

What System Administrators Should Know, Part 2 of 6:

Surviving Office Politics

(or Keeping shipping lanes clear of icebergs. With a kayak.)

By Leeland Artra

April 8, 2004

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An introduction, overview and tutorial of office politics and the related (required) office documentation.

An important step to breaking away from the 'fire fighting' mode of site operations is getting policies and procedures documented. But, the documentation needs to be more than just a heavy book of intermixed legal jargon that no one really reads or uses. Site documentation must be clear, simple, short and easily modified to address changes in operations. But, writing these kinds of documents appears so painfully hard and time consuming that very few sites ever bother. The documentation process does not need to be so difficult. But, it does require some skills and knowledge that have become hard to learn due to lack of available references and examples. This talk is intended to start reversing some of the problems associated with documentation efforts.

The talk will start with a discussion of the various documents needed for a systems administration (or information technologies) group. A short discussion for each type of document will include suggestions for when, where and how it is appropriate to use. The talk will then provide a list of 'site documentation' and show how they interrelate.

Version 1.0 - July 12th, 2001 for Seattle SAGE Group at the Rosen Building, 960 Republican Street, Seattle

Version 2.0 – April 8, 2004 for Seattle SAGE Group at the Electrical Engineering building UW Campus, Seattle

Why Are You Here?

By the end you should:

- Understand political types
- Understand how various business and technical documents interrelate.
- Understand the need for playing the "political games."
- Know the 9 Habits of Politically Savvy People
- Know where to go for more detailed information.

"Most people would sooner die than think; in fact, they do so."

April 8, 2004

Bertrand Russell (1872-1970)

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This series has spawned a technical white paper that describes in more detail each of the documentation methods discussed. Plus the paper includes examples and bibliographic references.

- Understand how various business and technical documents interrelate.
- Have an idea of what methods to use to build the proper site documents.
- Understand the need for playing the "political games."
- Know where to go for more detailed information.

Why am I here?

- Wrote Navy Top Quality Leadership requirements for “Systems Operators”.
- Wrote more than a few policies, procedures and computing site manuals.
- Have a CPA for a Mother (made me keep my own books since I was 7).
- Systems Administrator (SA) for 16 yrs.
- Senior SA for international research treaty.
- Programmer for 8 years.
- Director (Lead) on and off for 6 years.

"Big egos are big shields for lots of empty space."

April 8, 2004

Diana Black

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Leeland Artra is the Director of Computer Systems Technology for the Cell System Initiative (CSI) at the University of Washington. CSI is a combined biological research program and information systems research & development program focused on bringing the power and technologies available in today's computer industry to the biology research laboratory environment. The primary goal of the information systems research component of CSI is to develop an optimal computing environment for collaborating, distributed groups of biologists.

Previously Leeland was the Senior Researcher for the Cellworks Project at the University of Washington (CWP). The CWP has nearly the same goals as CSI and at CWP Leeland was the inventor of numerous database Java technologies. One of which was the Moulage System, which was highly recognized as an important research step in data mining and sharing. The Moulage System was nominated by Oracle for the Computer World Smithsonian 1998 award and became one of the finalists for that award. Leeland was also named an Oracle Futures Development Partner.

Leeland remains the principle information systems researcher for these efforts and has personally designed and implemented a number of new computer technologies. Currently Leeland's efforts are on creating a new Java based Object Oriented database architecture to store, access, mine, and analyze biological information.

First Let's Define the Problem

We are focusing on:

- “The Network” (Politics)
- Getting or keeping a happy work environment.
- Mitigating firehouse operations.

In short your sanity, free time
and professional career.

April 8, 2004

The word "checkmate" comes from the Persian phrase "Shah Mat,"
meaning "the king is dead".

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Topics

- Politics are real and unavoidable
- How political are you
- About political types
- How to size up the political climate
- Rising above it all
- 9 Habits of Politically Savvy People
- Winning strategies
- Business Documents

April 8, 2004

Ten percent of the Russian government's income comes from the sale of vodka.

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Politics are Real and Unavoidable

- Not all politics are bad
- Realize that this is reality
- Expect politics in all situations
- Politics are part of human interaction

April 8, 2004

In politics, your enemies can't hurt you, but your friends will kill you.

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What Creates Office Politics

- Scarcity of resources
- A too competitive work environment
- Subjective performance standards
- Unclear job definitions
- Emotional insecurity

April 8, 2004

Only in America, do we use the word "politics" to describe the process so well:
"Poli" in latin meaning "many" and "tics" meaning "blood-sucking creatures".

