

**The  
National Guard Association  
of  
New Jersey**



**AWARDS PROGRAM**

**Updated: 09 February 2021**

**NGANJ AWARDS PROGRAM**

**TABLE OF CONTENTS**

<b><u>SUBJECT</u></b>	<b><u>SECTION</u></b>	<b><u>PAGE</u></b>
GENERAL	I	3
AWARDS COMMITTEE	II	3
PRESIDENT’S AWARD	III	4
CERTIFICATE OF ACHIEVEMENT	IV	5
CERTIFICATE OF APPRECIATION	V	7
OUTSTANDING COMPANY GRADE OFFICER AWARDS	VI	7
OCS - HONOR GRADUATE AWARD	VII	9
TOP GRADUATE OF THE AIR NATIONAL GUARD ACADEMY OF MILITARY SCIENCE (AMS) AWARD	VIII	9
NGANJ SERVICE AWARD	IX	10
THE MAJOR GENERAL FRANCIS. R. GERARD TROPHY	X	10
OUTSTANDING ARMY JUNIOR/SENIOR WARRANT OFFICER (NON-AVIATION) AWARD	XI	12
THE LIEUTENANT THOMAS E. WILLIAMS LEADERSHIP AWARD	XII	13
OUTSTANDING COMPANY GRADE OFFICER AWARD CRITERIA/FORMAT	ANNEX A	14
THE MAJOR GENERAL FRANCIS R. GERARD TROPHY CRITERIA/FORMAT	ANNEX B	15
OUTSTANDING JUNIOR/SENIOR WARRANT OFFICER (NON-AVIATION) AWARD CRITERIA/FORMAT	ANNEX C	16
THE LIEUTENANT THOMAS E. WILLIAMS LEADERSHIP AWARD CRITERIA/FORMAT	ANNEX D	17

## NGANJ AWARDS PROGRAM

### I. GENERAL.

Pursuant to the authority contained in Article III, Section 1j of the By-Laws of this Association, the Awards listed herein will be rendered to certain person(s) or organization(s) for outstanding service, acts of valor, meritorious service, accomplishments, or performances of duties which have served to advance the causes or purposes of this Association or the New Jersey Army or Air National Guard, or have brought favorable recognition thereto, as recommended to the Executive Council. To be considered as a Nominee (officers) must be an active member of the Association and not be delinquent in dues in current or proceeding years.

### II. AWARDS COMMITTEE.

- A. The Awards Program will be administered by a committee of not less than five active members of the Association. Membership will include at least one member from the New Jersey Army National Guard and two members from the New Jersey Air National Guard. The Committee Chairperson will be in addition to the five active members of the Committee.
- B. The Chairperson will coordinate with the Secretary of the Association to solicit Selection Board members for the Outstanding Company Grade Officer Awards. The Selection Board will consist of seven Field Grade Officers representing each Major Subordinate Command. Four members will be from the New Jersey Army National Guard and three member of the board will be from the New Jersey Air National Guard. The most senior officer will chair the board.
- C. The Chairperson will coordinate with the Secretary of the Association, and with the State Command Sergeant Major to solicit Selection Board members for the Outstanding Soldier and Airman Awards. The Board should consist of three Command Sergeant Majors from the New Jersey Army National Guard, and two Chief Master Sergeants from the New Jersey Air National Guard representing each Major Subordinate Command. The board will be chaired by the State Command Sergeant Major or his designated representative.
- D. The Chairperson will coordinate with the Secretary of the Association to solicit Selection Board members for the Gerard Trophy. The Selection Board will consist of Field Grade Officers who are rated pilots. Two members will be from the New Jersey Army National Guard and two members will be from the New Jersey Air National Guard representing each Major Subordinate Command. The most senior officer will chair the board. In case of a tie decision, the board chair vote will weigh twice.
- E. Command representation on both boards should vary annually. Board members should not be on the Executive Council.
- F. Each Selection Board Chair will provide board results to the Awards Committee. The Awards Committee Chairperson will prepare and submit a report to the Secretary of the Association.

