**MEMORANDUM**

To: Classmates in ENGL-361
From: David Luong
Date: September 18, 2019
Subject: Revised Analysis Memo on Paychex's ServiceNow manual

The purpose of this memo is to share with you my observations while I was analyzing a manual that Paychex published in 2013, which explains how to use ServiceNow (a tracking software used for IT Service Management (ITSM)), and its pro functionalities. The desired outcome of this published document is to encourage all Paychex employees, including those in the IT department, to utilize ServiceNow to perform such tasks as creating Application Requests (APR's), responding to other APR's, and providing services more efficiently.

After analyzing the manual, I noticed the writer, whose name isn't mentioned, established his or her credibility immediately by discussing some advantages of using ServiceNow, based on both his or her research findings and contributions to testing the software. The writer showed he or she was attentive by directly quoting his or her colleagues' feedback about their using ServiceNow. Using the gathered information, the writer summarized the positive outcomes of ServiceNow, and used them to briefly decide on Paychex's upcoming usage of the software to distribute better services to its clients and employee. On the other hand, the writer should have done some comparative analysis between ServiceNow and another similar ITSM software used at Paychex, so that he or she shows the readers more clearly that ServiceNow is better.

I also liked how the writer wrote in 2nd person ("you…") to clearly address the manual to not just a limited number of readers but to all its readers. Overall, I feel the document was written as a manual, not only because the writer made it informative (which is reflected by the number of pages in the manual), but also because the writer used fonts and text sizes to indicate the subject headers (that is, each section to the document), and to highlight key attributes or keywords while explaining the steps to perform actions on ServiceNow. In addition to the step-by-step processes mentioned in each section, the writer included tabular information and several, relevant screenshots in order to keep the readers' attention to the step they're on. Some images seem to be positioned at the center of the page, and the associated images are closely aligned from left to right: the leftmost image represents the earliest step, and every other image to the right represents the steps that follow.

Still, there were some areas in the manual that I felt could be further improved. The manual is fairly organized in well-structured paragraphs, along with the use of tabular information, but the step-by-step guide would be easier to read if the important steps were listed in bullet points, or if each step goes on a separate line. Similarly, the writer incorporated several fluid snapshots that could be remodeled in order to better reflect his or her own visual interpretation of how employees interact with ServiceNow. The snapshots are extremely helpful to learners of the software, but without clear indications of the steps and features associated with each snapshot, the readers of the manual, who are also learners, will find it difficult to understand what's happening, either because the writer doesn't use appropriate words or phrases, or because the writer's visual model doesn't capture the readers eye (not to say it's unappealing, but that it's not

designed well enough for the readers to understand the process flow). However, if the writer could apply his or her own interpretations to showcase his or her understanding of the discussed topic, the writer could add more credibility to the manual, too. The writer's interpretations could also suggest to the readers whether or not the writer is passionate about the topic; if the answer is yes, that will likely help keep the readers engaged in the topic, too.

Importantly, since the manual was published in pdf format, it would be helpful to have a table of content page that lists the subject headers, in hypertext, so that readers can easily navigate to the section they want to read by simply clicking on it. If the writer were to include a table-of-content page, he or she must also consider proper styling (e.g., indentation for sub-headers, and page number next to each header). As another suggestion, the same should be considered, if the manual was published as hard-copied, because it enhances the ease of accessibility (though readers will still have to flip the pages to find what they're looking for). Anyway, the whole point of having a table-of-content page is to help the readers find specific content within a long document, so that they remain focused on the main topic; a bookmark can be used similarly as the table-of-contents page such that both help prevent the readers from getting lost while reading the document. The main difference is that the table of contents is a fixed page (usually at the beginning of any document) that doesn't keep track of reading progress. While using a bookmark, readers have more flexibility as they can place it forward or backward, depending on their current reading stage. It's too bad that there isn't yet a handy feature on any Acrobat Reader (PDF viewer) that allows readers to easily bookmark where they left off. In some cases, computer programs today have been designed to automatically save or hold the last changes made, which does help the readers quickly receive what they want; and if this feature isn't available, the readers will feel the need to start over, which contributes to their feeling lost and less motivated to continue reading.

That's all I have to say about Paychex's ServiceNow manual. I hope you're able to see how I constructed this memo and how I express my opinions while analyzing the manual. I'm open to your feedback on the quality of this memo and any suggestions for making this memo sound more rhetorical. Thanks.


(Signed)
David Luong