

For: FSA Employees

**Deadline Extension for Nominations of the
2012 FSA Administrator's Awards for Service to Agriculture (AASA)**

Approved by: Acting Associate Administrator for Operations and Management



1 Overview

A Background

Notice PM-2865 announced the 2012 FSA AASA honorary awards program and nomination process.

B Purpose

This notice:

- extends the nomination deadline for 2012 FSA AASA program award to August 10, 2012
- provides detailed procedures for timely submission of AD-2096
- obsoletes Notice PM-2865 to extend the deadline.

C Contact

For questions about this notice, contact Kedra Watts, Awards and Recognition Program Manager, by either of the following:

- e-mail at **Kedra.Watts@wdc.usda.gov**
- telephone at 202-401-0678.

Disposal Date	Distribution
November 1, 2012	All FSA employees; State Offices relay to County Offices

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2 AASA Program Provisions

A Eligibility

STC, COC members, and all FSA employees are eligible for AASA.

B AASA Categories

The following are AASA categories.

Category	Description
Civil Rights Leadership Award	This award recognizes individuals for their valuable contributions and commitments made in the support of USDA and FSA civil rights objectives.
Management Excellence Award	This award recognizes exceptional accomplishment in transforming FSA into a model organization through management efficiencies and workforce strength, diversity, and talent.
Personal and Professional Excellence Award	This award recognizes individuals who, over time, consistently demonstrate an exceptional level of accomplishment in furthering the mission of FSA.
Outstanding Team Accomplishment Award	An award granted annually to teams who worked to complete a specific significant project as a team, contributing to FSA's goals and objectives. The team may include members from different units within FSA or from outside FSA. Working as a team, rather than as individuals, should be emphasized.
Excellence in Achieving Goals and Objectives Award	An award granted annually to a specific FSA employee or FSA work unit, for their efforts in contributing to FSA's goals and objectives.
Heroism and Emergency Response Award	An award granted annually to an FSA employee or team who performed acts of unusual selflessness or heroism in the line of duty.
Award for Support Service	An award granted annually to recognize employees who demonstrate an outstanding level of accomplishment in providing support. This category includes employees in administrative and clerical occupations, and program technicians, usually GS-9 or equivalent, and below, whose dedication and contributions enhance management excellence.
Outstanding Accomplishment in Outreach Award	This award recognizes individuals who demonstrate significant contributions in expanding programs and services to underserved communities, as well as demonstrate outstanding leadership in expanding targeted groups participation in FSA programs and services.

Note: See Exhibit 1 for criteria of each category.

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2 AASA Program Provisions (Continued)

C Timeline

AD-2096's shall be:

- submitted to **RA.FSA_AASANominations@wdc.usda.gov** no later than **COB August 10, 2012**
- reviewed by FSA.

Note: DAFO and SED's **must** submit AD-2096's by e-mail to **cindy.foister@wdc.usda.gov** no later than **COB August 7, 2012**, to be forwarded to **RA.FSA_AASANominations@wdc.usda.gov** no later than **COB August 10, 2012**.

D AD-2096's

An employee or team does **not** need to meet **all** the criteria listed to be nominated. The criterion serves as an outline for the committee members in reviewing AD-2096's and making recommendations to the Administrator.

Any employee may recommend another employee for AASA. However, AD-2096's should be routed through the supervisor of the recommended employee.

Deputy Administrators and managers shall review each nomination to ensure that the justification for nomination follows the guidelines in AD-2096, Part D. Each narrative should describe in detail why the contribution/accomplishment is significant and deserving of formal recognition. Detailed narratives assist the Reviewing Committee when reviewing and rating all nominations.

AD-2096 is available from the FFAS Employee Forms/Publications Online web site at **<http://intranet.fsa.usda.gov/dam/ffasforms/forms.html>**.

Note: To verify that AD-2096 was received, request a "return receipt" as follows:

- in the e-mail message, CLICK "View" and "Options"
- under "Voting and Tracking options", select the "Request a delivery receipt for this message" or "Request a read receipt for this message" box.

Note: This will notify the sender about a single e-mail message.