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How Political Are You

- Answer the question with your first impression
- Think most of the time when answering

You can also use these questions to help identify people in your office.

“Man is by nature a political animal.”

- Aristotle

April 8, 2004

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Score Your Sheet

5 Points for Every “Mostly True” answer

April 8, 2004

“Too bad that all the people who know how to run this country are busy driving taxis and cutting hair.” – George Burns

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Lets Review The Political Types

- Corporate Shark
- Climber
- Survivor
- Straight Arrow
- Lamb for Slaughter

April 8, 2004

“Politics is the art of looking for trouble, finding it everywhere, diagnosing it incorrectly and applying the wrong remedies.” – Groucho Marx

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Corporate Shark

- Score of 90 plus
- Tends to use others to enhance career
- Power-hungry, ruthless, and devious
- Survives well in Piranha Land

“Ninety-eight percent of the adults in this country are decent, hardworking, honest Americans. It's the other lousy two percent that get all the publicity. But then, we elected them.” - John Kenneth Galbraith

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Climber

- Score of 75 to 89
- Shrewd politician
- A moderate score (75-85) suggests you might have a good chance of success
- Politics are everything - let's campaign

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“Politics is not the art of the possible. It consists in choosing between the disastrous and the unpalatable.” - John Kenneth Galbraith

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Survivor

- Score of 50-75
- Practices some office politics and is aware of the political climate
- Ok, what do I have to do to survive

“In politics, an organized minority is a political majority.”

April 8, 2004

- Jesse Jackson

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Straight Arrow

- Score of 35-49
- Not perceived as office politician
- May neglect cultivating key people for career advancement
- Honesty is the best policy

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“In politics, strangely enough, the best way to play your cards is to lay them face upwards on the table.” - H. G. Wells

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Lamb for Slaughter

- Score of less than 35
- Doesn't believe in office politics
- Commonly boasts of never practicing office politics
- Easily eaten by sharks
- Survives in Nirvana Land

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“When I entered politics, I took the only downward turn you could take from journalism.” - Jim Hightower

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Sizing up the Climate

- Who's related to who
- About my boss
 - Irritations
 - Enemies
 - Personal facts
 - Politics practiced
- Identify the true power and players
- Look below - motivations
- What are favored behaviors and status symbols

"We hang the petty thieves and appoint the great ones to public office."

April 8, 2004

- Aesop

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What's Your Corporate Climate

- Answer the question with your first impression
- Think most of the time when answering

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“Democracy is a device that insures we shall be governed no better than we deserve.” - George Bernard Shaw

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Piranha or Nirvana

- Score of 90 plus is Piranha Land.. Wear bullet proof vest
- Scores of more than 50 indicate some problems
- Score of 10 or less is Nirvana... Never leave

April 8, 2004

“Military justice is to justice what military music is to music.”

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9 Habits of Politically Savvy People

1. Politics are part of human interaction - you can set the tone by:
 - Not participating in gossip
 - Telling the truth (Do not brag)
 - Checking out praises and criticism
 - Accept your imperfections

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“The nuclear bomb took all the fun out of war.”

- Edward Abbey

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- Never join other voices to persecute the establishment; your opinion may be presented to the boss as the only voice of opposition. Some destructive co-workers who are quick to report others never admit their role in initiating an anti-establishment sentiment. Such co-workers won't hesitate to make others look bad before the boss so they can win brownie points.
 - Do not brag about your achievement. Let your work speak for itself or let somebody else do the bragging. If you have done a good work, it will be noticed and appreciated by people who appreciate good work. Once your co-workers develop the feelings that you are bragging, you might have set up yourself for a failure.
 - Accept your imperfections. When you make error, admit it. The cardinal sin on the job is to blame somebody else for your errors.

9 Habits of Politically Savvy People

2. Do your work with dedicated interest and loyalty.

- Be punctual
- Do your best to observe the rules
- Improve your knowledge and professionalism
- Be the best no matter the size of the job

“If people behaved like governments, you'd call the cops.”

April 8, 2004

- Kelvin Throop

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- Be punctual at work and try your best to observe the rules and regulations of the company. Improve your knowledge and professionalism on the job and if possible, be ahead of the times by reading about current research findings in your areas of expertise.
 - Be the best at what you do, no matter how small or big the job. It is not enough to just do the work, always let your work leave a mark of excellence. Remember the words of the famous Italian Zoologist Fabricius (1537-1619): "Death comes to all, but great achievements raise monuments which shall endure until the sun grows cold."
 - Use your errors as learning tools for education, and job improvement. This is how you turn your weaknesses to strategies for success.

