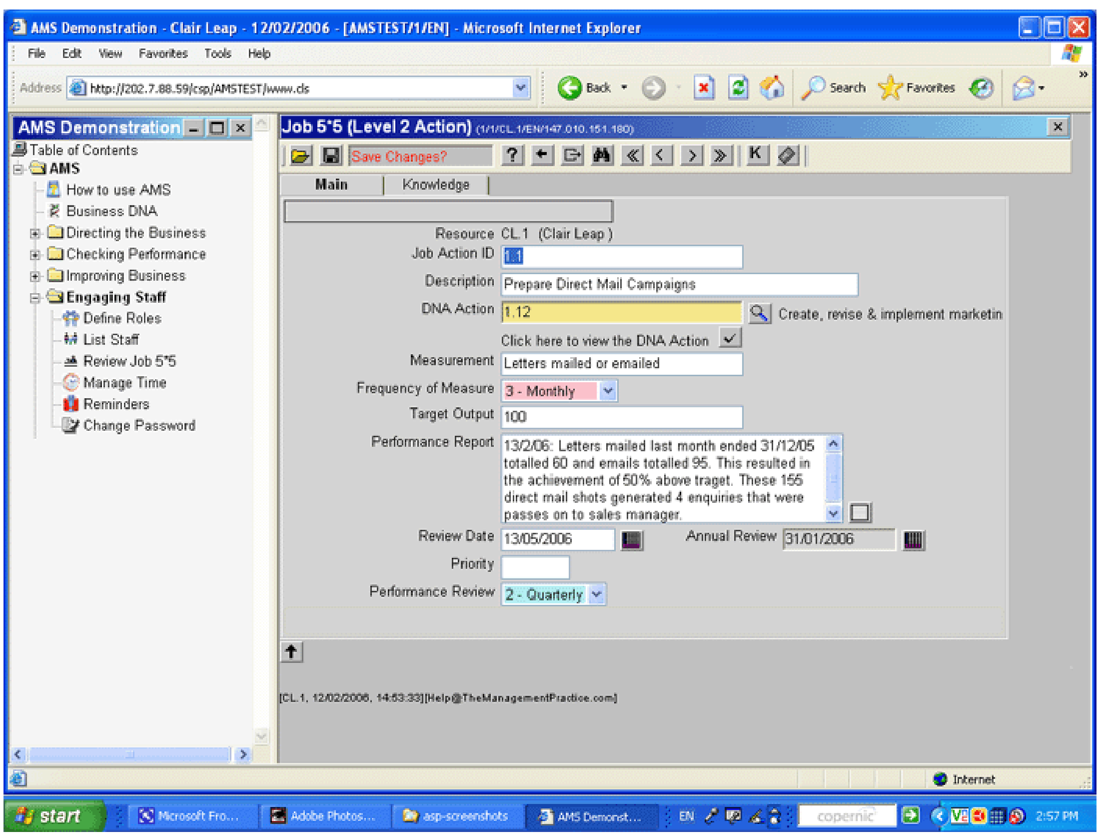


Fig #14

2. (e) Sourcing Knowledge

"Knowledge" in AMS is a part of the "how to" of an Operational Action.
The **"List Knowledge"** menu item therefore displays a search list directory of all the knowledge items that have been linked to the Internet-AMS and also linked to any Operational Action or Job Action. Much of this "how to" knowledge already exists in most businesses however it is often poorly organised and so people cannot get to it when they need it. So as the AMS implementation evolves, then each Operational Action and Job Action becomes linked to multiple items of "knowledge" required to perform the action efficiently. "Knowledge" can be in the form of procedures, templates, tools, check-lists, spreadsheets, reports, etc, and all this "knowledge" can be uploaded into the Internet-AMS or accessed from a secure IP address. The Knowledgebase then becomes both a searchable database and a directory of all information necessary to run the business. Every knowledge item has a "Link" that gives access by any employee to view or download this stored knowledge to assist in the most efficient implementation of the DNA Actions and Job Actions within AMS.

