

An icon of an envelope with a white paper sticking out, set against a blue, brush-stroke-like background.

Managing Email

Back it up or Delete it!
“What is the Problem”

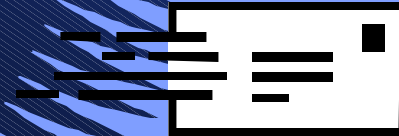
An icon of an envelope with a white paper sticking out, set against a blue, brush-stroke-like background.

Russ James
Enterprise Knowledge Pty Ltd

To Delete



Or Not Delete



that is the question?

AIM

**My aim is to provide you with an overview
of the current situation concerning the
management of email**

**and particularly to highlight some of the
dangers and pitfalls**

“What is the Problem?”

Some Questions

- Who prints all emails?***
- Who places all emails in an email folder?***
- Who copies emails to a file server?***
- Who is responsible for saving an email?***
- Who destroys some emails?***
- Who destroys their emails when IT yell?***

Hypothetical

- ❑ Department of Computing Facilities in the State of Fantasia
- ❑ Tender for a WoG EDMS was released last March
- ❑ Approximately 10,000 licences will be ultimately required
- ❑ Initial responses evaluated – 4 vendors have been short-listed

Hypothetical

- ❑ Next phase includes vendor presentations and demonstrations
- ❑ Final phase is BAFO negotiations
- ❑ Budget of around \$15 million for software + \$22 million for development, customisation, implementation and training
- ❑ Selection and Evaluation Panel

Selection and Evaluation Panel

☐ Minister of Computing Facilities

Only just elected to Parliament and immediately appointed Minister for a brand new Department. Prior to election was the owner of a very successful fish and chip franchise in the neighbouring State of Reality.

☐ Secretary of Department of Computing Facilities

Very experienced public servant with over 15 years as a Departmental Secretary. Considered to be politically astute and has overseen the creation of new departments in the past. However, is not considered technically astute.

Generally relies on his personal assistant for email management.

Selection and Evaluation Panel

□ Personal Assistant to the Department Secretary

Very keen young man with a great degree of enthusiasm only exceeded by his ambition. Will do anything to help his boss and spends many additional hours at work. Perhaps one flaw is his inability to recognise where his responsibility ends.

□ Contracts Manager – Department of Computing Facilities

Newly appointed public servant with over 20 years experience in the computing industry. Has worked for a number of the larger consulting groups and as a sales manager for a large computer vendor. Has very strong industry connections.

Selection and Evaluation Panel

☐ IT Manager – Department of Computing Facilities

Very experienced public servant with over 30 years experience in the computing industry. Very astute and has seen many past attempts to influence tender processes.

☐ Records Manager – Department of Computing Facilities

Career public servant with over 25 years service. Recently promoted from Manager of Fleet Maintenance. Has been involved with a number of reasonable large tenders in the past.

Selection and Evaluation Panel

☐ Records Manager – Department of Interior Research

Career public servant with approximately 20 years service. Started as a junior and has worked assiduously within the one department. No prior experience in tender processes or with the evaluation and selection of software.

☐ Records Manager Dept of Care

☐ Records Manager Dept of Wealth

Other Players

□ **Executive Vice-President of XYZ Computer Equipment Corporation**

Started as a junior almost 40 years ago and achieved legendary status by being the most successful salesman 10 years in a row. Sales over the last five years have exceeded \$50 million, primarily in the public sector.

□ **General Manager of QRS Computer and Business Solutions**

Has had considerable experience in both the public and private sectors and has recently taken up his first position with a computer sales organisation. Is very keen to get some runs on the board.

EMAIL 1

Date: 1 August 2003
From: PA to the Departmental Secretary
To: General Managers, Contracts Manager
Subject: Morning Tea

You are all cordially invited to morning tea in the Secretary's office at 10.00 am tomorrow morning for a general chit-chat and to meet the new Contracts Manager.

Signed
(Department Secretary)

EMAIL 2

Date: 4 August 2003
From: Contracts Manager Computing Facilities
To: Departmental Secretary Computing Facilities
Subject: Morning Tea

Thank you for the invitation to morning tea. I look forward to meeting the other General Managers. Could you advise whether this department has a policy on email management?

Signed

Contracts Manager

EMAIL 3

Date: 4 August 2003
From: Departmental Secretary Computing Facilities
To: Records Manager Computing Facilities
CC: Contracts Manager Computing Facilities
Subject: Morning Tea

See the attached email below. Could you advise the new Contracts Manager on the current status of our email policy.

