



4

STRUCTURE:

Help them

UNDERSTAND

what you are

RECOMMENDING

The core characteristics of the Executive Summary (and the Short Memo itself):

WHO and WHAT

1. Acknowledges the target audience and intended use/s for the paper
2. Concisely states the problem either in terms of current policy or as a problematic situation

WHY

3. Offers reasons for initiating changes to that policy or situation
4. May sign post key policy options or approaches; sometimes this is simply stated as the status quo, sometimes it includes alternatives that seek to remedy or address the problem
5. May sign post the pros and cons of key options
6. May briefly reference the methodology used to examine the data

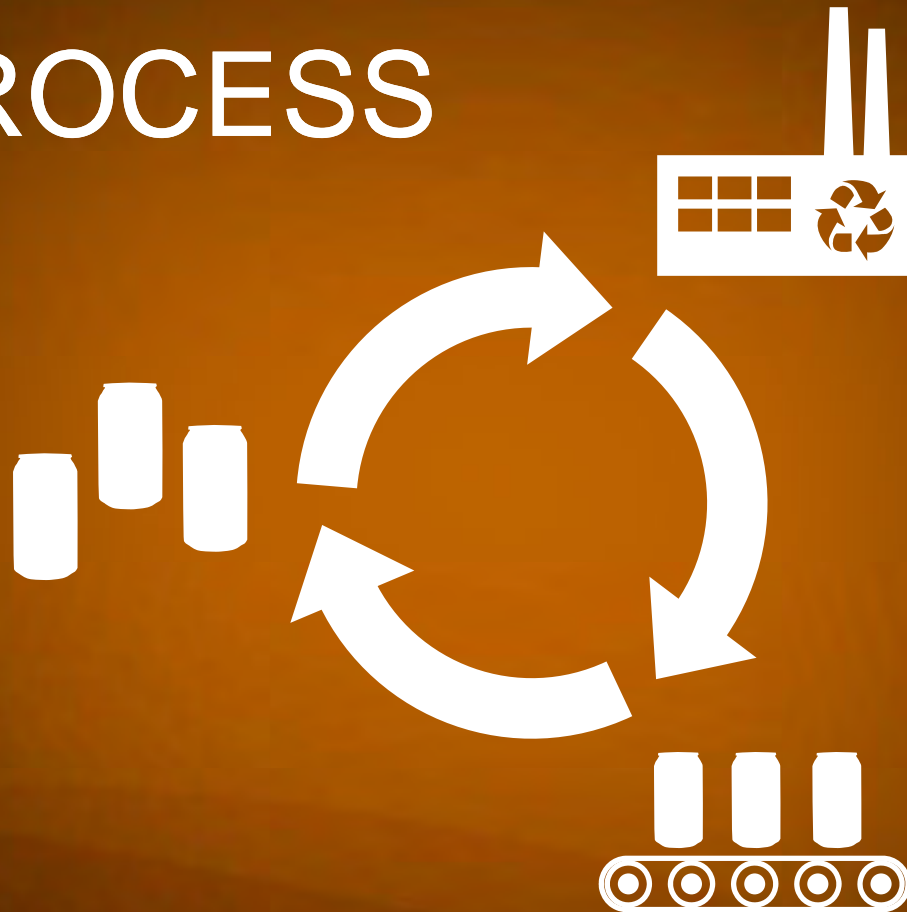
HOW / When / Where

7. Recommends primary course/s of action or states findings that may lead to recommendations in future policy work
8. Offers brief supporting reasons for selecting or highlighting that course of action or findings

The last sentence may offer a timeline for completion or set up a roadmap that tells the reader how the memo is structured.



