

Chapter 1 : File Commission Report Executive www.nxgvision.com - Wikimedia Commons

The 9/11 attacks on the World Trade Center and the Pentagon were far more elaborate, precise, and destructive than any of these earlier www.nxgvision.com by September , the executive branch of the U.S. government, the Congress.

Executive Summaries Provide the Essence Executive summaries complete the report, whether an analytical report memo or whatever. Executive summaries are the parts of the reports that are read first. Readers may not even get to the detail in your report. They read the executive summaries to see if the rest of the report is worth reading. Sometimes the executive summary is called an Abstract. You usually find that designation in scientific papers and academic efforts. You can also call the Executive Summary simply a Summary. If you call the Executive Summary a precis, you are probably misnaming it. A precis is usually a sentence summary. Abstracts Differ from Executive Summaries Abstracts differ from executive summaries, because abstracts are usually written for a scientific or academic purpose. You see abstracts related to scientific lab reports. You see abstracts related to databases, where a summary or abstract of the article is given. First, prepare a topic sentence that encompasses the entire article or whatever you are summarizing. Next, prepare two or three subordinate sentences that support your main idea or topic sentence. Then, tie everything together with transition and logic. That is a well-written abstract. You say what you have to say, and stop. The executive summary will probably be one or one and one-half pages by the time you finish writing. The executive summary will appear after the transmittal memo and just before the first page of the analytical report memo. In the executive summary you will probably want to put the Issue Problem and Purpose in the first paragraph. The Scope and Limitations as well as the Alternatives Procedures will go in the next paragraphs. The Significant Considerations, Analysis, and Decisions will comprise the final paragraphs. Normally, your executive summary with double spacing will run about one to one-half pages of copy. You should make sure you only put in significant Considerations, Analysis, and Decisions. Proportionate Spacing Is Devoted to Executive Summaries Business writing students often ask this question about executive summaries: How long should they be? Here, you have to think about proportion of the summary to rest of the report or document. For example, in a five-page analytical report memo, you probably would devote one to one and one-half pages to the summary. Think of the length of this two-year prepared report: This document would prove essential in the days and weeks after our report came out, as it was often the reference point for members of Congress and their staff during hearings on our recommendations. If I have a page report, how long should the executive summary be? You are probably saying: With that thought, I will provide you such a document: Working parents at B. Insurance Agency need to care for their children. What benefits can be obtained from the employer and employees by encouraging B Insurance Agency to provide a daycare center during working hours? Child care programs can benefit employers by decreasing absenteeism, providing higher productivity, and having a lower turnover rate. Developing a program at work can make it easier for parents to balance their work and family responsibilities at B Insurance Agency. This report involves Thousand Oaks, possible child care, and an insurance company called B. Surveys are given to employees, and three interviews occur with a working parent and two managers. The 19 completed surveys indicated if employees have child care needs and what these needs are. The survey also specified how the company is affected. Nine employees 47 percent missed a full day during the past six months because of child care difficulties or because the child was sick. Ten 53 percent employees had a minor problem with the ability to do the job well and the level of stress experienced. Twelve employees 63 percent think one of the most important requirements is the need for more employees than ever before to handle child care while they work. Unscheduled absenteeism reported to supervisors as being caused by illness or personal problems, in some cases, caused the underlying difficulty with child care. Difficulty with child care is considered to be the third largest cause of absenteeism in the company. Tardiness provided sufficient cause for nine employees from commuting delays because child care is inconveniently located. For this selected sample, respondents support and prefer care to be located at or near work. Child care programs can be an effective management tool that serves the goals of both the company and the program participants as well. Company centers are one of the more expensive options for employers, but

