

Army Regulation 672–20

Decorations, Awards, and Honors

Incentive Awards

**Headquarters
Department of the Army
Washington, DC
17 September 2020**

UNCLASSIFIED

SUMMARY of CHANGE

AR 672–20
Incentive Awards

This mandated revision, dated 17 September 2020—

- o Incorporates Army Directive 2018–20, Army Civilian Service Recognition (chap 21).
- o Renumbers chapter 21, Honorary Recognition Devices, to chapter 22.

Effective 17 October 2020

Decorations, Awards, and Honors
Incentive Awards

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:


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Administrative Assistant
to the Secretary of the Army

History. This publication is a mandated revision. The portion affected by this revision are listed on the summary of change.

Summary. This regulation provides policy on the use of both monetary and honorary incentive awards for civilian employees. It covers awards for inventions, superior accomplishments, performance, honorary achievement, and public service, as well as quality step increases.

Applicability. This regulation applies to all direct-hire Army civilian personnel (including U.S. Army Reserve technicians and foreign nationals) paid from appropriated funds. Where specifically referenced, this regulation applies to nonappropriated fund employees, indirect-hire employees, and private citizens. Contractors are not covered by this regulation other than paragraphs 2–3j and 11–1. Portions pertaining to inventions and scientific achievements also apply to all Regular Army and U.S. Army Reserve personnel, including cadets at the United States

Military Academy. This regulation does not apply to Army National Guard personnel including Army National Guard technicians nor does it apply in full to positions covered by the Defense Civilian Intelligence Personnel System. Refer to the Army Defense Civilian Intelligence Personnel System Policy, Volume 2008, for specific areas of applicability and exclusion.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity’s senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance. The Deputy Chief of Staff, G–2 has authority given by the Assistant Secretary of the Army (Manpower and Reserve Affairs) to issue supplemental award policy covering Defense Civilian Intelligence Personnel System employees.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2

and identifies key internal controls that must be evaluated (see app E).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–1 (DAPE–CPS), 6010 6th Street, Building 1465, Room 104, Fort Belvoir, VA 22060–5595.

Suggested improvements. Users are invited to send comments and suggested improvements on (Recommended Changes to Publications and Blank Forms) to the Office of the Assistant G–1 for Civilian Personnel (DAPE–CPS), 6010 6th Street, Building 1465, Room 104, Fort Belvoir, VA 22060–5595.

Committee management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation prescribes policy governing the Army Incentive Awards Program (IAP).

1–2. References and forms

See appendix A.

1–3. Explanation of abbreviations and terms

See the glossary.

1–4. Responsibilities

a. Secretary of the Army. The SECARMY is responsible for the Army IAP. The SECARMY submits the following information through the Office of the Secretary of Defense to the Office of Personnel Management (OPM):

(1) Individual award and individual pro rata shares of group award recommendations of more than \$10,000, but not to exceed \$25,000.

(2) Recommendations for Presidential awards.

b. Assistant Secretary of the Army (Manpower and Reserve Affairs). The ASA (M&RA) by memorandum dated 9 December 2016 is designated by the SECARMY to establish, implement, and oversee Army policy regarding all civilian awards, except the Army Leadership Award and where noted in this regulation.

c. Deputy Chief of Staff, G –1. The DCS, G–1 will exercise staff supervision over the Army IAP. The functions, including those portions of the program that apply to Soldiers, will be staffed and administered at all levels as a part of the Civilian Personnel Program. Proper coordination will be effected with military elements on Soldier participation in the program.

d. Army Incentive Awards Board. The AIAB, established at Headquarters, Department of the Army (HQDA), will—

(1) Make recommendations on incentive awards nominations requiring SECARMY approval.

(2) Provide advice on matters relating to policy, regulatory criteria, and design of the more significant awards.

(a) By virtue of the authority provided in Sections 4503, Title 5, United States Code (USC), as implemented in Subpart 451.103, Title 5, Code of Federal Regulations, and directives of the OPM and the Department of Defense (DOD) (DOD 1400.25–M), the Department of the Army (DA) IAP is established as an integral part of the DA Civilian Personnel Program. The purpose of the IAP is to recognize employees who have made significant contributions to the accomplishment of the Army’s mission, or who have rendered particularly meritorious service, and thereby to provide an incentive for improvement in employee morale and efficiency. The ASA (M&RA) is authorized and directed to act for the SECARMY on all matters relating to this program.

(b) The DCS, G–1 will be responsible for operation of the AIAB, exercising staff supervision over the IAP, recommending policy, issuing regulations and guidance materials, conducting program review and evaluation, designating an executive secretary, and providing personnel and support to the AIAB.

(c) The DCS, G–1 will designate AIAB membership by organization with the concurrence of the ASA (M&RA). The AIAB will generally consist of no less than 26 HQDA senior executive service (SES) or equivalent/general officer members in a rolling roster that will normally convene in panels of five members. The senior panel member, as determined by protocol and date of rank, will serve as chair. AIAB membership will include representatives from the following organizations:

1. ASA (M&RA).
2. ASA (Acquisition, Logistics and Technology).
3. ASA (Financial Management and Comptroller).
4. ASA (Civil Works).
5. ASA (Installations, Energy and Environment).
6. Office of the Assistant Chief of Staff for Installation Management.
7. DCS, G–1.
8. Deputy Chief of Staff, G–2.
9. Deputy Chief of Staff, G–3/5/7.
10. Deputy Chief of Staff, G–4.

11. Chief Information Officer/G-6.
12. Deputy Chief of Staff, G-8.
13. Office of the General Counsel.
14. Office of The Judge Advocate General.

(d) Commanders will establish Incentive Awards Committees in accordance with governing regulations to serve their commands in the same capacity as the AIAB serves the Department of the Army. The IAP will be administered at command and installation levels as an integral part of the commander's leadership and management activities.

e. *Commanders/Heads of Army commands.* Commanders of Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and the Administrative Assistant to the Secretary of the Army (AASA) for HQDA will—

(1) Provide leadership, direction, and supervision over the Army IAP within their command, including program planning, budgeting, and evaluation.

(2) Establish supplemental recognition devices, if desired, adapted to ACOMs, ASCCs, DRUs, and AASA requirements.

(3) Approve or recommend approval of awards as prescribed in this regulation.

(4) Provide for the planning, execution, and evaluation of the program.

(5) Ensure that supervisors are provided guidance and staff assistance so that they are able to initiate appropriate, timely recognition actions for employee achievements.

(6) Ensure that program requirements established by HQDA, such as budgeting for awards, are accomplished.

(7) Provide training and orientation for all supervisors.

(8) Ensure that records of awards are maintained so that awards programs can be evaluated; and data for reports required by Congress, OPM, or other higher authority are available.

f. *Civilian personnel advisory center directors/regional directors.* The CPAC will—

(1) Provide positive program leadership and qualified staff to support the program.

(2) Provide guidance and assistance to supervisors, managers, and incentive awards committees.

(3) Publicize the program to all personnel.

g. *Public affairs officers.* Public affairs officers at all levels will aid in publicizing and promoting the program.

h. *Supervisors.* Supervisors will initiate recommendations for appropriate awards.

i. *Commanders in foreign areas.* These commanders will develop and implement an incentive awards program for indirect-hire foreign national employees.

j. *The Institute of Heraldry.* TIOH is responsible for the design, development, and quality assurance of all Army insignia. TIOH will maintain the manufacturing tools needed for medal production and provide technical support to the DCS, G-1 for reordering medal sets. TIOH is available to assist commands with any concerns or issues regarding decoration sets. Questions regarding these specific items may be directed to TIOH.

1-5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in ARIMS/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25-403 for guidance.

1-6. General practices

a. *Approval authority.* Authority to approve honorary awards resides with those individuals occupying positions of approval authority regardless of their current grade unless a minimum grade is specified.

b. *Confidentiality of nominations.* Employees should never be informed that they are under consideration for or have been nominated for any award. Such action may create serious morale problems if the award is not approved.

c. *Sequence of recognition.* Awards should follow a progressive sequence of recognition, except under circumstances where the contribution is so extraordinary that recognition with a lesser award would be insufficient. Deserving employees should receive timely recognition by their employing activity or command using the full range of available civilian awards. Such action will lay the foundation for higher recognition.

d. *Laurel leaf cluster.* A bronze, silver, or gold cluster of three laurel leaves and berries, symbolizing civilian honors and achievement, is available for attachment to the ribbon of honorary awards, signifying second, third, and fourth awards, respectively. Medals will be presented with the proper cluster centered on the suspension ribbon, the leaves pointed upward.

Chapter 2 The Army Incentive Awards Program

2–1. Program administration

a. The goal of the Total Army Awards Program is to foster mission accomplishment by recognizing excellence of both military and civilian members of the force and motivating them to high levels of performance and service. The program has as its capstone a parallel hierarchy of five military and five civilian medals. Monetary awards are also authorized to recognize the scientific achievements and inventions of military personnel. Specific information on awards for military personnel is found in AR 600–8–22. Whenever possible, the service, accomplishments, and performance of military and civilian members will be recognized at combined awards ceremonies.

b. The Army IAP will be administered by HQDA, commanders, managers, and supervisors on the basis of merit without regard to race, color, national origin, religion, sex, or sexual orientation.

c. All levels of command will endorse and support the Army IAP to help ensure the following:

- (1) Appropriate, effective, and consistent use of the various types of awards.
- (2) Active interest and participation by all Army personnel.
- (3) Full consideration of eligible Army employees for awards sponsored by external organizations.
- (4) Exchange of information among ACOMs, ASCCs, DRUs, AASA, military departments, and other Federal agencies.

d. Both an honorary and a monetary award may be granted to civilian and military personnel for the same act or achievement if the criteria for each award are met. The same act or achievement, however, cannot form the basis for more than one type of monetary or DA honorary award. Inclusive dates for the nomination period should not coincide with the period of time covered by previous recognition for the same type of award. (The Department of Defense Distinguished Civilian Service Award and the President's Award for Distinguished Federal Civilian Service are exceptions.)

e. Both an honorary and a monetary award may be granted to civilian employees and Soldiers for the same scientific achievement if the criteria for each award are met.

f. Awards (except for inventions) are not mandatory but may be initiated by management when applicable criteria are met.

g. Management actions in connection with this regulation may be subject to negotiated grievance procedures. Each installation should review its labor agreement(s) for applicability.

h. Monetary and honorary awards for performance or achievement will not be made to an individual who has been actively and substantially involved in unlawful discrimination based on race, color, national origin, religion, sex, or sexual orientation.

i. No discretionary monetary or honorary award for performance or achievement will be made to an individual who—

- (1) Is either under investigation, or upon whom disciplinary or adverse action based on performance or conduct is pending.
- (2) Was the subject of a disciplinary action within the preceding 120 days.

Note. The commander/delegated approval authority may give the award if he or she finds that the basis for the award is unrelated to the investigation, pending action, or discipline and the award would not reflect unfavorably on the Army.

j. Honorary awards may be given to civilian employees at any time in their careers, including occasions such as retirement, reassignment, transfer, or separation, provided the individual's accomplishments fully meet the criteria for the particular award.

k. On some occasions, a manager outside an employee's chain of command may wish to nominate the employee for an award. On those occasions, the nomination must be coordinated with the employee's immediate supervisor before it is submitted. Examples of such occasions are the following: when an employee has been assigned to a long term detail outside his or her organization, when an employee has completed a special project or has given extraordinary service that benefits a serviced organization, or when an employee is being recognized for an act of bravery or heroism. When the immediate supervisor disagrees, the nomination may not be submitted since the immediate supervisor is responsible for the employee's overall performance.

l. High level honorary awards to foreign nationals must be coordinated with the nearest American Embassy or U.S. Consular Office in the area to ensure that the award is compatible with the interests of the United States. Such coordination will be made a matter of record.

m. Nominations will be submitted on DA Form 1256 (Incentive Award Nomination and Approval). Additionally, DA Form 1256 may be electronically generated. The electronically generated form must contain all data elements and follow the exact format of the existing printed form. All required signatures must appear on the electronically generated form. The form number of the electronically generated form will be shown as DA Form 1256 and the date will be the same as the date of the current edition of the printed form. A copy is maintained by the approving official and destroyed in accordance with the Army Records Information Management System.

2–2. Equal employment opportunity and adverse action certification

a. All award nominations reviewed by the AIAB for DA employees, except those for public service awards (see chap 9), must include Equal Employment Opportunity (EEO) and adverse action certification for civilians and equal opportunity (EO) certification for military. In no event will an award be approved for a period of time in which the nominee was found to have personally acted in a discriminatory manner in violation of EEO guidelines or standards of conduct.

b. For awards not reviewed by the AIAB, the nominating command EEO officer will furnish information based on review of pending and past EEO complaints and the CPAC for adverse actions.

c. The nominating commander or designee will sign a statement (or use the block on DA Form 1256) affirming that the nominee's records have been reviewed and that there are no current EEO complaints or personal adverse actions pending against the nominee, and no past history of adverse findings in EEO complaints or adverse actions based on performance or conduct.

d. If there is a past adverse finding as a result of an EEO complaint, or a past adverse action based on conduct or performance, the commander may nevertheless evaluate the underlying facts and certify that the nomination is not inconsistent with attainment of EEO and affirmative action goals, and will not reflect adversely on DA.

e. A decision not to initiate an award or not to forward a nomination based on an EEO complaint implicating the individual in discrimination or past adverse action(s) based on performance or conduct will be made on an independent evaluation of the facts underlying the complaint.

2–3. Eligibility for awards

a. As shown in table 2–1, all direct-hire U.S. citizen and foreign national employees paid from appropriated funds are eligible for awards.

b. Nonappropriated fund (NAF) employees of Army activities are eligible for the honorary awards prescribed by this regulation. Regulations concerning cash awards for NAF employees are found in AR 215–3.

c. Defense Civilian Intelligence Personnel System (DCIPS) employees of Army activities are eligible for the honorary awards prescribed by this regulation. Policy concerning cash awards for DCIPS employees are found in DCIPS Policy, Volume 2008.

d. Former civilian employees or Soldiers, or the estates of deceased employees or Soldiers, are eligible to receive awards for contributions made by such persons while employed by or on active duty with the Army.

e. Cash awards are not payable under this program to appropriated fund employees for benefits accruing to NAF activities.

f. Foreign nationals employed under indirect-hire labor agreements with foreign governments are eligible for non-monetary awards authorized by this regulation.

g. Federal employees outside Army who submit inventions or perform special acts or service which benefit the Army are eligible for awards authorized by this regulation. Servicemembers outside Army who submit inventions or scientific achievements are eligible for cash awards.

h. Non-career Army officials/presidential appointees, employees of other agencies, and private citizens are eligible for public service awards.

i. An individual who receives an award is eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period.

j. To avoid issues with contractual relationships and obligations, actual or perceived conflicts of interest, and actual or perceived acts of favoritism, persons, organizations, or companies having a commercial or profit-making relationship with the DOD or Army will not be granted recognition. The exception is if the contribution is deemed to be unrelated to and completely outside any contractual relationship with DOD or Army and the recognition is clearly in the public interest. Recognition is limited to a letter or a DA Form 7013 (Certificate of Appreciation) to the individual or to the organization signed at the lowest applicable level of the organization. Awards, awards programs, ceremonies, or receptions to acknowledge contributions by persons, organizations, or companies having a commercial or profit-making relationship with DOD or Army are not authorized. The individual may be eligible to receive the Secretary of

Defense Medal for the Defense of Freedom (DFM) for injuries received supporting an identified qualifying Army mission (see chap 11 of this regulation).

2-4. Authority to approve cash awards

a. ACOMs, ASCCs, DRUs, and AASA may approve cash awards to individuals or individual pro rata shares of group awards up to \$10,000, inclusive of awards approved by activity commanders. Nominations for cash awards in excess of \$10,000 must be forwarded to the Executive Secretary, AIAB, for review. Prior to the AIAB review, the commanders of ACOMs, ASCCs, DRUs, and AASA will submit the award nomination for audit by the U.S. Army Audit Agency. The U.S. Army Audit Agency will verify tangible benefits.

b. ACOMs, ASCCs, DRUs, and AASA may re-delegate to subordinate commands or activities the authority to approve cash awards in any amount up to \$10,000.

c. Commanders should delegate approval authority to the lowest practicable level to expedite processing. Unless otherwise noted or the dollar amount of the award exceeds the commander's delegated authority, the approving official must be authorized to obligate Army funds and be, at a minimum, a level higher than the individual who recommended the award.

2-5. Cash award certificate

DA Form 2443 (Commendation Certificate) may be given with cash awards.

2-6. Army Incentive Awards Board

a. Awards reviewed by the AIAB—

(1) All awards signed by the SECARMY must be reviewed by the AIAB. Nominations, except for the Distinguished Civilian Service Medal, are generally requested on an annual basis. A calendar of annual awards is at table 2-2. However, since some awards are sponsored by organizations outside of the Department of the Army (DA), changes may occur. Notification of change will be made by separate message.