## NGANJ AWARDS PROGRAM

### III. THE PRESIDENT'S AWARD.

- A. Purpose. The highest award of this Association shall be known as "The President's Award". This award may be presented to individuals or organizations.
1. For attaining National honors in competition, i.e. National Rifle Meet, Ricks Memorial Trophy and other affairs on a National level which bring favorable recognition to the Army or Air National Guard, this Association, or both.
  2. For outstanding feats of heroism.
  3. For National recognition for a given achievement involving activities on behalf of the Army or Air National Guard of New Jersey, this Association, or both (award of ARCOM, Soldiers Medal, etc.).
  4. For attaining high office or standing and who, through such attainment, furthers the cause of the Army and Air National Guard or this Association.
- B. Eligibility. Any member or friend (this includes groups, organizations, businesses, etc.) of the National Guard Association of New Jersey is eligible for this recognition upon being nominated and approved by the Executive Council.
- C. Nominations.
1. Any member in good standing of the National Guard Association of New Jersey may make a nomination.
  2. All nominations will be made by letter citing pertinent facts on which to evaluate whether or not the nominee qualifies for the award. Nominations must include, but are not limited to:
    - (a) Reason for nomination - the accomplishment, act, or achievement.
    - (b) Date(s) and place(s) of same.
    - (c) Level of accomplishment, act, or achievement, i.e. National, State, Local.
    - (d) Any awards from other sources, made or pending as a result of the accomplishment, act, or achievement.
    - (e) How did this help, bring favorable recognition to, advance the cause of, benefit or further this Association or the New Jersey Army or Air National Guard.
    - (f) Narrative statement by the person making the nomination as to why the award should be made.
    - (g) Recommended time and place of presentation.
    - (h) Nominations may be made at any time:
      - (1) Nominations of members of the New Jersey Army or Air National Guard

## NGANJ AWARDS PROGRAM

should be made through the immediate commander of the nominee. It is requested that the unit commander include his/her comments and recommendations, and forward the nomination directly to the Executive Council member representing the command.

- (2) Nominations of Non-Active Members will be made directly to the Secretary of the Association.
- (3) Nominations of organizations and individuals who are not members of the Association will be made directly to the Secretary of the Association.

### D. Processing.

1. Executive Council members will, upon receipt of a nomination, conduct a preliminary investigation, add their comments and recommendations, and forward the nomination to the Secretary of the Association.
2. The Secretary will collect all nominations and present them to the Executive Council for approval.
3. The person initiating the nomination and all channels through which the nomination was forwarded will be advised of the results in writing.

### F. Award and Presentation.

1. Notification of the award will be made to the nominee, in writing, immediately after favorable action has been taken by the Executive Council.
2. The Executive Council will determine when award(s) will be presented.

## IV. CERTIFICATE OF ACHIEVEMENT.

A. Purpose: The "National Guard Association of New Jersey - Certificate of Achievement" may be awarded to individuals or organizations, whether military or civilian, companies or business firms.

1. For outstanding service to Guard members in other than a military role, such as promotion of legislation favorable to the Army and Air National Guard. It may also be awarded to an individual who contributes much of his/her time or money to the benefit of the Army of Air National Guard or this Association.
2. A corporation which cooperates in an outstanding manner to further the New Jersey Army and/or Air National Guard or this Association, i.e. there have been instances where companies have underwritten the entire cost of recruiting films, use of training area, or support in time of disaster, etc.

B. Eligibility. Any member or friend (this includes groups, organizations, businesses, etc.) of the National Guard Association of New Jersey is eligible for this recognition upon being nominated (according to the standards listed below), and approved by the

## NGANJ AWARDS PROGRAM

Executive Council of this Association.

### C. Nominations.

1. Any member in good standing of the National Guard Association of New Jersey, including Associate Members, may make a nomination
2. All nominations will be made by letter citing pertinent facts on which to evaluate whether or not the nominee qualifies for the award. Nominations must include, but are not limited to:
  - (a) Reason for nomination- the accomplishment, act, or achievement.
  - (b) Date(s) and place(s) of same.
  - (c) Level of accomplishment, act, or achievement i.e. State, National, and Local.
  - (d) Any awards from other sources, made or pending as a result of the accomplishment, act, or achievement.
  - (e) How did this help, bring favorable recognition to, advance the cause of, benefit or further this Association or the New Jersey Army or Air National Guard.
  - (f) Narrative statement by the person making the nomination as to why the award should be made.
  - (g) Recommended time and place of presentation.
  - (h) Nominations may be made at any time:
    - (1) Nominations of members of the New Jersey Army or Air National Guard should be made through the immediate commander of the nominee. It is requested that the unit commander include his/her comments and recommendations, and forward the nomination directly to the Executive Council member representing the command.
    - (2) Nominations of Associate Members will be made directly to the Secretary of the Association.
    - (3) Nominations of organizations and individuals who are not members of the Association will be made directly to the Secretary of the Association.

