ORSE
Observatoire sur la Responsabilité Sociétale des Entreprises

Charter of best practice for professional email use

This guide was realised with Institut des Nouvelles Pratiques Managériales – ESCEM Tours-Poitiers

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Enterprise 2020
smart sustainable inclusive
www.csreurope.org

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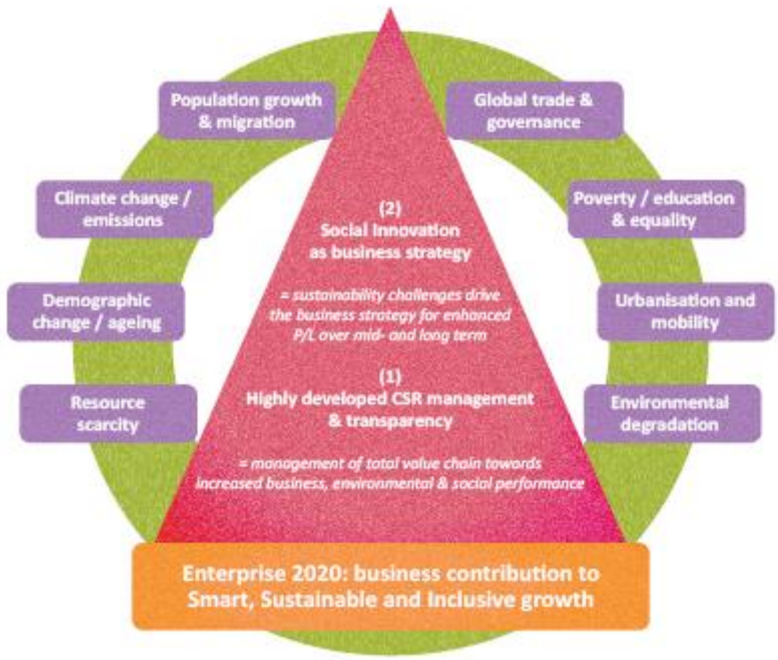
In October 2010, CSR Europe, together with the support of the European Commission and the Belgian EU Presidency, launched the flagship initiative Enterprise 2020 (E2020) that is based on a common vision for companies committed to developing innovative business practices and working together with their stakeholders to provide solutions to emerging societal needs. In this respect, the Enterprise 2020 strategy aims to:

- Enhance management of total value chain towards improved business, environmental and social performance
- Integrate social innovation in their business strategy through products and services that address societal challenges
- Influence Europe's 2020 Strategy towards smart, sustainable and inclusive growth



Enterprise 2020 is there to act as an incubator and spin off for companies willing to innovate with peers and expert stakeholders on projects to produce tangible results and models which can be shared externally across industries.

CSR Europe's Network of National Partner Organisations supports Enterprise 2020 across Europe through its wealth of expertise and projects.

ORSE, one of the National Partner Organizations, proposes this work on professional email use to contribute to Enterprise 2020 vision and strategy.

Summary

The guide was drafted by Geraldine de la Rupelle, Professor at ESCEM and François Fatoux, Managing Director of ORSE.

The illustrations were provided by Gérard Mathieu.

With the support of:

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Contextual Elements

Technological change, the internationalization of markets, competition among firms within the same sector and the increasingly stringent expectations of consumers are all factors that make an organization's environment unstable and turbulent. It is, thus, vital for organizations to demonstrate their ability to react and adapt to such external perturbations. The ability to communicate rapidly, unencumbered by space / time barriers, contributes to this, now indispensable, responsiveness. In this context, e-mail has gradually imposed itself within organizations, to the point of becoming ubiquitous, and the most popular technology amongst managers.

This medium has specific features: it is a rapid, written, asynchronous form of communication with one or more persons, with external memory. The combination of these five features distinguishes email from more traditional media such as the telephone, written or face-to-face communication.

While it is true that e-mail offers many technical and organizational advantages, it also leads to important change. The same features that make it so special may also lead users to lose their bearings. Poorly controlled, it can become a devastating tool for organizations.

Awareness of the problems caused by this tool comes a posteriori: the slowness of organizations to anticipate them resulted from a combination of two phenomena. First, its rapid, massive introduction: in the late '90s, e-mail spread with surprising speed, not only in the private sphere, but even more so in our professional fields.
Add to this the fact that it is seemingly simple to use: sending, receiving and forwarding messages, attaching files and organizing an inbox are all features that are accessible and intuitive for users. The combination of these two factors (rapid introduction and apparent ease of use) has prevented executives from raising questions concerning its cultural and organizational adaptation.