(2) All award nominations to be reviewed by the AIAB should be sent through channels to the Executive Secretary, Army Incentive Awards Board, Office of the Assistant G-1 for Civilian Personnel (DAPE-CPS-OP), 6010 6th Street; Building 1465, Room 104, Fort Belvoir, VA 22060-5595.

b. Preparation of award nominations—

(1) *Packets.* Nominations forwarded for review by the AIAB should contain the information outlined below in the following order:

(a) *Endorsement.* An endorsement signed by the commander of the ACOM, ASCC, DRU, or AASA should summarize the award package and may include the personal views of the commander.

(b) *DA Form 1256.* Do not abbreviate titles of positions or organizations. Use complete telephone numbers including area codes. Inclusive dates for the nomination period should not coincide with the period of time covered by previous recognition for the same type of award. (The DOD Distinguished Civilian Service Award is an exception.) All data entries should include signatures and dates where required.

(2) *Biographical data.* A brief biographical sketch should include the following:

(a) Date and place of birth.

(b) Education and degrees conferred.

(c) Significant employment record.

(d) Type of appointment.

(3) *Citation.* One paragraph consisting of 50 to 60 words including the name, title, place of employment, and period of time covered by the award. The citation should highlight the nominee's specific achievement. Do not use abbreviations, spell out United States.

(4) *Justification.* A summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement. Be as specific and quantitative as possible.

(5) *Previous awards and publications.* Begin with the current year and list other previous recognition, such as honorary awards, Exceptional Performance Ratings, Performance Awards, Quality Step Increase (QSI), or special citations. List publications by title and date.

(6) *Certification.* EEO and adverse action certification.

(7) *Photographs.* For the Distinguished Civilian Service Medal, the nomination package must include a digital, professionally printed original or DA original photograph (head and shoulders view, professional attire) to be used in the Secretary of the Army Awards Ceremony program booklet.

c. Submission of award nominations—

(1) All award nominations will be submitted electronically on DA Form 1256 to the Executive Secretary, AIAB.

(2) Nominations will be forwarded by personal endorsement of the appropriate commanders of ACOMs, ASCCs, DRUs, and AASA. Army commands are identified in AR 10–87.

d. The nominating office will be informed when the award nomination is approved, disapproved, or remanded. A certificate and decoration set (medal with suspension ribbon and lapel button) for all awards approved will be sent to the nominating office for presentation. The DA Form 1256 will be returned for recording and reporting purposes.

2–7. Incentive Awards Committees

a. *Establishment and organization.*

(1) One incentive awards committee will normally be established at each installation that has an operating CPAC. This committee will provide assistance to all activities serviced by the CPAC regardless of command jurisdiction.

(2) More than one awards committee may be established when circumstances warrant; for example, a large tenant activity with high volume of awards.

b. *Membership.* Committees should include key persons from the major elements of the activity who have knowledge of the activity and its mission, and who are objective, demonstrate good judgment, and enjoy the confidence of the workforce at large.

c. *Functions.* The incentive awards committee will—

(1) Consider and present recommendations to the commander concerning the following:

(a) Nominations for cash and honorary awards that exceed local approval authority.

(b) Nominations that are competitive and involve the evaluation of accomplishments of several individuals or groups.

(c) Difficult, complex, or controversial cases.

(2) Assist the commander to—

(a) Plan the incentive awards program activities.

(b) Determine aspects of the program to be given special emphasis.

(c) Implement new program features.

(d) Improve local administration.

(3) Evaluate the effectiveness of the program, including adherence to EEO aspects.

2–8. Relationships with unions

Union support of the Army Incentive Awards Program is encouraged. Therefore, commanders and management officials will confer, consult, and negotiate with unions holding exclusive recognition, as appropriate, on the implementation and operations of the incentive awards program. Labor agreements negotiated subsequent to the publication of this regulation must be consistent with its provisions.

Table 2–1
Eligibility for awards authorized by AR 672–20.

	Performance Award	Quality Step Increase	Special Act or Service Award	Scientific achievement	On-The-Spot/Time Off Award	Invention Award	Honorary Award	Public Service Award	Multi-Service/Non-Federal Award	Career Service recognition
U.S. citizen appropriated fund employees (non-SES)	Yes ¹	Yes ¹	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
SES employees ²	No ²	No ²	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
NAF employees ³	No	No	No	No	No	No	Yes	No	Yes ⁵	No
Soldiers	No	No	No	Yes	No	Yes	No	No	Yes ⁴	No

Table 2-1
Eligibility for awards authorized by AR 672-20—Continued

	Performance Award	Quality Step Increase	Special Act or Service Award	Scientific achievement	On-The-Spot/Time Off Award	Invention Award	Honorary Award	Public Service Award	Multi-Service/Non-Federal Award	Career Service recognition
Direct-hire foreign national employees	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Indirect-hire foreign employees ⁵	No	No	No	No	No	No	Yes	No	Yes	Yes
Non-career Army officials/presidential appointees	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Employees of other agencies	No	No	Yes	Yes	No	Yes	No	Yes	Yes ⁵	No
Former or estates of former appropriated fund employees	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes ⁵	No
Former or estates of former Soldiers	No	No	No	Yes	No	Yes	No	No	Yes ⁵	No
Private citizens	No	No	No	No	No	No	No	Yes	Yes ⁵	No

Notes:

¹Refer to Army DCIPS Policy, Volume 2008, for DCIPS employees.

²Eligible for bonuses and ranks authorized per prevailing regulation.

³Authorized similar awards by AR 215-3.

⁴Authorized to receive selected awards sponsored by private organizations.

⁵Authorized to receive similar awards by local regulations.

Table 2-2
Calendar of annual awards

Award	Eligibility	Approval Level	Responsible Office
DA Form 7014 (Distinguished Civilian Service Medal).	Civilian employees	SECARMY	DAPE-CPS (<i>Presented at the SECARMY Ceremony</i>)
John W. Macy, Jr.	Civilian and military employees	SECARMY	DAPE-CPS
William H. Kushnick.	Career civilian employees	SECARMY	DAPE-CPS
Outstanding Army Employee with Disability.	Civilian and military employees	SECARMY	ASA (M&RA); EEO Office of Diversity Management
Army Editor of the Year.	Civilian and military employees	SECARMY	AAHS-PAP

**Table 2–2
Calendar of annual awards—Continued**

Award	Eligibility	Approval Level	Responsible Office
			<i>(Presented at the SECARMY Ceremony)</i>
Award for Outstanding Achievement in Equal Employment Opportunity.	Civilian and military employees	SECARMY	SFEOA <i>(Presented at the SECARMY Ceremony)</i>
Secretary of the Army Award for Publications Improvement.	Civilian and military employees	SECARMY	AAHS–PAP <i>(Presented at the SECARMY Ceremony)</i>
Nick Hoge.	Civilian and military employees	Assistant Secretary of the Army (M&RA)	DAPE–CPS
National Public Service Awards.	Career civilian employees	National Public Service Award Committee	DAPE–CPL
Roger W. Jones Award for Executive Leadership.	Career Federal executives	Roger W. Jones Award Selection Committee	DAPE–CPS
Arthur S. Flemming.	Civilian and military employees	Arthur S. Fleming Commission	DAPE–CPS
President’s Award for Distinguished Federal Civilian Service.	Career Federal civilian employees	President of the United States	DAPE–CPS
Department of Defense Distinguished Civilian Service Award.	Career civilian employees	Secretary of Defense (SECDEF)	DAPE – CPS

Chapter 3 Invention Awards

3–1. Concept

Invention awards are cash awards granted to Government employees and Soldiers in recognition of their inventions which result in the filing of a patent application, a request for publication of a statutory invention registration (SIR), the grant of a U.S. patent, publication of a SIR, or the licensing of a patent application or patent.

3–2. Categories

Invention awards consist of Initial Awards of \$200 upon filing of a patent application or requesting publication of a SIR; Final Awards of \$500 (\$250 per eligible co-inventor if more than one eligible inventor); and Additional Awards based upon the invention’s actual value.

3–3. Eligibility

Procedures for determining eligibility, considering an inventor for any award covered by this chapter, and processing award recommendations are the responsibility of the Intellectual Property Counsel of the Army, Intellectual Property Division, Office of the Judge Advocate General. These procedures are published in AR 27–60, or as otherwise directed by the Intellectual Property Counsel of the Army.

Chapter 4 Superior Accomplishment Awards

4–1. Types of awards

Awards covered in this chapter include Special Act or Service Awards (SASA), on-the-spot (OTS) cash awards, and time off awards (TOAs).

4–2. Special Act or Service Awards

a. A SASA is a cash award given to recognize a meritorious personal effort, act, service, or scientific or other achievement accomplished within or outside assigned job responsibilities. All appropriated fund employees are eligible for this award.

(1) The act, service, or achievement must result in either tangible or intangible benefits or both to the Government and may involve more than one employee.

(2) The SASA is particularly appropriate to recognize the following short-term accomplishments:

(*a*) In a regularly assigned position.

(*b*) During a detail.

(*c*) At the conclusion of a successful special project.

(*d*) When performance or honorary awards are not appropriate.

(3) This award is also appropriate for recognition of civilian employee ideas or improvements resulting in tangible or intangible benefits.

(4) When an award is made for an accomplishment within job responsibilities, the act or service must significantly exceed normal expectations.

(5) This award is not to be used as a substitute for other personnel actions, pay entitlements, or other forms of recognition.

(6) The act or service to be recognized must not have served either in whole or in part as the basis for a previous cash award.

b. Provisions of this chapter pertaining to scientific achievements apply to Soldiers as well as civilian employees.

c. A SASA award is awarded to Soldiers or civilians for scientific achievement such as the following:

(1) An act, deed, or accomplishment that established a scientific or technological basis for later technical improvements of military or national significance.

(2) A scientific or technological accomplishment of such quality and effectiveness as to have materially advanced the research and development achievements of an activity, group, or project.

(3) A significant scientific or technological achievement that contributes materially to the welfare of the armed services and the nation.

(4) An article accepted for publication in a scientific publication.

(5) A technical paper presented to a professional society that constitutes a substantial contribution to scientific knowledge.

d. These awards may be given for acts or achievements that result in benefits to the Army.

e. Cash awards range from \$25 to \$25,000, depending on the achievement being recognized. (An additional award exceeding \$25,000 may be approved at the discretion of the President.) Except for the OTS and TOA of 1 day or less, all SASA amounts will be determined using the cash award criteria for tangible or intangible benefits listed in chapter 7. Awards over \$10,000 must be reviewed by the AIAB.

4–3. Nominations

a. An employee's supervisor or any individual having direct knowledge of the act, service, scientific, or other achievement, in coordination with the employee's supervisor, may initiate an award nomination. Nominations should be submitted within 30 calendar days after the act, service, or achievement to be recognized. Final action should be taken within 30 calendar days thereafter, unless nominations must be forwarded to higher headquarters.

b. DA Form 1256 will be used to process these awards, including the OTS and the TOA. In addition to completion of Part 1 of the form, the following documentation is required:

(1) Short description of the employee's achievement.

(2) Indication of the category of award.

(3) The dollar amount or number of hours of the award.

(4) The value of benefits when the TOA exceeds 1 day. This value of benefits will be determined using payment of awards information in chapter 7.

(5) The signatures of the nominating and approving officials.

c. These awards will be processed as expeditiously as possible.

4–4. On-the-spot cash award

The OTS cash award is a small SASA (\$50 to \$500) which may be given by a supervisor for day to day accomplishments of subordinate employees. Processing of the OTS awards will be accomplished as expeditiously as possible.

4–5. Time Off Award

a. Employees may be granted up to 80 hours of time off during a leave year without charge to leave or loss of pay as an award for achievements or performance contributing to the Army mission. The TOA may be used alone or in combination with monetary or nonmonetary awards to recognize the same kinds of employee contributions. Contributions must directly support the Army mission or result in benefits to the Government. The extent of the contribution will be considered when determining the amount of time off that is approved.

b. The TOA may be granted in amounts up to 40 hours for a single contribution.

(1) Awards up to 1 day may be approved by the immediate supervisor.

(2) Awards over 1 day must be approved by a level above the immediate supervisor.

(3) The TOA must be scheduled and used within 1 year of the approval date.

(4) A TOA does not convert to a cash payment under any circumstance.

c. TOA will be given in increments of no less than 1 hour.

d. The DA Form 1256 will be used to process the TOA. In addition to completion of Part 1 of the form, the following documentation is required for all TOA awards:

(1) Short description of the employee's achievement and resulting benefits.

(2) Indication that the award is a TOA.

(3) The length of time off.

(4) The signature of the nominating and/or approving official.

(5) The amount of time off must be documented. A Standard Form (SF) 50 (Notification of Personnel Action) will be prepared at the time of the award and retained in the employee's official personnel folder (OPF)/electronic-OPF.

e. In addition, for awards of more than 1 day off, the criteria in chapter 7 will be used to determine the amount of time off.

f. Processing of the TOA will be accomplished as expeditiously as possible.

g. In the case of part-time employees or employees with uncommon tours of duty, the maximum time off during the leave year will be the average number of work hours in the employee's biweekly scheduled tour of duty. The maximum amount of time off granted for a single contribution for part-time or uncommon tour employees will be one-half the maximum amount of time that could be granted in the leave year for the employee.

h. Local implementing guidelines/procedures may be developed.

Chapter 5 Performance Awards

5–1. Concept

A performance award is a monetary award given in recognition of high level performance for a specific period. This award is used to recognize all appropriated fund employees, except SES employees. Please refer to Army DCIPS Policy Volume 2012 for similar type of award and eligibility.

5–2. Eligibility

a. Employees whose most recent rating was at Level 3 (Fully Successful or equivalent) or higher may be granted monetary awards. These awards include rating-based performance awards and individual contribution (for example, special act) awards.

b. Employees will not be nominated automatically for a performance award based on their rating. Performance awards should be used both to reward past performance and as an incentive to stimulate future high level performance of the awardees and their peers. The nomination should be submitted within 30 days of approval of the rating of record.

c. Organizational accomplishments, including the employees' overall contributions to mission accomplishment, should be major considerations when recommending or approving performance awards for individual employees.

5–3. Approval authority

The approving official should be at least one level above the level of the nominating official and should be the official responsible for the awards budget of the unit. When the commander is the rating supervisor, higher review or approval of the award is not required (unless the dollar amount of the award exceeds the commander's delegated approval authority).

5-4. Amount of award

a. Performance awards will be computed as a percentage of pay with a maximum award of 10 percent of the employee's annual base pay.

b. Unusually exceptional employees may receive awards up to 20 percent of the employee's annual base pay, if approved by the commanders of ACOMs, ASCCs, DRUs, and AASA. Unusually exceptional performance surpasses the normal requirements for the Exceptional rating and should be fully documented. For example, an unusually exceptional employee's contribution to mission accomplishment or organizational effectiveness would be easily identified, documentable, and clearly superior to others rated Exceptional.

c. Generally, within the same organizational element, employees with higher ratings should receive larger dollar awards than employees at the same grade level who have lesser ratings.

5-5. Budgeting for awards

a. Commanders are responsible for ensuring that funds are budgeted and paid out for general schedule (GS) employee performance awards. The funding will fall within the range of the prevailing award guidance for GS employees as set by OPM, the Office of Management and Budget, and DOD.

b. Adequate funds must be budgeted for performance awards for appropriated fund, NAF, and non-SES employees. It is recommended that the budgetary limitations set by OPM, the Office of Management and Budget, and DOD for eligible employees be budgeted for awards.

5-6. Nominations for performance awards

a. Documentation will consist of a DA Form 1256 and the performance narratives justifying the performance award.

b. Nominations should be submitted within 30 calendar days from the approval date of the rating of record. Final action should be completed within 30 days thereafter.

c. Nominations will not be approved when—

- (1) Prompted solely by the impending departure of a supervisor or an employee.
- (2) Prompted solely by the fact that the employee is currently at a pay rate subject to legal limitation (pay cap) or the tenth step of the grade.
- (3) An employee has received a previous performance award based in whole or in part on the performance currently being recommended for recognition.

5-7. Previous award

Receipt of one or more awards for a suggestion, invention, scientific achievement, or a special act or service during a period of high level performance does not prevent the receipt of a performance award unless the nomination for the performance award is based on the same accomplishment(s) for which the previous award(s) was granted.

Chapter 6 Quality Step Increases

6-1. Description

The purpose of a QSI is to recognize excellence in performance by granting an accelerated step increase. A QSI is a permanent salary increase for GS employees only, and careful consideration should be given before granting a QSI. QSIs must be limited to those cases where exceptional performance has extended over a significant period of time and is expected to continue into the future.

6-2. Eligibility

a. Currently be paid below step 10 of his or her grade.

b. Have a most recent rating of record of Level 5 ("Outstanding").

c. Have demonstrated sustained performance of high quality for a significant period of time.

d. Have not received a QSI (or QSI-equivalent under a personnel system other than the general schedule) within the preceding 52 consecutive calendar weeks.

6-3. Nominations for a Quality Step Increase

a. A DA Form 1256 will accompany the performance narratives justifying the QSI of an Outstanding rating of record for the current rating period.

b. The nomination will be submitted within 30 days of approval of the rating of record.

6–4. Approval authority

a. Commanders should delegate approval authority to a level at which comparable authority lies for significant personnel management actions and effective control can be exercised.

b. The approving official must be at least one level above the level of the nominating official. When the commander is the rating supervisor, higher level review or approval of the QSI is not required.

