

MEMORANDUM

DATE: December 6, 2011
TO: Holly Newsome
FROM: Michael Allen
SUBJECT: Printer Recommendation

Introductory Summary

Recently you asked for my evaluation of the Hemphill 5000 printer/fax/scanner/copier currently used in my department. Having analyzed the machine's features, print quality, and cost, I am quite satisfied with its performance.

Features

Among the Hemphill 5000's features, I have found these five to be the most useful:

1. Easy-to-use control panel
2. Print and copy speed of up to 34 pages per minute for color and black-and-white
3. Ability to print high-quality documents like brochures & report covers
4. Built-in networking capability
5. Ability to scan documents to or from a USB port

In addition, the Hemphill 5000 offers high-quality copies, color copies, and faxes, and it uses high-capacity ink cartridges to reduce costs.

Print Quality

The Hemphill 5000 produces excellent prints that rival professional typeset quality. The print resolution is 1200 x 1200 dots per inch, among the highest attainable in combination printer/fax/scanner/copiers. This memo was printed on the 5000, and as you can see, the quality speaks for itself.

Cost

Considering the features and quality, the 5000 is an excellent network combination printer for work groups within the firm. At a retail price of \$239, it is also one of the lowest-priced combination printers, yet it comes with a two-year warranty and excellent customer support.

Conclusion

On the basis of my observation, I strongly recommend that our firm continue to use and purchase the Hemphill 5000. Please call me at ext. 204 if you want further information about this excellent machine.



M-Global Inc | 127 Rainbow Lane | Baltimore MD 21202 | 410.555.8175

MEMO

DATE: December 4, 2012
TO: Technical Staff
FROM: Ralph Simmons, Technical Manager **RS**
SUBJECT: New employee to help with technical editing

Uses informative subject line.

Gives purpose of memo and highlights contents.
Uses side headings for easy reading.

▶ Last week we hired an editor to help you produce top-quality reports, proposals, and other documents. This memo gives you some background on this change, highlights the credentials of our new editor, and explains what the change will mean to you.

▶ **PROBLEM: TIME SPENT EDITING AND PROOFREADING**

Shows that the change arose from their concerns.

Adds evidence from outside observer.

▶ At September's staff meeting, many technical staff members noted the excessive time spent editing and proofreading. For example, some of you said that this final stage of writing takes from 15 to 30 percent of the billable time on an average report. Most important, editing often ends up being done by project managers—the employees with the highest billable time.

▶ Despite these editing efforts, many errors still show up in documents that go out the door. Last month I asked a professional association, the Engineers Professional Society (EPS), to evaluate M-Global-Boston documents for editorial correctness. (EPS performs this service for members on a confidential basis.) The resulting report showed that our final reports and proposals need considerable editing work. Given your comments at September's meeting and the results of the EPS peer review, I began searching for a solution.

Gives important information about Ron in first sentence.

Establishes his credibility.

▶ **SOLUTION: IN-HOUSE EDITOR**

▶ To come to grips with this editing problem, the office just hired Ron Perez, an experienced technical editor. He'll start work January 3. For the last six years, Ron has worked as an editor at Jones Technical Services, a Toronto firm that does work similar to ours. Before that he completed a master's degree in technical writing at Sage University in Buffalo.

Refers to attachment.

▶ At next week's staff meeting, we'll discuss the best way to use Ron's skills to help us out. For now, he will be getting to know our work by reviewing recent reports and proposals. Also, the attached list of possible activities can serve as a springboard for our discussion.

Focuses on benefit of change to reader.

▶ **CONCLUSION**

▶ By working together with Ron, we'll be able to improve the editorial quality of our documents, free up more of our time for technical tasks, and save the client and ourselves some money.

Restates next action to occur.

▶ I look forward to meeting with you next week to discuss the best use of Ron's services.

Enclosure
Copy: Ron Perez



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MODEL 3.0
E-mail message
with use of
appropriate
headings,
separators, and
white space

Date: Tue, 7 Oct. 2012 09:25:30 -0800
To: Branch employees
From: Paul Carmichael <pcarmich@advantage.com>
Subject: October update
Mime-Version: 1.0

This is the October Electronic Update for Advantage, Inc. If you do not wish to receive this electronic update, send a message to

pcarmich@advantage.com

With the message in the subject line: Unsubscribe.