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2 AASA Program Provisions (Continued)

D AD-2096's (Continued)

AD-2096's **must** be filled out completely and include the following:

- AASA category for which the individual/team is being nominated
- name of nominee or team name, if a team nomination

Note: The employee's/team's name should be written as it is to be printed in the booklet and on the keepsake.

- position title, official duty station, and telephone number of nominee

Note: If a team nomination, list information for **all** team members.

- team leader, if a team nomination
- citation, **not** to exceed 25 words, as it should be printed in the booklet
- narrative justification detailing the basis for recognition, **not** to exceed 2 pages.

Notes: Accomplishments may go back up to 1 year. See:

- Exhibit 2 for AD-2096
- Exhibit 3 for assistance with writing the narrative justification.

3 Submitting AD-2096's for GS and CO Employees in County Offices

A CED and FLM Responsibilities

CED's and FLM's shall:

- periodically discuss potential nominees with DD
- review and critically evaluate both GS and CO employees to ensure that all deserving employees receive consideration
- submit AD-2096's **only** for clearly outstanding achievements

Note: See Exhibit 3 for documentation guidelines.

- submit AD-2096's to DD.

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3 Submitting AD-2096's for GS and CO Employees in County Offices (Continued)

B DD Responsibilities

DD's shall:

- periodically discuss potential nominees with supervisors
- forward **all** AD-2096's to the State Office for consideration.

C SED Responsibilities

SED's:

- shall review **all** AD-2096's to select individuals and teams from their State for AASA
- may nominate individuals and teams for AASA
- shall electronically sign as recommending official AD-2096 submitted for AASA

Note: The e-mail trail from SED to DAFO will serve as an electronic signature.

- shall forward AD-2096's and any Microsoft Word attachments to Cindy Foister, DAFO, by e-mail at **cindy.foister@wdc.usda.gov** no later than **COB August 7, 2012**
- shall notify managers and supervisors of individuals and teams selected to receive AASA
- shall work with DAFO to ensure that arrangements are in place for locally facilitated AASA award ceremonies.

Note: The team leader will receive the AASA award for group award winners.

D DAFO Responsibilities

Once nominations are forwarded to DAFO, DAFO shall:

- review and approve AD-2096's
- electronically sign AD-2096's as recommending official for DAFO staff

Note: Forwarding AD-2096's from DAFO or Cindy Foister by e-mail to HRD will serve as an electronic signature.

- submit AD-2096's and any Microsoft Word attachments for DAFO staff **electronically** by e-mail to **RA.FSA_AASANominations@wdc.usda.gov** no later than **COB August 10, 2012**, with "2012 FSA AASA Nominations" in the "Subject" line
- notify SED's of winners in the State.

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4 Submitting AD-2096's for Employees in Washington, DC Area, Kansas City, St. Louis, APFO, and State Offices

A Supervisor Responsibilities

Supervisors shall:

- review and critically evaluate **all** employees to ensure that all deserving employees are considered for nomination
- submit AD-2096's **only** for clearly outstanding achievements

Note: See Exhibit 3 for documentation guidelines.

- submit AD-2096's to the Division/Staff Directors.

B Division/Staff Director Responsibilities

Division/Staff Directors shall:

- review AD-2096's, including those they recommended
- submit AD-2096's
- sign AD-2096's as recommending official
- **electronically** forward AD-2096's to the appropriate Deputy Administrator for review.

5 Processing AD-2096's Received From Recommending Individuals

A Deputy Administrator/Staff Director Responsibilities

Deputy Administrators/Staff Directors shall:

- review AD-2096's submitted
- recommend and **electronically** submit AD-2096's and any Microsoft Word attachments by e-mail to **RA.FSA_AASANominations@wdc.usda.gov** by **COB August 10, 2012**, with "2012 FSA AASA Nominations" in the "Subject" line
- notify supervisors and managers of individuals and teams selected to receive AASA.

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5 Processing AD-2096's Received From Recommending Individuals (Continued)

B HRD, Benefits and Performance Management Section (BAPMS) Responsibilities

HRD, BAPMS shall:

- collect all AD-2096's submitted
- route names of employees to HRD, Employee and Labor Relations Section and OCR
- ensure that nominees have no pending administrative actions
- prepare and distribute AD-2096's to the Reviewing Committee members
- attend the Reviewing Committee meeting to provide technical advice and document the reviewing/recommendation process
- coordinate the tasks and activities for the ceremony, keepsakes, and program booklets
- notify DAFO and the Deputy Administrators of individuals and teams selected to receive AASA.

