

Writing Award Justifications

A guide to getting recognition approved for your volunteers

by Lt Col Robert E. Jennings, CAP

Acknowledgements

Many of my fellow members provided good ideas, advice and inspiration, I couldn't possibly list them all here. There are a few select individuals that devoted significant time and expertise to make this guide a reality. These special contributors I would like to single out are:

- Col Robert McCabe and Col Robert Diduch – As commanders charged with the approval of various award recommendations, Col McCabe and Col Diduch both gave me valuable insight as to what they looked for in award recommendations and the standards they applied to distinguish performance worthy of special recognition from “ordinary duty performance”.
- Lt Col Marianne Ferland – Marianne quickly established a reputation for excellence when she began volunteering for CAP. She is an encyclopedic genius in all aspects of administration, personnel and professional development.
- Lt Col Anna Scheidly – Anna has “done it all” in CAP. She’s a former Squadron and Group Commander, long-time volunteer and, at the time this guide was written, Director of Personnel for NJ Wing. She worked tirelessly to ensure our awards process worked smoothly throughout the year, and especially through the awards “season” from the Of-The-Year awards all the way through our Wing conferences each Spring.
- Lt Col Steve Tracy – Steve is the “complete package” as a CAP Officer, and another person who has done it all. He is a pilot and qualified in multiple ICS mission staff roles, he has commanded a squadron and was serving as NJ Wing Director of Administration when this guide was developed. If all that was not enough, Steve served as the project director for the NJ Wing annual conferences in 2007 and 2008, where he did a great job and had a big role in the success of our awards initiatives.

References

CAP Regulation 39-3, AWARD OF CAP MEDALS, RIBBONS, AND CERTIFICATES

CAP Regulation 51-1, DRUG DEMAND REDUCTION PROGRAM

CAP Regulation 100-1, Vol I, COMMUNICATIONS

CAP Regulation 210-1, THE CAP HISTORY PROGRAM

CAP Regulation 265-1, THE CIVIL AIR PATROL CHAPLAIN SERVICE

CAP Regulation 280-2, CIVIL AIR PATROL AEROSPACE EDUCATION MISSION

CAP Pamphlet 15, Aerospace Education Officer (AEO) Guide

NHQ Table (Word document) SPECIAL AWARDS AND HONORS – Individuals (2007)

EFFECTIVE PHRASES FOR PERFORMANCE APPRAISALS, A Guide to Successful Evaluations (9th Edition); James E. Neal Jr.; ISBN 1-882423-09-7

Version 2.0 (August 2009). Includes minor revisions and reflects the new **Commander's Achievement Award**.

Introduction

Throughout my years serving in various positions, I have had the honor to recommend many of my fellow CAP members for awards and decorations. Possibly because of my experience in the military, I have always had a high degree of success in getting my recommendations approved.

When I became Vice Commander in my Wing, and also chaired the Wing's awards and decorations committee, I was surprised to see many award submissions with very weak justifications for the recommendations. We sent many CAP Form 120s, nomination letters and other award submissions back down the chain of command with initial disapproval, asking for more thorough justification. Awards would come through a second time still not giving committee members a clear picture of why a particular member should be singled out for recognition. I spent many hours assisting people shoring up justifications, and that is where I developed the idea for this guide.

I was also surprised by how few award recommendations we received at Wing. I can empathize with how time-consuming our CAP duties can become, and the balancing act we all experience with our commitments outside of CAP – Family, work and other volunteer obligations. However, nothing is more important than recognition of the contributions and achievements of our members. Our volunteers are what make Civil Air Patrol what it is.

Our members are all volunteers and bring their skills and experience and the most valuable, non-recoverable resource of all – their *time* – to CAP. Many think that the satisfaction of serving important missions is reward enough, and generally it is. But, many of our members make a more valuable contribution than others of time and results – for those members, a simple \$2.00 certificate and 50¢ piece of cloth (award ribbon) is a miniscule investment for CAP to make in return for their valued contribution.

Some commanders and key staff members do not know enough about these tools to reward their high performing members; some may not feel their writing skills are up to the challenge; others may simply not have enough time available from their CAP duties on top of their busy lives outside of CAP to get these written and submitted. This guide is meant to be a *quick and usable* tool for your bag to help close those gaps.

Why Awards are made

“CAP awards are designed to recognize heroism, service, and program achievements. Prompt recognition through presentation of awards earned will promote esprit de corps.” (CAPR 39-3, Paragraph A-1.)

