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SAMPLE

Portfolio Assessment

for

ENG-216

Business Letter and Report Writing

Introduction

The following is a portfolio submitted toward earning credit for ENG-216 Business Letter and Report Writing.

Along with the narrative that I have written I am including more than a dozen items of evidence to prove that I understand the concepts taught in such a course.

Business Letter and Report Writing I (ENG-216) 3.00 s.h.

Course Description

Basic writing skills used in day-to-day business writing including formal and informal types of writing such as e-mails, memoranda, business letters, job descriptions, acceptance letters, acknowledgment letters, and short reports. Addresses topics such as audience analysis and appropriate tone; as well as clarity of expression, organization, and strategies for prioritizing writing assignments.

Learning Outcomes

Through the Portfolio Assessment process, students will demonstrate that they can appropriately address the following outcomes:

- Write emails, short reports, memoranda, job descriptions, and various types of letters including employment recommendation letters, acknowledgement and appreciation letters, letters of acceptance, customer order acknowledgements, letters requesting information as well as action letters granting claims and making adjustments by providing examples of each.
- Demonstrate appropriate style and tone for the intended audience for each type of writing with a writing sample.
- Demonstrate formal and informal writing illustrating appropriate tone and level of information for the situation and the audience with an example of each.
- Create and format basic documents and letters used in business/office settings. Provide examples.
- Illustrate a clear writing style for various types of letters and short reports with several examples.
- Demonstrate organizational skills used in writing day-to-day business documents with an outline and the final written product.
- Summarize how to prioritize writing tasks in an office setting.

ENG-216 Business Letter and Report Writing I – Table of Contents

Because of my involvement in the business and management related industry for over 7 years, it is logical that my major is Organizational Leadership and Management. I have experience with many aspects of this industry from enterprise development, business amendments, supervision, business communications, and business banking. The knowledge and experience I have gained in this process are what led me to the portfolio process.

In 2006 I dropped out of college after one year due to family finances. I always knew that I would have to return to school, but part time jobs were not going to fund this endeavor. Then a friend recommended that I apply with the State because they had a tuition reimbursement plan. I was not crazy about the idea, but I did and luckily was placed in a division that suited my interests. I have always had an innate interest in businesses and the functionality of the industry. I was placed in the Division of Revenue and Enterprise Services which has a key factor in enterprise development and retention.

By 2008 I was overseeing my own section within the Division of Revenue and Enterprise services. I had a knack for customer service and communications which aided in the role of supervisor. As time went on and I became comfortable with the unit I began seeing ways in which we could update and be more efficient. This role became key in my part of the Division of Revenue, I was already comfortable with many computer systems and was able to identify reports and business letters that were non-conducive to the business function. I was also able to offer a fresh set of eyes and new way of thinking to further the department.

Learning Outcome 1:

Write emails, short reports, memoranda, job descriptions, and various types of letters including employment recommendation letters, acknowledgement and appreciation letters, letters of acceptance, customer order acknowledgements, letters requesting information as well as action letters granting claims and making adjustments by providing examples of each.

Business letter and report writing can be the foundation of business. Depending on the industry this may be a primary means of communication to the public or those not immediately affiliated. The business letter and report writing is also imperative to a business because reports are often the only aspect that a business is assessed. For instance, I am aware of the people in my Division and the work they are capable of, but an outside party or manager does not always comprehend this when assessing an entity. Letter and report writing is a tool used by many business professionals in order to properly encode a given message so that a given party can decode and comprehend.

Emails, reports, memoranda, business letters, and acknowledgements are each an example of business letter and report writing. What each of these examples has in common is the communication process. There is a source of the message, there is an encoding process in which the message or objective is created, a channel in which this message is sent, a decoding of the message, and a receiver the intended party of the message. A successful communication is the desired outcome when a business letter or report is generated. In order for successful communication in the form of letters and reports an individual must be familiar with the purpose, content, resources, strategies, and structure.

Learning Outcome 2:

Demonstrate appropriate style and tone for the intended audience for each type of writing with a writing sample.

Understanding the appropriate style and tone for intended audience is an essential part of the encoding process. By considering the audience we can select our language accordingly. Whether we use jargon only a professional would understand or the message is deciphered and the use of layman's terms is more suitable. The tone in which a letter or report is set can also determine the way in which the message is received.

