

**MODEL
DOCUMENTS**

Letter of Recommendation

METCO ENGINEERING CO.
34556 Van Winkle Expressway
Omaha, Nebraska 65788
(402) 748-4440

May 13, 1995

Michael Jager
Ukiah Engineering, Inc.
23 Redwood Drive
Ukiah, California 98446

Dear Mr. Jager:

1 — I received your letter of May 5 requesting information concerning Judy Hyle, who is applying for a drafting position in your company.

2 — Judy worked for our company for 13 years before her husband was transferred to Ukiah and she was forced to give up her position with us. We were sorry to see her go as she was the best draftsman we had.

2 — Judy was an excellent employee who paid close attention to detail. Her mastery of the CAD system is remarkable, and there wasn't a job she couldn't handle. Although she occasionally had trouble meeting deadlines, this was mainly due to her desire to have every drawing absolutely perfect.

3 — Judy would be an asset to any organization, and you would be fortunate to have her as your employee. If I can answer any other questions concerning Judy, please call me at (402) 748-4440 ext. 889.

Sincerely,

James Henderson
Vice President

1 The opening paragraph defines the purpose of the letter.

2 The middle paragraphs offer some brief background information together with an appraisal of the candidate's work performance.

3 The letter closes with a brief summary of the recommendation and an offer to furnish additional information if needed.

Thank-You Letter

*Southern
Arizona
Medical
Supplies*

September 30, 1995

Mr. James Mason
Medico Systems
7765 Wilson Avenue
Phoenix, Arizona 78665

Dear Mr. Mason:

1 — Thank you for your participation in the Sales Representatives District Training Program. Your session on high-end sales was particularly useful for our newest reps.

2 — We also appreciate the time you spent conducting individual interviews with the reps. Your input and suggestions will be very valuable in the next sales quarter.

3 — We look forward to having you participate in our training session again next year.

Sincerely,

Tanya Jacobson
District Manager

2345 Maricopa Lane Tuscon, Arizona, 78556 (602) 4551-1000

1 The opening paragraph contains the main point of the letter.

2 The interior paragraph provides detail. It is short and to the point to facilitate readability.

3 The closing paragraph is cordial, brief, and professional.

Thank-You Memo

MEMORANDUM

To: District Sales Representatives

From: Tanya Jacobson, District Manager

Date: September 30, 1995

1 — Subject: Appreciation of Your Participation in the District Sales Training Program

2 — Thank you for participating in the Sales Representatives District Training Program. I know you will find the information you learned in the program extremely valuable in the next sales quarter.

3 — If you have any suggestions on how we can improve the program, please contact me. Thank you.

*Southern
Arizona
Medical
Supplies*

1 The subject line is informative and to the point.

2 The opening sentence states the point of the memo.

3 The closing paragraph is cordial, indicating an interest in a continuing dialog.

Informative Letter

Earth Systems Environmental Consulting
4545 26th Avenue Northwest
Suite 23
Seattle, Washington 98755

February 10, 1995

Mrs. Jennifer Farley
3456 Danville Circle
Portland, Oregon 97210

1 — Subject: **Final Soil Cleanup Report and Recommendations
Interstate Oil & Gas (Job Number 78-098)
2800 Farrugut Avenue
Portland, Oregon 97208**

Mrs. Farley:

2 — On March 12 and 13, 1995, Earth Systems Environmental Consulting oversaw the removal of six underground storage tanks and 4.67 tons of contaminated soil from the Interstate Oil & Gas site. Enclosed is a copy of our final report documenting these activities and our recommendations.

A summary of our recommendations follows:

3 —

- Groundwater issues were not part of this project. However, we recommend that a minimum of three groundwater monitoring wells be installed in the eastern half of the property where the tanks were removed.
- Contaminated soil still remains on the eastern edge of the site: a lamp pole in this vicinity prevented removal of all soils in this area. These soils need to be addressed in conjunction with the city of Portland's intersection reconstruction project scheduled for 1996.
- The western portion of the site should be trenched to see if other underground storage tanks are present.