6–5. Administration

a. The QSI will not change the effective date of the employee's normal within-grade pay increase except when receipt of a QSI places an employee in the fourth or seventh step of a grade, the waiting period for a regular within-grade increase is extended by 52 weeks under the graduated waiting period schedule prescribed by Title 5, United States Code, Section 5335 (5 USC 5335).

b. Activities will, on an annual basis, publicize the number of QSIs given during the year by serviced organizations and grade level.

Chapter 7

Payment of Awards

7–1. Monetary awards

DA considers approved monetary awards to be valid obligations of the Government that must be paid, subject only to availability of funds and meeting legal and regulatory requirements. Awards may be paid for performance (chap 5) and for contributions that result in tangible or intangible benefits, or a combination of both.

7–2. Award payment

a. Request and approval of award payment for civilian employees will be processed and made under the provisions of Defense Finance and Accounting Service-Indianapolis (DFAS-IN) Regulation 37–1 using DA Form 1256. Payment for Soldiers will be made per DFAS-IN Regulation 37–1 using SF 1034 (Public Voucher for Purchases and Services Other Than Personal).

b. Awards are subject to applicable tax rules. Under the provision of DOD 7000.14–R, cash award payments are subject to the withholding provision of Federal, state, and local income tax laws.

c. DA may pay monetary awards to eligible personnel of another department or agency if their contributions benefit the Army.

d. The losing organization must pay the award if that organization approved the annual rating or special act award. Funds will be transferred to the gaining organization. If the administrative costs of transferring funds would exceed the amount of the award, the gaining organization absorbs the costs and pays the award.

7–3. Awards based on tangible and intangible benefits

Award amounts will be determined using guidelines in tables 7–1 and 7–2. See table 7–3 for the time off award payment scale for a single contribution.

7–4. Cash awards for contributions that result in tangible monetary savings

All awards over \$5,000 which are based in whole or in part on tangible benefits will be audited by an appropriate independent auditor. Cash awards are not granted for contributions with less than \$250 in benefits. In such cases, a letter of appreciation or commendation may be used.

7–5. Cash awards for contributions that result in intangible benefits

a. Awards in this category are recommended on the basis of judgment rather than precise facts and provable calculations. Award recommendations will be reviewed for merit, and approval of awards and amounts will be as fair and consistent as possible.

b. If a contribution with intangible benefits in a moderate-limited category does not compare favorably with one involving tangible benefits of at least \$250, no cash award is in order. In such cases, a letter or memorandum of appreciation or commendation may be used.

7-6. Cash awards for contributions that result in both tangible and intangible benefits

A contribution may result in both tangible and intangible benefits. If so, the intangible benefits need only be recognized to the extent that the contribution is not adequately recognized based on the tangible benefits realized.

Table 7-1
Tangible Benefits—Example Scale of Award Amounts

Benefits	Awards
Estimated First-Year Benefits	Amount of Award to Employee
Up to \$100,000 in benefits	10% of benefits
\$100,001 and above in benefits	\$10,000 plus 1% of benefits above \$100,001 up to \$25,000 with OPM approval

Note:

Presidential approval is required for award amounts exceeding \$25,000 and must be submitted to the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) for endorsement to the OPM. While the amount of savings may suggest an award exceeding \$25,000 based upon a DOD Component's awards scale, the savings cannot be the sole basis for requesting Presidential consideration. Only meritorious ideas or accomplishments of extraordinary, national significance that would otherwise warrant attention of the President may be endorsed to the President for approval.

Table 7-2
Intangible Benefits-Example Scale of Award Amounts

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one facility, installation, regional area, or an organizational element of a headquarters. Affects small area of science or technology.	Affects functions, mission, or personnel of an entire regional area, command, or bureau. Affects an important area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or agency. Affects an extensive area of science or technology.	Affects functions, mission, or personnel of more than one department or agency or is in the public interest throughout the Nation and beyond.
Moderate Change or modification of an operating principle or procedure with limited use or impact.	\$25 to \$125	\$126 to \$325	\$326 to \$650	\$651 to \$1,300
Substantial Substantial change or modification of procedures. An important improvement to the value of a product, activity, program, or service to the public.	\$125 to \$325	\$326 to \$650	\$651 to \$1,300	\$1,301 to \$3,150
High Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.	\$325 to \$650	\$650 to \$1,300	\$1,301 to \$3,150	\$3,151 to \$6,300
Exceptional	\$650 to \$1,300	\$1,301 to \$3,150	\$3,151 to \$6,300	\$6,301 to \$10,000

**Table 7–2
Intangible Benefits-Example Scale of Award Amounts—Continued**

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.				

**Table 7–3
Time Off Awards scale for a single contribution**

Value to organization	Number of hours
Moderate:	1 to 10
A contribution to a product, activity, program, or service to the public which is of sufficient value to merit formal recognition.	
Beneficial change or modification of operating principles or procedures.	
Substantial:	11 to 20
An important contribution to the value of a product, activity, program, or service to the public.	
Significant change or modification of operating principles or procedures.	
High:	21 to 30
A highly significant contribution to the value of a product, activity, program, or service to the public.	
Complete revision of operating principles or procedures, with considerable impact.	
Exceptional:	31 to 40
A superior contribution to the quality of a critical product, activity, program, or service to the public.	
Initiation of a new principle or major procedure with significant impact.	

Chapter 8 Honorary Awards

8–1. Federal honorary awards

a. This chapter covers civilian honorary awards authorized by DA. The awards in paragraphs 8–2 through 8–6 are listed in hierarchical order from the highest to the lowest. A chart which compares top civilian and military awards by approval level is shown in table 8–1.

b. See chapter 16 – Presidential and Department of Defense Honorary Civilian Awards.

c. See chapter 17 – Presidential and Department of Defense Public Service Awards.

d. Nominations for awards in this chapter should be submitted within 6 months after completion of the act or period to be cited.

8–2. Distinguished Civilian Service Medal

a. This award, granted by the SECARMY, consists of a medal, lapel button, and citation certificate, DA Form 7014 (Distinguished Civilian Service Medal). Nominations should be submitted within 6 months after completion of the period to be cited. When granted for bravery, a minimum cash award of \$1,000 will accompany the medal.

b. With the exception of nominations for bravery, nominees must have established a demonstrable pattern of excellence and achievement which normally have been recognized by previous honorary awards up to and including the DA Form 7015 (Superior Civilian Service Medal).

c. Eligibility will be determined by measuring contributions against the following example levels of achievement:

(1) Accomplished assigned duties of major program significance to DA in such a way as to have been clearly exceptional or preeminent among all persons who have performed similar duties.

(2) Developed and improved major methods and procedures, developed significant inventions, or was responsible for exceptional achievements that affected large-scale savings or were of major significance in advancing the missions of DA, DOD, and the Federal Government.

(3) Exhibited great courage and voluntary risk of life in performing an act resulting in direct benefit to the Government or its personnel.

(4) Provided outstanding leadership to the administration of major Army programs resulting in highly successful mission accomplishment or in the major redirection of objectives or accomplishments to meet unique or emergency situations.

d. When the Distinguished Civilian Service Medal is approved, it may be held for the Secretary of the Army Awards Ceremony. For nominations to be considered for presentation at the ceremony, they must be submitted to the Executive Secretary, AIAB, in sufficient time to be boarded in accordance with the call for nominations. Nominations should indicate the availability of the nominee to attend the Pentagon ceremony, usually held in accordance with the call for nominations. Generally, individuals scheduled to retire before the date of the ceremony will not be included in the ceremony.

8–3. Superior Civilian Service Medal

a. This award, granted by the SECARMY or commanders of ACOMs, ASCCs, DRUs; members of the SES serving as the director of a DRU; or the AASA for HQDA. This authority may be further delegated to commanders in the rank of major general (MG) and above or civilian equivalent and to Principal Officials of HQDA. This award consists of a medal, lapel button, and citation certificate, DA Form 7015 (Superior Civilian Service Medal). Nominees must have established a pattern of excellence, normally demonstrated by the receipt of lower level awards. When granted for bravery, a minimum cash award of \$750 will accompany the medal.

b. Eligibility will be determined by measuring contributions against the following example levels of achievement:

(1) Accomplished supervisory or nonsupervisory duties in an exemplary manner, setting a record of achievement, and inspiring others to improve the quantity and quality of their work.

(2) Demonstrated unusual initiative and skill in devising new and improved equipment, work methods, and procedures; inventions resulting in substantial savings in expenses such as manpower, time, space, and materials, or improved safety or health of the workforce.

(3) Achieved outstanding results in improving the morale and performance of employees.

(4) Exhibited unusual courage or competence in an emergency, while performing assigned duties, resulting in direct benefit to the Government or its personnel.

(5) Rendered professional or public relations service of a unique or distinctive character.

8–4. Meritorious Civilian Service Medal

a. This award consists of a medal, lapel button, and citation certificate, DA Form 5655 (Meritorious Civilian Service Medal). This award may be approved by commanders in the rank of MG and above, or the civilian equivalent, with authority to further delegate no lower than general officers in the rank of MG or above, or the civilian equivalent.

b. Nominations for this award will reflect superior service or achievement, or heroism of a lesser degree than that recognized by the Superior Civilian Service Medal. The nomination should be submitted within 6 months after completion of the act or period to be cited. When granted for bravery, a minimum cash award of \$500 will accompany the medal. Employees who have established a pattern of excellence, normally recognized through the previous receipt of one or more honorary or monetary performance awards, may be considered for this award.

8–5. Civilian Service Commendation Medal

a. This award consists of a medal, lapel button, and citation certificate, DA Form 4689 (Civilian Service Commendation Medal). It is approved by commanders in the rank of colonel (O–6) and above or civilian equivalent, with authority to further delegate to members of the SES and general officers. Authority may not be further delegated. Nominations will reflect service or achievement of a lesser degree than recognized by the Meritorious Civilian Service Medal.

b. Employees who have established a pattern of excellence, normally recognized through the previous receipt of one or more honorary or monetary performance awards, may be considered for this award.

c. Eligibility will be determined by measuring contributions against the following example levels of achievement:

(1) Accomplished supervisory or nonsupervisory duties in an outstanding manner, setting an example of achievement for others to follow.

(2) Demonstrated initiative and skill in devising new or improved equipment, work methods, and procedures; conceiving inventions that resulted in considerable savings in manpower, time, space, materials, or other items of expense; or items that improved safety or health of the workforce.

(3) Demonstrated leadership in performing assigned duties that resulted in improved productivity of the unit.

(4) Rendered professional or public relations service that resulted in considerable favorable publicity in the local area.

(5) Demonstrated courage or competence in an emergency while performing assigned duties resulting in benefit to the Government or its personnel.

8–6. Civilian Service Achievement Medal

a. This award consists of a medal, lapel button, and citation certificate, DA Form 5654 (Civilian Service Achievement Medal). It is awarded for noteworthy achievements that are of a lesser degree than those recognized by the Civilian Service Commendation Medal.

b. It is approved by commanders in the rank of lieutenant colonel (O–5) and above or civilian equivalent, with authority to further delegate to directors of DRUs, members of the SES, and general officers. This authority may not be further delegated.

c. A nomination normally covers either a period of sustained superior service or a level of achievement sufficient to warrant this recognition or both.

8–7. Patriotic Public Service Lapel Pin

a. This award recognizes patriotic civilian service that contributes to the mission of an Army activity, command, or staff agency, or to the welfare of Army personnel. The award consists of a lapel button and certificate, DA Form 7012 (Patriotic Public Service Lapel Pin).

b. This award is granted to individual employees or groups of employees for service that is not related to the official position(s) of the individual or group. Services provided must reflect patriotic off-duty activities of a public service nature contributing to the mission accomplishment of an Army element or to the welfare of Army personnel. This award may also be used to recognize civilian employees for community service that reflects favorably on an Army activity or installation.

c. This award is granted to individuals and groups by the SECARMY or commanders in the rank of lieutenant colonel (O–5) and above, with authority to further delegate no lower than directors of DRUs, members of the SES and general officers for services provided to Army elements under his or her jurisdiction.

8–8. Civilian Award for Humanitarian Service

This award consists of a medal, lapel button, and certificate, DA Form 5652 (Civilian Award for Humanitarian Service). This award may be granted by the SECARMY or commanders of ACOMs, ASCCs, DRUs; members of the SES and general officers serving as the director of a DRU; and the AASA for HQDA. This authority may be further delegated to commanders in the rank of MG and above or civilian equivalent. This award is for individuals who have distinguished themselves by meritorious direct “hands-on” participation in an act or operation of a humanitarian nature directed toward an individual or groups of individuals. Documentation must provide evidence which substantiates on site participation in a humanitarian act or operation. Nominations should cover a period of service during which the individual performed significant humanitarian actions, deeds, or achievements. Achievements deserving DA-wide recognition should be submitted through the Executive Secretary, AIAB to the SECARMY for approval.

8–9. Certificate of Achievement

a. The DA Form 2442 (Certificate of Achievement) may be granted by local commanders or other locally authorized individuals as honorary recognition for individual or group contributions.

b. Eligibility will be determined by measuring contributions against the following example levels of achievement:

(1) Accomplished assigned duties in a commendable manner, demonstrating skill and initiative in either devising or improving work methods and procedures or both, causing a saving of manpower, time, space, or materials.

(2) Significantly improved employee morale and job performance.

(3) Demonstrated personal diligence or initiative which was directly responsible for meeting mission requirements or special workload projects involving unexpected difficulties and operational demands.

8–10. Commendation Certificate

This DA Form 2443 is usually given on the occasion of a cash award such as a SASA (para 4–1), a performance award (para 5–1), or a QSI (para 6–1). The use of this certificate is optional. The certificate may be signed by the recipient’s supervisor or higher management level.

8–11. Certificate of Appreciation

DA Form 7013 (Certificate of Appreciation) is used to recognize accomplishments of employees when a monetary or higher level honorary award is not appropriate. It may be granted by local commanders or other locally authorized individuals. The certificate may be overprinted for particular groups or events at the discretion of the commander.

8–12. Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition

a. This award consists of a silver medallion, lapel button, and citation certificate, DA Form 7129 (Secretary of the Army’s Award for Outstanding Achievement in Materiel Acquisition), signed by the SECARMY. (The medallion will accompany the certificate only when the award is presented as an individual award.)

b. This award is given for outstanding individual or team contributions by Soldiers or civilian employees for the timely, efficient, and economical acquisition of quality supplies and services. The award recognizes high level achievement in project, materiel, and special management activities, procurement, and production efforts, and management of research and development.

c. All direct-hire DA employees and Soldiers on active duty are eligible for consideration. A maximum of 10 awards may be presented yearly.

d. To be eligible for the award, an individual or team of no more than five persons must have—

(1) Been assigned for duty in a staff or operating function in support of the materiel acquisition process for at least 1 year before the expiration of the period of service to be recognized.

(2) Made a significant contribution to the improvement of the materiel acquisition process.

e. Improvement to the materiel acquisition process may be measured in part by the following:

(1) The complexity of the problem involved and the degree of initiative and originality displayed in solving it.

(2) The relative significance of the accomplishment in light of the overall activity mission.

(3) The possibility of direct application or adoption of the contribution by other activities.

(4) The improvement in program management.

f. Nominations must be submitted through command channels to the Executive Secretary, AIAB, in accordance with the call for nominations, each year. There is no limit on the number of nominations that may be submitted. When more than one nomination is submitted by ACOMs, ASCCs, DRUs, or AASA, the nominations will be ranked in order of the significance of accomplishments.

8–13. Department of the Army Certificate of Promotion

a. DA Form 4592 (Department of the Army Certificate of Promotion) may be awarded to employees upon promotion. The certificate may be signed by the recipient’s supervisor or higher management level.

b. DA appropriated and NAF civilian employees, including direct- and indirect-hire local national employees, are eligible to receive this certificate. To be eligible, the nominee must be employed by DA immediately preceding the permanent promotion action, or after military service, be reemployed by DA at a higher grade than that held previously. Changes between pay systems that result in pay increases and are properly processed as promotions are included (except for those changes required by reduction in force actions).

Table 8–1
Awards hierarchy and approval levels chart

Civilian award	Approval level	Military award ⁵	Approval level
DA Form 7014 (Distinguished Civilian Service Medal)	SECARMY	DA Form 4980–3 (Distinguished Service Medal Certificate) (Award No. 3 will be used)	DA Chief of Staff
DA Form 7015 (Superior Civilian Service Medal)	Commanders of ACOMs, ASCCs, and DRUs; members of the SES serving as the director of a DRU; and the	DA Form 4980–11 (Legion of Merit Certificate)	Commanders (lieutenant general and above depending upon purpose of award and rank of recipient)

**Table 8–1
Awards hierarchy and approval levels chart—Continued**

Civilian award	Approval level	Military award ⁵	Approval level
	AASA for HQDA ¹ May be further delegated to commanders MG and above or civilian equivalent and to Principal Officials of HQDA.		
DA Form 5655 (Meritorious Civilian Service Medal)	Commanders (MG and above or civilian equivalent) ²	DA Form 4980–12 (Meritorious Service Medal)	Commanders (MG and above)
DA Form 4689 (Civilian Service Commendation Medal)	Commanders (Colonel (06) and above or civilian equivalent) ³	DA Form 4980–14 (Army Commendation Medal)	Commanders (colonel and above)
DA Form 5654 (Civilian Service Achievement Medal)	Commanders (lieutenant colonel (05) and above or civilian equivalent) ⁴	DA Form 4980–18 (The Army Achievement Medal Certificate)	Commanders (lieutenant colonel and above)
DA Form 2442 (Certificate of Achievement)	Local commanders (may be re-delegated to directors)	DA Form 2442 (Certificate of Achievement)	Local commanders

Notes:

¹For purposes of this delegation, Principal Officials of HQDA, their staff and other elements, Field Operating Agencies, and Staff Support Agencies not specifically named as delegates of the prescribed authority, fall under the purview of the AASA.

