

**PERFORMANCE MANAGEMENT**

Workgroup Report FY 1X-1Y



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Contents

[Executive Summary 1](#_Toc453936595)

[Introduction 1](#_Toc453936596)

[Research and Findings 1](#_Toc453936597)

[Recommendations and Conclusion 1](#_Toc453936598)

[References/Bibliography 1](#_Toc453936599)

[Appendix A 1](#_Toc453936600)

# Executive Summary

## What is an executive summary?

An executive summary is a report, proposal, or portfolio, etc in miniature (usually one page or shorter). That is, the executive summary contains enough information for the readers to become acquainted with the full document without reading it. Usually, it contains a statement of the problem, some background information, a description of any alternatives, and the major conclusions. Someone reading an executive summary should get a good idea of main points of the document without becoming bogged down with details.

## why is it important

With the possible exception of the conclusion and recommendation, the executive summary is the most important part of a report. As such, it should be the best-written and most polished piece of the document. This is because many readers may only look at the executive summary when deciding whether or not to read the entire document. In some companies, the executive summaries are distributed so that employees are informed as to what information is available, and interested readers may request the entire document. In short, you may expect that an executive summary will be read more frequently and by more people than will your entire document.

## how to tailor your summary

When writing your executive summary, ask yourself if those who read the summary will be those who will read the entire report. If you are dealing with two different groups of people, you will have to decide how much technical detail to include in the summary. If it is likely that some who read only the executive summary will not have the technical background of the writer or final reader, keep the technical information and vocabulary to a minimum. You might have three types of readers: those who want a full picture but won't check the details (they might read the executive summary, some of the body, the conclusions, and the recommendations), those who read everything (they read the appendixes, all the data, the calculations, etc.), and those who are in executive positions, wish to be kept informed on what is going on in the company, and will say "yes" or "no" to a project (they will read the executive summary, the conclusions, and the recommendations). Your executive summary must address all three types of readers.

## what to include and omit

Since the executive summary is a condensation, when creating it, you omit any preliminaries, details, and illustrative examples. You do include the main ideas, the facts, the necessary background to understand the problem, the alternatives, and the major conclusions. Brevity and conciseness are the keys to a well-written summary. Do not take a few sentences from key sections of the document and string them together. Rather, go over the entire document and make notes of the elements you consider important. From your notes, create a rough draft of the summary. Then, polish what you have written until it is smooth and seamless without unnecessary wordiness. Do not include any introductory or transitional material. Finally, ensure that your executive summary is accurate and representative of your full document. It should not be misleading, but it should give readers the same impression as if they had read the entire report.

Source(s): http://oregonstate.edu/dept/eli/buswrite/Executive\_Summary.html

# Introduction

## What is an introduction

The introduction begins by introducing the broad overall topic and providing basic background information. It then narrows down to the specific issue/problem you are exploring. It provides the purpose and focus for the rest of the paper and sets up the justification for the research. In this part of the paper,, provide the charge of your group to give boundaries for your research.

Source(s): https://explorable.com/how-to-write-an-introduction

# Research and Findings

## Research

In this section, describe the research you conducted.

## findings

In this section, share your analysis of the data collected. What are the implications of your findings?

Source(s): https://cirt.gcu.edu/research/developmentresources/tutorials/researchpaper

# Recommendations and Conclusion

## Recommendations and action steps

This section should include specific recommendations that arise from the preceding section. If applicable, includes action steps.

## Conclusion

This section should also provide a discussion of the results and a proposed answer to the problem using the recommendations above.

Source(s): Baker & Foy, Business and Management Research

# References/Bibliography

## purpose

The purpose for citing is to let readers know that a specific piece of information you’re providing has a source/author, other than your own observation or reasoning.

## sample mla citation list

Book

Author last name, author first name. Book title. Publication city: publishing company, publication year.

Journal Article

Author last name, author first name. “Article title.” Journal title. Volume number. Issue number (publication year): page numbers.

Magazine Article

Author last name, author first name. “Article title.” Magazine title. Publication month and year: page numbers.

Encyclopedia Article

Author last name, author first name. “Article title.” Encyclopedia title. Edition. Publication City: Publication Company, publication year.

Newspaper Article

Author last name, author first name. “Article title.” Newspaper title. Date published: page numbers.

Website

Author last name, author first name. “Article title.” Website title. Publisher or website name, date accessed. <URL> (if source is difficult to find)

Source(s): Baker & Foy, Business and Management Research

# Appendix A

Include all documents for your appendices.