9 Habits of Politically Savvy People

3. Help design/define clear business documents: business plan, job roles, policy documents, etc.
 - Find / Read / Update / Write
4. Never join other voices to persecute:
 - the establishment
 - co-worker or a newcomer
5. Expose dirty tricks used by the sharks.
6. Don't allow anyone to "get" something on you that can be used later.

"A diplomat is a person who thinks twice before he says nothing." - Frederick Sawyer

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- Never join hands to persecute a co-worker or a newcomer. One of the most destructive behaviors on the job is the refusal to accept a new employee -- joining hands with others to persecute an innocent co-worker is unethical. Collective persecution of an employee is very common in a problematic working environment just because we need somebody to blame.
 - Those who persecute others are mostly the ones who do the least on the job. This is their political strategy due to their inadequacies. Many times these types excel and move up the corporate ladder, but because they lack compassion for others, their achievements are always short-lived. The only time you should present your achievements to your boss is when you are being persecuted for not doing enough.
 - Never destroy co-workers' work or denigrate them to elevate your status. Most businesses have very strict punishment for employees destroying co-workers' work. The punishment is immediate termination! You don't have to destroy somebody else on the job to achieve your own objective - this is very unethical.

9 Habits of Politically Savvy People

7. Make emotional deposits with the people you work with.
 - Never get into a shouting match
8. Be known as a producer and not a politician.
 - Don't hold grudges or be vindictive
 - Never take a problem to the manager without having two or three solutions for the problem
9. Lift others up with you and forgive failures.
 - know a co-worker individually

“The hardest thing about any political campaign is how to win without proving that you are unworthy of winning.” - Adlai Stevenson

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- Never get into a shouting match with a co-worker no matter how angry you get. When you feel you are being persecuted on the job, find a nice and diplomatic way to resolve the problems. Emotional outburst can be counter-productive on the job. Verbal confrontation can lead to other forms of physical violence.
 - Be a negotiator between feuding workers, a fire extinguisher when problems are brewing on the job. However, remember that playing this role makes you vulnerable to attacks by others who thrive on the emotional energy ignited by crisis. They act as if you are the one trying to take away their candies!
 - Never hold grudges or be vindictive -- these types of behaviors are always counter-productive. When you are angry over an issue, admit it to yourself, and then take corrective measures to rectify the problem. Once the problem is resolved, let the anger be deflated and let the problem be history; then move on. The more you bottle anger inside of you, the more you increase the chances of an emotional explosion.
 - Learn to get along with people who appear not to like you or whom you may not like. You can learn to work with people you don't like. Learn not to personalize problems -- it is not about you, but about work. People communicate at different levels; you don't have to be intimate to work with a co-worker.
 - Learn to know a co-worker individually and to not base a relationship on what was said by another person. Most of the initial negative attitudes developed by co-workers against an individual usually resulted from a negative notion based on somebody else's bias. Learn to know an individual; develop a unique, personal, diplomatic working relationship with that person instead of allowing prejudice to govern your opinion.
 - Learn to identify and deal with thrill seekers of crisis. Once a problem is solved, they will create another. After solving the second, third or fourth problem these chronic pleasure seekers do not stop; they will find something else wrong to yell about. Know when to time-out with such people. The rule is, as long as these people are kept busy, given numerous assignments, their energies to craft crisis or do havoc will be depleted. Don't react to these people as nuisances on the job, which chronic complainers can sometimes be. Look at them as energetic people, looking for challenges; a manager should assign them to solve the problems in question.
 - Do not bring personal problems to work or persecute co-workers as a reflection of your personal failures or problems. If you have problems with your spouse, seek professional help or talk to a trusted friend. Victimized co-workers because of personal problems is not only unethical but very unprofessional.
 - Find a neutral ground to negotiate issues with the boss or co-workers. When negotiation fails, learn to compromise; when compromise fails, learn to agree to disagree. Learn to approach others about job related issues without either intimidation or being intimidated.
 - When you feel intense anger or hate towards an individual on the job, immediately look inside yourself. True enough, somebody could have created a problem for you. But the intensity of your reaction is usually based on emotional amplification by pre-existing problems. Looking inside yourself is not to encourage self persecution as much as to evaluate whether the anger is targeted towards the wrong person or situation.
 - Learn to respond without stress to stressful situations. This is not a strategy that is learned overnight; it is a skill which has to be mastered. For example, instead of getting into a shouting match with an irate co-worker, lower your voice; the aggressor may lower his or her voice to the point of sensible conversation. Learn to channel negative energies to positive outlets.
 - Improve your work ethics and spend the major part of the job time producing. It is a misconception that your loyal hard work for the company is fruitless in the absence of job incentives or rewards. Once the job is well-mastered and you have developed good work ethics, you now have a better chance of getting a job elsewhere or starting your own business on the side. Good managers usually appreciate hard-working employees, unless they are a threat to the managers.
 - Although you want to get along with everybody on the job, that may not happen all the time. Set a limit on how much you will take from an abuser. Relate problems to such a co-worker in a professional way with a neutral tone of voice. For example, if a co-worker is in the habit of yelling at you, make it clear you don't appreciate such as unprofessional style of communication. If the behavior continues, let others witness it. You can take it to the manager, but try all other diplomatic avenues to resolve the issue.
 - Learn to shield yourself from the emotional abuse of such people by limiting interaction primarily to work. If the situation gets too hard to handle because of chaos, ask for a transfer or look for an exit door and find a new job. Do not wait until you are completely broken down. Know the danger signs (your body will tell you) and when to quit. Dealing with "hard nuts to crack" is not easy. Such workers have compulsive obsessive behavior leading sometimes to exaggerated responses to trivial issues. These types of people either have emotional problems or are still emotionally immature. The problem in such people have been tolerated for so long that it is hard for them to change.
 - Deal with an ego-driven manager with diplomacy. Some supervisors may believe that they are better than others and that co-workers should be subservient to them. If you treat your boss as a god, you will pay a painful price because you open yourself to abuse. An effective manager will treat you with respect and you should reciprocate.