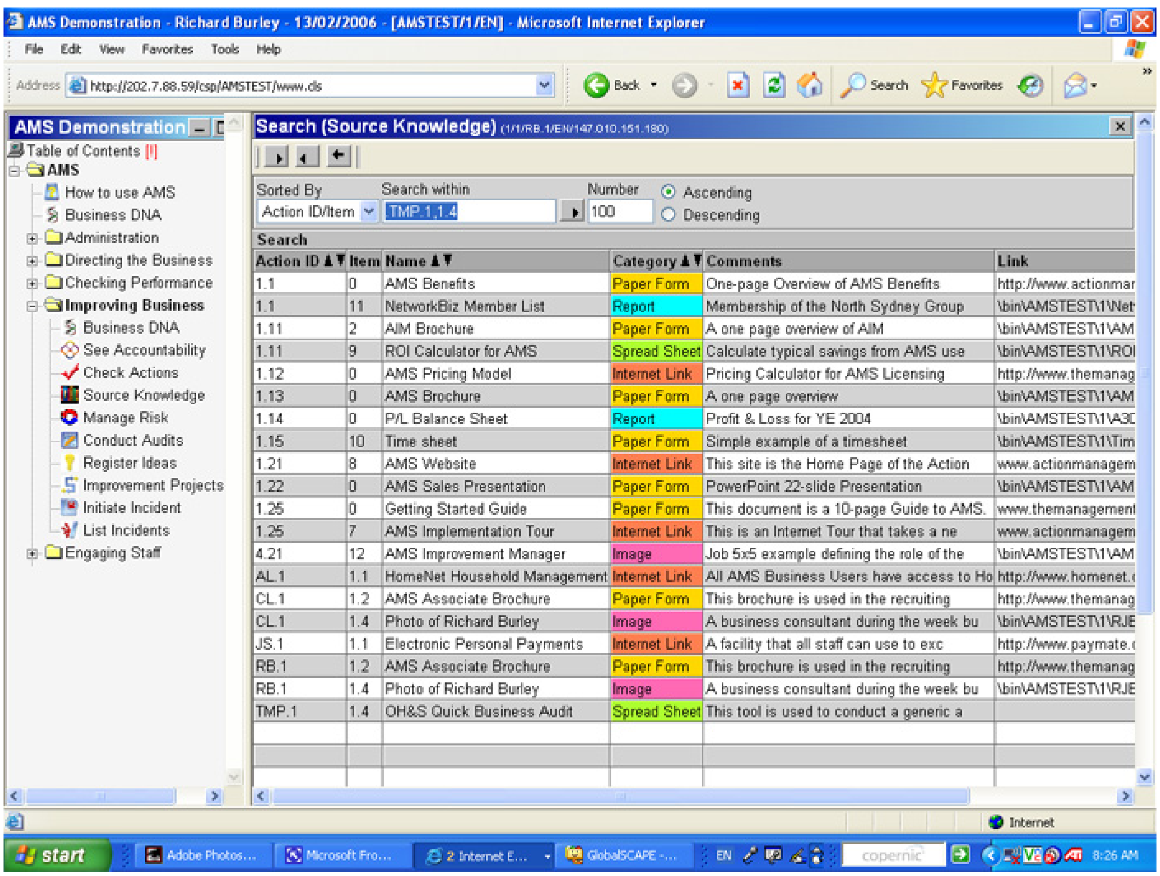


Fig #15

Knowledge is always linked to either a DNA Operational Action or a Job Action.
Keyword searching of the entire Knowledge base is provided to easily locate knowledge.
When the filtered knowledge items are subsequently displayed then an individual item can be accessed and displayed. The linking, uploading and storage of any knowledge item is

permitted (subject to security conditions) and the value of the AMS is continually enhanced. All business knowledge can be viewed and downloaded by all employees.

2. (f) Managing Time

This part of AMS allows staff to record the time that they spend on activities each day. Activities are then linked to their Job 5x5 Actions which are in turn then automatically linked to the DNA Operational Actions of the business. This functionality enables manages (or individuals) to obtain an analysis or consolidation of what time each person is spending on any DNA Operational Actions of the business for which they are making a contribution. Time spent can then be associated against critical "red" Operational Actions so that management can monitor and make an assessment of the share of actual time being spent on improving the business in the critical areas that are needed.

Time can also be associated with a "Project" and hours worked on special Projects can then also be tracked. Fig #16 shows the time recording form.