### D. Processing.

1. Executive Council members will, upon receipt of a nomination, conduct a preliminary investigation, add their comments and recommendations, and forward the nomination to the Secretary of the Association.
2. The Secretary will collect all nominations and present them to the Executive Council for approval.
3. The person initiating the nomination and all channels through which the nomination was forwarded will be advised of the results in writing.

### E. Award and Presentation.

## NGANJ AWARDS PROGRAM

1. Notification of the award will be made to the nominee, in writing, immediately after favorable action has been taken by the Executive Council.
2. The Executive Council will determine when award(s) will be presented.

### V. CERTIFICATE OF APPRECIATION.

#### A. Purpose.

1. The “National Guard Association of New Jersey - Certificate of Appreciation” may be awarded to individuals or organizations, whether military or civilian, companies and businesses.
2. This award is to provide immediate impact. Blank Certificates should be available in order for the President and/or Secretary to complete and issue in a short time frame.

#### B. Eligibility. The criteria and reason for the award are the same as the Certificate of Achievement.

#### C. Award and Presentation.

- (1) By its nature, this award will be presented first and the Association notified after the fact.
- (2) Officers of the Association, Executive Council members, and Awards Committee members may present this award. The Executive Council may approve other members of the Association to present this award on a case by case basis for appropriate reasons (such as a need to cover a portion of the State).

#### D. Processing. Following presentation of the award, a photocopy of the award should be sent to the Secretary of the Association along with a brief memorandum outlining the reasons for the award and the circumstances of the presentation. The Secretary will send this information to the Awards Committee to be included in their Annual Report.

### VI. OUTSTANDING COMPANY GRADE OFFICER AWARDS.

#### A. Purpose. The award is presented to give recognition to the service, achievements, and accomplishments of company grade officers, to encourage participation of company grade officers in the affairs and programs of this Association, and to express appreciation and show the value and esteem that the Association attaches to the service of company grade officers.

#### B. Name. The awards shall be known as follows: “The Major General James F. Cantwell Outstanding Company Grade Officer - Army” award and “The Major General James F.

## NGANJ AWARDS PROGRAM

Cantwell Outstanding Company Grade Officer - Air” award.

### C. Eligibility.

1. Commissioned officers in the grades of 01 - 03.
2. Nominee must not be a member of the Executive Council of this Association.
3. May win only once in his/her career.
4. Must be an active regular member of the Association.

### D. Nomination and Processing.

1. Nominations will be submitted in the format prescribed in Annex A.
  - (a) Army: Each battalion or separate company (detachment) will submit one nomination to its Major Subordinate Command (MSC) headquarters. MSC is defined as a unit commanded by an officer in the grade of 06 or above. The MSC commander will select the best qualified nominee from the command, including the headquarters, and submit that nomination as directed by the Secretary of the Association.
  - (b) Air: Each squadron or separate element will submit one nomination through Group headquarters to the Wing. Wing Commanders will select the best qualified nominee from the command, including the headquarters, and submit that nomination as directed by the Secretary of the Association.
2. Nominations will be forwarded to the Awards Committee who will be empowered to make final selections for Army and Air.
3. Nominees will be notified in writing to appear before the Awards Committee.
4. The Chairperson of the Awards Committee shall report the selections of the outstanding officer for Army and Air at the Annual Conference.

### E. Award and Presentation.

1. The award presented to each outstanding officer (one Army, one Air) shall be a “Minuteman” statue with the appropriate inscription.
2. In addition to the above award, the recipient(s) shall receive:
  - (a) A special invitation to attend the Association’s annual conference/social event as a “VIP” (authorized to bring one guest).
  - (b) Two tickets to the social “dinner-dance”.



## NGANJ AWARDS PROGRAM

3. The award will be announced at the annual business meeting. Award will be presented at the annual conference/meeting or social event.

F. Miscellaneous. All MSC nominees (Army/Air) will receive an Association plaque with the appropriate inscription in recognition of their nomination.