If you have any questions, please call me at 206-987-6543.

Sincerely,

Arthur Hewlett
Geologist/Decommissioning Supervisor

Enclosure

1 An informative subject line tells the reader what the letter is about. It may be highlighted by using boldface type, underlining, or all capital letters.

2 The opening paragraph contains a brief set-up to prepare the reader for the content which follows.

3 A displayed list highlights the recommendations and makes them easy to find.

Informative Memo

1	<p>To: Hal Halburton</p> <p>From: Arthur Hewlett</p> <p>Date: February 11, 1995</p> <p>Subject: Final Soil Cleanup Report, Interstate Oil & Gas (Job Number 78-098) and Possible Follow-on Work</p>
2	<p>On March 12 and 13, 1995, I oversaw the removal of six underground storage tanks and 4.67 tons of contaminated soil from the Interstate Oil & Gas site. Enclosed is a copy of my final report documenting these activities and my recommendations to the client.</p> <p>A summary of my recommendations follows:</p> <ul style="list-style-type: none"> • Groundwater issues were not part of this project. However, we recommend that a minimum of three groundwater monitoring wells be installed in the eastern half of the property where the tanks were removed. • Contaminated soil still remains on the eastern edge of the site: a lamp pole in this vicinity prevented removal of all soils in this area. These soils need to be addressed in conjunction with the city of Portland's intersection reconstruction project scheduled for 1996. • The western portion of the site should be trenched to see if other underground storage tanks are present.
3	<p>I think the client will request that we do the additional work, e.g., install the monitoring wells and trench the western portion of the property. I will let you know if we get the contract for this work.</p> <p>Attachment</p>

1 An informative subject line tells the reader that two issues are addressed in the memo.

2 A brief set-up enables the reader to understand the purpose of the memo stated in the following sentence.

3 The informative closing paragraph addresses the second issue of the memo.

Persuasive Letter

Good-For-You Foods

PROVIDING GOOD FOOD FOR BETTER HEALTH

February 28, 1995

Mr. Larry Bodine
Gourmet Foods Stores
3456 Henley Drive
Anchorage, Alaska 99501

Dear Mr. Bodine:

1 — We were delighted to read about the opening of your four new stores in the Anchorage area. As you begin stocking your new stores, we hope you will consider our line of gourmet foods and allow us to assist you in offering a variety of products to your customers.

2 — As you know, Good-For-You Foods has been supplying food stores in Anchorage with healthful, tasty foods for over 35 years. We specialize in gourmet foods that are low in fat and calories but high in taste. We are the only grocery wholesaler in Alaska who carries a full line of gourmet products.

Specifically, we would like you to carry one of our newest products—a line of ready-made salad mixes. We offer three varieties of these packaged salad greens:

- *California Mix* with escarole, endive, and radicchio
- *Mediterranean Mix* with corn salad, baby spinach, and radicchio
- *European Mix* with red and green oakleaf lettuce, endive, and romaine lettuce

3 — These mixes have been extremely successful since we introduced them last June. And to help promote them, we are sponsoring a special campaign through April of this year that includes a \$5,000 advertising supplement. I've enclosed a draft copy for your review. Our representative, who will be calling on you shortly, will be very interested to hear your comments concerning this promotion.

Again, we are delighted to welcome you to the Anchorage area and look forward to providing you with our fine selection of foods. Please call me for further information at (907) 222-3345.

Sincerely,

Sam Dartmore
Vice President of Sales

Enclosure

609 Glacier Bay Drive Anchorage, Alaska 99505 (212) 667-9999

1 The opening sentence is positive, friendly and low-keyed. The general purpose of the letter immediately follows.

2 The second paragraph builds credibility and sets the stage for the specific request and supportive detail which follow in the next two paragraphs.

3 This paragraph announces a new promotion, solicits the reader's reaction, and lays the groundwork for an upcoming visit by a representative.