these centers represent the greatest potential for solving a wide variety of child care needs if properly designed. Setting up a daycare program on site at B. Insurance Company can be accomplished as a non-profit organization with a board of directors consisting of parent and company representatives. The previous executive summary is well written, but it has some flaws that should be noted. In the Analysis "For this selected sample. That will further make the Decisions or Recommendations "Setting up. Of course, many sentences that have "is" and "are" need power verbs. For example, the sentence starting "The scope of this report is. Insurance Agency located in Thousand Oaks and its attempts to establish a daycare center. Did you note that the executive summary did not start with the question? It started with the theme and perspective to prepare the reader for the problem question. Did you read how strongly worded and clearly stated was the problem question? The problem question still remains the heart of the report, including the executive summary. All main sections of the report were covered in the previous executive summary. Only the major percentages of significance were included in this executive summary. The reader can look at this executive summary without even reading the report. Executive summaries demand special attention. The first sentence must grab and keep the reader. You cannot afford to start your executive summary with one of the following approaches: The purpose of the report The problem question All kinds of background to the report. The executive summary demands your best thinking. When you complete your executive summary, you have one more summary to write. You start with an introductory sentence, such as: The following points are ascertained from this report: You are now faced with what to write. You can have only four major points of your entire executive summary. I would urge you to write the following: The following major points can be ascertained from the report: Stronger tutorial programs can benefit students by increasing their confidence in math, providing an environment that will stimulate learning. Providing students with extensive study groups will help students pass remedial math courses. Seventy-nine percent of remedial students are able to complete requirements in a year. Minority students are considerably affected by Executive Order Do you see how the writer has tried to place major recommendations and considerations in the four bulleted points? Did you notice how the writer effectively used an introductory sentence? Did you notice how the writer wrote a "summary" within a summary with the use of bullets? Now, take the following example and tell how the writing could have been improved. With current personnel and five days of awareness meetings on the importance of collections as well as monthly updates, the campus newspaper can certainly achieve a fail-proof collections department. Quick growing service industry Proper collections prove to increase cash flow. Eliminating customer loopholes Five days with monthly update seminars in-house By setting up the proper correction at minimal cost to the company, past-due collections can be virtually eliminated. You now have told the essence of the report. You have written a summary within a summary. You have told the essence of your report in case the reader never reads every word of the summary. You bullet the main points to make them stand out. You indent them for the same reason. Now, your executive summary has punch and verve. You have given your reader something to think about. When you face writing an executive summary, how do you go about the task. You read over the entire report several times. You carry out some of these activities:

Chapter 2 : NPR Choice page

The 9/11 Commission Report provides, specifically with respect to this recommendation, that the President, by executive order or directive, should direct the FBI to develop this intelligence cadre.

Today, well within deadline, I am releasing that material. While meeting the dictates of the law, I want to make it clear that this declassification was neither my choice nor my preference. The long, grueling fight against terrorism, which depends in very real part on the quality of our intelligence, demands that we keep our focus on the present and the future. We must draw lessons from our past—and we have—without becoming captive to it. I thought the release of this report would distract officers serving their country on the frontlines of a global conflict. It will, at a minimum, consume time and attention revisiting ground that is already well plowed. I also remain deeply concerned about the chilling effect that may follow publication of the previously classified work, findings, and recommendations of the Office of Inspector General. The important work of that unit depends on candor and confidentiality. We focused chiefly on the protection of essential sources and methods. I also thought it unnecessary and unwise to permit identification of officers below the level of Center Chief, even if only by title, and those passages have been deleted, as well. There is some background that I believe you need to know. In June, the Inspector General presented my predecessor, Porter Goss, with a final report answering that specific mandate. The summary, like the complete report, is a very human document. You should also know that there are very different perspectives on this report. It was important for us to conduct our own review—that is something on which most, if not all of us, can agree. But our colleagues referred to in the document, and others who have read it, took strong exception to its focus, methodology, and conclusions. In October, Director Goss declined to accept its primary recommendation—the creation of an Accountability Board to consider disciplinary action against a handful of individuals at different levels of command. I have re-read the report, carefully evaluated what it says, and have found no reason to revisit his decision. Director Goss noted at the time that the officers cited include some of our finest. With inadequate resources, they and those they led worked flat out against a tough, secretive foe. As the executive summary points out, there was never a question of misconduct. They have made powerful contributions to our national security. They have prevented other acts of terrorism, and they have saved innocent lives, in our country and overseas. This is not about avoiding responsibility. In fact, the opposite is true. Those shortcomings have been the subject of hearings, studies, panels, press reports, books, and critiques of all kinds, some fair, some not. This is an organization that is self-aware, self-critical, and, to a great degree, self-improving. Counter-terrorism is an exceptionally difficult challenge. The risks, and the stakes, are extremely high. The enemy is adaptive, resilient, and determined to strike us again here at home. There are limits to what intelligence can accomplish, and there can be no guarantee of perfect security. But the talented, motivated officers who work against this threat day and night give our nation a strong advantage. Together, we recognize that the finest tribute we can pay to the victims of terrorism is a redoubled effort to rip that scourge out by the roots. We can, and should, be proud of the many great things CIA has done, and will do, to defend the United States in a very dangerous world. Aug 20, Jun 18,

