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S/S by 1 June 1993

Headquarters  
Department of the Army  
Washington, DC  
29 July 1992

Immediate Action  
INTERIM CHANGE

AR 672-20  
Interim Change  
No. 103  
Expires 29 July 1994

Decorations, Awards, and Honors

Incentive Awards

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Justification. This interim change implements the Time Off Award authorized by the Office of Personnel Management in Subpart C, Section 451.301 to 451.306, Rules and Regulations, published in the Federal Register on Friday, May 3, 1991 and distributed by FPM Bulletin 430-27 dated May 21, 1991. Final Rules and Regulations were published in the Federal Register on Wednesday, April 22, 1992. This change is also consistent with and authorized by the Office of the Secretary of Defense Implementation Plan dated 12 June 1992.

Expiration. This interim change expires two years from the date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 4-2. Add the following:

4-5. Time Off Awards

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 contributing to the Army mission. Contributions must directly support the Army mission and result in benefits to the Government similar to Special Act or Service Awards and On-the-Spot cash awards. The extent of the contribution to the Army mission will be considered when determining the amount of time off that is approved.

b. Time Off Awards (TOA) may be granted in amounts up to 40 hours for a single contribution. Awards up to one day may be approved by the immediate supervisor. Awards over one day must be approved at a higher level. The TOA must be scheduled and used within one year of the approval

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date. A TOA does not convert to a cash payment under any circumstance.

c. The TOA will be given in increments of no less than an 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:

(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. An SF 50 will be prepared and retained in the employee's personnel folder.

e. In addition, for awards of more than one day off, the tangible/intangible benefits criteria in Chapter 2 will be used to determine benefits and the award amount. The award amount will then be converted to time off using the employee's hourly rate of pay. (Determine the hourly rate by dividing the annual salary by 2087 hours then divide the award amount by the hourly rate. Round up to the nearest hour.)

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.

29 July 1992

I03 AR 672-20

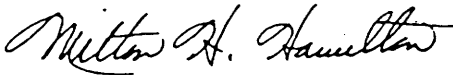
2. Post these changes per DA Pam 310-13.
3. File this interim change in the front of the publication.

[DAPE-CPL]

By Order of the Secretary of the Army:

GORDON R. SULLIVAN  
General, United States Army  
Chief of Staff

Official:



MILTON H. HAMILTON  
Administrative Assistant to the  
Secretary of the Army

Distribution: Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 3673, intended for command level B for Active Army, Army National Guard, and U.S. Army Reserve.

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Posted  
JA &  
5/8/92

Headquarters  
Department of the Army  
Washington, DC  
3 April 1992

# Immediate Action INTERIM CHANGE

AR 672-20  
Interim Change  
No. I02  
Expires 3 April 1994

## Decorations, Awards and Honors: Incentive Awards

Justification. This interim change transmits criteria and approval authority for the Civilian Desert Shield/Desert Storm Medal.

Expiration. This interim change expires two years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 8-7. Following paragraph 13 add:

8-15. Civilian Desert Shield/Desert Storm Medal

a. The Civilian Desert Shield/Desert Storm Medal consists of a medal and a lapel pin. This medal is approved for all DA employees who served in the theater of operations during the Persian Gulf War. MACOMs may redelegate approval authority.

b. To the extent practicable, eligibility for the civilian medal has been aligned with the eligibility criteria for the Southwest Asia Service Medal (SWASM), with campaign star(s).

c. Individuals who served in support of Operation Desert Shield/Desert Storm at any time during the period August 2, 1990, through April 11, 1991, in one of the following areas, including the airspace above such locations, are eligible for the award: the Persian Gulf, Red Sea, Gulf of Oman, Gulf of Aden, that portion of the Arabian Sea that lies north of 10 degrees north latitude and west of 68 degrees east longitude, as well as the total land areas of Iraq, Kuwait, Saudi Arabia, Oman,

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3 April 92

Bahrain, Qatar, and the United Arab Emirates.

d. Individuals whose service began in the above areas after April 11, 1991, are eligible if they served for 30 consecutive days or 60 nonconsecutive days. Eligibility will discontinue with termination of service member eligibility for the SWASM Desert Storm (Liberation and Defense of Kuwait) campaign star.

e. Individuals who served in support of Operation Desert Shield/Desert Storm at any time during the period January 17, 1991, through April 11, 1991, in Israel, Egypt, Turkey, Syria or Jordan (including their airspace and territorial waters) are also eligible for the medal.

f. Any exceptions to the above criteria must be sent through HQDA (DAPE-CPL), WASH, DC 20310-0300.

2. Post these changes per DA Pam 310-13.

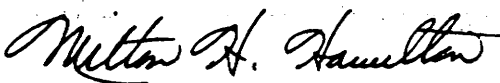
3. File this interim change in the front of the publication.

[DAPE-CPL]

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Secretary of the Army

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Headquarters  
Department of the Army  
Washington, DC  
20 September 1991

Immediate Action  
INTERIM CHANGE

AR 672-20  
Interim Change  
No. 101  
Expires 20 September 1993

Filed  
OP4  
Nov 20, 91

Decorations, Awards, and Honors

Incentive Awards

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Justification. This interim change adds DA form numbers for the certificates for the following awards: DA Form 7014 (Decoration for Exceptional Civilian Service), DA Form 7015 (Decoration for Meritorious Civilian Service), DA Form 7012 (Certificate of Appreciation for Patriotic Civilian Service), DA Form 7013 (Certificate of Appreciation), DA Form 7016 (Decoration for Distinguished Civilian Service), and DA Form 7017 (The Outstanding Civilian Service Medal).

Expiration. This interim change expires 2 years from the date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 8-3. Following paragraph 8-4g add:

h. The certificate for the Decoration for Exceptional Civilian Service is DA Form 7014.

Page 8-4. Following paragraph 8-5h add:

i. The certificate for the Decoration for Meritorious Civilian Service DA Form 7015.

Page 8-5. Following paragraph 8-8d add:

e. The certificate for the Certificate of Appreciation for Patriotic Civilian Service is DA Form 7012.

Page 8-7. Add:

8-14. Certificate of Appreciation. DA Form 7013 is used to recognize accomplishments of employees when a monetary or higher level honorary award is not appropriate. It may be overprinted for particular groups or events at the discretion of the commander.

Page 10-2. Following paragraph 10-5b add:

c. The certificate for the Decoration for Distinguished Civilian Service is DA Form 7016.

Following paragraph 10-6b add:

c. The certificate for The Outstanding Civilian Service Medal is DA Form 7017.

2. Post these changes per DA Pam 310-13.
3. File this interim change in the front of the publication.

[DAPE-CPL]

By Order of the Secretary of the Army:

GORDON R. SULLIVAN  
General, United States Army  
Chief of Staff

Official:



MILTON H. HAMILTON  
Administrative Assistant to the  
Secretary of the Army

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REFERENCE

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HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC  
28 April 1988

Immediate Action  
INTERIM CHANGE

AR 672-20  
Interim Change  
No. 104  
Expires 28 April 1990

Decorations, Awards, and Honors

Incentive Awards

---

Justification. This interim change transmits criteria for three new civilian honorary awards. This change also revises the policy for granting honorary awards to indirect hire employees.

Expiration. This interim change expires two years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 1-1. Paragraph 1-5, delete subparagraph e and substitute the following:

e. Foreign nationals employed under indirect hire labor agreements with foreign governments are eligible for all awards described in Chapter 8, Honorary Awards and Other Recognition Devices. They are no longer eligible for Public Service Awards described in Chapter 10 and are not eligible for other awards in this regulation unless otherwise noted. Monetary awards prescribed to accompany the honorary awards listed in Chapter 8 may not be paid to indirect hire foreign national employees.

Page 1-2. Paragraph 1-8, Policy, add the following as last sentence of subparagraph a:

Consistent with the Army's Affirmative Action Program, commanders, managers, and supervisors will make special efforts to ensure that minorities, women, and other underrepresented groups are included, commensurate with their contributions, among those receiving monetary or honorary awards.

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Page 1-3. Paragraph 1-8, Policy, add:

1. 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. Criteria are, of necessity, general; however, nominating officials are expected to exercise judgment in assessing the total contribution of the employee toward mission accomplishment, and selecting the award, within the hierarchy of awards, that best recognizes the specific accomplishments of the employee. While lower level honorary awards normally will precede receipt of higher level recognition, this is not an absolute prerequisite. The level of the specific contribution being recognized will govern (See Table 8-2, Awards Hierarchy and Approval Levels Chart.)

m. When foreign nationals are nominated for either honorary or public service awards, the nomination will be coordinated with the American Embassy to assure the recognition will be compatible with the interests of both the United States and the foreign government. The coordination will be made a matter of record.

Page 8-4. Following paragraph 8-5 add:

## 8-5.1 Superior Civilian Service Award

a. This is the third highest DA honorary award and ranks directly below the Meritorious Civilian Service Award. It consists of a medal, lapel pin, and DA Form 5655 (Superior Civilian Service Award). The award may be granted by any commander at the 0-8 level and above and civilian equivalent. All appropriated and nonappropriated fund employees, both U. S. citizens and foreign nationals, are eligible for consideration for this award.

b. Nominations for this award normally will cover a minimum period of one year of service and will reflect superior service or achievement, or heroism of a lesser degree than that recognized by the Meritorious Civilian Service Award. When this award is granted for a courageous act or competence in an emergency, a minimum cash award of \$300 will accompany the medal. The nomination must be submitted within six months after completion of the act/period to be cited.

c. An individual who receives the Superior Civilian Service 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. Succeeding

awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

Page 8-4. The first sentence of paragraph 8-6a. is changed to read as follows:

a. This is the fourth highest DA honorary award and ranks directly below the Superior Civilian Service Award.

The last sentence of paragraph 8-6a is changed to read as follows:

A nomination will normally cover a minimum period of one year of service and will reflect service or achievement of a lesser degree than recognized by the Superior Civilian Service Award.

Page 8-5. Following paragraph 8-6, add:

#### 8-6.1. Achievement Medal for Civilian Service

a. This is the fifth highest DA honorary award and ranks directly below the Commander's Award for Civilian Service. It is awarded for noteworthy achievements that are of a lesser degree than that recognized by the Commander's Award. It consists of a medal, lapel pin and DA Form 5654 (Achievement Medal for Civilian Service). Any commander at the 0-5 level and above and civilian equivalent may approve this award. All appropriated and nonappropriated fund employees, both U. S. citizens and foreign nationals, are eligible for consideration. A nomination would normally cover a period of service and/or level of achievement sufficient to warrant this recognition.

b. An individual who receives the Achievement Medal for Civilian Service 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. Succeeding awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

#### 8-6.2. Civilian Award for Humanitarian Service

a. This DA honorary award is for humanitarian service(s). It consists of a medal, lapel pin and certificate, DA Form 5652 (Civilian Award for Humanitarian Service). Any commander at the MACOM or higher level and civilian equivalent may nominate individuals for this award. All appropriated and nonappropriated fund employees, direct and indirect hire foreign national employees, U. S. private citizens and private citizens and government officials of foreign nations, are eligible for consideration. Nominations would cover a period of service during which the individual performed significant

humanitarian actions, deeds, or achievements. Achievements deserving DA-wide recognition should be submitted for approval by the Secretary of the Army.

b. 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 direct participation in a humanitarian act or operation, and must be submitted within six months after the act or after the act becomes known to the nominating official.

c. Succeeding awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

Table 8-2. (Awards Hierarchy and Approval Levels Chart) is added.

Page 12-1. Paragraph 12-1a(4), add:

(n) U. S. Army Criminal Investigation Command

Page 12-1. Change paragraph 12-1b to read:

Commander's Award for Civilian Service. Commands and activities will requisition yearly the medal and lapel emblem set. Federal Stock Number 8455-01-040-8180 will be cited. Requisitions will be sent to Defense Personnel Support Center, (Directorate of Clothing and Textiles) ATTN: DPSC-FOOA, 2800 South 20th Street, Philadelphia, Pa. 19101.

Page 12-1. Add paragraph 12-1e.

Procurement and availability of certificates and medals for the Superior Civilian Service Award, Achievement Medal for Civilian Service, and Civilian Award for Humanitarian Service. Initial distribution of DA Form 5654 and 5655 will be made to MACOM. As the medals become available, Federal stock numbers will be provided to all activities and/or MACOM, as appropriate, for their direct requisition.

Page 12-1. Following paragraph 12-2a(6), add:

(7) DA Form 5655 (Superior Civilian Service Award) certificate.

(8) DA Form 5654 (Achievement Medal for Civilian Service) certificate.

28 April 1988

I04, AR 672-20

(9) DA Form 5652 (Civilian Award for Humanitarian Service) certificate.

2. Post these changes per DA Pam 310-13
3. File this interim change in front of the publication.

(DAPE-CPL)

By Order of the Secretary of the Army:

CARL E. VUONO  
General United States Army  
Chief of Staff

Official:

R. L. DILWORTH  
Brigadier General, United States Army  
The Adjutant General

Distribution:

Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-9A requirements for AR, Decorations, Awards and Honors - B.



TABLE 8-2. AWARDS HIERARCHY AND APPROVAL LEVELS CHART

<u>CIVILIAN AWARD</u>	<u>APPROVAL LEVEL</u>	<u>MILITARY AWARD</u>	<u>APPROVAL LEVEL</u>
Decoration for Exceptional Civilian Service	Secretary of the Army	Distinguished Service Medal	DA Chief of Staff
Meritorious Civilian Service Award	MACOM commander may redelegate to Major Generals	Legion of Merit	Commanders 0-8 and above depending upon purpose of award and rank of recipient
Superior Civilian Service Award	Commanders 0-8 and above and civilian equivalent	Meritorious Service Medal	Commanders 0-8 and above
Commander's Award for Civilian Service	Commanders 0-6 and above and civilian equivalent	Army Commendation Medal	Commanders 0-6 and above
Achievement Medal for Civilian Service	Commanders 0-5 and above and civilian equivalent	Army Achievement Medal	Commanders 0-5 and above
Certificate of Achievement	Activity commanders may delegate to directors.	Certificate of Achievement	Local commanders
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Civilian Award for Humanitarian Service	Major commander and above and civilian equivalent	Humanitarian Service Medal	US Total Army Personnel Agency

Note: The purpose of this chart is to assist military and civilian supervisors in understanding the awards available in the

REFERENCE

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC  
8 July 1987

Immediate Action  
INTERIM CHANGE

\*AR 672-20  
Interim Change  
No. IO3,  
Expires 8 July 1989

Decorations, Awards, and Honors

Incentive Awards

---

Justification. This interim change transmits revised Chapters 4, 5 and 6 of AR 672-20 and includes minor changes in other chapters. The interim change is required because of the enactment on 8 November 1984, of Title II of Public Law 98-615 (Civil Service Retirement Spouse Equity Act of 1984). This law is retroactive to 1 October 1984. This regulation must be used for all GM Performance Awards approved subsequent to 30 June 1985.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 1-1. Paragraph 1-1 is superseded as follows:

1-1 Purpose. This regulation prescribes policy and procedure governing the Army Incentive Awards Program.

Page 1-1. Paragraph 1-2 Authority, add:

Public Law 98-615, November 8, 1984; and 5 CFR Part 540, Performance Management and Recognition System.

Page 1-1. Subparagraph 1-5d is deleted.

Page 1-3. Subparagraph 1-8h is superseded as follows:

Except for GM employees rated Exceptional, performance and honorary awards are initiated by management when applicable criteria in this regulation are met and failure to receive such an award is not a basis for a grievance or an appeal.

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\*This interim change supersedes Interim Change IO1 dated 31 July 1985.

Page 4-1. Chapter 4 is superseded as follows:

#### CHAPTER 4

##### SUPERIOR ACCOMPLISHMENT AWARDS - SPECIAL ACT OR SERVICE AWARDS

#### 4-1. General

a. A Special Act or Service Award is a cash Superior Accomplishment Award given to recognize a meritorious personal effort, act, service, 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 tangible and/or intangible benefits to the Government and may involve more than one employee. This award may be given whenever benefits are identified.

(2) The cash award ranges from \$25 to \$25,000, depending on the achievement being recognized. (An additional award may be approved at the discretion of the President.) Except for the On-the-Spot Cash Award, all Special Act or Service Award amounts will be determined using the cash award criteria for tangible or intangible benefits for suggestion awards, and will be processed in accordance with applicable provisions of Chapter 2.

(3) The Special Act or Service Award is particularly appropriate to recognize 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.

(4) This award is also appropriate for recognition of civilian employee ideas or improvements resulting in tangible or intangible benefits that cannot be recognized under the Army Suggestion Program.

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

(6) This award is not to be used as a substitute for other personnel actions, pay or other forms of recognition (e.g., SES Presidential Ranks or Bonuses, Performance Awards, misclassification of jobs, or retirement/separation recognition).

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

(8) Receipt of a Special Act or Service Award as well as other Superior Accomplishment Awards will be considered when employees are being considered for promotion (see AR 690-335-1, Appendix B).

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

c. A scientific achievement is defined as:

(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 (R&D) 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.

#### 4-2. Nominating Procedures

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 it is necessary to forward nominations to higher headquarters.

b. DA Form 1256 (Incentive Awards Nomination and Approval) will be used to submit recommendations for this award. When the recommendation is based on measurable tangible benefits, the supporting data will show in detail how these benefits were computed. Recommendations based on intangible benefits will identify the value of benefits and extent of application appropriate for the achievement to be recognized (Table 2-2).

c. DA Form 2443 (Commendation Certificate) may be given with cash awards made under this chapter.

#### 4-3. Approval Authority

a. Major commanders may approve cash awards (individual and group) up to and including \$10,000.

b. Major commanders may redelegate all or a portion of this approval authority to subordinate commands or activities.

c. Recommendations for awards in excess of \$10,000 will be forwarded through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310-0300, for review and appropriate action by the Board.

d. Commanders should delegate approval authority to the lowest level to expedite processing; however, the approving official must be at a level higher than the individual who recommended the award.

#### 4-4. On-the-Spot-Cash Award

a. The On-the-Spot (OTS) Cash Award is a small Special Act or Service Award (\$25 to \$250) which may be given by a supervisor for day-to-day accomplishments of subordinate employees.

b. The DA Form 1256 will be used to process the OTS. 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 that the award is an OTS.
- (3) The amount of the award.
- (4) The signatures of the nominating and approving officials.

c. Processing of the OTS will be accomplished as expeditiously as possible. Local procedures should be developed to assure that total processing time does not exceed 30 days.

Page 5-1. Chapter 5 is superseded as follows:

### CHAPTER 5

#### PERFORMANCE AWARDS

##### 5-1. General

A Performance Award consists of a monetary award and a DA Form 2443 (Commendation Certificate) given in recognition of high-level performance for a specific period. This award is used to recognize all appropriated fund employees, except SES employees.

##### 5-2. Criteria

a. Employees with an Exceptional or Highly Successful rating of record for the most recent rating period may receive this award.

b. Employees who exceed the minimum requirements for a Fully Successful rating of record for the most recent rating period, with at least one critical element exceeded, may receive a Performance Award.

c. All GM employees rated Exceptional for the most recent rating period must receive a Performance Award.

d. To be eligible for this award, a GM employee must be in the GM position on the last day of the rating period for which performance pay decisions are being made.

e. Commanders will determine whether a GM employee who cannot be given a rating of record for the current performance rating year will be given a performance award based on an extended rating.

#### 5-3. Nominating Procedures

a. The employee's immediate supervisor is responsible for initiating the nomination on DA Form 1256 (Incentive Awards Nomination and Approval).

b. Documentation for this award will consist of an Exceptional, Highly Successful or Fully Successful rating of record for the most recent rating period which shows how the nominee exceeded the job elements.

c. Nominations should be submitted within 30 days of approval of the rating.

#### 5-4. Approval Authority

a. Commanders should delegate approval authority to the 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 and must be the official responsible for the awards budget of the unit. When the Commander is the rating supervisor, higher review/approval of the award is not required (unless the dollar amount of the award exceeds the commander's delegated approval authority).

#### 5-5. Amount of Award

a. Performance Awards will be computed as a percentage of pay with a maximum award of 10% of employee's base pay.

b. Unusually exceptional employees may receive awards up to 20% if approved by the MACOM commander. 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/organizational effectiveness would be easily identified, documentable and clearly superior to others rated Exceptional.

c. MACOM commanders will assure that, at the same grade level, GM employees rated Exceptional receive larger dollar awards than GM employees rated Highly Successful, and GM employees rated Highly Successful receive larger dollar awards than GM employees rated Fully Successful. This organizational requirement, and the responsibility to assure that it is carried out, may be redelegated to those subordinate commanders who have responsibility for managing performance awards budgets. An employee promoted within 12 months prior to the end of the rating period need not receive a larger dollar award than employees at the same grade level who have lower ratings.

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

e. Performance awards given to GM employees rated Exceptional must be a minimum of two percent (2%) of the employee's base pay. The rate of basic pay on the last day of the appraisal period shall be used to calculate the award.

#### 5-6. Budgeting for Awards

a. Major commanders are responsible for assuring that fiscal year funds are budgeted and paid out for GM employee Performance Awards as follows:

(1) Minimum of .95% of aggregate base payroll of GM employees in FY 87;

(2) The minimum will increase according to OPM regulations each year to 1.15% of aggregate base payroll of GM employees by FY 89;

(3) Maximum of 1.5% of aggregate base payroll of GM employees.

b. As a minimum, at the beginning of each fiscal year each MACOM shall prepare an estimate of the GM Performance Awards budget, including funding levels used. The estimate will be based on GM pay and consider the following factors:

(1) The number of GM employees during the previous year;

(2) The aggregate rates of basic pay for these employees;

(3) Significant changes in the number of these employees expected in the current fiscal year due to attrition, reorganization, expansion or reduction in force;

(4) The distribution of performance ratings in the organization; and

(5) The amount of general increases and merit increases that will be paid to GM employees in the current fiscal year.

c. Commanders should assure that records of Performance Awards and other awards are maintained so that:

(1) Awards programs can be evaluated locally; and

(2) Data for reports which may be required by Congress or OPM are available.

d. Commanders are responsible for assuring that adequate funds are budgeted for Performance Awards for non-GM employees. It is recommended that a minimum of .95% and a maximum of 1.5% of aggregate base payroll of these employees be budgeted for these awards.