To successfully identify which tone or style is best suited an individual may ask themselves; To whom am I writing; What does the reader want to know; What is the recipients level of knowledge on the topic already; What is the recipients demeanor on the topic; How much detail needs to be provided; and when is the document required? While creating a letter or report the details Who? What? Where? When? Why? and How? are appropriate to consider as they may affect the final product. A letter that is well written always contains a friendly undertone, polite terms and is written in common language without jargon. To write well aim to appeal to the readers interest, engaging them by presenting the information in a logical sequence and in an accurate and concise way. There are four main types of sentence; simple, compound, complex and a combination.

Learning Outcome 3:

Demonstrate formal and informal writing illustrating appropriate tone and level of information for the situation and the audience with an example of each.

Considering the appropriate tone and level of information is an imperative portion of the writing process. An informal writing style shows a level of familiarity and personality that sets it apart. Whereas, formal writing will most often takes place on serious topics in a direct and concise manner. Each of style has its own values. Their usage depends on the tone you're trying to set.

A formal writing style is writing for professional purposes is likely to require the formal style, although individual communications can use the informal style once you are familiar with the recipient.

Formal writing consists of complexity, objectiveness, full words, and is written in the third person. Longer sentences are likely to be more predominant in formal writing. The writing must be as comprehensive and thorough as possible with the approach to each topic. Each main point needs to be introduced, elaborated on and concluded. Main points or objectives must be stated confidently and offer full supportive arguments. A formal writing style shows limited emotions, and avoids emotive punctuations such as: exclamation points or ellipses, unless they are being cited from a source. No contractions, abbreviations, or slang can be used to simplify words. And the writer must remain disconnected from the topic to make observations.

Informal writing is conversational, simple, contains contractions, and is empathic. Informal writing takes on the characteristics of a spoken conversation. Informal writing includes things such as slang, figures of speech, broken grammar. It also takes on a personal tone whereby the writer speaks directly to the audience. It is common to use first or third person point-of-view, and is likely to address the reader using second person pronouns (e.g. you, your). Short sentences are acceptable and sometimes essential to making a point in informal writing. If industry jargon is used, it must be explained. Words can be simplified using contractions and abbreviations. The author can also show empathy toward the reader regarding the intricacy of a thought and help them through that complexity.

Learning Outcome 4 & 5:

(4) Create and format basic documents and letters used in business/office settings. Provide examples.

(5) Illustrate a clear writing style for various types of letters and short reports with several examples.

A documents appearance is the first impression a reader gets. At first glance the message can be perceived as an open invitation or can come across as a lack of personal touch and seem like a form letter. Format refers to how written information is presented, and can also be referred to as layout.

Business readers expect documents to be set up in a certain way. The standard formatting is an accepted way to set up a document so its appearance follows suit. The author of a business document or letter chooses the format so that documents are consistent in appearance and what the reader expects. Letters, reports, graphics, and other elements are in place to ease the process of the reader locating and understanding information.

The appropriate format for documents is an important component of business writing. Different types of documents require different formats. In order to ensure readability when formatting a document for business or office settings it is essential to use:

- page margins
- section breaks
- headers
- footers
- appropriate fonts
- clear introduction
- proper spacing
- proper tone

Learning Outcome 6:

Demonstrate organizational skills used in writing day-to-day business documents with an outline and the final written product.

Beginning a writing project is often the hardest stage in writing, especially in the business/office setting. Outlining expedites the drafting process because it allows you to see the writing piece to be seen in its entirety. An outline allows you to map your ideas out spatially in front of you. The primary idea steers the direction of the paper and your support for this idea provides navigational guidance.

The outline is beneficial because it aids in clarifying thoughts and developing ideas, identifying weakness in an argument, organizing ideas, and staying on target. Writing an outline can help get over any initial writer's block when starting a writing project. An outline can also be used as a brainstorming tool, helping to develop thoughts so you know just what it is you want to write. An outline can help you to clarify your thoughts, as well. What may start as a simple topic or general idea can become a specific argument with supporting details as you plan out your ideas and structure before you start writing the actual text.

