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Memo James Peterson [Click here and type CC: Joseph Doakes September 16, Re: Recommendation for Peter Mason Employment Situation   
I have written this memo in response to a formal request made to me by the chair of the committee Joseph Doakes to make a professional recommendation about my immediate boss, Peter Mason, the Consumer Products Division regional sales director. I have to say that my decision is purely based on the best interest of the company and without bias on the subject. Mason has been accused of laxity on his duties and lawlessness in production. Mason’s last two quarterly reports came late, he did not attend two very important meetings in the last two months where sales representatives were involved. Additionally, for last quarter the sales dropped by 5%, when he goes for lunch he sometimes fails to report back to work and for the last one month Mason has been absent for seven days. Mason has reached his retirement years at sixty-two, but he has refused to retire voluntarily. He looks forward to retiring after three more years of work when he will be sixty-five years. However, Doakes has pointed out that Mason has been diligent on his duties all along until recently. His public relations have also been excellent before. Mason has been grooming Doakes to take his place when he retires, and this also explains the reason the recommendation job had to be given to me. My solution to this problem is to make Doakes assume Mason’s responsibilities, leave Mason’s salary as it is today and raise Doakes’ salary.   
One of the quickest solutions to this problem would be to retire him against his wishes, but this would be unfair to Mason because he has been of great service to the company for the last twenty-five years. His experience and loyalty for all those years is enough reason to keep him for extra three years. It is worthwhile noting that corporate social responsibility starts from the internal practice. Dealing with employees harshly or ignoring the feelings of the community hits companies very hard down the line. It is necessary that the company maintains good relationship with its workers, make the long-time serving workers feel valued as part of the company. While not every employee’s wishes will be respected in terms of extending their terms, Mason’s case is a special one and it has to be dealt with every caution possible with the fact that he has been very instrumental to the company for years. Am interested in knowing reason for Mason’s stay in the business for three extra years. It could be that he needs the salary, or he needs to complete a project he began. For either reason, it is for the best interest of the country. It is for the same reason that the company has to return for the good that the company is enjoying from Mason. The solution must not cut his salary, the solution must not relieve hi of his duties and powers, and the solution must not touch on his pension.   
It is evident that Mason is growing older and he is not as aggressive as he was initially. The company needs someone who can work alongside him, taking most of his responsibilities and helping him make decisions and execute the heavy duties. Since Doakes has been on mentorship to assume the office for the last months, he should be made to take active part in executing most of the responsibilities required of Products Division regional sales director. Doakes’ salary should be raised to match his new responsibilities.