Persuasive Memo

Good-For-You Foods

PROVIDING GOOD FOOD FOR BETTER HEALTH

To: District Sales Representatives
 From: Sam Dartmore
 Date: February 28, 1995
 SUBJECT: OPPORTUNITY TO SELL TO NEW GROCERY STORES

1

The Gourmet Food Store chain is opening four new stores in the Anchorage area this Spring (see attached newspaper article). This could be a great opportunity for all of you to expand the sales in your districts.

2

I've written to Larry Bodine, the executive vice president at Gourmet Food Stores, and introduced him to our company. I told him about our special spring promotion on the Ready-Made Salads. The advertising incentive should be very attractive to the managers of the new stores. If you were to schedule a meeting with these managers and mention these salads (along with our other offerings), I believe they would be very receptive to stocking our product lines.

3

I realize that your schedules are already overloaded, but new store openings are relatively rare in our territory. If you're successful in arranging a meeting, please provide me with a brief summary of its outcome together with your impressions of how we might work together in serving this potential new customer.

S.D.

Attachment

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|---|---|---|
| <p>1 The subject line and opening paragraph establish the purpose of the memo. The brief set-up serves as a lead-in for the persuasive argument that follows.</p> | <p>2 The second paragraph describes the groundwork that has already been laid and attempts to convince the reader of the likelihood of achieving success.</p> | <p>3 The final paragraph offers another persuasive argument, closing with a request for action and an implied promise of ongoing sales collaboration.</p> |
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Letter Expressing Dissatisfaction

M *Mortimer
Meat
Manufacturers*

March 19, 1995

Kara Thurston
Henderson's Fine Foods
4545 Riverside Drive
Nashville, TN 57459

Dear Mrs. Thurston,

1 I was distressed to learn that during the week leading up to Saint Patrick's Day, Henderson's elected to drop its advertising of Mortimer's Corned Beef in favor of a regional, lower-priced brand. Obviously, I'm disappointed because the Mortimer Brand business at Henderson's is very important to me. I am also disappointed because I believe a strategic marketing mistake has occurred.

2 Through experience, I know several other large grocery stores that have unsuccessfully experimented with this approach. At some point within the past five years, Groverson's, Neally Foods, and The Marketbasket attempted a similar strategy, and they all experienced failure in profitably merchandising the low-price brand. Each has returned to featuring Mortimer's Corned Beef.

2 While I agree that "low-price corned beef" customers probably exist, past sales records at Henderson's offer ample proof of the presence of many loyal "Mortimer" customers who deem quality of greater value than price. And only through featuring quality products in your stores can you expect to attract those quality-conscious customers so vital to Henderson's continued success.

3 I hope that I've successfully communicated my reasons for concern. We've had an excellent business relationship with you over the years. Mortimer's Corned Beef and our other fine meat products have been great sellers at Henderson's, with each year's business surpassing that of the previous year. I trust that as future advertising promotions are planned, you might again return to a proven marketing strategy which emphasizes Henderson's commitment to quality and value.

Sincerely,

Gerald Mortimer
President

2344 Hill Country Way
Nashville, Tennessee 57844
(999) 009-0009
FAX: (999) 009-1222

1 The purpose of the letter is stated in the first sentence. The use of "I" language communicates the concern without accusing or risking offense.

2 The second and third paragraphs continue the tone initially established while offering arguments that raise questions about the wisdom of the action taken.

3 The final paragraph again expresses the concern, summarizes the arguments, and gently suggests that a more prudent decision occur at the next opportunity.

Memo Expressing Dissatisfaction

CHEM-CO TECHNOLOGIES

INTEROFFICE CORRESPONDENCE

To: Jerry Janovisk
 From: Donna Delaney
 Date: April 20, 1995
Subject: Your Handling of the Harding Mines ESA Report

1 — Please accept my compliments for meeting the deadline for the Harding Mines Environmental Site Assessment (ESA) Report. However, I would have appreciated an opportunity to go over some of your recommendations before you sent the report to our client (Mr. Harding).