²Commanders in the rank of MG and above, or civilian equivalent with authority to further delegate no lower than general officers in the rank of MG and above or civilian equivalent.

³Commanders in the rank of colonel (0–6) and above, or civilian equivalent with authority to further delegate no lower than members of the SES and general officers.

⁴Commanders in the rank of lieutenant colonel (0–5) and above, or civilian equivalent with authority to further delegate no lower than directors of DRUs, members of the SES, and general officers.

⁵ Specific information on military awards are found in AR 600–8–22.

8–14. Armed Forces Civilian Service Medal

a. The Armed Forces Civilian Service Medal (AFCSM) is established to recognize the contributions and accomplishments of the DOD civilian workforce in directly supporting the military forces, whose members are engaged in military operations of a prolonged peacekeeping or humanitarian nature. The AFCSM symbolizes the importance the DOD attaches to civilian service and recognizes the value of civilian service in helping to accomplish our Nation’s objectives. This award honors those employees who support designated operations under the same or similar conditions as our military members, thereby strengthening the unique partnership between our uniformed members and the civilian workforce.

b. In order to qualify for the medal, civilians must have been involved in direct support of the Armed Forces and must meet other specific criteria pertaining to the duration of the support in a specifically designated military operation beginning on or after 1 June 1992. To date, the designated operations are Provide Promise, Joint Endeavor, Able Sentry, Deny Flight, Maritime Monitor, and Sharp Guard.

c. As a general rule, when the Chairman of the Joint Chiefs of Staff has approved issuance of the Armed Forces Service Medal (AFSM) for military participation in humanitarian or peacekeeping operations, the AFCSM may be awarded for the same operation. The award is approved for issuance to eligible civilian employees as defined in 5 USC 2105, who would be eligible for awards under DODI 1400.25, including NAF employees. In most cases, that would mean employees who are eligible for other Army honorary awards may also receive the AFCSM. They must be engaged in direct support of the military for 30 consecutive days in the area of eligibility or for the full period when an operation is of less than 30 days in a military operation awarded the AFSM. Alternatively, the employee would qualify for the medal by providing direct support for 60 non-consecutive days in an AFSM operation provided this support involves the employee entering the areas of eligibility. The areas of eligibility are the same as designated for approved AFSM military operations, specifically:

- (1) The foreign territory on which military troops have actually landed or are present and specifically deployed for the operation.
- (2) Adjacent water areas in which ships are operating, patrolling, or providing direct support of the operation.

(3) The air space above and adjacent to the area in which an operation is being conducted.

d. The AFCSM is a 'theater' award. Any eligible civilian employee who has been in the theater of operations and meets the other qualifying criteria is eligible for the award. Although the beginning date for the award has been established, the ending date has not yet been determined. No more than one AFCSM medal may be awarded to any one civilian employee. Participation in subsequent eligible operations may be acknowledged with DA Form 7013 (Certificate of Appreciation) and/or a 3/16 Bronze Service Star. A contribution to or support of an AFSM military operation by employees assigned to remotely located activities, that is, outside the areas of eligibility, is not justification for award of the AFCSM. Such performance or contribution, if merited, may be acknowledged by other appropriate recognition.

e. Commanders of ACOMs, ASCCs, DRUs; members of the SES serving as the director of a DRU; and the AASA for HQDA are authorized to grant the medal. This authority may be re-delegated.

8–15. Award for Outstanding Service in the Army Senior Executive Service

The Award for Outstanding Service in the Army Senior Executive Service consists of the Army SES flag, lapel pin replica of the Army SES flag, and an official commendation (DA Form 2443) for outstanding Army SES service. This award is given upon departure from the Army to those individuals who have served in an outstanding manner for 3 years or more as Army SES members. An individual may only receive this award once in his or her life. Nominations are submitted through command channels to the Executive Secretary, AIAB. If an additional honorary award nomination is submitted for the departing Army SES member, both awards will be submitted together. The nominating organization of the individual is responsible for ordering the flag and pin through U.S. Army TACOM, Clothing & Heraldry PSID's website at www.heraldry.army.mil. Click on Create a New SES Flag Request.

8–16. Awards for Outstanding Service in a Senior Level or Senior Scientific and Professional Position

The Award for Outstanding Service in a Senior Level (SL) position or Senior Scientific and Professional (ST) position consists of an Army SL or ST flag, lapel pin replica of the Army SL or ST flag, and an official commendation certificate (DA Form 2443) for outstanding service in an Army SL or ST position. This award is given upon retirement to those individuals who have served in an outstanding manner for 3 years or more in an Army SL or ST position. If an additional honorary award nomination is submitted for the retiree, both awards will be submitted together. The nominating organization of the individual is responsible for ordering the flag and pin through U.S. Army TACOM, Clothing & Heraldry PSID's website at <http://www.heraldry.army.mil>. Click on Create a New SES Flag Request.

Chapter 9

Public Service Awards

9–1. Awards for public service

This chapter contains the awards for public service authorized by DA.

a. Individuals or groups who are not employed by the Army (for example, other Federal employees, private citizens, and so forth), or who were not so employed during the period for which an award is recommended are eligible for awards under this chapter.

b. Presidential appointees and senior Army officials in non-career positions are eligible for awards under this chapter.

c. To avoid issues with contractual relationships and obligations, actual or perceived conflict of interest, and actual or perceived acts of favoritism, persons, organizations, or companies having a commercial or profit-making relationship with the DOD or Army, to include contractors, are ineligible for recognition. The single exception is if the contribution is deemed to be unrelated to and completely outside any contractual relationship with DOD and the recognition is clearly in the public interest.

9–2. Distinguished Public Service Medal

This award consists of a gold medal, lapel button, and citation certificate, DA Form 7016 (Distinguished Public Service Medal). The SECARMY awards this decoration to those who provide distinguished service that makes a substantial contribution to the accomplishment of the Army's missions. This medal may be awarded to—

a. Civilians not employed by the Army (for example, other Federal employees, private citizens, and so forth).

b. Presidential appointees and senior Army officials in non-career positions.

c. Technical personnel who serve the Army in an advisory capacity or as consultants.

9–3. Superior Public Service Medal

The Superior Public Service Medal consists of a silver medal, lapel button, and citation certificate, DA Form 7402 (Superior Public Service Medal). The SECARMY awards this decoration to individuals not employed by the Army (for example, employees from other DOD Components or Federal agencies, and private citizens not employed by the Army during the period for which an award is recommended), or Presidential appointees and senior Army officials in non-career positions are eligible for this award. Contractors are not eligible for this award. This award is appropriate for spouses of military members provided they meet the criteria. Nominations for this award will be forwarded to the AIAB through command channels. Nominated individuals must have provided exceptional public service to the Army deserving of greater recognition than that which can be granted by an Army commander.

9–4. Meritorious Public Service Medal

a. This award consists of a bronze medal, lapel button, and citation certificate, DA Form 7017 (Meritorious Public Service Medal). This award may be granted by the SECARMY or commanders of ACOMs, ASCCs, DRUs; members of the SES and general officers serving as the director of a DRU; or the AASA for HQDA. This authority may be further delegated to commanders in the rank of MG and above or civilian equivalent for outstanding service that makes a substantial contribution or is of significance to the ACOM, ASCCs, DRUs, and AASA concerned.

b. This medal may be awarded to—

- (1) Civilians not employed by the Army (for example, other Federal employees, private citizens, and so forth).
- (2) Presidential appointees and senior Army officials in non-career positions.
- (3) Technical personnel who serve the Army in an advisory capacity or as consultants.

9–5. Public Service Commendation Medal

a. This award consists of a bronze medal, lapel button, and certificate, DA Form 5231 (Public Service Commendation Medal). It ranks directly below the Meritorious Public Service Medal and may be approved by any of the following individuals:

- (1) Any commander (colonel and above).
- (2) Commanders exercising courts-martial authority.
- (3) Principal officials of HQDA staff agencies.
- (4) Officials of general officer or SES rank.

b. This medal may be awarded to—

- (1) Civilians not employed by the Army (for example, other Federal employees, private citizens, and so forth).
- (2) Presidential appointees and senior Army officials in non-career positions.
- (3) Technical personnel who serve the Army in an advisory capacity or as consultants.

c. This award is given to recognize service or achievements that contribute significantly to the accomplishment of the mission of an Army activity, command, or staff agency.

9–6. Patriotic Public Service Lapel Pin

a. This award recognizes patriotic civilian service that contributes to the mission of an Army activity, command, or staff agency, or to the welfare of Army personnel. The award consists of a lapel button and certificate, DA Form 7012 (Patriotic Public Service Lapel Pin). The lapel button will accompany the certificate only when the award is presented as an individual award.

b. This certificate may be awarded to civilians not employed by the Army (for example, other Federal employees, private citizens, and so forth) or officials of DA at the policy development or approval level. It also may be awarded to groups, including employees, business firms, fraternal organizations, and quasi-military units.

c. This award may be approved by any commander in the rank of lieutenant colonel (O–5) and above, with authority to further delegate to directors of DRUs, members of the SES, and general officers. This authority may not be further delegated.

9–7. Civilian Award for Humanitarian Service

This award consists of a medal, lapel button, and certificate, DA Form 5652 (Civilian Award for Humanitarian Service). This award may be granted by commanders of ACOMs, ASCCs, DRUs; members of the SES and general officers serving as the director of a DRU; and the AASA for HQDA. This authority may be further delegated to commanders in the rank of MG and above or civilian equivalent. Private citizens of the United States, as well as private citizens and Government officials of foreign nations, are eligible for consideration. Nominations should cover a period of service during which the individual performed significant humanitarian actions, deeds, or achievements.

Achievements deserving DA-wide recognition should be submitted through the Executive Secretary, AIAB to the SECARMY for approval.

9–8. Certificate of Appreciation

DA Form 7013, (Certificate of Appreciation), is used to recognize accomplishments of private citizens when a higher level honorary award is not appropriate. It may be granted by local commanders or other locally authorized individuals as honorary recognition for civilians not employed by the Army (for example, other Federal employees, private citizens, and so forth). The certificate may be overprinted for particular groups or events at the discretion of the commander.

Chapter 10 Valorous Awards

10–1. Secretary of the Army Award for Valor

a. The Secretary of the Army Award for Valor is established to acknowledge acts of heroism or bravery connected with an Army employee or Army activity, or that in some way benefits the Army. The award consists of a gold medal and certificate (DA Form 7498 (Secretary of the Army Award for Valor)) signed by the SECARMY.

b. To be eligible for this award, the nominee must have distinguished himself or herself by exhibiting great courage or sacrifice involving heroism or bravery. The performance of the act must be evidenced by voluntary action above and beyond the call of duty. The act may be recognized if it is connected with an Army employee or Army activity, or if the Army in some way benefits from it. Awards will be made only to recognize single acts of heroism or bravery and will not be made in recognition of activities or conflict with an armed enemy. The nominee must have been in a situation involving personal hazard or danger and the voluntary risk of life, on or off the job. Awards will not be made solely on the basis of having saved a life. Nominations must be well documented with information.

c. Only one medal is authorized for multiple acts of heroism during a single incident.

d. The medal may be awarded posthumously and, when so awarded, may be presented to a representative of the deceased individual's Family.

e. The SECARMY is the approval authority for this award. All nominations will be reviewed by the AIAB for recommendation to approve, disapprove, or return for additional information.

10–2. Nominations

Nominations must include the following:

a. For Government employees: name, organization, and contact information; for all others, name and contact information.

b. A detailed description of the act of bravery, date, time, place, and scene of the incident; name and any other personal information about the individual(s) the nominee rescued or attempted to rescue; details of the hazard(s) faced by the nominee; and a thorough account of the act. The description must be well documented, including names of witnesses, if any, and information as to whether the nominee was assisted by other persons and if injury occurred. Witnesses' names, telephone numbers, and statements should be included, if available, and notarized eyewitness statements written in memorandum format from a first-hand perspective by personnel who were present and observed the incident. Each statement will contain, at a minimum, the following:

- (1) Who - Witness' position to individual being nominated for the award.
- (2) What - Describe in detail the valorous actions of the nominee during the event.
- (3) When - Date of incident, duration, and/or conditions.
- (4) Where - Location of event.

c. In addition to eyewitness statement(s), extracts from official records, sketches, maps, diagrams, and photographs which support the stated facts, are recommended as part of the nomination package.

Chapter 11 Secretary of Defense Awards Approved by the Army

11–1. Secretary of Defense for the Defense of Freedom Medal

a. The Secretary of Defense for the Defense of Freedom Medal (DFM) is established to acknowledge civilian employees of the DOD who are killed or wounded in the line of duty. The award consists of a medal, ribbon, and certificate (DA Form 7499 (Secretary of Defense Medal for the Defense of Freedom)).

b. To be eligible for this award, an individual must be a DOD civilian employee meeting the definition of "employee" under 5 USC 2105, who would be eligible for awards under DODI 1400.25, including employees of NAF activities, when killed or wounded by hostile action while serving under any competent authority of DA under conditions for which a military member would be eligible for receipt of the Purple Heart.

c. Eligibility criteria for the DFM are aligned as closely as practicable to those for the Purple Heart for members of the Armed Forces; this medal differs from other medals in that it is not "recommended." The employee is "entitled" to the DFM if the employee is eligible under paragraph *b*, above and the following conditions or criteria are present:

(1) Hostile action may involve, but is not limited to, the use of conventional or nuclear weapons, chemical or biological agents, explosives, or missiles.

(2) The DFM should be awarded to employees who are killed or who sustain injury due to hostile action against the United States of America, or killed or wounded while rescuing or attempting to rescue any other employee or individual subjected to injuries sustained under such conditions.

(3) The wound for which the award is made must have required treatment by a medical officer, and records of medical treatment for wounds or injuries received in action must have been made a matter of official record. Submissions for the Medal for the Defense of Freedom must include a copy of the official record of medical treatment for an injury or a confirmation of death. Forward a memorandum signed by the Component Head to the Assistant Director, Labor and Management Employee Relations Division, Directorate for Personnel and Security, Washington Headquarters Services through the Director, Administration and Management.

(4) The DFM is authorized for the incident of death or the first wound suffered under the conditions indicated above. The DFM itself may be awarded only once; however, for subsequent events that would require the award of the DFM, a device will be awarded to attach to the ribbon of the DFM in accordance with paragraph 1–6*d*. Only one DFM or device will be awarded for all injuries or wounds received in the same hostile incident.

d. The DFM may be awarded posthumously and, when so awarded, may be presented to a representative of the deceased employee's Family.

e. DOD Component heads have the authority to approve the DFM for their respective employees. The USD (P&R) has discretionary authority to approve the medal for certain qualifying non-DOD personnel. The USD (P&R) has re-delegated the authority to approve the DFM for certain qualifying non-DOD personnel to the Component heads. Therefore, the SECARMY retains the authority to approve and administer the DFM for DA civilian employees and to approve the DFM for certain non-DOD personnel.

11–2. Secretary of Defense Medal for the Global War on Terrorism

a. The Secretary of Defense Medal for the Global War on Terrorism (GWOT) recognizes and honors the contribution of eligible civilians in direct support of our military members engaged in operations to combat terrorism. The award consists of a medal, ribbon, and certificate (DA Form 7647 (Secretary of Defense Medal for the Global War on Terrorism)).

b. The GWOT medal is awarded to civilian employees as defined in 5 USC 2105, who would be eligible for awards under DODI 1400.25, including employees of NAF activities, and who, on or after September 11, 2001 until a date to be determined, participated abroad, under the following conditions, in an operation that directly supported a U.S. military global war on terrorism operation in a designated geographic location approved for award of the Global War On Terrorism Expeditionary Medal (GWOTEM) or similar operation for which a separate military campaign medal was awarded:

(1) Employee was in direct support for 30 consecutive days in an area of eligibility in a military operation (or the full period when the operation is of less than 30 days duration); or

(2) Employee was in direct support for 60 non-consecutive days in an area of eligibility provided this support involves the employee entering the area of eligibility; or

(3) Regardless of time, if the employee was killed or medically evacuated from the area of eligibility while providing direct support in the designated operation.

c. Service in the United States does not meet the eligibility criteria. The employee must have actually been deployed to an area of eligibility to qualify for the GWOT medal.

d. Eligibility criteria for the GWOT medal are aligned as closely as practicable with that of the GWOTEM awarded to members of the Armed Forces. An employee may receive the GWOT medal if the employee is eligible under paragraph *b*, above and the following conditions or criteria are present:

(1) The GWOT medal may be awarded only once to a civilian employee for service in a GWOT military operation.

(2) An employee may not be awarded both the GWOT medal and the AFCSM for the same operation.