We are now faced with the mutations induced by email use: stress, overload, urgency, interruptions, depersonalisation of relations and flattening of hierarchies are all terms that are used frequently when discussing this medium.

Complexity at the heart of understanding e-mail

Our understanding of the effects of e-mail remains superficial and fragmentary. The phenomenon is complex and cannot be limited to the devastating effects it produces.

In order to better understand the intra-organizational effects of e-mail, one must first avoid the simplistic trap of considering that it is e-mail's features that explain its negative effects. Technology is only of account because it is used, modified and configured by users. More than the intrinsic qualities of a medium, it is the daily practice of users that induces change in work habits, routines and communication practices. It is only through integration by users that technology can play a significant role and exert expert influence on the organization.

In line with this reasoning, we were led to refute the idea that technology can only facilitate or constrain human action and, thus, indirectly to reject studies that come down definitively on the positive or negative side of technology, leading to a too idealistic or pessimistic vision of e-mail, as the case may be.

The explanation of organizational change induced by e-mail use should focus on the opposing forces respectively promoting and opposing change. We must simultaneously take account of both the facilitating and constraining effects of e-mail.
It may even be that some of these effects are in total opposition to each other, leading to conceptual contradiction. The most significant example is probably the opposition between time wasted versus time gained.

Academic research, combined with the empiric findings of corporate actors, allows us to draw up a (non-exhaustive) list of the facilitating and constraining effects of e-mail technology.

From facilitating effects…

E-mail offers many technical and organizational possibilities

Table 1 – Facilitating effects of e-mail

On time management	Improves response time Shortens decision-making turnaround Accelerates task completion
On information management	Facilitates information storage Increases document circulation Allows sharing of a range of information and documents from differing sources Unifies the devices and procedures for disseminating information
On task execution	Improves productivity Lightens the prospective memory of managers Helps better organize work

On communication	Increases access to individuals Strengthens communication standards Avoids (in part) space / time barriers Improves communication frequency Facilitates direct communication
On teamwork	Improves team building Facilitates teamwork Allows structured teamwork Allows greater horizontal coordination
On vertical relations	Reduces hierarchical barriers Facilitates vertical communication Allows greater involvement of staff Allows better staff accountability May be used as leverage in motivation mechanisms

…to constraining effects

Yet the same basic features may lead users to lose their bearings. Uncontrolled or misused, e-mail can become a devastating tool within organizations.

The table below provides a (non-exhaustive) list of constraining effects:

Table 2 – The constraining effects of e-mail

On time management	Involves loss of time Generates a sense of urgency Increases interruptions Decreases the speed of negotiations Accelerates the pace of work
On information management	Leads to information overload and accumulation Leads to difficulties in processing information Generates misunderstanding and interpretation difficulties
On task execution	Decreases performance Generates activity overload Promotes feelings of isolation Reduces effectiveness in problem solving and decision-making Triggers stress and pressure
On communication	Deteriorates relations between individuals Triggers conflict or promotes its escalation Allows abusive behaviour Exacerbates emotions Generates aggression Promotes less rich communication
On teamwork	Reduces group cohesion Reduces group performance Decreases social presence within the group Generates coordination problems
On vertical relations	Leads to greater vertical hierarchy Is used for control and monitoring by supervisors Is used as a means of monitoring performance Reinforces hierarchy Causes hierarchical short-circuiting

These constraining effects are supported by a number of observations quantified by researchers during their studies:
56% of users spend more than 2 hours a day managing their inbox

- 38% of users receive over 100 messages per day
- 70% of managers say they suffer from information overload
- 65% of users say they check their e-mail every hour but actually do so much more often: every 5 minutes
- 64 seconds, is the amount of time needed, on average, to regain one's train of thought after being interrupted by the arrival of a message.

One final element must be taken into consideration concerning the complexity of the impact of e-mail: the need to contextualize its use. Multiple factors may indeed lead to the domination or, on the contrary, the subordination of any particular effect of e-mail.
In particular, the organizational context and structure, the level of technological insertion within the enterprise, individual autonomy and capacity, the personality of users, the contextualization of the technology (mobile or fixed messaging) are all elements that may affect analysis of the relative effects of e-mail.
Accepting and implementing change in electronic communication must therefore be based on three founding principles:

- Placing the user at the heart of the phenomenon and no longer consider e-mail as an external, objective given.
- Accepting contradiction and simultaneously considering the facilitating and constraining effects of e-mail.
- Taking account of the organizational and individual context of e-mail use and abandoning the ideal of universal, impersonal solutions.