Outlines break down a text into its main ideas and its supporting arguments or supporting details. As you write an outline of a proposed writing project, it can help you identify weaknesses in your argument. Realizing that supporting details for a main idea or that the support being proposed is not strong enough can alter the objective or cause the author to reevaluate. An outline may also help you identify points that are out of place, such as a supporting detail in the third paragraph that should really be in the first paragraph.

An outline can create a step-by-step guide that makes the actual writing easier while saving you time. Once the outline has been finalized, it can be used to write each paragraph of the writing assignment. The sentences from the outline can be used to fill in the opening for each paragraph and the supporting details. Once a complete outline is written, the actual project will mostly involve expanding and connecting the ideas together so they flow from one to the next, and, when writing research papers, adding citations and references where necessary. By the time the actual writing process is started, most issues with the argument and the organization will be resolved, so you shouldn't have to waste time revising a project that is weak and unfocused.

Learning Outcome 7:

Summarize how to prioritize writing tasks in an office setting.

Prioritization is essential in an office setting; this is even more the case when the job duties involved contain writing tasks. There are many methods to prioritization but the most commonly used are the ABC analysis and scaling 1-10. When there are multiple writing tasks an individual must first be organized before prioritization can occur.

The first step is to start with a master list, writing every task that needs accomplished. This master list is not ranked in any fashion it is just a list of what needs to be done. The second step is to decipher which tasks are more escalated than others. The third step is to categorize the remaining tasks in order of importance. The fourth step would be to rank the writing tasks and decide the order in which they will be completed.

Time management and timeliness is especially important in an office setting. Depending on the industry timeliness could make or break a contract or deal. In the present information age and with the development of email work functions have taken an extraordinary leap into the expedition of nearly everything; especially when letters or reports are needed. A member of the workforce must decide between responding to an email and drafting a letter that will then be emailed out. This is where the prioritization is imperative to success in the workforce.

Reflective on the Learning:

Learning the skills necessary for business letter and report writing was intense but it soon became a skill I would use every day. Upon my introduction to the State government workforce, July 2006, at the age of eighteen I was not sure what to expect as none of my work experience was relatable. When I began training I witnessed that most aspects of work required communications both internally and externally. After my first day of attempting to do the work on my own my trainer came over to begin teaching me how to send out confirmation letters to taxpayers and how to send my production report. I struggled at first understanding the format and formality to be used in the letters to taxpayers, but soon caught on through trial and error. I learned the majority of my writing skills while on the job. Many of which were taught to me by individuals who had been completing these tasks for over twenty years.

By early 2007, I had moved through two sections at work and had really earned an aptitude for writing and communicating. Coworkers were now approaching me for assistance in a process they still struggled with and that was getting a point across on paper while sounding intelligent but not using too much jargon, I gladly obliged. Each writing sample I proofread I learned more about the Division of Revenues processes. I soon started to work on a backlogged project, mergers and acquisitions, in which the head of the task was soon retiring. This project turned my writing world upside down. I went from writing letters about tax registration acceptance and tax elections to now having to write letters directed to lawyers, accountants, and tax professionals. This task introduced the use of legal jargon into my spectrum, which I again originally struggled with. After some time I could now write with jargon but also use layman’s terms to explain the process.

After some time with the writing process I realized that the production reports that the section was using were quite antiquated. I began exploring the use of excel and in what ways I could enhance my own report. Honestly, I was tired of making copies of one paper for a month and then manually adding the production and turning it in. I was looking for a way to email the report and cut time by introducing formulas. My original report was strictly for me but after a member of management observed the report I was given the task of creating a shell for my entire section. In 2009 I introduced an entirely electronic report with formulas to add the daily and weekly production. This report was used by all individuals in the section and I was again looking for a way to improve. I requested access to all reports issued by my department and began moving each one to an electronic format. Based on the information I was able to gather over several years and the experience of my trainers I could branch the Division of Revenue's letters and reports into a more current and more concise project.

Utilization/Application of the Knowledge:

Using the information I gained from representatives with the Division of Revenue and Enterprise Services I was able to revise production reports, write business letters, revise State issued banking instructions, and revise a State tax registration upon the creation of new state statutes. Each example of writing required not only a complete understanding of the work process, but also of the writing process. Each instance of writing that I put effort into had to be professional, accurate, and approved by the Governor's office.