#### 5-7. Policy

a. Nominations for Performance Awards should be submitted within 30 calendar days from the approval date of the annual rating. Final action should be completed within 30 days thereafter.

b. Except for GM employees rated Exceptional, 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 awardee and his or her peers.

c. Organizational accomplishments, including the employee's overall contribution to mission accomplishment, should be major considerations when recommending/approving Performance Awards for individual employees.

d. An employee should never be informed that he or she is under consideration for, or has been nominated for, a Performance Award. Such an action may create a serious morale problem if the award is eventually not approved.

e. The Special Act or Service Award, rather than a Performance Award, is used to recognize special one-time individual contributions or achievements resulting from short periods of service in which tangible or intangible benefits are identified.

f. Nominations for a Performance Award will not be approved when:

(1) Prompted solely by the impending departure of a supervisor or an employee; or

(2) Prompted solely by the fact that the employee is currently at a pay rate subject to legal limitation (pay cap); or

(3) An employee has received a previous Performance Award based in whole or in part on the performance currently being recommended for recognition (except when a GM rating of record is extended, see 5-2e. above).

g. 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.

h. Receipt of a Performance Award will be considered when employees are being considered for promotion (see AR 690-335-1, appendix B).

Page 6-1. Chapter 6 is superseded as follows:

## CHAPTER 6

### QUALITY STEP INCREASES

#### 6-1. General

a. A Quality Step Increase (QSI) consists of an additional within-grade pay increase and a DA Form 2443 (Commendation Certificate) given in recognition of exceptional performance.

b. The QSI may be given only to General Schedule (GS) employees.



## 6-2. Criteria

Employees with an Exceptional annual rating of record for the current rating period are eligible to receive the QSI.

## 6-3. Nominating procedures

a. The employee's immediate supervisor is responsible for initiating the nomination on a DA Form 1256 (Incentive Awards Nomination and Approval).

b. Documentation for the QSI will consist of an Exceptional rating of record for the current rating period.

c. The nomination should 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/approval of the award is not required.

## 6-5. Policy

a. An employee may not receive more than one QSI in any 52 week period.

b. A QSI may not be granted unless, at the time it becomes effective, the employee is expected to remain at least 60 days in the same organization in the same or similar position at the same grade level.

c. An employee may not receive a QSI if the employee has previously received a Performance Award based in whole or in part on the performance currently being recommended for recognition.

d. Employees should never be informed that they are under consideration for or have been nominated for a QSI. Such actions may create serious morale problems if the nomination(s) is not approved.

e. Activities will, on an annual basis, publicize the number of QSIs given during the year by serviced organizations.

f. The QSI will not change the effective date of the employee's normal within-grade pay increase except where 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 section 5335(a), title 5, United States Code.

g. Receipt of a Quality Step Increase will be considered when employees are being considered for promotion (see AR 690-335-1, Appendix B).

Page 11-1. In paragraph 11-1, line 2, replace the words "Merit Pay Cash Awards" with "Performance Management and Recognition System."

2. Post these changes per DA Pam 310-13.
3. File this interim change in front of the publication.

(DAPE-CPL)

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.  
General, United States Army  
Chief of Staff

Official:

DONALD J. DELANDRO  
Brigadier General, United States Army  
The Adjutant General

Distribution:

Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-9A requirements for AR, Decorations, Awards and Honors - B.

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AR 672-20  
C 2

CHANGE }  
No. 2 }

HEADQUARTERS  
DEPARTMENT OF THE ARMY,  
WASHINGTON, DC, 1 February 1984

**DECORATIONS, AWARDS, AND HONORS**

**INCENTIVE AWARDS**

*Effective 1 March 1984*

*This change revises the basic regulation by updating chapters 10 and 12. It—*

- a. Establishes the Commander's Award for Public Service (DA Form 5231).*
- b. Provides for use of laurel leaf clusters with the new award.*
- c. Authorizes local commanders to requisition the award certificate, medal, and lapel emblem set for the new award.*

*This regulation does not contain information that affects the New Manning System.*

AR 672-20, 1 June 1982, is changed as follows:

- 1. New or changed material is indicated by a star.
- 2. Remove old pages and insert new pages as follows:

<i>Remove pages</i>	<i>Insert pages</i>
i through iii.....	i through iii ✓
10-1 through 10-3 .....	10-1 through 10-3 ✓
12-1 .....	12-1 ✓

- 3. File this transmittal sheet in front of the publication.

*Posted  
3 Dec 84  
[Signature]*

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The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(DAPE-CPL), WASH DC 20310.

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.  
*General, United States Army*  
*Chief of Staff*

Official:  
ROBERT M. JOYCE  
*Major General, United States Army*  
*The Adjutant General*

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Immediate Action  
INTERIM CHANGE

Headquarters,  
Department of the Army  
Washington, DC

15 June 1987

AR 672-20  
Interim Change  
No. I02  
Expires 15 June 1989

Decorations, Awards, and Honors.

Incentive Awards

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Justification. This interim change is a result of a Model Installation Waiver Request. Programs such as the Model Installation Program and the Graduate Program have been instrumental in identifying ways to improve management at installations. DODD 4001.1 encourages increased management effectiveness by changing or eliminating regulations.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982 is changed as follows:

Page 2-1. Add subparagraph c to paragraph 2-1 as follows:

Proprietary rights to a suggestion automatically expire 4 years after the date of final action thereon (i.e., adoption, partial adoption, or rejection).

2. Post these changes per DA Pam 310-13.

3. File this interim change in front of the publication.

(DAPE-CPL)

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.  
General, United States Army  
Chief of Staff

Official:

R. L. DILWORTH  
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CHANGE }  
No. 1 }

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC, 1 September 1982

DECORATIONS, AWARDS, AND HONORS

INCENTIVE AWARDS

*Effective Upon Receipt*

*This change corrects printer's error to table 2-1.*

*Interim changes to this regulation are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.*

*Posted  
16 June '83  
pet*

AR 672-20, 1 June 1982, is changed as follows:

1. Material that has been changed or added is indicated by a star.
2. Remove old pages and insert new pages as indicated below:

*Remove pages*  
2-7 and 2-8 ✓

*Insert pages*  
2-7 and 2-8 ←

3. File this change sheet in front of the publication for reference purposes.

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-CPL), WASH DC 20310.

By Order of the Secretary of the Army:

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*General, United States Army  
Chief of Staff*

Official:

ROBERT M. JOYCE  
*Major General, United States Army  
The Adjutant General*

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ARMY REGULATION }  
 No. 672-20 }

HEADQUARTERS  
 DEPARTMENT OF THE ARMY  
 WASHINGTON, DC, 1 June 1982

DECORATIONS, AWARDS, AND HONORS

INCENTIVE AWARDS

Effective 1 July 1982

*This revision provides current guidance for the proper administration of the Army Incentive Awards Program. Local limited supplementation of this regulation is permitted, but is not required. If supplements are issued, HQDA agencies and major Army commands will furnish one copy of each to HQDA (DAPE-CPL); other commands will furnish one copy of each to the next higher headquarters.*

*Interim changes are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.*

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 19 Oct 1990*

\*This regulation supersedes AR 672-20, 28 July 1975, including all changes.

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## CHAPTER 1

### GENERAL

---

**1-1. Purpose.** This regulation prescribes policy and procedures governing the Army Incentive Awards Program.

**1-2. Authority.** This regulation is issued under the authority of Federal Personnel Manual, chapter 451; Department of Defense Instruction 5120.16; General Orders 20, 1981; General Orders 55, 1970; section 1124, title 10, United States Code; section 5403, title 5, United States Code; section 4502, title 5, United States Code; section 5336, title 5, United States Code; and Department of Defense Instruction 1416.4.

**1-3. Applicability.** *a.* This regulation applies to—

(1) All direct-hire Army civilian personnel (including US Army Reserve (USAR) technicians and foreign nationals) paid from appropriated funds.

(2) Nonappropriated fund employees eligible for noncash awards.

*b.* Portions pertaining to the Army Suggestion Program and to inventions and scientific achievements apply to all Active Army and USAR personnel, including cadets at the US Military Academy.

*c.* This regulation does not apply to Army National Guard (ARNG) personnel including ARNG technicians.

**1-4. References.** Required and related references are listed in appendix A.

**1-5. Eligibility for awards.** *a.* Former employees or military personnel, or the estates of deceased employees or military personnel, are eligible to receive awards for contributions made by such persons while employed by or on active duty with DA.

*b.* Employees of Army nonappropriated fund activities are not eligible to receive cash awards paid from appropriated funds; they are eligible for cer-

tain Army noncash awards granted under appropriate provisions of this regulation (see chap. 10).

*c.* Performance awards (bonuses and ranks) for members of the Senior Executive Service are covered by AR 690-900, chapter 920.

*d.* Awards based on on-the-job performance of Merit Pay employees are covered in AR 690-500, chapter 540.

*e.* Foreign nationals employed under indirect-hire labor agreements with foreign governments are not eligible for awards under this regulation unless otherwise noted.

*f.* Federal employees and military personnel outside DA who submit suggestions on Army operations or otherwise qualify for an award are eligible under this regulation.

*g.* Noncareer Government officials and non-Government personnel are eligible for Public Service Awards.

**1-6. Explanation of terms.** *a.* The term "activities" refers to organizations, such as installations, field operating agencies, and activities subordinate to those cited in *b* below.

*b.* The term "major commander," as used in this regulation, applies to the following:

(1) Administrative Assistant to the Secretary of the Army.

(2) HQDA Staff agencies.

(3) Commanders of—

(*a.*) US Army Training and Doctrine Command.

(*b.*) US Army Forces Command.

(*c.*) US Army Materiel Development and Readiness Command.

(*d.*) US Army Intelligence and Security Command.

(*e.*) US Army Communications Command.

(*f.*) US Army Health Services Command.

(*g.*) US Army Recruiting Command.

(h) US Army Military District of Washington.

(i) Military Traffic Management Command.

(j) US Army Criminal Investigation Command.

(k) US Army Corps of Engineers.

(4) Commanders of MACOMs overseas.

c. The phrase "office of primary interest (OPI)" is the office or organization with technical jurisdiction over the subject matter of the suggestion. It has the basic functional interest in primary responsibility for the specific operation, procedure, system, product, or equipment suggested.

**1-7. Objectives.** The objectives of the Army Incentive Awards Program are as follows:

a. Encourage civilian employees and military personnel to take part fully in improving Government operations.

b. Recognize and reward civilian employees and military personnel for suggestions, inventions, and scientific achievements, above those normally expected, that contribute to the efficiency, economy, or other improvement of Government operations.

c. Recognize and reward civilian employees for—

(1) Superior performance individually.

(2) Special achievements, individually or in groups, that contribute significantly to efficiency, economy, or other improvement of Government operations.

d. Insure that program or operational areas where superior work results may warrant consideration for awards are identified by the normal management review and control processes. (When such areas have been identified, cognizant supervisors should be requested to identify those employees deserving consideration for awards and submit proper recommendations.)

**1-8. Policy.** a. The Incentive Awards Program will be administered as a part of the Civilian Personnel Program. The Suggestion Program and the program covering cash awards for inventions and scientific achievements will be operated on a unified basis. The Incentive Awards Program will

be administered entirely on the basis of merit without regard to age, sex, race, color, religion, national origin, marital status, or physical or mental handicap.

b. Incentive awards activities will be coordinated to the fullest extent practicable with management improvement, the DA Productivity Improvement Program, industrial health and safety programs, value engineering and energy conservation, environmental quality, and other productivity and manpower utilization efforts. Recognition for such achievements will be by means of a Special Achievement Award (Special Act or Service). (See chap. 4.) Cash awards (Sustained Superior Performance Awards, Quality Increases, and cash awards for Special Acts or Services) will not be used as a means of avoiding, or as a substitute for, more applicable personnel action (e.g., promotion, training assignment, or appropriate reclassification action).

c. All levels of command will indorse and support the Incentive Awards Program to assure—

(1) Appropriate and consistent use of the various types of incentive awards.

(2) Active interest and participation by all personnel in the Suggestion Program and programs pertaining to awards for inventions and scientific achievements.

(3) Effective use of recognition devices.

(4) Full consideration of eligible Army employees for awards sponsored by other Federal and non-Government organizations.

(5) Exchange of information among MACOMs, military departments, and other Federal agencies when adopted suggestions may have wider application.

d. Publicity and other promotional measures will be used to obtain full understanding and participation of all personnel in the Incentive Awards Program. Appropriated funds may be used to purchase inexpensive items of no intrinsic value for use in promoting the Army Suggestion Program.

e. Suggestions will be evaluated fairly and processed as quickly as possible.

f. Commanders, staff officials, and supervisors will facilitate and encourage suggestion activity.

They will both identify subjects or problems in which constructive ideas are desired and provide positive support to the Suggestion Program. Supervisors who have demonstrated unusual ability to stimulate participation will be given (letters of commendation or other) appropriate recognition.

g. 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.

h. Performance awards (Quality Increases, Sustained Superior Performance, and other honorary awards) are supervisor initiated and awarded at the discretion of management when applicable criteria provided in this regulation are met. Failure to receive such an award is not a basis for a grievance or appeal.

i. Management actions in connection with this regulation are subject to grievance procedures only when a violation of the applicable provisions has occurred.

j. Adverse actions based upon employee performance or conduct or Equal Employment Opportunity (EEO) investigations may be pending on employees nominated for honorary or cash performance awards. If so, action on the awards will be suspended until a determination can be made that granting of the award is not inconsistent with the proposed adverse action or final EEO determination and would not jeopardize the merits of the proposed action. This does not apply to awards for adopted suggestions.

k. The intent of the legislation establishing this program is to provide monetary or honorary recognition for civilian officers or employees of the Government who, by their suggestions, inventions, or superior accomplishments, contribute to the economy, efficiency, or other improvement of Government operations; or who perform special acts or services in the public interest in connection with or related to their official employment. Recognition should be awarded on a timely basis. It should not be awarded as a farewell gesture incident to separation or retirement. The foregoing also applies to military personnel, within the limits

prescribed by section 1124, title 10, United States Code.

**1-9. Nonappropriated fund instrumentalities.** a. AR 230-2 covers the Incentive Awards Program for nonappropriated fund instrumentalities.

b. Suggestions pertaining to appropriated fund activities submitted by nonappropriated fund personnel will not be forwarded to the pertinent Army organization for evaluation until the suggester—

(1) Understands that he or she is not eligible for a cash award if the suggestion is adopted.

(2) Consents to the use of his or her suggestion by execution of a waiver.

c. Cash awards are not payable under this program to appropriated fund employees for benefits accruing to nonappropriated fund organizations and activities.

**1-10. Authority to approve cash awards.** a. Major commanders may approve individual and group cash 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, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, for review.

b. Major commanders may redelegate to subordinate commands or activities the authority to approve cash awards in any amount up to \$10,000.

**1-11. Responsibilities.** a. *Secretary of the Army (SA).* The SA will submit the following to the Office of Personnel Management (OPM):

(1) Award recommendations of over \$10,000.

(2) Recommendations for Presidential Awards.

(3) New or revised Incentive Awards regulations or plans (30 days before the proposed effective date of the regulation or plan).

(4) The required annual report on the Incentive Awards Program.

b. *Deputy Chief of Staff for Personnel (DCSPER).* The DCSPER will exercise staff supervision over the Incentive Awards Program Army-

wide. The functions, including those portions of the program that apply to military personnel, will be staffed and administered at all levels as a part of the Civilian Personnel Program. Proper coordination will be effected with military personnel elements on military participation in the program.

*c. Army Incentive Awards Board.* This Board will make recommendations on incentive award nominations requiring SA approval and provide advice on matters relating to policy, regulatory criteria, and design of the more significant awards.

*d. Major Army commanders.* Major Army commanders will—

(1) Exercise staff supervision over Incentive Awards Programs within their command, including program planning and evaluation.

(2) Issue supplemental instructions for command-wide suggestion campaigns or competitions, when conducted.

(3) Establish supplemental recognition devices adapted to MACOM organizations.

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

(5) Establish Incentive Awards committees, as needed, to—

(a) Consider those award recommendations requiring the approval of the major commander.

(b) Establish proper command goals consistent with departmental program objectives.

(c) Evaluate the total command Incentive Awards Program and develop feedback to subordinate activities.

(d) Assist subordinate activities in planning Incentive Awards Program activities.

(e) Recommend aspects of the program for special emphasis.

*e. Activity commanders.* These commanders will administer and promote the Incentive Awards Program. Commanders will take action or direct action to insure that—

(1) Supervisors are provided guidance and staff assistance in—

(a) Encouraging participation in the program.

(b) Initiating appropriate recognition actions for employee achievements.

(2) Publicity is given to the entire program.

(3) Information on the program is brought to the attention of all personnel.

(4) Program requirements established by HQDA and major Army commanders are accomplished; followup actions are taken in support of operating goals.

*f. Civilian personnel officers.* These officers at all organizational levels will—

(1) Provide positive program leadership and sufficient numbers of qualified staff to implement the Incentive Awards Program, including those portions that apply to military personnel.

(2) Provide training and orientation of all employees on how they may earn awards.

(3) Provide guidance and assistance to supervisors, managers, and Incentive Awards committees in carrying out their responsibilities under this program.

(4) Maintain required records and submit required reports.

*g. Information officers.* These officers at all levels will aid in publicizing and promoting the activities in support of the Incentive Awards Program.

*h. Supervisors.* Supervisors at all levels will—

(1) Initiate recommendations for appropriate awards for achievements or special acts or services.

(2) Encourage personnel to develop suggestions.

(3) Take prompt actions on suggestions submitted for evaluation.

*i. Commanders in foreign areas.* These commanders will develop and implement an Incentive Awards Program for indirect-hire foreign national employees. The program may include similar requirements prescribed by this regulation.

## 1-12. Organization of Incentive Awards committees. *a. General.*

(1) One Incentive Awards Committee will normally be established at each installation that has

an operating Civilian Personnel Office (CPO). This committee may also service all activities administered by the CPO despite command jurisdiction. These activities include military personnel, elements, units, or organizations based on the activity.

(2) If, because of size or distance, the use of one committee is not the most effective arrangement, two or more awards committees, particularly for large tenant activities, may be established. The CPO will have the same relationship to separate committees for serviced activities as to the installation committee. Commanders of serviced activities will approve awards for personnel under this jurisdiction when approval of the local commander is required. Action required above the activity level will be channeled through serviced command channels.

*b. Membership.*

(1) The commander will appoint at least five voting members to the committee. Any person who is eligible to take part in the program may be considered for membership.

(2) Committee members should be persons who have knowledge of the activity and its mission, are objective, demonstrate good judgment, and enjoy the confidence of the work force at large.

(3) Committees should include key persons from the major elements of the activity. Normally, they will include a representative from the Office of the Comptroller and the CPO.

(4) In organizations in which the work is mostly technical or scientific in nature, at least one committee member should have the pertinent background.

(5) Commanders will insure that females and members of minority groups are included in the membership of Incentive Awards committees at all command and activity levels.

(6) A nonvoting executive secretary will be assigned to perform necessary administrative duties.

(7) There may be substantial activity by military personnel in the areas of suggestions, inventions, or scientific achievements. If so, the

organizational element concerned with military personnel administration should be represented.

*c. Use of alternate members.* An ad hoc committee may be convened or alternate committee members may be designated to consider awards being recommended for employees who—

(1) Are members of the Incentive Awards Committee.

(2) Supervise or who are supervised by committee members.

(3) Are related to committee members.

**1-13. Functions of the Incentive Awards committees.** Incentive Awards committees will perform the following functions:

*a.* Consider and present recommendations to the commander concerning—

(1) Nominations for cash and honorary awards that exceed the approval authority delegated to subordinate officials.

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

(3) Difficult, complex, or controversial cases. Such cases might arise as the result of an employee's request for reconsideration of a prior action.

*b.* Assist the civilian personnel officer to—

(1) Plan Incentive Awards Program activities.

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

(3) Implement new program features.

(4) Improve local techniques.

*c.* Evaluate the effectiveness of the program in organizational units, including—

(1) Analysis of results and trends.

(2) Appraisal of employee, supervisor, and management reactions.

*d.* Conduct periodic postaudit reviews of selected adopted suggestions to determine whether anticipated savings are later realized. (These audits may be conducted at the request of the local Incentive Awards committees by internal review or other regularly constituted independent staffs

available to the commander of the local installation.)

*e.* Insure coordination of the Incentive Awards Program activities and publicity with related programs, such as the Industrial Health and Safety Program, and productivity and manpower utilization.

**1-14. Relationships with unions.** Union support of the Army Incentive Awards Program is encouraged under AR 690-700, chapter 711. Therefore, commanders and management officials will confer, consult, and negotiate, as appropriate, on the implementation and operation of the Incentive Awards Program, with unions holding exclusive recognition. Negotiated agreements must be consistent with the provisions of this regulation.

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CHAPTER 2

ARMY SUGGESTION PROGRAM

2-1. General. a. A suggestion is an idea submitted in writing by one or more eligible persons (civilian or military), intended to achieve one or more of the following:

- (1) Accomplish a job better, faster, or cheaper.
- (2) Simplify or improve operations, tools, methods, procedure, layouts, or organization.
- (3) Increase individual or group productivity or manpower utilization.
- (4) Conserve materials or property.
- (5) Promote health or improve working conditions.
- (6) Greatly reduce the likelihood of serious accidents.
- (7) Improve morale in terms of desirable and feasible personnel services, on-post welfare facilities, and personnel policy and practice.

b. An adopted suggestion is a suggestion that has been installed, or for which authoritative official action has been taken which indicates adoption and guarantees implementation in the immediate future.

c. Proprietary rights to a suggestion automatically expire 1 year after the date of final action thereon (i.e., adoption, partial adoption, or rejection).

2-2. Eligibility requirements. a. A suggestion will be considered when it—

- (1) Is submitted in writing before or within 90 calendar days after the date the suggestion is adopted.
- (2) Involves a proposal original to the installation as a whole.
- (3) Does not substantially duplicate, in content, a suggestion already being considered or a suggestion on which proprietary rights have not expired.

b. A suggestion will not be considered when any of the following apply:

(1) The suggester is ineligible to take part in the Army Suggestion Program (para 1-3 and 1-8).

(2) It appears to be a complaint or proposes changes in housekeeping practices or improvements in personal comfort.

(3) It merely recommends enforcement of existing rules or regulations. (Note: Suggestions for more effective procedures for enforcement are eligible.)

(4) It duplicates a suggestion for which proprietary rights have not expired.