The Story So Far

- Politics are unavoidable
- How political are you
- What's your corporate climate
- 9 Habits of Politically Savvy People

**Now Lets Discuss
How to rise above it all**

April 8, 2004

The human brain stops growing at age 18, and is 80% water.

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Why

- Do I seem to always be 20+ hours behind?
- Does my boss seem to look through me?
- Am I not getting the support I want?

"Bad planning on your part does not constitute an emergency on my part."

April 8, 2004

Proverb

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I Need A Plan

- Fix the attitude, become a real asset to your business.
- Work better.

April 8, 2004

"Never ascribe to malice that which can adequately be explained by incompetence." - Napoleon Bonaparte (1822-1891)

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Be an Asset? Work Better? How?

By doing something that is very hard.

Be a **Professional**:

- **Self Disciplined**
- Think things through
- Engineer your environment:
 - Office Day
 - Projects
 - Business Environment

"Better to light a candle than curse the darkness."

April 8, 2004

Chinese Proverb

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Professional Mannerisms

- Dress a touch better than everyone else.
- Work hard to take criticism.
- Fight the urge to one up or jump in with a similar story.
- Learn to lead.
- Find a time management strategy that works for you and stick to it. (Try A-B-C.)
- Always engineer your work, time and attitude.
- Scare people with your background notes.

“A closed mind is like a closed book; just a block of wood.”

April 8, 2004

Chinese Proverb

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Absorb The Hard Knocks

Professionals absorb hard knocks and keep going because they:

1. Are thick skinned;
2. Control anger at themselves, others and critics (it blocks learning);
3. Listen objectively;
4. Take complaints as Valuable Feedback, seeking to improve whatever it is;
5. Are proactive about criticisms or complaints (doing something about it before it is shove it down their throat again); and
6. Watch and learn from others how to avoid and solve problems.

April 8, 2004

“When you check your own mind properly, you stop blaming others for your problems.” - Lama Thubten Yeshe

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Miscommunication during feedback is a frequent source of friction and unhappiness at work. The trick is to think before you speak. Both sides of the process can gain using a sensitive, open-minded and objective approach.

Engineer Your Environment

- Documenting processes.
- Analyzing activities.
- Writing specifications.

In short create and use technical specifications, flowcharts, project descriptions, procedural manuals, etc.

"Hindsight is good, foresight is better, but insight is the best of all."

April 8, 2004

author unknown

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Professional Winning Strategies

- Help your boss succeed
- Be loyal, avoid disloyalty
- Praise your boss to upper management
- Imitate your boss' slogans
- Present options
- Be visible
- Teach your boss a skill
- Be different - not part of whining masses

April 8, 2004

The storage capacity of the human brain is about 4 terabytes (4,000 gigabytes).

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You'll Rise Above it All

- Shine at meetings
- Compliment influential people
- Talk big, outside the box
- Appear cool under pressure
- Display good corporate manners
- Learn new skills and sell them
- Be a team player

“A committee is a life form with six or more legs and no brain.”

April 8, 2004

- Lazarus Long (Robert Heinlein)

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Documents and Office Politics

What does documenting the processes have to do with politics?

