POLICY Memo

**[Instructions: Replace the text in brackets with your own. Retain the non-bracketed text. In Week One, you will complete the identifying section below as well as formulate the Introduction, Literature Review, Research Objective, Theory, and Reference sections. In Week Two, you will complete the Key Findings, Relevancy to the Agency, and the Conclusion sections, as well as any modifications to the sections for Week One. ]**

# Memorandum

**To:** [Your Supervisor’s Title]

**From:** [Your Name, Instructor Name, Course Name and Number]

**CC:** [Include those who need to be apprised of the information but not necessarily the direct recipient of it.]

**Date:** [Today’s date in full, for example, 4/10/2016 or April 10, 2016]

**Subject:** [Your main point (keep it specific and brief)]

**Introduction**

**[Introductory paragraph.** You do not need to indent. This first section explains the context of the issue or message and also sets the tone. Like an abstract in a longer written paper, the first paragraph should give an overview that includes a brief explanation of the topic of concern and a forecast of what is to come.]

**Literature Review**

**[The first body paragraph** of the memo should be very specific and get to the heart of the matter. Summarize the literature review section within the article. Explain how the literature review section of the article contributes to an understanding of responsibilities and functions across agencies at various jurisdictional levels that mitigate hostilities, threats, hazards and consequences. **It is possible that you will need two paragraphs** if the subject is complete or requires more than one course of action. This option is fine. Do remember to practice good writing strategies including using smooth transitions between points. Additionally, using **headings** can be useful when your issue is particularly complex or multi-layered. Headings will serve as a sort of road map of the most important points.]

**Research Objective**

 **[The second body paragraph.** Explain how and to what extent the author’s research objective contributes to an understanding of the responsibilities and functions across agencies at various jurisdictional levels that mitigate hostilities, threats, hazards, and consequences. The research objective represents the author’s central purpose in writing the article. It is typically understood as the attempt by the author to explore research questions through research methods.]

**Theory**

**[The third body paragraph.**  Identify the theoretical basis for the research objective(s) and explain whether the author uses a deductive or inductive approach. As a reminder, you may wish to refer to the [Purdue Owl website](https://owl.english.purdue.edu/owl/resource/588/04/) for additional information, where Weida and Stolley (2013) indicate that in deductive work researchers typically justify their research questions by identifying an underlying premise that would support the research question, while in inductive work, researchers look at observations to establish or contribute to an understanding of a premise. In addition, it may be helpful to consider the material presented by Gerring (2004) with respect to methods and factors associated with causal propositions.]

**[You will formulate paragraphs four, five, and the conclusion in Week Two (below).]**

**Key Findings**

**[The fourth body paragraph.** Explain the author’s findings relative to the author’s research objective. Explain to what extent the findings illuminate effective methods of response systems within the context of homeland security.]

**Relevancy to the Agency**

**[The fifth body paragraph.** In view of the author’s findings, explain to what extent policy implications relate to responsibilities and functions across agencies at various jurisdictional levels that mitigate hostilities, threats, hazards and consequencs. In addition, explain how the author’s findings are relevant to the interests of your chosen agency.]

**Conclusion**

**[The closing paragraph** should explain how the findings in the article inform policy consideration for *this agency*. Consider how the arguments and conclusions in the article relate to organizational objectives for this agency. Finally, identify at least one relevant research question that is related to (but not addressed by) this article, and explain how your research question relates to the organizational objectives of this agency.

**Reference**

[Include a full citation of your chosen article here, formatted in APA as outlined in the Ashford University Writing Center.]