

THE RAPID PULSE

April 2006

Faces & Places

WELCOME

El Paso, TX:

LT Chiara Rodriguez

Port Isabel, TX:

CDR Adolfo Zorrilla
LT Delia Zorrilla

San Diego, CA:

LTJG Michael Serrano

San Pedro, CA:

LTJG Rubicello Hernandez

Washington, D.C.

LCDR Jennifer Jones
LT Lydia Springs

FAREWELL

El Paso, TX:

LTJG Julia Knauff

Miami, FL:

CDR Jay Seligman

Washington, D.C.:

CDR Martin Ruiz-Beltran
CDR Steve Wacha
Ms. Nikki Olin

THE DIRECTOR'S PERSPECTIVE

By Dr. Gene Migliaccio



Welcome to another installment of *The Rapid Pulse*! As announced during our most recent all-hands meeting, the Division of Immigration of Health Services (DIHS) has achieved victory in the A-76 study! Simply put, for the next 5 years, we will function as the Most Efficient Organization (MEO), and continue our record of providing second-to-none health services to the Immigration and Customs Enforcement (ICE) detained population.

The federal government routinely conducts A-76 studies (as mandated by the Office of Management and Budget) to “examine all potential commercial activities being performed by Government personnel. The study determines whether it would be more cost effective to maintain these activities in house or to contract for them with the private sector.” (<http://intranet.hrsa.gov/a76/>)

In November 2004, DIHS was informed that an A-76 study would be conducted on our organization. An all-hands meeting was held in December 2004 to formally announce the study to all DIHS staff, explain the purpose of the study, and how it would be conducted.

The A-76 study was primarily comprised

of two very critical but separate teams: the Performance Work Statement (PWS) Team, and the Most Efficient Organization (MEO) Team. The PWS Team was charged with assisting the MAI Consulting Group in articulating the day-to-day functions of staff within DIHS. MAI was responsible for actually writing the PWS document, and they visited our field facilities to interview staff.

The PWS document represented the

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KEEPING FAMILIARITY FROM BREEDING CONTEMPT

By Jeannette Y. Wick, BPharm, MBA

A pharmacy manager recently contended at a staff meeting that, almost without exception, employees in the organization were disrespectful to one another. She said that all bullying, intimidating, gossiping, bulldozing, and boundary-crossing behaviors had to stop. It seems that staff members had become too well acquainted with each other and felt comfortable saying almost anything—even violating the boundaries of courtesy.

Managers often strive for a workplace environment that fosters feelings of belonging. Unfortunately, this kind of close-knit culture can have negative aspects, including problems with authority figures, team splitting, and unhealthy rivalry.

What is respect?

Respectful employees are “organizational citizens” (see the definition below). Employees’ actions, attitudes, and perceptions should be unselfish. Being respectful means acknowledging that coworkers are, in a sense, customers and rather than thinking, “My way is best,” thinking, “This is how others would want to be treated.”

Respect flourishes when people perceive others as trustworthy, competent, supportive, and accountable. Treating others as equals, regardless of their role or salary, is imperative.

Managing respect

Many managers ignore workplace disrespect, hoping it will go away. By doing so, they could be cultivating a situation ripe for litigation. Many disrespectful behaviors are or can be perceived as discriminatory, and managers can be sued personally as contributors. Managers can model respect by ensuring all practices are ethical and by offering generous, supportive feedback and constructive,

corrective feedback. All employees must be accountable.

Producing quality goods and services builds the framework for a respectful workplace. Sometimes, employees can also recommend environmental changes that allow more privacy or decrease noise to create a more respectful environment. Inviting employees’ input will help them buy into solutions.

To her credit, our hypothetical manager attempted to address the problem, but she lacked credibility. She could foster a respectful environment by taking the following steps:

- Instilling a philosophy of getting along with others and making that an element of every employee’s performance review. Evaluation criteria should emphasize teamwork and respect and spell out disruptive behaviors that will not be tolerated.
- Engaging a credible diversity and team-building trainer to show employees how to change their behavior. Trainers should cover legal requirements, communication, and professional conduct.
- Documenting disrespectful behavior and taking necessary corrective or disciplinary action to reinforce goals. Discreetly pointing out disrespectful behaviors such as door slamming, condescending language, and defensive stances is often enough to prompt an employee to change.
- Suggesting that employees with specific behavior problems get professional help.