- Its far easier to resolve issues or disputes if policy, practices and management hierarchies are defined, approved and accepted.
- To be a professional act professional.
- To get time back manage professionally.

The Right Document Helps

Writing good site or project documentation has never been easy. But, it has historically been worth the effort.

It's not odd that something so helpful is avoided more than the dentist. This is because it is hard, apparently time consuming and, sometimes, boring.

"We learn from history that we don't learn anything from history."

April 8, 2004

Bernard Shaw

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Not Easy

Site documents must:

- Communicate your intent clearly
 - Keep things simple, but precise.
 - The average user will need to figure it out.
 - Parsimonious (e.g. to the point, short).
 - Jargon free (legal or computer jargon is boring and hard to decipher).
- Come together to create a better world

April 8, 2004

A group of unicorns is called a blessing.

A group of owls is called a parliament.

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There are a lot of principles to keep in mind when writing site documentation. The general guidelines are:

- Simplicity:** Keep it simple. An intricately designed document may seem cool, but it is not likely to be read or understood. Do not use ambiguous terms (e.g. “Unacceptable behavior” would require a definition or an example). Keep the language easy to read.
- Clarity:** It is difficult to get things so they are unambiguous without resorting to complex explanations. But, do everything possible, including hiring a technical writer to help.

Some Starting Guidelines

- Know your document types well.
- Keep document focused on main idea or goal.
- Keep documents simple.
- Provide good cross-references.
- Keep documents as small as possible.
- Ensure that separate documents refer to each other instead of having redundant text.

April 8, 2004

At latitude 60 degrees south you can sail the entire way around the world.

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Ink to info ratio.

Document Goals

- The primary goal is communicate information to site staff and users.
- To do this each document should deal with each of the following as appropriate to achieve the primary goal:
 - Detail what, who (the circumstances)
 - Why (principles, reasons)
 - How (methods)
 - Why not (security, privacy, etc.)

"Act like a man of thought - Think like a man of action."

April 8, 2004

Thomas Mann

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For Best Results

- Keep all site documents in the same style.
- Leave out:
 - Things that change frequently (use titles instead of names).
 - Detailed procedural steps.
 - Jargon (legal, computer and acronyms).
- Put contact or resource specific items in easily updated appendixes.
- Include a bibliography of all references.

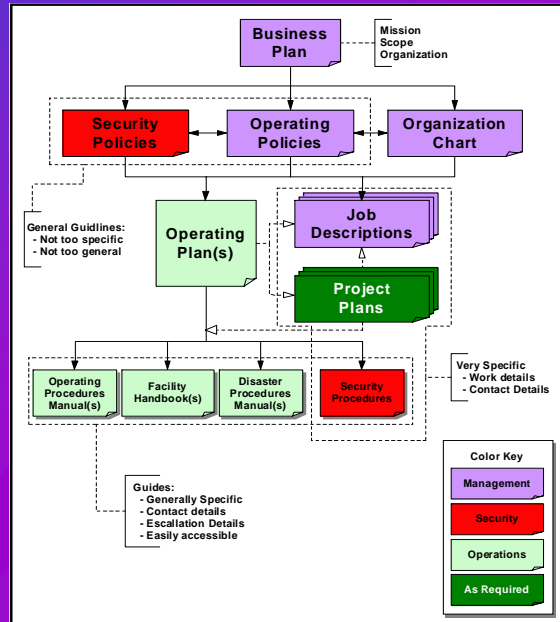
"I give myself very good advice But I very seldom follow it."

April 8, 2004

Alice, Alice in Wonderland

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What to Document



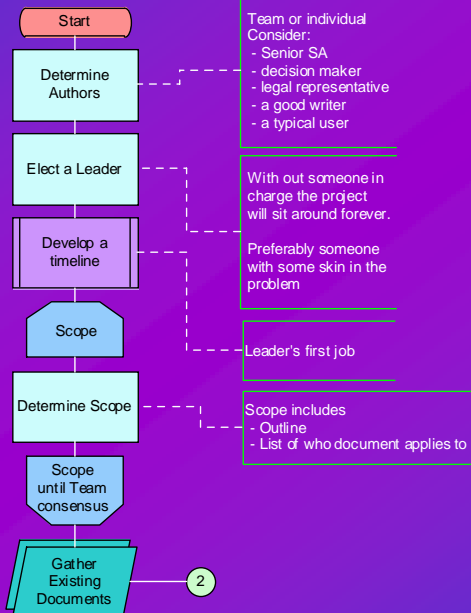
“Prior proper planning, prevents poor performance”

April 8, 2004

Proverb

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Process For Developing Site Documents