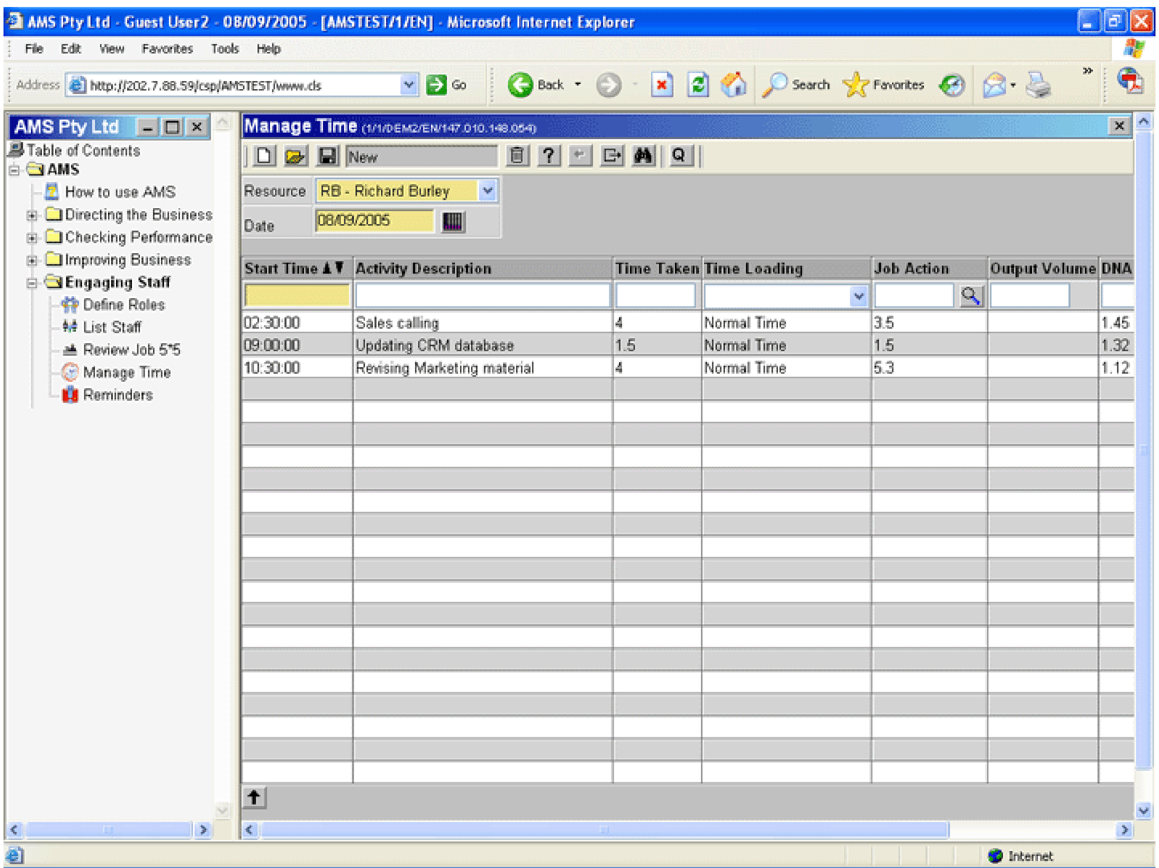


Fig #16

Fig #17 below a time report query (which in fact can then be used as a time sheet) covering a period of time for an individual. Notice that provision is made for logging Annual Leave, Sick Leave, RDO's, etc if required.

