

Model Document: Persuasive Memorandum

HVS Accounting Services Memo

Date: May 13, 20--
To: Harriet V. Sullivan, President
From: Christine Thomas, Systems Administrator *CT*
Subject: The Advantages of Telecommuting to HVS Accounting Services

This memo presents the results of my research on telecommuting practices in our industry. Based on my findings and on the success of such programs elsewhere, I propose that HVS set up a work-at-home program on a three-month trial basis.

What Are the Advantages?

The greatest advantage to HVS is that overall employee productivity would very likely increase. I have reviewed a dozen trade journal articles in our field and several Web sites that show average productivity gains of from 15 to 30 percent. In conversations with managers at competing services companies, they mention gains in the 20 to 30 percent range.

Another important advantage is that telecommuting would also help us to recruit and retain qualified employees. Several of our employees commute over an hour each way daily. Companies report that telecommuting can save employees time and money, and also reduce their stress levels, allowing them to better focus on their jobs. Our competitors also note that they have an easier time recruiting and retaining valuable employees when they offer telecommuting as an option. This is an important benefit that we can offer to our employees, especially in the current competitive job market.

How Will Telecommuting Work at HVS?

Any new program of this kind raises questions about how well it will work in practice. One key issue is keeping track of employees working away from the office. HVS is in an ideal position to benefit from telecommuting. Each member of the professional staff has well-defined tasks. As you know from our monthly reports, we currently maintain detailed information that quantifies staff productivity by billable hours. This system would apply equally to work-at-home

Memo author initials document before distributing.

Proposal is clearly stated in introduction.

Greatest advantage to company is stated first.

Advantages to employees are supported by research.

Headings help organize information.

Company concerns are addressed.

employees. Additionally, we could set up and maintain measurable goals for those in the program. We would then review these goals in the middle and at the end of the three-month trial period with you.

As for cost, the fact that all participating employees have home computers and Internet access means that there are essentially no startup expenses for HVS for this trial program. As for additional expenses, employees can keep bills and receipts for long-distance calls and other costs, and submit them for reimbursement.

Can We Protect Customer Information?

Customer confidentiality would also be protected. HVS has secure electronic information exchange software that allows us to send and receive confidential client information electronically. Those in the program can be given password access to confidential and other client information at home using pcEverywhere, their current remote-access software.

Can We Make It Happen?

Our staff has a proven record of getting the job done regardless of where they are working, which I believe makes them well suited to a work-at-home program. I look forward to discussing this option with you at your convenience.

Specific details show how proposal would work in practice.

Details of proposed program covered systematically.

Confident closing anticipates follow-up discussion.