“Recognition for a job well done is high on the list of motivating influences for all people; more important, in many instances, than compensation itself.”

(Lt Gen John M. Wilson, Civil War Hero and Superintendent,
U.S. Military Academy at West Point)

What Awards are available?

Civil Air Patrol has a wide range of awards and decorations to recognize high performing members that make contributions at multiple levels of achievement. This section will introduce some of the most common ones and attempt to clarify what awards are appropriate to specific levels of contribution and performance.

CAP awards and decorations are comprehensively described in the CAPR 39-3. Below, I am offering guidance I originally published as Chairman of the Wing Awards and Decorations Committee on four common awards that members are recommended for. This guidance is *purely my personal attempt to clarify the regulatory criteria* in CAPR 39-3 that many members and commanders find vague. It does not supersede or preempt the regulation, nor does it any way change the discretion of individual Group, Wing and Region Commanders in reviewing and either approving or disapproving award recommendations.

- **Life Saving Award:** The criteria for the Life Saving Award is clearly defined in CAP Regulation 39-3. Any submissions for this award should be well documented in accordance with the regulation. Keep in mind that this award is limited to principals of the life saving act. For example, last year a Ground Team in training came across a serious motor vehicle accident. The entire Ground Team secured the accident scene, directed traffic, and called for medical and police assistance. Only the ground team member who provided direct assistance to the victims met the eligibility criteria for the LSA, not the entire team.
- **Commander's Achievement Award:** This award, new to Civil Air Patrol in 2009 and subject to approval by Group Commanders (as opposed to Wing or Region commanders) is an ideal award for Senior Members or Cadets for outstanding performance in squadron level duty assignments or as an "Impact" award for superior duty performance in a local, regional or Wing level event, activity or project.
- **Commander's Commendation:** This award is best suited as an "Impact" award for a notable single achievement (project, event, etc.) where the member performs the assigned duties or tasks notably well. In other words, the member delivered something above and beyond your expectations. It is also a suitable service award for a unit level duty assignment where the member has performed their duties with distinction and have performed above and beyond routine performance expectations for at least 2 years. It is also an appropriate award for a squadron commander who has performed their duties in a satisfactory manner and/or is departing before they have completed a full-term (approx. 4 years) as commander.
- **Meritorious Service Award:** For impact awards or service awards, the Meritorious Service award should be limited to members who have far exceeded the desired results of their duties. It should also be limited to duties and assignments that have had an affect at the Wing (*at least* Group) level. Just to set expectations, it would be extremely difficult to justify this award to the Wing Commander for any service or performance at the Squadron level below the commander. This is a suitable award for a unit commander who has performed their duties in a way that has been felt outside the unit, or has sustained commendable levels of performance beyond the length of a usual 4 year term.

- **Exceptional Service Award:** "*Exceptional*" is the operative word here, as is the expected scope for the award of an ESA.

ex·cep·tion·al /ɪk'sɛpʃənəl/ –adjective

1. forming an exception or rare instance; unusual; extraordinary: The warm weather was exceptional for January.
2. unusually excellent; superior: an exceptional violinist.

The scope for this award **must** be at the Wing or Region level. This award is reserved for performance at the 99th plus percentile. Members who are recommended for this award should have performed their duties in a way that achieved results wildly beyond expectations. In the spirit of the musician example above, think Yo-Yo Ma.

Keep in mind that not every member's service or performance automatically warrants an award. The justification portion of the CAPF 120 should be factual and specific, and as measureable or quantifiable as possible. For every level of award, the duty performance **must** exceed ordinary expectations.

(Author's Note: In our Wing, we established annual guidelines to give our commanders and members an idea of where the mindset of the Command group was on targets for percentages of members annually that made a contribution above and beyond:

Commander's Achievement Award: 15% to 20% of the Wing population

Commander's Commendations (Senior Members): 8% to 10% of the SM population

Commander's Commendations (Cadets): <5% of Cadet population (the rationale here was that cadets progress through achievements rapidly and have other recognition opportunities such as Cadet Community Service Ribbon, AFA/AFSA/VFW, CAC, etc.)

Meritorious Service Award: ≤ 1% of the Wing population

Exceptional Service Award: ≤ .01% of the Wing population

These targets, along with the clarification of criteria above, assisted commanders in understanding the awards process in general, and specifically what "bar" we had in mind for awards)

Of-The-Year (OTY) Awards

Of-The-Year awards recognize excellence in specific duty functions, high achieving cadets and CAP Officers that make distinguishing contributions at all organizational levels.