(5) It was not submitted within the required time period (a(1) above).

(6) It substantially duplicates an idea currently under consideration by any board, committee, organization, or official of DA even though the suggestion may antedate the final decision to implement the idea.

c. Eligible persons who make suggestions to improve materials or services purchased from a contractor may receive an award if the improvement results in tangible or intangible benefits to the Government. An example is a reduction in the cost of a product being purchased. Such suggestions should be sent to the suggester's employing installation so that the Government may propose the improvement to the contractor. Submission of the suggestion through Government channels is important to insure the origin of the proposal and the benefits to the Government are identified. Awards are not payable to employees or military members based upon benefits accruing to a contractor.

2-3. Suggestion processing procedures. a. Suggestions will be submitted on DA Form 1045 (Suggestion) to the Incentive Awards Administrator located in the CPO or to a designated suggestion coordinator. Suggestions pertaining to publications or equipment improvement may have a completed DA Form 2028 (Recommended Changes to Publications and Blank Forms) or DA Form 2407 (Maintenance Request), respectively, attached to the DA Form 1045.



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b. Each suggestion received by the Incentive Awards Office will be checked against incentive awards files to avoid duplicate awards. Submissions that meet the definition of a suggestion (para 2-1) will be assigned a number and a meaningful title. Receipt of the submission will be acknowledged promptly. The number and title will be used on any correspondence prepared during the processing of the suggestion.

c. The Incentive Awards Office will return a submission to the suggester without assigning a number and title when the suggestion duplicates a previous suggestion or fails to meet the definition of a suggestion.

d. Suggestions that meet the eligibility criteria will be referred promptly to the office of primary interest (OPI) at the installation level for investigation, evaluation, and report as to adoption. The OPI is the office or organization with technical jurisdiction over the subject matter suggested. It has the basic functional interest in, authority over, and primary responsibility for the specific operation, procedure, system product or equipment suggested.

e. If a suggestion is adopted, the Incentive Awards Administrator will audit its evaluation and computed savings to be sure that the evaluation complies with regulations and is mathematically accurate before transmitting it to the finance and accounting office for payment of the award. He or she will determine whether the amount of award recommended is in accordance with tangible and/or intangible awards scales. If benefits are less than \$250, the adopted suggestion will be recognized by a letter of appreciation or a locally devised certificate.

**2-4. Evaluation procedures.** a. Suggestions will be evaluated as soon as possible using DA Form 2440 (Suggestion Evaluation). Full consideration will be given to the suggestion and any developments resulting from its submission. When an evaluation cannot be completed within 45 calendar days after receipt of the suggestion, the suggester will be informed by the Incentive Awards Office. The suggester also will be furnished interim progress reports either in writing or by telephone.

Reasons for the extended evaluation time should be given.

b. When a suggestion is desirable and practical, and within the authority of the evaluator of the evaluator to adopt, the evaluation will include the following data:

(1) A commitment as to how and when it was or will be placed in operation.

(2) An estimate of the annual savings and benefits, together with an explanation of the method used in making this determination.

(3) An explanation of the type and relative importance of intangible benefits, if any. Examples of such benefits are increased safety, improved working conditions, and benefits to health or morale.

(4) A statement as to the extent of application.

(5) When applicable, an estimate of offsetting costs of implementing the suggestion.

c. When a suggestion has been adopted at the local level and is recommended for wider application, the OPI will forward it, with its evaluation, to the next higher OPI.

d. When a suggestion is considered practical but cannot be adopted locally, the OPI will forward it, with its evaluation, to the next higher OPI.

e. When suggestions are referred to the next higher office, a copy of the evaluation will be sent to the local Incentive Awards Office for information.

f. Each echelon to which a suggestion is appropriately referred must make a complete evaluation. Inclusion of complete evaluations on DA Form 2440, recommending adoption, is necessary and helpful to the final evaluating authority.

g. Suggestions to be considered within the Office of the Secretary of Defense (OSD) will be referred to the OPI. Such referrals will contain a clear, concise statement as to what action is expected of the evaluator, and a recommendation as to whether the idea should be adopted and the reasons. OSD will also coordinate with the other Services and Defense agencies.

h. Suggestions considered of value to, or

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requiring evaluation by, other Army commands or Defense agencies will be reviewed by the OPI and referred directly to the proper counterpart office.

i. Suggestions requiring technical evaluation by Government agencies other than DOD will be reviewed by the concerned Army Staff agency and forwarded to HQDA(DAAG-OPA-C), WASH DC 20310, for appropriate referral.

j. A suggestion that is undesirable or impractical may be rejected at any level. Evaluators should not forward suggestions to higher echelons unless they are considered desirable and practicable. If the evaluator is uncertain of the suggestion's value, he should forward the suggestion to higher level for further evaluation. In no case will a suggestion be rejected solely on the basis that official publications do not permit its adoption.

k. Upon completion of evaluation, the suggestion file will be returned through the same channels through which it was referred. One copy of the suggestion file, including one signed copy of the final DA Form 2440, will be sent directly to the originating Incentive Awards Office.

**2-5. Basis for granting cash awards.** a. Cash awards will be granted for adopted suggestions that result in tangible monetary savings, intangible benefits, or a combination of both. (See para 2-7 and 2-8 for criteria.) For a suggestion to be recommended for an award in excess of \$5,000, the idea in the suggestion must be original to the Army as a whole. If the suggestion is submitted by two or more eligible persons, the total of the cash award will not exceed the amount authorized for a similar individual award.

b. For an adopted suggestion to be the basis for a cash award, the idea in the adopted suggestion must be either outside the suggester's job responsibility or substantially exceed performance requirements.

c. Cash awards for adopted suggestions submitted by two or more eligible persons will be paid as follows:

(1) If the members of the group have participated on an equal basis, each member will receive an equal share of the total award.

(2) If the degree of contribution differs materially, each member will receive a share of the total group award in proportion to his contribution. The management official most knowledgeable of the relative contributions of each suggester will make this determination.

d. Delays may be necessary to determine the full value of an adopted suggestion or before the suggestion can be implemented. If so, an initial award may be made based on a conservative estimate of the value of the contribution or local adoption. No adjustment downward in this initial award is authorized after a final determination of the value of the contributions has been made.

e. A DA Form 2441 (Suggestion Award Certificate) will accompany all cash awards to military and civilian personnel.

f. A DA Form 2443 (Commendation Certificate) will accompany cash awards of \$100 or more.

**2-6. Authority to approve cash awards.** a. Major commanders may approve individual and group cash 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, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, for review by the Board.

b. Nominations will include a statement that clearly describes—

(1) The suggester's assigned responsibilities.

(2) The relationship of the contribution to those responsibilities.

(3) Whether the person is eligible for a cash award.

(4) Whether the suggestion is original to the Army as a whole.

c. Major commanders may redelegate to subordinate commands or activities the authority to approve suggestion cash awards in any amount up to \$10,000 based on tangible or intangible benefits or a combination of both. MACOMs will issue appropriate implementing instructions.

**2-7. Cash awards for adopted suggestions that result in tangible monetary savings.** a. Cash

awards for tangible monetary savings may be granted on the basis of actual or estimated savings (i.e., dollar benefits in the first year of implementation less offsetting costs of installation) as follows:

(1) Actual dollar savings in terms of man-hours or personnel spaces.

(2) Extent of increased output at the same cost.

(3) Materials or other resources saved in specific terms.

b. Labor costs used in calculating costs of installation or man-hour savings should be based on actual costs, when available, or on a cost finding basis using average cost center labor rates. All labor rates will include leave and other personnel benefit costs prescribed for civilian and military personnel per paragraph 2-12. The amount of such savings normally will be calculated on the basis of estimated net monetary benefits for the first full year of operation following adoption, installation, or application of the particular suggestion. An improvement with a high installation cost may yield measurable savings beyond the first year. If so, the amount of such savings may be based on the average of net annual savings over a period of the first 3 to 5 years. This figure may not exceed either the reasonable life of the initial installation or the clearly predictable period of use, whichever is the shorter.

c. The amount of cash awards will be determined according to the scale in table 2-1. Cash awards are not granted for adopted suggestions with less than \$250 in benefits. In such cases, a letter of appreciation or commendation, or a locally devised certificate, may be used.

d. Awards will be computed based on the addition of savings at each successive level to all those previously recorded. The total award covering all adoptions is based on the scales in tables 2-1 and 2-2 and is appropriate to the total savings and benefits realized. This method of computation applies to both tangible and intangible benefits.

**2-8. Cash awards for adopted suggestions that result in intangible benefits.** a. By their very nature, awards in this category are recommended on

the basis of judgment rather than precise facts and provable calculations. Award recommendations will be reviewed for their intrinsic merit and all relevant precedents, and approval of awards and amounts will be as fair and consistent as possible.

b. Recommendations for awards will include justification based on the following:

(1) *Value of benefit.*

(a) *Moderate potential value.* Change or modification of an operating principle or procedure that has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited quality to a product, activity, program, or service to the public.

(b) *Substantial potential value.* Substantial change or modification of an operating principle or procedure; an important improvement to the quality of a product, activity, program, or service to the public.

(c) *High potential value.* Complete revision of a basic principle or procedure; a highly significant improvement to the quality of a product, major activity, program, or service to the public.

(d) *Exceptional potential value.* Initiation of a new principle or major procedure; a superior improvement to the quality of a critical activity, program, or service to the public.

(2) *Extent of application.*

(a) *Limited.* Affects functions, missions, or personnel of one office, facility, installation, or an organizational element of a headquarters; affects a small area of science, technology, or major programs.

(b) *Extended.* Affects functions, missions, or personnel of several offices, facilities, or installations; affects an important area of science, technology, or major programs.

(c) *Broad.* Affects functions, mission, or personnel of an entire regional area or command; affects a broad area of science or technology or a major program.

(d) *General.* Affects functions, mission, or personnel of several regional areas or commands, or an entire department of a large agency, or is in the public interest throughout the Nation or beyond.

c. The scale in table 2-2 will be used as a guide in determining the amount of cash awards for intangible benefits. If an adopted suggestion with intangible benefits in a moderate-limited category does not compare favorably with a suggestion involving tangible benefits of at least \$250, no cash award is in order. In such cases, a letter of appreciation or commendation or a locally devised certificate may be used.

**2-9. Cash awards for adopted suggestions 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.

**2-10. Request for reconsideration of suggestions.** a. A suggester may request reconsideration of a suggestion that was not adopted. New or additional information must be presented to document an error of fact that would have a material effect on the evaluation. Such requests should be submitted to the local Incentive Awards Office within 45 days after the suggestion is rejected. Requests for reconsideration that merely state disagreement or dissatisfactions with the evaluation will be returned without action. Requests will be submitted through the same office of primary interest channel to one level above the nonadopting official. In instances in which the deciding authority was at HQDA level, reconsideration will be granted at that level. No reclaims or further requests for reconsideration on the same suggestion will be accepted. The reconsideration of a suggestion that was not adopted will not serve as a basis for extending proprietary rights.

b. A suggester may request an investigation and report if he believes that official action has been taken to implement all or a portion of the suggestion during the period for which proprietary rights have been granted. The request must cite the regulation, directive, or action that implemented the suggestion. It must be submitted through the same channels as the original suggestion. If a direct relationship can be established between the suggestion and official action to implement the idea(s) in the suggestion, the suggester will be given

appropriate recognition according to tables 2-1 and 2-2.

**2-11. Program guidance.** a. Determinations of whether a suggestion is within the suggester's job responsibility or exceeds the suggester's performance standards are properly a management decision. In making such a determination, consideration will be given to the suggester's job description, standards of performance, organization and functional manuals, and other documents which may help in defining the normal expectation of performance. The amount of savings alone should not be used to determine an employee's eligibility for an award since, in many positions, the accomplishment of large savings often results from normal performance of duties. In controversial cases, a commander may seek advice from the Incentive Awards Committee; final authority for such determinations rests with the activity commander.

b. Personnel should be encouraged to submit ideas and proposals related to factors such as housekeeping practices, personal comfort, and employee services and benefits (either orally or in writing) to their immediate supervisor.

c. Suggestions should be evaluated promptly using DA Form 2440. Reasons for adoption or nonadoption and computation of estimated benefits should be clearly and completely stated and should indicate that serious consideration was given to the suggestion. Nonadoptions should be worded in such a way as to encourage further participation by the suggester. Incentive Awards Administrators may return incomplete or inappropriate evaluations for further documentation.

d. Commanders may delegate to directors (normally management officials reporting to the commander) and Incentive Awards Administrators authority to give final approval for suggestion awards up to and including a specific dollar amount to be established at the discretion of the commander. Incentive Awards committees will be used to advise the commander when the recommended award exceeds either his or her authority or the authority delegated to directors.

**2-12. Salary rate computations for civilian and**

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**military personnel.** a. Reimbursable work or services performed by DOD civilian personnel will be computed on the basis of actual direct time worked priced at 129 percent of the base rate. When groups of individuals are involved whose pay rates are more or less homogeneous, group average base pay rates may be used instead of individual base pay rates. The 29-percent acceleration rate consists of a 20-percent acceleration rate to cover standard leave and holiday costs to the fi-

nancing appropriation of other employee benefits such as retirement and health benefits.

b. Reimbursable services of military personnel will be computed on the basis of detailed time or actual direct time worked, as applicable, at the composite standard rates that provide for the basic pay, incentive and special pay, and certain expenses and allowances included in the Military Personnel appropriations for active forces.

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Table 2-1. Contributions With Tangible Benefits

<i>Estimated First-Year Benefits to Government</i>	<i>Amount of Award</i>
Up to \$10,000 .....	10 percent of benefits
\$10,001-\$100,000 .....	\$1,000 for the first \$10,000, plus 3 percent of benefits over \$10,000
★ \$100,001 or more .....	\$3,700 for the first \$100,000 plus .5 percent of benefits over \$100,000

Quick Guide for Calculating Awards Based on Tangible Benefits

Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award
Up to \$10,000	10%	50,000	2,200	90,000	3,400	170,000	4,050	1,800,000	12,200
11,000	1,030	51,000	2,230	91,000	3,430	175,000	4,075	1,900,000	12,700
12,000	1,060	52,000	2,260	92,000	3,460	180,000	4,100	2,000,000	13,200
13,000	1,090	53,000	2,290	93,000	3,490	185,000	4,125	2,100,000	13,700
14,000	1,120	54,000	2,320	94,000	3,520	190,000	4,150	2,200,000	14,200
15,000	1,150	55,000	2,350	95,000	3,550	195,000	4,175	2,300,000	14,700
16,000	1,180	56,000	2,380	96,000	3,580	200,000	4,200	2,400,000	15,200
17,000	1,210	57,000	2,410	97,000	3,610	225,000	4,325	2,500,000	15,700
18,000	1,240	58,000	2,440	98,000	3,640	250,000	4,450	2,600,000	16,200
19,000	1,270	59,000	2,470	99,000	3,670	275,000	4,575	2,700,000	16,700
20,000	1,300	60,000	2,500	100,000	3,700	300,000	4,700	2,800,000	17,200
21,000	1,330	61,000	2,530	101,000	3,705	325,000	4,825	2,900,000	17,700
22,000	1,360	62,000	2,560	102,000	3,710	350,000	4,950	3,000,000	18,200
23,000	1,390	63,000	2,590	103,000	3,715	375,000	5,075	3,100,000	18,700
24,000	1,420	64,000	2,620	104,000	3,720	400,000	5,200	3,200,000	19,200
25,000	1,450	65,000	2,650	105,000	3,725	425,000	5,325	3,300,000	19,700
26,000	1,480	66,000	2,680	106,000	3,730	450,000	5,450	3,400,000	20,200
27,000	1,510	67,000	2,710	107,000	3,735	475,000	5,575	3,500,000	20,700
28,000	1,540	68,000	2,740	108,000	3,740	500,000	5,700	3,600,000	21,200
29,000	1,570	69,000	2,770	109,000	3,745	550,000	5,950	3,700,000	21,700
30,000	1,600	70,000	2,800	110,000	3,750	600,000	6,200	3,800,000	22,200
31,000	1,630	71,000	2,830	111,000	3,755	650,000	6,450	3,900,000	22,700
32,000	1,660	72,000	2,860	112,000	3,760	700,000	6,700	4,000,000	23,200
33,000	1,690	73,000	2,890	113,000	3,765	750,000	6,950	4,100,000	23,700
34,000	1,720	74,000	2,920	114,000	3,770	800,000	7,200	4,200,000	24,200
35,000	1,750	75,000	2,950	115,000	3,775	850,000	7,450	4,300,000	24,700
36,000	1,780	76,000	2,980	116,000	3,780	900,000	7,700	4,360,000	25,000**
37,000	1,810	77,000	3,010	117,000	3,785	950,000	7,950		
38,000	1,840	78,000	3,040	118,000	3,790	1,000,000	8,200	* Awards over \$10,-	
39,000	1,870	79,000	3,070	119,000	3,795	1,050,000	8,450	000 require the ap-	
40,000	1,900	80,000	3,100	120,000	3,800	1,100,000	8,700	proval of the Office of	
41,000	1,930	81,000	3,130	125,000	3,825	1,150,000	8,950	Personnel	
42,000	1,960	82,000	3,160	130,000	3,850	1,200,000	9,200	Management.	
43,000	1,990	83,000	3,190	135,000	3,875	1,250,000	9,450		
44,000	2,020	84,000	3,220	140,000	3,900	1,300,000	9,700	** Maximum award	
45,000	2,050	85,000	3,250	145,000	3,925	1,350,000	9,950	authorized by the Of-	
46,000	2,080	86,000	3,280	150,000	3,950	1,400,000	10,200*	ice of Personnel Man-	
47,000	2,110	87,000	3,310	155,000	3,975	1,500,000	10,700	agement. A presiden-	
48,000	2,140	88,000	3,340	160,000	4,000	1,600,000	11,200	tial Award of up to	
49,000	2,170	89,000	3,370	165,000	4,025	1,700,000	11,700	\$10,000 may be paid	
								in addition to the	
								\$25,000.	

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Table 2-2. Scale of Awards Based on Intangible Benefits

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one office, facility, installation, or an organizational element of a headquarters.  Affects a small area of science or technology.	Affects functions, mission, or personnel of several offices, facilities, or installations.  Affects an important area of science or technology.	Affects functions, mission, or personnel of an entire regional area of command. May be applicable to all of an independent agency or a large bureau.  Affects a broad area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or large independent agency, or is in the public interest throughout the Nation or beyond.
<b>MODERATE VALUE</b> — Change or modification of an operating principle or procedure which has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity, program, or service to the public.	\$25-100 (compare w/\$250-1,000 tangible benefits)	\$100-250 (compare w/\$250-1,000 tangible benefits)	\$250-500	\$500-1,000
<b>SUBSTANTIAL VALUE</b> — Substantial change or modification of an operating principle or procedure; an important improvement to the value of a product, activity, program, or service to the public.	\$100-250 (compare w/\$1,000-2,500 tangible benefits)	\$250-500 (compare w/\$2,500-5,000 tangible benefits)	\$500-1,000 (compare w/\$1,000-2,500 tangible benefits)	\$1,000-2,500
<b>HIGH VALUE</b> —Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity, or program, or service to the public.	\$250-500	\$500-1,000 (compare w/\$5,000-10,000 tangible benefits)	\$1,000-2,500 (compare w/\$10,000-60,000 tangible benefits)	\$2,500-5,000 (compare w/\$360,000-1,360,000 tangible benefits)
<b>EXCEPTIONAL VALUE</b> — 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.	\$500-1,000	\$1,000-2,500	\$2,500-5,000 (compare w/\$60,000-360,000 tangible benefits)	\$5,000-10,000 (compare w/\$360,000-1,360,000 tangible benefits)

## CHAPTER 3

### INVENTION AWARDS

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**3-1. General.** Invention awards are monetary grants for inventions by civilian employees and military personnel that are of interest to DA and for which patent coverage is sought or granted.

**3-2. Responsibility of patent sections.** *a. Initial award.* The Intellectual Property Division, Office of The Judge Advocate General, and patent sections of other Army staff agencies will notify the Incentive Awards Office of the MACOM or organization on whose behalf a patent application is prepared that the inventor is eligible for an initial invention award. The notification is made after—

(1) Preparation and filing of a patent application covering the invention by the patent section or by the individual inventor on his own initiative.

(2) Execution by the inventor of a license or assignment of the invention to the Government at the time the application is filed.

*b. Final award.* When a patent covering an invention has been issued, the concerned patent section will advise the appropriate Incentive Awards Office of that fact. This will establish the inventor's eligibility for the final invention award if the required rights in favor of the Government have been granted. When a Notice of Allowability has been issued for an application withheld from issue because of the classified nature of the subject matter of the invention, it will have the status of an issued patent for final invention award eligibility notice.

**3-3. Requirements for eligibility.** *a.* Civilian employees and military personnel may be considered for an initial award of \$100 if the conditions in paragraph 3-2*a* have been met. They may be considered for a final award of \$300 if the conditions in paragraph 3-2*b* have been met.

*b.* The appropriate patents section may decide to file more than one patent application on an invention disclosure or to file continuation-in-part or divisional applications. If so, the sole inventor may be considered for the initial award of \$100 for each

application and for the additional award of \$300 for each patent issued, or for each application under a Notice of Allowability, despite whether or not separate invention disclosures were originally involved. For a continuation-in-part application or a divisional application to qualify for invention awards, it must contain inventions independent and distinct from the invention of the patent application.

*c.* When two or more eligible persons are co-inventors, each will receive an initial award of \$100. The additional award to each eligible co-inventor will be \$150.

*d.* If one or more eligible inventors are joined as co-inventors with one or more persons who are ineligible to receive a cash award under this paragraph, the eligible inventors will be entitled to a pro rata share of the cash award that would be authorized if all co-inventors were eligible.

*e.* If a cash award has been paid for the invention under the Army Suggestion Program, awards under this paragraph are not authorized. An exception may be made if prior awards have totaled less than that authorized in *d* above. The difference of the cash awards may be awarded under this paragraph.

*f.* An award paid on issuance of a Notice of Allowability precludes payment of an additional award under this paragraph upon issuance of the patent on the same application covered by the Notice of Allowability.

*g.* Incentive awards committees will accept the following as valid evidence on which to approve awards:

(1) *Initial award.* A brief abstract of the invention disclosure and a statement from the appropriate patent section that the conditions set forth in paragraph 3-2*a* have been met.