UPCOMING EVENTS

Project managers' meeting

October 21 — project managers meeting (notice the change of location):
Hereford building, room 209.

November department meetings

All departments will have their planning and reporting meetings on November 18 at noon, with a joint lunch in the main dining room and breakout sessions at 12:30. Meetings should conclude at 2 p.m.

December department meetings

NOTE CHANGE OF DATE: The December department meetings will be held on December 10 (second Wednesday), NOT December 17 (third Wednesday).

12 Peachtree Street
Atlanta GA 30056
404.555.7524

August 2, 2012

Professor Willard R Burton PhD
Department of Civil Engineering
Southern University of Technology
Paris GA 30007

Dear Professor Burton:

Thanks very much for your hospitality during my visit to your class yesterday. I appreciated the interest your students showed in my presentation on stress fractures in highway bridges. Their questions were very perceptive.

Expresses appreciation and provides lead-into body.

You may recall that several students requested further information on M-Global, so I have enclosed a dozen brochures for any students who may be interested. As you know, job openings for civil engineering graduates have increased markedly in the last five years. Some of the best opportunities lie in these three areas of the discipline:

Responds to question that arose at class presentation.

- Evaluation of environmental problems
- Renovation of the nation's infrastructure
- Management of construction projects

Uses bulleted list to emphasize information of value to professor's students.

These areas are three of M-Global's main interests. As a result, we are always searching for top-notch graduates from solid departments like yours.

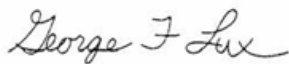
Adds unobtrusive reference to M-Global's needs.

Again, I enjoyed my visit back to Southern last Friday, Professor Burton. Please call when you want additional guest lectures by me or other members of M-Global's staff.

Closes with offer to visit class again.

Sincerely,

George F. Lux, P.E.



Enclosures

Includes reference to enclosures.



M-Global Inc | 127 Rainbow Lane | Baltimore MD 21202 | 410.555.8175

12 Post Street
Houston Texas 77000
713.555.9781

July 23, 2012

The Reverend Mr John C Davidson
Maxwell Street Church
Canyon Valley Texas 79195

Dear Reverend Davidson:

Thanks for your letter asking to reschedule the church project from mid-August to another, more convenient time. Yes, we'll be able to do the project on one of two possible dates in September, as explained below.

← Mentions letter that prompted this response. Gives good news immediately.

As you know, M-Global originally planned to fit your foundation investigation between two other projects planned for the Canyon Valley area. In making every effort to lessen church costs, we would be saving money by having a crew already on-site in your area—rather than having to charge you mobilization costs to and from Canyon Valley.

← Reminds reader of rationale for original schedule—cost savings.

As it happens, we have just agreed to perform another large project in the Canyon Valley area beginning on September 18. We would be glad to schedule your project either before or after that job. Specifically, we could be at the church site for our one-day field investigation on either September 17 or September 25, whichever date you prefer.

← Offers two options—both save the church money.

← Shows M-Global's flexibility.

Please call me by September 2 to let me know your scheduling preference for the project. In the meantime, have a productive and enjoyable conference at the church next month.

← Makes clear what should happen next.

Sincerely,

Nancy Slade

Nancy Slade, P.E.
Project Manager

NS/mh
File #34678



M-Global Inc | 127 Rainbow Lane | Baltimore MD 21202 | 410.555.8175

12 Post Street
Houston Texas 77000
713.555.1381

July 23, 2012

The Reverend Mr John C Davidson
Maxwell Street Church
Canyon Valley Texas 79195

Dear Reverend Davidson:

Provides "bridge"
and compliments
Davidson on
conference.

Reminds him about
original agreement—
in tactful manner.

Phrases negative
message as positively
as possible, giving
rationale for
necessary change.

Makes it clear what will
happen next. Ends on
positive note.

▶ Thanks for your letter asking to reschedule the foundation project at your church from mid-August to late August because of the regional conference. I am sure you are proud that Maxwell was chosen as the conference site.