Connecting the Evidence

When I started working for the State Division of Revenue I was sent to a number of training programs (**see exhibits 1 and 2, certificates of training**). After the completion of training I was assigned a number of administrative tasks by my supervisor (**see exhibit #3, letter from previous supervisor)**. When my supervisor moved on, a new supervisor was selected. This supervisor saw the breadth and depth of my skills and assigned me additional work **(see exhibit #4, letter from current supervisor).**

In the last several years I have worked to refine and modify a number of processes related to business registration, and metrics related to production and management. These metrics are numeric and organized by product type and were originally word documents using the underline feature to form lines. Because of my handling these assigned tasks so well, I was given excellent evaluations by my supervisor (**see exhibit #5, performance review).** With each subsequent year in my position I have continued to show initiative when it comes to taking on tasks to improve the clarity of the information we offer, the processes, the services and the programs **(see exhibit #6, performance review).**

Production reports were then distributed to employees for daily and weekly use. I was able to revise the production report spreadsheets (see the attached **exhibit 7**) which are used within the Division. With the revision I was able to align the daily, weekly, and monthly reports not only to be more concise but more efficient. Original reports had functions that were no longer necessary and the order between reports was inconsistent. In order to do this I had to take account for all functions within the Division of Revenue and Enterprise Services and in order of importance created a list.

Using an Excel Spreadsheet I listed all responsibilities in a format that was easy to use and consistent between all responsible sections. I created the excel formulas to automatically add production together so all employees were responsible for was filling in the corresponding figures.

After successfully completing the revision employees would originally email the spreadsheet to their direct supervisor, but we were able to create a share file that the management, specific supervisors, and the employee would each have access to. This process simplified the production reporting process on all aspects daily, weekly, monthly, and a turnaround report that accounted for all existing work currently on the floor. Production related reports were not issued to the public, but were issued to the Director of the Division who would use information generated from reports in monthly/quarterly metric analysis which is published to the public.

The Division of Revenue and Enterprise Services has a vast area of responsibilities, because of this there are many avenues of communication needed. The division is responsible for all business forming and registering in the State, corporate mergers and acquisitions, Electronic Funds Transfer program enrollment and maintenance, and S-Corp elections. As such the division must remain in contact with taxpayers, accountants, lawyers, tax preparers, and other professional personnel. This communication happens in a multitude of ways email, telephone, letters, and in person. My responsibilities mainly consisted of sending letters, emails, and telephone calls with the appropriate parties. I was also responsible for revising the State's tax/employer registration booklet when the LLC statutes changed in 2013 **(please see the attached exhibit 8 revised tax registration).**

While working with mergers and acquisitions, S-corp elections, and the Electronic Funds Transfer (EFT) program I send many letters and instructions **(please see exhibits 9 and 10 for EFT instructions).**

Because of the Division of Revenue and Enterprise Services vast area of responsibilities and major dealings with the public there were many questions taxpayers and tax preparers would have in reference to the services available. As such the Division maintained a customer service hotline, but if taxpayers did not want to call we used a web to case query system through Salesforce.com, please see the attached letter exhibit11 through 14 used to resolve and delegate inquiries to the appropriate parties. This job duty required me to respond to hundreds of inquiries on a monthly basis. While conducting this job duty I had to infer through context the tone and language appropriate when responding. If I were to use legal jargon I may confuse a taxpayer whereas if I used layman's term and was responding to an official the image of the State responding would not be favorable.

In April of 2014, I was promoted to supervise the Business Action Center with the Department of State. This unit is responsible for business attraction and retention and I oversee all customer service both through hotline service calls and emails directly to the division. I also oversee the leads developed by staff that other departments such as the Economic Development Authority.

In all of my jobs strong communication skills were necessary, but with my current position and my prior position at the Division of Revenue and Enterprise Services I have spent the last seven years writing and revising a multitude of business letters and reports. These skills I learned through trial and error and by being trained by individuals who have been completing the same tasks for over twenty years. My knowledge and experience gained has allowed me the ability to communicate on many levels and with a vast array of individuals including co-workers, lawyers, and taxpayers. I use this knowledge on a daily basis and am consistently improving my abilities.

At some point when I was promoted to a higher managerial level, I had to replace myself. For this I developed a job description (exhibit 15) for posting.