THE PROCESS



1. **BLUF** statement or **B**ottom **L**ine **U**p **F**ront

2. pros and cons or basic issues

3. Explain the recommendations or issues

4. Implementation or Next Steps

5. Conclusion: **urgency!** so what?

6. Annexes

Visuals / Graphs/ Charts/ Data sets /Surveys



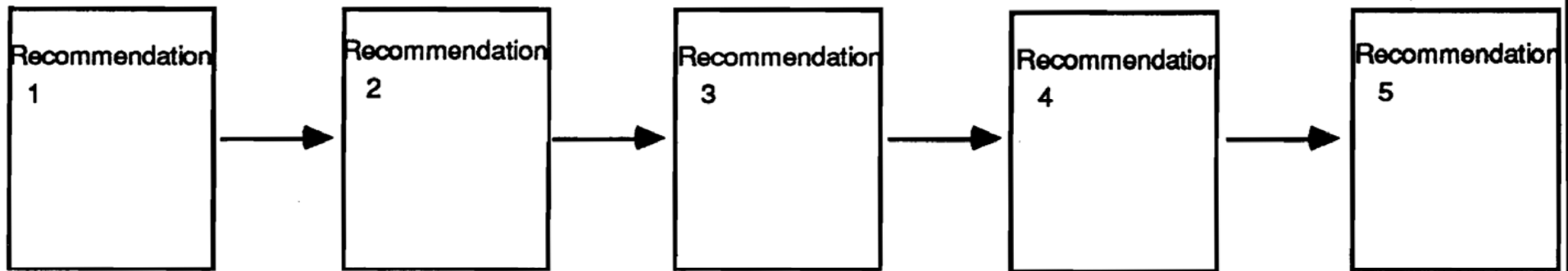
PRACTICE

Cogent

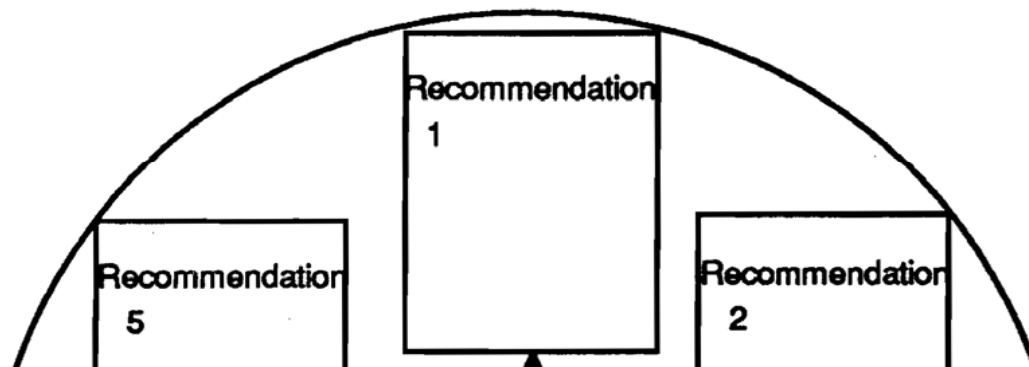
Argument

Not Comprehensive Superfluity

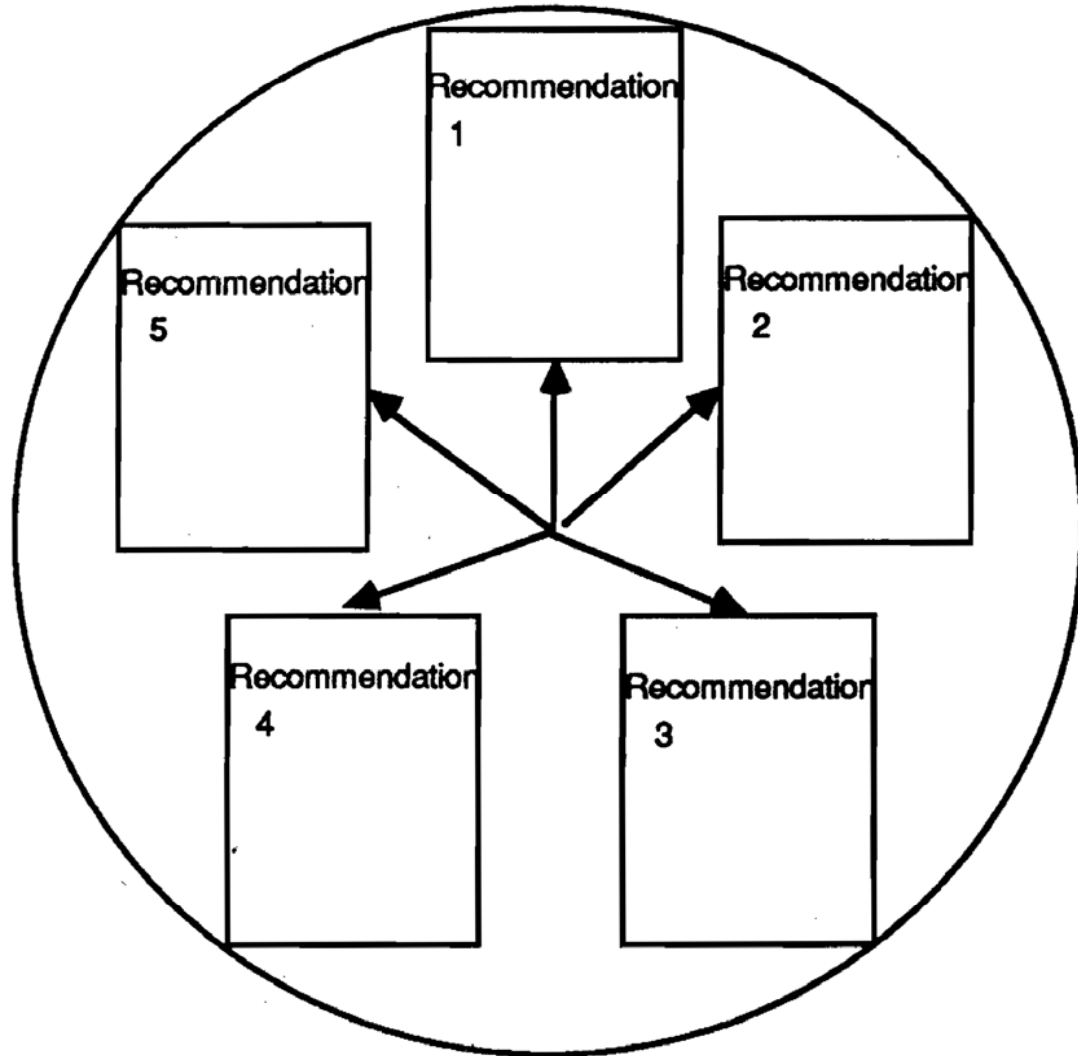
NOT THIS:



BUT THIS:



**BUT
THIS:**





1. Look for the BLUF statement.
2. Who is the key stakeholder? Who is the decision-maker or key organization?
3. What is the problem?
3. Why is the problem urgent?
4. When (and where) should action take place?
5. How can the problem be solved?
6. How do the recommendations/solutions operate?
7. When and where should they go into effect?
8. What are the key divisions of the argument?

THE BIG PICTURE ON ARMY RECRUITMENT

TO: DAVID CHU, UNDERSECRETARY OF DEFENSE FOR PERSONNEL AND READINESS
FROM: CURT GILROY, DIRECTOR OF ACCESSION POLICY
SUBJECT: ENSURING EFFICACY OF RECRUITING INITIATIVES
DATE: 5/02/05

EXECUTIVE SUMMARY

The U.S. Army must address four key challenges in order to turn around the ominous current decline in accession which is threatening the integrity of the U.S. force structure. In February, the Army faced its first recruiting shortfall in 5 years, and in March saw recruitments short by more than 30%.