(2) *Additional award.* A statement from the appropriate patent section that either a patent or a Notice of Allowability has been issued. The statement should include the name of the inventor, title



of the invention, and, in the case of a patent, the date of issue and number of the patent.

**3-4. Restrictions.** *a.* Eligible inventors whose invention disclosures were received by patent personnel at headquarters where decisions can be made as to patent application by the Army before 3 March 1958 will not be eligible to receive an initial award of \$100.

*b.* Inventors to whom patents or Notice of Allowability are issued on or after 3 March 1958 will be eligible to receive an additional award of \$300 as a sole inventor or \$150 as co-inventor even

though these inventors are not eligible to receive an initial award.

*c.* When the actual value of the invention can be determined, an additional award based on its actual value may be made.

(1) The procedures in paragraphs 2-5 and 2-6 will be used to determine the amount of this additional award.

(2) When an additional award is granted, the amount of this award will be reduced by the amount of any awards granted under paragraph 3-3*a* above.

## CHAPTER 4

### SPECIAL ACT OR SERVICE AWARDS

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**4-1. General.** *a.* A Special Act or Service Award is a monetary award given to recognize a meritorious personal effort, act, service, or scientific achievement performed within or outside assigned job responsibilities. This act or service must contribute to the efficiency, economy, or other improvement of Government operations or otherwise be in the public interest.

(1) The act, service, or scientific achievement may or may not involve measurable monetary benefits and may involve more than one employee.

(2) The cash award ranges from \$25 to \$25,000, depending on the achievement being recognized. (An additional award of \$10,000 may be approved at the discretion of the President.) The amount of the award is determined according to the cash award criteria for tangible or intangible benefits for suggestions awards. (See paras 2-7 and 2-8.)

(3) The Special Act or Service Award is particularly appropriate to recognize short periods of superior performance accomplished—

(*a.*) In a regularly assigned position.

(*b.*) During a detail.

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

(*d.*) At other times when a Sustained Superior Performance Award or Quality Step Increase is not appropriate.

(4) This award is also appropriate for recognition of civilian employee improvements resulting in tangible or intangible benefits that cannot be recognized under the criteria of the Suggestion Program.

(5) When an award is made for a special achievement performed within job responsibilities, the act or service must significantly exceed normal performance requirements of the position held.

(6) The special achievement to be recognized must not have served either wholly or in part as the basis for a previous monetary award.

*b.* Provisions of this chapter pertaining to scien-

tific achievements apply to military personnel as well as civilian employees.

*c.* A scientific achievement is defined as—

(1) An act, deed, or accomplishment that establishes 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 (R&D) 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 professional societies that constitutes a substantial contribution to scientific knowledge.

**4-2. Nominating procedures.** *a.* A supervisor or any official having direct knowledge of the act or service or scientific achievement may initiate the nomination. Nominations should be submitted within 30 calendar days after the act, service, or scientific achievement to be recognized. Final action should be taken 30 calendar days thereafter unless it is necessary to forward nominations to higher headquarters.

*b.* DA Form 1256 (Incentive Awards Nomination and Approval) will be used to submit recommendations for this award. When the recommendation is based on measurable tangible benefits, the supporting data will show in detail how these benefits were computed. Recommendations based on intangible benefits will identify the value of benefits and extent of application appropriated for the achievement to be recognized.

*c.* DA Form 2443 (Commendation Certificate) may be given with cash awards made under this chapter.

4-3. Approval authority. a. Major commanders may approve cash awards (individual and group) up to and including \$10,000.

b. Major commanders may redelegate all or a portion of this approval authority to subordinate commands or activities.

c. Recommendations for awards in excess of \$10,000 will be forwarded through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, for review and appropriate action by the Board.

*add 4-5 see chg 103 29 July 92*

## CHAPTER 5

### SUSTAINED SUPERIOR PERFORMANCE AWARDS

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**5-1. General.** A Sustained Superior Performance Award (SSPA) consists of a monetary award and a DA Form 2443 (Commendation Certificate) given in recognition of high-level performance significantly above that ordinarily found in the concerned position.

**5-2. Eligibility requirements.** *a.* All Wage Grade (WG), and General Schedule (GS) employees are eligible for the SSPA.

*b.* The high-level performance must cover a total of not less than 12 months performance of the same or substantially the same duties.

*c.* Performance must exceed the minimum requirements for a Fully Successful performance rating.

**5-3. Nominating procedures.** *a.* The employee's immediate supervisor is responsible for initiating the nomination on DA form 1256.

*b.* Documentation for the SSPA will consist of the following:

(1) A current (within 60 days) Exceptional, Highly Successful or Fully Successful performance appraisal covering a 12-month period; or

(2) Justification that documents applicable performance rated at the levels listed in (1) above, and a copy of employee's most recent performance appraisal.

*c.* Local processing will be consistent with (1) and (2) above and with guidance in FPM, chapter 451.

**5-4. Approval authority.** Commanders should delegate approval authority to the level at which comparable authority lies for significant personnel management actions and effective control can be exercised.

**5-5. Amount of award.** *a.* Cash awards will be computed as a percentage of payable salary. Such awards will be directly related to performance.

The guidance below is provided for relating amounts of awards to adjectival ratings:

(1) up to 5%—exceeds minimum requirements for Fully Successful

(2) up to 10%—at least Highly Successful

(3) up to 15%—Exceptional

*b.* Commanders may modify above monetary scales to meet mission and budgetary needs. Under no circumstances will the maximum 15 percent of payable base salary be exceeded. Award percentages will be calculated upon payable "rate of basic pay" rather than the scheduled rate established for employees.

**5-6. Program guidance.** *a.* Employees will not be nominated automatically for cash performance awards based on their performance appraisals. Performance awards are discretionary and should be used only as an incentive to stimulate future high-level performance of the awardee and his or her peers.

*b.* Repetitive cash awards should be avoided. For an employee to receive consecutive cash awards, documentation is required that clearly shows how the performance differs from the performance used to justify the previous cash award.

*c.* Nominations should be submitted within 30 calendar days after completion of the period of service to be recognized. Final action should be completed within 30 days thereafter.

*d.* Employees should be nominated solely on the basis of individual performance that meets the established criteria.

*e.* Employees should not be informed that they are under consideration, or have been nominated, for an SSPA. Such actions may create serious morale problems if the nominations are not eventually approved.

*f.* The Special Act or Service Award, rather than the Quality Step Increase or Sustained Superior Performance Award is used to recognize spe-

cial one-time individual contributions or short periods of superior service or performance.

*g.* Nominations for SSPA are not appropriate when solely prompted by the impending departure of a supervisor or an employee or when solely prompted by the fact that the employee is currently at a pay rate subject to legal limitation (pay cap) or when an employee—

(1) Is about to receive, or has recently received a promotion.

(2) Has not performed the same or substantially the same duties for the required period of time.

(3) Has received a previous monetary award based in whole or in part on the period of service currently being recommended for recognition.

## CHAPTER 6

### QUALITY STEP INCREASES

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**6-1. General.** A Quality Step Increase (QSI) consists of an additional within-grade pay increase and a DA Form 2443 (Commendation Certificate given in recognition of high-quality performance significantly above that ordinarily required to accomplish the duties of the concerned position.

**6-2. Eligibility requirements.** *a.* Employees in all GS grades are eligible to receive the QSI.

*b.* The high-quality performance must cover a total of not less than 12 months' performance of the same or substantially the same duties.

*c.* Performance must exceed performance standards (other than absolute standards) for all major job elements and must be of such quality that it could only be achieved by the most exceptional employee.

**6-3. Nominating procedures.** *a.* The employee's immediate supervisor is responsible for initiating the nomination on DA Form 1256 (Incentive Awards Nomination and Approval).

*b.* Documentation for the QSI will include the following:

(1) A current (within 60 days) Exceptional performance appraisal covering a 12-month period, or justification that documents performance required in paragraph 6-2*c* above, along with a copy of the employee's most recent performance appraisal.

(2) A statement by the nominating supervisor certifying that, based on past experience, the high-level performance of the nominee is likely to continue.

*c.* Local processing will be consistent with the above and with guidance in FPM, chapter 451.

**6-4. Approval authority.** Commanders should delegate approval authority to the level at which—

*a.* Comparable authority lies for significant personnel management actions.

*b.* Effective control can be exercised.

**6-5. Program guidance.** *a.* Nominations should be submitted within 30 calendar days after completion of the period of service to be recognized. Final action should be taken within 30 days thereafter. The total elapsed time between submission and final action should not exceed 60 days from the date of completion of the period of service to be recognized.

*b.* Employees should be nominated solely on the basis of individual performance that meets the established criteria. Nominations are not appropriate when the moving force is the impending departure of the employee or the supervisor.

*c.* Since the employee continues to enjoy the benefits from the QSI for many years, continuation of the high-quality performance will not form the basis for a later QSI while the employee is in the same position. If the employee continues to perform at the same high level for an extended period of time (e.g., 3 years or more), or at a significantly higher level, the supervisor may nominate the employee for a Sustained Superior Performance Award, or consider the employee for an honorary award.

*d.* Employees should not be informed that they are under consideration for or have been nominated for a QSI. Such actions may create serious morale problems if the nominations are not approved.

*e.* The Special Act or Service Award, rather than the QSI or Sustained Superior Performance Award, is used to recognize special one-time individual contributions or short, periods of superior service or performance.

*f.* A QSI may not be granted unless, at the time it becomes effective, the employee is expected to remain at least 60 days in the same or similar position at the same grade level.

*g.* Although otherwise merited, a QSI is not appropriate when the employee—

(1) Is nearing retirement.

(2) Is transferring to another position within or outside the agency.

(3) Is about to receive, or has recently received a promotion (other than as a result of a classification action).

(4) Has not performed the same or substantially the same duties for the required period of time.

(5) Has received a previous monetary award

based in whole or in part on the period of service currently being recommended for recognition.

*h.* The QSI will not change the effective date of the employee's normal within-grade pay increase; however, if a QSI places an employee in the fourth or seventh step or a grade, the waiting period for a regular within-grade increase is extended by 52 weeks under the graduated waiting-period schedule prescribed by section 5335(a), title 5, United States Code.

## CHAPTER 7

### CAREER SERVICE RECOGNITION FOR CIVILIAN EMPLOYEES

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**7-1. Purpose.** Career service emblems and DA Form 2200 (Certificate of Service) will be awarded civilian employees to provide recognition for career Federal service.

**7-2. Coverage.** *a.* DA civilian employees who are US 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.* Foreign nationals who are employed overseas on a direct- or indirect-hire basis by DA may be awarded—

(1) The same emblems and certificates as prescribed for employees who are US citizens, or

(2) Emblems and certificates of similar but distinctive design that are appropriate for each group.

**7-3. Eligibility.** All Federal civilian and military service will apply toward eligibility for a career service emblem if for 1 year of that service the person has been a civilian employee.

**7-4. 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, or

(2) Include the presentation in anniversary celebrations or other events of special meaning to the Army activity.

*b.* Benefits to morale from such recognition depends to a large degree on the pride and respect with which the emblem is presented, received, and worn. To foster these attitudes, care will be taken to focus maximum public and employee attention 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.* Awards 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 a community relations standpoint.

**7-5. Type of emblem.** The emblem consists of the Coat of Arms of the United States combined with two laurel leaves joined at the base. The years of service are shown on a small shield at the base. Bronze emblems will serve to recognize 10 and 15 years of service; silver, 20 and 25 years; and gold, 30, 35, 40, 45, and 50 years, with gemstones used to distinguish the latter three milestones.



## CHAPTER 8

### HONORARY AWARDS AND OTHER RECOGNITION DEVICES

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**8-1. The President's Award for Distinguished Federal Civilian Service.** *a.* This award, consisting of a gold medal and citation, is granted by the President of the United States. It stands at the pinnacle of the Government's system for granting awards to its employees for special efforts significantly above and beyond the requirements of their position. Only five of these awards are granted each year.

*o.* The achievements upon which a nomination for this award are based should have current impact in improving Government operations or serving the public interest. They should exemplify one or more of the following:

(1) Imagination in developing creative solutions to problems in Government.

(2) Coverage and perseverance against great odds and difficulties.

(3) High 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) 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 Secretary of the Army (SA) or Secretary of Defense (SECDEF).

*c.* Nominations for this award should be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310. Nominations will be accepted on 1 December. They will be personally indorsed by the concerned MACOM commander. Nominees should have already received the Department of the Army Decoration for Exceptional Civilian Service Award and the Department of Defense Distinguished Civilian Service Award. Federal employees serving by Presi-

dential appointment in noncareer positions are not eligible for consideration for this award.

*d.* Nominations will be typed single-spaced, on one side of 8½- by 11-inch paper. They will be submitted in original and six copies in the format described in (1) through (3) below. One original and six copies of DA Form 1256 will accompany the nomination. Supporting or technical material also may be submitted as a supplement.

(1) *First page.* This will be a brief biographical sketch that will include the following information.

- (a) Date and place of birth.
- (b) Education and degrees conferred.
- (c) Significant employment record.
- (d) Type of appointment and grade.

(2) *Second page.* A proposed citation for the signature of the President, 50 to 60 words, in two-paragraph form, using upper and lower type, as appropriate, highlighting the significance of the nominee's achievements.

(3) *Additional pages.* These pages will contain not more than 2,500 words with topical headings as follows:

(a) *Summary of achievement.* Limit this information to one page. This should be stated in specific terms and include dates of achievement.

(b) *Additional details.* In nontechnical language, illustrate how the nominee was personally responsible. This should relate to the achievements listed in (a) above. Be specific as to dates of accomplishment.

(c) *Benefits.* Cite the specific benefits on improving Government operations or serving the public interest. Describe separately the tangible and intangible benefits.

(d) *Personal qualities.* Give examples of personal qualities of the nominee that made the achievement possible.

(e) *Other awards received.* Include a statement describing any other significant awards received.

(f) *Published works.* List the nominee's published works in science, technology, or the humanities.

**8-2. Presidential Management Improvement Award.** *a. Eligibility.* Civilian and military personnel whose exceptional achievements significantly improve Government operations or the delivery of services to the public may be nominated for the Presidential Management Improvement Award. This award, which consists of a plaque, is granted by the President of the United States.

*b. Nomination.* At the end of each fiscal year, activity commanders will review contributions made by their personnel that have been recognized by a Presidential letter of commendation (para 8-10) during the fiscal year. They will recommend, for the Presidential Management Improvement Award, those contributions that they believe merit this recognition. Nominations will be prepared in the format shown in figure 8-1 and forwarded in original and six copies through command channels to reach HQDA(DAPE-CPL), WASH DC 20310, by 15 December. Nominations for this award and for the Presidential letter of commendation may be submitted at the same time.

**8-3. Department of Defense Distinguished Civilian Service Award.** *a.* Each year, the SECDEF awards the Department of Defense Distinguished Civilian Service Award to six 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. This award consists of a gold medal and citation certificate signed by the SECDEF. Awards are made in two categories as follows:

- (1) For contributions or achievements primarily in the scientific field.
- (2) For contributions or achievements in fields other than scientific.

*b.* Army nominations for this award should be made from among those employees who have been awarded the Decoration for Exceptional Civilian Service. In those instances in which the contributions or achievements are so outstanding as to warrant consideration for the DOD award, concur-

rent nominations may be submitted for both awards.

*c.* Nominations will be submitted in an original and six copies in the format shown in figure 8-2. Each copy should be in a separate folder. An original and six copies of DA Form 1256 will accompany each nomination. Nominations must be submitted through command channels and personally endorsed by the MACOM commander concerned. Nominations must be received by the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, not later than 1 November.

*d.* An individual who receives the Department of Defense 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. A succeeding grant of this award will be recognized by the issuance of a bronze palm leaf ribbon attachment for the original medal.

**8-4. Decoration for Exceptional Civilian Service.** *a.* This award consists of a gold medal, rosette, and a citation certificate signed by the SA. It is the highest honorary award granted by the SA to Army civilian employees. All direct-hire DA Career employees are eligible for consideration. A nomination for this award will cover a minimum period of 1 year of service, except nominations for bravery, and must be submitted within 6 months after completion of the period to be cited.

*b.* Eligibility will be determined by measuring contributions against the level of achievement defined below; for example, the individual (group)—

(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 like or similar duties.

(2) Developed and improved major methods and procedures, developed significant inventions, or was responsible for exceptional achievements that effected 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 in terms of highly successful accomplishment of mission or in the major redirection of objectives or accomplishments to meet unique or emergency situations.

c. Contributions and achievements already recognized by a Meritorious Civilian Service Award or other Army honorary award will not be included as part of the justification for the Decoration for Exceptional Civilian Service. Honorary recognition granted by others, such as a DOD award or a Presidential Executive Rank, would not preclude Army recognition based in whole or in part on achievements during the same period of service.

d. When this award is granted for a heroic act, such as described in b(3) above, a minimum cash award of \$500 will accompany the decoration. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

e. Nominations will be submitted in original and six copies in the same format and contain the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 8-1). DA Form 1256, in triplicate, will accompany each nomination. Nominations will be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310. Nominations will be personally indorsed by the MACOM commander concerned.

f. Retirement, separation, or long periods of service do not, of themselves, constitute sufficient basis for conferring this award. With the exception of nominations for bravery, nominees must have established a demonstrable pattern of excellence and achievement which, in most cases, will have been recognized previously by awards up to and including the Department of Army Meritorious Civilian Service Award (para 8-5). When an individual who has not been so recognized is nominated for the Decoration for Exceptional Civilian Service, MACOM review will focus on whether a lesser recognition should be more appropriate. This is not to say that a lesser award is a prerequisite. Nominations for the Decoration for Exceptional

Civilian Service will be considered by the Army Incentive Awards Board solely against the criteria prescribed in paragraph 8-4b.

g. An individual who receives the Decoration for Exceptional Civilian Service may be eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period. A succeeding grant of this award will be recognized by the issuance of a laurel leaf cluster (para 8-7).

(See To 10 Sept 91)  
8-5. Meritorious Civilian Service Award. a. This is the second highest DA honorary award and consists of the medal, rosette, and citation certificate. The award may be granted by the SA or a major commander. All direct-hire DA Career employees are eligible for consideration. A nomination for this award will cover a minimum period of 1 year of service, except nominations for courage and competence in an emergency. It must be submitted within 6 months after completion of the period to be cited.

b. Major commanders may redelegate approval authority for this award to any commander (major general or above) who heads a subordinate element that has a sufficient number of employees in positions where, based on past experience, outstanding achievements of the nature described in c below may be expected. A post audit review will be maintained to assure that criteria are met.

c. Eligibility will be determined by measuring contributions against the level of achievement defined below.

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

(2) Demonstrated unusual initiative and skill in devising new and improved equipment, work methods, and procedures, or concerning inventions resulting in substantial savings in manpower, time, space, materials, or other items of expense, or improved safety or health of the work force.

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

(4) Exhibited unusual courage or competence in an emergency, while performing assigned du-

ties, resulting in direct benefit to the Government or its personnel.

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

*d.* When this award is granted for an act, such as described in *c*(4) above, a minimum cash award of \$300 will accompany the medal.

*e.* Retirement, separation, or long periods of service will not constitute a sufficient basis for conferring the Meritorious Civilian Service Award.

*f.* Before making an award of this medal to a foreign national employee, coordinate with the American Embassy in the area to insure that the award will be compatible with the interests of the United States. Such coordination will be made a matter of record.

*g.* An individual who receives the Meritorious Civilian Service 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. A succeeding grant of this award will be recognized by issuance of a laurel leaf cluster (para 8-7).

*h.* Nominations will be prepared in the same format and contain the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 8-1).

(See IO 120 Sept 91)

#### 8-6. Commander's Award for Civilian Service.

*a.* This DA honorary award ranks directly below the Meritorious Civilian Service award. It consists of a medal, lapel pin, and certificate DA Form 4689 (Commander's Award for Civilian Service).

Any commander at the O-6 level and above, commanders exercising court-martial authority, agency heads, or subordinate officials of general officer rank or civilian equivalent may approve this award. All appropriated and nonappropriated fund employees, US citizen and foreign national, are eligible for consideration. A nomination will normally cover a minimum period of 1 year of service.

*b.* Eligibility will be determined by measuring contributions to the activity against the level of achievement; for example, the individual (group)—

(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, or conceiving inventions that resulted in considerable savings in manpower, time, space, materials, or other items of expense, or improved safety or health of the work force.

(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 area in which the activity or installation is located.

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

*c.* Employees who have established a pattern of excellence, as recognized through the previous receipt of one or more honorary or monetary performance awards should be considered for this award.

*d.* Retirement, separations, or long periods of service will not constitute a sufficient basis for conferring the Commander's Award.

*e.* Before awarding the medal to a foreign national employee, coordinate with the American Embassy in the area to insure that the award will be compatible with the interests of the United States. Such coordination will be made a matter of record.

*f.* Nominations will be initiated by the employee's supervisory on DA Form 1256 and concurred in at each level below the approval authority. A proposed citation of not more than 70 words, highlighting significant achievements, will accompany the nomination.

*g.* When the local commander does not have approval authority, nominations will be processed through command or agency channels to the first level where there is approval authority. The local commander will sign the certificate on the line at the lower left. The official approving the award

will sign at the lower right. The title of the signer and date certificate was signed will be indicated below each signer's name. When the nominating official is also the approving official, the date the award is to be presented will be shown on the line at the lower left of the certificate and signature and title of the approving official on the line at the lower right.

*h.* An individual who receives the Commander's Award is not precluded from future receipt of the same award if any later consideration is based on a different achievement or service performed during a later period. Succeeding awards will be recognized by issuance of a laurel leaf cluster.

**8-7. 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 the Decoration for Exceptional Civilian Service, Meritorious Civilian Service Award, and Commander's Award for Civilian Service, signifying second, third, and fourth awards, respectively. Medals will be presented with the proper cluster affixed to the suspension ribbon, centered on the middle white stripe, the leaves pointed upward.

**8-8. Certificate of Appreciation for Patriotic Civilian Service.** *a.* This award applies to individual employees or groups of employees only in those cases in which services rendered to DA are not job connected. Services provided must reflect patriotic off-duty activities of a public service type contributing to the mission accomplishment of an Army element or to the welfare of Army personnel.

*b.* The certificate and lapel button may be awarded to individuals and groups by the SA or by a MACOM commander for services provided Army elements under his or her jurisdiction. This authority may be redelegated to subordinate commanders at the discretion of the major commander concerned.