C Reviewing Committee Responsibilities

Deputy Administrators shall appoint a Reviewing Committee from each program area to:

- review AD-2096's
- make final recommendations.

The Reviewing Committee may include 1 member from each of the following:

- Administrator's staff or office
- DACO
- DAFLP
- DAFO
- DAFP
- DAM
- OCR
- OBF
- ITSD
- labor organizations
- HRD, BAPMS (advisory).

The Reviewing Committee shall:

- review and rate AD-2096's
- ensure that a diversified group of nominees is recommended
- submit recommendations for AASA's to the Administrator.

5 Processing AD-2096's Received From Recommending Individuals (Continued)

D Administrator Responsibilities

The Administrator shall determine the recipients for AASA.

E AASA Recipient Recognition

AASA **local recipients** shall be recognized at a ceremony on **September 11, 2012**, in Washington, DC. The Administrator shall present the awards. **Out-of-town** winners should receive recognition at local ceremonies arranged by their local offices.

Note: Because of budget constraints, travel expenses to Washington, DC for out-of-town winners will **not** be paid or reimbursed.

AASA Categories

A Civil Rights Leadership Award

Description: This award recognizes individuals for their valuable contributions and commitments made in the support of USDA and FSA civil rights objectives.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- involvement or participation in professional organizations, task groups, or committees, and programs directly affecting the recruitment, training, and advancement of women, minorities, and persons with disabilities in USDA and/or FSA
- active and sustained involvement to increase and diversify the workforce at FSA, including specific efforts at recruitment of women, minorities, and persons with disabilities

Note: This is only required for supervisor nomination.

- active involvement in expanding, promoting, or enforcing civil rights
- personal involvement in social issues impacting women, minorities, and persons with disabilities
- establishment of a positive work environment that ensures fair and equitable treatment of all employees and applicants
- planning or supporting special interest programs and activities which enrich cultural understanding of diverse groups by attending and encouraging participation of employees
- demonstrates a marked improvement/increase in FSA programs, services, and benefits provided to women and/or minorities.

AASA Categories (Continued)

B Management Excellence Award

Description: This award recognizes exceptional accomplishment in transforming FSA into a model organization through management efficiencies and workforce strength, diversity, and talent.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- *Engage FSA employees to transform FSA into a model agency* - engaging employees to transform FSA into a high-performing, inclusive agency that benefits from leadership at all levels, generating opportunities to listen to employees' concerns and ideas, and designing and implementing beneficial systemic changes to processes that affect employee satisfaction and human resources, developing FSA leadership skills and enhancing employee development programs
- *Provide civil rights services to FSA employees and customers* - demonstrating a commitment to making FSA a model in the Federal Government for respecting the civil rights of its employees and constituents; ensuring equal employment opportunity, civil rights, and program delivery through a comprehensive approach of fair and equitable treatment of all employees and applicants, as well as improving program delivery to every person entitled to FSA various services, assisting USDA in addressing past errors, learning from its mistakes, and moving forward to a new era of equitable service and access for all
- *Coordinate outreach and improve consultation and collaboration efforts to increase access to FSA programs and services* - coordinating and measuring the performance of strategic outreach efforts to ensure that all Americans have equal and fair access to key FSA programs and services, promoting FSA values and priorities in efforts such as the Peoples' Garden, in order to enhance the public knowledge of sustainable growing practices and the importance of the American farm community; developing or expanding enterprise-wide, results-driven initiatives, and coordinated efforts; increasing the viability and profitability of small farm operators and beginning and socially disadvantaged farmers and ranchers; coordinating various FSA services for priority populations, such as farm workers; and improving compliance with Executive Directives requiring consultation and improved collaboration with tribal governments

AASA Categories (Continued)

B Management Excellence Award (Continued)