In search of solutions

The complex and paradoxical effects of e-mail usage lead us to seek and propose solutions.
We need to accompany the changes generated by the introduction of electronic communication because "*the misappropriation of tools intended to foster collaborative group dynamics may, on the contrary, destroy teamwork*."

The sources and aims of the project

ORSE facilitated discussions between researchers, sociologists, trade unionists, HR managers and information systems managers.

To implement the project, ORSE relied on the following sources:
• large group discussions
• trade union views
• contributions by university researchers
• exchanges between ORSE member companies.

The aim of the study was to produce a document proposing levers to limit the harmful impact of electronic communication.

The resulting recommendations are not intended to be imposed as new standards for employees, non-compliance with which would lead to disciplinary sanctions.

Instead, they are a basis for discussion between employees, managers, HR departments, staff representative bodies and information systems departments, aiming to:
• limit wasted time and information overload
• reduce e-mail dependency
• reduce the outbreak or escalation of conflict
• avoid the phenomenon of work disruption
• limit isolation and the depersonalization of exchanges
• reduce stress and pressure
• restore human relations
• improve collaboration between employees.

Levers for Action

Companies wishing to adopt a better approach to e-mail management may do so in five stages:

I. Establish an internal diagnosis of electronic communication practices
II. Draft and disseminate an Email Best Practice Charter
III. Conduct internal communication
IV. Integrate best practices in training
V. Define and implement an electronic communication strategy

I. Establish an internal diagnosis of electronic communication practices

In order to establish such a diagnosis, the company should take into account:
- It's business sector, including both national or international dimensions
- The level of electronic equipment use by its employees, incorporating a business dimension
- The interdependence of employees in relations with customers or suppliers
- The number of employees impacted by the recommendations (SMEs, multinational).

The diagnosis should involve users in ways that need to be defined beforehand:
- Involvement of unions
- Establishment of discussion groups involving employees representing the different functions involved.

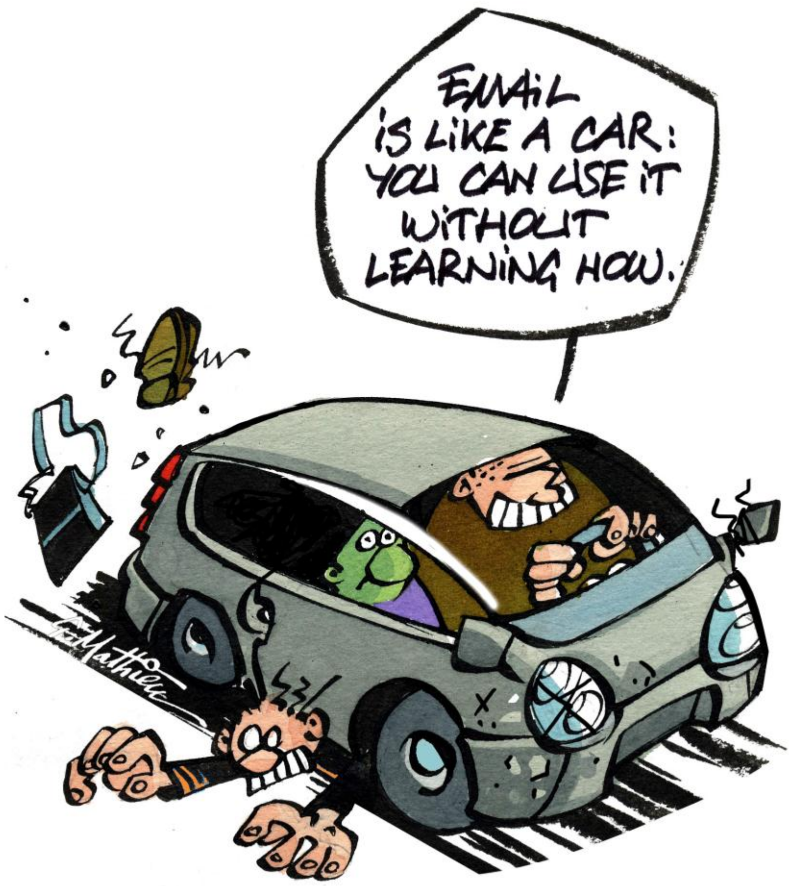
The diagnosis may be based on:
- E-mail measurement tools. There are tools on the market allowing measurement of number of messages sent or received (or even the number of e-mails actually read), and periods of use;
- Perception tools based on opinion surveys.