Index of Attached docs:

Exhibit #1

SEMINARS FOR EXECUTIVES

This is to certify that ____________________ has completed

Training for Public Managers and Executives

"Critically analyzing your written communication style"

"Writing Effective Letters"

"Organizing Effective Reports"

Location *Trenton, NJ* **Date**_*January 2007*

Suzanne Pervisor *Diane Rector*

Training Manager **Director of Development**

Exhibit #2

State of New Jersey

Division of Revenue and Enterprise Service

Office of Project Administration

Certification of Completion of Training

Data Management and Report Production Processes

Issued to

____

June 31, 2007

Ernest Lerner

Training Manager

Exhibit #3

N J D R E S

New Jersey Division of Revenue and Enterprise Services

To Whom It May Concern:

We write this letter in behalf of Lawrence who was an employee under my supervision for a number of years before I loved on to a different division.

In the years that we worked together, I found him to be completely competent, knowledgeable, cooperative, approachable and pleasant – a total professional!

His understanding of systems and their effectiveness were essential to the smooth operation of our office. His insight with regard to needed changes to the process was integral to the overall efficiency of our services and he was commended on numerous occasions for his work.

Should you have questions please don't hesitate to reach us directly at (908) 749-XXXX.

Very truly yours,

Mary M. Moary
Former Manager, NJDRES

Exhibit #4

State of New Jersey

Office of the Financial Management

March 1, 2009

I write this letter on behalf of Lawrence, who is a member of my management team in the Office of Financial Management for the State of New Jersey.

Since my arrival here I have found him to be highly competent in the performance of his work. He readily takes on tasks and brings them to completion. His level of reliability and personal integrity allow me to have complete confidence in him.

Very truly yours,

Edward U. Cater
Director

Exhibit #5

State of New Jersey

Self-Appraisal Form HR-515/2013

Name:	Lawrence
Title:	Assistant Director
Dept. /DIV:	Revenue and Enterprise Services
Review Period:	July 1, 2012 – June 30, 2013 year

Discuss your accomplishments in relation to specific work objectives and in general:

Oversaw the re-engineering of the Budget Review process. Efforts directly saved significant budget allocations and improved distribution of inventory

Discuss your accomplishments toward achieving your MBOs:

It was my intention to explore the purchase of a more detailed information system. After thorough review I made a recommendation, which was implemented successfully.

Discuss how you contributed toward building a positive work environment and fostered collaboration and trust among colleagues:

Have put in much effort this year positively articulating the changes to our department, and have more actively collaborated with co-workers and with other departments within the Division

Describe any creative approaches that you may have used to improve your performance and/or suggestions that you made to enhance service to students:

Took some time to seriously analyze the kind of high quality service-oriented reputation I want to have, and have paid a great deal of attention to ensuring that anyone with whom I associate feels as if they've had a positive, beneficial experience. I have also made numerous suggestions to the overall processes used, many of which have been implemented.

Identify areas in which you need to improve and describe your plan to address any developmental needs:

There are certain responsibilities that seem to get less attention than what is needed. I need to focus more on accomplishing some of these administrative tasks. Also have to become proficient with certain details and processes we only use on rare occasion.

How can the department assist in your continued development?

Our area seems to be clearly in need of additional clerical support

Exhibit #6

State of New Jersey

Professional an Administrative Evaluation Form

Name: Employment Date:

Title: Yrs. of Service:

Contract Effective Dates:

Major Duties and Responsibilities	Unsatisfactory	Satisfactory with Need	Meets or Exceeds	Exceptional
Day to day operations of system				X
Supervision of staff			X	
Ongoing review				X
Solutions development				X
Duties as assigned			X	

Supervisor's Signature ______________________________

Unit Manager's Signature ______________________________

Employee's signature ______________________________

Date ______________________________

Exhibit #7

Production Report Spreadsheet

Week #	Department Code	Tasks Assigned	Tasks Completed	Completion Rate
1	41-003	12	11	.916
2	42-617	11	11	.916
3	41-003	12	11	.916
4	41-003	15	13	.866
5	42-617	9	9	1.00
6	44-991	13	12	.923
7	41-003	24	22	.916
8	42-617	20	19	.950
9	42-617	12	12	1.00
10	42-617	14	12	.857
11	38-881	15	13	.866
12	38-881	15	14	.933
13	41-003	23	21	.913
Quarter Totals	4	197	180	.914
Previous Quarter	4	194	188	.969
YTD totals	4	391	368	.941
Projected End of Year	4	780	751	.963
End of Year Totals	4			

Exhibit #8

Registration Revision – sample

Screen shot of online form to be completed and submitted electronically through the website:

Registration for Vender Approval – State of New Jersey

Name of Entity

Address 1

Address 2

City, State and Zip

Phone Number

Federal Tax ID Number

E-mail Address

Primary Contact Name

Primary Contact Phone

Exhibit #9

Electronic Funds Transfer (EFT) Credit Instructions

Financial institutions should use the following ACH format for credit payments.

