

**Sample Memoranda – Awards**  
**NARRATIVE**  
**FOR**  
**QUALITY STEP INCREASE (QSI)**

[Employee Name], Employee Development Specialist is nominated for a Quality Step Increase (QSI) award for outstanding service administering and advancing employee training and development programs for the [State] Department of Defense for the period [begin date] to [end date].

[Employee Name] has used his extensive employee development experience to perform in an outstanding manner over the past year as Employee Development Specialist with the [State] Department of Defense. Specifically, by and in addition to his job elements, [Employee Name] has:

- Critical Element One – [Employee Name] developed a training management plan that was outstanding and ensured that statewide training needs were achieved. [Employee Name] supervisory and retirement course administration were outstanding as evidenced by the course critiques received. The training surveys and reports accomplished by [Employee Name] were above those required and provided timely, relevant data to NGB. The National Guard Bureau recognized [Employee Name] outstanding work by nominating him to serve on a national study team for employee development programs.
- Critical Element Two – [Employee Name] outstanding relationship with training sources, hotels, and conference centers has allowed for extremely smooth course administrations. Course attendees have provided laudatory comments concerning facilities that are extremely conducive to learning, user friendly, and stimulating. [Employee Name] goes above and beyond the call of duty in customer service and satisfaction.
- Critical Element Three – Training budgets are critical to the success of state training programs. [Employee Name] has developed budgeting systems that have allowed full utilization of training dollars and extremely accurate processing of training and travel requests. All suspense items, to include budget obligations and adjustments, are satisfied prior to the suspense date, which is noted and appreciated by USP&FO finance and NGB.
- Critical Element Four – [Employee Name] well-rounded human resource experience has resulted in outstanding consultation to supervisors and managers. [Employee Name] background has proven to be a great asset not only as Employee Development Specialist, but also in the areas of classification and staffing.

[Employee Name] is an outstanding employee with a great deal to offer the National Guard in the area of Human Resources, and his high level of performance is projected to continue in the future.

I'M V. GENEROUS  
COLONEL, [State] ANG  
Human Resources Officer

**NARRATIVE  
CASH AWARD FOR  
SUSTAINED SUPERIOR PERFORMANCE**

[Employee Name], HRO Labor Relations Specialist, is nominated for a Sustained Superior Performance (SSP) award in the amount of 10% for outstanding service administering and advancing labor and employee relations programs for the [State] Department of Defense for the period [begin date] to [end date].

[Employee Name] has used his extensive labor relations experience to perform in an outstanding manner during the past year he has been with the [State] Department of Defense. Specifically, by his job elements, [Employee Name] has:

- Critical Element One – [Employee Name] drafted and gained approval for a contract extension and modification to the Merit Promotion and Placement article of the contract in an outstanding, consensus building manner, thereby preserving management's rights and avoiding further grievances over this very contentious article.

- Critical Element Two – [Employee Name] represented the Agency in an outstanding manner during a major Federal Labor Relations Authority (FLRA) ACT consolidation hearing in Washington D.C. [Employee Name]'s knowledge of Title 32 and its impact on Title 5 laws proved critical to the case presented by the State of (State) and was contributory to the favorable decision recently received from the Regional Director of the FLRA who ruled in favor of the State's position. The recently filed strong opposition to an ACT request for review is further evidence of [Employee Name]'s labor relations expertise and his ability to react quickly to labor relations issues affecting the DOD. [Employee Name] also represented the Agency during one arbitration during this rating period, successfully settling the complaint at no cost to the State or person affected.

- Critical Element Three – [Employee Name]'s expert advice and knowledge has proven to be without error during this rating period as substantiated by very positive comments to the HRO from both members of management and labor. [Employee Name]'s analysis of the contract and labor/management climate has resulted in many recommendations for improvement and advancement in labor and employee relations, most notably of which has resulted in a new contract negotiating team to enhance buy-in and support from the field. [Employee Name]'s tenure as advisor and member to the Labor/Management State Partnership Council has resulted in the completion of two regulations concerning Performance Management and Reduction-in-Force and one draft regulation covering Merit Promotion and Placement.

- Critical Element Four – The advisory service, outstanding briefings, and new training programs developed by [Employee Name] has been outstanding over this past year.