Companies may use measurement scales to carry out this analysis. For example, a major bank, conducted a quantitative study of around 2,000 employees at the same time as developing recommendations covering the following issues:
- Stressful situations related to the use of e-mail
- Motivation by e-mail
  Oversight by e-mail
  Improved accessibility by e-mail

(See Appendix "questions to measure the perceptions of users")

Other sorts of questions are possible:

Urgency	I need to take decisions in a shorter period of time
	I receive information more frequently requiring an immediate response
Communication overload	I receive too many e-mails that I do not have time to deal with
	I receive too many unnecessary e-mails that do not concern me
Information overload	I deal with a larger volume of information
Cognitive overload	I spend more time organizing information
Work overload	I work more often on my own time outside of working hours
	I deal with more files than before



II. Draft and disseminate an Email Best Practice Charter

The ORSE study led to the development of two e-mail usage charters. Although the substance of the recommendations is basically identical in both charters, the approach differs.
Charter No. 1 sets out recommendations according to the function of the tool (sending messages, receiving messages, etc.).
Charter No. 2 develops recommendations following issues for users (reducing stress, limiting overload, etc.)
Other methods of structuring charters may also be considered, such as prioritising hierarchical relations between employees and managers.

Nuancing and going beyond the use of charters

The practical use of e-mail varies according to:
- the level of insertion of technology in the company
- the user's level of adoption of the technology
- the technological options available within the company (mobile messaging or fixed)
- the organizational context (company size, industry, more or less hierarchical organizational structure, management style)
- corporate culture.

Accordingly, there is no "universal good practice charter". The two charters set out below are guidelines for companies in the collective definition of internal rules for e-mail use.

Although drafting a charter is necessary, it is not sufficient. It must participate more generally in sociotechnical change management. In other words, it is not enough to dictate rules; the actors also need to integrate them.

This integration may be achieved through the consideration, explanation and discussion of the guidelines during e-mail related training or management training for team leaders, department heads and project managers.

In this context, it is essential to emphasize the discrepancy between the ease of use of this tool and the complexity of its effects.

HR and information systems managers are key players in awareness of the abuse of e-mail and the search for solutions. Do not forget to involve the legal department as well as the privacy correspondent (Correspondant Informatique et Libertés - CIL) who ensure proper implementation of the French Data Protection Act (Loi Informatique et Libertés) to mechanisms adopted by companies and, thus, ensure compliance with the fundamental right of all employees to the protection of their personal data.
Changes in electronic communication practices must be implemented at the initiative of these two managers, but it must also be supported by senior management.

III. Conduct internal communication

It is not enough to develop a charter. Staff members must also make it their own by incorporating the practices into their professional lives.
Sending a charter by e-mail will only have limited impact. The company should also adopt forms of humorous educational communication.

Trade unions may be associated with such communication, especially if they were included in the diagnostic phase and if the recommendations were formalized as part of an enterprise agreement, which could include:

- The work / life balance

France Telecom - Work / Life Balance Agreement, 5 March 2010 "*In order to prevent the use of corporate e-mail in the evening, on weekends and during holidays, it is recalled that there is no obligation to respond during these periods and that it is recommended to use delayed sending functions*."

- The introduction of teleworking to the company (see Guide to the implementation of teleworking, ORSE, 2011).

IV. Integrate best practices in training

In order to ensure that employees integrate best practices for the use of information technology, the company may highlight best practices in both managerial training and more technical training requiring the use of information technologies.
It is essential that management training provided to team managers, department heads and project managers include a section dealing with e-mail use. Training topics such as "project management", "team leadership" and "communicating better" are all ideal opportunities to educate local managers concerning the effects of e-mail use and the available implementation levers.

It is also essential, at present, to include recommendations for e-mail usage in more technical training concerning electronic communication, especially concerning the advanced functions it offers.
Training should emphasize the disparity between the ease of use of this tool and the complexity of its effects, the ethical values adopted by the organization and the e-mail usage rules adopted internally.