- Cadet-of-the-year for each phase (I through IV) and a CAP Officer-of-the-year should be selected by each Squadron. Each of these recipients should be forwarded up the chain of command for consideration to be recognized at higher levels.
- Commanders at Squadron and Group level should consider members assigned to duty positions within their echelon for nomination at the Wing level.

- Each year, Wing HQ will forward the award recipients to Region for competition at higher levels.

Each year, National HQ publishes a list of duty functions that are eligible for consideration at various echelons. Some awards memorialize prior CAP members, and all have specific criteria and qualifications. The 2007 list includes:

Unit Recognition:

- Cadet-of-the-year Phase I
- Cadet-of-the-year Phase II
- Cadet-of-the-year Phase III
- Cadet-of-the-year Phase IV (Only the Phase IV Wing Cadet-of-the-year goes on for consideration at Region and National level)
- CAP Officer-of-the-year

Aerospace Education:

- Frank G. Brewer Memorial Aerospace (Cadet) Category I
- Frank G. Brewer Memorial Aerospace (Senior) Category II
- Frank G. Brewer Memorial Aerospace (External) Category III
- Lifetime Achievement Award (Formerly known as the Anniversary Award) Category IV (*No longer an annual award; awarded in any calendar year whenever exceptional nominations representing a period of more than twenty (20) years of aerospace education contributions are received*)
- Crown Circle Award (National Conference on Aviation & Space Education Crown Circle for Aerospace Education Leadership Award)
- Scott Crossfield Aerospace Education Teacher of the Year Award – May be submitted by anyone directly to HQ CAP/AE
- AFA AE Cadet of the Year (Air Force Association's Aerospace Cadet of the Year) – Cadet Officer and NCO

Cadet Programs:

- John V. "Jack" Sorenson Cadet Programs Officer of the Year
- AFA Award to Outstanding CAP Cadets (Each unit is eligible to make a submission to AFA)
- Air Force Sergeants Association Award to Outstanding CAP Cadet Noncommissioned Officer of the Year (Each unit is eligible to make a submission to AFSA)
- Veterans of Foreign Wars (VFW) Cadet of the Year (Cadet Officer & NCO, each unit is eligible to make submissions to VFW)

Chaplain and Moral Leadership:

- Senior Chaplain of the Year (Group and Wing levels)
- Squadron Chaplain of the Year
- Moral Leadership Officer of the Year
- **Communications Officer** of the Year

Counterdrug/DDR:

- Norm Edwards Counterdrug Officer of the Year
- Drug Demand Reduction Administrator
- **Finance Director** of the Year (NOV 06 NEC)
- **Historian** of the Year

- George Texido **Legislative Officer** of the Year
- **Logistician**-of-the-Year
- **Safety Officer**-of-the-Year
- Col Robert (Bud) V. Payton **Public Affairs Officer** of the Year

Wings may choose to add additional awards, such as Aircrew Member-of-the-Year, Emergency Services Officer-of-the-Year, Professional Development Officer-of-the-Year, etc. However, these awards are limited to the Wing level, and do not advance for competition at higher echelons.

Factual, Specific and Measurable and/or Quantifiable

The key to gaining approval of an awards submission is the strength of the justification. Winning awards describe specific circumstances supported by specific facts and observable behavior that differentiates the member's accomplishments from "ordinary duty performance". The more detailed the award justification, the higher likelihood of approval by the chain of command.

In Air Force publications to assist Airmen with their writing skills, the acronym "SMO" is used, meaning:

- Specific – a purposeful reference to a stated set of goals or objectives.
- Measureable – what metrics distinguish the accomplishment?
- Observable – the accomplishment can be discerned by an external observer.

Two other aspects that are important when considering individuals for awards are **Alignment** and **Timeliness**. A member's service or achievement should be *aligned* with the goals of Civil Air Patrol generically, and the unit's specific strategy and goals. Another consideration is *timely* accomplishment of the service or achievement. For example, if a unit decides in July to hold an Open House event in early September to take advantage of prospective cadets returning to school. Part of the measurements of an event like this would be that it is conducted on schedule.

Conclusion

The sole purpose of this guide is to provide a tool for commanders and other members who want to submit recognition for deserving CAP members. Hopefully, reading this guide will give you a better idea of what awards are available, and the perceptions of the chain of command when they receive your recommendations.

Appendix (Samples)

There is an appendix included that provides comparative examples of recommendations and justifications of awards that were not approved, side-by-side with revisions that did or would have resulted in approval.