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*Familiarity– From Page 2***Employee response**

Although it can be difficult, all employees need to speak up when people make jokes about others or engage in other disrespectful behavior. Using a few simple examples couched in careful language can help others understand the consequences of their conduct. A simple “Hey, John, when you slam the door like that, it puts everyone on edge,” or a “Julia, I’m uncomfortable talking about Sue behind her back. How can we get her to stop the behavior that’s driving you crazy?” can work wonders.

Respect is honesty. Respect is morality. Respect is indispensable.

Jeannette Y. Wick, BPharm, MBA, is a senior clinical research pharmacist at the National Institutes of Health in Bethesda, Md. The opinions expressed herein are her own and not those of any government agency. Wick’s book, *Supervision: A Pharmacy Perspective*, is available from www.pharmacist.com/store or 800-878-0729.

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Spotlight on the DIHS Dental Program

This month, we turn the spotlight on the DIHS Dental Program, by profiling two Dental Officers: CDR Luis Garabis, who served at the helm of the Program, and LCDR Reginald Ballard, Eastern Regional Dental Coordinator.

Focus on CDR Luis Garabis

By CDR Coleman Palmertree

From 1999 until a short time ago, CDR Luis Garabis served as DIHS’ Director of Dental Services.

Dr. Garabis had an active childhood and instead of college, he elected to join the U.S. Navy on August 9, 1979. Immediately after boot camp he was sent to the USS Mount Baker AE 34, an ammunition ship sta-

tioned in Charleston, South Carolina, where he served for three years. In October 1981, he was transferred to the Naval Ammunition Facility in Vieques, Puerto Rico.

Dr. Garabis married his high school sweetheart, Suni, on October 16, 1982. After one and a half years of marriage his wife gave birth to their first born, Jose Eugenio Garabis Clavell.

He was influenced by his mother-in-law to look into pursuing a college career. Upon completion of his obligation with the USN on April 8, 1984, he enrolled in Kansas State University. He overcame all obstacles and within only three years, one year short of a degree, was accepted to the University of Nebraska’s College of Dentistry.

Upon graduation in 1991 he joined the Public Health Service so that he could start working immediately while preparing for the dental boards. His duty stations included Texas with the Federal Bureau of Prisons (FBOP) in August 1991, a solo practice with FBOP in Stafford, AZ, and a new office in Miami with six operatories.

By this time, he had three children and life was grand. Responsible for a large dental clinic by FBOP standards, Dr. Garabis felt comfortable at the helm, leading people. Yet, he wanted more challenges and felt he could do more. In May 1999 he received an offer and transferred to DIHS, at the Krome Medical Referral Center, site of the Division’s one dental clinic.

CAPT Geralyn Johnson, then Chief Dentist and Deputy Director of DIHS, asked Dr. Garabis to develop a plan based on need and to expand the dental services to other Immigration and Customs Enforcement (legacy INS) Service Processing Centers (SPCs).

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The DIHS National Policy at that time was three pages long and not very specific, with most detainees receiving local private contracted dental care.

After careful review of the needs of ICE and the dental requests, three SPCs were identified for expansion over the next three years at El Centro, CA; El Paso, TX and Port Isabel, TX.

A meeting was scheduled late in August 1999 at the DIHS headquarters in Washington, DC where Dr. Garabis briefed the DIHS Director and CAPT Johnson of his plan. It was approved and the re-birth of the DIHS dental program was imminent.

In less than two years all three DIHS facilities were completed and staffed with commissioned officers. A plan was devised for additional clinics since the program made such an impact for the ICE dental program. In the following years five more clinics were added to the dental program and staffed with commissioned officers, including sites in: San Diego, CA; Florence, AZ; Batavia, NY and Houston, TX.