The ACH Credit must include the tax payment (TXP) banking convention within the addendum record of a NACHA CCD+ transaction. The TXP conventions must be followed exactly for proper posting of payment. Other addenda banking conventions should not be used.

NACHA records for CCD+ entries must appear in the following sequence:

1. File Header Record ("1" Record)
2. Company/Batch Header Record ("5" Record)
3. Entry Detail Record ("6" Record)
4. Company/Batch Control Record ("8" Record)
5. File Control Record ("9" Record)

To create an ACH file, the Entry Detail Record ("6" Record) must be set up for the ACH Credit transaction file to include:

The State's depository bank's ABA (American Bank Association) Routing Transit Number in the Receiving Bank Number and Check Digit positions:

US Bank – Pennsylvania's ABA Routing Transit Number is 07400002-0101

The following sections contain information on how to use the TXP Conventions within the Payment Related Information Field of the NACHA Addenda Record ("7" Record). For more specific information on NACHA formats, specifications and definitions, refer to the NACHA Operating Rules. Contact NACHA (703-561-1100) if you need further information.

SAMPLE ADDENDA RECORD:

Unemployment Insurance TXP*1234560007*13000*090331*T*249300*****XYZCOR\

Exhibit #10

Electronic Funds Transfer (EFT) Debit Instructions

- **BOE Account Number.** This is the account, permit, or license number issued to you by the Board of Equalization. When reporting a payment, do not include the alphabetical characters or hyphens that appear in your permit or license number.
- **Security Code.** This is the 4-digit security code you have created for accessing the ACH debit payment system. See page 3 of Publication 89ST, EFT Quick Reference Guide.
- **Tax Type Code.** The tax type code identifies the type of tax payment you are making. The following codes are used by the Property and Special Taxes Department:

  09000 Tax or Fee Return Payments

  09001 Tax or Fee Prepayment #1

  09002 Tax or Fee Prepayment #2

  09003 Accounts Receivable Payment

- **Tax or Fee Period Ending Date.** Indicate the last day of the reporting period, **not** the due date. This information must be given in month, day, year format. For example, to report taxes or fees made in the first quarter of 2003, the period ending date would be 033103 (March 31, 2003).
- **Tax or Fee Payment.** Indicate the total dollars and cents for your tax or fee payment. Do not include applicable interest or penalty charges in this total.**
- **Penalty Amount.** If applicable, indicate the total dollars and cents for your penalty amount. If none, enter zero value.**
- **Interest Amount.** If applicable, indicate the total dollars and cents for your interest amount. If none, enter zero value.**
- **Total Payment**. Indicate the total amount of your payment. This is the sum of taxes or fees, penalty and interest payments.

  ****NOTE:** When using a touch-tone telephone to make a debit payment, you must enter two zeros for the cents. For example, $50,000.00 would be entered as "5000000".

- **Verification Code.** This is a figure that you will calculate based on the amount you are paying. It is used to help ensure that the information has been entered correctly. The two-digit verification code is a sum of the digits and the number of digits in your total amount. For example, if your total amount is $56,318.00, your verification code is calculated as follows:

Exhibit #11

Credit Letter Sample

Dear

Thank you for your recent request for a business and credit account with the State of New Jersey. In reviewing your application, we have found that some additional information is needed to complete the approval process. We assure you that all information obtained to evaluate your qualification for credit will be kept confidential.

Please send us the information requested on the attached form as soon as possible, so we can finish processing your request without delay. We look forward to doing business with you.

Very truly yours,

Exhibit #12

E-mail reply to EFT payment

Thank you for your electronic funds transfer of $_______. This amount will be processed and credited to your account within 2-3 business days. An official confirmation of receipt of payment will also be sent to you. At that time you should be able to log into your account to view the update.