2 — Mr. Harding called me yesterday and was quite upset at your recommendation that the entire three-acre parcel on the north end of the property undergo an extensive soil removal project—a very costly enterprise. I was moderately successful in alleviating his concern by informing him that he had the less costly option of covering that parcel with a 12-inch layer of clean soil.

While I realize that removal of the contaminated soil and subsequent disposal of the soil in a hazardous waste landfill is perhaps the best option, the soil-covering option should have been incorporated in the report as well.

3 — In the future, let's be sure that we give our clients all the options that are available to them by law for site cleanup. And to help prevent further occurrences of this type, please have all reports reviewed by my office before they are sent to the client.

- | | | | | | |
|---|---|---|--|---|---|
| 1 | The memo opens on a positive note, honestly expressed, despite the concern voiced in the latter part of the paragraph and in the remainder of the memo. | 2 | The second paragraph details the consequences of the inappropriate action in a factual report of the conversation with the client. | 3 | The final paragraphs, assertive without being aggressive, define a process for future handling of reports that will be more acceptable to the writer. |
|---|---|---|--|---|---|

Letter of Second Request

WRITING DESIGNS
5000 Reader Way
Dallas, Texas 75645
(214) 778-8000

May 10, 1995

David Ewing
Accounts Payable Department
Pilot Pharmaceutical Company
Santa Monica, California 98777
RE: Invoice # 94-788-2

1

Mr. Ewing:

2

On March 19, 1995, I sent you an invoice (#94-788-2) requesting payment for the first draft of the Regional Sales Managers' Training Manual. I have not yet received payment for that work. Because I have not received payment from you, I have been unable to pay the contractor who wrote the draft, and she is reluctant to work on the final version of the manual until she receives the money she is due.

We know that the training manual is an important document for your sales force, and we would like to deliver the final version on time to meet your training needs. Our schedule requires us to start the final version next week, but we cannot do so until we receive payment for the first draft.

3

If there is a problem or if you did not receive our original invoice, please notify me immediately at (214) 778-8000 extension 24. We want to do everything we can to resolve this problem and deliver the manual on time.

Sincerely,

Nancy Warburton
Projects Manager

1 The reference line helps the reader to identify the document that is in question.

2 The opening paragraph defines the problem and gently prods the reader to act by describing the consequences of further inaction.

3 The final paragraph is courteous and yet direct. Giving the extension number is a further indication of the writer's desire to speedily resolve the problem.

Memo of Second Request

~~CHEM~~-CO TECHNOLOGIES

INTEROFFICE CORRESPONDENCE

To: Dick Garrigan
From: Jackie Newell
Date: January 22, 1995
1 ——— Subject: Second Request for Overdue Monthly Activity Report

2 ——— Your monthly activity report for December was due on January 15. I sent you an e-mail message requesting your report on January 19, but I still have not received it.

3 ——— If you need help with this report or if there is a problem that we need to resolve to get the report completed, please notify me immediately. Otherwise, I must have your report by 5:00 p.m. tomorrow.

1 The subject line clearly describes the purpose of the memo.

2 The opening sentence gets right to the point and includes a reference to a previous request for the overdue report.

3 The memo closes with an offer to help the reader solve the problem together with assertively presenting the final deadline for report submission.

Electronic Mail Message

1 ——— To: Dick Garrigan (garrigan@ditell.com)
From: Jackie Newell (newell@falcon.natinst.com)
Date: January 19, 1995
2 ——— Subject: Request For Overdue Activity Report

3 ——— Your monthly activity report for December was due on
January 15. Please send it to me ASAP, as I need to compile all
monthly reports to send to the contracting office by
January 25. Thanks.

1 The heading includes e-mail addresses of both the sender and the receiver.

2 The descriptive subject line is clear and brief. (Some e-mail systems cut off the subject line after 36 characters.)

3 The message is concise without being curt and carries a courteous and businesslike tone. The writer closes with a polite expression of thanks.