The difficulty lies in defining the content of the session on e-mail best practices. If the training is provided externally, the provider must first approach the Human Resources Department to integrate the internal electronic communications policy and good practices identified and implemented, or to be implemented.

Like charters, a trainer who hands out universal "recipes" will have little impact on employees. Where the training is conducted by an internal officer, consistency between company policy and training content is just as important, yet easier to achieve.

V. Define and implement an electronic communication strategy

Better regulation of electronic messages may be associated with more global reflection on issues of work organization and duration. The introduction of teleworking can be an opportunity to achieve greater coherence between various forms of electronic communication.

Dissemination and integration of a charter, inclusion of the phenomenon in a range of training modules and internal communication are all activities that enable each individual to develop his or her own line of conduct concerning communication behaviour and protection. Such action also leads the organization over time to produce its own unique strategy and culture of electronic communication.

The internal communication policy or strategy will help ensure consistency between different forms of communication, lead to more thorough discussion of issues of work organization and duration, integrate the impact on health, consider the possibilities of teleworking, etc.

It would appear utopian to assume that it is necessary to define a clear strategy on electronic communication before taking any action. Indeed, existing practices are already deeply entrenched in organizations and effective change generally occurs through trial and error, ie "learning by doing".

CHARTER No. 1: Recommendations based on the features of e-mail:

1 | Better management of sending messages

1.1 | Sending a Message

1.1.1 | Consider the relevance of the media used

- Consider the relevance of the use of email compared with other communication tools: face-to-face, telephone, mail, fax, etc.
- Encourage direct exchanges (telephone, face-to-face) when the required levels of understanding and interaction are high, where there is a risk of misinterpretation, or when the exchange becomes confrontational

1.1.2 | Do not use e-mail for extra-professional or illegal reasons

- Using E-mail for personal purposes may be allowed in response to emergencies
- Using e-mail for commercial purposes outside one's profession may justify sanctions by the employer, including dismissal
- Sending messages of a racist or sexist nature is prohibited by law
- Any form of excessive pressure, using aggressive formulations, may be considered harassment under the Labour Code

1.2 | Message Content

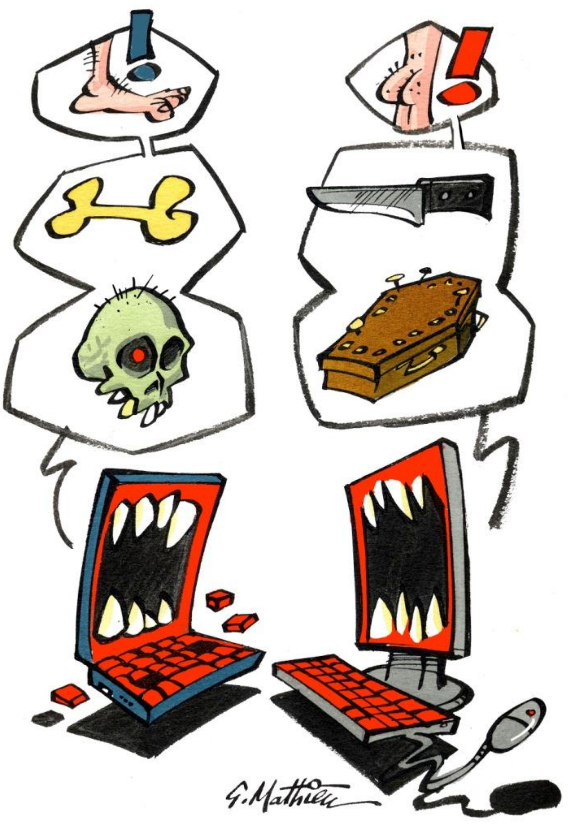
1.2.1 | Ensure the subject line is precise

- Cover only one topic at a time, in a single message. This avoids recipients only being affected by part of the message
- Ensure the subject line is consistent with the message content. This prevents the recipient spending time processing the message and avoids responses on a different subject

1.2.2 | Ensure formal rigor in drafting messages

- Identify the recipient: Use a title (Dear name, Dear colleague, or failing that, an introductory word such as "hello")
- Avoid treating recipients too personally or too emotionally (positively or negatively)
- Avoid turns of phrase from spoken language
- Consider how a third person reading the message might react, assuming he or she was CC'd or received a transferred e-mail
- Identify yourself and leave your contact information at the end of the message; this is useful if the recipient tries to contact you quickly or did not understand the message