Chapter 3 : The 9/11 Commission Report Executive Summary by Unknown

The official Government edition of the Final Report of the National Commission on Terrorist Attacks Upon the United States provides a full and complete account of the circumstances surrounding the September 11th, , terrorist attacks, including preparedness for and the immediate response to the attacks.

Millions watched as two jet airliners slammed into the towers of the World Trade Center. Plane crashes also occurred at the Pentagon and in a rural Pennsylvania field. Americans at first were stunned and angry but soon became resolute in finding and punishing the individuals who masterminded these attacks. How could this have happened, given the heightened level of security throughout the summer of ? How could armed hijackers gain access to commercial airliners so easily? Putting partisan politics aside and guided by the strong and steady leadership of chairman Thomas H. Kean, the ten commissioners succeeded in presenting a fair and comprehensive account. The official public report was released on July 22, , and was made available through the Government Printing Office and bookstores. The first chapter of the report recounts in detail the hijackings that took place on that fateful morning. It is chilling in its depiction of innocent passengers becoming captive in what became flying bombs. Desperate cell phone calls from some of the passengers give the reader a horrifying account of the last minutes of the doomed flights. On the ground, air traffic controllers watched helplessly as three giant airliners, fully loaded with fuel, were diverted from their destinations and crashed into buildings. Meanwhile, brave passengers on United Airlines Flight 93 struggled to subdue hijackers and gain control of the plane. There is no doubt that if they had not attempted to defeat their attackers, the White House or the Capitol building would have been hit. Although Air Force jet fighters could have scrambled to find Flight 93 in an effort to shoot it down, they would have arrived too late. As was later revealed, air traffic controllers did not know the exact location of the plane until after it had crashed in a field in rural Pennsylvania. The male and female passengers and crew of Flight 93 will forever be remembered as heroes. To understand the motivation for these attacks, the commission chronicled the rise of the al-Qaeda movement and its shadowy leader, Osama bin Laden. Hiding out in the rugged mountains of Afghanistan, bin Laden set up training camps for terrorists and convinced many to join the cause. It was not until that the U. When it became evident that bin Laden was not only the spiritual leader of the movement but also was actively seeking and training recruits, efforts were made by the CIA and other agencies to track his movements, freeze his assets, and eventually attempt to capture or kill him. In August of , however, bin Laden struck first, bombing U. An all-out effort to find bin Laden and bring him to justice would prove frustrating and ultimately unsuccessful. As far back as December 4, , President Bill Clinton was warned in an intelligence briefing that bin Laden was planning attacks on the United States, including the hijacking of airplanes. The lack of specific information made it extremely difficult to prepare or respond, but clearly America was in danger. It is now known that the October 12, , attack on the American Navy destroyer USS Cole, which killed seventeen crew members, was a full-fledged al-Qaeda operation, with the target having been selected by bin Laden himself. The question for the United States was how to respond. Several attempts to kill bin Laden either were The entire section is 1, words.