- *Leverage FSA to increase performance, efficiency, and alignment* - maintaining effective financial controls so that program dollars achieve the outcomes for which they were intended; implementing strategies to strengthen FSA's financial management by improving internal control systems and by implementing electronic systems that permit real-time reporting; optimizing the use of Recovery Act funding in the creation of jobs and economic opportunities across the country; expanding the use of performance metrics to track areas of success and those needing improvement across FSA, aligning resources to achieve the highest outcome and improve program delivery; implementing performance management strategies, including Project Labor Agreements to improve the effectiveness of FSA contracting and procurement activities across the country
- *Optimize USDA "green" or sustainable operations* - establishing an integrated strategy to support sustainability and to achieve reduction of greenhouse gas emissions; working toward sustainable operations by decreasing energy intensity, increasing renewable energy use, conserving water, promoting pollution prevention, waste reduction, and recycling; implementing sustainable building design, construction, and operation; increasing green procurement; promoting electronic product stewardship; and embracing environmental management systems to achieve sustainable operation goals
- *Enhance the FSA human resources process to recruit and hire skilled, diverse individuals to meet the program needs of FSA* - reforming the hiring process to ensure a streamlined, user-friendly environment for both the applicant and the hiring manager, leading to the identification and selection of the most talented and competent workforce possible; increasing diversity while addressing current and future skills gaps; realigning human resources policies relative to talent management to further support USDA's transforming recruitment and retention initiatives; addressing the gap between employee engagement and performance expectations; fully utilizing applicable hiring authorities; increasing recruiting and utilization of interns; improving and enhancing efficiencies in the recruitment process; improving employee recognition programs; and promoting a USDA culture that recognizes high-performing, results-focused employees, employee wellness, and work/life balance.

AASA Categories (Continued)**C Personal and Professional Excellence Award**

Description: This award recognizes individuals who, over time, consistently demonstrate an exceptional level of accomplishment in furthering the mission of FSA.

Criteria: This category includes notable achievements in economic analysis, program delivery, administrative management, improvements to the safety, health, and well being of others, or any mission-related activity of FSA. This category also includes significant accomplishments in improving customer service, both internal and external to FSA.

D Outstanding Team Accomplishment Award

Description: An award granted annually to teams who worked to complete a specific significant project as a team, contributing to FSA's goals and objectives. The team may include members from different units within FSA or from outside FSA. Working as a team should be emphasized, rather than individual effort.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- demonstrates outstanding performance in meeting or exceeding all team objectives
- demonstrates results with specific benefits to FSA and/or USDA
- significant contributions made by each team member are included in AD-2096.

AASA Categories (Continued)**E Excellence in Achieving Goals and Objectives Award**

Description: An award granted annually to a specific FSA employee or FSA work unit for their efforts in contributing to FSA's goals and objectives.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- demonstrates outstanding performance in meeting strategic objectives
- demonstrates outstanding performance in meeting program goals
- employee's accomplishments are explicitly linked to and in support of one of FSA's strategic objectives or a management initiative, defined in the FSA Strategic Plan
- establishes program goals that improve FSA's performance in relation to the strategic objectives and institutes a system to measure and/or monitor these goals resulting in improving FSA's performance
- supports a sustainable, competitive agricultural system - the economic vitality and quality of life in rural America and the U.S. economy at large depends on a financially healthy agricultural system; ensuring that American farmers and ranchers are prosperous and competitive; have access to new and international markets; can manage their risks, and are supported in times of unusual economic distress or disaster
- enhances global food security - working to promote enhanced food security include ongoing activities in Iraq and Afghanistan, such as training local populations in state-of-the-art food preservation techniques, helping village populations develop local food supply chains from producer to consumer, and teaching local populations to restore their watersheds.

AASA Categories (Continued)**F Heroism and Emergency Response Award**

Description: An award granted annually to an FSA employee or team who performed acts of unusual selflessness or heroism in the line of duty.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- demonstrates an outstanding level of accomplishment in responding to floods, fires, storms, earthquakes, disease outbreaks, or other conditions requiring emergency response
- provides assistance to FSA customers experiencing critical needs that resulted in a marked improvement to the critical situation.