▶ One reason for our original schedule, as you may recall, was to save the travel costs for a project crew going back and forth between Houston and Canyon Valley. Because M-Global has several other jobs in the area, we had planned not to charge you for travel.

▶ We can reschedule the project, as you request, to a more convenient date in late August, but the change will increase project costs from \$1,500 to \$1,800 to cover travel. At this point, we just don't have any other projects scheduled in your area in late August that would help defray the additional expenses. Given our low profit margin on such jobs, that additional \$300 would make the difference between our firm making or losing money on the foundation investigation at your church.

▶ I'll call you next week, Reverend Davidson, to select a new date that would be most suitable. M-Global welcomes its association with the Maxwell Street Church and looks forward to a successful project in late August.

Sincerely,



Nancy Slade, P.E.
Project Manager

NS/mh
File #34678



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345 Underwood Street
Belforth California 90706
713.555.9781

April 2, 2012

Faraday Supply Company
34 State Street
San Francisco CA 94987

ORDER FOR FIELD TRANSITS

Yesterday I called Ms. Gayle Nichols to ask what transits you had in current inventory. Having considered what you have in stock, I wish to order those listed below.

Provides bridge to previous contact.
States purpose clearly.

Please send us these items:

1. One Jordan #456 Transit, with special field case
2. One Smith-Beasley #101FR, with special field case
3. One Riggins #6NMG, without special field case

Gives exact information needed by reader.

Note that we *do* want the special field cases with the Jordan and Smith-Beasley units but do *not* want the case with the Riggins unit.

Emphasizes important details about the order.

Please send the units and the bill to my attention. As always, we appreciate doing business with Faraday.

States exactly what should happen next.

Farah Linkletter

Farah Linkletter
Supply Assistant

gh



M-Global Inc | 127 Rainbow Lane | Baltimore MD 21202 | 410.555.8175

211 River Front Circle
St Louis Missouri 63103
314.555.8175

August 21, 2012

Mr James Swartz Safety Director
Jessup County School System
1111 Clay Street
Smiley MO 64607

NEW ASBESTOS ABATEMENT SERVICE NOW AVAILABLE

We enjoyed working with you last year, James, to update your entire fire alarm system. Given the current concern in the country about another safety issue, asbestos, we wanted you to know that our staff now does abatement work.

As you know, many of the state's school systems were constructed during years when asbestos was used as a primary insulator. No one knew then, of course, that the material can cause illness and even premature death for those who work in buildings where asbestos was used in construction. Now we know that just a small portion of asbestos produces a major health hazard.

Fortunately, there's a way to tell whether you have a problem: the asbestos survey. This procedure, done by our certified asbestos abatement professionals, results in a report that tells whether your buildings are affected. And if we find asbestos, we can remove it for you.

Jessup showed real foresight in modernizing its alarm system last year, James. Your desire for a thorough job on that project was matched, as you know, by the approach we take to our business. Now we'd like to help give you the peace of mind that will come from knowing that either (1) there is no asbestos problem in your 35 structures or (2) you have removed the material.

The enclosed brochure outlines our asbestos services. I'll call you in a few days to see whether M-Global can help you out.

Barbara Feinstein

Barbara H. Feinstein
Certified Industrial Hygienist

BHF/sg



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Simplified style eliminates salutation and closing.

Uses subject line to gain attention.

Refers to previous successful work.

Leads in naturally to letter's subject (asbestos abatement).

Comforts reader by showing how problem can be discovered and solved.

Reinforces relationship between writer's and reader's organizations.

Refers briefly to enclosures; stays in control by mentioning follow-up phone call.

ABC Format: Activity Reports

- **ABSTRACT:** Time period, project, or event covered in report.
 - **BODY:** List of activities or events
 - Organization that emphasizes type of activity, by project, or by client
 - Problems important to reader
 - **CONCLUSION:** Future actions
 - Actions for continuing and ongoing activities
 - Plans for addressing problems or for the time period covered by the next report
-