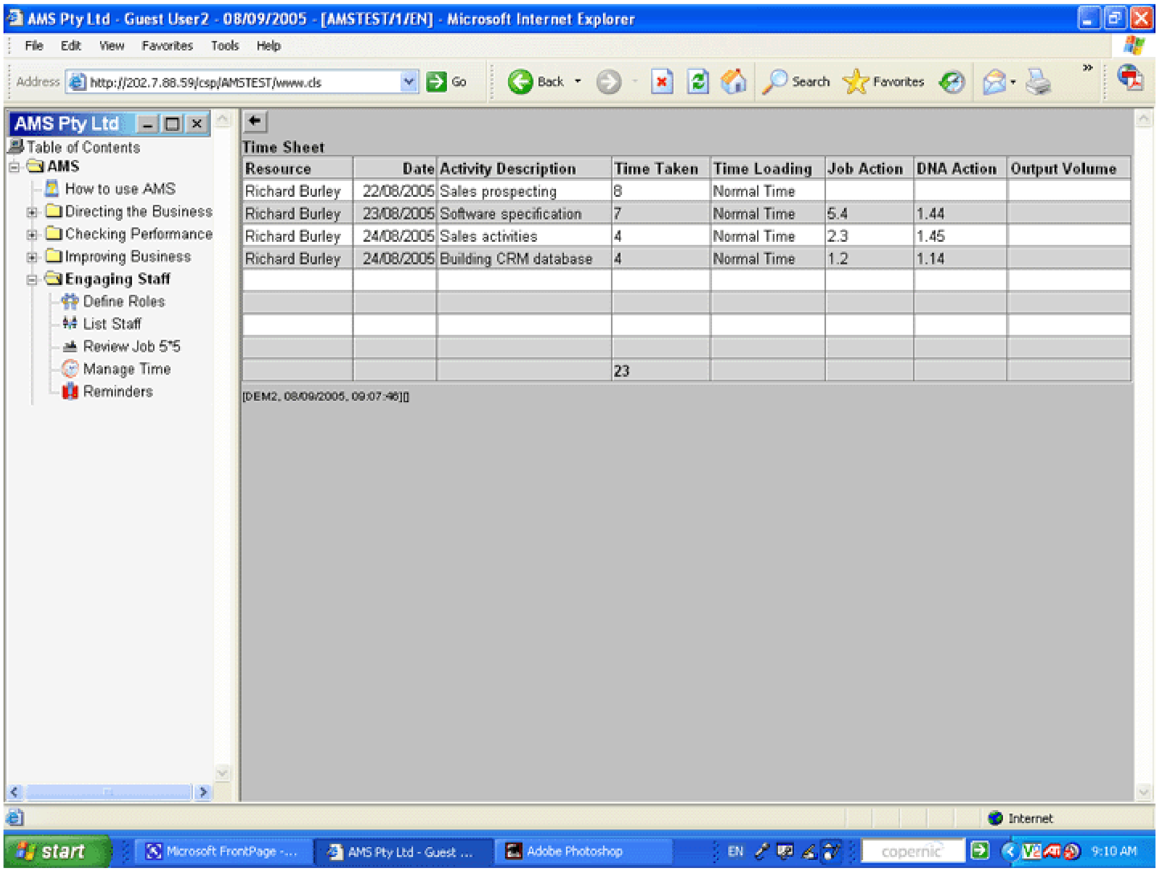


Fig #17

2. (g) Resolving Incidents

An "incident" within AMS is any activity or task that <u>requires resolution</u> by an individual and that the business has determined should be recorded and tracked.
Any business needs to resolve ad hoc incidents. But as well as random events, a business always has some "focus areas" that need to be continually monitored. These areas (like OH&S, and Quality Assurance) require incidents to be logged for legal compliance and conformance reasons, others (like customer service) are areas where incidents may need to be resolved with a high priority to ensure that high quality service levels are achieved.

AMS provides the ability to record, allocate, monitor, and track all business incidents through to resolution. All incidents are initiated by an event that is recorded by a person and then allocated to an employee for resolution. An email is generated to the allocated person with details of the incident and to initiate resolution. All incidents carry a priority. An incident can be reallocated (or delegated) to another staff member by any recipient, however the initiator of the incident remains unchanged. A control log is kept of all changes made to every incident following initial recording so that anyone can see the history of activity for any event including it's resolution. So the time taken to resolve any event can be monitored and reported. Numerous performance reports can be generated based on this data.

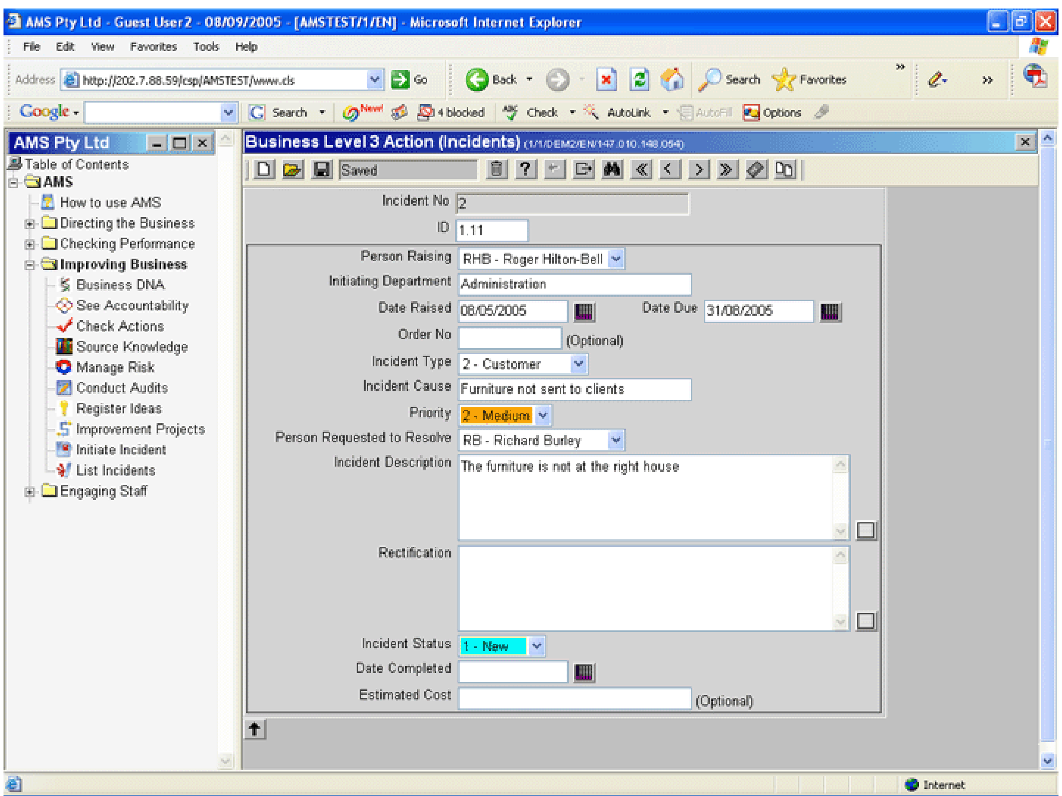


Fig #18

By recording and tracking all incidents then nothing is forgotten and operational management is implemented at the highest level.