Signed
(Departmental Secretary)

EMAIL 4

Date: 5 August 2003
From: Records Manager Computing Facilities
To: Contracts Manager Computing Facilities
Subject: Morning Tea

At this stage this Department does not have an agreed email policy. We have been looking at the issues for some time but cannot reach agreement at the present time. Most of us regard email as an informal method of discussion, equivalent to phone calls and we do not have a policy of retaining phone calls on file.

I have been trying to get a policy for months and you may be able to tell that I am a little :-)

I will be even more >:-< if it is not resolved in the next 6 months.

Please give me a call if you should require any further advice.

BFN

Records Manager

EMAIL 5

Date: 6 August 2003

From: PROBITY LAWYER

To: CONTRACTS MANAGER, RECORDS MANAGER, DEPARTMENT OF COMPUTING FACILITIES, RECORDS MANAGER DEPARTMENT OF INTERIOR RESEARCH, PUBLIC RECORDS OFFICER

CC: DEPARTMENTAL SECRETARY

Subject: EDMS TENDER PROCESS

ALL RECIPIENTS ARE ADVISED THAT THE DEPARTMENT OF COMPUTING FACILITIES IS ABOUT TO ENTER A CRITICAL STAGE OF THE EDMS TENDER EVALUATION PROCESS. ALL MEMBERS OF THE SELECTION COMMITTEE ARE AGAIN REQUIRED TO INDICATE IF THEY HAVE ANY CONFLICT OF INTEREST IN REGARD TO THE COMPANIES THAT HAVE BEEN SHORTLISTED. IN ADDITION, ANY MEMBER THAT HAS ANY CONCERN ABOUT THEIR ABILITY TO IMPARTIALLY SIT ON THE PANEL AND MAKE RECOMMENDATIONS ON THE SHORTLISTED PRODUCTS IS TO ADVISE ME IMMEDIATELY.

Signed PROBITY LAWYER

EMAIL 6

Date: 6 August 2003
From: Contracts Manager Computing Facilities
To: Probity Lawyer
CC: Departmental Secretary
Subject: Conflict of Interest

This is my first morning in the Department and at this stage I am not fully au fait with all details of the EDMS Tender or the evaluation and selection process. However, I am not aware of any personal conflict of interest at the present time. Nor am I aware of any matter that would affect my impartiality in any way.

Contracts Manager

EMAIL 7

Date: 6 August 2003

From: Contracts Manager Computer Facilities

To: XYZ Computing Equipment, QRS Solutions, NoKlew Consulting,
Sloof Incorporated

CC: Departmental Secretary

Subject: Appointment of Bid Managers

As previously advised, your companies have been short-listed for the EDMS Tender for the Department of Computing Facilities. As previously advised, and as indicated in the Tender, each company is required to nominate a Bid Manager to facilitate administrative arrangements during the BAFO process. In accordance with the tender requirements, please provide name and contact details of your Bid Manager BNLT 5.00 pm this Friday (8 August 2003).

(Signed)

Contracts Manager

EMAIL 8

Date: 6 August 2003, 10.00am
From: Bill.Brown@idville.com.au
To: Records Manager Interior Research
Subject:

Jim,

Me old mate. How are you? It must be years since we have seen each other. In fact I think it was back in '95 when we went to that terrible conference in Amsterdam. Great weekend (especially without our wives)! :-X

If my memory is working correctly, wasn't old Smithy with us. Whatever happened to him? Do you remember what he said he did after he left us that night? I wonder if his family ever found out. If you see him, give him my regards.

Next time you are in Melbourne, give me a call and we can go for a drink somewhere down King Street.

CUL

Bill

EMAIL 9

Date: 6 August 2003, 10.30am
From: Records Manager Interior Research
To: Bill.Brown@idville.com.au
Subject:

Bill,

Long time no see. Yes, I think that it was Amsterdam and it was Smithy that disappeared for a couple of hours. But you know what he was like – he liked to lay it on a bit thick. Probably didn't do a thing! CMIIW but didn't you do something as well!

I think that he has just been appointed as the Contracts Manager for the Department of Computing Facilities. I will not be in Melbourne for a couple of months. Any chance that you will be in Fantasy in the next two months or so. Give me a call.