Since that time dental clinics in Tacoma, WA and Pearsall, TX have been added, bringing the total number at present to ten. The dental mission has expanded in order to meet the needs of our client, ICE.

Dr. Garabis stated that it has been an overwhelming experience to be given the privilege to develop a dental program within a federal agency. The Division supported the task, which made it a success.

He also had the task to work with building contractors in defining building specifications in order to construct, properly equip, and activate a dental clinic. Procurement issues were always a challenge and most of the time the solutions were not written in any book.

All in all, aside from the many hours spent designing and re-designing the dental clinics, it proved to be a very rewarding experience that helped him grow in his professional and personal life. To look back and see

all the clinics that he designed being manned by dentists gives him a warm feeling.

Better yet, to see a dental program that he developed from his head without any blueprints, and to see it function, is the most rewarding of all.

He also stated that he has been blessed with a beautiful career that has reached its first stop. He looks forward to retirement and beginning a new professional life serving migrant and indigenous patients in Central Florida.

Dr. Garabis will keep growing as a dentist, person, husband and father, and hopes to continue to provide treatment to the underserved. DIHS will certainly miss his diligence and giving spirit.

Spotlight on LCDR Reginald Ballard

By CDR Coleman Palmertree

LCDR Reginald Ballard is the Chief Dental Officer at the Buffalo Federal Detention Facility. He joined DIHS in the summer of 2003, five years after the establishment of its Dental Program. The DIHS dental program provides necessary dental care that will allow the detainees to be deported without significant dental health issues.

His current position has allowed him to grow both clinically and administratively. However, the foundation for his present position was set as a staff dentist in the Federal Bureau of Prisons. In 1997, he began his career as a Commissioned Officer (Lieutenant) on

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assignment at the Federal Penitentiary located in Lewisburg, Pennsylvania.

This experience was invaluable in preparing him for a career in correctional dentistry. While there, he served as one of three dentists responsible for the treatment planning, treatment delivery and administrative management of three stand-alone dental clinics located on the campus of the Lewisburg facility.

LCDR Ballard rotated through all three clinics on a weekly basis to provide dental services to over 1300 inmates. During his six-year assignment at Lewisburg, he became increasingly familiar with administrative duties and practice management through service as the Acting Chief Dentist in the absence of the Chief Dentist. What was perhaps the most invaluable experience of this time was the interaction, guidance and training that was provided by his supervisor and mentor, Chief Dentist Captain Gregory K. Baker.

To this day, Lcdr Ballard often relies upon the organizational, dental and leadership skills he gained while under this exceptional tutelage. He believes his initial progress as an effective and proficient Dental Officer can be attributed to this period of his career. It is also evidenced by the fact that he was promoted from staff dentist to Deputy Chief Dentist while serving on this assignment.

And so it is with great pride and conviction that he has assumed his current position at our Buffalo facility. Lcdr Ballard was presented with the opportunity to establish the first, fully operational, in-house dental clinic Buffalo. Since joining DIHS, he has been given the unique opportunity to join a smaller, closer knit group of dental professionals who have recognized and rewarded his efforts.

LCDR Ballard has seen the realization of growth within DIHS personally, as he was recently promoted to the rank of Commander, was chosen to be the Eastern Regional Consultant and Dental Infection Control Consultant, in addition to his Chief Dental Officer po-

sition. He looks forward to continuing his career in an agency that he knows will continue to grow and expand with him.

LCDR Ballard wished to thank CDR Luis Garabis, DIHS Dental Director (1998-2005) who has provided sound and effective leadership while entrusting the Dental Officers to run their clinics as best they saw fit. CDR Garabis provided exceptional intervention when necessary while instilling the confidence and assurance that are needed to manage a solo dental practice. His insight and abilities within DIHS will be greatly missed, and Lcdr Ballard looks forward to continuing the work started by Dr. Garabis.