1.2.3 | Do not overuse attachments



- Consider the relevance of the file(s) attached to the message
- Ensure that the recipient has the software needed to exploit the attachment
- Avoid sending large files: the larger the file, the greater the time needed for transmission and reception. A very large file may be refused by the recipient's mail server or saturate their inbox, thus preventing the reception of other messages

1.3 |

Consider the principal recipient(s) of the message

1.3.1 | Consider the principal recipient(s) of the message

- Target the message recipient(s) precisely
- Think about the time taken by the recipient(s) to read messages; ensure consistency between the technicality of the message and the nature of the recipient(s)

1.3.2 | Use the "copy" and "blind copy" functions sparingly

- Using the "copy" function allows all recipients to know who is receiving the message
- Use the "blind copy" function to send a message to a recipient who does not want his or her e-mail address to be widely distributed
- Use the "blind copy" function to send one message to many recipients (a mailing list for example) so that the recipients cannot use the "Reply to all" function
- In some companies, messages sent to many recipients are treated as spam

1.4 | Timing the sending of messages

1.4.1 | Consider the most appropriate time to send a message

- Electronic messaging is accessible outside the company and outside working hours, making the border between work and private life more porous. Sending messages outside working hours may induce a feeling of guilt or duty to respond urgently in the recipient

- It is recommended to prepare messages in draft mode or offline and send them during regular working hours

2 | Better management of message reception

2.1 | Receiving a message

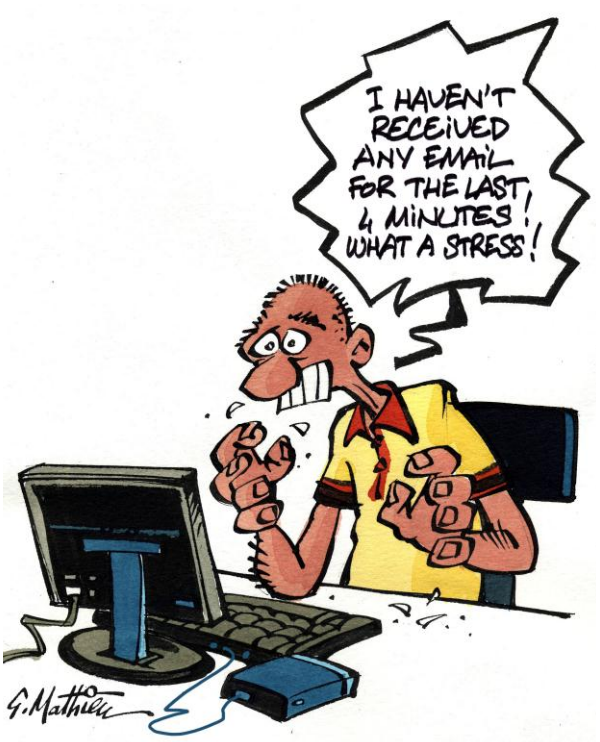
2.1.1 | Reassure the sender of message reception

- Do not always send a response after receiving a message, it may induce additional stress for the recipient
- However, when a message deals with an important and urgent matter, it is best to send a response confirming receipt
- Use other communication media (telephone, face-to-face) to prioritize messages
- The use of the "acknowledgment" function and a choice of colours to prioritize messages should not be used systematically

2.1.2 | Better management of the reception of messages in case of prolonged absence

- In case of prolonged absence, users can activate the "out-of-office" function, thus limiting additional e-mails in case of non-response
- It is important to consider the content of the message informing users of an absence, for example, by indicating the name of a contact person
- Do not use this function for short-term absences (one or two days) because this implies a self-imposed requirement to respond to requests the same day

2.1.3 | Limit the number of interruptions



- Do not activate audio or visual signals of the arrival of new messages

- Work offline or close the messenger and reserve one to three time slots per half day to check new messages

2.2 | Replying to messages

2.2.1 | Do not process messages immediately

- Allow time for reflection before answering, even if the recipient requests an immediate response
- This rule is particularly important when the exchange causes conflict
- This rule is especially important if you use mobile email (from a mobile phone for example) outside the company (transport, meetings, etc.)
- Managerial pressure can create an "obligation to respond" after working hours. A "right to disconnect" should be discussed by the Human Resources Department and staff representative bodies