Regards

Jim

EMAIL 10

Date: 6 August 2003, 11.00am
From: Bill.Brown@idville.com.au
To: Records Manager Interior Research
Subject:

Jim,

Actually I will be in Fantasia this weekend and will be staying for about 10 days. Just a bit of business with a couple of mates. We will probably go fishing for the weekend and I think that there might be a state-of-origin match. If you are free, you might care to join us. Dates are around 9 to 18 Aug.

Let me know what you think. HOUEW!

Bill

EMAIL 11

Date: 6 August 2003, 1.30pm
From: Records Manager Interior Research
To: Bill.Brown@idville.com.au
CC:
Subject:

Bill,

AAMOF I will be free on both the first and second weekends. Barbara will be away for both weekends. It would be an ideal opportunity to catch up. Do you want me to make arrangements for the fishing charter as well as getting tickets for the state-of-origin?

TNX

Jim

EMAIL 12

Date: 6 August 2003, 2.00pm
From: Bill.Brown@idville.com.au
To: Recorxx Manager Interior Research
Subject:

Jim,

Do not worry about fishing charter or tickets for state-of-origin. My company has allocated some "business development funds" for our trip and the company will pick up all expenses. Fishing charter may be overnight. If that is a problem, let me know – otherwise I will assume that it is OK.

Regards

Bill

PS . BTW we probably should keep these arrangements just between you and I for the moment. KWIM

MAJOR PROBLEM

As the address is partially incorrect, the email has probably been forwarded to an email Postmaster.

This function is performed by the IT Manager of Computing Facilities or his delegate.

The Postmaster is required to check all undelivered emails once in every 24 hours.

IT Manager of Computing Facilities

It would appear that this email is for the Records Manager of Interior Research.

Rings Jim and tells him that he has an email which has an incomplete address, but thinks that it belongs to him. It is from a Bill Brown and it has something to do with fishing!

Tells Jim that he will send it to him.

Records Manager Interior Research

Is now a little concerned – he really didn't ask Bill Brown why he was coming to Fantasia or even who he was working for. He wonders why he has contacted him after so many years.

Immediately rings Bill Brown and tells him that his email was misdirected to the Departmental Postmaster due to the typographical errors in the email address.

Records Manager Interior Research

Records Manager tells Bill that there has been some concern in recent times about Fantasia Public Servants accepting gifts from external sources.

Perhaps it would be wise if they both deleted the last email. It might also be prudent if they did not go on the fishing charter. The state-of-origin football match would probably be OK.

Records Manager Interior Research

Is still concerned about copies of that last email and rings the IT Manager on the premise that he needs to advise his staff about email management.

He asks the IT Manager about:

- Storage issues – how much space is taken up
- Security of deleted emails
- Backup processes

IT Manager

“ Each person has their own personal email space on the server. All their emails are stored in this space until deleted.

When a user deletes an email from their desktop, it no longer appears on the desktop but is still stored on the server until the ‘compaction process’ is run each night.

The ‘compaction process’ identifies all emails marked for deletion and removes them from the server workspace”

At this stage a very audible sigh of relief is heard across the State of Fantasia.

“What about backups?”, asks the Records Manager

“I think the backup is done after the compaction process” - (another sigh of relief) – “but just let me find out”, responded the IT Manager.

A few minutes later, the IT Manager is back on the line.

“I was wrong. The backup process is undertaken well before the compaction process”

*(There is a loud cry of anguish from
the other end of the phone)*

EMAIL 13

Date: 8 August 2003
From: General Manager QRS Solutions
To: Contracts Manager Computing Facilities
Subject: EDMS Tender – Bid Manager

Dear Sir,

I have been appointed as the Bid Manager for QRS Solutions for the EDMS Tender.

Please do not hesitate to call me on (03) 888 888 777 if you should require any further information.

Yours sincerely
James Robertson

EMAIL 14

Date: 8 August 2003
From: Executive Vice President XYZ Computing Eqpt
To: Contracts Manager Computing Facilities
Subject: EDMS Tender – Bid Manager

Dear Sir,

I have been appointed as the Bid Manager for XYZ Computing Equipment for the EDMS Tender.

Please do not hesitate to call me on (03) 9969 9999 if you should require any further information.

Yours sincerely

Bill Brown

EMAIL 15

Date: 15 August 2003
From: Contracts Manager Computing Facilities
To: Records Manager Interior Research
Subject:

Jim,

I have been advised that an old friend of ours, Bill Brown, has been appointed as the Bid Manager for XYZ Computing Equipment. I wonder whether we should advise the Probity Manager that we have both worked with him in the past. I have not seen him for years, what about you?