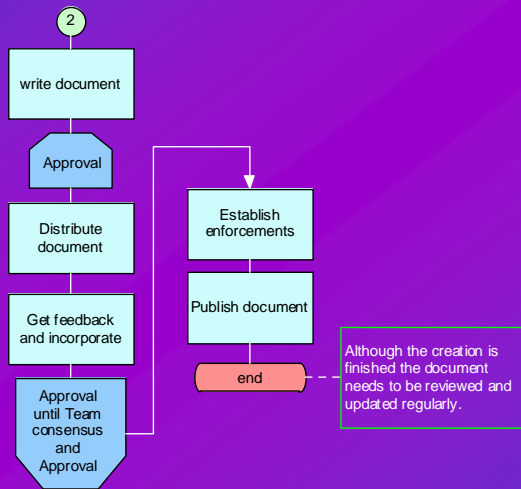


Isaac Asimov is the only author to have written a book in all 10 Dewey-decimal categories.

April 8, 2004

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Process For Developing Site Documents (cont)



April 8, 2004

Dueling is legal in Paraguay as long as both parties are registered blood donors.

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Business Plans

- Provides a detailed roadmap.
- Convinces people that you're doing the right thing.
- Targeted for management (can be confidential).
- Contain at least:
 1. the description of the business,
 2. the marketing plan,
 3. the financial management plan and
 4. the management plan.

"Without deviation from the norm, progress is not possible."

April 8, 2004

Frank Zappa

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What goes in a business plan? This is an excellent question. And, it is one that many new and potential small business owners should ask, but oftentimes don't ask. The body of the business plan can be divided into four distinct sections:

- 1) the description of the business,
- 2) the marketing plan,
- 3) the financial management plan and
- 4) the management plan.

Addenda to the business plan should include the executive summary, supporting documents and financial projections.

It may seem silly to ask yourself, "What business am I really in," but some owner-managers have gone broke because they never answered that question. One watch store owner realized that most of his time was spent repairing watches while most of his money was spent selling them. He finally decided he was in the repair business and discontinued the sales operations. His profits improved dramatically.

Organizational Charts

- Clearly describe who is supposed to be doing what, and
- Who is responsible for the mess.
- Generally targeted for public consumption.
- Provide an outline for work flow.
- Should be very simple and fit on one page.

“The best solution to a problem is the most simple one”

April 8, 2004

Proverb

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Policies

- Are rules of conduct and behavior
- Are recognized by the courts
- Targeted for general access (appropriate access)
- Should:
 1. Publicize minimum standards of behavior.
 2. Not be impenetrable documents.
 3. Be working documents developed collaboratively and iteratively.
 4. Aimed at making life and work easier.

April 8, 2004

The ammunition belts in WWII aircraft were 27 feet long, thus the expression "the whole nine yards".

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Security Policies

- Goal is to provide adequate security from:
 - Disruption of work;
 - Protection of data stored;
 - Prevention from inappropriate modification; and
 - Prevention of inappropriate disclosure.
- But, the security must not adversely affect business.

April 8, 2004

M&M candies were created so that soldiers in the field could eat candy without getting sticky fingers.

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The goal of computer security is to provide an adequate level of security support such that the facility resources are protected from disruption, information stored on facility computers is protected from modification and inappropriate disclosure; the facility can quickly recover from disruption, and the facility clients are not adversely affected by security measures.

- Generate a clear security goal statement
- Construct a clear computer security policy that shows due diligence to achieving the stated Security Goal
- Construct a Security Plan for fulfilling the Computer Security Policy, using the Security Goal as a guide for unclear sections
- Implement slowly and carefully each piece of the Security Plan
- At a minimum officially review the Computer Security Goal, Security Policy and Security Plan, revise as needed annually (or as indicated in the Computer Security Policy).

Job Descriptions

- Are minimally detailed requirements for getting paid.
- Targeted for person filling the position.
- Should Contain:
 1. Essential functions to be performed; and
 2. List all the knowledge, skills, and abilities necessary to perform the job divided into requirements and preferences.

April 8, 2004

In California, it's against the law to set a mousetrap unless you have a hunting license.

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According to the Equal Employment Opportunity Commission (EEOC), essential functions are those tasks or functions of a particular position that are fundamental to the position (as opposed to marginal). Knowing the essential functions of the job will aid you in:

- writing appropriate interview questions; and
- determining whether a person is qualified to perform the essential functions; and
- identifying reasonable accommodations to enable a disabled person to perform the essential functions.