*c.* Recommendations will be initiated by the employee's superior on DA Form 1256 and concurred in by responsible officials. (Recommendations for granting the award by the SA will be personally indorsed by major commanders) and submitted to

the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310.

*d.* This award may also be used to recognize civilian employees for community service that reflects favorably on an Army activity or installation; for example—

(1) Donation of 5 gallons (40 pints) of blood to the American Red Cross Blood Bank or similar community blood bank.

(2) Significant participation in a service or voluntary organization.

(3) Participation in a disaster or other relief action, etc.

**8-9. Certificate of Achievement.** *a.* The DA Form 2442 (Certificate of Achievement) may be granted by major or activity commanders as honorary recognition for employee contributions.

*b.* Nominations for the Certificate of Achievement will be initiated by the employee's supervisor on DA Form 1256. Commanders may delegate approval authority to directors (normally the managers reporting directly to the commander).

*c.* Eligibility will be determined by measuring contributions against the level of achievement; for example, the individual (group)—

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

(2) Significantly improve employee morale and job performance.

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

*d.* Citations on such certificates will not be worded so that the achievement appears to warrant a higher award or decoration.

**8-10. Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition.**

*a.* This award consists of a silver medallion, lapel pin, and citation certificate signed by the SA. It is given for outstanding individual or team contribu-

tions, by military or civilian personnel, to 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 R&D. All direct-hire DA employees and active military personnel are eligible for consideration. A maximum of 10 awards may be presented yearly.

*b.* To be eligible for the award, an individual or team 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 (see table 8-1), as measured in part by—

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

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

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

(*d*) The improvement in program management.

*c.* Nominations will be submitted in original and six copies to contain the following information:

(1) Name, grade, MOS or series, and organizational title of nominee(s) with a brief statement of assigned duties.

(2) A clear and concise description of the achievements in sufficient detail to permit review and comparison against the criteria establishing in *b*.

(3) Biographical sketch of the nominee or for each of the nominees if more than one is involved.

(4) A statement as to whether the nominee has received any other award for this achievement.

(5) A proposed citation for the signature of the SA, 75 to 95 words, highlighting the achievements of the nominee.

*d.* Nominations must be submitted through com-

mand channels and be personally indorsed by the major commander. Nominations are made on a fiscal year basis and must be received by the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, not later than 15 December each year. There is no limit on the number of nominations that may be submitted. When more than one nomination is submitted by a major command, the nominations will be ranked in order of the significance of accomplishments.

**8-11. Presidential Recognition Program.** *a.* Major achievements by civilian and military personnel that improve Government operations or the delivery of services to the public will be considered for personal letters of commendation from the President. Those of special significance will be considered yearly for the Presidential Management Improvement Awards (para 8-2).

*b.* Civilian and military personnel whose contribution (suggestions, inventions, or special achievements) are beyond job requirements and result in first-year measurable benefits of \$10,000 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. Nominations may be made for an individual, a small working group, or for a team achievement that has received recognition under this regulation. However, they may not be made for units or organizations.

*c.* Nominations will be prepared in duplicate (in the prescribed format) together with one copy of DA Form 1256 or DA Form 2441, as applicable. Nominations will be submitted through command channels to HQDA(DAPE-CPL), WASH DC 20310, by a covering letter. The covering letter will be signed by the commanding officer of the activity. It will certify either the measurable benefits to the Government or the significance of the contribution within the area of Presidential interest.

**8-12. Department of the Army Promotion Certificate.** *a. Description.* DA Form 4592 (Department of the Army Promotion Certificate) is printed on certificate stock with the DA plaque printed on it.

b. *Eligibility.* DA appropriated and nonappropriated fund civilian employees, including direct and indirect/hire local national employees, are eligible to receive this certificate. To be eligible, the employee must be employed by DA immediately preceding the permanent promotion action or be reemployed by DA after military service 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.

c. *Preparation.* The certificate may be completed either by machine or by hand. It will include the employee's name, pay plan, grade, and the effective date of the promotion. The employee's organizational title may be entered below the employee's name. The appropriate signature block will be entered below the line provided.

d. *Authentication.* Commanders will establish appropriate levels of approval authority, consistent with the rank of the position to which the employee is promoted.

e. *Presentation.* The signatory official or designated official will present the certificate with appropriate ceremony in a way reasonably consistent

with military promotion ceremonies in the organization. Normally, the presentation will take place before or on the effective date of the promotion, but the certificate should be presented within 30 days following the effective date.

8-13. **Other recognition devices.** a. Letters of Appreciation or Commendation may be granted by supervisors for specific instances of above-standard performance or work achievements by an individual employee or a small group of employees that warrant special recognition but do not meet criteria for a higher or special-type award. Letters may be prepared by any supervisor or official having direct knowledge of the employee's acts, services, or performance warranting recognition. Such letters will be signed by the employee's supervisor or concerned official or by a higher level supervisor, consistent with local procedures.

b. Special plaques and other recognition devices may be established by activity commanders, consistent with MACOM policy. These recognition devices may be granted by activity officials when so delegated by activity commanders. No review or processing by the Incentive Awards committees is required unless provided for under special local procedures.

(See IO 120 Sept 199)

8-15 Civilian Desert Shield/Desert Storm Medal (see IO 2 3 Apr 92)

Nomination for (Year) Presidential Management Improvement Award  
(Submit original and five copies)

Name:<sup>1</sup> \_\_\_\_\_ Organization: \_\_\_\_\_  
 Position Title: \_\_\_\_\_ Location: \_\_\_\_\_  
 Rank or Grade: \_\_\_\_\_ Agency: \_\_\_\_\_

1. Narrative justification including—
  - a. Areas of achievement upon which nomination is based.
  - b. Scope and importance of mission, function, service, or activity affected.
  - c. Extent of ingenuity, innovation, or dedication demonstrating initiatives beyond job responsibilities.
  - d. Results achieved, including benefits to the Government and impact on the organization. If tangible benefits result, specific, documented dollar amounts should be stated.
2. Previous awards received by nominee(s). (Include those granted within the Departments of the Army and Defense.)
3. Citation. A two-paragraph citation, not to exceed 80 words, describing the contribution, its benefit to the Government, and impact on the organization.

Contributions made by personnel of the Department of the Army, which received Presidential letters of recognition during fiscal year \_\_\_\_\_, have been reviewed. It has been determined that this contribution merits nomination for the Presidential Management Improvement Award.

I am pleased to forward this nomination for consideration.

\_\_\_\_\_  
Secretary of the Army

<sup>1</sup> If group nomination, name of individual who led group effort.

*Figure 8-1. Sample format for nominations for the Presidential Management Improvement Award.*



Nomination of (Name)  
for

Department of Defense Distinguished Civilian Service Award

I. Biographical Data.

A. General information.

Name:

Date of Birth:

Title and Grade:

Organization and Location:

Service Computation Date:

Length of Time with Present Agency:

B. Education:

Year	Degree	School	Major Field
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C. Significant employment. (List in chronological order beginning with present position.)

Years	Position Title (and grade, if applicable)	Organization
-------	---	--------------

D. Significant prior awards. (List in reverse chronological order beginning with most recent award received.)

E. Significant publications during the past 5 years. (List in reverse chronological order beginning with the most recent publication.)

F. Current membership in professional or scientific societies, civic organizations, etc.

G. Other significant biographical data pertinent to the award nomination.

II. Basic for Nomination. (Not to exceed 3 pages, single spaced.)

A. Summary of Achievement.

B. Additional facts and considerations pertinent to the nomination. (Include examples of personal qualities of the nominee that make the achievement possible, if these qualities were not described in the summary of achievement.)

III. Citation. (Prepare a double-spaced proposed citation for the signature of the Secretary of Defense. The citation will contain no more than 120 words and highlight the significance of the individual's achievements.)

IV. Synopsis. (See format below.)

*Figure 8-2. Sample format for nominations for Department of Defense  
Distinguished Civilian Service Award.*

## SYNOPSIS

Recommendation of (Name)  
for  
Department of Defense Distinguished Civilian Service Award

## A. Name.

Title and Grade:

Specific Field of Specialization:

Organization:

Location:

## B. Education:

## C. Highest Previous Award and Date.

## D. Basis for Nomination. (Summarize in 300 words or less.)

Instructions. Begin each major heading (i.e., Biographical Data, Basis for Nomination, Citation, and Synopsis) on a new page. Two black and white photographs of the nominee will be included in two of the nominating folders.

*Figure 8-2. Format for nominations for the Department of Defense  
Distinguished Civilian Service Award—Continued.*

**Table 8-1. Factors for Consideration in Appraising Achievements in Materiel Acquisition \***

Procurement and Production	Major Item Management	Requirements	Secondary Item Management	Research, Development, and Engineering
<ol style="list-style-type: none"> <li>Quality of procurement (e.g., source selection, suitability of contract types, quality of contractual instruments, suitability of price negotiations, timeliness of actions).</li> <li>Extent and success of efforts to increase competition in procurement.</li> <li>Quality of production management (overall management effectiveness in administration of contracts, timeliness of contractual and production actions, use of contractor management systems, dollar savings by close administration, and management effectiveness of quality control).</li> <li>Initiative and originality employed in solving problems without regard to the dollar value of the procurements involved.</li> <li>Noteworthy accomplishment that furthers Army objectives.</li> </ol>	<ol style="list-style-type: none"> <li>Actions to achieve early testing and fielding of equipment.</li> <li>Reduction of acquisition costs through analysis of requirements, cost reduction or avoidance, and value engineering.</li> <li>Improve item quality and cost through preparation of fully configured technical data packages.</li> <li>Early identification of requirements reductions compatible with anticipated force structures.</li> <li>Use of management techniques, e.g., DODI 7000.2 "Cost Schedule and Control System Criteria.</li> <li>Development and implementation of policy to improve the acquisition process through sound planning, programming, and budgeting of weapons systems requirements for procurement, training, support, maintenance, and disposal.</li> </ol>	<ol style="list-style-type: none"> <li>Quality of the secondary item estimates for apportionment; the base program and annual program estimates submitted to higher headquarters.</li> <li>Development of policies and procedures governing management and requirements determination, including acquisition, rebuild/overhaul and retrograde requirements, and fine item stratification.</li> <li>Efforts to develop retention policies at the major subordinate commands.</li> <li>Improvement of an existing operating system in the secondary item area using existing resources.</li> <li>Originality employed in:                     <ol style="list-style-type: none"> <li>Reduction of inventory.</li> <li>Reduction of excess through material use.</li> <li>Accurate identification of parts for wholesale level stock.</li> <li>Reduction of zero balance items.</li> <li>Reduction of stock fund potential excesses.</li> <li>Solving problems in the secondary item area that furthers Army logistics objectives.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Collation and exploitation of foreign technical intelligence.</li> <li>Program preparation, coordination, and management.</li> <li>Management of international bilateral and multilateral research, development, and standardization programs.</li> <li>Management of product engineering to include advance production engineering, engineering in support of production and procurement, military adaptation of commercial items and product improvement.</li> <li>Management of research, exploratory development, and advanced development.</li> <li>Management of research, development, and engineering in a specific commodity area.</li> <li>Management of systems/projects.</li> </ol>	

\*Not to be used as the total criteria for inclusion or exclusion of an achievement.

## CHAPTER 9

### AWARDS BY NONFEDERAL ORGANIZATION

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**9-1. General.** At various times during each year, DA is given the chance 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 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. Accordingly, action will be taken to establish procedures for early consideration of employees who meet awards criteria. Particular consideration should be given to employees who have been recommended for or have received high-level honorary awards, or who have received exceptional performance ratings. Employees who have not received exceptional performance ratings, but who meet specific criteria for these awards also may be nominated. All nominations should include a statement, signed by the nominee, consenting to the release of all facts contained in the nomination.

**9-2. Arthur S. Flemming Award.** *a.* The Junior Chamber of Commerce of Washington, DC, makes this award each year to 10 young men and women, in the Executive Branch of the Government, who have performed outstanding and meritorious work. The award is made in two categories as follows:

(1) Five to outstanding young men or women in scientific or technical fields.

(2) Five to outstanding young men or women in administrative or executive fields.

*b.* Any civilian employee who has not reached his or her 40th birthday before the last day of the year for which a recommendation is submitted is eligible for consideration. (Commanders are authorized to request a waiver of age eligibility criterion in submitting candidates for consideration by the Army Incentive Awards Board.)

*c.* The general criteria below will be considered in evaluating nominations:

(1) Description of specific accomplishment, for which the nominee is primarily responsible, that resulted in a material improvement in service, a substantial financial savings, or significant social or technological progress. Administrative nominees should have demonstrated exceptional capabilities in any profession (law, personnel, science, etc.).

(2) Description of outstanding executive, scientific, or technical ability or outstanding performance, evidenced by the nominee, even though such ability or performance is not necessarily connected with or related to a specific accomplishment or project. The scientific nominees should be carrying out research "at the bench" themselves. They may have administrative duties, but should be actively taking part in the research projects under their supervision.

*d.* Nominations must be submitted by 1 October to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310. The Arthur S. Flemming Commission furnishes the official nomination forms. Prior year official nomination forms or reproductions thereof also may be used. Nominations will be submitted through command channels in original and six copies. Original and two copies of DA Form 1256 will accompany each nomination.

**9-3. William A. Jump Memorial Award.** *a.* The William A. Jump Memorial Foundation presents this award each year to one Federal Government employee in recognition of—

(1) Outstanding service in the field of public administration.

(2) Notable contributions to the efficiency and quality of the public service in this field.

*b.* Any Federal Government employee is eligible for consideration for this award—

(1) Who is under 37 years of age within the calendar year during which the nomination is submitted, and

(2) Whose performance over a considerable period of time demonstrates unusual competence and interest in—

- (a) Public administration.
- (b) Endowment for leadership.
- (c) Creative thinking.

(d) Close adherence to the basic principles of enlightened public service. (Commanders are authorized to request waiver of the age eligibility criterion in submitting candidates for consideration by the Army Incentive Awards Board.)

c. The term "public administration" should be given the broadest reasonable interpretation covering all aspects of executive administrative direction and supervision and operation of Federal activities. The term does not include achievements specifically of a scientific or technological nature or of attorneys in the practice of their legal profession. However, persons engaged in such specialized professional fields of work may be eligible for consideration. Their eligibility must be based on performance that involves general program and policy administration or organizational planning and executive or supervisory responsibility of sufficient administrative importance to warrant special recognition. Public administration includes personnel administration, budgetary and financial administration, administrative analysis, all management and administrative planning activities, and the executive planning and direction of programs.

d. Nominations for this award will be submitted by 15 January through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310. Nominations will be prepared in original and six copies. They will be typed single-space with a double space between new subject paragraphs. Paragraphs will be numbered in sequence and titles will correspond with the following:

- (1) Name, title, grade, and salary.
- (2) Department and major command.
- (3) Date of birth.
- (4) Home address (and legal voting address, if different).
- (5) Educational background and awards or commendations received.

(6) Brief description of nominee's present duties and responsibilities (including the scope of his or her work); and a chronological review of any significant prior employment.

(7) Description of past and present work performance of the nominee, including evidence of progressive development and personal qualities for leadership in public administration.

(8) Description of specific accomplishments and contributions on which the nomination is based.

e. Original and two copies of DA Form 1256 and two copies of an 8- by 10-inch glossy photograph will accompany each nomination.

f. Proposed citation of approximately 100 words will be included.

g. Exhibit materials, such as copies of publications, may be attached but all the basic information requested above should be included in the nomination itself. Only one complete set of exhibits need be submitted.

h. There is no limit to the number of nominations that may be submitted. The major commander concerned must personally endorse each nomination.

**9-4. National Civil Service League Career Service Award.** a. The National Civil Service League makes this award each year to 10 career employees of the Federal Government who exemplify in an outstanding way the best characteristics of the career service. Selection is made on the basis of demonstrated—

- (1) Efficiency and achievement of an exceptional level, with sustained superior performance and accomplishments.
- (2) Character showing the highest order of integrity and devotion to the principles of public service.
- (3) Service of at least 10 years (including military) with evidence of career progression.

b. Nominations for this award will be submitted by 1 July through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310.

Nominations will be submitted in an original and six copies and will include the following:

(1) A summary statement, not more than five pages in length, containing—

(a) Justification, in detail, in terms of primary considerations noted as the basis for selection.

(b) Human interest factors, especially related to the candidate's career, that would give insight into his or her character.

(c) Comments on the candidate's participation in professional, social, and civic activities and organizations.

(2) Biographical data, to include—

(a) Name, title, and grade.

(b) Organizational location and phone number.

(c) Residence address and phone number.

(d) Education and degrees. (Include names of schools.)

(e) Length of service.

(f) Chronological synopsis of career service progression, showing title and Government organizations.

(g) Brief statement setting forth in summary the substantive achievements that qualify the candidate for consideration, and indicating the primary reason(s) for submitting the candidate's name.

(3) An 8- by 10-inch glossy photograph.

(4) An original and two copies of DA Form 1256.

*d.* It is desirable, in support of a nomination for an award such as the National Civil Service League Career Service Award, that there be evidence of DA recognition of a high order.

*e.* There is no limit to the number of nominations that may be submitted for consideration.

*f.* The major commander concerned will personally endorse each nomination.

**9-5. Roger W. Jones Award for Executive Leadership.** *a.* The American University presents this award each year to two career executives of the Federal government. Selection is made on the basis of demonstrated—

(1) Superior leadership that resulted in outstanding organizational achievements.

(2) Strong commitment to the effective continuity of government by successfully bringing about the development of managers and executives.

*b.* Nominations will be submitted by 15 November through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310. Nominations will be prepared in original and six copies and will include the following:

(1) A brief biographical sketch, including employment background.

(2) A description of the nominee's superior leadership that resulted in outstanding organizational achievement. This description should make clear the nature and significance of the organizational achievement and the career executive's specific role.

(3) A description of the nominee's strong commitment to effective continuity of government, evidenced by success in bringing about the development of managers and executives. This description should include information about specific actions taken by the nominee and the results obtained.

(4) An original and two copies of DA Form 1256.

*c.* The major commander concerned will personally endorse each nomination. There is no limit to the number of nominations that may be submitted.

**9-6. Processing nominations.** *a.* The pertinent Incentive Awards Committee will process nominations initiated at the activity level and forward them to the appropriate major commander over the signature of the activity commander.

*b.* The Incentive Awards Committee at the major command level will evaluate activity nominations. The most worthy nominations will be selected for forwarding to the Army Incentive Awards Board within the time limits specified. The major commander concerned will approve and personally endorse nominations.

**9-7. Nominating official for non-Federal awards.** The SA will be the nominating official for

all Army personnel recommended for awards covered in this chapter. The SA will sign the official nomination forms. The signature block on non-

Federal nominating forms forwarded by commands should be left blank.

## CHAPTER 10

### PUBLIC SERVICE AWARDS

**10-1. Presidential Medal of Freedom.** *a.* The Presidential Medal of Freedom may be awarded in two degrees—the Presidential Medal of Freedom with Distinction (1st degree) and the Presidential Medal of Freedom (2d degree). The award may be given 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.* MACOM commanders may submit nominations for this award. Nominations will be prepared in letter form, in an original and six copies. They will be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310, 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.* Individuals nominated for this award or the awards cited in paragraphs 10-2 through 10-5 should not be given a DA award for the same achievement unless the nomination for the higher level award is disapproved.

**10-2. Presidential Citizens Medal.** *a.* The Presidential Citizens Medal was established to recognize US citizens who have served their country or their fellow citizens in an exemplary way. The President, at his sole discretion, may bestow this medal on any US citizen.

*b.* Procedures for nominations are the same as those described in paragraph 10-1*b*.

**10-3. Department of Defense Medal for Distinguished Public Service.** *a.* This award consists of a gold medal, a rosette, and a citation signed by the SECDEF.

*b.* Nominees will be those civilians—

(1) Who do not derive their principal livelihood from Federal Government employment.

(2) Who, at any time since enactment of the

National Security Act of 1947, have performed distinguished service of significance to DOD as a whole, or have performed meritorious service of such significance to DA that recognition at SA level is thought insufficient.

(3) Whose service or assistance was performed at considerable personal sacrifice and inconvenience and was motivated by patriotism, good citizenship, and a sense of public responsibility.

*c.* Procedures for nominations are identical to those described in paragraph 10-1*b*.

**10-4. Secretary of Defense Award for Outstanding Public Service.** *a.* This award consists of a silver medal, a rosette, and a citation signed by the SECDEF.

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

**10-5. Decoration for Distinguished Civilian Service.** *a. General.* This award consists of a gold medal, rosette, and citation certificate signed by the SA. The SA awards this medal to those who provide distinguished service that makes a substantial contribution to the accomplishment of the Army's mission to include—

(1) Private citizens.

(2) Federal Government officials at the policy development level.

(3) Technical personnel who serve the Army in an advisory capacity or as consultants.

*b. Nominating procedures.*

(1) Nominations for this award may be submitted by major commanders. Nominations will be submitted to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, in letter form, in an original and six copies. The project, research, or service per-

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(See IO 120 Sept 91)  
 formed, the activity in which performed, and dates of service will be described as well as the relationship and value of the service to the Army. Nominations should be submitted within 6 months from the end of the period of service to be recognized.

(2) Listing previous awards and other recognition.

(3) Nominations of foreign nationals will reflect coordination with the American Embassy to insure that the award will be consistent with the interests of the United States.

(4) A proposed citation not to exceed 95 words will accompany the nomination.

**10-6. Outstanding Civilian Service Award. ★a. General.** This award consists of a bronze medal, rosette, and citation certificate. The SA or MACOM commander may award this medal to private citizens, Federal Government officials at the policy development level, and technical personnel who serve the Army in an advisory capacity or as consultants, when they perform an outstanding service that makes a substantial contribution or is of significance to the MACOM concerned. Nominations of Civilian Aides to the Secretary of the Army will be approved by the SA.

*b. Nominating procedures.*

(1) The format for nominations for this award will be similar to that covered in paragraph 10-5b. Nominations should be submitted to approving authority within 6 months of the end of the period of service to be recognized.

(2) Nominations of foreign nationals will reflect coordination with the American Embassy to insure that the award will be consistent with the interests of the United States.

**★10-6.1 Commander's Award for Public Service. a.** This DA honorary award ranks directly below the Outstanding Civilian Service Award. It consists of a bronze medal, lapel pin, and certificate (DA Form 5231 Commander's Award for Public Service). Any of the following may approve this award:

(1) Any commander at the O-6 level and above.