Should you have any questions please don't hesitate to contact us directly during business hours.

Very truly yours,

Director of Account Management

Exhibit #13

Dear

Thank you for taking the time to write to us about your current financial situation. We appreciate your interest in registering to be a vendor with the State of New Jersey.

Unfortunately we are not able to process your request at this time because the information you provided places you in a category for which we are not able to select you as a vendor.

We understand that you are disappointed in our decision. Perhaps in the future when your company makes certain changes, we can register you as a vendor.

If you have questions, please call 555-5555 to discuss your options. We will be happy to work with you.

Sincerely,

Coordinator, Vendor Management Services

Exhibit #14

Dear valued customer:

We are pleased to announce that effective April 1, 2014 South Star will merge with Magnetogorsk, LLC. From this date the combined companies will conduct business together under the name Magneto South, with their main office in St. Petersburg and branch offices in Miami and Camden.

This is a merger of two innovative and professional companies which have a history of successfully working together for many years. The two companies have held similar values and philosophy for many years, doing business and accomplishing excellent results for customers with an emphasis on honesty and integrity and maintaining a positive attitude at work.

Though we will now operate as one company – Magneto South – you can still rely on the same personal working relationships that you have had in the past. You will still be dealing with the same people and can depend on the same high quality service.

We understand that this merger represent a change in our company name, but we want to assure you that our services will not be negatively affected in any way, but rather will only grow stronger through this merger. Additionally we are committed to working with you to overcome any issues.

Please note that our existing phone numbers will remain the same. Also, please continue to address inquiries and business transactions to your current sales and customer service representatives but note the following new Email addresses:

Customer Service	*customerservice@magneto-south.com*
Sales Representatives	*firstname.lastname@magneto-south.com*

While we do expect some communication issues to arise in the coming months during the period of transition, be assured that we will continue to do everything necessary to serve your needs. Should you have any questions or issues, please don't hesitate to reach us.

Yours truly,

President and CEO

Exhibit #15

The State of New Jersey offers the highest quality service to the executive, legislative and judicial branches of state government and has done for for more than 200 years.
The State of New Jersey is an Equal Opportunity/Affirmative Action Employer.

If you need to **edit your application information** before applying for a position, please login and click on the 'Manage Applications' link on the navigation bar to the left. **You will not be allowed to change your application information after you have applied for a position.**

Posting Details

Posting Number:	0603-93133
Working Title:	Program Manager
Position Type:	Unclassified
Location:	
Department:	NJDRES
Summary / Definition:	The Program Manager reports to the Associate Director of Finance and is responsible for providing informational and service to vendors. The Manager will also assume special assignments as assigned by the Associate Director.
Requirements:	Education: Graduation from an accredited college with a Bachelor's degree or equivalency as determined by the appointing authority. Experience: Two years professional experience in a field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority. Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).
Examples of Work:	- Assists in all aspects of the Vendor Services Center: Planning, Correspondence, Individual Appointments, and the Telephone Center. Advises vendors on issues related to application, credit and debit. Provides information and advice on strategies, preparing for application, managing accounts. Monitors the progress of vendor requests, including periodic analysis of records to determine program needs. Provides information to the individuals in preparing for and reviewing results of requests.

	Under the supervision of the Associate Director, assists in approving vendors, helps instruct them on the State's guidelines and standards. Serves as a focal point in helping the vendors take advantage of the services offered by other offices of the State.
Knowledge Skills & Abilities:	Familiarity with computer hardware and software. Excellent interpersonal skills Ability to organize and plan work and attend to detail effectively. Ability to assume responsibilities and obligations; to seek and originate ideas for better job performance. Ability to work with vendors through written correspondence, telephone, personal conference and workshop settings. Ability to work with professional and support staff. Ability to read, write, speak, and understand the English language at a level commensurate with the demands of the position.
Posting Date:	
Closing Date:	Open Until Filled
Special Instructions to Applicants:	Range: U22, $54,079.26 - $83,829.61
Division:	
Physical Demands	
Required Applicant Documents:	Resume Cover Letter

I hope you find that I have appropriately articulated and proven that I have knowledge and competencies in the area of ENG-216 Business Letter and Report Writing. Thank you for taking the time to assess my portfolio.