

## **Instructions and Template for Preparing A Policy/Organizational Recommendation**

Please draft a concise policy or organizational recommendation of concern to your internship. While the memo should be addressed to your internship supervisor, there is no requirement to actually present the recommendation to her/him. (However, in the past, ideas have been so insightful that some Maxwell interns have submitted their proposals to supervisors).

The recommendation can address a substantive policy issue or an organizational problem or shortcoming you have observed in your internship. Lengthy discussion of the sources and nature of the problem is not needed; assume that your supervisor is well aware of the issue or problem.

Set out your broad recommendation in the summary.

Then provide a little more detailed justification in the discussion. Also briefly discuss any pitfalls, or why you recommend a certain option over others.

Conclude with any recommended actions or immediate steps to carry out the broad proposal.

You can be as straightforward and direct as you believe the situation warrants and the reader can absorb. Often, an affirmative approach – what the organization should do rather than what it should avoid – will gain a better hearing, particularly if you add concrete steps.

The memo should be two-three pages single-spaced (12 point type). Less is more – keep in mind that this is only a mechanism to start a discussion with your supervisor at greater length. You are helping move the organization forward but not trying to present all the information available on a complex issue.

## **POLICY MEMO TEMPLATE**

### **Memorandum**

Date:

For: Your Supervisor's Name

From: Your Name

Subject:

[Use this to focus the reader on the policy choice or organizational concern.]

#### Summary:

[In three-four sentences, propose the policy, policy change or new policy approach, or alternatively a solution for an observed organizational need, shortcoming or problem. Introduce, but don't detail the steps required to move forward on the policy or organizational issue. Allude to the importance of the issue to the organization and whether immediate or longer-term action is required.

#### Discussion:

Explain any current or very recent development that leads you to make your recommendation. Why is it necessary or desirable to make a change or take action?

Explain the recommendation in greater depth, including whether it signifies a major departure for the organization or is consistent with past policy or process.

Discuss how it would help promote the interests of the organization and possibly your key constituency(ies.)

Examine any pitfalls or obstacles to what you are proposing, and explain how you would avoid these as well as the larger expected benefits of your proposal. Discuss key players, in the U.S. and abroad (NOT in your organization), their likely reaction to your proposal, and whether they will likely support or obstruct your proposal.

Give some time frame for accomplishing the goals or change you have recommended.

Recommended Actions:

Briefly outline steps to implement your proposed policy or organizational change, or steps to further examine the proposal. Include mention of any sequence if you wish.