(2) Commanders exercising court-martial authority.

(3) Agency heads.

(4) Subordinate officials of general officer rank or civilian equivalent.

*b.* This medal may be awarded to—

(1) Private citizens.

(2) Federal Government officials at the policy development level.

(3) Technical personnel who serve the Army in an advisory capacity or as consultants.

*c.* The 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. A nomination will normally cover a minimum period of 1 year of service.

*d.* Grants of this award should be made within 6 months following the end of the period of service to be recognized. Nominations of foreign nationals will be coordinated with the American Embassy to insure that the award will be consistent with the interests of the United States. Such coordination will be made a matter of record.

*e.* When the local commander does not have approval authority, nominations will be processed through command or agency channels to the first level where there is approval authority. The local commander will sign the certificate on the line at the lower left. The official approving the award will sign at the lower right. The title of the signer and the date the certificate was signed will be indicated below each signer's name. When the nominating official is also the approving official, the date the award is to be presented will be shown on the line at the lower left of the certificate. The signature and title of the approving official will be shown on the line at the lower right.

*f.* An individual who receives the Commander's Award is not precluded from receiving the same award again if the award is based on a different achievement or service performed during a later period. Succeeding awards will be recognized by issuing a laurel leaf cluster.

**★10-7. Laurel leaf clusters.** A bronze, silver, or gold cluster of three laurel leaves and berries symbolizing civilian honors, achievement, and service will be used to indicate second, third, and fourth awards for the following:

*a.* Decoration for Distinguished Civilian Service.

*b.* Outstanding Civilian Service Award.

*c.* Commander's Award for Public Service.

The proper cluster will be centered on the suspension ribbon with the leaves pointing upward.

**10-8. Department of Defense Meritorious Award.** *a.* This award consists of a certificate signed by the SECDEF.

*b.* The award may be granted to organizations (including corporations, associations, and other groups) for outstanding contributions to the national defense effort that 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. This award will not be used to recognize the efforts of industrial organizations that meet or exceed DOD production quotas. Under no circumstances will organizations be advised that they are under consideration for this award.

*c.* MACOM commanders may submit nominations according to the procedures prescribed in AR 672-5-1, paragraph 8-16.

**10-9. Certificate of Appreciation for Patriotic Civilian Service.** *a.* This award consists of a certificate and lapel button. The SA or MACOM commander may make this award to recognize patriotic civilian service that contributes to the mission of an Army activity, command, or staff agency, or to

the welfare of Army personnel. This authority may be redelegated to subordinate commanders at the discretion of the MACOM commander. Nominations to be approved by the SA will be personally endorsed by major commanders and submitted to the Executive Secretary, Army Incentive Awards Board.

*b.* This certificate may be awarded to a private citizen or official of DA at the policy development level. It also may be awarded to groups, including employees, business firms, fraternal organizations, and quasi-military units.

*c.* The lapel button will accompany the certificate only when the award is presented as an individual award.

**10-10. Processing nominations.** *a.* The pertinent Incentive Awards Committee will—

(1) Process nominations requiring HQDA approval or recommendations that are initiated at the activity level,

(2) Forward the nominations to the proper major commander over the signature of the activity commander.

*b.* The Incentive Awards Review Committee will evaluate activity nominations at the MACOM level. The most worthy nominations will be selected for forwarding to the Army Incentive Awards Board within the time limits specified. The major commander concerned will approve the nominations and endorse them personally.

## CHAPTER 11

### PAYMENT, PROGRAM PROMOTION, AND REPORTS

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**11-1. General.** The Government Employees Incentive Awards Act (5 USC 45) and the Merit Pay Cash Awards and Senior Executive Service (SES) Awards programs of the Civil Service Reform Act of 1978 are designed to improve Government operations and services. These programs increase efficiency, productivity, and service by rewarding those whose job performance and adopted ideas benefit the Army and are substantially above normal job requirements. DA fully supports these programs and goals, and considers approved awards to be valid undertakings of the Government that must be paid, subject only to availability of funds. Suspension of these awards program will not be undertaken without the express permission and coordination of the DCSPER. Management actions decreasing other civilian personnel costs (i.e., reduced overtime, reduced temporary hires, improved position management through greater use of entry level jobs, etc.) are considered responsible measures for assuring funding availability for cash awards. This is especially true since the awards themselves carry the theme of increased productivity.

**11-2. Payment of awards.** *a.* The approval of the awarding authority or his or her authorized representative will be sent to the Finance and Accounting Office as authority for payments.

*b.* All cash awards, whether to civilian or military personnel, will be financed from the Operation and Maintenance, Army (OMA) funds locally available to operate the installation, command, or equivalent organization of the commander who approves the award. When an award requires approval above the installation level, the award is paid out of the OMA funds of the commander who recommends the award. In the case of a suggestion, the commander who "approves" or "recommends" the award is the commander of the organization that received, recorded, and processed the suggestion. This is the same commander that reports benefits from the suggestion on the Incen-

tive Awards Program Annual Report (OPM Form 1465). This procedure is followed despite the organization or echelon within Army that adopts the idea. An exception to this will apply for industrially funded activities. Awards to personnel of these activities will be charged as an operating expense of the industrial fund activity that approves or recommends the award.

*c.* Monetary awards will be paid at the earliest practicable date after the adoption of a suggestion or approval of any other cash award. The transfer of personnel after recommendation of an award that requires higher echelon approval does not change the financial responsibility of the recommending organization. The losing command will forward, through channels, to the new employing installation or duty station all papers pertinent to the payment of the award, including the citation of funds from which the award will be paid.

*d.* Payment for civilian employees will be made according to AR 37-105. Payment for military personnel will be made by SF 1034 (Public Voucher for Purchases and Services Other Than Personal) according to AR 37-107.

*e.* CPOs will provide Finance and Accounting Offices with three copies of the DA Form 2441 (Suggestion Award Certificate) to process suggestion cash awards to military personnel. Only one copy of this form is required for processing payment to civilian employees.

*f.* Cash awards are considered obligations that must be met, except when the granting of an award would cause an overobligation as defined by section 3679, US Revised Statutes.

*g.* The Internal Revenue Code states that a cash award will be treated as additional compensation; therefore, tax will be withheld from all award payments to civilian and military personnel. Federal income tax for civilian employees and military personnel will be computed and withheld as prescribed in AR 37-105, paragraph 2-93. Taxes

withheld from military personnel will be accounted for and paid to the Internal Revenue Service in the same way as prescribed for payment of taxes withheld from civilian payrolls. At the time of payment, the Finance and Accounting Officer will issue Form W-2 to military personnel. This form will show the gross amount of the cash award and the amount collected for tax.

*h.* Cash awards may be paid to eligible persons who submit meritorious ideas or suggestions resulting in improvements or economies in the operation of a military department in addition to, or other than, the one in which employed or performing duty. The benefiting military department will pay the full amount of the award, less tax.

*i.* Governing legislation provides for payment of cash awards for benefits accruing to one or more departments or Federal agencies that result from available contributions by eligible personnel of another department or agency. The procedures below will apply in making payments for awards to employees of agencies outside DOD and to Army personnel by agencies outside DOD:

(1) When making an award for an adopted suggestion to an Army employee for benefits to another Federal agency, upon notice of adoption of suggestion, the employing DA activity will prepare and forward SF 1080 (Voucher for Transfer Between Appropriations and/or Funds) to the benefiting Federal agency. The benefiting agency will remit the amount of the award to that activity. Upon receipt, this remittance will be credited to deposit fund account 21X6875, Suspense, Department of the Army. Action will be taken to make cash award to the employee.

(2) When making an award for an adopted suggestion to an employee of another Federal agency for benefits to the Army, the benefiting DA activity will remit to the suggester's agency the amount of the award from available funds.

*j.* Procedures for award payments within DOD will be identical to those cited in *i* above, with the following exceptions:

(1) The submitting rather than the adopting DOD agency will finance awards determined to be less than \$200.

(2) More than one component may be consid-

ering a suggestion. If so, the award will not be financed until all necessary evaluations have been received by the submitting DA office. Ideas determined to be of tangible value to DA, however, will be adopted and awards paid, based on the proper scale in chapter 2. Payment will be made without awaiting the results of the evaluations of other organizations. Upon receipt of all required evaluations, awards will be computed, according to table 2-1. Each adopting component will be apprised of its award obligation. The portion of the total award chargeable to each adopting component will be in direct proportion to the percentage of the total first-year tangible savings realized by that component.

(3) More than one component may be considering a suggestion from which intangible benefits may be realized. If so, the award will not be financed until all necessary evaluations have been received and a total evaluation has been made by the appropriate DA office. The DA office that submitted the suggestion for evaluation will endeavor to work out an equitable agreement with their counterpart offices in adopting components as to the amount each component is to finance. If appropriate award amounts cannot be agreed upon, the submitting DA office will refer the matter to HQDA(DAPE-CPL), WASH DC 20310, for assistance.

*k.* When payment of an award is authorized after an individual has separated from employment or military service, efforts will be made to reach him or her at the last known address. When no address is available at the local installation, locator information will be requested as follows:

(1) *Discharged Army personnel.*

National Personnel Records Center  
(Military Records)  
9700 Page Boulevard  
St. Louis, MO 63132  
AUTOVON: 693-7261

(2) *Retired Army personnel.*

Commander US Army Finance and  
Accounting Center  
ATTN: FINCM-A  
Indianapolis, IN 46249  
AUTOVON: 699-3411

(3) *Civilian personnel.*

National Personnel Records Center  
 (Civilian Records)  
 111 Winnebago Street  
 St. Louis, MO 63118  
 AUTOVON: 693-1110

*l.* In case of death, the unpaid award will be treated as an amount due and processed according to regulations that pertain to amounts due deceased employees: This includes retired personnel, if services in the public interest supporting the award were provided while the person was in Government employment or the military service.

**11-3. Promotional materials.** Maximum use will be made of all forms of promotional media and materials to create and maintain interests in the Army Incentive Awards Program. Subject to AR 310-1, MACOM commanders may develop promotional material for distribution to subordinate commanders. Locally developed promotional material should be keyed to subjects of particular interest to the issuing command or activity.

**11-4. OPM Form 1465 (Requirements Control Symbol (RCS) 1059-OPM-AN (Incentive Awards Program Annual Report) and DD Form 1609 (RCS DD-M(A)-1345) (Incentive Awards Program Annual Report Military).** *a.* The Incentive Awards Program reports will be prepared on a fiscal year basis. Use OPM Form 1465 for civilian employees and DD Form 1609 for military per-

sonnel. OPM Form 1465 will be attached to the annual FPM bulletin announcing the call for statistics. Local reproduction of the form is authorized. DD Form 1609 (fig. 11-1) will be locally reproduced (head to foot) on 8½" by 11" paper.

*b.* Each operating CPO will prepare the report. It will cover all Army civilian employees serviced by that office, regardless of command jurisdiction, and all military personnel under the incentive awards processing responsibility of that office. CPOs outside the United States will prepare a separate OPM Form 1465 for—

(1) US citizen employees.

(2) Non-US citizen, direct-hire employees paid from appropriated funds for personal services.

*c.* Feeder reports will be consolidated at MACOM Level. Commanders will forward an original only of the consolidated OPM Form 1465 and DD Form 1609 to US Army Civilian Personnel Center, PECC-CI, Hoffman II Building, 200 Stovall Street, Alexandria, VA 22332 not later than the 12th working day after the end of the fiscal year.

*c.* All actions pertaining to a contribution will be reported by the CPO servicing the activity at which the contribution originated. Awards that have been approved by the responsible approving authority will be included, despite whether or not payment has been made to the employee.

**DD Form 1609 (fig. 11-1) is a fold in and is located at the end of regular size pages.**

## CHAPTER 12

### PROCUREMENT OF RECOGNITION DEVICES AND FORMS

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**12-1. Honorary awards and other recognition devices.** *a. Requisitioning award forms and devices.* The organizations or individuals listed below will requisition yearly the honorary awards and other recognition devices discussed in chapters 8 and 10 from HQDA(DAPE-CPL), WASH DC 20310. Exceptions are given in *b* and *c* below.

- (1) Office, Secretary of the Army.
- (2) HQDA(DAEN-PEZ-A).
- (3) Commander in Chief, US Army, Europe and Seventh Army.
- (4) Commanders of—
  - (a) US Army Materiel Development and Readiness Command.
  - (b) US Army Intelligence and Security Command.
  - (c) US Army Communications Command.
  - (d) Military Traffic Management Command.
  - (e) US Army Military District of Washington.
  - (f) US Army Health Services Command.
  - (g) US Army Forces Command.
  - (h) US Army Training and Doctrine Command.
  - (i) US Army, Japan.
  - (j) Eighth US Army.
  - (k) US Army Western Command.
  - (l) US Army Recruiting Command.
  - (m) US Army Finance and Accounting Center.

(5) Superintendent, US Military Academy.

**★*b. Commander's Award for Civilian Service.*** Commands and activities will requisition yearly

the medal and lapel emblem set. Federal Stock Number 8455-01-040-8180 will be cited. Requisitions will be sent to Commander US Army Support Activity, ATTN: STSAP-SE, 2800 South 8th Street, Philadelphia, PA 19101.

**★*c. Commander's Award for Public Service.*** Commands and activities will requisition yearly the medal and lapel emblem set. Requisitions will be sent to the address given in *b* above.

**★*d. Procurement of Career Service emblems.*** Career Service emblems will be procured according to periodic instructions provided by OPM and forwarded to the MACOMs by HQDA.

**★12-2. Where to obtain DA forms.** *a.* Commands and activities will requisition the forms listed below from the Commander, US Army AG Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220.

- (1) DA Form 2442 (Certificate of Achievement).
- (2) DA Form 2443 (Commendation Certificate).
- (3) DA Form 2444 (Record of Length of Service Award).
- (4) DA Form 4592 (Department of the Army Promotion Certificate).
- (5) DA Form 4689 (Commander's Award for Civilian Service).
- (6) DA Form 5231 (Commander's Award for Public Service).

*b.* Because of the relatively high cost of these certificates, special care should be exercised to avoid spoilage in preparation.

## APPENDIX A REFERENCES

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### Section I. REQUIRED PUBLICATIONS

Federal Personnel Manual (FPM), Chapter 451 (Incentive Awards)

### Section II. RELATED PUBLICATIONS

- AR 37-105 Finance and Accounting for Installations: Civilian Pay Procedures)
- AR 37-107 Finance and Accounting for Installations: Processing and Payment of Commercial Accounts)
- AR 230-2 (Personnel Policies and Practices)
- AR 310-1 (Publications, Blank Forms, and Printing Management)
- AR 672-5-1 (Military Awards)
- AR 690-500, Chapter 540 (Merit Pay System)
- AR 690-900, Chapter 920 (Senior Executive Service)
- DOD 1416.4-1 (Quality Salary Increases for Employees Subject to the Classification Act of 1949, as Amended)
- DOD 5120.16-I (Department of Defense Incentive Awards Program: Policies and Standards)
- DOD 7000.2-1 (Cost Schedules and Control System Criteria)

**INCENTIVE AWARDS PROGRAM ANNUAL REPORT  
(MILITARY PERSONNEL)**

FISCAL YEAR ENDING

June 30, 19

REPORT CONTROL SYMBOL  
**DD-M(A)1345**

This report is required by the Department of Defense for reporting to the President and Congress in accordance with 10 USC 1124. (Ref.: DoD Instruction 5120.16)

TO

REPORTING DEPARTMENT OR AGENCY

**INSTRUCTIONS**

- 1 Report awards for combined measurable and intangible benefits under "Tangible Benefits."
- 2 Count only one award per case. Do not include a count for supplemental awards.
- 3 Include the dollar amount of supplemental awards under the "Amount of Awards" Column.

- 4 Include as Non-Cash Awards, any Certificates of Appreciation, special citations, etc. approved as meaningful awards under the Incentive Awards Program
- 5 For the number of suggestions received, count only the initial receipt of cases from personnel of your department. Do not count requests for reconsideration of cases already processed.

**PART A - AWARDS FOR SUGGESTIONS**

AWARDS	FOR TANGIBLE (MEASURABLE) BENEFITS			FOR INTANGIBLE BENEFITS	
	NUMBER OF AWARDS	TANGIBLE BENEFITS	AMOUNT OF AWARDS	NUMBER OF AWARDS	AMOUNT OF AWARDS
NON-CASH AWARDS		\$			
CASH AWARDS		\$	\$		\$
<b>TOTAL</b>		\$			
SUGGESTIONS	NUMBER OF SUGGESTIONS				
	ON HAND AT BEGINNING OF YEAR	RECEIVED	ADOPTED	DISAPPROVED	PENDING END OF YEAR

**PART B - AWARDS FOR INVENTIONS**

AWARD TYPES	NUMBER OF AWARDS	AMOUNT OF AWARDS	TANGIBLE BENEFITS
\$50 INITIAL AWARD BASED ON INVENTION DISCLOSURES		\$	
\$100 AWARDS BASED ON PATENTS ISSUED		\$	
ADDITIONAL AWARD		\$	\$
<b>TOTAL</b>		\$	

**PART C - AWARDS FOR SCIENTIFIC ACHIEVEMENTS**

AWARDS BASED ON SCIENTIFIC ACHIEVEMENTS	FOR TANGIBLE (MEASURABLE) BENEFITS			FOR INTANGIBLE BENEFITS	
	NUMBER OF AWARDS	TANGIBLE BENEFITS	AMOUNT OF AWARDS	NUMBER OF AWARDS	AMOUNT OF AWARDS
NON-CASH AWARDS		\$			
CASH AWARDS		\$	\$		\$
<b>TOTAL</b>		\$			

**PART D - DISTRIBUTION OF CASH AWARDS**

	SUGGESTIONS		INVENTIONS		SCIENTIFIC ACHIEVEMENTS		AVERAGE NUMBER OF PERSONNEL ON BOARD IN FISCAL YEAR
	NUMBER OF AWARDS	AMOUNT PAID	NUMBER OF AWARDS	AMOUNT PAID	NUMBER OF AWARDS	AMOUNT PAID	
ENLISTED PERSONNEL		\$		\$		\$	
OFFICER PERSONNEL		\$		\$		\$	
<b>TOTAL</b>		\$		\$		\$	



**PART E - INTERDEPARTMENTAL REFERRAL OF SUGGESTIONS**

	NUMBER CASES REFERRED TO ANOTHER DEPARTMENT OR AGENCY	NUMBER CASES WITH ADOPTIONS BY ANOTHER DEPARTMENT OR AGENCY	TOTAL AMOUNT		NUMBER CASES DISAPPROVED	NUMBER CASES PENDING AT END OF YEAR
			TANGIBLE BENEFITS FROM ADOPTION BY OTHER DEPARTMENTS/ AGENCIES	AWARDS PAID BY OTHER DEPARTMENTS/ AGENCIES		
OUTSIDE DEPARTMENT OF DEFENSE			\$	\$		
WITHIN DEPARTMENT OF DEFENSE			\$	\$		
<b>TOTAL</b>			\$	\$		

**PART F - DESCRIPTION OF SIGNIFICANT CONTRIBUTIONS**

Attach a one-paragraph description of each suggestion for which an award of \$1,000 or more was paid. (Include name, rank, installation and/or command, and location.) Also provide brief description of noteworthy inventions and scientific achievements for which awards were granted.

**PART G - NARRATIVE EVALUATION**

Prepare a narrative evaluation of the incentive awards program for military personnel in your component. Include the following topics plus any additional significant information (If more space is required, continue on an additional sheet and attach):

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>1. Significant problems encountered and action taken to overcome them.</li> <li>2. Particularly effective techniques used.</li> <li>3. Significant results achieved (other than those reflected in statistics).</li> </ul> | <ul style="list-style-type: none"> <li>4. Plans for increasing program effectiveness during next fiscal year.</li> <li>5. Proposals for DoD consideration regarding changes in policies, instructions, etc.</li> </ul> |
|---|--|

DATE	TYPED NAME AND TITLE OF REPORTING OFFICIAL	SIGNATURE
------	--	-----------

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-CPL), WASH DC 20310.

By Order of the Secretary of the Army:

E. C. MEYER  
*General, United States Army*  
*Chief of Staff*

Official:

ROBERT M. JOYCE  
*Brigadier General, United States Army*  
*The Adjutant General*

**DISTRIBUTION:**

*Active Army, ARNG, USAR;* To be distributed in accordance with DA Form 12-9A, requirements for AR, Decorations, Awards and Honors—B.

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC  
31 July 1985

S/S by INT ch. F03  
8 July 1987  
Immediate Action  
INTERIM CHANGE

\*AR 672-20  
Interim Change  
No. 101  
Expires 31 July 1987

Decorations, Awards, and Honors  
Incentive Awards

Justification. This interim change transmits revised Chapters 4 and 5 of AR 672-20 and includes minor changes in other chapters. This change also supersedes Subchapter 7 (Cash Awards) of AR 690-500, Chapter 540, dated 15 November 1982. The interim change is required because of the enactment on 8 November 1984, of Title II of Public Law 98-615 (Civil Service Retirement Spouse Equity Act of 1984). This law is retroactive to 1 October 1984. This regulation must be used for all GM Performance Awards approved subsequent to 30 June 1985.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 1-1. Paragraph 1-1 is superseded as follows:

1-1 Purpose. This regulation prescribes policy and procedure governing the Army Incentive Awards Program including the Performance Management and Recognition System (PMRS) for GM employees.

Page 1-1. Paragraph 1-2 Authority, add:

Public Law 98-615, November 8, 1984; and 5 CFR Part 540, Performance Management and Recognition System.

Page 1-1. Subparagraph 1-5d is deleted.

Page 1-3. Subparagraph 1-8h is superseded as follows:

Except for GM employees rated Exceptional, performance and honorary awards are initiated by management when applicable criteria in this regulation are met and failure to receive such an award is not a basis for a grievance or an appeal.

\*This interim change supersedes Subchapter 7 (Cash Awards), of AR 690-500, Chapter 540 (15 Nov 1982)

Page 4-1. Chapter 4 is superseded as follows:

CHAPTER 4  
SPECIAL ACT OR SERVICE AWARDS

4-1. GENERAL.

a. A Special Act or Service Award is a cash award given to recognize a meritorious personal effort, act, service, 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 to the Government and may involve more than one employee. This award may be given whenever benefits are identified.

