

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

## 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**

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.

Shows that the change arose from *their* concerns.

Adds evidence from outside observer.

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.

**SOLUTION: IN-HOUSE EDITOR**

Gives important information about Ron in first sentence.

Establishes his credibility.

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.

**CONCLUSION**

Focuses on *benefit* of change to reader.

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



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

**POSSIBLE ACTIVITIES FOR IN-HOUSE EDITOR**

1. Reviewing reports at all levels of production
2. Helping coordinate the writing of proposals
3. Preparing a format manual for the word-processing operations and secretaries
4. Preparing a report/proposal guide for the technical staff
5. Teaching luncheon sessions on editing
6. Teaching writing seminars for the technical staff
7. Working with the graphics department to improve the page design of our documents
8. Helping write and edit public-relations copy for the company
9. Visiting other offices to help produce consistency in the editing of documents throughout the company

From: "James Thuvenot" jthuvenot@rbirdarc.com  
To: "Evelyn Dame" edame@m-global.com  
Date: 3/14/2012 8:14 AM  
Subject: RE: Riverview Shopping Center Project

Evelyn,

Thanks for the information. I just heard about the construction on the radio this morning and wondered if it would cause us problems.

So far, everything looks like it's going well.

Thanks for your good work.

Jim

James Thuvenot  
Redbird Architects  
335 River Ave.  
Columbia, Illinois 62236

>Jim,

>We've just been informed that construction on the JB Bridge will start next  
>month. We are adjusting our work schedule so that most of the material and  
>equipment will be delivered to the Columbia worksite before the bridge  
>construction begins.

>Although we may run into a few problems, we don't expect  
>the bridge construction to delay the completion of the project by more than 2 or  
>3 weeks.

>

>Please let me know if you have any questions or concerns.

>Evelyn Dame  
>Project Manager  
>M-Global St. Louis



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



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

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

## MEMO

DATE: August 1, 2012  
 TO: All Employees  
 FROM: Gini Preston, Director of Copy Services  
 SUBJECT: Copy Center Changes

Gives brief purpose statement and overview of contents.

With the purchase of two new copiers and a folder, the Copy Center is able to expand its services. At the same time, we have had to reduce the paper stock that we keep on hand because of space limitations. This memo highlights the services and products now available at the Copy Center.

Emphasizes need for special handling of requests for special paper.

1. **Color copies:** With our new equipment, color copies do not require additional time to process. However, because color copies are expensive, please limit your use of them. If you have a document that includes both color and black-and-white pages, submit them as separate jobs so that the color copier is used only for color copies.

2. **Special stock:** The Copy Center now stocks only two colors of paper in addition to white paper: blue and goldenrod. Cover stock is available only in white and blue. We continue to stock transparencies. Although we are no longer stocking other kinds of paper, we are still able to meet requests for most special stock:

- **Stocks available with 24-hour notice:** We can purchase 11-by-17-inch paper, cover stock and regular stock in a variety of colors, and specialized paper such as certificates and NCR (carbonless copy) paper. Departments will be charged for all special stock.
- **Coated stock:** Our copiers do not produce quality copies on coated stock (paper or cover stock with a slick coating, like magazine paper). We will continue to outsource jobs that use coated stock to KDH Printing. Please allow at least one week for jobs that use coated stock.

3. **Bindery services:** With our new equipment, collating and stapling of large jobs no longer require additional time. The following bindery services are also available in-house but may require additional time:

- Perfect and spiral binding
- Folding
- Cutting and hole punching. (The paper cutter and paper drill can be used on up to 500 sheets at a time.)

Makes it clear when changes will take place.

The new equipment will be available August 15. Your efforts to make the most efficient use of Copy Center resources help improve the quality of your documents and the productivity of the company.

Invites contact.

Feel free to call me at ext. 567 if you have any questions.



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

Simplified style eliminates salutation and closing.

# NEW ASBESTOS ABATEMENT SERVICE NOW AVAILABLE

Uses subject line to gain attention.

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.

Refers to previous successful 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.

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

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.

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

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.