ABC Format: Progress Report

- **ABSTRACT:** Project and general progress (e.g., second week of a four-week project)
 - Capsule summary of main project(s)
 - Main progress to date or since last report
 - **BODY:** Description of work completed since last report
 - Organization emphasizes task, chronology, or both
 - Clear reference to any dead ends that may have taken considerable time but yielded no results
 - Explanation of delays or incomplete work
 - Description of work remaining on project(s), organized by task, by time, or by both
 - Reference to attachments that may contain more specific information
 - **CONCLUSION:** Brief restatement of work since last reporting period
 - Expression of confidence or concern about overall work on project(s)
 - Indication of your willingness to make any adjustments the reader may want to suggest
-

ABC Format: Regulatory Reports

- **ABSTRACT:** Reference to standards or regulations that are the subject of the report.
 - Summary of the findings, including statement of extent to which the organization is in compliance
 - Summary of recommended actions
 - **BODY:** Detailed information about the findings
 - Organization that emphasizes required activities or documents
 - Description of observations
 - Description of problems observed
 - Data that support observations
 - **CONCLUSION:** Summary of degree of compliance with regulations
 - Recommendations for improvement of compliance
 - Summary of consequences if problems are not addressed in a timely manner
-

ABC Format: Lab Report

- **ABSTRACT:** Summary of laboratory investigation
 - Purpose of laboratory investigation
 - Nature of investigation, such as material tested, process analyzed
 - Qualifications of investigator
 - Equipment used
 - Capsule summary of results
 - **BODY:** Purpose or hypothesis of lab work
 - Organization that emphasizes procedures or methods used in the lab test
 - Unusual problems or occurrences
 - Results of the test with reference to your expectations (results may appear in conclusion, instead)
 - **CONCLUSION:** Statement or restatement of main results
 - Recommendations, if requested
 - Implications of lab test for further work
-

ABC Format: Problem Analysis

- **ABSTRACT:** Purpose of report
 - Capsule summary of problems covered in report discussion
 - **BODY:** Background on source of problems
 - Well-organized description of the problems observed
 - Data that support your observations
 - Consequences of the problems
 - **CONCLUSION:** Brief restatement of main problems (unless report is so short that such restatement would seem repetitious)
 - Degree of urgency required in handling problems
 - Suggested next step
-

ABC Format: Recommendation Report

- **ABSTRACT:** Purpose of report
 - Brief reference to problem to which recommendations respond
 - Capsule summary of recommendations covered in report discussion
 - **BODY:** Details about problem, if necessary
 - Description of options
 - Data that support recommendations (with reference to attachments, if any)
 - Main benefits of recommendations
 - Any possible drawbacks
 - **CONCLUSION:** Brief statement or restatement of main recommendations (optional)
 - The main benefit of recommended change
 - Your offer to help with next step
-

ABC Format: Feasibility Study

- **ABSTRACT:** Capsule summary of information for the most important readers (i.e., the decision makers)
 - Brief statement about who has authorized the study and for what purpose
 - Brief mention of the criteria used during the evaluation
 - Brief reference to your recommendation
 - **BODY:** Details that support whatever conclusions and recommendations the study contains, working logically from fact toward opinion
 - Organization that compares advantages and disadvantages of each option
 - Description of evaluation criteria used during your study
 - Description of exactly *what* was evaluated and *how*, especially if you are comparing several items
 - **CONCLUSION:** Wrap-up in which you state conclusions and recommendations resulting from the study
-

ABC Format: Equipment Evaluation

- **ABSTRACT:** Purpose of report
 - Capsule summary of what your report says about the equipment
 - Reason for the evaluation
 - **BODY:** Thorough description of the equipment being evaluated
 - Well-organized critique, either analyzing the parts of one piece of equipment or contrasting several pieces of similar equipment according to selected criteria
 - Additional supporting data, with reference to any attachments
 - **CONCLUSION:** Brief restatement of major findings, conclusions, or recommendations
-

Memo

To: Jack Conners

From: Walker Smith

Date: July 17, 2012

Subject: Construction Site Safety Training

Clearly identifies goal of the proposal.

Because short, informal, and internal, does not require heading for introduction section.

Draws attention to important data with table.

Ends introduction section with two main advantages.

Identifies problem and solution sections clearly by headings.

Several of the crew supervisors have mentioned that the accident rate at our job sites seems to be increasing. When I checked our records to see if their impressions were correct, I learned that over the past six months we have had a troubling increase in accidents over previous six-month periods. (See the table below.) That record is unacceptable.