### **VII. OFFICER CANDIDATE SCHOOL (OCS) GRADUATE AWARD.**

- A. Purpose. The award is presented to recognize the selected graduate of the New Jersey Officer Candidate School for achievements and accomplishments while an Officer Candidate, and to encourage company grade officer participation in this Association.
- B. Name. The award shall be known as “The National Guard Association of New Jersey - OCS Graduate Award”.
- C. Eligibility. The recipient will be selected by the Commander, 254<sup>th</sup> Regiment (CA).
- D. Award and Presentation.
  1. The award shall consist of plaque with the name of the award and the name of the recipient engraved thereon.
  2. The award will be presented by the President of the Association to the selected individual during the OCS graduation ceremony.

### **VIII. TOP GRADUATE OF THE AIR NATIONAL GUARD ACADEMY OF MILITARY SCIENCES (AMS) AWARD.**

- A. Purpose. The award is presented to give recognition to the New Jersey Air National Guard Officer Candidate who displays the most distinguished performance while attending the Academy of Military Sciences.
- B. Name. The award shall be known as the “National Guard Association of New Jersey AMS Honor Graduate Award”.
- C. Eligibility.
  1. The recipient must be selected by the Commander, New Jersey Air National Guard and active regular member of the Association.
  2. The recipient must be selected from a field of candidates who graduated the Academy as Distinguished Graduate. If none exist, the recipient must be selected from a field of candidates who graduated the Academy as Honor Graduate. In the case of a calendar year with no New Jersey Distinguished or Honor Graduates, the field of selection will consist of the three graduates with the highest grade point average for the course.

#### NGANJ AWARDS PROGRAM

- D. Processing. The Secretary of the Association will solicit the name of the selectee from the New Jersey Air National Guard.
- E. Award and Presentation.
  - 1. The award shall consist of a trophy with the name of the award and the name of the recipient engraved thereon.
  - 2. Presentation will be made by the President of the Association at an appropriate unit formation or function.

#### IX. NATIONAL GUARD ASSOCIATION OF NEW JERSEY SERVICE AWARD

- A. Purpose. The award is presented to give recognition to individuals who have served as a member of the Executive Council or Committee Chairperson.
- B. Name. The award shall be known as the “BG Robert S. Dutko, Sr.” Service Award”.
- C. Eligibility. Recipient must have served as an active regular member or nonactive regular member of the Association for three consecutive years in any of the above categories or a combination thereof.
- D. Award and Presentation.
  - (1) The award shall consist of a framed, replica of the Association’s flag with an engraved brass plate citing the individual’s name and period of service.
  - (2) Presentation will be made by the President of the Association during the annual business meeting or annual conference/social event.
  - (3) This award is limited to one per individual no matter how long they serve on the Executive Council or Committees.

#### X. THE MAJOR GENERAL FRANCIS R. GERARD TROPHY.

- A. Purpose. The Major General Francis R. Gerard Trophy, hereafter “The Gerard Trophy”, is an annual award that recognizes an individual on flying status while serving as a member of the New Jersey National Guard, who has been determined to outstandingly performed the rated and assigned duties during the designated award year under the criteria listed herein.
- B. Name. This trophy is named for Major General Francis R. Gerard, the first Air National Guard Adjutant General of New Jersey and a World War II flying ace with eight German fighters to his credit, two tours of combat duty and 420 combat hours in 91 missions. A member of the NJANG since 1947, he served as a commander of a fighter squadron, fighter group, the 108<sup>th</sup> Tactical Fighter Wing, and the New Jersey Air National Guard. His decorations include the Silver Star, The Defense Superior Service Medal, and The Distinguished Flying Cross.

## NGANJ AWARDS PROGRAM

- C. Eligibility. Any active regular member of the Association on flying status, in any grade, are eligible for consideration for the Gerard Trophy. Selection criteria are as follows:
1. A heroic act or series of acts involving life saving situation, or possible life saving situation, involving flight activities.
  2. A heroic act or series of acts involving saving aircraft, facilities, or personnel involving flight activities.
  3. Outstanding participation in unit exercises, deployments, and/or training.
  4. Outstanding unit flying participation including hours and sorties flown, responsibility, instructor participation and dedication.
  5. Participation in unit activities to include recruiting, retention, inspections, social activities, etc.
- D. Period. Eligibility consideration is 1 January to 31 December annually.
- E. Application. The following unit commanders will recommend, in format shown in Annex C, one individual as their most outstanding representative for this award. Using criteria indicated above, nominations will be submitted to the Secretary of the Association as directed, but not later than 15 February for the previous calendar year.
- Commander, 108<sup>th</sup> Air Refueling Wing  
Commander, 177<sup>th</sup> Fighter Wing  
Commander, 57<sup>th</sup> Troop Command  
HQ NJANG \*  
HQ JFHC \*
- \*Submission is optional for these units based on the small number of rated individuals.
- F. Selection. Recommendations will be reviewed by a Selection Board assembled by the Awards Committee Chairperson. The composition of the board will be two New Jersey Army National Guard representatives and two New Jersey Air National Guard representatives. The board will be chaired by the most senior member. See Section II.
1. Nominees will be notified in writing to appear before the Awards Committee.
  2. The Chairperson of the Awards Committee shall report the selection to the Secretary of the Association.
- G. Award of Trophy and Plaque.
1. The annual award will consist of a trophy that will remain in the possession of the individual's unit until the next annual presentation. In addition, the selected individual will receive a silver bowl for permanent retention.