Suggestions to improve this guide are always welcome. Please feel free to e-mail any comments or suggestions to Lt Col Robert Jennings (robert.jennings@njwg.cap.gov).

Appendix

Comparative Sample Justifications

Example # 1: CAA for a Group level event

Good justification example:

1st Lt Thomas Smith provided superior support to Group 5 during the High Flight air show held at Twin Runways airport July 2nd and 3rd of this year. His performance as Flight Line Supervisor ensured that aircraft attending the show were parked professionally and in an extremely timely manner. The flight line marshalling team of 7 senior members and 3 cadets under his command parked 60 aircraft in under an hour.

Civil Air Patrol received high praise for our efforts from the FBO and Air Traffic Controller on our success and enabling the air show to minimize the time arriving aircraft had to spend in the traffic pattern. This not only reduced operational risk in a high traffic environment, it saved fuel and garnered positive feedback from the arriving pilots. Lt Smith's work generated positive attention for Civil Air Patrol from all audiences at the air show – event staff, pilots of the GA community and the attending public.

1st Lt Thomas Smith's performance as Flight Line Supervisor at the High Flight air show reflect great credit upon himself, Group 5 and Civil Air Patrol.

Poor justification example:

1st Lt Thomas Smith did a great job on the flight line for Group 5 at the High Flight air show this summer. He worked hard and supervised a flight line team that got a lot of compliments. Under his leadership, the team parked a lot of aircraft ahead of expected schedule. Lt Smith's hard work was appreciated by a lot of people.

1st Lt Thomas Smith's performance reflect great credit upon himself, Group 5 and Civil Air Patrol.

Example # 2: CAA for a squadron Cadet Commander

Good justification example:

C/Captain Mary Jones' performance as Cadet Commander of Blazing Trails Composite Squadron from April 2006 to October of 2007 was outstanding.

As Cadet Commander, C/Capt Jones initiated an Emergency Services training program for the Cadets that resulted in 100% of the squadron's cadets becoming General Emergency Services (GenES) and Urban Directing Finding (UDF) team qualified. She worked effectively with the Deputy Commander for Cadets, the Squadron and Group Emergency Services Officers to organize SAREX training weekends that also resulted in four cadets becoming Ground Team 3 qualified, six Mission Staff Assistants, three Mission Radio Operators and two Flight Line Marshalls. When the Elm Creek Dam broke and flooded Townville in the spring of 2007, Blazing Trails squadron was able to provide eight cadets to assist in local disaster relief efforts.

Each September of 2006 and 2007, C/Capt Jones was the driving force between back-to-school open houses held by the squadron. She picked meeting dates, developed flyers, organized demonstrations and coached cadets and seniors on how to get promotion for the event in local school districts. In the first year, the squadron hosted 70 visitors, and more than 100 in the second year. Membership rose by more than 10% each year in the month following the event. Combined with her leadership and guidance of the cadets, driving testing, achievements and promotion, Blazing Trails was selected as ST Wing's Squadron of Merit for 2007, which reflects directly on C/Capt Jones' efforts.

C/Captain Mary Jones' performance as Cadet Commander of Blazing Trails Composite Squadron reflect great credit upon herself, ST Wing and Civil Air Patrol.

Poor justification example:

C/Captain Mary Jones was an excellent Cadet Commander of Blazing Trails Composite Squadron in 2006 and 2007. She got the cadets involved in ES training and certification, and even provided cadets for the Townville flooding disaster relief efforts in 2007. She emphasized recruiting and cadet program advancement and helped grow the squadron. Because of her hard work, Blazing Trails was awarded ST Wing Squadron of Merit for 2007.

C/Captain Mary Jones did a great job as Cadet Commander of Blazing Trails Composite Squadron and is very deserving of this award.

Example # 3: Commander's Comm for a Wing Staff Officer

Good justification example:

As [STATE] Wing's Transportation Officer from July 2005 to January 2009, Major Fred Reed's performance was exemplary. He was responsible for the administration and management of the Wing's 24 ground vehicles, dispersed at more than 18 locations around the Wing.

When Maj Reed became Wing Transportation Officer, the average age of the fleet was over 12 years. By working with units to improve reporting, representing ST Wing's needs accurately to Region and NHQ and by managing maintenance, costs and disposal, the average age of the ground fleet when he left the position was just under 8 years old.