(3) A contribution to or support of a global war on terrorism military operation by an employee assigned to a remotely located activity (for example, outside the areas of eligibility) is not justification for award of the GWOT medal.

(4) Employee provided direct support.

(5) Employee entered the designated area of eligibility.

e. The medal may be awarded posthumously and, when so awarded, may be presented to a representative of the deceased employee's Family.

f. Commanders of Army commands, commanders of the Army service component commands, the commanders/superintendent/directors of the direct reporting units, and the AASA are authorized to approve award of the GWOT medal. This authority may be further delegated, in writing, to commanders and activity heads at grades no lower than lieutenant colonel or GS-14 (or equivalent).

g. The GWOT medal may be awarded to eligible individuals who are no longer employed by DOD, as long as the individual meets the eligibility criteria indicated above.

h. Contractor personnel are not eligible to receive the GWOT medal.

Chapter 12

The Lieutenant General Richard G. Trefry Lifetime of Service Award

12-1. Establishment

a. The Lieutenant General Richard G. Trefry Lifetime of Service Award (Trefry Award) is established as an honorary award of the U.S. Army.

b. The establishment of the Trefry Award will not terminate any other award or medal.

12-2. Background

See appendix B for the award's namesake's background.

12-3. Description

a. The Trefry Award will consist of a commemorative plaque with recipients' names engraved and will be on display in the Pentagon or at another appropriate location to be selected by the SECARMY. The display will also detail Lieutenant General (LTG) Trefry's contributions and the history of the Trefry Award.

b. A medal designed by The Institute of Heraldry and approved by the SECARMY will be presented to individual recipients, along with a framed certificate (DA Form 8266 (The Lieutenant General Richard G. Trefry Lifetime of Service Award)) or plaque. A depiction of the medal and an explanation of its symbology is at appendix C.

12-4. Criteria

The SECARMY may bestow the Trefry Award to individuals who—

a. Exemplify LTG Trefry's ethos and lifetime of extraordinary and selfless service to the Army in a variety of capacities.

b. Supported and promoted consistently the professional advancement and development of military and/or civilian personnel.

c. Had a broad and significant effect on the Army at large through a longstanding commitment to innovation and leadership.

12-5. Eligibility

a. Present or former members of the Army, including members of the Regular Army and Reserve Component, and present or former DA Civilians are eligible for consideration for the award.

b. Individuals who have a commercial or profit-making relationship with the DA may be eligible to receive the award if their contributions are substantially beyond those specified or implied within the terms of the contract establishing the relationship or the recognition is clearly in the interests of the Army and the public.

c. No more than one Trefry Award will be awarded to any one person.

d. The Trefry Award may be conferred posthumously.

12-6. Awarding

a. The SECARMY may elect to grant the award to any person recommended to him pursuant to the procedures in paragraph 12-7, or any person the Secretary selects on his own initiative.

b. The award will be bestowed at the sole discretion of the SECARMY.

12–7. Nomination procedures

a. The SECARMY may request nominations for the Trefry Award whenever the Secretary believes it is appropriate to do so.

b. Any DA military or civilian personnel with knowledge of an individual's contributions to the Army over a lifetime of service who believes such contributions warrant the award may sponsor a nomination in response to the SECARMY's request for nominations.

c. Nominations will be submitted through the nominator's chain of command and the Office of the Deputy Chief of Staff, G–1 to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will include the following:

- (1) The nominee's name, address, and present position, if any.
- (2) A summary and analysis, not to exceed two double-spaced pages, of the nominee's lifetime contributions to the Army.
- (3) Supporting documentation (optional).
- (4) A proposed citation, not to exceed 90 words, that provides specific examples of the individual's contributions to the Army.
- (5) The name, address, and telephone number of the nominator.

d. The ASA (M&RA) may, but is not required to, establish a board to review nominations and make recommendations to the SECARMY. Additionally, the ASA (M&RA) will establish appropriate procedures for determining whether adverse or potentially adverse information regarding a nominee exists.

e. The ASA (M&RA) will forward nominations with recommendations through the Office of the Administrative Assistant to the Secretary of the Army for final coordination and submission to the SECARMY for review.

12–8. Award presentation

a. The Trefry Award will be presented in an appropriate ceremony.

b. The announcement of the granting of the Trefry Award and the award presentation ceremony may take place at any time during the year, at a time and place of the SECARMY's choosing.

Chapter 13

Secretary of the Army Award for Small Business Utilization

13–1. Purpose

The Secretary of the Army Award for Small Business Utilization is established to acknowledge exceptional achievements and outstanding support of the Army's small business program for the most previously completed fiscal year. The fiscal year will be identified by the Army Office of Small Business Programs (OSBP) in their request for nominations. The nomination for the award must be endorsed by the commander, when submitted.

13–2. Eligibility

a. Army Civilian and military employees.

b. Nominees can include Army Associate Directors of Small Business Programs; commanders; their key staff members at all levels; and contracting personnel. (Note: Small Business Specialists are not eligible since they are eligible for a comparable but separate award that recognizes their contributions).

13–3. Criteria for the award

Each criteria is equally important and each must be addressed in the supporting nominating rationale.

a. Provided outstanding leadership that resulted in command-wide policies, procedures, best practices, programs, or special projects with notable improvements to the overall operation of the Army Small Business Program. Leadership techniques and results must be identified in the response.

b. Achieved significant increases in small business goal achievements over the previous two fiscal years which will be identified by the Army OSBP in its request for nominations. These multiple year achievements should reflect consistent improvements in attaining the goals over the prescribed period. The small business categories are as follows:

- (1) Small business.
- (2) Small disadvantaged business.

- (3) Women-owned small business.
- (4) HUBZone small business.
- (5) Service-disabled veteran-owned small business.

c. Increases must be identified in the response. The Federal Procurement Data System is the official database that will be used by OSBP to validate significant increases in goal achievements. Validated data must be included in the nomination submission to include the date that the data was pulled.

d. Made significant outreach contributions that resulted in notable expansion of small businesses available to support the mission of the Army OSBP. Specific contributions and results must be identified.

e. Cultivated an acquisition team environment that enhanced contracting opportunities for small business firms.

13–4. Merit based selection process

A panel of subject matter experts will be duly appointed by the Director, OSBP, which will rate and rank the nominees and will forward that list to the Director for recommended decision.

Chapter 14

The Joseph V. Braddock Award

14–1. The Joseph V. Braddock award

The Joseph V. Braddock Award is established as an honorary award of the U.S. Army for members of and consultants to the U.S. Army Science Board (ASB). This award is intended to annually recognize an individual who has made a highly significant contribution to the Department of the Army in the ASB chartered fields of science, technology, manufacturing, acquisition, logistics, and business management while serving in a voluntary advisory capacity as a member of or consultant to the ASB. The establishment of the Braddock Award will not affect any other award or medal.

14–2. Criteria

The Secretary may bestow the Braddock Award to current and former ASB members or consultants who demonstrated one or more of the following qualities:

a. Exemplified Dr. Braddock's extraordinary and selfless volunteer service to the ASB, as indicated by length of service to the Army as a voting or nonvoting member of the ASB and the number of studies personally chaired, co-chaired, or participated in as a study team or red team member.

b. Contributed in a highly significant manner to the mission of the Army through exemplary advice and counsel on issues of major importance, as indicated by Army leadership feedback on study recommendations the member personally worked. For example, a personal letter of appreciation or similar recognition of the individual ASB member or study team, or number of study recommendations directed for implementation or further research. Additional measures of relevance to the Army might include the effect of study findings in terms of cost savings or cost avoidance, or in other areas such as combat effectiveness or Soldier safety.

c. Contributed in a highly significant manner to ASB operations by serving in a leadership capacity on ASB studies; within the ASB leadership structure; or as a consultant, mentor, or red team member.

14–3. Eligibility

a. Current and former ASB members or consultants who have contributed in a highly significant manner in a volunteer status to the Army's mission(s) through exemplary advice and counsel on issues of major importance to the Army as determined by the Secretary of the Army. The Braddock Award is based solely on the nominee's achievements on behalf of the Army while serving as a member of or consultant to the ASB under appointment as a special Government employee.

b. Not more than one Braddock Award will be awarded to any one person.

c. The Braddock Award may be conferred posthumously.

14–4. Nomination procedures

a. Principal Officials of HQDA; the commanders and directors of ACOMs, ASCCs, and DRUs; and the Chair of the ASB may submit nominations. The Chair of the ASB will convene a special review panel consisting of the Chair, Vice Chair, Executive Director, and two red team members for the purpose of recommending recipients to the Chair of the ASB. Any member serving on the review panel must recuse himself or herself from the selection process if they are a nominee.

b. Nominations will be accepted once a year and must be submitted by the nominator's chain of command. Nomination packages should be submitted through the Office of the Deputy Under Secretary of the Army (DUSA) to the ASB. Nominations should be addressed to the Chair of the ASB (Executive Director, ASB); Office of the Deputy Under Secretary of the Army (DUSA-ASB); 2530 Crystal Drive, Suite 7098; Arlington, VA 22202. Nominations must be submitted not later than 30 April each year.

c. Each May, the Executive Director of the ASB will present nominees to the Chair and review panel for consideration. The Chair will rely on the review panel to independently assess the nominations and recommend the selection of a recipient of the Braddock Award to the Chair. The Chair will propose the recommended nominee to the DUSA for endorsement and forwarding through the Assistant Secretary of the Army (Manpower and Reserve Affairs) to the Secretary of the Army for final approval.

d. Each nomination package should include the following information:

- (1) Name and position title of the individual nominated.
- (2) How long the individual has been a member of or consultant to the ASB and what positions the individual held during the tenure.
- (3) A summary describing the nominee's accomplishment(s) (not to exceed two pages, but may be accompanied by supporting information, such as charts and statistical data).
- (4) The award may be based only on a nominee's completed work on behalf of the Army while serving as a current or former member of or consultant to the ASB. Under no circumstances will the selection process consider an ASB member's outside activities or business pursuits as part of the nomination.
- (5) The name, address, and telephone number of the nominator.

14-5. Description

The Braddock Award will consist of an engraved plaque and DA Form 7550 (Award Citation Certificate) to be presented to the recipient. A separate, very similar commemorative plaque will be engraved with the names of all recipients and will be on display at an appropriate location within the Office of the DUSA.

14-6. Award presentation

Upon Secretary of the Army approval, the Executive Director of the ASB will prepare the announcement of the selectee, order the necessary plaque and certificate, and perform administrative functions associated with presentation of the award. The Secretary of the Army or designee will present the engraved plaque and DA Form 7550 to the honoree in an official ceremony to be conducted during an ASB quarterly meeting.

Chapter 15

The U.S. Army Leadership Award

15-1. Introduction

This honorary award is established to recognize demonstrated superior accomplishment and leadership that have contributed to the efficiency, efficacy, and overall improvement in the operations of the Department of the Army or its elements.

15-2. Description

The award will consist of a miniature reproduction of the departing official's positional flag, framed and affixed with a small engraved plaque stating "U.S. Army Leadership Award," the awardee's name, position in the Army, and period of service in the position.

15-3. Eligibility

Presidentially Appointed, Senate-confirmed (PAS) officials of the Department of the Army, the Chief of Staff, Vice Chief of Staff, and Sergeant Major of the Army are eligible for the "U.S. Army Leadership Award" at the conclusion of their period of service with the Army.

15-4. Criteria

Officials performing, or who have performed, the duties of a PAS in an "acting" capacity for a significant period are also eligible for the award. An "acting" official's service must have been in accordance with the law governing vacancies.

15–5. Nomination procedures

Nominations for the award will include an enumeration of the nominee's superior accomplishments and leadership that have contributed to the efficiency, efficacy, and overall improvement in the operations of the U.S. Army or its elements, or describe the benefit to the public interest resulting from the PAS's official employment with the Army. This justification for the award, along with the proposed inscription for the plaque, does not need to be more than a single page of text. Forward nominations and an associated DA Form 1256 (Incentive Award Nomination and Approval) to the Office of the Administrative Assistant for coordination and submission to the Secretary of the Army for approval.

15–6. Limitation

An official may receive only one "U.S. Army Leadership Award" per period of uninterrupted service with the Army. Eligibility for the "U.S. Army Leadership Award" is in addition to any award the official may be eligible for under this regulation.

Chapter 16

Presidential and Department of Defense Honorary Civilian Awards

16–1. Concept

This chapter contains honorary awards granted by the President and DOD to Civilian employees. Contact the Defense Civilian Personnel Advisory Service (DCPAS) for information and nomination procedures.

16–2. President's Award for Distinguished Federal Civilian Service

a. This award, which consists of a medal, a citation signed by the President, and a rosette, is the highest honorary award that the Federal Government can grant to career employees in recognition of exceptional achievements that are of unusual benefit to the Nation. The award can be granted at any time by the President to recognize an individual whose outstanding achievements have current impact on improved Government operations or the public interest and exemplify, to an exceptional degree, imagination, courage, and exceptional ability in carrying out the mission of the Government.

b. The importance of the achievements to the Government and to the public interest should be so outstanding that the employee is deserving of greater public recognition than that which can be granted by the SECARMY or the SECDEF. The award may be presented for the best achievements having current impact in improving Government operations or serving the public interest.

c. These achievements should exemplify one or more of the following qualities:

- (1) Imagination in developing creative solutions to problems in Government.
- (2) Courage in persevering against great odds and difficulties.
- (3) Exceptional ability in accomplishing extraordinary scientific or technological achievement; in providing outstanding leadership in planning, organizing, or directing a major program of unusual importance and complexity; or in performing an extraordinary act of credit to the Government and the country.
- (4) Long and distinguished career service.

d. Presidential appointees serving in non-career positions are not eligible for consideration for this award.

e. Nominees should have previously received the Distinguished Civilian Service Medal and the DOD Distinguished Civilian Service Award.

f. Nominations for the award should be submitted through command channels to the Executive Secretary, AIAB in accordance with the call for nominations, DA Form 1256 will accompany the nomination.

g. Nominations for this award will be typed single-spaced, on one side of standard size paper and will consist of the following:

- (1) *First page.* A brief biographical sketch, in itemized format, containing the following information:
 - (a) Date and place of birth.
 - (b) Significant educational background.
 - (c) Significant employment record.
 - (d) Type of appointment.
 - (e) Current grade level.
- (2) *Second page.* A proposed citation for the signature of the President, containing 50 to 60 words in two-paragraph form, highlighting the significance of the nominee's achievement.
- (3) *Other pages.* Additional pages with topical headings as follows:

- (a) *Summary of achievement.* Not more than one page. State in specific terms, including dates of achievement.
- (b) *Additional details.* In nontechnical language, illustrate how the nominee was personally responsible for the achievement.
- (c) *Benefits.* Discuss specific benefits of improving Government operations or serving the public interest. Describe separately the tangible and intangible benefits to the Government.
- (d) *Personal qualities.* Give examples of personal qualities of the not been covered already under previous headings.
- (e) *Other awards received.* Include a statement describing any other significant awards or honors received by the nominee which support the nomination.
- (f) *Additional material.* Supporting or technical material may be submitted to supplement the nomination. There is no limitation on the amount of such material that may be submitted; however, supporting material should be submitted separately in bound form.

16–3. Department of Defense Distinguished Civilian Service Award

- a. The Department of Defense Distinguished Civilian Service Award is the highest award given by the SECDEF to career employees. This award consists of a gold medal, a rosette, and citation signed by the SECDEF. It is presented in an annual ceremony to a small number of DOD civilian employees whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvement in the operations of DOD.
- b. An individual who receives the DOD Distinguished Civilian Service Award is eligible for a future grant of the same award if such consideration is based on a different achievement or service performed during a later period.
- c. Army nominations for this award should be made from among those employees who have been awarded the Distinguished Civilian Service Medal. In those instances in which the contributions or achievements are so outstanding as to warrant consideration for the DOD award, concurrent nominations may be submitted for both awards. It is not appropriate for employees about to retire.
- d. Nominations will be submitted to the Executive Secretary, AIAB, in accordance with the call for nominations in accordance with the call for nominations. Further information on eligibility, criteria, and nominating procedures may be found in DODI 1400.25–V451. The AIAB will release a call for nominations per DOD guidance.

16–4. Secretary of Defense Meritorious Civilian Service Award

This award may be granted to organizations (including corporations, associations, and other groups) for outstanding contributions to the national defense effort. These contributions must involve the material furtherance of an established DOD program and require considerable effort on the part of the organization concerned in the planning and execution of the service performed.

- a. This award recognizes career employees who have distinguished themselves by making exceptionally meritorious service contributions of major significance to the Department. This award is the second highest recognition granted to career employees by DOD. It is not appropriate for employees about to retire.
- b. Recommendations may be initiated by the commanders of ACOMs, ASCCs, DRUs, and the AASA to the Executive Secretary, AIAB. Each recommendation to the SECDEF will be accompanied by appropriated documentation giving factual evidence that a significant service has been rendered to DOD. Further information on nominating procedures may be obtained from the DCPAS.