## NGANJ AWARDS PROGRAM

2. Individuals nominated but not selected will receive a Certificate.

H. Announcement and Presentation of Awards. Announcement will be made by the President of the Association. The award will be presented at the Annual Conference.

### **XI. OUTSTANDING ARMY JUNIOR /SENIOR WARRANT OFFICER (NON-AVIATION) AWARD.**

A. Purpose. The award is presented to acknowledge and recognize Senior Army Warrant Officer contributions to the advancement of the goals of the National Guard Association of New Jersey (NGANJ), and the military contribution they have made to the New Jersey Army National Guard.

B. Name. The award shall be known as “The Brigadier General Patrick J. McCarthy Outstanding Army Senior Warrant Officer” award.

C. Eligibility.

1. Army Warrant Officers in the grades CW3 through CW5, serving in non-flying assignments in the New Jersey Army National Guard. Must be an active regular member of the Association.

2. May not be a member of the Executive Council of the NGANJ.

3. May win only once in his/her career.

D. Nomination and Processing. Nominations will be submitted in the format prescribed in ANNEX D of this document.

1. Each battalion or separate command (includes AA companies and detachments) will submit one nomination to its Major Subordinate Command (MSC)(defined as a unit commanded by an officer in the grade O6 or higher). The MSC commander will select the best qualified nominee from his command, including the headquarters, and submit that nomination as directed by the Secretary of the NGANJ annually.

2. Nominations will be forwarded to the NGANJ Awards Committee, which shall be empowered to make a selection of the best qualified of the nominees.

3. The Chairperson of the Awards Committee shall appoint a sub-committee consisting of two active and one retired Senior Warrant Officers in grades CW3 to CW5 (with the concurrence of the commanders concerned), providing those Warrant Officers are not nominees. The most senior active warrant officer shall chair the sub-committee. The sub-committee shall evaluate all nominations received, and submit their selection to the Awards Committee Chairperson.

4. The Chairperson of the Awards Committee shall report the selection to the Secretary of the NGANJ, and shall announce the selection of the Outstanding

## **NGANJ AWARDS PROGRAM**

Senior Warrant Officer at the Association's Annual Conference.

5. Nominees will be notified in writing to appear before the Awards Selection Sub-committee.

### **E. Award and Presentation.**

1. The award presented shall be a "Minuteman" statue with the appropriate inscription.
2. In addition to the above award, the recipient(s) shall receive:
  - (a) A special invitation to attend the Association's annual conference/social event as a "VIP" (authorized to bring one guest).
  - (b) Two tickets to the social "dinner-dance".
3. The award will be announced at the annual business meeting. The award will be presented at the annual conference/meeting or social event.

- F. Miscellaneous. All nominees will receive an Association plaque with the appropriate inscription in recognition of their nomination.

## **XII THE LIEUTENANT THOMAS E. WILLIAMS LEADERSHIP AWARD.**

- A. Purpose. The award will recognize an individual who has demonstrated strong personal Character, evidence of citizenship/leadership and a dedication in the battle against Intolerance, social injustice, and discrimination and to affirm the New Jersey National Guard and Association's commitment to diversity.
- B. Name. The award shall be known as "The Lieutenant Thomas E. Williams Leadership" award.
- C. Eligibility.
1. Active regular member or nonactive regular member of the Association.
  2. Commissioned Officers in the Grades of 01 - 06.
  3. Warrant Officers in the Grade of W01 - CW5.
- D. Award and Presentation.
1. The award shall consist of a plaque with the name of the award and the name of the Recipient engraved thereon.
  2. Presentation will be made by the President of the Association during the annual conference/meeting or annual social event.