Maj Reed worked effectively with unit commanders and transportation officers to articulate the need for timely and accurate reporting of vehicles in eServices. He led with a carrot approach, demonstrating to units the benefits of reporting on availability and fleet replenishment. When needed, Maj Reed could also carry the stick, making recommendations to the Wing command staff on relocating vehicles when they were under-utilized or consistently late or inaccurate in reporting. As a direct result of his efforts, eServices vehicle reporting dropped from an average of 50% late monthly reporting to under 10% average late reporting. Improved reporting data also led to better preventative maintenance, reduced downtime and a 25% reduction in annual repair costs during his tenure.

Maj Reed investigated options, and presented a plan to implement fleet credit cards for every van in the Wing. After implementation, this gave Wing a much improved view of fuel and minor maintenance expenditures. It was also a popular initiative with the membership because it reduced out-of-pocket costs and waiting for reimbursement to members.

Major Fred Reed's efforts had a direct impact on all of CAP's missions, especially ES mission readiness and Cadet Programs. His performance as Wing Transportation Officer reflect great credit upon himself, [STATE] Wing and Civil Air Patrol.

Poor justification example:

Major Fred Reed did an outstanding job as Wing Transportation Officer from July 2005 through January 2009. He managed all of the vehicles in the Wing, supervised reporting and monitored vehicle maintenance. He worked effectively "up" the chain of command too, getting priority for vehicle refresh and substantially reducing the average age of the Wing's ground vehicle fleet.

Maj Reed's efforts with units significantly reduced late and inaccurate reporting in eServices. Better reporting also led to better preventative maintenance and reduced major repair costs. He also implemented corporate credit cards in each van, like the Multi-Service cards in our aircraft, which made fuel purchases more efficient and easier to track.

Major Fred Reed's performance as Wing Transportation Officer was outstanding and reflect great credit upon himself, [STATE] Wing and Civil Air Patrol.

Example # 4: Commander's Comm for a Project Director

Good justification example:

Major Ann Thomas served with distinction as CAP Project Director for the USAF Air Expo at Airpower AFB on 30 June and 1 July 2008. After accepting the assignment in April, Maj Thomas quickly accomplished all of the necessary steps to prosecute support for the event, which is a critical, important and visible part of our overall CAP-USAF relationship in [STATE].

She rapidly began recruiting staff, coordinating with the U.S. Air Force's project team and Executive Director and developing an operational plan which emphasized safety, fiscal responsibility and an effectively sized operating element. The USAF Executive Director also tasked her with commanding the AFJROTC volunteer element, consisting of 80+ JROTC cadets from three regional high schools. In only 90 days, Maj Thomas planned, staffed and executed one of the Wing's major events, consisting of more than 300 CAP and AFJROTC volunteers.

Maj Thomas demonstrated leadership, determination and flexibility in meeting short suspense dates, overcoming setbacks and dealing with a high operational tempo. Due to her leadership, Civil Air Patrol demonstrated an excellent response to the Air Force's needs and the professionalism of our volunteer force. The highest compliment was paid by the Airpower AFB commander, who described CAP members as "fellow airmen, like us" during the event. Over the course of the two day event, only 2 CAP members (less than 1%) reported for first aid treatment while temperatures were high and days were clear and sunny while members averaged four to six hours per day on outside, exposed duty shifts. Maj Thomas' attention to detail and emphasis on a safety culture were directly responsible for the successful outcome of the show.

Major Ann Thomas' performance as CAP Project Officer for the 2008 USAF Air Expo at Airpower AFB reflects great credit upon herself, [STATE] Wing and Civil Air Patrol.

Poor justification example:

Major Ann Thomas performed a great job as CAP Project Director for Airpower AFB Air Expo on 30 June and 1 July 2008. Without much lead time, she organized a staff and created an OPLAN for the event and received great compliments from the Air Force.

In addition to CAP members, Maj Thomas was responsible for the AFJROTC cadets that volunteered to work the airshow. Safety was one of Maj Thomas' emphasis areas for the project, and she got great results. Because of her leadership, Civil Air Patrol representation at the airshow was great.

Major Ann Thomas' performance as CAP Project Officer for the 2008 USAF Air Expo at Airpower AFB reflects great credit upon herself, [STATE] Wing and Civil Air Patrol.

Example # 5: Meritorious Service Award for a Squadron Commander

Good justification example:

Captain Tom Anderson served with exceptional distinction as Squadron Commander, Feelgood Composite Squadron (ST-111) from May 2003 until May 2007.