Chapter 4 : ESMG G “ 9/11 Commission Report, Executive Summary Essay “ Free Papers and Essay

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Before it was released by the commission, the final public report was screened for any potentially classified information and edited as necessary. Two hijackers were from the United Arab Emirates , and one was from Lebanon. According to the commission, all 19 hijackers were members of the al-Qaeda terrorist organization, led by Osama bin Laden. Iran has since implemented several widely publicized efforts to shut down al-Qaeda cells operating within its country. The commission report chose to place blame for failure to notify the military squarely upon the FAA. Sliney stated that everyone who needed to be notified, including the military, was. In order to defeat an insurgency one must promote a stronger ideology , value system, and security environment, than the opposition. Defeating insurgents and terrorists is not based on traditional war tactics; it encompasses a national strategic effort that employs all elements of national power. An Afghan regional official claimed that Afghanistan was on the right track for a stable government and begged the United States not to leave the theater, claiming that Afghanistan would lose progress if the U. The ability of the United States to interact with the local Afghan population has been an essential tool to winning the counterinsurgency operations in the country. State Department and the international community to become involved with "the rule of law and contain rampant crime and narcotics trafficking" in the area. Currently there is a strong realization that negative public opinion about the U. Local newspapers in Middle Eastern countries that reinforce the Jihadist theme, portraying the U. More recently Congress and the Administration has sought ways to use these public diplomacy tactics to influence Arab populations to combat insurgents and terrorists. For parents, insurgents in Afghanistan can only offer their children violence and death; the U. Explaining and making clear the U. In order for the local populations of countries like Afghanistan, the U. Without trust, public diplomacy is ineffective. It stands as a series of evasive maneuvers that infantilize the audience, transform candor into iniquity, and conceal realities that demand immediate inspection and confrontation. Cordesman of the Arleigh A. Again, one of the great problems in the commission report is that it looked at exactly one issue “ counterterrorism “ and none of the others. Many of these conclusions are probably very valuable. But this is a chapter report. There is no chapter that qualifies that this is only one of many problems in intelligence and intelligence reform. We breached security up to 90 percent of the time. The FAA suppressed these warnings. Instead, we were ordered not to write up our reports and not to retest airports where we found particularly egregious vulnerabilities, to see if the problems had been fixed. The main difference between then and now is that life is now more miserable for passengers. Commission members Thomas Kean and Lee Hamilton stated that they had not been told about the meeting. But the Boston Globe reported that "it turns out that the panel was, in fact, told about the meeting, according to the interview transcript and Democratic commission member Richard Ben-Veniste, who sat in on the interview with Tenet. Richard Posner , writing for The New York Times , praised it as "uncommonly lucid, even riveting" and called it "an improbable literary triumph". Dramatizing many specific scenes in the report, it is a synthesis of multiple and in some cases partisan sources in addition to the report itself.

Chapter 5 : The 9/11 Commission Report Summary & Study Guide

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Chapter 6 : 9/11 Commission Report, Executive Summary by Pocket University

The Commission is also mandated to provide recommendations designed to guard against future attacks. The

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Commission has released its final report, available below in PDF format. The report is also available in bookstores nationwide and from the Government Printing Office.

Chapter 7 : BBC NEWS | Americas | 9/11 report: Key findings

An Executive Summary (KB, 35 pages) of the Final Report is also available. Final Report of the National Commission on Terrorist Attacks Upon the United States Report Section.

Chapter 8 : The 9/11 Commission Report Summary - www.nxgvision.com

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Chapter 9 : The 9/11 Commission report. Executive summary in SearchWorks catalog

The Commission's report examines all aspects of the terrorists' planning and preparation for the attacks and the government's response, or lack thereof, to the terrorists' activities. Its investigation sought to expose all mistakes and missed opportunities that could possibly have prevented the.