G Award for Support Service

Description: An award granted annually to recognize employees who demonstrate an outstanding level of accomplishment in providing support. This category includes employees in administrative and clerical occupations, and program technicians, usually GS-9 or equivalent, and below, whose dedication and contributions enhance management excellence. Achievements may reflect dollar savings, system benefits, increased productivity, or improved procedures or techniques.

The employee's knowledge of the procedures and techniques involved in carrying out these duties far exceeds expectations and has contributed to meeting the office's or FSA's goals and objectives.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- demonstrates high-quality performance of the technical responsibilities for his or her position
- demonstrates outstanding customer service to internal and external customers
- performs at a level that substantially exceeded the performance standards of the position
- develops and/or implements a system or methodology that improves program delivery either internally or externally.

AASA Categories (Continued)**H Outstanding Accomplishment in Outreach Award**

Description: This award recognizes individuals who demonstrate significant contributions in expanding program and services to underserved communities, as well as demonstrate outstanding leadership in expanding targeted groups' participation in FSA program and services.

Criteria: Outstanding accomplishments of objectives beyond normal expectations in activities are as follows:

- planned or conducted a significant outreach event for a targeted group
- demonstrated sustained effort in conducting targeted outreach
- demonstrated sustained effort in increasing program participation for targeted groups
- provided leadership in developing innovative outreach strategies
- developed significant partnerships with community based organizations, tribal governments and others
- contributed to improving FSA's image between socially disadvantaged and other targeted groups.

Example of AD-2096

The following is an example of AD-2096.

<p style="text-align: center;">U.S. DEPARTMENT OF AGRICULTURE Farm Service Agency</p> <p style="text-align: center;">ADMINISTRATOR'S AWARDS FOR SERVICE TO AGRICULTURE (AASA) NOMINATION FORM</p> <p>Please read the instructions below thoroughly before completing the <u>AASA</u> Nomination Form.</p> <p style="text-align: center;">INSTRUCTIONS</p> <ul style="list-style-type: none">• Nominations will be accepted via email only. Please ensure that the email trail (Electronic Approval) has final approval from the Deputy Administrator before submitting.• Ensure the validity of all nomination accomplishments.• Screen nominations for equal employment opportunity violations and disciplinary actions.• Once submitted, <u>AASA</u> Nomination Form recipients will be screened at the HRD level.• Send this form and any attachments (Microsoft Word) via email as follows: To: <u>RA.FSA_AASANominations@wdc.usda.gov</u> Subject: 2012 FSA AASA Nominations• Note: SED's shall send this form and any attachments via e-mail to <u>Cindy.Foister@wdc.usda.gov</u>.• To verify that the nomination was received please send return receipt as follows:<ol style="list-style-type: none">1. Click "View" then "Options".2. Once in "Options" under "Voting and tracking options", select "Request a delivery receipt for this message" and/or "Request a read receipt for this message."• If further assistance is needed, please contact Kedra Watts, HRD at 202-401-0678. <p>AD-2096 (07-11-12)</p>

Example of AD-2096 (Continued)

<p>This form is available electronically.</p> <p>AD-2096 U.S. DEPARTMENT OF AGRICULTURE (07-11-12) Farm Service Agency</p>		<p>1. Date Prepared:</p>
<p>ADMINISTRATOR'S AWARDS FOR SERVICE TO AGRICULTURE (AASA) NOMINATION FORM</p>		
<p>PART A – GENERAL INFORMATION (Complete for all nominations)</p>		
<p>2. Name of Submitting Program Area/Work Unit</p>	<p>3. Recognition Type (Check only "one" box)</p> <p><input type="checkbox"/> Individual (Also Complete Part B) <input type="checkbox"/> Group (2-10) (Also Complete Part C)</p>	
<p>4. Individual Nominee or Group Name</p>	<p>5. Period Covered (Month/Year only)</p>	
<p>6. AWARD CATEGORIES (Check only "one" box)</p> <p>The contributions must have occurred or results realized within the last year. For explanations on the award categories, please see applicable PM Notice or other guidelines.</p> <p><input type="checkbox"/> Civil Rights Leadership Award <input type="checkbox"/> Management Excellence Award <input type="checkbox"/> Personal and Professional Excellence Award <input type="checkbox"/> Outstanding Team Accomplishment Award <input type="checkbox"/> Excellence in Achieving Goals and Objectives Award <input type="checkbox"/> Heroism and Emergency Response Award <input type="checkbox"/> Award for Support Service <input type="checkbox"/> Outstanding Accomplishment in Outreach Award</p>		
<p>7. Suggested Citation (25 words or less)</p>		
<p>PART B – COMPLETE FOR INDIVIDUAL SUBMISSIONS ONLY</p>		
<p>1. Name (Last, First, Middle)</p>	<p>2. Phonetic Name Spelling (If Applicable)</p>	
<p>3. Position Title</p>	<p>4. Telephone Number (Area Code)</p>	<p>5. Fax Number (Area Code)</p>
<p>6. Organization and Deputy Administrator</p>		<p>7. Office Location Address (Include room number)</p>
<p><small>The U.S. Department of Agriculture (USDA) prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, political beliefs, genetic information, reprisal, or because all or part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD).</small></p> <p><small>To file a complaint of discrimination, write to USDA, Assistant Secretary for Civil Rights, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, S.W., Stop 9410, Washington, DC 20250-9410, or call toll-free at (866) 632-9992 (English) or (800) 877-8339 (TDD) or (866) 377-8642 (English Federal-relay) or (800) 845-6136 (Spanish Federal-relay). USDA is an equal opportunity provider and employer</small></p>		