16–5. Presidential Recognition Program

- a. Major achievements by civilian employees and Soldiers that improve Government operations or the delivery of services to the public will be considered for personal Letters of Commendation from the President.
- b. Civilian employees and Soldiers whose contributions are beyond job requirements and result in first-year measurable benefits of \$250,000 or higher, or represent exceptional management improvement contributions of equal benefit to the Government in areas that have high Presidential interest and concern, are eligible for nomination.
- c. Any or all of the following criteria will be applied in the screening of nominations:
 - (1) Reduction of operating costs.
 - (2) Better use of staff or materiel resources.
 - (3) Elimination of fraud, waste, or abuse.
 - (4) Reduced budget requests (from previous levels).
 - (5) Widespread or Government-wide application.
 - (6) Degree of simplification, improved performance, or creativity involved.
 - (7) Increased output, especially to the public.

d. Nominations may be submitted at any time for an individual, small working group, team, or task force. Nominations may not be made for units or organizations.

e. Nominations will be submitted to the Executive Secretary, AIAB, by a cover letter signed by the commanding officer of the activity and a DA Form 1256. It will certify either the measurable benefits to the Government or the significance of the contribution within the area of Presidential interest.

16–6. Department of Defense David O. Cooke Excellence in Public Administration Award

a. General. This award was created to promote, perpetuate, and recognize exceptional contributions to Federal service. Eligibility is limited to non-managerial career civilian employees with 3 to 10 years of Federal career service who demonstrate great leadership potential and dedication to service.

b. Additional information. Further information on eligibility, criteria, and nominating procedures may be found in DODI 1400.25–V451. The AIAB will release a call for nominations per DOD guidance.

Chapter 17

Presidential and Department of Defense Public Service Awards

Individuals nominated for these awards should not be given a DA award for the same achievement unless the nomination for the higher level award is disapproved.

17–1. Presidential Medal of Freedom

a. The Presidential Medal of Freedom may be awarded to any person who has made an especially meritorious contribution to—

- (1) The security or national interests of the United States.
- (2) World peace.
- (3) Cultural or other significant public or private endeavors.

b. Commanders of ACOMs, ASCCs, DRUs, and the AASA may submit nominations for this award. Nominations for this award, and awards cited in the following paragraphs, will be prepared in letter form and submitted through command channels to the Executive Secretary, AIAB, with documentation giving factual evidence that a highly significant service has been provided by the nominee. A proposed citation, not to exceed 125 words, will be included in the nomination.

c. Additional information. Further information on nominating procedures may be obtained from the DCPAS.

17–2. Presidential Citizens Medal

a. This medal may be bestowed upon any U.S. citizen who has performed exemplary deeds or service for his or her country or fellow citizens. Commanders of ACOMs, ASCCs, DRUs, and the AASA may submit nominations for this award.

b. Additional information. Further information on nominating procedures may be obtained from the DCPAS.

17–3. Department of Defense Medal for Distinguished Public Service

a. This is the highest honorary award presented by DOD to private citizens.

b. It is presented to private citizens—

(1) Who have performed distinguished service of significance to DOD as a whole.

(2) Who have performed meritorious service of such significance to DA that recognition at SECARMY level is considered insufficient.

(3) Whose service or assistance was performed at considerable personal sacrifice and inconvenience.

(4) Who were motivated by patriotism, good citizenship, and a sense of public responsibility.

c. Documentation of factual evidence that a highly significant service has been provided to DOD shall be forwarded with each nomination.

17–4. Secretary of Defense Award for Outstanding Public Service

a. This is the second highest award presented by DOD to private citizens.

b. It is presented to private citizens whose contributions, assistance, or support to DOD functions are extensive enough to warrant recognition beyond the DA level, but are of a more limited scope or impact than that required for award of the DOD Medal for Distinguished Public Service.

17–5. Distinguished Public Service Medal

Nominations must be submitted within 6 months from the end of the period of service to be recognized. Nominating procedures will follow those in paragraph 5–2*b* above; and, in addition, must include the following:

- a.* Previous awards.
- b.* Proposed citation not to exceed 95 words.
- c.* Project, research, or service performed.
- d.* Activity in which performed.
- e.* Dates of service.
- f.* Relationship and value of the service to the Army.

Chapter 18 Multi-Service Awards

18–1. Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

The Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award will be presented on an annual basis to an individual(s) or organization(s) that satisfies the following criteria:

- a.* Exemplifies Zachary and Elizabeth Fisher’s personal qualities of patriotism, generosity, and selfless dedication to the members of the Armed Forces of the United States, through an outstanding humanitarian act or service.
- b.* Selflessly contributes an extraordinary amount of time, talent, or resources to benefit members of the Armed Forces of the United States.
- c.* Significantly enhances the quality of life of military members or their families through the act or service.
- d.* Nomination packages are submitted in accordance with the call for nominations.
- e.* Medallions and lapel pins are presented to each annual recipient in lieu of a certificate.
- f.* For additional information, see AR 672–16.

18–2. Department of Defense Spirit of Hope Award

a. The Department of Defense Spirit of Hope Award will be presented annually to one recipient nominated and selected by each of the following: the Army, Navy, Air Force, Marine Corps, U.S. Coast Guard, and Components concerned. The award recipient may be either an individual or an organization.

- b.* The recipient must—
 - (1) Epitomize the values of Bob Hope: duty, honor, courage, loyalty, commitment, integrity, and selfless dedication.
 - (2) Significantly enhance the quality of life of Servicemembers and their families serving around the world.
 - (3) Selflessly contribute an extraordinary amount of time, talent, or resources to benefit Servicemembers.
- c.* Nomination packages are submitted in accordance with the call for nominations.
- d.* For additional information, see DODI 1005.14.

Chapter 19 Awards by Non-Federal Organizations

19–1. Explanation of categories

a. At various times during each year, DA is given the opportunity to nominate civilian employees for awards granted by non-Federal organizations to Federal employees who have made outstanding achievements in their Government careers. HQDA requests nominations upon receipt of the announcement from awarding organizations. However, the standards of competition for each award are similar enough from year to year to permit advance planning for nominations. DA Form 1256 will accompany each nomination.

b. Particular consideration should be given to employees who have been recommended for or who have received high level awards or who have received exceptional performance ratings. Employees who have not received exceptional performance ratings, but who meet specific criteria for these awards, may be nominated.

c. The SECARMY is the nominating official for all Army personnel recommended for awards covered in this chapter. The signature block on non-Federal nominating forms should be left blank.

19–2. Arthur S. Flemming Award

a. The George Washington University and the Arthur S. Flemming Awards Commission presents this award each year to outstanding men and women in the Executive Branch of the Federal Government or members of the uniformed services who have at least 3, but not more than 15 years of service at the end of the nomination year.

b. Ten separate awards are made—five to individuals in scientific or technical fields and five to individuals in administrative or executive fields. In both categories, the nominees should be active participants in community activities.

c. Awards will be made principally for outstanding and meritorious achievements having current impact on Federal programs or operations and for participation in community service. Special emphasis will be given by the judges to the categories of Professional Achievement and Community Involvement. Individuals previously nominated but not selected for a Fleming Award may be re-nominated.

d. The following selection criteria will be considered in evaluating nominations:

(1) *Federal employment history.* A brief chronological review of the nominee's Federal employment indicating the number of years within each position and a brief description of the nominee's present duties and responsibilities, including the scope of his or her work.

(2) *Professional achievement.* A description of specific accomplishments resulting in a material improvement in service, a substantial financial savings, or a significant social or technological progress for which the nominee is primarily responsible. Include in this section a description of the nominee's outstanding scientific or administrative abilities.

(3) *Community involvement.* A description of the community activities of the nominee outside of the professional sphere in which he or she has participated for the benefit of the community at large. Include in this section any civic, charitable, youth-oriented, or other volunteer projects in which the nominee has actively participated.

(4) *Award and publications.* A list of any Government or professional awards received and a list of any professional publications germane to the nominee's career.

(5) *Citation.* A citation of approximately 150 words describing the nominees accomplishments. The following are examples: "For his outstanding achievement as a research scientist... For her exceptional dedication and leadership in implementing..."

e. Nominations must be submitted electronically to the Executive Secretary, AIAB. All information submitted in the nomination should be single-spaced with double spacing between paragraphs. The selection criteria listed in d above should each be completed and should carry as a heading the abbreviated titles appearing at the beginning of each category.

f. Nominations must be submitted in accordance with the call for nominations. The Arthur S. Flemming Awards Program furnishes the official nomination forms. Prior year official nomination forms or reproductions thereof also may be used.

g. Winners of the award will be chosen by a panel of distinguished, nationally prominent judges. Each award winner will receive an engraved plaque. Awards will be presented at the Arthur S. Flemming Awards Program in Washington, DC.

19–3. Nick Hoge Award

a. This award recognizes DA personnel who author and submit papers on matters relating to civilian personnel administration and management that are judged professionally significant and of value to the DA. A Professional Development Seminar, based on the winning paper, will be held each fall. The papers submitted will also be considered for publication in pertinent periodicals.

b. Listed below are some areas of interest to DA in which submission of papers may be encouraged. This list is neither restrictive nor inclusive. Commanders of ACOMs, ASCCs, DRUs, and the AASA may add areas of specific command concern to the following list in announcing this competition to their activities:

(1) Strengthening the Army's initiatives in the development of civilian members of the total Army.

(2) Improving the leadership of civilians.

(3) Improving customer service in civilian personnel offices.

(4) Reducing administrative costs of providing civilian personnel services. Enhancing the quality of work life for civilians.

(5) Revising or initiating systems, programs, and procedures to effect increased quantity or improved quality and timeliness of products or services relating to such aspects of civilian personnel administration and management as the following:

(a) Recruitment and promotions.

(b) Position and pay management.

- (c) Career planning.
 - (d) Performance management.
 - (e) Managerial and supervisory development.
 - (f) Employee motivation and recognition.
 - (g) Handling complaints and grievances.
 - (h) Labor relations.
 - (i) Mobilization planning and preparedness.
 - (j) Family member assistance.
 - (k) Presenting a more effective organizational structure for accomplishing the mission and objectives assigned to the civilian personnel office.
 - (l) Strengthening the Total Army team by melding the military and civilian personnel systems where feasible.
- c. Military personnel and civilian employees of the DA, including local nationals and nonappropriated fund employees, are eligible.
- d. Papers will be submitted in an original and seven copies with a separate cover page. The cover page will include the title of the paper, the author's full name and title (Mr., Ms., Miss, Mrs., or rank, if military), the complete organizational address (including office symbol and zip code), and the commercial and Defense Switched Network (DSN) telephone numbers. The title of the paper must appear again on the first page of the text. The paper should be typed double-spaced with each page numbered. A suggested, not prescribed, length is 2500 to 3000 words. A summary of the contents of the paper (100 words or less) should be submitted by the author to assist in preparing papers selected for publication in appropriate periodicals.
- e. Criteria to be used in judging the papers are cited below. The numbers in parentheses are the weights that the panels will use when evaluating the papers. The weights for the four criteria add up to a total of 100 points.
- (1) *Originality*. The paper should present new ideas or a combination of ideas in a unique way, or describe a problem and present a new solution to it, or describe a condition and present an unusual way of treating it, or develop a novel approach to civilian personnel management or administration. The paper should cite research conducted on the subject, if applicable, and document such research in footnotes and a bibliography. (35 points maximum).
 - (2) *Quality of writing*. Judging will be based primarily on content, or how well the idea of the paper is developed and documented by research. However, consideration will also be given to clarity of expression and proper use of language. (25 points maximum).
 - (3) *Scope*. The paper should have broad coverage or application, affecting all organizations, programs, or the workforce in an ACOMs, ASCCs, DRUs, or the entire Department of the Army, if adopted. (20 points maximum).
 - (4) *Relevance and feasibility*. The paper should be relevant to contemporary Army and Federal civilian personnel management and administration. It should be realistic or practical in terms of potential application or implementation. The paper must include what the author expects the Army to do concerning the idea in the paper. (20 points maximum).
- f. The award will consist of a DA Form 7550 which will be presented by the Assistant Secretary of the Army (Manpower and Reserve Affairs) or another high level official.
- g. Nominations will be submitted in accordance with the call for nominations.

19-4. Roger W. Jones Award for Executive Leadership

- a. The American University presents this award each year to two career executives of the Federal Government.
- b. Selection is made on the basis of demonstrated—
 - (1) Superior leadership that resulted in outstanding organization achievements.
 - (2) Strong commitment to the effective continuity of Government by successfully bringing about the development of managers and executives.
- c. Nominations will be submitted in accordance with the call for nominations.

19-5. William H. Kushnick Award

- a. *Write-up*. The William H. Kushnick Award was established in 1968 by a group of prominent citizens who had served on the staff of the Secretary of War during World War II. It is now sponsored by the Army Civilian Personnel Alumni Association, an organization of former and current Army civilian personnelists. The Association has established a trust fund to be used annually to recognize the most outstanding singular achievement of an Army employee in civilian personnel administration, and to encourage greater achievement among all employees in that career field. The award consists of DA Form 7550 and a memento provided by the Army Civilian Personnel Alumni Association. All civilian employees, including appropriated and nonappropriated fund employees, U.S. citizens, and local nationals, engaged in civilian personnel administration in DA are eligible. Eligible personnel will be nominated and considered according to the following criteria:

b. Specific contribution. A specific contribution in the broad field of civilian personnel administration, for which the nominee is personally responsible and which resulted in material improvement in service, substantial financial savings, or significant social or technological progress. The contributions must have culminated during the calendar year for which the award is given.

c. Career accomplishments. A record reflecting highly effective personal career development, executive or technical ability, exemplary performance, and demonstrated potential for higher level work. These accomplishments should not be limited to the specific contribution for which the individual is nominated. Nominations will consist of the following:

- (1) A cover sheet containing the following:
 - (a) Name of nominee.
 - (b) Position title and grade (rank).
 - (c) Employing organization and location.
 - (d) Years of Federal service.
 - (e) Organization address (include zip code).
 - (f) Work telephone number (include area code or DSN).
 - (g) Education.
 - (h) Awards and recognition.
 - (i) Job progression in Army (descending order by service dates).
 - (2) Major commander's endorsement (include signature, title, and date signed).
 - (3) Description of contributions or accomplishments (not to exceed 1,000 words) as specified in the following:
 - (a) Outline of one or more specific contributions that culminated in the year for which the award is given and that is or are clearly above normal job performance requirements.
 - (b) Relationship to Army's major objectives.
 - (4) A proposed citation highlighting the specific contribution not to exceed 100 words.
 - (5) Other comments (such as significant accomplishments in previous years).
- d. Presentation.* The Secretary of the Army presents the William H. Kushnick Award at a Pentagon ceremony usually held in May.
- e. Nominations.* Nominations will be submitted in accordance with the call for nominations.

19–6. John W. Macy, Jr. Award

This award recognizes demonstrated excellence in the leadership of civilians by an Army military or civilian supervisor. It exemplifies the highest traditions established by Mr. Macy during his long and distinguished career of public service and the Army's philosophy that leaders are responsible for civilian personnel management. Mission accomplishment at every level of organized activity requires effective leadership. While the leader's qualities are often the focus of attention, the excellence of the team's mission performance, the growth of team members, and the esprit of the team are major indicators of leader effectiveness. This recognition is intended to identify and recognize role models whose teams set the standard for other leaders of our Soldier-civilian team. The award consists of a DA Form 7550 and a memento provided by the Army Civilian Personnel Alumni Association. All DA military and civilian leaders, colonel or GS–15 and below, U.S. citizen, or local national, paid by appropriated or nonappropriated fund, are eligible for this award. Eligible personnel will be nominated and considered according to the following criteria:

a. Specific contribution. A specific contribution for which the team led by the nominee is responsible and which resulted in material improvements in areas such as Army mission support, military-civilian teamwork, customer service, productivity, EEO accomplishments, and enhancement of the Army's reputation as an employer. The contribution must be one for which the nominee's team is responsible and which was accomplished because of the effective and caring leadership of the nominee. It must have culminated during the calendar year for which the award is given and must have demonstrated by specific examples how the nominee's interaction with the civilians on the team “got the job done.”

b. Sustained accomplishments. A record of accomplishments which reflect extraordinary leadership of civilian personnel over a sustained period of more than the calendar year of the specific contribution.

c. Submission. Major commanders may submit any number of nominations for this award. Commanders of ACOMs, ASCCs, DRUs, and the AASA and their staffs should be alert to the accomplishments of their subordinate leaders who may be potential nominees for this award. The SECARMY will present the John W. Macy, Jr. Award concurrently with the William H. Kushnick Award.

d. Nominations. Nominations will consist of the following:

- (1) A cover sheet containing the following:
 - (a) Name of nominee.

- (b) Position title and grade (rank).
- (c) Employing organization and location.
- (d) Years of Federal service.
- (e) Organization address (include zip code).
- (f) Work telephone number (include area code or DSN).
- (g) Education.
- (h) Awards and recognition.
- (i) Job progression in Army (descending order by service dates).
- (j) Commanders of ACOMs, ASCCs, DRUs, and the AASA endorsement (include signature, title, and date signed).
- (2) Description of contributions or accomplishments (not to exceed 1,000 words) as specified in the following:
 - (a) Outline of one or more specific contributions that culminated in the year for which the award is given and that clearly demonstrate excellence in leadership of Army civilians.
 - (b) Sustained career accomplishments which reflect extraordinary leadership of civilians over a period of more than the calendar year of the specific contribution.
 - (c) Description of the results achieved, specifically, material improvements in Army areas such as mission support, military-civilian teamwork, customer service, productivity, significant EEO accomplishments, and enhancement of Army's reputation as an employer.
- (3) A proposed citation highlighting the specific contribution not to exceed 100 words.
- (4) Nominations must be submitted in accordance with the call for nominations.