2.2.2 | Understanding the complexity of the response

- Remember that messages formalize a commitment that may turn against you, your colleagues or the company
- Sharing issues concerning the response to a message with colleagues, superiors or the family may be constructive and necessary in some cases

2.2.3 | Think before replicating the mailing list used by the sender

- Using the sender’s mailing list is not necessary when confirming participation in a meeting
- Using the sender’s mailing list is not recommended if the response questions its legitimacy / credibility
- Using the sender’s mailing list is not necessary if it includes people who are not involved in the issues raised in the answer

2.2.4 | Consider the relevance of media used

- Other communication media (face-to-face, telephone, mail) may be more effective in terms of time and understanding

- Prefer media allowing more interaction in case of conflicting exchanges

2.3 | Message Archiving

2.3.1 | Adopt a strategy for message conservation

- Educate employees about the importance of archiving messages that are part of the collective memory of the company
- Establish discussions between teams, with the support of the Information Systems service, to define what needs to be kept and what can be destroyed
- Assist employees in devising an archiving policy: thematic classification (folders or projects), chronological, etc.

CHARTER No 2: Recommendations based on user issues

1 | Limit wasted time

1.1 | Take advantage of e-mail's features

- Use colour coding to indicate the level of importance and urgency of a message without abusing priority levels
- Use different colour codes for the messages you receive as primary recipient or only copied in

1.2 | Be precise when communicating

- Add a subject line to all messages that is clear and corresponds to the message content
- Do not cover multiple subjects in a single message
- Sign messages (surname, given name, position, address) in order to be identified quickly

2 | Limit dependency on e-mail

2.1 | Limit interruptions

- Turn off the audio and visual alerts when new messages arrive
- Set aside, each half day, one to three time slots devoted to consultation and processing messages

2.2 | Limit availability "at all costs"

- Activate the "Out of Office Manager" when absent from the office or delegate someone to answer your e-mail in case of absence, to avoid reminder e-mails
- Indicate the name of a contact person in out of office e-mails
- Do not use the "Out of Office Manager" for short-term absences (one or two days), because this implies a self-imposed requirement to respond to requests the same day
- Do not create a sense of urgency; leave others recipients time to respond to messages

3 | Limit information overload

3.1 | Consider the relevance of the medium used

- Consider the relevance of using email compared with other communication tools: face-to-face, telephone, mail, fax, etc.
- Encourage direct exchange (telephone, face-to-face) when the required level of understanding and interaction is high, where there is a risk of misinterpretation, or when the exchange becomes confrontational

3.2 | Ensure the subject line is precise

- Cover only one topic at a time in a single message. This avoids recipients only being affected by part of the message
- Ensure the subject line is consistent with the message content. This prevents the recipient spending time processing the message and avoids responses on a different subject

3.3 | Process information methodically

- Transform information into action: transform the message into a task
- Reason by priorities
- Educate employees about the importance of archiving messages that are part of the collective memory of the company
- Establish discussions between teams, with the support of the Information Systems service, to define what needs to be kept and what can be destroyed
- Assist employees in devising an archiving policy: thematic classification (folders or projects), chronological, etc.
- Delete processed messages

3.4 | Do not overuse attachments

- Consider the relevance of the file(s) attached to the message
- Ensure that the recipient has the software needed to exploit the attachment
- Avoid sending large files: the larger the file, the greater the time needed for transmission and reception. A very large file may be refused by the recipient's mail server or saturate their inbox, thus preventing the reception of other messages

3.5 | Consider the principal recipient(s) of the message

- Target the message recipient(s) precisely
- Think about the time taken by the recipient(s) to read messages; ensure consistency between the technicality of the message and the nature of the recipient(s)
- Using the sender’s mailing list is not necessary when confirming participation in a meeting

3.6 | Use the "copy" and "blind copy" functions sparingly

- Using the "copy" function allows all recipients to know who is receiving the message
- Use the "blind copy" function to send a message to a recipient who does not want his or her e-mail address to be widely distributed
- Use the "blind copy" function to send one message to many recipients (a mailing list for example) so that the recipients cannot use the "Reply to all" function

4 | Limit conflict

4.1 | Be careful of message content

- Do not write using capital letters because it can give the recipient a feeling of having been aggressed
- Wait before sending a message written in anger, which may be assumed to be conflicting
- Consider how a third person reading the message might react, assuming he or she was CC’d or received a transferred e-mail