Performance Plans And Mid-Year Reviews

By CAPT Kathleen Downs

April is the mid-point of the fiscal year and that means it is the month when supervisors must meet with their employees to discuss their performance and formally document their status.

This year, written mid-year appraisals will be conducted for ALL federal staff (GS and COs). When conducting these meetings, the supervisors should have the employee's plan (in hand) and go through each item or area. It is the supervisor's responsibility to put the employee at ease for this meeting.

The intent of the meeting is to provide a forum to discuss how the employee is doing; identify areas the employee is doing well in, and areas that need improvement. Also, this is a good time to ensure the 'plan' accurately

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captures what the individual is doing. So – if there have been changes (and given the constant state of flux the Division has been in, it's very likely there have been) now would be a good time to capture those changes and revise the plan.

Remember to capture specific examples of accomplishments or weaknesses such that the preparation of the annual evaluation will be easier and more accurately reflect the individual's performance for the entire rating period. Citation of noteworthy accomplishments could become the basis for formal recognition (award narratives) – so include specifics/impact of the efforts.

The employee should also be preparing for this meeting by reviewing their plan and reflecting on how they feel things are going. This self-assessment should include identifying areas that are going well, areas to improve in, and any issues or challenges they are experiencing.

Ultimately, there would be regular informal exchanges related to performance throughout the year between the employee and the supervisor. The April (mid-year) is a minimum – but feel free to conduct more (if you are the supervisor) or seek/request more (if you are the employee). The goal is achieving the highest level of performance an individual is able to provide.

The following guidelines for conducting a successful performance appraisal session were recently distributed at a HRSA seminar. I've modified them a bit to make them more appropriate from both the employee and the supervisors point of view. Read them, reflect, and be ready for your meeting!

1. Supervisors bear the responsibility to put employees at ease and state the purpose of the meeting. Discuss how they are doing on the job so they can grow.
2. Supervisors should ask open-ended questions about how the employee's self assessment on

each competency/task/responsibility area. Employees should speak freely and be prepared to provide specific accomplishments or problems for each competency/task/responsibility area.

3. Everyone should practice active listening skills; show honest interest in the other person's point of view.
4. Employees should be able to identify personal strengths and growth areas, as applicable for each competency. Supervisors should validate (agree with the identified strength or weakness) or counter (realign perception if something isn't up to an acceptable level, etc.). Supervisors should recognize and reinforce achievements.
5. Supervisors should document the discussion, describing performance achievements and notable deficiencies. Employees should review.
6. Supervisors should express criticism directly and constructively. Discuss problem areas by coaching, emphasizing priority areas for improvement if necessary. Describe how these changes could have greater impact on the employee, team, customer, manager or office. Don't make excuses for poor performance. Focus on identifying causes.
7. Employee's should identify ways they can improve in their growth areas, including training.
8. End on an upbeat note; this organization's accomplishments are a reflection of its staff. Keep up the good work.

For GS staff, supervisors can utilize the EPMS forms to review each element area and document (on the form) how things are going. For Commissioned Officers, supervisors can print a generic COER rating form and use it along with the recently completed performance plan/contract tasks to evaluate how things are going. For example, if an officer is basically doing all

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the tasks on their performance plan acceptably, the supervisor might propose that warrants a rating of “C.” Then a discussion between the supervisor and employee takes place to determine what would need to be accomplished to receive a “D” or and “E.”

Similarly, for GS – the individual might be ‘fully successful,’ so discuss what would be needed to achieve ‘outstanding’ or ‘excellent.’

Accomplishments – especially as they might relate to strategic targets should be noted and highlighted. Regardless of personnel system, both the supervisor and the employee should review what has been documented, sign, and date. All mid-year reviews should be completed on or before April 30, 2006.

AND THE WINNER IS.....

Dr. Elizabeth Fleming was the first to respond with all the right answers to last month’s Travel Quiz. Dr. Fleming is the Clinic Director at the Florence, SPC in Arizona and has been proudly serving with the Division since August, 2004. She has successfully used Govtrip for more than eight trips in support of DIHS’ mission. The next time you see her, be sure to give the coin challenge so you can see her beautiful shiny new DIHS coin. Congratulations Dr. Fleming! Thanks to all who participated; you can check your answers below.