Regards

Mack

EMAIL 16

Date: 16August 2003
From: Records Manager Dept of Care
To: Records Manager Dept of Wealth
Subject:

I have heard a rumour that two 'friends' of ours on the selection panel have worked with one of the Bid Managers. I am really worried about one of them as he asked very few questions when one particular vendor was demonstrating the tendered solution. What do you think we should do?

Regards
Records Manager Dept of Care

EMAIL 17

Date: 16August 2003
From: Departmental Secretary Computing Facilities
To: Minister of Computing Facilities
Subject:

It would appear that two members of the EDMS selection panel have previously worked with the Bid Manager of one of the companies we have short-listed. It would seem that they have not seen each other in 7 or 8 years. Of major concern is our Contracts Manager. If we had to replace him at this stage, it would delay the project by 3 to 4 months.

I do not believe their past relationship causes any real probity issues. However, I will discuss this issue with both members concerned and remind them of their responsibilities and give them the opportunity to stand aside if they feel they could be compromised.

Signed

Departmental Secretary

EMAIL 18

Date: 25 October 2003
From: Grabbit, Slander and Run
To: Minister of Computing Facilities
Subject: EDMS Selection Process

We have been advised by our client – QRS Solutions – that they recently tendered for the EDMS solution for your department. Our client has raised a number of issues concerning probity issues and in particular a number of personal relationships that existed between members of the selection panel and a Bid Manager of the successful tenderer.

We advise that we have issued a 'Writ of Discovery' for all communications (including email) between the following individuals:

EMAIL 18 (cont ...)

- Minister of Computing Facilities;
- Departmental Secretary Computing Facilities;
- Contracts Manager, Department of Computing Facilities;
- Records Manager, Department of Interior Research; and
- All other members of the Selection Committee.

Our technical staff, in conjunction with technical staff from the local Courts, will present themselves at your Department at 9.00am tomorrow morning to discuss the technical requirements to retrieve both physical and electronic copies (including backups) of all correspondence in the period 1 August 2003 to 30 September 2003.

Please do not hesitate to call us if you should require any further information.

Lessons Learnt

- ❑ Incorrect address may have alerted other parties to a difficult situation.
- ❑ Abbreviations and emoticons are likely to cause confusion and misunderstanding.
- ❑ Deletion does not necessarily mean deletion.
- ❑ Innuendo and rumour are now likely to end up in the public domain (at least in a Court of Law).

Lessons Learnt

- ❑ Inappropriate destruction could lead to further public humiliation –
 - the backup copy has been located but you failed to file it!
 - Or did you destroy it on purpose?
 - What were you trying to hide?

- ❑ Discovery is a real possibility.

- ❑ It certainly is not private.

What Can Go Wrong?

- Dismissal – 2 employees – re-instated
- Telstra – 35 dismissed
- ACTU acceptance
- Monitoring – Royal & Sun Alliance
- Employers liable for defamatory, obscene or harassing – internal, external
- UK – Norwich Union

What Can Go Wrong?

- ❑ US Juries – damaging to one party
- ❑ Andersens and Enron
- ❑ US – 14% ordered by courts and regulatory authorities
- ❑ Telstra
- ❑ BT Australasia – 870 DAT (8 gig) – 3 to 4 hours, Team of 9 lawyers – 1500 emails per day

Is an email a record?

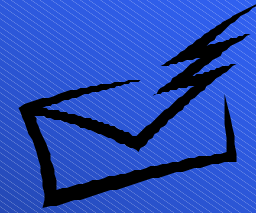


Are all emails records?

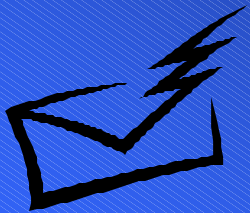


True or False

1. Private emails are not government property **True/False**
2. Deleted emails are not backed up **True/False**
3. My employer cannot look at my private email **True/False**
4. My union will back me **True/False**
5. Emails may be subject to discovery **True/False**
6. My organisation has an email policy **True/False**
7. I have read my organisation's email policy **True/False**



QUESTIONS



CONCLUSION

- What's the fuss – Back it up! Delete it!
- There are no problems!
- Eliminate personal emails
- Be careful about what you accept
- Be careful what you forward
- Be careful about what you say in an email
- Ask what your organisation does



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