Time period covered	Minor accidents (first aid at job site)	Major accidents (emergency room visit)
July 2010–Dec. 2010	10	0
Jan. 2011–June 2011	12	1
July 2011–Dec. 2011	14	0
Jan. 2012–June 2012	26	4

Although the accidents were generally minor, clearly we need to improve job site safety before someone is seriously hurt. Of course, we want to avoid the costs related to these injuries, but we also owe it to our employees to provide a safe work environment. We want to continue to be proud of our safety record.

Construction site safety problems

As the table above shows, a review of our job site accident reports indicates that accidents have been increasing, although the number of employees working at our construction sites has not increased. The only conclusion is that safety practices are not being followed appropriately.

I considered several possibilities for the increase in the number of accidents we have been experiencing:

Equipment failure? Our equipment is in good shape. We have a clear schedule for maintaining equipment, and the process for repairing and replacing equipment seems to be working well. Faulty equipment is not the cause of most accidents.

Low-quality materials? Although some of our clients have tried to cut costs by using lower-grade materials, we have generally been able to convince them that using higher-quality building materials is a long-term investment. Even if we were using lower-grade materials, none of the accident reports suggest that materials were to blame.

Shortcuts to save time? This may be a contributing factor. We have been trying to complete jobs more quickly to save money for our clients, or to avoid paying fines for missing deadlines. Although we may want to revisit our schedule

plans, there are other considerations. Crew supervisors need to make sure that safety is not sacrificed for time savings. Also, to save time, we have adopted some new techniques and equipment that our employees are not familiar with. We have relied on on-the-job learning, which is clearly not working.

Makes conclusion from data clear.

Unskilled employees? During the past six months, we have hired 21 new employees to work construction. Many of these are recent high school or trade school graduates we have hired as part of our program to encourage more people to enter the construction trades. That means that almost 30 percent of our on-site workers are new to our company, and most of them are new to construction. We have assumed that the employee handbook we give them, along with instruction from their unions and from our more experienced employees, would be enough. Clearly, that hasn't been the case.

Offers reader options and clearly leaves final decision to him.

Solution: Training program offered by M-Global

After considering several options, including requiring attendance at safety seminars and developing our own safety training program, I think that the construction safety program offered by the local offices of M-Global is our best solution.

I am familiar with M-Global's program through its projects where we have worked as subcontractors. I have also asked people who have been through M-Global's construction safety program, and they recommend it. Their accident rates have dropped as much as 60 percent after the training.

Last week, I spoke to Lou Tia, who runs the M-Global construction safety program here in Cleveland. She said that they can offer a two-part program for us. The first part of the program includes job site visits to observe how we work, what safety precautions we have in place, and how well employees are following safety practices. The second part is a series of workshops. For 20 employees (the number we can comfortably fit into the break room at the main equipment lot), the cost would be \$750 per session—a rate she can give us because we have a business relationship with M-Global. We can also negotiate for a contract at a yearly rate. This would cover regular safety training sessions and site safety audits. Because we have been hiring so many new employees, we might want to consider this option.

In the conclusion, emphasizes importance of project to the financial success and ethical practices of the organization.

Conclusion

There are good business and ethical reasons for starting a formal safety program at Conners Construction. Keeping our accident rate low saves us money on workman's comp, and our good record in the past has kept our insurance rates low. We definitely don't want to let this accident trend continue, or we may be facing major medical costs, and even fines, at some point in the future. At the same time, Conners Construction has always been proud to be thought of as a great company to work for. This reputation has allowed us to hire reliable, top-quality employees, and our safety record has made us a leader in the industry.

If you would like to talk more about our proposal, just let me know. I will be happy to set up a meeting with Lou Tia of M-Global.

Invites future contact.



3450 Jones Mill Road
Neming Georgia 30092 (404) 555-8438

January 15, 2012

Mr David Barker
Technical Communication Manager
RBP Software
PO Box 123456
Atlanta Georgia 30339

Dear David:

I enjoyed meeting with you and learning about your new General Ledger software product. Because you require a March release, I can understand why you want to choose an approach to documentation and get the project started.