19–7. National Public Service Awards

a. The American Society for Public Administration and the National Academy of Public Administration present the National Public Service Awards each year. Up to five awards are presented annually to public service practitioners who—

- (1) Currently work, or have spent the primary part of their careers working, in the public service.
- (2) Have made outstanding contributions on a sustained basis rather than having performed a single exceptional deed.
- (3) Have accomplished or caused to be accomplished significant programs or projects within their areas of responsibility to the ultimate benefit of the general public.

b. Award winners will be selected from all levels of public service—local, State, and Federal Government, international and nonprofit organizations—but awards will not be made by category.

c. Previous nominees may be re-nominated provided they meet the provisions of this award and their nominations are updated to include their latest achievements.

d. Nominations must be typewritten and follow the outline provided below:

(1) Name, address, daytime telephone, title, and organization of the nominee, the nominator, and three references who can evaluate the nominee's recorded achievements.

(2) Certification statement such as, "I certify that all the information provided in this nomination is accurate and correct to the best of my knowledge and belief, and is made in good faith," followed by the nominator's signature and date.

(3) Information on nominee as follows (not to exceed five pages):

(a) Brief description of responsibilities.

(b) Statement of Achievement (why this person should be named a winner).

(4) The following questions may be used to guide your writing of the Statement of Achievement:

(a) Describe the political and institutional environment in which the nominee has worked. What problems were faced? What were the organizational complexities?

(b) Highlight what was creative and innovative about the nominee's work. What did the nominee think needed to be done? What did the nominee accomplish? How were people and resources mobilized?

(c) What has changed as a result of the nominee's work? What has been the impact on efficiency, effectiveness, the careers of others, and so forth?

(d) Comment on the nominee's commitment to the public service and how his or her service exemplifies it. If there have been inspirational aspects, please discuss them.

(5) Nominee's biography (not to exceed four pages) summarizing positions held, educational background, civic and professional involvements, and other personal data.

e. Total nomination should not exceed ten pages, and must be submitted in accordance with the call for nominations.

Chapter 20

Career Service Recognition for Civilian Employees

20–1. Description

- a.* Career Service emblems and OPM certificates are used to recognize 5-year increments of career Federal service.
- b.* Length of service certificates are used to recognize all Federal civilian and military service in 5-year increments provided that 1 year of total service has been served as a civilian employee.
- c.* Certificates for 5 to 50 years of service are the following forms:
 - (1) OPM Form WPS 101 (Certificate for 5 years of service).
 - (2) OPM Form WPS 102 (Certificate for 10 years of service).
 - (3) OPM Form WPS 103 (Certificate for 15 years of service).
 - (4) OPM Form WPS 104 (Certificate for 20 years of service).
 - (5) OPM Form WPS 105 (Certificate for 25 years of service).
 - (6) OPM Form WPS 106 (Certificate for 30 years of service).
 - (7) OPM Form WPS 107 (Certificate for 35 years of service).
 - (8) OPM Form WPS 108 (Certificate for 40 years of service).
 - (9) OPM Form WPS 109 (Certificate for 45 years of service).
 - (10) OPM Form WPS 110 (Certificate for 50 years of service).
- d.* Procurement of Career Service emblems is as follows: Lapel buttons for length of service may be ordered from GSA/FSS (7FXER), 819 Taylor Street, Fort Worth, Texas 76102. Orders may be faxed to GSA/FSS on commercial (817) 334–2605.

20–2. Retirement certificates

The OPM Form WPS 111 (Retirement Certificate), DA Form 4250 (Certificate of Retirement), and DA Form 4251 (Certificate of Appreciation) is used to recognize any Army civilian employee upon retirement from Federal service. Contractors are not eligible to receive these certificates.

20–3. Coverage

- a.* Civilian employees who are U.S. citizens and complete 10, 15, 20, 25, 30, 35, 40, 45, and 50 years of satisfactory service will be awarded career service emblems and certificates.
- b.* Civilian employees who are U.S. citizens and complete 5 years of satisfactory service will be awarded a career service certificate.
- c.* Foreign nationals who are employed overseas will be awarded one of the following:
 - (1) The same emblems and certificates as prescribed for employees who are U.S. citizens.
 - (2) Emblems and certificates of similar but distinctive design which are appropriate.

20–4. Eligibility

All Federal civilian and military service will apply toward eligibility for a career service emblem as long as the employee has served 1 year as an Army civilian employee.

20–5. Presentation

- a.* Career service emblems normally will be presented soon after the employee attains eligibility. However, the date of presentation may be set within a reasonable period of time after the date of eligibility to—
 - (1) Arrange presentation ceremonies for groups of employees.
 - (2) Include the presentation in anniversary celebrations or other events of special meaning to the Army activity.
- b.* Benefits to morale from such recognition depend to a large degree on the pride and respect with which the emblem is presented, received, and worn. To foster these attitudes maximum public and employee attention should be focused upon the emblems as symbols of competent and devoted Federal service. This may best be accomplished through carefully planned public relations activities in connection with award presentation ceremonies.
- c.* Award ceremonies for foreign national employees will be administered in such a way as to—
 - (1) Emphasize the mutual interest of the United States and host government.
 - (2) Obtain a favorable response from the community in the host country.

Chapter 21 Army Civilian Service Recognition

21–1. Purpose

The establishment of Army Civilian service recognition creates opportunities for displaying and acknowledging the dedicated service of the Department of the Army Civilian workforce and its significance to furthering the Army mission. Creating a culture of employee recognition drives employee engagement, improves performance, and bolsters retention. Service recognition is important in acknowledging significant milestones in an employee's years of employment to Army service. The lowest supervisory level practicable may grant the recognition.

21–2. Service Recognition Descriptors

a. Department of the Army Civilian Service Recognition. The bronze civilian service recognition pin will be bestowed on any Army Civilian employee after 1 year of service with the Department of the Army whose rating of record is fully successful or above. The service may be a combination of various types of creditable civilian service with organizations within the Army.

b. Army Time-Honored Civilian Service Recognition. The silver civilian service recognition pin will be bestowed on any Army Civilian with 10 or more years of cumulative Army service whose rating of record is currently fully successful or above. The service may be a combination of various types of creditable civilian service with organizations within the Army.

c. Army Civilian Retiree. The gold civilian service recognition pin will be bestowed on any Army Civilian upon retirement from the Army with a rating of record is fully successful or above.

21–3. Eligibility

a. All Army Civilian employees paid from appropriated funds and nonappropriated fund employees of Army activities are eligible for this recognition.

b. Former Army Civilian employees, or the legal heir(s) or estates of deceased employees, are eligible for recognition under this directive if the employees met the length-of-service and performance requirements while employed by the Army.

21–4. Button Procurement

The Army Civilian Recognition Lapel Buttons are now available through DLA/FedMall. Effective immediately, Army commands must procure the Civilian Service Recognition Lapel Buttons through DLA/FedMall using the stock numbers below. There is a considerable cost savings when ordering through DLA/FedMall. Please contact your local supply office to order the devices.

a. Civil Service Lapel Button, Bronze, NSN 8455-01-676-4915

b. Civil Service Lapel Button, Silver, NSN 8455-01-676-4069

c. Civilian Retired Lapel Button, Gold, NSN 8455-01-676-4078

21–5. Restrictions

a. Only one lapel pin in each category may be awarded to any one person.

b. Only time served as an Army Civilian employee will be considered in computing length of service.

c. Military service will not be considered in computing length of service.

d. Pursuant to the Government Employees Incentive Awards Act, Army Civilians who are senior politically appointed officials are not eligible for this recognition during a Presidential election period.

Chapter 22 Honorary Recognition Devices

22–1. Decorations

a. All commands and activities must procure decoration sets through the Defense Logistics Agency (DLA) using FEDMALL (<https://www.fedmall.mil/index.html>). Upon opening FEDMALL, click on "Select Store Button", and select "FEDMALL", enter the national stock number (NSN) of the decoration in the search bar area. DLA is responsible for maintaining sufficient inventory and provides the most economical cost to the Army. They are also responsible for conducting quality assurance inspections to ensure all medal sets comply with government specifications. Purchase of medal sets directly from commercial distributors is not authorized.

- b.* The NSNs used for ordering civilian decoration sets are—
- (1) Civilian service.
 - (a) Distinguished Civilian Service Medal. NSN: 8455 01 651 2221.
 - (b) Superior Civilian Service Medal. NSN: 8455 01 651 2211.
 - (c) Meritorious Civilian Service Medal. NSN: 8455 01 651 2049.
 - (d) Civilian Service Commendation Medal. NSN: 8455 01 651 2228.
 - (e) Civilian Service Achievement Medal. NSN: 8455 01 651 2055.
 - (f) Civilian Award for Humanitarian Service. NSN: 8455 01 465 8823.
 - (2) Public service.
 - (a) Distinguished Public Service Medal. NSN: 8455 01 651 1923.
 - (b) Superior Public Service Medal. NSN: 8455 01 651 1527.
 - (c) Meritorious Public Service Medal. NSN: 8455 01 651 1954.
 - (d) Public Service Commendation Medal. NSN: 8455 01 650 9914.
 - (e) Patriotic Public Service Lapel Pin. NSN: 8455 01 651 2066.
 - (3) Ribbon attachment devices.
 - (a) Laurel leaf cluster (bronze). NSN: 8455 00 890 2063.
 - (b) Laurel leaf cluster (silver). NSN: 8455 00 890 2062.
 - (c) Laurel leaf cluster (gold). NSN: 8455 00 890 2064.

22–2. Procurement of Department of the Army and Office of Personnel Management forms

a. Commands and activities will requisition forms from the U.S. Army Publishing Directorate, Media Distribution Division, 1655 Woodson Road, St. Louis, MO 63114–6128.

- b.* Certificates are available for the following awards:
- (1) DA Form 2442 (Certificate of Achievement).
 - (2) DA Form 2443 (Commendation Certificate).
 - (3) DA Form 4250 (Certificate of Retirement).
 - (4) DA Form 4251 (Certificate of Appreciation).
 - (5) DA Form 4592 (Department of the Army Certificate of Promotion).
 - (6) DA Form 4689 (Civilian Service Commendation Medal).
 - (7) DA Form 5231 (Public Service Commendation Medal).
 - (8) DA Form 5652 (Civilian Award for Humanitarian Service).
 - (9) DA Form 5654 (Civilian Service Achievement Medal).
 - (10) DA Form 5655 (Meritorious Civilian Service Medal).
 - (11) DA Form 7012 (Patriotic Public Service Lapel Pin).
 - (12) DA Form 7013 (Certificate of Appreciation).
 - (13) DA Form 7014 (Distinguished Civilian Service Medal).
 - (14) DA Form 7015 (Superior Civilian Service Medal).
 - (15) DA Form 7016 (Distinguished Public Service Medal).
 - (16) DA Form 7017 (Meritorious Public Service Medal).
 - (17) DA Form 7129 (Secretary of the Army’s Award for Outstanding Achievement in Materiel Acquisition).
 - (18) DA Form 7402 (Superior Public Service Medal).
 - (19) DA Form 7498 (Secretary of the Army Award for Valor).
 - (20) DA Form 7499 (Secretary of Defense Medal for the Defense of Freedom).
 - (21) DA Form 7647 (Secretary of Defense Medal for the Global War on Terrorism).
 - (22) DA Form 8266 (The Lieutenant General Richard G. Trefry Lifetime of Service Award).

c. The following length of service certificates can also be requisitioned from the U.S. Army Publishing Directorate in St. Louis:

- (1) OPM Form WPS 101 (Certificate for 5 years of service).
- (2) OPM Form WPS 102 (Certificate for 10 years of service).
- (3) OPM Form WPS 103 (Certificate for 15 years of service).
- (4) OPM Form WPS 104 (Certificate for 20 years of service).
- (5) OPM Form WPS 105 (Certificate for 25 years of service).
- (6) OPM Form WPS 106 (Certificate for 30 years of service).
- (7) OPM Form WPS 107 (Certificate for 35 years of service).
- (8) OPM Form WPS 108 (Certificate for 40 years of service).
- (9) OPM Form WPS 109 (Certificate for 45 years of service).

- (10) OPM Form WPS 110 (Certificate for 50 years of service).
- (11) OPM Form WPS 111 (Retirement Certificate).

22–3. Other recognition devices

a. Letters or memoranda of Appreciation or Commendation may be granted by supervisors for specific instances of above-standard performance or work achievements by an individual employee or small group of employees that warrant special recognition but do not meet criteria for a higher or special award. Letters or memoranda may be prepared by a supervisor or official having direct knowledge of the employee's acts, services, or performance that warrants recognition.

b. Special plaques and other recognition devices may be established by activity commanders, consistent with ACOM, ASCC, DRU, or AASA policy. These recognition devices may be granted by activity officials who are delegated authority by activity commanders. No review or processing by the incentive awards committee is required unless special local procedures mandate it.

c. Non-monetary awards such as certificates, plaques, and items of similar nature are permitted provided the form of the non-monetary award avoids the appearance of replacing a bonus.

d. As non-monetary awards may take a wide variety of forms both in terms of direct cost and the appearance of value, recognition by non-monetary awards should be of symbolic value (for example, an honor being bestowed) rather than monetary worth.

e. Private citizens, groups and organization that significantly assist or support DOD or Army functions, services, or operations may be recognized with a non-monetary award.

f. Contractors may be recognized if the contribution is deemed to be unrelated to and completely outside any contractual relationship with DOD and the recognition is clearly in the public interest. Recognition is limited to a letter or Certificate of Appreciation to the individual or to the organization signed at the lowest applicable level of the organization. Contractors are not eligible for a monetary award.

Appendix A

References

Section I

Required Publications

AR 600–8–22

Military Awards (Cited in para 2–1*a*.)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication.

AR 10–87

Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 11–2

Managers' Internal Control Program

AR 15–1

Department of the Army Federal Advisory Committee Management Program

AR 25–30

Army Publishing Program

AR 27–60

Intellectual Property

AR 215–3

Nonappropriated Funds Instrumentalities Personnel Policy

AR 672–16

Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

DA Pam 25–403

Guide to Recordkeeping in the Army

DFAS–IN Regulation 37–1

Defense Finance and Accounting Service-Indianapolis Regulation

DOD 7000.14–R, Volume 8

Department of Defense Financial Management Regulations (FMRS)

DODI 1005.14

Department of Defense Spirit of Hope (SOH) Award

DODI 1400.25, Volume 431

DOD Civilian Personnel Management System: Performance Management and Appraisal Program

DODI 1400.25, Volume 451

DOD Civilian Personnel Management System: Awards

5 CFR 430

Performance Management

5 CFR 451

Awards

5 CFR 531

Pay Under the General Schedule

5 USC 2105

Employee

5 USC 4501–4506

Government Employees Incentive Awards Act

5 USC 5335

Periodic step-increases

Section III

Prescribed Forms

Unless otherwise indicated, DA Forms are available on the Army Publishing Directorate website at <https://armypubs.army.mil>.

DA Form 1256

Incentive Award Nomination and Approval (Prescribed in para 2–1*m*.)

DA Form 2442

Certificate of Achievement (Prescribed in para 8–9*a*.) (Available through normal supply channels.)

DA Form 2443

Commendation Certificate (Prescribed in para 2–5.) (Available through normal supply channels.)

DA Form 4250

Certificate of Retirement (Prescribed in para 20–2.) (Available through normal supply channels.)

DA Form 4251

Certificate of Appreciation (Prescribed in para 20–2.) (Available through normal supply channels.)

DA Form 4592

Department of the Army Certificate of Promotion (Prescribed in para 8–13*a*.) (Available through normal supply channels.)

DA Form 4689

Civilian Service Commendation Medal (Prescribed in para 8–5*a*.) (Available through normal supply channels.)

DA Form 5231

Public Service Commendation Medal (Prescribed in para 9–5*a*.) (Available through normal supply channels.)

DA Form 5652

Civilian Award for Humanitarian Service (Prescribed in para 8–8.) (Available through normal supply channels.)

DA Form 5654

Civilian Service Achievement Medal (Prescribed in para 8–6*a*.) (Available through normal supply channels.)

DA Form 5655

Meritorious Civilian Service Medal (Prescribed in para 8–4*a*.) (Available through normal supply channels.)

DA Form 7012

Patriotic Public Service Lapel Pin (Prescribed in para 8–7*a*.) (Available through normal supply channels.)

DA Form 7013

Certificate of Appreciation (Prescribed in para 2–3*j*.) (Available through normal supply channels.)

DA Form 7014

Distinguished Civilian Service Medal (Prescribed in table 2–2.) (Available only to the Executive Secretary, AIAB.)

DA Form 7015

Superior Civilian Service Medal (Prescribed in para 8–2*b*.) (Available through normal supply channels.)

DA Form 7016

Distinguished Public Service Medal (Prescribed in para 9–2.) (Available only to the Executive Secretary, AIAB.)

DA Form 7017

Meritorious Public Service Medal (Prescribed in para 9–4*a*.) (Available through normal supply channels.)