As a relatively new and inexperienced member, Capt Anderson assumed a major responsibility for a unit that had previously been an anchor squadron in the Wing. Under his command, Feelgood Composite was revitalized, more than doubling its' membership in four years. Capt Anderson placed emphasis on all CAP missions while in command.

Capt Anderson personally took command of CAP's presence at the annual Happy Valley Balloon Festival in 2006 and 2007. This not only contributed significantly to the Aerospace Education mission, but also has become a large fund-raising opportunity for units that participate.

He inherited a decimated Cadet Program, with only a handful of active Cadets. Under his leadership, the Cadet Program grew to more than 25 highly active Cadets, and Feelgood Squadron re-established leadership in cadet activities throughout the Wing.

When Capt Anderson took command of the squadron, it had no operational capabilities at all. In less than 12 months, the squadron was able to respond to multiple ground team missions, and had members' participating in Wing SAREX's and progressing through mission management training. In less than 24 months, the squadron's aircrew capabilities were restored, and Feelgood Composite Squadron has become a "go to" resource for Incident Commanders.

Captain Thomas Anderson has created a legacy that will be felt long after he relinquishes command. His performance reflects great credit upon himself, [STATE] Wing and Civil Air Patrol.

Poor justification example:

Captain Thomas Anderson did a terrific job as Squadron Commander of Feelgood Composite Squadron (ST-111) from May 2003 until May 2007.

Capt Anderson worked hard to revitalize Aerospace Education, Cadet Programs and Emergency Services. Because of his efforts, Feelgood Squadron became a leader throughout the Wing in all three of CAP's primary missions. Both cadet and senior membership grew, members participated in Wing level events and the unit was able to respond to ES missions.

Capt Anderson was in charge of CAP participation at the Happy Valley Balloon Festival in 2006 and 2007 and also did a great job there.

Captain Thomas Anderson's performance as squadron commander reflects great credit upon himself, [STATE] Wing and Civil Air Patrol.

Example # 6: Exceptional Service Award for a Wing Director of Operations

Good justification example:

Lt Col Jacob Arnold delivered impressive results and a distinguished record of excellence as [STATE] Wing Director of Operations from March 2001 through November 2006.

After being in the duty position only 6 months, he did an excellent job managing ST Wing's response following the attacks on 9/11/2001. He alerted aircrews, developed flight plans and coordinated not only with CAP's NOC, but also with local FAA authorities, the Air Force, U.S. Northern Command and the state's emergency response center. Amidst chaos and confusion, Lt Col Arnold led Wing operations and supervised more than 20 aerial reconnaissance sorties that delivered high resolution photography to federal and state agencies.

For more than 5 years, Lt Col Arnold has supervised pilot proficiency and aircrew readiness, mission management, ground team response, operations training, resource utilization and aircraft maintenance. In particular, his emphasis on annual aircraft utilization for ES and Homeland Security; Cadet O-Flights and flight training, and; partnering with AF ROTC and JROTC directly resulted in the ST Wing aircraft fleet growing from 15 Cessna aircraft to 18.

Lt Col Arnold's efforts go beyond the Wing to Region and even National levels. He served as the Incident Commander for ST Wing's competition team at the XXR region SARCOMP in 2003 and 2004, placing 3rd and 1st in those years, respectively. In 2005, he served as the Region Project Director for the SARCOMP. He made significant contributions to the content of the National Check Pilot's Course and was also a major contributor to the development of the qualifications for ARCHER operators.

Lt Col Jacob Arnold's performance as [STATE] Wing Director of Operations from 2001 to 2006 have been exceptional in every sense of the word. His performance reflects great credit upon himself, [STATE] Wing and Civil Air Patrol.

Poor justification example:

Lt Col Jacob Arnold's performance as [STATE] Wing Director of Operations from March 2001 through November 2006 was exceptional.

He was responsible for ST operations following 9/11, with only 6 months in the job. ST Wing aircraft performed aerial reconnaissance missions that delivered high resolution photography to federal and state agencies.

He was detailed and passionate about operations readiness and training, and he worked hard to drive aircraft utilization. His efforts led to ST Wing receiving more planes and the number of qualified mission pilots has grown by 15% in five years, despite the national average of mission pilots declining.

He was involved in the XXR region SARCOMP and served as the Region SARCOMP director in 2005. He also advised National HQ on courses and qualifications.

Lt Col Arnold Jacob is recommended for the Exceptional Service Award for his performance as [STATE] Wing Director of Operations. His performance reflects great credit upon himself, [STATE] Wing and Civil Air Patrol.