[Employee Name] has been selected to be the Region C representative on the National Guard Labor Relations Advisory Council (LRAC) and is consulted regularly by other states in labor and employee relations matters. Some of the programs [Employee Name] developed or assisted with during this rating period have been a new Labor Relations 101, Enhanced Supervisory Training Course, Performance Management Course, Violence in the Workplace/Stress Course, to name a few. All programs of instruction given by [Employee Name] have received either excellent or outstanding critiques. [Employee Name]'s willingness to go well beyond his duties to provide assistance to other HRO staff has proven to be a great asset to the overall operation. [Employee Name]'s knowledge of and assistance with computer support and networks has been indispensable to HRO and allowed for a smooth transition when the bomb wing migrated to Windows NT.

- Element 5 – [Employee Name]’s knowledge of and consistent application of regulations concerning discipline and adverse actions has resulted in no challenged adverse action decisions during this rating period. Seeing the need for increased guidance in this area, [Employee Name] produced supervisory guidance and sample discipline/adverse action memoranda, which has assisted supervisors immeasurably with employee conduct issues.
- Element 6 – [Employee Name]’s participation and support to the Human Relations Team, drawing on his experience as a former State Equal Employment Manager (SEEM), is proof of his outstanding commitment to equal employment opportunity and diversity. [Employee Name] was instrumental in the development of the Diversity Strategic Plan and, on short notice, [Employee Name] taught the SEEM’s portion of the most recent supervisors course and received outstanding critiques for his instruction.

[Employee Name] is an outstanding employee with a great deal to offer the [State] National Guard in the area of human resources and his high level of performance is expected to continue in the future.

I’m V. Generous  
COLONEL, [State] ANG  
Human Resources Officer

**Narrative To Accompany  
Special Service Award (MONETARY OR TIME -OFF)  
[Employee Name]**

During the period [begin date] through [end date], to include a six-month period prior to this, [Employee Name] of the National Guard Human Resources Office (HRO) contributed substantially and immeasurably to the success of the nationwide National Guard Technician Personnel Workshop conducted in [location of event].

Specifically, [Employee Name], while maintaining his/her full-time duties in HRO, served as the NCOIC overall workshop coordinator. In addition to this overwhelming duty, [Employee Name] coordinated the banquets, evening meals, and communications support that helped to make the workshop a resounding success. [Employee Name] was called upon constantly to tackle difficult issues, which he resolved with consummate professionalism.

The final consensus and feedback at the workshop, attended by over 250 persons, found this to be the finest, most professional, well-coordinated, informative, and enjoyable National Guard Technician Personnel workshop ever presented. As result of the work of the volunteers from [volunteer's state], the National Guard Technician Personnel Office received a standing ovation from conference attendees and a special award from the National Guard Bureau Director of Technician Personnel, Col Jimmy L. Davis, Jr. The nationwide acclaim received as a result of this highly successful Technician Resources Workshop will pay dividends to NGB for many years to come.

Without a doubt, the success of this high-profile workshop, attended by dignitaries such as General Davis, Director of the National Guard Bureau, may be attributed to the high performance of volunteers such as [Employee Name]. It is an honor to present this recommendation for a Special Service Award in the amount of \$1,500. [Employee Name]' substantial contributions bring great credit upon him/herself, the [Employee's State], and the National Guard Bureau.

I'm V. Generous  
Colonel, [State] ARNG  
Director of Technician Personnel

**Narrative to Accompany 40-Hour Time-Off Award  
For  
[Employee Name]**

During the period [begin date] through [end date], [Employee Name] demonstrated extreme selfless service and professionalism in the overall preparation of technicians for the SFOR 9 deployment to Bosnia. Her contributions included working extra hours, developing a tracking database, deployment identification and follow-up, and actual processing at remote locations throughout the state.

[Employee Name] volunteered to work on her off days to ensure the HRO/ERS section was prepared to process technicians for deployment. This seemingly simple act contributed greatly to the smooth process we have enjoyed during the actual processing.

[Employee Name], on her own initiative, developed a tracking database for deploying technicians when it was identified that several members were not showing up on any deployment list. This tracking system proved invaluable during the actual processing of the technicians.

During the period leading up to the actual processing, [Employee Name] was relentless in tracking and verifying the individuals called for mobilization. This ensured all persons identified to deploy would have accurate records and accurate processing of their Federal benefit elections.

The actual processing occurred on [specific dates] in remote locations and [Employee Name] was instrumental on the processing line. [Employee Name] used her expertise in HRO/ERS to process over 30 technicians herself with excellent comments for her customer service.

The accurate processing of over 120 technicians could not have been accomplished in such a smooth and expedient manner without the contributions of [Employee Name] and therefore, I am recommending her for a 40-hour time-off award.

I'm V. Generous  
Major, [State] ARNG  
Chief-Labor & Employee Relations