DA Form 7129

Secretary of the Army’s Award for Outstanding Achievement in Materiel Acquisition (Prescribed in para 8–12*a*.) (Available through normal supply channels.)

DA Form 7402

Superior Public Service Medal (Prescribed in para 9–3.) (Available only to the Executive Secretary, AIAB.)

DA Form 7498

Secretary of the Army Award for Valor (Prescribed in para 10–1a.) (Available only to the Executive Secretary, AIAB.)

DA Form 7499

Secretary of Defense Medal for the Defense of Freedom (Prescribed in para 11–1a.) (Available only to the Executive Secretary, AIAB.)

DA Form 7647

Secretary of Defense Medal for the Global War on Terrorism (Prescribed in para 11–2a.) (Available through normal supply channels.)

DA Form 8266

The Lieutenant General Richard G. Trefry Lifetime of Service Award (Prescribed in para 12–3b.) (Available only to the Executive Secretary, AIAB.)

OPM Form WPS 101

Certificate for 5 years of service (Prescribed in para 20–1c(1).) (Available through normal supply channels.)

OPM Form WPS 102

Certificate for 10 years of service (Prescribed in para 20–1c(2).) (Available through normal supply channels.)

OPM Form WPS 103

Certificate for 15 years of service (Prescribed in para 20–1c(3).) (Available through normal supply channels.)

OPM Form WPS 104

Certificate for 20 years of service (Prescribed in para 20–1c(4).) (Available through normal supply channels.)

OPM Form WPS 105

Certificate for 25 years of service (Prescribed in para 20–1c(5).) (Available through normal supply channels.)

OPM Form WPS 106

Certificate for 30 years of service (Prescribed in para 20–1c(6).) (Available through normal supply channels.)

OPM Form WPS 107

Certificate for 35 years of service (Prescribed in para 20–1c(7).) (Available through normal supply channels.)

OPM Form WPS 108

Certificate for 40 years of service (Prescribed in para 20–1c(8).) (Available through normal supply channels.)

OPM Form WPS 109

Certificate for 45 years of service (Prescribed in para 20–1c(9).) (Available through normal supply channels.)

OPM Form WPS 110

Certificate for 50 years of service (Prescribed in para 20–1c(10).) (Available through normal supply channels.)

OPM Form WPS 111

Retirement Certificate (Prescribed in para 20–2.) (Available through normal supply channels.)

Section IV**Referenced Forms**

Unless otherwise indicated, DA Forms are available on the Army Publishing Directorate website at <https://www.armypubs.army.mil>. Standard Forms (SF) are available on the U.S. General Services Administration website at <http://www.gsa.gov>.

DA Form 11–2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 4980–3

Distinguished Service Medal Certificate (Award No. 3 will be used) (Available through normal supply channels.)

DA Form 4980-11

Legion of Merit Certificate (Available through normal supply channels.)

DA Form 4980-12

Meritorious Service Medal (Available through normal supply channels.)

DA Form 4980-14

Army Commendation Medal (Available through normal supply channels.)

DA Form 4980-18

The Army Achievement Medal Certificate (Available through normal supply channels.)

DA Form 7550

Award Citation Certificate (Available through normal supply channels.)

SF 50

Notification of Personnel Action

SF 1034

Public Voucher for Purchases and Services Other Than Personal

Appendix B

Lieutenant General Richard G. Trefry Background

B-1. Award's namesake

The award is named in honor of Lieutenant General Richard G. Trefry (USA, Retired), who is the standard bearer and was the pioneer recipient of the award.

B-2. Length of service

LTG Trefry (USA, Retired) served the Army and our Nation with extraordinary distinction and commitment for more than 65 years.

B-3. Career beginning

LTG Trefry began his remarkable career as an enlisted member of the United States Army Air Forces in 1943, serving as a weather observer, radiosonde operator, and upper air analyst at a number of stations in the United States and Greenland. After attaining the grade of sergeant and attending the United States Military Academy Preparatory School at Amherst College, LTG Trefry entered the United States Military Academy in July 1946.

B-4. Military career

LTG Trefry was commissioned in 1950 after graduating from the Military Academy and served an additional 33 years in uniform. During that time, LTG Trefry commanded an "Honest John" battery along the demilitarized zone in Korea; an artillery battalion in combat in Vietnam that supported the 3d Marine Division (he was awarded the Navy Presidential Unit Citation); and the Division Artillery, 1st Armored Division at Fort Hood. In addition, LTG Trefry served as an instructor at both the U.S. Field Artillery School and the U.S. Army Engineer School, as a Tactical Officer at the Military Academy, and as the Chief of Staff for the 1st Armored Division and the 1st Cavalry Division. He served concurrently as the Chief of the Joint United States Military Assistance Advisory Group and as the Defense and Army Attaché to Laos, where he was the principal military advisor to the Ambassador and the senior American military advisor to the Royal Government of Laos. In addition, he twice served in the Office of the Deputy Chief of Staff, G-1, making significant and lasting contributions to the areas of Army personnel and management, and he served as the Director of Management, Office of the Chief of Staff, Army.

B-5. Conclusion of career

LTG Trefry concluded his active duty career as The Inspector General (TIG) for the Department of the Army, and he is considered the most significant TIG since Baron von Steuben. During his 6-year tenure, LTG Trefry became known as the "conscience of the Army." He completely revolutionized the Army's Inspector General (IG) organization, implementing a new compliance-systemic inspection methodology that focuses on causes instead of symptoms, creating The Inspector General School, establishing an extensive training program for all Army IGs, and developing and instituting the Army IG oath.

B-6. Retirement

Following his retirement from active military service in August 1983, LTG Trefry continued his lifetime of service to the Army and the Nation. At the request of the Chief of Staff, Army and the Army Secretariat, he participated in a number of studies as an independent consultant, including studies of special operations training and the Army club system. In addition, he served as a member of (or as an unpaid consultant to) several boards, including the Army Science Board, the Defense Science Board, and the Special Operations Policy Group; he served as the Military Assistant to President George H. W. Bush and the Director of the White House Military Office; he chaired a review of personnel security matters at the Federal Emergency Management Agency; he conducted assessments of both the Department of Defense Inspector General Agency and the Office of the Director of Administration and Management in the Office of the Secretary of Defense; and he chaired a group chartered by the Vice Chief of Staff, Army to study Army force management processes and systems, which resulted in the establishment of the Army Force Management School (AFMS) at Fort Belvoir during 1995.

B-7. Army Force Management School

The establishment of AFMS was the culmination of a vision that originated while LTG Trefry was serving on the Army Staff. LTG Trefry wanted to ensure that the Army would always have trained military and civilian personnel who were well versed in the intricacies of complex force management issues and were capable of making the decisions

and formulating the policies needed to meet the growing challenges facing the United States. LTG Trefry has devoted the last 15 years to the realization of that goal with extraordinary results. To date, AFMS has trained 21,000 military and civilian personnel, including 1,300 general officers, under the guidance of LTG Trefry, who continues to direct the school as a contract program manager.

B-8. Significance of career

LTG Trefry's career is significant not only for the magnitude and diversity of his personal achievements, but for the tremendous impact his life's work and service have had on generation after generation of Soldiers and Department of the Army Civilians. Many of LTG Trefry's subordinates and students have gone on to hold positions of great responsibility in our Army, and they have excelled, in part, because of LTG Trefry's teachings and mentorship.

Appendix C

The Lieutenant General Richard G. Trefry Lifetime of Service Award Description

C-1. Description

a. Obverse: On a 3 inch (7.62cm) light bronze disk consisting of sun rays radiating from base superimposed by the United States Army flag issuing from dexter, overall the head and shoulders of Lieutenant General Richard G. Trefry; all encircled by a designation band edged on both sides and thereon between a lozenge on either side, the inscriptions: "LIEUTENANT GENERAL RICHARD G. TREFRY" around the top and "LIFETIME OF SERVICE AWARD" around the bottom.

b. Reverse: A laurel branch in dexter curving around the inscription "PRESENTED BY THE SECRETARY OF THE ARMY" stacked in four lines, in base superimposed on the laurel branch is the name plate inscribed with "AWARDED TO" in small letters on its top scroll embellishment.

C-2. Symbolism

a. Obverse: This award is named in honor of Lieutenant General Richard G. Trefry, USA, (Retired), who is the standard bearer and pioneer recipient of the award. His career is significant not only for the magnitude and diversity of his personal achievements, but for the tremendous impact his life's work and service have had on generation after generation of Soldiers and Department of the Army Civilians. Lieutenant General Trefry served the United States Army with extraordinary distinction and commitment for more than 65 years, which is represented by the Army colors in the background. The sun rays emanating from behind the General's shoulder symbolize the long lasting impact of his extraordinary efforts and selfless service to the Army.

b. Reverse: Laurel is a symbol of honor and achievement. The notation that the award is presented by the Secretary of the Army indicates the originator of the award and approving authority. The blank scroll allows for engraving of the recipient's name and date of presentation.

c. Ribbon: The medal is suspended by a 1-3/8 inch neck ribbon. Lieutenant General Trefry's service to our nation is symbolized by the use of our national colors, red, white, and blue; gold and green are used to represent his service to Army. Additional representation of these colors include: red for courage and dedication, white for strength of character and conviction, blue for honor and loyalty, gold for excellence and high ideals, and green for leadership and selfless service.

Appendix D

Joseph V. Braddock's Background

D-1. Award's namesake

This award is named in honor of Dr. Joseph V. Braddock, who has served as an uncompensated volunteer Chair, member, and consultant of the ASB for over 33 years.

D-2. Education

Dr. Braddock received his B.S. in Physics at St. Peter's College, New Jersey, in 1951 and his M.S. and Ph.D. in Physics from Fordham University, New York, in 1952 and 1958, respectively. He served as an instructor in physics at Fordham University and as an Assistant Professor in Physics at Iona College, New York.

D-3. Co-founder

In 1959, with Drs. Dunn and McDonald, he founded BDM, a technology-based professional services firm. Over the next three decades, the firm grew to 4,000 employees and became the largest publicly owned company of its kind. BDM was acquired by the Ford Motor Company in 1988 and then by The Carlyle Group in 1991.

D-4. Retirement

Dr. Braddock retired from BDM in 1993. The skills Dr. Braddock acquired and honed from his time with commercial industry made him a unique asset to the Army and Department of Defense.

D-5. Career service

Dr. Braddock began his service with the ASB in July 1982 and has devoted countless uncompensated hours to helping the Army solve some of the most technologically complex problems confronted in the past and those we are facing in the 21st century.

Over his many years of service, Dr. Braddock has personally chaired or co-chaired nine ASB studies, participated as a study team member for 39 more studies, and contributed as a red team member to more than 40 additional studies with far-reaching impact within the Army.

In 2002, Dr. Braddock was selected to lead the ASB as Chair, which he did with distinction until 2004. A notable example of his impact during his term as Chair was the 2002 study entitled "Ensuring the Financial Viability of the Objective Force." This study was carefully reviewed by the Army Senior Review Group, whose members included the Secretary of the Army and Vice Chief of Staff of the Army. Of the many recommendations presented in the study, 11 were fully or partially implemented, saving nearly \$3 billion over the Program Objective Memorandum while helping to improve the performance and viability of designated programs. General John M. Keane, then Vice Chief of Staff, wrote a letter to Dr. Braddock commending the study's positive effect on the Army and the need for the ASB's continuing contributions to the Army in the 21st century.

In addition to the ASB, Dr. Braddock's service has included contributions to the Defense Science Board, National Security Agency Scientific Advisory Board, Defense Nuclear Advisory Group, and Defense Special Weapons Agency Advisory Group and service as an advisor to Sandia National Laboratories. His volunteer work extends beyond the Army and Department of Defense to institutions at the local and national levels, including his key role in the development of a North Atlantic Treaty Organization strategy known as Follow-On Forces Attack.

Dr. Braddock continues to serve as a senior fellow consultant on the ASB's red team, where he mentors and advises the Board's executive committee, study chairs, members, and consultants. His efforts continue to develop the capacity of the ASB and its members to enable timely and relevant advice on some of the most challenging problems the Army is facing.

Appendix E

Internal Control Evaluation

E-1. Function

The function covered by this evaluation is to ensure prescribed policies, procedures, and responsibilities contained in this regulation are followed to allow for proper recognition.

E-2. Purpose

The purpose of this evaluation is to assist managers in evaluating the key internal controls listed. It is intended as a guide and does not cover all controls.

E-3. Instructions

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, interviewing, sampling, and simulation). Answers that indicate deficiencies must be explained and corrective action identified in supporting documents. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

E-4. Test questions

- a.* Is the Army Incentive Awards Program supported by all levels of command?
- b.* Is the Army Incentive Awards Program administered on the basis of merit without regards to age, sex, race, color, religion, national origin, marital status, or physical or mental defect?
- c.* Are the award nominations prepared in accordance with AR 672-20?
- d.* Are the nominations signed by the appropriate officials to include the civilian personnel advisory center and EEO, if applicable?
- e.* Are the performance awards and QSIs prepared in accordance with AR 672-20?
- f.* Are tangible and intangible benefits considered when awards are paid for performance and contributions?

E-5. Supersession

No previous evaluation exists for this program.

E-6. Comments

Help make this a better tool for evaluating internal controls. Submit comments to Office of the Assistant G-1 for Civilian Personnel (DAPE-CPS), 6010 6th Street, Building 1465, Room 104, Fort Belvoir, VA 22060-5595.

Glossary

Section I

Abbreviations

AASA

Administrative Assistant to the Secretary of the Army

ACOM

Army command

AFCSM

Armed Forces Civilian Service Medal

AFMS

Army Force Management School

AFSM

Armed Forces Service Medal

AIAB

Army Incentive Awards Board

AR

Army regulation

ASA

Assistant Secretary of the Army

ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASB

U.S. Army Science Board

ASCC

Army service component command

CPAC

Civilian Personnel Advisory Center

DA

Department of the Army

DCIPS

Defense Civilian Intelligence Personnel System

DCPAS

Defense Civilian Personnel Advisory Service

DCS

Deputy Chief of Staff

DFAS-IN

Defense Finance and Accounting Service-Indianapolis

DFM

Secretary of Defense for the Defense of Freedom Medal

DLA

Defense Logistics Agency

DOD

Department of Defense

DODD

Department of Defense directive

DODI
Department of Defense instruction

DRU
direct reporting unit

DSN
Defense Switched Network

DUSA
Deputy Under Secretary of the Army

EEO
Equal Employment Opportunity

EO
equal opportunity

GS
general schedule

GSA
General Services Administration

GWOT
Secretary of Defense Medal for the Global War on Terrorism

GWOTEM
Global War on Terrorism Expeditionary Medal

HQDA
Headquarters, Department of the Army

IAP
Incentive Awards Program

IG
Inspector General

LTG
lieutenant general

MG
major general

NAF
nonappropriated fund

NSN
national stock number

OPF
official personnel folder

OPM
Office of Personnel Management

OSBP
Office of Small Business Programs

OTS
on-the-spot

PAS
Presidentially Appointed, Senate-confirmed

QSI
Quality Step Increase

SASA

Special Act or Service Awards

SECARMY

Secretary of the Army

SECDEF

Secretary of Defense

SES

senior executive service

SF

Standard Form

SIR

statutory invention registration

SL

senior level

ST

senior scientific and professional

TIG

The Inspector General

TIOH

The Institute of Heraldry

TOA

time off award

USA

U.S. Army

USC

United States Code

USD (P&R)

Under Secretary of Defense for Personnel and Readiness

Section II**Terms****Career service recognition**

An award which acknowledges number of years of Government service.

Cash award

Monetary remuneration based on tangible and intangible benefits to the Government, includes SASA, QSIs, performance awards, and on-the-spot cash awards.

Designated area of eligibility

Foreign territory on which military troops have actually landed or are present and specifically deployed for operation, adjacent water areas in which ships are operating, patrolling, or providing direct support of the operation, and the air space above and adjacent to the area in which operations are being conducted.

Direct support

Providing services to participating military activities or armed forces in a military operation awarded the GWOTEM or in other similar operations for which a separate military campaign medal was awarded to military personnel, only if the employee actually enters the designated area of eligibility.

Equal employment opportunity and adverse action certification

A statement signed by the commander (or EEO officer for the commander) attesting to prior founded discrimination charges against the nominee and prior adverse personnel actions, if any.

Honorary award

Recognition of outstanding performance and achievement usually accompanied by a medal, certificate, plaque, or other item that can be worn or displayed.

Incentive award

A cash award, an honorary award, or both, but does not include a QSI or performance rating.

Invention award

Monetary or honorary recognition granted for an invention by Federal personnel that is of interest to the U.S. Government or the public, and for which patent coverage is sought or granted.

Public service award

An award granted to a private citizen in recognition of service benefiting the Government.

Quality Step Increase

An increase in an employee's rate of basic pay from one rate of the grade of his or her position to the next higher rate of that grade in recognition of sustained high quality performance at a level that substantially exceeds an acceptable level of competence.

Rating of record

The Overall Performance Rating assigned to the annual appraisal.

Special achievement award

An award granted for performance exceeding job requirements. It may be granted either for sustained superior performance or for a one-time special act or service in the public interest, connected with, or related to official employment.

Uncommon tour

Hours other than the normal 8-hour, 5-day work week.

UNCLASSIFIED

PIN 006494-000