1. Purpose of Travel should be entered in the
c. Comments to the Approving Official in the Preview Trip screen

2. I can book my flights
c. through GovTrip

3. If non-GSA flights are booked I must
d. complete option b, attach approved Request for non-GSA Carrier form, sign and submit my GovTrip Authorization.

4. The Object Class Code is found on
b. the Accounting screen

5. True or False

F_ If my GovTrip Authorization/Order is approved I don’t need to attach my approved car rental form.

T_ If the hotel’s Government rate is above the GSA government rate I need to complete an Actual/Necessary Lodging form and submit it for approval.

T_ When the Actual/Necessary Lodging form has been approved and attached to my GovTrip authorization/order I must then edit my Per Diem Entitlements.

T_ If my dates of travel are extended I must amend my travel authorization/order and after they are approved I may stay on travel.

F_ If I return early from a trip I can change the dates directly on my voucher.

T_ All DIHS federal employees must apply for a government travel credit card so they are ready to travel in case of all emergencies.

F_ If I have a direct deposit form for my salary I do not need to complete another one just for travel reimbursements.

DIHS Environmental Health and Safety

By CDR Edwin Vazquez

The EH/SP is a comprehensive DIHS initiative designed to establish a safe environment

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free of hazards in all DIHS facilities. It also serves as the vehicle to identify and correct any condition which could adversely impact the health status of detainees, employees, and visitors to any of DIHS' facilities. The program is divided into seven components. These are:

- Safety Management Plan**
- Emergency Preparedness Management Plan**
- Life Safety Management Plan**
- Security Management Plan**
- Bio-Medical Equipment Management Plan**
- Hazardous Materials Management Plan**
- Utility Management Plan**

In each of our facilities, the Health Services Administrator (HSA) appoints a Health Safety Officer (HSO) who is responsible for implementing preventive programs as deemed necessary, and to consult with the HQ Environmental Health and Safety Coordinator on all critical safety issues. On a regular basis we will ask you to participate in a short quiz on safety related topics. The answers will be provided in the following month's issue. The topic for this month is *Hazard Communications*.

1. According to the NFPA labeling, reactivity, flammability, health are _____ of chemicals.
 - a. Hazard categories
 - b. Chemical properties
 - c. Physical properties
 - d. None of the above
2. The "hazcom" standard provides for:
 - a. Training, labeling, and MSDSs
 - b. Annual training, testing, and labels
 - c. MSDSs but not labeling
 - d. None of the above
3. Corrosives are chemicals that:
 - a. Cause warts
 - b. Cause cancer
 - c. Eat away at skin
 - d. None of the above
4. Flammability, combustibility, and explosiveness of a chemical are:
 - a. Physical hazards
 - b. Health hazards
 - c. Physical properties
 - d. Both a and c
5. The hazcom standard provides for all of the following except:
 - a. Annual Testing
 - b. Labeling
 - c. Training
 - d. Provision of MSDSs
6. Warning labels on shipped chemicals must have all but:
 - a. First-aid precautions
 - b. Appropriate hazard warning
 - c. Name and address of the chemical manufacturer or importer
 - d. Identify of the hazardous chemicals (must match MSDS)
7. The hazard communication standard is also commonly known as:
 - a. The Chemical Law
 - b. The Show Me Law
 - c. The Right-to-Know Law
 - d. The Chemical Training Law
8. Material Safety Data Sheets (MSDS) must be written in which language?
 - a. Spanish
 - b. English
 - c. Both a and b
 - d. Neither a nor b
9. Health hazards that happen right away, like breathing in poisonous fumes and dying immediately, are called:
 - a. Chronic
 - b. Long-term
 - c. Acute
 - d. Neutral
10. Which of the following is not a typical route of entry for toxic or hazardous substances:
 - a. Inhalation
 - b. Assimilation
 - c. Skin contact
 - d. Ingestion

Web Links of The Month

www.pohly.com (A great wealth or resources for any health care professional)
www.iaap-hq.org/admin_tools/resources.htm (A vast array of tools not limited to the admin personnel)
www.freetrainers.com (By answering a few questions, this site will guide you on a work-out routine based on your goals (strengthening, conditioning, etc.) as well as track your progress.