NGANJ AWARDS PROGRAM

ANNEX A

**OUTSTANDING COMPANY GRADE OFFICER AWARD CRITERIA/FORMAT**

Name of Nominee \_\_\_\_\_  
Organization \_\_\_\_\_  
Home Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

A. Personal Qualities:

1. How does the nominee display an awareness of the importance and meaning of his/her commission or warrant?
2. Sustained outstanding performance which is over and above normal assigned requirements.
3. Describe the nominee's awareness of the paramount and over-riding responsibility of taking care of mission and troops before self.
4. Leadership.
5. Formal schooling to meet current needs of the Guard.
6. Other.

B. Unit Qualities:

1. Nominee's influence on unit performance reports.
2. Duty Assignments during the award period.
3. Other.

C. Civic Activity.

1. Participation in civic activities.
2. Meritorious efforts which contribute to the ideals of the Guard in the community.
3. Other.

NGANJ AWARDS PROGRAM

ANNEX B

**GERARD TROPHY CRITERIA/FORMAT**

(UNIT LETTERHEAD)

SUBJECT: Recommendation for Award of Gerard Trophy

A. The following individual is recommended for the Major General Francis R. Gerard Trophy for the period 01 January \_\_\_\_\_ through 31 December \_\_\_\_\_.

1. Grade, First Name, Middle Initial, Last Name, SSN (including prefix or suffix as appropriate), unit and location.

2. Indicate the basis of recommendation (based on heroic act, outstanding participation, deployments, etc.)

3. Indicate whether the individual is scheduled for retirement, separation, reassignment (appropriately defined), posthumously, on extended tour or other status changes.

B. State grade, unit and installation of assignment at the time of the act, achievement, or service of the nominee.

C. Award year: 1 January - 31 December (calendar year).

D. If the proposed award is posthumous, the person recommended is missing in action or a prisoner of war, state the name, address, and relationship of next of kin (if not applicable, state NA).

E. List the following:

1. List current duty title.

2. Unit of assignment.

3. Installation or Organization of Assignment.

4. Duty Air Force Specialty Code (AFSC) or Army Military Occupation Specialty (MOS or AOC).

5. Home address and telephone number.

6. Signature Block of Recommending Official

NGANJ AWARDS PROGRAM

ANNEX C

**OUTSTANDING JUNIOR/ SENIOR WARRANT OFFICER (NON-AVIATION)**  
**AWARD**  
**CRITERIA/FORMAT**

Name of Nominee \_\_\_\_\_

Organization \_\_\_\_\_

Home Address & Telephone \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

A. Personal and Duty Qualifications:

1. Statement of duty performance and any outstanding efforts and contributions during the rating period.
2. Noteworthy accomplishments during previous assignments.
3. Other accomplishments that contribute to the goals of the New Jersey Army National Guard and the NGANJ.

B. Civic Activity: Meritorious activities which contribute to the ideals of the Guard in the community.

C. Educational accomplishments, both military and civilian.

D. Other comments which would be of interest to the Awards Committee.



NGANJ AWARDS PROGRAM

**ANNEX D**

**THE LIEUTENANT THOMAS E. WILLIAMS LEADERSHIP AWARD**  
**CRITERIA/FORMAT**

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Home Address: \_\_\_\_\_

\_\_\_\_\_

- A. Appearance and Bearing: A description of the nominee's appearance and manner to include condition of clothing and equipment, carriage, alertness, and energy in actions and movements, personal conduct and effectiveness of his/her appearance and bearing on subordinates or other unit personnel
- B. Military Background
- C. Current efforts for advancement: State measures that the nominee is presently undertaking to improve his/her professional knowledge.
- D. Leadership Ability:
  - 1. Describe the leadership traits that have been demonstrated by the nominee in the course of duty performance i.e. decisiveness, dependability, enthusiasm, initiative, loyalty, etc.
  - 2. State how the nominee influences others to comply with actions and orders. Unit Qualities:
  - 3. State the nominee's personal contribution towards the improvement of unit performance.
  - 4. State the effectiveness of the nominee's ability to promote unit esprit de corps.
- E. Civic Activity: State nominee's participation in civic activities. Meritorious activities which contribute to the ideals of the Guard in the community.
- F. Educational accomplishments, both military and civilian.