(2) The cash award ranges from \$25 to \$25,000, depending on the achievement being recognized. (An additional award of \$10,000 may be approved at the discretion of the President.) Except for the On-the-Spot Cash Award, all Special Act or Service Award amounts will be determined using the cash award criteria for tangible or intangible benefits for suggestion awards, and will be processed in accordance with applicable provisions of Chapter 2.

(3) The Special Act or Service Award is particularly appropriate to recognize short term accomplishments:

(a) In a regularly assigned position;

(b) During a detail;

(c) At the conclusion of a successful special project assignment; or

(d) At other times when performance or honorary awards are not appropriate.

(4) This award is also appropriate for recognition of civilian employee improvements resulting in tangible or intangible benefits that cannot be recognized under the Army Suggestion Program.

(5) When an award is made for a special achievement accomplished within job responsibilities, the act or service must significantly exceed normal expectations.

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

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

c. A scientific achievement is defined as:

(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 (R&D) 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.

#### 4-2. NOMINATING PROCEDURES.

a. A supervisor or any official having direct knowledge of the act or service or scientific or other achievement 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 30 calendar days thereafter unless it is necessary to forward nominations to higher headquarters.

b. DA Form 1256 (Incentive Awards Nomination and Approval) will be used to submit recommendations for this award. When the recommendation is based on measurable tangible benefits, the supporting data will show in detail how these benefits were computed. Recommendations based on intangible benefits will identify the value of benefits and extent of application appropriate for the achievement to be recognized.

c. DA Form 2443 (Commendation Certificate) may be given with cash awards made under this chapter.

#### 4-3. APPROVAL AUTHORITY.

a. Major commanders may approve cash awards (individual and group) up to and including \$10,000.

b. Major commanders may redelegate all or a portion of this approval authority to subordinate commands or activities.

c. Recommendations for awards in excess of \$10,000 will be forwarded through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310-0300, for review and appropriate action by the Board.

#### 4-4. ON-THE-SPOT CASH AWARD

a. The On-the-Spot (OTS) Cash Award is a small cash Special Act or Service Award (\$25 to \$250) which may be given by a supervisor for day-to-day worksite accomplishments.

b. Examples of achievements warranting the OTS include the following:

(1) Streamlining, eliminating, or modifying an office or operating procedure to improve effectiveness, efficiency, or timeliness. Examples are:

(a) Eliminating an internal reporting requirement which, over time, has eroded in value.

(b) Consolidating internal reporting requirements so that the same data are not asked for in several different formats.

(2) Accomplishing a specific, one-time, or special assignment that required extra effort or resulted in the organization receiving recognition for responsiveness to unprogrammed requirements. Examples are:

(a) Completion of a special report or briefing;

(b) Rapid completion of information to support budget requests; or

(c) Completion of a special, short suspense project that contributes to the mission of the organization, including scientific, technical, trades, crafts, building, and maintenance projects.

(3) Implementing a program to improve employee morale or productivity. Examples are:

(a) Setting up briefings for clerical and other support personnel on new projects assigned to the organization; or

(b) Effectively encouraging employee use of the Army Suggestion Program.

c. The DA Form 1256 will be used to process the OTS. 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 that the award is an OTS.
- (3) The amount of the award and how determined.
- (4) The signature of the approving official.

d. Processing of the OTS will be accomplished as expeditiously as possible. Local procedures should be developed to assure that total processing time does not exceed 30 days.

Page 5-1. Chapter 5 is superseded as follows:

CHAPTER 5  
PERFORMANCE AWARDS

5-1. GENERAL.

A Performance Award consists of a monetary award and a DA Form 2443 (Commendation Certificate) given in recognition of high-level performance for a specific rating period. This award is used to recognize all appropriated fund employees, except SES employees.

5-2. CRITERIA.

- a. Employees with annual summary performance ratings of Exceptional or Highly Successful are eligible for this award.
- b. Employees rated Fully Successful who exceed the minimum requirements for the Fully Successful rating, with at least one critical element exceeded, may receive the Performance Award.
- c. All GM employees rated Exceptional must receive a Performance Award.

5-3. NOMINATING PROCEDURES.

- a. The employee's immediate supervisor is responsible for initiating the nomination on DA Form 1256 (Incentive Awards Nomination and Approval).

b. Documentation for this award will consist of a current annual performance rating (within 60 days of approval) of Exceptional, Highly Successful or Fully Successful which shows how employee exceeded the performance standards for the job elements.

5-4. APPROVAL AUTHORITY.

a. Commanders should delegate approval authority to the 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, except when the Secretary of the Army is the nominating official.

5-5. AMOUNT OF AWARD.

a. Performance Awards will be computed as a percentage of pay with a maximum award of 10% of employee's rate of basic pay.

b. Unusually exceptional employees may receive awards up to 20% if approved by the MACOM commander. 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/organizational effectiveness would be easily identified, documentable and clearly superior to others rated exceptional.

c. MACOM commanders will assure that, at the same grade level, GM employees rated Exceptional receive larger dollar awards than GM employees rated Highly Successful, and GM employees rated Highly Successful receive larger dollar awards than GM employees rated Fully Successful. This organizational requirement, and the responsibility to assure that it is carried out, may be redelegated to those subordinate commanders or equivalent officials having responsibility for managing performance awards budgets. The provisions of this subparagraph do not apply to employees promoted within 12 months of the date the rating is approved.

d. Effective after FY 85, all GM employees rated Exceptional must receive a minimum Performance Award of two percent (2%) of the employee's base pay.



## 5-6. BUDGETING FOR AWARDS.

a. Major commanders are responsible for assuring that fiscal year funds are budgeted and paid out for GM employee Performance Awards as follows:

- (1) Minimum of .75% of aggregate base payroll of GM employees in FY 85;
- (2) Minimum of 1.15% of aggregate base payroll of GM employees by FY 1989;\*
- (3) Maximum of 1.5% of aggregate base payroll of GM employees.

\*Guidance on incremental increases from the FY 85 minimum of .75% to the FY 89 minimum of 1.15% will be provided by OPM at a later date.

b. Commanders are responsible for assuring that adequate funds are budgeted for Performance Awards for non-GM employees. It is recommended that at least one percent (1%) of aggregate base payroll of these employees be budgeted for these awards.

c. Commanders should assure that comprehensive data and records of Performance Awards and other awards are maintained so that:

- (1) Awards programs can be evaluated locally; and
- (2) Data for reports which may be required by Congress or OPM are available.

d. As a minimum, at the beginning of each fiscal year each MACOM shall prepare an estimate of the GM Performance Awards budget, including funding levels used. The estimate will be based on GM pay and consider the following factors:

- (1) The number of GM employees during the previous year;
- (2) The aggregate rates of basic pay for these employees;
- (3) Significant changes in the number of these employees expected in the current fiscal year due to attrition, reorganization, expansion or RIF;
- (4) The distribution of performance ratings in the organization; and
- (5) The amount of general increases and merit increases that will be paid to GM employees in the current fiscal year.

## 5-7. PROGRAM GUIDANCE.

a. Nominations for the Performance Award should be submitted within 60 calendar days from the approval date of the annual rating. Final action should be completed within 30 days thereafter.

b. Except for GM employees rated Exceptional, employees will not be nominated automatically for the Performance Award based on their annual rating. The Performance Award should be used both to reward past performance and as an incentive to stimulate future high-level performance of the awardee and his or her peers.

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

d. An employee should never be informed that he or she is under consideration for, or has been nominated for, a Performance Award. Such an action may create a serious morale problem if the award is not eventually approved.

e. The Special Act or Service Award, rather than the Performance Award, is used to recognize special one-time individual contributions or achievements resulting from short periods of service in which tangible or intangible benefits are identified.

f. Nominations for a Performance Award are not appropriate when:

- (1) An employee is not rateable in the current job;
- (2) Prompted by the impending departure of a supervisor or an employee; or
- (3) Prompted solely by the fact that the employee is currently at a pay rate subject to legal limitation (pay cap); or
- (4) An employee has received a previous Performance Award based in whole or in part on the performance currently being recommended for recognition.

g. 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.

Page 11-1. In paragraph 11-1, line 2, replace the words "Merit Pay Cash Awards" with "Performance Management and Recognition System."

2. Post these changes per DA Pam 310-13.
3. File this interim change in front of the publication.

(DAPE-CPL)

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.  
General, United States Army  
Chief of Staff

Official:

DONALD J. DELANDRO  
Brigadier General, United States Army  
The Adjutant General

Distribution:

Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-9A requirements for AR, Decorations, Awards and Honors - B.

~~Copy 3~~

S/S by Ch. 2  
1 Feb 1982

\*AR 672-20

ARMY REGULATION

No. 672-20

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC, 1 June 1982

DECORATIONS, AWARDS, AND HONORS  
INCENTIVE AWARDS

Effective 1 July 1982

*This revision provides current guidance for the proper administration of the Army Incentive Awards Program. Local limited supplementation of this regulation is permitted, but is not required. If supplements are issued, HQDA agencies and major Army commands will furnish one copy of each to HQDA (DAPE-CPL); other commands will furnish one copy of each to the next higher headquarters.*

*Interim changes are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.*

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\* This regulation supersedes AR 672-20, 28 July 1975, including all changes.

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WASHINGTON, D. C. 20310

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## CHAPTER 10

### PUBLIC SERVICE AWARDS

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**10-1. Presidential Medal of Freedom.** *a.* The Presidential Medal of Freedom may be awarded in two degrees—the Presidential Medal of Freedom with Distinction (1st degree) and the Presidential Medal of Freedom (2d degree). The award may be given 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.* MACOM commanders may submit nominations for this award. Nominations will be prepared in letter form, in an original and six copies. They will be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA (DAPE-CPL), WASH DC 20310, 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.* Individuals nominated for this award or the awards cited in paragraphs 10-2 through 10-5 should not be given a DA award for the same achievement unless the nomination for the higher level award is disapproved.

**10-2. Presidential Citizens Medal.** *a.* The Presidential Citizens Medal was established to recognize US citizens who have served their country or their fellow citizens in an exemplary way. The President, at his sole discretion, may bestow this medal on any US citizen.

*b.* Procedures for nominations are the same as those described in paragraph 10-1*b*.

**10-3. Department of Defense Medal for Distinguished Public Service.** *a.* This award consists of a gold medal, a rosette, and a citation signed by the SECDEF.

*b.* Nominees will be those civilians—

(1) Who do not derive their principal livelihood from Federal Government employment.

(2) Who, at any time since enactment of the National Security Act of 1947, have performed distinguished service of significance to DOD as a whole, or have performed meritorious service of such significance to DA that recognition at SA level is thought insufficient.

(3) Whose service or assistance was performed at considerable personal sacrifice and inconvenience and was motivated by patriotism, good citizenship, and a sense of public responsibility.

*c.* Procedures for nominations are identical to those described in paragraph 10-1*b*.

**10-4. Secretary of Defense Award for Outstanding Public Service.** *a.* This award consists of a silver medal, a rosette, and a citation signed by the SECDEF.

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

**10-5. Decoration for Distinguished Civilian Service.** *a. General.* This award consists of a gold medal, rosette, and citation certificate signed by the SA. The SA awards this medal to those who provide distinguished service that makes a substantial contribution to the accomplishment of the Army's mission to include—

(1) Private citizens.

(2) Federal Government officials at the policy development level.

(3) Technical personnel who serve the Army in an advisory capacity or as consultants.

*b. Nominating procedures.*

(1) Nominations for this award may be

submitted by major commanders. Nominations will be submitted to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, in letter form, in an original and six copies. The project, research, or service performed, the activity in which performed, and dates of service will be described as well as the relationship and value of the service to the Army. Nominations should be submitted within 6 months from the end of the period of service to be recognized.

(2) Listing previous awards and other recognition.

(3) Nominations of foreign nationals will reflect coordination with the American Embassy to insure that the award will be consistent with the interests of the United States.

(4) A proposed citation not to exceed 95 words will accompany the nomination.

**10-6. Outstanding Civilian Service Award.** *a. General.* This award consists of a bronze medal, rosette, and citation certificate. The SA or MACOM commander may award this medal to private citizens, Federal Government officials at the policy development level, and technical personnel who serve the Army in an advisory capacity or as consultants, when they perform an outstanding service that makes a substantial contribution or is of significance to the MACOM concerned. Nominations of Civilian Aids to the Secretary of the Army will be approved by the SA.

*b. Nominating procedures.*

(1) The format for nominations for this award will be similar to that covered in paragraph 10-5*b*. Nominations should be submitted to approving authority within 6 months of the end of the period of service to be recognized.

(2) Nominations of foreign nationals will reflect coordination with the American Embassy to insure that the award will be consistent with the interests of the United States.

**10-7. Laurel leaf cluster.** A bronze, silver, or gold cluster of three laurel leaves and berries symbolizing civilian honors, achievement, and service will be used to indicate second, third, and fourth awards, respectively, of the Decoration for

Distinguished Civilian Service and the Outstanding Civilian Service Award. Medals will be presented with the proper cluster affixed, centered on the suspension ribbon, and the leaves pointing upward.

**10-8. Department of Defense Meritorious Award.** *a.* This award consists of a certificate signed by the SECDEF.

*b.* The award may be granted to organizations (including corporations, associations, and other groups) for outstanding contributions to the national defense effort that 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. This award will not be used to recognize the efforts of industrial organizations that meet or exceed DOD production quotas. Under no circumstances will organizations be advised that they are under consideration for this award.

*c.* MACOM commanders may submit nominations according to the procedures prescribed in AR 672-5-1. paragraph 8-16.

**10-9. Certificate of Appreciation for Patriotic Civilian Service.** *a.* This award consists of a certificate and lapel button. The SA or MACOM commander may make this award to recognize patriotic civilian service that contributes to the mission of an Army activity, command, or staff agency, or to the welfare of Army personnel. This authority may be redelegated to subordinate commanders at the discretion of the MACOM commander. Nominations to be approved by the SA will be personally endorsed by major commanders and submitted to the Executive Secretary, Army Incentive Awards Board.

*b.* This certificate may be awarded to a private citizen or official of DA at the policy development level. It also may be awarded to groups, including employees, business firms, fraternal organizations, and quasi-military units.

*c.* The lapel button will accompany the certificate only when the award is presented as an individual award.



**10-10. Processing nominations.** *a.* The pertinent Incentive Awards Committee will—

(1) Process nominations requiring HQDA approval or recommendations that are initiated at the activity level.

(2) Forward the nominations to the proper major commander over the signature of the activity commander.

*b.* The Incentive Awards Review Committee will evaluate activity nominations at the MACOM level. The most worthy nominations will be selected for forwarding to the Army Incentive Awards Board within the time limits specified. The major commander concerned will approve the nominations and endorse them personally.

## CHAPTER 12

### PROCUREMENT OF RECOGNITION DEVICES AND FORMS

**12-1. Honorary awards and other recognition devices.** *a. Requisitioning award forms and devices.* The organizations or individuals listed below will requisition yearly the honorary awards and other recognition devices, discussed in chapters 8 and 10, from HQDA(DAPE-CPL), WASH DC 20310. Exceptions are given in *b* and *c* below.

(1) Office, Secretary of the Army

(a) HQDA(DAEN-PEZ-A)

(2) Commander in Chief, US Army, Europe and Seventh Army

(3) Commanders of—

(a) US Army Materiel Development and Readiness Command

(b) US Army Intelligence and Security Command

(c) US Army Communications Command

(d) Military Traffic Management Command

(e) US Army Military District of Washington

(f) US Army Services Command

(g) US Army Forces Command

(h) US Army Training and Doctrine Command

(i) US Army, Japan

(j) Eighth US Army

(k) US Army Western Command

(l) US Army Recruiting Command

(m) US Army Finance and Accounting Center

(4) Superintendent, US Military Academy

*b. Commander's Award for Civilian Service.* Commands and activities will requisition yearly the medal and lapel emblem set. Federal Stock Number 8455-01-040-8180 will be cited. Requisitions will be sent to Cdr, US Army Support Activity, ATTN: STSAP-SE, 2800 South 8th Street, Philadelphia, PA 19101.

*c. Procurement of Career Service emblems.* Procurement of Career Service emblems will be accomplished according to periodic instructions, provided by OPM, which HQDA will forward to MACOMs.

**12-2. Where to obtain DA forms.** *a.* commands and activities will requisition the forms below from the Cdr, US Army AG Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220:

(1) DA Form 2442 (Certificate of Achievement).

(2) DA Form 2443 (Commendation Certificate).

(3) DA Form 2444 (Record of Length of Service Award).

(4) DA Form 4592 (Department of the Army Promotion Certificate).

(5) DA Form 4689 (Commander's Award for Civilian Service).

*b.* Because of the relatively high cost of these certificates, special care should be exercised to avoid spoilage in preparation.

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-CPL), WASH DC 20310.

By Order of the Secretary of the Army:

Official:

ROBERT M. JOYCE  
*Brigadier General, United States Army*  
*The Adjutant General*

E. C. MEYER  
*General, United States Army*  
*Chief of Staff*

**DISTRIBUTION:**

*Active Army, ARNG, USAR;* To be distributed in accordance with DA Form 12-9A, requirements for AR, Decorations, Awards and Honors—B.

## CHAPTER 2 ARMY SUGGESTION PROGRAM

**2-1. General. a.** A suggestion is an idea submitted in writing by one or more eligible persons (civilian or military), intended to achieve one or more of the following:

- (1) Accomplish a job better, faster, or cheaper.
- (2) Simplify or improve operations, tools, methods, procedure, layouts, or organization.
- (3) Increase individual or group productivity or manpower utilization.
- (4) Conserve materials or property.
- (5) Promote health or improve working conditions.
- (6) Greatly reduce the likelihood of serious accidents.
- (7) Improve morale in terms of desirable and feasible personnel services, on-post welfare facilities, and personnel policy and practice.

An adopted suggestion is a suggestion that has been installed, or for which authoritative official action has been taken which indicates adoption and guarantees implementation in the immediate future.

**c.** Proprietary rights to a suggestion automatically expire 1 year after the date of final action thereon (i.e., adoption, partial adoption, or rejection).

**2-2. Eligibility requirements. a.** A suggestion will be considered when it—

- (1) Is submitted in writing before or within 90 calendar days after the date the suggestion is adopted.
- (2) Involves a proposal original to the installation as a whole.
- (3) Does not substantially duplicate, in content, a suggestion already being considered or a suggestion on which proprietary rights have not expired.

**b.** A suggestion will not be considered when any of the following apply:

(1) The suggester is ineligible to take part in the Army Suggestion Program (para 1-3 and 1-8).

(2) It appears to be a complaint or proposes changes in housekeeping practices or improvements in personal comfort.

(3) It merely recommends enforcement of existing rules or regulations. (Note: Suggestions for more effective procedures for enforcement are eligible.)

(4) It duplicates a suggestion for which proprietary rights have not expired.

(5) It was not submitted within the required time period (a(1) above).

(6) It substantially duplicates an idea currently under consideration by any board, committee, organization, or official of DA even though the suggestion may antedate the final decision to implement the idea.

**c.** Eligible persons who make suggestions to improve materials or services purchased from a contractor may receive an award if the improvement results in tangible or intangible benefits to the Government. An example is a reduction in the cost of a product being purchased. Such suggestions should be sent to the suggester's employing installation so that the Government may propose the improvement to the contractor. Submission of the suggestion through Government channels is important to insure the origin of the proposal and the benefits to the Government are identified. Awards are not payable to employees or military members based upon benefits accruing to a contractor.

**2-3. Suggestion processing procedures. a.** Suggestions will be submitted on DA Form 1045 (Suggestion) to the Incentive Awards Administrator located in the CPO or to a designated suggestion coordinator. Suggestions pertaining to publications or equipment improvement may have a completed DA Form 2028 (Recommended Changes to Publications and Blank Forms) or DA Form 2407 (Maintenance Request), respectively, attached to the DA Form 1045.

b. Each suggestion received by the Incentive Awards Office will be checked against incentive awards files to avoid duplicate awards. Submissions that meet the definition of a suggestion (para 2-1) will be assigned a number and a meaningful title. Receipt of the submission will be acknowledged promptly. The number and title will be used on any correspondence prepared during the processing of the suggestion.

c. The Incentive Awards Office will return a submission to the suggester without assigning a number and title when the suggestion duplicates a previous suggestion or fails to meet the definition of a suggestion.

d. Suggestions that meet the eligibility criteria will be referred promptly to the office of primary interest (OPI) at the installation level for investigation, evaluation, and report as to adoption. The OPI is the office or organization with technical jurisdiction over the subject matter suggested. It has the basic functional interest in, authority over, and primary responsibility for the specific operation, procedure, system product or equipment suggested.

e. If a suggestion is adopted, the Incentive Awards Administrator will audit its evaluation and computed savings to be sure that the evaluation complies with regulations and is mathematically accurate before transmitting it to the finance and accounting office for payment of the award. He or she will determine whether the amount of award recommended is in accordance with tangible and/or intangible awards scales. If benefits are less than \$250, the adopted suggestion will be recognized by a letter of appreciation or a locally devised certificate.

**2-4. Evaluation procedures.** a. Suggestions will be evaluated as soon as possible using DA Form 2440 (Suggestion Evaluation). Full consideration will be given to the suggestion and any developments resulting from its submission. When an evaluation cannot be completed within 45 calendar days after receipt of the suggestion, the suggester will be informed by the Incentive Awards Office. The suggester also will be furnished interim progress reports either in writing or by telephone.

Reasons for the extended evaluation time shall be given.

b. When a suggestion is desirable and practical, and within the authority of the evaluator of the evaluator to adopt, the evaluation will include the following data:

(1) A commitment as to how and when it was or will be placed in operation.

(2) An estimate of the annual savings and benefits, together with an explanation of the method used in making this determination.

(3) An explanation of the type and relative importance of intangible benefits, if any. Examples of such benefits are increased safety, improved working conditions, and benefits to health or morale.

(4) A statement as to the extent of application.