If you have a web link that you would like included in *The Rapid Pulse*, please send an email to shalana.millard@dhs.gov. Please include the actual link, and a summary of what the web link is about.

Happy Administrative Professionals Week And Day!

On the occasion of the annual Administrative Professionals Week (this year observed April 23-29), and Administrative Professionals Day (April 26), I want to sincerely thank our administrative support staff.

Within our field facilities and at Headquarters, DIHS is truly blessed with a cadre of administrative professionals who are dedicated to the mission of this Division.

They are the backbone of our organization. Whether it's accessing GovTrip to ensure that we are ready to travel, setting up a critical conference call, maintaining their Associate Director or Health Service Administrator's calendar, or tracking the status of a document in routing (and so much more), our administrative professionals, to borrow an old phrase, "make the trains run on time" within DIHS.

They put duty and dedication to mission above self, and have always shown an amazing ability to adapt to changing priorities and situations, thus allowing us to thrive as an organization.

To our wonderful administrative professionals: we

simply say thank you for your ongoing hard work and commitment to DIHS! We couldn't do it without you!—Dr. Migliaccio, Director

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very first time that the work we do within our organization, was spelled out in such detail. The importance of ensuring the quality and accuracy of this document cannot be understated. The PWS was turned into a Request for Proposal (RFP), and anyone wanting to bid on the work of our Division, had to respond to the RFP.

Meanwhile, the MEO Team was tasked with developing the government's response (known as the "Agency Tender") to the RFP. The MEO Team was able to learn some excellent concepts, and they undertook a very detailed very of our organization. The MEO Team submitted its proposal (on behalf of the government) on October 4, 2005.

I want to thank everyone who assisted in some way, large or small, with the A-76 study. The members of the PWS and MEO Teams truly went above and beyond the call of duty, working on issues relative to the A-76 study, while maintaining their normal duties and functions.

Many other staff members contributed as well, without knowing it. You may have been asked to provide some vital information to either the PWS or MEO Team, without even knowing the purpose of the requested information.

I have no doubt that the A-76 study has caused angst among some staff. But I also believe the study was of great benefit to us. It is not very often that an organization gets the opportunity to look under its own hood and examine its internal processes. And through the A-76 study,

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we confirmed what we already knew: DIHS is a unique entity, and no one else is equipped to do what we do, as well as we do it!! Now, we will turn our attention to ensuring that we function as the Most Efficient Organization!

Email Etiquette

By LCDR Jean Pierre DeBarros

Etiquette as a general definition is *a code that governs the expectations of social behavior, the conventional norm. It usually reflects a theory of conduct that society or tradition has invested heavily in.*

Whether we know it or not, we apply etiquette in our daily activities. Etiquette plays a vital role in how we present ourselves to those with whom we interact. This could not be more true than in the use of email. Email, now a mainstream form of communication, plays an important part as one of our communication tools, but what is more important is how we portrait ourselves and the Division as a whole. Here are some points that I have gathered or created on the topic of email etiquette.

1. Be concise and to the point. Do not make an e-mail longer than it needs to be. Remember that reading an e-mail is harder than reading printed communications and a long e-mail can be very discouraging to read.

2. Answer all questions, and pre-empt further questions. An email reply must answer all questions, and pre-empt further questions. Prior to hitting send/reply, ensure that you have answered all questions. A good tip is to cut and paste the questions in the body of your reply and provide the answer. Pre-empt further questions by not limiting your answers to closed-ended questions with “yes/no” answers, but instead, add details to your answer.