Project Plans

- Define the goals, participants, resources and process for getting a “project” done.
- Targeted for “action groups”.
- Should Contain:
 1. Project Name (Code Names are fun);
 2. Mission Statement;
 3. Lead;
 4. Participants;
 5. Resource Requirements;
 6. Planned Deliverables; and
 7. Key Milestones.

April 8, 2004

Australia's first fifty cent piece contained two dollars worth of silver.

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Operating Plans

- Generally define how the business plan and policies will be met by a group.
- Targeted for management and leads.
- Should Contain:
 1. Position Descriptions (referencing job descriptions);
 2. Initial Project Plan Outlines (kick starts);
 3. Basic Procedures;
 4. Outline of more detailed documents;
 5. Overall Budget; and
 6. Resource Lists.

April 8, 2004

“No matter where you go, there you are.”

Jackie Mason

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Operating Procedures Manuals

- Detailed descriptions of operating methods and processes.
- Targeted for internal support staff.
- Should Contain:
 1. Guideline (outline) procedures for normal operations;
 2. Flowcharts for repetitive procedures;
 3. Complex procedure outlines, flowcharts and references;
 4. An informative table of contents; and
 5. An index if large (more than 10 pages).

April 8, 2004

The cigarette lighter was invented before the match.

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Facility Handbooks

- Detailed description of a facility or business location.
- Targeted for employees, visitors, contractors and possibly the general public.
- Should Contain:
 1. Security outline;
 2. Primary contacts; and
 3. Public policies and procedures.
- Can Contain:
 1. Maps;
 2. Forms;
 3. References; and
 4. Area Guides.

“A moment's insight is sometimes worth a life's experience.”

April 8, 2004

Oliver Wendell Holmes

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Security Procedures

- Detailed description of security practices.
- Targeted as required in Security Policies.
- Should contain:
 1. Detailed description of security risks;
 2. Detailed description of response procedures for each risk;
 3. Contact lists; and
 4. Reference Lists.

“Don't take life too serious. You'll never escape it alive anyway.”

April 8, 2004

Elbert Hubbard

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Disaster Procedures Manual(s)

- Detailed description of disaster practices.
- Targeted as required in Business Policies.
- Should contain:
 1. Detailed description for each “risk”;
 2. Detailed response procedure(s) for each “risk”;
 3. Contact lists; and
 4. Reference Lists.

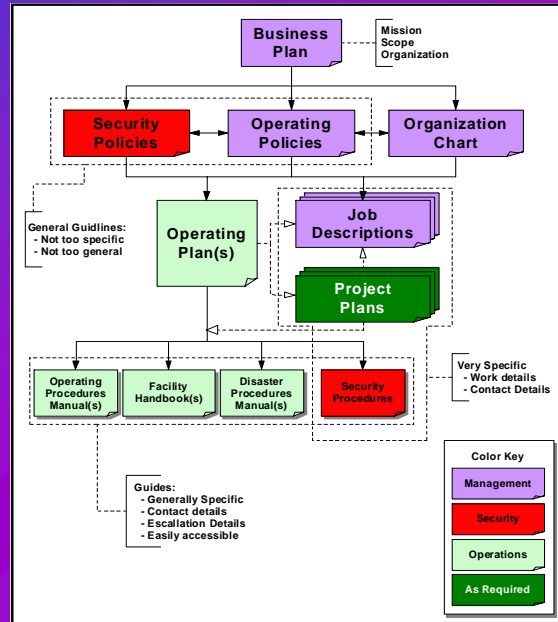
“Even if you're on the right track, you'll get run over if you just sit there.”

April 8, 2004

Will Rogers

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The Documents Covered



The Boston University Bridge is the only place in the world where a boat can sail under a train driving under a car driving under an airplane.

April 8, 2004

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Policies vs. Procedures

- Policies document what is expected.
- Procedures document how a policy is to be met.
- Policy: “Backups are to be performed daily.”
- Procedure: “Load proper backup tape, see backup tape rotation schedule, mounted each morning. Backup cron job will initiate a backup each night at 11PM.”

“Many open minds should be closed for repairs.”

April 8, 2004

Toledo Blade

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Procedures Make Policy

A procedure can imply a policy. For example:

- A cron job runs a daily sweep to remove all .forward files; or
- Implies the policy “forwarding of email is not permitted.”

Implied policies can be dangerous since:

- Not clear (what if cron job is removed?);
- Doesn't list reasons (Why is this being done?); or
- Staff may just ignore them since not specified.

Policies Do Not Make Procedures

- “Thou shall not kill” is a policy that does not imply a specific procedure.
- “An eye for an eye” is a policy that does.
- Be aware of the difference.
- Document as needed.

April 8, 2004

Soceraphobia is the fear of in-laws.