(5) When applicable, an estimate of offsetting costs of implementing the suggestion.

c. When a suggestion has been adopted at the local level and is recommended for wider application, the OPI will forward it, with its evaluation to the next higher OPI.

d. When a suggestion is considered practical but cannot be adopted locally, the OPI will forward it, with its evaluation, to the next higher OPI.

e. When suggestions are referred to the next higher office, a copy of the evaluation will be sent to the local Incentive Awards Office for information.

f. Each echelon to which a suggestion is appropriately referred must make a complete evaluation. Inclusion of complete evaluations on DA Form 2440, recommending adoption, is necessary and helpful to the final evaluating authority.

g. Suggestions to be considered within the Office of the Secretary of Defense (OSD) will be referred to the OPI. Such referrals will contain a clear, concise statement as to what action is expected of the evaluator, and a recommendation as to whether the idea should be adopted and the reasons. OSD will also coordinate with the other Services and Defense agencies.

h. Suggestions considered of value to, or

requiring evaluation by, other Army commands or Defense agencies will be reviewed by the OPI and referred directly to the proper counterpart office.

i. Suggestions requiring technical evaluation by Government agencies other than DOD will be reviewed by the concerned Army Staff agency and forwarded to HQDA(DAAG-OPA-C), WASH DC 20310, for appropriate referral.

j. A suggestion that is undesirable or impractical may be rejected at any level. Evaluators should not forward suggestions to higher echelons unless they are considered desirable and practicable. If the evaluator is uncertain of the suggestion's value, he should forward the suggestion to higher level for further evaluation. In no case will a suggestion be rejected solely on the basis that official publications do not permit its adoption.

k. Upon completion of evaluation, the suggestion file will be returned through the same channels through which it was referred. One copy of the suggestion file, including one signed copy of the final DA Form 2440, will be sent directly to the originating Incentive Awards Office.

**2-5. Basis for granting cash awards.** a. Cash awards will be granted for adopted suggestions that result in tangible monetary savings, intangible benefits, or a combination of both. (See para 2-7 and 2-8 for criteria.) For a suggestion to be recommended for an award in excess of \$5,000, the idea in the suggestion must be original to the Army as a whole. If the suggestion is submitted by two or more eligible persons, the total of the cash award will not exceed the amount authorized for a similar individual award.

b. For an adopted suggestion to be the basis for a cash award, the idea in the adopted suggestion must be either outside the suggester's job responsibility or substantially exceed performance requirements.

c. Cash awards for adopted suggestions submitted by two or more eligible persons will be paid as follows:

(1) If the members of the group have participated on an equal basis, each member will receive an equal share of the total award.

(2) If the degree of contribution differs materially, each member will receive a share of the total group award in proportion to his contribution. The management official most knowledgeable of the relative contributions of each suggester will make this determination.

d. Delays may be necessary to determine the full value of an adopted suggestion or before the suggestion can be implemented. If so, an initial award may be made based on a conservative estimate of the value of the contribution or local adoption. No adjustment downward in this initial award is authorized after a final determination of the value of the contributions has been made.

e. A DA Form 2441 (Suggestion Award Certificate) will accompany all cash awards to military and civilian personnel.

f. A DA Form 2443 (Commendation Certificate) will accompany cash awards of \$100 or more.

**2-6. Authority to approve cash awards.** a. Major commanders may approve individual and group cash 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, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, for review by the Board.

b. Nominations will include a statement that clearly describes—

(1) The suggester's assigned responsibilities.

(2) The relationship of the contribution to those responsibilities.

(3) Whether the person is eligible for a cash award.

(4) Whether the suggestion is original to the Army as a whole.

c. Major commanders may redelegate to subordinate commands or activities the authority to approve suggestion cash awards in any amount up to \$10,000 based on tangible or intangible benefits or a combination of both. MACOMs will issue appropriate implementing instructions.

**2-7. Cash awards for adopted suggestions that result in tangible monetary savings.** a. Cash

awards for tangible monetary savings may be granted on the basis of actual or estimated savings (i.e., dollar benefits in the first year of implementation less offsetting costs of installation) as follows:

- (1) Actual dollar savings in terms of man-hours or personnel spaces.
- (2) Extent of increased output at the same cost.
- (3) Materials or other resources saved in specific terms.

*b.* Labor costs used in calculating costs of installation or man-hour savings should be based on actual costs, when available, or on a cost finding basis using average cost center labor rates. All labor rates will include leave and other personnel benefit costs prescribed for civilian and military personnel per paragraph 2-12. The amount of such savings normally will be calculated on the basis of estimated net monetary benefits for the first full year of operation following adoption, installation or application of the particular suggestion. An improvement with a high installation cost may yield measurable savings beyond the first year. If so, the amount of such savings may be based on the average of net annual savings over a period of the first 3 to 5 years. This figure may not exceed either the reasonable life of the initial installation or the clearly predictable period of use, whichever is the shorter.

*c.* The amount of cash awards will be determined according to the scale in table 2-1. Cash awards are not granted for adopted suggestions with less than \$250 in benefits. In such cases, a letter of appreciation or commendation, or a locally devised certificate, may be used.

*d.* Awards will be computed based on the addition of savings at each successive level to all those previously recorded. The total award covering all adoptions is based on the scales in tables 2-1 and 2-2 and is appropriate to the total savings and benefits realized. This method of computation applies to both tangible and intangible benefits.

**2-8. Cash awards for adopted suggestions that result in intangible benefits.** *a.* By their very nature, awards in this category are recommended on

the basis of judgment rather than precise facts and provable calculations. Award recommendations will be reviewed for their intrinsic merit and all relevant precedents, and approval of awards and amounts will be as fair and consistent as possible.

*b.* Recommendations for awards will include justification based on the following:

(1) *Value of benefit.*

(*a.*) *Moderate potential value.* Change or modification of an operating principle or procedure that has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited quality to a product, activity, program, or service to the public.

(*b.*) *Substantial potential value.* Substantial change or modification of an operating principle or procedure; an important improvement to the quality of a product, activity, program, or service to the public.

(*c.*) *High potential value.* Complete revision of a basic principle or procedure; a highly significant improvement to the quality of a product, major activity, program, or service to the public.

(*d.*) *Exceptional potential value.* Initiation of a new principle or major procedure; a superior improvement to the quality of a critical activity, program, or service to the public.

(2) *Extent of application.*

(*a.*) *Limited.* Affects functions, missions, or personnel of one office, facility, installation, or an organizational element of a headquarters; affects a small area of science, technology, or major programs.

(*b.*) *Extended.* Affects functions, missions, or personnel of several offices, facilities, or installations; affects an important area of science, technology, or major programs.

(*c.*) *Broad.* Affects functions, mission, or personnel of an entire regional area or command; affects a broad area of science or technology or a major program.

(*d.*) *General.* Affects functions, mission, or personnel of several regional areas or commands, or an entire department of a large agency, or is in the public interest throughout the Nation or beyond.

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c. The scale in table 2-2 will be used as a guide in determining the amount of cash awards for intangible benefits. If an adopted suggestion with intangible benefits in a moderate-limited category does not compare favorably with a suggestion involving tangible benefits of at least \$250, no cash award is in order. In such cases, a letter of appreciation or commendation or a locally devised certificate may be used.

**2-9. Cash awards for adopted suggestions 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.

**2-10. Request for reconsideration of suggestions.**

a. A suggester may request reconsideration of a suggestion that was not adopted. New or additional information must be presented to document an error of fact that would have a material effect on the evaluation. Such requests should be submitted to the local Incentive Awards Office within 45 days after the suggestion is rejected. Requests for reconsideration that merely state disagreement or dissatisfactions with the evaluation will be returned without action. Requests will be submitted through the same office of primary interest channel to one level above the nonadopting official. In instances in which the deciding authority was at HQDA level, reconsideration will be granted at that level. No reclaims or further requests for reconsideration on the same suggestion will be accepted. The reconsideration of a suggestion that was not adopted will not serve as a basis for extending proprietary rights.

b. A suggester may request an investigation and report if he believes that official action has been taken to implement all or a portion of the suggestion during the period for which proprietary rights have been granted. The request must cite the regulation, directive, or action that implemented the suggestion. It must be submitted through the same channels as the original suggestion. If a direct relationship can be established between the suggestion and official action to implement the idea(s) in the suggestion, the suggester will be given

appropriate recognition according to tables 2-1 and 2-2.

**2-11. Program guidance.** a. Determinations of whether a suggestion is within the suggester's job responsibility or exceeds the suggester's performance standards are properly a management decision. In making such a determination, consideration will be given to the suggester's job description, standards of performance, organization and functional manuals, and other documents which may help in defining the normal expectation of performance. The amount of savings alone should not be used to determine an employee's eligibility for an award since, in many positions, the accomplishment of large savings often results from normal performance of duties. In controversial cases, a commander may seek advice from the Incentive Awards Committee; final authority for such determinations rests with the activity commander.

b. Personnel should be encouraged to submit ideas and proposals related to factors such as housekeeping practices, personal comfort, and employee services and benefits (either orally or in writing) to their immediate supervisor.

c. Suggestions should be evaluated promptly using DA Form 2440. Reasons for adoption or nonadoption and computation of estimated benefits should be clearly and completely stated and should indicate that serious consideration was given to the suggestion. Nonadoptions should be worded in such a way as to encourage further participation by the suggester. Incentive Awards Administrators may return incomplete or inappropriate evaluations for further documentation.

d. Commanders may delegate to directors (normally management officials reporting to the commander) and Incentive Awards Administrators authority to give final approval for suggestion awards up to and including a specific dollar amount to be established at the discretion of the commander. Incentive Awards committees will be used to advise the commander when the recommended award exceeds either his or her authority or the authority delegated to directors.

**2-12. Salary rate computations for civilian and**



**military personnel.** *a.* Reimbursable work or services performed by DOD civilian personnel will be computed on the basis of actual direct time worked priced at 129 percent of the base rate. When groups of individuals are involved whose pay rates are more or less homogeneous, group average base pay rates may be used instead of individual base pay rates. The 29-percent acceleration rate consists of a 20-percent acceleration rate to cover standard leave and holiday costs to the fi-

nancing appropriation of other employee benefits such as retirement and health benefits.

*b.* Reimbursable services of military personnel will be computed on the basis of detailed time or actual direct time worked, as applicable, at the composite standard rates that provide for the basic pay, incentive and special pay, and certain expenses and allowances included in the Military Personnel appropriations for active forces.

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Table 2-1. Contributions With Tangible Benefits

<i>Estimated First-Year Benefits to Government</i>	<i>Amount of Award</i>
Up to \$10,000 .....	10 percent of benefits
\$10,001-\$100,000 .....	\$1,000 for the first \$10,000, plus 3 percent of benefits over \$10,000
★ \$100,001 or more .....	\$3,700 for the first \$100,000 plus .5 percent of benefits over \$100,000

Quick Guide for Calculating Awards Based on Tangible Benefits

Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award
Up to \$10,000	10%	50,000	2,200	90,000	3,400	170,000	4,050	1,800,000	12,200
11,000	1,030	51,000	2,230	91,000	3,430	175,000	4,075	1,900,000	12,700
12,000	1,060	52,000	2,260	92,000	3,460	180,000	4,100	2,000,000	13,200
13,000	1,090	53,000	2,290	93,000	3,490	185,000	4,125	2,100,000	13,700
14,000	1,120	54,000	2,320	94,000	3,520	190,000	4,150	2,200,000	14,200
15,000	1,150	55,000	2,350	95,000	3,550	195,000	4,175	2,300,000	14,700
16,000	1,180	56,000	2,380	96,000	3,580	200,000	4,200	2,400,000	15,200
17,000	1,210	57,000	2,410	97,000	3,610	205,000	4,225	2,500,000	15,700
18,000	1,240	58,000	2,440	98,000	3,640	210,000	4,250	2,600,000	16,200
19,000	1,270	59,000	2,470	99,000	3,670	215,000	4,275	2,700,000	16,700
20,000	1,300	60,000	2,500	100,000	3,700	220,000	4,300	2,800,000	17,200
21,000	1,330	61,000	2,530	101,000	3,705	225,000	4,325	2,900,000	17,700
22,000	1,360	62,000	2,560	102,000	3,710	230,000	4,350	3,000,000	18,200
23,000	1,390	63,000	2,590	103,000	3,715	235,000	4,375	3,100,000	18,700
24,000	1,420	64,000	2,620	104,000	3,720	240,000	4,400	3,200,000	19,200
25,000	1,450	65,000	2,650	105,000	3,725	245,000	4,425	3,300,000	19,700
26,000	1,480	66,000	2,680	106,000	3,730	250,000	4,450	3,400,000	20,200
27,000	1,510	67,000	2,710	107,000	3,735	255,000	4,475	3,500,000	20,700
28,000	1,540	68,000	2,740	108,000	3,740	260,000	4,500	3,600,000	21,200
29,000	1,570	69,000	2,770	109,000	3,745	265,000	4,525	3,700,000	21,700
30,000	1,600	70,000	2,800	110,000	3,750	270,000	4,550	3,800,000	22,200
31,000	1,630	71,000	2,830	111,000	3,755	275,000	4,575	3,900,000	22,700
32,000	1,660	72,000	2,860	112,000	3,760	280,000	4,600	4,000,000	23,200
33,000	1,690	73,000	2,890	113,000	3,765	285,000	4,625	4,100,000	23,700
34,000	1,720	74,000	2,920	114,000	3,770	290,000	4,650	4,200,000	24,200
35,000	1,750	75,000	2,950	115,000	3,775	295,000	4,675	4,300,000	24,700
36,000	1,780	76,000	2,980	116,000	3,780	300,000	4,700	4,400,000	25,200
37,000	1,810	77,000	3,010	117,000	3,785	305,000	4,725		
38,000	1,840	78,000	3,040	118,000	3,790	310,000	4,750		
39,000	1,870	79,000	3,070	119,000	3,795	315,000	4,775		
40,000	1,900	80,000	3,100	120,000	3,800	320,000	4,800		
41,000	1,930	81,000	3,130	125,000	3,825	325,000	4,825		
42,000	1,960	82,000	3,160	130,000	3,850	330,000	4,850		
43,000	1,990	83,000	3,190	135,000	3,875	335,000	4,875		
44,000	2,020	84,000	3,220	140,000	3,900	340,000	4,900		
45,000	2,050	85,000	3,250	145,000	3,925	345,000	4,925		
46,000	2,080	86,000	3,280	150,000	3,950	350,000	4,950		
47,000	2,110	87,000	3,310	155,000	3,975	355,000	4,975		
48,000	2,140	88,000	3,340	160,000	4,000	360,000	5,000		
49,000	2,170	89,000	3,370	165,000	4,025	365,000	5,025		

\* Awards over \$10,000 require the approval of the Office of Personnel Management.

\*\* Maximum award authorized by the Office of Personnel Management. A presidential Award of up to \$10,000 may be paid in addition to the \$25,000.

S/S AR 5-17-82 OCH 19/1940  
 (Handwritten notes and signatures)

Table 2-2. Scale of Awards Based on Intangible Benefits

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one office, facility, installation, or an organizational element of a headquarters.  Affects a small area of science or technology.	Affects functions, mission, or personnel of several offices, facilities, or installations.  Affects an important area of science or technology.	Affects functions, mission, or personnel or an entire regional area of command. May be applicable to all of an independent agency or a large bureau.  Affects a broad area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or large independent agency, or is in the public interest throughout the Nation or beyond.
<b>MODERATE VALUE</b> — Change or modification of an operating principle or procedure which has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity, program, or service to the public.	\$25-100 (compare w/\$250-1,000 tangible benefits)	\$100-250 (compare w/\$1,000-2,500 tangible benefits)	\$250-500	\$500-1,000
<b>SUBSTANTIAL VALUE</b> — Substantial change or modification of an operating principle or procedure; an important improvement to the value of a product, activity, program, or service to the public.	\$100-250 (compare w/\$1,000-2,500 tangible benefits)	\$250-500 (compare w/\$2,500-5,000 tangible benefits)	\$500-1,000 (compare w/\$1,000-2,500 tangible benefits)	\$1,000-2,500
<b>HIGH VALUE</b> —Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity, or program, or service to the public.	\$250-500	\$500-1,000 (compare w/\$5,000-10,000 tangible benefits)	\$1,000-2,500 (compare w/\$10,000-50,000 tangible benefits)	\$2,500-5,000 (compare w/\$50,000-350,000 tangible benefits)
<b>EXCEPTIONAL VALUE</b> — 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.	\$500-1,000	\$1,000-2,500	\$2,500-5,000 (compare w/\$50,000-350,000 tangible benefits)	\$5,000-10,000 (compare w/\$350,000-1,350,000 tangible benefits)

Table 2-1. Contributions With Tangible Benefits

First-Year Benefits to Government	Amount of Award
Up to \$10,000	10 percent of benefits
\$10,000 to \$100,000	\$1,000 for the first \$10,000, plus 3 percent of benefits over \$10,000
\$100,000 or more	\$3,700 for the first \$100,000 plus 5 percent of benefits over \$100,000

Quick Guide for Calculating Awards Based on Tangible Benefits

Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award
Up to 10,000	10%	50,000	2,200	90,000	3,400	170,000	4,050	1,800,000	12,200
11,000	1,030	51,000	2,230	91,000	3,430	175,000	4,075	1,900,000	12,700
12,000	1,060	52,000	2,260	92,000	3,460	180,000	4,100	2,000,000	13,200
13,000	1,090	53,000	2,290	93,000	3,490	185,000	4,125	2,100,000	13,700
14,000	1,120	54,000	2,320	94,000	3,520	190,000	4,150	2,200,000	14,200
15,000	1,150	55,000	2,350	95,000	3,550	195,000	4,175	2,300,000	14,700
16,000	1,180	56,000	2,380	96,000	3,580	200,000	4,200	2,400,000	15,200
17,000	1,210	57,000	2,410	97,000	3,610	225,000	4,325	2,500,000	15,700
18,000	1,240	58,000	2,440	98,000	3,640	250,000	4,450	2,600,000	16,200
19,000	1,270	59,000	2,470	99,000	3,670	275,000	4,575	2,700,000	16,700
20,000	1,300	60,000	2,500	100,000	3,700	300,000	4,700	2,800,000	17,200
21,000	1,330	61,000	2,530	101,000	3,705	325,000	4,825	2,900,000	17,700
22,000	1,360	62,000	2,560	102,000	3,710	350,000	4,950	3,000,000	18,200
23,000	1,390	63,000	2,590	103,000	3,715	375,000	5,075	3,100,000	18,700
24,000	1,420	64,000	2,620	104,000	3,720	400,000	5,200	3,200,000	19,200
25,000	1,450	65,000	2,650	105,000	3,725	425,000	5,325	3,300,000	19,700
26,000	1,480	66,000	2,680	106,000	3,730	450,000	5,450	3,400,000	20,200
27,000	1,510	67,000	2,710	107,000	3,735	475,000	5,575	3,500,000	20,700
28,000	1,540	68,000	2,740	108,000	3,740	500,000	5,700	3,600,000	21,200
29,000	1,570	69,000	2,770	109,000	3,745	550,000	5,950	3,700,000	21,700
30,000	1,600	70,000	2,800	110,000	3,750	600,000	6,200	3,800,000	22,200
31,000	1,630	71,000	2,830	111,000	3,755	650,000	6,450	3,900,000	22,700
32,000	1,660	72,000	2,860	112,000	3,760	700,000	6,700	4,000,000	23,200
33,000	1,690	73,000	2,890	113,000	3,765	750,000	6,950	4,100,000	23,700
34,000	1,720	74,000	2,920	114,000	3,770	800,000	7,200	4,200,000	24,200
35,000	1,750	75,000	2,950	115,000	3,775	850,000	7,450	4,300,000	24,700
36,000	1,780	76,000	2,980	116,000	3,780	900,000	7,700	4,360,000	25,000**
37,000	1,810	77,000	3,010	117,000	3,785	950,000	7,950		
38,000	1,840	78,000	3,040	118,000	3,790	1,000,000	8,200		
39,000	1,870	79,000	3,070	119,000	3,795	1,050,000	8,450		
40,000	1,900	80,000	3,100	120,000	3,800	1,100,000	8,700		
41,000	1,930	81,000	3,130	125,000	3,825	1,150,000	8,950		
42,000	1,960	82,000	3,160	130,000	3,850	1,200,000	9,200		
43,000	1,990	83,000	3,190	135,000	3,875	1,250,000	9,450		
44,000	2,020	84,000	3,220	140,000	3,900	1,300,000	9,700		
45,000	2,050	85,000	3,250	145,000	3,925	1,350,000	9,950		
46,000	2,080	86,000	3,280	150,000	3,950	1,400,000	10,200*		
47,000	2,110	87,000	3,310	155,000	3,975	1,500,000	10,700		
48,000	2,140	88,000	3,340	160,000	4,000	1,600,000	11,200		
49,000	2,170	89,000	3,370	165,000	4,025	1,700,000	11,700		

\* Awards over \$10,000 require the approval of the Office of Personnel Management.

\*\* Maximum award authorized by the Office of Personnel Management. A presidential Award of up to \$10,000 may be paid in addition to \$25,000.

Table 2-2. Scale of Awards Based on Intangible Benefits

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one office, facility, installation, or an organizational element of a headquarters.  Affects a small area of science or technology.	Affects functions, mission, or personnel of several offices, facilities, or installations.  Affects an important area of science or technology.	Affects functions, mission, or personnel of an entire regional area of command. May be applicable to all of an independent agency or a large bureau.  Affects a broad area of science or technology.	Affects functions, mission, or personnel of regional areas of command, or a department or independent agency in the public interest throughout the world or beyond.
<b>MODERATE VALUE</b> — Change or modification of an operating principle or procedure which has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity, program, or service to the public.	\$25-100 (compare with \$250-1,000 intangible benefits)	\$100-250 (compare with \$1,000-2,500 intangible benefits)	\$250-500	\$500-1,000
<b>SUBSTANTIAL VALUE</b> — Substantial change or modification of an operating principle or procedure; an important improvement to the value of a product, activity, program, or service to the public.	\$100-250 (compare with \$1,000-2,500 intangible benefits)	\$250-500 (compare with \$2,500-5,000 intangible benefits)	\$500-1,000 (compare with \$5,000-10,000 intangible benefits)	\$1,000-2,500 (compare with \$10,000-25,000 intangible benefits)
<b>HIGH VALUE</b> —Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity, or program, or service to the public.	\$250-500	\$500-1,000 (compare with \$5,000-10,000 intangible benefits)	\$1,000-2,500 (compare with \$10,000-25,000 intangible benefits)	\$2,500-5,000 (compare with \$25,000-50,000 intangible benefits)
<b>EXCEPTIONAL VALUE</b> — 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.	\$500-1,000	\$1,000-2,500	\$2,500-5,000 (compare with \$25,000-50,000 intangible benefits)	\$5,000-10,000 (compare with \$50,000-100,000 intangible benefits)