3. Use proper spelling, grammar & punctuation. This is not only important because improper spelling, grammar and punctuation give a bad impression of you and your company, it is also important for conveying the message properly. E-mails with no full stops or commas are difficult to read and can sometimes even change the meaning of the text. Outlook has a spell checking option, and we should all be making use of it.

A common mistake I see in emails and documents is the misuse of the apostrophe (‘). According to the Modern Language Association (MLA), an apostrophe is not needed to form the plural of abbreviations (Ex.: HSAs, CDs, etc...). Apostrophes have two primary functions: one, when showing possession (the HSA’s facility) and two, when making contractions (can’t, won’t, etc..).

4. Provide timely responses. Though we all have busy schedules, we must make an strong effort to respond to emails within at least 24 hours, and preferably within the same working day. If the email is complicated, just send an email back saying that you have received it and that you will get back to them. This will put the individual’s mind at rest and usually customers will then be very patient.

When emailed for information and you know it will take you time to complete, acknowledge receipt of the request and timeline for your response. Don’t leave people guessing whether you have even opened the email.

5. Use proper structure & layout. Another common mistake I see, is the lack of proper structure and layout. Since reading from a screen is more difficult than reading from paper, the structure and lay out is very important for e-mail messages. Use short paragraphs and blank lines between each paragraph. When making points, number them or mark each point as separate to keep the overview.

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6. Do not write in CAPITALS. IF YOU WRITE IN CAPITALS IT SEEMS AS IF YOU ARE SHOUTING. This can be highly annoying and might trigger an unwanted response in the form of a flame mail. Therefore, try not to send any email text in capitals.

7. Don't leave out the message thread. When you reply to an email, you must include the original mail in your reply, in other words click 'Reply,' instead of 'New Mail.' If you receive many emails you obviously cannot remember each individual email.

This means that a 'threadless email' will not provide enough information and you will have to spend a frustratingly long time to find out the context of the email in order to deal with it. Leaving the thread might take a fraction longer in download time, but it will save the recipient much more time and frustration in looking for the related emails in their inbox.

8. Read the email before you send it. A lot of people don't bother to read an email before they send it out, as can be seen from the many spelling and grammar mistakes contained in emails. Apart from this, reading your email through the eyes of the recipient will help you send a more effective message and avoid misunderstandings and inappropriate comments.

9. Do not overuse Reply to All. Only use Reply to All if you really need your message to be seen by each person who received the original message.

10. Take care with abbreviations and emoticons. In business emails, try not to use abbreviations such as BTW (by the way) and LOL (laugh out loud). The recipient might not be aware of the meanings of the abbreviations and in business emails these are generally not appropriate. The same goes for emoticons, such as the smiley :-). If you are not sure whether your recipient knows what it means, it is better not to use it.

11. Be careful with formatting. Remember that when you use formatting in your emails, the sender might not be able to view formatting, or might see different fonts than you had intended. When using colors, use a color that is easy to read on the background.

12. Do not forward chain letters. Do not forward chain letters. We can safely say that all of them are hoaxes. Just delete the letters as soon as you receive them.

13. Do not use email to discuss confidential information. Sending an email is like sending a postcard. If you don't want your email to be displayed on a bulletin board, don't send it. Moreover, never make any libelous, sexist or racially discriminating comments in emails, even if they are meant to be a joke.

14. Use a meaningful subject. Try to use a subject that is meaningful to the recipient as well as yourself. If during the course of multiple email traffic to the same thread, the subject of the conversation changes, change the subject topic accordingly.

15. Use active instead of passive. Try to use the active voice of a verb wherever possible. For instance, 'We will follow-up on that case today' sounds better than 'That case will be followed-up today.' The first sounds more personal, whereas the latter, especially when used frequently, sounds unnecessarily formal.

16. Avoid long sentences. Try to keep your sentences to a maximum of 15-20 words. Email is meant to be a quick medium and requires a different kind of writing than letters. Also take care not to send emails that are too long. If a person receives an email that looks like a dissertation, chances are that they will not even attempt to read it.

17. Include a signature block. Include a signature block in all your emails detailing your title and contact information.