The following factors have come together in a perfect storm to precipitate this crisis:

- (1) Negative public opinion about the military in key demographics and negative publicity about Iraq.**
- (2) Muddled marketing approaches not penetrating today's youth.**
- (3) More teenagers pursuing college.**
- (4) Improving U.S. economy increases labor market competition, compounding the factors above.**

It is difficult to pinpoint how each of these conditions has affected accession rates, but it is certain that this confluence is to blame. Though each issue presents different practical obstacles-in scope, in measurement and in time horizon- the challenges are not independent and their solutions will overlap to our benefit.

EXECUTIVE SUMMARY

The U.S. Army must address four key challenges in order to turn around the ominous current decline in accession which is threatening the integrity of the U.S. force structure. In February, the Army faced its first recruiting shortfall in 5 years, and in March saw recruitments short by more than 30%--**a shortfall that significantly threatens our vital national security interests.**

The following factors have come together in a perfect storm to precipitate this crisis:

- (1) Negative public opinion about the military in key demographics and negative publicity about Iraq.
- (2) Muddled marketing approaches not penetrating today's youth.
- (3) **Failure to adapt recruitment and career incentives to lure college-bound youth.**
- (4) **Reluctance to enhance benefits, salaries, and career opportunities to compete with strong private sector labor market .**

Though each issue presents different practical obstacles-in scope, in measurement, and in time horizon- the solutions will overlap to benefit **recruitment and retention rates well into the next decade.**

RESOURCE ALLOCATION GUIDELINES FOR FLU PANDEMIC PREPAREDNESS

This memorandum provides the much-needed guidelines for allocating limited resources to prepare for an influenza pandemic. For the Massachusetts Department of Public Health, the top priorities are building institutional capacity and investing in the human capital needed for an effective pandemic response because they (a) must be done locally, (b) take longer, and (c) can be used in non-influenza pandemics.

Specifically, from now until November 2006, Massachusetts must allocate resources for these most urgent priorities:

- 1) Training all personnel involved in controlling a pandemic.**
- 2) Strengthening communication among all relevant public and private agencies.**
- 3) Widening the surveillance system to detect an outbreak [in a] timely [way].**

In the wake of the current outbreak of H1N1 influenza, the Massachusetts Department of Public Health recognizes an urgent need to assess, allocate, and enhance limited resources in three key areas: surveillance, personnel, and communication. Current policy and resources reveal a lack of institutional capacity and a dearth of the human capital required for an effective pandemic response. Moreover, these strategic areas also need development to support state-level response to non-influenza pandemics.

By the next flu season, in November 2010, MDPH must:

- 1) Widen the surveillance system to detect an outbreak.**
- 2) Train all personnel involved in controlling a pandemic.**
- 3) Strengthen communication among all relevant public and private agencies.**

These recommendations prioritize developing local resources in stages over the next nine months, from the most immediate need of surveillance to the longer-term goals of training and communication.



A



A-



**Good
Work!**



Not Bad!





**CULTIVATE
TEAM
RELATIONSHIPS**

prioritize | organize | mobilize



6

RULES

KNOW YOUR AUDIENCE

CULTIVATE NEW IDEAS

PRIORITIZE RECOMMENDATIONS

STRUCTURE FOR CLARITY

PRACTICE COGENT ARGUMENT

CULTIVATE TEAM RELATIONSHIPS

make a

CHOICE

Life gives us opportunities
take a **CHANCE** for growth disguised as
challenging circumstances.

Anonymous be the

CHANGE

THEY CREATED THE INTERNET.

SET THE STANDARD FOR AUTO SAFETY.

CLEANED UP OUR WATER.

**AND NOW THEY'RE WORKING TO ENSURE
THAT EVERY CHILD IS HEALTHY.**

**WHERE CAN YOU BUY SHARES IN A COMPANY
LIKE THIS?**

YOU CAN'T.

YOU ALREADY OWN IT.

IT'S YOUR GOVERNMENT.

To learn more about policy writing and communications at HKS

FIRST

Join a Communications Course

SECOND

Use the Resources on the Communications Program webpage

THIRD

Book an appointment with a Writing Consultant



To harness the power of the
Communications Program, log on to

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