This proposal describes a strategy for completing the documentation in the 10 weeks between now and your March deadline. Included are these main sections:

1. Selection of the Best Format
2. Adoption of a Publication Plan
3. Control of Costs
4. Conclusion

SELECTION OF THE BEST FORMAT

I think your customers will be best served by a combined installation and user's guide. It uses a functional approach to show how General Ledger works. My assessment results from these completed steps:

1. Interviews with support staffers responsible for providing technical support to customers using the company's other accounting products
2. Interviews with programmers developing General Ledger, who have an intimate knowledge of how it works
3. Conversations with you that clarified your organization's general expectations for the documentation

The assessment is also based on my experience developing documentation for other products. I strive to use clear, concise prose and ample white space to provide a visually appealing text. The text will be enhanced and supplemented with graphics depicting General Ledger's feature screens. The screens themselves will be captured directly from the program and inserted into the text by your staff using your in-house publishing system.

Shows understanding of client's main concern—scheduling.

Asserts ability to meet scheduling need.

Gives helpful overview of sections to follow.

Uses list to itemize important points—that is, the basis for his assessment.

David Barker
January 15, 2012
Page 2

This approach will yield a thorough and easy-to-use document that will allow your customers to take full advantage of General Ledger's many innovative features.

Continues emphasis on benefits to reader.

As you know, writing documentation is a cooperative effort. Each member of the General Ledger product team will play a key role during the development process. To keep us all on track, I have put together a publication plan that shows how the project will progress from beginning to end.

Leads in smoothly to next section.

ADOPTION OF A PUBLICATION PLAN

The publication plan shows how we can have the documentation ready for General Ledger's March unveiling. The four major steps are described here.

Starts with overview of sections to follow.

Define the Project

Much of this work has already been accomplished as a result of doing the research for this proposal. As a preliminary step, we will meet and review the project's scope and priority within the organization. We will detail the resources that will be available to complete the project. Most important, we will look at expectations: management's, yours, and the customers'.

Organizes paragraph around three main points.

Develop a Schedule

This step is the key to the publication process and ensures a common understanding of what has to be done and in what period of time. It has three basic steps:

- We define the tasks that are part of the project.
- We define the resources we have available to deal with the identified task.
- We assign tasks to the most appropriate individuals.

Uses bulleted list for primary steps in project.

Manage the Project

What is good project management? In this plan, good management is essentially good communications. In the first two steps listed above, we define the information that project members must have to understand how the document will be produced and their roles in that process. Ongoing management of the project will be a matter of keeping the channels of communication open.

Introduces section with question to attract attention to passage.

Perform a Postmortem

The last step is an evaluation of the effectiveness of the publication plan. It provides the opportunity for us to learn how to do future documentation better. It is important to look back at what went right and what went wrong during a project and to share this information with our client. You will get a complete postmortem report from me after the project is completed.

Shows interest in following through.

Throughout the project, this management system will guide us in completing General Ledger's documentation on time and within budget.

Places benefit in heading.

CONTROL OF COSTS

Good documentation helps to sell software. By working smart, we can develop documentation that will enhance General Ledger's appeal, and we can do it at a reasonable cost.

Shows he can meet project criteria—but also clarifies the assumptions he is making.

My experience in this area and the management system described here will reduce waste and duplication of effort, two factors that affect cost. These savings mean I can bring the project in within the 200-hour cap you mentioned.

This estimate assumes that three of the program's four main features are in a complete, or "fixed," state and that the fourth main feature is about 50 percent complete. This estimate also assumes that all programming will be finished by March 5, which will allow time to put the guide through final review and production.

Returns to main concern of reader—scheduling.

CONCLUSION

The functional approach, which describes a product in terms of its operations, is the documentation format that will best serve General Ledger customers. Your goal of having the documentation ready by March will be aided by adopting a four-step publication plan. The plan will define the strategy for writing the documentation and will help keep costs down.

Retains control of next step.

I'll call you in a few days, David, to answer any questions you might have about this proposal. I can begin work on the documentation as soon as you sign the acceptance block and return a copy of this letter to me.

Sincerely,

Steven Nickels

Steven Nickels
Documentation Specialist

Enclosure

Includes acceptance block to simplify approval process.

ACCEPTED by RBP Software

By: _____

Title: _____

Date: _____