Note: The name of the individual or group should be written exactly as the recipients want the name to appear in the booklet and on the keepsake.

Example of AD-2096 (Continued)

AD-2096 (07-11-12) Page 3 of 4

PART D – JUSTIFICATION FOR NOMINATION

All nominations must clearly describe the significance of the contribution/accomplishment being recognized relative to the category selected, the impact on the Agency and or the Department successfully meeting its mission or strategic goals, the degree to and the results by which the contribution substantially exceeds normal job expectations, and any measurable or non-measurable or non-measurable benefits.

NOTE: Avoid the use of general or vague statements; emphasizing job responsibilities rather than accomplishments; in-house terminology and technical language; statistics without using a comparison; retirement testimonials, lengthy statements and excessive superlatives; and descriptions of outside personal activities.

*Attach additional **Microsoft Word** sheets if needed.*

Example of AD-2096 (Continued)

AD-2096 (07-11-12)		Page 4 of 4
PART E – CONTACT INFORMATION		
Nominator (Person recommending this nomination):		
1. Name	2. Organization and Deputy Administrator	
3. Work Mailing Address (Include physical address if WDC)		
4. E-Mail Address	5. Daytime Number (Area Code)	6. Fax Number (Area Code)
PART F – APPROVAL (REVIEW/CLEARANCES)		
For all nominations, complete Items 1A through 3C below:		
1A. Signature of Recommending Official	1B. Title	1C. Date
2A. Signature of Reviewing Official	2B. Title	2C. Date
3A. Signature of Recommending Official	3B. Title	3C. Date

Documenting AASA

AASA documentation should justify reasons why an individual's or team's service to agriculture is outstanding, clearly exceeds job requirements, and deserves honorary recognition by the Administrator.

Documentation **must** convince various organizational screening levels and the Administrator's Reviewing Committees that the nominee has accomplished more than the job required, or that the results of those accomplishments, while within the job's responsibilities, are highly significant and clearly warrant recognition. The following questions may stimulate ideas for developing a nomination.

- What was done that deserves recognition?
 - Was it unique, a new approach, exceptionally creative?
 - If so, why?
- What was the effect of the accomplishment?
 - Was it local, regional, national, or international in scope?
 - Was it a model for others?
- Did the accomplishment result in increased program effectiveness?
 - Did it reduce costs?
 - Did it result in more effective operation or better public service?
 - Describe the results.
- What distinguished the nominee's profession or career? What special qualities or capabilities make the individual outstanding?
- What specific performance far exceeded job requirements?
 - Was the work done with less than usual supervision, help, or resources?
 - What obstacles were overcome?
 - What new techniques or procedures were developed?

The justification should avoid:

- emphasizing job responsibility rather than accomplishment
- retirement testimonials
- quoting statistics and making progress statements without comparing them to earlier periods or circumstances
- general or vague statements about what was done, without referring to how it was done or by whom.