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Quotes

- All the quotes came from my personal collection gathered from lots of sources.
- Some places to find more quotes are:

Witty Wisdom Quotes:

<http://www.iol.ie/~taeger/wisdomqu/wisdomq1.html>

Online Quotes:

<http://www.idynamics.com/quotes/>

Witty Quotes:

<http://www.angelfire.com/ma/hubpoet/pquote.html>

Witty, Thought-Provoking, and Humorous:

<http://www.tk421.net/essays/wit.shtml>

April 8, 2004

Mapmaking is older than writing.

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If done perfectly, any Rubix Cube combination can be solved in 17 turns.

Firehouses have circular stairways because the engines were at a time pulled by horses. The horses were stabled on the ground floor, and figured out how to walk up straight staircases.

The letter "J" does not yet appear anywhere within the periodic table of the elements.

The word "pound" is abbreviated "lb." from the Latin "libra pondo", meaning weight or balance, where the constellation got its name.

"Alma mater" means "bountiful mother".

"Admiral" is derived from the Arabic phrase "amir al bahr," which means "lord of the sea".

"Stewardesses", "reverberated", and "lollipop" are the longest words that can be typed using only one hand on a keyboard.

"Skepticisms" is the longest word that alternates hands, while the longest word that can be typed using the top row only is "typewriter".

The only 15-letter word that can be spelled without repeating a letter is "uncopyrightable".

"Bookkeeper" and "bookkeeping" are the only words in the English language with three consecutive double letters.

The word "set" has more definitions than any other word in the English language.

"Pneumonoultramicroscopicsilicovolcanoconiosis" (a lung disease) is the longest English word according to the Oxford English Dictionary.

"Beelzebub", another name for the devil, is Hebrew for "Lord of the Flies".

If the earth were the size of a bowling ball, it would be just as smooth; the mountains on raised relief globes are greatly exaggerated.

Hawaii's Mauna Kea is the largest mountain on Earth: although partially submerged, it is 4,000 feet taller than Mount Everest.

When the University of Nebraska Cornhuskers play football at home to a sellout crowd, the full stadium becomes the state's third largest city.

Bibliography

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“Systems Security: A Management Perspective”, Edited by Dan Geer, SAGE Short Topics in Systems Administration book 3, 1997.

“So You Wanna Write a Business Plan,”
<http://www.soyouwanna.com/site/syws/bizplan/bizplan.html>.

“Guidelines For Writing Job Descriptions,” Rice University Human Resources,
<http://www.ruf.rice.edu/~humres/Training/HowToHire/Pages/4.shtml>

“Ponytails or pinstripes? Stay relevant with the new dress code,” Anna Murphy,
<http://www.9to5.com.sg/resources/magmine/gen21.asp>

“The future: It's all about goals,” Anna Murphy,
<http://www.9to5.com.sg/resources/magmine/gen33.asp>

“OFFICE POLITICS - Handling Human Relationship in the Office,” K Dass,
<http://www.9to5.com.sg/resources/magmine/opolitics.asp>

“Ten tips for changing the way you think,” Anna Murphy,
<http://www.9to5.com.sg/resources/magmine/gen47.asp>

"Copy from one, it's plagiarism; copy from two, it's research."

April 8, 2004

Wilson Mizner (1876-1933)

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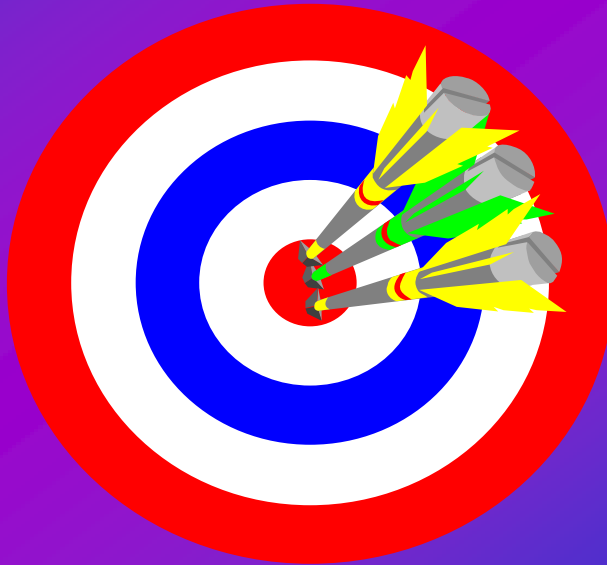
In Conclusion

Non-dairy creamer is flammable.
(trust me on this)

April 8, 2004

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Questions



April 8, 2004

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