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

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

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

*Barbara Feinstein*

Barbara H. Feinstein  
Certified Industrial Hygienist

BHF/sg



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

**MEMO**

DATE: May 2, 2012  
 TO: All Employees of Cleveland Office  
 FROM: Timothy Fu, Personnel Director TF  
 SUBJECT: New Cost Containment Measure for Health Care

Puts this memo in context of all benefits changes.

Emphasizes point of agreement—concerns about costs. Describes problem that led to need for change.

The next fiscal year will bring several changes in the company's fringe benefit plan. Later this month, you'll receive a complete report on all adjustments to go into effect July 1. For now, this memo will outline one major change in health care. Specifically, M-Global will adopt a cost containment program called PAC—intended to help you and the company get more health care for the dollar.

**WHAT IS PAC AND HOW DOES IT WORK?**

Health costs have risen dramatically in the last 10 years. The immediate effect on M-Global has been major increases in insurance premiums. Both you and the company have shared this burden. This year M-Global will fight this inflationary trend by introducing a new cost containment program called PAC—Pre-Admission Check.

Gives overview of program.

Started by Healthco, our company medical supplier, PAC changes the procedure by which you and your dependents will be recommended for hospitalization. Except in emergencies, you or your physician will need to call the PAC hotline before admission to the hospital. The PAC medical staff will do the following:

Uses list to highlight three main elements of PAC.

1. Review the length of stay recommended by your physician, to make sure it conforms to general practice
2. Request a second opinion if the PAC staff believes that such an opinion is warranted
3. Approve final plans for hospitalization

If your physician recommends that you stay in the hospital beyond the time originally planned, he or she will call PAC for authorization.

Uses heading to focus on main concern of reader—quality of care.

**WILL PAC AFFECT THE LEVEL OR QUALITY OF HEALTH CARE?**

No. PAC will in no way restrict your health care or increase your personal costs. Quite the contrary, it may reduce total costs considerably, leading to a stabilization of the employee contributions to premiums next year. The goal is to make sure physicians give careful scrutiny to the length of hospital stays, staying within the norms associated with a particular illness unless there is good reason to do otherwise.

Indicates that similar programs have worked well elsewhere.

Programs like PAC have worked well for many other firms around the country; there is a track record of lowering costs and working efficiently with physicians and hospitals. Also, you will be glad to know that Healthco has the firm support of its member physicians on this program.



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

MEMO TO: all employees  
 MAY 2, 2012  
 Page 2

Leaves reader with clear sense of next step.

**WHAT WILL HAPPEN NEXT?**

As mentioned earlier, this change goes into effect with the beginning of the new fiscal year on July 1. Soon you will receive a report about this and other changes in benefits. If you have any questions before that time, please call the Corporate Benefits Department at ext. 678.

TO: Lab, Marketing, and Administrative Staff in U.S. Offices  
 FROM: Janice Simmons, Benefits Manager  
 SUBJECT: Training Funds for Fiscal Year 2012  
 DATE: January 2, 2012

Happy New Year to all of you! I hope you had a good break. I'm writing to announce some guidelines for approved training for the next 12 months—including an increased reimbursement. Please read on to see how these changes affect all lab, marketing, and administrative staff.

### 1. Lab Staff

Maximum Reimbursement: \$3,000 (up from \$2,000) Approval Process: Discuss with your manager 21 days before trip Trip Purpose: To improve lab procedures

### 2. Marketing Staff

Maximum Reimbursement: \$4,000 (up from \$3,500) Approval Process: Discuss with your manager 21 days before trip Trip Purpose: To learn new sales techniques

### 3. Administrative Staff

Maximum Reimbursement: \$4,500 (up from \$4,000) Approval Process: Discuss with your manager 21 days before trip Trip Purpose: To improve productivity of office procedures

In the past most employees have failed to make use of their maximum training allotment. I encourage all of you to seek training opportunities that fit the guidelines listed above.

Please note the required 21-day lead time in the approval process!

Just send me an e-mail if you have any questions about the procedure.

Janice

Begins with casual, friendly tone.

Includes clear purpose statement and three topics to be covered.

Supplies details about topics mentioned in first paragraph.

Uses list and parallel structure for easy reading.

Uses short paragraphs.

Concludes with reminder about an important part of the procedure.

Encourages them to contact her if there are questions.