4.2 | Be careful about using e-mail functions

- Limit the use of the "copy", "blind copy" and "reply to all" functions, especially when exchanging controversial or conflicting e-mails
- Use richer media (face-to-face, telephone) in case of conflicting exchanges

4.3 | Think before replicating the mailing list used by the sender

- Using the sender’s mailing list is not recommended if the response questions its legitimacy / credibility
- Using the sender’s mailing list is not necessary if it includes people who are not involved in the issues raised in the answer

5 | Limit stress

5.1 | Consider the most appropriate time to send a message

- Electronic messaging is accessible outside the company and outside working hours, making the border between work and private life more porous. Sending messages outside working hours may induce a feeling of guilt in the recipient or a sense of duty to respond urgently
- It is recommended to prepare messages in draft mode or offline and send them during regular working hours

5.2 | Do not create a sense of urgency

- Allow time for reflection before answering, even if the recipient requests an immediate response
- Do not always send a response after receiving a message, since it may induce additional stress for the recipient
- However, when a message deals with an important and urgent matter, it is best to send a response confirming receipt
- Allow others time to respond to messages

5.3 | Be vigilant in reporting the results of associates

- Send the results of co-workers (e.g. commercial figures) individually, rather than collectively, especially if the results are bad
- Avoid cascading mails including the successive comments of senders on the results of team members, especially if the results are bad

6 | Facilitate the personalization of exchanges

6.1 | Identify yourself and the recipient

- Identify yourself and leave your contact information at the end of the message; this is useful if the recipient tries to contact you quickly or did not understand the message
- Identify the recipient: Use a title (Dear name, Dear colleague, or failing that, an introductory word such as "hello")

6.2 | Customize exchanges

- Facilitate informal exchange
- Consider the personality of the recipient (introversion / extroversion) of an e-mail
- Avoid sole use of e-mail; complete it with richer media (face-to-face, telephone, meetings)

7 | Improving staff motivation

- Encourage, congratulate and thank by e-mail but also in person
- Share relevant information with subordinates to give them more autonomy
- Replying systematically to messages from subordinates is a source of motivation, but do not do so too quickly, to avoid creating a sense of urgency

APPENDICES

Sample questions that may be asked during quantitative diagnosis. Framework developed by Geraldine de la Rupelle, from the ESCEM School of business and management.

Stressful situations related to the use of e-mail

I note overloading of messages in my inbox
I must respond rapidly to messages from my supervisor
I've been away from the office and need to see my e-mail
I receive too many messages that I don’t have time to deal with
I receive a message in which my boss asks me about progress on a file or action
A colleague challenges my work via e-mail and copies my boss in to the message
I receive a message transferred by cascade from several higher level staff members
I feel that e-mail infringes my privacy
I just returned from an absence and my e-mail is overloaded
I get a critical message from my supervisor
I have a confrontational exchange by mail

1 = extremely stressful, 7 = not at all stressful

Motivational e-mail

My supervisor congratulates me, thanks me or encourages me by e-mail
My supervisor responds promptly to my messages
Thanks to e-mail, my supervisor shares more information with me
Being congratulated, thanked or encouraged by e-mail motivates me
I feel valued when my supervisor responds promptly to my messages
The information I receive from my supervisor by e-mail gives me more autonomy in my work
Through e-mail, I feel more involved in the concerns of my supervisor
I feel valued when my supervisor shares information with me by e-mail

1 = strongly disagree, 7 = strongly agree

Oversight by e-mail

When I encounter difficulty in my work, I have to inform my supervisor by e-mail
My boss likes me to copy her in to messages I send to my fellow workers
I have to report regularly to my supervisor, by e-mail, on the status of files and activities
My supervisor often asks me by e-mail to provide an update on a file or activity
I often have to formalize points raised orally with my supervisor by e-mail
E-mail allows me to keep a written record of discussions with my supervisor

1 = strongly disagree, 7 = strongly agree

Improving accessibility by e-mail

E-mail helps me to manage my absences for personal reasons better
E-mail helps me to manage my absences for professional reasons better
E-mail allows me to be more easily reached in case of absence
E-mail allows me to keep in touch with my supervisor when (s)he is absent for personal reasons
E-mail allows me to keep in touch with my supervisor when (s)he is absent for professional reasons
E-mail allows me to keep up to date when I am away for personal reasons
E-mail allows me to keep up to date when I am away for professional reasons

1 = strongly disagree, 7 = strongly agree

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